ESADE Alumni Annual Conference in Barcelona and Madrid

Everyone’s success story

Esther Giménez-Salinas talks to Xavier Mendoza about the present and future of Ramon Llull University

Global Executive MBA
A new program from ESADE and Georgetown University

Analysis
Assessment of the financial crisis in the United States: is the worst already over?
Editorial

Networking

ESADE ALUMNI INTERNATIONAL

REGIONAL CLUBS

FUNCTIONAL AND SECTORAL CLUBS

Activity update

FROM ESADE ALUMNI
Call for business narrative
ESADE Alumni General Assembly

IN THE NEWS
Professional update from alumni
Class reunions

MEMBERS ONLY
Exclusive financial benefits for members

Alumni for Solidarity

2nd cycle Consultants for Solidarity in Barcelona
Alumni for Solidarity Agenda
For the development of Ivory Coast
Person Count “Persones Al Carrer”
China Blue at the 3rd Film Forum session
Olokuti: a responsible world

Update and knowledge

MATINS
The latest Matins ESADE

UPDATE
Refresher programs
Executive Education
MBA
Executive Language Center

ANALYSIS
Crisis in the United States: is the worst already over?

KNOWLEDGE
Research Master’s in Management Sciences

TALKING TO
Esther Giménez-Salinas talks to Xavier Mendoza about Ramon Llull University, present times and challenges for the future

PROFESSIONAL DEVELOPMENT
Practical seminar on interview simulation

ESADE

MEET THE FACULTY
Getting to know… José Luis Álvarez and Lola Bardají

ESADE NEWS

Features

MY OPINION
What if Malthus were right? by Luis de Sebastián

THE TALE
Perfect Smith by Fernando Triás de Bes

Dossier

13th Annual ESADE Alumni Conference Barcelona
2nd Annual ESADE Alumni Conference Madrid
<table>
<thead>
<tr>
<th>Name</th>
<th>Program/Year</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jordi Alavedra</td>
<td>Lic&amp;MBA 78</td>
<td>40, 44</td>
</tr>
<tr>
<td>Santiago Albarracin Reyes</td>
<td>MDM 03</td>
<td>94</td>
</tr>
<tr>
<td>Gonzalo Amús</td>
<td>1º promoción</td>
<td>CEyMBA’65</td>
</tr>
<tr>
<td>Marc Aráez</td>
<td>EDIK 01</td>
<td>92</td>
</tr>
<tr>
<td>Xavier Aragay</td>
<td>PAD 92</td>
<td>90</td>
</tr>
<tr>
<td>Xavier Argenté</td>
<td>MBA 83</td>
<td>21</td>
</tr>
<tr>
<td>Marcelino Armenter</td>
<td>Lic&amp;MBA 88</td>
<td>21</td>
</tr>
<tr>
<td>Xavier Arruebo</td>
<td>Lic&amp;MBA 95</td>
<td>90</td>
</tr>
<tr>
<td>Ramon Aspa</td>
<td>MBA 97</td>
<td>68</td>
</tr>
<tr>
<td>Sergi Aulinas Guillaume</td>
<td>MBA 94</td>
<td>90</td>
</tr>
<tr>
<td>Luis Baldi</td>
<td>MBA 99</td>
<td>92</td>
</tr>
<tr>
<td>Eugènia Bleto</td>
<td>Lic&amp;MBA 73</td>
<td>50, 91</td>
</tr>
<tr>
<td>Víctor Barajas</td>
<td>EDIK 94-96</td>
<td>92</td>
</tr>
<tr>
<td>Pablo Barroso Reyes</td>
<td>DGNM 01</td>
<td>92</td>
</tr>
<tr>
<td>Enrique Belenguer</td>
<td>Dir. y gestión en MK 86</td>
<td>10, 11</td>
</tr>
<tr>
<td>Conrad Blanch</td>
<td>MBA Full-Time 82</td>
<td>22</td>
</tr>
<tr>
<td>Ivan Bofarull</td>
<td>Lic&amp;MBA 97</td>
<td>8</td>
</tr>
<tr>
<td>José Francisco Cabanillas</td>
<td>MBA 86</td>
<td>88</td>
</tr>
<tr>
<td>Antoni Camprubi</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Cecilia Chang</td>
<td>Lic&amp;MBA 88</td>
<td>42, 45</td>
</tr>
<tr>
<td>Branco Calleja</td>
<td>Lic&amp;MBA 02</td>
<td>92</td>
</tr>
<tr>
<td>Joam Anton Camuñas</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Quinti Carreño</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Germán Castejón</td>
<td>Lic&amp;MBA 81</td>
<td>41, 44, 51</td>
</tr>
<tr>
<td>Josep Maria Cullell</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Agusti d’Arana</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>José Mª de la Villa</td>
<td>MP Senior Executive Program 06</td>
<td>52</td>
</tr>
<tr>
<td>Ignacio del Río López</td>
<td>Control de Gestión 01</td>
<td>92</td>
</tr>
<tr>
<td>Joaquín Duato</td>
<td>CE Lic&amp;Master 85</td>
<td>88</td>
</tr>
<tr>
<td>Sergí Escorihuela Ribas</td>
<td>MDO 07</td>
<td>94</td>
</tr>
<tr>
<td>Jordi Estivill</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Jordi Fernández</td>
<td>Lic&amp;MBA 99</td>
<td>26</td>
</tr>
<tr>
<td>Jordi Ferrer Graupera</td>
<td>Lic&amp;MBA 89</td>
<td>90</td>
</tr>
<tr>
<td>Lluís Ignasi Flaurer</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Bosco Fonts</td>
<td>Lic&amp;MBA 86</td>
<td>88</td>
</tr>
<tr>
<td>José Miguel Gallego Salas</td>
<td>MDEF 05</td>
<td>94</td>
</tr>
<tr>
<td>Ramón García</td>
<td>Lic&amp;MBA 90</td>
<td>51</td>
</tr>
<tr>
<td>Olaya García</td>
<td>MBA 01</td>
<td>41</td>
</tr>
<tr>
<td>Jordi Gil</td>
<td>MBA 03</td>
<td>7</td>
</tr>
<tr>
<td>Marc Guerrero i Tarragó</td>
<td>Vicens Vives 03</td>
<td>94</td>
</tr>
<tr>
<td>Jaume Guardiola</td>
<td>MBA 80</td>
<td>16</td>
</tr>
<tr>
<td>Jordi Hereu</td>
<td>Lic&amp;MBA 90</td>
<td>40, 42, 44, 45</td>
</tr>
<tr>
<td>Camilo Julià</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Ana Claudia Longoria</td>
<td>MBA 05</td>
<td>67</td>
</tr>
<tr>
<td>Enrique López Viguria</td>
<td>MBA 90</td>
<td>52</td>
</tr>
<tr>
<td>Carlos Losada</td>
<td>Lic&amp;MBA 79</td>
<td>43, 45, 51</td>
</tr>
<tr>
<td>Montserrat Maresch</td>
<td>Lic&amp;MBA 87</td>
<td>21</td>
</tr>
<tr>
<td>Neus Martínez Roldán</td>
<td>Lic&amp;MBA 88</td>
<td>88</td>
</tr>
<tr>
<td>Miguel MÁs de Barragán</td>
<td>EMBA 07</td>
<td>94</td>
</tr>
<tr>
<td>Joan Massons</td>
<td>Lic&amp;MBA 66</td>
<td>44</td>
</tr>
<tr>
<td>Javier Medrano</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Isa Moll</td>
<td>Lic&amp;MBA 93</td>
<td>88</td>
</tr>
<tr>
<td>Jordi Montaña</td>
<td>MBA 84</td>
<td>88</td>
</tr>
<tr>
<td>Pedro Navarro</td>
<td>MBA 67</td>
<td>52, 54</td>
</tr>
<tr>
<td>Juan Pasqual</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Alessandro Peirano</td>
<td>Lic&amp;MBA 88</td>
<td>90</td>
</tr>
<tr>
<td>Marcel Planellas</td>
<td>PMD 87</td>
<td>50</td>
</tr>
<tr>
<td>Aleix Pons i Coll</td>
<td>MBA 79 y Finanzas para Directivos 82</td>
<td>88</td>
</tr>
<tr>
<td>Ricardo Puerto</td>
<td>Lic&amp;MBA 99</td>
<td>26</td>
</tr>
<tr>
<td>Marc Real</td>
<td>MDM 03</td>
<td>92</td>
</tr>
<tr>
<td>Eugenio Reclo</td>
<td>EID 76</td>
<td>52</td>
</tr>
<tr>
<td>Maurici Recolons</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Mónica Redorta</td>
<td>Lic&amp;MD 07</td>
<td>41, 44</td>
</tr>
<tr>
<td>Raúl Rivas Carrasco</td>
<td>MBA 04</td>
<td>94</td>
</tr>
<tr>
<td>Pedro Riera</td>
<td>MDMC 03</td>
<td>52, 54</td>
</tr>
<tr>
<td>Javier Rojo</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Xavier Roca</td>
<td>Lic&amp;MDE 98</td>
<td>10</td>
</tr>
<tr>
<td>Jaime Rosales</td>
<td>Lic&amp;MBA 93</td>
<td>90</td>
</tr>
<tr>
<td>Àlex Rovira</td>
<td>Lic&amp;MBA 82</td>
<td>50, 51</td>
</tr>
<tr>
<td>Sebastián Sastre</td>
<td>MBA 70</td>
<td>21</td>
</tr>
<tr>
<td>Xavier Sanchez</td>
<td>Lic&amp;MBA 97</td>
<td>51, 56</td>
</tr>
<tr>
<td>Alfons Sauquet</td>
<td>MBA 90</td>
<td>51, 74</td>
</tr>
<tr>
<td>Oriol Segarra</td>
<td>Lic&amp;MDE 94</td>
<td>10</td>
</tr>
<tr>
<td>Juan Manuel Soler</td>
<td>Lic&amp;MBA 68</td>
<td>41</td>
</tr>
<tr>
<td>Pablo Soler</td>
<td>Lic&amp;MBA 85</td>
<td>88</td>
</tr>
<tr>
<td>Juan Soto</td>
<td>MDMC 03</td>
<td>54</td>
</tr>
<tr>
<td>Emili Sullà Pasqual</td>
<td>MBA</td>
<td>22</td>
</tr>
<tr>
<td>Xavier Travy</td>
<td>Lic&amp;MBA 64</td>
<td>95</td>
</tr>
<tr>
<td>Fernando Trías de Bes</td>
<td>Lic&amp;MBA 90</td>
<td>98</td>
</tr>
<tr>
<td>Virginia Vaquero</td>
<td>PMD 04</td>
<td>94</td>
</tr>
<tr>
<td>Carlos Vila</td>
<td>MBA 04</td>
<td>11</td>
</tr>
<tr>
<td>Xavier Viver</td>
<td>MBA 93</td>
<td>21</td>
</tr>
<tr>
<td>Daniel Vives Santacana</td>
<td>Lic&amp;MBA 06</td>
<td>26</td>
</tr>
<tr>
<td>Pilar Zaragoza</td>
<td>EDIK 92</td>
<td>90</td>
</tr>
</tbody>
</table>
The Annual ESADE Alumni Conferences took place in Barcelona and Madrid at the end of January, becoming a true success story, and a success belonging to all of us. The Prince and Princess of Asturias presided at the Annual ESADE Alumni Conference which was held at the Gran Teatre del Liceu in Barcelona, filled with over 2000 alumni, the greatest participation ever in the Association’s history. Due to the strong interest in attending the conference, the number of registrations received exceeded the capacity of the Liceo, and much to our dismay, not everyone was able to participate. The event featured interventions from Jordi Hereu, Barcelona Mayor, and Isidro Fainé, President of la Caixa. The conference was held in commemoration of ESADE’s first fifty years, under the motto ‘Inspiring Futures’, and the ESADE awards were given to its founders: the Society of Jesus and the group of businessmen who were promoters of the project.

The Conference was held to commemorate the fiftieth anniversary of ESADE, with the motto ‘Inspiring Futures’

The second Annual Conference in Madrid was the most significant ESADE networking event held in Madrid to date, gathering more than 500 alumni, nearly twice the number from last year. Participating were Professor Álex Rovira and Paloma Adrados, Councillor of Women and Employment from the Madrid regional government. The content of this issue of our magazine is dedicated to these conferences, and you will find an extensive summary with many photos from the events, events which have now become part of our history. You will also find a summary of ESADE Alumni’s General Assembly, which took place January 15th. For those of you who were unable to attend, we include a summary of the Activity Report. You will be interested to learn about two new projects which we present in this issue, one from ESADE and the other from ESADE Alumni: the new Global Executive MBA program (GEMBA), which ESADE has launched in conjunction with two schools at Georgetown University, the McDonough School of Business and the School of Foreign Service. And the agreement between RBA publishers and ESADE Alumni for those alumni who have written or are intending to write books of business narrative. Two new innovative projects, with prestigious partners, which will broaden our horizons.

I would like to underscore the words of His Royal Highness the Prince of Asturias, in support of ESADE and ESADE Alumni, “in the exciting endeavor of furthering a university institution capable of developing qualified professionals and responsible citizens for the globalized world of the 21st century”.

And I conclude with his own words in support and recognition of ESADE Alumni “as one of the principal voluntary professional associations in Europe, and to encourage you in this important endeavor of building a network, being fully convinced of its growing usefulness, as it broadens its presence worldwide”.

The growth, quality and high profile of the activities of the ESADE alumni network are a success belonging to all of us who make up the ESADE Alumni Association, many thanks to all, and congratulations!

Everyone’s success story
Chapter president Marlene Schara welcomed attendees to the official inauguration of the Switzerland Chapter of ESADE Alumni on December 8th. The day’s event began with a guided tour of the streets of Bern, adorned with Christmas decorations. Afterward, Chapter members enjoyed one of the typical dishes “Tramdepot meat fondue”, at the Altes Tramdepot restaurant, before taking a stroll through the city’s Christmas market and saying their goodbyes over hot chocolate, until the next meeting.

Contact us at chapterswitzerland@alumni.esade.edu

Argentina Chapter
Year end cocktail party in Buenos Aires

The Argentina Chapter of ESADE Alumni met at a cocktail party in order to celebrate the end of the year with all the alumni in the area and their guests. The main idea was a space for dialogue and celebration with the community, incorporating all participants from the 2007 programs.

Contact us at chapterargentina@alumni.esade.edu

Andorra Chapter
Year End reception at the Art Hotel

The Andorra Chapter of ESADE Alumni organized a reception at the Art Hotel of Andorra on December 19th, in order to get together before the end of the year. Besides celebrating Christmas, the gathering encouraged networking among attendees.

Contact us at chapterandorra@alumni.esade.edu

Germany Chapter
Session on corporate responsibility in Munich

On January 20th, the Germany Chapter of ESADE Alumni met in Munich to attend the ongoing development program entitled Corporate Social Responsibility in the Business Agenda, led by Daniel Arenas Vives.

Contact us at chaptergermany@alumni.esade.edu

Switzerland Chapter
Official inauguration in Bern

Chapter president Marlene Schara welcomed attendees to the official inauguration of the Switzerland Chapter of ESADE Alumni on December 8th. The day’s event began with a guided tour of the streets of Bern, adorned with Christmas decorations. Afterward, Chapter members enjoyed one of the typical dishes “Tramdepot meat fondue”, at the Altes Tramdepot restaurant, before taking a stroll through the city’s Christmas market and saying their goodbyes over hot chocolate, until the next meeting.

Contact us at chapterswitzerland@alumni.esade.edu
Jordi Gili and his support for the USA Chapter
Manager of Client Services for Resources Global Professionals in New York

Jordi Gili (MBA Part Time 03) has a degree in Telecommunications engineering from UPC and an MBA from ESADE. After spending more than 10 years of his career in client management in the telecommunications sector, working at companies such as IBM, Retevision-AUNA, COLT Telecom and NTT Communications, he moved to the professional services and consulting sector in 2006, joining the Resources Global Professionals project as Manager of Client Services, focusing on the area of Information Management.

What relationship is there between Resources Global Professionals and the USA Chapter?
The relationship came up naturally at a meeting organized by the Chapter in New York. The professional and personal quality of the Chapter organizers and members made a big impression on me, and I convinced my company to strengthen our ties, maintaining regular contact and offering to collaborate in events which the Chapter would organize.

What was your motivation to collaborate with the USA Chapter?
As an innovative company which offers professional services to leading companies, it seemed natural to collaborate with the USA Chapter, since the talent developed at ESADE has an average of 18 years’ experience, and they are the type of professional which we like to deal with.

At the same time, we share many of the values and objectives of the Chapter, such as professional and personal development of our associates, encouraging the sense of belonging to a leading organization, and access to forums for networking.

How do you assess the expansion of ESADE Alumni chapters in the United States?
There is no doubt that the role of the Chapters is very important in geographic areas where ESADE is not physically present. The role of connector, facilitator and integrator, is not only necessary for the institution but also for the alumni. It was a necessary next step in order for ESADE to continue to be a top institution and for its alumni to know each other and be more connected worldwide.

How has your time at ESADE influenced your career?
In addition to great academic and business education, ESADE adds solid moral values, such as the return to community, commitment to business development and impact on the environment, equal opportunity, etc., which form part of me and accompany me each day of my career. Today it is almost a requirement to hold a degree from one of the top business schools. It goes without saying that without my Part Time MBA, I would not have been offered this opportunity.
ESADE Alumni celebrate “Presidents’ Day”

THE PRESIDENTS OF ESADE ALUMNI CHAPTERS AND REGIONAL CLUBS HELD A PRESIDENTS’ DAY ON JANUARY 22, IN ORDER TO STRENGTHEN THE NATIONAL AND INTERNATIONAL NETWORK.

This day for reflection and work allowed the presidents to get a close-up understanding of the work of ESADE Alumni and of ESADE, and included presentations from ESADE Alumni Director, Xavier Sánchez (Lic&MBA 97), ESADE Alumni President, Germán Castejón (Lic&MBA 81), and ESADE Director General, Carlos Losada (Lic&MBA 79). Everyone agreed on the importance of this network, where the presidents are strategic members essential to continued growth.

In addition, Presidents’ Day attendees were informed on the functioning, lines of action and future plans for important ESADE departments such as the careers service and International Reputation. Camila de Wit, Director of ESADE Business School Career Services, and Ivan Bofarull (Lic&MBA 97) explained future ESADE plans and answered all the follow-on questions. Twenty-five representatives coming from the entire Spanish and international network of ESADE Alumni turned up for this meeting within the framework of the 13th Annual Alumni Conference in Barcelona, a truly special celebration. After the work session, attendees enjoyed the ESADE fifty-year celebration at the Gran Teatro del Liceo.

The day’s event was attended by nearly all the Club and Chapter presidents of ESADE Alumni.
REGIONAL CLUBS

Lleida Club

The Circles of Self-Leadership

Oriol Segarra (Lic&MDE 94), General Manager of Synthon Hispania, presented his book *Los círculos del autoliderazgo* [The Circles of Self-Leadership] to the Lleida alumni. During this session, which took place last December, Oriol Segarra explained how to best manage your career and to lead your own self.

Contact us at clublleida@alumni.esade.edu

Eastern Andalusia Club

Business Agility: From Bentonville to Arteixo

This past January 24th, Jaime Hugas, Associate Professor of ESADE’s Department of Operations Management and Innovation, visited the alumni of the Eastern Andalusia Club to speak on business agility. After Professor Hugas’ lecture, attendees paid a visit to *Hermandad Farmacéutica Granadina*. These recently inaugurated facilities are some of the most modern in Spain for medicine distribution.

Contact us at clubandaluciaoriental@alumni.esade.edu

Valencia Region Club

The Valencia Region Club participates in Urbe Desarrollo

This past November, the Valencia Region Club of ESADE Alumni organized the lecture Financial Markets of Real Estate Investment during the celebration of Urbe Desarrollo [7th Mediterranean Real Estate Fair] at the Valencia Fair. The lecture, given by ESADE professor Jaime Sabal Cárdenas, included a survey of the current situation and of opportunities that the real estate sector offers to portfolio investors. Enrique Belenguer (Mktg Mgmt 86), Valencia Region Club President, Vicente Bayarri, International Director of Valenciana de Servicios, and Jaime Sabal, the lecturer, presided at the event.

Contact us at clubcvalenciana@alumni.esade.edu
Aragon Club
Alumni Meeting in Zaragoza

The dinner served as a meeting point for club members and for exchanging ideas.

The Aragon Club members met this past Christmas to enjoy an informal dinner at a Zaragoza restaurant. Alumni dined in a relaxed and very lively atmosphere, where they could exchange ideas about how the Club is working and offer suggestions for the future action plan.

Contact us at clubaragon@alumni.esade.edu

Valencia Region Club
Adolfo Domínguez and the problem of offshoring

In order to discuss the problem of offshoring, the ETNOR Foundation organized a lecture titled The Role of Business Ethics in Developing Countries that featured the experience of renowned designer and president of one of the most highly regarded Spanish companies, Adolfo Domínguez.

Contact us at clubcvalenciana@alumni.esade.edu

Galicia Club
From creativity to creating new markets

Fernando Trías de Bes, professor in ESADE’s Department of Marketing Management, was the speaker for this lecture that took place last February 11th in Galicia, as part of the PMD® presentation in A Coruña.

Contact us at clubgalicia@alumni.esade.edu
Finance and Management Control Club

02/21/2008 Madrid

Asset Management in the New Interest Rate Scenario, held in Madrid, the second session of the lecture series on asset management, analyzing the financial markets situation.

01/09/2008 Barcelona

Keys to Investment for 2008. 1st session of the series on asset management, analyzing the financial markets situation. The session featured the presence of Alfonso García Yubero, Director of Estrategia y Macro, and Eva Vila Grajales, Director of Banca Institucional de BANIF Banca Privada.

Public Management Club

02/20/2008 Barcelona

Public Management, a dinner-discussion on the managerial and political development process in the local sector, featuring Ángel Ros, mayor of Lleida.

Culture Industries Club

02/19/2008 Barcelona

Culture Policies and Business, given by Joan Manuel Tresserras, Minister of Culture and the Media of the Catalonian Regional Government, where he presented the public administration’s vision of current policies in culture sectors.

Real Estate Club

02/18/2008 Barcelona

Keys to Understanding the Current Situation of the Real Estate Market - Past Experiences, with John Gómez Hall, President of Hines in Spain, and Joan Ràfols, President of the Instituto de Tecnología de la Construcción de Cataluña.

Business and Information Technology (BIT) Club

02/18/2008 Barcelona

Autism, Social Innovation and Technology: The Case of Specialisterne, with Thorkil Sonne, General Manager of Specialisterne. A presentation of a company that has won multiple awards and works with autistic people.
Sports Management Club
02/14/2008 Barcelona
The Euroleague Basketball Case, where representatives of the marketing departments of Euroleague explained the keys to their success and their technique for re-launching their brand onto the market.

Family Business Club
02/13/2008 Barcelona
Business and Family Matters: Values, Encounters and Misencounters, with Carlos M. Moreno, Ph.D. and RLU professor.

01/23/2008 Barcelona
Entrepreneurial Spirit and Family Business, with Ramón Carbonell, Managing Director of Concisa.

Law Club
02/06/2008 Barcelona
When do to the administrators of a venture capital firm answer for a company’s debts?, featuring the presence of Josep Ensesa Viñas, Partner in charge of the Procedural Department of the Garrigues law firm in Barcelona.

01/23/2008 Barcelona
Penal responsibility of a firm’s administrators: the distribution of roles and the trust principle, a lecture given by lawyer Cristóbal Martell and Judge José Grau Gassó.

01/15/2008 Barcelona
When are a firm’s administrators and attorneys general responsible for an insolvent company’s debts?, presented by judge José María Fernández Seijo and judge Blas Alberto González.

02/19/2008 Barcelona
Accounting Errors and Irregularites A Fuzzy Line, presented by auditor Sergio Sabini.
Other past events

HEALTH AND PHARMA CLUB AND HUMAN RESOURCES CLUB
• 12/18/2007 – Commitment and Involvement of Professional Workers in Health Organizations, with a talk by Manel Peiró, Academic Vice-Dean and Associate Professor of ESADE’s Department of Human Resource Management.

COFIN CLUB
• 12/18/2007 – Financial States According to the NIIF [International Financial Information Standards]. Content, Nature and Characteristics. The 5th session of the Seminar on the NIC [International Accounting Standards], given by Mar Vila, professor in ESADE’s Department of Financial Management and Control and Director of ESADE’s Center for Tourism Management, and by Xavier Pujol from E & Y.


FINANCE CLUB AND REAL ESTATE CLUB

BUSINESS ANGELS CLUB
• 12/12/2007 – 4th CEIE Forum for Entrepreneurs and Investors, geared toward business people and entrepreneurs seeking financing, partners or managers, as well as towards investors seeking projects. It was also supported by the Red de Inversores Privados XIP [Private Investor Network] and the Banespyme School of the Banesto Cultural Foundation.

SPORTS MANAGEMENT CLUB
• 12/11/2007 – Barcelona World Race: Sporting Events and City Strategy. This event was presented by Josep Mª González, Marketing and Communications Coordinator of Barcelona’s Fundació per a la Navegació Oceánica FNO.
01/24/2008 MATINS ESADE with Vicente Tardío: Allianz Seguros, growth and efficiency

The insurance sector of Spain is not as subject to the U.S. economy as the financial sector.

SPEAKER: Vicente Tardío Barutel has a degree in Economics from the Universitat de Barcelona. Currently, within the scope of Allianz Group, his responsibilities are: CEO Iberian Peninsula and South America, President and Managing Director of Allianz Seguros and member of the International Executive Committee of Allianz Group.

“In Spain, the insurance sector is not as subject to the ups and downs of the North American economy as is the financial sector: we have always known what types of bonds and debts to take on in order not to run risks.” This was the assessment offered on January 24 by Vicente Tardío, President and Managing Director of Allianz Seguros, as he analyzed challenges facing the insurance sector of Spain in the current economic context.

In this first session of Matins ESADE in 2008, Vicente Tardío broke the news that Allianz results for 2007 will be “magnificent”. Furthermore, he also announced that over the next two years Allianz would unify almost all its brands. As for sales, he does not foresee that Internet or telephone sales will substitute traditional channels beyond 5% of the market over a five-year period. Elsewhere, with regard to the Law of Dependency, Tardío stated that “we are interested in products emerging from its taking effect, if these are understood to be similar to life insurance products, since they encourage mid- and long-term savings. However, I believe that this should be promoted through use of tax incentives”.

01/31/2008 MATINS ESADE with Jaume Guardiola, Managing Director of Banc Sabadell: The financial market situation

“The Spanish banking system is well prepared”

SPEAKER: Jaume Guardiola has a degree in Law from the Universitat de Barcelona and a Business Sciences degree and MBA from ESADE in 1980. He currently holds the position of General Manager and Managing Director of Banc Sabadell. Prior to this, he was General Manager of Spain and Portugal for BBVA, after holding several positions within this financial entity in South America.

At the January 31st session of Matins ESADE, Managing Director of Banc Sabadell, Jaume Guardiola, defended the Spanish banking and financial system as relatively better prepared than that of other countries to face the subprime crisis. With regard to the global situation which the markets are navigating, he explained the peculiarities of the mortgage market, and of banking in general, in the United States. “The problem is not that subprime mortgages are at a 16.5% default rate, compared to the normal 3.1% in the United States. This has always been so. The real problem is that these mortgages which made up 2% of the mortgage market in 1998 now represent more than 24%, and in 2006, half the new mortgages granted by the banking system were this type”. He gave a large share of the blame to rating authorities, who assigned the highest score to these “packages” with subprime mortgages.
**02/07/2008 MATINS ESADE with Isak Andic, President of Mango**

We will double our profit in four years

SPEAKER: Isak Andic founded Mango in 1984. Currently, they are present in 90 countries, with nearly 1000 establishments and invoicing at almost 1.3 million euros. Andic is one of the main shareholders and a board member of Banc Sabadell and Habitat builders.

“In four years we expect to double sales and profits”, affirmed Andic, president of Mango, at the ESADE session. In order to reach this objective the company will continue its investment effort –400 million euros in four years– and an expansion of 200 stores per year. Priority markets will be China, Russia and United States, without overlooking the European market. During his talk, Andic ruled out the idea of going public as long as he is at the head of the company. As for the current economic downturn, he recognized that it is in crisis situations where you can derive the most benefit. When asked about the keys to his business’s success, he pointed to a first guideline: “give to the customers—who know very well what they want—what they ask for, every time”.

**02/21/2008 MATINS ESADE with John Scott, President of KPMG Spain**

Managing obedience is no good anymore, you must lead enthusiasm

SPEAKER: John Scott has been President of the Spanish branch of KPMG since July 2005. KPMG is one of the primary professional services firms, offering auditing, tax services, and legal and final consulting, using a clear sectoral focus.

“People who are critical by nature are people that do not want to take on leadership. If you are not willing to take risks, you cannot lead. Managing obedience is no longer any good, you must lead enthusiasm”, said John M. Scott, President of KPMG Spain, at Matins ESADE. “You must go from being an authoritarian leader to being a simplifying leader, exchanging command for creating commitment and common objectives, instead of imposing a goal”. One of the most significant changes under way is how young people act and think. “The objectives of young university graduates, the so-called Generation. Y, are changing. This is a well-prepared, committed generation, although the value scale has changed: “their first objective is personal development, before their professional development”. He underscored that, due to this idiosyncrasy, young people “do not work well in authoritarian systems. They value more highly a job’s environment and their affinity what the firm is undertaking”. Therefore, in order to get them involved, “you have to lead enthusiasm.” Based on his own experience, he specified: “We must not forget that our two most important weapons are convincing and motivating”. And he concluded with this advice: “You must enjoy motivating. Organizations are people, if you don’t manage to motivate and convince people you are not leading the organization”.

**02/26/2008 MATINS ESADE with Juan López de Uralde, Executive Director of Greenpeace Spain**

With the model we are proposing, we will become self-sufficient

SPEAKER: Juan López Uralde, Greenpeace Delegate for the Madrid region, and International Coordinator for the toxics campaign.

“With the model that we are proposing, 100% of production in renewable energies, our country will become self-sufficient, meaning additional geostrategic and social benefits”, according to Juan López de Uralde, Executive Director of Greenpeace Spain, who spoke at the session on the challenges of renewable energies in the 21st century. As to whether there is potential in Spain, he made assurances that “if all the renewable energy potential in our country were exploited, we could produce an amount equivalent to 56 times the total demand for electricity, with current technologies”. In terms of costs, he explained that by the year 2050 those costs associated with nuclear and combined cycle power plants will grow, and furthermore that CO₂ emissions will be charged. However, the cost of renewables ought to go down over time because the potential for application of improved technologies is quite large. According to Uralde, “we are entering a process where renewables will have exponential growth”.
If there’s a story on your hard disk that’s never seen the light of day,  
If getting it written was one of your resolutions for the new year,  
If you stay awake at night writing,  
If you already planted a tree and had a child,  
If you’re not planning to buy a book on Book Day,  
but you’d rather dedicate one…

If you like writing, now you can get your work published in a leading collection of business narrative

ESADE ALUMNI AND RBA HAVE ESTABLISHED A COLLABORATIVE AGREEMENT WHEREBY MEMBERS OF ESADE ALUMNI HAVE THE CHANCE TO PRESENT THEIR MANUSCRIPTS AND RBA WILL PUBLISH THOSE SELECTED IN THEIR NUEVA EMPRESA COLLECTION, OFFERING THE AUTHOR A PUBLISHING CONTRACT.

CHARACTERISTICS OF WORKS TO BE EVALUATED
• Maximum length of 200 pages, double-spaced, single-sided.
• May be presented in either Catalan, Spanish or English.
• Original, unpublished works, which do not include previously published text.
• Written in narrative style, offering a view on human values in business, or contributing some useful knowledge in the business or work world. Technical or academic works will not be considered.

FOR THOSE WORKS SELECTED, RBA PUBLISHERS OFFERS
• Publication in the RBA collection Nueva Empresa.
• Publishing contract with an 8% royalty on the retail price of the work times number of copies sold.
• National distribution and promotion.

Deadline for presentation: originals must be sent in triplicate to ESADE ALUMNI offices, avda. Pedralbes, 60-62, before June 15, with the following reference marked on the envelope: NARRATIVA EMPRESARIAL ESADE ALUMNI-RBA.
ESADE Alumni General Assembly

A positive balance sheet

LAST JANUARY 15, DURING THEIR ORDINARY AND EXTRAORDINARY GENERAL ASSEMBLY, ESADE ALUMNI GAVE SPECIAL EMPHASIS TO ITS INCREASED ACTIVITY, AND TO CONSOLIDATION OF THE NETWORK INTERNATIONALLY, NOT TO MENTION HOW THE NETWORK IS UNDERGOING EXPANSION AND SPECIALIZATION.

Among ESADE Alumni’s increasingly popular range of activities are the activities from its regional, functional and sectoral clubs, from the international chapters, the class reunions, refresher programs and Matins ESADE. And not in vain, attendance at these activities has gone up 74% in just two years. Furthermore, we are seeing the consolidation of the global network with 20 chapters and 8 country delegates. Membership has also multiplied significantly, with new members totaling 1349 for 2006-2007. For academic year 2008-2009, the goal is to reach 15,000.

ADDING VALUE FOR THE ALUMNUS
The network formed by ESADE Alumni supports career management for all its members, with a service that processes more than 5000 job offers and which guides you in your career. Likewise, you are kept up to date with

CONSOLIDATION OF THE MEMBER RECRUITMENT PROJECT

- **1349 new members (net increase)** enrolled during the last academic year
- **27% accumulated growth** over the last two years
- Objective for academic year 08-09: total membership reaches 15,000
- Index for participation in the main programs, greater than **90%**
offerings such as the continuing education program, Matins ESADE, forums, lectures, and functional and sectoral clubs.

**OTHER AGENDA ITEMS**
Also covered during the assembly was presentation of and absolute majority approval of the annual activity report, the association’s accounts and the Board of Director’s administration for the 2006-2007 period. Additionally, income and expense budgets were approved for 2007-2008. Finally, it must be mentioned that new members have joined the Board of Directors: Marcelino Armenter (Lic&MBA 88), Montserrat Maresch (Lic&MBA 87), and Andreu Puig, in substitution of Xavier Argenté (MBA 83), Sebastián Sastre (MBA 70) and Xavier Viver (MBA 93).

In order to see the annual report of activities, statutes, or other documents pertaining to the Assembly, see: www.esadealumni.net/ea/who_are_we/statutes
压力或公司决心转化为社会责任

演讲者：Daniel Arenas Vives，ESADE社会科学系教授，社会创新学院成员。他在芝加哥大学获得社会思想博士学位，并在ESADE完成管理发展项目。他是欧亚管理委员会的成员，2007年担任其年度大会的主席。他最近发表了一篇题为“责任、战略和利益集团”的文章在哈佛-德乌多市场与销售杂志上。他是社会创新研究所的观察站协调员。

这个会议于1月15-16日举行，旨在回答CSR如何影响和推动企业战略的问题。ESADE社会科学系教授，社会创新学院成员，指出建立企业采取社会责任的具体原因的复杂性，并且同样拒绝了CSR概念的一个通用定义。

雪天在安道尔

ESADE校友活动项目在Grandvalira进行了停留，以庆祝2008年雪天。

校友们在安道尔的山上度过了愉快的时光，1月25-27日。与会者可以使用单独使用的滑雪道和娱乐购物的一下午。之后，大家都在Roc de les Bruixes餐厅与Andorra分会主席Conrad Blanch（MBA全职82，总经理Grandvalira和Managing Director of Nevasa）见面。他展示了Grandvalira案例。参与者在27号的早晨继续滑雪。

自治和团队协作

演讲者：Emili Sullà Pascual，教授在ESADE的财务管理和控制系。他拥有金融和经济学双学位，以及金融和管理学硕士学位。他是Dentaid的总经理，也是《OVAR》一书的合著者之一，该书在Deusto-Gestión 2000出版，2004年，以及《La cohérence d’une équipe》一书的法文版，与Michel Fiol和Hugues Jordan共同完成。在7号的研讨会上，Sullà Pascual教授提出了“领导与委托同时”的研讨会，于12月11日和13日在Madrid和Barcelona举行。他提出了一个管理方法论，其中包含团队合作和与管理团队合作。他的主要目的是鼓励协调和归属意识，以及自治和目标的协同性的概念。
Financial markets for real estate investment

SPEAKER: Jaime Sabal Cárdenas, professor in ESADE’s Department of Financial Management and Control. Ph.D and Master’s in Finance (Wharton School, Pennsylvania University). Master’s in Industrial Engineering (Stanford University). Industrial Engineering degree (Universidad Católica Andrés Bello). Author of the book *Decisiones financieras en países emergentes* [Financial decisions in emerging countries]. His main area of academic interest is corporate finance, with an emphasis on emerging countries.

Jaime Sabal delivered a session on February 4 in Madrid, and February 7 in Barcelona, where he made an in-depth examination of indirect investment in the real estate business, offering a comparative view of current reality in Europe, Spain and in the United States. He explained the interest rates and analyzed the groups which make up equity investment, as well as their importance within the financial market in our country, with special emphasis given to REITs. The second part of his talk addressed investment assets, beginning with an emphasis on their importance worldwide.

Management by Values (MBV)

SPEAKER: Simon L. Dolan is a professor of Human Resource Management and Managerial Psychology in the ESADE Department of Human Resource Management, and he is Research Director for the ESADE Institute of Labor Studies. He holds an M.A. and a Ph.D. (Carlson Graduate School of Management, University of Minnesota) and in addition is full professor of Human Resources at the University of Montréal. Visiting professor for MBA and doctoral programs at several universities in America, Europe and Asia, Dolan is the author of several books and monographs such as *Managing by Values* (McGraw Hill & Macmillan), *Human Resource Management* (McGraw Hill) and *The Ten Commandments for Managing People* (Gestión 2000).

In this academic refresher session, Professor Simon L. Dolan from the ESADE Department of Human Resource Management analyzed the advantages which Management by Values (MBV) offers to businesses in an increasingly globalized, complex worldwide context. In his opinion, the key to company success in the future lies in finding different avenues for action and another view of reality. “In order to generate commitment, loyalty, motivation and innovation in workers, 21st century organizations need a new personnel management philosophy”.

Next, Dolan went more deeply into MBV, from which he feels it is possible to develop a different type of culture and management. In this perspective, values are “a predisposition to act in a certain sense, game rules, principles, axes or guidelines for action, they give meaning to the objectives and to instructions; they make order out of chaos and uncertainty, and when they are shared, the ideal situation is produced, generating cohesion and productive efficiency”.

In practice, this approach to management takes shape in the motivating of persons and in encouraging a basic value goal: trust. Furthermore, it is sustained by three cardinal axes: the practical-economic, the social-ethical and the emotional-“poetic” (most important); their relationship must be well developed so that there is a suitable balance, in proportion to the objectives being pursued, something which “continues to be negotiated”.

In closing, Simon Dolan invited those present to do a practical simulation exercise in order to generate emotions such as happiness, an element which he says “helps to build MBV”, and he concluded the master class by asserting: “I am not utopian, because if we can connect this whole philosophy of management with the place we call work and be more productive, I am convinced that it is not utopia”. Nonetheless, he clarified, “in order to achieve a great dream, first you must have a great dream”.
Consultores Solidarios en Barcelona

ALUMNI FOR SOLIDARY CONTINUE WITH THEIR INITIATIVES: THE 2ND CYCLE OF CONSULTANTS FOR SOLIDARITY, NEW FILM FORUM SESSIONS, AND SEVERAL COLLABORATIONS WITH OTHER SOLIDARITY ACTIVITIES.

Through the Consultants for Solidarity Initiative, the managerial ability of ESADE alumni is put to use for the benefit of solidarity projects in different organizations from the third sector. In the previous issue we spoke of organizations we are collaborating with in Madrid. This time, we focus on the six entities which our consultants are working for in Barcelona.

ARED FOUNDATION
http://www.fundacioared.org/
Works for social and labor integration of persons at high risk for exclusion, especially women released from prisons or referred by social services or other referral services.

ADSIS FOUNDATION
http://www.adsis.org/page.asp?id=1
Committed to address poverty and social exclusion in the world, they work in Europe and Latin American towards building a more just society and more solidarity through the integrated advancement of impoverished, excluded persons and groups, primarily youth and teens.

CASAL DELS INFANTS DEL RAVAL
www.casaldelraval.org/
Association working for improvement in quality of life for children, youth and families who are at risk for exclusion, as well as in the communities where they live.

COMTAL FOUNDATION
http://www.comtal.org/comtal.htm
Institution working for education of children and youth in Catalonia. This organization considers education key to the development and social-labor placement of young people.

OJOS DEL MUNDO
www.ullsdelmon.org/
Foundation fighting for progress in the health of people groups who they work with, contributing toward optical and ophthalmological development in these countries.

EDUCATION WITHOUT BORDERS
www.educacionsinfronteras.org/
Organization committed to defending and advancing the right to a quality education, as a driving force behind personal and community development, and towards building a world which offers opportunities to all persons.

Alumni for Solidarity Agenda

- April 22: 3rd Session, Film Forum
  Documentary: China Blue
  Discussion moderated by Alfred Vernis
- June 10: Alumni for Solidarity Conference, Madrid
  Closing session for 07-08, plus information on the next cycle and new projects
- June 18: Alumni for Solidarity Conference, Barcelona
  Closing session for 07-08, plus information on the next cycle and new projects

More information on these activities and other Alumni for Solidarity activities on our website www.esadealumni.net
For the development of Ivory Coast

The Association for the Development of Ivory Coast (ADESCI) takes action which seeks to provide opportunities for residents to climb out of the poverty which devastates this country, through education and basic medical care.

Three ESADE alumni work actively in the ADESCI project: Daniel Vives Santacana (Lic&MBA 2006), physically resident in Ivory Coast, and his public relations colleagues, Joan Carnet Arnaud and Jordi Vives Gabriel, who provide support from Barcelona. ADESCI works in collaboration with the African Association of Humanitarian Aid to Ivory Coast, and focuses all its efforts in direct involvement of native citizens in the execution of humanitarian projects. They feel that any development initiative must be oriented toward creating true autonomy for the beneficiaries, in order to ensure continuity in the development process.

Contact data:
93 280 63 13
http://www.adesci.org
adesci@adesci.org

People Count: “Persones Al Carrer”

Alumni joined in the “Persones Al Carrer” people count carried out through the Arrels Foundation, in conjunction with the Foundation Un Sol Món, the Barcelona Xarxa d’atenció a Persones sense sostre, the Mambré Foundation and the City of Barcelona.

This nighttime count of people sleeping on the street, Barcelona PAC 2008, was taken during the night of Wednesday March 12 to Thursday March 13. Nearly 60 alumni had the opportunity to participate actively in this task of quantifying homeless persons in Barcelona, raising awareness of a problem that often goes unnoticed, despite the daily presence of the homeless on our streets. The intent of this count is to acquire further knowledge about the volume and characteristics of the homeless population who sleep on the street, and to share this information with all those involved in providing care to this group, as a key to improved intervention.

China Blue at the 3rd session of the Film Forum

On April 22, Alumni for Solidarity will offer a showing of the documentary China Blue at the Film Forum. This documentary takes us inside a jeans factory, where the women workers try to survive the difficult working conditions.

The author, over the length of the documentary, gives an up-to-date, alarming report about the economic pressures that Western companies create and the human consequences that these provoke. From the different rungs of the company ladder, he shows us the complex problems of a globalized world. Filmed under cover and in difficult conditions, China Blue shows us what many international brands strive to hide: how the clothing that we buy is produced.

Get going and sign up on our website
http://www.esadealumni.net

A responsible world

Olokuti is an initiative that promotes responsible consumption and carries out activities to promote a more sustainable world.

Jordi Fernández (Lic&MBA 99) and Ricardo Puerto (Lic&MBA 99) participated in the creation of Olokuti, a space for the commercialization of responsible consumer goods to retail and to businesses. Products are identified as fair commerce, ecological, craftsmanship, artistic and/or cultural. All of these respect equity between producers and sales intermediaries, and are environmentally friendly. Furthermore, Olokuti offers films with social content, lectures, exhibitions and concerts through its club.

Contact data:
www.olokuti.com / 93 217 00 70
Gràcia:
C/Astúries, 38. Barcelona
Pedralbes Centre:
Av. Diagonal, 609. Barcelona

Sponsor

Collaborators

Olokuti
Xavier Mendoza: How would you describe the current reality at Ramon Llull University (RLU)?

Esther Giménez-Salinas: It is a big undertaking that began 17 years ago with 3000 students, and which currently offers 55 university degree programs to 18,000 students. Unlike current reality at other universities, this figure grows larger by the day. For this reason we are already the fourth largest university in Catalonia in number of students, and we are well situated in the rankings, occupying the second place overall among private universities in Spain. Moreover, we are the Catalanian university that has presented the highest number of university programs—a total of 9 degrees—for adaptation to the Bologna process for the coming academic year 2008-2009. This highlights our will and capacity to be pioneers.

X.M.: It has often been said that RLU is a unique university. What characteristics make it distinctive?

E.G.S.: First of all, its federated nature. RLU is the federation of 10 prestigious institutions in Catalonia with university tradition. Thus, even though RLU is just 17 years old, many of our schools have a long tradition and history, such as ESADE which has turned 50, or IQS which is over 100 years old. Second, we stand out due to our commitment to provide quality, person-centered education, able to respond to the needs of society. We have just come through an evaluation by the
“I practice interdisciplinarity every day and that is of great value”

European Universities Association (EUA) and they tell us that they have never been in a federated university such as ours, and they are in favor of it. They recommend that we look toward the United States, since our model is closer to that of U.S. universities.

**X.M.:** The motto of the United States, which is a very decentralized federation, is “Et Pluribus Unum” [out of many, one]. Do you think this applies to RLU?

**E.G-S.:** Yes, because it is already reality. Each university college at RLU has its own culture. The university respects each college’s own strength and characteristics, because the strength of RLU is precisely that which comes from its colleges. On the other hand, the common denominator shared by all RLU colleges are their values, such as the Christian view in its broadest humanitarian sense, the tradition of teaching excellence and the idea that the student is the center of the whole system. Similarly, there are two common indicators at all colleges: studies are completed in the time programmed for them, and job placement is around 90%, three months after graduation.

**X.M.:** The Bologna process puts all our university system in the midst of a change process. What are RLU’s opportunities and challenges as it faces this new educational panorama?

**E.G-S.:** RLU has great agility and response capability. Proof of this is that we have been able to adapt nine study programs to the Bologna process in a very short time. On the other hand, we are encouraging internationalization of our studies at RLU, following ESADE’s example, who has been doing so for a long time. This is a vitally important topic which goes beyond using English as a language of instruction; even in local areas of employment, globalization and coexistence with other cultures is a current fact. Elsewhere, we face a significant challenge in the field of research; our ambition in the mid term is to be situated among the best in Europe. We must also make an effort to strengthen our brand, have it be associated with the colleges that belong to it, so that people know that when we speak of Ramon Llull University, we are also speaking about ESADE, about IQS, about Blanquerna, the engineering areas of La Salle or regarding social issues Pere Tarrés Foundation.

**X.M.:** What action is being pursued by the presidency of RLU in order to address the challenge of strengthening research and the RLU brand?

**E.G-S.:** In the field of research, we are promoting our researchers’ participation in the 7th Framework Program of the European Union. For Ramon Llull University is the second private university of Spain regarding the ranking of university degrees.
this reason, we have created a central office to manage projects, since in addition to being good researchers, we must know how to manage the contests and proceed in the right direction. Furthermore, we are actively participating with the civil society that we live in, and with the business world. We have also created the centralized Academic-Teaching Quality Unit, in close contact with the heads of communication at the colleges, in order to strengthen the RLU brand.

**X.M.:** You are a well-known defender of equal representation and equality between men and women. How do you see RLU in this aspect?

**E.G-S.:** It is rather masculine. For example, if we look at the full professors at RLU, the numbers speak for themselves: women represent 10% of this group, even though they make up 34% of the entire teaching staff. But this is not the only thing, it is also in the way that people write, the way they hold meetings, the working hours, who participates in conferences, etc. I think that RLU also needs to think female, and to take into account that women can participate in the diverse activities of the university colleges. I do not like the policy of quotas, since recognition must be earned. However, I think an effort must be made towards positive discrimination in equality situations. For example, flexible working hours should be introduced, and we should stop thinking that whoever stays at work till 9 PM is the better professional; no woman with small children can do this, but a man can do so without any problem.

**X.M.:** What do you think that ESADE should contribute to Ramon Llull University?

**E.G-S.:** It is already contributing its tradition, its internationality, its style of work, its quality, and in summary, its identity. It is like the case of ESADE’s Law School, it was born like a little brother to the business school, and it has taken on many of its characteristics. With ESADE and RLU something similar is occurring.

**X.M.:** Now that you mention your ties to ESADE, tell us a little more about them.

**E.G-S.:** I was the first teacher hired at ESADE’s Law School,
Crisis in the United States: is the worst already over?

Since last summer, financial institutions have shown increasing signs for worry. The problems started when it became clear in the markets that the mortgage default risk from the last phase of the real estate boom, with its famous subprime mortgages, had extended to the rest of the financial sector due to their inclusion in bonds and other financial instruments that were not transparent in reflecting the risk they involved. Since then, banks have been experiencing great losses due to the shrinking value of their mortgages and other affected assets. All this, in a climate of uncertainty due to the difficulty of clearly ascertaining which assets are affected by this excessive exposure to risk, and to what extent, has considerably reduced liquidity in the interbank market, and consequently the banks have toughened their conditions for giving credit to families and businesses. This restriction on credit has reduced the growth rate of the American economy.
to the point that the Chairman of the Fed considers that growth during the first half of the year may slow to zero. During January the unemployment rate already increased, due to elimination of jobs in the construction and industry sectors, and deceleration of employment in the service sector. This rise in unemployment, the increase in energy prices and the effect of negative wealth motivated by the loss of real estate value and the decline of stock market prices is holding back private consumption—and it is not expected to grow over the coming months. Only the upturn on exports is keeping this stagnant internal demand from putting the American economy into a recession.

**CRISIS MEASURES**

In an attempt to minimize the economic slowdown, the federal government has initiated a policy of increased public spending which it expects to maintain until mid 2009. The Federal Reserve has also taken its measures, and besides creating a new source of liquidity for lending money to the banks that it chooses, it lowered the prime rate by 1.25 points during January. The Chairman of the Fed has expressed his opinion that these fiscal and monetary measures should produce an effect in the second half of this year, when economic
growth should begin again. But not all analysts agree with this forecast: some feel that the financial crisis generated by the mortgage hilarity of recent years has not yet shown its true magnitude, and that it could trigger a systemic financial crisis that would produce the worst economic recession in the U.S. in the last twenty-five years. This is simply the worst of a number of possible scenarios, but unfortunately there is an increasing number of analysts who see this as plausible. This recession would be due to a poorly functioning US and international financial system, which, after the crisis generated by the subprime mortgages, may have entered a vicious circle which is hard to break free of.

The rapid depreciation of the dollar will seriously harm European exports in the coming months.

All the banks and financial institutions have incurred losses (4 trillion dollars in the last ten months, according to Goldman & Sachs), and in an attempt to reduce their exposure to risk they have cut their lines of credit and financing for different asset markets. This is producing a scarcity of credit and a fall in the price of assets, creating a greater level of risk, inducing financial institutions to cover themselves further by cutting back their financing even more... and so on.
The Fed is trying to hold back this process by injecting liquidity into the markets, but since ultimately the issue is not lack of liquidity by rather insolvency, it has not been able to stop it. According to the most pessimistic forecasts, the final stages of this process involve a significant drop in stock markets in the United States and the rest of the world, a long recession of at least 16 months in the United States, which would bring with it a significant deceleration in the global economy for a similar period, bankruptcy for a large number of small and medium-sized financial institutions, and the need for the government to use public money to plug up the holes for those institutions big enough to make bankruptcy very unadvisable. The European financial sector, and Spain in particular, do not seem to be directly infected with the mortgage problem, or at least only to an extent which can be covered by correct capitalization of our financial entities. But it is undeniable that the scenario described above would have negative effects on our economies through other channels: a downturn in credit markets, value losses in asset markets, increases in risk premiums …or one that we are already experiencing: the rapid depreciation of the dollar due to investors pulling out of the American markets in search of safer environments, which will seriously harm European exports in the coming months.

UNCERTAINTY
I do not wish to end here without insisting that this is the most pessimistic scenario, but it is rather unsettling to see an ever-increasing number of voices giving a certain likelihood to all this: the latest was Tim Geithner, Chairman of the Federal Reserve of New York (and therefore one of the second in command to Ben Bernanke), in a speech given on March 6th (www.newyorkfed.org/newsevents/speeches/2008/gei080306.html). In his conclusions, he does not hesitate to state that the American economy must for some time bear with uncertainty about the ultimate magnitude and length of the coming recession.
Any company, whatever its business, is affected by the real estate market. Consider, for example, a manufacturing company or a telecommunications business. The manufacturer’s real estate component includes the building floors which house each of the departments that develop and investigate, and the industrial facilities where the final product is stored. In the telecommunications company, their offices and the spaces devoted to equipment also constitute real estate assets. Neither of these companies deals in real estate, but if they strategically manage their real estate assets it will make the most of their business.

A general manager or financial manager might ask the following relevant questions:
- To what extent does the real estate component affect my business?
- Do I know how to measure the extent of real estate costs that affect us?
- Do I know how to optimize these costs?
- Am I aware of the current value of our assets and of their liquidity in the market?

Finally, one key question that affects businesses in the process of expansion, or alternatively, of offshoring—is the timing of our real estate strategy correctly aligned with our corporate strategy? Businesses are sometimes unaware of the high cost involved in managing their real estate assets. In order to get an idea, a company’s Total Cost of Occupancy (TCO) usually falls between 5-7% of its income, so that a 20% reduction in these costs can mean a significant increase in the net margin of the company. Some obvious questions arise, such as whether these costs are optimized. From the financial point of view, more and more shareholders reward those companies that outsource services which are not a key business activity, devoting their resources to improving and developing the latter.

Sometimes businesses are unaware of the cost of managing their real estate assets

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about companies which are being evaluated sometimes become one of the decisive factors in whether the operation succeeds.

We usually take the following steps in these processes:

- A study of the company’s real estate concept (occupancy costs)
- Assessment of owned assets. Uses / regulations / prices / profitability
- A study of asset liquidity in the sector
- Recommendations, whether transactional (sale&leaseback) or cost savings (space optimization, relocation, etc.)
- Execution and follow-through of the resulting process

Just as a risk capital company studies the real estate situation of a corporation in order to analyze its suitability for investment, the corporations themselves should be aware of how the real estate component affects their corporate strategy.

One relevant fact is that 80% of businesses in the United States outsource management of their real estate assets, while in Spain we estimate the figure to be less than 30%. We believe that the market ought to move in this direction.

Corporate Solutions offers businesses all the services that a multinational like Jones Lang LaSalle can provide, while seeking to minimize costs and to maximize each situation that a business may face in the short, mid and long term.

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ON JANUARY 22ND, THE GRAN TEATRE DEL LICEU WAS HOME TO THE 13TH ANNUAL ESADE ALUMNI CONFERENCE, WHICH ALSO SERVED TO COMMEMORATE ESADE’S 50TH ANNIVERSARY THIS YEAR. PRESIDING OVER THE GRAND EVENT WERE THE PRINCE AND PRINCESS OF ASTURIAS.

The ESADE Alumni Association drew more than 2000 alumni and representatives from the business and financial worlds to the Gran Teatro del Liceo in Barcelona for the event. The Prince and Princess of Asturias presided, and there were also interventions from the Mayor of Barcelona, Jordi Hereu (Lic&MBA 90) and the President of la Caixa, Isidro Fainé.

This year’s annual conference took on a special air due to ESADE’s fifty-year anniversary, celebrated under the motto “Inspiring futures”. It was the perfect setting to pay homage to the founders of ESADE and to reflect on the future challenges of the business world.
After the arrival of Prince Philip and Princess Letizia at the Gran Teatre del Liceu, the ceremony began. Jordi Alavedra (Lic&MBA 78) and Olaya García (MBA 01) were masters of ceremonies, and the event opened with an interpretation of the aria “Casta Diva”, from the opera Norma by Bellini.

A welcome speech was delivered by ESADE Alumni President, Germán Castejón (Lic&MBA 81), followed by interventions from Monica Redorta (Lic&MD 07), an alumna from the School of Law’s most recent graduating class, and from Joan Massons (Lic&MBA 66), alumnus from...

In his speech, Prince Philip praised ESADE's educational endeavor and its contribution to the business world.
the third graduating class in Management, as the audience was treated to an original media presentation featuring life-size images of alumni from different graduating classes throughout ESADE’s 50 years.

Next, the President of ESADE Foundation’s Board of Trustees, Juan Manuel Soler (Lic&MBA 68), highlighted the role of both civic society and of the business world in the founding of ESADE, and he introduced the guest speaker, Mr. Isidre Fainé, President of la Caixa, who spoke about the characteristics which leaders must develop in order to face the challenges of the 21st century.

Carlos Losada, ESADE Director General, reflected on how we might imagine the world and ESADE in 2060.

The Prince and Princess received a gift commemorating their visit and signed the ESADE Honor Book.

Alumni approached the la Caixa stand in order to participate in a large interactive logo with their photo.
A FUTURE-ORIENTED, INTERNATIONAL PANORAMA

The event continued with an intervention from Cecilia Chang (Lic&MBA 88), who presented a video with the most significant data from the ESADE Alumni international network, and with interventions from Chapter Presidents from China, Germany and the United States. Mayor Jordi Hereu (Lic&MBA 81) emphasized Barcelona’s international influence through civic institutions such as ESADE and its alumni, who today can be found in many countries of the world.
ESADE Director General, Carlos Losada (Lic&MBA 79), chose to devote his speech to reflections on the future, imagining what the world of 2060 might be like, and presenting some of the projects which ESADE is currently immersed in, such as the new ESADE campus in Sant Cugat, and the GEMBA program with Georgetown University.

**CLOSING CEREMONIES FROM THE PRINCE OF ASTURIAS**

For this fiftieth anniversary year, the ESADE Awards took on special meaning and were awarded to its founders: the Society of Jesus and descendents of the original group of businessmen. The Prince and Princess of Asturias gave awards to Ignasi Salvat, on behalf of the Society of Jesus, and to Pilar Sáez, widow of Raventós, in representation of the ESADE Foundation trustees.
Germán Castejón acknowledged the collaboration of ESADE alumni in the growth of the Alumni association.

After being photographed with the award recipients, Prince Philip closed the ceremony with a speech recognizing ESADE’s educational endeavor and its contribution to the business world. He stressed Barcelona’s role as one of the great centers of excellence in business education, thanks to the initiative of the business schools, highlighting ESADE on account of its prestige and international recognition. The toast to ESADE on its 50-year anniversary included the participation of the Prince and Princess of Asturias and all the attendees; it encompassed the foyer and the different halls of the Gran Teatro del Liceo, where the 2000 alumni in attendance were joining with their classmates and teachers.
ESADE Alumni President, Germán Castejón (Lic&MBA 81), was the first to take the floor and extend a welcome to this annual event commemorating the first fifty years of ESADE. Castejón wanted to give special emphasis to the role of the teaching faculty and their impact on the educational development of former students. He highlighted the growth process of the ESADE Alumni association, and its current transformation into a large, increasingly international network. Castejón ended by extending his thanks for the support and participation of ESADE alumni and by telling ESADE that its alumni would always stand by its side, it would never “walk alone”.

THE 21ST CENTURY BUSINESS LEADER

Isidro Fainé, President of la Caixa and one of Spain’s principal business leaders, considered the role of the future business leader. In his opinion, one of the main challenges will be “knowing how to accept that these are new days of low margins, teamwork, and of not taking all the credit”. During his speech, the President of la Caixa referred to Homer’s The Iliad in order to complete his definition of leader as someone who places a strong bet, who knows how to take a quality leap in business management. For Fainé, the 21st-century business leader not only knows how to manage the means at his disposal, but he or she must also know how to manage purposes and to lead human talent in the service of a cause.

The speech from Jordi Hereu (Lic&MBA 90) had a two-fold perspective, as Mayor and as ESADE alumnus, and he highlighted the role of Barcelona’s civic society which was capable of creating an institution that today has worldwide influence. In his speech he encouraged ESADE alumni to become “ambassadors of Barcelona”, of its spirit and its way of doing, in whatever country where they may pursue their career.

WHAT WILL THE WORLD BE LIKE IN 2060?

“What will ESADE be like 50 years from now? What will the world be like in the year 2060?”
Thus began the speech by Carlos Losada, ESADE Director General, who focused on the prospects of future challenges and the need for ESADE’s transformation. Losada (Lic&MBA 79) took the opportunity to present some of the future projects of the institution, such as the new Global Executive MBA program (GEMBA), in conjunction with Georgetown University, and the new university campus at Sant Cugat, forming part of the Creapolis project, Parc de la Creativitat [Creativity Park], which will be inaugurated at the beginning of next year. Losada also pointed out that ESADE faces the future by maintaining its values and its founding mission of “contributing to progress through research, creation of social debate, and the development of competent persons who are able to respond to social, organizational and managerial issues and challenges, but who above all are able to balance this with sustainability and humanity”.

THE ROYAL SPEECH
Prince Philip praised the work which ESADE has carried out over the last fifty years, and its “ongoing search for academic excellence in conjunction with humanitarian values, giving rise to both personal development and social responsibility, and allowing you to not only prepare competent business and legal professionals, but also committed citizens”. The Prince also expressed to ESADE Alumni “our support and recognition for one of the principal voluntary professional associations in Europe, and to encourage you in this important endeavor of building a network, being fully convinced of its growing usefulness, as it broadens its presence worldwide”. His Royal Highness concluded his speech by expressing, as heir to the throne, his support for ESADE and ESADE Alumni in this “exciting endeavor of furthering a university institution capable of developing qualified professionals and responsible citizens for the globalized world of the 21st century”.

Juan Manuel Soler highlighted that ESADE is an initiative from civic society
The Prince and Princess of Asturias delivered the ESADE Awards, which took on special meaning on this occasion of the fifty-year anniversary, and which went to the institution’s founders: the Society of Jesus and the initial group of businessmen. Ignasi Salvat, representative for the Provincial of the Society of Jesus and Vice-President of the ESADE Foundation Board of Trustees, accepted the award on behalf of the Society of Jesus. Accepting for the businessmen who founded ESADE were Pilar Sáez, widow of Raventós, Alfonso Vila, Joan Coma Cros, Ignacio García-Nieto, and Ignasi Vidal Arderiu. In his closing speech, the Prince of Asturias congratulated the award winners and said that “time has proven that the ESADE founders were right”, since the process of modernizing society and businesses has required well trained professionals who are both competent professionals and committed citizens.
The event drew more than 500 attendees.

Madrid hosts the 2nd Annual ESADE Alumni Conference

The second annual ESADE Alumni Conference in Madrid drew more than 500 alumni, professors and political and business personalities that met in the Mutua Madrileña Auditorium to celebrate the institution’s 50th anniversary. During the event, author and ESADE professor Álex Rovira (Lic&Mba 82) gave a lecture on the attitudes and values that have inspired and continue to inspire ESADE as it builds its future.
With Xavier Sanchez (Lic&MBA 97), ESADE Alumni Director, as master of ceremonies, the event began with a speech by Germán Castejón (Lic&MBA 81), ESADE Alumni President, who made reference to the outstanding place of recognition which the institution enjoys today worldwide. Castejón pointed out that to maintain ESADE’s indisputable competitive position as a business school, “one requirement, and a highly important factor, is a great alumni network.” During his speech, he went over the association’s mission and expressed his desire to continue extending the network, “since the more members there are, the stronger the network is, the stronger its alumni and the stronger is ESADE.”

The evening continued with a picture journey to different parts of the world, where alumni and professors made their remarks on the 50th anniversary of ESADE and the excellent work it accomplishes internationally. After this, Carlos Losada (Lic&MBA 79), ESADE General Director, took the floor, delivering a speech about the “forward look” that characterizes the institution’s anniversary. According to Losada’s estimation of the future, new social, economic, technological and cultural challenges will face professionals and businesses, and he asserted that “ESADE must resolutely keep on Inspiring Futures – as the anniversary motto declares – by way of training, research and an understand-
ing of social debate.” And, it needs to do so “from its own sociological perspective, from its institutional vision, which is ESADE’s greatest asset and a direct inheritance from its founders,” he emphasized.

LOOKING TOWARDS THE FUTURE

The next speaker was Pedro Navarro (MBA 67), Executive Vice-Chairman of the ESADE Foundation Board of Trustees, who underscored the three primary objectives of the school: “Continue to be a leader and a point of reference in the business school sector, just as it is now; help alumni in their career development through seminars, conferences and Executive Education programs; and stimulate the business world to debate issues that are important to society in general.” He also highlighted that “ESADE has positioned itself as granter of the most prestigious award in brands,” and he gratefully acknowledged the labor of those who do the daily work at the institution.

Following this, a lecture called Attitudes and Self-Fulfillment, Keys for the 21st Century Leader, was given by Álex Rovira Celma (Lic&MBA 82), author and professor in ESADE’s Department of Marketing Management, who openly expressed his desire to speak about the future from the perspective of “that human dimension that can penetrate so deeply” and which is vital in the organization. The speaker expressed that the creation of the future, in which ESADE plays a part, involves “the development of conscience, of talent and of every kind of intelligence as a future competitive variable.”

Among the cardinal values that in his opinion characterize the institution, he mentioned courage, “because ESADE is made up of entrepreneurs and people...
who take risks,” and then went on to describe other attitudes like responsibility, an optimistic nature, self-confidence and boldness.

Rovira, who illustrated his speech with quotes from relevant authors and extraordinary examples of overcomers, also pointed out that “it is necessary to have a purpose, understood as the will and commitment to make the future a reality”; he underscored the humility which “ESADE is extremely important in conveying”; he referred to the trust that should be accompanied by integrity and coherence; and he stressed the power of love and cooperation as key elements toward building the future that ESADE aspires to.

Once Professor Alex Rovira’s lecture was finished, the Minister of Women and Employment of the Madrid Regional Government, Paloma Adrados, closed the event.
with a speech where she mentioned actions the Regional Government is taking to stimulate business activity. She pointed out that the government “counts on the solidity and quality of Spanish business schools that are among the best of the world, such as is ESADE’s case.” In the same way, she highlighted ESADE’s track record of “50 years of training top-level persons, not only professionally, but also in their personal, human aspects, a praiseworthy determination to transmit values and principles that identify professionals in this competitive world.” Finally, she referred to the need to move forward in promoting women business leaders, and to the support being offered by the Madrid Regional Government toward this end, in which ESADE plays an active part.

Paloma Adrados, Minister of Women and Employment in the Madrid Regional Government, closed the event.

Paloma Adrados signing ESADE’s Honor Book.

Xavier Sanchez (Lic&MBA 97), ESADE Alumni Director, was master of ceremonies for the event.

According to Losada (Lic&MBA 79), the future which ESADE is approaching poses new social, economic, technological, and cultural challenges for professionals and businesses.