

# Diagnosis and global prospects



# ESADE alumni

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**ESADE**

## Dossier

Energy-environment and health, two of the new key areas in the economy

## We talk to

Javier Solana discusses geopolitics with Francisco Longo

## ESADE News

ESADE, Deusto and Comillas-ICADE Alumni Business Encounter



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Av. Pedralbes, 60-62  
08034 Barcelona  
Tel. 902 420 020  
www.esadealumni.net

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**Design and production**

BPMO Edigrup  
C/ Guitard, 43, 1ª planta  
08014 Barcelona  
Tel. +34 933 637 840  
www.bpmoedigrup.com

**Coordination:**

Elena Cabezas

**Art Direction:**

Paula Mastrángelo

**Graphic Design:**

Juan Carlos Moreno

**Page designer:**

David Izquierdo

**Language coordinator:**

Raúl Pelegrín

**Production:**

Cristina Prats

**Photo editing:**

Carlota Prats

**Illustration:**


sonikamonica

**Advertising:**

Manel Carruesco

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## Dossier

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**Rafael Sardá (MBA 89)** and **Manel Peiró  
(DSIS 85, ADE 92 and PhD 07)**

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# *ESADE Alumni annual conference 2010*

“A global outlook on new challenges”

Featuring **Javier Solana**, President of the ESADE Center for Global  
Economy and Geopolitics

**In Barcelona: 22 April**

- Palau de Congressos de Catalunya
- 7 pm

**In Madrid: 20 May**

- Auditorio Mutua Madrileña
- 7.30 pm

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# A global outlook

**U**nderstanding your surroundings is the basis for strategic analysis and today it can only be done by taking a global perspective.

The conversation between Professor Francisco Longo and Javier Solana, current president of the ESADE Center for Global Economy and Geopolitics, covers some of the key points about the future prospects for globalisation. Businesspeople and company and organisation executives need to be able to interpret geopolitical change as part of the global outlook required for strategic analysis.

Analysis of your surroundings also requires a sector approach. A few months ago ESADE Alumni began a series of events about the new key areas in the economy in which academics, businesspeople, executives and alumni analyse sectors which may well lead economic growth over forthcoming years. The Dossier section in this issue of our magazine features discussions about the energy/environment and health sectors, two areas which will be crucial for development in the 21st century.

I would also encourage you to attend the Association's Annual Conference at which we will be celebrating ESADE Alumni's 20th anniversary. This year the Conference is entitled A global outlook on new challenges and will feature a talk by Javier Solana and the views of ESADE alumni from all around the world. It is a great opportunity to get up to speed and do some networking.

A few months ago we ran a survey to find out what you think about the Association's activities and to gather your ideas and suggestions. The number and quality of the replies we have received will help us to improve and continue building a more useful and valuable association for all. This issue contains a summary of the results. If you did not do the survey but would like to give us your views or suggestions, please write to us. And as ever don't hesitate to contact me at [german.castejon@alumni.esade.edu](mailto:german.castejon@alumni.esade.edu) 



**GERMÁN CASTEJÓN (LIC&MBA81)**  
PRESIDENT ESADE ALUMNI  
[german.castejon@alumni.esade.edu](mailto:german.castejon@alumni.esade.edu)

ESADE Alumni is the global network of ESADE alumni with a presence in 30 countries and alumni from more than a hundred nationalities.

Our mission is to facilitate networking, knowledge recycling, support the careers of alumni, support ESADE and facilitate the contribution of alumni to society.

To that end we run over 400 refresher and update sessions per year to learn from and debate with top businesspeople, executives and academics. We promote more than 250 class reunions a year and have provided more than 7,500 hours of pro bono consultancy work for the third sector.

More than 30,000 people attended the association's activities in the last academic year. Plus there is constant growth in activity on our website, on ESADE Alumni TV and on Nexus Alumni, our online social network.

ESADE Alumni is an honorary partner of the ESADE Foundation and helps to enhance its private sector funding and in particular to develop the scholarship programmes.

- **On campus offices:** Barcelona, Sant Cugat, Madrid and Buenos Aires
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- **Contact us:** +34 902 420 020 / [esadealumni@alumni.esade.edu](mailto:esadealumni@alumni.esade.edu)

Chicago Chapter

**'Overview of the real estate market'**

The refresher programme session about the Chicago real estate market given by Dave Nimick, President of Nimick Team, Inc., and attended by Chapter president **Ruben Figueres (Lic&MBA 97)**, brought alumni in the area together.

New York Chapter

**US financial regulatory reform efforts and their international ramifications**

The ESADE Alumni New York Chapter invited alumni from the area to this refresher programme session featuring Margaret R. A. Paradis, partner at Baker & McKenzie LLP.

United Kingdom Chapter

**'Storytelling: the oldest (and the best) communication tool'**

**Antonio Núñez (Lic&MBA 94)**, academic collaborator of the ESADE Marketing Department and communication strategist, writer and professor, gave a refresher programme talk to alumni from the area about the power of stories in the business and the personal world.



Mexico Chapter

**'Networking in action' session**

The ESADE Alumni Mexico Chapter invited its members to the refresher programme session *Networking in action* given by ESADE Collaborating Professor **Giannina Tacca (MBA 97)** in Mexico D.F.



Argentina Chapter

**Chapter Annual Meeting and 6th anniversary of the ESADE Buenos Aires Campus**

The meeting was attended by **Roberto de Stefano (PDE 04)**, President of the Chapter, and **Alejandro Bernhardt (MBA 01)**, Director General of the Buenos Aires Campus. They were accompanied inter alia by board members, business guests and faculty. In addition, the ESADE Buenos Aires Campus 6th anniversary celebrations and the presentation of the PDE, SEP and PMD diplomas were also held at the event.



Germany Chapter

**'Winning companies: What's their secret? What are their strategies?'**

Analysis of how provocative thinking and breaking with convention has helped a number of companies become recognised world leaders in a very short period of time was the theme of this session given for alumni in Munich by **Enric Segarra (Lic&MBA 90)**, Director of the Leadership Development Programmes at ESADE and Associate Professor in the Department of Operations Management and Innovation at ESADE. **Franziska von Wiedebach (EMBA 06)**, director of the ESADE Munich Global Centre, was also there to give a short presentation about the centre. Plus **Dominik Mertens (DEC 08)**, ESADE Alumni International Manager, and head-hunter Guido Bormann, Managing Director of Catenon Worldwide Executive Search, also attended.



New Chapter: Taiwan  
**Official launch in Taipei**

Taipei's Gordon Biersch Brewery restaurant was the venue chosen for the first official ESADE Alumni Taiwan Chapter event at which the Chapter President and Vice-President, **ChihLung Lin (MBA 07)** and **Chao-Fang Lu (MBA 03)**, were presented.

Singapore Chapter  
**2010 Welcome Dinner in Singapore**



The ESADE Alumni Singapore Chapter brought together alumni in the area for a networking dinner to welcome the new year 2010. The function was attended by Chapter President **Antonio Martínez (Lic&MBA 97)** and **Mary Granger (Lic&MBA 90)**, Associate Director of Admissions and Career Services in the APAC Region.

India Chapter

**Networking dinner**

Alumni in the area got the chance to get together with colleagues, share experiences, make new contacts and find out about the Chapter's new projects at a dinner held in Mumbai. There was also another alumni event in Bangalore attended by Chapter President **Rohit Gandhi (MBA 00)**.



If you'd like to collaborate with a Chapter, please contact us at [chapters@esade.edu](mailto:chapters@esade.edu)

**THE ESADE ALUMNI INTERNATIONAL NETWORK ON INTERNET**

You can access full information and pictures for all ESADE Alumni Chapter activities at [www.esadealumni.net](http://www.esadealumni.net)

→ Alumni Network → International Chapters



Associate Professor  
of the Department of  
Marketing Management

# What's new in China in the context of the world crisis?

CHINA IS COMING OUT INTO THE WORLD, AND IN SPITE OF THE GLOBAL CRISIS IT IS A RAPIDLY GROWING MARKET WITH A 280 MILLION STRONG MIDDLE CLASS WHICH IS EXPECTED TO DOUBLE OVER THE NEXT TWENTY YEARS.

Nowadays to this middle class you have to add an upper class of over 10 million people. Unlike in many Western countries, domestic consumption is growing and this can partly offset the decline in exports. The Stimulus Plan is beginning to give its first results with an increase in domestic consumption and also a reduction in the fall in foreign

investment and exports. It seems fair to say that the crisis has accelerated some changes that the Chinese government already had in the pipeline in its economic and social development plan.

## THE WORLD'S FACTORY HAS BEGUN A RECONVERSION PROCESS

China has gone from being an inexpensive, high-volume factory

to choosing design and innovation in the pursuit of efficiency. A series of measures have been taken to achieve this goal. One of the first has been to encourage foreign investment in R&D centres. The first results have not been long in coming: the number of patents filed in China has grown by 20% per year on average over the past 5 years. Along the same lines,



work has been done to safeguard intellectual property. The legislation that has just come into force in January 2010 seeks to reduce patent-related fraud, although it is already being criticized for leaving some issues unclear.

Another step has been to encourage the creation of large corporations through mergers and acquisitions among Chinese firms in the same business activity sector. The idea is to create large companies in key sectors such as construction, infrastructure and technology products. These big corporations have two goals: the first is to increase efficiency in the industry so as to remain competitive in the local market, while the second is to join forces to get ready for moving into international markets.

**FROM EDUCATING THE CONSUMER TO EDUCATING THE CHANNEL**

In the event that a Western company wants to offer value-added products at obviously higher prices, they will find they have to convince distributors that there is a market for them even though they cost 5 or 10 times more than the cheap-

est alternative in the same category. This involves convincing these distributors that even when selling smaller quantities, profits will be very attractive due to higher margins.

In short, the distribution system and the market environment is ready for large-volume sales to the mass market or for the exclusive sale of a few luxury units for the upper



**ESADE Alumni Greater China Chapter**

The **ESADE Alumni Greater China Chapter** is the meeting point for **ESADE alumni** who live or work in the **People’s Republic of China** (it includes **Hong Kong, Macao and Taiwan**).



**SERGI ESCORIHUELA RIBAS (MDOS 07)**  
**Managing Director TELSTAR China and President of the ESADE Alumni Greater China Chapter**

“China is today the region that has the highest rate of economic growth in the world and is the great developing power in many markets. It currently holds the whip hand in

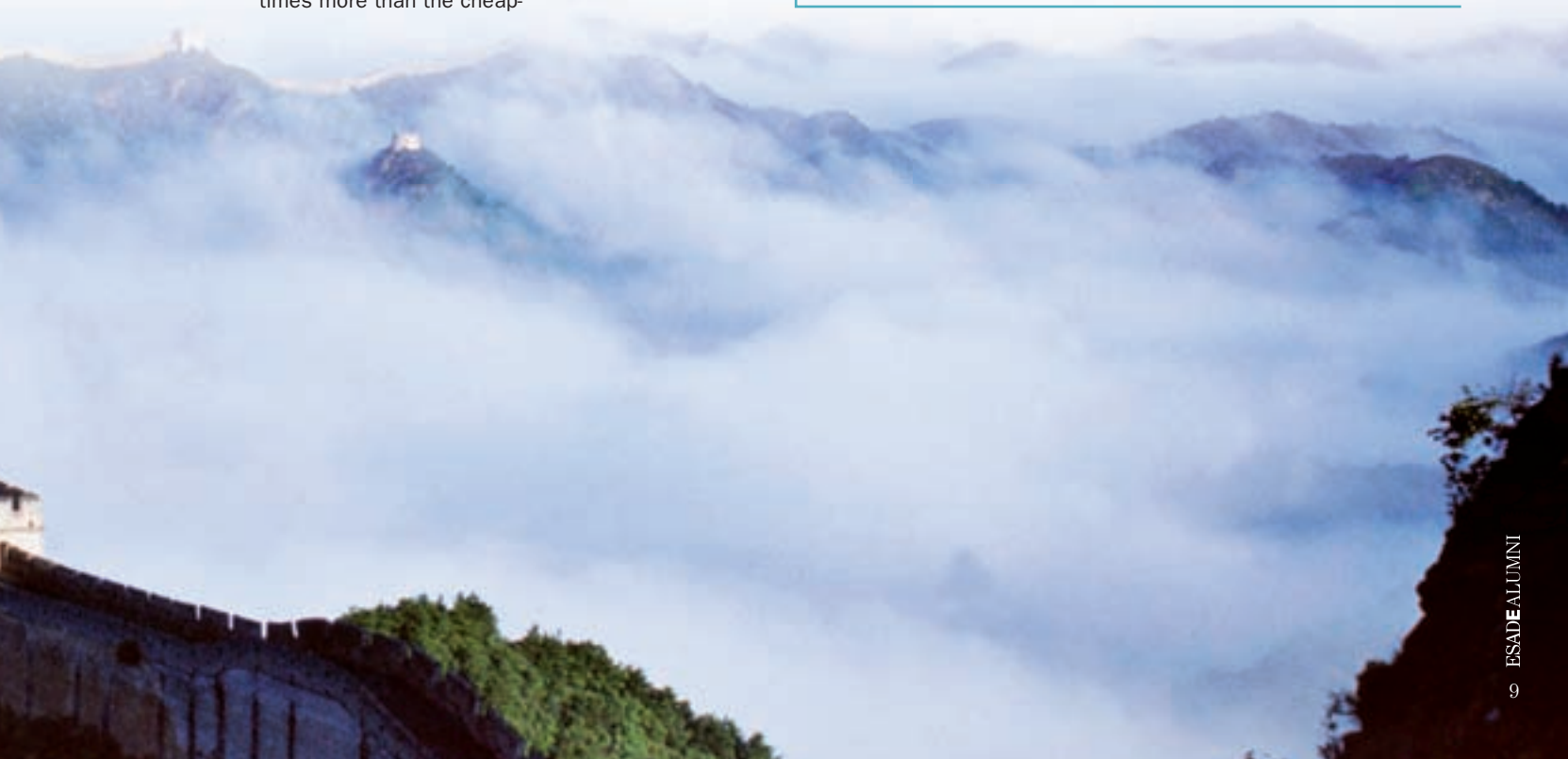
the field of business worldwide and has exploited the crisis as an opportunity. At Chapter events we share perspectives on many issues that affect our businesses and sectors in order to analyse and identify potential opportunities for improvement, bearing in mind the global environment we operate in and the circumstances of the moment. We also use the Chapter as a means of networking for our businesses and sharing our experiences of China and of how the economic crisis is playing out in that country and in Asia as a whole”.

Contact the **ESADE Alumni Greater China Chapter**

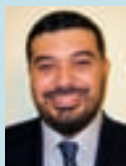
Phone: 902 420 020

From outside Spain: +34 93 553 02 17

[chapterchina@alumni.esade.edu](mailto:chapterchina@alumni.esade.edu)



# Alumni in China



**JORDI CAMPS**  
(Lic&MBA 02)  
Cofounder and  
Managing Director  
of China a la Carta  
Co., Ltd.

“The fact of having been the world’s factory over recent years (which has enabled it to build up a large amount of foreign exchange) combined with the almost visceral fear of debt has meant that the effects of the crisis have been felt to a lesser extent in China than elsewhere. The country is now rushing to try to deal with its internal imbalances between the countryside and the big cities and to activate domestic demand to strengthen its position as a great power.”



**ERNEST AGUILAR**  
(Lic&MBA 01). Business  
Improvement  
Manager. Greater  
China Region.

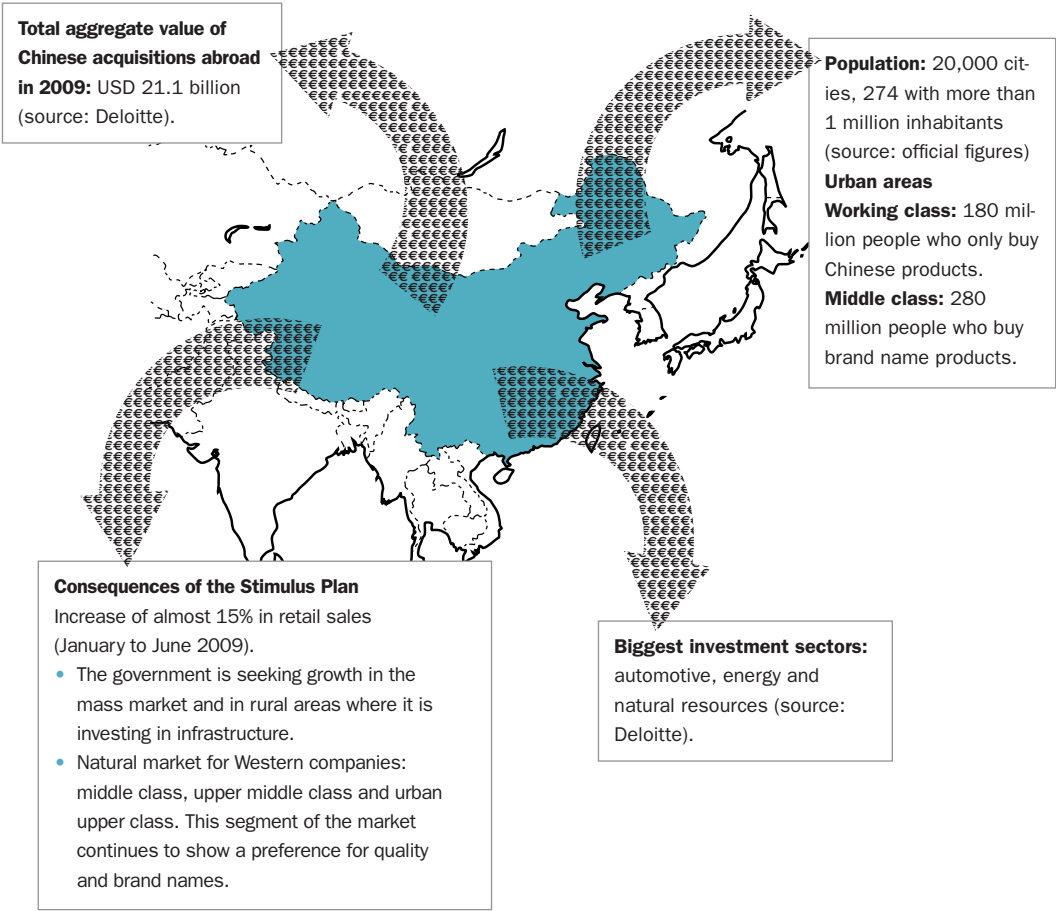
**Nestlé (China) Ltd.**

“Not only is China on course to meet the goals of its current traditional five-year plan, but it has also brought in short-term measures to stimulate domestic demand. At the same time, they have also realised that highly exportable commodity products are not going to guarantee medium- and long-term economic development.”



**MONTSERRAT KLEE**  
(Lic&MBA 02).  
Operations Associate.  
Ophedge Investment  
Services

“Many of us are wondering how China has not fallen into the spiral of crisis. One answer is saving. The Chinese, contrary to what we are used to in the West, are reluctant to buy on credit and prefer to save up. This gives them greater security and peace of mind and, at a time like the present, they are absolutely right to do so.”



classes, but not for selling value-added product to the middle class.

**WESTERN COMPANIES IN CHINA ARE MAKING THE MOST OF GROWTH IN DOMESTIC CONSUMPTION**

Western companies which are already present in the Chinese market are trying to offset falling sales in mature markets in recession with increased sales in the Chinese market. This leads to major organisational tensions and even greater pressure on managers, who are asked to achieve higher sales targets with the same resources. Other companies that have always viewed China solely as the world’s factory have made their first forays into China as a consumer market and have discovered its great potential and the complexity of marketing there.

Companies that do not yet have a presence in the country but are seeking to enter its market are setting themselves medium- to long-term goals.

**CHINA IS BURSTING ONTO THE INTERNATIONAL SCENE**

As Chinese premier Wen Jiabao has said, the best thing China can do to help solve the global economic crisis is to continue growing. Without going into the debate about the reliability of the data, the figures available are still far from the results of a few years ago. Nonetheless, the way they are moving gives grounds for restrained optimism. What is certain is that one of the political consequences of the crisis will be the final emergence of China onto the international scene. **E**

Si donde 32.000 personas ven una divertida montaña rusa, nosotros vemos un trabajo de ingeniería de alta tecnología, imagínese nuestra seriedad ante su evento.



Porque contamos con un nuevo Centro de Convenciones con una capacidad de entre 10 y 4.000 personas, más de 13.000m<sup>2</sup>, luz natural y equipado con alta tecnología. Además, le ofrecemos 2.000 habitaciones en 4 hoteles, el PortAventura Beach Club –un espacio exclusivo junto al mar–, 3 campos de golf, más de 45 restaurantes, 2 parques temáticos, por si desea añadir diversión o emociones fuertes a su evento, y un coordinador de eventos que le ayudará a organizarlo todo. ¿Quién da más? Con su nuevo Centro de Convenciones, PortAventura Business & Events se consolida como la mejor oferta para la organización de eventos en el Mediterráneo.

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El éxito de la imaginación

Aragon Club

‘Training Express for public communication and presentations’

**Ferran Ramon-Cortés (Lic&MBA 86)**, guest member of the ESADE Alumni Executive Board, presented this *Training Express for public communication and presentations* session organised by the ESADE Alumni Aragon Club. The objectives of the workshop were to study each attendee’s communication, rate their level of impact and persuasion and recommend areas for improvement, as well as to identify and enhance their communication skills by providing a method for communicating more persuasively and efficiently.



Lleida Club

Dinner-discussion with José Manuel Villanueva, co-founding partner of Privalia

The ESADE Alumni Lleida Club invited alumni in the area to a dinner-discussion with **José Manuel Villanueva (Lic&MBA 99)**, co-founding partner of Privalia, the most important online outlet or internet shopping club in Spain. The speaker described how he embarked on the project and stressed the main motivations of contemporary businesspeople, namely the chance to build his own project, learn and enjoy his work. Cocktails were served at the end of the session.



Galicia Club

Spain after the crisis

The ESADE Alumni Galicia Club invited alumni to a lecture and discussion entitled *Spain after the crisis*. During the session Robert Tornabell, ex-dean of ESADE and Emeritus Professor of the Department of Financial Management and Control, set out the causes and development of this major crisis which he described as being synchronous, global and extremely hard and prolonged. The event, based around his new book *El día después de la crisis*, brought together more than 150 people at the Faro de Vigo Club. The session was presented by **José Francisco Armesto (MP-FGAP07)**, Managing Director of the Fundación Provigo.

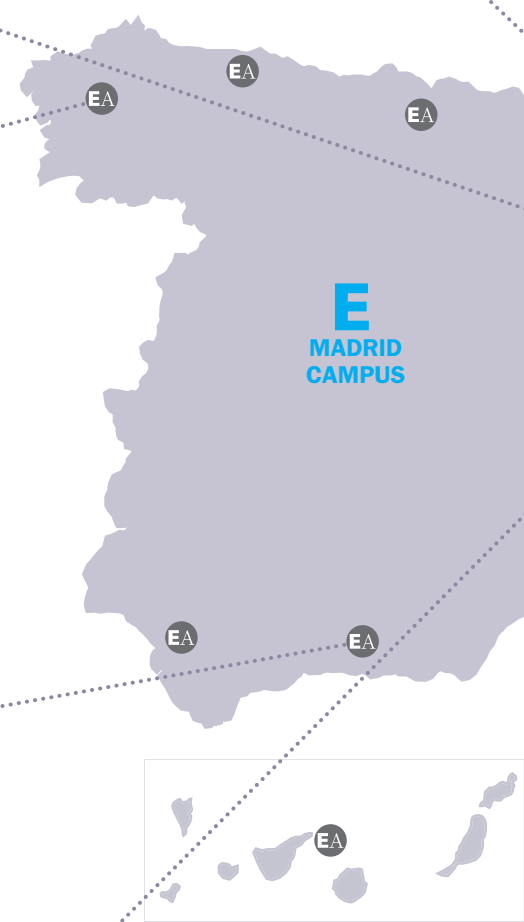


Eastern Andalucía Club (Granada)  
Workshop: Networking in action

Alumni in Eastern Andalucía met up in Granada to attend a practical networking session led by facilitator **Giannina Tacca (MBA 97)** consisting of ‘speed face-to-face meetings’ between attendees. It was addressed to alumni looking to make new contacts in order to initiate a career change, meet potential clients or suppliers, or share sector-specific knowledge.

Lleida Club, Tarragona Club, Community of Valencia Club  
‘Understanding the chameleon-like consumer’

The ESADE Alumni Tarragona, Lleida and Community of Valencia Clubs have hosted events based on the book *Fuzzy Marketing: understanding the chameleon-like consumer*, at which authors **Mònica Casabayó (Lic&MBA 99)** and Borja Martín set out the keys required to understand, connect with and identify this new 21<sup>st</sup> century consumer, a consumer who changes at the same speed as their surroundings. Almost 200 alumni have attended the sessions held by the three clubs.



Balearic Islands Club  
 'Business debt refinancing:  
 a necessary solution'

The ESADE Alumni Balearic Islands Club ran this session about debt refinancing as an essential tool including analysis of the various alternatives available and taking business debt refinancing as a starting point. The keynote speakers were Alfredo Lopera, General Area Manager for the Balearic Islands at Caja Madrid, David Roldán, owner of the consultancy firm Grupo CIDEN and a Professor at the Escuela Superior Balear (ESB) and Antonio Almendros, a lawyer at De Ruiz Abogados.



Community of Valencia Club  
 'The retail brand: a revolution  
 in marketing strategy'



The ESADE Alumni Community of Valencia Club organised this refresher programme event addressed to those who can think out-of-the-box and are open to the unexpected. Given by **Lluís Martínez-Ribes (Lic&MBA 76)**, Associate Professor at ESADE's Department of Marketing Management, the idea of the session was not to reel off a long list of facts and figures but rather to understand what retail brands are and to come up with effective strategies to deal with their growth. Big surprises of major significance can be thrown up by what at first seems to be a symptomatic issue.

Community of Valencia Club  
 'From Executive to  
 Business Owner via  
 Management Buyout'



The ESADE Alumni Community of Valencia Club hosted a lecture entitled "From Executive to Business Owner via Management Buyout" given by **Ramon Palacín (PhD 06)**, Professor in the Department of Financial Management and Control at ESADE and author of the book with the same title.

You can get more information about and view pictures from all ESADE Alumni Regional Club activities at [www.esadealumni.net](http://www.esadealumni.net)  
 → Alumni Network → Regional Clubs

**IGNACIO OÑATE (PLD 09),  
 President of the Basque Country Club**  
 "We want to bring  
 ESADE Alumni services  
 and activities to the  
 Basque Country"

**Why have you founded the Basque Country Club?**

Its basic purpose is to bring ESADE Alumni services and activities to the Basque Country and be a meeting place for its members.

**What's your approach to being President?**

It's great to have the chance to be the first President of the Basque Country Regional Club, and I hope that with the support of the board and, needless to say, of ESADE Alumni it's going to be a great success. Interest and commitment won't be lacking, that's for sure.

**What were the first things you did before officially founding the club?**

We were really excited about the proposal from ESADE Alumni and told them we were interested right from the start. After that we held a series of talks over recent months and we even managed to run a training activity in Bilbao entitled *Winning companies: What's their secret? What are their strategies?* featuring Professor **Enric Segarra (Lic&MBA 90)**.

**What are your goals for this academic year (events, promotional activities, etc.)?**

We'd like to hit the ground running to maintain our links with ESADE and between alumni. I think a reasonable goal for 2010 would be to run two or three activities (the club is set to be set up in the second quarter). In 2011 we'll review our goals based on our experience this year.

**What does an alumnus get out of joining and/or taking part in the Basque Country Club?**

As I mentioned before, keeping up links with ESADE and other alumni with whom we shared some good times. Plus you can also enjoy some ESADE Alumni services "without leaving home".

**How can alumni sign up for the Basque Country Club?**

All you have to do is call ESADE Alumni or email [clubpaisvasco@alumni.esade.edu](mailto:clubpaisvasco@alumni.esade.edu) and ask to register as a member. You can also sign up in person through your profile on the website.



ESADE Alumni Cultural Industries Club

# Presentation of the book *El legado de Arthur Andersen*

MADRID AND BARCELONA HOSTED LA PRESENTACIÓN DE *EL LEGADO DE ARTHUR ANDERSEN: UN MODELO DE CULTO A LA EXCELENCIA* (LIBROS DE CABECERA). IN BARCELONA, THE EVENT WAS PRESENTED BY **PEDRO NAVARRO (MBA 67)**, VICE PRESIDENT OF ESADE ALUMNI, DEPUTY EXECUTIVE CHAIRMAN OF THE BOARD OF TRUSTEES OF THE ESADE FOUNDATION AND FORMER PRESIDENT OF ANDERSEN CONSULTING.



Speakers at the session included **Juan Ramírez (Lic&MBA 77)**, member of the ESADE Alumni Board and former partner at Arthur Andersen, Fernando Rey, partner at Garrigues Barcelona, Carmelo Canales, co-author of the book and former partner at Arthur Andersen, and **Francisco López**

**(Lic&MBA 76)** editor, co-author and former partner at Arthur Andersen. The importance of professional services company Arthur Andersen during its existence and in particular its contribution to the modernisation of management in Spanish companies in the 1960s and the 1970s were some of the issues covered. The seven

columns or values which supported the company and were crucial to its achievement of excellence were also set out: unity, integrity, cooperation, ambition, talent, service and results. The speakers concluded by highlighting the major role played by Arthur Andersen in business development in Spain with a legacy that remains absolutely valid today. [E](#)

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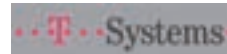
Business Angels Club



Personnel and Organisation Management Club



BIT Club and Automobile Club



Finance Club



Health and Pharma Club



Tourism Management Club



Family Business Club



ESADE Alumni Sports Management Club

# 25th anniversary of Everest expedition

TO MARK THE 25TH ANNIVERSARY OF THE FIRST CATALAN EXPEDITION TO SCALE MOUNT EVEREST, THE ESADE ALUMNI SPORTS AND MANAGEMENT CLUB ARRANGED A REUNION FOR SOME OF THE MEMBERS OF THE PARTY WHO ARE ESADE ALUMNI.

## CONRAD BLANCH (MBA 82)

Leader of the expedition and visiting Professor of the Department of Business Policy at ESADE, he shared his “healthy nostalgia about having spent all those years keeping alive a feeling of affection for mountains” before going over the preparations that were made for the expedition.

## JOAN MASSONS (LIC&MBA 66)

Deputy leader of the expedition and Professor of the Department of Financial Management and Control at ESADE, he said that the idea had come up at university. He also described how the party got sponsorship from the Caja de Barcelona, which was essential for the trip.

## ÒSCAR CADIACH

A UIAGM mountain guide and Director of Esports K, he spoke about Toni Sors who died after falling when attempting to climb Lhotse Shar, at 8,400 metres the fifth highest peak in the Himalayas. He also referred to the enormous motivation in the group which reached the roof of the world in 1985 and the importance of medical care and the rest of the team in getting to the summit. [E](#)



## STARTING POINT

On 28 August 1985, Toni Sors, Òscar Cadiach and Carles Vallès, with their Sherpa guides Shambu Tamang, Ang Karma and Narayan Shrestha, became the first Catalans to scale the world's highest mountain.

## SPEAKERS

**Germán Castejón (Lic&MBA 81)**, President of ESADE Alumni

Introduction: **Valentí Giró (Lic&MBA 87)**, President of the ESADE Alumni Sports and Management Club

**Conrad Blanch (MBA 82)**, leader of the expedition and visiting Professor of the Department of Business Policy at ESADE

**Joan Massons (Lic&MBA 66)**, deputy leader of the expedition and Professor of the Department of Financial Management and Control at ESADE

**Òscar Cadiach**, UIAGM mountain guide and Director of Esports K2 (Tarragona)

## Attendees have their say



**RAÜL CASTELLÓN (Lic&MBA 87)**  
Consultant

“I came to the event 25 years ago when they made it to the top and I was really excited about coming back to hear what the climbers had to say.”



**JOSEP MARIA ROIG**  
Civil engineer

“I was invited by an alumnus because we like mountains and we were interested in the talks.”



**VALENTÍ BACH (MBA 09)**  
Information Systems

“I think what Professor Massons had to say about running a company based on his mountain climbing experience was interesting.”



**CARLES VILÀ (EMBA 09)**  
Engineering sector

“Apart from Joan Massons having been one of my lecturers, I like sports a lot and I really wanted to come along.”



**CARLA RUIZ**  
Sports sector

“I work in the sports sector and I like doing sports plus I like going up into the mountains, so that's why I wanted to come along to the talks.”



# ESADE

ESADE Alumni BIT Club

## Meeting the challenges of the motor vehicle industry

THE ESADE ALUMNI BIT CLUB, IN COLLABORATION WITH CERCLE PER AL CONEIXEMENT, HOSTED A SESSION FOCUSING ON THE CHALLENGES FACING THE AUTOMOTIVE INDUSTRY.

There are many challenges that the automotive industry must address as it endures the effects of the global economic crisis. After an introduction by **Domingo Olmos (EMBA 05)**, member of the executive board of the ESADE Alumni BIT Club, these topics were addressed by the guest speakers at the

session: Josep Maria Pujol, President of Ficosa, and Vicenç Aguilera, General Manager of the same company.


Vicenç Aguilera gave an overview of the influence of ICTs on the automotive industry and explained the work of Ficosa Technology. Focussing on innovation and as part of ADAS (*Advanced Driver Assistant Systems*), he presented various developments which are designed to help drivers by telling them what is going on outside the car.

### A DAMAGED INDUSTRY

Josep Maria Pujol noted that the sector needs to undergo a restructuring process in order to move forward. He also discussed a phenomenon that has emerged in China in recent months. Despite being basically a producer of goods for export, China responded to the global crisis by shifting its strategy and began manufacturing cars for its domestic market. The

result? China produced 13.5 million cars in 2009, an increase of 44%. This huge leap was made possible by government initiatives such as tax breaks and incentives for automobile purchases in rural areas. In 2010, the automotive industry is expected to account for 10% of China's GDP.

### FALLING PRODUCTION IN SPAIN

Towards the end of his talk Pujol turned to the situation in the Spanish market, noting that production fell by 15% in 2008 to reach levels last seen in 1994. He said it was a pity that the decision-making centres of the automotive industry are not located in Spain, calling this "a handicap that we must overcome". He concluded by adding that "if the Spanish automotive industry wants to have a future, it needs to focus on quality and productivity, which lead to competitiveness." 



ESADE Alumni Operations Club

# Positive management of the value chain in consumer goods in 2010

THE ESADE ALUMNI OPERATIONS CLUB RECENTLY HOSTED ITS FIRST ROUNDTABLE FEATURING EXPERTS ON THE CONSUMER GOODS SUPPLY CHAIN, MODERATED BY **MIQUEL SERRACANTA (LIC&MBA 91)**, A MEMBER OF THE CLUB'S EXECUTIVE BOARD.

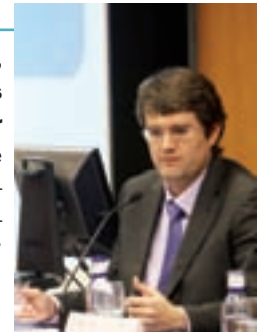


**GABRIEL PUIG, VP Supply Chain at Sara Lee International**

He noted that "though this area used to have a vision based on operations and on managing the flow of goods, these departments are increasingly associated with incorporating planning and improving the efficiency of sales and marketing processes."

**ALEJANDRO GUTIÉRREZ, Logistics and Sales Services Director at Día-Carrefour**

He shared his vision based on his experience in managing Día's supply chain: "We understand that our supply chain model is determined by our company's business model."



**JORDI PASCUAL (Lic&MBA 84), PepsiCo Iberia Supply Chain Director**

He stressed the need for a company like PepsiCo to organise launches every month "in order to ensure the overall intensity and novelty of the products we offer." As a result, he said, "our processes must be highly synchronised, from the idea and design of the product that we want to launch to the moment of delivery to the customer, in order to ensure that the idea is successful at the point of sale."

**XAVIER FARRÉS, Supply Chain Director at Casademont**

He underlined the commitment of Casademont's supply chain to interacting in a context of multiple markets and the development of an export business "that has generated highly complex processes."



**JESÚS HERNÁNDEZ, Managing Director at ID-Logistics**

He pointed out that today the large distributors govern the supply chain and said that "we are constantly working to adapt to the changing needs of large distributors" with the focus to a great extent on optimising stocks.



## Attendees have their say

**Montse Gisbert (EDIEF 00)**  
Supply chain  
(beverages sector)

"I thought the speakers were interesting and were especially relevant for me as I work in the supply chain in operations and the large distributors are our customers."

**Jorge Mas**  
Supply chain

"I was invited along by a relative who did a Master's degree at ESADE because I work in the sector and I wanted to hear what the speakers had to say about it."

**Pablo Vilanova**  
(MBA 02)

Logistics in the food sector  
"I wanted to come along because of the topic to be covered as I'm in the logistics sector and I wanted to find out about its future trends."

**Jaume Cubero**  
Pharmaceutical sector

"I work in the generics pharmaceutical sector and I was especially interested in understanding the supply chain for consumer goods."

Five questions for...

# Real Estate Club

THIS TIME ROUND WE ARE LOOKING AT A CLUB WHICH ALREADY HAS A SOLID TRACK RECORD. THE REAL ESTATE CLUB HAS BEEN THE MEETING POINT FOR ALUMNI IN ITS SECTOR FOR OVER TEN YEARS AND IS STILL PASSIONATE ABOUT CARRYING OUT ACTIVITIES WHICH ADD TO THEIR PROFESSIONAL LIVES.

**JOAN PLA MIRÓ  
(ADE 99)**

**President of the  
Real Estate Club**

**When and how was  
the club set up?**

The Real Estate Club was set up towards the end of 1998 by Ferran de Muller and Salvador Grané, who went on to become excellent club presidents, in order to create a meeting point for all alumni with an interest in the real estate sector and encourage cooperation, training and relationships.

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

In addition to nurturing relationships between sector professionals, the club also runs a range of training and general interest programmes for its members together with activities which are conducive towards sharing opportunities for people working in the sector, in government and large private corporations.

**What kind of professional  
is the club intended for?**


The club is made up of people working directly in the sector as real estate developers, property company executives, real estate asset managers at non-real estate companies and professionals from other sectors who need the training and exchange of knowledge I mentioned before.

**What has the club  
done over the last year?**

Our activities are organised through three committees which promote

education, relationships and cooperation. In February and April last year, for instance, we held conferences in Madrid and Barcelona featuring top keynote speakers who shared their thoughts on various matters of concern in the sector: leases, alternatives to the residential business, the implementation of Spanish REITs, etc. Plus over the last 11 years we've been holding a classic sector event, "The Annual Sector Dinner", to foster networking and to which leading figures are invited. At the last one we were joined by Josep Piqué, who gave an excellent talk in the magnificent setting of CaixaForum. We've also organised several meetings with businessmen and representatives of public agencies to discuss specific topics.

**What is the club planning to  
do in the coming year?**

This year, and even though the Board is going to be changed, we will continue with our well-established policy of fostering education and research in order to adapt and, where possible, anticipate the radical changes the sector is experiencing. This will involve studying and analysing the new models and structures in the sector in order to publicise and share them and also running seminars, conferences, meetings, etc., that contribute new ideas and tools to the more than 600 alumni in the club and, by extension, to all professionals in the sector who are interested. 

**EXECUTIVE BOARD OF THE ESADE  
ALUMNI REAL ESTATE CLUB**

**PRESIDENT: Joan Pla (ADE 99) (in the photo)**

**Carmina Ganyet (PVV03)**

**Enrique Martínez Laguna (MBA 93)**

**Joaquim Fenollosa (MBA 88)**

**Jordi Vilaclara (Lic&MBA 80)**

**Manuel Grau (Lic&MBA 95)**

**Martí Gelabert (EDIK 76)**

**Eduard Mendiluce (MBA 97)**

**Pere Viñolas (Lic&MBA 86)**

**Patricia Martínez (FGAL 90)**

**Antoni Nogués (FGAL 90)**

**Jorge Adell (collaborating ESADE Professor)**

**Academic sponsor: Jaime Sabal**

**How to contact and join the club**

ESADE Alumni members can join the club on the ESADE Alumni website ([www.esadealumni.net](http://www.esadealumni.net), Alumni network, Functional and Sector-Specific Clubs), by emailing [clubinmobiliario@alumni.esade.edu](mailto:clubinmobiliario@alumni.esade.edu) or at ESADE Alumni's offices.



09/03/2010 Rosa M<sup>a</sup> García, Vice President of Consumer & Online to Microsoft Western Europe

## “All consumers are digital now”

**SPEAKER: Rosa M<sup>a</sup> García** is Vice President of Consumer & Online to Microsoft Western Europe. She joined Microsoft Ibérica in 1991 and since then has filled a number of managerial roles. She has recently been named an independent director by the Banesto Board.

In light of Telefónica’s recent defence of pay-as-you-go Internet networks, the Vice-President of Microsoft Western Europe, Rosa M<sup>a</sup> García,

challenged the Spanish multinational to “clarify” whether suppliers or consumers of services will eventually foot the bill. In her view, “there’s a world out there beyond being a cable along which information flows” and the important thing is to know what clients want.

The VP of Microsoft Western Europe defended the idea of the society-wide trend called “consumerisation”. “All consumers are now digital, leading to greater sales of products and even industrial machinery,” she explained. This trend embraces the “de-

mocratisation of influence”, made possible by the proliferation of the Internet and, in particular, social networks. “Somebody talking about your company is nothing out of the ordinary, but when a million Internet users do so and their comments remain online, this creates a new way of management thinking,” she said. Now consumers can recount their experiences in various media and become an influential leader. In her view, companies which can relate what they sell to these experiences will gain a differentiating factor.



23/02/2010 Antoni Pont, Honorary Chairman of Grupo Borges

## “The future lies in the emerging markets”

**SPEAKER: Antoni Pont** is honorary chairman of the Borges Group, a family-owned oil, nut and farming business that is now in its fourth generation. Its annual sales total €700 million, of which 65% comes from its exports to 103 countries. It has subsidiaries in six countries.

Whereas the main goal of manufacturer and distribution brands is to cut prices, Grupo Borges prefers “not to go down that route, but to bank on global expansion.” This was one conclusion from Pont’s talk at Matins ESADE. He announced that the group plans to enter the BRIC countries (Brazil, Russia, India and China), as he firmly believes “the future lies in the emerging markets.” He also

sees the opening of borders as an irreversible trend and “we have to prepare for that.” Moreover, forecasts show that by the year 2050 world population will have rocketed by 2.7 billion, so “agricultural production will have to double,” he argued. To achieve this, it is necessary to distribute more products, foster innovation, reach malnourished people and improve healthcare levels.



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→ Alumni Activities → Matins



View the video summary at [www.esadealumni.net](http://www.esadealumni.net)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)

12/01/2010 Fernando Echegaray, Director of Barcelona Airport

## “Supply and demand are the keys to creating new routes”

**SPEAKER: Fernando Echegaray (FPD 99)** is Director of Barcelona Airport. After joining Aena in 1985, he was responsible for various areas of activity.



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)



Barcelona Airport Director Fernando Echegaray announced during his talk at Matins ESADE that the airport is to expand its international services beginning with direct flights to Qatar and Montreal in March provided by Qatar Airways and Air Canada respectively. According to a ranking drawn up by the airport’s routes committee, there are 50 destinations around the world with an uncovered demand of 700,000 tickets from Barcelona each year.

### EXPECTATIONS OF GROWTH BEYOND 2025

Echegaray argued that improving infrastructure is a good way of dealing with the current economic situation. “It’s actually not a bad thing that we have begun an expansion process during a time of crisis because it will allow us to be ready when economic growth resumes,” he commented. “We are certain of growth at least through to 2025.”

26/01/2010 Fernando Ruiz, President of Deloitte

## “Companies need to learn how to think innovatively”

**PONENTE: Fernando Ruiz** has been President of Deloitte since 2009. Of his 29 years with Deloitte, he has been a partner for 17. For the past 12 years, he has overseen the company’s financial services division and sat on the executive committee of Deloitte Spain. In addition, he is responsible for the firm’s commercial strategy.

The President of Deloitte, Fernando Ruiz, argued at Desayunos ESADE, that “Spain needs to undergo a cultural change in order to develop an innovative economy”. In his talk, Ruiz noted: “Right now, the best generation of Spanish businesspeople in history is using innovation to offer highly competitive options but it is important that we now extend what this minority has done to society as a whole.” Ruiz pointed out that in order for this vision to become reality, “it is not enough just to invest in R&D; companies need to learn how to think innovatively.” And the only way that this innovation can translate into a social reality, he argued, is through education. “Innovation must form part of basic education and continue at the university level,” he said. Ruiz quoted a revealing statistic: Spain produces more university graduates than Germany, France and the United Kingdom put together, but the ability level of these graduates is low. This situation in Spain’s universities has consequences: university graduates are disillusioned at the start of their careers, and unemployment

among young people is at 40%. Ruiz called this figure “disgraceful”. He then turned his attention to another innovation-related area for improvement: very few patents are awarded in Spain each year, due to the fact that “this country has not managed to become an attractive place in which to do research.”



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)



**03/12/2009** Baldomero Falcones,  
President and Managing Director of FCC

## “Spain is an opportunity”

**SPEAKER: Baldomero Falcones** is President and Managing Director of Fomento de Construcciones y Contratas, S.A.



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session  
at [www.esadealumni.net](http://www.esadealumni.net)

Baldomero Falcones, President and Managing Director of Fomento de Construcciones y Contratas (FCC), gave an optimistic talk at Desayunos ESADE during which he said that “Spain, economically speaking, is an opportunity” before adding that “in

order to attract funds from abroad we must offer profitability, security and stability.” He supports bringing private investors into infrastructure creation. “Spain has to re-establish growth by recovering its domestic market,” he commented.



**23/02/2010** Leopoldo Fernández Pujals, President of Jazztel

## “You have to have your own staff to offer a good service”

**SPEAKER: Leopoldo Fernández Pujals** is President of Jazztel. In 1988 he started up “Telepizza”. In 1996, TelePizza, S.A. went public on the Madrid Stock Exchange.



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session  
at [www.esadealumni.net](http://www.esadealumni.net)

During his presentation, Fernández Pujals talked about the economic crisis in Spain and argued that “The solution in our country requires a 180° change in the Government’s policy”. “Governments that convey insecurity to investors have

a negative effect, producing fear among both domestic and international investors, and, if there is no investment, no jobs are created,” he added. “For that reason, when that 180° change does occur and institutional and domestic investors feel that they can invest their money in Spain without losing it, that money will come back. The later it does, however, the greater the debt and therefore the problem.”  
As for his own company, Leopoldo Fernández Pujals said that Jazztel “will begin to register a positive cash flow in a few months’ time, allowing us to make the necessary investments to stay on the cutting edge in terms of technology.”



More information and photos  
at [www.esadealumni.net](http://www.esadealumni.net)  
→ Alumni Activities  
→ Desayunos

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Results of the ESADE Alumni services survey

# Your opinion matters

YOUR OPINION IS CRITICAL FOR BUILDING THE FUTURE OF THE ASSOCIATION. AS A RESULT, BASED ON THE RESULTS OF THE SERVICES SURVEY WE HELD IN NOVEMBER, ESADE ALUMNI IS NOW WORKING ON A SERIES OF MEASURES DESIGNED TO MEET YOUR REQUESTS.

## OBJECTIVES OF THE SURVEY



- To tell you about the activities and services you have available and find out how much is known about them, how much they are used, satisfaction levels and suggestions.
- To evaluate the communication policy, telling you about the channels and formats and finding out about the level of satisfaction, content evaluation, structure and frequency.
- Feeling of belonging. Evaluation of belonging to the network. Areas for improvement and if you would recommend joining to other alumni.



## PARTICIPATION

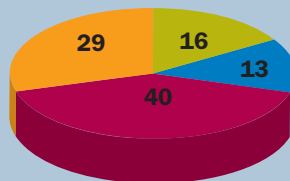
**Participation** has been higher than the average for this kind of online survey:

- **Members 17%**
- **Non-members 7%**

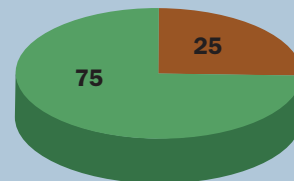
## INTERVIEWEE PROFILE

Alumni who answered the survey were mostly aged between 30 and 50 and finished their programmes more than 4 years ago.

Age (%)



Class (%)



- From 20 to 30
- From 31 to 40
- From 41 to 50
- Over 50

- Alumnus (5 or more years)
- Alumnus (less than 5 years)





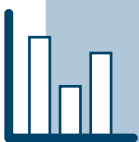
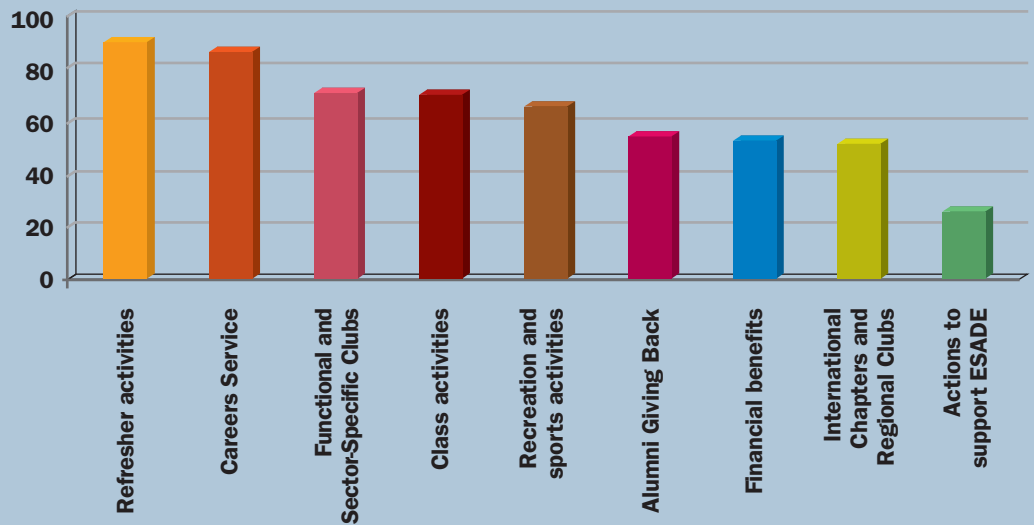
Last November ESADE Alumni launched a survey of all alumni in order to find out your opinion about the services and activities ESADE Alumni offers. We would like to thank all alumni who have taken part for their time, ideas and the high level of response, well above the average for such surveys.

Your view is very important for ESADE Alumni, because we are a network in which the opinion of each alumnus matters. This enables us to keep working and improving areas of greatest interest and offering higher quality service, plus by telling us what you think you will be directly taking part in ESADE Alumni's strategy.

So we would like to share with you the results of the survey and the improvements that, thanks to your contributions, we will be bringing in over forthcoming months. [E](#)

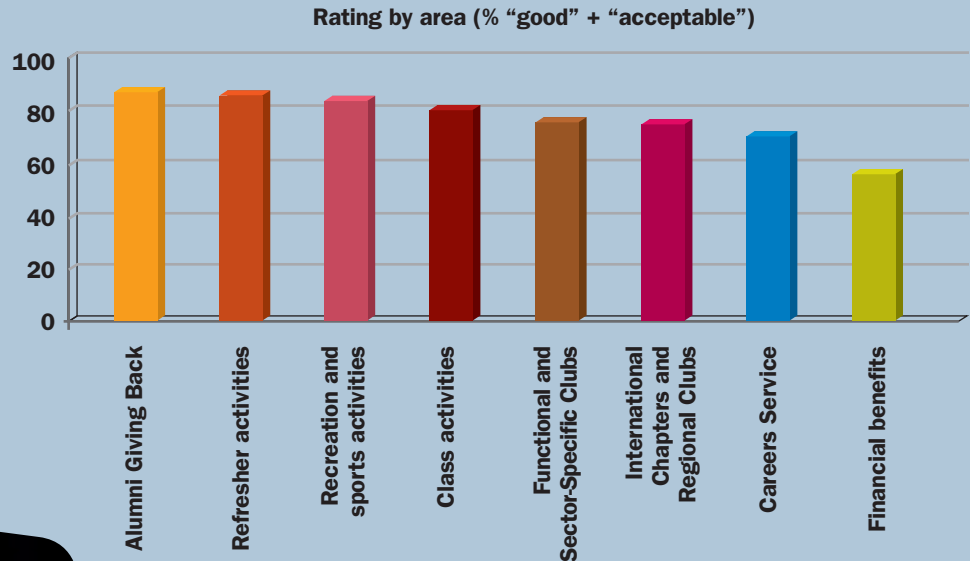
## % ALUMNI AWARE OF EACH AREA

The areas alumni know most about are refresher programmes and the careers service, followed closely by Functional and Sector-Specific Clubs.



## RATING BY AREAS

In general all areas have got very positive ratings. Special mention should be made of the Alumni Giving Back programme, which despite being one of the lesser known areas is the highest rated, followed by refresher programmes and recreation/sports.



We've received over 9,000 suggestions in answer to the open questions



## DEGREE OF SATISFACTION

High degree of satisfaction in general with the activities and services on offer. **90% of members** would recommend joining ESADE Alumni.

Reasons:

- Ease of networking with other alumni
- Knowledge recycling
- Contact with ESADE



You can send your suggestions to:  
[esadealumni@alumni.esade.edu](mailto:esadealumni@alumni.esade.edu)



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— Amadeu Jori  
President of Jori Armengol & Asociados

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### BARCELONA

C. Roger de Llúria 124, 3<sup>er</sup> 2<sup>a</sup> (08037 Barcelona)  
T. 0034 934 763 350 F. 0034 934 579 480  
E. joribcn@joriarmengol.com

### MADRID

C. Conde de Aranda 20, 5<sup>er</sup> Izq. (28001 Madrid)  
T. 0034 917 814 650 F. 0034 915 751 511  
E. jorimad@joriarmengol.com

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# Javier Solana

TALKS TO FRANCISCO LONGO, DIRECTOR OF ESADE'S INSTITUTE OF PUBLIC GOVERNANCE AND MANAGEMENT

**Francisco Longo:** You were originally an academic who has now spent almost 30 years at the political coalface ...

**Javier Solana:** That's right, because I was in the PSOE leadership for a long time, practically from the Suresnes Congress, and that was virtually a full-time job, although I was still able to continue teaching for a while. I was number two on the list for Madrid with Felipe González, and politics became increasingly significant from when the elections were held until the Constitution was in

place. Then came the Moncloa Pacts and the attempted coup on 23 February 1981, and after the PSOE won in 1982 I worked exclusively in politics.

**F.L.:** Talking about those years, have you read Javier Cercas's *Anatomía de un instante*?

**J.S.:** Yes, I really like him as an author and I admire this book in particular. That's because he refers to an article by Hans Magnus Enzensberger in which Enzensberger pays tribute not to the classic hero but



# “We need to rebuild a European economic policy”

JAVIER SOLANA, PRESIDENT OF THE ESADE CENTER FOR GLOBAL ECONOMY AND GEOPOLITICS AND OVER THE LAST 10 YEARS THE EU'S HIGH REPRESENTATIVE FOR FOREIGN AND SECURITY POLICY, EXAMINES INTERNATIONAL RELATIONS AND THEIR IMPACT ON HANDLING THE CURRENT ECONOMIC CRISIS AS A FORETASTE OF HIS LECTURE AT THE ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA AND MADRID.

to the hero who can change his or her position. In doing that Enzensberger cited three people from the time as examples: Mikhail Gorbachev, Wojciech Jaruzelski and Adolfo Suárez, who he introduced as one of these heroes.

**F.L.:** It's a book that can be read as a metaphor for another kind of leadership that's different to the one we're used to.

**J.S.:** Exactly, a type of leadership which means changing a position that's run its course or which should never have existed in the first place.

**F.L.:** I guess that over the course of your career you've seen lots of situations which would have called for this type of leadership.

**J.S.:** Lots, me and everyone who lived through the changeover from Franco to democracy and who has been involved in the world's great schools of thought and their transformation.

**F.L.:** These days it seems inevitable that we should talk about the economic crisis.

**What's your view of the current situation from the European perspective?**

**J.S.:** To be sure the crisis will be deeper and longer than expected. Moreover, in Europe it's coincided with the great changes brought in by the Lisbon Treaty. And that means that in Europe we have to find ways of continuing to implement it because it is undoubtedly a great step forward, although I would have liked it to have been more wide-ranging.

Plus the way the euro area was set up, involving as it did the Germans being prepared to sacrifice their currency, the strongest currency in Europe, meant that the European Central Bank's authority was somewhat restricted. And that's why we've lacked the thing that should go hand-

in-hand with this monetary policy, which is an economic policy. In my view, this crisis should not only make us think and interpret but also use the Lisbon Treaty to rebuild the economic policy which, as we can see today, the euro area needs.

**“The distinguishing feature of the European Union compared with other existing trade or economic unions is the role of the Commission”**

**F.L.:** That might be the positive thing we need to come out of this crisis.

**J.S.:** It should be. It means giving the euro area, and consequently the EU 27, the capability to take joint action including in fundamental economic issues. I think the Community method should be put on the new agenda for 2020, in the Lisbon 2 strategy, which is the great

catalyst for dealing with the crisis. And I think the EU should have structures in place that give rise to more commitments that should come out of the Community method, which consists of a proposal being made and someone monitoring it. The distinguishing feature of the

European Union compared with other existing trade or economic unions is the role of the Commission. The Commission is a rare bird from the functional standpoint, but it has decision-making powers and it can also provide follow-up.

**F.L.:** I heard you say not long ago that “identities are built looking more to the future than to the past”, talking about Europe and European countries.

**J.S.:** Yes, though the words aren’t actually mine. It was brilliantly said in Paris when Sarkozy launched a rather inopportune debate about national identity. During one

session, Les Verts Français said that identity isn’t a given thing but instead we build it. I liked that idea because it could be generalised to Europe. Europe itself has no past. Its identity is a superposition and at that time, thinking about European identity in a world so very different to the one that saw its creation, it seemed to me to be an idea that might be useful in the debate.

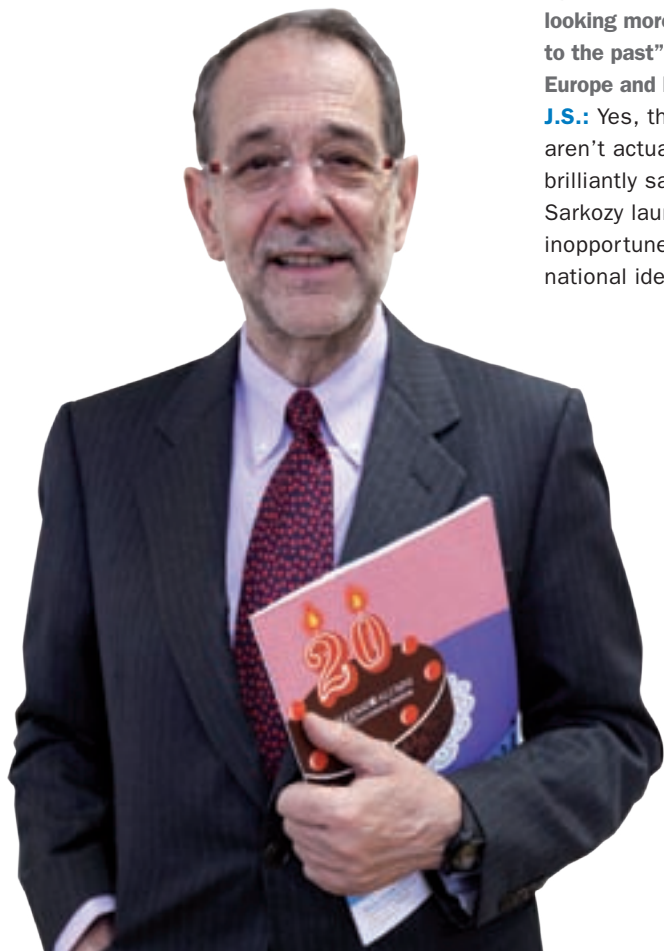
Europe is a journey whose direction has not yet been fully decided on, but it is a journey that seems to me to be splendid in the same way as building the

**“Europe is a journey whose direction has not yet been fully decided on, but it is a splendid journey”**

future on that journey does. However, there is some resistance or opposition in some countries. That’s something we’ll need to keep an eye on, especially in the case of countries in Eastern Europe.

**F.L.:** The challenge of the enlargement is to build a European identity in these countries.

**J.S.:** Yes, it is, but I’m very optimistic about that and I think that we’ll get something



## Javier Solana: “I’m very comfortable in my new role at ESADE”

Javier Solana holds a doctorate in Physics and is a tenured professor at the Complutense University of Madrid. He became a member of the Spanish Parliament in 1977 and was a minister in the Spanish Government from 1982 to 1995, including a spell as Foreign Minister. In 1995 he was appointed Secretary General of NATO, a position he held until 1999 when he became the EU’s High Representative for Foreign and Security Policy. Since December 2009 he has been the President of the ESADE Center of Global Economy and Geopolitics and teaches on a range of ESADE training courses for executives. Solana says he feels “very comfortable” in his new position at ESADE. As for returning to teaching, he says “I’m happy to be back, especially because of the contact you get with the upcoming generations who at the end of the day are the people who are going to be dealing with the issues we are looking at today”.



good out of it. Nowadays there are concerns about whether the European Union was built too quickly, but you also have to look at what the cost of not doing so would have been. You have to ask, for example, what would have happened to the continent after what took place in Yugoslavia and Kosovo, in the current economic crisis or what our relationship with the U.S. would be like if the EU didn't exist. But I think the world will be very different after the crisis and we'll have to rethink things in many areas.

**F.L.:** It seems that weathering the crisis is going to depend to a great extent on how we all learn some lessons.

**J.S.:** And that is precisely ESADE's role. Because everything that's gone on will quickly be forgotten once people start making profits again or when the return on investment or derivatives gets back to where it was before. Someone has to remind us that in the economic context, it may be that markets do not magically return to equilibrium...

#### FRANCISCO LONGO

Francisco Longo has been a member of the UN Committee of Experts on Public Administration since 1 January 2010. He is also an Associate Professor of the Department of Human Resource Management and director of ESADE'S Institute of Public Governance and Management. He is an expert on public management, the strategic management of human resources and local government.

## Javier Solana, keynote speaker at the ESADE Alumni Annual Conference in Barcelona and in Madrid

The lecture by the President of the ESADE Center for Global Economy and Geopolitics will be the central feature of the ESADE Alumni Annual Conference in Barcelona and Madrid. In his talk Solana is to share his vision of the geopolitical changes that are taking place worldwide and the role of states and institutions in providing an international response to the current economic crisis. The ESADE Alumni Annual Conference will thus be an

essential event for discussion and meeting up with colleagues. As for ESADE Alumni, which is celebrating its 20th anniversary this year, Solano says that "networking, in all its forms, is very much a feature of our times and part of the process of building a very complex world, so it's important that there are places where open-minded people with similar interests can share experiences and work together."

**F.L.:** ...And that self-regulatory illusions must be addressed. Ways of governing are also bound to be affected, because while there have been failures in the market, governments have also not always come up to scratch.

**J.S.:** At root the idea that globalisation is wonderful came out of some countries – the bigger ones – and part of American society... but don't globalise us! The great American globalisers have been the Democrats. Bill Clinton is a prime example. However, it is also true that they have protectionist leanings which with luck will not make a comeback now. If we get through the crisis through protectionist measures, we'll end up paying for it as happened in the 1930s.

**F.L.:** That's still one of the dangers we're facing.

**J.S.:** Another thing that I think is fundamental is that we are entering a multi-polar world. Although there are still

key states, how can you be a leader, for example, when you're the country that owes most in the world? How long can that last? A bipolar or multi-polar world per se does not lead to balance but can in fact lead to quite the opposite, as Europe's history of multiple communities shows. So we have to find coordination mechanisms. We need to learn to devote part of our intelligence to finding a way to structure solutions to global problems with global functions, while legitimacy – which is politics – and resources still belong to nations. We should seek to regulate, adapt and legitimate governance structures and perhaps set up some new ones, for instance for dealing with the environment, to tackle all the problems that will come out of climate change. 



## Consequences of the world financial crisis

**SPEAKER: Emilio Navarro**, Professor in the Department of Financial Management and Control at ESADE



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)

Understanding the origins of the current global financial crisis, understanding its specific characteristics, and outlining a future scenario were some of the issues tackled in the presentation by Emilio Navarro,

Professor in the Department of Financial Management and Control, given at this Refresher Programme session.

## Alumni have their say



**ROGER TURRÓ (Lic&MBA 02)**  
**Financial analyst**

“Everyone talks a lot about the reasons for the crisis but not so much about its consequences. It’s interesting to hear that perspective.”



**CLARA CASANOVA CALVO (Lic&MBA 07)**  
**Mass consumer product marketing**

“Nowadays practically anyone would be interested in the financial crisis. Plus a mass consumer products company is heavily affected by it and everything connected with it.”



**MARCUS KALLENBACH (MBA 98)**  
**Distribution sector SME manager**

“It’s a hot topic and you need to know a bit about the history, causes and genesis of the crisis. I think its one of the main issues on today’s economic agenda and I often go to events that deal with it.”

## Training Express for public communication

**SPEAKER: Ferran Ramon-Cortés (Lic&MBA 86)**, guest member of the ESADE Alumni Executive Board



The session was very practical and began with a presentation by the Paradigma FCM consultant on the main problems to be overcome when making presentations in public, including improvisation, the ability to convince, voice volume, how to structure the message and dealing with tricky questions. Using this as a reference, the participants then gave their own presentations which were analysed by the rest of the audience and the consultant.



# Strategic management in luxury markets

**SPEAKER: Josep M. Galí (Lic&MBA 84)**, Associate Professor in the Department of Marketing Management at ESADE



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)

Is the luxury sector shielded against the effects of the crisis? What is accurate and what is misleading about the categorisation of brands as “premium”, “luxury”, “high-end” and so on? These were some of the questions addressed by **Josep M. Galí (Lic&MBA 84)**, Associate Professor in the Department of Marketing Management at ESADE. Galí answered these key questions, which the managers of luxury companies often ask themselves, by using clear examples.



## Attendees have their say

● **CARLOS MAÍZ (PDD 2007)**  
Textile and fashion sector

“I came to the session because I wanted to hear some new ideas and especially because I wanted to hear the professor’s approach to market segmentation.”

● **HÉCTOR MÁRQUEZ (doing the EMM)**  
Ceramics sector

“The thing I’ll take away from the presentation is that luxury has always been around and will continue to be around and is connected with the evolution of society. I found it very useful as I’m in the marketing sector too.”

● **VALERY BISBAL (Lic&MBA 97)**  
Luxury fashion

“I’ve been in the luxury fashion market for years and I came specifically from Madrid where I live to hear a different perspective on this market. In fact, this is the first ESADE Alumni event I’ve been to.”

● **XAVIER FLORES (MBA 09)**  
International trade

“I try to go to ESADE Alumni sessions because of the added value they bring. In this case what caught my eye was finding out more about strategic management in the luxury market so I can use the information in my work.”



# Executive Coaching. Building up powerful relations



**SPEAKER: Joan Quintana**, Director of the ESADE Executive Coaching programme



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)

Under the title *Executive coaching: Building up powerful relations*, Professor Joan Quintana presented business and executive coaching as a space where management teams and executives can create conditions in which powerful relations can be built up with teams, collaborators, suppliers and clients.

# The retail brand: a revolution in marketing strategy

**SPEAKER: Lluís Martínez-Ribes (Lic&MBA 76)**, Associate Professor in the Department of Marketing Management at ESADE



View the video summary at [www.esadealumni.tv](http://www.esadealumni.tv)  
Members only: view the complete video of the session at [www.esadealumni.net](http://www.esadealumni.net)

Given that the market share of own brands is on the up, Martínez-Ribes led a session focusing on understanding what retail brands are, and on providing alumni with strategies to deal with their growth.



# Attendees have their say



**VADÓ MORA**  
(Lic&MBA 94)  
**Retail consultant**

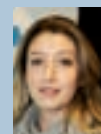
"I was interested in coming to the

session because I work in the sector and I want to keep up to speed with what's going on. I did my dissertation with Professor Martínez-Ribes and he's a real reference point for me."



**SILVIA ROBLES**  
(DCM 07)  
**Product manager in the industrial sector**

"I work in the industrial sector and I'm interested in retail, so I've started coming along to ESADE Alumni session."



**MARTA CAPARRÓS**  
(Lic&MBA 04)  
**Perfume sector**

"I wanted to find out what the speaker could tell me about new developments in the sector."

## IV Women and Leadership Forum

# “Promoting the convergence of women and leadership” with Sol Daurella

**SOL DAURELLA (LIC&MBA 90)**, VICE PRESIDENT AND CEO OF COBEGA, WAS THE GUEST SPEAKER AT THE 4TH SESSION OF THE WOMEN AND LEADERSHIP FORUM.

Drawing on her experience as Vice President and CEO of her family business, COBEGA, S.A. (the Coca-Cola bottler for the Iberian Peninsula and Africa), and as a member of the board of Banc Sabadell, Sol Daurella discussed three main topics: the concept of leadership, the current status of women in business, and proposals to foster the convergence of women and leadership.



## Attendees have their say

● **JOSEFA ANGULO**

**Large-scale distribution**

“I came along to share experiences with other women, a thing which I think is always enriching. I also went to the previous Women and Leadership Forum conference.”

● **SILVIA BUESO (PMD 08)**

**Corporate Director at Giving**

“It’s interesting to find out at first-hand about the personal challenges and experiences of women leaders in Spain. I like the tone and the intimacy and trust that are created at the conferences.”

● **MYRIAM FERNÁNDEZ**

**(Lic&MBA 96) Businesswoman**

“Sol Daurella has given an optimistic view of the possibilities of women reaching executive posts in business, but she is also realistic about the barriers they face based on minor pieces of discrimination which, when you put them all together, can in many cases make it impossible to make further progress.”



# Venture Capital Forum: ESADE BAN, ESADE’s Business Angels Network

*Business angels* play a key role in helping entrepreneurs in the early stages of their projects, providing support to allow a greater number of business projects to move forward. Based on this, the ESADE Business Angel Network (BAN) hosted a session to promote its activities, its entrepreneur-investor forums, and its Business Angels School, as well as to showcase the experiences of some investors and entrepreneurs. Speakers at the session included Luisa Alemany, Director of the ESADE Entrepreneurship Institute and Assistant Professor in the Department of Financial Management and Control at ESADE, and Fernando Zallo, coordinator of the ESADE BAN. In addition the *business angel* **Manuel Martos (EMBA 09)** and the iContainer founder and general manager, **Carlos Hernández (Lic&MBA 05)**, shared their personal and practical experiences with attendees.



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# What can we do for Haiti?

AFTER THE HUGE WORLDWIDE MEDIA IMPACT OF THE NATURAL DISASTER IN HAITI, THE MAJOR CHALLENGES THAT THE COUNTRY MUST ADDRESS IN THE MANAGEMENT OF HUMANITARIAN AID AND IN ITS POLITICAL ORGANISATION ARE STARTING TO BECOME APPARENT.

“From the geopolitical point of view, it is the second most important island in the Caribbean after Cuba. This geographical proximity has fuelled the temptation for ideological incursion by both Cuba and the United States”

Ángel Castiñeira

## Ángel Castiñeira

Associate Professor of the Department of Social Sciences at ESADE

“THE QUICK AND LARGE-SCALE U.S. MILITARY PRESENCE ON THE ISLAND SHOWS THE BEST AND THE WORST OF THE NEW EFFORTS AT GLOBAL GOVERNANCE”

Before the earthquake Haiti ranked 148, out of 179, on the UN's Human Development Index (HDI). 76% of the population lived on less than two dollars a day and 56% on less than one. Acute malnutrition and anaemia were frequent among children under 5 and chronic malnutrition was especially common among women. One in five Haitians died before reaching the age of 40 and almost 30,000 children had mental disabilities because their mothers suffered from iodine deficiency during pregnancy.

To that can be added widespread corruption and crime, and a powerful drug cartel that often takes advantage of the porous border with the Dominican Republic for its thriving business.

From the geopolitical point of view, it is the second most important island in the Caribbean after Cuba. This geographical proximity has fuelled the temptation for ideological incursion by both Cuba and the United States. This has been a frequent cause of confrontation between the Communist Cuban regime (which still today has 600 Cuban doctors on the ground in Haiti) and various U.S. administrations, which for decades have intervened in Haiti's disastrous domestic politics, including blocking an attempt at socialist revolution in the 1960s. And that confrontation is not just a thing of the past. The Hugo Chávez government, with the support of the Cuban government, has kept stirring the pot, and in spite of its comic potential, it is no surprise to see headlines such as “Chávez accuses U.S. of causing the earthquake in Haiti”. The quick and large-scale U.S. military presence on the island shows the best and the worst of the new efforts at global governance. It might be the prelude to a fresh attempt to turn the island into a protectorate (now under the Obama administration) or alternatively, as happened in Kosovo, a move designed to contribute, under UN control, to restoring not only the physical and economic life of the country but also the rule of law.

The bitter paradoxes of fate; while much of the world's aid accumulated in Port-au-Prince at one end of the island, at the other in Punta Cana our third year students were enjoying their mid-course trip. That too is one of the contradictions of global governance.





## Ignasi Carreras (SEP 06)

Director of the Institute for Social Innovation at ESADE

“NGOS NEED TO MAKE SURE THAT RECONSTRUCTION DOES NOT REPEAT THE SERIOUS DEFICIENCIES OF THE PAST AND IS BASED ON THE PRIORITIES OF THE HAITIAN PEOPLE”

The dramatic sufferings of the Haitian people have reached the depths of our hearts. In addition to the 220,000 people who lost their lives following the earthquake, there are also 300,000 injured – Médecins Sans Frontières warned right from the start that rarely had they seen so many seriously injured people – and 1.2 million Haitians have been left homeless. It is estimated that the total number of victims in one way or another of the emergency reaches the three million mark.

Such pain has awakened a great solidarity movement. The first and most fundamental help came from the people of Haiti and the Dominican Republic. Nearly half a million people have left Port-au-Prince and gone to the countryside where they have been taken in by relatives and acquaintances who share their already limited resources with them. Thousands more have been arriving in the Dominican Republic looking for medical care and temporary accommodation where they can try to recover from the disaster. The great global wave of solidarity that has been generated by Haiti is mostly being channelled through NGOs. They are key players in ensuring that aid reaches those who need it most in the right conditions. It is estimated that at present there are some 700 international NGOs working in the country, performing a range of tasks that are more or less coordinated by the aid structure put in place by government agencies and multilateral bodies. All of this is under the supposed leadership of the UN in coalition with the weakened government of the country.

Much of what the NGOs are doing is focused on the makeshift camps and settlements in and around Port-au-Prince, which house the families who have lost their homes. Organisations such as Intermón Oxfam have seen to water distribution and the provision of basic sanitation infrastructures. Others like the Red Cross and Cáritas have helped to distribute shelter material, food and other staples, while healthcare organisations have been performing non-stop surgery and treating the injured.

This is only the first phase of emergency international aid, which overlaps with the start of repair work. The NGOs also need to make sure that reconstruction does not repeat the serious deficiencies of the past and is based on the priorities of the Haitian people.

“It is estimated that at present there are some 700 international NGOs working in the country, performing a range of tasks that are more or less coordinated by the aid structure put in place by government agencies and multilateral bodies. All of this is under the supposed leadership of the UN in coalition with the weakened government of the country”

Ignasi Carreras



# Energy and environment and health, the economy's new key areas



PROFESSORS RAFAEL SARDÀ AND MANEL PEIRÓ, EXPERTS IN ENERGY AND THE ENVIRONMENT AND HEALTH RESPECTIVELY, SET OUT THE ROAD MAP FOR EACH OF THESE KEY AREAS IN THE ECONOMY OF THE FUTURE WITH THE HELP OF ALUMNI WHO HAVE EXTENSIVE KNOWLEDGE IN THE FIELD.

## Series: 'THE ECONOMY'S NEW KEY AREAS'

1st session: **health** (20/1/10)

Featuring **Josep Santacreu (DSIS 86, PMD 89 and GDCS 01)**, CEO at DKV, Eduardo Sanchiz, Executive Corporate Development and Finance Director at Almirall, **Gabriel Masfurroll (DH 78)**, Chairman and CEO at USP, and **Manel Peiró (DSIS 85, ADE 92 and PhD 07)**, Academic Vice-Dean at ESADE and academic sponsor of the ESADE Alumni Health and Pharma Club.

2nd session: **energy and environment** (16/2/10)

Featuring Antonio Llardén, Chairman of Enagás, Ramon Roca, Chairman of Ros Roca Group, **José Luis Porté (MBA83)**, Chairman of Meroil and President of the new ESADE Alumni Energy and Environment Club, and **Rafael Sardà (MBA89)**, Professor in the Department of Operations Management and Innovation at ESADE.

### OTHER SESSIONS

3rd session: **mobility** (23/3/10)

Featuring Josep Piqué, Chairman of Vueling, Antonio Catalán, Chairman of AC-Hotels, and Josep F. Valls, Professor in the Department of Marketing Management at ESADE.

4th session: **industrialisation** (14/04/10)

Featuring **Antoni Soy (EMPA04)**, Secretary of Industry in the Catalan Government, Simón Rosado, Secretary of Union Action, Sector Policy and Occupational Health for CCOO in Catalonia, and Josep Comajuncosa, Associate Professor in the Department of Economics at ESADE.

Public-private, information and content, financing, and education and knowledge areas.

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Energy and the environment as a new key area in the economy

# The third way

ENERGY HAS BEEN AND IS BASIC FOR ECONOMIC DEVELOPMENT, BUT TODAY WE KNOW THAT NOT JUST ANY ENERGY AND NOT AT JUST ANY PRICE.

RAFAEL SARDÁ



(MBA89)

Scientist at the CSI and Professor in the Department of Operations and Innovation at ESADE. He is in charge of Environment courses at ESADE and partners ESADE-CSIC research into sustainable development.



**W**e live in a world that is thirsty for energy. The billion people who have been consuming it over recent decades are now being joined by another billion eager to do the same and at the lowest possible cost. This historical use, mainly involving fossil fuels, has sent a number of gases into the atmosphere that cause the greenhouse effect, with a consequent change in atmospheric composition, alteration of its environmental functions and modification of a host of environmental processes. Obviously, further polluting our environment is not the best way to prepare for the future, especially now that we are beginning to see the consequences and are being warned about the nonlinearity of the change in ecological models.

We also know that most of the energy increase will take place in countries outside the OECD where the West has little influence. Energy demand forecasts consider two scenarios. There is a baseline scenario based on a preservation of the

status quo in energy policies worldwide. In 2008 world energy consumption amounted to 474 EJ (5x10<sup>20</sup> J) with 80%-90% coming from the use of fossil fuels (oil, coal and natural gas). In this scenario, this use would come to about 700 EJ in 2030 (almost a 50% increase, an annual average rise of 1.5%). Under these circumstances, CO<sub>2</sub> emissions would go up from around 29 Gt in 2008 to 34.5 Gt in 2020 and 40.2 Gt in 2030, concentrations of greenhouse gases in the atmosphere would rise above 1,000 ppm (parts per million) equivalent CO<sub>2</sub>, and we would be heading towards average land temperatures that are 6°C higher than current ones by the end of this century. The contribution made by renewable energy would barely increase (15% in 2030). This scenario would mean major climate change and energy security implications for many countries and is clearly one we would like to avoid. The second scenario works on the assumption that at the world level we are able to ratify

an international agreement to stabilise concentrations of greenhouse gases at 450 ppm, i.e. it assumes that a 2°C global average temperature increase is acceptable. This scenario would entail not increasing energy use in 2030 beyond 600 EJ (a 20% increase on current figures, with an average annual growth of around 0.8%) and augmenting renewable energy's share up to 22%. Under these circumstances, CO<sub>2</sub> emissions would reach 30.9 Gt in 2020 and would subsequently fall to 26.4 Gt in 2030, thus mitigating the negative effects of climate change. This scenario is a significant improvement on the previous one, but maybe (scientists warn) would still not be quite enough.

## Glossary

**J:** a joule is the derived unit of energy in the International System of Units. It is the energy used by a force of one newton moving an object over one metre.

**EJ:** exajoule (10<sup>18</sup>J).

**Gt:** gigaton (equivalent to 10<sup>9</sup> t)

**ppm:** parts per million

Opting for the second scenario would be reasonable. It involves achieving (as soon as possible) the wide-ranging international climate agreement that could not be reached at Copenhagen and finally accepting the need for world economic development based on low carbon footprint economies. Yet nonetheless in 2030 we would still remain dependent on fossil fuels, although we would have created the basic structures for independence from these energy sources in the by then not so distant future.

**Most of the energy increase will take place in countries outside the OECD**

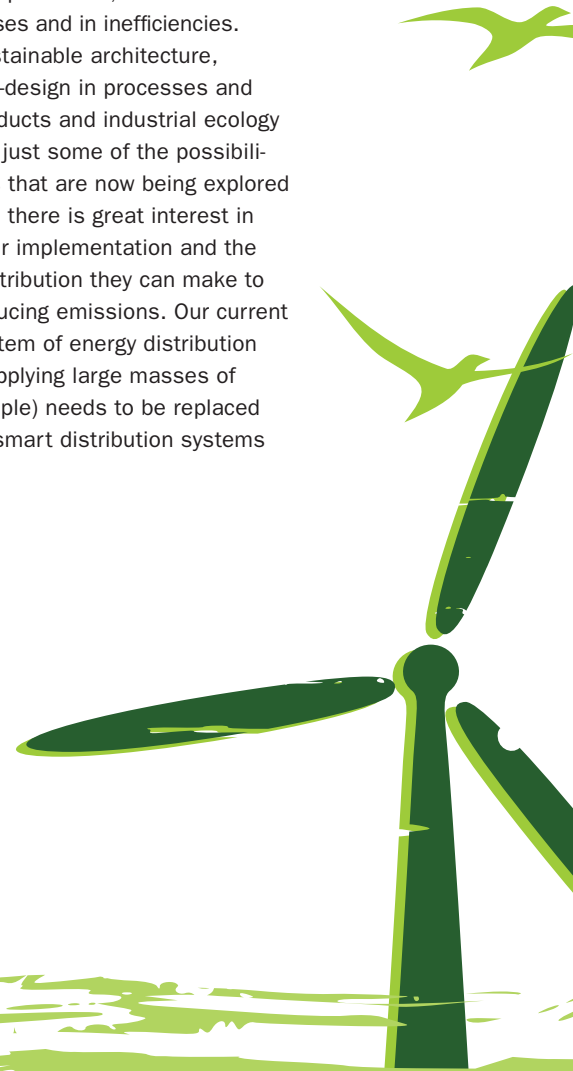
In both scenarios the nuclear debate raises its head. Nuclear power has no effect on the climate but it does have other, very high social and environmental costs: security problems, problems in radioactive waste

management (ensuring the generations that come after us for hundreds of years know where it is), the possible use of its raw material for non-peaceful purposes and, of course, its enormous cost bearing in mind the entire lifecycle of nuclear facilities and their poor economies of scale. Contemporary nuclear fission is not the solution to the world's energy problems. However, study of the technologies in this field should continue since it might well be that by the end of this century, humans will be able to generate energy through nuclear fusion, a type of energy that would be much cleaner.

**CREATING THE FUTURE**

If we choose a new hypothetical third way, three factors become vitally important: improving energy efficiency, fully committing to renewable energy and ensuring strict regulations on reducing emissions. The overall efficiency of our energy system is low. Approxi-

mately 70% of primary energy consumed is lost along the way in transformation and distribution processes, in conversion losses and in inefficiencies. Sustainable architecture, eco-design in processes and products and industrial ecology are just some of the possibilities that are now being explored and there is great interest in their implementation and the contribution they can make to reducing emissions. Our current system of energy distribution (supplying large masses of people) needs to be replaced by smart distribution systems



**PERE CASALS (MBA87)**  
CEO at TECNIUM-Casals Cardona Ind. S.A.  
President of the Manresa Chamber of Commerce

"The current economic situation is complex and there are some major measures we have to implement. The key sectors in the recovery will be those which feature proprietary technology, a consolidated network of solid flagship companies and competitive suppliers who can meet the challenges of internationalisation and continuous innovation. The environment is a prime example, with demand increasing worldwide, strong multinational companies equipped with state-of-the-art

technology, leading research and technology centres, highly qualified staff, etc. However, maybe we do need an additional factor: enhanced sector cooperation to meet the challenges from a position of greater strength."



**VICENTE MENA (MBA93)**  
Head of Renewable Energy Business Development at Gas Natural

"Spain is a world leader in renewable energies, a sector which employs 150,000 people. Companies need to exploit the enormous opportunities in this situation to export technology and access the main world markets."



**MIGUEL ÀNGEL VERD (MBA03)**  
Energy Efficiency Manager – Key Accounts at Endesa

"Efficient energy management will reduce our dependence on foreign energy and meet the European goal of achieving a 20% reduction in greenhouse gas emissions compared to 1990 by 2020."



which make it possible to adapt our individual units (houses and factories) to generate our own power and send any excess energy to the grid, thus taking full advantage of the potential of these systems. Increasing efficiency means reducing demand. The rapid development of renewable energy is another major opportunity. Increasing its contribution to the energy mix not only means reducing our carbon footprint and emissions of polluting gases, but also increasing security in supply and reducing demand by the synergetic effect of avoiding energy losses during transport and distribution. In addition, clean electricity generation involves stepping up technological improvement in

other polluting industries such as transport, thereby reducing emissions. The European Community thinks it is possible to generate over 20% of electricity from renewable sources by 2020, but a firm commitment by business which reduced costs by increasing economies of scale would significantly ramp that figure up. Finally, it is hard to do much in this area without a clear message about reducing emissions from government. The carbon trading market needs to be clearly and unambiguously regulated. Then if you add to that the emergence of new technologies that foster greater efficiency and the reduction or capture and storage of these greenhouse gases, it becomes possible to improve the negative environmental impact. This hypothetical third way could lead to a scenario in which the concentration of greenhouse gases falls below 400 ppm, demand stabilises

at around 500 EJ per year and the contribution from renewable energy comes to about 50%. The intricate and tight global energy network needs to be restructured and the world would become a socially and environmentally safer place.

### FINAL THOUGHTS

There is a growing conviction that to avoid undesirable outcomes, we have to move from an overall situation based on 20:80 (20% reduction in CO2 emissions compared with 1990, 20% use of renewable energy versus 80% from fossil fuel sources) in 2020, to a situation of 80:20 (80% reduction over 1990, 80% use of renewable energy against 20% from conventional fossil sources) in 2050. However, there are proven oil reserves for the next 40 years and doing nothing could lead to a future based mainly on traditional sources from the last century with critical environmental problems.

**JOSEP GARCÉS (MDO 06)**  
Sales Manager at SUD Energies  
Renovables S.L.

"Using clean energy close to the point of consumption generates competitive advantages, increased energy efficiency, reduced costs and windfall profits from the sale of surplus energy. In the renewable energy sector the Spanish economy has a chance to continue being an international benchmark, generating jobs and wealth for the country, which it cannot afford to miss."



**MIGUEL PAYÁ (MBA03)**  
Sales Manager at Meroil, S.A.

"We should go for an energy mix that takes into account the competitiveness of the Spanish economy, the energy resources at our disposal (assessing their profitability), the awareness that all energies have a direct or indirect impact on the environment (but that this is a cost we have to accept and manage sensibly), the establishment of a clear foundation so the private sector can safely research and invest in those sectors where it can get a future return, and appropriate management of public funding without resorting to permanent subsidy."



**XAVIER PASCUAL (EMBA 08)**  
Civil Section Head at  
SENER Barcelona

"Solid urban waste has become a real problem in modern societies in recent years. Energy recovery appears to be an appropriate solution. In Spain over the last 30 years we've built 10 operational incineration plants, and we still need to build another 20 or 25 in order to recover at least half of urban waste. These facilities can also generate jobs (up to 500 direct jobs per plant during construction and once operational, another 50)."

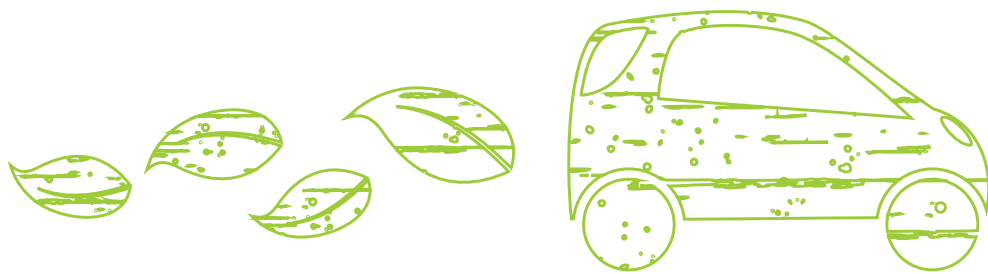


There is no single way, no reference technology; it will all depend on different combinations for each country according to international agreements, priorities, policies, market forces, available resources and/or social acceptability. However, envisioning the third way to accelerate this change is not unimportant. In the energy and environment area, the priority is moving forwards together as soon as possible towards a low carbon intensity global energy system, and understanding that this is essential for the future. What about Spain? Do we know where we are going? Over recent months we have witnessed the collapse of an economic

system based on uncompetitive sectors, yet our position in the energy field, especially in renewable energy, is very different and here we should be able to take on a much more important role.

We are coming to the moment of truth in this field, one of those that can make us globally competitive, so are we going to squander it? You cannot subsidise coal, we need a clear plan for energy denuclearisation, we need to improve our distribution networks, improve our efficiency, decarbonise our generating plants and finally commit to renewable energy in order to supply clean electricity to other industries.

Humanity only has a bright future in a new economy which has a small carbon footprint. Governments must send clear messages, sign convincing agreements which show the way forward and prioritise investment. Companies must be able to transform markets, creating new ones that become necessary for the future. Both governments and companies must be able to educate society so that it can understand what is at stake if we do not decarbonise our economy. Business schools cannot be indifferent to this necessary change. Advocating a third way to achieve a desired future is not a utopia. It is the future which we will come to sooner or later; it would be better as soon as possible. **E**



**MIQUEL CASTRO YÁNEZ (MBA06)**  
**Photovoltaic Department Manager**  
**MITSUBISHI ELECTRIC EUROPE, B.V.**  
**Sucursal en España**

"Firstly, we have to continue researching and developing new production, environmental protection and recycling systems. Secondly, we must endeavour to internationalise our companies to export the know-how we've built up over recent years. It's the same process that German companies once followed and which now means they are the leaders in the green sector. Spain is outstanding in this sector too and we must capitalise on this advantage."



**MARC MIQUEL GODALL (MBA09)**  
**Manager at Watt Solar Inversions**  
**Solars, S.L.**

"In a situation in which global energy demand is constantly rising and the availability of fossil fuels will become increasingly scarce, government needs to make a clear commitment to put renewable energy at the forefront of the economy and take advantage of the opportunity to turn Spain into a world benchmark in its development."



**EMILI ROUSAUD**  
**(Lic&MBA90/AGT96)**  
**CEO at Gesternova**

"Now is the time to change attitudes and promote renewable energy use and a reduction in energy intensity, especially in industry, two capital-intensive technology activities that will grow a lot over the coming years."





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Health as a new key area in the economy

# A wealth generator

THE IMPORTANCE AND IMPACT OF THE HEALTH SECTOR ON THE ECONOMY IS UNQUESTIONABLE. IN LOCKSTEP THE BOOM IN ACTIVITIES AND BUSINESSES BASED ON THE IDEA OF HEALTH CONFIRMS THAT THIS WILL BE ONE OF THE KEY AREAS FOR A FAIR PART OF THE ECONOMY IN THIS CENTURY.

MANEL PEIRÓ



**(DSIS 85, ADE 92 and PhD 07)**  
Academic Vice-Dean and Associate Professor of the Department of Human Resource Management at ESADE, he is an advisor to public and private health institutions in the field of public services.

In Spain, health spending comes to more than 82 billion per year, or 8.4% of GDP (less than the EU-15 average of 9.6%), most of it accounted for by the public health system which offers free universal healthcare to the entire population financed from taxation. Against the backdrop of the current crisis, some voices are advocating reforming this system by reducing benefits,

introducing co-payment mechanisms and making health organisations into legal entities so that they have essential managerial independence.

Nevertheless, it would be a mistake to view the national health system exclusively as a source of expenditure. Its consolidation in Spain over the last twenty years, in tandem with the economic and cultural develop-

**IGNACIO TINTORÉ (MBA99 and Gestión y Desarrollo del Conocimiento Asegurador y Sanitario 01) CEO at DKV Servicios, S.A.**

“A growing and ageing population, the impact of immigration, a rise in chronic diseases and in dependent care needs together with people’s greater access to information all mean that demand for health services is becoming more sophisticated and exigent. The new care settings, such as the patient’s home or the Internet, offer opportunities which call for remote communication and monitoring technologies in order to integrate care effectively and efficiently and enable patient self-care. The service offering also provides opportunities; services are expanded and become more sophisticated, specialised and expensive, with new diagnostic and therapeutic technologies that people increasingly value and demand. Healthcare professionals, who are becoming scarcer and scarcer on the ground,

become more specialised. Business opportunities come up in innovation and delivery of these services, professional training and the creation of new professions. These trends converge on each other, making the current system of public financing unsustainable and opening up avenues for public-private partnerships in private insurance and service provision that could be buttressed through tax incentives that would create jobs.”



**SANTIAGO CULÍ (Programa de Desarrollo Directivo 02 and DEC 08), Communications Manager at Boehringer Ingelheim España**

“Recent figures show that the innovative pharmaceutical industry is the largest investor in R&D in Spain, accounting for almost 20% of all R&D spending by Spanish industry. Every 1 million of pharmaceutical production generates an additional 2.3 million-worth of production in other sectors. The gross added value generated by the pharmaceutical industry comes to 3.58 billion, 2.4% of the entire Spanish economy. Productivity is 91,600 per employee, 71%

more than the Spanish economy taken as a whole. So it’s clear that the drug industry is an exemplary model of productive development linked to innovation and knowledge, and provides a strategic opportunity to become a wealth-generating sector.”



ment of our society, means it can also be seen as a generator of wealth and high added value for the economy as a whole.

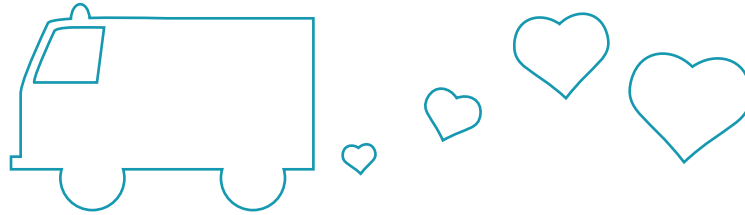
During this time, a network of health facilities has been set up which provide healthcare through the autonomous communities right across Spain. These hospitals and health centres, many of them newly built, are well equipped with the latest in medical technology and are staffed by well-trained doctors and nurses who can diagnose and treat highly complex health problems. Furthermore, the fact that public healthcare is free has meant effective protection against the cost of illness for Spaniards, thus mitigating the financial risk of becoming ill. This has undoubtedly contributed to social cohesion, an issue of great importance in Spain which in the past 10 years its population grew by more than 16% due to a migratory influx of nearly 7 million people.

The private health sector, made up of health insurance policies on the one hand and clinics, hospitals and medical centres on the other, has also experienced intensive change, perhaps influenced by the tremendous development of the public health system. The insurance industry, which in 2008 had a turnover of more than 5 billion in healthcare premiums with nearly 8 million policyholders, has seen a number of mergers in a process which is likely to continue over forthcoming years so that the resultant institutions become bigger and more appropriate for the nature of the business. The supply of private health care,

mainly concentrated in large cities, has seen the development of several hospital groups which have expanded their presence throughout the country. New health facilities have been built, some with the involvement of

### It would be a mistake to view the national health system exclusively as a source of expenditure

international health and financial groups. The private health sector, which is still too unforthcoming about its operations and profits, needs to consolidate its supply and build on its good reputation to open up new markets abroad.



#### **PABLO RIVAS (Lic&MBA95)** CFO at Alliance Healthcare en España

"If the solution to problems with competitiveness lies in training, this is even more the case in the health sector. So we need to make changes, such as driving basic and applied research, real integration between academia and business and reforms in universities and research centres, to make sure that publicly-funded programmes are governed by performance criteria. Here you only have to look at how countries in Europe have developed a competitive health sector.

"Furthermore, and in line with the proposed reform of the pension system that is currently on the table, the financial burden represented by the National Health System should also be

rethought. There are great opportunities for saving in the rational use of medicines and in public health, as well as in bringing back concepts such as copayment. Doing that will call for political courage, and it may become an important source of funding for research and development programmes."

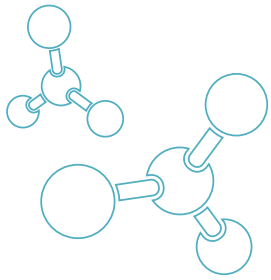


#### **JAVIER GIRBAU AGUILAR (MBA05)** Sales Director in the Hospital Division & Special Customers Division & Business Development. Laboratorios HARTMANN, S.A.

"Currently the pharmaceutical and health products sector is under enormous pressure to cut prices; products are becoming commoditised, so the strategy should be to achieve differentiation by offering not only innovative products but also bespoke

services and solutions that solve integral problems by developing partnerships with our customers."

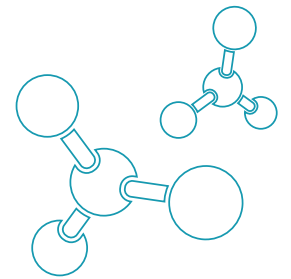




To be sure, healthcare is the core of the health sector, which is a job generating sector that has a multiplier effect on other closely related sectors: the pharmaceutical industry, biomedicine and medical technology companies, consumer health materials, information systems, the construction and engineering industry and ancillary services (cleaning, cooking, laundry and medical waste), insurance, consulting, service management, training, research and knowledge dissemination. All these business sectors, which have a very high research and innovation component, expand in lockstep with further growth in public or private health operations. One of the closest is the pharmaceutical industry, which in 2008 had a turnover of nearly 14 billion, employs more than 4,500 researchers and in 2007 spent more than 880 million on R&D, a figure that accounts for 18.5% of total R&D expenditure

by all Spanish industrial sectors. The pharmaceutical industry research cycle is very long and requires high investment, but it is the foundation on which the future of sector companies rests. Over recent years, five autonomous communities in Spain have put in place a number of projects – the bioregions or bioclusters – in order to promote and stimulate research and development in biotechnology, biomedicine and medical technologies: BioBasque (the Basque Country), BioRegió de Catalunya (Catalonia), Bioval (Valencia), Madrid Bioclúster and the Andalusia BioRegion. Red biotechnology applied to medical processes deals predominantly with the generation of new drugs and it is forecast that by 2015 more than half of drugs will be of a biotechnological origin. In tandem people are increasingly interested in and concerned about adopting healthy lifestyle habits that impact on greater

life expectancy and especially on quality of life. New businesses are appearing that seek to meet this demand, such as a food industry that goes back to what is “natural” to provide a healthier diet and which affects not only products but also distribution channels and customer relations. Then under the same broader concept of health there is the wellness sector. These activities and businesses that focus on the idea of health confirm that the health sector, based on research, innovation and knowledge, will be one of the key areas in emerging from the current crisis and will also be the basis for a large part of the economy in the future. **E**



**IGNACIO NICOLAU (Lic&MBASS)**  
**Consultant**

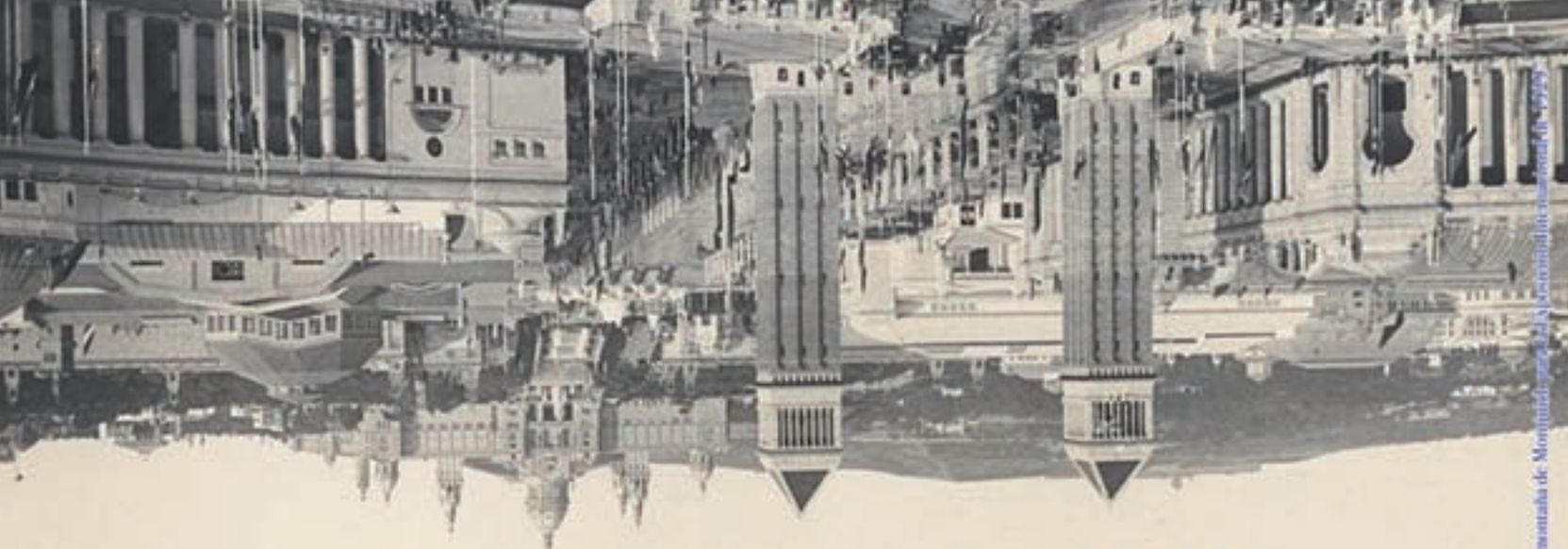
“The pharmaceutical industry stands out in the health sector for its importance in Spain. Its current situation, which is not only the result of the crisis, means it has to innovate: in doing research using new models, in cooperating in the development of new molecules, in negotiating with/partnering the health authorities, in promoting its products, in the way it approaches patients, using new technologies and also in recruiting and compensating the talent required to manage all these reforms. In my view, the companies that can do that will be much more competitive and generate more wealth.”



**IGNACIO MARTÍNEZ (MBA93)**  
**CEO at Henares Hospital**

“Has anyone ever heard of a hospital closing because of the crisis? Public hospitals are open 24/365, and although there are financial strains, doctors and nurses continue caring for their patients. Health professionals work at a relentless pace of innovation, research and the application of new technologies. That means that public hospitals need creative businesses that can develop practical products that allow us to save time and money, but also increase patient safety and welfare. In the not too distant future we will see a revolution in the relationship between doctor, nurse and patient and between medical professionals themselves. The patient takes part more and more in their healthcare process, wants more information, has greater freedom of choice of doctor and nurse and is involved in knowledge management. Traditional healthcare will change and it will no longer have physical boundaries that restrict it to a health centre or hospital site... Can there be any doubt that we will go back to treating patients in their homes?”





“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.”

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Urbanización de la montaña de Montpedrós por el Ayuntamiento de Montpedrós (1999)

# 100% Networking

SINCE 2005 ESADE ALUMNI HAS BEEN PLEDGED TO NURTURING A NETWORKING CULTURE THROUGH THE THEORY AND PRACTICE BUSINESS NETWORKING SESSIONS RUN BY THE CAREERS SERVICE.

The current economic climate has highlighted the need to take an even more active role in seeking out professional opportunities. Here networking is crucially important, and it is essential to take the lead in establishing new

**The added value of the sessions comes from enabling attendees to understand what being a networker entails**

business contacts. You also have to master the means of letting others know what your employment needs are and what you can offer as a professional. The idea is that these new contacts will give rise to commercial contracts, professional opportunities, partnerships that provide solutions to personal situations or just relationships between people who would never have met each other otherwise. As a result, networking is a key tool in alumni development. Business Networking sessions are headed by **Giannina Tacca (MBA97)** and cover a wide variety of

topics, with a focus on key sectors and functions such as health and pharmaceuticals, cultural industries, insurance, law, finance, marketing and operations. Mention should also be

made of the Social Networking sessions, which are opportunities for alumni to get together in a relaxed and informal atmosphere in order to do some pure networking.



## Alumni have their say



**XAVIER CATALÀ  
(LIC&MBA91)**

“It’s great being able to share a couple of hours with people who

you discover you have a lot in common with. You end up picking up the habit of starting up conversations in different environments, which sometimes turn into professional partnerships. At a Social Networking session I met someone from the company where I currently work as marketing manager.”



**JORDI ARENAS  
(AGT 93)**

“The thing I’d stress about the sessions is the chance to meet

interesting people and do activities that are really useful. They also show you to introduce yourself, position yourself and get across your interests or what you’re looking for. In addition, these sessions train you to keep alert in your day-to-day work so as not to miss out on any opportunities to meet someone who you might share interests with. Of course, I’m using what I’ve learnt and it’s giving me great results.”



**DIEGO GÓMEZ  
HERMIDA  
(MBA05)**

“I’ve been to several Social Networking ses-

sions and from them I’ve picked up the habit of talking to the person next to me at work or at social events. This is the key thing in interacting with people who could provide you, or you could provide them, with knowledge or contacts, for yourself or for others.”



### USEFUL MEETINGS

In order to achieve better outcomes, prior to the session attendees are asked to fill in a questionnaire so that the facilitator can


analyse the “supply” and “demand” of interests among participants. This information is then used to organise an agenda of speed face-to-face meetings between people who



have interests in common whether by sector or professional field. After at least 90 minutes of establishing contacts with other professionals in their sector, the session ends with a review of the theory applied and feedback from attendees. The added value of the sessions comes from enabling attendees to understand what being a networker entails, while also giving them the chance “to meet people you can have a conversation with and share business knowledge and experiences,”

says Giannina Tacca. Furthermore, segmentation of the topics covered at the sessions enables alumni to identify the one that best meets their needs in advance.

### TARGET AUDIENCE

Who are the sessions addressed to? Basically ESADE alumni of all ages, occupational categories, functional areas and sectors. “The majority come along ready to share their knowledge about their own sector or functional area,” points out Giannina Tacca. “They hope to get to know fellow ESADE alumni and are looking to help others and get something out of it for themselves.” 

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Membre del Gremi  
de Constructores de Barcelona  
des de l'1 d'abril de 1956