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RAMON LLULL UNIVERSITY

EsadeGeo-Center
for Global Economy
and Geopolitics

esadegeo.com



Annual Report

Center for Global Economy and Geopolitics

2019
2020



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About EsadeGeo

VISION

To become the benchmark for other business schools in the study of globalisation and organisations.

MISSION

To provide organisations with the necessary tools to strategise in a globalised world.

RESEARCH AREAS

- Global Governance
- Global Risks
- Global Energy
- EsadeGeo on Asia

Financial Supporters

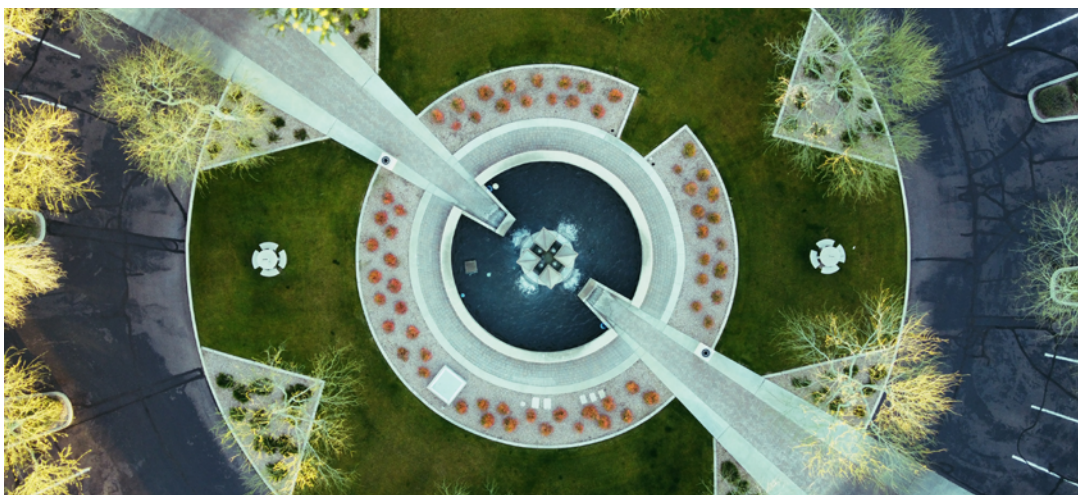
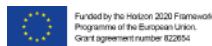
FOUNDING SUPPORTERS



PROJECT SUPPORTERS



H2020 PROJECT



Team

- **Javier Solana**
President of EsadeGeo
- **Angel Saz-Carranza**
Director of EsadeGeo
- **Angel Pascual-Ramsay**
Director of the Global Risks Programme
- **Irene Alba**
Associate Director of EsadeGeo
- **Marie Vandendriessche**
Senior Researcher & Research Coordinator
- **Óscar Fernández**
Senior Researcher
- **Athanasios Kouliopoulos**
Research Assistant
- **Alejandro Maroño**
Research Assistant
- **Sergio Marín**
Research Assistant
- **Tirso Virgós**
Research Assistant

- **Ana Sánchez**
Postdoctoral researcher
- **Konstantin Brosch**
Research assistant
- **Giovanni Gruni**
Research fellow
- **José M. de Areilza**
Senior fellow
- **Iván Martén**
Senior fellow
- **Eugenio Bregolat**
Senior fellow
- **Enrique Rueda**
Senior fellow
- **Tomás Guerrero**
Senior fellow
- **Adrián Blanco**
Senior fellow
- **Jordi Colgan**
Senior fellow

NON-RESIDENT FELLOWS

- **Ruth Aguilera**
Non-resident Senior Scholar D'Amore-McKim School of Business (Boston, MA)
- **Adrià Albareda**
Non-resident Fellow MRes in Public Administration
- **Xavier Fernández**
Non-resident Fellow Global Governance Program
- **Carlos Losada**
Academic Contributor. Department of Strategy and General Management
- **Julie Wagner**
Non-resident Senior Scholar Co-Director, Bass Initiative on Innovation and Placemaking, The Brookings Institution



Education

EsadeGeo's contribution to Esade's Teaching Activity

EsadeGeo's MOOC:

Geopolítica y gobernanza global

The world is global. Its challenges collective. And its future uncertain. This EsadeGeo course on geopolitics and global governance helps to understand the social, economic, energy, and technological dynamics that will define the world to come.

Launched in 2015, more than 40,000 students have enrolled in EsadeGeo's MOOC, hosted by Coursera.

MBA Course: Global Economy and Geopolitics in the 21st Century

OBJECTIVE

In the increasingly globalised and complex world of the 21st century, it is crucial to understand how major issues on the international stage reverberate in geopolitics, global governance, and daily life. This course aims to comprehensively address some of today's most pressing international challenges and, in doing so, to enhance the capacity of students to make strategic analyses related to these challenges.



FORMAT

The course comprises ten sessions. Dr Solana teaches six of them. For four selected sessions, we invite prominent guest speakers. The 2019-2020 guest speakers were: Jeremy Shapiro, director of research at the European Council on Foreign Relations, and former member of the US State Department; Rim Turkmani, director of the Syria Conflict Research Programme at the London School of Economics and member of the Women's Advisory Board to the UN Special Envoy to Syria; Comfort Ero, programme director for Africa at the International Crisis Group, and previously political affairs officer and policy advisor to the special representative of the secretary-general, United Nations Mission in Liberia (2004-2007); and Yu Jie, senior research fellow on China in the Asia-Pacific Programme at Chatham House and former head of China foresight at LSE IDEAS.

EsadeGeo faculty members Angel Saz-Carranza and Marie Vandendriessche taught the remaining four sessions.

2020 MBA Sessions

Session 1	Geopolitics and Global Governance: An Introduction Javier Solana
Session 2	Analysing Politics and Business at the Global Level Angel Saz-Carranza
Session 3	Firms and Their Non-Market Environments Angel Saz-Carranza
Session 4	The Future of the Transatlantic Bargain Javier Solana & Guest speaker: Jeremy Shapiro, director of research at the European Council on Foreign Relations; former member of the US State Department, where he advised on US Policy towards North Africa & the Levant; and served as senior advisor to the Assistant Secretary of State for European and Eurasian Affairs
Session 5	The Middle East in Geopolitical Perspective Javier Solana & Guest speaker: Rim Turkmani, director of the Syria Conflict Research Programme at the London School of Economics; member of the Women's Advisory Board to the UN Special Envoy to Syria
Session 6	Energy and Climate Change: Geopolitics and Governance Marie Vandendriessche
Session 7	Africa and its Global Significance Javier Solana & Guest speaker: Comfort Ero, programme director for Africa at the International Crisis Group; and previously political affairs officer and policy advisor to the special representative of the secretary-general, United Nations Mission in Liberia (2004-2007)
Session 8	Money, Might, and Mindset: China's Self-Centred Global Ambition Javier Solana & Guest speaker: Yu Jie, senior research fellow on China in the Asia-Pacific Programme at Chatham House; former head of China foresight at LSE IDEAS and management consultant at Roland Berger Strategy Consultants
Session 9	In-class Work Session on Final Projects Angel Saz-Carranza
Session 10	Final Student Presentations & Q&A Javier Solana, Angel Saz-Carranza, and Marie Vandendriessche



Other Lectures



Prof. Javier Solana

The World Today: Political, Economic and Social Challenges	Executive Education – Deloitte EMBA 'Observatorio para la Transformación del Sector Público' (Esade – PwC) EMMS 'Mujeres Líderes y Sostenibilidad'
Geopolitical Risk: A Global Vision	'Consejeros'



Prof. Angel Saz-Carranza

Geopolitics	EMBA ESADE-Aalto MBA for Executives
Global Governance in the 21st Century	Full Time MBA
General Management	EMBA
Non-market Strategy	Alumni 'Consejeros' Public Sector Governance Master Int. Management
Managing the Firm's Non-Market Environment: Politics, Social Responsibility and Compliance	BGG GED
International Study Tour: Public Affairs & International Political Economy (Washington)	MIE
PhD in Management Sciences	Adv. Sem.: Public Management & Geopolitics (GLIGP I)



Prof. Angel Pascual-Ramsay

Business-Government Relations: Markets, Public Sector & Lobbying	BBA
Where is the World Going: Global Trends in the 21st Century & their Impact on Business	CEMS
Order & Disorder in Global Affairs	GDL & GEL
Lectures: Durham & Open University of Hong Kong	International Weeks 05 Durham
Political Risk Analysis, Geo-Economics & Global Business	Master Int. Management



**Prof. Marie
Vandendriessche**

Climate Geopolitics	BGG
Global Governance in the 21 st Century	Full Time MBA
Foundations Week	Full Time MBA
International Organizations	BGG
'Economía de la Unión Europea: Problemas y políticas'	BBA
Leap Program: "Innovation and Change Management Towards Sustainability"	Executive Education (WBCSD)



**Prof. Enrique
Rueda**

Dilemmas in Strategic Decision-Making: A Scenario Approach	CEMS
EMBA Seminars	EMBA



**Prof. José
María de
Areilza**

Change Management	AMP
Power & Influence in Organisations	CEMS EMBA Full Time MBA Skills & Mgmt for Lawyers
European Union Law	GED
Open Course, Executive Education	Public Sector Governance 'Consejeros'
Custom Course, Executive Education	EULEN - PDD DIRIGE III

Policy Debate

Seminars & workshops



WE TALK ABOUT EUROPE: DEFENCE AND SECURITY IN THE EU

20 September 2019

The Carlos de Amberes Foundation organised a conference on security and defence policies in the European Union. The participants – national politicians, researchers, defence professionals, specialised journalists, and the private sector – discussed the future of Europe in Security and Defence and the role of Spain in this field. Speakers included Javier Solana (former high representative for foreign and security policy, EC, and Council; former secretary general of NATO; former minister of foreign affairs); Jorge Manuel Domecq Fernández de Bobadilla (executive director of the European Defence Agency); and Inés Ayala Sender (European Parliament, 2004 to 2019).

2019 INTERNATIONAL BANKING CONFERENCE

27 September 2019

After holding the conference behind closed doors for many years, Banco Santander made it a public event in 2019. Distinguished guests included Richard Edelman, founder of Edelman Trust Barometer; Carl Bildt, former prime minister of Sweden; or Nadia Calviño, minister of Economy and Business, Government of Spain.

Javier Solana led panels before an audience of more than 1,000 people to discuss why instilling confidence is necessary to meet social and economic challenges. Upwards of 1,000 people listened to the conference online.



FOURTH GLOBAL YOUTH LEADERSHIP FORUM (GYLF)

27 September 2019

Through a rigorous intergenerational debate on the main challenges that our societies face, the GYLF aims to help current leaders, and those called to assume that role in the coming years, find solutions for tomorrow's cities.

Globalisation, economic development, and social equality were the main axes of the forum, which included Javier Solana, former general secretary of NATO; Juan Verde, former deputy assistant secretary of commerce for Europe during the Obama administration; and José Carlos Díez, economist.

EIGHTH ANNUAL ENERGY MEETING

29 October 2019

EsadeGeo – together with the Representation of the European Commission in Spain, KIC InnoEnergy, and Boston Consulting Group – held the eighth annual Global Annual Energy Meeting. The chosen topic was 'Policy Planning and Investment in the Age of the Energy Transition' and it took place at the headquarters of the European Commission in Madrid. Business and political leaders met to analyse the intersection between policy formulation and investment for the energy transition.

The forum featured the participation of Teresa Ribera (Spanish minister for ecological transition); Andrew McDowell (vice-president, European Investment Bank); Tiina Jortikka-Laitinen (Finnish ambassador to Spain); Francisco Fonseca



(head of the European Commission's Representation in Madrid, European Commission); and Javier Solana (president of EsadeGeo), among others.

The meeting consisted of two roundtables in which business and political leaders, and experts in the energy transition, participated. The first debate was moderated by Marie Vandendriessche, senior researcher at EsadeGeo, who focused on institutional perspectives from the international arena on energy transition, with the participation of Christian Eigenhofer, senior researcher at CEPS; Tiina Jortikka-Laitinen, Finnish ambassador to Spain; and Quentin Genard, acting head of the E3G think tank in Brussels.

The second roundtable, led by Iván Martén, senior fellow at EsadeGeo, focused on new technologies and frontiers in the energy transition. It featured Luis Cabra Dueñas, executive managing director for technology development, resources, and sustainability, Repsol; Elena Bou, director of innovation at KIC InnoEnergy; and Pierre Abadie, executive director of investment in energy transition at Tikehau Capital.

The president of EsadeGeo highlighted the importance of meetings that facilitate alliances between political and financial institutions, as well as between high levels of decision-making in a collective commitment to combat climate change.

From the conclusions drawn, the energy transition will be effective only if concerted action by multiple actors is achieved. Regulators and investors play a fundamental role.



DIALOGUE ON EUROPE: PEACE, PROSPERITY, AND MISTRUST

5 November 2019

Within the framework of the 12th Santander International Banking Conference 2019, 'Banking on Trust', Javier Solana and Carl Bildt, former prime minister of Sweden, staged a debate entitled 'Dialogue on Europe: Peace, Prosperity, and Mistrust'.

The conference explored the importance of trust, challenges to trust in the digital age, and ways to build trust. It brought together European practitioners of statecraft to discuss common ground and a way forward for Europe; strategies for navigating an increasingly bipolar world (US and China); as well as the role of European institutions in shaping rules of the game for the digital economy and banking.



18TH CONGRESS OF THE SPANISH CONFEDERATION OF DIRECTORS AND EXECUTIVES (CEDE)

7 November 2019

Malaga became 'the capital of Spanish managers' and hosted the 18th Congress of the Spanish Confederation of Directors and Executives (CEDE), which brought together more than 1000 business leaders. It bore the slogan 'Anticipating trends, building the future' and focused on digital transformation and the measures needed for companies to adapt.

The congress included outstanding speeches – such as those by the chairman of CaixaBank, Jordi Gual, as well as Antonio Garamendi, chairman of the CEOE. Another relevant moment was the discussion between Javier Solana, president of EsadeGeo, and Shlomo Ben-Ami, vice-president of the Toledo International Center for Peace, about geopolitical trends and their influence on the business agenda. The congress also featured the president of Seat, Luca de Meo, and the CEO of Repsol, Josu Jon Imaz, who discussed the future of sustainable mobility.

37TH ASSEMBLY OF RECTORS OF THE LEAGUE OF EUROPEAN RESEARCH UNIVERSITIES (LERU)

15 November 2019

The rectors of the 23 universities that make up the League of European Research Universities (LERU) participated in the Assembly of Rectors, at the Universitat de Barcelona, on 15 and 16 November 2019. Among the issues discussed at the meeting were the approval of LERU reports on teacher training, parental leave, and the integrity of research.

During the meeting, Xavier Prats, former director general for education and culture of the European Commission, presented the perspectives of the new EU policy agenda 2019-2024. Jean-François Ripoche, director of research, technology, and innovation at the European Defence Agency (EDA), gave a presentation on defence research in Europe.

Paul Ayriss, CEO of UCL Press, spoke about the business model and success for editorial services; and Ingrid d'Hooghe, from Leiden University, gave a presentation on security and espionage. Javier Solana, former secretary general of NATO, and high representative for common foreign and security policy of the European Union, gave a speech at the dinner.

GEOPOLITICS – A NEW WORLD ORDER?

26 November 2019

Julius Baer, a leading international private bank, continues expanding across Spain with the opening of an office in Barcelona following the launch of its Madrid office in 2013. To celebrate Julius Baer's presence in Barcelona, a conference was organised at the MACBA museum.

Changes in the energy landscape, climate change, divergent demographics between the developed and developing world, and powerful new technologies will create intersecting vulnerabilities and opportunities with potentially cascading consequences. Are we ready for a new world order? To discuss these issues, the conference featured Matteo Renzi, former prime minister of Italy; Ehud Barak, former prime minister of Israel; Javier Solana, former foreign affairs minister of Spain; and Ronnie Chan, businessman and one of the largest property developers in Hong Kong.

GLOBAL POLITICS SEMINAR: POST-GLOBALISATION, IDENTITIES, AND POLITICS

29-30 November 2019

The Aspen Institute Spain inaugurated the fifth Global Politics Programme with a seminar on Post-globalisation, Identities, and Politics (La Granja, Segovia).

The purpose of the programme is to create a space in which



individuals with political vocation, dedicated to public service, and who have shown leadership potential, can reflect and debate on important political, economic, and social questions.

This year, 28 young political leaders from seven parties got together for two days of debate following the Aspen Method, based on a selection of readings from classic and contemporary authors. The seminar was moderated by two Aspen Institute Spain fellows: Juan Moscoso del Prado, a former member of Congress for the PSOE and chief of the department for international relations and exterior affairs at the Social and Economic Advisory Council, and Miguel Herrero de Jáuregui, professor of classical philology at the Universidad Complutense Madrid. The seminar also included a colloquium with Soledad Becerril, Spanish ombudsman from 2012 to 2017.

In recent years, some of Spain's most important political leaders have passed through the programme, and 40 well-known speakers have participated in the sessions, including Javier Solana, chairman of the Aspen Institute, who attended the seminar, and a seminar held on 28 January 2020, also within the Global Politics series.

UN CLIMATE CHANGE CONFERENCE COP 25

10 December 2019

The UN Climate Change Conference COP 25 (2–13 December 2019) took place in Madrid under the presidency of the Government of Chile and was held with logistical support from the Spanish Government. John Kerry, former US secretary of state and visiting distinguished statesman at the Carnegie Endowment for International Peace, and Javier Solana, former NATO general secretary, took part in the conference.

Kerry, who was secretary of state and in charge of signing the Paris Climate Agreement, recalled that when 196

countries around the world signed the agreement 'they did not deceive anyone' and promised to limit the global temperature increase to 2°C with the ambition of reaching, if possible, 1.5°C and so sent a message to the markets that a change in business behaviour was necessary.

EUROPE: A STRATEGIC VISION

17 January 2020

Antón Costas, professor of applied economics at the Universitat de Barcelona (UB), president of the Circle of Economics; and Javier Solana, president of EsadeGeo, participated in a debate moderated by El País journalist, Xavier Vidal-Folch.

The event took place at the Palau Macaya in Barcelona. From an economic and political perspective, the speakers analysed the current situation on the continent and the new strategic challenges that are arising.



WAR & PEACE: A WORLD OF TWO OR THREE? THE US, CHINA, AND THE EU IN A NEW GLOBAL ORDER

18 January 2020

“A World of Two or Three? The US, China, and the EU in a New Global Order” was the subject of the 18th War and Peace in the 21st Century seminar. Organised in collaboration with EsadeGeo and supported by Barcelona City Council and “La Caixa” Foundation, the seminar provided expert insight into the current and future state of the international relations system, and the future of the liberal international order.

The conference was charged with discussing how a new distribution of power might go hand-in-hand with substantial changes in the international order. It was structured into two panel discussions: ‘The United States, China, and the New Global Order’, and ‘A Third Pole? Articulating an EU Voice for the New Political Cycle’. Contributions came from the US, Hong Kong, Russia, the United Kingdom, Italy, and Spain.

Javier Solana (president of EsadeGeo and honorary chairman of the board of CIDOB) insisted that emphasis should be placed on cooperation in the field of international relations. He called for further collaboration between Western states and China, and for strong leaders to defend good governance and multilateralism, as the way to engage in global governance.

THE NEED FOR SMART DIGITAL POLICY: A VIEW FROM SOUTHERN EUROPE

20 January 2020

As the digital transformation thrives and issues such as data privacy and cybersecurity arise in the centre of the global agenda, EsadeGeo organised a discussion on the need for Smart Digital Policy held in Madrid.

The dialogue was hosted in partnership with Google and in collaboration with the Institute for Competitiveness, the Foundation for Economic & Industrial Research (Greece), and the Francisco Manuel dos Santos Foundation (Portugal). The event brought together experts and policy-makers to approach the EU-wide debate from a southern European perspective.

Following Javier Solana’s opening statements, Günther Oettinger, former European commissioner for budget and human resources, and for digital economy and society, explained the need for digital sovereignty in Europe and for investments in R&D.

EUROPEAN SECURITY AND DEFENCE: TOWARDS A NEW MODEL

22 January 2020

Founded in 1956, the Spanish Committee of the European League for Economic Cooperation (LECE) contributes to the defence of the values and principles of free and democratic European societies.

The EU approaches its security and defence with a global strategy and as an independent actor. The institutionalisation of defence and security have materialised in programmes



and resources. Budgets for research and development have been incorporated from European industry. Consistency in the unity of actions and cooperation are now an opportunity to be seized.

These were the messages presented at the Seminar 'European Security and Defence: Towards a New Model' organised by the Spanish Committee of the LECE in collaboration with EsadeGeo. EsadeGeo president Javier Solana opened the event. The closing was given by the executive director of the European Defence Agency, Jorge Domecq Fernández de Bobadilla.

BARCELONA WORKSHOP ON GLOBAL GOVERNANCE 2020 (BWGG)

23–24 January 2020

The BWGG is a venue for the study of global governance – its dynamics, effects, and problems – from an interdisciplinary perspective, bringing together scholarship from international relations, law, sociology, anthropology, political theory, public administration, and history.

Organised by the Institut Barcelona d'Estudis Internacionals (IBEI) & EsadeGeo, the BWGG 2020 focused on 'Navigating Complexity: Understanding Interactions Between International Institutions'.

Global cooperation has become increasingly complex. Institutional overlaps and interlinkages are becoming more common. In some cases, these have generated conflict and systemic effects that undermine the effectiveness of cross-border rules and the scope for accountability. Yet, in others, governance entrepreneurs have fostered connections between institutions, trying to manage tensions and build bridges between previously distinct governance

arrangements. Our knowledge of these dynamics has improved over the past few years, but many questions remain: how can we conceptualise different kinds of institutional interactions? What drives dynamics of change within certain kinds of inter-institutional relationships? What are the broader impacts of these developments on the effectiveness and accountability of both individual institutions and regimes? How can linkages between governance arrangements be made more productive?

In this iteration of the BWGG we seek to explore these difficult but pressing questions, bringing together a dynamic group of scholars working from different theoretical approaches and analytical traditions.

FEDERICA MOGHERINI & JAVIER SOLANA PRESENT THE IV PUBLIC AGENDA PROGRAMME OF ESADE AND KREAB

27 January 2020

In the current geopolitical landscape in which the multilateral system of international relations has become increasingly eroded and threatened by friction between world powers, Federica Mogherini and Javier Solana, former high representatives of the EU, both stressed the importance of giving fresh impetus to the project of European integration and of the EU becoming a more active leader as a guarantor of global security. These views were expressed during a conference at Esade Madrid on the occasion of the fourth 'Public Agenda' programme held by Esade and the communication and public affairs consultancy Kreab. The co-directors of the programme, Angel Saz-Carranza, director of EsadeGeo, and Eduardo Madina, director of Kreab Research, also spoke at this event.



JEREMY SHAPIRO'S VISIT

5 February 2020

EsadeGeo organised a lunch featuring Jeremy Shapiro, director of research at the European Council on Foreign Relations, and former member of the US State Department, on the occasion of his visit as Javier Solana's guest speaker at the MBA course. The discussion focused on 'The Future of the Transatlantic Bargain'. Amongst the attendees were Lluís Bassets, Spanish journalist, and professor; Koldo Echebarria, director general, Esade; and Esther Barbé, professor of international relations, UAB.

FUTURE OF SPAIN

7 February 2020

The Aspen Institute Spain and Esade celebrated the fourth Future of Spain Seminar including debates on the topic of 'The Dilemmas of a "New" Economic Agenda' and 'How to Create Consensus in an Era of Change?'

This edition of the seminar brought together a group of recognised and emerging leaders from diverse sectors of society to participate in conversations moderated by two Aspen España fellows: Marian Ahumada, professor of constitutional law at the Universidad Autónoma de Madrid, and María Sicilia, strategic director at Enagás. Víctor Lapuente, visiting professor at Esade and political science lecturer at the University of Gothenburg, and José Ignacio Conde-Ruiz, visiting professor at Esade, professor of fundamentals of economic analysis at the Universidad Complutense Madrid, and subdirector of the Fundación de Estudios de Economía Aplicada, chaired the sessions, in which Javier Solana, president of Aspen Institute Spain, also took part.

RIM TURKMANI'S VISIT

12 February 2020

Coinciding with her lecture at the Esade MBA course, Rim Turkmani, director of the Syria Conflict Research Programme at the London School of Economics and member of the Women's Advisory Board to the UN Special Envoy to Syria, EsadeGeo organised a lunch. As well as Esade faculty members, the meeting was also joined by Lluís Bassets, Spanish journalist and professor; Nicolás de Pedro, senior fellow at the Institute for Statecraft; and Eduard Soler, senior research fellow, CIDOB. The central topic was the Middle East.

Likewise, a podcast was recorded during Turkmani's visit to Esade Business School in Barcelona. Oscar Fernández, senior researcher at EsadeGeo, interviewed her. They delved into the Syrian conflict and the challenges ahead to overcome a long-lasting civil war that has cost the lives of hundreds of thousands of innocent civilians.

56TH MUNICH SECURITY CONFERENCE

14–16 February 2020

Javier Solana attended the Munich Security Conference and together with Carl Bildt, former prime minister of Sweden, he led an ECFR delegation, which met with Javad Zarif, Iranian foreign affairs minister, to discuss insecurity in the Middle East. Javier Solana was also interviewed by Visual Politik ([Does Europe Have its Own Voice?](#))



RETHINKING MADRID

20 February 2020

The Official College of Architects of Madrid (COAM) hosted the Rethinking Madrid Cycle to discuss the role of the city of Madrid in an international context, with the participation of the president of the Royal Board of the Prado Museum and former representative of the European Union for foreign affairs and common security policy, Javier Solana; architect Rafael Moneo; and lawyer Antonio Garrigues; under the moderation of the dean of COAM, Belén Hermida.

Madrid, in its international role as a node in attracting capital flows and a new migrant population, has great opportunities ahead, but also faces great challenges. The objective of the Rethinking Madrid cycle is to debate and reflect on the most relevant issues of contemporary Madrid.

EU INDUSTRY AND THE ENERGY TRANSITION

21 February 2020

The energy transition is at the forefront of the European Union's agenda and this transformation raises many questions in the industrial field. How do energy transition policies affect heavy industry in the EU today? What approaches can industries and policy makers take to address climate change, while supporting employment and competitiveness in the EU? EsadeGeo, along with the Repsol Foundation, organised an event at Esade Madrid, to discuss these issues.

It was attended by leading experts at the European level, and explored the sectorial challenges and opportunities from different perspectives: from business and industry to employment and policies.

Javier Solana, president of EsadeGeo; and António Calçada, vice-chairman of the Repsol Foundation, opened the event. They were followed by Fernando Soto, general director of AEGE (Association of Energy-Intensive Industries); Bert De Wel, senior advisor at the Just Transition Centre of the International Trade Union Confederation; Bartosz Nienałowski, public affairs manager, EUROFER (European Steel Association); and Antonio López Nicolás, deputy head of the Unit for Renewables and CCS Policy, Directorate-General for Energy, European Commission. The session was moderated by Iván Martén, senior fellow, EsadeGeo; and concluded by Marta Camacho, director of institutional affairs for Spain and Europe, Repsol.

This conference was part of a round of forums and conferences that the Repsol Foundation participates in to promote knowledge and rigorous debate concerning challenges in the future of energy.

YU JIE'S VISIT

4 March 2020

EsadeGeo welcomed another MBA guest speaker: Yu Jie, senior research fellow on China in the Asia-Pacific Programme at Chatham House, former head of China Foresight at LSE IDEAS, and management consultant at Roland Berger Strategy Consultants. On the occasion of her visit, EsadeGeo organised a lunch with several Esade faculty members, also joined by Lluís Bassets, Spanish journalist and professor, and Pol Morillas, director and senior researcher at CIDOB. The discussion focused on 'Money, Might and Mindset: China's Self-Centred Global Ambition.'



COVID-19: A GAME-CHANGER. TOWARD DIGITAL TRANSFORMATION?

26 May 2020

PromethEUs is an independent network of four Southern-European think tanks. It brings together I-Com, Institute for Competitiveness (Italy), EsadeGeo, IOBE – Foundation for Economic and Industrial Research (Greece), and Fundação Francisco Manuel dos Santos (Portugal). Its mission is to constructively contribute to the current European policy debate on the digital revolution by providing a perspective from Southern Europe. PromethEUs aims at being engaged in the debate surrounding the digital agenda of EU institutions, with a special focus on SMEs and citizen and employee skills.

The network aims at creating a platform for exchanging ideas and actions that highlight the main driving forces, as well as the barriers to overcome.

The network will contribute to public dialogue through the publication of reports, papers, blog posts, workshops, and public events in Brussels, and in their respective member states that will focus on related issues.

PromethEUs organised its first Digital Talk on: 'COVID-19: A Game-Changer. Toward Digital Transformation?' The event brought together more than 45 public and private stakeholders from four Southern European countries (Greece, Italy, Portugal, and Spain) and including EU and national institution representatives, companies, academic institutions, research and business organisations, trade and consumer associations and other relevant stakeholders. Best practices and the main barriers faced during the pandemic were shared and discussion centred on how the crisis could accelerate the digitalisation of our economies and societies.

After the opening speech by Stefano da Empoli, I-Com president, a stimulating panel discussion followed. The panel, moderated by Aggelos Tsakanikas, IOBE scientific

advisor, was attended by Julio Villalobos, corporate director & chief digital officer, Esade Business & Law School; João Castro, head of digital experience lab and professor, Nova School of Business and Economics; Luca Manuelli, president, National Technological Cluster 'Fabbrica Intelligente'; Giorgia Abeltino, director of government affairs and public policy south Europe, Google; and Konstantinos Chambidis, chief of staff, Greek ministry of state and digital governance.

DIRECT AIR CAPTURE OF CO₂

3 June 2020

Action against climate change introduced a new paradigm which is known today as energy transition. Multiple factors play a part in this process, among them are innovation and the development of new technologies to advance the decarbonisation process.

The Repsol Foundation and EsadeGeo organised a webinar on 3 June 2020 to discuss the role of technology in CO₂ capture, use, and storage. Jordi Pedrola, Repsol Technology Lab scientist, introduced these technologies and discussed how they can contribute to achieving the goals in the Paris Agreement. Julio Friedmann, senior research scholar at the Center on Global Energy Policy at Columbia University SIPA, and world expert in carbon management, also participated in this meeting and analysed direct air capture technologies that separate CO₂ from oxygen directly from the air on a large scale, focusing on the commercial viability and stability of these solutions. The session was moderated by Angel Saz-Carranza, director of EsadeGeo.

LIVE #EnergyTransition

Thursday, 18/06

4:00 pm (CEST)

**Technologies of the Energy Transition:
Low and Zero-carbon Hydrogen**

esade
RAMON LLULL UNIVERSITY
EsadeGeo-Center
for Global Economy
and Geopolitics

REPSOL
Fundación



TECHNOLOGIES OF THE ENERGY TRANSITION: LOW AND ZERO-CARBON HYDROGEN

18 June 2020

Repsol Foundation and EsadeGeo organised a new webinar to discuss low and zero-carbon hydrogen, taking a deep look at this versatile energy carrier. This event was set in the Repsol Foundation's Conference series to encourage knowledge and rigorous debate on the future energy challenges.

Elena Verdú, senior scientist at Repsol's TechLab, provided a flash introduction to hydrogen production, and its wide range of applications across industry, transport, and power. Dolf Gielen, director of IRENA's Innovation and Technology Center, and Ilaria Conti, head of gas at the Florence School of Regulation, dived deep into 'blue' (decarbonised) and 'green' (renewable) hydrogen in particular, focusing on their deployment, cost projections, competitiveness, challenges, opportunities, and outlooks. This webinar also provided a clear look at the current policy landscape for hydrogen in the EU.

THE POST-COVID-19 WORLD: AN OVERVIEW WITH JAVIER SOLANA

22 June 2020

The Covid-19 pandemic has highlighted the need to safeguard multilateral cooperation to face major global challenges. However, relations between China and the United States are severely damaged, several international organisations are being vilified, and globalisation is not going through its best moment.

Can we remedy the shortcomings of current global value chains, while preserving the many virtues of an open-minded and collaborative approach? The answer to this question will determine the prevention of future pandemics, the

robustness of the global economy, and the fight against climate change. These and other issues were discussed in a webinar with Javier Solana, president of EsadeGeo, who was interviewed by Marie Vandendriessche, senior researcher and research coordinator at EsadeGeo.

GEOPOLITICS

24 June 2020

King Felipe closed the business summit 'Spanish Companies: Leading the Future', organised by the CEOE (the Spanish Confederation of Employer Organisations), in which representatives of the most relevant economic sectors in Spain participated.

Geopolitics was the protagonist of the final day. The panel began with the intervention of Javier Solana, president of EsadeGeo, who described the holding of this summit as an 'extremely interesting contribution to the country', and placed emphasis on the internationalisation of companies as 'the way to go', for which 'you have to know the world'. Josep Piqué, editor of Política Exterior, focused his speech on the role of business in this new political scenario, where 'China and the United States are the stars' and 'Russia, India, Iran and Turkey' are the supporting players.



ECONOMIC RELATIONS BETWEEN CHINA, EUROPE, AND ASIA: CHALLENGES AND OPPORTUNITIES

25 June 2020

Today, Europe's business-economic relations with Asia are characterised by their strength, and both regions constitute the world's leading trading blocs.

Among the challenges they face, it is worth highlighting progress in the investment agreement and clarifying the rules of the game in business relations, as well as avoiding protectionist temptations in a post-Covid-19 scenario. The changes in the growth model of Asian economies towards consumption, advanced manufacturing, and services, is an opportunity to promote a greater presence of European firms, and in particular, Spanish firms.

On the occasion of the presentation of the report 'Economic Relations between Europe, China, and ASEAN: An Opportunity for Spanish Companies', EsadeGeo and HSBC analysed these issues in depth in a conversation between Javier Solana, president of EsadeGeo, and Mark Hall, CEO of HSBC Spain, moderated by Angel Saz-Carranza, director of EsadeGeo.

TECHNOLOGIES OF THE ENERGY TRANSITION: POWER-TO-LIQUIDS

2 July 2020

The third webinar of the series 'Technologies of the Energy Transition', organised by EsadeGeo and the Repsol Foundation, focused on power-to-liquids (PtL). This production pathway combines renewable electricity, CO₂, and water to produce carbon-neutral fuels for some of the transport sectors that are the hardest to decarbonise, such as aviation and heavy transport.

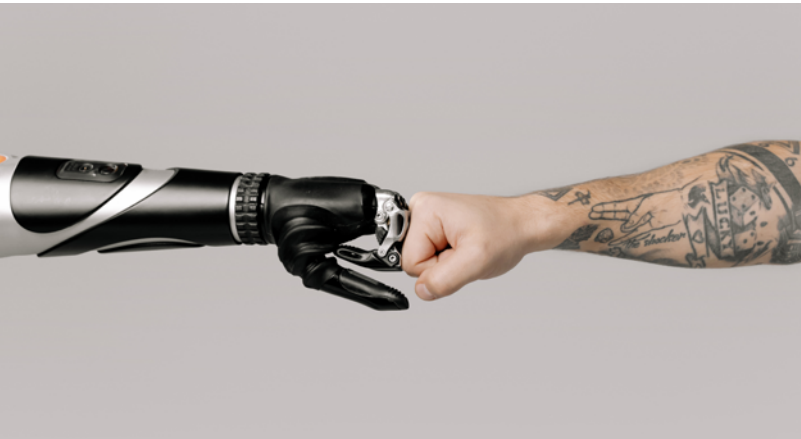
Javier Aríztegui, senior manager for energy transition & mobility at Repsol's Technology Lab, provided a flash introduction to the logistics and commercial applications of power-to-liquids. Afterwards, Patrick Schmidt, senior project manager, partner for sustainable energy & transport at Ludwig-Bölkow-Systemtechnik GmbH, offered a state of the art of key technologies for power-to-liquids, and an analysis of the challenges and opportunities that lay ahead.

The webinar then turned to specific applications of power-to-liquids, examining their commercial viability, timelines, comparative performances in terms of greenhouse gas emissions, and policy landscapes. Esben Hegnholt, managing director & partner at the Boston Consulting Group, zoomed in on PtL as an avenue for the decarbonisation of aviation. The session was moderated by Iván Martén, senior fellow at EsadeGeo.

CHINA AND ITS POLITICAL SYSTEM AGAINST THE PANDEMIC

6 July 2020

The reaction of each country to the Covid-19 pandemic, and the success obtained, are being analysed in a search for the best strategy to face a virus. Many experts have compared China's management of the pandemic and its economic impact with that of Western countries. In this podcast, recorded at the end of May 2020, EsadeGeo researcher Oscar Fernández talks with Eugenio Bregolat, EsadeGeo senior fellow and former Spanish ambassador to China, about how the Chinese political model has influenced the management of the pandemic, and what impact it is having on their power structures.



THE N(EU) WAY TO ARTIFICIAL INTELLIGENCE. CHALLENGES AND PERSPECTIVES FOR SOUTHERN EUROPE

8 July 2020

PromethEUs organised the second Digital Talk entitled 'The N(EU) Way to Artificial Intelligence. Challenges and Perspectives for Southern Europe'.

The event brought together public and private stakeholders from four southern European countries (Greece, Italy, Portugal, and Spain) to discuss the EU approach proposed by the Commission, and debate how AI challenges can be addressed in their respective countries. How can the EU regain lost ground in the AI race? Can southern Europe lead the EU politically towards more integration and unity of action in this matter? How Italy, Spain, Portugal, and Greece have been developing their national strategies on AI? What are the common issues and the main priorities to address?

The Digital Talk was also the occasion to present a preliminary version of the joint paper on AI developed by the Institute for Competitiveness (I-Com) (Italy), and the Foundation for Economic and Industrial Research (IOBE) (Greece).

The event was opened by Stefano da Empoli, I-Com president; Aggelos Tsakanikas, scientific advisor at IOBE; and Tirso Virgós Varela, researcher at EsadeGeo, who presented the PromethEUs joint paper.

An interactive and stimulating panel followed, moderated by Oscar Fernández, senior researcher at EsadeGeo, with the participation of Roberto Liscia, president, Netcomm; João Castro, head of Digital Experience Lab and professor, Nova School of Business and Economics; Cinzia Guido, chief operating officer & senior digital adviser, Confindustria EU Delegation; Evangelia Kekeleki, secretary-general of the Greek Consumer Protection Centre (KEPKA). After the Q&A session, which saw interventions by Oreste Pollicino,

law professor, Bocconi University; Cristiano Radaelli, vice-president, Anitec-Assinform; Marco Pierani, secretary general, Euroconsumers, it was the turn of Javier Solana, president, EsadeGeo, to deliver the closing remarks.

SCENARIO INSIGHTS FOR CRISIS AND RECOVERY

17 July 2020

Esade launched its new digital platform 'Stay Connected' in April 2020, an initiative responding to a commitment to add value to the community through knowledge and social debate. These are digital seminars with experts and lecturers from Esade to accompany the processes of definition and implementation of action plans, as well as reflection, analysis, and innovation for facing the challenges posed by Covid-19.

In addition, web sessions have also been offered in English, such as 'Scenario Insights for Crisis and Recovery', with Angel Saz-Carranza and Enrique Rueda-Sabater, director and senior fellow of EsadeGeo respectively.

Publications & Research

Opinion pieces

Solana, Javier (23 September 2019). **Trump's Faltering Middle East Coalition.** Project Syndicate

Solana, Javier (2 October 2019). **Una coalición renqueante en Oriente Próximo.** El País

Fernández, Oscar (3 October 2019). **Paraguay en Hong Kong, papeletas en Taiwán.** Esglobal

Rueda, Enrique (21 October 2019). **2020: Abróchense los cinturones.** El Economista

Solana, Javier (22 October 2019). **The Partial Triumph of 1989.** Project Syndicate

Saz-Carranza, Angel (22 October 2019). **Can inductive governance help solve the world's most pressing problems?** Do Better by Esade

Pascual-Ramsay, Angel (6 November 2019). **Why executives and investors may be underestimating political and geopolitical risk.** Do Better by Esade

Solana, Javier (9 November 2019). **1989-2019-2049.** El País

De Areilza, José M. (16 November 2019). **Tres almas republicanas.** ABC

Maroño, Álex (17 November 2019). **Trump está reduciendo la inmigración en Estados Unidos, y eso no es bueno para la economía.** El Orden Mundial

Bregolat, Eugenio (21 November 2019). **Armisticio en la guerra económica entre EU y China.** Forbes Mexico

Solana, Javier (22 November 2019). **An Energy Transition with a European Touch.** Project Syndicate

Solana, Javier (2 December 2019). **Una transición energética con sello europeo.** El País

De Areilza, José M. (14 December 2019). **El envés de la victoria.** ABC

Rueda, Enrique (20 December 2019). **The shifting global economic landscape.** Do Better by Esade

Rueda, Enrique (9 January 2020). **España, entre los 15 motores más potentes de la economía mundial.** El Economista

Saz-Carranza, Angel (13 January 2020). **2019: Cuando la geopolítica irrumpió en la empresa.** Agenda Pública (El País)

Solana, Javier (13 January 2020). **Trump's Iranian Precipice.** Project Syndicate

De Areilza, José M. (8 February 2020). **No hablar los quintos.** ABC

Solana, Javier (21 February 2020). **Relieving Libya's Agony.** Project Syndicate

Bregolat, Eugenio (21 February 2020). **Coronavirus o el peso de China en la economía global.** Estudios de Política Exterior

Solana, Javier (27 February 2020). **No al 'apartheid' en Palestina.** El País

De Areilza, José M. (29 February 2020). **La parte oculta del iceberg.** ABC

Fernández, Oscar (5 March 2020). **Europe struggles to solve the 5G puzzle.** EsadeGeo

De Areilza, José M. (7 March 2020). **Cómo desaprovechar unas primarias.** El País

Sánchez, Ana (11 March 2020). **Countdown to nuclear midnight.** Do Better by Esade

Solana, Javier (28 March 2020). **Our Finest Hour.** Project Syndicate

Solana, Javier (30 March 2020). **Nuestra hora más gloriosa.** El País

Virgós, Sergio & Marín, Sergio (31 March 2020). **Could Covid-19 bring about geopolitical realignment?** Do Better by Esade

De Areilza, José M. (11 April 2020). **Una crisis sin culpables.** ABC

Pascual-Ramsay, Angel (23 April 2020). **The coronavirus pandemic: a sign of our times.** Do Better by Esade

Rueda, Enrique & Saz-Carranza, Angel (30 April 2020). **Trade as a harbinger of crisis and recovery: a scenario perspective.** Do Better by Esade

De Areilza, José M. (2 May 2020). **Trump, tarde pero mal.** ABC

Fernández, Oscar (5 May 2020). **Una pandemia global, pero asimétrica.** El País

Virgós, Tirso (12 May 2020). **The impact of Covid-19 on the AI race.** Do Better by Esade

Solana, Javier (21 May 2020). **Learning the Lessons of the Pandemic.** Project Syndicate

Saz-Carranza, Angel & Brosch, Konstantin (4 June 2020). **Europe and the global competition of industrial policy.** Agenda Pública (El País)

De Areilza, José M. (6 June 2020). **Perros viciosos y armas abominables.** ABC

Solana, Javier & Fernández, Oscar (18 June 2020). **Averting a Cold War of Choice.** Project Syndicate

Solana, Javier & Fernández, Oscar (24 June 2020). **Evitemos una nueva Guerra Fría.** El País

Saz-Carranza, Angel (10 July 2020). **La UE modula su relación con China.** Agenda Pública (El País)

Solana, Javier (22 July 2020). **A Better Globalization.** Project Syndicate



Apperances in the Media

La Sexta Noticias (29 September 2019). This is the controversial Chinese extradition law that has caused a social revolution in the streets of Hong Kong. Comments by Oscar Fernández.

Diario responsable (30 October 2019). The energy transition will be effective only if there is concerted action by multiple actors. Mention of EsadeGeo's Global Annual Energy Meeting.

El Temps (17 December 2019). Report on 'The consequences of the Olympic slap to Russia'. Statement by Angel Saz-Carranza.

Europa Press (17 December 2019). Citizen protests and the climate emergency will mark the global agenda for 2020. Within the framework of the document published by CIDOB in collaboration with EsadeGeo, which presented the ten major issues that have marked the global agenda in 2020.

Cadena Ser (8 January 2020). Javier Solana: 'The worst of the crisis with Iran is over'.

EURACTIV (27 January 2020). J. Solana and F. Mogherini call for a more integrated EU that is ready to be a global leader.

EURACTIV (20 January 2020). Günther Oettinger, former European commissioner for the budget and digital society: 'Digital sovereignty, a matter of survival for the EU'.

El País (9 March 2020). Latin America is riding the wave of green bonds. Remarks by Marie Vandendriessche.

La Vanguardia, La Contra (14 March 2020). Yu Jie, senior research fellow on China in the Asia-Pacific Programme at Chatham House.

Do Better by Esade (30 March 2020). Podcast: What's the state of the Syrian war, nine years on? Oscar Fernández, senior researcher at EsadeGeo, and Rim Turkmani, director of the Syrian Conflict Research Programme at the London School of Economics.

El País (17 March 2020). Comfort Ero, programme director for Africa at the International Crisis Group: 'The armed groups are very good at exploiting disorder and complaints'.

Ara (31 March 2020). The airlines have flirted with public rescues. Remarks by Angel Saz-Carranza.

El País (18 March 2020). How to end armed conflicts in Africa? Statements by Comfort Ero.

Cadena SER (21 April 2020). Chinese technological superiority in the world. Interview with Eugenio Bregolat, EsadeGeo senior fellow and former Spanish ambassador to China.

Project Syndicate (6 April 2020). A Letter to G20 Governments. Javier Solana amongst the signatories. **El País (31 mayo 2020).** The Merkel method: this is how the German Chancellor has led Europe. Interview with Javier Solana.

El País (31 mayo 2020). The Merkel method: this is how the German Chancellor has led Europe. Interview with Javier Solana.

COPE (7 May 2020). Interview with Javier Solana: 'We have to pass along from research to the vaccine without being foolhardy'.

Actualidad Económica – El Mundo (10 May 2020). All homemade: return of the philanthropic ogre. Statement by Angel Saz-Carranza.

EUROEFE Euractiv (11 May 2020). Covid-19 and the EU trade negotiations. Statement by Angel Saz-Carranza.

Buenos días – Telemadrid (12 May 2020). The aeronautical sector after the coronavirus crisis. Statement by Angel Saz-Carranza.

Diario de León (16 May 2020). Agricultural policy meets the market. Statement by Angel Saz-Carranza.

Canal Extremadura (8 May 2020). Interview with Javier Solana, who defends a united Europe as a solution to the economic crisis.

Por tres razones – RNE (26 May 2020). Javier Solana: 'It has given me a new stretch of life'.

El Correo (May 2020). Will we say goodbye to globalisation? Statements by Javier Solana.

Other Publications

Cinco Días (8 June 2020). Environmental policy takes center stage in the midst of the Covid-19 crisis. Statement by Angel Saz-Carranza.

El Periódico (5 June 2020). Five steps to rebuilding the economy in a green key. Statements by Marie Vandendriessche.

El Periódico de Cataluña (13 June 2020). The CEOE summons the companies of the country to define the reconstruction. Statements by Javier Solana.

Cinco Días (21 June 2020). The King of Spain and Pablo Isla will close the CEOE business summit next week. Statements by Javier Solana.

Handelsblatt (16 June 2020). Spain's auto industry is celebrating the almost €4 billion aid package. Statement by Angel Saz-Carranza.

El Economista (24 June 2020). Javier Solana: 'Without solving climate change we will not fix the pandemic'.

La Vanguardia (25 June 2020). The King of Spain appeals for unity at the closing of the CEOE summit. Statements by Javier Solana.

Expansión (30 June 2020). HSBC assumes that the Government will lift the shield to the Ibex 35. Mention of Esade, as a result of the report by EsadeGeo and HSBC entitled 'Economic relations between China, Europe, and Asia: challenges and opportunities'.

Event Brief | Vandendriessche, Marie & Repsol Foundation (14 July 2020). European Union industry and the energy transition. Do Better by Esade.

Podcast | China and its political system in the face of the pandemic (6 July 2020). With Eugenio Bregolat, EsadeGeo senior fellow and former Spanish ambassador to China. Do Better by Esade.

EsadeGeo 3-question Exchange

Recorded at the event EU industry and the energy transition, organised by EsadeGeo and the Repsol Foundation (21 February 2020):

- > The energy transition, competitiveness, and jobs. António Calçada, vice chairman of the Repsol Foundation.
 - > How can the energy transition be fair? Bert De Wel, climate policy officer at the International Trade Union Confederation.
 - > What does the Green Deal mean for the European steel industry? Bartosz Nienaltowski, public affairs manager at EUROFER.
-

The world in 2020: ten issues that will shape the global agenda (16 December 2019). Eduard Soler i Lecha, senior researcher, CIDOB (coordinated and edited). This *Nota Internacional* is the result of the collective reflection of the CIDOB research team in collaboration with EsadeGeo.

Report | Economic relations between Europe, China, and ASEAN: an opportunity for Spanish companies (25 June 2020). EsadeGeo and HSBC.

EsadeGeo bi-monthly newsletter: EsadeGeo Spotlight

- > Issue #10 (November 2019)
 - > Issue #11 (January 2020)
 - > Issue #12 (March 2020)
 - > Issue #13 (May 2020)
 - > Issue #14 (July 2020)
-

Key Numbers

Teaching

#22 Programs

Public Debate

#33 Events

MOOC

(Updated: 11 Jan 2021)



#40,631 Total learners

#3,780 Course completers

#27,465 Active Learners
(all time)

Publications & Research



#41 Opinion pieces

#32 Appearances in the media

#7 Other publications

#5 Newsletters

Funding

€ 599,607 External Funding

€ 107,094 Competitive:
H2020 (GLOBE)

€ 492,513 Non-competitive



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