

A young man with short brown hair and glasses is sitting at a desk, focused on his laptop. He is wearing a grey t-shirt. On the desk in front of him is an open book and a black mobile phone. The background is a blurred library or study area with other people and bookshelves. The overall lighting is warm and natural.

KPMG

Project EBS

15th October 2019

Contents

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	Page
Executive summary	4
Context of online postgraduate education	8
Student demographics & profile	12
Program portfolio	18
Enrolment & recurrence	25
Motivations & objectives	29
Competitive landscape	42
KPCs and IEBS performance	52
NPS	62
Pricing	69
Appendix 1: performance drill down	78
Appendix 2: qualitative comments	91

Basis of preparation

Overview of basis of preparation

Within the scope of our work, we have focused on the assessment of the Target's quality. We have carried out a deep analysis on IEBS brand awareness, students perception (overall and factor by factor), competitive positioning, price and discounts performance and we have identified differences by type of program, field of study and student nationality and profile

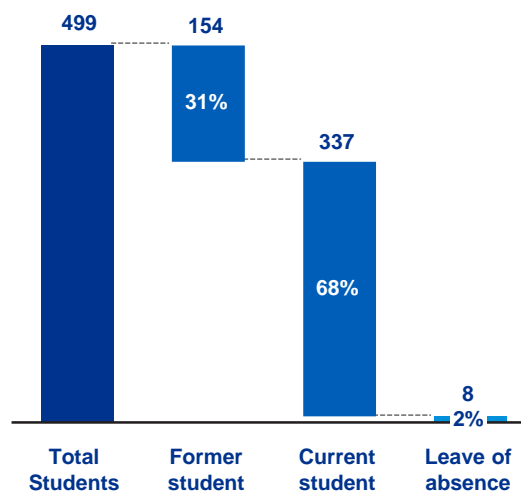
The team has had access to the company management for kick-off on September 9th. The primary source of information has been the defined survey targeted to both current and former IEBS students. The survey has been distributed by IEBS to a wide student database (7,669 students)

At the date of this report, the survey is closed as we have already been provided with sufficient information to corroborate our key findings and recommendations

Key sources of information

The key source of information for this project has been a deep students survey. Main considerations regarding the survey:

- The survey has been initially defined by Permira and later adjusted consensually by KPMG
- The survey has been programed by an external KPMG provider
- The survey has been targeted to IEBS students
- The student database is composed by IEBS current students and Alumni. This database is composed approximately by 7,669 students
- The survey has been distributed by IEBS to the accorded student database



Other items to consider

- For the purpose of our analysis, we have focused our work on those areas that were indicated by the client as being of most relevance, as stipulated in the scope of work
- The content of this report has not been reviewed by the management team of the Company



Executive summary

Executive summary

Online postgraduate education is growing as it provides advantages for obtaining a master degree, contributing to professional growth

Context of online postgraduate education

- **Master programs** increase perspectives of **better salary and employability** with **private online courses becoming the most attractive alternative**, as it provides key advantages such as:
 - Flexibility to combine training and working
 - Access to a wider array of programs
 - Typically lower pricing and more flexible payment conditions

Business Overview

- **Master programs** increase perspectives of **better salary and employability** with **online courses becoming the most attractive alternative**, as it provides advantages such as flexibility, wider program access and better pricing
- **IEBS** seems to **cater online courses for experienced professionals** interested in **combining business training with their professional career**, attracting students not only from Spain but largely from Latin American countries
- IEBS offers courses across **five major business fields, with prevalence of Business & Tech and Marketing**, and completed with Entrepreneurship, Social Media and Human Resources programs. They offer a wide variety of programs but **Master and Postgraduate programs seem to be more demanded** than shorter courses
- IEBS seems to have **evolved** from a specialized school (finance, marketing entrepreneurship and innovation) **towards a more comprehensive Business School**, although with an relevant **focus on tech and innovation**
- As a pure online player, IEBS focuses clearly on obtaining **leads from online channels** where they seem to keep a very **effective positioning**. Referrals are still relevant for generating leads, and given the NPS probably more important for the actual enrolment
- IEBS students **main motivation** to take a course are related to professional development, either **growing professionally (65%) or keeping updated (43%)**. Students generally **achieve their objectives (93%** of respondents) although **marketing seems to have a poorer performance**, which might be relevant to address given its weight
- Satisfaction with the accomplishment of objectives leads to a **low abandonment rate (4%)** and which for the most part is due to personal reasons not related to IEBS quality

Executive summary

IEBS stands out as a preferred option among experienced professionals looking for online business training for professional growth

Business Overview

- Despite the wide offer of **online business schools**, many of these institutions are **largely unknown** and not even considered when taking a business course. **IEBS seem to be well positioned**, showing good prestige and good levels of satisfaction with direct competitors being mainly IE and ESIC (Tier 1) followed by UOC, UNIR and UE (Tier 2)
- **Content quality and ability to complete the course online are the main KPC**, together with payment conditions, when selecting among alternatives. **IEBS performs well in all key factors**, being aligned with key competitors in terms of prestige slightly standing out in quality of resources and methodology, with **pricing being differential**
- **Worse performing factors** (employability and student experience), seem to be **not as relevant** among online schools
- Satisfaction with objectives and the good perception results in a **NPS of 49%, comparatively high** for its sector
- The **positive feedback on pricing** holds when taking a deeper analysis, becoming truly differential, and uncovering **opportunities for higher prices**

Executive summary

Some further analysis might be needed to better understand topics like recurrence and opportunities on pricing

Further considerations and suggested analysis

- Demographics and student profiling from the surveys should be cross-checked against actual student database information. IEBS seems to have a powerful CRM given the different alternatives offered for distribution of the survey
- Given the relevance of online channels to generate leads and therefore for future enrolments, a deeper analysis on would make clearer the ultimate lead source, and the ROI on lead generation, specifically:
 - Share of organic searches vs. paid advertising, and SEO and SEM strategies
 - Organic presence on Social Media vs paid advertising, and social media metrics
 - Web analytics and metrics, comparison and relevance of international webpages, to identify new needs for relevant countries
- A deeper look into the marketing portfolio of IEBS compared to key competitors and to marketing specialized schools is advisable, given the relatively low performance of marketing courses at IEBS
- Deeper analysis on recurrent students to gain new angles for better understanding:
 - Do recurrent students usually remain in the same field of study? Are they always offered new courses on the same field or encouraged to explore new fields? Consider that all IEBS courses are ultimately business related
 - Do recurrent students typically get hooked with small courses, and once they assess quality they take a long term master program? Do students continue taking shorter courses after a long program? What is a best strategy to increase recurrence?
- Assessment of the IEBS performance against main competitors might be biased since it has been made based exclusively on the opinion of IEBS students. The conclusions could vary if a more complete panel, composed by students from other universities, was utilized
- Assessment of the quality of the product is exclusively based on survey responses, but a complete assessment of the platform, content and services of IEBS would help to better understand the level of satisfaction, especially if combined with a benchmark assessment of other key online players
- Further NPS analysis might be conducted against key competitors, to better assess the score of 46%
- A full benchmark analysis of pricing of key competitors, including if available the level of discounts and scholarships granted, would help to better understand the value of IEBS and to better assess the opportunities in pricing, as results from the survey suggest n opportunity for higher prices



Context of online postgraduate education

Context of online postgraduate education

Better prospective salary and employability levels boost professionals to study master's programs, being online courses an attractive alternative

Reasons to study a master's or postgraduate's program

1

Better salary's prospective

Based on information provided by the OECD, there is a significant salary gap between workers with a master's degree and a bachelor's degree

This difference depends on the country, master's vs. bachelor's:

- Spain: +22%
- Mexico: +58%

2

Better employability levels

Once again based on information provided by the OECD, there is a significant employment rate gap between workers with a master's and a bachelor's degree

Depending on the country, master's vs. bachelor's :

- Spain: +4p.p.
- Mexico: +5p.p.

Advantages of studying a master's at an online institution

A

Access to a wider range of courses

Once proximity to the university / institution is not a burden due to online programs, students are able to choose among a wider variety of courses that can be offered by any university from all around the world

B

Ability to make it compatible work and studies

Master's programs, targeted to professionals, need to be adaptable to students agenda. Online programs allow professionals to study and work at the same time, making it easier the decision of enroll in a specialization course

C

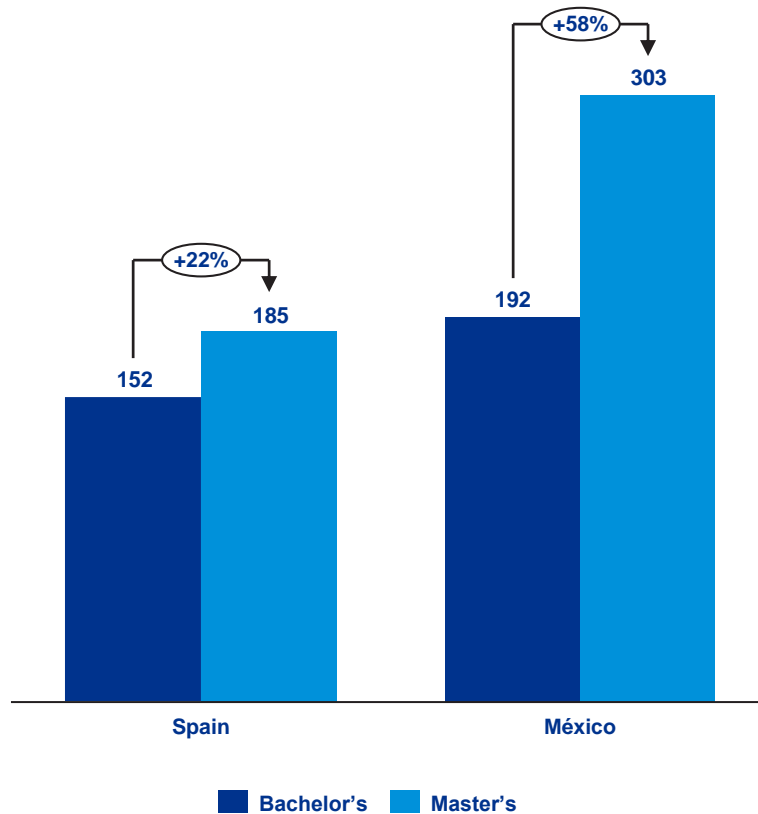
Cheaper tuition

As online institutions do not face traditional fix costs for onsite universities such as building rents and most of the personnel, they are able to offer courses at a considerably lower price

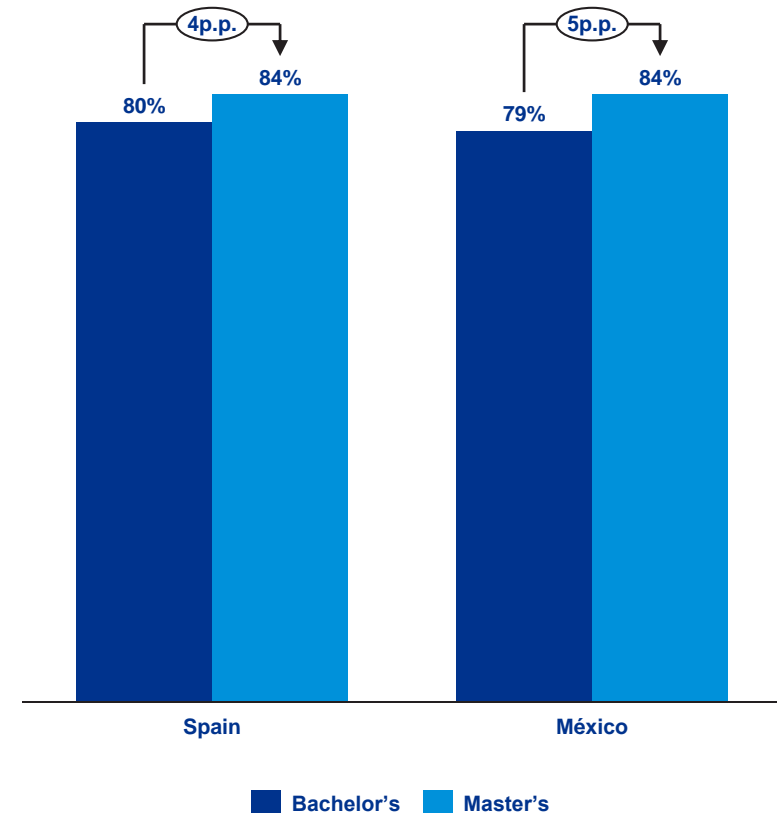
Context of online postgraduate education

Studying a master's program implies, on average, higher salaries and better employment rates, reasons why professionals are keen to invest on them

Relative earnings of workers by educational attainment (2017; Index: upper secondary education = 100)



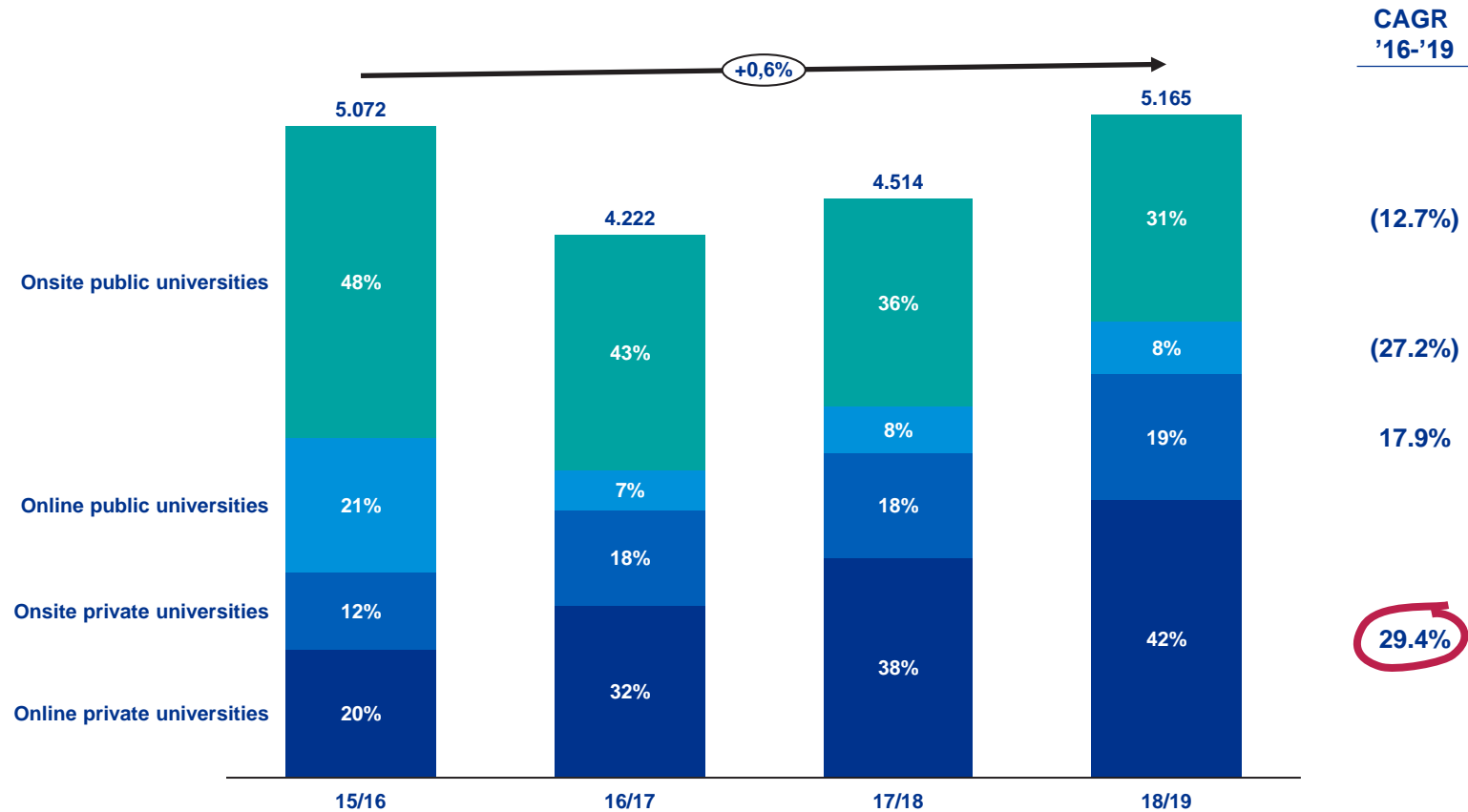
Employment rates of 25-64 y/o by educational attainment (2018)



Context of online postgraduate education

We perceive a trend towards online education as preferred choice, where private institutions seem to offer a more attractive platform and programs

Students over 40 y/o enrolled in master's programs (15/16 – 18/19; Spain; only official masters)





Student demographics & profile

Student demographics and profile

IEBS attracts mainly experienced professionals interested in combining business training with their professional career, which should be confirmed with student DB

Demographics

- Gender predominance of female students (56%) is aligned with the Spanish market in which women are more keen to enroll in business courses offered by private online universities (51% women vs. 49% men) contrasting with the situation in private onsite universities (42% women vs. 58% men)¹
- IEBS is attracting a majority of Spanish population (53%), but with a large share of Latin American students 42%, primarily from Mexico and Colombia, but with presence in a wide range of other Latin American countries. This could represent an opportunity for the UE to leverage on its international position in Latin American countries, with two strong brands in this region
- 95% of IEBS students are 25 y/o or older, which is highly correlated with their level of education, holding 94% of them at least an undergraduate degree, and also aligned with IEBS programs portfolio, primarily directed to experienced professionals

Professional profile

- About 70% of IEBS students are Full-time or part-time employees. Of these, 85% have more than 5 years of experience, and 53% over 10 years of experience.
- These results are aligned with the type of offering from IEBS, as online courses are typically chosen by experienced professionals who want to be able to combine their job with training.
- Additionally this is also aligned with the main reasons expressed by respondents to enroll in their courses, “stay updated and grow professionally”
- The proportion of students who are entrepreneurs or self-employed (21%) also stands out from the results, which considering the wide range of IEBS courses related to entrepreneurship would be expected
- Income levels among respondents are very distributed among different ranges, given the diversity of countries of origin, and the diversity of job positions within the business related fields. Nevertheless, we can observe c.76% of respondents with net earning over 1,500€, which would be aligned with an professionally experienced population

1) Ministry of Education of Spain. 2018/2019

Student demographics and profile

IEBS students come mainly from Spain and Latin American countries, with no relevant differences across these regions

Profile differences

- Differences in demographics across the key regions (Spain and Latin American) seem not too relevant, and are probably related with the underlying socioeconomic backgrounds of these regions. Thus, Spanish students have on average a slightly higher income, and Latin American countries have a smaller share of vocational training. Population from Spain is also slightly more aged than Latin American students
- These differences are also present when looking at the professional profiling of the student sample, again in line with socioeconomic aspects of both regions, so that for example Spain presents a higher rate of students unemployed. In contrast, the rate of self-employed students in Latin America is noticeable, reaching around 25% of respondents
- Among the employed population, other than some more part-time jobs among Spanish students, the level of seniority is very similar, as mentioned, attracting mainly experienced professional with over 5 years of experience

1) Ministry of Education of Spain. 2018/2019



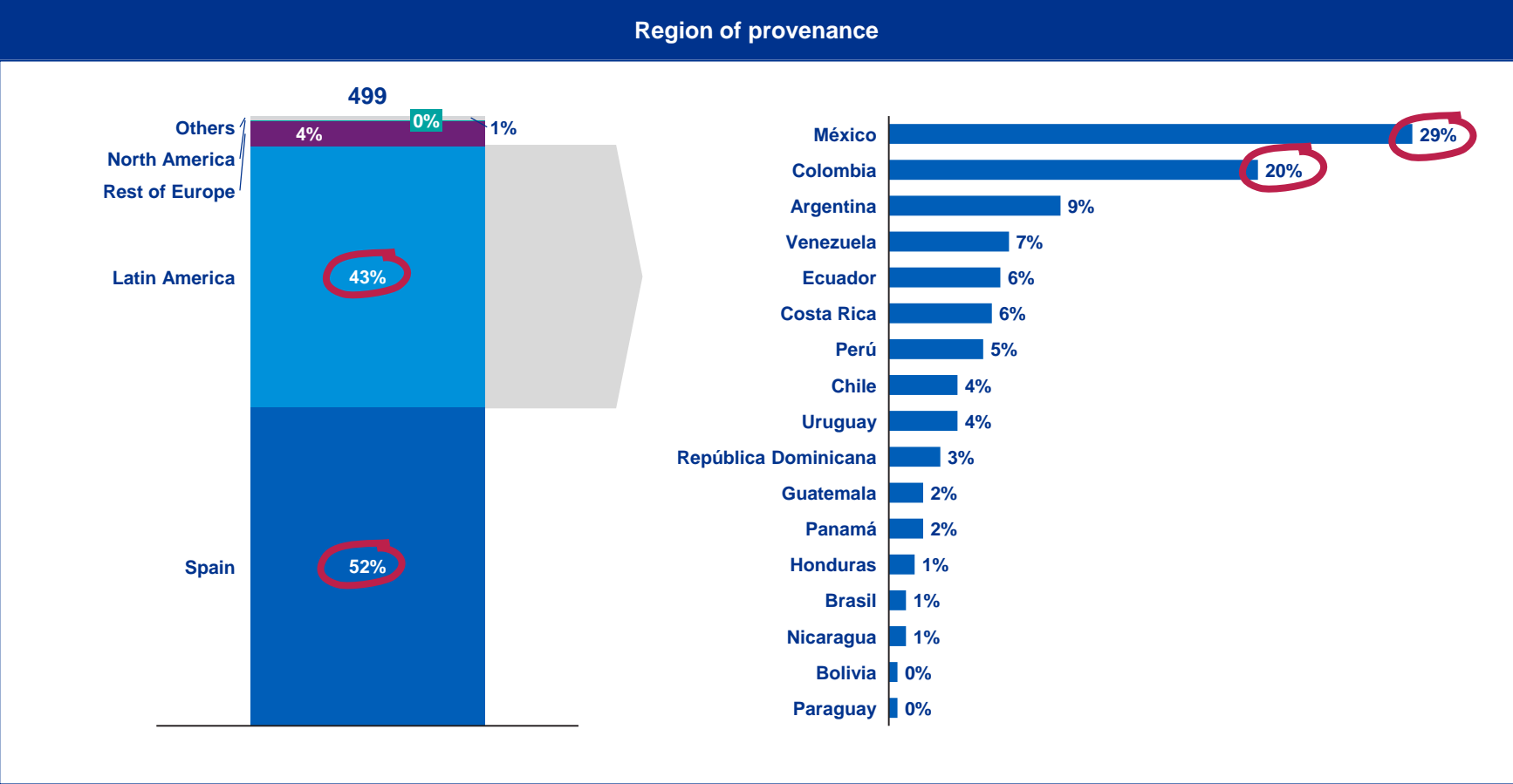
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Source: KPMG Customer Survey

Student demographics and profile

The large majority of IEBS students come from Spain (52%) and Latin America (43%) where IEBS has presence primarily México and Colombia

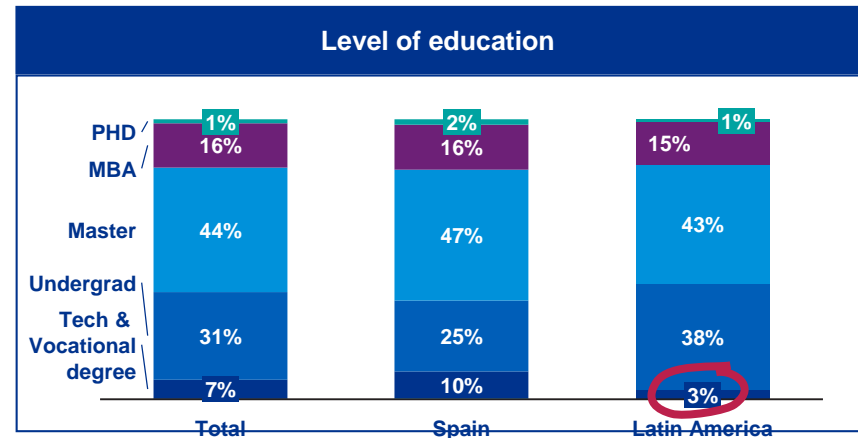
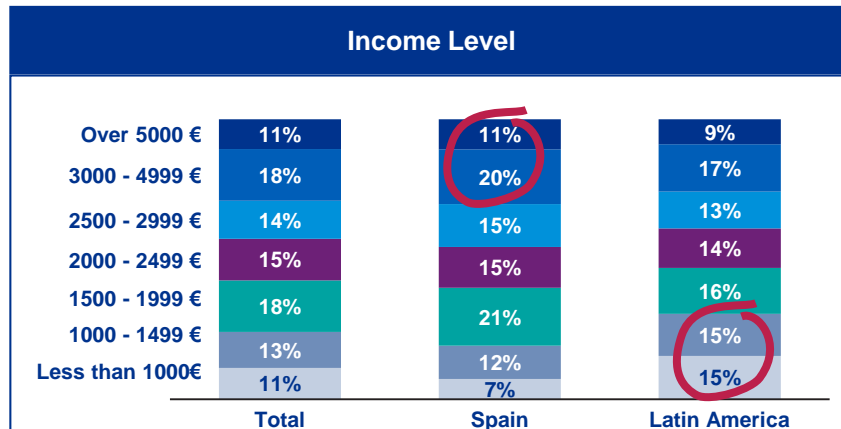
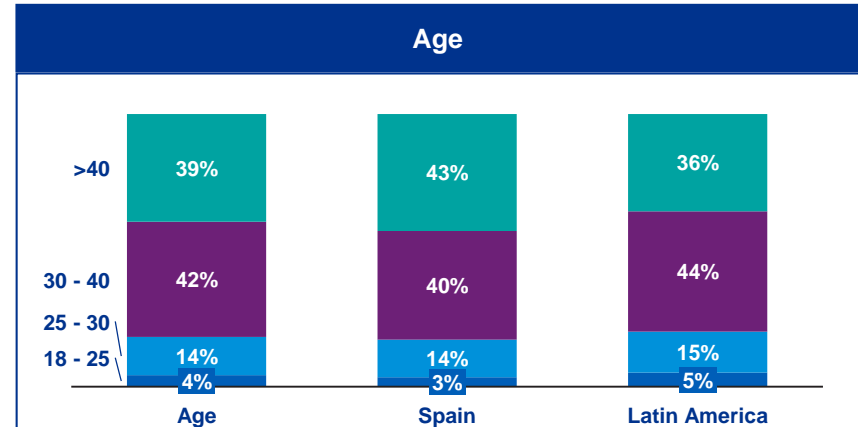
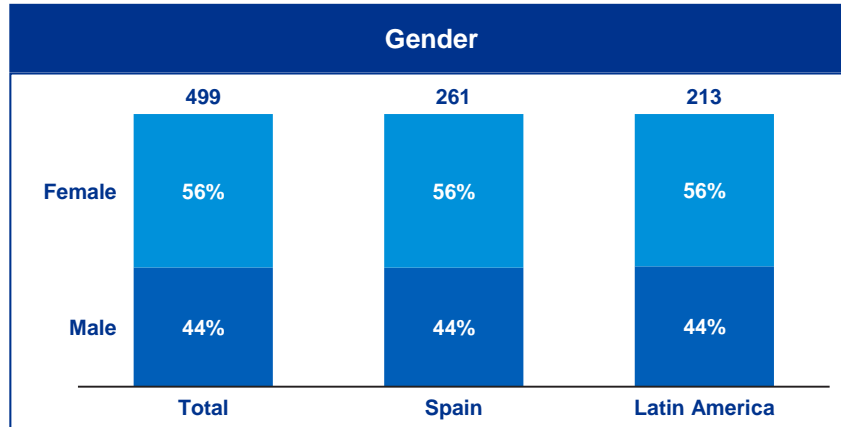
What is the respondent's profile?



Student demographics and profile

No relevant demographic differences are observed, only some higher income level among Spanish students, and fewer vocational degrees in Latin America

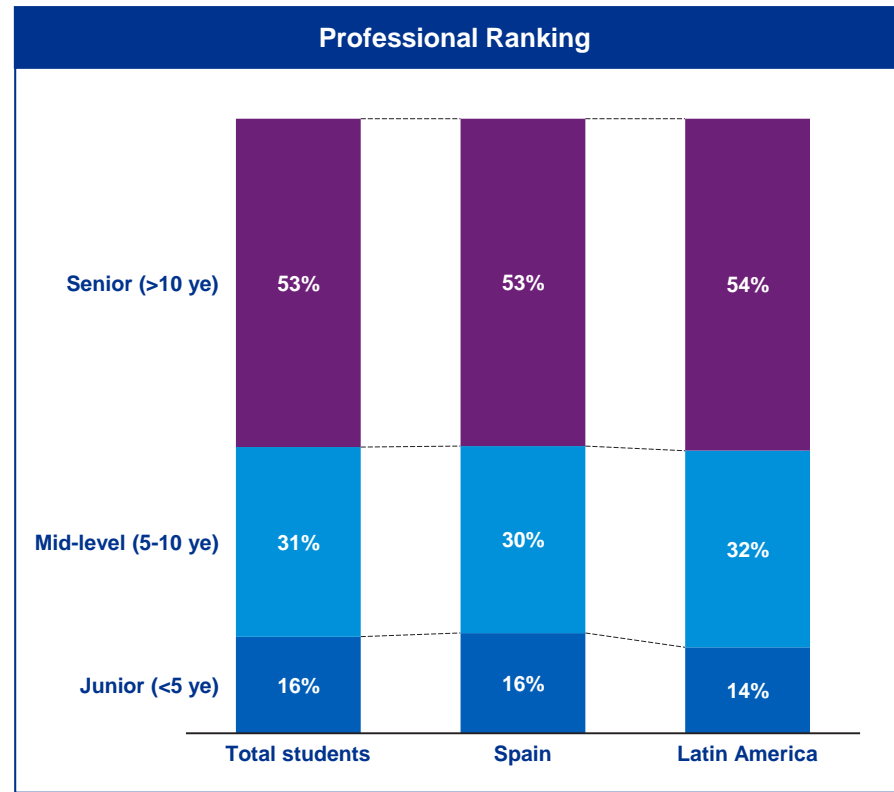
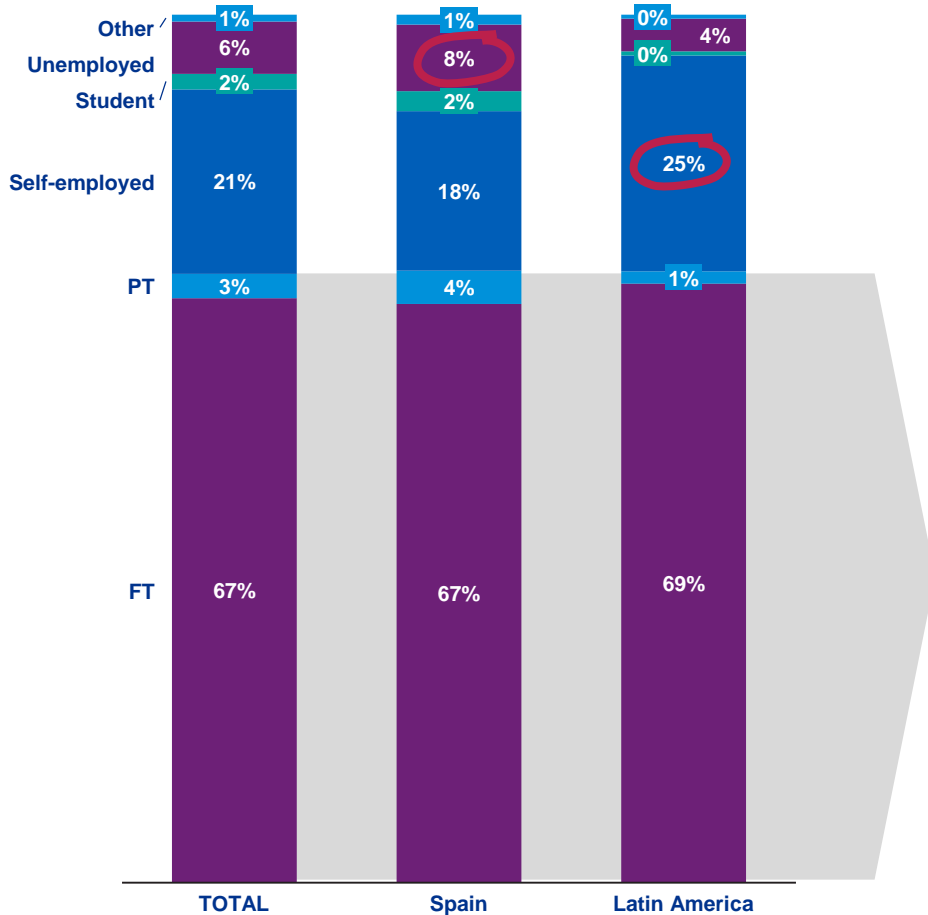
What is the respondent's profile?



Student demographics and profile

Similarly, slight professional differences exist, with higher rates of self-employed students in Latin American, and a higher unemployment rate in Spain

What is the respondents professional profile?





Program portfolio

Program Portfolio

IEBS seems to attract more students to its longer programs across five major business fields, but with prevalence of Business & Tech and Marketing

Field of study

- IEBS is a Business School focused on 5 major fields of study: Business & Tech representing 39% of respondents, Marketing (37%), Entrepreneurship (8%), Social Media (8%), HR (7%) all of them focused on new technologies and innovation
- It is clear and expected that the more general fields of study attract a larger share of students (Business and Marketing) while other more niche or specialized such as Entrepreneurship, Social Media and HR have a smaller pool of candidates
- Also, we need to consider that the offer in these areas is broader, with over 48 programs for Business and 69 for Marketing compared to between 24 to 28 programs¹ for each of the other learning areas, obviously related to the narrower field of these. Although some of these programs are actually common among areas, so the perception on the field of study might be different across respondents, probably depending on their professional profile
- All programs offered by IEBS are non-official programs, obtaining an IEBS degree, for a few of them, students can obtain a second degree from registered universities (URJCI, UCAM, etc.). This prevalence of non-official degrees is typical among business schools for experienced professionals, and should not be considered a major risk

Type of program

- All IEBS courses are categorized as one of the following types of programs: Master, Postgraduate, University Expert, Other courses and modules in addition to in-company training that was not part of the scope of this survey
- The differences among these different programs are mainly the depth in content and the duration of the program.
 - Masters have between 400 – 1.125h and including MBAs or Executive Master
 - Post-graduate – 350h (10 months)
 - University Expert: 2 – 4 months , very specialized in a specific area
 - Other: modules of 15min to 5h and courses of 1-2 months
- Longer programs such as Master and Post-graduate are by far the more demanded type among respondents, representing 57% of total for master programs and 34% for Post-graduates. Only 8% chose a short program. This varies slightly per field of study, with master programs being more prevalent for Social Media
- It also needs to be pointed out that certain types of programs are not available for the key fields of study, so there is no offer of University experts for Business & Tech or Entrepreneurship

1) IEBS website

Some relevant differences exist considering different segments, largely influenced by the different positioning and offering of IEBS across time and regions

Profile differences

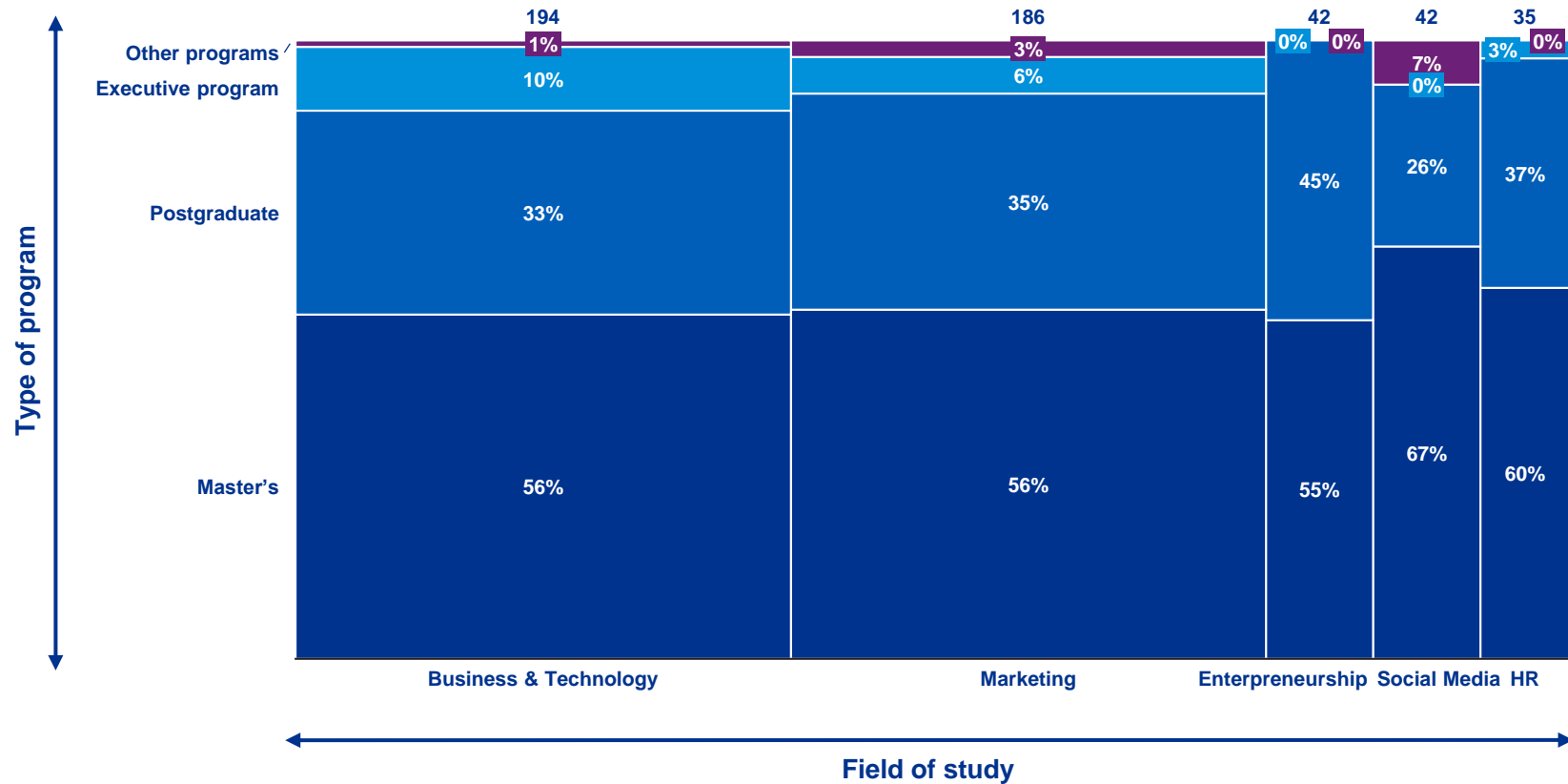
- Firstly, the difference between men and women study at IEBS is just a manifestation of the prevalence of women for online business masters that we already pointed out. Women are a majority in business & tech courses, also standing out the election of longer and more intensive courses
- The differences between current students and alumni offers more information on the evolution of IEBS portfolio and positioning. Business & Tech courses seems to have grown versus marketing, entrepreneurship and the rest.
- As mentioned before, many of the courses might be found in different areas (e.g. digital marketing and sales management 4.0 appear both as a Business & Tech course and a Marketing course) so people choosing the same course might have responded differently based on how they enrolled
- To this extent, the growth of Business courses among current students is expected, as this field of study (together with Social Media) was not promoted as such until late 2016 (according to cached versions of IEBS website¹). Before that, areas offered in IEBS were more distinct: Finance, Marketing, Entrepreneurship and Human Resources.
- The creation of a more general Business and more specific Social Media fields, probably has led to growth of these areas against Marketing, in some cases even if the courses undertaken were the same
- IEBS online positioning and portfolio seems also to affect the differences found across regions as IEBS maintains 4 versions of their website for Spain, Mexico, Portugal and Brazil, where the portfolio is slightly different
- Mexican website offers the same fields of study but with some additional focus on MBAs and Operations. Also it offers only 2 types of programs, Master and Diplomas (equivalent to Postgraduate) but no shorter courses, which is noticeable in the results for Latin America. Brazilian and Portuguese websites offer a much narrower portfolio, but the sample size does not allow to obtain any significant conclusions
- Also, in line with a higher share of self-employed students coming from Latin American, entrepreneurship courses also have a relatively higher demand in this region
- Another highlights from comparing the different website versions is that Latin American webs feature prominently in their homepage, the double European degree offering of IEBS degree plus an UCAM degree, so this is probably a relevant purchase criteria for Latin American students
- Lastly, further reflection on other tailored websites might be for appropriate, considering the results on key markets

1) IEBS website (current and historical records)

Program Portfolio

Students are distributed among the 5 fields of study offered by the IEBS, but largely concentrated in Business and Marketing, specially in more extensive courses

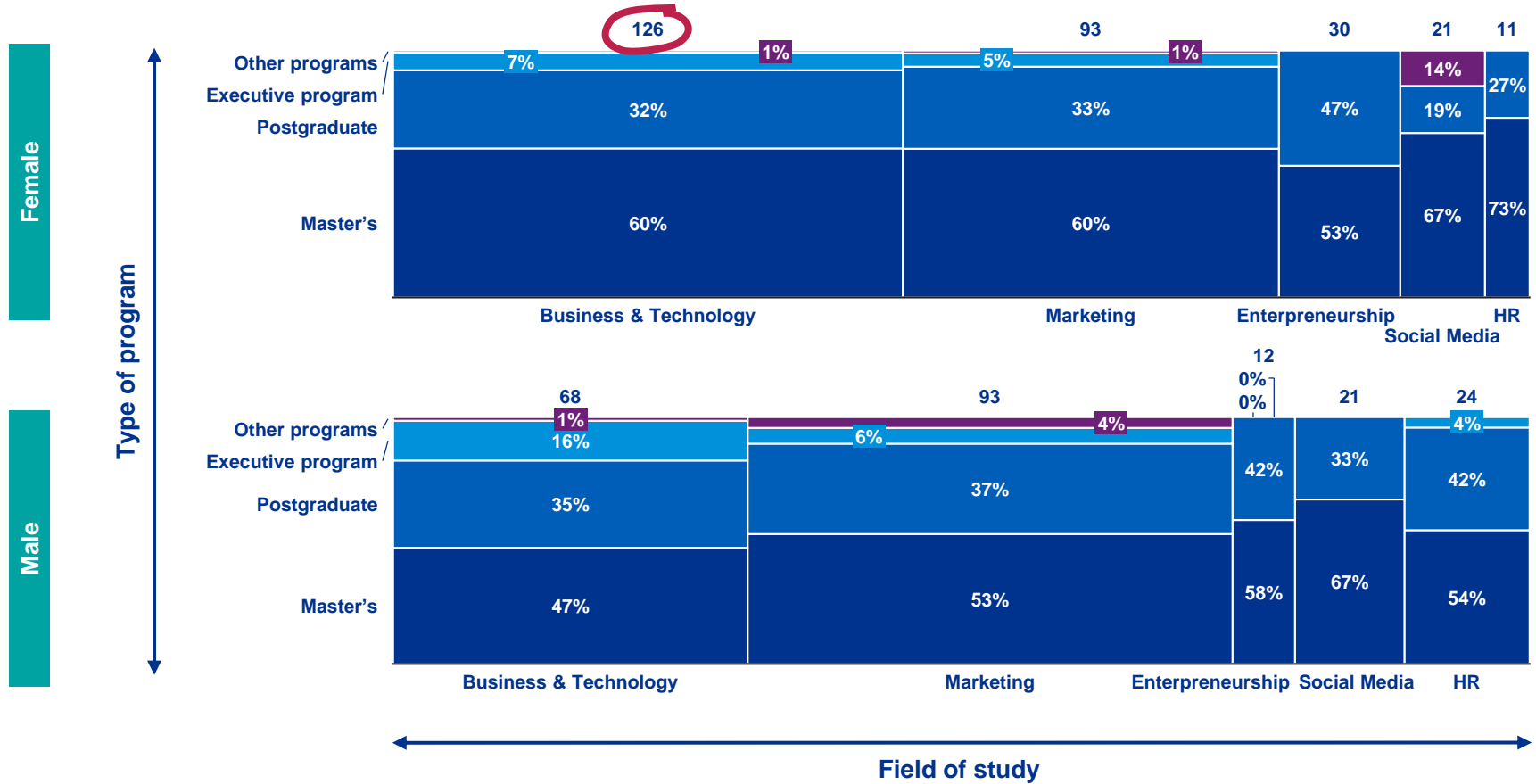
What did you study at IEBS?



Program Portfolio

Prevalence of women among IEBS students is noticeable with more presence of in Business & Tech courses and generally opting for longer programs than men

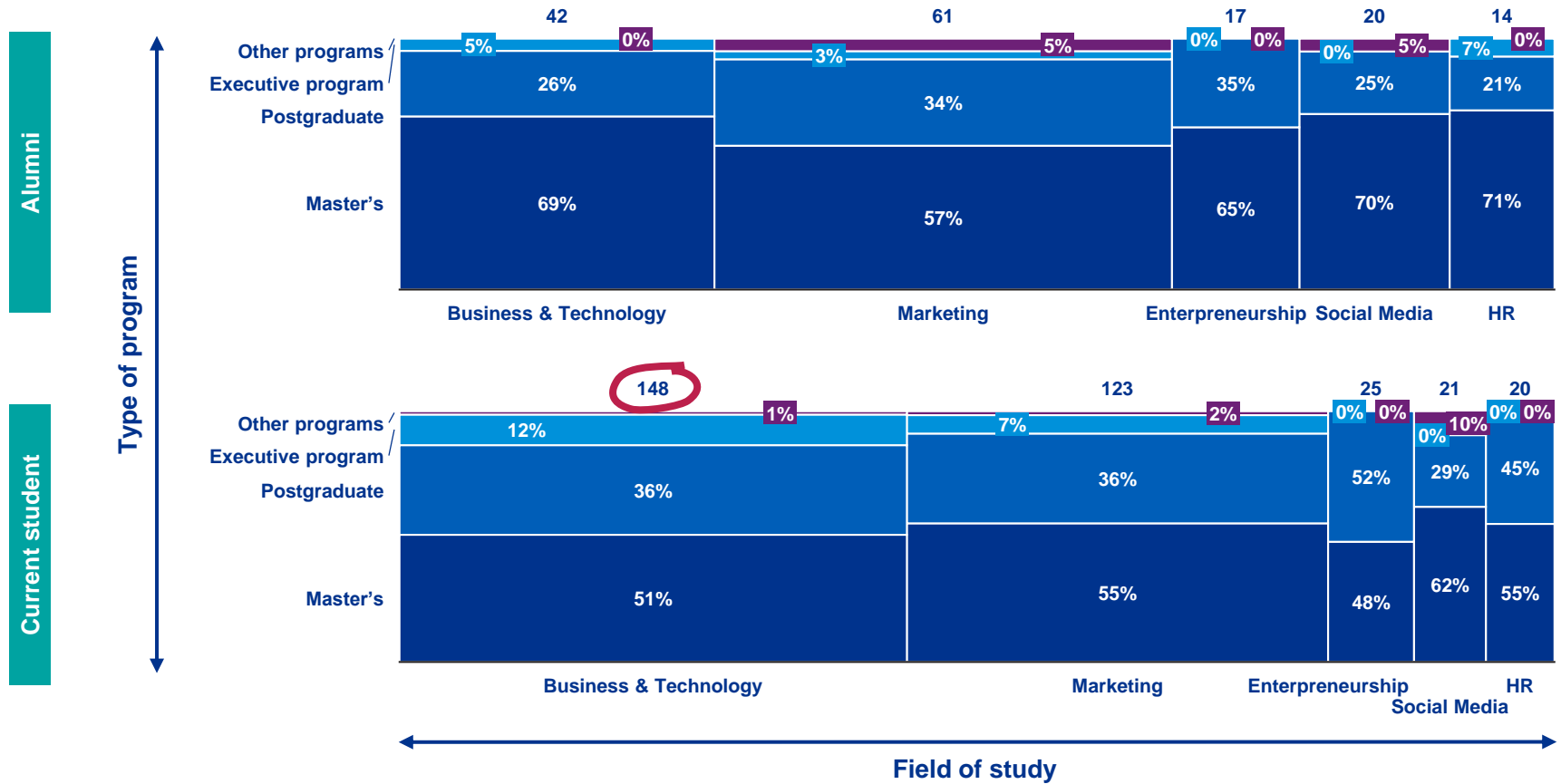
What did you study at IEBS? Drill down by gender



Program Portfolio

According to current students and alumni results, there seems to be an evolution towards Business programs, from a focus on marketing and entrepreneurship

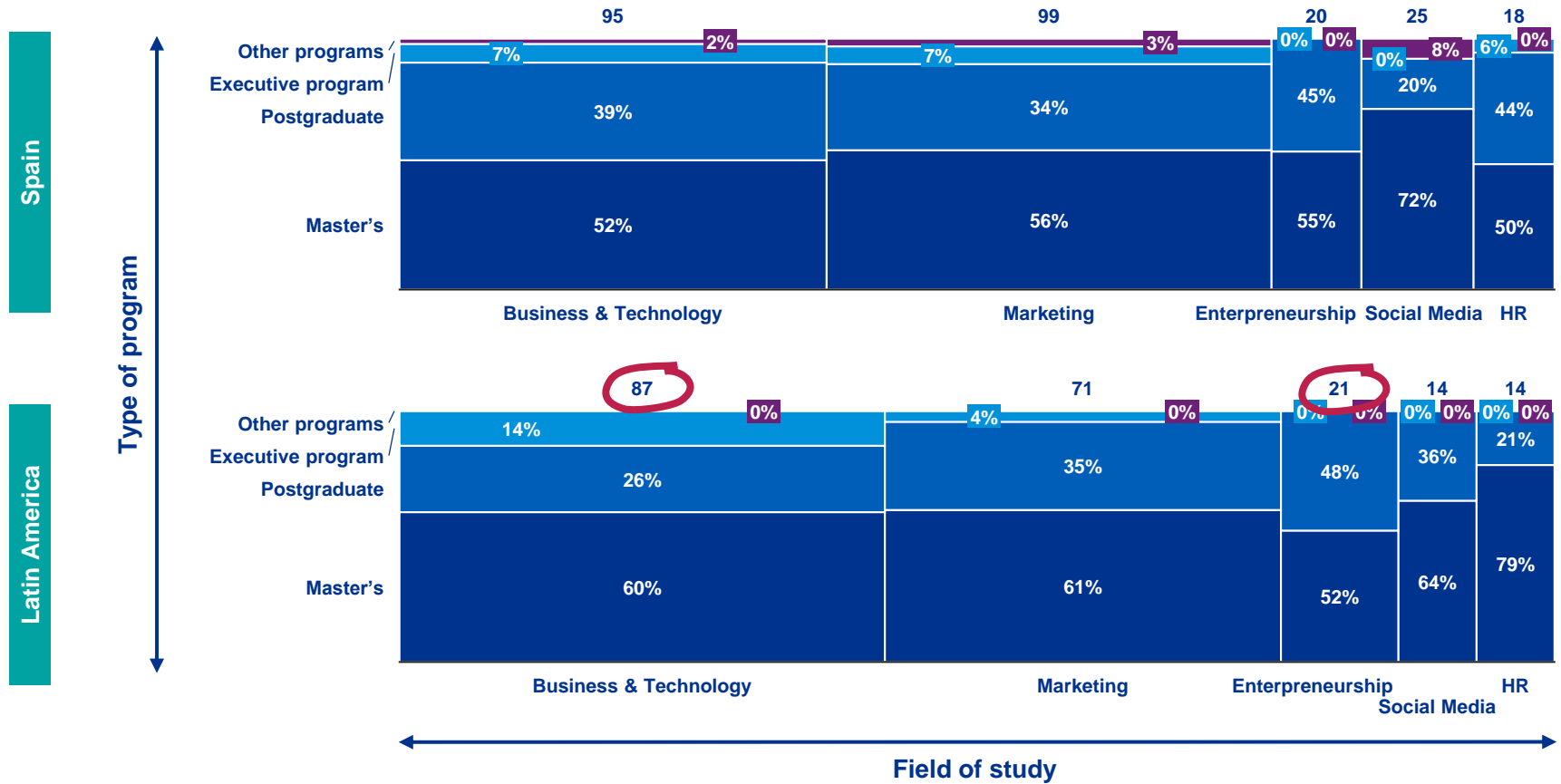
What did you study at IEBS? Drill down by respondent profile



Program Portfolio

Business & Tech and Entrepreneurship courses are prevalent among Latin American, aligned also with the prevalence of self-employed students

What did you study at IEBS? Drill down by nationality





Enrolment & recurrence

Enrolment and recurrence

As a pure online player, IEBS focuses clearly on obtaining leads from online channels where they seem to keep a very effective positioning

IEBS discovery

- The results related to the way in which the students first knew about IEBS are consistent with its online nature: 55% of the students knew it through internet search, 17% through social media, 9% via IEBS online advertising and another 2% via email marketing
- Definitely these results point to a good online positioning of IEBS, but they should be taken carefully, as many of the results from online search and social media, might still be paid advertising, not fully noticed by respondents
- Therefore, relative importance of SEO and SEM positioning cannot be validated from these results. More details would be needed to understand the cost and ROI of IEBS online positioning
- Additionally, results also highlight a relevant proportion of students who learned about IEBS via referrals from a family member / friend (12%), which although not outstanding, it is quite significant
- When comparing referrals to the NPS analysis results, with 59% of promoters of IEBS, referrals results might seem low. It needs to be remarked though that the question refers to how candidates first learn about IEBS, which it appears to be mainly through a good online positioning, while referrals for final enrolment might still play an important role

Recurrence

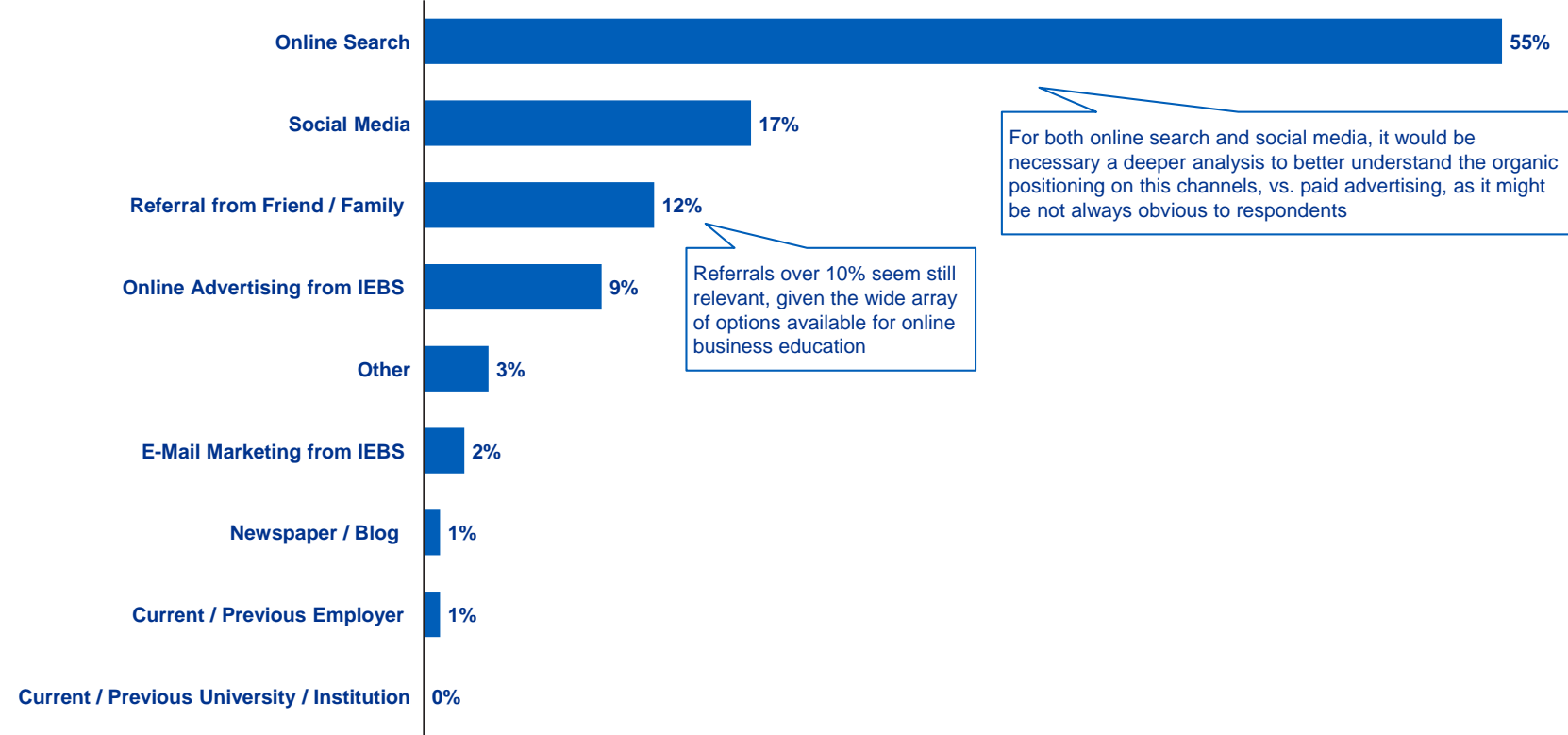
- There is around 8% of respondents that have been recurrent clients taking more than one course, and just about 1% taking more 3 courses or more
- This indicates some potential, but current levels are not very high. Considering the strong IEBS brand, the good level of satisfaction and the engagement possibilities online, there might be further opportunities to attract recurrent students
- Those areas with more recurrence are those more specialized fields, such as Social Media (12%) and HR (15%)
- Social Media is a very dynamic environment, and courses offered by IEBS seem specific, so students might be more inclined to take more courses to keep updated or to learn new dimensions of social media. It is also noticeable that this is the area where short courses are more prevalent, so recurrence on this, due to time and price would be expectable
- In the case of HR, although short courses are not as prevalent, it is also a specialization field, so it might even be the case that a general business student later takes and HR specialization course
- Further analyses to understand recurrence is advisable, checking whether recurrence happens from one field to another, and whether it is normally initiated with a long course and the recurrent short courses, or vice versa

1) IEBS website

Enrolment and recurrence

Online searches are the major lead source, with good performance of social media, in both cases deeper understanding is needed on the weight of SEO and SEM

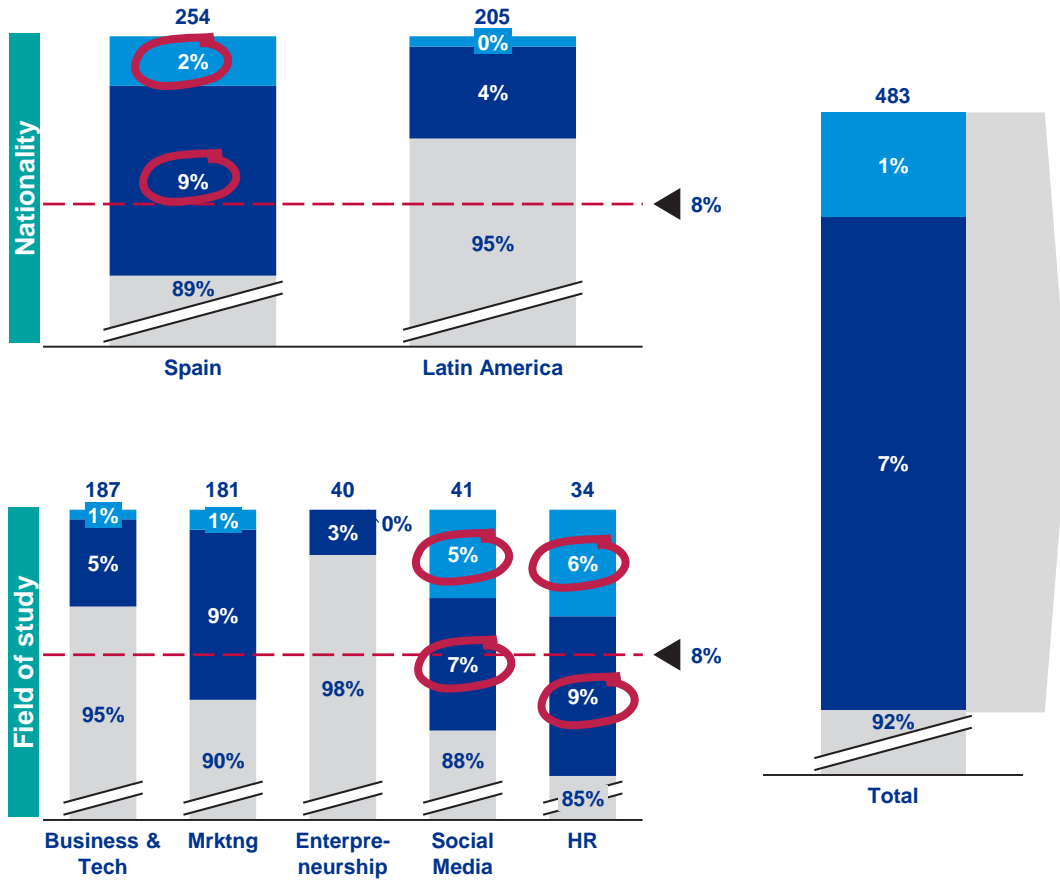
How did you first know about IEBS?



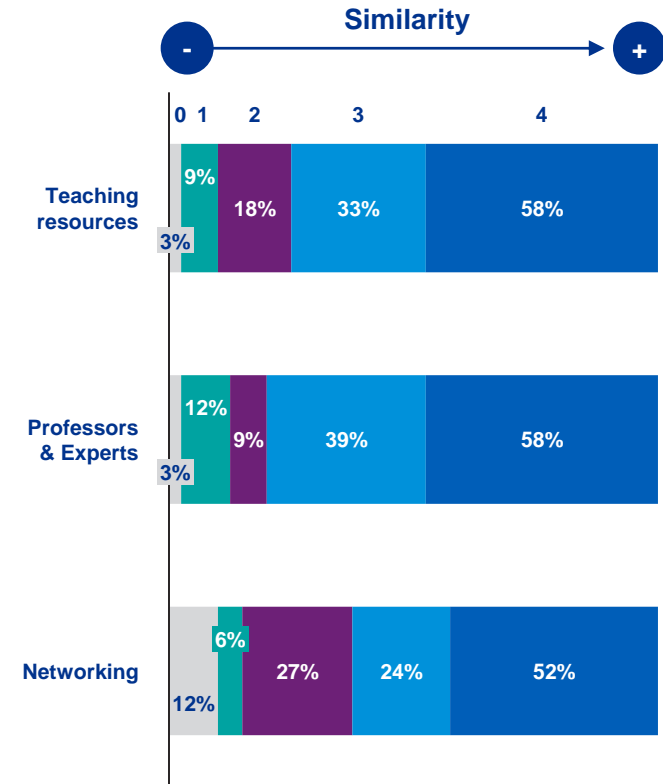
Enrolment and recurrence

Recurrence rate stands at 8% of respondents, slightly higher in Spain and standing out the higher rate in more specialized areas such as Social Media and HR

How many courses have you completed at IEBS?



How different is your experience related to the previous courses?



Legend: First course 1 program before 2 or more programs before



Motivations & objectives

Motivations and objectives

Students seem take a course at IEBS to progress in their careers, by growing professionally and learning new things, with a good achievement rate at 93%

Motivations

- The nature of the courses offered by IEBS, generally masters and postgraduate courses in business-related areas, with a high component on innovation, for experienced professionals is clearly related with the main motivations pointed out of the students: to grow professionally (65%), to keep me updated (46%), to learn/ intellectual curiosity (33%)
- IEBS courses generally offer specialization in new technologies, digitalization and other innovation, which normally would serve as a way of differentiation to progress on the professional career. The fact that courses are focused on innovation and digitalization, a very changing environment, gives relevance to the selection of keeping updated
- Results also highlights a relevant proportion of students whose objective is running their own business, in line with the focus of IEBS offer of entrepreneurship programs
- There are some relevant changes in motivations across different segments. The growth of multiple objectives among current students vs. alumni, specialized when related to prestige and of IEBS giving the opportunity to develop professionally, indicate an improvement on IEBS perception. Also comparing between regions, IEBS seems to have somehow higher prestige, as this is a clear motivation for Latin American students, which might be related to gaining an European degree
- When comparing against multiple fields of study, the general ranking of motives prevail, but some aspects stand out. Social media students are more oriented towards growing professionally (74%), being a narrower more specialized field, it makes sense that they actually need some specific knowledge to progress, compared to a more general business course. Also, although expected, it is worth mentioning that among entrepreneurship students, there is a higher rate pursuing the course to start or manage their own company
- Lastly, when comparing the type of program, it is observable that people consider longer programs such as full masters will enable better professional development, and shorter courses are more generally considered when needing to keep updated or for some intellectual interest

Goals achievement (only alumni)

- Considering a general rate of achievement of objectives of 93%, the feedback from alumni who completed their programs seems to be rather positive. Although short courses perform considerably worse, we need to consider this as an isolated case given the low significance of responses. But in any case, it would be understandable that shorter programs, offering limited time and content, have a higher probability of not meeting certain expectations

Motivations and objectives

A deeper analysis reveals that marketing courses perform comparatively worse, but still the general good satisfaction leads to low abandonment rates

Goals achievement (only alumni) (cont.)

- There are some other segments that perform relatively lower than the total population. Firstly students of marketing courses drop to an 88% of satisfaction with goals achieved. Given the relevance of marketing programs, it might need further analysis of the marketing portfolio of courses to understand better what expectations are not being met and to adapt if necessary, as marketing students are specially interested in developing professionally
- The second segment with a relative underperforming would be those professionals between 5-10 years of experience. Considering once again, that the key objective is professional development, it is understandable that professionals at this point might be themselves at a professional crossroads, some of them also considering changing professions, which might lead to more frustration if objectives are not met
- But focusing once again on the general population, and looking into details for each objective, they all perform generally well and between 75% to 80% of respondents who chose a particular objective considering they achieved it
- Learning a new profession falls a little short from the general perception, understandably since any career change is usually more complex and difficult to achieve. The other underperforming objective is finding a job, that in any case is not very consider, and it might also be related more to the job market in Spain than with problems with IEBS quality
- As for objectives considered as not achieved, the number of respondents is small and statistically insignificant to gather any meaningful conclusions per objective, being for the most part isolated cases

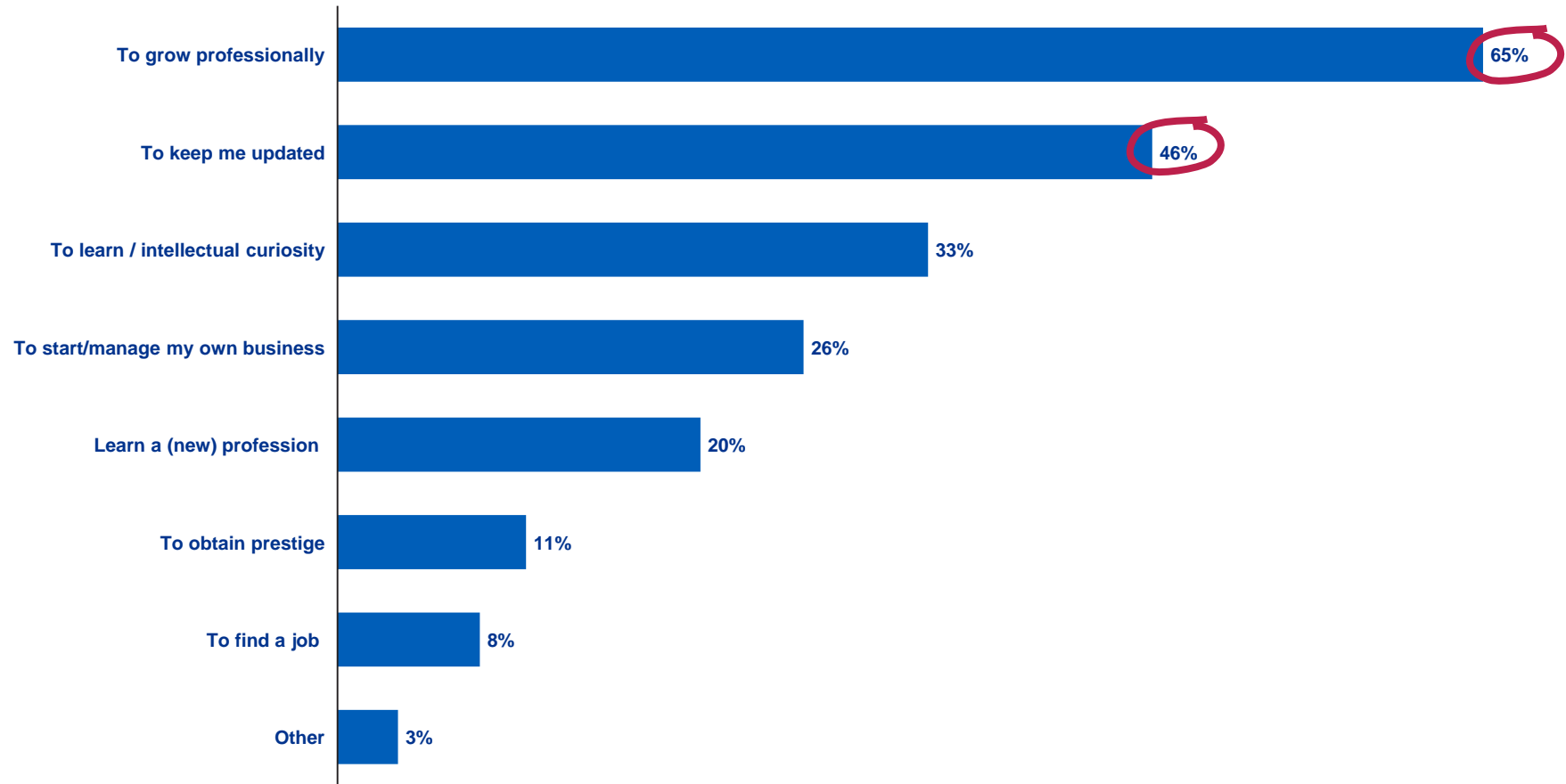
Non-completed

- In correspondence with the high satisfaction rate with the achievement of objectives, the rate of abandonment of the course is low at only 4% of respondents
- Moreover, the main reason is clearly the lack of time (44%), and among other reasons, there are many personal motives non-related with the quality of IEBS (67% of respondents to other motives).
- Among these personal reasons, it is relevant to point out that there are a few justifying their abandonment because of lack of funds to continue, but none of which marked the course as too expensive as a reason to not continue
- Despite the generally good results, it still needs to be considered that some other reasons have relatively high importance such as content not expected (39%) and teaching methodology (33%), which together with some comments on unmet expectations, might require some review and improvement

Motivations and objectives

IEBS is clearly chosen by experienced professionals who want to combine their job and training, to progress in their career via update on innovation and specialization

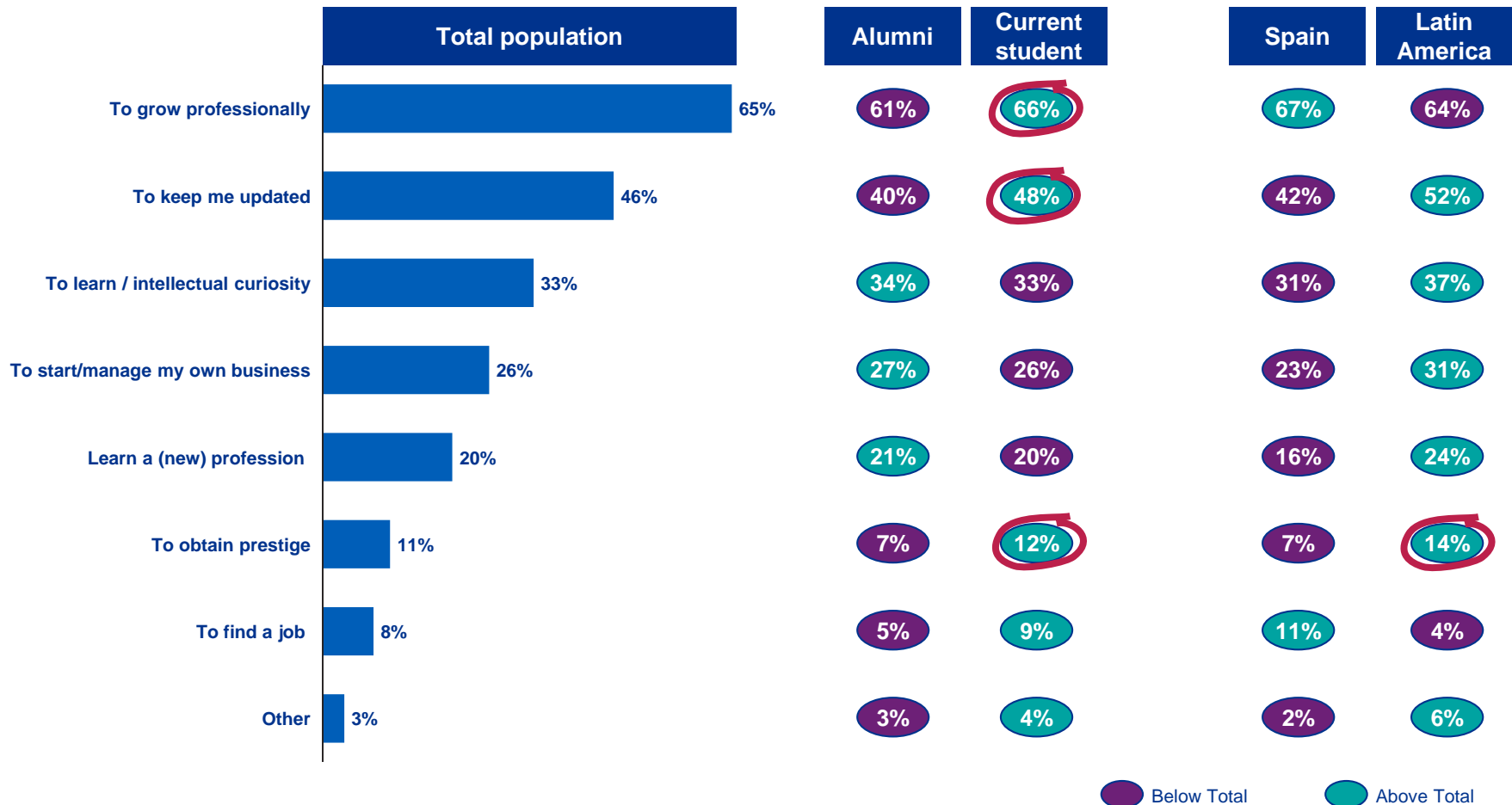
What was primary motivation to study at IEBS? – Drill down by respondent profile, gender and nationality



Motivations and objectives

Current students selecting more prestige and other key motives, might indicate a growing perception on IEBS quality, which already seems higher in Latin America

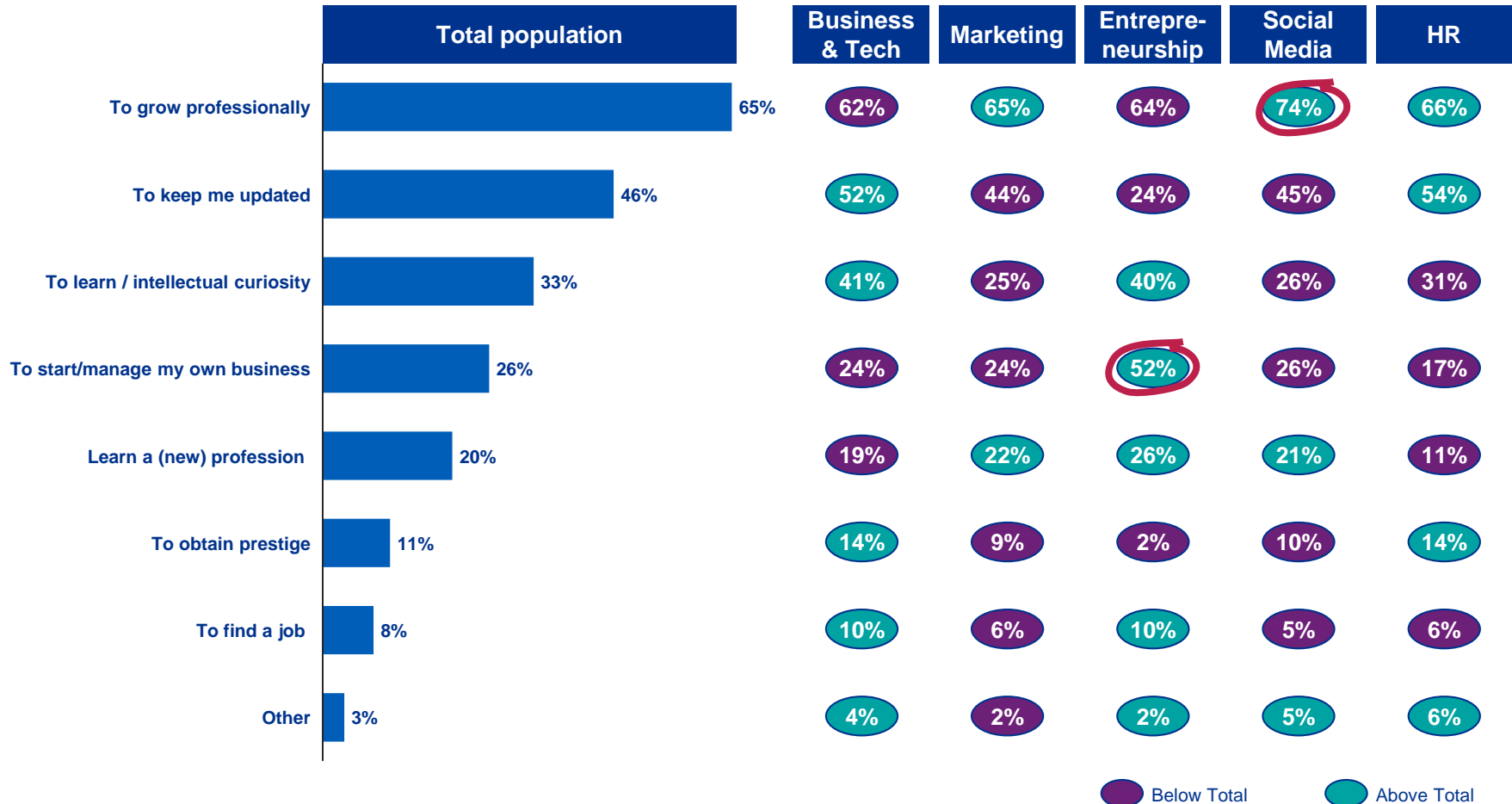
What was primary motivation to study at IEBS? – Drill down by respondent profile, gender and nationality



Motivations and objectives

Grow professionally is clearly the main objective across all fields, specially in Social Media. As expected, managing own business is key for entrepreneurship students

What was primary motivation to study at IEBS? – Drill down by respondent profile, gender and nationality



Motivations and objectives

Shorter courses seem to stand out slightly for learning new things and keeping updated, while a full master program will help more on growing professionally

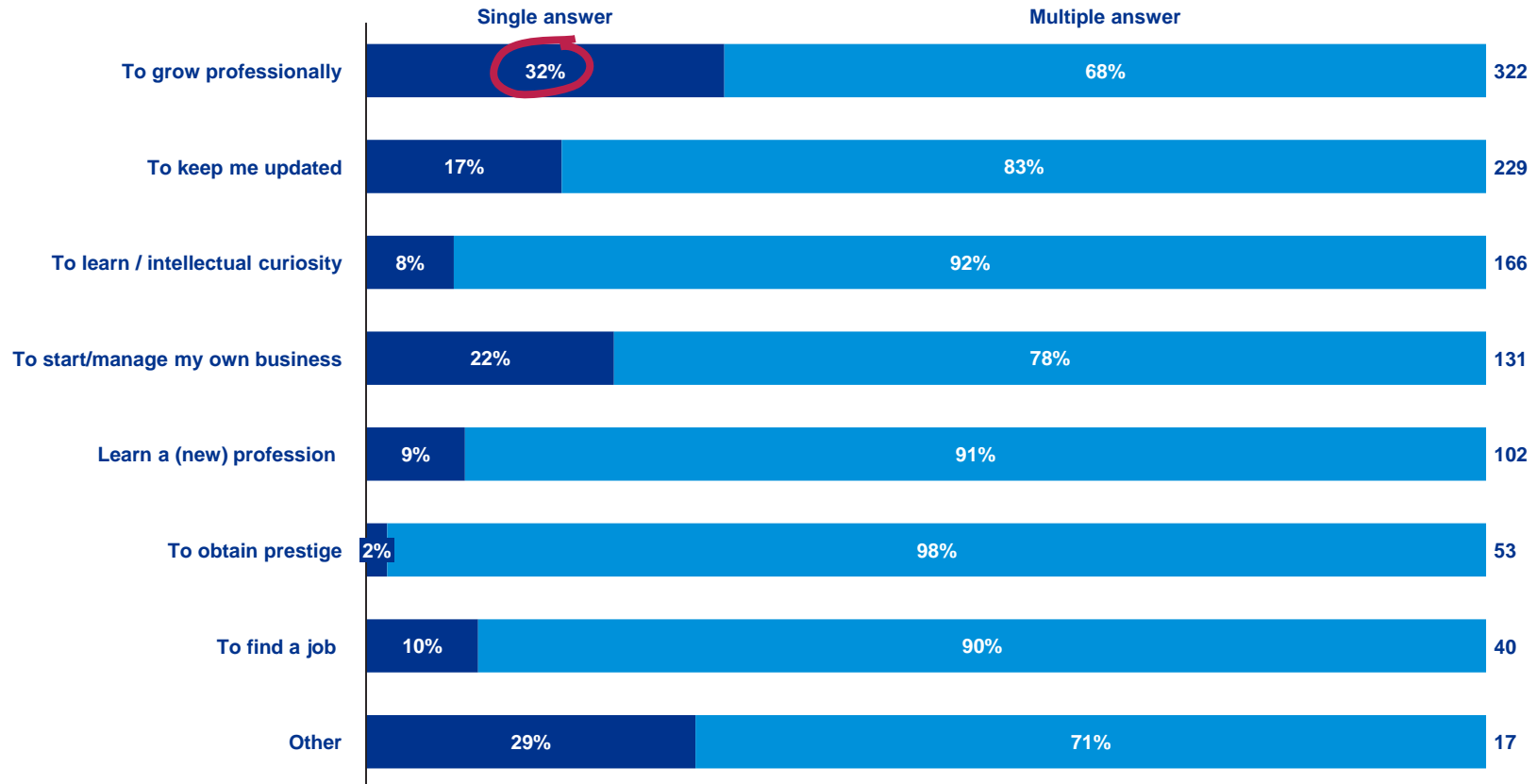
What was primary motivation to study at IEBS? – Drill down by respondent profile, gender and nationality



Motivations and objectives

Not only growing professionally is the most selected answer, it is also the most selected as a single answer, suggesting strongly it is a key driver for choosing IEBS

What was primary motivation to study at IEBS?

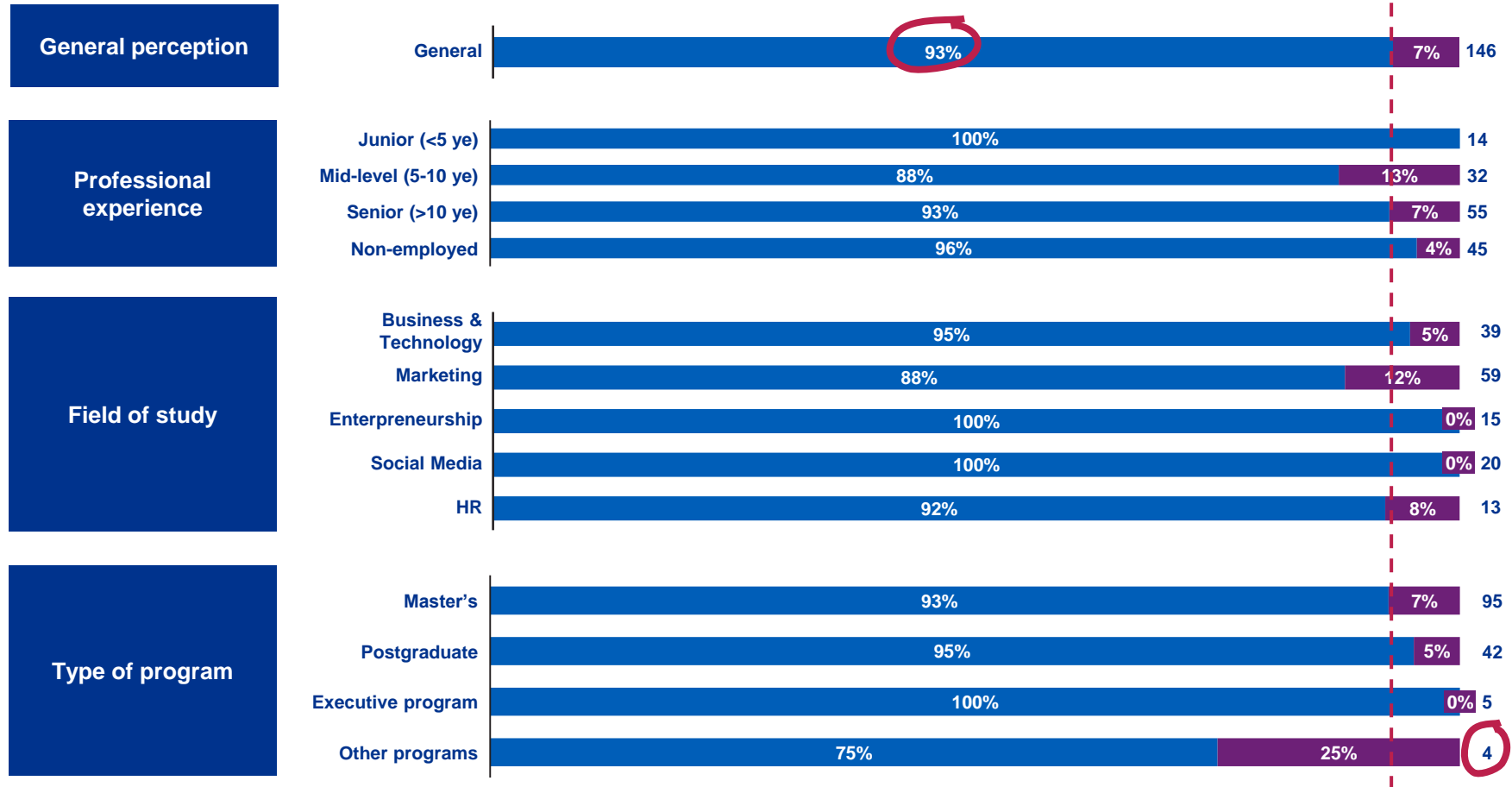


Motivations and objectives

A positive rate of 93% of alumni considered they achieved their goals. Only shorter courses seem not to meet expectations, but with very little significance

Do you consider you have achieved your goals? (*only alumni*)

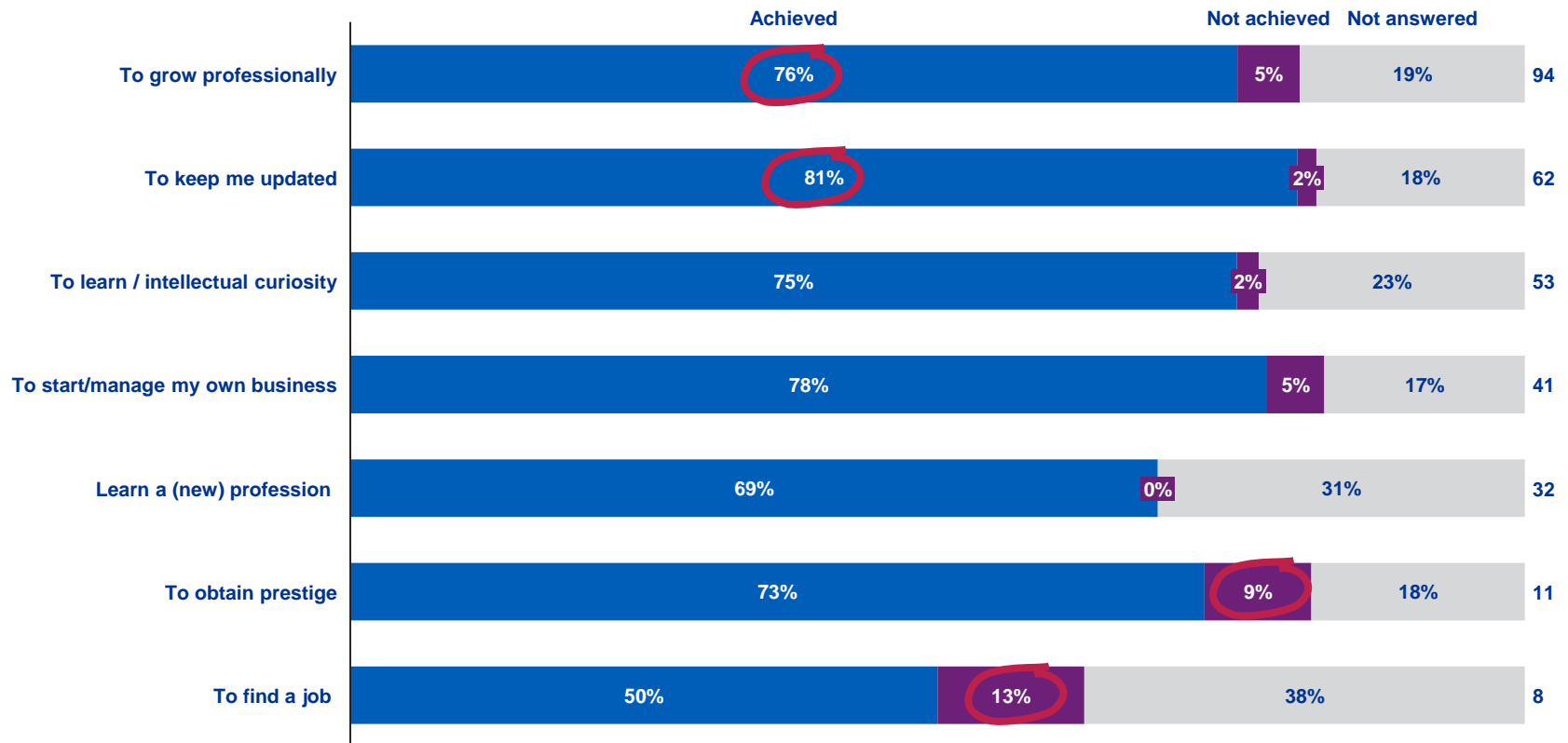
■ Achieved ■ Not achieved



Motivations and objectives

Feedback is positive for key objectives, but prestige and finding a job show some more negative feedback, typically weaker aspects of online education...

Do you consider you have achieved your goals? (*only alumni*)

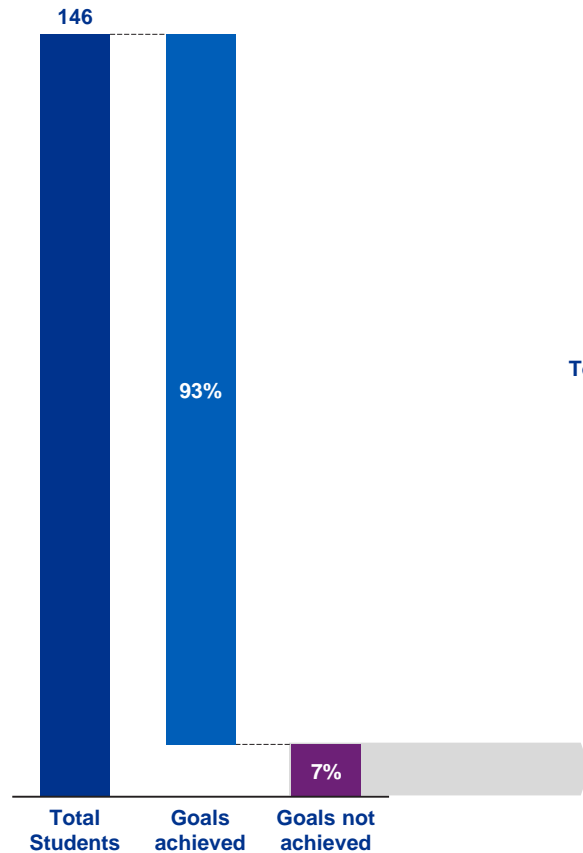


Motivations and objectives

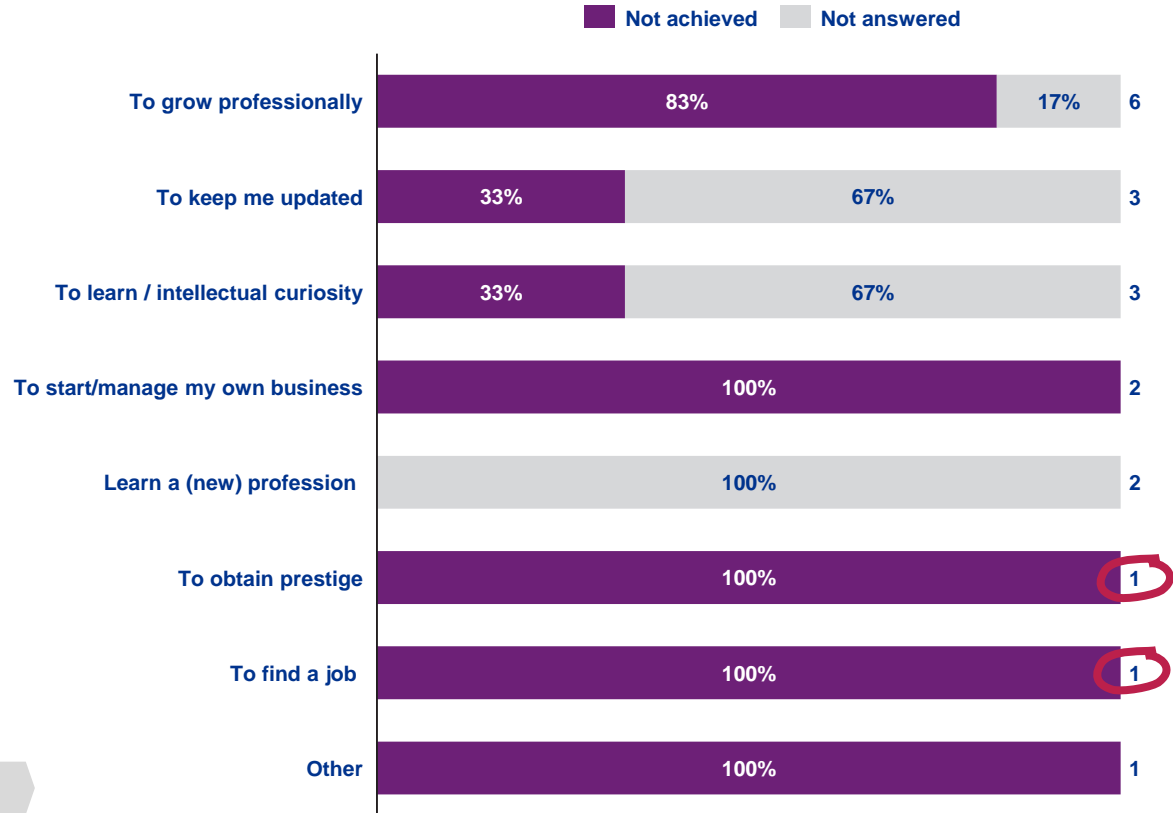
But really these are very isolated cases, as very few respondents considered not to have achieved their objectives

Do you consider you have achieved your goals?

(only alumni)



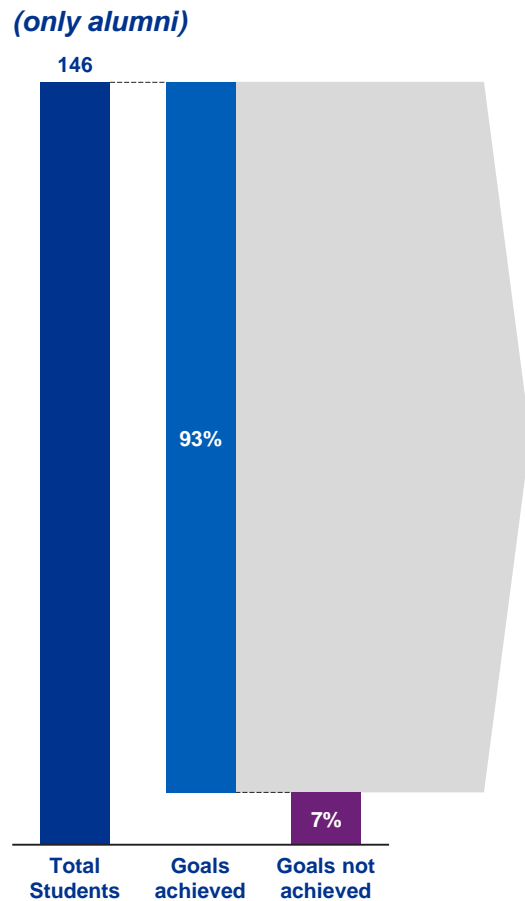
What goals haven't you achieve?



Motivations and objectives

On the contrary, the level of respondents who actively consider they achieved their objectives is generally high, again the only outlier being finding a job

Do you consider you have achieved your goals? (only alumni)



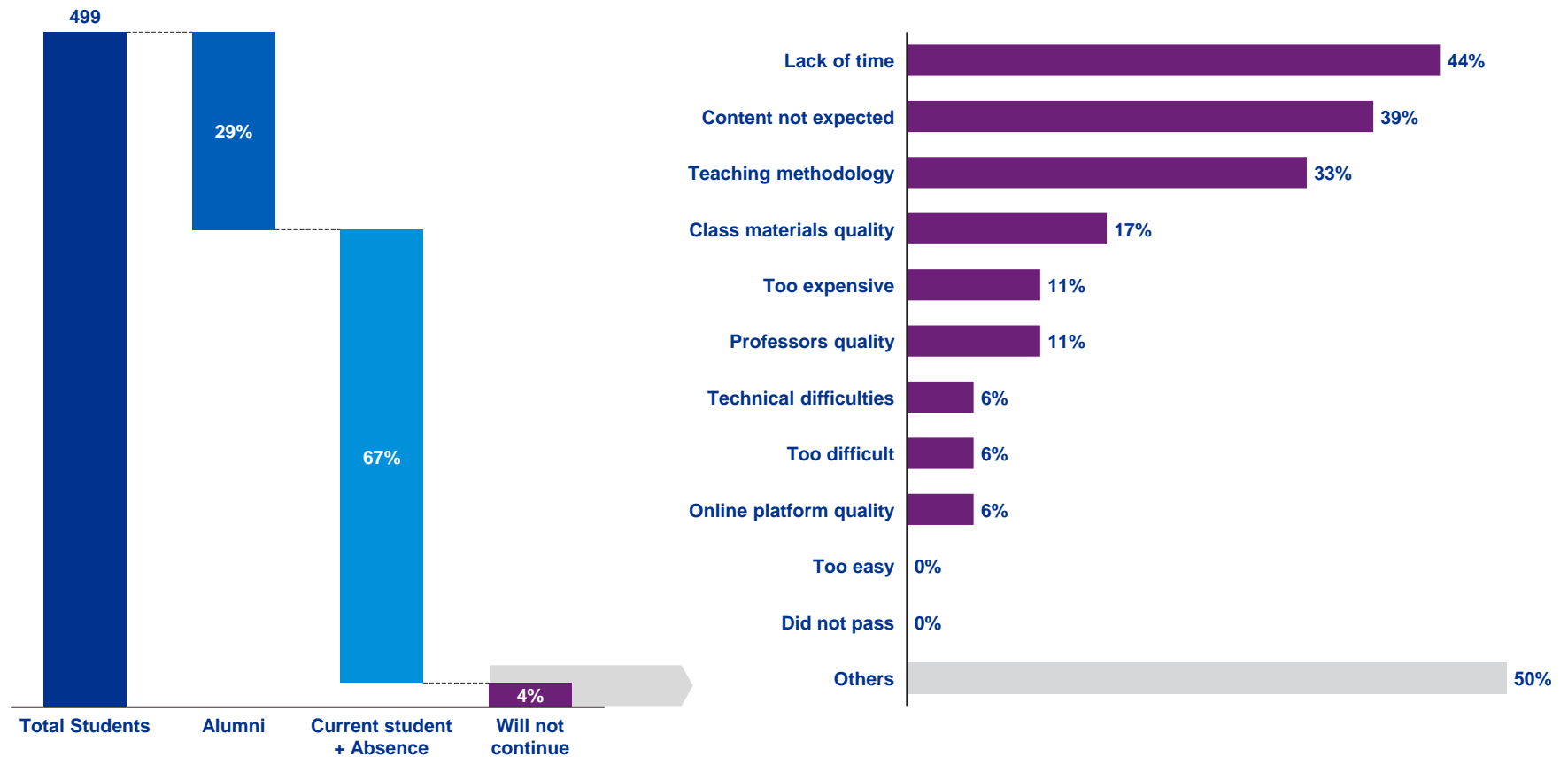
How has IEBS helped you achieve your goal?



Motivations and objectives

The high level of satisfaction with the achievement of goals leads to low drop rate, and normally attributed to lack of time and other personal reasons

What are the reasons why you didn't / won't complete the program?





Competitive landscape

Competitive landscape

There is a wide offer of online business schools, but IEBS seem to be well positioned, showing good prestige and good levels of satisfaction

Competitive landscape

- The number of universities / institutions competing in the online business-related education market is very high, so competition is expected to be very intense for IEBS
- Nevertheless, among IEBS students, c.40% considered only IEBS as an option for their course and c.80% considered a maximum of 2 additional universities. These results show that, although competition is high in terms of number of universities, IEBS students usually consider a quite limited range of options and IEBS seems to be well positioned
- Regarding the proposed university ranking made by IEBS students based on their prestige / perceived quality, the following findings are identified:
 - IEBS appears as the top school, which indicates both a perceived quality of the school compared to other alternatives, as well as IEBS meeting students expectations
 - Some key competitors are made clear already from this ranking, with IE and ESIC standing out as the best rated after IEBS, and as can be observed later, being the major direct competitors
 - On the other hand, the ranking in terms of prestige for the rest of universities is far from the actual universities that students consider as real alternatives to IEBS, which might indicate that selection of the online courses is not based mainly on the prestige of the universities
- But also, when taking a deeper look into selected schools as alternatives to IEBS, we observe that many of them are barely known, and might be considered of quality or prestigious by those who know the school, but seem not to be a direct competition at the moment
- IEBS should look out, as this schools might improve their positioning to reach to a wider audience and maintaining the perception of prestige, might become a stronger threat

Competitive landscape

IE and ESIC are the clear frontrunners, with UOC, UNIR and UE also being direct competitors and a seemingly decreasing threat of other less known schools

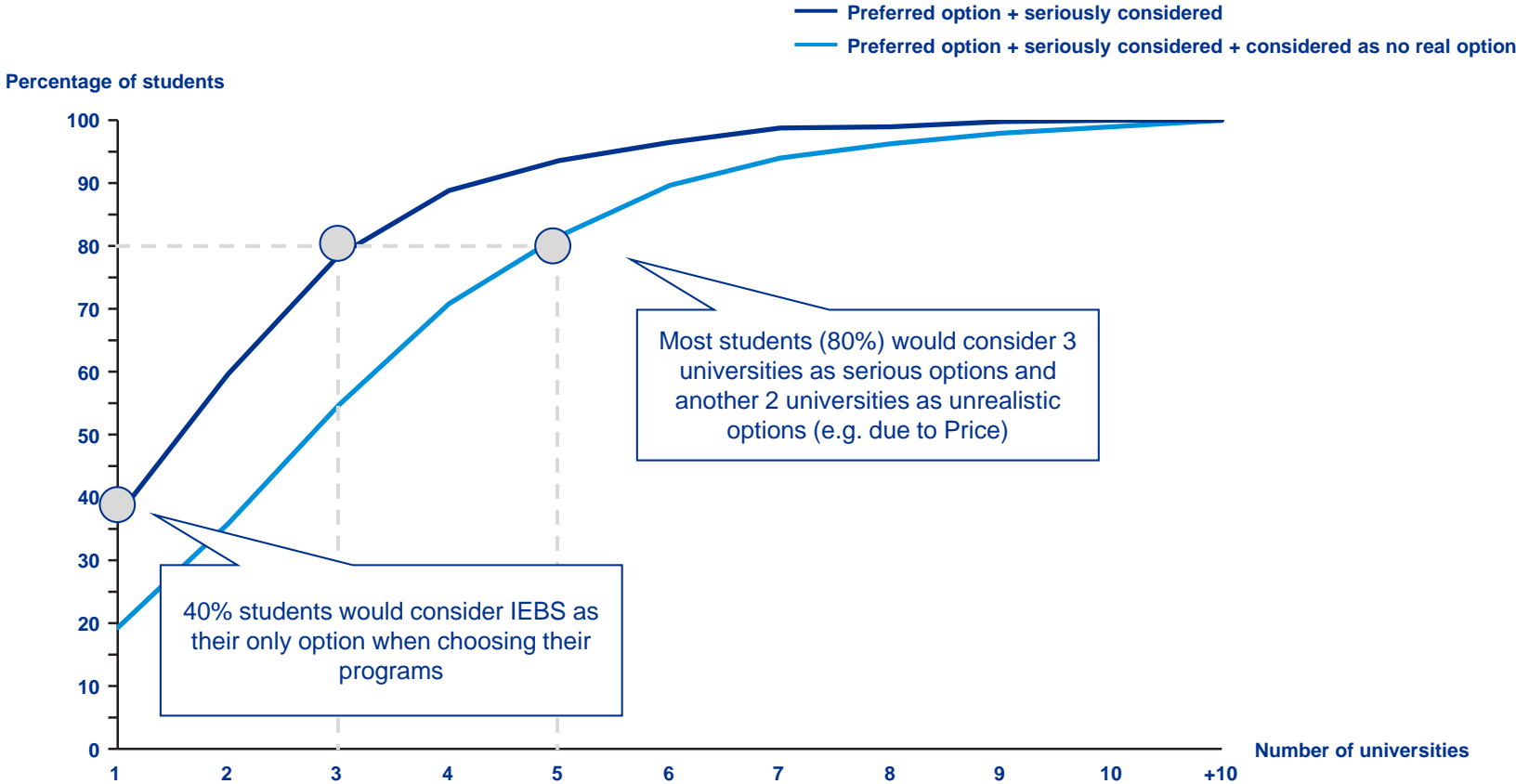
Direct competition

- So the previous ranking gives some indication of general prestige and brand positioning, but seems not as relevant considering the high level of ignorance about many of these online schools. Therefore, when presented with a set of schools and based on what alternatives respondents actually considered, we defined the direct competitors:
 - IE University and ESIC are positioned as the Tier 1 competitors for IEBS, with 17% and 15% respectively of students who considered them as real alternatives
 - In Tier 2, we find UOC, UNIR and UE, with percentages of 12%, 11% and 8% respectively
 - It is worth highlighting the competition from onsite universities, both private and public, that represent 17% and 14%. However, they are also options most frequently known but not considered (35% and 41% respectively)
 - As for the rest of online schools, we can observe a low level of awareness, generally above 70%, which again points towards the good positioning of IEBS
- IEBS positioning become even more relevant, as we observe difference in perception between Alumni and Current students. The latest seem to know less and less about the lower tier competitors, and tend to concentrate among best known schools, including onsite universities. So the threat of less known schools seems to be actually diminishing
- Concerning IEBS positioning among other alternatives, we can also observe that, as expected, the minor Spanish online schools are noticeably less known in Latin America than in Spain. Latin America probably has a lower offer of online schools as Latin American students frequently consider onsite private universities (28%) as an alternative compared to Spanish respondents (10%)
- When comparing the two major fields of study, it can be observed that due to the poorer performance of marketing courses (as shown by achievement of objectives and will be shown by IEBS performance), students do consider more seriously other options for marketing courses than for Business & Tech where IEBS maintains good reputation
- Lastly, we observe that alternatives are also more seriously considered when choosing a master course than a shorter one like a postgraduate, which probably has not to do so much with the quality of the program (IEBS generally performs better in longer courses) but the fact that a longer course is a more important decision, being a bigger commitment and a bigger expenditure, and therefore a more pondered decision process is expected

Competitive landscape

Despite a wide offer of online schools, c.40% of respondents considered only IEBS for their course and c.80% seriously considered only 2 additional universities

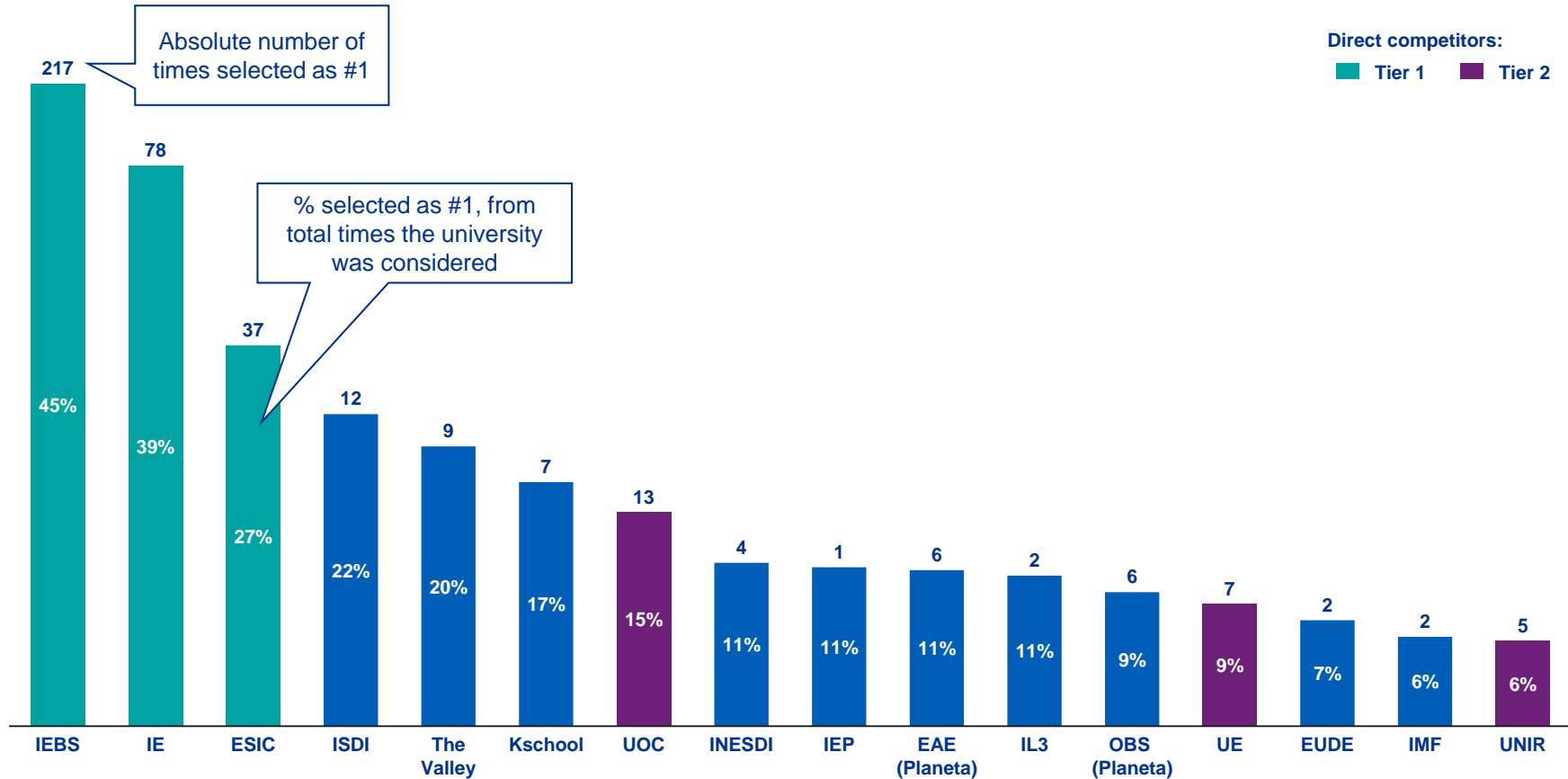
How many universities / institutions did you consider before enrolling in your course?



Competitive landscape

Ranking university prestige from those selected as alternatives for their course, IEBS stands out as number 1 even before well recognized schools such as IE

What university is your top preference in terms of quality/ prestige?



Note: see Appendix 1 for more detailed analysis (drill down by student profile))



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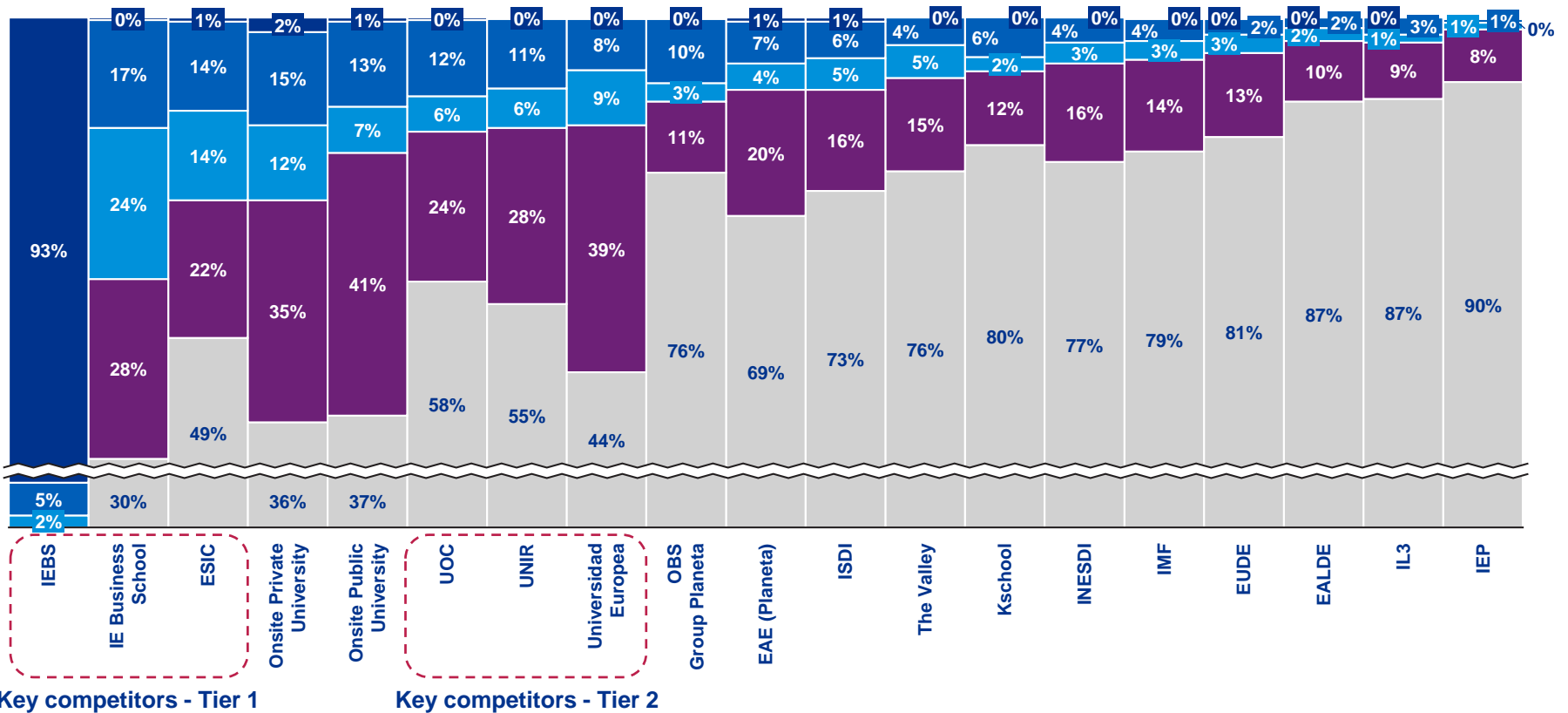
Source: KPMG Customer Survey

Competitive landscape

Despite this ranking many online schools are noticeably unknown, and aside from onsite universities, we have defined a Tier 1 and Tier 2 set of direct competitors

What private online universities / institutions did you consider?

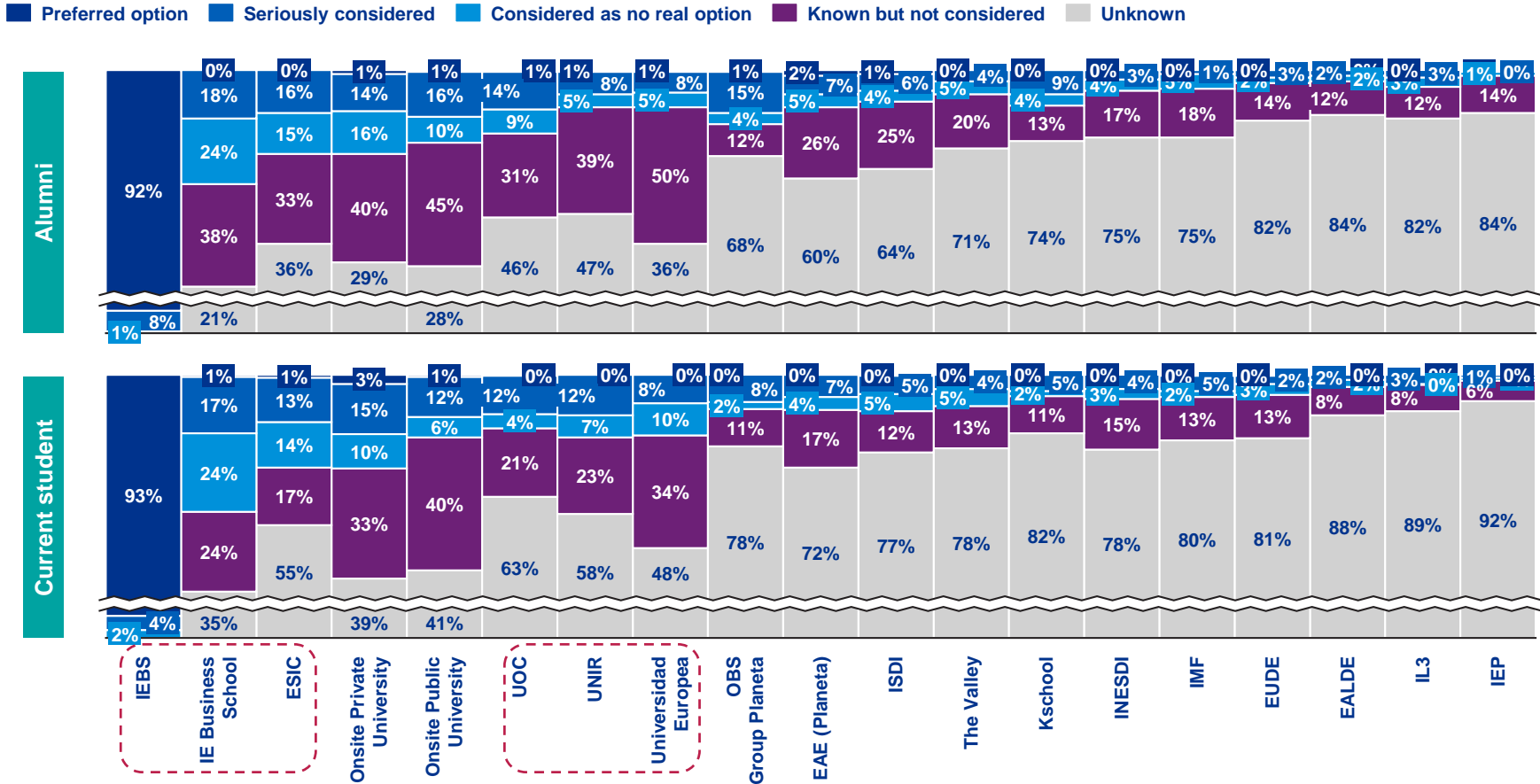
■ Preferred option
 ■ Seriously considered
 ■ Considered as no real option
 ■ Known but not considered
 ■ Unknown



Competitive landscape

Current students seem to know less of the alternatives and tend to concentrate on better known schools for their preferred and seriously considered options

What private online universities / institutions did you consider? – Drill down by respondent profile*

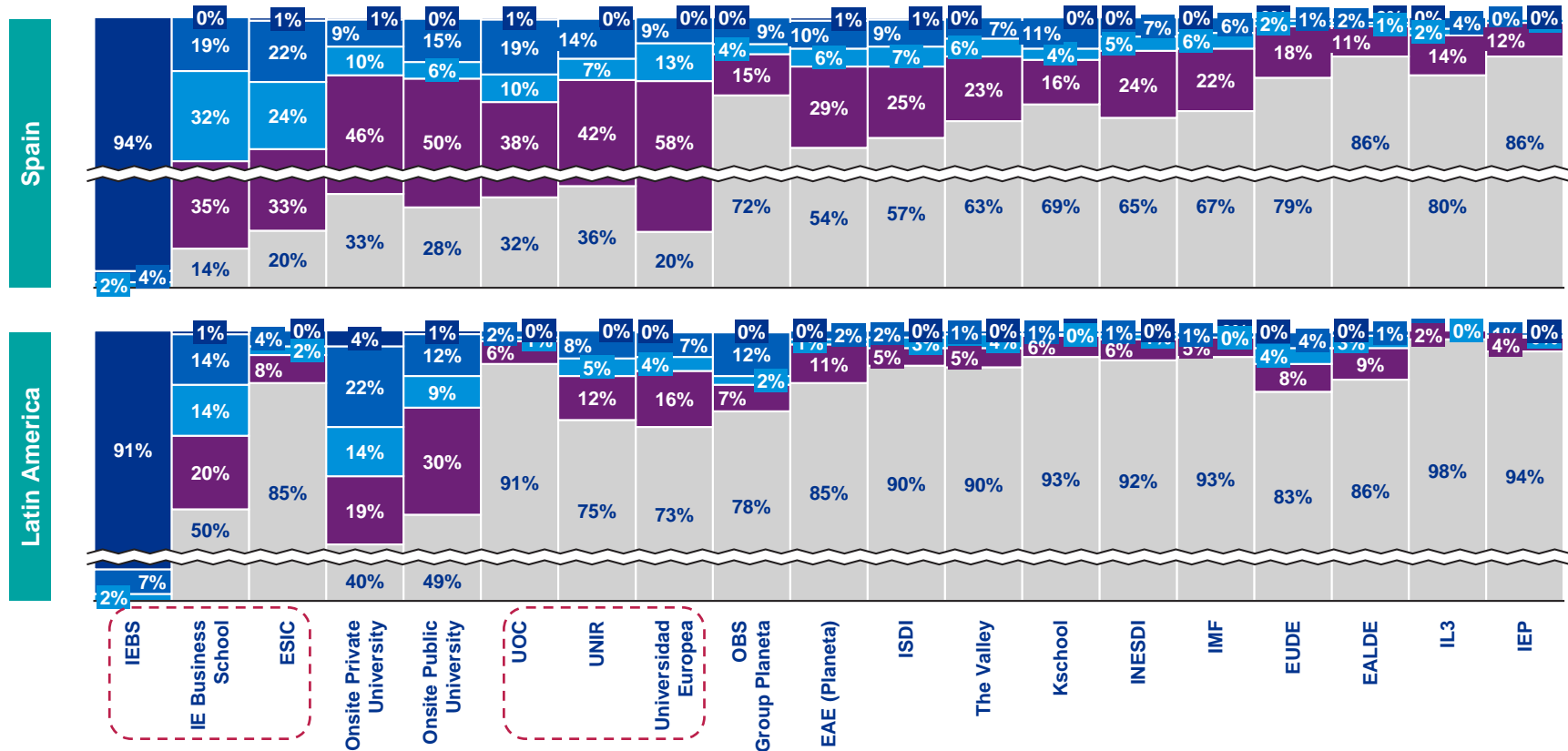


Competitive landscape

As expected, students from Latin America are less aware of Spanish universities and consider more onsite private universities (28%) compared to Spanish ones (10%)

What private online universities / institutions did you consider? – Drill down by nationality

■ Preferred option
 ■ Seriously considered
 ■ Considered as no real option
 ■ Known but not considered
 ■ Unknown

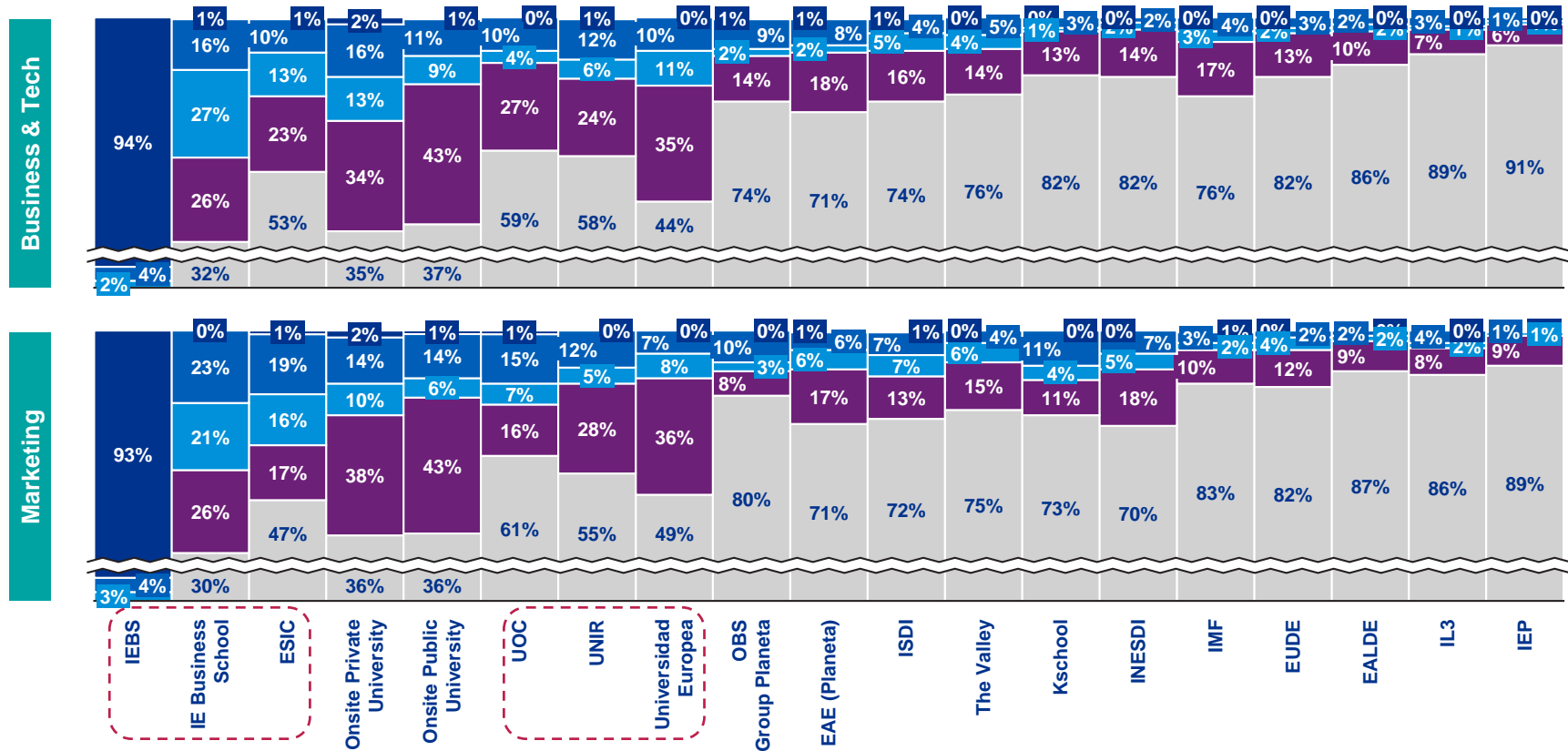


Competitive landscape

Competition for IEBS seems higher for marketing than for Business & Tech courses since IEBS generally performs much better in business than marketing

What private online universities / institutions did you consider? – Drill down by field of study

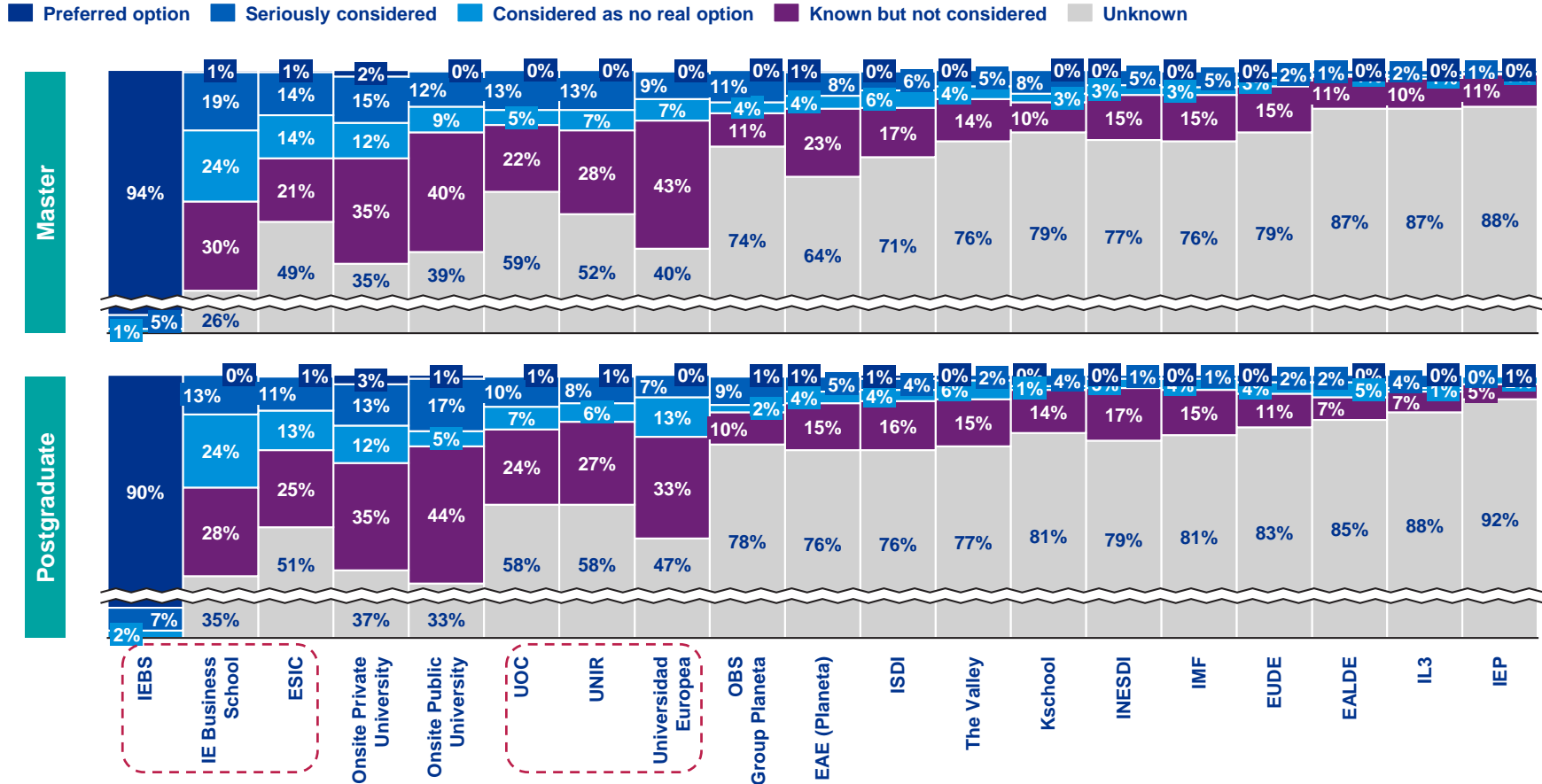
■ Preferred option
 ■ Seriously considered
 ■ Considered as no real option
 ■ Known but not considered
 ■ Unknown



Competitive landscape

Overall, it seems that students of a master programs will seriously considered other direct competitors compared to students of shorter programs

What private online universities / institutions did you consider? – Drill down by type of program





KPCs and IEBS Performance

KPCs and IEBS performance

IEBS performs very well in most relevant factors, related to the quality of content, methodology and pricing, but with the weak aspect of a pure online school

KPCs

- The results on key decision factors selected by IEBS students are expected from a pure online course:
 - The key driver is quality of the content, which is normally a relevant factor for any course
 - But it also stands out the ability to complete de course 100% online
- Payments conditions are also relevant, as we can observe that most students pay for their program while working, so it is understandable that this is a key factor
- It is also remarkable, that some factors such as alumni and community and networking opportunities are not as relevant, probably as it is a typical weaker aspect of online universities, so expectations are low
- Additionally, we need to point out, that even when “growing professionally” is the key motive, career development and other employability factors are not key when choosing IEBS, as students probably do not expect new career opportunities directly from the university, but rely on new content learned to progress on their current career

IEBS perception

- Generally, IEBS performs very well among those factors considered more important. All, teaching resources, professor quality, teaching methodology and prestige, are considered as good or very good by more than 80% of students. This is specially important considering that quality of content (teaching resources) is the key factor to select the course
- Moreover pricing, which includes tuition and discounts which seem relevant, but more importantly payment conditions (top 3 KPC) is perceived as good or very good by 90% of students, which seems to be a differential factor for IEBS
- There are other criteria less valued, but which as noted previously, are expected not to be as relevant when selecting an online course:
 - IEBS is only considered good or very good in terms of student experience by 73% of students...
 - ...and only 53% of students in the case of employability
- This seems to be primarily due to the lower possibilities of networking and creating a community online compared to onsite universities. Similarly there are less opportunities for new career opportunities arising from relationship with professors, or companies, on-campus, etc. This probably explains, why there is no strong negative opinion either, but rather a neutral perception of IEBS

Note: see Appendix 1 for more detailed analysis (drill down by student profile)

KPCs and IEBS performance

Compared to competitors, IEBS stands out in terms of quality, and pricing becomes a differential factor, with opportunities to improve leveraging on UE structure

IEBS vs direct competition perception

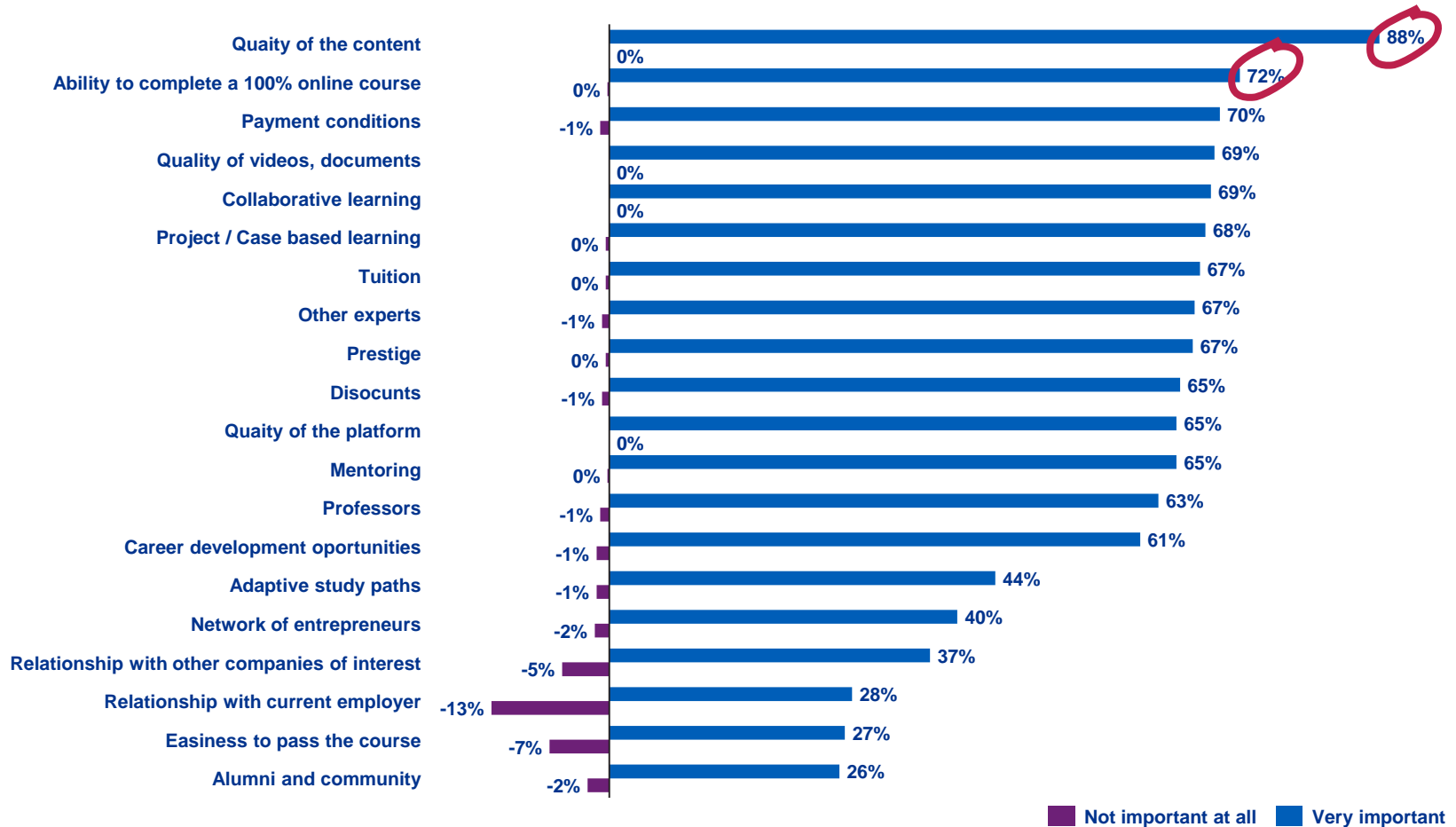
- The strengths of IEBS are clearer when compared to relevant direct competitors. IEBS students perceive IE University and ESIC (Tier 1 competitors) as the best universities, aligned with the overall ranking and their consideration of alternatives
- As for Tier 2 universities (UOC, UE and UNIR), the results are mixed. UOC is perceived generally at Tier 1 level, while the EU and UNIR are at a midpoint of the total spectrum of universities
- Additionally, it is worth highlighting the good perception that IEBS students have of other universities such as The Valley, EAE and ISDI. But as mentioned earlier, being widely unknown, they seem not such a direct threat
- Regarding the comparison of universities by factor, the following conclusions are drawn:
 - IEBS students perceive IE University and ESIC as slightly more prestigious universities and still considered IEBS as their preferred university, which shows that the university prestige is not the most relevant factor when choosing a online course
 - This perception purely based on prestige contradicts slightly the ranking where IEBS stood clearly as number 1, but which was also based on perceived quality, where IEBS seems to be the winner
 - It would be normal for IEBS, being a much newer player compared to IE and ESIC (c.50 years old) to not be considered as prestigious in terms of brand and history
 - But in terms of teaching quality and methodology, IEBS is perceived much better than all Tier 1 and Tier 2 competitors, as well as professor quality, where IE has a close 2nd position
 - As hinted previously, pricing is a differential factor, with a perception of 90% of students as good or very good, versus UNIR being the closest second at 44% of students considering it good or very good
 - Focusing on the worst performing factors, student experience and employability, trends are not as clear by Tier 1 and Tier 2, but as pure online players and blended players. All IE, ESIC and UE have onsite campuses and programs, which allows for certain infrastructure to leverage on for better community, networking and employability. Therefore IEBS might benefit from UE's structure and improve in these criteria

Note: see Appendix 1 for more detailed analysis (drill down by student profile)

KPCs and IEBS performance

When considering KPC, quality of content clearly stands out, but it is also remarkable that students choosing IEBS are looking for a full online program

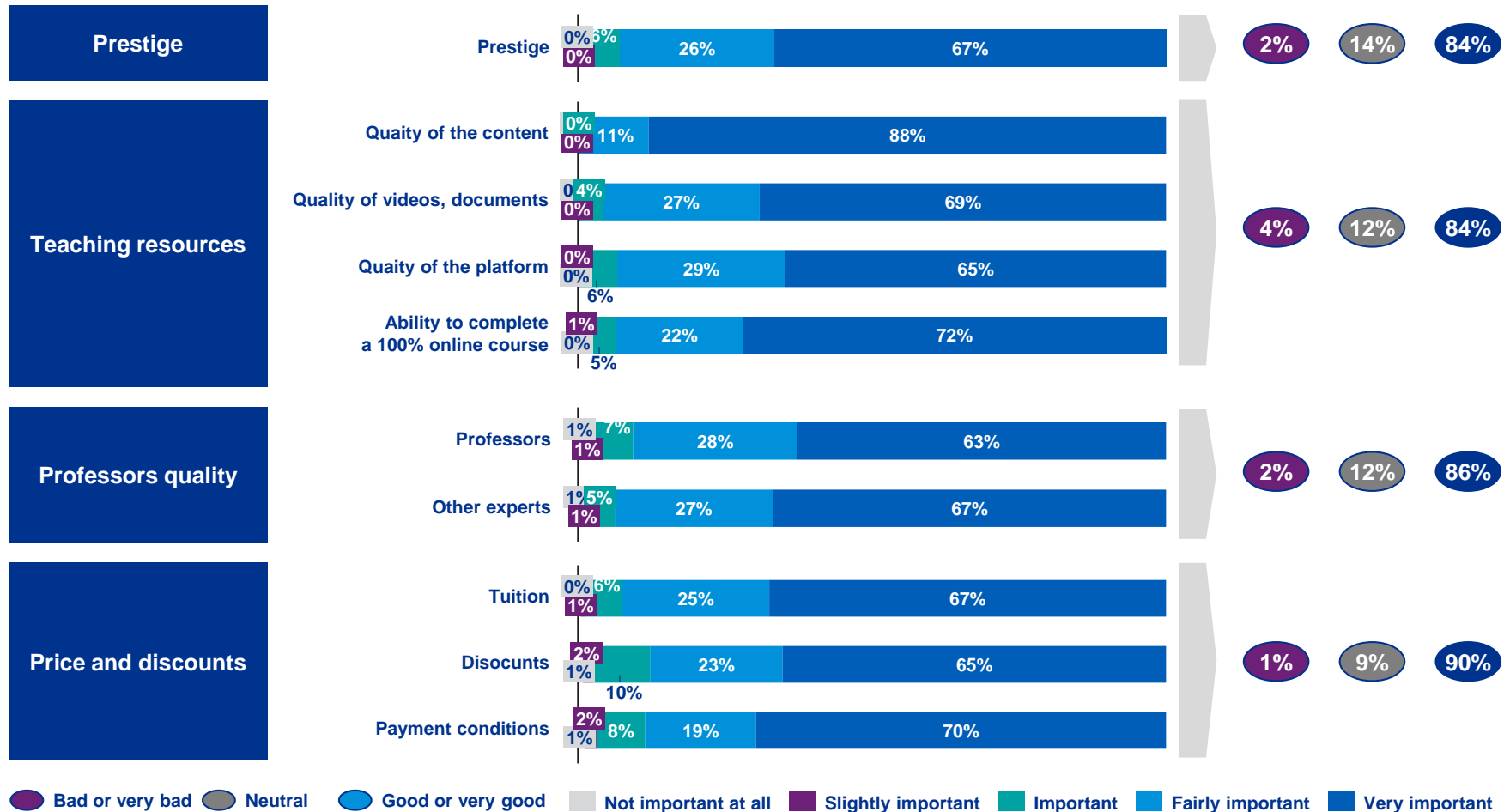
In order to select among schools, which of the following factors were most important for you? - Ranking



KPCs and IEBS performance

IEBS performs generally good on all relevant KPCs such as teaching resources, specially in pricing factors, which is consistent with the general pricing perception

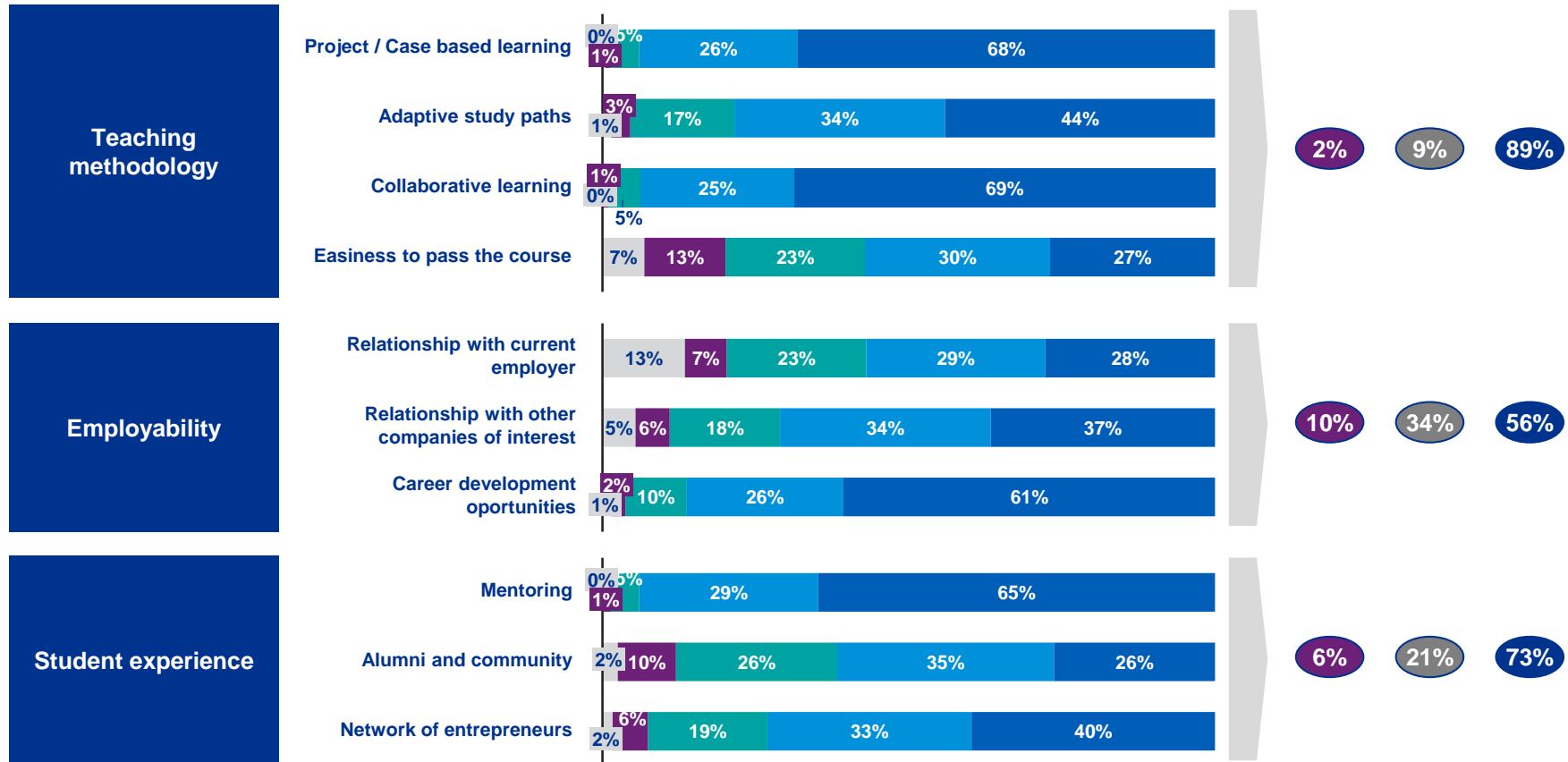
In order to select among Schools, which of the following factors were most important for you?



KPCs and IEBS performance

Employability is the factor in which IEBS performs worse, but as observed previously is a less important factor

In order to select among Schools, which of the following factors were most important for you?



● Bad or very bad
 ● Neutral
 ● Good or very good
 ■ Not important at all
 ■ Slightly important
 ■ Important
 ■ Fairly important
 ■ Very important



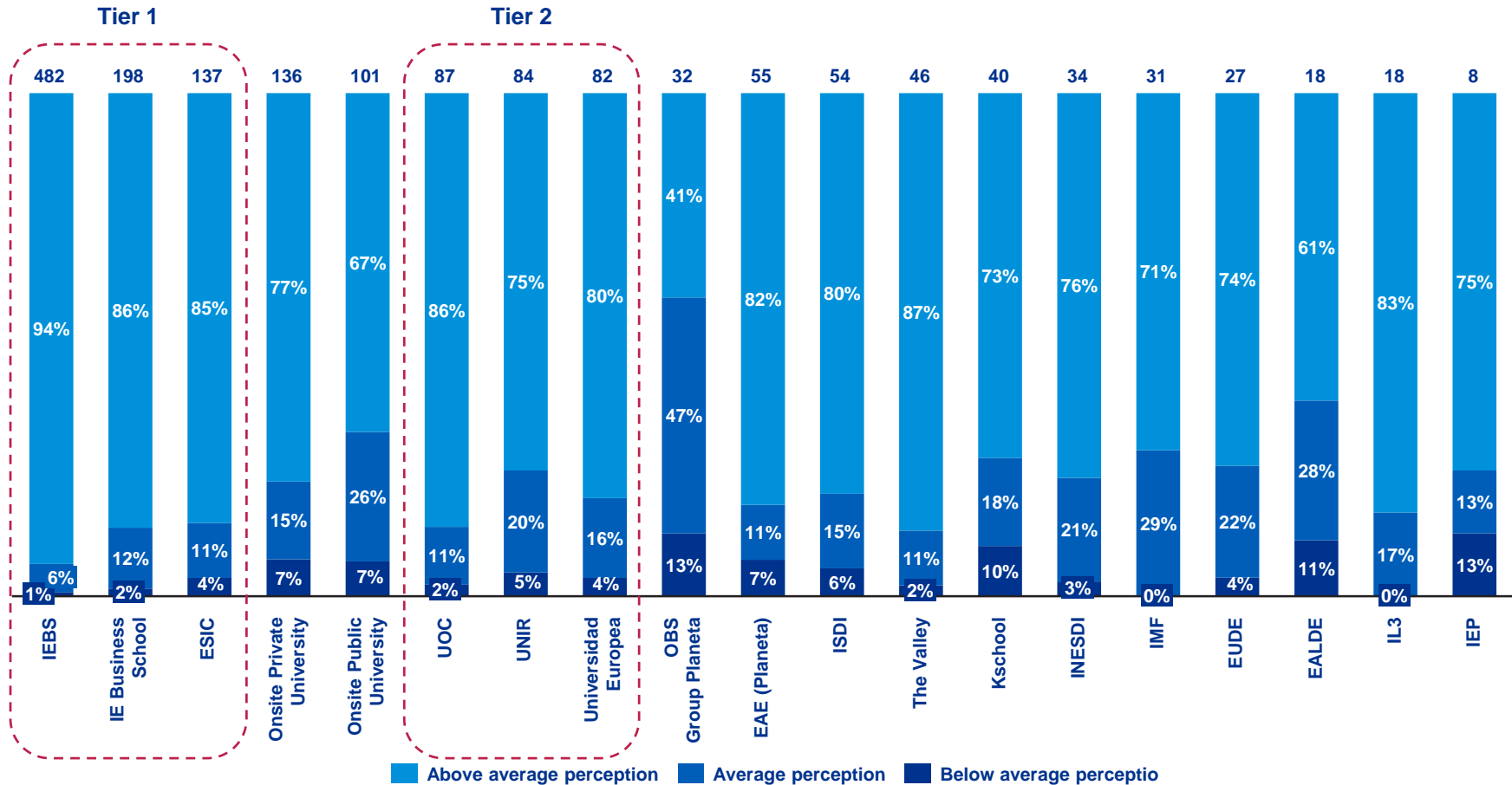
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Source: KPMG Customer Survey

KPCs and IEBS performance

Overall IEBS students perceive IEBS and Tier 1 competitors (IE and ESIC) as the best universities while results for Tier 2 universities (UOC, UNIR and UE) are mixed

What is your perception about the following universities? – Overall experience



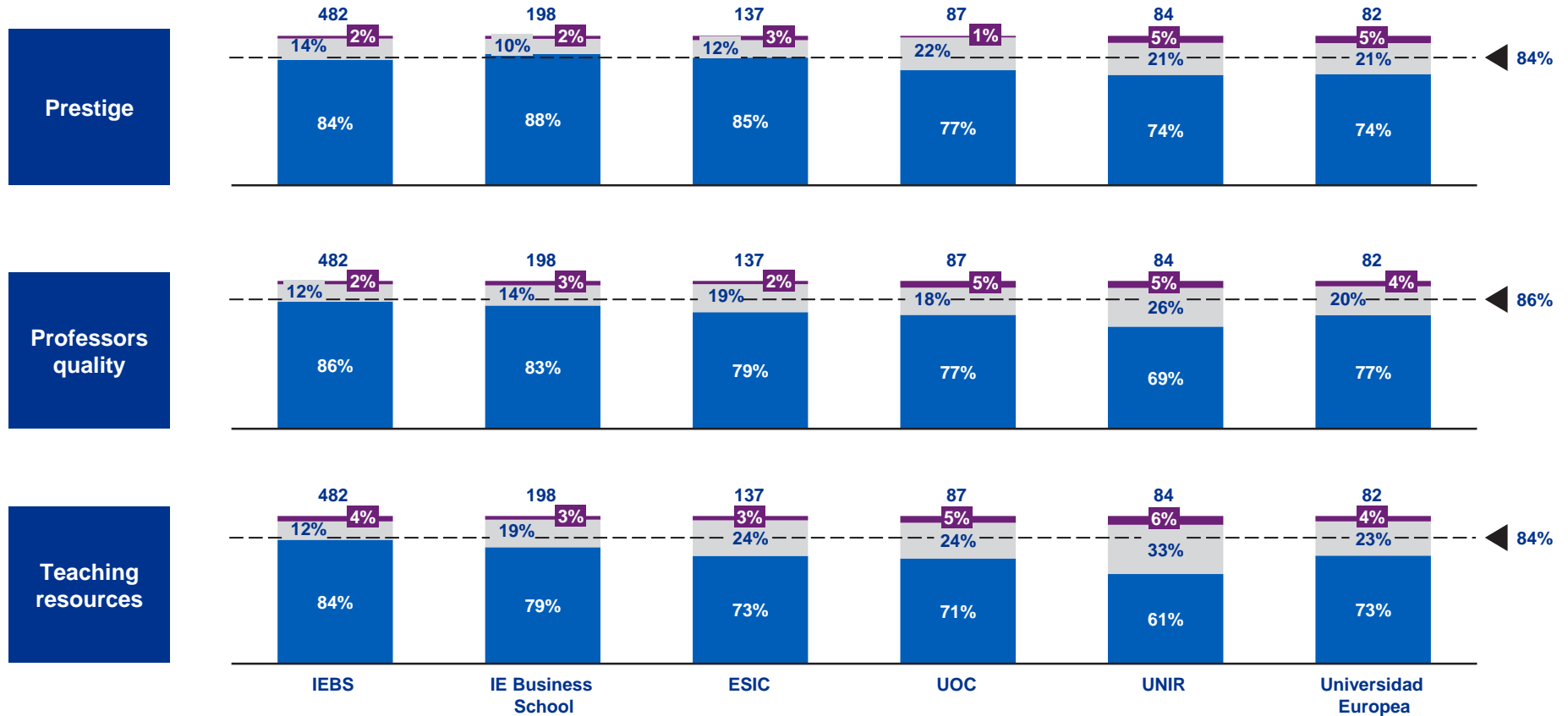
Note: see Appendix 1 for more detailed analysis (drill down by student profile)

KPCs and IEBS performance

With similar levels across Tier 1 competitors for prestige and professor quality, IEBS clearly stands out for its teaching resources...

What is your perception about the following universities?

Direct competitors



Note: see Appendix 1 for more detailed analysis (drill down by student profile)

Good or Very Good Neutral Bad or Very Bad



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Source: KPMG Customer Survey

KPCs and IEBS performance

... and teaching methodology. As expected pure online players (UOC, UNIR, IEBS) perform worse in employability, but IEBS holds up for student experience

What is your perception about the following universities?

Direct competitors



Note: see Appendix 1 for more detailed analysis (drill down by student profile)

Good or Very Good Neutral Bad or Very Bad



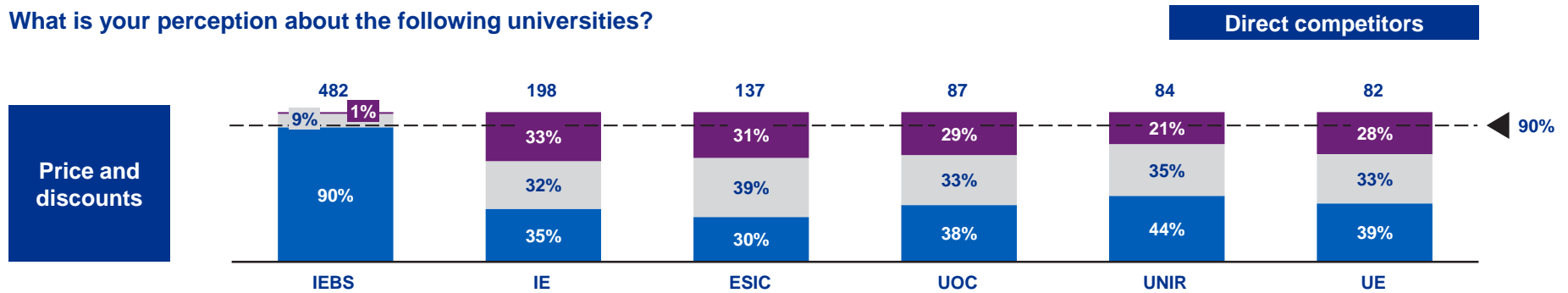
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Source: KPMG Customer Survey

KPCs and IEBS performance

IEBS is perceived as the leading university in terms of prices and discounts, which coincide with one of the most relevant factors when choosing an online program.

What is your perception about the following universities?



Note: see Appendix 1 for more detailed analysis (drill down by student profile)

■ Good or Very Good
 ■ Neutral
 ■ Bad or Very Bad



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Source: KPMG Customer Survey



NPS

IEBS has a NPS of 49%, which is quite high for the higher education market, this scores is even higher among Latin American students (66%)

NPS

- IEBS has an NPS of 49%, which is quite high compared to comparable universities / educational institutions, e.g.: Tech Aula (online) – 19%¹, CEG (onsite) – 40%¹; CEU Cardenal Herrera (onsite) – 29%²; CEU San Pablo – 13%²
- Additionally, focusing on detractors of the university (those who rank the probability of recommending it from 0 to 6), a high percentage of them are concentrated in grades 5 and 6 (53%). Almost half of the detractors are more inclined towards recommending IEBS than towards not recommending it
- This high level of satisfaction is in line with the relevant percentage of students (12%) who first knew about IEBS through referrals from friends or family
- Based on previous experiences, it has been noticed that the NPS is highly dependent on the attachment to the brand and the engagement with the course provider, and IEBS seems to perform specially well. Based on students comments, IEBS, thanks to its innovative teaching methodology, is able to bridge the gap between online and onsite education, making easier for students to feel part of the institution
- As for the reasons to recommend IEBS, the following stand out: the 100% online methodology (students greatly appreciate that they can carry out their homework at any time and place, thus being able to make their studies compatible with their working life), the relevant educational content and the professors quality (what seems to be a very distinguishing factor for IEBS compared to other online institutions, based on students comments)
- On the other hand, the main reasons for not recommending IEBS are: insufficient educational content, very general on some occasions, and the course methodology, as they feel sometimes very tied to the course schedule, losing some of the advantages of the online methodology (e.g. some masterclasses are scheduled at a specific time but, as there are students from Europe and America, some of them are not able to attend them because of the time difference)
- Analyzing the differences of NPS by the segmentations carried out throughout the document, it is perceived: Latin American students have an NPS of 66% while Spanish ones 39%, which is aligned with some of the qualitative comments provided by them claiming that IEBS gives them the possibility to study a business-related program, as they do not have this kind of institutions in their region
- By field of study and type of program, the NPS of Business & Tech courses (53%) and master’s programs (54%) stand out as the top performer, contrasting with Marketing courses (42%) and postgraduate programs (45%). Overall, longer Business & Tech – related programs have the higher NPS, which is consistent with the objectives achievement

1) KPMG analysis

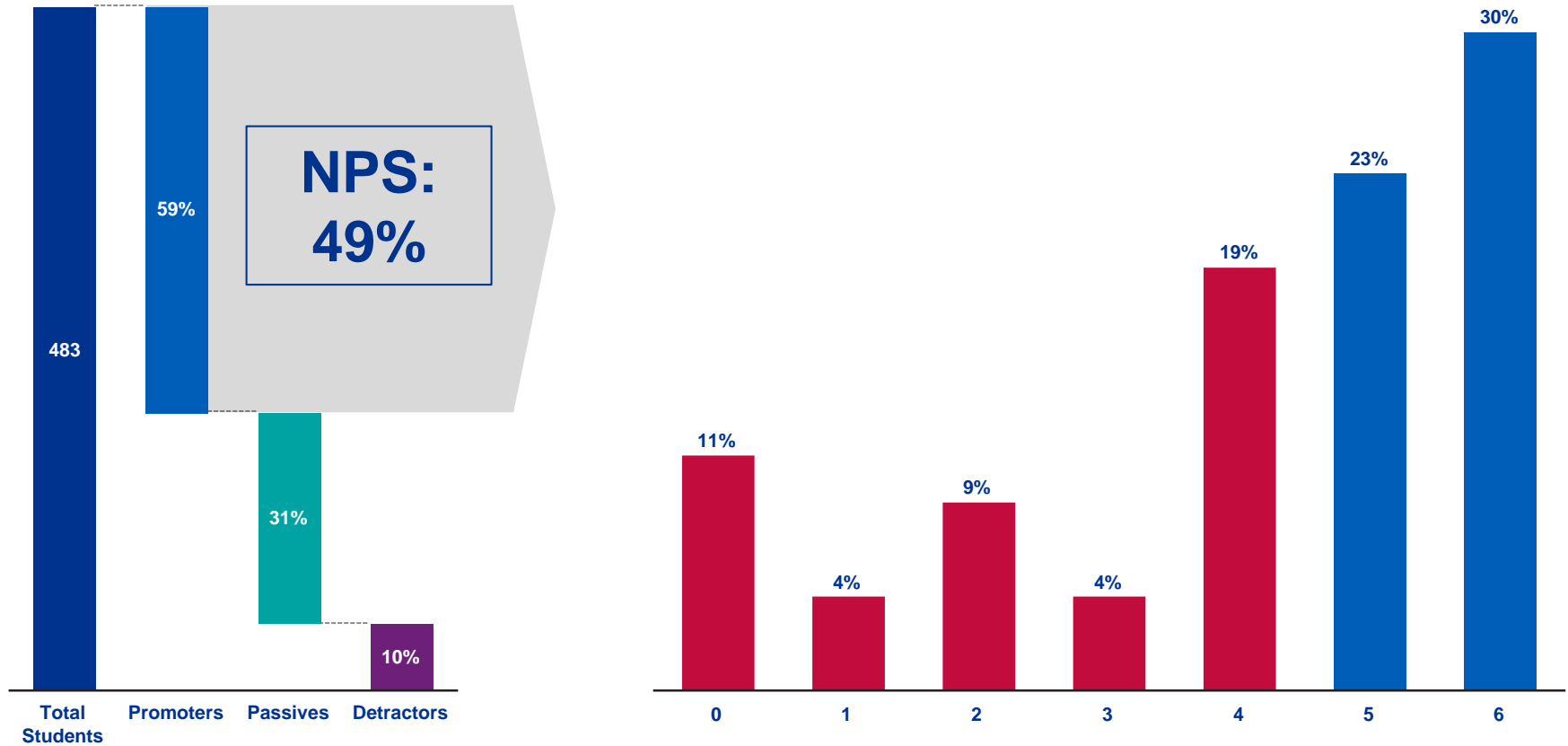
2) Bain analysis provided by UE

NPS

IEBS has a NPS of 46%, very high, with c.50% of detractors ranking 5-6, leaving a few number of students who are more prone not to recommend that to recommend

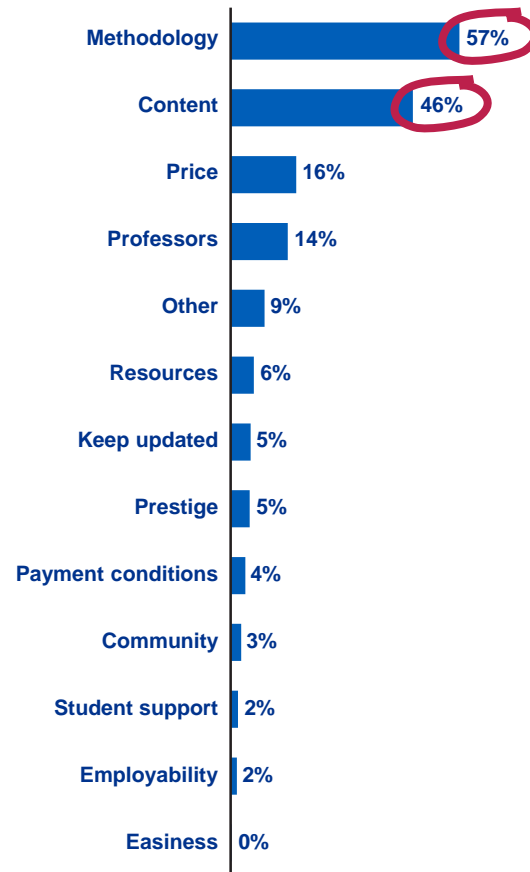
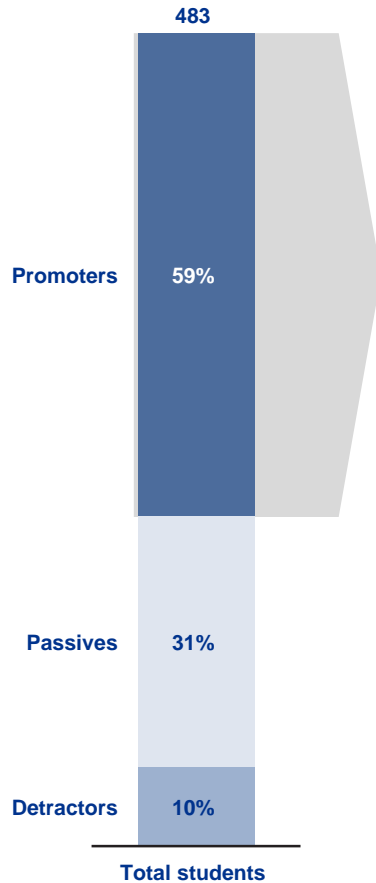
How likely would you recommend IEBS to a friend?

Distribution of detractors by score



Among reasons to recommend IEBS, online methodology and innovative content seem to be the most relevant ones

Why would you recommend your course at this university?



Key highlights from comments

In line with the responses throughout the document, students highly value the flexibility provided by the 100% online methodology so that they can study and work simultaneously.

Regarding the teaching content, students specially highlight the innovation component that they found in IEBS courses.

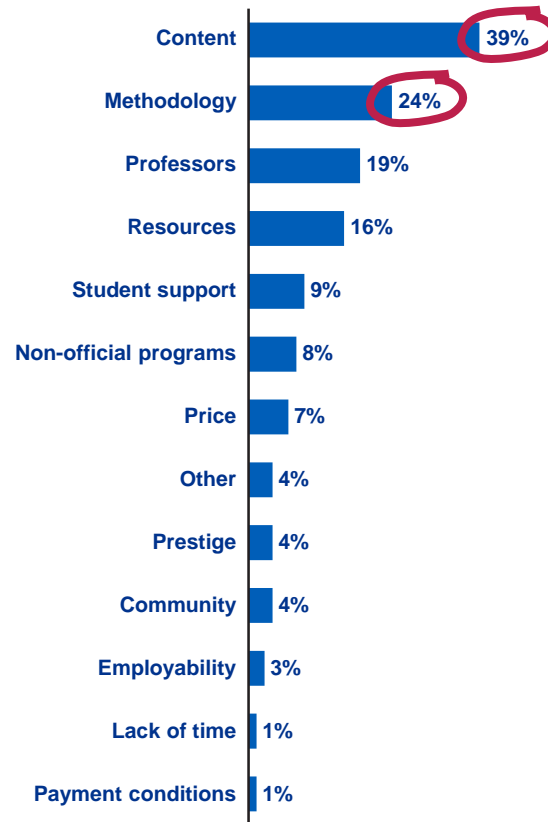
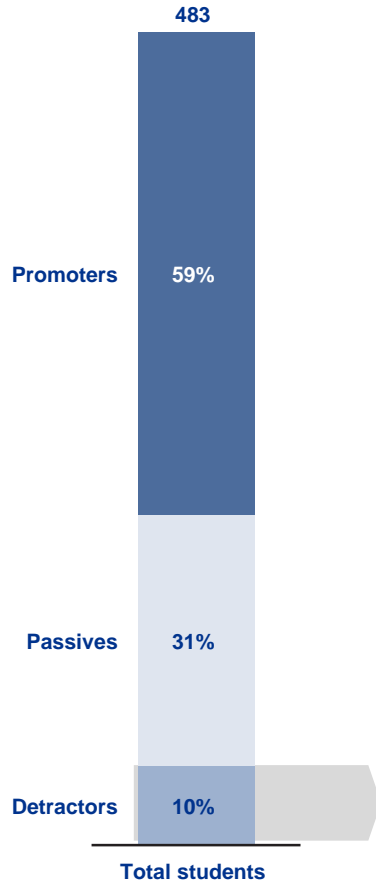
Satisfaction in terms of price, discounts and payment conditions is very high and one of the most frequent reasons to recommend IEBS courses.

It becomes specially relevant the importance that students give to professors quality, as they seem to be true experts in their fields.

NPS

On the contrary, content might seem too easy for experienced students and classes rigid schedule makes students unable to attend them

Why wouldn't you recommend your course at this university?



Key highlights from comments

Teaching content seem to be good enough for students facing "first contact" with a specific topic, but not for those more experienced, becoming too simple.

Some students highlight that they felt very tied to the course schedule, losing some of the advantages of the online methodology

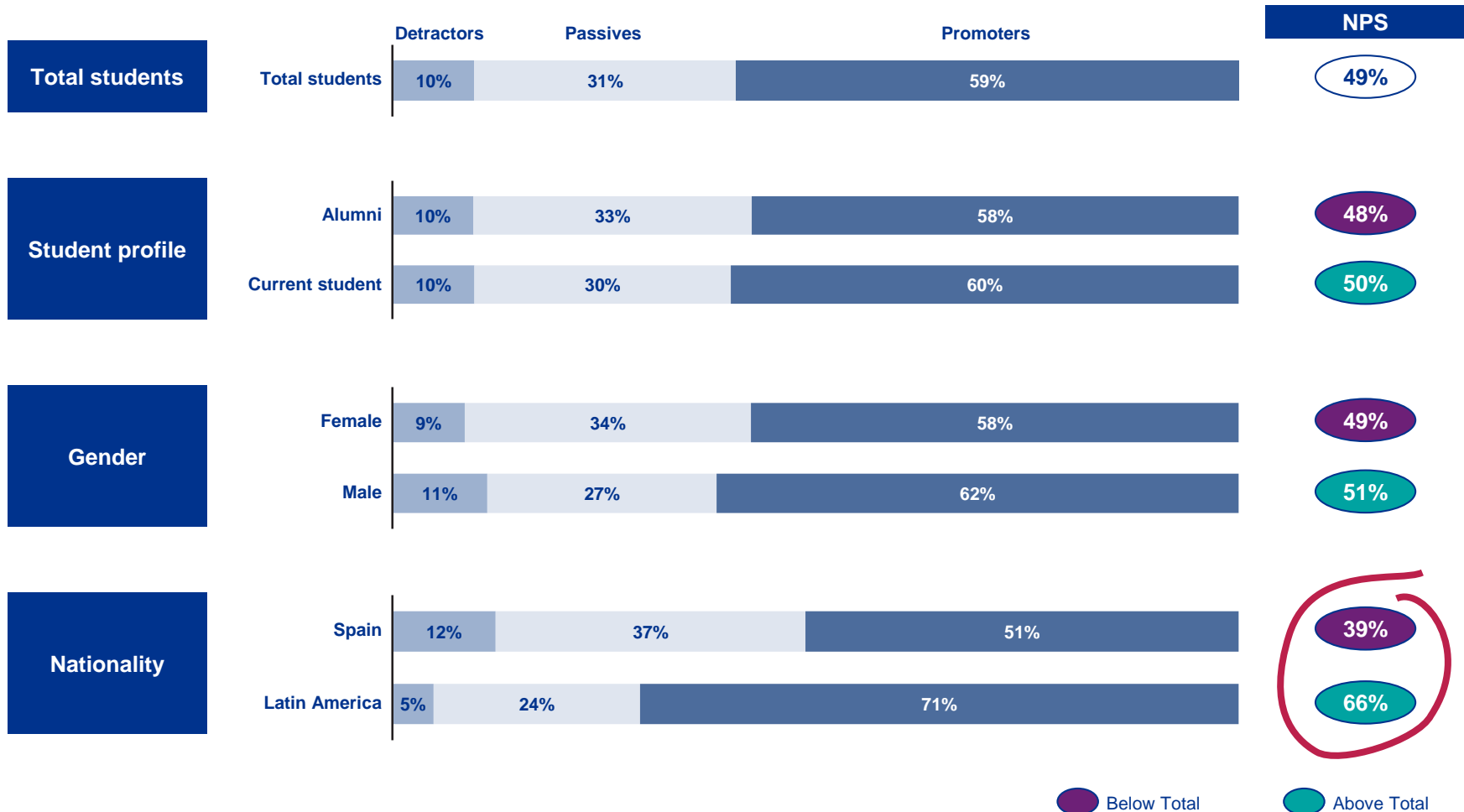
There seems to be a low level of standardization, some students claim that quality of contents and professors is quite different even within the same course

Some students complain about the non-official nature of the courses, claiming they were said it was official but at the end it was not.

NPS

By nationality, Latin American students have a NPS of 66% against 39% of Spanish ones, mainly due to the low competition of business schools in that region...

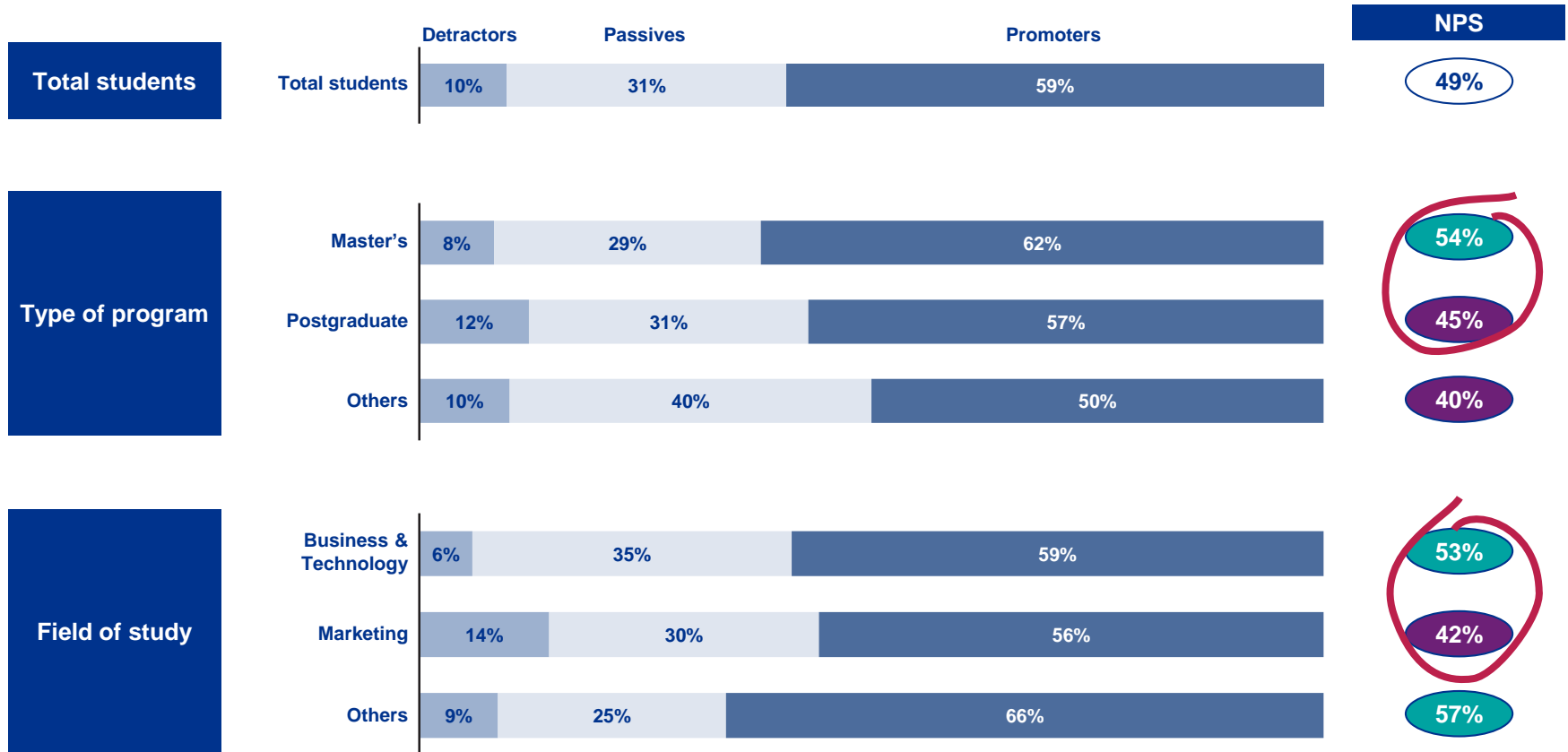
How likely would you recommend the online course you took to a friend?



NPS

... and by type of program and field of study, Master's (54%) and Business & Technology (53%) are the clear winners against Postgraduates (45%) and Marketing (42%)

How likely would you recommend the online course you took to a friend?



Below Total

Above Total





Pricing

Pricing

IEBS is well considered in terms of value for money as they provide innovative content at an apparently low price, being most of students willing to pay more for it...

Value for money

- IEBS is very well perceived in terms of value for money by their students:
 - About 56% value it as good or very good
 - On the contrary, only 4% consider them as bad or very bad
 - The other 40% of student consider they received what they paid for
- The reasoning behind this good perception might be, based on the qualitative comments provided by the students, that IEBS goes beyond online education as they apparently offer innovative content with a methodology that bridge the gap between online and onsite education
- Consequently, when asked about the additional services that would improve the value for money perception, only better employability / salary prospects clearly outstands

Tuition

- IEBS courses range between 0.5k€ and 10k€. They are distributed as follows:
 - C.50% of IEBS courses cost less than 2,5k€, depending on the type.
 - C.40% are ranged between 2.5K€ and 5k€
 - The minor proportion left (c.10%) is for courses over 5k€
- The high satisfaction of the students with the prices of the IEBS courses (90% of students consider IEBS performance in terms of pricing conditions as above the average) translates into their willingness to pay more for them.
 - 63% of IEBS students would be willing to pay more money for their tuition.
 - Of those courses under 5k€, c.65% would be willing to pay more (from extra 10% to 50%) and c.30% would pay extra 50%, what highlights IEBS has room for increasing their programs tuition

Pricing

... what should be perceived as an opportunity to increase their price positioning and discounts/scholarships policies

Tuition (cont.)

- Making a deeper analysis per student segment, there are some relevant differences regarding this willingness:
 - Alumni (67%) are more willing than current students (58%) to pay extra money for their tuition, what might be due to the fact that, with perspective, they appreciate more the value provided by the course
 - Student from Latin America are less willing than Spanish ones to pay extra money for their tuition, what is surely because of the salary gap between both regions
- In line with what was mentioned before, the additional service students would be specially willing to pay extra money for, is a better employability after completing the course. This is highly aligned with how IEBS was ranked by the students compared to other comparable universities. IEBS was placed on top of the list for most of the factors (content, methodology, etc.) but not regarding employability, where they were ranked below Tier 1 competitors and some of the Tier 2 ones. With no doubt, this is one of the aspects where there is relevant room for improvement for IEBS
- This generalized willingness to pay more for the tuition should be seen as an opportunity for IEBS to adjust their pricing policy, increasing slightly the average tuition to the benchmark average and adjusting fees per region

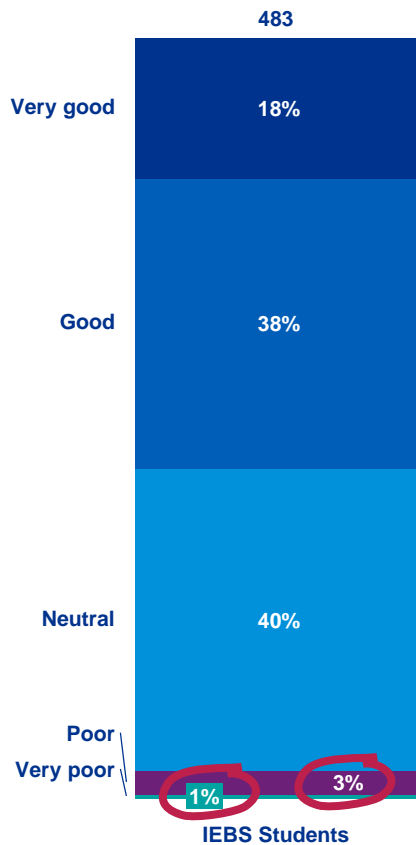
Discounts and Scholarships

- The good perception of IEBS regarding the price seems to be a consequence of the high volume of discounts and scholarships they grant
- Out of total, 38% of the students have received a discount and 53% a scholarship
 - The level of satisfaction of those students who have been granted with a discount is very high, being over 63% satisfied and 31% highly satisfied
 - As to students with scholarship, the same pattern is identified: 36% satisfied and 57% highly satisfied
- Once again, the large number of discounts and scholarships granted and the high satisfaction of students with them, should be seen by IEBS as an opportunity to improve their price positioning

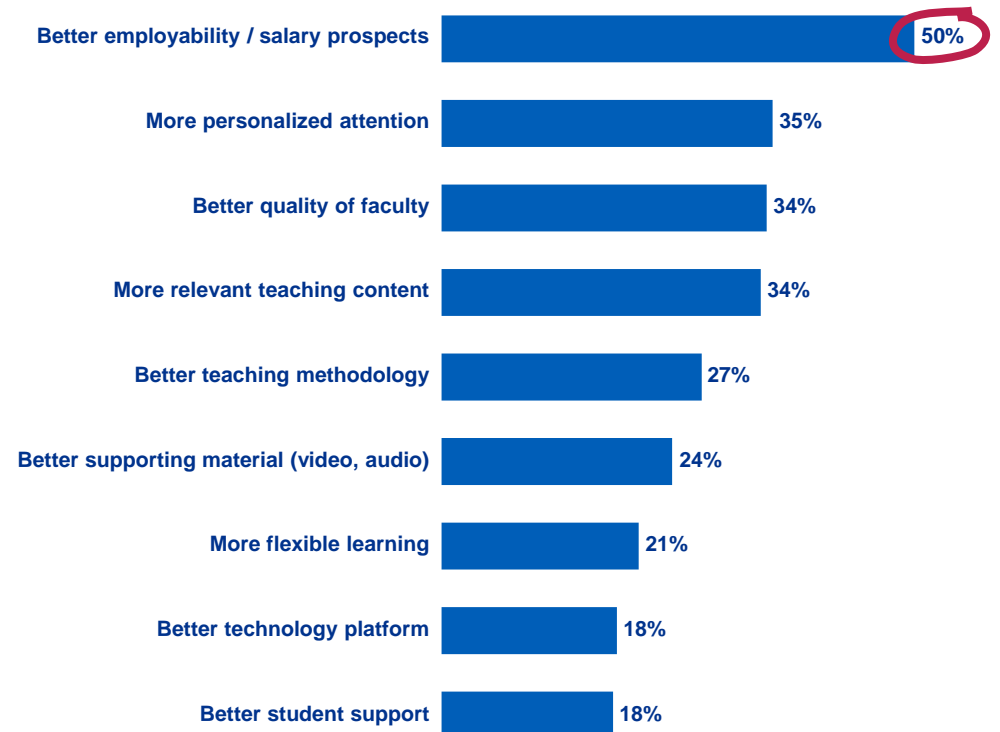
Pricing

IEBS perception in terms of value for money is very good (4% perceive them as poor or very poor), being employability the most important factor that could improve it

How do you perceive IEBS in terms of value for money?



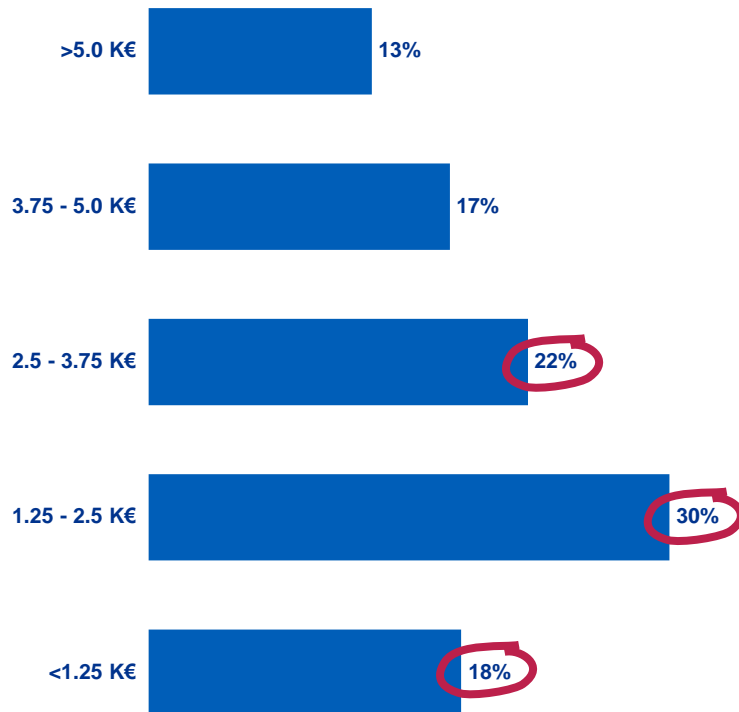
What services would improve your value for money perception?



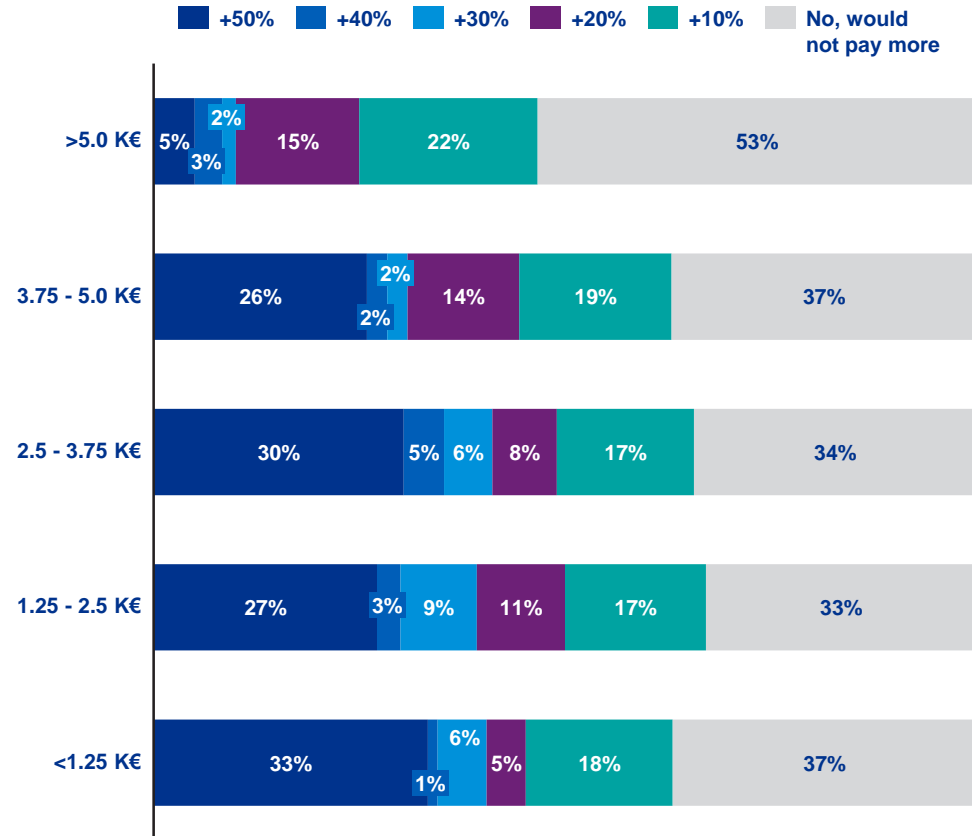
Pricing

Most of the courses (70%) are priced between 0.5 - 3.75k€, what seems to be low as 63% of IEBS students would be willing to pay more for their tuition...

How much have you paid for your tuition at IEBS?



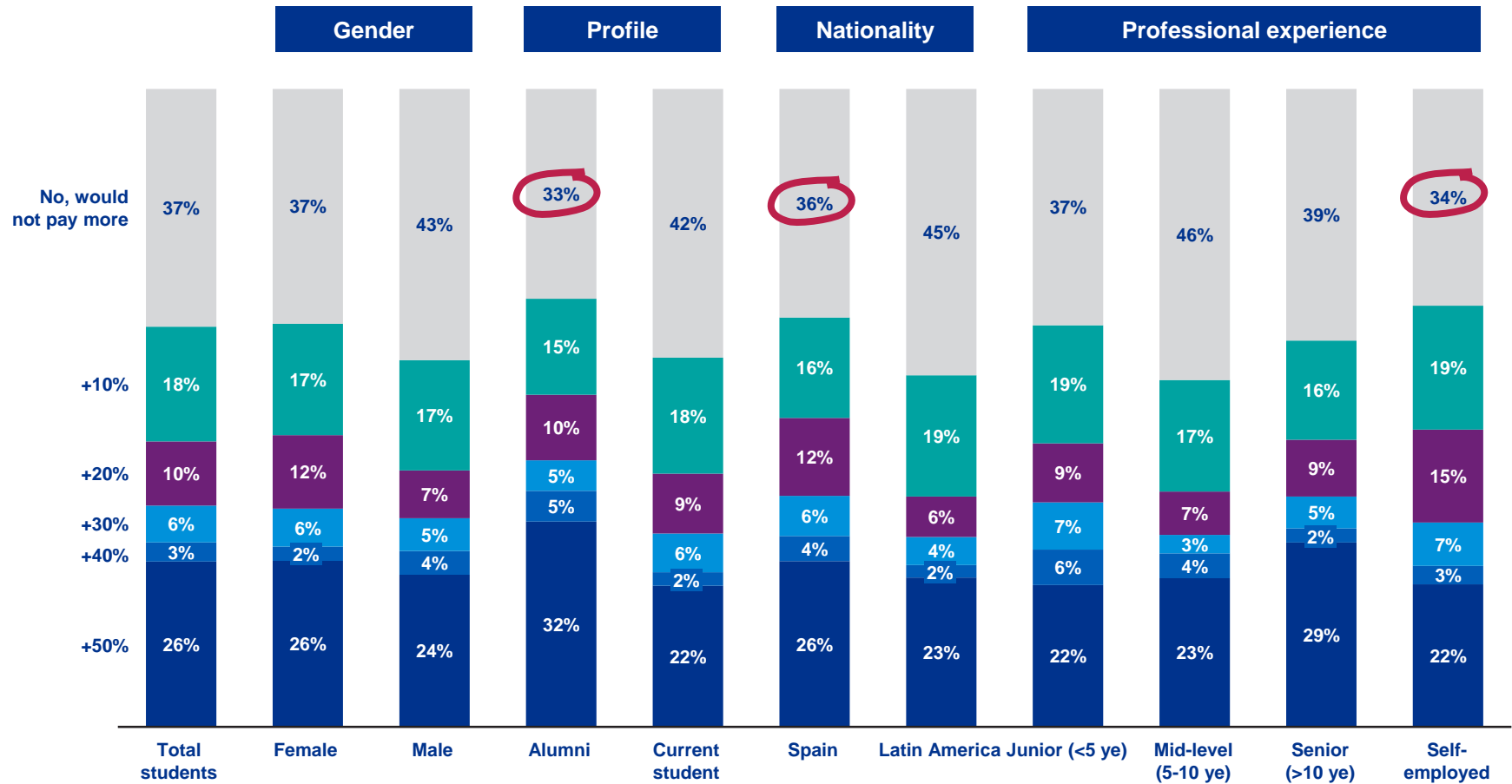
Would you be willing to pay extra money for your tuition?



Pricing

... specially Alumni, students from Spain and those who are self-employed...

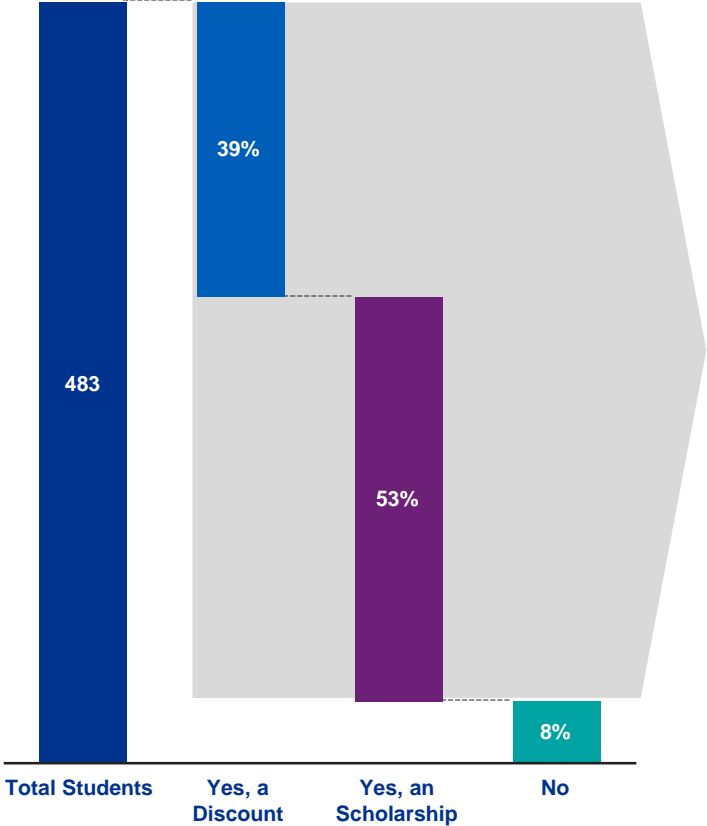
Would you be willing to pay extra money for your tuition?



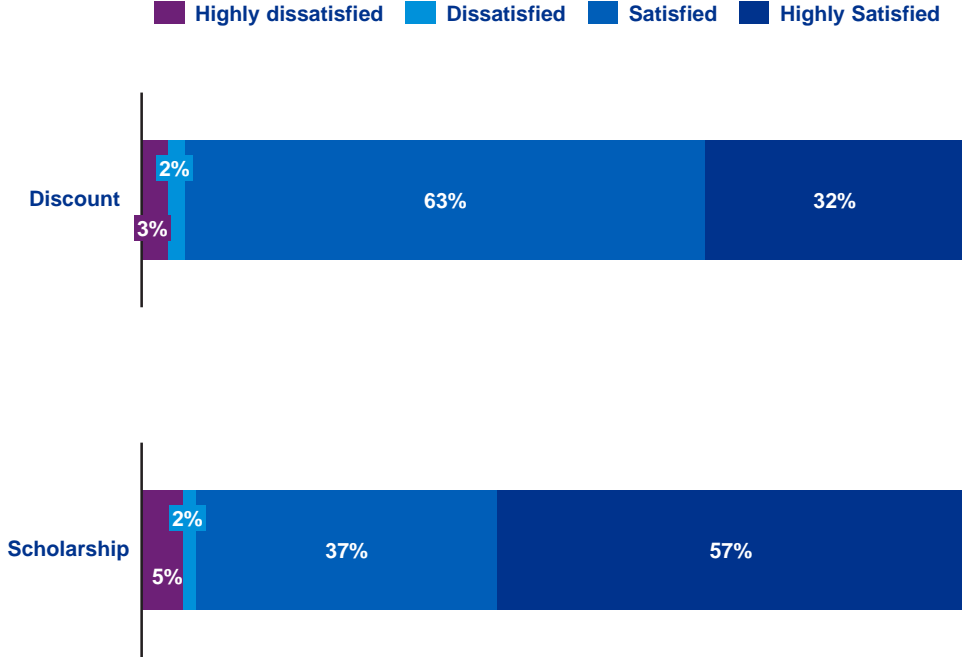
Pricing

... which is surely due to the large number of discounts (39%) and scholarships (53%) granted, being students very satisfied with them

Have you received any discount or scholarship?



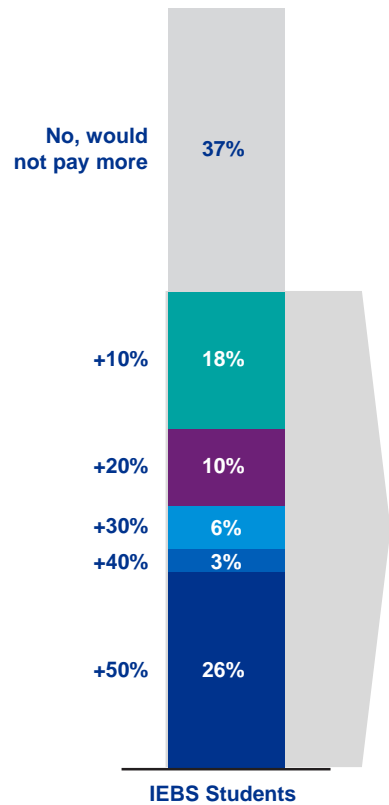
How satisfied are you with your Discount or Scholarship?



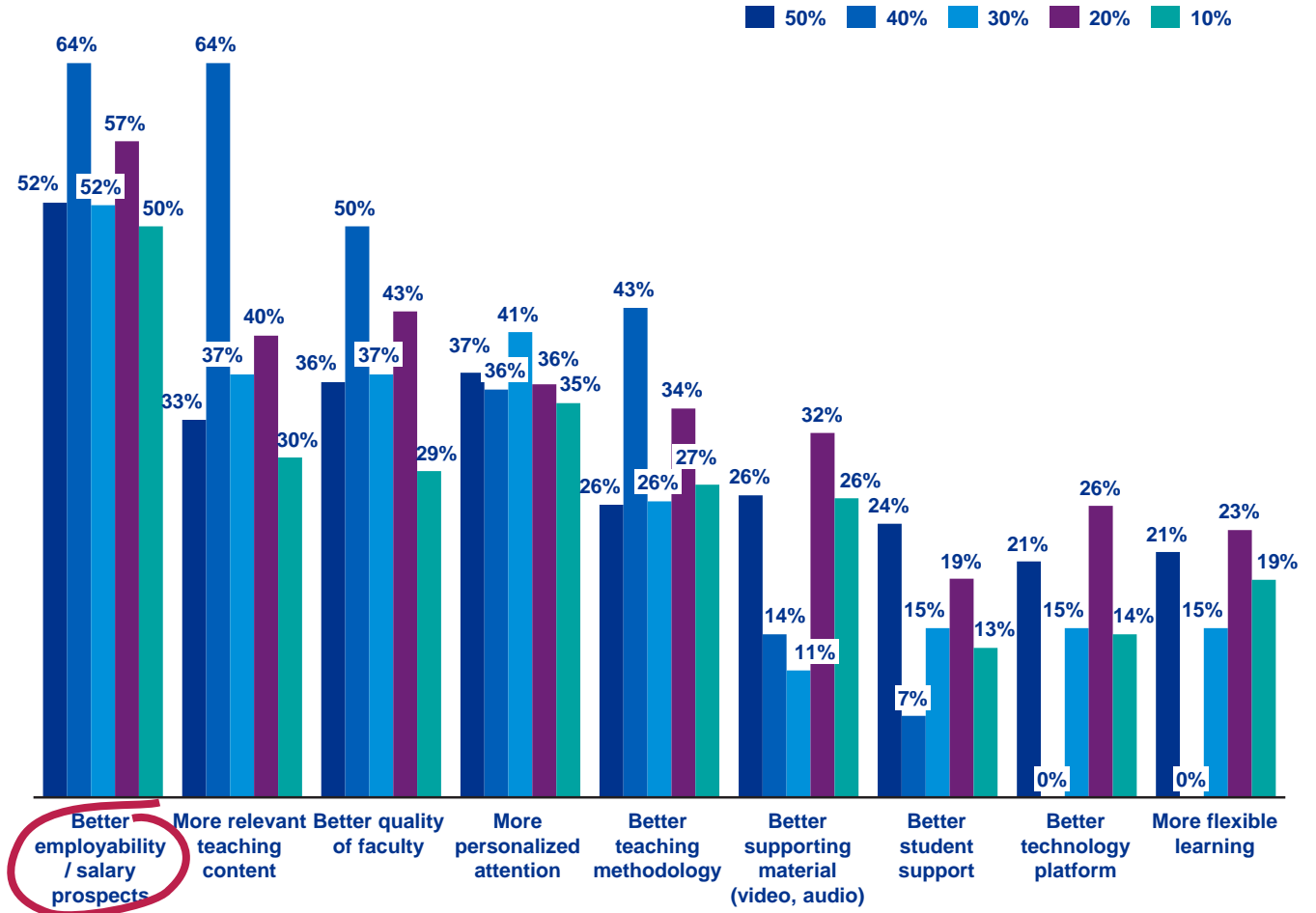
Pricing

IEBS has room for improvement in terms of employability levels, as it is the most recurrent factor that would make students pay more for their tuition

Would you be willing to pay extra money for your tuition?



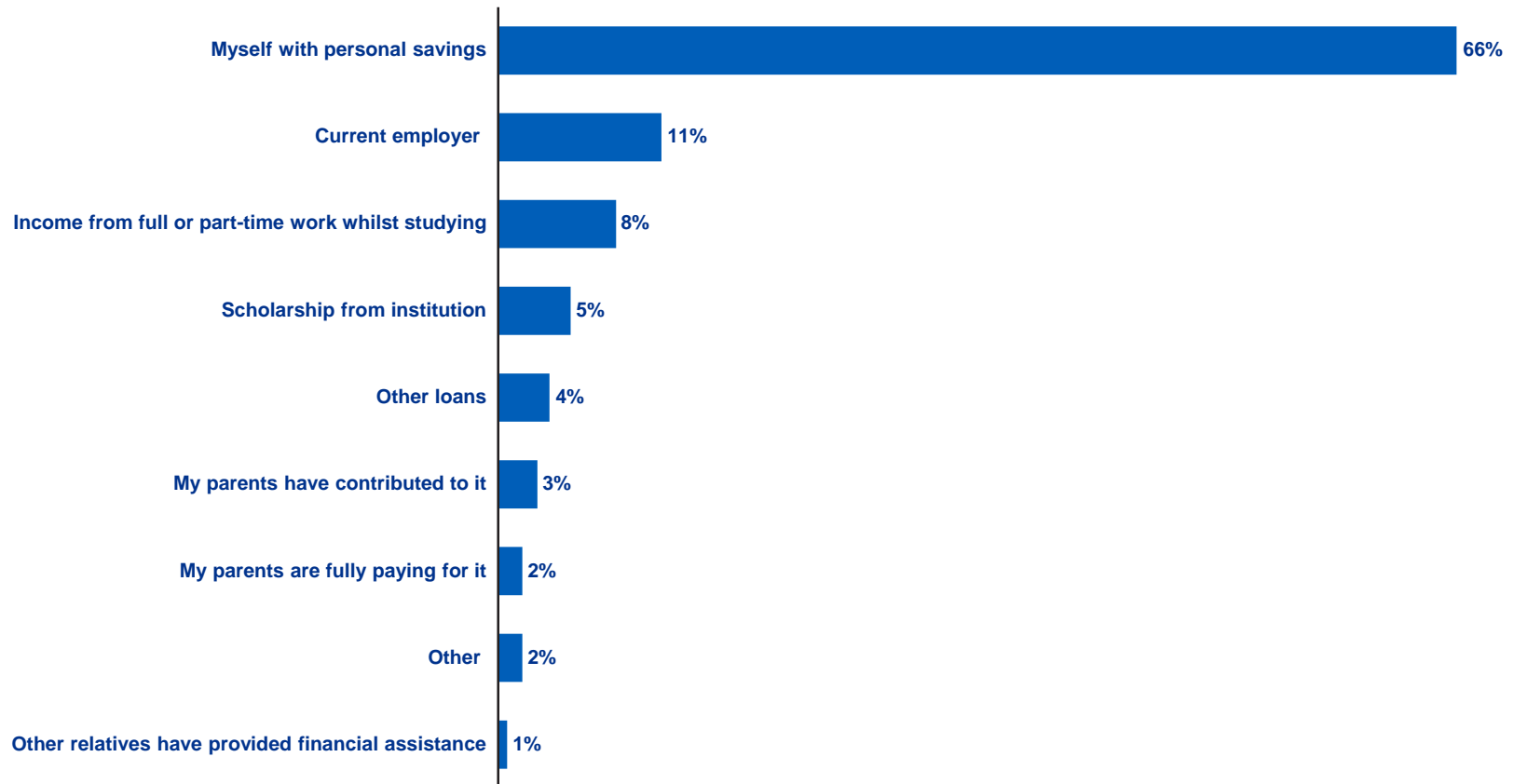
Would you be willing to pay more if the following additional services were offered?



Pricing

As expected, since most students combine their course with their job, they are largely paying themselves or alternatively financed by the current employer

Who pays for your tuition?





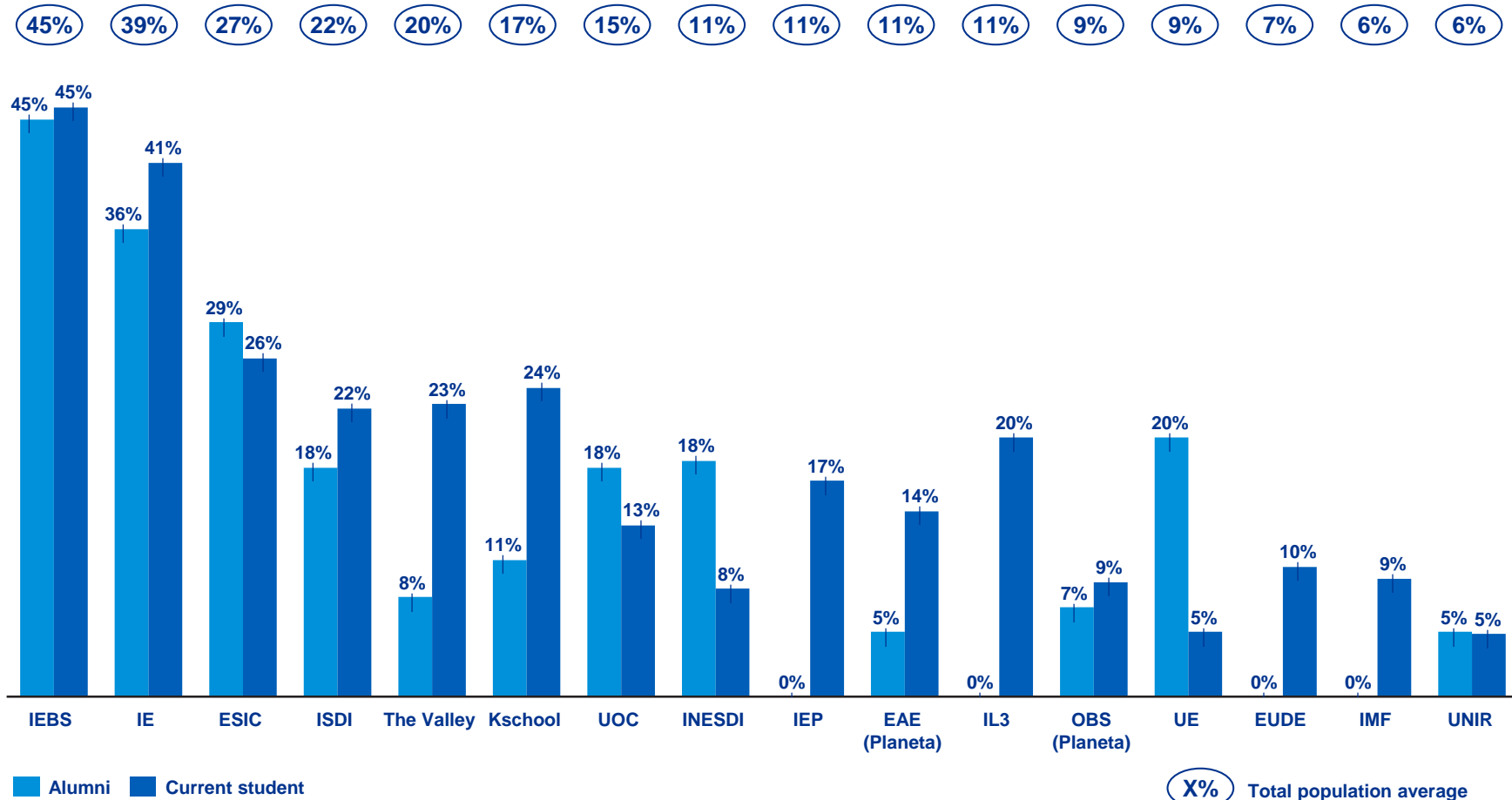
Appendix 1

Drill down on prestige ranking, KPCs and IEBS Performance

Appendix

IE, ISDE, The Valley and Kschool are preferred by current students whereas ESIC, UOC, INESDI and UE by Alumni

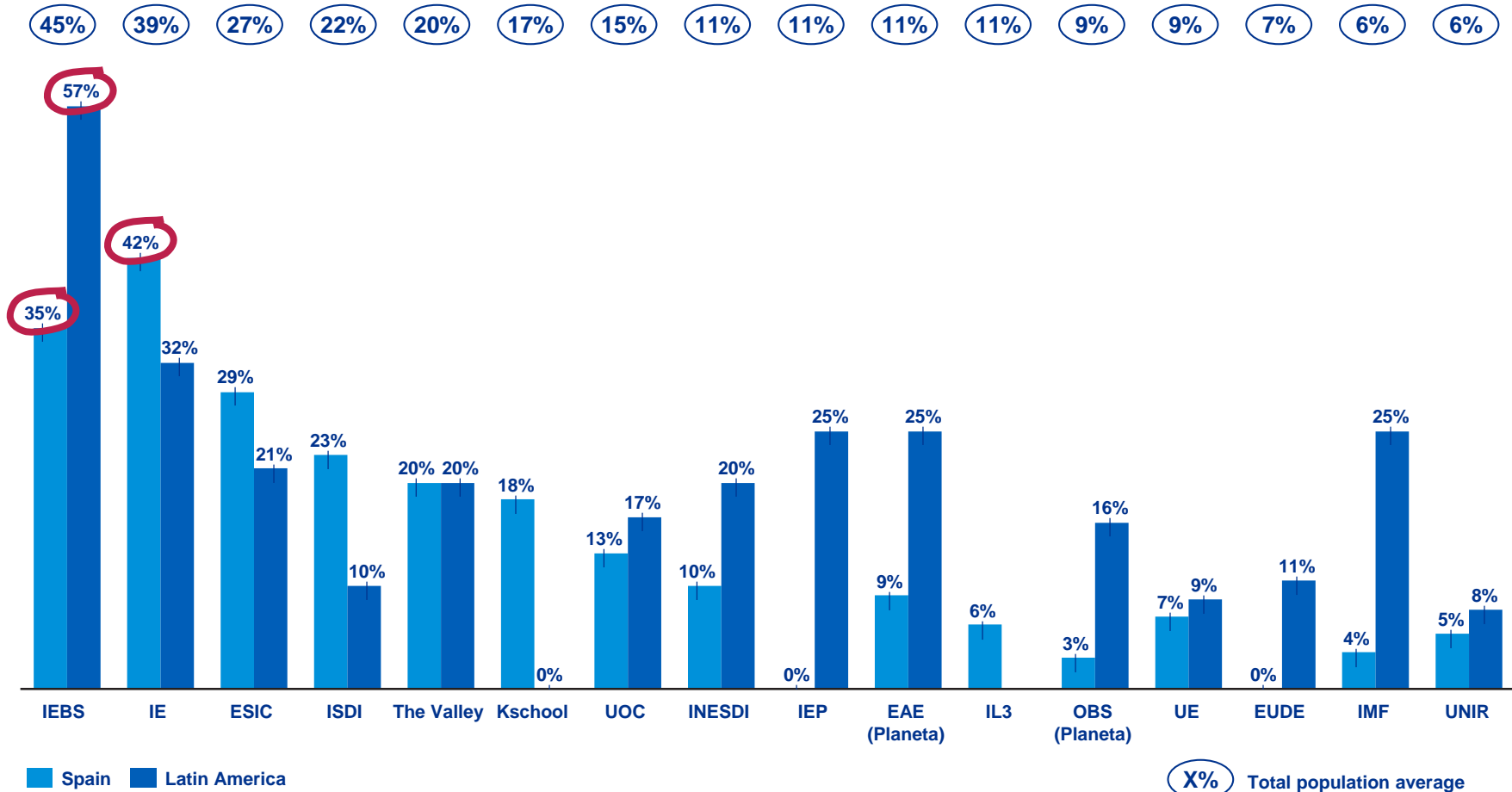
What university is your top preference in terms of quality/ prestige? – Drill down by respondent profile



Appendix

IEBS is clearly better considered by students from Latin America (57% rank IEBS at the top) than by Spanish students (35%), where IE brand performs better than IEBS

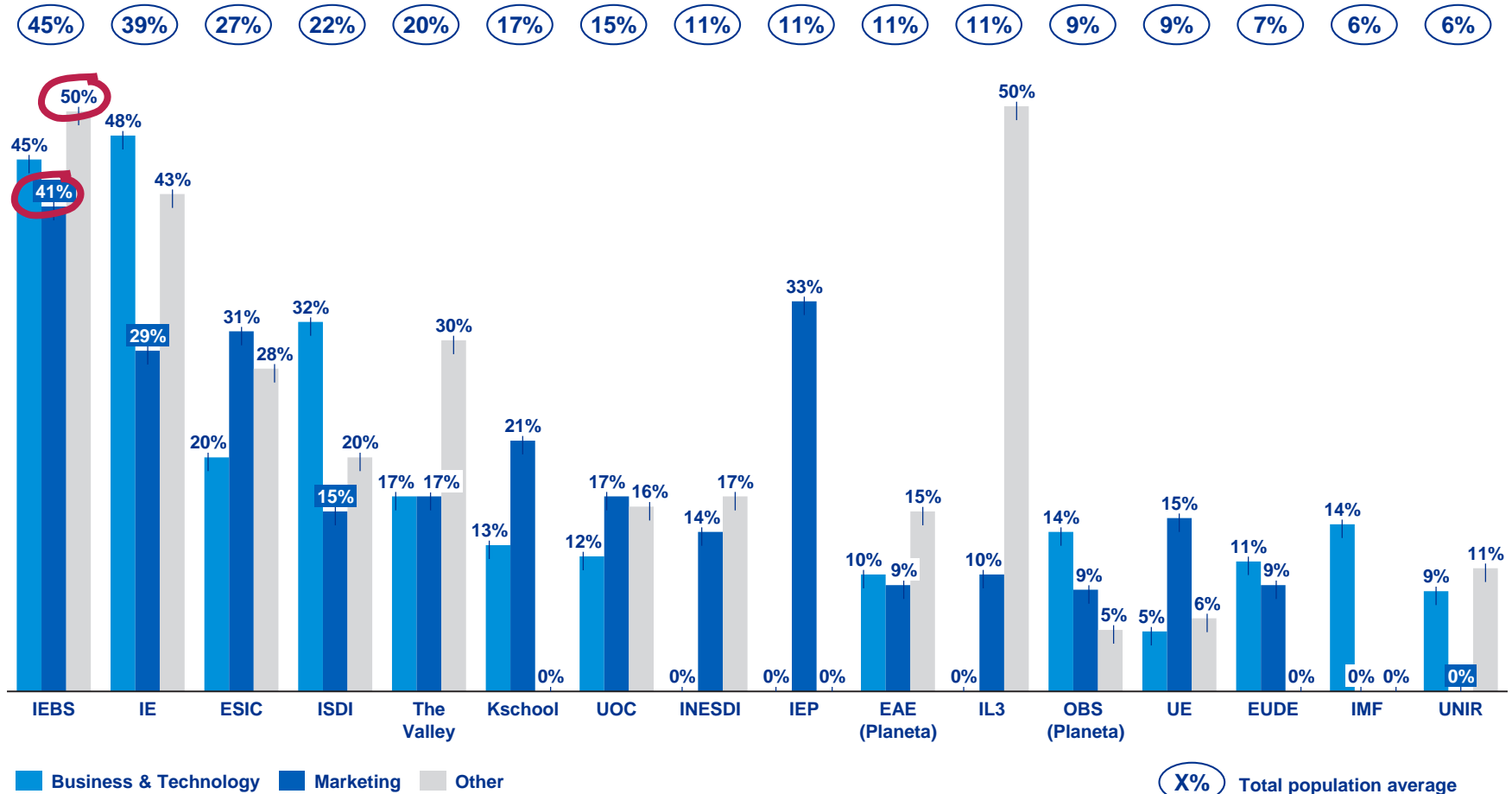
What university is your top preference in terms of quality/ prestige? – Drill down by nationality



Appendix

IEBS is better considered in the field of Business & Tech, where it is ranked only behind IE, than in Marketing, where IEBS normally performs worse among students

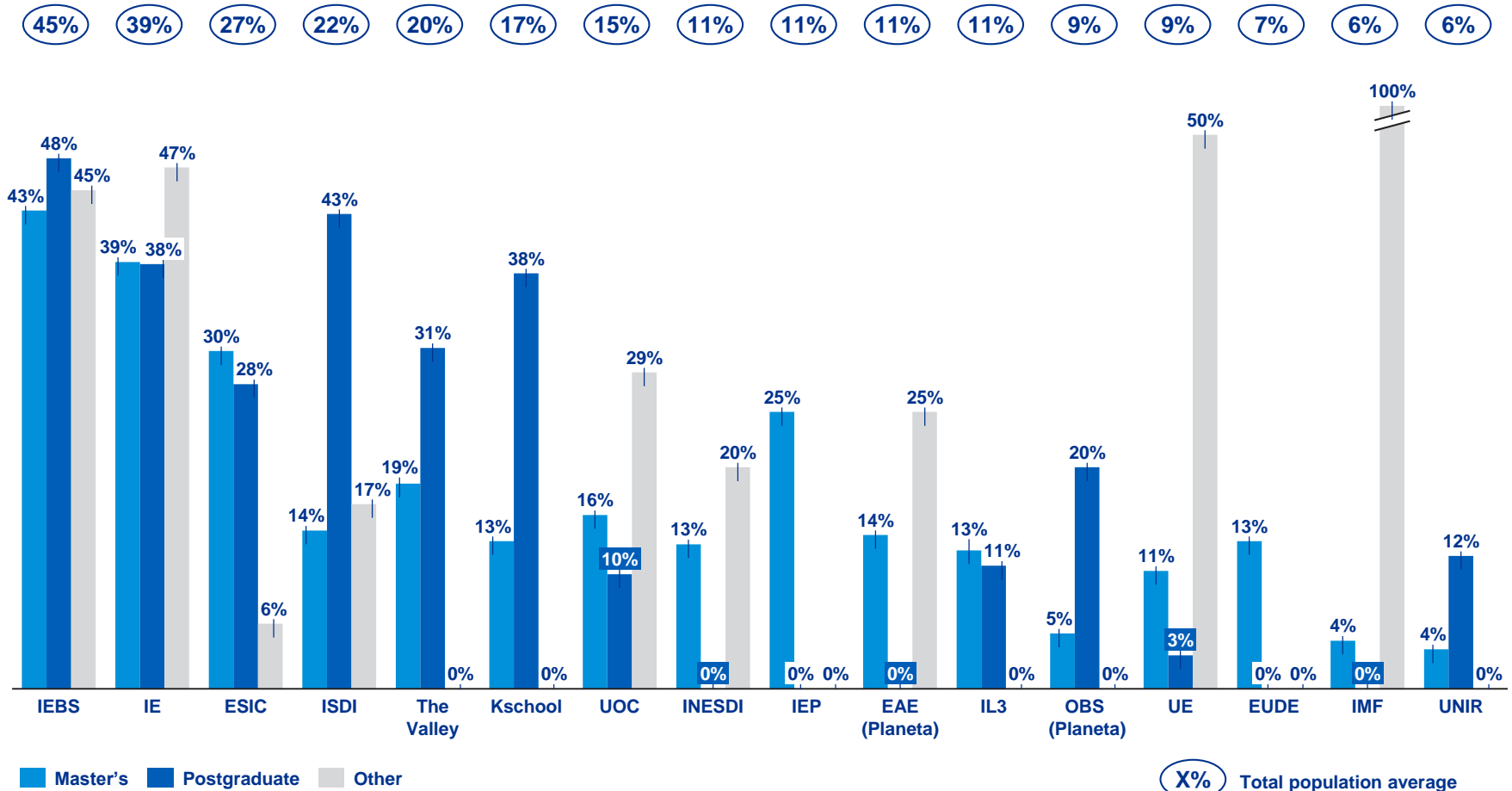
What university is your top preference in terms of quality/ prestige? – Drill down by field of study



Appendix

IEBS performs generally well among all types of programs, with IE standing out for shorter programs and some other online schools (ISDI, Kschool) for postgraduate

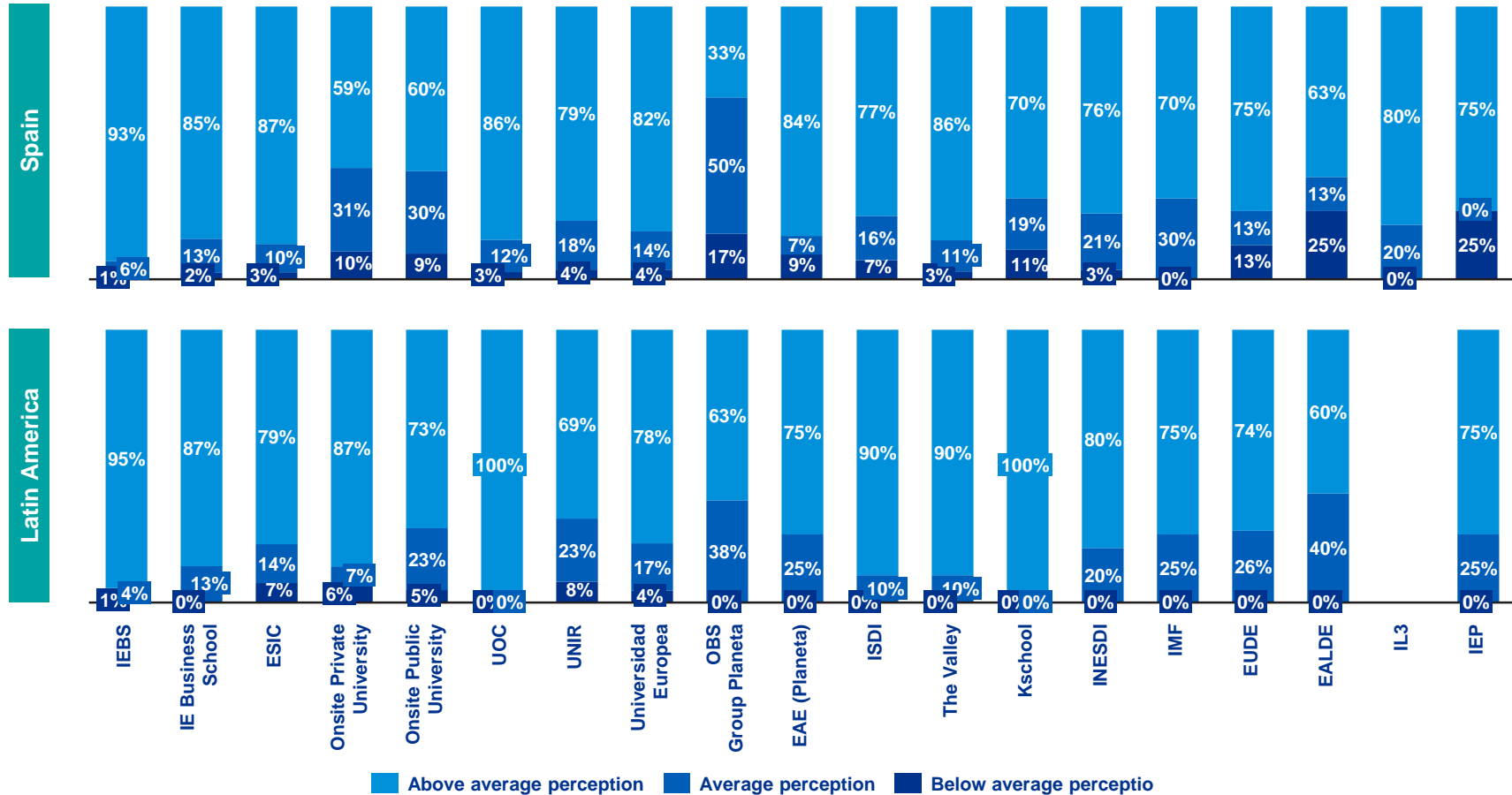
What university is your top preference in terms of quality/ prestige? – Drill down by type of program



Appendix

Overall perception per university - Drill down by student nationality

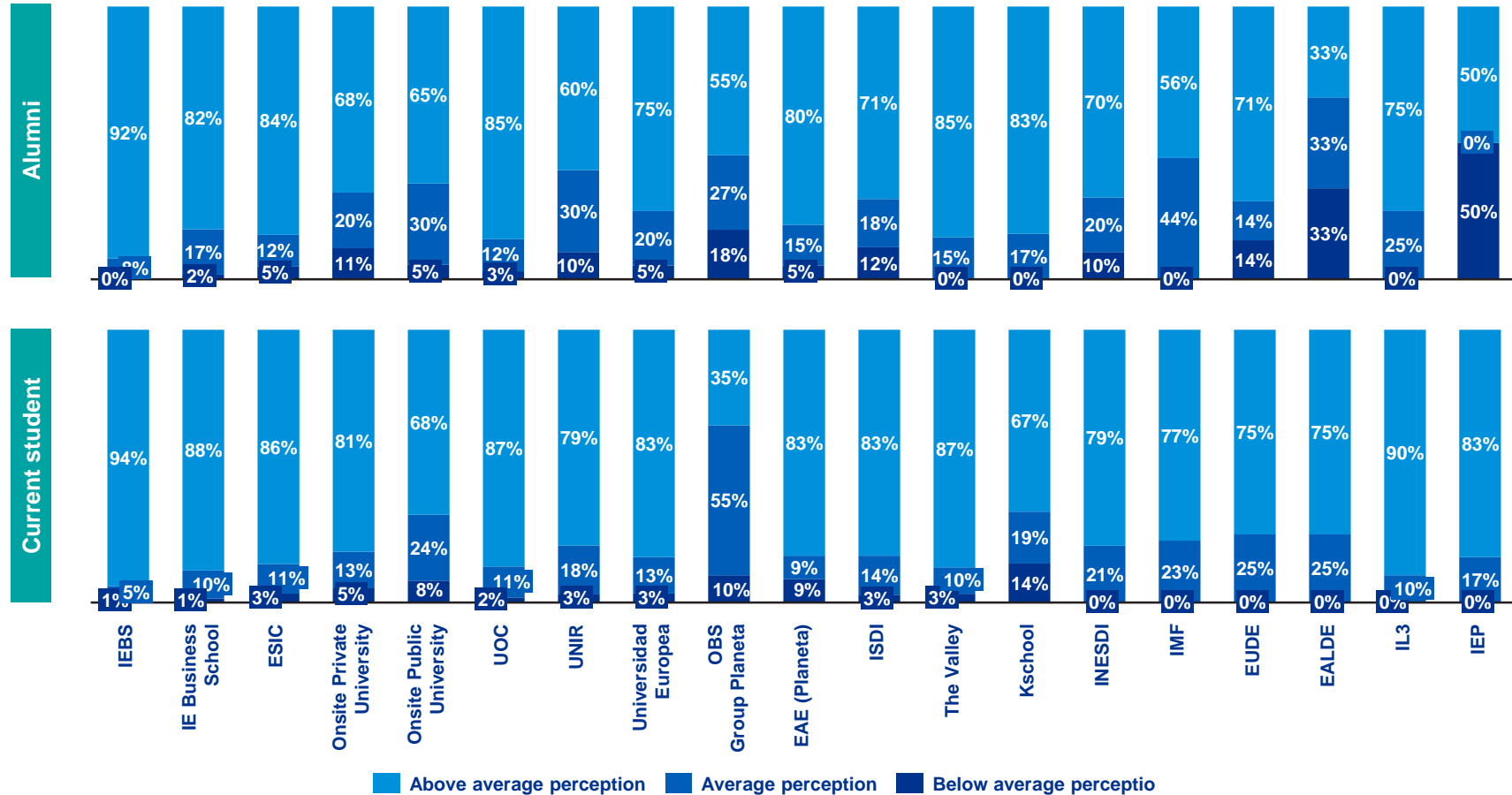
What is your perception about the following universities? – Overall experience. Split by nationality



Appendix

Overall perception per university - Drill down by student profile

What is your perception about the following universities? – Overall experience. Split by student profile

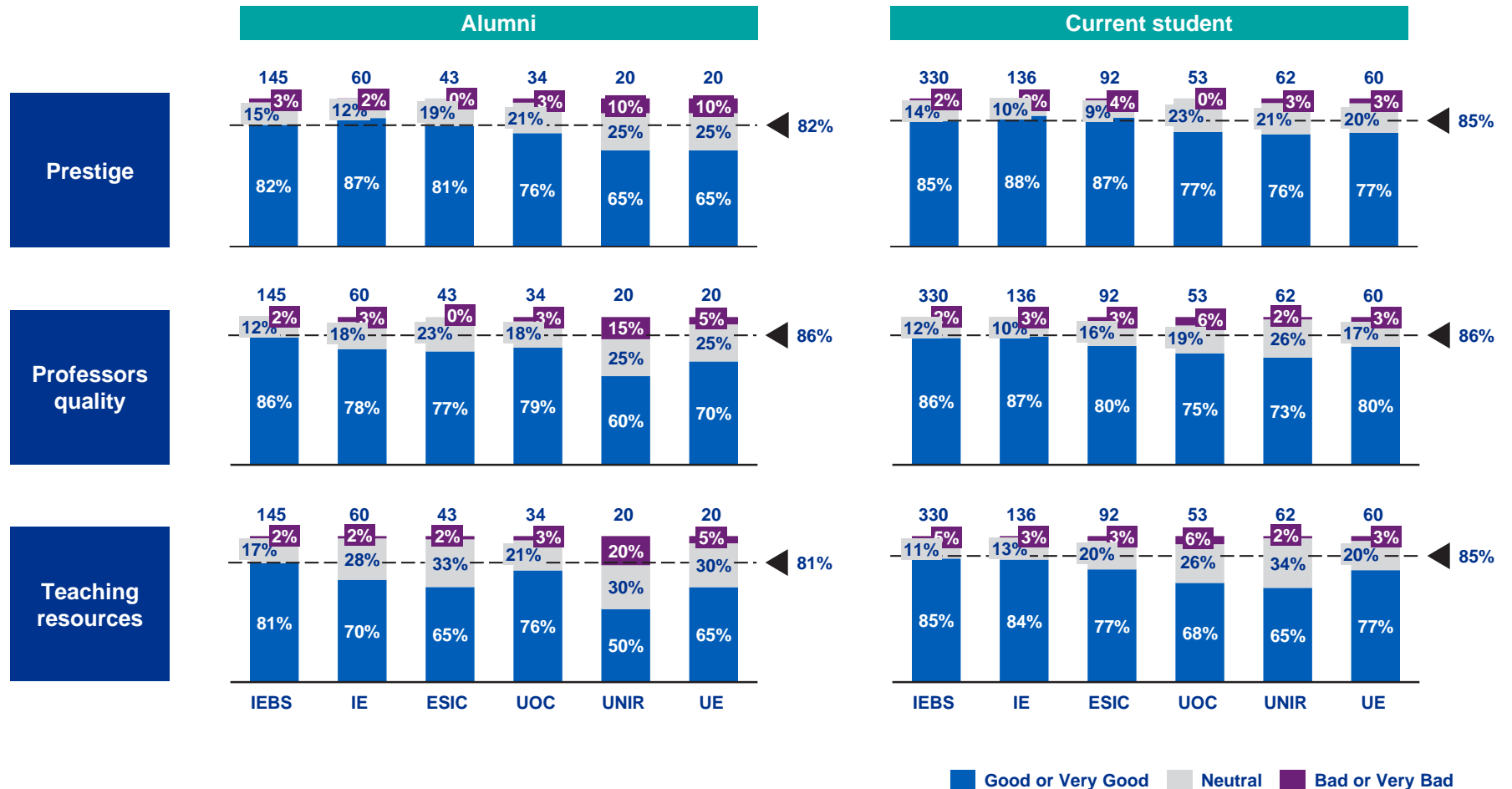


Appendix

Performance - comparable universities - Drill down by student profile

What is your perception about the following universities? – Drill down by profile

Direct competitors

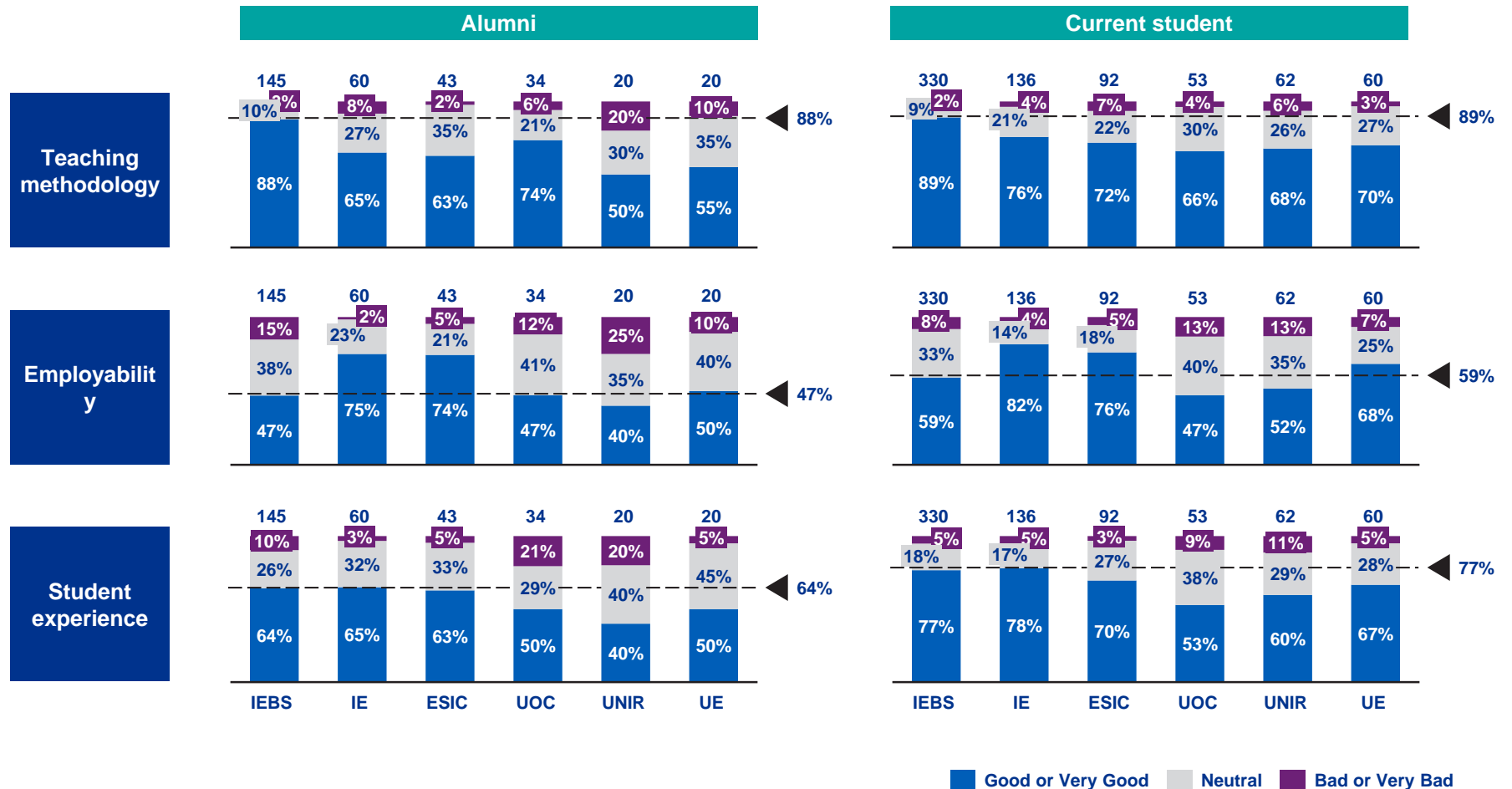


Appendix

Performance - comparable universities - Drill down by student profile

What is your perception about the following universities? – Drill down by profile

Direct competitors

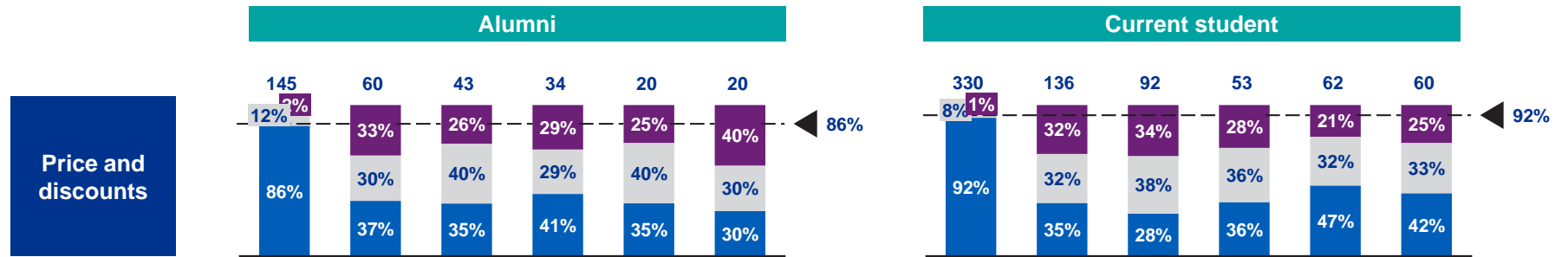


Appendix

Performance - comparable universities - Drill down by student profile

What is your perception about the following universities? – Drill down by profile

Direct competitors

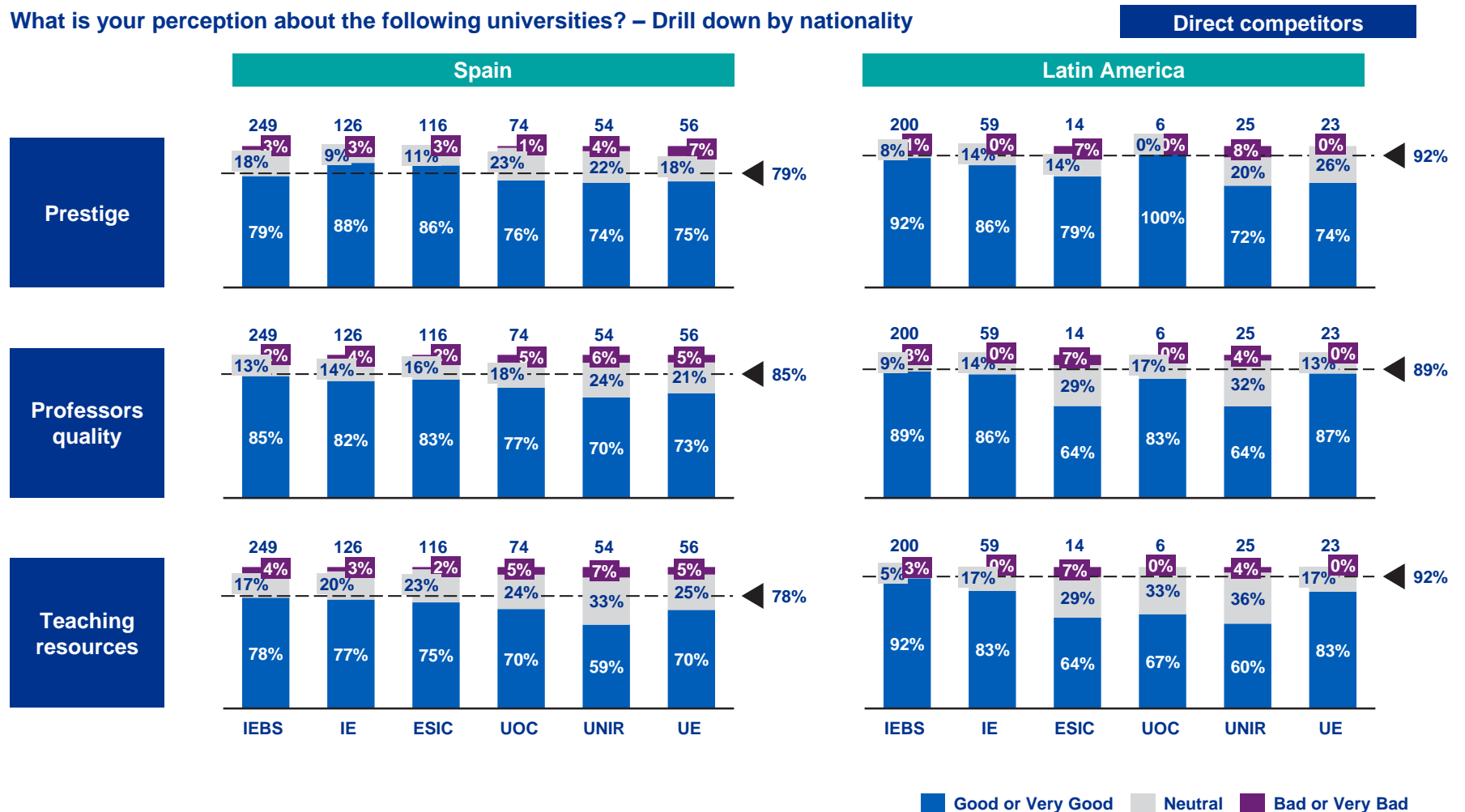


Good or Very Good Neutral Bad or Very Bad



Performance - comparable universities - Drill down by student nationality

What is your perception about the following universities? – Drill down by nationality

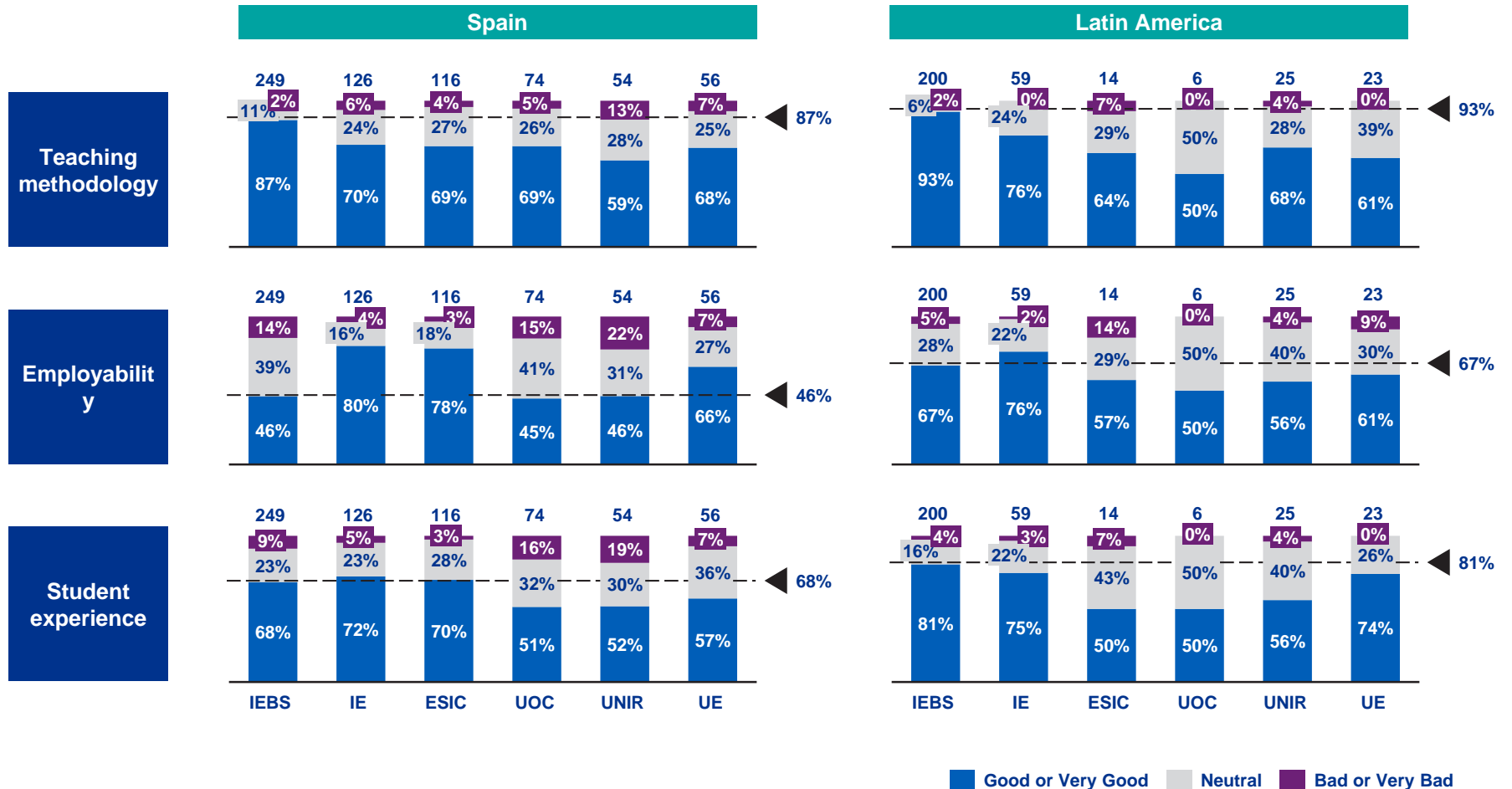


Appendix

Performance - comparable universities - Drill down by student nationality

What is your perception about the following universities? – Drill down by nationality

Direct competitors

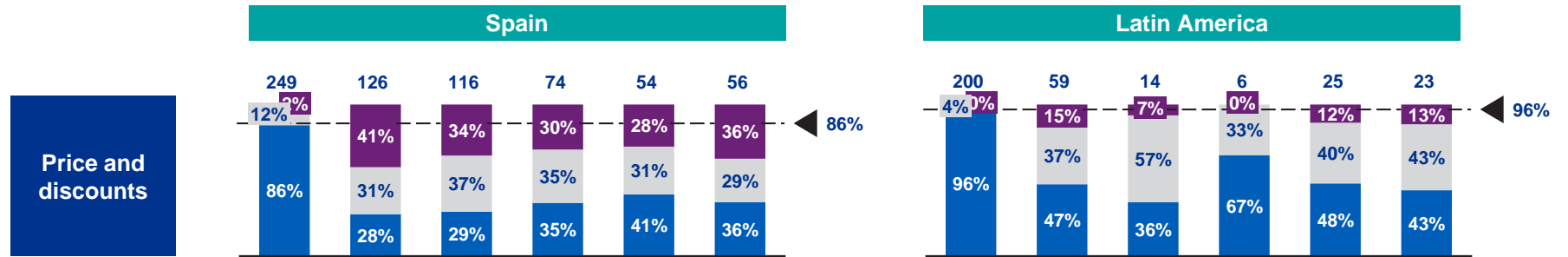


Appendix

Performance - comparable universities - Drill down by student nationality

What is your perception about the following universities? – Drill down by nationality

Direct competitors



Good or Very Good Neutral Bad or Very Bad





Appendix 2

Qualitative comments from students on free-text questions

Which word that comes to your mind when you think about IEBS? (1/6)

Which word that comes to your mind when you think about IEBS?						
innovacion	digital	marketing	flexibilidad	innovación	relevante	innovación
facilidad	incongruencia	especialidad	proximidad	confianza	experiencia	practico
practicidad	calidad precio	innovacion	flexibilidad	contenido actual	económica	virtual
innovacion	flexibilidad	calidad	flexibilidad	potencial	compromiso	futuro
diseño	online	púrpura	ágil	fresca	dinámica	completo
aprendizaje	agilidad	evolución	escuela online	flexibilidad	a distancia	formación
mvp	oferta	digital	confianza	innovacion	calidad	calidad
flexibilidad	mentores	innovación	aprendizaje	oportunidad	tecnología	escuela
innovación	trabajo colaborativo	flexible	online	actual	contenido	tecnología
emprendimiento	práctico	flexible	calidad	innovación	emprendimiento	conocimiento
futuro	tecnología	crecimiento	formação	inovação	digital	online
responsabilidad	colaboracion	aprendizaje	aprendizaje	innovación	formación	innovación
formación	profesional	online	facilidad	tecnología	precio	innovación
seriedad	contenidos	innovador	profesionalismo	prestigio	confianza	reconocimiento
facilidad	emprendimiento	digital	online	exigencia	buenos profesores	innovacion
dinámismo	práctico	frialdad	innovación	digitalización	empredimiento online	estudios
online	flexible	práctico	exito	nivel	actualidad	vanguardia
gamificación	online	aprendizaje	facilidades	buen campus virtual	masters no oficiales	la plataforma del campus
conocimineto	trabajo	marketing digital	oportunidad	actualización	nuevos conocimientos	formación online
emprendimiento	innovacion	calidad	calidad	profesorado	reputación	calidad
experiencia	buen nivel	prestigio	barato	poco exigente	decepcionante	profesionalidad
online	barato	medio	digital	inovacion	futuro	innovación
calidad	futuro	nivel educativo	colaboración	aprender haciendo	pnline	confianza
virtual	internacional	innovador	calidad	trabajo	entretenido	innovación
calidad	estudios	excelencia	marketing	online	atención al alumno	innovación
tecnología	certificación	especialización	libertad de horario	precio	negocios digitales	innovación
aprendizaje	networking	calidad	aprender	profesionalidad	estudios	innovación
escuela	emprendimiento	negocios	master	casos prácticos	inbound marketing	online
confianza	aprendizaje	reputación	calidad	innovación	flexibilidad	transformacion digital
innovacion	comunidad	emprendimiento	facilidad	compromiso	calidad	on-line
nuevas tendencias	ambito empresa	nueva prespectiva	desarrollo	innovación	emocionante	camaradería
flexibilidad	aprendizaje	programas estructurados	emprendimiento	online	vende humo	innovación
innovación	calidad	crecimiento	emprendimiento	alto nivel	tecnología	expertos
internet	facilidad	conocimiento	innovación	metodología	profesionales	accesibilidad
innovación	online	futuro	online	iberoamérica	redes sociales	postgrados
master online	aprendizaje	crecimiento	dinamismo	apoyo	confiabilidad	innovador
online	business	innovación	aprendizaje	metodo	accesible	casos
innovación	emprededor	comunicaciones	practicidad	conocimiento	futuro	marketing

Appendix

Which word that comes to your mind when you think about IEBS? (2/6)

empendedor	innovación	negocio	tecnología	marketing	empleo	innovación
rapido	prestigio	calidad	moderno	calidad	cofianza	prestigio
calidad	flexibilidad	actualidad	aprender	cocrear	avanzar	profesionalismo
innovacion	aprendizaje	creatividad	enseñanza	innovación	calidad	marketing
innovacion	retos	prestigio	actualidad	flexibilidad	calidad	disruptivo
referencia de aprendizaje	activa	Apoyo	innovacion	online	calidad	emprender
flexibilidad	innovación	adaptabilidad	digital	flexible	moderna	tecnología
calidad/precio	online	innovación	calidad	flexibilidad	contenido	disrupción
casos prácticos	innovación	profesionales	conocimiento práctico	vanguardia	enfocada aprendizaje	tecnológica
calidad	profesorado profesional	flexibilidad	tecnología	innovacion	universidad	innovacion
online	metodo	master	accesible	actualidad	calidad	emprendimiento
flexibilidad	esfuerzo	aleatorio	modernos	innovadores	completos	internet
online	baja reputación	tiempo	optimismo	colaboración	emprendimiento	calidad
constancia	tiempo	online	online	negocio	aprendizaje	interacción con profesores
online	colaborativo	esfuerzo	dinamica	flexible	factible	marketing digital
innovacion educativa	calidad educativa	excelentes profesionales	flexibilidad	proactividad	autonomía	precio
progresar	expandirse	aprender	elearning	marketing	internacional	dinamico
innovación	flexibilidad	comodidad	emprendimiento	tecnología	col	tecnología
innovación	digital	novedad	flexibilidad	actualidad	practicidad	comunicacion
digital	marketing	innovación	formación	crecimiento personal	profesionales	conocimiento
emprendedores	networking	enseñanza práctica	oportunidad	enriquecimiento personal	ventaja	flexibilidad
formación	innovación	aprendizaje	confianza	colaboratividad	dinamismo	excelencia
tecnología	modernidad	marketing	vanguardia	tecnología	libertad	colaboración
innovación	emprendimiento	futuro	inovação	profissionalismo	expertise	crecimiento
master	experiencia	profes	innovación	poco respaldo	conocimiento	empredimiento
flexibilidad	Adaptada al mercado	agilidad, innovación	actualizacion	medios audiovisuales	excelentes profesores	aprendizaje
innovación	cercanía	calidad	calidad	aprendizaje	excelencia	flexibilidad
marketing	escuela de negocio	universidad de barcelona	nuevo	actualizado	experiencia	conocimiento
innovacion	accesibilidad	reto	innovación	entrepreneur	tecnología	digital
online	dinamismo	aprendizaje	flexibilidad	conocimiento	interacción con el alumno	método
innovación	empendedor	alternativa	mediocre	contenidos de bajo nivel	introduccion	on line
innovacion	calidad	aprendizaje colaborativo	formación continua	innovación	tecnología	excelente
innovación	negocio	marketing	innovacion	metodología	practica	aprendizaje
digital	emprendedores	formación actual	modernidad	frescura	práctico	digital
internacional	calidad	económica	flexibilidad	innovacion	emprendimiento	online
comodidad	seriedad	formación	innovación	flexibilidad	calidad	practico
seriedad	potencial	marca asentada	actualidad	tecnología	tendencias	flexibilidad
online	facilidad	marketing	prestigio	innovación	seriedad	master
valor	educación	gratitud	casos prácticos	apoyo del profesorado	precio justo	actualizar conocimientos

Appendix

Which word that comes to your mind when you think about IEBS? (3/6)

innovación	metodología	profesionalidad	negocio	escuela	emprendedor	vanguardia
calidad	expertos	negocios	tecnología	online	actualidad	flexibilidad
innovación	familiaridad	global	constante	aprendizaje	método	colaboración
compromiso	interés	comunicación	emprendedores	motivacion	agradecimiento	moderna
calidad	facilidad	prestigio	organización	trabajo en equipo	calidad	prestigio
calidad	prestigio	seriedad	online	flexibilidad	soledad	calidad
innovation	challenge	fun	virtualidad	networking	experiencia	master
flexibilidad	accesibilidad	innovación	flexibilidad	educacion	mejoras	flexibilidad
facilidad	comodidad	aprendizaje	tecnología	negocios	master	atención al alumano
innovación	proximidad	flexibilidad	temario muy anticuado	profesorado deficiente	muchos errores técnicos	escuela de negocios
online	marketing	emtpendedores	innovación	digital	marketing	metodología enseñanza
muchas soluciones	ha mejorado mucho	oportunidades	formación	compromiso	tecnología	tiempos actuales
emprendimiento	innovación	negocio	facilidad	conocimiento	actualidad	exponencial
formación	flexibilidad	digital	innovación	disruptivo	flexibilidad	transparencia
flexibilidad	metodología	calidad	plataforma	flexibilidad	colaboración	compartir
españa	fácil	innovación	innovación	colaboración	desarrollo	comunidad
crecimiento profesional	innovacion	variedad academica	actual	flexible	cómodo	trabajo colaborativo
innovacion	metodologia	online	flexibilidad	formación	experiencia	trabajo colaborativo
enseñanza	entrega	colaboración	online	flexible	preparacion	vanguardia
experiencia	innovacion	actualidad	cursos online	marketing	profesional	eonline
entrepreneurs	digital	innovation	practico	flexible	vanguardia	flexibilidad
agil	flexible	actual	virtual	innovador	accesible	seriedad
flexibilidad	online	oportunidades	online	flexibilidad	contenido	investigación
flexible	accesible	profesional	innovacion	futuro	digital	aprendizaje
innovación	aprendizaje	colaboracion	emprendedores	innovacion	casos practicos	flexibilidad
creatividad	innovación	actualidas	innovación	español	empresario	maestria
innovación	calidad	prestigio	flexibilidad	diferente	práctico	escuela
innovación	digitalización	agilidad	innovacion	flexibilidad	calidad	innovador
educación	desarrollo	actualización constante	online	emprendedor	actual	online
aprender	profesores	esfuerzo	prestigio	innovación	actualización	alayon
moderno	práctico	tendencia	innovación	flexibilidad	nuevas tecnologías	negocio
desaprender	reaprender	emprender	marketing	redes sociales	profesionalización	tecnología
online	accesible	actualizada	innovación	business	tecnología	NA
innovación	solidez	confianza	prático	actualizado	flexible	online
calidad	flexibilidad	trabajo	experiencia	innovacion	prestigio	prestigio
online	flexible	economico	online	españa	reconocimiento	oportunidad
accesible	student friendly	confortable	reconocimiento	oportunidades	acompañamiento	innovacion
cercania	profesionalidad	emprendedores	aprendizaje	constancia	flexibilidad	transformación digital
innovación	mundo digital	emprendimiento	excelencia	aprendizaje	complejidad	flexible

Appendix

Which word that comes to your mind when you think about IEBS? (4/6)

emprender	dedicación	innovación	agilidad	desarrollo	trabajo	aprendizaje
digital	multisede	online	flexibilidad	know-how	contenidos	tecnología
innovación	online	emprendedores	online	españa	beca	innovación
cercanía	seriedad	formación	emprendedor	calidad	trabajo	flexible
online	agile	plataforma	digital	online	especializacion	crecer
actual	profesional	calidad	formación	mejora	esfuerzo	flexibilidad
emprendedores	online	futuro	innovación	flexibilidad	precio	seria
profesionalidad	equipo	agil	business	school	iván	escuela digital
agiles	emprendedores	tecnología	formacion	actualidad	tecnologia	innovacion
innovación	flexibilidad	potencial	profesional	experiencia	innovacion	accesible
malos profesores	incompetencia	mala calidad	popularidad	publicidad	alcance	online
emprendimiento	colaboración	innovación	inovación	digital	europa	escuela
digital	innovación	online	dedicacion	apoyo	trabajo personal	innovacion
internet	software	linkedin	innovacion	actualizado	didactico	seriedad
flexibilidad	innovación	utilidad	flexibilidad	actualidad	facilidad	digital
innovacion	digital	interactivo	marketing	internet	negocio	contenidos innovadores
emprendimiento	aprendizaje	caso práctico	complicada	pesima	estafa	innovación
redes	mercadeo	futuro	online	serios	variedad	digitalización
aprendizaje	oportunidad	calidad	nuevo	interesante	experimental	emprendería
online	emprendedor	marketing	innovación	tecnología	calidad	escuela negocios digital
innovación	oportunidad	crecimiento	digital	emprendimiento	profesorado	linea
visión	apertura	perspectiva	facilidad para inscribirse	buena enseñanza	facilidad de pago	innovación
on line	empresa	tecnología	online	master	innovación	practico
jovenes	emprendedores	modernos	innovación	muy mejorable	cobro por gestión	contenidos vanguardistas
emprendedores	innovación	prestigio	online	mala calidad	barato	agil
marketing	máster	formación	startup	nuevo	chiringuito	transformacion digital
aprendizaje	trabajo	esfuerzo	online	regulero	accesible	innovación
escuela	negocios	formacion	negocios	emprendimiento	virtual	NA
oportunidad	compañeros	descubrimiento	actualidad	colaboración	estructura	maestría
estudio	progreso	flexibilidad	conocimiento	disrupción	colaboración	enseñanza
incompleta	marketing	decepción	actual	flexibilidad	profesional	innovación
emprendedor	innovación	nada	digital	emprendimiento	vanguardia	emprendimiento
flexibilidad	digital	online	innovación	transformación	colaboración	aprendizaje colaborativo
comunidad	flexibilidad	inmaduro	españa	marketing	digital	comunicación
digital	casos practicos	contenidos	online	proyecto	profesionales en activo	experiencia
colaborativo	online	business	innovación	transformación	evolución	practicas
comercial	cercana	digital	facilidad	método	práctico	crecimiento
actual	on line	facilidad	crecimiento	aprendizaje	gusto	barata
online	emprendimiento	flexibilidad	calidad	actualidad	colaborativo	prosperar

Appendix

Which word that comes to your mind when you think about IEBS? (5/6)

aprendizaje	comunidad	online	calidad	variedad	---	innovacion
actualidad	flexibilidad	a cualquier hora	calidad	innovacion	prestigio	trabajo
práctica	flexible	asequible	vanguardia	tecnologia	desafio	marketing digital
muy buen contenido	alta exigencia	debates	oportunidad	aprendizaje	conexión	online
formación online	emprendedores	flexibilidad e innovación	actualidad	disponibilidad	informacion	inicio
emprendimiento	on line	poco networking	nativo digital	aprendizaje inverso	emprededuria	profesional
nuevo	moderno	joven	practicidad	exigencia	organizacion	online
calidad	prestigio	facilidad de pago	aprendizaje	interacción	avanzar	emprededores
flexible	contenido actual	buen precio	flexibilidad	aprendizaje	proyectos propios	calidad
escuela	digital	online	negocios	online	master	emprender
experiencia	formación	éxito	marketing	social media	aprendizaje	metodología práctica
innovacion	reconocimiento	online	online	poco práctica	más marketing	moderno
digital	innovación	emprendimiento	enseñanza	tecnologia	motivacion	innovación
tecnología	emprendimiento	plataforma	online	flexibilidad	competitiva	actualizada
internet	aprendizaje	colaboración	posgrado	escuela	privada	online
flexibilidad	metodología	aprendizaje	online	negocios	educación	redes sociales
emprendimiento	crecimiento	educación	calidad	moderno	excelencia	profesionalidad
aprender	comodo	cercano	enligne	autodidacto	interesante
desarrollo	aprendizaje	actualización	confianza	innovacion	apredizaje	networking
online	digital	españa	tecnológica	metodología	digital	online
innovación	experiencia	profesionales	bussines	tecnologia	oportunidad	mercadotecnia
innovacion	agilidad empresarial	emprendimiento	profesionalidad	online	moderna	calidad
on line	profesional	escuela	emprededores	digital	agradable	NA
emprender	aprendizaje	organizada	esfuerzo	superación	cercanía	escuela
digital	emprededores	escuela	tecnologia de vanguardia	emprededores	práctico y asequible	aprendizaje
educación	facilidad de aprendizaje	crecimiento profesional	flexibilidad	calidad	valor	atención personalizada
flexibilidad	practico	innovador	actualidad	innovacion	factible	virtual
practicidad	escuela	digital	morado	titulación	escuela	innovación
marketing	negocios	administración	aprender	online	motivacion	variedad
innovacion	experiencia	emprendimiento	disciplina	planificacion	compromiso	reputación
flexibilidad	disponibilidad	actualidad	moderna	útil	eficaz	colaboracion
digital	flexibilidad	accesible	innovacion	emprendimiento	startups	aprendizaje
online	facilidad	tiempo	aprendizaje practico	flexibilidad	enseñanza total	digital
online	formacion continua	escuela	emprendimiento	innovacion	aprendizaje	evolucionar
emprededores	capacitación a distancia	nivel reconocido	pedagogia	accesibilidad	calidad	contenidos
negocios	moderno	actual	escuela	negocios	maestría	online
online	flexibilidad	digital	actualizacion	practicidad	exigencia	competencias digitales
escuela online	estudios	master	flexibilidad	dinamismo	aprendizaje	marketing
credibilidad	competitividad	innovacion	ágil	flexible	puntera	prestigio

Appendix

Which word that comes to your mind when you think about IEBS? (6/6)

innovación	agilidad	calidad	flexible	innovador	comunicacion	estrictos
calidad	aprendizaje	digital	flexible	económico	online	emprendeduría
aprendizaje	emprendedurismo	tecnología	recursos muy mediocres	poco elaboradas	moodle con deficiencias	digital
online	emprendimiento	accesibilidad	practicidad	funcionalidad	interesante	aprendizaje
marketing online	formación	conocimiento	aprendizaje	didactico	accesible	dinámico
emprendimiento	innovación	enseñanza	on-line	calidad-precio	método	personalización
formación	empleo	actual	material actualizado	aprendizaje dinámico	buen profesorado	accesible
innovacion	on line	resultados	flexibilidad	poco material de estudio	innovación	contenidos actuales
online	facilidades	practicidad	innovacion	emprendimiento	desarrollo	joven
actualidad	innovación	calidad	metodología	innovación	profesorado	buena calidad-precio
negocios	redes	compartir	conocimiento	estudio	trabajo	
online	proyecto	tutores	maestria	aprendizaje	fintech	

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (1/9)

Which are the 3 areas of your course at IEBS that you like the most?			
marketing	foro de debate	colaboración	tesis
ventas	scrum	seo on-page	metodología colaborativa
innovacion	seo onpage	contenido	creatividad digital y usabilidad
marketing de contenidos	outbound marketing	los profesores	profesorado
seo	adquirir los conocimientos básicos	la plataforma educativa es intuitiva	proyecto
marketing	redes sociales	analítica	profesores externos
digital	aplicaciones prácticas	marketing	gestion de crisis
seo	management y tecnología	ideacion	cursos de finanzas
networking	escalado ágil	análisis de datos	cursos adicionales
métodos ágiles	desarrollo ágil de productos	mercadotecnia digital el nuevo paradigma	seo
metodología	alianza con agencia inbound cycle	caso practico	creatividad
marketing de buscadores	marketing	emprenduria	trabajo en grupo
apps para móviles	administración	marketing digital	los ejemplos
herramientas digitales	prestashopop	redes sociales	networking
los casos prácticos	imnovacion	tematica	scrum
comunicación	marketing relacional	innovación	aplicaciones gamificación (ferran altarriba)
game design	marketing de contenidos	contenidos	blog personal
herramientas para el uso de redes sociales	empreendorismo	profesorado	inbound mk
analitica	design thinking	todas	gestion kanban
digital	prototipo	finanzas	profesores
seo	valores	innovación de las rrl	marketing
supply chain	material complementario	clases de introducción	transmedia
gamification	flexibilidad	automatización	amplitud de perspectivas y mapa de ideas
ser autodidacta	laboral	las clases de fernando	tecnología
desarrollo de casos	compras	metodologia	ventas
proyecto final	marketing de buscadores	analytics	no presencial
metodologías ágiles	casos practicos reales	analítica	recursos humanos
plataforma digital	el de marketing	estrategia social media	transmedia
el proyecto final	flexibilidad	la clase de jordi	todas
sistema de gestion por competencias	inbound	customer analytys	agile
temarios	marketing	estrategia social media	seo
emprendimiento	videos explicativos	agile, scrum, kanban	ux
administracion de los rrrh	marketing online	integrar la estrategia digital con marketing	material
nuevos negocios	ejercicios de repaso	introducción al inbound	juego
ux	temario	crowdfunding	seo
plan de contenidos	customer analytics	los módulos relacionados con transmedia	gestión con el cliente
herramientas útiles	plataforma	customer analytics	videos
redes sociales	comunidad online	akademus	feed back de profesores

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (2/9)

redes sociales	prácticas	casos reales	módulo 1
prototipado	practicass	los videos	la diversidad de contenidos
seo	ventas	foros	plataforma
redes sociales	ventas	métricas y analítica	transformacion digital
reclutamiento	sem	lean startup	game 1
redes sociales	debates tutorizados	redes sociales	el campus
herramientas seo	aplicación de lo aprendido en el día a día	controlling	masterclass de técnicas de innovación
habilidades directivas	agile	prototipado	seo para wordpress
experiencia del usuario	marketing	crm	ml
marketing	analytics	display y buscadores	mibile banking
las videoclass, las cuales han sido muy útiles.	marketing	marketing	inf pendiente
marketing digital	su profesorado	logística	innovacion
la interfaz de trabajo es muy intuitiva	profesores	plan de contenidos con susana	expertos
negocio	práctica	kanban	product market fit
analisis seo	la plataforma	pmv	formación real
ecommerce	las máster class de empresas	sem	seo growth
aplicaciones a la gamificación	previsiones de ventas	plataforma	seo
liderazgo	marketing	másterclass	construir
marketing	marketing	finanzas internacionales	la motivación que me dio mi profesor
ejemplos reales	analítica	matemáticas	oferta
marketing	fidelizacion y motivacion	lean startup	marketing
marketing	material	sem	algotrading
marketing	seo	inbound recruiting	email marketing
game thinking (oscar y victor)	producción	grupos de skype	analítica en las redes sociales
analítica web	criatividade	organización del temario	temario
metodologías ágiles	tecnologías	estrategia de innovacion	las herramientas nuevas
manejo de redes sociales	casos prácticos	creación de contenido	ppc/sem y la red de busqueda
aprendizaje colaborativo	liderazgo	desarrollo de productos y soluciones	casos prácticos
social media	profesoradp	el modelo aida	webinar
seo	flexibilidad horaria	captacion y analitica en comercio electronico	aplicaciones de blockchain
marketing digital	plan de estudios (no contenidos concretos)	transformación a través de las personas	temas actuales para el mercado
la tutora, por explicaciones de casos prácticos	seo y sem	construir	toc
tutorías	redes sociales	design thinking	lanzamiento
social media	tecnología	nuevas apps fintech	profesores
display	administracion	marketing digital	digital
crm	análisis de estados contables	realización de cada caso práctico	marketing
linkbuilding	bigdata	contenido	estrategias de mercado
la figura del ccmm	inbound marketing	marketing	trabajo en equipo
selección de personal	casos prácticos	trabajo en equipo	como desarrollar un proyecto big data

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (3/9)

redes sociales	seo	estructuración web	desarrollo de modelos para definir clientes
herramientas y seo internacional	gestión de negocio	innovación	herramientas para ecommerce
game design	diseño	organización estratégica de los rrhh	mobile banking
contenido	design thinking	growth hacking	proceso etl
impuestos	debates	contenidos de actualidad	escalado agile
metodologías ágiles	lo relacionado a emprender	fintech	keyword research
seo	cultura para la transformación digital	mercadotecnia	foro
tecnologías	material	analytics	business inteligente
kpis	el temario, si hubiese estado actualizado	lean manufacturing	el precio
trabajar en el tfm desde el principio	seo	scrum	aulas virtual
trans media	diseño	estructura curso por contenidos	actualización
tematicas	ux	los casos prácticos	identificación de los mot
innovacion	scrum	profesores	los foros y webinar
negocio y estrategia	scrum	solo quiero terminar esto	linkbuilding
redes sociales	atracción del talento	analítica	sem
todo	contenido	kanban	crowdfunding
seleccion	tesorería	supply chain	negocio
estrategias y planificación de sm	link building	ideacion	casos de uso
marketing	dinámica aprendizaje	organización de los recursos humanos	fidelización y motivación
visión global dw la temática	gamificación en gral	legalidad	seo
la dinámica del curso	learning machine	contenido	producto
practicidad	teoría	rr.ss	cultura digital
organización de los recursos humanos 3.0	marketing	transformación de las organizaciones	metodología
social media	casos practicos	desarrollo de producto	integrar la estrategia digital
marketing	lean startup	linkbuilding	introducción a ecommerce
estrategia	game desing i	estrategias de negocio	todas
reclutamiento	contenido	todas	controlling
clases extra	planificación y gestión económico-financiera	analitics	links de calidad
social media	blockchain	marketing	innovacion
trabajo semanal	métricas, analítica y dashboard	conocimientos nuevos	encaje con el día a día
flexibilidad	business	tesorería	inbound recruitment
marketing	trade marketing online	it	proyecto final
casos prácticos	investigación de usuario	narrativa transmedia	marketing pull
gestión de comunidad	herramientas avanzadas	lean	wordpress
marketing digital	ux	inbound recruitment	modelado de negocio
emprendería	la interacción con los compañeros	proyectos	experimentar en casos reales
community m	herramientas de trabajo	clases grabadas	publicidad
narrativa	keyword research	compensación	prototipado
plataforma	horario	seo	mobile

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (4/9)

el caso práctico	los contenidos	todos los elementos introductorios	lean startup
agilidad	interactuar con alumnos y profesores	digital	plan de marketing
xp programming	inbound	usabilidad	casos prácticos
game desing (óscar garcia pañella)	recursos humanos	seguimiento	inversión
google analytics	scrum	toda la etapa de conversión	desarrollo
analítica	sem	landing page	casos de éxito
conceptualización y creación de la idea	google ads	agile	bi
metodología	material didactico	online	posicionamiento
estrategia empresarial	lean startup	content	fundamentos de growth hacking
narrativa	alianza con agencia inboundcycle	reclutamiento 3.0	gestão
practicidad y caso práctico	estrategia	modelo de negocios	lean
mercadeo	tener que completar casos	esquema	design thinking
ecommerce	market fit	analítica y métrica	estudio
online	innovación	fake news	masterclass
gamification	temáticas en general	metodologías	desde casa
todo lo de juego	todas	los debates	acciones de integracio
todas	contabilidad	la era digital	plan estratégico
growth	transformación digital	tendencias en gamificación	profesores interesados
analítica	la plataforma	lo explicativas de las clases	métricas
analítica	seo	usabilidad	y el de herramientas
marketing digital	linkbuilding	logistica	proyecto personal como entrega final
psicología, serendipia y creatividad	tiempo	marketing	sem
metricas	optimización y ux	compras	rrhh
trabajo colaborativo	ppc	transmedia	trabajos practicos
marketing digital	content curation	información actualizada	e commerce
plataforma	los ejemplos reales	plataforma amigable	material didáctico
documentacion narrativa, guion no lineal	power bi	masterclass	contenido
módulo 3	content curation	markting digital	poco más
la calidad y profesionalidad del director	design thinking	master class	tutores
profesores experiencia	transformación de las personas	marketing digital	profesores super expertos
desarrollo agil de productos	analítica para tomar decisiones	uso del employer branding en rrhh	trabajo final
narrativa 1	blockchain	desarrollo casos practicos	las tutorias
la asignatura basada en transformación digital	acceso a profesores	marketing	márketing
gestión del cambio cultural en las personas.	aplicaciones de big data	gestion estrategica de relaciones laborales	crm
marketing de contenidos	contenido	rrhh	email marketing
bi	networking	análitica web	networking con los compañeros
departamento financiero	las conferencias	redes sociales	compaginar trabajo y estudios
información pendiente	videos	proyecto	rrhh
transformacion digital	marketing en buscadores	analitica	nuevos metodologías y procesos de trabajo

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (5/9)

profesores	marketing	mercadotecnia social	diseño
metodologias agile	marca personal	experiencia de usuario	sus contenidos
proyectos	presupuestos	huella digital	metodologia
seo growth	lean change management	contenidos	soporte del docente
marketing digital	ventas	networking	atencion al alumno
comunicar, negociar, respetar y crecer	marketing mix	buscadores	prácticas en grupo
masterclass	social media	erp	análisis dafo
flexibilidad	introducción a inbound marketing	google analytics	marketing
liderazgo	scrum	estrategia	digitalizacion
fintech 1.0	rrhh	curso 100% online.	análisis
seo-sem	inbound	social media	analisis interno y externo
seo	interacción con profesores y compañeros	tiene mucha cantidad de contenido	profesorado
proyectos	debates de práctica semanal	herramientas	seo
tecnologias e industria 4.0	blockchain, algotrading y criotionedas	analitica web	finanzas
lean startup	machine learning	marketing	iot
conocimiento	ideación y conceptualización	bases de la gamificación	coaching
metodologia	seo	modelos de negocio	foros
fintech	gestion del conocimiento	ventas	comunicacion
contacto con los profesores	foros	ejercicios prácticos y foros	experiencia
inventarios	vídeos y otros materiales	social media	calidad del contenido
analitica y ux	metodologias de innovacion	rrhh	flexibilidad de la escuela
videos y explicaciones	gestión redes sociales	producto	rrss
rrhh	modulos de administracion de personal	aplicaciones practicas (ferran)	mobile marketing
estrategia	recomendaciones de los profesores	gestión de proyectos ágiles	filosofia lean
marketing	introduccion al comercio electronico	procesos	distribucion
marketing	cultura organizacional	keywords	comercio internacional
metodologia	compensar	marca personal	redes sociales
tratamiento de datos	lean	analítica	seo
metodologias	crowdfunding	marketing digital	enfoque laboral
aprender de los casos prácticos	redes sociales	experiencia del cliente	analítica
las fintech	planes de social media	ejemplos o guiones para casos prácticos	marketing
marketing digital	profesores	revisión de casos	redes
business intelligence	digital	debate con alumnos	marketing
scrum	metódo didáctico online	seo	pdfs
seo online	seo	erp	los business case
conferencias	aplicabilidad	seo internacional	tipos de tranformacion digital
big data	desarrollar	el plan de social media	interaccion
100% online	metodologias agiles	reclutamiento	el director del curso
caso de estudio	tiempos de entrega de tareas y trabajos	tic	email marketing

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (6/9)

metodología	icos	seo técnico	calificaciones
cjm	digital business	empendeduría	analítica web
blockchain	brainstorming	calendarización	social media
seo local	gestion de stocks	sociedades	design thinking
social media	organización agile	rrhh	rrhh 4.0
blockchain	planning mes/semana:clases y casonpractico	sem	master class
análisis	la fácil aplicación en la 'vida real'	negocio	gestión presupuestaria
contenido	recursos	analítica con google analytics	estructuración web
planificación y previsión de marketing	solo quiero terminar esto	los casos practicos	organización
publicidad en buscadores	ux	game design	psicología (aspectos)
innovacion	scrum	profesores y materias	etl
negocios	lean manufacturing	fintech	casos
profesores	lean startup	startup	transformación organizativa
marketing	atraer el talento	marketing experiencial	comunicacion con los tutores
captación y analítica ecommerce	estructura del contenido	todo	internacionalización
todas	aprendizaje	plataformas nuevas	game desing iu
business intelligence	metricas	analitica web	proyectos individuales
casos practicos	estrategia empresarial	marketing	theory of constraints
marketing	marketing	la diversidad del profesorado	controlling
estructuración de los temas por módulos	seo tecnico	el amplio abanico de temas	por venir
desarrollo de personas	design thinking	experiencias ejemplificadas en casos reales	marketing
pensum	todas	employee engagement y employee branding	optimización sem
lean startup	estrategia	searxh	ux
linkbuilding	estrategia	metodologias	gamificación mecánicas y elementos
inbound marketing	actividades	seo	las clases
casos reales en los módulos de tratados	finanzas	selección	ejemplos prácticos de uso
ecommerce	lean change	proyectos en clase	wordpress
game desing	ofertas de cursos gratuitos	estrategia digital	becas
analítica para ecommerce	marketing	metodología de aprendizaje	las master class
design thinking	gestión del talento	lean	flexibilidad de llevar el cursos a tus tiempos
introducción al mkt digital	forum	trabajos colaborativos	sem
videos educativos	material de apoyo	seo	voy data
ventas	relaciones laborales	casos prácticos	des thinkng
tecnología	inbound marketing	kamban	seo
captación y analítica	aplicaciones prácticas	sem	análisis de las métricas de las campañas
tecnología, aplicaciones orientadas	seo	game design	foro de dudas
marketing digital	seo	scrum	product market fit
seo	operativa de trabajo	las video lecciones, algunas muy interesantes	casos
marketing digital	toda la etapa de cerrar	la parte de marca personal emprendedores	seo

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (7/9)

prototipaje	redes	kanban	los profesores disponibles para preguntas
lean	casos prácticos	serendipia frederic gil gamez)	lean
respeto	Casos	marca personal	materias
casos prácticos	redes	seo/sem	network
comunidad	employer branding	harramientas para la viabilidad y pivotajes	todas
digital	modelo de innovación	apoyo	tesorería
logística	organizacion	lean startup	empresa 2.0
aún no he iniciado	traffic y display	gamificación	tutorías
estrategia digital	diseño de anuncios	cierta exigencia en el trabajo a realizar	email marketing
realidad aumentada	estrategia y modelo de negocio	redes sociales	seo técnico
el area comercial	los chats grupales en skype	marketing	plataforma
debates	redes sociales	fácil	marketing
seo	prototipado	narrativas	seo
emprendimiento	marketing estrategico	gamification	redes sociales de imagen
flexibilidad	ux	todas	cuando daban feedbacks buenos
redes sociales	administración	lean	estadística
tecnología	ux	experiencia de usuario	redes sociales de imagen
plataforma	previsión de la demanda	display	business analytics
marketing, que resultó insuficiente y básico	recursos humanos	contenido	transformación de las organizaciones
contenidos	clases grabadas	entornos transmedia	lead nurturing - lead scoring
casos prácticos	profesores comprometidos	analíticas	business intelligence
temática	tutorias	trabajo por proyectos	la interacción con los compañeros
emprendimiento	prototipado	redes	introducción a los lenguajes de programación
publicidad	trabajos con compañeros de otros países	masterclass	foros
marketing	los casos ejemplificados	trabajos de algunos compañeros	respuesta rapida de mentores
seo	sistema de retribución	módulo 2	el material
casos prácticos	profesores	flexibilidad para compaginarlo con mi trabajo	organización
novedad en los contenidos	planeación estrategica	temario actual y muy interesante	inbound marketing y social ads
marketing	innovacion en la direccion de los rrhh	marketing	ventas
transformación de las organizaciones	herramientas para gestión	narrativa 2	gestion de tesoreria
programatica	usabilidad	pascual parada, un excelente docente	(no he avanzado tanto)
lean start up	email marketing	nuevas estructuras oganizacionales	marketing en buscadores
el método de aprendizaje	marketing	visión estratégica del marketing digital	organizacion comercial
materias	google	dw	comunicación
contenido	estrategia	las verticales en el sector de las fintech	sem
el contenido	game desing	inf pendiente	empresa
transformación cultural	marketing digital	growth hacking	lean startup
la metodología	wordpress	contenidos	seo
marketing mix	redes sociales	marketing on-line	precio accesible

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (8/9)

marketing	análitca	recursos sugeridos	temario
arquitectura big data	gestión	seo growth	erps de finanzas, big data y bi
logística	estrategia social media	turismo	big data
marketing crm	logistica	atraer el talento	estrategia y modelo de negocio
tutorias	el profesionalismo de ciertos profesores.	la información y/o contenido del curso	marketing
seo	experiencia de usuario	precios	transformacion personas, procesos
incoterms	ejercicios prácticos de final de cada módulo.	lean startup	trabajos semanales
redes sociais / social ads	compañerismo	fintech 2.0	foros con profesores y alumnos
emprendimiento	marketing de afiliados	ppc	transformacion digital
transformación de las personas, procesos	analitica web	estrategia de marketing	ads
trabajo colaborativo	psicología y serendipia	web	penetracion en nuevas tendencias
practicidad	marketing	la interacción con el profesorado	factores que intervienen en la campañas
profesores	habilidades directivas	partnering y canales de afiliación	gestion de ecommerce
facilidad de organizacion	feedback del profesor	trabajo en equipo	fundamentos del marketing digital
plan de marketing	etc	foros	comunicar, negociar, respetar y crecer
herramientas community manager	inbound marketing	tendencias del blockchain	kanban
marketing	ventas	flexibilidad de tiempo	roboadvisors
marketing relacional	temas de usabilidad (emiliano)	lean manufacturing	copywriting
gestión de tesorería	marketing digital	lean startup	seo
fintech	marketing	casos practicos	material de apoyo
social ads	uso de videos	marqueting	ventas
contenido	transformacion digital	marketing	contenido actualizado
social media	mobile marketing	innovacion de las ideas de emprendimiento	ppc/sem
innovación	estrategia	agilidad	retener
estrategia	marketing turistico	creacion de dashboards	marketing
agile	seriedad en las correcciones	nuevas tendencias de la industria	docentes preparados
realización de prácticas	material didáctico	trabajar con otros	blockchain
seo	apoyo del profesorado	plataformas crowdfunding	social media
estrcuturas organizacionales	analítica	analítica web	toc
metodologia	ecm	customer analytics	prototyping
el proyecto final	fin de master	devops	facilidad seguir y foro semanal
estrategia de contenidos	los métodos de organización	seo offline	cuando los profesores compartian recursos
masterclass	participación en el foro	trabajo de curso	contenidos
marketing de contenido	seo local	power bi	solo quiero terminar esto
design thinking	transmedia	implementación ágil	usuario
kanban	pagos	lecturas	desing thinking
big data	cuentas anuales	creación por medio de casos	compras
temática	internacionalizacion	plataformas voc	productividad individual
análisis financiero	social media	el material adicional	compensar

Appendix

Which are the 3 areas of your course at IEBS that you like the most? (9/9)

seo local	finanzas	auditoria web	smart contract
contenido	reporting	seo	profesorado
gamificación en rrhh	ver el enfoque práctico de todos los módulos	verticales de las fintech	trabajo final
segmentación de clientes	storytelling	tecnología	product market fit
practica	proyecto fnal	flexibilidad	growth hacking
estrategia	online	crm marketing	transformacion de procesos
recursos	validación de ideas	herramientas para social media	todas
marketing online	ads	metodologias agiles	data
diseño participo	todo	transformacion digital	analítica
trabajo en grupo	metodologia	instrumentos	casos practicos
gestión de proyectos	redes sociales	transformación de las organizaciones	instrumentos financieros
fintech	marketing	seo	growth
marketing digital	ponerse en la piel del negocio	todas	comunicación con los alumnos/as
tecnologia	el aprender a aprender	dirección de personas	analítica y ux
marketing digital modelo aida	el panorama amplio de innovación	buenos videos	organización 4.0 lean change management
google analytics	evp	cultura	contenido
prototipados	estrategia	posibilidad de interacción	foro de discusión
usabilidad	tecnologias	gestión del conocimiento	reclutamiento
los casos prácticos	sem	aspectos psicológicos de la gamificación	sem

Appendix

Which are the 3 areas of your course at IEBS that you like least? (1/5)

Which are the 3 areas of your course at IEBS that you like least?			
rrhh	no tener clases en directo	creatividad digital	solución de problemas
analitica	e commerce	lenguaje html	accesibilidad
temporalizacion	analýtics	conceptual	es como un curso por correspondencia
twitter	calidad de las diapositivas	la falta de una comunicación más cercana	me resulta muy complejo guardar los videos
linkedin	contenidos	marketing	no disponer de herramientas de prueba
lean	finanzas	muy poco material escrito	disrupción
contenido en muchos casos copiado	algunos trabajos eran demasiado densos	sem	fin de semana no se contesten mensajes
growth hacking	casos prácticos	herramientas 2.0	kw research
relación laboral_intermediacion	uso del catalán en ejemplos	mejor retroalimentación por parte del tutor	fuentes de financiación tradicionales
estrategia digital	recursos insuficientes	mucha materia superficial sin profundizar	inf pendiente
redes profesionales	volumen de trabajo	test	tiempo
contratos	metodología de enseñanza /vídeos	calidad de diplomas en versión digital	logística
las master classes	informática	temas demasiado básicos en principio	ranking de clasificación
insights - creatividad (psicología)	blog	gestion de proyectos	introducción al growth
trabajos grupales	me gustaron todas	internalización	big data
legal	poca comunicación con los profes	contabilidad	gestion por competencias
finanzas	algún profesor tardaba en contestar	seo	que cambiaran agenda de masterclass
guion no lineal	seo	sem	costos dependen del dolar
más proactividad por el tutor	módulo financiero	cálculo roi	redes sociales
poca profundidad de los temas	hr	playful	tanto módulo de google analytics
lecturas de temarios cuando son amplios	la plataforma que es muy amplia	manejo de marca	marketing pull
diferencia horaria	carga de trabajo	black seo	videos
poca seriedad en modos grupales	algunos profesores	estudios	coberseguriad
tendencias de selección	tecnología	tfm	esto hace parte del estudiante
dirección comercial	algún profesor	trading	marketing pull
finanzas	introducción	remarketing	deberían organizarse en ser 2 temas
seo	sem opinião	financiacion	seo
seo	procesos etl	ciertas videoclass	proyectos muy laboriosos
técnicas seo	marketing	trabajo final	no pude asistir a ninguna masterclass
seo	canales de venta y distribucion	el contenido excesivamente largo.	enunciados de los trabajos prácticos
accesibilidad	foros	accesibilidad tutor/profesores	algún tema bancario
conflictos	teoría de las limitaciones	email marketing	inbound
la parte más informatica	estrategía digital	aplicaciones a otras áreas (externa)	pedagogía
marketing	proyecto final	comercial	canales de venta
display	profesorado	contabilidad	linkbuilding
cursos impartidos por carlos fernandez	relación con empresas	sem	historias
optimización de la conversión avanzado	aun no he recibido el titulo!!!!!!!!!!!!!!	finanzas	falta de algunos expertos
redes sociales	lean startup	prototipado (ricahard)	finanzas y contabilidad

Which are the 3 areas of your course at IEBS that you like least? (2/5)

el tono de las respuestas hacia los alumnos	kw research	scrum	blockchain
analitica web	rrhh	largo y	la parte legal no puede con ella
lo que es más teórico, historia de, etc...	costos	estructura de plataforma en cuanto a sistema	a veces debiera disponerse de más tiempo
plataforma.	análisis bursatil	estrategia y planificacion	transformación
user experience	algotrading	parecio	seo para e-commerce
prototipado y playtest	analitica	estandar	industria 4.0
finanzas	el tiempo destinado al tf	las fechas tan marcadas para los casos	diseño participativo
finanzas	finanzas	algún contenido desfasado	legal
seo	dashboard	falta de tiempo cara a cara con profesores	diseño centrado en el usuario
finanzas	hacer las practicas en grupo	todas fueron útiles	falta mas debate entre los alumnos
narrativa (por los profes)	redes sociales	e-commerce	aspectos legales
google analytics	marketing	link building	prestashop
demasiado	plataforma un poco tiesa	atención al estudiante	análisis externo
programacion	contenido desactualizado	recuerdo	rh
selección	sem	demasiado orientado a emprendedores	videos sin texto
analitica	fechas	faltó profundizar más en informes	no había clases, estaban en un pdf.
cambiar los miembros de los equipos	introducción al campus	demasiado tiempo de estudio	e commerce
trabajo grupal	publicidad	gestion presupuestaria	sem
alumnos inactivos	xp	networking	no cubre tecnologías como hyperledger
todas fueron útiles	mas profundidad en algunos aspectos	no disponer de mayores recursos didacticos	amp
kpi	big data	no poder hacer mi caso real	poca conversacion entre compañeros
seo de contenidos	seo para ecommerce	estructura de salarios y reconocimiento	exámenes
profesores	calidad de algunos profesores	seo	material muy extenso
finanzas	narrativa (escaso)	internacionalización	profesores que no explican suficiente
faltó gtm	introducción al big data	finanzas	informática
aplicaciones en empresas al final	demasiado texto en la documentacion	test	foros de debate
plataforma online un poco anticuada	idioma - unica opcion es español	marketing mix iii	me gustaron todas
corporate finance	logistica	calificar a los compañeros	seo
debates que no se debatían	diseño participativo	dificultad muy básica	módulo financiero
se repetían algunos contenidos	plataforma no muy user friendly	distribucion	hacer trabajo en equipo al ser de otro país
empresa y org 2.0	expansión internacional	material didáctico no actualizado	los videos
poco apoyo del tutor	erp	idem	algun compañero del trabajo
falta de conexión en los casos	formulas de conversion	algunos contenidos no muy profundos	introducción
los proyectos de los últimos módulos	game design i	no unificación de formatos	sem opinião
backlinks building	el campus	algún profesor con poca experiencia	marketing
analisis financiero	el volumen de trabajo	el retraso de los profesores en responder	organizacion comercial
analitica	los horarios de las clases en vivo	extensa encuesta	videoconferencia
marketing	conocimientos web	lean change	gestion de almacenes
contabilidad	clases magistrales	curso introductorio herramientas 2.0	reputação

Which are the 3 areas of your course at IEBS that you like least? (3/5)

organización de marketing	el campus virtual	usabilidad	administración
trabajo en grupo	contenido bajo en calidad	email mk	poca interaccion con compañeros/as
material pobre	ux	scrum (demasiado teorico)	contenidos repetitivos y desactualizados
economía	xp	horas	analítica web
profesorado interno	marketing digital	ux	educación
me cuesta decir algo que no me gusto	finanzas	quizá podrían coordinarse algo más	gamificación
los trabajos en grupo	exámenes semanales	modelos de negocio	legalidad y regulación de las fintechs
el inicio	traffic display	duración	tecnica
trabajo final en grupo	atención al estudiante	ux	proyectos
faltas ortografía y párrafos no terminados	los foros, terminan siendo para cumplir	finanzas	youtube
el mentoring o tutorado	rh	programática	videoclases
extensa encuesta	algunos maestros	plan de medios	plataforma
modelos organizativos	tecnología	interes de algunos profesores	fallos técnicos de la plataforma
prototipado	reclutamiento 3.0	ventas	social media
experiencia de usuario	los profesores	estrategia de contenidos	horario
social media	analítica	relacion profesor alumno	estrategia y modelo de negocio
devops	dashboard analytics	personal branding	ofertas laborales
trabajo	analítica	emailing	mercados
financiero	la clase de social selling, no te decía nada.	ciclo de vida de producto	auditoría y reporting
las áreas de marketing digital	programación	doble titulacion aun pendiente	falta de actividades con emprendedores
contabilidad	analítica	redes sociales growth	transmedia
contenidos en ocasiones muy básicos	atracción de tráfico	muy repetitivo, redundante algunos temas	game desing ii
trabajo en grupo	la parte tecnica de blockchain	curso inicial	navegabilidad de la plataforma
guión no lineal	el curso se cargo mas al lado de la calificación	estadísticas	concluyo
excell	faltan materiales complementarios	escalado organizativo	datos numericos
social media	la relación con los integrantes de iebs	la falta de eventos 'extracurriculares'	aplicabilidad y disrupción
social media	poco tiempo para proyecto final carrera	gaming	horario
tutorías	tecnologica	analítica	la interacción con los profesores
guión no lineal	material	outsourcing	clases con demasiados videos sin texto
la escasez de contenidos y clases explicativas	traffic y display	difícil participar de webinar	consultoria
compliance	legal	entrega de practicas	el sistema de subir los tfms
algunos videos son lentos, reiterativos	finanzas internacionales	cero interacción audiovisual con profesores	enfocado mas a emprendedores
repetición de contenidos	no existe ninguna que no me gustara	liderazgo	estrategia
los videos	estudios de mercado	marketing	temario que no es exclusivo es publico
game 2	canales de venta y distribucion	ux	pag web
algunos profesores que no dieron la talla	seo	seo	la forma de responder de catedraticos
el primer caso de transformación digital	xp	automatización del marketing	no tener ninguna instancia en vivo
programación	recursos académicos externos limitados	analizar web	mercadotecnia
financiación de economías colaborativas	proyecto final colaborativo	entornos transmedia	tiempos

Which are the 3 areas of your course at IEBS that you like least? (4/5)

inf pendiente	bsc	estudios perfiles	metodos de financiación alternativos
flexibilidad	trnsformación de las personas procesos	copywriting	la gestión administrativa
finanzas	recursos de la clase	recursos humanos	los casos poco alineados
venta de productos de algún profesor	tendencias en la seleccion	algunos contenidos poco innovadores	viralización
introducción al growth	los videos de las clases	redacción contenidos seo	dashboard analytics...
modelos de negocios	casos prácticos siempre en grupo	módulos con más de un ejercicio a presentar	blog
compensar	podría ser más específico en redes	puntuación algún módulo	el poco seguimiento de los profesores
las vacaciones	no siento fue explicado de la mejor forma	user experience	excesiva mención de programas comerciales
no tienen aplicacion móvil	los ejemplos que ponen en excel	proyecto final	blog
plataforma	el curso de prestashop	legal	inboundización
legalidad fintech	la evolucion digital de las herramientas	mobile marketing	es difícil pensar en una tercera cosa
analítica web	me gustaron todas	finanzas	las diferencias horarias
máster no válido al 100% en mi país	xp	prototipado (ricahard)	dividir el programa en base al nivel
plan de marketing	curación de contenidos	design thinking	legal
poca flexibilidad en los tiempos de la clase	módulo 1 demasiado te	repetitivo	plataforma
jurífico	interfaz del campus	temas a veces faciles	ecommerce
los cursos terminen un miércoles	poco material referencia	gamificacion	internacional
agile	gestionar	estandar	no existe ninguna que no me gustara
el esquema coolaborativo obligatorio	recursos humanos	las masterclass	la conducta del consumidor
planteamiento de algunos debates	un par de profesores	problemas puntuales de corrección	investigacion de mercados
analítica	interaccion con compañeros (escasa)	todas fueron útiles	seo
metologia de profesores al leer el ppt	compras	analítica	devops
logística	lean startup	plataforma	problemas con conexiones en tutorias
mercado de divisas	algunos profesores flojos	ahora	corporate finance
lean thinking	que no proporcionaban información escrita	innovacion	plataforma de ingreso
examen inicial	más casos practicos	más casos prácticos	redes sociales (por la dificultad)
estadística	solo quiero terminar esto	entrega de deberes	no había uniformidad con el formato del foro
podieron haber dado más material	google ads	controlling	estoy de acuerdo con todo lo demás
profesores	contratos	tendencias	no puedo agendar una clase por video
perfiles de organizaciones cx	distribución	disponer de feedback más cualitativo	proyecto final
fintech	modelos de negocio	no llevar un caso completo de inicio a fin	las distintas generaciones (temas ya vistos)
hacking	comunicar, negociar, respetar y crecer	descuentos para exalumnos de iebs	me gustaron todas
configuración	exchanges	programática	scrum
analítica web	marketing de buscadores	financiación para emprendedores	herramientas social media
creación y desarrollo del blog	estrategia empresarial	excell	debates
leyes (no aplican cuando no vives en españa)	rrhh	opiniones no respondidas	hacer trabajos en equipo
marketing	blog	evaluación interna y externa	atraer el talento
falta de apoyo	lean change management	falta de alineamiento	legal
rrhh	social media	legal	apostillar el titulo

Appendix

Which are the 3 areas of your course at IEBS that you like least? (5/5)

bolsa y mercados financieros	poca interaccion con alumnado	falta de herramienta de trabajo online	masterclasses
proyecto final	equipos	alguna masterclass	este formulario muy lejos del mindset
algunos materiales y links no funcionales	relaciones laborales	algunas percepciones de profesores	a veces usan información rebuscada
tendencias en selección	mandatorio trabajos en equipo	examen inicial sin opción a revisión	plataforma
analytics	algunos vídeos de acompañamiento	la relación entre tutor/profesor y alumnos	solo quiero terminar esto
legal	parte empresarial	algunos alumnos no estaban muy implicados	google analytics
la introducción al método del iebs	técnicas de prototipado	extensa encuesta	empresa
curso propedéutico	contenidos	gestión de personas	marketing
introducción a principales herramientas	redes sociales	optimizacion de la conversion	construir
dev ops	proceso didactico	ux	funcionamiento blockchain
producto mínimo viable	relaciones públicas 2.0	precio	iot
contenido a veces superficial	aspectos básicos del marketing	logistica	desarrollo ágil de productos
financiera	estudios de mercado	la gran cantidad de redes sociales	analitica y dashboard
expansión	muy facil aprobar	embudos de venta	branding
finanzas	sales	contenidos en ocaciones muy básicos	legal
internacional	muy teórico	logica y motores de juego	compañeros stalkers
negocio	aplica	social media	módulos con mucho contenido
poco material	legal	afiliación	planificacion estrategica
ayuda (no es tan fácil de usar)	algunas cuestiones de analytics		

Which additional programs should IEBS offer? (1/2)

Which additional programs should IEBS offer?			
Programación AI	CiberSeguridad	Predictive learning	Sketch
PROGRAMACIÓN	Máster de dos especializaciones mezclados,	Psicología en equipos de alto rendimiento	revolución 4.0, inteligencia artificial
comercio exterior	creación de contenido digital	Story telling planning digital	Ciberseguridad
Diseño gráfico, interfaces, UX, etc	Algunos orientados a bases tecnológicas	MBA Gestión de proyectos Liderazgo	Master en E-learning
Nivel más avanzado	youtube	Neuromarketing	automatizacion de marketing
Talento Humano	Finanzas para no especialistas	metodologías ágiles	ingeniería informática
Coaching	Mejoras tecnológicas	Innovación y emprendimiento	Seguridad de redes
Más especializaciones en otras areas.	Algo relacionado con moda	Future Thinking	innovacion emprendimiento
otras ramas del conocimiento	relacionados con la comunicación, branding	Growth hacking Design thinking Scrum	Community Management solo
INNOVACIÓN - CREATIVIDAD	extensa encuesta	webinars em português	Programas más puros de finanzas
Google Analytics Temas estratégicos	Ux design	MBA	Metodologías Agiles
Doctorados	Controller	PNL	Creo que deberían a traer a buenos oradores.
Programas actualizados en IOT	Legal Project Management	Una Maestría en Desarrollo Organizacional	Diplomados o cursos con algun enfasis
area de Nuevas tecnologías	Programas de Finanzas y Talento	legislatura empresarial	relaciones públicas y protocolo empresarial.
Gestión del cambio	Programación	Hyperledger	MBA exective big data a la empresa
Liderazgo Telecomunicaciones	Mediación Resolución de conflictos	curso de Instagram.	relaciones públicas y protocolo.
RPA y robotización	JURÍDICO-EMPRESIALES	Redes sociales más en concreto	innovación con el desarrollo sostenible
Temas de Tecnologia y legales	mas opciones de productos agiles	Un máster en Comunicaciones	ALGUN TEMA DE COMERCIO EXTERIOR
Data science	experiencia de usuario	Mindfulness	especialización de narrativa transmedia
marketing y UX writing	Programación en Wordpress	Finanzas, psicología.	Ya voy a tomar otra Maestría en MKT
Administración innovadora	Inteligencia artificial	cine, la producción, el montaje	herramientas de MK digital
SEO avanzado	INTELIGENCIA ARTIFICIAL	Project management	titulo design thinking
manejo de excel	Desarrollo videojuegos.	Postgrado especializado en comunicaciones	Negocios digitales
Desing Thinking	Cursos cortos online	Ventas únicamente	comunicación
aprendizaje de habilidades blandas	Personal Branding	E learning	Marca Personal para ejecutivos
Idiomas	Practicas presenciales	Couching	Desarrollo de Software
Más enfocados a RRHH y adaptados	Mercados burstátiles, fund management	Innovación social	aplicaciones para creación de contenidos.
Consultor marketplace especializado Amazon	Presentaciones efectivas y discursos	Finanzas	softwares y programas corporativos
pasantias con algunas empresas	publicidad programatica	Exclusivo de Design Thinking	Inteligencia artificial y Robotica
Debería analizarlo no tengo respuesta ahora	Trafficker digital	gestión en empresas familiares	Scrum, PMP, Agile coach, Agile
Pequeñas píldoras	másters avalados por la SEP en México	Sem opinão.	FACEBOOK ADS LINKEDIN ADS TAG MANAGER
diferentes tipos de periodismo, comunicación	Programación y desarrollo técnico	Aplicación a las Neurociencias	Maestría en Gestion de Innovacion
Modulos más especificos de Gamificación	Mercsdotecnia	Aduanas	Programas presenciales
Ciberseguridad	marketing para aplicaciones avanzado	Marketing de influencia , Branding	Mas herramientas de trabajo colaborativo
Relaciones Publicas Imagen Corporativa	Modelos efectivos de Intraemprendimiento	programas de recursos humanos	Cibersecuriy
CRM - Salesforce Blochain	ciberseguridad	Coaching y mentoring	Growth hacking
Educacion	Publicidad	consultoria	programas de las nuevas tecnologías
Programas de diseño con software libre	1. Psicología 2. Mediacion y arbitraje	CRO	algo mas especifico sobre e-commerce

Which additional programs should IEBS offer? (2/2)

Programas sobre protocolo, relaciones int.	INbound marketing	comunicación institucional.	Seguridad Comercio Exterior
Intensivos presenciales	Coaching para empresas / emprendedores	Mba	Emprendimiento
Desarrollo web	Transformación Digital	youtube instagramer influencer	domotica, seguridad de datos, matematicas
Twitch	Más práctica con proyectos personales.	Prácticas en empresas durante el curso.	UI / UX AR/ VR
CÓMO ESCRIBIR UN LIBRO	Mba executive	gestión de proyectos	Presentar o vender un proyecto, idea
Una especialización en Marketing Digital	Neuromarketing Negociación	emprendedores no digitales	Data analítica
Inteligencia Artificial	aplicaciones para móviles	Programas de coaching	Programación informática.
TRIBUTACION EMPRESARIAL	Maestrias en Administracion de Empresas.	CONTENT MARKETING	Programación blockchain
MBA	crowdfunding o blochain	Copywriting	Idiomas.
Más sobre negocios, dirección, etc	Certificaciones.	tecnología y el desarrollo	manager de ingeniería o CTO de compañía.
Otros	tecnologicos actualizados	Ingeniería	gerencia de proyectos digitales
Programas executive	temas de ON/OFF Trade	Blockchain, Realidad aumetada	data y marketing
Cursos de actualización sobre gamification	Clouding	medio ambiente, renovables...	Temas de management, estrategia comercial
Innovacion financiera, Social Economy	CYBERSEGURIDAD	SEO	postgrados en gerencia, internacionales
PRACTICAS DE EMPRESAS	Programas enfocados a La Salud	Economia, enfocada en los retos actuales	product managers
área de empresas familiares	De inteligencia artificial	TIC	Más formación en el campo audiovisual
Data para managers no para técnicos	Caso práctico en equipo	Networking	relaciones laborales en España
INVESTIGACIÓN DE MERCADOS	Lo veo muy completo quizás algo de IOT	Más variedad en finanzas.	Realizar masters en inglés.
Minograficos presenciales	ciencias de la salud en el entorno digital	UX Transformación Digital Inbound Marketing	finanzas emprendedores
Estrategia de Negocios	como consolidar emprendimientos		

Why do you think the course is overpriced?

Why do you think the course is overpriced?
Yo lo hice porque me lo pagó la empresa. Pero pagarlo yo es impensable. Después, una vez hecho... considero que está un poco sobrevalorado. Podría costar la mitad perfectamente.
Creo que es muy mejorable en aspectos que ya he comentado
Contenidos demasiado básicos
por la calidad del contenido
Porque la educación no es de calidad
Debe de ser más accesible y contar con más apoyo de empresas.
He realizado un master previo en la UOC y la calidad de los materiales era muy superior, y el master costó 2.000€ menos que este con un menor nivel de descuentos y requisitos. Precio original aprox. 5000€ frente a este de 8.500€.
La calidad del programa en general me parece decepcionante. Los vídeos, en su gran mayoría, son muy aburridos, poco didácticos. Salvo alguna excepción en todo el programa, los profesores en los vídeos no tienen una metodología de enseñanza, o eso parece. Los 'debates' se convirtieron en respuestas directas al profesor, no sentía que este incentivara la participación para considerarlo debate. Hace poco tomé un curso en Crehana, plataforma de enseñanza online, y la calidad de los vídeos y la forma en que lo explicaban era mucho mejor que varios de los vídeos que vi en el post grado.
Porque creo que la calidad del curso no fue adecuado en general. Por lo que creo que antes de cobrar por estos programas formativos se debería: - Profesionalizar la formación. - exigir a los profesores que mejoren y actualicen la calidad de sus contenidos. - Revalorar el tiempo que se dedica a cosas que no sirven para nada y que te exigen y emplearlo en hacer cosas que realmente ayuden a aprender. - Exigir a los profesores que se cercioren de enseñar a los alumnos. Tuve una duda con un tema y el profesor dejó la conversación a medias. No aprendí nada... - Menos texto y más enseñar cosas concretas.
He aprendido más con blogs de internet
Bajo nivel de contenidos para ser un Executive Master. Contenidos desactualizados. Contenidos repetitivos.
Mala calidad, grabar una clase desde una mala webcam para un experto de marketing no se me hace algo de 'calidad'
Por todo lo anteriormente comentado. No tanto sobre el programa formativo (mejorable técnicamente, y, sobre todo, a nivel de práctica con aplicaciones de gestión), sino por todo el coste que conlleva cada solicitud (certificados de notas, de planes de estudios, de apostillamiento, de planes de estudios con respecto a la Universidad a la que derivan al alumno pese a cursar el master con IEBS)... El área de gestión administrativa-atención al alumno es muy deficiente
Considerando una hora de lectura semanal y 30 minutos de práctica lo veo muy poco para el precio que se cobra. Sin contar con el tiempo que tardaban algunos profesores en corregir.
Lo dicho anteriormete. He tenido una experiencia poco satisfactoria. Mala calidad audiovisual. Falta de nexos, cada profesor da su módulo y punto. No repetiría.
Por la calidad de los materiales. Hechos de andar por casa, no de una academia que pretende ser de prestigio entre profesionales.