ESADE Alumni, passionate about giving back

The Alumni Giving Back conferences closed the 3rd Pro Bono Consultants Programme, an initiative which delivers free consultancy services to non-profit organisations.

The closing sessions of the 3rd ESADE Pro Bono Consultants Programme in Madrid and Barcelona showed how the alumni’s experience contributes towards social change. Both conferences were introduced and moderated by ESADE Technical Secretary Enrique López-Viguria (MBA 90) and featured a detailed review by Ignasi Carreras (SEP 06), Director of the ESADE Institute for Social Innovation.

POSITIVE EXPERIENCES

The conferences rounded off the ten pro bono consultants projects carried out over the last year on a high note. The speakers in Barcelona included Francesc Giró (FGONG 00), representing the team at Acció Natura, and Teresa Giralt, founder and president of the Gaspar de Portolà Foundation. The Managing Director of IN&OUT, Maria José Pujol, spoke about setting up a marketing plan with the help of pro bono consultants.

4th Edition of Pro Bono Consultants

New Projects for 2009/10

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<td>LA RUECA ASSOCIATION</td>
<td>Seeks to prevent the exclusion and marginalisation of disadvantaged young people</td>
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<td>Fostering the social integration of women through training and education</td>
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<td>IMPROVING THE QUALITY OF LIFE OF DOWN’S SYNDROME SUFFERERS AND ADVISING THEIR FAMILIES</td>
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<td>Communication plan geared towards increasing recognition for the organisation</td>
<td><a href="http://www.terrapacifico.org/">http://www.terrapacifico.org/</a></td>
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consultants to publicise her restaurant, and the same consultants also assisted the Xamfrà Sant Miquel Foundation with its communication plan, as was described by the organisation’s director Imma Pericas. There were also talks by pro bono consultants Xavier Bombí (Lic&MBA 97), who worked with Amics de la Gent Gran, and Albert Comellas (MBA 01), who helped Acció Solidària contra l’Atur.

On behalf of the team of pro bono consultants who advised Lleida Solidària, Sílvia Ibáñez (Lic&Máster 91) read out a letter from an African child describing the improvements in their community thanks to the efforts of the organisation. In Madrid, pro bono consultant Fernando Palacios (DMC 06) and the Entreculturas Foundation Organisation Department director Jorge Serrano underlined their satisfaction at the successful outcome of their partnership.

Alma Vázquez (DMC 08), spokesperson for the consultancy team, and Paloma Ortega, Communications Director at the Chandra Foundation, highlighted the relationship forged with the NGO. Finally, Ana Cabezas (SEP 08), consultant, and Paloma Escudero, executive director of UNICEF Spain, spoke about the work they had done together.

GENERAL SATISFACTION
At both sessions satisfaction and commitment were the concepts most used by attendees, including the Alumni Giving Back coordinator in Madrid, Macrina Camps (Lic&MBA 94), and the coordinator at the Institute for Social Innovation, Sonia Navarro. In Barcelona the event was also attended by the President of ESADE Alumni, Germán Castejón (Lic&MBA 81), and the CEO of DKV, Josep Santacreu (PMD 89), who with Sonia Navarro make up the Advisory Board for the programme. Here at Alumni Giving Back we would like to thank the organisations for choosing us and recognise the work done by each and every one of our pro bono consultants. Thanks to their dedication and enthusiasm, this edition of Alumni Giving Back has once more been a complete success.

BARCELONA
CASA TEVA FOUNDATION
Provides accommodation and psychological care for people who for health reasons come to Barcelona for long periods of time
Five-year strategic plan
http://www.fundaciocasateva.org/es/noticias.html

CATHOLIC SCOUT MOVEMENT
Promotes social values through childhood education using recreational activities and contact with nature
Organisational plan – managerial structure and internal communication
http://www.scoutsmsc.org/

ACIDH FOUNDATION
Enhances the quality of life of people with borderline intelligence
Review of internal processes at its two special workplaces
http://www.acidh.org/

MARIANAO FOUNDATION
Building a residents’ community in Sant Boi de Llobregat by means of education in values, integrating young people at risk of exclusion, etc.
Human resources. Staff reorganisation. Progress towards process optimisation
http://www.marianao.net/

VICENTE FERRER FOUNDATION
It is a development NGO committed to transforming the most disadvantaged communities and which works to improve the living conditions of the most disadvantaged groups in India.
Company loyalty plan

The Pro Bono Consultants project has been made possible by our sponsors who believe in us. If you’d like to be an Alumni Giving Back sponsor, please email us at alumni.solidario@esade.edu
In the various projects I’ve been working on over the past few years, mainly with my colleagues Gemma Baulenas, Joan Coma-Cros and Maria José Parada, we’ve been able to pick out different types of family businesses by identifying their features and the circumstances in which each one operates successfully.

**Family Business Models**

The models we’ve identified are: (1) the Captain model, (2) the Emperor model, (3) the Family Team model, (4) the Professional Family model, (5) the Corporation model and (6) the Family Investment Group model.

The *Captain model* is the small business which belongs to an entrepreneur and is run by him or her. It is not very complex in either family or business terms. The person who sorts things out in the family and the internal management of the company is the businessperson.

The *Emperor model* is a medium-sized or large family business run by an entrepreneur who in turn controls the company’s ownership. The entrepreneur’s exceptional characteristics means that, just like in the Captain model, the entrepreneur can sort things out in the family and handle the company’s internal management. The emperor runs the any on

**Figure 1: Family Business Models and Complexity Profile**

Source: Gimeno et al. 2009

A new way of understanding family businesses

Up until now family businesses have been approached as if they were a uniform phenomenon, when in fact there are enormous differences between some family businesses and others.
professionally trained and run the business in a professional way. The reader will be able to call to mind a number of Spanish firms which are run extremely professionally by one or several members of a family who in turn control ownership.

The Corporation model is a large family business, owned by a significant number of family members. The family has a presence on its governing bodies but plays no role in management. If a family member does have a management position, this is purely by chance, either because he or she is part of a training project or because he or she has been hired by the board of directors due to his or her specific skills.

The Family Investment Group model (FIG) is a family business designed to administer the wealth which a family wishes to hold together. Family and business complexity in this model may be varied. Figure 1 shows the complexity profile of a significant number of Spanish family businesses (1,237 to be precise), whose model is colour-coded. The reader will note that family businesses with very similar complexity profiles may have different family business models. The reason for this lies in the family mindset, that is to say in the meaning the family business has for the family. Thus the structure of the business family varies depending on the way in which the family “thinks about” the business.

“Empires” normally evolve towards other non-single individual models which are suitable for complex family businesses

Each model can work very well in specific circumstances, but at the same time can be very dysfunctional if the conditions aren’t appropriate. Furthermore, the bulk of the problems family businesses face stem from having maintained a family business model that was no longer the right one.

The Captain model depends on a person with the ability to take the business forward. This model is replicable over time as long as there is another “captain” with over the business in the following
generation and who owns all or the majority of the company. The Emperor model is very difficult to replicate over time. The “emperor” tends to try to replicate the model by looking for a “successor” when in reality the emperor cannot be replaced. Hence the Emperor model needs to evolve towards another model so that the company will remain viable in the next generation. This evolution could be towards the Professional Family, Corporation or Family Investment Group model depending on circumstances. The work that we have done has made it possible to identify the lifecycle of each of these models. The Emperor model is one which requires a certain amount of time in which to develop but can be very successful. It has a limited period of validity and a tendency to crumble over time. It normally evolves towards other non-single individual models which are suitable for complex family businesses, and if it doesn’t it will have major difficulty in surviving as can be seen from the figure.

### NON-SINGLE INDIVIDUAL MODELS

For the Professional Family model to be successful the family group must be small (not very complex), the family members who run the company must be able to do so in a professional and demanding way and they must understand each other in order to form a competent top management team. This model can only be replicated to the extent that these circumstances are present. This is unlikely to occur due to the trend towards increased family complexity and the unlikelihood of a group of relatives who have not chosen each other being able to make up a team of this type.

The Corporation model only makes sense in advanced stages of the family business. It is the most appropriate model for dealing with high levels of family and business complexity. It is not the right model for the first generation but can become apt from that point on if the size of the company makes this possible. From the third generation onwards, should there be high levels of family and business complexity then this will be the most functional model, as shown by the data that we have studied.

### The Corporation model only makes sense in advanced stages of the family business

The Family Investment Group model is appropriate for any type of family and business complexity. It can range from orderly management of some family assets (normally properties and financial assets) to sophisticated family offices. Quite often families will combine wealth management using this model with operational management using one of the other five models.

The perspective of the various family business models enables running a family business to be completely rethought. The family needs to realise which model they have developed and assess in the light of changing circumstances whether it will remain valid in the future or whether they need to move towards a different type.  

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**Further reading**

*Modelos de empresa familiar*

Alberto Gimeno, Gemma Baulenas and Joan Coma-Cros, Editorial Deusto; Colección Instituto de la Empresa Familiar, 2009.
A pandemic is always a social problem and reveals abnormal situations. An editorial in Mexican newspaper La Jornada on 27 April stated: “The inevitable contrast between the deaths in Mexico and the symptoms caused by the same virus in the United States which appear to be much more benign has an inevitable explanation: poverty”. In Mexico the death toll (when this was being written) had already risen to 46 people, but there are as yet no reports of flu-related deaths elsewhere. Why in Mexico? Mexico is an emerging country, a member of the OECD, a member of the G20, an oil and car exporter, the biggest Spanish-speaking market in the world (in purchasing power parity terms) and has some of the world’s richest people. Alongside these good figures, however, is the fact that one third of its population lives below the poverty line.

The coexistence of wealth and poverty in Mexico, as in other parts of the world, is another outcome of the redistribution crisis we have been experiencing for some time. The dominant economic model in recent years has completely ignored income redistribution and has allowed wealth to accumulate in the hands of the fortunate few. Meanwhile, growth in income from work has been contained with stable real salaries and cheap imports. These well-to-do proletarians (the middle classes in the broad sense of the term) have been allowed to have a slice of the prosperity cake by selling them, at relatively low interest rates, “subprime” mortgages, credit cards and “toxic” assets, so that while they transfer the little capital they have managed to save with such effort to the masters of money, they have the impression that they are the owners and beneficiaries of “popular capitalism”.

The crisis has destroyed these financial hallucinations and has left most of the middle class indebted up to the eyeballs, unemployed, fearful of losing their homes and other capital goods and dependent on the state, which has been forced to bail out the banks so that the national economy does not collapse entirely. And now in the midst of poverty along comes a new threat: H1N1 flu, a global threat which even though it is not deadly for most people who catch it, is proving fatal for the poor. When will we learn that the world cannot survive with islets of the wealthy surrounded by a sea of the poor? 

Luis de Sebastián, In memoriam

Professor Luis de Sebastián practically saw the birth of the magazine you are now reading more than ten years ago. His critical spirit has faithfully accompanied it since then and his section has maintained its unalterable essence to become one of the hallmarks of our publication. In the early morning of 26 May, a sudden heart attack meant we had to bid farewell to a sharp observer of reality who abjured simplistic analysis and intelligently and painstakingly denounced the injustices and contradictions of the world through his articles. Below is his final contribution to the ESADE Alumni magazine; with it we say goodbye to his incisive vision and his commitment to achieving a better world, and thank him for his selfless collaboration and enthusiasm.

Xavier Sanchez (Lic&MBA97), Editor of ESADE Alumni

Thoughts on H1N1 flu

Luis de Sebastián
Alfredo Sáenz and Juan José Brugera at ESADE

The first two talks in the series looking at future challenges in business focused on the financial and property sectors and featured Grupo Santander’s CEO and Colonial’s Chairman.

Alfredo Sáenz, Deputy Vice-President and CEO at Grupo Santander, spoke at the first in the series of talks being organised by ESADE and Deloitte. In Sáenz’s view at present there is a risk that by acting hastily we may miss out on the opportunities that are generated by a crisis. He set out the five mistakes to be avoided “if we want to have a sound financial system on the other side of the crisis”.

A change in the trend in Spain towards home ownership which will result in a significantly greater number of people renting was one of the main conclusions of the second talk in the ESADE-Deloitte series.

Colonial’s Chairman Juan José Brugera emphasised the progressive disappearance of two great paradigms: a sense of liquidity and the capital gains that used to be available from house buying.

Colonial’s Chairman said that “there’s going to be a major readjustment in supply”.

As for the future of developers, Brugera said that “there’s going to be a major readjustment in supply, the business will become a lot more professional, costs will be strictly controlled and capital gains will be very slow to appear”.

‘Financial Times’ and ‘América Economía’ praise ESADE in their annual tables

ESADE is the eighth best business school in the world and the fifth in Europe for company training according to the annual table for Executive Education published by the Financial Times. ESADE’s custom programmes are rated very highly, especially as a result of the satisfaction of customer companies which accounts for 80% of the final score.

In lockstep, ESADE has been named as one of the world’s best business schools in a table published by leading Latin American business publication América Economía, which also ranks ESADE’s MBA as one of the top five in the world and the second in Europe.

New ESADE Law School Institute of Forensic Evidence and Probative Law

The complexity involved in obtaining evidence and its subsequent validity combined with technological and digital advances in society as a whole and in economics and the law in particular call for a body such as the Institute of Forensic Evidence and Probative Law in order to meet legal and business needs. The Institute will enable cutting-edge research into issues such as electronic evidence, the work of forensic experts and evidence provided by private detectives.

The chairman of the Institute’s Managing Board is Lluis Muñoz Sabate, a Doctor in Law, lawyer, psychologist, Professor of Procedural Law and an internationally-renowned expert in evidence appraisal.
Carlos Losada talks with González and Aznar at ExpoManagement

The two ex-Prime Ministers agree on the need for structural reforms in Spain at ExpoManagement 2009.

This is one of the main conclusions of the talks about the current position of Spain in Europe and the type of leadership needed to overcome the crisis given by the former Prime Ministers at the meeting. Building on that, and as the moderator of the discussion, ESADE’s Director General, Carlos Losada (Lic&MBA 79), asked whether it would be possible to come up with some new Moncloa Agreements. González replied that “there is a need for new agreements, possibly even more wide-ranging than the Moncloa ones, which bring together all social forces to find a way out of the crisis”. Aznar also said he thought a political formula was required to tackle current economic problems, although he concluded that “action has to be taken whether or not you can get a consensus about it”.

The two former Prime Ministers also had different visions of the reforms required to deal with the crisis. According to González, they include “turning Europe into an economic and technological power and not just an industrial one, and settling migration issues and security threats”. By contrast, Aznar said that the four fundamental measures required to deal with the current economic situation in Spain involve carrying out “tax, labour and energy reforms and fostering deregulation in local and regional government.”
4th edition of the Brand Centre Awards

Repsol was the big winner at the event organised by ESADE and Accenture. Calvo, Bankinter, Cola Cao, R. and MRW picked up the category awards

The oil company carried off the Overall Award in large part for having taken the Repsol culture into 57 countries. Repsol operates in over 30 countries and markets its products in more than one hundred across the globe. Company strategy focuses on catering for the local needs “of the markets in which it operates while preserving brand identity and enriching it with the idiosyncrasies of each country. Hence the brand acts as the common link between different markets and motorcycle sponsorship affords it visibility”. To manage its brand and foster this common link the company has a brand committee, brand mailbox, intranet brand section, visual identity programme, brand applications control panel and brand licence management.

The Overall Award, which in previous years has gone to BBVA (first edition), Movistar (second edition) and Banco Santander (third edition), is selected from amongst the winners of the contest’s seven categories.

Repsol carried off the award in large part for having taken its culture into 57 countries

During the awards ceremony, Mario Ezquerra underlined the importance of these awards given the current economic climate, as “brand management is always important, but even more so in today’s circumstances”. José María Oroval singled out “innovation [as] the common denominator in this year’s candidates”.

Management Awards which generate value

This is the fourth year that ESADE, together with Accenture and the business daily Expansión, has staged the Brand Centre Awards in recognition of the best practices in brand strategies across Spain. Each edition of the awards has honoured value-adding management activities in brand creation and development.
Antoni Castells and Salvador Alemany analyse public-private partnerships

Antoni Castells, the Catalan Minister of Economy and Finance, and Salvador Alemany, Chairman of Abertis and the Economics Club, spoke at the annual Partners Programme meeting.

One of the key messages to come out of the conference is that public-private partnerships are not a stopgap to overcome current financing problems. Castells said they are necessary because “the government has more favourable debt conditions” whereas “at times the private sector handles the management side better”. Both the Minister and the Chairman of Abertis debated the future of public-private partnerships and exchanged requests. For instance, Alemany insisted that “now is the time to take decisions. We can drive the much-needed rationalisation of public spending” while Castells called for the private sector to take risks. In his opinion, this “will thwart the perception that when things are going well, shareholders come out winning, and when times are hard, taxpayers end up forking out”.

ESADE wins two Catalan awards

In recent months ESADE has been presented with two awards in Catalonia: the Carles Ferrer Salat Award for 2009 and the President Macià Achievement Award.

With the former prize, employers’ organisation Fomento del Trabajo has recognised the business school’s 50 years in providing technical training and human development for managers and its contribution to the competitiveness of Catalan businesses.

Carlos Losada (Lic&MBA 79), Director General of ESADE, received the award from Joan Rosell, President of Fomento. In turn the Catalan Government has also recognised ESADE’s contribution to driving corporate social responsibility and the school’s 50-year track record in executive education and training.

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Executive leadership: updating key concepts

New Advanced Management Program

Backed by its 45-year track record in senior management programmes, ESADE has started up its Advanced Management Program (AMP). The programme combines domestic and international components and enables managers to develop their leadership and decision-making skills in the current economic situation.

Addressed to senior executives who have at least 10 years of corporate management experience, this programme (for which fairly fluent knowledge of business English is recommended) seeks to provide an opportunity for discussion and thinking which is based on personal experience, exchanges with fellow students and the contribution made by course lecturers.

The AMP updates knowledge, expands points of view and enables situational analysis leading to the identification of new opportunities. It also seeks to encourage continuous learning as an essential tool for personal development through international experience and as a way of expanding professional contacts, since through the AMP ESADE is to bring together specialists and a wide range of top managers including leading figures in economics and business.

For more information:
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Programme heads

In Madrid:
José Luis Álvarez Álvarez
Professor in the Department of Business Policy at ESADE.

In Barcelona:
Alberto Gimeno Sandig
Professor in the Department of Business Policy at ESADE.

KEY FACTS

Schedule
Barcelona: from 9 November 2009 to 27 April 2010
Madrid: from 16 November 2009 to 3 May 2010

Format
1 day per week (morning and afternoon) plus three intensive periods, one of them at the Wharton School in Pennsylvania, USA, one of the world’s leading business schools, where the latest trends in strategy, internationalisation and finance from around the world will be analysed.

International teaching staff
Alongside ESADE lecturers, the sessions will also feature top experts in innovation – Prof. Jay Rao from Babson College – personal development and self-knowledge – Prof. Jagdish Parikh from Harvard – and senior management programmes – Prof. Schon Beechler from Duke.

Lectures, team-working and the CEO Forum
Students self-diagnose their leadership abilities and other key management skills in a personal development programme devised by one of the “fathers” of emotional intelligence, Richard Boyatzis. The programme also features a CEO Forum made up of leading figures from the current business scene.

Innovative method
Finally, the programme also uses experiential methods drawn from business such as the strategic simulator, an interactive experience in which students take decisions in a variety of scenarios, and the Synergy, a simulator for generating high-performance teams in uncertain and unstable situations.
First GEMBA programme class has audience with Prince and Princess of Asturias

The first class of the Global Executive MBA (GEMBA) programme, whose Madrid module took place in May, met with the Prince and Princess of Asturias.

The meeting recognises the innovative value of the programme and also had special meaning as Prince Felipe did the International Relations Master’s Program at the Edmund A. Walsh School of Foreign Service at Georgetown University (Washington, DC) from 1993 to graduation on 26 May 1995. Accompanying the first GEMBA class and representing the schools which teach the course were Carlos Losada (Lic&MBA 79), Director General of ESADE; Gordon Schwartz, Associate Dean of Executive Education at the McDonough School of Business at Georgetown University; and Leopoldo Rodés, President of Ramon Llull University.

The audience was one of the main activities on the GEMBA programme schedule for students doing the Madrid module. Other activities included a visit to the Bank of Spain and a number of meetings with executives from multinational companies.

Business schools crucial in setting up corporate universities

II ESADE Corporate Universities Forum

The heads of the Corporate Universities at Ferrovial, Fiat, Unión Fenosa, Telefónica and PricewaterhouseCoopers discussed the growing presence in Spain of large companies with their own educational centres.

In addition to creating brand image, corporate universities enable companies to train their employees and in the future will also be the venue for teaching customers. These and other issues were raised at ESADE’s Corporate Universities Forum in Madrid, including the key role of business schools in helping companies set up their universities by providing teaching staff and syllabuses. As Peter McAteer, Vice President and Managing Director of Corporate Learning at Harvard Business Publishing, remarked, in the US this system has been up and running for thirty years. Spanish multinationals are competing with organisations with greater experience and having corporate universities is, according to Xavier Mendoza (Lic&MBA 79), Deputy Director General of ESADE, a means of building their multinational culture and growing more quickly.
Bernd Beetz, Coty’s CEO, attends The ESADE MBA graduation

LAST 3 APRIL THE GRADUATION CEREMONY FOR STUDENTS ON THE ESADE MBA WAS HELD AT CASA LLOTJA DE MAR. THE EVENT WAS ATTENDED BY BERND BEETZ, CEO AT COTY, THE WORLD’S BIGGEST PERFUME COMPANY, AND ONE OF THE WORLD’S MOST SUCCESSFUL BUSINESSPEOPLE WHO SHARED HIS EXPERIENCE WITH THE NEW GRADUATES.

How is the perfume industry being affected by the current economic situation?
The crisis is affecting all business and economic sectors, but if truth be told the perfume industry has been less hard hit than others such as car manufacturers.

A lot of people buy perfume because of the brand name on the bottle...
You know, I don’t really agree with that. I think that what people do is trust a brand if they like its products. A brand might be very powerful but it will only manage to sell its products if it can convince consumers that these products are good and the right choice for them.

And why does a perfume sell better if it has a celebrity endorsement?
The entire cosmetics industry revolves around the aspiration to beauty, with faces and bodies that are attractive in all areas. So it’s almost always famous people who the
public like a lot who advertise cosmetic products. We choose famous people and bring their essence and soul to our fragrances in all aspects, from the smell and the bottle and box design to what they mean for us. That way the consumer gets to enter the celebrity’s world and feel like them. Being a celebrity is what builds the bridge between the consumer and the fragrance.

To what extent does the celebrity get involved in the production of “his or her perfume”?

This is the change that we at Coty have brought into celebrity perfume production. We spend a lot time designing the product and we do that with the help and supervision of the celebrities. We’ve always done that, with Jennifer Lopez, Sarah Jessica Parker, and also with Victoria Beckham who really got involved in the design of her perfume.

How has Coty become one of the leading companies in its sector over recent years?

Work, work and more work, combined with the innovative spirit of our people who have engaged with constantly launching quality new products which our customers want.

Based on what you’ve done at Coty, what advice would you give to The ESADE MBA students who’ve just graduated?

They should put passion and dedication into everything they do. I think that’s the best advice I can give them. Nobody has solutions for all the problems in a company, but if you know who you are, what you want and why you are working for a particular company, and you put passion into your job, you’ve got a much better chance of being successful in everything you do.

‘The best advice I can give to The ESADE MBA students is that they should put passion and dedication into everything they do.”

What does a celebrity need to have for you to become interested in launching a fragrance inspired by him or her?

He or she has to be someone who is famous and liked by the public, someone who transmits values which tie in with our philosophy and who above all is ready to spend time on the process of designing his or her fragrance.

Is the market saturated?

Nowadays the entire market is saturated. Who needs a new car or a new type of phone? By contrast, there’s always room for new products, especially in the cosmetics and beauty industry, which lives off innovation.

**The road to 5 billion**

A University of Mannheim graduate, before he became CEO at Coty Bernd Beetz had worked for 20 years at Procter & Gamble and subsequently as President and CEO of Christian Dior Parfums. In 2001 he was appointed CEO at Coty Inc., the company François Coty founded in 1904 in Paris. Today Coty Inc. is the world’s biggest perfume company and a recognised leader in its sector with annual net sales of $4 billion. Coty Inc. has built up a portfolio of major brands including Baby Phat, Balenciaga, Calvin Klein, Cerruti, Chloé, Chopard, Davidoff, Home Skin Lab, Jennifer Lopez and Sarah Jessica Parker, and sells its innovative products to consumers in 90 markets worldwide. Bernd Beetz now wants to go one step further and turn the company into a $5 billion giant.
Spanish courses at ESADE: the real Spanish experience

Back in the 60’s, the prestigious business school came to the rescue of local businessmen, and taught them English to perform internationally. Today, ESADE helps foreigners who live and work in Barcelona to improve their Spanish.

ESADE’s Executive Language Center offers prime Spanish language courses, not only to foreign students already enrolled in any of the Law or Business Programmes, but also to anyone strictly interested in learning Spanish. One strong selling point of ESADE-ELC is the quality of its teachers. Delia Castro, Director of the Spanish Department, used to be the Academic Coordinator of the Master Programme for Teachers of Spanish as a Second Language at the Universitat de Barcelona.

In the Spanish Programme, the Semi-intensive courses have been gaining popularity. These classes are held twice a week, mornings and afternoons and we offer general and business Spanish. The group size is a maximum of 12 students per group which facilitates individual attention. Start dates are October 2009 and there are preferential rates for ESADE alumni.

What do you like about the course?
“The constant changes of pace, methods and activities. My concentration never decreases”.
“The fact that there are not too many students. Its relaxed atmosphere, we feel no pressure to learn”.
“The fact that the teacher knows French or English to make relevant comparisons”.
“The discussions among students make it very interactive”.

Name a useful word or expression that you learned recently.
“I love the word palomitas, I find it very poetic, a good example of creativity among Spanish people”.
“Dormirse en los laureles”.
“Comida para llevar”. “Any business Spanish vocabulary”.
“Pasar el bulto”.
“Ojalá”.

Name one thing you didn’t expect about Barcelona
“The expensive prices of housing”.
“The fact that Catalan language and culture was so important”.

Why did you choose to learn Spanish in ESADE?
“My boss told me it is the best Language School in town. She herself learned English here”.
“It is a strategic partner for my university, back in the US”.
“Because of its reputation and its good price-quality ratio”.

For further information please check our website www.esade.edu/spanish or contact spanish@esade.edu
900 180 358 or 934 952 095
Los tanatorios de Barcelona, **muy cerca de ti**
In the News

1972

Joan Miró i Soler given Distinguished Auditor Award

Joan Miró i Soler (DIC 72) has been awarded the title of Distinguished Auditor by the Catalan Chartered Accountants Association in recognition for his thirty-year career in the profession, firstly as a director in a multinational wine and cava group from El Penedès and, since 1989, partner director at GM Auditors. For seven years Miró has been a member of the Board of the Catalan Chartered Accountants Association and head of the Audit School.

1976

Francisco López, Virtuts Angulo and Llorenç Rubió set up Libros de Cabecera

Francisco López Martínez (Lic&MBA 76), Virtuts Angulo (EMBA04), Llorenç Rubió (MBA02) and Carmelo Canales have set up publishing company Libros de Cabecera which is to specialise in business issues. Its three main lines are management handbooks, business testimony and novels set in the corporate world. The first books it has published are La empresa, explicada de forma sencilla and La cuenta de resultados, written by Francisco López.

1978

José Campos, CEO at Laboratorios Ordesa

José Campos Coll (Lic&MBA 78) has become CEO at the international Ordesa group which delivers health and nutrition products and services particularly in the baby and childcare sector.

1984

Mireia Poch sets up Valors i Persones

Mireia Poch i Gaudier (Lic&MBA 84), who is credentialed in ontological coaching, has founded the company Valors i Persones to deliver coaching services in situations of professional change for individuals and teams.

1986

Xavier Torras, Corporate Brand and Communication Director at Grupo Roca

Xavier Torras (Lic&MBA 86) is the new worldwide Corporate Brand and Communication Director at Roca Corporación Empresarial. In his new role he will coordinate and direct communication and strategy for the more than 20 brands the group has around the world as well as its corporate communication.

1992

Antoni Folguera, CEO at Font Salem S.L.

Antoni Folguera (Lic&MBA 92) has been appointed CEO at Font Salem S.L., the leading beer and soft drinks manufacturer in Spain for distribution and co-packing brands with two plants in Valencia province and a Grupo Damm subsidiary. Folguera has been at Grupo Damm for around 15 years in a variety of executive posts in marketing and sales.

1993

Enric Noguer, new CEO at Hotetur

Enric Noguer (Lic&MBA 93) has been appointed CEO at Hotetur, a post he will combine with being Director General. In his new position he will oversee implementation of the company’s strategic plan. After five years at Grupo Tui in management posts in Spain, Germany and the Dominican Republic, Noguer joined Hotetur in 2000. At the Grupo Marsans chain he has been Expansion Director, Financial Director and, since March 2005, Director General.

Enric Mateu, Investment Director at Andprivatewealth

Enric Mateu (Lic&MBA 93) has been named Investment and Portfolio Management Director at Andprivatewealth, an Andbanc Group company in Geneva. Mateu joined the Andbanc Group ten years ago as Treasury and Capital Markets Director at Banca Reig; after Banc Agricol and Banca Reig merged to create Andbanc, he became Deputy Director of Andbanc’s representative office in Panama.

Fran Equiza, Regional Director Latin America and Caribbean for Oxfam GB

Fran Equiza (Lic&MBA93 and Vicens Vives 04) has become Regional Director Latin America and Caribbean for Oxfam GB, the British member of the Oxfam International Confederation which combats poverty and injustice in more than 100 countries worldwide.

Manel Martínez Ponsa, Vice-President and CEO at HP Imagen e Impresión Iberia

Manel Martínez Ponsa (MBA 93) is the new Vice-President and CEO at HP Imagen e Impresión Iberia. He has spent twenty years at HP and was worldwide business manager for the company’s Large Format Printing business for the creative and technical market. Since he joined HP in 1989, Martínez has held a number of R&D posts as an engineer developing firmware for large format products. In 1993 he moved to the marketing division where after several years spent in a number of positions, he became General Manager for

We want to hear about your career moves.
Email ESADE Alumni at nombramientos@esade.edu
EMEA in the large format printing business, taking on the same role worldwide in 2008.

### 1994

**Miguel Abelló, Country Manager for Budweiser in Spain**

Miguel Abelló (Lic&MBA 94) has been appointed Country Manager for Budweiser in Spain. He has more than 14 years’ experience in mass consumer goods marketing and sales positions and has worked for multinationals such as Danone, PepsiCo and Unilever Bestfoods. Prior to that Miguel was Overlay Marketing Director in the international division at Aguas Danone in Paris.

**Oriol Aguilà, Strategy and Brand Director at the Catalan Broadcasting Company**

The board of the Catalan Broadcasting Corporation has unanimously named Oriol Aguilà (ADE 94) as Strategy and Brand Director for the organisation. This newly created post coordinates the Communication, Marketing, Sales and Public Data Analysis divisions. Aguilà will also handle the corporation’s public and institutional relations. In 1996 he joined the Liceu Theatre Foundation, where he held a number of positions dealing with sponsorship and institutional relations. In 2005 he became head of Communication, Marketing and Sponsorship. He has also worked on philanthropy and artistic heritage management issues in the media. He has taught cultural management and sponsorship at a number of universities and at the Catalan Public Administration School.

### 1998

**Guillermo Vidal, new partner at Cuatrecasas**

Guillermo Vidal Wagner (AGT 98 y Máster en Asesoría Fiscal 02) has been appointed a partner at Cuatrecasas. A University of Barcelona Law and Economics graduate, he has spent the whole of his professional career in the tax department at Cuatrecasas since joining the firm in 1996. Member of the Sports Team and German Desk at Cuatrecasas, in his new post he will enhance advisory services for non-profits, foundations and public sector organisations.

**Antonio Blanco Prieto publishes Aprender a motivar**

Antonio Blanco Prieto (Programa Dirección Estratégica en Marketing 97) has published his book Aprender a motivar, brought out by Paidós. Using a practical approach, the book looks at a range of techniques and issues connected with motivation at work. Blanco has also published Atención al cliente (Pirámide, 3rd edition) and Trabajadores competentes (ESIC).

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**IN THE NEWS**

### 1999

**Alberto Moreno, Feedback Marketing Proactivo Director**

After more than 6 years in the Marketing Department at “la Caixa” and 4 as Partner Director of an advertising agency, **Alberto Moreno (Lic&MBA 99)** has founded and runs Feedback Marketing Proactivo, a new agency delivering all-inclusive marketing and communication services.

### 2001

#### César Negrete, Sales Director, Automotive Customers at T-Systems Iberia

**César Negrete (MBA 98)** has been named Sales Director for Automotive Customers in Spain and Portugal at T-Systems Iberia. His remit covers sales to vehicle and parts manufacturers, traders, importers and logistics operators among others.

#### Cristina Magdalena Pinilla, Business Consultancy Director at Fujitsu Services

Fujitsu Services, a leader in IT solutions and services, has announced the appointment of **Cristina Magdalena Pinilla (MBA 98)** as its new Business Consultancy Director. She has spent a large part of her professional career as a Senior Manager in the Strategy division at Accenture where she worked for more than 10 years.

#### David Teixidó Ibáñez, Climate Control Sales Manager at Mitsubishi Electric Europe

Mitsubishi Electric Europe, B.V., has appointed **David Teixidó Ibáñez (MBA 01)** as its new Climate Control Division Sales Manager. In his new post he will be responsible for all the company’s sales processes and channels. With more than 15 years’ experience in the energy, air conditioning and water industry in executive positions in marketing and sales, Teixidó has worked for companies such as Cepsa, Eurofred and Fluidra. At present he is a qualified Marketing Management consultant at the Open University of Catalonia.

### 2002

#### Eduardo Ferrer, new Corporate Finance Officer at Tecsidel, S.A.

**Eduardo Ferrer (MBA 01)** has been appointed Corporate Finance Officer at Grupo Tecsidel to ramp up its growth and international presence. Grupo Tecsidel develops integration systems for telecommunications, motorway tolls, logistics and industrial systems and also operates in France, Norway, Ireland, the US, Brazil, Argentina and Chile.

#### Oscar Aragón becomes CEO at Sotkon

**Oscar Aragón (MBA 02)** has joined Sotkon as CEO Spain. Sotkon is the market leader in underground containers for the selective collection of solid urban waste as the most ecological solution which blends in with urban landscapes. He has previously worked at Cepsa, ISS Facility Services and Gas Natural.

### 2003

#### Idoia Sola, Marketing Manager at Inviva

**Idoia Sola Mateo (MBA 01)** has been named Marketing Manager at Inviva eyewear, a joint venture between Indo and Viva Internacional. She is to be brand manager for Tommy Hilfiger, Guess and GANT glasses in Spain and Portugal.

#### Xavier Codó, Director General de Icar Vision

**Xavier Codó Grasa (MBA 03)** has been appointed CEO at Icar Vision Systems, a company which delivers digital identification technology solutions which identify people through personal documents, face recognition, signatures and biometric traits. Previously Codó worked for seven years at the Swedish Gunnebo Group, the world leader in security where he held a range of posts in the Group’s companies in Europe.

#### Borja Fernández de Alba, Sales Channel Regional Manager at Orange

**Borja Fernández de Alba (MBA 03)** has joined the Sales and Distribution Department at Orange as head of the project to launch and expand the company’s own stores and franchise outlets in Catalonia and Aragon. In addition Fernández is also in charge of another part of Orange’s exclusive sales channel involving independent distributors and manages a team of 5 sales supervisors.

#### Oscar Aragón, new Sales Director at Castañer

**Xavier Artigas (DGM 02)** has joined Banyoles-based firm Castañer as its Sales Director.

After his time in jewellery (Majorica and Carrera y Carrera) as head of international markets, Artigas joins Castañer to consolidate and grow Grupo Castañer sales both at home and abroad.
2004

Christoph Kraemer, Managing Director at TimeSavers - Quality Personal Concierge

Christoph Kraemer (MBA 04), has become Managing Director at TimeSavers - Quality Personal Concierge, a firm which provides personal assistants for individuals at affordable prices. It does all those things its customers cannot do themselves in order to give them more free time and enhanced quality of life.

Josep M. Gonzàlez, new Caixa Catalunya Regional Director in Girona

Josep M. Gonzàlez (EMBA 04), previously the Staff Management and Planning Director in the Personnel Department at Caixa Catalunya, has been appointed the bank’s Regional Director for Girona. Gonzàlez joined Caixa Catalunya in 1991 and since then has held a range of posts in the organisation including Deputy Manager and Manager in the Personnel Department. Since 2006 he has been its Staff Management and Planning Director.

2005

Frederic Albinyana, Deputy Managing Director at Similor Group

Frederic Albinyana Bril (MBA 05) has been named Deputy Managing Director at Similor Group, a Swiss taps company in Roca Corporación Empresarial.

2006

Miguel Ángel Menéndez, Brand Manager for the Harvest Business at AGCO Iberia

Miguel Ángel Menéndez (MCMC 06) has been appointed Brand Manager for the Harvest Business at AGCO Iberia, a subsidiary of AGCO Group, a US multinational which markets Massey Ferguson, Fendt, Valtra and Challenger agricultural machinery and tractors. Previously Menéndez had been Marketing Director at Same Deutz-Fah for 6 years.

Antoni Valls, CEO at Almar Bellatera

Antoni Valls (Dirección Financiera 04) has been named CEO at Almar Bellaterra S.A., a Grupo Almar firm which markets materials and services for new builds, refurbishment, remodelling, interior design and decoration. Previously he had been Financial Manager at companies in a range of sectors.

2007

Óscar Daza, CRM Manager and Loyalty Programme Head at Expo Grupo

Óscar Daza (MDMC 07) is the new CRM Project Director and Loyalty Programme Head at Expo Grupo, a growing hotel chain with more than 1600 employees in Spain operating in the business and tourism upmarket hotel, restaurant and services sector.

2008

Alex Bouldridge Balari founds Bologna Health Jobs

Alex Bouldridge Balari (MBA 08) has set up Bologna Health Jobs, a health care recruitment company that operates both domestically and abroad and is headquartered in Spain.

Carla Fdez.-Moreno, new freelance PR Manager at Travelzoo (Europe) Ltd

Carla Fdez-Moreno (MDMC 06) has joined Travelzoo (Europe) Ltd as its new freelance Public Affairs Manager for Spain. Fdez.-Moreno has worked in communication departments at large corporations such as The Dow Chemical Company and Hewlett-Packard. Recently she has been an external communication and marketing consultant for start-ups or firms that have just begun operations in Spain.

We want to hear about your career moves.
Email ESADE Alumni at nombramientos@esade.edu
IN THE NEWS
SPORT AND CULTURE

The world of chocolate

Alumni were once again able to sample the finest chocolates at a workshop organised by Cacao Sampaka (www.cacaosampaka.com). Attendees learnt how to select cacao beans and distinguish between the aromas and flavours of the different varieties.

Culture and art at the Liceo

The Liceo Theatre opened its doors exclusively to ESADE alumni last 16 May for a guided tour of its auditorium, dressing rooms and service areas. Ever since the opera house was founded in 1847 it has played host to some of the finest voices in world music and has become one of the cultural and artistic landmarks of Barcelona.

Spring golf tournament

On 19 April a golf tournament for ESADE students and alumni was held on the North Course at Port Aventura using Four-Ball Best-Ball Stableford. The competition was rounded off by a meal at which prizes were handed out to the individual winners and the best ESADE Alumni and MBA pairs.

The secrets of beer

ESADE Alumni and Estrella Damm (www.estrelladamm.es) have run two more editions of a by now classic event at the Old Cervesas Damm Brewery. Attendees reviewed the history of the popular beverage while going on a guided tour of the facility. The visit was rounded off with a beer tasting session.

‘Children’s Book Day’ Cultural Event

Alumni and their children were able to enjoy a children’s literature event featuring María José Bataller Sánchez (Lic&MBA84), who presented Un paseo por el cielo. The book contains five separate stories which look at values like friendship, feelings and ecology through astronomy.
3rd NACEX-ESADE Alumni Mountain Bike Trophy

The 3rd NACEX - ESADE Alumni Mountain Bike Trophy was held on 16 May and brought together 59 competitors who enjoyed racing out in the countryside. The event took place on a course designed by former world downhill champion Tomi Misser at ESADE Creapolis and was divided into a number of categories. In addition to the prizes for the winners, all entrants received a gift at the end of the race.

Race Classification

WOMEN
1. Elisabeth Ann Tufano (MBA07) 1h49:45.0
2. Esther Inglés Font (AGT96) 1h54:44.0
3. Madeleine Puckett 1h54:44.0

MEN
1. José Luis Diéguez 1h17:21.0
2. Oriol Molera Ferrer (Lic&MBA93) 1h18:10.0
3. Jordi Mateo Vila (MBA98) 1h19:21.0

2nd NACEX-ESADE Alumni Fun Run Trophy

After the success of its first edition, last 7 June 150 runners came along to Montjuïc Castle in Barcelona to take part in the 2nd Nacex-ESADE Alumni Fun Run Trophy. The event featured a 5 and a 10 km circuit on a route that combined sea and mountains. After the race runners were able to recharge their batteries at a Catalan sausage meal with their colleagues and friends from ESADE. Alongside the presentation of prizes to the winners, all participants received a bag of goodies from the sponsors.

Race Classification

WOMEN
• Angela Castrejón (Lic&MDE 07) 26:25.00
  5 km route
• Nuria Molina 50:57.00 10 km route

MEN
• Carlos Chicharro (MBA 88) 21:45.00
  5 km route
• Albert Cervera 38:29.00 10 km route

MINI-ESADE Alumni Paddle Tennis Tournament

The Club Ciudad Diagonal in Esplugues de Llobregat, Barcelona, was the setting for the MINI-ESADE Alumni Paddle Tennis Tournament held from 8 to 13 June. The event was open to current ESADE students and alumni as well as their families and friends and featured 122 players divided into 61 pairs. The competition was divided into three categories: men, women and, for the first time, mixed doubles.

WINNING PAIRS:
Men: Alex de Antonio (Lic&MBA07) and Enric Sanmartí • Women: Nuria Asturgó (Lic&MBL 03) and Marta Pons (Lic&MBL 02) • Mixed: Eva Falqués and Albert Ripoll • Men’s consolation: Eudald Duran (Lic&MBA06) and Albert Castellsagué
Class Reunions

Reunion for all MBA Part Time classes – 13 May 2009


MBAPT 2006 – 8 May 2009

IP&IT 2006 – 8 May 2009


Lic&MBA 1974, 35th anniversary – 14 May 2009

More photos at www.esadealumni.net
→ Alumni Network → My class
IN THE NEWS

MY CLASS

Lic&MBA 1996 – 6 March 2009

MBA FT – One Year 2008 – 14 March 2009

DEC 2006 – 27 February 2009

MBA Program, FT and PT 1997– 27 February 2009

MBA 1983 – 21 February 2009

MBA Program, FT and PT 2000 – 13 February 2009

Other class reunions

EMBA 2006 – 24 April
Lic&MBA 1976 – 24 April
DGM 2005 – 17 April
EDIK 85, 86 and 87 – 16 April
MDMC 2004 – 20 March
MBA 1969 – 20 March
MBA PT 2003 – 12 March
MBA PT 1995 – 27 February

More photos at www.esadealumni.net

⇒ Alumni Network ⇒ My class
Exclusive offer for members

10% off SegurCaixa Auto insurance

“LA CAIXA” OFFERS ESADE ALUMNI MEMBERS SPECIAL CONDITIONS FOR THEIR CAR INSURANCE.

SegurCaixa Auto is car insurance for private vehicles and offers you the widest assortment of covers and the most complete range of services while providing excellent value for money.

THE CAR INSURANCE THAT GIVES YOU THE MOST
SegurCaixa Auto offers you much more than the rest:

- In the event of a total write-off, you can have your car replaced by a similar one:
  - 100% of value as new in the case of cars less than two years old.
  - 100% of market value for cars that are more than two years old.

- Includes standard or optional manufacturer’s accessories at no additional cost.
- Roadside assistance within one hour.
- Free choice of repair garage including the official dealer’s with no obligation to use one in the insurer’s provider network.
- Easy premium payment terms.
- Very competitive price.

Special offer for ESADE Alumni members
10% off SegurCaixa Auto car insurance with “la Caixa”.
Find out more at: www.esadealumni.net ➔ Benefits
Contact: for more information call in at any “la Caixa” branch or visit www.lacaixa.es
**ESADE Alumni Membership Card + VISA credit card**

The ESADE Alumni card, which is both a membership card and a credit card, is essential for accessing all the association’s events and services.

The card makes it possible to enhance service for members and speed up access to facilities and events.

If you haven’t received one or have mislaid it, call us on 902 420 020 and ask for a replacement.

Plus you can use your card as a VISA or AMERICAN EXPRESS card and take advantage of some special conditions for alumni:

- No maintenance fee
- “la Caixa” loyalty points
- 2% off in Repsol, Campsa and Petronor petrol stations up to a €300 monthly fuel limit.

**FIND OUT MORE AT** [www.esadealumni.net → Big Benefits](http://www.esadealumni.net)

**Unbeatable conditions in health insurance**

ESADE Alumni and DKV Seguros have come together to offer members and their immediate relatives (spouses and children) the chance to take out DKV Integral and DKV Mundisalud health insurance with some unbeatable conditions.

Special conditions for ESADE alumni:

- No copayment
- No extra charge for payment by instalments
- No waiting periods (save for childbirth) if the insurance is underwritten within the first 90 days of being opened (subsequently standard waiting periods).
- Pre-existing illnesses excluded after health declaration.

**FIND OUT MORE AT** [www.esadealumni.net → Big Benefits](http://www.esadealumni.net)

**Other current benefits**

- **Bankinter:** 50% of profits shared out among its alumni customers
- **Metro-3:** Exclusive conditions and advantages from the building company
- **Deutsche Bank Services:** Preferential mortgages
- **Press clippings** Daily selection of news items published in business and national newspapers.

**FIND OUT MORE AT** [www.esadealumni.net](http://www.esadealumni.net) in the Benefits section.
Special feature

Technology and vehicle leasing

- ACZEDA (technology leasing)
- C.A. METROPOLITAN (technology leasing)
- ECS (technology leasing)
- RENTIOR (technology leasing)
- TELINFORMÁTICA (technology leasing)
- ARVAL (vehicle leasing)
- BBVA AUTORENTING (vehicle leasing)
- CAIXARENTING (vehicle leasing)
- FRAIKIN (vehicle leasing)
- FUALSA (vehicle leasing)
- GRUPO ROMAGOSA (vehicle leasing)
- MAPFRE RENTING (vehicle leasing)
- PIRELLI (vehicle leasing)
- RECORD RENT A CAR (vehicle leasing)
Leasing capital goods through banks

Aczeda is a specialist in promoting and managing capital goods leasing through banking networks. It has a high degree of penetration in Spanish banking networks with a presence in the leading financial institutions by revenue. We offer all the services required for successful leasing through banks. Our commercial, operational risk and technical/administrative management services enable us to devise and market financial products for the use and renewal of capital goods accompanied by additional services. These products are geared towards all customer segments in banking networks, which means each financial institution can map out its own marketing strategy for the products. Our 15 years of experience means we can accommodate the continuous growth and diversification of capital goods families and deliver specialisation, independence and flexibility to our customers.

Aczeda Development, S.L.
HEADQUARTERS
Còrsega, 282
08008 Barcelona

Phone: 93 411 43 00
Fax: 93 415 45 64
E-mail: e.ventin@grupocolumbus.es

Eva Aventin

SERVICES
• Aczeda enables our customers to rent capital goods through banks with complete flexibility and regardless of the supplier or distributor.
• Aczeda delivers services to all market segments including large public institutions, key accounts and SMEs.
• Aczeda contributes to the growth and profitability of the product (focus on creating loyalty).
• Aczeda manages operational risks and the services required to deal with both complex projects and multiple operations for smaller amounts.
• Aczeda delivers the range required in capital goods families: ITC, health, industrial machinery, logistics, HORECA, furniture, etc.
• Aczeda is constantly innovating to enable products to be upgraded to meet changing needs.

WHAT MAKES THE COMPANY DIFFERENT
• National leader in capital goods leasing through banks.
• Specialist in financial products for the use and renewal of capital goods (not including vehicles).
• Complete range of services for start up and subsequent operation of the product.
• 15-year track record.
• More than 10,000 customers and 25,000 contracts handled in the last year.
SPECIAL FEATURE
TECHNOLOGY LEASING

COMPANY
C.A. Metropolitan, S.A.
HEADQUARTERS
Complejo Empresarial IMCE
Calle Joaquín Turina, 2
28224 Pozuelo de Alarcón
Madrid

Leasing service integrators

A TECHNOLOGICAL PARTNER WHO IS AN EXPERT IN LEASING SOLUTIONS

The Grupo Metropolitan delivers premium quality IT and outsourcing project management services.

CA METROPOLITAN is a leasing products and services integrator. Entirely Spanish owned, it is a leader and specialist in the tech sector which delivers turnkey solutions for its customers. It combines goods and services from a range of technology, software, industrial asset, services and content management suppliers to create one-stop global solutions.

Our capacity and experience provide customers with a valuable management opportunity which meets all of their needs in the use, maintenance and continuous upgrading of company goods and/or assets.

We have major agreements with the leading manufacturers and distributors in the country and deliver complete brand independence and freedom in every project.

WHAT MAKES THE COMPANY DIFFERENT

• Leader in technological service integration in leasing with more than 18 years’ experience in the field.
• National firm that is not dependent on manufacturers or credit institutions.
• Highly specialised in technological renewal
• More than 400 customers, mainly in key accounts and banking.
• Offices in Madrid, Barcelona, Valencia and Vigo.
• Agreements with the main manufacturers and distributors in the country.
• Industrial asset leasing
• ATM outsourcing and payment per transaction for the financial sector.
• Digital pay-per-use marketing.

Phone: 91 535 73 70
Fax: 91 535 73 71
E-mail: cametropolitan@cametropolitan.com
Website: www.cametropolitan.com
Against a backdrop of constant change and increasing competition, companies need to be flexible in their products, services, processes and organisation. That has a major impact on their information systems: an information system must always be available to prevent business interruption and enable employees to use updated information at any time.

ECS evaluates the degree of availability required for each company based on its sector and operations and proactively helps to achieve it. ECS delivers the gradual solutions a company needs to attain mutually agreed goals.

A company’s needs change every day. Whether it’s a case of deploying new solutions or opening up new sites, no project can be planned and implemented without an adaptable IT system. ECS devises affordable evolutionary technological and financial solutions for its customers. ECS uses its skill and market knowledge to help its customers with start-up and keeping one step ahead of the need for change.

Companies need to be able to store IS reviews and checks and have information required for decision-making to hand at all times. ECS delivers all the tools its customers need to take efficacious technological and financial decisions so that they remain completely independent in their IT decisions.

**COMPANY**
ECS INTERNACIONAL ESPAÑA, S.A.

**HEADQUARTERS**
C/ Constitución, 3, 1ª planta
08960 – Sant Just Desvern
Barcelona

**Phone:** 93 470 30 00 – 902 16 33 16
**Fax:** 93 4793729
**E-mail:** marketing.spain@ecs-group.com
**Website:** www.ecs-group.com

**Management Team in Spain**

**Executive Director:** Francisco Castro

**Sales Director:** Miguel Ángel Sánchez

**Leasing Director:** Mª Ángeles Romera

**Services Director:** Patrizio Corniello

**Marketing and Strategy Director:** Patrizio Corniello

**Madrid Office**
Avda. Manoteras, 46 bis, 1ª C-D
28050 – Madrid

**Phone:** 91 768 13 00
**Fax:** 91 383 86 02

**ECS, your information system’s partner**

**Business Continuity**
- Infrastructure guarantee:
  - Mainframe, mid-range servers, storage, network.
- Implementation of services in:
  - Corrective and preventive maintenance, system software help in Spanish or Catalan, installation, roll-out, migration, IT relocation.

**Selective Outsourcing**
- Infrastructure guarantee:
  - Servers and environments.
- Implementation of services in:
  - Outsourcing, hosting and remote management.

**Leasing Services**
- Including all HW and SW platforms (e.g. IBM, Unix and Intel servers, storage and network)
- Services provided: Administration, technology upgrades, replacement and repair, asset management.

**Our Experience**
Technical and financial support and advice about the choice and construction of the architecture: High availability and security, TCO/ROI – IFRS – EBITDA consolidation and virtualisation.
Rentior delivers leasing of capital goods by taking on technical and administrative operating risk and leaving the financial risk for the bank. We work with the leading financial institutions, a wide range of suppliers and customers from an array of sectors to deliver flexible and independent leasing with services.

We offer independence, specialisation and flexibility and deliver bespoke solutions based on customer needs and the specifications of suppliers’ products while facilitating operations to financial institutions which otherwise would not be able to carry them out.

An expert partner delivering multi-good, multi-bank and multi-brand leasing solutions.

Independent: because we work with the leading financial institutions, suppliers and brands.

Flexible: we facilitate operations by adapting leasing services to the customer’s needs.

Specialists: our experience has enabled us to develop the most complete range of solutions.

Managing capital goods

Rentior Solutions, S.A.
Velázquez, 114
28006 Madrid

Phone: 902 204 620
Fax: 902 450 510
E-mail: rentior@rentior.com

SERVICES

- Independent advice
- Hiring a flexible platform
- Activation management
- Technological upgrading
- Finalisation and support

WHAT MAKES THE COMPANY DIFFERENT

- Flexible and comprehensive solutions giving access to capital goods with the best leasing arrangements for each one.
- The finest leasing and upgrade processes due to our experience and flexibility.
- Reduces industrial risk as there is no outlay at the start of the investment.
- Capital goods can be upgraded at any time during the lifetime of the contract.
- Facilitates changeover from buying to pay to use thus securely outsourcing capital goods management.
- We are an expert partner who helps to dimension capital goods management.
SPECIAL FEATURE
TECHNOLOGY LEASING

Specialists in IT leasing solutions

Telinformática is a services company specialising in IT leasing solutions. It is in the TelGrup group with 25 years’ experience in the tech sector delivering integrated ICT solutions.

A pioneer in launching technology leasing solutions at the start of the 1990s, Telinformática analyses the technological needs of SMEs to enhance their competitiveness and helps them to map out, implement, monitor and manage their systems. We deliver bespoke solutions in premium quality services and technical support and are committed to ensuring a return on investment generated by technology use through boosting productivity. Customers can either call on a multidisciplinary team of qualified personnel to supplement their own IT departments or completely outsource to optimise costs.

Solutions portfolio
- Voice, data and video network design
- Connectivity
- High and low availability servers
- Virtualisation
- Workstations
- Storage and backup solutions
- Printing and document management systems
- Security and threat management systems
- Telephony

WHAT MAKES THE COMPANY DIFFERENT

Avantrent is a leasing solution which combines product and consultancy and maintenance service use to ensure availability and enhance the cost-effectiveness of the customer’s information systems in return for payment of a fixed monthly fee.
- Technological leasing management linked to system lifecycles
- Flexibility in expanding or renewing equipment and services at any time
- Total ownership cost control
- Processing of operations with financial institutions and insurance carriers
- Integrator which delivers multibrand and multiproduct solutions
- Modular solutions featuring the services chosen by the company
- Equipment retirement management

SERVICES
- Systems, security and system use auditing
- Identification of improvement opportunities aligned with strategy
- Devising technological and financial solutions
- Implementation and installation
- Project management
- IT management outsourcing
- Maintenance service
- Hours package
- Helpdesk
- System monitoring
- Managed Internet services
Arval is an international vehicle leasing company in the BNP Paribas group. It has a direct presence in 22 countries (in Spain since 1996) and in another 39 through agreements. It has 4,400 employees and a fleet of 688,000 vehicles in Europe. In Spain Arval Service Lease has more than 280 employees. Over the last year the number of vehicles it managed and financed came to 48,000 in all makes weighing less than 3,500 kilos, ranging from small utility to industrial vehicles. Arval is a multinational firm that is one of the leaders in Europe and Spain with a market share in both of 8.5% (2008 figures for rental fleet). Every year the company runs the Corporate Vehicle Observatory (CVO), an expert international forum founded in 2003 and designed to foster information exchanges between vehicle fleet managers.

**Expert leasing consultants**

- Personalised advice about choosing the vehicle
- Search, acquisition and registration (transport included)
- Comprehensive maintenance
- 24/7 roadside assistance
- Breakdown repair and tyre replacement
- Courtesy vehicles
- Handling fuel cards to monitor usage
- Insurance and handling claims and fines

**WHAT MAKES THE COMPANY DIFFERENT**
- Advice about making efficient use of the fleet.
- A Company Car Policy (CCP) to generate savings for the customer.
- A TCO (Total Cost of Ownership) calculator to assess the direct and indirect cost of using the vehicles.
- Programmes designed to improve driving habits by suggesting saving alternatives.
- Strong CSR policy for fleets geared towards cutting costs.
- Own internal quality system based on Six Sigma + Lean methodology.
- The Arval Commitment to meeting established standards in all its procedures.
- The Arval Sales Academy training programme which enhances professionalism in sales teams.
- The Corporate Vehicle Observatory (CVO), an expert international forum designed to foster information exchanges between leasing managers.
BBVA AutoRenting is the vehicle leasing company in the BBVA Group. Founded in 1995, it has become a market leader in its sector. BBVA AutoRenting seeks to extend leasing in Spain where the market needs to increase two-fold to reach the European average. The new niche markets are SMEs, self-employed professionals and, in the not too distant future, private individuals.

CEO Xavier Vila says that BBVA AutoRenting’s greatest asset is BBVA’s 3,500 branches and 30% share of companies and businesses. Yet it is not just having an extensive network which is important when it comes to achieving success for this type of product.

A major part of leasing is non-financial. Over the last 5 years, BBVA has devised and distributed non-financial products and services which build loyalty. Bank branches and above all their managers are customer contact points where influence and trust makes it possible to sell almost any kind of product ranging from pension plans to accountancy services, real estate and cars. This is the BBVA philosophy which differentiates it from any other network whether financial or otherwise.

Furthermore, BBVA AutoRenting also has all BBVA branches and Regional Offices through which to sell its leasing fleets and vehicles which are returned to the company once the rental has ended. Most of the time customers buy the vehicle they have been using or return it to the company which then makes it available to its best customers.
CaixaRenting and the more than 5000 "la Caixa" branches deliver comprehensive leasing solutions for our more than 36,000 customers including key accounts, SMEs and the self-employed.

In compliance with strict service quality standards, we offer 4 lines of business to meet the needs of a wide variety of public and private sectors: vehicle leasing, capital goods leasing, technology leasing with upgrading and property leasing. This unique service makes us into genuine partners in organisational management.

We charge a single monthly fee for all of our services, which means our customers know the cost of every operation in advance. Combined with additional tax and administrative benefits, that makes our service into the ideal ally for the management of our customers’ businesses.

Wide range of products with quality service as standard

SERVICES
- Advice about choosing vehicles, equipment and technology.
- Vehicle, equipment or property hire.
- Insurance and handling claims with the carrier.
- Comprehensive maintenance and repairs. In the case of vehicles, always at an official dealer. In the case of capital goods and technology, optionally and by the supplier chosen by the customer.
- Tyre change, adjusting the number to customer needs.
- 24x7 breakdown and accident assistance.
- Payment of taxes and transport certificate.
- Handling ITV roadworthiness testing.
- Fleet management hub (start-up in 2009).
- Dealing with fines (optional).
- Predelivery vehicle (optional).
- Courtesy vehicle (optional).
- Vehicle collection on termination with purchase option.

WHAT MAKES THE COMPANY DIFFERENT
- Always accessible for customers: more than 5,000 sales service points.
- Unique solutions for each customer: wide and flexible range of products and services.
- Free customer choice: independent from manufacturers and distributors.
- Special monthly offers at competitive prices.
- We see to claims under a fully comprehensive insurance policy with no excess.
- Vehicles and equipment always in good condition: vehicle maintenance and repair in official dealers.
Fraikin Alquiler, a road paved with advantages

Since 1997 Fraikin has been leasing out industrial vehicles in Spain on short, medium and long-term rentals. We seek to adapt to the needs of each customer so that they will find the product that best comes up to their expectations. We have a fleet of 55,000 industrial vehicles in Europe and a market presence going back more than 50 years. In Spain we have a 3,800-strong fleet which covers a wide range of sectors: food distribution, goods transport, rubbish collection, facility maintenance, ambulances, delivery vehicles, etc. We have 18 branch offices in Spain’s main cities. Our TOTAL GUARANTEE product includes maintenance and repair of all equipment; the only things our customers need to supply are the driver, the fuel and the transport certificate. In 2009 we have launched a new product called FLEET MANAGEMENT. It covers all maintenance, repair, tyres, insurance and assistance for vehicles belonging to the customer.

SERVICES
- Advice about vehicle configuration based on customer needs.
- Ordering, organising and monitoring the manufacture of the vehicle and its components.
- Registration, providing all required documentation and insurance.
- Delivery at Fraikin or at the customer’s address as requested.
- Registration and road tax included.
- Maintenance and repair of the vehicle and all its components (cooling unit, flatbed, crane, etc.).
- Roadside assistance.
- Tyre change with unlimited mileage.

WHAT MAKES THE COMPANY DIFFERENT
- Fully comprehensive insurance.
- Roadside assistance anywhere 24/7/365.
- 902 phone lines for customer service, travel assistance and claims processing staffed by own personnel.
- Pre-delivery and/or courtesy vehicle (optional).
- Fleet vehicle for work peaks, new projects or seasonality.
- Proactive monitoring of preventive maintenance and ITV roadworthiness testing.
Fualsa has been operating in Spain for 28 years and is one of the leading vehicle leasing firms for companies and professionals. It operates a fleet of 33,000 vehicles, has a 2,800-strong customer portfolio and 15 branches all over Spain. Its distinguishing mark is its comprehensive vehicle maintenance service delivered at its 50,000 m² facilities which can handle more than 150,000 operations per year. It has 25 mobile and 3,500 associated repair shops. The company has eight storage lots for used vehicle sales with more than 1,000 units in stock, none of which are more than 30 months old and whose maintenance and fine-tuning is carried out at Fualsa facilities. After implementing its quality management and environmental management systems, Fualsa has been awarded UNE-EN-ISO 14001:04 and UNE-EN-ISO 9001:2000 certification.

Vehicle leasing for companies and professionals

Fualsa’s spectacular growth is the outcome of its distinctive flexible leasing formula, a long-term rental service featuring bespoke, risk-free contracts for each customer with open terms. Flexibility:

- Unlimited mileage which avoids unnecessary usage when the lease comes to an end.
- Free courtesy car in the event of breakdown included in the monthly fee.

Plus its short-term rental service (option of 1 to 30 day hire) is especially suitable for the self-employed and private individuals as it can be paid for by card with no need for approval by the Risk Department. Some 16% of the company’s customer portfolio currently consists of the self-employed.
Here at Romagosa we are always striving to provide our customers with added value. Yet doing that involves more than just being one of the leading vehicle distribution groups, as we also have to constantly adapt to meet the needs of one of the most demanding and competitive markets around.

Increasing numbers of small and large enterprises and liberal professionals and the self-employed alike are looking for professional transport services. Our Companies and Commercial Vehicles Department has been set up precisely to address their concerns. Here at Romagosa our services include choosing the right vehicles for each production task, negotiating the best terms and conditions with the makes we represent, the logistics of national delivery, drawing up reports, transformation work and follow-up in our after-sales service and delivering the most competitive offer in rental, leasing and finance.

The quality of the service we supply can be seen from the fact that more than 60% of our department’s production comes from repeat customers who reward us with their loyalty.

Our slogan stands for our work philosophy and what we offer: “Romagosa, trust and confidence since 1903”.

SERVICES AND WHAT MAKES THE COMPANY DIFFERENT

- Highly specialised Companies and Commercial Vehicles Department dedicated to this type of customer.
- Official after-sales service specialising in companies and professionals.
- Option of private after-sales service agreements for fleets.
- Handling of used vehicles.
- Dedicated 902 customer care line.
- Website featuring repair shop bookings service and payment gateway for buying new and used vehicles.

Aureli Galán, Companies and Commercial Vehicles Department Manager
MAPFRE is an independent Spanish business group which operates in the insurance, reinsurance, financial, property and services sectors. MAPFRE has the biggest branch network in the Spanish insurance industry and one of the biggest of any financial institution. At the end of 2008 it had 430 direct branches, 2,773 agent branches, 40 branches specialising in Mapfre Vida and more than 20,762 agents and partners. MAPFRE RENTING is a company in the MAPFRE Group, a subsidiary of MAPFRE FAMILIAR, which was founded in 2001. As in every business that it operates, MAPFRE RENTING is committed to service quality and offers long-term leases which enable its customers to have a new vehicle in return for paying a fixed monthly fee.

Commitment to service quality

SERVICES INCLUDED:
- Purchase, registration and delivery of the chosen vehicle.
- MAPFRE FAMILIAR fully comprehensive insurance with no excess.
- Preventive and corrective maintenance.
- Breakdown repair.
- Tyre replacement.
- Handling and paying taxes.
- Handling fines.
- Roadside assistance anywhere.
- Option to take out courtesy vehicle.
- Fixed fee during the lifetime of the contract.
- 24-hour customer care: 902 44 88 44

ADVANTAGES OF MAPFRE RENTING
- Guaranteed fixed fee during the lifetime of the contract.
- Unbeatable quality and service at competitive prices.
- Includes MAPFRE FAMILIAR fully comprehensive insurance with no excess.
- Personalised care through our branches and permanent service by phone.
Tyre & Fleet is a company owned by Pirelli Neumáticos, S.A., which delivers commercial and administrative tyre maintenance and fast mechanics management services for leasing company fleets in Spain. It has 260 DRIVER, Omnia Motor and KeyPoint tyre and fast mechanics workshops throughout mainland Spain and the Canary and Balearic Islands chosen for their service excellence and customer care. Tyre & Fleet offers a multi-brand tyre change service for cars, 4x4s and SUVs, industrial and commercial vehicles and motorbikes with preference given to Pirelli brands Pirelli, CEAT and COURIER. It also delivers maintenance and fast mechanics services.

In addition Tyre & Fleet advises rental firms about billing, usage stats and purchase recommendations.

It has the structural backing of Pirelli Neumáticos, S.A., the company which markets Pirelli products in Spain.

WHAT MAKES THE COMPANY DIFFERENT
• National coverage (260 workshops).
• Multi-brand network (preferred brands are Pirelli, CEAT and Courier, Pirelli Group brands).
• Specialisation in all automotive segments: cars, 4x4 and SUV, motorbikes, commercial and industrial vehicles.
• Network on single IT platform which operates as a central billing office.
• Handling and data for maintenance and spare parts.
• Exclusive Tyre & Fleet customer helpline on 902 516 160.
• Network of workshops with optional courtesy vehicle.
Flexible leasing for 40 years

Record Rent a Car, a flexible leasing services company for the last 40 years, has been a Northgate investee firm since 2005. Its extensive fleet management experience and the enormous loyalty of its customer base have helped the company to grow to 35,000 vehicles managed by 17 branches throughout Spain. Each regional office has its own repair shop and the company has five panel-beating shops together with the backup of agreements with more than 10,000 partner repair shops.

“The ability to meet our customers’ needs” is the guiding principle for our team of professionals who topped 540 people in 2008. Our fleet includes all types of vehicles up to 3500 kg including vans, car derivatives, cab chassis vehicles, 4WD, cars and many other options to meet the needs of each situation.

The quality of our vehicles is one of our strengths, as we only choose the finest makes on the market. Flexibility and service with added value, maintaining quality levels and respect for the environment are Record Rent a Car’s core values.

SERVICES AND WHAT MAKES THE COMPANY DIFFERENT

- **Flexibility**: 48-month, 24-month, 12-month, 6-month and 1-month contracts; whatever you need with flexibility in early return.
- **Unlimited mileage**: you can do the miles you need for your work without having to worry about being penalised.
- **Unlimited replacement**: we’ll give you a courtesy vehicle as many times and for as many days as you need one.
- **Immediate delivery**: our inventory means we can deliver your vehicle within 48 hours either as the final vehicle or as a pre-delivery one.
- **Semi new vehicle leasing**: we can offer you a range of extensively checked used vehicles in perfect working condition at very attractive prices.
- **All for a single monthly fee**: fully comprehensive insurance, taxes, all-inclusive maintenance, roadside assistance, etc., and all for a single monthly fee that doesn’t change from start to finish.
For the last few months he’d been mum. Now he was the kid, but only since a few days ago. It was for that reason that he found it hard to identify the person looking at him from the other side of the mirror.

The kid, barely eighteen months old and two foot three tall, pressed his little fingers against the opaque glass. Overcome by curiosity, he tilted his head to one side. The other one imitated him, in the opposite direction. He realised it wasn’t the first time he’d seen that child. Sometimes as he staggered down the hall, he thought he’d seen him go past in the same direction. However, he’d never before stopped to scrutinise him at length as he was doing now.

He brought his face up close to the opaque glass and breathed on it. The steam briefly blurred the outline of the intruder, who dared to come right up to his own lips. He was now so close to his mouth that, without knowing why, he decided to kiss him.

He felt the chill of the mirror on his lips. Enraged, he slapped the glass, only for the stranger on the other side to imitate him with dull sonority.

He found it hard to accept, but he’d known it for some time. The other one was Pablo: that shadow which followed him and turned round on hearing “Pablito”. He was sure that that child was not mum, or that word “kid” he himself cried out when he wanted a bit of bread or anything else that he had been refused. If that happened, he sobbed “Kid, kid!” And the kid got what should always be his. The kid was God. He was perfect and deserved to have all his wishes fulfilled; by contrast, that abominable and insignificant child who looked at him from his own home was only Pablo.

It sickened him. What was this impostor trying to do? He was disgusted by his deep-set eyes, his twisted mouth, his budding and asymmetric teeth. Why was he meddling in his life? What was the hidden intention of this minuscule creature? The disgust turned into dread. He decided to pierce that pernicious child who wanted to take possession of him with an unbearable murderous stare. That way he would banish him for ever. But Pablo was not going to let himself be intimidated that easily, and returned his gaze. The kid became scared. The look which the child in his own red sweater gave back to him had been awful. He was in two minds. Perhaps he should just let him come through and give him some limited space. Just the broken toys or the ones he no longer used. Just for a while. No longer. That was the concession he should never have made. His vision clouded over and suddenly he saw mum on the other side of the glass picking Pablo up in her arms. She picked him up so brusquely that he, in front of the mirror, remained fixed and anchored to the floor, where he would remain for the rest of his days, abandoned by his own memory.

From there, left to the essence of things, he could see powerlessly how his mother walked off down the hall, holding Pablo in her arms, who from his high-up position looked back at him in triumph.

The wind would blow everything away: the kid, the murderous look, the red sweater, the toys and God. Everything, except the lines of the fingers which left the mark of his real and sole identity on the mirror. The image of the kid, standing on the fitted carpet, with his hands resting on the glass was the genuine reality which a reflection called Pablo would never remember again. It would only remain in his subconscious. That would be the indecipherable and unknown reason why Pablo would always hate his own name.
En Alfa Consulting sabemos por experiencia que implicarse es obtener resultados. Porque somos la consultora líder en la implementación de cambios que aseguran la mejora continua en la gestión de sus operaciones. La clave de nuestro servicio es la colaboración en la base de las diferentes áreas de su organización garantizando así el compromiso con los resultados de su empresa.
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¿Convencido? Pues ahora, además, por ser socio de ESADE Alumni, tendrás unas ventajas especiales. Infórmate en la web de ESADE Alumni.