

# PROMOMED

## “Signature residences”: the home of your dreams



SUSTAINABILITY, COMFORT, DESIGN AND CONFIDENCE ... WITHOUT A DOUBT, PROMOMED GOES BEYOND APPEARANCES, TURNING HOMES INTO A DIALOGUE AND A COMMITMENT BETWEEN THE CUSTOMER AND THE COMPANY, THROUGH ITS “SIGNATURE RESIDENCES”. ALL THIS COMBINED WITH RESPONSIBILITY, COMMITMENT TO THE SUSTAINABLE RESIDENCE, PLUS SETTINGS READY FOR PIONEERING STATE-OF-THE-ART.

“Signature residences”  
*by Promomed*

“**S**ignature residences”, developed by PROMOMED, are avant-garde projects carried out by architects who implement the company’s values and philosophy in their work. First and second residences able to take on new levels of urban improvement: sustainability with the environment, a search for areas which are far from commonplace, quality in materials, rigorous control of finishings, and creative sensitivity are the company’s strictest ideals. Experts who develop construction techniques that make the most of natural air and sunshine, meaning a significant savings in energy.

For **Manel Nadal**, managing director of the firm, “PROMOMED has a commitment to promote high-quality residences that are synonymous with home, functionality, innovation and above all “dreams fulfilled”—that’s why our customers play an important part at each stage of development of a project”.

### **A RESIDENCE FOR A LIFETIME...**

Because a home is for a lifetime, PROMOMED offers options that adapt to every profile. Beyond any doubt, **Golf Masía Bach** breaks traditional molds with its residential complex designed for those who



When sustainability and design join to create new state-of-the-art

love nature, tranquility, and of course, sport- ing. This development will include a private communal area with a swimming pool, only 25 minutes from downtown Barcelona, a settlement set in the midst of nature next to Mount Montserrat. You think it could still get better? PROMOMED group offers the innova- tive possibility of residences in exclusive settings: the view of a well-kept golf course from each home.

Even beyond vanguard and design, with originality and innovation as its highest as- sets, PROMOMED goes to great lengths to find exclusivity for its customers. And so we present our residential complex in Ibiza, **Life**

**Marina Ibiza**, built in the shape of an Italian theater and surrounded by greenery, near the Mediterranean Sea.

**Jean Nouvel** contributes light and color, tak- ing his design inspiration from the curves of nature: “We have tried to create a project which forms part of this storylike atmophere, holiday feel, and the pleasure of doing noth- ing”, assures the architect.

A new, unique proposal focuses on a residen- tial development in **Font Romeu**. PROMOMED takes its first steps in France with a totally ex- ceptional complex due to its privacy, its views

and proximity to ski slopes. Style, sporting and sunshine, guaranteed in a storylike town.

If what the customer wants is a residence with all the conveniences of being close to Barcelona, our recommendation is the **Tiana** development, where your day to day life rests firmly on the guarantees of a developer committed to quality, environmental sustainability and happiness.

The signature residences compete for set- tings that enhance the exclusivity of the home even further. To match these levels is practically impossible, since PROMOMED firm offers all the assurances of the best professionals, in the most unique settings.






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www.promomed.es

ESADE ALUMNI



# In defense of politicians



I suppose as I write this that I am going against the flow. But someone has to try to clear up the muddy waters of this current. During the dictatorship there was only one politician: General Franco. He decided everything, and his ministers and the members of parliament were like a choir of altar boys who rang their bells whenever the dictator opened his mouth, and who gave unfaltering support to everything he proposed.

**The fact that there are some corrupt, useless or completely reprehensible politicians should not take away our confidence in a body of persons who move the nation forward.**

Franco would appoint or remove ministers and other positions at whim, without any consideration for the responsibility they held (since they had none). He was in charge of everything and could not be removed in the case of error. He would switch ministers in order to promote some association or lobby (always timid and relative) within the regime (phalangists, monarchists, requetés, Opus Dei, moderates, thugs, etc.). These groups were not well known nor did they have any importance in the lives of the people. For that reason they did not receive much criticism either.

## LUIS DE SEBASTIÁN

[luis.desebastian@esade.edu](mailto:luis.desebastian@esade.edu)

Honorary professor of the Economics Department. Master of Science in Economics from the London School of Economics and doctor in Political Science from the UHE, Geneva. Former economist for the Interamerican Development Bank in Washington. He has published several books, articles for economics journals and for the general press.

The fact that now there are politicians, with real responsibilities and positions—if not directly elected, indirectly so through the people's election of the governing parties—is a big step forward. Politicians are necessary in democracy, as are the parties that they belong to, which promote them and assign them to positions in the Administration. They may do a better or a worse job, but without them there would be a huge vacuum of power, and we would need a transmission belt between the president and the people. At the worst they would be a necessary evil. But things are not so bad. Most politicians, who entered the race in order to pursue their philosophical or political aspirations, or to gain social and economic prestige, carry out their functions well and help this country to prosper, become more civilized, more mature, and increasingly attractive. Without them, we wouldn't be where we are today. The fact that there are some corrupt, useless, arrogant, unpleasant or completely reprehensible politicians, should not take away our confidence in a body of persons who move the nation forward. The process of purging and regenerating politicians must be constant in order to separate the rotten fruit from the healthy majority. Democratic processes should address this.

Many of those who criticize politicians actually would prefer that there were none, instead, a single politician as before, and a crowd of depoliticized followers, cheerleaders and servants, who accept what the boss dictates without protest. We are definitively better off as we are, even if we have a few inept politicians and a few corrupt ones. And if they argue too much, the best thing to do is cover your ears and judge them by what they do, not by what they say.



## Women in Top Management

The closure of the Women in Top Management Program was held on November 28<sup>th</sup>. This is a pilot program promoted by the *Instituto de la Mujer* (Institute for Women) and co-financed by way of the European Social Fund. It is an Executive Education program held on the Madrid Campus and directed towards professional women who occupy management positions in companies that actively work towards equal opportunity employment of men and women through the *Instituto de la Mujer*.

The objectives of the program are:

- To become familiar with strategic management concepts and incorporate strategic thinking into the leadership role.
- To understand the essential aspects of leading people and to reflect on different management styles.
- To be equipped with practical knowledge of necessary skills in effective communication. To determine one's own communication style and learn to detect that of others. To adjust communication for improved effect. To develop active listening and to master the art of intelligent questions and assertiveness as keys to improving these processes.
- To become aware of conflicts inherent to negotiation and knowledge of how these should be managed separately and the consequences of confusing them.
- To explore and exchange knowledge about one's own personal and professional experience. To gain knowledge about the axes of human behavior in a business setting, including motivation, change management, leadership by trust, and innovation in managing people – in short, how to manage the complexity of an organization.
- To provide knowledge of finances from a decision-making viewpoint, transforming them into strategic tools.
- To deal with issues that operational managers need to resolve as well as the decisions and actions they must take to perform this role efficiently. To



highlight the importance that the operational function has taken on within companies as a source of differentiation from competitors and of value for shareholders in an increasingly "flat" world.

- To understand the integration of strategic marketing, its significance in the general context of the company and its sequence of development.
- To provide an update on the latest developments in balanc-

ing work and personal life, the law of equal opportunities, and mobbing.

The program began this past October 16<sup>th</sup> and consisted of 8 modules.

In attendance at closing ceremony were: the Director General of the *Instituto de la Mujer*, Mrs. Rosa Maria Peris Cervera, and ESADE's Corporate Deputy Director General, Mrs. Eugènia Bieto.

## Minetti Program for Management Development 2007/08

The Holcim Group from Switzerland is training its high-potential Latin-American staff at ESADE through the Minetti Program for Management Development (PMD) 2007/08, which is being held in Buenos Aires. Argentine and Chilean executives from the operations management of the company are attending the PMD.

The Program was designed giving consideration to Holcim Group's Competency Handbook, and it has been specifically adapted to the business needs of the company in that region.

ESADE in Buenos Aires develops in-company programs for multi-

national firms with operations in several Latin-American countries. Executives attend the ESADE campus in the traditional San Isidro district in the northern part of Buenos Aires, where there are comfortable, well-functioning facilities equipped with the latest technology for management training. The Minetti PMD lasts 2 years, it consists of a series of modules lasting one and a half months, and finishes with a multidisciplinary group project that is of strategic interest to the Group.

*Cementos Minetti* is one of the leading Argentine cement companies with 5 factories that

produce for over 90% of the areas of the country with highest rates of consumption. Their production processes have been developed according to ISO 9002 standards. An agreement with the company has also been reached to develop another important in-company program for the purpose of consolidating the development of the organization through a leadership program for future corporate leaders.

In this way, ESADE is establishing itself in Latin America as a trustworthy partner for organizational and management-team development.

BUSINESS WEEK'S BIENNIAL RANKING

## The best custom programs

ESADE Business School, one of the top ten schools worldwide for custom programs.

The prestigious magazine *Business Week* recently published its biannual ranking. The list is one of the most exclusive, since it only highlights the 20 best schools in the world. In the ranking for custom programs, ESADE Business School appears among the top 10 business schools worldwide and as the fourth in Europe. This year, as in the 2005 edition, the ranking of custom programs is led by Duke Corporate Education in the U.S., followed by the European institutions IMD (Switzerland) and INSEAD (France).

Along with its ranking of the best schools for custom programs for businesses, *Business Week* publishes two more lists: one with the best open training programs for executives and another with executive MBA programs, directed exclusively to managers with broad experience and designed for compatibility with

professional practice. In the ranking of open executive education programs, ESADE Business School holds the fifth place for Europe. Furthermore, the ESADE Executive MBA appears in this prestigious ranking for the first time, standing out among the top six of Europe. Even though all the European business schools reflected in this ranking are present in all three sections (open programs, custom programs and executive MBA), the list is dominated by U.S. schools: only 30% are European.

The executive education ranking, both for open and custom programs, is based strictly on the opinions of the human resource managers of the companies that contracted these programs, and their assessment of the training offered by the schools in strategy, leadership, innovation and international aspects of business.

Look up training options from ESADE Executive Education at [www.exed.esade.edu](http://www.exed.esade.edu)

## 25 years of control!

The Executive Education program, *Control de Gestión* (Management Control), reaches its 25<sup>th</sup> anniversary with the course beginning February 28<sup>th</sup>, 2008, in Barcelona. The creator of this veteran program, professor Emili Sullá continues to lead it, along with professor José-María Álvarez de Lara, who was a student in its first graduating class.

During all these years more than 1000 professionals from all sectors of economic activity in this country have passed through ESADE classrooms in Barcelona and Madrid. With its successive, constant adaptations to the evolution of business and organizational management, this program has become a point of reference for managers and training directors.

## Global EMBA is launched

Two internationally recognized universities, three of the most respected schools in the world, six very stimulating modules and the valuable contribution of professional colleagues.

After celebrating the success of our executive education programs, we have decided to create an additional program to satisfy today's executives. The new Georgetown-ESADE Global Executive MBA will begin in June 2008. As its name indicates, the program is the result of a joint effort of two institutions and three great schools: The alma mater, ESADE Business School, considered by the *Wall Street Journal* to be the number one international business school for the second consecutive year.

Georgetown University's McDonough Business School, whose International Executive MBA constantly maintains its position amongst the best programs in the world according to *Business Week*. Georgetown University's Walsh School of Foreign Service, whose undergraduate and postgraduate programs are among the best of the U.S.

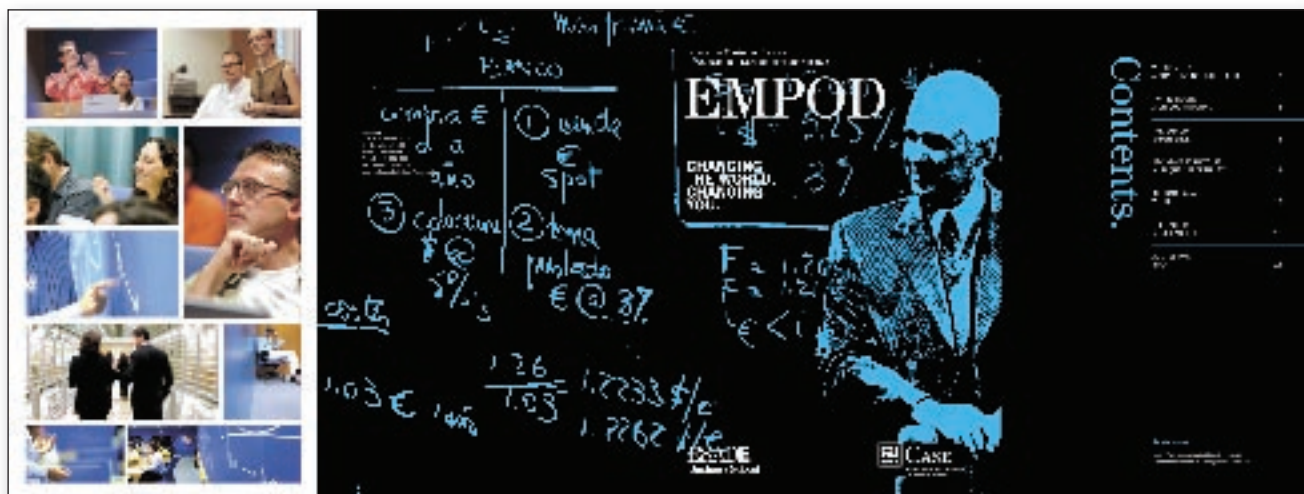
The fruit of this collaboration is an exceptional program for highly qualified executives from the business world – it combines the academic virtues of Georgetown's business and foreign service schools with ESADE's in the areas of social innovation and entrepreneurship in the context of global business. The program consists of six modules of 11 days each that take place in the cities of Washington, Barcelona, Sao Paulo, Buenos Aires, Moscow, Bangalore or Shanghai (alternately), and New York.

Participants who successfully complete the Global Executive MBA will receive both a Masters in Business Administration from Georgetown University and from ESADE Business School in a ceremony that will take place in Washington.

The Georgetown-ESADE program reflects the enormous complexity of the business environment on a global level, combining multidisciplinary information, incorporating the great diversity of its participants' experiences in classroom debates; using the visits abroad as opportunities to expand and practice newly acquired skills, and including international perspectives in all aspects of the program. Each place to be visited (see the list of cities mentioned above) has been especially selected to reinforce the theoretical concepts that have been learned in class by direct exposure to the problems and approaches of the complex, noisy and rapidly changing environment of global business.

# Executive Master in Positive Organizational Development and Change

FOLLOWING THE INTERNATIONALIZATION AND COOPERATION STRATEGY OF THE BEST INTERNATIONAL SCHOOLS, THE MBA AND EXECUTIVE MASTERS UNIT OF ESADE BUSINESS SCHOOL PRESENT A NEW PROGRAM IN THEIR PORTFOLIO: THE EXECUTIVE MASTER IN POSITIVE ORGANIZATIONAL DEVELOPMENT AND CHANGE (EMPOD), JOINTLY DESIGNED WITH WEATHERHEAD SCHOOL OF MANAGEMENT (CASE WESTERN RESERVE UNIVERSITY, CLEVELAND).



## Course specifications

### METHODOLOGY

#### • Appreciative Inquiry (AI)

AI is a strength-based approach to expanding a system's cooperative capacity. It involves the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential. It involves the mobilization of inquiry through the crafting of the "unconditional positive question". All students will leave the EMPOD program with a Weatherhead Certificate in Appreciative Inquiry for the benefit of Business and Society.

#### • Coaching, Leadership and Executive Assessment & Development (CLEAD)

Based on groundbreaking theory of self-directed change, a thorough personal assessment methodology, and an emphasis on strengths, the Coaching Leadership Assessment and Development Modules (or CLEAD) provide participants with the tools that are best suited to their set of strengths and competencies promoting ongoing development of leadership skills throughout the individual's career. The CLEAD modules will prepare participants to be professional and leadership coaches. All students will leave the EMPOD program with a Weatherhead Certificate in High Impact Coaching.

#### • In-company consulting projects

Participants in their consulting groups will be working in companies to provide consulting services around organizational development issues.

#### • Lectures

Students will attend lectures given by Weatherhead School of Management and ESADE professors.

#### • Group work

Much of the learning in the EMPOD program will be carried out in small group learning and experiential activities with a diverse cohort of motivated and experienced adult learners.

#### • Individual Consulting Projects

Each student will be responsible for completing an Individual Positive Change Project to enhance the effectiveness and sustainability of their own organization.

## The experts speak out

The context of Organizational Development has changed radically over the last 20 years. Customer service and productivity are no longer the only parameters to take into account when calibrating an organization's success. In today's world, leaders must be prepared to take on rapid changes, new knowledge, sudden bursts of innovation, globalization and the company's entrepreneurial capacity.

EMPOD trains professionals to create a better environment through development of human capital via methods based on research, design and change management. EMPOD is a program structured into 7 weekly modules, one of which will take place in Cleveland, over a duration of 15 months, and is designed for professionals who are leading changes in their organizations, who coordinate teams and who are seeking to develop their leadership skills. In this sense, the choice of Weatherhead as a strategic partner is not by chance, since Case Western Reserve University is the leading U.S. school in Organizational Behavior. The EMPOD participant will be exposed to a totally innovative learning experience, using a methodology which focuses on developing leadership ability in our participants. In sum, the program will be a decisive intellectual and professional challenge for all participants.

### • Admissions Requirements

- University or Bachelor's Degree\*.
- 5 years or more of work experience.
- TOEFL or equivalent English proficiency test.

\* On occasion, EMPOD candidates are accepted without a completed degree, but with exceptional work experience and current career opportunities to use what they learn through the EMPOD program.

### • Duration: 15 months

Learning Activities: face-to-face lessons, distance learning opportunities, team in-company project, individual in-company project, coaching sessions.

### • Language of Instruction: English

### • Degrees & Certificates:

- Master in Positive Organizational Development & Change (Case Western Reserve University and ESADE Business School)
- Certificate of Appreciative Inquiry (Case Western Reserve University)
- Certificate of High Impact Coaching (Case Western Reserve University)

For all admissions inquiries: [esadebschool.admissions@esade.edu](mailto:esadebschool.admissions@esade.edu)



**RICARD SERLAVÓS**

Professor, Department of Human Resource Management, ESADE.

Co-author of the book *Flexible Working Practices: The Challenges for Europe. New Challenges for European Human Resource Management*

“ Trapped in the daily whirlwind of activity and inertia, executives don't have a space where they can reflect on their personal aspirations for the future, on the best way to employ their talent to realize their dreams, or on the greatest contribution that they can make given their privileged position in their own organizations. The EMPOD offers all participants a unique opportunity and space for this type of personal and organizational reflection through a powerful team of professors and experienced leadership coaches”.



**BETSEY TUFANO**

Programme Director

“ Are you a manager who is leading or living through a change in your organization? Are you looking for a way to harness that change to create a sustainable enterprise? Are you struggling to create and foster high-performing teams? Then the EMPOD program is for you! You will be able to learn from experts in the field of Change Management, Organizational Behaviour and Appreciative Inquiry how to manage change more effectively in your organizations, contribute to building a sustainable organization and build and motivate high performing teams within a group of international, experienced managers who are also struggling with the same issues”.



**RICHARD BOYATZIS, DOCTOR**

Professor, Departments of Organizational Behavior and Psychology, Weatherhead School of Management

Co-author of the 2002 New York Times Bestseller *Primal Leadership: Realizing the Power of Emotional Intelligence* and co-author of the new book *Resonant Leadership: Renewing Yourself and Connecting With Others*

*Through mindfulness, hope, and compassion*

“ The market has recognized the need for emotionally intelligent leaders who can effectively use their business knowledge and technical skills. Our EMPOD program teaches these competencies with a proven track record, and empirical evidence shows that our graduates have significantly more of these talents than they did when they entered — and their career progression proves it”.



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MBA 97. Executive Director,  
ESADE-Executive Language Center

# Job interviews in english. how to survive them!

A RECENT STUDY CARRIED OUT BY THE CHAMBERS OF COMMERCE, CALLED *COMPANY OCCUPATIONAL TRAINING LEVELS*, INCLUDED AN EMPHASIS ON THE DIFFICULTIES COMPANIES TAKE NOTE OF IN JOB SEEKERS WHEN INTERVIEWING THEM IN ENGLISH.

The fact is that over 60% of Spanish companies requiring foreign language speakers- mainly English- note inadequacies in the candidates. Add to this that interviews in English are becoming commonplace during job selection processes, it is no wonder that more and more people are turning to the Executive Language Center to try to survive a job interview in English.

## It is essential to be realistic about our true level, and above all not to lie in the interview

This first bit of advice is rather obvious, but it seems there are people who promise the earth and don't seem to get it: it is impossible to speak a foreign

language straightaway if you don't know it, forget the idea of one thousand or two thousand words. That's why it is important to be truthful about our language level and above all not to lie at the interview. For those who simply don't have the right level, there's only one solution –to buckle down and get trained. For those with a higher level and more confidence in English, our advice is not much different from what we would say to any candidate for an interview in their mother tongue, that is:

- Whatever your level is – we have already seen that beginners have to concentrate their efforts in a different direction – if you have prepared for the interview you will make a good impression.
- If you have been asked for a CV and presentation letter in Eng-

lish they should both be written perfectly.

- Prepare a script with questions you think you might be asked and practice the answers, if possible with a native English teacher.
- If, during the interview, you don't catch one of the questions, don't stay silent or go right on as if you had understood it, ask politely—in English, of course—for the question to be repeated.

As you can see, the issue here is to apply common sense in facing an interview, using the English you have to your best advantage. And naturally, you also know that for that extra help you need – whether your English is at a beginning, intermediate or advanced level – ESADE-Executive Language Centre has a whole range of offerings for you. I'm convinced that, if you give us a chance, one of these will fit with your objectives, your lifestyle and, to be practical, your agenda.

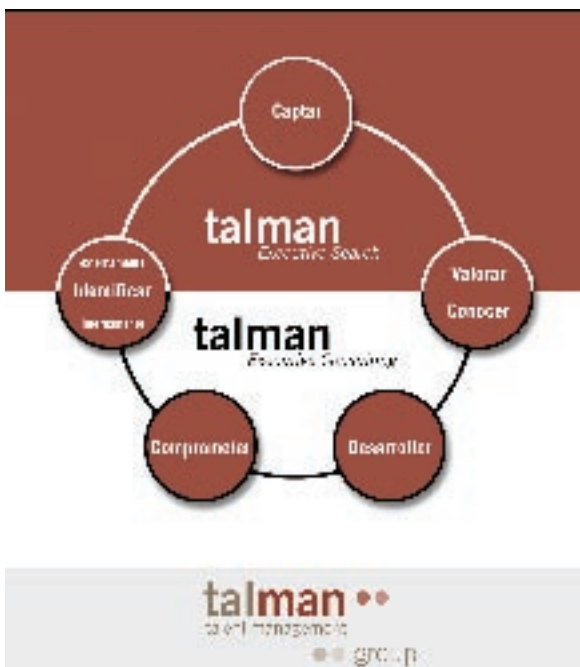
Get all the information at [www.esade.edu/idiomas](http://www.esade.edu/idiomas) and remember, as an ESADE Alumni member, you enjoy excellent terms.

“The challenge organizations face is .....

# To attract talent with potential, **develop it so that it is ready to leave and ensure that it stays”**

*Ignasi Rafel*

TO MANAGE TALENT, COMPANIES NEED STRATEGIC PARTNERS WITH WHOM TO ESTABLISH A RELATIONSHIP BASED ON TRUST AND THAT CAN LAST A LIFETIME.



**A** climate of accelerated change is the central element in which the business world finds itself immersed. Companies are responding with a search for greater flexibility. Charles Handy, in *An Age of Unreason*, defined a new way of understanding future organizations using a clover model, in response to this need to adapt to the environment. With this new paradigm, companies restructure their resources in the form of a three-leaf clover:

- the first leaf are the employees who have essential skills which differentiate the company from its competitors;
- on another leaf are collaborators with a flexible structure (part-time or hired as needed for specific needs);
- lastly there is the network of subcontractors who do some of the work outside.

In addition to flexibility, companies may feel the need to reinforce their capabilities with specialized/ expert competencies which on occasion can be distant from the core business. In this context, the HR department finds itself subject to pressure that stems from a dual mandate: on one hand, the requirement to be more active in searching for and developing talent, and at the same time to be more cost efficient. To summarize, “do more and better, with less”. This leads Human Resource managers to search for allies who can collaborate from outside the company, providing specialised competencies, with the advantage of variable cost. Aware of this, the Talman Group offers a portfolio of integrated services to work with companies in finding and managing talent, especially managerial, with the aim of being your human resource partners.

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**THE HEADHUNTER AS A PARTNER IN FINDING MANAGERIAL TALENT (B.E.S.T.)**

It is indisputable that companies need to have talent on board, especially managerial.

Nonetheless, they are not always able to attract it directly (resources, confidentiality) or they do not know how (technology, tools and necessary competencies), so it becomes almost essential to outsource to specialised companies.

To this we can add that in present market conditions it is difficult to find good managers. Our labor market of managers tends toward full employment, where demand and supply are very evenly balanced. This is not something momentary – quite the opposite: it will stay like this for some time. For one simple reason: the age pyramid is becoming narrower.

This means that you have to be much more pro-active in searching for, locating, and **B**ringing potential candidates into view, doing a good **E**valuation of them, and **S**educing them with a good project and good future prospects in order to capture managerial **T**alent. (B.E.S.T.). For this reason more and more large and small companies outsource their talent search, recognizing that one very effective way involves using the professional services of a headhunter.

In addition to this the client is increasingly more expert and more demanding, so that headhunters have migrated towards companies with methodology, professional structures and transparent compensation, and above all, with results and the guarantee of absolute confidentiality.

On the part of the candidate, the change has been similar. The manager who receives our call is no longer surprised, he is prepared, and, at the same time, is more demanding in terms of the information which he requests about the offer,

the company involved, future prospects, etc. Nevertheless in most cases the candidate is quite willing to listen to our proposal, especially if they know that they are being contacted by a recognised consultancy.

**THE CHALLENGE OF DEVELOPING TALENT AND ENSURING THAT IT DOES NOT LEAVE**

Incorporating or developing talent is no longer the question. The dilemma has ceased to exist. It is clear that you have to work from both directions. And in the second, that of developing talent, the consultant is a travel companion who can do some things which complement and reinforce internal practices.

**Who has talent?** The consultant empowers managers, providing a method on one hand, both in defining the process by which managers have to assess the potential of their people, and in the actual evaluation of the ‘chosen’ ones, through forming development centers. He or she also brings an objective, outside perspective, which helps to remove doubts about the “precision” of the managers’ evaluation, introducing an element of rigour and consistency.

**How is talent developed?** Experience has meant that as consultants we work hard to

**How do I select the partner who can help me attract the managers I need?**

- **Advising and Commitment.** Your partner must be a professional who adds value to the process, advising in profile definition. You do not want just a profile-collector.
- **Pro-active, exhaustive search.** The finding of candidates must be the result of an in-depth search to locate and contact a large number of potential candidates. It must not be based exclusively on a list in an agenda or a data base.
- **Progress Report.** This document should contain a list of companies and candidates (presented anonymously) who have been contacted as a result of the search phase, thus allowing you to make decisions with a global view of the situation of this position within your sector.
- **Guarantee of person-company suitability.** The evaluation should be done by senior consultants. This guarantees not only a match to a professional profile but also a match of personal competencies which guarantee the success of the process. Don’t look for the best, look for those who are best suited to your company.
- **Reports.** These should be complete and should contain the results of a professional and personal evaluation, in order to help you make the decision. They should not be a glorified C.V.
- **Fees.** Try to ensure that these are fixed and do not depend on the final salary of the manager. Ensure that all costs are included and that these are established clearly at the beginning of the process.
- **Ethics, discretion and transparency.** It is fundamental that your partner guarantee that he/she meets all the commitments of the proposal, and does so transparently, maintaining professional ethics and confidentiality of company and candidate information.



Ignasi Rafel (MBA 94), Partner and General Manager of the Talman Group, Josep M<sup>o</sup> Carbó (Strategic Personnel & Business Mgmt 90), Managing Partner of Talman Executive Consulting

develop novel approaches that allow us to promote good analyses, these then ensure better transferral to the new position. In addition to this, the need to focus development efforts on the specific needs of each of the ‘talented’ ones, has led us to work increasingly through coaching.

**How can we ensure that they do not leave?** By working to increase commitment, encouraging a culture where people feel recognized and appreciated. Defining career models which clarify the expectations of people in the organization. Putting into place human resource policies and systems which reinforce ties between the people.

# Getting to know...

## Juan Ramis and Rosa Varela

JUAN RAMIS AND ROSA VARELA TEACH VERY DIFFERENT SUBJECTS, BUT THEY SHARE AN ENTHUSIASM FOR TEACHING AND FOR THEIR RELATIONSHIP WITH ESADE STUDENTS.



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



**JUAN RAMIS PUJOL**

“Theories of change management and theories of learning are fundamental to my research.”



[juan.ramis@esade.edu](mailto:juan.ramis@esade.edu)

Associate professor and director of the ESADE Department of Operations and Innovation. He is a visiting professor at HEC and at the University of Versailles, France. Doctorate from the University of Versailles in France; MBA from the University of Georgetown, Washington, D.C.; Degree in Economics from the University of Barcelona. He just participated in the fourth graduating class of the Vicens Vives Program organized by the ESADE Department of Social Sciences. He has done consulting work for companies from the pharmaceutical, information systems, insurance and automotive sectors. He worked as training manager for the tour operator Sunworld in England and as auditor for Cortes y Cía in Barcelona. He performed a study on environmental standards ISO 14000 for Toshiba in Kawasaki, Japan.

**1** After living abroad for ten years, it was time to come home. Xavier Tort-Martorell, Professor at UPC and a member of my Doctoral Dissertation Review Committee put me in contact with Miguel Angel Heras. By coincidence, there was an opening available, and I was still in time to hand in my application papers.

**2** Operations are the central, tangible part of organizations, but are often a hidden part. Thus, by making them visible, we can also make them interesting.

**3** My research revolves around two main lines: innovation management and quality management. Likewise, my time in France taught me the pleasure of going beyond the usual in terms of philosophic reflection applied to science. This is also one of the central axes of my work.

**4** From a practical perspective, I would point to innovation patterns in services, which appeared in an article in this very magazine (number 120). Using these, and by way of a creativity workshop, a management team can visualize its future innovation strategies. From a theoretical perspective, the ‘exploration / exploitation’ pair could, in fact, be seen as a wider set of forces: innovation, standardization, task repetition,

maintenance and continuous improvement.

**5** It’s satisfying to see an alumnus with a smile on his or her face after some years have passed – no matter what the reason!

**6** As the fool on the hill.

**7** We can fix this up with a quote from Séneca (from the Vicens Vives program): “We are more concerned about living long than about living well, even though living well is within our reach, but no one is lord over long life”.

**8** Traditional, ambitious and contradictorily creative.

**9** Family, friends, sports and writing.

**10** In one of my courses where a group project was a fundamental part of the evaluation, I decided to exert a lot of pressure on some of the groups. I learned that under pressure, we as persons cease to learn. Moreover, even if afterwards we try to talk, the chances of truly communicating with each other are very small. Likewise, I learned that when personal and group dynamics are taken to the extreme, they can become irreversible.

**ROSA VARELA**

“It makes me proud that students who were completely convinced they would never pass my courses because they ‘were no good’, were able to pass and even get good grades.”



[rosa.varela@esade.edu](mailto:rosa.varela@esade.edu)

Associate Professor of the Department of Quantitative Methods and Director of the Department of Quantitative Methods. Masters in Business Management and Administration from ESADE and a Degree in Mathematical Sciences from the University of Barcelona. Her career has been oriented especially towards university teaching of mathematics and statistics in the context of business management and administration, although she has also collaborated in studies addressing businesses or in research. Her main interest as a teacher is helping the students, who often begin the undergraduate program in Business Administration without any special motivation for their courses, to become aware by the end of the program that they have learned something useful for their professional lives. This interest led her to complete her own MBA at ESADE when she was already a full-time professor.

**1** When I finished my studies in mathematics, a professor mentioned that they needed an intern teaching assistant. At that time I was convinced I didn’t want to devote myself to teaching. That was over 31 years ago, and it was then that I realized I truly do like teaching.

**2** I teach Mathematics and Statistics, and I have to admit that most students do not enjoy these subjects. Further along in their respective careers, some of them realize they were mistaken. For me, the important part of my courses is the knowledge of tools that will be useful to them in other subjects or in their work, but above all, helping them learn to think.

**3** My work is fundamentally teaching, and although I occasionally collaborate in research that requires my department’s participation, what really interests me is everything related to didactics for these subjects.

**4** That would mostly be related to my experience as a professor where there are people who believe they are “no good” at my subjects. This is not so– it is only a matter of helping them get into it.

**5** Yes, seeing students who were convinced they would never pass and that they were “no good”, but who, with a little help on my part, did manage to pass with good grades.

**6** Quite tough and demanding, but also a nice person and willing to help them.

**7** To write a book about the teaching experience I have accumulated over the years.

**8** I can’t see myself describing ESADE in three words. It’s just too big to apply the same adjectives to the all the professional roles, persons and centers.

**9** I really enjoy going to the cinema and talking with friends, and lately I have also been working as a volunteer in two organizations

**10** The answers on some exams are worth remembering. The one that most struck me was the justification a student gave me over 15 years ago in response to a question where he was to statistically analyze, on the basis of a study for which the results were given, why the inhabitants of Manresa with a university education were more critical of their city than the rest. His answer was: Because Manresa has few universities, and the ones it does have are bad.

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

# Settle your labor doubts and issues

FOR MORE THAN 10 YEARS, THE ESADE ALUMNI ASSOCIATION HAS OFFERED ITS MEMBERS A CONSULTING SERVICE ON TOPICS OF LABOR LAW, SEEKING TO OFFER ASSISTANCE AND ANSWERS TO POSSIBLE DOUBTS OR SITUATIONS THAT ARISE IN THE LABOR ARENA. EMILIA MAJOL PUYOL, RESPONSIBLE FOR ADVISING MEMBERS ON LABOR ISSUES, TELLS US A BIT MORE ABOUT THIS SERVICE.



READING TIME:  
3'

**The ESADE Alumni Association has been offering this service since 1996. What does it consist of, exactly?**

This service to members, regarding labor-related legal matters, consists of advising, informing and sometimes solving problems which arise from a labor relationship. The system is quite simple. A single call to the association, and they will inform the member how to reach me so that he or she can explain to me their doubts or issues in the workplace.

**So, it just takes a simple telephone call to access the service?**

Yes, if the matter is simple, just a telephone call will be enough. If, on the contrary, the issue is in legal proceedings, it will be necessary to stay in touch over the course of events and adjust solutions or information to the needs of the moment, as long as we are speaking of extra-judicial topics, not when the matter is part of litigation.

**What kind of doubts or questions come up most frequently?**

The doubts, as well as the problems, are varied and diverse. Doubts can be anything from asking for information on how to act in case of a dismissal, to

information on maternity, breastfeeding and reduced work hours, cases of mobbing, substantial changes in working conditions, geographic transfers overseas, contracts for high-level, executive positions, and a long etcetera of questions having to do with labor rights.

**What should a person do who believes that his or her rights at work are not being respected?**

In the first place he or she should consult a lawyer and take into consideration the information and counsel that is given. Then, he or she must assess whether or not it is beneficial to report the facts to Labor Inspection and/or initiate labor proceedings.

**Why is it so important to offer this service?**

Because workers who hold high-level positions consider that they cannot, or should not, take their doubts to the Business Committees. They are left with only one alternative: speak to a professional. What happens sometimes is that the interested party feels that the consultations are only isolated, very specific ones and so do not justify a formal consultation. That is why I encourage all those who have made use of the labor



advising service, as well as those who have never done so, to make use of it whenever the need arises.

**Are people familiar with their rights in the workplace?**

There is a certain amount of confusion when it comes to the rights and obligations of a worker, and a lot of misinformation when it has to do with a high-level executive. Each case is specific, but often the worker takes advice from colleagues who supposedly have been in a similar situation or know someone who has, and this is not the best solution.

**What do you most enjoy about your job?**

Everything. Besides being a person who is enthusiastic in taking things on, the diversity of situations that are addressed

by law is very enriching professionally and has a dynamic that requires continuous learning and development, something that I love. Finally, the personal contact involved in practicing law as it connects to clients' different anthropo-cultural backgrounds is highly enriching at a personal level.



**Career history**

**Emilia Mayol Pujol has been addressing labor law inquiries from members of the ESADE Alumni Association for more than 10 years. Prior to this she worked more than 10 years as a professor at the Aut3noma University of Barcelona, as well as in Human Resources and Personnel management in several companies. With degrees in Law, Contemporary History and Anthropology, and an ESADE graduate in Personnel Management, she recently presented her doctoral thesis in Psychology on managerial competencies. Participating in this research were some of the alumni who are in managerial positions and who have consulted her on labor issues. In addition to offering personal and telephone advising, every year she gives several talks on labor issues, helping members to become better informed on labor.**



*Cargill, desde 1960, proporcionando soluciones al mercado agroalimentario en Espa1a*

# Legal Marketing

MOST LAW GRADUATES IN ONE WAY OR ANOTHER HANDLE BUSINESS CREATION, NOT ONLY THOSE WHO OPEN THEIR OWN OFFICE, BUT ALSO NOTARIES AND REGISTRARS, AND THOSE WHO BEGIN A CAREER AS A PARTNER IN A LARGE FIRM, WHERE THEY MUST BE ABLE TO GENERATE BUSINESS.



READING TIME:  
**3'**

Legal marketing has appeared as a new specialization within the world of service marketing. The application of general marketing concepts and business development must be adapted to the legal sector. Attorneys do not identify with concepts that do not recognize the culture of law firms and offices. The sales arm are the attorneys themselves who in one way or another have their “own business” or, in their career as a law partner, must know how to generate business. For this reason it is important for the lawyer to know how to develop managerial techniques

that will help him or her organize a business plan and be able to promote it.

Communication, understood not only as advertising, plays a basic role. The means, the channel and the format must be chosen in congruous fashion with the sector and the type of client in order to be effective. There are very specific media and systems that must be understood as key elements for assuring one’s reputation. The sector is changing and is increasingly competitive, one must be prepared. For this reason, ESADE Law School is about to

Let us offer you different opinions from those who attended the first run of this course:



**MARIONA XICOY**

General Counsel  
Uría Menéndez  
Barcelona

“I felt that all attorneys should be trained in this area, but in my case, where I perform general counsel functions in a Barcelona office, all the more relevant since I have to deal with aspects involved in this area. There is little training available, although this has changed recently with the market becoming increasingly competitive.

Naturally the best marketing tool is to solve the client’s problems brilliantly. The best tool is a satisfied customer who has received excellent service. In times like the present it is not excessive to reinforce this basic tool with the best marketing techniques that help disseminate the message of the satisfied client. The course in legal marketing is an ideal place for getting to know best practices in legal marketing”.



**LIDIA ALCALDE**

Account Executive  
Gavin Anderson  
& Company

“The course helped me to connect marketing with the legal sector, and gave me a practical sense of the usefulness of preparing a marketing and communications plan as a means to increase business productivity. Thanks to the course, I have a much clearer idea of how to make the most of a legal office from the point of view of marketing and communications. It was a very interesting course from the point of view of the concepts we learned, and very productive at the professional level, since it helped me round out my professional profile. The speakers, quite diverse, were perfect examples of the different points of view that are important in order to apply legal marketing well, and the class sessions very practical, where the teacher contributed her experience in an atmosphere open to discussion and the exchange of ideas”.



**JUAN CARLOS CODINA**

Managing  
Partner of  
Escoda y Codina

“My law office has gone from being a small office to becoming a company which offers integrated legal services by five attorneys, in addition to those professionals working in the consulting division, so I urgently needed to fill out my training with business management tools, something most of us as lawyers are lacking”.  
The course to me seemed extraordinary. The variety and quality of the talks, as well as the small number of students, allowed me to gain a great deal from the course”.

launch its second run of the Legal Marketing course. The course will be held in the Executive Education facilities on the Madrid campus of ESADE Business School, and will consist of two general blocks: one in Marketing and Business Development and the other in Communication. This course, however, not only addresses law graduates, but also those professionals who wish to work in the area of marketing and communications within the legal sector.

Eugenia Navarro, professor of Legal Marketing at ESADE Law School, with more than 8 years' experience in marketing topics for attorneys, will be leading the course, which seeks to be eminently practical, involving the participation of prestigious professionals who are working in the sector: Marketing and Communications managers, communications professionals, consultants, partners, attorneys with internal legal counsels, and others.



**For more information:**

**Laura Merino**  
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 Tel. 913 597 714

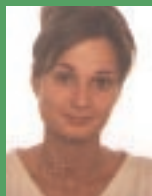


**MARGARIDA R. VILES**

Attorney specializing in urban development and environment

"Training in this area has appeared on the scene late for many law offices, and has now become essential refresher training for every type of office. I can affirm that this training was key for me in planning my activity. Now I have a path defined which allows me to make the right decisions to succeed professionally".

Eugenia Navarro was the perfect person to transmit this discipline due to her extensive knowledge of the idiosyncrasies of the legal area, an essential requirement for being able to present this material well".



**NOELIA MARTÍNEZ JOVÉ**

Marketing Manager of Jiménez de Parga

"I thought it was a fantastic, useful experience. A general perspective on legal marketing was presented, showing us the current needs close up. After this course, I think it would be very interesting and beneficial, after having taken a general course, that there were more specific courses offered such as "client management" or others".



**REGINA LAHOZ**

Managing Partner of Lahoz y Rueda

"Doing this course was a revelation for our organization and meant a radical change of mentality; our objective is no longer only to provide good legal service, but also, day by day, our mission is to focus our organization toward the customer. We are convinced that everything that comes out of our office speaks on our behalf; from the receptionist, to the brochure, to invoicing, not to mention how our attorneys treat the client or how easily the partners can be reached".



**JORDI VERDAGUER**

Partner of Denver Abogados

"Of course, this course has proved useful to me. What slight initial skepticism I had vanished during the first session. Not only did it offer me useful marketing tools, which I have been able to apply directly in our firm, but also an indispensable perspective on the legal sector and its marketing strategies".

## New members on the ESADE Professional Council

The Council met on November 22nd in Madrid, on ESADE premises.

The Professional Council of ESADE, advisory body for the management of the business school, has been renewed with the incorporation of seven new members. The Council now includes 21 members, including its President, Juan Arena. The newly incorporated members are: Santiago Bergareche, Vice-president of the Ferrovial Group; Anna María Birulés, Vice-president of Renta Corporación; Luis Conde, President of Seeliger y Conde; Cristina Garmendia, President of Genetrix; Manuel Márquez, Managing Director of AMPER; Vicente Moreno, President and Managing Director of Accenture España, and Ignacio Polanco, President of the Prisa Group.

### THE ADVISORY BODY OF ESADE

Other members of the Council are Maite Arango, Vice-president of the VIPS Group; José Ramón Arce, former President of Lilly; Rafael de Ramón, General Manager of Saint Gobain Canalización; Miguel Fernández de Pinedo, Vice-president of the Industry, Technology and Mining Club; Antonio Garrigues, President of Garrigues Attorneys and Tax Advisors; Juan Pablo Lázaro, Executive President of ASM; Ivan Marten, Senior Vice-president and Founding Director of the Boston Consulting Group; Amparo Moraleda, President of IBM for Spain, Portugal, Greece, Israel and Turkey; Juan José Nieto, President of the HSM Group; Francisco Román, Managing

Director of Vodafone España; Pedro Navarro, Executive Vice-president of the ESADE Foundation, Carlos Losada, Director General of ESADE and José María de la Villa, ESADE Director of Institutional Relations and Secretary of the Council.

### The Professional Council now includes 21 members

The Professional Council is an advisory body for the management of ESADE, whose mission is to act as a driving influence on basic aspects of the business school in educating and in research, as well as to contribute knowledge for forming opinion on topics affecting the economy, businesses and society.

## Analysis of leadership challenges at ESADE

Challenges for leadership today were the focus of the opening session of a round of dissertations under the title of Thinking the Leadership. ESADE offers these sessions to persons with senior management experience or who carry out leadership functions in any type of organization.



Carlos Losada, Director General of ESADE, and Antonio Garrigues Walker, member of the Executive Committee of the Trilateral Commission of Japan-Europe-North America, and board member for several companies, gave a lecture last November 6<sup>th</sup> on the Challenges for Leadership Today, at the ESADE Auditorium in Madrid. The speakers dealt with topics relating to leadership in today's business, expressing the principal concerns that this entails. They referred to aspects such as the daily reality of leadership, relating it to specific cases of leaders. Moreover, Losada and Garrigues Walker went so far as to recommend a specific type of leadership for our country and its organizations, also giving consideration to the possible risks involved.

THE MANAGING DIRECTOR OF INDITEX, PABLO ISLA, CLOSES THE LECTURE SERIES ON BUSINESS ETHICS

## CSR policy is an essential part of Inditex's strategy

Pablo Isla participated in the fourth and final session of the lecture series “Business ethics from the perspective of different functional areas”. First Vice-president and Managing Director of Inditex, he gave a lecture entitled ‘Ethics in the sourcing chain’.

The fundamental idea, according to Isla, is that “CSR policy is an essential part of the company’s strategy. A concept which goes well beyond the purely ethical component”, and “which makes sense not only in the near and mid term, but also in the long term. Because a supplier that does not respect rights of labor, and therefore human rights, does not meet quality standards”. One must take into account that Inditex has a non-typical production chain, with a high percentage of what we call “proximity production”, more than 800 workshops located in Spain, Portugal and Morocco. This is an essential part of their strategy, allowing for flexibility and response capacity. This is a philosophy which Pablo Isla believes can be maintained over time. Inditex carries out these policies through different actions, the First Vice-President explained. On one hand, through the Safe

to Wear Guide—prepared in conjunction with the University of Santiago de Compostela, and which gathers the most demanding legislation from around the world in product safety, especially for children’s wear.

### For Isla, CSR policy goes much further than its purely ethical component

In addition, the most important instruments for acting within the production chain are: the Ethical Training Initiative, a platform which fosters respect for labor rights, written by syndicates, businesses and organizations from the civil society; the Multi Fiber Agreement, which introduces platforms for dialogue in order to improve labor standards; and the agreement with the International Textile Syndicate Federation, which controls the production chain, the ethical

code and auditing, together with the syndicate organizations. As the third major important thrust in this area, Pablo Isla explained that Inditex carries out Chair programs with different universities around the world (Spain, U.K., Peru, etc.); another series of social action programs in countries where the workers and their families are living (Chile, Venezuela, Peru, Argentina, Brasil, etc.); and the project “For & From Special People”. This fourth session of the lecture series organized by ESADE and Deloitte on “Business ethics from the perspective of different functional areas” was introduced and moderated by Pedro Navarro, Vice-president of the ESADE Foundation Board of Trustees. Carlos González, president of Deloitte, and Marcel Planellas, general secretariat of ESADE, highlighted this textile company as a pioneer in implanting their own ethical code.



LECTURE SERIES ‘THINKING THE LEADERSHIP’

## Presentation of the first joint analysis on opinion generated by CSR

This study, performed by ESADE, gives a view of opinions on Corporate Social Responsibility from the point of view of public administration, NGOs, syndicates and companies.

The Director of the ESADE Institute of Social Innovation, Ignasi Carreras, and professor and coauthor of the study, Josep María Lozano, presented conclusions from the study *Social responsibility in Spain as seen by its players*, this past November 19<sup>th</sup>.

The report, carried out with the collaboration of the Ministry of Labor and Social Affairs and Abertis, seeks to address key questions in the evolution of corporate responsibility by analyzing the perception of NGOs and consumers, and how businesses and public administration face the current new context.

## Talent takes center stage at the ESADE-Deloitte Lecture Series

José Ignacio Goirigolzarri, Managing Director of BBVA, offered keys for detecting, attracting and retaining talent in organizations during the 3<sup>rd</sup> session of the ESADE- Deloitte Lecture Series, 'Ethics in managing HR careers'.

ESADE, in collaboration with Deloitte, organized the series "Ethics in managing HR careers" this past November 8<sup>th</sup>, with an exceptional speaker: José Ignacio Goirigolzarri, Managing Director of BBVA. In an instructive, enjoyable talk, Goirigolzarri laid bare the current issues surrounding management of human resources, offering keys for detecting, attracting, and retaining talent in a business world that is going through a process of extraordinary changes. Fernando Ruiz, Deloitte Partner Responsible for Banking, Insurance and Financial Entities, and Pedro Navarro, Vice-president of the ESADE Foundation Board of Trustees, welcomed the large group of attendees who came to ESADE's facilities in Madrid to hear the lecture. Goirigolzarri began his talk by referring to the impact of globalization on the strategic positioning of businesses, "radically affected as a consequence of free commerce now reaching more parts of the world, and of the evolution of technology." This reality means challenges and opportunities for companies, which must adapt to this new playing field where "the human factor is key". The CEO of BBVA indicated that talent today is more important than ever, fundamentally due to the insecurity generated by these changes. "This uncertainty requires new responses, flexibility and unguided action, which

requires people with more talent and capability than in the past".

In order to retain talent, Goirigolzarri also considers "a radical, transparent meritocracy" as key, which can only be attained with great doses of leadership, understood as motivating and not institutional, observable from up close, and which represents a stimulating example for members of the business. For the CEO of BBVA, another of the essential pillars for a business to be able to retain its best is basing its action on deep ethical principles. On this point, he underscored the importance of creating a work climate where workers are comfortable, since this atmosphere will translate into personal behaviors that serve as a drawing point for those who do not yet belong to the organization, encouraging them to join.



## Art Center College of Design to present 'The Art Center Global Dialogues: Disruptive Thinking', in Barcelona

On March 6-7, 2008, a global event will take place, including the presence of well-known creative leaders and influential media, where issues of great importance to society will be debated.

The Art Center College of Design, one of the pioneer schools of art and design, will hold *The Art Center Global Dialogues: Disruptive Thinking* in Barcelona on March 6<sup>th</sup> and 7<sup>th</sup>, 2008, in collaboration with ESADE. "The Art Center Global Dialogues: Disruptive Thinking" is the first of a series of events which the Art Center will present in principal cities of the world, in collaboration with noted educational institutions, as a part of its international strategy to foster dialogue on central issues of society. The opening event will take place in Barcelona, selected by the Art Center as the entryway to developing its presence in Europe.

*Disruptive Thinking* will offer dialogues with numerous thinkers from all fields and disciplines (including artists, designers, scientists, executives, architects and businesspersons), whose work in their respective areas has had a noticeable effect on urban life and on other important global questions, by means of policy and paradigm changes.

## ESADE receives an international award for the case: ‘Banco Sabadell: the reinvention of a Bank’

The analysis describes the process of technological renewal carried out by Banco Sabadell between 2001 and 2006, when it discovered that its infrastructure limited its strategy for acquisition of other banking entities.

The case “*Banco Sabadell: the reinvention of a Bank*”, as developed by ESADE, has received one of the most important international awards in the sector, the Ruth Greene Memorial Case Award granted by the North American Case Research Association (NACRA), for the best case study from non-U.S. business schools or universities. The case study, prepared by professors Javier Busquets and Joan Ramon Mallart, from the ESADE Department of Information Systems Management, together with CEMS MIM Master’s student María Pastor, describes the decision making process in an unprecedented technological renewal and the growth process carried out by the entity from 2001 to 2006.

The case describes a project of strategic transformation in information systems as a value lever for the entity’s growth strategy based on fusions and acquisitions of other banking entities. Banco Sabadell put the project into motion at a cost of 1,359,000 hours and involving approximately 900 persons. More specifically, the case explores how the use of technology and team management can be seen as a central competency, and it analyzes the processes of outsourcing and management of organizational changes, supported by information technology, but above all paying special attention to the role of upper management in relation to the transformation which the entity experienced.

## Labor balance, under debate

The new Law of Equality between women and men means a challenge and an opportunity for businesses. On this account, the Lecture Series ‘Women and professional life’ was held in Madrid on November 15<sup>th</sup>.

The lecture series “Women and professional life”, jointly designed by different areas of business, the *Comunidad de Madrid* and ESADE, seeks to help encourage sensitivity to this type of issue on the part of top management in their decision making. Attendees had the opportunity to listen to speakers from the highest levels of company management who have shown leadership in these areas, as well as from ESADE faculty specializing in these topics. The first session was dedicated to the impact of the new law of equality on companies. Later, speakers gave their points of view on the contribution of women on the board, and on the benefits of balancing the presence of women in an attempt, finally, to address the issue of Spain’s slowness in incorporating leadership of women in senior managerial posts.

## ‘Gazelle’ companies, key for the development of Europe

The Microsoft-sponsored Science|Business Innovation Board, committee of gurus, analyzes at ESADE how to promote creation of ‘gazelle’ businesses in Europe by committing to quality over quantity.



The group of experts referred to as the Science|Business Innovation Board met on December 10<sup>th</sup> at ESADE. They asserted that in Europe there are not enough “gazelle” businesses, that is, businesses with a high growth rate, which are the principal driving force for competitiveness, innovation and creation of employment. According to data from the Science|Business Innovation Board, with 493 million inhabitants, Europe is the richest market in the world, even if this potential advantage is undermined by market fragmentation into a series of feuds, none of which has the size of China or the United States.

Participants in the Science|Business Innovation Board who joined in the Barcelona meeting were Esko Aho, Javier Pujol Artigas, Jean-Philippe Courtois, Pat Cox, Albert Esteve, Xavier Mendoza, Maria Nowak, Denis Payre, Janez Potocnik, Philippe Pouletty, Hans Martens and Alfons Sauquet. Originality, entrepreneurial spirit, dedication, ambition and humility, according to these experts, are the characteristics which high-growth entrepreneurs must possess, the so-called “gazelle” entrepreneurs. Even if a great entrepreneur is a rare bird with special talents, the economic and regulatory environment can determine his or her success or failure. In terms of environment, according to experts, a prosperous ecosystem is needed, with provider networks, researchers and customers; in addition to the existence of financial support, an open market, with large corporations that can help start-ups, and a wide market, since the fragmentation of Europe by regulation and habits is a continuous obstacle.

## CSR, main focus of the Annual Conference of the Institute for Social Innovation



The Annual Conference of the ESADE Institute for Social Innovation was held in Madrid and drew business persons, politicians and experts who debated on CSR and had the opportunity to learn about the latest research from the Institute on this subject.

The event, moderated by Ignasi Carreras, began with a presentation of the study “CSR in Spain as seen by its players”. The study was presented by one of its coauthors, José María Lozano, who stated that the study stems from a “sense of concern” raised by numerous questions that are yet to be investigated. He went on to explain the work methodology followed and he commented on certain relevant issues found in the research. Along these lines, the study highlights the need to promote dialogue, for example, using “different formulas on concrete practices by sector,

by territory, by type of company, etc.” and, he clarifies, “it seeks to offer elements so that we can truly progress in this area, whether we agree or disagree with its pretensions.” After referring to the complexity of current society, the role of NGOs, of labor unions and of CSR professionals in the company, all of whom are players in this study, other points of view and personal positions with regard to CSR were offered by Roberto Suárez, head of the International Social Area of the Department of Labor Relations of the CEOE, Marta de la Cuesta, member of

Economists Without Borders, and Julia Requejo, member of the Technical Cabinet of the UGT labor syndicate.

In the second half, Ignasi Carreras along with Rosario Balaguer and Laura Albareda from the ESADE Institute for Social Innovation presented the *2007 Observatory of Socially Responsible Investment*. Carreras commented on the situation of Socially Responsible Investment (SRI) in Spain and in Europe, while Balaguer explained the role of SRI funds and the role of fund managers, and Albareda spoke further on climate

## II Human Resources Forum

Balance as part of a defined life plan

During the gathering, held October 30<sup>th</sup> in Madrid, participants delved into the meaning of balance, as part of a defined life plan, and which arises from clear personal initiative. The session gave assistants the chance to reflect on the meaning of work, of time and on ways to find compatibility between professional and personal life in the managerial and business arena.

Professor Gasalla, moderator for the event, introduced speakers Jorge Sagardoy, general manager of the *Real Federación Española de Golf*; Inés Mazarrasa, founding partner of Workcilia, consultant specializing in Human Development, and José Antonio González, director of Human Resources at INSA. Each of these offered their point of view on matters of balance, drawing from their personal and professional experiences.

## ESADE and Accenture launch the III Brand Center Awards

Deadline for presentation of candidates for these awards, the first in Spain to address this area, is January 21<sup>st</sup>, 2008.

Once more ESADE and Accenture launch the Brand Center Awards, with further collaboration from *Expansión*. The prizes are recognition of best practices in brand strategies on the part of the companies. “A prize that is awarded as recognition for the best value-generating managerial activity in creating and developing brands. Initiatives are identified which, due to their interest, coherency, consistency, innovative nature and due to results obtained, can become

a source of knowledge and point of reference in the area of brand management”. All those projects with brands developed and managed entirely within Spain can compete. Registration can be submitted in six categories: creation of a new brand; internationalization of a brand; corporate brands; repositioning of a brand; development of brands under a low budget, and trajectory over the long-term.

1987

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



**Alberto de Rosa Torner (MBA 87)** has been designated as the new General Manager of Ribera Salud. His responsibilities are to coordinate the management of 5 public health hospitals within the Valencia autonomous region. Previously he had been working as Managing Director at the Hospital de la Ribera.

1990

Sergio Mas-Sardá Romagosa, new Corporate Finance Manager of KPMG,

**Sergio Mas-Sardá Romagosa (Lic&MDE 90)** is the new Corporate Finance Manager of KPMG, a Financial Consulting company. Prior to this he was a partner at Coram-Clairfield, also a financial consultancy.

1991

Jose Ignacio de Villa Battle, sets up Diagonal Corporate Finance.

**Jose Ignacio de Villa Battle (Lic&MDE 91)** is a founding member of the new company Diagonal Corporate Finance, which is the first bank specialising in company acquisitions. Prior to this he was Investment Manager at Baring Private Equity Partners.

1994

Victor Barajas publishes *El hombre que recuperó el orgullo de vender*



**Victor Barajas (EDIK 94-96)**, Managing Partner of Aulaventas and Manager of Comercial Training for Deutsche Bank has published his first book, *El hombre que recuperó el orgullo de vender* (The man who recovered his sales drive) with Urano publishers. The book deals with sales from the salesperson's own personal involvement and experience, how he/she feels throughout the sales process. This work offers a new perspective on one of the world's most long-standing professions.

Miguel Abelló joins Bebidas Danone



**Miguel Abelló (Lic&MBA 94)** has been named as Overlay Marketing Director for the Lighthouse Brands Platform and responsible for the coordination of the Brands' Health Marketing Communication within Bebidas Danone. Previously he had worked for companies such as Font Vella, Pepsico, Ruffles and Nocilla.

1996

Elia García Saura leads a new marketing and sales strategies consultancy.

**Elia Garcia Saura (EDIK 96)** has launched García-Saura, a company dedicated to marketing and sales for SMEs, shops, associations and liberal professions. Garcia-Saura takes on the role of Marketing and Sales Strategies Consultant for the company.

1997

Jaume Torres, new Manager for Spain at Leuze Electronic, S.A



**Jaume Torres (MBA PT 97)** takes up the position of General Manager for Spain at Leuze Electronic, S.A, a company dedicated to the sale of optoelectronic sensors, identification systems, data transmission systems and artificial vision.

2002

Jordi Romeu joins Bureau Veritas



**Jordi Romeu (MBA 02)** has been appointed new Regional Manager for the Northeast (Catalonia, Aragon and the Balearic Islands) of the Industry Division of Bureau Veritas, dedicated to providing global standards assessment in the areas of quality control, health, safety, environment and social responsibility. Previously he had worked in various sectors such as electrical and mechanical installations, strategic consulting, telecommunications and engineering.

Francisco Pérez García, new assistant to the General Management of Barcelona Serveis Municipals, S.A.

**Francisco Pérez Garcia (FGAP 02)** has been named Assistant to the General Management of the public company Barcelona Serveis Municipals, S.A. Prior to this position he was also in the public sector as Assistant Manager of Leisure in the Corporate Management of *Natura y Lleure*.

Fede Madrid, new Clinical Director of Advance Medical.



**Fede Madrid (MBA 02)** is the new Clinical Director of Advance Medical, which specialises in medical services. Previously he has been assistant medical director at the Centro Médico Teknon. Advance Medical is a company specializing in medical services.

**2003**

Joan Durall Aulet, Partner and Manager at Saet Sweets S.L.



**Joan Durrel Aulet (MDM 03)** together with Javier Torrents Bergé and Bonaventura Durall, has created Saet Sweets S.L, which produces licorice for the Spanish market, also exporting to other countries such as Italy, France, Denmark, Israel, Germany, Holland and Morocco to name a few.

Enrique Rubio, new General Manager of Inviva



**Enrique Rubio (Mast. Dir. Mk 03)** has been named General Manager of the Spanish-American company Inviva, dedicated to insurance. He has held various positions such as Manager for the Spanish Market at Hydron, until in 1997 he joined Indo as Head of Lens Sales for Spain, when in early 2007 when he was named Head of Large International Accounts.

**2004**

Ana Estallo joins the notary and law firm Einem & Partner.



**Ana Estallo (AGT 01, MAF 04)**, has joined the German notary and law firm Einem & Partner located in Bremen and with head offices also at Frankfurt, where she is part of the growing Spanish Desk. Einem & Partner, which was founded in 1924, is part of the international law firm network Eurojuris International. One of the law firm's partners, Thomas Rinne, is the current president.

Àlex Cabestany, creates INGOR



**Àlex Cabestany (MBA 04)** has created a new company called INGOR which imports industrial machinery from the Asian continent for sales principally within the EU. The machinery is for the chemical, pharmaceutical and food industries. Prior to creating his own company he worked in the family business where he was responsible for starting a new factory in China.

**2005**

David Valero, new General Manager for Nova Ventus Consulting



**David Valero (MBA 05)** became General Manager of Nova Ventus Consulting in May. The company specializes in the definition, development and resolution of multichannel interactive marketing solutions. Prior to this he worked for ten years at Price Waterhouse Coopers and at IBM Business Consulting Services, where he was Head of Sales for solutions in the Telecommunications sector in Southern Europe, since the beginning of 2006.

Daniel Martínez,  
founds Emote



**Daniel Martínez (Lic&MBA 05)** has created Emote, a Branding Consultancy specialising in the creation and management of brands from an integral perspective. Martínez commenced his career at Schwarzkopf & Henkel, going on to Egg Design and Carré Noir as General Manager-consultant for branding. He has also worked for companies such as The Coca Cola Company, L'Oréal Group, Bonduelle, Chupa Chups, Nestlé, Sara Lee, Fonexion,

Angelini Farma-Lepori, Lacer, Sanofi-Aventis, Manpower, Taylor Nelson Sofres, Iberamigo and the Barcelona Town Hall.

2006

Xavier Paz, heading  
LogoRapid.com



**Xavier Paz (MBA 06)** founded the online company LogoRapid.com, created to become a standard of logo design, corporate

image and Internet branding. Prior to this he was Development Manager at GSI Commerce International.

Mercé Miguel Millan  
starts up CONJUNTObcn



**Mercé Miguel Millan (Public Administration Management ONG's 06)**

has initiated a new business project called CONJUNTObcn, an adviser-consultancy specialising in fashion and personal shopping, offering clients help to develop their personal image as a fundamental factor in strategic communication strategies for success.

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

## Iris-Ekamat: su partner tecnológico

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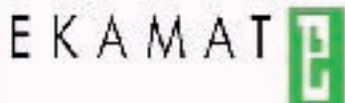
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# Dinners



MBA 05 – October 26th, 2007



MBA 83 – November 22nd, 2007



Lic&MD 03 – November 13th, 2007



EMBA 07 – November 30th, 2007

The following graduation classes have also held reunions in recent months:  
MBA FT 04, September 29th, 2007;  
AGT 99, October 25th, 2007, and  
Lic&MD 02, November 17th, 2007

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

Two rookies become winners

## The *PGA Golf de Catalunya* and *Golf Bonmont* courses hosted the 9<sup>th</sup> MOTORSOL – ESADE Alumni Golf Circuit



The 9<sup>th</sup> ESADE Alumni golf circuit, sponsored by the Motorsol dealerships of the Quadis group, was held on two of the best golf courses in the country, the PGA Golf de Catalunya in Caldes de Malavella, Girona, and the Club de Golf Bonmont in Terres Noves, Tarragona, on the 7<sup>th</sup> and 27<sup>th</sup> of October.

As in the last tournament, the ranking was heavily disputed at every moment. For the first trial, the best score was the determining factor, and for the second, the sum of both scores determined the final ranking. The





winners, Lucas Bueno and Guillermo Cortit, both rookies, were awarded a golf trip to Morocco, courtesy of Royal Air Maroc. Alongside the Motorsol Golf Circuit, Beginners Golf Day took place this past October 20<sup>th</sup> at Vallès Golf in Terrassa, Barcelona. In addition to the Pitch &

Putt competition, a Golf Clinic for beginners was also offered, and then everyone finished together enjoying a barbecue. The junior players are pushing hard to make it to the Golf Circuit in coming years, promising to make things tough on the present participants.

As usual for this tournament, participation was a success, in large part due to the support of all the sponsors and collaborators.

For more information, see:  
[www.aboutsport.org/esade/golf](http://www.aboutsport.org/esade/golf)

### 1<sup>st</sup> DKV – ESADE Alumni Pádel Trophy

Rain took the leading role at the tournament

## The Ciudad Diagonal Club was the setting for the 1<sup>st</sup> DKV – ESADE Alumni Pádel Trophy

Rain was the uncontested protagonist of the 1<sup>st</sup> DKV – ESADE Alumni Pádel Trophy held this past October.

Despite the adverse weather, which was present for several days and prolonged the competition to three weeks, participation was a success, and the winners of both men and women’s categories won a fantastic trip to Morocco courtesy of Royal Air Maroc.

All participants received a gift pack, and there were fantastic presents from the sponsors for the best players.

Gustau Oliva and Xavier Fajula overcame Sergio Ortuño and Mauro Cuervo in the men’s category, as did Gema Ospital and Olga Barbés in the women’s. We are already preparing the second tournament, where the main goal is to change the tournament dates to spring.



For more information, see:  
[www.aboutsport.org/esade/padel](http://www.aboutsport.org/esade/padel)



An Exhibit  
in the Caixa Forum  
**Indian art  
for the whole  
family**

ESADE Alumni and the Caixa Forum invited alumni to a guided visit to the exhibit *Indian Temple Sculptures: The art of devotion*, this past October 20<sup>th</sup>.

This collection is the result of research work done in cooperation with museums and private collectors. The exhibit included contributions from the Victoria & Albert Museum and the British Museum, and works from the Ashmolean Museum in Oxford, the *Museum für Indische Kunst* in Berlin, the *Musée Guimet* in Paris and the *Rijksmuseum* in Amsterdam. This is the most important collection of Indian figurative sculpture drawn from European collections. The event was intended for the whole family and also included a treasure hunt for the little ones.



2<sup>nd</sup> BTT CIGNA – ESADE Alumni Trophy on Collserola Mountain

**Alumni Cycling Meeting**

This past October 21<sup>st</sup>, the 2<sup>nd</sup> BTT – CIGNA was held in the wonderful natural mountain environment of Collserola. The competition was sponsored by CIGNA, one of the leading health insurance companies.

More than 70 participants took part this second year, with a somewhat more complex circuit than last year. All were able to enjoy a spectacular day in the great atmosphere of the cycling world. The competition, held in the

midst of unspoilt nature, also served as a meeting point for some of the alumni.

Those who earned first places in the ranking received great prizes, but the rest did not leave empty-handed, since there was a fantastic raffle of gifts amongst all the participants, thanks to the support of sponsors and collaborators. After their efforts, everyone enjoyed a lunch consisting of local produce, followed by the awards ceremony.



**For more information, see:**  
[www.aboutsport.org/esade/btt](http://www.aboutsport.org/esade/btt)

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



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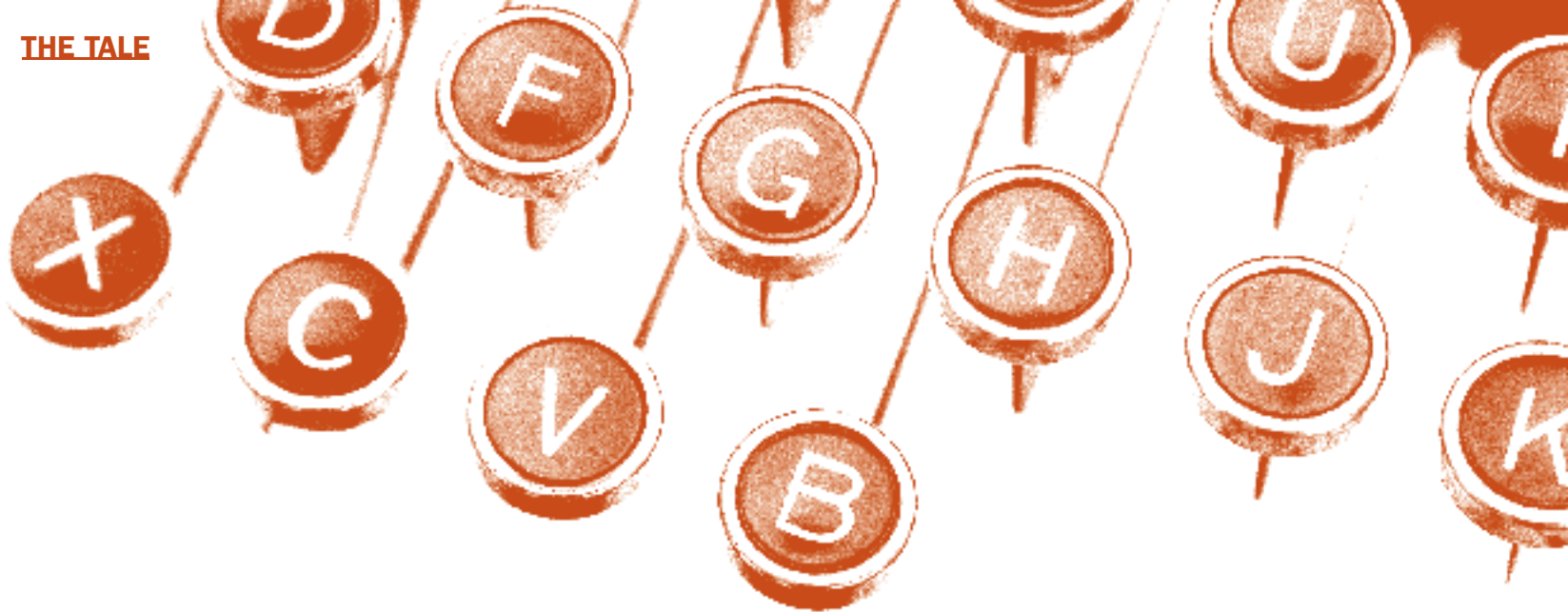
- ⊙ Special ESADE Alumni **Selection Packs**



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

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



# Short and sweet

Once upon a time there was a writer who knew about keeping things short and sweet. That good writers could manage in seven words what takes twenty for the mediocre. For this reason he would revise and rewrite to no end, eliminating words, reducing lines, shrinking whole paragraphs.

And he proceeded to do so with a hundred-page novel he had written. He worked day and night for months and months, eliminating the superfluous and leaving what was fundamental. His manuscript came down to fifteen pages. The novel had become a story. But he didn't mind. The result was very good.

Writing is like wine, it needs some time to age. And this is what the author did after completing his story. He placed it in a drawer and waited.

After three months he reread the story and realized that it could be shortened still further. It was hard for him. Nonetheless, he managed it. He summarized the story in five pages, which in turn allowed him to synthesize and focus on the fundamental, and without too much effort anymore, to reduce it to two pages. That same evening, the two pages became a single one, and chiseling the text as only great authors can do, he managed to turn his tale into a short account of just one half page.

Then he remembered the theory of good storytellers, that the quality of a story is proportional to its length. He buckled down, and not without effort, condensed his text into two paragraphs.

Thanks to his literary skill, the two paragraphs became a single line, and finally, after great thought, the writer reduced his tale to a single word.

It was the perfect story, the utmost economy of language, the absolute reduction, the essence of a story, the perfection of simplicity.

Proud, he showed his work to others. But he received only disdain, mocking and aggravation, and everyone reproached him scathingly, what was this about writing just a single word, there was no merit to it whatsoever.

Good writers can manage in seven words what takes twenty for the mediocre

## 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. Together with Philip Kotler, he authored *Marketing Lateral*, and he is also coauthor of *La buena suerte*, with Àlex Rovira. His latest book is *El vendedor de tiempo*.

