

Annual Report
ESADE Foundation
2008-2009





Through the Sant Cugat del Vallès Campus, ESADE has embarked upon a journey of unquestionable social, economic and commercial interest in the service of entrepreneurship, globalisation, social responsibility and innovation.

Academic activities began at the new campus in February 2009. An example of sustainable architecture, this modern, purpose-built, 16,500 m² campus is equipped with the latest technologies and adapted to the requirements of the European Higher Education Area.

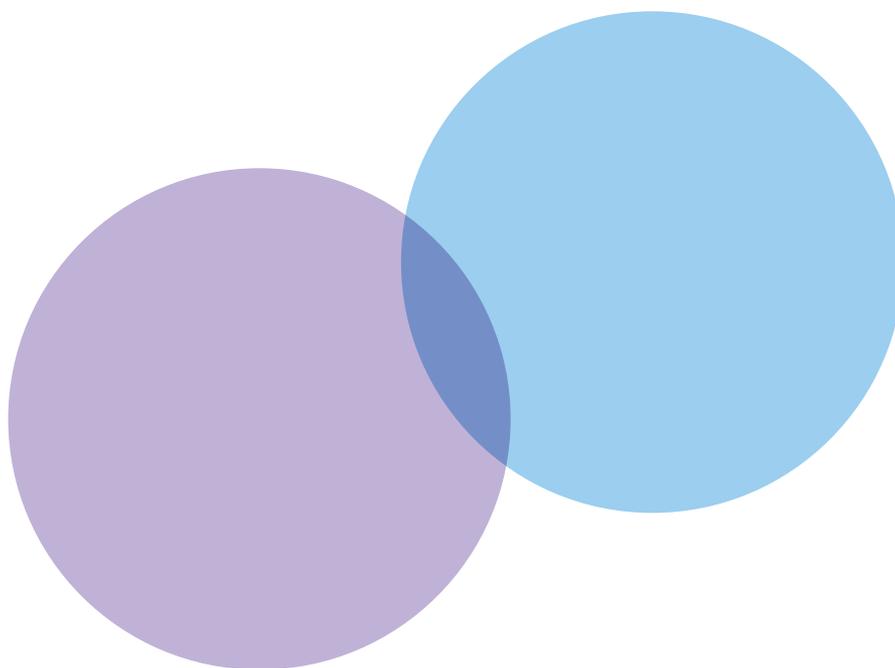
Almost 1,500 students from all over Spain, and also from 38 different countries, have joined the new campus progressively since then to take part in degree programmes in Business Administration-BBA, the various Masters of Sciences in Management programmes, as well as the PhD in Management Sciences programmes and the Master of Research. The campus also hosts various ESADE chairs, institutes, research groups and centres.

Adjacent to the new campus, ESADE Creapolis is a third generation business innovation and creativity park. This initiative is led by ESADE in collaboration with Avançsa (Generalitat de Catalunya), the Town Hall of Sant Cugat del Vallès, Caixa Manresa, "la Caixa", Caixa Catalunya, Caixa Sabadell and the Sant Cugat Business Association. It is the first time that a business school has promoted an innovation park designed to enable companies from different sectors to come together and share premises, experiences and knowledge surrounding the concept of open and cross innovation.

The new academic campus and ESADE Creapolis form a unique ecosystem offering a valuable proposal: to experience studying and working in an international learning and innovation community.

- ESADE Creapolis was officially opened by Mrs Cristina Garmendia, Spanish Minister of Science and Innovation, at a ceremony held on 11th November 2009.
- ESADE's new Sant Cugat del Vallès Campus was opened by TRH the Prince and Princess of Asturias on 26th October 2009.

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The extraordinary changes that we have seen at ESADE have taken place respecting the School's original mission and supporting its high standards in education, innovation and commitment to society.

Pedro Fontana

Chairman of the Board of Trustees

I have had the honour of chairing Fundació ESADE since May 2009, but it is an institution that has been close to my heart for many years; in fact, since I was a young Management student. A lot has changed since then, not only at ESADE but also all around the world, and I think one of ESADE's strengths has always been in knowing how to adapt to our changing reality. In my student days, there was only one building and one degree programme, and there was no such thing as international relations.

Today, ESADE has campuses in Barcelona-Pedralbes, Barcelona-Sant Cugat, Madrid and Buenos Aires. It offers two degree programmes along with a wide range of postgraduate studies and Masters, and the School is an international benchmark for business schools the world over.

One way or another, I have always maintained close links with 'the School', especially in recent years, sitting on the Foundation's Board of Trustees. I can therefore say that the extraordinary changes that we have seen at ESADE have taken

place respecting the School's original mission and supporting its high standards in education, innovation and commitment to society.

Presenting this Annual Report is an honour, especially as it refers to the academic year in which we have seen the inauguration of the new ESADE Campus at Sant Cugat, because we are convinced that this will mark a milestone in our institution's history.

This 16,500 m² purpose-built campus is dedicated to research and university-level education in the field of Management. It is an excellent example of sustain-able architecture, equipped with the latest technologies and adapted to the requirements of the European Higher Education Area. Moreover, it is adjacent to the innovative ESADE Creapolis creativity park and set in an environment that is highly conducive to developing a genuine international learning community.

This is the result of an internationally oriented entrepreneurial initiative that has had a major commitment to innovation, based on a strong sense of social responsibility. I would like to sincerely thank everyone who has made this possible for their outstanding contributions.

'Inspiring futures' was originally chosen as the slogan to mark ESADE's fiftieth anniversary. Today, it continues to encourage us to be an international benchmark in the areas of Management and Law, and to continue training competent professionals and responsible citizens.

In these times of uncertainty, Fundació ESADE would like to continue inspiring futures and we hope that the new Sant Cugat Campus and ESADE Creapolis will serve as examples of our commitment to the future of this country and to improving our society.



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

Broadly speaking, this Annual Report reflects the 2008-2009 academic year: It has been a good school year in virtually all areas of activity at ESADE, both in terms of educational standards and the number of students and participants, as well as in terms of research and involvement in social projects, and also in economic and financial terms, in spite of the difficult economic and social environment in which we find ourselves immersed.

I believe we have adequately complied with the 'basic lines' that inspire ESADE's project as an academic institution. Consequently, we can highlight:

› The activities aimed at developing entrepreneurship and business innovation. Many initiatives have been developed in this area, but, without a doubt, the most important of these has been the inauguration of ESADE Creapolis, a third generation business park designed to promote an open and collaborative approach to business innovation.

› In reference to our process of internationalisation and innovation in education, there is another fact that is worthy of mention: the inauguration of the new ESADE Campus at Sant Cugat del Vallès. This campus has been designed to innovatively develop the new European Higher Education Area: It has enabled us to start new 'Bologna programmes', both undergraduate and graduate, and set up an original and unique space in which to create an international learning community.

› As regards research and attracting talent, we have increased resources and activity-oriented reflection and study on corporate responsibility and responsible leadership development. Progress has also been made in terms of our international faculty hiring policy and we have increased the number of full-time professors.

› Regarding asset management, and considering that the intense activity carried out has been achieved in an environment of uncertainty and economic crisis, the entire organisation's response

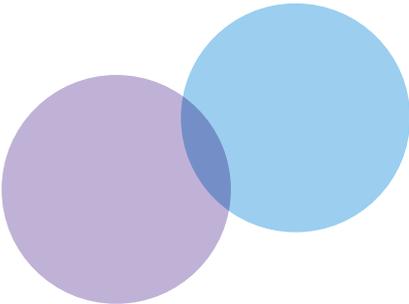
to the cost-cutting plan can be described as exemplary. This plan was put into effect in order to respond to possible financial difficulties and has enabled us to undertake the projects that had been planned, closing the financial year with a positive financial result.

The past academic year can now be added to ESADE's first fifty years as a university that has inspired the futures of around 40,000 alumni who are currently pursuing their professions in over 100 countries worldwide.

With those students and participants who join us each year in mind, we aim to continue 'inspiring futures', according to our shared values: acting with personal integrity, with high standards and with a sense of professional and social responsibility.

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.

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**INSPIRING
FUTURES**



A determined attempt to inspire futures: ESADE Creapolis and a new academic campus where academia and business innovation interact.

The official opening of ESADE Creapolis by Mrs Cristina Garmendia, Spanish Minister of Science and Innovation.

Opening of ESADE's new Sant Cugat Campus by TRH the Prince and Princess of Asturias.



1 RELEVANT DATA

12,058 academic programme participants in the 2008-2009 academic year.

Business School

7,518 participants

University Programmes Unit

2,038 students

287 Bachelor in Business Administration (BBA)

1,258 Combined Undergraduate and Master in Management

165 Official Masters in Management (MSc)

90 PhD in Management Sciences (Spain + ESAN Peru)

17 Master of Research in Management Sciences

221 Exchange students

MBA

626 participants

123 18-Month MBA

75 One-Year MBA

179 Full-Time MBA

249 Part-Time MBA

Executive Education

4,854 participantes

1,238 Open Programmes (Spain & Argentina)

2,905 Custom Programmes (Spain & Argentina)

Executive Masters

711 participants

57 Master in Marketing Management and Sales

68 Master in Economic-Financial Management

29 Master in Operations Management and Services

27 Executive Master in Marketing & Sales (Bocconi-ESADE)

159 Master in Public Administration

49 Corporate MBA

56 Global Executive MBA

88 PricewaterhouseCoopers Corporate MBA

178 Executive MBA

Law School

855 students

161 Degree and Master in Law (GED)

406 Combined Undergraduate and Master in Law

268 Masters and postgraduate degrees in Law

Executive Language Center

3,685 students

2,226 External English students

426 External Spanish students

897 English, French, German and Italian in-company students

136 Exchange students who have taken Spanish classes



URL Sant Ignasi School of Tourism

Centre supported by Fundació ESADE

216 students

The School's own activities report is published at www.tsi.url.edu

Rankings

MBA

4th

Best MBA in the world

América Economía
June 2009

6th

Best MBA in the world

BusinessWeek
October 2008

8th

Best MBA in the world

Forbes
August 2009

18th

Best MBA in the world

The Financial Times
January 2009

EXECUTIVE EDUCATION

8th

Best business school in the world for custom programmes

The Financial Times
May 2009

10th

Best business school in the world for Latin American companies

América Economía
November 2008

UNIVERSITY PROGRAMMES

3rd

CEMS Master for programme and participant internationality

The Financial Times
September 2008

16th

Best European Master in Management

The Financial Times
September 2008

LAW FACULTY

1st

Best Master in its speciality: International Business Law

El Mundo
June 2009

2nd

Best Master in its speciality: Tax Consultancy and Management

El Mundo
June 2009

Income 2008-2009

Total income from the units

71 million euros

Law School

7.5 million euros €

Business School University Programmes

15.7 million euros

MBA Programmes

16 million euros €

Executive Education

23.8 million euros €

Executive Language Center

3.8 million euros

Corporate Support Units

1 million euros €

Vice-Deanship for Research and Knowledge

3.2 million euros

Administrative & services staff and faculty

313 administration and services personnel

International background

16 nationalities

Faculty

127 Full-time faculty members

70 % with PhDs

1,103 faculty members in total

International background

23 nationalities

Press summary

Mentions in the press

4,126 national

1,021 international €

Op-ed articles in the press

419 national

39 international

Number of events and participants

Public events organised

273 €

Participants

36,434

Research projects and units

Financed externally research projects

65 €

Research units

20

Number of international students

International students registered

1,151

82 nationalities

Campus surface area in square meters

Barcelona-Pedralbes Campus

Building 1
9,300 m²

Building 2

7,475 m²

Building 3

12,700 m²

Barcelona-Sant Cugat Campus

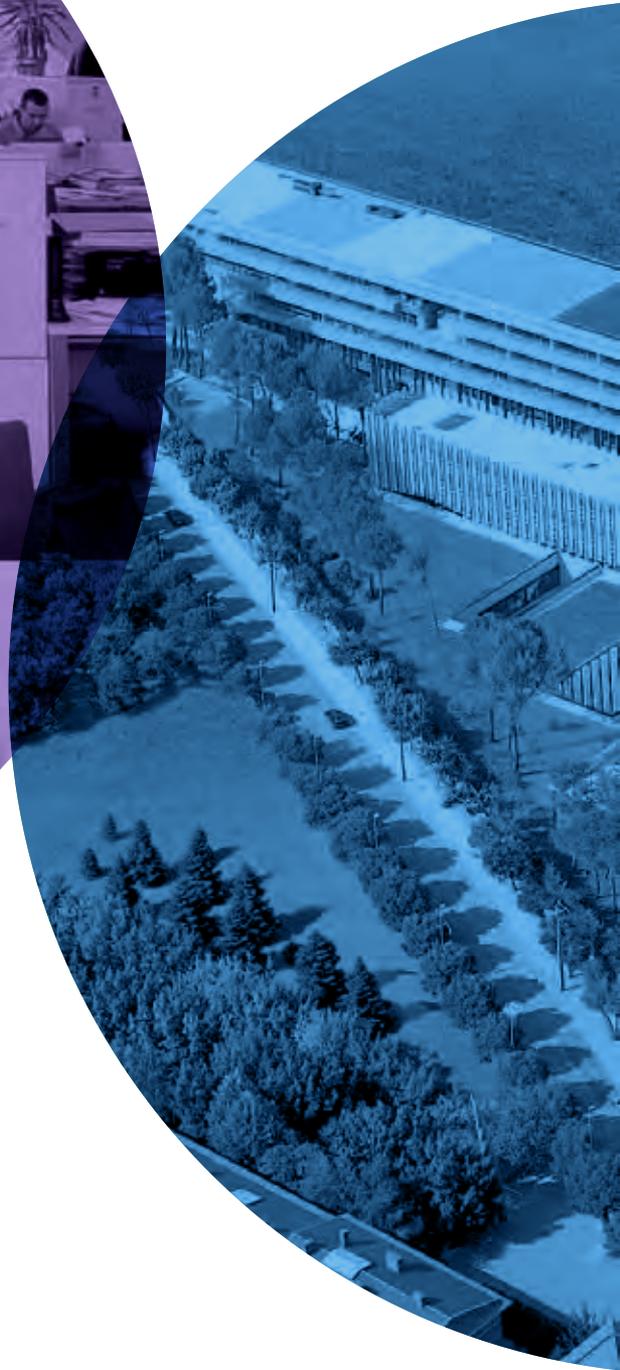
16,260 m²

Madrid Campus

2,500 m²

Buenos Aires Campus

1,487 m²



Social responsibility means commitment to educational and entrepreneurial innovation in a collaborative environment and in areas designed with sustainability and accessibility in mind.

ESADE Creapolis provides modern, purpose-built office facilities, offering natural lighting and ventilation.

The campus is adjacent to the Collserola Natural Park and has been built with an eco-friendly roof to help reduce air conditioning and energy consumption.



SOCIAL RESPONSIBILITY AND SUSTAINABILITY

2 MISSION, VALUES AND SOCIAL RESPONSIBILITY

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.

This means behaving, even in difficult circumstances, in a manner that reflects the institution's commitment to fundamental values such as rigour and effort in carrying out activities, honesty, a critical spirit, fairness and a sense of responsibility.

2 > Respecting individuals, colleagues and oneself and being sensitive to the specific circumstances of others.

This means recognising the dignity of all individuals and being able to accompany and help others when needed, working towards building a more just and humane world.

3 > Valuing diversity positively and learning from differences between individuals, ideas and situations.

This means understanding that differences of gender, socioeconomic status, ethnicity, culture, language, religion, sexual orientation, physical characteristics and other differences are enriching opportunities for learning about other people, the world and oneself.

4 > Searching, sharing and contributing to the common good of the ESADE Community.

This means being aware that the pursuit of one's own interests cannot be separated from the good of the Community as a whole and this is reflected in attitudes of respect and responsibility towards the Community.

5 > Assuming responsibilities and commitments to create a more just society.

This means understanding not only what reality in actual fact 'is', but also what it 'should be' based on justice, a fundamental value expressed in the Universal Declaration of Human Rights.

* Taken from the ESADE Community Declaration of Values, approved by the Fundació ESADE Board of Trustees on 24th January 2008, with a favourable report issued by the ESADE management bodies, and following a consultation process involving faculty, administrative and services personnel, and student representatives.

Mission

ESADE's mission is to promote teaching and research in the areas of Management and Law, in order to contribute to the scientific, social and personal education of individuals characterised by a high level of professional competence; individuals who are fully aware of their responsibility in developing a society that promotes the dignity of individuals as part of humanistic and Christian traditions, and in a context of intercultural dialogue.

Raison d'être

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

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

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

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

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.



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 action lines:

1 › To raise awareness and promote the adoption of behaviours and habits (students, administrative staff and faculty) in keeping with the vision of our organisation and **more sustainable practices**.

4 › To develop an institutional social action programme involving a prominent foundation or NGO, allowing us to connect with and engage individuals and groups in our community, and offer a variety of possibilities in terms of eventually working together.

2 › To improve the efficiency of services and facilities to achieve a **more rational use** of available resources.

5 › To encourage and improve the transparency and accountability of our organisation and lend visibility to the implementation of its mission and values through ESADE's policies and actions.

3 › To link ESADE's policies on CSR and suppliers, taking socially responsible criteria into account during their selection and approval.

COEXISTENCE AND DIVERSITY



Diversity is one of ESADE's hallmarks: students learn from differences between people, ideas and situations.

ESADE Creapolis has several informal spaces that promote a greater interaction between resident companies.

Library, workstations, cafes, landscaped and leisure areas... These are some of the spaces that help students on the Sant Cugat Campus to build relationships



3 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

Combined Undergraduate and Master in Law

Total number of students
567

Participants in international exchange programmes
14 outgoing students
42 incoming students

Time taken to find first job
75 % of students find jobs before finishing the programme.

Masters and postgraduates degrees

Masters and postgraduate degrees
268

Countries of origin
18 nationalities

Refresher seminars and conferences

13 Refresher seminars and conferences
644 participants



Business School

Combined Undergraduate and Master in Management and Business Degree-BBA

Total number of students
1,545

Participants in international exchange programmes
167 outgoing students
208 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.

Master in Management (MSc)

Total number of students
165

Participants in international exchange programmes
36 outgoing students

Countries of origin
36 nationalities

Master of Research in Management Sciences

Total number of students
17

Countries of origin
13 nationalities

PhD in Management Sciences

Total number of students
90 in Spain and Peru

Countries of origin
17 nationalities

Significant events from the 2008-2009 academic year

› Activities commenced at **ESADE's new campus in Sant Cugat del Vallès** in February. Around 1,500 students from 40 countries are currently studying at the new purpose-built campus, designed to deliver educational programmes meeting European Higher Education Area criteria (EHEA).

› First graduating class of the **Global Executive MBA**, a joint programme between Georgetown University (McDonough School of Business and Walsh School of Foreign Service) and ESADE. The programme consists of six training modules, lasting eleven days each, and delivered in various cities around the world:

Washington, Barcelona, São Paulo, Buenos Aires, Bangalore, Madrid, Moscow and New York. The programme was attended by 37 participants from four continents.

› The Law School started its collaboration with the London-based **Center for Transnational Legal Studies (CTLIS)**, along with other universities such as Georgetown University Law Center, Freie Universität Berlin, University of Friborg, King's College London, University of Melbourne, Universidade de São Paulo and University of Toronto.

› The first academic year of the new Bachelor and Master in Law degrees and Bachelor in Business Administration-BBA, delivered by University Ramon Llull, with 161 and 287 students respectively.

› Second edition of the **Corporate Social Responsibility: Strategic Integration and Competitiveness** programme, a collaborative effort between ESADE and Stanford Graduate School of Business. This programme was delivered in Barcelona in April and was attended by participants from different countries, who rated the programme highly.

› Successful launch of the **new MBA format**, with a marked increase in applications from candidates as well as greater flexibility, making it possible to take the programme over 12, 15 or 18 months, but with the same number of credits for all participants.

› Launch of the new **Programme for Leadership Development (PLD)**, together with Deusto Business School (Universidad de Deusto), with editions in Bilbao and San Sebastián, sharing faculty and based on a module delivered in Barcelona.

MBA

Total number of participants
626

Number of graduates per programme
241

50 18-Month MBA
27 One-Year MBA
116 Part-Time MBA
48 Full-Time MBA

Countries of origin
56 nationalities

Participants in international exchange programmes
45 outgoing students
74 incoming students

Time taken to find first job
81 % of Full-Time MBA participants find jobs within three months of graduating.

Executive Education

Total number of participants
4,143

1,238 open programme participants

2,905 custom programme participants

Participants' degree of satisfaction
4.1 (out of 5)

Companies' degree of satisfaction
4.2 (out of 5)

New Bachelor's degrees in Law and Business Administration-BBA

Executive Masters

Total number of participants
711

Number of graduates per programme
322

51 Master in Marketing Management and Sales

27 Master in Operations and Services Management

42 Master in Economic-Financial Management

43 Master in Public Administration

20 Corporate MBA

50 Executive MBA

31 Executive MBA Madrid

36 Global Executive MBA

22 Executive Master in Marketing & Sales

Executive Language Center

Executive Language Center

Total number of participants
3,685 students

2,226 external English students

426 external Spanish students

897 English, French, German and Italian in-company students

136 Exchange students who have taken Spanish classes

Total number of classes in English, French, German and Italian
48,307 hours

Level of satisfaction
8.0 (out of 10) for classes
9.3 (out of 10) for faculty

INNOVATION AND CREATIVITY



Innovation and research, conducted by first-rate academics in vanguard facilities, are the best stimulus for creativity.

Many initiatives and ideas emerge from the interaction between very different companies and individuals thanks to the specially adapted areas for carrying out innovation sessions.

The new facilities were designed according to Bologna Process guidelines, promoting dynamic and participatory learning.



4 RESEARCH AND KNOWLEDGE

ESADE conducts important research for the international academic community and for our partners in the specific areas of Management and Law.

PhD programme

Number of PhD students

90

49 ESADE

41 ESADE-ESAN-Peru

MRes programme students

17

Level of internationalisation

20 nationalities

In-house publications

ESADE KnowledgeBriefings

Research Yearbook 2008-2009

Research Bulletins

4 editions annually

ESADE Economic Report

Academic output

Journals

45 articles in indexed journals

35 articles in other relevant journals

Books and book chapters

37 book

35 book chapters

2 book revisions

Scientific contributions

77 conference contributions

139 lectures and conferences

4 working papers

20 case studies

10 monographs

9 PhD theses

33 contributions in PhD programmes

6 awards

Human resources

Staff members involved in research activities

138

20 research units, 6 of which were recognised in 2009 by the Government of Catalonia as Catalan research groups

57 professors participating in the research units

18 researchers

59 research assistants

4 research technicians and supervisors

Research projects

78 projects

18 competitive national projects

11 competitive international projects

9 non-competitive publicly funded projects

36 non-competitive privately funded projects

4 competitive privately financed projects



Research Units

A) Recently created in 2008-2009:

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
- > Domestic and international spillovers

MAIN RESEARCHER:
ARIADNA DUMITRESCU

Consumer and Brand Research Group > GRECOMAR

Recently created, 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 transcultural 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.
- > To incorporate a transcultural perspective of brand management and use, placing special emphasis on the differences between the fast-growing and more developed countries.

Its three areas of research are:

- > Brand management
- > Consumer behaviour
- > International/transcultural marketing

MAIN RESEARCHER:
ORIOL IGLESIAS

Institute of Forensic Evidence and Probative Law > IPDP

This institute is closely linked to ESADE Law School, and its main objectives are:

- > The analysis of theoretical and practical problems in terms of forensic evidence and probative law.
- > The training of professionals involved in this area of knowledge.
- > The promotion of research.

Its two lines of research are:

- > Line of research in civil proceedings.

DIRECTORS: XAVIER ABEL LLUCH AND JOAN PICÓ JUNOY
MAIN RESEARCHER:
XAVIER ABEL LLUCH

- > Line of research in criminal proceedings.

DIRECTORS: MANUEL RICHARD GONZÁLEZ AND XAVIER ABEL LLUCH
MAIN RESEARCHER:
MANUEL RICHARD GONZÁLEZ



4 RESEARCH AND KNOWLEDGE

B) Created prior to 2008-2009:

Chair in Leadership and Democratic Governance

This Chair aims to promote an ongoing dialogue between the organisations (companies, administrations, NGOs) and actors (entrepreneurs, managers, politicians, and social, civic and union representatives, etc.) who currently assume – responsibly – the challenges of governing a world that is at once global and local. It takes up the challenge of studying and promoting innovative ways of leadership in complex environments. It also studies leadership as a means of promoting progress, welfare and cohesion in contemporary society through a threefold entrepreneurial, social and political approach, in addition to analysing the respective institutional frame-works.

DIRECTOR: ÀNGEL 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. As a new activity, it also studies design thinking as a tool for non-technological innovation.

DIRECTOR AND MAIN RESEARCHER:
JORDI MONTAÑA

Institute for Social Innovation > IIS

The Institute for Social Innovation encourages and supports research aimed at promoting management skills in the third sector. 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 entrepreneurships.

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 Government of Catalonia (2009).

DIRECTOR: IGNASI CARRERAS
MAIN RESEARCHER: DANIEL ARENAS

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 individuals' knowledge.

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.

DIRECTOR: CARLOS OBESO
MAIN RESEARCHER: SIMON DOLAN

Institute of Public Governance and Management > IGDP

This institute's mission is based on a marked commitment to innovation and public sector management. The public management perspective provides tools and, above all, values that are essential: responsiveness; citizen/customer service orientation; responsibility for results; transparency; accountability.

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 and partnerships in innovation in governance.

Officially recognised as a consolidated research group by the Government of Catalonia (2009).

DIRECTOR: FRANCISCO LONGO
MAIN RESEARCHER: TAMYKO YSA

Entrepreneurship Institute > IIE

This institute promotes relevant and rigorous research in entrepreneurship. Its research areas are entrepreneurship, female entrepreneurs, entrepreneurship and corporate intrapreneurship, creativity, growth and internationalisation, entrepreneurial finance and family businesses.

The Research Group in Entrepreneurship (GRIE), linked to IIE, 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 Government of Catalonia (2009).

DIRECTOR: M. LUISA ALEMANY
MAIN RESEARCHER: MARCEL PLANELLAS

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 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 Government of Catalonia (2009).

DIRECTOR AND MAIN RESEARCHER:
JOAN MANUEL BATISTA

ESADE Centre for Culture Industries > CEIC

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, useful 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

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.

DIRECTOR: XAVIER MENDOZA
MAIN RESEARCHER: PERE PUIG

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 interorganisational relationships and networks.

Officially recognised as a consolidated research group by the Government of Catalonia (2009).

MAIN RESEARCHER: ELENA BOU

Research Group for Knowledge Engineering > GREC

This research group includes researchers from ESADE and UPC-Barcelona Tech.

The multidisciplinary component of the group nature 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 Government of Catalonia (2009).

MAIN RESEARCHER: NÚRIA AGELL

Research Group in Tourism Management > GRUJET

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.

Officially recognised as an emerging research group by the Government of Catalonia (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



ESADE is a pioneer in creating an innovation park designed for companies from various sectors to interact, under the formula of Open&Cross Innovation.

ESADE Creapolis is a high-performance ecosystem designed to accelerate business innovation.

Students conduct practicums and internships and take part in study tours as part of a university-enterprise co-operation model.



CO-OPERATION

5 SOCIAL SOLIDARITY AND CO-OPERATION

Key events and initiatives

Exhibitions

“HACER HACER”

An exhibition on the evolution of Management at CaixaForum (Madrid), which attracted over 35,000 visitors.

Acknowledgments

- › ESADE was awarded the Barcelona Medal of Honour on the occasion of its 50th anniversary.
- › The Government of Catalonia presented ESADE with the 2009 President Macià Work Award, in the category of corporate social responsibility.
- › ESADE was honoured by the Barcelona Chamber of Commerce, Industry and Navigation on the occasion of its 50th anniversary.

International events at ESADE

25th EGOS Congress: “Passion for Creativity and Innovation”
ESADE held Europe’s largest management conference, attended by 1,350 professors from 45 countries.

Major public events

Opening ceremony for the 2008-2009 academic year

with the inaugural lecture delivered by Miguel Ángel Fernández Ordoñez, Governor of the Bank of Spain.

III Conference on Reflection and Debate: “Political and Intellectual Leadership”. Sant Benet de Bages (Barcelona).

Presentation of the *Biblioteca de Gestión* collection, which was launched with the book from the *ESADE Fondo* series, entitled, *La mano visible. La revolución de la gestión en la empresa norteamericana*, by Alfred D. Chandler.

Social call for education in Catalonia.

Catalan civil society met at ESADE to further explore its commitment to improving the education system.

ESADE is an institution that encourages debate on issues of social and economic interest, providing useful insights to global challenges. The institution also endorses various co-operation and volunteerism initiatives.

Lecture delivered by the Superior General of the Society of Jesus.

Father Adolfo Nicolás, on his first visit to Spain, delivered the lecture ‘Mission and University: What future do we want?’ at ESADE.

Lecture delivered by Hans Gert Pöttering, President of the European Parliament, entitled, ‘Europe’s Challenges in the Upcoming European Parliament Elections’.

Event in memory of Luis de Sebastián.

‘A person who gave meaning to things’. The ESADE community paid tribute to Luis de Sebastián, who died on 26th May.



“In practical terms, teaching should be geared towards training good professionals who, being technically competent, are capable of discovering and experiencing the social sense of their profession: providing society with an expert service in a particular field. [...] A level of professionalism that not only adapts to the world as it is, but which also ‘aspires’ [...] to transforming it, making it more humane [...]. Training people in the ‘usefulness’ of training ‘useful’ people is perhaps training people in the art of serving. It is not about training the best *in* the world, but rather about training the best *for* the world. As a result, professional excellence is measured primarily by the parameter of greatest service to humanity.”

FATHER NICOLÁS

Collaboration
with the 'Roses
contra l'oblit'
campaign on 23rd
April 2009

Co-operation and volunteerism

Local volunteer programmes

Students collaborate with groups at risk of social exclusion by organising various activities such as booster classes, computer training or legal advice. A total of 21 Law and 33 Management students have taken part in the programme, collaborating with 8 social institutions during the 2008-2009 academic year.

Institute for Social Innovation

ESADE - Fundació "la Caixa" training programmes

These programmes aim to help participants become more effective leaders in managing their institutions and, as a result, contribute towards improving society.

- › NGO Management
- › NGO Leadership and Social Innovation
- › CSR, Strategic Integration and Competitiveness
- › Socially Inclusive Business

SUD

The University Development Service (SUD) has participated in various development projects in Latin America for the seventh consecutive year. Amongst other initiatives these projects include feasibility studies for various co-operatives, a municipal service restructuring plan, and advice offered through business development centres.

Total projects:

18 in the following countries:

- › Bolivia: 2
- › El Salvador: 2
- › Guatemala: 7
- › Honduras: 1
- › Nicaragua: 6

38 Management and Law students participated in the SUD throughout this academic year.

Alumni Giving Back

The aim is to use the experience of ESADE alumni, along with their management ability and desire to contribute to society, to benefit third sector organisations.

ESADE Pro Bono Alumni

Consultants:

10 projects

74 alumni participants

Participating Companies:

BARCELONA:

- › Acció Solidària contra l'Atur
- › Fundació Gaspar de Portolà
- › Amics de la Gent Gran
- › Fundació I cària Acció Social
- › Fundació Natura
- › Fundació Xamfrà Sant Miquel

MADRID:

- › Entreculturas
- › Unicef
- › Fundació Chandra

LLEIDA:

- › Fundació Lleida Solidària

Cine-fórum:

A series of films and debates was organised to promote reflection and social awareness.

Relationship and collaboration

ESADE is an active member of numerous associations and organisations, among which are:

- › AEDE (Spanish Association of Business Schools)
- › Innovation Board (Science Business) think tank to promote innovation in Europe
- › UNIJES (Federation of Jesuit University Centres)
- › United Nations Global Compact - Spanish Global Compact
- › Spanish Re-Branding Forum
- › European Sustainable Investment Forum (EUROSIF)
- › Spainsif - Spanish Forum on Socially Responsible Investment

Also, a significant number of ESADE professors and executives are actively involved on the boards of directors, boards of trustees, governing boards and advisory boards of a variety of businesses, professional associations, public agencies, foundations and non-profit organisations, both nationally and internationally.

INTERNATIONALISATION



An innovation and learning ecosystem in which to make the European Higher Education Area a reality.

Innovative companies of different sizes, nationalities and sectors coexist at ESADE Creapolis.

ESADE welcomes overseas students and those from Spain's various autonomous regions, forming a true international campus.



6 INTERNATIONAL VOCATION

ESADE is a global academic institution, which 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.

Of note:

- › The consolidation of the multi-campus approach, with the growth and expansion of activities at the Buenos Aires and Madrid Campuses and the inauguration of the new Barcelona-Sant Cugat Campus.
- › The opening of ESADE's first two Global Centres, in São Paulo and Munich, will serve as a way of approaching potential students and strengthen relationships with academic partners, multinational companies, local institutions and the media.
- › Academic relations with the major universities and business schools in the areas of Management and Law. The launch of the ESADE Global Executive MBA (GEMBA) in conjunction with Georgetown University.
- › The expansion of the alumni network through creating ESADE Alumni chapters and delegations in 26 countries worldwide.

International students

International students registered in the programmes
1,151

82 countries of origin

International faculty members

19 (15 %) **15** countries represented

International administrative and services staff

41 (13.10 %) **18** countries represented

International exchange participants

Combined Undergraduate and Master in Management
167 outgoing
208 incoming

Combined Undergraduate and Master in Law
14 outgoing
42 incoming

Master in Management (MSc)
36 outgoing

MBA
45 outgoing
74 incoming

Academic International Weeks Abroad
16

ESADE Alumni

Number of alumni living and working outside Spain
8,000

International presence
115 countries

International chapters
32



ESADE Campuses

1. Barcelona Campus
2. Madrid Campus
3. Buenos Aires Campus

ESADE Global Centers

1. Munich
2. São Paulo

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 D.C., United States
2. Stanford Graduate School of Business.
Stanford University, California, United States
3. Università Commerciale Luigi Bocconi.
Milan, Italy

4. Universität St. Gallen.
St. Gallen, Switzerland

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. Facultad de Economía 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, 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. Chinese University of Hong Kong.
Hong Kong, China
2. Keio University. Tokyo, Japan
3. Tsinghua University. Beijing, China

Main Academic Partners (among others)

1. Georgetown University.
Washington, United States
2. Stanford University.
California, 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



6 INTERNATIONAL VOCATION

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 their support in three complementary and inter-related 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

Bernard Castaing

Former World Vice-President of Beauty Care, Procter&Gamble (France)

Xavier Ferran

Partner of Lion Capital (Spain)

Hanneke C. Frese

Former Director of the Capabilities Group, Zürich International Company (Switzerland)

Antonio Garrigues

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

Michael C. Jensen

Emeritus Professor at Harvard Business School (United States)

Christine Lagarde

Minister of Economy, Finance and Employment (France)

Alex O. Lendi

President and CEO of Lis International Company (Lichtenstein)

Philippe Louvet

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

Bernard Ramanantsoa

Dean of HEC School of Management (France)

David Risher

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

Alfredo Sáenz

Second Vice-President and CEO of Grupo Santander (Spain)

Mario Vaupel

Director of ERGO Management Akademie (Germany)

Ingo Zuberbier

Former Vice-President of Lintas World Wide (Germany)

Carlos Losada

Director General of ESADE

Eugènia Bioto

Corporate Deputy Director General of ESADE

Alfons Sauquet

Dean of ESADE Business School

Jaume Hugas

Director of ESADE Executive Education

Glòria Batllori

Executive Director of ESADE MBA Programmes

Colin McElwee

Director of ESADE Corporate Marketing

International Associations

International associations of which ESADE is a member 16

EFMD European Foundation for Management Development

AACSB International

The Association to Advance Collegiate Schools of Business

CLADEA

Consejo Latinoamericano de Escuelas de Administración

EDAMBA

European Doctoral Programmes Association in Management and Business Administration

EUDOKMA

European Doctoral School on Knowledge and Management

IAJBS International Association of Jesuit Business Schools

CEMS Community of European Management Schools and International Companies

PIM

Partnership in International Management

AMBA The Association of MBAs

EABIS European Academy of Business in Society

GMAC Graduate Management Admission Council

EMBAC Executive MBA Council

UNICON International University Consortium for Executive Education

Themis

The Joint Certificate in International and Business Law

ELFA European Law Faculties Association

BALAS Business Association of Latin American Studies

'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 and 2004)

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

Programmes with international companies and universities

CEMS Master in International Management

25 CEMS academic members

3 CEMS associate academic members

59 Corporate partners

MSc Double-Degree Programmes

4

MBA Double-Degree Programmes

9

Themis

4 universities

International Executive Education Programmes

Programmes with international universities

7

1,151
International students
registered in the
programmes

ESADE
receives
students from
82 different
countries

Rankings

MBA

4th

Best MBA in the world

América Economía

June 2009

6th

Best MBA in the world

BusinessWeek

October 2008

8th

Best MBA in the world

Forbes

August 2009

18th

Best MBA in the world

The Financial Times

January 2009

EXECUTIVE EDUCATION

8th

Best business school in the world for custom programmes

The Financial Times

May 2009

10th

Best business school in the world for Latin American companies

América Economía

November 2008

UNIVERSITY PROGRAMMES

3rd

CEMS Master for programme and participant internationality

The Financial Times

September 2008

16th

Best European Master in Management

The Financial Times

September 2008

LAW FACULTY

1st

Best Master in its speciality: International Business Law

El Mundo

June 2009

2nd

Best Master in its speciality: Tax Consultancy and Management

El Mundo

June 2009

INTERNATIONAL 2008-2009

	Delivery language	International students	Countries of origin
Undergraduate Degree in Management	Spanish English	6 %	23
Master of Science Programmes in Management (MSc)	English	84 %	35
Master of Research in Management Sciences (MRes)	English	71 %	13
Doctoral Programme in Management Sciences (PhD)	English	69 %	13
Full-Time MBA Programmes*	English	80 %	47
Global Executive MBA (GEMBA)	English	97 %	12
Undergraduate Degree in Law	Spanish English	6 %	15

* Includes 18-Month MBA English + Full-Time MBA + One-Year MBA

International networks and agreements

Exchange agreements with international universities
125

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

Strategic alliances:

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



Fifty years after its creation, ESADE is still distinguished for its entrepreneurial spirit, which is its reason for being.

ESADE Creapolis promotes entrepreneurship and accelerates business and organisational innovation processes.

ESADE has an innovative pedagogical system that makes it possible to develop skills, competencies and the entrepreneurial spirit of its students.



ENTREPRENEURSHIP

7 ALUMNI. ESADE ALUMNI

ESADE has a network of over 38,000 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

14,280 members

450 graduating class representatives

750 alumni actively collaborating in the association's activities

10 territorial clubs:

Andalusia, Eastern
Andalusia, Western
Aragon
Asturias
Balearic Islands
Canary Islands
Community of Valencia
Galicia
Girona
Lleida

32 chapters and international delegations:

Andorra
Argentina
Austria
Benelux
Brazil
Canada
Chile
China
Colombia
Costa Rica
Dubai
Ecuador
France
Germany
Greater China
India
Israel
Italy
Japan
Mexico
Peru
Portugal
Russia
Singapore
Switzerland
Turkey
United Kingdom
USA - Chicago
USA - Los Angeles
USA - Miami
USA - New York
USA - Washington Venezuela

21 functional and sector-specific clubs:

Automobile
BIT
Business and Social Responsibility
Business Angels
Communications
Culture Industries
Espai Vicens Vives
Family Business
Finances
Global Business
Health and Pharma
Human Resources
Innovation
Insurance
Law
Marketing
Operations
Public Management
Real Estate
Sports and Management
Tourism Management

Communication

ESADE Alumni Magazine

This dynamic magazine is published quarterly and sent out to over 32,500 alumni worldwide. It is available in Spanish, Catalan and English and includes interviews, current affairs articles and information on all the activities organised by ESADE Alumni and ESADE's various centres.

Newsletters

› ESADE ALUMNI:

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

› CAREER SERVICES:

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

› CLUBES AND CHAPTERS:

Newsletters addressing sectors and functionality.

Other Publications

› Service Company Directory

› Annual Report

Website: www.esadealumni.net

Web TV: www.esadealumni.tv

2009 Annual Conference

The Annual Conference, held in Barcelona and Madrid, is the most symbolic event organised by ESADE Alumni. It is attended by businessmen and women, professionals, alumni and leading economic and social figures from around the world. In 2009, the conference was attended by 2,200 Alumni members in Barcelona and more than 600 in Madrid.

Alumni convened at the Palau de Congressos de Catalunya to celebrate the XIV ESADE Alumni Annual Conference, where the ESADE Awards were delivered to Rosalía Mera, Leopoldo Rodés and Carlos Slim, in recognition of their entrepreneurial career and involvement in social projects.

The III ESADE Alumni in Madrid Annual Conference was attended by the internationally renowned Dr Luis Rojas Marcos, who spoke on leadership and motivation in times of crisis.

ESADE
has a network
of over 38,000
alumni

ESADE Alumni in figures

	2008-2009	2007-2008	GROWTH
Number of members	14,280	13,022	10%
Number of events	657	457	44%
Number of attendees	30,921	20,819	49%

	2008-2009 ACADEMIC YEAR		GROWTH	
	Events	Attendees	Events	Attendees
Alumni International	138	2,252	19%	36%
Alumni Giving Back	17	528	70%	-18%
Annual Assembly	1	48	-	-
Career Services	74	2,492	25%	94%
Functional and Sector-specific Club	107	7,362	3%	21%
Territorial Club	48	3,034	20%	125%
Conferences	10	1,525	-	-
Sport and culture	22	842	38%	-11%
Madrid Desayunos	8	526	-	-
Women and Leadership	2	201	-	-
Graduating class events	173	2,948	193%	40%
Forums	3	610	50%	115%
Annual Conference	3	2,457	0%	-11%
Books	8	585	167%	122%
Matins	13	2,231	-28%	37%
Continuing programmes	30	3,280	11%	79%
TOTAL	657	30,921	44%	49%





An innovative academic campus, close to ESADE Creapolis, which offers the opportunity to be part of an international learning community.

ESADE Creapolis is a high-performance ecosystem for collaborative innovation.

ESADE has been dedicated to training competent professionals and socially responsible citizens for over 50 years.



LEARNING COMMUNITY



8 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 31st 2009

Total personnel

525

313 administrative and services staff

212 professors

Administrative and services staff

90 men (28.75 %)

223 women (71.25 %)

Average age

40

Countries of origin

38 international members of staff

12% of total

16 nationalities

People participating in training

267 in professional development

85 in languages

Faculty

127 full-time management and law faculty

15 nationalities

90 PhDs (70 %)

56 % professors with AQU/ANECA accreditation

6 part-time faculty

34 visiting faculty

499 academic assistants

8 honorary professors

3 emeritus professors

311 visiting executives/faculty

70 Executive Language Center teachers

45 total number of professors and academic assistants

9 nationalities

Management

BOARD OF TRUSTEES

Chairman:

Joan Manuel Soler Pujol¹
Pedro Fontana García²

Vice-Chairman:

Ignasi Salvat Ferrer

Secretary:

Josep E. Milà Mallafré

Members:

Melecio Agúndez Agúndez¹
Alfredo Bassal Riera¹
Eduard Bonet Guinó²
Artur Carulla Font
Sol Daurella Comadrán²
Jesús M. Eguiluz Ortúzar²
Pere À. Fábregas Vidal
Pedro Fontana García¹
Jaume Guardiola Romojaro²
Juan José López Burniol
Pedro Navarro Martínez
Joan Maria Nin Gènova
Xavier Pérez Farguell
Manuel Raventós Negra
Eugenio Recio Figueiras¹
Mario Rotllant Solá
Josep M. Rubiralta Vilaseca²
Alfredo Sáenz Abad¹
Josep Oriol Tuñí Vancells

EXECUTIVE COMMITTEE

Carlos Losada
Director General

Alfons Sauquet
Dean of ESADE Business School

Pedro Miroso
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 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 meters

Barcelona-Pedralbes Campus

29,475 m²

Building 1
9,300 m² €

Building 2
7,475 m² €

Building 3
12,700 m² €

Barcelona-Sant Cugat Campus

16,260 m²

Madrid Campus
2,500 m²

Buenos Aires Campus
1,487 m²

Campus in
Barcelona, Madrid
and Buenos Aires.
Total 49,722 m²

(1) Until May 2009

(2) As of May 2009

8 PEOPLE, STRUCTURE AND RESOURCES

Economic information

Growth in income

2004-2005:

€44 million

2005-2006

€50 million

2006-2007

€60 million

2007-2008

€70 million

2008-2009 €71 million

Income 2008-2009

Total income from the units

€71 million €

Law School

€7.5 million €

Business School University Programmes

€15.7 million€

MBA Programmes

€16 million€

Executive Education

€23.8 million €

Executive Language Center

€3.8 million €

Corporate Support Units

€1 million €

Vice-Deanship for Research and Knowledge

€3.2 million

Statement of results

Total income

€71 million €

Personnel expenses

-€39 million€

General expenses

-€24 million€

Operating surplus before amortisation

€8 million

Amortisation

-€4 million

€

Surplus

€4 million

Income expenditure

Training-education

€55 million€(77.47%)

Research

€5 million€(7.04%)

Social solidarity and action *

€7 million€(9.86%)

Surplus

€4 million€(5.63%)

TOTAL €71 million

*Social action

Student scholarships and grants

€1,122,844 €

Grants to groups that support ESADE

€1,794,174 €

Internal training

€695,565 €

Development aid

€814,382 €

TOTAL €4 million

Social solidarity

Events and seminars dedicated to social debate

€3 million

Balance

ASSETS

Fixed assets

€81 million€

Net fixed assets

€76 million

Investments in group and associated companies

€2 million€

Financial fixed assets

€3 million€

Current assets

€36 million€

Receivables

€9 million€

Short-term financial investments

€17 million€

Cash

€10 million€

TOTAL €117 million€

LIABILITIES

Own funds

€40 million€

Foundational funds and reserves

€32 million€

Financial year results

€4 million€

Grants and donations

€4 million€

Non-current liabilities

€30 million€

Long-term debtors

€14 million

Current liabilities

€47 million€

Short-term creditors

€14 million

Anticipated payments and income

€33 million€

TOTAL €117 million



Resources

Technology and innovation

Number of computers
1,150

151 faculty websites

26,400 systems users

4,000 incidences resolved

New services introduced

- › FacultyBio
- › Management of reports and faculty work plans
- › TUI Cards
- › Workflows: For catering and travel services, and human resources
- › Corporate CRM

The TIC Service is currently studying how it can bring its operations and structure into line with the strategic lines of the organisation. As a result, the service has been reorganised internally in order to improve the technological support that it provides to the various strategic units, while at the same time emphasising innovation and efficiency.

Academic management

4,204 registrations managed

2,600 degrees and diplomas awarded

7,000 certificates

Programmes managed
57

2,738 subjects

77 classrooms
This service has been re-organised over the current academic year, orientating it clearly towards processes in order to improve quality and maximise efficiency and academic rigour.

Untitled

This is the ESADE employee magazine and one of the main channels used by the institution to express its corporate culture.

Launch:
November 2006

Number of collaborators:
77

Release:
Quarterly

Languages:
Spanish, Catalan and English.

Subscription and access to journals

497 published editions

8,200 digital editions

Digital Library

Users
68,523

137,274 electronic documents consulted

19,855 books consulted or on loan

2,034 new books

38 resource and database training sessions with 1,770 participants

9,500 e-format publications

389,308 library website hits

Research and teaching support

1,018 documents obtained in customised search

SIC Observatory
43 bulletins published

The creation of a support area for research and social debate aimed at maximising the dissemination of material and providing greater visibility to the publications of professors and researchers and, in turn, placing ESADE-created knowledge in the information network and finding synergies with the business world.

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.

14,522 total staff training hours

53 average hours per course and person

803 total staff attending training activities

91% of staff involved in training (1 training activity, minimum)

NETWORKING



ESADE is made up of a network of networks designed to create synergies and strengthen bonds between academia and business.

ESADE Creapolis is a very active member of various networks and partnerships intended to promote innovation, knowledge and entrepreneurship.

To strengthen links between students and alumni, ESADE has physical and virtual platforms where they can share and compare their experience and know-how.



9 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.

Over 100 companies have contributed 4 million euros in support of ESADE

ESADE Advisory Board

- › Juan Arena
Former President, Bankinter Chairman, ESADE Professional Management Advisory Board
- › Maite Arango
Vice-President, Grupo Vips
- › Santiago Bergareche
Vice-President, Grupo Ferrovial
- › Anna M. Birulés
President, ABC
- › Luis Conde
President, Seeliger y Conde
- › Juan Ignacio Entrecanales
Vice-President, Acciona
- › Miguel Fernández de Pinedo
Vice-President, Club de Industria, Tecnología y Minería
- › María Garaña
President, Microsoft España
- › Manuel Márquez
CEO, AMPER
- › Juan Pablo Lázaro
President of Comisión de Innovación y Desarrollo Tecnológico de CEOE, Madrid
- › Juan Lladó
Vice-President and CEO, Grupo Técnicas Reunidas
- › Iván Martén
Senior Vice-President and Directing Partner, Boston Consulting Group
- › Amparo Moraleda
International Area Director, Iberdrola
- › Vicente Moreno
President and CEO, Accenture España
- › Juan José Nieto
President, HSM Group
- › Ignacio Polanco
President, Grupo Prisa
- › Francisco Román
CEO, Vodafone España
- › Juan Manuel Soler
President, Quadis

Law School Professional Advisory Board

- › AAMC Abogados y Asesores Tributarios
- › Abogacía General del Estado en Barcelona
- › Allen & Overy
- › Arasa & De Miquel Advocats Associats
- › Baker & McKenzie Abogados
- › BDO Audiberia Abogados y Asesores Tributarios
- › Brosa Abogados y Economistas
- › Brugueras, García Bragado, Molinero y Asociados
- › Bufet Antràs, Advocats Associats
- › Clifford Chance Abogados
- › Cuatrecasas, Gonçalves Pereira, S.L.P.
- › Deloitte Abogados y Asesores Tributarios
- › D & G Advocats, S.L.
- › Ernst & Young Abogados
- › Font Abogados y Economistas
- › Freshfields Bruckhaus Deringer LLP
- › Garrigues, Abogados y Asesores Tributarios
- › Gay-Vendrell Advocats
- › Gómez Acebo & Pombo Abogados, S.L.
- › Jausas
- › JGBR Horwath Abogados y Asesores Tributarios
- › KPMG Abogados
- › Landwell - PricewaterhouseCoopers
- › Manubens & Asociados Abogados
- › Mazars & Asociados
- › Pedrosa Lagos
- › Pérez-Llorca
- › Roca Junyent Advocats Associats
- › Sagardoy Abogados
- › Uría Menéndez
- › Ventura Garcés & López-Ibor Advocats
- › VIALEGIS Asesores Legales y Tributarios

Growing private support for Fundació ESADE

Over 100 companies, organisations and individuals have maintained and increased their commitment to ESADE during the 2008-2009 academic year. This has been done through various co-operation programmes, which have had an impact on the institution's strategic projects: attracting talent; recruiting faculty; promoting research. Regarding the previous year, contributions have increased by 11% to 4 million euros, reflecting the growing support ESADE receives from companies and private individuals; even in these times of economic uncertainty. This sum of 4 million euros was distributed as follows:

Research & Faculty Fund

€2,360,924 (58.2%)

To finance research units, hire international faculty and promote exchanges with foreign institutions.

Endowment

€1,232,000 (30.4%)

A capitalised fund from which only the interest is used to finance projects.

Scholarship Fund

€371,430 (9.2%)

MBA (14%),
University Faculties (19%),
PhD (67%)

ESADE Fund

€51,571 (1.2%)

The ESADE Fund is available to fund the most critical areas.

Annual donations programme for the launch of the individual fundraising programme.

€40,000 (1%)

To find out more about our various collaboration programmes and projects, go to the www.MueveESADE.com website.

Collaborating companies

Senior Partner

- Agrolimen
- ESADE Alumni

Partner

- Celsa Group TM
- Ciments Molins
- Clickair
- Panrico
- Repsol YPF
- Werfen Group

Senior Investor

- Abertis
- Endesa
- Gas Natural SDG
- Grupo COMSA EMTE
- Grupo Santander
- ISS Facility Services
- Nestlé España
- Roca

Investors

- Accenture
- Acsa Sorigué
- Aramark
- Bacardi España
- Bayer
- BBVA
- Caixa Manresa
- Caja Madrid
- Caprabo
- Cobega
- Criteria
- Danone
- Deloitte
- Elecnor
- FMC Foret
- Freixenet
- Fundació Agbar
- Fundació Caixa Catalunya
- Fundació Damm
- Fundació Puig
- Grup Catalana Occident
- Grupo Mahou San Miguel
- Grupo Novartis en España
- Henkel
- IBM
- Metalogenia
- Penteo ICT Analyst
- PricewaterhouseCoopers
- Santa & Cole
- Zurich

Affiliates

- Crédito y Caución
- FIATC
- Ince
- Miguel Torres
- Suez Energy

Specific project support

RESEARCH AND TRAINING

Main contributions:

- Abertis Infraestructuras
- Accenture
- Agrolimen
- AOPC
- Barcelona Digital

- BBVA
- Caixa de Manresa
- Criteria Caixacorp
- Deloitte
- Egarsat
- Fundació "La Caixa"
- Fundación Agbar
- Fundació Caixa Catalunya
- Fundació Caixa de Sabadell
- Fundació Lluís Carulla
- Fundación Cultural Banesto
- Fundación Instituto Edad y Vida
- Fundación Novia Salcedo
- Fundación PricewaterhouseCoopers
- Fundación Repsol
- Gas Natural SDG
- Hoteles Hesperia
- IBM
- ICEX
- Inter Partner Assistance Esp.
- Interes Invest IN Spain
- KPMG
- Microbank La Caixa
- Portevro-Serviços de Apoio as Empresas, Unipessoal, LDA
- PricewaterhouseCoopers
- Promoción y planificación hotelera
- Sociedad Estatal para la Promoción y Atracción de Inversiones Exteriores

Others:

- Ayuntamiento de Terrassa
- Asepeyo
- Bancaja
- Cámara de Comercio Americana
- Cámara Oficial de Comercio, Industria y Navegación de Barcelona
- Celsa
- Coordinadora de Gestión de Ingresos
- ECR Europe
- Fundació Privada Miarnau
- Gremi d'Editors de Catalunya
- Institut De Gestió Estratègica, Promoció Econòmica i Societat de la Informació
- Izasa
- Ministerio de Industria, Turismo y Comercio
- Orange Cataluña
- Unió Catalana d'Hospitals
- Wilico WireleSs Networking

TALENT ATTRACTION

Main contributions :

- Cresa Patrimonial
- Fundació Banc Sabadell

Others:

- Deutsche Bank
- "la Caixa"

INFRASTRUCTURES AND SERVICES

- Ciments Molins
- Diputació de Barcelona
- Figueras International Seating
- QlikView
- Roca

Fundació ESADE Assembly Members

Individuals:

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

Legal entities:

- Abertis
- Accenture
- Agbar, Fundació
- Agrolimen
- Aramark
- Bacardi España
- 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 Grup TM
- Ciments Molins
- Clickair
- Cobega
- Damm, Fundació
- Danone
- Deloitte
- Endesa Red
- ESADE Alumni
- FMC Foret
- Freixenet
- Fundació Miarnau - Grupo COMSA
- Gas Natural SDG
- Goldman Sachs
- Grup Catalana Occident
- Henkel Ibérica
- Hewlett-Packard Española
- IBM
- Laboratorios Dr. Esteve
- Metalogenia
- Miguel Torres
- Nestlé España
- Novartis en España, Grupo
- Panrico
- Penteo ICT Analyst
- PricewaterhouseCoopers
- Puig, Fundació
- Quadis
- Repsol YPF
- Roca
- Santa&Cole
- Santander, Grupo
- Seat
- Unilever
- Werfen Group



A shared project of undoubted social, economic and commercial interest serving the community.

Official inauguration of ESADE Creapolis Business Park, which took place in the Teatre-Auditori in Sant Cugat del Vallès.

During the inauguration of the Sant Cugat Campus, the Princes of Asturias met students from 38 different countries.



**SOCIAL
SOLIDARITY**

10 COMMUNICATION AND PUBLICATIONS

As an institution, ESADE focuses on three main activities: teaching, research and debate; and significant social impact is produced via output from each of these areas of activity as a result.

ESADE communication

Since its inception, ESADE has striven to serve as a venue for dialogue, bringing together key figures from the fields of politics, business and academia. The many events organised by ESADE as a backdrop to this dialogue are an example of its commitment to creating and disseminating knowledge.

ESADE's research units are devoted to developing and disseminating knowledge in areas relevant to the business and legal world, as well as the public sector and civil society, in collaboration with leading organisations and individuals from each field. The significant increase in resources for research has resulted in a marked increase in publications.

Magazines, studies, books and a wide range of websites and newsletters cover the various facets of the research-based work of ESADE faculty member and the concerns of the institution's students and staff in general.

ESADE has featured in the press since its earliest days, and includes national and international as well as on- and off-line media coverage.

2008-2009 impacts

National press

4,126

419 op-ed articles

Television

153

Radio

278

International press

1,021

218 Argentina

207 United States

112 United Kingdom

69 Mexico

60 China

49 Brazil

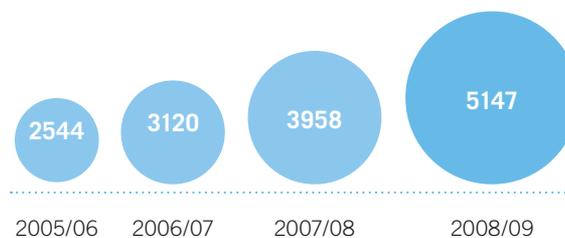
48 Germany

21 UAE

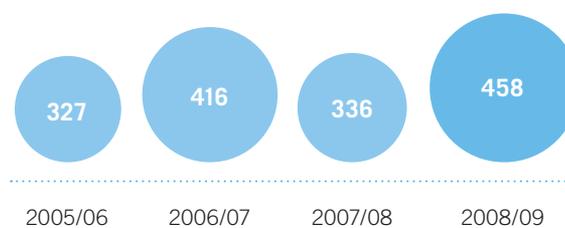
20 Chile

19 France

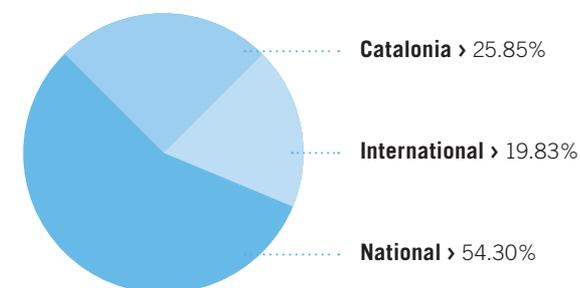
Impact in the press



Op-ed articles in the press



Press coverage



Books published by ESADE faculty

La prueba pericial

Abel Lluch, Xavier (dir.)
Picó Junoy, Joan (dir.)
Ginés Castellet, Núria (co-ord.)

Decisiones estratégicas

Álvarez Álvarez, José Luis

1957-2007, 50 años de derechos humanos y Europa ⁽¹⁾
Bartlett Castellà, Enric R. (co-ord.)
Bardají Gálvez, M. Dolores (co-ord.)

Els drets humans a la ciutat: adaptació de les normatives municipals a la Carta Europea
Bartlett Castellà, Enric R.

Trayectoria laboral de los antiguos alumnos de la Facultad de Derecho de ESADE
Baruel Coll, Josep

¿Cómo invertir con éxito en el mercado inmobiliario?
Bernardos Domínguez, Gonzalo

Gabriel Ferrater i Robert Musil: entre les ciències i les lletres
Bonet Guinó, Eduard

Líderes para el cambio social. Características y competencias del liderazgo en las ONG ⁽²⁾
Carreras Fisas, Ignasi
Leaverton, Amy
Sureda Varela, Maria

Les fonts del lideratge social
Castiñeira Fernández, Àngel

El valor de los liderazgos
Castiñeira Fernández, Àngel
Lozano Soler, Josep Maria

Managing by Values: A corporate guide to living, being alive, and making a living in the 21st (Chinese)
Dolan, Simon
García Sánchez, Salvador

Confianza. La clave para el éxito personal y empresarial
Gasalla Dapena, José María

Modelos de empresa familiar: soluciones prácticas para la familia empresaria
Gimeno Sandig, Alberto

La reforma contable y su proyección sobre la normativa mercantil y fiscal
Ginés Castellet, Núria (co-ord.)

La profesionalización del empleo público en América Latina
Longo Martínez, Francisco

La empresa ciudadana como empresa responsable y sostenible
Lozano Soler, Josep Maria

Comentario práctico a la Ley de prevención de riesgos laborales
Luque Parra, Manuel
Sánchez Torres, Esther

From Innovation to Cash Flows: Value creation by structuring high technology alliances
Lütolf-Carroll, Constance

Manual jurídico para la psiquiatría privada
Llebaría Samper, Sergio

El proceso Bolonia: la enseñanza del Derecho, a juicio... ¿Absolución o condena?
Llebaría Samper, Sergio

El proceso de constitucionalización del Derecho de inmigración: estudio comparado de la reformulación de los derechos de los extranjeros por los tribunales de Alemania, Francia y España - derechos precarios y emergentes
Marzal Yetano, Elia

Éxito empresarial y diseño. Análisis del comportamiento en la gestión del diseño de la pequeña y mediana empresa española. Diagnóstico, lecciones y aplicaciones
Montaña Matosas, Jordi
Moll Mendoza, Isa

Summa de probática civil: Cómo probar los hechos en el proceso civil
Muñoz Sabaté, Luis

Empresa i valors: l'empresa en l'economia global
Murillo Bonvehí, David

Guies sectorials de RSE a la pime: el sector de l'hoteleria
Murillo Bonvehí, David (co-ord.)

El arbitraje internacional: cuestiones de actualidad
Peláez Sanz, Francisco José (dir.)
Griñó Tomas, Miquel (dir.)
Ginés Castellet, Núria (co-ord.)

¿Pueden las empresas contribuir a los Objetivos de Desarrollo del Milenio?
Prandi Chevalier, Maria
Lozano Soler, Josep Maria

La expansión de la multinacional española: estrategias y cambios organizativos. Primer informe anual del OEME ⁽³⁾
Puig Bastard, Pere (co-ord.)

Beyond: Business and society in transformation
Raich, Mario
Dolan, Simon

Beyond: Negócios e sociedade em transformação
Raich, Mario
Dolan, Simon

Más allá: empresa y sociedad en un mundo en transformación
Raich, Mario
Dolan, Simon

Beyond: Business and society in transformation (Russian)
Raich, Mario
Dolan, Simon

Un planeta de gordos y hambrientos ⁽⁴⁾
Sebastián Carazo, Luis de

Presente y futuro de la dirección de marcas líderes en España
Soler Bigas, Beatriz
Seijo Font, Joan Antoni
Montaña Matosas, Jordi

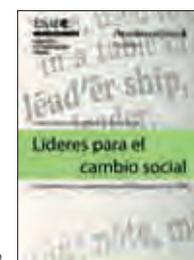
Crisis, mentiras y grandes oportunidades ⁽⁵⁾
Torrecilla Gumbau, Carles

Don't Give Up: 12 casos excepcionales de superación
Torres Pérez, Diego
Sorribas Fierro, Mario

El hombre que cambió su casa por un tulipán: que podemos aprender de la crisis y como evitar que vuelva a suceder
Trías de Bes Mingot, Fernando



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5

10 COMMUNICATION AND PUBLICATIONS

Magazines

ESADE publications include magazines edited by and for student groups, alumni, administrative personnel, professional services and faculty. Each publication has its own - and very different - objectives and target audience, but they all give an overview of the ESADE academic and professional community. Some examples are:

Get ⁽¹⁾

Magazine published by the Executive Language Center to offer information, reflection and discussion on languages.

_Untitled ⁽²⁾

The institution's staff magazine, intended to appeal to all ESADE faculty and administrative personnel.

ESADE Alumni ⁽³⁾

Contains information of interest on ESADE alumni, ESADE itself and the alumni association, ESADE Alumni, as well as the worldwide alumni network.

InDigesta

Produced by ESADE Law School students, this publication focuses on current legal developments and provides a forum for debate between students and faculty.

ReDACció ⁽⁴⁾

Published by ESADE's Department of Cultural Activities (DAC), this magazine is run by students from several different university degree programmes.



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Newletters

ESADE promotes the publication of digital newsletters to disseminate knowledge and research, internally and externally, in order to produce meaningful social impact.

ESADE KnowledgeBriefings ⁽¹⁾

Magazine designed to disseminate the knowledge created by the institution.

ESADE Alumni ⁽²⁾

Publication intended to enable ESADE's 36,000 alumni to stay in touch and keep up to date on activities organised by ESADE and ESADE Alumni.

ESADE Link Newsletter

Publication offering a compilation of recommendations published on the blog ESADE Link.

Public and iSocial / BEHD

Bulletins published by ESADE's Institute for Public Governance and Management and the Institute for Social Innovation.



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Web 2.0

ESADE's activities are increasingly being covered on the Internet. This demonstration of our institution's confidence in new online communication platforms can be seen through our presence in corporate blogs and social networks. Furthermore, and in order to broadcast all the audiovisual material created by ESADE, we have launched our own online television channel, ESADE TV, and we are also a partner of the academic version of YouTube.



EVENTS AND PRESS

Selection of events, news
and articles highlighting ESADE's
presence in society.

RELEVANT NEWS AND EVENTS

Main news and events of the 2008-2009 academic year

The Global Executive MBA delivered by Georgetown and ESADE comes to Spain

September 2008 and May 2009
ESADE welcomed 37 senior managers from the first GEMBA graduating class at its Barcelona and Madrid campuses. From 18 countries and four continents, the programme's participants were received by the Prince and Princess of Asturias during their stay in Madrid.



The Governor of the Bank of Spain delivers the inaugural lecture of the 2008-2009 academic year

Barcelona, October 2008
Miguel Fernández Ordóñez put forward 'the need to deal decisively with structural reforms' in order to tackle the economic crisis effectively.



ESADE receives the Barcelona Medal of Honour on the occasion of its 50th anniversary

Barcelona, November 2008
This award came in recognition of the School's dedication to the personal and professional development of executives and business managers, and for its contribution to promoting corporate social responsibility.



Father Adolfo Nicolás, Superior General of the Jesuits, visits ESADE

12th November 2008
On his first visit to Spain, the Superior General of the Jesuits visited ESADE to mark the institution's 50th anniversary. He delivered a lecture entitled 'Mission and University: What future do we want?', in which he reflected on the values that should inspire and shape the future.



Catalan civil society meets at ESADE and commits to improving the education system

Barcelona, December 2008

Leaders of civic associations, trade unions, cultural institutions, professional bodies, municipal agencies and the media have committed to making improvements to the Catalan educational system their first priority.

ESADE's Economic Report sees economic recovery and job creation being pushed back to the end of 2010

Barcelona / Madrid, January 2009

The study projected a difficult year for the Spanish economy, with an unemployment rate that will be around 20%, representing more than 4 million people unemployed.

Academic activities get under way at the new ESADE Sant Cugat Campus

Sant Cugat, February 2009

About 1,500 undergraduate business students started classes at the new campus, purpose-built to put the Bologna Process into effect. Adjacent to the new campus is ESADE Creapolis, a third generation creativity and business innovation park.

ESADE launches an exhibition on the history of management at Madrid's CaixaForum

March 2009

Around 35,000 people visited the 'HACER HACER' exhibition, which traces the history of Management through its key moments and its most outstanding figures.



RELEVANT NEWS AND EVENTS

ESADE Law School's new Institute of Forensic Evidence and Probative Law

Barcelona, March 2009

This Institute, a pioneer in Europe, is the result of interest in incorporating the analysis of forensic evidence into university studies and calls for greater research in this area.



ESADE opens its first two Global Centers in São Paulo and Munich

April 2009

Located in strategic markets, these Global Centers will serve as a means to approach potential students, as well as strengthening relationships with multinational corporations, the media and local institutions. They will also contribute to the production of case studies and the acquisition of knowledge on their countries and areas of influence.



ESADE Alumni Annual Conference

May 2009

Over 2,000 alumni gathered in Barcelona and 600 in Madrid to celebrate ESADE Alumni's Annual Conference.

During the event, ESADE Awards were delivered to Rosalía Mera, Leopoldo Rodés and Carlos Slim, in recognition of their business careers and involvement in social projects.



Former presidents González and Aznar agree on the need for structural reforms, with or without consensus

Madrid, May 2009

At ExpoManagement, Spain's former premiers addressed the country's situation in Europe and the type of leadership needed to overcome the crisis, in a debate moderated by the Director General of ESADE.



Pedro Fontana, appointed new Chairman of the ESADE Board of Trustees

Barcelona, June 2009

Mr Fontana replaced Joan Manuel Soler. Also incorporated into this institutional body were the following five new members: Eduard Bonet, Sol Daurella, Jesús Eguiluz, Jaume Guardiola and Josep M. Rubiralta.

ESADE hosts Europe's largest Management conference

Barcelona, 1st July 2009

The 25th EGOS Congress: 'Passion for Creativity and Innovation'. With the participation of 1,350 professors from the best universities and business schools in 45 countries.

ESADE Law School, the only Spanish school in the Center for Transnational Legal Studies

London, August 2009

London's Center for Transnational Legal Studies (CTLS) is a newly-set-up university alliance, formed by eleven internationally renowned centres in the field of Law and directed by Georgetown University's Law Center.

In memoriam: Luis de Sebastián

Professor Luis de Sebastián, Professor Emeritus of Economics at ESADE-Ramon Llull University, died in Barcelona on 26th May 2009. He delivered the URL inaugural lecture in October 2008: 'Market asymmetries need to be regulated'.



SELECTION OF PRESS CLIPPINGS

Newspaper articles during the 2008-2009 academic year in the national and international media



The Economic Crisis

EL PERIÓDICO DE CATALUNYA

Spain, 1st October 2008

Front page article of the

El Periódico newspaper on the conference organised by the ESADE Chair in LeadershipS and Democratic Governance to discuss business leadership, which was held in the Monastery of Sant Benet de Bages (Barcelona) and attended by almost a hundred businessmen.

Learning after the Crisis

EL PAÍS (BUSINESS SECTION)

Spain, 12th October 2008

Interview with the Director General of ESADE, Carlos Losada, on the opportunities created by the School's MBA in times of economic crisis.



Soapbox: schools must reduce emphasis on Mad Hatter methodology

Management education is, by design, as complicated as the challenges we prepare our graduates to face. But according to a recent study published by the Global Foundation for Management Education, "The poor environment of education experiences, with learning that transcends borders."

A scan of leading business schools suggests that we are still struggling to adapt our curricula and learning environments to the needs of students and their prospective employers. Having invested heavily in pedagogical infrastructure to address the issues of last century, many graduate business programmes find themselves engaged in initiatives to revise, restructure, enhance and update their programs to differentiate themselves, as well as to meet the needs of a more diverse student body.

(Globalisation, technology,

demographics and economic integration have forced organisations to shift from an inwardly focused and geographically constrained approach to resource gathering on a global level.

In the midst of this upheaval, parallels can be drawn with the Mad Hatter in Lewis Carroll's *Alice's Adventures in Wonderland*. This fictional character is consistently reciting poetry that has questionable practicality and posing riddles that are bereft of meaning. This approach characterises the behaviour of many in management education who propose recommendations to improve the sector. Their suggestions include the need for more analytical tools, increased self-awareness, more concern for ethical and social issues, deeper understanding of learning styles and greater emphasis on interpersonal and communication skills.

In all of these approaches, the



gaining error is the focus on what business schools do and how they do it as opposed to the value offered to students and recruiters.

Management education has evolved and improved, yet the

challenges and issues MBA graduates must address have also grown.

In particular, they have gone beyond localised economic impact to ethical concerns over issues such as the corporate role in global warming and how board decisions can affect the wider community.

The danger lies in failure to provide managers and individuals with appropriate perspectives, experience and skills to manage in complex competitive environments. Instead of educating individuals in key functional areas, future managers must be able to deal with the full array of parameters that define the managerial task. It is then that they will be able to make a difference for good.

Business schools would do well to develop individuals who are able to identify, understand and ethically integrate values into their decision-making processes. Particular emphasis should be

placed on developing conceptual and analytical sensitivity to the range of value issues inherent in the great diversity of cultures and value systems they will encounter in global business.

Emphasis on ethics and values is all too often focuses on trying to instill specific values or ethical behaviour in students. While formative initiatives are important, they do not necessarily make graduating MBA students better managers; but perhaps serve only to help them avoid breaking the rules.

Such initiatives do not make them better able to cope with the ethical nuances imbedded in different cultures or to respond to these in global settings.

As suggested by the Global Foundation for Management Education, "Globalisation means that business and management must be understood in the context of local history, politics and culture."

Management education should

not be "curriculum" which characterises and objectivity? "culture" full issues that raises in de

"School" guaran graduate ethical since v them b

Business guaranty graduates ethical man cannot for What we ensure that culture and they plan a

Schools Should Reduce Emphasis on Mad Hatter Methodology

THE FINANCIAL TIMES

UK, 28th October 2008

Opinion article by Gloria Batllori, Director of ESADE's MBA programmes, which addressed developments in MBA programmes.

EJECUTIVOS EN BUSCA DE UN GIRO INTERNACIONAL PARA SUS CARRERAS

La vuelta al mundo en un MBA

Cada módulo del GEMBA de ESADE y Georgetown se realiza en un país distinto. Los alumnos apuestan a internacionalizarse para enfrentar la crisis.

Gabriela Samaja
ESPECIAL PARA CLARÍN

En lugar de invertir en el mercado, invierto en mi propia educación. Da un poco de miedo, pero creo que es la decisión correcta en este contexto de crisis". La que habla es Laura Boydston, 36 años, directora de proyectos ejecutivos de la financiera Legg Mason Capital Management en Estados Unidos.

Como otros de los 34 participantes del MBA global de la Escuela de Negocios ESADE y la Universidad de Georgetown, Laura desembolsó 120.000 dólares para sumarse al programa de maestría y durante algo más de un año cursará seis módulos recorriendo seis países: España, Brasil, Argentina, India, Rusia y Estados Unidos.

El grupo, que llegó a la Argentina el lunes para cursar parte del tercer módulo en la sede de ESADE en Beccat, promedia los 38 años e integra a directivos y gerentes de empresas de 14 nacionalidades distintas, con un promedio de experiencia laboral de 15 años. La mayoría son estadounidenses, pero hay europeos de varios países y tres latinoamericanos: dos colombianos y un brasileño. Muchos de ellos ya cuentan con un perfil global: trabajan en empresas multinacionales o migraron de un país a otro.



En Buenos Aires, Parada y sus alumnos participan en la vida local de ESADE

EL PROGRAMA

China, destino de estudio a partir de 2009

El diseño del Global Executive MBA (GEMBA) de Georgetown-ESADE involucra a dos escuelas de la universidad: la de Negocios McDonough y la de Servicio Exterior Walsh. El programa dura unos 16 meses: comienza en junio y termina en agosto del año siguiente. La edición 2008/09 fue su estreno y ya están reclutando candidatos para 2009/10.

La próxima cohorte cambiará uno de sus destinos: en lugar de ir

a la India, viajarán a China. "Son dos mercados muy grandes, con características específicas, por lo que iremos turnando las visitas", explica Pedro Parada, director académico del programa por ESADE.

Los requisitos de admisión incluyen título de grado, un mínimo de 8 años de experiencia laboral y 5 en puestos gerenciales. En algunos casos, según la carrera de origen, se toma el examen GMAT.

empresas chinas, pero con operaciones internacionales", cuenta. En su caso, la compañía financió parcial-

finanzas a la estrategia de negocios", cuenta. "Como Rusia está haciendo negocios en países como

EL PRECIO

85.000

Euros es el precio del MBA Global de ESADE y Georgetown. Incluye alojamiento y movilidad en las ciudades, pero no los aéreos. El año que viene costará 95.000.

desarrollan actividades de aula y por la tarde se organizan encuentros con empresarios y políticos locales. Además, claro está, queda tiempo para una inmersión en la cultura del lugar; tango y asado en el caso argentino.

"Buscamos que los alumnos conozcan no solamente los mercados desarrollados sino también los emergentes", explica Patricia Marcaida, directora internacional de Executive Education en ESADE. Cada módulo desarrolla un tema. En el caso del que cursan en Buenos Aires y San Pablo, se trata de las firmas multinacionales. En India, próximo destino, los tópicos serán emprendedurismo y países emergentes.

A pesar de la crisis "no hubo bajar", dice Marcaida. Pero en los breaks, son pocos los que se despiden de sus teléfonos celulares. "Los MBA son contradictorios", indica por su parte Pedro Parada, director académico del GEMBA por ESADE. "En épocas de crisis, hay más candidatos que nunca para hacerlos".

Pero además de ver crecer sus matrículas, las escuelas de negocios tienen otra tarea que realizar en épocas como ésta: "tenemos que discutir qué papel nos cabe en la formación de los directivos, que son los que toman las decisiones que llevan a las crisis y también las

Around the World on an MBA

CLARÍN

Argentina, 9th November 2008

Article on the Global Executive MBA programme delivered by ESADE-Georgetown and, specifically, on the programme's module in Buenos Aires and São Paulo.

SELECTION OF PRESS CLIPPINGS

Los antiguos alumnos de la escuela de negocios presentaron ayer su proyecto con Banesto. Como 'madrina de honor', contaron con Ana Patricia Botín.

Los ex alumnos de Esade lanzan un canal de televisión

Escriben **Marisa Inglés e Ignasi Pujol**

Los antiguos alumnos de Esade se suben al carro de la televisión por Internet, los contenidos a la carta y la especialización de la programación. Los nuevos soportes mediáticos (siempre en el entorno de Internet) han favorecido la fragmentación de las audiencias, que ha dado lugar a canales especializados en deportes, cocina, meteorología y, por qué no, al primer canal en Europa destinado a una asociación de antiguos alumnos.

La escuela de negocios Esade cuenta con más de 28.000 antiguos alumnos, de los que más de 13.300 son socios de Esade Alumni, una asociación con un presupuesto anual de 15 millones de euros, que emplea a 19 trabajadores. La revista trimestral, que edita 31.500 ejemplares, es un ejemplo de ello y arroja un beneficio anual de 50.000 euros.

La nueva televisión, según el director de Esade Alumni, Xavier Sánchez, nace con un presupuesto de 700.000 euros, que el primer año se cubrirá en un 50% con ingresos publicitarios. Se prevé que entre en beneficios en un plazo de cinco años. El proyecto ha contado con el apoyo de Banesto, que ya cuenta con espe-



Ana Patricia Botín, y Germán Castejón, presidente de Esade Alumni, ayer.

verse amenazada por la reducción de los ingresos, tal como ha sucedido en Reino Unido.

La televisión se emitirá a través de la página web de Esade y estará abierta a todo el mundo. Los contenidos se han encargado a la productora madrileña Coeficiente.

Programación a la carta

Además de la emisión principal, la televisión contará con cinco subcanales donde el usuario podrá escoger su programación a la carta. Uno de ellos resumirá las ponencias de los *Matins Esade*, los coloquios don-

tira entrevistas a emprendedores; otro, se destinará a sagas familiares, en las que alguna generación haya cursado algún tipo de formación en la escuela; y, por último, el canal Esade Alumni se destinará a las actividades realizadas por los antiguos alumnos.

La nueva televisión no emitirá actividades de los actuales estudiantes de la escuela de negocios. "Es un producto pensado para los antiguos", apunta Sánchez-. Además, "es muy probable que Esade lance en breve su propia televisión", avanza.

El nuevo canal ya ha generado in-

Ana Patricia Botín:
"Estamos más
que dispuestos
a financiar proyectos"

Learning after the Crisis

EXPANSIÓN (national edition)

Spain, 26th November 2008

ESADE alumni launched Spain's first online TV channel to be promoted by a business school. The project, supported by Banesto, was introduced by Ana Botín, Chairman of the bank and Germán Castejón, President of ESADE Alumni.

Improving Education

LA VANGUARDIA

Spain, 5th December 2008

ESADE has called for civil society to sign a manifesto in which politicians and social figures pledge to improve education in Catalonia.

Catalunya se conjura por la educación

Manifiesto de 36 entidades en apoyo a los docentes y la escuela

JOSEP PLAYA MASET
Barcelona

La sociedad civil catalana volvió a ofrecer ayer un acto de reafirmación de país y al mismo tiempo de compromiso incondicional con el ámbito educativo. El escenario fue la escuela Esade: el impulsor de la convocatoria y del manifiesto (*Comunicació social per l'edu-*

El acto de presentación del manifiesto contó con la presencia del presidente de la Generalitat, Josep Montilla; el presidente del Parlament, Ernest Benach; y el conseller de Educación, Ernest Maragall, junto a otros, los principales representantes de la sociedad civil catalana.

Rigol estableció el porqué de una iniciativa que recuerda otras evocadas el pasado de hace un año y medio para reclamar la gestión del presupuesto de El Pral: "No pretendemos interferir en la escuela, sino contribuir a una educación de calidad". Se trata de un llamamiento a la sociedad para que se responsabilice también de la educación, sin dejar todo el peso a maestros y padres. Por esta razón, se ha contactado con entidades de otros sectores pero se ha dejado de lado el mundo educativo. De hecho, la iniciativa, que seguirá su curso a través de una comisión y una web que harán propuestas de futuro, ha recibido ya nuevas adhesiones. "Sabemos que la educación -dijo Rigol- es una inversión a largo plazo y que sin educación es imposible

EL RETO

Para Joan Rigol, impulsor del texto, la educación es una inversión a largo plazo

MARINO APOYO

Montilla, Benach y Maragall acudieron a la presentación del manifiesto en Esade



Obras del futuro centro de Sant Cugat del Valles.

CREÁPOLIS SE HA ADAPTADO A BOLONIA

Esade abrirá en febrero el campus de Sant Cugat

M. ANGLÉS, Barcelona

Esade última la construcción del campus universitario de Sant Cugat, que abrirá el 2 de febrero y a donde trasladará parte de su actividad, como la histórica licenciatura de Administración y Dirección de Empresas, que a partir de este curso se denomina Grado en Dirección de Empresas BBA y que ha reducido su duración de cinco a cuatro años para adaptarse al Plan de Bolonia. "Todo el campus de Esade Creápolis se ha diseñado con la clara intención de alinearse al espíritu de Bolonia", afirmó ayer el director general de la escuela, Carlos Llussà.

El campus universitario, que ha costado 26 millones de euros y acogerá a 1.500 alumnos, cuenta con aulas más pequeñas, de forma semicircular y con gradaderas, para facilitar la interlocución entre alum-

nes, como la movilidad internacional y las prácticas en empresas".

El centro de Sant Cugat está situado junto al Centro Borja, en unos terrenos propiedad de la Compañía de Jesús, que han sido cedidos a la escuela de negocios por un periodo de cincuenta años. Este centro se suma a los otros tres que la escuela de negocios tiene en Barcelona, Madrid y Buenos Aires y forma parte de un proyecto más am-

El nuevo recinto ha costado 26 millones de euros y acogerá a 1.500 alumnos

plio que incluye el parque empresarial Creápolis, una residencia de estudiantes y un hotel dedicado a estancias de formación.



Back to the classroom

A recession is as good a time as any to invest in your own career prospects, says LAURA STAPLES

During an economic slowdown, you would be forgiven for thinking now is not the best time to be forking out on an executive education – that's as an MBA to you and me. But now is in good a time as any to invest in your future. Undeniably courses don't come cheap. Most European MBAs cost around £30,000 and living costs can easily reach £10,000 – a situation not helped by the weak pound. This sounds like a colossal amount of money, especially compared with other graduate programmes that may have just as much relevance for careers in a variety of industries. For instance, a one-year MSc (Master of Science) in economics from the London School of Economics starting in 2009 would set you back a little over £18,000. So why bother with the much more expensive MBA? Well, one thing to consider is that MBA graduates tend to reap the financial benefits of their newly acquired qualification within a short time of returning to the workplace.

Even in the case of one of the more expensive European programmes, this holds true. Tuition fees for the MBA course run by ESADE Business School in Barcelona are €52,000 for the 2009-11 academic year. Students enrolling in the 2007 class tended to have about five years of work experience and commanded an average salary of €40,700. This increased to €60,800 after graduation – a rise of nearly 50 per cent. The 2008 class fared even better. Average salaries pre and post graduation were €43,400 and €70,650 respectively – up more than 60 per cent. And if you take the 60 per cent rise in earnings and 200% tuition fees into account, a

PHOTO COURTESY OF ESADP/ESADE. Students at ESADE can check the height of their MBA from September

student would turn back the cost of their MBA in less than two years. In any economic climate, these numbers stack up well.

Unlike many of the sector MBA grads chose to go into, the executive education sector seems largely recession-proof. Admissions tapers are quick to point out that demand for places tends to peak during a downturn. This is because prospective students believe the economy will be in better shape when they finish their course. So if you're thinking about applying for a course starting this autumn, you better get in quick; the queues must surely be lengthening.

If you are already convinced of the merits of an MBA course, you may still need pointing in the right direction for the best courses and schools in Europe. There are many differences between the schools, but there are also many similarities.

All straight MBA courses are generalist programmes, featuring subjects such as accounting, finance, economics and marketing at their core. Most schools aim to prepare their students for careers in global management, and a high proportion of MBA graduates go on to pursue careers in finance and consulting. However, if you want to gain this qualification to further your career in any other industry or job function, that shouldn't put you off.

Most schools pride themselves on the flexibility of their MBA programmes and often allow students to customise their MBAs in suit a particular business area. And students at all schools have the opportunity to study a number of elective modules at different stages during the course. There is usually a wide variety of subjects to choose from. At Judge Business School in Cambridge,

Most schools pride themselves on the flexibility of their MBA programmes and often allow students to customise their MBAs to suit a particular business area

Back to the classroom

SPECTATOR BUSINESS UK, 1st February 2009

Article on the importance of taking advantage of times of crisis to take an MBA, with extensive mention to ESADE's flexible MBA format.

The New Creapolis Campus

EXPANSIÓN (Catalonia) Spain, 11th December 2008

ESADE Business School has announced the forthcoming opening of its Sant Cugat Campus as the new venue for its BBA programme. The new campus has been fully adapted to meet the Bologna Process criteria.

SELECTION OF PRESS CLIPPINGS

The Crisis, Seen by Two Former Presidents

LA VANGUARDIA

Spain, 24th May 2009

Carlos Losada, Director General of ESADE, moderated a debate between Spain's former presidents, who shared opinions on several different subjects.

JUAN CARLOS MÉRINO
CARMEN DEL RIEGO
Nuestro

La campaña electoral en curso busca la máxima polarización entre el PSOE y el PP esgrimiendo, principalmente, las diferencias que separan a José Luis Rodríguez Zapatero y Mariano Rajoy, a Juan Fernando López Aguilar y Jaime Mayor Oreja y a Felipe González y José María Aznar. Una gran paradoja se desprende, no obstante, de las intervenciones que ambos ex presidentes del Gobierno tuvieron la semana pasada en Esporriamagistruat 2009. Y es que pese a los encontronazos políticos y los contrapuestos perfiles de González y Aznar, sus discursos no son tan diferentes ante varios de los principales capítulos de la situación política y económica española. De la misma opinión es Carlos Losada, director general de Esade, que recordó ambos presidentes "González y Aznar tienen muchos puntos de encuentro", explica Losada a La Vanguardia. Y pese a que el González es fan de Zapatero ni Aznar es un entusiasta de Rajoy, estas coincidencias indicarían, según Losada, la conveniencia de que los dos partidos mayoritarios de España, el PSOE y el PP, se pusieran de acuerdo al menos sobre el 60% de los asuntos en los que se discrepan radicalmente.

Más Estado. Ante la crisis económica, tanto Aznar como González apuntan, con distintos matices, al reforzamiento del Estado. "El modelo autonómico no debe comprometer la adopción de medidas para salir de la crisis", dice Aznar, que añade: "Es un error

Los dos ex presidentes trazan en Esade diagnósticos coincidentes sobre la crisis en España

González y Aznar convergen



►► "Chincho", uno de los hijos de Luis de Sebastián, conversa ayer con Pami Urtezarain y la infanta Cristina en presencia de su madre, Francisca Gencé-Solís. En segundo término, observan el director de EL PERIÓDICO, Rafael Nadal, y la rectora de la Universitat Ramon Llull, Ester Giménez-Solís.

RECONOCIMIENTO PÓSTUMO A UN DOCENTE Y ESTUDIOSO DE LA GLOBALIZACIÓN Y LAS DESIGUALDADES

El mundo académico y social homenajea a Luis de Sebastián

Un multitudinario y emotivo acto evoca la figura del catedrático e intelectual de Esade

mo, aguda percepción y sentido de ayuda a los demás del catedrático. En el homenaje, en el que el secretario general de Esade, Marcel Planellas, ofició de maestro de ceremonias, hubo intervenciones de personal vinculadas a las variadas facetas

El consejo: «Paso de buey, diente de lobo y hacerse el bobo»

y espontáneas y que había transmitido sentido común. Nadal recordó la amistad de De Sebastián con el jesuita Ignacio Ellacuría y otros asesinados por los paramilitares en El Salvador. El fallecido fue articulista del diario durante 28 años -el último de

Tribute to Luis de Sebastián

EL PERIÓDICO DE CATALUNYA
Spain, 8th July 2009

ESADE paid tribute to Luis de Sebastián, Professor of Economics at ESADE Business School, who died on 26th May 2008. The event was attended by the professor's family, influential representatives from the world of academia and HRH Princess Cristina.

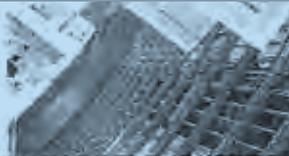
Os espanhóis estão chegando. De novo

A espanhola Esade, uma das dez mais importantes escolas de negócio do mundo, abre escritório no Brasil

JOSÉ SERGIO GISEE

DEPOIS DE DESEMPARAR no País com empresas como Telefónica e Santander, a Espanha está prestes a invadir o Brasil novamente. Desta vez, colocando um pé nas salas de aula brasileiras. Na próxima semana, começa a funcionar em São Paulo o escritório da espanhola Esade, uma das dez mais importantes instituições de ensino de negócios do mundo, segundo publicações especializadas como o *Wall*

Street Journal, *The Economist* e *Financial Times*. Fundada em 1988, hoje a escola tem seis mil alunos em seus campi em Madrid, Barcelona e Buenos Aires. "Para nós o Brasil é o menos emergente dos países emergentes. O País é a Alemanha da América Latina", diz Ivan Bofarull, diretor de reputação internacional da Esade. Segundo ele, porém, a escola não irá ministrar cursos no Brasil, embora isso possa acontecer no futuro, através de parcerias com escolas do País. O objetivo nesse momento, explica, é captar mais alunos para os cursos que a Esade oferece na Espanha e na Argentina. De acordo com Bofarull, nos mercados desenvolvidos como Europa e EUA, a tendência é que haja cada vez menos alunos ingressando nas escolas de negócio. A alternativa é buscá-los no Exterior, especialmente em países emergentes. Além do escritório brasileiro, a Esade vai abrir



CAMPUS DA ESADE NA ESPANHA: escolas investem em emergentes para fortalecer laços com empresas locais e captar novos alunos, cada vez mais verna nos mercados desenvolvidos

outras quatro, sendo um delas na China e outro na Índia. "O Brasil foi o primeiro país a ser possível dobrar o número de alunos no País", afirma.

Outro interesse da Esade em abrir um escritório no Brasil é tentar elevar sua influência no País e conhecer melhor o mercado local e as empresas brasileiras. Segundo Bofarull, isso é importante porque já começa a surgir uma grande número de companhias brasileiras com projeção internacional, caso da Embraer e da Gerdau. Com mais alunos brasileiros, explica, é possível reforçar os laços com as companhias locais onde trabalham, promovendo maior intercâmbio de informações. Além disso, diz, fica mais fácil conseguir, via ex-alunos, posições de estágio – e até de emprego – para os alunos atuais. Para a escola, conhecer melhor o mercado brasileiro é importante para aprimorar o currículo dos cursos que oferece. Segundo Bofarull, há uma demanda crescente entre os alunos – mesmo os não brasileiros – por informações a respeito do País. "Em troca, oferecemos a nossos alunos uma janela para o mercado europeu, além de uma ponte de contato entre eles seus pares da Ásia e da África que também estudam conosco", completa Bofarull. **E3**



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The Spanish Are Coming. Again

ISTOÉ DINHEIRO

Brazil, 22nd July 2009

Article on the launch of ESADE's Global Center in São Paulo.

Ignasi Carreras

LA VANGUARDIA

Spain, 14th September 2009

Article on the book *Líderes para el cambio social*, by Ignasi Carreras,

Director of ESADE's Institute for Social Innovation. The book analyses the profile of NGO leaders and provides the keys for improving transparency in these organisations.

La dirección de las ONG debe descansar en varias personas, según reflexiona Ignasi Carreras en *'Líderes para el cambio social'*

ONG en busca de líderes

ROSÁ M. BOSCH
Barcelona

Doña Bartola assistiu em 1990 a uma etapa de constantes enfrentamentos entre o exército matemático e a guerrilha. Um dia, doña Bartola viu como mataram a seu marido e a seus filhos en la plaza del pueblo. Tras este trágico episodio, vivió durante años en la miseria, pero llegó un día en que se dio cuenta de que tenía que actuar, rebelarse para intentar mejorar la situación de su gente. Esta mujer se convirtió en líder de su comunidad y con el apo-

ciado, en el año 2007, de Intervida y Anesvad invitan a protagonizar una suerte de revolución. "Estamos en una época de cambios y eso requiere un liderazgo horizontal, compartido, que descanse en varias personas. El reto ahora es transformar a buenos ges-

"Estamos en una época de cambios; el reto es transformar a buenos gestores en líderes", opina Carreras

tores en líderes", opina Carreras. Los casos de Intervida y Anesvad, todavía en los juzgados, han sido estudiados por los autores del libro, que han llegado a la conclusión de que los liderazgos fuertes son un arma de doble filo. "Los líderes fuertes a menudo dominan en exceso a las organizaciones y producen un síndrome de dependencia de la ONG. Tienen un fuerte sentimiento de propiedad de la organización, a menudo bajo la justificación de que han sido sus fundadores, y esto no les ayuda a ser transparentes y a saber rendir cuentas de su gestión. La característica más negati-



Ignasi Carreras

va de este tipo de liderazgo, si bien la más excepcional y poco frecuente, es el abuso de poder y la apropiación personal de los fines de la organización", relata Carreras en el libro.

La presunta apropiación de fondos de Intervida y Anesvad por parte de sus máximos responsables puso en entredicho la credibilidad del conjunto de las ONG. Para Ignasi Carreras, estas dos organizaciones tuvieron graves deficiencias de liderazgo, y sus dirigentes encajaban en el denominado "síndrome del líder fuerte": personas carismáticas y emprendedoras pero que toleran mal las críticas, no son transparentes ni rinden cuentas de su gestión.

La receta para estos tiempos es buscar más personas como doña Bartola y apostar por el liderazgo compartido, modelo que ya empezó a adoptar en el 2001 Greenpeace. **•**

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Please send comments or suggestions for improvement to enrique.lopez@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.
