WE TALK TO:
JEROEN MERCHIERS,
GENERAL MANAGER NORTH,
EAST & SOUTH OF EUROPE
+ RUSSIA AT AIRBNB

+ TRENDS IN:
SMART CITIES,
A PHENOMENON
ON THE RISE

+ ENTREPRENEURSHIP:
HOW TO BECOME A
BUSINESS ANGEL

GEOECONOMICS:
The new paradigm
for business
Cada día podemos hacer del mundo un lugar más sostenible

Protege el medio ambiente
Reutiliza y recicla
Fomenta la economía circular
Promueve la eficiencia
Usa energía limpia
Emprende sostenible
Trabaja en red
Respetar la biodiversidad
Consume responsablemente
Consume conocimiento
Comparte conocimiento
Conecta personas
Impulsa la investigación
Apostar por la innovación
Coopera y participa
Mueve talento

Cuida el agua

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Es tiempo de acción
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Economic globalisation runs in parallel to the emergence of a multipolar and atomised world. This creates an environment of political uncertainty that presents both risks and opportunities for companies. Managers must be aware of the specific characteristics of each environment, therefore geoeconomics should be integrated into strategic analysis, particularly in Europe, where along with the integration process, resistances and even regressive tendencies towards disintegration are presented. Ángel Pascual-Ramsay, manager of Global Risks at the Centre for Global Economy and Geopolitics of ESADEgeo, and Álvaro Imbernón, a researcher at the same centre, analyse this trend.

Special attention is also paid to innovation, especially technological innovation, which can help local governments face the challenges of urban governance and improve environments in order to increase the competitiveness of cities. Thanks to Mila Gascó, associate director of the Centre for Innovation in Cities – Institute of Innovation and Knowledge Management, we can reflect on how we manage these challenges and how innovation feeds new smart cities, generating new business opportunities. Aware of the necessity to foster the essential innovative spirit, ESADE Business School has signed an agreement with Aalto University, considered a global leader in innovation. With this new international partnership, ESADE expands its educational offer and support to entrepreneurs and managers who are committed to innovation through design and technology.

And the 21st-century labour market demands transversal competences that allow us to deal with uncertain environments, such as communication skills, interpersonal relationships, self-management and the ability to learn. We will analyse leading reports on the labour market, which will give us some clues about the future. And we will also see how law firms, the leading players of the Functions & Sectors section of this issue, have adapted to new challenges.

I want to take this opportunity to invite you to participate in the next two major alumni meetings: The Annual Conference on May 21 in Barcelona and the Global ESADE Alumni Meeting on June 6 in New York. Because we are a large network with a common goal: to grow together and share experiences to achieve new goals.
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REFRESHER PROGRAMME ‘PRACTICAL ASPECTS OF TAX REFORM FOR COMPANIES’

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THE INITIATIVE OF THE LLEIDA CLUB

ESADE AND AALTO UNIVERSITY TEAM UP TO EDUCATE ENTREPRENEURS COMMITTED TO INNOVATION

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CON CARNET ESADE ALUMNI
EN RIBS DOCTOR FLEMING

No acumulable a otras ofertas, promociones, Greats Meals o menús. Caducidad: 31-12-2015.
Developing our careers in an international setting!

New York
Conference by Nacho Abia, President and CEO-Olympus Corporation of the Americas (OCA)
Nacho Abia talked about his career, the different industries he has worked in, his experience and learning, and the decision-making in each step of his career, illustrated with examples, anecdotes, etc. Furthermore, Iñaki Ocaña (Lic&MBA 06 / DARH 12), International Director of ESADE Alumni, explained the plans and challenges of ESADE Alumni at an international level.

Barcelona
Following a Dream: Bulldog Gin
The International Student Chapter organized a session with Anshuman Vohra, founder of Bulldog Gin at the EGarage on the Sant Cugat campus. A great chance to meet fellow international students from ESADE, the founder of Bulldog Gin, and listen to his inspiring story.

Colombia
Get-together with Alumni and MSc students in Bogota
The ESADE Alumni Colombia Chapter organized the first networking dinner for alumni and MSc students in Bogotá, in which some local companies gave talks about their professional experience to provide the MSc students and alumni the insight of business opportunities in Colombia and Latin America. An amazing opportunity to network, create business contacts as well as share experiences and wisdom.

International Chapters
- Germany
- Andorra
- Argentina
- Belux
- Brazil
- California
- Canada
- Chicago
- Chile
- Colombia
- France
- Greater China
- Gulf Region (GCC)
- India
- Israel
- Italy
- Japan
- Mexico
- Miami
- New York
- Peru
- Portugal
- Singapore
- Sweden
- Switzerland
- Taiwan
- The Netherlands
- Turkey
- UK
- Washington
- Barcelona
- International Student International
UK
"The new, the old and the good. How should marketing be done today?", led by Professor Jaime Castelló
The Associate Professor in ESADE’s Marketing Management Department addressed the different marketing paradigms to manage different segments more effectively. Developments in information technology are changing the way consumers and customers interact and take decisions, what gives departments the chance to start working with a new digital marketing paradigm.

Singapore
Reunion with Jonathan Wareham, Dean of ESADE, in Singapore
The Dean of Faculty & Research, ESADE Business & Law Schools, discussed ESADE’s institutional developments and gave some examples of ESADE’s innovation and entrepreneurship initiatives. After the session took place a networking cocktail at the Swiss Club Singapore, one of the oldest, historical Clubs in Singapore.

Italy
‘Market orientation and competitiveness’, by Professor Carlo Gallucci (MBA 83)
The ESADE professor of Marketing Management and Vice Rector of International Relations at Ramon Llull University explained in Milan what means to be market oriented, what are the main requirements to achieve it, and how it impacts on the organization.

More information:
The international alumni chapters organize and lead activities for ESADE Alumni in various countries worldwide. For more information, contact ESADE Alumni: chapters@alumni.esade.
Stories
UP-TO-DATE

Refresher Programme with Carles Torrecilla (Lic&MBA 96), Professor in the ESADE Department of Marketing Management

Unexpected changes

After a period of crisis, companies have reinvented themselves, shifted paradigms and undertaken innovative projects that before seemed unthinkable. They’ve made a virtue of necessity.

Adapting to a new social and economic climate has allowed some to undertake innovative projects that before they couldn’t even imagine. When facing a precarious economic situation, the well-known formula worked: “Give the people bread and circuses and guillotine” said Torrecilla.

A paradigm shift is necessary in the business sector in order to succeed under the new conditions. We are witnessing the end of the phone (replaced by messaging services), email, mass-media advertising and salaries (high salary), which will give way to wages (subsistence salary). The professor and businessman gave several examples to demonstrate that innovation is not always profitable, as competition quickly reacts by copying the innovative product and launching it onto the market consequently bringing prices down. The consumer has also changed

As a marketing expert, Torrecilla recommended replacing the usual ideas with others in which you can make a virtue of need.

Law Refresher Programme: ‘Practical aspects of tax reform for companies’

SPEAKER: Carlos Durán, academic contributor to the ESADE Department of Public Law. The introduction of tax reform in January of this year means that Spanish companies will be taxed under the new Company Tax Law, which introduces significant changes that can impact the profitability of their activity.

1. Reform is necessary seeing that crisis has a hard impact in the collection of taxes, specifically in collecting from companies with a decrease of 52%. The law was becoming obsolete and international pressure for reform was also being felt (European Commission, IMF, etc.).

2. The goal of this reform is to delve into neutrality and justice, and is clearly motivated by tax fraud prevention. It also aims to ensure that taxation does not distort the behaviour of Spanish companies, as it hopes for increased competitiveness.

3. On 1 January 2015 this new reform came into force (although some measures will be formalised later), strategically varying and structuring the process of the law to fit with future predictions within the economic sphere.

4. The law introduces new business opportunities with planning opportunities for lowering tax revenues, but it also presents significant risks which need to be taken into account. It presents concepts such as Economic Activity or Equity Entity with a new meaning and scope.

5. The new Company Tax includes lowering taxes, measures to promote the competitiveness of companies, simplified deductions, and new tax incentives for activities that help economic growth and to change the production model.

You can watch all the Refresher Programme sessions (video summary and complete video) at: www.esadealumni.net/ea/activities/continuing_education/description_past_events?id_evento=303822
We approach... ESADE Alumni Operations Club

“We remain committed to a varied event portfolio”

The ESADE Alumni Operations Club is the meeting point of ESADE alumni who are interested in the world of operations; meaning all functions related to logistics, purchasing, production, planning, quality, and support information systems. We spoke about this with Daniel Cornudella (DP-EP 03 | Lic&MBA 85), Operations Director at RACC, President of the ESADE Alumni Operations Club.

Who is this Club for?
The Club is for professionals and executives of all types of companies: from family to multinational; and of any speciality: from logistics technician to CEO. The common bond is the desire to share and learn new techniques and experiences in the field of operations, in a broad sense, and the fact that they are ESADE Alumni.

What activities do you develop?
We develop activities that foster awareness, new ideas and success stories in operations, based on visits to cutting-edge facilities, networking meetings, round table discussions and presentations by executives from leading companies and experts. We also promote discussion groups for issues concerning operations on social networking sites.

What type of knowledge is shared?
The focus is very practical. Knowledge usually comes from successful cases, management models and contrasted systems. The sectors in which we promote the most activities are: Supply Chain, Logistics Operators, Transport, Robotics in manufacturing facilities, logistics and operations in the service sector.

In your opinion, what do Alumni gain from joining the Club?
It is a meeting point and a place to spread knowledge, a tool used by professionals for meeting and sharing experiences, trends and visions. We remain committed to a varied event portfolio.

EXECUTIVE BOARD

Daniel Cornudella (DP-EP 03 | Lic&MBA 85) President,
Joaquín Acha (Lic&MBA 88), Miguel Angel Adame (Lic&MBA 90),
Xavier Budet (MBA 04), Francisco Carlos de Coca (EMBA 07),
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Contact: cluboperaciones@alumni.esade.edu

www More Information: www.esadealumni.net/Functional and Sector-specific Clubs
ESADE Alumni Operations Club

Regional Clubs
THE INITIATIVE OF THE LLEIDA CLUB

The ESADE Alumni Lleida Club has just welcomed Marta Grañó (Lic&MBA 94), an academic contributor to the ESADE Department of General Management and Strategy and a tutor in subjects of Entrepreneurship, to its Board of Directors.

What was your reason for joining the Club’s Board? I believe that the role of ESADE Alumni is very important; they are essential in fostering educational activities which keep us up to date with different professionals and in being able to share experiences and maintain social relationships with other alumni. Thus, joining the ESADE Alumni Lleida Board motivates me to try to contribute and it gives me satisfaction in feeling more integrated in such a globally active association.

What new ideas are on your mind? I currently combine my work as an ESADE academic contributor with my PhD research on Education and Entrepreneurship. Therefore, I would love to promote activities related to the entrepreneurial world, putting alumni in contact to share their different entrepreneurial experiences, and to the entrepreneurial spirit, which is vital in a rapidly changing society like ours. I am a firm believer that we should encourage the entrepreneurial spirit, and the Club is an excellent platform for doing this.
ESADE and Aalto University team up to educate entrepreneurs committed to innovation

ESADE Business School has signed an agreement with Aalto University, considered a global reference point in innovation. With this new international alliance, both institutions expand their educational offer and their support for entrepreneurs and managers committed to innovation through design to create new business opportunities.

Aalto University is one of the newest universities in Europe. It was created in 2010 as a result of three of the country’s academic centres merging together: the Helsinki School of Economics, the Helsinki University of Technology and the University of Art and Design. Since its inception, the international academic community has followed this merger of management, technology and design with great interest, in what has been considered a clear example of the need to redefine the future role of universities in Europe.

Innovation for companies
The innovative vocation has allowed both universities to launch very attractive training programmes, including the noteworthy Internship Innovation Programme (I2P), in which multidisciplinary teams of students from ESADE and Aalto propose innovative solutions to real problems posed by Spanish and Finnish companies.

Another result of this new partnership are the Double Masters Degree in Innovation and Entrepreneurship which, after two years of study in Barcelona and Helsinki, will allow students to obtain a double degree from ESADE and Aalto, the MSc Programmes in Management and the International Design Business Management degree. Lastly, the Design Thinking for Business Innovation joint programme is also worth noting.

More information: http://www.esade.edu/management/eng
http://designthinking.eu.com

MSC IN MARKETING STUDENTS TAKE HANDS-ON APPROACH TO E-COMMERCE, FASHION AND SPORTS

This year, ESADE MSc’s are being given the chance to connect with working professionals from three high-growth sectors of increasing interest to students: e-commerce, fashion and sports. Following the successful introduction of “functional” specializations (in brand communication, research and sales) students in ESADE’s MSc in Marketing Management can now also focus on a specific sectors.

“An increasing number of our students are seeking opportunities in e-commerce, fashion and sports,” said Prof. Isa Moll, Associate Dean, MSc Programmes. For students, the first “deep dive” took place in January and February in Sant Cugat, during the inaugural MSc Gateway Seminars, intensive courses designed to introduce attendees to the dynamics of these three sectors. “Our next objective is to create lasting connections between students and our ESADE Alumni currently working in each of these areas, for example through the Functional and Sector-Specific Clubs,” added Prof. Moll.

More information: Prof. Isa Moll at isa.moll@esade.edu.
Although a general climate of mistrust remains, Spaniards believe that their situation will improve in the future. This is one of the main conclusions taken from the first Social Confidence Index of ESADE – “la Caixa” Social Work Programme, with the collaboration of the Agbar and Aquae Foundations, whose result was 72.3 out of 200 in 2014.

This index measures people’s degree of social confidence, both collectively and individually, on a scale of 0 to 200. The index is the arithmetic average of the valuations of present and future expectations. In turn, these indicators, which last year totalled 70.2/200 and 74.4/200, respectively, correspond to the total confidence of nine social indicators: housing, the labour market, healthcare, education, social benefits, pensions, political institutions, economic and business institutions and the media.

**Present and future confidence**

Of the areas analysed, the one generating the most confidence is the media with 101.3/200; the labour market comes next, with 93.9/200, and then housing with 84.6/200. By contrast, those inspiring the least confidence in respondents were social benefits, with 50.7/200, and political institutions, with 51.4/200.

In breaking down the results between the present and future valuations, we found that most indicators increased when projected several months into the future, with the exception of housing. Noteworthy categories are economic institutions, moving from 60.1/200 (present) to 70.1/200 (future) and the labour market, whose confidence increased from 89.2/200 (present) to 98.6/200 (future), nearly 100.
Students from the ESADE MBA present innovation projects at CERN

Students from the ESADE MBA developed four projects in collaboration with CERN over the course of six months before presenting their work to the organisation’s scientists.

As part of Challenge Based Innovation (CBI), students from the ESADE MBA, the IED Barcelona School of Design, and the Technical University of Catalonia (UPC) participated in an international initiative aimed at developing new solutions for the future of humankind. The programme was organized in collaboration with the European Organisation for Nuclear Research (CERN) – the world’s leading centre for particle physics –.

Eighteen students from the three Barcelona-based schools developed four projects over the course of six months as part of an experimental innovation training programme that also included students from Italy, Norway, Finland and Australia. The objective of the programme was to create products and services that will solve problems currently faced by society.

The presentation took place at an official gala in the CERN Auditorium before an audience of the organisation’s scientists. After the presentation, the prototypes from each project were displayed at CERN’s IdeaSquare centre, where members of the audience could experience them first-hand.

The projects presented by the ESADE, IED and ETSETB-UPC students addressed four ambitious challenges:

1. Reducing worldwide food waste.
2. Inventing a viable system to improve the natural mobility of people with physical disabilities.
3. Designing a system that would provide information on the effect of interpersonal interactions.
4. Creating a customised service that enhances well-being and safety using a combination of environmental and behavioural data.

Video summary of the programme: www.youtube.com/ESADE

More Information: www.thegamprogram.es

ESADE AND GEORGETOWN ARE NOW ASSOCIATED WITH SDA BOCCONI

The new Global Advanced Management Programme (GAMP), founded on the values of academic excellence and based on the strengths of ESADE, Georgetown and SDA Bocconi, has been created to meet the needs of senior executives in the context of internationalised organisations or of those who are about to enter into international markets.

The GAMP is taught in three modules of one week each, every two months in North America, Europe and Asia. It offers managers a valuable context and direct contact with today’s challenges.

More information: www.es.slideshare.net/ESADE/esade-abogado-sigloxxi

74% OF OFFICES ONLY CONTRACT LAWYERS WHO CAN GENERATE BUSINESS

ESADE Law School analyses the 21st century jurist profile.

74% of law firms value a business focus more when signing new professionals. This comes from an ESADE Law School study, which also concludes that a client focus and business generation is more important than just solid technical knowledge.

The study is based on 500 questionnaires given to lawyers and those who lead the selection process, and more than 50 in-depth interviews with recruiters, including offices, companies and international organisations.

The sector analysis concludes that the most sought after lawyer profile is 64% for their skills; 31% for their commercial profile; and only 5% for their technical excellence, if they do not have any of the previous characteristics.

More Information: http://es.slideshare.net/ESADE/esade-abogado-sigloxxi
Oferta válida en la Península y Baleares; hasta el 30 de junio de 2015, limitada a 75 unidades.

La cuota mensual de AutoRenting incluye: la compra del vehículo, la entrega y su recogida. Mantenimiento (revisiones periódicas), Las posibles reparaciones de averías y cambio de neumáticos. Los impuestos de matriculación y circulación. Se gurú a todo riesgo sin franquicia, sin distinción de conductor ni de antigüedad del permiso de conducción. Asistencia en carretera desde el Km. 0. Impuestos municipales. Vehículo de sustitución por avería, accidente o robo 20 días al año. Emisiones medias de CO₂: 133 g/km.

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ESADE and MIF (IDB) present a report on social innovation in Latin America

The report on social innovation in Latin America analyses global trends for developing innovative projects that have a social affect on Latin America, and presents a map of the major players of the ecosystem. Two studies, which have been supported by the MIF, are presenting inspiring cases of social innovation in the region: Socialab (Chile) and Compartamos con Colombia (Colombia).

Socialab is the most widely used open platform for innovation in Latin America. In just four years it has provided more than 1.5 million USD of capital to social entrepreneurs and has been able to influence the lives of over 500,000 people, detecting problems and offering solutions through open innovation competitions.

Compartamos con Colombia plays an essential role as a broker of social innovation in the region, coordinating relations between different sectors and promoting multi-stakeholder initiatives.

A team from the ESADE Institute for Social Innovation, led by David Murillo and Heloise Buckland, has been commissioned to carry out the research and consulting work. “On a global scale, we are experiencing an exciting period in which new rules of production, consumption and co-ownership are quickly being created, driving a transition to a more collaborative economy. Furthermore, in these new markets an investor profile is emerging that is interested in a double, social and economic, impact and this momentum in some countries has begun to generate public policies to create favourable conditions for the development of social innovation,” notes Heloise Buckland, a researcher at the ESADE Institute for Social Innovation.

ESADE WILL SHAPE BUSINESS IN THE STATE OF PUEBLA (MEXICO)

Last January, ESADE Business School, the Employers Confederation of the Mexican Republic (COPARMEX) in Puebla and AS MEDIA agreed to develop a training programme for fostering and developing family businesses. The programme will specifically focus on the processes of professionalisation, leadership and corporate governance, marketing and strategy.

It is a six-month programme, which includes total immersion in cost analyses and specific situations, simulation sessions and 40 hours of mentoring run by an advisory board composed of specialists in various areas.
ESTalent is an association of students that breaks with the idea of collaborating solely to improve your personal CV. It promotes a change in thinking on what a students association is, shifting the focus from the individual to the common good. In practice, this means working on different initiatives to give visibility to the Scholarship Programme on campus and to increase funding for scholarships.

The fundamental rule of ESTalent is that all students are welcome, whether they have a scholarship or not.

Call for ESTalent among alumni:

“We all have a commitment to talent”

The founding students of the ESTalent association call on the alumni and the entire ESADE community to collaborate with the Scholarship Programme. ESADE students know that scholarships are an essential tool in attracting the best talent to the classroom and it is the only way ESADE can continue to compete with the best universities.

Why ESTalent?
The idea of creating an association of students for the Scholarship Programme emerged in 2014 from different experiences and visions. Sergi Capdevila (BBA 13) and Ignasi Ferrer (BBA 13), as well as Anxiang Yin, who was then a first-year student, and like the students of BBA'14, all saw the need for a meeting place for ESADE students who wanted to work for the Scholarship Programme.

As pointed out by Carlos Manubens (BBA 14), promoter of the scholarship in his class and one of the founders of ESTalent: “ESTalent is the tool needed to make ESADE an institution characterised by its socio-economic diversity and where means are not an impediment in accessing a top education in the world of business and law”.

An example of this commitment is Alberto Lapuente, vice-president of ESTalent and a student without a scholarship: “At ESTalent we believe that if we show our strong support for The ESADE Challenge for Talent campaign and we get involved with its initiatives, we can push other students, teachers and alumni to join the campaign”.

Alex Llobet, treasurer of ESTalent: “For me, being part of ESTalent is a question of responsibility, and also knowing that I’m studying at a university where I was accepted because of my talent makes me proud”.

For Eva Cebrian, communication manager for ESTalent, joining the association means that “if we organise ourselves and can achieve important things for the Scholarship Programme, alumni have no excuse; they are critical in The ESADE Challenge for Talent’s continued growth”.

Volunteers set an example for Alumni
The president of ESTalent, Anxiang Yin, explains: “Students with scholarships have an obligation to the Scholarship Programme; we must support ESADE in its efforts to raise funds for scholarships”.

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In *The End of History and the Last Man*, Francis Fukuyama claimed that after the Cold War, ideological conflict gradually disappear as the road to liberal democracy was inevitable and therefore the unification of economic and financial rules were only a matter of time. Western universalist values such as free market capitalism, liberal democracy, the rule of law and human rights, it was argued, were called to succeed globally. Business and civil society were called upon to play a central role in globalization, obtaining more autonomy from governments to advance this new global democratic capitalism. The growing economic interdependence, the emphasis on new technologies and the attractiveness of regional integration processes were tipping the balance toward those who advocated in favour of the emergence of a globalized economic order, the weakening of the nation state and converging values.

The reality has turned out to be quite different. Today, companies that venture abroad will find a more heterogeneous environment in which regulatory idiosyncrasies, geopolitical risks and different models of capitalist free markets will decisively condition their strategies. With the absence of global leadership and effective global governance international norms are eroding. During the last few years the relevance of geo-economics, the interplay between economics and geopolitics, has grown significantly, displacing the logic of openness that globalization by one of potential competition between states. A revival of the logic of competition for territory, economic resources, and market access is rising to a geo-
of Beijing, where state capitalism, gradual political reform, supervised economic liberalization, political authoritarianism and a foreign policy based on mercantilists interests are priorities for action. Business firms may become states’ foreign policy tools. Competition may suffer, as companies working to achieve the interests of their states (diplomatic ambitions, energy supply, local job creation, infrastructure development, positioning on key routes and nodes, etc.) will be endowed with greater economic and political power and enjoy an unfair competitive advantage in international markets and will be able to take greater risks. In this context State-Owned Enterprises and Sovereign Wealth Funds are gradually becoming more relevant actors at the international stage. This phenomenon is driven by Asian-Pacific States and commodity exporting economies but recently its influence is also seen in the US and the EU.

Economics, in sum, is the new geopolitical tool. In the coming years this trend will be reinforced by an international environment characterized by uncertainty, sanctions, strategic use of energy supply, attacks in cyberspace, the creation of alternative international institutions or the reinforce of the Eurasian Economic Union. The Western response to the Kremlin’s challenge of the annexation of Crimea and its support for separatists in the Donbass has been lukewarm. Neither the US nor the EU are willing to use military force to defend Ukraine’s territorial integrity. However, they have been able to concoct a strong impact through economic sanctions. So far the sanctions have been limited to visa bans, asset freezes, exports and financing curbs, money laundering enforcement and economic restrictions to a limited number of individuals, companies and banks. This includes limiting access to vital services to the Russian energy industry. Undoubtedly the most relevant possible escalation of the severity of the sanctions would be the debated disconnection of Russian banks’ access to SWIFT, which would greatly hinder any economic relationship between Russia and the West.

Political modus operandi in which the actors seek to maximize the interests of the State using economic tools as well as political ones. The ability of governments to project power increasingly rely more on a geo-economic component than on the traditional predominance of military power.

**The intervention of the State**

For this reason, the intervention of the State in the economy can be expected to continue expanding in many emerging economies, in the wake of the so-called consensus political modus operandi in which the actors seek to maximize the interests of the State using economic tools as well as political ones. The ability of governments to project power increasingly rely more on a geo-economic component than on the traditional predominance of military power.

**Economics is the new geopolitical tool. In the coming years this trend will be reinforced by an international environment characterized by uncertainty**
Lin’s policy of destabilizing Eastern Ukraine, nor will it lead it to hand back Crimea. In fact Putin’s popularity has been on the rise. The winners of this contest are some ‘swing States’ or third parties such as China and Turkey, which enhance their attractiveness as Russia’s partners and can negotiate access to its markets and energy supplies under very favourable circumstances. The losers are, undoubtedly, global economic governance, the unity of action of the EU and free trade.

Greece
The confrontation with Moscow has divided the EU between supporters of further sanctions, led by the UK, Sweden, Poland, Romania and the Baltic states, and more conciliatory member states, which include Hungary, Cyprus, Czech Republic and, to a lesser extent, economies with important interests in Russia such as Austria, France and Italy. There is also concern that some of the European countries most affected by the economic crisis will get closer to Russia and China.

Middle East
The crisis in Ukraine is not the only recent geopolitical phenomenon with significant economic consequences. The sharp drop in oil prices has had many causes, but Saudi Arabia’s decision not to intervene to prevent the price decline is said by informed commentators to have a geopolitical logic behind, namely the weakening of its nemesis in the region, Iran. The most hydrocarbon-exports dependent countries such as Iran, Algeria, Ecuador, Iraq, Libya, Nigeria, Russia and Venezuela need prices above $100 per barrel to level their state budgets. This weakness substantially affects their foreign policies, which could change the geopolitical balance in the Middle East, the former Soviet Union space and the Caribbean. Furthermore, although the main beneficiaries of lower commodities prices are the EU and China, in the longer term this price decline could reinforce a more fragmented geo-economic environment for business. A sample of this fragmentation of global economic governance is the increasing irrelevance of the WTO and the Bretton Woods institutions while new institutions arise, such as the New Development Bank (BRICS), the Asian Infrastructure Investment Bank, the Eurasian Development Bank, the Silk Road Development Area or the Free Trade Area of Asia Pacific.

TO A NEW REGIONAL ORDER

1. In the long run, the new salience of geo-economics could nudge the international order towards a regional rather than multilateral setting in which a firm’s home country is increasingly important.

2. This would particularly affect European companies whose domestic markets are stagnant and have a greater need to expand abroad.

3. Access to foreign strategic markets such as energy, commodities, finance, telecommunications, technology or defense would be increasingly complex in this scenario.

4. Companies would be more constrained by the ability of ‘their’ governments to defend them in case of conflict.

5. Business corporations must therefore learn to understand the strategic priorities of their export market’s governments, in order to operate smartly with them.

6. Furthermore, they must devote more resources to strategic planning and geopolitical risks analysis as their balance sheets will be increasingly affected by external political developments that are not related to business considerations.

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Respuesta: 40
This concentration in urban areas has a positive effect on cities as it gives them increased political and economic clout on a global scale, and at the same time raises important challenges concerning land regulation, urban maintenance and the production and management of public services, among others. In regards to this last point, a larger urban population also creates new demands from different players in terms of water supply, sustainability of natural resources, education, safety or transport to which local governments must respond. To this scenario we must add today’s already-existing competition between cities to attract businesses, tourists and, above all, talent.

Innovation, especially technological innovation, can help local governments face the challenges of urban governance and improve urban environments in order to increase the competitiveness of cities and respond to environmental concerns. To anticipate and manage these challenges, cities need to be innovative. In this context, the concept of smart cities emerges with increasing force.

Although there have been numerous attempts to define and describe what a smart city is, so far there is no consensus on its definition and the term is not used consistently. However, several studies have identified certain urban attributes that can characterise a smart city. For example, Rudolph Giffinger led one of the first studies in this area in 2007 and ranked 70 medium-sized European cities using six aspects: smart economy (competitiveness), smart people (human and social capital), smart governance (participation), smart mobility (transport and technology), smart environment (quality of life). Based on these variables, the smartest European

**Innovation, and especially technological innovation, can help local governments in facing the challenges of urban governance**
Cities were: Luxembourg (Luxembourg), Aarhus (Denmark), Turku (Finland), Aalborg (Denmark), Odense (Denmark), Tampere (Finland), Oulu (Finland), Eindhoven (Netherlands), Linz (Austria) and Salzburg (Austria).

Others have made similar efforts, which has led to the existence of almost one hundred different smart city indices, whose indicators did not match up (although they were similar). This may explain the different results.

**Common aspects**

Despite these differences, the various indices and rankings reveal some common aspects that we can call the lowest common denominator of the smart city and involve:

1) Having a global/complete view of the city, as embodied in initiatives that can range from waste management to traffic control or water management.

2) Adopting a dual perspective, both technological and human. This means that technology is key to the development of smart cities, and in this sense, it is the tool of choice. That said, the smart city must be built by, for and with its inhabitants, as to not forget the importance of the processes of urban governance and participation, as well as investing in human and social capital.

3) Pursuing three objectives: improving the efficiency of urban operations, improving the quality of life of inhabitants and boosting the local economy, all with the backdrop of sustainability.

Cities all around the world are making significant efforts to become smart cities. In fact, Spain...
led in this commitment with cities like Barcelona, Santander and Malaga that repeatedly appear in city rankings and whose initiatives are considered good practice in cities around the world. For example, over 12,000 fixed and mobile sensors placed on lamp posts, rubbish bins, municipal buildings and vehicles in the last year in Santander have given way to real-time information laboratories that allow for more efficient decision-making. In Barcelona, the truly unique

In fact, Spain leads in this commitment with cities like Barcelona, Santander and Malaga

Ateneus de Fabricació Digital are co-creation and learning spaces dedicated to social innovation, new technologies and, specifically, digital manufacturing, where citizens are active users and the main players in innovation processes. For its part, the smart city of Malaga has the biggest initiative for an eco-efficient city, and in the five years that it has been in place, it has achieved energy savings of over 25% and a reduction in CO2 emissions of 20%.

Points to keep in mind

But building a smart city is no easy feat. Although there is no single model in place and every city should adopt one based on its own idiosyncrasies, on the one hand, and its has competitive advantages, on the other, there are certain aspects that need to be considered:

1) Developing the city strategy requires both political and organizational leadership.

2) Public-private collaboration, collective intelligence and co-creation must be promoted. Smart cities are an opportunity for economic development based on new emerging products and services. For example, CISCO estimates business in smart cities at 1.2 billion dollars over the next 10 years. But, beyond the development of the local economy, a smart city can not be built by the public administration on its own. This requires different players in the city (local government, universities, entrepreneurs, citizenship) to openly and creatively collaborate in order to accelerate the development and deployment of smart services.

3) Technological challenges must be addressed. Interoperability, security and privacy are aspects related to the use of technology that must be managed. But, above all, smart cities should be cities for everyone. In this sense, technology can not be a factor in social exclusion.

Center for Innovation in Cities

Studying, analysing and contributing to the process of building smart cities is the new overall objective of the recently established Center for Innovation in Cities of the ESADE Institute of Innovation and Knowledge Management, bringing together a group of academics with expertise in open innovation, new technologies and public administration interested in improving the management of cities.

More information at: www.esade.edu/cic

Ferran Garrigosa
(EMBA 12)
Member of the ESADE Energy Club Board

'Smart cities’ is a globally-used buzzword meaning a lot of markets are involved, often leading to difficulty in understanding what aspects are actually included in the definition. In this particular context, I am developing a spin off project within Allia Renovables (family office), known as Allia Smart eMobility. Thanks to my technical training (industrial engineer) and administration studies (MBA from ESADE), I can develop this pioneering project where entrepreneurship, knowledge and innovation come together.

Building a pilot project in the ESADECREAPOLIS environment, based on the integration of business models (energy and car sharing services) and technological solutions (renewable energy, savings measures and energy efficiency, electric vehicles and CO2 credit), and involving ESADE Business School interns, the Public Administration (Ayuntamiento de Sant Cugat) and top-level technology partners, has made this project a unique experience that is allowing me to reach goals that were previously unthinkable. Without a doubt, smart cities is a very new market offering many aspects to explore and great business opportunities.
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By his own definition, Airbnb is a community platform connecting people with a place available with others looking for a place to stay. The website acts as an intermediary, provides insurance to both parties and charges the host and traveller for use of the platform. A Boston University study concludes that for every 1% increase in Airbnb offers, a city’s hotels lose 0.05% of their revenue. What is Airbnb’s contribution to the sustainability of the cities where it operates? And its contribution to the tourism industry?

Some people prefer to stay in a hotel and others, or in specific situations, prefer to stay in private accommodation. We opened up the range of offers so people can decide where to stay when travelling. We believe that our offer is complementary to the others, because if you look at the numbers from the last 5 years, we are breaking record after record, and the two sectors are both winning. In addition, our business has a socio-economic impact because we allow more people to participate in the source of wealth generated by tourism. We encourage a double decentralisation: geographical, because not only city centres are getting something out of tourism; and economic, because not only large corporations are getting something out of the revenue, allowing for a redistribution of wealth.

In 2007, during a conference in San Francisco (USA), two of the founders of Airbnb purchased three air beds and offered a bed and breakfast (B&B) service at their home through a website. And thus Airbnb was born, a community platform for booking accommodation which has already registered more than 25 million guests. In 2011 it came to Spain, its third biggest market, says the director for eastern, northern, and southern Europe and Russia for Airbnb.
“We are developing an intense project with different institutions to explain the P2P model”

X. S.: Airbnb is not the only company that bases its business on a P2P (peer to peer) model, but it is the most successful so far. Why are you by far the most used? Approach, communication, and a good execution of the model?

J. M.: The idea of Airbnb was good, and the execution, excellent. We were able to design a platform that generates enough confidence and security for people to rent their homes, our most intimate and expensive asset, for the first time. This has allowed us to create a community of travellers and hosts that interact.

X. S.: We’ve had some controversy along with our success. The lawlessness of this type of accommodation, doubts about owners’ tax payments and the pressure of tourism lobbies have all come up; even leading destinations such as London, Amsterdam and San Francisco have passed regulations to encourage the use of Airbnb. What is your position in the face of critics? What role is the company playing in the various regulatory processes?

J. M.: We are talking about a very new business model, while the current legislation was developed decades ago. We are the first to be interested in having a regulatory framework defining the rules. In fact, we are developing an intense project with different institutions to explain the P2P model of a collaborative economy. The more we talk, the more we move forward, and we have the examples of Paris, Amsterdam and London to show for this. The institutions appreciate our willingness to participate.

X. S.: With regard to knowledge of the consumer allowing for the analysis of big data, it has been published that when we enter your platform, those destinations/accommodations that most fit our profile and previous searches are shown. What is the profile of your users? What tools do you use to study their behaviour?

J. M.: Our database of travellers and hosts is very broad and diverse. Direct transactions between individuals generate millions of pieces of data every minute and the important thing is to be able to customise the offer in order to be more relevant. We have more than one million listings worldwide, in 190 countries and more than 34,000 cities, but I think you contribute more value with 10 listings offering you what you're looking for. But we're going step by step, seeing what it is that the customer prefers. And a step towards customisation is essential.

X. S.: One of the essential parts of a collaborative economy are the measures for implementing reputation and security. What is your strategy in this sense? How does the company ensure the quality standards of its services?

J. M.: Asking someone to open the door of their house to a stranger is complicated. You have to create a trusting environment for people to feel safe. Something we do for this are double reviews: the host and traveller both evaluate each other and this visible transparency is very
objective. We charge a small fee for the use of the platform. The host receives the guest’s payment 24 hours after the traveller’s arrival, which makes managing expectations and preventing fraud possible; we ask for a certified ID in the form of a scanned passport, we offer 24-hour customer care...

X. S.: Spain is the third biggest market and Barcelona is the fourth most popular world-wide destination on the website. What experiences does the Spanish market offer? Does Airbnb have one single comprehensive strategy or does it adapt depending on the type of tourism present in a country?

J. M.: Although the company is American, over 50% of business is generated in Europe. Spain is the third largest destination market and there are local realities such as regulation, culture... they are not the same here as in Germany, for example. This led us to open about 20 offices worldwide so we can apply our global vision to the local market.

X. S.: Focusing now more on personnel matters, what do you value most about the professionals you work with? How do you promote team spirit without sacrificing meritocracy?

J. M.: For me, there are two types of companies: very systematised companies and those that invest in people so they can make decisions. Airbnb is a company that navigates in such a new environment that every day you face something that has never happened before; this is why we seek out proactive people, who take the reins of a situation and act autonomously. I especially value those people who can prioritise tasks that they know will have a positive impact and are dedicated to doing them well.

X. S.: Can you give any advice to ESADE alumni who are undertaking new digital projects?

J. M.: I would recommend taking advantage of being small to personally listen to all their customers while they still can, because once they grow they will lose this ability, and doing it can make a difference. The founders of Airbnb lived with the first hosts for months. I also recommend not trying to predict what the customer will think. They should launch their product onto the market and let this form its opinion.
EN BARCELONA NOS GUSTA DAR FORMA A LAS IDEAS

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MEETING POINT

Victor Canivell (MBA 78)
Executive Director
EMEA & India Services at PerkinElmer

After selling 100% of the bioinformatics company Integromics SL, of which he was general manager and Chairman of the Board, Victor is responsible for the PKI Informatics Business Unit for EMEA and India, covering all of its software and services business.

Acisclo Pérez (Lic&MBA 78)
Financial director at Abantia

Acisclo’s main mission is to provide the company with a solid financial structure, following the business plan focused on growth and internationalisation. Previously, he was the general manager at Grupo Planeta and general manager of Administration and Finance at HUSA Spain hotels.

Juan José Hernando (Management Control 86)
Founder of MFL Coaching

Juanjo is a personal and executive coach. After more than 36 years involved in the banking sector, of which 25 as a manager, he launched MFL Coaching with the aim of bringing the world of finance to entrepreneurs, SMEs and individuals.

Oriol Bracons (MBA 89)
CEO of Risk XXI-Prl & Services

Oriol runs RISK XXI-Prl & Services with the mission of making it a leading company in innovation in the Occupational Risk Prevention sector. His goal is to develop the sector “towards a high quality of life and well-being for people and organisations”.

Artur Martí (MBA 90)
HR and IT Manager at Grup Pere Mata

After 10 years of experience in various high-level business areas, he joined the Grup Pere Mata management team, excited to foster ongoing projects and face new challenges. Artur is also a professor at the Universitat Rovira i Virgili.

Carmen Rodrigo (GH 90)
Lawyer at Digestum Legal

With over 20 years of experience, Carmen will direct the Department of Health Law and Legal Medicine at Digestum Legal. She will be responsible for advising individuals and companies to optimise their insurance and public entity claims.

Jordi Aspa (Lic&MBA 91)
General manager
Iberian Peninsula, Poland and Switzerland at ADP Employer Services

Since taking on the position of general manager, Jordi heads a group of more than 500 people, with the challenge of standardising management and consolidating and developing the services offered.

Miguel García-Gosálvez (Lic&MBA 91)
Professor at the Wisconsin School of Business (University of Wisconsin-Madison)

The former ESADE professor joined the University of Wisconsin-Madison to pass on his knowledge and experience in Strategic Management and Strategy Execution.

Alberto León (PMM 91)
Academic director and consultant at the Pharmaceutical Industry’s Centre for Higher Studies

After 15 years of involvement with the company, Alberto is responsible for the academic coordination of CESIF’s training programme, offered in Madrid, Barcelona and Lisbon.

Javier Sánchez (MBA 91)
Global SAP Project Leader at the Inter-American Development Bank

Javier joined the bank’s headquarters in Washington DC to lead the implementation of corporate ERP (SAP) in all Corporate operations. Previously, he was an executive at Campofrío Italy, Praxair Euroholding and Reckitt Benckiser.
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<tr>
<th>Year</th>
<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
<td>1992</td>
<td>Guillem Recasens (MIM 92 and AGT 95)</td>
<td>Head of Recasens &amp; Ros Generación de Alternativas Profesionales</td>
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<tr>
<td></td>
<td>Guillem is dedicated to helping professionals relaunch or improve their careers. He also offers services for organisations regarding the tasks of recruitment, outplacement and social support plans.</td>
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<tr>
<td>1994</td>
<td>Antonio Núñez (Lic&amp;MBA 94)</td>
<td>Head of Planning, Senior Partner at Ogilvy Chicago</td>
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<td></td>
<td>Antonio is the head of communication strategies at one of the largest offices in the Ogilvy network. Prior to this, he was a partner at SCPF and other media groups. Furthermore, he is a lecturer and the author of five books.</td>
<td></td>
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<tr>
<td>1997</td>
<td>Francisco Prat (Lic&amp;MBA 97)</td>
<td>Marketing manager at Unilever Foods</td>
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<td></td>
<td>Francisco started at Unilever as the head of the brand in food marketing in 2004. Since then he has held various positions, like Customer Director for national accounts, the position he held prior to his current one.</td>
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<tr>
<td>1998</td>
<td>Mercè Rius (DGM 97 / DEC 00)</td>
<td>Head of the Communication Dept. at ITeC</td>
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<td></td>
<td>Mercè is responsible for managing the corporate communication, media relations, external and internal communication and event organisation of ITeC. Previously, she was responsible for the institute’s publishing and activity promotion service.</td>
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<tr>
<td>1999</td>
<td>Joan Franco (Lic&amp;MBA 99 / PMD 14)</td>
<td>Sales manager at Boadas 1880 SA</td>
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<td></td>
<td>After a long career as the Sales and Marketing manager of La Selva and the head of sales at Casa Tarradellas, Joan became the Sales and Marketing manager at the company Boadas 1880, S.A., specialising in cured meats.</td>
<td></td>
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<tr>
<td>2000</td>
<td>David Morte (MBA Part Time 99)</td>
<td>Low &amp; Medium Voltage Maintenance Global Services Offer Manager in Global Field Services Division/Global Solutions Business</td>
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<tr>
<td>2002</td>
<td>Montse Passolas (Lic&amp;MBA 99)</td>
<td>Vice-president of Global Marketing at Rimmel</td>
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<td></td>
<td>With over 16 years of experience, her current goal is to bring the “London Look” to other markets while leading the global brand strategy in terms of positioning, communication and innovation.</td>
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<td>Juan Corominas (Lic&amp;MBA 00)</td>
<td>Business Development Manager at AC Cosmetics S.A.</td>
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<td>After three years as Operations Manager at Nestlé NESPRESSO in Spain, Juan became the Business Development Manager at AC Cosmetics, S.A., the exclusive distributors in Spain and Portugal of the Japanese firm KANEBO - SENSAI.</td>
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<td>Gerard Guiu (Lic&amp;MBL 02 / EMPA 08)</td>
<td>Project manager of the Members Area at FC Barcelona</td>
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<td>Lawyer, journalist and professor of speech and communication, Gerard has served as the Chief of Staff for various personalities. Currently, his goal is to develop all Club projects aimed at FC Barcelona members.</td>
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Pepe Ontiveros  
(Lic&MBA 02)  
Manager of the Faculty of Medicine and Health Sciences at UIC

With over 10 years experience in the financial departments of big multinationals like Cespa, Hydro and Finconsum, Pepe has joined the faculty of medicine management team at UIC.

Alejo Vidal-Quadras  
(Lic&MBA 02)  
Manager at Kohlberg Kravis Roberts

After 9 years at 3i, Alejo is joining KKR in Madrid as manager. He will be responsible for the development of activity in Spain, reinforcing Spanish market coverage in other investments such as infrastructure, real estate and credit.

Marta Casals  
(Lic&MBA 03)  
Business Analyst and Marketing at Atrapalo.com

After working for 11 years in In-Store Media, Marta is focusing on the digital world and hospitality by joining Atrapalo.com in the Restaurant Business Unit as a Business Analyst focused mainly on the area of Marketing.

Carlos Ferrer Gasch  
(Lic&MBA 03)  
Manager at Daemon Quest Deloitte (Colombia)

Carlos recently moved to Colombia where he is head of the Latin American office of Deloitte Daemon Quest. At Daemon Quest Deloitte he develops the growing consulting practice, strategic marketing and sales.

Oriol Alsina  
(EMPA 05 / 06)  
Manager of International Affairs at the Department of Culture of the Government of Catalonia

The responsibilities involved in Oriol’s new position at the Government of Catalonia include coordinating the different areas of the department for promoting Catalan culture internationally.

Luis Bona  
(Corp. Prog. Executive development ENCE 05)  
Sales Manager of Bioenergy

With a degree in Forestry Engineering, he spent most of his professional career at Ibersilva in various positions. Now, at Bioenergy, he is involved in marketing and sales activities.

Clara Navarro  
(Lic&MBA 05)  
Accompanying methodologies manager at the Fundación Ship2B

Clara has always been involved in areas with social commitment, working as a consultant for McKinsey & Company and then as a professor and researcher at ESADE. Now, as manager, she is preparing to design and implement training programmes for entrepreneurs.

Jacinto Roqueta  
(PMD 05/Corporate Finance 10)  
Founding partner at Bonavista Developments, S.L.

Jacinto’s career has mainly been in the real estate sector. After working at CBRE, Global d’Inversions and Espais Promocions Immobiliàries, he has now founded the high-standing building developer, Bonavista Developments.

Bianca de Jager  
(Lic&MBA 06)  
Valuation and Strategy Manager at WME IMG

After spending eight years in the IMG consulting division (sport, fashion and entertainment) working on projects all around the world, Bianca is now the global valuations and strategy manager for the sales and marketing division.

Albert González Roura  
(MBA 06)  
Product Development Manager at Laboratorios Leti

Albert is the head and coordinator of drug development in the allergy therapeutic area, from R&D to the commercialisation of Laboratorios Leti. His experience includes working as a Project Manager at Laboratorios Esteve.
XX Annual Meeting

21st of May 2015
Barcelona
**MEETING POINT**

Who is who

**2007**

**Mingo Olmos**  
(EMBA 06)  
Chief Sales  
Office in Ackcent Cybersecurity

After more than 20 years’ experience in the ICT sector, Mingo is leading sales growth and international expansion of Ackcent, IT multinational with headquarters in Barcelona focused exclusively in cybersecurity services.

**Marta Ponte**  
(Lic&MBA 06)  
Head of Brand and Trade Marketing at SONY UK & Ireland

Prior to moving to London, Marta began her career at Sony Iberia in 2006. Her extensive international experience in marketing and product planning has led her to move up to Head of Brand and Trade Marketing at Sony in the UK and Ireland.

**José F. Rodríguez**  
(EMBA 06)  
President of AEERC

José Francisco has been named president of the Spanish Association of Experts in Customer Relations, an association of professionals and experts from the Call Centre sector that brings together different companies with customer service activity.

**Franziska von Wiedebach**  
(EMBA 06)  
Consultant at Pedersen & Partners

Franziska has more than 12 years experience in management consulting. Prior to joining Pedersen & Partners, she was the Director of ESADE Business School’s Munich Global Center after working in ESADE’s Career Services and as Director of Corporate Relations within the MBA Unit.

**Alberto Marín**  
(MDMC 07)  
Co-founder of I AM WIFI

After his experience at FUNDAS BCN, Alberto set out to start I AM WIFI, a company that aims to change the travel experience of tourists, creating proactive, personalised and bidirectional communication through the rental of portable devices with wifi.

**2008**

**Albert Piqué**  
(LIC 07)  
Member of the FIDECI’s executive committee

Since 2008, Albert has been the director of Internal Communications of Transports Metropolitans de Barcelona (TMB), and since the presentation of ComInterna, serves as president. He has been appointed to the executive committee of the FIDECI.

**Carlos Montenegro**  
(MDMC 08)  
Global Corporate Sales Director at Infiniti Motor Limited

Carlos is leaving his post as director of Corporate Sales at Infiniti Europe to take on the position of manager of Global Corporate Sales at Infiniti Motor Limited based in Hong Kong. He will be responsible for implementing the sales and remarketing strategy on a global scale.

**Ivan Borrego**  
(PMD 09)  
Manager at Beauty Cluster Barcelona

After managing pharmaceutical companies for 13 years, Ivan moved on to become the head of Beauty Cluster Catalunya, composed of 40 entities forming part of the value chain of the beauty market that want to move forward by generating new opportunities.

**José Canal**  
(MBA 10)  
Senior Consulting Manager at Wipro Consulting Services

As one of the founding members of the Finance & Accounting Practice at Wipro Consulting Services, and after proving his professional value as Consulting Manager, José has been promoted to Senior Consulting Manager of the company.

**Pilar Feliz**  
(MP Talent management 10)  
Sales Model at Gas Natural Fenosa

With extensive experience in change management processes, Pilar is responsible for leading the design and implementation of the new Sales Model for Gas Distribution in Grupo Gas Natural Fenosa, ensuring its development and improvement.
Ingrid Fornesa (Lic&MBA 10) Controller & Marketing Manager at Garro SA

Ingrid worked in the marketing department of Danone for three years. Afterwards, she joined the family business which had recently acquired the company Garro SA. Her current role includes the responsibilities of representation, marketing and development of new businesses.

Ramon Orriols (Lic&MBA 10) Senior Management Consultant at Jaguar Land Rover

After working as a consultant at Accenture Management Consulting for five years, Ramon accepted the challenge of developing the internal consulting unit at Jaguar Land Rover (West Midlands, UK), offering strategic consulting and process improvement services.

Joaquim Pérez i Gussinyer (MBA 10) Founder and general manager of Compañía Constructora Gussinyer SL

Always connected to the construction and nuclear sectors, Joaquim started his own company to provide the industry and administration with services as construction, engineering, technical office work and package manufacturing for nuclear waste.

Clara Santos (EMBA 10) Operations manager at Société Générale, Ald Automotive

The renting and management company for fleets of the international group Société Générale, Ald Automotive, has appointed Clara as the new Operations manager. She will now be responsible for the development of products and services on the market.

José M. Zambrano (PLD 10) Chief Executive at Mosaico Idiomas

After his experience managing public companies, he has created his own language tourism company. With the goal of his clients learning new languages, he has launched a programme of language courses abroad.

Homer Bosch (EMMV 11) EMEA Communications Manager at Monster Energy

After more than 10 years working in sports marketing in several international organizations, Homer has joined Monster Energy as EMEA Communications Manager to help the company to broaden its brand within Europe, Middle East and Africa.

Keegan Pierce (MBA 11) Senior Consultant at Lagardère Unlimited

After 3 years in charge of EMEA admissions for ESADE, and 5+ years of prior sports business experience in the U.S. and Latin America, Keegan has joined Lagardère Unlimited, the global sports/media agency, where he will be consulting on projects related to sports, tourism and the public sector.

Fernando Fernández (EMBA 12) Senior Manager for TAS-Real Estate at Ernst & Young

Fernando has over 11 years of experience in the real estate sector. He has worked at Savill and CBRE, and now in the TAS-Real Estate department as senior manager, fostering and developing the assessment and consulting services within the firm.

Ferran Garrigosa (EMBA 12) General manager of Allia Renovables

Ferran has been appointed general manager of Allia Renovables after joining the company over a year ago as the manager of ESCOs. It is a family office focused on the investment in renewable energy projects, energy efficiency and Smart City solutions.

Vasco Lobo (EMBA 12) Executive Finance Manager at GE Brazil

After 2 years in Brazil, Vasco has been promoted to Executive Finance Manager at GE Corporate Brazil, the third largest market for General Electric in the world. Based in São Paulo, he leads Global Operations Finance for the country and will manage LATAM’s Alstom integration for finance operations.
Who is who
MEETING POINT

2014

Fernando Mestre (EMBA 12)
Assistant manager of the Masnou Marina

After seven years of experience in the marina sector working in the financial area, Fernando was appointed assistant manager of the Masnou Marina; he is responsible for the financial, sales and operations areas.

Xavier Valeri (BBA 12/MIM 13)
Consultant at Lagardère Unlimited

Following his experience at IMG Worldwide, Xavier has now joined the Consulting division of Lagardère Unlimited, the international agency specialized in event management & sponsorship related to sports, entertainment and tourism.

Sebastien Van Passel (EMMS 12)
Senior account manager at Weghsteen NV-SA

After more than 15 years involved in banking and sales sectors, Sebastien started his management activity at Weghsteen Wealth NV-SA, focused on client acquisition, development of existing portfolios, organizing local conferences, community management and partnership working.

Viviana Álvarez (EMBA 14)
Global Strategy Team: Project Leader Social Business Models in Unilever

Viviana Álvarez, tenured member of the Global program Cost to Serve and global Unilever Foundation ambassador, will leave her current role and instead join forces with the War on Waste initiative, reporting Global Strategies team in London.

Antonio García Gallego (EMF 14)
Financial Valuation – Strategic Planning, M&A and Financial Valuation

Antonio is leaving his role as Project Manager at Endesa to join Enel Green Power Group, where he will analyse the feasibility and profitability of new investment opportunities and evaluate different financing options.

2015

Blanca Morueco (Management Control 14)
Financial Controller at Leca Graphics

After several years in the pharmaceutical sector, she is now responsible for creating and strengthening the management control department for the factories making up the division.

Luis A. Navarrete (PMD 14)
Managing Director of Relocations España SL

Luis’s ample experience as a Manager and Strategist have brought him to the role of Managing Director at Relocations España.

Irene Rocha (EMBA 14)
Marketing & Communications Manager at Gamelearn

After a decade of working in advertising agencies, Irene has taken on the marketing and communication area at Gamelearn.

David Valdivielso (EMBA 14)
Business Solutions Manager at Paytouch

With David’s experience in IT, and now as the Business Solutions Manager at Paytouch, he will guide clients and users.

Esther Díaz Fernández (EMBA 15)
Sales director at Obra Social “la Caixa”

After three years as a territorial delegate at Altamira, Esther has moved to the Affordable Housing programme of the Obra Social “la Caixa”.

To report a career change or the creation of your own business, access your web profile at www.esadealumni.net, update your professional details and request its publication on Twitter and/or in the magazine. You can also send an email to esadealumni@esade.edu, attaching a 1 Mb photo and a brief text (400 characters) explaining your new responsibilities and your previous experience.
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- El primer banco de España
- La red de oficinas y cajeros más extensa
- El banco más innovador del mundo, y líder en operativa multicanal (internet, móviles, cajeros, smart TV, redes sociales...)
- La primera Obra Social del país y una de las principales del mundo, con un presupuesto anual de 500 millones de euros

No solo somos un banco. Somos CaixaBank.
How a Business Angel is born

There are many active or retired entrepreneurs, company executives, representatives of family offices and other people with financial capabilities who are interested in contributing to launching, developing and/or fostering startups with a high growth potential. These are people with a vocation to become Business Angels.

According to the Investing in Private Companies study of HBAN* and EBAN**, Business Angel (BA) investors are high net worth individuals who provide smaller amounts of finance at an earlier stage than many venture capital funds are able to invest. Investors are entrepreneurs, directors, family offices and venture capital funds representatives with experience in creating and running companies.

Benefits

BAs usually contribute much more than just cash and will often take non-executive board positions in the companies in which they invest. They thus facilitate the growth of projects in highly dynamic markets, providing capital, experience in business management and participating in the management team to support the decision-taking process.

Motivation

Recent studies in both the United States and the United Kingdom have indicated that angel investing can generate significant returns through portfolio investing. Angels do not necessarily measure success purely by return on investment. An individual investor determines success according to personal interests and needs. And that the rate of return improves with the following three core factors: increased due diligence prior to investment; experience of the angel investors; and active involvement in the company.

ESADE Alumni offers the tools and methodologies for systematising and properly managing the various stages of the start-up investment process to all alumni who would like to become BA. Specifically, through its Business Angel network, ESADE BAN, awarded in 2014 as best Business Angel network by the Spanish Association of Business Angels (AE-BAN) as part of the Second National Congress of the Spanish Association of Business Angel Networks.

“To be a private investor you must remember that it is a matter of chance, and that you must diver-

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* The European Trade Association for Business Angels, Seed Funds, and other Early Stage Market Players
** Halo Business Angel Network
sify investments because the risk is very high. First off, the money to be invested as a BA can not be money needed for something else. You must be open to losing everything and it is important that it won’t affect the family economy. Second, as the likelihood that a company will fail is high, you must try to spread your budget over 10 companies. This way you can be sure some of them will succeed,” says Luisa Alemany, director of the ESADE Entrepreneurship Institute.

Training for investors is offered through the School of Business Angels organised by ESADE, refresh-er programmes organised by the ESADE Entrepreneurship Institute, as well as the Last Thursdays and the Legal Advisory Service, which are tools that assist the investor in this adventure.

Legal Advisory Service for ESADE Alumni entrepreneurs and investors

ESADE Alumni is launching its new Legal Advisory Service for entrepreneurs and investors of ESADE BAN by the hand of Roca Junyent.

With this new service, interested parties can receive advice on the basic legal aspects applicable to the initial period of business, to guide them in drafting the appropriate legal documentation and to address any doubts and specific questions.

Services are offered for the following main subjects:

- **Commercial issues:**
  - Term Sheet for investment operations
  - Shareholders agreements
  - Company law: advice on company forms, statutes and composition of the administrative entity.

- **Industrial/intellectual property:**
  - Guidance and advice on the protection of industrial/intellectual property of the company.

- **Employment issues:**
  - General questions
  - Executive contract

- **Tax issues:**
  - General questions
  - Guidance on the structure of the operation from a fiscal point of view, and implications for recipients (depending on whether they are entrepreneurs or investors).
After the success of Letsbonus, Miguel Vicente is still excited about Antai Venture Builder’s projects: Wallapop, ChicPlace and FancyBox, his role as a Business Angel and the promotion of local entrepreneurship as president of Ecommerce&TechBarcelona.

“After considering different alternatives, I decided to set up Antai, a Company Builder that creates companies from scratch and helps them to grow them quickly. We co-founded Wallapop, a pure mobile company with a totally disruptive business model for selling second hand items: we launched in October 2013 and within 12 months we had 5 million downloads, spectacular growth. Wallapop has majority shareholders which include members of the ESADE BAN and is already present in Spain, France, Portugal and England, and we are studying opportunities in Latin America and the United States. At Antai we identify segments where we think there is an opportunity, and this is how we also created ChicPlace and FancyBox”.

Miguel combines being an entrepreneur with the role of Business Angel: he is a partner of Conector Startup Accelerator that carries out mentoring; and is head of eCommerce & Tech Barcelona, an association of more than 200 companies in the digital, internet and mobile sector in Barcelona, with the support of Barcelona Activa. It has been an academic partner of ESADE since December 2014.

“Now I am very excited about my current projects and I don’t feel like doing anything else; I combine the challenges of new companies with more established ones and it’s great fun. Also, at Antai we want to create 10 more companies over the next three years”.

The drive for entrepreneurship

Entrepreneurship is not an easy thing and you can’t think you’re going to get rich quick. It is a tough process, with lots of hard work; you need a lot of passion, a great capacity for suffering ... We are living a historic moment in the digital revolution and there are many opportunities to create great companies in an imaginative way without large resources. You also have to be really committed to your project if you want others to believe and invest in you; and work with cohesive teams with complementary skills.

I like to make an analogy to the film The Matrix, in the scene where Morpheus tells Neo about “the two pills”: the blue, guaranteeing you a more or less a good job in a multinational, with a salary that makes ends meet, paid holidays, etc., and then the red pill, which will make you suffer a lot, you won't know if you’ll get to the end of the month, you’ll have to sacrifice and give up everything including weekends and holidays, etc., but you’ll also be the master of your own destiny.
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No less than 92% of executives have had or plan to use a coach to develop leadership skills and improve the efficiency of their company’s employees. This is confirmed by data from a survey carried out by the consulting firm Odgers Berndston, given to a total of 200 CEOs, general managers and human resource managers of Spanish and multinational companies. The coach is responsible for helping the coachee (professional) discover what their needs are and how to enhance their skills.

To speak about coaching at a management level, ESADE Alumni organised the session Leadership Lessons of a Coach for executives, run by Pablo Tovar, managing partner of AddVenture and senior fellow of Oxford Leadership, and the session 2015, Yes ..., I Will Follow my Dreams, run by Ainhoa Berganza and Ana Guiu, founding members of Inti Training & Coaching.

The DISC system is a method for raising awareness and classifying characteristics of people’s social and professional behaviour and their relationship with the roles they play using four trends: D (dominant), I (influential), S (stable) C (cautious). The DiSC method originates from the research of Professor William Marston, and the Professional Career Service offers alumni the DISC Test Target, a tool that easily analyses fundamental aspects of professional profiles based on interaction and communication style. The self-awareness workshops as a tool for professional development held in Madrid and Barcelona allowed for work using the DISC Test Target.

One of the benefits of working at Google is that its 52,000 employees are given free mindfulness classes. The practice of mindfulness teaches a person to be more focused on the present moment, rather than getting caught up in thoughts about the past or worrying about the future. And Google, Facebook and Instagram are just some of the companies implementing this in their companies. The importance of training the mind through mindfulness meditation exercises has scientific evidence, which is why its application in the field of leadership and management roles is increasing. ESADE Alumni organises sessions to practice mindfulness in which you can try it out in an enjoyable way at home or work.

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**Upcoming Webinars**

14/04/2015. Carlos Cuatrecasas, Case Training
22/04/2015. Kim Sumner. Career Planning: Get Focused and Take Charge of your Career Path to Success
07/05/2015. Jaime Castelló. Sales for Entrepreneurs: from defining the market size to signing your first order
17/06/2015. Eva Marco. How to be at your best in a job interview
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THE PRESENT AND FUTURE OF THE LAW SECTOR
The crisis has had a significant impact on the market, and law firms are no exception. However, it has also meant a business opportunity in so-far undeveloped areas, improved management and a closer approach to client needs. In terms of its adaptation to the phenomenon of globalisation and the challenges ahead, we speak to is major players.

**Challenges of globalisation**

The globalisation and internationalisation of business has also changed the way we work in the Law sector. Some of the measures being taken by Spanish law firms to respond to it include opening new branches in other countries, affiliation with foreign offices to advise companies on their global operations and mergers between firms on a regional and global scale.

For **Ramón Gil (Lic&MD 99)**, Partner in Commercial Law at Cuatrecasas Gonçalves Pereira in Barcelona “business law has largely become globalised in order to accompany clients in their international activity and to take part in cross-border actions without losing its identity. It aspires to be local in global environments. To do this, law firms are adopting various strategies. In our case, our goal is to accompany our client in any international market, whether it be Shanghai or Nigeria, and this means having the ability to know how to manoeuvre in global environments”.

Special interest has awoken the Latin American market, where we find several countries with relatively stable economies, growth rates well above the European rates and a strong presence of Spanish investment. This combination of factors, together with cultural and linguistic similarities, provides undeniable opportunities and challenges for the Spanish legal sector, explains **Raimon Tagliavini (Lic&MD 01)**, partner at the Uría Menéndez Barcelona office.

Some firms are also pushing for hiring lawyers with a knowledge of foreign languages, which, until recently, was not common. Therefore, professionals with Chinese and Japanese are no longer the ‘rara avis’ of law firms. In international operations it is becoming common practice to accompany clients in closing a transaction and to receive advice from local lawyers only to verify the adequacy of the local legislation,” explains **Rafael Matas (Lic&MD 00)**, Partner at Compas Private Equity and Vice-president of the Board of the ESADE Alumni Law Club.

**Effects of the crisis**

The economic crisis has had a significant impact on the sector, although it has also created a business opportunity in areas that until now have been undeveloped in law firms (such as distress operations). This has given way to facing new legal challenges, and thus, new clients. Furthermore, clients are much more demanding in terms of pricing and the quality of services provided. As a result, the legal sector has become much more competitive in recent years, explains **Marilí Cuello (Lic&MD 08)**, senior associate of Real Estate Law at Garrigues Abogados y Asesores Tributarios.

“**Our goal is to facilitate practising law by teaching current regulations and creating debate forums. In addition, we contribute to the professional development of its members by examining how the legal market works, its agents, the issues involved in practising and the skills needed to optimise work, specifically strengthening networking activities. Among the activities that the Club is currently developing, those that stand out are the organisation of the Aptíssimi - Business Law Awards, where every year more than 300 professionals from leading law firms, legal advisers of the most important companies, Government lawyers, notaries, registrars, magistrates and professionals from other sectors of the legal profession are recognised**”.

**Contact:** clubderecho@alumni.esade.edu
**More information:** www.esadealuumni.net/ea/alumni_network/functional_sectorial_clubs/law_club

**The Spanish law sector remains one of the most solid and competitive in Europe**
“Multidisciplinary one-stop-shop firms are those that are surviving the throes of the crisis with the most dignity and will grow the most when this situation lets up. Profitable areas during the good times, such as M&A, corporate restructuring and specialities related to the real estate sector have plummeted, forcing many professionals to repurpose themselves for other disciplines. On the other hand, areas such as work-related bankruptcy, economic crimes and tax procedures have been experiencing a sweet moment (if that can be said in such a bitter context), with a substantial increase in business. The crisis has also created new business opportunities for law firms, and new disciplines and specialisations have emerged, such as corporate finance or distressed M&A, among others,” according to Jesús Romero, partner at Crowe Horwath Legal y Tributario.

For Alex Carbonell (Lic&MD 00), partner at Gómez-Acebo & Pombo Abogados, the market has become much more competitive, as there are many operators and less money to spend; this has meant a decrease in turnover in the sector. Moreover, buying hab-
its have changed and selection processes have become much more sophisticated, forcing firms to see management as being strategic and differentiating.

Josep Cami (AGT 06), executive director—Transaction Tax at Ernst & Young Abogados, comments that recent years have been difficult as some firms have had to adapt to the new economic situation, and it seems that certain changes experienced in the sector will be permanent: “For example, one of the most important changes concerns professional fees, having generalised alternative billing models with an hourly ‘rate’. In parallel, the budget reduction for company advisers has been accompanied by the growth and professionalisation of internal legal advisers, only outsourcing those services requiring very specialised knowledge or that can not be covered due to their size or nature. Therefore, now more than ever, external advisory work should be more focused on providing customer value, complementing the internal advising business vision with its specific capabilities”.

Service diversification
With the growth of professional service firms with legal divisions, whether law firms should provide auditing services is an issue that has always generated debate and controversy. “It would require a consensus among the various players and specific regulation to avoid conflict,” says Rafa Matas.

On the other hand, Eugenia Jover (Lic&MD 00), senior associate at Deloitte Abogados, explains that Deloitte is a professional service firm that offers auditing, tax and legal advisory, consulting, financial and risk management services, among others: “Law firms belonging to multidisciplinary organisations like Deloitte Abogados are showing significant growth, in my opinion, for several reasons: (i) a global presence (not based on a ‘best friends’ systems, but through top-level law firms of their own network); (ii) multidisciplinary approach offering clients complete advisory services; and (iii) a more entrepreneurial management of the firm itself, where correct sizing of teams, seeking out efficiency and application of new technologies are key elements”.

But Josep M. Ortadó (Lic&MD 99, Intensive Management for Lawyers ESADE 11) at M&O Abogados is adamantly against audit firms providing legal or tax advice to clients that they audit as their understanding clearly affects the independence of professionals. “That’s why we are also against law firms offering auditing services,” he says.

Jordi Farrés (Master DIN 06)
Corporate Lawyer at Pérez Llorca

“Continuing to attract and motivate talent, being able to understand and adapt to the needs of our clients and, above all, investing in the professional management of law firms. It has been understood that lawyers, in addition to advisers, should also be managers (of teams, resources, etc.). Also, a lawyer’s commercial and business-generating profile has become more important”.

Jorge Adell
Managing Partner at Baker & Mckenzie

“Thinking about our team, challenges are met thanks to ongoing training, our noteworthy technical excellence, and providing customers with innovative solutions and the global support that many of them need, in a pragmatic and simple way. Increased regulatory complexity requiring specialised legal advising for companies that want to pay for value-added services and seek innovative relationship models that can, at the same time, offer insurance for its executives”.

Raimon Tagliavini (Lic&MD 01)
Partner at the Uría Menéndez Barcelona office

“A mature and competitive sector like the legal sector requires firms to offer increasingly innovative services and to be able to anticipate and respond to the changing and complex needs of its clients. To achieve this goal, the ability to attract and retain the best talent has become a key element in the success of managing firms”.

ESADE ALUMNI 45
Clearly, synergies and cross-selling generated between auditors and other professional service providers for businesses have been and continue to be very important. However, according to Jesús Romero, the times dictate that protection of audit service independence is going in the exact opposite direction: “The investor wants to be confident in a company’s financial information, which means greater objectivity and independence on the part of audit firms is required, and their performance can not be affected by interference from other services. The EU Directive governing auditing activity in relation to listed companies and certain institutions of public importance, such as banks or insurance companies, among others, prohibits auditing firms from providing tax and legal services on a general scale from mid-2016, a situation that will generate new opportunities in the market,” he says.

Jorge Adell, managing partner at Baker & Mckenzie, adds that it is the responsibility of law firms to defend their clients in every way possible, and the duty of auditors is not to defend the client, but to perform objective audits.

Marketing
Marketing is a valuable tool that provides market data, helps to understand trends and adjusts the supply to demand. For Marli Cuello, it is fundamental for the sector because it can help a firm present and position itself in the market, creating a brand image and fostering client loyalty. But, she says, although it can enhance a business and its profitability, it is essential to have a great team of professionals.

Thus, “employing a full marketing plan with a series of specific actions tailored to our strategy as a firm reinforces our leadership abilities in the market to demonstrate our competitive advantage and it can have a direct impact on our reputation and the generation of business,” explains Javier Mourelo (AMP 11), Director of Talent at Clifford Chance.

“Quality marketing (although scarce) is vital in a sector where it is not easy to learn about competitor practices and criteria. Also, the attitudes and ‘permeability’ of lawyers in relation to marketing are increasingly being developed and assessed,” says Jordi Farrés (Master DIN 06), corporate lawyer at Pérez Llorca.

For Josep Camí, proposal presentations for legal services have grown from a mere description of services, equipment and fees, to look more and more like something from the world of business consulting; commercially describing the service to be provided, as well as the methodological approach used to carry it out, as it tries to explain the value proposition offered. Jorge Adell adds that “client loyalty is one of our challenges; we believe and are committed to having a defined and consistent marketing strategy, as well as measuring tools to help us build and maintain the trust of our current and future clients”.

Also, new technologies and social media presence can help foster the law firm brand through different communication strategies. Organising seminars or events and publishing articles are ways to get noticed. For Ramón Gil, in this respect, communication must be in line with the business and contribute to the business. That is why every office, depending on their strategy and positioning, will develop communicative actions or other measures to protect its reputation. A key aspect to understand is that communication is a transversal area for the entire firm and it must be adapted to its public without losing sight of the message being transmitted. 

Marli Cuello (Lic&MD 08)
Senior Associate of Real Estate Law at Garrigues Abogados y Asesores Tributarios

“One of the challenges of the future is attracting new clients, especially international clients, making it necessary to know market needs. Therefore, it is essential to have, among our professionals with international profiles, individuals with a high knowledge of languages and who know the main features of the legal systems of other countries. Also, other challenges of the future include optimising the quality and efficiency of the services provided”.

Josep M. Ortadó (Lic&MD 99, Intensive Management for Lawyers 11)
M&O Abogados

“In our view, the main challenge is the internationalisation of firms and how they adapt to the fact that more and more clients have their main activities abroad. M&O Abogados has always had a very international focus. International taxation and international corporate operations are our speciality, so our professionals are specialists in the areas of law that affect foreign investment in Spain, as well as Spanish vehicles for investing in other countries”.

Àlex Carbonell (Lic&MD 00)
Partner at Gómez Acebo & Pombo Abogados, SLP

“Optimising management and understanding the changes that businesses are experiencing and what their legal needs are. Firms must adapt and advise knowing the business priorities of their clients in terms of speed and commitment”.

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ESADE ALUMNI

Rafael Matas (Lic&MD 00)
Partner at Compas Private Equity and Vice-president of the Board of the ESADE Alumni Law Club

“Increasingly, clients are looking for a lawyer profile which will help them generate business. In many cases, paying lawyer fees or maintaining an internal legal division of a company have been considered expenses that do not generate added value and therefore are not included in the company’s production chain. One of the most important challenges is changing this perception and the view that hiring professionals is an expense to seeing it as an investment. This challenge can be achieved if professionals understand that clients are willing to pay for services whenever they are of added value. Therefore, the lawyer must not only know law but must also have a detailed knowledge of the way businesses work”.

Eugenia Jover (Lic&MD 00)
Senior associate at Deloitte Abogados

“Increasingly, clients demand that their advisers are close to their business and accompany them in making big decisions in a general way, moving away from merely giving abstract and decontextualized opinions; that they act as “business partners” and offer pragmatic solutions with high added value, employing a sectoral and industrial approach. Firms with these attributes (international, multidisciplinary and sectoral) positioned in this new environment. Furthermore, improved process efficiency, good knowledge management and retention of talent, along with professional legal and sectoral specialisation will be key”.

Ramón Gil (Lic&MD 99)
Partner in Commercial Law, Cuatrecasas Gonzalves Pereira Barcelona office

“It will be necessary to find new approaches to advising, complementary to the main activity of the firm but aimed at diversifying the business model. And this can happen with specialisation and comprehensive services. Similarly, from the office point-of-view, we have to rethink billing models and move towards complementary and objective formulas for the client. Moreover, internal structures have to turn towards more collaborative models. We must find ways to harness internal know-how in order to benefit the client and the lawyer. Technology and managing big data undoubtedly contribute to systematising all knowledge. Lawyers should also complement the management’s work with their own.”

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Desayunos ESADE with Leopoldo Fernández Pujals, President of Jazztel
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Matins ESADE with Cristina de Parías, Director of BBVA in Spain and Portugal

Desayunos ESADE with Marta Martínez, President of IBM Spain

Desayunos ESADE with José Luis Perelli, President of EY in Spain

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If you have a proposal for a new class gathering, contact ESADE Alumni, and we will provide support and ideas:
We can announce events to all class members and manage reservations, registration and payment, make arrangements with restaurants that offer special group prices under agreements with ESADE Alumni and help you organise new activities for classes like calçotades, beer tasting, rural weekend getaways, etc.
Email: encuentrospromocion@alumni.esade.edu
LeasePlan analiza el futuro de la movilidad

Ciudades inteligentes, big data, car sharing, coches autónomos que no necesitan conductor, vehículos conectados..., todos estos conceptos parecen sacados de un filme futurista pero, en realidad, son las tendencias hacia las que se dirige la movilidad.

El uso de vehículos autónomos es otra de las tendencias apuntadas en el estudio. Se estima que el 90% de los accidentes ocurridos en las ciudades se debe a errores humanos. Con el uso de esta tecnología se pretende evitar el factor del fallo humano y reducir la tasa de siniestralidad. Para su implantación real todavía quedan retos tecnológicos que superar, pero, sin duda, el mayor escollo será actualizar las legislaciones.

En 2020, unos 150 millones de vehículos estarán conectados a Internet. Los vehículos detectarán y compartirán cambios en sus sistemas internos y datos de localización, así como variaciones en el entorno en tiempo real. Gracias, entre otros elementos, a las redes de sensores que monitorizarán las calles de las ciudades inteligentes y generarán una gran cantidad de información. Esta información (big data) será utilizada por las administraciones para llevar a cabo una planificación completa y a tiempo real de los transportes, públicos y privados.

Algunas de las manifestaciones de este modelo de economía serán la posibilidad de compartir un trayecto de coche, alquilar vehículos entre personas o poner a disposición de los trabajadores de una empresa una flota compartida de vehículos (car sharing).

Con el objetivo de analizar cuál será el futuro de la movilidad, LeasePlan Lab y Opinno, editores oficiales de MIT Technology Review en español, han realizado un estudio del que se desprenden interesantes tendencias. Dentro de pocos años, la manera en que las personas realizarán sus desplazamientos dentro de las ciudades será muy distinta a la actual. Las nuevas tecnologías jugarán un papel trascendental. Se extenderá el uso de los vehículos compartidos (car sharing), las ciudades se volverán inteligentes (smart cities) y generarán una gran cantidad de información. Esta información (big data) será utilizada por las administraciones para llevar a cabo una planificación completa y a tiempo real de los transportes, públicos y privados.

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## RECOMENDACIONES PARA UNA MOVILIDAD FUTURA

1. **Necesidad de planificación de los diferentes medios de transporte, inversión en infraestructuras y actualización y flexibilidad legislativa por parte de las administraciones públicas.**
2. **Monitorización y planificación de cuestiones como la congestión del tráfico, la disponibilidad de horarios y la planificación de rutas.**
3. **Impulso de los vehículos eficientes mediante campañas de sensibilización y creación de infraestructuras.**
4. **El ciudadano demandará la conectividad plena en cualquier punto. Algunas de las prestaciones mecánicas que hasta ahora eran decisivas, quedarán relegadas a un segundo plano ante la importancia de las prestaciones tecnológicas.**
5. **La conectividad asociada al vehículo traerá consigo nuevas líneas de negocio que deberán ser abordadas conjuntamente por empresas de telecomunicaciones y del sector de la automoción.**
Si cursaste la licenciatura antes del 2008

ÚLTIMOS MESES PARA LA CONVOCATORIA ORDINARIA DE HOMOLOGACION DE TU TÍTULO OFICIAL

A partir del año académico 2008-2009, España modificó la estructura de sus estudios universitarios con el fin de adecuarse al plan popularmente conocido como Declaración de Bolonia.

Desde octubre de 2007 ESADE ha implantado un proceso extraordinario para que todos los alumnos que lo deseen puedan finalizar sus estudios y obtener el título académico oficial. El plazo máximo marcado por el Ministerio de Educación para la convocatoria ordinaria es el curso 2014-2015 con Fecha límite: 30 de junio 2015.

Todos aquellos alumnos que no hayan regularizado su expediente antes de esta fecha ya no podrán finalizar sus estudios.

Los que se hayan matriculado antes del 30 de junio de 2015, y necesiten una convocatoria extraordinaria, dispondrán de dos durante el curso 2015-2016 y de dos más durante el 2016-2017.

Para conocer la situación de tu expediente y el procedimiento para finalizar tus estudios, contacta con ESADE en: melisa.garcia@esade.edu
Especial
RENTING AUTOMOCIÓN 2015

- Arval
- Avancar
- BanSabadell Renting
- BBVA AutoRenting
- CaixaRenting
- Honda Empresas
- LeasePlan
- Mapfre
- Movento
- VallèsCar
Arval es una compañía especializada en soluciones de movilidad, perteneciente al grupo BNP Paribas, que ofrece a las empresas soluciones integrales para optimizar la movilidad de sus empleados y externalizar los riesgos inherentes a una flota, siempre bajo los principios de asesoramiento experto y calidad de servicio. Creada en 1989, cuenta con una plantilla de más de 4.000 empleados y está presente en 25 países. Además, su red de alianzas estratégicas le permite alcanzar catorce países más, consiguiendo financiar más de 725.000 vehículos. En España, está presente desde el año 1996 y cuenta con cerca de 400 empleados. La cifra de vehículos financiados actualmente por Arval asciende a más de 70.000 unidades.

Arval presta el mejor servicio integral de gestión de flotas a todo tipo de empresas a través de consultoría y servicios que comprenden y satisfacen las necesidades de clientes y conductores. Arval sitúa al cliente en el centro de su operatividad para ofrecer el mejor asesoramiento, el mejor servicio y la mejor calidad. La compañía en España cuenta con la certificación ISO 14001.

Arval promueve anualmente el Informe del Vehículo de Empresa (CVO), foro experto para el intercambio de información entre todos los profesionales de la gestión de flotas de vehículos. Arval presta el mejor servicio integral de gestión de flotas a todo tipo de empresas a través de consultoría y servicios que comprenden y satisfacen las necesidades de clientes y conductores. Arval sitúa al cliente en el centro de su operatividad para ofrecer el mejor asesoramiento, el mejor servicio y la mejor calidad. La compañía en España cuenta con la certificación ISO 14001. Arval promueve anualmente el Informe del Vehículo de Empresa (CVO), foro experto para el intercambio de información entre todos los profesionales de la gestión de flotas de vehículos.

¿POR QUÉ ARVAL?

- Por nuestra gran capacidad de negociación en la compra.
- Por nuestra apuesta por la satisfacción y la información permanente.
- Por nuestro soporte a los conductores, articulado en torno a actividades sobre el uso del vehículo.
- Por nuestra Arval Smart Experience, para comunicarse en tiempo real con los gestores de flota y los conductores.
- Por nuestra red homologada de talleres seleccionados de acuerdo con nuestros principios.

Asesoramiento experto y calidad de servicio

UNA SOLUCIÓN INTEGRAL ADAPTADA A CADA EMPRESA

- Soluciones de movilidad personalizadas, desde 1 mes a 5 años, con una amplia gama de servicios incluidos (compra, entrega, mantenimiento, reparación, asistencia, seguro...).
- Asesoramiento experto en política de flotas, gestión de vehículos y conductores, información continua con actualización periódica y compromiso para una mejora del rendimiento.
Coches por horas o días: sin complicaciones ni ataduras

Avancar Pay As you Go

Coches y furgonetas por horas o días
Avancar proporciona una solución sencilla, cómoda y rápida de acceder a una gran variedad de coches y furgonetas repartidos por toda la ciudad. Sin necesidad de firmar contratos, dejar fianzas o recoger llaves en oficina. Con Avancar pagará por los coches o furgonetas solo cuando los necesites, sin compromisos mensuales y desde tan solo 3,72 €/hora. Es muy fácil, tan solo tendrás que darte de alta a través de la web, reservar tu coche y ya podrás empezar a conducir.

Avancar Exclusive Use

Una alternativa económica y sencilla al ‘renting’ de empresa
Avancar te ofrece la posibilidad de disponer de un coche o furgoneta reservados en exclusiva para tu negocio y aparca- dos cerca de tu oficina. Desde tan solo 350 € al mes y con descuentos respecto a las tarifas normales, el uso exclusivo te permite disfrutar de un vehículo solo las horas o días que lo necesites. Además, el carsharing te permite disponer de una flota que se ajusta en cada momento a tu demanda.

‘CARSHARING’ PARA EMPRESAS

- Tarifas más económicas para empresas.
- Todo está incluido: gasolina, seguro a todo riesgo, parking y la limpieza y mantenimiento del coche.
- Equipo de asistencia disponible las 24 horas.
- Se incluyen 80 km gratis en cada reserva.
- Amplia gama de vehículos a tu disposición.
- Servicio disponible en Barcelona y Madrid y en todas las ciudades Zipcar (Londres, NY, París…).
- Máximo control del gasto gracias al seguimiento detallado de las reservas a través de la página web.
- Todo en una sola factura.

MÁS FLEXIBLE

- Vehículos de carsharing reservados de forma exclusiva al lado de tu oficina.
- Paga solo por el tiempo que utilices el servicio.
- Sin compromiso de permanencia.
- Flexibilidad: posibilidad de reservar más vehículos en función de la demanda.
- En caso de avería, vehículo de sustitución incluido.
- Ahorro respecto al coche propio y el renting tradicional.
- Fácil gestión contable.
BanSabadell Renting ofrece soluciones integrales de financiación mediante la modalidad de renting en diferentes ámbitos de negocio: vehículos, eficiencia energética, maquinaria en general…, para que pueda disponer de todas las ventajas del renting de forma transversal en su compañía.

Nuestra división de Autos se caracteriza por ofrecer unos servicios asociados de alta calidad para que nuestros clientes puedan incorporar a la gestión de sus flotas la “despreocupación de serie” que ofrecemos y, a sus directivos, el servicio de excelencia que precisan.

Mensualmente publicamos en nuestra web las ofertas destacadas en todos los segmentos de vehículos (urbanos, compactos, berlinas, todocaminos, industriales…) con posibilidad de visualizar la matriz de cuotas en función del plazo y los km deseados. Para cualquier otro vehículo en el que estén interesados, contacten para solicitar presupuesto en el 0901rentingautocotizaciones@sabadellatlantico.com.

**SERVICIOS:**
- Asesoramiento en la elección del vehículo.
- Mantenimiento en servicios oficiales.
- Seguro a todo riesgo sin franquicia ni distinción de conductor.
- Asistencia en carretera 24 h.
- Posibilidad de ampliaciones de km durante la vida del contrato.
- Cambio de neumáticos de la misma calidad que los originales.
- 20 días al año de vehículo de sustitución.

**PUNTOS DIFERENCIALES**
- Panel de ofertas mensual con amplio abanico de opciones en todos los segmentos de vehículos.
- Cotizador con función de comparación entre modelos.
- Oferta integral: hacemos llegar el renting y sus beneficios a todos los ámbitos de negocio de nuestros clientes. Nuestra oferta NO solo se limita a vehículos (maquinaria industrial, equipos de oficina, maquinaria sanitaria, inversión en eficiencia energética, instalaciones deportivas, vehículos de gran tonelaje…).
- Con la garantía y el respaldo del banco de las mejores empresas.
- Garantía de satisfacción: si durante los primeros 30 días no te convence el vehículo, lo sustituimos sin coste por otro igual o de mayor coste.
El empresario español recupera la confianza, y ello se transmite en un incremento de la inversión. Las cifras de consumo interno han comenzado a despegar y acompañan el crecimiento del sector exterior que ya teníamos a principios de año. En nuestro sector esto se ha traducido en un incremento de producción, tanto en compras /matriculaciones como en flota final. En BBVA AutoRenting hemos aprovechado para acercar el producto a las oficinas del Banco menos familiarizadas con el mismo. En concreto, nos hemos esforzado por acercarnos al cliente pyme y a los autónomos. Esa pedagogía la hemos acompañado de ofertas muy concretas de vehículos con unos precios muy ajustados.

**SERVICIOS Y PUNTOS DIFERENCIALES**

- Producto segmentado en función de la demanda del cliente, desde un producto básico con mantenimiento y seguro cerrados a uno *premium* con libre elección y seguro abierto.
- Partiendo de servicios estándar que pueden incrementarse según demanda del cliente: vehículo de sustitución, gestión de tarjeta de combustible, gestión de multas, etc.
- Muy atentos como empresa perteneciente a BBVA por los temas relacionados con la conectividad. Queremos acompañar el concepto de banca digital al trato con nuestros clientes. Y ello supone desde dar información online sobre el uso de su flota, siniestralidad, etc., a dirigir su mantenimiento al punto de servicio que puede atenderle mejor.
CaixaRenting ofrece soluciones a medida de las necesidades del cliente

CaixaRenting es la compañía del grupo CaixaBank especializada en financiación a largo plazo (renting y leasing). Posee un amplio portafolio de productos y servicios, lo cual le permite ofrecer la mejor solución para la necesidad de cada cliente.

CaixaRenting cuenta con una gran experiencia en pymes, autónomos y particulares. Al formar parte de CaixaBank, dispone de un equipo de 960 gestores especializados en comercios, autónomos, profesionales y microempresas que, desde las oficinas del banco o incluso desplazándose hasta el negocio del cliente, ofrecen asesoramiento sobre los productos y servicios que den la mejor solución a las necesidades singulares del cliente.

Por lo que respecta al renting de vehículos, CaixaRenting realiza 6 campañas anuales con las principales marcas de automóviles, que destacan por sus atractivas cuotas y entregas rápidas. Se trata de una oferta muy competitiva, con vehículos que encajan perfectamente con las necesidades de cada segmento: coche económico, multiusos o premium.

También destacan algunos servicios online, disponibles en la web de CaixaRenting, como el buscador de talleres online o el servicio de fotoperitación.

‘RENTING’ DE VEHÍCULOS TODO INCLUIDO

- Alquiler del vehículo con todos los impuestos incluidos.
- Mantenimiento y averías.
- Cambio de neumáticos.
- Seguro a todo riesgo.
- Vehículo de sustitución.
- Asistencia en carretera 365 días al año, las 24 horas.

Y, además, con CAIXARENTING...

- Red de talleres preferentes con servicio de recogida y entrega gratuito.
- Reparaciones in situ si es posible.
- Gestión de multas online.
- Formación en conducción segura y eficiente.
- Servicios y facturación a medida.

LAS VENTAJAS DEL ‘RENTING’…
Equipar tu empresa a todos los niveles con el renting

CaixaRenting

Especializada en vehículos, bienes de equipo y tecnologías, CaixaRenting le ofrece la mejor solución en la gestión de los bienes que necesite. Gracias al renting, tendrá incluidos todos los servicios en una única cuota mensual y podrá beneficiarse de importantes ventajas fiscales.

Audi A3 Sportback Advanced 1.6 TDI clean diésel 110 CV: 359 €/mes*  

Audi A3 Sportback Advanced 1.6 TDI clean diésel 110 CV consumo mixto: 3,8 l/100 km. Emisiones de CO₂: 99 g/km


Tel.: 902 19 31 80. www.CaixaRenting.es
En Honda hemos desarrollado un programa a medida para satisfacer las necesidades de cualquier tipología de empresa. Queremos que siempre tengas la confianza, la tranquilidad y la seguridad de contar con el apoyo de una gran marca. Por eso, contamos con un equipo de profesionales, expertos en la marca que se encargarán de asesorarte en todo momento sobre la amplia gama de productos que ponemos a tu disposición.

En Honda Empresas aportamos soluciones de movilidad para tu empresa, con condiciones financieras muy atractivas, un servicio posventa que garantiza que tu vehículo se mantenga siempre como el primer día y una amplia gama de modelos y motorizaciones.

Además, los vehículos Honda son reconocidos por su gran fiabilidad y durabilidad, por lo que ofrecemos 5 años de garantía (3 años de garantía original + 2 de extensión de garantía mecánica) sin límite de kilometraje para toda nuestra gama de modelos.

PUNTOS DIFERENCIALES

En el mismo concesionario oficial, nuestros especialistas en empresas atienden personalmente y dan respuesta a las necesidades de forma precisa e inmediata.

- **Financiación:** proponemos la mejor fórmula financiera al servicio de las empresas, ofreciendo la opción que más se adecua a sus posibilidades y necesidades.

- **Servicio posventa:** equipo humano, técnico, cualificado y muy preparado; la mejor garantía para que el vehículo de empresa esté siempre perfecto. Todos los servicios posventa están garantizados en la Red Honda (mantenimientos, reparaciones de chapa, lunas, neumáticos...).

- **Productos:** amplia gama de modelos y motorizaciones (gasolina, diésel e híbrido) con la última tecnología en eficiencia, seguridad y respeto por el medio ambiente.

- **Calidad y fiabilidad:** motores fabricados con componentes de la más alta calidad y diseñados para un rendimiento óptimo.
Soluciones personalizadas para todo tipo de empresas

LeasePlan es la compañía líder mundial en gestión de flotas y vehículos. Cuenta con 50 años de experiencia, tiene presencia en 32 países, cerca de 80.000 clientes, más de 6.500 profesionales y más de 1,3 millones de vehículos gestionados. Esta posición nos permite una gran capacidad de negociación con proveedores especialistas, beneficio que trasladamos a nuestros clientes.

En España estamos presentes desde 1985, gestionamos más de 73.000 vehículos y contamos con 500 profesionales. Más de 7.000 clientes nos siguen mostrando día a día su confianza.

El principal objetivo de LeasePlan es ayudar a nuestros clientes para que logren la mayor optimización de los costes y los recursos en la gestión de sus flotas. Les ofrecemos las mejores y más eficientes soluciones de movilidad, tanto desde nuestra división especializada en grandes flotas como desde LeasePlan Go, centrada en proporcionar servicios de renting a autónomos y pymes. Las necesidades de cada flota son muy variadas. Nuestras soluciones también.

Para LeasePlan no existen dos flotas de vehículos iguales, solo soluciones para cada una de ellas. Somos el único operador que le ofrece todas las opciones existentes en el mercado. Desde renting fijo, renting flexible, administración de flotas o consultoría. Solo así somos capaces de ofrecer múltiples posibilidades y conseguir que el cliente se preocupe únicamente de lo importante: su actividad.

SERVICIOS INCLUIDOS

- Compra del vehículo, matriculación e impuestos.
- Mantenimiento y neumáticos.
- Cita previa con recogida y entrega.
- Asistencia en carretera.
- Servicio de cobertura.
- Vehículo de sustitución.
- Tarjeta de combustible.
- Gestión de sanciones.
- Facturación electrónica.
- Telematics gratuito para todos los vehículos de la flota.
- Oficina Online.
- Consultoría personalizada.
- GreenPlan.
- Escuela de Conducción.

PUNTOS DIFERENCIALES

- Cita previa con recogida y entrega del vehículo para ir al taller. Lo recogemos, lo llevamos al taller y lo devolvemos donde acordemos con el conductor.
- Vehículo de sustitución en taller.
- Telematics. Más seguridad y optimización de la movilidad.
- Oficina Online. La principal ventaja es que el cliente podrá realizar las gestiones más habituales relacionadas con la gestión de su flota, sin necesidad de intermediarios.
- Consultoría personalizada.
Estas prestaciones proporcionan comodidad y un ahorro económico importante, ya que solo es necesario hacer frente a las cuotas por el uso del vehículo, y sin necesidad de endeudamiento, ya que no es preciso recurrir a la financiación ajena. Además, la cuota establecida es de importe constante, evitando en todo momento un incremento inesperado de los gastos por el uso frecuente de su automóvil. Con esta fórmula, el cliente se despreocupa de cualquier riesgo o imprevisto y puede tener planificado el coste fijo que supone disfrutar de su coche, sin sorpresas y sin pensar en que el vehículo se deprecia con los años.

Y, llegado el momento, se puede sustituir el vehículo inicial por otro nuevo para seguir conduciendo con todas las garantías y la máxima seguridad. Todo ello con la ventaja de poder recibir asistencia en una amplia red de puntos de venta y atención (más de 2.500 en todo el territorio nacional), en los que se puede resolver cualquier incidencia.

PROFESIONALES QUE DAN RESPUESTA A SU NECESIDAD CON NUESTRO COMPROMISO DE CALIDAD Y SERVICIO

- Elección del vehículo de alquiler, así como del plazo requerido y del kilometraje previsto anualmente.
- Comodidad en la gestión: nos encargamos de presentarle las mejores ofertas del mercado para que pueda elegir en función de sus necesidades.
- Mantenimiento preventivo y correctivo conforme a los estándares del fabricante.
- Reparación de todas las averías derivadas del uso o por fallos técnicos.
- Cambio de los neumáticos que resulten necesarios.
- Seguro a todo riesgo incluido con la compañía líder del mercado, con la mejor cobertura del mercado.
- Asistencia en carretera desde el kilómetro 0, las 24 horas del día todo el año.
- Servicio de gestión y defensa en multas, incluyendo todos los trámites de gestoría.
- Gestión de la ITV.
- Opción de disponer en caso de necesidad de un vehículo de sustitución.
- Teléfono 902 36 39 32 para consultas de todo tipo.
Movento Flotas, una empresa con clara vocación de servicio

Movento es la división de automoción del grupo catalán Moventia que engloba todas las empresas que desarrollan una actividad relacionada con la industria del automóvil. Con más de 60 años de experiencia y representando a 14 marcas, Movento es una compañía líder en la movilidad privada con las sociedades distribuidoras de turismos y vehículos industriales nuevos y seminuevos, vehículos ecológicos y servicios al usuario.

El grupo Movento está formado por un total de ocho empresas que distribuyen las marcas Mercedes y Smart (Stern Motor), Renault y Dacia (Auser), Seat, Volkswagen, Audi y Skoda (Sarsa) y, a través del concesionario Motospazio, se distribuyen las marcas Vespa, Piaggio, MotoGuzzi, Derbi, Aprilia y Gilera. Además, Movento cuenta con otras empresas asociadas que actúan transversalmente y dan servicio al resto.

El lema de Movento es “Siempre en movimiento”, que define la vocación de seguir avanzando con ilusión, innovación y profesionalidad en un sector clave para el desarrollo sostenible de nuestra sociedad como es el de la movilidad.

SERVICIOS

- Estudios personalizados a cada empresa.
- Disponibilidad de vehículos turismos, ligeros, industriales y motocicletas.
- Gran oferta de marcas de automoción: Mercedes, Smart, Audi, Volkswagen, Seat, Skoda, Renault, Dacia, Piaggio, Vespa, MotoGuzzi, Derbi, Aprilia y Gilera.
- Variedad de servicios de financiación: leasing, renting y renting flexible.
- Pruebas dinámicas de cualquier modelo de vehículo.
- Vehículos de sustitución.

PUNTOS DIFERENCIALES

- Conocimiento extenso en varias marcas.
- Departamento exclusivo flotas.
- Correduría de seguros propia.
- Posventa con prioridad para las empresas.
- Un único interlocutor para toda la gama de marcas.

<table>
<thead>
<tr>
<th>Clave</th>
<th>Valor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehículos nuevos vendidos</td>
<td>9.350</td>
</tr>
<tr>
<td>Vehículos de ocasión vendidos</td>
<td>3.500</td>
</tr>
<tr>
<td>Clientes motos</td>
<td>350</td>
</tr>
<tr>
<td>Clientes taller/año</td>
<td>78.837</td>
</tr>
<tr>
<td>Número de empleados</td>
<td>475</td>
</tr>
</tbody>
</table>
Grupo VallèsCar, servicio integral de automoción

Vallesc Car Automoción es un *holding* de empresas de concesionarios oficiales de primeras marcas de automóviles y motos y una nutrida red de compañías de servicios; y es, por su volumen y sus 50 años de antigüedad, uno de los principales grupos de referencia en el sector de la automoción. Nuestras instalaciones están ubicadas principalmente en la comarca del Vallès Occidental, en la provincia de Barcelona.

Con un objetivo común –ofrecer a todos sus clientes un servicio basado en la excelencia–, cada concesionario defiende su identidad y la cultura propia de cada marca de forma independiente. VallèsCar ofrece a sus clientes un mundo de servicios global en todas las facetas relacionadas con el automóvil.

**Nuestras marcas:**


**SERVICIOS:**

- Venta de vehículos nuevos.
- Compra y venta de vehículos de ocasión.
- Venta de motocicletas.
- Rent a Car-Alquiler de vehículos.
- Reparación y mantenimiento integral de vehículos.
- Distribución y venta de recambios y accesorios originales.
- Gestoría y correduría de seguros.
- Driving–Centro de peritaje.

**VALOR DIFERENCIAL.**

Venta

- Disponibilidad de 12 marcas de automóviles.
- Gestor de flota de empresa con personal especializado en atención a pymes.
- Entrega de vehículos en todo el territorio nacional.

Posventa

- Gestión personalizada de la flota de vehículos.
- Posibilidad de vehículo de sustitución durante la reparación.
- Equipo de taller móvil para mantenimientos en la misma empresa, según número de unidades y mantenimiento a realizar.
Siempre has sido tú mismo
Ahora puedes preparar tu despedida también a tu manera

Has vivido la vida tomando tus propias decisiones. ¿Por qué no decidir sobre tu despedida y tu memoria?

Electium te ofrece la posibilidad de escoger hasta el último detalle y elegir cómo quieres que los tuyos te recuerden.
Disfruta de la tranquilidad de dejarlo todo solucionado y a tu manera.

Decide qué huella quieres dejar

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Causar una buena impresión es más fácil de lo que crees.
Es tan simple como que lo primero que conozcan tus clientes de tu empresa sea un Volkswagen. No solo verán seguridad, innovación y un diseño inconfundible, sino el prestigio y la calidad que quieres darle a tu negocio. Porque la mejor carta de presentación a veces no se escribe, pasa delante de tus ojos.

Condiciones especiales para empresas y alumnos de ESADE. Consulta en tu concesionario Volkswagen.

Gama Volkswagen: consumo medio (l/100 km) de 3,1 a 8,4; emisión de CO₂ (g/km) de 82 a 195.