

# Learning Law for a globalised world

THE GLOBAL SOCIETY POSES CHALLENGES FOR PROFESSIONAL ACTIVITY IN NUMEROUS FIELDS AND THE LAW IS NO EXCEPTION. THE CONSEQUENCES OF GLOBALISATION SHAPE CONTEMPORARY LEGAL PRACTISE AND THIS MEANS THAT LAWYERS HAVE TO WORK IN AREAS DIFFERENT FROM THE ONES THEY WERE TRAINED IN.



CÉSAR ARJONA



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PhD in Law from Cornell University in the United States, he is currently Professor of Public Law at ESADE and has represented the Faculty of Law at the Center for Transnational Legal Studies, where he has taught the Professional Ethics in Business and Law course.

A British national is named Vice-President for corporate responsibility of a multinational domiciled in the Cayman Islands and headquartered in the United States. His job is to ensure compliance with ethical codes that the company has created or supported, as well as existing laws in the various countries where it operates. This leads him to perform his duties throughout the world, opening permanent offices in Chicago, São Paulo, Lyon, London, Accra and Hong Kong. After verifying that what the company actually does in several of these places has little to do with what it says it does, and after unsuccessfully trying to resolve the issue behind closed doors, he decides to call a press conference in which he exposes the multinational's dirty laundry to public gaze. The company immediately fires him, after which he goes to the International Chamber of Commerce

to begin arbitration proceedings through which he seeks to get the compensation specified in his employment agreement. This agreement, signed in the United States, expressly provides for arbitration in case of disputes.

## CENTER FOR TRANSNATIONAL LEGAL STUDIES (CTLS)

This imaginary 'real life' event was used to begin the academic year at the Center for Transnational Legal Studies (CTLS). For three days the students and teachers at the centre simulated

the various procedural steps in the confrontation between the company and its Vice-President. The case is a good reflection of the spirit of a centre that was set up to meet the challenge of giving a response in terms of legal education to globalisation and its consequences. These consequences are absolutely crucial in contemporary legal practice and require lawyers to work in environments different to the one in which they received the bulk of their legal training. Working in these environments, and with rules that *a priori*

## Practising in a globalised world



**ALEXANDRE IBÁÑEZ**  
(AGT 06)  
Shanghai Office  
Cuatrecasas, Gonçalves  
Pereira (China)

“China still cannot be regarded as a state run according to the rule of law, but instead it is a state governed by law. It has made great strides over recent years, but it still needs to improve its legal system. “In addition, the law in China was part of the bureaucratic framework of government until 1992; since then firms have been privatised. Their legislative framework has been rolled out gradually as it has to adapt to modern international law. “Finally, international firms like ours are under some restrictions in our operations, so we need to know and work with local offices, identifying how they work, as this is the only way to ensure that our clients are getting quality advice.”



**DANIEL LANDALUCE**  
(Lic&MD 99)  
Lawyer and Director  
of the Spanish  
Desk at Landwell-  
PricewaterhouseCoopers

**in New York (United States)**

“Lawyers in the United States share many of the techniques and skills of an entrepreneur. Networking here becomes a real science.

“Moreover, the U.S. market, especially in New York, is extremely demanding in terms of both quality and immediacy of service. In the area of taxation American clients will not accept any kind of ambiguity and try to determine the odds of success or failure almost mathematically. In return, lawyer fees are much higher.”



are unfamiliar, entails a lot of things. In addition to being fluent in the language (which for the present in global practise means English), it is of course necessary either to know the fundamental principles of the system in which you are operating or be able to acquire this knowledge. It should be borne in mind that the differences between systems are not merely, or indeed mainly, about the content of the laws that make them up, but rather are concerned with questions of structure and functioning.

It is also essential to be able to integrate the systems into their social environment, the importance of which extends from the way of interacting with the parties to the inculturated interpretation of the rules. For example, in the case described above it was crucial to understand that the possibility of submitting an employment agreement to private arbitration is consistent with the particular conception of individual freedom that defines the American legal culture, when by contrast it would not be accepted in many European countries.

**PATRICIA SAIZ (Lic&MD 01)**  
**Weil, Gotshal & Manges LLP.**  
**New York (United States)**

“In my experience, the things the American market most values in a lawyer are technical knowledge, business profile and availability. Technical knowledge is a prerequisite for any lawyer regardless of the jurisdiction in which they practice, but it is especially relevant in a market characterised by specialisation. As for the business profile, it is essential that the lawyer has a practical approach, that they are creative in solving problems and that they understand and prioritise the business needs of their client. Finally, I’d stress the importance of availability and accessibility, twenty-four hours a day, seven days a week.”



**ALEJANDRO GENÉ**  
**(DIN 05)**

Legal Advisor. Celgene International. Boudry (Switzerland)

“Although it is located in Switzerland, the area of responsibility of lawyers at my company is global. In this context, it is essential to be fluent in English (since it is the working language). Apart from this, what’s required is a lawyer who is capable of working in a multinational environment and can therefore successfully interact with people from different countries and cultures, someone who has a solid understanding of international law, knows the business environment and is solutions oriented. As for the differences between working in one place as opposed to another, there’s no doubt that the biggest one is the timetable and the option of working from home. Generally speaking, people get to work earlier, take less time for lunch and leave work earlier than is the norm in Spain. Furthermore, it is not at all unusual for people to work from home one or two days a week.”

Plus to all of the foregoing you have to add the need to be ready to move in the dense network of national, sub-national, regional, international and informal or soft law and legislation, which make up the usual setting for international legal practice.

All these things are covered at the CTLS, a centre led by Georgetown Law together with a dozen other founder law schools, among them ESADE. Teachers and students of different nationalities, languages, legal systems and cultures, religions, races, etc. come together in this centre to work on extremely varied topics, ranging from terrorism laws to securities market regulations, from international banking to professional ethics.

**What is common to the CTLS’s activities is the comparative or transnational perspective**

What is common to the different modules and activities at CTLS is not the subject matter itself but the perspective, which is necessarily comparative or transnational. This perspective makes it possible to overcome the dogmas of traditional legal education that is unfortunately still too rooted in the 19<sup>th</sup> century idea that the best lawyer is the one who best “knows” the laws of his country and, if possible, by heart.

So the centre is important and hence it is also important that ESADE is involved in this and other similar projects.

Take for example the case at the start of this article. Mere memory was of little assistance to those of us who as students and teachers took part in the simulation,

and nobody was helped by getting down tomes on laws and codes that they “knew”. The person who did best was the one who best understood the logic of the applicable laws, precedents and doctrines, who thought the process through strategically, who was able to navigate the interaction between formal and informal rules, who was sensitive to the facts of the case, who captured the social and cultural foundations of the laws, and who expressed all of the above through persuasive argument and language.

These are the skills that teaching should emphasize if it wants to turn out good and global lawyers, whether to advise large companies or environmental organizations, whether to defend executives or victims of human rights violations, whether to succeed in world trade or to fight for world justice.

The great advantage of globalisation for legal education is that it now makes evident what was already true before. That is to say, for a lawyer the most important thing is not knowing the laws. It is knowing how to think about them. **E**



Eugeni Gay, Constitutional Court judge

# “Regulating access to the profession is essential”

CONSTITUTIONAL COURT JUDGE EUGENI GAY CLOSED THE ESADE LAW FACULTY CAREER FORUM, AN EVENT AT WHICH STUDENTS FINISHING THEIR DEGREES OR DOING MASTER’S AND OTHER POSTGRADUATE PROGRAMMES IN LAW CAN MEET WITH LAW FIRMS.

**When you finished studying law, what did you think your career would be like? Did you imagine you’d end up on the Constitutional Court?**

I chose to study law because I saw the profession as defending people. You can imagine many things when you finish, but I can say I’ve felt fulfilled by practising law. You can never guess what your future holds.

**Is a lawyer also in some ways a businessperson?**

When I finished my degree there were no large firms. The only kind of large-scale practise was the labour law offices that stood in for the free trade unions, then non-existent, doing great social and defence work. University graduates of the time who wanted to practise law saw the need to work together in order to offer more comprehensive advice. In those days, being a lawyer meant being a completely liberal professional; we weren’t allowed to sign up for the Social Security, you had to deal with the Inland Revenue about tax obligations and you had at least one secretary to pay for. Being a lawyer has always had an entrepreneurial and risk component, provided you accept the risk of having clients and giving them appropriate professional services.

**The profession is undergoing major changes: what have been the most important ones?**

The single bar licensing system, accommodating legal aid duty times, the Free Legal Aid Act, the establishment of schools for legal practise (*editorial note: 68 schools were established during Eugeni Gay’s presidency of the General Bar Council*), establishing new bar offices throughout Spain, regular holding of the National Bar Congress, the General Bar Statute, and the transposition of three EU directives on diplomas, free provision of services and free establishment.

**What needs to be done to revitalise the judiciary?**

We have to think very seriously about modernising the system of justice, not only in terms of speed but also a paradigm shift in access to the judiciary and a training program for judges, as well as providing them with adequate resources. We could learn a lot from the English and German models.

**What do you think about the new law on access to the profession?**

Regulating access to the profession is essential; it was one of my biggest challenges during my term as Council President. A lawyer needs a university edu-

cation that provides materials and tools to work with. But a lot of things about being a lawyer you learn with the practical experience of doing the job which universities can’t teach you.

**What advice would you give to recent graduates?**

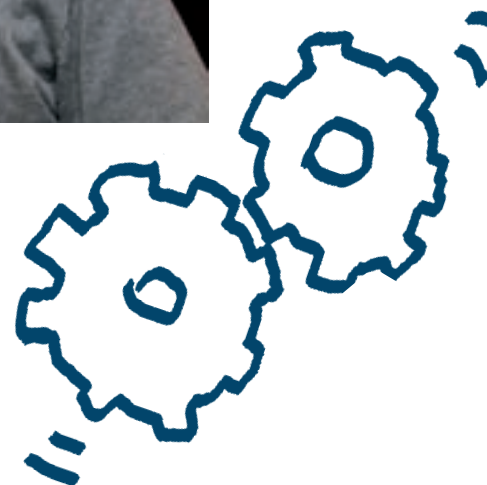
If you have a vocation, then nourish it. You’ll have easy times and very tough times, but the balance in the profession is always positive. We’re at a time of change in which lawyers face many challenges, a climate of crisis, technological advances, competition and so on. And we lawyers will always be there to preserve the legal framework of justice. ☺





Alumni Giving Back Film Forum

# Excellent attendance and discussion



AFTER 12 SESSIONS THAT HAVE COVERED A WIDE RANGE OF ISSUES AND HAVE BEEN ATTENDED BY MORE THAN 700 PEOPLE, THIS PROGRAMME IS NOW ONE OF THE KEY FEATURES OF THE ALUMNI GIVING BACK PROJECT.

The Film Forum seeks objectivity in its introductory presentations, variety in its attendees, respect for all opinions and the inclusion in the discussion of a wide range of social subjects designed to engage the ESADE community and people in general. To that end four sessions are scheduled for the 2009-2010 academic year dealing with subjects as varied as contemporary population migration and its realities and climate change and its future consequences.

## ART AS A SOCIAL DRIVING FORCE

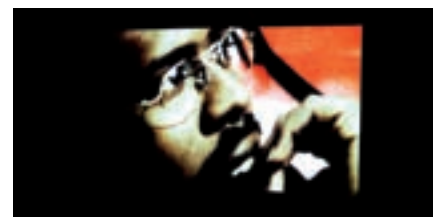
On 17 February the session entitled *Art as a social driving force for change* was held at ESADEFORUM, where several projects were presented that work with groups at risk of social

exclusion. The common denominator for all of them is the use of artistic expression in its different forms as a tool for transformation in order to nurture the individual development of their members and their development as a community. The event was moderated by **Alfred Vernis (Lic&MBA 88)**, Associate Professor of the Department of Business Policy and Head of

Training at the Institute for Social Innovation at ESADE, and featured **Diego Torres (Lic&MBA 88)**, Associate Professor in the Department of Business Policy at ESADE and author of the book *El arte de integrar* (The Art of Integrating). Prior to the colloquium the documentary *Favela Rising* was shown. It depicts the career of a young man living in a *favela* (squatter settlement) in Rio de Janeiro who one day decides to

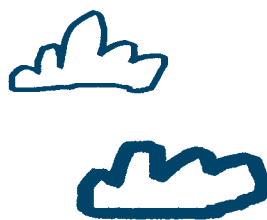
## About Alumni Giving Back's Film Forum

The Film Forums run by Alumni Giving Back over the last four years provide an opportunity for discussion and debate. A different topic is covered at each one and a film connected with the topic is shown. Each session is accompanied by a discussion and a talk by a leading expert in the material.



## Film Forum. 2009/10 academic year

- **01/10/09** *Population migration and its realities*. Screening: *Los que se quedan*. Guest: Carlos Rulfo, the film's director.
- **15/12/09** *Climate change and its future consequences*. Screening: *The age of stupid*. Guest: Laura Silvani, a biologist with a Master's degree in environmental communication and an NGO advisor in this field.
- **17/02/10** *Art as a social driving force*. Screening: *Favela Rising*. Guest: Diego Torres, author of the book *El arte de integrar*.
- **20/04/10** *The role of women in military conflict*. Screening: *Pray the devil back to hell*.



start a campaign against weapons and drug trafficking. He founds the AfroReggae band which starts running percussion and dance workshops for children and young people from the *favela* and gets many of them to move away from the world of organised crime. "Music, culture and information are a positive model for young people," says the film's main character.


### SPECIFIC AND DOCUMENTED EXPERIENCES

After the film *El arte de integrar* was presented, a book in which Professor Diego Torres looks at thirty international cases of social inclusion through culture and art. During his talk, the author noted that these projects are very diverse in terms of both cultural activities and social problems. All of them have a positive impact on the realities with which they work and achieve benefits for the people involved. An expert in corporate sponsorship, Torres highlighted the potential of the positive synergies generated by culture and social action.

After his talk there was a discussion during which event attendees shared their views and experiences which highlighted the enormous individual and collective potential of art and its capacity to transform reality. ESADE's Social Action invites alumni to take part. One of the five lines of action in ESADE's corporate social responsibility plan consists of developing a social action programme addressed to leading foundations

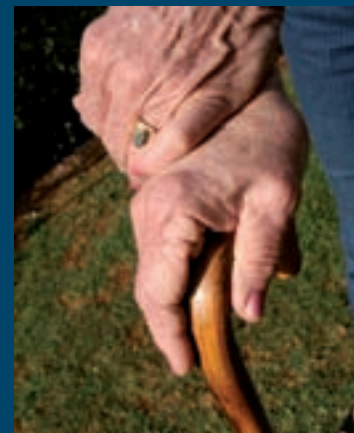
and NGOs with which its alumni can work. Three organisations have been chosen, Fundación Balía por la Infancia (in Madrid), Acció Solidària contra l'Atur and Fundació Amics de la Gent Gran (in Barcelona and Sant Cugat), and two-year cooperation agreements have been signed with them covering 2010 and 2011.

### WE LOOK FORWARD TO SEEING YOU!

To that end we will soon be putting out a call for alumni volunteers to work with these two organisations. There is a wide array of options ranging from occasional participation in simple but crucial campaigns such as Rosas contra el olvido run by Amics de la Gent Gran to much greater involvement in the advisory board of Acció Solidària contra l'Atur. Furthermore, both organisations will be included in Alumni Giving Back's regular activities alongside the pro bono consultants programme and the Film Forum. 



## ESADE's Social Action invites alumni to take part



One of the five lines of action in ESADE's corporate social responsibility plan consists of developing a social action programme addressed to leading foundations and NGOs with which its alumni can work. Three organisations have been chosen, Fundación Balía por la Infancia (in Madrid), Acció Solidària contra l'Atur and Fundació Amics de la Gent Gran (in Barcelona and Sant Cugat), and two-year cooperation agreements have been signed with them covering 2010 and 2011.

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## Eugènia Bieto put forward as new Director General of ESADE

The proposal to appoint ESADE's current Deputy Director General, **Eugènia Bieto (Lic&MBA 73 and PhD 08)**, has been endorsed by the ESADE Foundation Board of Trustees.

The ESADE Foundation Board of Trustees opened the nomination process to appoint a new Director General in replacement of **Carlos Losada (Lic&MBA 81 and PhD 03)** in February. Eugènia Bieto was formally nominated in March after the submission of the mandatory, though not binding, reports from faculty and the board. The proposal was then finally confirmed at the Board of Trustees meeting on 16 March. Eugènia Bieto will move into her new job on 1 September for a four-year term.

### A DECADE LEADING ESADE

On completion of Losada's second four-year term in 2008, the Board of Trustees asked him to stay on in his post in order to consolidate the projects he had begun, including the new ESADE campus at Sant Cugat del Vallès and the ESADE Creapolis open innovation centre. Thus Losada will cease to be Director General at the start of the 2010-2011 academic year after, in the words of **Pedro Fontana (Lic&MBA 74)**, president of the Board of Trustees, "completely achieving all the targets established".



### About Eugènia Bieto

**Eugènia Bieto comes from Carlos Losada's managerial team. At present, in addition to being Corporate Deputy Director General she is also an Associate Professor in the Department of Business Policy. An expert in Corporate Entrepreneurship, she was Director of ESADE's Entrepreneurship Centre from 1997 to 2008.**

## Francisco Longo appointed member of UN Committee of Experts

Francisco Longo, Professor and Director of ESADE's Institute of Governance and Public Management, has been appointed to the UN Committee of Experts on Public Administration for a four-year term.

Longo will be the only Spaniard on the committee, which is made up of 24 world authorities. Along with his colleagues, Longo will advise the Economic and Social Council about international socioeconomic issues and promote policies among UN member states.



## Henry Chesbrough joins ESADE

Henry Chesbrough, professor and executive director of the Center for Open Innovation at the Haas School of Business at the University of California, Berkeley, will give classes on various ESADE programmes such as the MBA, Executive MBA and PhD. Chesbrough, who has already taught his first sessions at the Sant Cugat campus alongside Professor Wim Vanhaverbeke, says he chose ESADE "because it's one of Europe's leading management schools". ESADE's investment in the Creapolis centre was a decisive factor for the father of "open innovation", because it is a "laboratory which gives valuable support to companies



and management students in the development of innovative ideas and their application to new business models."

# ESADE, Deusto and Comillas-ICADE Alumni Business Encounter



His Majesty the King of Spain officially opened the Alumni Business Encounter jointly organised by ESADE, Deusto and Comillas ICADE in Madrid.

Alongside King Juan Carlos I, the event was also attended by Second Deputy Prime Minister and Minister of Economy and Finance Elena Salgado. They were accompanied by ESADE Director General **Carlos Losada (Lic&MBA 81 and PhD 03)**, Deusto Dean Jaime Oraá, SJ, and Comillas-ICADE Dean José Ramón Busto, SJ, who as the leaders of their universities shared their viewpoints and underlined the academic world's role in creating a new economic model for Spain.

In his speech the King stressed “the major role universities and business schools play in the present and future progress and wellbeing of Spain.”

The event also featured an encounter entitled *Building a new economic model* at which around 2,000 ESADE, Deusto and Comillas- ICADE alumni discussed how to solve the current economic crisis at two roundtables.

The first of them, moderated by Alfredo Sáenz Abad, CEO and Vice-Chairman of Grupo

Santander, and entitled *Sector-by-sector analysis and business competitiveness*, featured **Sol Daurella (Lic&MBA 90)**, Vice-President and CEO at Cobega, Santiago Bergareche, President of CEPSA and a Deusto alumnus, José Manuel Machado, Chairman of Ford Spain and a Comillas-ICADE alumnus, and Andrés Arizkorreta, CEO at CAF and a Deusto alumnus.

*Cornerstones of a new economic model* was the title of the second roundtable, chaired by Ángel Cano, CEO of the BBVA Group, and featuring Eva Castillo, Executive Director at Telefónica and a Comillas-ICADE alumnus, Pedro Luis Uriarte, board member and graduate of Deusto Business School, and Francisco Javier Mena, Professor of Economics at ESADE-Universitat Ramon Llull. [E](#)



## Antoni Brufau at the ESADE-Caixa Catalunya Dialogues at La Pedrera

The Chairman of Repsol and Vice-Chairman of Gas Natural Antoni Brufau spoke at the second session of this series with a lecture titled *Today's energy challenges*.

Brufau centred his talk on “sustainability”, though he highlighted the risk of designing an “unsustainable” economic model with sectors “that are not competitive”.

Brufau suggested three cornerstones on which to base the Spanish energy framework: “reliable supply, respect for the environment and a competitive system”. As for nuclear energy,

Brufau advocated a “more technical and less political” debate to tackle all the “non-positive” aspects of this energy source and thus be able to implement appropriate solutions.

The event also featured **Xavier Mendoza (Lic&MBA 79)**, ESADE Deputy Director General and professor, who after Brufau’s opening talk put the audience’s questions to him.



Video and photo gallery for the event at: <http://www.esade.edu/web/esp/newsevents/news>

## ESADE receives Brazilian ambassador

The Brazilian Ambassador to Spain, Paulo Cesar de Oliveira Campos, gave a talk at ESADE’s Madrid campus in which the topics he covered included this May’s 6<sup>th</sup> European Union–Latin America and the Caribbean Summit, pointing out that “Spain will be the intermediary in dialogue between Latin America and the EU”.

Economic relations between Brazil and Spain also featured in his talk. With many big Spanish firms operating in Brazil, he explained that “the challenge now lies in making political talks reach the level of our dialogue in other areas”.



## UN looks for staff in Law School

The ESADE Law School has received a visit from a UN delegation headed by Martha Helena López, the Director of the Strategic Planning Unit of the organisation’s Office of Human Resource Management, and Ambassador Fernando Morán Calvo-Sotelo. The session included various presentations and workshops geared towards students and alumni from the Master in International Business Law, the LLB and other ESADE Law School programmes. Delegation members illustrated their respective programmes and the professional profiles they seek to recruit. There were also three workshops about how to apply for a post at the UN and professional career options within the organisation.

## 24 multinationals at ESADE’s MBA Career Week

During the event the companies had the chance to meet students and recruit their future managers. Roche Farma, Zurich Financial Services, Louis Vuitton, Nestlé and Disneyland Paris were just some of the 24 multinationals which, along-side more than 300 first and

second stage MBA programme students, attended the Week. New faces included the Clinton Foundation, founded by former US President Bill Clinton. The organisation selects executives with management training to apply business principles to its programmes.

## ‘Market, poverty and inclusive business’ international conference

The ESADE Institute for Social Innovation and the Social Enterprise Knowledge Network (SEKN) jointly organised this conference.

The event was divided into four debate sessions and began with an introduction from ESADE Director General **Carlos Losada (Lic&MBA 81 and PhD 03)**. In the opening session, which discussed markets and inclusive business, the SEKN Award 2010 was presented to two people who had the vision to set



up SEKN: James Austin, Eliot I. Snider and Family Professor of Business Administration, Emeritus at the Harvard Business School, and Stephan Schmidheiny, the founder of the AVINA Foundation. Then came the four debate sessions that dealt with inclusive business in Latin America, the role of Spanish multinationals in the area, microfinance analysis and the evolution of international aid and the fight against exclusion in Latin America. Participants in these debates included **Antoni Ballabriga (Lic&MBA 91)**, Head of Corporate Responsibility for BBVA, Juan López de Uralde, Director of Greenpeace, Michael Chu, Senior Lecturer at Harvard Business School, **Alfred Vernis (Lic&MBA 88 and FGAL 90)**, Head of Training at the ESADE Institute for Social Innovation, and **Ignasi Carreras (SEP 06)**, Director of the ESADE Institute for Social Innovation.

## Haiti and the ESADE community

After the terrible tragedy of the earthquake in Haiti, the ESADE community showed its concern and solidarity with the victims of this disaster by encouraging all lecturers, administration and service personnel, students and alumni to run activities in order to raise awareness, discuss these kinds of situations and foster active and well-informed solidarity. ESADE also donated €60,000 divided equally between Intermón, Médicos Sin Fronteras, Cáritas and the Red Cross.



## ESADE social action

One of the five main planks of ESADE’s corporate social responsibility plan is a programme of social action addressed to foundations or NGOs which enable us to engage people and groups from our community and offer them a chance to help (volunteer work, visits, training, consultancy services, donations, etc.). After holding an internal vote, the selected organisations are Fundación Balia por la Infancia (in Madrid) and Acció Solidària contra l’Atur and Fundació Amics de la Gent Gran (in Barcelona and Sant Cugat) and agreements have been signed with them for two years (2010-2011). We would encourage you to find out more about them and help with a project that is open to all (lecturers, administration and service personnel, students and alumni).

### The organisations

- **Fundación Balia por la Infancia:** foundation that promotes the integrated development of at-risk children and teenagers. It runs care and prevention educational projects to foster the social inclusion of disadvantaged youngsters. [www.fundacionbalia.org](http://www.fundacionbalia.org)
- **Acció Solidària contra l’Atur:** foundation which helps the unemployed by driving job creation and financing self-employment and micro-enterprise projects. [www.acciosolidaria.cat](http://www.acciosolidaria.cat)
- **Fundació Amics de la Gent Gran:** volunteer organisation that works with senior citizens who are alone, isolated or disadvantaged in order to improve their quality of life. [www.amicsdelagentgran.org](http://www.amicsdelagentgran.org)

## Solana at the ESADE Chair in Leadership and Democratic Governance

At the opening of the ESADE Chair in Leadership and Democratic Governance course, and before an audience of over 500 people, Javier Solana called for Europe to play the role of “world governance laboratory”.

In his first public lecture in Spain since leaving his post as High Representative for Common Foreign and Security Policy of the European Union, Solana said that the world has stopped being unipolar and is now multipolar. This, he warned, is “extremely risky” unless power structures that guarantee world peace are created. Turning to Europe, Solana called on EU member states to “set up and comply with the Stability Pact” as

otherwise “there will be even more financial difficulties in the international market”. The Chairman of the ESADE Centre for Global Economy and Geopolitics also commented on international current affairs. The session was attended by Jordi Pujol, former President of Catalonia and holder of the ESADE Chair in Leadership and Democratic Governance, Ángel Castiñeira, Director of the Chair, and **Carlos Losada (Lic&MBA 81 and PhD 03)**, Director General of ESADE.



Video and photo gallery for the event at: [http://itemsweb.esade.edu/wi/Events/Leccion\\_Inaugural\\_J\\_Solana/index.html](http://itemsweb.esade.edu/wi/Events/Leccion_Inaugural_J_Solana/index.html)

## 3rd series of Deloitte-ESADE Conferences kicks off

The Chairman of Ford España, José Manuel Machado, began the 3rd series of conferences jointly organised by Deloitte and ESADE.

Speaking in Madrid, he set out the factors that guide Ford’s strategy under the umbrella message “One Ford” and how they shape and turn this message into reality.

Machado also spoke about the domestic automobile industry and noted that the sector and the authorities need to help cut logistics costs. He then outlined what car makers’ association ANFAC believes is necessary to enhance and drive the sector.

The first Deloitte-ESADE Conference 2010 was also attended by **Pedro Navarro (MBA 67)**, Executive Vice-President of the ESADE Foundation Board of Trustees, **Marcel Planellas (PMD 87)**, General Secretary of ESADE, and Juan José Roque, Products and Services partner at Deloitte.



## ESADE hosts BALAS 2010 conference

The Business Association of Latin American Studies’ annual conference, held from 24 to 26 March, brought together business leaders and academics to discuss the issues affecting the economies of countries in Latin America and the Caribbean.

The conference was presented by **Eugènia Bieto (Lic&MBA 73 and PhD 08)**, Corporate Deputy Director General at ESADE, Esteban Brenes, President of BALAS, **Xavier Mendoza (Lic&MBA 79)**, president of the conference and Associate Director General at ESADE, and Roser Clavell, Deputy Minister for Foreign Affairs and Aid in the Government of Catalonia.





# Entrepreneurship in the 21st Century

ENTREPRENEURSHIP HAS NEVER BEEN EASY. WHILE THE SATISFACTION OF CREATING ONE'S OWN COMPANY AND ITS POTENTIAL REWARDS ARE ENTICING, THERE ARE MANY PITFALLS ALONG THE WAY TO SUCCESS. AS IS WELL KNOWN, FOR EVERY STELLAR SUCCESS STORY, THERE ARE MANY FAILED ATTEMPTS.

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Constance Lütolf-Carroll is a Lecturer at ESADE Business School and a member of the Business Policy Department. In addition, she is visiting professor at other business schools, including Rotterdam School of Management in the Netherlands, Helsinki School of Economics Executive Education in Finland, Seoul School of Integrated Science and Technology (aSSIST) in South Korea, and SDA Bocconi in Italy. She is cofounder, principal, and board member of Netspan AG, a technology company based in Switzerland.

It is common wisdom that the most important qualities an entrepreneur needs in generous supply are vision, passion, perseverance, and determination. While a strong will to succeed will get you out of the starting gate, the skill set required for success in any given industry and at any given time will vary. Indeed, as society progresses and new opportunities emerge, the rules of the game change; each successive generation of entrepreneurs needs to master new ways of thinking and learn new skills to attain success.

Many still believe that tomorrow's success stories, like those of the past, can spring from an innovative idea (or two) in a garage or a living room. But while the technology of the new century opens ever more opportunities for determined entrepreneurs, the skills they need to master in order to turn their vision into reality have become ever more sophisticated. For today's high-tech entrepreneur operating in research intensive sectors, such as biotechnology or Formula 1 motor car racing, mastering the basics of business, science or engineering will be just

the beginning. The entrepreneur also needs to understand how to "leverage for growth" through alliances. To properly structure and negotiate alliances requires legal expertise in commercial contracts, intellectual property (IP) rights management, and business development skills.

A new venture normally will not have all the resources needed for successful commercialization in-house. Indeed it may not even want to have them, but prefer to seek them outside, perhaps from established partners in the industry, in order to avoid having





Constance Lütolf-Carroll  
during a session of  
ESADE's MBA

to spend the time and resources developing them on its own. For example, on-line game developers may look to contract programmers and graphic designers in South Korea, or biotechnology startups in The Netherlands might farm out clinical trials to contract research laboratories in the United Kingdom. More and more, even basic R&D is being shifted offshore to emerging countries like China, and India, where scientists are abundant and the labor of their brains cheaper than in the developed world.

For the 21st century entrepreneur, leveraging for growth means coming to grips with how to create and manage alliances with third parties through licensing agreements, co-development partnerships, (so called “contractual relationships”), or by equity joint ventures, mergers, and acquisitions (equity shareholding agreements). It goes without saying that the entrepreneurs leading the venture need an astute understanding of how to manage a team of multidisciplinary specialists from a wide variety of professions. They need to learn

business development, how to negotiate and structure strategic alliances, and how to manage networks of collaborations successfully. Most importantly, the members of such an entrepreneurial team must have the humility to realize what they do not know and seek expert advice early.

#### WHAT ARE THE INS AND OUTS OF STRUCTURING HIGH-TECHNOLOGY ALLIANCES?

The process of creating alliances involves a *quid pro quo* with third parties (i.e. what's in it for me?)



what's in it for you?). To be worthwhile, alliances need to make commercial sense for all parties to the relationship, if not right away, then at least over the long term. Successful alliances create economic value which is fairly distributed to the parties involved. This is easier said than done. The equitable partitioning of the rewards of high-technology alliances usually takes place under conditions of extreme uncertainty. In high technology markets, regulators are typically playing catch-up to the industry leaders. The technology itself is often evolving rapidly, with competitors leapfrogging from one technology curve to another. It is difficult, if not impossible, to predict customer sales, acceptance and adoption rates looking out three to five years for a high-tech product (e.g. medical devices) and perhaps ten to fifteen years for a new drug product (e.g. biopharmaceuticals). In a world of uncertainty and high technological risk, the valuation issues are complex,

and go beyond the realms of traditional discounted cash flow taught in basic corporate finance courses. In structuring high-technology alliances, the art of valuation surpasses the science of finance. To do early stage venture valuation requires skills in imagining the future and an ability to think

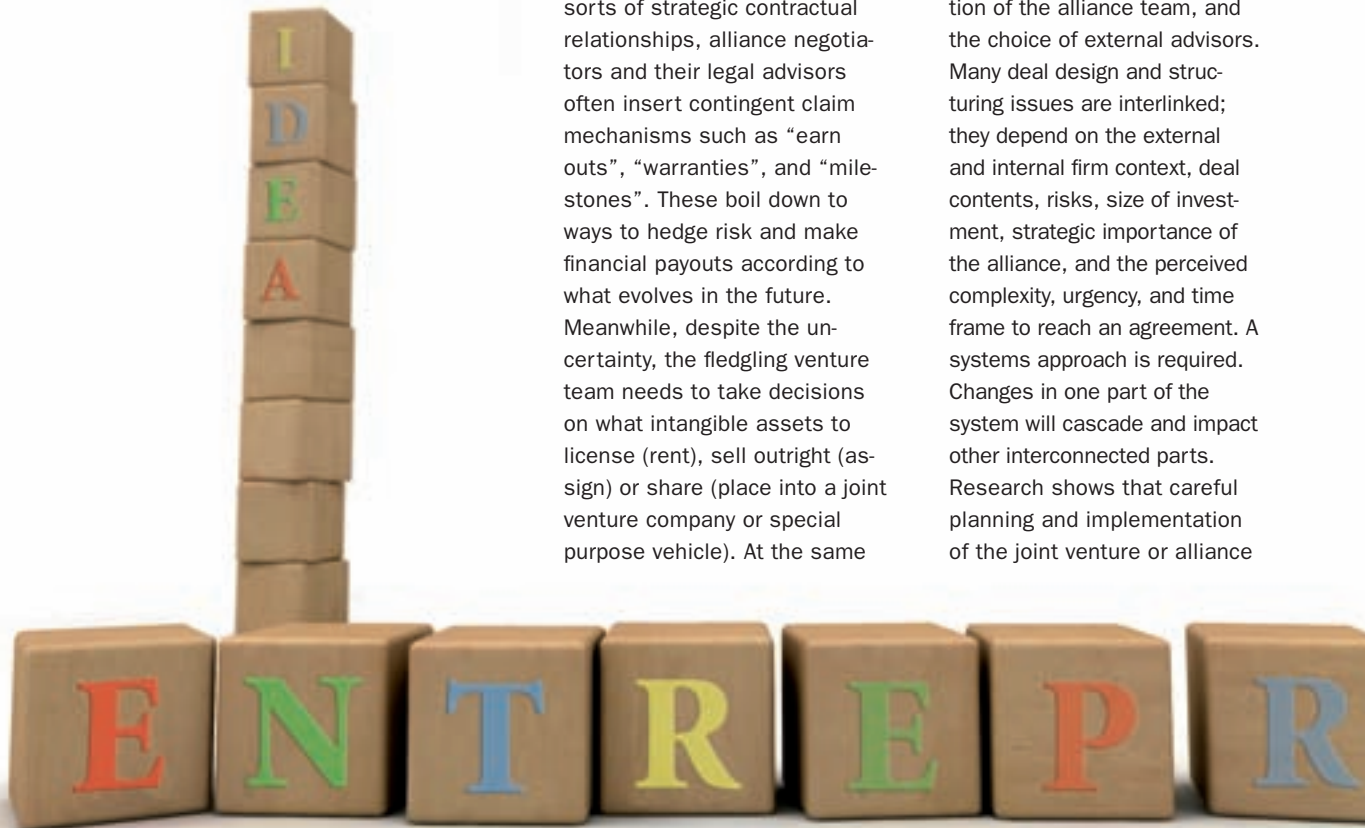
time, it needs to decide on terms and conditions for these IP negotiations with others in order to bring in the necessary resources to lay the proper foundation for growth. Getting these ingredients right is difficult at best.

Structuring deals requires finding mutually satisfactory solu-

**It is also normal and to be expected that the goals of any collaborative alliance will change over the lifetime of the relationship**

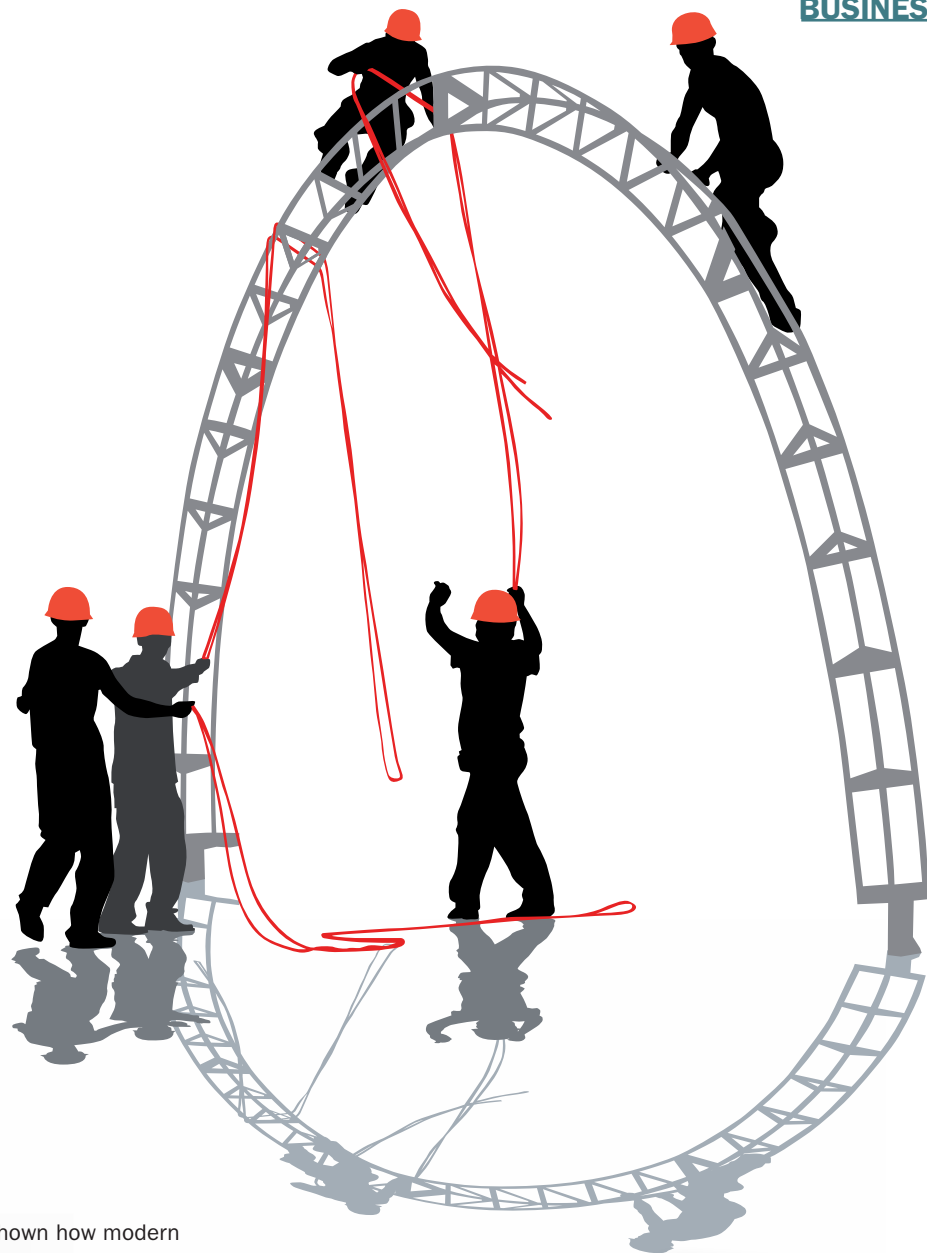
contingently about a range of possible outcomes. For example, if this clinical trial research result occurs, then what will be our likely market growth for that pharmaceutical application? The “what ifs” of forecasts need to be qualitatively categorized, the risks assessed, the financial outcomes simulated, and to the extent possible, given the current state-of-the-art, quantified. To overcome the uncertainty inherent to these sorts of strategic contractual relationships, alliance negotiators and their legal advisors often insert contingent claim mechanisms such as “earn outs”, “warranties”, and “milestones”. These boil down to ways to hedge risk and make financial payouts according to what evolves in the future. Meanwhile, despite the uncertainty, the fledgling venture team needs to take decisions on what intangible assets to license (rent), sell outright (assign) or share (place into a joint venture company or special purpose vehicle). At the same

tions so that the interests of multiple parties are served. The design of a strategic alliance depends on many related factors. For instance, one factor is ascertaining the strategic intent (shared vision and purpose) for the collaboration and being aware of the separate goals and aims of each party to the negotiation. Other important factors to consider are the criteria and selection process for picking the alliance partner, the composition of the alliance team, and the choice of external advisors. Many deal design and structuring issues are interlinked; they depend on the external and internal firm context, deal contents, risks, size of investment, strategic importance of the alliance, and the perceived complexity, urgency, and time frame to reach an agreement. A systems approach is required. Changes in one part of the system will cascade and impact other interconnected parts. Research shows that careful planning and implementation of the joint venture or alliance



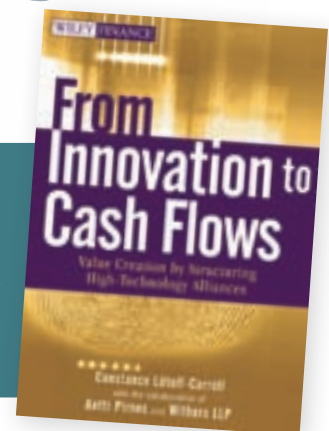
launch will enhance the odds of success. It is also normal and to be expected that the goals of any collaborative alliance will change over the lifetime of the relationship. The alliance team needs to be aware of the dynamics of the relationship and have contingency measures in place to terminate the alliance if the need arises.

For many start-ups the most important assets they own are intangible: the skills and know-how of their people, the relationships they share, and the informal routines and processes they have developed to generate the creative output of the firm. Translating that know-how into protected intellectual property (e.g. patents, trademarks, copyrights, registered design rights, and trade secrets) is a necessary first step to secure the viability of the firm. Although ideas cannot be patented, the people involved in developing the ideas can be tied to confidentiality agreements and non-compete contracts. Conducting an intellectual property audit on an on-going basis is highly recommended. Carrying out a patent search in the early phases of a research proposal can save time and avoid wasting resources on areas already covered by existing patents. Start-ups can ill afford to reinvent the wheel. Patent searches and conducting competitor intelligence gathering will help clarify the strategic growth options of the firm. It also will help management decide on the best approach for filing for patents or other types of IP protection.



We have shown how modern high-tech entrepreneurs need to adopt a broader mindset and acquire a multidisciplinary skill set that goes beyond traditional education. The clear trend is for leading universities to create more interdisciplinary programs. The 21st century entrepreneur needs to recognize the importance of developing a multidisciplinary team whose members share mutual trust and a common vision. **E**

**For more information**  
 Lütolf-Carroll, C. with the collaboration of A. Pirnes and Withers LLP. (2009). *From innovation to cash flows: Value creation by structuring high technology alliances*. Hoboken, New Jersey. John Wiley & Sons.





# El Montanyà Resort & Spa

A genuine experience in  
Montseny Nature Park



Hotel El Montanyà Resort & Spa is in Montseny Nature Park, just 45 minutes from the centre of Barcelona and one hour from Girona. Its facilities and service contribute to the success of meetings and events of all kinds. Its 22 rooms with different capacities feature multi-purpose and flexible layouts, meaning there are no limits in organising incentives and congresses. Montseny Nature Park, a biosphere reserve, is the Resort's star attraction. Its peacefulness and abundant nature are the ideal setting for forging special bonds between members of your work team, increasing their motivation and improving performance which redounds to the benefit of the company. With the arrival of spring, the Resort's surroundings become the ideal location for running

different bespoke activities that build and consolidate your work teams. Our specialists will advise you about how to achieve utmost effectiveness in your activities during your stay at the Resort.

#### **CREATIVE ACTIVITIES**

One of the main goals of these activities is to develop innovative ideas to boost company performance, driving sales, fostering brands and generating value for employees. Another is to create fresh and creative experiences which enable target consumers to experience your brand through an emotional bond. We also offer coaching sessions which open up new ways of thinking and acting when confronted by common business problems.

You can also take part in our treasure hunts and brain benders. They are designed to enhance integration and communication between the most important assets of any company: its people.

Finally, if you're looking to nurture personal relations and make teams more cohesive, the Hotel also has a range of teambuilding and group dynamics activities through which the company can drive and analyse key aspects such as team working, motivation and negotiation.

**INCENTIVES FOR COMPANIES**

Hotel El Montanyà Resort & Spa offers the chance to do activities that incentivise work teams in order to ensure that the experience is genuine and personal to each participant. The Resort features paintball areas, outings to discover Montseny Nature Park on quad bikes, in 4WD vehicles, by Nordic walking or on mountain bikes, and also the opportunity to test out team coordination with our night-time orientation activities. Other more sensory incentives or workshops are the wide array of tasting sessions we can run, from traditional wine and cheese to more innovative ones such as olive oil, chocolate, coffee, tropical fruit, etc.



**ADVERTORIAL  
SPORTS AND LEISURE FACILITIES**

After a hard day's work, you can relax at the complex's sports facilities which include one natural and one artificial grass football pitch, a sports centre, three tennis courts, a spa & fitness centre and an 18-hole golf course where you'll be able to switch off from your daily routine. Get in touch with us and we'll be delighted to give you full information and meet your needs in a personalised way. We look forward to greeting you in person.

**PROMOTION**

As we know companies need to run incentive activities for their staff to enhance integration and innovation and hence reduce the impact of the current economic climate, the Hotel El Montanyà Resort & Spa is offering a 25% discount on the chosen activity\*.

\*Only for company group reservations in April, May and June involving a stay at our Resort

**902 53 51 53**  
**reservas@elmontanya.com**



'Fuzzy' marketing

# Understanding the Chameleon-like Consumer

MÓNICA CASABAYÓ

**(Lic&MBA 99)**

Has a PhD in Marketing from the University of Edinburgh and is currently Associate Professor of the Department of Marketing Management at ESADE. She has published in various specialist journals and won an award at the 32nd SGAI International Conference on Innovative Techniques and Applied Artificial Intelligence.

BORJA MARTÍN



Collaborates as a Professor at ESADE and the University of Barcelona on executive programmes about marketing, retail research and consumer behaviour, issues on which he has focussed during his career. At present he is a partner at the marketing and research consultancy Salvetti & Llobart.

THE CONSUMER IS CHAMELEON-LIKE. IN FACT, THE ONLY CONSTANT IN THEIR BEHAVIOUR IS THAT THEY BEHAVE IN MANY DIFFERENT WAYS. THEY CAN CHANGE THEIR PERCEPTION OF A BRAND, THEIR PREFERENCE FOR A PRODUCT AND THEIR FREQUENCY OF PURCHASE BASED ON THE TIME, THE DAY OR THE SITUATION.

**W**hen researching consumers there are a number of factors that have to be taken into consideration.

### THE CHAMELEON-LIKE CONSUMER "SPEAKS" WITH THEIR VOICE AND BODY

In the 1960s, Dr. Albert Mehrabian developed a model to explain face-to-face communication. The UCLA professor came up with the 7/38/55 rule, which said that 7% of any message is conveyed through words, 38% by tone of voice and 55% by the

body. Thus our bodies also talk about our sensations, emotions and feelings. In short, you could say that maybe we can learn more about the market by observing it than by listening to it.

### THE CHAMELEON-LIKE CONSUMER IS NOT ALWAYS AWARE WHY THEY DO THINGS

75% of purchases are decided at the point of sale. Not always does a consumer or customer know why they've bought that toothbrush, and nor can they say with any precision how many times a month they will buy a

new deodorant or remember exactly which websites they checked out before buying their new car. Freud put forward the term "unconscious motivation" to refer to the "inability of a person to report at least one of the reasons for certain conduct" because the person is not fully aware of them. Following this line of thought, Zaltman argues that the purchase decision is largely governed by subconscious thoughts or, to put it another way, without the person being aware of it. As consumers cannot communicate, predict, understand or analyse their non-

evident needs, they are, at best, mere facilitators of opinions (Gimmy and Casabayó, 2008).

### **THE CHAMELEON-LIKE CONSUMER IS NOT MATHEMATICAL**

While in qualitative research there are difficulties in interpreting consumer responses due to their increasing ambiguity, this problem also crops up in quantitative research. Take someone's age, for instance. Often we try to classify people according to their age, and to classify a person you have to ask them using a range or for an exact number. Imagine that it is your birthday

within a month and today you are interviewed or given a questionnaire. When asked about your age, the options are as follows: 30-39, 40-49, 50-59, 60-69, 70+. You check 59... But within a month you'll be 60. Will you change that much in a month so that you should move into another category? If a company analyses this data and due to its segmentation strategy considers that people aged 60-69 will behave differently to people aged 50-59, it will con-

clude that the actions it should take to approach this segment should be different.

### **THE CHAMELEON-LIKE CONSUMER IS NOT A PROFESSIONAL ON YOUR TEAM; THEY ARE A CONSUMER**

A few years ago consumers were used as sources for innovation, but innovation is not



## What consumers are like



**MAURO RIBÓ**  
(Lic&MBA 94)  
Meal Solutions &  
Bakery Marketing  
Manager  
PEPSICO Iberia

In the food and beverages sector, consumer decisions are much more conscious and polarised. Someone who at certain times and in certain categories will behave very rationally and seek to save will on other occasions be moved by hedonistic and impulsive drivers. Both are logical responses to fear of a more uncertain future.



**DANIEL HUGUET MARSILLACH**  
(DEC04 y MDMC05)  
Marketing & PR  
Manager Kiehl's

desde 1851 Madrid

Cosmetics consumers are increasingly expert and better informed, but that does not mean they don't appreciate good tips and professional advice. Their profile is expanding by age group, they are becoming increasingly younger and there is also greater growth in the numbers of male consumers.



**MONTSE PASSOLAS**  
(Lic&MBA 99)  
Marketing  
Director  
Giorgio Armani

Beauty, Kiehl's & Shu uemura UK & Ireland

Sales have not been significantly affected in the UK in spite of the crisis as the loyalty factor is strong for luxury beauty products. Continuous innovation in the sector creates a consumer for extremely specialised products.



The presentation of *Fuzzy Marketing: Understanding the Chameleon-like Consumer* in Barcelona was attended by the book's authors, Mònica Casabayó and Borja Martín, Núria Agell, Professor in the Department of Quantitative Methods at ESADA and President of the Catalan Artificial Intelligence Association, Fernando Trias de Bes (Lic&MBA 80), Professor in the Department of Marketing Management at ESADA and writer, and Marcel Planellas (PMD 87), General Secretary of ESADA.

a democracy. When asked "What are your needs?" or "What would you like?" the market's answer will be what it believes is not covered by an offering or category and what it would like to be covered (bigger and cheaper, blue or red, easy to use and carry, etc.). That is to say, it is very likely to refer to offerings that provide poor coverage or which can be improved but which nonetheless do actually exist. Consumers are unlikely to refer to things they have not experienced or come across before.

### THE CHAMELEON-LIKE CONSUMER HAS THEIR OWN INTERPRETATION OF REALITY

Does innovation mean the same to two different people? Do a L'Oréal brand manager and one at Apple think the same things? And what is the perception of "expensive" for two homemakers, one living in a city and the other in the countryside? Is a 20,000 car just as expensive for a person who loves cars as it would be for someone who has not even bothered to pass their driving



test? Does “value for money” mean the same to a mother with small children as it does to someone who is single? And satisfaction? And holidays? Does the word “holiday” mean the same to an Icelander as it does to an Italian? And tall? Does “very tall” mean the same to a Filipino as it does to a Swede? Probably not. So we are starting with many variables, attributes and characteristics that simply by their nature may have different interpretations. Reality changes at breakneck speed and everything tends towards relativity.

To sum up, what we have here is a chameleon-like consumer who is not complex at the individual level but is also constantly interacting with other chameleon-like consumers who in turn interact with other kaleidoscopic-like consumers... And thus the degree of complexity increases exponentially.

In this context:

- How can you find out about and understand a complex, chameleon-like consumer?
- What instruments do companies have for understanding this consumer and anticipating what they will do?
- What tools do marketing departments have for identifying profitable opportunities in this ever-changing market?

## To find out more

- **Fuzzy Marketing: Understanding the Chameleon-like Consumer (Deusto S.A. Ediciones, 2009). Download the first chapter: <http://filesocial.com/5xllkji>**



With consumers like this, consumers who live and coexist in an increasingly complex and dynamic environment, we need powerful, flexible and rigorous models to gather data and to analyse and interpret it.

To gather data we need qualitative and quantitative research techniques that enhance observation and listening. Research techniques and methodologies that “listen” to the consumer; when they move, when they influence, when they recommend, when they feel and experience, when they talk, preach and complain... Qualitative and quantitative techniques that enhance observation and listening. Then for analysis and interpretation we need fuzzy models (based on fuzzy logic) to better manage the ambiguity of the data (the variability of consumer behaviour) and which are therefore more realistic

in decision-making because they are not based on black or white but on the shades of grey in between.


This new fuzzy way of interpreting reality makes it possible to identify ambiguous behaviour and enables firms to address these people knowing the main roles they are playing in reality, in other words, to identify the chameleon-like consumer who, although they usually look for and buy premium brands, also puts own brand products into their shopping trolley. Or to find out about how likely a “classic” consumer is to e-shop, or to be able to measure to what extent a consumer driven by a specific insight can in the future adopt and identify with other insights linked to a consumer profile that is apparently different to their own. **E**



# Economic prospects for 2010

BASED ON THE APPEARANCE OF THE FIRST SIGNS OF STABILISATION AND/OR RECOVERY IN ECONOMIES WORLDWIDE, WE DECIDED TO ASK TWO EXPERTS FOR THEIR ECONOMIC FORECASTS FOR 2010: **XAVIER ADSERÀ (LIC&MBA 86)**, PRESIDENT OF THE SPANISH INSTITUTE OF FINANCIAL ANALYSTS AND THE NATRACEUTICAL GROUP, AND FRANCESC XAVIER MENA, PROFESSOR IN THE DEPARTMENT OF ECONOMICS AT ESADE.

## The key factors according to Xavier Adserà, President of the Spanish Institute of Financial Analysts

- **Spain is different:** Spain's structural characteristics will steer the country away from the recovery process found in the rest of world economies. Translated into figures, while 2010 world GDP growth is estimated at around +2.9%, it is expected to remain at around -0.4% in Spain.
- **Change in demand:** domestic demand's GDP contribution will fall by 1.9%, while foreign trade will bring a 1.5% improvement in Spanish GDP.
- **Adjustment factors:** the need for deleveraging and increased unemployment rates up to levels close to 10% (20% in Spain) will lead to adjustment and slowdowns in developed countries. In this scenario, there is a need for international coordination when withdrawing incentives, as economic realities and the rate at which countries are emerging from the recession are not uniform and serious damage to the world system may occur again.
- **Structural transformation:** monetary and fiscal policy incentives have already been exhausted in Spain, and this means the country has to undergo a major structural transformation that involves all levels of society and which is being delayed far more than is wise. Furthermore, Spanish financial institutions, major drivers of economic growth in the expansion years, are focusing much of their efforts on paying back debt to the international financial system.
- **A positive balance:** the economic crisis has fostered a balancing of structural disparities generated during the growth cycle that were not sustainable. For example, Spain has reduced its trade deficit and there has been a deleveraging of the economy by reducing the amount of credit. Unfortunately, this necessary process of rebalancing is taking place quickly.
- **Look to foreign markets:** this will allow Spanish businesses to seek critical mass through increased exports, alliances and/or mergers. It would also be advisable to maintain the structures necessary for current operational levels, not take risks and focus on the company's core business in order to reduce levels of leverage. 



# The key factors according to Francesc Xavier Mena, Professor in the Department of Economics at ESADE



- **Recovery with risks:** the process of coming out of the global economic crisis is varying by timescale and strength of recovery in different geographical areas. And there is also the risk of experiencing a double-dip recession.
- **Slow recovery in the United States:** the phasing out of fiscal and monetary stimuli will hold back recovery throughout 2010 in the US, burdened as it is by an unemployment rate of 10%, a deficit exceeding 10% of GDP and public debt that is nearly 100% of GDP.
- **European asynchrony:** European Union economies are coming out of the recession in different ways and with different timeframes; for example Germany is getting its investment and export rates back up while the United Kingdom has had a more prolonged contraction marked by a depreciated pound that is unable to boost its exports.
- **Withdrawal of stimuli:** the U.S. Federal Reserve and European Central Bank have started to withdraw monetary stimuli in the form of full allotment. While the

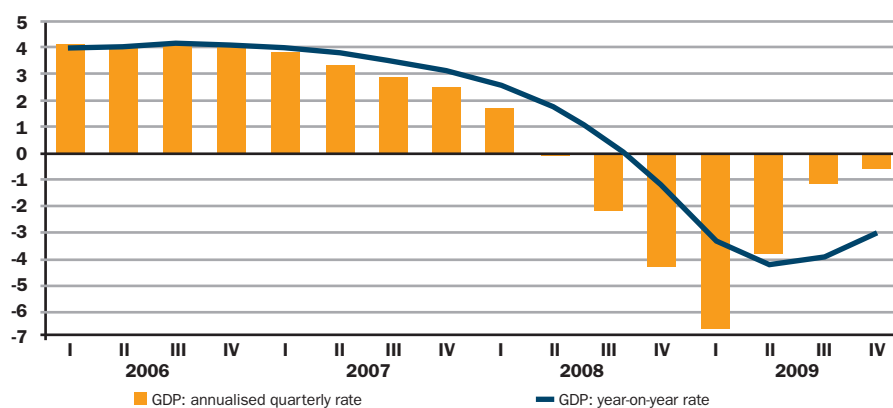
timescale of this policy is critical, it will be helped by the slow emergence from the crisis and the fact that part of the banking system is semi-nationalised.

- **Uncertain scenarios:** the currency markets are one of the risk scenarios for

2010, with the euro under pressure from adjustments in the economies of Greece, Ireland and Spain as well as supporting the process of deleveraging Eastern European economies.

- **Still no recovery:** our forecast is that the Spanish economy will not regain positive year-on-year GDP growth in 2010, since we estimate it will be between -0.1% and -1.1%. With figures like that, the domestic financial system is facing a very difficult year, although it has successfully weathered the impact of the global financial crisis. For the moment, this year should see an increase in handing back the keys and particularly in foreclosures for property developers as well as families and businesses. ☹

**GDP Spain**  
Quarterly and year-on-year rate of change



## ESADE: discussion forum

All of these ideas featured at the sessions held by the ESADE Alumni Finance Club in Madrid and Barcelona entitled "Economic Prospects for 2010". Interest in knowing what is going to happen over forthcoming months in the domestic and international economy meant that the venues in both cities were packed.

More information at: [www.esadealumni.net/ea/activities/forums\\_conferences/description\\_past\\_events?id\\_evento=138281](http://www.esadealumni.net/ea/activities/forums_conferences/description_past_events?id_evento=138281)

# Getting to know...

## Pedro Parada and Elena Bou

STRATEGIES FOR GROWTH THROUGH ACQUISITIONS AND ALLIANCES IN A GLOBAL CONTEXT AND INNOVATION NETWORKS AND KNOWLEDGE MANAGEMENT ARE, RESPECTIVELY, THESE LECTURERS' AREAS OF INTEREST.

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



**PEDRO PARADA**

“I work with the students’ experiences and this enables them to take ideas away with them”



**pedro.parada@esade.edu**

An Associate Professor of the Department of Business Policy at ESADE, he is Academic Director and Professor for the Global Executive MBA, offered jointly with Georgetown University, and a Visiting Professor at HECen Paris. **Pedro Parada (PhD 03)** also has a Master in Public Policy and Management and a degree in Economics. He is the author of various articles, case studies and chapters in books in English, Spanish, Catalan, French, German, Chinese and Portuguese.

- 1.** Step by step, thanks to Professor **Marcel Planellas (PMD 87)** who adopted me as a PhD student. He gave me a chance to learn from him, work with various lecturers and I gradually got to know the place. I owe him a lot for making becoming part of ESADE so easy.
- 2.** They offer a wide-ranging vision of the strategy but also focus on the fundamentals. I work with the students’ experiences and this enables them to take ideas away with them. I share my own ideas using only my case studies and articles. Finally, I try to make them fun and varied by combining different learning methodologies.
- 3.** Growth strategies. I like to understand how international and business diversification processes through acquisitions and strategic alliances in a global context can be managed better.
- 4.** That individual partnerships between people from different organisations, often informal ones, are equally or more important than formal strategic alliance agreements in growth processes.
- 5.** Doing co-teaching with many other lecturers at the school. This enables us to enrich the learning process for students and for ourselves.
- 6.** Passionate and obsessed about learning, creative, provocative and somewhat untidy.
- 7.** Write my book.
- 8.** Diverse, tolerant, with local roots and a global reach.
- 9.** With my family and friends, I really enjoy a good dinner with them so we can get up to speed. I also like skiing a lot, a hobby I share with my family.
- 10.** At the end of a class at the University of Georgetown about the internationalisation of Spanish firms, a student came up to me, a CEO, to suggest jokingly that I should include some of these companies in my classes as “sponsors” due to the global visibility I was giving them. Every so often he emails me to ask if I’ve done it...

**ELENA BOU**

“I try to make students into the focus of their own learning processes”



**elena.bou@esade.edu**

An Associate Professor of the Department of Operations Management and Innovation at ESADE, **Elena Bou (Lic&MBA 97 and PhD 06)** is visiting professor at the Copenhagen Business School (CBS) and director of the GRACO research group, recognised by AGAUR, and head of the KIC-InnoEnergy project.

- 1.** I came to ESADE to read Management. When I finished I started working as an academic assistant to Professor **Miguel Ángel Heras (MBA 78 and PhD 03)** and what was going to be an occasional activity turned into the start of my academic career.
- 2.** I try to make students into the focus of their own learning processes, to challenge them to go beyond the obvious, the pure conceptual framework, with a critical and practical vision.
- 3.** Recently my work has focussed on studying innovation networks and knowledge management in highly complex environments. All of this research is getting a practical application in the KIC-InnoEnergy project at the European Institute of Innovation and Technology, the largest sustainable energy innovation network for which ESADE is the reference Business School. That’s our challenge: to do more than just study innovation and actually put it into practice.
- 4.** In a recent study involving more than 60 innovation networks we were able to confirm that managing these networks is a massive challenge. Even though in 92% of cases a leader had been appointed, their role was diffuse and barely implemented. We found that the successful collaborative leader, in addition to having other management competencies, had three distinctive traits: they can play a brokering role between network members, they use humour and their communicative skills include the use of analogies and metaphors.
- 5.** It’s great when ex-students get in touch with you again and you see how they are making professional and personal progress. That human contact is what lasts.
- 6.** Enthusiastic, demanding and approachable.
- 7.** Oh, lots of things! To stick with the cliché, write a book.
- 8.** Entrepreneurial, diverse and humane.
- 9.** With my family, especially with my two daughters.
- 10.** Years ago on the Operations and Services Executive Master’s programme a brilliant and demanding student said that our jobs as lecturers were pretty comfortable while heading an entire factory was tough. A few years later, he joined the team as an academic associate. After the first year teaching on the MBA he was very honest with us: “I’d never thought that teaching was so complicated... I almost prefer my assembly line with 1,300 people ...”

You can look up ESADE faculty and associates at [www.esade.edu](http://www.esade.edu) (see Faculty and Research)

# Move ESADE with us!

ESADE SEEKS TO BECOME THE FINEST SCHOOL FOR THE WORLD. TO MAKE THAT POSSIBLE WE HAVE STARTED UP A PROJECT IN WHICH YOU CAN TAKE PART AND GET INVOLVED IN A VARIETY OF WAYS AND THROUGH DIFFERENT CHANNELS. ONLY THROUGH THIS COMBINED EFFORT WILL WE BE ABLE TO MAKE ESADE INTO A GLOBAL BRAND.

**Him:** "What's the point of research? ESADE should focus on ensuring academic excellence."

**Her:** "Innovation is vital for ESADE. Without resources for research we couldn't compete with other leading schools."

**Him:** "Wouldn't it be better to focus solely on talent rather than give scholarships to students who have talent but can't afford the fees?"

**Her:** "Scholarships should concentrate on promoting talent but they should also help rebalance society and strengthen ESADE's social role."

**Him:** "If you're going to donate it's better to give money to an NGO than to a business school".

**Her:** "If you give to ESADE you work on the cause: you help train people who will create a more advanced and equitable society."

What do you think?

Visit [www.mueveESADE.com](http://www.mueveESADE.com).  
Inspire yourself and inspire us!

**SHOULD ESADE FOCUS ON TEACHING OR SHOULD WE ALSO BE CREATING NEW KNOWLEDGE?**

Should focus on teaching	9%
Should focus on creating new knowledge	31%
Both	45%
Neither	12%
Don't know	3%

**ACCESS THE SURVEY RESULTS FOR INFORMATION ON WHY OR WHY NOT TO DONATE**



Mònica Rius, Corporate Development Director at ESADE

# ‘We want ESADE to be a global brand’

MOVING ESADE IS A GROUP INITIATIVE TO MOVE ESADE INTO THE FUTURE AND TURN IT INTO THE FINEST SCHOOL FOR THE WORLD. DEBATE, DONATE, BECOME A FAN OF... ALUMNI HAVE LOTS OF WAYS OF ENGAGING WITH THE PROJECT.

## Is ESADE moving?

Yes, it seems to be. But I think we have never stopped moving. The thing is that now we are moving in a global direction and that magnifies everything.

## Where are we heading for?

We want ESADE to be a global brand: the best school for the world.

## We're going to be a brand...

We already are a brand, but we want to do more than that and compete alongside the world's leading schools. We want ESADE to be something that our alumni are proud to have on their business cards.

## How do you get to be a global brand?

By investing in key areas for attracting talent and research. If we have the best students, the best lecturers and we can generate innovative and entrepreneurial knowledge, we'll have done it.

## When is that expected to happen?

First we have to get the support of all our alumni, just as the world's top schools have the support of theirs. We've made an excellent start and have the entire ESADE community on board.

## The entire community is a lot of people...

Yes, almost 40,000 people including students, alumni, lecturers and management staff. We want everyone to be involved in this project.

## How can you get in touch with everyone?

For the moment on the internet. We've set up Moving ESADE groups on Facebook, LinkedIn and Nexus where we discuss the topic based on videos about key issues for the school.

## Scholarships, lecturers, research: what else?

Talent and knowledge are our keys to success, but to achieve that we need to rework our financing model along the lines of US schools such as Harvard and European ones like HEC, Bocconi and LBS.

## Through donations...

That's right. The model comes from America but it's also gaining ground in Europe. If we want to compete with these schools, we need to have the same competitive advantages.

## So the purpose of Move ESADE is to get donations?

No. The purpose of Move ESADE is get participation. Some will take part intellectually, some will offer their time and others will make

a donation. It's all equally important for us in this initial phase of the project.

## But further down the line what you'll want will be donations....


We'll continue giving priority to participation, and all of us who form part of the ESADE community should have the chance to "move" the school towards the future. However, it is true that the more donations we get, the faster we'll be able to reach our goal.

## More than 1,000 people are already taking part in the Moving ESADE group on LinkedIn, Facebook and Nexus

## What can people do now to take part?

Inspire us through the website or the debates. Make a donation. Join the Moving ESADE groups on Facebook, LinkedIn and Nexus.

## It's not easy to say no.

No, it's not easy to say no; the truth is that it is a very exciting project and the most important thing is that it is a group project. 



# Bespoke ESADE training at Deutsche Bank

Driving career development for senior management with a global view of the business and banking sector is the main goal of the Corporate Programme for Management Development for Deutsche Bank staff that ESADE and the financial institution have drawn up between them.

In 2010, Deutsche Bank is implementing in partnership with ESADE a Corporate Programme for Management Development for its staff in order to boost their career development and visibility inside the institution. The group members, including some ESADE alumni, have different professional profiles and responsibilities and come from a range of areas in the business. This is the first stage of a bigger internal project that Deutsche Bank is to put in place designed to provide its staff with senior management career development and a global vision of the business and banking sector, especially with a view to the challenges that all financial institutions will have to tackle in the immediate future in Spain.

## TWIN-TRACK MANAGEMENT DEVELOPMENT


To do that, Deutsche Bank and ESADE have jointly designed a comprehensive management development programme which



takes a twin-track approach. The first, with the participation of professors Ignacio Serrano, **Diego Torres (Lic&MBA 88)** and Juan Ignacio Sanz, is addressed to giving support to programme participants in their management projects in areas such as gaining and retaining customers and the institution's business development and will involve

working on different aspects such as project management, people management and banking business management and efficiency. Then the second, which is highly important for the careers of the participants, is geared towards developing their personal and professional skills and will be coordinated jointly by the Human Resources Department at Deutsche Bank and ESADE.

## LONG-TERM PARTNERSHIP

All of this helps to consolidate a partnership between Deutsche Bank and ESADE which over the past two years has resulted in various kinds of projects, including the Master's programmes in Personal Banking, Corporate Banking and Private Banking taught on the ESADE campus in Barcelona during the 2008/2009 and 2009/2010 academic years, and the series of conferences organized by ESADE Madrid for executives from the bank during 2009. 



Launch of the Program for Management Development in English

## ESADE'S PMD® is now even more international

The international version of the Program for Management Development (PMD) will be run from 3 May to 3 September in a modular format and will include stays at the Barcelona and Madrid campuses and at Babson College (Boston, USA).

Against the backdrop of today's increasingly globalised world, ESADE is now rounding off its wide range of general management programmes with the launch of its Program for Management Development-PMD® in its international version. With a modular structure including stays at the Barcelona and Madrid campuses and at Babson College (Boston, USA), the programme is taught entirely in English to adapt to new requirements and in anticipation of future needs.

The PMD® is a senior management programme aimed at driving the careers of an organisation's managers by strengthening those strategic management skills and behaviour patterns that will enable them to make secure progress towards the leadership of tomorrow.

### A CONSOLIDATED PROGRAMME

The PMD® is also one of the most consolidated general management programmes available in Spain. As part of its commitment to providing training solutions for professionals, ESADE's Executive Education

not only runs the programme twice a year at the Madrid and Barcelona campuses, but it has also laid on off-campus versions in cities including Valencia, Zaragoza, La Coruña, Oviedo and Santa Cruz de Tenerife through local business organisations.



## Objectives of the international Program for Management Development-PMD

- Understanding the organisation's needs in a competitive environment.
- Providing a strategic vision and global perspective in management.
- Finding out about core business functions and how they interact.
- Developing the management skills needed to deal with new professional challenges with greater security and confidence.

## Forthcoming programmes

### Service Company Management

Barcelona, from 14 April to 30 June 2010

### Preventing Money Laundering

Barcelona, 19 and 26 April and 3 May 2010

### Program for Management Development-PMD

Barcelona-Madrid-Boston: from 3 May to 3 September 2010 (in English)

### Innovation for Growth: from creativity to market creation; lateral marketing and other kinds of marketing innovation

Barcelona, 10, 11, 17 and 18 May 2010

### Project Management

Barcelona, 31 May and 1 June 2010

### Open Innovation and Corporate Entrepreneurship

Barcelona, from 14 to 18 June 2010 (in English)

### Embracing Design Thinking to Seize New Market Opportunities

Barcelona, from 28 June to 1 July 2010 (in English)

## More information

### In Barcelona

Executive Education  
Tel. +34 932 804 008  
exedBCN@esade.edu

### In Madrid

Executive Education  
Tel. +34 913 597 714  
exedMAD@esade.edu

[www.exed.esade.edu](http://www.exed.esade.edu)

# MBA: a concerned community

Students on MBA programmes are dynamic, motivated people from 40 different countries who have very different profiles and are ready to make their time at ESADE into an experience that goes beyond its purely academic value.

The importance of a programme of this type, which is a unique and decisive moment in their careers, means that motivation is very high. Given that background, it is no surprise that numerous projects that the students devise and are channelled through the various sector clubs emerge throughout the course of the programme. Recently, the Entrepreneurship Club, one of the most active clubs, organised the Elevator Pitch Contest, a competition for entrepreneurs in which contestants have 3 minutes to summarise the

potential of their projects before a jury made up of entrepreneurs, ESADE lecturers and potential investors. In addition, several clubs have recently coordinated initiatives closely linked with the innovative, entrepreneurial and sustainable side to our MBA programmes. These have included the Business in Clean Energy conference and the meeting at ESADE of a number of speakers from the Mobile World Congress.

## **BUSINESS IN CLEAN ENERGY CONFERENCE**

BiCE is Spain's leading conference organised by students about sustainable technology and business creation in the environmental sector. The conference, run by the ESADE Business School's Clean Energy Club, attracts future entrepreneurs, industry experts, venture capital firms, academics and media outlets interested in sustainability. The main objective is to make BiCE into a bridge between various organisations to achieve the shared goal of a more sustainable future. The most recent conference was attended by 140 people from 20 companies and they looked at a number of issues ranging from regulatory standards to compensation for cutting down on carbon use. This year's BiCE conference combined plenary sessions and roundtable discussions led by the committee of experts invited to the event, which addressed the issue of the oppor-





From top left and clockwise: Elevator Pitch Contest, organised by the Entrepreneurship Club, Business in Clean Energy Conference and the Mobile World Congress speaker event

tunities and challenges that the green technology sector is facing. The BiCE ESADE Alumni Business Angels Club Investment Forum was held as part of the conference. For further information, please visit the event website at [www.bicesummit.com](http://www.bicesummit.com).

### **MOBILE WORLD CONGRESS EN ESADE**

As a result of the combined efforts of several ESADE Business School MBA student clubs, our institution has hosted an event featuring speakers from the Mobile World Congress, an internationally renowned conference which brings together leading companies and industry leaders and is held in Barcelona every year. The event is attended by more than 1,300 companies, and some of its leading speakers have been Eric Schmidt, Google CEO, Hans Vestberg, president and CEO at Ericsson, and Lu Yumin, chairman of China Uni-

con. Last year the MWC brought together 47,000 professionals from 182 countries in Barcelona. This event was jointly organised by the MBA Student Association (MBAS) and the Technology, Marketing, Media and Entrepreneurship clubs. On this occasion the ESADEFORUM facilities have played host to the following experts:

- **RENO MARIONI**

Director of Strategic Internet Partnerships at Nokia, the world's leading mobile phone manufacturer.

- **BRANDEN LAISSE**

Director of Business Development and Media Sales at Mojive, a newly founded company whose mission is to help monetise mobile content worldwide.


- **HASSAN KABBANI**

CEO at Mobinil, the leading mobile operator in Egypt and the result of a joint venture between Orange and Orascom Telecom.

- **GORDON LING**

Executive Director for Regional Marketing at Oracle, the world's third biggest software firm.

- **HAMILTON SEKINO**

Partner at Nauta Capital, a venture capital firm that invests in software companies and Internet-related businesses. 

A unique combination for foreign professionals

# Business Spanish Modules

KATIA, A YOUNG GERMAN ECONOMIST, WAS GIVEN THE JOB OF RUNNING THE SPANISH SUBSIDIARY OF THE TEMP AGENCY SHE WORKED FOR IN GERMANY. HER INITIAL ENTHUSIASM WAS SOON OVERSHADOWED BY AN APPARENT LACK OF RESULTS IN TERMS OF ORGANISING HER TEAM'S WORK 'RATIONALLY'. IT WAS AS IF HER INITIATIVES KEPT CRASHING INTO A WALL SHE COULDN'T SEE. THINKING THAT THE APPARENT LACK OF COMMUNICATION MIGHT BE DUE TO HER POOR SPANISH, SHE ENROLLED ON THE CULTURAL DIFFERENCES MODULE – PART OF ESADE'S BUSINESS SPANISH PROGRAMME – WITH THE AIM OF IMPROVING IT.


Spanish for Foreigners Teacher and Head of the Spanish for Business Teacher Training Programme at ESADE-Executive Language Center.

Through group analysis, simulations, exercises and debates with her classmates, Katia is going to learn more than just the functional and strategic use of the subjunctive. Among other aspects of this experience, she will come into contact with concepts such as high- and low-context communication, universalism and particularism, as well as an holistic or analytic overview, and she will become aware of the impact that explicit and direct communication (like her own) or an emphasis on the detailed structure of everyday events (legitimate in her view) can have on people whose beliefs, ideals and views of the world place value on other types of behaviour. Katia's name is fictitious. The experience, real. The learning, useful for her work. We could say the same of the modules on Presentations, Meetings, Negotiations and Interviews. These are the modules most linked to language;



though they also require a high level of socio-cultural and technical contextualisation. Students' responses to these modules are generally very positive. They draw attention to the subtitle, which describes the modules as a unique product and a unique opportunity to boost students' confidence in terms of speaking Spanish. The modules focus on grammatical aspects, accuracy and the more subtle aspects of confidently producing correct oral and written content – corresponding to a professional context – and at the same

time introduce students to some of the subjects that will help them in their future careers.

In *The Mirth of Nations*, Christie Davies expressed what could perhaps be described as the objectives of this programme in a way that we find particularly delightful: 'The world can be a confusing place, but that's no excuse for us to perceive it, and express ourselves, in the same way'. Working on language skills and the cultural and technical awareness of our students, who place their trust in us, is all we aim to do. 

# services and benefits exclusively for members

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ECONOMIC BENEFITS

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[www.scirocco.es](http://www.scirocco.es)

Volkswagen is a successful brand - and its success never would have been possible without a product recognised for its quality, technology and design. A product whose singular identity has given the brand a

unique character. Volkswagen is now offering ESADE Alumni members excellent conditions on the purchase of any of its numerous models.

Just identify yourself as a member of ESADE Alumni at any Volkswagen dealer on

the Iberian Peninsula or the Balearic Islands, and you'll receive a **special 10% discount on any model.**

For more information about Volkswagen's products and services, visit [www.volkswagen.es](http://www.volkswagen.es) or call 902 15 11 61.

Find out more at Benefits → Big benefits

# services and benefits exclusively for members

## **NEXUS ALUMNI** The ESADE Alumni online social network

Discover it at  
<http://nexus.esade.edu>

Enter, build your own network of friends and colleagues and connect up with them. Plus you can also search for people, contact them and share what you want: messages, comments, photos, videos, forums, blogs, wikis, events... A safe and exclusive online social network.

## **Online directory**

Database containing information about member alumni which makes it possible to find them using segmentation systems. You can search by surname, programme and class, company or geographical area.



## **SABI**

Online database including information about more than 1,080,000 Spanish companies and an exclusive financial analysis system. You can look for companies or groups of companies (by name, tax code, location, activity, employees, financial data, etc.), view reports in any format and carry out detailed statistical and/or comparative analysis of companies or groups of companies by variables and periods.



## **Esade Guíame**



### **WHERE WELL-INFORMED COMPANIES BEGIN**

One-stop window for sector and business information in Spain. Includes sector flashes, a panoramic view of 43 key sectors in the Spanish economy.

**ESADE** GUÍAME

## **Press clippings service**

Daily summary of news items published in business and national newspapers sorted into 22 sectors. Option of customised press dossiers.





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CAR HIRE BY THE HOUR OR DAY. 'CARSHARING' MEANS YOU CAN HAVE A FLEET OF DIFFERENT VEHICLES WITH ONE FOR EACH NEED. ESADE ALUMNI MEMBERS GET €30 IN VOUCHERS FOR THEIR FIRST TRIPS.



## Wine events: Pla de Bages and Empordà DO

The two most recent ESADE Alumni wine sessions have focused on two new denominations of origin: el Pla del Bages and Empordà, represented by the Abadal and Espelt wineries respectively. Attendees were able to discover the nuances of each of the DOs and enjoyed a pleasant discussion with the experts from the wineries.



## Visit to the Camp Nou and FC Barcelona Museum



In February ESADE Alumni organized a special visit to the Camp Nou and Barça Museum. Some 60 people went round the facilities on an exclusive tour given by Museum Director **Jordi Penas (Lic&MBA 86)**. Our members

were in most cases accompanied by their children who excitedly explored all parts of the ground, including the directors' box, the pitch and the six trophies won by the football team last year.

## Culinary series. 1st session: risotto workshop

As a result of the many suggestions we have received from members, the NACEX-ESADE Alumni Sports and Culture programme has begun its Culinary Series of workshops dedicated to finding out about and enjoying various specialties. Each session will focus on an original dish. In the first session of the series, our alumni attended a workshop on risotto organised in partnership with Disfruta & Verdura whose sales head is alumnus **Jordi Padrós (Lic&MBA 01)**. During the activity we had advice from an expert chef and we learnt how to cook three different types of risotto – mushroom, parmesan and vegetable – before sampling and discussing each of the dishes in a relaxed and cheerful atmosphere.



## Forthcoming Nacex-ESADE Alumni sports activities

### BARCELONA

- **2nd Spring Golf Tournament:** 24 April (PortAventura Golf)
- **3rd Running Tournament:** 9 May (Castell de Montjuïc)
- **4th Mountain Bike Tournament:** April (Collserola)
- **Beginners Golf Day:** May (venue to be confirmed)
- **1st Futsal Tournament by classes:** 5 June (CET10 – Vila Olímpica)
- **4th Paddle Tennis Tournament:** second week in June (Club Ciudad Diagonal)
- **11th Golf Circuit:** 1st competition, 2 October (Golf Torremirona) / 2nd competition, 24 October (Empordà Golf)

### MADRID

- **Beginners Golf Day:** 29 May (Golf Park – La Moraleja)
- **2nd Paddle Tennis Tournament:** 23 October (Golf Park – La Moraleja)

## ESADE Alumni 2010 Ski Weekend



Ski Weekend 2010 attendees enjoyed a great weekend at Baqueira Beret. After the excellent experience of Ski Weekend 2009, the organisers decided to use the same hotel and slopes and once again the time spent out on the snow was excellent on both days. Plus afterwards skiers were able to relax in the hotel's spa to recharge their batteries before dinner, held in a typical restaurant in the valley where diners had the chance to try the famous Aranese stew. It was an exciting break which our members really enjoyed in the company of their colleagues and family.

## Forthcoming Nacex-ESADE Alumni cultural activities

- Visit to the Egyptian Museum exclusively for alumni.
- **Wine Events:** 6th session: Alella Denomination of Origen.
- **Culinary series:** 2nd session: foie workshop.

# Class reunions



First ESADE class – 2 March 2010



MDMC 04 – 4 March 2010



MBA FT 91 – 5 March 2010



10th anniversary MBA FT 00 – 5 March 2010



10th anniversary MBA PT 00 – 26 February 2010



EMBA 07 – 19 February 2010



Lic&MBA 70 – 21 February 2010



**EMBA 09 – 19 February 2010**



**Meeting of class delegates in Madrid – 25 February 2010**



**40th anniversary MBA FT 70 – 11 February 2010**



**MDMC 09 class ski trip at Vallnord – 5 February 2010**



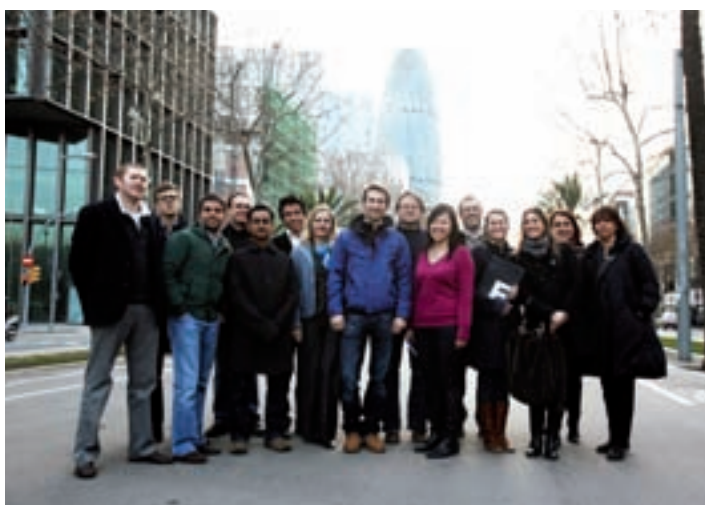
**Lecture David versus Goliath, business model innovation by Jay Rao, professor at Babson College (Boston) and an expert in innovation. AMP Programme – 27 January 2010**



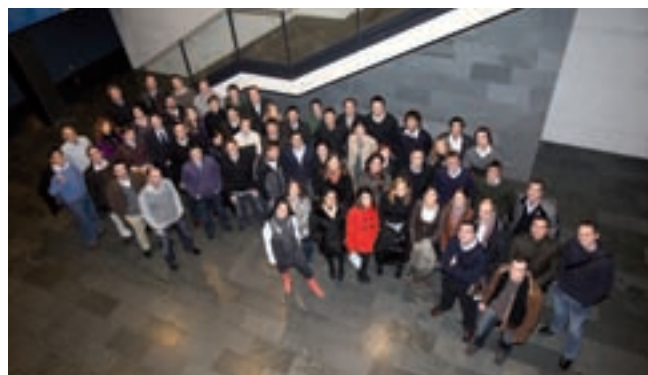
Lic&MBA 93 – 22 January 2010



EMBA 09 – 22 January 2010



Visit to Active Barcelona programme MBA FT-B– 21 January 2010



MBA PT 09 – 15 January 2010



## Other class reunions

Lecture *Conflict mediation: an efficient alternative for solving business conflicts*, PMD 09 (Madrid) – 2 March 2010

PMD 2009 – 26 February 2010

Visit to Active Barcelona programme MBA FT-A – 4 February 2010

EMBA 04 class ski trip to la Cerdanya – 29 January 2010

Visit to Active Barcelona programme MBA FT-C – 27 January 2010

DGT 07 – 22 January 2010

More photos at [www.esadealumni.net](http://www.esadealumni.net) → Alumni Network → My class

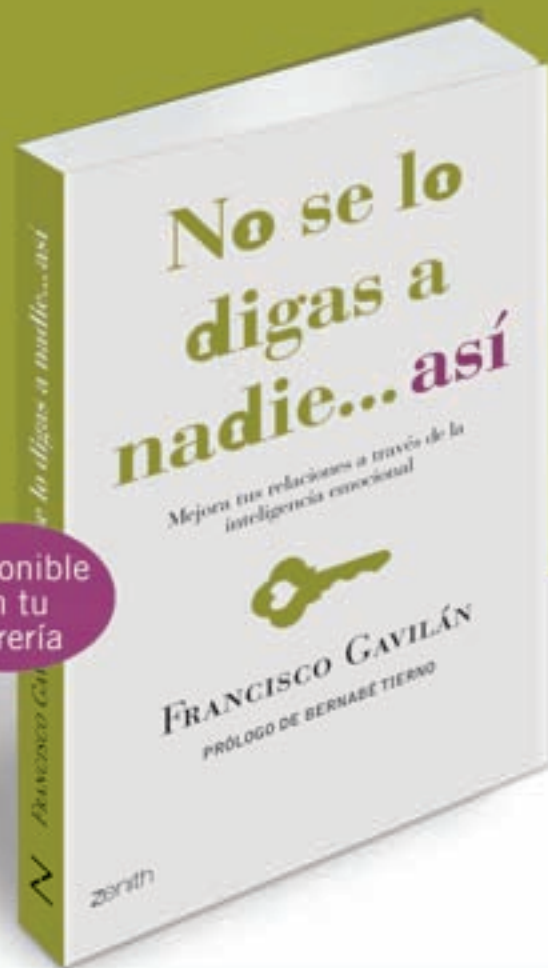
ESADE Alumni can organise reunions that are customised for your class: dinners, conferences, guided networking reunions, leisure and sports activities, family outings, etc.

For more information contact:

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

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1972

Artur Carulla joins Roca Junyent's advisory board

**Artur Carulla Font (Lic&MBA 72)** has joined the advisory board at Bufete Roca Junyent. Carulla is also an adviser to Repsol YPF and a member of Telefónica's regional council for Catalonia and Exea Empresarial's advisory board. He is also vice-president of the



Economics Club, the ESADE Foundation and on the board of the Companies' Institute.

1982

Joaquim Boixareu and Sol Daurella join Economics Club board



The Economics club has renewed part of its board.

**Joaquim Boixareu (Lic&MBA 82)**, CEO at Irestal Group, **Sol**

**Daurella (Lic&MBA 90)**, Vice-President and CEO at Cobega, and Alfred Pastor, IESE professor and ex-Secretary of State for Economics, are to join it to replace José Manuel Lara, head of Planeta, Isak Andic, Chairman of Mango, and **Pedro Fontana (Lic&MBA 74)**, Executive President of Areas and the ESADE Foundation. The organisation is obliged to make these changes at the mid-point in the term of each chairman.

1984

Pedro Hernández Ripoll, CEO at Kieser Training Spain



Kieser Training, a European firm specialising in health-oriented muscle strengthening for preventive and therapeutic

purposes, has announced the appointment of **Pedro Hernández Ripoll (Lic&MBA 84)** as CEO at Kieser Training Spain. Ripoll Hernández began his career at the American multinational Cargill Inc. Subsequently he performed management roles in planning and organising the Olympic Games Barcelona in 1992 (COOB'92). He has wide-ranging experience in the management of sports, health and leisure organisations, plus an extensive sports CV. Among other distinctions, he has received the City of Barcelona Gold Medal for Sporting Merit, the Spanish Basque Pelota Federation Gold Medal and the International Olympic Committee's Diploma of Olympic Merit.

Jordi Sindreu, Companies Manager at Banco Espirito Santo



Banco Espirito Santo (BES), the second largest financial institution and the biggest private bank in Portugal, has named **Jordi Sindreu (EDIK 84 and MDMC 06)** as its Companies Manager. Sindreu is to help medium-sized to large (turnover of more than €25 million) Catalan companies to do business in countries where the

Bank has a strong international presence, such as Portugal, Brazil and Angola, with products that facilitate this type of operational activity (reverse factoring, documentary credits, international guarantees, etc). Sindreu began his career at Crédit Lyonnais. He later joined Caixa leasing and factoring (La Caixa group), where he spent nine years. He joined Banco Espirito Santo three years ago.

1986

Manel Estany joins Cirsa



**Manel Estany (Lic&MBA 86)** has joined gambling and leisure multinational Cirsa as CEO for venues in Spain. This new division is the result of the merger between the bingo halls and gambling venues divisions in Spain. Estany has extensive experience in mass consumer product sectors, having been Marketing Director at Moët Hennessy in Spain and at frozen food group La Sirena. At the latter he was also group CEO. Before joining Cirsa, Estany was a partner at Aplicca Identity Solutions.

1987

Montserrat Maresch, global head of marketing and communication for the IKEA group



**Montserrat Maresch (Lic&MBA 87)**, Deputy CEO at Ikea Spain, has been named global head of

marketing and communications for the IKEA Group based in Helsingborg (Sweden). Since joining the Swedish multinational in 1997, Maresch has held various management positions: Director of Marketing and Customer Service at Ikea Ibérica, Director of Business Development at Ikea USA, and Manager of the Ikea store in Philadelphia (USA). Previously she was Director of External Communication at Aviaco and Marketing Manager for Iberia and the Cortefiel Group. Maresch is also a member of the ESADE Alumni board.

Josep Lores García, Finance Director at the Institut Català de Finances



The Institut Català de Finances has named **Josep Lores (MBA 87 and PMM 87)** as its new

Finance Director in charge of Treasury and Balance Sheet Management, Budget Management Control, Internal Control and Accounting. In 2008 he joined the Institut Català de Finances as head of its Client Management area, in charge of admitting and analysing loans to companies and government. Lores came from the BBVA group where he had spent his entire professional career in a range of posts in Madrid, Girona and Barcelona.

1988

Eduard López,  
CEO at Laboratorios  
Inibsa



**Eduard López (Lic&MBA 88)** has been named CEO at Laboratorios Inibsa, S.A., a

pharmaceutical company which has three business units: dental, pharmaceutical and hospital. Inibsa is a leading manufacturer and marketer of dental anaesthesia in Spain and one of the top five manufacturers of such products in the world. López Perea joined Inibsa in 2003 as its CFO.

Luis Maria Jaureguizar,  
partner in Barcelona  
at Bauhaus Capital  
Partners



**Luis Maria Jaureguizar (Lic&MBA 88)** has joined Bauhaus Capital Partners as a partner in

Barcelona at this international M&A consultancy specialising in renewable energy projects. He is to seek out photovoltaic park and wind farm investment opportunities for the portfolio of international funds that Bauhaus CP works for.

1989

Josep M<sup>a</sup> Malet  
Carreras, Chairman of  
the Societat Catalana  
d'Urologia



**Josep M<sup>a</sup> Malet Carreras (Gestión Hospitalaria 89)** has been appointed

Chairman of the Societat Catalana d'Urologia for 4 years (2009- 2013). As Chairman he will be part of the Executive Board of the Spanish Urology Association. Malet is currently head of the Althaia Xarxa Assistencial Urology Service in Manresa.

1990



Mercedes Segura and  
Javier Pérez Santana  
set up theatre producer  
firm Los Smith  
Producen

**Mercedes Segura (Lic&MBA 90) and Javier Pérez Santana (Lic&MBA 90)** have founded the theatre production company Los Smith Producen, based in Madrid and Barcelona. Segura and Pérez Santana have applied their extensive business experience in mass consumer goods to the production of plays for general audiences. Their goal is to recover the true value of theatre as "immediate entertainment" and as a generator of real emotions. *Algo más inesperado que la muerte* by Elvira Lindo is their first play and it has premiered at the Lara Theatre in Madrid.

Sol Daurella joins  
Economics Club board

(see class of 1982)



1991

Rafael Alegre, Europe  
CEO at Checkpoint  
Systems



Checkpoint Systems, the world leader in shrink management solutions, has

appointed **Rafael Alegre (Lic&MBA 91)** as its new CEO Europe. Alegre joined Checkpoint in 2001 as finance director for southern Europe and in 2004 was appointed CEO at ALS (Apparel Labelling Solutions) for Europe, a position in which he was responsible for sales and operations. In 2006 he became Vice-President and CEO of ALS business worldwide. He has also held senior Human Resources positions.

1992

Xavier Grau joins  
Diferentis Market  
Strategy



**Xavier Grau (EDIK 92 / Creación de empresas 00)** has joined the consultant team at Diferentis

Market Strategy as an associate consultant specializing in CSR. Hitherto Marketing Director at MRW, Grau has been responsible for setting up the marketing, market research and brand image department. Previously he held management positions in photographic sector businesses such as Fotoprix and Impuls Producciones.

1994

Santiago Castelló, new  
Director of Clients at  
the SM Group in Spain



The SM Group, a Spanish publishing company specialising in educational

materials and children's and young people's literature with a presence in Argentina, Brazil, Chile, Colombia, Spain, Mexico, Peru, Puerto Rico and the Dominican Republic, has announced the appointment of **Sanitago Castelló (MBA 94)** as its new Director of Clients in Spain. Castelló has extensive experience in management positions at major national and multinational insurance and pharmaceuticals companies, particularly in marketing and sales. His previous posts include Marketing and Sales Manager at Alcon Laboratories, General Manager at Winterthur Salud, Marketing Director at the Winterthur Group and General Marketing Manager at Agrupación Mutua.

**Cayetano Olmos joins Deloitte as tax partner**



**Cayetano Olmos (Lic&MBA 94)** has joined Deloitte as a partner in the tax department at its Barcelona office

and becomes one of the group of 35 partners who head Deloitte Abogados y Asesores Tributarios in Spain. Olmos joined Arthur Andersen, Asesores Legales y Tributarios, in 1994 and built an excellent career as a tax expert. He is a regular speaker at business taxation seminars, a member of the Fiscal Committee of the Barcelona Chamber of Commerce and works with universities, research institutions and the pharmaceutical sector.

**Miguel Abelló, new Marketing Director at Novartis Consumer Health**



**Miguel Abelló (Lic&MBA 94)** has joined Novartis Consumer Health as its new Marketing Director for Spain

and Portugal. With over 15 years experience in marketing and sales positions, Abelló has worked for multinationals such as Danone, PepsiCo, Unilever Bestfoods and Anheuser-Busch. Previously Abelló was Country Manager for Budweiser.

**Francesc Rabassa, Deputy CEO at CNP Vida**



**Francesc Rabassa (EDIK 94)**, Chairman of the ESADE Alumni Insurance Club,

has been appointed Deputy CEO at CNP Vida Compañía de Seguros y Reaseguros. CNP Vida belongs to the CNP Assurances Group, the leading personal insurance carrier in France. Rabassa has had a long career in the insurance sector featuring various managerial positions in organisations like Génesis, Banco Atlántico and AON. He joined CNP Vida in 2008 as Director of Business Development, a position which he held in addition to being CEO at CNP Assurances Sucursal en España, and which he will continue to combine with his new responsibilities.

**1995**

**Anna Jornet, Marketing Director at Serhs Tourism**



**Anna Jornet (Lic&MBA 95)** has joined Serhs Tourism as its Marketing Director. Besides

her degree and MBA from ESADE, Jornet has also completed a Management Development Programme (PDD) at IESE. She began her career in 1995 at Adams Spain where she was Director of Marketing between 2000 and 2003. Before joining Serhs Tourism, she worked as Director of Marketing and Trade Marketing at KH Lloreda.

**1996**

**José Ignacio Nieto, new Vice-President at A.T. Kearney Iberia**



Strategic consultancy firm A.T. Kearney has named **José Ignacio Nieto (MBA 96)** as its new Vice-President in

Spain. Nieto, who until now had been bureau chief in Madrid, joined A.T. Kearney in 1996 and has extensive experience in the transport sector and in retail and consumer products where he has implemented strategic and operational initiatives for major national and international operators. He is also an expert in commercial areas.

**1998**

**BDO names Ignacio Algás as new partner**



**Ignacio Algás (Lic&MBA 98)** has spent his entire career at BDO in its Barcelona office.

BDO, an international auditing and professional business services company, has appointed Algás new partner at the firm. Algás joined BDO in 1998. He has led the IFRS (International Financial Reporting Standards) Desk, which centralises doctrine, queries and studies about the international accounting that is mandatory for listed companies in the European Union, and directs the international area of the Barcelona office. He is a chartered accountant and member of the Official Register of Auditors and the Institute of Chartered Accountants of Catalonia. He has also worked with the Financial Studies Centre, the Association of Economists of Catalonia, Barcelona University and ESADE. He specialises in listed companies and in complex international groups.

**Francisco Pumar takes charge at Insur**



The board at Inmobiliaria del Sur has appointed **Francisco Pumar (MBA**

**98)** as the company's new CEO. For the last ten years Pumar has been Director of Expansion and Development at Inmobiliaria del Sur, and has been actively involved in the process of expansion and development of the company and its group of subsidiaries and investees. In April 2009, Pumar was appointed deputy CEO, a position he combined with being Director of Expansion and Development.

**1999**

**Manuel Fernández Trenas, re-elected Vice Dean of ICAMAT**



**Manuel Fernández Trenas (MBA 99)** has been re-elected as Vice Dean of the

Bar Association of Mataró and will be in the post until December 2013. Manuel Fernández Trenas is a partner and cofounder of Advisoria, the company that resulted from the merger of ADHOC (a law firm headed by Manuel Fernández Trenas) and Florenza & Duran Assessors (an economic research firm).

**Xavier López Sautés,**  
 Director of Expansion  
 at CENTURY 21 Spain



**Xavier López Sautés (DGM 99)** has joined U.S. multinational CENTURY 21 as Director of

Expansion in order to implement and develop its network using the franchise system throughout Spain. CENTURY 21 is the world leader by number of real estate brokerage offices with more than 8,500 in over 60 countries.

2000

**Xavier Llobera,**  
 Business Development  
 Manager at the  
 Microsoft Productivity  
 Innovation Centre



**Xavier Llobera (MBA 00)** has joined the Microsoft Productivity Innovation Centre

as Business Development Manager to lead business development and business relationships with clients and partners nationwide. Over the past three years, Llobera has been Microsoft's public sector head in Catalonia.

**María Isabel Sanclemente,**  
 Director of the CET IPRES

**María Isabel Sanclemente (MBA 00)** has been appointed Director of the CET (Special Work Centre) IPRES for corporate social awareness in the integration of workers with physical and/or sensory impairments, as well as to support mandatory compliance with the LISMI (Social Integration of the Handicapped Act) by companies with more than 50 workers.

Portfolios in the Property Management Directorate. In her new position, Serrano is tasked with reporting on the development of the property portfolio and establishing the criteria and general assumptions for drawing up feasibility studies, monitoring and the aggregate portfolio scoreboard. From a market standpoint, her role is to gather, review and analyse sector drivers so as to gain a global product vision that makes it possible to map out asset investment and divestiture strategies based on this information. At the operational level, she is to establish procedures for monitoring and controlling the performance of the actions specified in the Investment Plan.

2001

**Montserrat Serrano Prim,**  
 head of Real Estate Portfolios at Banco Sabadell



**Montserrat Serrano Prim (Lic&MBA 01)** has joined Banco Sabadell as head of Real Estate

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2002

Joaquim Sarrate takes over at Dr. Frühbeck



Law firm Dr. Frühbeck has appointed **Joaquim Sarrate (DTI 02)** as its bureau chief in

Barcelona. Sarrate joined the firm in 1996 and since 2008 has been co-director of the office of Catalonia. In his new position he will be in charge of a team of 15 people. The Barcelona office is the second largest in the law firm, which has its headquarters in Madrid. Sarrate is to combine this professional activity with teaching at the ESADE Faculty of Law.

specific applications for sports enthusiasts such as how to organise groups and championships, recording training and taking part in competitions.

2004

Elisabeth Brugueras Ripol founds 2feelsport.com



(see class of 2003)

at Mercer, Human Resources Manager for Senior Management at Altadis and Consulting Manager at Arthur Andersen and Peopl matters.

2006

Antoni Bandrés, Milk Director at Danone Spain and South Europe Coordinator



**Antoni Bandrés (EMBA 06)**, until now SSD Director of Danone Portugal, has

been appointed new Milk Director at Danone Spain and South Europe Coordinator. He will be in charge of the Milk Purchasing Department in Spain and will also coordinate the other countries in Southern Europe (Danone Portugal, Danone Canary Islands and Danone Italy).

2008

Jordi Frigola, manager at KPMG Restructuring



**Jordi Frigola (MBA 08)** has been appointed manager in the Restructuring Department at

KPMG, where he delivers and specialises in corporate restructuring and crisis management services.

Carme Rayo, R&D and Production Director at Proceli Turull



**Carme Rayo (EMBA 08)** has become R&D and Production Director at Proceli Turull, a company

that makes diet bread and pastry products. Rayo has over 10 years' experience in the food industry and has joined Proceli after holding innovation posts at companies including Wrigley and Panrico.

2003

Elena Lamenca, Administration Director at Lupo Barcelona



**Elena Lamenca (MDEF 03)** has been appointed head of the Department of Administration at

Lupo Barcelona, reporting to Financial Management at the headquarters in Barcelona. She is in charge of financial reporting (parent and subsidiary), management control, processes and procedures, cash management and the administration team.

2005

Juan Barrios becomes new head of RCD Mallorca



Real Club Deportivo Mallorca has named **Juan Barrios (EMBA 05)** as the club's new head.

Barrios has joined the club to strengthen its management area and has almost ten years' experience in corporate finance departments. He has been a manager in sectors such as consulting, healthcare, tourism and telecommunications.

2007

Francesc Riera, Director of Training and Marketing at Mail Boxes Etc.



**Francesc Riera (PDG 07)** is the new Director of Training and Marketing at Mail Boxes Etc.

Riera joined the company in 2005 as Director of Expansion and in 2007 became Operations Manager for the group.

Josep Maria Obiols, Director of Network Operations at Mail Boxes Etc.



Mail Boxes Etc. has announced the appointment of **Josep Maria Obiols (DES 08)** as its Director of Network

Operations. Obiols joined Mail Boxes Etc. in January 2001 as Operations Supervisor and in October 2007 became Operations Manager. In addition to his experience in this company, Obiols has extensive professional experience in the transportation sector, having worked at Chronopost International in the French group La Poste in a variety of posts in sales.

David Comuñas Llunell and Elisabeth Brugueras Ripol found 2feelsport.com



**David Comuñas Llunell (AGT 03)** and **Elisabeth Brugueras Ripol (Lic&MBA 04)** have developed

with other partners a new w3 start-up called www.2feelsport.com, a social network that offers

Mario Cerón Hernández, EMEA Sales Compensation Manager at Ecolab

**Mario Cerón Hernández (MP-SEP 05)** has been appointed EMEA Sales Compensation Manager at Ecolab. His new position in the company involves management responsibilities in compensation systems for the sales force in over 25 countries based in Zurich. Previously he was Director of Consulting



# ESADE and Agrolimen set up the first research fund in perpetuity

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"I'd like to express my most sincere gratitude to the Carulla family for this donation, which represents ESADE and Agrolimen's shared commitment to creating knowledge and value for society through research."

Carlos Losada, Director General of ESADE

## IMPACT

"Research is the generation of knowledge in essence; it is what enables ESADE to continue moving forward and make progress. The creation of this research fund contributes towards ESADE's programmes having greater impact through innovation and social commitment. The funds resulting from this donation will be allocated to studying entrepreneurship, consolidating knowledge networks and to the Consortium for Innovation."

Alfons Sauquet, Dean of ESADE Business School

## COMMITMENT

"Agrolimen shares ESADE's goals; it identifies with the work carried out by ESADE and, in recent years, has accompanied the institution in its exemplary activities and initiatives. Through this collaboration, we reaffirm our historic commitment to talent as the driving force of progress. Investing in education is the best commitment to our country's future."

Artur Carulla, President of Agrolimen

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**Vanessa Horreo Hernández, Employee Engagement Manager at American Nike**



**Vanessa Horreo Hernández (DARH 08)** has joined

American Nike as Employee Engagement Manager, a newly created strategic area in the company where her main duties will be talent retention, promoting the effectiveness of the organization and partnering the different areas in the Wholesales business. Previously she was head of Selection and Development at Arbor&Ausionia and for more than six years HR Generalist at Wrigley's.

**Luis Mercè, CEO at Cenego**



**Luis Mercè (Dirección Estratégica de Sociedades Científicas 08)** has been

appointed CEO at Cenego. Mercè has been Secretary General of the Spanish Gynaecology and Obstetrics Association since 2003. He is also co-director of the In Vitro Fertilization and Medical Genetics Unit at the Ruber International Hospital in Madrid.

**Irene Larroy starts up LAVIC Technologies**



After 3 ½ years as CEO of CRIC (Centre of Research and Innovation in Catalonia), **Irene**

**Larroy (PMD 08)** has launched LAVA Technologies, a technological innovation consultancy firm, with her partner Dr. Manel Vicente. In this new project Larroy is to be the CEO. LAVA Technologies is in the centre of Sant Cugat and

provides advanced R&D consultancy services for companies and research centres, including seeking public funding for major R&D projects especially from the EU (Seventh Framework Programme, etc.) and innovation training services.

**2009**

**José Ignacio Ruiz López, head of Control and Operating Efficiency at Orange Spain**



**José Ignacio Ruiz López (MDMC 09)** has joined Orange Spain as head of its

Department of Control and Operating Efficiency for the following company customer services: loyalty, after-sales, retention, portability, telesales, cross/up selling and terminal delivery support. This new department has been created to maximise the efficiency of commercial activities for the company customer portfolio and increase their impact in terms of customer experience and satisfaction.

**Guillermo Villamor Mendes-Martins, Director of Business Development Spain at Rêv Europe**



**Guillermo Villamor Mendes-Martins (PMD 09)** has taken over as Director of Business

Development Spain at Rêv Europe. In his new post he will be responsible for planning and implementing the company's pre-paid financial services business in Spain, focusing on its primary niche which consists of markets that receive little or no service.

**Ana María Pérez Sánchez, partner director at Great! Marketing de Gran Consumo**



**Ana María Pérez Sánchez (MCMD 09)** has joined Great! Marketing de Gran Consumo, a leader in brand development and activation as well as mass consumer product innovation and renewal, as managing partner. Its services range from strategic consulting to implementation and feedback.

**Jesús Martínez Bustos, Director of the Barcelona office at Development Systems**



**Jesús Martínez Bustos (CCC 09)** has been named Director of the Barcelona office of Development

Systems, a Spanish consultancy firm with a 30-year track record in implementing business and HR models in large corporations. With over 100 consultants and 7 offices in Spain, Portugal and Latin America, Martínez Bustos was until now its Projects Director.

**Sergio Sáez founds CityWalks**



**Sergio Sáez Blasco (MBA 09)** has set up CityWalks, a company that produces and

sells tourism audio guides which provide exciting sightseeing experiences. CityWalks has begun by marketing its innovative audio guides to city hotels. In a few months it is to launch a product for travel agents who want to add value to the "flight+hotel" concept and will also provide an online channel. For the moment, with 5 languages and coverage of cities like Barcelona, Madrid, London, Paris and Rome, CityWalks seeks to position itself as a leader in the market for these kinds of solutions.

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