



E50
INSPIRING
FUTURES
ESADE 1958-2008

Special Dossier

**Fiftieth
anniversary
of ESADE**

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ESADE

alumni

Michael Jensen
Converses with
Josep Bisbe on
leadership and integrity

**The culture
industries sector**
Rising value
for the experts?

**Creativity goes by the
name of Ferran Adrià**
The elBulli case seen
as a business strategy

summary



ESADE ALUMNI

ESADE Alumni Publications

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READING TIME:
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Today it's all about numbers! All together they look like an IP address. But behind these numbers there are thousands of experiences, emotions, successes, failures, impossible challenges, friends, thousands of personal and group relationships and so many other memories and dreams with one thing in common: ESADE.

The academic year 2006/2007 has just come to an end. Hundreds of graduates in Business Administration and in Law, in MBA programs, other postgraduate studies and Executive Education are entering or returning to the labor market after their passage through ESADE. I believe all of us as alumni remember with a thrill that moment when we left ESADE and joined the work world. It's been happening like this for nearly 50 years.

That thrill, which you most likely have experienced yourself, is shared among nearly thirty thousand persons around the world. Next year ESADE celebrates the 50-year anniversary of its founding. This issue's Dossier is the flag drop that sets off a run of anniversary activities. As you will see, this is not just an explanation of upcoming events. We want your contribution to be included. You will find out how in the Dossier.

The ESADE story is being written every day through the passionate professional work of the huge team that forms and has formed the ESADE Trustees, the teaching faculty, the management team and deanship, and the non-teaching staff, from the founding of ESADE till today. It is being written by the students who give life to ESADE, as one can easily notice in that strange sensation that comes when visiting ESADE in mid July. And it is also being written by each and every one of us as alumni, over the course of our careers. That's why this anniversary belongs to all of us. And we want to celebrate it together. With you. Remembering the past, but above all looking toward the future. With optimism and dreams. I encourage you to participate!

Although ESADE is on its way to 50, ESADE Alumni is much younger, it was birthed in 1989 and today it is only 18 years old. Many of us left ESADE when the association did not yet exist. We have come a long way in 18 years, and thanks to the work of all those who have gone before, at the forefront of ESADE Alumni, today we have more than 11,400 members, 20 international chapters, 10 territorial delegations in Spain, 20 functional and sectorial clubs, and nearly 200 class delegates.

As an alumni association, our network is among the biggest, our activity among the most dynamic, and our membership one of the largest in all Europe. We want to be the best for you, for each of the alumni. For this reason, ESADE alumni continues to reinforce its network and to broaden its offering of value and services, as you will see in the different sections of the magazine you now hold in your hands. Enjoy it, it's your magazine. It's your network. I encourage you particularly, if you are not yet a member...Join ESADE Alumni! I am at your disposal at german.castejon@alumni.esade.edu



GERMÁN CASTEJÓN (LIC&MBA 81)
PRESIDENT OF ESADE ALUMNI
german.castejon@alumni.esade.edu

**As an alumni association,
our network is among
the biggest, our
activity among the
most dynamic, and our
membership one of the
largest in all Europe**

Art takes the spotlight at the ESADE Alumni Argentina Chapter

Buenos Aires, Argentina

May 17th, 2007



fred Vernis (Business Sciences professor at ESADE). Macias gave an introduction to characteristics typical of contemporary art, with a lectured on *Art is like wine: tasting is something you learn*.

On May 17th, ESADE alumni from the Argentina Chapter met at the DacilArt art gallery in downtown Buenos Aires, along with professors Natalia Macias (Visual Arts professor at the "C.Morel" School of Fine Arts) and Al-



For more information, or to join the Chapter, contact chapterargentina@alumni.esade.edu

ESADE Alumni United Kingdom Chapter organizes a session on Networking

London, Great Britain

April 25th, 2007



On April 25th the ESADE Alumni United Kingdom Chapter met in London for a refresher session entitled "Enhancing the power of your networks". The person leading the session was Silviya Svejenova, adjunct professor in the ESADE Business Policy Department.

For more information, or to join the Chapter, contact chapteruk@alumni.esade.edu

Objectives of the new ESADE Alumni Switzerland Chapter, under discussion

Zurich and Geneva, Switzerland

May 2nd, 2007



On May 2nd, former ESADE students met to discuss the objectives of the newly created ESADE Alumni Switzerland Chapter. To increase participation, two meetings were held simultaneously: one in Zurich and another in Geneva.

For more information, or to join the Chapter, contact dominik.mertens@esade.edu

Official inauguration of the ESADE Alumni Brazil Chapter

São Paulo, Brasil

March 15th, 2007



Xavier Sánchez (Lic&MBA 97), during his presentation

The ESADE Alumni Brazil Chapter was inaugurated in the city of Sao Paulo on March 15th. Their President, **Gustavo Chicarino (MBA 95)**, invited alumni in the area to a dinner where he explained the Chapter objectives. Later in the evening, André Pasternak, from FESA Global Recruiters, presented his exhaustive study on the labor market. Also participating was **Xavier Sánchez (Lic&MBA 97)**, ESADE Alumni Director, who highlighted the advantages of having a global association network.

For more information, or to join the Chapter, contact chapterbrazil@alumni.esade.edu

A market study on economics and the banking sector presented in Mexico

Mexico City, Mexico
March 22nd, 2007



Attendees at the Mexico presentation

An important event was organized on March 22nd at the headquarters of BBVA Bancomer in Mexico. **Javier Mérida (Lic&MBA 90)**, President of the ESADE Alumni Mexico Chapter, and **Fernando Cortina (Lic&MBA 80)**, Chapter Vice-President, invited all alumni in the area to the presentation of a market study on economics and the banking sector in Mexico. Research results were presented by Adolfo Albo, head of economic studies at Bancomer, one of the largest banks in Mexico. A cocktail party for attendees followed the presentation.

For more information, or to join the Chapter, contact chaptermexico@alumni.esade.edu

Kristof Schiepers (MBA 04), President of the new ESADE Alumni Benelux Chapter

“Our objective is to promote ESADE in our region”

Why did I accept the office of president?

I was immediately captivated by ESADE Alumni’s ambitious plans to launch a complete global network with local presence, since as an entrepreneur I am well aware of the importance of a good network. Moreover, I am completely behind ESADE Alumni’s drive to do more for the alumni outside of Spain. I also wish to emphasize that, thanks to the support of **Mark Wetzels (MBA 04)** from the Low Countries, we felt capable of creating a high-quality Chapter.

What are the objectives of this new Chapter?

The Benelux Chapter has multiple objectives, but the first is to promote ESADE in our region. Due to the strong presence of local business schools such as those in Vlerick or Rotterdam, ESADE is still not the top choice for young professionals in Benelux who are looking for an MBA program. For this reason we wish to publicize ESADE and its international network program. You see, Brussels as the seat of the European Union, Luxembourg with its banking and financial industry, and Amsterdam as well are truly international cities with a large number of former ESADE students.

Based on these objectives, what could we say is the main challenge facing the Benelux Chapter?



To group the three countries into a single Chapter. To do so, we want to encourage as many alumni as possible to take on responsibilities within the Chapter. I was very happy to see so many people from all of Benelux who attended the inauguration in Antwerp, though we also want to organize other small events in Luxembourg and the Low Countries.

ESADE Alumni inaugurate the Benelux Chapter in Belgium

On April 27th, the Board of the ESADE Alumni Benelux Chapter, formed by **Kristof Schiepers (MBA 04), Mark Wetzels (MBA 04), Sofie Janssen, Borja Varela (Intellectual Property Law 05) and Matthias Slabbinck (Master’s in Int. Comm. 92)**, celebrated the inauguration of the ESADE Alumni Benelux Chapter with all the alumni who live in the area. The event took place in Hetpomphuis, an emblematic site at the port of Antwerp, built in 1920. Several topics were addressed during the meeting, such as the importance of updating personal data in order to have an effective, powerful network, an upcoming meeting to be held in Holland—not to mention recalling the old times at ESADE.



For more information, or to join the Chapter, contact chapterbenelux@alumni.esade.edu

The ESADE Alumni China Chapter meets



Maria Sala (Lic&MBA 97), Daniel Navarro (EMBA 03), Ernest Aguilar (Lic&MBA 01), Antonio Martínez (Lic&MBA 97) and Guangzho Zhu (MBA 05) gathered in April for a meal in Beijing, where they discussed their experiences in China, and gave a warm welcome to Ernest Aguilar upon his arrival in this Asian country.



Maria Sala (Lic&MBA 97), Daniel Navarro (EMBA 03), Ernest Aguilar (Lic&MBA 01), Antonio Martínez (Lic&MBA 97) and Guangzho Zhu (MBA 05)

For more information, or to join the Chapter, contact dominik.mertens@esade.edu

The ESADE Alumni United States Chapter strengthens networking



Under the title of “Enhancing the power of your networks”, Silviya Svejnova, adjunct professor in the ESADE Business Policy Department, gave a refresher session to alumni in the New York division of the United States Chapter. The session, which was held last May 12th, ended with an informal dinner to encourage networking.



Momento de la cena en Nueva York

For more information, or to join the Chapter, contact chapterusa@alumni.esade.edu



ESADE Alumni Club of Girona receives an introduction to Excellence

The ESADE Alumni Club of Girona participated this past March 22nd in the benchmarking session organized on a quarterly basis by the Carlemany Forum. At the meeting, the Director General de BSG & Associats, Joan Ballell, introduced the EFQM quality model to some 20 attendees, and gave examples of its implementation in different sized companies to show the advantages of guiding business management toward excellence.

Final conclusions had to do with the importance of introducing integrated excellence management into the main management objectives of a company, regardless of the sector which it belongs to.

The ESADE Alumni Club of Girona met again on June 21st to discuss a key topic in the business fabric of Girona: professionalization of the family business and generational change.



In this photo: Joan Ballell at the far end; to his left, Juanfran Cuello de Oro (MBA 01), President of the ESADE Alumni Club of Girona, and the rest of the attendees.

Contact us at clubgirona@alumni.esade.edu

ESADE Alumni Club of Lleida organizes the presentation: 'Ros Roca: from Tàrrrega to World Leader'



On March 23rd, the ESADE Alumni Club of Lleida organized a session for its members with Ramón Roca, president of the Lleida-based, multinational company Ros Roca. Roca gave an address which he titled "Ros Roca: from Tàrrrega to World Leader", speaking of the international scope of this group within the environmental sector. He focused especially on the idea that in order to be leaders there must be a will to serve and, for that reason, you must believe in people, be passionate about what you do and design a strategy that allows you to be so. Roca indicated that this combination is what allows you to distinguish yourself from your competitors. The Ros Roca president and managing officer drew an audience of more than 60 persons to the Tennis Club, where, after the session, everyone enjoyed a relaxed, light dinner.



In the foreground, President of the ESADE Alumni Club of Lleida, Xavier Roca (Lic&MDE 98), behind, Ramón Roca delivering his address to attendees.

Ramón Roca received the Economics Today Award in October 2005 for best Catalan businessman of the year. His success is due to his philosophy based on absolute respect for the environment, to his activity in the manufacture of capital goods and in the design and development of engineering systems and processes applied to the environment.

Contact us at clublleida@alumni.esade.edu



IX Annual ESADE Alumni Conference in the Valencia Region

On April 12th, the ESADE Alumni Club of the Valencia Region organized its IX Annual Conference.

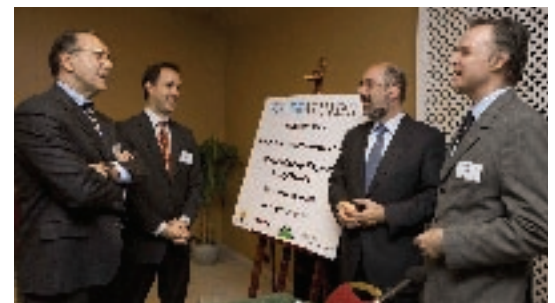
The event was held in its traditional venue at the Hotel Astoria, where more than 100 persons were invited. Presiding over the event were the ESADE Director General, **Carlos Losada (Lic&MBA 79)**, ESADE Alumni Director, **Xavier Sanchez (Lic&MBA 97)**, and the Regional Club President, **Enrique Belenguier (Mktg. Leadership & Management 86)**.

Carlos Losada delivered this year's plenary session, entitled Competitiveness, Business and Businesspeople, after which the Regional Secretary of Business, Pedro Coca, offered a few words in closing. More than 60 persons met following the session for a lively dinner in the Saló Terraça.

Contact us at clubcvalenciana@alumni.esade.edu



During final moments of the formal event, after the address.



From left to right, Enrique Belenguier (Mktg. Leadership & Management 86), President of the ESADE Alumni Club of the Valencia Region; Xavier Sanchez (Lic&MBA 97), ESADE Alumni Director; Pedro Coca, Regional Secretary of Business for the Valencia Region; and Carlos Losada (Lic&MBA 79), ESADE Director General.

A meeting of the ESADE Alumni Club of Aragon



A dinner organized by the Board of Directors of the ESADE Alumni Club of Aragon was held on April 12th in Zaragoza. The objective of the meeting was to launch working strategies for the club, as well as to

promote its upcoming activities. Among the attendees were the president of the Aragon club, **Carlos Vila (MBA 94)**, **Guillermo Vallés (MBA 92)** and **Antonio Lamora (Tax consultancy and management 00)**, along with others.



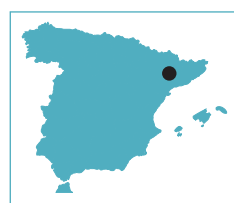
In the photo: Guillermo Vallés (MBA 92), Carlos Vila (MBA 04), Antonio Lamora (Tax Consultancy and Management 00), Bruno Balbás (Tourism Management 03), Rafael Pérez (Management Skills Development 00), Pedro Rios (MBA 95) and Juan Ignacio Garicano (Tax Consultancy and Management 00).

Contact us at clubaragon@alumni.esade.edu

The new ESADE PMD presented in Aragon



During the lectured offered by Alex Rovira



On Thursday May 3rd, ESADE presented in Zaragoza its Program for Management Development (PMD), the School's program for senior management. The presentation was organized by the Zaragoza Chamber of Commerce and Industry, and the ESADE Alumni Association was present at the event to inform alumni of its activity. The

event, which took place at the Chamber premises, featured the presence of Manuel Teruel, president of the Zaragoza Chamber of Commerce and Industry, **Joan Roig (Lic&MDE 73)** the program director, and **Alex Rovira (Lic&MBA 92)**, professor from the ESADE Department of Marketing Management who delivered a lecture entitled Psychonomy.

Contact us at clubaragon@alumni.esade.edu

Inauguration of the ESADE Alumni Club of East Andalusia



ESADE Alumni has inaugurated its East Andalusia Club in Granada. Launching this new Regional Club means one more step in strengthening relations among ESADE Alumni in Andalusia, just two months after the inauguration of the West Andalusia Club which is already under way.

Launching this new Regional Club means one more step in strengthening relations among ESADE Alumni in Andalusia

The event, which took place last April 16th, featured the presence of **Sonia Navarro (MBA 01)**, ESADE Alumni Relations Manager; **Rafael de Porras (MBA 93)**, President of the new club; and **Joan Massons (Lic&MBA 66)**, professor in the ESADE Department of Financial Management and Control.

After presenting the new club, Joan Massons delivered a speech entitled The distinct role of advisers and executives in financial planning to more than 50 attendees. After the formal event, which took place in the new building of the Granada Confederation of Businesspersons, attendees took part in a lively cocktail party.



From left to right, Sonia Navarro (MBA 01), Joan Massons and Rafael de Porras (MBA 93).



Some of the inauguration attendees, during the speech.

Contact us at clubandaluciaoriental@alumni.esade.edu

IGNACIO SERVAT (LIC&MBA 90), DIRECTOR GENERAL OF AGFA HEALTHCARE

“The club allows us to join in the debate in a sector undergoing transformation”

AGFA HealthCare has become the new sponsor for the ESADE Alumni Health & Pharma Club. We discussed this agreement with Ignacio Servat (Lic&MBA 90), director general of AGFA, a company dedicated to introducing integral solutions for the health care area.



Why did you decide to sponsor the Health & Pharma Club?

Agfa HealthCare dedicates time and significant resources to actively participating in institutions, forums and associations from this sector, since from a broad perspective these organizations act as engines for

innovation and development. In this context, the Health & Pharma Club has allowed us to join with a prestigious academic institution, participating and contributing in the debate in business management disciplines within a very important economic sector that currently

faces important challenges and is undergoing transformation.

How would you take stock of this experience to date?

Within the Agfa HealthCare team there are many of us who have been related to ESADE in one way or another. For this reason, expectations that I had with regard to the club were built on a significant understanding of the group as well as its management team, and I must say that the result is right in line with the prestige and academic and scientific quality of the school. Despite all that, in the spirit of contributing toward improvement and quality development of the club, we must reinforce certain organizational aspects and professionalize its management somewhat.

What role does Agfa HealthCare play in the health sector?

Our contribution as a pioneer industry in developing and intro-

ducing care-related information systems translates into knowledge and experience about the role played by ICT as a springboard to transformation and as a critical element for ongoing innovation. This contribution becomes the meeting point with the ESADE Alumni Health & Pharma Club, and along these lines, we are preparing some conference days in October, under the club's direction, where we will analyze in detail the contribution of information systems in measuring the results of care providers, under the theme “The Management and Economics of ICT at hospitals”.

New representatives in Madrid from ESADE Alumni clubs

In order to facilitate and ensure more direct contact with alumni in Madrid, new representatives from our capital city have been appointed in the ESADE Alumni Health & Pharma Club, the BIT Club (Business & Information Technology), the CEEI Club and the Real Estate Club.

AGUSTÍN MARISCAL (EMBA 04) Health & Pharma Club



In the words of Agustín Mariscal, “being in Madrid is a magnificent chance to meet with alumni who have contact with or job interests in the sector of health and/or pharmacy”. With this conviction, he “also seeks to collaborate with ESADE Madrid that it may become a model of ongoing education.” According to Mariscal, the objectives of the Club in Madrid have to do with getting more people involved in the planning and organization of events.

FRANCISCO JAVIER CASTRO (MBA 02) BIT Club (Business & Information Technology)



Francisco Javier Castro values the presence of the BIT Club in Madrid due to the fact that “a large number of businesses in the Information and Communications Technologies Sector and from other sectors have their headquarters in Madrid, and in all of these we find more and more alumni holding the positions of responsibility.” He also adds that the club should become a “meeting place for sharing knowledge, experiences and relationships within the ICT environment.”

FUNCTIONAL AND SECTORIAL CLUBS

New Tourism Club

Within the community of ESADE Functional and Sectorial Clubs we now find the new Tourism Club. In order to learn more about it, we spoke with its president, **Alberto Marín (Lic&MBA 87)**.

What is the objective of your club?

The main objective is to make available to all its members a setting for work, debate and bringing our knowledge up to date. All of this specialized in the tourism industry, which includes hotels, restaurants, travel, leisure, managing tourist destinations, and similar activities.

Why was it created?

The tourism sector represents 11% of the national GDP, with Spain as an international leader. Furthermore, ESADE offers several programs specializing in this area, making it beneficial to reinforce ESADE's presence in this business and institutional environment.

Who is the club intended for?

Mainly for ESADE alumni who are involved professionally in the tourism sector or who are interested in understanding its evolution and development.

ALBERTO MARÍN, TOURISM CLUB PRESIDENT

"The club was created because the tourism sector represents 11% of national GDP and Spain is an international leader"



New era

The ESADE Alumni Culture Industries Club is the product of a relaunch of the Publishing Club. Areas of interest have broadened, and in addition to the publishing sector, the club now spans the audiovisual (cinema and television), multimedia, press, music, performing arts (theater, dance and circus), art and cultural heritage sectors. This increase in perspectives is prompted mainly by the evolution of the publishing sector. The club's new president is **Antonio Garrido (EDIEF 89)**, director general of edebé.

JAVIER MORGADO (EMBA 05)

CEEI Club



The decision to organize a Madrid structure of the CEEI Club, comments Javier Morgado, "aims to give structured continuity to activities within the framework of the entrepreneurs' club". From this basis, there are three targeted lines of work:

"Structuring a stable, interesting plan of activities; establishing relationships with relevant entities; as well as launching a plan for communication and member recruitment, an action which will be linked with constituting a board of directors."

JOAN GARCÍA (LIC&MBA 92)

Real Estate Club



"Madrid is currently at the epicenter of the real estate sector, both on account of its dynamism, and the fact that the main real estate firms, specialized financial entities, institutional investors and other groups related to this sector are located here". According to Joan García, this has led "to broadening our frame of action. In the case of Madrid,

the initial objective involves "carrying out a minimum of one annual event with the presence of professionals and businesspersons who stand out due to their leadership and contribution to the sector."

Espai Vicens Vives is born

The new Espai Vicens Vives is a space for dialogue, reflection and action towards encouraging ESADE Alumni, persons in general and institutions to lead the construction of a civic society. Its president is **Andreu Puig (Lic & MBA 88)**.

The realm of action of Espai Vicens Vives is innovative for an alumni club, since it proposes working in the area of social development and for social interests. As Andreu Puig explains, "the continuous scientific and technological advances have brought with them a large increase in complexity. This poses the challenge of combining possession and integration of knowledge with an ability to act and to manage in a globalized world. The business, political, social or cultural leader cannot be only a great specialist". Toward this end, there is work to be done in several areas:

- Presenting knowledge that encourages reflection, dialogue and exchange on problem issues that surround us.
- Strengthen our understanding and ability to diagnose the great challenges of the future which will be the framework of our personal and professional activity.
- Create a forum for reflection and dialogue for exchanging experiences and perspectives.
- Open the door to contact with personalities, institutions and movements that have demonstrated significant relevance in civic leadership.
- Promote an attitude of personal commitment to our social reality.

New president of the Sports Management Club

Valentí Giró (Lic&MBA 87) was renamed president of the Sports Management Club. In his first year, the club promoted and organized gatherings related to the area of management and the sports world. For Giró, "the main objective for the future is to consolidate the club as a space for exchanging experiences and encouraging initiatives in the area of sports and management".



FUNCTIONAL AND SECTORIAL CLUBS

ACTIVITIES

8TH ANNUAL CONFERENCE OF THE REAL ESTATE CLUB

The financial sector as an engine for the real estate sector

PARTICIPANTS: **Eduard Mendiluce**, assistant director to the Presidency-Real Estate Development of Port Aventura; **Lluís Conde**, head of Financing for Land Developers, “la Caixa”.



Last May 17th, the Real Estate Club organized its annual club conference, under the title “The financial sector as an engine for the real estate sector”. The event consisted of three lectures which aimed to give an overall view of the financial and real estate situation in Spain.

FAMILY BUSINESS CLUB

Discussion on the family business

SPEAKER: **Joaquim Agut Bonsfills**, General Manager of CIRSA

The ESADE Alumni Family Business Club was introduced on May 16th with a discussion on the sale of family businesses. **Joaquín Uriach (MBA 94)**, president of the Family Business Club, explained that the club was created because “the family business has a large share in our economy (representing 65% of GDP) and directly involves many alumni.” Agut gave a review of his own history in the family business and its subsequent sale. He also used his lecture to present some important aspects to be considered in negotiating the sale of a business.



MARKETING CLUB

Keys to success in promotional marketing



PARTICIPANTS: **Juanjo Rodríguez**, Director of Duplex Marketing; **Juan Ignacio Amat**, Marketing Manager for Pepsico/Matutano, and **Francesc Prat**, Marketing Manager at Unilever.

The May 15th event included the presentation of a study on promotional marketing in Spain. Also presented was a field study and the viewpoint of agencies.

OPERATIONS CLUB

Central buying offices as a competitiveness factor

PARTICIPANTS: **Laura López**, Manager for the National Association of Central Offices for Buying and Services (ANCECO); **Ignasi Puig**, General Manager of Intersport, and **Carlos Moreno-Figueroa**, General Manager of Master Cadena.



The ANCECO lecture, “How to organize an SME to compete with big enterprises: Central buying offices, a new partner in business management”, was the talk given last May 9th by Laura López. For their part, Ignasi Puig and Carlos Moreno-Figueroa analyzed specific cases at their companies.

BIT CLUB

Company development

SPEAKER: **Ted Friedman**, Vice-president of Gartner Research

The lecture entitled “Data Integration for Strategic BI” explained the current market trend in information technologies, and emphasized that businesses must focus on developing the quality of data.



MARKETING CLUB

Retail food distribution in the United Kingdom

PARTICIPANT: **Pere Vallverdú**, Retail Consultant

In a lecture held last April 18th, Pere Vallverdú explained the nature of retail food distribution in the United Kingdom, which he defined as a competitive, very innovative system, noted for its high performance.

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CULTURE INDUSTRIES CLUB

The business success of 'The triplets'

PARTICIPATING: Roser Capdevila,
illustrator and creator of "The triplets"



Last May 2nd, the Culture Industries Club organized an event spotlighting the history and worldwide success of "The triplets". Capdevila gave a review of her life and the arrival of triplets, which became the source for her most well-known work.

BUSINESS AND SOCIAL RESPONSIBILITY CLUB

Threefold results accounting

PARTICIPATING: Etienne Butruille, Manager,
Advisory KPMG Global Sustainability Service.

Socially Responsible Business (SRB) has become a fundamental aspect for companies. The concern has reached such a point that organizations report its effects in what has been called "threefold results accounting" (economical, social and environmental).



BIT CLUB

Dialogue between the CIO and CEO: the managerial function and information technologies

PARTICIPANTS: Ginés Alarcón, CEO of T-Systems Iberia; **José María Añón,** General Manager for Spain of Multiasistencia; **Miquel Montes,** Assistant Director General and CIO of Banco Sabadell.

The lecture titled, "Dialogue between the CIO and CEO: the managerial function and information technologies", discussed the abilities of information systems managers, whose functions lead them to be in constant interaction with top management and other functional areas of the organization.



HUMAN RESOURCES CLUB

Developing your leadership values and qualities

PRESENTATION: Oriol Pujol, director of the Human Growth Institute, Bombay (India); and **Mary Pujol D'Sousa,** co-author, with other specialists, of Personal Growth, from the book Tanto Creces, Tanto Vales.



The lecture given last April 19th was based on how to identify and develop our personal, interpersonal and social values, as well as the main quality of leadership: influence.

COMMUNICATIONS CLUB

Businesses and the Economy section: a very special relationship

PRESENTATION: Manel Pérez, Head of the Economy section of La Vanguardia; **Ariadna Trillas,** Head of the Economy section of El País in Barcelona; **Joaquín Romero,** Head of the Economy section of El Periódico de Catalunya; **Martí Saballs,** assistant manager of Expansión; Albert Closas, director and host of the economy program Valor afegit on channel 33.

The ESADE Alumni Communications Club started out last April 11th with a debate on the relationship between communications offices and the press. Guest speakers offered their viewpoint on a series of questions which sought to analyze the relationship between the media and businesses.



Events from previous months

ESPAI VICENS VIVES

Dinner with Xavier Bru de Sala at El Racó de Can Fabes, and lecture on “Social cohesion in Barcelona”, given by Barcelona’s mayor Jordi Hereu (Lic&MBA 90).

MARKETING CLUB

“Immunity to rumors”, a lecture which analyzed measures to be taken when facing such situations, and presentation of the book Virus. Un relat sobre el perill dels rumors a les organitzacions, by Ferran Ramon-Cortés (Lic&MBA 86). Lecture, “Manufacturer Brands”, concerning distribution brands, delivered by President of Nestlé Waters España, Lázaro Rivademar. “Internationalization at Inditex”, lecture delivered by the Communications Director at Inditex, Jesús Echevarría.

LAW CLUB

Lunch-discussion at the Equestrian Circle in Barcelona, titled “The SGAE [General Society of Authors and Publishers] faces the digital revolution.”

CHINA BUSINESS CLUB

“Young India: a new beacon in business”, lecture with the participation of Sanjay Peters, ESADE professor.

OPERATIONS CLUB

“Logistics and Operations at Mango”, by Enric Casi, Director General of Mango.

BIT CLUB

Presentation of the IBM Barcelona Lab. case, carried out by professors Xavier Busquets and Joan Ramon Mallart.

CHINA BUSINESS CLUB AND HUMAN RESOURCES CLUB

Presentation of the research study on internationalization of Spanish businesses in China.

PUBLIC MANAGEMENT CLUB

Strategic management in organizations from the public sector

SPEAKER: Michael Barzelay, professor at the London School of Economics and Political Science.

Michael Barzelay was the guest for this event which aimed at a deeper understanding of how to strengthen organizational capacity for developing, tuning and redirecting strategic management, taking strategic development as an organizational function linked to innovation.

Dinner-discussion with the ESADE Alumni Health and Pharma Club

The ESADE Alumni Health and Pharma Club organized a dinner-discussion with a presentation of the new board and the club’s sponsor, AGFA Health-Care. Upcoming activities and new members were also presented.



REAL ESTATE CLUB

Real estate developers analyze growth formulas

SPEAKERS: Rafael Santamaría, president of Reyal Grupo and Inmobiliaria Urbis; **Luis Nozaleda**, president of Nozar and vice-president of Grupo Inmocaral, and **Luis Portillo**, president of Inmobiliaria Colonial and Grupo Inmocaral.



Last March, the conference Growth Formulas in Real Estate addressed future expansion of this sector in conjunction with the following issues: motivations for growth, synergies, financing, and future trends in real estate companies.



Contact clubs by e-mail through www.esadealumni.net → Alumni Network.

Sponsors

Activities of Functional and Sectorial Clubs are possible thanks to collaboration from the following companies:

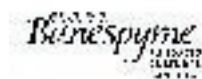
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The first experience a success



The Alumni Giving Back Project

THE OBJECTIVE OF THE ALUMNI GIVING BACK PROJECT IS TO USE THE MANAGEMENT EXPERIENCE AND SKILLS OF ESADE ALUMNI TO BENEFIT SOCIAL PROJECTS IN THIRD SECTOR ORGANIZATIONS. WITHIN THIS PROJECT, UNPRECEDENTED IN EUROPE, THE ESADE PRO BONO ALUMNI CONSULTANTS INITIATIVE WAS CARRIED OUT. THE FIRST EXPERIENCE, COMING TO A CLOSE THIS PAST MAY, WAS VERY WELL RECEIVED.

Teams formed by ESADE teachers, experienced alumni and current students offered consultancy services to non-profit organizations. A total of five projects were carried out: two in Madrid (Tomillo Foundation and Balia por la Infancia Foundation), and three in Barcelona (Arrels Foundation, Èxit Private Foundation and the Multiple Sclerosis Foundation).

OBJECTIVE ACCOMPLISHED ARRELS FOUNDATION

This foundation needed to make adjustments to meet the “Transparency and Good Practices” requirements established by the Lealtad Foundation. Project objectives involved studying these requirements and having them incorporated into their own guidelines. For this purpose, ESADE Pro Bono Alumni Consultants established periodic evaluation methods. Their objective was for Arrels to meet those requirements that were not already in place.

ÈXIT FOUNDATION

The work focused on designing a specific HR plan for each of their internal groups. The internal struc-

ture of the foundation to date presented huge challenges, since the organization was working simultaneously with three groups that differ widely in characteristics and situation.

The call for participants for the second cycle of Alumni Giving Back will begin in September

MULTIPLE SCLEROSIS FOUNDATION

The project consisted of carrying out an external analysis (market research) that would provide a diagnosis of opportunities and threats, as well as an internal analysis for determining strengths and weaknesses of the organization.

BALIA POR LA INFANCIA FOUNDATION

The objective was to design a strategic plan for the period 2008-2010, in order to define in a practical way the “what” (philosophy and market analysis), the “how” (implementation in each area) and the “when” (organization), to guide their course over the next three years.

TOMILLO FOUNDATION

The basis was to determine whether a new, proposed training

María Quintana (MBA 01), Product Manager at Pierre-Fabre, and project participant





Working team at the Ballia Foundation, from the ESADE Alumni Consultants for Solidarity Project

service was viable and how it might be self-financing, taking into consideration the competition and the possible market opening that it could fill. The consulting project consisted of analyzing the demand for this type of training and establishing the viability of the new business plan.

A SECOND CYCLE

After the success of the first experience and the enthu-

siastic response of ESADE alumni, a second cycle is targeted to begin in the coming school year 2007-2008. In this respect, keep in mind that volunteers in the Pro Bono Alumni Consultants are required to have ESADE Alumni membership, and that participation requires only 1-2 hours per week (4-8 hours per month) during a period limited to six months.

ALUMNI GIVING BACK COUNCIL

Josep Santacreu (PMD 89),

Managing Officer of DKV Insurance

Ignasi Carreras (SEP 06),

Director of the ESADE Institute for Social Innovation

Alfred Vernis (Lic&MBA 88),

Head of Training for the Institute for Social Innovation

Germán Castejón (Lic&MBA 81),

President of ESADE Alumni

Sonia Navarro (MBA 81),

Director of the Alumni for Solidarity Project

Julián Carranza,

Director of Greenpeace participation

Mar Vila,

Professor in the Department of Financial Management & Control

Calendar for the ESADE Pro Bono Alumni Consultants

- A number of third sector organizations from Spain are selected in July of each year; these organizations must present a proposal for which they need specialized management assistance.
- Alumni are informed of the beginning of the process in September, so that those who are interested may enroll.
- Also in September, the head team selects the most feasible, interesting projects and holds initial diagnostic meetings with those non-profit organizations whose projects have been chosen.
- At the end of September, alumni interested in collaborating are called to a meeting for a presentation of the needs involved in the selected projects.
- Between November and May, consulting assignments are carried out, according to a work calendar previously established by both parties; the assistance culminates with a final report that is presented to the respective entities.

Participants speak out

THE CHANCE TO DO SOMETHING

Collaborating in the Alumni Giving Back Project has been a very positive experience. I think that often, we ESADE alumni would like to do something to improve our social environment, but we don't know how. Alumni for Solidarity gives us the chance to take advantage of our professional experience and knowledge and put them to use in the third sector. Moreover, I believe that the business world and the third sector have much to learn from each other, so it has also been a learning experience for me.

I recommend it to all alumni!

Paco Prat (Lic&MBA 97)

Marketing Manager, Unilever Dressings

A NEW WAY OF WORKING

Being consultants for solidarity for ESADE Alumni gave us the chance to become familiar with a different way of working, creating a strategic framework in an environment full of children, in addition to being able to share different opinions and viewpoints, both among ESADE alumni as well as with the foundation.

It is hard to describe the satisfaction of being able to encourage growth and professionalization in foundations whose mission is to develop values in children at risk for social exclusion, in addition to sensitizing society about this type of situation.

Working as a team with the foundation was key to the project's success. The professionalism, enthusiasm and involvement of the entire Ballia team were the perfect complement to applying methodology and knowledge acquired at ESADE to development of a strategic plan.

Why limit ourselves to contributing only to our companies when we can contribute also to society?

Fernando Ibáñez (Master's in Marketing Mgmt 05)

Product Manager, Hilti ESPAÑOLA

For further information, contact

Sonia Navarro

Director of the Alumni Giving Back Project

alumni.solidari@esade.edu

Are you updated?

IMAGINE THAT ESADE ALUMNI RAFFLED A MAGNIFICENT TRIP TO ONE OF ITS MEMBERS: HOW WOULD WE CONTACT YOU IF WE DON'T HAVE YOUR NEW CELL PHONE NUMBER? OR YOUR E-MAIL ADDRESS AT THE COMPANY WHERE YOU STARTED WORKING RECENTLY? HAVING AN UP-TO-DATE DATABASE IS VERY IMPORTANT FOR EVERYONE, AND ONLY YOU CAN HELP US.

Having your current contact information is fundamental for keeping in touch.

YOUR DATA ARE IMPORTANT
In the coming months ESADE Alumni will pursue a campaign whose objective is to update the data on alumni currently in our database. This is a process where collaboration from the alumni themselves (members or not) is fundamental; you will be hearing from us about it by e-mail and also telephone.

HOW TO DO IT?
www.esadealumni.net



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Mientras tú piensas en sacarle brillo a la foto de familia... ¿quién piensa en tu trabajo?

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Michael Jensen

TALKS WITH JOSEP BISBE ON LEADERSHIP AND INTEGRITY



READING TIME:
6'

Josep Bisbe: Your latest work deals with leadership models. In your work, how do you define the concept of leadership, and what is the relationship between leadership and management?

Michael Jensen: My definition of leadership is independent of leaders themselves, and focuses on leadership as a process. We can think of a leader practicing this process, of course, but in our work we study leadership as a process made up of four components, independent of leaders' specific personal characteristics. To begin, leadership is produced in the context of a culture where

an inspiring vision is created, one capable of attracting a large enough number of persons with the right giftings and qualifications to be motivated by this vision. A second component of leadership has to do with getting individuals to understand what the vision is and to willingly and publicly commit themselves to it, giving their word in favor of bringing this vision to pass. The third component is not so obvious, and has to do with creating a system which identifies what my coauthor Allan Scherr and I refer to as “breakdowns”.

J.B.: And what do you mean in this context by “breakdowns”?

M.J.: A breakdown is a situation where, given all that we know about the world, about where we are and about our vision (and therefore, what our objective is), we come to understand that—given where we are and where we want to be—we are not going to get there. This is what we call a “breakdown situation”. And even though this is not at all intuitive, an important part of leadership has to do with creating systems that identify these breakdowns and make them known, that get the word out as quickly and as soon as possible. Because it is in the context of these breakdowns

“A leader is a normal, everyday person with an extraordinary vision and a high level of integrity in his or her commitment to that vision”

MICHAEL JENSEN HAS BEEN A MEMBER OF THE ESADE INTERNATIONAL ADVISORY BOARD SINCE MARCH. CONSIDERED TO BE ONE OF THE FATHERS OF AGENCY THEORY, THIS PROFESSOR EMERITUS FROM HARVARD BUSINESS SCHOOL SPOKE WITH JOSEP BISBE, ACADEMIC VICE-DEAN AND SENIOR LECTURER IN THE ESADE DEPARTMENT OF FINANCIAL MANAGEMENT AND CONTROL, ON THE TOPIC OF LEADERSHIP AND INTEGRITY APPLIED TO ORGANIZATIONS.

that the breakthroughs needed for reaching the vision take place.

Once again we must place this in the context of what vision is: leadership has to do with creating something that no one in that moment knows how to create. If it could take place in a predictable fashion through normal system operations, then leadership would not be needed to bring it about. Leadership has to do with someone, some system or some group that creates a vision which would not take place in a predictable fashion, a vision that no one, in fact, knows how to make happen. Thus, leadership inevitably produces “breakdowns”, but thanks to these very breakdowns, the vision is ultimately attained.

J.B.: About these breakdowns, what is the usual human reaction to discovering them?

M.J.: The usual reaction after discovering that we are not getting what we are after is to resist, become depressed, deny it, blame ourselves, or

keep it a secret. Both Allan Scherr and I argue that all this is counterproductive. To our view, the fourth component of leadership involves developing systems which optimally manage these breakdowns so that people see them not as problems to be resisted, but as opportunities for bringing about a breakthrough. Any initiative which seeks to attain something that has never yet been attained is guaranteed to encounter breakdowns, occasional failures. But these breakdowns can be managed. Optimal management of breakdowns is where people look at a failure full in the face and recommit themselves to the vision. The most interesting thing we have discovered is that, when enough people from a team willingly and publicly recommit themselves to the vision, facing up to the failure, the breakthroughs usually happen within minutes or hours.

J.B.: What are the characteristics of this commitment or recommitment?

M.J.: The fact is, if leaders are not committed to the vision they have created, then everything turns into manipulation and people realize this right away. This is why leaders must be passionate for their vision and really committed to it, meaning that they are determined enough to not be dissuaded by simple breakdowns and momentary failures. We call this “integrity”. A leader is a normal, everyday person with an

“I often feel that the visible leader gets too much credit for the leadership which is actually exercised”

extraordinary vision and a high level of integrity in his or her commitment to that vision.

J.B.: In this model where integrity plays such a critical role, does integrity imply that commitments must always be met?

M.J.: Integrity, as we define it, means keeping your word, even though it will not always

be possible to meet the commitment (precisely because the vision is ambitious). Keeping your word involves meeting commitments whenever possible, and when it is not possible, making this known with the greatest possible lead time, and taking on yourself the cost of any resulting disadvantages caused to the other party.

J.B.: If integrity is related to leadership and means keeping your word, does leadership have moral implications?

M.J.: Implicitly, yes. Both in the way I have defined vision and adhering to this vision, as well as in the idea of the leader's commitment and the voluntary commitment of diverse individuals who must be involved in the vision in order to bring it about, of course there are underlying values. The vision cannot violate the moral, ethical or legal codes of the group that is bringing it about.

J.B.: You stress in your work that it is crucial for leaders to know where they are and where they are going. Beyond that, to what extent is it important for leaders to know themselves as persons?

M.J.: Integrity for an individual or for a leader implies being able to be totally and completely yourself, to keep your own word to yourself. Therefore, people who do not know themselves, and those who are incomplete with themselves, are not going to be great leaders. They will be inconsistent, unreliable, and in this type of setting it is unlikely that they will attract people who will voluntarily commit themselves to achieving a vision.

J.B.: After your experience in Harvard Business School, and having known many managers and future managers, have you observed among the participants in your programs any distinctive

characteristics which indicate leadership ability?

M.J.: In the past I would have characterized this as strength or determination, but now I think I would call it integrity. Integrity is really the basis on which leadership is built. It can be a person's integrity or a group's integrity. In fact, rarely is leadership exercised by a single person. Even though we almost always think of leadership in terms of individuals, an important part of leadership has to do with being able to gather support from others. I often feel that the visible leader as an individual gets too much credit for the collective leadership which in the end is what really mobilizes an organization.

J.B.: In this regard, how can we as business schools help develop better leadership in organizations?

M.J.: I think we have not even begun to do

all that we can, because there has been much confusion about leadership. In business schools we could do much better by doing research and teaching about the four components of leadership that I have mentioned. On the other hand, we must also offer students a far better understanding of the role of integrity in leadership, and I think that at most business schools we are not yet doing enough in this regard.

FIND BIBLIOGRAPHY BY MICHAEL JENSEN AT THE ESADE LIBRARY www.esade.es/biblio

The key to leadership



JOSEP BISBE (Lic&MBA 84)
josep.bisbe@esade.edu
 Academic Vice-Dean of ESADE, Bisbe is Senior Lecturer in the ESADE Department of Financial Management and Control. MBA from Yale School of Management, his research areas are management control in innovative businesses, professional organizations and health organizations. He has written several articles on these topics for both national and international media.



PhD in Economics and MBA from the University of Chicago, Michael C. Jensen's academic credentials include, in addition to his long career at Harvard Business School, four appointments as doctor honoris causa from the Universities of Leuven (Belgium), Berne (Switzerland), Rochester (USA) and Toronto (Canada). In 1973 he founded The Journal of Financial Economics (one of the world's top three periodicals in economics) and has published numerous books and reference articles on leadership and integrity applied to organizations. Additionally, he became a member of the ESADE International Advisory Board last March.



josemaria.alvarezdelara@esade.edu

Director of the ESADE Center for Culture Industries, and of the ESADE Executive Education Management Control program. Visiting professor in Management Control and in Culture Industries at the HEC, since 1984 he has been a collaborator and professor in the ESADE Financial Management and Control Department. He has worked for Monsanto Chemical (United States, Belgium, France, Spain) as an engineer, for CPC Corn Products Corporation - Best Foods (United States, Spain) as financial director, and at Masson - Vivendi (Spain, United States, Latin America), in functions as managing officer.

The culture industry: rising value

THE YEAR 2007 MIGHT BE REMEMBERED IN OUR COUNTRY AS THE YEAR WHEN, FOR FIRST TIME, RESULTS ARE PUBLISHED FROM A STUDY, SPONSORED BY THE MINISTRY OF CULTURE, WHOSE AIM IS TO ESTIMATE THE ECONOMIC VALUE OF THE CULTURAL SECTOR AND OF INTELLECTUAL PROPERTY, AS WELL AS THEIR CONTRIBUTION TO THE SPANISH GDP. THIS OCCURRENCE DEMONSTRATES THE IMPORTANCE ASSUMED BY ECONOMIC VALUE CREATION IN CULTURE INDUSTRIES, BOTH FOR SOCIETY OVERALL AND FOR THE PUBLIC ADMINISTRATION.



READING TIME:
4'

The study, rigorous in its formulation if somewhat out of date in timeframe—covering the period 2000 to 2004—reveals a contribution to GVA (Gross Value Added) of 3.2%, a 3% share in the GDP (Gross Domestic Product) and 6.2% growth. Surprisingly, these results place culture industries above other sectors such as energy, agriculture, livestock or fishing.

IT IS DIFFICULT IN THIS SECTOR TO DEFINE BOUNDARIES FOR WHAT ACTIVITIES CAN BE INCLUDED IN THIS SPHERE

One difficulty with cultural industries is defining the boundaries for what activities can be included in different studies. Several international organizations, such as the OECD or the EU, offer classifications and categories. In this study from the Ministry of Culture, the

following categories are included in the cultural sector, in addition to cultural heritage:

- Archives and libraries
- Books and press
- Plastic arts
- Performing arts
- Cinema and video
- Television and radio
- Recorded music

Activities associated with intellectual property, on the other hand, include such fields as computer science and advertising.

Chart 1 shows the categories' contributions to the GDP by sector.

Lacking international standardization of categories, it is difficult to specify elements for comparison with other countries. This leads us to rough estimations—according to this study—placing Spain amid a group of countries

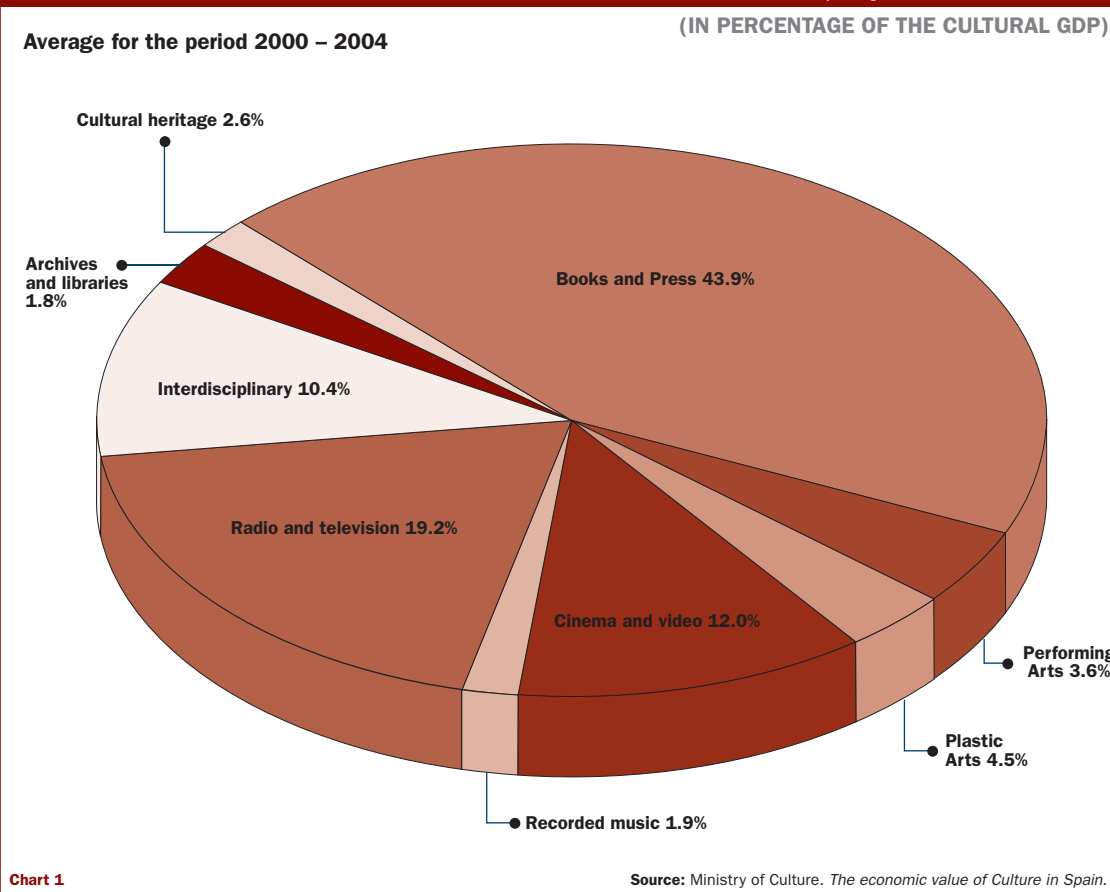
such as Australia, Canada, France, United States and United Kingdom. This data should be used cautiously, precisely because of the different criteria used per country.

At any rate, this study and other contributions demonstrate something which we already knew, but which has lacked official recognition: the culture industry creates economic value at a sustained, growing rate. Other sources indicate that direct employment related to culture industries comprises approximately 500,000 jobs, in other words, nearly 3% of employment, with an estimated annual growth of 6%.

In recent years, ESADE has been making the effort to reflect on, to do research and to share knowledge about value creation in this thriving sector.

The academic approach, obligatory for a teaching institution, has led to development of a general model applicable to culture industries (see Chart 2).

Contribution of cultural activities to the GDP, by sectors



The viewpoint of alumni from this sector

ANTONIO GARRIDO
(EDIEF 89)

Director General of Grup Edebé and president of the ESADE Alumni Club for Cultural Industries

According to Antonio Garrido, this is a very interesting time for culture industries, since they are immersed in an integration process with cultural products that increasingly cross social sectors, are multi-format and multi-canal. He further highlights that the main challenges facing the sector for the future are “integration and collaboration between companies in order to make possible more complete cultural offerings that unite the concepts of leisure and culture”. This means a very near future, “where technology will substantially improve accessibility of cultural offerings for both groups and individuals”. By contrast, with regard to the main difficulties to be faced, he notes that “culture industries have traditionally gone out to international markets to buy, but at this time we have very competitive culture businesses, products and offerings that can now go abroad to sell.” In this opening, the Spanish language has made it possible for culture industries from Spain to develop significantly in Latin America, even if “this same strength has been a weakness in other markets”. Regarding the piracy problem, he feels that it should be dealt with mainly “by sensitization and awareness campaigns, but there should also be a suitable, proportionate penalty structure established. These measures would allow for an increase in volume of product distribution and would encourage a decrease in prices.”



ALFONSO VENTOSA
(LIC&MBA 84)

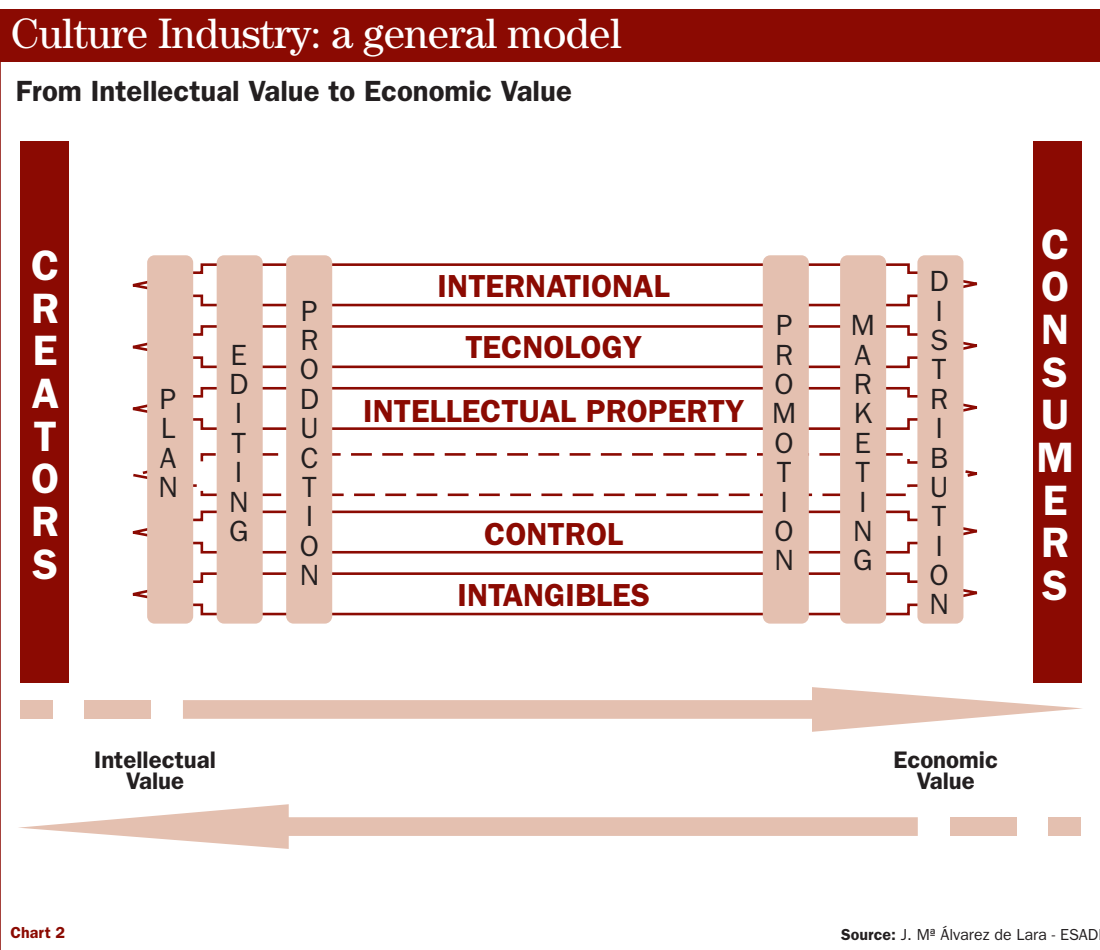
Consultant in the Culture Industries sector

Regarding the situation of the culture industries sector, Alfonso Ventosa comments that “we are at a good moment, improving weak points and searching for a balance between foreign and domestic market orientation”. In this setting, with an increasingly more globalized market, “new audience capture and fidelity are essential, while self-complacency and lack of honest criticism are risks for the future”, he adds. About new technologies, he comments that, “though it has already been significant, it is still modest compared to the impact foreseen in the coming years: increase in broad band, wireless, mobility, growth in digital services, digital convergence and integration”. In contrast to these positive aspects, the main difficulty to overcome concerns internationalization of Spain’s culture industry. According to Alfonso Ventosa, there is a need for “critical mass in order to face the global giants”, and that “often the key is in co-producing at the public/private level, and in a European dimension.” He does not see the Spanish language as a limitation, rather “that it is an opportunity”, while in the case of Catalan he affirms that “it represents a much smaller minority, but has found measures to successfully defend itself.”

This model has been adopted both for work at the CEIC (ESA-DE Center for Culture Industries), for the subject "Business management in creative and culture industries", as well as in training programs at businesses such as the Bertelsmann group (RandomHouse Mondadori, Círculo de Lectores, Printer, Huecograbado, Rotedic, SonyBMG, Arvato Services, G&J, etc.), the Planeta group, publishers and graphic industry guilds and associations, and in classes shared with HEC and ESCP schools in Paris and ESCT/ESEC in Toulouse and Barcelona. This model is useful for following the process from creation of what is called intellectual value, difficult to measure objectively, through to the creation of economic value, the most well-known form of measurement in business settings.

TIME AS THE CAPACITY FOR TRANSFORMATION

The time that passes between



MIQUEL JÓDAR
(MANAGEMENT CONTROL IN VALUE CREATION PROCESSES 01)
Controller, Lavinia Tec-Com Group

From his experience in the audiovisual sector, Miquel Jódar indicates that "the fact is today that this market is growing exponentially nationally and internationally as a consequence of two complementary variables: new formats such as digital land-based television and Internet, as well as new channels such as TV and distribution networks that become content providers". From this point, he considers that the challenge involves a concentration of companies "as a way to position themselves in a sector which is both mature and growing, to increase technological skills and internationalization". New technologies particularly will be "a critical success factor in coming years since they are what will provide greater infiltration of audiovisual content with lower production and distribution cost", he adds. On the other hand, "the variety of culture legislation" appears as one of the main difficulties for businesses in this sector in order to consolidate a homogeneous business model and one which "needs collaboration in those markets where it wishes to be present, thus limiting its own internationalization," he explains. In this same line, regarding piracy, according to Miquel Jódar the solution involves products that offer differentiating aspects "which allow us to give added value, at the same time being competitive". Another important point, he adds, "is teaching society that technology is not a tool for piracy, but rather a way to gain new forms and possibilities for consumers of culture".



PARIS QUERALT (LIC&MBA 05)
Publises Account Manager

Based on the fact that the culture industries sector surpasses 3% of Spanish GDP, with a value over 25 billion euros, Paris Queralt especially highlights the important process of reconfiguring and adapting to the change which the national television sector is currently undergoing, "a historic revolution with the arrival of two new open networks, Cuatro and laSexta". Add this dynamism to the dynamism in video production, "with the fusion of Mediapro and Globomedia and later, forward integration with the launching of LaSexta and the purchase of Endemol by Mediaset-Telecinco and Goldman Sachs". In this environment, challenges facing the Spanish audiovisual sector include legal issues and the definition of business models. He is also clear about key internationalization issues, indicating that "for Spanish business, Latin American culture is a natural first step in geographic expansion." In this expansion, Paris Queralt does not consider the Spanish language in itself "any kind of limiting factor, as long as the value proposal being made is competitive and accompanied by good international marketing." Additionally, he comments about piracy, "the user has opted for replacing his consumption through alternative means, basically Internet, at no cost whatsoever, an alternative which has no competitor." Despite this situation for the classical recording and distribution industry, he clarifies, "interesting steps are being taken that involve providing greater value to the consumer. For example, some groups are using it as an exclusive means to gain access to a certain promotion, get free concert tickets, etc."



LLUÍS FERRANDO (LIC&MBA 69)

Cinema and television producer

Beginning from the basis that culture “is a rising value in every sense”, Ferrando feels that culture industries also follow this upward trend and that “it is no longer questioned that they have become a profitable investment”. With this positive view in mind, he indicates that the main challenges facing the sector in Spain include “lack of genuine creators, there are more and more creators of culture, but more and more similar to one other”. He also indicates that there is “a constant danger: that the industry completely devours culture and this leads to a loss of consumer interest”. When asked to what extent the Spanish language limits the growth of Spanish businesses, he shows his dissatisfaction with the fact that “in Spain, unlike truly civilized countries, support for culture is not a question of State but rather of the sympathies or disinclinations of whoever is in office.” Concerning that other controversial topic, piracy, the solution involves “tougher sanctions, but especially applying those sanctions and of course lowering prices and offering a better product.” In contrast, he is optimistic about the role of new technologies in the development of the audiovisual sector in recent years, since “windows for exploitation have been multiplied. In cinema we have gone from movie theaters only to all kinds of TV (Pay, VOD, NVOD, etc.), DVD, computers, cell phones, and so on”.

JUAN PEDROL SALVADO

(MKTG LEADERSHIP & MANAGEMENT 92)

Partner - Head of Consulting, Salesmasters

As a member of a marketing and sales consultancy which has collaborated in several projects for publishing companies, Juan Pedrol comments: “with regard to this part of the sector, weak barriers to entry, combined with marked segmentation of buyers, make it very complicated to provide books to the reader with any profitability.” From this scenario, the main challenge is to “acquire units with enough critical mass to allow for necessary continuity”, without overlooking distribution.

It is precisely in the aspect of distribution where he indicates “the need to especially focus on the impact of new technologies. Today there are interdisciplinary teams who, based on e-marketing techniques, are managing to move editorial products more efficiently. As is nearly always the case, the key is to take action, to change.” When speaking of difficulties pertaining to culture in Spain, he feels that “perhaps the greatest one lies in the lack of a country definition, oriented to selling our culture”. Regarding any limitation to the growth of Spanish culture businesses due to the Spanish language, Juan Pedrol takes into account that some sources already estimate 500 million Spanish-speakers worldwide, and he comments, “this is no small figure”. Another current issue for culture industries is piracy, where he underscores the need for tougher sanctions, lower prices, and offering a better product with more extras. These are “complementary proposals which are worth moving forward.”

creation of intellectual value and attainment of real economic value determines the business capacity to transform, and for consumers to assimilate, the result of the intellectual value creation process. This value creation is essential for continuing to feed creative capacity. In the case of certain cultural activities such as painting, sculpture and architecture, this economic value creation can be extended over time, and then we speak of creation of future cultural heritage. Today everyone knows that Van Gogh did not sell a single painting during his lifetime, and that economic recognition came long after his presence on the scene. Obviously, the question remains whether Van Gogh would have produced so much intellectual value in an economic situation comparable to that of Jules Verne.

The model makes use of the term “consumers”, which might seem odd in some cultural areas. The idea of “consumers” evokes the condition of a passive subject under the

influence of marketing techniques, subject to pressures of fashion and consumerism, not to mention waste. When it comes to culture, it should not be surprising to see a cultural product promoted like some well-known dairy product, even though certain elite might consider it a sacrilege. Several philosophers and sociologists, including such notables as Hegel, Morin, Nietzsche, Spranger and Ortega reached the conclusion that “culture is becoming the heritage of the masses and not of the elite”. If advertising, marketing and distribution techniques increase the culture industries market, so be it.

The large superstore and supermarket chains in just a few years have become main players in the spread of cultural and leisure-related products. Technology as a distribution engine forces change in the economic model for some sectors. It is well known that there has never been so much consumption of music and visual image in our society, and

the traditional business model falls down repeatedly while we wait for that necessary reaction from businesses involved in this transformation. All this indicates that the culture industries sector is on the rise. There is no doubt that intellectual value follows this trend and that results in terms of contribution to gross value added and to gross domestic product are similarly on the rise. The day that accounting organizations allow incorporation of such intangibles as passion and glamour onto the balance sheets, then culture industries will surely be a rising value.

Are you interested in activities in this area?

Contact the ESADE Alumni Culture Industries Club
(clubindustriasculturales@alumni.esade.edu)

**For more information (Spanish only),
see the Culture Industries Flash at Guíame!**

www.esade.es/guiame/flashs/sectoriales/cultural

Arrels, Multiple Sclerosis Foundation, and Èxit Private Foundation

Working on behalf of solidarity



MULTIPLE SCLEROSIS FOUNDATION



ARRELS FOUNDATION



ÈXIT FOUNDATION



READING TIME:
3'

THE ARRELS FOUNDATION, THE MULTIPLE SCLEROSIS FOUNDATION AND THE ÈXIT PRIVATE FOUNDATION WORK IN CARE FOR THE HOMELESS, IN IMPROVING QUALITY OF LIFE FOR PERSONS WITH MULTIPLE SCLEROSIS, AND IN SOCIAL AND LABOR-RELATED INTEGRATION OF YOUNG PEOPLE, RESPECTIVELY. ALL THREE ARE PARTICIPANTS IN THE ESADE ALUMNI FOR SOLIDARITY PROJECT.

An unprecedented initiative

Last year, within its Alumni for Solidarity project, ESADE Alumni launched a first, unprecedented initiative, **ESADE Consultants for Solidarity**, whose purpose is to equip alumni who wish to participate actively in the third sector by collaborating as volunteers with NGOs, associations or foundations.

On pages 16 and 17 of this issue we take stock of this first year of the initiative, and we invite alumni to sign up in the next call for participants.

Additionally, if you are already working or collaborating in solidarity projects, we would like to know about it. Contact us at alumni.solidari@esade.edu

TRAINING IN NON-PROFIT MANAGEMENT

- Leadership and Social Innovation in NGOs
- Management in Non-Governmental Organizations

Find out more at www.exed.esade.edu → Open Programs

ARRELS FOUNDATION

Arrels is a private foundation devoted to care of the homeless in Barcelona. It was founded in 1987 through the initiative of a group of people who wished to respond to the homeless issue, at a time when public services were offering minimal, insufficient services. Since then, Arrels has provided care to more than 5,500 persons through direct care programs and by promoting social sensitization programs.

To carry out their mission, the foundation offers:

- Street programs, programs for access to housing, hospitals and residences
- A walk-in center offering services such as showers, clothing, check-room and pharmacy, in addition to carrying out various activities.
- An occupational workshop, where habits for everyday life and



The Arrels Foundation works to provide a response to the homeless issue and to encourage labor reintegration for this group

for coexistence are worked on, as well as craftsmanship work. Last year, Arrels also initiated a project aimed at labor rehabilitation for homeless persons, an objective where support from businesses is fundamental. While economic, material and in-kind donations continue to be the most common ways to collaborate, recently the figure of the professional volunteer

has become increasingly important. This involves businesses which “lend” one or more of their workers to carry out some task at the foundation during a period of time. From the Alumni for Solidarity Project, eight ESADE alumni were accompanied by four other persons from the driving team, led by ESADE professor Mercè March.



How to contact Arrels

Arrels
 c/ Riereta, 24 baixos, 08001 Barcelona
 Tel. 93 441 29 90 - Fax 93 441 00 77
 www.arrelsfundacio.org
 info@arrelsfundacio.org

MULTIPLE SCLEROSIS FOUNDATION (FEM)

Since 1989, encouraged by results found in similar organizations in the United States and other European countries, the Multiple Sclerosis Foundation (FEM) has been working to improve quality of life for persons suffering from this disease, as well as to set aside resources for research. Some of the different serviced offeres by FEM include:

- Information and advising: sufferers and their family group are informed on social and assistance matters
- Rehabilitation: the positive rehabilitation experiences found in different European countries led the foundation to create the first center in Barcelona (Hospital de Día de Barcelona) in 1995. Later, a network was created with centers in Girona, Reus, Lleida and Madrid, equipped with interdisciplinary units for the comprehensive treatment of

this illness. These hospitals offer a range of services from general medical and rehabilitation care to job training for persons suffering from multiple sclerosis or other neurological disabilities. Social sensitization campaigns carried out by FEM include Mulla't Day – “Get yourself wet”¹, supported swimming for persons suffering from multiple sclerosis – organized at more than 800 swimming pools in

Spain and involving more than a thousand volunteers. The foundation’s unwavering commitment to society has led them to meet every proposed objective, and this has won them the confidence of government offices and businesses which collaborate with the project. Similarly, 7 former students from Alumni for Solidarity collaborated at FEM, along with three other persons, in a team led by professor Gerard Costa.

Improving quality of life for persons suffering from multiple sclerosis and directing resources to research is FEM’s challenge

How to contact FEM

FEM
 c/ Tamarit, 104
 08015 Barcelona
 Tel. 902.11.30.24
 www.fem.es
 info@fem.es



ÈXIT PRIVATE FOUNDATION

The project was initiated in the historical district of Barcelona in the year 2000, thanks to the initiative of a group of business persons with social concerns and who wished to involve the business world in social action. These individuals currently continue as board members of the Foundation. To meet their goal, they contacted organizations with a long tradition of social work, especially with young people.

The Èxit Private Foundation makes job placement possible for young people between 16 and 18 years of age who are in situations at risk for social exclusion

From there the Èxit Foundation was born, along with the project which bears its name, aimed at job placement for young people between the ages of 16 and 18 who live in a situation at risk for social exclusion, and who have not been successfully integrated in an academic and/or social setting. The project consists of a flexible path for social and labor-related placement, taking place over four phases:

- Phase 0, intake work, where individual interviews are performed with each young person who requests admission to the program or is referred by some other service.
- Phase 1, job orientation and learning, where young people are provided with basic habits and skills for the work world, in a practical fashion, and are encouraged to develop their own professional plan.
- Phase 2, specialized job training, carried out in the field of work which each young person has decided on during the orientation phase.
- Phase 3, search, placement and maintenance in the workplace, where each young person puts into practice the work he or she has completed during the phases of job search and practice training.

In this case, the Alumni for Solidarity project team was led by ESADE professor Mar Vila along with Coordinator for the Observatory on the Third Sector, Paul Vidal, and involved collaboration from nine ESADE alumni.



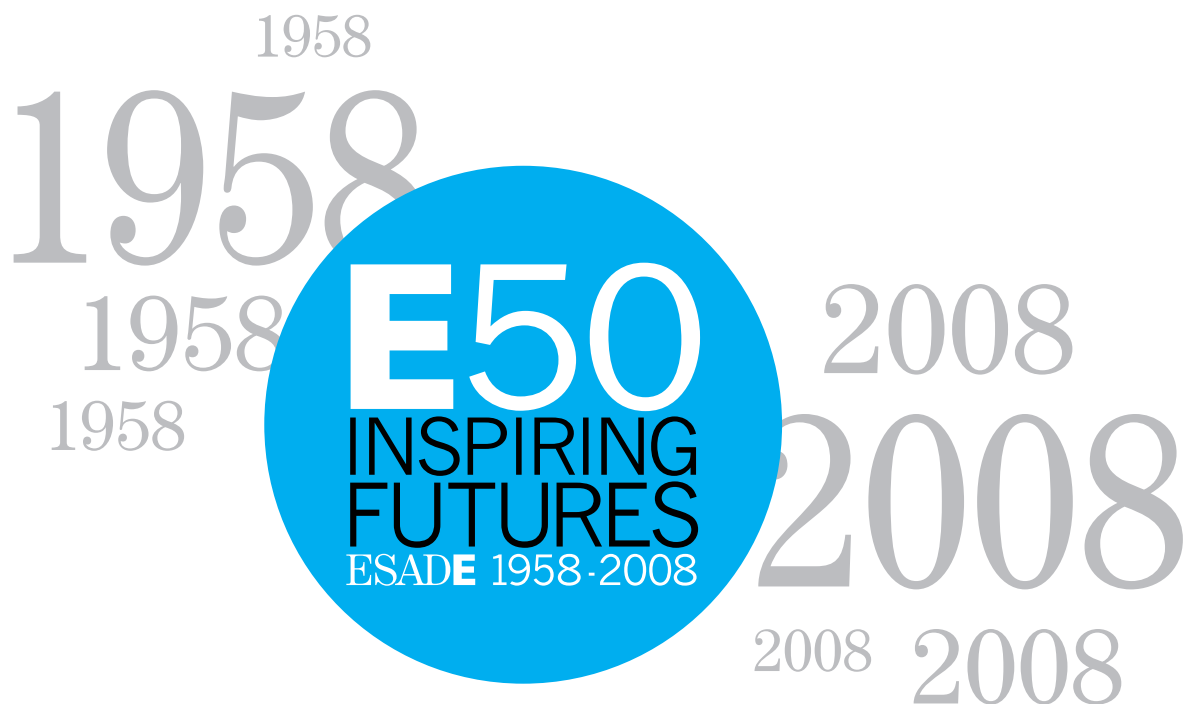
How to contact the Èxit Foundation

Fundació Privada Èxit
c/ Pelai, 44 3o
08001 Barcelona
Tel. 93 200 46 39
www.fundacioexit.org
info@fundacioexit.org

ESADE, 50 years inspiring futures

DURING THE ACADEMIC YEAR 2007-2008, ESADE TURNS 50. AND FROM THIS PUBLICATION WE WANT TO CONTRIBUTE TO THE CELEBRATION BY SHOWING WHY THE SCHOOL CONCLUDES HALF A CENTURY IN SUCH GOOD SHAPE. IN THIS DOSSIER, WE PRESENT A FIRST LOOK AT THE ANNIVERSARY THROUGH SOME OF THE MAIN CHARACTERS. BUT SINCE IT WAS IMPOSSIBLE FOR ALL OF THEM TO APPEAR IN JUST 10 PAGES, THIS DOSSIER IS ACTUALLY AN INVITATION FOR ALL OF YOU TO PARTICIPATE AND HELP US CREATE THE 50TH ANNIVERSARY SPECIAL ISSUES TO FOLLOW. FOR THIS END WE HAVE WORKED OUT SEVERAL SECTIONS WHICH WE FEEL DEFINE THE PAST AND PRESENT OF ESADE.

- **MEMORY**, where we wish to hear about that moment or element in your passage through ESADE which impacted you in your later career.
- **E50 ENTREPRENEURS**, where we will tell you about the experiences of the greatest business entrepreneurs who were trained at ESADE. Andreu Mateu and his company Dreams&Adventures are the first protagonists in this first issue.
- **E50 BUSINESSES**, a section where we present those companies with the most ESADE alumni on staff. In this case, the company under the spotlight is HP.
- **E50 FAMILIES**, a kind of family portrait of those families who have made their way through ESADE. The Iglesias family opens our first issue.
- **E50 IN PICTURES**, a walk through the photographs that captured the most significant moments, as explained by one of the main participants. The narrator in this first issue is Josep Milà, Secretary of the Board of Trustees.
- **LETTERS TO ESADE**, reflections from notable persons about what these first 50 years at ESADE have meant. The first letter comes to us from Honorary Professor Carlos Comas from Nicaragua.



Marcel Planellas (PMD 87)

Professor and Secretary General of ESADE, ESADE Alumni Board Member representative

ESADE, our first 50 years

The next academic year marks 50 years since the initiative of a group of businessmen who contacted the Jesuits in order to create a school for business management and administration, to be called ESADE. Over the course of these years, ESADE has contributed to society through training in management and law, shaping competent professionals and socially responsible persons.

We would like this anniversary to become an opportunity for recognizing the contribution of people, businesses and institutions who have collaborated over the years to help ESADE become an institution now widely recognized as a center of excellence, both nationally and internationally. But above all, we want this to be a forward-looking celebration. At ESADE we are interested in the future: we train future leaders, we investigate topics of the future and we debate about future challenges for society. We look toward a future of diversity, where people, organizations and societies freely choose their own path. For the last fifty years ESADE has been inspiring futures.

ESADE Alumni association must be one of the main players in commemorating these first 50 years, what we call E50. This anniversary is for all of us who make up the ESADE community, and especially so for the alumni network. For this reason, the Annual ESADE Alumni Conferences for the next academic year, in Barcelo-

na and Madrid, are to be focal 50-year commemorative events where both clubs and Chapters have important roles as the organizers and protagonists of these celebrations.

With this dossier we hope to activate the ESADE alumni network with several E50 initiatives. We would like to collect memories of your days as students at ESADE, to find the businesses and families with the most ESADE people, to discover the ESADE presence in the various corners of the world, and the countries most present in ESADE, to know what 50 books which have most influenced you, find those alumni who you think are doing the extraordinary, and so

on. Moreover, a new photo album and a section for letters on E50 have been initiated. All this so you can participate and become a protagonist in our anniversary.

Between all of us we can make this 50-year celebration an occasion to activate the alumni network

As E50 coordinator, I would like to say that I am at your disposal, and any suggestions or comments are quite welcome. Among all of us we must make this 50-year celebration an occasion to activate the alumni network and launch new projects to strengthen ESADE and ESADE Alumni for the next 50 years.



Moments to remember

WE WANT TO FIND OUT WHAT MOMENT, CONVERSATION, CLASS OR PROFESSOR MADE A DIFFERENCE IN THE PERSONAL OR PROFESSIONAL CAREER OF ALUMNI WHO MADE THEIR WAY THROUGH THIS BUSINESS SCHOOL DURING THE PAST HALF CENTURY. THE FOLLOWING ARE OUR FIRST RESPONSES, BUT WE WOULD LIKE MANY MORE.

CARLOS LOSADA (LIC&MBA 79)

Director General of ESADE



The teachers were what most impacted me in my passage through ESADE: Bieto, Güell, Miralles, Vázquez, Baruel, Bonet, or Antonio Marzal. Marzal I especially remember for his enormous capacity to make students learn while taking pleasure in thought, through intellectual dilemmas and re-viewing selections all the way from Plato to Marcuse, from Saint Thomas to Marx. I was fascinated by his ability to do a "reading" of human thought

and of social reality coherent with his Christian faith. Another professor worth highlighting is Eugenio Recio who for me was the greatest exponent of academic rigor in the social sciences, and an extraordinary example of personal and professional ethics.

ENRIC DE BOBES PELLICER (MBA 70)

Director General of Ciments Molins, S.A.



To select just one moment is very hard, but if I must choose one, I will pick the sociology classes with Professor "Nepo" García Nieto. Taken in the context of the era, that is, between 1966 and 1967, his classes represented for all of us liberalization and a whiff of fresh air which is hard to forget.

On a more pragmatic level, I would choose the statistics classes with Eduard Bonent, since, although I had it easier than some (having studied Industrial Engineering), even those students who had studied arts and humanities learned statistics. Quite an achievement!

PERE A. FÀBREGAS VIDAL (LIC&MBA 67)

Director, Natural Gas Foundation



Without a doubt my passage through ESADE is a story loaded with work. In my distant beginnings at the school, dating from 1962, I started to study for some strange degree that no one had ever finished and no one really knew whether it would work out, or if this educational program would disappear in a few days, but which had 13 subjects per year and very high demands. Later, in 1989, a new job and a new challenge: creating the ESADE Alumni

Association, still lacking in this successful and growing institution, after 30 years of existence.

CECILIA CHANG (LIC&MBA 88)

Director General, Global Contact



The moment which perhaps has most impacted me was the first class of my final year in MIM, that is, in 1988 when I was doing the fifth year of the degree program. That day, Professor J.M. Rodés made us draw a world map and indicate five geographic locations on it. Regrettably, none of us in the class were able to do it, and the professor showed us how "ignorant" we were. The rest of the course was a constant

provocation to awaken our interest and curiosity about the material, for example, reading more than 100 mandatory books, mandatory visits to the cinema, ending with a final exam covering a selection of topics that we chose ourselves.

JOAN ANTON CAMUÑAS I FEIJOO (LIC&MBA 64)

Partner & Director, CRS Sports&Cultura



What most impacted my professional career was not an isolated incident or individual, but the set of ongoing experiences that I lived during the 5 years of my degree program at ESADE. Knowing that our future and that of the school depended on what all of us together were capable of doing was, from my point of view, a very determining factor in our training and profession. Perhaps the most decisive moment was when I chose ESADE, since

at that time there was no point of reference in the country pertaining to the ESADE educational model. Truthfully my graduating class, as well as our parents, showed great confidence in the founders of ESADE and we can happily affirm that we were not mistaken.

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1958 2008

1958 2008

What's missing is you: Who or what impacted you on your way through ESADE?

We invite you to send us your responses so that we can share your experiences and make you the protagonists of our 50 year special.

Write us at E50memory@alumni.esade.edu

ESADE's entrepreneurial spirit



THE ENTREPRENEURIAL SPIRIT OF ESADE BUSINESS SCHOOL IS ONE OF THE ASPECTS THAT MOST DISTINGUISHES STUDENTS WHO MAKE THEIR WAY THROUGH OUR CLASSROOMS. IN THIS SECTION WE WISH TO REPORT ON THE PROFESSIONAL EXPERIENCE OF THOSE ENTREPRENEURS WHO RECEIVED THEIR TRAINING AT THE BUSINESS SCHOOL. ON THIS OCCASION, WE SPEAK OF ANDREU MATEU AND HIS EXPERIENCE IN BUSINESS.



ANDREU MATEU (LIC&MBA 86)

“I inspire people to follow their dreams”

Andreu Mateu is one of those people who has known how to convert his passions into a successful business. His passage through ESADE and the adventures he experienced were the driving forces that led him to create Dreams & Adventures and to take on “crazy acts” like rowing across the Atlantic.

Surely more than one reader will know the story of Andreu Mateu, the one that tells how, when he was 25, he sold everything he had (car, motorcycle, windsurf board) and went to the United States to study and work. Once there, he collaborated with the Chamber of Commerce and the company Barcelona Development Agency, until after “five years of stress”, he realized that all this did not make him happy. So it is that he sat down and wrote the report Where I have come from, where I am at and where I want to go, which led him to the conclusion that the world and different forms of transportation were the common denominator in his dreams. This is how he came to cross 120 countries via 130 different types of transportation, till returning to Spain in 1995, the year he created Dreams & Adventures, the product of fitting together his adventure hobby and self-improvement drive with a plan for work. Organizing outdoor and team building activities for company meetings and conventions has had wide acceptance in the market: “You make mistakes and

learn from your experiences, but success is based on that spirit of constantly improving what you do”, explains Andreu.

In January 2006 he proposed new challenges for himself, and decided to row across the Atlantic Ocean. His dream was fulfilled in a new, 96-day adventure from Gomera (Canary Islands) to the island of Martinica: “These experiences have helped me expand my horizons and gain self-confidence. People think I have some special physique, but it is all a question of the mind. You must have ambition and drive, determination, know how to face your fears with courage and keep going. The entrepreneur is a person with interests, ambition, courage and the ability to take on risks,” he admits.

Now, Andreu Mateu is focused on his role as motivational speaker: “To convey to people and inspire them to set new goals and keep fighting in the day to day. We all have an Atlantic to cross. Many people, when listening to me, discover new things inside that they want to do. Whoever follows a dream becomes unstoppable.”



Are you an E50 entrepreneur?

We are looking for entrepreneurs who have gone out from this school and have made their own business or organization a reality.

Thus, we invite you to propose different candidates from which we can build a list of entrepreneurs who might share their experience with us. Write to us at E50entrepreneurs@alumni.esade.edu

ESADE, the business school standard for HP



WE ARE LOOKING FOR THOSE COMPANIES WITH THE GREATEST NUMBER OF WORKERS TRAINED AT OUR BUSINESS SCHOOL. ON THIS OCCASION, OUR ATTENTION GOES TO THE HEWLETT PACKARD COMPANY, WHERE A BROAD REPRESENTATION OF ESADE ALUMNI IS ON BOARD.

ESADE and HP

More than 100 ESADE alumni are currently working for the largest information technology company in the world, Hewlett Packard, and are spread among the different worldwide locations of this US company. The most frequent positions include Operations Director, Financial Analyst, R&D Engineer and even upper management such as, for example, Ignasi Fonts (Lic&MBA 82), current vice-presidente of Hewlett Packard Inkjet Supplies Business, or Esteban Mogas (Lic&MBA 88), Director of Marketing for HP Indigo, Enrique Lores (MBA 93), Vice-president and Director General of HP or Mercè Barcons (Lic&MBA 91), Worldwide Director of HP Large Format Marketing. Thus, ESADE has become one of HP's principal suppliers. The flexibility offered by the students and the international nature of their studies at the business school are the main attractions that this US company finds in ESADE alumni.

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Some of the ESADE alumni who work at HP in Sant Cugat del Vallès

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E50
INSPIRING
FUTURES
ESADE 1958-2008

E50 Companies

The 50th anniversary of ESADE is also dedicated to all those companies that collaborate directly or indirectly with the institution, those who place their vote of confidence day by day in the education offered by this business school, and in those students who are trained here. For this reason, we encourage you to present your companies through these pages, and tell us about your experience with ESADE and its alumni. You can do so at E50companies@esade.alumni.net

**QUIM BERNARDÓ,
HR DIRECTOR FOR HP**

What do you most value in ESADE alumni that are working for HP?

Basically their generalist training and that they have a much broader vision than that offered by other schools. We're speaking of a flexibility issue, since when we interview a future candidate we do so thinking of their fit within the company. Secondly, there is the international component. The fact that ESADE offers programs for students to study in other countries is very positive for a company like ours that is looking for global orientation and diversity.

Speaking of flexibility, why is that so important to HP?

We are working with different business models due to the breadth of our portfolio, so we need this versatility in order to be able to adapt to each of these, and this is a vision which is also offered from ESADE.

Is ESADE one of the business schools which have provided the greatest number of professional workers to the HP staff?

When it comes to business schools, ESADE is the great supplier for our company. There is an excellent relationship between both sides, and we have been giving regular presentations on our company at ESADE for many years.



HP alumni tell how they feel about the HP-ESADE binomial



ANA ISABEL PEREA (MBA 00)
Large Format WW Intro Manager

Do you feel that HP and ESADE make a good binomial?

The common ground for me is the broad perspective on managing a business. A good manager not only must be an expert in his or her area of the business, but must understand other functional areas. This is a common value at ESADE and HP.



ALEIX ORIOL (MBA 2002)
Manager of the Color Group of the R&D Department

How do you think your training at ESADE has helped you in performing your work?

Basically, the Master's program opened my eyes to other ways of being organized and to discovering what else was out there besides HP. It also helped me understand the theory of the day to day in business, especially in other areas different from my own, such as Marketing or Finance.



JOSEP ESTALELLA (MBA 90)
Route to Market Manager

Do you feel that HP and ESADE make a good binomial?

Yes. I opted for ESADE because I believed that they had a very academic, precise focus that was much in line with the HP philosophy. HP is very much an engineering business, where they get down to the nitty gritty.



RAMON BERNAL (MBA 89)
Sales Director for Standard Servers

Do you feel that HP and ESADE make a good binomial?

I think that there are many connections because HP is a company whose values fit perfectly with the ESADE philosophy. For example, they give great importance to personal initiative and teamwork, and they are very ambitious in their objectives.



GEMMA GUIRAO (LIC&MBA 94)
Financial Analyst of the Large Format Finance Department

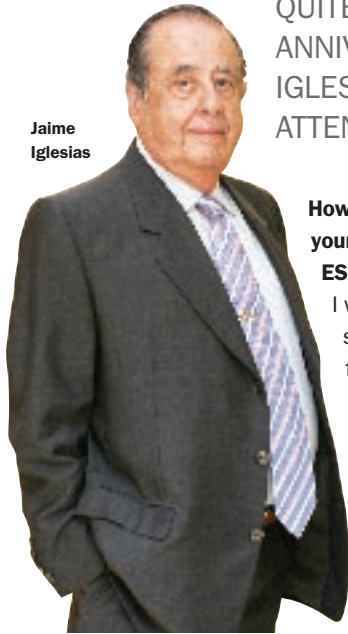
How do you think your training at ESADE has helped you in performing your work?

The degree helped me to find my first job, as it did for the rest of my graduating class. In the case of HP, studying at ESADE provided me not only with theoretical knowledge, but also with a way to work and to understand my day to day responsibilities.

The big family of ESADE

QUITE A FEW FAMILIES BOAST MORE THAN ONE ESADE ALUMNI, AND FOR OUR 50TH ANNIVERSARY WE WANT TO LEARN MORE ABOUT THEIR EXPERIENCE. FOR EXAMPLE, THE IGLESIAS-BACIANA FAMILY, WHERE THE FATHER AS WELL AS FOUR OF HIS FIVE CHILDREN ATTENDED ESADE. WE INVITE YOU TO MEET THEM IN THE LINES THAT FOLLOW.

Jaime Iglesias



How would you define your relationship with ESADE?

I would go so far as to say that it is almost a father/son relationship. On one hand, I had the immense satisfaction of participating in ESADE from its beginnings, from its first graduating class, as professor of Balance Sheet

Analysis. At the same time I have always felt and continue to feel like a true son of ESADE and I am very grateful for all that it has represented in my life, both personally and professionally.

Did you encourage your children to study at ESADE?

They did not give me the chance to, since they already decided on it themselves. But needless to say I was quite pleased (though I was excited about the Comercial de Deusto), even if I always told them that as a family we had no creativity: out of five children, four at ESADE and one daughter decided on law – and if ESADE Law School had existed in those days, it would have been the full deck!

What do you consider to be the main differences that exist between the two generations in their link with ESADE?

Generational circumstances have been different, and times have changed, but, of my children who are living, one—Mauricio—was a teacher for many years, and the others—Ricard and Begoña—especially the former, are still very connected to ESADE Alumni ... So the “sowing” has brought its share of “reaping”!

E50 Families

The story of ESADE is made up of all those families who have placed their vote of confidence in the institution since its beginnings. We gratefully acknowledge your contribution to making this school what it is today and we want to get to know you better through hearing your responses to these questions.

Contact us at

E50families@alumni.esade.edu

Maite Iglesias Baciana Private Foundation

Maite Iglesias Baciana was the fourth daughter of the Iglesias-Baciana family, who like her 3 siblings, studied at ESADE, Class of 1988. Unfortunately, Maite died some years ago, in 1995, and in order to carry on the name of the youngest of the Iglesias-Baciana family, the family created the Maite Iglesias Baciana foundation in Barcelona, with the purpose of providing economic resources to young women under the age of 30 who are committed to taking advantage of every opportunity to avoid social marginalization and to improve their future.

For more information: Maite Iglesias Baciana, private foundation

Address: Muntaner 333 - 08021 Barcelona - e-mail: fundacion@fmib.org - Web: www.fmib.org

How would the three of you define your relationship with ESADE?

We've kept a good relationship with ESADE since we were students. All three of us are connected to ESADE Alumni and we usually attend their events. Additionally, Maurici was a teacher at the school until a few years ago, and Ricard was on the Board of ESADE Alumni until 2 years ago. The best relationship with ESADE is through the people who remain connected to the school and through the many friends that we have kept since our student days. These same people were a tremendous support to us at the passing of our sister Maite, also an ESADE alumna.

Why did you opt for ESADE?

Due to our interest in the business world, to our father's effectiveness as advocate for the school, and because at the time we understood that ESADE was the best option due to its humanistic, academic, and business vision, and due to the quality of the teaching staff. And we are delighted to have made that choice.

Do you foresee future generations of the Iglesias family at ESADE?

We cannot make predictions, since, just like ourselves, our children will be the ones to decide what option to follow.

Ricard Iglesias
(Lic&MBA 81)

Begoña Iglesias
(Lic&MBA 86)

Maurici Iglesias
(Lic&MBA 80)



50 years in pictures

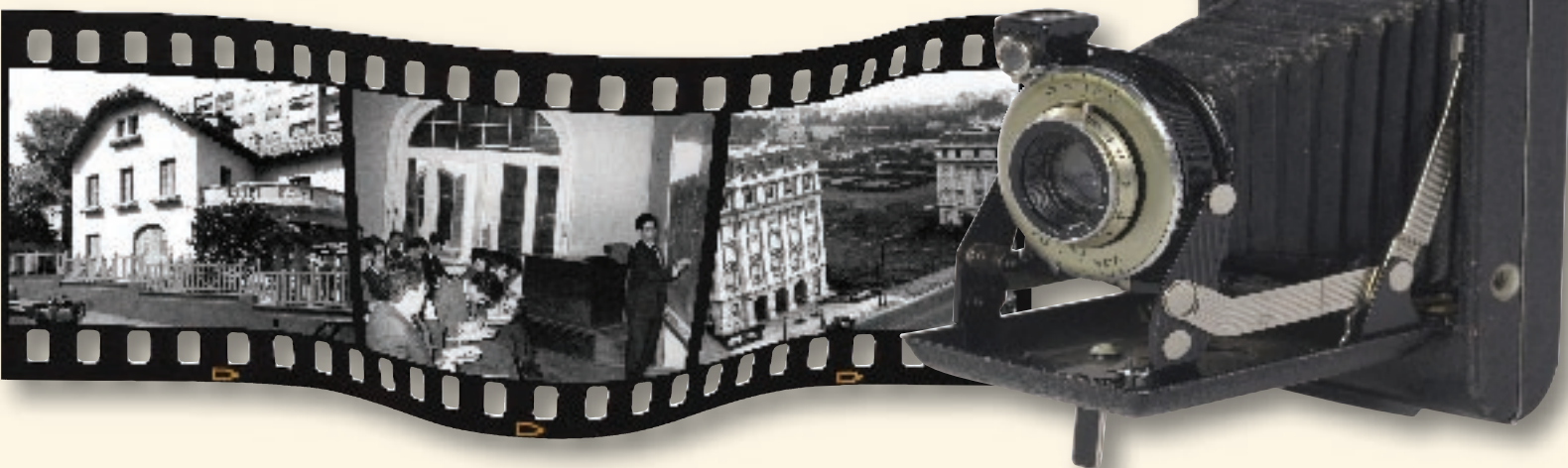
WE CAN GET CLOSER TO THE ESADE STORY THROUGH PHOTOS. IN THIS FIRST ISSUE WE HEAR FROM JOSEP MILÀ, SECRETARY OF THE BOARD OF TRUSTEES OF THE ESADE FOUNDATION, WHO EXPERIENCED THESE SNAPSHOTS IN PERSON.

The ESADE Foundation began its course in 1958, based on the initiative of a group of Catalan businessmen who saw the need to improve managerial training in Spain at that time. These first photos come from that very era, narrated by Josep Milà, Secretary of the Board of Trustees of the ESADE Foundation, who brings us closer to that difficult era for the business school.

1958 1958 1958 2008 2008

E50 Photos

We encourage you to fill out this album with photos of interest and relevance to your time at ESADE. We're waiting for them at E50photos@alumni.esade.edu



CHALET ON PASAJE LLOVERA

In 1958 a chalet was rented on Pasaje Llovera which would be the headquarters and teaching location for the ESADE business school. On October 1st, 1959, the first classes began. Spain was economically bankrupt. There was a need to enter a new economic paradigm; businessmen observed that the situation had changed, and that in order to progress, the managers of the day needed comprehensive, rigorous training. Until then, there had been an erroneous equation where being a manager meant being a business owner. But at this time it started to be understood that managing any business was so vital to the country, and to the families living in it, that it could not be left in the hands of unprepared persons. This was the reason that ESADE began to offer classes to rigorously train the country's managers.

MANAGERS IN THE CLASSROOM

One authentic element of ESADE is that, from its beginnings, we did not believe in training managers through refresher courses and such, but we observed that managing a business needed a substantial university-level foundation. Thus we began a degree program in business sciences and management which most people of that day could not understand. Since at that time there were no precedents in this country, we imported training experience from abroad, mainly from the United States. Our school became a pioneer in this country in offering a university degree in managerial sciences. We at ESADE clearly recognize that without this act of faith from the earliest graduating classes, the business school would not exist, since the training that we offered at that time was experimental. One interesting data point is that the first graduating class included people from different parts of Spain. As an aside, until 1967, at any Spanish university, all students were required to attend class dressed in suits, as were the professors. At ESADE we also required them to clock in every time they entered or left the school, since we were preparing authentic professionals.



LETTER TO ESADE by Carles Comas

In 1958 I was a Jesuit (and continued to be so for nearly thirty more years), and I was in my final year of official studies in Philosophy. The Jesuits have the nice custom every year of peacefully exchanging their impressions with their “big boss”, the Provincial. In those days Víctor Blajot was the “big boss” of the Jesuits in Catalonia, a very intelligent and prudent man, and at the same time very genuine. The Jesuits, after finishing their Philosophy studies, and before taking up their final studies, in Theology, have a parenthesis of “practical living”, and I had to decide what to do when I finished my last year in Philosophy. Out of the blue, good Blajot asked me if I would like to study economics. At that time my heart sank, since for me, economics meant that extremely boring page of the newspaper devoted to stock market prices and a little business gossip. So I alleged that mathematics was my field, and then the Provincial proceeded to give me a long, thorough talk. He explained to me that a few months earlier he had gone to see two businessmen: Joan Vidal Gironella, Director of the Catholic Association of Managers, and Ramon Mas-Bagà Cross, who were representing a respectable group of Catalan businessmen. These were sharp people who saw that the Europe of the Common Market had been reconstructed and was greatly prospering, and that Spain would have to become part of it, but that the Catalan businessman was too traditional of a businessman, not modernized, and he was not up to the challenge. For this reason they approached the Jesuits, in order to create a business school (the ESADE of today).

The Jesuits accepted the challenge, and Víctor Blajot wanted me to be one of the pieces assigned to this task: for the time being I would study Economics, and in the meantime, I could be part of the team that would launch ESADE under the “hurricane” leadership of Lluís Antoni Sobrero. During the next three years I studied Economics while living in the recently inaugurated ESADE, and I collaborated as I was able (for example teaching anthropological psychology).

For the time being, the inspired businessmen did not donate a dime, but limited themselves to providing endorsements, so that ESADE could go into debt and build what is now Building 1 on Avenida Pedralbes. Nonetheless, they gave something much more valuable: their children. A vote of confidence in ESADE in a difficult era, since the ESADE degree was not official, and their children were the guinea pigs which ESADE started with.

The beginnings of ESADE were marked on one hand by great humanism, characteristic of the Jesuits and of many of the first businessmen, such as the brothers Vidal-Gironella, Fernando del Pozo, etc., and on the other hand, by a concern that would never leave, but would continue to develop—the social concern. I remember how we would read and converse with Josep Maria Oroval (then a student) and with others about *The Plague* by Camus or about Teilhard de Chardin. Every month we held a movie-forum, with films by Fellini, Clouzot, Elia Kazan, and so on. ESADE was inaugurated in 1959, the year of the Stabilization Plan, which, together with the unemployment that it brought on, was the beginning of massive emigration to Europe, as well as the arrival of tourists coming from a Europe which began to prosper. Between the remittances of the emigrants, and the tourist currency, Spain was able to inaugurate the famous Development Plans in 1961, and so began the “Spanish miracle”. The country progressed, but not everyone. On one hand, the book by Ramón Tamames, *Structural Economy of Spain*, was published, making us see Spain for the first time as a structured economic whole, but at the same time *The Demagogy of the Facts* was also published, by Ignacio Fernández de Castro, who gave us a structure of Spanish social problems. At ESADE we brought in interesting lecturers such as historian Jordi Nadal Oller, the political treatise writer González Casanova, the representative from JEC (Young Christian Students), Casimir Martí, etc.

And into this fertile culture broth landed Jesuit José N. García Nieto, who came from doing his studies at the London School of Economics, and who did not want to live with us but rather in a working class



MOVING TO A NEW LOCATION

The tower on Pasaje Llovera, rented in 1959, functioned for a short time before becoming insufficient for the quantity of students that ESADE was fast taking on. For this reason, shortly afterward we had to rent several apartments on the street, so that classes were spread across several buildings. At that time it seemed beneficial to us to move to more adequate facilities, which were then built on Avenida Pedralbes. The plot of land where the new school was built was a gift from a company that was an ESADE sponsor. Construction was carried out in record time, starting in 1964, and in September of 1965 the school was already functioning, if not entirely finished, final completion actually came in 1967. With the construction of the new building, we went from the 500 square meters which the school had had at the tower on Pasaje Llovera, to more than 6,000. In order to pay for construction we used a mortgage of 25 million pesetas (former currency).

neighborhood, in touch with the reality of the majority... and with those who were fighting against it. Immediately there arose a broader perspective: salaries were poor because there were no true syndicates to defend them, and there were no syndicates because there was no democracy. Unique characters with heightened awareness such as Carlos Comín, Antonio Marzal and Jesuit Joan Travé landed at ESADE. And many of the students impacted by these teachers stayed on to work as teachers at the institution ... and till today (fortunately).

In the seventies and eighties ESADE enjoyed a "golden duo" in Xavier Adroer as Director General and Lluís Pugès as Dean. They lived through the transition to democracy and ESADE's role in that: for example, during the late Franco era, it was at ESADE that Mr Jordi Pujol presented his first manifesto, and also where the first lectures were given from underground workers' syndicates.

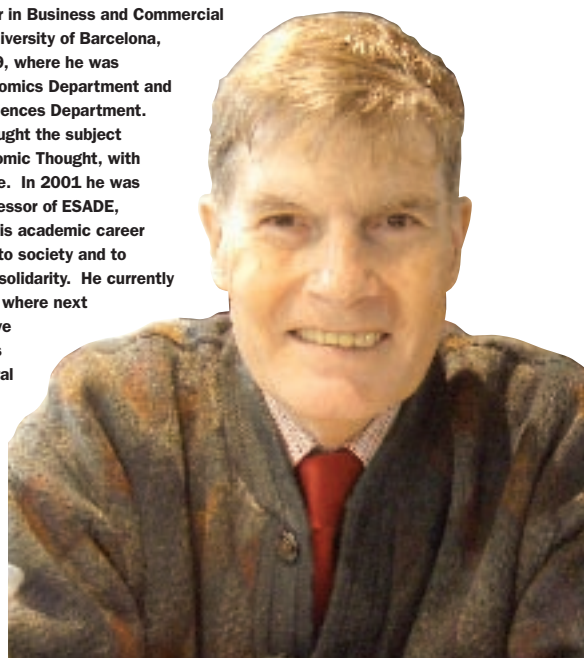
I am becoming longwinded. Finally I wish only to draw your attention to the impact of the fall of the Berlin Wall. The pro-democratic orientation was very much tied to the pro-socialist orientation, and after the fall of the Wall, this had to be rethought. At that time I became "postmodern": I didn't know where we were going, but I did know that, if we didn't lose our will to progress, we would end up finding the next steps that we needed to take. The first ideal that came up after a brief period of disorientation and fascination for "coming of age" celebrations, was aid to the Third World: those were the years when Alfred Vernis, as a student, created a section of World Three at ESADE, the years for camping in tents on Diagonal Avenue to demand the 7% ... and they were the years when ESADE entered into a sister university relationship with the Central American University of Managua.

But meanwhile, a second ideal has appeared at ESADE, a new one, with much significance and suitable for the First World: the

social responsibility of the business. Josep Maria Lozano and the new generation of teachers have unveiled this for us.

In summary, after a brief review of one of the fruitful developments of ESADE, I salute with all my heart an institution which, despite reaching fifty years of age, has not only been able to remain faithful to its original inspiration, but has also allowed itself to evolve with the times and come to its current richness.

Carles Comas, Doctor in Business and Commercial Sciences from the University of Barcelona, joined ESADE in 1959, where he was professor in the Economics Department and later in the Social Sciences Department. For many years he taught the subject History of Socioeconomic Thought, with his own personal style. In 2001 he was named Honorary Professor of ESADE, especially noted for his academic career and his commitment to society and to values of justice and solidarity. He currently resides in Nicaragua, where next October he will receive his Doctorate Honoris Causa from the Central American University of Managua, together with his wife Roser Solà.



Creativity as a strategy

Ferran Adrià and elBulli

SILVIYA SVEJENOVA



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Professor in the Business Policy Department. Her research addresses aspects of managing creative structures, and roles and relationships at the vertex of companies, in addition to other topics. A member of the Board of Trustees of the European Group for Organizational Studies (EGOS) and co-director (since 2002) of her section in Creative Industries, Svejnova has published her research in several academic and general-interest journals. She recently published her book: *“Sharing Executive Power: Roles and Relationships at the Top”* (Cambridge University Press).



READING TIME:
3'

In 2005, Marcel Planellas, ESADE Secretary General and professor in the Business Policy Department, and I, the author, set off on a journey to explore the business model and creativity of this extraordinary innovator. Since then, we have had the privilege of speaking with him on several occasions and of discussing these topics. Moreover, in May 2006, professor Marcel Planellas and Ferrán Adrià jointly presented the business case “Creativity: Ferran Adrià” at Expo-Management, a conference that draws together more than 3000 executives in Madrid every year. This case has been the basis for discussion in ESADE classrooms with different audiences, from undergraduate students in Business Administration to participants in Executive Programs,

WE LIVE IN A CREATIVE ERA! CREATIVITY IS MORE AND MORE AN ESSENTIAL ELEMENT OF STRATEGY, DECISIVE IN THE COMPETITIVE ARENA, A DRIVING FORCE BEHIND GROWTH, A SOURCE OF PROGRESS, AND SO ON.

and after its publication in the European Case Clearing House (ECCH), it will be discussed in Business Schools and Universities around the world.

WHAT IDEAS CAN WE DRAW FROM THE FERRAN ADRIÀ CASE?

Ferran Adrià is chef and co-owner of the best restaurant in the world, elBulli, located in Cala Montjoi (Roses), some two hours north of Barcelona. He is the most innovative chef and one of the 100 most influential persons in the world according to Time magazine. He has been on the cover of numerous publications in the press, and the center of reports and documentaries. Through his dedication, work and persistence he has managed to create one of the most internationally-recognized Spanish brands. In this day in which we live, when growing competition demands continuous innovation and creativity from companies, what ideas can we draw from the Ferran Adrià case in order to improve our businesses and organizations?

explained to us. This great chef’s creative freedom lies in the elBulli universe, which consists of four planets: the restaurant, the creativity workshop, the business activities and the relationship with society. Each planet helps make up the exclusive business model of elBulli, and each one profits from it.

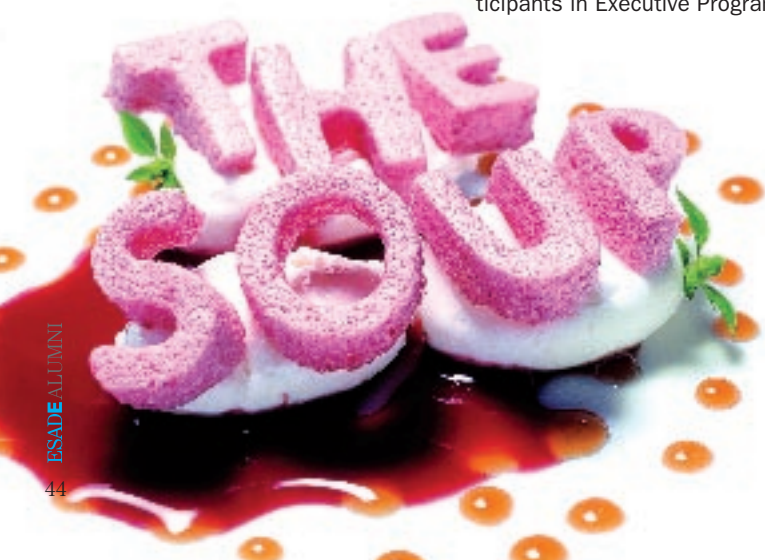
THE RESTAURANT: REPUTATION

elBulli is synonymous with happiness, affirms Adrià. It is a new way of understanding and practicing haute cuisine, seeking to surprise and delight diners with the experience offered to them. Ferran Adrià started as a chef in 1983. And in 1990, he and Juli Soler bought the restaurant from the family Schilling elBulli, S.L., giving them carte blanche to invent the future of elBulli. As Adrià admits, it was 15 years after joining elBulli that results starting coming in. Fifteen years firmly believing in one idea and pursuing it with much work and persistence. The restaurant maintains its reputation thanks to its commitment to the highest levels of innovation (the menu varies each year incorporating the latest discoveries straight from the chef’s creativity workshop), to quality and to exclusivity.

THE ELBULLI UNIVERSE

“I’m not a businessman. In fact, I don’t even like business. I’ve done this in order to attain my creative freedom,” Ferran Adrià

Alphabet Soup. elBulli 2004
Photo: Francesc Guillamet



Only 8000 of the nearly one million requests received annually are satisfied during the six months that the restaurant is open for dinner. At approximately 200 euros per meal, this overwhelming, unsatisfied demand means that the chef lets a huge influx of income slip away. When asked if he plans to open other elBulli restaurants in major world cities or to increase the price of the menu significantly, the chef responds with an adamant “no”. This “no” reveals the consistency which the chef pursues in his strategy. His passion lies in the creativity of haute cuisine and therefore, for him, personal involvement in his restaurant is essential, something impossible if he were to open a chain of elBulli restaurants around the world.

THE CREATIVITY WORKSHOP: RENEWAL

The chef’s creativity workshop, elBullitaller, is a place for creativity in its pure state. Here is where ideas are born which serve to renew the restaurant menu year after year. The workshop is open all year long, and twelve professionals work here, organized in four different teams, under an annual investment of nearly 250,000 euros. The workshop gathers an eclectic mixture of chiefs, scientists and designers that conceive the complete experience offered by elBulli, designing both content as well as presentation.

“Everyone is creative”, affirms the chef, who adds, “what matters is your level of commitment to creativity”. Adrià uses the thermometer metaphor to indicate that both chefs and managers ought to concern themselves with their organizations’ commitment to creativity reaching the “right temperature”. Adrià acts with a passion for creativity, the maximum level of commitment that the thermometer can indicate.

At this level, creativity has to do with the commitment to challenge practices which have been taken for granted (for example, that a menu should begin with savory dishes, called a starter and a main course, and finish with sweet dishes called desserts), and with discovering and incorporating new ways (for example, the fusion of sweet and savory, or introducing new elements in the menu, like the morphings).

In 1994, Adrià and his team realized that if their cuisine was going to progress, their efforts should aim beyond the creation of new recipes, and be oriented toward creating new concepts and techniques. The technical and conceptual creativity which the team embarked on has laid the foundation for the unique elBulli style, and has increased the pace and rate of innovation.

“You needn’t be a big multinational in order to have a creativity lab,” the chef explains. Commitment to creativity requires willpower and the capacity to measure results. Along these lines, honesty is a key value. The chef holds honesty in very high regard, and exercises it regularly by asking the question: “What new concepts and techniques have we actually created this year?” The answer to this question generates an annual report about how creative the elBulli team has been. This ongoing question makes a lot of sense for any company where creativity is key to business success.

In the workshop, the chef and his team painstakingly record every one of the combinations carried out during the process of experimentation and creation. Equally painstaking are the notes taken by the team when brainstorming for ideas. Taking down these ideas helps them, at the end of the period, usually a year, to identify new ideas that

have appeared and to be able to produce a kind of annual report on creativity. Just as in R&D laboratories, of the nearly 5000 experiments carried out in the workshop, only around 125 ideas are finally incorporated into the following year’s menu. For the elBulli team, the maxi-

(for example, froth) allows one to begin down a path of innovation with a large number of possible twists and variations.

BUSINESS ACTIVITIES: RESOURCES

Over the years the chef has managed to transfer the novel

The creative freedom of this great chef lies in the elBulli universe, made up of four planets: the restaurant, the creativity workshop, the business activities and the relationship with society.

mum level of creativity is reached when new techniques or concepts are identified or invented. In contrast to a recipe, which has a rather limited potential for leading to later innovation, mainly adaptations of the same, a new technique (for example, spherification) or a new concept

ideas developed in the laboratory and the well-established brand name that he has built to a series of businesses that provide income and make the elBulli business model economically sustainable. Income is generated mainly through consulting projects and from the



Carmelo Mazza, Marcel Planellas, Ferran Adrià, and Silviya Svejnova at elBullitaller.



The elBulli restaurant team. Photo by Francesc Guillaumet.

business of elBulli itself. Through elBullicarmen, the chef and his team have offered consulting services to several companies in sectors dealing with food, restaurants and hotels, such as Borges, Lavazza, Nestlé, Pepsico and United Biscuits.

Ferran Adrià is particularly satisfied with their collaboration with NH Hotels, a company for which he and his team developed two revolutionary concepts: Nhube and Fast Good.

Recently, this type of collaboration has expanded, giving rise to new initiatives, including Ferran Adrià by Armand Basi, a line of textiles for home and kitchen from the Spanish fashion brand Armand Basi; Texturas, a new line of emulsifiers, gelling agents and products created by Ferran and Albert Adrià in order to encapsulate food in spheres, produced by Solé Graells; and Faces Ferran Adrià, a project which the chef and a group of prestigious designers have been working together on since spring of 2006 in order to create new kitchen and table utensils.

Over the years, elBulli has also opened its own businesses, mainly catering (elBullicatering) and book publishing (elBullibooks).

RELATIONSHIP WITH SOCIETY: ALICIA

Over the years, Ferran Adrià has shown increasing concern for the role of science and gastronomy in promoting healthy eating habits, and has enthusiastically embraced several initiatives that link them with society. Among these initiatives is one proposed by Adolf Todó, director of Caixa Man-

resa, who requested their support and advice for ALICIA (an acronym from science and nutrition), a foundation created recently under the auspices of Caixa Manresa and the Catalan regional government. The objective of the Foundation is to make research advances in processes of nutrition, health and gastronomy and to contribute to these social and cultural objectives by implementing programs for improved nutrition and by promoting research to better understand the history of nutrition and gastronomy.

CONSISTENCY IN THE ELBULLI UNIVERSE

The quality and exclusivity of the restaurant are the pillars of the world renowned elBulli brand. The chef has rejected numerous proposals to open a chain of restaurants in Spain and in the rest of the world. The creative laboratory is the place where Adrià gives free rein to pure creativity and from which, year after year, the restaurant menu is supplied with new creations. For Adrià, both the restaurant and the laboratory are investments, with the business and consulting activities contributing the bulk of their income, providing the necessary economic freedom to create without any kind of restriction. Thus, the restaurant provides recognition, the laboratory leads to renewal, the business aspects contribute profitability and the relationship with society shows responsibility towards healthy cooking and eating habits. We are dealing with a balanced model, where the joint value of the whole (the different planets) is greater

and has more meaning than the sum of its individual parts. What gives consistency to the course of the four planets is the team. Although Ferran Adrià is the most visible face of elBulli, the elBulli universe is the creation of an excellent team. “We are a big family and our team is the best team possible,” explains the chef. This committed, enthusiastic family full of talent is made up of a central core which becomes stronger over the years, guaranteeing stability, along with more peripheral members that rotate over time, allowing for continual renewal. The nucleus is formed by the restaurant owners, Ferran Adrià and Juli Soler, each of which represents 50% ownership of elBulli in all its aspects. Both of them define their relationship as a marriage, and, as the chef explains, “I take charge of creating new dishes, and Juli and I share equally in the financial aspects”. As for the brothers Ferran and Albert, their creative relationship is a perfect symbiosis. Equally strong is the relationship between Albert Adrià and Oriol Castro, the duo who, together with Ferran Adrià, represent the soul of the creativity workshop. Additionally, there is a whole series of other top category chefs who could have opened and successfully directed their own elite restaurants. Despite this, they continue to work with Ferran en elBulli, this same elBulli that for 100 days starting June 16th will become pavilion G of documenta 12, the world’s most important contemporary art show, celebrated every five years in Kassel, Germany. For the first time, a chef—Ferran Adrià—is on the list of artists at this prestigious exhibit. And once again, he has been consistent in his participation, challenging the limits: he has managed a “pavilion” detached thousands of miles from the documenta headquarters in Kassel, so as not to become detached from the emotional, unmatched experienced that can only be lived at the one and only elBulli, the one in Cala Montjoi.

For more information

- www.elBulli.com
- *Ferran Adrià and elBulli* (2007). Marcel Planellas and Silviya Svejnova, ESADE Business School Case “307-175-1”. European Case Clearing House, UK
- *Cooking Up Change in Haute Cuisine: Ferran Adrià as an institutional entrepreneur* (2007). Silviya Svejnova, Carmelo Mazza, and Marcel Planellas. Journal of Organizational Behavior, 28(5): 539-561





Globalization in Africa

This set of change phenomena in all fields of human activity, what is summed up in the term “globalization”, was bound to become an influence also in Africa, the lost continent, and in part, the forgotten one. But its influence is uneven. While companies which extract resources from the land are more and more present and active on African soil, their influence on the countries’ economies is rather limited, when it is not downright counterproductive, relying on the corruption of national leaders and meddling in local rivalries and disputes which end up in civil wars. Manufacturing companies

One of the greatest services brought to Africa by globalization is placing knowledge of the world within reach of many persons

which produce goods for mass consumption, which create employment and heighten a spirit for business in the locals, have a relatively small presence on the continent (if we exclude South Africa). Despite the low or extremely low cost of labor, the absence of a domestic market based on a broad middle class with purchasing power, the lack of available education and the presence of disease all make direct international investment unattractive. As a consequence, foreign trade, which in globalization ought to

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be a source of foreign currency for financing investment (without the need for foreign debt), and ought to provide an impetus for work productivity, becomes reduced to agricultural products and raw materials (commodities) with little value added, an area with limited possibilities for increased work productivity, and which is subject to fluctuations in international speculation in these goods. As a result of this situation, African exports in 2005 represented 2.7% of total world exports, a proportion equal to that of Belgium.

One of the greatest services brought to Africa by globalization is placing knowledge of the world within reach of many persons who would never have had such access without modern communication media. Indeed, this is how these persons come to know other political practices, other customs, other ways to proceed in business and at work, to cultivate the land, to manufacture and to sell manufactured goods, etc. The truth is that this knowledge of the outside world is encouraging massive emigration to rich countries. Even though this can resolve the personal situation of emigrants and their families (and in this sense contribute to reducing poverty), it is not clear whether this contributes to sustainable development of the economy and society of countries who send away their best qualified labor force. Some assert that globalization is destroying the African continent. I feel that more globalization, of a different sort, more generous and just, compared to the little that there is now, along with good government (which could be an effect of the communication revolution), would do the Africans a deal of good.



Innovative programs in senior management

Executive Education has positioned itself in the field of senior management training with two innovative programs. On one hand, the CEO Academy program was given for the first time in Madrid last October, with a second session coming in June. Its objective is to address current topics on the CEO's agenda and to share relevant experiences with business leaders who have lengthy experience in the CEO or president position, i.e., the program is planned especially for top level managers. In this meeting, debate is generated on the functions, priorities and challenges of the very interesting yet complex position of CEO.

Similarly, the Thinking Through Leadership program is an initiative from the ESADE Leadership and Democratic Governance Chair, which promotes analysis and strengthens forms of relating and articulating the different types of leadership, in addition to studying innovative ways to exercise leadership in complex environments. The first program took place in Barcelona during the current academic year, and became an excellent opportunity for systematizing the existing reflections and views on leadership, as well as for exchanging, sharing and creating knowledge and theories on this topic.

Upcoming sessions:
CEO Academy
 Madrid - April 2008

Thinking Through Leadership
 Madrid - Oct 07 to Feb 08
 BCN- Jan to Apr 08



ESADE strengthens its presence in Latin America



ESADE continues its development at a steady pace in the Southern Cone of South America. During this timeframe, 300 top managers with 15 different nationalities are currently being trained at our Buenos Aires campus. The ESADE campus in Buenos Aires, specializing in open, in-company programs for upper management, has just launched the Senior Executive Program (SEP) in Buenos Aires and the Program for Management Development in the cities of Córdoba (with collaboration from the Universidad Católica de Córdoba) and Montevideo (Uruguay, collaborating with ORT University).

As for in-company programs, long-term projects have been initiated for training senior management in Latin American business units of Repsol and Amadeus, as well as key executives and replacement officers in Argentina and Chile at the Holcim Group.

Other projects with important multinational and regional Latin American companies are waiting their turn for the starting gun to fire.

Custom Strategic Simulation Program for DuPont

Executive Education designed a four-and-a-half-day program focused on strategic management, with the objective of improving the ability of DuPont participants to implement the strategy. In this program, held last April, participants were strategy executors within the organization. Multidisciplinary groups were created which allowed them to get a thorough view and understanding of several business models within the group. All this in addition to helping them identify the most pertinent variables for decision making in the different areas of the company, and their effects on the rest.

The strategic business simulation is an interactive experience, where the essential element of the program is a simulation based on the main driving factors in a competitive sector. Objectives involve a better understanding of the problem issues in business management, improved decision making skills and development of teamwork skills. In order to meet these objectives, DuPont participants had to make decisions in the areas of organization, financial management, production management, innovation management, marketing and sales management, as well as in relationships between companies. The advantage of carrying out a strategic business simulation is that it creates a direct connection between daily management and the strategic needs of the business, also contributing to alignment of short-term decisions with the long-term objectives of the company.

Find training options from ESADE Executive Education at www.exed.esade.edu

55 hours in 1 week

Ready to take on our star summer program?

RAMON ASPA



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MBA 97. Executive Director,
 ESAD-Executive Language Center

ONLY IN SUMMER CAN WE PLAN SUCH SPECIAL, UNUSUAL OFFERINGS AS OUR IMMERSION COURSES. THEY LAST JUST ONE WEEK, BUT THE SCHEDULE IS VERY DEMANDING: 9.30 AM TO 8.30 PM DAILY, MONDAY TO FRIDAY.



We've offered these courses for more than twenty years now, and they have become our star summer courses. Year after year they have been growing, and in fact, many students come back for more every summer! These courses focus on oral communication in English, in order to brush up on your skills, and keep your English in shape. If we take our former students' word on it, the experience is highly rewarding. Some have told us that they ended up

dreaming in English; after all, for one week they did nothing but speak and practice English.

A total immersion course in English without leaving Barcelona, at ESAD-Executive Language Center

Remember that enrollment is already open so you can plan your summer in advance. You are hereby invited to come and try out our immersion course, and to take advantage of the special alumni discount. I am fully convinced that you won't regret it!

WHAT STUDENTS SAY

FELIPE TENA ZAFORAS
Actuary and Salesman for ING EG Insurance

"It was a tough but very satisfying course. After so many years studying English I needed a demanding course and a different experience. I began the course with a little 'stage fright' and I finished it thinking in English."

PEDRO PABLO PASTOR IGLESIAS
Salesman, Roche Diagnostics

"It was an excellent experience. The group was quite uniform, with similar interests. It's enriching to meet people from different career paths who share their professional experience and creativity with you!"

ALEJANDRA MARCOS
Technical Director, Alimentaria Exhibitions

"I had already done other courses at ESAD-ELC and I was sure it would be a positive experience. In a course like this which requires effort and concentration, it was important that it be put together in a comfortable, fun way."