Custom Programs
WELCOME

ESADE designs customized learning programs and experiences that allow both organizations and executives to grow, transforming them into leaders of change. Innovating, opening up new directions, accompanying them through every stage of the process to make sure the learning experience generates real impact.

HIGHLY CUSTOMIZED

INNOVATIVE METHODOLOGY

IMPACT ON RESULTS
CUSTOM PROGRAMS

ESADE EXECUTIVE EDUCATION

Your Partner for Global Learning
OUR BEGINNINGS

Since its founding, 50 years ago through the initiative of a group of entrepreneurs, ESADE Business School has always been closely linked to the corporate community. With this target group in mind, our Executive Education programs offer an expanded, updated and innovative portfolio of development solutions for executives throughout all stages of their professional lives.
OUR CORE VALUES

COOPERATIVE LEADERSHIP

ETHICS

DECISION-MAKING RESPONSIBILITY

OPEN AND CRITICAL THINKING
Today, Executive Education is a platform from which public and private sector business executives can access the most relevant topics. From the acquisition of management skills and competences to the analysis of the latest business trends, our portfolio of programs covers all areas of business management.
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Our programs are designed by high-level specialists with extensive experience in both academic and business environments and who are often the creators of trends and new concepts in their field of specialization. The results are innovative programs that utilize methodologies focused on the global development of participants, and cross-functional projects with high practical impact for organizations.
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ESADE IN THE RANKINGS

**BUSINESS SCHOOL EUROPE**
Financial Times 2014

**WORLDWIDE**
América Economía

**CUSTOM PROGRAMMES EUROPE**
Financial Times 2015

**EXECUTIVE EDUCATION WORLDWIDE**
Financial Times 2015
WHY US?

Discover how can we become your real partner.
ESADE designs customized learning programs and experiences that allow both organizations and executives to grow and become leaders of change. **Innovating**, opening up new directions, **accompanying them** through every stage of the process to make sure the learning experience generates **real impact**.

We believe it is very important to develop and build a lasting relationship with our clients. ESADE Custom Programs is not only a supplier of services and knowledge, but thanks to its global vision in the field of management, it is a partner capable of advising organizations on how to best meet their training needs.
**OUR GOAL**

is to become a real partner for the company:

1. Analyzing the organization’s needs
2. Understanding the challenges and objectives
3. Designing the best learning experience

**OUR SOLUTIONS**

are to give global organizations outstanding expertise in the development, implementation and management of programs to address most types of business situations. Whether your organization wants to improve performance, grow, deal with a shifting competitive landscape or manage organizational change, we design the best program to suit your needs.
**OUR VALUE PROPOSITION**

is to create genuinely new and original formats adapted to each company’s specific requirements; innovation, not only in contents but also on delivery.

**OUR TRAINING PROPOSALS**

involve every level of responsibility: from CEOs and General Managers to Functional Managers and High Potentials. Knowing that organizations are increasingly tending towards more transversal structures, we work to try to help people tackle new realities and to take on new organizational challenges, thereby enabling their companies to grow.
Corporate University Solutions
EXECUTIVE PROGRAMS DEVELOPED TO ALIGN STRATEGY NEEDS AND TALENT.

Personalized Executive Learning Experiences
SOLUTIONS DESIGNED FOR CEOs AND SENIOR MANAGERS

Leadership Development Programs - LDPs
SOLUTIONS DESIGNED FOR FUNCTIONAL AND BUSINESS DIRECTORS

Emerging Leaders Programs
SOLUTIONS DESIGNED FOR FUTURE LEADERS AND HIGH POTENTIAL PROFESSIONALS

Ad-hoc Programs and Workshops covering specialized needs:
FINANCE AND VALUE CREATION, BUSINESS MODELS INNOVATION, LEADERSHIP SKILLS, STRATEGY, INNOVATION.
OUR KEY POINTS

Highly customized

Innovation and differential value

Close to companies, wherever they are

Flexibility

Intensive training solutions for immediate application

Impact on results
Highly customized

We take the time to listen and to understand your needs and your situation. In the design and development of the programs, in the methodology and in the work processes, our ability to adapt in order to really get to know and understand our clients means we can maximize the results of the training experience.
OUR KEY POINTS

Highly customized

Innovation and differential value

Close to companies, wherever they are

Flexibility

Intensive training solutions for immediate application

Impact on results

Innovation and differential value

These intensive learning experiences can only be possible with an exceptional faculty body that bring knowledge and experience into the classroom and foster the positive exchange of ideas among participants, who in turn become a true learning community.
Close to companies, wherever they are

For ESADE there are no frontiers. For more than 30 years, we have been developing Custom Programs for companies – from multinationals to local businesses – in over 25 countries, from Asia to South America.

**NORTH AMERICA**
- **USA:** Bunge, Bayer, Abengoa
- **Mexico:** CEDEM, FIA

**SOUTH AMERICA**
- **Brazil:** APM Terminals
- **Peru:** PriceWaterhouseCoopers (PWC)

**EUROPE**
- **Germany:** Bayer, Tchibo
- **UK:** Ferrovial
- **Serbia:** FIA
- **Norway:** KMA
- **Spain:** Telefonica

**ASIA**
- **Singapore:** APM Terminals
- **China:** Shanghai International Port Group

**AFRICA**
- **Gambia:** Equatorial Coca-Cola Bottling Co.
- **Cape Verde:** Equatorial Coca-Cola Bottling Co.
- **Oman:** APM Terminals
OUR KEY POINTS

Highly customized

Innovation and differential value

Close to companies, wherever they are

Flexibility

Intensive training solutions for immediate application

Impact on results

Flexibility

We can deliver programs at the location each company requires.
Intensive trainings solutions for immediate application

Our integrated and eminently practical programs always offer strategic approaches aimed at getting results. Our custom programs are detailed and demanding learning experiences and we use cutting-edge methodologies including Business Simulations, Change Simulations, Role-Plays, Action Learning Projects, Individual Development Plans, Follow-ups and so on.
OUR KEY POINTS

- Highly customized
- Innovation and differential value
- Close to companies, wherever they are
- Flexibility
- Intensive training solutions for immediate application
- Impact on results

Impact on results

ESADE designs exclusive learning programs that have a real impact on your business and on the people who are part of it: ROE (Return on Expectations) & ROIB (Return on Investment for the Business).
WHAT DO WE DO?

Step one in the Custom Program set-up is the creation of a design team comprising ESADE professors and the company’s management. We are a partner working alongside you. We listen to and analyze the company’s needs and we bring our extensive know-how to the design of a tailor-made learning experience that fully meets the specific requirements. Our programs are hands-on, practical, interactive and involving.
- 1 -

ANALYSIS OF NEEDS AND STRATEGIC PRIORITIES

Strengths, weaknesses, points to work on, team potential, competencies development and so on. At this stage, an ESADE Academic Director is in constant contact with the organization to ensure a thorough and comprehensive foundation on which to build upon.
We focus on defining the content and learning methodologies, the format and duration of the program, and we select the faculty best suited to teach in the program.
- 3 -

PILOT PROGRAM

If needed, there is a first Pilot Program that will be followed by adjustments to the content and methodology.
- 4 -

PROGRAM START

As the course begins, the focus moves to ensuring that the program is being well received by the participants. In some cases, follow-up sessions or coaching are necessary to guarantee effective practical use of the learning required.
- 5 -

FEEDBACK AND FOLLOW-UP

When the program is over, there is an evaluation process of the results, corroborating its impact on the day-to-day running of the organization. Then, the next steps proposal is prepared covering any new programs to be created, any adjustments needed to run the program with other teams, etc.
HOW DO WE DO IT?

We emphasize experimentation and combine it with coaching and traditional lectures.
Our methodology constantly challenges preconceived ideas and traditional educational processes. The appropriate methodology depends on the objective of each program, the skills that need to be exercised, and the attitudes and behaviors that must be strengthened. In general, the best training for any executive emphasizes a hands-on approach, as up to 70% of our learning is through experience. Coaching is the second most influential methodology (20%) with traditional classroom teaching in the form of lectures, case studies and conferences providing the remaining 10%.
HOW DO WE DO IT?

**Knowledge**
- 70% on-the-job real life experiences
- 20% coaching and mentoring relationship
- 10% classroom and online education

**Action Learning (70/20/10)**
- Action Learning Programs - ALPS
- Individual Development Programs - IDPs
- Deep Dive Cases
- Simulations
- Leadership Outdoor

**Results**
**Application**
**Learning**
**Reaction**
We replicate this model in the learning methodologies of our management programs, dedicating the majority of our programs to experiential methodologies (Active Learning Projects, Simulators, Role-playing,...) followed by leadership development and executive coaching programs, and lastly, lectures and similar activities.

Today’s much reduced economic cycles and market turbulences mean that case studies are no longer central to management training methodology. They are gradually being replaced by the other methods listed above.
HOW DO WE DO IT?

EMOTIONAL ASPECTS
- Competency Models
- 360° Evaluation
- Executive coaching
- Peer coaching

MENTORING
- Role-playing
- IDPs

INTELLECTUAL ASPECTS
- Readings and master classes
- Cases
- Debates with managers
- Training “Clips”

MEETINGS WITH PROFESSIONALS FROM OTHER FIELDS
(anthropologists, philosophers)

EXPERIENTIAL ASPECTS
- Outdoors
- Simulators
- Meetings with managers
- Company visits

SOCIAL SOFTWARE (blogs, webinars, social networks), VIRTUAL COMMUNITIES
- ALPs
CUSTOM PROGRAMS

BEST PRACTICES. OUR CLIENTS
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<th>Company</th>
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“It was a really motivating program, as we helped really motivated managers find a way to help the company’s growth by empowering them with knowledge and leadership skills. ESADE understood perfectly our need of constantly bringing down to real life the academic issues they presented, thus connecting with the sales profile in the classroom.”

Daniel Torras
Executive Development Center Director
“la Caixa”

① CHALLENGE
La Caixa is a banking foundation and nonprofit organization which aims to promote and develop charitable, educational and cultural social work. The recent financial crisis has triggered the development of new commercial models. One of the most redefined roles within the institution was the Bank Branch Manager. La Caixa approached ESADE because they needed to develop a program to help Branch Managers acquire this new role.

② SOLUTION
We developed a completely customized program program for all Branch Managers and focused on developing leadership competencies, working with top management on sales policies and organizational issues and in teams, focusing on projects based on real life opportunities.

③ RESULTS
There was immediate recognition throughout the whole company of the role of the Branch Manager, resulting in immediate increase in sales and productivity in branches. Some of the projects the teams worked on were implemented and became important improvements in the company’s operations. And finally, the fact that all Branch Managers took part in the Program helped to link the organizational culture the organizational culture at management level.
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BIOTECHNOLOGY

Abbott  Ferrer
Abbvie  IRTA
Amgen  Leti Laboratorios
Bioderma  Ordesa
Daiichi-Sankyo  Roche
Esteve  

## Consulting Services

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1 **CHALLENGE**

Equatorial Coca Cola Bottling Company (ECCBC) was founded in 1997 as a joint venture between Cobega and The Coca-Cola Export Co. With headquarters in Barcelona, the company operates in 13 countries in North and West Africa. The challenge was to motivate, empower and integrate the top management of the different subsidiaries in order to share a common vision of the company, empower them to improve their business knowledge and leadership skills, and find areas for improvement within the company.

2 **SOLUTION**

ECCBC and ESADE designed a two-phase program:
- the first phase took place in several countries where ECCBC had offices and focused on Marketing, Sales, Finance and Operations Strategies
- the second phase took place in Barcelona, on ESADE’s Campus, where participants focused on developing their leadership competencies. During this time, participants worked on real-life projects that were presented to the Board of Directors on the last day of the program.

3 **RESULTS**

One of the immediate results of the program was the level of commitment of the participants with the company. They now feel part of a whole instead of being an independent part of something. Some of the projects have been implemented in the company with great success. Participants now feel empowered to make more decisions.

“The level of empathy of professors with participants was one of the things that struck me most, and not only during the residential periods but also during the development of the project, that was mainly carried out online.”

**Xavier Aliaga**

**Human Resources & Int. Comms Director**

Equatorial Coca-Cola Bottling Company Ltd.
LEISURE

Codere  Fundació Catalana de l’Esplai
EGASA  Melià Hotels
FIA
MANUFACTURING

Audi
Grupo Serca Automoción

Porsche
Volkswagen
COMMUNICATION

ADN Comunicació
Bertelsmann

Corporate Excellence
Enciclopèdia Catalana
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LOGISTICS

APM Terminals  DP World
Bunge           Mercabarna
Ceva            MRW
Correos y Telégrafos  Trace One
INSURANCE

+ ASV Group
  MAPFRE, S.A.
  Meridiano, S.A. CÍA.
  Españolas de Seguros

Mutual Midat Cyclops
Mutual Universal
1. **CHALLENGE**

Grupo ASV is a group of subsidiary service companies with a long history, mainly relating to ambulance, insurance and funeral services. The company’s management (Board of Directors) identified the need to provide top and middle managers with a management development program that would improve their knowledge in different areas, develop a strategic mindset and leadership capabilities, as well as acquire a common vision for the company’s future.

2. **SOLUTION**

Grupo ASV and ESADE worked together to develop EDI (Integral Management System/Space). It was a four-module program stretching over seven months that focused on Strategy, Marketing, and Finance and ended with the Leadership and Change Management Module.

3. **RESULTS**

All participants acquired a common language and helped improve communication among top managers, both in strategic issues as well as in day-to-day activities. The team became stronger and increased their commitment with the company’s goals. Every manager in the company had a heightened feeling of implication in the EDI, and the program was repeated last year.

“...I think the EDI Program was a great success for Grupo ASV because of the high level of education provided, and the excellent relationships developed among managers and faculty who participated.”

**Marisa Morant Ferrando**

**Human Resources Director**

ASV Group
Some of ESADE Custom Program’s closest strategic partners over the past few years have been major organizations’ Corporate Universities.
As a partner to these major corporations, we participate in:

**DEVELOPING AND RUNNING STRATEGIC PROGRAMS**

**DESIGNING PERSONALIZED SCHEDULES FOR MANAGEMENT**
Partners of this kind include major companies such as:
CUSTOM PROGRAMS

THE ADVANTAGES OF A PARTNERSHIP WITH ESADE

Your relationship with ESADE Business School will give you access to a whole world of services, beyond our Custom Programs.
RECRUIT OUR BEST TALENT

ESADE Business School has more than 50 years of teaching the best undergraduate program in Spain, and one of the top in Europe, as well as top ranked MBA and MSc programs. Companies that partner with ESADE can access that talent bank and recruit from the best.
NETWORK WITH OUR COMMUNITY

With more than 50,000 alumni all over the world, regional chapters in most countries and campuses in Barcelona and Madrid, we can provide your company invaluable networking opportunities.
ACCESS OUR RESEARCH

As a member of the ESADE community, you will gain access to cutting-edge research, which will be a valuable resource and inspire you to shape success for your organization.
CUSTOM PROGRAMS

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