

## Annual Report

ESADE Foundation

2009-2010

Training  
and job  
placement

Research  
and knowledge

People,  
structure  
and resources

Projection  
and social  
debate

Values, CSR  
and educational  
model

Important  
ESADE events  
and news items

International  
vocation

Communication  
and publications

Alumni.  
ESADE Alumni

Relationship  
with organisations  
and companies

**ESADE**

Ramon Llull University

**E**

**Annual Report**

ESADE Foundation

2009-2010

“ESADE was founded to improve management practices and to enhance management culture. For this reason, a Law School and a Business School must be able to question generally-held convictions and practices when necessary. It is not our mission to reproduce the predominant culture and practices, but rather to question them in an effort to improve them, thus providing a service that helps to make the business, economic and legal environment more human. If we do not fulfil this role, we will, at most, be insignificant.

And this is the challenge that must be faced from the very essence of academia, from our University: study, rigorous research and shared reflection. We must be able to analyse, contrast and review critically, to experiment, etc., in order to make good diagnoses and shrewd proposals. We clearly aim to continue inspiring futures.

At ESADE, we do not aim to be the best school *in* the world; we are much more interested in being one of the best schools *for* the world.”

**CARLOS LOSADA**

DIRECTOR GENERAL 2000-2010

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## Pedro Fontana

Chairman of Fundació ESADE



In presenting this Report, it was necessary to look back on a year marked by the changeover process in our Director General's Office. This process has only taken place six times in the past and, once again, our School has shown a great deal of institutional maturity in dealing with the procedure. The phase of preliminary consultations within the Board of Trustees, the proposal presented by the Society of Jesus, the reports from Faculty Members and the Board of Management, the dialogue and the final approval of the proposal by the Board of Trustees have demonstrated a great collaborative spirit and extraordinary consensus; key issues for ESADE's future development.

Last year was Carlos Losada's final year in office as Director General, which he originally took up in September 2000. In the course of this long mandate, and through his capacity for creativity and leadership, he helped bring ESADE recognition as a national and international academic benchmark institution, in addition to endorsing a strong organisational structure and an efficient management team.

This Annual Report presents data and information on landmark events with which to assess some of our institution's most significant developments in recent years. As a result, I would once again like to offer, on behalf of the Board of Trustees of which I am Chair, our most sincere appreciation to Dr Losada for his dedication during his term in office. Congratulations should also go to all those who have contributed towards making all of these recent achievements possible.

As I mentioned earlier, an important aspect of last year lay in deciding who should lead our School through the coming years. As the new Director General, Dr Eugenia Bieto's connections with ESADE go back a long way; ever since she first came here as a Business Studies student, not to mention her subsequent and extensive academic and professional links as professor and executive. Although her experience lies in the fields of private enterprise and public administration, she is also well known for her personal traits and a more than proven knowledge of, and affection for, our institution. Quite deservedly, she gained the Board of Trustees' unanimous vote of confidence and approval.

I would like to invite you to read through this Annual Report, which summarises the most relevant aspects of an intense academic year that saw an era of great achievements in ESADE's history draw to a close: A year that will serve to encourage us to carry on 'inspiring futures' through education, research and social debate.

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## Eugènia Bieto

Director General



Presenting ESADE's Annual Report for the first time, I am delighted, on the one hand, to be at the head of an institution with which I feel so connected and, on the other hand, I am aware of the tremendous responsibility in taking over from our former Director General, Carlos Losada.

While remaining true to its founding mission, ESADE is a solid institution that has succeeded in becoming an academic benchmark in the fields of Management and Law. Without a doubt, we should feel proud of the collective successes that we have achieved throughout our history.

Last year, over eleven thousand students and participants passed through our campuses. We saw a marked rise in research activities, with a significant increase in the number of scientific publications and new projects under way. Additionally, ESADE is an important platform for social debate, which can be seen by its continuing presence in the media and by the numerous public events our School organises in close collaboration with ESADE Alumni.

Our strategy for the coming years will be aimed at making ESADE a global academic institution that is also innovative and socially responsible.

Globalisation is one of our priorities. We shall increase our range of global programmes, aided by strategic alliances with internationally renowned academic institutions with values similar to our own. We shall continue to back research, internationally recognised for its rigour and relevance. And we shall enhance the presence of social debate in the international media, reinforcing the globalisation of our corporate branding and international relations.

One of the characteristics of ESADE's culture is its capacity to innovate, producing a large number of initiatives every year. Innovation at ESADE means developing its very educational model, renewing its range of programmes, introducing research into the classroom and into social debate, and integrating information technologies into the value chain. In addition, projects such as CREAPOLIS, InnoEnergy, or the new From Science to Business initiative are, and will continue to be, central pillars on which to base our innovation strategy.

'Inspiring futures' is our most important collective project to date. Our ongoing commitment to our School's founding mission translates into working towards ESADE becoming a globally recognised academic institution: An institution that will inspire and empower individuals and organisations to develop innovative and socially responsible leadership in the years ahead; and to build a better future for everyone.

Innovation at ESADE means developing its very educational model, renewing its range of programmes, introducing research into the classroom and into social debate, and integrating information technologies into the value chain.

# 01 > Students and Participants

ESADE has educated over 80,000 people in the last ten years.

**9,491**  
students and  
participants  
1999-2000

**1,467**  
University Programmes

**2,597**  
Executive Education

**626**  
MBA

**294**  
Executive Masters

**566**  
Law School

**3,941**  
Executive Language Center



**2,029**  
University Programmes

**3,746**  
Executive Education

**933**  
MBA

**401**  
Executive Masters

**875**  
Law School

**3,626**  
Executive Language Center

**11,610**  
students and  
participants  
2009-2010



# 01 > Relevant data

11,610 academic programme participants in the 2009-2010 academic year.

## Business School

7,109 participants

### University Programmes Unit

2,029 students

545 Bachelor of Business Administration (BBA)

957 Combined Undergraduate and Master in Management

188 Official Masters in Management (MSc)

94 PhD in Management Sciences (Spain + ESAN Peru)

21 Master of Research in Management Sciences

224 Exchange students

### MBA

933 participants

120 18-Month MBA

41 One-Year MBA

233 Full-Time MBA

220 Part-Time MBA

59 Global Executive MBA

175 Executive MBA

85 PricewaterhouseCoopers Corporate MBA

### Executive Education

3,746 participants

1,033 Open Programmes (Spain + Argentina)

2,713 Custom Programmes (Spain + Argentina)

### Executive Masters

401 participants

54 Master in Marketing Management and Sales

50 Master in Economic-Financial Management

29 Master in Operations Management and Services

53 Executive Master in Marketing and Sales (Bocconi-ESADE)

168 Master in Public Administration

47 Corporate MBA

## Law School

875 students

275 Degree and Master in Law (GED)

309 Combined Undergraduate and Master in Law (*Licenciatura*)

291 Masters and postgraduate degrees in Law

## Executive Language Center

3,626 students

2,143 External English students

396 External Spanish students

962 English, French, German, Arabic and Chinese in-company students

125 Exchange students who have taken Spanish classes



## URL Sant Ignasi School of Tourism

School supported by Fundació ESADE

256 students

The School's own activities report is published at [www.tsi.url.edu](http://www.tsi.url.edu)

## Rankings

### MBA

5<sup>th</sup>

**Best MBA in Europe**

*América Economía*, June 2010

6<sup>th</sup>

**Best One-Year MBA in the world**

*The Wall Street Journal*, September 2009

8<sup>th</sup>

**Best international business school in CSR**

*Beyond Grey Pinstripes*, October 2009

19<sup>th</sup>

**Best MBA in the world**

*The Financial Times*, January 2010

### EXECUTIVE EDUCATION

3<sup>rd</sup>

**Best business school in the world for custom programmes**

*The Financial Times*, May 2010

4<sup>th</sup>

**Best business school in the world for custom programmes**

*BusinessWeek*, November 2009

10<sup>th</sup>

**Best business school in the world for Latin American companies**

*América Economía*, November 2009

### UNIVERSITY PROGRAMMES

1<sup>st</sup>

**CEMS Master: Best European Master in Management**

*The Financial Times*, September 2009

9<sup>th</sup>

**Best European Master in Management**

*The Financial Times*, September 2009

### LAW SCHOOL

1<sup>st</sup>

**Best Master in its speciality: International Business Law**

*El Mundo*, June 2010

2<sup>nd</sup>

**Best Master in its speciality: Tax Consultancy and Management**

*El Mundo*, June 2010

## Income 2009-2010

Total income from the units

€75 million

### Law School

€8 million

### Business School

University Programmes

€18 million

### MBA Programmes

€16 million

### Executive Education

€23 million

### Executive Language Center

€4 million

### Corporate Support Units

€1 million

### Vice-Deanship for Research and Knowledge

€5 million

## Number of events and participants

Public events organised

405

Participants

38,538

## Research projects and units

Externally-financed research projects

70

Research Units

21

## Administrative & Services staff and faculty

341 Administration and services personnel

### International background

20 nationalities

### Faculty

128 Full-time faculty members

71 % with PhDs

706 academic collaborators

273 invited professors/directors

### International background

34 nationalities

## Press summary

Mentions in the press

4,782 national

1,603 international

Op-ed articles in the press

416 national

83 international



## Number of international students

International students registered

1,237

92 nationalities

## Campus surface area (in square metres)

Barcelona-Pedralbes Campus

29,475 m<sup>2</sup>

9,300 m<sup>2</sup>, Building 1

7,475 m<sup>2</sup>, Building 2

12,700 m<sup>2</sup>, Building 3

Barcelona-Sant Cugat Campus

42,576 m<sup>2</sup>

16,260 m<sup>2</sup>, Faculty buildings

5,886 m<sup>2</sup>, "Roberto de Nobili" Halls of Residence

20,430 m<sup>2</sup>, ESADECREAPOLIS

Madrid Campus

2,500 m<sup>2</sup>

Buenos Aires Campus

1,487 m<sup>2</sup>

## 02 > Infrastructures

Ten years ago, ESADE had campuses in Barcelona and Madrid. In recent years, two new campuses have been created in Buenos Aires and at Barcelona-Sant Cugat, and the Madrid Campus has also been extended.

### Madrid Campus

300 m<sup>2</sup> surface area

### Barcelona-Pedralbes Campus

28,675 m<sup>2</sup> surface area

28,975 m<sup>2</sup>  
total surface  
area

1999-2000



49,722 m<sup>2</sup>  
total surface  
area

2009-2010

### Buenos Aires Campus

1,487 m<sup>2</sup> surface area

### Barcelona-Sant Cugat Campus

29,475 m<sup>2</sup> surface area

### Madrid Campus

2,500 m<sup>2</sup> surface area

### Barcelona-Sant Cugat Campus

16,260 m<sup>2</sup> surface area



## 02 > Values, CSR and educational model

ESADE is an independent non-profit academic university institution, which was founded in 1958 in Barcelona as an initiative of a group of businessmen and the Society of Jesus. It has formed part of Ramon Llull University since 1995.

### Our values\*

The ESADE Community is committed to promoting a set of values consistent with human qualities and academic and professional excellence, values which it aims to use to serve the local and global society of which it forms part.

- 1 > Acting with integrity in academic and professional endeavours.
- 2 > Respecting individuals, colleagues and oneself and being sensitive to the specific circumstances of others.
- 3 > Valuing diversity positively and learning from differences between individuals, ideas and situations.
- 4 > Searching, sharing and contributing to the common good of the ESADE community.
- 5 > Assuming responsibilities and commitments to create a more just society.

### Our commitment

In short, the ESADE community is committed to acting with personal integrity, professional rigour and social responsibility.

\* Taken from the ESADE Community Declaration of Values, approved by the Fundació ESADE Board of Trustees on 24<sup>th</sup> January 2008.



### Social responsibility (CSR) at ESADE\*\*

In January 2009, we started working on an internal CSR policy to further explore the culture of social responsibility and adopt a cross-cutting strategy to allow us to improve the impact we have on people, the environment and society at large. Our idea of social responsibility does not appear now for the first time, but rather, it is an aspect which has formed part of ESADE's institutional essence since its founding more than fifty years ago.

#### The inspiring principles

ENVIRONMENTAL SENSITIVITY AND HEALTHY AUSTERITY	SOCIAL CO-RESPONSIBILITY AND COMMITMENT	TRANSPARENCY AND ACCOUNTABILITY
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### Lines of action

After an initial diagnostic report examining questions related with identity, individuals, organisations and their functioning, services rendered and relations with the community and the environment, a CSR Action Plan was drawn up containing five lines of action:

- 1 > To raise awareness and promote the adoption of more sustainable behaviours and habits.
- 2 > To improve the efficiency of services and facilities to achieve a more rational use of available resources.
- 3 > To link ESADE's policies on CSR and suppliers.
- 4 > To develop an institutional social action programme.
- 5 > To encourage and improve transparency and accountability.

\*\* For further information, see Annex on CSR.

### Orientation framework for ESADE's educational model

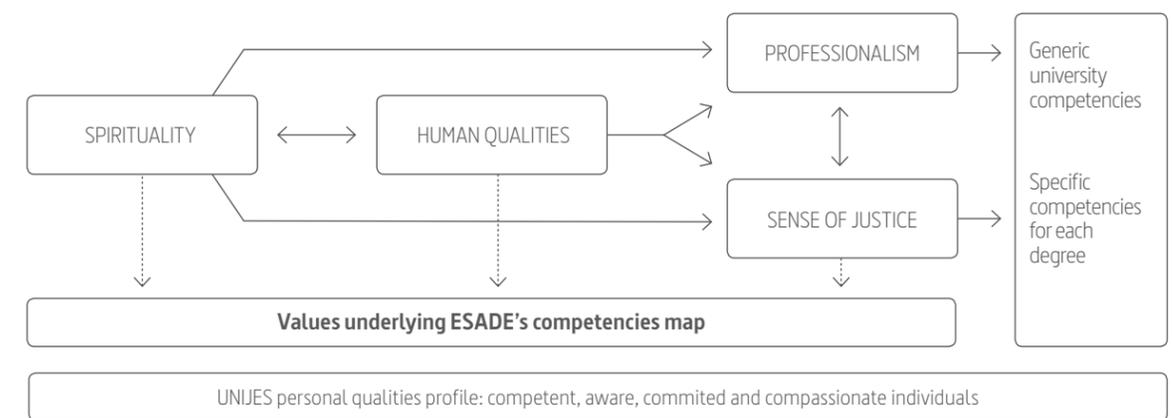
(Document approved by the Board on 16<sup>th</sup> March. The entire text can be viewed at: <http://www.esade.edu/web/esp/about-esade>)

In recent years, ESADE has thrown itself consciously and decisively into a global context. This move has transformed the institution's reality, making it more international, diverse and plural. This new context and ESADE's incorporation in the European Higher Education Area (EHEA) are, for our institution, an invitation and an opportunity to observe our educational programmes from a new perspective. This perspective is derived from the decision to consider the profiles of the students who participate in our programmes in holistic terms, integrating knowledge, competencies and values in our attempt to educate well-rounded individuals.

This "orientation framework" sets out, for the specific case of ESADE, the content of the framework document of UNIJES, the network of Spanish Jesuit

universities, which is entitled "Orientaciones, identidad y misión ante los nuevos desafíos universitarios" ("Orientations, Identity and Mission: Facing New University Challenges").

ESADE works towards educating people who, freely sharing particular values, contribute as citizens and as professionals in the fields of business and law to building a more human, global society – that is, a society that is more just, solidarity-minded, sustainable and respectful of differences. This premise translates into a series of values that permeate the competency map proposed by ESADE in fulfilment of its mission. The following diagram illustrates the meaning and function of these values:



ESADE's educational approach stresses the need to develop the following aspects of the individual:

- a) **The professional aspect:** the values of professionalism
- b) **The ethical, social, civic and political aspects:** the value of justice
- c) **The personal aspect:** the value of human qualities
- d) **The internal aspect of the person:** the values associated with the inner life of the individual, open freely to the spiritual aspect, whether religious or secular

The final aim of the learning process is to develop the competencies and underlying values in these four aspects, so they become the guiding criteria in personal, professional and social actions.

ESADE's mission is to provide education in the context of a holistic vision of the individual, of the profession and of citizenship so that its students can develop the qualities that, we hope, define the people who have spent time in our classrooms:

- **The competence** to lead and manage organisations or to practise law, and to be able to make decisions reliably under circumstances of increasing complexity and uncertainty.
- **Awareness of their responsibilities** and their duty to help create spaces for collaboration and collective improvement. The integration of ethics in their personal and professional conduct, with continuity of meaning.
- **A committed mindset**, in the knowledge that their competence and conscience require that they be determined to undertake initiatives and projects with dedication, generosity and high-mindedness.
- The ability to offer the best of themselves for the common good; in short, **compassion**, in the original sense of the term, meaning they "feel with" others and want to help them.

# 03 > Rankings

In the last ten years, ESADE has positioned itself as one of the world's top schools in various international rankings.

5 major rankings 1999-2000

25<sup>th</sup> Best business school in the world for custom programmes  
*THE FINANCIAL TIMES*

> 100<sup>th</sup> Best MBA in the world  
*THE FINANCIAL TIMES*

**Recruiters' Scorecard**

**THE TOP INTERNATIONAL SCHOOLS**

This ranking includes European and North American schools that have a global pool of recruiters, their future plans to recruit students from the countries from which the school draws recruiters. To be eligible for the ranking, a school needed respondents from at least four countries to say in the survey that they had recruited there recently.

RANK	SCHOOL	NO. OF COUNTRIES RECRUITERS COME FROM	RANK	SCHOOL	NO. OF COUNTRIES RECRUITERS COME FROM
1	HEC School of Management, Paris	8	11	University of Chicago	5
2	Massachusetts Institute of Technology (Sloan)	9	12	INSEAD	11
3	Erasmus University (Rotterdam)	6	13	Columbia University	6
4	Harvard University	8	14	York University (Schulich)	5
5	University of Pennsylvania (Wharton)	5	15	Erasmus University (Rotterdam)	6
6	University of Navarra (IESE)	8	16	Harvard University	8
7	University of California, Berkeley (Haas)	5	17	University of Pennsylvania (Wharton)	5
8	Instituto de Empresa (IE)	6	18	University of Navarra (IESE)	8
9	Cornell University (Johnson)	5	19	University of California, Berkeley (Haas)	5

**BusinessWeek**

**FINANCIAL TIMES**

22 major rankings 2009-2010

1<sup>st</sup> Best CEMS Master  
*THE FINANCIAL TIMES*

1<sup>st</sup> Best Master in International Business Law  
*EL MUNDO*

6<sup>th</sup> Best MBA in the world  
*THE WALL STREET JOURNAL*

5<sup>th</sup> Best MBA in Europe  
*AMÉRICA ECONOMÍA*

3<sup>rd</sup> Best business school in the world for custom programmes  
*THE FINANCIAL TIMES*

8<sup>th</sup> Best international business school in Corporate Social Responsibility  
*BEYOND GREY PINSTripES*

**EL MUNDO**

**Where the international schools rank**

Results in The Wall Street Journal/Harris Interactive annual survey of corporate recruiters. This ranking is based on how recruiters rated each school on 21 attributes, their future plans to recruit there, and the number of companies hiring a high percentage of the school's graduates for jobs outside the U.S.

2007 RANK	2006 RANK	UNIVERSITY (BUSINESS SCHOOL)
1	1	ESADE
2	2	IMD
3	4	London Business School
4	3	IPADE
		Massachusetts Institute of Technology (MIT)
		Columbia University
		Essec
		Tecnológico de Monterrey
		HEC Paris
		Thunderbird
		York University (Schulich)
		University of Western Ontario (Ivey)
		University of Chicago
		Instituto de Empresa
		Insead
		University of Pennsylvania (Wharton)
		Bocconi University
		Erasmus University
		IESE
		Northwestern University
		Harvard University
		New York University
		Stanford University

**FT FINANCIAL TIMES**

**BEST EXECUTIVE EDUCATION BusinessWeek**

**And the Winners Are... THE WALL STREET JOURNAL**

**Best B-Schools 2010**

**América economía**

## 03 > Training and job placement

With a holistic and humanistic view of the individual, ESADE's programmes focus on encouraging competitiveness and responsible organisations.

### FACULTY OF LAW

#### Significant events from the 2009-2010 academic year

The Master in Finance was incorporated into the *MSc Programmes in Management* portfolio. A total of 188 students from 36 different countries took part in the three Master Programmes.

MBA students won the following case competitions: Adidas Case Challenge, Société Générale, and Strategy World Cup (Georgetown University).

Launch of the new MBA format, which has greater flexibility and enables participants to choose the duration from three possible formats (12, 15 or 18 months) depending on their career choice.

Worthy of mention in Executive Education are the global programmes for multinationals in alliance with corporate universities, of which the following are examples:

- > LDP Global Programmes for Bayer Worldwide (Leverkusen, Barcelona and Washington DC) and Banco Santander STEP (Madrid Corporate University)
- > Open Innovation Programme with Professors H. Chesbrough and K. Morse
- > Leadership Programme in Brazil and Madrid with the Fundação Dom Cabral

The Global Executive MBA (GEMBA), a joint programme with Georgetown University, has become consolidated as an international benchmark programme in its field. Participants value, above all, the academic quality and the level of the participating company managers, as well as the companies visited worldwide.

Launch of the Labour Relations Forum as a platform for debate and reflection on issues related to Labour Law. Its aim is to contribute to an in-depth debate on the challenges to be dealt with by labour relations in the light of changes taking place in companies and society at large. Professionals and experts from various fields, as well as professors from different universities, judges and magistrates, work inspectors, company managers and trade union representatives have taken part in this Law School Forum.

#### Combined Undergraduate and Master in Law

Total number of students  
**584**

Participants in international exchange programmes  
29 outgoing students  
44 incoming students

Time taken to find first job  
**82.1 %** of students find jobs before graduating.

#### Masters and postgraduate degrees

Total number of students  
**291**

Countries of origin  
27 nationalities

#### Refresher seminars and conferences

19 refresher seminars and conferences

1,128 participants

### EXECUTIVE LANGUAGE CENTER

#### Executive Language Center

Total number of students  
**3,626** students  
2,143 External English students

396 External Spanish students  
962 English, French, German, Arabic and Chinese in-company students

125 exchange students who have taken Spanish classes

Total number of classes in English, French, German and Italian  
**56,226** hours

Level of satisfaction  
**8.42** (out of 10) for classes  
**9.13** (out of 10) for faculty

### BUSINESS SCHOOL

#### Combined undergraduate and Master in Management and Business Degree-BBA

Total number of students  
**1,502**

Participants in international exchange programmes  
189 outgoing students  
212 incoming students

Time taken to find first job  
**55 %** of students find jobs before finishing the programme.  
**75 %** of students find jobs within three months of graduating.

#### Masters in Management (MSc)

Total number of students  
**188**

Participants in international exchange programmes  
36 outgoing students

Countries of origin  
45 nationalities

#### Master of Research in Management Sciences

Total number of students  
**21**

Countries of origin  
15 nationalities

#### MBA

Total number of participants  
**933**

Number of graduates per programme  
**400**

58 18-Month MBA  
39 One-Year MBA  
114 Part-Time MBA  
50 Full-Time MBA  
27 Global Executive MBA  
86 Executive MBA  
26 PricewaterhouseCoopers Corporate MBA

Countries of origin  
58 nationalities

Participants in international exchange programmes  
43 outgoing students  
55 incoming students

Time taken to find first job  
**82 %** of Full-Time MBA participants find jobs within three months of graduating.

#### PhD in Management Sciences

Total number of students  
**94** in Spain and Peru

Countries of origin  
23 nationalities

#### Executive Education

Total number of participants  
**3,746**

1,033 open programme participants

2,713 custom programme participants

Participants' degree of satisfaction  
**4.29** (out of 5)

Companies' degree of satisfaction  
**4.2** (out of 5)

#### Executive Masters

Total number of participants  
**401**

Number of graduates per programme  
**159**

50 Master in Marketing Management and Sales

26 Master in Operations and Services Management

43 Master in Economic-Financial Management

18 Corporate MBA

22 Executive Master in Marketing & Sales



## 04 > Research

In the last ten years, ESADE professors have published over 700 scientific articles and over 600 books and book chapters. They have also participated in more than 1,500 lectures, conferences and academic congresses.

4  
research  
units

1999-2000

19

Books

15

Book chapters

9

Articles in journals

18

Conference contributions

81

Lectures and conferences

20

Externally-funded  
research projects



21  
research  
units  
2009-2010

70

Externally-funded  
research projects

28

Books

48

Book chapters

61

Articles in journals

83

Conference contributions

101

Lectures and conferences



## 04 > Research and knowledge

ESADE conducts important research for the international community and for our partners in the specific areas of Management and Law through different research units: chairs, institutes, research centres and groups.

### PhD programme

Number of PhD students

94

54 ESADE

40 ESADE-ESAN-Peru

MRes programme students

21

Level of internationalisation

15 nationalities

### In-house publications

ESADE Knowledge Briefings

2009-2010 Research Yearbook

Research Bulletins

4 annual editions

ESADE Economic Report

### Academic output

Journals

61 articles in indexed journals  
(35 of which are on the ISI 2009  
Impact Factor list)

45 articles in other relevant  
journals

Books and book chapters

28 books

48 book chapters

3 book revisions

Scientific contributions

83 conference contributions

101 conferences

7 working papers

25 case studies

8 monographs

13 PhD theses

41 contributions  
in PhD programmes

8 awards

### Human resources

Staff members involved  
in research activities

179

21 research units, 7 of which  
were recognised in 2009  
by the Government of Catalonia  
as Catalan research groups

94 professors participating  
in the research units

15 researchers

64 research assistants

6 research technicians  
and supervisors

### ESADE Excellence Center

The ESADE Excellence Center was created in 2009 in order to develop and consolidate research at ESADE. It is located on the ESADE Sant Cugat Campus and has both teaching and research staff, as well as administration and services staff who work in the ESADE research units. The foundations have also been laid for promoting synergies between the Excellence Center and ESADECREAPOLIS, to apply research experience to projects being carried out in resident companies in the Park. As a pioneer in innovation, this new academic-business centre has attracted increasing numbers of international talent. The ESADE Excellence Center has had the support and collaboration of the Spanish Ministry of Science and Innovation.

### Research projects

Projects

70

19 competitive  
national projects

10 competitive  
international projects

7 non-competitive,  
publicly-funded projects

34 non-competitive,  
privately-funded projects

## RESEARCH UNITS RECENTLY CREATED IN 2009-2010

### Center for Global Economy and Geopolitics > ESADEgeo

The mission of ESADEgeo is to produce practical knowledge on economic globalisation and its correlation with geopolitics and world governance in terms of social agents: governments, companies and civil society organisations. It also aims to disseminate this knowledge and create opportunities for its application in order to strengthen institutions and develop the capacities of the agents concerned.

Set up in January 2010, the Center focuses on the evolution of the global society, the analysis of the world economy, business leadership and good practices in public policies. Designed to promote reflection, academic analysis and public debate on the role of public institutions, multinationals and other international stakeholders, a large number of ESADE experts in internationalisation, macro-economics, public policies and leadership are involved in the Center's activities.

PRESIDENT: JAVIER SOLANA  
ACADEMIC DIRECTOR: JAVIER SANTISO  
CO-ORDINATOR: ÁNGEL SAZ CARRANZA

### InnoEnergy

The candidature led by ESADE and UPC Barcelona Tech won the European bid to launch a groundbreaking project on innovation in sustainable energy. Known as InnoEnergy, this Project will entail an initial investment of 450 million euros over the next four years and has been inspired by the recently created European Institute of Innovation and Technology (EIT), which aims to be a world benchmark in the field of innovation.

The EIT, in its desire to achieve greater synthesis between universities, companies and research centres, made a call for proposals to create three main knowledge and innovation communities (KIC). InnoEnergy will be the KIC dedicated to sustainable energy.

Besides ESADE and UPC Barcelona Tech, the consortium is made up of several companies from the energy industry, including Gas Natural-Unión Fenosa, Iberdrola, EDF, Vattenfall, ABB and Total. In addition, the Stockholm Royal Institute of Technology (Sweden) and the Karlsruhe Institute of Technology (Germany), together with research centres such as IREC, CIEMAT or CEA, also played a role in designing the candidature.

ESADE is the benchmark business school for the entire KIC InnoEnergy project, and ESADECREAPOLIS, home to the Innovation Development Centre, will promote excellence, networking and collaborative innovation among the six European co-location centres. ESADE will focus on converting innovation into business opportunities and entrepreneurship. In the first four years, KIC InnoEnergy plans on educating over 1,500 students with specific international programmes designed to train leaders with a deep-rooted entrepreneurial culture. Moreover, it plans to create 65 energy patents and launch over 50 start-ups.

InnoEnergy will have six co-location centres in Barcelona, Stockholm, Karlsruhe, Grenoble, Eindhoven and Krakow. These six centres will co-ordinate different issues in the field of sustainable energy. Based in Barcelona, the Iberian Co-Location Center will group together Spanish and Portuguese partners and manage all InnoEnergy projects dedicated to renewable energies.

PROJECT CO-ORDINATOR: ELENA BOU

## CREATED PRIOR TO 2009-2010

### Chair in LeadershipS and Democratic Governance

This Chair studies leadership as a means of promoting progress, welfare and cohesion in contemporary society. Its threefold entrepreneurial, social and political approach is designed to forge links among these three fields in addition to analysing their respective institutional frameworks. It is a forum for ongoing dialogue between organisations (companies, administrations and NGOs) and stakeholders (entrepreneurs, managers, politicians and social, civic and union representatives, etc.) that currently assume the challenges of governing a world that is at once global and local. It also takes up the challenge of studying and fostering innovative forms of leadership adapted to complex environments. Professors and researchers from different ESADE departments are involved in the activities of this Chair along with outstanding public figures from the fields of business, politics and social initiatives.

DIRECTOR: ÁNGEL CASTIÑEIRA

### Chair of Design Management

The research activities of the Chair of Design Management are based on: studying the economic implications of investing in design firms; analysing the different business management models in design; studying corporate culture in design-oriented companies and the relationship with market orientation; the role of design in branding and the relationships between design and corporate social responsibility. The Chair also studies business opportunities for inclusive or universal design and design thinking as a tool for non-technological innovation.

CHAIR DIRECTOR AND MAIN RESEARCHER: JORDI MONTAÑA

### Institute for Labour Studies > IEL

This research centre focuses its activity on creating scientific and technical knowledge for work environments that facilitate the creation of added value based on the knowledge of individuals. IEL is working on and studying methods to produce a shift towards a knowledge society, using an employment model based on professional qualifications, quality of life, respect for the dignity of work and a sustainable growth environment. Simon Dolan is the Main Researcher.

DIRECTOR: CARLOS OBESO

### Entrepreneurship Institute > EEI

This institute promotes relevant and rigorous research on entrepreneurship. Its research areas are entrepreneurship, women entrepreneurs, entrepreneurship and corporate intrapreneurship, creativity, growth and internationalisation, entrepreneurial finance and family businesses. The Research Group in Entrepreneurship (GRIE), linked to EEI, aims to contribute to producing knowledge on entrepreneurship in the hope of promoting the creation of sustainable and innovative businesses. Officially recognised as a consolidated research group by the Catalan Department of Innovation, Universities and Business (2009). Marcel Planellas is the Main Researcher.

DIRECTOR: M. LUISA ALEMANY

### Institute of Forensic Evidence and Probative Law > IPDP

This institute's main objectives are the analysis of theoretical and practical problems in forensic probative law, the training of professionals involved in law enforcement administration in probate and probative law, and social debate in this field. Its research group is conducting research on evidence following three main lines of research: civil evidence, new technologies as a means of evidence, and criminal evidence. Civil evidence focuses on means of evidence in civil proceedings, while new technologies as a means of evidence focuses on electronic evidence as a means of evidence in civil proceedings. The Main Researcher in both cases is Xavier Abel. Research into criminal evidence focuses on investigation techniques and means of evidence in criminal proceedings. Its Main Researcher is Manuel Richard González.

DIRECTOR: XAVIER ABEL LLUCH

### Institute of Public Governance and Management > IGDP

Created in 1993, this institute's activities are directed at governments and organisations in the public sector. They include education (Executive Master in Public Administration), research and social debate in different areas of management and public administration. Its mission is based on a marked commitment to innovating the public sector in order to modernise and enhance public administrations. The Research Group in Leadership and Innovation in Public Management (GLIGP), linked to IGDP, conducts research in the theoretical framework of governance, based on two major themes: public, democratic leadership to enhance institutional development; the analysis of networks, transversality, collaborations; partnerships in innovation in governance. Officially recognised as a consolidated research group by the Catalan Department of Innovation, Universities and Business (2009). Tamyko Ysa is the Main Researcher.

DIRECTOR: FRANCISCO LONGO

### Institute for Social innovation > IIS

The Institute for Social Innovation encourages and supports research aimed at promoting management skills in the third sector. With this purpose, its various programmes focus on the study of three main lines: the integration of CSR into business strategy and the relationship with stakeholders; leadership and management of NGOs; social entrepreneurship. The Research Group on Corporate Social Responsibility (GRRSE), linked to IIS, investigates the processes involved in strategically redefining the relations between company and stakeholders as the linchpin for the debate on corporate responsibility in society. Officially recognised as an emerging research group by the Catalan Department of Innovation, Universities and Business (2009). Daniel Arenas is the Main Researcher.

DIRECTOR: IGNASI CARRERAS

### Survey Research Center > SRC

This research centre concentrates on the area of social science research methodologies, ranging from the design to the publication of results, and from a quantitative and qualitative perspective. Its research is characterised by an emphasis on measurement-related aspects. The Catalan Center for Survey Research and Applied Statistics, linked to SRC, develops methodological research applied to the fields of business administration and health. Officially recognised as a consolidated research group by the Catalan Department of Innovation, Universities and Business (2009).

DIRECTOR AND MAIN RESEARCHER: JOAN MANUEL BATISTA

### ESADE Centre for Culture Industries > CEHIC

The research conducted by this centre explores key issues related with managing businesses and creative and cultural institutions from the perspective and needs of leadership and entrepreneurship. With intellectual rigour, critical thinking and academic excellence, the centre aims to promote management through training, consultancy, and the dissemination of scientific and social research material.

DIRECTOR: JOSÉ M. ÁLVAREZ DE LARA

### Brand Centre

The purpose of the Brand Centre is to conduct thorough, helpful and valiant research capable of responding to relevant issues and facilitating decision-making processes that affect brands. It also focuses on creating new knowledge on brands and their management, and on disseminating this knowledge among the business sector and academia. The centre's research covers two main areas: management and brand strategies, on the one hand, and thematic research into their application, on the other.

DIRECTOR: JOSEP M. OROVAL

### Research Group for Knowledge Engineering > GREC

This research group includes researchers from ESADE and UPC-Barcelona Tech. The multidisciplinary component of the group has enabled it to work both in basic and applied research. Its main activity focuses on research and the development of techniques in the area of artificial intelligence. The objectives of GREC's research at ESADE revolve around two axes: the development of methodologies related with artificial intelligence in unstructured environments (incomplete, imperfect and/or inaccurate), and the application of these methodologies in related fields of decision making, finance and marketing. Officially recognised as a consolidated research group by the Catalan Department of Innovation, Universities and Business (2009).

MAIN RESEARCHER: NÚRIA AGELL

### Observatory on Spanish Multinational Companies > OEME

The OEME aims to become a benchmark in terms of studying the opportunities and challenges affecting companies in advanced stages of internationalisation. It also aims to contribute towards identifying and disseminating 'good practices', working closely with the companies themselves, and is presented as an open platform for the exchange of experiences and knowledge between companies and institutions that promote foreign investment projects. It publishes an annual benchmark report. Pere Puig is the Main Researcher .

DIRECTOR: XAVIER MENDOZA

### Research Group in Tourism Management > GRUGET

With a strong vocation for innovation and internationalisation, this research group aims to create knowledge in the field of sustainable management for businesses and tourist destinations, and to promote exchanges between all the agents concerned. The group is multidisciplinary and global in scope and, therefore, external collaborations are international. Its research areas include social marketing, innovation, quality management and management indicators. Its research focuses on the use of information systems, their economic impact on society and the use of innovating research methods such as qualitative reasoning. Officially recognised as an emerging research group by the Catalan Department of Innovation, Universities and Business (2009).

MAIN RESEARCHER: MAR VILA

### Business Network Dynamics > BuNeD

A current determinant of a company's competitive advantage are the inter-organisational networks in which it participates. The group's research focuses primarily on the study of how organisations establish, build and manage business networks with their partners, and it also explores the dynamics involved in the development, growth and demise of such networks.

The group conducts analysis at different levels (group, company and sector) from a multidisciplinary perspective: operations, supply chain, information systems, marketing and organisational theory. It uses models and methods developed for social network analysis: multidimensional scaling, cluster analysis, graphic representation techniques and multilevel, redundant analysis.

MAIN RESEARCHER: CRISTINA GIMÉNEZ

### Research Group for Organisational Learning and Knowledge > GRACO

In continuous interaction with the business sector, this multidisciplinary group promotes empirical research. It conducts research into how knowledge is created within organisations and how innovation processes and organisational change are generated. GRACO's strategic research lines are: research and innovation management; knowledge transfer; knowledge in organisations; research into inter-organisational relationships and networks. Officially recognised as a consolidated research group by the Catalan Department of Innovation, Universities and Business (2009).

MAIN RESEARCHER: ELENA BOU

### Research Group in Economics and Finance > GREF

This research group promotes research in the fields of finance and economics, which cover a wide range of areas of macroeconomics, international economics, corporate finance, risk management and capital markets. GREF's main objective lies in facilitating the creation and dissemination of high-level research at ESADE and, at the same time, increase its visibility and relevance to the academic community in general. Its main areas of research are market microstructure, accounting research in capital markets, corporate finance, credit risk, differences in productivity, growth and public policies, and domestic and international spillovers.

MAIN RESEARCHER: ARIADNA DUMITRESCU

### Consumer and Brand Research Group > GRECOMAR

This research group aims to become a benchmark in research and knowledge for issues related with brand management and consumption, with the added value of adopting a trans-cultural approach to this area of research. As a result, the rationale of the group is to understand the processes of creating and managing brands, to investigate the purchasing processes and use of brands by consumers, and to incorporate a trans-cultural perspective of brand management and use. The group is made up of an inter-disciplinary team working on three main areas of research: brand management, consumer behaviour, and international/trans-cultural marketing

MAIN RESEARCHER: ORIOL IGLESIAS

### Law and Family Research Group

This group conducts two main lines of research: new family models and their legal consequences — step families, marriage, adoption, homosexuality; family protocol as a necessity in the face of new family models; the young and elderly in today's society — and family intervention, focusing on the analysis of the current situation of family intervention in Spain, possible inter-regional problems and the competences and skills required by the family mediator.

MAIN RESEARCHERS: FRANCISCO RIVERO HERNÁNDEZ I TERESA DUPLÀ MARÍN

### Legal Guidelines and Social Change Research Group

The lines of research and projects carried out by this group are: field studies on social evolution in a specific area of law, exploring the empirical signs which permit the need, enhancement, or use of the law to be diagnosed; the critical review of the role and value of classic legal institutions; the analysis of different legal alternatives regarding the current social situation; study and assessment aimed at improving legal guidelines and legal institutions in general. The creation of the Observatory on the Quality and Efficiency of Laws (OCEL) will promote critical and neutral analysis of the maintenance and renewal of legal guidelines, ranging from the technical, syntactic, and grammatical quality of laws, to their real impact on social behavior, as well as their educational value and costs.

MAIN RESEARCHER: SERGIO LLEBARÍA SAMPER

## 05 > Projection and social debate

In the last ten years, ESADE has organised over 2,000 events attended by more than 200,000 participants.

62  
events  
1999-2000



7,100  
Participants in Barcelona

405  
events  
2009-2010

30,038  
Participants in Barcelona

8,500  
Participants in Madrid

284  
Events in Barcelona

121  
Events in Madrid



## 05 > Projection and social debate

It is ESADE's wish to contribute to promoting the debate of ideas and proposals on issues of economic and social interest in order to co-operate in building free, prosperous and fair societies.

Over the years, ESADE has become a venue where the most relevant issues of the future can be discussed; an open, diverse forum, where useful, rigorous contributions can be made to generate debate and draw up proposals regarding the challenges that society and the economy are facing. Over 400 events organised throughout the academic year, with over thirty-eight thousand participants, in the form of international meetings, workshops, lecture series, conferences or forums: A debate of ideas and proposals to inspire a better future.

### The most relevant public events

#### The official opening of the Sant Cugat Campus and Halls of Residence

The Princes of Asturias and Girona officially opened the new Sant Cugat Campus, and held an informal meeting with a hundred international ESADE students. The Roberto de Nobili Halls of Residence were also officially opened by the mayor of Sant Cugat del Vallès, Lluís Recoder.



#### The official opening of the 2009-2010 academic year

The 2009-2010 academic year was officially launched by Juan José López Burniol, Notary and member of the ESADE Board of Trustees, who delivered the opening speech entitled: 'The Permanent Value of the Law'.



#### 1st Deusto-ICADE-ESADE Alumni Business Encounter

His Majesty King Juan Carlos chaired the first Alumni Business Encounter organised by ESADE, Deusto and Comillas-ICADE in Madrid. Second Vice-President of the Government, Elena Salgado, also attended along with almost 2,000 alumni, who held a debate on the competitiveness of the Spanish economic model.



#### The launch of the book ESO Inspirando Futuros

A publication that commemorates 50 years of ESADE, with pictures and articles on the institution's history. A look at our roots to project into the future. The presentation ceremony was attended by Salvador Gabarró, President of Gas Natural Fenosa, sponsor of the book.



### Conferences

#### "Business and Leadership" Conference (Sant Benet de Bages)

Fourth annual meeting of reflection and debate, organised by the ESADE Chair in LeadershipS and Democratic Governance and Caixa Manresa, under the title: "What business leadership does our country need?" The Conference was officially opened with speeches by Salvador Alemnay (Abertis) and Carlos March (Banca March). Renowned experts and business leaders took part, discussing key leadership qualities that permit companies to successfully meet the challenges of an economy and society in constant evolution.

#### 3rd Annual Conference of the Institute for Social Innovation

"Responsible leadership: Is CSR a leadership challenge?" was the subject of debate at the 3rd Annual Conference at the Institute for Social Innovation, held in Madrid. Participating in the round table were Juan Ignacio Entrecanales (Acciona), Pedro Vázquez (Bancaja) and Carlos Mas (PricewaterhouseCoopers).

#### The "ESADE Brand Centre" Awards

The ESADE Brand Centre organised its awards ceremony in Madrid, together with Accenture and with the collaboration of Expansión, aimed at specifically recognising best practices in brand strategy in Spain. The Grand Prize, selected among the winners of the seven categories and by a jury of 21 experts, was awarded to Repsol.

#### Conference organised by the ESADE Institute of Governance and Public Management

The Conference "Rethinking in depth the Public Sector in times of crisis", organised by the ESADE Institute of Governance and Public Management, put forward steps to alleviate the crisis in the Public Administration. Participants were in favour of promoting public-private sector collaboration and concluded that the Public Administration needs to undergo an in-depth transformation and re-establish its trust in public institutions.

### International Meetings at ESADE

#### AACSB European Affinity Group Meeting

ESADE hosted the AACSB European Affinity Group Meeting, dedicated to promoting and enhancing business management education. AACSB International is the organisation responsible for granting accreditation to the world's most prestigious business schools.

#### UNIJES International Congress 2010

This international congress is organised annually by the Law Schools of Comillas, Deusto and ESADE. In 2010 it dealt with legal evidence, and advances in forensic evidence and probative law.

#### 2010 BALAS Annual Conference

ESADE organised the Annual BALAS (Business Association of Latin American Studies) Conference on management, an international forum for professionals and experts in the business world, sponsored by BBVA. Different issues currently affecting the financial situation in Latin America and the Caribbean were discussed.

#### SEKN: "Market, Poverty and Inclusive Business in Latin America"

The Latin American network SEKN, led by Harvard Business School and the ESADE Institute for Social Innovation, organised a conference on how to tackle poverty in Latin America, in which different initiatives and alternatives were presented.

### Lecture series, conferences and forums

#### Dialogues at La Pedrera

This is a joint initiative of Caixa Catalunya and ESADE, aimed at offering a new venue for reflection and debate on the future of the economy and business in the 21st century. The sessions were held in the auditorium of La Pedrera and taking part were, among others, Enric Casí (Mango), Antoni Brufau (Repsol), Richard Boyatzis (Case Western Reserve University) and Henry Chesborough (Stanford).

#### Conferences: Thinking about Leadership

Within the framework of the Thinking about LeadershipS Programme, several public events were held, with the participation of, among others, Javier Solana (EU), Daniel Innerarity (University of Zaragoza), Manuel Zafrá (The Regional Government of Andalusia), and Fernando Vallespín (the Autonomous University of Madrid).

#### Leadership Moments

Sessions organised by the ESADE Chair in LeadershipS and Democratic Governance, aimed at sharing with several prestigious leaders the lessons and experiences relevant to the practice of leadership. Special mention should be made of the session with Artur Mas (CIU).

#### ESADE-Deloitte conference series: "Keys to competitiveness on the international stage: A sector approach"

Conferences held at ESADE, Madrid, to promote business and economic debate, with the aim of exchanging ideas and opinions on issues related to business management. Those taking part were Alfredo Sáenz (Santander), José Manuel Machado (Ford), Guillermo Ansaldo (Telefónica) and Jorge Calvet (Gamesa).

#### Forums on Intellectual Property and Labour Relations

The Forum on Intellectual Property enables you to study, discuss and put forward solutions to the issues raised by intellectual property in the information society. Representatives of civil society and well-known experts from specialised organisations were invited to take part. Moreover, ESADE Law School launched the Labour Relations Forum, aimed at analysing different aspects of the Spanish Parliament's labour reforms with well-known specialists.

## 06 > Internationalisation

In the last ten years, ESADE has made a significant leap forward in terms of attracting international students and participants.

**573**  
international  
students  
1999-2000

**55**  
Countries of origin



**1,237**  
international  
students  
2009-2010

**92**  
Countries of origin



# 06 > International vocation

ESADE is a global academic institution that promotes the internationalisation of its activities both in teaching and in research.

## Internationalisation

ESADE is part of a global environment, and this is reflected in the international background of its students and participants, faculty, staff, business and academic partners, as well as the various initiatives in which it is involved. We would like to highlight three significant initiatives that were carried out during the 2009-2010 academic year:

› New partners have been incorporated in the field of international alliances at ESADE following quality criteria. The MBA Programme has come to an agreement for student exchange programmes with the Haas School of Business of the University of California at Berkeley and the Kellogg School of Management at Northwestern University. The BBA Programme has also renewed its partner network in the USA, including top-level universities, such as the University of Virginia-McIntire School of Commerce, University of Pennsylvania-the Wharton School, University of North Carolina at Chapel Hill-Kenan-Flagler Business School and Indiana University-Kelley School of Business.

› At the Law School, we can highlight ESADE Law School's support as a founding member of the Center for Transnational Legal Studies (CTLS). This innovative initiative has been inspired by the globalisation of the legal world, with faculty and students from the world's best law schools, specialising in international, transnational and comparative law. The CTLS applies innovative teaching techniques to train lawyers and jurists with a clear global and/or transnational outlook.

› ESADE Alumni has developed an increasingly international alumni network. With 8,000 alumni living and working outside Spain, ESADE Alumni has acquired an international scope through its 32 chapters and delegations worldwide. ESADE Alumni strengthens and adds value to our network of national and international relations.

## International faculty members

22 (16 %) countries represented

## International administrative and services staff

44 (13 %) countries represented

## International students

International students registered in the programmes  
1,237  
92 countries of origin

## ESADE Alumni

Number of alumni living and working outside Spain  
8,000  
International presence  
115 countries  
International chapters  
32

### ESADE Campuses

1. Barcelona-Pedralbes Campus
2. Barcelona-Sant Cugat Campus
3. Madrid Campus
4. Buenos Aires Campus

### ESADE Global Centers

1. Munich Global Center
2. São Paulo Global Center

### THEMIS Academic Members

1. Freie Universität Berlin, Berlin, Germany
2. Université Paris XII, Paris, France
3. Università Commerciale Luigi Bocconi, Milan, Italy
4. ESADE Law School, Barcelona, Spain

### Joint Executive Education Programmes

1. McDonough School of Business / Walsh School of Foreign Service, Georgetown University, Washington DC, United States
2. Università Commerciale Luigi Bocconi, Milan, Italy
3. Universität St. Gallen, St. Gallen, Switzerland
4. Fundação Dom Cabral, Brazil

5. UNIFAE, Universidade Bom Jesus, Faculdade Católica de Administração e Economia, Curitiba, Brazil
6. INCAE Business School, Costa Rica
7. Universidad ORT, Uruguay
8. School of Business, Índia

### CEMS Academic Members

1. Copenhagen Business School, Copenhagen, Denmark
2. Corvinus University of Budapest, Budapest, Hungary
3. École des Hautes Études Commerciales, Paris, France
4. Escuela de Graduados en Administración y Dirección de Empresas (EGADE), Tecnológico de Monterrey, Mexico
5. ESADE Business School, Barcelona, Spain
6. Faculdade de Economia da Universidade Nova de Lisboa, Lisbon, Portugal
7. Fundação Getulio Vargas - Escola de Administração de Empresas de São Paulo, São Paulo, Brazil
8. Helsinki School of Economics, Helsinki, Finland
9. IAG, Université Catholique de Louvain, Louvain, Belgium
10. Koç University, Istanbul, Turkey

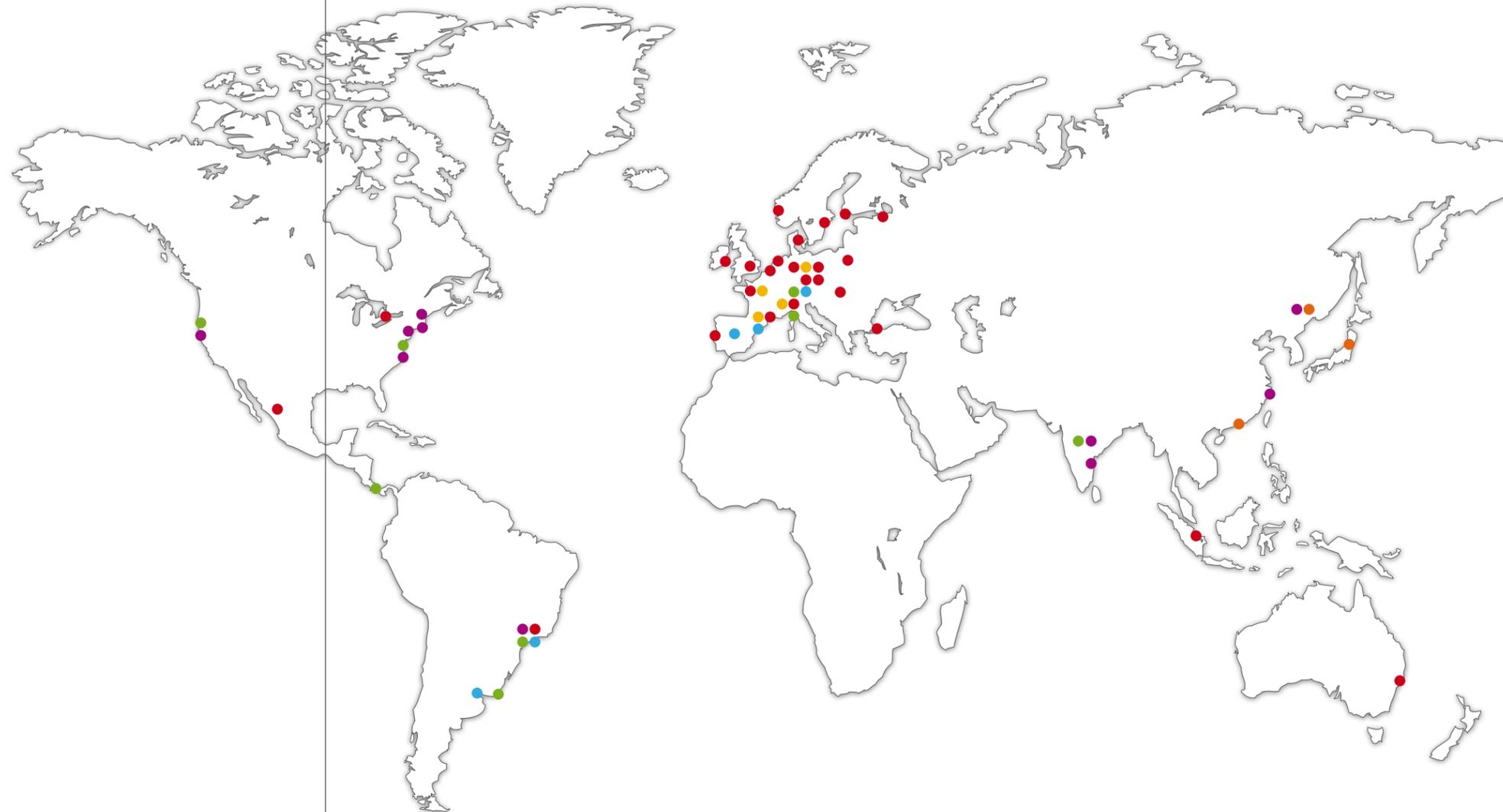
11. MES, London School of Economics, London, United Kingdom
12. Michael Smurfit School of Business, University College Dublin, Dublin, Ireland
13. National University of Singapore, Singapore
14. Richard Ivey School of Business, University of Western Ontario, London, Canada
15. Norwegian School of Economics and Business Administration, Bergen, Norway
16. RSM Erasmus University, Rotterdam, the Netherlands
17. St. Petersburg State University School of Management, St Petersburg, Russia
18. Stockholm School of Economics, Stockholm, Sweden
19. Warsaw School of Economics, Warsaw, Poland
20. Università Commerciale Luigi Bocconi, Milan, Italy
21. Universität St. Gallen, St. Gallen, Switzerland
22. Universität zu Köln, Wirtschafts- und Sozialwissenschaftliche Fakultät, Cologne, Germany
23. University of Sydney, Sydney, Australia
24. University of Economics, Prague, Czech Republic
25. Wirtschaftsuniversität Wien, Vienna, Austria

### CEMS Associate Academic Members

1. Keio University, Tokyo, Japan
2. Tsinghua University, Beijing, China

### Outstanding Partnerships: ESADE Main Bilateral Agreements & PIM Network

1. Georgetown University, Washington DC, United States
2. The Wharton School, University of Pennsylvania, United States
3. Harvard Business School, Harvard University, Boston, Massachusetts, United States
4. Babson College, Wellesley, Massachusetts, United States
5. Fudan School of Management, Fudan University, Shanghai, China
6. Indian School of Business, Hyderabad, India
7. Guanghua School of Management, Peking University, China
8. FGV-EAESP, Brazil
9. St. Petersburg State University (GSOM), St Petersburg, Russia
10. XLRI School of Business, India



### International Advisory Board

The ESADE International Advisory Board is an essential driving force behind the international dimension of the Business School. Through their contributions, the members of this Board offer ESADE support in three complementary and interrelated areas:

#### Innovation

To promote innovation in syllabus and research activities from an international perspective.

#### Relevance

To ensure that ESADE responds to the current and future global needs of business and society.

#### Impact

To respond to the foundational goals of ESADE and to have an impact on the future global development of executive management training.

#### MEMBERS:

**Antonio Garrigues Walker**  
Chairman of the International Advisory Board and President of Garrigues Abogados (Spain)

**Sue Cox**  
Dean of McDonough School of Business, Georgetown University (United States)

**George Daly**  
Dean of McDonough School of Business, Georgetown University (United States)

**Xavier Ferran**  
Partner of Lion Capital (United Kingdom) and former CEO of Bacardi (United States)

**Hanneke C. Frese**  
Former Director of the Capabilities Group at Zürich International Company (Switzerland)

**Michael C. Jensen**  
Emeritus Professor at Harvard Business School (United States)

**Christine Lagarde**  
Former President of the Global Strategic Committee at Baker & McKenzie (United States) and former Minister of Economy, Finance and Employment (France)

**Philippe Louvet**  
Director of Corporate Development and Training at L'Oréal (France)

**Marja Makarow**  
Chief Executive of the European Science Foundation (France)

**H. M. Nerurkar**  
Managing Director and Executive Director of Tata Steel (India)

**Manuel V. Pangilinan**  
Managing Director and Executive Director of First Pacific Company Limited (The Philippines)

**Antonio Pérez**  
Chairman and CEO of Eastman Kodak Company (United States)

**Bernard Ramanantsoa**  
Dean of the HEC School of Management (France)

**Maria Reig**  
President of the Reig Capital Group (Andorra)

**David Risher**  
Former Vice-President of Amazon.com (United States)

**Alfredo Sáenz**  
Second Vice-Chairman and CEO of Grupo Santander (Spain)

#### REPRESENTING ESADE:

**Carlos Losada**  
Director General

**Eugènia Bieto**  
Corporate Deputy Director General

**Alfons Sauquet**  
Dean of Business School

**Jaume Hugas**  
Director of Executive Education

**Glòria Batllori**  
Executive Director of MBA Programmes

### International networks and agreements

**Exchange agreements with international universities**  
127

**Main networks:**  
> **CEMS Network** - Community of European Management Schools

> **PIM Network** - Partnership in International Management

> **THEMIS Network** - The Joint Certificate in International and Business Law

> **CTLS** - Center for Transnational Legal Studies

**Strategic alliances:**  
Georgetown University (McDonough School of Business and Walsh School of Foreign Services) in the United States, HEC in France, and Babson College in the United States

### Programmes with international companies and universities

**CEMS Master in International Management**  
25 CEMS academic members  
2 CEMS associate academic members  
49 Corporate partners

**MSc Double-Degree Programmes**  
4

**THEMIS**  
4 universities

**International Executive Education Programmes**  
Programmes with international universities  
8

### Rankings

#### MBA

5<sup>th</sup>  
**Best MBA in Europe**  
*América Economía*, June 2010

6<sup>th</sup>  
**Best One-Year MBA in the world**  
*The Wall Street Journal*, September 2009

8<sup>th</sup>  
**Best international business school in CSR**  
*Beyond Grey Pinstripes*, October 2009

19<sup>th</sup>  
**Best MBA in the world**  
*The Financial Times*, January 2010

#### EXECUTIVE EDUCATION

3<sup>rd</sup>  
**Best business school in the world for custom programmes**  
*The Financial Times*, May 2010

4<sup>th</sup>  
**Best business school in the world for custom programmes**  
*BusinessWeek*, November 2009

10<sup>th</sup>  
**Best business school in the world for Latin American companies**  
*América Economía*, November 2009

#### UNIVERSITY PROGRAMMES

1<sup>st</sup>  
**CEMS Master: Best European Master in Management**  
*The Financial Times*, September 2009

9<sup>th</sup>  
**Best European Master in Management**  
*The Financial Times*, September 2009

#### LAW SCHOOL

1<sup>st</sup>  
**Best Master in its speciality: International Business Law**  
*El Mundo*, June 2010

2<sup>nd</sup>  
**Best Master in its speciality: Tax Consultancy and Management**  
*El Mundo*, June 2010

### International exchange participants

**Combined Undergraduate and Master in Management**  
189 outgoing  
212 incoming

**Combined Undergraduate and Master in Law**  
29 outgoing  
44 incoming

**Masters in Management (MSc)**  
36 outgoing

**MBA**  
43 outgoing  
55 incoming

**International Academic Weeks Abroad**  
18 outgoing students in different programmes



### International associations

**International associations of which ESADE is a member**  
19

**AACSB International**  
The Association to Advance Collegiate Schools of Business

**AMBA** The Association of MBAs

**BALAS** Business Association of Latin American Studies

**CEMS** Community of European Management Schools and International Companies

**CLADEA** Consejo Latinoamericano de Escuelas de Administración

**EABIS** European Academy of Business in Society

**EBEN** European Business Ethics Network

**EDAMBA** European Doctoral Programmes Association in Management and Business Administration

**EFMD** European Foundation for Management Development

**ELFA** European Law Faculties Association

**EMBAC** Executive MBA Council

**EUDOKMA** European Doctoral School on Knowledge and Management

**GMAC** Graduate Management Admission Council

**IAJBS** International Association of Jesuit Business Schools

**IALS** International Association of Law Schools

**PIM** Partnership in International Management

**SEKN** Social Enterprise Knowledge Network

**THEMIS** The Joint Certificate in International and Business Law

**UNICON** International University Consortium for Executive Education

### “Triple Crown” international accreditation

**European Quality Improvement System (EQUIS) (1998, 2003 and 2008)**

In 1998, ESADE was the first business school in Spain and one of the first in Europe to obtain the European Quality Improvement System (EQUIS) accreditation, awarded by the European Foundation for Management Development (EFMD).

**The Association to Advance Collegiate Schools of Business (AACSB International) (2001)**

In 2001, ESADE was the first business school in Spain and the seventh in Europe to receive Association to Advance Collegiate Schools of Business (AACSB International) accreditation for the quality of its undergraduate, Master and PhD programmes.

**The Association of MBAs (AMBA) (1994, 1999, 2004 and 2009)**

ESADE MBA programmes have been accredited by The Association of MBAs (AMBA) since 1994.

## 07 > Alumni. ESADE Alumni

The total number of ESADE alumni currently stands at over 42,000. In recent years the alumni association, known as ESADE Alumni, has undergone a major transformation.

- 2**  
International chapters
- 40**  
Annual events organised
- 4,000**  
Participated events
- 1**  
Territorial Club
- 4**  
Functional and Sector-specific Clubs
- 22,000**  
Alumni members

**6,000**  
ESADE Alumni  
members  
1999-2000



**15,000**  
ESADE Alumni  
members  
2009-2010



- 32**  
International chapters
- 707**  
Annual events organised
- 34,391**  
Participated events
- 12**  
Territorial Clubs
- 22**  
Functional and Sector-specific Clubs
- 42,000**  
Alumni members

## 07 > Alumni. ESADE Alumni

ESADE has a network of over 42,000 alumni, who practise professionally in the main social and economic sectors in 115 countries.

### ESADE Alumni

ESADE Alumni is the ESADE alumni association. Its main objective is to provide value for alumni, ESADE and society at large:

**Encouraging networking** among alumni through forums, lectures and meetings in addition to promoting recreational and sporting activities.

**Facilitating the updating of knowledge** through continuing programmes, Matins-Desayunos ESADE and lectures.

**Supporting the professional development** of alumni through Career Services.

**Supporting ESADE** and its reputation in business environments.

**Contributing management talent** to solidarity projects and third-sector agencies and institutions.

### The ESADE Alumni network

**15,321** members

**600** graduating class representatives

**900** alumni actively collaborating in the association's activities

**32 chapters and international delegations:**

Andorra  
Argentina  
Benelux  
Brazil  
California  
Canada  
Chicago  
Chile  
Colombia  
Costa Rica  
Dubai  
Ecuador  
France  
Germany  
Greater China  
India  
Israel  
Italy  
Japan  
Mexico  
Miami  
New York  
Peru  
Portugal  
Singapore  
Sweden  
Switzerland  
Taiwan  
Turkey  
UK  
Venezuela  
Washington

**12 territorial clubs:**

Andalusia Western (Seville)  
Andalusia Eastern (Granada)  
Aragon  
Asturias  
Balearic Islands  
Basque Country  
Canary Islands  
Community of Valencia  
Galicia  
Girona  
Lleida  
Tarragona

**22 functional and sector-specific clubs:**

Automobile  
BIT  
Business and Social Responsibility  
CEI  
Communications  
Culture Industries  
Energy and Environment  
Espai Jaume Vicens Vives  
Family Business  
Finances  
Global Business  
Health and Pharma  
Innovation  
Insurance  
Law  
Marketing  
Operations  
Personnel and Organisation Management  
Public Management  
Real Estate  
Sports and Management  
Tourism Management

### 2010 Annual Conference

The Barcelona and Madrid Annual Conferences are the most symbolic events organised by ESADE Alumni. Attended by international businessmen and women, professionals, alumni and leading economic and social figures, the 2010 edition of the conferences attracted over 2,700 Alumni members.

**Javier Solana attended the XV ESADE Alumni Annual Conference in Barcelona**

as its main speaker. To mark the Association's 20<sup>th</sup> anniversary, Pere-A. Fàbregas (Graduate & MBA 67), first ESADE Alumni President and current Honorary President, was awarded the L'E d'Or. ESADE awards were also presented to Juan Arena in recognition of his "entrepreneurial spirit in promoting transparency in corporate governance", Víctor Grífols, for his "brilliant entrepreneurial management as a global leader", and to the brothers Antoni, Ramon and Josep Pont i Amenós, for "combining strategic outlook and quality in Grup Borges' global leadership strategies".

**The IV ESADE Alumni Annual Conference in Madrid**, markedly international in tone, was also attended by Javier Solana, in his capacity as President of ESADEgeo, who spoke on the geopolitical scene and the challenges raised by globalisation.

### Communication

**ESADE ALUMNI MAGAZINE**

This magazine is published quarterly and sent out to over 35,000 alumni worldwide. It is available in Spanish, Catalan and English.

**NEWSLETTERS**

**ESADE Alumni:**

Published fortnightly, this newsletter includes an e-calendar with updated information on all planned activities in addition to reports on events that have already been held.

**Career Services:**

Published fortnightly, with information on all activities and initiatives organised by Career Services.

**Clubs and Chapters:**

Newsletters addressing sectors and functionality.

**WEBSITE**

www.esadealumni.net

**Online services**

- › Online conferences
- › Career Services portal
- › Online information
- › Database: SABI
- › Press clippings
- › Website directory

**NEXUS ALUMNI**

**Launching of the new social network**

www.nexusalumni.net

An exclusive social network that offers solutions for the new needs in Web 2.0.

**OTHER PUBLICATIONS**

- › Service Company Directory
- › Annual Report

### Outstanding events

**Cycle: "The new axes of the economy"**

Chaired by faculty and experts. The following aspects were dealt with: healthcare, energy and the environment, mobility, industrialisation, the public-private sector and communications.

**Capital risk forums**

Debt restructuring and the possibilities of the new Alternative Securities Market (ASM). Presentation of ESADE BAN, the Business Angels Network.

**Women and leadership forum**

Taking part were: Maravillas Rojol (Sep 08), Sol Daurella (Graduate & MBA 90), and Carme Rusalleda.

**ESADE Alumni Evenings**

Forum with top company managers of international renown. Taking part were: Hernán Uscátegui (Starbucks), Jeff Hoffman (Priceline.com), Marko Curavic (Unit European Commission) and Rajiv Chandra (Reckitt Benckiser).

**Matins and Desayunos ESADE**

Presidents, CEOs, and Managers present their professional experiences and talk to Barcelona and Madrid alumni.

**Continuing programmes**

Sessions held by ESADE faculty and experts in different cities worldwide.



### Alumni Giving Back

This programme is aimed at using ESADE alumni's experience, management skills and desire to make a contribution to society to support third-sector organisations.

**Alumni Giving Back consultants:**

**14** projects  
**86** voluntary alumni

**ENTITIES TAKING PART:**

**Barcelona**

Fundació Casateva, Fundació Vicente Ferrer, Moviment Scout Catòlic, Fundació ACIDH, Fundació Marianao

**Madrid**

"La Rueca" Asociación, Fundación Norte Joven, Fundación de Ayuda contra la Drogadicción – FAD

**Lleida**

Associació Lleidatana Síndrome de Down

**València**

Jarit

**Cinema Forum:**

A cycle of films and documentaries are shown followed by a forum to promote reflection and raise awareness on social issues.

### Career Services

**Activities**

Conferences, seminars and practical workshops on developing professional careers.

**Services**

- › Professional guidance
- › Legal/labour guidance
- › Mentoring programme
- › Senior coaching programme
- › Job offers

### Number of ESADE Alumni events

**707** events  
(16% more than previous year)

**34,391** attendees  
(11% more than previous year)

**15,321** members  
(7% more than previous year)

**UPDATE**

**141 ESADE Alumni**

**International events**

2,656 attendees

**4 ESADE Alumni Evenings**

253 attendees

**74 Career Service events**

1,975 attendees

**110 Functional and Sector-specific Clubs**

8,234 attendees

**53 Regional Clubs**

3,425 attendees

**20 Conferences**

1,678 attendees

**11 Desayunos Madrid**

820 attendees

**3 Women and Leadership**

281 attendees

**4 Forums**

657 attendees

**2 Book presentations**

70 attendees

**13 Matins ESADE**

2,548 attendees

**23 Continuing Education Programmes**

2,616 attendees

**NETWORKING**

**32 Sport and culture**

1,169 attendees

**2 Annual Conferences**

2,700 attendees

**193 Class Get-togethers**

4,361 attendees

**1 Annual Assembly**

27 attendees

**CO-OPERATION**

**21 Alumni Giving Back events**

921 attendees

## 08 > Income

ESADE's income has significantly increased over the last ten years.

**€4 million**  
Law School

**€6 million**  
Undergraduate Programmes  
in Management

**€8 million**  
MBA Programmes

**€6 million**  
Executive Education

**€3 million**  
Executive Language Center

**€1 million**  
New projects and  
institutional consultancy

**€1 million**  
Research



**€29 million**  
(4,825,194,000 pts.)  
**total income**  
1999-2000

**€8 million**  
Law School

**€18 million**  
Undergraduate Programmes  
(Business School)

**€16 million**  
MBA Programmes  
(Business School)

**€23 million**  
Executive Education  
(Business School)

**€4 million**  
Executive Language Center

**€1 million**  
Corporate and  
Support Units

**€5 million**  
Vice-Deanship for  
Research and Knowledge

**€75 million**  
**total income**  
2009-2010



## 08 > People, structure and resources

The ESADE culture is geared towards learning, knowledge and innovation, and is based on responsibility, commitment and mutual recognition.



### ESADE staff as of August 31<sup>st</sup> 2010

**Total personnel**  
570

341 administrative and services staff

**Faculty**  
229 professors

### Administrative and services staff

94 men (27.57 %)  
247 women (72.43 %)

**Average age**  
39 years

**Countries of origin**  
44 international members of staff

13 % of total  
20 nationalities

**People participating in training**  
264 in professional development  
104 in languages

### Faculty

128 full-time management and law faculty

15 nationalities

91 PhDs (71 %)

53 % professors with AQU/ANECA accreditation

13 part-time faculty

40 visiting faculty

706 academic assistants

7 honorary professors

3 emeritus professors

273 visiting executives/faculty

71 Executive Language Center teachers

54 total number of professors and academic assistants

9 nationalities



### Management

#### BOARD OF TRUSTEES

**Chairman:**  
Pedro Fontana García

**Vice-Chairman:**  
Ignasi Salvat Ferrer

**Secretary:**  
Josep E. Milà Mallafre

**Members:**  
Artur Carulla Font  
Sol Daurella Comadrán  
Jesús M. Eguiluz Ortúzar  
Pere-A. Fàbregas Vidal  
Jaume Guardiola Romojaro  
Juan José López Burniol  
Pedro Navarro Martínez  
Joan Maria Nin Gènova  
Xavier Pérez Farguell  
Manuel Raventós Negra  
Mario Rotllant Solà  
Josep M. Rubiralt Vilaseca  
Josep Oriol Tuñí Vancells

#### EXECUTIVE COMMITTEE

Carlos Losada  
*Director General*

Alfons Sauquet  
*Dean of ESADE Business School*

Enric Bartlett  
*Dean of ESADE Law School*

Eugenia Bieto  
*Corporate Deputy Director General*  
Xavier Mendoza  
*Associate Director General*

Marcel Planellas  
*Secretary General*

Enrique López Viguria  
*Technical Secretary*

Manel Peiró  
*Academic Vice-Dean*

Carlo M. Gallucci  
*Executive Director of University Programmes*

Glòria Batllori  
*Executive Director of MBA Programmes*

Jaume Hugas  
*Director of Executive Education*

Ramon Aspa  
*Executive Director of the Executive Language Center*

Francisco Longo  
*Faculty President*

### Campus surface area (in square metres)

**Barcelona-Pedralbes Campus**  
29,475 m<sup>2</sup>

9,300 m<sup>2</sup>, Building 1

7,475 m<sup>2</sup>, Building 2

12,700 m<sup>2</sup>, Building 3

**Barcelona-Sant Cugat Campus**  
42,576 m<sup>2</sup>

16,260 m<sup>2</sup>, Faculty buildings

5,886 m<sup>2</sup>, Roberto de Nobili Halls of Residence

20,430 m<sup>2</sup>, ESADECREAPOLIS

**Madrid Campus**  
2,500 m<sup>2</sup>

**Buenos Aires Campus**  
1,487 m<sup>2</sup>

## ECONOMIC INFORMATION

Growth in income  
2009-2010

2004-2005  
€44 million

2005-2006  
€50 million

2006-2007  
€60 million

2007-2008  
€70 million

2008-2009  
€71 million

2009-2010 €75 million

## Income 2009-2010

## Total income from the units

€75 million

Law School  
€8 million

Business School  
University Programmes  
€18 million

MBA Programmes  
€16 million

Executive Education  
€23 million

Executive Language Center  
€4 million

Corporate Support Units  
€1 million

Vice-Deanship for Research  
and Knowledge  
€5 million

## Statement of results

## Total income

€75 million

Personnel expenses  
-€41 million

General expenses  
-€24 million

## EBITDA

10 million

Amortisation  
-€4 million

Financial results  
-€1 million

Contributions to foundational funds  
No

FINAL RESULT €5 million

Income  
expenditure

Training-education  
€57 million

Research  
€7 million

Social solidarity\* and action  
€6 million

Surplus  
€5 million

TOTAL €75 million

## \*Social action

Student scholarships  
and grants

€1,745,495

Grants to groups  
that support ESADE

€1,453,160

Internal training

€734,039

Development aid

€433,315

TOTAL €4,366,009

## Balance

## ASSETS

## Fixed assets

€82 million

Net fixed assets

€74 million

Investments in group  
and associated companies

€4 million

Financial fixed assets

€4 million

## Current assets

€46 million

Receivables

€10 million

Short-term financial investments

€27 million

Cash

€9 million

TOTAL ASSETS €128 million

## LIABILITIES

## Own funds

€48 million

Foundational funds and reserves

€37 million

Financial year results

€5 million

Grants and donations

€6 million

## Non-current liabilities

€27 million

Long-term creditors

€27 million

## Current liabilities

€53 million

Anticipated payments and income

€34 million

Other debts

€19 million

TOTAL  
LIABILITIES €128 million

## RESOURCES

## Digital Library

Electronic documents  
consulted

135,000

17,200 books consulted  
or on loan

1,175 new books

## Training sessions:

> 32 on resources and data bases,  
with 1,500 attendees

> 41 on FacultyBio

12,200 e-format publications

Subscription  
and access to journals

484 published editions

10,050 digital editions



## ESADE Training

ESADE Training is the 2008-2012  
staff training plan, launched  
by the Human Resources  
Department's Training  
& Development Area. It offers  
custom training for professional  
groups based on the needs  
and technical skills of each  
participant, and is a vehicle  
for the transmission and  
consolidation of institutional  
values.

11,256 total staff training hours

52 average hours per course  
and person

457 Total staff attending  
training activities

240 Talks with the Directors

67% of staff involved in training

Creation of the blog  
ESADE Link

The creation of the blog ESADE  
Link, which makes study re-  
commendations and publishes  
reports, resources and websites  
of interest for academic and  
research communities.

Research bulletins published  
4

Access to the 15 URL libraries

## \_untitled

This is the ESADE employee  
magazine and one of the main  
channels used by the institution  
to express its corporate culture.  
It is published quarterly in  
Spanish, Catalan and English.

Technology  
and Innovation

## Number of computers

1,270

## Faculty websites

899

29,500 system users

5,400 incidences resolved

## New services introduced

> New ESADE website

> Online admission application

> Research management

> Online MBA registration

> BBA and MBA exchanges

> Enhanced Career Services  
portal

> Executive Language Center:  
online interview request  
and academic management

> Computer-processed  
data protection

Academic  
management

4,369 registrations processed

2,500 degrees  
and diplomas awarded

8,000 certificates

Programmes managed  
by the Academic Secretary

59

## Subjects

2,926

77 classrooms

Language  
Advisory Service

## Translations and corrections

2.3 million words revised

3.3 million words translated

## Training

> Courses: Catalan for Beginners,  
Basic Catalan and Written  
Communication Techniques

## Language advice in English

> Correction and translation  
of scientific publications,  
adaptation of the handbook:  
*Cómo presentar una tesis  
y trabajos de investigación*  
(Octaedro, 2002).

## 09 > Collaboration with organisations and companies

Collaboration programmes with institutions and companies have developed significantly over the last ten years.

**22**  
Executives / guest speakers

**49**  
Undergraduate Scholarship Programmes

**47**  
Agreements with institutions and companies

**33**  
Undergraduate Law Programme Intern Agreements

**349**  
Undergraduate Management Programme Intern Agreements

€0.5 million  
in donations to the foundational purpose  
1999-2000



€3.7 million  
in donations to the foundational purpose  
2009-2010

**327**  
Executives / guest speakers

**154**  
Undergraduate Scholarship Programmes

**156**  
Agreements with institutions and companies

**115**  
Undergraduate Law Programme Intern Agreements

**520**  
Undergraduate Management Programme Intern Agreements



# 09 > Relationship with organisations and companies

With the support of civil society, ESADE's solidarity with educational and social issues is kept vibrant as we aspire to do even more in these fields.

## ESADE Business School Advisory Board

- |  |   |   |  |
|--|---|---|--|
| <ul style="list-style-type: none"> <li>› Juan Arena<br/>President, Fundación Seres<br/>Chairman, ESADE Professional<br/>Management Advisory Board</li> <li>› Maite Arango<br/>Vice-President, Grupo VIPS</li> <li>› Santiago Bergareche<br/>President, CEPESA<br/>Vice-President, Grupo Ferrovial</li> <li>› Anna M. Birulés<br/>President, ABS</li> </ul> | <ul style="list-style-type: none"> <li>› Luis Conde<br/>President, Seeliger y Conde</li> <li>› Fernando Conte<br/>President, Orizonia Corporación</li> <li>› Juan Ignacio Entrecanales<br/>Vice-President, Acciona</li> <li>› María Garaña<br/>President, Microsoft Spain</li> <li>› Juan Pablo Lázaro<br/>President, Technology<br/>Research and Development<br/>Commission at CEOE, Madrid</li> </ul> | <ul style="list-style-type: none"> <li>› Juan Lladó<br/>Vice-President and CEO, Grupo<br/>Técnicas Reunidas</li> <li>› Manuel Márquez</li> <li>› Iván Martén<br/>Senior Partner and Managing<br/>Director, Global Leader<br/>Energy Practice, Boston<br/>Consulting Group</li> <li>› Vicente Moreno<br/>President and CEO,<br/>Accenture Spain</li> </ul> | <ul style="list-style-type: none"> <li>› Mónica de Oriol<br/>President, Grupo Seguriber</li> <li>› Ignacio Polanco<br/>President, Grupo Prisa</li> <li>› Francisco Román<br/>President and CEO,<br/>Vodafone Spain</li> <li>› Juan Manuel Soler<br/>President, Quadis</li> <li>› Juan Antonio Zufiria<br/>Chairman, IBM, Spain,<br/>Portugal, Greece and Israel</li> </ul> |
|--|---|---|--|

## Law School Professional Advisory Board

- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>› AAMC Abogados<br/>y Asesores Tributarios</li> <li>› Allen &amp; Overy</li> <li>› Arasa &amp; De Miquel<br/>Advocats Associats</li> <li>› Baker &amp; McKenzie Abogados</li> <li>› BDO Audiberia Abogados<br/>y Asesores Tributarios</li> <li>› Brosa Abogados y Economistas</li> <li>› Brugueras, García-Bragado,<br/>Molinero y Asociados</li> <li>› Bufet Antràs,<br/>Advocats Associats</li> </ul> | <ul style="list-style-type: none"> <li>› Clifford Chance Abogados</li> <li>› Cuatrecasas,<br/>Gonçalves Pereira, SLP</li> <li>› Deloitte Abogados<br/>y Asesores Tributarios</li> <li>› D &amp; G Advocats, SL</li> <li>› Ernst &amp; Young Abogados</li> <li>› Font Abogados y Economistas</li> <li>› Freshfields Bruckhaus<br/>Deringer LLP</li> <li>› Garrigues, Abogados<br/>y Asesores Tributarios</li> </ul> | <ul style="list-style-type: none"> <li>› Gay-Vendrell Advocats</li> <li>› Gómez Acebo &amp; Pombo</li> <li>› Jausas</li> <li>› JGBR Horwath Abogados<br/>y Asesores Tributarios</li> <li>› KPMG Abogados</li> <li>› Landwell-<br/>PricewaterhouseCoopers</li> <li>› Manubens<br/>&amp; Asociados Abogados</li> <li>› Mazars &amp; Asociados</li> <li>› Pedrosa Lagos</li> </ul> | <ul style="list-style-type: none"> <li>› Pérez-Llorca</li> <li>› Roca Junyent<br/>Advocats Associats</li> <li>› Sagardoy Abogados</li> <li>› State Attorney General,<br/>Barcelona</li> <li>› Uría Menéndez</li> <li>› Ventura Garcés<br/>&amp; López-Ibor Advocats</li> <li>› VIALEGIS Asesores Legales<br/>y Tributarios</li> </ul> |
|--|--|---|---|

## Growing private support for Fundació ESADE

Over 200 companies, organisations and individuals have maintained their commitment to ESADE during the 2009-2010 academic year. This has been done through various co-operation programmes, which have had an impact on the institution's strategic projects, such as:

- › The growth of ESADE as a centre of knowledge based on recruiting faculty and promoting research
- › Attracting talent
- › Long-term economic sustainability

Contributions have reached just over €3.7 million, distributed as follows:

**Research and Faculty**  
€2,493,911 (67 %)

**Attracting Talent**  
€546,226 (14 %)

**Endowment**  
€700,000 (19 %)

ESADE is strongly committed to increasing the Scholarship Fund through fundraising programmes for companies and individuals.

Halfway through 2010, ESADE and ESADE Alumni launched the Scholarship Campaign, a massive first initiative for individuals, aimed at becoming the main fund generator for attracting talent to ESADE. Our special thanks to all those who have collaborated in the first part of this Campaign.

## Collaborating Companies

### Senior Partners

- Agrolimen
- ESADE Alumni
- Grupo Santander

### Partners

- Celsa Group TM
- Cementos Molins
- Werfen Group

### Senior Investors

- Abertis
- Comsa EMTE
- Endesa
- Gas Natural SDG
- ISS Facility Services
- Roca

### Investors

- Accenture
- Acsa Sorigué
- Aramark
- Bacardi Spain
- Banc Sabadell
- Bayer
- BBVA
- Caixa Manresa
- Caja Madrid
- Caprabo
- Cobega
- Criteria CaixaCorp
- Danone
- Deloitte
- Elecnor
- Ernst & Young
- FMC Foret
- Freixenet
- Fundació Agbar
- Fundació Caixa Catalunya
- Fundació Damm
- Fundació Puig
- Grupo Catalana Occidente
- Grupo Mahou San Miguel
- Grupo Novartis in Spain
- Henkel
- IBM
- Metalogenia
- Nestlé Spain
- Penteo ICT Analyst
- PricewaterhouseCoopers
- Santa & Cole
- Zurich

### Affiliates

- FIATC
- Ince
- Mercer
- Miguel Torres

## Support for specific projects

### RESEARCH AND TRAINING

#### Main contributions:

- Abertis Infraestructuras
- Accenture
- Agrolimen
- BBVA
- Deloitte
- Everis
- Fundació "la Caixa"
- Fundació Agbar
- Fundació Barcelona Comerç
- Fundació Caixa Catalunya
- Fundació Caixa Sabadell
- Fundació Jaume Bofill
- Fundació Lluís Carulla

- Fundació Privada Barcelona Digital
- Fundació Cultura Banesto
- Fundació PricewaterhouseCoopers
- Fundació Repsol
- Fundació Telefónica
- Gas Natural SDG
- ICEX
- LOCALRET
- Microbank "la Caixa"
- Promarca
- Promoción y planificación hotelera
- Santander
- THR
- Werfen Group

#### Others:

- 3M Spain
- ACEESA
- Ajuntament de l'Hospitalet de Llobregat
- Ajuntament de Mataró
- Ajuntament de Sant Cugat del Vallès
- Ajuntament de Terrassa
- Ajuntament d'Igualada
- AVANÇSA
- BDO Audiberia Auditores
- Bonduelle Iberica
- Caixa Catalunya
- Caixa Manresa
- Caja Madrid
- Codorniu
- Comercial Grupo Freixenet
- Coordinadora de Gestión de Ingresos
- Corporación Alimentaria Peñasa
- Criteria CaixaCorp
- Danone
- Diputació de Barcelona
- Diputació de Tarragona
- DKV Seguros y Reaseguros
- EIASM
- Eplicsa
- Fitec
- Fitman
- Fundació Barcelona Cultura
- Fundació Creafutur
- Fundació Unió Catalana d'Hospitals
- Fundació TecnoCampus
- Fundación ONCE
- Gallina Blanca
- Generalitat de Catalunya
- Grup Clade
- Grupo Leche Pascual
- IBM
- INDRA
- IZASA
- La Unió
- "la Caixa"
- Microsoft Ibérica
- Nestlé
- Novartis Farmacéutica
- Nutrexpa
- Panrico
- Port de Barcelona
- Puig
- Siemens
- Snack Ventures
- TecnoCampus Mataró-Maresme
- Vodafone Spain

### ATTRACTING TALENT

#### Main contributions:

- Cresa Patrimonial
- Fundació Banc Sabadell

#### Others:

- Animal
- Deutsche Bank
- "la Caixa"

## INFRASTRUCTURES AND SERVICES

### Main contributions:

- Cementos Molins
- Diputació de Barcelona
- Figueras International Seating
- Roca

## Assembly Members

### Individuals:

- Albouy Martí, Joan Miquel
- Brugera Clavero, Juan José
- Espiau Espiau, Manuel
- Fàbregas Vidal, Pere-A.
- Gallardo Ballart, Jorge
- Guarner Muñoz, Francisco
- Iglesias Sitjes, Jaume
- Khalo Glykidis, Esteban
- Magriñà, Luis
- Pérez Farguell, Xavier
- Pugès Cambra, Antoni M.
- Soler Pujol, Joan Manuel
- Vidal Arderiu, Ignasi M.

### Legal entities:

- Abertis
- Accenture
- Agbar, Fundació
- Agrolimen
- Aramark
- Bacardi Spain
- Banc Sabadell, Fundació
- Bayer
- BBVA
- Bimbo
- Caixa Catalunya
- "la Caixa"
- Caixa Manresa, Fundació
- Caja Madrid
- Cámara Oficial de Comercio, Industria y Navegación de Barcelona
- Caprabo
- Celsa Group TM
- Cementos Molins
- Cobega
- Damm, Fundació
- Danone
- Deloitte
- Endesa Red
- ESADE Alumni
- Freixenet
- Fundación Miarnau - Grupo Comsa
- Gas Natural SDG
- Grupo Catalana Occidente
- Henkel Ibérica
- IBM
- Laboratorios Dr. Esteve
- Metalogenia
- Miguel Torres
- Nestlé Spain
- Novartis in Spain, Grupo
- Panrico
- Penteo ICT Analyst
- PricewaterhouseCoopers
- Puig, Fundació
- Quadis
- Repsol YPF
- Roca
- Santa & Cole
- Santander, Grupo
- Seat
- Unilever
- Vueling
- Werfen Group

# 10 > Communication

ESADE has appeared over 300,000 times in the national and international press over the last ten years.

**1,201**  
Impacts  
in the national and  
international press

**113**  
National  
and international  
op-ed articles

**1,314**  
mentions  
in the press  
1999-2000



**6,884**  
mentions  
in the press  
2009-2010

**4,782**  
Impacts  
in the national press

**1,603**  
Impacts  
in the international press

**416**  
National  
op-ed articles

**83**  
International  
op-ed articles



# 10 > Communication and publications

As an institution, ESADE focuses on three main activities: teaching, research and debate. The result of each of these areas of activity has a significant social impact.

## ESADE communication

ESADE is a venue for dialogue, and as such, it brings together key figures from the fields of politics, business and academia. Firmly committed to disseminating informed opinion, ESADE strives to stay abreast of developments in society, becoming the backdrop for numerous organised events and reflecting on current events taking place both in our country and abroad.

ESADE is an institution known for the quality of its educational programmes and orientation towards the development of professional and human competences. As a result, its research units are dedicated to developing and disseminating knowledge in areas relevant to the business world, the public sector, the legal world and civil society. This has resulted in a significant increase in the number of magazines, studies and books being published by ESADE, in addition to a wide range of sites and newsletters covering faculty members' research activities and some of the major issues concerning our institution's staff and students.

## 2009-2010 impacts

As a result of its commitment to the dissemination of knowledge, ESADE has always maintained a close relationship with the media and, in recent years, has increased its presence in the national and international press.

### National press

4,782

416 op-ed articles

### Television

220

### Radio

488

### International press

1,603

324 Argentina

192 United States

119 United Kingdom

141 Mexico

102 China

53 Brazil

61 Germany

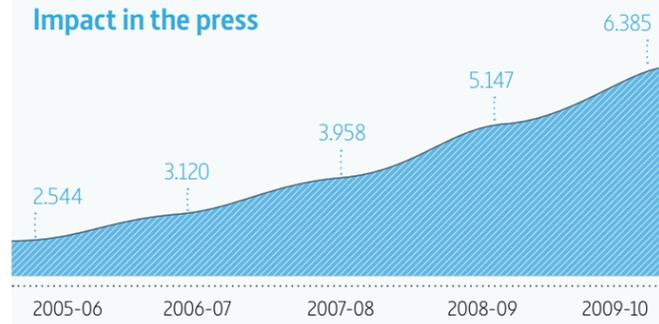
51 Chile

82 France

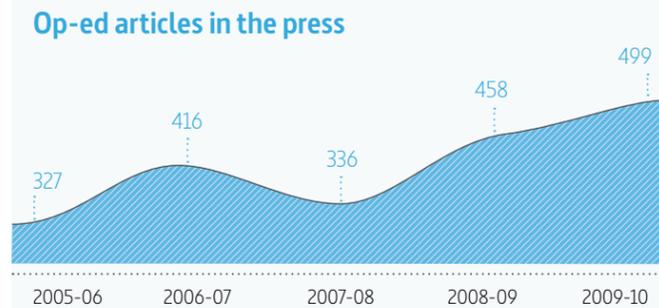
60 Colombia

83 op-ed articles

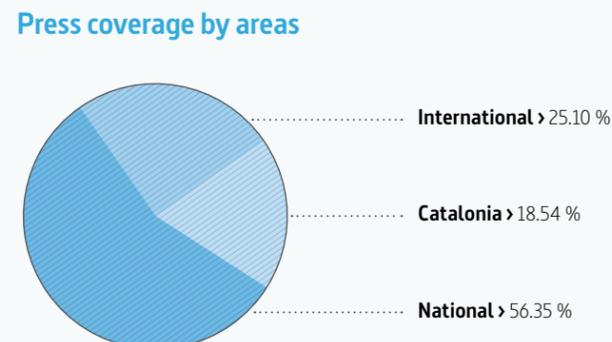
## Impact in the press



## Op-ed articles in the press



## Press coverage by areas



## Books published by ESADE faculty

Estudios sobre prueba penal (vol. I). Actos de investigación y medios de prueba en el proceso penal  
ABEL LLUCH, XAVIER  
RICHARD GONZÁLEZ, MANUEL

La prueba documental <sup>(1)</sup>  
ABEL LLUCH, XAVIER (DIR.)  
PICÓ JUNOY, JOAN (DIR.)  
GINÉS CASTELLET, NÚRIA (COORD.)

Managing the Global Workforce <sup>(2)</sup>  
BONACHE PÉREZ, JAIME ALFONSO

Transformar con éxito las ONG. El liderazgo del cambio  
CARRERAS FISAS, IGNASI  
IGLESIAS PIE, MARIA  
SUREDA VARELA, MARIA

Fuzzy marketing: cómo comprender al consumidor camaleónico <sup>(3)</sup>  
CASABAYÓ BONÁS, MÓNICA  
MARTIN GARRETA, FRANCISCO DE BORJA

Stress, estime de soïn, santé , travail <sup>(4)</sup>  
DOLAN, SIMON

Os 10 mandamentos para gestão de pessoas <sup>(5)</sup>  
DOLAN, SIMON

Innovación 6.0: el fin de la estrategia <sup>(6)</sup>  
FERRÁS HERNÁNDEZ, XAVIER

Dirección de marketing: gestión estratégica del mercado  
GALLUCCI CALABRESE, CARLO  
SICURELLO, CARLOS

Pensar estratégicamente: modelos, conceptos y reflexiones <sup>(7)</sup>  
GIMBERT RÁFOLS, XAVIER

Family Business Models: Practical Solutions for the Family Business  
GIMENO SANDIG, ALBERTO

The Relational Company: Responsibility, Sustainability, Citizenship  
LOZANO SOLER, JOSEP MARIA

Governments and Corporate Social Responsibility: Public Policies Beyond Regulation and Voluntary Compliance (in Chinese)  
LOZANO SOLER, JOSEP M  
ALBAREDA VIVÓ, LAURA YSA FIGUERAS,  
TAMYKO ROSCHER, HEIKE (PHD. 2008)  
MARLUCCIO, MANILA (SENIOR LECTURER 2008)

Finanzas empresariales para profesionales del ámbito jurídico <sup>(8)</sup>  
MASSONS RABASSA, JOAN

De directivo a empresario: guía para directivos que desean adquirir una empresa <sup>(9)</sup>  
PALACÍN ANTOR, RAMON

Acción social estratégica <sup>(10)</sup>  
PLANELLAS ARÁN, MARCEL  
URRIOLAGOITIA DORIA MEDINA, LOURDES

A Practical Handbook on Business and Human Rights  
PRANDI CHEVALIER, MARÍA  
LOZANO SOLER, JOSEP MARIA

Adiante: As empresas e a sociedade em transformação <sup>(11)</sup>  
RAICH, MARIO  
DOLAN, SIMON

Educational Social Software for Context-Aware Learning: Collaborative Methods and Human Interaction  
ROMERO VELASCO, MARGARIDA (ED.)

Manual jurídico práctico para el delegado de prevención de riesgos laborales  
SÁNCHEZ TORRES, ESTHER

Las instituciones y los avatares del sistema cambiario  
SAYERAS MASPERA, JOSEP

Dios, tienes un e-mail <sup>(12)</sup>  
DE SEBASTIÁN CARAZO, LUIS MARÍA  
SAYERAS MASPERA, JOSEP

¡Empresas ganadoras! ¿Cuál es su secreto? ¿Cuáles sus estrategias? <sup>(13)</sup>  
SEGARRA COSTA, ENRIC

El día después de la crisis <sup>(14)</sup>  
TORNABELL CARRIÓ, ROBERT

En efectiu o amb targeta? Curiositats, dades, idees i consells per estalviar i consumir millor  
BASTÉ DURAN, JORDI  
TORRECILLA GIMBAU, CARLES

El arte de integrar  
TORRES PÉREZ, DIEGO



### Webs

Once again, ESADE has backed innovation in the design and creation of its new corporate website (www.esade.edu). This website was launched in April 2010, as a modern, intuitive and multimedia online communications channel with strong ties with the new 2.0 social media. The following are also available as a means of disseminating audiovisual material produced at ESADE:

#### ESADE TV

www.esade.tv  
ESADE's own online TV channel, which broadcasts videos of events, campus life, student testimonials, faculty interviews and other interesting topics.

#### YOUTUBE ESADE

www.youtube.com/esade  
ESADE's official channel on the popular video platform, as partner of the academic version of the channel.

### Web 2.0

ESADE's activities are increasingly being covered on the Internet, opting for new online communication platforms, blogs and social networks.

**Facebook:** ESADE's Facebook profiles allow users of this social network to keep up to date on all ESADE news items.

**Twitter:** ESADE's channel on this micro-messaging network began broadcasting in June 2010 with the live broadcast of the open innovation event held as part of the cycle of Dialogues in La Pedrera, organised by Caixa Catalunya and ESADE. Some programmes and departments also use this online communication channel with their students and participants.



### Newsletters

ESADE promotes the publication of digital newsletters to disseminate knowledge and research, internally and externally, in order to produce meaningful social impact. Of particular relevance during this academic year was the launch of the internal newsletter, ESADE Update.

#### ESADE Update

This fortnightly publication brings the ESADE community news on events, op-ed articles and articles of general interest.



The following newsletters are also published:

#### ESADE Knowledge Briefings

This quarterly magazine is designed to disseminate the knowledge created by the institution.

#### Alumni

Publication intended to enable ESADE's 42,000 alumni to stay in touch and keep up to date on activities organised by ESADE and ESADE Alumni.

#### ESADE Link

Weekly newsletter offering a compilation of recommendations published on the blog, ESADE Link.

#### PUBLIC

PUBLIC is the newsletter produced by the Institute of Public Governance and Management (IGDP) since March 2004. It is a venue for creation, dissemination and debate in the field of management and governance, both locally and internationally.

#### iSOCIAL

Its contents include information on research, publications, events and conferences in the Institute for Social Innovation's main areas of activity: Corporate Social Responsibility (CSR); non-profit organisation management (NGOs); social enterprises.

#### BEDH. Boletín de Empresa y Derechos Humanos

ESADE's Institute for Social Innovation publishes BEDH, the monthly electronic newsletter that addresses the business world's role in the field of human rights. It includes a selection of news items and the most important international initiatives on the subject.

### Magazines

ESADE magazines provide an overview of the institution's academic and professional community. Some examples are

**Get:** Magazine published by the Executive Language Center.

**\_untitled:** The institution's staff magazine.

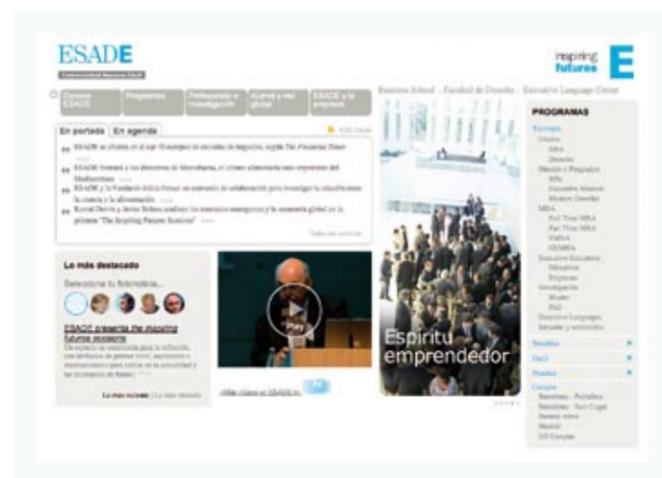
**ESADE Alumni:** Magazine containing information of interest on ESADE alumni.

**InDigesta:** Produced by ESADE Law School students.

**ReDACció:** Magazine published by ESADE's Department of Cultural Activities (DAC).

## Important ESADE events and news items

A selection of events, news items and articles highlighting ESADE's presence in society and in the media.



**THE FIRST GEMBA GRADUATING CLASS**

October 2009

The commencement ceremony for the first graduating class in the Global Executive MBA, delivered jointly by ESADE Business School and Georgetown University, was held in Gaston Hall. After the ceremony, students were welcomed by the Prince and Princess of Asturias in Zarzuela Palace in Madrid.



**ESADE'S CEM MASTER RATED THE BEST IN THE WORLD**

October 2009

The annual ranking of Bologna Accord Master's programmes published by *The Financial Times* considers the CEMS Master to be the best in the world. This Master's programme is delivered by ESADE as part of a strategic alliance between 25 universities and business schools around the world.



**THE PRINCE AND PRINCESS OF ASTURIAS PRESIDE OVER THE OFFICIAL INAUGURATION OF THE SANT CUGAT CAMPUS**

October 2009

This new campus is a pioneer in Spain and has been purpose built for more than 1,500 students. The campus was designed and built to encourage teaching/learning according to European Higher Education Area criteria.



**THE LAW SCHOOL CREATES TWO NEW FORUMS**

October 2009

The aim of the Labour Relations Forum is to foment and recognise best practices in this area, and the Intellectual Property and Information Society Forum aims to discover and debate the legal implications of new developments in this field.



**INAUGURATION OF THE 2009-2010 ACADEMIC YEAR**

November 2009

The inauguration included the participation of Juan José López Burniol, a notary public and member of the ESADE Board of Trustees. His address was entitled, "The permanent value of Law".



**INCORPORATION OF NEW ACADEMIC TALENT**

November 2009

The following professors, amongst others, joined ESADE during the 2009-2010 academic year: Jan Brinckmann (Business Policy), Petya Platikanova (Financial Management and Control), Ioana Schiopu (Economics), Nicola Pless (Social Sciences), Calin Arcalean (Economics), Jaime Bonache (Human Resources), Joan Coscubiela and Jaume Giné (Law) and Javier Solana. Distinguished visiting professors have included: Max Boisot, Jaap Boonstra, Richard Boyatzis, Henry Chesbrough, Ken Morse and Wim Vanhaverbeke.

**ESADE AND UPC AWARDED THE LARGEST EUROPEAN INNOVATION PROJECT ON SUSTAINABLE ENERGY**

December 2009

The InnoEnergy project implies an initial investment of 450 million euros over the next four years and is fomented by the European Institute of Innovation and Technology.



**UNIVERSITAT RAMON LLULL SELECTED BY THE CAMPUS OF INTERNATIONAL EXCELLENCE PROGRAMME**

December 2009

URL was one of the 20 Spanish universities chosen (17 public and 3 private institutions) as part of the Campus de Excelencia Internacional Estrategia Universidad 2015 ("2015 Campus of International Excellence University Strategy") programme organised by the Ministry of Education. URL was recognised for its project, "Aristós: Passion for excellence".



## THE LAW SCHOOL IS RECOGNISED AS ONE OF THE BEST IN THE WORLD

December 2009

*The Financial Times*'s Global Legal Education ranking included ESADE Law School for the first time amongst the most prestigious in the world due to the international focus of its programmes.



## JAVIER SOLANA PRESIDES OVER THE ESADE CENTER FOR GLOBAL ECONOMY & GEOPOLITICS

January 2010

"I'm joining ESADE, an institution of excellence, with the aim of creating an international benchmark on the evolution of global society."



## THE KING OF SPAIN PRESIDES OVER THE MEETING BETWEEN DEUSTO, COMILLAS-ICADE AND ESADE

February 2010

His Majesty the King presided over the Alumni Business Meeting held in Madrid, which brought together nearly 2,000 alumni from the three institutions.



## THE BOARD OF TRUSTEES NAMES EUGÈNIA BIETO ESADE'S NEW DIRECTOR GENERAL

March 2010

Fundació ESADE's Board of Trustees officially named Eugènia Bieto as the new Director General of ESADE. For Eugènia Bieto, who will take over from Carlos Losada, the institution's future challenge consists of "changing from an international to a global school".



## ESADE HOSTS THE 2010 BALAS CONFERENCE

March 2010

ESADE Business School hosted the annual conference organised by the Business Association of Latin American Studies (BALAS). This year's conference was entitled, "The Coming Age of Regulation & Corporate Response."



## ESADE ALUMNI ANNUAL CONFERENCE

April and May 2010

ESADE Alumni celebrated its 15<sup>th</sup> Annual Conference in Barcelona and its 4<sup>th</sup> in Madrid in which 2,500 and 500 people took part, respectively.



## INAUGURATION OF THE NEW UNIVERSITY HALLS OF RESIDENCE ON THE SANT CUGAT CAMPUS

May 2010

The Mayor of Sant Cugat, Lluís Recoder, inaugurated the Roberto de Nobili Halls of Residence which form part of the new campus facilities.



## MADRID PRESENTS ESADE WITH THE AWARD FOR EUROPEAN EXCELLENCE

June 2010

ESADE Business School was presented with the Award for European Excellence by the Autonomous Community of Madrid.



## スペイン 失業率20% 目前



失業率の高止まりに苦しむスペインでは、公共事業などで景気でこ入れを図るが… (マドリード市内で)

◆エリートも職なし  
マドリード市内に住むカ  
ルロス・ロメーロさん(29)  
は、2008年末までの期  
間限定でスペインの公共団  
体に勤務していたが、現在  
は無職だ。「9月から本格  
的に職を探す。出版関連が  
希望だが、だめなら、銀行

### 非正規雇用の比率高く

なども回るつもり。  
見つければいいが、  
不安を漏らす。  
ロメーロさんは、  
経営学修士号(MB  
A)を得たエリートだ  
が、卒業しても仕事  
のため、とりあえずM  
インの6月の失業率  
州連合(EU)加盟  
の中で最悪で、EU  
・9%の2倍を超  
えている。  
◆ダブル  
スペインは、企業  
で解雇が比較的や  
りやすい。非正規雇  
用の比率が14%の  
この多くは、人口の  
を占める外国人だ。  
雇用比率が14%の  
5%の英国に比べて  
の調整弁」が大きい  
こうした状況下で  
間にわたる経済成長  
力だった不動産バ  
ブルと、米国発の金融  
危機が同時に起きた  
失業率の加速度的な  
招く結果となった。

YOMIURI  
(Japan)  
3 September 2009

The Japanese newspaper, *Yomiuri*, interviewed ESADE Professor, José Luis Álvarez, on the Spanish economy.

## Europeans look to M.B.A. and other degrees for success

By JAVIER ESPINOZA

LONDON—As a sales director for pharmaceutical giant Sanofi-Aventis in Paris, Hanna Lepers was looking to broaden her view of the sector and learn more about finance, strategy and human-resources management.

So she pursued a €50,000 part-time Executive M.B.A. program at France's HEC international business school. Since last March, Ms. Lepers, who has worked at the firm for over 18 years in various positions in the company, has been attending classes every Friday and every second Saturday.

"During the nine months of classes and group work we learn a lot from the academics, the entrepreneurs coming in for the business case studies, but also from

each other. It's a great experience for professional and personal development," Ms. Lepers explains.

Like Ms. Lepers, 44, there is a growing number of alternative programs like the Executive M.B.A. in Europe for businesspeople who have between 10 and 15 years of experience and who are older than 35 years old, according to Bernard Ramantsoa, Dean at HEC School of Management in Paris.

But although there has always been training for executives, this degree only became an industry standard in the early 2000s. Having spotted an increase in demand from international students to this program, HEC is also now providing this option to about 600 students on special campuses in China and Russia as well as the university's base in Paris, Mr. Ra-

mantsoa adds.

Susan Roth, director of Cass Business School's Specialist Masters Program in London, says that while the Executive M.B.A. is very popular in the U.S., Europe is now catching up. "This is the best way to get your M.B.A. if you have at least 5 years of work experience," Ms. Roth says. "You don't lose career momentum because you are not leaving your job. When you are more senior in an organization, this is very important."

Ms. Roth, who used to head a similar program at Columbia Business School in New York for nine years, says one of the advantages of such programs is that students meet like-minded people from a variety of industries and are able to learn as much from their classmates as they do from their profes-

sors. "The subject of operations may be differently applied to a manufacturing company than it is to financial services and this is something that really enhances the learning experience," she adds. She says motivation is also different in these programs. "People are coming back to school because they know enough to know what they don't know, or they want to fill in the gaps of an already developed career path and therefore are a bit more dedicated."

But it's not only Executive M.B.A.s that are growing in popularity. Masters of Science, or M.Sc.s, have become standard in education over the past 10 years.

An M.Sc. is a logical step for students in their early 20s who are looking for a solid entry point in their sector, according to Alfons

Sauquet, dean of the business school at ESADE in Barcelona.

Mr. Sauquet said there is a tendency in the continent for students to gain an increasingly international education experience. So it has become more common for students to pursue their undergraduate in Italy, get their M.Sc. in ESADE and then work in Germany.

Pascal Vent, 23, is an example of this. Mr. Vent, who is from Germany, is pursuing an M.Sc. in International Management at ESADE in Barcelona, having finished a three-year undergraduate degree in International Business at the University of Maastricht in the Netherlands. He is now exploring the possibilities of working in a different number of places—from Western Europe (Spain and the U.K.) to the Middle East or even Asia.

THE WALL STREET JOURNAL  
(United States)  
15 December 2009

Alfons Sauquet, Dean of ESADE Business School, and Pascual Vent, Master of Science programme participant, offer their testimonials in an article on MBAs and European Masters.

## Robert Tornabell, economista

Tengo 75 años. Nací y vivo en Barcelona. Soy catedrático emérito de Banca y Finanzas Internacionales de la URL, y ex decano de Esade. Estoy casado, tengo una hija y dos nietos. Soy de centroizquierda y tengo espíritu ignaciano. La globalización capitalista nos ha empobrecido



### El día después...

Tornabell fue asesor económico de los gobiernos de Venezuela, Arabia Saudí, del Iraq de Saddam..., que acabó encarcelándole dos meses, acusado de espía. Después de eso, decidió que era mejor analizar la economía ante una pizarra: impartió clases en China, Estados Unidos, Holanda, Latinoamérica...

# Esade brilla en la enseñanza en gestión

RÁNKING/ El diario 'Financial Times' distingue el máster Cems que imparte la escuela de negocios como el mejor del mundo.

Y.B. Madrid

Esade se mantiene como uno de los mejores centros europeos en formación en *management*. Así queda de mani-

## LAS MEJORES ESCUELAS DE 'MANAGEMENT'

Ranking	Escuela de negocios	País
09 08	Cems Esade	(*)
1 3	Cems Esade	(*)

EXPANSIÓN  
6 October 2009

Annual *Financial Times* ranking of Bologna Accord Masters. ESADE's CEMS Master in International Management is ranked first world-wide, and the school as a whole remains one of the best European institutions for management education.

THE FINANCIAL TIMES  
(United Kingdom)  
6 December 2009

The *Financial Times* held an in-depth interview with Dean Alfons Sauquet on ESADE's past, present and future.

## MEET THE DEAN

Alfons Sauquet, dean of Esade Business School, which this year entered the *Financial Times* rankings top 10, outlines his vision. By *Della Bradshaw*



Alfons Sauquet is in a reflective mood. As he ponders the past year of economic turmoil and the con-

beliefs. An engaging storyteller, the dean relates the time in the early 1970s when the school brought together business leaders and trade unionists

## APRENDIZAJE Y NEGOCIOS

# Programa itinerante

El Global Executive MBA de Georgetown y ESADE lleva a los participantes a recorrer el mundo para analizar diversos escenarios.

Para Nihar Shah, ésta es su primera visita a la Argentina. Como director de desarrollo estratégico de SES New Skies & SES Ameri-

cional, los participantes del GEMBA aprenden de primera mano: durante el programa viajan a seis ciudades del mundo donde, además de llevar adelante los módulos, se sumergen



FORTUNA  
(Argentina)  
13 February 2010

The Argentinean business magazine, *Fortuna*, carried an article on the ESADE-Georgetown GEMBA programme module held in Buenos Aires, interviewing Managing Director of ESADE Buenos Aires, Alejandro Bernhardt, and various programme participants.

EL PERFIL DE CARLOS LOSADA

# Alma de docente, corazón de empresario

El director general de Esade, que dejará el cargo en septiembre, ha sido el artífice de la modernización y de la internacionalización de la escuela de negocios española.

Sergio Saiz, Madrid. La llegada, hace ya una década, de Carlos Losada (Logroño, 1957) a Esade fue toda una revolución. Su pasión por las motos, y que cada mañana llegase al trabajo montado en una

to se vinculó al Programa de Gestión del Desarrollo de Naciones Unidas y comenzó su carrera en el Banco Interamericano de Desarrollo (BID), en sus siglas en inglés, donde se especializó en gestión y mo-

**Losada fue presidente de Clickair y es miembro del consejo de Gas Natural**

Georgetown University. Este esfuerzo se ha traducido en un rápido ascenso de Esade durante la última década en la mayoría de los rankings más prestigiosos del mundo, incluso ha ocupado el primer lugar

**EXPANSIÓN**  
17 February 2010

A report on Carlos Losada as ESADE's Director General. During his tenure, he presided over the business school's modernisation and internationalisation.

## Docentes y directivos debaten en una jornada de las escuelas de negocios Esade, Comillas Icade y Deusto sobre la implantación de un nuevo modelo económico

TEXTO PAZ ÁLVAREZ

**H**ay que repensar España, su modelo económico. Tenemos que aspirar a un nuevo liderazgo en el que haya una mayor participación de la sociedad civil". Es el consejo de Pedro Luis Uriarte, ex vicepresidente y consejero delegado de BBVA y actual consejero de Deusto Business School, quien asegura que un nuevo modelo económico requiere de tiempo, riesgo y oportunidad. En vez de tirar los cimientos de la casa y construir una nueva, prefiere aprovechar los muros que todavía resisten y edificar a partir de ahí. O lo que es lo mismo: "Es el momento de reevaluación



**CINCO DÍAS**  
27 February 2010

Front page article: ESADE, Deusto and Comillas Icade bring together more than 2,000 alumni from the three institutions in an event presided over by His Majesty, King Juan Carlos I, which was also attended by the Minister of the Economy, Elena Salgado.

**Compromís.** La vinculació de Sant Cugat amb el projecte de l'EIT i el pes de l'empresa i la universitat fan que una de les comunitats de R+D+I de l'ens tingui la seu a Barcelona amb Esade i la UPC com a centres formadors

# L' EIT arriba a Sant Cugat a través d'Esade - Creàpolis

Esade serà una seu educativa de l'EIT en matèria d'energia i innovació i Creàpolis acollirà empreses sorgides al voltant de la recerca d'aquest ens

Joan Ramon Armadas



**EUROPISME.** D'aquí a set anys quedarà la seu de l'EIT a la qual aspirava Sant Cugat, però ara el nombre de recerca més important d'Europa serà a Creàpolis

d'alta línia, acompanyada d'innovació i desenvolupament de nous serveis i negocis en forma de negoci. El primer d'aquests monogèntics s'impartirà al setembre.

**Recerca amb objectius**  
Cada IGC funcionarà com una empresa en el sentit de l'efectivament cap a resultats. En concret, la comunitat d'innovació i desenvolupament d'empreses innovadores en què participaran Sant Cugat s'ha fixat els objectius de formar 15.000 emprenedors, crear 50 empreses noves, registrar 90 patents i treure al mercat els primers quatre anys de funció comercial.

**Educació, empresa i R+D**

La vinculació entre aquestes tres realitats és el que es pretén dinamitzar en els tres diferents àmbits d'actuació que defineixen cada una de les IGC. És el resultat formatiu. Esade crearà un ecosistema d'empreses innovadores

El primer d'aquests monogèntics s'impartirà al setembre.

**Recerca amb objectius**  
Cada IGC funcionarà com una empresa en el sentit de l'efectivament cap a resultats. En concret, la comunitat d'innovació i desenvolupament d'empreses innovadores en què participaran Sant Cugat s'ha fixat els objectius de formar 15.000 emprenedors, crear 50 empreses noves, registrar 90 patents i treure al mercat els primers quatre anys de funció comercial.

**Educació, empresa i R+D**

La vinculació entre aquestes tres realitats és el que es pretén dinamitzar en els tres diferents àmbits d'actuació que defineixen cada una de les IGC. És el resultat formatiu. Esade crearà un ecosistema d'empreses innovadores

**Frases**

"Que Sant Cugat fos un dels candidats a l'EIT ens va posar en una posició d'avantatge per acollir aquest nou reptes"

CARLOS LOSADA  
DIRECTOR GENERAL D'ESADE

"Empresa, recerca i educació queden units a Europa amb el llançament d'aquests plans en el si de l'EIT"

ANOROUA VASSILOU  
COMISSÀRIA D'EDUCACIÓ DE LA UE



ESADE's Corporate Social Responsibility (CSR) consists fundamentally of fulfilling its reason for being and implementing its institutional mission. It is an endeavour, as such, which affects all the people who make up the ESADE community. This facet should not be considered a novelty but, rather, a part of ESADE's institutional DNA which has existed since the institution's founding more than 50 years ago.

In January 2009, ESADE formalised its internal CSR policy to further its culture of social responsibility and adopt a transversal strategy. After preparing a diagnostic report, a CSR committee was set up to include knowledgeable experts and, even more importantly, people who could serve as internal advocates.

**Three inspiring principles were defined:**

- Environmental sensitivity and healthy austerity
- Co-responsibility and social commitment
- Transparency and accountability

**An initial plan of action was defined with five lines of intervention**

1. Raise awareness and encourage students, staff and faculty to adopt behaviours and habits in line with a more sustainable view of the organisation.
2. Improve service, equipment and facility operations to achieve a more rational use of available resources.
3. Link the CSR policy to ESADE's policy regarding suppliers, bearing in mind socially responsible criteria in the latter's selection and certification.
4. Define an institutional social action programme aimed at a major Foundation or NGO, allowing ESADE to link and involve different groups within our community and offer diverse possibilities for collaboration.
5. Favour and improve the organisation's transparency and accountability. Give visibility to the application of ESADE's mission and values.

## ESADE'S GREEN RULES. GOOD ENVIRONMENTAL PRACTICES CAMPAIGN

With the aim of raising awareness and encouraging students, staff and faculty to adopt behaviours and habits in line with a more sustainable view of the organisation, a campaign on environmental good practices has been launched: ESADE's Green Rules.



Different actions have been taken in co-ordination with the different units: distribution of these Rules (viral marketing, roll-ups, events, etc.), the Green 2010 calendar, screensavers with recommendations, TV screens on campus, and internal publications (*ESADE al día*, *\_untitled*, etc.).

At the end of the academic year, a survey was carried out to evaluate the campaign's results and to define new actions.

	Yes, I was already doing it	No, I didn't do it before but I've started to	No, I didn't do it before and I still don't
Do you turn off or shut down your computer at the end of the day?	76%	16%	8%
Do you turn off the computer screen?	65%	19%	16%
Do you normally print on both sides of the page?	54%	34%	12%
Do you use the recycling bins?	53%	35%	12%
Have you reduced your consumption of bottled water?	27%	16%	57%
Do you use public transport to get to ESADE?	47%	5%	48%

## IMPROVEMENT IN SERVICE OPERATIONS

- Improvements in the collection of paper, plastics, glass, organic matter, batteries, digital equipment, etc., by installing specific recycling bins on all campuses.

- Improvements in computer equipment and printers: sustainability principles applied during the purchasing process, virtualisation, optimal energy use, systematic withdrawal of old equipment, a recycling policy, donation of equipment to the third sector, etc.

## RESPONSIBLE CONSUMPTION: SOME RESULTS

### Indicator: Paper consumption

During the 2009-2010 academic year, paper consumption at ESADE dropped 4%, representing a saving of 1,045 packages (2.8 tonnes).

### Indicator: Energy consumption

During the same academic year, energy consumption on ESADE campuses fell by 17% (per constructed square meter as reference).

### Indicator: Water consumption

Water consumption also decreased substantially (25%) bearing in mind that water consumption was exceptionally high the previous year due to the construction of the Sant Cugat Campus.

## TRANSPARENCY AND ACCOUNTABILITY

Various reports, dossiers and articles have been prepared with the aim of encouraging and improving the organisation's transparency and accountability, while giving greater visibility to the application of ESADE's mission and values. Of interest amongst these, we could include the following:

### GLOBAL COMPACT PROGRESS REPORT

ESADE presented its 2009 progress report which offers a diagnosis and details the policies, actions and performance indicators for the Global Compact's 10 Principles. Consult the Spanish Association's Global Compact webpage: [www.pactomundial.org](http://www.pactomundial.org)

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.

**Principle 2:** Businesses should make sure that they are not complicit in human rights abuses.

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

**Principle 4:** Businesses should uphold the elimination of all forms of forced and compulsory labour.

**Principle 5:** Businesses should uphold the effective abolition of child labour.

**Principle 6:** Businesses should uphold the elimination of discrimination in respect of employment and occupation.

**Principle 7:** Businesses should support a precautionary approach to environmental challenges.

**Principle 8:** Businesses should undertake initiatives to promote greater environmental responsibility.

**Principle 9:** Businesses should encourage the development and diffusion of environmentally friendly technologies.

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

### PRME: SIP – SHARING INFORMATION IN PROGRESS

Annual report on ESADE's actions and initiatives regarding the PRME's (Principles for Responsible Management Education) 6 principles:

#### Principle 1. Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work to achieve an inclusive and sustainable global economy.

#### Principle 2. Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

#### Principle 3. Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

#### Principle 4. Research

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

#### Principle 5. Partnership

We will interact with business managers to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

#### Principle 6. Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organisational practices should serve as examples of the values and attitudes we convey to our students.

## INSTITUTIONAL SOCIAL ACTION PROGRAMME

After receiving numerous proposals, ESADE faculty and PAS staff members were asked to vote on the organisation with which they wanted to collaborate as part of the Institutional Social Action Programme. Due to the high rate of response, the wide distribution of the votes and our community's potential, we felt it was appropriate for the Institutional Social Action Programme to work with the three organisations receiving the most votes: *Amics de la Gent Gran* and *Acció Solidària Contra l'Atur* (both in Barcelona) and *Fundación Balía* (in Madrid).

### AMICS DE LA GENT GRAN

This foundation works to accompany senior citizens and improve their quality of life, helping to alleviate their loneliness, isolation or lack of resources. Actions carried out include:



- Support for the campaign "Roses against neglect" on Saint George's Day (informing different groups at ESADE about the website, selling roses, providing information via the intranet and other means).
- ESADE Alumni Annual Conference in Barcelona: distribution of corporate brochures and information about the Social Action Programme to conference participants.
- Communication regarding the organisation's work through different internal communications platforms (*\_untitled*, ESADE Update, screens in cafeterias, etc.).
- Support for the volunteer campaign to provide holidays for senior citizens.



### ACCIÓ SOLIDÀRIA CONTRA L'ATUR

This foundation is dedicated to helping the unemployed, creating jobs, financing self-employed projects and collaborating with the creation of training programmes and specialised workshops.



- Joint organisation at ESADE of the conference: "How can we change the trend? From destroying jobs to creating them" held on 5<sup>th</sup> March 2010. Participants included, amongst others: Mr. Joan Comas, President of the Acció Soli d'aria contra l'Atur (ASCA) Board of Trustees; Ms. Maravillas Rojo, Secretary General for Employment in the Ministry of Labour and Immigration; Mr. Joan Coscubiela, Lecturer in the Department of Private Law, ESADE Law School.
- ESADE Alumni Annual Conference in Barcelona: Distribution of corporate brochures and information about the Social Action Programme to conference participants.
- Volunteers from ICT Services in a project to support the implementation of a management application for the organisation.
- Informing about the organisation's work through different internal communication platforms (*\_untitled*, ESADE Update, screens in cafeterias, etc.).
- A specific site for volunteers on the intranet.

### FUNDACIÓN BALIA

This organisation is dedicated to the integral development of children and young people in situations of risk.



- Collaboration on International Book Day (23<sup>rd</sup> April): donation of 100 copies of the book *La Buena Suerte* ("Good Luck") written by Alex Rovira, ESADE alumni and collaborator.
- Consulting from the Madrid Campus marketing team on the design of a specific tool to capture new individual members.
- Informing about the organisation's work through different internal communication platforms (*\_untitled*, ESADE Update, screens in cafeterias, etc.).
- A specific site for volunteers on the intranet.
- ESADE Alumni Annual Conference in Madrid: Distribution of corporate brochures and information about the Social Action Programme to conference participants.
- Presentation to the ESADE community in Madrid to inform them about the organisation and the actions it carries out.

## HAITI AND THE ESADE COMMUNITY

After the tragedy in Haiti a few months ago, the ESADE community expressed its sensitivity and solidarity with the affected population in numerous ways. Various initiatives were carried out by student groups, faculty, administrative and service staff and alumni. A significant economic donation was given to especially suited organisations to help the Haitian people: Intermon, Doctors Without Borders, Cáritas and the Red Cross.

As a university institution, we also wanted to reflect on how to address situations of this nature in the best way possible from both a structural and contextual point of view. ESADE's Institute for Social Innovation organised a roundtable discussion in May entitled, "NGO response to the emergency in Haiti: Actions, lessons learnt and challenges," all with the aim of learning how different organisations face humanitarian catastrophes and what lessons can be learnt from their experience.



## OTHER CO-OPERATION INITIATIVES

- ESADE was recognised on World Blood Donor Day (2<sup>nd</sup> July 2010) as a noteworthy institution for its commitment to promoting blood donations. For over seven years, ESADE has promoted blood donor campaigns amongst its faculty, staff and students at its campuses in Barcelona and Sant Cugat, achieving a greater response year after year.
- Different actions have been carried out throughout the academic year to collect diverse material for numerous groups in several countries: shoes for the Shoes for Africa campaign, glasses for *Ulls del Món* ("Glasses of the World"), children's books for *Fundación Interlibros*, clothes for *Fundación Arrels* and office supplies for *Active Africa*. In addition, computer equipment no longer in use has been donated to various social organisations.
- Another initiative was the edition and sale of a cookbook with recipes prepared by Executive Language Center faculty. The funds raised were donated to Amnesty International.

## INSTITUTE FOR SOCIAL INNOVATION (IIS)

The IIS' goal is to develop personal and organisational capacities in both the business and non-profit sectors to help them to strengthen their activities and contribute to a more just and sustainable world. In this respect, the ESADE-Fundación "La Caixa" training programmes are worth noting:

### NGO Managerial Function Programme:

A programme with a clearly general focus, providing an in-depth exploration of the general managerial function based on a recognition of the specificities of non-profit companies.

### Leadership and Innovation in NGOs:

Its goal is to provide on-going education to those with managerial duties in NGOs, addressing topics such as leadership, performance measurement, governing bodies, collaborative initiatives with companies, innovation, lobbying, etc.

## SUD PROGRAMME

The University Development Service (SUD) offers fourth-year undergraduates the possibility of participating in a co-operation and consulting project for local SMEs, co-ops and NGOs in different Latin American countries. For the eighth year in a row, SUD has promoted various development projects in Latin America. Worth highlighting amongst these are: a project to reduce malnutrition amongst schoolchildren and inform about better agricultural techniques, another project to analyse the costs of the coffee roasting process, a viability study to develop a model for urban co-ops, etc.

**Participating students:** 42 from Management and Law  
**Countries and local projects:** Bolivia (3), El Salvador (2), Guatemala (8), Nicaragua (7) and Honduras (1)

## THE VALOR PROGRAMME

The aim of the local volunteers programme, *Valor* ("Value"), is to prepare, implement and evaluate a given volunteering activity in a local NGO. Volunteers dedicate a minimum of 30 hours to the project that they have been assigned. During the last academic year, 21 Management and Law undergraduates took part in this programme.

## ALUMNI GIVING BACK

The goal of this programme is to use ESADE alumni's experience, managerial expertise and desire to contribute to society to benefit third-sector organisations.

Organisations and projects during the 2009-2010 academic year:

"La Rueca" Asociación (Madrid) > [www.larueca.info](http://www.larueca.info)  
Plan to reorganise the Human Resource area



Fundación Norte Joven (Madrid) > [www.nortejoven.org](http://www.nortejoven.org)  
Communications plan



Fundación de Ayuda contra la Drogadicción FAD (Madrid) > [www.fad.es](http://www.fad.es)  
Plan to recruit new members



Fundació Casateva (Barcelona) > [www.fundacioncasateva.org](http://www.fundacioncasateva.org)  
Preparation of a five-year strategic plan



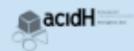
Fundación Vicente Ferrer (Barcelona) > [www.fundacionvicenteferrer.org](http://www.fundacionvicenteferrer.org)  
Building loyalty amongst collaborating companies



Movimiento Scout Católico (Barcelona) > [www.scouts.es](http://www.scouts.es)  
Communications plan



Fundación ACIDH (Barcelona) > [www.acidh.org](http://www.acidh.org)  
Plan to revise internal processes



Fundació Marianao (Barcelona) > [www.marianao.net](http://www.marianao.net)  
Process optimisation



Associació Lleidatana Síndrome de Down (Lleida) > [www.downlleida.org](http://www.downlleida.org)  
Drafting of a strategic plan



Jarit (Valencia) > [www.jarit.org](http://www.jarit.org)  
Plan to reorganise the Human Resource area



## VARIOUS STUDENT INITIATIVES

Worth noting are diverse initiatives aimed at sharing knowledge, debate, developing professional opportunities and networking in the social responsibility area. Included amongst these are the following:

- Empresa i Societat (BBA): A student organisation whose aim is to promote research and participation in various projects, analysing the relationship between companies and society at the global level. It especially focuses on topics such as human rights, the environment and ethics and CSR in corporations.

- Net Impact Club (MBA): A group of students within the international network of the same name. Its aim is to raise awareness amongst students on topics such as social responsibility and the environment and encourage students to improve the world through their own professional lives.

- Clean Energy & Environment (MBA): This student association's mission is to provide its members with a dynamic platform from which to share their knowledge, debate, encourage networking and develop professional opportunities in the energy and environmental fields.

- iGreen (BBA): An association aimed at promoting sustainability within the business community, making clear the high value added offered by this paradigm. iGreen's activities are based on organising events and projects related to the sustainability-business binomial.



## ESADE AND DIVERSITY

In accordance with ESADE's Declaration of Values, our organisation has made manifest its commitment to establishing and developing measures to ensure equal treatment and opportunities for all those within our community. This Declaration of Values specifically states in one of its points:

*Positively value diversity and learn from the differences between people, ideas and situations. This means that differences in gender, socio-economic status, ethnicity, culture, language, religion, sexual orientation, physical capacity and other differences represent enriching opportunities to learn about other people, the world and oneself.*

ESADE is an Equal Opportunities employer. This principle is applied to faculty and services personnel in terms of the School's selection and hiring processes, remuneration policies, training programmes, health and safety in the workplace, and reconciliation between work and personal life. It also applies to ESADE's recruitment practices for students and their access to educational programmes. At the same time, ESADE is committed to promoting non-discriminatory internal and external communications.



### OBJECTIVE 1

Interiorise the principle of equal opportunities and diversity

#### Actions:

- Awareness-raising campaign amongst staff
- Awareness-raising campaign amongst students
- Spaces for diversity
- Roundtable: "ESADE in Diversity"

### OBJECTIVE 2

Avoid discrimination in selection, hiring, educational and communications processes.

#### Actions:

- Inclusion of non-discriminatory criteria in its HR policies

### OBJECTIVE 3

Quickly and successfully resolve any incident of moral and/or sexual harassment

#### Actions:

- Develop a protocol to address moral and/or sexual harassment

### OBJECTIVE 4

Establish guidelines for the use of non-discriminatory language

#### Actions:

- Manual on non-discriminatory language

### OBJECTIVE 5

Help reconcile work and professional life

#### Actions:

- Study on reconciliation
- Creation of a work group

## ACKNOWLEDGMENTS

The team responsible for co-ordinating and publishing this Annual Report expresses its gratitude and appreciation to all those who have lent their support and collaboration towards making this project a reality. This Annual Report has been drafted with the greatest care and rigour. Please send comments or suggestions for improvement to [enrique.lopez@esade.edu](mailto:enrique.lopez@esade.edu)



This document has been printed using environmentally-friendly paper produced from sustainable forestry initiatives.

Registry number: B-10.156-2011  
Graphic design: Gonell Comunicació  
Graphic production: La Trama  
Printing: Puresa

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

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

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## 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.

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