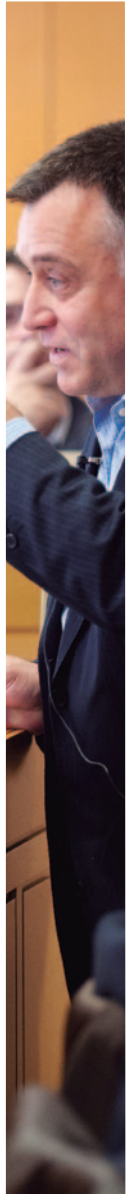
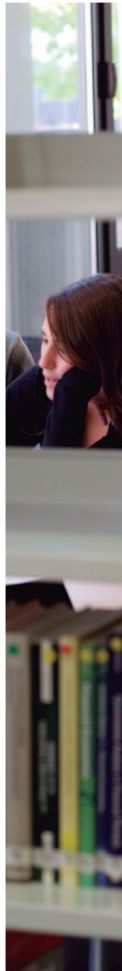
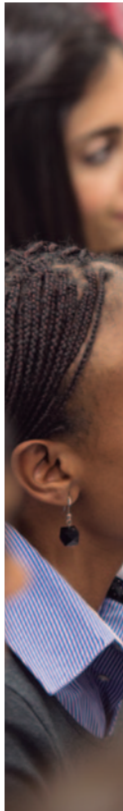


**ANNUAL REPORT**  
ESADE Foundation  
2011-2012





**ESADE**

Ramon Lull University



**ANNUAL REPORT**  
ESADE Foundation  
2011-2012



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**PEDRO FONTANA**, chairman, Fundació ESADE

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As an academic institution, ESADE bases its wide variety of activities on the three pillars of its mission: education, research and social debate. Throughout last year, our level of activities and new initiatives continued to grow despite the difficulties of the current socio-economic context. This report offers faithful testament to this. For this reason, I would like to extend my sincere thanks to all the members of the ESADE community for their extraordinary contribution and efforts during the 2011-2012 academic year.

In presenting this ANNUAL REPORT, I would like to highlight some of its most important elements. Over and above the three pillars of our mission as previously mentioned, ESADE also has two other strategic focuses, namely, innovation and globalisation, both of which represent a constant challenge. In this respect, we took decisive steps forward during the 2011-2012 academic year in terms of institutional participation, governance and the strategy to integrate ESADECREAPOLIS within the scope of our activity as a whole. In doing so, we also consolidated our global backing for the ESADE Sant Cugat Campus, designed as a true international hub for management education. It is the ideal setting for entrepreneurial initiatives and innovation and for the development of a vibrant international learning community. Along similar lines, another of last year's noteworthy milestones was the inauguration of EGarage.

Another initiative worth highlighting is our scholarship programme. We aim to continue attracting the best talent to ESADE, especially in view of the current crisis, so that a lack of resources is not an obstacle to receiving the best education. For this, we launched a fundraising campaign to obtain more economic resources for scholarships. Numerous alumni, companies and institutions already collaborate with us, and we have the unwavering support of many ESADE alumni. The ESADE Board of Trustees is also highly committed to this initiative, and one of the Board's members presides the Fundraising Committee. Increasingly, our efforts in this endeavour will open doors to talented individuals who aspire to an excellent education based on values.

Lastly, I would not want to conclude this brief presentation without offering, on behalf of the Board of Trustees, our sincerest condolences, affection and remembrance for the members of our community who passed away during the academic year. We will always remember Josep M. Rubiralta, a wonderful person, an outstanding businessman and Member of our Foundation who died in May. We will also remember the four BBA students who died in a tragic accident in June: Alejandra, Paula, Claudia and Julia.

I encourage you to read this ANNUAL REPORT to find out more about ESADE's contribution towards inspiring the futures of both individuals and companies and to creating freer, more prosperous and just societies.



**EUGENIA BIETO**, director general

---

With a view to the year 2020, commitment to our foundational mission and vision implies striving to make ESADE a global benchmark institution over the next few years; an institution that inspires and educates people and organisations to develop innovative and socially responsible leadership, and build a better future for everybody.

During the 2011-2012 academic year, we taught nearly twelve thousand students and executive participants at our campuses in Madrid, Barcelona, Sant Cugat and Buenos Aires, in addition to other cities around the world. There was also a rise in our research output, with increased presence in various scientific publications as detailed in our *Research Yearbook*. In terms of our projection and encouragement of social debate, we also made numerous contributions in the media and organised a whole host of public events, many of these in close collaboration with ESADE Alumni.

ESADE's strategic plan serves to guide us towards becoming a global, innovative and socially responsible academic institution. In this respect, I would like to highlight some of the initiatives launched during the past academic year: expanding our academic portfolio, with the first edition of the *Global Advanced Management Programme* and the *Master in Innovation & Entrepreneurship*; the launch of the Double Degree in Business Administration and Law; the University Master in Law; and the BBA section taught entirely in English. Also noteworthy is the inauguration of EGarage, an original and multifaceted venue for entrepreneurship. This new endeavour is housed in the new Full-Time MBA facilities and ESADECREAPOLIS, which serve to strengthen internationalisation and the innovative character of the educational programmes available at the Sant Cugat Campus.

We also aspire to becoming an ever more socially responsible academic institution. Consequently, we have drafted a Social Responsibility Master Plan that is closely linked to our institution's strategic plan and which includes goals and actions based on our mission, education, research and social debate, as well as our organisational culture and institutional policies. Our priority now is to share and transfer this plan to the entire community and to implement related projects and initiatives progressively. We can also underscore our commitment to the Global Compact and the Principles for Responsible Management Education (PRME), as well as the Declaration on Sustainable Development to which we recently subscribed within the framework of the United Nations (Rio+20) accords, incorporating eight sustainability projects.

Lastly, we should point out that this year's annual report has been prepared taking the Global Reporting Initiative's (GRI) international standards into account for the first time ever. This represents yet another step forward in our commitment to improving our institutional praxis as an academic community, creating a more sustainable campus, supporting numerous social and co-operative initiatives and, without a doubt, strengthening our governance, transparency and accountability practices.

I would sincerely like to thank the entire ESADE community once again for their work and dedication to our collective project of 'inspiring futures' and building freer, more prosperous and just societies.

# 1

**RELEVANT DATA**





## 11,883 ACADEMIC PROGRAMME PARTICIPANTS IN THE 2011-2012 ACADEMIC YEAR.

### BUSINESS SCHOOL

**Total number of participants** **7,674**

University Programmes Unit	1,643
MBA	746
Executive Masters	494
Executive Education	4,791
• Open Programmes	1,545
• Custom Programmes	3,246

**International students** **1,442**

Nationalities	89
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### LAW SCHOOL

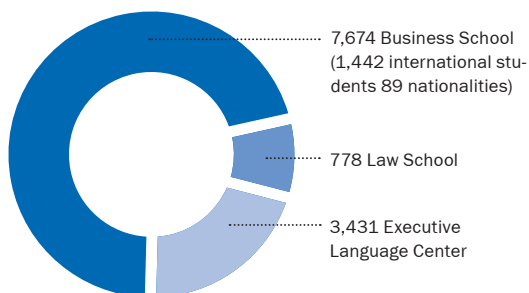
**Total number of students** **778**

Bachelor in Law and Combined Undergraduate & Master in Law Programmes	561
Master and postgraduate studies	217

### EXECUTIVE LANGUAGE CENTER

**Total number of students** **3,431**

**TOTAL NUMBER OF STUDENTS** **11,883**



### URL TURISME SANT IGNASI

Center supported by Fundació ESADE.  
Its annual report is published at  
[www.tsi.url.edu](http://www.tsi.url.edu)

**FACULTY**

<b>Business and Law School faculty</b>	<b>159</b>
Executive Language Center faculty	69
Visiting faculty	44
Emeritus professors	3
Honorary professors	7
PhDs	111
Academic assistants	803
Guest executives/professors	418
Countries of origin	25

**ADMINISTRATIVE AND SERVICE STAFF (PAS)**

PAS employees	377
Countries of origin	25

**RESEARCH**

Research units	19
People involved in research	222
Externally-funded projects	66

**INCOME 2011-2012**

<b>Total income from ESADE units</b>	<b>€83M</b>
Law School	€10M
Business School University Programmes	€22M
FT MBA Programme	€11M
Executive Education	€33M
Executive Language Center	€3M
Vice-Deanship for Research and Knowledge	€4M

**CAMPUS SURFACE AREA (IN M<sup>2</sup>)**

<b>Barcelona-Pedralbes Campus</b>	<b>29,475</b>
Building 1	9,300
Building 2	7,475
Building 3	12,700
<b>Barcelona-Sant Cugat Campus</b>	<b>42,576</b>
Academic building	16,260
“Roberto de Nobili” Halls of Residence	5,886
ESADECREAPOLIS	20,430
<b>Madrid Campus</b>	<b>2,500</b>
<b>Buenos Aires Campus</b>	<b>1,487</b>

## NUMBER OF EVENTS AND PARTICIPANTS

### ESADE

Public events organised by ESADE	<b>288</b>
Participants	33,829

### ESADE Alumni

Public events organised by ESADE Alumni	<b>825</b>
Participants	40,224

## PRESS SUMMARY

### National

Mentions in the media	<b>7,222</b>
Op-ed articles	891

### International

Mentions in publications which are key for ESADE	153
--	-----



## RANKINGS

### MBA

European ranking - MBA <i>Forbes</i> (September 2011)	<b>4<sup>th</sup></b>
European ranking - MBA <i>The Economist</i> (October 2011)	<b>5<sup>th</sup></b>
European ranking - MBA <i>The Financial Times</i> (January 2012)	<b>12<sup>th</sup></b>

### Executive Education

Global ranking Executive Education Custom Programmes <i>Financial Times</i> (May 2012)	<b>4<sup>th</sup></b>
Global ranking Executive Education Open Programmes <i>Business Week</i> (November 2011)	<b>5<sup>th</sup></b>

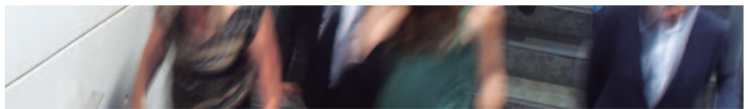
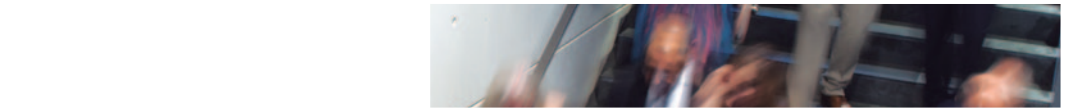
### University Programmes

Global ranking CEMS Master, delivered by ESADE <i>Financial Times</i> (September 2011)	<b>2<sup>nd</sup></b>
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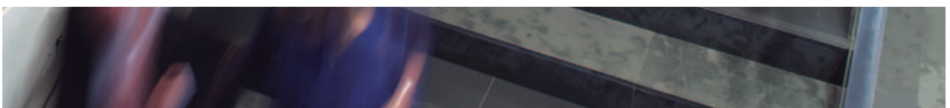
### Law School

Master in International Business Law <i>El Mundo</i> (June 2012)	<b>1<sup>st</sup></b>
Master in Tax Consultancy and Management <i>El Mundo</i> (June 2012)	<b>2<sup>nd</sup></b>

# 2



**MISSION, VALUES, STRATEGY AND CSR**



ESADE IS AN ACADEMIC INSTITUTION FOUNDED  
IN BARCELONA IN 1958 BY A GROUP OF BUSINESSMEN  
AND THE SOCIETY OF JESUS. IT HAS BEEN AN INTEGRAL  
PART OF UNIVERSITAT RAMON LLULL SINCE 1995.

## MISSION AND VISION

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In November 2010, the Fundació ESADE Board of Trustees approved the revised version of ESADE's mission and vision.

### Mission

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To educate and carry out research in the fields of Management and Law for:

- The comprehensive training of professionally competent, socially responsible individuals.
- The creation of knowledge relevant to the improvement of organisations and society.
- The contribution to social debate regarding the building of free, prosperous and just societies.

ESADE strives to fulfil its mission, inspired by humanist and Christian traditions and within a framework of intercultural dialogue.

### Vision

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To be a globally recognised academic institution, which inspires and prepares individuals and organisations to develop innovative, socially responsible leadership in order to build a better future.

### Motto

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Inspiring futures

## VALUES\*

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The ESADE community is committed to promoting a set of values consistent with human qualities and academic and professional excellence; values which it aims to use to serve the local and global society of which it forms part.

- 1 Acting with integrity in academic and professional endeavours.
- 2 Respecting individuals, colleagues and oneself, whilst being sensitive to the specific circumstances of others.
- 3 Valuing diversity positively and learning from differences between individuals, ideas and situations.
- 4 Pursuing, sharing and contributing to the common good of the ESADE community.
- 5 Assuming responsibilities and undertaking commitments to create a more just society.

In line with these values, the members of the ESADE community endeavour to act with personal integrity, professional excellence and social responsibility.

(\*) Taken from the ESADE Community Statement of Values, approved by the Board of Trustees of Fundació ESADE on 24 January 2008.

**ESADE, A SOCIALLY RESPONSIBLE ACADEMIC INSTITUTION**

ESADE's trajectory in terms of its social responsibility as well as the commitments it has assumed within the framework of different international organisations spans many years. Below is a timeline detailing some of the most significant events in this area over the last decade:

**2002**

- Founding member in 2002
- Management Board member since 2009
- Member of the Board since 2012
- Constant participation and host of the 6th Annual Colloquium (2007)



**2003**

- Adhered in 2003
- Member of the Executive Committee for the Spanish Network
- Progress Reports (CoP) 2008, 2009 and 2010 (GC Advanced)



- Participation in PGP Global ranking: 2003 (Distinction), 2005 (2nd), 2007 (14th), 2009 (32nd) and 2011 (12th)



- Participation since 2003
- Declaration of our commitment to institutionalise the SEKN network at ESADE in 2009



**2007**

- Participation on the taskforce responsible for preparing the Principles (2006)
- Adhered in 2007
- Progress Reports (SiP) 2010 and 2012



**2009**

- Associated member since 2009
- Creation of the Net Impact Club in 2009
- Gold Chapter Status obtained in 2011



**2010**

- Adhered in 2010



**2011**

- Adhered in 2011
- Aspen Institute Spain representative (2011)
- Participant in academic projects: "Economics and Peace Faculty Network" (2011) and "Undergraduate Business Education Consortium" (2012)



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## 2012

- Adhered to the Rio+20 Declaration (2012), including a commitment to 8 sustainability projects




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## 2013

- Member of the Management Board (2007-2012)
- Preparation of ESADE's Institutional Annual Report according to GRI (G3:1) standards, and audited by an external consultant




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## 2015

- Implementation of the ESADE Environmental Management System
- Certification obtained for Socially Responsible and Sustainable Events




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## EQUAL OPPORTUNITIES AND DIVERSITY

ESADE is expressly committed to defining and implementing measures which ensure fair treatment and equal opportunities for all the members of its community in accordance with its Declaration of Values.

Specifically, ESADE commits to: "Value diversity positively and learn from the differences between people, ideas and situations. This implies understanding that differences in terms of gender, socio-economic status, ethnicity, culture, language, religion, sexual orientation, physical traits and enriching opportunities to learn from other people, the world and oneself."

ESADE also applies the principle of equal opportunities to every area of action, beginning with recruitment and hiring processes and including its remuneration policy, education, health at work, and the balance between personal life and work for its faculty and service and administrative staff. ESADE also applies this same principle to its admissions processes for academic programmes.

Lastly, the school is additionally committed to promoting a non-discriminatory attitude in its internal and external communications as well as all activities in the classroom.

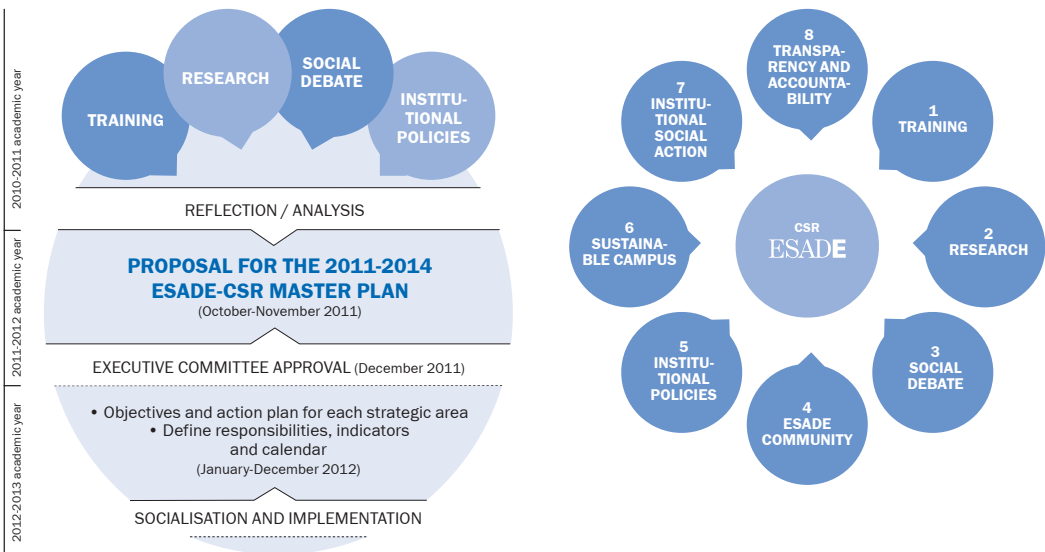
**ONGOING IMPROVEMENT PROCESS. ESADE CSR (E-CSR) MASTER PLAN**

With a view to integrating Corporate Social Responsibility in ESADE’s strategic plan, the Director General created a task force in 2010 consisting of ESADE executives and professors to reflect on and analyse the School’s current situation, applying a model created internally for this (Losada, Martell and Lozano, 2010).

The taskforce carried out an analysis and diagnostic of four areas: training, research, social debate and institutional policies. It then drafted the 2011-2014 ESADE CSR (E-CSR) Master Plan, approved by the Executive Committee in December, 2011.

The following figure illustrates the process adopted by the taskforce:

This Master Plan includes the following areas of activity:





By way of example, the following includes a goal for each policy area:

**Training:** To incorporate a learning objective directly related to social responsibility, and its implications for the practice of the profession, into all of the School's official degree programmes.

**Research:** To make substantial progress towards fully adopting the recommendations of Principles for Responsible Management Education (PRME) on research.

**Social debate:** To promote dialogue and debate on critical issues and cases related to global social responsibility and sustainability with the various stakeholders and engage members of faculty.

**Organisational culture:** To promote the adoption of behaviours and habits within the ESADE community that are consistent with a more sustainable organisation and which strengthen the development of a culture of social responsibility.

**Institutional policies:** To review internal policies geared towards ESADE becoming more socially responsible as an institution.

**Sustainable campus:** To implement a new environmental management system in 2015 in order to prevent, reduce and minimise the institution's impact.

**Social action:** To strengthen the institutional social action programme in order to connect and involve various groups within the community, raising awareness and offering various collaboration and volunteerism possibilities.

**Transparency and accountability:** To draft, as of the 2012-2013 academic year, the annual institutional report in accordance with the standards of the Global Reporting Initiative (GRI G3:1).



**NOTEWORTHY PROJECTS AND INITIATIVES FROM THE 2011-2012 ACADEMIC YEAR**

**Environmental campaign – ESADE Green Rules**

We continued with our campaign to encourage good environmental practices amongst our students, faculty and PAS staff in order to raise awareness and help them to adopt behaviours and habits in line with a more sustainable view of our organisation.

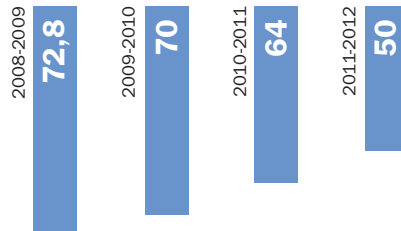


**World Community Grid Project**

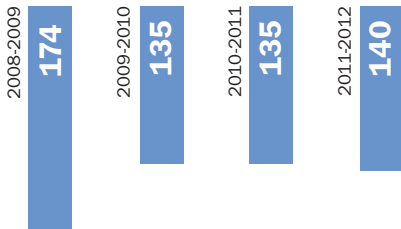
Through this initiative promoted by IBM, ESADE allows its computers to be used remotely when not in use locally. The aim is to collaborate on humanitarian research projects (the fight against cancer, infant mortality rate reduction, etc.). Calculations are that the total time taken advantage of via this method represents nearly 12 years, with approximately 11,000 calculated results. [www.worldcommunitygrid.org](http://www.worldcommunitygrid.org)

**Consumption indicators**

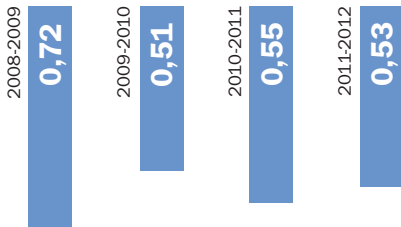
**PAPER CONSUMPTION (tons)**



**ELECTRICITY CONSUMPTION (kw/m<sup>2</sup> built)**



**WATER CONSUMPTION (m<sup>3</sup> water/m<sup>2</sup> built)**



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### **Initiatives to reduce paper consumption and improve energy savings and efficiency**

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The most important initiative implemented to reduce paper consumption has been publishing all academic programme notes and documents on our online Moodle platform and promoting the latter's use amongst faculty and students.

We have also encouraged sending documents in PDF format to reduce the number of photocopies as much as possible. However, in those cases where photocopying is absolutely necessary, we encourage faculty to only make copies for the exact number of students.

Our environmental awareness campaign also encourages ESADE staff reduce paper consumption in their daily tasks (not print any unnecessary documents, create online archives, revise and correct documents on screen, print on both sides of the page, etc.).

The initiatives launched to save energy include, amongst others, optimising building operating hours depending on real occupation figures and substituting some lighting with some low-consumption options. When making changes to facilities or replacing machinery, we have chosen high-efficiency and low-consumption alternatives. Furthermore, we built a 250-cubic-meter-capacity reservoir on the Sant Cugat Campus to collect rain water which is then used to water the gardens.



## NOTEWORTHY PROJECTS AND INITIATIVES FROM THE 2011-2012 ACADEMIC YEAR

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### DisCert Certificate

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DisCert recognises companies and organisations that meet and go beyond legal requirements regarding the incorporation of people with disabilities. It evaluates these companies' and organisations' commitment through an external verification and certification system. ESADE is one of the first educational institutions to have obtained this type of certification.

[www.discert.org](http://www.discert.org)

### Institutional social action

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This academic year was the second and last year of our collaboration with three organisations: Amics de la Gent Gran and Acció Solidària contra l'Àtur (both in Barcelona) and Fundación Balia (in Madrid). The aim of this social action programme is to create bonds and involve ESADE community groups and people in the different initiatives carried out by the selected organisations.

The primary lines of action include:

- Participation in training programmes
- Joint celebration of academic conferences and events
- Consulting services and specific volunteer actions
- Participation in commemorative events and campaigns
- Awareness, donation and member recruitment campaigns

### Other solidarity projects

---

#### • FUNDACIÓ ÈXIT

In this coaching programme aimed at developing young people's professional skills, ESADE and numerous companies work with youth at risk of social exclusion to provide them an initial contact with the business community.

[www.fundacionexit.org](http://www.fundacionexit.org)

#### • CÁRITAS – FUNDACIÓN ENTRECULTURAS

The campaign, "Donatumovil.org", aims to collect and recycle mobile phones no longer in use.

The campaign was carried out in ICT Service offices in every ESADE building.

[www.donatumovil.org](http://www.donatumovil.org)

#### • RED DE ATENCIÓN A PERSONAS SIN HOGAR

This group had the support and participation of ESADE volunteers in its campaign to tally the number of homeless people living on the streets of Barcelona.

#### • FUNDACIÓ MAMBRÉ

ESADE participated in this foundation's 2011 Christmas Campaign, eliminating the paper version of the School's official Christmas card and donating the corresponding amount saved to this foundation.

#### • INTERMÓN OXFAM

ESADE supported Intermon's Trailwalker 2012 initiative, a sports-oriented event to fight against poverty. Specifically, seven teams of ESADE faculty and students took part.

<http://trailwalker.intermonoxfam.org/es>

### University Development Service (SUD)

SUD coordinates solidarity-oriented professional internships carried out by ESADE students. These internships consist of a minimum of eight weeks working with social organisations in Latin America. During the 2011-2012 academic year, 28 students from the Law, BBA and MSc programmes took part in business consulting projects in areas as diverse as finance, entrepreneurship, marketing, strategy, operations, human resources, and legal consulting for numerous companies, institutions and NGOs in Bolivia, Guatemala, Nicaragua, El Salvador, Honduras and Costa Rica. [www.esade.edu/sud](http://www.esade.edu/sud)



### Momentum Project

This joint ESADE and BBVA initiative is aimed at promoting a social entrepreneurial spirit. The Momentum Project includes two lines of action: developing an educational programme to consolidate and increase the impact of entrepreneurial initiatives and creating a support network and ecosystem for social entrepreneurs. [www.momentum-project.org](http://www.momentum-project.org)

#### 2012 ENTREPRENEURIAL PROJECTS

- AMPROS – Catering Depersonas (Santander)
- Batec Mobility (Sant Cugat del Vallès)
- Apunts – Associació JOIA (Barcelona)
- ATENTIS CEE (Madrid)
- Montaraz (Lozoyuela, Madrid)
- Paralel 40 – Planeta Med (Barcelona)
- Rede Galega de Kioskos (A Coruña)
- Rus in Urbe – La Huerta de Montecarmelo (Madrid)
- Bolet Ben Fet – TEB Verd (Barcelona)
- Txita Txirindak (San Sebastián)



*“We are really fortunate but also very poor in another sense! A person’s professional career isn’t everything; we have to take into account other things in our personal development. [...] While in Santa María de Chiquimula, I learnt to value the things that really matter.”*

Nacho Alonso (Lic&MD, SUD 2011)

# 3

## TRAINING AND JOB PLACEMENT





**ESADE'S EDUCATIONAL PROGRAMMES  
FOCUS ON THE COMPREHENSIVE TRAINING  
OF PROFESSIONALLY SKILLED  
AND SOCIALLY RESPONSIBLE PEOPLE.**

**SIGNIFICANT EVENTS FROM THE 2011-2012 ACADEMIC YEAR**

---

**Law School**

---

- Graduation ceremony for the last graduating class in the Combined Undergraduate & Master in Law programme and the first graduating class in the Bachelor in Law programme.
- Launch of the Double Undergraduate Degree in Law and Business Administration and the new University Master in Law programmes. The latter combines with other specialised Master's programmes.



**Business School**

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**EGARAGE INAUGURATED**

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On 1<sup>st</sup> March, 2012, the EGarage on our Barcelona-Sant Cugat Campus opened within the framework of ESADECREAPOLIS. It is a space where entrepreneurs, faculty members and students can meet to create new start-ups and share new projects and ideas. It is an innovative and multi-use space designed for meetings, dialogue, brainstorming and creativity. It is a Palo Alto style garage for ESADE entrepreneurs, designed by Master in Innovation & Entrepreneurship students and managed and promoted by the ESADE Entrepreneurship Institute team.

**BACHELOR IN BUSINESS ADMINISTRATION (BBA) AND COMBINED UNDERGRADUATE & MASTER IN BUSINESS ADMINISTRATION**

---

- Graduation ceremony for the last graduating class in the Combined Undergraduate & Master in Business Administration programme and the first graduating class in the Bachelor in Business Administration (BBA) programme.
- Launch of the English language edition of the Bachelor in Business Administration (BBA).

**MSc PROGRAMMES IN MANAGEMENT**

---

- 1<sup>st</sup> edition of the Master in Innovation and Entrepreneurship (4<sup>th</sup> programme in the portfolio of MSc in Management programmes).

## SIGNIFICANT EVENTS FROM THE 2011-2012 ACADEMIC YEAR

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### Executive Education

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- Executive Masters. First edition of the Executive Master in Digital Business (Barcelona).
- Degrees. The fifth edition of the joint programme offered with Georgetown University incorporates classes in Shanghai and Beijing where the “Innovation and Advancing Economies” module will be taught.
- Launch of the Corporate International Master in collaboration with Fundação Getulio Vargas (Rio de Janeiro) and Georgetown University.
- Open Programmes. Launch of two new editions of the Global Advanced Management Programme taught jointly with Georgetown University in Washington, São Paulo/Dubai and Madrid.
- Custom Programmes. Worth noting are the 12 editions of the Business Area Directors Programmes with “la Caixa”; the new programmes offered in Gas Natural Fenosa’s Leadership Centre; and the programmes for the Corporate Excellence Foundation (taught at Georgetown, Washington, D.C., and the ESADE Campus in Madrid).
- Joint Programmes. Worth highlighting are executive education programmes launched with two other Spanish universities: Deusto Business School (Basque Country) and Loyola Leadership School (Andalusia).

### MBA

---

- Within the framework of ESADECREAPOLIS, we built new, modern and innovative facilities for the FT MBA (the programme with the greatest geographical diversity in the world according to *The Financial Times*). These new facilities help make ESADE’s Barcelona-Sant Cugat Campus a truly international hub for management programmes.



### Executive Language Center

---

- Implementation of the *Aprendizaje Integrado de Contenidos y Lenguas Extranjeras* (Content & Language Integrated Learning, CLIL) project to train teaching staff in education centres and colleges.



**LAW SCHOOL**

<b>Total number of students</b>	<b>778</b>
---------------------------------	------------

<b>Bachelor in Law and Combined Undergraduate &amp; Master in Law Programme</b>
---

TOTAL NUMBER OF STUDENTS	<b>561</b>
--------------------------	------------

PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES
---

Outgoing students
-------------------

· Combined Undergraduate & Master	53
· BBA	52
· International Business Master	8

Incoming students	59
-------------------	----

TIME TAKEN TO FIND WORK
-------------------------

Percentage of students who find work before finishing their studies (60% job offers + 24% internships)	84 %
--	------

<b>Masters and Postgraduate Studies in Law</b>
--

TOTAL NUMBER OF STUDENTS	<b>217</b>
--------------------------	------------

Countries of origin	22
---------------------	----

<b>Conferences and refresher seminars</b>
---

CONFERENCES AND REFRESHER SEMINARS	<b>29</b>
------------------------------------	-----------

Number of participants	1,536
------------------------	-------

**EXECUTIVE LANGUAGE CENTER**

<b>Total number of participants</b>	<b>3,431</b>
-------------------------------------	--------------

External English students	2,080
---------------------------	-------

External Spanish students	295
---------------------------	-----

English, French, German and Spanish in-company students	830
---	-----

Exchange students who have taken Spanish classes	226
--	-----

Internal students (MBA, Law, MSc)	2,709
-----------------------------------	-------

TOTAL NUMBER OF CLASSES
-------------------------

English, French, German, Chinese, Arabic and Spanish	<b>48,895</b>
--	---------------

DEGREE OF SATISFACTION (OUT OF 10)
------------------------------------

With classes	8,44
--------------	------

With faculty	9,16
--------------	------

**BUSINESS SCHOOL**

**Total number of students** **7,674**

**Bachelor in Business Administration-BBA and combined Undergraduate & Master in Management Programme**

TOTAL NUMBER OF STUDENTS **1,356**

Bachelor in Business Administration-BBA 1,010

Combined Undergraduate & Master in Management Programme 346

**PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES**

Outgoing students  
 · BBA 223  
 · Combined Undergraduate & Master 254

Incoming students  
 · BBA 195  
 · Combined Undergraduate & Master 117

**TIME TAKEN TO FIND WORK**

Percentage of students who find work within three months after graduation 95 %

**CEMS MIM**

**TIME TAKEN TO FIND WORK**

Percentage of students who find work within three months after graduation 97 %

**PhD in Management Sciences**

TOTAL NUMBER OF STUDENTS **47**

Countries of origin 24

**Master of Research in Management Sciences**

TOTAL NUMBER OF STUDENTS **14**

Countries of origin 9

**MSc in Management**

TOTAL NUMBER OF STUDENTS **226**

**PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES**

Outgoing students 29

Countries of origin 41

**TIME TAKEN TO FIND WORK**

Percentage of students who find work within three months after graduation 90 %



**MBA**

TOTAL NUMBER OF STUDENTS	<b>746</b>
Full-Time MBA	349
Part-Time MBA	166
Global Executive MBA	81
Executive MBA	150
PARTICIPANTS IN INTERNATIONAL EXCHANGE PROGRAMMES	
Outgoing students	27
Incoming students	44
Countries of origin	27
TIME TAKEN TO FIND WORK	
Full-Time MBA participants who find work within three months after graduation	92%

**MBA CAREER TREKS**

- London Banking Trek (Morgan Stanley, Credit Suisse, FSA, Bradesco and Barclays Capital)
- London Consulting Trek
- Ireland Tech Trek (Symantec, Oracle, Yahoo!, Microsoft and Google)
- Trek to United Arab Emirates (with visits included to Masdar City) with Mubadala, Abu Dhabi Investment Authority, National Gas Shipping Company, Etisalat, Emirates Airlines, ADCO and General Electric.

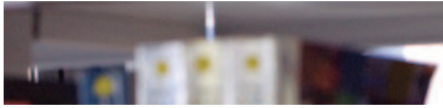
**Executive Education**

TOTAL NUMBER OF STUDENTS	<b>4,791</b>
Participants on open programmes	1,545
Participants on custom programmes	3,246
DEGREE OF SATISFACTION (OUT OF 5)	
Participant satisfaction	4,3
Company satisfaction	4,3

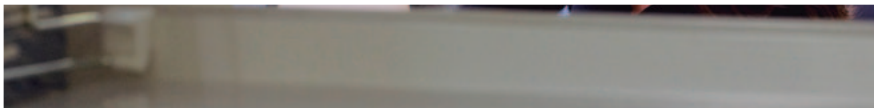
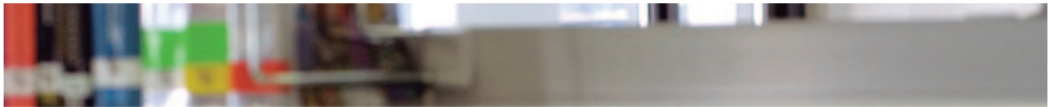
**Executive Masters**

TOTAL NUMBER OF PARTICIPANTS	<b>494</b>
Master in Marketing Management and Sales	48
Master in Economic-Financial Management	48
Master in Operations and Services Management	20
Executive Master in Marketing & Sales (Bocconi and ESADE)	61
Master in Public Administration	128
Corporate MBA	40
Corporate Master of Business Administration	123
Executive Master in Digital Business	26

# 4



## RESEARCH AND KNOWLEDGE



**ESADE ENGAGES IN IMPORTANT RESEARCH  
IN THE MANAGEMENT AND LAW FIELDS  
FOR THE INTERNATIONAL ACADEMIC COMMUNITY  
AND OUR PARTNERS.**

## ACADEMIC OUTPUT

<b>Journals</b>	2007-08	2011-12
Articles in Refereed Journals	14	<b>82</b>
Articles in other Relevant Journals	19	<b>43</b>
<b>Books</b>		
Books	27	<b>31</b>
Book Chapters	56	<b>46</b>
Congress Contributions and Conference Proceedings	68	<b>83</b>
Conferences and Invited Lectures	134	<b>82</b>
Working Papers	2	<b>33</b>
Cases and Technical Notes	8	<b>18</b>
Book Reviews	5	<b>6</b>
Monographs	4	<b>12</b>
PhD Theses	9	<b>15</b>

## HUMAN RESOURCES

<b>People involved in research</b>	<b>222</b>
Professors participate in research units	121
Researchers	16
Research assistants	61
Research technicians and supervisors	24

## RESEARCH UNITS

7 of which have been officially recognised by the Government of Catalonia in its 2009 map of research groups in Catalonia. **19**

## PHD PROGRAMME

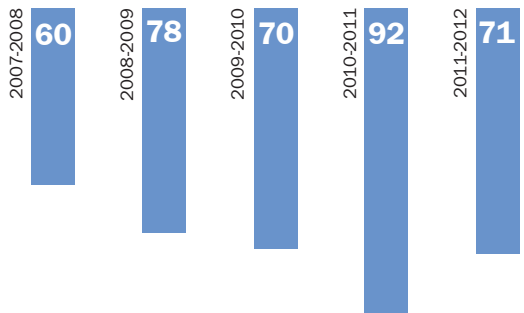
<b>PHD PROGRAMME PARTICIPANTS</b>	<b>75</b>
ESADE	55
ESADE-ESAN-PERU	20
MRES PROGRAMME PARTICIPANTS	15

**RESEARCH PROJECTS**

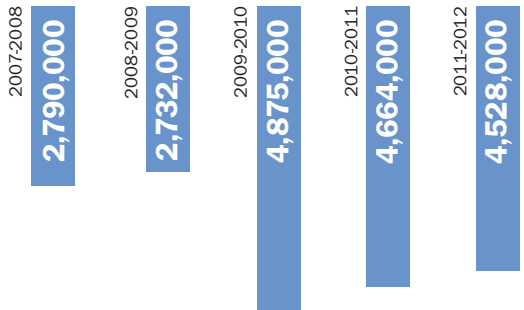
**Total number of projects** **71**

TYPE OF FUNDING	
Competitive	43
Non-competitive	28
SOURCE OF FUNDING	
Public	45
Private	18
Public/Private	3
Internal	5
SCOPE	
National	44
International	16
European	15

**Evolution in number of projects**



**External funding for research**



**ESADE PUBLICATIONS**

- Research Yearbook  
1 edition annually (last edition: 2011-2012)
- Research Bulletin  
3 editions annually (last edition: number 29)
- ESADE Knowledge Briefings
- *ESADE Oportunidades de financiación para la investigación* (ESADE Research Funding Opportunities)
- *ESADE Informe económico* (ESADE Economic Report)

## RESEARCH STRUCTURE

ESADE has different research units dedicated to creating and transmitting knowledge in areas relevant for the business community, the public and legal sectors and for society in general. These units organise their work around the thematic blocks or areas of interest established

by ESADE. As such, each of the different institutes, centres, chairs and research groups coordinates and structures individual contributions on specific topics and promotes collective research projects

- **Brand Institute.** JOSEP M. OROVAL
- GRECOMAR - Research Group in Brand and Consumption. ORIOL IGLESIAS
- **BuNeD** - Business Network Dynamics. CRISTINA GIMÉNEZ
- **Chair in LeadershipS and Democratic Governance.** ÀNGEL CASTIÑEIRA
- **EEl** - ESADE Entrepreneurship Institute. LUISA ALEMANY
- GRIE - Research Group in Entrepreneurship. MARCEL PLANELLAS
- **ESADEgeo** - ESADE Center for Global Economy and Geopolitics. JAVIER SOLANA
- **Future of Work Chair.** SIMON DOLAN
- **GLEAD** - Leadership Development Research Centre. JOAN M. BATISTA
- Catalan Centre for Survey Research and Applied Statistics. JOAN M. BATISTA
- **GREC** - Research Group for Knowledge Engineering. NÚRIA AGELL
- **GREF** - Research Group in Economics and Finance. ARIADNA DUMITRESCU
- **GRUJET** - Research Group in Tourism Management. MAR VILA
- **Research Group on Mediation, Law and Family.** M. TERESA DUPLÀ
- **Legal Guidelines and Social Change Research Group.** SERGIO LLEBARÍA
- **IEL** - Institute for Labour Studies. CARLOS OBESO
- **IGDP** - Institute for Public Governance and Management. FRANCISCO LONGO
- GLIGP - Research Group in Leadership and Innovation in Public Management. TAMYKO YSA
- **IIK** - Institute for Innovation and Knowledge Management. JONATHAN WAREHAM
- GRACO - Research Group for Organisational Learning and Knowledge. ELENA BOU
- **IIS** - Institute for Social Innovation. IGNASI CARRERAS
- GRRSE - Research Group in Corporate Social Responsibility. DANIEL ARENAS
- **IPDP** - Institute of Forensic Evidence and Probative Law. XAVIER ABEL
- Research Group on Evidence. XAVIER ABEL
- **OEME** - Observatory on Spanish Multinational Companies. XAVIER MENDOZA
- *Groups recognised by the Government of Catalonia (GRC 2009)*

## EUROPEAN RESEARCH PROJECTS

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During the 2011-2012 academic year, ESADE has consolidated its participation in European research projects. ESADE's increasing participation, management and coordination of these large, international competitive projects has been very positive over the last few years. ESADE currently participates in ten European projects, coordinating four of these. Some of these projects include:

### Alice RAP

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*Addictions and Lifestyles In Contemporary Europe - Reframing Addictions Project.*

This is the first major pan-European study on addictions, their influence on health, well-being and constraint. The aim of this project is to improve existing scientific evidence, shape public and political dialogue and stimulate a wide-reaching, productive debate on current, alternative approaches to addiction.

### ICT 4 SMEs

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*Innovation, Creativity and Talent e-Training Program for ICT SMEs.*

The goal of this project is to develop, deploy and assess personalized training programmes aimed at enhancing creativity, innovation and talent development as well as transferable coaching skills based on blended learning and Serious Games methodologies. The project will develop an integrated multidisciplinary talent programme fostering innovation and creativity and combining development of human capital transversal skills with specific knowledge and challenges that EU IT SMEs have to face.

### COMPOSITE

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*Comparative Police Studies in the European Union.*  
This research project analyses change processes in police forces all around Europe.

The project compares different forces in Europe and analyses their strengths, weaknesses, opportunities and threats, as well as the good practices they have implemented. The main research objectives of the COMPOSITE Project are to optimise the technological and organisational changes being implemented by European police forces in response to the new challenges posed by the complexity of today's society and to determine what factors contribute to the success or failure of these change processes based on the analysis of organisational structures, identity and organisational culture, leadership styles, and the processes themselves.

### Collage

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This project will aim to have: an economic impact by enabling SMEs and large organisations to capitalise on the creative capabilities of their employees through new value creation; a technological impact by developing leading-edge technologies (context-sensitive computing, web analytics and social computational systems) to encourage creativity; an impact on TEL by providing an open-source service-set for social creativity to be able to combine with existing learning processes and solutions; and a scientific impact on important areas of research such as creativity models for learning, game-based learning and social recommender systems.



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## Commons4EU

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### *Commons for Europe.*

Cities face similar problems in terms of diminishing resources, increasing demands from citizens and a need to transform into Smart Cities.

Commons4EU will allow cities, civic innovators, volunteers and SMEs to collaborate, transforming cities through the use of solution providers, ecosystem managers and government 2.0 policies, amongst others.

## Open cities

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### *Mechanism for Open Innovation.*

The Open Cities project aims to validate how to apply open and end-user-driven innovation methodologies to the public sector, all within the future scenario of Internet services for Smart Cities. Research will be carried out in five innovative and representative European cities: Helsinki, Berlin, Amsterdam, Paris and Barcelona.

Open Cities aims to advance our understanding of open innovation management in the public sector by conducting experimental research on future Internet services for Smart Cities, all based on real life settings.

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## LAW SCHOOL

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## Noteworthy publications

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- Abel Lluch, X. (2012). *Derecho probatorio*. Barcelona: J. M. Bosch Ed., p.1224.
- Especial: *Cuadernos de Probática y Derecho Probatorio*, numbers 7, 8 and 9.
- Duplá Marín, M<sup>a</sup>. T.; Bardají Gálvez, L.; Enzler Fandos, S.; Lázaro González, I.; Serrano Molina, A. (2012). *El régimen jurídico de la mediación familiar en España. Análisis de la normativa autonómica*. Santiago de Compostela: Andavira.
- UNIJES Conference. “*Hacia un régimen matrimonial europeo: participación en ganancias. Especial referencia al Libro II del Código Civil de Cataluña*”. Dr. M<sup>a</sup>. Teresa Duplá Marín and Dr. Lola Bardají Gálvez. Universidad de Deusto.



# 5



## SOCIAL REPRESENTATION AND DEBATE

OVER THE YEARS, ESADE HAS BECOME  
A SPACE OF OPEN AND PLURALISTIC DIALOGUE  
WHERE PEOPLE CAN ENGAGE IN DISCUSSION  
AND MAKE PROPOSALS ON THE MOST IMPORTANT  
CHALLENGES OF TODAY AND TOMORROW.

## SOCIAL REPRESENTATION AND DEBATE

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International events, seminars, courses, conferences or forums are some of the formats of the numerous events organised during the academic year, which have brought together over 70,000 participants, including those attending ESADE Alumni events.



## INSTITUTIONAL EVENTS

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### **2011-2012 Academic Year Opening Ceremony**

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(7<sup>th</sup> November 2011)

This year's opening ceremony was held for the first time on the Barcelona-Sant Cugat Campus. Juan M. Nin, Deputy Chairman and CEO of Caixa-Bank, delivered the inaugural lecture 'Challenges to Good Leadership'.

### **2011-2012 Graduations**

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During the 2011-2012 academic year, several graduation ceremonies were held for the Business and Law Schools' various programmes. Following the introduction of the new Bologna framework, the latest graduating classes of the Undergraduate and Master in Management programme graduated (49<sup>th</sup> graduating class) and the Undergraduate and Master of Laws (14<sup>th</sup> promotion) along with the first graduating classes of the Bachelor of Business Administration and Master of Laws degrees.

### **3<sup>rd</sup> Talent Event**

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(9<sup>th</sup> May 2012)

The Talent Event brought together in the same venue Scholarship Fund donors and students who have received a Talent Scholarship. The goal was for donors to see the result of their contributions and to let students meet the people and organisations that, through their support to the Scholarship Fund, have given them the opportunity to fulfil their dream of studying at ESADE.

## MAIN CONFERENCES

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### **6<sup>th</sup> Conference of the Chair in Leadership and Democratic Governance in Sant Benet de Bages: A new political cycle in Europe, Spain and Catalonia**

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(26<sup>th</sup> and 27<sup>th</sup> September 2011)

One hundred recognised Spanish businessmen and politicians gathered at the Monastery of Sant Benet de Bages to discuss the institutional challenges facing the new European, Spanish and Catalan political cycle. This conference, organised by the ESADE Chair in Leadership and Democratic Governance, in collaboration with Fundació Caixa Manresa, responds to a programme that makes it possible to further explore the questions raised by the concept of leadership in our society.

### **1<sup>st</sup> Annual Energy Conference “The Coming Energy Market”**

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(24<sup>th</sup> and 25<sup>th</sup> November 2011)

This conference brought together a panel of experts from the business, academic and institutional sectors, with the goal of “looking at energy across the board from three perspectives: technology; geopolitics; regulatory and policy framework”. This is ESADEgeo’s first conference on energy and global governance, organised in collaboration with the Aspen Institute, The Boston Consulting Group and KIC InnoEnergy.

### **ESADE Brand Institute Annual Conference**

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(15<sup>th</sup> December 2011)

Presidents and CEOs of major brands in the country gathered to discuss the present and future of brands and find answers to the challenges facing brands in the coming years.

### **Institute for Social Innovation 5<sup>th</sup> Annual Conference**

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(16<sup>th</sup> February 2012)

Under the slogan ‘Connecting Innovation and Sustainability’, the conference brought together businesses, NGOs and innovation experts of international standing to discuss best practices in corporate social responsibility to improve competitiveness in the European framework.

### **7<sup>th</sup> ESADE Research Conference**

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(28<sup>th</sup> June 2012)

This annual conference actively contributes to promoting scientific debate on issues relevant to society and in which ESADE is investigating. It aims to consolidate ESADE as an academic institution that produces advanced research.



## INTERNATIONAL MEETINGS AND SESSIONS

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### Inspiring Futures Sessions

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These sessions provide an excellent venue for reflection and debate on current issues and future trends, with top international guests.

#### GLOBAL HEALTH CHALLENGES & GOVERNANCE

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(14<sup>th</sup> December 2011)

Pedro L. Alonso, Director of the Centre for International Health Research (CRESIB), analysed the health challenges and the role to be played by the major global players to respond to these challenges.

#### THE MIDDLE EAST IN GEOPOLITICAL PERSPECTIVE

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(29<sup>th</sup> February 2012)

The Arabist Jean-Pierre Filiu explored some of the current conflicts, geopolitical challenges and future opportunities facing the Middle East.

#### GLOBAL ECONOMY AND EMERGING COUNTRIES

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(2<sup>nd</sup> May 2012)

David Vegara, Deputy Director of the IMF's Western Hemisphere Department, reflected on the challenges of the global economy and the increasing role of emerging countries.

#### HOW TO FACE CHANGE WITHOUT FEAR FROM *THE SECRET LETTERS OF THE MONK WHO SOLD HIS FERRARI*

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(14<sup>th</sup> May 2012)

Robin Sharma, leadership expert and senior executive advisor questioned the Western world's pre-established concepts to achieve an impact on the personal and professional ambits.

### Global Ideas Challenge Competition, eIBulli Foundation

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(5<sup>th</sup> October 2011)

eIBulli's Chef introduced the Global Ideas Challenge Competition at ESADE, a pioneering initiative with Telefónica, with the aim of coming up with innovative ideas in areas such as management, marketing, business models, globalisation, leadership and creativity to create the eIBulli Foundation.

### China Day

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(9<sup>th</sup> December 2011)

Conference organised by the ESADE community on Chinese culture, arts and economy, attended by H.E. Mr Zhu Bangzao, Ambassador of the People's Republic of China to Spain.

### TEDxESADE: Rethink, reshape, renew

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(13<sup>th</sup> April 2012)

The second edition of TEDxESADE, an initiative of the students of the association E3 Initiative and the ESADE Entrepreneurship Club, brought together leading international experts in the field of innovation and entrepreneurship.

### ESADE & Georgetown Session

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(3<sup>rd</sup> May 2012)

Alfons Sauquet, Dean of ESADE Business School, and David Thomas, Dean of Georgetown University's McDonough School of Business, discussed the future of education in this session, entitled 'Biz Education, Past the Crossroads. New Avenues for Business Education'.

## CYCLES, CONFERENCES AND FORUMS

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### Fundación SERES-ESADE lecture series

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(October 2011 - May 2012)

This lecture series was held at ESADE Madrid and attended by various experts to discuss the importance of volunteerism in human resource management (October 2011), social action through *pro bono* services (March 2012) and the added value of corporate volunteering (May 2012).

### Start Up Spain

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(Novembre 2011 - April 2012)

The lecture series promoted by ESADE and Fundación Rafael del Pino, aims to put entrepreneurs at the forefront of the economic change that our country needs. The discussion sessions focused on leading Spain to an innovation economy (30<sup>th</sup> November, 2011) and investment in venture capital and business angels (23<sup>rd</sup> April 2012).

### GeoCEO

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(January - May 2012)

Directed by Javier Solana, President of ESADE-geo, GeoCEO is a discussion forum that provides senior-level executives a venue for analysis and discussion of geopolitical and geo-economic trends. Among the topics, they highlighted the talks 'Globalisation and Future Drivers of Conflict', by the British Economist Mary Kaldor, and '*Crisis y perspectivas de financiación multilateral*', by Koldo Echebarría, Manager and Representative of the Office of Strategic Planning and Development Effectiveness at the Inter-American Development Bank.

### ESADE-Deloitte lecture series

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(February - June 2012)

This lecture series, organised in ESADE Madrid, aimed to promote business and economic debate to exchange ideas and opinions on issues related to corporate governance. The speakers included Javier Ormazabal, President of Grupo Ormazabal (February 2012); José M. Serra, President of Grupo Catalana Occidente (March 2012); Plácido Arango, President of Grupo VIPS (May 2012); Francisco Riberas, President of Gestamp Automoción (June 2012); Salvador Tous, President and founder of TOUS (July 2012).

### Talent Summit 2012

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(7<sup>th</sup> June 2012 )

The first edition of ESADE Talent Summit brought together HR managers to discuss how best to attract, retain and develop talent.

### 5<sup>th</sup> Corporate Universities Forum

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(22<sup>nd</sup> May 2012 )

Known national and international personalities gathered at ESADE Madrid to reflect on the role of corporate universities in the world economic situation.

### IP&IT Forum

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During the academic year, ESADE Law School has prompted a series of sessions to discuss and propose solutions to current questions about intellectual property rights in the information society. The sessions were attended by experts and civil society representatives.

## OTHER MAJOR INITIATIVES

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### **Book launch *Libro Blanco de la Iniciativa Emprendedora en España***

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(21<sup>st</sup> November 2011)

The white paper on entrepreneurship in Spain, *Libro Blanco de la Iniciativa Emprendedora en España*, drafted by a team from ESADE Entrepreneurship Institute and sponsored by Fundación Príncipe de Girona, analysed the current state of entrepreneurship in Spain and suggested courses of action to encourage entrepreneurship.

### **ESADE Globalisation Lab**

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(12<sup>th</sup> January and 7<sup>th</sup> February 2012)

Organised by ESADEgeo, which included expert insights from Roland Nash, Senior Partner at Verno Capital, to further explore the economic situation in Russia, and Christopher Balding, Associate Professor of the HSBC Business School of Peking University, to address the challenges of SWFs.

### **EGarage launch**

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(14<sup>th</sup> June 2012)

ESADE launched EGarage, a new initiative led by the ESADE Entrepreneurship Institute to develop entrepreneurial skills of students and boost the creation of new businesses and entrepreneurial projects.

### **Presentation of the OEME Third Report**

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(9<sup>th</sup> July 2012)

The Third Report from the Observatory on Spanish Multinational Companies (OEME), was presented at ESADE Madrid, outlining the future challenges facing Spanish multinationals.

### **Signing of the ESADE China Europe Club Creation Agreement**

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(1<sup>st</sup> March 2012)

ESADE and a group of large Chinese companies set up the ESADE China Europe Club to share experience and knowledge and facilitate relationships and co-operation with Chinese companies, in addition to promoting co-operation with Spanish and European institutions.









ESADE IS A GLOBAL ACADEMIC INSTITUTION  
 THAT PROMOTES THE INTERNATIONALISATION  
 OF ITS TEACHING AND RESEARCH ACTIVITIES.

## INTERNATIONAL COMMUNITY

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### International students

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International students registered in programmes	<b>1,442</b>
Countries of origin	89

## INTERNATIONAL AGREEMENTS, NETWORKS AND ALLIANCES

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Exchange programmes with international universities	<b>139</b>
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### Primary networks

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- CEMS network  
*The Global Alliance in Management Education*
- PIM network  
*Partnership in International Management*
- Themis network  
*The Joint Certificate in International and Business Law*
- CTLS – Center for Transnational Legal Studies

### Primary strategic alliances

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- Georgetown University (McDonough School of Business and Walsh School of Foreign Services) in the United States and HEC in France

## INTERNATIONAL ACCREDITATION: TRIPLE CROWN

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### European Quality Improvement System (EQUIS) (1998, 2003, 2008)



ESADE was the first business school in Spain and amongst the first in Europe to receive the European Quality Improvement System (EQUIS) institutional accreditation granted by the European Foundation for Management Development (EFMD) in 1998.

### The Association to Advance Collegiate Schools of Business (AACSB International) (2001, 2011)



In 2001 ESADE became the first business school in Spain and the seventh in Europe to receive accreditation for the quality of its undergraduate, Master's and PhD programmes by the Association to Advance Collegiate Schools of Business (AACSB International).

### The Association of MBAs (AMBA) (1994, 1999, 2004, 2009)



ESADE's MBAs have been accredited by the Association of MBAs (AMBA) since 1994.

## INTERNATIONAL PARTNERS

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## EUROPE

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### ● ESADE Campuses

- Barcelona-Pedralbes
- Barcelona-Sant Cugat
- Madrid
- Buenos Aires

### ● Global Centers

- Munich

### BUSINESS SCHOOL

#### ● Alliances PIM/CEMS

- Wirtschaftsuniversität Wien
- Université Catholique de Louvain, Institut d'Administration et de Gestion
- Prague University of Economics
- Copenhagen Business School
- Helsinki School of Economics
- HEC School of Management
- Universität zu Köln, WiSo-Fakultät
- Corvinus University of Budapest
- Università Commerciale Luigi Bocconi, SDA Bocconi
- Norwegian School of Economics and Business Administration
- Warsaw School of Economics (SGH)
- Saint Petersburg State University, Graduate School of Management
- Stockholm School of Economics
- Universität St. Gallen, Graduate School of Business Administration, Economics, Law and Social Sciences
- Erasmus Universiteit, Rotterdam School of Management
- London School of Economics and Political Science

### ● Alliances PIM

- The University of Manchester, Manchester Business School
- The University of Warwick, Warwick Business School

### ● Alliances CEMS

- University College Dublin, Michael Smurfit Graduate Business School
- Universidade Nova de Lisboa
- Koç University

### ● Bilateral agreements

- WHU-Koblenz, Otto Beisheim Graduate School
- Reykjavik University
- Universidade Católica Portuguesa, Faculdade de Ciências Económicas e Empresariais
- University of Edinburgh, Business School

### LAW SCHOOL

#### ● Bilateral agreements

- Universität Graz
- University of Copenhagen, Faculty of Law
- University of Helsinki, Faculty of Law
- Université de Montpellier
- Université de Strasbourg
- Université Panthéon-Assas (Paris II)
- Bucerius Law School
- Universität Greifswald
- Università Cattolica del Sacro Cuore
- Università degli Studi di Bologna
- Università degli Studi di Roma Tre
- University of Amsterdam, Faculty of Law
- University of Oslo, Faculty of Law
- Universidade de Coimbra
- University of Gothenburg
- Universität Bern
- Universität Freiburg
- Universität St. Gallen, Law School
- Center for Transnational Legal Studies (CTLS)

#### ● Academic members of the THEMIS

- Université Paris-Est Créteil
- Freie Universität Berlin
- Maastricht University Faculty of Law
- Università Commerciale Luigi Bocconi

## AFRICA

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### BUSINESS SCHOOL

#### ● Bilateral agreement

- University of Cape Town, Graduate School of Business

#### ● Alliance PIM

- University of the Witwatersrand, Wits Business School

## MIDDLE EAST

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### BUSINESS SCHOOL

#### ● Bilateral agreement

- Kuwait University, College of Business Administration

#### ● Alliance PIM

- Tel-Aviv University, The Leon Recanati Graduate School of Business Administration

### LAW SCHOOL

#### ● Bilateral agreement

- The Hebrew University of Jerusalem

## INTERNATIONAL PARTNERS

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## NORTH AMERICA

### BUSINESS SCHOOL

#### ● Alliances PIM/CEMS

- University of Western Ontario, Richard Ivey School of Business

#### ● Alliances PIM

- McGill University, Desautels Faculty of Management
- University of British Columbia, Sauder School of Business
- York University, Schulich School of Business
- Cornell University, Johnson Graduate School of Management
- Duke University, Fuqua School of Business
- Emory University, Goizueta Business School
- Indiana University, Kelley School of Business
- New York University, Stern School of Business
- University of California Los Angeles (UCLA), Anderson School of Management
- University of Chicago, Booth School of Business
- University of Michigan, Ross School of Business
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School
- University of Texas at Austin, McCombs School of Business

#### ● Bilateral agreements

- École des Hautes Études Commerciales de Montréal
- Queen's University, Queen's School of Business
- Babson College
- Bentley University
- Brandeis University, Graduate School of International Economics and Finance
- Boston College, Carroll School of Management
- Case Western Reserve University, Weatherhead School of Management
- Fordham University, Fordham Graduate School of Business
- Georgetown University, McDonough School of Business
- Loyola University, Joseph A. Butt, S. J. College of Business Administration
- New York University, Robert F. Wagner Graduate School of Public Service
- Northwestern University, Kellogg Graduate School of Management
- Rensselaer Polytechnic Institute, Lally School of Management and Technology
- University of California at Berkeley, Haas School of Business (Evening & Weekend MBA Program)
- University of Florida, Warrington College of Business Administration
- University of Illinois at Urbana-Champaign, College of Commerce and Business Administration

- University of Minnesota, Carlson School of Management
- University of Pennsylvania, The Wharton School
- University of Richmond, Robins School of Business
- University of San Diego
- University of Southern California, Marshall School of Business
- University of Virginia, McIntire School of Commerce
- Washington University in St. Louis, Olin Business School

### LAW SCHOOL

#### ● Bilateral agreements

- American University-Washington College of Law
- Boston College Law School
- Cornell Law School
- Duke University, School of Law
- Fordham University, School of Law
- Indiana University Maurer School of Law
- University at Buffalo
- Tulane University - Law School
- University of Minnesota Law School
- University of Pennsylvania Law School
- University of Western Ontario, Western Law

## LATIN AMERICA

### ● ESADE Campus

- Buenos Aires

### ● Global Center

- São Paulo

### BUSINESS SCHOOL

#### ● Alliances PIM/CEMS

- Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo
- Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM), Graduate School of Business Administration and Leadership (EGADE)

#### ● Alliances PIM

- Pontificia Universidad Católica de Chile, Escuela de Administración
- Instituto Tecnológico Autónomo de México (ITAM)
- Universidad ESAN

#### ● Bilateral agreements

- Universidad Adolfo Ibáñez, Escuela de Negocios
- INCAE

### LAW SCHOOL

#### ● Bilateral agreements

- Fundação Getulio Vargas, Escola de Direito de São Paulo
- ITESM Campus Monterrey
- Pontificia Universidad Católica del Perú

## INTERNATIONAL PARTNERS

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## ASIA

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### BUSINESS SCHOOL

#### ● Alliances PIM/CEMS

- Tsinghua University, School of Economics and Management
- National University of Singapore, NUS Business School

#### ● Alliances PIM

- China Europe International Business School (CEIBS)
- The Chinese University of Hong-Kong, Faculty of Business Administration
- Fudan University, School of Management
- Guanghua School of Management, Peking University
- Hong Kong University of Science and Technology, HKUST Business School
- Indian Institute of Management at Ahmedabad (IIMA)
- Indian Institute of Management at Bangalore (IIMB)
- Indian School of Business (ISB)
- Nanyang Technological University, Nanyang Business School
- Thammasat University, Thammasat Business School

#### ● Alliance CEMS

- Keio University, Keio Business School

#### ● Bilateral agreements

- The Beijing Center for Chinese Studies (TBC)
- Indian Institute of Management at Lucknow (IIML)
- XLRI - School of Business and Human Resources
- Hitotsubashi University, Graduate School of International Corporate Strategy
- International University of Japan, Graduate School of International Management
- Yonsei University, Graduate School of International Studies
- Korea University Business School (KUBS)
- Singapore Management University (SMU)
- National Chengchi University, College of Commerce

### LAW SCHOOL

#### ● Bilateral agreements

- The Beijing Center
- Yonsei Law School

## OCEANIA

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### BUSINESS SCHOOL

#### ● Alliances PIM

- University of Melbourne, Melbourne Business School
- University of Otago, School of Business, Dunedin
- University of New South Wales, Australian School of Business

#### ● Alliance CEMS

- The University of Sydney

**INTERNATIONAL EXCHANGE PROGRAMME PARTICIPANTS**

**Combined Undergraduate & Master in Business Administration**

Outgoing students	<b>254</b>
Incoming students	117

**Bachelor in Business Administration (BBA)**

Outgoing students	<b>223</b>
Incoming students	195

**Combined Undergraduate & Master in Law**

Outgoing students	<b>53</b>
Incoming students	59

**Bachelor in Law**

Outgoing students	<b>52</b>
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**Master in International Business Law**

Outgoing students	<b>8</b>
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**Master in Management (MSc) - CEMS**

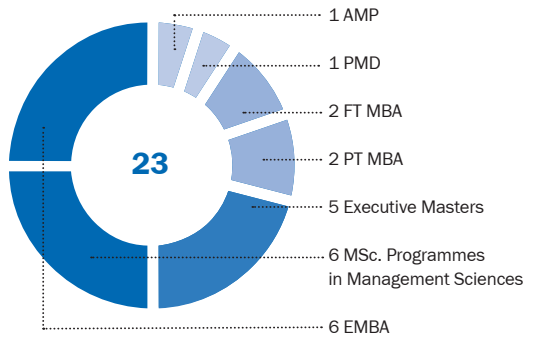
Outgoing students	<b>29</b>
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**MBA**

Outgoing students	<b>27</b>
Incoming students	44

**INTERNATIONAL WEEKS**

International academic weeks abroad:  
23 in different programmes



**INTERNATIONAL ACADEMIC WEEKS ABROAD IN 2011-2012**

**Regions visited**

European Union	4
United States	11
Latin America	1
Asia	5
Middle East	2



## INTERNATIONAL ASSOCIATIONS

21

**AACSB International**

The Association to Advance  
Collegiate Schools of Business

**AMBA**

The Association of MBAs

**BALAS**

Business Association  
of Latin American Studies

**CEMS**

The Global Alliance  
in Management Education

**CLADEA**

Consejo Latinoamericano  
de Escuelas de Administración

**EABIS**

European Academy  
of Business in Society

**EBEN**

European Business  
Ethics Network

**EDAMBA**

European Doctoral Programmes  
Association in Management  
and Business Administration

**EFMD**

European Foundation  
for Management Development

**ELFA**

European Law  
Faculties Association

**EMBAC**

Executive  
MBA Council

**EUDOKMA**

European Doctoral School  
on Knowledge and Management

**GBSN**

Global Business  
School Network

**GMAC**

Graduate Management  
Admission Council

**IAJBS**

International Association  
of Jesuit Business Schools

**IALS**

International Association  
of Law School

**IBA**

International  
Bar Association

**PIM**

Partnership in International  
Management

**SEKN**

Social Enterprise Knowledge Network

**THEMIS**

The Joint Certificate  
in International and Business Law

**UNICON**

International University Consortium  
for Executive Education



## INTERNATIONAL ADVISORY BOARD

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The ESADE International Advisory Board is an essential driver encouraging the internationalisation of our institution. With their contributions, the members of this board support ESADE in three complementary and interrelated areas:

### Innovation

---

Promoting innovation in programme study plans and research activities from an international perspective.

### Relevance

---

Ensuring that ESADE responds to the current and future global needs of companies and society.

### Impact

---

Responding to our foundational goal and having an impact on the future global development of business administration educational programmes.

### Members

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Antonio Garrigues Walker  
*President, International Advisory Board  
and President, Garrigues (Spain)*

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Sue Cox  
*Dean, Lancaster University Management School  
(United Kingdom)*

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George Daly  
*Dean, McDonough School of Business,  
Georgetown University (United States)*

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Xavier Ferran  
*Partner, Lion Capital (United Kingdom)  
and former CEO, Bacardí (United States)*

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Enrique V. Iglesias  
*General Secretary,  
Iberoamericana – SEGIB*

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Michael C. Jensen  
*Emeritus Professor in Business Administration,  
Harvard Business School (United States)*

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Christine Lagarde (on leave)  
*Director General,  
 International Monetary Fund (IMF)*

Marja Makarow  
*CEO, European Science Foundation (France)*

H. M. Nerurkar  
*CEO and Executive Director, Tata Steel (India)*

Antonio Pérez  
*President and CEO, Eastman Kodak Company  
 (United States)*

Mark S. Pu  
*President, IEA Holdings (China)*

Bernard Ramanantsoa  
*Dean, HEC School of Management (France)*

Maria Reig  
*President, Reig Capital Group (Andorra)*

David Risher  
*Former Senior Vice-President, Amazon.com  
 (United States)*

Alfredo Sáenz  
*Deputy Vice-President and Chief Executive,  
 Grupo Santander (Spain)*

Javier Solana  
*President, ESADEgeo - Center for Global  
 Economy & Geopolitics*

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## Representing ESADE

Eugenia Bieto  
*Director General*

Alfons Sauquet  
*Dean, ESADE Business School*

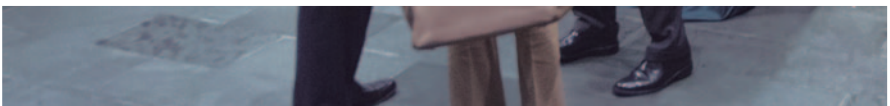
Carlo M. Gallucci  
*International Deputy Director General*



# 7



## ESADE ALUMNI



ESADE ALUMNI'S MISSION IS TO PROVIDE VALUE TO ITS MEMBERS, ESADE AND SOCIETY AS A WHOLE THROUGH THE VARIOUS ACTIVITIES AND SERVICES IT PROVIDES TO HELP ALUMNI IN THEIR PROFESSIONAL AND PERSONAL DEVELOPMENT.

## ESADE ALUMNI

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The lines of action guiding ESADE Alumni's activities this academic year include:

- Networking, the association's true reason for being and through which members can find numerous opportunities to develop both professionally and personally. Worth noting is the intense activity carried out by the functional and sector-specific clubs along with the association's international and territorial chapters.
- Entrepreneurial initiatives, fomented by the association, these initiatives have already achieved notable critical mass with 75 entrepreneurial projects proposed, 20 of which have received funding.
- Solidarity, including actions carried out voluntarily by a network of consultants, contributing to the professionalisation of the third sector (Alumni Giving Back).
- International projection, through activities carried out in international programmes (MBA and MSc) and intensifying the activities organised by our international network of chapters.
- More activities in Madrid, with a notable increase both quantitatively and qualitatively, including the recently organised Annual Conference with over a thousand participants.

None of these activities would have been possible without the enthusiasm and dedication of the executive board members, the club and chapter boards, the graduating class representatives and the entire ESADE Alumni staff.

## ESADE ALUMNI IN FIGURES

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### Number of members

---

2010-2011

16,380

2011-2012

17,180

### Number of events

---

2010-2011

749

2011-2012

825

### Number of participants

---

2010-2011

40,055

2011-2012

40,224

**ESADE ALUMNI NETWORK**

**48,500**

**Members**

**17,180**

Class representatives	705
Alumni members participating in the association's activities	900
Professional team members	41

**International chapters**

**33**

- Andorra
- Argentina
- Benelux
- Brazil
- California
- Canada
- Chicago
- Chile
- Colombia
- Costa Rica
- Dubai
- Ecuador
- France
- Germany
- Greater China
- India
- Israel
- Italy
- Japan
- Mexico
- Miami
- New York
- Peru
- Portugal
- Singapore
- Sweden
- Switzerland
- Taiwan
- Turkey
- UK
- Venezuela
- Washington

**Territorial clubs**

**12**

- Andalusia (Eastern, Granada)
- Andalusia (Western, Seville)
- Aragon
- Asturias
- Balearic Islands
- Basque Country
- Canary Islands
- Community of Valencia
- Galicia
- Girona
- Lleida
- Tarragona

**Functional and sector-specific clubs**

**20**

- Automobile
- BIT
- Business and Social Responsibility
- Cultural Industry
- Energy & Environment
- Espai Jaume Vicens
- Family Business
- Finance
- Global Business
- Health & Pharma
- Innovation
- Insurance
- Law
- Marketing
- Operations
- People and Organisation Management
- Public Management
- Real Estate
- Sports Management
- Tourism Management

*NEW:*

International Student Chapter: aimed at students currently enrolled in international programmes.

## COMMUNICATIONS

### 2012 Service company directory

- Frequency: annual
- Language: Spanish
- Sent online and offline to all alumni and students' parents

### ESADE alumni magazine

- Frequency: quarterly
- Language: Spanish, Catalan and English
- Sent online and offline to all alumni and students' parents

### ESADE alumni newsletters

- **ESADE ALUMNI ON**  
This newsletter includes links to videos of the most noteworthy events, as well as to the ESADE Alumni magazine, ESADEgeo book reviews and online services.  
Frequency: monthly
- **ESADE ALUMNI TODAY**  
Calendar of future events and those scheduled during the current month  
Frequency: every two weeks

### Website

**40,000** visits/month

www.esadealumni.net

Top 3 most visited pages (after the homepage):

- Directory
- Career Services
- Online services / bulletin board

### e-Conferences

**88**

Recorded sessions available on ESADE Alumni TV, ESADE TV and the ESADE channel on YouTube.

### Subscriptions

Events with subscription required 104

Alumni subscribed 4,677

By subscribing to events, alumni receive information via e-mail after the event: press releases, photos, videos, etc.

### Social networks

ESADE Alumni is also active on social networks, organising numerous activities through its official groups and pages.

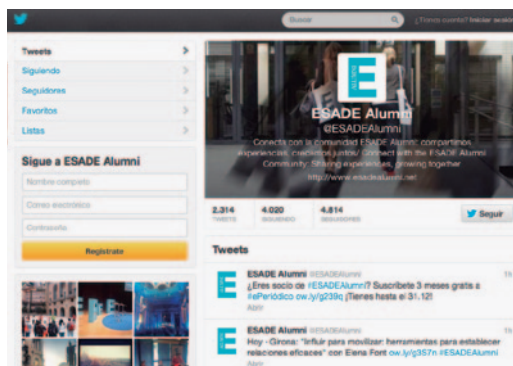
Twitter followers 4,100

LinkedIn members 7,150

Corporate Facebook page fans 963

International ESADE Alumni Facebook page fans 1,600

Alumni Giving Back Facebook page fans 150



**ENTREPRENEURSHIP**

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Alumni Entrepreneurship’s aim is to channel the supply and demand between entrepreneurs and investors, facilitating their contact and matching them according to their respective needs.

**ESADEBAN**

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This is a network of private investors promoted by ESADE Alumni. It operates in Barcelona, Madrid and Valencia and serves as a meeting point between investors searching for new opportunities and entrepreneurs with innovative projects which need external financing during their initial stages.

**ESADEBAN IN FIGURES**

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Financing for entrepreneurial projects	3,7M €
Business angels	104
Entrepreneurial projects receiving financing	20
Projects proposed to the network	280
Investment forums organised (8 in Barcelona, 3 in Madrid and 1 in Valencia)	12
Projects presented in investment forums	75

Alumni Entrepreneurship creates opportunities for entrepreneurs through:

- Investment forums
- “Last Thursdays”:  
*NEW:* Workshops for entrepreneurs  
*NEW:* Mentoring programme for entrepreneurs
- Conferences dedicated to investors and entrepreneurs





## CAREER SERVICES

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ESADE Alumni members can take advantage of our Career Services to manage their professional careers.

### Recruiters

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Companies can select from highly qualified professional profiles in the ESADE Alumni database to fill any vacancies they might have. They can also publish their own job offers by registering at [www.esade.edu/jobs](http://www.esade.edu/jobs)

### Job offers +2,900

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International and national job offers are posted in our job bank. See [www.esade.edu/jobs](http://www.esade.edu/jobs) for further details.

### Geographic distribution of jobs

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#### 2011-2012 ACADEMIC YEAR

Catalonia	1,266
Rest of Spain	816
Abroad	818
Total	2,900

### Exclusive services for members

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- **PROFESSIONAL ORIENTATION**  
Personalised professional orientation interviews (750 interviews in Spain / 66 abroad).
- **LEGAL-LABOUR COUNSELLING**  
Legal consulting for labour-related issues (98 consultations).
- **MENTORING PROGRAMME**  
To provide (mentor) or receive (mentee) information and knowledge which can be of use to develop the mentee's professional career (71 mentor-mentee matches).
- **COACHING PROGRAMME**  
Aimed at professionals currently undergoing a professional transition (8 programmes with 61 participants in Barcelona / 4 programmes with 31 participants in Madrid).

### Refresher programmes

---

Participants	4,394
Sessions	116

Conferences, seminars and practical workshops aimed at orienting and developing members' careers.

*NEW: Coffee drop-in sessions to share personal experiences and good practices regarding how to carry out job hunts.*

**ALUMNI GIVING BACK**

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The aim of the Alumni Giving Back project is to organise various initiatives to raise the alumni's and the ESADE community's awareness in general about the different social issues affecting the world today.

2011-2012 academic year

Volunteers	206
Services for third-sector organisations	40
Consulting hours	10,000
Film forum sessions	7

**Impact and satisfaction amongst volunteers**

---

A recent study on volunteers' involvement in third-sector organisations after having worked with Alumni Giving Back revealed the following:

- Volunteers rated their experience with a 7.4 out of 10.
- 98.3% would recommend the experience to other alumni.
- 42% had no previous volunteer experience and did not know about NGOs.

Through Alumni Giving Back:

- We succeeded in increasing volunteers' willingness to interact with third-sector organisations.
- Currently, 6 out of 10 volunteers who have worked with Alumni Giving Back continue working with one or more NGO.
- 62% declare that they are members of a third-sector organisation.

In terms of volunteers' future vision:

- Half of all volunteers might consider working full-time for an NGO.
- In some cases, volunteers have considered the possibility of launching entrepreneurial activities in the third sector.

**Film forum**

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A cycle of films as a tool for reflection and social debate.

**Solidarity consultants (6<sup>th</sup> edition)**

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ESADE faculty and alumni have offered pro bono consulting work to NGOs in Barcelona, Castellón, Girona, Madrid, Nicaragua, Tarragona and Valencia.

**Alumni Giving Back in numbers**

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(Total Project Balance 2006-2012)

- 623 alumni volunteers have worked on consulting projects.
- 102 third-sector organisations have benefited from the services of Alumni Giving Back.
- Over 2,000 attendees at Alumni Giving Back activities.
- We have dedicated over 27,000 consulting hours to philanthropic activities, valued at over 2.7 million euros.

## ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

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### Matins ESADE and Desayunos ESADE

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Sessions in which political, business and academic professionals describe their professional and personal experience.

#### MATINS ESADE

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Number of participants **2,314**

Number of sessions 14

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#### DESAYUNOS ESADE

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Number of participants **453**

Number of sessions 8

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### Refresher Programme

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For alumni to stay constantly up to date, ESADE faculty share their expertise in different areas through special classes offered both nationally and internationally.

Number of participants **2,275**

Number of sessions 26

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### Cycles, forums and conferences

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Renowned experts debate and share their experiences on different topics through these cycles, forums and conferences. Worth highlighting is the recently created cycle, "Corporate Internationalisation".

Number of participants **2,420**

Number of sessions 46

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### Women and Leadership Forum

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Distinguished female executives share their experiences regarding their professional and personal trajectories.

Number of participants **534**

Number of sessions 9

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### ESADE Alumni Evenings

---

Faculty members, business professionals and leaders with significant international exposure share their experiences and offer master classes (in English).

Number of participants **476**

Number of sessions 7

---

## ESADE ALUMNI ANNUAL CONFERENCE IN BARCELONA

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### "New Challenges in a Global Environment"

Nearly 3,000 people filled the Fórum auditorium in Barcelona for ESADE Alumni's most important annual event. Speakers included Pablo Isla (Inditex), Mikael Ohlsson (IKEA) and Javier Santiso (ESADEgeo).

- ESADE 2012 Awards  
Granted to Inditex and IKEA for their brilliant international trajectory and for backing innovation.
- 2012 ESADEBAN Award to the Best Start-Up  
Awarded to Wuaki.tv for its entrepreneurial initiative. Jacinto Roca (Lic&MBA 99), co-founder of Wuaki.tv received this award.



**PEOPLE, STRUCTURE AND RESOURCES**

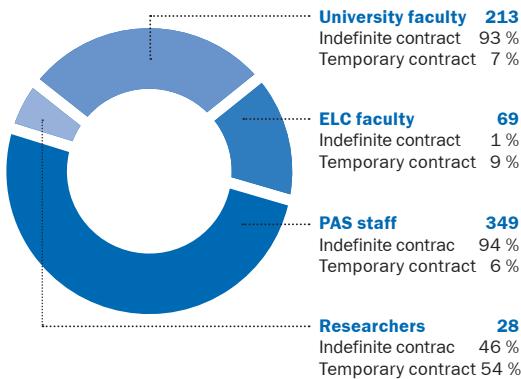


ESADE'S CULTURE IS GEARED TOWARDS  
 LEARNING, KNOWLEDGE AND INNOVATION,  
 AND IS BASED ON RESPONSIBILITY,  
 COMMITMENT AND MUTUAL RECOGNITION.

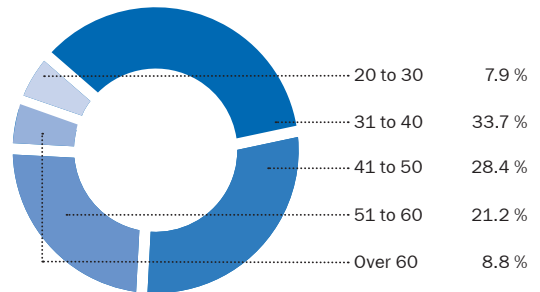
**ESADE STAFF AS OF 31 AUGUST 2012**

<b>Total personnel</b>	<b>659</b>
Administrative and service staff	377
Faculty	282

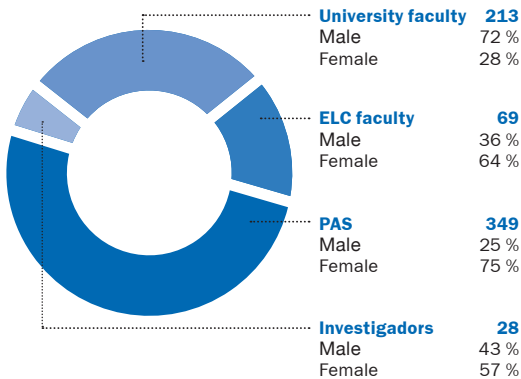
**Staff on permanent and temporary contracts**



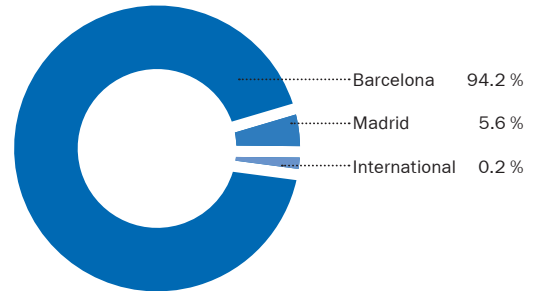
**Staff by age group**



**Employees by gender**



**Staff by campus**



**FACULTY**

MANAGEMENT AND LAW FACULTY	<b>159</b>
Nationalities	25
PhDs	70 %
AQU / ANECA accredited faculty	65 %
Visiting professors	44
Emeritus professors	3
Honorary professors	7
Part-time professors	30
Academic assistants	803
Guest executives/professors	418
EXECUTIVE LANGUAGE CENTER FACULTY	
Professors	69
Academic assistants	83
Nationalities	12

**AVERAGE EMPLOYEE TURNOVER**

AGE	
20 to 30 years old	1,37 %
31 to 40 years old	4,86 %
41 to 50 years old	4,25 %
51 to 60 years old	1,67 %
Over 61	0 %
SEX	
Male	13,77 %
Female	9,84 %
CAMPUS	
Madrid	13,51 %
Barcelona	12,24 %
INTERNATIONAL STAFF	
Number of employees (15.34% of total staff)	58
Nationalities	27
STAFF PARTICIPATING IN TRAINING PROGRAMMES	
Professional development	224
Languages	72



## ACADEMIC DEPARTMENT DIRECTORS

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### Management

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- Ángel Castiñeira, *Social Sciences*
- Carmen Ansótegui, *Financial Control and Management*
- Manuel Alfaro, *Marketing Management*
- Miguel Ángel Heras, *Operations Management and Innovation*
- Conxita Folguera, *People Management and Organisation*
- Joan Rodón, *Information Systems Management*
- Fernando Ballabriga, *Economics*
- Rosa Varela, *Quantitative Methods*
- Xavier Gimbert, *General Management and Strategy*

### Law

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- Sergio Llebaría, *Private Law*
- Marc García, *Public Law*

## NEW FACULTY MEMBERS

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- Antoni Abat Ninet, *Public Law*
- Paola M. Madini, *Financial Management and Control*
- Alex Makarevich, *People Management and Organisation*
- Daniela Noethen, *People Management and Organisation*
- Carolina Villegas Sánchez, *Economics*
- Ivanka Visnjic, *Operations Management and Innovation*

### Visiting faculty

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- Ruth Aguilera Vaqués, *General Management and Strategy*
- Paul Almeida, *General Management and Strategy*
- Jaime Bonache Pérez, *People Management and Organisation*
- Jaap Boonstra, *People Management and Organisation*
- Richard Boyatzis, *People Management and Organisation*
- Agustín L. Calvet Mulleras, *Financial Management and Control*
- John Dencker, *People Management and Organisation*
- Robert Emmerling, *People Management and Organisation*
- Mónica Franco Santos, *Operations Management and Innovation*
- Francisco Guzmán Garza, *Marketing Management*
- Alan Harrison, *Operations Management and Innovation*
- Hans S. Jensen, *Quantitative Methods*
- Eero Kasanen, *Financial Management and Control*
- Constance Lütolf-Carroll, *General Management and Strategy*
- James J. McGonigle, *General Management and Strategy*
- Kenneth P. Morse, *Operations Management and Innovation*
- Davide Nicolini, *Operations Management and Innovation*
- Michele Quintano, *Marketing Management*
- Mario Raich, *People Management and Organisation*
- Harry Scarbrough, *Operations Management and Innovation*
- John-Christopher Spender, *People Management and Organisation*
- Mike Sweeney, *Operations Management and Innovation*
- Wim Vanhaverbeke, *Information Systems Management*

## MANAGEMENT

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### Board of trustees

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The Board of Trustees is ESADE's main governing and representational body and the legal titleholder of ESADE's educational centres. Its statutes consolidate and reinforce the institution's legal structure, an institution based since its foundation on equal collaboration between the Society of Jesus and civil society. For this reason, Members of the Board of Trustees are equally divided. The Society of Jesus names half of these members, while the other half consists of civil society representatives. Members designate the latter through cooption, choosing from amongst distinguished individuals for their reputation in the business, legal, academic and/or cultural fields, after hearing the non-binding opinion in the Board of Trustees's Assembly of Members.

#### PRESIDENT

Pedro Fontana García

#### VICE-PRESIDENT

Josep Oriol Tuñí Vancells

#### SECRETARY

Josep E. Milà Mallafré

#### MEMBERS

Artur Carulla Font, Castejón Fernández, Sol Daurella Comadrán, Jesús M. Eguiluz Ortúzar, Jaume Guardiola Romojaro, Juan José López Burniol, Pedro Navarro Martínez, Juan M. Nin Gênova, Xavier Pérez Farguell, Llorenç Puig Puig, Manuel Raventós Negra, Mario Rotllant Solá, † Josep M. Rubiralta Vilaseca

### Executive committee

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Direction General serves to guarantee the unity of ESADE as a university institution, assuming senior management responsibilities in all areas and related to its educational centres, for academic, economic-administrative and personnel-related questions, as well as communications between ESADE and the Board of Trustees. The Executive Committee is the administrative body assisting Direction General in managing and coordinating all ESADE areas.

- Eugenia Bieto, *Director General*
- Alfons Sauquet, *Dean, ESADE Business School*
- Enric Bartlett, *Dean, ESADE Law School*
- Francisco Longo (since May 2012),  
Marcel Planellas (until March 2012)  
*Secretary General*
- Enrique López Viguria, *Institutional Secretary*
- Ramon Aspa, *Corporate Deputy Director General*
- Carlo M. Gallucci, *International Deputy Director*
- Manel Peiró, *Academic Vice-Dean*
- Ricard Serlavós, *Pedagogical Innovation Vice-Dean*
- Teresa Duplá, *Vice-Dean, Law School*
- Alfred Vernis, *Executive Director,  
University Programmes*
- Glòria Batllori, *Executive Director, MBA Programmes*
- Ignacio Serrano, *Executive Director, Executive Masters*
- Jaume Hugas, *Executive Director, Executive Education*
- Jonathan Wareham, *Vice-Dean for Research,  
ESADE Business School*
- Conny Hübner, *Executive Director,  
Executive Language Center*
- Josep Bisbe (since May 2012),  
Francisco Longo (until April 2012)  
*President, ESADE Faculty*



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### ESADE Madrid Campus

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- José María de la Villa  
*Director, Institutional Relations*
- Camelia Ilie  
*Director, Executive Education*

### ESADE Buenos Aires Campus

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- Alejandro Bernhardt  
*Director*




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### IN MEMORIAM.

 With the ESADE community's fond remembrance
 

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Max Boisot  
*Visiting Professor, Department of People  
Management and Organisation*  
7<sup>th</sup> September, 2011

Gean Cases  
*Retired Teacher, English Section,  
Executive Language Center*  
19<sup>th</sup> November, 2011

Montse Ollé  
*Professor and Director,  
Department of Business Policy*  
10<sup>th</sup> December, 2011

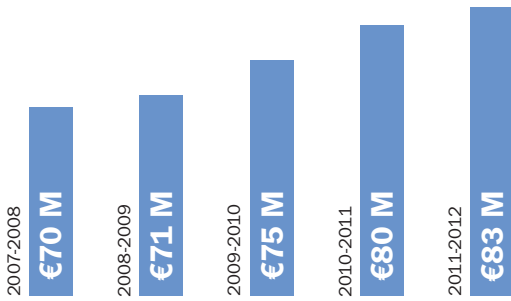
Jim Herbolich  
*Professor, Department of People Management  
and Organisation*  
8<sup>th</sup> April, 2012

Josep M. Rubiralta  
*Member, ESADE Board of Trustees*  
18<sup>th</sup> May, 2012

Alejandra Jané, Paula Jover, Claudia Peces  
and Julia Velasco (in a tragic accident)  
*Students in the first year of the BBA programme*  
1<sup>st</sup> June, 2012

**ECONOMIC INFORMATION**

**Evolution in income**



**Income statement**

TOTAL INCOME	<b>€83 M</b>
Personnel expenses	-€48 M
General expenses	-€26 M
Amortisation	-€6 M
OPERATING PROFIT	€3 M
FINANCIAL RESULTS	-€1 M
FINAL RESULTS	€2 M

**2011-2012 income**

TOTAL INCOME FROM ALL UNITS	<b>€83 M</b>
Law School	€10 M
Business School	€70 M
Executive Language Center	€3 M



<b>Balane assets</b>	
<b>NON-CURRENT ASSETS</b>	<b>€94 M</b>
Fixed assets	€78 M
Investments in group and associated companies	€10 M
Financial fixed assets	€6 M
<b>CURRENT ASSETS</b>	<b>€32 M</b>
Receivables	€9 M
Short-term financial investments	€14 M
Cash	€9 M
<b>TOTAL ASSETS</b>	<b>€126 M</b>

<b>Liabilities</b>	
<b>NET WORTH</b>	<b>€54 M</b>
Foundational fund + resources	€45 M
Fiscal year results	€2 M
Subsidies and donations	€7 M
<b>NON-CURRENT LIABILITIES</b>	<b>€26 M</b>
Long-term creditors	€26 M
<b>CURRENT LIABILITIES</b>	<b>€46 M</b>
Anticipated payments and income	€32 M
Other debts	€14 M
<b>TOTAL LIABILITIES</b>	<b>€ 126 M</b>

### **CAMPUS SURFACE AREA (IN M<sup>2</sup>)**

<b>BARCELONA-PEDRALBES CAMPUS</b>	<b>29.475</b>
Building 1	9.300
Building 2	7.475
Building 3	12.700
<b>BARCELONA-SANT CUGAT CAMPUS</b>	<b>42.576</b>
Academic building	16.260
Roberto de Nobili Hall of Residence	5.886
ESADECREAPOLIS	20.430
<b>MADRID CAMPUS</b>	<b>2.500</b>
<b>BUENOS AIRES CAMPUS</b>	<b>1.487</b>

## RESOURCES

### Technology and innovation

FACULTY WEBSITES	<b>1.800</b>
Number of computers	1.400
Number of system users	39.400
Incidents resolved	6.671

### PRIMARY NEWLY IMPLEMENTED SERVICES

- New economic-financial management system (SAP)
- New version of the e-learning platform (Moodle)
- New corporate website for mobile devices
- New intranet for faculty and PAS
- Improved system for planning and allocating teaching hours
- New system to create teaching guides



### Online library

DIGITALLY-FORMATTED DOCUMENTS CONSULTED	<b>148.080</b>
Books consulted or borrowed	14.224
New books	2.312
Training sessions	24
Publications in digital format	20.870

### JOURNAL SUBSCRIPTIONS AND ACCESS

Printed publications	470
Digital format	14.500

### Academic management

MATRICULATIONS	<b>4.548</b>
Degrees and diplomas issued	2.720
Certificates	7.942
Programmes managed by the Registrar's Office	61
SUBJECTS	<b>1.401</b>
Exams	1.742
Classrooms (including those in Building 2)	88

## ESADE training

This is the training plan launched by the Talent Management Area within the Human Resource Office and aimed at all ESADE professional groups. The goal of the plan is to improve employees' technical knowledge, competencies and skills.

TOTAL TRAINING HOURS FOR PAS  
ADMINISTRATIVE AND SERVICE STAFF **10.183,50**

Average number of hours per course and person	35,00
Total participants in training activities	296,00
Degrees	28,92

### TRAINING HOURS BY GENDER

Women	27,13
Men	37,26

## Internal communications

We have adopted an on-going improvement policy which encourages and recognises suggestions from employees to better internal processes and how work is structured. In addition, employees can access documentation on institutional policies and initiatives through various sections in our intranet. Similarly, other channels include our newsletter, communiqués, meetings, bulletin boards and screens.

## Average number of training hours

Analyst	19,13
Administrative assistant	23,66
Library assistant	41,17
Bookstore and copy assistant	5,00
Library assistant with degree	96,00
Research assistant	6,30
Researcher	22,67
Department head	5,50
1 <sup>st</sup> administrative officer	20,72
1 <sup>st</sup> auxiliary service officer	4,25
2 <sup>nd</sup> auxiliary service officer	10,79
Full-time assistant professor	19,56
Partial 2C assistant professor	16,50
Full assistant professor	46,50
Exclusive lecturer	19,31
Full lecturer	30,94
Exclusive associate professor	31,50
Programmer	19,38
Specialist trade technician	6,50
Mid-level employee with degree	46,14
Senior-level employee with degree	28,92

**RESOURCES**

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**Dialogues with Management**

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We have consolidated “Dialogues with Management” with numerous meetings led by people from different services and departments to encourage dialogue on different topics of interest (the academic sector, business, strategic focuses, projects, etc.).

Participants	91
.....	
PAS administrative and service staff participants	69 %
.....	

**Orientation plan**

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Those joining ESADE have an orientation plan available, allowing them to meet various of the institution’s executives, teams and services to facilitate their adaptation and socialisation.



**Employee benefits**

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ESADE offers various benefits to its employees. The following are worth noting, amongst others: reduced registration fees for family members, pension plans, training, group life insurance, the E-Flex programme, shuttle service between campuses, medical check-ups, sports facilities, etc. Members of staff also receive restaurant ticket vouchers. Employees with temporary contracts or reduced work schedules can also take advantage of these benefits, excepting the pension plan which requires a minimum of two years’ employment. ESADE contributes 2.5% of employees’ gross salary to the pension plan and, depending on the institution’s profits, up to an additional 1.5%.

**Collective bargaining agreement and the Staff Committee**

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100% of our employees are covered by the collective bargaining agreement and represented by the Staff Committee which holds weekly meetings with the Human Resources Department to discuss topics affecting staff. It also holds a quarterly meeting with Direction General. In addition, there is a Work Health and Safety Committee consisting of six members and an external delegate. The six members are chosen equally by Management and the Staff Committee.

### Job and personal reconciliation

At ESADE, we respond appropriately to different situations in which reconciliation measures are needed to be able to satisfy to the personal needs of individuals while still being able to provide adequate services in our units and departments. The rate of return for employees after maternity and paternity leave is 100%.

### Absenteeism rates

Barcelona	1,48 %
Madrid	0,93 %
Males	0,78 %
Females	1.93 %

There were no fatalities in work-related accidents during the 2011-2012 academic year.

### Language Advisory Service

#### TRANSLATIONS AND CORRECTIONS

Total number of words revised	3.188.928
Total number of words translated	3.312.471

#### TRAINING AND CONSULTING

Catalan courses for MBA students and PhD candidates

Course to accredit the proficiency level for teaching and research staff (two courses)

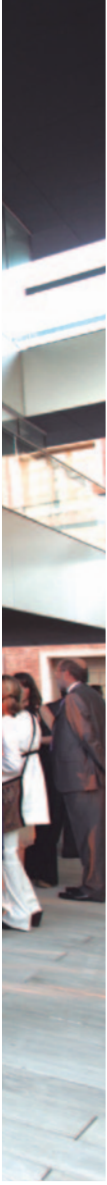
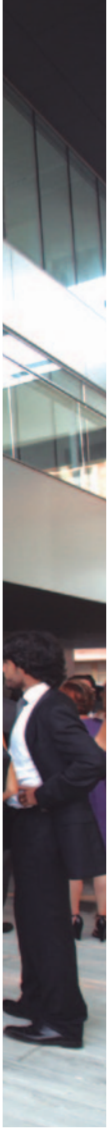
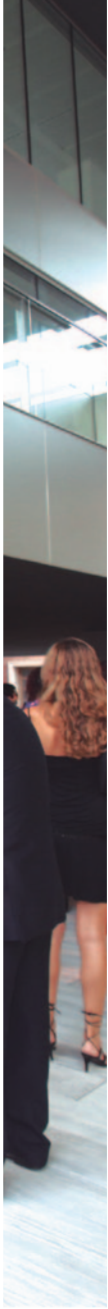
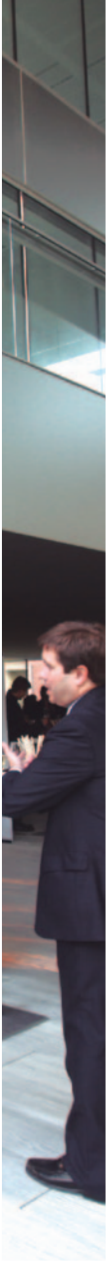
Translation and advisory work in relation to numerous projects, studies and reports

### Policy regarding suppliers: standardisation and development

During the 2011-2012 academic year, we implemented a supplier standardisation process to improve supply chain management. The aim is to minimize costs, identify competitive advantages and control risks regarding our corporate reputation. A good relationship between our institution and the supply chain implies an improved corporate image, reduced costs, better internal management and a response to our stakeholders' demands, increasingly committed to social and environmental concerns. In this respect, our contracts with suppliers have increasingly included specific clauses related to Corporate Social Responsibility (CSR) and the Global Compact. We feel it is extremely important to continue improving our suppliers' relationship with and knowledge of ESADE, promoting their alignment with our institutional mission and values to guarantee a stable and beneficial relationship for all parties.

# 9

## RELATIONSHIP WITH ORGANISATIONS AND COMPANIES





SUPPORTING ESADE'S EDUCATIONAL  
PROJECT MEANS HELPING  
TO CREATE A BETTER FUTURE.

## PRIVATE SUPPORT FOR FUNDACIÓ ESADE

During the 2011-2012 academic year, contributions from companies and ESADE alumni exceeded 4.4 million euros. This figure, more than just its economic significance, is also a clear indicator of society's support for ESADE's educational project. The funds donated have been targeted to strengthen two priority investment areas: on the one hand, research and teaching excellence and, on the other, talent recruitment.

*"The Scholarship Programme was fundamental for me to fulfil my goal: study at ESADE."*  
Madalina Botoroaga. MBA scholarship recipient



3<sup>rd</sup> edition of the "Talent Gathering",  
bringing together donors and scholarship recipients

### Research and teaching excellence (74 %)

**€3,282,004**

Contributions targeted to research have enabled us to create and transfer relevant knowledge in the business and legal fields. These donations have facilitated the work of 21 research units that have been able to carry out strategic projects in key areas such as social responsibility, entrepreneurship and innovation.

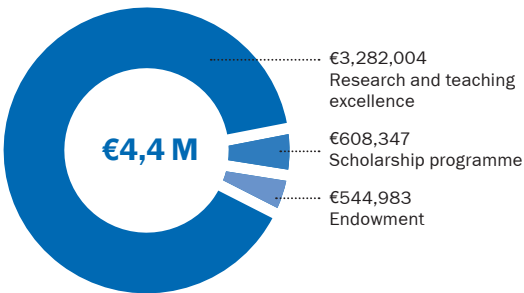
### Scholarship programme (14 %) **€608,347**

ESADE's Scholarship Programme is the School's main instrument to ensure that the most talented candidates study at ESADE, wherever they are from and regardless of their financial resources. Contributions from private companies and individuals have been used mainly to fund talent scholarships for undergraduate programmes and the Master in Legal Practice, as well as scholarships for the MSc, MBA and PhD programmes.

### Endowment (12 %) **€544,983**

ESADE's endowment fund, whose profits are solely used for strategic projects, now totals €5,81 M.

**TOTAL CONTRIBUTIONS**



**COLLABORATING COMPANIES AND FOUNDATIONS**

**Contributors to ESADE'S research projects and scholarship programme**

**SENIOR PARTNERS**

Agrolimen, BBVA, ESADE Alumni, Obra Social "la Caixa", Fundación PwC, Fundación Ramón Areces, Fundación Repsol, Santander, Werfen Group

**PARTNERS**

Abertis, Banco Sabadell, Fundación Banco Sabadell, Fundación Cultural Banesto, Everis, Fundació Lluís Carulla, Gas Natural Fenosa, ICEX/Invest in Spain

**INVESTORS**

CaixaBank, Deloitte, Elecnor, Ernst&Young, Fundación Jesús Serra/Grupo Catalana Occidente, Fundación Alimentum, Fundación Caja de Ingenieros, KPMG, Nestlé España, Fundació Puig, Reig Patrimonia, Zurich España

**OTHER CONTRIBUTORS**

3M España, Apax, Banca Cívica, Barcelona Activa, Anudal, Bonduelle, Cámara de Comercio de EE.UU. en España, Capsa, Coca-Cola, Codorníu, Danone, DKV Seguros, Ficosa Internacional, Freixenet, Fundació Barcelona Comerç, Fundació Creafutur, Fundació Navegació Oceànica Barcelona, Fundación ONCE, Fundación Príncipe de Girona, Fundación Rafael del Pino, Gallina Blanca, Heineken, IBM, Kellogg's, Manpower, Mercer, Microbank "la Caixa", Novartis Farmacéutica, Panrico, Pascual, PepsiCo, Pescanova, RESA, Science|Business, Siemens, Telefónica, Unilever

## ASSEMBLY OF BOARD OF TRUSTEE MEMBERS

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The Assembly of Fundació ESADE Members (Assembly of Trustees) consists of individuals and organisations. The Assembly's role is to inform and advise the Board of Trustees, the Foundation's governing body, about the needs, demands, orientation and evolution of civil society to thus be able to better fulfil its responsibilities.

In addition to this advisory role, the Assembly of Trustees represents the most important business forum linked to the Foundation, with representatives from numerous national and international organisations. They collaborate at the institutional level with Fundació ESADE through economic contributions to promote ESADE's strategic projects, primarily in the areas of research and talent recruitment. Currently, the Assembly includes the following members:

### INDIVIDUALS

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- Bruguera Clavero, Juan José
- Castejón Fernández, Germán
- Espiau Espiau, Manuel
- Fàbregas Vidal, Pere-A.
- Gallardo Ballart, Jorge
- Guarnier Muñoz, Francisco
- Iglesias Sitjes, Jaume
- Khalo Glykidis, Esteban
- Magriñà Veciana, Lluís
- Pérez Farguell, Xavier
- Soler Pujol, Joan Manuel
- Trías Sagnier, Miguel
- Vidal Arderiu, Ignasi M.

### LEGAL ENTITIES

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- Abertis
- Accenture
- Agrolimen
- Aramark
- Banco Sabadell
- BBVA
- CaixaBank
- Cámara Oficial de Comercio, Industria y Navegación de Barcelona
- Cementos Molins
- Cobega
- COMSA EMTE
- Desigual
- Danone
- Deloitte
- Endesa
- ESADE Alumni
- Esteve
- Everis
- Fluidra
- Freixenet
- Fundació CatalunyaCaixa
- Fundació Puig
- Fundació Banco Sabadell
- Fundació Damm
- Fundación Caja de Ingenieros
- Fundación Jesús Serra/Grupo Catalana Occidente
- Fundación PwC
- Fundación Repsol
- Fundación Ramón Areces
- Gas Natural Fenosa
- Grupo Mahou San Miguel
- Iberpotash
- IBM
- INCE
- ISS Facility Services
- KPMG
- "la Caixa"
- Metalogenia
- Miguel Torres
- Nestlé España
- Penteo ICT Analyst
- Reig Patrimonia
- Roca
- Santander
- Seat
- Tous
- Werfen Group

To all those who support ESADE, thank you.

## ESADE PROFESSIONAL COUNCIL

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- Juan Arena  
*President of Fundación SERES  
and Chair of the ESADE Professional Council*
- Maite Arango  
*Vice-President of the Board of Grupo Vip*
- Anna M. Birulés  
*President of Alta Business Services*
- Luis Conde  
*President of Seeliger y Conde*
- Fernando Conte  
*Chairman of Orizonia Corporación*
- Juan Ignacio Entrecanales  
*Vice-President of Acciona*
- María Garaña  
*President of Microsoft Spain*
- Ana García Fau  
*CEO of Yell Publicidad*
- Cristina Garmendia  
*Partner of Ysios Capital*
- Juan Lladó  
*Vice-President and CEO  
of Grupo Técnicas Reunidas*
- Iván Martín  
*Senior Partner and Managing Director of Energy  
Practice at Boston Consulting Group*
- Vicente Moreno  
*President and CEO of Accenture Spain*
- Mónica de Oriol  
*President of Seguriber-Umano*
- Ignacio Polanco  
*Honorary President of the Prisa Group*
- Francisco Román  
*President of Vodafone Spain*
- John M. Scott  
*President of KPMG Spain*
- Juan Manuel Soler  
*President of Quadis*
- Juan Antonio Zufiria  
*President of IBM Spain, Portugal,  
Greece and Israel*

## Representing ESADE

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- Eugenia Bieto  
*Director General*
- Pedro Navarro  
*Deputy Executive Chairman ESADE Foundation  
Board of Trustees*
- José M. de la Villa  
*Director of Institutional Relations and Secretary  
of the Professional Board*

## PROFESSIONAL BOARD OF THE LAW SCHOOL

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- Abertis Infraestructuras
- Abogacía General del Estado en Barcelona
- Agencia Tributaria, Delegación en Barcelona
- AGM Abogados
- Arasa & De Miquel - Euroforo
- Baker & McKenzie Abogados
- BDO Abogados
- Clifford Chance Abogados
- Colegio de Notarios de Cataluña
- Crowe Horwath Legal y Tributario
- Cuatrecasas, Gonçalves Pereira
- DANONE, SA
- Decanato de los Registradores de la Propiedad, Mercantiles y de Bienes Muebles de Cataluña
- Deloitte Abogados y Asesores Tributarios
- Ernst & Young Abogados
- Escuela Judicial
- Font Abogados y Economistas
- Freshfields Bruckhaus Deringer LLP
- Garrigues, Abogados y Asesores Tributarios
- Gas Natural Fenosa
- Gómez-Acebo & Pombo Abogados, SLP
- Iberdrola, SA
- Inspección de Trabajo y Seguridad Social
- Jausas
- KPMG Abogados
- "la Caixa"
- Mango
- Manubens & Asociados Abogados
- Pedrosa Lagos
- PepsiCo Europa
- Pérez-Llorca
- PricewaterhouseCoopers Tax & Legal Services
- Puig, SL
- Punto Fa, SL
- RCD Tax and Legal Consultants
- Roca Junyent
- Sara Lee
- Barcelona Arbitration Tribunal
- Uría Menéndez
- Vialégis Dutilh



# 10

# E

## COMMUNICATION AND PUBLICATIONS



**100% SCHOLARSHIPS**  
100% of the profits from ESADE SHOP are devoted to increasing the funds of the ESADE Scholarships Programme. THANK YOU!



ESADE IS AN ACADEMIC INSTITUTION,  
WHICH FOCUSES ON THREE MAIN AREAS  
OF ACTIVITY: TEACHING, RESEARCH AND DEBATE.  
THE RESULT OF EACH OF THESE AREAS  
OF ACTIVITY HAS A SIGNIFICANT SOCIAL IMPACT.

## ESADE COMMUNICATION

ESADE's prestigious professors and experts that carry out part of their activity in the numerous research units dedicated to the development and dissemination of knowledge in areas relevant to the business world, the public sector, the field of law and civil society. This work results in a considerable presence in the national and international media, as well as publications, magazines, studies, books and a broad range of webs and online resources that provide information on the diversity of the research activity undertaken by ESADE faculty.

## PRESENCE IN THE MEDIA 2011-2012

As a result of its commitment to the dissemination of knowledge, ESADE has always maintained a solid relationship with the media and in recent years has increased its presence in national and international information platforms.

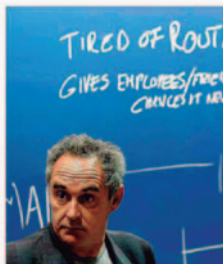
### El 'profesor' Adrià busca ideas para su fundación en ESADE

Impulsa un concurso internacional con varias facultades para mejorar el proyecto

**CRISTINA RUBIO / Barcelona**  
Ferran Adrià dejó boquiabiertos a los alumnos de máster de ESADE con una clase magistral sobre El Bulli Foundation. El chef busca ideas entre los alumnos de las escuelas de negocios más importantes del mundo para mejorar su nuevo proyecto, que verá la luz en 2014. Sin embargo, Adrià sorprendió a los presentes con una confesión de lo que agrada y hasta su vida personal.

«Coni molt de mèrit, se situarà al espèlcer per que havia decidit tancar el restaurant para convertir en una fundació. El concurs catalán más universal explici que le resultat és insuperable y violento por no satisfacer a todos los clientes que le pedían una mesa en

podía venir y me olvidaron, admitió después de que algunos alumnos de ESADE aceptara los motivos por los que decidió dejar El Bulli. Adrià se mostró amable, dicharachero y muy muy cercano. De hecho, admitió que la sociedad está acepta que el triángulo sea desmontado protagonizado, entre de los razones que le empujaron a dar paso a una nueva etapa, que culminó en tres años. Uno de sus sueños es abrir un museo junto a la fundación para atraer al millón de turistas que pasan por la Fundación Dalí y así poner el turismo en el Cap de Creus. Por lo que se refiere a la fundación de El Bulli, Adrià explicó que habrá un equipo Ega (una más estrechos colaboradores) lan-



El cocinero Ferran Adrià en la charla que impartió ayer en una sesión

situación que llegará de todas las partes del mundo. De hecho, Ferran Adrià atribuyó todo el mérito de su éxito al reducido equipo que siempre le ha acompañado: «Son los mejores del mundo de-

ció. En más, otro de los puntos del cambio de la fundación se debe a sus ojes. «Me decían que ya continuar así, que no veía millas, cuando tras un

## NATIONAL PRESS

National press	<b>7,222</b>
Op-ed articles	891
TV	560
Radio	750

## Evolution of ESADE's presence in national media

2008-2009

**4,126**

2009-2010

**4,782**

2010-2011

**5,345**

2011-2012

**7,222**

## Evolution of op-ed pieces appearing in national media

2008-2009

**419**

2009-2010

**416**

2010-2011

**613**

2011-2012

**891**



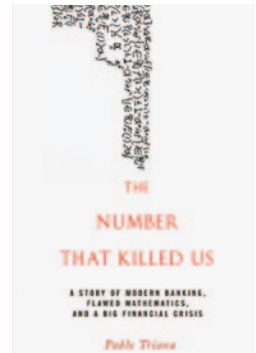
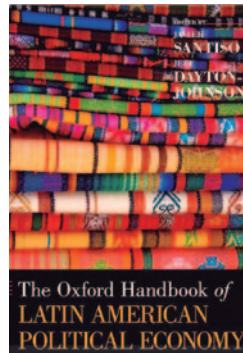
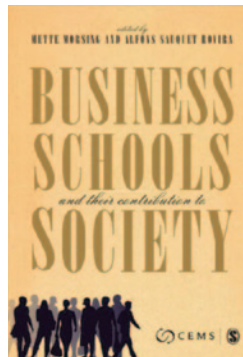
**INTERNATIONAL MEDIA**

ESADE's presence in the international media has grown notably this past academic year, growing by over 400% in reference publications compared to the previous year. ESADE has increased its presence in leading media such as *The Financial Times*, *International Herald Tribune*, *The Wall Street Journal* and *América Economía*, amongst others.



**ACADEMIC BOOKS AND PUBLICATIONS**

Academic publications have undergone a considerable increase over the last year, with a notable growth in the number of books and book chapters, research articles, contributions to academic conference proceedings, working papers, etc.





**REPORTS AND STUDIES**

The aim of the reports and studies undertaken by ESADE researchers and faculty members is to spread the knowledge created at the institution.

**Informe económico**

Developed by members of the Department of Economics, it presents biannually analyses and perspectives on economics.

**Informe OEME**

OEME Informe, a report prepared in collaboration with Fundación BBVA and PWC, analysing the future challenges faced by Spanish multinationals.

**Libro Blanco de la Iniciativa Emprendedora en España**

This white paper analyses the current state of entrepreneurial initiative in Spain and identifies the key factors to encourage and stimulate this spirit.

**Observatorio de Marcas Valiosas de Gran Consumo**

Prepared by the ESADE Brand Institute, this report analyses the strategies adopted by leading brands and recent consumer trends.

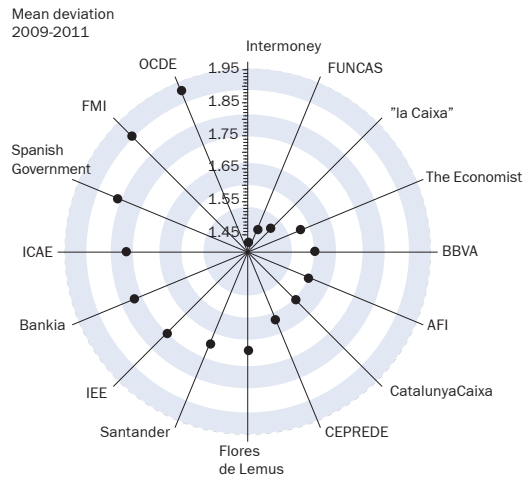
**Diana ESADE**

A study that measures the mean deviation of the main institutions that undertake Gross Domestic Product (GDP) predictions for the Spanish economy.



Las marcas de gran consumo más valiosas

Rank	Brand	Value (€)
1	Unilever	1.100
2	Walmart	1.000
3	Amazon	900
4	Google	800
5	Microsoft	700
6	Facebook	600
7	Apple	500
8	Alphabet	400
9	IBM	300
10	Oracle	200
11	LinkedIn	150
12	Twitter	100
13	Spotify	80
14	Netflix	70
15	Uber	60
16	Lyft	50
17	Dropbox	40
18	Slack	30
19	Zoom	20
20	Zoom	10



## ONLINE COMMUNICATION

ESADE sustains its growing activity in online communication media and is committed to communicating through new online platforms to transmit the knowledge created by our institution.

### ESADE Blogs

The ESADE Blogs project was created to give our experts a greater voice, letting them express their opinions on current events as well as the latest developments in their respective areas of expertise. The groups blog on different themes, including leadership, the global economy and geopolitics, law, social innovation, entrepreneurship, innovation, knowledge management, and development cooperation, amongst others.



### New mobile web

This new interface is based on HTML5 and allows users to quickly and efficiently access information on ESADE programmes through search engines as well as accessing the Admissions Office directly for any online consultations.



### ESADE Creates Opinion

This new online space lets users stay up to date with the opinions of ESADE's experts. The platform provides online access to op-ed articles published by ESADE faculty members and incorporates an advanced search engine by area of expertise. It also enables users to connect directly to their favourite social networks.

### ESADEShop

ESADEShop was created as a means to further build the ESADE brand through merchandising. It also aims to let all members of the ESADE community share in our institution's intrinsic values and encourage a sense of belonging. In addition, the project has a social dimension, namely, helping talented young students to be able to study at our institution. 100% of all benefits from ESADEShop sales are used exclusively to increase our scholarship fund and, in turn, inspiring futures.

## SOCIAL NETWORKS

ESADE maintains a transparent, dynamic and engaged presence in social networks, with an ample following in the leading platforms such as Facebook, LinkedIn and Twitter. ESADE was recently ranked 2nd in Spain for social media actions by the analytics group, Alianzo.

### ESADE is present on

#### FACEBOOK

- ESADE
- The ESADE MBA
- Executive Education
- Degrees
- MSc Programmes in Management
- Masters in Law
- Executive Masters



#### YOUTUBE



#### GOOGLE PLUS



#### PINTEREST



#### FOURSQUARE



#### TWITTER

- ESADE
- The ESADE MBA
- Executive Education
- MSc Programmes in Management
- Masters in Law
- Degrees
- EESADE News
- Prensa ESADE
- ESADEgeo
- ESADECREAPOLIS
- ESADE Institute for Social Innovation



#### FLICKR



#### iTUNES



#### SLIDESHARE



#### ISSUU



#### LINKEDIN

- ESADE
- Executive Education
- ESADE Alumni
- ESADE MBA
- *NEW*: ESADE MSc



#### BLOCS

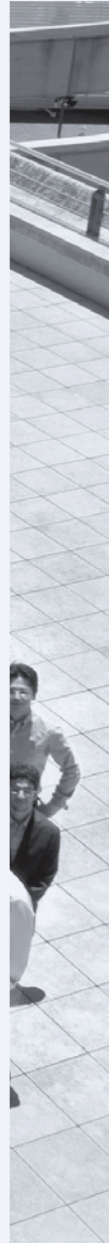
- Eugenia's Bieto blog
- The Law School blog
- Javier Solana's blog
- Pablo Triana's finance blog
- The Institute for Social Innovation blog
- The University Development Service blog
- The Institute for Innovation and Knowledge blog
- The Executive Language Center blog
- ESADE MBA blog



#### TUENTI



**ANNEXES**



## ANNUAL REPORT AND GRI REPORTING STANDARDS

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We have prepared this annual report within the framework of the Global Reporting Initiative (GRI) and its guidelines, representing a further step in ESADE's transparency and accountability. GRI aims to contribute to a global and sustainable economy in which organisations manage their economic, environmental, social and governance performance as well as their impact responsibly and with a clear reporting structure. Applying this reporting standard internationally allows us to improve our management systems and establish goals and objectives, as well as define performance indicators and improve how we measure their impact on our institution and on society.

### **Stakeholders**

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Including stakeholders is one of the GRI principles we used to define the content of this report. During the 2011-2012 academic year we held numerous meetings with our primary stakeholders, creating opportunities for dialogue to inform them about the ESADE Master Plan for Social Responsibility (E-CSR) and to hear their proposals. In the first stage, we presented this plan to:

- Fundació ESADE Board of Trustees
- Executive Committee
- Advisory Board
- Academic and Corporate Unit executives

Our objective for the 2012-2013 academic year is to continue with these meetings and open a dialogue with different members of our community (faculty, staff, students from the different programmes, ESADE alumni, etc.). Our aim is to listen to their needs and expectations, as well as their ideas, suggestions and contributions to move forward on our aim to become an increasingly sustainable and socially responsible academic institution. We also foresee creating internal and external E-CSR committees to work and advise on how to fulfil this aspiration.

## Decision-making process

After presenting the E-CSR Master Plan, we decided to go one step further in improving our transparency and accountability, adopting the GRI international standard. For this, we held meetings with different representatives from the academic and corporate units directly affected by this, presenting them with our proposal and ensuring their unanimous commitment moving forward with this transversal initiative. In light of this, the management team decided to apply the “C” level of GRI reporting. We then chose priority aspects for the institution, defined indicators along with those responsible for them.



## Definition of the annual report's content

To determine which content we would include in our annual report, we considered our mission, vision and Declaration of Values, along with the specific areas related to our mission (training, research and social debate), our strategy (globalisation, innovation, economic sustainability and organisational culture), the specific interests of our stakeholders, and the basic requirements or factors demanded of an academic institution at the international level.

Defining the areas and indicators included in this annual report is the result of work carried out for past annual reports though enhanced with input from the E-CSR Master Plan and contributions from the different stakeholders. In addition, we have also taken into account the Global Compact's 10 principles. To date, ESADe has completed the Global Compact's annual progress reports, and was awarded the GC Advanced level by Global Compact in the last edition. In preparing this annual report according to GRI standards, we directly include the content of these progress reports. Despite the volume of data our institution generates, we applied the principle of materiality, including all relevant issues in terms of their social, environmental and economic impact.

We also applied the principle of completeness, ensuring that all the information contained in our annual report details every significant action and initiative carried out during the academic year in question while including all relevant information. As regards content quality, we have applied the principles of balance, comparability, accuracy, timeliness, clarity and reliability as described in GRI protocols.

## ANNEX 2 - GRI: BASIC CONTENT AND INDICATORS

### Basic content

PROFILE	COVERAGE	PAGE / RESPONSE
1. STRATEGY AND ANALYSIS		
1.1 Statement from the organisation's senior decision-maker	Total	5
2. ORGANISATIONAL PROFILE		
2.1 Organisation's name	Total	Front cover
2.2 Primary brands, products and/or services	Total	21
2.3 Organisation's operational structure	Total	62
2.4 Location of organisation's headquarters	Total	8
2.5 Number of countries in which the organisation operates and carries out significant activity	Total	8
2.6 Nature of ownership and legal form	Total	62
2.7 Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	Total	23-25
2.8 Reporting organisation's scale (number of employees, net income, etc.)	Total	8, 59, 64-65
2.9 Significant changes during the reporting period (location, share capital, etc.)	Total	No significant changes
2.10 Awards and distinctions received during the reporting period	Total	9

### 3. ANNUAL REPORT PARAMETERS

PROFILE	COVERAGE	PAGE / RESPONSE
3.1 Reporting period for the content detailed in the annual report	Total	Front cover
3.2 Date of the most recent previous report	Total	2010-2011 academic year
3.3 Reporting cycle	Total	Annual
3.4 Contact point for questions regarding the report or its content	Total	Back cover
ANNUAL REPORT SCOPE AND BOUNDARY		
3.5 Process to define annual report content	Total	Annex 1
3.6 Boundary of the annual report	Total	Annex 1
3.7 Specific limitations on report scope or boundary	Total	Annex 1
3.8 Basis for reporting on any joint ventures, subsidiaries, etc., which may have a significant effect on the comparability between periods and/or organisations	Total	Not applicable
3.10 Description of any re-statements of information presented in previous reports	Total	Not applicable
3.11 Significant changes from previous reporting periods in terms of annual report scope, boundary or measurement methods	Total	Not applicable
GRI CONTENT INDEX		
3.12 Table identifying the location of the annual report's basic content	Total	Annex 2



#### 4. GOVERNANCE, COMMITMENT AND STAKEHOLDER ENGAGEMENT

PROFILE	COVERAGE	PAGE / RESPONSE
4.1 Organisation's governance structure	Total	62, 73
4.2 Indicate if the Chair of the highest governance body is also an executive officer and, if so, their function within the organisation's management	Total	62
4.3 Number of members in the highest governing body	Total	62
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Total	62, 67
4.8 Internally developed statements of mission or values, codes of conduct and principles regarding economic, environmental and social performance and the status of their implementation	Total	11-15
COMMITMENTS TO EXTERNAL INITIATIVE		
4.12 Externally developed economic, environmental or social principles or programmes as well as any other initiative to which the organisation subscribes or endorses	Total	16-19, 56
4.13 Primary associations to which the organisation belongs and/or national and international bodies which the organisation supports	Total	39, 47
STAKEHOLDER ENGAGEMENT		
4.14 List of the organisation's key stakeholders	Total	Annex 1
4.15 Procedure to identify and select the organisation's stakeholders	Total	Annex 1

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**Indicators**

PROFILE	COVERAGE	PAGE	
<b>ECONOMIC PERFORMANCE INDICATORS</b>			
EC 1	Direct economic value generated and distributed, including revenue, operating costs, employee salaries, donations and other investments in the community, retained earnings and payments to capital providers and governments	Total	64-65
EC 3	Coverage of the organisation's defined benefit plan obligations	Partial	68
<b>ENVIRONMENTAL PERFORMANCE INDICATORS</b>			
EN 1	Materials used by weight or volume	Total	16
EN 4	Indirect energy consumption by primary energy sources	Partial	16
EN 5	Energy saved due to conservation and efficiency improvements	Partial	17
EN 8	Total water consumption by source	Total	16
EN10	Percentage and total volume of water recycled and reused	Partial	17

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**SOCIAL PERFORMANCE INDICATORS**

PROFILE	COVERAGE	PAGE
LA 1 Total workforce by employment type, employment contract, region and gender	Total	59
LA 3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, detailed by significant locations of operation	Total	68
LA 15 Return to work and retention rates after maternity or paternity leave, detailed by gender	Total	69
LA 4 Percentage of employees covered by collective bargaining agreements	Total	68
LA 6 Percentage of total workforce represented in formal joint management-worker health and safety committees created to help monitor and advise on occupational health and safety programmes	Total	68
LA 7 Rates of absenteeism, occupational illnesses, days lost and number of work-related fatalities, by region and gender	Total	69
LA10 Average hours of training per year, per employee and per employee category	Total	67
LA13 Governing bodies and workforce, detailed by gender, age group, minority group membership and other diversity indicators	Total	59, 62
S01 Percentage of operations with implemented development programmes, impact assessments and local community participation	Total	18-19
PR5 Practices related to customer satisfaction, including client satisfaction survey results	Partial	23, 25

**ANNEX 3 - GRI: CERTIFICATE**

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## Statement GRI Application Level Check

GRI hereby states that **ESADE Foundation** has presented its report "Annual Report 2011-2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 19 December 2012



Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 14 December 2012. GRI explicitly excludes the statement being applied to any later changes to such material.*

## ANNEX 4 - UNITED NATIONS GLOBAL COMPACT PRINCIPLES

PRINCIPLES	RELATED POINTS IN THE ANNUAL REPORT	PAGE
1. Companies should support and respect the protection of internationally proclaimed human rights within their sphere of influence.	• Employee access to training - ESADE Training	67
	• Orientation plan	68
	• Mission and vision	11
	• Values	11
	• ESADE's SR Plan	14-15
	• Student solidarity programmes (Momentum, Alumni Giving Back, SUD, etc.)	18-19, 56
2. Businesses should make sure that they are not complicit in human rights abuses.	• Supplier certification and supplier policy developed	69
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• Staff Committee	68
	• Dialogues with Management Programme	68
	• Internal communications (different channels)	67
4. Businesses should support the elimination of all forms of forced and compulsory labour.	• Reconciliation/balance	69
	• Social benefits	68
5. Businesses should support the effective abolition of child labour.	Given the institution's type of activity, child labour is not a risk. By subscribing to the Global Compact's 10 Principles, ESADE is clearly committed to the eradication of child labour.	
6. Businesses should support the elimination of discrimination with respect to employment and occupation.	• Equal opportunities	13
	• Statement on diversity	13
	• DisCert certificate awarded	18
7. Businesses should support a precautionary approach to environmental challenges.	• World Community Grid project	16
	• Energy saving and improved efficiency initiatives	17

PRINCIPLES	RELATED POINTS IN THE ANNUAL REPORT	PAGE
8. Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>• ESADE Green Rules campaign</li> <li>• Measurements on changes in energy consumption</li> </ul>	<p>16</p> <p>16</p>
9. Businesses should encourage the development and diffusion of environmentally-friendly technologies.	<ul style="list-style-type: none"> <li>• Technological platforms developed to encourage online and network-based work</li> <li>• Reduced paper consumption for academic activities</li> <li>• Research, training and knowledge-sharing by the Institute for Social Innovation</li> </ul>	<p>66</p> <p>17</p> <p>29</p>
10. Businesses should work against corruption in all its forms, including extortion and bribery.	<p>By adhering to the Global Compact's 10 principles, ESADE demonstrates its express and public rejection of corruption and extortion.</p>	

## ACKNOWLEDGMENTS

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The team responsible for co-ordinating and publishing this Annual Report expresses its gratitude and appreciation to all those who have lent their support and collaboration towards making this project a reality. This Annual Report has been drafted with the greatest care and rigour. Please send comments or suggestions for improvement to [enrique.lopez@esade.edu](mailto:enrique.lopez@esade.edu)

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## inspiring **futures**

Through education, research and social debate, ESADE aims to continue inspiring futures and training individuals in order for them to go on to become competent professionals in Management and Law, as well as socially responsible citizens.

*Inspiring futures* through values: acting with personal integrity, high professional standards and social responsibility.

At ESADE, we don't intend being the best school *in* the world; we want to be one of the best schools *for* the world.

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