



Annual Report

Esade Center for Global Economy and Geopolitics

2023
2024

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1.About EsadeGeo

VISION	MISSION	PROGRAMMES
To become the benchmark for other business schools in the study of globalisation and organisations.	To provide organisations with the necessary tools to strategise in a globalised world.	<ul style="list-style-type: none">— Global Governance— Global Economy— Global Risks— Global Energy

Financial Supporters

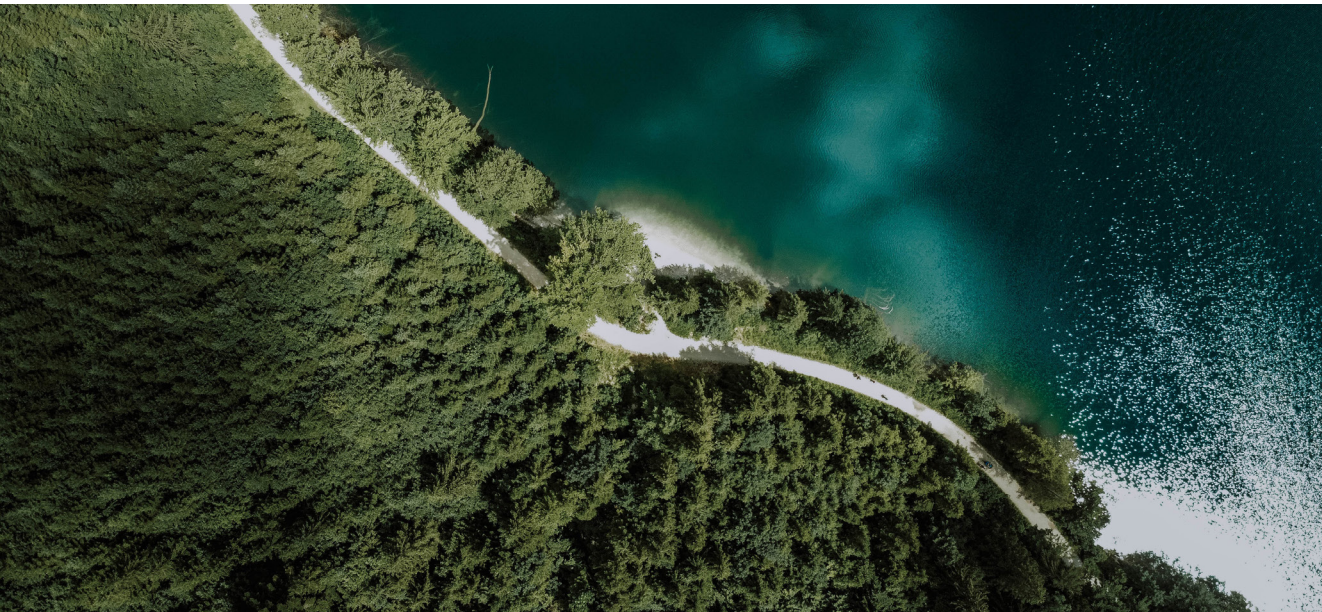
FOUNDING
SUPPORTERS



PROJECT
SUPPORTERS



H2020
PROJECTS



Team

<ul style="list-style-type: none">• Javier Solana President of EsadeGeo• Ángel Saz-Carranza Director of EsadeGeo• Ángel Pascual-Ramsay Director of the Global Risks Programme• Irene Alba Associate Director of EsadeGeo• Marie Vandendriessche Senior Researcher & Research Coordinator• Matthew McLaughlan Research Assistant	<ul style="list-style-type: none">• Ana Olmedo Research Assistant• Elisa Lenker Research Assistant• Carlota Moreno Research Assistant• Mateu Tomi Research Assistant• Anna Fonts Research Assistant	<p>SENIOR FELLOWS:</p> <ul style="list-style-type: none">• José M. de Areilza• Iván Martén• Eugenio Bregolat• Juan Moscoso del Prado• Jordi Molina Alsina
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2. Teaching

MBA Course: Business, Government and Society

This course applied a comprehensive view to address some of the most pressing international challenges of the 21st century, enhancing students’ ability to strategically analyze these issues. Through four sessions and one masterclass, students broadened their understanding of current affairs and their connections with business reality.

The sessions provided an in-depth examination of prominent international issues, their geopolitical implications, and the interplay between political trends and business strategies. Topics included the non-market environment of firms, the geopolitics of energy and climate change, and global governance amid heightened strategic competition between leading international powers. The sessions also served to discuss and analyze current geopolitical events as they arose.

2023-2024 Sessions

SESSION 1

Firms and Their Non-Market Environments

13-14/11/2023 **Ángel Saz-Carranza**

- Introduction to the course
- The non-market environment
- Business-government relations and strategies
- [Case] Dow Chemicals. Lobbying in the EU

SESSION 2

Energy Foundations, Markets and Geopolitics

20, 23/11/2023 **Marie Vandendriessche**

- Energy, the foundation
- Energy markets and energy security
- The geopolitics of the energy transition

SESSION 3

Masterclass: China, Geopolitics, Business

24/11/2023

- “Money and Might: A precarious balancing act on China’s economic statecraft and security concerns” by **Jie Yu**, Senior Research Fellow on China at Chatham House and Associate Research Fellow at LSE IDEAS.
- “Geopolitics in business” by **Álex Manchón**, Head of International Business at ISDIN.

SESSION 4

Climate Change: Geopolitics and Governance

30/11/2023 - 12/01/2024 **Marie Vandendriessche**

- Climate change and its global governance
- Climate regulation and the firm
- The geopolitics of climate change

SESSION 5

Trade: Trends, Governance, and Domestic Implications

11-12/12/2024 **Ángel Saz-Carranza**:

- The evolution of globalization
- International trade debates
- [Case study] EU Trade Defense Instruments Reform

Other Lectures

ESADEGEO PROFESSORS ALSO GAVE THE FOLLOWING LECTURES:

- MBA Full Time | Academic Writing and Rigor
- EMBA | Academic Writing and Rigor
- Double Degree in Law and Global Governance (GDL) | Globalization, Economics, and Politics
- MBA Study Tour (Queen’s University) | Introduction to the Non-market Environment and the EU
- MBA Study Tour (Queen’s University) | EU Energy Diplomacy & Policy
- MBA Study Tour (Queen’s University) | Lobbying the EU
- MBA Study Tour (IIMA Ahmedabad) | Introduction to the Non-market Environment and the EU
- MBA Study Tour (IIMA Ahmedabad) | EU Climate Policy
- MBA Study Tour (IIMA Ahmedabad) | Lobbying the EU
- EIT InnoEnergy (multiple MSc programs): Energy & Geopolitics



Prof. **Javier Solana**

- EMMS session, Barcelona
- Webinar Update FT MBA & EMBA: Russian-Ukrainian conflict (Javier Solana and Ángel Saz-Carranza)



Prof. **Ángel Saz-Carranza**

- MBA Full-time: From Global Affairs to Strategy
- MBA (Georgetown University): Global Strategy
- MSc in International Management: Geopolitics/Non-Market Strategy
- Bachelor of Global Order, Economics, and Law: Globalization: Economics and Politics
- Bachelor of Business and Administration: Competitive Strategy



Marie Vandendriessche

- MBA Full time: Business, Government and Society
- Double Degree in Law and Global Governance, Economics & Legal Order: Climate Geopolitics
- Bachelor of Global Order, Economics, and Law (Homologación): Climate Geopolitics



Prof. **Ángel Pascual-Ramsay**

- Executive MBA: From Global Affairs to Strategy
- MBA: Global Risks in the 21st Century and their Impact on Business
- Bachelor of Global Order, Economics, and Law: Globalization: Economics and Politics



3. Horizon 2020 Projects

ENGAGE was a three-and-a-half-year, EU-funded Horizon 2020 project led by Esade Business and Law School. The project, entitled “Envisioning a New Governance Architecture for a Global Europe” (ENGAGE), pooled the first-class interdisciplinary expertise of scholars from nine academic institutions and four think tanks across Europe.

The **ENGAGE** project sought to provide policymakers with recommendations on how to improve the effectiveness, coherence, and sustainability of the EU’s external actions. It analyzed the main contextual challenges the EU faces and assessed governance structures and policy processes to examine ways in which the EU can achieve its goals in the external arena and engage with strategic partners, neighboring regions, and conflict and crisis scenarios.

During the 2023-2024 academic year, EsadeGeo coordinated the final stage of the project and ensured the timely delivery of the final ENGAGE output, the “White Paper on 10 Recommendations to Make the European Union a Stronger Global Actor.”



This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement no. 962533.



4. Policy Debate

ENGAGE

ENGAGE 2ND GENERAL ASSEMBLY
OCTOBER 18-20, 2023 BARCELONA

The ENGAGE consortium gathered on Esade’s Barcelona campus for the consortium’s second General Assembly, hosted by EsadeGeo. Participants had the chance to present the findings of the latest ENGAGE papers, as well as get an overview of the project’s progress up to that point and plan its last stage.

The General Assembly included a guest session with Beata Wojna, a member of the ENGAGE International Advisory Board and former Polish ambassador to Mexico and Central America. The discussion delved into the EU’s engagement with Latin America and promoted an insightful conversation on potential ways to strengthen the EU’s presence in the region.



THE MADRID STAKEHOLDER WORKSHOP
SEPTEMBER 13, 2023, MADRID

The Madrid Stakeholder Workshop was held on October 30 and brought together a diverse group of experts, government officials, and EU representatives from Spain, France, Germany, and Italy. The ENGAGE panel was part of a high-level dialogue called “Building Europe with France, Germany, and Italy” and organized by EsadeGeo, Agenda Pública, and the Jacques Delors Institute Notre Europe, in collaboration with the Spanish Presidency of the Council of the European Union.

The objective of this ENGAGE panel was to discuss the recommendations presented in ENGAGE Policy Brief 2,



“Making Faster and Better Decisions in EU Common Foreign and Security Policy.” Professor Ramses A. Wessel from the University of Groningen presented options for implementing qualified majority voting (QMV) in the Common Foreign and Security Policy (CFSP) and other, closely related policy areas.



The presentation also examined vetoes or delays in CFSP decisions and the options the different treaties provide to implement QMV. The discussion then focused on the feasibility of specific proposals, such as the “27 minus 2 or 3” formula proposed by HR/VP Josep Borrell.

Salvador Rueda Rabanal, Director General for Integration and Coordination of General Affairs in the Spanish Ministry of Foreign Affairs, European Union and Cooperation, and José M. De Areilza, Professor and Jean Monnet Chair at Esade, participated in the discussions as first respondents. Workshop participants, including Enrico Letta, President of the Delors Institute, Arancha González Laya, Dean of the Paris School of International Affairs at Sciences Po, Norbert Röttgen, Member of the Bundestag Foreign Affairs Committee (CDU), and Sylvie Kauffmann, editorialist at Le Monde, provided additional viewpoints.



ENGAGE HIGH-LEVEL LECTURE WITH COMFORT
ERO, PRESIDENT AND CEO OF THE INTERNATIONAL
CRISIS GROUP
MAY 16, 2024 (ONLINE)

In this sixth ENGAGE high-level dialogue chaired by EsadeGeo Director, Ángel Saz-Carranza, Comfort Ero examined the multifaceted crisis of democracy across the African continent and explored how it is reshaping the European Union’s own policies towards Africa. She also reflected on what this challenge means for the EU’s role in fostering democratic stability in a rapidly changing geopolitical context.



ENGAGE FINAL CONFERENCE
JUNE 12, 2024, BRUSSELS

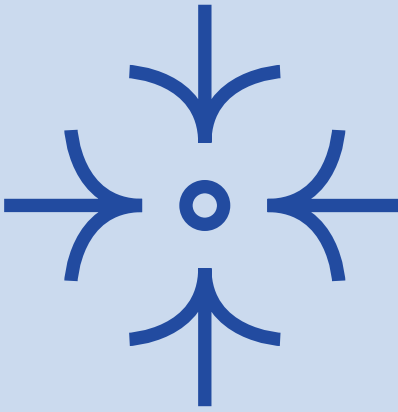
On June 11-12, ENGAGE consortium members gathered for the project’s final conference in Brussels. The event included a welcome lunch featuring remarks by Pierre Vimont and Jan Wouters, and was chaired by Judy Dempsey.

The main event, titled “Making EU Foreign Policy More Effective: Post-Electoral Perspectives,” started with opening remarks by Ángel Saz-Carranza followed by an armchair discussion with Federica Mogherini and Javier Solana. The session provided an overview of the unprecedented combination of external threats the EU faces, including Russia’s invasion of Ukraine, the war in Gaza, economic and energy dependencies, military challenges, and the climate crisis, all of which put the very existence of European integration in peril.



The subsequent panel debate featured insights from Bastian Giegerich, Monika Sus, and Tania Lațici, moderated by Cornelius Adebahr, exploring the policy tools the EU can mobilize to thrive amidst intensifying global rivalries and rising internal divisions. Key takeaways included the need for the incoming EU leaders to make bold decisions to bolster the union’s geopolitical power, enhance its role as a global actor, and strengthen strategic communication.

The conference concluded with a reception, marking the end of the ENGAGE project with a call for a more cohesive and strategic EU foreign policy.



Observatorio de Política Industrial Europea

EsadeGeo launched the Observatorio de Política Industrial Europea (OPIE) to analyze the return of European Industrial Policy and how it will impact Spain. OPIE integrates academic knowledge with the experience and expertise of leading economic, industrial, and technological players to offer a vision from Spain. OPIE produces policy briefs, podcasts, and workshops in Spanish and English to have an impact on the field. The observatory is organized around two core issue-areas: European industrial policy and industrial policy in Spain.

WORKSHOP: “AUTONOMÍA ESTRATÉGICA CIENTÍFICA Y TECNOLÓGICA EN ESPAÑA” (SCIENTIFIC AND TECHNOLOGICAL STRATEGIC AUTONOMY IN SPAIN) APRIL 18, 2024, MADRID

The workshop focused on the main challenges and opportunities Spain faces to consolidate its competitive strategic autonomy based on the country’s technological, scientific, and innovation capabilities.



WORKING SESSION: “ANTEPROYECTO DE LA NUEVA LEY DE INDUSTRIA Y AUTONOMÍA ESTRATÉGICA” JUNE 20, 2024, MADRID

This working session examined the pillars of the new Law on Industry and Strategic Autonomy, how it differs from the previous law, and the new instruments it includes.

Observatorio EsadeGeo- Fundación Repsol de Geopolítica de la Transición Energética

The climate challenge facing societies will require enormous public and private effort and entail a wave of dedicated public policies. The Observatorio EsadeGeo Fundación Repsol de Geopolítica de la Transición Energética aims to produce and transfer applied knowledge related to the European Union’s climate and energy policy and the geopolitics of the energy transition.

BREAKFAST-WORKSHOP: “EUROPE’S ROLE IN THE POST IRA GLOBAL ENERGY CONTEXT” NOVEMBER 3, 2023, MADRID



This workshop focused on discussing the effects of the U.S. Inflation Reduction Act (IRA) in Europe and the transition it implies from a liberal, globalized model to a more fragmented world.

WEBINAR: “EUROPE’S ROLE IN THE POST-IRA GLOBAL ENERGY CONTEXT” JANUARY 31, 2024

This webinar served to discuss the effects of the IRA in Europe, considering the pressure it could imply for European countries to adopt similar policies to remain competitive.



BREAKFAST-WORKSHOP: “REINDUSTRIALIZATION AND DECARBONIZATION IN THE EU” FEBRUARY 14, 2024, MADRID

This workshop focused on the EU’s decarbonization, in particular, the implications of the Green Industrial strategy for businesses.



WEBINAR: “REINDUSTRIALIZATION AND DECARBONIZATION IN THE EU” MARCH 13, 2024

This webinar examined the European Union’s decarbonization strategy and the associated challenges in light of the central role the private sector plays in this transformation.



WEBINAR: “DESAFÍOS PARA EQUILIBRAR EL TRILEMA ENERGÉTICO EN EL CORTO Y MEDIO PLAZO” JUNE 5, 2024

This webinar (“Challenges in balancing the energy trilemma over the short and medium term”) analyzed how to combine decarbonization with economic growth, employment, and global competitiveness, all the while bolstering resilience and supply chain security.



BREAKFAST-WORKSHOP: “ENERGY TRILEMMA BETWEEN THE UNITED STATES AND THE EUROPEAN UNION” JUNE 18, 2024, MADRID

This workshop focused on the IRA’s current implementation, emphasizing the need to establish a dialogue between the United States and Europe with China and emerging countries.



Annual Energy Meeting
MAY 28, 2024, MADRID

EsadeGeo, together with the Representation of the European Commission in Spain and EIT InnoEnergy, hosted the 12th Edition of the Global Annual Energy Meeting on May 28, 2024 at Esade Madrid. This meeting provided a forum in which business leaders and policymakers were able to discuss how energy technologies, geopolitics, and regulations will affect business and society over the medium term.

Welcome

Javier Solana, President, EsadeGeo
Lucas González Ojeda, Acting Director, Representation of the European Commission in Madrid

Opening speech

Wopke Hoekstra, Climate Action Commissioner



Panel

“La transición verde y la reindustrialización de Europa”
(The Green Transition and Europe’s Reindustrialization)

Elena Bou, Innovation Director, EIT InnoEnergy (moderator)
Diego Pavia, CEO, EIT, InnoEnergy
Loreto Ordóñez, CEO, ENGIE Spain
José Antonio de las Heras, CEO, Fertighy
Alberto Toril, Europe Manager, Breakthrough Energy
Aitor Arzuaga, General Manager, Alba Emission Free Energy

Keynote speech

Jordi Hereu, Minister of Industry and Tourism



As part of the opening events of the 12th Annual Energy Meeting, EsadeGeo organized a private lunch on April 8, 2024 between Teresa Ribera, the third Vice-President of the Government of Spain and Minister for Ecological Transition and Demographic Challenge, and some of the main leaders in the energy and industry sector.



BOOK PRESENTATIONS: “TESTIGO DE UN TIEMPO INCIERTO: DE LA CAÍDA DEL MURO A LA INVASIÓN DE UCRANIA” IN MADRID (NOVEMBER 14, 2023) AND BARCELONA (NOVEMBER 24, 2023)

Both events were open to the public and consisted of a conversation between Javier Solana, author of the book, and journalists, Soledad Gallego-Díaz Fajardo, in Madrid, and Lluís Bassets in Barcelona.



ASPEN: POLITICS AND ECONOMY
FEBRUARY 27, 2024, MADRID

The session brought together a dozen speakers from the Spanish political arena with the aim of establishing an open dialogue on the political and economic challenges the country faces. Javier Solana, President of EsadeGeo and Aspen Institute España, opened the event.



ANNUAL WAR AND PEACE CONFERENCE:
“THE EU AHEAD OF A NEW POLITICAL CYCLE AND A NEW GEOPOLITICAL ERA”
MARCH 16, 2024, BARCELONA

This edition of CIDOB’s conference, “War and Peace in the 21st Century,” in collaboration with EsadeGeo, analyzed the EU’s internal dynamics ahead of the new political cycle and how to address its relations with major powers in an era of changing geopolitical alliances. Javier Solana, Honorary Chairman of CIDOB and President of EsadeGeo, opened the event.

10TH INTERGENERATIONAL FORUM
OF FORUMS MEETING
MARCH 7, 2024, SEGOVIA

Held in La Granja de San Ildefonso, Javier Solana, President of EsadeGeo, participated in the “10th Intergenerational Forum of Forums Meeting” in a conversation with Ramón Jauregui, former Member of the European Parliament, about the risks of the current global scenario.



ELKARGI BUSINESS FORUM
MAY 23, 2024, SAN SEBASTIÁN

Javier Solana, President of EsadeGeo, participated as a speaker in the 34th edition of the Elkargi Business Forum, entitled “El impacto sísmico de la geopolítica. Europa y las finanzas en el epicentro” (Geopolitics’ seismic impact. Europe and finances at the epicenter). Topics included the energy transition, the central role of public-private partnerships, and Europe’s transformation.



Esade’s Corporate Governance Center and EsadeGeo

Both centers organized a series of three conferences together with experts and consultants to reflect on geopolitics and its influence on business and strategic decision-making.

FIRST SESSION: “UN NUEVO ESCENARIO DE SEGURIDAD NACIONAL” (A NEW NATIONAL SECURITY SCENARIO), NOVEMBER 23, 2023, MADRID



SECOND SESSION: “¿EL FIN DE LA CADENA DE SUMINISTRO GLOBAL?” (THE END OF THE GLOBAL SUPPLY CHAIN?) FEBRUARY 6, 2024, MADRID



THIRD SESSION: “LA TECNOLOGÍA Y LA INNOVACIÓN, CLAVES PARA LA DEFLACIÓN Y LA PRODUCTIVIDAD” (TECHNOLOGY AND INNOVATION, KEY FOR DEFLATION AND PRODUCTIVITY) APRIL 6, 2024, MADRID



5. Publications: Research & Media

Research

Horizon 2020 Programs

ENGAGE

→ ENGAGE publications in which EsadeGeo members appear as authors:

- Müller, G., Martins, M., Brackeniers, K., Tyushka, A., Martill, B., Mesarovich, A., Müftüler-Bac, M., Aydin-Düzgit, S., & Uzun, E. **Case Studies of EU and Member States' Engagement with Global Strategic Partner Countries** (Working Paper Series, June 2023 (China Case study added during the 2023-2024 academic year)). ENGAGE H2020 project.
- Sus, M., Fonts Picas, A., Kakko, H., Ojanen, H., & Vandendriessche, M. (October 2023). **Case Studies of EU and Member State Engagement with Strategic International Organisations** (Working Paper 28). ENGAGE H2020 project.
- Müftüler-Baç, M., Müller, G., Sus, M., Vandendriessche, M., Uzun, E., Fonts Picas, A., & Martins, M., (January 2024). **Assessing the European Union's External Action Towards Its Strategic Partners and Formulating Policy Recommendations** (Working Paper 31). ENGAGE H2020 project.
- Fonts Picas, A., Tomi, M., & Vandendriessche, M. (February 2024). **Gender Mainstreaming in the EU's External Action** (Research Snapshot 1). ENGAGE H2020 project.
- Sus, M., Adebahr, C., & Saz-Carranza, Á. (May 2024). **10 Recommendations to Make the European Union a Stronger Global Actor** (White Paper). ENGAGE H2020 project.

Podcasts

- Podcast | **El retorno de la política industrial: El gran reto europeo #1 (The return of industrial policy: The big European challenge #1)** - February 9, 2024
- Podcast | **El retorno de la política industrial: El papel de España #2 (The role of Spain #2)** - February 15, 2024
- Podcast | **For China to innovate it needs to lose some political control** - February 9, 2024
Speaker: Yu Jie, senior research fellow on China in the Asia-Pacific Program at Chatham House
- Podcast | **We need one common industrial policy in the EU and not 27** - November 21, 2023
Speaker: Nils Redeker, Deputy Director of the Jacques Delors Center
- Podcast | **The green transition is missing the industrial dimension** - February 29, 2024
Speaker: Simone Tagliapietra, Senior Fellow of Bruegel
- Podcast | **La IRA se planteó para perdurar a cualquier gobierno (The IRA was designed to outlast any government)** - July 1, 2024
Speaker: Frances Colon, Senior Director and Team Leader for International Climate Policy at American Progress of the Center for American Progress



Other Publications

- Report | **Los efectos de la transición energética en la Geopolítica de la Energía**. July 2024.
- Background paper | **Hacia una nueva política industrial de España en la Unión Europea**. June 2024.
- **Decálogo del Observatorio de Política Industrial Europea**. June 2024.
- Do Better Post | **The potential of decarbonization to reinvent Europe and Spain**. June 2024.
- Policy Brief | **Industrial and energy challenges for the next European Commission (2024-2029)**. March 2024.
- Report | **Global Economy, Energy, and Geopolitics: Trends and Uncertainties**. February 2024.
- Policy Brief | **The effects of the IRA in Europe**. January 2024.
- Report | **Autonomía Estratégica Abierta europea y ciclo electoral 2024**. June 2024.
- Policy Paper | **The European Chips Act: Europe's Quest for Semiconductor Autonomy**. September 2023.
- Working Paper | **Supply Chain Resilience and Geopolitical Risk**. May 2024.
- Chapter | **Informe económico y financiero #35: Implicaciones económicas del 'superaño' electoral**. July 2024.
- Policy Brief | **La reindustrialización europea: apuntes sobre el Anteproyecto de Ley de Industria y Autonomía Estratégica**. July 2024.
- **EsadeGeo Daily Digest** by Javier Solana

Academic publications

- Saz-Carranza, Á., Maggetti, M., Yesilkagit, K., & Coen, D. (2023). **Mapping and Unpacking Global Governance Bodies: A Cross Sectional and Cross Organizational Analysis**. International Studies Quarterly. <https://doi.org/10.1093/isq/sqad040>
- Saz-Carranza, Á., Rueda-Sabater, E., Vandendriessche, M., Moreno, C., & Jordana, J. (2023). **The future(s) of global governance: A scenarios exercise**. Global Policy. <https://doi.org/10.1111/1758-5899.13295>
- Saz-Carranza, Á. (2023). **Review of Business lobbying in the European Union**. By David Coen, Alexander Katsaitis, Matia Vannoni, Oxford: Oxford University Press. 2021. pp. 264. ISBN: 9780199589753. Public Administration Review. <https://doi.org/10.1111/puar.13803>



Center for Global Economy and Geopolitics

NATIONAL MEDIA IMPACT REPORT

[September 2023 - August 2024]



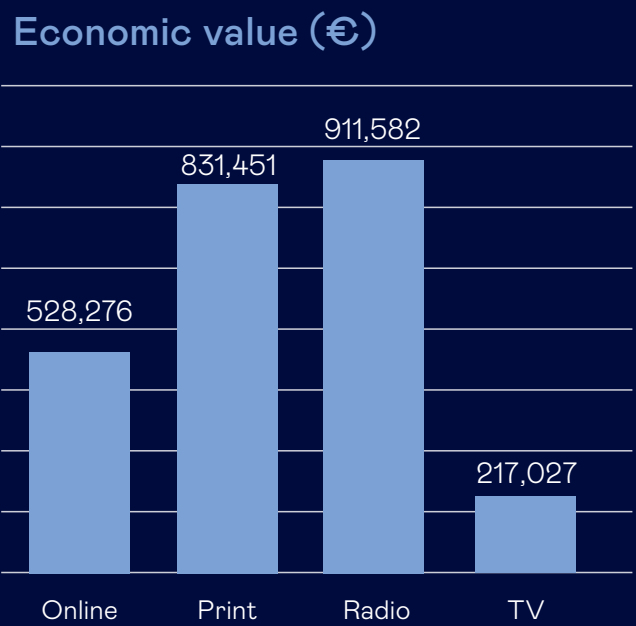
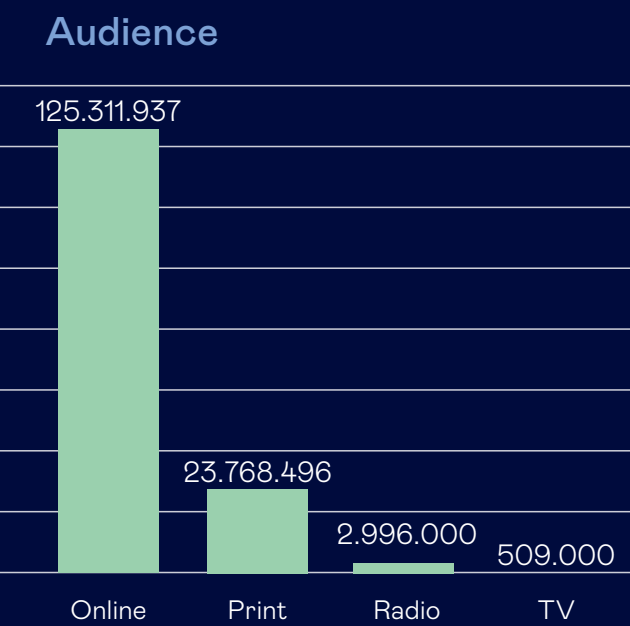
2,488,336 €
in advertising value



375
media news



152,585,433
in audience



See full impact clipping



* Source: Rebold

Communications Activities

- Interviews
- Sending press material
- Management with journalists
- Management of opinion editorials

News Highlights

- **EL PAÍS**
Javier Solana: "La respuesta de Israel
Interview with Javier Solana
- **Expansión**
Geopolítica de la política industrial
Article by Ángel Saz and Elena Bou
- **Actualidad Económica (El Mundo)**
2024: el año de la (in) seguridad económica
Article by Juan Moscoso del Prado
- **LA VANGUARDIA Y OTROS**
Solana dice que el reconocimiento del Estado [...] EFE teletype with statements by Javier Solana
- **EL DIARIO Y OTROS**
Medidas aprobadas por el Gobierno para el Perte [...] Articles about Annual Energy Meeting
- **TV3**
Interview with Javier Solana in Els Matins
- **ETB – 12 minutos**
Interview with Javier Solana
- **Cinco Días**
Los retos industriales y energéticos de [...] Article by Ángel Saz



Center for Global Economy and Geopolitics

INTERNATIONAL MEDIA IMPACT (ONLINE)

[September 2023 - August 2024]



7459.410 €

in advertising value



18

news in media



28.904.041

in audience

See full impact clipping



*Source: Muck Rack

Communications Activities

- Interviews
- Management with journalists
- Sending press material

News Highlights

- **Financial Times (Reino Unido)**
FT Live - The Future of Business Education, Spotlight on MBA
Interview with Ángel Saz at an event on education
- **Infobae and others**
Javier Solana: "Europa tiene un reto, que es si reconoce ya a Palestina"
Presentation of Javier Solana's book
- **Poets & Quants**
The Favorite Courses of MBAs
With mention to Global Governance subject
- **Forbes**
How To Integrate Geopolitics In Your Business Strategy
Article by Juan Moscoso del Prado
- **Infobae y otros**
Solana cree que el reconocimiento del Estado palestino es "un paso en la buena dirección"
Note on Javier Solana's intervention at an event
- **Poets & Quants y otros**
Esade to Open a New Madrid Campus
Notes on the new campus with mention of EsadeGeo



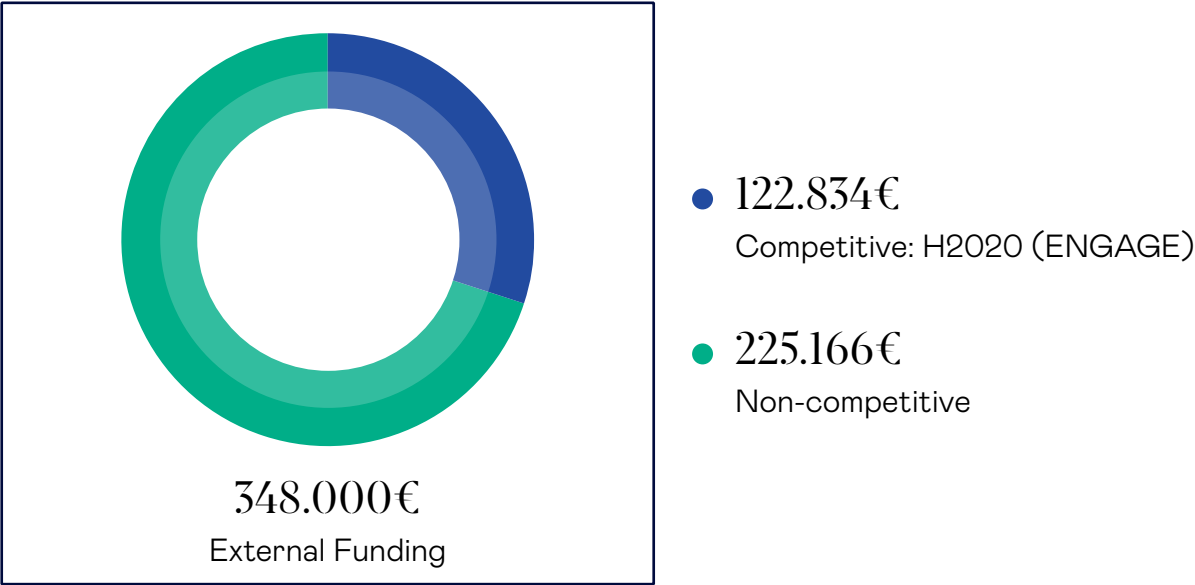
Forbes

How To Integrate Geopolitics In Your Business Strategy



6. Budget

Funding



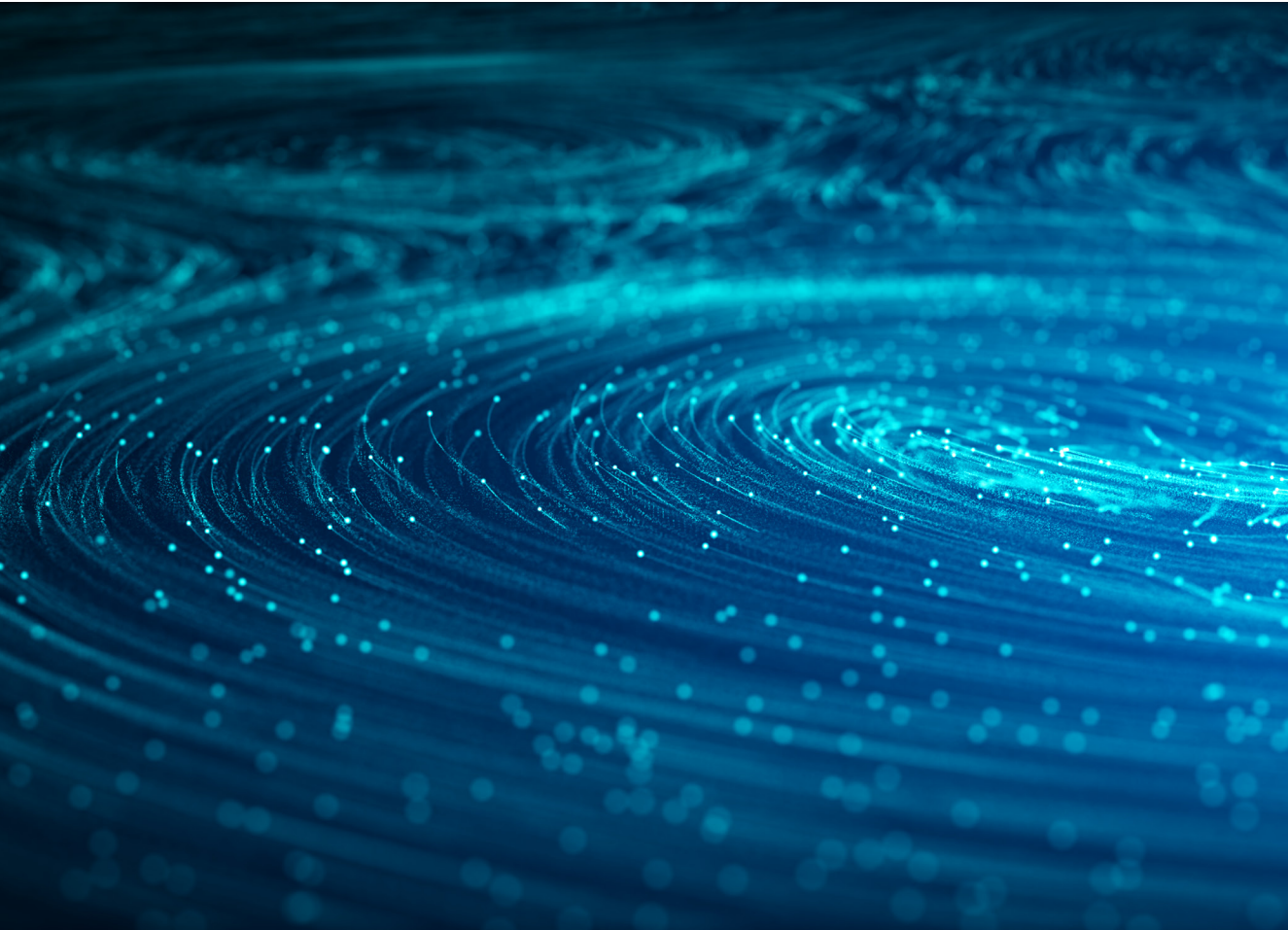
7. Key Numbers

Publications

- # 375 News items in media (national)
- # 18 News items in media (international – online)
- # 20 Academic & other publications
- # 181,489,474 Audience reached

Policy Debate

#18 Events



EsadeGeo-Center for Global Economy and Geopolitics

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