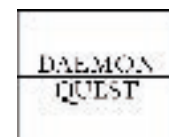


Esade Alumni gives special acknowledgement to your collaboration

Businesses collaborating in the ESADE's 50 year anniversary



E50

INSPIRING
FUTURES
ESADE 1958-2008





And if Malthus were right?

A few weeks ago, *The Economist* spoke of the end of cheap food. It was referring to the rise in food prices that we are experiencing. In the 18th century, the English cleric Thomas Malthus foresaw great demographic catastrophes, unless humans were to change their habits, since the population was growing in geometric fashion while food production only grew in arithmetic fashion.

In the 18th century, the English cleric Thomas Malthus foresaw great demographic catastrophes.

This thesis was refuted definitively in the 1960s due to the Green Revolution, or better put, a series of green revolutions that hugely increased agricultural production through application of improved seeds, herbicides, pesticides, well administered watering, nitrogenated fertilizers, and ultimately, bioagriculture.

In 2005, the FAO was able to claim that the world was producing sufficient food for the 6.4 billion that inhabit the planet today. But the FAO didn't say anything about how this sufficient food

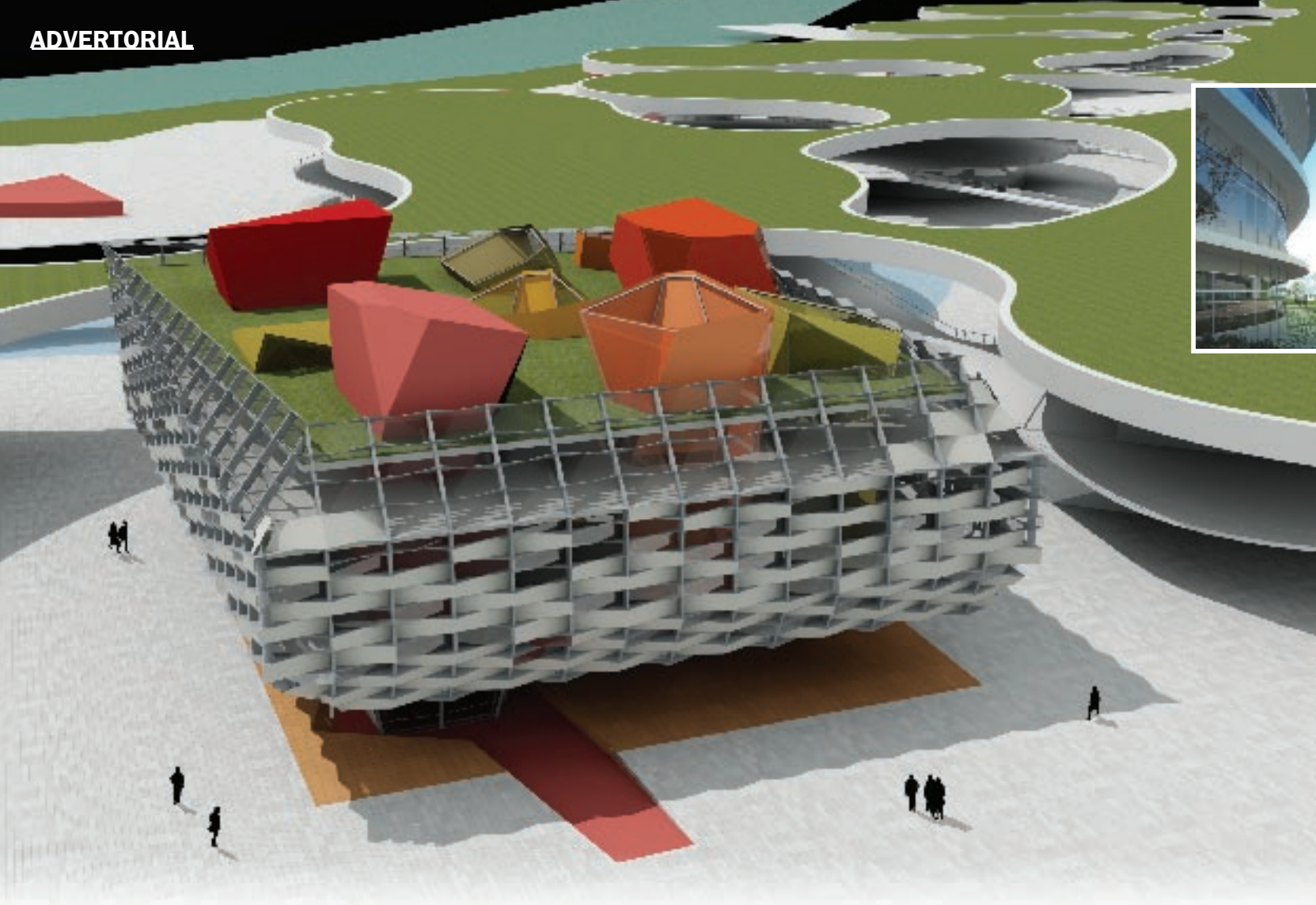
is spread among the world population. Because, according to the same FAO, there are some 900 million hungry persons, that is, people who do not eat enough to cover the 3000 daily calories required for a healthy, productive life. On the other hand, the WHO calculates that some 1.1 billion persons are overweight or obese. Between these two extremes there are some 4.4 billion who eat enough, but in different ways. Most of them eat just enough to survive and keep working (with corn, rice, some legumes, and meat and fish once in a while). Others, such as most inhabitants of the rich countries, have plentiful, varied food. But, what would happen if this entire 4.4 billion were to start consuming food as do the Americans and inhabitants of rich countries—what has been called “the food transition”—while large quantities of land and agricultural products are targeted to manufacturing biofuel—what ecologists call agrofuel—like ethanol or biodiesel? Would there be enough food then for everyone? And at what prices? Perhaps Malthus will be right in the end, and a new green revolution—or a revolution of a different color—will be needed to refute him. **E**

LUIS DE SEBASTIÁN

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.





EXPO ZARAGOZA 2008

THE INTERNATIONAL EXPOSITION OF ZARAGOZA WILL BE HELD THIS YEAR FROM JUNE 14TH TO SEPTEMBER 14TH, UNDER THE THEME "WATER AND SUSTAINABLE DEVELOPMENT". IT WILL BE A UNIQUE EVENT, A PIONEER EXPO, SINCE IT IS THE FIRST EXAMPLE OF AN INTERNATIONAL EXPO CENTERED AROUND A SINGLE TOPIC.

The Ranillas meander, site of the International Exposition, is located just 800 meters from the city's intermodal station, and expects to receive over 5.5 million visitors during this period of 93 days. Participation is already confirmed for a hundred countries, in addition to national and international organizations like the European Union, NGOs and businesses. Pavilions on the 25-hectare Expo grounds will keep their doors open from 10 AM to 8 PM. At this time Night EXPO begins, and carries on until 3 AM, revealing the Expo's more musical facet, thematic nights and shows from each participant.

Structures unique to the International Exposition of Zaragoza, such as the impressive Zaha Hadid Bridge-Pavilion, the 76-meter high Water Tower, and the Conference Palace, will combine with participating countries' pavilions,

Expo Zaragoza 2008 will include the biggest river aquarium in the world

from Spain's autonomous regions, from Aragon, from the nation of Spain, and six thematic plazas, 1000 square meters each. Expo Zaragoza 2008 will also include the biggest river aquarium in



the world, with a volume of sweet water of about 800,000 gallons. Between 7000 and 10,000 samples of 300 different animal species will be on display in their river ecosystems.

THE WATER PARK

Next to the Expo grounds, the Water Park has been designed. With a 120-hectare surface, it will become a model open greenspace for the show and for the city. There you can enjoy different recreational, sporting and adventure activities, available alongside the expo: river beaches, white water channel, pitch and putt, bicycle rides; all within a unmatched setting of vegetation and meadows just next to the expo grounds. Expo Zaragoza 2008 also boasts a strong cultural offering. More than 4500 performances of every type and for every audience, including the best known artists of the day, will guarantee non-stop entertainment: Cirque du Soleil, Pichón Balduin, director of De la Guarda, Iceberg (inaugural show and night show), from director Calixto Bieito, and a very long etc.

Reflection, debate and scientific knowledge will come through the Water Podium, where we invite participation from anyone who has something to contribute to the great worldwide debate on new paradigms, values and criteria to be applied in the area of water management. The celebration of Expo Zaragoza 2008, and designation of this city as headquarters for the United Nations Secretariat for the Water Decade (2005-2015) places our country right in the center of the debate on hydrological resources. ☺

More information

Tickets to Expo Zaragoza 2008 can be purchased as follows: through savings institutions Ibercaja and CAI, via their ATMs, websites (www.ibercaja.es and www.cai.es), or by telephone: 902 10 76 76 (Ibercaja) and 902 22 12 00 (CAI), as well as through the Expo Zaragoza 2008 website, www.expozaragoza2008.es

Then what?

The Post-Expo project is a series of actions which transform Expo Zaragoza 2008 pavilions into a first-class business center. Some of the functions from the Expo phase will be maintained, such as the Iberus hotel, the river aquarium and the conference palace, while others will be adapted to fit into the life of this new key area for the city.

The winning proposal for the Post-Expo project, from the joint venture formed by Lamela Studio and the Master's Program in Engineering and Architecture, allows for a set of office buildings which, in essence, keep the image of the Expo 2008 buildings, but at the same time provide an architectural solution for office spaces with excellent flexibility and lighting. So it is that the 80,000 meters in large volume spaces for Expo participants will be converted into the biggest and most emblematic business park of Aragón, drawing together many large corporate head offices.



Jones Lang LaSalle and King Sturge are the international consultants in charge of sales and leasing of properties to be converted into the modern business park after the Expo.



ESADE and Georgetown University present GEMBA

Global Executive MBA 2008-09

THE GLOBAL EXECUTIVE MBA (GEMBA) REPRESENTS A FUNDAMENTAL ADVANCE IN ESADE'S INTERNATIONALIZATION PROCESS, FILLING OUT ITS ALREADY EXTENSIVE MBA PORTFOLIO. THE PROGRAM IS GEARED TOWARDS A VERY EXCLUSIVE, HIGH-LEVEL PROFILE OF STUDENT, REQUIRING SUBSTANTIAL PROFESSIONAL EXPERIENCE AND INTERNATIONAL BACKGROUND.

ESADE has formalized an alliance with the Robert E. McDonough School of Business and the Edmund A. Walsh School of Foreign Service, both part of Georgetown University and located in Washington, D.C., in order to establish a Global Executive Master in Business Administration (GEMBA) program.

The object of the program's 6 modules is to help participants strengthen their global leadership roles, since it is geared towards senior executives with minimum managerial experience of 8 years and an international job profile. The curriculum combines and balances basic business strategies with knowledge of international relations. In each module participants will

work with professors from both ESADE and Georgetown. Participants will also benefit from leadership evaluation and personalized coaching sessions led by expert tutors and teaching personnel from ESADE's innovative LEAD program. Upon finishing this MBA, participants will receive a double diploma on behalf of both institutions.

Modules



June 2008

WASHINGTON DC

THE GLOBAL ENVIRONMENT OF BUSINESS
Examines the factors that shape and drive the global economy and the implications for business.

- What is globalization?
- How does globalization affect business today?
- What are the main management issues that emerge in the globalization process?
- What does this imply for today's senior executives?
- How have "Best Practices" evolved in the globalizing business environment?
- What frameworks and tools can help senior executives lead effectively in the globalizing business environment?

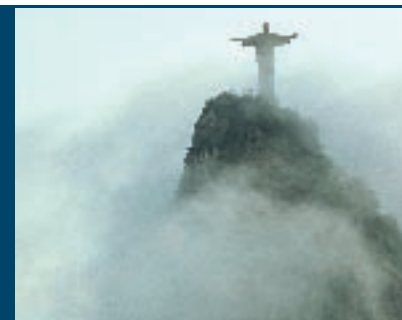


August / September 2008

BARCELONA

THE DYNAMICS OF GLOBALIZING INDUSTRIES
Examines the transformation of competitive and cooperative behavior in globalizing industries.

- Which industries are more/less globalized? Why?
- What are the key factors driving globalization in different industries?
- How are the roles of suppliers, buyers and competitors changing?
- How should firms compete and collaborate across countries?
- What factors drive the creation of a global competitive advantage?



November 2008

BRAZIL AND ARGENTINA

THE MULTI-NATIONAL FIRM: STRATEGY AND STRUCTURE

- Examines the connections between multinational firm strategy and structure and the implications for organizational design and management.
- How does firm strategy influence structure in the global business environment? And how does structure restrict or enhance firm strategy?
 - What are the most vital functions of the company?
 - How do the global functions of logistics, marketing, human resources, and finances affect the strategy and the structure of the company?
 - What analytical frameworks and tools can senior executives employ to design and build a global firm that will succeed?

The relationship between ESADE and Georgetown University

KEY FACTS

Project

During the GEMBA participants will present a research or consulting project, applying the knowledge they have gained to a real case.

LEAD Program

The Leadership and Development Program developed for more than 20 years by Daniel Goleman and Richard Boyatzis allows participants to configure a personal development strategy according to their ideal leadership profile.

Globalization Conference

The GEMBA will culminate in the Globalization Conference

celebrated on the Georgetown University campus.


Target audience

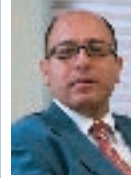
The program will be completely in English and geared toward senior executives with at least 8 years of management experience and an international job profile.

Length and dates

16 months. From June 2008 to August 2009.

Format

6 modules of 11 days each. Each module will combine classes with immersion in the local marketplace by way of visits to companies and lectures from managers, politicians and scholars native to the area. 



PEDRO PARADA, Academic Co-director of ESADE's GEMBA program

Associate Professor of the Business Policy Department at ESADE and Visiting Professor at HEC School of Management in Paris and at SDA Bocconi in Milano. He coordinates and teaches in the International Electives with Babson College. Currently, he is a member of the Scientific Committee of Noos Institute, which is devoted to studying strategy and sponsorship.

"The GEMBA program guarantees exposure to local issues and personalities while requiring a global way of thinking and the ability to learn in an environment far from the participant's usual comfort zone. For this reason the modules are held in eight cities around the world."



PAUL ALMEIDA, Academic Co-director of Georgetown's GEMBA program

Associate Professor, Strategy and International Business, Georgetown McDonough School of Business. Ph.D., Wharton, University of Pennsylvania. Global Executive MBA Academic Co-director. Division Chair Elect, Technology & Innovation Management Division, Academy of Management. Also author of Overcoming Local Search through Alliances and Mobility in Management Science.

"Thanks to periods of residency around the world, there is an opportunity to learn through immersion, interaction, and establishing contact with colleagues and organizations, in both advanced and emerging economies."

For more information: Patricia Marcaida – International Director
Telephone +345 560 760 – patricia.marcaida@esade.edu - www.globalexecmba.com

www.globalexecmba.com



February 2009
INDIA / CHINA (rotating)

GLOBAL MANAGEMENT: CAPABILITIES AND PROCESSES

Examines the role of management in building capabilities and processes in multi-national firms.

- How can companies identify and take advantage of the differences that exist between countries?
- How should managers assemble and organize to build capabilities and optimize innovation?
- How can managers obtain value from their technological and management innovations?



May 2009
MOSCOW AND BARCELONA

ORGANIZATIONAL INNOVATION AND EVOLUTION IN ADVANCING ECONOMIES

Integrates and extends learning from first four modules.

- What are the unique characteristics of businesses in advancing economies?
- What variations in policies, organizational designs and management practices are emerging and evolving in new economies?
- What are the strengths and weaknesses of these new business paradigms?
- How can global businesses capture the value of these paradigms?



August 2009
NEW YORK AND WASHINGTON DC

LEADING GLOBAL TRANSFORMATIONS

Focuses on the critical role of senior executives in defining and leading global transformations, combining work in two of the world's most important business and government centers.

Global financial markets, senior executive decision-making and sustainability. Leadership models: theory and practice. Frameworks and tools for individual, interpersonal and institutional change.

MBA Career Forum: seeking talent

1500 RECRUITERS FROM THE BEST COMPANIES OF THE WORLD MET FOR THE MBA TALENT RECRUITMENT EVENTS THAT SERVED AS A MEETING POINT BETWEEN COMPANIES AND THE MBA PROGRAM PARTICIPANTS.

February 5th marked the closure of the **MBA Career Forum**, organized by the ESADE Business School Career team. The event concluded a four-month period of intense personnel selection activities entitled **MBA Talent Recruitment Events**, which began with MBA Career Week in October 2007.

Through these events, 68 top-notch companies have come to our campuses looking for the talent that best suits their needs, and presenting their employment opportunities, both for internships and permanent positions, to participants in our MBA programs.

The Careers Service maintains contact with more than 1500 recruiters and companies, both national and international, from all business sectors. Many of these managers and recruiters participate in our events to find people for their companies with talent, a global management vision and a marked international vocation. The Talent Recruitment Events offer a wide variety of activities that take place on the ESADE campus, each one focusing on

more specific sectors and candidate profiles. The objective is to help our participants find internships and permanent positions at the best global corporations:

MBA CAREER WEEK

October 2007

Geared mainly towards companies from the financial or consulting sector who seek to conclude their selection processes before the end of the year. This year's event was expanded to include companies from the industrial sector as well.

INTERNATIONAL CAREER DAY

November 2007

This is a combined event organized jointly by the MBA and MSc Career teams so that companies can contact ESADE program participants with very diverse profiles and who might fit in with their companies in a number of ways.





About the MBA Talent Recruitment Events



ANA CLAUDIA LONGORIA

(Full Time MBA'05)

Novartis

International Career Development Program

“ It is strange to find myself interviewing candidates from ESADE when only 3 years ago I was the one asking similar questions at this same place with the same purpose: to reach my career goals. This two-fold perspective allows me to understand the candidate better and at the same time detect the best profiles for my company.”



CAMILA DE WIT

Director, Admissions and Career Services
ESADE Business School

“ The international business environment is becoming more and more complex, leading companies to compete in recruiting people who have both solid management skills and proven leadership abilities. Knowing these needs of the marketplace, ESADE Business School helps participants develop these qualities through their MBA program, thus ensuring that companies can find adequate candidates to cover their recruiting needs. Year after year, more than 1500 organizations count on ESADE Business School to provide multilingual candidates with talent and a management mentality, international mobility and excellent growth potential. The relatively small size of our MBA programs allows the Career Services teams to work closely with recruiters and design flexible recruitment plans that efficiently join objectives with individual needs.”


MBA CONSULTING WEEK

January 2008

The Career team organized this event in January to respond to the needs of the growing consulting sector, taking advantage of consulting companies' greater flexibility in adjusting their selection processes.

MBA CAREER FORUM

February 2008

This is the event that gathers the greatest number of companies, from very diverse sectors, who use their company stands and corporate presentations for the purpose of presenting their employment offers, whether permanent or internships. 

Some of the companies that have participated in our Talent Recruitment Events

Roland Berger	Delta Partners	Arthur D Little
DSM	Godman Sachs	Grupo Celsa
Deutsche Post World Net	ICICI Bank	Oliver Wyman
Novartis	Value Partners	Google
Abbott	Dell	Telefónica
Nike	Alstom At Kearney	Bank of America
Globalpraxis Group	Lombard Odier	Ingersoll Rang
Morgan Stanley BCG	Darier Hentsch & Cie	Everis
Santander	Valoris	Johnson&Johnson
Barclays Capital	Europraxis	Yahoo!
McKinsey&Company	Du Pont	Bloomberg
Bain & Company	Citigroup	

ESADE's Executive Language Center offers prime Spanish language courses

Spanish courses at ESADE

BACK IN THE 60'S, THE PRESTIGIOUS BUSINESS SCHOOL CAME TO THE RESCUE OF LOCAL BUSINESSMEN, AND TAUGHT THEM ENGLISH TO PERFORM INTERNATIONALLY. TODAY, ESADE HELPS FOREIGNERS WHO LIVE AND WORK IN BARCELONA TO IMPROVE THEIR SPANISH.

RAMON ASPA



Ramon Aspa, Executive Director
 Alex Fernández de Castro
 Teacher at ESADE since 1999.
 ESADE-ELC: Av. Esplugues, 92-96 – 900 180 358
spanish@esade.edu – www.esade.edu/spanish

Last fall, ESADE made the news when The Wall Street Journal ranked its Full-Time MBA program number 1 worldwide. There is no question that this Jesuit founded school owes its reputation mainly to its Business programs: BS, Full-Time or Executive MBA or PhD. However, other than a Business School, ESADE has a Language Center, a Law School, and a Tourism School which has attracted generations of Barcelonians. As a result, many people in Barcelona know ESADE as an excellent choice to learn English, German or French. However, few foreigners who live in Barcelona know that ESADE's Executive Language Center offers prime Spanish language courses, not only to foreign students already enrolled in any of the Law or Business Programs, but also to anyone strictly interested in learning Spanish.

A LANGUAGE-TEACHING FACILITY

One strong selling point of ESADE's ELC is where the courses take place. The imposing salmon coloured building (in Av. Esplugues) was initially designed as a language-teaching facility, and nowadays hosts both the MBA programs and the Language School. But surely the success of the ELC stems from the quality of the teachers. Among the Public Spanish Courses, the evening



semi-intensive classes, held on Tuesdays and Thursdays from 6 to 8 pm, have been gaining popularity. According to Alex Fernández de Castro, who currently teaches this course, "the schedule adapts to the needs of full-time students or professionals, who are unable to leave their offices or classrooms during the day".

The school policy allows a maximum of 12 students per room, which facilitates individual attention

The school policy allows a maximum of 12 students per room, which facilitates individual attention. A quick look at the list and profile of the students currently enrolled, shows how rich and diverse the student body is, for example, Olga, a Russian, as well as Jed and Adam, from the United States, study law at ESADE; Alex, from Germany, works in Strategic Planning and Transfer for Novartis;

Evelyn, from Switzerland, works at the Swiss Consulate in Barcelona; Lennert, from Holland, is a high-profile consultant for web page design; Rutger, also from Holland, is Project Manager at a Marketing Firm and Henry, from Belgium, is Marketing Director at a German manufacturer of optical sensors. "We believe in student-centered education -claims Alex F. de Castro-, so we try to assist our students along their Spanish language and culture learning process. It is exhilarating to share their impressions as they work on their Spanish structures, discover Barcelona and learn what it means to do Business in Spain. And here's one last added value: students also realise how privileged they are to learn so much from one another. At any Spanish class, it is hard not to find out valuable information about different countries and professions".

If you need more information, do not hesitate to check our website at www.esade.edu/spanish.edu.

Getting to know...

José Luis Álvarez and Lola Bardají

TOP MANAGERS AND CORPORATIONS
VERSUS ORDINARY PEOPLE AND
DAILY LIFE: THE SATISFACTION
OF PARTICIPATING IN STUDENTS'
EDUCATION CAN BRING TOGETHER
TWO VERY DIFFERENT WORLDS.



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.

JOSÉ LUIS ÁLVAREZ

“Despite what most people think, and despite the paradox, top executives exert less and less influence and power.”



josel.alvarez@esade.edu

Professor in the Department of Business Policy at ESADE, he was formerly Visiting Professor at the Harvard Business School, and is now at INSEAD since 2001. His research, teaching and consulting center on the roles of top managers as designers of formal structures, social architects of their organizations, agents of change, and company politicians. He is now finishing a book on Boards of Directors, and he has two others under way, tentatively titled “Executives in Action” and “Social and Political Capital for All”. José Luis Álvarez has his office at the ESADE Campus in Madrid, where he serves as academic director of the SEP and PMD.

1 Professional affinity with a good number of colleagues and friends at the institution. I like its people.

2 What I teach is known only by a few people, hardly any books speak of it, and having “experiences” is not enough to get it. One way to apprehend it is by living through the moments of confusion and vulnerability that I try to have my students experience in my sessions.

3 I have long been interested in the world of top managers: how they obtain great resources to achieve great things.

4 Despite what most people think, and despite the paradox, top executives are exerting less and less influence and power. And this is a problem for businesses and society, because organized collective action is becoming a scarce good.

5 If I have saved some participant learning a lesson “the hard way”, some experience with a greater life cost or economic cost than my sessions, I am satisfied with that.

6 In our profession we get a lot of written feedback on our work from those who receive

it. They have “stuck” me with all kinds of adjectives... Perhaps the words that have been most repeated are intense, provocative, unique, unintelligible handwriting, and, what is most comforting, some variation of “Thanks, I now see things differently.”

7 The problem is not what you would like to have time for, but those things where all the opportunities have passed and you’re not allowed to go back.

8 Diverse and, at the same time, institutional and changing.

9 Free time? I don’t know, no answer.

10 In one of my sessions, during the peak of students’ job search, I emphasized the importance of seeking “coincidences” in social relationships, of speaking with those we meet while traveling or in meetings, of not disdaining weak relationships, etc. One of the students put the virtues of small talk to work and found a job that afternoon by chatting with the passenger beside him on his flight home.

LOLA BARDAJÍ

“Minors need greater legal protection in the consumer area.”



lola.bardaji@esade.edu

Associate Professor in the Department of Private Law at ESADE’s Law School. Her research activities focus on Family Law, and she is currently participating in several interuniversity research projects (in collaboration with the Comillas Pontifical University, University of Deusto and Universitat Jaume I in Castellón). She started her career at the Center of Financial Studies [Centro de Estudios Financieros] as Professor of Civil Law (1990-2002) and as lecturer for numerous Masters and other courses. Following this, she assumed responsibility for the Legal Area in preparation of Civil Service entrance exams. She has participated in numerous legal advisory courses for public institutions (Government of Catalonia), private institutions (Bar Association, Managers’ Association) and various corporations.

1 Taken by the hand of my beloved Professor Antonio Marzal. I already had broad teaching experience, and I needed to complement this with research. So, I decided to develop my doctoral thesis in the subject I had been studying: civil law. Professor Marzal’s insistence and the extraordinary opportunity to work under the guidance of Professor Francisco Rivero removed any doubts.

2 The subject itself. I have the great privilege of being able to explain issues very closely connected to the person and to life itself. Civil law includes the whole of human life, from birth to death. If we add to this my own vocation for teaching, the result can be considered interesting. I have to admit that I tend to explain things with passion.

3 I have always been very concerned about possible improvement in legal matters pertaining to the disabled. Now then, in general, I am concerned with issues stemming from family law, whether personal or property matters.

4 Minors need greater legal protection in the consumer area. Today, a minor can freely acquire certain things that could be very harmful to his development (video games, cell phones, TVs, etc.)

5 Without a doubt, it is the opportunity to participate in the development of persons, not only academically, but at the personal level.

6 According to them, I am understanding and patient.

7 Among other things, to study psychology.

8 Diverse, critical, free.

9 With my husband and children, and reading.

10 Years ago, I was trying to clear up a doubt posed by a student, relating to a quite complex issue. When I finished my explanation, having taken great pains to clarify the matter, the student looked me in the eye and literally said, “When I grow up, I want to be like you.” He said it totally in earnest!

You can look up ESADE faculty and collaborators at www.esade.edu à Faculty and Research.

Pass the test with flying colors

FACING A JOB INTERVIEW IS ALWAYS A CHALLENGE, REGARDLESS OF THE LANGUAGE BEING SPOKEN. THE PRACTICAL SEMINAR “INTERVIEW SIMULATION” PROVIDES ESADE STUDENTS AND ALUMNI WITH THE KEYS FOR COMING THROUGH BRILLIANTLY AND FOR WINNING POINTS TOWARDS BEING THE ONE SELECTED.

Candidates experience selection processes with excitement and hope, but also with fear and insecurity. That’s why ESADE launched a practical seminar called “Interview simulation”, led by Edward Parry and Maite Soto, who lead in English and in Spanish, respectively. The course aims to teach candidates how to “sell themselves” at an interview through recreating a situation where each participant faces a simulated interview with a recruiting consultant.

As Parry points out, “this is a multi-faceted interview in order to evaluate how well the

professional defends questions about his or her career path”. The seminar is primarily directed to executives and junior professionals, as well as those who are currently looking for work. Soto sums it up like this: “Each interview is recorded on a DVD that is given to the participant. Once the simulation is over, the other participants give their opinion about how it went, making their own suggested evaluation, and the opportunity is used for clarification and for resolving doubts. Finally, we offer our own evaluation”.

MOTIVATIONS AND THE STARTING LINE

“Academic background and knowledge of languages are usually two areas found to be above average for the market”, remark both Parry and Soto. As for areas for improvement, Parry considers the need to give one’s discourse a “more coherent structure”.

The professional who comes to this course considers it a unique opportunity for responding to complex questions and for being advised by an HR professional before getting to an interview with a company that interests him or her. “In most cases,” Parry continues, “these professionals are actively looking for a new position and the simulation gives them the

Maite Soto

Degree in Psychology from the Universitat Autònoma de Barcelona. With more than twenty years experience in human resource consulting for several companies, Maite Soto has specialized in search and evaluation of top managers, after extended initial experience in topics of selection and training. She collaborates at ESADE through seminars relating to the Human Resources area.



PROFESSIONAL DEVELOPMENT

possibility of improving their skills, for clarifying what their weak points are and how to improve”.

“The important thing is to get the right focus and offer the right information so that the interview is positive and you make the most of the opportunity”, adds Soto.

PERSONAL AND PROFESSIONAL BALANCE

A candidate may encounter a breadth of selection processes depending on the sector and the company, and the “Interview simulation in English” seminar addresses each and every type: group dynamics, technical interviews, *case studies*, evaluation by competencies, and psycho-technical evaluations.

“ESADE students and alumni who choose to attend the course can rest assured that they are guaranteed to receive “impartial, honest feedback on their skills and areas for improvement”, both consultants point out. Anxious not to miss a chance to share what they find most satisfying in delivering this course, they both state that

“it is very gratifying work to be able to contribute something to the personal development of a professional”. Soto, for her part, adds that “you must manage to be receptive and give your best at each session because it is an interesting, valuable opportunity for the participants”. ☺



Edward Parry

Edward Parry is Operations Account Manager for Cátenon Worldwide Executive Search, the European firm most highly valued by customers and candidates for recruiting professionals. He is an attorney with more than 8 years experience in executive search in several sectors, and has worked in Spain for the last five years. Previously, he was responsible for opening two professional search and selection offices in Manchester, England.



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- Un campo de golf de 18 hoyos con una reconocida academia de golf.
- Un innovador centro de fitness y un fantástico spa con circuito termal, masajes y tratamientos personalizados.
- Y, además, un amplio abanico de actividades (*team building...*) que ayudarán a sacar el máximo rendimiento de su equipo.



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ALFONS SAUQUET



alfons.sauquet@esade.edu

MBA 90. ESADE Dean of Management. Doctorate in Education and Master's in Organizational Psychology from Columbia University in New York. Degree in Psychology and Educational Sciences from the UB. Full professor of Ramon Llull University at ESADE. Guest professor at several universities, such as HEC, Paris, Wharton School of Business, Columbia University. Regular collaborator in the European doctoral program EUDOKMA. Member of the Academic Board of the Association of Human Resource Management in International Organisations (AHRMIO).

NÚRIA AGELL



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Professor in the Department of Quantitative Methods and Director of the doctoral program in Management Sciences. She has a doctorate in Mathematics from UPC, with a thesis in the area of artificial intelligence. She is the Coordinator for the research group GREC-ESADE on knowledge engineering. Member of the European Network of Excellence, MONET, on systems based on models and qualitative reasoning. President of the Catalanian Association on Artificial Intelligence (ACIA) since October 2006. She is the main coordinator for several applied projects in artificial intelligence in business settings, sponsored by public institutions or private organizations.

European Commission incentives to increase levels of research, development and innovation in Europe, and the budgetary efforts both from the national government and the regional government of Catalonia in order

to reach these levels, all show us that the number of people working on this research and innovation field will increase considerably. This environment favors the need for a new profile of young professional which this ESADE Master's program seeks to prepare.

MASTER OBJECTIVES

The three key competency objectives are for students to acquire a solid basis in quantitative and qualitative methods, to acquire a deep knowledge of and a critical, creative focus in a specific area of managerial sciences, and that they develop the necessary skills to manage research activities.






TARGET AUDIENCE

The master's program is targeted to all participants with an open, agile mind, and does not require professional experience. It is open to those who hold a *licenciatura* or equivalent university degree in areas of knowledge relating to management, who possess an excellent academic record, and show special interest in research. Participants lay the foundation for developing a career in businesses which are heavily involved in innovation and research; they get the necessary competencies to coordinate and manage projects. The Master's program provides adequate preparation for

admission to a doctoral program in Management. The MRes, which will admit a maximum of 25 participants, lasts for one academic year. It begins in September with a two-week introductory period, and is

Participants lay a foundation for developing their career at businesses involved in innovation and research

structured into five modules which end with preparing and writing the Master's thesis. An adviser will be assigned to each student, to act as a guide and to personally supervise their studies during all the program. 

Length of the program: 1 academic year (September-July)

Start date: September 2008

Hours: full-time

Language: English

Degree: MRes in Management Sciences

Credits: 60 ECTS (European Credit Transfer System)

Academic level required: *licenciatura* (4 years) or 240 ECTS, of which at least 20 must be credits related to Management (or similar). Prior professional experience is not required.

Campus: ESADE Barcelona-Sant Cugat

For more information

Find more information on the Master's in Research in Management Sciences at:

<http://www.esade.edu/management/mres>

Alfons Sauquet Rovira, new dean of Management

Alfons Sauquet Rovira is the new Management dean of ESADE Business School. A full professor of Ramon Llull University, he substitutes Xavier Mendoza, who led this Deanship for the last eight years.



Prior to this, the new dean was of Management was director of ESADE's undergraduate program in Business Administration and President of the Inter faculty Group in Organizational Behaviour of the Community of European Management Schools. One of the challenges of Sauquet's new office is to consolidate support for the

school's internationalization processes. In addition, the new dean holds a doctorate in Education from Columbia University in New York, Master of Arts in Organizational Psychology from Columbia, Master of Business Administration from ESADE (MBA 90), and a degree in Psychology from the Universitat de Barcelona.

In search of a State-level commitment on health issues

All participants agreed that the patient should have a greater presence and more decision-making power in health issues.

Last February 15th, the main political parties debated their health programs at ESADE. Speakers included José Martínez Olmos, Coordinator of the PSOE electoral Health program; Santiago Cervera, UPN-PP candidate; Manel Balcells Díaz, of ERC, and Montserrat Muñoz de Diego, of the IU parliamentary group.

The main issue that the different political parties brought to the table was the need for cohesion among the different administrations, but they did not wish to overlook the financing issue. Human resources in health services was another topic addressed, since in recent years medical professionals tend to leave to work abroad, showing the need for a deeper, more flexible view of these professionals.



The 'ESADE 5.0' exhibition arrives in Madrid

Carlos Losada, Director General of ESADE, presented this exhibition which highlights milestones from the history of the business school.



The act took place on February 12th at the Madrid campus, drawing ESADE directors, alumni, teachers, workers and collaborators. Carlos Losada, ESADE Director General, began by expressing that "institutions which last do so because of two basic, fundamental characteristics: a passion for change, for innovating and for constantly making improvements, and the other is a set of shared

values and convictions which guide the organization over the years". And thus the exhibition reflects ESADE history, a history guided by a certain identity and by certain values that are important to keep current. The ESADE 5.0 inauguration ended with a toast where some of the attendees who represent the oral history of the institution recalled their experiences there.

New collaboration agreement between QlikTech Spain and the ESADE Foundation

The ESADE Foundation and QlikTech Spain have signed a collaboration agreement by which both organizations commit themselves to promoting technological development. The collaboration agreement for technological development, as agreed on by the two organizations, calls for granting 250 free software licenses and their maintenance during four years, as well as qualifying QlikTech Spain as an ESADE Foundation technological partner for academic development during four years. This way, the QlikTech tool can be used as a teaching support for students in Business Intelligence in Marketing and

Finance in the 5th year of the Business Administration program; in Business Intelligence in Marketing and Finance in the CEMS program; in Business Intelligence in Marketing and Finance in the 18-Month MBA (2nd year), and in Business Intelligence in the Part Time MBA (2nd year).



Clickair and ESADE sign a collaboration agreement

This airline joins ESADE's Corporate Relations Program within the Partner's Circle, and will contribute to ESADE's educational effort over the next 4 years.

The collaboration agreement, signed last November 15th, formalizes Clickair's agreement with ESADE and the intent of both organizations to continue growing and to be committed to education and research at the highest level. Clickair has its head office at the El Prat airport. They currently fly to 55 Spanish and European cities, and they estimate that more than 4.4 million passengers have traveled on their Airbus A-320 aircraft during 2007.

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EL DESARROLLO Y EL ÉXITO
DEL GIMNASIO

Closure to the lecture series “Thinking the leadership”

Ángel Castañeira, Academic Coordinator of the ESADE Chair in Leaderships and Democratic Governance, concluded: “what’s important for a leader is not to impose an idea, but to let others analyze the proposition”.



The president of the Spanish Confederation of Savings Banks (CECA), Juan Ramón Quintás, was in charge of bringing the lecture series “Thinking the leadership” to a close last January 29th, having been under way since November 6th. His speech, entitled “Globalization and leadership”, focused on characteristics which a leader should fulfill in order to successfully confront the continuous changes taking place in today’s globalized environment. The CECA president spoke about the situation which society experiences today in the area of business. “At this time, society moves in the economic paradigm of the telecommunications industry, but we are headed toward a different paradigm that we are ignorant of, and therefore, we must be prepared for the change.”

Along these lines, Quintás assured the audience that, although the changes cannot be foreseen, there are a number of characteristics which can help a leader to confront them. “A leader must have a future vision and the ability to adapt, that is, he or she must explore the environment in order to understand the possible variations and put this knowledge to work in order to reach objectives; similarly, the leader must be a flexible person who is not anchored to old-fashioned beliefs, and must be prepared for modification of human elements”. He also explained that, although there is no perfect leader prototype for the 21st century, it is true that leaders do not have the same priorities that they did during other periods, and therefore they must modify how they intervene.

Forum on human resources

The need to find new talent, the assessment of experience, and the importance of communication in businesses were the key issues dealt with in the forum entitled “*Human resources at the international level*”, which took place at the Madrid campus of ESADE last February 7th.

José María Gasalla, director of ESADE’s Personal Development and Management Program, presented the participating speakers: Carmen Carreño, Human Resource Director for Bank of America, Card Services Spain; Rafael López-Enríquez, Corporate General Manager of Human Resources for the CODERE group; and Brazilian Eugenio Mussak, president of Sapiens Sapiens, teacher and anthropologist.

In the final debate with forum attendees, it was concluded that “the main problem in companies is a lack of communication” (according to Mussak and López-Enríquez), followed by an “excess of work” (Mussak) and the “difficulty of balancing personal and work life” (Carreño and Mussak). Everyone backed López-Enríquez’s advice about giving higher value to experience.



Equality in senior management and boards of directors

Representatives from the academic, legal and business environments analyzed the situation of the professional woman in leadership positions in the second session of this lecture series.

The day's event, organized by ESADE in cooperation with the Council on Employment and Women from the Madrid Regional government, was presented on January 24th by Pedro Navarro, Vice-president of the ESADE Foundation Board of Trustees, and María José Pérez-Cejuela, Director General of Women's Issues for the Madrid Region. These two were accompanied by Esther Sánchez, professor of Social Security Labor Law at the ESADE Law School (RLU);

Romana Sadurska, Secretary General & Partner of the law firm Uría Menéndez, and Pilar Gómez-Acebo, president of Placement Center and Honorary President of the FEDEPE (Spanish Federation of Women Managers, Executives, Professionals and Businesswomen).



Discussions on the future of management

Within the framework of ESADE's 50-year anniversary, we find the "FER FER" exhibition, an initiative from ESADE and the Catalan regional government, along with collaboration from la Caixa. More than 15,000 persons have visited the exhibition at the Palau Robert in Barcelona, where it has been showing since March 2nd, 2008. The exposition, besides offering

a stroll through the history of management, seeks to inspire debate, such that a series of discussion sessions were organized to discuss where management is headed in this century. The discussions featured participation from noteworthy business leaders and academics who debated the future of organizational management, of marketing, of human resources and of general management. The four discussion sessions took place over the months of January and February, 2008, in the Cotxeres of the Palau Robert in Barcelona; attendees filled the room for every session and an adjoining room had to be equipped so that the session could be viewed there on a screen.



"The Global Dialogues": a new way to look at the future

ESADE and the Art Center College of Design of California presented "The Global Dialogues: Disruptive Thinking" last March 7th in Barcelona.



With an international representation of more than 9 countries, renowned thinkers and opinion leaders met at the "Global Dialogues" on March 7th in order to deal with questions such as climate change, business, science and design.

This unique event was presented by ESADE and the Art Center College of Design of California; the two institutions are involved in a long-term collaboration where they seek to combine critical design thinking with business strategy through advanced training. In an improvised, interactive fashion, the speakers and the audience looked for new disruptions of thought, and they reflected on their perceptions, achievements and ideas for the future.

Richard Addis, former Director of The Financial Times Weekend and former Executive Director of the London Daily Mail, was master of ceremonies for the event, which took place in Barcelona.

The "Global Dialogues" could be followed on Internet, and included such well-known personalities as Peter Head, Thom Mayne, Ron Haviv and Alfons Sauquet, as well as others.

1979

Aleix Pons i Coll, new Manager of Rius Consultors Associats, S.L.



Aleix Pons i Coll (MBA Full-Time 79 and Finances for Executives 82) has been appointed Man-

ager of the company Rius Consultors Associats, S.L., business consultants with more than 25 years experience in the business consultancy sector. Aleix Pons i Coll has 34 years experience in administration, business organization and management, logistical issues, HR, financial management and banking negotiations in national and international entities. From 2004 to 2007 pursued his career at the City of Tarragona, in the post of Municipal Manager. Aleix Pons i Coll has balanced his professional work with teaching at several organizations including Chambers of Commerce (Sabadell, Terrassa, Tortosa), Escodi (Escuela Superior de Comercio y Distribución de Terrassa), business organizations (Cecot de Terrassa, Pimec de Barcelona, Ceam de Barcelona), Caixa de Terrassa (Centre de Formació de Lleida), Escola Superior d'Enginyers Industrials de Terrassa (UPC), the Training Service for Barcelona Province, Escola Pia de Terrassa and the City of Montcada I Reixach, as well as others.

1984

Jordi Montaña and Isa Moll present the book 'El diseño en la empresa. Casos de éxito'.



On September 26 at the MuVim (Valencia Museum of Illustration of Modernity), **Jordi Montaña (MBA 1984) and Isa Moll (Lic&MBA 93)** presented the book *El diseño en la empresa. Casos de éxito*. [Design in the company. Success cases.] Here they analyze four Valencia businesses (Antares, Gandía Blasco, Sanico and Viccarbe), selected as examples for their use of design as a basic element in their strategy and as a boost for greater competitiveness. The publication, produced in collaboration with the Asociación de Diseñadores de la Comunidad Valenciana [Designers' Association of the Valencia Region], the IMPIVA and the European Fund for Regional Development in the UE, takes its place among projects from the ESADE Chair for Design Management.

1985

Joaquin Duato, new Company Group Chairman of Ortho-Clinical Diagnostics franchise

Joaquin Duato (Lic&Master 1985) has been appointed Company Group Chairman of Ortho-Clinical Diagnostics franchise. Duato has broad experience in the health industry and a long career in sales, marketing and management. He joined Johnson&Johnson in 1989 at Janssen España after having worked for Eli Lilly and Squibb. He was appointed General Manager of Janssen Cilag Italia and later he took the post of Vice-president of Ortho Biotech Europa, coordinating the

company's activity in Europe, the Middle East and Asia. He returned to the USA in 2002 as President of the Oncology area at Ortho Biotech, later moving to the area of Nephrology in 2003.

Pablo Soler, new Corporate Manager of Hospes

Fuenso has incorporated **Pablo Soler (Lic&MBA 85)** into its management team, where he now acts as Corporate Director for the group, which owns the brand Hospes Hotels & Moments. Soler has pursued his career at companies such as Arthur Andersen, MAT Investment Holding, *Industrias Químicas del Vallès*, Bayer and Panrico, where he has fulfilled responsibilities in the areas of financial and corporate development



1986

Francisco Cabanillas, ETS Manager for South America



José Francisco Cabanillas (MBA 86, Full Time) has recently joined the team of ETS (Expert

Timing System), as Manager for South America. From his new offices in Santiago de Chile, Cabanillas will be responsible for the company's set of operations, specializing in quantitative institutional advising.

We'd like to hear about your professional moves. Contact Mercè Saura of ESADE Alumni at merce.saura@esade.edu de ESADE Alumni

1988

Neus Martínez Roldán, Manager of Corporate Relations and Communication for Nestlé Spain



Neus Martínez Roldán (Lic&MDE 88) is

head of the new Corporate Relations and Communications area for Nestlé Spain. She will be in charge of integrated management of CSR and for the company's corporate communications, and she is part of the Nestlé Board of Directors. After fulfilling different responsibilities in the area of Marketing for different company product groups such as Pet Food and *Nutrición Infantil*, in 1998 she was appointed manager in charge of the company's Training Center, and in 2003 she was named Head of Corporate Relations.



Bosco Fonts, new General Manager of Bellsolà, S.A.

Bosco Fonts (Lic&MBA 88) has joined Bellsolà S.A., as General Manager. The food company specializes in frozen bakery dough, and is owned by private equity funds Landon and Qualitas. Bosco Fonts has broad experience in the food sector, both at family businesses as well as in multinationals such as Matutano, ATO, La Piara, Nabisco, LU and Lucta.

Alessandro Peirano, new Managing Partner of KPMG

Alessandro Peirano (Lic&MBA 1988) has been appointed new Managing Partner of KPMG. Prior to this he acted as Audit Manager for the same company.

1989

Jordi Ferrer Graupera opens a new Tourism & Leisure Office in Dubai

The Tourism & Leisure consultancy (EuroPraxis), led by **Jordi Ferrer Graupera (Lic&MBA 89)**, has decided to open an office in Dubai. From this location, the consulting company seeks to provide services to customers in the entire region, specifically, Bahrain, Oman, Arab Emirates and Saudi Arabia. Tourism & Leisure (EuroPraxis) will likewise offer its services to Spanish companies (mainly hotel chains, developers and investors) for their development in the region. Christophe de Bruyn, Manager of Tourism & Leisure, will lead the company's growth in the region together with Álvaro García de Oteyza (Lic&MBA 04) and a team of consultants located in Dubai.

1992

Pilar Zaragoza, Institutional Relations Manager of LID Business Publishers

Pilar Zaragoza (EDIK 92) has been appointed Institutional Relations Manager of LID Business Publishers. She has pursued professional work at several companies in the publishing sector, such as *Grupo Planeta*, as Assistant Manager of Institutional Relations in the Professional and Training Division, as well as in Marketing consultancies.



Xavier Aragay joins the VHIO Foundation as Director

Xavier Aragay (PAD 92) has been appointment Manager of the Vall d'Hebron Private Foundation for Oncological Research (VHIO), after an extended period as Director of the *Universitat Oberta de Catalunya* and completing nearly a year's stay in the United States. The objective of the foundation is to perform excellent-quality scientific research in all facets relating to the prevention, early diagnosis and treatment of cancer at a new center to be built within the hospital grounds and which will unify and expand the research that is being done currently.



1993

Jaime Rosales, Goya winner for the best film, best direction and best newcomer actor

Director **Jaime Rosales (Lic&MBA 1993)** rose to receive Goya awards from the *Academia de Cine* [Cinema Academy] for best film and best direction for *La Soledad Asimismo*; the Rosales film also took the Goya for best newcomer actor (José Luis Torrijo). *La soledad* also took awards from *Fotogramas de Plata* for the best Spanish film of 2007. Previously, Rosales filmed *Las horas del día*, International Critic winner at Cannes 2003.



Jordi Montaña and Isa Moll present the book *El diseño en la empresa. Casos de éxito.*

(See Class of 1984).

1994

Sergi Aulinas, General Manager of Gebro Pharma Laboratories



Sergi Aulinas Guillaumes (MBA 94) is the new General Manager of Gebro Pharma Laboratories, Spanish branch of the Austrian

pharmaceutical company Gebro Pharma GmbH, which established offices in Barcelona in the year 2002 and in recent years has become one of the fastest growing, most promising businesses in the Spanish pharmaceutical sector. Gebro is well-known in the area of therapy for pain and inflammation. Sergi Aulinas begins this new era after five years as Corporate Manager of Business Development for the same company.

1995

Xavier Arruebo creates the engineering firm TwoIN



Xavier Arruebo (Lic&MBA 95), together with Mari-ona Escatllar, has created TwoIN, an engineering firm

able to integrate concepts which till now have been isolated: digital habitat and domotics, communications, security, renewable energy and sustainability. Its principal customers are developers and architects, for whom TwoIN has prepared two different packaged solutions, including highlights such as how to reach one's targeted energy certification, and installing digital habitat in building developments already completed. The packages offer a turnkey project, from plan-

ning the installation through to its delivery to the final customer and its ongoing maintenance. Prior to this, Xavier Arruebo worked in multinationals from the computing sector such as Sun Microsystems or Storagetek.

1996

Víctor Barajas publishes his first book



Víctor Barajas (EDIK 94-96) publishes his first book, *El hombre que recuperó el orgullo de vender*, with *Empresa Activa* (Urano publications). Víctor Barajas is Managing Partner of Auladeventas Consulting, and, together with Lorenzo Muriel, Manager of Commercial Training at Deutsche Bank, they have written an exciting tale about a man who understood that the act of selling was much more than convincing and placing product.

The book looks at sales from the perspective of the personal, experiential involvement of the salesman, how this person feels during the entire process. This work, which offers a new view of one of the oldest trades, is part of a broader project whose object is to give back to the sales profession its sometimes unrecognized dignity. The website www.elorgullodevender.com provides detailed information about the book.

1999

Luis Baldi, Associate General Manager of Idagua

Luis Baldi (MBA Part-Time 99) has been appointed new Associate General Manager of Idagua, engineering firm devoted to the design and construction of water treatment plants for industrial processes, industrial services, potabilization and treatment of

residual waters. Previously he pursued his career at companies in this sector, acting in the areas of sales and project development.

2001

Pablo Barroso Reyes



Pablo Barroso Reyes (DGNA 01) has moved on to manage a LOMASLE-GAL fran-

chised shop in Santa Coloma de Gramenet (Barcelona), after 10 years leading his own consultancy in accounting, labor issues, taxes and insurance. LOMASLEGAL –The Legal Shop– is the first network of law shops in Spain, offering everyday legal advising since 2005, with no appointment required, economical prices, and where all attorneys are experienced bar members.

Ignacio del Río López joins the Universitat Politècnica de Catalunya Foundation



After a period leading the Administration and Services Area at *Serveis Funeraris de Barcelona, S.A.*, **Ignacio del Río López (Mgmt Control 01)** joins the UPC Foundation as Director of the Financial and Services Area, for the purpose of managing and controlling financial resources, as well as directing activities in general services, information systems and human resources.

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Marc Aráez and Marc Real open a new Perspectiva branch in Madrid

Perspectiva, the innovation consulting firm founded four years ago in Barcelona by **Marc Aráez (EDIK 01)** and **Marc Real (MDM 03)**, opened a branch in Madrid in February. Due to growing market needs, and as a company specialized in innovation in the development of products, services and business models, *Perspectiva* has opened offices in the Spanish capital, at the address Avenida Mediterráneo, Nº 9, 2º D in Madrid, led by Lindomar Da Rosa Gonçalves, in order to manage the projects of customers in the central region of Spain.

2002

Branco Calleja, head of Bilè Communication

Branco Calleja (Lic&MBA 02) has created Bilè Communication, a company which offers a battery-recharging service for cell phones and other peripherals, such as is already functioning in other countries. Once granted the utility patent for Spain, business activity was under way. Today, these public-use vending modules are found in Barcelona and the rest of Catalonia, although they are in the process of being installed throughout Spain.

2003

Marc Guerrero i Tarragó founds Ginteco World Wide



Marc Guerrero i Tarragó (Vicens Vives 03) has founded Ginteco World Wide, a firm dedicated to meeting the needs of SMEs in their internationalization process, and to the global supply of basic materials in the chemical and agroindustrial sector. Marc Guerrero, CEO of this company with has European offices in Barcelona and Berlin, recently graduated Doctor Cum Laude with a thesis on the international activity in a global setting.

Santiago Albarracín Reyes, new Head of the Partners Development Service of Cofidis

Santiago Albarracín Reyes (MDM 03) has been appointed Head of the Partners Development Service at the financial services company Cofidis.

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Marc Aráez and Marc Real open a new Perspectiva branch in Madrid

(see Class of 2001).

2004

Virginia Vaquero, new National Sales Manager for the Reproductive Health business unit of Merck Serono



Virginia Vaquero (PMD 2004) has been appointed National Sales Manager of the Reproductive Health

business unit of the Merck Group division, Merck Serono. She previously held the position of Consumer Marketing Manager at the same company, in charge of ethical hospital products, covering the areas of multiple sclerosis, assisted reproduction, psoriasis and growth disorders. She has also carried out professional work at Roche Pharma and DuPont.

Raúl Rivas Carrasco, new Spares Manager for Keeway-Benelli Spain



Raúl Rivas Carrasco (MBA 04)

has been appointed Spares Manager for Keeway-Benelli Spain, a branch of the Chinese motorcycle manufacturer Qianjiang. Rivas previously fulfilled the same responsibility at *Nacional Motor* (Derbi), as well as that of Planning, Distribution and Back Office Management at the same company.

2005

José Miguel Gallego Salas, new Head of Administration and Sales at Gas Natural



José Miguel Gallego Salas (MDEF 05) has been named Head of Administration and Sales

at *Gas Natural Commercialisation France*, French branch of the Catalonian multinational *Gas Natural SDG*, where he has pursued his professional career since 1999.

2007

Miguel Más de Larragán, new Purchasing and Transport Manager for VAESA in Spain

Miguel Más de Larragán (EMBA 2007)

is the new Purchasing and Transport Manager in Spain for VAESA (Volkswagen, Audi, Skoda, S.A.), being ultimately responsible for the company's Purchasing area as well as for logistics and distribution of all cars under the group's brands in Spain.

Sergi Escorihuela Ribas, Vice-General Manager of Telstar Far East Co. Ltd.


Sergi Escorihuela Ribas (MDO 07)

has been appointed Vice-General Manager de Telstar Far East, the Telstar business group's manufacturing plant in Shanghai (China), after professional development in the departments of Finance and Administration, R&D, Management Control, Quality, Logistics and Operations. From his new position, Sergi Escorihuela will take on primary functions as assistant to general plant management, in their manufacture of products for the pharmaceutical, laboratory and medical industry, located in Shanghai.

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Alumni reunited following the 13th Annual ESADE Alumni Conference

Reunion of the first Lic&MBA graduating class

On the occasion of ESADE's 50th anniversary, alumni from the first Lic&MBA graduating class, 1964, had the chance to be reunited last January 22nd, following the celebration of the 13th Annual ESADE Alumni Conference, which took place at the Gran Teatre del Liceu in Barcelona. This commemorative dinner was held at the Amaya restaurant in Barcelona. 



Lic&MBA 1964 – January 22nd, 2008

Standing, from left to right: Antoni Camprubí, Xavier Travy, Juan Pascual, Quintí Agustí d'Arana, Jordi Estivill. Seated: Lluís Ignasi Flaquer, Josep Maria Cullerell, Maurici.

ESADE ALUMNI DELEGATES PROJECT

Participate, get connected and stay in touch with your graduating class

ESADE Alumni once again offers you all the help you need to meet one of our main objectives: encourage networking.

Having a better connected, more active network will make us stronger and brings greater benefits to all of us.

Take a moment to see our new activities, services and suggestions.

Restaurants with special arrangements (offering special prices and reservations to ESADE Alumni).

New activities:

- Calçotades
- Football tournaments
- Gastronomic tours
- Weekend in the country
- Wine tasting
- Beer tasting

Services we offer:

- Communication for reunions: e-mail announcements to all class members
- Space reservations
- Publicizing the reunion on the website (before and after the event)

- Processing online registration forms (sign-ups) via the website
- Call Center: at your disposal for making reminder calls before the events
- Data updates

New services:

- On our new website, a blog for each graduating class in order to help improve communication among classmates
- Optional creation of distribution lists and e-photograph by graduating class

For more information or to contact: Patricia Valentí, telephone: 93 567 66 81, promociones@alumni.esade.edu

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You can enjoy:

- ⊙ Iberostar, one of the most important businesses in the hotel sector, offers ESADE Alumni members special rates at 60 national and international hotels, with 4- and 5-star ratings.

Your main benefit:

- ⊙ Up to 20% direct discounts, visible at the moment of reservation. Rates for ESADE alumni always lower

than those offered through the public website, <http://www.iberostar.com>.

How?

Through the Iberostar microsite, accessible from <http://www.esadealumni.net> (Benefits section).



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Other benefits still in effect



- Special deals of up to 68% of the base fare.



- Exclusive prices for ESADE Alumni members.

	Up to age 49	Age 50 and older
DKV Integral	35 €/month	46 €/ month
DKV Mundisalud	46.50 €/ month	73 €/ month



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- 10% discount** on the best available price at www.husa.es for all hotels.



- 10% discount** off the official rate at all hotels, in all seasons.



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



- American Express Travel offers **up to 33% discount** off the air bridge rate with Spanair.



- Additional 10% discount** on membership fees at DiR fitness centers, for both existing and future customers.



- 5% discount** off the final price of products.

BECOME A MEMBER
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www.esadealumni.net

Not to mention:

Discounts on ESADE Executive Education and language training, more than 350 activities per year, especially designed for members, quality networking, access to the alumni directory, personalized career advising and job bank, the Alumni for Solidarity project for those who are most involved and committed. A network which adds value to ESADE alumni, to ESADE, and to society.

Check out details for the above and for other special agreements that we announce periodically at www.esadealumni.net, in the Benefits section.

New membership card has many benefits

During the month of April, the new cards will be sent to all members of ESADE Alumni—another way to stay connected to the ESADE network, and which has many associated benefits, since it can be converted to a VISA upon request.



Esade Alumni card exclusive benefits


If you activate your Esade Alumni Card, you can receive significant benefits:

Activating VISA	You can also request + ESADE Alumni AMEX
No membership fee	No membership fee
Estrella points from "la Caixa"	Double Estrella points from "la Caixa"
% discount on gasoline (Repsol, Campsa and Petronor)	
Special introductory offer: free 3-month subscription to La Vanguardia for activation and your first purchase over 100 €	
The two cards make up one package, sharing a single credit limit	

If you sign up for the new ESADE Alumni Card's financial capability, one of the more notable benefits is Caixa Protect, an exclusive protection service from "la Caixa" to make purchasing worry-free. This service is free of charge and covers fraudulent operations made during the 48

hours prior to the time that you report a lost or stolen card to "la Caixa".

With the financial capability option, the new card also includes a new, free service called "Save the change". When making a purchase using the card, the associated account will be charged with the

difference between the amount of purchase and the next highest 5 euro multiple. This exact amount will be deposited in the customer's new "Save the change" account, with an annual nominal 6% remuneration (equivalent to 6% TAE*), with no commissions and complete availability at any time. 

Do you want to be part of the ESADE interactive logo?



Now it's easy to do so: post your photo in the logo, and you will be included in the drawing for an iPhone.

Participate through the website: www.esadealumni.net



Perfect Smith

—“Do come in, Smith; don’t hesitate, please, have a seat.”

Mr. Newbury, the owner, and Mr. Mora, head of personnel—both of them graced with artificial smiles—showed the accountant to the seat across the boardroom table. Mora, a specialist in applying the bonsai craft to the payroll, cleared his throat.

—“Well, Smith. This conversation is a bit awkward for us.”

Smith couldn’t help thinking of Rachel. She would ask him tonight about the review.

Rachel was anything but daring. If she felt his job were at risk, she would back down about having their first child. They had been married six years and Smith wanted a Smith. He couldn’t fail now. Mora proceeded:

—“Mr. Newbury and I were wondering, as we looked over your year’s contribution to this worthy institution, whether, how shall I put it, whether ... whether you are giving all your best. Don’t take it as a rebuke; it’s simply a doubt we would like to share with you.

Smith felt his blood boil.

—“What happened? Did I do something terribly wrong?”

—“No, no, for heaven’s sake. In the last three years there has been no error whatsoever. Accounting entries, financial ratings, inventory... Everything is ... perfect. “This is precisely what troubles us. Your perfection seems ... a bit suspicious. Perhaps it indicates a latent potential which you are intentionally hiding from us. Be frank, is this the case?”

—“I... try to remember everything I’ve been told, to respond to customers in a timely manner when they require invoices. I don’t know. I’ve never thought about it.”

—“Well you ought to, Smith. Mistakes are something to be avoided, we agree. But, for us, concerned as we are for your well-being and fulfillment, mistakes are the barometer that sets each person’s limits. We know where we stand when we rate the fifty persons who work here, except in your case, Smith. You’ve got us disoriented. We are unable to manage your career. And let me go further: you hardly ever speak about football or politics with your colleagues; we do not know what model of car you drive, or where you park it, supposing that you actually come to work in your own car, so extreme is our ignorance. Your work is impeccable. You are the perfect employee. And that is why you’ve got us worried. Who are you, anyway, Smith? What is there hidden behind the measly conversation you bestow on us?”

—“I ... am quiet so I don’t get distracted. Isn’t that what you expect of me?”

—“Smith, don’t provoke me now. The problem is not that you do not make mistakes. How could I ...? I know. Answer me this: can a person be perfect?”

—“No. Obviously not. No one is perfect.”

—“Well then, why do you act this way with us?”

—“I’m sorry. I ... I’ve tried hard, I assure you.”

—“There you go again! But no one is saying that you don’t! Don’t get off on a tangent, Smith!”


Mr. Newbury, unmoved, felt it was time for him to step in.

—“Mora, please. Please.”

Mora leaned back. The boss let a few moments pass in order to calm tempers. Then he added:

—“Smith, we are not displeased. Mora is conveying this clearly and I would like this to be the main idea which you take away with you. But you must understand that your perfection is disturbing, and, to a certain extent, worrying. It has led us even to doubt you. Are you in the right job? Might we have been mistaken? I insist: not to worry, but do think over what has been said. Mora, I propose we take a few months to make a decision. Knowing Smith, I have no doubt that he will know how to correct this uncomfortable situation. Would you like to add anything else, Smith? No? Fine, fine ...”

Back at his place, Smith picked up the next invoice from the tray. He pulled up the screen and got ready to enter the last accounting entry for the day. An order for 10,000 euros. Slowly he typed 8,000 euros and rested his finger on the “Enter” key, wondering whether to press it.

Perfect Smith stayed in that position for about two minutes, more or less. 



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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. As a single author he also published *El vendedor de tiempo*, the entrepreneur’s black book, and fictional works *Relatos Absurdos*, *Palabras bajo el mar* and *El coleccionista de sonidos*. He is a regular contributor to *El País* and *La Vanguardia* newspapers.