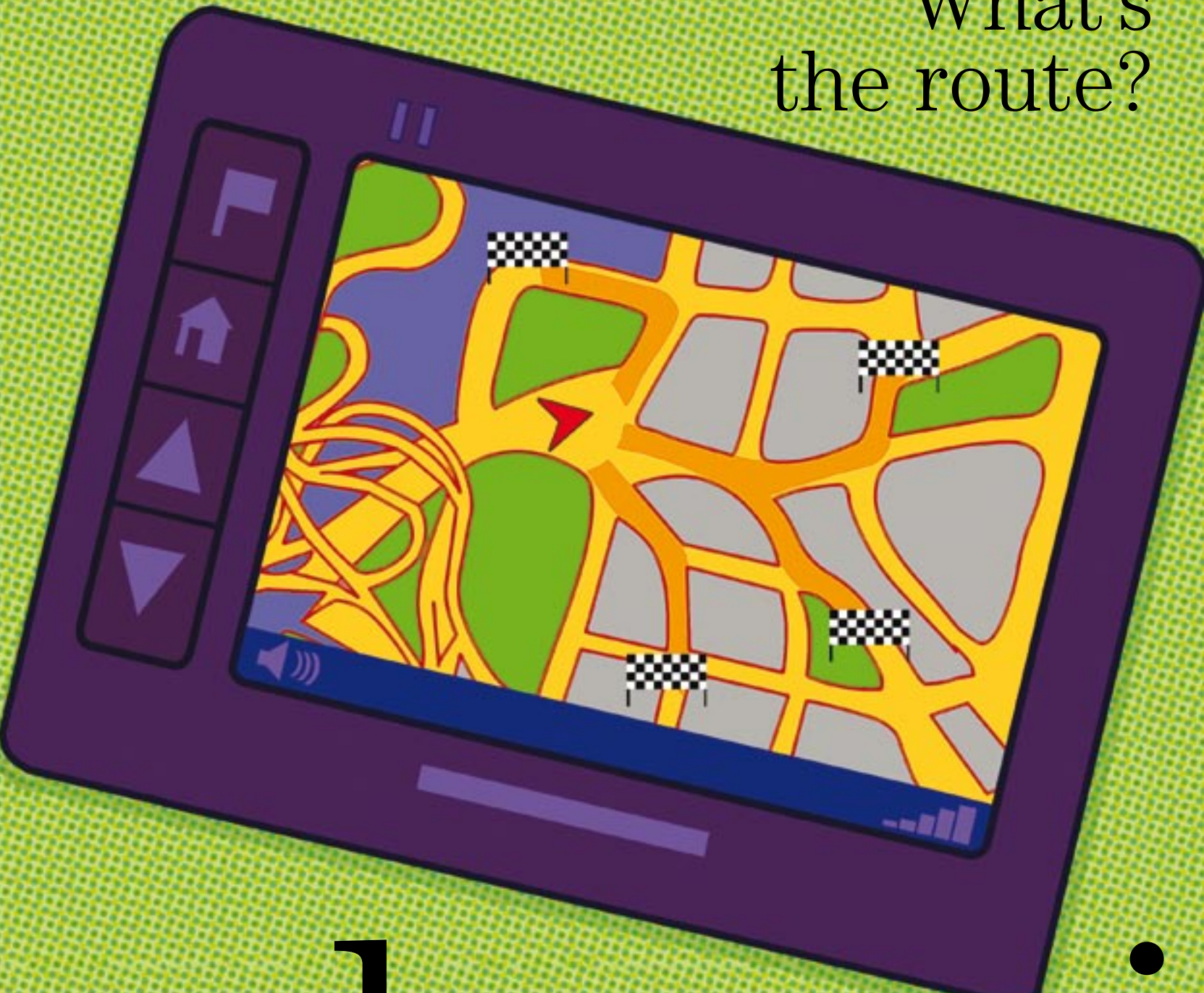


NEW KEY AREAS IN THE ECONOMY

What's the route?



BIMONTHLY PUBLICATION
OF THE ESADE ALUMNI
ASSOCIATION
OCTOBER-NOVEMBER 2009
I NO. 132 I 10 €

ESADE

alumni

From ESADE Alumni

We look back over the history of ESADE Alumni on its 20th anniversary

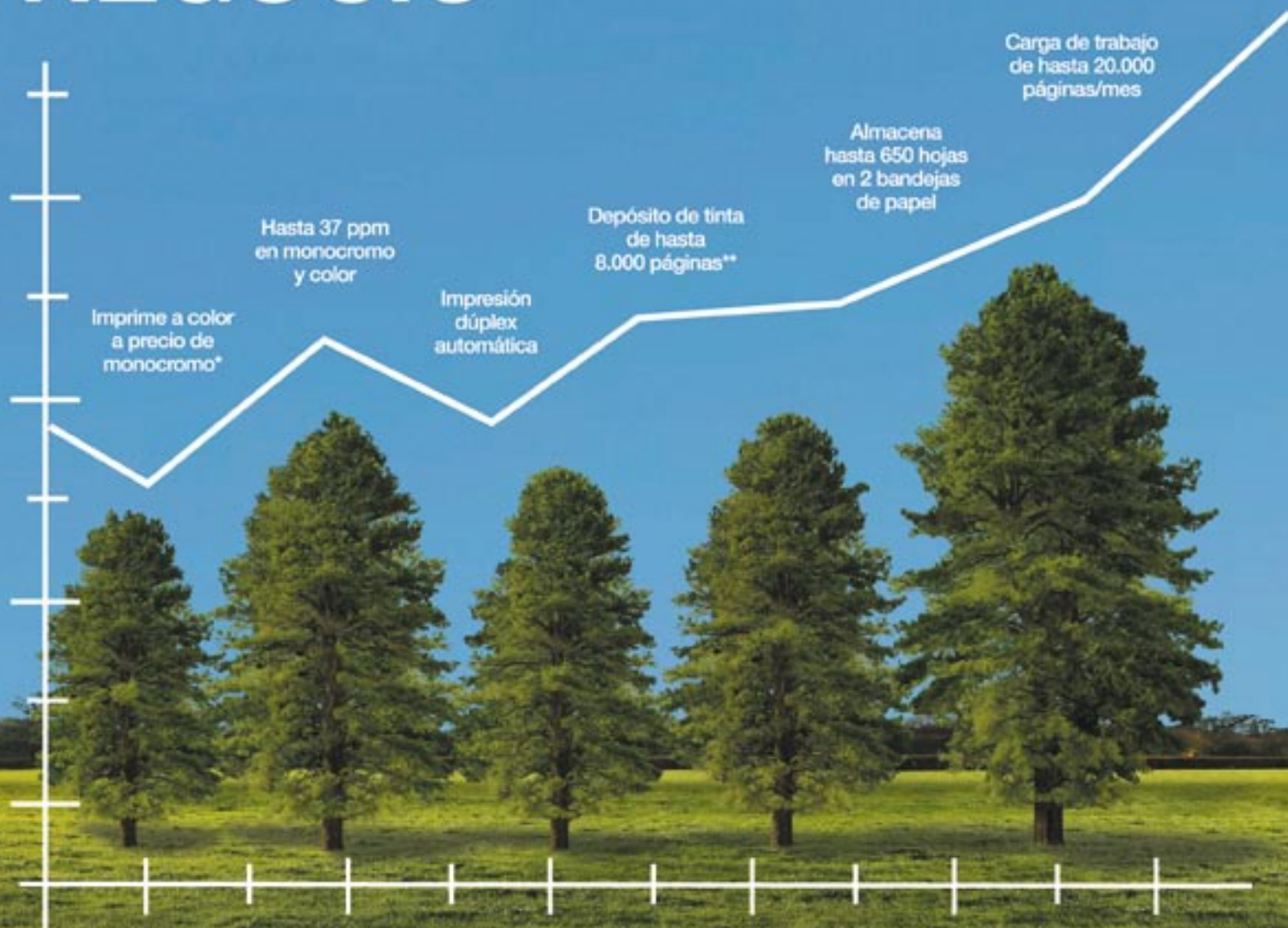
We talk to

Rosalía Mera discusses managing social projects with Josep Santacreu

Legal area

Labour market reform, or when the cart is put before the horse...

UN BUEN NEGOCIO



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years | Growing together

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20 | ESADE ALUMNI years | Growing together

ESADE Alumni supports the professional development of its members

- > Access to our jobs board.
- > Professional careers guidance.
- > Personalised advice about employment law.
- > Mentoring programme.
- > More than 50 related activities.

Growing together

Twenty years ago, twenty-two alumni from all the programmes taught at the time sat down in the boardroom to found the ESADE Alumni Association.

The vision that came out of that meeting is today a reality which brings together almost 15,000 alumni in a global network with a presence in more than thirty countries. It is an active network, a connected one which promotes professional updating, networking, support for ESADE and for the careers of all alumni and which through its Alumni Giving Back programme also altruistically contributes towards enhancing management in the third sector. It is an open network to which we all contribute and from which we can all gain benefits.

It is, furthermore, a network that shares ESADE's achievements and international recognition in educating businesspeople, managers and lawyers in advanced professional skills from a humanist viewpoint.

All of us can feel proud of the association's achievements over its first twenty years

"Growing together" is to be the slogan that will take us through this year of anniversary celebrations. I believe that all of us can feel proud of the association's achievements over its first twenty years and look to the future with optimism and ambition. ESADE Alumni is today one of the world's most active alumni networks and its goal is to continue growing as it fulfils its mission: to bring value to all alumni, to ESADE and to society.

The turbulence in the summer of 2007 was the starting point for one of the worst crises ever experienced by the financial system. The depth and length of the financial crisis in turn has led to an enormous world economic crisis. We have taken a detailed look at the origins and causes of the crisis on other occasions. A lot has been written from many different points of view about how and why the crisis came about.

Here at ESADE Alumni we think the time has come to look to the future. We want to see what the world, the economy and companies will be like after the crisis is over. In this new academic year we would like to think about and discuss this question: What are the new areas which are going to drive the economy? The dossier in this issue of the magazine provides an initial approach based on an article by **Miguel Trías Sagnier (MBA 89)**, Professor and member of the ESADE Alumni board, in which he picks out some of these key areas. Over the next few months we'll be making a special effort to help you examine these areas and decide which course they might take.

A final announcement: we will shortly be presenting our new relational tool Nexus Alumni, ESADE Alumni's online network. It is a platform designed to foster online networking and will support all the association's activities. And as ever, please don't hesitate to contact me at germancastejon@esadealumni.com 



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

New York Chapter
Association with the Spanish Chamber of Commerce in the United States

The ESADE Alumni New York Chapter has linked up with Spanish Chamber of Commerce in New York which means it will be able to offer better events and more services.

Carlos Duran Haeussler (MAF 06), president of the Chapter, at the signing ceremony with **Bisila Bokoko**, Executive Director of the Spanish Chamber of Commerce in the United States.



Washington Chapter
Networking dinner with Professor Daniel Arenas

The Chapter held a dinner in August featuring as its special guest Daniel Arenas, Professor of the Department of Social Sciences at ESADE Business School. He holds a PhD and a MA from the Committee on Social Thought at the University of Chicago, a Degree in Philosophy from the University of Barcelona and a Diploma from the Programme of Executive Development at ESADE.

Portugal Chapter
Summer Drinks in Lisbon and Oporto

Vitor Duarte (MBA 04), president of the Portugal Chapter, and **Bruno Sampaio (MBA 99)**, vice-president, hosted a number of summer cocktail parties in the Portuguese cities of Oporto and Lisbon respectively in July which were attended by a large number of alumni.



Ecuador Chapter
Official opening



Quito hosted the first ESADE Alumni Ecuador Chapter event which brought together alumni living in the country such as Chapter president **Fernando Endara (MBA 07)**.

Peru Chapter
Progress Report Workshop – Global Compact

ESADE Alumni and the Spanish Chamber of Commerce in Lima invited all ESADE Alumni members living in Peru to participate in a workshop on the United Nations Global Compact.

Argentina Chapter
'Company Valuation in Times of Crisis' lecture

Jordi Fabregat (Lic&MBA 80), Associate Professor in the Department of Financial Management and Control at ESADE, gave a lecture in Buenos Aires about how traditional company valuation methods have been affected by the current context of the international economy.

Chile Chapter
Dinner - Colloquium

Alumni in the area enjoyed a networking dinner featuring Guillermo Le Fort, former IMF executive director and former head of the International Division at the Central Bank.



United Kingdom Chapter
Event at the Royal
Automobile Club in Pall Mall



The event, held every year at one of London's most traditional clubs, was attended by a large number of alumni.



France Chapter
Networking dinner in Paris

To mark the end of the academic year, alumni in the ESADE Alumni France Chapter met up at Le Petit Retro in Paris. This Chapter has recently reached an agreement with www.manageurs.com for its members to use the organisation's online jobs board in France.

Japan Chapter
Networking lunch in Tokyo



Antonio Martínez (Lic&MBA 97), president of the Singapore Chapter, organised a reunion dinner with his former ESADE classmates while he was in Tokyo. Martínez is also one of the creators of the ESADE Asia Pacific Network Group in LinkedIn.

Benelux Chapter
Annual summer event

The ESADE Alumni Benelux Chapter invited all alumni in the area to a dinner which was also attended by Dominik Mertens, ESADE Alumni International Manager, who gave those present an update on the ESADE Alumni Community worldwide.



Romania
First networking event

Alumni have a new international meeting point in Romania, where the first networking event has already been held.



Italy Chapter
Summer dinner
in Milan

Last July ESADE alumni in Italy and Switzerland met up in Milan to welcome the summer.



**THE ESADE ALUMNI
INTERNATIONAL NETWORK
ON INTERNET**

You can access full information and pictures for all ESADE Alumni Chapter activities at www.esdealumni.net
→ Alumni Network
→ International Chapters

Committed to local networking

ESADE ALUMNI'S REGIONAL CLUBS RUN ACADEMIC UPDATE AND RECREATIONAL MEETINGS AND ACTIVITIES IN A NUMBER CITIES AROUND SPAIN TO FOSTER LOCAL NETWORKING.



Asturias Club

Up in the north of Spain, the Asturias Club is led by **Agustín García-Cabo (DEMK 97)** and offers alumni activities they are interested in such as new marketing practices.

Contact: clubasturias@alumni.esade.edu



Galicia Club

Under its president **Héctor Cepero (MBA 02)**, the Galicia Club continues to offer alumni in the area a range of interesting activities.

Contact: clubgalicia@alumni.esade.edu



Eastern Andalucía Club

With **Nancy Martos (PMD 07)** as its president, the Eastern Andalucía Club covers Granada, Malaga, Almeria and Jaen. In the 2008-09 academic year it ran activities for alumni including one about building marketing strategies based on customer experience.

Contact: clubandaluciaoriental@alumni.esade.edu

Western Andalucía Club



This club encompasses Seville, Cadiz, Huelva and Cordoba and is getting new events ready for its members under the watchful eye of its president **Gerardo Terrón (Máster Dir. Adm. Empresas 83)**.

Contact: clubandaluciaoccidental@alumni.esade.edu



Aragon Club

Carlos Vila (MBA 04) is the president of the Aragon Club which over recent months has run sessions about people management and motivation and legal support for executives.

Contact: clubaragon@alumni.esade.edu





Lleida Club

Xavier Roca (Lic&MBA 98) continues to offer alumni in the area events of interest including his famed dinner - colloquiums with leading businesspeople.

Contact: clublleida@alumni.esade.edu



OLIVER BARRETO (PMD 08),
 president of the Canary Islands Club
 “We’re working to create a stable structure”

What are the main changes you’ve brought in as club president?

We’re working to create a stable structure which will enable us to consolidate the activities we run for all ESADE alumni in the Canary Islands and to integrate the club into society.

What are the main benefits of belonging to the Canary Islands Club?

We support the careers of local alumni plus we are also a major networking tool. In fact, the main benefit comes from keeping in touch with your colleagues.

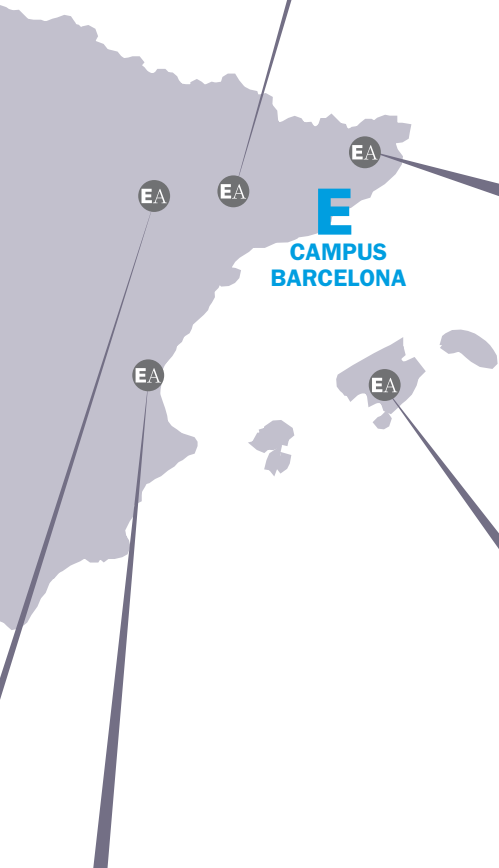
What kind of activities do you run?

In the last academic year we ran 4 training sessions in partnership with ESADE which we publicised well and got good attendances as a result. These sessions featured speakers of the calibre of Gonzalo Bernardos, Norbert Monfort, Oriol Iglesias (Lic&MBA 98) and Manuel Alfaro (PMM 80).

What are your main challenges for the forthcoming academic year?

We want to create a set of financial advantages and benefits with companies, traders and regional institutions which we can link with membership of the club, plus we plan to run training and participation sessions featuring direct contributions from alumni at which we’ll be looking at issues in contemporary management. We are also hoping to close some partnership agreements with other institutions which will enable us to grow the club and achieve a greater presence so we can hold events on other islands as well.

Contact: clubcanarias@alumni.esade.edu



Girona Club

This is one of the two Regional Clubs in Catalonia and headed by **Juan Francisco Cuello de Oro (MBA 01)** and **Marc Torrellas (MBA 01)** it enables its members to take part in activities that deal with tourism and other fields.

Contact: clubgirona@alumni.esade.edu



Balearic Islands Club

Jordi Mora (Lic&MBA 98) is the president of the Balearic Islands Club which is based in Palma de Mallorca and runs both events dealing with current issues and also recreational activities.

Contact: clubbalears@alumni.esade.edu

Valencia Region Club

Loyal to its goal of fostering local networking, the Valencia Region Club headed by **Enrique Belenguer (PMM 86 and AMP 09)** runs all kinds of training and recreational events for its members in the area.

Contact:
 clubvalenciana@alumni.esade.edu



More information
 at www.esadealumni.net
 → Alumni Network
 → Regional Clubs

ESADE Alumni Marketing Club

InBranding, the brand in the middle

IN MARKETING THERE IS A THEORY THAT EXPLAINS HOW TO PROMOTE A BRAND FROM INSIDE A COMPANY OR INSTITUTION THROUGH ITS STAKEHOLDERS TO TRANSFER THEIR SATISFACTION TO END-CUSTOMERS. INBRANDING IS BASED ON THIS PREMISE.



Guillermo Martorell and Àlex Cabré, the founding partners of the strategic consulting and marketing firm WINC, shared their knowledge in this area in a lecture for the ESADE Alumni Marketing Club, introduced by **Pau Calderón (EDIK 96)**, member of the Club board. Martorell said that “in our model, we put the brand at the centre of any business. From there, we grow from the inside out.” This idea of focusing on

human capital and motivating it clashes directly with the employment paradigm of recent years: “Because workers are increasingly mobile, they have very little time to internalise the brand and often there is no direct physical contact.” Cabré argued that it is essential to place the brand at the heart of a business and secure the cooperation of the “brand champions”. In this respect Elisabet Sánchez, Director of Marketing Programmes at Nis-

san, said that in her company’s project the “brand champions” are tasked with strengthening the relationships between the members of the work groups in order to teach employees about the brand or about the various control tools that are available. Sánchez also commented on the importance of unofficial communication platforms and internal communication campaigns focusing on brand-related activities. [E](#)

What attendees thought

• **CARLOS ORDÁS (MBA95)**
Independent consultant

“Even though InBranding isn’t a new concept, it is true that in the current economic climate it is an important factor which needs to come out of the employees as catalysts for the whole process.”

• **ORIOL FRANCÀS (MBA95)**
CEO at Igriega

“I know the consultancy firm WINC and I follow what they do. So I wanted to come along and find out about the InBranding concept and how it’s implemented in companies.”

• **JOSÉ ALFONSO ENRICH (MBA03)**
Director of a food consultancy firm

“I’m really interested in the issue and it lets me do some brainstorming. That helps me think about new concepts, like the ones presented, and drive creativity.”

• **JAVIER LLORENTE (MBA07)**
Consultant at My Effort

“I’m a business culture and change consultant so I came along to see, compare and expand my knowledge.”



ESADE Alumni Real Estate Club

Real Estate Annual Dinner

ON ITS TENTH ANNIVERSARY THE CLUB HAS HELD ITS ANNUAL DINNER WITH FORMER MINISTER AND CURRENT CHAIRMAN OF VUELING JOSEP PIQUÉ.

Last June ESADE Alumni Real Estate Club held its Real Estate Annual Dinner to celebrate ten years of giving support to alumni.

The event featured as its guest speaker Josep Piqué, former Minister of Industry and Energy, Science and Technology and Foreign Affairs, Chairman of Vueling and Executive Chairman of Pangea XXI Consultora Internacional.

Josep Piqué gave a lecture entitled *Economic Crisis and Real Estate Industry Crisis: Global Interpretation*, in which he shared his knowledge and assessment of the current situation in the sector.

private visit for attendees to the exhibitions *Richard Rogers + Architects. From the House to the City and Palladio, the architect.* €



LECTURE AND VISIT

Salvador Grané (ADE 98), president of the ESADE Alumni Real Estate Club, began the dinner by thanking everyone for coming. His introduction was followed by Josep Piqué's lecture. **Germán Castejón (Lic&MBA81)**, president of ESADE Alumni, closed the event. The dinner was held at la Caixa's CaixaForum Barcelona facility and also featured an optional

The Guest: Josep Piqué

Holder of a PhD in Economics and Business and a degree in Law, Josep Piqué, assistant lecturer in the Department of Economics at ESADE, was Minister of Industry from 1996 to 2000, which he combined with being Government spokesman (1998-2000). He was also Minister of Foreign Affairs from 2000 to 2002 and Minister of Science and Technology from 2002 to 2003. From October 2002 to July 2007 he was chairman of the Popular Party in Catalonia. In November 2007 he was appointed chairman of Vueling, a post he combines with being Executive Chairman at Pangea XXI Consultora Internacional.



Sponsors

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

Sports Management Club



Family Business Club



Innovation Club



Business Angels Club



Human Resources Club



Operations Club



BIT Club and Automobile Club



Finance Club



Marketing Club



Health and Pharma Club



Tourism Management Club





ESADE Alumni Tourism Management Club

Annual networking event for the tourism sector

BARCELONA HOSTED THE FIRST EDITION OF THIS EVENT AT WHICH THE TOURISM INITIATIVE AWARD WAS PRESENTED TO SPANAIR EXECUTIVES.

The ESADE Alumni Tourism Management Club has hosted its first annual networking event for the tourism sector in Barcelona, at which the 2009 Tourism Initiative Award was presented to the new directors of Spanair.

As club president **Alberto Marin (Lic&MBA87)** put it, the event “will help to make the sector more competitive” and he thanked the 60 attendees for coming along before reminding them that the Tourism Management Club is “open to new proposals and new members”.

ACTIVE PARTICIPATION

Mary Granger, Associate Director of MBA Admissions at ESADE, mentioned the benefits of networking as “it is not just about finding a job, since it goes much further than that. It is used to make contacts, ask for help or advice on a particular topic, and so on.” Juan Carreras, Business Director of Novotec, the Club’s sponsor, highlighted the importance of relational capital in any networking practice.

RECOGNITION

After a few minutes of casual conversation on the terrace as attendees networked with their colleagues in the sector, the 2009 Tourism Initiative Award was presented to **Ferran Soriano (Lic&MBA90)** and **Jorge Chumillas (Lic&MBA90)**, Chairman and CFO respectively of Spanair. The two ESADE alumni discussed the changes which led the company to reach a deal with a group of Catalan businesspeople. 



Jorge Chumillas (Lic&MBA90), CFO at Spanair, receives the award from **Alberto Marin (Lic&MBA87)**, president of the Tourism Management Club

Ferran Soriano (Lic&MBA90), Chairman of Spanair, receives the Tourism Initiative Award from **Climent Guitard (Lic&MBA73)**, vice-president of the Tourism Management Club

ESADE Alumni Law Club

2009 Aptissimi Awards ceremony

THE THIRD EDITION OF THE GALA BROUGHT TOGETHER MORE THAN 200 GUESTS FROM THE BUSINESS LAW SECTOR IN SPAIN.

The Aptissimi Business Law Awards recognise national and international professional and academic achievements in the field of law. The venue for the event, which was attended by leading figures in the sector, was ESADE Creapolis on the new Sant Cugat del Vallès campus. **Ignacio Arbués (Lic&MD00)**, president of the ESADE Alumni Law Club, hosted the evening which featured speeches by Esther Giménez-Salinas, Rector of Ramon Llull University, and Alfons Cornella, founder and CEO at Infonomia.com.




WINNERS IN 2009

- **Juan José López Burniol, Professional Achievement Award:** a law graduate from the University of Navarra and a notary since 1977, he has been dean of the Association of Notaries Public of Catalonia, vice-president of the General Council of Notaries Public

and a lecturer in Catalan Civil Law at the Autonomous University of Barcelona and subsequently at Pompeu Fabre University.

- **Valentine Korah, Academic Achievement Award:** lecturer in European Competition Law at University College, London, she is known as “the mother of European competition

law”. Her lectures, articles and books are points of reference for any lawyer in this field.

- **Abertis, Best Legal Consultancy Award:** in recognition of the company’s complex legal work during its recent expansion. The award had been agreed by sector opinion leaders and experts in legal issues.
- **International Chamber of Commerce, Contribution to International Business Law Award:** the award recognises the enormous efforts made by the ICC in international business law with the standardisation of transnational trade law, which has increased the legal certainty of transactions, the work of the International Court of Arbitration and the creation of Incoterms. 



The winners of the Aptissimi Business Law Awards

Sponsors



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Five questions for...

The Family Business Club

ALUMNI INVOLVED IN FAMILY BUSINESSES WHICH PLAY A MAJOR ROLE IN SPAIN'S ECONOMY NOW HAVE A MEETING POINT AVAILABLE TO THEM WHICH REFLECTS THEIR SPECIFIC NEEDS.

JOAQUIM URIACH TORELLÓ
(MBA94)

**President of the
Family Business Club**

When and why was the club founded?

Family businesses are of great importance in Spain's economy (they account for 65% of the country's GDP). These companies not only have to deal with the problems inherent in their business areas but also with their own particular challenges as organisations run by a single family. So in 2006 we thought we needed to set up a club where family business professionals could discuss those challenges.

Why is it a good idea for an alumnus to belong to the club?

Here's just one of many; we are showing that belonging to an association or club like ours leads to better management of family/business relations.

What kind of professional is the club intended for?

The ESADE Alumni Family Business Club is addressed to all ESADE alumni who are interested in the family business sector, ranging from families which actually own businesses to professionals who work in them but are not relatives. All of these people have their place in the club.

Can you briefly review/describe the club's activities over the past year?

Right from the word go the club wanted to approach family business issues from a new, fresh and multidisciplinary perspective. So we've already discussed values, fears, selling family businesses, the midlife crisis with talks by psychiatrists, experts in family dynamics, anthropologists and philosophers and so on. So it really is a different way of looking at things.

And what about the year we've just finished?

It began in Madrid with a talk by Jorge Cosmen (ALSA), in Barcelona we had Simón Pedro Barceló, President of the Family Business Institute, and with the HR Club we ran a talk about why it's worth working in a family business. We've also had the family business guru Joe Astrachan and we held an event about Josep Guardiola and his style of leadership. They've all been very successful in terms of attendance figures and new members. We're going to continue along the same lines in the forthcoming year.



**BOARD OF THE ESADE ALUMNI
FAMILY BUSINESS CLUB:**

PRESIDENT:

Joaquim Uriach Torelló (MBA94) – in the photo

Jesús Casado Navarro-Rubio (EMBA07)

Ana María Iaz Montañés (EMBA06)

Ramon Carbonell Santacana (MBA97)

Joan Sanfeliu Sabater (MBA94)

Lluís Faus Santasusana (MBA96)

Academic sponsor: Alberto Gimeno (Lic&MBA84)

CONTACT THE FAMILY BUSINESS CLUB

To be a Family Business Club member you have to be an ESADE Alumni member and be interested in taking part in our activities. Joining is really easy; all you have to do is to visit the website www.esadealumni.net / Alumni Network / Functional and Sector-Specific Clubs, or give us your personal details by phone or e-mail at: ESADE Alumni Family Business Club. Contact phone number: **902 420 020** From abroad: **+34 935 530 217**
clubempresafamiliar@alumni.esade.edu

A group of FC Barcelona players in their iconic blue and red striped home kit are celebrating on the pitch. The player in the foreground has 'XAVI' and the number '6' on his back. Another player behind him has the number '9'. They are embracing each other, and the scene is filled with a sense of triumph and camaraderie.

AHORA, SU EMPRESA PUEDE VIVIR LOS PARTIDOS EN EL CAMP NOU RODEADA DE LA ATMÓSFERA MÁS EXCLUSIVA
Y DEL EQUIPO DE LAS 5 COPAS

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PALCOS: Espacios exclusivos con asientos en terraza privada exterior y zona interior equipada.

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FCBARCELONA
més que un club

Matins ESADE con Francisco Belil,
CEO at Siemens: *The city of the future*

“The train is unbeatable over short distances”

SPEAKER: Francisco Belil, CEO at Siemens, S.A. and CEO of the south-west Europe region for the Siemens Group. He spent much of his previous professional career at the Bayer Group and held a number of executive posts including CEO at Bayer Hispania, S.L., and Bayer Group director for the Iberian region (Spain Portugal). In 2000 he joined the Board at Siemens, S.A.

Francisco Belil, CEO of Siemens Spain, offered his vision of the “city of the future” at a Matins ESADE session. During his talk, Belil expressed his support for high-speed rail as “planes are for long distances with direct flights. But for shorter distances, the train is unbeatable. Planes can’t compete in either practical or environmental terms”. As an example, he noted that the Barcelona-Madrid air shuttle emits 70 kg of CO2 per passenger, compared with the AVE high-speed train’s 15 kg along the same route. Turning his attention to another topic related to his vision of the future, Mr. Belil predicted that, by 2030, cities will be linked by environmentally friendly modes of

transport, with modern shuttle-style trains being complemented by silent, overhead cable-free trams. He also predicted that all buses would be electric, that trains would be powered by magnetic levitation, and that Spain’s high-speed rail network would expand.

Belil also highlighted new trends in the world of work: “Faced with difficulties related to generational transition, the retirement age will be raised in order to ensure competitiveness, and this change will foster the transfer of knowledge between generations.” He further predicted that, 20 years from now, women will earn as much as men and that there will be an almost equal distribution of sexes in executive

posts. Business models will change as well: “In 2030, multinationals will be key agents of economic progress in the developed world and great strides will be made in the application of ethical standards throughout society.”



Matins ESADE with Josep Maria Tarragó, Executive Vice-President
at Ficosa: *Facing the Crisis: Challenges and Opportunities*

“It’s a good time for alliances”

SPEAKER: Josep Maria Tarragó, Executive Vice-President at Ficosa, a multinational group that researches, develops, produces and markets systems and components for cars and commercial and industrial vehicles.

Ficosa’s strategy for overcoming periods of economic crisis was set out by its Executive Vice-President, Josep Maria Tarragó, who argued that “troubled times like those we are in today could



actually be more conducive to partnerships between competitors”. He revealed that Ficosa is about to sign a cooperation agreement with a Japanese competitor to make rear-view mirrors; Ficosa will manufacture components for American clients of the Japanese firm, which in turn will serve Ficosa clients in Asia. Oddly enough, the Japanese competitor had rejected any partnership during the boom years. Tarragó also said it was time to “carry out strategic takeovers or acquire majority holdings” in other companies, as long as

the big contemporary problem of getting financing can be resolved. Talking about the crisis, he outlined the focus on “boosting profits and competitiveness of operations, having sufficient financial resources for business development, and sensing where to cut back and where to invest in order to achieve maximum performance”. Tarragó also underlined the paramount importance in times of crisis like those found today of there being “entrepreneurs and people taking on responsibilities, even though risks are present”.

Matins ESADE with Miquel Roca Junyent,
lawyer and president of SEBAP: *Better Without Nerves*

“Politics needs to recover its leading role”



SPEAKER: Miquel Roca Junyent, lawyer and President of SEBAP (Societat Econòmica Barcelonesa d'Amics del País).



View the video summary at www.esadealumni.tv
Members only; view the complete video of the session at www.esadealumni.net

Miquel Roca set out his view of the crisis at Matins ESADE, noting that “much of the current crisis is due to poor administration, and the solution will be found in political action”. He added that in Spain no action can be taken because there is no debate about which measures to adopt. Roca argued that “in situations of great complexity, such as this crisis, politicians must recover their central role and take essential steps as if they do not, the situation might drag on forever”. He also said that in Spain and in Europe there is a crisis of leadership that essentially stems from “the devaluation of the ordinary administration of freedom”. He observed that there is a tendency for people to distance themselves from politics, and that this is why leadership disappears. As a result, “society should approach and talk to real politicians in order to tell them what they want to be achieved”.

He further argued that the country’s main problems are not strictly economic in nature and highlighted three that in fact have little to do with the causes of the crisis. First, he said that “Spain should give absolute priority to education, because otherwise the future will be very difficult”. Second, he urged Spain to prioritise research and development, which he describes as essential for improving the economic situation. Finally he noted that “the country needs structural

reforms aimed at action and infrastructure”. Turning his attention to the coming changes, Roca noted that we are seeing a shift in model that is affecting both politics and social relations. He argued that “we have to shake off the inflexibility that distances us from trends” and noted that “the shift in the model will be slow”. He then added that great transformations are the sum of hundreds of small changes, which result from a combination of the present and the future.



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Desayunos ESADE with Juan Antonio Zufiria, President of IBM Spain, Portugal, Greece and Israel: *Building a smarter planet: a leadership challenge*

“Crises suggest caution but, at the same time, call for audacity”

SPEAKER: Juan Antonio Zufiria has PhDs in Aeronautical Engineering and Applied Mathematics. He has been at IBM since 1987 in a number of professional and executive posts in the company. From 2000 to 2006, he headed the IBM services business in Spain and Portugal, with Greece, Turkey and Israel being added to his remit in 2005.



View the video summary at www.esadealumni.tv
Members only: view the complete video of the session at www.esadealumni.net



Juan Antonio Zufiria, President of IBM Spain, Portugal, Greece and Israel, said at Desayunos ESADE that “right now, we have both the chance and the responsibility to build a more efficient, intelligent and sustainable world”. He pointed out that “crises suggest caution but, at the same time, call for audacity”, and hence he invited his audience to seize the opportunity as it is now that big decisions are being made worldwide. To bring about this change, Zufiria said that what is required is the ability to implement change, the need to carry it out and the commitment to making it. He also highlighted four areas in which companies should invest to become intelligent: first of all, building data analysis systems which also feature in decision-making processes; secondly creating more intelligent and more flexible business models which also fully engage consumers; thirdly, setting up more dynamic organisation infrastructures; and finally taking particular care with water use as “many say that it will be the petrol of the future and 22% of freshwater is consumed by companies”.

Desayunos ESADE with Roland Berger, president of Roland Berger Strategy Consultants: *Current Opportunities for European Companies*

“The ability to react is crucial in an economy that changes so quickly”

SPEAKER: Roland Berger is the founder and president of Roland Berger Strategy Consultants, the biggest European strategic consultancy firm. The author of five books and innumerable political and business studies and articles, he is a lecturer at the universities of Munich, Brandenburg and Shanghai and also a member of the boards of a number of German and international companies.

Roland Berger’s talk at Desayunos ESADE focused on his analysis of the current economic situation and the opportunities it presents for European companies. For Berger, there is no doubt that we are facing the worst global economic and financial crisis in history. He pointed out that “everyone agrees that the 27-member European Union will not see economic growth this year, but there is

less agreement on the exact magnitude of the recession”. However, he added that “in 2009 it is likely the economy will shrink by 3.1% in Spain, by 6.2% in Germany and by 4.6% in the European Union as a whole”. Berger went on to review the measures taken by central banks and governments and, in his view, “so far monetary policy has not been enough to stimulate the interbank market and economic demand”. Nonetheless, although the crisis clearly poses a threat, it also offers opportunities. In extreme economic situations, business models need to be aligned with reality: “For example, European companies can take advantage of current circumstances in which economic pressure calls for changes and adjustments to undertake those changes which in better times would have been fiercely resisted”.



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Rosalía Mera

**TALKS TO JOSEP SANTACREU ABOUT
MANAGING SOCIAL PROJECTS**



Josep Santacreu: When we first met in 1992 you'd already done a lot of work in social issues. Why did you decide to take an active role in these projects?

Rosalía Mera: The Paideia Foundation was set up in 1986, but I would find it hard to give you a special reason that triggered its founding. Maybe because I grew up in a poor, working-class district in La Coruña that was going through bad times because business

wasn't creating jobs in Spain, and that underlined inequalities in the division of talent and material wealth...

J.S.: Where did the Foundation start working and how has it grown over the years?

R.M.: The Foundation initially focused on childhood issues: mentally handicapped children, actions that revolved around interdisciplinary training. Things like social services management, early

“When the circumstances aren’t there, you have to create them”

AFTER EXTENSIVE EXPERIENCE HEADING INNOVATIVE SOCIAL PROJECTS, ROSALÍA MERA TALKS ABOUT INITIATIVES PUT IN PLACE BY THE PAIDEIA CHARITY FOUNDATION WITH DKV’S CEO JOSEP SANTACREU (PMD 89), MEMBER OF THE ESADE ALUMNI BOARD AND HEAD OF ALUMNI GIVING BACK.

care, issues which are now dealt with properly but weren’t 30 years ago, as for instance schools wouldn’t take kids with difficulties. I have to say we have pretty much stuck with that initial philosophy even though we have also opened up to the human and social sciences and social action from a more business oriented approach, because I think that’s what I know how to do best. From there we’ve moved on to helping people find work while ditching passive and paternalistic policies.

J.S.: So we might say that you were one of the pioneers in this country in tackling social issues from a business perspective...

R.M.: Everything in disability has always been handled by the parents, who continue to make up for deficiencies in

state policies. Under these conditions it’s hard to give up the protective role, which is the antithesis of what is really needed: setting the bar higher so as to be able to overcome problems. In this respect there are still many organisations that are run on the same principles as 30 years ago, and that restricts the possible capacities of people with difficulties.

J.S.: So in part it hinders personal development as a sustainable life project...

R.M.: Precisely, because productivity is not questioned but rather welfare, which is very much linked to the satisfaction of being able, of having a social position and developing independence.

J.S.: How did you get into rural development from there?

R.M.: Mostly because of what Galicia is like, as this is where many Paideia projects are put in place. The first barrier in this region is exclusion through mobility and, for instance, there are women aged 40 who have still never had a job. Given this situation, we thought that the way we do things could be used there with

“It’s a worrying time but also one with great opportunities”

groups such as women with family responsibilities and in situations of social exclusion who were in the job finder services at the local councils we work with. We’ve now been working there for ten years and not only with women in rural areas but also with the disabled.

J.S.: Yet your foundation has now gone beyond that to promote business entrepreneurs and new technologies. How did you make that leap?

R.M.: After we did a strengths and weaknesses analysis of Galicia we found that the challenge was tough because there is no solid industrial network. However, we do have the green economy and fantastic architectural heritage so we thought that tourism might provide jobs for women. That gave rise to the Rural Lovers project which focuses on rural tourism and is led by women and is defined by female characteristics such as the ability to quickly adapt to any customer need and above all closeness in terms of answers.

These are the factors we hope to consolidate over time and generate the jobs we're looking for.

J.S.: But it's still a long way from your initial idea for the countryside to the more recent creation of the Mans business incubator...

R.M.: Well, firstly it is actually a logical step as we always said our foundation had to keep an eye on social needs and that our goal was to be where the government wasn't doing anything or where we saw a chance to start up interesting projects. That means we always need to be one step ahead in the full knowledge that it's not easy, but it is this model that provides the wealth and singularity of our foundation. Then secondly, and with respect to the issue of talent management, we know through the incubator that those who generate jobs are the entrepreneurs and what we want is lots of jobs because we have reserves of future workers. So setting up a "factory for companies" gives us possibilities which are practically immediate. One of the constant features of the foundation has been working on the one hand with those who are well-educated and have a lot of talent, while



on the other also generating offers for those who can contribute a lot but have not had the opportunity to demonstrate it, as is the case with at-risk groups.

J.S.: It reminds me of the paradigm for successful entrepreneurship in Spain. It's how to give back to young people who can have a career and offer them this opportunity.

Rosalía Mera

Rosalía Mera (La Coruña, 1944) is famous for being the co-founder of Zara, the main brand in Grupo Inditex, in which she is the second biggest shareholder. For more than 20 years Mera has been promoting humanitarian causes and equality through the Paideia Galiza Foundation, an organisation which puts in place social economy and equality of opportunity initiatives with a special focus on women and the disabled. Her career has made her into the worthy winner of awards such as the one presented to her by ESADE Alumni at this year's Annual Conference. Her current business activities also include a wide range of sectors through her venture capital firm Rosp Corunna.




R.M.: That's right. When the circumstances aren't there, you have to create them as that's the only option. Equally I'd say that companies are perishable and a business model is unlikely to go through more than two or three generations because things change so much and we need to go for what's new.

J.S.: You have an excellent perspective on Spain's economy: how do you view the current crisis and what does it bring whether for good or ill?

R.M.: It's a worrying time but also one with great opportunities and for adaptation of a model based on quick success which was unsustainable. I would say that the real turn of the

century is taking place now and that the time we've lived through up to the present has been a warning of what was going to happen. What we have to do now is thoroughly revise our economic development and training models and go back to a culture of effort, equality

“At Paideia we've always been determined to ditch passive and paternalist policies”

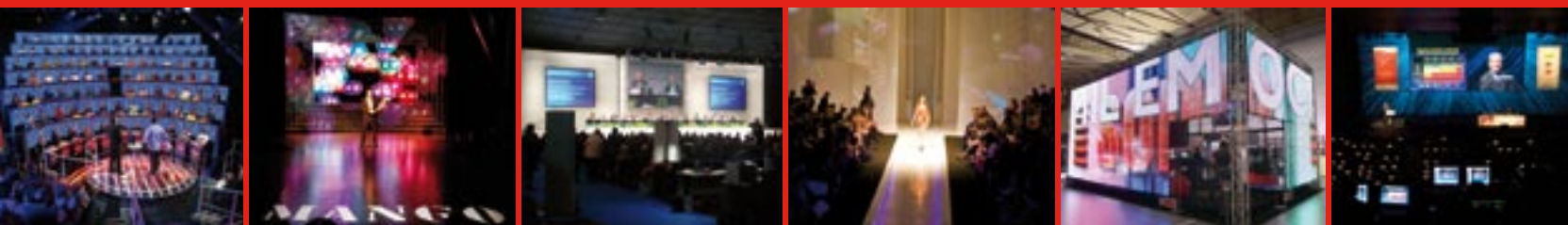
and a better distribution of wealth. Anyone who wants to set up a business needs a lot of passion because it's for your whole life and if you can't see the project in the medium and long-term you'd be better off doing something else. 



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We're 20!

THIS ACADEMIC YEAR ESADE ALUMNI IS CELEBRATING ITS 20TH ANNIVERSARY. THE ASSOCIATION WAS SET UP TO BRING VALUE TO ESADE ALUMNI, TO ESADE AND TO SOCIETY. WE HAVE ACHIEVED THAT GOAL AND WE NOW FORM AN EXTENSIVE NETWORK WHICH SHARES EXPERIENCES AND GROWS TOGETHER. IN THIS ISSUE WE'LL START LOOKING BACK OVER THE EVENTS, PEOPLE AND MILESTONES WHICH HAVE MARKED THE PROGRESS OF ESADE ALUMNI WITH ITS FOUR PREVIOUS PRESIDENTS.



The main figures

**PERE FÀBREGAS (LIC&MBA 67),
First president and honorary president of ESADE Alumni**

What do you remember most about the time when you were president?
The feeling of having been able to take part in creating an institution that is significant for society, one which is very close to ESADE yet has its own personality, that enables thousands of alumni to connect, share and cooperate. The success of the following years shows that the initial approach, in spite of the difficulties and problems, was the right one for building a great future for the institution. Then there is the first director, **Antoni M. Güell (PMD 76)**, an irreplaceable assistant at that time. Perhaps the most significant moment was when the association made its first financial contribution to ESADE which symbolised what had been achieved.

What were the goals in this initial period?
We had to create everything from strategy to writing paper and the logo. Among other things we had to decide what we were going to do and come up with an attractive offer and a marketing campaign to go with it. We set up Matins ESADE for holding events. We also wanted to forge relations with ESADE and society and have our means of communication, our magazine. Of course then there was no Internet. Setting up administration for the financial side and many other things. At the end of my term we already had more than 1,300 members and the new concept had basically been taken on board.



JOAN MIQUEL ALBOUY (LIC&MBA 71)

What do you remember most about the time when you were president?
The great enthusiasm with which I took on the job and the challenge of continuing with the project that we 22 founders had set in motion are the first things that come to mind. And out of the enormous quantity of memories I could list, I'd pick out the satisfaction of having achieved the main goal I had in mind when I became President, which was to up the number of members of the association to give it critical mass and consolidate its position.

What were the most significant changes in this time?
I'd say the biggest were going from 1,351 members to 4,453, holding the 1st Annual Conference at Pedralbes Monsatery and setting up the Jaume de Cordelles Awards. Plus we also opened the association's first main office in the ESADE 3 building with four members of staff. Finally we were pleased to become the leading financial contributor to the ESADE Board of Trustees.





**XAVIER PÉREZ FARGUELL
(LIC&MBA 77)**

What do you remember most about the time when you were president?

The consolidation of the Annual Conferences featuring speakers such as former Presidents Pujol and Maragall and ex-Prime Minister Aznar. We also had top chairmen from Spanish companies such as Isidoro Álvarez (El Corte Inglés), Josep Vilarasau (La Caixa) and Antoni Brufau (Gas Natural) and world presidents of groups such as Intel (Paul Otellini) and Bertelsmann (Thomas Middlehof). Organising and holding the conferences was an increasingly tough challenge each year which thanks to the intelligence and skill of the then director, Antoni Güell, backed by the whole team we always successfully overcame.

What were the most significant changes?

I think the association has evolved positively and consistently over these twenty years as we have had no crises or sudden changes of course. We presidents had always been on the board beforehand and picked up the baton. In this respect financial stability, expanded membership and enhanced partnership with ESADE were our guides. Other more qualitative aspects included a presence in other cities such as Madrid and Valencia, the first women to join the board, lecturers coming onto our governing bodies and very young members joining the board.



**FRANCISCO GUARNER
(MBA 81)**

What do you remember most about the time when you were president?

I have a lot of memories about the association at that time but they all involve enthusiasm and commitment. I remember I had great respect for my predecessors, for their dedication and responsibility; I remember the enthusiasm and willingness of the people in that early team shared with the school to make the association stronger and meet our alumni's needs at a time when the school was changing. I remember all those alumni who in addition to feeling united by the pride of being from ESADE also hoped the association and the board could do more. And I especially remember one person, Toni Güell, who left his mark on all of us who knew him and saw him up close: "the permanent professor, tutor, helper and shadow", a point of reference and balance in ideas and thinking.



20th anniversary of ESADE Alumni

A little bit of history about **ESADE Alumni**

TWENTY YEARS AGO, ON 5 JULY 1989 TWENTY-TWO ALUMNI MET IN THE ESADE BOARD ROOM IN AVENIDA DE PEDRALBES TO SET UP A NEW INSTITUTION: THE ESADE ALUMNI ASSOCIATION, NOW CALLED ESADE ALUMNI.

PERE FÀBREGAS



(Lic&MBA 67)
honorary president of ESADE Alumni

Attendees included alumni from all the school's long programmes and most of the classes at the time together with alumni who were lecturers or members of the ESADE board.

The initiative came along thirty years after ESADE had been founded and at a time when the school needed the support of its alumni to continue with its brilliant work of building the future.

The founding principles of the new institution were for a democratic association with regular elections which would be very close to ESADE but with

its own legal personality and a commitment to being unique and hence open to all alumni. This design was approved by the ESADE board and Board of Trustees at that time. The association was started up legally within a few months:

The school needed the support of its alumni to continue with its work of building the future

in July the protocol for agreements and mutual partnership between the association and ESADE was signed and the as-



sociation was legalised by the Catalan Government on 9 October 1989. This made it possible to hold our first General Meeting and appoint the first board and the first president, which meant the association became operational.

The initial problems consisted of how to organise its first activities, how to explain the

The fundamental concepts were networking and belonging

new institution to lecturers and other members of ESADE, and also to alumni in order to attract members, and many other issues; premises, printed matter, the logo, etc. The fundamental concepts were networking and belonging, concepts which have demonstrated their strength with the appearance of social networks on Internet. ESADE Alumni's development over these years has been spectacular and it has become one of the leading associations of its kind in Europe.

Some of the particularly significant moments over these years include ESADE Alumni joining the ESADE Board of Trustees (1992), and the association's

first financial contribution to the school (1993). Then there is the publication of the magazine right from the very beginning (1989), the first Matins ESADE held on 16 June 1993, and the first Annual Conference on 5 May 1995, with the first Jaume de Cordelles Awards, now called the ESADE Awards, and structural consolidation, with the setting up of the Institutional Board on 11 December 1997.

Over these twenty years the association has been headed by alumni who have given up their time and effort free of charge to help with this shared task of community and personal development prosper. Lack of space means we can only feature a few of the association's presidents, who have all maintained the democratic habit of serving just one term and not seeking re-election: **Pere-A. Fàbregas (Lic&MBA 67)** (1989/1993), **Joan Miquel Albouy (Lic&MBA 71)** (1993/1997), **Xavier Pérez Farguell (Lic&MBA 77)** (1997/2001), **Francisco Guarnier (MBA 81)** (2001/2005) and the current president, **Germán Castejón (Lic&MBA 81)**, elected in 2005.

But the day-to-day management of the association has

also been important, and it is only right to mention its first director general, the unforgettable **Antoni M. Güell (PMD 76)** (1989/2002), who was followed by **Maite Usón (MBA 85)** (2002/2005) and then by **Xavier Sanchez (Lic&MBA 97)** in 2005. All of them, backed by a superb professional staff that has progressively increased in size, have ensured the association works, can organise events, can provide support for its Chapters, get the magazine published and so on.

Over these twenty years many alumni in ever-increasing numbers have worked with ESADE Alumni on its Board and Institutional Board, on committees or as class delegates, or as members and presidents of functional and sector-specific clubs, and also in the Chapters and international branches; without their effort and support none of this would have been possible.

Perhaps I could close by quoting Jean Monnet, one of the main builders of modern Europe, who said: "Nothing is possible without men, nothing remains without institutions". The association is a careful and smooth blend of people and institutions. Happy birthday! 🎂

20 | **ESADE** ALUMNI
years | Growing together

Does public administration need reforming?

ANSWERING THIS QUESTION INVOLVES ANALYSIS OF FUNDAMENTAL ISSUES SUCH AS THE EFFICIENCY, ABILITY TO INNOVATE, HUMAN RESOURCES MANAGEMENT AND INDEPENDENCE OF SECTOR THAT IS CRUCIAL FOR THE WHOLE OF SOCIETY.

“As a manager, public administration most of all needs the introduction of efficiency incentives which ensure the sustainability of the extensive portfolio of public services in our welfare state model. And as there is no management without managers, it also needs professional managers who are not conditioned by party membership and it needs them urgently.”

Francisco Longo

Francisco Longo

Director of the Institute of Governance and Public Management. ESADE, URL

“PUBLIC ADMINISTRATION NEEDS TO RAMP UP ITS SUPPORT MECHANISMS FOR ENTREPRENEURSHIP AND INNOVATION AND DEVELOP FORMULAS IN A RANGE OF FIELDS FOR PUBLIC-PRIVATE PARTNERSHIPS AND FOR BUILDING IN MARKET FORCES”

If there's one thing on which everyone appears to agree in the midst of this global economic crisis, it is that governments and their organisations have a key role to play in the proper operation of markets and contemporary societies. Do we have a system of public administration that can come up to these renewed social expectations? That seems doubtful if we look at the role of the State which encompasses at least four aspects. As a regulator, our public system needs greater guarantees of independence from the government that happens to be in office. With the exception of the Bank of Spain, the remaining regulatory authorities have little credibility in this area. Another important unresolved issue is the need to cut down on bureaucracy and speed up procedures which directly impact on the operation of markets. As a manager, public administration most of all needs the introduction of efficiency incentives which ensure the sustainability of the extensive portfolio of public services in our welfare state model. And as there is no management without managers, it also needs professional managers who are not conditioned by party membership and it needs them urgently. As the employer of 3 million people, it needs in particular to raise its productivity levels which are several points below the ones to be found in the private sector in Spain and in the public sector in Europe. Plus it also needs to revamp its people management systems to provide them with the flexibility required of public services which are more and more becoming knowledge organisations. As a partner, it needs to ramp up its support mechanisms for entrepreneurship and innovation and develop formulas in a range of fields for public-private partnerships and for building in market forces which still come up against the numerous obstacles and traditions of the old autarchic operational models. These are of course reforms which demand thoroughgoing change in the dominant status quo and as a result will come up against stiff opposition. Consequently I do not believe that they will take place as the outcome of internal processes. Only the pressure exerted by a society that is aware of the importance of the public sector and is interested in improving it can achieve this goal. After all, at the end of the day every society gets the public administration it deserves.





Andreu Puig

(Lic&MBA 88 and Vicens Vives 03)
Municipal manager at Barcelona City Council

“PUBLIC ADMINISTRATION NEEDS TO BE COMMITTED TO TRANSFORMING AND LEADING THE CITY, COUNTRY OR AREA IN ITS REMIT AS MORE THAN JUST A MERE ADMINISTRATOR OF SERVICES AND RESOURCES”

At a time when the whole of society is facing change, it is reasonable that public administration should also do so because it needs to be committed to transforming and leading the city, country or area in its remit as more than just a mere administrator of services and resources. Contemporary public administration needs to decide whether it is ready to be society's driving force in the face of new economic, technological and social challenges. We need a review and a debate about its capacity to exercise this leadership. What is clear is that a lot can be done within the current rules of the game. For example, there is a need to enhance planning capabilities, which are what really drive a government's action. Management has to be strengthened with qualified, well-paid teams who have the resources required to plan and direct management. Demagogic critics harp on about the rise in the number of management posts in public administration when in fact the current situation calls for competent, talented professionals. Public administration resources need to be enhanced and modernised. A public administration that seeks to implement change has to invest in itself with modern systems, processes and facilities. It goes with saying that this investment should be done carefully and austerely, but we need to equip ourselves with enough muscle to lead the country. There is a need to invest, above all in talent. The administration's vision of human resources management is poor, and often public employees are handled as a quantitative resource without managing talent. Neither job safety nor salary should be the only principles in team management. Man does not live by bread alone, and public employees don't either. There must be a commitment to the public above the short-sighted corporatism of trade unions and the administration. The focus has to be changed from quantity towards quality in public action. People are sophisticated and demand quality services. Often public plans focus more on quantity because that's easier to get across and measure rather than try to explain qualitative improvements in extant services. In short, in the current context of economic crisis the importance of having public administration that can drive and manage change is clear. And in order to have that capacity the administration needs more resources and a degree of internal reform.

There is a need to invest, above all in talent. The administration's vision of human resources management is poor, and often public employees are handled as a quantitative resource without managing talent. Neither job safety nor salary should be the only principles in team management. Man does not live by bread alone, and public employees don't either.

Andreu Puig





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The Grupo DiR is continuing its expansion policy and, as part of its commitment to bringing the benefits of sport to everyone living in Barcelona, in October it is opening its 14th club called up&down DiR. Located right in the heart of Barcelona's CBD, the new gym delivers premium quality personalised training.

The landmark building is round and split into two levels: the up part (580 m²) is to be used for training while the down part (555 m²) will be set aside for services. Its state-of-the-art equipment that is unique in Barcelona and the advice of front-rank fitness professionals mean the new up&down DiR will be a benchmark sports facility.

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The new system means you can do an infinite number of exercises and natural movements to achieve any goal: toning, weight loss, gaining muscle mass, etc.

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THE FIRST VENTURE CAPITAL FORUM SESSION OF THE 2009-2010 ACADEMIC YEAR FOCUSED ON THE POSSIBILITIES OF THE NEW ALTERNATIVE STOCK MARKET (MAB).



The MAB was set up in June 2008 as a means of providing fast-growing companies with access to the markets. If it reaches its potential by becoming the “Spanish NASDAQ”, it will provide a major boost to many venture capital investments. The Chairman of the MAB and Deputy Director General of the Barcelona Stock Exchange, Antoni Giralt, argued that this alternative market “can help low-capitalization companies get access to financing, it can raise a company’s profile, particularly in the eyes of customers and financial services providers, and it can also help to determine a company’s value, since the market sets the share price.”

Constantino Gómez, a partner at Arcano Capital, noted that for medium-sized companies, the market for venture capital funds translates into advantages such as access to current capital, financing opportunities, diversification and a stronger shareholder base. Speaking from the consultancy point of view, Luis Soler, Director of Everist, resolved some of the doubts that companies have when considering whether to join the new MAB. Finally Fernando de Miguel, CEO at Zinkia, the producer of the Pocoyo cartoon series and other products and which is the first and only Spanish company to be listed on the MAB, set out the advantages Zinkia has found as a result of making this move.

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‘Company valuation in times of crisis’

SPEAKERS: **Luisa Alemany** is a Professor in the Department of Financial Management and Control at ESADE. **Jordi Fabregat** is a Professor in the Department of Financial Management and Control at ESADE.

Valuation methods, how to deal with uncertainty and the effect of credit restrictions on the cost of capital were some of the issues tackled by Luisa Alemany and Jordi Fabregat at the session. Professor Fabregat gave an extensive analysis of various valuation methods. Professor Luisa Alemany then took the floor to look at venture capital. She discussed the current situation in Spain and noted that “even though the number of transactions has remained steady, the average

size of investments has dropped and the number of investments in medium-sized firms has held up better in this period of crisis”. Turning to the effect on private equity, Alemany pointed out that leveraged transactions accounted for 65% of all venture capital investments in Spain. She then touched on the situation of venture capital and business angels and discussed current opportunities, noting that “now is a good time to demonstrate the added value of venture capital.”

‘Partnership between companies and NGOs’

SPEAKER: Ignasi Carreras (SEP 06) is a lecturer in the Department of Business Policy at ESADE and Director of the ESADE Institute for Social Innovation.

Trends in companies with respect to corporate social responsibility (CSR) in the current economic context were the focus of a refresher programme session featuring Ignasi Carreras. Although he began by pointing out that companies are largely ignorant of what NGOs are, and vice versa, nonetheless he noted that in the last five years, interaction between them has increased sharply. Despite the current context, many companies remain committed to CSR though he acknowledged that a lot of major firms have reduced their contributions as their revenue has shrunk. “Companies don’t hesitate to commit to CSR, because they know that NGOs are very important stakeholders and that they provide a way in which to differentiate themselves from the competition,” he argued.



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‘Building marketing strategies focused on customer experience’

SPEAKERS: **Oriol Iglesias (Lic&MBA 98)** is a Professor in the Department of Marketing Management at ESADE. European Doctorate in Business Administration and Management (ESADE). **Manuel Alfaro (PMM 80)** is a Professor and the Director of the Department of Marketing Management at ESADE.

The management of customer experience usually involves little coordination between brand management and customer relations. The starting point for the lecture by Professors Oriol Iglesias and Manuel Alfaro was the need for “a new customer experience management model”. The triangle formed by the extended product, the employees and the other stakeholders, with the customers located in the middle, makes up the customer brand experience management model. Beginning with customers, Alfaro observed that “we move in an environment filled with contradictions in which, for instance, we are individualists, but at the same time we want to belong to a particular community”. Given this, Iglesias stressed the need to know your customers and pointed out that “traditionally 80% of marketing is aimed at finding potential new clients, which means brands forget about

those customers that are actually generating their income and profits.”

As for the extended product, both speakers noted that companies often forget to consider the value of use, which is responsible for the rising trend of customer participation. Along the same lines, and turning to employees, they discussed the points of contact that are established with the final product, which should be “personalised” according to Alfaro. However, as Iglesias added, companies should not forget the importance of “a clear alignment between brand identity and corporate culture.”

The triangular model put forward by the ESADE professors is completed by stakeholders, who can send multiple inputs to customers and thus have a major impact on their final experience.



View the video summary at www.esadealumni.tv
Members only: view the complete video of the session at www.esadealumni.net

What attendees thought



JOSEP MARIA SIMÓ (MBA 89)
CEO at CIC-Analítica Química Especial

“I came along to review concepts and find out about new trends in relational marketing.”



DANIEL JIMÉNEZ (MBA 08)
Manager of Pita Barcelona

“On the MBA course I did a fair few subjects with the speakers and after I finished it I started working in a luxury watch family business. This has shown me that marketing is one of the crucial factors.”



FRANCESC CASTANYER (DEC 08)
Owner of Pauta Media

“The core of the session was the need to achieve coherence between the message and the customer experience as a consumer of the product or service.”



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MACROECONOMIC FIGURES ARE GRADUALLY CONFIRMING WHAT THE FORECASTS HAD PREDICTED FOR THE SPANISH ECONOMY. IT IS NOW TIME TO PAY THE PRICE FOR A GROWTH MODEL BASED ON PREMISES THAT WERE UNSUSTAINABLE OR NOT LIKELY TO LAST, SUCH AS THE REAL ESTATE BUBBLE, NON-SELECTIVE TOURISM AND EUROPEAN UNION FUNDING.

(MBA 89)

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 Director of the Department
 of Private Law and Director
 of the Corporate Finance
 Programme at ESADE.
 Professor in Commercial
 Law at ESADE-URL

The economy's new areas

While Europe's more solid economies are already heading back towards economic growth, Spain is facing a more prolonged recession with high unemployment rates and an uncertain recovery. Our political leaders need to start delivering in areas as critical as education, employment regulation and investment in productive infrastructures. The private sector also needs to do something as we are all

jointly responsible for the mess we are in. The property boom has led to a constant transfer of talent from the productive economy to speculation, and the predominance of the financial economy over the last thirty years has drained a large part of the business initiative of young people away from industry.

But we shouldn't throw up our hands in despair. It is no exaggeration to say that with this crisis Spain has closed a 50-year economic cycle which began with the stabilization plan in 1959 and which has turned

an autarchic and underdeveloped country into one capable of providing its citizens with levels of welfare comparable to the best in the world. And it is precisely because the achievements have been so surprising that we need to face the new era with ambition and demand a lot of ourselves.

There is no doubt that Spain is going to experience low growth over the next few years, in part because that is likely to be the scenario in the rest of the EU but also because Spain has to undertake a process of financial deleveraging and rationalisation of the economic sectors hardest hit by the crisis. Our growth has been based on



incorporating new people into our productive economy, firstly with women joining the labour force and then a significant contingent of immigrants, but this has not improved productivity or innovation in our industries. Innovation and productivity are two words which after being used so much are starting to wear out. Their abuse indicates the lack of solutions. In this environment businesspeople want to know which way to go. Experience shows that recession can lead to major crisis in any company and causes some of them to fold. But then there are also others which come through the experience with added strength and we would all like to be in this latter group. In the economic storm we are going through companies are like boats which try to stay afloat by battling the inclement weather. The good skipper is the one who can steer their boat through the storm and coolly and firmly hold to their course.

YET WHERE IS THAT COURSE?

Unlike in sea races, the helmsman does not have reliable navigational charts. The experience of previous crises may help us to implement measures that will keep us afloat, but it does not show us in which direction we should head. We might ap-

pear in a dead calm which all good sailors fear more than the storm itself. Instead what we want to do is to reach an area with sustained winds which will fill our sails and drive the vessel towards new goals. Where is that following breeze that will give boats their momentum in a complex environment?

EL ESPEJISMO DE LA NUEVA ECONOMÍA

What will be the areas which will drive the economy when the crisis is over? The answer to that question is essential for guiding businesspeople and professionals about how to direct their strategies. The expression 'the new economy' was coined at a time of euphoria produced by Internet-related new technologies. It was then shown to be a mirage, as it is in deep crises that great changes are really forged and out of which comes a new economic environment. As noted above, in the current context the European economies, and in particular Spain's, are going to have to find a new development route if they want to continue providing their people with the same levels of wellbeing as hitherto. And politicians need to be reminded that they are not there just to stay in power but rather to articulate that Aristotelian maxim which

is the purpose of any citizen community, consisting of "living well". From the macroeconomic point of view we need to find the keys which will enable Spaniards to live well in forthcoming years and many of them involve sacrificing short-term interests in favour of honest service for the common good. Unfortunately our politicians do not seem very willing to do that. Yet in the microeconomic field we also need to be able to make out what the lines of

Hemos de afrontar la nueva etapa que se abre con ambición y autoexigencia

growth are going to be. It is always risky trying to predict the future. Who would have guessed twenty years ago the revolution that was to be brought about by mobile phones? But it is only by taking the risk of being wrong through a necessary process of trial and error that we will find the paths that lead to success. So here I would like to highlight seven key areas in which I believe our business fabric has great potential:



ENERGY-ENVIRONMENT

This is without a doubt going to be one of the driving forces. In fact it is one of the sectors that it best withstanding the crisis. The production of clean energy, recycling, the design and production of machinery with minimal environmental impact and making vehicles that use clean energy; all of that makes up an inter-sector area in which demand will be growing and sustainable.

PUBLIC-PRIVATE

Overcoming through the crisis will call for major public investment in infrastructures and social services. Public initiative will be the driving force behind many projects, but the public debt factor will make it necessary to come up with public-private partnership and financing systems which make it possible to carry out projects efficiently.

FINANCING AREA

Access to credit is going to be essential in the new setting. We have lived through a time in which any well-presented project could get financing. After the threat of collapse, the credit market is gradually getting back to normal but the framework will still be notably restrictive. The outcome of the deleveraging process our economy needs will be that only projects with the best outlook will find financing. Furthermore, the financial sector, which has played a major role in this crisis, is undergoing its own restructuring. Hence the question is what is the bank of the future going to be like? What is the role of the regulator? How are flows from saving households to the productive economy going to be reworked? How can we get rid of the perverse bonuses which led to excessive risk taking in some banks? What is the future of the venture capital industry?

HEALTH

A better-off and more elderly population demands more medical care and healthier food and lifestyles. This area encompasses (i) the food sector, from agricultural production to making and marketing healthy and nutritionally effective foodstuffs; (ii) the medical care sector, in other words hospitals, residential care homes and social health services; and (iii) the pharmaceutical sector, involving biomedical research and producing drugs and medical appliances.

INFORMATION AND CONTENT

The communication technologies developed over the last twenty years (Internet, mobiles, digital and cable TV) generate continuous demand for information and content, whether Internet search engines, sports events, culture, programmes, movies, games or communities. This area not only affects those in directly related industries but also advertisers and advertising agencies which want to get their messages across to consumers.

THE MOBILITY AREA

between low cost and charm. Transport and tourism are generalised. Increasingly large numbers of people can travel and access all kinds of means of transport. At the same time people want things that are exclusive and authentic.

THE EDUCATION AND KNOWLEDGE AREA

This is the area which feeds all the others. The knowledge society features ever increasing demand for education and training. The development of knowledge and innovation in companies is crucial for future competitiveness. In addition partnership between companies and higher education centres (universities, institutes and business schools) is essential for opening up fresh possibilities.

This is only an essay to encourage thinking and debate. Crisis in Greek means change, and now is the time to seize the reins of our future by changing those things which have become obsolete. We cannot continue moaning about our industries moving abroad or the endemic problem of unemployment. We need to require our politicians to show the real spirit of public service which they are not demonstrating. But at the same time we also need to decisively and imaginatively take on board our own responsibility. There lies the key to handing on to our children a better country than the one we found.

Once the crisis has been weathered

What course will the key areas take?

BASED ON MIGUEL TRIAS SAGNIER'S ANALYSIS, WHICH SETS OUT THE KEY AREAS ON WHICH THE ECONOMY WILL BE BASED ONCE THE CRISIS HAS BEEN WEATHERED, WE ASKED A NUMBER OF EXPERTS TO DESCRIBE THE MAIN CHALLENGES WHICH WILL MARK THE NEW CONTEXT.



Energy-environment

> **Rafael Sardá (MBA 89)**, a scientist at the CSI, is in charge of Environment courses at ESADE and partners ESADE-CSIC research into sustainable development.



An essential aspect for the economy's future is meeting the challenge of setting up an energy system that can produce more energy while significantly cutting down on CO₂ emissions. From 20:80 (a 20% cut in CO₂ emissions from the 1990 figure) for 2020, an agreement we hope will be signed in Copenhagen in December, we need to move to 80:20 (an 80% cut) by 2050, always assuming that the process does not speed up due to the unexpected appearance of severe environmental problems.

There are a number of obvious trends in energy markets today: a) deregulation of gas and electricity; b) greater environmental awareness and its translation into climate change policies; and c) high growth in demand, above all in emerging economies. That means businesses face a major challenge in giving a quick and effective response to these new requirements, seeing them as enormous opportunities and innovating in technology and services to become more eco-efficient and also more eco-effective. High growth in the renewable energy sector, the increase in efficiency, the rising gas market, new distribution systems as monopolies are broken up, the new carbon emissions markets, carbon capture and storage, natural sinks, etc. are just some of the areas with big possibilities.

But it is not only the energy sector; other industrial and services sectors to a greater or lesser extent will have to face up to the responsibilities of an excessive carbon footprint. How can you ask an industrial sector to cut emissions by 20% while other unregulated sectors are increasing them by 80%? Regulation will become increasingly strict and adapting to change and anticipating needs will become a requirement for increasing the value of companies. In this area the priority is to move together as soon as possible towards low carbon intensity energy and realise this is crucial for the future.



Health as an area in the new economy

> **Manel Peiró (PMD 92 and PhD in Management Sciences 07)**, Academic Vice-Dean and Professor of the Department of Human Resource Management at ESADE, is an advisor to public and private health institutions and in the area of public services.



The development of our society goes hand in hand with people's greater interest in and concern about health. It is not just a question of having more and better means for diagnosing and treating a larger number of illnesses, but also growing importance is being attached to health and wellbeing issues. To be sure health will be one of the driving forces behind coming through the crisis through generating new businesses and its catalytic effect on other established sectors.

Health care is the core of the health sector and has a multiplier effect on other linked sectors. Firstly it creates jobs: the pharmaceutical industry, biomedicine and medical technology companies, consumer health items, information systems, construction and engineering, auxiliary service industries (cleaning, cooking, laundries and sanitary waste), insurance, consultancy, service management, training, research, spreading knowledge etc. All of these business sectors, featuring high levels of research and innovation, grow in tandem with greater development of public and private health services.

In lockstep new business opportunities often come up to meet the needs of a population which is living longer and wants to have greater quality of life during that time. This is the case with the transformation of the food sector, which is based on the development of a new food industry geared towards higher quality production which recovers natural ingredients to produce healthier food and which affects not only products but also distribution channels and customer relations. Then under this same broad conception of health there is the wellness sector which also delivers health services.



The keys to the public-private area

> **Albert Serra (FGAL 90 and EMPA 04), Ángel Saz-Carranza (PhD in Management Sciences 07)** - Professors on the PARTNERS Programme, Institute of Public Management, ESADE



There is no doubt that an ideal fit between the public and the private sectors will be a necessary condition for a healthy post-crisis economy. An effective public-private area, in other words one which brings maximum value to society, has to meet four conditions.

The first condition is that the public sector guarantees a fertile framework in which the private sector can flourish, giving it help where this is needed. This means regulating intelligently (as specified by the Better Regulation paradigm), providing adequate regional and flow management (transport, telecommunications, energy) infrastructures, and supporting new private initiatives in future strategic sectors.

Secondly, the private sector has to show that public services delivered by companies are more efficient and effective than ones delivered directly by the public sector. The private sector has to commit to quality and reject downward offers combined with price renegotiations after awards are made. In turn government has to ramp up its public procurement capacity for goods and services by also committing to quality and analysing its impact as a buyer on the free market.

The third condition is that private financing of public investment or PPP, Public-Private Partnerships, has to reach maturity and demonstrate its utility at times when investor confidence is rock bottom. In these conditions, a trend we are starting to see is that companies require the government to take part in joint ventures, thus reducing the risk perceived by companies and the financial cost of the investment but obliging government to put up more capital.

Finally, an optimum public-private area calls for public and private managers with relational leadership skills. They will need to know how to manage through cultural barriers, have personal competencies which enable them to interact without being defensive, be able to overcome stereotypes (“bureaucrats” vs. “sharks”), recognise each other’s objectives and understand the differences between public pressure (social and political) and market pressure (economic) and calmly accept the relevance of either of them.



Information and content

> **Beatriz Soler**, Professor in the Department of Marketing Management at ESADE and a Professor at the URL



The growing demand for information and content (entertainment and leisure, culture, knowledge, personal and business relations, etc.) has come out of the development of new digital technologies which are extremely accessible and global (immediately and easily available anywhere and at a low cost), have great connectivity (millions of people all over the world permanently connected through several media simultaneously), feature technological convergence and polyvalence (a mobile is in addition to being a phone a computer, a watch, a TV, radio, calculator, map, calendar, etc.) and are interactive.

As a result, the relationship between companies and customers has changed drastically. The paradigm of the emitter and the receiver has melted away and information and communication now flow in both directions. The public is no longer passive but rather creates, produces, broadcasts, compares, checks, changes, distributes and shares information and content at the same time as it is a user and actively expands its opinions. We have gone from an era of transactions to another one of relations, in which these new actors become competitors with traditional providers. In this context of a battle to gain attention, both companies which offer information and contents and also all others face a series of challenges which at the same time are great opportunities for those that can understand them, reinvent their businesses and think ahead:

- Using interactivity to gain in-depth understanding of increasingly “chameleon-like” customers with complex behaviour patterns, leaving behind traditional “narrow” segmentation and choosing other more sophisticated ones (situational, by values and areas of interest, etc.) so as to identify new market niches
- Creating platforms which make it possible to customise information and contents, achieving unique experiences which go beyond the products and services provided.
- Putting forward different and relevant proposals and solutions (usability, accessibility, identification by values, emotionality, etc.) which stand out on their own in a context of excessive information without resorting to intrusive marketing.
- Engaging audiences in the generation of content and setting up forums for cooperation and building customers into continuous interactive business innovation processes so that they can help us to revamp our businesses.
- Being accepted as a reliable supplier of information and contents which ties in with the values and interests of its target market, establishing honest and transparent relations of equality through long-term dialogues and conversations with customers, being more coherent and consistent than ever in their discourse (same messages and benefits, same values).



Mobility

> **Josep F. Valls**, *Professor of the Department of Marketing Management at ESADE and founder in 1990 of the Centre for Tourism Management at ESADE.*



There are two aspects to the mobility area in Spain. The first is that the bulk of people who joined the tourism market in the 1980s act as if it were a necessity and not a luxury item. Then secondly that large numbers of people who had not got into tourism so far are now taking an average number of trips – between 4 and 5 – like the former. Spending patterns among both groups are similar to the main European countries.

This means that the current crisis has only led to a less than 7% drop in the number of trips made by Spaniards in the first ten months of the year, although spending has fallen by almost double that. This is nothing like what has happened in other sectors in which consumer spending has fallen by two or three times those figures.

Tourism is one of the most consistent sectors in the Spanish economy, especially due to major movements by the native population. Nonetheless, the sector needs a shakeup in two areas. The first is in seaside destinations which are stuck in a pattern of holidays lasting many days, as happened between the 1960s and the 1990s. Over the last 15 years, overnight stays during main summer holidays have fallen to 6-7 days, which means customer turnover is much higher; if at the same time summers last very few weeks, there is a need to develop a tourism offer outside the summer season. Catalonia is one of the most advanced areas in this respect along with the Balearic Islands and the Region of Valencia, yet nevertheless many coastal towns still close down at the end of summer to wait for the following spring.

The second change is in inland tourism. Most destinations see tourism as an economic driving force yet nonetheless there are few joint efforts being made for rational tourism use of land and heritage. Efforts are individual, by local and regional government and the private sector. You cannot build cultural, health, conference, culinary and wine route, etc. destinations that way.

The fact that Spain is among the world leaders by number of tourists cannot hide the fact that in the tourism competitiveness tables it is outside the top ten. Climate and being southern are the condition for tourism development; rational planning is the opportunity.



Education and knowledge

> **Juan Ramis-Pujol**, *Director of the Department of Operations and Innovation Management at ESADE*

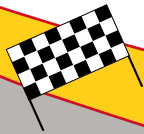


In primary and secondary education there is the problem of the constantly changing system used over recent decades. Moreover, this system suffers from a lack of skills typical of any stagnant bureaucratic system. Finally, there is concern about a lack of authority in classrooms which is holding back the educational progress of students.

As for universities the biggest challenge is adapting to the new Bologna Plan. Unfortunately in many cases the outcome is not going to be very different from what there was beforehand. One of the few sound criticisms of the Bologna Plan is the danger of excessive specialisation in university education. The challenge here is to deliver education which does not lose the humanistic foundation which universities ought to have.

Lifelong learning and business training are facing above all the challenge of producing real added value. One of the trends here is the appearance of corporate universities which seek to bring training and real job needs closer together.

Turning to the generation of knowledge, the big challenge is ensuring that we create relevant knowledge. Some parts of the university system, and certainly more so in some disciplines than in others, are confronted with the paradox that recognition of the knowledge produced is awarded irrespective of the social impact or real value created. Finally, given the variety and complexity of the contemporary world we need more general and holistic knowledge that enables us to take decisions from more points of view. Just see how many lessons and challenges come out of an in-depth analysis of the current crisis!



Getting to know...

Tamyko Ysa and Enric Bartlett

THE LINK BETWEEN THE PUBLIC AND PRIVATE SECTORS AND ITS IMPORTANCE FOR ALL AREAS OF SOCIETY ARE OUR TWO INTERVIEWEES' FIELDS OF STUDY.

1. How did you come to ESADE?
2. What do you think makes your courses interesting?
3. What lines of research are most interesting to you?
4. Tell us an interesting conclusion from one of your recent studies.
5. Is there something in your experience as a lecturer that you're especially proud of?
6. How do you think your students would describe you?
7. What would you like to do, but haven't found the time for?
8. How would you describe ESADE in three words?
9. How do you like to spend your time outside ESADE?
10. Can you tell us an anecdote about your teaching experience?



TAMYKO YSA

“I’d stress the importance of public-private management partnerships in impacting on public policies which address complicated issues”

**ENRIC R. BARTLETT CASTELLÀ**

“Public policy in recent years has fostered land speculation which is quite the reverse of what the Constitution requires”

**tamyko.ysa@esade.edu**

An assistant professor at the Institute of Public Management and the Department of Business Policy at ESADE, **Tamyko Ysa (EMPA 05 and PMD 06)** has a PhD in Political Science and Government from the University of Barcelona and an MSc in Public Administration and Public Policy from the London School of Economics and Political Science (LSE). She has been a Visiting Doctoral Fellow at the LSE and at the Kennedy School of Government at Harvard. She is the lead researcher in the Leadership and Innovation in Public Management Research Group which is recognised by the AGAUR and a lecturer on the Masters in Public Management programme. She has advised a number of governments both at home and abroad.

- 1.** Through two public management lecturers, Francisco Longo and Alfred Vernis. The Institute of Public Management was looking for new teaching staff and they saw my doctoral thesis.
- 2.** Breaking down the preconceived notions that businesses and the public sector have of each other and then building positive relationships between them.
- 3.** The management of public-private partnerships and their impact on the creation of public value; the mapping out, implementation and evaluation of public policy; and business-government relations.
- 4.** I’d stress the importance of public-private management partnerships in impacting on public policies which address complicated issues. These partnerships can come in different forms depending on the role taken by stakeholders and in particular by government when it is the main partner.
- 5.** Being able to connect with a wide array of people who have different expectations about an ESADE session: degree, MSc, PhD, MBA or Executive Education.
- 6.** Pure music.
- 7.** Personal growth.
- 8.** ESADE is an extraordinarily plural and complex organisation which seeks to leave a lasting impression.
- 9.** Doing things connected with nature, and the theatre and movies are absolute passions.
- 10.** Often when I went into the classroom people were surprised. I had no idea why until one day someone said “It’s just that with your name Tamyko we were expecting a man”. –Ko in Japanese is a female suffix.

enric.bartlett@esade.edu

Dean of Law School and full professor at the Department of Public Law at the Law Faculty at ESADE, Enric R. Bartlett Castellà has a degree and a PhD in Law from the University of Barcelona. Since 1980 he has been a local government comptroller. He was Assistant Ombudsman for Catalonia between 1993 and 2004 and is a member of the Scientific Section of the European Ombudsman Institute. He joined ESADE in 2004 where he now directs the Human Rights Seminar and is a lecturer on the International Business Law programme.

- 1.** Through our director general and Dean Miroso. Before that I’d worked on the Law Faculty’s doctorate programme.
- 2.** They help people to see that rules are not neutral and that the ostensible ends do not necessarily coincide with the underlying motives.
- 3.** The law’s contribution to strengthening freedom and social cohesion; market regulation; and public-private partnerships, where my boss is Dr. Ysa.
- 4.** It’s not just mine and nor was I the first person to come up with it: public policy in recent years has fostered land speculation which is quite the reverse of what the Constitution requires.
- 5.** Students who tell me that I helped them not to accept arguments uncritically. Also when years afterwards they’ve asked for my advice about professional issues.
- 6.** I hope as someone who is accessible, rigorous and reasonably entertaining.
- 7.** Just one? Learn French.
- 8.** Audacious, complex, creative.
- 9.** Family, unhurried reading of newspapers and novels, I work with the Christianity and Justice Study Centre, and chatting with friends especially after a good meal.
- 10.** A few. In 1996, I was professionally very busy and there was no way I could find the time to finish my thesis. I did a course in Nicaragua and they called me doctor so often that I decided to finish it.



Labour market reform, or when the cart is put before the horse...

NEW LABOUR MARKET REFORMS ARE NECESSARY BUT ONLY IF THEY ARE STRUCTURAL, LEGALLY CONSISTENT AND REALLY DO RUN IN LOCKSTEP WITH THE EVOLUTION OF THE REFORMS PUT FORWARD BY THE EU AND WHICH FOR SOME TIME NOW HAVE BEEN IMPLEMENTED IN EUROPE.

(GP and GE 09)

Lecturer in Labour Law at the Faculty of Law at ESADE

With that as our premise, it seems clear we should be chary about the labour market reforms as they are being mapped out at the moment. In Spain we are now paying the price for a production organisation model based on little added value and speculation and one which was very dependent on consumer spending. The unemployment rates generated as a result of the imploding of this model wouldn't be so alarming if, as happens in the rest of the EU, job destruction were to be followed by effective and flexible proactive employment policies and if unemployed workers had the training and skills that would enable them to move between sectors. However, over recent years a major part of the efforts of the public authorities has been geared towards control and flexibility in the management of social

benefits rather than towards how to ensure that periods of frictional unemployment are as short as possible and how to enable retraining for laid-off workers.

THE ESSENTIAL ENGAGEMENT OF ALL PLAYERS

It is for this reason that before undertaking reforms which facilitate job losses, there is a need to ramp up the efficacy and integration of public and private intermediation systems both for unemployed workers and ones who are about to be made redundant. And it is also important to engage all the actors who might have key roles in this area: jobcentres, placement agencies, temporary work agencies, recruitment companies, outplacement firms and also Chambers of Commerce, employers' associations and trade unions.





Until quite recently workers would have been looking to maximise their redundancy payout, which in general was up towards 45 days salary per year worked, rather than seeking alternative employment, bearing in mind in addition the dreadful regulation of the dole and its correlation with other benefits such as pensions.

For their part trade union officials tasked with negotiating redundancy procedures saw their political role as involv-

Part of the cost of redundancy has been passed on to the Government

ing uncompromising defence of compensation and at most endorsing the choice of the workers who were oldest and hence closest to being entitled to retirement benefits. Thus by means of actuarial, tax and legal formulae, part of the cost of redundancy has been passed on to the Government, and this has encouraged employers to accept demands to avoid breaking off negotiations with the workers and to generate a context that is propitious for an agreement in which “apparently” everyone comes out a winner.

A system based on the “payout”, whether that is compensation or Social Security benefits, is not sustainable, and nor is a system based on “the right to fire” or on “they

have to give me a job or money for not having one”. We need to start talking about duties and responsibilities.

And it is here that the second reservation about the current debate about labour market reform appears together with an enormous concern about what the outcome might be given the pressure exerted by the need to demonstrate control and give a signal that Spain deserves to hold the EU presidency.

The flexibility that some are now calling for is reactive. It is a flexibility which is necessary when the regulation of working conditions in an organisation does not match market needs. It is for this reason that accepting it as a good thing with no further thought impedes an analysis of the reasons why there has been “poor regulation” of issues such as working days and salaries in collective bargaining agreements (especially sector ones) and employment contracts, and which have given rise to a monolithic bloc of working conditions which on occasion can only be dismantled by means of a redundancy procedure.

There are a number of reasons which could be given: an erroneous association made between “flexibility” and “deregulation”, a 19th century conception of trade unions and the role of collective bargaining, and the problematic dynamics of managing labour relations. **E**

The necessary regulation of flexibility

Contrary to what might be thought, there is no better way of being flexible than by regulating flexibility, and doing it fundamentally through collective bargaining and then in second place through employment contracts. Basically because in core areas for increasing productivity there is no legal regulation.

It is preventive flexibility which enables planned adjustment to any type of crisis and the articulation of various reaction mechanisms based on the diversity of the market. And in this field, the law has expressly restricted itself in favour of collective bargaining. What we need to do is therefore to optimise it rather than looking for public intervention to once again pull our chestnuts out of the fire.

The project at the Gaspar de Portolà Foundation

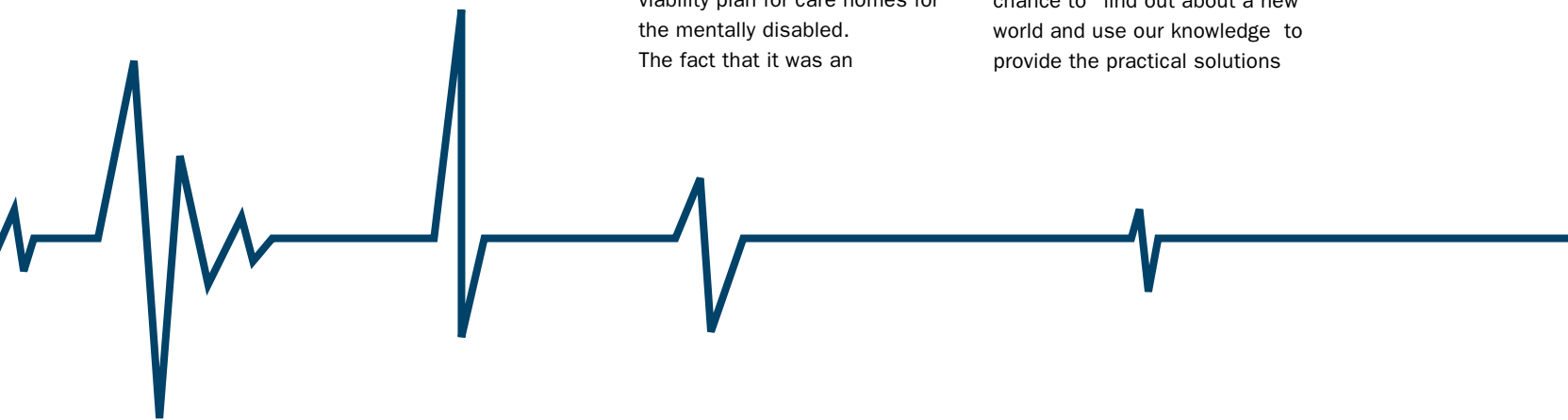
Experiences of giving back



ALUMNI GIVING BACK WAS FOUNDED TO ENABLE ALUMNI TO USE THEIR KNOWLEDGE TO HELP A RANGE OF SOCIAL PROJECTS, AND AFTER THREE YEARS IT IS NOW A FULLY CONSOLIDATED INITIATIVE. IN ORDER TO GET A FIRST HAND LOOK AT THE RESULTS OF THE WORK BEING DONE, WE DECIDED TO FIND OUT ABOUT THE EXPERIENCE OF THE PRO BONO CONSULTANTS ON ONE OF THESE PROJECTS, IN THIS CASE BEING RUN AT THE GASPAR DE PORTOLÀ FOUNDATION.

Over 8 months a team of alumni have been using their experience and efforts on a project designed to help the Foundation to enhance its management. The project that the Gaspar de Portolà Foundation put to Alumni Giving Back was innovative and different from what had been done hitherto by Pro Bono Consultants. It was different in that it had mapped out a new, non-conventional model of housing for mentally disabled people which sought to take advantage of the strengths of all existing models and use them to draw up a new one. Based on that, the pro bono consultants were tasked with mapping out a viability plan for care homes for the mentally disabled. The fact that it was an

innovative project “meant the consultants had to make an extra effort to find out about the mentally handicapped and their needs along with the various existing models of homes or residences,” says Gaspar de Portolà Foundation director **María José Alepuz (Lic&MBA 92)**. “They also had to look at the current legal framework and any funding that we could apply for.” All of that was done by a team consisting of **Anna Puyuelo (PMD 08)**, **Santiago Ruiz (MBA 90)**, **Tania Beuter (Lic&MBA 03)**, **Evelyn Telleria (MBA 03)**, **Gloria Solé (MBA 97)** and **Mònica Montaner (Control de Gestión 99)**, who picked out as one of the highlights of the project the chance to “find out about a new world and use our knowledge to provide the practical solutions



Anna Puyuelo (PMD 08)

Discovering a new reality



“I would recommend the experience not only because of the chance you get to help out but also because you find out about people in the world who have very different lives to our own and because team working is really promoted in these projects.”

Mònica Montaner (Control de Gestión 99)

Sharing experiences



“I’ve learnt a lot from how they work at the Gaspar de Portolà Foundation and from their spirit and motivation, which would be the envy of the vast majority of private companies. Working with the team of ESADE consultants has also been very enriching because it brings together professionals with different training and experience to put a unique project in place.”



Presentation of the project to the management team at the Gaspar de Portolà Foundation



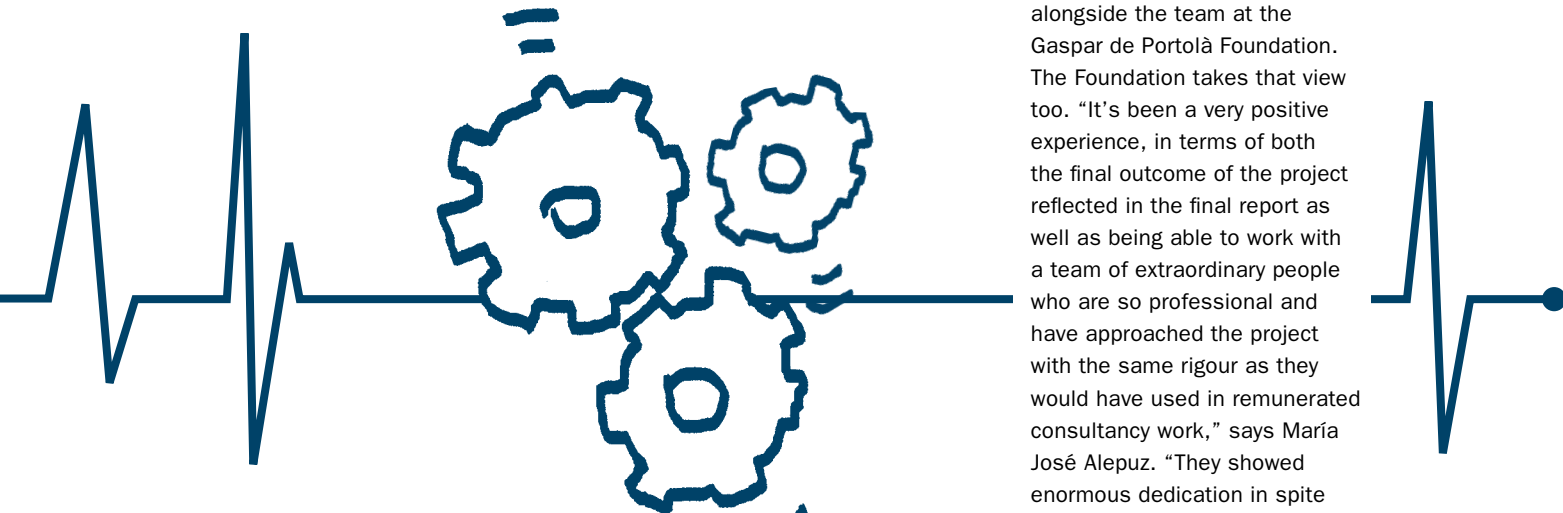
The Alumni Giving back team was given a bouquet made in the Foundation's workshop from textile articles

that the project was asking for." Anna Puyuelo agrees. "Most of us got involved in the project with the idea of helping out," she says, "but the truth is that the project opens up new horizons for you and you can get a close-up look at realities such as those experienced by the foundations."

RECOMMENDABLE EXPERIENCE

"For all of us the icing on the cake would be to see that all the projects we've been involved in have been carried out," says Anna Puyuelo. "It's always encouraging to see that what you've done is now in place." For the moment she is taking

part this year in the new Alumni Giving Back programme, this time round leading a team that is to work with the Casa Teva Foundation whose mission is to build and run a care facility for patients and their families. Both Anna and Mònica stress that another of the main things about taking part in the project is the chance to work alongside the team at the Gaspar de Portolà Foundation. The Foundation takes that view too. "It's been a very positive experience, in terms of both the final outcome of the project reflected in the final report as well as being able to work with a team of extraordinary people who are so professional and have approached the project with the same rigour as they would have used in remunerated consultancy work," says María José Alepuz. "They showed enormous dedication in spite of their numerous personal and work commitments together with massive engagement and enthusiasm that saw them take on the project as their own." 



**María José Alepuz (Lic&MBA 92),
director of the Gaspar de Portolà Foundation**
The discovery of a project



"It's been a very positive experience, in terms of both the final outcome of the project as being able to work with a team of extraordinary people who are so professional and have approached the project with enormous rigour and dedication."

For more information about Alumni Giving Back, call us on 902 420 020 or email at us alumni.solidario@alumni.esade.edu

@Sant Cugat Business Park

Innovation at your service

LOCATED RIGHT IN THE HEART OF THE NEW SANT CUGAT DEL VALLÈS BUSINESS DISTRICT IN THE LA GUINARDERA-CAN CANYAMERES DISTRICT, THE INNOVATIVE @SANT CUGAT BUSINESS PARK HAS OPENED ITS DOORS. STANDING OPPOSITE THE SANT CUGAT SHOPPING CENTRE IN AN EXCEPTIONAL SETTING FEATURING EXTENSIVE LANDSCAPED AREAS AND JUST FIFTEEN MINUTES FROM BARCELONA, THIS LARGE BUSINESS COMPLEX HAS ALL THE SERVICES REQUIRED FOR ANY PROFESSIONAL ACTIVITY AND IS AN IDEAL PLACE IN WHICH TO WORK.

The business park is a new build facility with more than 50,000m² of floor area in its first stage that has been set aside for business units, car parking and offices. It has two office buildings, one with 6,000 m² of floor area and the other with 9,000 m², plus 9,500 m² set aside for business

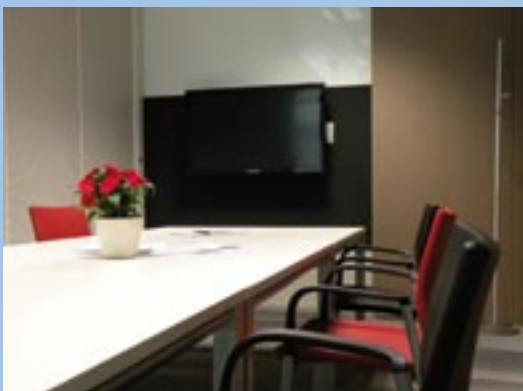
units and 25,000 m² for parking spaces. Overall the park has 53,000 m² of floor area, 23,900 m² of which is above ground.

OFFICES AND BUSINESS UNITS

The @Sant Cugat Business Park offers attractively designed offices with natural light and impressive views. They are equipped with state-of-the-art technology, independent HVAC and an automatic humidifying system, plus their open-plan design and modular system provide maximum flexibility to meet space requirements, with offices ranging in size from 30 m² to 1,000 m² per floor.

@
Sant
Cugat
Business
Park





The park also has a great variety of business units starting at 40 m² with both utilities and HVAC. They can be on one or two levels and offer the option of an attached storage facility.

They are well positioned in intermediary areas and along the front of the park to maximise corporate image visibility.

There is a specific area of units that can be used for eateries with a private terrace in an agreeable setting and direct entry either from the street or the building's car park.

BUSINESS CENTRE

In line with the latest trends in business, the park also has an innovative and attractively designed business centre equipped with cutting-edge technology which offers a wide range of services.

The centre is a modern, practical and above all flexible facility which offers entrepreneurs, professionals and businesspeople alike all the infrastructure and services they need for their operations.

The business centre provides companies with an economic alternative and major cost-cutting just by sharing expenses such as utilities, cleaning, maintenance, reception services, etc.

@Sant Cugat's philosophy is based on flexibility, which means companies can have a la carte offices fully customised to meet their needs, the option of changing at any time and quick start-up times.

SERVICE CENTRE

In order to deliver a global service, @Sant Cugat seeks to cater for the needs of enterprises in the park by encouraging professional and general services companies to set up there and thus create a real services shopping centre. This centralisation which sets the park apart offers businesspeople the chance to operate at a very competitive cost with front-rank professionals from a range of areas.

The park has an innovative and attractively designed business centre equipped with cutting-edge technology which offers a wide range of services

It brings more to your business by surrounding it with all the services your company needs for its daily operations, optimising resources and saving time and money.

SPECIAL START-UP PROMOTIONAL OFFER

Hire your office in our business centre now and get the first month free*.

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