

Trends in talent selection techniques

Case study training; how to deal with selection procedures

AGAINST THE BACKDROP OF THE CURRENT ECONOMIC CLIMATE, NEW TRENDS IN TALENT SELECTION TECHNIQUES ARE TAKING SHAPE SUCH AS CASE-ORIENTED INTERVIEWS. ESADE'S PROFESSIONAL CAREERS SERVICE GETS CANDIDATES READY TO DEAL WITH THIS INCREASINGLY FREQUENT SITUATION IN SELECTION PROCEDURES.



The competencies required of professionals in periods of economic growth differ from those demanded nowadays when rationalization, cost-cutting and repositioning are all common ingredients in business strategy. Yet the market for the talent that has these competencies features an enormous demand for work but little supply.

From the hiring company's point of view, the challenge involves retaining the talent it has to continue driving its project forward while at the same finding new professionals on the outside who can add value to its human resources. This means that personnel recruitment officers need to evaluate candidates thoroughly in order to avoid making erroneous choices.

A NEW PARADIGM

It is this need not to make mistakes when selecting talent that has led to the introduction of a new paradigm based on interviews geared towards solving business cases in the here and now instead of making deductions based on a candidate's professional past. "Don't look back to understand

a candidate's abilities, but instead look forwards by giving them a challenge in the shape of a case they have to solve," says **Carles Cuatrecasas (EMBA 06)**, Senior Manager at KPMG and one of the key figures in these case study training sessions who has enormous experience in strategic consulting. ESADE's Professional Careers Service is training its students, mostly on MBA programmes, and alumni based on this new paradigm. Strategic consulting is driving this type of selection for its future consultants, but many multinationals and other companies have also started to use the technique. Resolving a case enables a company to find out whether a candidate can apply all their knowledge (for example about marketing or strategy) in a structured, simple and direct way. Plus just as in the sessions run by the Professional Careers Service, candidates also have to overcome additional problems which are added to the case in order to assess how they react to pressure and changes in context. The profile of the people attending these seminars run by ESADE's Careers Service

tends to be professionals with at least 5 year's experience who either want to guide their career towards consultancy or believe that finding out about the keys to passing a case-oriented interview will be helpful for their professional development, as it is a technique that some companies also use for internal executive selection.

The seminar consists of a theory class in which attendees learn why consultancy adds value and why this new case-based selection procedure is used. This is then followed by a practical session. "The idea is to show them that solving a case is not easy and requires training," explains Carles Cuatrecasas, "which means they have to do their homework on their own."


Parallel training sessions are run for those who already have the theoretical knowledge in which five case studies are examined over four hours. The cases are thematic, for instance about entering a new market, marketing, operations, organisation, efficiency, human resources, etc.

However, in addition to looking at selection procedures, the ESADE sessions also point out that learning to solve cases is also critical in making an enhanced contribution to daily operations in any company.

COMPLETE CANDIDATES

"The ideal candidate with talent is complete and rounded in terms of hard and soft skills," says Carles Cuatrecasas. Hard skills basically means expert knowledge of business, marketing and human resources together with languages and other factors. However, although these skills are important, candidates also need to have good soft skills, such as relevant and spontaneous spoken communication,

Resolving a case enables a company to find out whether a candidate can apply all their knowledge in a structured, simple and direct way

being able to create empathy with the interviewer and be convincing when setting out the case study, giving grounds for each of the steps taken towards the chosen solution, being able to come up with creative solutions, having the perseverance to go on to the end and being committed to the results. 



Mar Barbero (MP Liderazgo e innovación social en las ONG de desarrollo 08)

Currently the director of the Lescer Foundation, Mar Barbero says: "Taking part in a case studies training workshop reminded me of how we learnt contents at ESADE using case studies but with a new vision in which things are speeded up as reading and resolution times are very short. I was surprised to find it's a test used in executive selection procedures and I found the two simulations we did at the workshop to be really useful."



Jesús Herrera (DMC 07 and Desarrollo Directivo 03)

HSA National Manager at pharmaceutical firm MS D, Jesús

Herrera stressed the practical component of the training sessions in Madrid. "Nowadays there are more and more internal and external selection procedures which use these kinds of techniques, so it was really interesting to see the rationale behind them and get a hands-on look at some cases," he says. "It was good to take part in a session with people with different professional profiles as that lets you see other ways of interpreting the same situation."



Xavier Guilemany (MBA 95)

A specialist in general management for industrial companies and a productivity

expert, Xavier Guilemany says that the Barcelona training sessions were a "very positive" experience. "They've helped me to get ready to deal with case study resolution in selection procedures," he says. Guilemany also believes that the ESADE sessions show how to demonstrate the global management vision that executives can bring to an organisation that is thinking of hiring them.

You'll find more information about this issue and all the training programmes run by the Professional Careers Service at www.esadealumni.net/carreras

ALFRED VERNIS



(Lic&MBA 88 y FGAL 90)
alfred.vernis@esade.edu

Associate Professor of the Department of Business Policy at ESADE, he has a PhD in Public and Non-profit Management from New York University. His teaching and research work has focused on public-private partnerships, managing civil society organisations and setting up and developing social enterprises. He co-directs the Social Enterprise Knowledge Network (SEKN) international research group and is a member of the Social Council at Inditex.

MARIA IGLESIAS I PIE



(Lic&MBA 94)
maria.iglesias@esade.edu

Researcher at the ESADE Institute for Social Innovation specialising in non-profit organisations and the social economy. She has a degree in Business Administration from ESADE and a Master's degree in Political and Social Theory from the UPF. Her professional career has focused on NGO management. She has also worked in the public sector in the Advisory Office to the Catalan Government's Department of Social Welfare and the Family to analyse public policies and develop proposals for partnerships with the third sector. At present she is a strategic consultant for organisations and social projects.

Inclusive businesses:
economic and social value

Businesses which inspire futures

WHAT DO AN AGRICULTURAL PRODUCTION AND MARKETING COOPERATIVE FROM MONTBLANC AND A SUSTAINABLE FOOD SERVICES FOUNDATION IN BARCELONA HAVE IN COMMON? AFTER STUDYING EIGHT CASES OF ORGANISATIONS IN SPAIN WHICH WORK WITH MARGINALISED GROUPS, WE'VE FOUND THE ANSWER TO BE A LOT MORE THAN YOU WOULD EXPECT.

In the study we've carried out for Caixa de Catalunya we have called them "businesses which inspire futures" (following on from ESADE's 50th anniversary slogan) because at a time of change, of reconsideration, of calm in-depth thinking about why things haven't gone the way we had hoped they would, there is also an excellent opportunity to examine organisations with approaches that differ from the traditional production system. And you don't need to go far to find them since at the economic frontier there are business organisations which are working to create economic value from a different perspective. They've been baptised social enterprises and the main feature of these organisations is that while they do create economic value, at the same time they also build social value.

Social entrepreneurs operate in the marketplace to make a profit, yet this is not the purpose of their companies; instead it is a means of achieving a social end. Social enterprises have growing potential to deliver sustainable solutions to contemporary and

future social problems. They are new business models which work for a fairer and more sustainable world and they do that by competing with traditional market forces in order to be financially sustainable.

It is hard to draw up a single profile that fits all social entrepreneurs. However, our experience and various studies tell us this about them:

- They focus on creating social value and seek to provide new ideas or approaches to the challenges posed by social groups or problems.
- They try to innovate by finding a new or different product or service or a new approach to a social challenge.
- They know that they need a support ecosystem to put in place their business projects.
- They look for solutions to challenges which they confront systemically.
- They launch themselves into business projects well before they have made sure they have access to sufficient resources.
- They boldly take risks in business adventures that others would not dare to.



Workers at the L'Olivera cooperative



Packing facility at La Fageda

The first of the fundamental features that set social enterprises apart is that they are **humanistic companies** which see work as an end in itself and not as a way of turning a profit. The purpose of these companies is the global welfare of people, making sure that employees who work in them enjoy good quality of life and are happy. Asserting this centrality in a company is not easy, and it certainly means talking less about human resources and more about people.

Secondly, social enterprises which compete in the marketplace seek to create economic value and social value and also to respect the environment all at the same time. This does not entail that the more economic value means less social value or vice-versa, but rather that they have found a balance between creating the two. Achieving this balance is one of the great accomplishments of the value proposition of these organisations, and it is not an easy thing to do since it calls for large doses of creativity, imagination and ingenuity from entrepreneurs and their organisations. Plus at the same time they also seek to be environmentally-friendly; building

systemic companies is not simple.

Finally, the social enterprises which compete in the marketplace and do so in a new and innovative way are those which have focused their operations on what is called “inclusive business”. These companies are trying to include people with no resources, the poor, in the market. And building a value chain thinking that the poor, the excluded, may be the customers or employees or suppliers of your company is a difficult challenge but one which forces you to rethink traditional business models.

8 CASES OF SOCIAL ENTERPRISES

The eight organisations we’ve studied are scattered all over Catalonia – L’Olivera (Urgell), Santa Teresa del Vendrell (Baix Penedés), Aprodisca (Conca de Barberà), Moltacte (Bages), Formació i Treball (Barcelonès, Garraf and other counties), Futur (Barcelonès, Vallès Occidental and other counties) and La Fageda (La Garrotxa) – and there is also one in Galicia, Lonxanet. This makes it into a very productive yet at the same time complex study. The corporate purpose of the eight

organisations we’ve looked at is to create sustainable, quality employment for different groups, including the mentally handicapped, the mentally ill, the physically disabled, former prisoners, people aged over 40 who are having trouble finding work, fishermen, etc. In 2008, the organisations had operating revenues coming to more than €6 million between them and provided jobs for more than 680 people, 510 of which are “social inclusion” jobs.

Perhaps at this time of change and uncertainty they can provide some guidelines for the future for other organisations

L’OLIVERA COOPERATIVE, laying the groundwork for the future

The L’Olivera Cooperative is in the Cistercian monastery at Vallbona de les Monges (Urgell) surrounded by rugged terrain and hundred-year-old agricultural terraces. It was set up 35 years ago and with a group of disabled people it produces a small harvest of excellent white wine and premium quality olive oil. It is also set to launch its first red wine soon.



Catering provided by food services company Futur Foundation



SANTA TERESA DEL VENDRELL FOUNDATION:

constant innovation at the service of people

Sta. Teresa del Vendrell was set up in 1975 when a group of parents in el Baix Penedès formed an association to meet their disabled children's needs. Nowadays the organisation does gardening and building work in a number of towns around the county together with environmental and industrial activities, and it has also recently branched out into the food services sector (it runs two bars, a restaurant and an adventure park).

APRODISCA:

passionate about ecological agriculture

Hortus Aprodicae is a new food and agriculture company which grows, prepares, processes and markets its own in-house ecological products and food. It is a fledgling business initiative that has come out of Aprodisca, a more than 25-year-old company which meets the needs of the developmentally disabled and mentally handicapped in la Conca de Barberà. In 2005 problems in the industrial handling sector led company bosses to seek out new business opportunities and boldly reinvent the organisation.

MOLTACTE:

creating places where the mentally handicapped can find work

Moltacte seeks to create jobs for the mentally handicapped and it currently has two clothes outlets in Manresa. The first came out of an agreement with textile association FAGEPI (Igualada) and sells 8 premium quality brands of women's clothing. The second is based on an agreement with Mango.

FORMACIÓ I TREBALL FOUNDATION:

old clothes that create jobs

A small group of people in Caritas Diocesana in Barcelona decided to set up an organisation that came out of the old charity "wardrobes". This organisation has now become a company which runs green points (fixed and mobile recycling centres) which collect and process household textile waste, collect and transport business and shop waste, provide cleaning services (for homes, companies and government) and also collect, select and process bulky waste (furniture, etc.).

FUTUR FOUNDATION:

starting out in sustainable food services

The Futur Foundation is a social integration company that fosters the social and occupational reintegration of excluded people. Initially it worked in the textile sector but with the onset of the economic crisis it has moved into the food services industry where it has an innovative position based on ecological/biological products and fair trade products. Futur has now found a market niche which is enabling it to grow in the sustainable catering and school meals sector.

LA FAGEDA:

competing with food multinationals

La Fageda is a non-profit cooperative which since it was set up in 1982 has provided work for more than 200 mentally handicapped people in La Garrotxa. La Fageda's main business operation is its monthly production of around 2.5 million yogurts and dairy desserts. LONXANET: sustainable fishing so fishermen can survive It defines itself as solidarity economy company which directly distributes Galician fish and seafood and is owned by fishermen's associations. Half its profits are set aside for social, economic and environmental projects in the traditional fishing sector. 🌱



Formació i Treball Foundation collection point

ESADE ALUMNI

Gracias

Socio financiero



"la Caixa"

Con el apoyo de "la Caixa"

ESADE Alumni puede ofrecer más actividades a los antiguos alumnos

3rd and 4th sessions of the ESADE-Deloitte conference series

Álvaro Videgaín and Gabriel Escarrer at ESADE

Álvaro Videgaín, Chairman and CEO of TUBACEX, and Gabriel Escarrer, Deputy Chairman and CEO of Sol Meliá, analysed the post-crisis challenges in the industrial and tourism sectors respectively at ESADE's Madrid campus.



“Investment in companies with added value such as the energy industry, the automobile sector and IT” is one of the things to be done after the crisis said the Chairman and CEO of TUBACEX, Álvaro Videgaín at the third session of the ESADE-Deloitte conference series. Videgaín prioritised six business areas where the industrial sector needs to tackle challenges once the crisis has been weathered: the marketplace, innovation, internal competitiveness, corporate transactions, employees and corporate governance. Also taking part at the session were Alberto Uribe-Echevarria, Partner at Deloitte, and **Pedro Navarro (MBA 67)**, Vice-presi-

dent of the ESADE Foundation Board of Trustees, who was also at the conference series closing session.

THE CHALLENGES IN THE TOURISM SECTOR

The keynote speaker at this session was Gabriel Escarrer, Deputy Chairman and CEO of Sol Meliá. Escarrer argued that there is a need to raise socio-economic appreciation of tourism in Spain and put forward measures to promote the “Spain” brand internationally. He was accompanied by Jordi Schoenenberger, Partner at Deloitte, Josep F. Valls, a Professor in the Department of Marketing Management at ESADE.

ESADE CEMS Master top of the class for *The Financial Times*

ESADE's CEMS Masters programme has taken top spot in the annual *Financial Times* Bologna masters in management ranking. The programme, which can only be taken in Spain at the new ESADE campus in Sant Cugat del Vallès (Barcelona), is designed for recent graduates who have yet to enter the labour market and is taught as part of a strategic alliance between 25 international universities and business schools. Yet the CEMS Master's programme is not the only ESADE-taught programme in this year's global top ten, as the ESADE Master in International Management is ranked number nine in the world by the *Financial Times*. That means that ESADE has two of its programmes in the world top ten.

Joint ESADE and Comillas Pontifical University programme

The ESADE Foundation and the Comillas Pontifical University-ICAI-ICADE have signed an agreement to jointly offer the new Programme for Leadership Development (PLD). This programme, geared towards directors with at least five years proven business experi-

ence, can be taken starting in this academic year and is to be taught by faculty from both universities. The agreement was signed by José Ramón Busto, Rector of Comillas, and **Carlos Losada (Lic&MBA 81 and Ph.D. in Management Sciences 03)**, Director General of ESADE.



ESADE Professional Council expands with four new members

The new members are Juan Ignacio Entrecanales, vice-president of Acciona; María Garaña, President of Microsoft España; Juan Lladó, Deputy Chairman and CEO at Grupo Técnicas Reunidas, and Joan Manuel Soler (Lic&MBA 68), ex-president of the ESADE Foundation Board of Trustees and Chairman of Quadis.



The ESADE Professional Council has expanded once more in order to continue providing ongoing advice about the present and future of the institution. As a result ESADE alumni on the Council are now **Carlos Losada (Lic&MBA 81 and Ph. D. in Management Sciences 03)**, Director General of ESADE; **Pedro Navarro (MBA 67)**, Executive Vice-President of the ESADE Foundation Board of Trustees, and **José M. de la Villa (SEP 06)**, Director of Institutional Relations and Secretary of the Professional Council.

The new members are to join Juan Arena, former Chairman of Bankinter and President of the ESADE Professional Council; Maite Arango, Vice-President of Grupo VIPS; Santiago Bergareche, Chairman

of CEPSA and Vice-President of Grupo Ferrovial; Anna M. Birulés, a board member at Irestal Group; Luis Conde, Chairman of Seeliger y Conde; Miguel Fernández de Pinedo, Vice-President of the Club de Industria, Tecnología y Minería; Juan Pablo Lázaro, President of the Technology Research and Development Commission at CEOE Madrid; Manuel Márquez, CEO of AMPER; Iván Martín, Senior Vice-President and partner director at Boston Consulting Group; Amparo Moraleda, Chief International Officer at Iberdrola; Vicente Moreno, Chairman and CEO of Accenture España; Juan José Nieto, Chairman of the HSM Group; Ignacio Polanco, President of Grupo Prisa, and Francisco Román, CEO of Vodafone España.

Enric Bartlett appointed new Dean of Law School

Doctor Bartlett has an extensive academic and professional curriculum. The new Dean, who joined ESADE in 2004, is a professor in the Department of Public Law, runs the Human Rights Seminars and lectures on the International Business Law programme (DIN). He is also a local government secretary-controller and a member of the Scientific Section of the European Ombudsman Institute.



As Dean of the Law School, Bartlett's main goals are to further educational innovation, drive internationalisation and enhance talent attraction by ensuring that able and committed students can study at the School regardless of their economic resources.

Antonio Garrigues Walker appointed President of International Advisory Board

Antonio Garrigues Walker has been appointed President of the ESADE International Advisory Board. Also joining the board as part of its internationalisation strategy is the Deputy Vice-Chairman and CEO of Grupo Santander Alfredo Sáenz.



The ESADE International Advisory Board is tasked with providing the school's management team with an international strategic viewpoint, focussing specifically on how ESADE can continue to meet the demands of today's globalised world.

ESADE opens its São Paulo Global Center

A hundred guests came along to the official launch of ESADE's São Paulo Global Center (SPGC). The event was hosted by Josep M. Buades (MBA 00), vice-president of the ESADE Alumni Brazil Chapter.



A talk on *Building Bridges between Brazil and Europe in a Multipolar World* was given at the launch. **Josep M. Buades (MBA 00)**, vice-president of the ESADE Alumni Brazil Chapter, hosted the event which also featured **Eugenia Bieto (Lic&MBA 73, PhD MS 01)**, Associate Professor of the Department of Business Policy and Corporate Deputy Director General at ESADE, and **Maílson da Nóbrega**, former Brazilian Finance Minister. **Ivan Bofarull (Lic&MBA 97)**, ESADE's Director of International Reputation, **Alessandra Puccini**, Business Development Manager of the SPGC, **Gustavo Chicarino (MBA 05)**, director of Accor in Brazil, and **Alejandro Bernhardt (MBA-ICDA 01)**, Director General of ESADE's Buenos Aires campus, also spoke.

After giving an institutional overview of ESADE from the school's beginnings in 1958 to the present, Eugenia Bieto looked at some of the milestones in corporate relationships between Brazil and Europe, and particularly between Brazil and Spain, in which she stressed the entrepreneurial spirit of Brazilian society as referred to in the latest Global Entrepreneurship Monitor report.

Ivan Bofarull then presented some of the main market trends in the business school sector, summarizing them in three blocks: the glo-

balization of attracting talent, the presence of strong multinationals in the BRIC economies and the emergence of new knowledge generation centres outside the USA or Europe. Alessandra Puccini spoke about the objectives of the ESADE Global Center in São Paulo and the key reasons why ESADE is strategically committed to Brazil. Finally, Dr. Maílson da Nóbrega explained the roots of the international economic crisis and its effect in Brazil. The ex-Finance Minister said he was very optimistic about the evolution of the

Eugenia Bieto praised the entrepreneurial spirit of Brazilian society and stressed the significance of management training for solid growth in a country like Brazil

Brazilian economy over the next few years, stating that in less than a year it will be growing again. Da Nóbrega argued that Brazil today is a stable, reliable country for international investors, and that the country's politics and economy are on a one-way route towards progress and growth. He said that "there is no longer any doubt about Brazil" and "the only question today is exactly how much we are going to grow". Similarly, he confirmed the current trend which places Brazil as one of the superpowers over the next few decades, not only as an industrial, economic and technological power, but also in terms of geopolitics.

About ESADE's Global Centers

Global Centers are ESADE offices located in strategic markets whose main goals are to create and maintain close relationships with potential ESADE students, strengthen relationships with companies, local institutions and the media, and contribute to building knowledge about local trends. The Global Centers also run social visibility activities in conjunction with ESADE Alumni Chapters. At present ESADE has two Global Centers: Munich (Central Europe) and São Paulo. Franziska von Wiedebach (EMBA 06) is the director in Munich, while Alessandra Puccini is her counterpart in São Paulo.

For more information: ivan.bofarull@esade.edu



ESADE hosts 25th EGOS Congress focussing on Creativity and Innovation

Last July ESADE hosted the 25th EGOS (European Group for Organizational Studies) Congress, the largest European academic conference on management.

Professor Silviya Svejenova chaired the Congress which featured professors **Alfons Sauquet (MBA 90)**, José Luis Álvarez, Luis Vives and **Carles Roig (MIM 87)** on its organising committee.

This year's event was attended by 1,400 academics from the leading universities and business schools in 45 countries to discuss ideas and the results of research projects into creativity and innovation. Professor Rakesh Khurana from Harvard Business School and Professor Marie-Laure

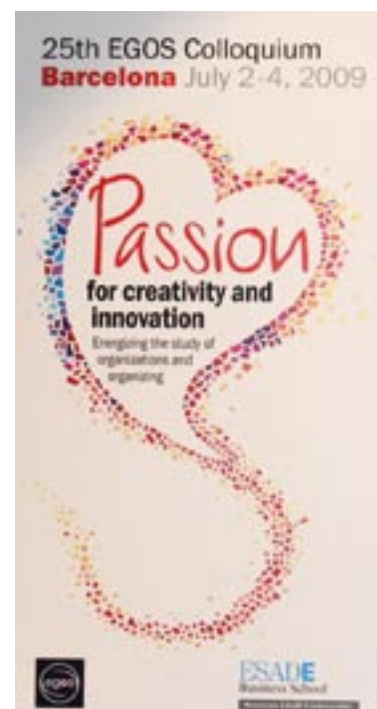
Djelic from ESSEC Business School delivered the opening speeches.

25th EGOS Congress was attended by 1,400 academics from the leading universities and business schools in 45 countries

The Congress featured 46 mini-conferences over its three days that dealt with a range of issues linked to crea-

tivity and innovation in various sectors from biotechnology to energy, in different types of organisations from NGOs to public-private partnerships, and in different areas from strategy and globalisation to business start-ups and social innovation.

Over the three days prior to the Congress workshops were run for doctoral students and lecturers just starting out on their academic careers and meetings were held of the boards of international academic journals.



ESADE joins SpainSIF

Since June, ESADE has been a founding partner of SpainSIF, the Spanish socially responsible investment forum.



Set up in Madrid, the forum is designed to foster the integration of social and environmental criteria and good corporate governance into investment policies in Spain by means of dialogue with different social groups and contributing toward sustainable development.

The association has over 30 founding partners, including in addition to ESADE, the BBVA, Bancaja, CC.OO., UGT, Analistas Internacionales de Sostenibilidad, the Instituto de Empresa, UNED, AECA and Economistas sin Fronteras.

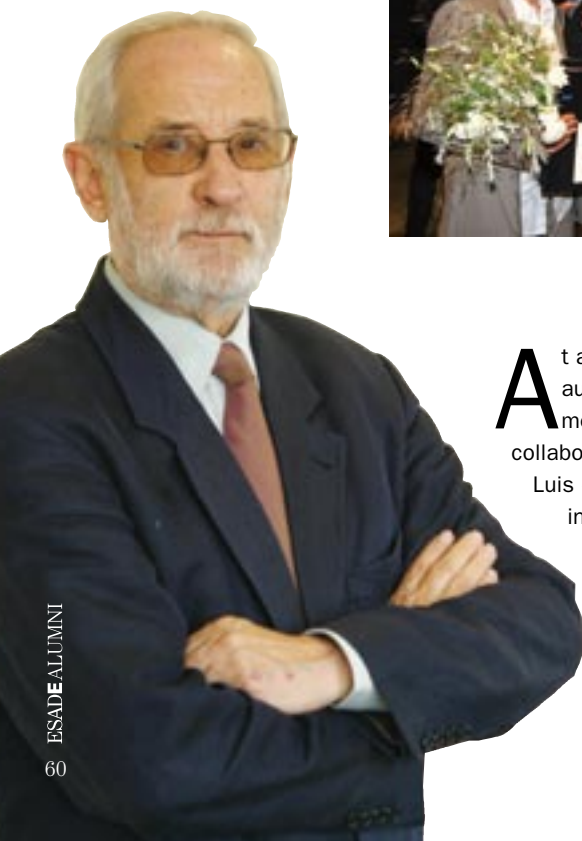
Presentation of the study 'Success factors of the major services companies in Spain'



Diego Torres (Ph. D. in Management Sciences 07, Lic&MBA 88), Professor in the Department of Business Policy at ESADE, and Jean Marie Bouteville, President of Inter Partner Assistance España and the Ibero-American region, have led the study *Success factors of the major services companies in Spain*. Presented in September at ESADE's Barcelona campus, the study examines the track record of twenty large services companies between 1996 and 2006 to find out why they have been successful. Companies analysed include El Corte Inglés, Grupo Santander, Telecinco and Prisa. Torres and Bouteville were accompanied at the presentation event by Fernando Sánchez Olavarría, CEO at food services company Eures; **Marcel Planellas (PMD 87)**, Secretary General of ESADE; Bernat Morales, Director of External Relations at Mercadona; and **Antoni Ballabriga (Lic&MBA 91)**, Director of Corporate Responsibility at the BBVA.

ESADE pays its respects to Luis de Sebastián

THE ESADE COMMUNITY CAME TOGETHER TO REMEMBER LUIS DE SEBASTIÁN, PROFESSOR AND CHAIR OF ECONOMICS FOR OVER 23 YEARS WHO PASSED AWAY ON 26 MAY.



At an event with a packed audience including family members, friends, academics, collaborators and alumni, the figure of Luis de Sebastián was remembered in all its aspects. ESADE faculty and non-teaching staff alike threw themselves into organising and getting ready for the event to pay tribute to Luis de Sebastián. **E**

Rafael Nadal, editor of *El Periódico de Catalunya*

"After his tour of theologies Luis liked to talk about this life: 'You have to look for ethics which are not transcendent, we should look for a Christian paradise here, on Earth, a paradise that we can make with the things we already know: loving thy neighbour, distribution of wealth, respect for life, respect for the rights of others. There are some things we can't avoid like death and natural disasters, but at least we can make sure their impact is lessened. I try to govern my moral conduct by the Christian principles of love thy neighbour, an austere life and trust in God.' Thank you, Luis, for having transmitted your common sense in the pages of *El Periódico*. Thank you for having shared it in our advisory board."



Marcel Planellas (PMD 87), Secretary General of ESADE

"Luis has been a teacher for a number of generations of students who are now scattered all around the world. So today we have to mention his links with the alumni association, which began through the relationship with his friend and much-missed **Antoni M. Güell (PMD 76)** when he was its director. Over these years Luis de Sebastián never once missed out on his opinion piece in the *ESADE Alumni* magazine and has taken advantage of his travelling to meet up with alumni Chapters in cities all over the world."



Alfred Vernis (Lic&MBA 88 and FGAL 90)

"He was the complete economist, a man with a great capacity to be ahead of his time. He leaves behind him books and articles, many of which are highly topical (...). We now have to spread his message."



Memories of Luis de Sebastián

Carlos Losada (Lic&MBA 81 and Ph. D. in Management Sciences 03) Director General of ESADE

“A wonderful colleague and an academic who was passionate about his work and the struggle for justice, surprisingly disciplined but not at all obedient. He enjoyed knowing, learning, and was always guided by a very profound human sensitivity.”



Manel Peiró (Lic&MBA 92, Ph. D. In Management Sciences 07) Academic Vice-dean

“He was convinced that knowledge is the source of progress and overcoming inequalities and that rigorous training in economics for future generations is the way in which we can help to enhance economic and social wellbeing in all countries.” Peiró also recalled the words of writer Manuel Vázquez Montalbán, who in the foreword to one of his books highlighted “Luis’s Promethean effort to return economics to human beings.”



Rodolfo Cardenal, Vice-Dean of the UCA El Salvador

“He never abandoned the cause of the El Salvadoran people. the UCA owes a great deal to Luis. With the misery of the impoverished world, he was worried about the dehumanising impact of such fine living.”

Josep Sayeras (Lic&MBA 93 and Ph. D. in Management Sciences 06)

“He told me that when he died he didn’t want people to weep as he had taken full advantage of life and thoroughly enjoyed it. I’m sorry that I haven’t followed his advice.”



José María Mena, lawyer

“A son of Burgos with roots across the world, a teacher with a deep love for justice and an utter contempt for injustice. A critical and self-demanding intellectual, tenacious and persevering, who oozed a serene ethical radicalism; doctoral and didactic, rigorous and diaphanous and hence a master. But above all he was close and communicative. Prodigious in his overflowing love of life, he simply transmitted warm affection to all. Luis was an example of scientific rigor, ethical radicalism and solidarity. He was the personification of the necessary utopia.”



Princess Cristina of Spain

“I must confess that in Luis’s gaze (during a monitoring visit to La Caixa Foundation projects), in how his eyes gleamed in that country (El Salvador), I found a new Latin America full of people who are not rich but very rich in spirit, in the capacity for self-sacrifice and in generosity. A Latin America that needed a man of thought and silence like Luis to be interpreted and discovered by the world. At the same time, each time that he wrote, and possibly without realising it, Luis showed how our developed world longed for the spiritual riches that are so abundant in Latin America.”



Tere Equisvany and Jaume Ollé (Liderazgo e Innovación Social en las ONGD 07)

Tere Equisvany: “People like you make the world a better place, and we’re going to miss you a lot.” Equisvany read out the message from her husband, Jaume Ollé: “You’re still among us because you have left behind your wisdom, your humanism and above all else your close friendship.”



Full Time MBA: 30 years of innovation

THE FULL-TIME MBA PROGRAMME HAS ALREADY STARTED UP ITS 30TH YEAR, THE FIRST TO BE RUN USING THE PROGRAMME'S INNOVATIVE NEW STRUCTURE.

The Full-Time MBA has launched a more flexible offer which enables students to define course length based on their interests and professional development. This enables greater adaptation to their personal plans and individual professional goals. Starting this academic year, students on the Full-Time MBA will be able to achieve the same number of credits regardless of whether they take 12, 15 or 18 months to do so. If they decide to do

the whole lot in 12 months, they will end the programme in September and will be able to get a job straightaway. By contrast, if they take 15 months to complete the course they will have the chance to do a summer internship, rejoining classes at the start of the academic year and doing the remaining credits by December. Finally the longest option at 18 months means students can do a summer internship and a four-month exchange at one of the leading business schools with which ESADE works.

THE MOST INTERNATIONAL MBA IN OUR HISTORY

This revamped structure has generated significant expectations in the foreign market with a 65% rise in applications to do ESADE's MBA programmes. The number of students from all over the world has also increased with 47 different nationalities and 33 different languages in this new class, which is moreover the largest and most international in the 30 years ESADE Business School has been running its Full-Time MBA. 



ESADE Full-Time MBA is in world top ten according to 'The Wall Street Journal'

This time round the ESADE Full-Time MBA has been placed as sixth best in the world and fourth in Europe for one-year programmes. *The Wall Street Journal*

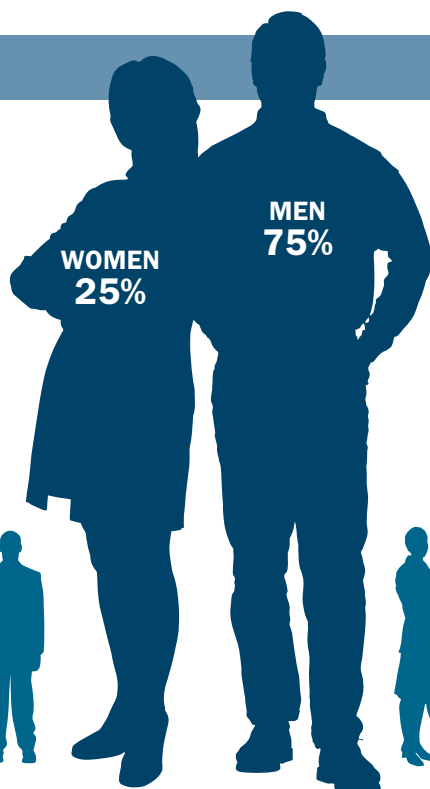


has measured the efficacy of the MBA programmes taught at 48 business schools worldwide.

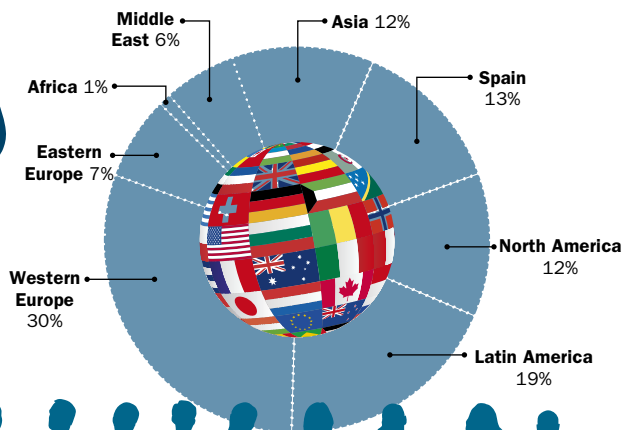
Students on the ESADE MBA give excellent marks to programme quality and the usefulness of the skills they learn, in particular management leadership.

Students in figures

- > **STUDENTS:** 180
- > **AVERAGE AGE:** 28
- > **AVERAGE PROFESSIONAL EXPERIENCE:** 5,25 YEARS
- > **NACIONALIDADES NATIONALITIES:** 47
- > **LANGUAGES:** 33



Where they are from



COUNTRIES Argentina Austria Brazil Bulgaria Canada Colombia Denmark Ecuador Estonia France Gabon Germany Greece Guatemala Holland Iceland India Ireland Israel Italy Japan Jordan Kuwait Lebanon Lithuania Mexico Morocco Nepal New Zealand Peru Poland Portugal Romania Russia Saudi Arabia Singapore South Korea Spain Switzerland Taiwan Turkey Ukraine United Arab Emirates United Kingdom USA Venezuela Vietnam

ESADE and Deusto Business School

First Programme for Leadership Development-PLD® closes

Petronor Executive Chairman Josu Jon Imaz, spoke at the closing event in San Sebastian for the first edition of the PLD®, one of the two programmes run in conjunction by the two institutions.



The programme was held at Deusto University's San Sebastian campus. It was taken by 16 executives who have an average of 10 years' professional experience and come from firms such as CAF, Gamesa, Kutxa, Banco Guipuzcoana, Arista and Tesa. The closing event was chaired by vice rector Fernando de la Iglesia, accompanied by the Deputy Director-General of Deusto Busi-

ness School, Juan José Arrieta, and **Jaume Hugas (MBA 88)**, director of Executive Education at ESADE. It also featured Josu Jon Imaz, Executive Chairman of Petronor and the Basque Energy Cluster, as a keynote speaker. During his talk Imaz argued that "we need clear leadership in our enterprises and institutions to build the future of energy" and cited energy saving and efficiency as

Josu Jon Imaz: "We need clear leadership in our enterprises and institutions to build the future of energy"

key factors in ensuring sustainable policies which guarantee supply and enable Spain's economy to be competitive.

Deusto Business School and ESADE also jointly run the PLD® at Bilbao, where the programme closed its first edition in June.



Closure of the first GEMBA programme

The most recent GEMBA programme module was taught in Washington and New York last August. As one of its highlights students were invited to the opening of the NASDAQ stock market in the financial heart of New York. NASDAQ's managing director Dr. Anu Sharma welcomed the students to the hallmark Times Square building while Dr. Reena Aggarwal, deputy dean for the GEMBA at Georgetown, also spoke to course members. The ceremony ended with the traditional ringing of the bell which opens business on the world's most important stock market every day. The GEMBA programme has come out of the partnership between ESADE and the University of Georgetown which delivers the international perspective required for a globalised market.

The president of the Merck Group in Spain encourages attendees to innovate

Graduation of EMBA 2009 students

The president of the Merck Group in Spain, Laura González-Molero, delivered the closing address at the ESADE Executive MBA (EMBA) graduation ceremony in Madrid.

In her talk González-Molero strongly encouraged the audience to adopt the goals of the European Year of Creativity and Innovation. "Development, adapting to changes, innovation and opportunity management are all key tools for us to weather the economic crisis," she stressed. She also underlined the importance of institutions such as ESADE "who do research, provide education and foster social debate".

Also present at the ceremony were **Xavier Mendoza (Lic&MBA 79)**, Associate Director General at ESADE, **José María de la Villa (SEP 06)**, Director of Institutional

Relations at ESADE, **Camelia Ilie (SEP 07)**, Director of ESADE Executive Education in Madrid, and Michele Quintano, Director of the Executive MBA programme. The EMBA is addressed to

company directors with a high development potential and its class of 2009 featured 31% women and 69% men whose average age is 33 and who have more than eight years' professional experience.



Forthcoming programmes

BARCELONA

Advanced Management Program – AMP:

From 2 November 2009 to 26 April 2010

Adaptive Leadership:

From 4 to 7 November 2009

Strategic Management for Decision Making:

From 2 November 2009 to 2 December 2009

MADRID

Advanced Management Program – AMP

From 16 November 2009 to 3 May 2010

Marketing and Communication for Law Firms

From 14 January to 25 March 2010

The President of Seguriber with Economic and Financial Management and Sales and Marketing Management Master's programme graduates

The President of Seguriber, Mónica Oriol, delivered a keynote speech at ESADE's Madrid campus at the graduation ceremony for the Economic and Financial Management and Sales and Marketing Management Master's programmes.

Certificates were presented by Michele Quintano, Director of the Master in Marketing Management, Santiago Mínguez, Director of the Master in Economic and Financial Management, **Camelia Ilie (SEP 07)**, Director of Executive Education in Madrid and **Alfons Sauquet (MBA 90)**, Dean of ESADE Business School. After the presentation of the certificates, Mónica Oriol shared

her experience of Seguriber's development since joining the company. She underlined the great importance of human values such as commitment, transparency, empathy and modesty when faced with a professional challenge.

As for the development of Seguriber, Mónica Oriol said that instead of focussing on earning money, the initial long-term objective was to forge a reputation and this was achieved by investing in the workforce. Finally she reminded the Master's programme graduates not to be impatient about achieving success as the important thing is to have a clear business strategy.



Students on the Economic and Financial Management and Sales and Marketing Management Master's programmes during the graduation ceremony.

The Instituto Cervantes and the Esade Executive Language Center


Fruitful collaboration: The DELE Exams

IN 1991, THE SPANISH MINISTRY OF EDUCATION AND SCIENCE DECIDED TO CREATE A PUBLIC INSTITUTION IN HONOUR OF MIGUEL DE CERVANTES, AUTHOR OF THE FIRST MODERN NOVEL, DON QUIJOTE DE LA MANCHA, AND STILL THE MOST WIDELY READ BOOK OF ALL TIMES. CALLED THE INSTITUTO CERVANTES, ITS OBJECTIVE IS TO PROMOTE THE SPANISH LANGUAGE AND TO HELP SPREAD SPANISH AND SPANISH AMERICAN CULTURE AROUND THE WORLD.

Professor of Spanish at the Esade
Executive Language Center
President of the DELE Diplomas
Examining Board

Included among the actions carried out by the Instituto Cervantes is the creation of the Diplomas of Spanish as a Foreign Language (Diploma de español como lengua extranjera, DELE). These diplomas are issued by the Instituto Cervantes on behalf of the Spanish Ministry of Education. They are, as such, the only officially accredited degrees in Spanish as a foreign language or as a second language with various levels. They are recognised internationally by private companies, chambers of commerce and public and private educational systems. The ESADE Executive Language Center has offered preparatory

courses for the DELE Exams for several years. However, successfully passing exams is due, in large part, to two fundamental questions: demonstrating to be in possession of the skills being evaluated and being familiarised with the test's structure and the activities included in the exam. The classes ESADE offers are aimed precisely at those candidates who have already achieved the level of Spanish necessary for the diploma they aspire to but need specific training to demonstrate that they have the corresponding skills and are familiar with the exam structures

and exercises as mentioned. Given these objectives, students practice sitting the exam with different written models and undergo oral exam simulations throughout the course. Additionally, ESADE's Executive Language Center, as accredited by the Instituto Cervantes, is also in charge of administering both the written and oral components of the DELE Exams, in addition to carrying out other many interesting activities jointly. The next course to prepare for the DELE Exams is about to start, and the November exams will be held in just a few weeks, though this year with a couple of changes. In addition to the Beginners, Intermediate and Superior level exams, this year the A1-level (below Beginners) is being offered. It's worth sitting for this exam to obtain a diploma which, as already mentioned, is the only officially accredited diploma of its kind in Spain and is internationally recognised by both public and private educational authorities but, especially by companies throughout the world. 



ESADE
Executive
Language Center

MORE INFORMATION AND CONTACT:
For further information, please visit:
<http://www.esade.edu/spanish/esp/espanol/specialisedcourses/deleexam>

1978



Enric Pujadas joins the Executive Board at Ogilvy Europe

The Chairman of Grupo Bassat Ogilvy, **Enric Pujadas (Lic&MBA 78)**, has been appointed to the Executive Board at Ogilvy Europe, Africa and the Middle East (EAME). Pujadas has been in the Bassat Ogilvy Group since 1982 and has also been an assistant lecturer in Communication in the Department of Marketing at ESADE.

1984

Jaume Pey, Chairman of Anefp

The Board of the Asociación para el Autocuidado de la Salud (Anefp) has chosen **Jaume Pey (Lic&MBA 84)**, CEO at the Zambon laboratories, as its new Chairman.

1986

Nacho Comajuncosa joins Igriega

Nacho Comajuncosa (MBA 86) has joined the management team at the Igriega agency. Comajuncosa began in the Department of Marketing-Exports at Seat. Since 2006 he has headed the G2 office in Barcelona, the unit which brings together the specialist marketing agencies in the Grey Group.

1987

Pere Casals, Chairman of the Manresa Chamber of Commerce

The Manresa Chamber of Commerce has announced the appointment of **Pere Casals (MBA 87)** as its Chairman. Previously the Vice-Chairman of the Manresa Chamber of Commerce and an Industrial Engineering graduate of the Higher Technical School of Industrial Engineers of Barcelona, he has been CEO at Casals Cardona Industrial since 1995. He has been active in the Pimec employers' association since 1998 and since 2003 has been Vice-Chairman of Pimec Central Catalonia.

Rafael Rostoll joins González Byass in Shanghai



Rafael Rostoll (EDIK 87) has been appointed manager of González Byass's Representation Office in Shanghai (China) in charge of Asia-Pacific.

Joan Pons founds Ahead Community



Joan Pons (EDIK 87) has set up Ahead Community, a community of professionals that seeks to deliver global mentoring solutions for entrepreneurs and microenterprises during their first years.

1988



Ricardo Wu, new Lenses and Spectacles Sales Director at Indo

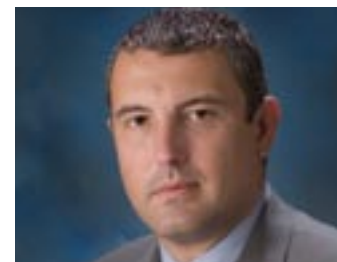
Ricardo Wu (Lic&MBA 88) has taken over as head of Indo's lenses and spectacles sales in Spain which account for 43% of the group's total turnover. He brings extensive sales experience gained in companies such as Concord and Grupo Jané to his new post.

Montserrat and Mónica Altarriba founds publishing company Editorial Viceversa, S.L.



Montserrat Altarriba (Lic&MBA 88) has recently founded publishing company Editorial Viceversa, S.L., with her sister **Mónica Altarriba (Lic&MBA 96)**. Montserrat has extensive experience in the publishing sector after having been financial director at RBA and spending fifteen years at Ediciones Altaya in Grupo Planeta where she was CEO. Mónica, who was head of the Department of Marketing at Ediciones Altaya, is to be the Marketing Director.

Jordi Ferre, Vice-Presidente and CEO at PureCircle USA



Jordi Ferre (MBA 88) has become Vice-President and CEO at PureCircle USA, where he is to head sales development in the US of Reb A (a sweetener used in making food and beverages). Ferre has more than 20 years' experience in the food industry and joins PureCircle from Tate & Lyle, where he was Vice-Chairman for Sales and Marketing in the Splenda® world division.

1989

José Luis Viejo, new Corporate Finance Director at Abertis

Jose Luis Viejo (Lic&MBA 89) has joined Grupo Abertis as its new Corporate Finance Director.



Viejo has spent most of his career in London in derivatives and capital markets at Sumitomo Bank Capital Markets and UBS Investment Bank.

Juan Manuel Romero, CEO at Intel Service



Juan Manuel Romero (PMD 89) has joined Intel Service as its CEO. Intel Service, a Grupo Unicamp company, designs, makes and sells amenities for the hotel sector and is the exclusive distributor for leading cosmetics brands in Spain.

1990

Francisco Javier Dueñas Selma, CSR Director at Cajamar



Francisco Javier Dueñas Selma (EDIEF 88 and EDIK 90) has been appointed Corporate Social Responsibility Director at Cajamar. In his position he manages and coordinates the company's main CSR projects.

Joan Feixas, new El Montanyà Hotel Manager



Joan Feixas (EDIEF 90 and DHD 02) is the new Manager at the El Montanyà Resort & Spa hotel in the Montseny National Park near Barcelona.

Luis Hérault, Marketing Director at Grupo Iberostar

Luis Hérault (Lic&MBA 90) has been named Marketing Director at Grupo Iberostar. Hérault has a long career in marketing and sales spent mostly at PepsiCo, where he was Vice-President for Marketing.

Jorge Chumillas, CFO at Spanair



Jorge Chumillas (Lic&MBA 90) has been named the new Chief Financial Officer

(CFO) at Spanair. He began his career at Air Liquide. Prior to joining Spanair, Chumillas has spent the last five years as CFO at international cosmetics and perfume firm Puig Beauty & Fashion Group.

1993

Xavier Soucheiron, new CEO at Grup TCB

Xavier Soucheiron (MBA 93) has been named CEO at Grup Marítim TCB. Soucheiron has spent twenty years working in executive posts in the logistics sector.

1994

Virginio Gallardo publishes 'Liderazgo transformador'

Virginio Gallardo (MBA 94) has published his book *Liderazgo transformador* (LID Editorial Empresarial). Gallardo, a Psychology graduate, has worked in consultancy at companies such as Accenture, HayGroup and Konsac Human Capital. He is currently director of Humannova.

1996



Mónica Altarriba (see class of 1988)

1998

Ezequiel Beneït, partner director at Innovation & Creativity Development



Ezequiel Beneït (MBA 98) has become partner director at Innovation & Creativity Development. Over recent years Beneït has been a director at IQM and was one of the founding partners of HeptiumConsulting in 2000. Prior to that he was Operations Manager at British financial multinational Commercial General Union.

Joaquín Cestino, Multimedia Sales Director at Prensa Malagueña

Joaquín Cestino (MBA 98) has been appointed Multimedia Sales Director at Prensa Malagueña. Cestino has more than 10 years' experience in mass consumer product marketing at various companies.

1999

Daniel Pérez, new Country Manager at XING Spain



Daniel Pérez (Lic&MBA 99) has been appointed the new Country Manager at XING Spain, a professional networking organisation. Previously he was Director of Monster Spain, where he specialised in human resources on the Internet. Pérez began his career in investment banking in London.

Marc Cortés, Marketing and Communication Consultancy Director at RocaSalvatella Net Strategies



Marc Cortés (MBA 99) has joined RocaSalvatella Net Strategies as its Marketing and Communication Consultancy Director. Cortés combines this post with being a lecturer in the Department of Marketing Management at ESADE where he teaches E-Marketing.

Carlos A. Montserrat, Partner Director at Stratego R&D&I Management Consulting

Carlos A. Montserrat (ADE Lic&MBA 99), Partner Director at Stratego (global strategic consultancy for SMEs) provides a new management consulting service in partnership with Arvor (technical R&D&I consultancy) that delivers comprehensive advisory services for R&D&I projects.

Manuel Fernández Trenas founds ADVISORIA



ADVISORIA is the result of the merger between ADHOC, a law firm headed by **Manuel Fernández**

Trenas (MBA 99) and Florenza & Duran Assessors (an economic research firm). The new company delivers global services in law, economics, employment management, tax, accounting and financial advice.

Rafael Ramos, head of the Alicante Sports Board Service



Rafael Ramos (Dirección y Gestión Pública 99) is the new head of the Sports Board Service in charge of management. His duties include coordinating human resources, administrative contracts, facility management and the sports activities run by the board, school sports and municipal sports schools.

2000

Ana Álvarez, Sales Director at BIAL Industrial Farmacéutica



Ana I. Álvarez (Desarrollo Directivo 00), a Veterinary Science graduate from Zaragoza University, has

joined BIAL Industrial Farmacéutica as its Sales Director where he heads a team of marketing, sales and training professionals.

Berta Vilardell, Operations Director at Sidorme Hotels



Berta Vilardell (T&LMP 01) has been named Operations Director at Sidorme Hotels. Vilardell is in charge of cost optimisation, coordination with suppliers, setting up methodologies and monitoring customer satisfaction.

Oriol Torruella, Director of the Legal Department at Cesticat



Oriol Torruella (DTI 02) has been appointed Director of the Legal Department at the Centre de

Seguretat Informàtica de Catalunya (Cesticat), a body run by the Catalan Government and other public and private organisations to foster and deliver computer security services in Catalonia.

2001

Sofía Gabarró, President of the Centre Metal·lúrgic de Sabadell



Sofía Gabarró (Dirección Estratégica Marketing 01) has been appointed

President of the Centre Metal·lúrgic de Sabadell, which is the sector employers' association for the whole Vallès region. Gabarró, manager at Servei S.A. and a lawyer at Sabrià & Gabarró, was on the previous Executive Board as third vice-president and is the first woman to head a metallurgy employers' association in Catalonia.

Antonio Martínez Garzón joins RPM Racing



Antonio Martínez Garzón (EDIK 01) has joined RPM Racing, a sports events company, as brand director for

sports events. Martínez Garzón previously spent two years at outdoor advertising multinational CBS Outdoor.

2002



Cristian Clarasó, founding partner of Maretone Backup Remoto

Cristian Clarasó (MBA 02) has helped set up Maretone Backup Remoto as a founding partner. The firm delivers comprehensive remote backup copy services for companies and professionals who need to ensure business continuity and comply with data protection legislation.

Francisco Castillo, EAME Continuous Improvement Manager at Huntsman



Francisco Castillo (EMBA 02) has been appointed EAME Continuous Improvement Manager

(Master Black Belt) in Europe for the Performance Products division at Huntsman. Castillo is to combine this post with being CEO at Huntsman Performance Products Spain S.L.

Gerard Guiu i Ribé, Office Director for the Minister of Health



Gerard Guiu i Ribé (Lic&MD 02) has been named Office Director for the Catalan Minister of

Health, Marina Geli. Guiu has been Office Director for the Mayor of Lleida and director of the city's Economic Promotion Board.

Javier Puyuelo Piqué,
Supply Chain
Director at Puig



Javier Puyuelo (EMBA 02) has been appointed Supply Chain Director at the Puig group. In this post

Puyuelo will have overall charge of the Puig group's supply chain made up of Logistics, Customer Service, Demand and Production planning.

Pau Montanaro,
Associate Strategy
Director at Globally



Pau Montanaro (MBA 02) has become Associate Strategy Director at

Globally, a one-stop-shop communication agency in Barcelona and Madrid. After spending more than 10 years in multinational advertising groups such as DDB and Ogilvy, Montanaro is to lead a project to develop marketing and advertising services to round off Globally's portfolio.

Olivia Fontela,
Communication
& Tr. MKT Manager
at Diset, S.A.



After ten years in marketing management posts in the leisure and tourism services

sector, **Olivia Fontela (MDMC 02)** has joined toy company Diset as its Communication Manager.

Arturo Carrero Alonso,
Retail and
Marketing Director
at Levi Strauss



Arturo Carrero Alonso (DGM 02) has been named Retail and Marketing Director for

Levi's XX (the company's Premium Vintage line) and will be based in Amsterdam. Carrero has worked in Spain over the last 8 years in footwear firm Camper and at Italian multinational Luxottica as Trade Marketing Director in Barcelona. Up until now Carrero had been Retail Marketing Director for Custo Barcelona.

Jordi Tomàs,
CEO at Guinot
Prunera



Jordi Tomàs (Directores Propietarios 02) has been appointed CEO at the new Guinot Prunera

group, which is to add to the facilities it has provided up to the present in consultancy and advisory services, real estate intermediation and insurance management and brokerage.

2003

Antoni Falguera,
partner director
at Ifss Iberia



Antoni Falguera (MBA 03) has been named new partner director at Ifss Iberia, the Spanish branch of international

consultants Ifss which specialises in operational excellence and mainly does business in Germany and Central Europe.

Albert Isern, Barcelona
Enterprise Capital
Award



Albert Isern (MDMC 03), partner and director of Bism@rt, a computer services company

specialising in business intelligence, has won a Barcelona Enterprise Capital Award in the "company plan competition" category.

2004

Carles Navarro, new
Sales Director at
BASF Española, S.L.



Carles Navarro Vigo (MDMC 04) is the new Sales Director at BASF Española, S.L. in charge of Spain and Portugal. He has also become Deputy CEO of BASF Española, S.L. Over the last 5 years, Navarro has been CEO at the Elastogran subsidiary in Istanbul, Turkey.

David López,
Vice-President
of PMI Spain
Barcelona Chapter



David López (MBA 04), a CONCENTRA partner, has been appointed Vice-President of the Catalan

chapter of the Project Management Institute (PMI), a non-profit international body founded in 1969 to foster progress in project management.

2006

**Fernando
Palacios-Pelletier,**
named CEO
at Monster



Jobs portal Monster has appointed **Fernando Palacios-Pelletier (MDMC 06)**

as Monster's CEO in Spain. He has experience in multinationals as regional sales director for Madrid and Bilbao at Dun & Brandstreet and more recently as sales director for Spain at Global Refund.

Paz Membride,
Director of
Development and
Institutional Relations
at Grupo5 Acción
y Gestión Social



Paz Membride Saavedra (MDCM 06) has been appointed Director of

Development and Institutional Relations at Grupo5 Acción y Gestión Social. Previously Membride had been CEO at Avantis Senior and Sales and Marketing Director at Grupo Care.

Nacho Bretons,
Sales Director
at Ceys



After three years as a key account manager, **Nacho Bretons (MBA 06)** has been

appointed Sales Director at glue manufacturer Ceys (Grupo AC Marca).

Andreu Casasnovas,
Senior Sales
Manager for
Catalonia at Sony



Andreu Casasnovas (Lic&MBA 06) has been appointed Senior Sales Manager

for Catalonia at Sony. Previously Casasnovas had been Marketing Director for digital image products at Sony Spain and sales director for supermarkets and shopping malls and television product director.

2007

Salvador Martínez,
Financial Director at
Obeikan in Spain



The Saudi Obeikan Group in the packaging sector has appointed **Salvador Martínez**

(Desarrollo del Equipo 07) as the new Financial Director at its Spanish subsidiary which makes MDF containers for the fruit and vegetable sector.

Laura Mur Tejada,
Marketing Director at
Kao Brands Europe

Laura Mur Tejada (MDMC 07) has been appointed Marketing Director at Kao Brands Europe, where she will be in charge of introducing high-end premium hair care products into the Spanish market. Previously Mur has been Group Manager at Garnier (L'Oréal) and at Coty Prestige as Lancaster Skincare Product Director.

2008

Júlia Pérez, partner
at Market Vendis



Júlia Pérez Navarro (DES 08 and MBA 98) has become a partner at

Market Vendis, a firm that advises SMEs about increasing sales based on its experience in marketing and sales in various business sectors.

Luis Saiz,
Business &
Development
Director at IDEA



Luis Saiz (DES 08) has been put in charge of the new Business & Development division at Idea

Arquitectura i Enginyeria S.L.

Carlos Taurel
Benitah, Director
of Transformation
and Innovation in
Risk Management
at Bankpime



Carlos Taurel Benitah (MBA 08) has become Director of Transformation and Innovation in the Risk Management division at Bankpime. In his new role Taurel is to head the transformation of processes, mechanisms and tools as well as development and innovation in management and operations in the organisation's risk area.



Jorge Del Olmo,
partner director
at Espacio
Harley- Davidson
Barcelona

Jorge del Olmo (DEC 08) is promoter and partner at Espacio Harley-Davidson Barcelona, the new official dealership for the American motorcycle brand in Barcelona. It is the largest urban Harley-Davidson dealership in Europe (2,000 m²) and alongside motorbike repairs and sales it also has a clothing and accessories store. It is also set to feature other services such as motorbike hire, a bar cum restaurant, travel organisation, routes and events.

Luis Mercé
publishes the book
'Células madre'

Doctor Luis T. Mercé (**Dir. Estratégica de Sociedades Científicas 08**) has published his book *Células madre* which uses a question and answer format to look at stem cells, their medical uses, transplant techniques, the uniqueness of umbilical cord blood and how stem cells are stored and transplanted.

María Jesús
González-Espejo
publishes 'Gestión
del conocimiento
en despachos de
abogados'



María Jesús González-Espejo (SEP 08) has published *Gestión de personas*

en despachos de abogados (Aranzadi-Thompson, Pamplona, 2008). González-Espejo is Marketing and Communication Director at PromoMadrid.

Ignasi Cortadillas,
International Director
at Raventós i Blanc



Ignasi Cortadellas (MDMC 08) has been appointed International Director at Raventós i Blanc, a cava and wine producing company geared towards the gastronomy sector. Ignasi Cortadellas has previously worked in marketing and international trade at firms such as Pastas Gallo and Chupa Chups.

Adela Farre, Strategic
Communication
Director at Biocat



Adela Farré (DEC 08) is the new Strategic Communication Director at Biocat (BioRegió

de Catalunya). Previously she had worked in the third sector since 1995 at NGO Intermón Oxfam, where she headed the Identity and Image division and the Press and Communication division.

Oriol Palom Rico,
CEO at IC3-Fundació
Institut Ciències
del Clima



Oriol Palom Rico (PMD 08) has joined IC3-Fundació Institut Ciències del Clima as CEO. His

responsibilities include the Economics and Finance division, Human Resources, Marketing and General Services.

We want to hear about your career moves.
Send your appointment and photo to ESADE Alumni at:
nombramientos@esade.edu



NACEX-ESADE Alumni Beginners' Golf Day Madrid

The Nacex Beginners' Golf Day was held at Golf Park La Moraleja in Madrid on 26 September. It featured a short introduction to playing the game for beginners and a pitch and putt tournament for more experienced players. Afterwards participants enjoyed some finger food and drinks during the prize-giving ceremony.

THE WINNERS

Nacho Noreña (PMD09) and **Mayte Sánchez (DEC01)** both won the Most Promising Talent prize, while **Rafael Calleja (DMC07)** picked up the tournament trophy. The event finished with a draw for free gifts held among all the players, most of whom said they would be back for the next edition to see how much improvement there had been in their game.



NACEX-ESADE Alumni Beginners' Golf Day Barcelona

Alongside the Nacex-ESADE Alumni Beginners' Golf Day Madrid, on 17 October the Beginners' Golf Day Barcelona was held at Vallès Golf in Terrassa, a magnificent setting for those taking up the game as it features a practice green and a course where players can practice all kinds of shots.

The event featured a short introductory course for beginners and a pitch and putt tournament.

The Beginners' Golf Day Barcelona has now become a classic ESADE Alumni event and was attended by more than 50 alumni who had a great day out playing golf.



10th Nacex-ESADE Alumni Golf Circuit

The competition was run using its original format of two events held at two classic circuit courses over two days. The first took place on 3 October at Club Golf d'Aro at Mas Nou, (Girona, Costa Brava) while the second was run on 31 October at Torre Mirona Golf Club (Figueres). The 10th ESADE Alumni Golf Circuit attracted 92 players battling it

out to be one of the top five pairs. There was also a scratch prize, and one for the best MBA pair. Special prizes were also awarded for ball closest to the flag, longest drive, best birdie and best par, though without doubt the star prize was a trip for two to Thailand (7 nights in Bangkok and Phuket) courtesy of Thai Airways and Traveldays.



The healing powers of spring water ESADE Alumni Spa Experience

The Gran Hotel Balneario Blancafort in La Garriga was the venue for the first cultural event in the 2009-10 academic year run by ESADE Alumni.

Participants enjoyed a very relaxing day featuring the Templarium spa circuit, consisting of baths in mineral medicinal water at

temperatures ranging from 36°C to 14°C (97°F to 57°F), and the Natatorium spa circuit, which has two Jacuzzis and a number of pressurised water spouts for different parts of the body, saunas and waterbeds. The day was rounded off by a 90 minute long massage.

Forthcoming events

PADDLE TENNIS IN MADRID

The second Nacex-ESADE Alumni paddle tennis tournament is to be held at Golf Park la Moraleja on 21 November for alumni and their friends and families. This time round the tournament is to feature all categories so that everyone from beginners who can do a short introductory course to more experienced players who want play in the competition can take part. At the end a cocktail party will be held for all players while some fabulous prizes are presented to the winners.

GUIDED TOUR OF FC BARCELONA'S GROUND

ESADE Alumni, in partnership with FC Barcelona, is laying on a guided tour of Barça's Camp Nou ground and Museum which is exclusively for ESADE Alumni members. The tour will be conducted by Museum director **Jordi Penas (Lic&MBA86)** and is to include the directors' box, the mixed area, the changing rooms and the tunnel before going out onto the pitch. The tour is also open to companions of ESADE Alumni members.

For more information about these activities visit www.esadealumni.net / sport and culture

Class reunions



Graduation EMBA 2009 – 25 July 2009



MDMC 09 in Madrid – 24 July 2009



EMBA 07 and EMBA 09 – 10 July 2009



1st anniversary PMD 2008 – 10 July 2009



Reunion-Networking for all classes MBA FT- 8 July 2009



1st anniversary MBA PT 2008 - 3 July 2009



EMBA 2004 - 2 July 2009



MDEF 2007 - 26 June 2009



MDEF 2008 - 19 June 2009



PMD 2007 - 19 June 2009



MDOS 2002 - 19 June 2009



Lic&MBA 1991 - 18 June 2009



MDMC 2008 - 12 June 2009



20th anniversary Lic&MBA 1989 – 11 June 2009



10th anniversary Law – 11 June 2009



SEP 2007 Madrid – 5 June 2009



EMBA 2005 – 28 May 2009



Lic&MBA 1968 – 24 May 2009



EMPA 2009 – 21 May 2009



Hospital Management 1988-89 – 21 May 2009

Other class reunions

Graduation AGT FT and PT 2009 – 25 July 2009
Graduation DIN FT and PT 2009 – 17 July 2009
25th anniversary EDIK 1984 – 16 July 2009
EMBA 2007 in Madrid – 11 July 2009
MBA FT 1993 – 8 July 2009
MBA PT 1998 – 2 July 2009

Delegates Reunion (Madrid) – 29 June 2009
DIN PT and FT 2008 – 19 June 2009
EMBA 2003 – 4 June 2009
SEP 2006 – 25 May 2009
EMBA 2003 – 21 May 2009
Class reunion PMD Valencia – 21 May 2009

More photos at www.esadealumni.net → Alumni Network → My class

ESADE Alumni can organise reunions that are customised for your class: dinners, conferences, guided professional networking reunions, leisure and sports activities, family outings, etc.
For more information contact: encuentrospromocion@alumni.esade.edu

New free press clippings service for members

ESADE Alumni offers all our members **free access** to a **daily selection of news items published in business and national newspapers** sorted by sectors.

The news items **are sorted into 22 sectors** and members can access them in two ways:

- 1** **Straight from our website** in the “**Press clippings**” section.
- 2** Asking ESADE Alumni to **send** the press clippings from the sector or sectors you’re interested in **by email every day**.



Plus on request we can also provide members with **customised press dossiers**. They might include, for instance, all of the news items between two dates which contain a word or several words in the text. The information is sent by email in multiple PDF or XML format with links to each selected news item.

FIND OUT MORE AT www.esadealumni.net → Benefits → Big Benefits → Press clippings

DKV Integral: the health insurance that looks after all of you

The insurance means you can get medical care from our provider network all over Spain.



- ⊙ No limits to fees for emergencies, primary care, specialists, diagnosis, hospitalisation and surgery.
- ⊙ You can take it out up to the age of 70.
Special 2009 premium per insured/month:
Up to 49 years of age: €37.66
Over 50 years of age: €50.95

DKV
¡Vive la Salud!

FIND OUT MORE AT www.esadealumni.net → Big Benefits

Catalana Occidente: the best home insurance that covers absolutely everything

CATALANA OCCIDENTE

Expertos en futuro desde 1864

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FIND OUT MORE AT Ask for a free and no-obligation quote by email from j.perez@catalanaoccidente.com or by calling (93 280 48 99 Javier Pérez)

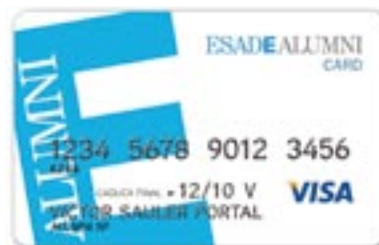
ESADE Alumni Membership Card + VISA credit card + AMEX credit card

The ESADE Alumni card, which is both a membership card and a credit card, is essential for accessing all the association's events and services.

The card makes it possible to enhance service for members and speed up access to facilities and events.

If you haven't received one or have mislaid it, call us on 902 420 020 and ask for a replacement.

Plus you can use your card as a VISA or AMERICAN EXPRESS card and take advantage of some special conditions for alumni:



- ⊙ No maintenance fee
- ⊙ "la Caixa" loyalty points
- ⊙ 2% off in Repsol, Campsa and Petronor petrol stations up to a €300 monthly fuel limit per customer.

FIND OUT MORE AT: www.esadealumni.net → Big Benefits

10% off SegurCaixa Auto insurance



"la Caixa" is giving ESADE Alumni members special conditions for their car insurance.

SegurCaixa Auto offers you much more than the rest:

- ⊙ In the event of a total write-off, you can have your car replaced by a similar one:
 - 100% of value as new in the case of cars less than two years old.
- ⊙ 100% of market value for cars that are more than two years old.
- ⊙ Includes standard or optional manufacturer's accessories at no additional cost.
- ⊙ Roadside assistance within one hour.
- ⊙ Free choice of repair garage including the official dealer's with no obligation to use one in the insurer's provider network.
- ⊙ Easy premium payment terms.
- ⊙ Very competitive price.

Special offer for ESADE Alumni members 10% off SegurCaixa Auto car insurance with "la Caixa".

Find out more at: www.esadealumni.net → Benefits

Contact: for more information call in at any "la Caixa" branch or visit www.lacaixa.es

Metro-3: benefits exclusively for members



The Barcelona-based housing developer has come to an agreement with ESADE Alumni under which members can benefit from exclusive conditions and advantages on top of the "best price" and "best price guaranteed until 2011" campaigns:

- ⊙ Free advice about interior design and installations to rework a home to meet the specific needs of its occupants.
- ⊙ An increase of up to 3% of the sale price in the home's specifications and facilities – layout changes, household appliances, furniture, curtains etc. – or handling the sale of the current home.

MORE INFORMATION: 93 415 27 27 / www.metro-3.es

**BECOME A MEMBER
AND TAKE ADVANTAGE
OF ALL THESE BENEFITS**
902 420 020
93 495 20 98
www.esadealumni.net

Find out more details about these and other special agreements that are regularly posted on www.esadealumni.net in the Benefits section.

Special feature



Renewable Energies and the Environment 2009

- BRAUSA
- CAPITAL ENERGY
- EMAE RENOVABLES
- ENDESA
- ERISIS
- GESTERNOVA
- GRUPOALMESA
- KINSOLAR SOLUTIONS
- MEROIL
- MITSUBISHI ELECTRIC PHOTOVOLTAIC SYSTEM
- SABACAUCHO
- SCHOTT SOLAR
- SMATECNOLOGÍA SOLAR
- SUD ENERGIES RENOVABLES
- TECNIUM
- TORRESOL ENERGY
- TSOLAR
- WATT SOLAR

**COMPANY**

BRAU, S.A.

HEADQUARTERS

Carretera Nacional 2, km 448
25181 Soses (Lleida)

Phone: +34 973 79 01 00

Fax: +34 973 79 10 61

E-mail: info@brausa.es - comercial@brausa.es

Website: www.brausa.es

CONTACT PEOPLE

Manager: Miquel Folguera (EDIK 91 and EDIPR 89)

Sales: Ignasi Franco – Josep Maria Roselló

Technical support: Víctor Pérez

Real, innovative and creative solutions



We have been making and selling cold-formed aluminium profiles since 1968. We make standard, C, Z, U, angular and omega profiles as well as special custom-made ones, which means we can meet the needs of a wide range of applications both in Spain and abroad (industrial units, lorries, trailers, railways, silos, mezzanines and solar trackers for market gardens).

Continual demand for profiles adapted to cater for specific needs has led us to bring in cutting-edge technology and highly skilled personnel which has enabled us to gain extensive experience that, combined with our production capacity, means we can deliver real, innovative and creative solutions to the needs of our customers.

Our facilities feature 5 profiling lines up to a maximum thickness of 8 mm with optional punching (before and after forming), cutting lines, folding machines up to 14 mm, boring machines and other finishing tasks.

Our technical department has developed, either on its own or in partnership with the customer, a range of profiles for making metal frames for solar trackers.

SERVICES

Our manufacturing system means we can supply profiles with premium quality finishes (no deformation in cutting, straightness, narrow tolerances, excellent surface finish, etc). That means we can supply in situ, for instance where the market garden is to be sited. Great variety of types of steel: hot-rolled, galvanised, descaled, pre-painted and stainless.

WHAT MAKES THE COMPANY DIFFERENT

- BRAU has ISO 9001 standard certification.
- We work with our customers to design the profile that best meets their needs.
- Own design department for profile manufacturing tools.
- We work with high elasticity steels made with state-of-the-art technology so we can lessen structure weight by reducing the thickness of the profiles while maintaining or even improving their strength. This makes for a fall in CO₂ emissions during the steel manufacturing process.



COMPANY

Capital Energy

HEADQUARTERS

Cardenal Marcelo Spínola, 4
28016, Madrid

Phone: +34 91 383 82 86

Fax: +34 91 383 81 27

E-mail: info@capitalenergy.es

Website: www.capitalenergy.es

CONTACT PEOPLE

Corporate Strategy and Development Director:

José Espinosa Herrero (EMBA 05)

Committed to renewable technologies



CAPITAL ENERGY is a private Spanish company founded in 2002 which promotes and develops renewable energy projects. Its lines of business include the promotion, construction, operation and maintenance of sea and land wind farms and solar photovoltaic and thermoelectric plants.

After initially operating just in Spain – where CAPITAL ENERGY has a presence throughout almost all the country – the company is now putting in place an international growth strategy for 2008-2012 in which it plans to selectively enter some of the more attractive main markets in Eastern Europe and North America through local companies and teams.

At the close of 2008 the company had a project portfolio of more than 8,000 MW. Its firm commitment to renewable technologies, its strategic domestic and international positioning and its management team which has extensive experience in renewable energies make CAPITAL ENERGY into one of the most promising companies in its sector. The Capital Energy group seeks to become a benchmark company by achieving a maximum return for its shareholders, helping to conserve and care for the environment and implementing a business project and exciting working environment that enables it to attract, retain and promote talent over the long term.

WHAT MAKES THE COMPANY DIFFERENT

- Company focussed on promoting and developing renewable energies.
- Top management team with extensive experience in the sector.
- Excellent dialogue and image with government at the state, regional and local level.
- Credibility with and commitment to suppliers and customers.
- Pledged to technological innovation and development to enhance its operations.
- Sustainable economic development model that respects the environment, society and the economy.

**COMPANY**

EMTE Medio Ambiente y Energía, S.L.

HEADQUARTERS

Av. del Baix Llobregat, 3-5, 1ª planta
08970 Sant Joan Despí (Barcelona)

Phone: +34 93 602 66 70

Fax: +34 93 602 66 79

E-mail: medioambiente@grupemte.com

Website: www.grupemte.com

CONTACT PEOPLE

CEO: Josep Mª Arqué Torruella

Promotion and Business Development Director:

Graciela Quevedo Sabena

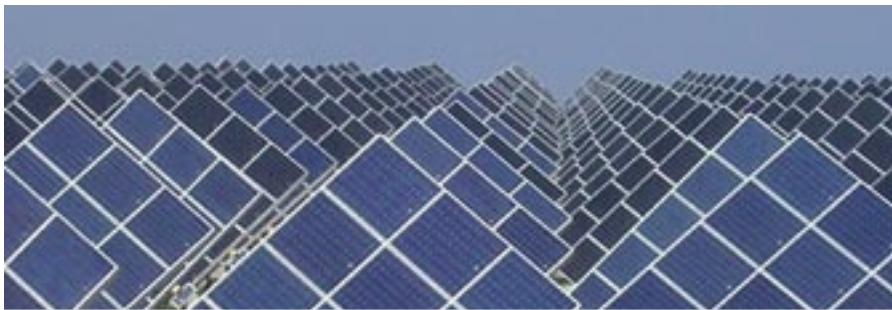
Production, Supply and Logistics Director:

Ramón Carbonell Martí

Financial Director: Jorge Soucheiron Almela

Project Director: **Xavier Calero Terès (MBA 09)**

EMAERenovables, comprehensive solutions



EMAERenovables offers its customers integrated solutions in special scheme electricity generation and urban and industrial waste treatment. In the former it implements solar photovoltaic projects on roofs and on the ground, solar thermal projects using a range of collection systems, energy reuse of landfill biogas and biomass, and wind farms. It also works to ramp up energy efficiency by putting in place cogeneration plants in industrial processes and microgeneration plants for the tertiary sector. In waste treatment it has implemented projects to recycle used tyres and batteries and to use solid municipal waste and industrial waste to produce energy. It also carries out research and development projects in recycling and the energy reuse of waste and into efficient new technologies.

SERVICES

- Technical and financial feasibility studies.
- Getting permits and licenses.
- Basic and detail project engineering.
- Construction, assembly and start-up of project supplies and installations.
- Plant management, operation and maintenance.

WHAT MAKES THE COMPANY DIFFERENT

- EMAERenovables covers all stages in industrial projects and delivers turnkey solutions.
- EMAERenovables has experience in managing investee companies in these fields.
- EMAERenovables has the resources and specialisation of the various companies in its group.



COMPANY

Endesa Energía

HEADQUARTERS

C/ Ribera del Loira, 60
28042, Madrid

Phone: + 34 91 213 10 00

Fax: +34 91 213 15 33

Website: www.endesaonline.com/grandesclientes

CONTACT PEOPLE

Chairman: Borja Prado Eulate

Solar Energy Manager: Andreu Cladera

E-mail: andreu.cladera@endesa.es

Energy Efficiency Manager: Miguel Ángel Verd (MBA 03)

E-mail: miguelangel.verd@endesa.es

Solar Photovoltaic Energy and Energy Efficiency



Solar Energy is inextricably linked with Endesa, a company which has **been implementing projects** and investing in this type of energy **for more than 20 years**. Over that time we've put in **more than 400 installations** for customers coming to **more than 50 MW of installed capacity**.

Endesa delivers turnkey roof and ground solar installations from the feasibility study and engineering project right through to installation maintenance.

Contact us and we'll come up with the best solution based on available technology and your business's needs.

Plus at Endesa we can help you achieve maximum **energy efficiency**. **More than 1,000 audits** for customers show you can **cut your use by 20% on average**.

This service includes:

- **Audit:** detailed analysis of energy use in a company so as to identify efficiency measures.
- **Efficiency measures:** detail engineering and implementation of efficiency measures identified in the audit.
- **Funding management:** comprehensive management of funding from government for investing in energy efficiency and the environment.
- **Monitoring:** implementation of energy monitoring systems to identify unnecessary or unforeseen usage and thus improve the company's energy accounting.

After the audit, Endesa delivers turnkey corrective measures and monitoring. Get in touch with us and start to save from day one.

SOLAR PHOTOVOLTAIC ENERGY

Find out how working with

Endesa is different:

- Grid connection service; a differentiating advantage in which we're experts.
- Financing with preferential conditions.
- Best value for money on the market.
- All of that with the Endesa guarantee.

ENERGY EFFICIENCY SERVICE

Find out how working with

Endesa is different:

- The experience of a leading company with the finest sector professionals.
- Flexible financing conditions.
- Best value for money on the market.
- All of that with the Endesa guarantee.

**COMPANY**

Energías Renovables e Innovación de Sistemas, S.L.

HEADQUARTERS

C/ Latina, 31, 5^a
28047 Madrid

Phone: +34 629 574 755 / +34 607 19 05 88

E-mail: info@erisis.es

Website: www.erisis.es

CONTACT PEOPLE

CEO: Roberto González Tausz

Marketing Director: Jacinto Benítez Martínez

Erisis; the technological partner and centre of excellence for solar plant management support



Erisis Solar Business Intelligence (S.B.I.) delivers monitoring add-on services to reduce management times, find and quantify energy and economic inefficiencies, provide efficiency enhancement recommendations and generate customised reports.

S.B.I. goes beyond monitoring to focus on energy and economic optimisation, customised maintenance and technical management. It also supplies functionalities for automatically generating customised reports, equipment and plant availability analysis, PR calculation, panel cleaning analysis, plant inefficiency estimates and recommended actions and investment for enhancing performance.

S.B.I. adds to Spanish and international monitoring systems, is independent of communications hardware and operates in solar plants and roofs. It is modular which means price and functionalities can be adapted to meet customer needs (SaaS or licence).

Erisis uses best photovoltaic sector practice on its platform and ensures its customers manage their plants more efficiently. Erisis is the technological partner and centre of excellence for solar plant management support.

SERVICES:

- SaaS (software hire) / Licence (software sales)
- Management outsourcing. Our experts can manage daily operations at your solar plant.

WHAT MAKES THE COMPANY DIFFERENT

- **Energy inefficiency.** Examine the most common energy/economic inefficiencies in your solar plant.
- **Financial analysis.** Enhance profitability by investing in preventive maintenance.
- **Panel cleaning.** Decide when to clean to maintain a high PR.
- **Customised PR calculation.** Each plant has its own PR based on contract conditions. Parameterise and calculate it automatically.
- **Availability.** Each plant's availability is based on contract conditions. Parameterise and calculate it automatically.
- **Preventive and corrective maintenance.** Decide and manage the when and how of your O & M.
- **Customised reporting.**
- **Control panel.** View your solar plants' statuses with a wide range of information.



COMPANY

Gesternova, S.A.

HEADQUARTERS

Aguarón, 23, 1ª planta, Edificio Catalpa
28023 Aravaca (Madrid)
Avda. Diagonal, 612, entlo. 4ª
08021 Barcelona

Phone: + 34 902 431 703

E-mail: info@gesternova.com

Website: www.gesternova.com

CONTACT PEOPLE

Chairman: José María González Vélez

CEO: Emili Rousaud Parés (Lic&MBA 90 and AGT 96)

Gesternova: certified renewable energy



Gesternova is the only company to exclusively market certified renewable energy from independent producers. It was founded in 2005 as part of a commitment to sustainability and brings together hundreds of green energy producers using wind, hydraulic, biomass and solar technology.

Promoted by the Renewable Energy Producers Association (APPA), the benchmark renewable energy association in Spain, Gesternova operates in the electricity free market through Factorenergia. Gesternova combines the technical knowledge gained from being a business initiative by independent renewable energy producers with Factorenergia's extensive electricity market experience, a company also run by Emili Rousaud which provides Gesternova with its internal resources and market know-how.

The company has sufficient capacity to market 5% of all renewable energy produced in Spain, some 12,500 GWh per year, which means it could supply electricity to 2.5 million Spanish families with an average usage of 5,000 kWh per family.

SERVICES

- We supply green electricity at competitive prices to companies and individuals.
- We represent renewable energy producers in the Spanish market and trade the energy they produce.
- We advise producers about maximising revenue and making investments feasible.
- We offer an extremely competitive representation service to ensure the active presence of independent producers in the Spanish electricity market.

WHAT MAKES THE COMPANY DIFFERENT

- We exclusively market renewable energy, thus helping the development of this type of energy and driving its use.
- We are backed by the APPA, which means we can cater for the needs and interests of independent producers, and the market experience of Factorenergia, which ensures we can guarantee premium quality service.

**COMPANY**

Almacenes Metalúrgicos, S.A.U.

HEADQUARTERS

C/ Nàpols, 249, 6^a

08013 Barcelona

Phone: 93 306 86 00

Fax: 93 232 40 13

E-mail: xavier.larraz@almesa.com

Website: grupoalmesa.com

CONTACT PEOPLE

CEO: Francesc Barrachina (MBA 89)

Industrial Business Director: Jordi Vieta

Construction Business Director: Albert Jiménez

Project Manager: Javier Larraz

Excellence in supplying new energy generation processes



With 58 years of experience behind it, Grupo Almesa distributes all kinds of fluid transport products.

Grupo Almesa belongs to Spain's leading seamless steel tube manufacturer Grupo Tubos Reunidos and delivers service excellence through closeness to its customers and extreme professionalism.

Against a backdrop of growing awareness of the benefits of renewable energy and major investment in the sector, Grupo Almesa delivers a wide range of products for transporting fluids to energy plants. These include steel pipes, accessories, valves, pipes made from other materials and climate control units. Grupo Almesa has proven experience in comprehensive supply for major projects. It is also a supplier for the main solar and photovoltaic projects in Spain including Majadas, Solnova, Samcasol, Andasol, Extresol and Manchasol.

SERVICES AND WHAT MAKES THE COMPANY DIFFERENT

- Excellent service based on closeness to the customer with an extensive network of points of sale throughout the Iberian Peninsula.
- Extremely high level of professionalism through teams which deliver comprehensive solutions for projects and installations with the utmost flexibility and speed.
- Wide range of products and manufacturers.
- Technical advice and personalised service.



COMPANY:

KINSOLAR Solutions S.L.

HEADQUARTERS

C/ Sepúlveda, 143, 4º 1ª
08011 Barcelona

Phone: 93 452 21 92

Fax: 93 452 21 93

E-mail: info@kinsolar.es

Website: www.kinsolar.es

CONTACT PEOPLE

CEO: Jordi Sánchez

Technical Director: Rosa López

Sales and Marketing Director:

Núria Franquet (Lic&MBA 85)

Specialists in renewable energies and energy efficiency



KINSOLAR Solutions S.L., is an engineering company that specialises in driving the use of renewable energies and seeks to deliver comprehensive energy resource optimisation solutions to companies and private customers alike.

Its renewable energy services include:

- Solar photovoltaic energy, both grid connected and isolated
- Solar thermal energy
- Biomass
- Mini wind energy
- Cogeneration and micro-cogeneration
- Fuel cells (hydrogen)

Our structure is based on project management which enables us to provide comprehensive services delivering a fast and efficient response to customer needs.

Our projects include the world's seventh biggest rooftop photovoltaic plant at 3.36 MW of installed capacity at the Barcelona-Gran Via trade fair facility for FIRA 2000 (in the photo above). The plant produces 4,411 MWh per year, the equivalent of the electricity use of 980 homes.

SERVICES

KINSOLAR's services include cutting energy costs for companies:

- Energy efficiency
- Rooftop solar installations

WHAT MAKES THE COMPANY DIFFERENT

- Engineering with great experience and recognition in the sector.
- Extensive experience in the design and implementation of major renewable energy and energy efficiency projects.
- Expert in achieving public funding.
- National and international geographical mobility.
- Quality, service and commitment to results define our philosophy.

**COMPANY**

Meroil, S.A.

HEADQUARTERS

Port de Lagos, 20, delta 1
Puerto de Barcelona.
08039 Barcelona.

Phone: +34 902 300 300

E-mail: info@meroil.es

Website: www.meroil.es

CONTACT PEOPLE

Chairman: José Luis Porté (MBA 83)

CEO: Josep M^a Massanella

Financial Director: Luis Mañas

Procurement Director: Frederic Dubos

Sales Director: Miguel Payá (MBA 03)

Commitment to research and the sustainable development of its service stations



PASSIONATE ABOUT THE ENVIRONMENT

Meroil is committed to researching and developing new products which meet our customers' needs and are more environmentally-friendly. One outcome of this is our first-use vegetable-based Meroil biodiesel, launched in 2005 as the first fuel of its kind to be sold in Spain.

Meroil is an oil company founded in 1993 that supplies fuel and related products to service stations, diesel distributors, industry and the agricultural sector.

Meroil is the largest and most solid of all the projects put in place by independent businesspeople in the Spanish energy market since deregulation of the sector. The company has more than 200 Meroil-branded service stations across the country.

Meroil has the largest coastal storage terminal in Spain covering 85,000 m² and with 650,000 m³ in fuel storage capacity split into 32 tanks. It has ISO 9001:2000 and ISO 14001:2004 quality and environmental certificates.



COMPANY

Mitsubishi Electric Europe BV

HEADQUARTERS

Carretera de Rubí, 76-80

08174 Sant Cugat del Vallès (Barcelona)

Phone: +34 93 565 31 31

Fax: +34 93 697 18 43

E-mail: MitsubishiElectric.Fotovoltaica@sp.mee.com

Website: www.mitsubishielectric.es

CONTACT PEOPLE

Chairman: Shuji Morisaki

Division Manager: David García Montagut

Department Manager: Miquel Castro Yáñez (MBA 06)

Comprehensive photovoltaic projects service



Mitsubishi Electric Corporation is the world leader in the development and production of electronic and electrical systems and this year is celebrating its 88th anniversary. Mitsubishi Electric Europe B.V. is headquartered in Spain in Sant Cugat del Vallès (Barcelona) with offices in Madrid, Valencia, Seville and Palma de Mallorca and authorised dealers right across the country. The photovoltaic sector has seen production costs fall more than electricity sales subsidies, so it is now more than ever one of the most attractive businesses for the financial markets. Every year 220 MW of photovoltaic modules featuring cutting-edge technology and power generation efficiency come out of our Japanese factories. This means we can guarantee a return on your investment and prolong the productivity of the plant way beyond its financial model. Entrust your investment to Mitsubishi Electric as an integrator of solar energy systems and electricity sales. We can offer you comprehensive turnkey photovoltaic project services and optimum operational management.

SERVICES

- Feasibility study for photovoltaic installations.
- Financial and economic analysis of your investment.
- Plant engineering and planning.
- Applying for operating licence.
- Large portfolio of industrial rooftops to let for siting the installation.

WHAT MAKES THE COMPANY DIFFERENT

- Wide range and premium quality in Mitsubishi Electric photovoltaic panels.
- More than 20 MW installed capacity in Spain, more than 100 MW in Europe.
- Japanese technology, proven reliability in all our installations.
- 100% Japanese production.
- We guarantee an optimum return on equity supplied by the investor.
- 25 year guarantee from Mitsubishi Electric, one of the oldest electronic companies with the greatest presence worldwide.

OTHER INFORMATION

- Employees: 105,561
- World sales: \$40.498 billion
- European sales: \$2.537 billion
- R&D investment: \$1.487 billion

**COMPANY**

Sabacaucho, S.A.U.

HEADQUARTERS

Pol. ind. "PLA DE LA BRUGUERA"
C/ Maresme, 1 - Apdo. Correos 34
E-08211 CASTELLAR DEL VALLÈS (BARCELONA)

Phone: +34 - 93 714 39 00

Website: www.sabacaucho.com and
www.x-last.com

CONTACT PEOPLE

CEO: Jordi López Vilarrubi (DG 02)

Engineering Manager: José Luis Chica

Administration Dept. Manager: Estel Carner

Soluciones a medida con elastómeros más eficaces, más duraderos y reciclables



For more than 30 years SABACAUCHO has been delivering elastomer, rubber and polyurethane solutions to its customers.

We invest in R&D to develop innovative solutions. In our laboratory we personalise designs to meet our customers' needs and perform quality and functional testing. And all of that on time, with no mistakes and guaranteed results.

We are concerned about the environment so we have achieved ISO-14001-2004 certification which ensures painstaking care, protection and respect for it. Less than 1% of Spanish companies have this certification.

At SABACAUCHO we monitor our atmospheric emissions and we are well below legal limits.

The main wind turbine manufacturers use SABACAUCHO products featuring special designs to enhance performance for some of their components.

And after years of research we have launched the environmentally-friendly X-Last® bollard with its exclusive features.

It is rigid enough to stop vehicles yet flexible enough to make it unbreakable and it returns to its original shape after impact. It doesn't break, it cannot be dented and it won't rust. Safer than other bollards which can damage vehicles and injure people, the X-Last® bollard with its customised design makes streets safer, more modern and more attractive. Because if there is a solution, here at SABACAUCHO we'll find it.

SERVICES

- We have our own lab to guarantee results.
- Customised design and manufacture.
- We always deliver on time.

WHAT MAKES THE COMPANY DIFFERENT

- Personalised design to meet customer needs.
- Annual investment in R&D.
- Strict quality controls.
- More than 30 years' experience.
- Our customers are companies from the most industrialised countries.
- Totally innovative solutions for a range of sectors: renewable energy, street furniture, offshore facilities, chemicals, rail, mechanical industry, cars, shipping, textile, etc.

SCHOTT solar

COMPANY

SCHOTT Solar, S.L.

HEADQUARTERS

C/ Pi i Gibert, 1-25
08930 Sant Adrià de Besòs (Barcelona)

Phone: +34 93 228 32 13

Fax: +34 93 228 32 61

E-mail: sonia.luengo@schottsolar.com

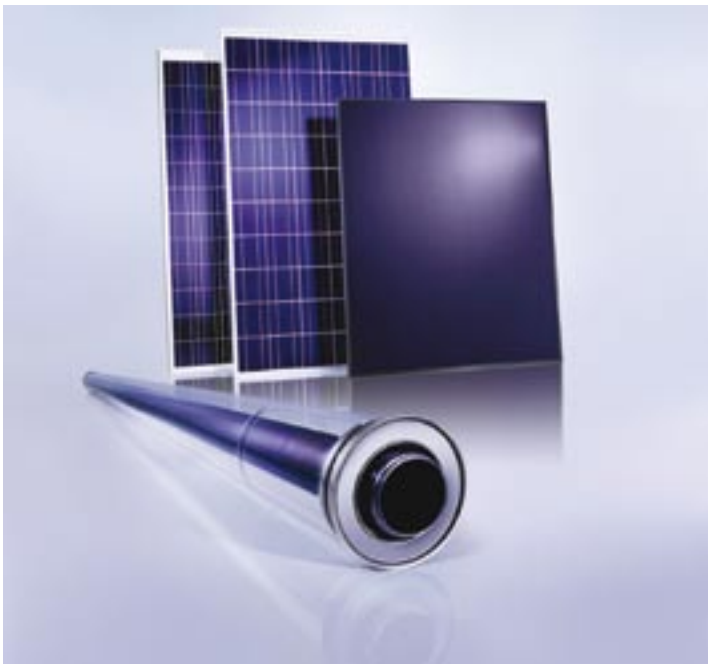
Website: www.schottsolar.com

CONTACT PEOPLE

Solar thermal: Elvira Martín (CG 04)

Photovoltaic: Sonia Luengo

Concentrated photovoltaic and solar energy



SCHOTT Solar's high quality products make it possible to use the virtually inexhaustible potential of the sun as a source of renewable energy. SCHOTT Solar produces key components for photovoltaic applications and parabolic channel solar thermal power plants. It is one of the few fully integrated manufacturers of crystalline silicon wafers, solar cells and photovoltaic modules in the photovoltaic industry. SCHOTT Solar is one of the key companies in thin layer technology thanks to its more than 20 years of experience. SCHOTT Solar is the market and technology leader in the production of receiver tubes for parabolic channel solar thermal plants. Receiver tubes are key components in large solar thermal plants which use solar energy to generate electricity using parabolic channel technology and can supply entire cities.

WHAT MAKES THE COMPANY DIFFERENT

SCHOTT Solar is the market leader in the production of receiver tubes for parabolic trough power plants and a benchmark supplier of premium quality photovoltaic products due to its extensive R&D skills in crystalline photovoltaic and thin layer technology.

Why SCHOTT Solar

As elegant and attractive as solar power modules made by SCHOTT Solar are, their real appeal lies within. Our solar power modules are designed to sustainably provide a high energy yield. Studies by independent institutes and technical media in various countries have impressively confirmed that. It is no coincidence that SCHOTT Solar provides a 25-year performance guarantee for its modules, and up to 30 years for double glazed modules.

SCHOTT Solar is aware of the high expectations of reliability and endurance that users of photovoltaic systems have. Our 51 years of experience within the solar industry helps us achieve our ambitious target: premium quality. We are a reliable partner for everyone who wishes to use this renewable technology in a secure and rewarding manner.

**COMPANY**

SMA Ibérica Tecnología Solar, S.L.

HEADQUARTERS

Avda. de les Corts Catalanes, 9, planta 3ª, oficina 17-18
08173 Sant Cugat del Vallès, (Barcelona)

Phone: +34 902 14 24 24

Fax: +34 93 675 32 14

E-mail: info@SMA-Iberica.com

Website: www.SMA-Iberica.com

CONTACT PEOPLE

CEO: Ignacio Muñoz (GP and DE 09)

Marketing Director: Miguel Pujol

Administration and Finance Director:

Susana Pérez (Dirección Financiera 08)

A benchmark in the solar energy industry



SMA Solar Technology AG, founded in 1981, is the world's biggest manufacturer of solar inverters which are suitable for all types of power, technology and photovoltaic installations. SMA inverters are among the most efficient on the market with performances of up to 98.1%. Continuous research and cutting-edge technology have made the company into a benchmark in the solar energy industry.

SMA has a presence on four continents with nine subsidiaries. The Spanish one, SMA Ibérica, was founded in 2005. It now has more than 30 employees and over 500 MW in inverters.

THE INVERTER IS THE HEART OF THE SYSTEM

Inverters efficiently convert solar energy harnessed by the modules into grid-acceptable alternating current. Thus they form the heart of every solar energy system. That is essential for giving the plant owner maximum performance so they can recoup their investment as quickly as possible. A 1% rise in productivity means a return on investment of 0.3% and a similar cut in system costs.

SERVICES AND WHAT MAKES THE COMPANY DIFFERENT:

When a company offers comprehensive solutions which include products and services, the customer can save time, money and effort as they don't have to visit several suppliers. SMA uses this marketing concept in three areas:

- The most complete range of inverters ranging from a kilowatt to a megawatt, suitable for all types of technology and for grid connection or isolated operation.
- A wide range of devices for control and communication with the inverter to regulate the installation and achieve optimum performance.
- Global service. Our sales department offers technical advice for our customers' projects before the sale is made. Then after the sale our technical service helps with start-up and maintenance by phone or via its service points.



COMPANY

SUD Energies Renovables, S.L.

HEADQUARTERS

Pl. Santa Clara, 2, 2^a 1^a
08500 Vic (Barcelona)

Phone: +34 93 886 69 48

Fax: +34 93 886 69 50

Mail: info@sud.es

Website: www.sud.es

CONTACT PEOPLE

CEO: Alfred Puig (PDP 09)

Business Development Manager: Raimon Carulla

Sales Director: Josep Garcés (MDO 06)

Comprehensive renewable energy engineering, construction and operation services



The SUD Energies Renovables group was set up by experienced industrial, energy and environment professionals and delivers comprehensive renewable energy engineering, construction and operation services. The group consists of parent engineering company SUD Energies Renovables, S.L.; installations, control and maintenance firm InstalSud 2007, S.L.; and photovoltaic solar plant developer OnaSud Energía, S.L. It is a multidisciplinary company made up of industrial engineers, university lecturers, architects and environmental managers who work with economists, lawyers and industrial installers. SUD Energies Renovables, S.L. fosters the use of renewable energy through turnkey projects in the solar photovoltaic, solar thermal and wind sectors.

ONA Capital, S.C.R., owner of the Bon Preu group and Fundició Dúctil Benito, also has a stake in SUD Energies Renovables, S.L. and the two firms work together to develop and operate solar photovoltaic plants by combining Ona Capital's economic and financial capacity with SUD's technical and sector knowledge.

SERVICES

ENGINEERING

- Turnkey projects.
- Assessment of project investment, return and feasibility.
- Installation design and maintenance.
- Final design and site management.
- Legalisations, permits and licences.
- Wind potential studies, wind and energy efficiency data processing in industrial processes.

PROMOTION

- Investment in photovoltaic projects.
- Leasing land and roofs.
- Taking out utilities and insurance.
- Operation and management of solar plants.

TRAINING AND PUBLICITY

- University teaching.
- Talks and courses.
- Working with government to foster renewable energies.

WHAT MAKES THE COMPANY DIFFERENT

- Specialists in rooftop installations.
- Premium quality materials and installations. Preference agreements with the main suppliers.
- Vertical integration. Project monitoring from business opportunity identification to after-sales maintenance.

**COMPANY**

Casals Cardona Industrial, S.A.

HEADQUARTERS

C/ Ferran Casablanques, 24
Pol. Ind. Bufalvent - 08243 Manresa

Phone: +34 902 443 000

Fax: +34 93 875 76 68

E-mail: tecnium@tecnium.es

Website: www.tecnium.es

CONTACT PEOPLE

Manager: Pere Casals (MBA 87)

Technical Director: Carles Ortega

Sales and Marketing Director: Jordi Zamarreño

Innovative solutions in renewable energies and the environment



Since 1957 TECNIUM has been the leader in solutions for industrial corrosion and atmospheric pollution problems. Constant research into new materials and technologies enables us to deliver innovative solutions in renewable energies and the environment.

- **Use of biogas:** desulphurisation units to eliminate hydrogen sulphide and siloxanes before burning.
- **Biodiesel:** tanks for chemical products up to 200 m³, pumps for discharge, sending to process and recirculation of the mixture, neutralisation and acidification reactors, phase separators, hydraulic sealers, settling tanks, chambers for burning and eliminating pollutant vapours from loading and unloading operations.
- **Solar energy:** elimination of VOC in photovoltaic panel manufacture.
- **Desalination plants:** seawater capture and return pipes, sand filters and cover grills, centrifugal pumps for chemical cleaning of reverse osmosis membranes and chemical product storage tanks.
- **Liquid manure treatment:** elimination of particles, odours and elimination of ammonia by stripping.

SERVICES

- Customised solutions with turnkey installation.
- Implementation and start-up with own personnel.
- Legalisation of installations in compliance with APQ-6, APQ-7 and other regulations.
- Extension of guarantee through evaluation visits.
- After-sales: preventive maintenance, repairs, upgrades and adaptation to regulatory changes.

WHAT MAKES THE COMPANY DIFFERENT

- Projects carried out by its own Technical Department.
- Continuous partnership with universities and technology centres.
- Extensive experience and numerous international references.
- Proprietary technology.
- Own, ISO 9001 certified workshops.
- Other sectors: odour removal, treatment of corrosive and toxic atmospheric emissions; manufacture of containers and centrifugal pumps for corrosive chemical products.



COMPANY

Torresol Energy Investments, S.A.

HEADQUARTERS

C/ Avenida de Zugazarte, 61
48930 Las Arenas (Vizcaya)

Phone: +34 94 481 75 00

Fax: +34 94 481 75 01

E-mail: info@torresolenergy.com

Website: www.torresolenergy.com

CONTACT PEOPLE

CEO: Álvaro Lorente

Technology Director: Juan Ignacio Burgaleta

Business Development Director: José Ignacio Ortega

Plant Director: Santiago Arias

Project Manager: Alfonso Sánchez

High efficiency and availability



TORRESOL ENERGY, a strategic alliance between SENER and Masdar, seeks to become the world leader in concentrating solar power (CSP) and its mission is to promote the technological development and operation of concentrating solar power plants worldwide.

TORRESOL ENERGY is currently focussing on GEMASOLAR, a 17 MW plant with central tower technology in Seville province, and VALLE 1 and VALLE 2, two 50 MW parabolic trough power plants in Cadiz province.

In the medium term TORRESOL ENERGY is to develop at least two concentrating solar power plants per year which it will use to bring in and test out new technologies in order to make concentrating solar power into a viable, economically competitive and sustainable alternative to traditional energy sources. TORRESOL ENERGY's research goal is to significantly cut future electricity generating costs. TORRESOL ENERGY mostly operates in Europe, including Spain, North Africa, the Middle East and the south-west United States.

SERVICES

Promotion, operation and maintenance of concentrating solar power plants.

WHAT MAKES THE COMPANY DIFFERENT

- The technology used in our plants: highly efficient and available.
- GEMASOLAR, the only project available for commercial-scale demonstration of electricity generation using central tower solar receptor technology and an innovative molten salt storage system.
- It can produce electricity three times more efficiently than other conventional technologies when the sun is not shining.
- Once built, GEMASOLAR will supply clean and safe power to 25,000 homes and will cut CO₂ emissions by more than 30,000 tons a year.

**COMPANY**

T-Solar

HEADQUARTERS

Avda. Arrollo del Santo, 6, 3ª planta
28042 Madrid

Phone: +34 91 324 89 00

Fax: +34 917423969

E-mail: tsolar@tsolar.eu

Website: www.tsolar.eu

CONTACT PEOPLE

Corporate Communication and MK Director:

Isabel Saracho

A vocation for leadership in the photovoltaic market



T-Solar seeks to be the leader in the global photovoltaic market and delivers as part of its technologically pioneering project all the operations in the sector's value chain, from making photovoltaic modules using cutting-edge technology to the promotion and operation of photovoltaic plants and marketing the power they generate.

This ambitious business project began in 2006 and its mission is to turn the sun into a more relevant and competitive source of energy.

T-Solar plants produce 212 GWh of clean power every year. This cuts CO₂ emissions into the atmosphere by 74 tons and generates enough electricity to supply a town of 200,000 people.

T-Solar's expansion plan for 2009 provides for the setting up of 25 MW of installed capacity of which 8 MW are being built in Italy with the remainder split between ground and rooftop plants in Spain.

SERVICES AND WHAT MAKES THE COMPANY DIFFERENT

The factory

- T-Solar's factory stands on a 29,000 m² plot in the Galicia Technology Park at Orense.
- It is the first factory in Europe to feature cutting-edge technology for making photovoltaic modules using thin layer hydrogenated amorphous silicon (a-Si:H) with a production rate of one module every 45 seconds.
- T-Solar makes 700,000 m² of the largest and most powerful (5.7m² and 351 MW) solar panels on the market each year and has a nominal production capacity of more than 40 MW per year.

Plants

- T-Solar leads the photovoltaic sector in national power generation.
- It has 28 photovoltaic plants in 26 towns, 16 provinces and 8 regions. They take up more than 550 hectares with a total of 760,000 modules and 143.39 MWp in installed capacity.



COMPANY

WATT SOLAR Inversiones Solares, S.L.

HEADQUARTERS

Paseo Sant Joan, 32, 6^a 2^a
08010 Barcelona

Phone: +34 670 583 787

E-mail: marc.miquel@wattsolar.es
marc.miquel@alumni.esade.edu

Website: www.wattsolar.es

CONTACT PEOPLE

Manager: Marc Miquel Godall (MBA 09)

Excellence in photovoltaic solutions



6,000 m² WATT SOLAR industrial rooftop installation in Osona.
Capacity: 233.20 kWp (1,166 modules)

Using solar power, we can deliver efficient and lasting solutions to the world's growing energy needs with no noise or pollution, no waste and above all no CO₂ emissions into the atmosphere. Photovoltaic solar power is the most promising source of renewable energy for the future with a forecast annual market growth rate of 20%-30% up to 2020.

In addition to the obvious environmental benefits, investing in solar power also brings financial advantages due to the special price of the energy produced (Royal Decree 1578/2008) and the tax incentives offered by the government. Hence it is a financial product that is low risk (stable legal framework) and with a high return (IRR) of around 12%-17%, as well as making a social contribution to conserving the environment in a sustainable way. A quality photovoltaic system can generate profits over more than 25 years.

WATT SOLAR exclusively installs photovoltaic solar plants in turnkey projects for the sale of electricity. Over the years the company has built up the skills, experience and know-how required to successfully carry out any rooftop installation along with networking contacts with other sector players.

We work with businesspeople, holding companies and investors who are seeking to diversify their business or investment and are committed to environmental social responsibility. Plus if you do not have space available we can lease you some thanks to our network of contacts.

SERVICES

- Comprehensive solutions. Our complete service encompasses the entire value chain from planning to assembly and grid connection.
- Expert advice and consultancy.
- Extensive experience in the sector. More than 1,000 kW installed.
- Management, operations monitoring and installations maintenance (after-sales service).

WHAT MAKES THE COMPANY DIFFERENT

- No-obligation customised preliminary design and complete economic feasibility study.
- Customer-driven. WATT SOLAR is an enterprising and energetic company just like its market.
- Flexible organisational structure. Great ability to adapt to customer needs.
- Personalised care. We offer technical and financial advice.
- Potent networking: government, utilities, component suppliers, etc.

The dark night of the book

It's been happening since time immemorial, at night in all the world's libraries. It's been happening since books have been books and characters have been called that. It happens, even though no-one's seen it.

When the doors are closed to the public nothing happens. Rather it is a few hours later when the darkness is as heavy as lead and the single-rhyme of silence reigns. The pages of a book open a few fractions of an inch. A draught blows through it. The letters shudder. It is the sign.

The first to leave the book is normally a secondary character. They glide down like a feather, walk along the back of the shelf and then squeeze sideways through the narrow pass created by the cover of their own book and the one next to it. When they reach the edge of the shelf, they quickly scope out the library. No-one. Only then do they whistle.

The whistle encourages the more timid ones. Or the more cowardly. Or the more deeply asleep. One after another they peel off the paper. It is no longer just the secondary characters as the main ones are coming out too. The library is an ants' nest.

There's Madame Bovary, hitching up her skirt to walk along the shelf. Two shelves below, Pedro Páramo lowers himself down to the library floor. Sancho Panza jumps from one spine to the next having left his mule in the torrid paths of La Mancha. The library is a citadel of Lilliputians who rush to and fro in apparent chaos. Apparent. Because each of them knows where they are making for. They are off in pursuit of a scene in a book which has been left empty, abandoned by the character who featured in it and who like their mates is rushing to spend the night on some pages that were not written for them.

You have to work hard to get to the book you want first. Preferences are vox populi. The most sought after passage, not so much because of what it can bring but because of its universality, is the quixotic battle against the windmills. Drop by at any time of night and there are always people waiting their turn to visit its pages. When the person who has already tried out the scene passes those who are waiting their turn, they'll tell them with some disappointment "it wasn't that good", but will have the smile of satisfaction that says "I've been there".

Juliet's balcony is the second most desired location. All male characters, whether main or secondary, want to stroke Lolita. Equally there are no female characters who haven't climbed into Tirant Lo Blanc's bed on at least a couple of occasions. There are also passages with very few visitors, perhaps because of their intellectualism or the pain they inflict. This is the case with waking up Paul Auster's Mr. Blank in his room or the terrible agony of Ivan Illich.

The beings which were born in the imagination have tried just about everything: sex with men and women without distinction, they have murdered and been murdered, they have stolen and been robbed, they have raped, they have cried, they have lost children, they have boxed, experienced cannibalism, visited Johannesburg, slept in Kuala Lumpur and fired a crossbow. No-one has lived so many lives.

The dark night of the book only ends, for a moment, with the dawn. At daybreak, the characters return to their books. They go back to the paper that gave them eternal life and with that the possibility of living all of them. In just a few seconds chaos is replaced by the invariable order of books, immobile, duly recorded in the files of the diligent librarian who is now opening the doors of the library and attending to the first visitor, a young woman who asks for a book by Zweig, *The Royal Game*.

"On bookcase eighteen, fourth shelf, seventh volume," says the librarian. And then, tired of the monotony which surrounds her, adds under her breath: "Same place as usual".

FERNANDO TRÍAS DE BES (LIC&MBA 90)

Degree in Business Science and an MBA from ESADE and the University of Michigan. He is a lecturer at ESADE, founding partner of Salvetti&Llombart and author of the books *Lateral Marketing*, *Good Luck*, *The Time Seller*, *The Little Black Book of Entrepreneurship* and *The Man Who Traded His Home for a Tulip*, which won the 2009 Temas de Hoy Award. His fiction includes *Absurd Stories*, *Words under the Sea*, *The Sounds Collector* and *The Story Writes Me*. He regularly writes for *La Vanguardia* and *El País Semanal*.





Alfa consulting

Nos mojamos contigo

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

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Pau Casals 3
Pedralbes Centre



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