

Ranking published in the Wall Street Journal

# ESADE, Number One again

FRANZISKA VON LIPPA



**EMBA 06.** Corporate Relations Director  
ESADE Business School



FOR THE SECOND CONSECUTIVE YEAR, ESADE BUSINESS SCHOOL HAS BEEN RATED THE NUMBER ONE BUSINESS SCHOOL WORLDWIDE, EXCELLENT NEWS FROM THE WALL STREET JOURNAL. WE THOUGHT IT WOULD BE A GOOD IDEA TO PROVIDE A LITTLE INFORMATION ABOUT THE CRITERIA WHICH THE WALL STREET JOURNAL CLASSIFICATION IS BASED ON.

## Recruiters and students give their opinion about teamwork, cooperation and values at ESADE



**SANAE PARRA**  
Adidas AG  
Business Management Program  
MBA 05

“ I am very happy and proud to hear that ESADE is again the number one international business school for the whole world. It’s really an amazing accomplishment! This shows that the student profile and program content reflect and address what the modern professional community is looking for.”



**BLAIR MACLAREN,**  
ACP Venture Capital  
Investment Director  
MBA 07

“ I like being forced to work with people who I may not get along with very well. Some teams at ESADE are real disasters, others are a complete success. The idea is that when you are in the workplace, you will not be able to choose who you will work with.”



**FERRAN SORIANO**  
Vicepresident of  
F.C. Barcelona  
Lic & MBA 90

“ My exposure to social responsibility at ESADE really proved to be useful; over time it has provided me with a much better perspective of the world. I have come to the conclusion that there is nothing worse than focusing only on tomorrow’s profit.”

In contrast to other international MBA classifications, the Wall Street Journal bases theirs exclusively on the opinion of over 4000 personnel recruiters from around the world. For this reason we are especially proud to appear in the top three business schools worldwide in this classification for the last four years.

**WHAT IS EVALUATED?**

Global corporate recruiters, headhunters, professional placement agencies, and other individuals around the world evaluate different business schools using different criteria, such as teamwork, international experience, labor ethics, etc. Recruiters also compare schools in terms of the MBA curriculum, teachers, internationality, quality of the school’s Career Service, and a host of other criteria. After being subjected to this rigorous evaluation, our MBA graduates continue to be a

preferred option among recruiters worldwide who compare and draw out talent from the different MBA programs!

**INTERNATIONAL PRESTIGE**

The positive results which ESADE has consistently achieved in this classification over the last four years place the school at the peak of education in business administration and represent our international visibility and prestige. They also help confirm the strategic direction of the school and reinforce the values that ESADE represents and strives to convey.

**Results attained have placed ESADE at the peak of education**

**TEAMWORK**

Our success in this classification and our ongoing international recognition would not be possible without each part of the organization (personnel,

teachers, students and alumni) carrying out his or her work to perfection, and for this reason we wish to extend our sincere thanks to all of you.



**CRISTINA GALINDO**  
EMEA Global Consumer Group, Citigroup Talent and Development

“ Each year, Citi hires candidates from the ESADE Business School for several international business divisions. We value the diversity found at ESADE and the financial knowledge that its MBA candidates contribute. We consider that the team involvement focus of ESADE candidates allows them to perform fully from the moment they start working.”



**NICOLE CURTI**  
Lombard Odier Darler Hentsch, Switzerland Vicepresident MBA 05

“ I am so proud to read that ESADE was considered number one for the second time in a row! It is a great achievement for the school administration, but also for the alumni from the last two years. I feel I have contributed in part to attaining this classification, because I feel like a part of ESADE, being constantly in contact with the school for professional projects, and staying in touch with my former classmates. With a classification like this one, now I am even more proud to represent ESADE in the Swiss MBA Association. Always go for the gold, ESADE!”

Business Etiquette and E-Mail Writing or...

# ...How to be a “social success” in English

RAMON ASPA



ramon.aspa@esade.edu  
MBA 97. Executive Manager,  
ESADE-Executive Language Center

AT THE EXECUTIVE LANGUAGE CENTER WE PERIODICALLY CARRY OUT MARKET RESEARCH TO SEE WHETHER WE ARE MEETING OUR STUDENTS' EXPECTATIONS, AND ABOVE ALL, WHETHER THEY HAVE NEEDS THAT WE ARE NOT YET ADDRESSING. AS FOR EXPECTATIONS, WE ARE PROUD TO FIND THAT WE ARE EVEN SURPASSING THEM; AS FOR NEEDS TO BE ADDRESSED, WE ALSO MADE SOME INTERESTING DISCOVERIES. THIS IS WHY WE HAVE SO MANY NEW OFFERINGS FOR 2008.

## BUSINESS ETIQUETTE

To begin, we grouped together all those proposals for short seminars which focus on English for specific purposes under a single name—Business Edge. For example, we find more and more people who need to interact in English in a social setting, such as at a more or less formal luncheon, at a reception, when meeting someone for the first time, etc. If you already have a certain level of English and you think that improving these social skills might help you in your career, Business Etiquette is designed for you. In only three sessions, we will teach you basic skills to make English a strong point in your social and networking relations.

We find more and more people who need to interact in English in a social setting

## E-MAIL WRITING

We all know how important e-mail communication is, and how a poorly written e-mail message can mean serious trouble. If, in addition, the message is written in English, there might be a real CATASTROPHE.



This accounts for this seminar's online modality—only the first session is face-to-face.

## The objective is to help you compose e-mail messages in English

The idea is to help you compose your e-mail messages in English. This is a brief seminar and is offered in April and May.

And remember, aside from these two novelties, we have a broad selection of offerings to make your English into an asset, and never a liability! All the information is available at: [www.esade.edu/idiomas](http://www.esade.edu/idiomas). And don't forget, as a member of ESAD Alumni, you can enjoy a 1.2% discount when enrolling in an ELC course.

# *2<sup>nd</sup> Annual ESADE Alumni conference in Madrid*

February 12 - Mutua Madrileña Auditorium

Celebrating 50  
years of ESADE



## Africa: land of opportunity for European businessmen

Mario Rotlland, managing director of COBEGA, spoke at Matins ESADE on business profitability offered by the African continent.



Rotlland, at his talk on June 7, stated that Africa is a real alternative for those business persons who, due to market demands, must leave their company.

Your extensive business knowledge can be a positive influence in Africa and encourage its economic and social development. According to Rotlland, competition in Europe is very high due to an excess of supply, forcing us to inquire into new emerging markets on other continents. Rotlland pointed out that investing in Africa involves “facing a process of simplifying the excesses to which we are accustomed, from consumption of raw materials to manufacturing processes”. He also emphasized that it is possible to produce competent, high-quality products at a low cost.

According to Rotlland, investing in Africa means “taking on a process of simplifying the excesses which

we have become accustomed to”. For him, the main problem is our general ignorance of Africa, and he insisted on the idea of sending people who are prepared to get to know African culture and lifestyle. Rotlland invited European businessmen to explore new areas, in addition to Latin America and Asia, where they might establish their companies. The speaker denounced the unfair distribution of wealth in Africa, which makes creation of production processes more difficult, and the policy of agricultural subsidies approved in Europe, since this reduces the competitiveness of their products on world markets. Rotlland advised those who would venture to create a company in Africa to travel with humility and sensitivity in order to get to know the African society and thus improve their possibilities for success.

## Widespread use of the mobile phone in Spain

Francisco Román, Managing Director of Vodafone, delivers an address on “Global Brand – Local Operator”.

At the October 16th Matins ESADE, Román explained that the mobile phone market in our country is constantly growing, and is currently the leader in Europe. According to Román, Spain has “one of the highest market penetrations of mobile phones in Europe, at 107%”.

The Managing Director of Vodafone explained that Vodafone’s strategy in Spain in coming years is aimed at substituting the land line for the mobile phone, through encouraging mobile phone with different promotions.

One of the company’s strong points is its capacity to invest abroad. So it is that Vodafone has invested in countries such as India, Turkey and South Africa, where internal regulations allow direct control of the company. In Spain, the company earmarks 800 million annually to be applied mainly to infrastructures. Vodafone is the world’s largest telecommunications company according to stock-market capitalization and by number of customers. The company has 16 million customers in our country, with 6.6 billion euros in invoicing, representing an annual growth of 10-20% in recent years.



**MAIN SPONSOR**



**SPONSOR**



**More information, images, video and transcriptions at [www.esadealumni.net](http://www.esadealumni.net) → Ongoing Training → Matins ESADE → Archive**

MATINS ESADE

## American Express relocates its emergency services center to Barcelona

Ángel García Butragueño, general manager of American Express Travel in Spain, was guest speaker at a recent Matins ESADE session.

On October 29th, Butragueño announced the relocation of the European emergency services center of American Express Travel to Barcelona. To date, this emergency service has functioned from different European cities. Butragueño expects the move to be completed in 2008 and to require an investment of approximately one million euros.

With the opening of this new center in Barcelona, American Express Travel hopes to respond to emergencies that take place outside of office hours. The new office will have from 50 to 100 workers on staff, new employees and transfers, and will operate in parallel to the company's office in Stockholm. Butragueño explained the criteria

which the group valued in selecting Barcelona as the headquarters for this emergency center: its character as a cosmopolitan city, price, availability of high technology, supply of future multilingual employees and its highly competitive market. He also pointed out that "this is a beginning, so that in the future Spain may become a center of excellence in Europe". In closing, Butragueño commented on future scenarios in the sector. General Manager of American Express Viajes, he affirms that "talent is what differentiates among agencies" and that the sector needs a generational change of mentality.



REFRESHER PROGRAMS

## Internet changes the tourism market

**Speaker: Josep-Francesc Valls.** Professor in ESADE's Department of Marketing Management and Center for Tourism Management. Degree in Contemporary History from the University of Barcelona and doctorate in communications. Founder and director of ESADE's Center for Tourism Management since 2004.

On October 2 and 4, Professor Valls delivered parallel addresses in Madrid and Barcelona, discussing travel trends and the tourism sector over the next few years. According to the Delphi study carried out at ESADE's Center for Tourism Management, the number of vacations will grow at an annual rate of over 4%, and he sees Internet as a standard "in information and in purchasing trips". According to Valls, Internet "is going to produce a radical change in the sector" since the travel agencies will lose market share, especially those that do not offer sales through an Internet portal. The study concludes that persons over the age of 55 are the

group that most travels, followed by young students who take advantage of low cost flights, and by immigrants who invest their money in traveling to their countries of origin. Valls commented that motivations for travel are sun and beaches, and to a lesser extent, "health and body care, followed by cultural offerings, events, tours to cities or other places, gastronomy and winetasting". Valls underscored the importance of knowing the characteristics of European travel in the upcoming years in order to adequately structure destinations and put forward coherent strategies and policies.



**More information, photos, video and transcriptions at [www.esadealumni.net](http://www.esadealumni.net) → Ongoing Training → Update your knowledge. Video access exclusively for members**

# IX Forum on Risk Capital: the REDOX case

The IX Forum on Risk Capital boasted the participation of José María Zabildegoitia, president of Talde, Félix Iraola, assistant manager of Talde and Jesús Roca, president of Redox. The year's event analyzed the decision process used for investing risk capital in a technological business. Management from Talde, a private group pioneering in risk capital management, presented the Redox case; Redox was able to make a new launch after investment from the Talde group. Zabildegoitia explained that Talde provides financial resources to SMEs in order to contribute to their development, offers man-

agement support to recipient companies and manages risk capital funds and companies. Furthermore, he indicated that the company's success is based on the makeup of its "multidisciplinary, well-bonded team, which understands the issues of the business, and has demonstrated experience in risk capital." Iraola stated Talde's objectives: to grow quantitatively, qualitatively and organically. He also explained some of the variables which determine the success of operations, such as the team of players, the volume of investment, volume of business and of the market, etc. For Roca, the most important thing is having

enough money available to invest in new projects which make a company relaunch possible.



[More information at www.esadealumni.net](http://www.esadealumni.net) → Ongoing Training → Clubs & Chapters Conferences → Archive



## Triple compromiso

ACME le presenta su nueva imagen para las actividades de edificación y rehabilitación en la Península Ibérica. A lo largo de su experiencia en España, su único razón de ser ha sido y seguirá siendo el mismo:

RESPECTAR EL TRIPLE COMPROMISO ADQUIRIDO CON SUS CLIENTES DESDE EL PRINCIPIO

- Precio global garantizado
- Plazo de entrega firme
- Colocaciones perfectamente definidas



Giannina Tacca (MBA 97), Careers Instructor  
on matters of Strategic Consulting and Networking

# “Positioning yourself is Networking in action”

GIANNINA TACCA (MBA 97), WITH OVER 11 YEARS' EXPERIENCE ADVISING MULTINATIONAL COMPANIES ON MANAGERIAL CONCERNS AND AS AN INTERIM MANAGER, IS IN CHARGE OF THE CAREERS WORKSHOP “NETWORKING IN ACTION”, OFFERED TO ALUMNI.



READING TIME:  
3'



## **Everyone has been talking about networking for years, but what does it really mean?**

The word “networking” can be expanded to say “working on your network of contacts”. Networking is an activity which has been carried out in every culture since prehistoric times, wherever there was a need for relating to others in order to survive. Later, the art of networking has been perfected by those “extroverted” cultures such as the Americans. Who hasn't been interrupted on some occasion by some unknown citizen (normally Anglo-Saxon or Dutch), while eating peacefully with your family in a restaurant? He or she tries to make conversation with you through some simple remark about the food or something that just happened. This is the first step for all networking “pros”: wherever they are, they try to meet the person next to them so they can extend their network of contacts, not to mention have a pleasant visit with

a new acquaintance. But the American networking “pro” doesn't stop here; rather, when the conversation is over these experts give you their business card! This way they have not only managed to meet another person in their lifetime, positioning themselves in that person's mind through a conversation in a specific place, but they've also exchanged contact information in order to further develop that relationship in the future.

## **Why is this considered so important?**

A well-developed network of contacts means, just like in a spider's web, that you can cross from one end to the other using only a few connection nodes. Thus, a person with a well-developed network of contacts might gain access to any kind of privileged information. It has been said that with a maximum of 7 connection nodes (contact persons), one could meet the President of the United States. In networking, therefore, it is important to extend our connection nodes as much as possible, to make sure we have proper “range” when we are looking for

something specific and we don't have the direct contact ourselves. Let's suppose that I want to network with alumni and to take advantage of this contact network. What should I keep in mind? And, what should I be careful never to do? With alumni, who are aware of the value of the contact network made up of all the graduates, networking is made simple through many activities: the boat races, the golf tournaments, the annual conference, the magazine, the matins, the clubs, the refresher seminars, the online directory and the networking sessions which I offer. Through all these channels, we have opportunities to not only find our former classmates, but also the great privilege of

meeting new people in other sectors of work or from other generations. We are extending our network within the safety of having a first topic of conversation: having studied at ESADE. From my own experience, I always take any chance I get to share that the worst thing we can do is to make a spontaneous contact with that new person by our side, someone with whom we see possibilities for sharing services or information, and then leave without getting their contact information. It's no excuse to say that we didn't have a business card on hand, since in the worst case you can always write contact information on a scrap of paper or send it through your cell phone!

**What does "marketing yourself" consist of?**

At Career Services we help alumni advance their career. One of the objectives is for each student to know how to "sell" himself or herself to different possible employers, and thus be able to beat possible "competitors" for a new position. Activities within

**"It's a small world... as long as you are willing to talk to the stranger next to you and ask for their contact information"**

a program for marketing yourself make students create their own marketing "strategy", use tools for "positioning themselves" in someone's mind, and finally be "acquired" by the "target market".

# ALLEGRO

## Controles Solares

con canal de alarma por temperatura

En nuestra gama de productos encontrará todo lo que necesita para gestionar su casa.

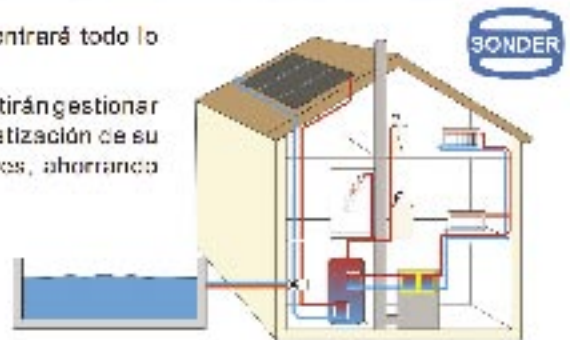
Los controles solares Allegro le permitirán gestionar desde paneles solares térmicos hasta la climatización de su casa aprovechando las condiciones exteriores, ahorrando así en energía y utilizar la renovable solar.

Con el Telkan podrá encender o apagar cualquier dispositivo eléctrico con una simple llamada o SMS, adaptándose al tipo de línea telefónica disponible.

# TELKAN 1

## Mandos Telefónicos

1 canal y programables en 9 idiomas



ALLEGRO 408 BOX incl. 23.220 €  
1 Panel y 2 Sensores



ALLEGRO 408 incl. 21.195 €  
1 Panel y 2 Sensores



ALLEGRO 408 RAIL incl. 21.195 €  
2 Panel y 2 Sensores



ALLEGRO 408 RAIL incl. 22.210 €  
1 Panel y 2 Sensores



TELKAN 1 incl. 16.030 €  
para línea fija



TELKAN 1 99M incl. 19.007 €  
para línea móvil

Disponible Telkan 3 canales + 8 alarmas



### What does the workshop “Networking in Action” consist of, exactly?

“Networking in Action” is an important tool for helping to “position yourself”. The activity was conceived for the purpose of motivating alumni to take the first step in conversation and also to encourage the exchange of contact information. Thus the session focuses on putting into practice the rules of networking which I consider to be basic, and to create a suitable setting for working on our network of contacts.

### “With a well developed network of contacts we can gain access to any kind of privileged information”

After teaching on this topic in Barcelona for two years, and seeing little by little its growing success—we started with one session per trimester with only 16 alumni, and now we have reached over 40 alumni in a monthly session—we have been able to capture the needs of the participants and have decided to divide the “Networking in action” session into three topics: “Social networking”, “Business networking”, and the classic “Networking in action”. The classic “Networking in action” encourages any kind of former student to spend a few hours at ESADE putting into practice the art of making contacts and working on their network. This session will be offered for the first time this academic year 2007-2008 in Madrid, providing the same experience as in Barcelona.

The “Networking in action” sessions in Barcelona have evolved and will be offered as two types

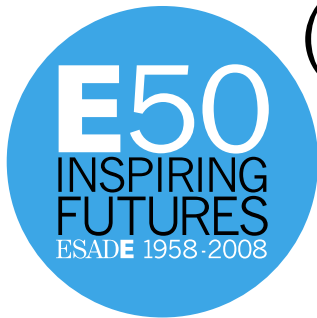
starting this academic year: “Social networking”, for people who simply want to put the art of networking into practice, without any direct objective of doing business or looking for a job, but to socialize, spend a nice time with someone and expand their network of contacts. The “Business networking” session actively promotes networking for doing business and for acquiring contacts in a specific sector.

### What benefits can a workshop participant gain?

By way of illustration, let me point out how some previous participants benefited from making spontaneous conversation with “strangers”. There have been cases of people who were looking for work and have met an employer in the very same session; young entrepreneurs who needed to make contacts in a sector from a specific country and coincidentally they found them there; alumni who discovered they were second cousins through grandma though they had never met before; people who became friends and have made the monthly session their customary meeting place in addition to continuing to extend their network; attendees who later on formed groups for cycling excursions; employees from the same multinational who had never crossed paths in the hallways of their company, etc. All this happens spontaneously, without any planning on the part of the participants. My experience from all these years working in different countries and sectors has shown me that “it’s a small world ... as long as you are willing to talk to the stranger next to you and ask for their contact information”.

Different moments from “Social Networking in Action”, held last October 5, specifically designed for working on the art of socializing, beginning to establish contact and interacting among alumni

Find more information on this topic, as well as all the course offerings from Careers at [www.esadealumni.net/carreras](http://www.esadealumni.net/carreras)



(2)

IN THIS ISSUE WE CONTINUE TO DEVOTE SPECIAL PAGES OF THE PUBLICATION TO THE 50-YEAR ANNIVERSARY OF ESADE. IN THESE PAGES IT IS THE ALUMNI WHO TAKE THE STAGE, ALONG WITH MEMBERS OF THE ACADEMIC TEAM, BUSINESSES, ENTREPRENEURS, ETC. WHO HAVE MADE IT POSSIBLE FOR ESADE TO CONTINUE INSPIRING FUTURES.

Memory

## Times to remember

WE CONTINUE TO ASK WHAT WAS THAT MOMENT, CONVERSATION, CLASS OR TEACHER THAT MADE A DIFFERENCE IN THE PERSONAL OR PROFESSIONAL CAREER OF STUDENTS WHO WALKED THE HALLS OF THE BUSINESS SCHOOL DURING THIS PAST HALF CENTURY. BELOW, WE SHOW YOU A FEW MORE OF THEIR ANSWERS.

### FERRAN RAMÓN-CORTÉS (CE&MBA 87)

General Manager of Tiempo BBDO



I especially remember how professor Jaume Filella left a mark on me through an elective subject from the second two years of the program, I don't even remember the name of the subject. Professor Filella broke through my mindset. A chat that I once had with him in his office made me look inside at myself and try to discover the person that was within me, poorly disguised as a future successful executive. It was quite a tough jolt. I began the process in 87 in the context of his course, and I still do not consider it completed. Jaume Filella's humanistic vision has accompanied me through my whole career and I have thought of him often when I have had responsibility over others, who, like he did with me, I have tried to help to discover themselves.

### ANTONIO NÚÑEZ LÓPEZ (LIC&MBA 94)

Partner and Strategy Manager of SCPF



I think of ESADE and I remember the stories that changed my life and the teachers that told them to me. The story of Monterroso, about shrunken heads, through which Carlos Obeso and Manel Peiró taught me Business Organization. Alfonso Sauquet's fabulous stories about experiments with apes or in prisons, in Social Psychology. The enthusiastic narrative ability of professor Carles Comas in History of Thought, or the stories of Luís de Sebastián, worthy of Aldecoa or Ribeyro. These same stories are the ones I now tell my students and are what I have published a book on: Stories as a communication tool in business. These same stories that I heard from the mouths of great ESADE professionals stay with me day by day.

### ORIOL PINYA (LIC&MBA 95)

Managing Director of Apax Partners



At the professional level, I remember the BCG matrix and the classes by Heras that focused the first few steps of my career toward strategic consulting. I was also marked by the finance classes with Massons and Fabregat, with special emphasis on the description of something mysterious called Private Equity (my profession for the last 9 years!). At the personal level, HPS with professor Comas, for his doses of anthropology and history of humanity that have helped me better understand the world in which we live and to take life with a sense of humor, and the good advice that I received over all these years from Josep Milà.

### SANAE PARRA (MBA 05)

Business Management Associate at Adidas



The experience gained in my finance courses taken at ESADE has helped me enormously in my professional life. But the most important thing is that these courses have allowed me to development myself personally after getting to know marketing and the entrepreneurial spirit close up. I don't have one specific memory of a class or a teacher, but I do think that the experience gathered in the courses, with the teachers and the other ESADE students, has markedly influenced my professional development.



What's missing is you: Who or what impacted you on your way through ESADE?

We invite you to send us your answers so that we can share your experience, and let you once again take the leading role in this 50-year special. You can do so by sending e-mail to [memoryE50@alumni.esade.edu](mailto:memoryE50@alumni.esade.edu)

# ESADE, birthplace of entrepreneurs

JORDI ARGENTÉ (LIC&MBA 83) IS ONE OF ESADE'S BEST EXAMPLES OF ITS OWN ENTREPRENEURIAL SPIRIT. HIS PROFESSIONAL EXPERIENCE TURNS OUT TO BE A GOOD REFLECTION OF THE ENTREPRENEURS WHO HAVE MADE THEIR WAY THROUGH ESADE.

Argenté's stay at ESADE was the first chapter of a career reaching beyond Spanish, with North America and Asia as strategic points. Ever since he found his first job as controller for Spanish East Asia in Hong Kong, his professional path has been related to the Asian continent. During the decade of the 90s, Argenté developed his career in consulting for strategic management, doing different projects for multinational companies. Later, he joined the consulting team of The MAC Group in Hong Kong, which in turn would become Gemini Consulting. He was

operate in Asia to compete in the Internet area. Mercatela's team grew to over 200 professionals in five offices located in Tokyo, Hong Kong, Taipei, Kuala Lumpur, and Singapore. Argenté's interest in innovation and new technologies, however, led him into a new phase in the biotechnology and clean-tech sector, with a new start-up, Applied Biotech, launched in October 2001 in Hong Kong, and specializing in the search for financing, setting up entrepreneurial teams, as well as assistance in creating and developing new businesses. Just the first step of a new project that

but failure is accepted as part of the process of doing business". With Applied Biotech, Jordi Argenté has created two new companies and has supported the launch of another three in Hong Kong and Vancouver in very diverse sectors. He is currently preparing the 2008 launch of a new platform for creating business in California. This platform is based on a close collaboration between "hardcore" entrepreneurs, like himself, and investors, mostly individuals (family offices) which collaborate with the entrepreneur in developing these new initiatives and provide him or her with needed financial support. And now Jordi Argenté is preparing in 2008 to reestablish professional ties with the community that first sent him out; he intends to once again draw support from the school to which he owes the basis of his success as an entrepreneur, ESADE, through initiatives such as the Parque de Creatividad [Creativity Park], "Creapolis", which ESADE is developing in Sant Cugat.



Jordi Argenté (Lic&MBA 83),  
General Manager  
of Applied Biotech

**"In order to work in new technologies you must have a risk mentality where success is celebrated and failure accepted"**

transferred to Barcelona and later, to the firm's office in San Francisco, California. In the mid 90s, the systems firm CSC-Computer Sciences Corporation hired him to do a series of projects related to Business Process Reengineering (BPR) in the United States and—once again—in Asia. Then came the management and operations consulting for deployment of computer and data processing systems with Electronic Data Systems (EDS) in Hong Kong and China, and the U.S. consultancy Kurt Salmon Associates.

Jordi Argenté's entrepreneurial spirit prompted him in 1999 to launch his own project, using risk financing to create the Mercatela company, focused on helping multinationals that

would be consolidated two years later when offices were opened in the city of Vancouver, Canada. "I specialize in looking for high-tech projects, especially in the area of diagnostics, but also in other areas of new technology in systems, new materials and alternative energies. Currently I am focused on the West Coast of the United States and Canada, businesses with their own financing initially (seed capital), and later, with risk capital and oriented toward international markets, mainly in Asia", he comments.

Endorsed by his extensive experience, Argenté clearly understands that "in order to work in the new technologies sector you must have a risk mentality where success is celebrated,

E50  
INSPIRING  
FUTURE  
ESADE 1958-20

Are you an E50 entrepreneur?

We are looking for entrepreneurs that went out from this school, so we invite you to propose candidates. You can do so by sending e-mail to [emprendedoresE50@alumni.esade.edu](mailto:emprendedoresE50@alumni.esade.edu)

# ESADE, island of freedoms

ONCE AGAIN, WE GET A LITTLE CLOSER TO THE FIRST YEARS OF ESADE'S HISTORY, USING SNAPSHOTS SELECTED BY ESADE'S REGISTRAR IN 66-67, CARLES M. TOMÁS, WHO OFFERS US MORE DETAIL AND EXPLAINS SOME INTERESTING BITS AND PIECES.

The 60s and 70s for ESADE meant its consolidation as a business school which offered education that broke away from the basically accounting and administrative models in existence in Spain until that time. But aside from being a great school,

ESADE became a civic forum where political parties and labor syndicates that were appearing underground came to be introduced publicly. The institution was respected for the spirit of democracy, pluralism and tolerance which it sought to convey.

## E50 Photos

In this new special issue of 50 Years of ESADE, we again encourage you to complete this photo album with interesting and significant photos from your days at ESADE. We are watching for them at [imagenesE50@alumni.esade.edu](mailto:imagenesE50@alumni.esade.edu)

### A DEMOCRATIC FORUM

*ESADE had a very important role during the Franco regime, since it became a kind of island of freedoms in the midst of the very forceful dictatorship which prevailed. It became a citizens' forum which helped to open the mentality of students and many others. Many events and lectures took place at the school which could not be held elsewhere, since they were against the dictatorship. Nonetheless, especially in the beginning, we always asked permission to hold these events. Lectures were given on technical topics related to studies as well as on aspects of the prevailing social reality. We had a lot of good times in the auditorium thanks to the contributions of many interesting people, as well as other moments that ran a chill through us, such as, for example, bomb warnings or police threats for harboring speakers that were against the regime. I am particularly moved to recall those days where ESADE already made itself known as a democratic institution, open to the changes that were continuously going on in society.*



### PUBLIC PRESENTATION OF JORDI PUJOL

*An episode took place on January 21st, 1975, which even today fills pages in the daily press. That was the day when the man who was to be president of the Generalitat de Catalunya for over 20 years, Jordi Pujol, held a lecture at ESADE entitled "The present hour", where he publicly defended the need to begin to practice politics in Catalonia. The lecture came after quite a few cancellations and prohibitions due to his criminal record as an opponent to the dictatorship. This public manifestation of a democratic political option, at a time when Franco was still living, had great media impact, both in Catalonia and in the rest of Spain. The lecture meant no less than Jordi Pujol's emergence from the underground and his public presentation as a politician and nationalist leader. And it could happen nowhere else but ESADE.*



## Letter on ESADE by Juan M. Soler Pujol

**E**SADE turns 50 and I have had the good fortune of having lived nearly all these years intensely. But let's start from the beginning. I was to become an engineer: my calling was business, but in those days businesses were basically run by engineers; and even though the Economics degree had been created, it was very "macro", and our companies during the 50s were mainly industrial, there being little interest in services as yet. I didn't care about technology, but it was the only way to business, and so I enrolled and began my studies ... as luck would have it, near the end of September some former classmates from secondary school told me about their satisfaction with studying at ESADE. I got interested, and went to inform myself at the "little house" where they were set up on Pasaje Llovera, right downtown. It didn't give the impression of a University, and yet, when I spoke with the Director, Father Sobrerroca, I signed my own life sentence!

Actually no one had yet completed a degree program, it was not an official degree, and my family insisted that it was risky, that it might be interesting but useless ... Who could have imagined that years later the Wall Street Journal, then so far away and so powerful, would rate us as the best Business School in the world! At that time we didn't even know what "business" was.

Pressured by my family, I also studied Economics, so I could get a "real degree" in case ESADE turned out to be a fiasco! I finished both, without any validation of any kind (we didn't exist, we were "not official"), but I have always felt I was from ESADE!!

The years of study were fantastic. We had great teachers, who were creating the programs: Bricall and Cuatrecasas in Economics, Segarra and Fons Burunat in Management, Bonet and Espona in Statistics and Mathematics, Angrill and Iglesias in Accounting and balance analysis, and of course the great García Nieto, who opened up our minds. These and many others, like Sobrerroca or the dean, P. Messa, confirmed my vocation and filled it with content and values!

Furthermore, we inaugurated the new building. Now ESADE looked like a big University! We finished the degree in 1968 (with a big party imitating those year-end parties at the Jesuit schools), in a Spain quite different from that of today, where we saw the "technocrats" come into power, the Development Plans, and also big social changes: in May of 68, with the famous Capuchinada (which was lived very intensely at ESADE) and the beginnings of a big change ... in short, it was a great privilege!

After finishing my studies, I received a fortunate offer from a teacher who had given me a very good grade in Management Analysis, to be his assistant the following year and to "learn how to teach". Yet more surprising was that he

won his professorship at the University of Malaga, his home town, and left me on my own half way through the course, at the age of just 22!! Dean Messa told me: "finish the best you can this year, we will find someone for next year" and thus began my strong ties to "home": I continued on as associate professor of Analytic Accounting, Costs or Management Control, as the subject was successively named, for more than ten years. Thanks to my preparation of a study on existing companies by groups, so that students could make contact with real companies, I was able to meet great people, then students, whom we have continued to run into and to collaborate with in the years to follow.

But the time came when I could no longer combine my work at the company with my classes: ESADE was growing, there were already two shifts, the business and the country, too, and I had to drop the classes. I was offered a leave, but I've never been able to return as a teacher.

Still, as I said at the beginning, I've been able to follow the growth of ESADE from close up: a few years later one of my great teachers, Jaume Iglesias, with whom I had had professional contact when he was president of Bimbo, invited me to join the Board of Trustees, and so, home again!

I've had the chance to live through the hard times, with lots of loans in order to keep growing (new building 2, new building 3 with its construction issues, costs, etc), to meet and live with great directors: Adroer, Filella, Pugès, and also great Presidents of the Board of Trustees: Iglesias, Delgado, Brugera, who always knew how to maintain the principles and values that inspired our founders: to prepare great business professionals!

During my years as a student, ESADE was practically a family, with little more than thirty students per class; during my period as teacher we became recognized by the Spanish society for our quality; and in my years on the Board of Trustees I've been able to see a great qualitative leap, already under way with Adroer and Pugès, both with the beginnings of internationalization and in being recognized by the whole society, including the degree becoming official and ESADE becoming part of the University Ramón Llull. And personally I've been able to see two of my children get their degrees here.

Recent years with Brugera as President and Losada as Director have continued to drive ESADE forward as one of the best Business Schools worldwide; the School of Law was started; Madrid, Buenos Aires were promoted, and ... at the present time I have the honor of presiding over the Board of Trustees and to experience the recognition of the WSJ, other world rankings, of seeing the School of Law also "pass with distinction", of beginning the Sant Cugat works, and of celebrating E50!

One of the mottos which the Compañía de Jesús, the founders, and my predecessors in the Board of Trustees, have always commended to ESADE Management is the pursuit of excellence in work, and of social values in the human being, and this is being attained: preparing great persons (recognized by the Aspen Institute!) and creating an international entity with a highly valuable, prestigious teaching faculty and management team. Congratulations to everyone! It is more difficult to stay than to get there. No doubt we alumni will be able to give back to you, day by day, through our testimony in society and also our support for the home base, part of what ESADE has given us. For many years to come!



**JUAN M SOLER PUJOL (LIC&MBA 68)**  
President of the Board  
of Trustees of ESADE

Enlaze3 Print Management optimizes management of print and graphic production

# Enlaze3 Print Management, specialist in outsourcing printing processes

ENLAZE 3 PRINT MANAGEMENT IS A COMPANY WHICH DEVELOPS AND INTRODUCES GLOBAL SOLUTIONS FOR EVERY TYPE OF SERVICE HAVING TO DO WITH PRINT AND GRAPHIC PRODUCTION MANAGEMENT FOR MID-SIZED AND LARGE COMPANIES, OPTIMIZING COST AND PROCESSES, AND CENTRALIZING ALL THE CUSTOMER'S NEEDS UNDER A SINGLE SUPPLIER.



Valle de Alcudia 3,  
Edif. Fiteni VIII,  
28230 - Las Rozas - Madrid  
Tel. 902 35 53 35  
www.enlaze3.com

**E**nlaze3 Print Management occupies a position of leadership in Spain as evidenced by:

- The first Spanish company to specialize in print and graphic production management
- Its outsourcing services for print and graphic production have meant a cost reduction of 20-30% for many of its customers.
- An outstanding team of more than 35 persons on staff and the latest world class technology in use.

- Technological development of its own online application for effective, straightforward management of customers' printing and optimization of their resources.
- Large year-to-year growth with a 39% increase in invoicing in the past year.
- Ample service coverage through national and international delegations.

Enlaze 3 Print Management, with seven years as the nationwide leader in print man-

agement, is the founder of a unique model born out of several alliances and agreements with some of the principal international consultants.

The main services offered can be grouped along these lines:

#### Print Management Outsourcing

Consists of complete outsourcing of print management for mid-sized and large businesses through analysis, diagnosis, process definition and execution.

#### Print Management Solutions

This service offers custom-made solutions in print management using HP technology that enables process automation and transformation and production control for brochures, signage, communications at point of sale and direct marketing. These solutions are:

- Print Management Retail
- Print Management Direct Mail & Marketing Collateral
- Print Management Pharma
- Print Management Hotels

#### Print Document Management

Solutions for sharing, distributing and managing documentation of organizations in digital format.

#### Value added services

Marketing Services, Billing Solutions, Picking and Publishing.



Due to the high level of resources currently being invested in graphic production, proper process management is that which guarantees optimized budgets. Through centralizing all the graphic production of a business and through controlling each of the processes, from pre-print tasks until final printing, storage and distribution, costs are minimized to the greatest extent possible, while at the same time offloading work from the Marketing and Sales departments of the business, allowing them to focus on more pertinent work.

### Enlaze3 is the first Spanish company to specialize in print and graphic production management

Thus, Enlaze3 Print Management's key to success lies in knowing how to effectively manage a proper combination of technology with their extensive consulting experience, all applied to effective cost savings.

All this good work can easily be observed in practice through the following case.



Ángel Luis Fernández,  
President of Enlaze3 Print Management

## THE Neck&Neck CASE

Neck&Neck is a Spanish company specializing in the design and distribution of children's fashion through their own stores and franchises nationally and internationally. The range of products offered by Neck&Neck is targeted to the children's sector from 0 to 14 years; the selection is broad, varied and exclusive, with more than 700 articles per season. Neck&Neck has more than 180 points of sale located in Spain, Portugal, Italy, France, United Kingdom, Switzerland, Austria, Mexico and the Dominican Republic.

As the company performed its cost evaluation, it came face to face with the problem of high levels of expenditure in the Marketing department, and specifically in the production of graphic materials.

With this analysis in hand, Neck&Neck relied on specialized consulting from Enlaze3 Print Management in order to manage the printing and graphic production arising from Marketing Department activity.

The procedure for optimizing budgets for print and graphic production was developed through the following actions. Due to the high volume of print and graphic production of businesses, it becomes increasingly complex for their departments to manage the control and supervision of the different jobs. High direct and indirect costs of printing should be analyzed, when working with different providers in a sector where a large number of businesses are not specialists.

The fundamental aim within a company is to increase its productivity and competitiveness, meaning significant internal changes inside the organization in order to adjust to market needs.

The alliance which Enlaze3 Print Management proposes for outsourcing print and graphic production consists of the customer focusing exclusively on his business, and Enlaze3 taking care of outsourcing the entire process of print and production through jointly-established procedures for proper outsourcing management. In this process the customer must focus on its department planning, leaving to Enlaze3 the pre-print processes (finalization of art, design and layout) and printing (proper selection of suppliers, quality, timing and delivery), and, if the customer wishes, management of storage and distribution of the different jobs.

Companies benefit from the negotiation power of Enlaze3 Print Management, its buying capacity and the total volume of business managed, when dealing with suppliers, resulting in favorable market pricing.

Three clearly differentiated concepts are considered—process simplification, structure savings and reduction in costs—meaning concrete savings for Neck&Neck. The success of their alliance with Enlaze3 Print Management brought the company the ability to globally outsource its graphic production for 9 countries and more than 180 stores, with the resulting centralization and brand unification for all its points of sale. With the added achievement of optimizing print and graphic production costs, and their repercussions on Marketing department budgets.

### Eduardo Zamácola

#### General Manager of Neck&Neck

"Currently businesses tend to outsource to specialized companies, since this type of company are experts in controlling the whole process both in terms of purchasing the equipment for graphic production as well as Below The Line. This is the future for companies like ours, to collaborate with external specialists who offer us a global solution.

Enlaze3 Print Management offered our company such a global solution along with the tranquility of knowing that it is based on the BPO advising (Business Process Outsourcing) of the principal international consultancies, turning this fearful outsourcing process into something perfectly under control and well supervised."





# On universities, patronage and tax laws

THE REFORMED LAW OF UNIVERSITIES HAS SET THE TAX DEDUCTION FOR UNIVERSITY DONATIONS AT 40% FOR COMPANIES AND 30% FOR INDIVIDUALS. THIS MEASURE SEEKS TO ENCOURAGE CONTRIBUTION OF FUNDS TO HIGHER EDUCATION (3.3% GDP IN THE U.S., 1.3% GDP IN THE EU 25).

**enric.bartlett@esade.edu**

Professor of Public Law. Vice-dean of Ongoing Training at ESADE Law School. Doctorate and undergraduate degree in Law from the University of Barcelona. Secretary-Auditor of the local administration, on leave. Assistant to the Síndic de Greuges de Catalunya [Ombudsman of Catalonia] (1993-2004). Member of the European Ombudsman Institute (EOI).



READING TIME:  
**3'**

In 1669, 10 merchants from Portsmouth, New Hampshire, pledged 60 sterling pounds to Harvard College, founded in 1636, for a period of six years. They fulfilled their promise by paying with planks and other pieces of wood, which the college treasury sold. Twenty years earlier, in 1649, members of the classes of 1642 and 1646 had donated a parcel of land, partly occupied today by the university's flagship library, the Widener, paid for by the mother of Harry Elkins Widener, class of 1907, who perished in the shipwreck of the Titanic. At the end of fiscal year 2005, accumulated wealth from endowment funds reached 25.9 billion dollars. This wealth, targeted to providing scholarships, maintaining libraries and supporting teaching and research, stems from the commitment of alumni and other persons and companies who considered their contributions something which they owed to the community. As direct taxing on wealth and income of individuals and

companies increased during the 20th century, compensatory measures were taken so that this private generosity would not be taxed. Tax benefits were applied as a reduction in the total tax base from which taxes were calculated, or, directly decreasing the quantity of tax to pay for those who made gifts.

nesses, beginning January 1, 2008, will be 30% (25% for the first 120,000 in the case of SMEs), the deduction percentage is clearly above the tax rate for businesses. For individuals, the comparison is a function of the resulting average contribution rate. In any case, there is an

**Little could patrician Maecenas have thought that his name would be used to designate an activity that today requires collaboration from a type of jurist.**

## LIMITS AND DEDUCTIONS IN SPAIN

In Spain, since last April, the tax deduction for donations to public and private universities and to non-profit organizations is set at 30% for personal income tax and at 40% for the tax on businesses. The maximum deduction is fixed at 15% of the tax base. In order to get this 300/400 € deduction for every 1,000 € and the funds must be dedicated to these programs. Keeping in mind that the tax rate for busi-

nesses, beginning January 1, 2008, will be 30% (25% for the first 120,000 in the case of SMEs), the deduction percentage is clearly above the tax rate for businesses. For individuals, the comparison is a function of the resulting average contribution rate. In any case, there is an improvement of 5 percentage points from that provided for by the Patronage Law of 2002. Little could patrician Maecenas (70-8 B.C.), advisor to Augustus and patron of Horatius and Virgil, have thought that his name would be used to designate an activity which today requires collaboration from a type of jurist unknown in his day, the tax advisor. To ensure that the incentive does not become a barrier due to processing difficulties, beneficiary organizations offer advising

**For more information:** Additional Provision 18 to Organic Law 4/2007, April 12th, in the April 13th BOE [Official Bulletin of the State], nº 89, and Law 49/2002, December 23, in the December 24, 2002 BOE, nº 307 –available at <http://www.boe.es/g/es/>



and definition of donation-receiving plans with tax consequences endorsed by the Administration. In Spain, the types of giving which are entitled to this tax advantage are: donations of money, assets or royalties; quotas for association memberships; constitution of usufructs of assets, royalties or securities. The base for deductions is the quantity, if monetary; the

book value in the case of other assets or royalties; an annual amount equal to 2% of the property value, in the case of real estate, and the annual total of dividends or interest received through usufructuary in the case of usufructs of securities. A range of possibilities that allows for addressing different types of intentions and wealth situations. Donations, although legally free

of conditions, often respond to a donor's results-oriented mentality. Providing adequate information about the end use of funds will ultimately become a further incentive, and you can be sure that these pages will contribute to doing just that.

# Getting to know...

## Joan Massons and Teresa Duplá

JOAN MASSONS AND TERESA DUPLÁ ARE CLEAR ABOUT THE IMPORTANCE OF THE LEGACY OF CIVILIZATIONS LIKE ROME IN THEIR RESPECTIVE PROFESSIONAL AREAS. MASSONS, IN FINANCIAL MANAGEMENT AND CONTROL, DUPLÁ IN THE FIELD OF LAW.



READING TIME:  
2'

1. How did you come to ESADE?
2. What do you think makes your courses interesting?
3. What lines of research are most interesting to you?
4. Tell us an interesting conclusion from one of your recent studies.
5. Is there something in your experience as a professor that you're especially proud of?
6. How do you think your students would describe you?
7. What would you like to do, but haven't found the time for?
8. How would you describe ESADE in three words?
9. How do you like to spend your time outside ESADE?
10. Tell us an anecdote from your teaching experience.



**JOAN MASSONS**

“Nearly everything in financial analysis was already said in the era of the Phoenicians, Romans and Greeks –ancient peoples, certainly, but not stupid”



joan.massons@esade.edu

Full professor of the ESADE Department of Financial Management and Control, formerly its Director. Degree in Economics from the University of Cordova. Doctorate in Business Administration and Management from ESADE. His areas of interest are Financial Analysis and Strategy. Over the course of his career, he has published the following books: *Diagnóstico financiero de la PYME [Financial diagnosis of the SME]* (Caixa de Pensions), *Finanzas. Análisis y estrategia financiera [Finances. Financial analysis and strategy]* (Hispano-Europea Pub., updated and in its 8th edition), *Análisis financiero en inflación [Financial analysis in inflation]* (together with José García Nebot, Hispano-Europea Pub., 1988), *Finanzas para profesionales de marketing y ventas [Finances for Marketing and Sales professionals]* (Deusto Editions, Planeta de Agostini) and “Finanzas prácticas” [Practical Finances] (together with Ramón Vidal Vizmanos, Hispano-Europea Pub., 1997).

**1** I entered ESADE as a student when the school was only in its third year. I completed the program in Business Management and Administration, which at that time was called the degree in Business Sciences.

**2** The jokes and irony which I sprinkle into my explanations. As far lesser attractions I could also mention: the two-fold theoretical-practical content which is cohesively addressed in a single session, the strict methodology, and submitting plenty of concepts to logic – to the brilliant simplicity of logic.

**3** The lines of research which interest me focus on the “refinement” and “fine tuning” of economic-financial indicators in business, as well as their sectorial application, not to mention another of my favorite interests: the origin and gestation of early Woody Allen movies.

**4** That nearly everything in financial analysis was already said in the era of the Phoenicians, Romans and Greeks –ancient peoples, certainly, but not stupid. Now I am simply a minstrel that walks about, repeating in song things from long ago.

**5** When former students tell me in later encounters: “what I learned from you has helped me very much ... there are characters from your practical cases that I have met again in my professional life”.

**6** Before exams: “this Massons who is always joking around scares me a little...” After exams: “one who demystifies topics that seemed difficult”.

**7** Two things: to write a book of humor, and to climb the vast New Zealand Alps after diving along Australia’s Great Barrier Reef of coral.

**8** Friendly, realistic, and rigorous.

**9** In sporting activities: mountains (biking and climbing) and sea (sailing and diving) ... I record these activities in writing and illustrate them with photographs.

**10** Some years ago, I subjected one graduating class of business students to a very complex, exhaustive four-hour exam. After finishing the exam, the students took my bicycle and propped it up at the very top of one of the trees in the garden ... I didn’t find this out until 20 years later when one former student told me about it.

**TERESA DUPLÁ**

“Historical study is always educational and enriching, even in the legal area”



teresa.dupla@esade.edu

Professor of the Department of Private Law. Degree in Law from the Universidad Nacional de Educación a Distancia and Degree in Law from the Instituto Europeo de Derecho y Economía de Barcelona (INEDE, currently the International University of Catalonia). Doctorate in Law from the University of Barcelona. She has ample experience as a teacher at the University of Barcelona, the Universitat Oberta de Catalunya (UOC), the University Center Abad Oliva and the Universitat Ramon Llull. She published the *Manual of Roman Law of the Universitat Oberta de Catalunya (UOC)*, Hereditary or Succession Law, as well as other books and articles focusing on law. She has participated in international conferences and appearances, as well as in highly significant R&D contracts with businesses and/or public administrations.

**1** I arrived at ESADE in the winter of 1993, led by the hand of my dear friend and teacher, Antonio Marzal. He had such enthusiasm for the project of a new School of Law, and such was his ability to convince, that a few months later I came on board as a part-time professor, and in October of 1995 I left my position at the University of Barcelona definitively.

**2** I think it’s my own enthusiasm and how I believe in them. When people believe in what they are doing, and also are clear about the usefulness of what they are teaching, sooner or later this comes through to the students.

**3** There are many, possibly even too many. Some time ago, anything relating to Succession Law, and at this time, mainly Family Law and Innovation in Teaching.

**4** There is one that is constantly with me: that historical study is always educational and enriching, even in the legal area. We did a study on “consumer protection of minors” where we concluded that in the Roman era the law provided more and better protection for minors in their business transactions with third parties.

**5** To be able to play a part in the development of persons is in itself a unique experience. You grow with them at a critical point in their lives and this is priceless.

**6** As they say...a very tough and demanding professor. As for me, I have another version of the story, but their version is undoubtedly more accurate.

**7** If it were only just one thing ... Perhaps, in addition to my degree program itself, to have sat for an oposición (competitive exam).

**8** Demanding, competitive, and at the same time, humane.

**9** Being a mother, a wife, a daughter and a friend. Mainly with my family, and aside from all this, reading.

**10** In my early years, when teaching at Abad Oliva, one student raised his hand in the middle of class and asked: can we skip over the “because” parts? I was totally nonplussed. Another anecdote, now at ESADE, was a student who wanted to ask my forgiveness publicly, I don’t remember now what for, and he did so in front of the whole class with a rose and an original poem. Incredible but true.

You can look up ESADE faculty and collaborators at [www.esade.edu](http://www.esade.edu) → Faculty and Research.

## The STEP project reaches interesting conclusions about the Family Business

ESADE and another 10 European business schools have just presented the STEP Project, the first European study about passing on the entrepreneurial spirit in family businesses.

This innovative study on entrepreneurial family businesses shows that those businesses which manage to pass on the entrepreneurial spirit for several generations have a strategy which focuses strongly on the

founder. In other words, entrepreneurial family businesses often seek to continue the strategy designed by the company's creator. Thus, regardless of the managerial structure which the company has, the influence of older generations continues to be a determining factor in decision making.

According to the study, which included participation from 11 European universities and representatives from some important family businesses, entrepreneurial families share the view that the business must take risks, innovate and grow, and

they adopt the goal of impacting society by creating wealth and well-being, jobs, social support structures, etc.

On the other hand, according to this qualitative study of entrepreneurial family businesses, customer orientation and personalization are central elements in these companies. According to this research, the family culture conveys the assurance that there are no limits to the projects that can be taken on, and this generates a positive feeling about being able to find resources to compete in any circumstance.



## ESADE hosts the largest European gathering on SRB

During September, the largest European gathering of experts on practices of social responsibility in business met at ESADE's Barcelona campus.

More than 250 managers and academics met at the Barcelona campus of ESADE for the 6th Annual Colloquium of the European Academy of Business in Society (EABIS), under the heading "The new global governance: the role of businesses and implications for stakeholders and society". Plenary sessions from the conference included such speakers as the president of EABIS, Gilbert Lenssen, Princeton University professor and expert in international relations Robert Keohane, and the head of Networks and Business Initiatives of UN Global Compact, Manuel Escudero, and

dealt with topics such as the role of global businesses in the economy and their relation to international organizations, and self-regulation initiatives within supranational regions such as the EU or MERCOSUR. Also under discussion was the role of businesses at a local or regional level where there are initiatives for inter-sectoral partnerships, affecting different stakeholders. Likewise, there was debate on the impact of topics of global governance on specific businesses, and by extension, on their managers and executives as individuals.



## ISS Facility Services enters ESADE's Corporate Relations Program



The ESADE Foundation and ISS Facility Services, world leader in general services management for businesses, have recently signed a four-year collaboration agreement. The signed agreement means the incorporation of ISS Facility Services into ESADE's Corporate Relations Program, within the Senior Promoter Circle, where they will contribute to Foundation activities in the areas of training, research and debate. In 2006 ISS invoiced 420 million euros in Spain, with some 27,000 employees. Abertis and ESADE renew their collaboration agreement The ESADE Foundation and Abertis have recently renewed the collaboration agreement which the two institutions have upheld since 2001. The signed agreement means incorporation of Abertis into ESADE's Corporate Relations Program, within the Senior Promoter Circle. Through this partnership program they will contribute to the training of university students and managers over the next four years.

## ESADE Executive MBA graduation celebrated in Madrid



Students from ESADE's Executive MBA program held a graduation ceremony on September 13 in Madrid. In attendance were Camelia Illie, program director Miquel Quintano, ESADE Alumni director Xavier Sánchez (Lic&MBA 97), and Dean Xavier Mendoza (Lic&MBA 79), who presided over the event. The main address was given by Luis Conde, President of Seeliger & Conde, who commented that seeing ESADE on a candidate's CV is an added value.



## Students from ESADE programs MSMM and MFM graduate in Madrid



A graduation ceremony for the Class of 2007 took place on September 20 in Madrid, for students from the Masters in Sales & Marketing Management and from the Masters in Financial Management. Speaking at the event were MSMM student representatives Diego Sanabria and Asunción González, MFM student representative Santiago Bernabeu, executive vice-president of ESADE's Board of Trustees, Pedro Navarro, and Jaume Giró, president of Petrocat and general manager of Repsol YPF Communications and Presidential Cabinet, who gave the main address.

## ESADE and “la Caixa” expand their training portfolio for managers of NGOs

ESADE and the charitable foundation of “La Caixa” have put into place an innovative postgraduate course in Madrid for leaders of non-profit organizations: Leadership and Innovation in Non-Governmental Development Organizations.

The objective of this new course, which began in October and lasts for 11 months, is to provide ongoing training for persons responsible for the management of NGOs. The program focuses on key competencies for conflict resolution and self-learning, it encourages an international perspective in the participating

managers, and gives training on specific topics of concern to managers, such as collaboration with companies and government organizations, measuring results, innovation, and political pressure. The program is structured around five intensive modules, which can be carried out separately or as a set,



allowing managers to focus on specific areas of learning which they consider to be basic to their organization.

Princess Cristina will be present to hand out diplomas to graduates of “La Caixa” Obra Social [charitable foundation], 81 managers who are enrolled in this course for NGOs.

## Fernando Ocaña gives a lecture on “Ethics and Advertising”



Fernando Ocaña, president of FCB Tapsa, led the second session of the ESADE-Deloitte Lecture Series which took place on July 11, speaking on “Ethics and Advertising”. He analyzed the advertising sector and its need to adapt to a new era in business. According to Ocaña, it is important for businesses to keep a balance between profitability, social investment and commitment to the environment. “The objective is to attain responsible advertising, leading businesses in this sector into ethical, responsible behaviors”, Ocaña added.

## Abertis and ESADE renew their collaboration agreement

The ESADE Foundation and Abertis have recently renewed the collaboration agreement which the two institutions have upheld since 2001.

The signed agreement means incorporation of Abertis into ESADE’s Corporate Relations Program, within the Senior Promoter Circle. Through this partnership program they will contribute to the training of university students and managers over the next four years.

## James March awarded doctorate “Honoris Causa” from Ramon Llull University



In response to a proposal from ESADE, professor James G. March, sociologist and professor emeritus of Stanford University, was awarded a doctorate “honoris causa” from Ramon Llull University at an act held in September. Granting this honorary award to professor James G. March, management expert known for his research on organizations and decision making in business, makes him the 24th person to

receive a doctorate “honoris causa” from RLU. Likewise, March has also received the doctorate “honoris causa” from the Copenhagen Business School of Economics, the Swedish School of Economics and Business Administration, the University of Bergen, the Helsinki School of Economics, the University of Wisconsin and the universities of Uppsala, Gothenburg, Dublin, Poitiers and York.

## Forum on “New Trends in Personal and Organizational Development”

At the Human Resources Forum held on June 27 in ESADE Madrid, several experts on the subject debated on non-conventional approaches and trends from which to address management of organizations as well as personal development. It was a day of reflection which endeavored to break from the classical paradigm of considering persons simply as Human Resources, through talks given by José María Gasalla, professor from ESADE’s HR Management Department, Salvador García, author of the book Management by Values and ESADE professor, and Concha Durante, expert in human development and mental processes.

## Answers to questions about LISMI compliance

A seminar under the title “26 questions and answers about the requirement for hiring persons with disabilities (LISMI) and alternative measures: Are we complying with the law to the benefit of our company?”, was held on October 10 at ESADE’s Law School in Madrid, jointly organized by the Prevent Foundation and ESADE. Some 80 human resource managers from different business sectors participated.

The Seminar was led by Montsé Moré, managing director of the Prevent Foundation and Enric Bartlett, Vice-dean of Ongoing Training at ESADE Law School, and included participation from Francisco Conde, (Partner in the Cuatrecasas Law Firm) and Jorge Pérez (Assistant inspector of Employment and Social Security and Professor of Labor and Social Security Law at UAB), professional experts in legal matters and in application of the Law of Social Integration of the Handicapped (LISMI) and of Royal Decree 264/2005 on Alternative Measures. Their participation made it possible to address the issues of the Seminar itself as well as to answer the questions put forward by the attendees. This Seminar for HR managers presented several areas of difficulty for businesses to comply with the Law in actual practice.



# Businesses take the leading role in the **II ONO Management Experience**

ON NOVEMBER 29, ESADE FACILITIES IN BARCELONA WILL WELCOME THE II ONO MANAGEMENT EXPERIENCE, A FORUM ORGANIZED BY ONO EMPRESAS IN COLLABORATION WITH ESADE.

**F**ocusing on technology and its impact on company strategy, the program for this second forum—led by Eugenio Galdón, President of ONO and ESADE President Carlos Losada (Lic&MBA 79)—features an address by Jonas Ridderstrale and Kjell Nordstrom, co-authors of the celebrated book on management and talent, *Funky Business: Talent Makes Capital Dance*, and the new bestseller *Karaoke Capitalism*. Ridderstrale and Nordstrom are consultants to a large number of international corporations and gurus in the new world of business.

## The II ONO Management Experience focuses on technology and its impact on company strategy

José María Castellano, ONO Board member, will in turn hold a face-to-face with Álex Rovira, author of the bestseller *La buena suerte* [Good Luck]. Following this will be a debate between Nicholas Carr, author of the well-known article “Does it matter”, about technology as a key to business strategy, and a panel of experts: Marieta del Rivero, Managing Director of Nokia, Regino Morachel, Managing Director of

INDRA, Pere Ferrer, Managing Director of Freixenet, and Xavier Busquets, ESADE Manager of Information Systems.

### FRAME OF REFERENCE

Teresa Alarcos, Marketing & Loyalty Manager for ONO Empresas, explains it this way: “For ONO Empresas each business customer is unique, our main objective with this event is to become closer to our current customers

and to make contact with prospective ones, so we can hear first hand what their needs are. We want our customers to have a unique experience and to get to know us close up.”

It is worth mentioning that the first time this event took place, nearly 300 general managers and managing directors from some of the most important Spanish companies were in attendance.



# Information Sessions

Up to May 17, 2008

**Bachelor's and Master's  
in Business Administration  
and Bachelor's and Master's  
in Law**

**Saturday, December 15**

**Saturday, February 9**

**Saturday, April 5**

**Saturday, May 17**

## **Business School**

**Monday, November 12**

**Executive Master in  
Marketing & Sales**

Barcelona

**Tuesday, November 13**

**EMBA**

Barcelona

**Thursday, November 15**

**EMBA**

Madrid

**Tuesday, November 20**

**Full Time MBA**

Barcelona

**Wednesday, November 21**

**Full Time MBA**

Madrid (Interview Day)

**Thursday, November 29**

**EMBA**

Madrid

**Monday, December 3**

**EMBA**

**Executive Master in  
Marketing & Sales**

Barcelona

**Tuesday, December 11**

**Part Time MBA**

**Thursday, December 13**

**EMBA**

Madrid

**Monday, January 14**

**Part Time MBA**

**Tuesday, January 15**

**Full Time MBA**

Barcelona

**Thursday, January 17**

**EMBA**

Madrid

**Tuesday, January 22**

**Full Time MBA**

Madrid (Interview Day)

**Thursday, January 31**

**EMBA**

Madrid

**For more information and/or to confirm attendance:**

### **Business School**

[www.esade.edu/bsschool](http://www.esade.edu/bsschool)

### **Barcelona**

[mba@esade.edu](mailto:mba@esade.edu)

[exedBCN@esade.edu](mailto:exedBCN@esade.edu)

Tel. 934 952 088

### **Madrid**

[exedMAD@esade.edu](mailto:exedMAD@esade.edu)

Tel. 913 597 714

Facultades universitaria

[www.esade.edu/carreras](http://www.esade.edu/carreras)

[admissions@esade.edu](mailto:admissions@esade.edu)

Tel. 900 661 662

1975

**Antoni Olivella, new President of Eurom I**



**Antoni Olivella (Lic&MBA 75)**, General Manager of Indo since 2001, has been selected by the Euro-

pean Federation of the Optical Industry (Eurom I) as President for the next 3 years. Olivella will face this new challenge by creating a permanent secretaryship which will administrate jobs from an executive standpoint for Brussels, other organizations, national associations and companies relevant to the sector.

1986

**Francisco Javier Muñoz joins Alcoa CSI**

**Francisco Javier Muñoz Hernández (Lic&MDE 86)** is the new European CFO of Alcoa CSI, producer of containers and packaging. Previously, Muñoz acted as Financial Director of Refresco Iberia.

1987

**Alberto de Rosa, General Manager of Ribera Salud S.A.**



**Alberto de Rosa (MBA 87)** is the new General Manager of Ribera Salud S.A. His function will consist of coordinating the administration of five public

hospitals in the Valencia Region, managed as administrative concessions. Previously he occupied the post of Managing Director of La Ribera Hospital, the first public hospital managed as an administrative concession by a UTE [Spanish legal entity which temporarily unites two companies].

1990

**Luis Flaquer, appointed General Manager of Areva T&D Systems**



**Luis Flaquer (Lic&MBA 90)** has been elected new General Manager for Europe and Canada

for AREVA T&D Systems, a division of the French multinational dedicated to the construction of high- and medium-voltage electric substations. Flaquer will take on responsibility for all the company's operations in the region. Previously, he worked in worldwide financial management for the same division and for 5 years was Financial Director of the ALSTOM group in Brazil.

1991

**Cristophe Marquet joins Covides Viñedos Wines & Cavas**



**Cristophe Marquet (Master's Intl Com 91)** is the new Sales Director of the cooperative wines and

cavas group Covides Viñedos y Bodegas, in Vilafranca del Penedès, in addition to being a member of the company's steering committee. Previously, Marquet occupied several positions of responsibility in Marketing and Trade Marketing at Moët Hennessy Spain (Louis Vuitton Moët Hennessy Group, Spain).

**Antoni Ballabriga, leading the area of Corporate Responsibility and Reputation for BBVA**

**Antoni Ballabriga (MBA 91)** is the new Manager of Corporate Responsibilities and Reputation for BBVA. Ballabriga's incorpora-



tion was prompted by the objective of providing the best possible response to expectations from all groups which BBVA relates to directly and indirectly. This will allow for consolidation and reinforcement of efforts carried out by the group over the last three years which have led to the launching of several unique social action plans.

1992

**Álvaro Ortega creates IQ Medical Services**



**Álvaro Ortega (Lic&MBA 92)** has created the IQ Medical Services company, thus penetrating

the nuclear medicine market in Miami, where he has resided since 1998. He has signed a contract with General Electric (GE) for the worldwide supply of equipment which complements the global offerings of PET laboratories, currently supplied through the medical division of GE (GE Healthcare). Previously, Ortega founded two companies, Atlantic Bearing Services and IQ Engineering Corp. in 1999 and 2002, respectively.

**Xavi Admetlla, General Manager of the advertising agency ALICIA**

**Xavi Admetlla (EDIK 92)** has come on board the ALICIA agency as new general manager. Nearly all his career has transpired in

the world of advertising, since beginning with Lorente-Mussons in 1986. Later, he created his own communications consultancy and devoted himself to sports marketing at Market Sport. With his new post, Admetlla begins a new phase in the advertising sector.



1993

**Fernando Sinesio moves into luxury catering**



**Fernando Sinesio (Lic&MBA 93)** has created a company by the same name which offers private chef service in the home, a new concept in catering which goes beyond luxury catering. The main objective is for customers to be able to enjoy the fine dining of an exclusive restaurant without leaving home. The service includes everything needed for your pleasure, including exclusive, impeccable service. Also offered are cooking classes, as well as food preparation for holidays. For the moment this service can be enjoyed in Barcelona and the surrounding metropolitan area, although there are plans for expanding the area of service.

**Joan Enric González, new Corporate Purchasing Manager of Manusa**

**Joan Enric González (MBA 93)** has just joined Manusa, a company in the automatic doors sector, as Corporate Purchasing Manager. He previously worked as Head of Purchasing for Sony Semiconductors BCN TEC.

**Manuel Lafora joins American Nike**



**Manuel Lafora (Lic&MBA 93)** is the new Apparel & Equipment Business Manager in Spain and Portugal for American Nike, after

nearly 8 years of managerial posts and as a member of the steering committee (2005) in Sales & Product in all three business units (Footwear, Apparel & Equipment) – both at the Spanish subsidiary as well as at the headquarters for Europe, Middle East & Africa (Holland). Previously, Lafora worked at Henkel Ibérica in the Marketing and Sales departments.

**1995**

**Sonia Manasanch, Human Resources Manager of Cofidis Hispania E.F.C.**



**Sonia Manasanch (Lic&MBA 95)** is the new Human Resources Manager of Cofidis Hispania E.F.C. She previously worked as a junior

**Sonia Manasanch (Lic&MBA 95)** is the new Human Resources Manager of Cofidis Hispania E.F.C. She previously worked as a junior

consultant at Hay Management Consultants for two years. She also occupied the position of head of Human Resource development for Retevisión. Finally, in 2004 she began to work for Cofidis Hispania as head of the Human Resource service, later as head of the Telemarketing service, and since July, as Human Resources Manager.

**1996**

**Joaquín Muñoz, new Director of the NGO Max Havelaar**



**Joaquín Muñoz (Lic&MBA 96)** is the new Director of Max Havelaar, a French NGO whose purpose is to promote fair trade products with the Fairtrade seal and by doing so to help expand the impact of fair trade in France.

**1999**

**José María Cánovas manages the purchase of Viajes Neptuno**



**José María Cánovas del Castillo (MBA 99)** and the corporate travel agency led by TravelStore Spain have acquired Viajes Neptuno, taking a step forward in their expansion and organic growth. The main values which

Tel. +34 902 995 130 · [www.viarumania.com](http://www.viarumania.com)  
Oficinas: Madrid · Barcelona · Timisoara



Es el momento de invertir en Rumanía

**SERVICIOS INMOBILIARIOS**

Compra - venta de terrenos e inversiones en mercados residencial, industrial y turístico

**SERVICIOS DE GESTIÓN**

Facilitamos la implantación de su empresa en Rumanía

Porque su mercado inmobiliario está en pleno desarrollo y premia la inversión con rentabilidades muy altas.

Porque existe una gran demanda de nuevos productos y servicios en todas las áreas de negocio en un marco de poca competencia.

VIA RUMANIA quiere ser su canal de entrada a un mercado recientemente incorporado a la UE, de 22 millones de personas y con las mayores perspectivas de crecimiento de Europa.

the TravelStore Group contributes to Viajes Neptuno are its innovative technology in integral trip management through Internet, the consultancy service in trip management and value-added services for travelers.

**Xavier Esquerda is the new General Manager of Supermercats Pujol**



**Xavier Esquerda Baiget (MBA 99)** has joined Supermercats Pujol as General Manager.

**Eugenio Mealli, new President and Managing Director of Farmacia 360°**

**Eugenio Mealli (MBA 99)** has been appointed President and Managing Director of Farmacia 360°, the first Italian company to join different independent private pharmacies under a common brand, applying convergence models commercially, organizationally, technologically and professionally.

2000

**Juan Vives, new Inbisa representative for Catalonia and the Balearic Islands**



**Juan Vives Grijalbo (MBA 00)** has just joined Inbisa as Regional Representative to lead promotion of Inbisa

in Catalonia and the Balearic Islands. Vives began his career in the publishing world and in business banking, and last year

he was Corporate Business Manager for Layetana Inmobiliaria.

**Blanca Pons, Marketing and Communications Manager for Polymita Technologies**



**Blanca Pons (Lic&MDE 00)** has been named the new Marketing and Communications Manager for Polymita Technologies, a company belonging to the telecommunications sector. She was previously Marketing and Communications Manager for Oasyssoft, another business dedicated to the world of telecommunications.

she was previously Marketing and Communications Manager for Oasyssoft, another business dedicated to the world of telecommunications.

2001

**Montserrat Serrano, appointed Head of Analysis for Coperfil Inmobiliaria**

**Montserrat Serrano Prim (Lic&MBA 01)** is the new Head of Analysis for Coperfil Inmobiliaria [Real Estate]. Previously, Serrano acted as Business Manager for the Everis company (formerly DMR Consulting), in the strategic consulting sector.

**Emilio Calabuig, new Manager for the Worldwide Sales Unit of Indo**



**Emilio Calabuig (PMD 01)** is the new Manager of the Indo Worldwide Sales Unit, a new area

resulting from reorganization of the business structure, and which will be responsible for worldwide sales of all products and services of the group. Before this, Calabuig was in charge of Management of the Capital Assets unit.

2002

**Jorge Miguel Moreno, new General Manager of Vos Logistics**

**Jorge Miguel Moreno Revilla (MBA 02)** is the new General Manager of Vos Logistics, a company dedicated to transportation, storage and logistics. Previously, Moreno was Logistics Manager for NRG Group Spain, from the sector of computers and related equipment.

2003

**Ricardo Gómez joins Villafañe & Asociados**



**Ricardo Gómez (MDM 03)** is the new Senior Consultant for the business consulting firm Villafañe

& Asociados, specialized in assessment and management of business intangibles. The incorporation of Gómez, former Communications Manager for Leroy Merlin Spain, forms part of the firm's growth strategy for both Spain and Latin America.

**Martí Pachamé, named General Manager of Medivalor AV**



**Martí Pachamé (EMBA 03)** has been named General Manager of Medivalor AV, securities broker under

the MED Group, which groups together the different companies of the Barcelona Medical Association. In recent years he held several positions of responsibility at GVC SV and in the Crédit Suisse Group.

**Frank Martínez joins BNP Paribas**

**Frank Martínez (EMBA 03)** is the new Senior Private and Investment Manager of BNP

Paribas in Spain. Previously, Martínez performed the function of Senior Private and Investment Manager in Deutsche Bank Private Wealth Management in Catalonia and Balearic Islands, after a long period as administrator of funds and investment assets for several firms.

**Sonia Vallet joins Aixa Investigación y Estrategia**



**Sonia Vallet Garriga (MBA 03)** has joined Aixa Investigación y Estrategia [Research & Strategy] as Head of Qualitative Research Projects. Her career to date has been mainly in Marketing, but also in the area of Trade Marketing and Market Research. She has fulfilled several functions within Henkel Ibérica, from Product Manager, in the areas of detergents and cosmetics, for five years, as Category Manager, performing Management by Category projects with the main distributors in Spain for two years. For nearly two years prior to this she worked as Account Executive at TNS-Panel, managing business accounts in food, household items and cosmetics for the mass market.

**Marta Forns joins Boehringer Ingelheim**



**Marta Forns Farrés (MBA 03)** was appointed Group Product Manager for the

Hospital Line, now responsible for Marketing hospital products for the pharmaceutical multinational Boehringer Ingelheim. Forn began her career in the mass market multinational Reckitt Benckiser, where she held different posts as Brand Manager in the Marketing department of the Spain and UK subsidiaries. She later moved to the pharmaceutical sector in the Marketing department of the pharmaceutical multinational Sano. -Aventis.

**Lluís López, new president of the International Ski Mountaineering Council**



**Lluís López (PMD 03)** has been elected president of the ISMC. He has been the manager of the Spanish Federation of Mountain and Climbing Sports (FEDME) to date, acting in this post for eight years.

Following the new election, López will be the ultimate authority on ski mountaineering at the international level. His objectives include improving the internal organization of ISMC, creating new areas and restructuring the existing ones, renewing organization of competitions, in order to give further prestige to the Cup, the world championship and the continental championships.

**Jens Backlund, new Strategic Consultant at Accenture**

**Jens Backlund (Masters, Chile 03)** has joined Accenture in the area of Strategic Consulting, specializing in growth and innovation strategies. Jens has acquired several years of experience in strategic consulting, more recently at Human Insight S.A., the company he founded after graduating from the Full Time MBA.

2005

**Rafael Castellort, new Strategic Planning Manager of Walmart Mexico**

**Rafael Castellort Delgado (MBA 05)** has just joined hypermarket Walmart of Mexico as the Strategic Planning Manager.

**Bruno Saguer creates the advertising agency Vidallarsson.duprez**



**Bruno Saguer (EMBA 05)** has created Vidallarsson.duprez, an advertising agency based on the new fusion communication, starting off with a clear orientation and attitude toward innovation in persuasive communications. Saguer and his partner, Oscar Vidal, both state that “the communications service offered by Vidallarsson.duprez includes a two-sided approach, where creative strategy is combined with strategic creativity.” Saguer previously pursued his career as consultant and strategist in innovation at NODE, managing projects for accounts such as Martini-Bacardi, Danone, Nespresso, Pepsico, Balay, etc.

and business plans, under the Financial Manager of the Office, Industrial and Shopping Center division, as well as to supervise junior controllers in the department.

**Fiorella Coello joins Laboratorios Almirall**

**Fiorella Coello Olave (Mktg Mgmt 06)** is the new e-Marketing Manager of Laboratorios Almirall, making her responsible for definition and implementation of the e-Marketing and Direct Marketing strategy of the company. Her responsibilities include managing customer relations via all interactive channels and direct marketing, for the purpose of creating customer loyalty and detecting potential threats and opportunities.

**Domingo Olmos, new Sales Consulting Manager of T-Systems Iberia**

**Domingo Olmos (EMBA 06)** has joined the computer services consultancy of T-Systems Iberia, where he will be the Head of the company’s pre-sales consulting teams for Outsourcing ICT and for developing and commercializing portfolio solutions of packaged standard services.

2007

**Juan Álvarez de Lara, named Assistant to General Management of Gescobro**



**Juan Álvarez de Lara (PMD 07)** has been appointed Assistant to General Management and member of the steering committee of Gescobro. He will be responsible to develop the expansion plan for the business of buying debt portfolios as a joint venture with English partner Cabot Financial, as well as to establish new subsidiaries in Portugal and Andorra. He has ample experience with nearly 10 years in the financial sector in strategic business development projects, both internationally at Deutsche Bank as well as nationally at Banco Sabadell.

2006

**Luis Miguel Carrasco, new Senior Controller of the LAR Group**

**Luis Miguel Carrasco García (Fin Mgmt 06)** is the new Senior Controller of the LAR Group. His assignment will be to carry out Control tasks such as follow-up and analysis of projects

We’d like to know about your professional development. Get in touch with ESADE Alumni by contacting Mercè Saura at [merce.saura@esade.edu](mailto:merce.saura@esade.edu)

# Dinners



Lic&MBA 04 – May 24th, 2007



Lic&MBA 94 – May 31st, 2007



MBA PT 04 – June 7th, 2007



Lic&MBA 88  
– June 8th,  
2007



MBA 92 – June 21st, 2007



CE & MBA 82 – June 28th, 2007



MBA 01 – July 2nd, 2007

Another recent event, the MBA Class of 04 also held a get-together on Sept. 29th, 2007.

More photos at [www.esadealumni.net](http://www.esadealumni.net) → Alumni Network → Graduation Classes → Archive



# Big thrills at the IV Regata ESADE Alumni-Trofeo Bonmont

OUTSTANDING PARTICIPATION CHARACTERIZED THE IV CELEBRATION OF THE ESADE ALUMNI-BONMONT TROPHY REGATTA, HELD ON JUNE 30 AND JULY 1. THE COMPETITION TOOK PLACE AT THE PORT OF CAMBRILS, IN TARRAGONA, AND ALL PARTICIPANTS COULD ALSO ENJOY THE FACILITIES AT THE BONMONT RESIDENTIAL COMMUNITY.

Located at the heart of the Costa Dorada, between the Llaberia mountain range and the Mediterranean Sea, the Residential Community of Bonmont became the venue and a meeting and networking center for the IV ESADE Alumni Regatta. This competition is exciting every year and this year's winner was Team Number 8, with Nacho Bretons (MBA 06), Cristina Soley, Josep Rallo (MBA 06), Gema Galdón, Sergi Soriano (MBA 06), Josep M<sup>a</sup> Molero (MBA 06) and José Riobobos (MBA 06). In second place was Team Number 9, formed by Daniel Bader, Rohla Majidi (LIC&MBA 96), Ignacio Pardo (PMD 95), Marta Cabedo (MBA 91), Alexandra Barbeito, Marta Pons (Lic&MBA 02), Xavier Sentis and Bibiana Vives, while third place

went to Team Number 10, with María Alvarez, Ignacio Cava (MBA 96), German de la Merce (MBA 96), Verónica Mosca, Alberto Jambolina, María Conde and Pere Carneado (MBA 05) as crew members.

**As in other years, the Cambrils Nautical Club village was available to alumni as a meeting point.**

#### AN ALL-AROUND EVENT

The IV ESADE Alumni- Bonmont Trophy Sailing Regatta consisted of a two-buoy sailing competition, leeward and windward, disputed in several legs completed over the two competition days. On Saturday, after teams were formed, skippers were introduced, and the





technical briefing delivered, two legs of the race were contested, while Sunday held the excitement of the final classifying regatta at the port of Cambrils. Following this, participants enjoyed a luncheon barbecue at the Casa Club Bonmont, in anticipation of the presentation of trophies and medals given by Gilles Dregui de Fontcuberta (Lic&MBA 98), Sales Manager for Medgroup. Just as in other years, the Cambrils Nautical Club village was available to alumni as a meeting point.

**Sunday held the excitement of the final classifying race at the port of Cambrils.**

Nonetheless, the spotlight goes to the facilities at Bonmont Costa Daurada, a exceptional overlook facing the Mediterranean Sea, where the peacefulness of the environment meets the excitement of those who enjoy one of the most challenging fields which Spain offers. A natural enclave, located only 5 minutes from beaches and very peaceful coves, and 15 minutes from the theme park Port Aventura.

**Prizes for participants**



Aside from the trophies and medals for sailors, one of the sponsors of the IV ESADE Alumni-Bonmont Trophy Regatta, the firm Gestetner, which specializes in document management solutions, raffled off several printers among the participants at this event organized by ESADE Alumni.



## EXCITEMENT ON FOUR WHEELS

Aside from enjoying the sea and the Bonmont facilities, regatta participants also had the ever-attractive opportunity of thrilling to the spectacular TT Cayenne circuit, thanks to Porsche's Barcelona Center and its driving school. Here the sailors could experience first hand the same sensations that professional drivers do, and the comfort in extreme driving that is offered by Porsche vehicles. We gratefully acknowledge the presence of Porsche Barcelona Center executives Ferran Iñigo and Ariadna Verge.

Alumni and their companions were also able to participate in a dynamic Golf Clinic by levels (Swing, Pat and Approach) at the Bonmont Golf Course, whose 18 holes were designed by Robert Trent Jones Jr., making it one of the best courses in the country.





## Alumni were able to follow the adventure first hand **The “Al filo” expedition reaches K3 summit**

On July 12th, the team “On the edge of the impossible”, made up of Edurne Pasabán (SEP 06), Iván Vallejo, Ferran Latorre, Asier Izaguirre and porter Hassan, reached the summit of Broad Peak, or K3, at 26,401 feet. The climb to the 12th highest mountain on Earth took nearly twelve hours. K3 is part of the Karakorum (Pakistan) and is located next to the legendary K2.

Valentí Giró (Lic&MBA 87), president of the ESADE Alumni Sports Management Club, Juanjo Garra and Esther Sabadell also successfully reached the K3 summit days later, on July 20th.

From the moment that the “On the edge” Broad Peak 2007 expedition began its journey on June 6th, alumni were able to follow the adventure thanks to chronicles sent by Valentí Giró.

Giró was part of the mountain-climbing expedition for the Channel 2 program “On the edge of the impossible”, which filmed the K3 ascent.



**If you wish to relive the adventure through the chronicles, you can do so at [www.esadealumni.net](http://www.esadealumni.net) → Alumni Network → Sports and culture**



## **5th Alfa Romeo Gastronomic Tour a Success**

ESADE alumni enjoyed the 5th Alfa Romeo Gastronomic Route on June 16th. On this occasion, attendees traveled to Sardón del Duero, in Valladolid. During the day, as on former occasions, alumni visited a renowned winery, the Abadía Retuerta, in the PDO Ribera del Duero, and took an hour’s tour through the villages of the area. After a brief welcome ceremony, participants were able to try out the latest Alfa Romeo models and enjoy a luncheon at their facilities.

This year’s Gastronomic Tour was a complete success for those who attended, assuring its continuity in years to come.



**If you want to know more about these activities, see [www.esadealumni.net](http://www.esadealumni.net) → Alumni Network → Sports and Culture**

# Exclusive financial benefits for members

At ESADE Alumni we continue to work on securing significant benefits exclusive to members. In this issue we highlight an exclusive Members office from Bankinter, without overlooking ample discounts offered in other areas. Don't forget to see the Advantages section in [www.esadealumni.net](http://www.esadealumni.net)!

## Bankinter

### Exclusive Members Office

⦿ If you are a part of our group, you can enjoy the most innovative banking by becoming a customer of the ESADE Alumni Exclusive Members Office. Bankinter distributes among its virtual office customers half the profits that are generated by them. Each customer will receive a proportionate share corresponding to the profits created by their operations.

Furthermore, customers of the ESADE Alumni Office can operate through all the channels offered by Bankinter: [www.bankinter.com](http://www.bankinter.com), Mobile Banking, Telephone Banking, etc.

One very interesting product among a broad selection of products and services is the Multi-currency Mortgage, a good alternative to the traditional mortgage loan, allowing the customer to take his or her debt in any convertible currency.

If you want more information, contact your personal administrator now:

**Mireia Massó**  
[mmasso@bankinter.es](mailto:mmasso@bankinter.es)  
647 36 77 49

**bankinter.**

Check out the details for this special agreement and others as they continue to be posted at [www.esadealumni.net](http://www.esadealumni.net), in the Advantages section.

## Other available benefits



- ⊙ Rates with **special conditions** at more than 60 hotels.

**HUSA**  
HOTELES



- ⊙ **10% discount** on the best available price at [www.husa.es](http://www.husa.es) for all their hotels



- ⊙ **10% discount** on the official rate at all hotels, during all seasons



- ⊙ **10% discount** on the best Internet rate for individual reservations, and special conditions for occasional events.



- ⊙ Up to **16% discount** depending on the model desired

Deutsche Bank



- ⊙ Enjoy **outstanding conditions** on the Hipoteca Confianza Plus DB



Effective Management

- ⊙ **Online summaries** of the most important business management books

**DiR**  
vida en forma

- ⊙ **Additional 10% discount** on DiR fitness fees, for both new and existing customers.



- ⊙ Special ESADE Alumni **Selection Packs**



- ⊙ American Express Travel offers **up to 33% discount** on the Airbridge fare with Spanair

**veritas**  
menjar de veritat

- ⊙ **5% discount** on the final price of all products

# Like Father



Some said he had never had a life of his own. Others, however, that he had lived twice

Once upon a time there was a man who, at the age of thirty, and ten months after being married, became a father for the first time. His greatest ambition was for his son to experience exactly the same things that he had in his own life, since one had to admit that his first three decades had been exceptionally fulfilling.

He meticulously reviewed and noted down all that he had experienced, and one by one, he brought these about for his own son. The same clothing, the same lullabies, the same diet, the same games, and so on.

When he reached school age, he enrolled him at the same school where he had studied, he got him to take up the same sports, he insisted that he read the same books, see the same films, attend the same concerts, he planned similar vacations for him, in the same cities, and trips to identical destinations, and so on.

The poor boy did not say a word, since we all know how important it is for a son to make his father happy. But more and more his own will was subordinated to that of his procreator, and he was losing his own ability to discern. His life

had become an exact reproduction of his father's. The time came when he could no longer think for himself, in every circumstance he simply waited for his father to remind him of what he would have done in the same situation.

When the young man turned thirty, and his father turned sixty, the latter died suddenly of a heart attack. The young man was left lost and disoriented. He wandered the streets for a month and avoided long conversations. He then realized that, in order to continue living his father's life, he had to get married and have a son within a year. So he recovered the spark needed for wooing a woman, he attended a few parties – this was how his parents had met – and became friends with a girl, who, after a fleeting one-month courtship, became his wife. After precisely ten months of marriage, his first and only son was born. He gave him his complete devotion. He knew that his mission was to provide for him that happy existence which he himself had enjoyed. He dedicated himself to taking him to the same places, giving him the same things, repeating all that had been done for him. The years passed, and when he turned sixty, due to a sudden heart attack, he died.

At his funeral there were varying opinions. Some said that he had not had a life of his own. Others, however, that he had lived twice.

And the truth, surprising as it seems, is that both sides were right, since he had spent his first thirty years living his father's life, and his second thirty, also.

## FERNANDO TRÍAS DE BES (LIC&MBA 90)

Degree in Business Sciences and MBA from ESADE and the University of Michigan. Founding partner of Salvetti&Lombart, instructor at ESADE, lecturer and writer. He is the author, together with Philip Kotler, of *Marketing Lateral*, and likewise, with Álex Rovira, coauthor of *La buena suerte*. His latest book is *El vendedor de tiempo*.

