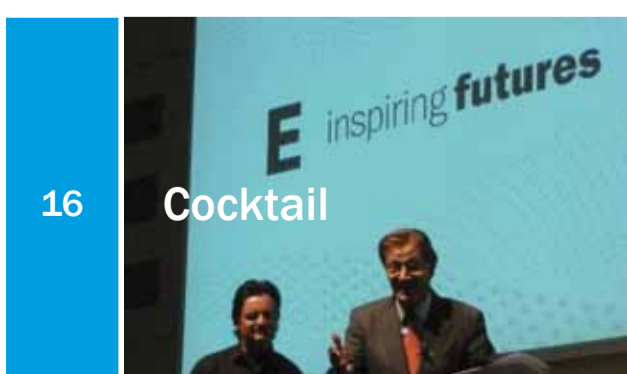
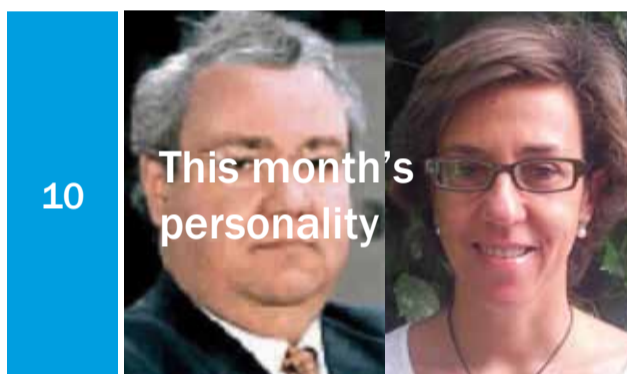
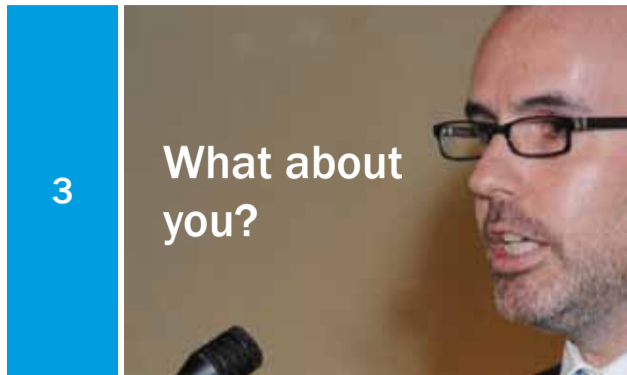


E-News Inauguration
of the ESADE
Barcelona-Sant
Cugat Campus

E-News New Dean for
the Law School

“Even if I knew the world was going to end tomorrow, I’d still plant a tree today.”
Martin Luther King





A new reality

The 2008-2009 academic year has left us many things: new knowledge, which is added to what we had already acquired; new acquaintances who, similarly, contribute towards enriching what we already knew; dozens of different languages intermingling in the hallways... And the new Sant Cugat Campus, an engaging space and, above all, one that invites us to live in a different reality: A new campus, and one that has also given a new lease of life to ESADE's other campuses. Legend has it that moving to Building 3 meant a big change for the MBA and Executive Education teams, although it was actually 'only' two blocks away from Building 1: This new building was filled with individual stories and, inevitably, no shortage of complexity. Over time, Building 3 has settled down; it has become another component of the Pedralbes Campus, albeit with its particular idiosyncrasies, just like Buildings 1 and 2 or the campuses of Sant Cugat, Madrid and Buenos Aires.

Sant Cugat – obviously farther away than Building 3 – has involved a more difficult change for everyone concerned. This has highlighted the fact that the complexity of moving a part of our activities is not at all comparable with that of moving the community of people involved in these activities. From the outset, the challenge was twofold: On the one hand, learning to work in a different environment and, on the other, working at the new campus and missing – perhaps quite a lot – those familiar day-to-day activities at the Pedralbes Campus.

In a different way, it is curious to note how the opening of the Sant Cugat Campus has also revitalised the Pedralbes Campus. Those working in Building 1, 2 or 3 are also adapting to changes; the last of these taking place when the Law School crossed the street in September and moved into Building 1.

Without a doubt, everyone at the ESADE Barcelona Campus (Pedralbes and Sant Cugat) will be aware that a part of our community and its activities are no longer where they used to be. The customary conversations over coffee have had to be rescheduled and, in many cases, even relocated to a different bar; those who worked at Sant Cugat yesterday, will tomorrow be delivering a class on the Madrid Campus, while the department meeting is being held in Building 1. Just a few small examples of the great changes at hand.

And so, faced with such an obviously changed scenario, it would seem sensible to think that things may not be exactly the same as before. For all those who choose to take it up, the challenge lies in incorporating into the ESADE community everything good that has been built up over the last 50 years, thereby preserving it forever; and this challenge is, at the same time, for each of us to become enriched by the opportunities and benefits that this new reality brings each and every day.



Oriol Nin

On a day like today

27th January, 1756 Austrian composer, Wolfgang Amadeus Mozart, was born.

15th January, 1913 First wireless telephone transmission made between New York and Berlin.

Famous anniversaires

Editorial board:

- Ivana Casaburi
- Gema Castel
- Anna Cockroft
- Albert Díaz
- Anna Díaz
- David Fernández-Manzanos
- Xènia Guàrdia
- José Antonio Mengual
- Susana Motilla
- Adela Nebot
- Natàlia Pérez
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- Ana Solà

Colaborations:

Josep Soler (Getting away from it all)

Checking text & translation:

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CREDITS

ESADE

This magazine is printed on recycled paper

International Reputation Service



Ivan Bofarull

Director of the International Reputation Service

Why 'International Reputation'?

According to the RAE (Royal Spanish Academy), reputation is the opinion that you hold of someone or something. Staff at our service work towards this reputation being in line with what ESADE is and represents. But, at the same time, without becoming obsessive about it, because in the words of Raimon Panikar the philosopher, reputation, which also means fame, comes ultimately from the word 'femis' which means 'being tied to others, to the outside'. Therefore, ESADE cannot be dependent on what some reputation indicators, such as rankings, have to say.

And how does your service deal with reputation?

Through the rankings, which are one of the levers of international reputation. The rankings have a role: to compare and synthesise

what's on offer. For example, the business school sector is hyper-fragmented: some 12,000 business schools around the world offer MBAs. The *Financial Times* ranking lists the 100 top programmes, so more than 99% of schools have already been written off right from the start. But it's essential that the charts not only help to simplify information, but that they also contribute to projecting the sector's diversity. For example, for a potential candidate to know that Wharton is number 1 globally is fine, but it's equally important for people to know that another school is among the best in a specific field. ESADE is often highly rated in terms of its relationship with the business world.

Developing the ESADE Global Centers also depends on the International Reputation Service. What are the Global Centers?

One of ESADE's objectives for the 21st century is to become a global brand. The Global Centers are a tool with which to pursue this objective 'on the ground'. They have been designed as ESADE institutional offices in strategic markets such as Brazil and Germany. Global Centers help attract more international students to our programmes, present the range of programmes available at ESADE to the business sector, strengthen relationships with the media and local institutions, and also detect trends in the field of knowledge. For example, if a Brazilian company, Natura for instance, emerges as one of the world leaders in cosmetics, the São Paulo Global Center can establish links with the company so that ESADE can write up a case study, and go about building up an increasingly diverse programme syllabus.

ESADE is often highly rated in terms of its relationship with the business world

Who's part of the team?

Xènia, Franziska and Alessandra in Barcelona, Munich and São Paulo. Our biggest challenge is communication, but we love using Skype and we're always in touch to get a triple take on things; and we usually end up sharing a single point of view and values.



Alessandra Puccini
Development Manager of the ESADE São Paulo Global Center

ESADE has included Brazil in its global strategy. What role will the São Paulo Global Center play?

The São Paulo Global Center supports various ESADE units with the aim of achieving and further developing its goals in Brazil. We also work jointly on various activities to help expand networking among alumni and strengthen their relationship with ESADE.

How is this support focused?

I have a two-point agenda that I use when visiting companies: to tell them about ESADE's portfolio and explain how we can be their strategic partners; and, secondly, to offer them the high calibre of ESADE graduates. I get in touch with people involved in preparing students for the GMAT, both in São Paulo and Rio de Janeiro, with a view to attracting prospective candidates. I carry out prospecting in the Brazilian market for the various programmes (partners, prospective clients, etc.). I also collaborate in programme development in Brazil, for example with the GEMBA. I'm working with Jeroen from the MBA, laying the groundwork for when he comes to Brazil; and I also work with Katie, suggesting possible articles, given that I often visit the local media, etc.

The Brazilian market is of interest to ESADE mainly for two reasons: In recent years Brazil has become the Latin American country with the highest number of MBA candidates (overtaking Mexico); and, on the other hand, there are a lot of emerging multinationals in Brazil, such as Petrobras, Embraer, Natura, etc. The possibilities here are enormous, and this will continue to grow: the Football World Cup in 2014 and the 2016 Olympics are just a couple of examples.

How do you cope with working so far away from the rest of the team?

The São Paulo Global Center is based out of COPCA's entrepreneurial platform in Brazil, where 5 other Catalan companies are also involved in their own internationalisation process. This gives me a chance to interact with other professionals in the same situation and swap experiences. I also have weekly Skype hook-ups with my ESADE colleagues in Barcelona, Buenos Aires, Madrid – and especially Munich – given that Franziska and I share similar experiences.

What are your impressions of ESADE?

Before I started working at the São Paulo Global Center, I spent a couple of weeks at ESADE in Barcelona and Madrid. I was really impressed by the facilities, the relaxed professional atmosphere, the institution's commitment to humanistic values, the teamwork, etc. And I'll be back on campus at Barcelona and Madrid in February, so I'm sure we'll be able to chat about this over coffee some time.

What makes Brazil an attractive and strategic market?

Brazil is an emerging but stable country. Both the current and previous governments have contributed to this via their economic policy geared towards ensuring the country's stability and growth.



Franziska von Wiedebach
Director of the ESADE Munich Global Center

You've been working at ESADE, particularly at the Barcelona campus, for nearly seven years and you recently went back to your home country. What is the new office that ESADE has opened in Germany called and where is it?

It is called the ESADE Munich Global Center, and it is located in the centre of the capital of Bavaria, München.

Why Munich? And why Germany?

Strategically speaking, Germany is a very important market for ESADE, we are trying to find more German students for the different Admissions programmes and we would like to forge closer links with German companies etc. A lot of multinational companies are based in Germany and, what's more, many of them –including Allianz, BMW, Siemens, etc.– have their central offices in Munich. We would like to see many of these companies becoming clients of ESADE some day.

And what is life like in Munich? Do you miss Barcelona?

In fact, I live in a small town on the outskirts of Munich, and it was a big change – going from a city with 3 million inhabitants to a small town with under 3,000... But the biggest difference was working 'alone' – at least 1,300 km from the rest of my team... And another thing: this year it began snowing on 13 October and the snow lasted for a whole week!

Describe your daily routine, what do you do?

For example, I go to University Admissions or MBA fairs and carry out Information Sessions all over Germany. I also help candidates with their applications and conduct interviews. I receive lots of calls from candidates at all hours of the day because I give them my mobile number. They are really grateful to have a person who can help them in their own language and this also avoids them having to make international phone calls. Moreover, they see that, by opening an office here, ESADE has taken an important step that shows the school's interest in the area. It has made a major commitment.

On other days I visit companies in order to try to sell the Career Services – we want German students to work in companies in Germany that pay them well. In addition, I try to sell them Executive Education programmes, although during this financial crisis this is a virtually impossible task. When I can, I organise information sessions on the MBA programme in prestigious companies – this saves us money and helps sales. I also visit newspaper offices and meet journalists or put them in contact with my colleagues in Barcelona to try to raise ESADE's profile in the German press. I attend networking events, for example at the Spanish Consulate, or talks by HR professionals in order to help make ESADE better known in Germany. I also look for interesting speakers for the Programme for Leadership Development (PLD) modules that are taught in Munich.

Why did you go back to Germany?

This September I married a German man from Bavaria. So, I am really grateful to ESADE for giving me the opportunity to open this office here in Munich.

What is the best thing about your new job?

One the one hand, it allows me to keep in touch with Barcelona and, above all, to promote ESADE. I am also a former ESADE student, since I did an Executive MBA there in 2006.

Xènia Guàrdia
Rankings & Accreditations Manager

Mine is the most boring part of the service: I don't travel, I'm not out in the snow in October, I don't get to walk around São Paulo, I don't open offices anywhere in the world... but, as Ivan says, I am the internationalisation string-puller and, although physically I am in Barcelona (and sometimes Igualada), I am constantly monitoring what's happening with the other business schools across the globe (and sometimes the mischief my daughter is getting up to!) from the perspective of the different variables that affect rankings: research, teaching quality, students' perceptions, etc.

What are rankings?

Rankings are one of the aspects that have the greatest impact on internationalisation. They are a tool that can be used to compare different programmes offered by business schools across the globe, helping make it easier for students, companies and teaching staff etc. to choose the best schools.

Most of the rankings are created by the media, and they can be global lists such as those published by the *Financial Times*, *Business Week*, and *The Wall Street Journal*; or region-

al lists such as those published by *América Economía* (Latin America), *Expansión* (Mexico), *El Mundo* (Spain).

And what role do you play in the rankings?

Each ranking is treated like a project, which is run by my area. The work begins a few months before the publication of the ranking, and ends a few months after it has appeared with an exhaustive analysis of the data that have been extracted from surveys. Usually, during the presentation of the aforementioned analysis, which we carry out jointly with the managers and those in charge of the programmes that have been ranked (MBA, Executive Education, MSc, University Programmes, etc.), new ideas emerge, which can be used when preparing the following years' ranking.

For each ranking we create a working team comprising representatives from the programme being ranked, and then the work begins. We speak to the students and/or alumni to explain that they are taking part in a ranking. We check the indicators for the different variables they request: number of teaching staff, teaching quality, % of international students and teaching staff, % of women, typology of subjects, etc. Everything has to be completed by the stipulated deadline. Then we send out our survey, the students send out theirs... and we look into our crystal ball and sometimes even dare to predict the future. At other times, if it all looks a bit bleak, we get drunk on cava!

And finally, the big day arrives!! The ranking is published... A day of nerves, expectations... with Ivan we make porras (large, club-shaped flour fritters)... The afternoon comes, the fateful hour, and then the publication in

“
By having a good position in the rankings, the school can attract more talented students and teaching staff
”



question sends us an e-mail... We always open it together, staring at the screen, trying to see who will be the quickest at finding ESADE... and finally we see it. If we have improved, you will see Ivan on the table screaming. If the news isn't so good, we sit down and start to analyse, analyse and analyse... Who do we tell first? Eugenia? Do we post an anonymous note under her door whilst I wait for Ivan in the car ready for a quick getaway? NO! Common sense wins out over our impulsiveness, and we always make the best of the situation, find something good to say, and then start to tell all those involved.

Why is one school listed 1st in a ranking and another 10th?

Each ranking examines different aspects of the teaching-learning process. For example: the *Financial Times* focuses on the evolution in graduates' professional careers, *The Wall Street Journal* on the skills and competencies acquired by the students, The Aspen Institute looks at the impact that Corporate Social Responsibility themes have on the subjects taught, etc.

Why is ESADE interested in being ranked among the top schools?

By having a good position in the rankings, the school can attract more talented students and teaching staff. By increasing the standard of the two main actors in the teaching-learning process, the educational experience becomes far more enriching for both parties. This, in turn, raises the level of satisfaction for everyone and helps improve the rankings.

You could say that rankings constitute a starting point in a virtuous circle for schools, students, graduates, teaching staff, etc. and, therefore, also for ESADE ■

Inauguration of the ESADE Barcelona-Sant Cugat Campus



ESADE's Barcelona-Sant Cugat Campus was officially opened at a ceremony on 26th October. This major event took place in the presence of their Royal Highnesses the Prince and Princess of Asturias, who presided over the ceremony. It had been obvious from early morning that something big was in the offing. Level -1 of the car park had been closed off to regular users, who were redirected to Level -2. There were I.D. checks at the entrance, security guards patrolling the corridors and surrounding grounds, and sniffer dogs in the classrooms and offices. A few hours earlier, the building's Floor 0 had been evacuated: security was paramount. Accompanied by influential members of the social, political and financial world, a large number of professors, staff and students filled Room 004 to watch the event live. After speeches by Pedro Fontana (Chairman of the Board of Trustees) and the Director General, Carlos Losada, HRH Prince Felipe declared the ESADE Barcelona-Sant Cugat

Campus officially open, and unveiled a commemorative plaque to mark the event. Not all faculty members and PAS could attend, but televised coverage of the event was relayed on video screens on all three campuses, enabling the entire ESADE community to follow this great moment in ESADE's recent history. The royal couple were warm and friendly from the moment they arrived on campus. During the cocktail reception held after the ceremony, their highnesses took a moment to talk to members of staff about their backgrounds, given the range of nationalities represented. They also chatted to a large group of students who were surprised by Prince Felipe's relaxed and natural manner and by Princess Letizia's taste in fashion. The frenzy of activity and strained nerves of the Public Relations team, in the days and hours leading up to the event, disappeared into an air of calm once it was clear that the event had become yet another unquestionable success story.



New Dean for the Law School



Enric Bartlett

This year has begun with a few changes at the Law School. When Doctor Pedro Miroso's second term came to an end, Doctor Enric Bartlett, up until then Vice-Dean of the Law school, was appointed the new Dean of the ESADE-Ramon Llull University Law School, with effect from 1st September. On the 17th September the institutional handover ceremony was held, attended by Professors, members of the Law School

Advisory Board and members of PAS, and with speeches by Carlos Losada, Pedro Miroso and Enric Bartlett. One of the new Dean's objectives is to go even further with educational innovation, which ESADE is already involved in, so that the students can acquire knowledge and build up their skills, such as critical analysis and oral and written expression in a number of languages. He also wishes to continue the growing internationalisation

of the Law School, turning out graduates with a wide global vision and international experience. Another of his aims is to increase the School's social presence, and to widen the search to attract new talent during his term as Dean, promoting the idea that those students who show ability and a willingness to work hard can study at the Law School regardless of their personal financial resources.

Innovation Speed Dating



Last October 30th, ESADE launched its first Innovation Speed Dating event, bringing together entrepreneurs, business people and professionals from more technical backgrounds, in a hub of idea exchanging and networking. The event was organised by the Entrepreneurship Institute at ESADE, and shows ESADE's commitment to innovation through 'Speed Dating'. A number of platforms were involved, including the UAB Research Park, ESADE Creapolis, Hangar, and ESADE's MBA participants. The aim was to promote and encourage new technological projects, and to search for the best talent, creating successful and long-lasting relationships amongst entrepreneurs. Around 27 projects were involved, and over 100 students, illustrating the interest and potential success of such activities in the future. Since November 27th, the results of the 'Speed Dating' matches are published. The groups of MBA students can choose a project presented at the Innovation Speed Dating, and develop a Business Plan. Up until this date, students could study the proposals and decided which project they would like to go for. The organisers of the event are expecting at least 4 projects to be taken on for Business Plan development by MBAs, and the remainder to be used by ESADE students in other areas. Watch this space!

ESADE in the Rankings

This new academic year began on a very good note in terms of international recognition for our programmes. Firstly, the CEMS Master Programme given at ESADE is the world Number One, according to the *Financial Times*. Also, the custom designed programmes that ESADE runs for companies are the fourth best in the world, according to *BusinessWeek*.



ESADE Alumni

20 años | **ESADE ALUMNI**
Creemos juntos



This year, **ESADE Alumni** celebrates its **20th anniversary**. To mark this occasion, we are opening up the extensive network we have built over the past 20 years to all administrative and services and the teaching staff also. That's right: we're inviting all employees of ESADE to join our alumni network.

In this great network, we share experiences and grow together

You will be able to participate in our training and network activities, as well as our recreational and sporting events. Those of you who travel frequently will also be able to seek out alumni in any corner of the world through our regional clubs and international chapters.

To celebrate our 20th anniversary, we are introducing the ESADE Alumni section, where we will publish news, announce activities, and provide information on services that are available to our members.

For further information, contact cristina.leon@esade.edu

A **network** that is growing **GLOBALLY**: more than 8,000 alumni living in **115 different countries**.

An **ACTIVE**, dynamic **network**: in 2009, we held **657 events** in **70 cities** and welcomed more than **31,000 people**.

A **CONNECTED network**: **32 international chapters**, **11 regional clubs**, **21 function-specific and sector-specific clubs**, **450 class representatives** and a website: nexus.esade.edu.

A **network** dedicated to **SOLIDARITY**: 200 consultants have participated in **23 projects** to assist NGOs.

A **network** that supports **PROFESSIONAL DEVELOPMENT**: **3,279** job offers and **74** focused activities.

A **network** that currently has **14,400 members**.

A **network** that we all belong to.

ESADE Link, the Information and Knowledge Service's new blog

The ESADE community can now enjoy ESADE Link, the Information and Knowledge Service's new blog: <http://esadelink.esadeblogs.com>

It will recommend studies, reports and key web resources for those working in ESADE academic and research ambits and will also address socially relevant issues.

ESADE Link's focus areas are: Economics; Finance; Law; Entrepreneurship; Geopolitics; Innovation; Leadership; Marketing; CSR; Sectors; ESADE Enterprise and Knowledge.

You can sign up for RSS newsfeeds, add comments, rate published articles, share content through Facebook, Twitter and Del.icio.us



Innovation in classroom teaching tools

On 11 November 2009, another Catalan University Information Services Meeting (TSIUC) was held, entitled, "Uso de las TIC para la innovación docente (The Use of ICT for Innovative Teaching)". At this meeting, our ICT colleague, Miguel Ángel Román gave a talk entitled, "Innovación en las aulas" ("Innovation in classroom teaching tools"). It is clear that we live in a brave new world where developing

technologies are fast being integrated into our daily lives. And this is not solely due to the appearance of new "technological toys", but also – and increasingly so – because we can now access new contents through the various existing channels (computer, mobile phones, etc.). In order to embrace this new reality, universities are changing their traditional teaching systems and are working hard to adapt to the European Higher Education Area (EHEA), which

considers the student to be the centre of the university system and highlights the importance of learning, a key element of the Bologna Declaration. The aim of TSIUC'09 was, on the one hand, to showcase the emerging e-teaching technologies themselves and, on the other, to use them to present real-life experiences. In this context, Miguel Ángel presented the ICT tool model that ESADE has been using since the opening of the Barcelona-Sant Cugat Campus.

The basic points that our colleague highlighted were how important it was for the teacher to have personalised control of the elements available to him/her within the classroom; privacy and security in their use and content; the connectivity and availability of the most suitable furniture and the latest equipment as well as the maintenance of these tools and the assistance that the ICT Service provides the user (the teacher).

Move

During the months of September and October the Law School moved to Building 1. Undergraduate and Bachelor degree students, faculty and services are spread out across the first and second floors of Building 1, occupying classrooms, offices and communal areas. There were several very hectic days, because the move coincided with the start of term.

Olga Caparrós, Director of Office & Administration at the Law School, coordinated the whole move in collaboration with ICT, SAT and ISS colleagues, who were all of great help. In January, the 4th-year students also moved to Building 1, once the renovation work on the old auditorium had been completed.

How to pitch an idea in 3 minutes

Organised by the ESADE MBA Student Association's (MBA-SA) Entrepreneurship Club, the Elevator Pitch Contest tested the participants' ability to pitch a business idea. The ten finalists, chosen from the 26 who initially presented a project, each had three minutes to convince the jury – made up of ESADE professors, entrepreneurs and potential investors – of the viability of their business idea. The contest was attended by around 200 people and, when it was over, Hard Rock Café sponsored a cocktail party, which allowed the current MBA participants to meet entrepreneurs and investors and do some valuable networking.

"The ESADE MBA offers a unique network of contacts of great value to entrepreneurs. My participation in the Entrepreneurship Club has allowed me to share my ideas with participants in the Full-Time MBA course, thus creating new opportunities and making my network of contacts even more international. The Elevator Pitch Contest is a clear example of ESADE's student community's capacity for innovation and for generating new projects."

Carles Costa
Part-Time MBA 2011

ESADE's MBAs move Scalextric into top gear

The multinational Tecnitoy, which sells its Scalextric tracks across the globe and had a turnover of 37 million euros in 2008, has found its most effective think tank in ESADE's classrooms. Last year, Professor Javier Busquets set up a case study on the company and also conducted a debate on it in one of his MBA classes. The students discussed the case, focusing on the integration of the company's

business model into today's digital world. The Director General of Tecnitoy, Sergi Pastor, who was in the classroom during the presentations, noted down some of the students' ideas, such as the launching of a mobile phone game and the creation of a fan club on a social networking site. One year on, Scalextric's mobile phone game has been downloaded over 60,000 times, and the company's fan

club has over 30,000 members. Tecnitoy repeated this experiment, this time setting up a track in one of ESADE's classrooms, allowing the students to find out first-hand what it was like to pilot one of their cars. After the competition, the students once again presented their ideas, and these will form the basis of the company's future innovations.

Inspiring futures

On the occasion of our 50th anniversary, we set out to find a slogan that captured the essence of our institution's values and motivations. By consensus, the faculty and the administrative and services staff decided that "Inspiring Futures" was the phrase that best summed up the spirit of ESADE. Since ESADE was created, this spirit has been based on the plural education of people and professionals at the service of society.

"Inspiring Futures" does more than capture the spirit that ESADE has historically incarnated; today, the slogan is more meaningful than ever. You've probably already seen the "Inspiring Futures" banners placed prominently in ESADE's buildings. But this, by itself, is

not enough. "Inspiring Futures" is our promise. We must all work together, every day, to make it a reality, through our actions, proposals, alliances, activities, research and, above all, through our commitment to the future and to the improvement of our society.

Carlos Losada (at the inauguration of the Sant Cugat campus): "I would like to briefly touch on our history of inspiration and dialogue, which today manifests itself in this event and is being projected into the future."

Carlos Losada (at the inauguration of the 2009-2010 academic year): "For the coming year, ESADE's management has set three priorities: improving the quality

of our educational programmes, increasing funding for research, and enhancing the cohesion and identity of our shared project. If we wish to continue inspiring futures, these three elements are essential."

P. Adolfo Nicolás: "...I find 'Inspiring Futures' to be an appropriate and – forgive me the redundancy – inspiring slogan..."

Pedro Fontana, President of the ESADE Foundation: "Inspiring Futures' was the slogan chosen to commemorate the first 50 years of ESADE's life. Now, the challenge that motivates us is to be an internationally renowned university in the fields of both business management and law, one which trains people to be competent professionals and responsible citizens."

Would you take part in a donations programme?

In July, ESADE sent out a survey to all the people who form part of its institution: Administrative and services staff, the Faculty, students and alumni. We wanted to find out what they knew about ESADE and how it was funded, and also how likely they were as internal stakeholders to take part in a fund-raising campaign addressed at individuals.

Over 4,500 replies, 17% participation and an intention to donate of 22%. That was the gratifying response to the internal survey carried out at ESADE. What was remarkable was not just the good level of response, it was the high predisposition to make a donation. Though we shouldn't forget that it's only an expression of intention, this percentage of 22% is still very significant compared to the real participation in other schools that are ESADE's competitors in the international scene. For example, American schools like Harvard and Stanford, which have had ongoing individual fund-raising programmes for over 50 years, have an average participation rate of 12%. In a closer comparison, with European schools, with their much newer donation programmes, average participation is somewhat lower. So for ESADE to have an intention to participate of 22% is extremely promising.

As a last step before finally going ahead with their donation, potential donors ask ESADE to **keep them informed and to monitor what happens to their donations**. This requirement for monitoring is normal in individual donation programmes, and is something that ESADE takes very seriously. Great efforts are made to provide in-

formation, detail and transparency on the private donations that we are currently receiving. One example of this is ESADE's Social Investors' Report, which explains how much we've received in private donations, where it's gone, and its final impact.

Other particularly interesting responses
Is ESADE a private company or a non-profit foundation?

Among the respondents, 50% knew that ESADE is in fact a non-profit foundation, but 37% thought that ESADE was a private company. The difference between the two responses is very significant. The fact that ESADE is a foundation means firstly, that its mission has repercussions beyond the institution itself, that it has a social impact. And secondly, that any surplus it creates is ploughed back into its educational project: ESADE does not pay dividends.

Apart from income from matriculation fees, is ESADE also financed from donations by organisations and individuals?
Some 73% of those surveyed knew that ESADE receives private donations from companies and organisations. At present, these private donations represent 5% of the institution's total income. While this figure is very important to us, there's a long way to go before it can match our international competitors, where it can amount to over 30%. Up to now, ESADE has taken only tentative steps in this field, and although these have been very successful (like the grants donation of over 30,000 euros from our Lic&MBA88 graduating class), we

still don't have a structured individual fund-raising programme. That will be our next challenge.

If you put yourself in the shoes of someone making a donation...

What would most motivate you to donate?

By far the most popular answer (40.7%) was: "To make ESADE a strong institution and to benefit society in general", which shows how many people identify with ESADE's social role.

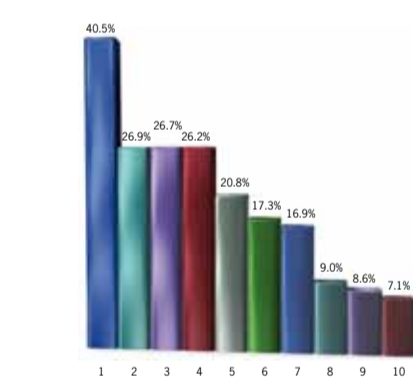
What would you like ESADE to spend these resources on?

The two most popular ideas were:
– To make its student body more diverse by attracting talented students with limited resources (51.6%).
– To attract a top international Faculty (49.1%).

These motivations coincide with ESADE's own strategic priorities, which are currently oriented towards increasing resources earmarked for grants, while continuing to prioritise the attraction of high-flying international professors.

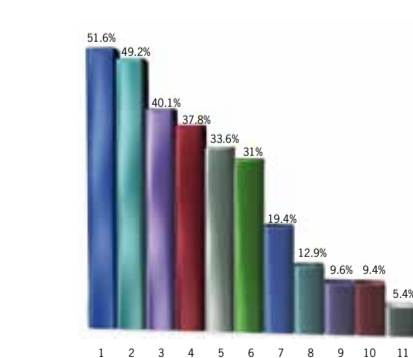
To sum up, ESADE is very pleased with the results of this survey: the high participation, the positive predisposition towards taking part in a future individual donations programme, and the knowledge that the motivations of our people and our institution coincide. This has encouraged us to keep working at putting the finishing touches onto our individual donations programme, which we hope will be making a successful contribution to ESADE in the near future.

Main reasons to make a donation to ESADE



1. Because ESADE is a powerful institution that benefits society in general
2. I would feel I was playing a fuller part in ESADE's activities
3. If ESADE position improves my degree will be re-evaluated
4. I have an emotional bond with ESADE and the people I met there
5. I identify very much with ESADE values
6. This kind of funding will keep ESADE on the same level as other top business schools
7. It is a way of giving back to ESADE what they gave me
8. It is a way to re-connect with former classmates and faculty
9. I want to maintain good relations with ESADE in order to recruit new talent for my company
10. Other

Main purposes for which you would like ESADE to use contributions received



1. Increasing the social diversity by attracting talented students with reduced economical sources
2. Attracting internationally renowned faculty
3. Promoting social debate (conferences, forums, events, etc.)
4. Increasing funds for ESADE's social action
5. Increasing resources for research
6. Maintaining and strengthening ESADE's international position
7. Increase the level of the class by attracting outstanding students
8. Improving academic resources for current students
9. Improving teaching infrastructures
10. General maintenance of the ESADE institution
11. Improving ESADE facilities



Enric Colet Petit
Associate Professor in the
Department of Information
Systems Management
ESADE Sant Cugat

How long have you been working at ESADE for?
I began as a student when I was 17. So, I have been linked to ESADE for 34 years now, and it is over 20 years since I signed my last contract to work as a professor here.

What position do you hold?
Associate professor.

What was your first impression of the institution when you began to work there?
I already knew the institution since I had studied there, but my first real impression was that everything is much weaker than it appears to be.

And of your colleagues?
To a great extent, the reason I am still at ESADE is because of my colleagues. It would be hard to find a lovelier bunch of people that those working at this school.

Tell us about your best and worst experiences at ESADE.
It is hard to choose my best experience because I've had lots of 'best' experiences. The best one in the last 12 months was the Sant Cugat Campus. As for the worst ones, fortunately they are quickly forgotten. But normally I remember things when I think someone has been treated unfairly.

Which colleague would you like to have lunch with one day?
I usually have lunch with everyone because I like getting to know all the people I work with at ESADE. So, I would like to have lunch with those I haven't eaten with yet.

Which colleague would you go out on the town with?
With all of them, but especially José Luis Cano.

Where would you like to be at ESADE in three years' time?
In the same place I am now.

As a person, which of ESADE's symbols of identity or values do you identify with most?
Freedom of expression.

Who would you choose to do this questionnaire?
Paco Llamas.

Quick questionnaire

If you were a historical figure, you would be: Demosthenes.

If you were a monument, you would be: The columns that hold up the square in the Park Güell.

If you were an animal, you would be: A bear.

If you were a sport, you would be: The pentathlon.

If you were a book, you would be: An encyclopaedia.

If you were a song, you would be: The soundtrack to the film 'Limelight'.

If you were a forgotten place: The Foix reservoir.

If you were not you, you would like to have been: What I am.



Sandra van Lotringen
Assistant, Corporate Director's Office
ESADE Barcelona

How long have you been working at ESADE for?
Since 2 January 1996.

What position do you hold?
Assistant in the Corporate Director's Office, since March 2008.

What was your first impression of the institution when you began to work there?
I felt really proud to have passed the entrance tests for an institution as famous and prestigious as ESADE.

And of your colleagues?
At first it was hard and difficult to get to know so many people in so many different departments and buildings. However, I was lucky to have a couple of colleagues who helped me get to know everyone gradually.

Tell us about your best and worst experiences at ESADE.
Without a doubt, after 13 years working here, the best are the friendships I have made and continue to have, with the people who have passed through ESADE or are still there. For me, friendship is one of the most important things in life.

The worst was without a doubt when our colleague M. Eugènia Ginés from our department died in a motor-bike accident. It was a terrible shock and it took us a long time to get over. And I am not just speaking for myself, but for all the people who shared so much with her.

Which colleague would you like to have lunch with one day?
With anyone who exudes an aura of calm and tranquillity and can teach me something new.

Which colleague would you go out on the town with?
I don't like going out to parties much. I prefer to do quieter things and then I'd go out with quite a few of my colleagues.

Where would you like to be at ESADE in three years' time?
At the moment I am very happy where I am, and am not thinking about what I'll be doing in 3 years' time. I try to improve each day and hope to continue to learn from others.

As a person, which of ESADE's symbols of identity or values do you identify with most?
Several, but ethics and respect are important for me.

Who would you choose to do this questionnaire?
I would choose any of the language coordinators such as Rhian Owen or Conny Hübner.

Quick questionnaire

If you were a historical figure, you would be: I am quite happy being myself and I have never thought about being anyone else to be honest. However, if I had to choose someone, I'd say Mother Teresa of Calcutta.

If you were a monument, you would be: I can't imagine...

If you were an animal, you would be: A dog.

If you were a sport, you would be: Tennis.

If you were a book, you would be: *The Pillars of the Earth*.

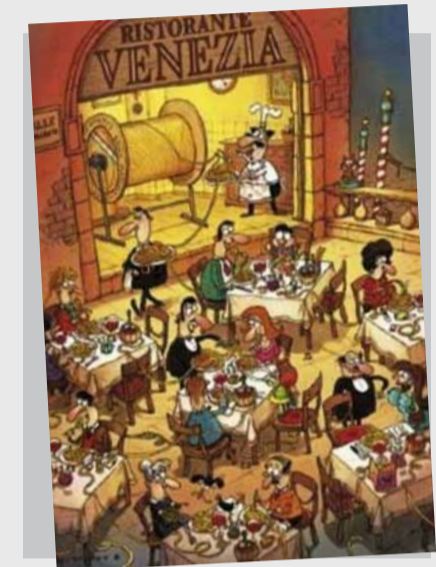
If you were a song, you would be: There are lots, it's hard to choose just one, but if I had to choose one song I'd go for *Paraules d'amor* (Words of Love).

If you were a forgotten place: One of the many country paths in the Baix Empordà.

If you were not you, you would like to have been: As I mentioned before, I like being me and I don't want to be anyone else.

The Italian Job

Aramark has given ESADE catering a tasty new Italian twist in the form of PASTA!!! Spiral pasta, fusilli, ravioli and spaghetti, with blue cheese sauce, chilli and prawns, fresh pesto, dried tomatoes, parmesan and basil...YUM! ESADE students and staff just cannot get enough of it. Building 3 is now flooded with people at lunchtime queuing up to see what our genuine Neapolitan chef recommends. As well as delicious pasta, there are also vegetarian dishes, healthy salads, and fresh grilled meat, poultry and fish. All in a new decor that could compete with the likes of Starbucks! Eating in Building 3 has become a whole new experience!!!



Franziska von Wiedebach

Patricia Martínez

Weddings

Congratulations from the *_untitled* team to Franziska von Wiedebach and Patricia Martínez who had recently celebrated their marriage.

Births

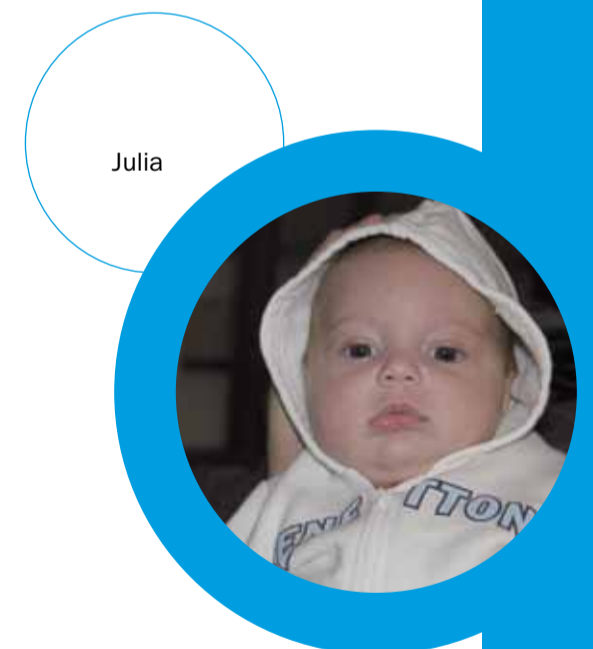
Congratulations from the *_untitled* team to the new mothers and fathers at ESADE and welcome to Eva (Anna Díaz), Julia (Beatriz Añoveros), Paula (Mónica Sisternas) and Guiu (Sergi Fernández).



Eva



Paula



Julia



Guiu



Parallel lives...Cels Cardona

Cels Cardona is a man who needs no introduction. Everybody (or nearly everybody) at ESADE knows him, as he has been working here for 29 years. He's currently working in the Registrar's Office, but has been through a number of services and units including Idiomas (some time ago), Warehouse, General Services, Administration and Reception, and he has always been on the Staff Committee. His popularity has grown as he has passed through these services, and his friendliness, good humour and sociability have meant that everybody knows him... and that he knows everybody in ESADE. He always has a friendly word and remains in a good mood the whole year round.

Cels has five children who use up all his time outside ESADE, and his duties at home keep him moving all the time. Today he tells us 'How to reconcile being a man... and to be the envy of women'.

Cels, how old are your children?

First let me say that I run this business in collaboration with an excellent woman, because on my own, I doubt I would have had any. The girls: Nina, 18 and Erola, 15, and the boys: Cels, 19, Vicenç, 13 and Adrià, 11.

Had you always planned a big family, or did it just happen?

We certainly didn't plan it. It was like the circus; seeing that something works well and is really gratifying, you get seduced by the next level of difficulty; and

it was a case of now or never, and the whole thing just took off. And I have to say that we don't regret anything. If you don't complicate your own life, life will just complicate itself. It's too short to leave anything until later.

Now that they are almost independent, and you can look back, tell us: what was the most difficult time for you and your wife?

When Nina was born, Cels was 18 months, and there were four of us in the house. Because there's no Master's in Parenting, and self-help books are useless, you can get overwhelmed at times: three timetables, three very different meals to prepare. They can't be left alone for a minute... and then when do you sleep? Elisa, my wife, was on maternity leave, and I had a job I couldn't miss at ESADE.

When they were all little, how did you organise baths and mealtimes?

It was very lucky that they were born at intervals. As each one was born, he or she had a mentor, (and there's no better teacher for a child than another child) which made up for the way my patience was wearing thin as the years went by.

And when one of them got ill, and gave whatever it was to the other ones, how did you manage? Who looked after them?

Luckily we have all been very healthy, but of course as soon as they went to kindergarten they got ill. There were a lot of earaches; we were buying Ceclor syrup by the bucket. When they were little, coincidentally they all used to get ill after the Christmas holidays, in January. For these little problems we could always

rely on the inestimable help of the grandparents (there was enough work for everybody) and a host of babysitters (male and female versions) and when computers and webcams came on the scene, the kids put them all on record with a photo, comments and marks out of ten, in a perfect staff catalogue.

You must have a big house. What's the layout of the bedrooms?

It isn't a palace, but we can't complain: we've filled it up. The last two arrivals have to share a room, because neither one wants to move onto the balcony. When the number of toys was at its peak, I swear it was as if there were thousands of them. It was a perfect illustration of Boyle Mariotte's first gas law: the toys expanded to fill the space allotted to them. In every single space, however impossible it seemed, there was a toy. I don't know how many times I'd put my hand into my pocket here at ESADE and pull out a lollypop, a toy car or some other knickknack. One day they decided to build a castle out of all the (full) toyboxes they had. To tell the truth, it came out very well (luckily I took some nice photos) but (and there's always a 'but') any castle has to demonstrate its level of resistance. It was bombarded so that not only did the castle topple, tragically, but many of the boxes mysteriously opened, spilling their contents. You can imagine the end result.

Tell us how one person can stretch himself to deal with the needs of five kids at once, and keep them all happy.

It's not possible. Each one is different and the level of requirement is different. Any time you give them really personalised attention, they are really grateful. At the end of the day I think they all get equal treatment. There were days when the 'goodnight' ritual lasted more than an hour. The front door is always covered in notes about upcoming parties, doctors' appointments and other dates. From time to time one of them gets overlooked, and then the apologies to the relevant party start.

So what's the routine these days to make sure the whole troupe doesn't get out of control?

It's always out of control, but we try to make sure it doesn't descend into complete chaos. It's never boring at our house; it's a frenzy of activity. Each person knows that they have to do a series of tasks, because if they don't, nobody else will do them. Each person is responsible for their room and the things which always concern them. Dealing with clothes, clean and dirty. Each of us

packs his or her own bags; that's bags for sports, a weekend, holidays, camping trips or anything else that crops up. They learn the very first time they overlook something, and they get more and more thorough, and never forget anything. On those rare occasions when things don't go as planned there'll be a little lecture to remind them.

Tell us about organising lunch. How many people are there at table, usually?

They practically run themselves. We don't all have the same timetable, so there are usually several sittings, like a good restaurant. Theoretically, I make lunch. I have a timetable which allows me to do this bit of juggling. Sometimes before I get home I buy everything I need. I go and get the little ones from school, and when I arrive, it's straight to work. There's a slight problem that sometimes they invite along a friend to eat, so you have to improvise the extra. But recently they've started to warn me. Unfortunately we don't all sit down to eat together, but normally there are six, although it has been as high as eleven.

Is it true that you have time to do a wash and hang it out during your lunch break, as well as shopping and cooking?

We squeeze the most from every day. From quarter to seven when I get up until half past midnight when I go to bed, I don't stop for a second (even at ESADE). Things are simultaneous. In the mornings, as well as the sandwiches I make for everyone, because everyone gets their own breakfast, and an orange juice (if I'd listened to my wife, we would have an industrial juicer) I usually put on or empty the dishwasher and the washing machine, and hang out or take in the washing. At lunchtime these tasks are done at the same time as the shopping and cooking. Luckily, my wife gets home mid-afternoon and takes over the situation where social life is the major concern.

I'm told that your children are very well brought up; that you're an exemplary family... How do you manage it?

I don't know who told you, and as far as being exemplary, we might be an example of what not to do - at least in terms of numbers. But one thing we really try to do is to bring them up to be able to choose freely. Although the real education is done at home, so you can imagine the amount of pressure that we're under. At school, hard work is important; we really believe that. It's a local school, near the house, (that's fundamental) and it matches our idea of education perfectly.

Apart from the excellent schooling they get, they really like it, and because they are aware that they need to work hard, they leave school with a good level in five languages, and that's going to come on very handy in the future.

How do you manage to always be in such a good mood? You must have bad days too?

I'm lucky. I think the best days are yet to come, and we have to make the best of what we have at every moment; and to tell the truth, life has always been good to me, and not everyone can say that. I've never had to fight very hard. I always have things to do, and not being able to do them all is my definition of wealth. Anyway, sometimes I try my luck and have a go to see if winning a few million would make my mood even better. Contact with



people, like the Red Bull ad says, gives me wings! Unfortunately, you always run into bad situations, but since they're no use for anything, the best thing you can do is try to ride it out as best you can. Although I do get annoyed by the injustice and incivility that I see around me... and, obviously, when Barça doesn't play as well as they should. I've never been much into cheap philosophy... I am what I am, full stop ■

El Priorat:

An unhurried land, waiting to be discovered

If you have the chance to get away from it all, El Priorat is the place to go for a few wonderfully relaxing days. There, once the autumn colours begin to appear – just before the harvest at the end of September, and following the full heat of summer – you'll experience one of life's aptly-named 'great little pleasures'.

Hidden among the municipalities that make up El Camp de Tarragona, unknown even to many locals, but internationally recognised for the excellence of its wines, El Priorat is a land of contrasts: vivid colours; vineyards and olive groves; coastal slate and pebbles; strong winds; calm and quiet spaces; the aroma of vine leaves; imposing mountains the likes of Montsant and the Sierra de Llaberia; and hillside villages waiting to be discovered by visitors.

You can visit El Priorat on foot or by car, either driving through the network of ancient roads that link major towns and points of interest, or by taking some of the back roads through panoramic landscapes and vineyards. However, have all your senses at the ready: Relax and enjoy the tranquillity, peace and natural beauty, gastronomy and culture of this hidden region of Catalonia.

Must-sees

The mysticism of Cartoixa d'Escaladei

A must-see for all those who want to understand the origins of the Priorat region. After a short walk, you'll see for yourself why the twelfth century Carthusian monks built the Iberian Peninsula's first Carthusian monastery here.

Historic Siurana

A charming village of stone houses and streets perched on a cliff with a breathtaking view of El Montsant, La Gritella, the Prades mountains and the Siurana reservoir.

The Montsant Natural Park

If you like walking, pick one of the paths that climb the crags and enjoy the views in this 'kingdom of silence, solitude and austerity'.

La Morera, Torroja, Poboleda, Escaladei, La Vilella Baixa, Porrera and Falset

These are some of the most beautiful villages in and around El

Priorat; there are over 25 of them in all, and each offer their own particular charm. You'll find wine cellars, restaurants, wineries, holiday cottages, hotels, guest houses, apartments, tourist information offices and leisure activities.

The wine and oil route

Visit any of the district's 45 wineries or 6 mills, sample their wines and virgin olive oils and take time out to learn everything you always wanted to know about this fascinating world. El Priorat is home to two denominations of origin, D.O.Q. Priorat and D.O. Montsant. D.O.Q. Priorat is the oldest of the two and covers the region's central area, which historically belonged to the realm of Cartoixa d'Escaladei. The D.O. Montsant was founded in 2001.

The striking Bellmunt del Priorat Mines Museum

Descend into the depths of the Eugenia mine, with 20 underground levels and 14 km of galleries where galenite, the mineral from which lead is obtained, was extracted until 1972.



Where to stay:

Hotel Abadia del Priorat, Torroja del Priorat <http://www.abadiadelpriorat.com/>
 Hostal El Balcó del Priorat, La Morera de Montsant <http://www.balcodepriorat.com/>

Where to eat:

Hostal El Balcó del Priorat, La Morera de Montsant. Try their 'mushroom noodles' <http://www.balcodepriorat.com/>

Restaurante Lo Teatret, Porrera <http://www.loteatret.com/>
 Hostal Populetus, Poboleda <http://www.populetus.com/>

Getting there:

Take the AP-7 to Tarragona, exit the motorway and head towards Reus on the T-11 without going to Reus. Carry on to Les Borges del Camp and Alforja. After a few

kilometres of curves, you'll come to the region of El Priorat.

For public transport, go to <http://www.turismepriorat.org/ca/informat/transports>

To find out more:

The El Priorat region's tourism website: <http://www.turismepriorat.org/>

Social Responsibility at ESADE

Good environmental practices campaign

In January 2009, we began working to establish an internal CSR policy that would foster a **culture of social responsibility** and implement a transversal strategy that would allow us to improve the ways in which we impact people, the environment and society.

One of our lines of action is to raise awareness and promote the adoption of behaviours and habits that promote a more sustainable vision and practice. With this aim in mind, we are launching a **good environmental practices campaign**. Through minor changes in our habits, together we can make ESADE more sustainable. To share ideas or suggestions, write to rse@esade.edu.



Christmas Cocktail Party

On 17 December the traditional Christmas cocktail party was held at ESADEFORUM. This year we were fortunate to have two new masters of ceremonies, Joan Massons and Nick Flynn, who, with great warmth and professionalism, ensured we had a great time remembering the milestones and highlights of 2009.



We heard first-hand accounts of the efforts made to create the new Sant Cugat Campus, the evolution of the ESADE Global Centres project, innovation as a fundamental approach towards global change, the innovations in the Law School, etc.



This year too, after protracted negotiations, we were finally able to welcome Father Christmas, who brought laughter and presents to everyone in the room.



If you like, you can see videos and photos of the event in NEXUS, clicking on the "Christmas at ESADE" banner.
See you all next year!

