

ESADE Alumni Annual Conference
in Barcelona and Madrid

Your Meeting Point



QUARTERLY PUBLICATION
OF THE ESADE
ALUMNI ASSOCIATION
WINTER 2007
N° 123 | 10 €

ESADE

alumni

James March

Talks to Alfons Sauquet about the challenges posed in learning

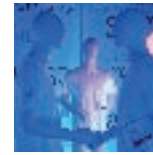
Environment and Cooperation

2nd cycle of Consultants for Solidarity in Madrid

Analysis

Assessment of well-known and renowned marks, two differentiated concepts

summary



ESADE ALUMNI

A Publication of ESADE Alumni

Av. Pedralbes, 60-62
08034 Barcelona
Tel. +34 934 952 063
www.esadealumni.net

EXECUTIVE BOARD

Germán Castejón, President
Pedro Navarro, Vice-president
Patricia Estany, Vice-president
Juan Ramírez, Vice-president
and Treasurer
Sebastià Sastre, Secretary
Antonio Delgado, General
Deputy Chairman

Members: Ignacio Arbués,
Xavier Argenté, Manuel Brufau,
Cristina Domingo, Cecilia Nan
Yeh Chang, Marcel Planellas,
Carles Torrecilla, Diego Torres
and Xavier Viver

ESADE Alumni Director:

Xavier Sánchez

Magazine Director:

Colin McElwee

Editorial coordinator:

Patricia Sotelo

Design and production

BPMO Edigrup
C/ Caballero, 79, 7ª planta
08014 Barcelona
Tel. +34 933 637 840
www.grupobpmo.com

Coordination:
Anna Aumatell, Daniel Martínez
and Elena Cabezas

Art Direction:
Paula Mastrángelo
Graphic Design:
Juan Carlos Moreno

Language advising:
Raúl Pelegrín

Production:
Cristina Prats
Photo editing:

Carlota Prats
English translation:
Nancy Clarneau

Advertising:

Manel Carruesco and Anna
Navarro
Tel. +34 933 637 840

Legal deposit: B-6077/ 90

Distribution controlled by
Castilian Spanish: 16,100

Catalan: 11,400

English: 780

Editorial

5 **ANALYSIS** 42

Assessment of renowned
and well-known marks

Networking

ESADE ALUMNI INTERNATIONAL

6 **PROFESSIONAL DEVELOPMENT** 70

Clear up your professional
doubts or problems

REGIONAL CLUBS

8 **LEGAL AREA** 72

Legal Marketing

FUNCTIONAL AND SECTORAL CLUBS

10

Current club happenings
Activities

FROM ESADE ALUMNI

16

Writers 'made in' ESADE

ALUMNI FOR SOLIDARITY

30

2nd cycle of the Consultants for Solidarity
Initiative in Madrid

Invisibles documentary opens Film Forum

Cooperation: Interview with Joaquim Pons Ribas
of the Migra Studium Foundation

IN THE NEWS

84

Professional update from alumni

Activities

Class reunions

MEMBERS ONLY

96

Exclusive financial benefits for members

Update and knowledge

UPDATE

24 Y 60

Matins Esade

Refresher programs

Executive education

MBA

Executive language centerr

TALKING TO

36

James March talks to Alfons Sauquet
on methods used for educating

ESADE

E50

16

Looking back in order to keep moving ahead

MEET THE FACULTY

30

Getting to know...

Juan Ramis and Rosa Varela

ESADE TODAY

76

Features

OPINION

84

In defense of politicians,
by Luís de Sebastián

THE TALE

96

Short and sweet
by Fernando Trías de Bes

Dossier

XIII Annual ESADE Alumni Conference in Barcelona 46

II Annual ESADE Alumni Conference in Madrid 50



Listing of Alumni

included in this journal

Miguel Abelló	Lic&MBA 94	84	Albert Martí	Función Gerencial 92	31
Serine Abouljebine	MBA 99	30	Beatriz Martínez	MDM 03	7
Toni Aguiló	ADE 02	30	Daniel Martínez	Lic&MBA 05	88
Manuel Alfaro	DGM 04	7	Gerard Martorell	Lic&MDE 87	31
Ignacio Anglada	MBA 05	7	Sergio Mas-Sardá Romagosa	Lic&MBA 90	84
M ^a Carmen Aragonés	FONG 01	30	Mario Mata	ADE 04	31
Ramon Aspa	MBA 97	64	Cecilia Mendez	DAF 01	31
Eduard Badia	ADE 05	31	Mercè Miguel Millán	Función	
Ari Baetiong	MBA 04	6		gerencial ONG's 06	88
Víctor Barajas	EDIK 94-96	84	Jordi Montaña	MBA 83	42
Eugènia Bieto	Lic&MBA73	60	Mònica Montaner	Control gestión 99	31
Santiago Blanco	MBA 04	31	Pedro Navarro	Lic&MBA 67	8
Marta Busquets	ADE 00	31	Sonia Navarro	MBA 01	9
Àlex Cabestany	MBA 04	88	Tyler Newby	MBA 06	6
Marc Cabré	ADE 06	31	M ^a José Parada	MBA 01	31
Julián Carranza	FONG 03	30	Xavier Paz	MBA 06	88
Ignasi Carreras	SEP 06	82	Víctor Peiró	MBA 74	31
Sergio Cortés	Vicens Vives 07	31	Francisco Pérez García	FGAP 02	86
Gerard Costa Guix	Lic&MBA 87/		Carmen Pérez	Dir y Gest MK 03	31
	Doctor en ADE 04	26	Nazareth Pino	ADE 05	31
Roser Cuscó	ADE 03	31	Marcel Planelles	PMD 87	78
Nausica de Barrios	MBA 01	31	Ramón Prat	MBA 95	31
Torner de Rosa Alberto	MBA 87	84	Inma Puig	DGM 95	16-22
Xavier Dueñas	EDIE 88 y EDIF 90	31	María Quintana	MBA 01	31
Joan Durall Aulet	MDM 03	86	Ferran Ramon-Cortés	Lic&MBA 86	16-22
Mayol Emilia	DAF RRHH 75	70-71	Antonio Rodríguez	MBA 05	31
Anna Estallo	MAF 04	86	Asensio Rodríguez	FONG 05	30
Carles Farrando	MBA 05	31	Jordi Romeu	MBA 02	86
Elisabeth Fitó	ADE 06	31	Àlex Rovira	Lic&MBA 82	16-22
Diana Folch	Dir MK 03	31	Jorge Rovira	MBA 01	30
Frederic Fournier	MBA 01	6	Enrique Rubio	Mást. Dir. Mk 03	86
Jordi Franch de Francisco	Lic&MBA 90	25	Santiago Ruiz	MBA 90	31
Elia García Saura	EDIK 96	86	María Sala	Lic&MBA 97	7
Alberto Gimeno Sandig	Lic&MBA 84	7	Xavier Sanchez	Lic&MBA 97	9
Sonia Giral	Dir Económico		Elisenda Sans	ADE 01	31
	Financiera 06	31	Alfons Sauquet	MBA 90	7 y 36
Violeta Giral	ADE 06	31	Mercedes Segura	Lic&MBA 90	16
Felipe Gómez	EDIK 91	8	Núria Serra	ADE 05	31
Noelia González	FONG05		Àngel Simon i Grimaldos	MBA 87	20
Salvador Grané	PMD 98	11	Melissa Spencer	MBA 99	6
Xavier Grau	EDIK 92	31	Adela Suñer	Lic&MDE 85	31
Ester Griera	Lic&MDE 90	31	Gerardo Terrón	MBA 83	8
Ana Gutiérrez	ADE 02	31	Jaume Torres	MBA 97	86
Gemma Huguet	Lic&MDE 99	31	Fernando Trías de Bes	Lic&MBA 90	16 y 98
José Ignacio de Villa Batlle	Lic&MBA 91	84	Susana Valdés	Lic&MDE 97	31
Jordi Llambrich	MBA 07	31	David Valero	MBA 05	88
Sergio López Borgoñoz	DAF-MKT 92	84	Uxue Valls	ADE 03	31
Juan López de Uralde	FONG 05	34	Rosa Varela	Lic&MBA 87	68-69
Joaquín López	PAD 80	31	Carlos Vila	MBA PT 04	9
Fede Madrid	MBA 02	86			

50 years inspiring futures

It's now been 50 years since a group of Barcelona businessmen decided to launch ESADE. They entrusted execution of the project to the Society of Jesus. In September 1959, after nearly two years of preparations, classes began for 34 students in the first graduating class of the Business Administration and Management degree. Five years later, these students became the first ESADE alumni.

The ESADE Alumni Annual Conference which takes place on January 22 at the Liceo in Barcelona will be dedicated to celebrating fifty years of ESADE. Logically this celebration will include remembrance and recognition for all those who have made ESADE possible. But at the same time, and above all, the celebration will look forward to the future. The fifty-year slogan itself, *Inspiring Futures*, reminds us that ESADE has always, from its first graduating class until today, been inspiring the future for each of us who have made our way through its classrooms. At this conference, the ESADE Awards will be presented to the founding businessmen and to the Society of Jesus, who had the vision and the courage to offer society a place to raise up leaders with both high academic quality and humanitarian value.

Over the course of the last 50 years, more than 34,000 students from 95 countries have walked the halls of ESADE. Alumni are proud of having studied at ESADE, and of ESADE's constant advancement which has led to international recognition in the most prestigious rankings. We alumni contribute to ESADE's prestige through our careers, and by building a great network of former students through ESADE Alumni.

Eighteen years ago, a group of 22 alumni decided to create the ESADE Alumni Association. Today we boast more than 11,000 members, with chapters in 20 countries, 20 functional and sectoral clubs, 10 regional delegations in Spain, and more than 300 events organized annually, with participation from more than 15,000 alumni. We strive for ESADE Alumni to be something useful for alumni, for ESADE itself, and for society. Together we are building a great network. A global, connected network, a network of knowledge, of professional

relationships, which supports alumni in their careers. A network for solidarity. A network that supports ESADE, for the sake of all alumni. Activities centered around clubs, chapters and regional delegations continue to grow in interest, notoriety and participation. As you will see in this issue of the magazine, we recently celebrated the official inauguration of the United States Chapter, with four delegations

Over the course of the last 50 years, more than 34,000 students from 94 countries have walked the halls of ESADE

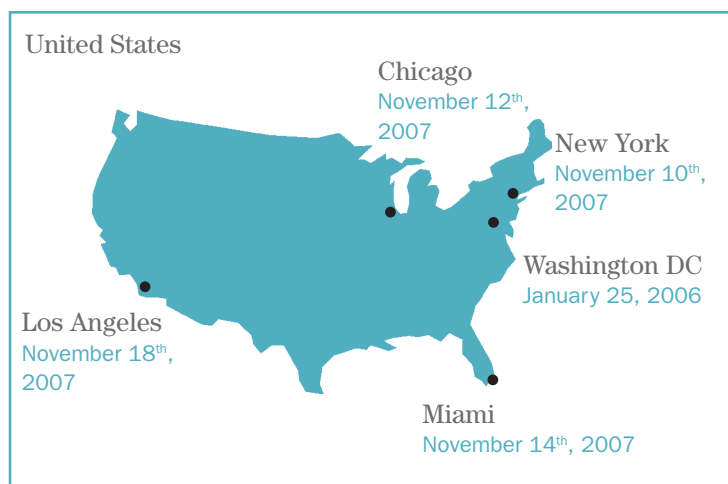
in different cities. We have also launched the second year of Alumni for Solidarity, which was received with great enthusiasm and with more than forty alumni acting as consultants for solidarity. Our presence in Madrid continues to grow, and in February we will celebrate the 2nd Annual ESADE Alumni Conference in Madrid, where we expect to surpass the 400 participants who attended last year.

In this 50th anniversary year of ESADE, you can help make the ESADE Alumni network stronger and more useful. Participate, get connected, stay in touch with your graduating class, with alumni in your city, come to events related to your sector or your position, sign up for ESADE Alumni clubs that interest you, or promote a new one. Between all of us we are building a great network, we are inspiring futures. Participate. As always, I am at your disposal at german.castejon@alumni.esade.com



GERMÁN CASTEJÓN (LIC&MBA 81)
PRESIDENT OF ESADE ALUMNI
german.castejon@alumni.esade.edu

ESADE Alumni come ashore in the US with four new Chapters



Official inauguration of the ESADe Alumni New York Chapter



Last November 10th, the Board of the ESADe Alumni USA Chapter, led by **Frederic Fournier (MBA 01)**, officially inaugurated the chapter in New York City. This kick-off event focused on the importance of well-functioning networks, with **Xavier Sánchez (Lic&MBA 97)**, ESADe Alumni Director, analyzing the current situation of the Chapter and its plans for growth.

New ESADe Alumni USA Chapter in Los Angeles

On November 16th, the new Los Angeles delegation of the ESADe Alumni USA Chapter was inaugurated. **Tyler Newby (MBA 06)**, Manager of ESADe Alumni L.A., received and welcomed the attendees. Dominik Mertens, International Manager of ESADe Alumni, explained both the present situation as well as future prospects of the organization to alumni in attendance.

ESADe Alumni inaugurate the Miami Chapter in the United States



On November 24th, the Board of Directors of the ESADe Alumni Miami Chapter celebrated the inauguration of the new Chapter with all the alumni living in the area. Presiding over the event were **Ari Baetiong (MBA 04)**, Manager of ESADe Alumni Miami, and **Xavier Sánchez (Lic&MBA 97)**, ESADe Alumni Director.

Official presentation of the Chicago Chapter

On November 12th, the delegation of the ESADe Alumni USA Chapter inaugurated the new Chicago Chapter. **Melissa Spencer (MBA 99)**, Area Manager of ESADe Alumni Chicago, was in charge of welcoming the attendees and presenting the new delegation.

Following these official acts, alumni invited to the event were able to enjoy a dinner where Chapter objectives were analyzed.



Sponsors

Sponsor of the USA Chapters Inauguration.



For more information or to join the Chapter, contact chapterusa@alumni.esade.edu

ESADE Alumni organizes dinners at the QS World MBA Fair



Beatriz Martínez (MDM 03), Associate Director of MBA and Graduate Program Admissions, represented ESADE at the QS World MBA Fair in Istanbul, Turkey, on November 3rd.

Martínez was accompanied by **Ignacio Anglada (MBA 05)**, country delegate in Turkey. Likewise, she also participated in the Athens, Greece event, held on October 31st.

For more information or to join the Chapter, contact dominikmertens@alumni.esade.edu

The future of marketing, at the ESADE Alumni Argentina Chapter



On November 21st, the ESADE Alumni Argentina Chapter organized a knowledge refresher program on future challenges in marketing. **Manuel Alfaro (DGM 04)**, Director of the ESADE Business School Marketing Management Department, was the main speaker at the event which took place in the Hamburgo Hall of the European Club in Buenos Aires.

For more information or to join the Chapter, contact chapterargentina@alumni.esade.edu

The ESADE Alumni France Chapter organizes a dinner in Paris



Professors **Alfons Sauquet (MBA 90)**, from the ESADE department of Human Resources Management, and **Silviya Svejnova**, from the Business Policy department, were two of those invited to the dinner held on September 16th in the French capital, with the Board of the France Chapter of ESADE Alumni.

For more information or to join the Chapter, contact chapterfrance@alumni.esade.edu

Meeting of the ESADE Alumni Chile Chapter



On October 10th, the ESADE Alumni Chile Chapter met at the Union El Golf Club in Santiago de Chile in order to enjoy a Ham&Wine dinner. The alumni who attended enjoyed fabulous winetasting sponsored by Viña Estampa, and a sampling of the most exquisite ham from 7 cumbres.

For more information or to join the Chapter, contact chapterchile@alumni.esade.edu

Success and failure in the family business

On November 7th, **Alberto Gimeno Sandig (Lic&MBA 84)**, professor in the ESADE Business Policy department, delivered a master

class on approaches to management in the Spanish family business, and elements which decisively influence its success or failure. Furthermore, he explained in detail the approach that ESADE proposes for resolving difficulties encountered in the traditional models. The professor also explained factors which influence management of the family business positively or negatively.



For more information or to join the Chapter, contact chaptermexico@alumni.esade.edu

ESADE Alumni organizes a dinner in Peking



On the first of October, **Maria Sala (Lic&MBA 97)**, Accounting Manager of Ogilvy & Mather, and Area Manager of Peking, summoned all the alumni from the area to a dinner in downtown Peking. The chosen venue was a restaurant of Spanish and Catalan cuisine, Mare-Nostrum.

For more information or to join the Chapter, contact dominik.mertens@esade.edu

REGIONAL CLUBS

Western Andalusia Club

Round Table: Medicine, Aesthetics and Health



Head table at the event, with the president of the Western Andalusia Club, Gerardo Terrón (MBA '83) at the left of the photograph

This past October 25th, a round table discussion under the heading *Medicine, Aesthetics and Health* took place in Seville. The event was sponsored by the ESADE Alumni Western Andalusia Club, the RACC and the Foundation of the Real e Ilustre Colegio Oficial de Médicos [Physicians' Association] of the province of Seville. During the session, the basic criteria for professional intervention in health clinics and centers led by specialized physicians were discussed.

Contact us at

clubandaluciaoccidental@alumni.esade.edu

Valencia Region Club

Rowing Together, a lecture on coaching



The Valencia Region Club of ESADE Alumni organized this lecture on coaching from Germán Nicolás, with 50 ESADE alumni attending. The *Rowing Together* lecture gave the keys to this model, emphasizing tools that can be applied daily on a personal level or that can be used in managing teams.



Felipe Gómez (EDIK '91) introduces Germán Nicolás, the main speaker at the session



Alumni attending the session on coaching

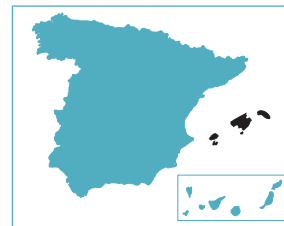
Contact us at clubvalencia@alumni.esade.edu

Balearic Islands Club

The Threat of a Change of Cycle



One moment during the Majorca presentation



On September 27th, the Balearic Islands Club of ESADE Alumni invited alumni to a lecture, *Economic and Business Prospects 2007-2008: The Threat of a Change of Cycle*, delivered by F. Xavier Mena, professor in the ESADE Economics department. The lecture took place in the city of Palma.

Contact us at clubbaleares@alumni.esade.edu

GIRONA CLUB

LECTURE: 'ECONOMICS AND ENERGY'

The ESADE Alumni Girona Club invited ESADE alumni to participate in the lecture *Economy and Energy*, organized by the Girona Tribune this past October 8th. The speech was delivered by Maite Costa, President of the National Commission on Energy, and took place in the Narcís de Carreras Auditorium of "La Caixa".

After the lecture, there was a dinner-discussion with the main speaker, for members of the Girona Tribune and ESADE Alumni members.

Contact us at clubgirona@alumni.esade.edu

ARAGÓN CLUB

SOCIAL MARKETING: VALUES UNDER ATTACK

The Chamber of Commerce and Industry of Zaragoza hosted the lecture on social marketing this past November 13th, featuring Gerard Costa, Professor of the ESADE Marketing Management Department. The session allowed the attendees, whether from the private, public or non-profit sector, to build

a mental map of the opportunities and threats.

About 30 alumni came to the event, and afterwards, they had the opportunity to go out for dinner with the coordinator of ESADE Alumni regional clubs, Sonia Navarro (MBA 01) and the President of the Club, Carlos Vila (MBA PT 04).

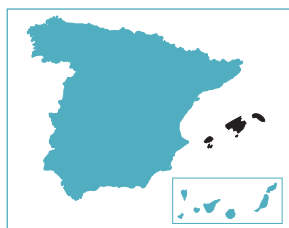
Contact us at clubaragón@alumni.esade.edu

Balearic Islands Club

Trends of European Travelers in 2010



Former alumni went for dinner after the conference



This past October 10th, Palma de Mallorca hosted the conference *Trends of European Travelers in 2010*, given by professor Josep-Francesc Valls. Professor Valls revealed

principal trends in travel and the tourism sector for the coming years, according to the Delphi study recently performed at the ESADE Tourism Management Center, under his leadership.

A group of 30 alumni interested in the tourism sector attended the event, and after the session, they went out for dinner with ESADE Alumni director, Xavier Sanchez (Lic&MBA 97).

Contact us at

clubbaleares@alumni.esade.edu

Girona Club

A Path Towards Sustainable Development



This past November 8th, the Girona Club invited alumni to participate in this lecture on corporate social responsibility organized by Intermon Oxfam and addressed to the Girona business structure.

The session was attended by over 70 people and offered attendees a global vision of Social Responsibility in Business. Questions were discussed on why to incorporate SRB strategies, how to carry them out and in what contexts.



From left to right: Josep Maria Canyelles, Global Responsibility Promoter, Josep Maria Lozano, Professor in the ESADE Social Sciences Department, Carles Campuzano, Member of Congressional Subcommittee on SRB, and Jordi Sargayó, Manager of the *Diari de Girona*

Contact us at

clubgirona@alumni.esade.edu

BALEARIC ISLANDS CLUB

4TH PÁDEL TOURNAMENT

Alumni in Majorca were able to participate this past Sunday, November 18th, in the 4th Tournament of the Pro-pádel Trophy Circuit, which took place in the Palma Pádel Club.

Participants were able to play several matches where trophies and prizes were given to the winners.

Contact us at

clubbaleares@alumni.esade.edu

VALENCIA REGION CLUB

FUTURE PROSPECTS

On September 20th, the Valencia Region Club of ESADE Alumni invited alumni to Castellón to the lecture *Economic and Business Prospects 2007-2008: The Threat of a Change of Cycle*, given by F. Xavier Mena, Professor in the ESADE Economics Department.

This speech took place as part of a session to present ESADE's new Program for Management Development (PMD) in this city.

Contact us at

clubvalenciana@alumni.esade.edu

CANARY ISLANDS CLUB

SELF-MANAGEMENT LECTURE

The Canary Islands Club was honored to invite alumni in the Canary Islands to the lecture, *Self-Management: Managing Personal and Organizational Talent*, given by Àlex Rovira, Professor in the ESADE Marketing Management Department. The event took place this past November 20th in Tenerife, as part of a session to present ESADE's new Program for Management Development (PMD).

Contact us at

clubcanarias@alumni.esade.edu

ESADE Alumni–Business Law Awards

THE LAW CLUB HAS CREATED THE ESADE ALUMNI-BUSINESS LAW AWARDS, WITH ASPIRATIONS OF BECOMING A STANDARD FOR BUSINESS LAW PROFESSIONALS.

The first award ceremony was held in Barcelona on July 11th. The event began at the Equestrian Circle, where cocktails were served, and afterward attendees enjoyed a guided visit by the Miró Foundation.

The event was attended by the principal players in the legal sector, including representatives from the largest law firms in Spain, high-ranking State officials, judges and heads of legal counsel for the most representative businesses in the Spanish market.

These awards recognize talent and dedication in the different aspects of the legal profession, as well as those institutions which have helped to advance the sector. Furthermore, this first event addressed one highly contemporary topic: attracting



Award winners received their prizes from the hand of Javier López, President of CreditServices S.A., Germán Castejón, President of ESADE Alumni, and Pere Miroso, Dean of the ESADE Law School.

SPONSORS AND COLLABORATORS



CLIFFORD
CHANCE



J A U S A S



LATHAM & WATKINS LLP



PEREZ-LLORCA



URÍA MENÉNDEZ



PADROL MUNTÉ





Analysis of the building sector

Real Estate Club opens Barcelona Meeting Point

The ESADE Alumni Real Estate Club seminar at the Barcelona Meeting Point analyzed the situation of the real estate sector, which is currently going through a period of stagnancy, primarily due to the rising cost of credit, and after the appearance of investment opportunities in emerging markets.



The opening day focused on expectations generated in the sector by the current financial system as it faces the uncertainty that has brought about a slowdown in the Spanish market.

The opening day of the real estate exhibition focused largely on expectations generated in the sector by the current financial system as it faces the uncertainty that has brought about a slowdown in the Spanish market. The symposium, moderated by Salvador Grané, President of the ESADE Alumni Real Estate Club, included participation from Bárbara Pereira, General Manager of EMEA Debt & Equity Finance of CBRE, and Javier Martínez de Olcoz, Morgan Stanley analyst of small and medium companies, and Adolfo Ramírez-Escudero, Managing Director and General Manager of capital markets for CB. Richard Ellis was moderator for the debate on capital flow and liquidity in the real estate sector. On this occasion, the speakers were Robert Lombitz, General Manager of Duet Private Equity

Ltd.; Mariano Miguel, Managing Director of Inmobiliaria Colonial, and Pedro Ruiz de Olivares, Vice-president and Managing Director of Banco de Santander Real Estate.

Finally, two Spanish leaders in banking, Alfredo Sáenz, Second Vice-president and Managing Director of Banco Santander, and Juan María Nin, General Manager of la Caixa, participated in the session "Strategies of large Spanish financial entities in the real estate arena: the leaders' vision". The moderators were José Antich, Director of *La Vanguardia*, and Carlos Losada, Director General of ESADE.

This session, organized by the ESADE Alumni Real Estate Club and BMP, is especially relevant in these times which the sector is currently going through, where Spanish companies are facing tougher financial conditions than they were some years ago.

and retaining legal talent. The address on this topic was delivered by ESADE Director General, Carlos Losada. At the present the Club is already working on organization of the second Business Law awards. Those interested in the legal world can learn more by joining the ESADE Alumni Law Club. Telephone us at ESADE Alumni, 902 420 020.

Law Club

The awards are divided into three categories, and this year's winners are:

1. Professional career award: José Ramón Ferrándiz, Supreme Court judge, for his brilliant career.
2. Award for contribution to the sector: the Chambers Partners firm, for producing its directories. Receiving the award was Fiona Boxal, CEO of Chambers Partners.
3. Academic career award: Giovanni Iudica, Law School Dean of the University of Bocconi, for his impeccable career in the academic world.



Marketing and Communication Clubs

12/13/2007

Major challenges in the management of global brands, based on the perspective of the global brand manager, the local manager if a global brand and the advertiser's viewpoint.

BIT Club

11/22/2007

A visit to the "Mare Nostrum" computer, one of the four most powerful supercomputers in Europe today, at the Barcelona Supercomputing Center. The meeting closed with a dinner for club members.



Tourism Management Club

11/26/2007

Skiing and Mountaineering tourism: new business opportunities. Round table with Félix Larrosa, General Manager of Turespaña, Oriol Nel.lo, Secretary of Land Planning for the Regional Government of Catalonia, Jordi Sabaté, Managing Director of Boi Taüll, and David Hidalgo, Finance Director of Grand Valira –ENSISA.

Health & Pharma Club & Operations Club

11/27/2007

Presentation/launch of the book, **La excelencia en el sector sanitario con ISO9001, [Excellence in the health sector with ISO9001]**, by Rajaram Govindarajan.



Culture Industries Club

11/21/2007

New business models in cultural industries of the digital world, with speakers Luis Collado, Manager of Google Books, Spain; Pau Cerdá, Managing Director of Planeta Medios Activos, (Grupo Planeta) and Carles Ferrer, Manager of Altas-Buscadores.com.

Sports Management Club

11/20/2007

Repsol YPF: key aspects of sports sponsorship, with Javier Inclán, Sponsorships Manager at Repsol YPF, Laia Sanz, seven times bike trial champion and Toni Bou, world bike trial and indoor bike trial champion 2007.



Finance and Management Control Club

11/21/2007

Understanding international regulations on financial information (NIIF). 1st session. Presentation of the second edition of the book *Comments on the NIIF: a practical guide* by KPMG to understanding international rules on financial information, from the Aranzadi publishing house.



11/20/2007 (Madrid)

First session of the second round on asset management, analysing current market turbulence, by Jesús Sánchez-Quiñones, General Manager of Renta 4 Sociedad de Valores y Bolsa, S.A.



Espai Vicens Vives

11/12/2007

Dinner discussion with Alfons López Tena, Board Member of the General Committee on the Judicial System (Spain), on a road map to achieving an independent State for Catalonia.

Law Club

11/19/2007

What next? An address by Antonio Garrigues, President of the Garrigues law firm.



10/23/2007

Presentation of the first Spanish business center in Paris, with José Francisco Rodríguez, Secretary General of the Official Spanish Chamber of Commerce in France (COCEF), and Sylvain Vene, Vice President of the Agency for Economic Development of Southern Paris (VDM).



Operations Club

10/16/2007 (Madrid)

1st Debate Forum on LeanSigma©, organized by ESADE and the Grupo Galgano consultancy, where different experts proposed efficient formulas for increased productivity.

More information at www.esadealumni.net

→ Ongoing learning → Club Conferences → Archive



Automobile Club

11/13/2007 (Madrid)

Competitiveness factors for the Spanish automotive industry, by Luis Valero, ANFAC. He analyzed the new Spanish tax laws and the proposed EU rules for CO₂ emission reduction.

Communication Club

10/24/2007

What is the current situation of the Catalanian press? Lecture offered by Joan Manel Tresseras, Councillor for Culture and the Media, Calatonian regional government.



Public Management Club

10/24/2007

Presentation of the book Fauna S.A., by Jesús Fernández Morán (EMPA 2005), Technical Manager of the Zoo and Aquarium of Madrid.



10/23/2007

District Law: social renewal through urban renewal: a dinner debate with Joaquim Nadal, Councillor for Land and Public Works Policy.

Contact the clubs through e-mail by visiting www.esadealumni.net- Alumni Network

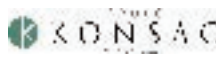
Sponsors

Functional and Sectoral Club activities are made possible by the sponsorship of the following companies:

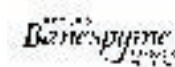
Health & Pharma Club



Family Business Club



Business Angels



Marketing Club



Human Resources Club



Operations Club



BIT Club



More info at www.esadealumni.net
 → Ongoing learning → Club Conferences
 → Archive

Alumni who have made it as writers

From business to literature

'GOOD LUCK', BY FERNANDO TRÍAS DE BES (LIC&MBA 90) AND ÀLEX ROVIRA (LIC&MBA 82); '¡A ESCENA!', BY MERCEDES SEGURA (LIC&MBA 90); 'RETRATOS DE FAMILIA', BY INMA PUIG (DGM 95); AND 'LA ISLA DE LOS 5 FAROS', BY FERRAN RAMON-CORTÉS (LIC&MBA 86) ARE BOOKS WRITTEN BY ESADE ALUMNI. SOME HAVE BECOME AUTHENTIC BESTSELLERS, PROVING THAT LITERATURE AND BUSINESS CAN GO HAND IN HAND IN THIS COUNTRY AS WELL.



Although we are light years away from being as prolific as U.S. business narrative, this genre is becoming more and more significant among authors in our country. There are now many teachers and professionals from the world of management who decide to write a book on this discipline, and more and more of them are getting published.

Spain is now enjoying a small boom, experienced years ago on the other side of the Atlantic

Hearing the viewpoint of several ESADE teachers and alumni who have been published gives us an idea of the references and motivations that led them to take on this narrative task. In the opinion of Fernando Trías de Bes (Lic&MBA 90), coauthor together with Àlex Rovira (Lic&MBA 82) of the worldwide bestseller *Good Luck* (Jossey Bass), Spanish business narrative is on the same

level as in the U.S. "in terms of content", although "perhaps in the U.S. there is greater variety in business and case models, easily available to writers so they can inform themselves," which makes it much easier for them to write on management. "Turning ideas into stories is a real challenge", assures Rovira, also author of *The Inner Compass*, *The Seven Powers* and *The Labyrinth of Happiness* (Jossey Bass). Management or business narrative is a less published genre in our country than fiction, with some notable exceptions such as the nearly four million copies of *Good Luck* which were sold around the world. However, even though the number of titles has grown in recent years, it is still hard to reach quantities found in countries like the United States, the birthplace of management. Mercedes Segura (LIC&MBA 90), ESADE professor of Theatrical Techniques for Business Communication, and author of *¡A escena! [On stage!]* (Ediciones Urano,

Empresa Activa), affirms that the biggest difference is that “in the U.S. there is a much greater selection and this is very specialized, practically any professional sector or subsector has its book”. Despite U.S. dominance of the market, Rovira is confident about the potential of our authors in this genre, and assures that business narrative “is an excellent vehicle for conveying ideas”. Regarding the appeal of our national authors outside these borders, Rovira states that “there is a good deal of talent” and that “business narrative produced in Spain is good in terms of content and style”. Sharing his opinion is Ferran Ramon-Cortés (LIC&MBA 86), author of *Conversaciones con Max [Conversations with Max]* (RBA Integral Publicaciones) and other works. Ramón-Cortés remarks that, although we are far from having the numbers of rea-

ders and writers found in other countries, “in Spain we are beginning to publish many works by national authors”. According to this author, the phenomenon “is very positive because these books are much more accessible and connect better with our reality”.

INTERNATIONAL REFERENCES

Although national authors enjoy significant prestige, the classic managerial and foreign books seem to capture the interest of our authors when they recall what books have most influenced their own work. Inma Puig (DGM 95), academic collaborator in ESADE’s Department of Human Resource Management and author of *Retratos de familia [Family portraits]* (Ediciones Urano, *Empresa Activa* collection), indicates that her bedside reading is “all the books by



Vallformosa

WINERY
CONVENTION
CENTER

¡A sólo 30 min. de Barcelona!



nuestro entorno



tu gente



La combinación perfecta para tus eventos y celebraciones

Un espacio socialmente responsable: destinamos parte de los beneficios a la investigación contra el cáncer.

- Salas equipadas tecnológicamente.
- Sala de banquetes con vistas a la nave de barricas.
- Visitas a bodega y catas de vinos y cavas.
- Programa opcional de actividades basadas en el bienestar corporal y la calidad de vida.

Masia Vallformosa
La Sala, 45
08735 Vilobí del Penedès
(Barcelona)
Tel: 93 897 82 86
wcc@vallformosa.es
www.vallformosa.com



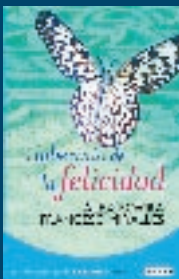
Fernando Trías de Bes



Undergraduate degree in Business Sciences and MBA from ESADE in 1990 and from the University of Michigan, today he continues to play a teaching role at the institution, in addition to being a popular speaker and writer of business narrative and fiction. He reached

a milestone in Spanish non-fiction with *Good Luck* (2004). Elsewhere, *The Time Seller* (2005) became a theatrical production. His latest book, *El libro negro del emprendedor [The entrepreneur's black book]* (2007), studies principal factors in entrepreneurial failure. All of these were published by *Editorial Urano (Empresa Activa collection)*.

Àlex Rovira Celma



Degree in Business Sciences from ESADE in 1982, he is also ESADE's Director of Executive Education programs. The success of his first book, *The Inner Compass* (2003), was followed by *Good Luck* (2004), of which he is co-author. The work has been translated to 38 different languages and has reached nearly

four million copies sold; *The Seven Powers*, launched directly in translation to ten languages, and *The Labyrinth of Happiness*, launched in October 2007, is already published in 12 languages. The latter book marks the beginning of the "Alex Rovira Collection", published by *Aguilar, Grupo Santillana*.



Manfred Kets de Vries, from *The Neurotic Organization to Leaders, Fools and Impostors*, to *Organizational Paradoxes*, since these inspired her in writing her own book.

For Ramon-Cortés, however, he was most influenced by *The Servant*, by James Hunter; as he explains, this "enjoyable, fast read" made him sensitive

The most significant books which have influenced the writings of our authors are the classic management books.

to "a new way of leading". In the case of Segura, the acclaimed bestseller by Daniel Goleman, *Emotional Intelligence*, was one of the works that most impacted her; she feels the book marks "a before and an after" in the area of human resources. As for Trías de Bes, he highlights that the most useful example of business narrative in his experience,

Mercedes Segura Amat



Undergraduate degree in Business Sciences and MBA from ESADE in 1990, she has pursued her career at Procter & Gamble and Benckiser Group at locations in Barcelona, Milan and Paris. She has been International Marketing Manager for Coty Lancaster, in Paris, and Marketing Manager

at PwC, in Luxembourg. With *¡A escena! [On Stage!]* (Ediciones Urano, Empresa Activa, 2007), she seeks to bring management together with the world of theater and acting, one of her passions. She is currently Professor of Theatrical Techniques for Business Communication at ESADE.

Ferran Ramon-Cortés



Degree in Economics and Business Sciences from ESADE in 1987, personal communication has been the focus of his career in recent years, following prior work in Marketing and Advertising. He currently balances his work as General Manager of administration and operations at TIEMPO BBDO

with his activities in writing and teaching. He has published *El cuaderno de bitácora [The ship's log]* (2006), *Virus* (2007), and *Conversaciones con Max [Conversations with Max]* (2007), all of them with RBA.

In *La Isla de los 5 faros [The island with 5 lighthouses]* (2005), the most well-known of his works, he illustrates the idea that it is necessary to tell stories in order to communicate.

“despite its simplicity and its distance from our culture”, was *Fish*. “I learned that if you don’t know how to enjoy your work, you are better off leaving it behind and looking for something else”, affirms the writer.

MOTIVATION AND RECOGNITION

Although *Good Luck* received the Shinpukai Prize for book of the year in Japan – the second time in history that a non-Japanese book has won the award – business narrative is not a dominant theme in literary prize winners. Such prizes may benefit the prizewinning works as “a stimulus for those who consider prizes to mean recognition from others”, Puig admits. In this regard, Rovira states that although there are not specific awards for this literary genre, these could be created for “competitions in the near future”.

In other cases, academic motivations are what prompt the exceptional effort required in producing a business book. “On one hand, my ESADE

students liked my subject and they encouraged me to write something on it, and on the other hand, I was enthused about the originality of the topic, because there is no other book in Spain about theater applied to business communication,” comments Segura about her book *¡A escena!* [On stage!]. For Ramon-Cortés, it was a series of factors that put his first book on the streets. “My first book, *La isla de los 5 faros* (RBA Integral Publicaciones) had no pretensions other than being reference material for those who attended my seminars”, explains Ramon-Cortés, who wanted to “preach by example” to his seminar students that “in order to communicate you have to tell stories”. “I asked a publisher friend of mine to do me the favor of printing 200 copies ... and it ended up on the bookstore shelves”, the author recalls.

For Trías de Bes, the main motivation for writing *Lateral Marketing* (his first book, co-authored with Philip Kotler) was a





sense of “unrest” when realizing that “most marketing innovation policies were actually ‘variations on the same theme by Johann Sebastian Bach’, that is, extending the same line, expanding

In some cases, part of the inspiration for writing on management arose out of the author’s experiences at ESADE

the range, etc. I realized that the traditional marketing method was lacking an approach that integrated creativity in the process”. In some cases, part of the inspiration for undertaking the task of managerial writing arose from experiences at ESADE. “ESADE is absolutely present in my book *Retratos de familia*; without my

attendance first as a student and then later as a professor, the book would never have been written,” states Inma Puig. Trías adds that every writer’s process inevitably includes his or her past, and that after studying at ESADE and having taught there for 15 years, it’s impossible for it not to be so.

Inma Puig



With a degree in clinical psychology from the University of Barcelona, she is a professor in ESADE’s Department of Human Resource Management, where she teaches Group Dynamics and Behavior Analysis of Persons. She is also in charge of Sports-based Human Relations for institutions with

international prestige in the area of sports. In *Retratos de familia* [Family portraits] (Ediciones Urano, Empresa Activa, 2007) she speaks of the ties of sentiment – empathy and understanding – that are often hidden in family businesses.

A commitment to internationalization

Javier Monzón, President of Indra, called for innovation and productivity as an engine for growth in the world market at Matins ESADE.



Indra's firm commitment to be "a company capable of competing anywhere in the world" was the main line of argument which Javier Monzón, company President, developed in his lecture on November 21st. Monzón explained that the model of continual improvement which Indra has followed has been guided by two principles: "to work with the most demanding customers and to emphasize that we wanted to be a company with a strong international presence". Despite the difficulties of quantifying the integration of different systems, the numbers speak for themselves. In 15 years (1993 and the estimate for 2008) Indra has passed from a presence in 15 to 80 countries and has increased its international invoicing from 15% to 36%.

We are talking about an industry which has undergone a profound transformation since the technological bubble burst in 2001. Monzón stated his firm commitment that "Indra should be a multinational corporation in 2010. In other words, a company whose resources are globalized. What's important is to have more talent than your competitors and to find this talent wherever it is, not only

where you are located".

As far as innovation in Spain is concerned, he said that "we have few technology-based companies and few relevant businesses using high technology". In referring to our own country's growth model, he defined it as one with "doubtful sustainability", criticizing that "it is not based on productivity, which is the engine for growth". According to Monzón, "the problem is in the general atmosphere, which is not one of innovation. If there are not many companies, it is unlikely there will be an acceptable number of innovative ones". Monzón's solution to this situation is education.

Agbar bids for a contract in Saudi Arabia

Àngel Simon i Grimaldos (MBA 87), General Manager of the Agbar Group, was the main speaker at the Matins ESADE entitled: 'The Catalonia we want to achieve: a corporate perspective'.

Simon's presentation, which took place on November 15th, began with a review of the company's history since its origins. The Agbar Group's strong roots in Barcelona, together with a "worldwide service commitment", were the focus of part of his speech, in which there were a number of references to the problems of Catalonia. Àngel Simon commented in this respect that "at the moment, the general feeling of discontent with the region's infrastructure does not help us in any way... we can only hope that the drought problem doesn't aggravate things even more".

Referring to the Catalan social scenario in which the company has acted since its origins, the General Manager of the Agbar Group gave special emphasis to three aspects of the inter-relationship which has been produced: the social contribution of the company, promotion of the university, which he described in terms of the start up of a pioneer water technology center – Cetaqua – in collaboration with CSIC and UPC; and finally, administration based on a policy of transparency and support.

As far as the company's progress was concerned, Simon said that the Group will make a bid for the contract to run the water provision and treatment systems of Jeddah, the second largest city of Saudi Arabia, and will study investments in the same sector in countries such as the USA, the UK, Romania and Thailand. Regarding the recent approval for the Group's entry into China, Àngel Simon emphasized that the operation had been studied "in great depth for four years, as China is one of the most difficult countries to operate in, due to its idiosyncrasy". Despite this, he added, the risk involved in the approved projects "is very limited".



Gallina Blanca announces the launch of new products

Jordi Franch de Francisco (Lic&MBA 90), General Manager of Gallina Blanca for Iberia and Europe, was the main guest at this session of Matins ESADE, entitled 'Proximity to the consumer and internationalization'.



Gallina Blanca, a Agrolimen group company, will launch new products, such as a fried product to be produced at its Miajadas factory in Cáceres, and it anticipates keeping up its production capacity after the purchase of 100% of the shares of Star, the Italian ready-to-serve food group. The Managing Director of Gallina Blanca, Jordi Franch, made these statements in the Matins ESADE session, recognizing that the purchase of Star had been the "most important" thing that had happened to the company in the last few years. The Pasa group,

Gallina Blanca's leading company, reached an agreement at the end of last year to purchase 100% of Star, owned until then by the Fossati family, which in turn gained control of 50% of Pasa. After this operation, which has positioned Gallina Blanca strongly in markets such as Italy and Holland, this company controlled by the Catalan Carulla family aims to maintain all its factories, which are located in the provinces of Barcelona, Huesca, Teruel and Burgos, as well as in Russia, Italy, the Ukraine and Algeria.

Reflections on the world's economic geography at ESADE

Carlos Vidal, Accenture's Senior Managing Director for Operations and Geographical Strategy, presented the lecture 'Our New Economic Geography' on October 30th at Matins ESADE.

Carlos Vidal emphasized in the meeting the need to introduce the concept of a multi-polar world, in contrast to a centralized system based on the power of the West. He affirmed that "the development of countries like India, China, Brazil or Russia creates a new economic map which is much more complicated than the present one, in which there will be more

opportunities and resources but also more competitors". Factors which have made it possible for the developing countries to grow at a greater rate than in the past, according to Carlos Vidal, are improved access to computers and technology, more open government policies and the multinationals who want to enter a market with thousands of potential customers.



MAIN SPONSOR



SPONSOR



More information, images, video and transcriptions at www.esadealumnl.net → Ongoing training
→ Matins ESADE → Archive

Private Equity, a new and growing phenomenon

SPEAKER: Xavier Mir de la Fuente, academic collaborator in ESADE's Department of Business Policy. Degree in Economics and Law (University of Barcelona). Business Consultant, with over 25 years' experience in top management. Director of the Executive Education programs Learning from Private Equity and Sales and Marketing in the Consumer Market, at ESADE Business School.



Based on his experience as manager and consultant in different multinational companies such as Ralston Purina, Wrigley and Panrico, professor Xavier Mir gave two lectures on October 17th and 18th, in Madrid and Barcelona respectively. He examined Private Equity from different points of view in order to help his listeners understand this new business formula which has consolidated so quickly in our country. Professor Mir started the session by explaining that this

business model was “a new phenomenon in Spain, which, by its very nature, is little known and difficult to visualize, as it deals with private capital funds, such as those of family businesses; for this very reason it seems both desirable and suspicious”. According to Xavier Mir, Private Equity reviews costs in depth, disinvests in all those non-strategic or non-functional operations, puts money to work, taking this idea to an extreme, and contrasts the concept of outsourcing with that of self-sufficiency. On the other hand, it has a mechanism to involve top level management “with highly sophisticated packages of economic motivation and, above all, allows managing directors to work with a great degree of freedom”. Private Equities base their growth on acquisitions with strategic advantages, they work to maximize the EBITDA and their perspective on profits is very open, explained the professor.

Communicating value through social marketing

SPEAKER: Gerard Costa Guix, professor in the ESADE Marketing Management Department. Doctor in Business Administration and Management (Ramon Llull University). Undergraduate degree and Master's in Business Administration from ESADE. Degree in Business Sciences (Polytechnic University of Catalonia). He has been director of ESADE's Master's program in Marketing and Sales Management and Area Leader for Trading and Retailing.

Gerard Costa encouraged participants to reflect on marketing as a process; to see if it is moving toward values different from what we have known until now; to observe how it is being managed; as well as to look at the opportunities created for private, public and third sector companies in terms of social marketing.



During the fourth session of this conference, which took place on November 8th, the professor first outlined a series of aspects which define social marketing and he reviewed businesses' market-orientation behavior, reminding those present that “the process of marketing to create value happens more often by compulsion than by conviction”. The ESADE professor explained the limits and the challenges which marketing is faced with relating to questions such as ethical conscience, management of value to the client or social cost, and he commented that the word social “adds the consideration of whether the marketing process is useful to us in facing present challenges”. Costa also mentioned “the conviction that the customer has new values which represent a challenge to private companies, to public sector marketing and for the third sector”. He also questioned the truth of this demand of differing values on the part of customers. The third angle of reflection relates to who is to respond to these new values and how should it be done.

Emotions in the private business



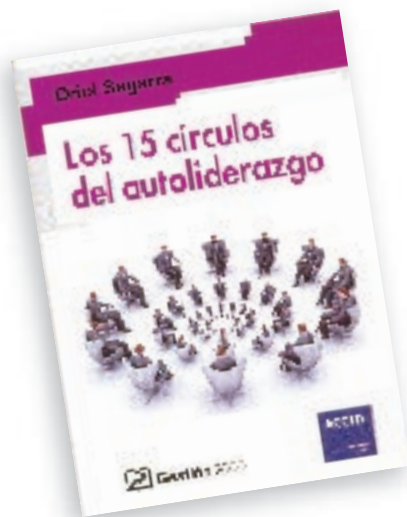
SPEAKER: Inma Puig Santos, Degree in Psychology, University of Barcelona. Clinical psychologist specializing in group dynamics and human behavior analysis. Academic collaborator in ESADE's Department of Human Resources and expert in creating, training and developing high performance teams.

Working with the family, day-to-day relations in the family business or succession to the founder are some of the vicissitudes which Puig Santos dealt with in the fifth session of the refresher program, dedicated to emotions in the family business.

The lectures, which took place in Madrid and Barcelona on November 27th and 29th, analyzed the emotions of parents, children, siblings and non-family members who work together and whose feelings are put to the test in their day-to-day work.

PRESENTATION

Lecture on the book *Los 15 círculos del autoliderazgo* [The 15 circles of self-leadership]



ESADE alumni organized a lecture to present the latest book written by Oriol Segarra (Lic&MDE 94), general manager of Synthon España. This book analyzes in depth how to optimally manage your own career and to lead yourself.

Participating in the presentation were: Oriol Segarra; Josep Bisbe, professor of ESADE's Department of Financial Management and Control; Josep M. Carnicero, member of the Board of ACCID; Joan Seix, partner of MC Associates and expert in coaching and professional development, and Juanjo Planes, the Konsac Group's general manager and partner.

FORUM

X Risk Capital Forum: "Credit Crisis and Risk Capital"

The 10th Risk Capital Forum took place on November 27th, with the presence of Oriol Pinya Salomó, Managing Director of Apex Partners España; Olaf Díaz Pintado, Managing Director of Goldman Sachs, London, and Richard Moreton, Director of European Leverage Finance, Deutsche Bank, London. Introducing the event was Miguel Trías, ESADE Full Professor in Commercial Law and partner of Cuatrecasas, who emphasized that "we need to reflect on the importance of these crises, and how long they are going to last". Luisa Alemany, professor of ESADE's Department of Financial Management and Control, then explained the principal LBO (Leveraged Buy Out) operations in Spain over the last few years. During the debate, Oriol Pinya described the Private Equity perspective, Olaf Diaz Pintado dealt with the concept from the point of view of the Investment Bank and Ricardo Moreton presented listeners with the perspective of the banks that finance this type of operation.

Oriol Pinyá said that "in the last two years the size of operations has increased spectacularly, and Spain reflects this trend". He also explained that capital has become concentrated: "before, there were 100 million euros in 10 operations, but now they are all in one operation, which greatly facilitates control". In conclusion, "all this will end up provoking a return to the levels we had in 2005".

Olaf Díaz's analysis for 2008 was that "there will be a total paralysis; this is typical behavior in these types of situations, where people are afraid to make transactions". He also highlighted the fact that "there has been hope of a rapid rebound, like in the emerging markets crisis in 1998, but the truth is that the supply remains excessive for the existing demand". In this sense, many of the operations currently under way are taking place in small thrusts. Finally, according to the Deutsche Bank representative, "the banks have now taken charge of these



operations, but their conditions for financing are stricter". With respect to the future, he presented the two scenarios: the optimistic one - the situation will return to normal in six months – and the pessimistic one - greater indices of insolvency will slow down markets even further, although he recognized that "the figures do not support this last hypothesis, and, in my opinion, there will be a recovery within the next six months".

Consultants for Solidarity in Madrid

GREENPEACE WORKS FOR THE PROTECTION AND DEFENSE OF THE ENVIRONMENT AND FOR PEACE, INTERED FOR INTERNATIONAL COOPERATION AND EDUCATION FOR DEVELOPMENT. BOTH ARE PARTICIPATING IN THE SECOND CYCLE OF THE CONSULTANTS FOR SOLIDARITY INITIATIVE IN MADRID.



HOW TO CONTACT GREENPEACE?

c/San Bernardo 107, 1º - 28015 Madrid
Tel. 91 444 14 00 - www.greenpeace.es

Greenpeace works for the protection and defense of the environment. The organization carries out campaigns to hold back climactic change, protect biodiversity, end the use of nuclear energy and of arms, and to foster peace. Several persons on the Greenpeace managerial team have studied at ESADE: Juan López de Uralde (FONG 05), Julián Carranza (FONG 03), Asensio Rodríguez (FONG 05) and Noelia González (FONG 05). Seven ESADE alumni are collaborating with Greenpeace as consultants for solidarity in a team led by Asun González (PMD 07).



Greenpeace Board of Directors and managerial team, 2007



Greenpeace launches the educational project Young Friends of the Forest



A solar paella

InteRed is made up of more than 1,500 personas, and is currently present in eleven autonomous regions and 26 cities, through its delegations and committees. Its purpose is to collaborate in transforming current socioeconomic reality and to fight against poverty, inequality and exclusion, focusing in two arenas: international cooperation and education for development. Its work centers on making a culture of solidarity among peoples possible through training programs, sensitization campaigns and promoting volunteerism. They are developing projects in 16 countries in Africa, Latin America and Asia, in coordination with 66 different local teams. Their priority is Education and Training of human resources as an engine for

development and the base for achieving social transformation. InteRed works in collaboration with local organizations, as a matter of principle and identity, given that the organization is conceived as a channel for solidarity and support to the South. Its main line of intervention is education, development and basic training, with importance also given to work on gender

equality, defense of the rights of children and youth, governability, and promotion of civic participation. The director of InteRed, Maria Carmen Aragonés, is an ESADE alumna from the FONG 01 course. Currently, seven ESADE alumni collaborate in Interred solidarity initiatives on a team led by Macrina Camps (Lic&MBA 94) and Ilaria Massa (Lic&MDE 00).



HOW TO CONTACT INTERED?

c/ Seminario de Nobles 4-5º centro
28015 Madrid
Tel. 91 541 64 58
Fax 91 548 19 21



Consultants for Solidarity Initiative, Barcelona kick-off



Adsis Foundation
Consultants for Solidarity
Team: Mònica Montaner (Mgmt Control 99), Núria Serra (ADE 05), Adela Suñer (Lic&MDE 85), Xavier Dueñas (EDIE 88 & EDIF 90), Jordi Llambrich (MBA 07), Jorge Rovira (MBA 01), and Antonio Rodríguez (MBA 05).



Ared Foundation
Consultants for Solidarity
Team: María Quintana (MBA 01), Gemma Huguet (Lic&MDE 99), Xavier Grau (EDIK 92), Ivana Casaburi (professor, ESADE Marketing Mgmt Dept.), Carles Farrando (MBA 05), Ana Gutiérrez (ADE 02) and Diana Folch (Mktg Mgmt 03).



Comtal Foundation
Consultants for Solidarity
Team: Albert Martí (Managerial Function 92), Elisabeth Fitó (ADE 06), Toni Aguiló (ADE 02), Sergio Cortés (Vicens Vives 07), Cecilia Mendez (DAF 01), Marta Busquets (ADE 00), Roser Cuscó (ADE 03) and María José Parada (MBA 01).



Education Without Borders
Consultants for Solidarity
Team: Sonia Giral (Fin Mgmt 06), Violeta Paredes (ADE 06), Ester Grieria (Lic&MDE 90), Victor Peiró (MBA 74), Enrique López-Vigueria (Technical Secretary of ESADE), Marc Cabré (ADE 06) and Eduard Badia (ADE 05).



Casal dels Infants del Raval
Consultants for Solidarity
Team: Carmen Perez (Mktg Mgmt 03), Elisenda Sans (ADE 01), Nazareth Pino (ADE 05), Josep-Francesc Valls (professor, ESADE Marketing Mgmt Dept), Uxue Valls (ADE 03), Serine Aboujehine (MBA 99) and Mario Mata (ADE 04).



Ulls del Món Foundation
Consultants for Solidarity
Team: Nausica de Barrios (MBA 01), Joaquín López (PAD 80), Gerard Martorell (Lic&MDE 87), Ramón Prat (MBA 95), Santiago Ruiz (MBA 90), Susana Valdes (Lic&MDE 97), and Santiago Blanco (MBA 04).

Film Forum

opens with the documentary Invisibles

THE MISSION OF ALUMNI FOR SOLIDARITY IS TO BRING ESADE ALUMNI CLOSER TO THE THIRD SECTOR USING THEIR MANAGERIAL AND HUMAN CAPABILITIES TO CONTRIBUTE TO A JUST AND SUSTAINABLE WORLD.

This year, within the Alumni for Solidarity project, a Film Forum has been

launched for the purpose of making film showings into a tool for reflection and debate among attendees. During the first session, there was a showing of selections from the documentary *Invisibles*, by Doctors Without Borders and produced by Javier Bardem. A presentation was given by **Marcel Planellas**, General Secretariat of ESADE, and **Alfred Vernis**, head of training for ESADE's Institute for Social Innovation. After showing the two selected documentaries (*Cartas a Nora* and *Buenas Noches Ouma*), there was a discussion/debate with participation from **Rafael Vila Sanjuan**, former secretary of *MSF Internacional*, former director of *MSF España* and currently assistant director of CCCB, as well as **Luis de Sebastián**, ESADE honorary professor, whose latest book is *África, pecado de Europa* [*Africa, Europe's sin*].

RHYTHM IS IT! MUSIC AND SOCIAL COMMITMENT

The second Film Forum session, held November 26th, revolved around Education. The documentary selected for the occasion, *Esto es Ritmo* [Rhythm is it!], presents the first important educational project of the Berlin Philharmonic Orchestra, and follows the behavior and emotions of some two hundred and fifty young people who were part of the project.

After the film showing, **Alfred Vernis** acted as moderator for a debate on *Education and Learning in the 21st century*. Also participating was **Alfons Sauquet**, professor in the Human Resources Department and Vice-dean of Research and Knowledge at ESADE.



Interview with Joaquim Pons Ribas, of the Migra Studium Foundation

“Cultural diversity is an opportunity”

THE MIGRA STUDIUM FOUNDATION IS A SOCIAL ENTITY UNDER THE AUSPICES OF THE SOCIETY OF JESUS IN CATALONIA, OCCUPIED WITH THE STUDY OF, RESPONSE TO AND SOCIAL SENSITIZATION AROUND THE MIGRATION PHENOMENON.

How did the Migra Studium Foundation come about?

The Foundation has part of its roots in African soil and in the Maresme. First, in my work with the Jesuit Refugee Service in what is now the Democratic Republic of the Congo. And afterward, in a shelter house in Mataró, alongside Africans facing the reality of immigration in our country. A socio-educational and mediation effort, debunking stereotypes and prejudices, trying to ease awkward relationships. This socio-educational labor was complemented by my trips to Barcelona to meet with Lluís Recolons, a Jesuit colleague specializing in population movements. It was the determination on the part of the Society of Jesus in Catalonia to truly get involved in this social phenomenon that led to establishing the Migra Studium Foundation in February 2003.

Two words make up the name of our Foundation: Migrations and Studium, a Latin term which speaks of study, dedication and effort. This is the spirit we want to invest in our work, without overlooking the more modern meaning of a “space” for working, for training and for providing shelter.

What does the foundation do?

We have organized ourselves into two areas of response: the area of Social Action and the area of Study. In the Social Ac-

tion area, there are the projects “A Language Welcoming Space”, “¡Vamos!” (a socioeducational intervention with children in the Gothic quarter), “A Space for Encounter” (between native and immigrant persons, in order to foster community action in education for diversity), “An Interreligious Space” (to spread understanding and sensitization on religious diversity in our country). As for the Study area, the main objective is to generate and disseminate thought in the social, intercultural and interreligious areas.

With the arrival of foreign immigration to our country, what big challenges are ahead?

One of the big challenges is to work for cohesion in society. The perception of the local population is often one of disorientation, which translates into a feeling of fear and uncertainty. Social and educational interventions are needed for mutual understanding. One of the big challenges we find in integration of children from immigrant families into the workplace is equality with the nationals in working conditions.

What can business people do for immigration? And for interculturality?

Regarding the topic of cultural diversity within a company, I feel that it should be understood more as an opportunity, and not so much as a problem. Good



management of this diversity can become an element to improve the image of a socially responsible company. This can translate into economic and social benefits.

This good management should lead companies to work on mechanisms for controlling discrimination due to place of origin, thus avoiding labor discrimination and promoting equal opportunity in professional advancement. I also wish to emphasize the importance of on-the-job training. Working for an integrated society means that all of us have to shift from our old positions, both foreign workers and national ones.



CONTACT DATA
FUNDACIÓ MIGRA STUDIUM
 Palau, 3, 08002 Barcelona
 Tel. 934 120 934 / 934 122 585
 info@migrastudium.org



James March

TALKS TO ALFONS SAUQUET ON METHODS USED FOR EDUCATING AND HOW SUBJECTIVITY DETERMINES THEIR SELECTION



READING TIME
6'

Alfons Sauquet: For many years you have been speaking about learning in organizations...

James March: There is great enthusiasm for learning. Much of this enthusiasm is basically tautological. If you define learning as improving, then

to state that “learning leads to improvement” is not a very interesting statement, since you had already defined learning as such. For that reason, I prefer to speak of a learning process: to specify the process and then say when it is helpful or when it is harmful, and what types of problems it brings up. And really there are three types of processes, which I believe we have examined quite in depth. One is what we could call “trial and error”. The basic model consists of imagining the learner trying something out and observing its results, if the results are good he repeats it, and if the results are bad he sets it aside and does not do it again. A large part of the psychol-

ogy of learning deals with this. The second model would be learning from others, a model which speaks of disseminating knowledge, the propagation of things. And the third is basically an evolution model which says that, over time, what occurs is that organizations or organisms or successful practices survive and are reproduced, while those which are unsuccessful die or do not reproduce. These three models are ways of adapting, and some things which are true of adapting can be applied to all three. The paradigmatic situation which we usually examine is something called the “problem of the two-armed bandit”. The problem is like this: I give you money and



“The more rational you are, the more you will explore”

WITH HIS LENGTHY EXPERIENCE IN ANALYSIS OF HOW ORGANIZATIONS GO ABOUT DECISION-MAKING, JAMES MARCH EXPLAINS TO ESADE VICE-DEAN OF RESEARCH & KNOWLEDGE, ALFONS SAUQUET, HIS THOUGHTS ON HOW EDUCATORS SELECT ONE METHOD OR ANOTHER FOR CONVEYING KNOWLEDGE.

I tell you that here are two slot machines. Perhaps they both have the same probabilities for winning or perhaps they are different; but that is all I tell you. Now maximize your profits. How would you do it? Well, you would say: “I don’t know which one is better. If I knew which one is better I would bet all my money on that machine, but I don’t know. So, I have to experiment a little. How long should I experiment? How can I make it work?” This very simple problem, called the “problem of the two-armed bandit”, is actually a very difficult problem to solve.

There is no definitive statement on the optimal strategy for this very simple problem. At a more general level, this problem is an example of choosing between what has come to be called “exploitation”, which consists of betting the money on the machine which seems to be better, and “exploration”, which consists of betting the money on the other machine simply to find out if it might be better. Or in more general terms, exploitation consists of using knowledge that you already have and perhaps perfecting it a little,

while exploration is the search for new knowledge. And, if you think over the “problem of the two-armed bandit”, you realize that you are making a decision between exploration and exploitation. And from the beginning you know that you are not going to always opt for one choice. You are not going to simply pull on the first lever and repeat that action indefinitely, nor are you going to keep switching back and forth between the two machines; what you are going to do is some kind of combination of the two options.

A.S.: Why do we tend to explore?

J.M.: This is the behavior you show, the more forward-looking you are. The more rational you are, the more you will explore. This is the predicted behavior if you can assume individuals are rational. They may do it for other reasons, but this is the type of prediction. In fact, how do individuals decide on these things? This is more interesting to me. But before dealing with this topic, there is another phenomenon, which I feel is fundamental, involved in this type of world, and involved in

the three models, the learning model, the propagation model and the evolution model. But it is simpler to describe in the case of learning.

“Leadership is a story we are all telling while we try to understand the world”

Let’s say that you have a handful of alternatives, and your rule is: consider one alternative or try out one alternative and if the results are good, repeat it or increase the chances for repeating it on a habitual basis. If the results are poor, decrease the chances for repeating this alternative. This is basically what learning is about. But this has a very interesting consequence which very few people realize. If you do not repeat an alternative that has given poor results and you do repeat alternatives that have had good results, this means that actually you are going to have more precise knowledge about alternatives that have good results. In other words, you will have a greater sample of observations.

The theory of sampling, which is what this actually is, says that the error variance of an estimate depends on the size of the sample. This is rather technical, but it is fundamental, and in a certain sense exciting, because once this is understood, you realize that you know less about the alternatives that have given poor results than the alternatives that have given good results.

In general there are two types of errors you can make. You can overestimate or underestimate the value of one alternative. If we overestimate the value of one alternative, learning will correct this mistake, because we will repeat it, we will obtain new information and will discover a new value and everything else about it. But if we underestimate the value of an alternative, we will not repeat it and we will never discover that value, or, to be more precise, it will be less probable that we discover this value. And this asymmetry is very important.

But there are also cases where the more you do something, you actually end up being worse off. The most usual case is when we speak of technology or the practice of something, and the more times we do it, the greater the benefits. This type of alternative is likely to be underestimated, because the initial results are

relatively poor, and since we underestimate it, we do not repeat it, so in fact we do not develop the competency. And so we set this aside and make the mistake of considering it done.

Simply due to ordinary learning, not because of stupidity or anything else, but simply due to ordinary learning. We end up making the mistake of not accepting an alternative which is actually better, or, to be more precise, would become the better one through practice. And this is the big problem in learning.

A.S.: Is this what you would call a competency trap?

J.M.: This is part of the competency trap. The “competency trap” occurs because if you are moving in a world where practice means improvement, if you do something and the result is good, you do it again. And you become more competent at it, so that in fact the result is good again, and you do it again and again, and you become so competent in the practice of that technology that it is almost impossible for you to change to anything else, because anything else, even if it would be much better if you practiced it well, when you try it out, it will seem so poor that you would never change to it. This is the competency trap, and this is where practice is involved.

Another area where this mechanism is very important is given an assumption that we have some alternatives that give us a very reliable result; the result is good but not excellent, and there is not much variation in this result. And we have some alternatives that have a low probability of giving us something very good, but a high probability of offering rather poor results. On the average, the second type of alternative is not as good as the first type. Well then, according to most theories, we would prefer the second alternative: this is what is called high risk.

These learning mechanisms actually move us away from the high risk alternative, such that simple learning makes us adverse to risk. Presently, when we speak about aversion to risk, most of the time we are thinking about some attitude with respect to risk. But this has nothing to do with any attitude with respect to risk; it is simply a matter of repeating things when we are successful and not repeating them when we are not successful. So the general problem for organizations (even though we may find some counterexamples) usually is, how do we maintain exploration? The problem with exploration is that it also leads to failure with certain initiatives. So then, the problem is usually

phrased like this: “How can we get organizations to explore? and, having explored and failed, how do we get them to do it again?” This is how the problem is posed.

A.S.: This has a lot to do with the innovation dilemma.

J.M.: Yes, I think that’s basically what it is. When I teach innovation I say that you cannot go anywhere or understand innovation unless you understand two obvious, fundamental things.

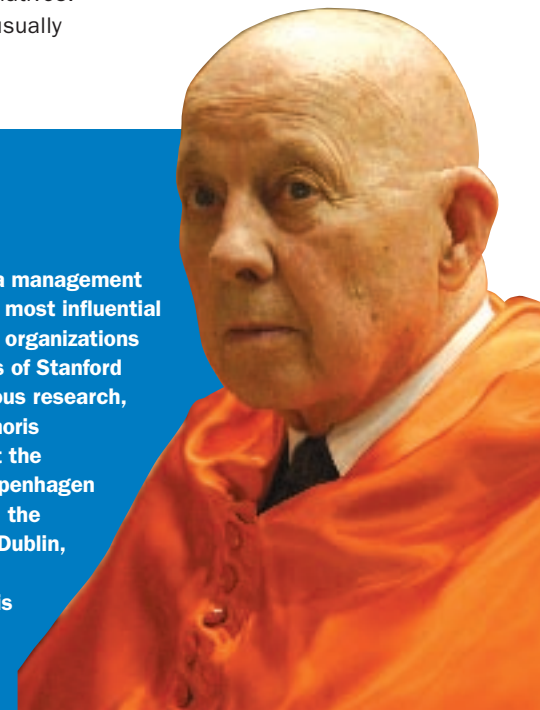
ALFONS SAUQUET
alfons.sauquet@esade.edu

ESADE’s current Vice-dean of Research and Knowledge and Director of the Doctoral Program, he holds a doctorate in Education and a Master’s in Organizational Psychology from Columbia University in New York. A full professor of Ramon Llull University at ESADE, part of his extensive academic labor has been developed between ESADE and collaborations with Columbia University, HEC Paris, and others, and he has led research financed by the European Commission on learning at small and medium enterprises in four European countries.



Decision in organizations

James March, in addition to being a management expert, is well known as one of the most influential theorists due to his studies on how organizations make decisions. Professor emeritus of Stanford University and producer of prestigious research, he was recently named “doctor honoris causa” by Ramon Llull University at the recommendation of ESADE. The Copenhagen Business School of Economics, and the Universities of Bergen, Wisconsin, Dublin, Poitiers and York are among other universities that have recognized his career with this award.



The first is that most new ideas are bad ideas. And the second is that new ideas that are good ideas initially look just like the new ideas that are bad ideas, so you cannot tell the difference: they both look bad! Once you take these two things into account, then you can understand the problem of innovation, because every time you try to innovate you can fail.

Most ideas look bad, even the ones that are good. The ones that are good turn away from the established knowledge, and that turn makes them look bad. So the problem is how you maintain innovation when faced almost always with a negative response. There are many other aspects to this topic, but the balance between exploration/exploitation, and the problem that learning tends to set exploration aside, and what to do in order to maintain it, this is more or less the central problem of innovation.

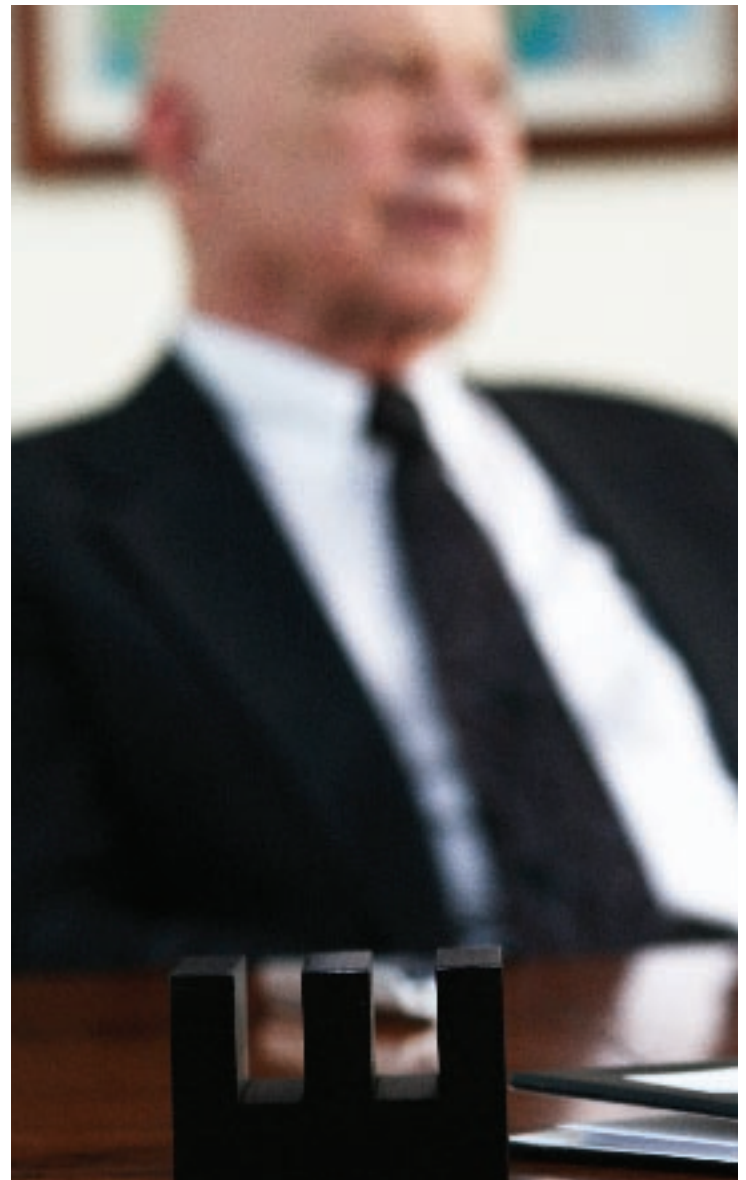
A.S.: Moreover, in learning models everything is subjective.

J.M.: In learning models, everything is subjective; it is what that person defines as good or bad. And that naturally complicates the model, since different individuals will have different definitions of good and bad, and in no case is it true that these definitions are constant, since they can change over time. So suppose that you have an objective, and that that objective is profits or something else, but something numerical. You try one thing and profits are good, and you try another thing and profits are bad. One of the things that you get is superstitious learning: you try something and it turns out well, you try it again and it turns out well, and you do it again and it turns out well again. And you think you have the solution for the world. But suppose that what the world does is reward you whatever you do; you wouldn't realize it. You will think that you have solved the problem.

My best example is a rich boy in a world where social position is of paramount importance. Whatever he does, that boy will be rewarded. So then, the rich boys think that they have solved the world's problems, and each one of them has solved them differently. The poor boys, whatever they do, are not rewarded, so they keep trying other things that do not help them. In both cases we're dealing with superstitious learning, since there is nothing to be learned, at least in their learning models. The first case, the rich boy, is my version of general managers when times are good. General managers in the good times have to try hard in order to fail, but they think that their success is on their own account, so each one believes he has solved the problem, and each one writes a different book.

One says "the solution is strong, dominant leadership in top management" and another says "the solution is democratic governance", etc. Both are totally convinced from their own experience that they are right, but what they don't realize is, whatever they would have done, they would have been successful, so we are dealing with purely superstitious learning. There is a lot of superstitious learning in management, many cases of attributing results to one's own behavior when actually the results are not due to that at all. You may think that in the end leadership influences positively, and even so my affirmation would still be true. There are moments when it really is impossible to fail. You could fail if you were completely out in left field, but if you stay within the limits of reason things will turn out well. Many books on the secrets of management success do not agree with each other. So, how do you know when they are being successful? My basic idea about leadership is that leadership is a story we are all telling while we try to understand the

world. And for various reasons we prefer stories that more or less look like those with heroes and villains. So we tell historical events like this, and we tell stories about the history of business like this, and we tell current events like this. And there may even be a certain amount of truth to it, but what is more obvious is that whether they are true or not, this is the type of story that we like to tell. All this is part of our cultural mythology, so this is the story that we tell. Now then, is this story true? Everything that I have said till now, even if it is a false story, it's the story that we will tell.



Assessment of renowned or well-known marks

EUSEBI NOMEN



eusebi.nomen@esade.edu

Doctor in Business Sciences, MBA, undergraduate degree in business administration, and technical agriculture engineer. Director of the ESADE Chair on Analysis of Intangible Assets, he is the author of several books and articles. Due to his professional activity, for ten years he has been Technical Delegate on the four Expert Committees and Permanent Committees of the World Intellectual Property Organization (WIPO, Geneva). In the field of business he has participated in hundreds of negotiations, assessments of intangible assets, judicial reports and has managed complex emotional innovation projects such as Cobi, the Barcelona '92 mascot. In the field of Public Administration he has carried out several projects, from the creation of the intellectual and industrial property system for the nation of Andorra to the reform of the industrial property system of the Russian Federation. He is an advisor in the European Patent Office (Munich).

JORDI MONTAÑA



jordi.montana@esade.edu

Doctor in Engineering and MBA from ESADE. Lecturer in ESADE's Marketing Management Department and full professor at *Universitat Ramon Llull*, he is also director of the ESADE Chair of Design Management. Consultant to national and international businesses and organizations on topics of innovation, new products and trademarks, he is also a member of the Council of industrial and service businesses. He has numerous publications and articles in journals such as the *Harvard Business Review*, *Journal of Brand Management* and *Journal of Marketing Management*. He is a member of the OAMI Committee of Experts in Design and has carried out numerous technical rulings in litigation on marks and designs. He was the founder and managing director of *Quod, Diseño y Marketing, S.A.*, a services company responsible for the identity and design management of the '92 Olympic Games.



READING TIME:
3'

CONSIDERATION BY THE COMPETENT AUTHORITY THAT A MARK IS WELL-KNOWN OR RENOWNED ALLOWS IT TO BENEFIT FROM EXTENDED LEGAL PROTECTION BEYOND THAT PROVIDED FOR MARKS THAT DO NOT ATTAIN THIS QUALIFICATION

We are looking at two very precise legal concepts: well-known mark and *renowned mark* [in Spanish, *marca renombrada*, a concept specific to Spanish law]. And we mustn't confuse the meaning of

well-known or renowned in the area of trademark law with other meanings that these terms may have in the world of marketing or in common language. Here we must be especially cautious, since renowned and well-known

legally are non-continuous variables that can have only two values: yes or no. A mark is either well-known or it is not. Or it is renowned, or it is not. In legal terms, being well-known or renowned is not measurable, it is determined or assessed. For this reason we must be especially cautious in exercises for measuring renown or even with certain published rankings on brand renown, which are exercises done outside the framework of the legal concepts of our mark legislation. These are exercises which we stay away from entirely.

According to Spanish legislation, a mark is qualified as well-known



when it is generally familiar to the relevant sector of the public for which its products and services are intended. A mark is considered renowned when it is well-known to the public in general. Therefore, we are looking at certain ranks which are achieved by reaching a threshold of quantitative familiarity to a determined public audience. There are no qualitative requirements, such as prestige, luxury, perception of quality or other qualitative aspects of familiarity. These are quantitative thresholds, even if the law does not specify the percentage of the public which must be familiar with the mark in order for it to be well-known: there must be a level of familiarity which the competent authority accepts as being "generally well-known".



RONDA 15

Carrer Les Corts, 22-38
Tel.: 93 339 28 28
08028 - BARCELONA
(Detrás Corte Inglés Diagonal)

Av. de la Fama, 2-10
Tel.: 93 377 39 39
08940 - CORNELLÀ DE LLOBREGAT
(En salida 15 Ronda de Dalt)

www.ronda15.es

EXTENDED PROTECTION

Being well-known or renowned are concepts which relate to two levels of extended protection:

- Protection which goes beyond the registry requirement, that is, protection granted to a determined mark which fulfills a series of requirements in a territory, even if it is not registered in that territory.
- Protection which goes beyond the principle of speciality, that is, the mark receives protection beyond the goods and services similar to those for which it is registered or is being used.

After a conceptual and legal review in the first part of the report, the second part analyzes additional requirements which certain legislations require in order for a mark which is considered well-known or renowned to receive certain extended protection.

The text maintains a global perspective because well-known or renowned marks can be so in several territories, such that the legal owner of the mark needs to cover every possible requirement in order to benefit from extended protection in each one. In this second part we also identify methods that can be used for determining whether the above requirements are being met and for quantifying them objectively. For example, the concept of mark familiarity is expanded as the sum of mark awareness (recognition and recall) and the mark image based on categories of what it is associated with. It is a bridge between the world of marketing, market research methods, statistical tools and econometrics, with the world of law.

The third part of the report proposes a process for evaluating fulfillment of requirements for gaining extended protection of a well-known or renowned mark. It is a systematization exercise

which is especially helpful when you need to draw up a technical report with the highest level of objectivity in order to expound or defend to the competent

In legal terms, being well-known or renowned is not measurable, it is determined or assessed

authority the existence (or non-existence) of a well-known or renowned mark.

Related bibliography

Aacker, D.A. (1991) Managing Brand Equity. The Free Press, New York

Aacker, D.A. & Joachimsthaler, E. (2000). Brand Leadership. Simon & Schuster, London

Keller, K.L. (2002) Strategic Brand Management, Prentice Hall, New Jersey

Oficina de Armonización del Mercado Interior (OAMI). Directrices de oposición, OAMI

A contribution on the protection of marks



We are looking at a technical report which, due to its contribution on the protection of marks, was presented November 12th at an event held by the Ministry of Industry, Tourism and Commerce, and led by Subsecretary María Teresa Gómez

Condado. This work is the product of a fusion between the study of legal requirements paired with market study techniques, and comes from joint research by two ESADE chairs. The report was chosen by the Institute of Intangible Asset Analysis to form part of a collection which they publish; the first printing of 8000 copies is nearly depleted.

The report stems from a research investigation, "A process for determining extended protection of a well-known or renowned mark", under the direction of Eusebi Nomen, director of the ESADE Chair for Analysis of Intangible Assets, and by Jordi Montaña, director of the ESADE Chair for Design Management, with collaboration from students in the doctoral program: Maika Valencia, Giulia Calabretta, Vanesa Alamilla and Jordi Espanyó.



XIII Annual ESADE Alumni

1958-2008 Inspiring Futures



Where

The *Gran Teatre del Liceu* is the majestic scenario chosen for celebrating the 8th annual ESADE Alumni Conference, which on this occasion commemorates ESADE's half century of life.

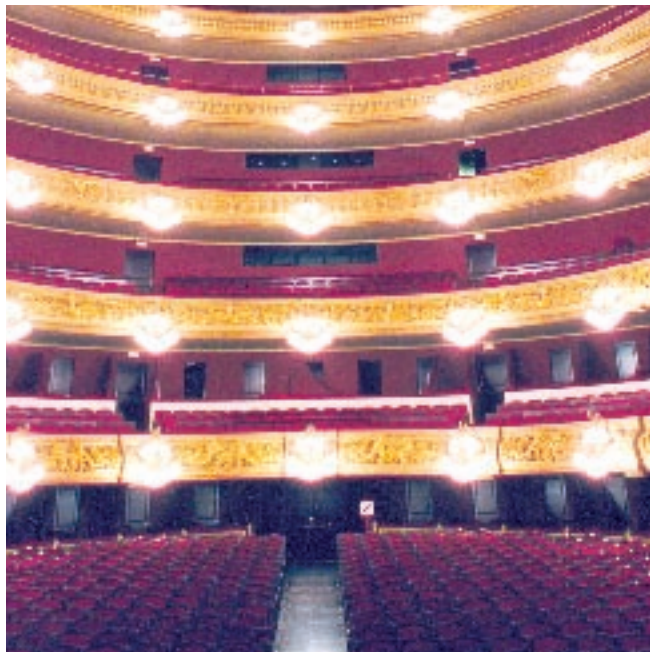
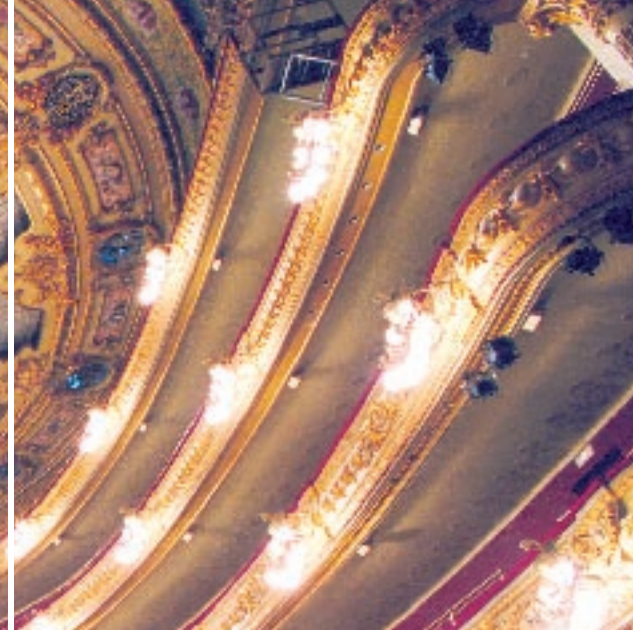
When

The event, which takes place January 22nd at 7 PM, is based on the theme *Inspiring Futures*, which encompasses the spirit that has guided the course of the school over the last 50 years.



How

This Annual Conference more than ever will be the meeting place for all alumni, teaching staff, businesspersons, academic personnel and current students of ESADE.



With whom

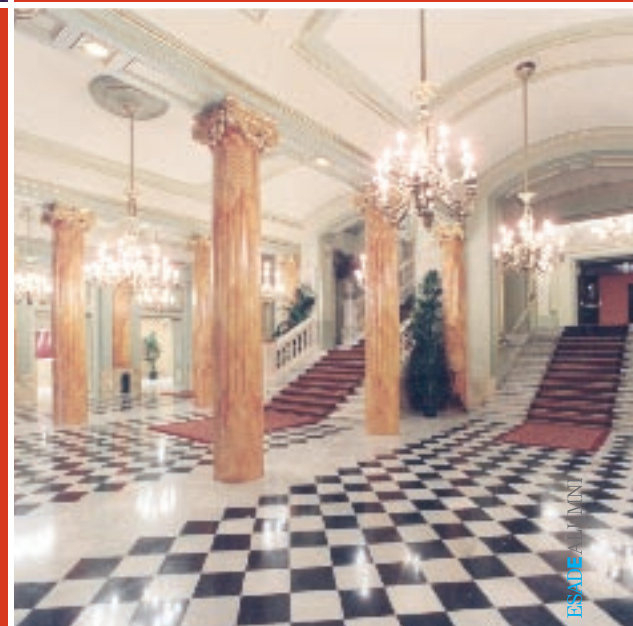
The ESADE alumni community is made up of more than 35,000 former students. ESADE ALUMNI has 11,500 members, 20 international chapters, 10 regional delegations, 20 functional and sectoral clubs, and 200 graduation-class delegates. All of these are leading players in the Annual Conference.

We especially acknowledge the collaboration of our main sponsor:



Why

With the E50 celebration as our starting point, our objective will be to highlight the main pillars which have made our success possible and which are going to mark the coming decades: the internationalization of ESADE and the drive toward synergies with the business sector.



The value of one's roots in taking on new challenges

Participation from all those who have been or are now part of ESADE over these 50 years is the touchstone of the Annual Conference. Owing to this special anniversary, different activities are planned so that everyone can participate actively in the celebration.

One of the most important moments of the conference will no doubt be the presentation of the ESADE Awards. The school's half century and its new challenges for tomorrow characterize an anniversary where remembering our roots plays a fundamental role. For this reason, we have decided to present awards to the businessmen who founded ESADE and to the Society of Jesus. Their effort during ESADE's early years has served as inspiration over its entire course and is the essence of the route to be followed in years to come.

Awards
will be
given to the
businessmen
who founded
ESADE and
to the Society
of Jesus



II Annual ESADE Alumni Conference in Madrid

A start-up becomes established



How

The II Annual ESADE Alumni Conference bears the name *Inspiring Futures*. This slogan refers to the innovative nature of the school which, faithful to its beginnings, takes note of its past in order to embrace new challenges for the future.



When

The event will take place on February 12th and is part of a program of events around the 50th anniversary of the birth of ESADE.





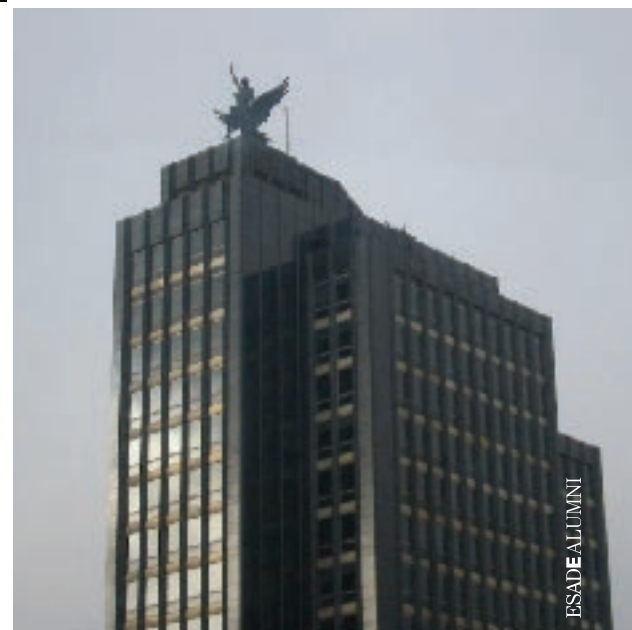
Where

The II Annual ESADE Alumni Conference in Madrid will be held at the *Mutua Madrileña* Auditorium, located on the Paseo de la Castellana.



With whom

Important sponsors will be collaborating in the celebration.



Past and future in the evolution

TWO EXHIBITIONS HAVE BEEN ORGANIZED ON BEHALF OF ESADE'S 50TH ANNIVERSARY: 'HACER HACER. UNA EXPOSICIÓN SOBRE LA EVOLUCIÓN DEL MANAGEMENT' [GETTING IT DONE, AN EXHIBITION ON THE EVOLUTION OF MANAGEMENT], ON DISPLAY AT THE PALAU ROBERT IN BARCELONA UNTIL MARCH 3RD; AND 'ESADE 5.0. IMÁGENES HISTÓRICAS PARA EL FUTURO' [ESADE 5.0. HISTORIC IMAGES FOR THE FUTURE], PRESENT AT BOTH BARCELONA AND MADRID CAMPUSES.



The half century of ESADE's existence is intimately connected to the evolution of management, and this is the central theme of the exhibition inaugurated on December 18th in Barcelona's *Palau Robert*. The exhibition, scheduled on the occasion of the institution's 50th anniversary, is an initiative of ESADE and the *Palau Robert*, with sponsorship from *La Caixa*. The objectives of this display are to encourage reflection on the importance of management sciences and to share information about those people – both business persons and academics – who have made their mark in this discipline.

The exhibition is presented as a walk through the management sciences and is structured into three sections. The first is entitled *The confusion of Babel*, and focuses on the specific vocabulary which, like in other disciplines, has been gradually incorporated into popular and professional language. Visitors may more or less understand words that we hear on a daily basis, such as implementation, risk capital, cash flow, and can check their understanding when they visit *HACER HACER*. The second section, *Diez momentos con historia* (Ten historic moments), summarizes ten moments fundamental to the history of management. Important moments, transitions and concepts which have taken place in history and which have influenced the state of the economy, from the



assembly line to the birth of the concept of management to the teaching of this discipline in business schools, all these are seen clearly in the exhibition. Finally, the third section, *Diez personas con voz* (Ten people with a voice), focuses on ten people, who as business persons or academics have been important players in the evolution of management. Here we find names such as J.P. Morgan, Henry Ford, Mary Parker Follet, Peter F. Drucker, Thomas J. Watson Sr., Alfred D. Chandler, Michael E. Porter, Henry Mintzberg and Edith Penrose.

The exhibition, the first of its kind in our country, attempts to bring the managerial discipline and its particular technical concepts closer to the general public;

The exhibition attempts to bring management and its particular technical concepts closer to the general public

the exhibition is ESADE's way of opening a space for better understanding and knowledge of the discipline. Management plays an important role in today's world, even



The “ESADE 5.0” Exhibition is open to the public at ESADE campuses in Barcelona and Madrid

if few citizens are able to recognize this in their daily lives. The *Palau Robert* building is located on Barcelona’s Paseo de Gracia, 107 and information about how to get there can be found on its web page www.gencat.cat/probert.

ESADE’s centers in Barcelona and Madrid host the exhibition *Imágenes históricas para el futuro* (Historic images for the future), where images walk you through the historic course of what has become, over the years, one of the most highly recognized, international business schools. The display shows, through pictures, the most representative moments in the history of ESADE, from its early beginnings in the late fifties, up to the present day. As a result, this visual material not only takes the visitor on a walk through the history of an academic institution with an international calling, but

also demonstrates its firm commitment to innovation, research, entrepreneurial initiative and social responsibility as steps to follow in the future.

More information and merchandising at:

www10.gencat.net/probert/Index_cat.htm

<https://157504.spreadshirt.com/us/US/Shop/Index/Index/page/2>

