



20 | ESADE ALUMNI
years | Growing together

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ESADE

alumni

From ESADE Alumni
ESADE Alumni Meeting:
a year of growth and
consolidation

Dossier
Retirement planning
and savings faced with
an ageing population

ESADE News
The Prince and Princess
of Asturias and Girona open
ESADE's Sant Cugat Campus



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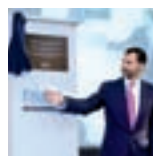
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NEXUS ALUMNI

The ESADE Alumni online social network

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More information on pages 24 and 25.



Growth and consolidation

A year ago the first students arrived at the new ESADE campus in Sant Cugat. Since then its classrooms have filled up and now the facility hosts 1,500 students from 38 countries. It has also had a hectic end to 2009.

The Prince and Princess of Asturias and Girona officially opened the campus on 26 October. Then a few days later on 11 November it was the turn of the Minister of Science and Innovation, Cristina Garmendia, who opened ESADE Creapolis before a large audience of leading business and political figures. As the Prince of Asturias put it, the new campus is founded on an educational project based on academic rigour and humanist values which “will turn ESADE into an international centre of excellence”.

The ESADE Alumni network is today probably one of the world's most active alumni networks


Then at the start of December we had an ESADE Alumni lunch to mark the 20th anniversary of the founding of the Association, and on the same day ESADE Alumni held its annual General Meeting there.

Little by little the Sant Cugat campus is becoming part of the daily activities of everyone in the ESADE community, and from now on it will be the place where thousands of alumni have spent their time at ESADE. We all recall the great challenge of setting up ESADE Creapolis and the Sant Cugat campus, yet today they are a reality. Once again ESADE has innovated in teaching, which fully complies with the new European

framework, and in fostering relations between universities and companies. All alumni can feel proud of the great step forward this means for ESADE's future.

Meanwhile, the ESADE Alumni Association continues to grow and consolidate its position. In the academic year 2008/2009 activity once again increased by more than 40% for the third year in a row, and it did so uniformly across all areas, with a total of 441 refresher sessions, 198 networking meetings, over 30,000 attendees and activities in 70 cities in 32 countries. The ESADE Alumni network is today probably one of the world's most active alumni networks, and we are continuing to grow strongly in this academic year. All of this demonstrates the great strength and dynamism of ESADE alumni.

As every year, I would like to say a special word about the extraordinary development of the Alumni Giving Back project, through which ESADE Alumni enables alumni to use their management and legal talent to help third sector organisations. More than twenty non-profit organisations with social missions have benefited from the volunteer work done by over 200 alumni and lecturers on the Pro Bono Consultants programme. There is no doubt that it is a project which serves to channel the commitment to social service of those of us who form part of the ESADE community.

Finally, in this issue of the magazine we are presenting Nexus Alumni, ESADE Alumni's online social networking site. It is a powerful, secure and private site that fosters networking and virtual relations. We hope to see you there! As ever, do not hesitate to contact me if you have any queries at german.castejon@alumni.esade.edu 



GERMÁN CASTEJÓN (LIC&MBA 81)
PRESIDENT ESADE ALUMNI
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ESADE ALUMNI INTERNATIONAL

New York Chapter

Start of academic year

Alumni from the area held a dinner to mark the start of the Chapter's activities in the 2009-2010 academic year.



Washington Chapter

Roundtable discussion with Iñaki Urdangarín

The ESADE Alumni Washington Chapter invited **Iñaki Urdangarín (Lic&MBA 01)**, Chairman of Telefónica Internacional USA Inc., to a roundtable discussion to share strategic points in Telefónica's internationalisation with attendees. Urdangarín spoke about the emerging markets and the future of interactive technology and touched on the consequences of both for education and future generations. Urdangarín also discussed his company's commitment to the most disadvantaged through the multinational's child schooling programme.



Canada Chapter

Ernest Maragall attends first meeting of the Chapter

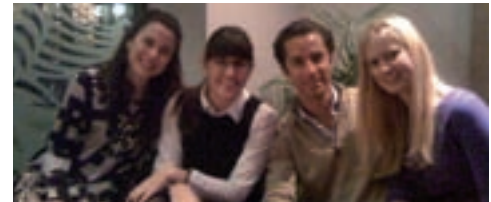


The Catalan Minister of Education, Ernest Maragall, met up with Alumni in Montreal. This inaugural event for the Chapter enabled attendees to do some networking and find out about its future projects from Chapter president **Jordi Vilanova (Lic&MBA 81)**.

Switzerland Chapter

Meeting in Geneva

The ESADE Alumni Switzerland Chapter invited local alumni to a networking meeting in Geneva at which attendees could meet up with colleagues and make new contacts.



Network possibilities discussed in Zurich

Alumni from the area exchanged experiences and spoke about the possibilities of the ESADE Alumni network at a dinner held in Zurich.



Peru Chapter

Jeroen Verhoeven meets with Alumni in Lima

As Jeroen Verhoeven, Associate Director of Admissions, was representing ESADE at the MBA Fair in Lima, the members of the ESADE Alumni Peru Chapter met up with him to share experiences and find out about the Chapter's new projects.



United Kingdom Chapter

**Launch of the book
From Innovation to Cash Flows**

The ESADE Alumni United Kingdom Chapter invited its members to the launch of From Innovation to Cash Flows, an essential guide for starting up a new company written by Constance Lütolf-Carroll, Lecturer in the Department of Business Policy at ESADE. In addition to Lütolf-Carroll, the event also featured Antti Pirnes, co-author of the book and President of Patiq OY; Anthony Indaimo, President of Withers LLP, the company partnering the book; and Sara B. Fox, FOX&Co Consulting, ex-director of Swiss Re's headquarters in London.

France Chapter – Network of networks

Creating synergies with Bocconi



Members of the France Chapter met up at their traditional venue, Le Petit Retro restaurant in Paris, to share new international projects. The event was attended by 25 people, including guests from the University of Bocconi

Alumni Association Board in order to develop synergies and good ideas and put in place joint projects.

Benelux Chapter

Next practices in marketing

Lluís Martínez-Ribes (Lic&MBA 76), Associate Professor in the Department of Marketing Management at ESADE, gave this refresher programme session in Amsterdam in which he showed that innovation is both possible and profitable, even in times of crisis.



China Chapter

The crisis in China and the Shanghai EXPO 2010

Led by its new president, **Sergi Escorihueta (MDOS 07)**, the ESADE Alumni Greater China Chapter held an academic event that focused on the crisis in China and the big investment in infrastructure, especially in Shanghai, for the EXPO 2010.



Singapore Chapter

Official opening

Local Alumni gathered at the Hotel Raffles to mark the official opening of the Chapter. The get-together was attended by Mary Granger, Associate Director of Admissions and Professional Careers.

Granger met up again with Alumni from the area as part of her trip



to present ESADE at an MBA Fair, showing the success that the Chapter is having.



THE ESADE ALUMNI INTERNATIONAL NETWORK ON INTERNET

You can access full information and pictures for all ESADE Alumni Chapter activities at **www.esadealumni.net**

→ Alumni Network → International Chap

REGIONAL CLUBS

Bilbao (Basque Country)

‘Winning companies: what is their secret and what are their strategies?’ by Enric Segarra

Alumni in the Basque Country hosted Professor **Enric Segarra (Lic&MBA90)**, director of the Leadership Development Programmes and Lecturer in the ESADE Department of Operations Management and Innovation. Segarra gave a refresher programme talk entitled *Winning companies: what is their secret and what are their strategies?* in which he analysed how a different view of reality and non-linear thinking can enable companies to break the mould in their industries and swiftly become recognised international operators. After the talk attendees enjoyed a glass of cava in a relaxed atmosphere.



Contact us at esadealumni@alumni.esade.edu

Aragon Club

Networking dinner at Zaragoza

The ESADE Alumni Aragon Club organised a networking dinner for ESADE alumni in Zaragoza. It was the first event of the year and gave attendees a chance to discuss the Club's plan of action for forthcoming months.

Contact us at clubaragon@alumni.esade.edu

Tarragona Club

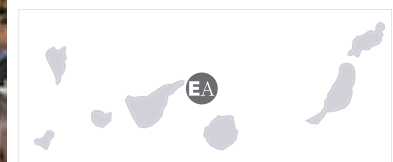
Inauguration of new ESADE Alumni Regional Club

The ESADE Alumni Tarragona Club's opening event was attended by more than one hundred ESADE alumni. It featured the talk *Towards a new financial system model* by **Juan Ignacio Sanz (MBA92)**, Professor in the Private Law Department at ESADE and a specialist in banking law. Sanz used examples of financial crises throughout history to assess the results of the measures adopted and comment on the restructuring of the financial system.

The event was hosted by **Xavier Sanchez (Lic&MBA97)**, director of ESADE Alumni, **Tomeu Fullana (Lic&MBA04)**, president of the new regional club, and **Albert Abelló (Dir. Comer. en Empr. Distrib. 99)**, president of the Tarragona Chamber of Commerce. Afterwards attendees were able to enjoy a networking cocktail party.



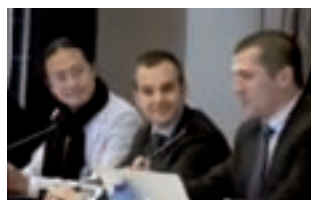
Contact us at clubtarragona@alumni.esade.edu



Girona Club

Driving the entrepreneurial spirit

Carles Torrecilla (Lic&MBA96), Professor in the Department of Marketing Management at ESADE, and businessman Didac Lee spoke at this ESADE Alumni Girona Club session with a talk entitled *The entrepreneur as a driving force for getting through the crisis*, in which they suggested formulas for channelling and driving the entrepreneurial spirit as a catalyst in the search for opportunities and emerging from the current crisis in a stronger position. Some 200 people came to this extremely successful first event of the academic year.



Contact us at clubgirona@alumni.esade.edu

Balearic Islands Club

Managing top professionals



Carlos Delgado (MIM92) gave a talk to the ESADE Alumni Balearic Islands Club entitled *How do we pay in 2010?* in which he spoke about the need to manage top professionals and the payment tools to use in the current climate. Carlos Delgado was one of the winners of the 1st ESADE Alumni RBA Business Fiction for his book *Los tres duendes*, to which he referred during his talk.

Contact us at clubbalearias@alumni.esade.edu

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

TOMEU FULLANA (LIC&MBA 04)

President of the Tarragona Club

“We want to provide networking and training options for all our members”

How do you approach being president of the Tarragona Club?

The important thing is that there's a board, a group of seven people, who really want to do things. We meet up and come up with ideas and put them forward, and we also get suggestions from other people and we come to an agreement on them. I'm just someone who acts as a catalyst for the interests and concerns that were already there among alumni before the club was started up in November.

Why has the Club been set up?

Even though Tarragona has the third largest number of alumni of any province in Spain, it didn't have a club. That may have been because we're so near to Barcelona people could go to events there, and lots did. But we think that if we have our own club then even more people will come.

What's the start been like?

Our first event was a real success. 91 people came along, which is more than 15% of the alumni here, even before there was a more formal organisational structure in place, which showed how interested they were. Everyone's given us their support right from the word go. The talk given by Professor **Juan Ignacio Sanz (MBA92)** was excellent and people had a chance to have a chat afterwards. What we want to do now is to keep up the quality of our events and our attendance levels.

What are your goals for the future?

We want to provide networking and training options for all our members. The idea is to run around five premium quality events a year and combine them with other activities and services, such as a jobs board, regional help, working with NGOs, etc. In short, running activities which we don't have at the moment.

What can people get out of taking part in the Tarragona Club?

There's what you might call a romantic aspect; I've noticed that everyone likes to keep up links with ESADE, the place where they studied. Then there's also the more practical, not to say material, question of what you can get out of mixing with people who share interests, who work in the same sector, or who have a similar academic background and so on. Making contacts and sharing information is always important.



FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

Public Management Club

The Crisis and the State's Role in the Economy: A Change of Course?


THE CAUSES OF THE GREAT ECONOMIC CRISIS, THE POLICIES WHICH HAVE BEEN PUT IN PLACE, THE STATE OF THE SPANISH ECONOMY AND POSSIBLE SOLUTIONS WERE SOME OF THE ISSUES ANALYSED DURING THE ROUNDTABLE HELD AT ESADE'S MADRID CAMPUS.

The Vice-President of the ESADE Alumni Public Management Club, **Óscar Cortés (FGAP 07)**, hosted the event and Professor F. Xavier Mena, Professor of Economics at ESADE, was the moderator. Mena focused on a historical review of the main economic crises of the last century and argued that currently "the global financial system is badly affected, and there have been breath-taking losses – nothing exactly like this has happened in any previous crisis". Luis de Guindos began by pointing out that "this is undou-

btedly the worst crisis since the Great Depression, which to a great extent it echoes, and the main thing that they have in common is that both began with banking." In his view "interest rates have been too low for too long, and when this is the case you get financial leverage, bubbles appear and there is one really fundamental thing, namely that risks are underestimated". In Ernesto Ekaizer's opinion, "this is no classic recession; it is a balance-sheet recession, with heavily in-debt families, busi-

nesses and banks needing to get out of debt and de-lever. And that is a long drawn-out process."

THE CASE OF SPAIN

As Luis de Guindos sees it, "Spain needs a public deficit, but without putting the sustainability of public finances at risk." Ernesto Ekaizer believes that "Zapatero's government had a plan – probably calculating that the crisis was going to be shorter than it is – which was to bring in an economic stimulus package and then deal with the deficit; this proved to be impossible, since the size of the figures was outside any control. Government deficit is something we will have to learn to live with (...) Anyone who thinks that we will come out of this crisis with economic growth is wrong: at most, the situation will be stable. What is more, this crisis has revealed a number of hidden historical problems that the Spanish economy had compared to other great economies of the world." 



The speakers

Luis de Guindos has had an active career in the public and private sectors. His posts in Spain's Popular Party governments included Secretary of State for Economic Affairs with Rodrigo Rato. In the private sector he has been a partner at AB Asesores, Chairman of Lehman Brothers in

Spain and Portugal, and is currently Director of Financial Services at PricewaterhouseCoopers. Ernesto Ekaizer is a journalist with extensive experience at media outlets such as *El País*, *Actualidad Económica* and *Público*, and is a regular guest on radio and TV discussion programmes.

ESADE Alumni Real Estate Club

13th Barcelona Meeting Point

THE ESADE ALUMNI REAL ESTATE CLUB PRESENTED THE SESSION FAMILY OFFICES: LEADING PLAYERS IN THE REAL ESTATE SECTOR AT THE INTERNATIONAL SYMPOSIUM.

STARTING POINT

Family offices played a key role during the “golden years” of the Spanish real estate market by injecting capital into the sector through their investments. But in the midst of the current crisis, family

office managers have been asking themselves whether to continue investing in real estate or to divert funds towards other, less affected sectors, and their decisions will leave a mark on the Spanish real estate sector.

Data from the first half of 2009 show that family offices invested more than €500 million in Spain, accounting for 30% of the country’s total investment. By contrast in Europe the figure was much lower at just 17%. [E](#)

Merche Grau (Lic&MBA 89), Director of Private Banking and Asset Management of at Caixa Catalunya, questioned the family office prototype: “Since there is a different family behind each family office, each case is unique. What’s more, each generation of a family takes a different approach to investment and decision-making.”



José María Xercavins, CEO at Metrópolis, argued in favour of investing outside Spain: “Why should I buy something in Madrid when I can buy something in London instead and have British Telecom as a tenant?” Nevertheless, he acknowledged that most family offices operate largely in their home cities, with local investment of around €20 million in the case of real estate.



Alberto Gimeno (Lic&MBA 84 and PhD 99), Associate Professor in the Department of Business Policy at ESADE, described the two kinds of companies that operate in the real estate sector: those which aim to create value, and those which aim to conserve value. He pointed out that in today’s crisis, some companies have accepted the possibility of loss or risk, whereas others seek merely to “save” the family fortune without providing support to the operational group.



Jaime Sabal, Associate Professor in the Department of Financial Management and Control at ESADE, encouraged investors to be more rational, to avoid simplifications and to accept their limitations. “We earn money by concentrating, not by diversifying,” he argued.

FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

ESADE Alumni Health and Pharma Club

‘The Present and Future of Chemists in Spain’

THERE IS MUCH DISCUSSION THESE DAYS ABOUT THE SERVICE AND BUSINESS MODEL OF CHEMISTS WORKING IN SPAIN. THREE EXPERTS IN THE FIELD CAME TOGETHER AT ESADE’S BARCELONA CAMPUS TO DEBATE THE ISSUE AT A SESSION MODERATED BY **IGNACIO NICOLAU (LIC&MBA 88)**, MEMBER OF THE ESADE ALUMNI HEALTH AND PHARMA CLUB.



THE CURRENT CONTEXT FOR CHEMISTS

The rise in health spending, narrowing of margins, new types of competition, new association members coming into the market, the regulation of new dispensaries, cooperatives and associations are all subjects that could mean change in the Spanish pharmaceutical distribution model. As a result, detailed knowledge of the current model and an ability to foresee future evolution are prime necessities for pharmaceutical industry professionals.

PABLO RIVAS (LIC&MBA 95), FINANCIAL MANAGER, ALLIANCE HEALTHCARE SPAIN “OPPORTUNITIES TO IMPROVE PROFITABILITY BY INCREASING MARGINS WILL BE REDUCED”

Rivas analysed the idea of the pharmacist as a businessperson in a health facility and explained that chemists feel pressured by the government through changes in the law, but also by increasingly demanding patients and having to take on multiple roles. Given this position, he argued that “opportunities to improve profitability by increasing margins will be reduced” and underlined the need to “work on transferring the focus from the profit margin to business growth, which means attracting more customers and creating loyalty.”

JORDI DALMASES, PRESIDENT OF THE OFFICIAL ASSOCIATION OF PHARMACISTS OF BARCELONA “A SITUATION WITH FEW POSSIBILITIES OF CHANGE”

The President of the Official Association of Pharmacists of Barcelona set aside part of his speech to analysing the measures that determine the economy of chemists, affected by “reference prices that were set in order to let generic medicines get a foothold, and reductions of between 56% and 93% in the price of medicines from the eight best-selling active ingredients” as well as by the scale of deductions and fixed margin drugs. Dalmases also noted rapid technological change which, for instance, has enabled chemists to adapt to electronic prescriptions.



JOSÉ LUIS FUMANAL, COMMERCIAL GENERAL MANAGER AT GRUPO FERRER “THE CHEMIST’S SHOULD BE SEEN AS A NEIGHBOURHOOD HEALTH CENTRE”

The Commercial General Manager at Grupo Ferrer highlighted some key figures, such as the fact that in Spain there is a chemist’s for every 2000 people. Other defining characteristics of the chemist’s include its long opening hours, its role as a local health centre and the large number of services it offers. He stressed the need for regular efficiency reviews and the introduction of a means of testing sales techniques, thus making full use of the limited space available in a chemist’s.



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FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

ESADE Alumni BIT Club and Cultural Industries Club

The e-book: three visions for change

E-BOOKS ENTAIL A TRANSFORMATION OF THE SECTOR THAT BRINGS WITH IT OPPORTUNITIES AND RISKS, AND AFFECTS MANY OF THE LINKS IN THE VALUE CHAIN, NOT LEAST PUBLISHERS AND SMALL BOOKSHOPS. GOOGLE BOOKS, GRUPO PLANETA AND BUBOK.COM OFFERED THREE DIFFERENT PERSPECTIVES AND APPROACHES TO THE ELECTRONIC BOOK AT ESADE'S MADRID CAMPUS.

The appearance of the e-book is causing a radical change in the market. Today we have three differing visions of the change and how it is affecting the industry, what challenges are facing the players and also what opportunities we as book-users are facing," said event presenter and moderator **Javier Castro (MBA 02)**, Vice-President of the ESADE Alumni BIT Club. [E](#)



Bubok.com: "We are not bad people"

"We are daring to do things which the publishing industry is not daring to do," said Ángel María Herrera, CEO of Bubok.com, an online publishing house for self-publishing and distribution. "Nonetheless, some people see us as an opportunity to try something new." In his speech, the CEO of Bubok.com encouraged the idea of creating a need for the e-book, through letting people know about it. "You have to create new business models, to think about them. The debate is not about whether the paper book will survive, it's about where we are going, and how we can make money from all this," he argued. "We aren't trying to defend ourselves, we are trying to test things out and innovate."



Google Books: the key is in the content, not in the technology

Luis Collado Bito, Director of Google Books Spain, said that the important thing "is creativity, content, what an author wants to get across to other people; the rest is just technology." That is why there is a need to get that content to as many readers as possible, and that is where the e-book comes in as a reading device. Collado Bito also warned that if, as is now the case, there is no variety in content in e-books for people to read, "then perhaps consumer electronics may begin to nurture what worries all of us: piracy". At the end of the day, "whether it's on consumer electronics, Internet-based or even paper, the main thing is to get more people reading books," he concluded.

Grupo Planeta: lack of a legal framework

Jesús Badenes, Managing Director of Grupo Planeta's Bookshop Division, focussed his talk on the need for a legal framework. "Google's approach to the world of books was equivalent to a group of booksellers going to the logistics warehouse, taking all the books they could cram into their cars and putting them in their bookshops, shouting that they were bringing culture to the people... Something's missing. And what is it? Some kind of legal framework; intellectual property. Fortunately, these days Google's approach is a lot more respectful." Nowadays content distribution technology has made great strides, and without a legal framework in place "in the long term this could mean there is no quality content," argued Badenes.



ESADE Alumni Cultural Industries Club

Neuroeconomics, Culture and Values

ECONOMISTS ARE BEGINNING TO FOCUS ON HOW OUR BRAINS REACT TO ECONOMIC STIMULI. THE CULTURAL INDUSTRIES CLUB INVITED JORDI PEÑA-CASANOVA, A MEMBER OF THE BEHAVIOURAL NEUROLOGY AND DEMENTIA RESEARCH GROUP AT THE MUNICIPAL INSTITUTE OF MEDICAL RESEARCH, TO TALK ABOUT THE ISSUE.

After attendees had been welcomed by **José María Álvarez de Lara (CDG 84 / FPD 84)**, academic sponsor of the ESADE Alumni Cultural Industries Club, **Jordi Cuervo (MBA 86)**, a member of the Club's board, handed over the floor to Jordi Peña-Casanova.




Peña-Casanova spoke about the neural networks which are formed during the brain's initial developmental phase and are later shaped by experiences, thus modifying the connections between them.

CREATING BEHAVIOUR AND VALUES

In terms of the important role played by culture, he commented that "in essence it transmits stories such as Saint George in Catalonia or Holy Week in Andalusia", before adding that "learning takes place throughout our lives; it is built on a person's genetic traits and modified based on experiences within the cultural context." Based on this he introduced the concepts of empathy, in other words the experience of understanding other people's emotions and feelings, and the theory of the mind, which appears at the age of four and consists of attributing mental states to another person.

COACHING AND NEUROECONOMICS

"All this fits in with the coaching plan," explained Peña-Casanova, "in which we have a linguistic speech structure but what's important is the content of this speech." Neuroeconomics stems from the combination of behavioural economics and neurosciences, and its goal is to study the neural basis behind decision-making. With this definition as the backdrop, Jordi Peña-Casanova then introduced the concept of values which, as he explained, "are directly and indirectly related to survival". All of this is without forgetting the role of rewards, which he considered "fundamental" and which "aren't defined by an object's physical aspect but rather by the reactions it produces in terms of behaviour." 

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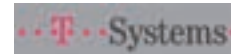
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Health and Pharma Club



Tourism Management Club



Family Business Club



FUNCTIONAL AND SECTOR-SPECIFIC CLUBS

ACTIVITIES

ESADE Alumni Marketing Club

Affordable luxury marketing

THE ESADE ALUMNI MARKETING CLUB, IN CONJUNCTION WITH THE BARCELONA MARKETING CLUB, ORGANISED A CONFERENCE FEATURING PROFESSIONALS SPECIALISING IN LUXURY ITEM OUTLETS.

After a welcome from **Pere Vallverdú (EDIK 86)**, member of the board of the ESADE Alumni Marketing Club, **Jordi Montaña (MBA 83)**, a lecturer in ESADE's Department of Marketing Management, began the session by noting that "luxury goods do not necessarily have to be expensive, but they do have to be valuable, and it is this value that creates the function/price relationship." He continued: "Over recent years, there has been a change in the perception of luxury, from being traditionally associated with major brands to being connected now with a more emotional, intellectual and even experiential idea." He gave the example of Nespresso, which has turned coffee into a luxury, yet affordable, item.

THE STRATEGY OF VALUE RETAIL ESPAÑA

Next Elena Foguet, Retail & Marketing Director at Value Retail España, spoke about her experience of managing new shopping facilities such as La Roca Village. Based on the goal of "getting repeat customers", she stressed that "our approach is to keep ahead of our companies and manage and work very closely with them".


TCN AND SWAROVSKI IBÉRICA, THE BRAND PERSPECTIVE

From the viewpoint of the brands in this segment, the chairman of TCN, Josep Maria Donat, analysed some of the keys to the current market and how it is evolving, highlighting, for example, the decline in multi-brand stores.



Another of the luxury brands at the ESADE Alumni conference was Swarovski Ibérica. As its CGB Manager, Manel Echevarría, explained with respect to outlets, "the service and atmosphere must be the same as in the traditional store, because this is not a low-cost alternative but rather a way of delivering a reduction in perceived price in a luxury environment."

THE INTERNET CHANNEL: THE CASE OF PRIVALIA

Feli Benitez, Country Manager for Spain at Privalia, a Web portal dedicated to selling top brand names at average discounts of between 60% and 70%, then spoke to the conference about the Internet as a luxury channel. As Benitez pointed out, "our product presentation is crucial because that is what sets us apart from a physical outlet." 



Five questions for...

Car Club

ALUMNI INTERESTED IN THE CAR SECTOR HAVE A MEETING POINT WHERE THEY CAN SHARE THEIR KNOWLEDGE AND EXCHANGE IDEAS.

JOAN MASSALLÉ (MDMC 05)
President of the Car Club

When and how was the club set up?

It was founded in May 2007 by a group of ESADE alumni who wanted to share our knowledge, best practice, interests and concerns about our sector and professional activities.

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

Just as with the other ESADE Alumni clubs, if you join the Car Club you'll be up to speed with what's going on in the sector and you can stay in touch with the people who work in it. The club is basically a place for meeting up and exchanging ideas, experiences and opinions.

Then in addition to the academic side of ESADE, the club also fosters knowledge about best practice in the car industry in all types of organisations and fields. Finally, the activities we run are an ideal opportunity for forging contacts with fellow sector professionals with a view to setting up possible future professional relationships.

Basically we're for any alumnus who is interested in the car sector for professional or personal reasons.

What sorts of activities does the club run?


Since it was set up the club has always sought to meet the needs of the car sector. To that end, we've held sessions focussing on issues such as business

competitiveness in the sector, technology forums and motor sport activities. Plus we've also extended our activities to ESADE's centre in Madrid.

What is the club planning to do in 2010?

We've got a number of different activities in the pipeline which are all designed to cover for club and ESADE Alumni members the hot issues that sector professionals are most interested in. So we'll be talking about things ranging from competition and how its technological developments are transferred to normal cars to the latest in renewable energy technology.

We're also going to be running activities to drive networking between our members, either in person or by using new technology facilities such as social networking websites.

Plus we're also going to continue monitoring developments in the sector so that we can offer activities and forums that reflect them. 



BOARD OF THE ESADE ALUMNI CAR CLUB

PRESIDENT: Joan Massallé (MDMC 05) in the photo
Xavier Conesa Foix (MBA 02)
César Negrete Caballero (MBA 98)
Antonio Onteniente (EMBA 04)
Xavier Pegueroles (Lic&MBA 94)
Marina Planas López (MBA 02)
Lluís Soler Mas Ferrer (Lic&MBA 97)
Academic sponsor: Emili Fàbrega (MBA 75)

CONTACT THE CAR CLUB

You can join the club by filling in the form available at www.esadealumni.net (Alumni Network/ Functional and Sector-Specific Clubs) or by giving your personal details to:
 ESADE Alumni Car Club
 Contact phone number: **902 420 020**
 From abroad: **+34 935 530 217**
clubautomocion@alumni.esade.edu



07/10/2009 Matins ESADE with Maria Reig, president of Reig Capital Group: 'Companies: seeds or shoots'

“Consumers have learnt to judge what things should be like”

SPEAKER: Maria Reig is President of Reig Capital Group. Reig Capital Group (RCG) is the Reig family's international investment, business and management platform with a presence in new lifestyle sectors. The group operates in fields such as real estate, hotels, investment funds and fashion.



Why sit around waiting for 'green shoots' from a model that doesn't work? Wouldn't it make more sense to sow 'new seeds' in a different type of structure? Reig believes the crisis has its positive side as it has given rise to a new-style consumer, one who has "seen the light" and "learnt to judge what things should be like". As an example Reig referred to the surge in own brand products, which "have triggered a more demanding consumer who shuns misleading marketing". According to Reig, entrepreneurs should "take advantage of the opportunity" in order to launch companies and innovative products that provide what these consumers are looking for. However, she noted that the main problem still lies in government bureaucracy.

As for financing, Reig is confident that it will return, albeit in a different way and with its rule book rewritten. For that to happen, however, there will need to be a more heterogeneous, flexible and creative financial sector and public and private capital funds can no longer be controlled solely "by classical financial managers but rather by people who understand biochemistry, technology, etc."

BIRTH OF A NEW CAPITALISM

As for the economic crisis, Maria Reig believes it will drag on as a "complete overhaul" of the economic model is necessary: "We're in the midst of a change that will lead us to a new form of capitalism, which should be founded on a return to the benefits associated with social welfare."

03/11/2009 Matins ESADE with Ferran Soriano, President of Spanair: 'Spanair: a joint challenge'

“We have to make sacrifices to ensure a successful future for Spanair”

SPEAKER: Ferran Soriano (Lic&MBA 90) has been President of Spanair since March 2009. Previously he was vice-president of Barcelona Football Club and a partner at Nauta Capital.



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

Given the change in consumption patterns in the airlines business, the time has come to look at future strategies in order to be more competitive. With this, the question arises: low-cost airline or network carrier? For the Chairman of Spanair, Ferran Soriano, the answer is to go for the second option. Nevertheless, this hangs on Spanair's plan to save €100 million per year through recently introduced cost-cutting measures. Among the main cutbacks, Soriano highlighted the downsizing of the airline's fleet (from 45 to 35 planes), commercial restructuring and the withdrawal of loss-making

routes (such as Jerez to Madrid and Barcelona). Soriano believes it is important to be cost-efficient whilst also offering something different to customers in the shape of improved connections from Barcelona. Spanair aims to turn Barcelona airport into an international hub

and to become a benchmark airline. "For the future of Barcelona and Catalonia," stressed Soriano, "we need to have decision-making centres, and that entails the city and the airport being linked to the rest of the world, and even more so in the midst of today's crisis."





26/11/2009 Matins ESADE with Jaume Roures, partner-founder of Mediapro: 'DTT and Television's Future Challenges'

“Not all of the advertising taken away from TVE will go back into the sector”

SPEAKER: Jaume Roures, partner-founder of Mediapro, a group with holdings in media outlets such as La Sexta, the newspaper *Público* and football channel Gol TV.



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



In a year marked by the financial crisis, which for the broadcasting market has meant a drop in advertising revenue of over 20%, President of Mediapro Jaume Roures believes it is time to look for new formulas to regain lost ground. A fall in the advertising world's share in TV has meant that spending has dropped from €3.6 billion to €2.2 billion over the last year. Jaume Roures does not think the outlook is very encouraging. He believes that unless TV companies are able to turn the situation

around “the drop will get worse, and we won't be able to get back to the 2007 levels of spending until 5 or 6 years down the line”.

PROSPECTS OF THE LAW ON THE FUNDING OF RTVE

The private TV channels' concern at the demand for spending for RTVE was treated with caution by the Mediapro President. He believes that the 20% that was set aside for the public TV channel “will not solve the problem because not all of the advertising

taken away from TVE will go back into the sector.”

Similarly, the lack of a single platform means that channel brands will weaken. Because of this, Roures pointed to the need to put more focus on programming. He explained that the new television presented a number of challenges: on the one hand, reducing the dominance of

‘trash’ television and offering more viewer participation, and on the other building advertising into content.

The Internet will be one of the media to benefit most from the new situation, he thinks. It is a tool that “segments very well”, and enables you to reach the user who “you're most interested in”.



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17/09/2009 Matins ESADE with Constan Dacosta, Chairman of Grupo Eroski: 'Distribution challenges in the new competitive setting'

“The purchase of Caprabo is a good strategic decision”

SPEAKER: Constan Dacosta has been Chairman of Grupo Eroski since 1995. He has spent almost his entire professional career in the group since joining it more than 30 years ago, as corporate director, while reading Sociology at Deusto University.



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

Constan Dacosta, Chairman of supermarket chain Eroski, shared his views on the fresh challenges posed by today's delicate economic situation and their effect on the distribution sector. Dacosta recognises that the crisis is slowing down the process of getting a return on the Caprabo takeover, although he said he was “satisfied” with the results of the operation. As he pointed out, the brand has experienced an “increase in sales” both on a Spain-wide level – jumping from 13% to 18% - and in Catalonia in particular, where market share has grown to 13.5% in recent months. The Eroski chairman also said that when the Caprabo takeover was first mooted the current economic crisis was not taken into account and perhaps the operation should not have been undertaken at that time. Nevertheless, he argued that it was “a good strategic decision, within a long-term business project, and not designed to be profitable until two or three years’ time”. In spite of the positive figures, Dacosta said that although before the crisis the company



had a growth margin of 2%-3%, “it will be somewhat lower now”. He contended that growth will remain low until 2012, but stressed that “we will all come out more customer-oriented”.

FURTHER CONSOLIDATION AFTER THE CRISIS

As for the future of the distribution sector, Dacosta said that “consolidation among retailers and manufacturers will continue” in Spain and Europe, even though there has been a “hiatus” due to credit restric-

tions making it more difficult to finance operations. “Consolidation in distribution has its roots in manufacturers who concentrate their distribution,” he argued. “So you can’t afford to forgo having traders on your shelves”.

During his talk Dacosta also spoke about Eroski’s future strategy, and noted that the company will study possible takeovers after the crisis because “to do otherwise would be a mistake”. However, “this will take some time,” he added.

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21/10/2009 Desayunos ESADE with Ricardo Gómez-Barreda, Managing Partner of Garrigues: 'Business legal services in Spain'

“After the boom years, now we have to adapt to change”

SPEAKER: Ricardo Gómez-Barreda, Managing Partner of Garrigues. He is a member of the Board of the Taxand alliance and of the Standing Scientific Committee of the International Fiscal Association (IFA).



“After a boom decade during which the legal sector saw exponential growth year after year, we are now entering a period in which we will have to learn to adapt to changes caused by the crisis,” said Ricardo Gómez-Barreda, Managing Partner of Garrigues, at the Desayunos ESADE session. The figures show a change in demand, and law firms need to change their model if they are to adapt to that new demand.

“Towards the end of 2007 there was already a change in the type of work requested, but it was in mid-2008 that clients started to think about the need to cut legal service expenses,” he pointed out. Clients began presenting new demands, mainly based around new contractual methods. “The reaction of the law firms was what you would expect: they fell into line with the new demands by modifying their range of services, learning to use new

methods of invoicing, changing salary costs and cutting back on hiring.” Ricardo Gómez-Barreda believes that the future lies in new business models, but such changes need investment, and with the law offices organised the way they are now, with the partners as usufructuaries, this could be difficult. The Garrigues Managing Partner thinks that the structure of legal services for businesses will be made up of three law office profiles: an elite of law offices concentrating on major operations, then a second tier of law practice to serve companies, and finally niche firms which will flourish if they really have the necessary specialist knowledge. What is more, he added, “the most fertile area in terms of opportunities is process management, so there is likely to be a rise in the number of firms set up which specialise in those processes”.

01/10/2009 Desayunos ESADE with Luis Conde, founding partner and President of Seeliger y Conde: 'Where are we going?'

“It is times like these which offer most possibilities”

SPEAKER: Luis Conde is founding partner and President of Seeliger y Conde and founder and chair of the Barcelona Financial Club. He was chairman of The AMROP HEVER GROUP (TAHG), an international network of independent headhunting companies with a presence in 58 countries, from 2003 to 2006.

Seeliger y Conde Chairman Luis Conde told Desayunos ESADE, that we are in a financial situation which calls for major changes, saying “we have taken the most important decisions in times of crisis, because those are the times that offer the most possibilities”. Conde also argued that “today the important thing is to train up the people with the raw materials and help the employee” as “focusing exclusively on profit is no longer a guarantee of sustainability for companies”. During his talk Conde said that the new world economy will be driven by R&D and technological innovation and that in countries like Spain greater productivity will be required. The Welfare State will also undergo a change in design in which the public sector will be decisive. Conde ended his talk by turning to Spain’s sectors of the future. These include energy due to the raft of significant operations over recent years, leisure management because of the growth in groups with more free time, the environment and health.



17/11/2009 Desayunos ESADE with Alejandro Echevarría, President of Telecinco and UTECA: 'Challenges in the broadcasting sector'

“At most only two or three private television groups will be able to survive”

SPEAKER: Alejandro Echevarría is President of Telecinco and UTECA. He is a director of Consulnor, CVNE, and newspapers *El Diario Vasco*, *El Diario Montañés* and *El Correo*, vice-president of Deusto Business School and a trustee of the Novia Salcedo, Plan España and FAD foundations.



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

After a period of major changes in the broadcasting sector, Alejandro Echevarría, President of Telecinco and UTECA, said at ESADE that “the Spanish broadcasting model is unsustainable and at most only two or three private television groups will be able to survive”. Echevarría admitted that following the Merger Act “all TV companies are negotiating and sounding each other out, and so over the coming months there will be alliances”, making this statement at ESADE one month before the announcement of the merger between the main private channels.

FAIRER COMPETITION

One of the main problems affecting TV companies is the fall in advertising revenue. Here the guidelines on RTVE financing should help to create fairer competition. The unknown factor is how the advertising spending freed up by TVE will be split. In 2010 there will be 28 private and 17 public channels on DTT in every provincial capital, to share the same adverti-

sing market. “So we are in an environment where supply has increased fourfold, while revenue has dropped by 30%,” said Echevarría. That is why there is a need to define a broadcasting model so that the private system with its commercial model and the public system can co-exist and complement each other perfectly, creating content-rich programming.

Turning to technological change, the Telecinco President reminded his audience that DTT “was conceived as a means of bringing interactive services to everyone. In fact, digitalisation sought to bring Internet into every home via the TV”. That

is why in his view Internet is unlikely to mean the end of TV as we know it

THREE CRISES

Echevarría pointed out that the broadcasting sector is going through three crises: a crisis in its model, a financial crisis and a technological crisis. However, looking at the current situation he believes that the model crisis is on the way to finding a solution with the changes in regulations that the government has brought in, while the financial crisis “depends on the efforts of each of us, and we are doing the best we can about the technological issue”.

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FROM ESADE ALUMNI

Nexus Alumni, a secure network

ESADE Alumni's online social networking site NEXUS Alumni has been set up to enable alumni to get in touch with each other and also to provide them with state-of-the-art tools. Plus in terms of profile visibility, the new Nexus Alumni is exclusive to our community and has been designed to deliver all the benefits of social networking sites while avoiding the risks associated with all the others. That way Nexus Alumni is a secure social networking site because everything we share stays between us.

A WORLDWIDE PHENOMENON

Internet social networking sites are services which enable people to build a public or semi-public profile in a delimited system, create a list of contacts and browse through the lists of other people in the same system.

The first was launched in 1997 and enabled users to create a personal profile and lists of friends for browsing. However, it wasn't until 2003 when they really began to take off as loads of sites appeared offering different services for various types of audiences. Examples include LinkedIn, geared towards the business sector so its users can maintain and expand professional contacts and which after being set up in May 2003 had more than 42 million registered users from over 200 countries by June 2009; Facebook, originally only for Harvard graduates before opening up to everyone in 2006, which now has 300 million registered users; and Twitter, whose 50 million users can send tweets using up to a maximum length of 140 characters.



FROM ESADE ALUMNI

ESADE ALUMNI 20TH ANNIVERSARY REUNION

A day to remember

A LUNCH WAS HELD ON 25 NOVEMBER AT ESADE CREAPOLIS TO REVIEW THE WORK DONE OVER 20 YEARS, SHARE PRIDE IN THE MILESTONES ACHIEVED AND LOOK TO THE FUTURE WITH ENERGY AND FRESH GOALS.

This year ESADE Alumni is celebrating its 20th anniversary. In 1989, 22 alumni got together to lay the foundations for the Alumni Association, now called ESADE Alumni, and to mark the event last 25 November people from ESADE Alumni and ESADE met up in the ESADE Creapolis in Sant Cugat. The current ESADE Alumni president, **Germán Castejón (Lic&MBA 81)**, thanked everyone for coming and welcomed the “fabulous” ESADE Alumni team. He shared his enthusiasm about celebrating the anniversary and

explained the choice of venue: “The best way of celebrating the past is by looking to the future, and ESADE Creapolis is the future of ESADE and hence of ESADE Alumni.” He thanked Pere Rifà and **Joan Riera (Lic&MBA 99)**, president and director, for their welcome and attendance.

IN THE BEGINNING

There were moments of humour, emotion and affection when **Pere Fàbregas (Lic&MBA 67)**, who was the first president of ESADE Alumni, described how the association got off the





FROM ESADE ALUMNI

ground. Fàbregas gave a detailed and fascinating description of the early days back in 1989 which captivated his audience, who heard about the difficulties the fledgling organisation faced and the convulsive events of the time. "To understand the background you have to go back 20 years to 1988 when big changes were building up in the world and

ation ceremony in 1987; the first alumni directory was drawn up, etc. Then in 1989, after the new director general had been in office for a year, the board met up at Montseny to discuss future strategy. They came to the conclusion that ESADE needed an alumni association in order to operate. All of the work done since then means that it is now

Pere A. Fàbregas: "All of the work done since then means that it is now one of the best associations in Europe"

at ESADE, which had just come out of a period of troubled institutional leadership," recalled Fàbregas. "ESADE was doing things that had never been done before: it appointed a director general from India who taught in America; it held its first gradu-

one of the best associations in Europe." It has its own status separate from ESADE, but at the same time "the close relationship we've had over the years with the school is what **Carles Tomás (EID 77)**, our great inspirer, wanted."

ESADE ALUMNI TODAY

President Germán Castejón then produced some of the figures about ESADE Alumni which were to be presented that afternoon to the general meeting. They gave attendees a clear idea of ESADE Alumni's continuous growth, but the most surprising figure is the membership percentage, which stands at 98% for the main long programmes. In effect if you study at ESADE today, you also become a member.

There was a special mention for Alumni Giving Back which provides the 3rd sector with the management talent of alumni and fulfils one of ESADE Alumni's great missions, which is to make a direct contribution to society.

Castejón finished by looking to the future: "There are no limits; I believe that the association will



FROM ESADE ALUMNI



continue to be useful to alumni, ESADE and society.”

THE GREAT VALUE OF ESADE ALUMNI

It was especially amusing when Ignasi Salvat, who spoke on behalf of the absent Provincial of the Society of Jesus, Lluís Magriñà, compared ESADE with Barcelona football club because both of them have excellent substitutes. This was met with applause and laughter.

“The Society of Jesus would be nothing without you,” said Salvat, and highlighted the synchrony of ESADE Alumni’s ideas with the Society of Jesus and the Evangelist: a profoundly human line of encouraging men and women to be more human in their work. Salvat urged ESADE alumni “not to forget the South”, while

he also congratulated them on the Alumni Giving Back initiative both personally and on behalf of the Provincial. After lunch, Castejón once more stepped up to the lectern to remind everyone of the importance of the work done by ESADE’s lecturers before

ESADE Alumni founder members received an award in recognition for their work





handing over to **Carlos Losada (Lic&MBA 79)**, Director General of ESADE. Losada also spoke about his “most heartfelt” thanks as “you don’t know how important what you do is for ESADE”. He said that ESADE Alumni is a marvellous success story which is a priority for ESADE, and he asked it to continue doing what it does so well and to nurture a network of networks. He also stressed the association’s responsibility for

was the work done by people passionate about service, partnership and commitment which had made this 20-year history possible, while Germán Castejón noted that the record of the association is “the outcome of the work of previous presidents and boards and the marvellous team at ESADE Alumni, its 22 permanent employees and the 750 alumni who voluntarily give up their time to work for the association.”

Germán Castejón: “The association will continue to be useful to alumni, ESADE and society”

keeping up an essential educational value for ESADE – giving human and social meaning to what professionals do and giving meaning to the profession through social commitment – and he urged it continue with its good work.

EMOTIONS AND MEMORIES

It was a joyful and emotional event. Pere Fàbregas said it

Enormous pride in belonging to the association was evident at the event. As Castejón put it, ESADE Alumni “is a driving force and a network which has gained its own strength from the alumni.”

There was also recognition for particular individuals, such as Mercè Guillamet and Josep Milà, the first person from ESADE the founders got in touch with and who helped the

FROM ESADE ALUMNI

What does ESADE Alumni mean to you?



XAVIER ARGENTÉ (MBA 83)
Institutional Council
 “I’ve been on the Board for 8 years and I’m still connected with ESADE Alumni. It’s a sign of belonging.”



JORDI MORA (LIC&MBA 98)
Balearic Islands Club
 “Firstly as a link with the place where you studied. It’s a sense of belonging, that’s the most important reason. It’s also a question of networks, contacts, personal ones and friendship; it’s great being in a network like this one.”



XAVIER CODINA RIUS (LIC&MBA 00) AND ELENA GARASA QUEROL (LIC&MBA 03)
Lleida Club



“ESADE Alumni is a way of meeting up again with your classmates and doing some networking. In fact, very often new business opportunities or future contacts come up thanks to ESADE Alumni. At a personal level, you make a lot of friends and sometimes you even get married, which is what happened to us!”



CARLES TORRECILLA (LIC&MBA 96)
Professor in the Department of Marketing at ESADE and a member of the ESADE Alumni Board (2005-09)

“For me it means people don’t want to lose contact with the big things to do with values, belonging and creating a better world. So when they finish their programmes at ESADE they don’t want leave and see a chance of keeping in contact through ESADE Alumni. As a result the atmosphere at these kinds of events is a meeting of people who want to make a better world.”

FROM ESADE ALUMNI

What does ESADE Alumni mean to you?



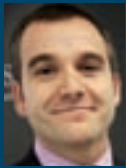
JAUME-ENRIC HUGAS
(LIC&MBA 94)
United Kingdom
Chapter

“For me it’s a way of maintaining ties with the school, and because I live in the UK it also helps me keep in touch with Barcelona and lots of people from ESADE. At the end of the day we’ve all shared an experience and that means we have very similar educations and interests.”



ELENA MEDARDE
(GEST. HOSP. 98
AND PMD 08)
Health and
Pharma Club

“I’m very grateful for the education I received at ESADE, and being part of ESADE Alumni is a way of using my knowledge and experience and sharing it with others. The club has brought me a series of very useful relationships and supplementary training.”



JUANFRAN CUELLO DE ORO
(LIC&MBA 01)
Girona Club

“I’m from Girona and this is the only way we have of keeping in touch with our classmates and doing some networking and knowledge transfers between us and ESADE, as well as the link we have of having studied here.”



PEDRO ARELLANO
(EMBA 07)
Personnel and
Organisation
Management Club


“It means staying in contact with your classmates, keeping up to speed with professional developments and sharing an organisation with other people whose interests are similar to mine.”

association get off the ground, and Jaime Iglesias, chairman of the Board of Trustees when ESADE Alumni was set up, as well as thanks and appreciation for **Antoni M. Güell (PMD 76)**, who in 1988 created the first directory of ESADE alumni, nurtured the association even

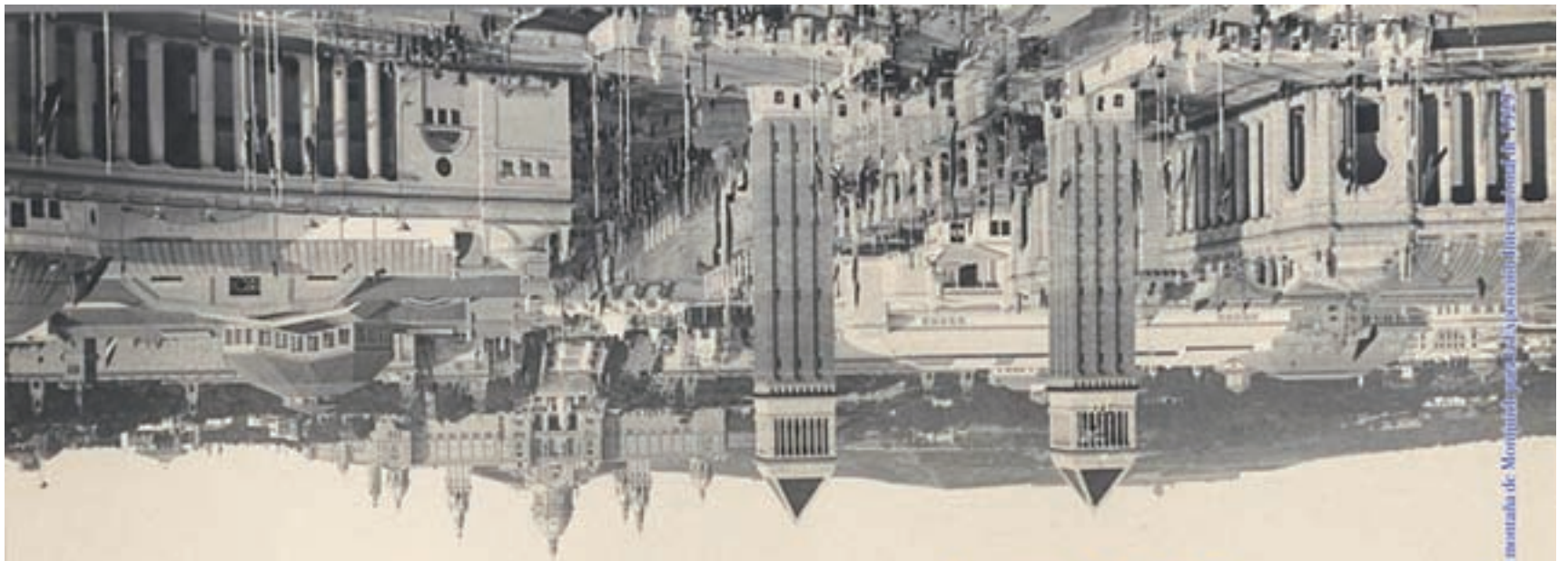
each of the founding members up to the rostrum to receive a memento of the celebration. There was one more surprise before the event ended; the announcement of an award to be made by the Board at the next annual meeting to Pere Fàbregas in recognition of his continuous

Carlos Losada: “You don’t know how important what you do is for ESADE”

before it was founded and was its director for many years. At the end of the lunch the Director of ESADE Alumni, **Xavier Sanchez (Lic&MBA 97)**, once again thanked those present for setting aside their time to this and many other events run by the association, and called

support for the association. Fàbregas was very surprised (the Board had kept it a very close secret) and gave an emotional response: “I’ve done what I had to do; work, do things as well as I could. And I’ve had some wonderful people who have come after me.” 





Urbanización de la montaña de Montjuïc por el Ayuntamiento de Barcelona (1910)

“Desde su fundación en 1910, Grupo Aleix ha llevado a cabo una larga lista de obras de renombre. Un siglo después seguimos trabajando en la promoción inmobiliaria con el mismo objetivo que el primer día: seguir realizando sueños.”

DESDE 1910

SEGUIMOS REALIZANDO SUEÑOS



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VENTA Y PROMOCIÓN DE VIVIENDAS

BARCELONA CUBELLES MENORCA LA CERDANYA BUDAPEST ARGENTINA



ORDINARY AND EXTRAORDINARY GENERAL MEETING

A YEAR OF GROWTH AND CONSOLIDATION

ESADE CREAPOLIS HOSTED ESADE ALUMNI'S ORDINARY AND EXTRAORDINARY GENERAL MEETING, AT WHICH THE ANNUAL REPORT, THE ASSOCIATION'S ACCOUNTS AND THE BOARD'S MANAGEMENT DURING 2008-2009 WERE APPROVED BY ABSOLUTE MAJORITIES. THE INCOME AND EXPENDITURE BUDGETS FOR 2009-2010 WERE ALSO PASSED.

Described as a time of "growth and consolidation", in the academic year 2008-09 657 events were organised which is an increase of 44%, while the number of people attending those events was also up to 31,000. However, the biggest growth came in international activity which saw an 80% rise in events.

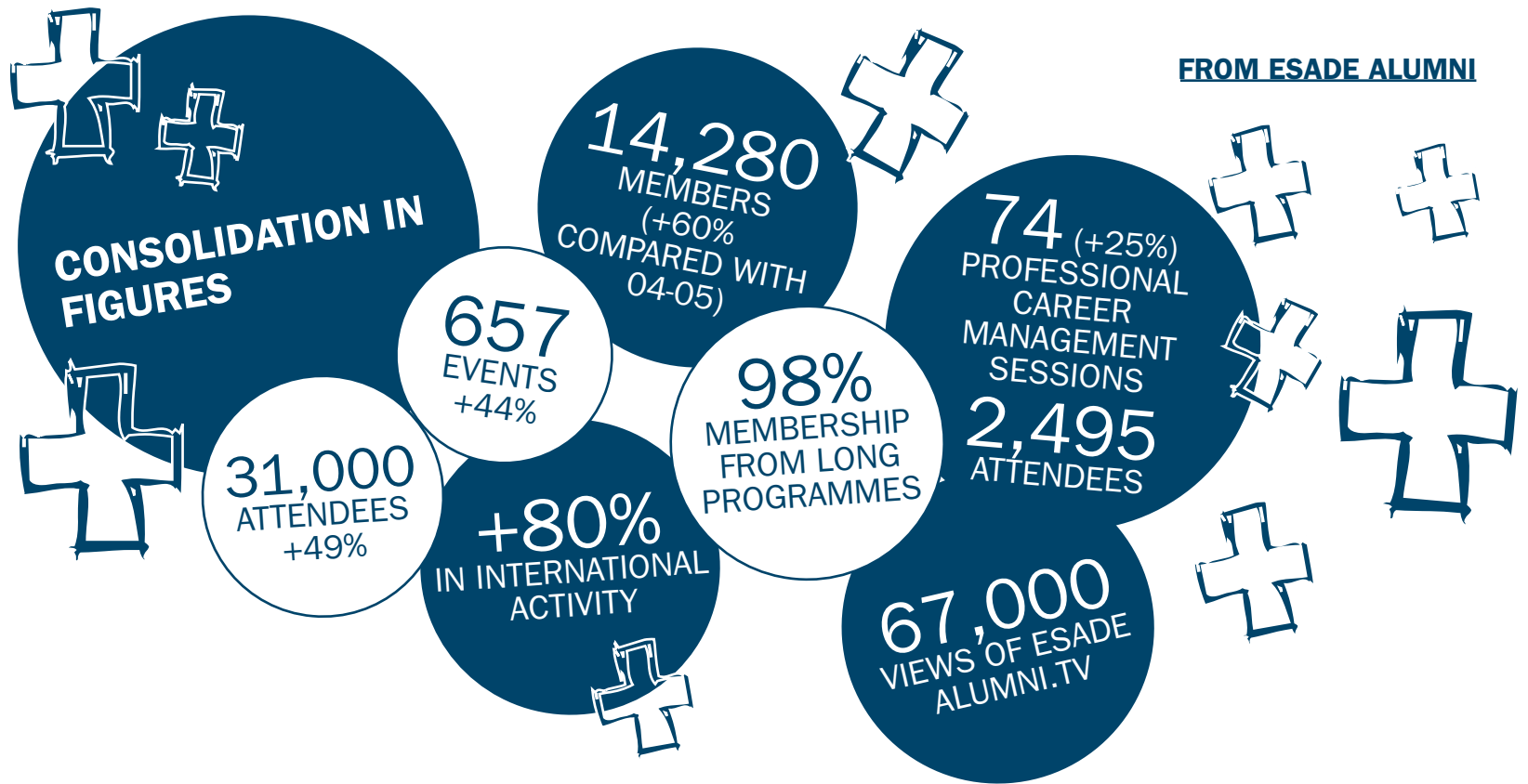
Commenting on these figures, ESADE Alumni president **Germán Castejón (Lic&MBA 81)** noted that "we have created a network which helps our members to

keep up-to-date" through the Refresher Programmes, the ESADE Matins and Desayunos and a range of other forums. There have also been new initiatives, such as the highly successful first ESADE Alumni-RBA Business Fiction Award competition which attracted 54 entries, three of which have been published.

A LIVING NETWORK

As Germán Castejón pointed out, "one of the key factors about ESADE Alumni is that we are a network which focuses on the professional interests of our members". He went on to highlight the major growth in membership of the Functional and Sector-specific Clubs, up by 114% over





the previous year and coming to 10,905 members in the 21 clubs, which between them ran 107 events in 2008-2009. ESADE Alumni is also a worldwide network with its 32 International Chapters and growth in their membership and the number of events they run. In total international membership rose by 30%, while two new chapters were set up in Canada and Singapore. The ten Regional Clubs ran academic refresher activities and meetings in cities around Spain, thus nurturing local networking. Average attendance at these events was also up over the year. ESADE Alumni has also consolidated its position as a network which helps its members to manage their professional careers. In spite of the fall in job offers due to the current economic climate, 74 sessions were held last year attended by 2,492 people, with particular emphasis being given to sessions about professional change when over 40. Special mention was made of one of the biggest events of the last year, the XIV Annual ESADE Alumni Conference, which received significant

media coverage with 2,000 attendees at the Barcelona Conference Centre and 600 at the Mutua Madrileña Auditorium in Madrid. There were also the ESADE Alumni Lleida Club and Community of Valencia Club annual meetings as well as class reunions and sports, recreational and cultural activities. Other projects to be highlighted included the Alumni Giving Back initiative, which has a new strategic plan to expand its scope and has helped 33 third sector organisations in Madrid, Barcelona and Lleida. "All of this shows that the growth of ESADE Alumni and the improvement in its services and activities helps to increase ESADE's public visibility and prestige," said Germán Castejón. He also thanked the ESADE Alumni team and the more than 750 alumni who cooperate with the association for all the work they have done.

OBJECTIVE: MORE MEMBERS

In spite of the problems of the current economic situation, in the last academic year ESADE Alumni had a surplus of €13,000 and the associ-

ation continues to seek to rein in expenses at all levels. "However, we're also hoping to achieve greater revenue from membership fees and we're looking at 13% growth," commented Germán Castejón. "We are also committed to Alumni Giving Back, communication and investing in the management and structure of ESADE Alumni."

CHANGES ON THE BOARD

After the unanimous passing of the annual report for the last academic year and the budgets, Germán Castejón welcomed the new members of the ESADE Alumni Board: **Fco. Javier Castro (MBA 02)**, **Olaya García Lancha (MBA 01)** and **Merche Grau (Lic&MBA 89)**. He also thanked the outgoing members for their work and contributions: **Carles Torrecilla (Lic&MBA 96)**, **Cecilia Nan Yeh Chang Hsian (Lic&MBA 88)** and **Juan Ramírez (Lic&MBA 77)**. €

UPDATE

REFRESHER PROGRAMMES

‘The serial entrepreneur and his role in innovation ecosystems’

SPEAKER: Jordi Vinaixa (MBA 91),

Professor in the Department of Business Policy and Academic Director of the ESADE Entrepreneurship Institute.

Professor Vinaixa began the sessions held in Madrid and Barcelona by talking about entrepreneurship, a fundamental activity in the innovation process in new businesses, and about the role the entrepreneur plays in it. This led on to a discussion of serial entrepreneurs, meaning those who have gone through several successive cycles of identifying opportunities, developing successful business models, launching a new business, managing its rapid growth, selling the company and then starting again.



Vinaixa identified two types of serial entrepreneur: those who start up companies and maintain a high level of control over them, and those who don't because they sell their businesses (Vinaixa calls the latter the “special entrepreneurs”). Looking at these special entrepreneurs, Vinaixa emphasised that the entrepreneur is “someone oriented towards action, although that must always go hand-in-hand with careful thought”. He also underlined the entrepreneur's ability to reorganise high-performance teams, have clear criteria for company organisation, frame the problem that needs solving so that there is a clearer formulation of the opportunity, and hire people as needed. As for innovation ecosystems and based on two key moments in the lifecycle of a business, namely the growth or launch phase and the maturity phase, Vinaixa also analysed the two types of innovation: sustained innovation whereby companies can offer products that are continually improving, and disruptive innovation which leads to delivering something new and hence creating new markets.



‘Towards a new financial system model’

SPEAKER: Juan Ignacio Sanz (MBA 92) is Professor of Private Law and co-director of the Master's Programme on International Business Law at ESADE.

Using examples of financial crises throughout history, Professor Sanz analysed key issues including the outcomes of the measures adopted so far to tackle the global financial crisis and how to carry out a complete restructuring of the financial system.

THE CASE OF SPAIN

Focusing on Spain, Juan Ignacio Sanz described the fall in demand in December 2006 as a “train crash” which led to a technical recession in the last quarter of 2008, triggered by two concurrent causes. The first of these was internal imbalances resulting from continuous growth in the domestic economy and rising domestic demand, while the second was the international financial crisis and the shrinkage in foreign demand.

Spain's negative situation is also conditioned, as the ESADE Professor pointed out, by the fact that the country has a very low productivity rate, poor salary and inflation competitiveness, and long-term financing of housing based on investment and speculation. The outcome, according

to the Bank of Spain and La Caixa, is doubtful assets totalling around €9.5 billion in Spain. As a result, Spain now faces a debt of some € trillion in credits to developers. The consequence is a complex position “entailing short-term delinquency management, favoured by the foreseeable rise in interest rates starting in 2010.” This situation is marked

The external causes were the international financial crisis and the shrinkage in foreign demand

by “a forecast of slow business recovery which will depend on the domestic and foreign ability to react.”

Finally, Sanz looked at the outlook for the banks and savings banks. “The savings banks are better off than the banks,” he argued, but pointed out that the economic situation may even go in favour of the banks in general, providing new opportunities for the sector.

More information and photos at www.esdealumni.net
→ Alumni Activities → Refresher programmes
→ Forums and conferences



Women and Leadership Forum, jointly organised by ESADE Alumni and Banco Sabadell, with **Maravillas Rojo (SEP 08)**

Maravillas Rojo: “To be realistic you have to ask for the impossible”

IN NOVEMBER THE TORRE BANC SABADELL AUDITORIUM HOSTED THE THIRD WOMEN AND LEADERSHIP FORUM, FEATURING THE SECRETARY GENERAL FOR EMPLOYMENT AT THE MINISTRY OF EMPLOYMENT AND IMMIGRATION.

The session was opened by Xavier Vela, Deputy Director General and Director of Human Resources at Banc Sabadell, who presented on behalf of ESADE Alumni “a discussion space where the voice of female leaders from a variety of areas can be heard”. Afterwards **Xavier Sanchez (Lic&MBA 97 and SEP08)**, ESADE Alumni Director, introduced the guest who he called “a major figure in the public sector”.

Rojo spoke about the importance of having collective ambition at work in the global world

Rojo began her speech by presenting her extensive professional experience in a world of work which she considered to be “still dominated mainly by men”, although she said she had never experienced any difficulties as a woman in this area. “Throughout my career, major figures such as Pasqual Maragall have entrusted me with the running of city projects including Barcelona Activa and Barcelona Emprèn,” she pointed out. “This has shown me that although

women do have it tougher than men when it comes to getting their support, we also have an advantage because being at a certain distance from men, if you’re persistent and proactive they usually take notice of you. However, if you don’t do it, you’ll never realise your potential in an organisation.”

THE DEVELOPMENT OF COLLECTIVE INTELLIGENCE

Rojo also spoke about the importance of having collective ambition at work in the global world in which we live. “Ambition at work is very positive, but when it is collective, it is a richer, more beneficial experience. One of the key factors today is learning, which must go hand-in-hand with collaborative work and the development of collective intelligence. Training at work is the key to improving. But you need to be generous towards others and not only think about the benefit to you personally.”



During the forum, Maravillas Rojo also mentioned the need to commit to new technologies in order to change our business culture and make it stronger. Finally the speaker highlighted the need for more flexible organisations that support what she calls the three Cs (conviction, constancy and connection).

The “global vision” of female leadership

During her talk at the Women and Leadership Forum, Maravillas Rojo highlighted the need to adopt a global outlook when dealing with project management, and explained how important women are in this area. “Since the distant past, for reasons of family organisation women have needed a global vision so that we can divide our time between a variety of different tasks, and that is why we have an enormous capacity for adapting to problems. In my own case, I can state that balancing my work life and home life has helped my professional growth. Organisations need to recognise the importance of the woman in the world of work – and they are, more and more.”

Social networking sites, fun or business?

THERE IS NOW A WIDE RANGE OF SOCIAL NETWORKING SITES AVAILABLE WHICH PEOPLE CAN USE TO EXCHANGE INFORMATION, ADD TO THEIR KNOWLEDGE, DO SOME NETWORKING, GET IN TOUCH WITH OLD CONTACTS, ETC. HOWEVER, CAN THEY REALLY BE USEFUL IN BUSINESS STRATEGY?

“What’s the point of having 10,000 followers on Twitter if they don’t read your messages, they aren’t interested in them or they simply put them in the trash? You’re better off having a few followers if they are evangelists for your brand and use word-of-mouth to multiply the effect”

Miguel Garcia Gosalvez

Miguel Garcia Gosalvez

(Lic&MBA91)

Director of Technological Solutions. Casals & Associates, Inc. Washington, DC

“GOING FOR SOCIAL NETWORKING SITES MAY BE INTERESTING FROM THE BUSINESS POINT OF VIEW BUT IT DOESN’T MEAN YOU HAVE TO THROW EVERYTHING ELSE OVERBOARD”

As a good consultant my answer is “it depends”. If you look at productivity lost by employees or even ourselves and the bandwidth wasted, I often think that it’s not just a bit of fun but also an enormous waste of time. As a teacher, and concerned as I am about young people, I appreciate the collaboration, the creativity, the enthusiasm and the activism generated by social networking sites which gives hope for the future.

Turning to business, a long while before the Internet came along traditional networking was already a crucial tool in building and marketing businesses. Web technology and mass interest in creating and increasing connections is an attractive channel for organisations and people who want to enhance their influence and credibility.

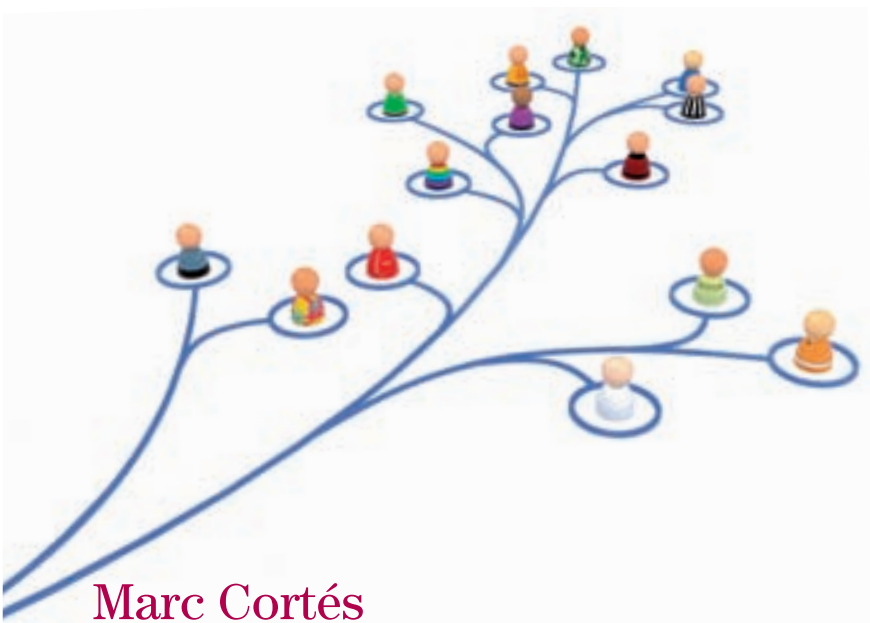
A lot of people in organisations are wondering how they can build these tools (which help you to eavesdrop, assess and stimulate “conversations” about your products/services or your brand) into an organisation’s activities and especially into the marketing mix.

The key in my view is that there are some things, the basic principles of management, which you have to bear in mind before focussing on social networking sites: corporate mission and business objectives.

Going for social networking sites may be interesting but it doesn’t mean you have to throw everything else overboard. It entails evaluating traditional strategies, finding out which ones work and which ones don’t, and assessing whether these social networking sites can bring something to those that don’t work or even, perhaps, replace them. If you know your organisation well, your clients, your stakeholders, your objectives, etc., then you’ll be ready to decide on the best strategy for your situation.

What’s the point of having 10,000 followers on Twitter if they don’t read your messages, they aren’t interested in them or they simply put them in the trash? You’re better off having a few followers if they are evangelists for your brand and use word-of-mouth to multiply the effect. Today’s social networking sites, just like traditional networking, have to be cultivated like a garden: plan them, water them, put on some fertilizer, and don’t expect to get results overnight.





Marc Cortés

(MBA99)

Partner director at RocaSalvatella and lecturer in the Department of Marketing at ESADE

“WHEN MAKING THEIR DECISIONS, ALMOST 50% OF CONSUMERS TURN TO THE OPINION OF ‘SOMEONE LIKE ME’, THAT IS TO SAY PEOPLE THEY COME ACROSS AND MIX WITH ON SOCIAL NETWORKING SITES”

“The brand makes a paradigm shift as it can no longer approach social networking sites with traditional one-way messages (we’ll leave that for TV), but instead it needs to understand that these sites belong to consumers and on a level playing field brands have to earn a conversation with them”

Marc Cortés

Social networking sites combine fun and business depending on who accesses them. For most consumers they are leisure activities, as can be seen for instance from the study carried out by IAB Spain and Elogia (November 2009) which showed that 82% of users access social networking sites for “personal reasons”, while only 13% do so to “get advice about shopping”.

By contrast, for companies they are places for cultivating brands as they contain consumers, and this is significant given that, according to the Edelman Trust Barometer, when making their decisions, almost 50% of consumers turn to the opinion of ‘someone like me’, that is to say people they come across and mix with on social networking sites.

On these sites consumers get information about brands and products which later on will consciously or unconsciously influence their decision making. The brand has to listen to what consumers say so that it can create and/or adapt its products or services and its messages.

Coca-Cola, for example, has a Facebook group with more than 3.7 million fans, albeit one created by two of the brand’s fans (Dusty and Michael) on which to share photos, videos and all kinds of content about the brand. The company understands that its brand and the way customers perceive it are built on this site, and as a result it approached the group administrators, offered them its help and resources and it is now a group run by both parties. For users it’s fun, for the brand it’s building image and reinforcing its positioning. The outcome is the generation of business.

Although obviously this “business” is different, the brand does make a paradigm shift as it can no longer approach social networking sites with traditional one-way messages (we’ll leave that for TV), but instead it needs to understand that these sites belong to consumers and on a level playing field brands have to earn a conversation with them.





'Retirement planning and savings faced with an ageing population'

Another uncomfortable truth

THE STUDY, WINNER OF THE 4TH EDAD&VIDA AWARD, HAS BEEN COMPILED BY ESADE AND SPONSORED BY VIDACAIXA. IT REVEALS WORRYING INFORMATION ABOUT THE GENERAL PUBLIC'S SAVING HABITS.

Director of the Department of Marketing Management at ESADE and a founding partner of Client Consultores en Marketing, a consultancy firm specialized in relationship marketing. He is an adviser and director of various industrial and service companies. He was previously the founding partner and manager of several companies in the sphere of advertising (Dos x Dos) and business information (D.AD, Developing Advantages Through Business Information). He is the author of the books 'Gestión rentable de clientes' [Profitable customer management] and 'Temas clave en marketing relacional' [Key issues in relationship marketing], published by McGraw Hill.



A graduate in Economic Sciences and Business Studies from the University of Barcelona, he also has a Postgraduate Diploma in Social Marketing from Georgetown University. Linked to Valores & Marketing since its creation, he combines his professional work with lecturing in the Department of Marketing Management at ESADE Business School, writing articles and doing research. He has been a member of the Board of Directors of the Catalonia Association of Relatives of Alzheimer's Sufferers, and the Spanish Federation of Relatives of Alzheimer's Patients.

THE STUDY SHOWS THAT:

82% of people have not calculated the money they will need to maintain their standard of living when they retire.

53% of people say they are not saving for their retirement.

Although most people are aware of the limitations of the current system of state pensions, they are barely interested in the issue and are leaving it for when the time comes nearer.

The Edad&Vida Foundation points out that demographic change and the progressive ageing of the population in Spain make it necessary to carry out wide-ranging overhaul of the state pension system which is closely bound to demographic change.

Spanish society should be made aware of the need to top up state pensions with private saving in order to have enough money on retirement to continue enjoying the same standard of living.

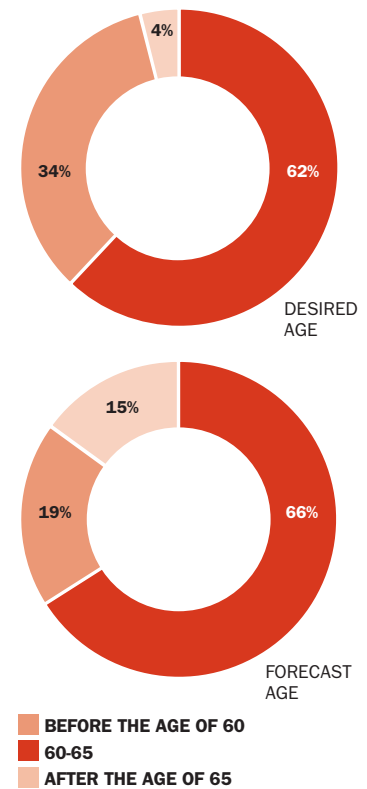
Imagine it's your first day at work and someone tells you that you have thirty years of working plus another thirty years of retirement ahead of you. Imagine you're one of the 61% of Spaniards who don't trust the state pensions system to meet their retirement needs. Imagine that like most people you want to keep up the same living standards after you retire. Wouldn't it be normal to divide your salary in half between spending and saving? But things just aren't like that. Even though most Spaniards want to retire early (before the age of 58) and maintain the same living standards as when they were working, only a minority systematically save in long-term retirement plans to achieve that goal. These are some of the conclusions we have come to in our study (1) which won the 4th

Edad&Vida Award and has been recently published and launched in Barcelona and Madrid. There have been lots of studies of retirement saving from the external perspective, about economic, demographic, social and legal factors, which have thoroughly analysed the economic and institutional aspects of retirement. Our study is unique in that it looks at the factors which determine the attitudes and behaviour of ordinary people with respect to their retirement, an original approach which has enabled us to round off knowledge of the problem.

CONTRADICTIONARY FIGURES

In this *Dossier* we have set out some of the study's results and conclusions and part of the way in which it was drawn up. Even when simply gathering information we saw that interviewees felt uncomfortable about the issue and would prefer to ignore the reality rather than face it realistically. That's why we came up with the alternative title for our study, "another uncomfortable truth". The data we were getting seemed to be contradictory and, initially at least, hard to interpret. People recognised that there was a problem and were aware that with the way they were saving they could not hope to reach the desired standard of living, but at the same time they said that they would have no difficulties when they came to retire: a good trick if you can do it!

RETIREMENT AGE: DESIRED (E) VS. FORECAST (S)
SAMPLE SIZE = 800 (TOTAL)



People are aware that at their current level of saving they will not be able to achieve the living standard they want

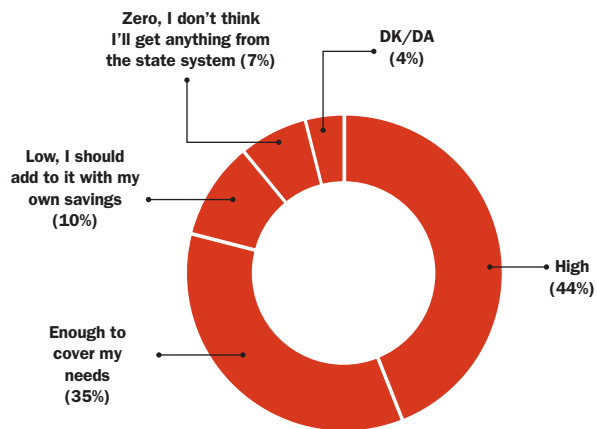
When we organised the data with a model to explain the behaviour process, from recognition of the problem to the decision to save for retirement, we found that the majority of people did see the problem (the difference between their retirement expectations and the foreseeable results based on their savings habits and the evolution of the state pension system) but in an abstract way, adopting a false optimism ("something will be done"), putting off savings decisions and expressing a lack of concern. 82% had not calculated who much money they



DOSSIER

WHAT DO YOU THINK YOUR STATE PENSION WILL BE LIKE WHEN YOU RETIRE?

SAMPLE SIZE = 800 (TOTAL)



would need to maintain their standard of living, saying in most cases that they had enough information to take decisions but then demonstrating extremely superficial knowledge of the various options available.

LACK OF A CULTURE OF SAVING

The overall conclusion of the study is that there is no saving culture which values reigning in spending in order to save. People prefer to spend in the here and now as a symbol of social and economic success, and do little to foster saving in their attitudes and behaviour.

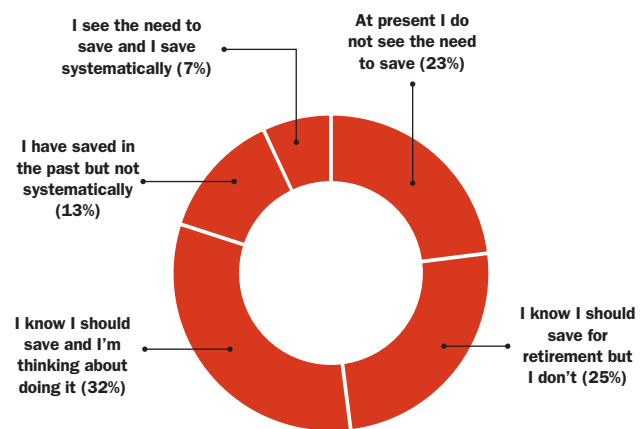
People prefer to spend in the here and now as a symbol of social and economic success

There are numerous strategies which inhibit saving. Some see buying a house as the end of their contribution to saving, while others cannot cut back on their spending and merely live for the day, others think the State will provide, and others simply say they don't have big enough incomes to save.

The problem focuses on wage earners. Those with the lowest salaries have to trust that the State system will provide benefits similar to present ones

PERSONAL ATTITUDE TO RETIREMENT SAVING TODAY

SAMPLE SIZE = 800 (TOTAL)

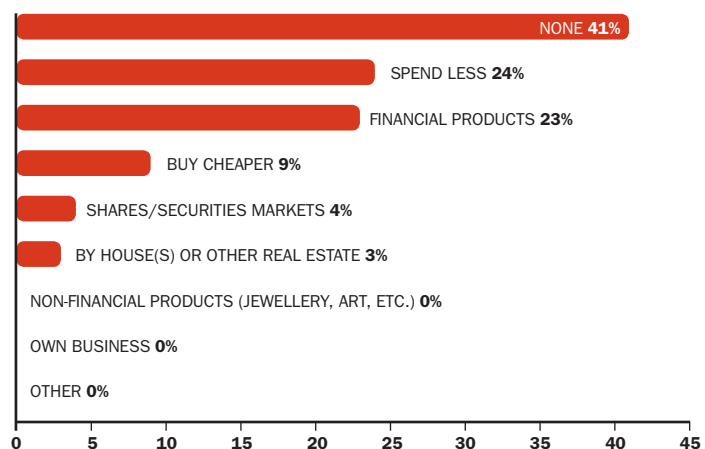


in the future; those with average or slightly higher salaries (from just over €30,000) will have to be prepared for an austere retirement or make drastic changes to their saving habits. We really do have a problem. Society needs to do something to create a collective awareness and change current spending and saving habits. We are not that rich, and life does not end on retirement. We have to take on board the consequences of a different demography characterised by people living longer and with the associated problems of dependency that come with ageing.

All the forecasts reveal a need to take action to minimise uncertainty and build a new retirement plan model. We have to mobilise sufficient private and public resources to nurture a culture of saving by taking a decisive approach to a future in which the number of pensioners could well equal or be greater than the number of people paying national insurance. Our recommendations cover the public and private sectors and also the public at large. To start with, government needs to set up a more transparent and stable legal and tax framework which fosters saving.

KNOWLEDGE OF SAVINGS OPTIONS

SAMPLE SIZE= 800 (TOTAL)



Taxation of current retirement saving instruments is not very motivating and penalises long-term saving. Pension plans are simple products which defer the payment of taxes by favouring the transformation of tax savings into immediate consumption. There is a need for transparency and an explanation for the public of the features, consequence and limitations of a state pension system based on intergenerational solidarity, and the differences between it and a system of saving based on capitalisation.

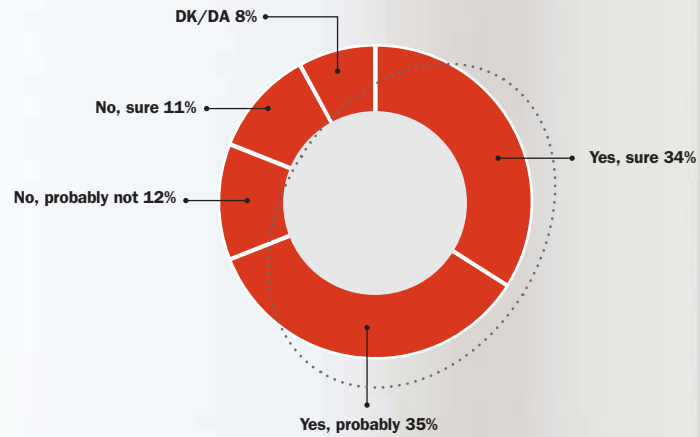
In the belief that private saving needs to begin very early on when people first start working, consideration should be given to making it mandatory to set aside part of salary (right from the word go) to private saving, even if such a measure made the government that brought it in extremely unpopular and had negative electoral consequences.

One thing that seems to us to be fundamental is the role of schools in raising awareness. Education in values should begin in schools and infuse the whole of society, especially with respect to values shared in the family unit. School and family

should be evangelists for the culture of saving, supported by government information and publicity campaigns.

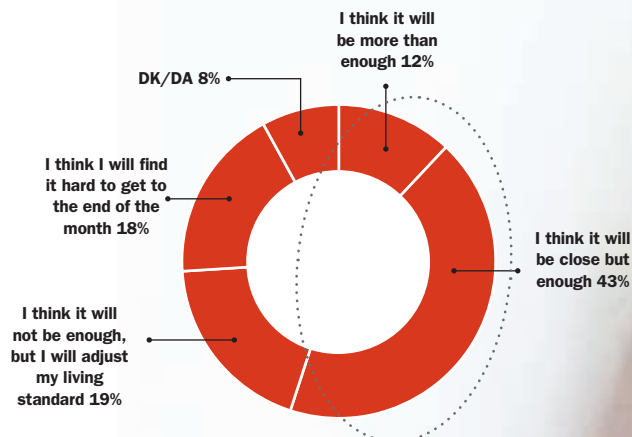
For their part, banks need to change their marketing policies, which are far too geared towards product sales, improve information about the risks of some products and provide personalised advice for their customers. This is not a minor reform and it will have its costs, but it seems essential to restore people's trust in the banks and ramp up a key role for the latter in

EVEN THOUGH AT PRESENT YOU DO NOT SAVE, DO YOU THINK THAT IN THE END YOU WILL SAVE FOR YOUR RETIREMENT?
 SAMPLE SIZE = 559 (WILL NOT SAVE FOR RETIREMENT)



TO WHAT EXTENT DO YOU THINK THAT YOUR CURRENT SAVING WILL ENABLE YOU TO MAINTAIN YOUR LIVING STANDARD WHEN YOU RETIRE?

SAMPLE SIZE = 800 (TOTAL)





The study *Retirement planning and savings faced with an ageing population* was presented at the ESADE campuses in Barcelona and Madrid

the new culture of saving. This customer-driven financial model would require major investment in training for employees who come into contact with customers (who are today overwhelmed by the plethora of products and campaigns) and in the implementation of CRM technology.

These are, in summary, some of the conclusions we came to in the study and which we have set out for experts and people interested in the problems of retirement planning.

Banks need to change their marketing policies and provide personalised advice for their customers

WE'VE GOT A PROBLEM!

In just a few days we have gone from cold analysis of the data to sharing them with the people who can change the situation. And we've been surprised by the reactions. Rather than supporting the current system, everyone has admitted it that is unsustainable and that we have to do something as this is not just a short-term problem arising from the crisis. People have said that this problem is closely linked with personal

responsibility, with the culture of effort, with the values that should guide the lives of our fellow citizens; that in short we've got a problem!

But we have already learnt – it is indeed the guiding theme of the study – that recognising a problem does not necessarily mean doing anything about it. Will we now be able to face up to this uncomfortable truth? **Ⓜ**



(1) *Retirement planning and savings faced with an ageing population: Spaniards' values, attitudes and behaviour with respect to savings and retirement needs.* Winner of the 4th Edad&Vida Award presented by the foundation and sponsored by VidaCaixa.

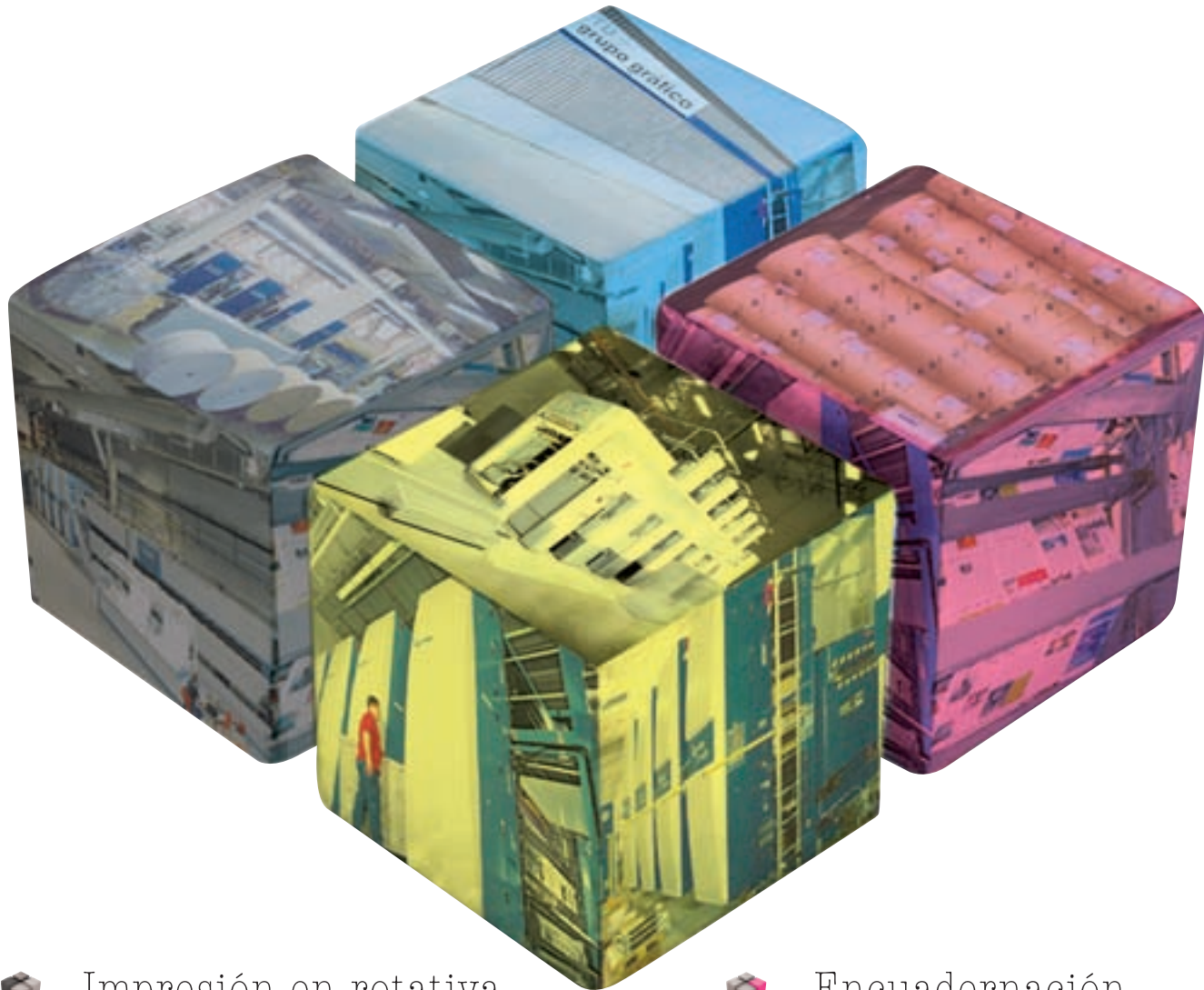
About the Edad&Vida Premio

There were eleven entries for the 4th Edad&Vida Award, including ones from universities and economic analysis institutes.

The prize is open to universities, research and training institutions and social organisations which foster the search for solutions that improve quality of life for the elderly.


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Pro Bono Consultants

The leading figures in the fourth edition

THE PRO BONO CONSULTANTS PROJECT HAS BECOME A CONSOLIDATED FEATURE OF ESADE ALUMNI. IN ITS FOURTH YEAR IT WILL BE WORKING WITH TEN ORGANISATIONS IN BARCELONA, MADRID, LLEIDA AND NOW ALSO IN VALENCIA.

The organisations and consultants who will be taking part in the 2009/10 academic year:

LA RUECA ASSOCIATION

It fosters the social integration of women through training and education. The team that will be working to reorganise its human resources will be: **Paco Álvarez (MBA 07), Sergio Ayala (Lic&MBA 93), Paco Ortega (MBA 94), Isabel Navas (PMD 08), Álvaro Prieto (Lic&MBA 04), Beatriz Parra Pérez (MP-DDP 07), Marián Marroquín (PMD 07), María Martínez (MBA 08) and Guillermo Villamor (PMD 09).**
www.larueca.info

NORTE JOVEN FOUNDATION

Norte Joven is a cultural association whose purpose is the social and occupational integration of young people who are disadvantaged or at risk of social exclusion. Its communication plan will be mapped out by: **María Álvarez (Desarrollo Estratégico de Personas y Negocio 08), Enric Bacells (MBA 06), Juan Jesús Donoso (LIS 08 and FGONG 04), Fernando Ibáñez (MDMC 05), Gema Martín (EMBA 08), Emérito Martínez (DGM 07), Beatriz Mullor (MDMC05), Juan Navas (EMBA 07) and Isla Ramos (SEP 04).**
www.nortejoven.org



FAD FOUNDATION

Devising a fund raising plan for this organisation which helps with drug addiction will be: **Pedro Alonso (DGONG 09)**, **José M^a Fabián Bravo (MBA 00)**, **Carlos Cortés (FGONG 04)**, **Pedro Farré (AMP 09)**, **Marta González (PMD 08)**, **Silvia Losada (Dirección y Gestión en Marketing 99, DEC02 and PMD 08)**, **Mónica Muñoz (EMBA 08)**, **Antonio Pérez (PMD 08)** and **Alejandra Ortiz (Lic&MBA 07)**.
www.fad.es

CASA TEVA FOUNDATION

Maite Artés (Dir. Estratégica de Mk. 01), **Rafael Comas (Gest. Hosp. 99)**, **David Esteban (MDOS 08)**, **José Luis Martí (PMM 89)**, **Ana Puyuelo (PMD 08)**, **Miriam Serrano (MBA 94)** and **Sergio Soro (Lic&MBA 02)** are to draw up a business plan for this association which provides accommodation and psychological care for patients and families who come to Barcelona for medical treatment.
www.fundaciocasateva.org

VICENTE FERRER FOUNDATION

The team working to create loyalty among the companies which partner this foundation, whose mission is to improve living conditions for the most disadvantaged in India, is: **Cristina Biosca (Lic&MBA 82)**, **Joan Corbella (MBA 87)**, **David Moreno (MDMC08)**, **Alicia García (MBA 96)**, **Miriam Gil (Lic&MBA 06)**, **Júlia Pérez (MBA 08)** and **María Sureda (Lic&MBA 02)**.
www.fundacionvicenteferrer.org

CATHOLIC SCOUT MOVEMENT

Its goal is to promote social values in childhood and education. **Arantxa Acosta de Dios (EMBA 07)**, **Tania Beuter (Lic&MBA 03)**, **Manel Gastó (DEC04)**, **Olga Martí (PDG 04 y GKI-Módulo I 01)**, **Sebastian Ross (Prog. Intercambio 94)**, **Elisenda Serra (DGM 05)**



and **María Sánchez (Lic&MBA 04)** are to draw up its internal communication plan.
www.scouts.es

ACIDH FOUNDATION

To enable the integration of people with borderline intelligence, the pro bono consultants are to analyse the viability of the foundation's workplaces. The team is as follows: **Joaquim Barata (Lic&MBA 71 and PMM 83)**, **J. M. Ballester (Lic&MBA 90)**, **Adriana de José (Lic&MBA 08)**, **Vanessa Estorach (Lic&MBA 07)**, **Sonia Gómez (Lic&MBA 91 and Control de Gestión 02)**, **Ignacio Nicolau (Lic&MBA 88)** and **Oriol Raventós (MDEF 08)**.
www.acidh.org

MARIANAO FOUNDATION

The pro bono consultants who will help to optimise the processes of this organisation which runs social programmes for children, teenagers and adults are: **Miquel Allué (Lic&MBA 84)**, **Teresa Careta (MBA 83)**, **Laura Cespedosa (Jo, Directiva 09)**, **Isabel Custodio (FGONG 09)**, **David Fernández-Manzanos, César Fernández (MBA 92)** and **Agnès Muñoz (Lic&MBA 07)**.
www.marianao.net

LLEIDA DOWN'S SYNDROME ASSOCIATION

This association works to improve equality of opportunity for Down's syndrome sufferers. The pro bono consultants who will draw up its strategic plan are: **Neus Bròvia (PDG 04 and EMBA 07)**, **Mercè Clavel (Lic&MBA 84)**, **Xavier Codina (Lic&MBA 00)**, **Xavier Fornés (Lic&MBA 94)**, **Elena Garasa (Lic&MBA 03)**, **Silvia Ibáñez (Lic&MBA 91 and 100% Creativity 01)** and **Sira Segura (Lic&MBA 04)**.
www.downlleida.org

CONSULTANTS IN VALENCIA

Alumni Giving Back is now operating in the Community of Valencia. The team of consultants working in the region is made up of: **Roberto Ballester (FGONG 08)**, **Gonzalo Belenguer (PMD 08)**, **Enrique Belenguer (PMM 86)**, **Eva Buades (FGONG 00)**, **Jesús García (ADEIntern. 01)**, **Tomás Lara (Alta Dirección de Empresas 05)**, **Nuria Martínez-Canales (MBA 00)**, **Xavier Sanchís (ADEIntern. 04)** and **Luis Vicens (Lic&MBA 02)**. ☺



Hotel El Montanyà Resort & Spa

Professionalism, quality and closeness to our customers are three values that are built into our everyday service

El Montanyà Resort & Spa is in the town of Seva in Montseny Nature Park, just 45 minutes from the centre of Barcelona and one hour from Girona. It is a unique resort with a long track record of excellence which seamlessly blends a wide range of activities and the quality of its facilities into a matchless natural setting. The complex is thus the ideal venue for holding any type of event.

ACCOMMODATION

The hotel has 180 bedrooms, 25 suites, 31 apartments and 4 bungalows, all of them with impressive views over the Vic Plain and Montseny Nature Park. Rooms and common areas have a Wi-Fi connection so guests can work anywhere in the hotel as if they were in their offices.

RESTAURANTS

The hotel has two restaurants and three banqueting rooms, featuring culinary options ranging from a traditional cuisine buffet with premium quality products to gala and company menus. The resort also offers an assortment of coffee break and aperitif services to lighten the load of the working day.

ROOMS

The team at the Hotel El Montanyà Resort & Spa specialises in organising events. It has 11 meeting rooms, 14 offices and an auditorium all fitted with cutting-edge audiovisual equipment. This wide range of rooms and the various layout

The Montanyà style

Professionalism, quality and closeness to our customers are three values that are built into our everyday service. The hotel can cater for all customer needs and delivers excellence in service to ensure that any business meeting or event is a resounding success.



El Montanyà Resort & Spa

options they offer provide peerless adaptability and flexibility in managing your work area.

INCENTIVES

The resort offers a wide variety of activities to meet your needs or interests. Montseny is the ideal place to incentivise, motivate and coordinate work teams by using our creative and team-building activities, treasure hunts and brain benders. Also important are sensory activities, image workshops, tasting sessions for wine, oil, chocolate, etc. adventure activities, orienteering by day or night and paintball.

SPA

One of the must-visit facilities in the resort is its Spa Centre, featuring a heated pool, fitness gym, a relaxing and cosy hydrothermal circuit and massage cabins which make a working stay so much more pleasant. Plus facilities can also be used in an exclusive and customised way at night so that the group can get the most out of their stay without interrupting daytime work.

SPORTS AREA

The resort also features natural grass and artificial grass soccer pitches, a sports hall for playing five-a-side football, basketball and volleyball and going roller skating, three tennis courts and an 18-hole golf course 4 km from the resort.

We give you the stars...

Hotel El Montanyà Resort & Spa offers you a free visit to the Esteve Duran Observatory, which stands just 300 metres away from the hotel and has the largest and most technically advanced telescope in Catalonia. Book your company meeting for the first quarter of 2010 and we'll take you to the stars

**More information
by visiting our website
www.elmontanya.com,
calling +34 902 53 51 53
or emailing
reservas@elmontanya.com**



Senior professionals and executives who are rethinking their careers

Interim Management: a career option

ESADE'S CAREERS SERVICES IS RUNNING TALKS ABOUT THE KIND OF PERSON WHO GOES INTO INTERIM MANAGEMENT, WHAT IT INVOLVES AND THE BENEFITS FOR THE INTERIM MANAGER AND FOR THE COMPANY WHICH HIRES HIM OR HER. THE PURPOSE OF THESE SESSIONS IS TO PROVIDE ALL CONCERNED WITH THE INFORMATION THEY NEED TO TAKE DECISIONS.

Nowadays no-one questions the fact that change is continuous, sudden and hard to foresee. You have to adapt and act quickly. An employer/employee professional relationship based on a permanent contract may not be the right choice and cannot or should not always be chosen. So since some firms are now finding that they don't always have the executives to hand with the right profile for solving issues that are crucial to their business opera-

tions, many managers who have specific expertise and sufficient experience are thinking about working on key projects for other firms while they reassess their careers. They are called Interim Managers.

INTERIM MANAGEMENT PROFILE

The top Interim Managers are professionals with extensive and wide-ranging experience in senior management. They are

facilitators who bring long track records and a broad vision and have successful professional careers and proven ability to manage change. They have great leadership skills and focus on implementation and quick achievement of results. They have usually already gone through similar scenarios to the ones they have to deal with as Interim Managers. They have chosen this option because they like working on a project basis



and not just in general management. Experts in finance, operations, marketing, IT and sales are often also Interim Managers.

WHAT INTERIM MANAGEMENT IS

Dirk Kremer, partner director at Q Management de Transición S.L. and speaker at the Interim Management (IM) sessions run by ESADE's Careers Service, explains that "Interim Management is a specialist service for dealing with change in companies". An executive, the Interim Manager, is brought in from outside the organisation to take charge of the situation and turn it around. "The Interim Manager dedicates all of his or her time to drawing up, implementing and managing a plan," says Kremer.

SUITABLE SITUATIONS FOR INTERIM MANAGEMENT

Interim Management is ideal for use in situations such as:

- Reorganisation of loss-making companies.

- Change or support for a functional division.
- Prolonged absence of a key manager and the need for someone to take over while they are away.
- New projects which call for a highly experienced executive in order to achieve results quickly.
- Business emancipation; situations in which a company decides to sell or spin-off a division or subsidiary.
- Integration of takeovers. The Interim Manager heads fast and unbiased integration to adapt the organisation during a difficult period of change.
- The entry of new partners may require an executive to be in place for a period of time in order to ensure due management and maximum information.
- Major projects where it is not sure that the executive who heads them will stay on after they are completed.

"Interim Managers are usually called in for periods of from 3 to 24 months depending on the task to hand," says Kremer. "Companies that hire them tend to be medium-sized or large and it's a big thing in Europe and the US which is gradually filtering into Spanish business practice."

BENEFITS OF INTERIM MANAGEMENT

There are numerous advantages to working with an Interim Manager. The company can call on a highly experienced professional for the time that the project lasts, which limits the cost and makes the use of the resource more flexible. That means that companies on tight budgets can hire interim managers for one-off situations. Based on his experience with alumni who have attended the talks run by the Careers Service, Kremer says that "Interim Managers should be seen as

Sessions for alumni


ESADE's Careers Service runs sessions for alumni about Interim Management because of the growing importance of the field. IM is presented as a career option for alumni who are thinking about going into it, either because they have come to the end of a planned stage in their careers or because outside factors have made it into a good alternative.

More information at:
www.esadealumni.net/ea/career_services

an investment rather than an expense. Interim Management is in no way a kind of temporary work agency for executives but instead a highly specialised service." Kremer explains that "each successful IM project consists of three stages." First the situation is analysed and realistic action plans are drawn up which are then submitted to the customer for their approval. In the second stage, which takes up some 95% of project time, the plans are implemented. Finally, there is an orderly handover to the person who will be in permanent charge.

The top Interim Managers are professionals with extensive and wide-ranging experience in senior management

REASONS FOR USING AN INTERIM MANAGER

The most significant reasons for using an IM are speed, experience and controlled cost. The IM brings a fresh, unbiased vision and the decision to use one is taken in response to the answer to the following question: can in-company executives, even with the help of consultants, deal with the situation and deliver a successful solution? If the answer is no, don't know or yes, but more time or whatever is needed, then using an Interim Manager is advisable. 



Getting to know...

Josep M. Oroval and Silviya Svejnova

A PASSION FOR THE PROCESS OF CREATING NEW BUSINESS MODELS AND STRATEGIES LINKED TO A COMPANY'S RESULTS COME TOGETHER IN THESE TWO LECTURERS.

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

