From ESADE Alumni
Germán Castejón looks back over his five years as President of ESADE Alumni

International
Another “economic miracle” from the German model?, by Eugenio Recio

We talk to
Eugenia Bieto, Director General of ESADE, looks at the school's future
Unidos por la tradición con innovación

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When I did my MBA in 1986-1989, ESADE was a good local business school. Like so many others I came here to add to my education, and although the part-time MBA was a tough experience, it was worth it. The school, I found out later on, was going through a bad patch. But ESADE was able to react and since then it has evolved considerably, becoming an internationally recognized institution of which we can all be proud. The work done by Carlos Losada (Lic&MBA79) and his team over the last ten years has been excellent, and there is no doubt that the new management, led by Eugenia Bieto (Lic&MBA73), will continue along the same lines.

ESADE Alumni has developed in lockstep as a means of linking up the alumni who have been through the school’s classrooms. Last year we celebrated the twentieth anniversary of its founding by a small group of pioneers, headed by Pere Fàbregas (Lic&MBA67), who were the core of our association. A lot has been done over this time. Everyone has made their contribution and they have all been important, but because it is the most recent I would like to highlight the work done during the past five years by Germán Castejón (Lic&MBA81) and the members of the board. Our association now has 15,000 members and is one of the largest of its kind in Europe. It has 32 international chapters and in the last year it has organized 707 events with more than 34,000 attendees. We also have a very active network across Spain, particularly in Madrid, which has done some excellent things in recent years. We have received a magnificent legacy, the result of the enthusiasm and first-class work of those who came before us.

But we cannot rest on our laurels. ESADE Alumni has changed and will continue to change. New members from every continent come out of the MBA and the new Bologna masters’ programmes every year. In addition to its Pedralbes and Sant Cugat campuses, ESADE also has ones in Madrid and Buenos Aires. Along with the Business School we have an excellent Faculty of Law which regularly produces a crop of lawyers who enhance our association. This wonderful position is, however, also a great challenge that we need to meet appropriately.

Our first priority is to respond to the internationalization of our association and ESADE’s many activities. Secondly, as we are aware of the difficult situation being experienced by some of our members, we have to set up support mechanisms that provide opportunities and encourage entrepreneurship. Thirdly, we need to remain firmly committed to rigor and quality in everything we do. And finally, as a small part of this global city which the world has become, we must practise and spread the values of humanism and solidarity that are the inspiration for ESADE’s mission.
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Argentina Chapter
‘The strategic core’
The ESADE Alumni Argentina Chapter hosted a new refresher programme session, on this occasion featuring Xavier Gimbert (MBA 86 / PhD 07), Associate Professor in the Department of Business Policy at ESADE. The topic of this session was the “strategic core” corporate management model that simplifies its key factors in a framework and four interrelated concepts which, according to Professor Gimbert, helps us to “clarify, structure and think better”.

UK Chapter
‘Networking in action’ in London
Collaborating ESADE Professor Giannina Tacca (MBA 97) led this “Networking in action” session for the ESADE Alumni UK Chapter.

Portugal Chapter
‘Networking in action’ session
The ESADE Alumni Portugal Chapter brought together its members for a “Networking in action” session run by ESADE Alumni and EGE-Atlantic Business School.

Peru Chapter
‘Assessment Center’
The ESADE Alumni Peru Chapter and ESAN invited its members to a briefing breakfast in Lima titled “Assessment Center: Recruitment and Selection in Strategic HR Management” given by Ceferi Soier, Professor of the HR Management Department at ESADE. In July the Chapter also ran a networking dinner with Pere Batallé (PMD 79) and Manuel Alfaro (PMM 80), professors in the Operations Management and Innovation and Marketing Management departments at ESADE respectively.

Chile Chapter
‘Becoming an entrepreneur in Chile’
José Ernesto Amorós (PhD 05), director del Global Entrepreneurship Research Center y profesor de la Universidad del Desarrollo, fue el conferenciente de la sesión ‘Emprender en Chile: qué sabemos, qué no sabemos y qué creemos saber’. Amorós también fue el encargado de, posteriormente, dirigir una serie de actividades en relación con el emprendimiento del Chapter ESADE Alumni Chile. Además, los asistentes pudieron disfrutar a lo largo de la noche de una interesante velada para antiguos alumnos.

Mexico Chapter
‘Financial Planning in Difficult Times’
Dr. Luis Haim Levy, president of the IMEF Research Foundation and CFO at Resinas y Materiales S.A., gave a talk on financial planning in Mexico D.F. Afterwards local alumni met up with former ESADE colleagues for dinner at the La Mansión restaurant.

Argentina Chapter
Refresher programme ‘The strategic core’
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THE ESADE ALUMNI INTERNATIONAL
NETWORK ON INTERNET
You can access full information and pictures for all ESADE Alumni Chapter activities at www.esadealumni.net
➔ Alumni Network ➔ International Chapters

ESADE ALUMNI INTERNATIONAL
ACTIVITIES

France Chapter
‘Managing a Global Workforce’
Jaime Bonache, Professor of the Department of Human Resource Management at ESADE and Professor of International Human Resource Management, led this Refresher Programme session in Paris.

Dubai Chapter
Briefing session
The Crowne Plaza Hotel in Dubai hosted the “Networking in action” workshop.

New Chapter: Sweden
Official launch
Alumni were able to attend the launch of the ESADE Alumni Sweden Chapter held in Stockholm.

Switzerland Chapter
Family Event 2010
As every year, members of the ESADE Alumni Switzerland Chapter enjoyed the Family Event with their families and friends. The programme consisted of a guided tour of the Ballenberg Open-Air Museum, including a fun bread-baking activity, followed by a delicious lunch at the Bären restaurant.

China Chapter
Spain and China as Hubs for Higher Education
The ESADE Alumni Greater China Chapter invited its members to take part in a workshop on the main challenges facing global business schools led by Alfons Sauquet (MBA 90), Dean of ESADE Business School, and Santiago Íñiguez de Onzoño, Dean of IE Business School. Afterwards attendees enjoyed a networking dinner organised by Chapter president Sergi Escofelluera (MDOS 07).

If you’d like to collaborate with a Chapter, please contact us at chapters@esade.edu
Even before Germany’s Federal Statistical Office reported in mid-August that 2nd quarter GDP was up by 2.2% over the previous quarter, a growth rate not reached since reunification 20 years ago, the Federal Finance Ministry had announced a radical improvement in the economic situation when in July it launched its plans for the 2011 Budget and Financial Plan 2011-2014.

OVERLY GLOOMY FORECASTS
The success with which the Government massively expanded its borrowing, with specific measures to deal with the consequences of the crisis, paid off earlier than planned meaning that financial forecasts for 2010 were overly gloomy. By achieving results that are better and faster than expected it has been possible to begin the process of fiscal and financial consolidation which ensures sustainable long-term growth. The 2010 budget forecast an increase in borrowing coming to €80.2 billion and a deficit...
Another "economic miracle" from the German model? The context and the Alumni Network in Germany

JAN INDERFURTH (MBA 98), Vice-President of Software Solutions, Giesecke & Devrient GmbH, Munich, Germany

"Medium-sized enterprises are the backbone of the German economy. With an export level of 85% Giesecke & Devrient is an example of a German technology company that operates globally. Clear strategic direction, sustainable competitive advantage and great knowledge of global dynamics are the main reasons for the success of most German high-tech firms. But you shouldn’t underestimate the domestic market with over 80 million people. Specifically, firms that offer highly specialized services can benefit from this environment, for example in areas of interest such as corporate social responsibility."

PHILIPP SAYLER (MBA 06)
Arthur D. Little GmbH

"I greatly value the ESADE Alumni Germany Chapter refresher programmes which always feature very interesting subjects. I think they are a great forum for advanced learning and networking at the same time. The discussions held during the sessions and afterwards are very valuable for the ESADE community and underline the excellence of this unique group. They also provide a good opportunity to reminisce about the good old days at ESADE in Barcelona."

STEFAN HOERSTER (MBA 03), President of the ESADE Alumni Germany Chapter. Business Management Director at International Automotive Components (IAC)

"As Europe’s largest economy and one of the five largest in the world, Germany has stood up to the global crisis surprisingly well. Its unemployment rate is relatively low (7.6%). Germany has an economic growth forecast for 2010 of 2% and it is home not only to a large number of head offices of prominent international companies but also to many less well-known “corporate champions”. This makes it an attractive country to live in and run ESADE Alumni activities which, in the case of our Chapter, are held mainly in the south (Munich), the Rhine area (Dusseldorf and Cologne) and the financial heart (Frankfurt). All alumni, regardless of level or length of stay, are welcome in our network."

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Of 2.8% of GDP but due to the improvement in borrowing in the end it will not be greater than €65.2 billion and the deficit will be cut to 2.2%. According to these results, in 2011 the projected deficit will shrink to 1.9% and over the course of the 4-year financial plan borrowing will be cut from €65.2 billion this year to €24.1 billion in 2014. This has involved removing subsidies, saving on administration costs and reforming social welfare legislation (public health and dependence insurance). With these cuts in public spending it is hoped that without increasing the tax burden, tax revenues which now fund 66% of this expenditure will cover 83.1% by 2014.

Even the gloomy labour market forecasts made in early 2009 for 2010 have not proved accurate. The Annual Report (2009/2010) by the Federal Government’s Advisory Council, published on 13 November 2009 and entitled Do not play with the future, stressed that not even during the crisis did the serious fears about jobs, brought about by the very low use of installed capacity, materialize. Unemployment did not increase in that year by more than 160,000, and instead of the forecast that in 2010 there would be a 500,000 increase meaning that by year-end there would be 5 million people on the dole, the most recent estimates predict that the total will be no greater than 4 million.

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For the German government, reducing public debt is an essential requirement in order to maintain the welfare of citizens. Thinking in European culture and the tragic experiences Europe went through in the two wars of the first half of the last century. According to these principles, ratified over their 60-year existence, for the German government reducing public debt is an essential requirement in order to maintain the welfare of citizens, ensure the soundness of the welfare state in the long term, create jobs and afford future generations a comfortable future. Appropriate fiscal and financial policies are therefore essential to achieve the objectives of the Social Market Economy, which is what the model is called. Knowledge of this model would help also to eliminate the many misunderstandings which have been used to criticize the actions of its top officials over the course of the crisis. In conclusion, however, it should be noted that the recovery of the German economy has also been influenced by other external factors that have to be taken into account because they may determine, albeit only in part, the continued success of the model.

**ESADE Munich Global Center**

Since the spring of 2009, ESADE has had a permanent presence in Germany through an office in the historic centre of Munich, the economic capital of Bavaria and hub of the Central European region. The Munich Global Center works with ESADE’s international programmes, such as the MBA and MSc, to attract the best talent in Germany and German-speaking countries in general and provide close attention to candidates in the admissions process. Germany has one of the largest concentrations of ESADE alumni in the world at nearly 500. In addition, more than 50 German students join ESADE each year as full-time MSc or MBA students.

**Recent activities**
- **ESADE Summer Drinks**
  The ESADE Munich Global Center invited German alumni, students who are doing their internships in Germany and future MBA and MSc students who will begin their studies this autumn in Barcelona to its Summer Drinks events. The 25 attendees at these functions (held in Vienna, Innsbruck, Stuttgart, Nuremberg, St. Gallen, Madrid and, of course, Munich) enjoyed the opportunity to network and pick up tips about living and working in Munich (and also in Barcelona).
- Visits to more than 30 German companies to discuss the internship and executive development programme.
- Meetings with journalists to strengthen ESADE’s presence in the German media.
- In October the ESADE Munich Global Center hosts a joint event with members of the Spanish Chamber of Commerce.

**ESADE Munich Global Center goals**
- Improve the quality of German candidates through more direct selection and relations.
- Strengthen relationships with the world of business, the media and local institutions.
- Assist with ESADE Alumni Germany Chapter activities.
- Support the Careers Service through visits to German companies.

**More information:**
http://www.esade.edu/web/eng/global-network/global-centers/munich

**Contact ESADE in Germany (ESADE Global Center):**
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*Source: Expansión
Marko Curavic focused his speech on the different programmes and projects that the European Commission is carrying out to support entrepreneurs based on the fact that “Europeans tend to be less entrepreneurial than North Americans or Chinese”. Specifically, the Head of Unit European Commission, Enterprise and Industry Directorate-General said only 45% of European Union citizens prefer to be self-employed, compared to 55% of North Americans and 77% of Chinese. For all these reasons, he concluded, “it is important to consolidate the tools and attitudes amongst European citizens to be competitive internationally”.

In a talk entitled Winning culture and entrepreneurship at work, Chandra began by discussing three basic driving strategies: the power of branding, innovation and investment. These strategies, he explained, “allow us to beat the industry average and translate this into earnings”. He added: “One of the critical points is to employ, hire and keep people who have the right attitude”.

THE IMPORTANCE OF VALUES
Chandra then touched on the vision and values of Reckitt Benckiser, saying: “We work passionately to offer solutions for the home, for health and for personal care”. He then proceeded to review some of the multinational’s basic values: achieving goals, entrepreneurial spirit, teamwork and a sense of ownership. He wrapped up his talk by saying that “building a culture and a set of values is a conscious decision, the result of constant effort”.

The goals of the European Union’s Erasmus Programme for Young Entrepreneurs, which Curavic covered towards the end of his talk, are “more start-ups, fewer failures, greater internationalisation for entrepreneurs and the creation of new jobs”. The programme is for young people who want to broaden their experience by learning and networking, in addition to working side by side with experienced entrepreneurs in their respective companies. Finally Curavic referred specifically to female entrepreneurs, under-scoring that “we cannot overlook the entrepreneurial potential of women in Europe”.

SPEAKER: Marko Curavic, Head of Unit European Commission, Enterprise and Industry Directorate-General.

SPEAKER: Rajiv Chandra, General Manager of Reckitt Benckiser for Spain.
Alvaro Fernández, CEO and cofounder of SharpBrains, led an ESADE Alumni Evenings session entitled How and why digital technology is going to transform education, training and brain health. Neuroscientist Ramón y Cajal once said: “Every man can, if he so desires, become the sculptor of his own brain.” As a result, noted Alvaro Fernández, “If we combine research with new tools, we have a place in the market” – for example, in schools that are looking for the right tools for working with their students.

But what are the main functions that a brain should develop in the 21st century? According to a study conducted by SharpBrains, the top three functions are the ability to handle stressful situations, the ability to concentrate in order to avoid distraction, and the capacity to recognise and manage one’s emotions. Towards the end of his talk, Fernández pondered what the future might bring. “The market for these brain assessment and development tools is growing,” he said, “and in an optimistic scenario, it could be as large as $8 billion.”
New Basque Country Club
Launch of the new ESADE Alumni Regional Club

The ESADE Alumni Basque Country Club started its activities in the area with the talk "Financing for entrepreneurs" by Luisa Alemany, Associate Professor of the Department of Financial Management and Control at ESADE. She discussed the various sources of financing available to entrepreneurs, with special emphasis on private financing, Friends & Family, venture capital and Business Angels. The event was chaired by the Deputy Director of ESADE Alumni, Patricia Valentí (MBA 02), alongside the President of the new Alumni Regional Club, Ignacio Oñate (PLD 09). Attendees were able to enjoy networking cocktails at the end of the session.

Asturias Club
‘Consequences of the global financial crisis’

The ESADE Alumni Asturias Club organised this Refresher Programme session by Emilio Navarro, Professor of the Department of Financial Management and Control at ESADE, who set out the consequences of the current crisis. Understanding the origins of this current crisis, knowing its specific features, analysing its implications and finally trying to sketch out a future scenario were some of the points covered in Emilio Navarro’s presentation involving analysis, extensive documentation, a bibliography and web links.

Canary Islands Club
I Annual Conference: ‘Next Practices in Marketing’

Lluís Martínez-Ribas (Lic&MBA 87), Associate Professor in the Department of Marketing Management at ESADE, gave a talk on “Next Practices in Marketing” before opening up a discussion with local business people and marketing experts: Carlos Salazar, of the Hospiten Group, Luis Durango, of the Compañía Cervecería de Canarias, and Andrés Ordoñez, of Danone Canary Islands.

Galicia Club
‘Leadership and Confidence’

The ESADE Alumni Galicia Club organized this Refresher Programme talk by José Mª. Gasalla, Professor in the Department of Human Resource Management at ESADE, and Leila Navarro, public speaker and behavioural expert. The speakers set out the key factors in effective leadership based on confidence.

Canary Islands Club
Masterclass Bacardi-ESADE Alumni

The ESADE Alumni Canary Islands Club and Bacardi Superior organised this master class on the art of mixing original Bacardi cocktails, at which attendees learnt how to make various cocktails and got the chance to practice their new skills. The session was led by Juan Bergaz, a Brand Ambassador for Bacardi and a sixth-generation Bacardi family member, and by a professional cocktail bartender.
Community of Valencia Club and Tarragona Club

**Workshop: “Networking in Action”**

The ESADE Alumni Community of Valencia Club and the Tarragona Club have held practical networking sessions given by facilitator Giannina Tacca (MBA 97). The sessions consisted of speed face-to-face meetings between attendees and were addressed to alumni seeking to make new contacts in order to initiate a career change, meet potential clients or suppliers, or share sector-specific knowledge.

**Community of Valencia Club**

**XI Annual Conference of the Club**

The ESADE Alumni Community of Valencia Club held its XI Annual Conference attended by Eugenia Bieto (Lic&MBA 73/PhD 08), Director General of ESADE, who spoke about “New approaches to innovation: Learning from entrepreneurs”. The event was chaired by Xavier Sanchez (Lic&MBA 97/SEP 08), Director of ESADE Alumni, and Javier Navarro (Lic&MBA 85), President of the ESADE Alumni Community of Valencia Club. Attendees were able to enjoy networking cocktails at the end of the session.

**Community of Valencia Club**

**Wine and ham tasting**

The ESADE Alumni Community of Valencia Club organised this exquisite wine and ham tasting session, at which attendees learnt about the secrets and peculiarities of the two main products of Spain’s gastronomy. The alumni enjoyed a unique evening as they discovered the secrets of exclusive Bodega Aranleón wines and the authentic cured ham of Carnes Estellés.

**You can access full information and pictures of all ESADE Alumni Regional Club activities at www.esadealumni.net**

**REGIONAL CLUBS**

**IVÁN PRIETO (Lic&MBA 99), PRESIDENT OF THE GALICIA CLUB**

“We want to drive networking for alumni and publicise ESADE for potential future students”

**Why have you taken over as the new President of the Galicia Club?**

I think it’s important to take the club forward in Galicia both to drive networking for alumni and also to publicise ESADE for potential future students.

**How do you feel about being President?**

I’m very grateful for the confidence that former President Héctor Cepero (MBA 02) and the association have shown in me and I hope I won’t let them down.

**How many alumni are there in the area?**

There are around 300 alumni in all the leading sectors in our economy who we want to get more and more involved in the club.

**What are your goals for 2010-2011?**

To get all our members to help us set up regular events and get bigger turnouts for them.

**What does an alumnus get out of joining and/or taking part in the Galicia Club?**

I think it’s important to maintain and promote networking and to share and discuss issues of common interest, and of course there are the talks by our guest speakers.

**How can alumni contact you?**

By emailing us at clubgalicia@alumni.esade.es, calling ESADE Alumni on 902 420 020 or through the website www.esadealumni.net.
FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

ESADE Alumni BIT Club and Business Angels Club

Information Technology Entrepreneurs

JOSEP AMORES, FOUNDER AND CEO OF AVENTIA, ANDREU GIL, FOUNDER AND CEO OF SPAMINA, AND PAU GARCÍA, FOUNDER AND CEO OF EYEOS, SPOKE AT THIS SESSION ABOUT INFORMATION TECHNOLOGY ENTREPRENEURS ORGANISED BY THE ESADE ALUMNI BIT CLUB AND BUSINESS ANGELS CLUB.

After the welcome given by Xavier Busquets (MBA 92), President of the BIT Club, Josep Amores spoke first at this discussion moderated by Joan Riera (Lic&MBA 99), a member of the ESADE Alumni Business Angels Club Board.

AVENTIA: CONSOLIDATE TO DIVERSIFY

The CEO of Aventia, a company with a turnover of €25 million in 2009, said that this was the result of a project consolidated in 1996 with the foundation of a company using 100% domestic independent capital from two partners. Amores said he was convinced that “you need to consolidate to diversify”.

EYEOS, A COMPANY WITH NO INVESTORS

Pau García, founder and CEO of eyeOS, presented the example of the experience of an entrepreneur who, at just 17 years old, started out with a friend on a project designed to help users to create their own web pages and ended up creating a space where you can upload files and access them from anywhere. The speaker, whose project is internationally recognised, pointed out: “We have always been defined by never having an investor”.

SPAMINA, A CAN-DO ATTITUDE

Finally, Andreu Gil, CEO of Spamina, set out how he created his first company designing telecommunications systems to connect up various devices through a telecommunications network. Because of the need “to always readapt every business, particularly in the context of technology”, he explained how he succeeded in selling the business to a British company and subsequently set up with a partner a company providing online back-up copies for SMEs called Spamina.

Alumni have their say

ALICIA BIURRUN (Lic&MBA 07)
Entrepreneur
“Events like this one are very useful for entrepreneurial learning. The expertise and experience of each of the speakers comes from completely different sources and that’s what makes a difference in the way of running a project, with or without resources. In addition, the networking at the end was great and I’d like to thank Andreu Gil for the time he spent with us after the event.”

JOSEP ÁLVAREZ (MBA 05)
Communications technology
“I came along to recharge my batteries and I managed to do it. The case of entrepreneurs who tell their success stories is an extraordinary example and motivation for those who want to follow in their footsteps. My biggest takeaway from the event is that the very process of creating your own company brings personal satisfaction.”

ALBERT BARTOMEUS (MBA 09)
Finance
“One thing really stood out for me at the session; the idea that the best time to start is now. Conviction, intelligence and courage are three basic characteristics of any entrepreneur. Conviction to believe in your project, the intelligence to think ahead and the courage to make decisions.”
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Health and Pharma Club

A global outlook on health policies

THE ESADE ALUMNI HEALTH AND PHARMA CLUB BID FAREWELL TO THE 2009-2010 ACADEMIC YEAR WITH A DEBATE ON THE HEALTHCARE OF THE FUTURE THAT DREW ON THE EXPERIENCES OF PROMINENT PUBLIC OFFICIALS RESPONSIBLE FOR HEALTHCARE MANAGEMENT.

The session opened with a talk by Xavier Trias, a former Catalan Health Minister who currently sits on Barcelona City Council. “From 1981 until the present day, Spain’s healthcare system has been a success story with relatively low costs,” he argued. “Over the past few years, we have been emphasising healthcare as a source of wealth creation for the country. This means we can face the future with great enthusiasm as we seek to become a focal point for the creation of important new companies in this sector.” Nevertheless, he pointed out that “our healthcare legislation has become outdated”.

“NOT EVERYTHING CAN BE PAID FOR WITH TAXES”

The next speaker was Ana Pastor, the former Spanish Minister of Healthcare and Consumer Affairs and current Second Vice-President of the Spanish Parliament, who offered her vision of the present and future of healthcare. Citing the €12 billion deficit of the Spanish healthcare system, Pastor stressed the need to “ensure the financial balance of the system through a major national agreement aimed at ensuring sustainability”. She also discussed the need to implement structural reforms geared towards improving cohesion and therefore increasing the effectiveness of healthcare. Finally, she highlighted the importance of “promoting research and making the healthcare system more efficient”.

The third speaker was José Ignacio Cuervo, the former Deputy Mayor of Barcelona, Director of Healthcare Services of Barcelona and Director of the Vall d’Hebron University Hospital, who currently serves as the official representative of the Catalan Government in Madrid. “The parties will need to negotiate a new model based on the success of the healthcare law and on greater individual responsibility,” he argued. “Not everything can be paid for with taxes.”

The event also featured talks by Ignasi Tintoré (MBA 99 / GDC 01), President of the ESADE Alumni Health and Pharma Club, and Manel Peiró (DSIS 85 / ADE 92), Academic Vice-Dean of ESADE and academic sponsor of the Club, who moderated the session.

The activities of the Functional and Sector-specific Clubs are made possible thanks to the support of the following companies:

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- Business Angels Club
- Personnel and Organisation Management
- BIT Club and Automobile Club
- Finance Club
- Health and Pharma Club
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FUNCTIONAL AND SECTOR-SPECIFIC CLUBS
ACTIVITIES

ESADE Alumni Business Angels Club

Learning with... Emagister, Jobisjob and the Intercom Group

THE ESADE ALUMNI BUSINESS ANGELS CLUB KICKED OFF THE NEW ACADEMIC YEAR BY PRESENTING TWO SUCCESSFUL INTERCOM GROUP ENTREPRENEURSHIP PROJECTS: EMAGISTER AND JOBISJOB.

Intercom is an Internet-focused group that currently owns 40 different companies in different stages of development. This was the starting point for the event, chaired by Joan Sureda (Lic&MBA 77) and Pedro Coll de la Cámara (Lic&MBA 74), President and member of the Board of the ESADE Alumni Business Angels Club respectively. In the words of Joaquim Ferrer (MBA 91), CEO of the Intercom Group: “Our business model involves three stages: a start-up stage, in which the idea is transformed into a business; a development stage, which emphasises the growth of nonfinancial parameters; and an operational stage, with very stable fixed costs, during which we continually aim to increase revenue. When we start out with a company, rarely do we have a clear business model from the beginning. Instead, it develops gradually.”

Next managers from Intercom start-ups Emagister and JobisJob spoke about their experience of managing companies that are a model for new business creation. The first speaker, Javier Martínez, CEO of JobisJob, described his experience as an entrepreneur at the helm of the job-offer aggregator launched in the United Kingdom in 2007: “The choice of your team is really important, especially in a highly professionalised market like the Internet.”

EMAGISTER: PRODUCT AND MARKET

Ricard Bonastre then set out his vision as General Manager of Emagister, a 10-year-old portal with 23 million users that matches supply and demand in the education sector. Bonastre noted that “As for the product, our challenge is recurrence, and therefore creating value for users. From a business viewpoint, our objectives are influenced by the global market and the size of our client base.”

ESADE Alumni Real Estate Club

10th Real Estate Annual Dinner

THE CLUB’S 10TH ANNUAL DINNER WAS ATTENDED BY JORDI SEVILLA, SENIOR ADVISOR AT PRICEWATERHOUSECOOPERS AND FORMER PUBLIC ADMINISTRATIONS MINISTER.

The event, which attracted around one hundred people, took place at the CaixaForum, the Cultural and Social centre of La Caixa’s Community Projects. First, Germán Castejón (Lic&MBA 81), President of ESADE Alumni, spoke about the Real Estate Club as one of the key ventures in the Alumni association. Joan Pla (ADE 99), President of the ESADE Alumni Real Estate Club and Director of Real Estate Development at Servihabitat XXI, SAU, introduced Jordi Sevilla as one of the most highly valued members of the economic and political world in Spain, and one of the most authoritative voices in analysis of the current economic situation and the challenges for the future.

BRICKS WITH COMPUTERS

Sevilla highlighted the contribution that the real estate sector had made to growth in the Spanish economy over the past fifteen years, and argued that the recovery in Gross Domestic Product and employment have to go hand-in-hand with the reactivation of the building sector, although not with the influence it had before. “They told us that we needed fewer bricks and more computers,” he said. “I say that we need bricks with computers.”

The former minister went back to the idea of setting up a “bad bank” to deposit the toxic assets contaminating the balance sheets of banks and savings banks. He added that in the end the fact that housing was seen as a financial asset rather than a consumer durable had become a real burden for the real estate sector.
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FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ESADE Alumni Energy and Environment Club

New business opportunities in electric vehicles

THE DEBATE LOOKED AT THE BUSINESS OPPORTUNITIES FOR THIS TECHNOLOGY IN A SECTOR LIKE TRANSPORT THAT IS HEAVILY DEPENDENT ON OIL.

After the welcome to attendees given by José Luis Porté (MBA 83), President of the ESADE Alumni Energy and Environment Club and Chairman of Meroil, Javier Piris, Director of Vehicle & Power Train Test & Trial at Nissan Technical Central Europe, then took the floor. Although he admitted that “the technology is still expensive,” he emphasised that “at Nissan we are expecting to have the capacity by 2014 to produce something over half a million electric vehicles per year.”

Representing the Red Eléctrica de España (REE), Head of Demand Management Susana Bañares pointed out that “the future of energy is conditioned by the EU’s 20/20/20 strategy, which gathers together the various European policies on reduction of emissions, renewable energies and energy efficiency.” This led to her conclusion that “the new mobility needs coordination between the power grids, the road networks and the telecommunications networks”.

Albert Cot (EVV 07), President of Clúster de Eficiencia Energética de Cataluña, ended the discussion, moderated by Robert Navarro (Lic&MBA 86), a member of the Club’s Board, by focusing on the obstacles to the introduction of electric vehicles that need to be overcome, citing legislation as one example.

ESADE Alumni Marketing Club

The customer experience: lessons from the luxury segment

EMOTIONAL INVOLVEMENT, SOPHISTICATION, INNOVATION... WHAT ARE THE KEY FACTORS IN ATTRACTION AND RETAINING LUXURY CUSTOMERS? THREE EXPERTS REVEALED THEM AT THIS EVENT HELD IN MADRID.

The first speaker was Juan José Suárez (Lic&MBA 00), the event presenter and a member of the Club, who divided the customer experience in the luxury segment into three stages: before, during and after the purchase. How can the customer be prepared for this experience? Josep Maria Gali (Lic&MBA 84), Professor of the Department of Marketing Management at ESADE, said it was necessary to create a learning process to replace the absence of repeated purchases and trials of the product by the customer. That means “explaining thoroughly and with real enthusiasm how the product is designed and produced, right down to the smallest detail”.

The second speaker, Leopoldo Satrustegui, Infiniti Managing Director, Bergé Automoción (Bentley, Rolls Royce, Lamborghini), used his experience of the brand he runs to explain the purchase stage in luxury markets and said that Infiniti sales centres have extremely high standards of design, quality and service (like the foyers of deluxe hotels). “Client perception at the point of sale is one of the most important attributes of a luxury article, plus continuous after-sales follow-up”. For department stores, there is client loyalty and retention. In the case of El Corte Inglés, the secret differential weapon is service. As pointed out by Víctor Uclés Ruiz, Director of Service Marketing for El Corte Inglés, “the important thing is to get to know the client, in order to create customer loyalty through personalised service”.

(Engagement, sophistication, innovation... what are the key factors in attracting and retaining luxury customers? Three experts revealed them at this event held in Madrid.)
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AFTER SEVERAL YEARS OF ACTIVITY, THE ESADE ALUMNI BUSINESS ANGELS CLUB IS NOW SEEKING TO DRIVE START-UPS AND IN LOCKSTEP IS SETTING UP THE BIGGEST BUSINESS ANGELS NETWORK THROUGH ITS ESADE BAN PROJECT.

JOAN SUREDA
(Lic&MBA 77)
President of the Business Angels Club

When and how was the club set up?
The ESADE ALUMNI Business Angels Club has been around for a few years now, although I joined it in October 2009. In dealing with this new stage we have attempted to broaden the scope of the club’s activities towards other activities such as support and assistance for entrepreneurs, providing information, creating and designing tools to promote initiatives, and so on.

Why is it a good idea for an ESADE alumnus to join the club?
Anyone who wants to start up an entrepreneurial activity will find extensive support in this club, where they’ll be able to get information, guidance, support, grants and a meeting point that can provide them with contacts and investors that they’ll find extremely useful if they’re looking to do something like this.

What kind of professional is the club intended for?
The club is basically made up of entrepreneurs and investors. The classic case is young people who are starting a business out of nothing or have a project in mind. But we also appeal to older people who have decided to embark on a business venture and to established investors.

What has the club done over the last year?
We’ve focussed on organizing private investors, business angels. To that end ESADE BAN has been revamped to turn it into a smaller but much more active group of investors. We currently have over a thousand members, of whom seventy are active investors. During the first half of 2010 we organised three forums to present several projects to these investors. A total of four operations have been closed with direct investment coming to €725,000, plus over €1 million more in ENISA participating loans.

What is the club planning to do this year?
We’ve mapped out and begun implementing new areas of activity for the Business Angels Club. The first is the Business Outreach Centre, which seeks to publicise business and investor actions. The second is the Entrepreneur Guidance Centre, a unit that provides support to entrepreneurs who are just starting out, while the third is the Accelerator, a programme that provides tools to help stimulate entrepreneurial initiatives with investors. Finally, we have also begun to set up the Business Angels Club for alumni in Madrid and we are then going to expand to other regions.

How to contact the Club and become a member
ESADE Alumni members can join the club on the ESADE Alumni website (www.esadealumni.net, Alumni Network/Functional and Sector-Specific Clubs), by emailing clubcei@alumni.esade.edu or at the ESADE Alumni offices.
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3/06/2010 Carles Sumarroca, Vice-President of COMSA EMTE

“We have opted to grow abroad”

SPEAKER: Carles Sumarroca worked in senior management and was CEO, firstly at EMTE S.A, and later the EMTE Group, up until 2009. In that year he took over the vice-presidency of COMSA EMTE.

“The government’s decision to reduce public infrastructure investment has forced us to accelerate the internationalisation process,” said Carles Sumarroca, Vice-President of COMSA EMTE, at the Matins ESADE session entitled “COMSA EMTE: Opt for Growth”. The infrastructure company expects to increase its international activity by 65% this year and its objective for 2015 is to generate more than €1 billion in income abroad. Sumarroca did not rule out an increase in concessions in Spain, despite the reduction in the public works budget: “The government needs to change the legal conditions for public-private initiatives and improve the conditions for capital gains; if it does not do this, we will not be able to attract foreign capital.”

OPPOSITION TO INFRASTRUCTURE INVESTMENT CUTS
Carles Sumarroca was very critical of the measures recently taken by the Spanish government to slash the deficit and argued that investment cuts must be managed “with great care, without going after infrastructure exclusively” since “otherwise we will be diminishing the country’s economic capacity”.

30/06/2010 Joaquim Boixareu, CEO of Irestal Group

“Emerging from the economic crisis means re-launching industry”

SPEAKER: Joaquim Boixareu (Lic&MBA 82) is CEO at Irestal Group. He chairs the Board of Trustees at the Universitat Politècnica de Catalunya (UPC), is first vice-president of the UPM (Unión Patronal Metalúrgica) and a member of the Executive Committee and Board of Fomento del Trabajo Nacional.

“Industry is the backbone of the Catalan economy and a factor for the development of economic activity in any country” was the message shared by Joaquim Boixareu, CEO at Irestal Group, at the last Matins ESADE session of the academic year in a lecture entitled “Industry and Future”. Boixareu expressed his belief that Catalonia’s best hope for emerging from the economic crisis is to re-launch its traditional industry. For this to happen there needs to be a “change of mentality” and he urged financial institutions, government bodies, trade unions and business owners not to “throw in the towel” and instead to back new businesses. Boixareu was also highly critical of financial institutions: “They are being very short-sighted because they aren’t letting funding reach sound and viable companies.” He called the reforms being enacted by the Spanish Government “essential” and said they should be considered from a long-term perspective.

EXPANSION INTO INTERNATIONAL MARKETS
According to Boixareu, China and the United States are “wells” of talent, whereas Europe still has a long way to go in this regard and will need to assume risks and adopt an entrepreneurial attitude. He said that Europe “cannot afford to turn into an industrial desert” and stressed the Irestal Group’s commitment to international expansion.
"You have to take advantage of the crisis from many angles"

SPEAKERS: Francisco Martín Frías, Chairman of MRW, left school aged 11. After a number of jobs, when he was 18 he took his first step as a businessman by creating a company specialised in earth-moving machinery. At the age of 37, he and a group of friends purchased Mensajeros Radio (1979), now MRW. Francisco Martín Villanueva, General Manager of MRW since 2008, joined the company in 1994 while still at university. In 1999 he founded MRW Mascotas.

The lever of internationalisation is not a whim; instead, we want to position ourselves in one Latin American country every two or three years." The General Manager of MRW, Francisco Martín Villanueva, made this announcement at a joint lecture with his father, MRW Chairman F. Martín Frías, at the first Matins ESADE session of the new academic year. The largest Spanish courier network plans to increase its investment in emerging Latin American countries. Although this is a long-term decision, the company’s General Manager said that MRW aims to become a leader in the region by 2022 and argued that “you have to take advantage of the crisis from many angles.” In its quest to detect new emerging sectors, MRW has committed to new technology by getting involved in e-commerce.

A NEW GENERATION
At MRW, generational changeover has coincided with one of the roughest economic crises ever, but the company has not thrown in the towel, said Francisco Martín Frías, Chairman of MRW. His son added that, despite moments of uncertainty, “we have never thought about selling.”
FROM ESADE ALUMNI

Miguel Trías Sagnier, new President of ESADE Alumni

“We are starting at a very high level and we need to build on it”

MIGUEL TRÍAS (MBA 89) TAKES OVER FROM GERMÁN CASTEJÓN (LIC&MBA 81) AS PRESIDENT OF ESADE ALUMNI WITH A STRATEGIC PLAN WHOSE FIRST GOAL IS TO CONSOLIDATE THE ASSOCIATION’S INTERNATIONALIZATION AGAINST AN ECONOMIC BACKDROP THAT CALLS FOR EXTRA EFFORT IN THE CAREERS SERVICE AND TO FOSTER ENTREPRENEURSHIP.

The “quantitative and qualitative exponential growth experienced by ESADE Alumni over the past five years” is the thing that Miguel Trías stresses most when talking about the legacy he has received as the new President of the association from the previous board led by Germán Castejón. With a “very high level” as a starting point, Trías believes that consolidation of the internationalization of ESADE

Excited about new challenges

With a PhD and degree in Law from the University of Barcelona, Miguel Trías is an expert in corporate law, mergers and acquisitions, corporate governance and the securities market, and author of several publications in these areas. Since 2005 he has been a partner at Cuatrecasas Goçalves Pereira’s Barcelona office, where he is currently director. Trías combines this activity with being secretary to the Board of Directors of several companies. In addition to his broad professional experience as a lawyer, Trías has an extensive background as an educator: he is Professor of Commercial Law at ESADE Law School and was its Dean between 1997 and 2001. “ESADE has taken a quantum leap forward in recent years and now all we alumni need to do the same with a firm commitment to initiative and knowledge,” he says. “If there is something we can offer in Europe it is a commitment to education and knowledge.” This message of hope he also wants to convey to the ESADE Alumni team: “this is a very promising time for ESADE Alumni and they have a number of very interesting challenges ahead. It is time to implement the new strategic plan and we have complete confidence in the current team to ensure its success.”
Alumni should be the backbone of the association’s new strategic plan. “The Alumni have an increasingly international profile and are working right around the world, so we need to take a quantum leap by driving our Chapters, running international activities for alumni, and increasing visits by lecturers to the countries in which ESADE has a presence,” he says.

Another of the key areas for ESADE Alumni is heavily influenced by the current economic situation, especially complex in Spain and which, according to Trías, “means we have to enhance our Career Services to meet our members’ needs.”

The new President of ESADE Alumni is convinced that “one of the best weapons for tackling the current economic situation is promoting entrepreneurial activity; both in Spain and in Europe in general we have the challenge of re-inventing ourselves, which means that initiative and innovation are essential. Indeed, the ESADE Alumni Entrepreneur Club is doing some splendid work in this area.”

“Tackling the current economic situation involves promoting entrepreneurial activity”

SOLIDARITY AND KEY EVENTS
Going beyond personal interests and adding value to society is one of the cornerstones of the founding mission of both ESADE and ESADE Alumni. This framework includes the activities of Alumni Giving Back. “For us it is important to have solidarity mechanisms in place, and so this aspect has a specific strategic plan,” says Trías.

In his review of the objectives set in his new phase as President of ESADE Alumni, Trías has not forgotten the need to further strengthen the presence of ESADE Alumni in Madrid while he also thinks it is essential to place more emphasis on the “key event” aspect of activities run by the functional and sector-specific and regional clubs as well as fundraising activities.

On 19 October ESADE Alumni held its Ordinary General Assembly to which the activity report, association accounts and management of the Board in 2009-2010 were presented. Three new members of the Board of ESADE Alumni, Pedro Riera Grau (Lic&MBA 67), Carmen Mur Gómez (PMD 89) and Joan Suret Martínez (Lic&MBA 77) were elected at the event.

All those present expressed their appreciation for the work and contribution of the three outgoing members: Germán Castejón (Lic&MBA 81), Pedro Navarro (MBA 67) and Andreu Puig (Lic&MBA 88). During the subsequent meeting of the Board with its new members, Miguel Trías Sagnier was unanimously appointed new President of ESADE Alumni and Josep Santacreu (DSIS 86) Vice-President.

As an ESADE alumnus, Miguel Trías stresses the importance the school had for him in rounding off his training as a lawyer “with the economic and business side”, one aspect that, in his words, “has given me a competitive advantage at the professional level and is a perspective I’ve always maintained in my daily work”.

Recalling his time at ESADE as a student, he says that “it was very tough because then the MBA lasted 3 years and you spent a lot of hours on it per day.” However, he points out that “it was also worthwhile at a personal level as well because I made friends that I still have.”
FROM ESADE ALUMNI

Germán Castejón (Lic&MBA 81), President of ESADE Alumni (2005-2010)

“The huge growth over the past five years means we can set ambitious challenges for the future”

WHEN GERMÁN CASTEJÓN BECAME PRESIDENT OF ESADE ALUMNI, HIS MAIN GOAL WAS TO TURN IT INTO A NETWORK THAT IS USEFUL FOR ALUMNI AROUND THE WORLD, FOR ESADE AND FOR SOCIETY IN GENERAL. AT THE END OF HIS TIME IN THE JOB, CASTEJÓN ANALYZES THE KEYS TO THE GROWTH EXPERIENCED OVER THE LAST FIVE YEARS.
First person

Because of his extensive experience in the financial sector (among other things, he has been General Manager of Deutsche Bank Spain and his CV features companies such as Banco Santander de Negocios, Bank of America and KPMG), it was no surprise when Germán Castejón interrupted our interview to look at the latest data about ESADE Alumni. Within minutes the table was awash with pages featuring charts about attendance at events, membership numbers and class reunions. Castejón commented on them and highlighted the most outstanding figures with a pen. But what factors have made this growth possible? When asked, the consultant in him fades into the background and the teacher comes to the fore, as Castejón has been a collaborator with the Department of Business Policy at ESADE for 10 years so he knows both ESADE and its alumni very well. “The success is down to the alumni, a group that has a very high professional level and is extremely proud of its time at ESADE. This translates into their willingness to take part in ESADE Alumni activities.” He term has also had bitter moments: “Only 9 months after being appointed President I had to greatly reduce the time I was able to spend doing the job due to my wife’s illness.” However, “although it was a tough time, the upside is that everyone acted as if this were a real family.” Because beyond the mere numbers are the people who make up the network, a group of which he is also part as Lic&MBA 81.

Now your time as head of ESADE Alumni has come to an end, how would you summarize the last five years for the association?

We have taken a great leap forward in all areas of the association, cementing a level of activity and a global presence that puts us among the world’s strongest and most active alumni associations. We have also consolidated a powerful and professional team committed to our project. We wanted ESADE Alumni to be more useful for alumni, for ESADE and for society. And in doing that we have the enthusiastic engagement and collaboration of hundreds of alumni who have driven the explosive growth in Alumni network activities and structure (Clubs, Chapters, regional offices, forums, delegates, etc.). The alumni response to ESADE Alumni’s value proposition has been quite extraordinary. Participation in events has exceeded 30,000 attendees per year, increasing four-fold over the period, and the number of our members has reached 15,300, up by 74%. The development of the global network and strong growth in all its activities has made ESADE Alumni into a competitive advantage for ESADE in attracting talent. The membership percentage for university and MBA classes over the past five years is close to 100%. I think this is a great indicator of what has been achieved in this period.

Let’s start with the founding objective of ESADE Alumni: in what areas have you worked to ensure that the association is increasingly useful for alumni?

In the past five years we have expanded our global network, from 3 to 32 international Chapters and from 2 to 12 Regional Clubs in Spain, and we have also significantly strengthened our presence in Madrid. At the same time, we have really pushed refresher activities, reaching the figure of 450 events per year with some high level speakers and trying to put on events that address the issues which alumni are most interested in. We have also strengthened the structure and activities of the 22 functional and sector-specific clubs (which have increased their membership five-fold) and the activities of our Careers Service, particularly in terms of services related to the current crisis. With the Delegates/Class Presidents project we are encouraging classes to meet up and stay in touch, with class reunions up from 20 to 200 per year.

“Schools at the international level see our network as a competitive advantage for ESADE”

At a more practical level, we have significantly expanded financial benefits for members. Furthermore, we have revamped all the communication and relational tools at our disposal (website, magazine, newsletters, and activity agendas) and also set up new ones such as www.esadealumni.tv, LinkedIn, the NexusAlumni online network and Club and Chapter newsletters. In addition to improving communication with our alumni, we also hope to enhance direct communication between them as well.

Let’s turn to the second objective, to be useful to ESADE. What does this support amount to?

We have worked hard to bring the faculty to alumni and vice versa, enhancing their participation in events organized by alumni and the role of lecturers.
The response of the alumni is the increase in membership and participation. Perhaps the most important achievement has been to get a membership rate of nearly 100% in undergraduate and MBA programmes over the past four years. In terms of absolute growth, we have exceeded the target of 15,000 that we set at the start of my term. This growth is the basis for all future challenges, because ESADE alumni are demanding and want an association that brings them value and caters for their needs for networking, refresher programmes and careers, that supports ESADE, that encourages the pride of belonging and that is useful to society. I am convinced that ESADE Alumni will continue to grow and strengthen its value proposition. Something that would not be possible if a team had not been in place to serve them.

Projects that link up with ESADE Alumni’s need to be useful to society.

Exactly. Here ESADE Alumni launched the Alumni Giving Back project, which enables alumni to offer their talents to the third sector. The response of alumni to the Alumni Giving Back project has pleasantly surprised us. In fact, it was successful right from the start and has not stopped growing since. Last year we approved a new strategic plan for Alumni Giving Back which is presented in this issue of the magazine and which will further facilitate the contribution of those Alumni who wish to provide their talents to the third sector. Plus we have also launched a new strategic plan for the Entrepreneurs and Investors Club with the aim of promoting entrepreneurship, access to capital for entrepreneurs and access to investment projects for alumni who are investors or business angels.

These would be some of the great achievements of the past five years, but there are others…

In my judgment, the indicator that best summarizes the
We have expanded our global network, from 3 to 32 international Chapters

and of the more than 900 alumni involved in the network, supported by the association’s professional staff, will enable us to continue improving and expanding our activities and move forward in fulfilling our mission.

In five years you must have had some exciting times at the head of ESADE Alumni...

All our Annual Conferences, both in Barcelona and Madrid, for example, because that is when the strength of the group is most visible, and in particular ESADE’s 50th anniversary which we celebrated in the Liceu in the presence of the Prince and Princess of Asturias and Girona. You also get special moments when, for instance, you’re leaving an event and an alumnus comes up to say their employment situation has improved thanks to the Careers Service or you get a thank you e-mail. I would also highlight instances of institutional recognition when alumni associations at other schools worldwide say our alumni network is a benchmark, or when certification and ranking agencies say ESADE Alumni is one of ESADE’s competitive advantages.

This year also involves changes at ESADE with the appointment of Eugenia Bieto (Lic&MBA 73/ PhD 08) as Director General. What does this change mean for the Alumni?

Eugenia will be a great Director General. She knows ESADE and ESADE Alumni well, where she was the first woman member of the Board. She is a hard worker and has a vision and ambition for ESADE to be a world leader. ESADE Alumni shares this vision and I am sure she will have the active support of the entire group of alumni to make it happen.

What would you say to the people who are coming after you?

I would like to convey to the Board, all alumni involved in running Clubs, Chapters, etc., and to the delegates the need to maintain the ambition to further develop ESADE Alumni’s value proposition for all alumni, ESADE and society. I am convinced that the Board has that ambition and has a clear action plan to continue driving the internationalization of the network, to increase networking opportunities and quality and to maintain a high level in refresher activities. This ambition can also be seen in the new plans to support entrepreneurs and investors and Alumni Giving Back and in support for ESADE’s scholarships strategy. I would like to stress that the achievements over these years are the result of the hard work and selfless commitment of many people. Among them I would like to mention the enormous contribution of the 23 Alumni who have served on the Board during the past five years, the 300 on the Boards of Clubs and Chapters and the 600 class delegates.

What about the Alumni?

Firstly, I hope they will continue supporting the association, participating in its activities and being demanding. Then secondly, thanks. Thank you on behalf of everyone who has served on the Board over these five years. Thanks to the alumni, the professional staff and all the ESADE community for the trust and support we have received at all times. For all of us it has been an honour and we have spared no effort to make our dream come true: that ESADE Alumni should be the best association for all alumni, for ESADE and for society. Thank you.
When forecasting is not predicting

The ESADE ‘Diana’

Businesspeople are subjected to a barrage of forecasts from all kinds of institutions. Given their disparity, managers want to know which ones they can trust. What are the grounds for the analysts’ predictions?

ESADE presented the ESADE Diana to the media, a tool which measures the average deviation of the Spanish GDP forecasts made by institutions from the real thing. ESADE’s purpose with this tool is not to draw up a league table of which institutions are most (or least) accurate. What we’re really trying to do, in line with one of our missions as a business school, is to provide a service to businesspeople and society. This index is absolutely essential, as can be seen by the way it’s been enthusiastically received in the media. Employers and managers are subjected to a barrage of forecasts from all kinds of institutions: financial (banks and specialised publications), private (economic consultancy firms, financial analysis institutes), public (International Monetary Fund, European Central

**Figure 1: ESADE Diana, results of forecasts made in the autumn**

The Diana figure is the result of calculating the average difference over the last three years between the forecast made by each institution (September/October) compared to the actual figure published by the INE at the end of the following year. Deviations are always calculated by absolute value (positive). Every point on the graph is a one-point GDP deviation.
Bank, Government of Spain, Instituto de Crédito Oficial) and academic (universities, business schools). Producing and publishing forecasts is a very profitable business from a media standpoint: the media tend to echo those who venture to foresee what we expect from the economy in the coming months. And that’s what it should be like. Making predictions in economics is an uncertain business, but we do need forecasts. Corporate and public budgeting rests largely on expected change in GDP so this information is essential for managers. The problem is that so many institutions make predictions that it is very difficult, if not impossible, for all of them to be the same. And given this disparity, managers want to know which ones they can trust. What are the grounds for the analysts’ predictions?

COMPARING FORECASTS

In Spain, unlike what happens for example in the United States, predictions are rarely compared with the real data seen later on. That’s why here at ESADE we set out to be the institution that fills that gap. The indicator we call the ESADE Diana is more of a notary than a judge. We do not judge; we simply record what the prediction made by each institution was at the time and what the subsequently observed data are.

The need to compare the prediction with actual GDP has become especially urgent in recent years due to the severe economic crisis that has taken hold all over the world and specifically in Spain. Thus between 2003 and 2007, as the baseline, institutions tended to deviate only slightly from reality and also the spread between them was quite small. During this period, the average deviation was about half a point of GDP. In a stable environment, the models could cope fairly well. But then came the crisis and in the autumn of 2007, GDP forecasts for 2008 were off by 2.1 points on average. Those made in autumn 2008 for 2009 were wide of the mark by 4.1 points! (See Figure 2.) These are enormous deviations, and while all institutions increased their divergence from what actually happened, not all did so to the same extent. Some were somewhat wrong and others were a lot wrong.

In times of crisis, the social role and the impact of the publication of forecasts is much greater than in less troubled periods. In difficult times any information that affects the expectations of people and businesses is going to be gone over with a toothcomb. So in times of such instability, managers need facts. They need someone to bring together in one place both forecasts and what actually happened later on, so that when drawing up budgets for the following year they are in a much better position to evaluate the information they have.

The ESADE Diana is more of a notary than a judge

It is important to note that getting it more or less right is not the only or the most important criterion to consider. For example, it might be the case that a shepherd is right about rain the following day based on their experience when they see the clouds, while a

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**FIGURE 2: Change in GDP vs. change in deviation**

![Graph showing the change in GDP vs. change in deviation from 2003 to 2009.](image)

- Actual GDP
- Average deviation
Getting it more or less right is not the only or the most important criterion to consider which change in the economy is calculated is also information that would be handy for managers and we’re planning to build it into subsequent Dianas. We have had the invaluable assistance of FUNCAS, the Savings Bank Foundation, as the main source for developing the ESADE Diana. For some years now its research service has been publishing a forecast panel in which annual forecasts are updated every two months with precise cut-off dates that are the same for all institutions. All the detailed information about this instrument is posted on the ESADE website, ranging from how it is produced and the raw data from which deviations have been calculated to the Diana itself. It will be updated on a regular basis as the Spanish National Statistics Institute (INE) publishes official data for GDP growth. For example, the Diana that was presented to the media and is reproduced here (See Figure 1.) is calculated using a 2009 GDP figure that INE changed just a few weeks ago by a decimal point after it had finished counting exports and imports for the year. When we publish the Diana for year-end forecasts, the deviations will be calculated with respect to this new official figure.

SERVICE TOOL
Many institutions included in the Diana have got in touch with ESADE to say how pleased they are with it. In spite of now being reviewed in terms of their degree of accuracy, research services appreciate and prefer that an independent organisation, as is the case with ESADE, should collect this information and make it public. We have received suggestions for improvement from them, some of which we will implement. In addition, major institutions that were not on the FUNCAS panel have asked to be in forthcoming Diana. The media are also making increasing use of the Diana. When an institution gives a press conference and issues a new forecast, some journalists are already accompanies this new data with the average error the institution recorded in the past so that readers can evaluate the new prediction. We would like to take this opportunity to thank the Department of Economics for its help and suggestions in drawing up the Diana, and also the Media Office and the General Secretariat for the efforts they have made to gradually turn the ESADE Diana into one of the major benchmark indicators in Spain.

Learn more about the ESADE Diana at http://www.esade.edu/sites-esade/esp/diana
Elogiado por los fabricantes de automóviles más prestigiosos, el nuevo MICHELIN Pilot Sport 3 ha sido diseñado para mejorar tus sensaciones de conducción, especialmente en curvas. Sabiendo que puede frenar tres metros antes en suelo mojado* y ahorrar carburante kilómetro tras kilómetro, sólo tendrás que preocuparte de disfrutar al volante. Descubre cómo todo cambia con el neumático adecuado en www.michelin.es

*Pruebas realizadas en 2009 por el centro independiente alemán TÜV Süd Automotive en la dimensión 245/40ZR18 Y, con relación al neumático MICHELIN Pilot Sport PS2.
Marcel Planellas: You’re the new Director General but your first contact with ESADE was as a student. What was ESADE like when you were reading for your degree?

Eugenia Bieto: First of all, it only had one building and I was the only woman in my class. Actually, my first choice was to study Mathematics and I had almost enrolled in the Faculty of Sciences with a scholarship. However, every day I went past ESADE on the way to the Lycée Français and I wondered what it was. When I saw that there were lots of things it did that had to do with maths, such as finance and accounting, I decided to come here. I was the only woman in the tenth class. It was a very new school, where people studied hard and there were good lecturers with an obvious vocation for teaching. I have very good memories of it and keep in touch with many of my classmates.

M.P.: You were a scholarship student...

E.B.: Yes, besides working I made an effort to see if
I could get some form of financial aid. At the time ESADE had no scholarship programme, as they only existed for state schools. But I was able to study with what was called an “honour loan” (a bank gave you a loan and the only guarantee was your “honour” which meant you promised to pass everything). I remember very well how every year I had to go to the bank with my marks and ask for the loan to be renewed for the following year. It put me under a lot of pressure but I’m very grateful to have got this loan, which was also interest-free.

M.P.: When you graduated you joined the school as an assistant professor of Mathematics. What was that like?
E.B.: Because I liked maths, I gave private classes to other students throughout my degree and in my third year I did an assistant internship for first year. From there, after graduating I was offered the post of Professor of Mathematics for first year and later on Statistics. I remember that time with special feeling, as I had a vocation for teaching and those were my first steps as a teacher. The atmosphere in the Department of Quantitative Methods at ESADE was very exciting, with great colleagues like Joan Sureda (Lic&MBA 77), Pere Batallé (PMD 79) and Joan Roig (Lic&MBA 73/SEP 04), and especially the person who was my “boss”, Eduard Bonet.

VOCATION FOR MATHS
M.P.: But your doctoral thesis was about corporate entrepreneurship...
E.B.: Yes, a thesis which, moreover, you supervised. My vocation was mathematics and I began to study how to apply them in the business world. So I got into market research. Plus I also spent several years away from ESADE and that was when I became interested in the world of entrepreneurs and I worked in different government agencies trying to promote entrepreneurship development programmes.

“We cannot afford the luxury of not having the most talented people in the world in our classrooms for financial reasons”

From there, when I came back to ESADE I taught entrepreneurship on various programmes and was director of the Entrepreneurship Centre from 1997 to 2008. During my PhD I decided to investigate how to encourage entrepreneurship within companies, what’s called corporate entrepreneurship. I’m convinced that fostering an entrepreneurial culture will be key for business development in the 21st century.
M.P.: Over the last five years you have dealt with management issues as corporate deputy director general of ESADE. What would you pick out from that period?

E.B.: I have to say that I've always liked management. In fact, in 1978 I was assistant to the Dean and in charge of managing the programmes that now would be the Executive Masters. In this period I've also been able to combine management with teaching, which has been a lot of work but has been very rewarding. Plus I've also had the opportunity to work with a genuinely excellent management team. I learned a lot from Carlos Losada, I was in at the birth of major projects including the new Sant Cugat campus and I gained a greater understanding of what ESADE’s role in society is. Starting in 2008 I also led the adjustment plans that we put in place at ESADE as a preventive measure to guard against changes in the economic climate.

SENSITIVE TO THE CRISIS

M.P.: How is this crisis we are experiencing worldwide affecting business schools?

E.B.: It has affected them in many ways, but they can be summed up in three areas. First of all, the most immediate effect is economic. Some programmes targeted at companies are much more sensitive to the crisis and, in lockstep, it also affects families which increasingly need to apply for more scholarships and loans to pay for education; this means that ESADE needs to have more scholarships available. We cannot afford the luxury of not having the most talented people in the world in our classrooms for financial reasons. Another area in which the crisis has had an impact is that lecturers have had to adapt their courses and carry out research so as to be able to answer the new questions and challenges that come up after the changes that are taking place in all areas of organizations and the law. In the words of Javier Solana, beyond the economic crisis we are witnessing a profound transformation of the global geopolitical scene. The third area of impact has been in the corporate social responsibility of managers and companies. At ESADE we have not had to schedule a ethics course as a matter of urgency because training managers to be socially responsible citizens is in our DNA, but we need to continue go deeper into it so that corporate social responsibility is internalized in each and every one of our activities.

"You’re an ESADE alumnus your whole life and that is a big responsibility"

M.P.: In this general context, how should ESADE evolve going forward?

E.B.: ESADE is going through a great period and thanks to the leadership of Carlos Losada, it has become internationally recognized by the leading rankings that assess our Business School (MBA, Executive Education, BBA, MSC) and Faculty of Law programmes as being among the best in the world. Now we want to become a global academic institution, which
Marcel Planellas is Secretary General of ESADE and a member of the Board of ESADE Alumni. He holds a PhD in Economics and Business from the Autonomous University of Barcelona and a degree in Modern History from the University of Barcelona. He is Principal Investigator of the Research Group for Entrepreneurship (GRIE) at ESADE-Ramon Llull University. He is also a member of the Strategic Management Society, the Academy of Management and the Iberoamerican Academy of Management. He has been President of ESADE’s Faculty and Director of the Department of Business Policy. He has participated in international academic conferences and published articles in journals such as MIT-Sloan Management Review, Long Range Planning, Journal of Organizational Behaviour and Business Horizons. His most recent books are Acción Social Estratégica (ed. LID, 2009) and De la idea a la empresa (ed. Gestión 2000, 2003). He is an independent director on the boards of various companies.

What do you think ESADE Alumni can contribute to this project?

ESADE without ESADE Alumni makes no sense, and vice versa. ESADE Alumni has undergone impressive growth, becoming one of the largest voluntary membership professional associations in Europe and the world. Alumni, whether individually or through their clubs and Chapters, are our ambassadors. We need the engagement and commitment of ESADE Alumni; its active involvement is very important, for instance, in our scholarship programme and our globalization process.

You know ESADE Alumni well because you’ve been on its board...

That’s right. In the 1998-99 academic year Antoni M. Güell (PMD 76) and Xavier Pérez Farguell (Lic&MBA 77) asked me if I’d like to join the board and I became the first woman to do so. It was a tremendous experience over four years and enabled me to view things from the standpoint of the Alumni. You’re an ESADE alumnus your whole life and that is a big responsibility.
**UPDATE**

**REFRESHER PROGRAMMES**

‘From CIO to CEO’

**SPEAKER:** Xavier Busquets (MBA 92),
Director and Professor of the Department of Information Systems Management at ESADE.

Professor Busquets set out in his talk entitled from “From CIO to CEO”, given as part of the ESADE Alumni Continuing Programme, what aptitudes and attitudes the systems director of a company should have if s/he hopes to become the Chief Executive Officer of his or her workplace. Although he admitted that he knew of few cases, at least in Spain, where the Chief Information Officer (CIO) had made the leap to Chief Executive Officer (CEO), he argued that given the technological profiles of a number of companies it is quite possible that there will be more in the future.

Busquets believes that companies should focus on training executives with extensive information technology knowledge and the ability to direct. Another key point is that the CIO must be able to develop a new language in which technology is presented as a resource that can act as a lever for the company’s growth, and contribute to improving its competitive position.

**Leadership and Confidence**

**SPEAKERS:** José Mª Gasalla, Professor in the Department of Human Resources Management at ESADE, and Leila Navarro, speaker and expert on behaviour.

Companies have to achieve their results through their people; what’s less obvious, however, is whether employees are bringing all their talents to the table. Based on this uncertainty, Professor Gasalla and Ms Navarro delivered an extremely interactive session during which they encouraged the participation of all attendees. Various exercises were used to launch key messages, such as José Mª Gasalla’s about “the need to start doing new things during tough times, for example during the current crisis.” For her part, Leila Navarro used an assortment of exercises with the alumni to break down various paradigms, including for instance individuality in order to strengthen the importance of teamwork so that “if one person wins, everybody wins”.

In the final part of the session, both speakers emphasised other key issues such as the ability to find unique qualities in each person. José Mª Gasalla also went over the ‘Management through Trust’ model, made up of an A for self-confidence (autoconfianza in Spanish) and completed by seven Cs: professional competence (capacidad profesional in Spanish), conscience, clarity, compliance, coherence, consistency and courage. As Professor Gasalla explained, these are Cs that “translate into employee commitment and customer loyalty”. In other words: good results and therefore greater trust.

**Attendees have their say**

**MÒNICA ROCA (PMD 09)**
Banking

“It was a great show. Josep Mª Gasalla and Leila Navarro have the ability to make simple things that other people complicate. Clear ideas and messages and lots of laughter! Self-confidence is crucial, being consistent with yourself and acting on your principles. Only that way can you generate the bonds that produce committed teams.”

**PEDRO GUIRAO (EDIPR 91)**
Textiles

“No sooner had the event started than I was surprised by the staging, as I had been expecting a normal flash session. At the end, my takeaways were the very short general equation and some ideas that were presented during the session. I think Professor Josep Mª Gasalla could have gone a bit deeper into things as the topic was pretty interesting. Lastly, I have to admit that after my initial shock I got to thinking about things and the day after the meeting I was even humming the song used to round it off.”

Members only: view the complete video of the session at www.esadealumni.net
Nos mojamos contigo

En Alfa Consulting sabemos por experiencia que implicarse es obtener resultados. Porque somos la consultora líder en la implementación de cambios que aseguran la mejora continua en la gestión de sus operaciones. La clave de nuestro servicio es la colaboración en la base de las diferentes áreas de su organización garantizando así el compromiso con los resultados de su empresa.
New technologies and intellectual property rights

THIS ISSUE CAN BE ADDRESSED FROM A SIMPLE, EXPERIENCE-BASED PERSPECTIVE BY EXPLAINING THE RELATIONSHIP BETWEEN THE TWO, OR BY ANALYSING THE PROBLEMS IN THAT RELATIONSHIP.

Beginning with the former option, it might be said that new technologies are the driving force behind intellectual property. If we take a trip through history, we’ll see that intellectual property rights have been created and developed due to technological advances.

A RIGHT COEVAL WITH PRINTING

The advent of printing in the 15th century gave rise to intellectual property rights. Printing press owners asked the government to protect their investment and called for the establishment of privileges that would allow them to exploit their industrial activity with exclusivity. For their part, the authorities wanted to maintain absolute control over their citizens and impose censorship, which required prior knowledge of what was to be published.

So in this way publishers’ privileges were created. Years later, in the 18th century the recognition of individual freedoms brought an end to the era of monopolies and a new period began in...
which the author took centre stage and replaced the entrepreneur as the owner of intellectual property rights. However, it was not until the 19th century that the first legal instruments governing intellectual property rights as we know them today were created. The Berne Convention of 1886 was the first international instrument to regulate copyright and the Paris Convention for the Protection of Industrial Property adopted in 1883 was the first international treaty that governed patents, trademarks and industrial designs. Both instruments have been updated and are still in force.

In the 20th century technology development underwent a boom, in turn triggering the growth and consolidation of intellectual property rights. At this time new inventions appeared that enabled works to be reproduced. The audio-visual, recording and radio industries were all developed. The rise of these industrial activities over the past century and their importance in the use and distribution of works led to the protection of intellectual property with the recognition of rights related to copyright.

Intellectual property rights have been created and developed due to technological advances

History shows that the advance of new technologies takes place globally in tandem with intellectual property rights. We saw above that the first instruments for intellectual property regulation were international because national protection was no guarantee against the use of works outside the jurisdiction of domestic law.

RIGHTS OF THE PEOPLE COME FIRST

The second option referred to above for answering our question leads to the observation that the new factor in the digital environment is not inventions or globalisation, but rather the arrival on the scene of people or individuals.

ESADE Intellectual Property and the Information Society Forum

The ESADE Intellectual Property and the Information Society Forum has been set up by the ESADE-URL Law School to analyse and discuss the challenges posed by the information society in order to find solutions that foster its development. More information and a meeting schedule for its 2nd year in 2010/2011 is available at: http://www.esade.edu/posderecho/esp/foros_posderecho/ip_it
Alumni have their say

DIANA GAYOSO
(MÁSTER PROP. INT. Y SOC. INF. 08)
Lawyer, Grup 62
“The use of new technologies is rapidly creating new formats and ways of exploiting works subject to copyright, which means that in the absence of doctrine and jurisprudence on the subject, we are constantly interpreting the legal rules and trying to adapt to these new formats and ways of exploiting works. It really is very exciting to be able to take part in this technological revolution.”

BELÉN CHARRO DE LA FUENTE
(MÁSTER PROP. INT. Y SOC. INF. 09)
Lawyer, Sainz de Baranda Asoc.
“But the biggest obstacle is not the difficulties involved in any international process per se, but rather that in this technological age the forms and patterns of social and economic interaction change at breakneck speed. What works today is obsolete (or repealed) tomorrow. Thus in terms of intangibles, we have a changing regulatory landscape, one that is diverse, full of lacunae and conflicting criteria (not even what categories should be included in the concept of IP is uncontroversial). Comprehensive and uniform legislation would help, but in addition lawyers face the challenge of foreseeing and anticipating conflict by providing legal solutions to protect their client’s interests a priori.”

CARMEN BALAGUÉ SIERRA
(MÁSTER PROP. INT. Y SOC. INF. 08)
Lawyer, Grupo Ferrer
“The main challenge is to address the concerns of authors about the effectiveness of technological measures for protecting their rights to digital content everywhere and the effectiveness of pursuing and subsequently prosecuting infringements of their rights committed through servers that are in foreign countries and/or by using made up registration data, while at the same time ensuring access to culture for the public and thereby spreading access to the sources which creation itself absorbs. As stated in the ruling on the Grokster case, ‘The introduction of new technology always disturbs the old markets (...) but history shows that time and market forces end up finding a balance between different interests.’”

The receiver of the product or service defines what they want. Users have their say and create the trends imposed on producers through their preferences. This is the radical change that has taken place in the contemporary world.

The first instruments for intellectual property regulation were international

It could be said that the key to understanding the current problem is to shift our attention and focus on people. The challenge is to find the formula for safely and cost-effectively using content and products protected by intellectual property rights that give people what they want and respect their rights. The aspects to be considered in this new scenario are the use of new technologies in management or business systems, the implementation of mechanisms to match supply with the demand of the target audience, and finally and most importantly, guaranteeing the confidentiality of personal information, secure transactions and consumer rights.

Whatever might be the answer put forward as a solution to the problems surrounding new technologies and intellectual property rights, it needs to take into account the fundamental rights of people, another type of exclusive right that is recognised by democratic societies and is ranked higher than economic or property rights.
WHAT DOES THE BARCELONA CHAMBER OF COMMERCE OFFER TO ICT COMPANIES?

FUNDING AND OPPORTUNITIES
- Funding information
- Funding guide
- Advice and training
- Funding self-diagnoses
- Promotion
- Support for R&D+i project grant management
- ICT public procurement programme

INTERNATIONALIZATION
- MIT-Spain Programme
- Project Barcelona – Plug & Play Techcenter
- Technology bridges
- International public procurement programme
- International technological enterprise programme
- Global technological enterprise prize
- Barcelona Techworking
- Business meetings
- Nex Ripe

TRAINING
- For entrepreneurs and managers
- Professional development
- Specialised
- Made-to-measure
- Virtual Business Campus

INNOVATION
- Needs evaluation
- Training
- Energizing the innovation process in businesses

NEW TECHNOLOGIES
- Themed guides
- Seminars
- Self-diagnostics
- Advice
- Specialised course in information security for consultants and project managers
- e-business course
- Project portfolio diagnostics
- Digital Certificate
- e-billing
- Comafactura e-billing platform

HOW CAN I USE ICT SECURELY?
- Self-diagnostics
- Advice
- Digital Certificate
- Specific training courses
- Information seminars
- Information security guide
- Security white paper
- e-internet magazine

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Cambra de Comerç de Barcelona
New 2010-2011 academic year is launched

Eugenio Bieto (Lic&MBA 73/PhD 08), Director General of ESADE, officially launched the 2010-2011 academic year with her inaugural lecture, titled "The challenges for higher education: ESADE’s viewpoint."

At the event chaired by Pedro Fontana (Lic&MBA 74), ESADE Foundation President, Esther Giménez-Salinas, Ramon Llull University Rector, and Alfonso Sauquet (MBA 90) and Enric Barlett, the Deans of ESADE Business School and ESADE Law School respectively, the Director General of ESADE encouraged society in general to foster new propositions for education, but also called for political impetus. "A good university system should be a priority for politicians and social players," she stressed. During her opening lecture, Bieto also pinpointed the importance of a university as a service to society, not only because it contributes to the education of people committed to their communities, but also because it plays a key role in research. On a similar note, she argued that "we must shift from the knowledge society to the research society, but without forgetting our role to work in and for society."

COMMITMENT TO DIVERSITY

The ESADE Director General referred to the Bologna Process as a prime example of initiatives that must be constantly nurtured. She also said that we have to move towards "the creation of a European citizenship whose higher education institutions make personal and social growth possible within an all-enriching diversity." Over recent years, ESADE has found its niche in a diverse and plural setting. As she pointed out, "entering the European Higher Education Area is, for our institution, an opportunity to integrate knowledge, skills and values into students’ all-round education."

ESADE continues to gain ground in international rankings

The ESADE Master in International Management (MIM) and CEMS Master firmly feature in the world top ten for the second year running, according to the annual Financial Times Bologna-adapted masters in management ranking. ESADE is the only Spanish business school to boast two masters in the global top ten. The CEMS Master notches up second place worldwide and the same spot is taken in international graduate job mobility by the Master in International Management. This commitment to student diversity is also prevalent on the ESADE Full-Time MBA, which has enabled ESADE to rocket up nine places in the most recent Economist MBA ranking. This new rise consolidates ESADE’s position among the world’s top twenty business schools in all international sector rankings.
5th Sant Benet Conference: Leadership in Times of Crisis

The ESADE Chair in Leadership and Democratic Governance played host for the fifth year running to leading figures from society and politics.

The sessions, held at the Sant Benet de Bages monastery in Barcelona province, tackled the current crisis from two angles: the global crisis and the local crisis. The afternoon of the first day saw conference-goers discuss the new scenarios presented by geopolitics and the vital requirements for leading global governance. On the second day, attendees reflected on an agenda for social and economic change to bring about a solution to the crisis. Two important aspects were focussed upon: the reform of the welfare state and the reform of public administration.

Speakers included Jordi Pujol, former President of the Generalitat and Director of the ESADE Chair in Leadership and Democratic Governance; Javier Solana, Chairman of the ESADE Center for Global Economy and Geopolitics; Felipe González, ex-Prime Minister of Spain; Ramón Jáuregui, Member of the European Parliament (now Minister of the Presidency); Enrique Iglesias, Secretary General of the Ibero-American General Secretariat; and Eugenia Bieto (Lic&MBA 73/PhD 08), Director General of ESADE.

Curso ‘Science & Cooking’ organizado por Harvard y la Fundación Alicia, en colaboración con ESADE

The opening session of the programme, sponsored by Harvard and the Alicia Foundation in partnership with ESADE, featured international chefs Ferran Adrià from El Bulli restaurant, José Andrés from ThinkFoodGroup, and leading food critic Harold McGee.

The Science & Cooking programme, sponsored by the Harvard School of Engineering and Applied Sciences and the Alicia Foundation in partnership with ESADE, aims to nurture links between culinary creativity, science and corporate innovation.

BRINGING SCIENCE TO BUSINESS

International chefs Ferran Adrià from El Bulli restaurant, José Andrés from ThinkFoodGroup, and leading food critic Harold McGee were the speakers at the opening session. Silviya Svejenova, an ESADE lecturer who is to be a visiting professor at Harvard, and ESADE Professor and Secretary General Marcel Planellas (PMD 87), the authors of the El Bulli case study, said that this course “could encourage thinking about how to bridge the gap between science and business so they can help each other to create greater economic wealth and more social impact.” Once the programme has finished, the conclusions will be presented at ESADE.
“la Caixa” wins fifth edition of ESADE Brand Centre Awards

The Overall Award, selected from amongst the winners of the contest’s seven categories, was carried off this year by “la Caixa”. Factors which helped secure the Overall Award for the savings bank included its proven track record of excellence in brand management, the brand’s strategic positioning across its organisation, and the enormous commercial success enjoyed on opening out to non-Catalan markets.

The jury noted that “la Caixa” has a visionary understanding of brand potential as a cornerstone for expansion, making its products stand out in the market, securing ties with customers and other stakeholders, attracting talent and creating team spirit amongst its workforce. The company has been a leading financial institution throughout its history, with an unrivalled image in the marketplace and widely-recognised branding. In fact, for the seventh year running “la Caixa” has topped the Merco-Marcas Financieras ranking as the company with the best corporate image, scoring particularly well on quality, professionalism, ethics and corporate social responsibility.

The Overall Award, which in previous years has gone to BBVA (first edition), Movistar (second edition), Banco Santander (third edition) and Repsol (fourth edition), is chosen from amongst the seven category winners.

CATEGORIES AND WINNERS

The prize-winners for the 5th Awards are as follows:

• Brand Creation: No winner
• Brand Repositioning: Mutua Madrileña
• Brand Internationalisation: Natura Bissé
• Corporate Brand: Mango
• Long-term Track Record: “la Caixa”
• Non-profit Brand: Consorci Sanitari Integral
• B2B Brand: Fermax

Graduation of the 8th EMBA class in Madrid

Enrique Goñi, CEO of Caja Navarra since 2000, was the keynote speaker at the 8th ESADE Executive MBA (EMBA) graduation ceremony in Madrid. The event was chaired by the Dean of ESADE Business School, Alfonso Sauquet (MBA 90), and attended by Camelia Ilie (SEP 07), Executive Education Director at ESADE in Madrid, and Jaime Castelló (EMBA 03/ Programa de Retail 05), Professor in the Department of Marketing at ESADE.
ESADE remembers Xavier Adroer

The ESADE community organized an event in September in memory of Xavier Adroer, Director General of the school from 1969 to 1988, who died on 26 May. In addition to the speeches made on the day, ESADE’s Director Generals have set out Adroer’s great contribution to the institution in the joint obituary reproduced below.

Commitment and rigor
Xavier Adroer Tasis (1931-2010)
Doctor in Sociology, Jesuit; former Director General of ESADE

He was born in Santa Coloma de Farners, the son of a notary and the second of six children. He was appointed Director General of ESADE in 1969 by the Board. Xavier Adroer Tasis was a vigorous Jesuit with an extraordinary humanist education. His PhD in Sociology from the Sorbonne in Paris enabled him to provide an accurate and acute diagnosis of the social reality in Spain in the 1960s and 1970s. He died in Baden-Baden.

He was the founder, along with other European business schools, of what today is the European Foundation for Management Development (EFMD) and he established links with schools in Central America. He gave the first international course at Indiana University in the early 1970s and made ESADE a member of the AACSB and CLADEA. Together with the University of New York, HEC Paris and Brazil’s Getulio Vargas, he initiated a project that became the Partnership in International Management (PIM), which now has 80 business schools and is considered the best programme of its kind with the most extensive student exchanges between schools.

In the field of teaching he reformed degree programmes by dividing them into two stages, which gave rise to major educational reforms that now, 30 years later, are becoming generalized under the Bologna plan.

Xavier Adroer was passionate about justice and kept up strong ties with Central America and especially with the Central American University of Nicaragua. Through professors, deans or alumni, each week he would visit the most innovative entrepreneurs to tell them about ESADE and explain “who we are and what we do”. This gave rise to the development of bespoke programmes for companies, and senior managers on in-company training programmes. He was also Deputy Chairman of “la Caixa” in Barcelona.

“We have to be the best so that people will listen to what they do not like to hear, but which we have an obligation to say,” he said. He had strong ties with the social reality surrounding the school, turning ESADE into an institution for extremely active citizenship. His goal was for the school to be close to politics, yet always maintaining a high degree of independence. At the end of his time as Director General, and coinciding with the death of one of the lecturers he most admired, he helped to set up the Alfonso Carlos Comin Foundation.

He was a great leader who was able to bring together first-class professionals. It would be hard to understand all these projects without the close cooperation in particular of his Dean, Professor Pugès. ESADE as it is today would be inconceivable without his efforts and generous contribution, which made ESADE into a great academic institution that is true to its identity.

Mariano Ibar, Jaime Filella, Lluís Pugès, Eugenia Bieto and Carlos Losada, Director Generals of ESADE