

'The greatest good you can do for another is not just to share your
riches but to reveal to him his own.'

Disraeli

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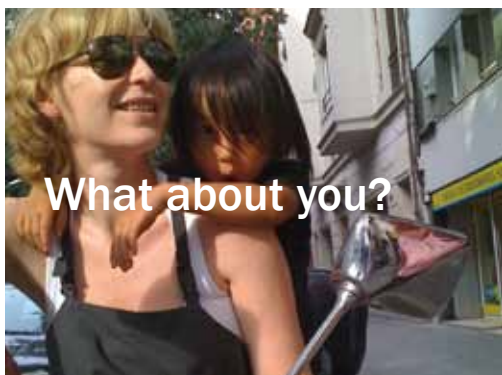
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Global brand



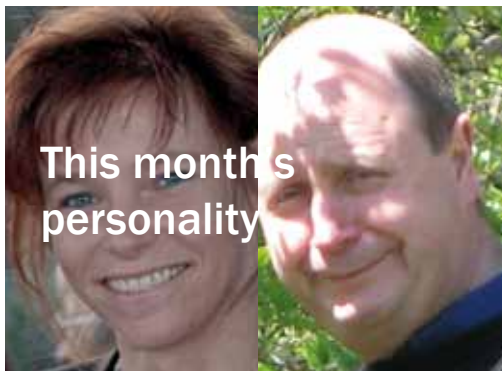
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We don't even know 20% of what ESADE does...

The other day at ESADEFORUM I heard something of great significance. It went more or less like this. At ESADE, so many things happen every day, in every office, every department, every service, every institute and every research group... that we barely know 20% of what it does, generates, creates, researches, proposes or concludes.

This is nothing new. From the very outset, and because of its goals, ESADE has always moved and made things move. However, it is obvious that, as it grows larger, an ever-increasing number of people are thinking, working and generating a great deal of activity. A lot of thinking goes on, ideas are put forward and actions carried out; in short, a large number of thoughts and a lot of work, whether they result in conclusions or not, whether they win awards or not, whether they result in an article or a paper or not... dozens and dozens of things go on there every single week!

It is simply impossible to know everything ESADE does, bearing in mind that, for us human beings, dedication and knowledge require time and energy, which are sadly limited by the fact that there are

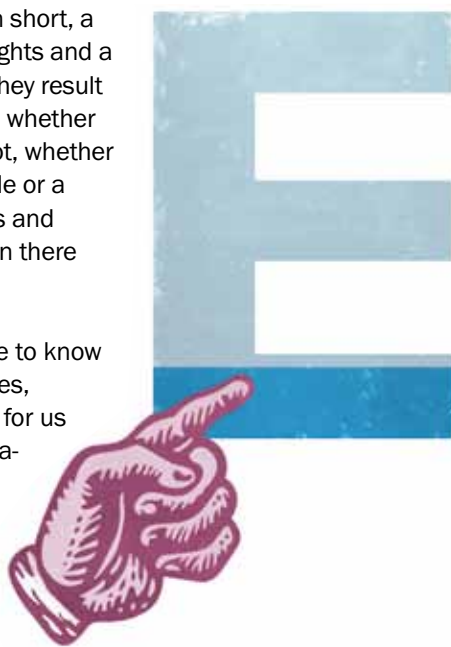
only 24 hours in a day, even for those who don't sleep for more than 4 hours a night... and we all know many people who do just that.

And that is the very magic, the bond—perhaps even an addiction—that ties us to this organisation, which is forever generating knowledge and movement, where the 24 hours of the day are not sufficient for us to take in or experience everything that happens in each corridor, on each floor, on each campus, let alone discover what members of our community are up to outside of our buildings... Although it is a real privilege to be at ESADE and to see these thoughts swirling around at top speed, it does

not seem humanly possible 'to be everywhere' and find out about everything that is going on.

I know a lot of us try, reading each and every news article that is published on the website, attending conferences or roundtable discussions... or asking questions over coffee. But I get the impression that neither those who try the hardest nor the insomniacs tossing and turning in bed could ever know everything that is moved by or that moves each of the individuals who make up this knowledge community—I suppose that's only natural.

What a luxury...100% estimated, 20% known?



On a day like today, April 23rd...

1896 The clown Charlie Rivel was born.

1925 The first Braille edition of *Don Quijote* was published.

1976 The *Avui* newspaper was published in Barcelona in Catalan.

1976 The Cervantes Prize was established.

Famous
anniversaires

Editorial board:

Ivana Casaburi
Gema Castel
Anna Cockcroft
Albert Díaz
Anna Díaz
David Fernández-Manzanos
Xènia Guàrdia
José Antonio Mengual

Susana Motilla
Adela Nebot
Natàlia Pérez
Susana Pérez
Ana Solà

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Checking text & translation:

Servicio Lingüístico

Design art direction:

Sintagma, Edicions Corporatives

Imprint:

Imgesa

CREDITS

ESADE

This magazine is printed on recycled paper

Corporate Development

The challenge of helping ESADE
become the best school for the world

Corporate Development sounds like a challenge. Its function is to promote and acknowledge donations made by organisations and individuals to Fundació ESADE. We can all help make ESADE a stronger and more social institution.

The Corporate Development team

The director:

Mònica Rius. She has spent half of her life at ESADE: she has been a student and a lecturer, she redesigned ESADE's brand image, launched the rankings and now has the challenging task of fundraising.

The corporate members:

Silvia Bueso and **Iñaki Irisarri**. They are in charge of relations with organisations and companies. They negotiate both large and small agreements, which help finance research projects, educational innovation, infrastructures, etc.

The individual members:

Yaiza González, **Anna Díaz** and **Ana Labazuy**. They are planning the launch of an ambitious project for individual donations, aimed at alumni and other people linked to the institution in one way or another.

The main individual donors:

Silvia Bueso and **Jaume Maranges**. Their job is to identify and attract people in order that they become more closely linked to ESADE and make significant contributions to the institution's key projects, such as grants or research projects.

The researcher:

Cristina Català. She finds, organises and sends strategic reports (potential donors, benchmarks, opportunities, etc.) to the department.

Our ITC staff, transferred from the ITC department:

David Beltrán. He makes complex things seem simple. He translates and improves requests from Corporate Development to the ITC and, using a comprehensible human language, explains what the ones and zeros can and cannot do.

MÒNICA RIUS

PAS, Director of Corporate Development, lecturer in the Marketing Management Department and donor to the ESADE scholarship programme. Married and mother to a very brave 5-year-old boy.

My work at ESADE

My work consists of helping to finance ESADE's ambitions, contacting those who believe that education is a tool for social transformation. In recent years, I have learnt that it is more difficult to find projects that change the world than to find money to fund them.

I like

Weekend breakfasts with my husband and son, thrillers, non-conformist students, board games, people who say what they think and are true to their word, the project and team I am working with.

I don't like

Mediocrity disguised by power, professional 'nay-sayers', intellectual snobbery and misunderstood tolerance of Catalan people who ask permission (or apologise) for speaking in Catalan in public.



My work at ESADE

Obtaining external funding in order to make ESADE's research projects and scholarship programme a reality.

I like

To think that nothing is impossible; it might be complicated, but nothing is impossible in this life. To make sounds: music occupies a large part of my life. My wife, the best thing that ever happened to me.

**I don't like**

Condescending people. We should all be treated equally. Terrorism; no-one likes it, I suppose. But, since I'm from the Basque Country, it's something I'm very much aware of, and it disgusts me. My backache.

SILVIA BUESO

I am an ESADE donor and alumna. I've got a 10-month-old son. My partner is an entrepreneur. I love talking and do so in five languages. I've lived outside of Barcelona for seven years and belong to the Erasmus generation. I love taking part in pioneering projects, which lead to change in organisations.

My work at ESADE

I feel a bit like a procuress. My work consists of matching organisations' and individuals' motivations with ESADE's. When the motivations coincide, both parties' dreams come true.

I like

Team spirit. Rainy days. My son Marc's first bath. I love people who say what they think and act accordingly. I am a born defender of entrepreneurs.

I don't like

Destructive criticism. People saying, 'We've always done it like that'. Complaints that are not accompanied by solutions. Cooking, although I love acting as master of ceremonies. Intolerance.

**IÑAKI IRISARRI**

Basque, married with no children (yet), I like experimenting with music and I am an ESADE scholarship fund donor. I like working in Corporate Development, showing people that education is one of the mainstays of the development and transformation of society.

JAUME MARANGES

Alumnus of the Management programme, donor to the ESADE scholarship programme and member of the PAS. Commitment to people is the main asset for changing things we don't like. I like being in contact with people; sport is a great way of sharing time with others.

My work at ESADE

My work consists of making education the most powerful weapon in the world. It consists of introducing people who have a great capacity for changing things to ESADE's projects.

I like

Seeing that what I do has a positive impact on certain people. And sports, especially outdoors.

I don't like

Doing nothing. Lack of respect towards people and objects.

**CRISTINA CATALÀ**

Donor and mother of two children who are starting to fly the nest. My challenges? Learning every day from my children, my colleagues, my friends and people I don't know personally, in order to help make life and work easier.

My work at ESADE

I am now beginning a new adventure as the research director in Corporate Development, experiencing the launch of Moving ESADE.

I like

Enjoying, savouring and sharing each moment. Being aware of the pleasure you get from a good book or film. Travelling and going to the cinema with my children: now they are growing up, it's beginning to get hard!

I don't like

The irrationality of many things we do and the collective and individual inability to change them.



My work at ESADE

We have created a pioneering, individual donations programme in order to move ESADE. Let's hope that in a few years we will have lots of donors proud of having ESADE as their middle name.

I like

Thinking every day that what I do can make an impact on society. Sharing ideas, dreams and disappointments with my colleagues. Giving my daughter her fruit purée.

I don't like

Dogmatism. The wastefulness of meaningless discourse.

**ANNA DÍAZ**

Administrative & services staff (PAS), ESADE alumna and donor to ESADE's scholarship programme. I couldn't work in a place where people were not committed to what they were doing. Human commitment is what gives an organisation a soul.

YAIZA GONZÁLEZ

PAS, student and future scholarship donor. I love the cinema, excellent wine and good company. I'm attracted to the unknown like a moth to a light, and this is what generally gets me moving. I love travelling! I like honesty, knowledge and freedom (earned and respected). I am passionate about art and not bad at photography.

My work at ESADE

I divide my time between the different Corporate Development programmes. I think that individual donations are lollipops and corporate relations, chocolate bars. Sweet projects created with high hopes and for a very specific purpose: to make ESADE the best school for the world.

I like

A job well done. Sharing good things. Looking after those around me. Believing that we can do things.

I don't like

Pessimism. Windy days. Wasted potential. Passivity.

**ANA LABAZUY**

True to my Aragonese roots, I am pretty pig-headed and always try to fulfil all the challenges I set myself. I like the feeling of freedom you have when you live in other countries.

I dream of writing a book. In the meantime, I read virtually non-stop. I donate to ESADE and to several NGOs. I firmly believe that we are all responsible for the world we live in.

My work at ESADE

We are about to launch a programme for individual donors to ESADE. I believe in the project. I'm excited about it and want to do everything I can to make it a success.

I like

The way chalk feels and all the memories of my primary school. To learn: I'd like to go on taking courses forever. Spending time with my son: he is the best thing that has ever happened to me.

I don't like

Wasting time and energy on things that can't be changed: you've got to be positive and keep looking to the future.

**DAVID BELTRÁN**

PAS. The best reward: a smile. Restless. Lunatic. Good at empathising with people. More of a reader and listener than a speaker; in fact, I'm a real bookworm. I started working at ESADE two years ago and the time has flown by.

I like

My mother and father (*Beside You*, by V. Morrison) Living (*Semilla en la tierra*, by C. Chaouen). Not understanding most of the things that happen to me (*Universos infinitos*, by Love of Lesbian). Last but not least: sharing good and bad times (and 8 hours a day) with my colleagues.

I don't like

My sign of the zodiac (*Help I'm alive*, by Metric), hypocrisy, superficiality, deceit, indifference, arrogance, falsity... Too many things (*With my own two hands*, by B. Harper).



Building ESADE's global brand

One of our strategic objectives is to build a global brand for ESADE. The various chapters in this section show examples of the effort we are making to achieve this goal. This first chapter highlights the support that the São Paulo and Munich Global Centers have provided to ESADE's various strategic units over the past few months.

The Global Centers and ESADE's programmes

'One of the differentiating features of the Global Executive MBA, which we offer jointly with Georgetown University, is that we immerse students in the local context and connect their experience with a global vision of business. In São Paulo, thanks to the support and hard work of the São Paulo Global Center, we have the privilege of connecting with such important companies as Petrobras and Natura. This year, the São Paulo Global Center will also be working more closely with Georgetown on our educational activities for the GEMBA in Brazil.'

Pedro Parada, Associate Professor in the Department of Business Policy and Director of the Georgetown-ESADE Global Executive MBA



'Currently, Brazil represents one of the biggest Latin American applicant pools for our Full-Time MBA programme. The São Paulo Global Center has been a great help in further strengthening our relationship with the Brazilian candidates. The word 'glocal' can nicely describe the relevance of the Global Center: ESADE is becoming more and more global, but in order to remain successful, the local touch is crucial. The ESADE Global Center in São Paulo provides this local link with ESADE and Brazil. In this way, we are glocal: global, yet local at the same time!'

Jeroen Verhoeven, Associate Director of Admissions, Latin America



ESADE Executive Education is venturing into Germany with the help of the Munich Global Center. This project is not our first foray into German territory, but it does take a new approach, drawing on a larger store of experience and the support of local experts.

'The Munich Global Center offers the possibility of monitoring companies much more closely, since it enjoys direct, local support in Germany. It's helping us to connect with large companies such as Adidas, HIPP AG, Giesecke & Devrient and Analog Devices, and we hope to continue expanding our contact network and sowing seeds for future projects. What's more, Munich is a great hub for establishing links with other European cities.'

Albert Díaz, Admissions Manager, International Admissions Office, University Programmes



'For the MSc Programmes in Management and the other University Programmes, the Munich Global Center means having an ongoing presence in a country that drives the EU's economy. This strengthens ESADE's position and ensures that we have better knowledge of the complex and demanding German educational market. By outsourcing certain functions of the admissions process, we are able to reach out to German candidates and better understand their concerns and requirements. This way, they have a satisfactory experience with ESADE before they ever become students.'

Alexandra Castells, Business Development Manager, ESADE Executive Education



Global Center Munich
www.esade.edu/munich

Global Center São Paulo
www.esade.edu/saopaulo
Facebook: ESADE SPglobalcenter

E

inspiring futures

Through education, research and social debate, **ESADE** aims to continue **inspiring futures** and training individuals in order for them to go on to become competent professionals in Management and Law, as well as socially responsible citizens. **Inspiring futures** through values: acting with personal integrity, high professional standards and social responsibility.

At **ESADE**, we don't intend being the best school in the world; we want to be one of the best schools *for* the world.

Ramon Aspa

Executive director
ELC and General Services

What inspires you to wake up in the morning?

The urge to keep learning and the realisation that the more I know, the more paths open up to me. The privilege of working with the people at ESADE, who are very talented. The desire to take care of my family.

What does ESADE inspire in you?

Values.
Talent.
Future.
Healthy ambition.
A desire to change.
Justice.

What do you think ESADE will contribute to the future?

The people who are educated at ESADE will be shaping the future, and they will do so according to the values of ESADE. As a result, the future they build will be fairer, more sustainable and more responsible towards people. ESADE will contribute to the future the education of these people and its vision of what this fairer, more sustainable and more responsible future will be like.

What do you think ESADE will be like in the future?

Full of vitality, optimism, ambition and a desire to set the tempo of the world around it.

What does ESADE inspire in you?

The first thing it inspires in me are memories of my family. My father is an alumnus of the second graduating class. I received a jubilant phone call from him when he found out I would be working here. I also remember how excited my sister was when she was granted a loan to study here. I wanted to be a journalist. I read and reread all the newspapers and magazines I could get my hands on. More than once I came across the alumni magazine, which was always sitting around the living room of our house.

What do you think ESADE will contribute to the future?

I trust that I can help ESADE assume its leadership role in this society. ESADE is a point of reference in society, and as such it must promote its discourse and its worldview—in particular with regard to economics and law—and many people will follow it. In moments of economic uncertainty, like today, I think ESADE could enlighten many of the people who are having a hard time.

What do you think ESADE will be like in the future?

People who have worked here longer than I have tell me that ESADE has changed a lot over the years. If that's so, I'm sure it will change even more. The world is moving with increasing speed. If we all work together, I would like to see ESADE become a global institution.

Sergio Gorina

Director
Admissions Degree Programs

What inspires you to wake up in the morning?

A lot of things. I feel very fortunate to be working at a business school, as I am relatively new to this sector (less than a year and a half). In my previous career, I worked for more than 10 years in a world that was very different, and much less exciting: tax consultancy for companies and individuals. In this

new stage of my career, I've learned to enjoy work again. It's a very interesting sector, one that 'hooks' you. So, I think that my inspiration for waking up in the morning simply comes from enjoying what I do, from my curiosity to learn the ins and outs of the sector, and the challenge of doing my new job as effectively as possible.

What does ESADE inspire in you?

I think it has inspired different things in me at different times. Before I took the Executive MBA, I saw the ESADE brand in a more abstract way, as a European point of reference in the world of business schools, with links to modernity, culture, knowledge, commitment to high-minded values and—let's be frank—a whiff of exclusivity. After finishing the programme, the word 'ESADE' inspired in me a feeling of belonging and community towards those people with whom I shared the academic and vital experience of the Executive MBA. Now that I'm a member of the administrative and service staff, in addition to all this, ESADE inspires in me innovation, entrepreneurial spirit, social debate, social responsibility and research.

What do you think ESADE will contribute to the future?

In essence, the same things it has contributed all along: a) the education of new generations in business management, executive skills, and law; b) the creation and dissemination of research-based knowledge; and c) social debate on current topics related to economics, politics, culture, etc. In all these areas, it will promote critical and independent thinking.

What do you think ESADE will be like in the future?

It will be a modern institution, strongly rooted in both the local and global societies, committed to new technologies, a generator of knowledge for companies and students, with professionalised management and a market-adapted range of programmes that will allow it to continue the work it was designed to do.

Oriol Llop

Director
Press and Communication Service

What inspires you to wake up in the morning?

I admit it. If I don't have coffee after my shower, nothing can inspire me. I'm diesel. I'm more inspired at night than first thing in the morning...

DIVERSITY at ESADE

ESADE has long been involved in teaching, knowledge creation and the promotion of social debate. Emerging from within these three areas that make up our *raison d'être* are the values, principles, and cultural and corporate elements that influence the way in which an organisation goes about doing

things and which, consequently, shape its very own character. One of these elements is diversity: an element that, although latent throughout our history and manifesting itself in various forms, emerges now as something that is at once critical and vital.



All faces of **DIVERSITY** in a **roundtable**

On 12th March 2010, the first Round Table on Diversity was held at ESADE in an event designed to attract the entire ESADE community, including administrative and services personnel (PAS), faculty and students. During the Round Table, Corporate Deputy Director General, Eugènia Bieta, read out ESADE's stance on diversity; a stance whose origins lie at the very core and founding purpose of our institution, and which is fully embedded in our Declaration of Values.

Various speakers then went on to address the issue of diversity from totally different perspectives, offering a broad overview of the topic. Faculty President, Francisco Longo, brought us a vision of the current situation facing faculty members in which he commented that, although changes have not been noticeable in terms of their number in recent years, they have been significant in terms of quality. As an example of this, he cited the number of women holding executive positions and the emergence of new faculty

profiles. Professor Longo also warned of the possible risks involved in failing to properly manage diversity.

Professor Enric Bartlett, Dean of the Law School, provided clear examples of the changes that diversity has brought for faculty members and delivered his address from a legal perspective in which terms such as *equality*, *uniformity* and *diversity* take on different meanings in comparison with other fields.

Glòria Batllori, Executive Director of the MBA Programmes Unit, delivered a dynamic lecture on the evolution of the MBA team and MBA programme participants from the perspective of diversity.

With the aim of reflecting all the possible points of view on diversity, students from different programmes also spoke at the event, sharing their opinions and experiences of diversity at ESADE: Susana Gallego, Master in International Business Law; Ivo Vasylev, MSc in International Management; Aditya Singhal, Full-Time MBA programme.





Alumni participate in new **DIVERSITY** campaign

During the past academic year, the Diversity Committee launched an awareness-raising campaign aimed at publicising its work related to this characteristic element of ESADE.

The campaign featured both faculty and administrative and service staff (PAS) who represented the five different perspectives of diversity at ESADE: gender, ethnicity, religion, generation, and the faculty-PAS divide. This year, we want to keep the entire commu-

nity involved and stress the corporate value of 'appreciating diversity and learning from the differences between people, ideas and situations'. Throughout the month of March, posters on the walls of the Barcelona, Sant Cugat and Madrid campuses illustrated how students in ESADE's various academic programmes experienced diversity at our institution. The posters were designed to highlight differences in ways of thinking, career paths, and cultures, among other

aspects, and demonstrate that diversity provides a very enriching opportunity in the learning process of the various students.

We would like to thank the following individuals for their collaboration: Danilo Viera, Abedech Moussouamy, Antonio Rodríguez, David James English, Edgar Vega, Eduardo Zurdo, Henri Jaanimägi, Isabel Velasco, Iselda Giralt, Paris Lappas, Yoshiaki Otor, Patricia Ilagan and Zineb Layachi.



Deusto, Comillas ICADE and ESADE suggest ways of overcoming the recession

Business meeting chaired by the King of Spain

An Alumni Business Meeting was held on 25 February, organised jointly by Deusto, Comillas ICADE and ESADE and chaired by His Majesty the King Juan Carlos of Spain. At the meeting, around 2,000 alumni from the three institutions discussed the Spanish economic model and its crucial competitiveness, at a time when some leading players are talking of the need for a social pact.

As Director General of ESADE, Carlos Losada stressed the fact that 'our institutions must be committed to internationalisation and innovation if we want contribute to the productive framework of an advanced society like ours'. Moreover, we must not forget that academic institutions train the people who will lead these initiatives and, on this note, Carlos Losada reminded listeners that, 'there is a certain type of leadership

that does not mind sacrificing its ethical principles in order to continue in power. Therefore, our classrooms and our offices must be the place to teach and reflect on the type of leadership that is most useful for society as a whole, an efficient, successful type of leadership, which is also aware of its social and human impact; a leadership with a clearly developed civic awareness'.

Ranking

The *Financial Times* MBA Ranking is the ranking with the greatest impact on the sector, and is of major significance for both the ESADE brand and its portfolio of programmes. Last year, ESADE joined the world's top 20 schools and consolidated this position by taking 19th position in January of this year.



Business School
Rankings 2010

The UN comes to ESADE Law School (URL) to recruit candidates

A United Nations delegation made a visit to ESADE Law School on 28th January. The visit was led by Ambassador Fernando Morán Calvo-Sotelo and the Director of Strategic Planning from the organisation's Human Resources Division, Martha Helena Lopez. During the event, several presentations and workshops were organised for around 70 students and alumni from the Master in Interna-

tional Business Law (DIN), the combined undergraduate degree and other programmes offered by ESADE Law School. The delegation was made up of representatives from four UN agencies: the Secretariat; the United Nations Development Programme (UNDP); the United Nations Population Fund (UNFPA); the United Nations Children's Fund (UNICEF). The event was introduced by the

President of the United Nations Association in Spain and DIN lecturer, Professor Dr Eduard Sagarra. This activity is a collaborative effort organised by the Ministry of Foreign Affairs and Spanish Co-operation and the UN, to promote greater Spanish representation in international institutions.

The two-part session, organised by the Law School's Career Services, was de-

livered almost entirely in English. In the first part, members of the delegation explained their programmes and the professional profiles they are looking for. And the second part was organised around three workshops, designed to explain how to join the UN, how to prepare for a telephone interview and how to go about planning career development within the institution.



2010 ESADE Law School CAREER FORUM



24 national and international law firms attended the 2010 edition of ESADE Law School's Career Forum, held on 11th and

12th February, to recruit talent from among the School's Combined Undergraduate and Master in Law students.

The participating firms organised corporate presentations, debates and interactive sessions at the Law School to en-

courage interaction with 4th and 5th-year undergraduate as well as postgraduate students. They also answered students' questions at stands in ESADEFORUM, where those interested in internships, or in taking part in the selection process, had a chance to fill in applications forms. At the stands, current students met alumni from the School, some of whom are practicing with the firms attending the event, who were able to give prospective candidates a clear picture of their future professional field. This year's participating firms included: Baker&McKenzie, Bartolome & Briones, BDO, Clifford Chance, Cuatrecasas, Gonçalves Pereira, Deloitte, Ernst&Young,

Font Abogados y Economistas, Freshfields, Dr. Frühbeck, Garrigues, Gómez-Acebo & Pombo, KPMG, Landwell-PricewaterhouseCoopers, Latham & Watkins, Lener, Manubens, Mone-reo Meyer Marinel-lo Abogados, Pedrosa Lagos, Perez Llorca, Roca Junyent, Sagardoy, Uría Menéndez and Vialégis.

The closing ceremony was conducted by Constitutional Court Judge, the Hon. Mr. Justice Eugeni Gay.

The event was organised by the Law School's Career Services team: Sandra Enzler, Director; Isabel Roca and Silvia Argilés, Associate Directors and Susana Mottilla, the Service's Secretary.

ESADE and the Snow

Last Monday, March 8th, a heavy snowstorm caught us all by surprise at the Pedralbes and Sant Cugat campuses.

In both places, the snow began to fall early in the morning, naturally first settling in Sant Cugat and then, after lunch, in Pedralbes.

In Sant Cugat, around 150 people were left stranded, unable to get home. It was only thanks to the collaboration of all those working on this campus, together with the considerable help provided by Aramark catering service and the

Student's Halls of Residence, that they managed to cope with the situation.

In Pedralbes there was no danger of being cut off; it was more a question of how to reach our respective destinations, having had to abandon our cars on the way.

In the end, we shared a rather unusual day, which will be recorded in history for the heaviest snowfall in Barcelona in the last 25 years.

Photos of this day can be found on NEXUS: 'ESADE and the snow'.



ESADE

participates in Europe's largest *innovation* project



On 16th December 2009, the bid led by ESADE and another 35 European partners won the European competition to create the largest sustainable energy innovation project: the European Institute of Innovation and Technology's (EIT) KIC-InnoEnergy. Elena Bou explains this project in detail.

This project was launched by the EIT. The new institute aims to become the European version of the Massachusetts Institute of Technology (MIT), but exactly what is it?

The European Commission (EC) presented the proposal to create a European Institute of Innovation and Technology (EIT) in its 2005 Spring Report, as part of the revised Lisbon Strategy, which placed innovation, research and education at the top of its agenda. The EIT refers to the interaction between these three priorities as the 'knowledge triangle'. Although it is a body proposed by

the EC, it is totally independent, and the only one exclusively aimed at fostering innovation in Europe.

The EIT was established in March 2008 with the aim of making up for the EU's lack of innovation in comparison with its main competitors, promoting the integration of the three sides of the knowledge triangle (education, research and innovation).

The EIT's mission is to contribute to Europe's sustainable economic growth and industrial competitiveness, boosting the EU Member States' capacity for innovation by integrating higher education, research and innovation at the highest level, facilitating and enhancing the creation of networks, cooperation and the establishment of partnerships between the stakeholders in the innovation process across Europe.

So, what are the KICs?

In order to carry out this mission, the EIT

is to create—in certain essential areas—long-term strategic associations based on excellence. The main characteristic of these associations will be that they will involve all the stakeholders in the abovementioned knowledge triangle. These are the so-called 'Knowledge and Innovation Communities' (KICs).

At present, there are only three EIT innovation networks (the so-called KICs) in Europe: the Climate KIC; the Future Information and Communication Society KIC; and the Sustainable Energy KIC. This third one is our KIC-InnoEnergy.

What does our KIC-InnoEnergy consist of?

InnoEnergy is an alliance of leading players from the education, research and industry sectors. Their main aim is to boost innovation in the field of sustainable energy, in order to help tackle the energy challenges facing Europe: our dependence on other countries and the

“

During the first four years of KIC-InnoEnergy's existence, we hope to train 1,500 Master's Degree and PhD students

”

fact that we continue to be mainly dependent on fossil fuels, with the implications that this has for climate change.

How does ESADE fit in to this project? We're not experts in energy...

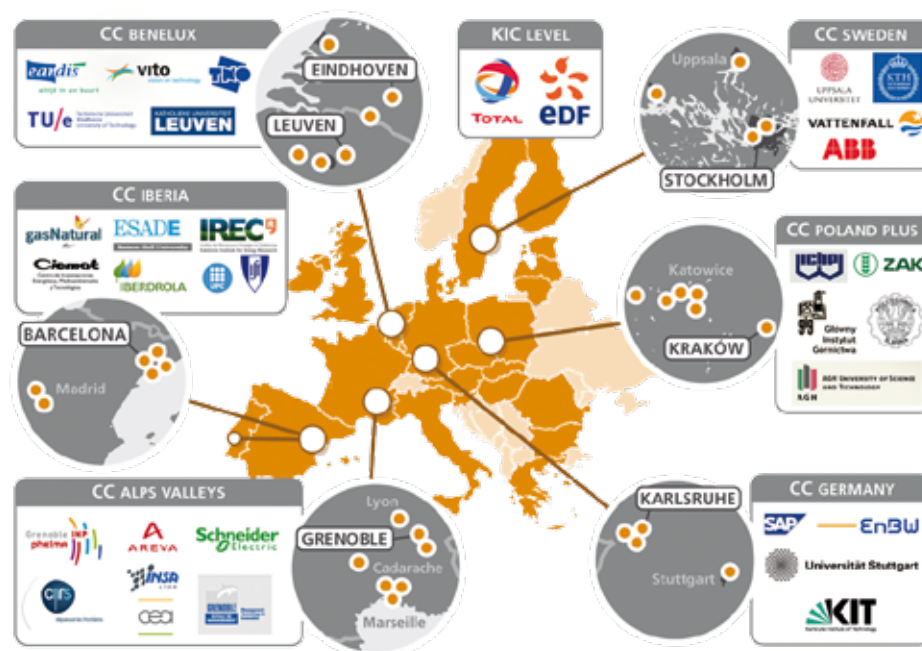
When the EIT decided that its structure should be based on these innovation networks (KICs), they faced a great challenge: how should these networks be designed and how should they be managed efficiently in order to ensure they produced the desired results?

Previous attempts had not been very successful and, although the concept was good, the implementation of the KICs remained a challenge. Thus, in summer 2007, the European Commission organised a European competition in order to research new means of collaboration and their corresponding governance and management systems.

Soon, a group of important European partners was established, which worked in the energy sector this programme focused on. One of these partners was the UPC. The EC unit in charge of these pilot projects was aware of the research carried out at ESADE into knowledge and innovation networks. Therefore, they encouraged the UPC to include our Business School in the project.

The SUCCESS research project was the starting point. A team of researchers in the GRACO research group (François Collet, Àngel Saz, Sabrina Moreira and myself), led by Alfons Sauquet, began to work with our technology partners on designing new models of collaboration, governance and management to suit these highly complex contexts.

With our participation, what started out as a 'strange project' became the proposal for the definitive Sustainable Energy KIC-InnoEnergy; ESADE thus became the benchmark business school, to such an extent that it participated in the project's decision-making bodies. After two-and-a-half years' work on this project, our efforts were rewarded: in December 2009, InnoEnergy was selected as the winning bid and thus became the largest European innova-



Co-location centres and full partners.

tion network in the sustainable energy sector.

How is the network organised?

InnoEnergy will be organised and managed like a business. It has a results-oriented organisational structure and it will be made up of a central body and six separate activity centres spread out across Europe. In our jargon, they are known as Co-location Centres (CC). Each CC coordinates the different partners within its geographical area.

The Spanish members are part of CC Iberia (which includes Spain and Portugal). CC Iberia's headquarters are in Barcelona, and it is mainly made up of two types of partner.

The full partners are: UPC, ESADE, CIEMAT, IREC, Iberdrola, Gas Natural-Unión Fenosa in Spain, and the Instituto Superior Técnico (IST) in Portugal. The associated partners meanwhile are: Agbar, Tecnalia, Alstom-ECOTECNIA, ATERSA IS, Galp and EDP.

In addition to these two types of partner, the KIC will have a third set (Network Partners), which will include SMEs, venture capital companies and entrepreneurs. They will ensure a strong, productive, innovation ecosystem, which can become a driving force behind the economy.

Each CC will be responsible for coordinating a given thematic area. Barcelona will be in charge of coordinating all projects linked to renewable energies (wind, solar [CSP and photovoltaic] and wave and tidal power) and industrial energy efficiency.

What specific products or activities will KIC-InnoEnergy develop?

The main idea is to create economic and social value by transforming ideas into products aimed at the market. More specifically, it will offer a portfolio of EIT educational programmes, launch new products and services, generate

new patents and offer a series of services aimed at creating new companies (start-ups and spin-offs), and help SMEs to grow and compete on the global market.

During the first four years of KIC-InnoEnergy's existence, we hope to train 1,500 Master's Degree and PhD students, register 65 new patents, support the creation of 50 companies and launch 90 products on the market. In order to achieve this, we have a budget of almost 450 million euros to cover the first four years. It really is an ambitious plan...

What role will ESADE play in all this?

ESADE will be the benchmark business school for the network.

With regards the KIC, it will run and manage the Innovation Network Development Unit, which will identify and disseminate information about the best innovation and management practices within the network. Moreover, this centre will manage a fund for projects that carry out research into innovation management and collaborative networks. ESADE will also be in charge of internal training and of the entrepreneurship modules in all of the consortium's Master's degrees related to energy.

At the same time, ESADE will be an active partner in CC Iberia. It will run all the services related with the incubation of new companies, as well as the advisory service for SMEs and business models. As part of CC Iberia's educational offer, ESADE will be responsible for launching an MSc in Innovation.

In addition to the volume of business that it is going to generate, this project is important because it supports ESADE three main lines of study: innovation, entrepreneurship and management science. Not only will it help create new knowledge, it will help us go further: InnoEnergy will allow us to act and to play an active role in the field of

innovation. We leave the classroom behind and take action.

Obviously, no-one can guarantee its success. Like all innovations, there is a degree of uncertainty. However, it puts our business school in a very privileged position.

So, what are the next steps?

The difficult part really begins now: we need to focus on how to implement the entire project. With regards both the KIC and CC Iberia, we are working with our partners to establish the company's legal entity and to start work in June. ESADE has a very important role to play in this process; we are organising the internal structure, thinking about the faculty, the units and the services that will be involved in this project. Despite the challenges and their complexity, ESADE's response has been very positive. We are receiving support from all areas and, thanks to this enthusiasm and collective efforts, we are convinced that we will play an important role.



“

InnoEnergy will allow us to act and to play an active role in the field of innovation. We leave the classroom behind and take action

”



Conny Hübner
Director of French and German
Sant Cugat and Pedralbes,
Building 3

How long have you been working at ESADE?

Over 12 years, I started teaching German intensive courses in the summer of 1997.

What do you do here?

I'm in charge of French and German for all the programmes (BBA/ADE, Law, MBA, as well as the former Public Courses). This covers the academic side as well as organising our teaching staff, and soon; there are more than 20 teachers for both languages.

What did you think about the institution on your first day at ESADE?

As it happens, I'd just 'arrived' from Germany and teaching at ESADE was my first job in Spain. I was really happy with the professional environment I found here and the School had, and still has, great facilities for language teaching (the classrooms and hallways in Building 3 were purpose-designed specifically with teaching in mind). I felt like I'd come to the right place, and I realised much later on just how lucky I'd been to land a job here. Language teaching in Spain often means having to work in conditions, and with resources, that are far from ideal.

And what about your colleagues?

Very friendly, and very professional. Looking back on my early days at ESADE, I realise how much I've actually learned from other language teachers, not just in training workshops, but also, and especially, in the *pasillos*, or over coffee for instance. Beyond a doubt, I think ESADE's greatest asset is its teaching staff; in all its programmes.

What's been your best and worst experience at ESADE?

I think the best experience was when, after just two years

as a teacher here, my German colleagues asked me to stand as a candidate for the post of German Department Co-ordinator. It was a vote of confidence in me that has often enabled me to find the best solutions to problems. Another nice moment was when I 'inherited' the French team—this time it was a vote of confidence from above—and this encouraged me to try and come up with ways to work even more effectively in terms of managing the two language teams.

A tough time was the death of Samuel Husenman, Director of the 'Senior Executive' Programme. A year earlier, he'd finished the programme and I'd gotten to know him quite well and appreciate him for being a unique personality, full of wisdom and surprises.

Who would you like to have dinner with from ESADE?

With absolutely everybody; definitely. If I'm honest, I'm really enjoying working at our new Sant Cugat Campus, because for the first time 'the language teachers' are working alongside staff from the Business School, and not hidden away somewhere in another building. On the other hand, we all miss our old buddies from Building 3, as we see each other much less than we used to these days.

Who would you go to a party with from ESADE?

The question isn't so much 'who with'...the dilemma is 'when'! But anyway, I'd go to a party with anyone who was up for it.

Where, or in which job, would you like to be in three years' time?

I'd settle for doing anything at ESADE, as long as I could have at least the same good level of collaboration that I have today.

Personally speaking, which of ESADE's values or signs of identity do you identify with most?

With the values that we associate with the letter 'E' (upper case). For me at least, this first of all means 'Evolving' (which we should always try to do) and always striving for 'Excellence'. Then, I think it's important to be 'Enterprising' (without this, it's impossible to reach

Quick questionnaire

If you were a historical figure, you would be: Plato.

If you were a monument, you would be: Pura Rambut Siwi (a temple in Bali).

If you were an animal, you would be: A cat – I'm really envious of mine when I have to get up in the morning.

If you were a sport, you would be: Scuba diving.

If you were a book, you would be: *The Odyssey*.

If you were a song, you would be: Jevetta Steele's *Calling You* (from the film 'Out of Rosenheim', alias 'Bagdad Café').

If you were a forgotten place: The Roraima (a Tepuy in Venezuela).

If you were not you, you would like to have been: A professional diver, marine biologist or antique restorer.

your goal) and we should go about doing this with as much 'Efficiency' as possible. This is why I don't just want to do my job, but I also hope my 'Effort' will help towards improving things. If I could have a wish, I'd wish for more 'Empathy' between the School's different groups/units, and for people in general to be a little more understanding of the situation of others.

Who should we interview for the next edition?

I'm sure anyone at the Executive Language Center would have a lot to contribute to this questionnaire.



Francisco Llamas Gallego
Maintenance Manager
Sant Cugat

How long have you worked at ESADE?

More than 30 years.

What is your job here?

Maintenance Manager.

What was your first impression of the institution when you first came to work here?

I already had a good opinion because I had worked here through an external company 10 years earlier, and I knew it was a serious institution.

What do you think of your co-workers?

I have a very good relationship with them. They are very cordial in every way.

Tell us about your best and worst experiences at ESADE.

The best part is being a part of key moments in the institution's history, such as when Building 3 and the Sant Cugat campus opened.

As for the worst part, well, there have been occasional disagreements, but in retrospect I can say it's nothing important.

What colleague would you most like to share a meal with one day?

Carles Comas.

Which colleague would you like to take to a party?

Cels Cardona.

What position would you like to hold at ESADE three years from now?

The same one.

What ESADE value or sign of identity do you most identify with?

Teamwork.

Who should we interview for the next edition?

Nick Flynn.

Quick questionnaire

If you were a historical figure, you would be: Thomas A. Edison, the inventor.

If you were a monument, you would be: The Alhambra in Granada.

If you were an animal, you would be: A bird.

If you were a sport, you would be: Football.

If you were a book, you would be: An encyclopaedia.

If you were a song, you would be: "Bluebird", by James Last.

If you were a forgotten place: A tiny cove in Menorca.

If you were not you, you would like to have been: Yuri Gagarin, the astronaut.

Sant Jordi (St. George's Day) 2010

A few days ago, the telltale signs that Sant Jordi (St. George's Day) is about to arrive began to appear. Newspapers and radio stations started giving out recommendations on books to buy. Writers started visiting TV studios to present their latest works... in one way or another, we all play an active role in this festival of books and roses. Although there are many different types of rose, we usually choose the one that is the most beautiful... But what about books..?! Be careful what you choose... they will either like it or it will go down like a lead balloon.



This dilemma of trying to decide which books to give their loved ones on St. George's Day is shared by many...

Listening in on other people's dinner-table conversations, you can pick up all sorts of ideas that will help you make a good choice...

From Stieg Larsson's trilogy to *Villa Diamante* ('Diamond Village') by celebrity writer, journalist and showman, Boris Izaguirre, as well as works by international authors such as *A Thousand Splendid Suns* by the Afghan author, Khaled Hosseini, *A Widow for One Year* by Oscar winner, John Irving, *The Naked Mountain* by Reinhold Messner, *Lime's Photograph* by Leif Davidsen, *Hija de la Fortuna* ('Daughter of Fortune') by Isabel Allende and 'Unaccustomed Earth' by Jhumpa Lahiri; all of them are remarkable due to both the quality of the writing and the hours of pleasure that they guarantee the lucky reader. Neither must we forget works by Spanish authors such as: *La Reina de las Nieves* ('The Snow Queen') by Carmen Martín Gaité, *Contra el Viento* ('Against the Wind') by Ángeles Caso and *La Hija del Caníbal* ('The Cannibal's Daughter') by Rosa Montero; and also *Te Daré la Tierra* ('I'll Give You the Earth') by Chufo Llorens or *No Mires Debajo de la Cama* ('Don't Look Under the Bed') by Juan José Millás.

Not bad for starters, is it? However, if none of the above quite does it for you as a prospective book purchaser... we have put our money on the books we think are going to be the frontrunners on 23 April. Some of the fiction and non-fiction titles most worthy of note include:



Lo que esconde tu nombre 'What Your Name Hides' Clara Sánchez

Sandra has decided to go and start a new life in a town on Spain's eastern coast: pregnant, she has left her job and spends her days trying to put off the decision about what to do with the rest of her life. On the beach, she meets a couple of octogenarians from Norway, who seem to present the ideal solution to Sandra's problems.

Hard-Boiled Wonderland and the End of the World

Haruki Murakami

Two parallel stories unfold in places with evocative names: One takes place in the so-called 'End of the World', a mysterious walled city; the other in a Tokyo of the not-so-distant future, a cold and harsh wonderland.



La Dona Que Fugia De La Boira 'The Woman Who Fleed The Fog' Albert Llimós

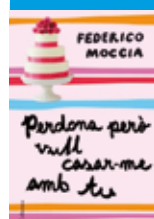
Teresa grew up without a mother, in an environment that forced her to discover evil and violence too early. When she is still quite young, she becomes pregnant and decides to leave her hometown and move to Lleida. The outbreak of the Spanish Civil War, which

has devastating effects on the city and on Teresa herself, forces her to flee once again.

Dime quién soy 'Tell Me Who I Am'

Julia Navarro

The journalist, Guillermo Albi, receives a strange proposal from his aunt, inviting him to investigate the eventful life of his great-grand-mother, Amelia. All that is known about her is that she fled Spain, leaving her husband and son behind, just before the Spanish Civil War broke out.



Perdona, però vull casar-me amb tu 'Sorry, But I Want To Marry You' Federico Moccia

The love affair between Alex and Niki is going well: they come back from Rome after spending an unforgettable holiday together and now it is time to decide on their future.

The adventures and misadventures of two Roman adolescents whom we met before in the fantastic story, Sorry If I Call You Love.



The Gropes

Tom Sharpe

At the start of the new millennium, Esmond Wiley, a rather gormless teenager, is abducted and lured to Grope Hall by one of the members of this eccentric family. Young Esmond is unable to escape and his kidnap sets in motion a series of extremely funny,

farcical events

El malentès 'The Misunderstood'

Albert Camus

Jan, a married man aged around 40, decides to return to his mother's hometown after many years of absence and resentment, during which he wanted nothing to do with his family. Jan arrives alone at the cheap hotel run by his mother and his sister, who, after such a long time away, no longer recognise him, and he asks for a room for the night.



Vengança a Sevilla 'Revenge in Seville'

Matilde Asensi

Seville, 1607. Catalina Solís (the main character in Tierra Firme [Dry Land]) seeks her violent revenge in one of the richest and most important cities of the world, 17th century Seville. By doing this, she will keep the promise she made her adoptive father to eliminate the Curvo family, thanks to a spectacular multiple revenge based on deceit, seduction, power, surprise, duels, medicine and gambling.

We cannot end this article without remembering one of the great Spanish writers of the 20th century who, without a doubt, will be one of the stars of this year's St. George's Day, and who left us very recently: **Miguel Delibes**.

Mary Granger

Mary Granger is Associate Director of Admissions and Career Services for Asia. As well as Asia forming a huge part of her professional life, it is also very close to her heart. We joined Mary to find out a bit more about Asian culture and how Mary lives it in person.

What first attracted you to Asia?

When I was growing up, my grandparents travelled all over the world, and always brought me back souvenirs and stories...I guess that's how I got bitten by the travel bug. I travelled to Asia for the first time about 15 years ago; I spent a week in Thailand and thought it was more exotic than anything I could ever have imagined! When I started working at ESADE in 2001, and had the chance to make my first recruiting trip to Asia, it was like a dream come true—I never thought I'd be able to travel to Japan, Korea, Taiwan or Singapore...much less to all the countries I've visited since then—Malaysia, India, China, Vietnam—just some of the many places my grandparents had been to.

What is it about Asia that you like?

I love walking—so one of the things I like most about the countries I visit in Asia is that the cities we recruit in are fascinating to walk around, and I take in everything—I stick my nose in a pot to see what they're cooking on the street (I love street food, in fact, I love all Asian food). I talk with people in shops, watch them doing Tai Chi in the morning...everywhere you go you see lifestyles that are totally different to those we're used to here in Barcelona.

How much time do you spend there?

I spend 3-4 months a year in Asia working for ESADE, and quite often take my vacations there as well. While I'm there, I'm involved in recruiting activities (providing information to potential candidates, taking part in MBA Fairs, interviewing and helping in the selection process), as well as Business Development with companies in the region, promoting our students and introducing ESADE to candidates as well as companies.

Do you bring any of your life in Asia back home?

Sure. I've always loved drinking tea—and

now it's rare to see me without a cup of tea in my hand. And I go for Asian food a couple of times a week (or more often, if I can). Mandarin classes in a Chinese teahouse in Barcelona, friends & students from the region, office decor...I'm always surrounded by a little bit of Asia. Right now, I'm working on trying to change my office number because it's bad *feng shui*. My office is #4 and that's bad luck in most Asian cultures; but it's kind of hard to explain to people here why it needs to be changed.

What do you miss about here when you're in Asia and vice versa?

Well, unless my husband's actually with me, he's what I miss most. But when I'm in Asia, I miss olives...and *tortilla española*...and when I'm here, I miss street food and night markets. There seems to be a general food theme to my answers, doesn't there?

How do you find getting around and communicating in these areas?

I've found most people speak at least a little English, in general, and I know a handful of words in the language of each country I visit; people are so amazingly helpful that the language isn't really a barrier. The only country where I've ever had major trouble was in China, and since Mandarin is so widespread in the region I thought it would be the most useful Asian language to learn, so I decided to study at least a little; and it's turned into yet another of my passions. Now I can get around with Mandarin—and it's amazing how receptive and warm people are when you make the effort to speak to them in Mandarin.

What cultural differences between East and West have you experienced first-hand?

One of the funniest stories involves a student from China, who I asked about

the biggest cultural clash that he'd come across. He replied, 'You remember when you asked me if stores were closed on Sundays in China? I didn't understand the question'. The whole concept of shops closing for lunch and on Sundays was so foreign to him.

Seeing that China and India are growing economies, do you think that in the West we will find an increasing need to adapt to the East in a cultural sense?

I think we're definitely going to have to adapt to a new paradigm. It's not just a question of the size of these countries, but the speed with which the countries are changing, and the way they're training their population to move forward—and outward. They're competing head-to-head in many industries, and also for many jobs...and when it comes to speed, price and preparation, they're often streets ahead.

What developments in this sense have you noticed after so many visits during your 15 years of travelling to this region of the world?

Many Asian professionals are going abroad to learn about Western business styles, and they either stay on and run companies in the West, or bring ideas back home and merge them with local culture to develop their own unique brand of management. Here in Spain there's a growing interest in learning Mandarin and finding out more about Traditional Chinese Medicine, ethnic foods, etc.

What lessons can we learn from Asian culture?

I think we can learn from their work ethic—but I think they can also learn about work-life balance from the West.





DIARY OF A STUDENT INTERN ‘Diary of a Student Intern’ is *Untitled’s* new interview feature designed to give a voice to ‘ESADE’s other students’: the students who come from other schools or universities to complete an internship in a particular

department or service at ESADE. We want to know how these students feel, what their experiences have been like, and what they think of ESADE. In this space, we’ll let them speak for themselves.

Learning in... Public Relations

Jessica Miquel Barrionuevo

Name: Jessica Miquel Barrionuevo

Age: 21

Year in school: 4th year of a bachelor's degree in public relations

School/university: Formatic Barna - University of Wales

Location of internship: Public Relations

Tutor: Gloria Mora

Length of internship: 1.5 years



How did you come to work here at ESADE?

I heard that ESADE’s Public Relations service was looking for student interns, so I decided to apply for the position. It was that simple: I sent my resume, I had an interview, and I passed the test. And here I am!

How did you feel when you were selected?

I was absolutely delighted to have the opportunity to start at ESADE. On my first day,

of doing an internship at ESADE?

ESADE has given me lots of experience in event organisation, and from there I’ll be able to grow and improve. One disadvantage, which is related to this advantage, is the fact that you can’t do much innovating in this area. Another advantage is that ESADE is a name that looks great on a resume, and everyone says that will give me a head start in the future. And then there are the

I was so nervous that I arrived an hour and a half early!

How have you changed since that first day?

Professionally, I have learned a lot. I’ve learned how to feel comfortable in any situation, how to comport myself, and how to speak in public without being embarrassed. And this is essential to working in public relations.

What are the advantages and disadvantages

people. When it comes to interacting with other people, the ESADE staff is very friendly and I’ve always felt very integrated here.

Tell us a story from your time here...

One day I was asked to supervise an event for a few minutes. It was the first time I’d supervised an event by myself, and of course there was a huge blackout that day. Suddenly, the lights went out and the speakers stopped talking. It was completely dark, the emergency lights came on, and everyone looked at me. I wanted to die! I passed a note to one of the speakers, telling him to keep talking as if nothing had happened. And that’s what he did. So they kept right on talking, in the dark, and the audience was amused by that. Finally, the lights came back on, just as my co-workers came back!

What do people say when you tell them you’re doing an internship at ESADE?

They usually say ‘wow!’ Most people are shocked, and they ask me questions about what I do, who I work with...

In a single word, how would you describe your time here at ESADE?

Opportunity.

Jackie Neff

My name is Jackie Neff and I have worked as an English teacher at the Executive Language Centre since 1995. I’m from a town near Chicago in the United States. When people ask me about American cuisine, all I can say is that it is as diverse as the American population itself, with origins from all around the globe. So, it’s very hard to generalise: everything that people say about the American population and their culture (and also their ways of cooking and eating) may well be true at a certain place or time, but completely wrong elsewhere or at another time.



This recipe was given to me by a friend from California, whom I met when we both worked together in Seattle, Washington. He then left for a job on the other side of the country. But, when I went to Vermont, we met up again. And whilst I was there, he made this cake for my birthday.

Actually, in some ways, this cake is similar to other American desserts: it is quite common for them to include ingredients such as courgettes, pumpkin, carrots and even rhubarb.

Chocolate and Courgette Cake

- 275 g sugar
- 100 g butter
- 60 ml oil
- 1 egg
- 175 g flour
- ¼ tsp baking powder
- ½ tsp baking soda
- ¼ tsp cinnamon
- ¼ tsp allspice (*Pimenta officinalis*)
- 2 tsp cocoa
- 250 g grated courgette
- 1 yoghurt
- ½ tsp vanilla essence
- 75 g chocolate, broken into small pieces



Beat the sugar and butter together until mixed thoroughly. Add the eggs and mix well again. Then add the oil and the vanilla essence. In another bowl, mix the flour with the baking powder, baking soda, cinnamon, allspice and cocoa. Gradually add the dry ingredients to the other mixture and stir them in well. Add the courgette and the chocolate. Pour the mixture into a tin that has been greased with butter and dusted with flour. Bake for 50 minutes at 175° C.

Births

Congratulations from the *untitled* team to the new mothers and fathers at ESADE and welcome to Oriol (*Anna Salom*), Mateo (*Rebeca Carpi*) and Berta (*Cristina Espelta*).



Oriol



Mateo



Berta

Diary of a student intern

The pleasure is yours

‘The cafeteria’

Acció Solidària contra l'Atur

Social

action

Amics de la Gent Gran

Fundación Balía

Finally, three organisations have been chosen by ballot: Amics de la Gent Gran and Acció Solidària contra l'Atur at the Pedralbes and Sant Cugat Campuses, and Fundación Balía at the Madrid Campus. Through working with these organisations, we will have the opportunity to develop volunteer and social projects over the next two years, 2010 and 2011.

Solidarity Action Against Unemployment

ESADE's internal community has chosen to collaborate with Acció Solidària Contra l'Atur (Solidarity Action Against Unemployment, ASCA) for the remainder of the present academic year and in 2010-2011. To get to know this organisation better, we interviewed Joan Comas, chairman of ASCA's board of trustees.

Joan, please tell us a little about the history of your organisation.

ASCA was founded in 1981, in response to another economic crisis, by people who saw that unemployment was a problem that affected everyone, and that leaving it solely in the hands of the government—whether central or regional—was not fair. We had to do away with rhetoric and criticism, and instead take action.

Mission

Our mission is not to do away with unemployment—no single organisation can do that alone. Our goal is to help people who are unemployed to overcome their situation through self-employment

So we started helping entrepreneurs who wanted to launch business initiatives. At the beginning, our rate of return was quite low and the delinquency rate was high, but little by little we were able to bring it down.

Now we have tutors to monitor projects more closely, and we are careful about whom we choose to share our resources with. We offer our services to cooperatives, job-placement firms, and similar companies, since their projects tend to be more highly consolidated.

Let's talk about your team. How many people are there? How are you organised?

ASCA consists of the people who sit on the board of trustees and around 30 volunteers who together dedicate more than 200 hours per week.

The contributions made by our volunteers vary depending on their abilities and dedication, but by working together we have been able to get the wheel of solidarity rolling: we help unemployed people become self-employed by providing interest-free loans but specifying a firm repayment deadline. Today, 51% of ASCA's annual income is derived from the repayment of these microloans! That says a lot about people's commitment.

Where do your other funds come from?

Our main sources of funding are contributions by individuals, religious organisations, and public and private companies.

What assistance do you provide to the people you target?

We offer different programmes depending on each person's needs:

- Microloans for self-employment. This programme provides loans for the creation or consolidation of business initiatives.

- Social funds. This programme is designed to help immigrants who, despite having a paid job, do not have enough money to establish themselves or promote themselves professionally.
- Job-placement aid. This programme provides people with the things they need to enter the labour market immediately.
- Occasional aid for vital needs. This programme provides aid for basic subsistence (food, urgently required necessities, etc.).

How can people at ESADE collaborate with you?

There are two main ways to collaborate. The first is by making a financial contribution to the programmes I mentioned earlier, and the second is by providing professional or consulting services.

I hope that the people who work at ESADE become interested in collaborating with our organisation.

ASCA in numbers

500 collaborators

10.07 millones euros dedicated to the struggle against unemployment

600 collective self-employment initiatives supported

6,500 jobs created

For more information, visit www.acciosolidaria.cat or call 932 170 288.



Joan Comas, president of Patronato de Acció Solidària contra l'Atur, during the interview.

Friends of the Elderly

The ESADE community will also be collaborating with Amics de la Gent Gran ('Friends of the Elderly'). Here at Untitled, we wanted to take a closer look at this institution, transmit its spirit, describe the services it offers, and explain how each of us can contribute something to this project. We interviewed Oriol Alsina, the organisation's managing director.

Oriol, how was Amics de la Gent Gran created here in Catalonia?

A group of people discovered the existence of Les Petits Frères des Pauvres, the parent organisation, while vacationing in France. Following talks with the Catalan Government, Amics de la Gent Gran was founded here in Catalonia in 1987, with a small structure and a handful of financing sources. There were lots of elderly people living alone who needed emotional companionship.

What first struck you about Amics de la Gent Gran?

I came from the world of ethical banking. I worked in a very international environment, trying to secure support and raise funds for social projects all over the world. I lived for several years in Paris but I travelled all over the world. I was involved with the World Social Forum, the World Trade Organisation and so on, and I thought we could change the world. What really struck me about Amics de la Gent Gran was the fact that, for the first time in many years, I could see the people we were helping. What's more, the elderly tend to be very grateful. We are close to the people we're helping, and we can talk to them, give them a hand, etc., and they communicate their gratitude towards the team for doing work that is very useful to them.

In general, the entire team shares this sentiment. Everyone who works here was, at some point, struck by the need to do some sort of social-welfare work. Each person followed a different process before finally

What does 'companionship' mean?

- Recognising people, accepting what makes them unique, and respecting their dignity and their privacy.
- Giving value to their lives, allowing them to rediscover their potential, and encouraging them to express their desires and greatest ambitions.
- Walking side-by-side with them, respecting their progress and pace, continually adapting to their needs, and determining what they lack.
- Helping to boost their self-esteem.
- Considering them beings in constant evolution and helping them to accept the changes that are taking place in their lives.
- Helping them to avoid feelings of social exclusion.



finding the time and the way to collaborate and offer help.

Tell us what services you offer and how people at ESADE can help you.

We have various different ways of providing support to elderly people—who, let's not forget, number more than 200,000 in Catalonia.

First, one of the basic aspects missing from the lives of the elderly is emotional companionship, since many of them are alone in the world. We consider this concept in its broadest meaning [see box]—that is, we don't just provide physical companionship. Companionship is the main vehicle used by our organisation to pursue its mission, since this word encompasses the true spirit of Amics de la Gent Gran.

This companionship may take the form of regular home visits, visits during illness (or during doctor's appointments), sporadic visits, or, under certain circumstances, telephone calls.

We also plan various activities and events as part of our activity and socialisation programmes, such as discussion gatherings, outings, Christmas dinners, and the celebration of holidays such as Sant Jordi. We also have awareness-raising programmes that call attention to the situation and needs of the elderly.

Everyone at ESADE can collaborate with us through the programmes I've already mentioned, or by making an economic contribution of any size, or by providing consulting services in their areas of expertise—for example, by designing a marketing plan, a brand strategy, etc. I believe that many people at ESADE can help us through this sort of volunteering.

This is one of the most significant changes that have come about in this sector. There used to be more volunteering. Now, with the gradual professionalisation of the third sector, it is possible to collaborate in other ways, for example by providing a professional service.

What would you say to members of the ESADE community to convince them to collaborate with Amics de la Gent Gran?

That volunteering is a privilege, not a sacrifice.

The classical vision of social services is that they provide aid to the neediest people, that it is something like charity, and that we have an obligation and a responsi-



Amics de la Gent Gran is a volunteer organisation that works to improve the quality of life of elderly people, especially those who suffer from loneliness, isolation, or a lack of economic resources.

bility towards the weakest among us. I see it from a different perspective. It's an activity that can give meaning to your life, in which you meet new people... and it is very gratifying. I don't see it as a duty, but rather as a pleasure. As a volunteer, you give, but you also receive much in return.

As geneticists say, the human race is the species that is best prepared, genetically speaking, to share. We need each other.

In the case of Amics de la Gent Gran, specifically, we've found that many young people are initially afraid of volunteering with the elderly, but when they try it, they discover a new perspective on the world. The elderly have lived through many things, much more so than we have, and that is very enriching.

Everyone should look for their own opportunity, without rushing it, and decide what group they would like to work with. Then, they should decide when it is best for them to volunteer, and finally, they should decide what level of commitment they are willing to make. If they have something inside of them, it will come out eventually. But this is a process that each person must go through freely, without feeling guilty.

Is it your time?

If you think it's your time, and you want to collaborate with Amics de la Gent Gran, contact Antonia Vergara or Albert Quiles by calling 93 207 67 73 or sending an email to info@amicsdelagentgran.org.

You can also visit our website, www.amicsdelagentgran.org, to find out when our next informational talks will be held.

Balia Foundation

Fundación Balia, the organisation chosen by our colleagues in Madrid, provides opportunities for children and young people in situations of inequality. It currently has ten educational projects underway in various neighbourhoods of Madrid, in addition to offering support to several international co-operation projects.

Mission

Fundación Balia is a non-profit organisation with no religious or political affiliations, which has focused on the comprehensive development of children and young people at risk since its launch in 2001.

Its mission is 'to promote the social inclusion of disadvantaged children, and to work in some of the country's most disadvantaged communities where there is a high rate of immigration'. It also organises activities in deprived communities in other countries, through collaboration projects with local authorities.

Fundación Balia sponsors and implements specific educational initiatives to prevent young people from dropping out of school. It also supports education on values, offering behavioural patterns that children can reflect upon, and allowing them to develop into well adjusted adults.

In addition, Fundación Balia creates awareness on the social reality of disadvantaged groups and promotes social awareness and involvement in order to improve that reality.

In the upcoming issue of *untitled*, we'll be bringing you more details on this NGO. In the mean time, you can go to www.fundacionbalia.org if you'd like some more information.

Balia Foundation provides norms of behaviour for children to interiorize so they become socially integrated adults.



Move ESADE with us!

ESADE wants to become the best school for the world. In order to attain this goal, we have started a project that you can take part in. You can get involved in different ways and through various channels. Only by means of a joint effort can we make ESADE a global brand.

What's the point of all this research? ESADE should focus on academic excellence.

Wouldn't it be better just to focus on gifted students instead of giving grants to gifted students who can't pay the enrolment fees?

If you are going to donate money, it's better to give it to an NGO than to a business school.

Innovation is vital for ESADE. Without resources for research, we cannot compete with the other top schools.

Grants should focus on promoting talent but also help rebalance society and reinforce ESADE's social aspect.

If we donate money to ESADE, we are helping the cause: we are helping to train people who will create a more advanced and fair society.

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

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donations we receive, the more quickly we will be able to progress.

Are we speaking about personal donations or does this also include donations from companies?

Firstly from companies and then from individuals. On this note, we have been consolidating donations from companies and foundations quite successfully for four years, because they have increased fourfold. The time has come to start obtaining donations from individuals.

What can we do now in order to participate?

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

It is not easy to say no...

No, it's not easy to say no. It really is a very exciting project. The most important thing is that it's a collective project.

'We want ESADE to be a global brand'

Interview with Mònica Rius, Director of Corporate Development at ESADE

Moving ESADE is a collective platform to move ESADE towards the future and turn it into the best school for the world. Debate, donate, become a fan—the entire ESADE community is invited to take part in the project.

Is ESADE moving?

Yes, it seems to be. But I don't think we've ever stopped moving. It's just that now we are moving in a global direction and that means everything is magnified.

Where are we going?

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

We are going to be a brand...

We already are a brand, but we want to go even further and complete alongside the most prestigious schools in the world.

How do you manage to become a global brand?

By investing in key areas that attract talent and research. If we have the best students, the best faculty and

we are able to generate innovative and enterprising knowledge, then we will have succeeded.

When is this due to happen?

First we would like to count on the support of the entire ESADE community. It's a path we need to go down together.

The whole community is a lot of people...

Yes, nearly 40,000 people if you count the students, alumni, faculty and administrative staff. We want this to be a project that involves everyone.

How can we contact everyone?

For the moment, we will do it virtually. We have created 'Moving ESADE' groups on Facebook, LinkedIn and Nexus, where we conduct debates based on videos that deal with the key issues facing the school.

Grants, faculty, research... what else?

Talent and knowledge are the keys to our future success, but in order to achieve it we need to adopt funding models like those used by American

schools such as Harvard, and also like those of European schools such as HEC, Bocconi and the LBS.

Through donations...

Correct. The model originated in America, but it is also becoming established in Europe. If we want to compete with these schools, we need to have the same competitive advantages.

Is Moving ESADE's aim to obtain donations?

No. Moving ESADE's aim is to obtain participation. Some people will participate on an intellectual level, some will give up their time and others will decide to donate money. All contributions are of equal importance for us in this initial phase of the project.

But at a later stage, what we'll want will be donations...

We will continue to encourage participation, the entire ESADE community must have the chance to move the school towards the future. However, it is true that the more

What do you think?



Visit www.movingESADE.com
Get inspired... then inspire us!