

XAVI FOR ALUMNI

Candidate for the Board of Directors

Dear ESADE colleague,

As you know, we former students are invited to take part in the ESADE Alumni Meeting on 8th November 2016 at 19:00, to vote in the elections for our board of directors.

PLEASE VOTE FOR ME

On October 3rd, I informed the alumni association of my intention to stand for election. Today's letter is to let you know how I think we can improve the alumni environment in particular and how former students, through ESADE Alumni, can improve society in general.



WHO I AM

I am a serial entrepreneur with boundless energy who regards change as a challenge. In recent years I have been the CEO of several tertiary companies. More info here <http://xavi-for-alumni.net/#candidate-letter-en>



MANIFESTO

Full details of my proposals here <http://xavi-for-alumni.net/#proposal-letter-en>. For a summary, see appendix 1 on the next page.



VOTE FOR ME

You can vote for me in person or by post. More details here <http://xavi-for-alumni.net/#vote-letter-en>, and in appendix 2.

Many thanks in advance for your vote. **Please forward this letter to all your classmates, friends from ESADE and any executives you may know who also studied at ESADE.**

Barcelona, 11th October 2016.

Best regards, Xavi Montero.

APPENDIX 1: Manifesto overview

The ESADE Alumni mission has five cornerstones: networking, knowledge, career advancement, enhancing ESADE's prestige, and finally, social projects and improving society.

ESADE Alumni has already done a great deal for networking but even more can be done. How about ways of locating each other more easily when we need help? Have you ever sat in an audience of 200 at a conference and only spoken to the person next to you? What if some one sitting three rows away could solve a problem for you, or you could help some one five rows away? It's revealing to think that we might be in the same place at the same time, and not even know that we are looking for each other.

As for professional development, finance is the key. Venture capital is being professionalised in Spain but crowding out tends to happen. Only one in hundreds of projects gets investment. The result is what Malcom Gladwell describes in his book "Outliers": what about number two on the list? And number three? Are they no good? They probably are and also deserve a chance. In the last decade we have been obsessed with funding scalable projects, but what about all the alumni with small-to-medium projects or mature, cash-cow projects? Just because they're no longer in fashion, don't they deserve to be developed?

More ideas. What about small businesses? It seems the spotlight is only on large multinational corporations quoted on the stock exchange with turnovers of hundreds of millions of euros a year, or start-ups. What about those in between? What about companies that started out 15 or 20 years ago? Aren't their owners also entrepreneurs who deserve full attention too?

An analysis of the buying and selling of companies shows that apparently only leveraged buy-outs (LBOs) appear in ESADE text books and news about major companies. But why does none of Spain's finance industry target small LBOs? Would it not be a good idea for some alumni to sell their businesses? Would not it be a good idea for enterprising alumni to take over going concerns rather than trying to reinvent the wheel? This concept is quite usual elsewhere in Europe and the US, so why is it regarded as weird in Spain? Wouldn't society be better with mezzanine finance not as senior as traditional banks and which doesn't take a piece of the cake like venture capital?

These are a few of the many things I think about and have rather crazy ideas about, but with my boundless energy as an entrepreneur I think we can change not only what we do in ESADE Alumni, but also the real society we live in. The first step to success is imagining it.

So my proposals are based on some things on my wish list:

- I want to improve our networking mechanisms. LinkedIn was great ten years ago but it sold its soul and is now just a platform for one-way posts that turn into spam and hard sell. We should disrupt and reinvent these 10-year-old, on-line networks, go back to business dialogues where every action adds value, and make it possible to search for partners and create not just buyer-seller relationships.
- I want to build a way of channelling all the ideas from ESADE Alumni members effectively and implement and use them to produce more win-win projects between alumni.

- I want to develop mezzanine and high-yield finance, in Spain in general and in Barcelona in particular, to create an LBO hub for SMEs on a par with those in the UK and USA.
- I want to ensure that not only “the best man wins.” Because of who we are, the ESADE selection process and our ESADE education, we alumni are all talented people and winners. I want to make the finance sector have a positive view of the businesses that rank second and third and fourth. Equal opportunities.
- I want us all to be able to develop our talents to the full, regardless of whether we are employees, self-employed, business people or entrepreneurs. I want us to pay the same attention to large, medium and small companies and start-ups. This gives a 4x4 matrix: where are you in it? We mustn't overlook anyone.
- I want total digitalisation. Is it not ridiculous that in the year 2016 we use paper ballots to vote at the meeting? Could we not enable the tens of thousands of ESADE Alumni members to vote on-line, securely and confidentially? Thanks to my technological background, I know how.
- I want corporate enterprise. When I see large corporations trying to be enterprising but running into cultural obstacles time and time again, it makes me want to cry. Are there ways of doing this well? Education for companies? A platform for corporate entrepreneurship that helps corporations and entrepreneurs? Thanks to my experience as a mentor, I know how.

This is not my full manifesto, just an outline of some of my ideas. For more details, visit:

<http://xavi-for-alumni.net/#proposal-letter-en>

APPENDIX 2: How to vote for me

If you intend to go to Edificio 1, Pedralbes on November 8th:

- Bring your ballot paper and don't forget your ID.
- Don't forget which box to tick: Xavi Montero.

If you are not able to vote in person, take these four simple steps to vote for me by post:

1. Download this form <http://xavi-for-alumni.net/#form-letter-en>, print it and sign it. Please remember scanned signatures are not allowed, you must sign the form with a ball-point pen).
 2. Scan and print your ID, or get it photocopied, or take a photo of it with your mobile and print the photo, making sure it's all legible. The election committee must be able to identify you with no room for doubt.
 3. Get a) the signed form, and b) the copy of your ID, and put them in an envelope.
 4. Mark the envelope: “Postal vote for meeting on 8 Nov.” and send it to the following address: Esade Alumni, Av. Pedralbes, 60-62, 08034 Barcelona.
- NB Postal votes must be received no later than Thursday 3rd November so I recommend you post yours no later than Monday 31st October just in case.