Introduction

Carlos Losada
Director General

It is a true pleasure for me to present our Annual Report, especially because, with it, we bring back the tradition of making our statement of accounts public, something the institution did commonly in its early years though it later became more internal and formal.

Esade is a foundation with a clear mission and purpose as defined in its foundational acts. This mission and purpose become reality every academic year through the Board of Trustees and thanks to the work and contribution of many people. Due to Esade’s very nature and non-profit status, our accountability towards society regarding how we fulfil this mission in practice is as important if not more important than for other institutions.

The document we present makes more sense given our aim for transparency and the intense work of many people and groups involved in the project that Esade represents: the Faculty, academic collaborators and the administrative and services staff, the students within the different programmes and the extensive group of former alumni, the collaborating companies and organisations, the law firms, the public and private institutions, the Society of Jesus, the Board of Trustees and the Assembly of Members, our Ramon Llull University and an extensive international academic network, among others.

This Annual Report is a summary of our accounts and a clear opportunity to offer our sincere thanks to all those committed to Esade.

Joan Manuel Soler
President

I have the honour of presenting our Foundation’s Annual Report. I do so with satisfaction because I know from first-hand experience the amount of work carried out last academic year and I have witnessed the quality and generosity of the diverse professional teams which make up Esade on many occasions.

This document summarises the most relevant information reflecting the energy and dynamism of an institution which is constantly developing thanks to an extraordinary collective effort.

The 2006-2007 academic year, at the advent of our fiftieth anniversary, clearly reflects that Esade is a vigorous academic institution, offering a wide range of quality university and executive training programmes, with a growing vocation to research and knowledge creation and a significant presence in social debate.

Allow me to take this opportunity to express my recognition and gratitude to all those who make it possible for Esade to move forward on its foundational commitment, and I invite you, once again, to continue to actively collaborate with our project dedicated to serving people and society and to continue inspiring futures.
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Key data 2006-2007 Academic Year

**Total number of participants across all programmes:** 11,717

- **Ramon Llull University**
  - **University Programmes:** 1,577 students
  - **Management Programmes:** 3,073 students
  - **LAW Programmes:** 1,496 students
  - **Business School:** 5,454 participants
    - MBA: 660 students
    - Full Time MBA: 236 students
    - Part Time MBA: 249 students
    - Executive MBA: 175 students
    - PhD in Management Sciences (Spain + ESAN Peru): 114 students
  - **Executive Language Center:** 3,190 students
    - External students (English, German, French): 2,610 students
    - In-Company students: 580 students
  - **URL Sant Ignasi School of Tourism Centre supported by the ESADE Foundation:** 260 students

- **Executive Language Center**
  - 4,374 participants
  - Open Programmes (Spain + Argentina): 1,094 students
  - Custom Programmes (Spain + Argentina): 3,280 students
  - Executive Masters: 420 participants
    - Master in Marketing Management and Commercialisation: 100 students
    - Master in Operations and Service Management: 19 students
    - Master in Economic-Financial Management: 81 students
    - Executive Master in Marketing & Sales (Boconi-ESADE): 156 students
    - Master in Public Administration: 44 students
  - University Programmes: 3,190 students
    - External students (English, German, French): 2,610 students
    - In-Company students: 580 students
  - Executive Language Center: 3,190 students
    - External students (English, German, French): 2,610 students
    - In-Company students: 580 students
  - MBA: 3,073 students
  - Full Time MBA: 249 students
  - Part Time MBA: 249 students
  - Executive MBA: 175 students
  - PhD in Management Sciences (Spain + ESAN Peru): 114 students
  - Combined Undergraduate and Master in Management: 62 students
  - Official Masters in Management (MSc): 114 students
  - PhD in Management Sciences (Spain + ESAN Peru): 114 students
  - Masters and post-graduate degrees in Law: 438 students
  - Combined Undergraduate and Master in Law: 248 students
  - Refresher seminars and programmes: 810 students

- **Business School**
  - 660 students
  - MBA: 660 students
  - Full Time MBA: 236 students
  - Part Time MBA: 249 students
  - Executive MBA: 175 students

- **Executive Education**
  - 4,374 participants
  - Open Programmes (Spain + Argentina): 1,094 students
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  - Master in Economic-Financial Management: 81 students
  - Executive Master in Marketing & Sales (Boconi-ESADE): 156 students
  - Master in Public Administration: 44 students

- **Press summary**
  - Mentions in the written press: 3,442
  - Op-ed articles in the written press: 360

**Income 2006-2007**

- **Total income from activities:** €60 million
  - University Programmes: €21 million
  - Business School: €35 million
  - Executive Language Center: €4 million

- **Administrative & services staff and Faculty**
  - Administrative & services staff: 272
    - Countries of origin: 12
  - Faculty: Full-time faculty members: 114
    - 72.8% with PhDs
    - Total number of faculty members: 1,215
    - Countries of origin: 33

- **Number of events and participants**
  - Public events organised: 422
  - Number of participants: 23,196
  - New research projects financed externally: 20
  - Academic publications: 253

- **Number of published research papers and articles**
  - New research projects financed externally: 20
  - Academic publications: 253

- **Campus size in square meters**
  - **Barcelona Campus**
    - Building 1: 9,300 m²
    - Building 2: 7,475 m²
    - Building 3: 12,700 m²
  - **Madrid Campus**
    - 2,500 m²
  - **Buenos Aires Campus**
    - 1,487 m²

- **Rankings**
  - MBA
    - 1st International MBA
    - 1st in the world with a social and environmental focus
    - Beyond Grey Pinstripes, October 2005
  - 2nd Best European business school and 2nd internationally for Latin American firms
    - América Economía, November 2006
    - University Programmes
  - 3rd Best European Master in Business Administration
    - Financial Times, September 2006
Mission, value proposition and strategy

ESADE is an independent, not-for-profit, university-level academic institution founded in 1958 in Barcelona through the initiative of a group of businessmen and the Society of Jesus. Since 1995, it has formed part of the Ramon Llull University.

Mission

ESADE’s mission is to foment teaching and research in the areas of Business Management and Law in order to contribute to the scientific, social and human education of highly-skilled professionals who are fully aware of their responsibility in the development of a society that promotes personal dignity in the humanist and Christian tradition and in the context of intercultural dialogue.

Raison d’etre

As a university-level academic institution, ESADE is committed to its objective to promote teaching and research in the areas of Management and Law, in order to:

Develop people with the highest level of professional competence and a clear international profile, aware of their responsibilities as citizens and as professionals. To this end, ESADE addresses the educational process from a global and integral perspective, as a service to people and to society.

Create and disseminate knowledge, based on the critical study of existing knowledge and rigorous scientific research of national and international importance.

Encourage debate with information and proposals on relevant issues and priorities for the future, in order to contribute independently to society’s transformation towards higher levels of justice and liberty.

2009 vision and value proposition

ESADE is an international reference in the different areas in which it works, basing its project on intellectual rigour and a commitment to the values of its mission.

Thanks to these, the institution offers those involved and the organisations with which it works a value that all can recognise by offering quality education and useful knowledge. In addition, it is a reference for opinion-makers, capable of formulating alternative proposals to resolve economic and social business-related problems.

Daily life at ESADE is characterised by a very active intellectual environment, where students learn and knowledge is created and shared, all in a trusting and collaborative climate where everyone – faculty, students, administrative and services staff, etc. – contributes to training and offering the participants in the different programmes a way to feel aware and committed to the task of collective development.

ESADE’s value proposition consists of the following points: offer society well-trained people so that they may preferably join innovative, competitive, internationalising and socially responsible organisations (whether public, private or third sector); create relevant knowledge in Management and Law; make significant contributions to social debate; and, lastly, do so with an explicit commitment to offer scholarships and aid to the Third World.

Global strategic lines 2005-2009

To give an up-to-date response to our raison d’etre we have drawn up some strategic lines to develop our priorities over the coming years.

Carrying out these strategic lines involves many projects and activities, some of which, due to their scale and in order to achieve their specific objectives, are structured in key strategic projects. The following sections in this report detail the actions carried out in these strategic lines during the 2006-2007 academic year.

Education
Teaching quality and innovation in the learning processes.

Research
Relevant research for the international academic community.

Social debate
Active presence in social debate based on academic rigour and independence.

Internationalisation
Internationalisation of all our areas of action.

Organisational culture
A culture oriented towards learning, knowledge and innovation through cooperative leadership.

Economic and resource sustainability
Ensuring the sustainability of our resources to carry out our activities.
## Education and job placement

### Combined Undergraduate and Master in Management
- **Total number of students:** 1,401
- **Participants in international exchange programmes:** 171 outgoing, 186 incoming
- **Average programme duration:** 5.8 years
- **Average time until first job found:** 45% of students find jobs before finishing the programme. 100% of students have found a job within three months of finishing.

### Masters in Management (MSc)
- **Total number of students:** 62
- **Countries of origin:** 13

### PhD in Management Sciences
- **Total number of students:** 114
- **Countries of origin:** 13

### MBA
- **Total number of students:** 660
- **Number of graduates per programme:**
  - 292 Full-time MBA
  - 118 Part-time MBA
  - 72 Executive MBA
- **Countries of origin:** 66
- **Participants in international exchange programmes:** 59 outgoing, 74 incoming
- **Average programme duration:** 5.8 years
- **Average time until first job found:** Three months after graduating, 94% of full-time students have found a job.

### Executive Masters
- **Total number of participants:** 420
- **Number of graduates per programme:**
  - 219 Full-time MBA
  - 52 Master in Marketing Management and Commercialisation
  - 19 Master in Operations and Service Management
  - 72 Master in Economic-Financial Management
  - 28 Master in Public Administration
  - 18 Corporate MBA

### Executive Education
- **Total number of students:** 4,374
- **Open Programme participants:** 1,094
- **Custom Programme participants:** 3,280
- **Participants’ degree of satisfaction:** 4.1 (out of 5)
- **Company degree of satisfaction:** 4.2 (out of 5)

### Executive Language Center
- **Total number of students:** 3,190
- **2,610 external students (English, German, French)**
- **580 internal students**
- **Level of satisfaction:**
  - 4.10 (out of 5) global score for classes
  - 4.46 (out of 5) global score for faculty

### Combined Undergraduate and Master in Law
- **Total number of students:** 438
- **Participants in international exchange programmes:** 24 outgoing, 58 incoming
- **Average programme duration:** 5.4 years
- **Average time until first job found:**
  - 65% of students find jobs before finishing the programme.
  - 100% of students have found a job within three months of finishing.

### Masters and post-graduate degrees in Law
- **Total number of students:** 248
- **Countries of origin:** 13

### Refresher seminars and programmes
- **Total number of participants:** 810

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### Strategic Lines

**Education**

Attracting and developing talent

**ESADE** promotes its own learning project, which focuses on a holistic/humanist view of the individual, to promote competitiveness and responsible organisations.

And to do this, we want to attract participants with the best possible profiles through projects such as:

- **Strengthening programme direction,** to adapt to the framework of the European Higher Education Area and take advantage of the opportunities offered by a more internationally competitive university system.
- **Building the ESADE-Creapolis Campus (Sant Cugat del Vallès),** an educational facility unique in Europe, which responds to the new paradigms in management training.
- **Developing professors’ teaching skills and their links to ESADE,** responding to their expectations in terms of recognition and their academic career, as well as striking a balance between research and teaching.

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**MBA**

- **Total number of students:** 660
- **Number of graduates per programme:**
  - 292 Full-time MBA
  - 118 Part-time MBA
  - 72 Executive MBA
- **Countries of origin:** 66
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  - 4.46 (out of 5) global score for faculty
4 Research and knowledge

STRATEGIC LINES

Research
Creating and disseminating knowledge

With a competitive advantage in the specific areas of Management and Law, ESADE conducts relevant research for our partners and for the international academic community.

Our Faculty are dedicated to research and teaching, focusing their efforts on the creation of scientific and technical knowledge regarding Corporate Social Responsibility (CSR) in addition to other questions related to NGO activities.

The Institute of Social Innovation's (IIS) goal is to develop individual capacities and those of organisations in the areas of governance, the not-for-profit sector and in order to strengthen their activities aimed at creating a fairer and more sustainable world. The IIS units and leads efforts dedicated to training, research and the dissemination of knowledge regarding Corporate Social Responsibility (CSR) in addition to other questions related to NGO leadership and management and collaboration between companies and the third sector.

The Institute for Labour Studies (IEL) was founded in the 1960s by Father Juan García Nieto, a collaborator for the International Labour Organisation (ILO). It is a research centre which focuses on the creation of scientific and technical knowledge regarding work settings which favour the creation of added value based on people’s knowledge. It includes a research group recognised by the Catalan Autonomous Community Government.

The Institute for Social Innovation (IIS) is the most veteran research group at ESADE. It was founded in the 1990s by Father Juan García Nieto, a collaborator centre for the International Labour Organisation (ILO). It is a research centre which focuses on the creation of scientific and technical knowledge regarding work settings which favour the creation of added value based on people’s knowledge. It includes a research group recognised by the Catalan Autonomous Community Government.

The aim of the Research Group on Learning and Knowledge in Organisations (GRACO) is to research the use and supply of learning and knowledge in organisations. It primarily bases its research on qualitative methods and applies a very innovative focus. GRACO also uses a multidisciplinary approach in its empirical studies and research, strongly oriented towards resolving the problems faced by business organisations. It was recognised as a research group by the Catalan Autonomous Community Government in 2006.

The Entrepreneurship Centre (CENIM) brings together various ESADE activities carried out in the areas of business creation and family-firm management. Its current and principal lines of research are dedicated to entrepreneurship, family-owned company management and the start-up phenomenon. The CENIM also includes the two-year-old Entrepreneurship Research Group, recognised by the Catalan Autonomous Community Government for its contribution to knowledge on business activities with the aim of creating sustainable and innovative firms over the long term.

Brand Centre
Through research, reflection and the exchange and creation of knowledge regarding brands and their management, the Brand Centre aims to focus on the matter, improve the methodologies and processes used to create, develop and assess brands, increase brand strategies as a source of wealth creation, foster the development of strong and consistent brands, and promote debate and innovation.

Research organisations structure

CHAIRS

Chair of Intangible Assets Analysis
The Chair carries out research sponsored by private and public institutions and organisations interested in how to understand intangible assets and manage them more efficiently.

Chair of Design Management
This Chair’s activity focuses on research and understanding the conditions which make it easier to integrate and better use design as a key to innovation, a central element in marketing and commercialisation and as a fundamental instrument in building brands.

Chair in Leadership and Democratic Governance
This group’s aim is to promote a permanent forum for dialogue between organisations (companies, public administrations and NGOs) and individual actors (businessmen, executives, and political, social, civil and labour representatives, among others) who responsibly and decisively face the challenges implied in governing a world which is both global and local at the same time.

Research Group on Learning and Knowledge in Organisations
The aim of the Research Group on Learning and Knowledge in Organisations (GRACO) is to research the use and supply of learning and knowledge in organisations. It primarily bases its research on qualitative methods and applies a very innovative focus. GRACO also uses a multidisciplinary approach in its empirical studies and research, strongly oriented towards resolving the problems faced by business organisations. It was recognised as a research group by the Catalan Autonomous Community Government in 2006.

CENTRES

Centre for Tourism Management
ESADE created the Centre for Tourism Management (CEDIT) more than fifteen years ago and it is an international reference for the creation and dissemination of knowledge in the tourism and leisure industry. The CEDIT consists of two research groups whose aim is to research and offer academic programmes on tourism and leisure: the Research Group on Tourism Management (GRGT) and the CEIS Faculty Group on Tourism. The latter also aims to foster the study of tourism within universities, strengthen academic bonds between institutions, etc.

ESADE Centre for Culture Industries
The goal of this centre is to offer a space to facilitate debate and reflection on the problems faced within the culture industry in order to identify the challenges before this business community. It applies an international focus to its research as well as in the transfer of knowledge. Currently, the center is focusing its research and studies on journalism and the publishing industry, among others.

Entrepreneurship Centre
The Entrepreneurship Centre (CENIM) brings together various ESADE activities carried out in the areas of business creation and family-firm management. Its current and principal lines of research are dedicated to entrepreneurship, family-owned company management and the start-up phenomenon. The CENIM also includes the two-year-old Entrepreneurship Research Group, recognised by the Catalan Autonomous Community Government for its contribution to knowledge on business activities with the aim of creating sustainable and innovative firms over the long term.

Survey Research Centre
The Survey Research Centre (SRC) works in the field of social science research methodology, from its design to the publication of results and from both a quantitative and qualitative perspective. Its research is characterised by placing special emphasis on those aspects related to measurement. The SRC can trace its origins to a research group recognised by the Catalan Autonomous Community Government and to highly relevant European and national research projects such as the European Social Survey (ESS).
Social projection and cooperation

ESADE Alumni

Number of alumni: 35,000
Geographic coverage: 95
Number of members: 11,450
International chapters: 20
- Andorra
- Argentina
- Benelux
- Brazil
- Chile
- China
- Colombia
- France
- Germany
- Italy
- Mexico
- Peru
- Portugal
- Switzerland
- United Kingdom
- USA - Chicago
- USA - Los Angeles
- USA - Miami
- USA - New York
- Venezuela
- 8 delegates in other countries
Alumni who live and work outside Spain: 5,932

Social and volunteer activities
University Development Service
The University Development Service (SUD) unites the series of efforts carried out by the entire academic community (students, faculty and administrative and services staff) to help developing countries.
Number of participants: 40
Countries it has worked with: Bolivia, El Salvador, Nicaragua, Guatemala and Honduras
Agreements with Central American Universities
Participating universities:
- UCA Universidad Centroamericana
- Universidad Rafael Landívar
- Universidad Centroamericana “José Simeón Cañas”, El Salvador
Number of participating faculty members: 15
Alumni Giving Back. Alumni Consulting Initiative Project
Number of participating alumni: 50
NGO participants:
- Arrels Fundació
- Fundació Esclerosi Múltiple
- Fundació Èxit
- Fundación Balia por la Infancia
- Fundación Tomillo

Social and ethical research networks
ESADE is the only European business school to participate in the Social Enterprise Knowledge Network (SEKN), an initiative led by the Harvard Business School, and in which eight other Latin American business schools also participate.
ESADE is a member of the European Business Ethics Network (EBEN), an academic network dedicated to studying business ethics in any type of organisation.
ESADE is a founding member of the European Academy of Business in Society (EABIS), which promotes a debate on the role of the company in society and trains future business leaders to foster Corporate Social Responsibility.

Public events and op-ed articles
Number of public events: 422
Number of event participants: 23,196
Number of op-ed articles published by the press: 380

The promotion of debate and the exchange of ideas is based on:
Reflection and research of our Faculty, and cooperation with our academic partners.
Public recognition and social value of the studies and reflections we contribute.

ESADEFORUM

Inauguration
September 2006
ESADEFORUM is a 900-m² convention centre with modern and versatile facilities and seating capacity for up to 336 people. The space is modular in design which allows for three independent halls and two foyers to be used simultaneously.
Surface area: 900 m²
Seating capacity: 336 people

STRATEGIC LINES
Social debate
Promoting social debate through academic rigor and independence
ESADE is an institution that encourages debate on issues of economic and social interest. With increasing international importance, this enables us to contribute useful knowledge and reflections on global challenges.
The promotion of debate and the exchange of ideas is based on:
Reflection and research of our Faculty, and cooperation with our academic partners.
Public recognition and social value of the studies and reflections we contribute.

Industry and functional clubs
- Automobile Club
- Business Angels Club
- Business & Information Technology Club
- Business & Social Responsibility Club
- China Business Club
- Communications Club
- Culture Industry Club
- Equal Voices View
- Family Business Club
- Finance and Management Control Club
- Health & Pharma Club
- Human Resources Club
- Insurance Club
- Law Club
- Marketing Club
- Operations Club
- Public Management Club
- Real Estate Club
- Sports Management Club
- Tourism Management Club
Regional chapters: 10
- Western Andalusia (Seville)
- Eastern Andalusia (Granada)
- Aragon
- Asturias
- Balande Islands
- Canary Islands
- Galicia
- Girona
- Lleida
- Valencia

Magazine circulation: 31,500 copies
Published quarterly
4th year published

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Reflection and research of our Faculty, and cooperation with our academic partners.
Public recognition and social value of the studies and reflections we contribute.
International vocation

ESADE is an academic institution with an international vocation. In all our areas of involvement, we have embraced the fact that we form part of a global environment, and that our initiatives should promote the internationalisation of the participants, partners, groups and societies in which we act.

To that end, we carry out global projects, such as:

The consolidation of:
- ESADE’s presence in Buenos Aires and the intensification of relations with the key companies in this sphere of influence.
- ESADE’s presence in Madrid as an international school, establishing business, institutional and social relations.
- The consolidation of academic relations with China and India, and obtaining international recognition as an institution of excellence in graduate and post-graduate studies (degree granting institution) and with significant importance in the field of Executive Education.
- The extension of the alumni network along with our own alumni association, ESADE Alumni, which strengthens and adds value to our network of national and international relations.
International students

- Total number of international students registered in the programmes: 937
- Countries of origin: 68

International faculty and staff

- International faculty: 17% of total faculty and staff
- Administrative and services staff: 11% of total administrative and services staff
- Countries of origin: 14

International exchange participants

- Undergraduate and Master in Management: 171 outgoing, 186 incoming
- MBA Double Degree Programmes: 5
  - International Executive Education Programmes: 24 outgoing, 58 incoming
  - MBA: 59 outgoing, 74 incoming

International programs with international companies and universities

- CEMS Master in International Management: CEMS Full Members: 17
- CEMS Associate Academic Members: 9
- Corporate Partners: 50
- MSc Double Degree Programmes: 5
- PhD in Management Sciences: programme taught jointly with ESAN-Peru
- MBA Double Degree Programmes: 9
- Themis - International Joint Certificate in Business Law: 5
- International Executive Education Programmes: 23
- Programmes with international universities: 6

International research projects

- Survey Research Centre: European Social Survey Infrastructure
- Social Innovation Institute: Social Enterprise Knowledge Network (SEKN)
- Entrepreneurship Center: STEP Project for Family Entrepreneuring

International associations

- International Associations in which ESADE is a member: 15
  - EFMD: European Foundation for Management Development
  - AACSB International: The Association to Advance Collegiate Schools of Business
  - IACEA: Consejo Latinoamericano de Escuelas de Administración
  - EDAMB: European Doctoral Programmes Association in Management and Business Administration
  - EUDOKMA: European Doctoral School on Knowledge and Management
  - IAJBS: International Association of Jesuit Business Schools
  - CEMS: Community of European Management Schools and International Companies
  - PIM Partnership in International Management
  - AMBA: The Association of MBAs
  - EABIS: European Academy of Business in Society
  - GMAC: Graduate Management Admission Council
  - EMAC: Executive MBA Council
  - UNICON: International University Consortium for Executive Education
  - Themis - International Joint Certificate in Business Law
  - ELF: European Law Faculties Association

International accreditations

- Triple Crown
  - AACSB: The Association to Advance Collegiate Schools of Business
  - AMBA: The Association of MBAs (AMBA) since 1994.

International rankings

- MBA
  - 1st: International MBA
  - 2nd: Best MBA in the world with a social and environmental focus

- International Advisory Board

  - Xavier Ferran: Partner of Lion Capital (United Kingdom) and Former CEO, Bacardi (United States)
  - Hanneke C. Frese: Former Director of Capabilities Group, Zürich International Company (Switzerland)
  - Alex O. Lendi: President and CEO of Lisa International (Liechtenstein)
  - Philippe Louvet: Director of Corporate Development and Training, L’Oréal (France)
  - Mario Vaspul: Director of ERG Management Akademie (Germany)
  - Ingo Zuberer: Former Vice President of Lintas World Wide (Germany)
  - Xavier Mendoza: President of the International Advisory Board and Dean at ESADE
  - Carlos Losada: Director General, ESADE

- Professors Emeritus in Business Administration, Harvard Business School (United States)
- David Fisher: Former Director of Capabilities Group, Zürich International Company (Switzerland)
- Philippe Louvet: President of the International Advisory Board and Dean at ESADE
- Colm McClean: Executive Director of Marketing and Corporate Communication, ESADE

- Beauty Care, Procter & Gamble
- Former Senior Vice President of Marketing and Corporate Communication, ESADE
- Former World Vice President of Beauty Care, Procter & Gamble (United Kingdom)
People, structure and resources

ESADE staff as of Aug. 31, 2007

Total number of personnel
470
Administrative and services staff
272
Faculty
198

Administrative and services staff

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Men</td>
<td>75</td>
<td>27.57%</td>
</tr>
<tr>
<td>Women</td>
<td>197</td>
<td>72.43%</td>
</tr>
<tr>
<td>Average age</td>
<td>40</td>
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Countries of origin

12

Personnel participating in training programmes

89 Professional Development
26 Languages

“Untitled” ESPADE’s internal magazine
Launched: November 2006
Issues: quarterly (3 editions)
Languages: Spanish, Catalan and English

Faculty

Full-time Management and Law faculty
114
Number of Ph.Ds
83
72.8%
Faculty with AQU accreditation
70%

Executive Language Center faculty

66

Total number of professors and academic assistants
1,215

Countries of origin

33

Management

Board of Trustees

PRESIDENT
Joan Manuel Soler Pujol
VICE-PRESIDENT
Ignasi Sauri Ferrer
SECRETARY
Josep E. Mí a Mallafré

MEMBERS

Melecio Agúndez Agúndez
Alfredo Bassal Riera
Artur Carulla Font
Pere A. Fàbrigues Vidal
Pedro Fontana García
Juan José López Burniol
Pedro Navarro Martínez
Xavier Pérez Farguell
Manuel Raventós Negra
Eugenio Recio Figueiras
Mario Robles Solá
Josep Oriol Tuñí Vancells

Executive Committee

Carlos Losada
Director General
Xavier Mendoza
Dean of Management and of the Business School
Pedro Misosa
Dean of the Law School
Marcel Planellas
Secretary General
Eugenio Ríos
Corporate Deputy Director General
Josep Brise
Academic Vice-Dean
Alfonso Sauquet
Vice-Dean of Research and Knowledge
Ramon Garcia
Administration and Executive Director of Human Resources, P&G
Bélgica Martín

Executive Director of Academic Services
Carlos M. Galucci
Executive Director of University Programmes
Jaume Huguet
Executive Director of Executive Education
Glòria Battori
Executive Director of MBA Programmes
Ramon Aspa
Executive Director of the Executive Language Center
Francisco Longo
President of the Faculty
Josep E. Mí a
Technical Secretary (as of December 2006)
Enrique López Viguria
Technical Secretary (as of January 2007)
Economic information Resources

## STRATEGIC LINES

### Economic sustainability and support resources

Adapting resources to fit the strategy

ESADE has a medium- and long-term project that guarantees sustainable economic and resource management.

In order to carry out this project successfully, we propose:

- Economic management characterised by the consistency of the established objectives and our institutional vision, always contributing to the proper use of resources
- Providing infrastructures in accordance with the strategy
- Streamlining processes and the use of technology in line with the strategy
- Acquiring the support resources and internal services necessary to achieve our objectives.
- Securing alternative sources of financing, through the business world and alumni, based on philanthropy.

### Growth in income

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income</td>
<td>€60 million</td>
<td>€60 million</td>
<td>€60 million</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>€-32 million</td>
<td>€-32 million</td>
<td>€-32 million</td>
</tr>
<tr>
<td>General expenses</td>
<td>€-21 million</td>
<td>€-21 million</td>
<td>€-21 million</td>
</tr>
<tr>
<td>Operating surplus before amortisation</td>
<td>€7 million</td>
<td>€7 million</td>
<td>€7 million</td>
</tr>
<tr>
<td>Amortisations</td>
<td>€-4 million</td>
<td>€-4 million</td>
<td>€-4 million</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>€3 million</td>
<td>€3 million</td>
<td>€3 million</td>
</tr>
<tr>
<td>Financial</td>
<td>€1 million</td>
<td>€1 million</td>
<td>€1 million</td>
</tr>
<tr>
<td>Contributions to foundation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus</td>
<td>€3 million</td>
<td>€3 million</td>
<td>€3 million</td>
</tr>
</tbody>
</table>

### Income by unit

- University Programmes: €21 million
- Business School: €15 million
- Executive Language Center: €4 million

### Statement of results 2006-2007

- Total Income: €60 million
- Personnel expenses: €32 million
- General expenses: €21 million
- Operating surplus before amortisation: €7 million
- Amortisations: €4 million
- Operating surplus: €3 million
- Financial contributions to foundation: €1 million
- Surplus: €3 million

### Income expenditures

- Training - education: €30 million
- Research: €4 million
- Social actions and projection: €3 million

### 2006-2007 Balance

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>€52 million</td>
<td></td>
</tr>
<tr>
<td>Intangible Fixed assets net</td>
<td>€1 million</td>
<td></td>
</tr>
<tr>
<td>Tangible Fixed assets net</td>
<td>€49 million</td>
<td></td>
</tr>
<tr>
<td>Financial Fixed assets</td>
<td>€2 million</td>
<td></td>
</tr>
<tr>
<td>Student scholarships and grants</td>
<td>€4,994,000</td>
<td></td>
</tr>
<tr>
<td>Grants to groups</td>
<td>€94,000</td>
<td></td>
</tr>
<tr>
<td>Internal faculty training</td>
<td>€157,000</td>
<td></td>
</tr>
<tr>
<td>Internal staff training</td>
<td>€200,000</td>
<td></td>
</tr>
<tr>
<td>Development aid</td>
<td>€373,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>€2 million</td>
<td></td>
</tr>
</tbody>
</table>

### Income to distribute

- €1 million

### Surplus

- €3 million

### Social actions

- €75 million

### LIABILITIES

- Own funds: €29 million
- Foundational funds: €26 million
- Financial year results: €3 million

### Resources

### Campus size in square meters

- BARCELONA CAMPUS: 29,475 m²
- 9,300 m² Building 1
- 7,475 m² Building 2
- 12,700 m² Building 3
- MADRID CAMPUS: 2,500 m²
- BUENOS AIRES CAMPUS: 1,487 m²

### Academic management

Increase in e-services: 5
- Digitalised documents: 120,188
- Availability of operational lists: 36
- Departments: 17
- Programmes: 16

### Technology and innovation

- User Service: Increase the number of services provided in terms of applications, classrooms and multimedia equipment
- Number of computers: 850
- Rooms equipped with the latest technology: 96
- Remote access: 22
- New web portals
- Corporate portal
- Portal for professional programmes
- Portal for university programmes
- Admissions system via the website
- 130 faculty webpages
- System development projects
- 95% of services

### Digital library

- Users: 65,000
- Loans: 11,278
- New books: 2,288
- Subscriptions and access to magazines
- 485 published editions
- 7,429 digital
- SIC Observatory: Edition and distribution
- 100 bulletins
- Off-campus access: 40
- Database queries: +3 million

### Research and teaching support

- Research Guidance Service (PAI) created
- 3 research bulletins published
- Research Yearbook published

### ESADE Guíame!

Business information portal
Number of visitors during the year: 692,000
Increase in number of visitors per year: 15%
Relationship with organisations and companies

Companies participating in business forums and career service activities

- BBVA
- Bloomberg
- Citigroup
- Deloitte
- Deutsche Bank
- Europaxion Consulting
- GE Money Bank
- Grupo Societé Générale
- IBM
- KPMG
- Lehman Brothers
- McKinsey & Company
- Mercer Oliver Wyman
- Merrill Lynch
- Procter & Gamble
- The Boston Consulting Group
- UBS
- Valorís

MBA

MBA CAREER FORUM
- Abantia
- Acciona
- Alta Consulting
- Almirall
- Banco Sabadell
- Banesto
- Bayer Healthcare
- BBVA
- Cañados España
- Capgemini
- Carrefour
- Carrión
- Cobra Inc
- Deloitte
- Deutsche Bank
- European Finance Corporation (IFC)
- Johnson & Johnson
- McKinsey
- Synthesis
- Trade

Management

CAREER FORUM
- Accenture
- Affinity Petcare
- Ardian
- Araba & Arosuna
- Banco Sabadell
- Banco Santander
- BBDO Audibera
- BearingPoint
- Carrefour
- CB Richard Ellis
- Celsa Group
- Coly
- Grupo Damm
- Grupo Danone
- Deloitte
- Delta Partners
- Ernst & Young
- Euroleague Basketball
- Europaxion Consulting
- Evers
- Garrigues
- GB Investment Banking
- Grupo Financiero Riva y Garcia
- Grupo Social Género
- Herbaek Ibérica
- Index
- JP Morgan
- KPMG
- L’Oréal España
- Management Solutions
- Mango
- Mercer Management Consulting
- Michael Fores
- Nestlé
- PricewaterhouseCoopers
- Procter & Gamble
- Quidos
- Redkent Benckiser
- Roland Berger
- Sara Lee
- Scotch & Newcastle
- TUI
- Unilever

FINANCE & CONSULTING SEMINARS
- Arthur D. Little
- Atkins Capital
- Bain & Company
- Bank Santander

CORPORATE PRESENTATIONS
- BBDO
- Boskermann
- Boehringer Ingelheim España S.A.
- Bunge
- Carlson Wagonlit Travel SAS
- Citi
- Comsa S.A.
- Condor Supermercados S.A.
- Corporación Agrícola S.A.
- Deloitte
- Desigual
- Deutsche Bank
- DuPont de Nemours International S.A.
- Endesa S.A.
- Epson Europe BV
- EuskalGas S.A.
- Estee Lauder
- Gas Natural SGS S.A.
- General Electric
- Greentech S.A.
- Grupo Agora
- Grupo Ferrovial, S.A.
- Hewlett-Packard España S.A.
- Laboratorios Arrimall, S.A.
- Ladrón, S.A.
- LOEB
- Merk Farma y Química S.L.
- Miguel Torres, S.A.
- Novartis Medical Nutrition
- PepsiCo
- Pfaff, S.A.
- Philips Ibérica, S.A.
- Planeta Corporación S.R.L.
- PricewaterhouseCoopers
- Puig Beauty & Fashion Group S.L.
- Química Farmacéutica Bayer S.A.
- RACC
- Rapp
- Roca Sanitarios S.A.
- Rocío Sanitarios S.A.
- Rodriguez, S.A.
- Roche Diagnostics, S.L.
- Roche Pharmaceuticals
- Saint-Gobain Weber Cemara, S.A.
- Pronovias - Sant Alpin, S.A.
- Sanofi-Aventis, S.A.U.
- Siemens, S.A.
- Solvay Basic Ibérica S.A.
- Sony Española S.A.
- Stradivarius España, S.A.
- Telefónica
- The Eat Out Group S.L.
- Top Cable-Grup Alcaba
- Volkswagen - Audi España S.A.
- Winterthur Ibérica, AIE

Management Professional Council

Juan Arena
President, Bankinter
President, Management Professional Council
Maite Arango
President, Grupo INDAS
Marcial Campos-Caño Solé
Former Managing Partner, McKinsey
Rafael de Ramón
Director General, Saint Gobain
Canalización
Miguel Fernández de Pinedo
President, Grupo Celsa

Antonio Gutiérrez Vera
Member of Congress
Juan Pablo Lázaro Espinosa de los Monteros
Executive President, ASM
José M. Martín Patiño
President, Fundación Encuentro
Amancio Morales
President, IBM Spain and Portugal
Juan José Nieto
President, HSM Group
Francisco Román
Chief Executive, Vodafone
Juan Soto
Former President, Sito Commission for the Development of the Information Society
Antonio Garrigues Walker
President, Garrigues

Law School Professional Council

• AMAC Abogados y Asesores Tributarios
• Allen & Overy
• Araña & Miguel - Advocats Asociats
• Baker & McKenzie Abogados
• BDO Auditoría Estudio Jurídico y Tributario
• Broku Abogados y Economistas
• Bruguera, Garza Bragado, Molinos y Asociados
• Bufet Amtrás, Advocats Asociats
• Clifford Chance Abogados
• Cuatrecasas Abogados
• Deloitte Abogados y Asesores Tributarios
• D & G Advocats, S.L.
• Ernst & Young Abogados
• Freshfields Bruckhaus Deringer
• Garrigues, Abogados y Asesores Tributarios
• Gay-Vandrell Advocats
• Gómez Arrellano & Pombo Abogados, SL
• JGBR Horwath Abogados y Asesores Tributarios
• Klmg Abogados
• Landwell-PricewaterhouseCoopers
• Mazars & Asociados
• Pedrós & Asociados
• Pérez Urraca
• Roca Ianyent Advocats Associats
• Roja Puig & Ramón, S.A.
• State General Advocacy of Barcelona
• Uria Menéndez
• Ventura Garces & Lopez-Bruck Advocats
• VIALEGIS Asesores Legales y Tributarios

• Carrier
• Citygroup GTS
• Deutsche Bank
• International Finance Corporation (IFC)
• Johnson & Johnson
• McKinsey
• Synthesis

Management CAREER FORUM
- Accenture
- Affinity Petcare
- Ardian
- Araba & Arosuna
- Banco Sabadell
- Banco Santander
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- BearingPoint
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- Mango
- Mercer Management Consulting
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- Nestlé
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- Roland Berger
- Sara Lee
- Scotch & Newcastle
- TUI
- Unilever

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- Citi
- Comsa S.A.
- Condor Supermercados S.A.
- Corporación Agrícola S.A.
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- Ladrón, S.A.
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- Pfaff, S.A.
- Philips Ibérica, S.A.
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- Rocha Diagnostic, S.L.
- Roche Pharmaceuticals
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- Sony Española S.A.
- Stradivarius España, S.A.
- Telefónica
- The Eat Out Group S.L.
- Top Cable-Grup Alcaba
- Volkswagen - Audi España S.A.
- Winterthur Ibérica, AIE


8 Relationship with organisations and companies
Philanthropy and sponsorship

Companies and organisations which have given their support to the foundation. Corporate Relations Programme

The most significant growth has been in donations to the foundation, growing by more than 70% compared to the previous year.

Senior Investors
- Abertis
- Endesa
- Grupo Santander
- IIS Facility Services

Investors
- Accenture
- Aramark
- Bacardi España
- Bayer
- BBVA
- Bimbo
- Caprabo
- Catalana Occidente
- Cofega
- Danone
- Deloitte
- Esteve
- FMC Forest
- Freesavet
- Fundación Caixa Catalunya
- Fundación Puig
- Fundación Agbar
- Fundación Damm
- Fundación Masmó - Grupo Comsa
- Grupo Mahou San Miguel
- Grupo Novartis en España
- Henkel
- IBM
- Metalurgia
- Nestlé España
- Pentos ICT Analyst
- Santa & Cole

Affiliates
- Agriditis
- AXA Winterthur
- Caixa Masmó
- Caja Madrid
- Cementos Molins
- Crédito y Caución
- FIATC
- La Llave de Oro
- Mapfre
- Miguel Torres
- Roca

Senior Partners
- ESADE Alumni

Partners
- Gas Natural SDG
- Grupo Celsa
- Repsol YPF

Companies and organisations which have contributed to specific projects

Research and training
- Abertis Infraestructuras
- Agrolimen
- BBVA
- Caixa Masmó
- Egarsat
- Fundación Caixa Sabadell
- Fundación UAB-Canòll
- Fundación Agbar
- Gas Natural SDG
- Iaxa
- “La Caixa”
- PriceWaterhouseCoopers
- Quadis
- Randstad
- Repsol YPF

Others
- Caixa
- Deloitte
- Egida
- ESADE Alumni
- Fundación Caixa Tarragona
- Fundación FAES
- Fundació ICO
- Fundació Prevent
- Instituto de la Empresa Familiar
- Merca Design
- Official Chamber of Commerce, Industry and Navigation of Barcelona
- Professor Escola
- Sara Lee Bakery Corporativa
- Textil Seu Grifóne

Talent attraction: Scholarships
- Crecia Patrimonial
- Fundació Banc Sabadell
- Others
- Cuatrecasas
- Deutsche Bank
- Font Aligonist-Economistes
- “La Caixa”
- Landwell
- Uría Menéndez

Infrastructures and services
- Barcelona Provincial Council
- Cementos Molins
- e-“La Caixa”
- Figueras International Seating
- Ross Enterprise

Individuals
- Joan Miguel Albouy Martí
- Pere Borràs Duran
- Juan José Brugera Clavero
- Manuel Esclusa Esclau
- Pere-A. Fábregas Vidal
- Jorge Gallardo Ballart
- Francisco Guarnier Mohiz
- Jaime Iglesias Sitges
- Esteban Kholo Glykosid
- Enric Masó Vázquez
- Santiago Park-Valdés Ribas
- Xavié Pérez Farguell
- Antoni M. Pugós Cambra
- Federico Riera Marí Llambi
- Ignasi M. Vidal Arduinu

Legal entities
- Official Chamber of Commerce, Industry and Navigation of Barcelona
- Abertis
- Agriditis
- Aramark
- AXA Winterthur
- Bacardi España
- Banc Sabadell
- Bayer
- BBVik
- Bimbo
- Caixa Catalunya
- Caixa Masmó
- Caja Madrid
- Caprabo
- Catalana Occidente
- Caixa
- Cementos Molins
- Cofega
- Danone
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- Endesa
- ESADE Alumni
- Esteve
- FIATC
- FMC Forest
- Freesavet
- Fundació Puig
- Fundación Afgar
- Fundación Damm
- Fundación Masmó - Grupo Comsa
- Gas Natural
- Goldman Sachs
- Grupo Santander
- Henkel
- Hewlett-Packard Española
- IBM
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- “La Caixa”
- La Llave de Oro
- Mapfre
- Metalurgia
- Miguel Torres
- Nestlé España
- Novartis Group in Spain
- Official Chamber of Commerce, Industry and Navigation of Barcelona
- Pentos ICT Analyst
- PriceWaterhouseCoopers
- Quadis
- Repsol YPF
- Roca
- Santa & Cole
- Unilever

During the 2006-2007 academic year and through their contributions, various organisations and companies have helped to further the development of ESADE’s educational project. Their commitment is channelled in one of two ways: firstly, through the Corporate Relations Programme in which organisations and companies make annual contributions to the foundation and, secondly, through direct contributions to specific projects.

During the 2006-2007 academic year, corporate contributions increased by more than 49%, surpassing the total of €2 million euros. This support is key to the institution’s future as ESADE is a not-for-profit private foundation which reinvests its income towards fulfilling its foundational mission.

Philanthropic contributions to ESADE Foundation

During the 2006-2007 academic year, corporate contributions to specific projects, representing 60% of the total, grew by more than 30% in the last academic year, exceeding 1 million euros, and they had a special impact on new research projects and the dissemination of our academic activities.

Industry and Navigation of Barcelona
- Official Chamber of Commerce, Industry and Navigation of Barcelona
- Professor Escola
- Sara Lee Bakery Corporativa
- Textil Seu Grifóne

Talent attraction: Scholarships
- Crecia Patrimonial
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- Bimbo
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- Caixa Masmó
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- Caprabo
- Catalana Occidente
- Caixa
- Cementos Molins
- Cofega
- Danone
- Deloitte
- Endesa
- ESADE Alumni
- Esteve
- FIATC
- FMC Forest
- Freesavet
- Fundació Puig
- Fundación Afgar
- Fundación Damm
- Fundación Masmó - Grupo Comsa
- Gas Natural
- Goldman Sachs
- Grupo Santander
- Henkel
- Hewlett-Packard Española
- IBM
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- “La Caixa”
- La Llave de Oro
- Mapfre
- Metalurgia
- Miguel Torres
- Nestlé España
- Novartis Group in Spain
- Official Chamber of Commerce, Industry and Navigation of Barcelona
- Pentos ICT Analyst
- PriceWaterhouseCoopers
- Quadis
- Repsol YPF
- Roca
- Santa & Cole
- Unilever

Communication

ESADE is an institution which focuses its activities on three main areas: education, research and debate. Everything created and developed in these areas is communicated publicly in order to have a significant social impact. We work proactively with the most important communications channels both on line and off line, at national and international levels. Worth highlighting are the corporate website, the publication of various digital bulletins and our presence in the press, especially in op-ed articles.

www.esade.edu

Launch of the new corporate portal
20/03/07
Average number of visitors during 06/07
208,256/month
Languages available
Catalan, Spanish and English
Visitor countries of origin
1. Spain
2. United States
3. United Kingdom
4. France
5. Germany
6. Italy
7. Mexico
8. Canada
9. India
10. Netherlands

Digital newsletters

Corporate
In&Out
ESADE KnowledgeBriefings
Executive Focus

Research units

Public
Empresa y Derechos Humanos

Informational
SIC Observatory

Alumni
Alumni

Press summary

Mentions in the written press
3,442
Op-ed articles in the written press
380
Acknowledgments

The team coordinating and preparing this summary of the Annual Report would like to thank all those who have given us their support and collaborated for this project to become a reality. Our thanks also go to the Madrid Stock Exchange and AENA for allowing us to take pictures of their facilities. Thank you to all.

This document has been prepared as rigorously and as accurately as possible. For any comments or suggestions on how to improve it, please write to: memoria@esade.edu

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