

# Entrepreneurship to Transform

**esade**

RAMON LLULL UNIVERSITY

Entrepreneurship  
Institute (EEI)

**30**  
Years

**2022 – 2023: EEI's 30 anniversary**

Celebrating our path, transforming our future

Sondos **Abdelgawad** · Javier **Aguilar** · Ruth **Aguilera** · Shanawaz **Akhtar** · Luisa **Alemany** · Juan M<sup>a</sup> **Alfonso** · Josep **Alias** · José Luís **Alvarez** · José Ernesto **Amorós** · Ferran **Andreu** · Aman **Asija** · Xavier **Auroux** · Yan **Bai** · Marta **Bagan** · Raana **Bagheri** · Rafa **Barba** · Xavier **Barull** · Maria **Batet** · Eric **Beckwith** · Eugènia **Bieto** · Jorge **Blasco** · Oriol **Blasco** · Daniel **Blaseg** · Ricard **Bonastre** · Jan **Brinckmann** · Leonora **Buckland** · Esther **Bueno** · Xavier **Busquets** · José Manuel **Caballero** · Neli **Caldentey** · Josep **Carvajal** · Juan Pablo **Casadiego** · Guillermo **Casasnovas** · Josep **Chias** · Myrto **Chliova** · George **Chondrakis** · Sebastià **Codina** · François **Collet** · Pere **Comas** · Andrea **Cuartero** · Bartomeu **Cucurull** · Carol **Daunert** · Alexandre **De Espona** · M<sup>a</sup> Jose **de la Maza** · Francesco **DiLorenzo** · Eleunthia **Ellinger** · Susanna **Ercolani** · Lina **Eze** · Jordi **Fabregat** · Ramon **Faus** · Neis **Feliu** · Mònica **Fernández** · Michel **Fiol** · Carles **Florensa** · Carles **Franquesa** · Ignacio **Gallardo** · Rafael **García** · Xavier **Garriga** · Allan **Gibb** · Alberto **Gimenos** · Deborah **Gold** · Jordi **Guasch** · Charlie **Harris** · Lotta **Hassi** · Lisa **Hehenberger** · Valentin **Held** · Emil **Herbolzheimer** · Carlos **Hernández** · Jan **Hohberger** · Annelore **Huyghe** · Jaume **Iglesias** · Paula **Infantes** · Suzanne **Jenkins** · Andreu **Jo** · Bibiana **Jou** · Heidi **Kruger** · Laura **Lamolla** · Santiago **Llaquet** · Frederic **Llordachs** · Nicolás **Loewe** · Carlos Daniel **López** · Didac **Lorente** · Luciana **Lucena** · Manel **Ludevid** · Constance **Lütolf-Carroll** · Blair **MacLaren** · José Luis **Marín** · Eliel **Markman** · Marc **Martija** · Daniel **Martínez** · Sònia **Martínez** · David **Masó** · Xavier **Mendoza** · Natalia **Mityushina** · Sergi **Mora** · Esteban **Mogas** · Jordi **Molina** · Isa **Moll** · Ramón **Morera** · Ignacio **Mur** · Jorge **Murillo** · Robert **Navarro** · Javier **Nieto** · Xavier **Obiols** · Javier **Ojuel** · Montse **Ollé** · Joan **Orrit** · Fernando **Paiz** · Maria Jose **Parada** · Pedro **Parada** · Asier **Pereda** · Óscar **Pérez** · Jordi **Picas** · Marta **Pinart** · Lucas **Pinheiro** · Miguel **Piñol** · Jordi **Pla** · Marcel **Planellas** · Elena **Pons** · Olga **Porro** · Matteo **Prato** · Raquel **Pruna** · Lluís **Pugués** · José Carlos **Ramos** · Carme **Rayo** · Laura **Reijnders** · Joan **Riera** · Dimo **Ringov** · Davide **Rovera** · Josep **Sala** · Xavier **Sánchez** · Javier **Santiso** · Mariarosa **Scarlata** · Patrik **Schulcz** · Enric **Segarra** · Pedro **Sepulveda** · Barbara **Slavich** · Emili **Sullá** · Silviya **Svejenova** · Jana **Thiel** · Alessandro **Tirapani** · Jabar **Torkaman** · Carlos **Trench** · Ferran **Torres** · Silvia **Torres** · Lourdes **Urriolagoitia** · Bilgehan **Uzunca** · Susana **Valdés** · Ivo **Valdivieso** · Mònica **Valls** · Pablo **Vega** · Alfred **Vernis** · Albert **Vila** · Helena **Viladás** · Laura **Vilalta** · Ferran **Vilardell** · Jaume **Villanueva** · Jordi **Vinaixa** · Jorge Vinicio **Murillo** · Luis **Vives** · Irich **Wassmer** · Fatima Zahra **Talhaoui**

EEI's team over the years. **Thank you to all of you who made this possible.**

**“Our mission for the next 30 years is to keep building on our strengths and keep providing all the necessary resources and tools that entrepreneurs need to succeed in their ventures.”**

**George Chondrakis,**  
Director of the Esade  
Entrepreneurship Institute (EEI)

**Research plays a pivotal role in guiding and shaping our endeavors. It provides the foundation for building quality and sustainable businesses and startups.**

At the Esade Entrepreneurship Institute (EEI) we have always been committed to research and knowledge generation that goes beyond academic activities. We strengthen Esade's entrepreneurship ecosystem by bridging knowledge between practitioners and researchers - as well as connecting with stakeholders and entrepreneurs.

This document provides a comprehensive overview of the EEI and Esade's dedication to entrepreneurship. You will discover the key lessons and achievements we have gathered over the last 30 years and obtain an inside look at our dynamic entrepreneurial ecosystem. Highlights include insights from some of Esade's most accomplished entrepreneurs and the major initiatives and events of our 30th anniversary. This book also explores our primary research areas and agenda for the future.



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As we celebrate this milestone, we look ahead with renewed determination and enthusiasm, eager to continue our mission of driving entrepreneurship forward and making a lasting impact on the world. Together, let's build a future where entrepreneurial spirit thrives and transforms lives for the better.

01

# EEI and Entrepreneurship



The Esade Entrepreneurship Institute celebrates 30 years of empowering students in the creation of high-growth and high-impact ventures by connecting research and academic excellence to the business and entrepreneurial community.

Our mission is to support Esade's entrepreneurial ecosystem and facilitate the research activities of our members by raising resources, organizing knowledge-sharing activities, and disseminating scientific knowledge.

# Celebrating 30 Years of Entrepreneurship at Esade: A Vision for the Future

**George Chondrakis,**  
Director of the EEI



Entrepreneurship is a young and dynamic field and at the Esade Entrepreneurship Institute (EEI), we constantly seek to understand the best practices that will enhance Esade students' chances of becoming successful entrepreneurs. Thirty years ago, Esade took a major leap in shaping and implementing a structured approach to entrepreneurship, which is now integrated into all our programs. Our students experience the transformative power of entrepreneurship and the benefits it brings to society and organizations and the founding of the Esade Entrepreneurship Institute became a key pillar to the development of Esade's entrepreneurship ecosystem.

This year, as we celebrate 30 years of the Esade Entrepreneurship Institute, we find ourselves at an inflection point that presents a unique opportunity to acknowledge our achievements. It prompts us to reflect upon our accomplishments and consider what lies ahead in the next 30 years.

Looking ahead, we envision an ecosystem within the EEI that continues to thrive, empowering aspiring entrepreneurs and encouraging impactful ventures. We strive to be a catalyst for change, instilling an enterprising spirit in our students that propels them to make a difference in the world.

# Fostering Entrepreneurship at Esade: Igniting the Future of Business



**Xavier Mendoza,**  
Director General of Esade

Entrepreneurship is a catalyst for innovation and a vital element in our society. Our world faces unprecedented challenges and rapid changes: uncertainty has become a structural state of our system, and constant adaptation is required. Esade stands in a remarkable position to help organizations go through deep transformation, address the present situation, and prepare for the upcoming future.

Our vision for entrepreneurship goes beyond the idea of 'creating a new business': we want to inspire our students to transform society. We train professionals to develop holistically, with a strong social commitment to make society more sustainable and fairer. We believe that entrepreneurship goes hand in hand with social commitment and values.

We acknowledge the importance of supporting entrepreneurs beyond the classroom. Our ecosystem at Esade connects scholars, students, alumni, and industry partners by fostering collaboration and resource sharing. Our research is focused on discovering innovative solutions to urgent problems, and generating knowledge that gives our students the most up-to-date insights and tools to meet real-world challenges. Beyond this, we offer a comprehensive support system to help entrepreneurs in the initial stages of their new venture.



←

Fostering Entrepreneurship at Esade:  
Igniting the Future of Business

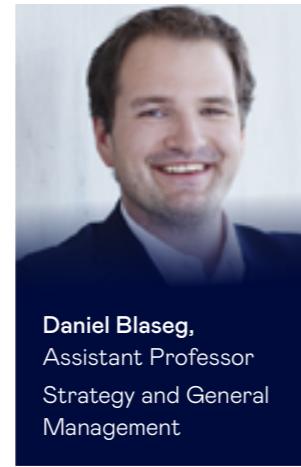


# The EEI Team

## Faculty 2022 – 23



**George Chondrakis,**  
Director at EEI  
Associate Professor,  
Strategy and General  
Management



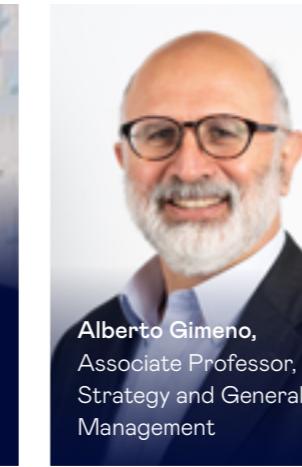
**Daniel Blasberg,**  
Assistant Professor  
Strategy and General  
Management



**Jan Brinckmann,**  
Professor, Strategy and  
General Management



**Xavier Busquets,**  
Associate Professor,  
Operations, Innovation  
and Data Sciences



**Alberto Gimeno,**  
Associate Professor,  
Operations, Innovation  
and Data Sciences



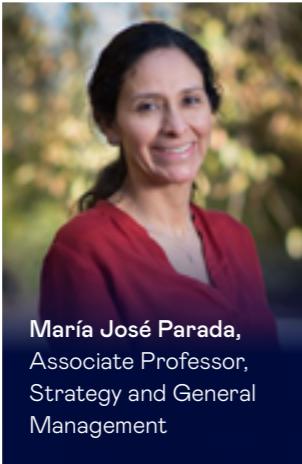
**Jan Hohberger,**  
Associate Professor  
and MBA  
Associate Dean



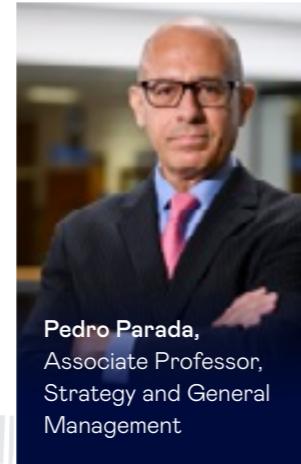
**Annelore Huyghe,**  
Associate Professor  
Strategy and General  
Management



**Xavier Mendoza,**  
Associate Professor,  
Strategy and General  
Management



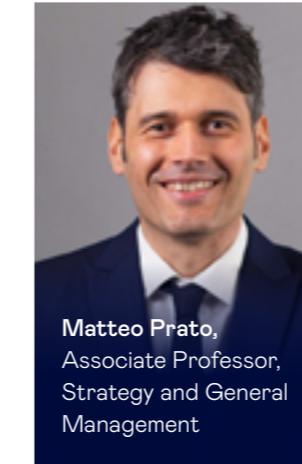
**María José Parada,**  
Associate Professor,  
Strategy and General  
Management



**Pedro Parada,**  
Associate Professor,  
Strategy and General  
Management



**Marcel Planellas,**  
Professor Strategy and  
General Management



**Matteo Prato,**  
Associate Professor,  
Strategy and General  
Management



**Dimo Ringov,**  
Associate Professor,  
Strategy and General  
Management



**Bilgehan Uzunca,**  
Associate Professor,  
Strategy and General  
Management



**Luis Vives,**  
Associate Professor  
and MBA Deputy Dean  
for Programs

## Affiliated members



Ruth Aguilera



Luisa Alemany



Eugenia Bieto



Lotta Hassi



Constance Lütolf-Carroll



Esteve Mogas



Jaume Villanueva

## Collaborators



Javier Aguilar  
Academic Collaborator



Carles Florensa  
Academic Collaborator



Mª José de la Maza  
Academic Collaborator



Charlie Harris  
Business Case Writer



Joan Riera  
Academic Collaborator



Carlos Trenchs  
Academic Collaborator



Maika Valencia  
Researcher

## GRIE members

The Grupo de Investigación en Iniciativa Emprendedora is composed by EEI's faculty & affiliated members as well as other professors and researchers



Lisa Hehenberger  
Associate Professor and Director of ECSI



Alfred Vernis  
Associate Professor and ECSI member

## Staff



Josep Alias  
EEI Manager



Marta Bagan  
Project Manager



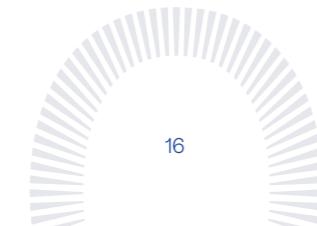
Susanna Ercolani  
eWorks Community Developer



Davide Rovera  
eWorks Manager



Silvia Andrea Torres  
Senior Communications Manager





“The Esade Entrepreneurship Institute is the culmination of the effort of a lot of people through the years to create one of the most entrepreneurial Hubs in Europe and in the world.”

**Eugenia Bieto & Marcel Planellas**

Co-founders of the EEI

02

30 years  
at a glance



At Esade, entrepreneurship is part of our DNA. We believe that entrepreneurship is more than just creating businesses - it is the driving force that empowers individuals to have a positive impact on the world.

The predecessor of the Esade Entrepreneurship Institute (EEI) was founded in 1992 and we have since created a vibrant and active ecosystem that supports students who launch new ventures.

# 30 years boosting Entrepreneurial

+2,000

founders have gone  
through our programs

+€3.5 billion

funding raised by startups  
founded by Esade alumni

Since 1963 when the subject 'business promotion' was first taught, Esade has built a vibrant and active entrepreneurial ecosystem that is a benchmark in Europe and among the best in the world.

Our students learn to become entrepreneurs and launch new ventures that help create a better society. More than 2000 founders have attended our programs and secured more than €3.5 billion in funding since 2016.

Esade's decades-long teaching experience, and its active methodologies based on our 'student first' approach prepare our students to be the entrepreneurs who can create a better world. Over the past 30 years, we have been building a thriving entrepreneurship ecosystem of which the EEI is a key part. To continue inspiring future entrepreneurs, we work through:



## "Learning to learn" is our guiding principle:

We immerse students in real-world challenges and entrepreneurial projects through active methodologies.



## Research and academic excellence form our bedrock:

We generate relevant and rigorous knowledge on all aspects involved in the entrepreneurial process.



## Inspiration and support for entrepreneurs and their ventures:

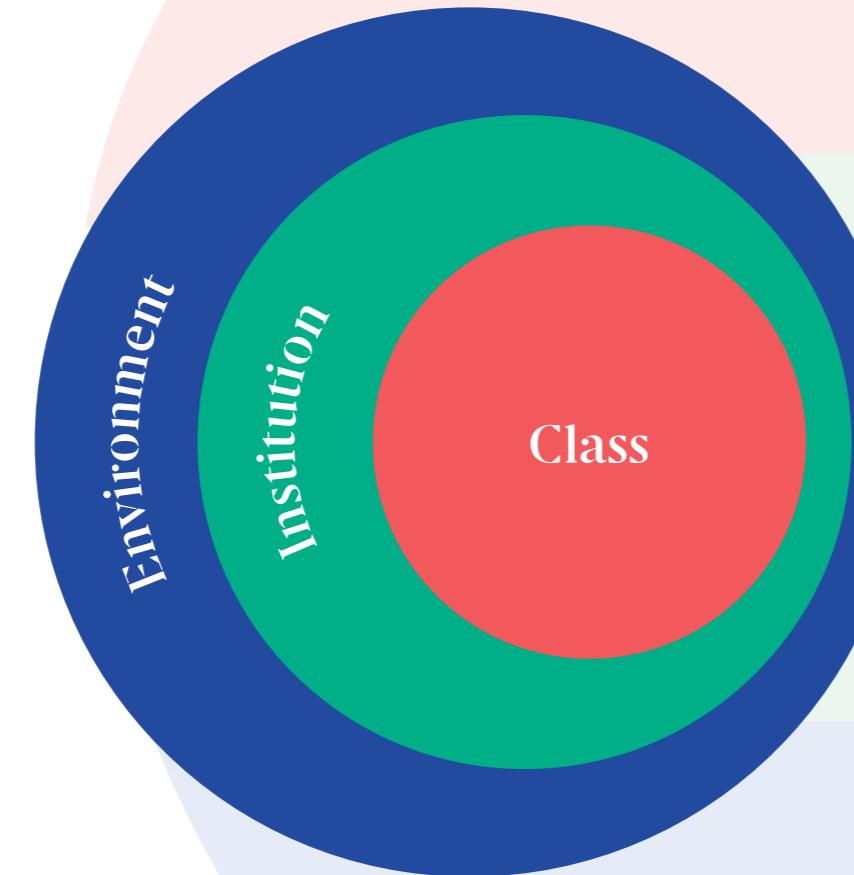
Our eWorks program and robust connections within the ecosystem ensure entrepreneurial projects' sustainability, impact, and growth.



# Esade Entrepreneurial ecosystem



Esade's pedagogical model for entrepreneurship consists of three distinct levels:



## Action Learning

- Case study of new businesses
- Entrepreneur mentors
- Guest speakers **Startup founders**
- Study trips (Berlin, Silicon Valley, Israel, etc.)
- Visits to companies and organisations

## Courses & programs

- Courses and elective courses in BBA, MSc, MBA, EMBA, and Executive Education
- **MIE:** MSc in Innovation and Entrepreneurship
- **MBA** Entrepreneurship Lab
- **Business plan** (final project for degree and masters programs)

## Esade Campus

- **Rambla of Innovation:** Labs and support spaces for innovation and entrepreneurship

## Esade Entrepreneurship Institute

- **GRIE:** Entrepreneurship Research Group
- **eWorks:** Support program for startups
- **eGarage:** Lab for impact entrepreneurship ideas and training entrepreneurs

## Student Entrepreneurial Associations

- **E3** (TEDxEsade, StartupTurbo)
- **Ennova** (IdeaUp Challenge, Female Founder Night)
- **MBA Entrepreneurship Club**

## Collaboration and Exchanges

- **Exchange programs** with Business Schools
- **Acceleration** programs
- **Mentor** networks
- International co-working space

## Barcelona Entrepreneurial Ecosystem

- Barcelona Tech City
- **4FYN**-Mobile World Congress
- Barcelona Global

## Esade Alumni

- Esade Business Angels Network (**EsadeBAN**)
- Startup Day



"Entrepreneurship is a key component in most of Esade's programs to equip our students with the skills and knowledge to launch and grow their ventures and projects. But of course, the reason is not to have everyone become an entrepreneur. The skills they learn at Esade empower them to become very good professionals, managers, directors and founders."

Joan Rodon,

Dean of Esade Business School

# Timeline of Entrepreneurship at Esade

Entrepreneurship has been present at Esade since its foundation in 1958.



↑ Our journey

## Impact on Entrepreneurship

Our achievements

and milestones

### Teaching

“

“

The Esade Entrepreneurship Institute (EEI) is the main hub for entrepreneurship research and innovation at Esade, conducting cutting-edge studies and organising events and initiatives to promote high-quality entrepreneurship. It's a key part of Esade's vibrant entrepreneurial ecosystem that also provides networking, mentoring and funding opportunities.”

George Chondrakis

Director of the EEI

Xavier Medina

General Director at Esade Business School

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Impact on Entrepreneurship

Impact on Entrepreneurship

#3 Worldwide

#1 Europe

Best MBA for Entrepreneurs Poets &amp; Quants, 2022

#7 Worldwide

Best MBA for Entrepreneurship teaching Financial Times, 2022

+1,000

Business plans presented by students since 2015



1 out of 4 Students [22.5% = 715 students]

have worked on entrepreneurship in many of its forms (ME, MBA, Works, entrepreneurship student association-led activities..).

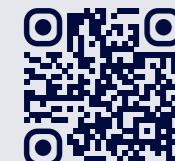
## Research

“

Entrepreneurship is to a certain extent an art, but I think that it's important to emphasize that there is some science behind it.”

**Jan Brinckmann**  
Director of Esade eWorks and principal researcher at GRIE

EEI's Academic Research  
←



+373

publications by our researchers  
(from papers to articles, books,  
and chapters) since 2005

+200

papers in TOP50  
research journals  
since 2015

59

business  
cases  
published  
since 2015

26

of them have been  
published in Harvard  
Business Production,  
the world's biggest case  
library, since 2014

Since 2016, several business cases have received recognition and awards from the main case organizations, such as:

- NACRA Tate Award finalist for the “Corporate Entrepreneurship at Enagás: Transforming from the Inside Out” (2023)
- NACRA's Best Case Silver Award for the case “Familia Torres: From Sustainability to Regenerative Agriculture” (2022)
- EFMD Case Writing Competition Inclusive Business Models for the case “Batec Mobility: Creating, Scaling, and Selling an Inclusive Business” (2021)
- NACRA's Ruth Greene Memorial Case Award for the case “Veritas” (2017)
- EFMD Case Writing Competition for the business case of Scytl (2016)

## Support to entrepreneurs

“

Our ecosystem is very broad and diverse, we have our talented students, we have faculty that do cutting edge research and we also have forged a very strong relationship with different players in the entrepreneurial ecosystem such as entrepreneurial supporting structures, venture funds, public agencies, etc that allow us to provide a very unique and very exciting experience to those people that take part in our programst.”

**Jan Brinckmann**  
Director of Esade eWorks and  
principal researcher at GRIE



eWorks

#TOP10

The Esade  
Entrepreneurship  
Institute wins the 2017  
'Entrepreneurship Spotlight  
Challenge' by AACSB

Accelerator program of  
a European University



+120

mentors and tutors

+320

projects accelerated  
through eWorks  
since 2015

+3.5B€

raised in  
financing by Esade  
entrepreneurs  
since 2016

4

Unicorns have been founded  
or co-founded by Esade alumni  
(Gorillas in 2020, Rappi in 2015,  
Wefox in 2015, and Creditas in 2012)

# Tips from Esade entrepreneurs



More tips  
from Esade  
entrepreneurs

At Esade, what truly makes our community thrive is its diverse range of entrepreneurs. We take pride in the boldness and determination of our students and alumni when pursuing their entrepreneurial dreams. We are thrilled to share the experiences of our entrepreneurs who made the venture creation journey after joining the Esade family.

“Find your passion, look for what sets you apart, your unique value proposition, and then persevere.”



**Andrea Lisbona**  
Founder & CEO at Touchland

“Work for someone else, gain experience, make mistakes, and the day you start your own company, you will understand much better the people you hire.”



**Alexandra Maratchi**  
Co-founder & CEO at Homework  
BBA/MSc (2004-2009)

“Don't fall in love with your initial idea, challenge your ideas.”



**Niklas Radner**  
Co-Founder & CEO at Nelly  
MIE (2015-2016)

“Increase your chances of success by executing your ideas faster and failing sooner.”



**Vrinda Kabra**  
Co-founder & Business  
Designer at Precycle.today  
MSc (2028-2019)

“Launching a startup is a marathon, you need persistence and resilience.”



**Xavier Mestres**  
Co-founder UserZoom  
(MBA 2000)

“Talk with as many entrepreneurs as you can and learn from their experience.”



**Man Hei Lou** (BBA 2016) &  
**Lluís Cañadell** (MSc 2017)  
Co-founders at Treinta.

“You must choose your travel companions very carefully: 'It's all about people'”



**Sergio Furio**  
Founder Creditas  
Lic & MBA 2000

**José Manuel Villanueva**  
Co-founder Privalia & 011H  
Lic&MBA 1999

"Experiment! This is the only way you will understand how things work."



**Ayush Raniwala**  
Co-founder at Immutly  
MIE (2019-2020)

"If you are clear that you want to start a business, do it. Don't listen to people who tell you not to."



**Mª Àngels Bosser** (BBA 1988)  
**& Xavier Sanchez** ( BBA 1988)  
Co-founders at Sandwichez

"If you want to become an entrepreneur, don't rush it! Take the time to find something you are ready to commit 10+ years."



**Adriana Crovetto**  
Co-founder & Managing  
Director at Oaseas  
BSc

"If you want to be an entrepreneur, do your internship at a startup."



**Maria Alegre**  
Co-founder Chatboost y Flori Ventures  
Lic&MBA (2008)

"The exciting part of a new project is learning what works, what doesn't and how to change it."



**Andrés Cester**  
Co-founder & co-CEO Colvin  
BBA (2018)

"From Barcelona, you can launch an entrepreneurial project with a global vision."



**Maite Barrera**  
Founder of Bluecap  
Lic & MBA (1998)

"Write a good business plan, pitch your idea, validate your assumptions and then power through!"



**Julius Weber**  
Founder & CEO at ArMaExchange  
BBA (2013-2018) & MIE  
(2018-2019)

"Work on a project that solves a real problem."



**Fernando Benito**  
Co-founder Paack  
Lic&MBA (2007)

"Get some working experience in start-ups, it will give you a better understanding of the value of what you are learning."



**Kevin Eyber**  
Co-founder & CEO at OneSpot  
MIE (2019-2020)

"Invest all your passion into what you do, while not getting too attached - you are much more than just your company."



**Joscha Raue**  
Co-founder at Think-it  
MIE (2015-2017)

"The main decision of an entrepreneur is to choose a good project."



**Juanjo Rodriguez**  
Founder The Hotels Network  
Lic&MBA (1997)

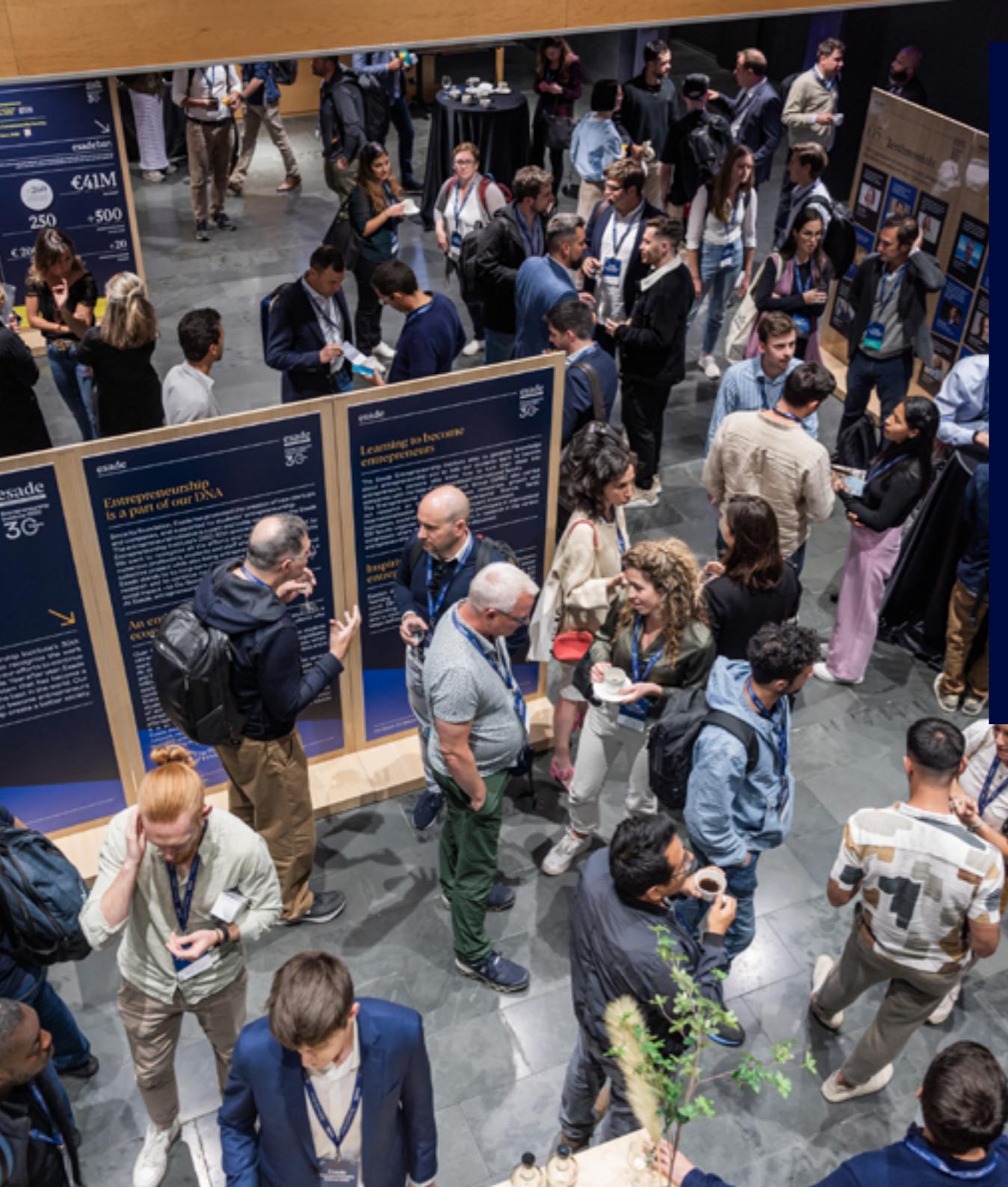
“The Esade Entrepreneurship Institute (EEI) has become the core center of innovation and entrepreneurship at Esade. It not only generates cutting-edge knowledge but it also guides Esade students to become entrepreneurs who transform ideas into high-impact businesses.

The EEI fosters an environment where innovative ideas can flourish into successful enterprises while offering a variety of programs, activities and events to equip entrepreneur for their success.”

**Joan Rodon,**  
Dean of Esade Business School

05

Celebrating  
30 years



In 2023 we celebrated the Esade Entrepreneurship Institute's 30th anniversary. This milestone symbolized our commitment to nurturing entrepreneurs and fostering an entrepreneurial mindset in our ecosystem - and helped us reflect on our accomplishments and envision the future we want to build.

“

The celebration of the EEI's 30th anniversary is a very important milestone for us, not only because we can celebrate that we have been developing entrepreneurs and entrepreneurial mindsets in our ecosystem but also because **this allows us to stop and reflect on what we have achieved, and what we want for the future.**”

M<sup>a</sup> José Parada,  
Director of the Department of Strategy



EEI's 30 anniversary  
with Prof. George  
Chondrakis  
←

March-June 2023

#### **Jump Startup Women Spain Program**

Initiative co-organized with the U.S. Embassy & Consulate in Spain, and the EEI - ScaleUp & Growth Strategy Center, led by Prof. Dimo Ringov.



Entrepreneurship to Transform

# 2022-23 in Review



## EEI 30<sup>TH</sup> ANNIVERSARY LAUNCH EVENT 18 October 2022

Celebrating EEI's 30 years of empowering entrepreneurship. We reviewed our successes, explored future challenges, and set the course for our anniversary agenda for the academic year.



## FEMALE FOUNDERS NIGHT (Ennova Student Association) 13 November 2022

Female entrepreneurs shared their stories and invited participants to challenge their own stigmas and get inspired.



## MASTERCLASS ON PURPOSEFUL CURIOSITY (EEI & Esade MBA) 9 March 2023

Professor Constantine Andriopoulos shared his insights on how accomplished individuals cut through the 'noise' of information overload and use the productive power of curiosity to discover, create and succeed.



## WORKSHOP ON ALGORITHMIC OPACITY IN DIGITAL PLATFORMS (EEI & BuNeD) 9 February 2023

Platforms that provide a digital infrastructure that connect independent contractors to short-term tasks are increasingly dependent on opaque algorithms. How does this affect the satisfaction, engagement, and performance of gig workers? - with Professor Bilgehan Uzunca and Alessandro Tirapani.



## EEI RESEARCH WORKSHOP ON ENTREPRENEURSHIP AND STRATEGY 23 March 2023

Esade's academic faculty and international researchers discussed aspects of strategy and entrepreneurship based on cutting-edge research.



## STARTUP TURBO (Esade E3 Initiative) 24 March 2023

A three-day entrepreneurship hackathon for programming, design and BBA students from Barcelona and Madrid.



## PROMOTING ENTREPRENEURSHIP: LESSONS LEARNT FROM RESEARCH 24 March 2023

**15** speakers | **+75** attendees

Connecting researchers with entrepreneurs, founders, and investors while leveraging research on entrepreneurship to promote successful and evidence-based startups. The entrepreneurship journey: from ideation and testing, to scaling up successfully and entrepreneurial investing.



## IDEAUP CHALLENGE (Ennova Student Association) 13 April 2023

Barcelona's largest student startup acceleration competition where 12 teams developed their startup idea for six months and dived into Barcelona's rich startup ecosystem accompanied by mentors.



### IMPACT ENTREPRENEURSHIP DAY (EEI & ECSI)

19 April 2023

Researchers and practitioners discussed how impact-driven entrepreneurs are driving change and making a difference with Professor Guillermo Casasnovas, Professor Kai Hockerts, and founders.



### FROM SEED TO SUCCESS: BREAKING DOWN BARRIERS TO ENTREPRENEURSHIP FOR WOMEN

26 April 2023

A discussion on the unique barriers to pitching and fundraising for women entrepreneurs led by Professor Annelore Huyghe - with a hands-on workshop about the strategies to overcome those barriers.



### FIRESIDE CHAT WITH MICHAEL WOLFE

3 May 2023

A fireside chat led by eWorks and Professor Jan Hoghberguer (Director of Esade's MBA). Michael Wolfe (co-founder at Gladly, mentor of several startups and VC advisor) shared his experiences, learnings, and insights on the entrepreneurial journey - and discussed building startups, fundraising, and the differences between the American and European entrepreneurship ecosystems.



### TEDxESADE: THE POWER OF THE UNEXPECTED (Esade E3 Initiative)

4 May 2023

An independently organized TED event on mistakes as building blocks for success.



### ENTREPRENEURSHIP TO TRANSFORM: BUILDING THE FUTURE OF ENTREPRENEURSHIP AT ESADE

14 December 2023

7 speakers | +100 attendees

A celebration of the 30-year journey of the EEI and the closing event to revisit the main achievements of the Esade entrepreneurship ecosystem. From the skills that future entrepreneurs need to the primary challenges on the horizon - we've got it all.



### ESADE ENTREPRENEURSHIP SUMMIT

18-20th May 2023

24 speakers | 278 attendees

A three-day get-together of international fast-growth entrepreneurs, investors and talent in Barcelona with a 0-bullshit approach. An inspiring and down-to-earth experience, dynamic and genuine discussions with meaningful connections in an informal setting.



### EWORKS ACCELERATOR DEMO DAY

25 October 2023

10 elevator pitches | +140 attendees

Celebrating the ending of the Esade eWorks Accelerator program with the newly graduated eWorks Startups, experienced founders, investors, and the eWorks community.

Together,  
let's shape the future  
of entrepreneurship

All our  
events here  
→



# Promoting Entrepreneurship

## Lessons learnt from research

On March 24th, the Esade Entrepreneurship Institute launched the event 'Promoting Entrepreneurship' at Pier 01 (Tech Barcelona) to connect entrepreneurship research with high-growth and high-quality businesses. Led by Professor George Chondrakis, this event became a platform for EEI's researchers, lecturers from top universities, entrepreneurs, founders, and investors to share field-based research insights and discuss how data and knowledge are vital for building quality and sustainable startups.

78 attendees | 15 speakers | 3 sessions | 210 registrations

esade

RAMON LLULL UNIVERSITY

Entrepreneurship  
Institute (EEI)

30  
Years

Tech  
Barcelona



GOBIERNO  
DE ESPAÑA

MINISTERIO  
DE CIENCIA  
E INNOVACIÓN



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and ERDF "A way of shaping Europe"



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This full-day event was organized into three dynamic sessions, each focusing on a specific phase of venture creation: ideation, scaling up, and financing. These sessions began with presentations from lecturers at EEI and prominent European universities - followed by interactive panel discussions with founders and investors who shared their insights on each aspect of venture creation.



## Entrepreneurial ideas and testing

### Keynote:

Prof. Annelore Huyghe (Esade)  
Prof. Alfonso Gambardella (Bocconi)

### Pannel Session:

Albert Bravo (IGL), Philippe Gelis (Kantox),  
Zina Jarrahi Cinker (Matter), Prof. Annelore Huyghe and Prof. Alfonso Gambardella.



## Entrepreneurial scaling up

### Keynote:

Prof. Dimo Ringov (Esade)  
Prof. Veroniek Collewaert (Vlerick)

### Pannel Session:

Miquel Martí (Tech Barcelona), Marta Antúñez (Wayra), Raphaelle Simunek (Ready), Prof. Dimo Ringov and Prof. Veroniek Collewaert.



## Entrepreneurial financing

### Keynote:

Prof. Daniel Blaseg (Esade)  
Prof. Annamaria Conti (IE)

### Pannel Session:

Maria Alegre (Flori Ventures), Carlos Trenchs (Aldea Ventures), Marc Antoni Macià (NoviCap), Prof. Daniel Blaseg and Prof. Annamaria Conti.



# Esade Entrepreneurship Summit

The first edition of the Esade Entrepreneurship Summit was launched in 2023 and hosted from 18th to 20th of May.

This 3-day event became a get-together of international fast-growth entrepreneurs, investors, and talent in Barcelona for a dynamic exchange of ideas and opportunities. A '0-bullshit' approach provided an inspiring and down-to-earth experience that empowered attendees to think big.

We created an environment where individuals came together to share, connect, and grow in their entrepreneurial journeys.

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Activities  
and sessions

278

Attendees

24

Speakers

29% international

36% Founders  
& CEOs

40% had no  
relationship  
with Esade



eWorks



Learn. Connect. Grow.  
First edition in 2023.



The summit conferences featured TOP speakers and founders, a pitching session with the TOP5 startups of the Esade Entrepreneurship Summit Competition, and a networking sailing experience on May 20th. Moreover, the speakers and other high-level professionals had an opportunity to meet and connect at the morning VIP sessions.

Our lineup of speakers: Steve Blank, David Casellas, Neema Balolebwami, Patrick Bales, Fiona Garvey, Timo Buetefisch, Patrick Spain, Jan Reichelt, Helena Torras, Bernat Ripoll, Sascha Guenther, Ruben Schultz, Dominik Perisa, Wilfried Beeck, Yara Paoli, Manoj Harasgama, Maria Alegre, Martin Tantow, Philippe Gelis, Sia Houchangnia, Carlos Trenchs, Haydee Barroso Bañales, Alex Bisbe, Fernando Zallo Olaeta and Paula Pardo.



It was the perfect place for people to share ideas and obtain fresh insights from industry leaders. It was also an opportunity to form new partnerships and collaborations, discover innovative concepts, and explore potential opportunities.

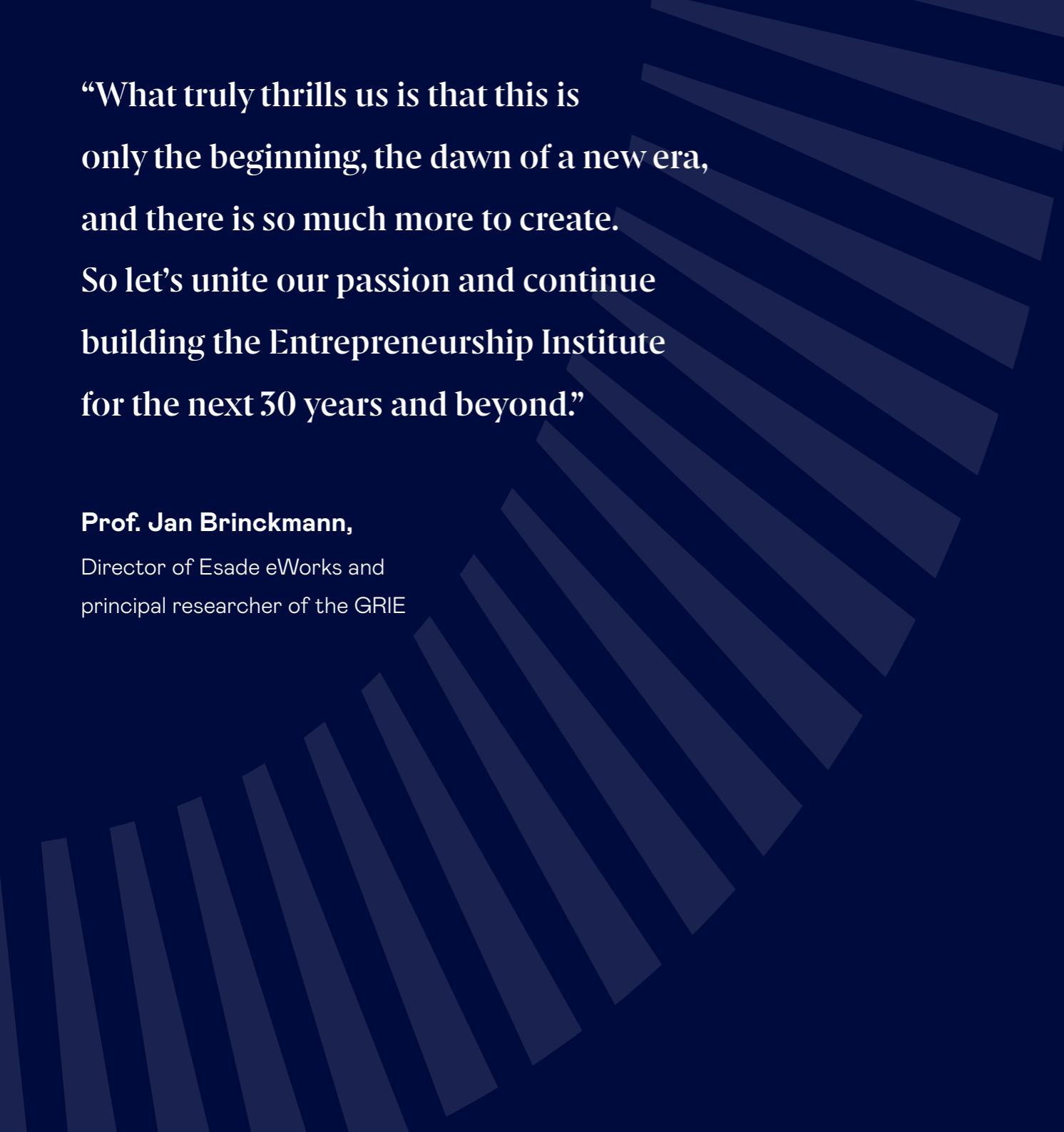
**The first edition of the Esade Entrepreneurship Summit was an absolute success!**



↑

Register for the next edition





“What truly thrills us is that this is  
only the beginning, the dawn of a new era,  
and there is so much more to create.  
So let’s unite our passion and continue  
building the Entrepreneurship Institute  
for the next 30 years and beyond.”

**Prof. Jan Brinckmann,**

Director of Esade eWorks and  
principal researcher of the GRIE

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Inspiring  
Transformation



At the EEI we understand entrepreneurship as a lab where ideas are tested and projects become a reality. Research stands as our vital pillar and plays a pivotal role in promoting and supporting entrepreneurship and our entrepreneurship ecosystem. We believe that the knowledge we generate should be embodied in all our courses and support Esade's programs. Our objective is to share and reach as many people as possible: to transfer this knowledge to our global ecosystem to create an impact that transforms lives and society as a whole for the better.

**Transforming the Future of  
Entrepreneurship with Esade.**

# Inspiring transformation

Fostering entrepreneurial skills and preparing aspiring entrepreneurs with the knowledge and mindset needed is essential for fostering innovation and driving sustainable business development. This is why at the EEI we focus on training entrepreneurship combined with research excellence.

We equip entrepreneurs with the skills to innovate and lead with resilience and adaptability by sharing insights from our outstanding research. Together, we are shaping a brighter, more daring future, with the Esade Entrepreneurship Institute playing a key role in the success of entrepreneurs worldwide.



# Key areas of entrepreneurship



## Entrepreneurial finance: paving the way for a transformative future

**Daniel Blasig,**  
**Assistant Professor of the Department of Strategy and General Management**

Entrepreneurial finance plays a pivotal role in evolving new businesses and innovative ecosystems. As the world undergoes a rapid transformation fueled by technology and socio-economic changes, entrepreneurs and investors become pioneers in navigating this new landscape. Access to finance, understanding of market mechanisms, and the ability to capitalize on emerging opportunities are vital components of the entrepreneurial journey. Therefore, research in this field aims to provide business and societal solutions for the world ahead. Two issues require urgent attention from researchers: promoting diversity and equality and integrating emerging technologies into entrepreneurial finance practices.



## The future of entrepreneurship research in the venture creation domain

**Prof. Jan Brinckmann, Professor of the Department of Strategy and General Management, Academic Director of the MSc in Innovation and Entrepreneurship, and Academic Director of Esade eWorks and GRIE Coordinator**

Research in entrepreneurship within the venture creation domain is a dynamic field that continually evolves to keep pace with the changing market environments, business practices, and technological advances. Especially in a changing landscape where sustainability and social impact are gaining importance, while data analytics and AI become increasingly critical, and globalization is reshaping the entrepreneurial outlook.

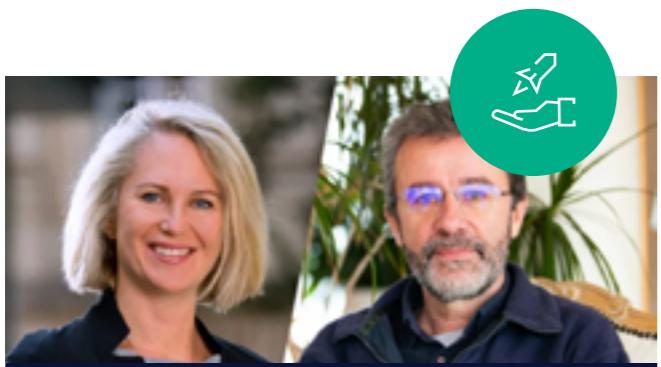
Entrepreneurship research provides valuable insights and guidance to both emerging and established venture creators as they navigate the ever-evolving landscape of entrepreneurial opportunities.



## The acquisition of technology companies: balancing innovation and competition

**Prof. George Chondrakis, Associate Professor at the Department of Strategy and General Management, and Director of the EEI**

The acquisition of technology companies has become increasingly prevalent in today's fast-paced business landscape. These acquisitions involve one company purchasing another to gain access to its technology, intellectual property, talent pool, or customer base. While such transactions can bring synergies and foster growth, there has been growing concern, particularly among regulators and competition authorities, about their potential negative impact on innovation. One alarming trend in technology company acquisitions is the so-called "killer acquisitions," where larger pharmaceutical or tech companies acquire smaller innovative startups with the intention of discontinuing their products and reducing competition.

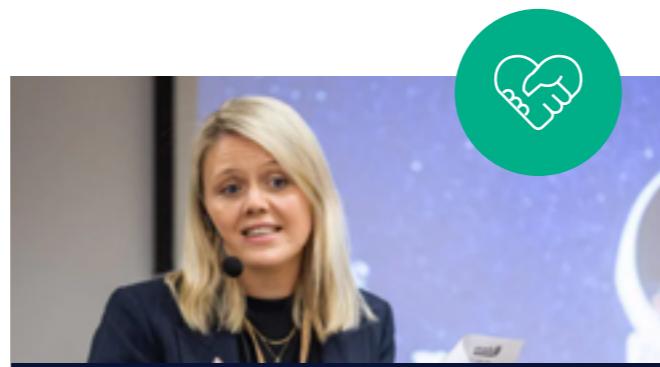


## The rise and impact of social entrepreneurship

**Prof. Lisa Hehenberger, Associate Professor, Department of Strategy and General Management and Academic Director of the ECSI**

**Prof. Alfred Vernis, Associate Professor of the Department of Strategy and General Management**

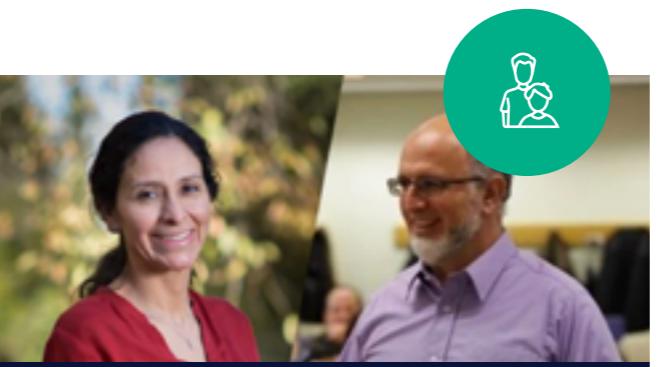
The field of social entrepreneurship has grown significantly in the last two decades, with thousands of companies worldwide using entrepreneurial approaches to address social and environmental challenges, a transformation that has been supported by an ecosystem of incubators and accelerators, investors, regulators, and market actors. The growth of social entrepreneurship has not only manifested in practice but also in academia. It has become a consolidated field of study in management scholarship, trying to understand, among other issues, the particularities of the profiles of social entrepreneurs, the tensions that appear when blending social and financial logics, the potential of hybrid business models to address societal challenges, and the legitimacy and development of the sector.



## Protecting and enhancing startup founder wellbeing

**Prof. Annelore Huyghe, Associate Professor of the Department of Strategy and General Management**

Founders must understand that caring for their wellbeing is not a detractor from startup success but a cornerstone of it. Healthy founders fuel healthy workplaces, nurturing the wellbeing of employees, which, in turn, will lead to healthy businesses. Recent studies highlight the "recovery paradox" experienced by entrepreneurs; the more they need recovery from work-related stressors, the more they struggle to achieve it. Empowering entrepreneurs to protect and enhance their wellbeing is a collective responsibility! The broader ecosystem, encompassing investors, accelerators, and educational institutions, holds the key to prioritizing and destigmatizing mental healthcare for founders.



## Family business: entrepreneurship and soul

**Prof. Maria Jose Parada, Associate Professor and Director of the Department of Strategy and General Management**

**Prof. Alberto Gimeno, Associate Professor of the Department of Strategy and General Management**

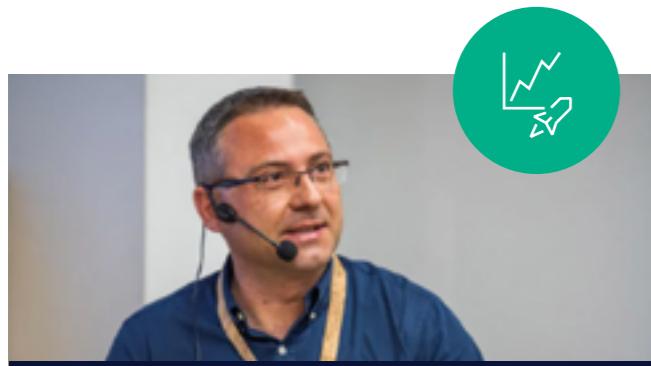
Family businesses are born from a different approach to traditional entrepreneurship. They intertwine two of the most important institutions in society to maximize synergies offering a unique perspective on entrepreneurship and diverging from the conventional approach to starting and running a business. The success of these entrepreneurial ventures is often measured by market value that is shaped by a combination of factors, including the sophistication of investors willing to support businesses in various stages (from seed capital to growth), the rapid evolution of technologies that can create 'winner-takes-it-all' scenarios, and the prevailing mindset prioritizing speed and financial gain.



## Navigating the paradox: the crucial role of innovation and entrepreneurship in organizations

**Prof. Marcel Planellas, Professor of the Department of Strategy and General Management**

Identifying the critical need for change and innovation in organizations is a common ground that many acknowledge. However, the challenge lies in effectively managing innovation within these organizations – moving beyond routine operations and dedicating time and resources to seek out new opportunities. A key aspect here is cultivating ambidextrous managers capable of both exploiting current resources and exploring novel avenues simultaneously. The paradox is that companies that try to innovate are very unhappy with the results obtained. Numerous studies indicate that almost 95% of managers express dissatisfaction with the results of their innovation endeavors. The inherent unpredictability of innovation, coupled with high expectations, can turn failures into particularly poignant setbacks.

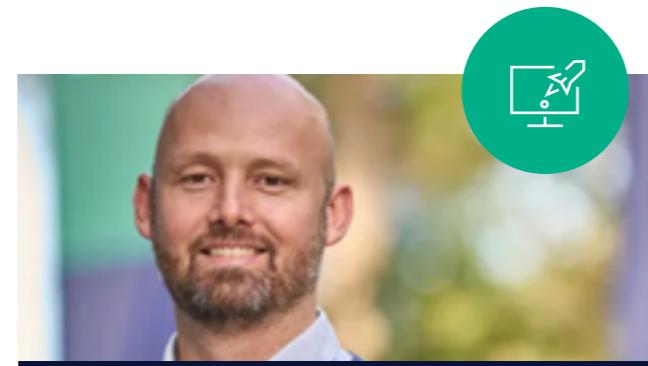


## Scaleups and scaling in an uncertain world

**Prof. Dimo Ringov,**  
Associate Professor of the Department of Strategy and General Management

Scaleups are new ventures that have achieved a product-market fit and exhibit fast-paced and exponential growth. They operate under extreme time pressure and constraints to penetrate markets and become large national, regional, or global players. Indeed, scaleups provide an outsized contribution to employment, wealth creation, tax revenue, and overall economic development.

Therefore, business and policy leaders are shifting their focus from merely supporting the creation of new businesses to helping them scale.



## The promising world of digital platform startups

**Prof. Bilgehan Uzunca,**  
Associate Professor of the Department of Strategy and General Management

The entrepreneurial landscape has been significantly reshaped by the emergence of digital platforms. A closer look at the key components of this ecosystem provides valuable insights into future trends.

The digital platform revolution has ushered in new entrepreneurial pathways, fostering profound organizational transformation and societal changes (Wormald et al., 2023). Digital platform startups, characterized by varying types – from business models to digital infrastructures, intermediaries, and governance arrangements – have significantly influenced the entrepreneurship landscape (Uzunca et al., 2018). Their structures range from decentralized to distributed platforms, leveraging technologies like blockchain and cryptocurrencies.



## The emergence of new business models

**Prof. Luis Vives,**  
Associate Professor of the Department of Strategy and General Management

The rise of new business models is not just an economic shift, it's a revolution. Some of these new business models embody a broader transformation, reshaping industries, catalyzing organizational transformation, and having a profound societal impact. As we stand at this pivotal moment, it is essential to delve deep into how these new paradigms will influence our future as the dynamism of entrepreneurship and the ever-evolving spirit of innovation lies at the heart of economic growth and job creation. Nowadays, we are witnessing a fast growth of transformative business models. From platform-based ecosystems and subscription services to freemium offerings and the sustainable thrust of the circular economy, these are not mere trends but gigantic shifts that are radically altering the landscape of industries and sectors.



# The future of the key research areas of entrepreneurship



# Our main initiatives & projects

Over the years, the EEI has launched several initiatives on entrepreneurship and strategy, such as:

## eWorks

Esade's venture creation initiative that inspires, supports and helps entrepreneurs launch high-quality projects that have a positive impact on society.

[Read more](#)  
→



## Esade Center for Social Impact

The past few years the field of social entrepreneurship within the GRIE and the EEI grew until in 2021-22 it became a separate entity as ECSI. It researches social impact in entrepreneurship, investment, as well as its measurement and management, for a better understanding of how to solve complex global challenges.

[Read more](#)  
→



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## The Global Business Family Initiative

The GBFI addresses research and knowledge sharing in three main areas that affect business families: Performance, Purpose and Happiness.

[Read more](#)  
→



## Scaleup & Growth Strategy Center

This centre focuses on key academic and practitioner-oriented research on the growth and internationalization of businesses through teaching, research and collaborations, and outreach.

[Read more](#)  
→



Section dedicated to Entrepreneurship in our library at Esade Campus Sant Cugat.





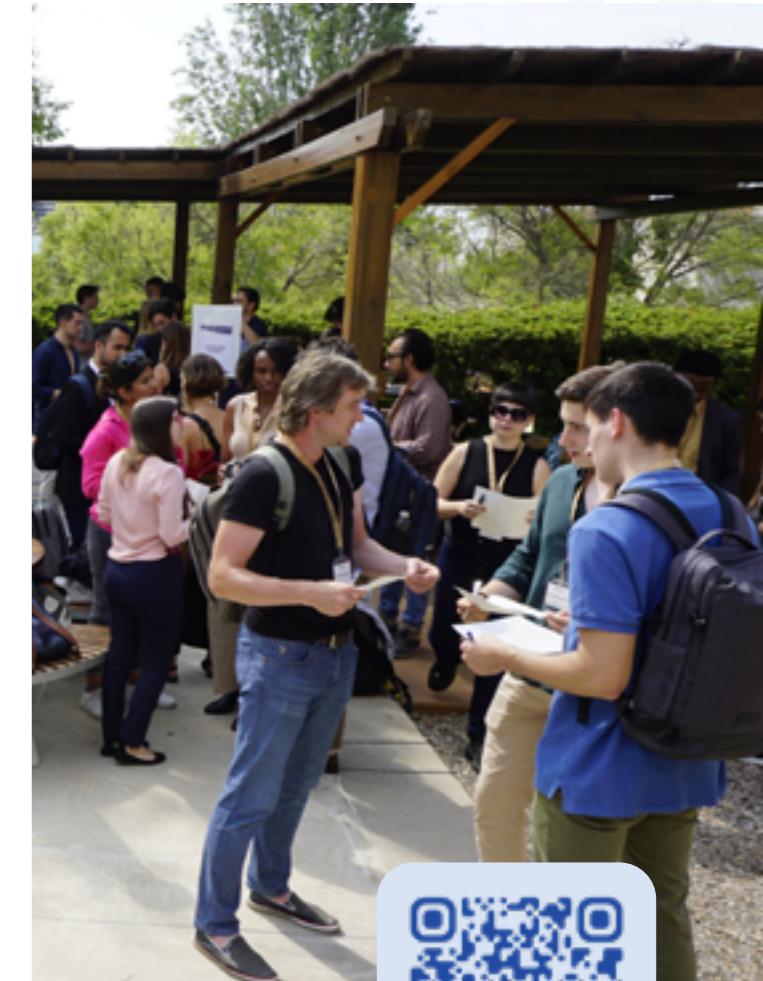
# eWorks

## for Entrepreneurs

eWorks was launched in 2015 as Esade's venture creation program. It has become a reference point for entrepreneurs at every stage of their journey.

At eWorks, we curate and deliver a range of activities that support the creation of startups by Esade students, alumni, and, as of 2020, entrepreneurs beyond the Esade community. By focusing on the practical process of venture creation, networking, and connection with academia, we inspire and help entrepreneurs launch high-growth and high-impact businesses.

**The Rambla**  
of Innovation



Know more about eWorks  
with Davide Rovera,  
eWorks Manager  
→



# eWorks

## at a glance

eWorks provides a range of services to students and alumni, as well as to entrepreneurs not affiliated with Esade who are seeking to join a supportive community of founders and entrepreneurs. This initiative aims to assist them throughout their entrepreneurial journey.

eWorks inspires, supports, and helps entrepreneurs accelerate their projects and create outstanding businesses that can have a positive impact on society.

Additionally, our hands-on approach is the natural extension of our academic entrepreneurial programs and courses.

All the data is accumulated since eWork's foundation in 2015.

TOP  
#10

Accelerator program  
of a European  
University



+120  
mentors and tutors

+100  
meetups of +140  
activities organized

+6,400  
attendees  
at our activities

13  
eWorks  
accelerator  
programs

+320  
projects accelerated  
through eWorks  
since 2015

## Activities & resources

Each entrepreneur has different needs depending on the stage of their entrepreneurship journey. This is why eWorks organizes activities and offers services from inspiration to execution and these including finding the right team; connecting with fellow entrepreneurs; and scaling.

### STARTUP VISIBILITY

Providing opportunities for growth and recognition for our startup community through participation in conferences, events, challenges, and more.



### MENTORSHIP

A support system with experts and founders who help entrepreneurs make informed decisions and navigate the challenges of entrepreneurship.

### RESOURCES & TOOLS

We continuously develop fresh content and convert our entrepreneurship knowledge and experience into tools and resources for our community.

### ENTREPRENEURSHIP COMMUNITY

Founders helping founders is the cornerstone of our growing community of entrepreneurs, investors, and professionals. This is a key element for gaining valuable connections, accessing job opportunities, and obtaining visibility and support.

### CO-WORKING & FACILITIES

All eWorks alumni and Esade students have access to our eWorks facilities (co-working space and meeting rooms), as well as spaces in Esade's Rambla of Innovation (Fab Lab, Media Room, and Fusion Point).



# eWorks

## The Entrepreneurship Journey

We offer specific services and support depending on the startup phase:

### 01 Inspiration

#### INSPIRATION

Learn about the ecosystem, meet new people, and get feedback on your ideas.

#### FOUNDERS MEETUPS

Bringing together the eWorks entrepreneurship community to provide support, ideas, and networking opportunities.

#### FOUNDERS MATCH

An event organized in collaboration with other universities to help entrepreneurs find the perfect co-founder and build a successful expert founding team with complementary backgrounds and expertise.

#### LEARNING FROM LECTURERS AND RESEARCHERS

Workshops and events that help entrepreneurs build on their knowledge and leverage research to build high-growth and high-impact ventures.

#### OFFICE HOURS AND ADVISORY SERVICE

A comprehensive support system with mentorship, experts, and experienced founders who empower entrepreneurs to take their first steps.

### 02 Incubation

#### INCUBATION

From idea to validation.

#### EWORKS INCUBATOR

A ten-week equity-free program that supports entrepreneurs during the ideation stage: from conceptualizing to developing a feasible project and honing entrepreneurial skills.

- Structured program with sprints and deliverables.
- Workshops with experts.
- Access to a network of mentors and experts.
- The TOP10 projects pitch at the Demo Day with investors and founders.

### 03 Acceleration

#### ACCELERATION

Launching and growing startups.

#### EWORKS ACCELERATOR

A hybrid four-month program that helps entrepreneurs jumpstart businesses based on validated ideas (tracks: high-growth, EdTech, and OWaste) through mentorship, workshops, bootcamp, access to free resources, and more.

- 3-day in-person and intensive boot camp. **NEW!**
- Workshops with experts and mentorship sessions.
- Pitching: pitch deck and practice rounds.
- Lifetime community membership, access to resources, and discounts.
- The TOP10 projects pitch at the Demo Day with investors and founders.

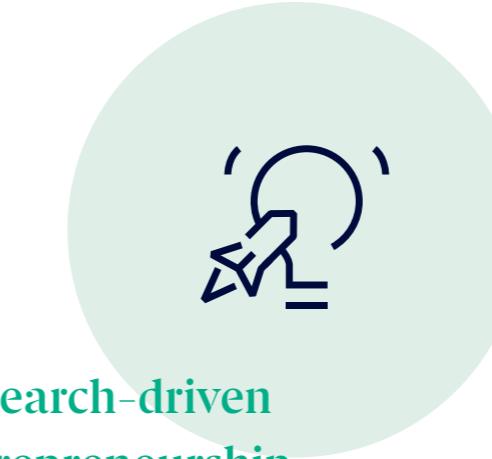
# Our agenda for the future



## Holistic and Cutting-Edge Entrepreneurship Research

- Foster a dynamic research environment for entrepreneurship 360°.
- Expand the scope of entrepreneurship research to include innovation, technology, policy, and social impact.

Our agenda for the future involves making our knowledge accessible to our Esade and entrepreneurship communities and beyond. Through events like the Esade Entrepreneurship Summit and active participation in the startup ecosystem, we will continue fostering the spirit of enterprise.



## Research-driven entrepreneurship education and knowledge dissemination

- Translate research insights into practical knowledge and resources.
- Organize events and activities to foster collaboration between researchers, entrepreneurs, and industry experts.
- Enhance entrepreneurship education with new courses.



## Strengthening the entrepreneurial community

- Cultivate a supportive entrepreneurial community nationally and internationally.
- Engage stakeholders to foster a supportive entrepreneurial environment.
- Foster cross-border collaboration and knowledge exchange to leverage global best practices.

[Check out more](#) 



# Resources for entrepreneurs & researchers



## Academic Research

The EEI has always shared its research at knowledge-sharing events. Now, with Esade and eWorks, we're launching a new academic research database. This will put our wealth of knowledge right at the fingertips of entrepreneurs and researchers, making it easier to turn theory into practice and spark new ideas.



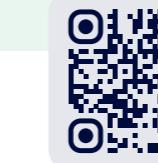
Read more  
←

While celebrating the EEI's 30 years of boosting entrepreneurship, we launched our newest initiative: a dynamic and comprehensive database of the research, knowledge, and experiences accumulated by the EEI and eWorks community over the years.



## Entrepreneurship Resources

Since 2015, the EEI, through eWorks, has been backing entrepreneurs by gathering crucial insights, learnings, and best practices. This database will serve as a valuable resource for entrepreneurs, founders, investors, and researchers. They will be able to tap into the EEI's research and knowledge from eWorks and its founders to spark innovative ideas, tune business models, and lead the way in sustainable practices.



Read more  
←

Here, both researchers and entrepreneurs will find content covering all aspects of entrepreneurship to build and promote research projects - as well as quality and sustainable businesses and startups.



By leveraging evidence-based insights as well as field- experience, we can navigate the complexities of the entrepreneurial landscape and make informed and better decisions."

**George Chondrakis,**  
Director of the EEI and  
Professor at Esade

# Sponsors and partners

Over the years, the EEI has collaborated with many different companies and institutions, to whom we are very grateful for their support.

We are always seeking partnerships and collaboration opportunities with businesses and organizations that are aligned with our areas of knowledge and expertise.



# Join our Community

We have a 30-year history rich in innovation, collaboration, and shared success. As we celebrate it, we acknowledge that this is a turning point.

The future promises exciting ventures and new partnerships. We want to invite you to be part of this transformation.

## Let's join forces!



### Entrepreneurship Newsletter

Become a part of our vibrant community and subscribe to our newsletter to stay connected and up to date with the latest news, events, and opportunities in entrepreneurship.



Stay up-to-date on  
entrepreneurship events  
and news  
←



### Become an eWorks Startup

Become an eWorks startup and get to know our accelerator and incubator programs.



Join our  
community  
←



### Become an eWorks Partner or sponsor of our top events

Become an eWorks partner to help provide better support to our startups or even become a sponsor of our key entrepreneurship events such as 'Promoting Entrepreneurship' or 'Esade Entrepreneurship Summit'.

→ [eworks@esade.edu](mailto:eworks@esade.edu)



### Follow our adventures

We are in LinkedIn, X (ex-Twitter), Instagram, publish articles and podcasts in Do Better (Esade Blog).



Follow  
here  
←



## Acknowledgments

We would like to thank all those who have made it possible for us to dedicate these past thirty years to promoting entrepreneurship at Esade, especially all those who have helped us prepare this book: faculty, students and alumni, staff, collaborating companies and our stakeholders. Our most sincere thanks to all of you.

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Celebrating our path,  
**transforming our future**

Do Good. Do Better.