ESADE Alumni
Annual Conference

ESADE Alumni International
Brazil: the country of the present?

We talk to
Carlos Losada and Xavier Mendoza look back over the last 10 years at ESADE

Dossier: Mobility
One of the economy’s new key areas
Unidos por la tradición con innovación

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EDITORIAL

End of year and welcome

The end of the academic year is getting closer. All of us can remember those times when the arrival of the summer heat accompanies the end of classes and exams. As every year, we would like to give a very special welcome to hundreds of students who have finished their undergraduate and Master’s degrees at ESADE and are now joining its alumni association, ESADE Alumni. By the end of this academic year we will have more than 15,000 members, alumni from all generations, present in all sectors and jobs and in over 30 countries.

You will become part of an association of alumni proud of their time at the school and of the growing standing and quality of ESADE.

The mission of this association is to help you to keep up-to-date, facilitate networking among alumni and support the development of your career; to support ESADE, especially in its public visibility and in supporting scholarship programmes; and finally to be useful to society through the Alumni Giving Back programme and the promotion of entrepreneurial activity.

Today we are one of the most active and global business school alumni associations, running more than 400 refresher sessions, more than 160 class reunions, activities in over 60 cities in 30 countries and more than 10,000 hours of pro bono consulting work for nonprofits. Yet above all else we are a growing network that wants to enhance and expand its usefulness for all alumni, ESADE and society.

END OF AN ERA AND WELCOME

At the end of this academic year the management change announced some months ago will take place at ESADE. Eugènia Bieto (Lic&MBA73/PhD08) will take over as Director General of ESADE from Carlos Losada (Lic&MBA79/PhD03). Carlos has been in the post for the past ten years, a period in which ESADE has reached new heights of prestige and academic quality. We alumni are proud of the achievements and ambition with which Carlos has driven ESADE forward. He has provided both strategic vision and passion in implementation, a combination that has led to very positive evolution of ESADE’s core activities and the start-up of new strategic initiatives such as the Sant Cugat and Madrid Campuses, Creapolis and the school’s first scholarship programme. In this issue, Xavier Mendoza (Lic&MBA79), Professor and former Dean of ESADE Business School, talks with Carlos about his time at the helm of ESADE.

ESADE Alumni is committed to ESADE’s future. It is our intention to support and strengthen its strategic initiatives. And it is in this spirit that we give a most enthusiastic welcome to Eugènia Bieto, an alumnus who was a member of the ESADE Alumni Board from 1997 to 2001 and a teacher for many of us. With her great knowledge of the school and business and enormous enthusiasm and capacity for work, Eugènia will have the full support of the alumni right from the word go. Thank you for ten marvellous years, Carlos! Congratulations, Eugènia! We’ll be there to help you to continue building the best school for the world.

And as ever, don’t hesitate to contact me at german.castejon@alumni.esade.edu

GERMÁN CASTEJÓN (LIC&MBA81)
PRESIDENT ESADE ALUMNI
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ahora la energía no tiene límites ni fronteras

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Chicago Chapter
Visit to the Chicago Board of Trade
Alumni in the region enjoyed a guided tour of the Chicago Board of Trade organised by Chapter President Ruben Figueres (Lic&MBA 97). It was followed by a networking dinner.

Colombia Chapter
Round Table: ESADE News and current judicial affairs
The ESADE Alumni Colombia Chapter invited its members to take part in this round table hosted by Xavier Abel, an ESADE lecturer. Professor Abel spoke about the latest developments in the judicial sphere at the event held in Bogotá.

Peru Chapter
After Office in Lima
The ESADE Alumni Peru Chapter invited its members to an After Office to meet up with ESADE classmates and friends.

Brazil Chapter
‘Leadership and Confidence’
The ESADE Alumni Brazil Chapter held this Refresher Programme session in São Paulo, given by José Mª. Gasalla, Lecturer in the Department of Human Resource Management at ESADE, and Leila Navarro, conference speaker and behavioural expert. Gasalla and Navarro showed alumni the importance of creating areas of trust that are fear-free and help people to grow in order to nurture their engagement and hence the development of their talent within the organisation.

Portugal Chapter
Winning companies: What’s their secret? What are their strategies?
Enric Segarra (Lic&MBA 90), Director of the Leadership Development Programmes at ESADE and Associate Professor at the Department of Operations Management and Innovation of ESADE, headed this refresher programme session held in Lisbon.

United Kingdom Chapter
The effects of different types of ownership on business. A personal perspective
Javier Ferran (Lic&MBA 78), a member of ESADE’s International Advisory Board and Partner of Lion Capital (in the photo), was the guest speaker at this session held in London. The event was also attended by Alfons Sauquet (MBA 90), Dean of ESADE, who shared the latest news about ESADE with alumni in the area.
Singapore Chapter
‘El Bulli, present and future’

Members of the Singapore ESADE Alumni Chapter, accompanied by their President, Antonio Martinez (Lic&MBA 97), met up for the “El Bulli, present and future” session held as part of the Gourmet’s World Summit. Top chef Ferran Adrià, who has worked with ESADE for a number of years and was named by TIME magazine as one of the world’s 100 most influential people, led this session at the Singapore Repertory Theatre.

Germany Chapter
‘The future of mobility’

The ESADE Alumni Germany Chapter invited alumni in the area to take part in this Refresher Programme session run by Philip Sayler (MBA 06) at the Arthur D. Little offices in Munich.

Italy Chapter
Entrepreneurship with ESADE, Bocconi and Stanford alumni

To mark the presentation of the book From Innovation to Cash Flows by Constance Lütolf-Carroll, Professor at the ESADE Business School, Chapter members enjoyed a networking meeting with Bocconi Stanford alumni at the EGEA bookshop in Milan. At the session, Professor Lütolf-Carroll, Anthony Indaimo, Chairman and Sales Director of the Withers LLP group, Renzo A. Cenciarini, Senior Professor at the SDA Bocconi School of Management in Milan, and Roberto Fantin, President of Stanford Club Italy, shared some real-life examples of entrepreneurs who have turned their ideas into successful ventures and highlighted legal and business measures that can ensure the success of a start-up.

If you’d like to collaborate with a Chapter, please contact us at chapters@esade.edu

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
Brasil: the country of the present?

Brazil seems to have finally found the pathway to growth. The keys to this change are agreements reached in areas such as democracy, the market economy, the adoption of austere economic policies and combating social inequalities.

Josép M. Buades (MBA 00)
Senior ESADE Advisor at the São Paulo Global Centre in Brazil

Stefan Zweig defined Brazil as the country of the future; full of promise but with sad realities. And indeed, those tropical lands that so seduced Iberian navigators in the 16th century to the point of comparing them with the Garden of Eden in Genesis, were in the 20th century an eternal unfulfilled promise. Of little use were Getúlio Vargas’s nationalist projects, nor Kubitschek’s “fifty years in five” development, nor the “economic miracle” of the early years of the military dictatorship, nor the promises of openness and privatization in the 1990s. The Brazilian economy could not take off. As soon as the sleeping giant stretched a little, along would come recession, unemployment and hyperinflation, factors that helped keep Brazil underdeveloped and turned it into one of the countries with the worst income distribution indicators.
However, in recent years things seem to have started to change and finally Brazil has found the pathway to growth. This is obvious to anyone who walks around any of the cities of this South American nation. Despite the very serious international crisis in which we find ourselves, growth forecasts for the Brazilian economy in 2010 are around 5% and the financial, energy, extractive, real estate, automotive and agribusiness sectors, among others, are moving forward at a good rate. What are the keys to this profound change in Brazil? In recent years the country has been built on a solid foundation of agreements. The first was democracy which Brazil recovered in 1985. The second, respect for the market economy (with different nuances depending on the political forces). The third was on the need for an austere macroeconomic policy, which began with the introduction of the real (1994). And the fourth, the struggle against social inequalities through public programmes for income redistribution. These four principles guided public policy during the term of Fernando Henrique Cardoso and have become the widely accepted consensus under President Luís Inácio “Lula” da Silva. Although much has been achieved, it is also true that much remains to be done. Brazil’s legislation is obsolete in many areas that are critical for business. Businesspeople and executives who operate in Brazil know how complex and bureaucratic it is to set up a company, make an international bank transfer, deal with the tax system, meet labour law requirements or carry out simple customs clearance. In these respects economists in the world, 2009 was in fact a good year for Brazil, one of the first countries to come out of the strong global crisis that began in 2008 (assuming of course if the crisis did really reach it); the São Paulo stock market had the best results in the world, with a rise of more than 145% valued in dollars. With inflation under control for more than 15 years (currently around 4.5%), an unemployment rate below the European average (7.9%) and a GDP growth forecast of more than 5% in 2010, Brazil has finally managed to take its place among the world’s leading economies (it earned investment grade in 2008), with even better prospects for the coming years, driven by two major world sports events over the next six years: the World Cup (2014) and the Olympics (2016). Known historically as a commodity exporter, Brazil now has recognized global companies, including Petrobrás (oil), Vale do Rio Doce (mining), InBev (brewing), Gerdau (steel), Embraer (aircraft), Itaú-Unibanco (banking) and JBS Friboi (refrigeration systems).”

“Brazil is no longer a wager, it is a reality. The country has been able, through major reforms, to grow its economy and make progress in important areas such as education, health, renewable energy and scientific research. The big challenge now is to continue the fight against poverty, further foster the domestic market and become a knowledge-based economy.”
the country is not only way behind more advanced economies but also many of its neighbours. This red tape is an additional cost for companies and a brake on development. However, the over three hundred Spanish companies that have set up shop in Brazil (many of them in the 1990s, a time still full of uncertainties) have, in general, made the right choice. The benefits of this strategy are particularly evident at this time, when the results of operations in Brazil relieve in part the problems brought about by the world recession. In October 2010, Brazil will elect its next president. Whoever wins, it appears that the four agreements will remain untouchable over forthcoming years. In 2014 Brazil will host the World Cup and the Olympic Games will held in Rio de Janeiro in 2016. With these two global sporting events, Brazil will have a unique opportunity to present itself as a young, enterprising and optimistic country. In the case of Brazilian companies, the challenge is to make a firm commitment to internationalization, which allows Brazil to be seen not as a mere exporter of commodities, but as a global player with prestigious brands.

ESADE ALUMNI INTERNATIONAL


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ESADE Alumni Brazil Chapter

NÚRIA PONT SORIANO (LIC&MDE 91)
Executive Director of the Spanish Chamber of Commerce in Brazil and president of the ESADE Alumni Brazil Chapter

“The globalization and internationalization of markets calls for the knowledge of the people managing it, who must have the skills to work in complex, competitive and constantly changing scenarios,” says Pont. “The whole management process, making decisions, should always be based on social responsibility and ethics. Integration between academia and business and the exchange of experiences between students and lecturers, particularly when it came to corporate issues such as case studies, were a very important part of the educational materials offered by the school” in a dynamic interaction that was “extremely positive” for her professional growth, because “it provided important practical parameters for carrying out negotiations in the corporate world.” As a result, in lockstep with her professional activities Pont is also president of the ESADE Alumni Brazil Chapter, where she helps to broaden the social relations and cooperation of ESADE alumni in Brazil.

Objectives of the ESADE Global Centre in São Paulo
• Enhance student recruitment by closer relationship with candidates.
• Strengthen relationships with businesses, local institutions and media.
• Contribute to the acquisition of knowledge about local trends.
• Conduct social outreach activities in coordination with the ESADE Alumni Brazil Chapter.

Recent activities
• Helping nearly twenty candidates with their applications to study on various programmes at ESADE.
• Direct contacts in 2009 with over 30 Brazilian companies to publicize ESADE activities.
• 10 events co-organized with the ESADE Alumni Brazil Chapter in the 2009-2010 academic year.
• In November, ESADE’s Global Center in São Paulo will host a group of students on the ESADE and Georgetown Global Executive MBA.
**New forum ‘ESADE Alumni Evenings’**

ESADE ALUMNI HAS BEGUN A NEW SERIES OF TALKS IN ENGLISH BY TOP MANAGERS FROM WORLD-RENOWNED COMPANIES.

**17/03/2010** An evening with Herman Uscategui (Starbucks)

“Starbucks; the Global Brand, its Values and its Business Evolvement through a Human Experience”

**SPEAKER:** Herman Uscategui, Strategic Initiatives and International Business Director at Starbucks.

The Strategic Initiatives and International Business Director at Starbucks began his talk by summarising the key moments in Starbucks’ history, such as the opening of its first international shop in Vancouver in 1987 and when it became America’s first private company to offer stock options to its part-time staff in 1991. After this summary, Uscategui then went on to sketch the main features of the company today and discussed Starbucks’ goals based on its mission statement: “To provide our clients with experiences through coffee.” He also referred to the current economic situation, saying “we want to learn from our experience of the economic crisis, which among other things has forced us to shut stores in the United States.”

**25/03/2010** An evening with Jeff Hoffman

“Innopreneuring - How the Best Entrepreneurs Use Innovation”

**SPEAKER:** Jeff Hoffman, CEO of Enable Holdings and founding member of the executive team of Priceline.com.

Jeff Hoffman shared some key innovation and entrepreneurship concepts with ESADE alumni. As for the former, he stressed that “innovation is the way we think about things”, a starting point from which he wanted to encourage alumni to ask themselves questions, such as why companies exist and what their reasons for being are. As an example he mentioned airlines which, as he explained, “don’t base their business on selling airline tickets, but on offering their customers family time or a holiday destination.” Another key concept lies in always taking into account “the changing world around us and the adjustments we have to make to stay at the forefront,” he argued. He then went on to introduce the concept of info-sponging, which means considering issues such as new technologies, the websites of the competition, other sector-related business news, consumer trends, press releases, and so on.
Regional Clubs Presidents’ Day

ESADE Alumni invited the presidents of its Regional Clubs to a working conference where they could share their knowledge and discuss and establish areas for improvement. The event was attended by the presidents of the Regional Clubs for the Community of Valencia, Javier Navarro (Lic&MBA 85); Girona, Juan Fran Cuello de Oro (MBA 01); the Balearic Islands, Jordi Mora (Lic&MBA 98); Galicia, Iván Prieto (Lic&MBA 99); the Canary Islands, Oliver Barreto (PMD 08), Tarragona, Tomeu Fullana (Lic&MBA 04), the Basque Country, Ignacio Oñate (PLD 09); and the Vice-President of the Lleida Club, Silvia Ibáñez (Lic&MDE 91).

Lleida Club and Asturias Club Workshop: networking in action

The ESADE Alumni Lleida Club and Asturias Club laid on hands-on networking sessions run 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.

Canary Islands Club I ESADE Alumni and ENIC Tenerife Meeting

The ESADE Alumni Canary Islands Club and the Canary Islands Business School (ENIC) held a lunch for the I ESADE Alumni and ENIC Tenerife Meeting. The guest speaker at the event was Rodolfo Núñez Ruano, Vice President and CEO of Binter, who shared his vision of the economic future of the Canary Islands.

Canary Islands Club ‘Consequences of the Current Financial Crisis’

Santa Cruz de Tenerife hosted this Refresher Programme session led by Emilio Navarro, Professor in the Department of Financial Management and Control at ESADE, which focused on understanding the origins of the current global financial crisis, understanding its specific characteristics and outlining a future scenario.

Canary Islands Club ‘Winning companies: What’s their secret? What are their strategies?’

Enric Segarra (Lic&MBA 90), Director of the Leadership Development Programmes at ESADE and Associate Professor at the Department of Operations Management and Innovation of ESADE, gave this Refresher Programme session.

Lecture in Reus, Tarragona

Entrepreneurial thinking featuring Kenneth Morse

Kenneth Morse, founding director of the Entrepreneurs Center at the Massachusetts Institute of Technology (MIT) and Visiting Professor at ESADE, gave a talk on entrepreneurship to more than 200 people at Redessa, a company nursery at Reus (Tarragona).
**Regional Clubs**

**Juan Fran Cuello de Oro (MBA 01), President of the ESADE Alumni Girona Club**

“Alumni can keep in touch with people who have shared interests and goals in Girona province”

**Why have you founded the Girona Club?**

It’s basically a common venue where we can share our concerns, update knowledge and create a platform that enhances the prestige of the ESADE brand in the business sector in Girona province.

**What were the first things you did before officially founding the club?**

First off we got in touch with ESADE Alumni to find out how we could set up the Girona Regional Club. With their help we sketched out the Club’s approach and goals, its board was established and we began work on a calendar of events, beginning with an opening conference more than four years ago.

**What are your current goals?**

We want to combine general interest events, such as keynote speeches like the one given by Professor Carles Torrecilla (Lic&MBA 96) to over 200 attendees, with sessions that focus on issues in companies, marketing, human resources and other fields in order to update knowledge in a specific area. We are also working with organizations in the province with similar interests to ours so as to seek out synergies and provide alumni with a larger number of activities.

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

I would say being able to take part in the activities and in particular having the chance to meet and keep in touch with people who have shared interests and goals in Girona province.

**How can alumni contact you?**

The most straightforward way is to call ESADE Alumni on 902 420 020 or email us at clubgirona@alumni.esade.edu.
FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

ESADE Alumni Public Management Club

Public Ethics and Values for Governance

JORDI SEVILLA, SENIOR ADVISOR AT PRICEWATERHOUSECOOPERS AND FORMER MINISTER OF PUBLIC ADMINISTRATION, JOSÉ ANTONIO MARINA, PHILOSOPHER, ESSAYIST AND TEACHER, AND ANTONIO DÍAZ, DIRECTOR OF STUDIES, STRATEGY AND TRAINING AT THE SPANISH FEDERATION OF MUNICIPALITIES AND PROVINCES (FEMP), TOOK PART IN THIS SESSION ABOUT ETHICS AND GOOD GOVERNANCE HELD IN MADRID.

After the introduction given by Óscar Cortés (FGA 07), vice-president of the ESADE Alumni Public Management Club, Jordi Sevilla began his talk by saying that “political trust could obviously be much improved in Spain”. He argued that there is a growing gap between what people want and what politicians do, and this hurts credibility. For example, politicians are “turning their backs on a widespread public desire to reach an agreement capable of putting the country back on the right track.”

In José Antonio Marina’s view this distrust has come about because “the system of power itself has been completely discredited”. Moreover, “Spain’s tolerance of corruption is worrying and we cannot accept that the politicians do not abide by moral codes and go unpunished because conduct that is rewarded tends to be repeated,” he said.

THE ROLE OF PUBLIC ADMINISTRATION

Marina argued that “government needs to be closer to the people than the political class” and “there are efficiency criteria which are not ideological, such as education and economy”. In fact in his view “many of the economic factors which are being criticized now are based on ideological decisions and not technical considerations”. Sevilla also noted that regardless of how good decisions made by Parliament are, the important thing is that they are subsequently applied and this involves public administration. “Civil servants have lost the idea of public service and its ethics are pretty complicated, so there is a need to work on this civil servant conscience if you like, i.e. someone who is doing something different,” said Marina. “We have to do something about the demoralization of the Administration. Just as companies have created corporate cultures, the Administration also needs to set out what it is and carry out major educational campaigns.”

Sponsors

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

- Innovation Club
- Business Angels Club
- Personnel and Organisation Management
- BIT Club and Automobile Club
- Finance Club
- Health and Pharma Club
- Family Business Club
Santiago Fernández Valbuena kicks off the “Learning with…” series

THE CHIEF FINANCIAL OFFICER AND HEAD OF CORPORATE DEVELOPMENT AT TELEFÓNICA WAS THE MAIN SPEAKER AT THE FIRST SESSION OF THIS NEW SERIES DESIGNED TO ENHANCE KNOWLEDGE ABOUT KEY ENTREPRENEURIAL EXPERIENCES.

Juan Sureda (Lic&MBA 77), President of the ESADE Alumni Business Angels Club, explained that the aim of the “Learning with...” series organised by the Club’s Business Dissemination Centre is to offer “a framework where relevant differential experiences can be brought together as a reference point for entrepreneurs”.

STARTING POINT
After an introduction given by Luis Vives, Professor in the Department of Business Policy at ESADE, Santiago Fernández Valbuena, Chief Financial Officer and Head of Corporate Development at Telefónica, looked at the company’s evolution over the past decades.

STRATEGY
Valbuena said that one of the best decisions was getting fully involved in the Brazilian telephone market. Leadership in Latin America and Spain, and a privileged position in the European market have enabled Telefónica to establish commercial alliances in China, Italy and Portugal, putting the company at number four in the world in terms of market capitalisation in the telecommunications sector, behind only China Mobile, AT&T and Vodafone.

The company’s growth is based on “scale and diversification”, said Valbuena, pointing out that one of the company’s wisest moves was to see clearly from the beginning that “sales are local, but management is global”.

INTERNATIONAL MERCADO
One of the factors determining the future of the company is its decreasing dependence on the Spanish market and growing interest in the international market. “65% of our revenue and 82% of our customers are now outside Spain,” Valbuena explained, and noted that so far the company has not had any problems getting the necessary resources to finance growth.

WILSON BAQUERO (PMD 10)
Financial sector

“Santiago Fernández Valbuena’s talk gave me a first-hand look at some of the best practice put in place by Telefónica to grow and become the big multinational it is today. Plus Fernández Valbuena also had interesting things to say about the sector’s future.”

ALBERT COSTA (Lic&MBA 06)
Financial sector

“The club has given us the chance to find out how Fernández Valbuena and his team have successfully transformed Telefónica from a state monopoly into one of the world’s biggest telecoms while retaining its leadership in return for shareholders.”

JAIME MASSAGUÉ (Lic&MBA 70)
Textile sector

“I loved hearing such an objective account of Telefónica’s success. I didn’t know Santiago Fernández Valbuena and he showed he can really analyse stuff, so it’s no surprise that decisions have been the right ones. Big companies are made by executives like him. It was a great lesson for entrepreneurs.”

View the video summary at www.esadealumni.tv
Members only: view the complete video of the session at www.esadealumni.net
MIQUEL ROCA JUNYENT, LAWYER AND PRESIDENT OF THE ROCA JUNYENT LAW FIRM, WAS THE MAIN SPEAKER AT THE FOURTH LUNCH-DISCUSSION ORGANISED BY THE LAW CLUB.

After an introduction given by Ignacio Arbués (Lic&MD00), President of the ESADE Alumni Law Club, Miquel Roca began by saying he was “fairly calm” about the future of the profession. He believes that there are two factors that to some extent guarantee the growth of the sector. One is the protective nature of a mature society, which does not wish to lose the rights it has acquired concerning retirement, salaries and the welfare state. The second is the growing importance of legal certainty in international economic relations.

He cited better training, judicial reform, greater dignity for the profession and balancing work and family life as the main challenges facing the sector. As for reform of the justice system, Miquel Roca said that “When I was an MP they were already talking about the Justice Modernisation Plan. Here we are in 2010, and the subject is still coming up”. He also asked bar associations to take on a more relevant role than they have at present. “They should get more involved, and turn the spotlight onto really important matters. I don’t think that the sector’s main problem is the fee for legal aid duty. Then I have no idea what the bar associations think about something as important as the reform of the penal code,” he observed.

COMMIT TO QUALITY

Miquel Roca acknowledged that over the past few years the large law firms have been “overrated”, to the detriment of small and medium-sized ones. And he offered some advice to the lawyers present at the lunch discussion: “The key is to specialise, so that you can justify fees that are a reasonable amount more than the competition’s. Lawyers must focus on quality. Nothing is more expensive than lack of quality.”

Alumni have their say

Luis del Campo (Lic&MD 06) Uría Menéndez

“I was very interested to find out what Miquel Roca Junyent thinks about legal profession issues. It’s always extremely useful to hear what top lawyers like him have to say.”

Daniel Gabarre (DIN 02/PIC 03) Milliners Abogados y Asesores Tributarios

“I liked the emphasis on the need to increase the profession’s dignity. I agree with Roca that quality is not expensive and that the really expensive thing is providing low quality services.”

Andreu Jo Figueras (Lic&MBA 80) Healthy Growth Asesores

“Roca is right when he describes the setting and the challenges the profession faces. I share his assessment and standpoint. The key factor is being able to adjust to the post-crisis future.”
New ESADE Alumni Energy & Environment Club

Geopolitics, the Environment and Growth

THE ESADE ALUMNI ENERGY & ENVIRONMENT CLUB WAS LAUNCHED WITH A SESSION DEDICATED TO ENERGY SUSTAINABILITY GIVEN BY MARIANO MARZO.

José Luis Porté (MBA 83), President of the Club and Chairman of Meroil, began the session, sponsored by Baxi-Roca, with a reflection on current demographic growth around the globe and its impact on energy demand. Based on this and after a presentation by Jordi Mestres (EMBA 07), a member of the ESADE Alumni Energy and Environment Club’s Board, the floor was given over to Mariano Marzo, a specialist in stratigraphy and Professor of Energy Resources and Petroleum Geology in the University of Barcelona’s Geology Department. Using International Energy Agency reports he pointed out that “projections for 2030 indicate that, in two decades’ time, we will consume more coal, petroleum and gas, while nuclear energy will not grow by much.” He also added that while renewable energy sources will grow by more than 100%, they are not expected to develop sufficiently to replace fossil fuels.

Along the same lines in terms of the economy, Marzo commented that the problem we face is the price of petroleum and added that coal will be the cheapest fuel source in the future because it is the most readily available.

BALANCE BETWEEN ENERGY, ECOLOGY AND ECONOMY

Marzo ended his presentation indicating the need for “a clear idea of humanity’s priorities in terms of energy: access to energy, guaranteed supply and reliability, cost efficiency, resource efficiency and, finally, when all this is guaranteed, acceptability, that is to say being able to choose between the energy sources we like and those we don’t.” In his view we have to find a balance between energy, ecology and economy through enhancing R&D and actions aimed at improving efficiency and savings but also via education.

“We hope to be able to count on everyone”

DAVID RUYET (EMBA 07), vice-president of the Energy & Environment Club

Why have you founded the Club?

At a time when humanity is facing three great challenges (extreme poverty, overpopulation and environmental disaster), the Energy & Environment Club is seeking to round off the range of ESADE Alumni Functional and Sector-Specific Clubs as a forum and meeting point where ESADE alumni can discuss water, waste, energy and the environment.

What are the Club’s goals?

They range from making a technical contribution to the professional development of ESADE alumni to being an internal and external reference point in energy and the environment. So we are working to nurture discussion and thinking at the senior management level about the economic challenges companies need to address in terms of using energy, water and natural resources.

How would you encourage alumni to take part in the Club?

The club is all about sharing professional experiences, fostering networking and running meetings and activities for everyone in ESADE Alumni. However, a project on this scale calls for a lot of effort and its success will depend on whether we can bring together the efforts of all ESADE Alumni members. That means all ideas are welcome and we hope to be able to count on everyone.

ENERGY & ENVIRONMENT CLUB BOARD

President: José Luis Porté (MBA 83)
Vice-President: David Ruyet (EMBA 07)
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THE ESADE ALUMNI HEALTH AND PHARMA CLUB ORGANIZED A PANEL DISCUSSION IN MADRID ABOUT USE OF THE INTERNET AND HOW IT CAN INCREASE THE EFFECTIVENESS OF PHARMACEUTICAL MARKETING.

communication was put at the service of a panel of experts in e-marketing, technology and communication. The first speaker was Alberto Gómez, MCC Services and Projects Manager at MSD, who reviewed the way in which innovation is reflected in pharmaceutical companies. Jordi Guitart, co-founder and CEO of Intangible Assets, then took the floor to explain how new technologies should be integrated in marketing strategies in the new digital environment. Finally, Ángel González, founder and CEO of Ideagoras, suggested the pharmaceutical industry needs to develop a strategic plan for what it seeks to achieve in order to take advantage of the tools that the digital environment offers.

Juan Manuel Moreno (MDMC 07), a member of the ESADE Alumni Health and Pharma Club, introduced the speakers and provided some context for a debate which could be followed by audience members and also people overseas, in other regions and in companies in real-time through a two-way link. By means of Twitter, video, and mobile technology, digital communication was put at the service of a panel of experts in e-marketing, technology and communication. The first speaker was Alberto Gómez, MCC Services and Projects Manager at MSD, who reviewed the way in which innovation is reflected in pharmaceutical companies. Jordi Guitart, co-founder and CEO of Intangible Assets, then took the floor to explain how new technologies should be integrated in marketing strategies in the new digital environment. Finally, Ángel González, founder and CEO of Ideagoras, suggested the pharmaceutical industry needs to develop a strategic plan for what it seeks to achieve in order to take advantage of the tools that the digital environment offers.

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The Big Challenges of Leading a Pharmaceutical Company in the 21st Century

THE GENERAL MANAGER AT NOVARTIS AND THE CEO AT KERN FEATURED IN THIS DEBATE ORGANIZED BY THE HEALTH AND PHARMA CLUB.

Xavier Girbau (MBA 05), vice-president of the ESADE Alumni Health and Pharma Club, and Carles Torreccilla (Lic&MBA 96), associate professor in the ESADE Marketing Management Department, introduced and moderated the debate between Francisco Ballester, General Manager at Novartis, and Raúl Díaz-Varela, CEO at Kern Pharma. Ballester opened the conference with a brief introduction to Novartis’s operations before reviewing the Spanish health system. Ballester argued that the main challenge is to ensure that the Spanish health system is sustainable, and to that end he is to sign agreements with the Government to manage forecasts for the next 5 to 10 years while working with a customer-driven approach. Raúl Díaz-Varela then focussed his talk on generics and set out Kern’s strategies for meeting the challenges in its sector.

Alumni have their say

- DOMÈNECH HUGUET (MBA 96)
  Consultant
  “I thought the contrast between Kern Farma, a national generics firm, and a big multinational like Novartis was interesting. I would highlight that fact that in spite of having different strategies they agreed on some points.”

- MARGARIDA SUBIRATS (AGT 96)
  Lawyer and legal adviser to pharmaceutical companies
  “I think it was really useful because both companies face similar challenges and we got relevant information about what the future of the pharmaceutical sector might be.”

- CARME MIQUEL (Lic&MBA 92)
  Pharmaceutical sector
  “I think it has really helpful in understanding how Spain’s new Royal Decree may impact differently on companies in the sector depending on whether they are national or multinational, innovative or generics-based.”

- GABRIEL ROIG (MBA 02)
  Pharmaceutical sector
  “The new Decree is problematic and of some concern to the sector as it may have more financial consequences than the Government might have imagined at first.”
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.
**24/03/2010** Manuel Sánchez Ortega, Chairman and CEO of Telvent

“**Our priority is to continue investing in emerging economies**”

**SPEAKER:** Manuel Sánchez Ortega is Chairman and CEO of Telvent, a multinational firm which develops information technology solutions that will lead to a safe and sustainable world. It is the only European company to be traded solely on the American NASDAQ stock market.

“If we believe that world GDP growth will hail from emerging economies, then our priority is to invest in them”. For this reason, the primary objective of IT services provider Telvent – a subsidiary of Abengoa – is to reach growth rates of between 30% and 40% in emerging markets, up from its current 20%, said the Chairman of the multinational Manuel Sánchez Ortega at the Matins ESADE session entitled Global Diversification as a Strategy.

Sánchez Ortega also said that the company hasn’t ruled out further takeovers. He underlined the importance of constant investment in R&D, although he admitted that “sometimes you’re overtaken by other companies, especially in the fiercely competitive technology sector. That’s when you have to think about buying them.” He went on to add that “you always have to have an open mind about takeovers.” He said he was open to possible sources of finance and said it was a wise move to join the NASDAQ index, explaining “we could have joined the Spanish stock market, but to start trading in the USA was an exciting challenge that has boosted our internal control system.” Sánchez believes we are in the midst of a structural crisis, which raises the question of whether the economic model is sustainable in the medium to long term. His answer lies in diversification.

**17/03/2010** José María Ayala, President of the Instituto de Crédito Oficial (ICO)

“**We have to enhance credit distribution channels**”

**SPEAKER:** José María Ayala has been President of the Instituto de Crédito Oficial (ICO) since July 2009. He has spent most of his career in banking.

José María Ayala, President of the Instituto de Crédito Oficial (ICO), featured at the Matins ESADE session entitled The ICO and the Economy: Current situation and prospects. In his speech he revealed that manufacturing industry boasts the lowest default rate (3.8%) compared to previous years and other sectors and encouraged banks to step up loans to the sector. He was less optimistic, however, with regard to the construction sector, which reports the highest default rate (9%) whilst also receiving over half the credit issued. Here Ayala explained that the ICO assumes 17% of the financing facilities in construction, a “lesser” position than the financial systems, and hence it is “more difficult to take on”.

**EXCESS CREDIT**

Ayala maintained there has been a long-lasting credit bubble “now being recompensed by cutbacks in new loan awards.” Thus the ICO has taken on the challenge to discover ways to boost credit flows to SMEs. ICO lines of action include, on one hand, maintaining financial contributions and the flow of funding from the Sustainable Economy Fund, and on the other, facilitating investment and cash flow opportunities to companies.
12/05/2010 Alfredo Sáenz, Deputy Vice-Chairman and CEO of Grupo Santander

“We have to cut the public deficit”

SPEAKER: Alfredo Sáenz is Deputy Vice-Chairman and CEO of Grupo Santander.

He has been CEO and First Vice-Chairman at Banco Bilbao Vizcaya and Chairman of Banesto.

“We need a credible austerity package to help maintain international market confidence.” On the day on which the Spanish Prime Minister announced the Government’s package of measures to cut the country’s public deficit, the Deputy Vice-Chairman and CEO of Grupo Santander, Alfredo Sáenz, said at the Matins ESADE session entitled Necessary austerity measures in the economy and the financial system: the case of Spain that austerity measures are “essential and inevitable”. The Santander CEO said the blame cannot continue to be put on the financial markets, as their role “is not that of a speculator; instead they are giving us money”. Sáenz argued that “they won’t give us another opportunity” and therefore “we shouldn’t be so intent on prioritising austerity measures to cut public deficit.” He added: “In Spain, we can’t afford overindulgence which may lead to international markets doubting our solvency.” Sáenz agreed that the government should not bail out the banks. As far as he is concerned, “a bank that has made mistakes has to go bankrupt to avoid the kind of crisis we are in.” He explained how the Spanish economy needs to get back the competitive edge it has lost over the last few years, without devaluing its currency or damaging its credibility in the financial sector.

05/05/2010 Antoni Esteve, Chairman of ESTEVE

“The United States is on course to being the true leader in the pharmaceutical industry”

SPEAKER: Antoni Esteve

has been at the helm of the company that bears his name since 2005. He served as President of Farmaindustria (the Spanish pharmaceutical industry’s business association) from 2006 to 2008.

Global expansion is undoubtedly one way forward for companies said Esteve Chairman Antoni Esteve at the Matins ESADE session entitled Challenges and Opportunities when you go against the flow. “Operating in the US market will enhance our business and future status as investors, so we hope to remain in this privileged position,” he explained, referring to his company’s recent takeover of the American group Breckenridge Pharmaceutical as a platform to boost medium-term business.

Esteve underlined the importance of “being a Spanish and international company at the same time.” However, the chairman of the Catalan pharmaceutical company views Europe’s position in the field of research with pessimism and he stressed that “the United States is on course to become the true leader in the pharmaceutical industry.”

HEALTHCARE PACT

Esteve voiced his concerns about the state of the Spanish healthcare system. He argued that the taxpayer’s 6% contribution to healthcare spending makes the system “unsustainable” and called for an “urgent” review. A supporter of a healthcare pact, Esteve stressed that “now is the time to advocate a plan that nurtures confidence and investment” and called for “more daring and ground-breaking R&D” even though it may entail greater risks.
17/03/2010 Juan José Brugera, Chairman of Colonial

“We will be back among Europe’s biggest property companies”

SPEAKER: Juan José Brugera (MBA 71) is Chairman of Colonial.
He has held various posts in banks and has been CEO of Inmobiliaria Colonial and General Manager of Mutua Madrileña.

The Chairman of Colonial, Juan José Brugera, says the company will be back among Europe’s biggest property companies by share capitalisation this year. Speaking at a Desayunos ESADE session entitled Colonial, back to basics he said that “the capitalisation of the new Colonial puts us back where we were before the crisis and involves a leap from €230 m in assets to €2.8 billion in July.” In the words of the company’s Chairman, “We will be back among Europe’s biggest property companies.”

Bruguera said that in the future the company would focus on Triple-A rated offices in prime locations “because these areas are more price-stable and though they have fallen a bit they haven’t gone into freefall.”

PRICES HAVE FOUND THEIR LEVEL
As far as the future is concerned, Bruguera believes that “prices have found their level” and argued that tax incentives are needed to encourage the rental sector.

Fernando Francés, President of Everis

“The biggest obstacle to being an entrepreneur is the civil servant culture”

SPEAKER: Fernando Francés is President of Everis and was the leading figure behind the start-up of DMR Consulting in Spain in 1996. His career has been spent entirely as a consultant.

The President of Everis, Fernando Francés, spoke at Desayunos ESADE about the need for entrepreneurs in Spain. He said “the biggest obstacle to being an entrepreneur in Spain is that there are other overly comfortable jobs such as being a civil servant.”

GREAT TIME TO GET STARTED
As a result he suggested “creating conditions in which young people want to be entrepreneurs and society sees entrepreneurs not as something negative as is the case today but rather as people who make a valuable contribution.” He also mentioned the ideal environment Spain is in for nurturing entrepreneurs and argued that “if you want to make a go of it there’ll never be a better opportunity than now, as some people have a defeatist attitude and the rest of us have to seize the opportunities they are turning down. At the moment there is high demand for talent and human capital and the opportunity cost is very low.”
The President and CEO of Vodafone, Francisco Román, set out Vodafone’s position in the debate over network neutrality at Desayunos ESADE: “Operators and content providers should be allowed to enter into agreements in order to ensure the healthy growth of the Internet”. In his talk entitled Telecommunications as a chance at economic recovery, Román defended this position by adding: “If transactions between operators and content providers are limited, then we are limiting competition, services to clients and the possibilities of development”. He next turned his attention to the role that the telecommunications sector will be playing in economic recovery and argued that telecommunications will make it possible to redesign our society and, consequently, eliminate gaps. In order for this objective to become a reality, Román said three conditions have to be met: “We must use economies of scale to favour the development of open platforms, continue developing competitiveness, and invest profitably in infrastructure.”
JAVIER SOLANA, FORMER NATO SECRETARY GENERAL AND CURRENTLY PRESIDENT OF ESADE’S CENTER FOR GLOBAL ECONOMY AND GEOPOLITICS, WAS THE KEYNOTE SPEAKER AT THE EVENT HELD IN BARCELONA AND MADRID ON 22 APRIL AND 20 MAY RESPECTIVELY WITH THE TITLE ‘A GLOBAL OUTLOOK ON NEW CHALLENGES’.

The ESADE Alumni Annual Conference 2010 brought together more than 3,000 alumni in the Catalonia Conference Centre in Barcelona and the Mutua Madrileña Auditorium in Madrid on 22 April and 20 May respectively. Both events featured an excellent turnout, a markedly international flavour and the vision of the world geopolitical scenario and globalization provided by a standout speaker, Javier Solana. In Barcelona, the 14th Annual conference was led by Jordi Alavedra (Lic&MBA 78). In Madrid, Xavier Sanchez (Lic&MBA 97/SEP 08), Director of ESADE Alumni, welcomed attendees to the 4th ESADE Alumni Annual Conference and invited them to make the most of the ESADE Alumni network. The first talk was given by Germán Castejón.
(Lic&MBA 81), President of ESADE Alumni, who based his talk around three key points: ESADE Alumni, ESADE and the Scholarship Programme. He highlighted the fact that this academic year, ESADE Alumni is celebrating 20 years “dedicated to bringing value to alumni, to ESADE and to society”. “We are probably currently one of the most active and global associations in the world,” he said, pointing out that “by the end of this year we will have organised more than 400 refresher programme events [...] more than 250 class reunions [...] and accumulated over 7000 pro bono consultancy hours for the third sector.” He ended by mentioning the Scholarship Programme for 2010: “No one knows the value of studying at ESADE better than you. To attract the best talent, we need a Scholarship Programme like this one, and we encourage you to take part in it.” A video was then shown of alumni already involved in the programme talking about their experiences while another three students with scholarships testified to the great opportunity that studying at ESADE has meant to them. After the video, Carlos Losada (Lic&MBA 79/PhD 03) gave his last speech, as he pointed out, as Director General of ESADE after ten years in the job. In his talk, Losada referred to the “wonderful change” he has seen at ESADE over the decade and also the “spectacular transformation of the alumni association”. Losada ended by mentioning the person who from September will be the new Director General of ESADE, Eugènia Bieto (Lic&MBA 73/PhD 08), and reminding his audience that attracting the best talent is and will remain a key goal for ESADE. In Madrid, Losada’s speech was followed by Pedro Navarro (MBA 67), Vice President of the Board of Trustees of the ESADE Foundation and Vice President of ESADE Alumni, who reviewed what is being done to step up ESADE Alumni’s activities in Madrid and turn ESADE into a key forum for discussion of business, economic and social issues in the city.
REFLECTIONS 
BY JAVIER SOLANA

Javier Solana, former NATO Secretary General and currently President of Esade’s Center for Global Economy and Geopolitics, joined Marcel Planellas (PMD 87), ESADE Secretary General and member of the ESADE Alumni board of directors, for the main event at the Conference to analyse the chief challenges facing the world.

As an introduction a video entitled The Economic Panoorama: the view of our alumni abroad was shown in which various ESADE alumni talked about the world economic outlook from the countries where they are based. In Planellas’s view this shows that the world is now multipolar with numerous players and far removed from a time when a couple of countries held all the power. Solana began his talk by pointing out that a “multipolar world is not necessarily the best” and highlighting the need to provide “global solutions for global issues”. He shared other thoughts with alumni such as the fact that the boom in the world’s population will not occur “in our world, but beyond our frontiers and above all in Africa”.

The conversation between Marcel Planellas and Javier Solana covered other areas of interest such as the appearance of new power centres, “some of them really new, while others are re-emerging”. Given this scenario, Solana argued that the main challenge is to build an architecture that enables us to deliver global solutions to global problems. This will involve “responsible interdependence” between players. As for Europe’s role, Solana said it should be based on “the application of the letter and spirit of the Lisbon Treaty” which means “we have an important part to play as the way things are done in Europe is followed by a lot of countries around the world.”

As the round table came to an end, and in response to a question posed by Marcel Planellas about the importance of having a vision open to the world, Javier Solana commented on the global responsibility that every social leader must assume. In this respect and in reference to ESADE, he emphasised that “it has a commitment to society that appeals to me and satisfies me.”
THANKS TO THE COMPANIES AND ORGANISATIONS WHOSE FINANCIAL SUPPORT IS MAKING THE ESADE PROJECT POSSIBLE

Companies and organisations that have contributed to the ESADE Fund through the Corporate Relations Programme


Companies and organisations that have contributed to specific projects

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They **were there**

*JOAN VERBÓN ROTLLAN (EMBA 09)*

"This annual conference gives us the opportunity to discuss issues and review the year. I think that with the awards and tributes it has been a very complete event."

*RAIMÓN ROTLLAN TERRADELLAS (LIC&MBA 89)*

"Of course I would pick out Javier Solana’s talk, but above all the chance to meet up at least once a year with people you haven’t seen for a while."

*JOSE LUIS MIQUEO GUILLÉN (Lic&MBA 75)*

"Solana has shown us what the world is like, with the presence of emerging countries and the multiple centres that are opening up, and how this will affect the economic situation in forthcoming years."

*FRANCISCO DOMÍNGUEZ HIDALGO (EDIEF 82)*

"ESADE Alumni allows me to rediscover old friends and attending the meetings it holds is always very beneficial, like today has been. Javier Solana’s talk gives us a better understanding of the future."

*NÚRIA TOMÉ NANCLARES (MBA 04)*

"I would emphasize the human values at ESADE. They’ve stressed the human side a lot and I think this degree of commitment is essential for the times we live in."

*EVA MERCADER MERCADER (EVV, in progress)*

"I would of course pick out Javier Solana’s talk, but above all the chance to meet up at least once a year with people you haven’t seen for a while."

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"I would emphasize the human values at ESADE. They’ve stressed the human side a lot and I think this degree of commitment is essential for the times we live in."
“Like every year, I found the event quite interesting, especially the quality of the guests we had. The truth is that it’s worthwhile being part of ESADE Alumni just for events like this one.”

“I’d stress, above all, Javier Solana, who delivered a speech that goes a little beyond what we are used to hearing.”

“Being part of the group of alumni gives you a great opportunity for exchanging knowledge and networking, with the chance to meet people at a high professional level.”

“The review of the international situation was very interesting. As for ESADE Alumni, I am very involved as Vice-President of the Automobile Club, a meeting place for sector professionals.”

“Being part of the group of alumni gives you a great opportunity for exchanging knowledge and networking, with a sense of belonging to a very solid association, with strong values and which spreads the pride of being part of a very important group.”
FROM ESADE ALUMNI

MANEL ADELL (Lic&MBA 86)
“It was exciting because celebrating 20 years of an association is always a source of pride and having the privilege of bringing together at a single event Carlos Losada and Javier Solana has given it a special touch.”

MARGUERITE MCMAHON (MBA 81)
“Solana’s speech is an invitation to open your mind and think globally in order to face the real challenges of the future. I live and work in Luxembourg and I love coming to Barcelona to attend school events.”

MARÍA CEBALLOS RODRÍGUEZ (Lic&MD 04)
“This is my first time here and I found it very interesting because it gives you an idea of the global nature of current issues and lets you meet people who you otherwise wouldn’t.”

SILVIA URPINA (MBA 02)
“It’s a good chance to meet up with friends and do some networking. ESADE Alumni gives me these kinds of things because it arranges lots of events and very interesting talks that keep us up-to-speed.”

SERGI GONZÁLEZ (MDEF 03 / EMBA 08)
“I especially liked being able to meet up again with my classmates. ESADE Alumni allows me to keep up a relationship with the institution and all it stands for: training and networking.”

ANNA SALOMONE (MDMC 07)
“It’s great to meet up again with alumni and see how their careers are going. ESADE Alumni means you know you have a group you can rely on professionally.”

MARÍA CEBALLOS RODRÍGUEZ (Lic&MD 04)
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“It was exciting because celebrating 20 years of an association is always a source of pride and having the privilege of bringing together at a single event Carlos Losada and Javier Solana has given it a special touch.”
“The analysis of globalization was interesting, but I think this issue is a bit removed from the SME where I work. I would underline that all these ESADE Alumni initiatives enable continuous learning.”

JULIO QUIROGA LUNA (EMBA 09)

“The dialogue was great, as the geopolitical issues it tackled are important plus it featured an international heavyweight in Javier Solana.”

GEMA RODRÍGUEZ GARCÍA (EMBA 08)

“The event has been fantastic, I enjoyed Javier Solana’s talk and the fact that he’s joined ESADE. The knowledge he brings about geopolitics is necessary.”

JOSÉ MARÍA PALOMARES FERNÁNDEZ (PMD 08/DEC 00)
FROM ESADE ALUMNI

ANA MARÍA CABEZAS FERNÁNDEZ (SEP 08 /LIS 10)
“The thing I like most about ESADE is the importance it attaches to human relationships, shown in some genuine networking that supports us and brings us together.”

LUIS SAN JUAN MONTERO (PMD 09)
“The conference has given us an overview of what’s going on in the world. And, as at other activities, you meet people who you otherwise wouldn’t. Plus these events also mean you are always learning.”

RODRIGO GUTIÉRREZ DOMÍNGUEZ (ADIF 10)
“Javier Solana’s talk was a real treat with a vision that reflects his extensive experience in the international arena. By belonging to ESADE you get to go to similar events, which are very rewarding for any management professional.”

JULIA VALEDIEVA KOVACHEVA (MBA 10)
“I thought it was better than any other event I’ve attended since I first came to ESADE in January. The presence of Javier Solana says a lot about our global relevance as an organization of students. Plus there’s also the networking, one of the reasons why I chose this school.”
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.
ESADE Awards 2010

THE PRIZE-WINNERS THIS YEAR WERE BUSINESSMAN JUAN ARENA (FORMER CHAIRMAN OF BANKINTER), VÍCTOR GRÍFOLS (HONORARY CHAIRMAN AND FOUNDER OF GRÍFOLS) AND THE PONT I AMENÓS BROTHERS, ANTONI, RAMON AND JOSEP (BOARD MEMBERS AT BORGES).

The Barcelona Annual Conference also hosted the presentation of the ESADE Awards, designed to recognise people who through their careers, activities or services have demonstrated the values that define ESADE’s founding spirit and are thus a model or example for others.

PERE A. FÀBREGAS RECEIVES THE GOLDEN
One of the most emotional moments came when the Golden E was presented to Pere A. Fàbregas (Lic&MBA 67), the first President and current Honorary President of ESADE Alumni. Holding the award, he remembered when the association began, with

Pere A. Fàbregas, first President and current Honorary President of ESADE Alumni, receives the Golden E from Germán Castejón, President of ESADE Alumni

Víctor Grífols, Honorary Chairman and founder of Grífols, during his acceptance speech
himself and Francesc Rafart (MBA 68) as the driving forces behind it.
This was followed by the presentation of the 2010 ES- ADE Awards in which Germán Castejón, Carlos Losada and Pedro Fontana (Lic&MBA 74), Chairman of the ESADE Foundation Board of Trustees, took part alongside Xavier Sanchez (Lic&MBA 97/SEP 08).

The winners have demonstrated the values that define ESADE's founding spirit.

The awards this year went to Juan Arena, for his “enterprising and innovative spirit” and for “boosting transparent corporate governance in companies”; Víctor Grífol, for his “brilliant business management as the head of the transformation of the Grífol group into a global leader in its industry”; and the Pont i Amenós brothers, Antoni, Ramon and Josep, for their “combination of strategic vision and quality in implementing the Borges group’s global leadership strategy”.

In reply Víctor Grífol said, “I am proud of you and the work done for the institution”, whilst Juan Arena also highlighted “the pride of working in an institution with so much rigour and drive as ESADE.” Finally, speaking on behalf of the three brothers, Antoni Pont mentioned his family and particularly his grandfather who set in motion the group that is now a world leader.
Carlos Losada

TALKS WITH XAVIER MENDOZA ABOUT THE CHANGES AT ESADE DURING HIS 10 YEARS AT THE HELM OF THE SCHOOL.

ESADE has experienced significant changes over the last decade, and its new campus at Sant Cugat del Vallès, the ESADE Creapolis open innovation centre, the school’s internationalization and the implementation of the Bologna Process are just some of the most prominent. None of these projects would have been possible without the combined efforts of an organizational and management structure headed by Carlos Losada, Director General of ESADE, who is finishing his term of office after ten years. To understand and take stock of the scale of the transformation experienced by the business schools sector, and in particular what ESADE has done to establish itself as an international benchmark, the man who will be its Director...
WE TALK TO

Ten years of change

CARLOS LOSADA (LIC&MBA 79/PHD 03) IS COMPLETING HIS SECOND TERM OF OFFICE AS DIRECTOR GENERAL OF ESADE. TOGETHER WITH XAVIER MENDOZA (LIC&MBA 79), ESADE ASSOCIATE DIRECTOR GENERAL, LOSADA REVIEWS THE MOST SIGNIFICANT PROJECTS TO HAVE BEEN CARRIED OUT OVER THE LAST DECADE AND ANALYZES THE FUTURE CHALLENGES FOR THE INSTITUTION.

General until 1 September began by analyzing what ESADE and its environment were like a decade ago with Xavier Mendoza, Associate Director General of the institution and former Dean of the Business School. “My main concern from the outset was to achieve a balance between change and continuity, as we had to preserve the essence of the school,” says Losada. “That had to be done at a time of major global change in the sector, marked by a big rise in international mobility for postgraduate students, the growing importance of international credentialing schemes like Equis and the AACSB, the appearance of international league tables of schools and the entry of ICT into teaching,” says Xavier Mendoza. “Meant there was a need to internationalize the Business School’s programmes much more, give a major boost to its relations and operations addressed to business and at the same time step up its research and knowledge creation capabilities. At first, ESADE’s internationalization was based on its most international programme, the Full-Time MBA, which was an internal and external catalyst. Once a high degree of internationalization had been achieved in postgraduate academic programmes, the next step was to internationalize programmes addressed to executives and companies.”

The basis of all these changes has been the combined efforts of the management team and a decentralized organizational model. Thus right at the start of Losada’s term of office, in September 2000 ESADE’s internal organization was restructured into a number of divisions in order to take a more focussed and differentiated approach to the training needs of the groups ESADE seeks to serve (undergraduates, postgraduates with professional experience, executives), while at the same time it made it possible to better respond to the competitive realities in each of these market segments.

Carlos Losada: “Its alumni are one of the school’s greatest assets and it would be unthinkable to talk about ESADE’s strategy without this basic pillar”

Added Value

Differentiation has become a basic pillar for ESADE over the last ten years. A change that marked a turning point was nationalization of the Business School’s programmes much more, give a major boost to its relations and operations addressed to business and at the same time step up its research and knowledge creation capabilities. At first, ESADE’s internationalization was based on its most international programme, the Full-Time MBA, which was an internal and external catalyst. Once a high degree of internationalization had been achieved in postgraduate academic programmes, the next step was to internationalize programmes addressed to executives and companies.”

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Added Value

Differentiation has become a basic pillar for ESADE over the last ten years. A change that marked a turning point was
the repositioning of its Full-Time MBA programme which was already taught in English. “We decided to change the student profile by opening it up to candidates with greater professional and international experience and significantly increasing the number of countries of origin,” says Xavier Mendoza. A major innovation in the Full-Time MBA’s syllabus, copied years later by other leading European schools, was the inclusion in 2002 of the LEAD systematic management skills development programme and a strong commitment to a conception of leadership grounded in teamwork. “At ESADE people are the central factor and we believe that their global development is critical,” adds Carlos Losada.

Indeed, it was the combination of these three aspects (change in student profile, innovative syllabus and collaborative conception of leadership) with ESADE’s location in Barcelona that pushed the Full-Time MBA programme into the top twenty in the world rankings.

**GEOGRAPHIC EXPANSION**

With ESADE’s position in Barcelona well established, the next step was its geographic expansion, firstly to Madrid and later on to Buenos Aires. In the first case, the project was led by Professor Guillermo Cisneros, who was tasked in September 2000 with devising and then implementing the business plan for Madrid. At a time of great changes in the property market, his main challenge was to find a suitable building to host ESADE’s activities in the Spanish capital. From then until 2010, the evolution of ESADE Madrid “has been very fast and the number of participants has increased by 500% over the last four or five years,” says Losada. This growth was accompanied by a strong commitment to expanding ESADE’s faculty with more international profiles and researchers.

**THE BOLOGNA CHALLENGE**

Over the past five years one of the challenges that ESADE has faced has been adaptation to the European Higher Education Area, also known as the Bologna process. “In this respect I would stress that, with Ramon Llull University, ESADE has been a pioneer in offering new degrees adapted to Bologna,” says Mendoza. “That means we have been ahead of most Spanish schools in both Business Administration and Law.”

In addition it was also decided that all the new Bologna Masters programmes (specifically the MSc in Management) would be taught right from the word go entirely in English.

“My main concern from the outset was to achieve a balance between change and continuity, as we had to preserve the essence of the school,” recalls Losada.
English so as to open them up to the European and world markets. There was an element of risk in the decision ESADE took, but it has been rewarded ever since the first year in 2006 by a higher than expected response, say Losada and Mendoza. For its part, the Sant Cugat Campus has also been a major step forward for the institution, and at present has approximately 1,500 students. As Mendoza points out, “the Sant Cugat Campus offers ideal conditions for learning. Alongside an innovative academic building and a modern student residence there is ESADE Creapolis, a business park designed to nurture business innovation through open innovation and cross innovation.” Creapolis entails a commitment by ESADE to help Catalonia achieve a greater density of innovative companies. Indeed, in addition to its role in contributing to the transformation of the country’s economic model, Creapolis also has major implications for ESADE’s future development, turning its commitment to business innovation into one of its core identity traits.

As for the future, Carlos Losada says that “our successors will have some very nice yet nonetheless extremely demanding challenges ahead of them.” One of them is building ESADE’s position as a global benchmark school, which will call for powerful strategic alliances with leading schools on other continents. A good example of this is the Global Executive MBA (GEMBA) programme, “which we run in conjunction with Georgetown University and which features the participation of executives from multinational companies worldwide,” he adds. All of this entails adopting a long-term vision and building on the “great opportunity we have to go further into the mission and identifying features which have been part of ESADE right from the beginning by acting globally,” concludes the Director General of ESADE.

Xavier Mendoza: “With Ramon Llull University, ESADE has been a pioneer in offering new degrees adapted to Bologna”

In the context of a future that is bright yet also holds many challenges, Losada spoke of his pride in “having been able, as Director General, to share in the joint work of lots of people, including lecturers, students and alumni, administration and service personnel, management staff and the companies and institutions that have supported us. All of them have built and continue to build the great institution that is ESADE.”
Motorsol Import, the big Audi dealer in Barcelona, has opened a new facility in Plaza Europa that is set to become a benchmark for the company. It features a large, open plan showroom with a very Audi minimalist décor, a state-of-the-art repair shop and all the advantages of belonging to the powerful and experienced Motorsol group.

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• Quality: Motorsol Import is a pioneer in Spain in the use of satisfaction surveys as a means of self-examination and continuous improvement, and the entire organization is governed by them. Quality is in this company's DNA.

• Same day service: all vehicles delivered before 11 am have guaranteed same day service. (Also in Capitán Arenas, Manso and Badalona).

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Motorsol Import has the most extensive Audi range in its showroom and a 4,000 m² repair shop in Plaça Europa, opposite IKEA

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• Experienced staff: the centre is new, the personnel aren't. Grupo Motorsol CEO Lluís Soler (Lic&amp;MBA 97), its Manager Lluís Ramírez, its Sales Manager Lluís Batalla, its After-Sales Manager Antonio Romero and everyone in sales and the repair shop have been in the Motorsol Audi group for years and deliver extremely high levels of customer satisfaction.