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</table>
THE IESE ALUMNI ASSOCIATION

In 2009, the IESE Alumni Association will celebrate its 50th anniversary. For half a century, the association has sought to support IESE and its graduates; provide lifelong learning for members; and respond to the evolving needs of alumni by offering outstanding services and networking opportunities.

Our key aspiration is to ensure that the school’s graduates continue participating in IESE learning experiences after completing a program. As IESE grows and becomes increasingly international, this aim becomes more challenging. And, clearly, it would not be achievable without the support of alumni themselves.

The IESE Alumni Association is one of the most active alumni groups among leading business schools. This is due to the unwavering commitment of our alumni. Today, the IESE alumni community includes around 32,000 executives, who live and work in more than 100 countries. The association’s 30 Regional Chapters around the world provide ever-closer links with graduates.

Through these 50 years, our mission has remained intact. A review of this year’s activities reflects the commitment the association continues to have toward ongoing education. Education is the essence of the association’s activities, the feature that best identifies and distinguishes us.

The association offers links with professors, experts, business leaders and executives who are able to share their concerns, interests and diverse experiences. This type of open exchange expands horizons and, at the same time, allows alumni to learn from the best.

Finally, the association gives graduates an opportunity to support IESE, and ensure that the school’s teaching and research activities are continuously advanced. By supporting the association, the school’s alumni guarantee that future generations of business leaders will also benefit from a high quality education.

MISSION

To bring together alumni who seek to maintain links with IESE, promote ongoing educational activities and foster collaboration among members and IESE.

AIMS

• Promote and develop continuous education for alumni all over the world

• Maintain and nurture professional and social relationships among alumni
• Support IESE’s goal of helping improve companies, in order to serve people and society, strengthening its educational aims and the development of research and management teaching.

• Increase awareness of IESE and its activities.

### PARTICIPATION IN ASSOCIATION ACTIVITIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous Education Program</td>
<td>22,336</td>
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<tr>
<td>2007 IESE Global Alumni Reunion</td>
<td>1,474</td>
</tr>
<tr>
<td>Class Reunions</td>
<td>2,387</td>
</tr>
<tr>
<td>Other Activities</td>
<td>1,006</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>27,303</strong></td>
</tr>
</tbody>
</table>
AFFILIATION

The profiles of IESE alumni are becoming more diversified, due to the high number of international students who participate in the school’s programs and who make the association increasingly global.

During the 2007-2008 academic year, IESE’s long programs attracted more than 1,800 students, 84 percent of whom joined the association following the program.

<table>
<thead>
<tr>
<th>ALUMNI BY REGIONAL CHAPTER*</th>
<th>No. of Alumni</th>
</tr>
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<tbody>
<tr>
<td><strong>Spain</strong></td>
<td></td>
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<tr>
<td>Andalusia</td>
<td>25,001</td>
</tr>
<tr>
<td>Aragon</td>
<td></td>
</tr>
<tr>
<td>Balearic Islands</td>
<td></td>
</tr>
<tr>
<td>Catalonia</td>
<td></td>
</tr>
<tr>
<td>Galicia</td>
<td></td>
</tr>
<tr>
<td>Levante</td>
<td></td>
</tr>
<tr>
<td>Madrid</td>
<td></td>
</tr>
<tr>
<td>Navarre-Basque Country-La Rioja</td>
<td></td>
</tr>
<tr>
<td><strong>EUROPE</strong></td>
<td>1,946</td>
</tr>
<tr>
<td>Belgium-Luxembourg</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td></td>
</tr>
<tr>
<td>The Netherlands</td>
<td></td>
</tr>
<tr>
<td>Nordic Countries</td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td></td>
</tr>
<tr>
<td>Portugal</td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td></td>
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<tr>
<td>United Kingdom</td>
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<td>Rest of Europe</td>
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<tr>
<td><strong>THE AMERICAS</strong></td>
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<tr>
<td>Argentina-Uruguay</td>
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<tr>
<td>Brazil</td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td></td>
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<tr>
<td>Chile</td>
<td></td>
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<tr>
<td>Colombia</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td></td>
</tr>
<tr>
<td>Peru</td>
<td></td>
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<tr>
<td>United States</td>
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<tr>
<td><strong>ASIA</strong></td>
<td>121</td>
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<tr>
<td>China</td>
<td></td>
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<tr>
<td>India</td>
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<td>Japan</td>
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<tr>
<td><strong>REST OF THE WORLD</strong></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>28,788</td>
</tr>
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</table>

* Data from Alumni with whom we are in contact (does not include Alumni without an address or who have passed away).

At the close of the 2007-2008 academic year, the Association had 13,261 members and an affiliation rate of 42.67 percent.
CONTINUOUS EDUCATION PROGRAM

The Continuous Education Program constitutes one of the association’s central activities and a main target of resources. In an increasingly global environment, the program continues to expand its presence in different countries around the world, thanks to the enthusiasm and continued support from the Regional Chapters.

In 2007-2008, the Continuous Education Program achieved two key goals that were set: greater levels of internationality and innovation.

With 73 sessions and 3,046 registered participants outside of Spain - 74 percent more than the previous year – the program is fulfilling the objective of reaching our increasingly international community. Currently, almost 5,000 alumni live and work outside of Spain. At the same time, within Spain, 136 reunions drawing 19,290 participants were held - a 17 percent increase over the previous year.

Another initiative of the association has been to organize two joint educational sessions with The Boston Consulting Group, and produce podcasts made available to members.

NEW ACADEMIC YEAR

In 2008-2009 academic year, we will seek to maintain stable levels of growth in terms of sessions outside of Spain, while continuing to address topics within the Continuous Education Program that are most relevant to members, according to surveys.

Specifically, during this academic year a Series on Family Business and the Series on Professional Career Development, addressing new aspects of this important area, will be offered.

See details on Continuous Education sessions in Annex 1.
PARTICIPANTS IN THE CONTINUOUS EDUCATION PROGRAM

<table>
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<tr>
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<td>Germany</td>
<td>7</td>
<td>492</td>
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<tr>
<td>United States</td>
<td>11</td>
<td>491</td>
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<tr>
<td>United Kingdom</td>
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<td>China</td>
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<td>41</td>
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<td>Japan</td>
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<td>220</td>
<td>2</td>
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<td>Poland</td>
<td>2</td>
<td>147</td>
<td>1</td>
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<tr>
<td>France</td>
<td>7</td>
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<td>The Netherlands</td>
<td>4</td>
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<td>Chile</td>
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<td>110</td>
<td>2</td>
<td>110</td>
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<td>Portugal</td>
<td>1</td>
<td>105</td>
<td>2</td>
<td>64</td>
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<tr>
<td>Brazil</td>
<td>3</td>
<td>94</td>
<td>3</td>
<td>155</td>
</tr>
<tr>
<td>Argentina - Uruguay</td>
<td>4</td>
<td>78</td>
<td>7</td>
<td>153</td>
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<td>Mexico</td>
<td>2</td>
<td>51</td>
<td>-</td>
<td>-</td>
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<td>Switzerland</td>
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<td>Austria</td>
<td>1</td>
<td>43</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Russia</td>
<td>1</td>
<td>40</td>
<td>-</td>
<td>-</td>
</tr>
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<td>Ecuador</td>
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<td>37</td>
<td>2</td>
<td>76</td>
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<td>India</td>
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<td>36</td>
<td>-</td>
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<td>Canada</td>
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<td>28</td>
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<td>Belgium and Luxemburg</td>
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<td>26</td>
<td>1</td>
<td>31</td>
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<td>Italy</td>
<td>1</td>
<td>21</td>
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<td>66</td>
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<tr>
<td>The Netherlands</td>
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<td>30</td>
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<td>21</td>
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<tr>
<td>Colombia</td>
<td>1</td>
<td>13</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Peru</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td>39</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
<td>94</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total outside of Spain</td>
<td>73</td>
<td>3,046</td>
<td>49</td>
<td>1,755</td>
</tr>
<tr>
<td>Total in Spain + outside of Spain</td>
<td>209</td>
<td>22,336</td>
<td>186</td>
<td>18,263</td>
</tr>
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</table>

E-CONFERENCES

Our e-conference system, which permits members to participate in sessions virtually through the association’s website, continues to offer an educational service that is both efficient and flexible.

During the 2007-2008 academic year, a total of 77 sessions were broadcast. Thanks to this new service, more than 2,000 members from over the world were able to access IESE sessions.

See Annex II for session details.

SHORT FOCUSED PROGRAMS, INDUSTRY MEETINGS AND SEMINARS

IESE offers special rates for members and alumni who wish to participate in Short Focused Programs and Industry Meetings. In 2007-2008, 34 Short Focused Programs, 8 Industry Meetings and 7 Seminars were held.
IESE’S 50TH ANNIVERSARY

THE ASSOCIATION AND IESE’S 50TH ANNIVERSARY

To mark IESE’s 50th anniversary, the Alumni Association organized events all over the world. The success of these alumni special conferences and other activities enabled the school to strengthen corporate development and improve its global position.

In each session, alliances were forged with widely recognized firms such as BCG, which also increased IESE’s visibility as one of the world’s leading business school.

The school’s alumni played a leading role. Thousands of association members attended the many activities organized for the 50th anniversary, in which included more than 200 high-caliber international speakers and figures such as Mons. Javier Echevarría, the chancellor of the University of Navarra and the Prelate of Opus Dei. Other highlights included the participation of Jay O. Light, the Dean of Harvard Business School, and W. Carl Kester, the deputy dean for academic affairs at HBS, which celebrated its 100th anniversary in 2008.

Moreover, alumni were able to take part in a series of exclusive events in different locations which included prestigious speakers such as: Michael Porter, the world-famous strategy expert (in Madrid); Jeffrey Pfeffer, professor of Stanford University (in San Francisco); James George Jatras, expert in foreign policy and director of Squire Sanders (in London); and Franz M. Haniel, director of Haniel Holding (in Munich).

See further details in Annex III.

International Meetings:

• **United States**: This session opened IESE’s 50th anniversary events and served as a platform for supporting IESE’s growing presence in the U.S. market.

• **Asia**: With the participation of Jordi Canals, Dean of IESE, and Prof. Pankaj Ghemawat as the main speaker, the event attracted more than 300 participants to sessions held in Hong Kong, Shanghai and Tokyo.

• **Europe**: Sessions were held in Munich, London, Amsterdam, Paris and Oslo.

• **Latin America**: This session was held in Chile.
### SPECIAL 50th ANNIVERSARY CONFERENCES

<table>
<thead>
<tr>
<th>Conference Description</th>
<th>Date</th>
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<tr>
<td>The Internationalization of Business Schools</td>
<td>October 4-6, 2007</td>
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<tr>
<td>3rd EVPA Annual European Conference in Madrid</td>
<td>October 25, 2007</td>
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<tr>
<td>Fifty Years of the Treaty: Assessment and Perspectives of Competition Policy in Europe</td>
<td>November 19-20, 2007</td>
</tr>
<tr>
<td>A Century of Harvard and Fifty Years of IESE</td>
<td>January 14, 2008</td>
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<tr>
<td>I International Conference on Cross-Cultural Leadership</td>
<td>January 16-17, 2008</td>
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<tr>
<td>The Future of Leadership and the Role of Business Schools</td>
<td>April 17-18, 2008</td>
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<tr>
<td>MIT-CISR International Practitioners Workshop</td>
<td>April 28-29, 2008</td>
</tr>
<tr>
<td>The New Media Landscape (MSI Conference)</td>
<td>May 8-9, 2008</td>
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<tr>
<td>15th International Symposium on Ethics, Business and Society</td>
<td>May 16, 2008</td>
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<tr>
<td>Special Academic Conference for the 50th Anniversary on Entrepreneurship</td>
<td>May 26, 2008</td>
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<td>Family Values and Value Creation: How Do Family-Owned Businesses Foster Enduring Values</td>
<td>June 5-6, 2008</td>
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<tr>
<td>Humanizing the Firm and the Management Profession</td>
<td>June 30 -July 2, 2008</td>
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<tr>
<td>Scancor Workshop on Institutional Theory</td>
<td>September 1-5, 2008</td>
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</tbody>
</table>
GLOBAL ALUMNI REUNION 2007

The IESE Global Alumni Reunion is our traditional meeting point to learn - from friends, professors and invited speakers. It is also an invaluable networking opportunity.

In 2007, the association decided to hold the 46th edition of the Global Alumni Reunion on IESE’s Barcelona campus. It was chance to “come home" and enjoy the sense of welcome felt at IESE in the school’s newly inaugurated facilities.

This memorable reunion officially kicked off the school’s 50th anniversary. As always, the program included a host of high-level speakers and more than 2,000 alumni from 25 countries attended. With the objective of widening the scope of conferences and experts, the event featured diverse parallel sessions.

BENEFIT CONCERT

On the eve of the academic sessions, alumni and family members, professors and IESE staff had the chance to enjoy a benefit concert at the Gran Teatro del Liceo de Barcelona, featuring the world-famous tenor Josep Carreras. Proceeds from the concert were donated to the Josep Carreras Foundation, which focuses on seeking a cure for leukemia and improving treatment.
# IESE Alumni Association - Annual Report 2007-2008

## 2007 IESE GLOBAL ALUMNI REUNION
BARCELONA, SEPTEMBER 27-28

<table>
<thead>
<tr>
<th>Session</th>
<th>Speakers</th>
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<tbody>
<tr>
<td><strong>Welcome</strong></td>
<td>Antonio Gónzalez-Adalid, President, IESE Alumni Association</td>
</tr>
<tr>
<td></td>
<td>Jordi Canals, Dean, IESE</td>
</tr>
<tr>
<td></td>
<td>Antonio Argandoña, Academic Director, IESE Global Alumni Reunion</td>
</tr>
<tr>
<td><strong>Growth and Sustainability: Opportunities for Europe</strong></td>
<td>Joaquin Almunia, EU Commissioner of Economic and Monetary Affairs</td>
</tr>
<tr>
<td></td>
<td>Antonio Argandoña, Professor, IESE</td>
</tr>
<tr>
<td><strong>How Do Companies Achieve Sustainable Growth?</strong></td>
<td>Ermenegildo Zegna, CEO, Ermenegildo Zegna Group</td>
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<tr>
<td></td>
<td>Paddy Miller, Professor, IESE</td>
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<tr>
<td></td>
<td>Juan Roure, Professor, IESE</td>
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<tr>
<td><strong>Macroeconomic Framework for Stable Growth</strong></td>
<td>Kenneth S. Rogoff, Professor, Harvard University</td>
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<tr>
<td></td>
<td>Roberto F. de Ocampo, Chairman of the Board of Advisors, RFO</td>
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<tr>
<td></td>
<td>Domenico Siniscalco, Vice Chairman and Managing Director, Morgan Stanley Int.</td>
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<tr>
<td></td>
<td>Juan José Toribio, Professor, IESE</td>
</tr>
<tr>
<td><strong>Foundations for a Decent and Dynamic Society</strong></td>
<td>Robert P. George, Professor, Princeton University</td>
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<tr>
<td></td>
<td>Carlos Cavallé, Professor, IESE</td>
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<tr>
<td><strong>Kola Real: de Ayacucho al mundo</strong></td>
<td>Carlos Añaños, General Director, AJEPER</td>
</tr>
<tr>
<td></td>
<td>Miguel Ferré, Professor, PAD, Universidad de Piura</td>
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<td></td>
<td>Antonio Argandoña, Professor, IESE</td>
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<tr>
<td><strong>Room for Everyone: Integration of Disabled Individuals</strong></td>
<td>Alberto Durán, Vice president, First Executive, Fundación ONCE and Executive President, Grupo Fundosa</td>
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<td>Francisco Belil, Vice president and General Director, Siemens</td>
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<td>Francisco Martín Frias, Executive President, MRW</td>
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<td></td>
<td>José Antonio Segarra, Professor, IESE</td>
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<tr>
<td><strong>Is There a Social Dimension of Private Equity?</strong></td>
<td>Ulrich Grabenwarter, Head, Equity Fund Investments</td>
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<tr>
<td></td>
<td>Stephan Lobmeyr, Managing Director, Change Capital Partners</td>
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<td>Heinrich Liechtenstein, Professor, IESE</td>
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<td>Julia Prats, Professor, IESE</td>
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<td><strong>Social Entrepreneurs as Partners in Global Markets</strong></td>
<td>Johanna Mair, Professor, IESE</td>
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<td>Joan Enric Ricart, Professor, IESE</td>
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<tr>
<td><strong>Speeding Up Africa’s Development: Some Projects in East Africa</strong></td>
<td>Luis Borrallo, Director of External Relations, Strathmore University</td>
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<td></td>
<td>Lucy Gikonyo, Professor, Strathmore University</td>
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<td>Javier Santomá, Professor, IESE</td>
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<tr>
<td><strong>Globalization Today and Tomorrow</strong></td>
<td>Pankaj Ghemawat, Professor, IESE and Harvard Business School</td>
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<td>Niall Ferguson, Professor, Harvard University and Harvard Business School</td>
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<td>Pedro Videla, Professor, IESE</td>
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<td><strong>How to Spark Growth Potential in Our Society</strong></td>
<td>Edmund S. Phelps, Professor, Columbia University and 2006 Nobel Laureate for Economics</td>
</tr>
<tr>
<td></td>
<td>Alfredo Pastor, Professor, IESE</td>
</tr>
</tbody>
</table>
NEW ALUMNI PORTAL

One of the main aims of the association this year was to renovate our website.

After carrying out a study based on the communication plan with alumni and members of the association, a project to relaunch the Alumni Association's website as a portal was put in motion. Two lines of closely related actions were established:

- The creation of new architecture and a redesign of the Alumni section of IESE’s website
- The launch of a marketing plan focused on alumni

Along the same lines, all digital and print communications were reviewed, as well as promotional materials, to ensure consistency in tone and message.

Objectives of this project were the following:

LOYALTY
- Boost satisfaction gained from becoming a member.
- Strengthen links with each member of IESE’s Alumni Association through:
  - Reactivation non-participating alumni.
  - Enrollment in new programs.
  - Higher participation levels in Continuous Education sessions.

AFFILIATION
- Increase the number of Alumni Association members.

COMMUNICATION
- Guarantee a fluid relationship between alumni and IESE.
- Foster awareness of the wide range of benefits offered to alumni.

INTEGRATION
- Facilitate members’ access to all knowledge generated at IESE (through the integration of a search function within IESE Insight in our portal), to all programs offered and all activities at IESE through one single point of access. In this way, members can access the services that are most valued at IESE without the need to leave the portal.

The alumni portal features a new design, to fit our alumni profile, which is functional and balanced; more agile and integrated navigation; more tools and a new structure, which is simple and clear with information grouped by topic.
The portal is structured in four large areas:

1- **Continuous Education**: This section includes the main service of the association – the Continuous Education Program – as well as access to all IESE knowledge, through the IESE Insight portal. This project was coordinated by the Research Division.

2- **International Community**: The IESE Alumni Association relies on the support from diverse Regional Chapters located all over the world. Currently, there are some 32,000 alumni in more than 100 countries. This section allows alumni to contact each other through the Alumni Directory and Virtual Communities. Access is also provided to all events promoted by the association all over the world.

3- **Professional Development**: Before beginning an active job search, it is vital to create a long-term strategic plan within a framework. It is also important to reflect on habits, capacities and experience. In this area, we seek to provide the member with key tools for developing their professional careers, as well as access to a database of professional opportunities.

4- **Resources and Services**: This section highlights all services offered to members by the association. This includes the *IESE Alumni Magazine*, e-mail account access, benefits provided by the membership card and the chance to carry out brief consultations with professors, among other services.
PROFESSIONAL CAREER DEVELOPMENT

The IESE Alumni Association evaluates and assists alumni in their professional careers.

This support is structured around the following services:

• Self-knowledge and professional development:
  Guidance for alumni in the evaluation of their professional and personal perspectives.

• Personal marketing:
  Necessary tools for entering the labor market and the job search process.

• Networking:
  An evaluation of the contact network and tools to expand and develop it.

• Labor market:
  Identification of different dimensions of the labor market.

• Legal advice and counsel:
  Evaluation and study of legal aspects of job opportunities.

Currently, alumni can access the Career Opportunities Data Base, which published 2,363 job offers in 2007-2008.

In addition, the IESE Alumni Association offers a coaching service for alumni seeking counsel and professional guidance. During 2007-2008, 279 personal interviews were conducted.

Also during the year, a Professional Career Series was organized, which met with great success. Fourteen sessions were offered, which drew the participation of 3,794 alumni. Barcelona was the backdrop for six sessions; Madrid, four; and others were held in Santiago de Compostela, Zaragoza, Seville and Valencia.

During the 2008-2009 year, more of these types of sessions will be held, and improvements in content will be implemented. At the same time, the division will work to make the service even more useful, while extending access through the new alumni portal.
OTHER EDUCATIONAL AND NETWORKING OPPORTUNITIES

Thanks to the initiative of IESE Alumni, other meetings are organized, which are detailed below:

2008 IESE AMP ALUMNI REUNION  
Barcelona, May 30

Welcome  
Prof. Jordi Canals, Dean, IESE  
Mireia Rius, Director of the Alumni Association  
Idunn Jónsdóttir, Director, AMP Barcelona  
Radosław Koszewski, Director, AMP Poland

Economy. The World Economic Outlook  
Prof. Pedro Videla, IESE

Finance. Financial Decision for Value Creation  
Prof. Ahmad Rahnema, IESE

Strategy. Scoping New Game Strategy  
Prof. Bruno Cassiman, IESE

Leadership. Lecture and Workshop: The Dali Tower: Leading and Developing People  
Prof. Pablo Cardona, IESE

GSM MOBILE WORLD CONGRESS

To coincide with the "GSM Mobile World Congress" in Barcelona, the IESE Alumni GSM Networking Event was organized once again this year. This event is aimed at alumni who work in the mobile telephone and telecommunications industries.

The initiative was spearheaded by Ida Gutiérrez de Escofet (PDG-03) and Hervé Humbert (MBA-05) in collaboration with the IESE Alumni Association. It was held at the Círculo Ecuestre in Barcelona.
CLASS REUNIONS

The Alumni Association lends its full support to the representatives of each graduate class of IESE in their efforts to organize regular reunions with their former classmates. During the 2007-08 academic year IESE held 76 reunions, which were attended by a total of 2,387 alumni. In addition, the Alumni Office was closely involved in the organization of 32 different class reunion events held outside IESE’s campuses.

One of the year’s most important class reunion events was the five-yearly anniversary celebrations for the MBA classes of 1968, 1973, 1978, 1983, 1988, 1993, 1998 and 2003, held on May 31 and attended by 476 people representing 29 different nationalities. The participants were joined by a host of IESE professors and a festive atmosphere reigned throughout the day’s proceedings.

For more information, see Annexe IV.

SENIOR MEMBERS

The dedication of our alumni is unwavering. To show our appreciation for this loyalty through the years, the association honors those who have been members of the group for 25 years with a commemorative memento.

During the 2007-2008 year, 76 members were recognized. The number of senior members has already reached 1,289.
PUBLICATIONS

IESE’s alumni can learn about research activities and new through a range of publications.

INTERNATIONAL ECONOMIC OVERVIEW

The monthly publication, *International Economic Overview*, published in English and Spanish, is one of the services most valued by alumni. Each month, professors from the school’s Department of Economics analyze the global economic context through interesting opinion articles. The articles are easy to read and offer an academic perspective of the most recent economic developments.

All editions of the *International Economic Overview* can be downloaded from the association’s website.

IESE INSIGHT

IESE Insight is the school’s knowledge portal. It provides access to studies, business cases and teaching materials generated by IESE professors and researchers. It also produces a free monthly e-newsletter, covering fresh business topics.

http://insight.iese.edu

IESE ALUMNI MAGAZINE

The *IESE Alumni Magazine* is a quarterly publication highlighting all the latest news at IESE. The magazine’s contents are divided into three main sections, which cover research, news and services.

www.ee-iese.com

NEWSLETTER@ALUMNI.NET

The Alumni Newsletter, published monthly, spotlights upcoming activities organized by the school and the association all over the world. This electronic publication is a key communications channel between alumni and the association.
RESEARCH EXCELLENCE AWARDS

With the goal of supporting the research work of IESE professors, the association created the Research Excellence Awards in 2002. Each year, these awards recognize the achievements of three of the school’s professors.

Specifically, the award recognizes work carried out in three areas: the best research article published in a refereed journal, the best book and the development of a new course or collection of teaching materials which has had a significant impact internationally or upon students.

In 2007, the following professors were honored:

**ÁFRICA ARIÑO**
Professor of Strategic Management
Ph.D. in Management (Organizational Strategy), University of California, Los Angeles
MBA, IESE, University of Navarra
Bachelor’s Degree in Economic and Business Science, University of Barcelona

Professor Ariño received a prize for the article “Strategic Alliance Contracts: Dimensions and Determinants of Contractual Complexity,” published in the *Strategic Management Journal*. The article was co-written with her colleague Jeffrey R. Reuer, of University of North Carolina. The article looks at how various types of contractual provisions bundle together and what factors ultimately determine contractual complexity. The authors’ findings indicate that contractual complexity hides various dimensions (those clauses aimed at guaranteeing the fulfillment of a contract and those aimed at coordinating the activities of the alliance). Each dimension is determined by different types of conditions. The practical relevance of this topic is illustrated by the fact that the results of this study have been disseminated throughout the business world in numerous high-level business magazines, as well as in the classroom.

**ANTONIO DÁVILA**
Professor de Accounting and Control and Entrepreneurship
Director of the IESE Ph.D. in Management Program
Doctor of Business Administration, Harvard University
MBA, IESE, University of Navarra
Bachelor’s Degree in Telecommunications Engineering, Universitat Politècnica de Catalunya

Professor Dávila was recognized for a series of three books titled “The Creative Enterprise,” written in collaboration with Professors Marc J. Epstein and Robert Sheldon. The first book looks at innovation from a strategic perspective. The second work examines the topic from the perspective of company culture and the individual. This part of the series also covers factors that influence creativity, and what societies throughout history have been the most creative and why; the evolution of Research and Development in the 21st Century, with the rise and fall of business laboratories focused on basic research; what organizations are the most creative and why; and what factors and personal characteristics influence creativity in individuals. The third book examines innovation from an implementation perspective.
Professors Mair and Seelos were awarded for their course “Entrepreneurial Strategies for Social Impact.” The course introduces concepts and tools that enable companies to collaborate with social entrepreneurs. It also focuses on innovative thinking, and ways of contributing toward the improvement of society through capturing new markets or creating new ones. In addition, it encourages them to carry out entrepreneurial projects that go beyond traditional business activities.

MBA SCHOLARSHIPS

Following our commitment to the development of young business leaders and managers, each year the association awards MBA scholarships to candidates in the MBA program who have outstanding academic and professional backgrounds. The scholarships cover 50 percent of the fees for the first and second year of the program.
THE ASSOCIATION’S GOVERNMENT

The association’s government is structured around two groups: an Executive Committee and a Governing Board, which seek to fully represent the interests of all alumni. The Executive Committee is the executive body of the association. Its work centers on symposia, which cover different activities and services. It is also in charge of approving budgets and presenting the annual accounts to the Governing Board. The Governing Board meets annually and approves the annual report and the budget, while also taking into account proposals and suggestions from members and other alumni. All alumni are represented on the board by the class president and secretary, as well as the president and vice president of each Regional Chapter.

<table>
<thead>
<tr>
<th>EXECUTIVE COMMITTEE</th>
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</thead>
<tbody>
<tr>
<td>President</td>
</tr>
<tr>
<td>Antonio González-Adalid (MBA ’75)</td>
</tr>
<tr>
<td>Vice presidents</td>
</tr>
<tr>
<td>Joan Molins (PDG ’71)</td>
</tr>
<tr>
<td>Jorge Sendagorta (PADE ’90)</td>
</tr>
<tr>
<td>Members</td>
</tr>
<tr>
<td>Juan Asúa (MBA ’89)</td>
</tr>
<tr>
<td>Ricardo Barcelona (MBA ’85)</td>
</tr>
<tr>
<td>Alejandro Beltrán (MBA ’98)</td>
</tr>
<tr>
<td>José Felipe Bertrán (PADE ’65)</td>
</tr>
<tr>
<td>Jordi Canals, Dean of IESE</td>
</tr>
<tr>
<td>Aurora Catá (MBA ’89)</td>
</tr>
<tr>
<td>Carlos Costa (MBA ’86)</td>
</tr>
<tr>
<td>Joaquín Faura (MBA ’78)</td>
</tr>
<tr>
<td>Ramón Ferraz (EMBA ’93)</td>
</tr>
<tr>
<td>Jacobo González-Robatto (EMBA ’86)</td>
</tr>
<tr>
<td>Luis Hernández de Cabanyes (PADE ’00)</td>
</tr>
<tr>
<td>William MacDonald (MBA ’92)</td>
</tr>
<tr>
<td>Jordi Mercader (MBA ’69)</td>
</tr>
<tr>
<td>Amparo Moraleda (PDG ’95)</td>
</tr>
<tr>
<td>Mª del Mar Raventós (PADE ’01)</td>
</tr>
<tr>
<td>Mireia Rius (MBA ’94) Director of the IESE Alumni Association</td>
</tr>
<tr>
<td>Javier Robles (PDG ’90)</td>
</tr>
<tr>
<td>Mª del Pino Velázquez Medina (MBA ’91)</td>
</tr>
<tr>
<td>Rafael Villaseca (MBA ’76)</td>
</tr>
</tbody>
</table>
The activities of the Regional Board in Madrid should also be highlighted, as well as the high number of members that take part in activities there.

**REGIONAL BOARD IN MADRID**

**President**
Jorge Sendagorta (PADE ’90)

**Members**
Pedro Víctor Barriuso Otaola (MBA ’88)
Javier Bernal Dionis (MBA ’89)
Jordi Canals Margalef, Dean of IESE
Juan Antonio Castellanos García Global (EMBA ’02)
Natalia Centenera Ulecia (MBA ’88)
Mª José Chiarrí Toscano (MBA ’99)
Baldomero Falçones Jaquiotot (MBA ’72)
Juan Antonio Galán Gamero (EMBA ’92)
Juan Carlos García Centeno (EMBA ’95)
José Mª García-Hoz Rosales (PDG ’79)
Francisco Iniesta Pujante (MBA ’90)
Pedro Larena Landeta (MBA ’85)
Juan Luis López Cardenete (EMBA ’87)
Pedro Mielgo Álvarez (PDD ’86)
José Luis Palomo Álvarez (PDG ’89)
Sonia Pascual Gómez-Cuetara (PDG ’04)
Josep M. Ribes Ardanuy (EMBA ’93)
Mireia Rius (MBA ’94) Director of the IESE Alumni Association
José Luis Rojas Toribio (MBA ’88)
Juan José Toribio Dàvila (PADE ’96)
Enrique Used Aznar (PADE ’86)

In order to optimize service to alumni, the association is organized geographically by Regional Chapters, each with its own board.

The Executive Committee delegates all functions to Regional Chapters that they request and which improve the effectiveness of the association.

Moreover, due to the continually increasing number of participants in IESE’s international programs, new Regional Chapters are being created to reach alumni in diverse countries. During the year, new chapters were established in Russia and Switzerland.
### REGIONAL CHAPTERS

<table>
<thead>
<tr>
<th>Regional Chapter</th>
<th>President</th>
<th>Program</th>
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<tbody>
<tr>
<td><strong>Spain</strong></td>
<td></td>
<td></td>
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<tr>
<td>Andalusia</td>
<td>Pedro Guerrero</td>
<td>MBA '90</td>
</tr>
<tr>
<td>Aragon</td>
<td>Juan Antonio García Toledo</td>
<td>PDG '95</td>
</tr>
<tr>
<td>Balearic Islands</td>
<td>Raúl González</td>
<td>MBA '86</td>
</tr>
<tr>
<td>Catalonia</td>
<td>Antonio González-Adalid</td>
<td>MBA '75</td>
</tr>
<tr>
<td>Galicia</td>
<td>Luis Fernando Quiroga</td>
<td>PADE '83</td>
</tr>
<tr>
<td>Levante</td>
<td>Iñigo Parra</td>
<td>MBA '90</td>
</tr>
<tr>
<td>Madrid</td>
<td>Jorge Sendagorta</td>
<td>PADE '90</td>
</tr>
<tr>
<td>Navarra-Basque Country-La Rioja</td>
<td>José Mª Aracama</td>
<td>MBA '79</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>Alexander Mettenheimer</td>
<td>AMP '05</td>
</tr>
<tr>
<td>Belgium-Luxembourg</td>
<td>Laurence Battaille</td>
<td>MBA '95</td>
</tr>
<tr>
<td>France</td>
<td>Bruno Herlicq</td>
<td>MBA '00</td>
</tr>
<tr>
<td>Italy</td>
<td>Marco Morgese</td>
<td>MBA '03</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>Philip Alberdingk</td>
<td>MBA '89</td>
</tr>
<tr>
<td>Nordic Countries</td>
<td>Svein Tryggestad</td>
<td>MBA '94</td>
</tr>
<tr>
<td>Poland</td>
<td>Marcin Wyszmierski</td>
<td>MBA '04</td>
</tr>
<tr>
<td>Portugal</td>
<td>Luis Graça</td>
<td>PADE '01</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Chris Daniels</td>
<td>MBA '00</td>
</tr>
<tr>
<td>Russia</td>
<td>Andrey Smirnov</td>
<td>GEMBA '07</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Bence Andras</td>
<td>AMP '07</td>
</tr>
<tr>
<td><strong>The Americas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Argentina/Uruguay</td>
<td>Néstor Farias</td>
<td>MBA '68</td>
</tr>
<tr>
<td>Brazil</td>
<td>Pending nomination</td>
<td></td>
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<tr>
<td>Canada</td>
<td>Alfonso Soriano</td>
<td>MBA '84</td>
</tr>
<tr>
<td>Chile</td>
<td>Patricio Jottar</td>
<td>MBA '88</td>
</tr>
<tr>
<td>Colombia</td>
<td>Fernando Jaramillo</td>
<td>MBA '86</td>
</tr>
<tr>
<td>United States</td>
<td>William Layton</td>
<td>MBA '95</td>
</tr>
<tr>
<td>Mid-Atlantic Region</td>
<td>Alan Pace</td>
<td>MBA '94</td>
</tr>
<tr>
<td>South Atlantic Region</td>
<td>Clemencia Restrepo</td>
<td>MBA '71</td>
</tr>
<tr>
<td>West Atlantic Region</td>
<td>Robb Bittner Stuart</td>
<td>MBA '98</td>
</tr>
<tr>
<td>Mexico</td>
<td>Carlos Acero</td>
<td>MBA '88</td>
</tr>
<tr>
<td>Peru</td>
<td>Alberto Garro</td>
<td>MBA '88</td>
</tr>
<tr>
<td><strong>Asia</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>Myra Yu</td>
<td>MBA '99</td>
</tr>
<tr>
<td>India</td>
<td>Vinay Kothari</td>
<td>MBA '92</td>
</tr>
<tr>
<td>Japan</td>
<td>Akihiro Kasai</td>
<td>MBA '03</td>
</tr>
</tbody>
</table>
The IESE Alumni Association contributes toward the school’s teaching activities and research through the financial contributions of its members. In 2007-2008, contributions rose 9.47 percent, and the number of IESE sponsors tripled.

Operational costs were reduced, as compared with the previous year, due mainly to the fact that the 2007 Global Alumni Reunion was held on IESE’s campus. It should also be noted that investments in support for career development services increased by 26,000 euros.

Personnel expenses rose due to an expansion of the Alumni Division’s staff, which grew in order to manage new projects and greater international activity.

### FINANCIAL REPORT

<table>
<thead>
<tr>
<th></th>
<th>2006-2007</th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>3,357,921</td>
<td>3,797,555</td>
</tr>
<tr>
<td>Member contributions</td>
<td>3,302,221</td>
<td>3,615,555</td>
</tr>
<tr>
<td>Sponsors</td>
<td>55,700</td>
<td>182,000</td>
</tr>
<tr>
<td>Expenses</td>
<td>2,054,804</td>
<td>2,311,575</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>1,136,177</td>
<td>1,028,639</td>
</tr>
<tr>
<td>Continuous Education Program (1)</td>
<td>251,509</td>
<td>249,324</td>
</tr>
<tr>
<td>IESE Global Alumni Reunion</td>
<td>443,440</td>
<td>355,335</td>
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<tr>
<td>MBA Alumni Reunion</td>
<td>54,423</td>
<td>0</td>
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<tr>
<td>Class Meetings</td>
<td>33,675</td>
<td>43,548</td>
</tr>
<tr>
<td>Regional Alumni Chapters Activities</td>
<td>164,812</td>
<td>167,534</td>
</tr>
<tr>
<td>Publications</td>
<td>69,427</td>
<td>73,371</td>
</tr>
<tr>
<td>Support for Career Development Services</td>
<td>31,097</td>
<td>57,731</td>
</tr>
<tr>
<td>Other Services and General Management</td>
<td>87,794</td>
<td>81,796</td>
</tr>
<tr>
<td>Staff Expenses</td>
<td>714,833</td>
<td>849,069</td>
</tr>
<tr>
<td>General Expenses (2)</td>
<td>203,794</td>
<td>433,867</td>
</tr>
<tr>
<td><strong>Surplus:</strong></td>
<td><strong>1,303,117</strong></td>
<td><strong>1,485,980</strong></td>
</tr>
</tbody>
</table>

Allocate to Surplus:

<table>
<thead>
<tr>
<th></th>
<th>2007-2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>IESE Faculty Development</td>
<td>1,275,980</td>
</tr>
<tr>
<td>MBA Program Grants</td>
<td>180,000</td>
</tr>
<tr>
<td>Research Excellence Awards</td>
<td>30,000</td>
</tr>
</tbody>
</table>

(1) The Association does not incur costs for sessions led by IESE professors, as these activities are considered part of their teaching activities.

(2) Includes costs of the Alumni office: facilities, telecommunications services, administration, maintenance, among other costs, as well as the cost of other facilities used in the association’s activities. In 2007-2008, IESE adjusted its contributions to support the resources needed to carry out the association’s high level of activity.
ASSOCIATION SERVICES

Continuous Education
Continuous Education Program
E-conferences and Podcasts
Short Focused Programs and Industry Meetings
Knowledge Portal - IESE Insight
E-Resources
IESE Publishing
*International Economic Overview*

International Community
Regional Meetings
Alumni Directory
Virtual Communities
IESE Global Alumni Reunion
MBA Alumni Reunion
Class Reunions
Tribute to Senior Members

Professional Development
Career Path
Career Opportunities Data Base
Advice and Coaching
Events and Seminars

Resources and Services
E-mail Account
Membership Card
*IESE Alumni Magazine*
*Alumni Newsletter*
Brief Faculty Consultation
Library
Use of Facilities
Chaplaincy
ANNEXES

ANNEX I. CONTINUOUS EDUCATION PROGRAM 2007-2008

Barcelona

• Senderos hacia una cultura plenamente innovadora. Prof. Joaquim Vilà
• La situación de los consejos de administración en España. Luis Ferrándiz, Managing Partner, Spencer Stuart Board of Directors, and Prof. José Manuel Campa
• Invirtiendo en el largo plazo: técnicas y perspectivas. Prof. Javier Estrada
• Construir relaciones de valor en el contexto persona-empresa. Prof. Alberto Ribera
• Códigos de conducta empresarial: elaboración, implementación y claves de éxito. Prof. Domènec Melé
• Construyendo marcas globales en el mundo de los deportes: el caso del Club Atlético Boca Juniors. Andrés Ibarra, Managing Director, Club Atlético Boca Juniors, and Prof. Antonio Dávila
• Long tail: cómo generar valor en tiempos de demanda atomizada. Prof. Marc Sachon
• ¿Superaría un examen su organización comercial?: conceptos de auditoría de la distribución. Prof. Cosimo Chiesa
• La Dirección del siglo XXI. Profs. Jaume Llopis, Joan Enric Ricart and David Pastoriza, Visiting Professor of Business Strategy and Organization, Universitat Pompeu Fabra (Barcelona) and ESCP-EAP European School of Management (London)
• Cambio organizacional y cultural: formas innovadoras de afrontar un reto empresarial difícil de conseguir. Sara Moulton Reger, Research Principal in IBM Service Research, New York and Prof. Steven Poelmans
• Plan de carrera del directivo externo en la empresa familiar. Enrique Mozo, General Management Research Assistant, Chair of Family-Owned Business, IESE, and Prof. Mike Rosenberg
• Potencial de ingresos futuros para el deporte profesional: el nuevo estadio del RCD Espanyol. Pedro Tomás, General Executive Director, RCD Espanyol; José Luis Ferré, Subdirector General of Sales and Marketing Management, Allianz; Javier Navares, Corporate Director, Mediaedge Cía.; José Luis Astiazarán, President of the Spanish Professional Football League; Prof. Antonio Dávila and Prof. Jan Simon
• La estrategia como centro neurálgico de la empresa. Prof. Francisco Javier Garrido, Managing Partner, EBS Consulting Group, Barcelona-Santiago de Chile, Holder of the Henry Mintzberg Chair of International Management, EXE, and Prof. Joan Enric Ricart
• Comportamiento del consumidor: racionalidad frente a emocionalidad en la toma de decisiones. Prof. José Manuel Giménez Amaya, Chair of Anatomy and Embriology, Department of Anatomy, Histology and Neuroscience, Faculty of Medicine, Universidad Autónoma de Madrid, and Carlos Pérez Castro, Research Assistant, Marketing Department, IESE
• Responsabilidad social y acción social: la experiencia de las empresas. Anabel Drese, CSR European Manager, Timberland; Xavier Liñán, Director of Organizational Development, Danone; Ana Millán, Director, Accenture Foundation, Spain; Lluís Torra, Director of Institutional Relations and Communication, Mutua Intercomarcal; Prof. Antonio Argandoña and Prof. Joan Fontrodona
• ¿Cómo la familia empresaria sigue emprendiendo en nuevo negocios? Family Office o gestión de los otros negocios. Xavier Arquerons, President of the Board of Directors, Gruparpa S.L. and Member of IESE’s Private Investors’ and Family Office Network; Andreu Costafreda, Representative of the
Costafreda-Escofet family, former Co-owner of Grupo Panrico; Jaime Grego, President, Leti Laboratories; Fernando Casado, Director General, Institute of Family Business and Professor of Financial Management, IESE, and Prof. Juan Roure

- Mitos y realidades para llegar a ser directivo. Prof. Guido Stein
- Cierre Fiscal 2007 y Novedades Impuesto sobre Sociedades. Enrique Chinchilla, Research Assistant, Department of Financial Management, IESE
- Mercados emergentes: por qué algunas empresas triunfan y otras fracasan - todo lo que se necesita saber. Dr. Daniel Thorniley, Senior Vice President, Economist Group, Economist Intelligent Unit, Vienna, and Prof. Antonio Argandoña
- I Conferencia Internacional - Liderazgo en la multiculturalidad. Prof. Michael Morley, Management, University of Limerick, Ireland; Prof. Scott Taylor, Organizational Behaviour, Boston University School of Management; Carlos Viladrich, Director, Adecco Human Capital Solutions; Prof. Pablo Cardona and Prof. José R. Pin
- ¿Es sostenible el Estado del Bienestar en España? Jaume Grego, Member of the Board of Trustees, Foundation for Human and Social Development, and President of Leti Laboratories; Hble Josep Miró i Ardèvol, Director, Centre d’Investigació i Desenvolupament Professional, Universitat Abat Oliva - CEU, President of the Foundation for Human and Social Development; Prof. Concepció Patxot, Centre d’Anàlisi Econòmica i de les Polítiques Socials (CAPES), Department of Economic Theory, Universidad de Barcelona, and Prof. Antonio Argandoña
- Sentido común para gestionar su patrimonio. Prof. Jan Simon
- La segunda carrera profesional. Prof. Luis Manuel Calleja
- Y ahora, ¿qué nos espera? Debate sobre los retos de la actual coyuntura económica mundial. Profs. Antonio Argandoña, José Manuel Campa, Alfredo Pastor, Juan José Toribio and Pedro Videla
- La publicidad, en cuidados intensivos. Prof. Xavier Oliver
- Cómo la analítica empresarial nos puede llevar al éxito de Google, Amazon y Apple. Prof. Russel Walker, Visiting Clinical Assistant Professor and Assistant Director of the Zell Center for Risk Research, Kellogg School of Management, Northwestern University Evanston, IL and President of Walker Bernardo, LLC, and Prof. Javier Gómez
- Consejo de Familia: elemento clave para el buen gobierno de la familia empresaria. Alfonso Chiner, Research Assistant, Department of General Management and Chair of Family-Owned Business, and Prof. Josep Tàpies
- De fabricar productos a proporcionar soluciones. Prof. Jaume Ribera
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- Las claves del éxito en la gestión del conocimiento. Prof. William R. King, Business Administration, Pitt Business Joseph M. Katz Graduate School of Business & College of Business Administration, University of Pittsburgh, and Prof. Sandra Sieber
- "Coaching" como herramienta en el desarrollo del talento en la empresa. Prof. Steven Poelmans
- Emprendiendo en la economía del siglo XXI. Profs. Pedro Nueno and Alfredo Pastor
- Estrategias para sobrevivir y ser competitivos a corto plazo. Prof. Jaume Llopis
• De Directivo a Emprendedor con la ayuda del Private Equity. Emilio Goyanes, Business Director, Pets Food, Saprogal; Joan Roget, Chief Executive, Panreac; Timo Buetefish, Founder, Cooltra, and Prof. Juan Roure

• La conectivitat aèria forma part dels elements estratègics de la competitivitat empresarial del segle XXI. Joaquim Nadal i Farreras, Councillor, Department of Land Policy and Public Works, Generalitat de Catalunya; Oriol Balaguer Julià, Director General of Ports, Airports and Coasts, Department of Land Policy and Public Works, Generalitat de Catalunya; Miguel Valls i Maseda, President, Barcelona Chamber of Commerce, and Prof. Pedro Nueno

• Cómo liderar nuestra trayectoria profesional. Diego Esteban, Partner, Russell Reynolds Associates; Pablo Sagnier, Partner, Egon Zehnder International; Jorge Barbat, Partner, Spencer Stuart; Eduardo Conde, Partner, Seeliger y Conde, and Prof. Mike Rosenberg

• Construir una Europa saludable: la colaboración con el mundo empresarial. Robert Madelin, Director General for Health and Consumer Protection (DG SANCO), European Commission, and Prof. Magda Rosenmöller

• Industria, deslocalización, gestión y crecimiento - Presentación de la Cátedra CELSA “Competitiveness in Manufacturing”. Francesc Rubiralta, President, Compañía Española de Laminación S.L. (CELSA), and Profs. Jordi Canals and Frederic Sabrià

• ¿Te vendes bien? La comunicación como una herramienta de éxito. José Ballesteros de la Puerta, Founder and Managing Partner, VESP - Actitud en Acción S.L., and Prof. Carlos García Pont

• Perspectivas de la energía: nuevas ideas para las empresas. Ricardo G. Barcelona, Member of Alumni Association Executive Committee; Ramón Carbonell, President, Asociación Eólica de Cataluña (EolicCat) and Chief Executive, Copcisa Corp., and Peter Volker-Albert, Managing Director, Investment Banking Division, Morgan Stanley

• Gestión del margen en las empresas. Enrique Casi, Director General, Mango; Óscar Vela, expert on Retail and Private Equity and Former Chief Executive of Lizarran; Miguel Carrión, Director General, USACD and Co-Author of the book Pilotos del Margen, and Prof. Josep Valor

• Sistemas de remuneración para equipos comerciales. Carlos Delgado, President and Chief Executive, Compensa Capital Humano, S.L., and Prof. Cosimo Chiesa

• II Conferencia sobre “El deporte en Gestión de Empresas – Cómo usar el patrocinio deportivo para llegar a los consumidores. Sixto Cambra, Director, Conde de Godó Trophy, Barcelona; Fernando Soler, Senior Vice President, Head, IMG Tennis Worldwide; Javier Herrero, Director of Marketing, Grupo Mahou-San Miguel; Ferran Martínez, Director, BS Sports & Entertainment, Banco Sabadell Atlántico; Javier Muñoz, Director of International Business, F.C. Barcelona; Emili Pons, Director General, Media Sports Marketing; Javier Tola, Director of Sports, RTVE; Robert Birge, Chief Marketing Officer, Worldwide, IMG; Gabriel Martinez, Director of External Communications and Corporate Image, Grupo Banco Sabadell; Juan Mª Tintoré, President, Real Club de Tenis Barcelona, and Prof. Antonio Dávila

• Trayectorias de éxito. Prof. Jeffrey Pfeffer, Thomas D. Dee II Professor of Organizational Behavior, Graduate School of Business, Stanford University, and Prof. Fabrizio Ferraro, IESE

• Ética y valores en la empresa española. Jesús Caínzos, President, JM Caínzos & Asociados; Marcial Campos, Independent Advisor; Joaquín Targa, Vice-president, Corporación Esteve, and Prof. Joan Fontrodona

• Web 2.0: realidad, ficción y oportunidad de negocio. Philip Evans, Senior Partner and Managing Director, The Boston Consulting Group; Prof. Josep Valor and Prof. Sandra Sieber
• La empresa en un mundo que no es plano. Prof. Pankaj Ghemawat, Harvard Business School and the Department of Strategic Management, IESE; Leopoldo Rodés, President, Media Planning Group S.L., and Prof. Jordi Canals
• Personalidad y trayectoria profesional. Prof. Joan de Dou
• Auditoría de las bases científicas de los métodos de predicción: una aplicación al cambio climático. Prof. J. Scott Armstrong, Marketing, The Wharton School, University of Pennsylvania; Profs. Franz Heukamp and Pedro Videla, IESE
• El futuro de Europa. Prof. Alberto Alesina, Nathaniel Ropes Professor of Political Economy, Harvard University; Rt. Hon. Jordi Pujol, former President, Generalitat de Catalunya, and Prof. Xavier Vives
• IRPF y Patrimonio 2007. Enrique Chinchilla, Research Assistant, Department of Financial Management, IESE
• El protocolo familiar: de un documento de pactos familiares a un proceso orientado a la mejora de personas. Alfonso Chiner, Research Assistant, Department of Strategic Management, IESE and Chair of Family-Owned Business, IESE, and Prof. Josep Tàpies
• Directivos con éxito global. Antonio Batlló, Chief Executive, Grupo Odeco; Macarena Casinello, AG Current Product Quality Vice-president, CNH-FIAT Group; Rosario Martín Cabiedes, President of the Board of Directors, Europea Press, and Prof. Mª Nuria Chinchilla
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• Barcelona: motor de país, modelo de progrés. Rt. Hon. Jordi Hereu, Mayor, Barcelona, and Prof. Xavier Vives

Madrid
• La situación de los consejos de administración en España. Luis Ferrándiz, Managing Partner, Spencer Stuart Management Consultants; Prof. José Manuel Campa, Department of Financial Management and Holder of Grupo Santander Chair of Financial Institutions and Corporate Governance, IESE
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• En qué se diferencia mi empresa de la competencia. Prof. Carlos García Pont, Marketing Department, IESE
• Construir relaciones de valor en el contexto persona-empresa. Prof. Alberto Ribera, Department of Managing People in Organizations, IESE
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• El impacto de la crisis financiera sobre las bolsas. Situación actual y perspectiva para el año 2008. Prof. Mariano Rabadán, President of INVERCO (Asociación de Instituciones de Inversión Colectiva y Fondos de Pensiones), Department of Financial Management, IESE

• Cierre fiscal 2007 y novedades en el Impuesto sobre Sociedades. Enrique Chinchilla, Research Assistant, Department of Financial Management, IESE

• Códigos de conducta empresarial: elaboración, implementación y claves de éxito. Prof. Domèneç Melé, Department of Business Ethics, Holder of IESE Chair of Business Ethics

• Mitos y realidades para llegar a ser directivo. Prof. Guido Stein, Department of Managing People in Organizations, IESE

• Energía: Clima y Seguridad. Prof. Antón Uriarte, Doctor in Geography and Climatology; Antonio Merino, Director, Studies Service, Repsol-YPF; Prof. Juan Luis López Cardenete, Department of Strategic Management, IESE

• XV Simposio Anual de Finanzas CIIF. Prof. Juan José Toribio, President of CIIF, Department of Economics, IESE; Prof. Jorge Soley, Department of Financial Management, IESE; Prof. Ahmad Rahnama, Department of Financial Management, IESE; Prof. Javier Estrada, Department of Financial Management, IESE; Prof. Javier Santomá, Department of Financial Management, IESE; Prof. Pablo Fernández, Department of Financial Management, IESE; Prof. José Manuel Campa, Department of Financial Management, IESE; Prof. Alfredo Pastor, Department of Economics, IESE; Prof. Antonio Argandoña, Director, Department of Economics, IESE

• La segunda carrera profesional. Prof. Luis Manuel Calleja, Department of Strategic Management, IESE

• La empresa en un mundo que no es plano. Prof. Pankaj Ghemawat, Department of Strategic Management, IESE, and Professor of Harvard Business School; José Ignacio Goirigolzarri, Chief Executive of BBVA; Prof. Jordi Canals, Dean of IESE

• Prevención del blanqueo de capitales. Cómo afecta a la operativa de las empresas sean éstas financieras o no. Xavier Fornt, Member of the Banking Committee of the International Chamber of Commerce, Paris; Prof. Jorge Soley, Department of Financial Management, IESE
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- El talento y la voluntad: Claves del éxito deportivo y empresarial. Gema Hassen-Bey, Triple para-
  lympist medallist in fencing; Prof. Sandalio Gómez, President, Center for Sport Business Manage-
  ment (CSBM), Iese

- Discovery Driven Planning: A smarter way to manage innovation projects. Prof. Rita Gunther
  McGrath, Columbia Business School; Prof. Mª Julia Prats, Iese

- Quality Agreement: Una propuesta para el ajuste estratégico de recursos humanos. Prof. José
  Ramón Pin, Academic Director, IRCO-Iese, Department of Managing People in Organizations, Iese;
  Emilio Miranda, Director of Marketing, ADP; Antonio Ortega, Researcher, IESE; Pilar Garcia Lomba-
  rdia, Researcher, IESE; Mª Jesús Blasco, Director of Organization, Quality and Change Manage-
  ment, Repsol-YPF; Ignacio Dieta, Director of Organization, Quality and Change Management,
  Repsol-YPF

- El Sector de las Telecomunicaciones en España. Miguel Canalejo, Executive President, Redtel; Prof.
  Joan Enric Ricart, Iese

- Cómo liderar nuestra trayectoria profesional. Pedro Goenaga, MBA ‘86 Iese, Managing Partner,
  Russell Reynolds Associates, Spain; Guillermo Ruiz Pita, MBA ‘77 Iese, Managing Partner, Egon
  Zehnder International; Luis de Ugarte, PADE-01 Iese, Managing Partner, Parangon Partners; Prof.
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  Iese; Carlos Delgado, President and Chief Executive, Compensa Capital Humano, S.L

- Innovación y tendencias; cambio en el mundo de las marcas. Ian Wood, Executive Director, Strategy,
  Landor Associates; Prof. Julián Villanueva, Marketing Department, Iese

- Diseño y desarrollo de las trayectorias personales y profesionales. Prof. Mª Nuria Chinchilla, Depart
  ment of Managing People in Organizations, Iese

- Senderos hacia una cultura plenamente innovadora. Prof. Joaquim Vilá, Department of Strategic
  Management, Iese

- Puntos críticos de las relaciones laborales. Prof. Juan Antonio Sagardoy, President, Sagardoy Foun-
  dation; Prof. José Ramón Pin, Academic Director, IRCO-Iese, Department of Managing People in
  Organizations, Iese

- La internacionalización de la marca país a través del deporte. Prof. Sandalio Gómez, President, CSBM-Iese;
  Ángel Martín Acebes, Vice-president, ICEx; Prof. Daeyun Chang, University Yonsei (Corea del Sur); Juan
  Manuel Cendoya, General Director of Communication and Corporate Marketing, Grupo Santander; Luis
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• El protocolo familiar: de un documento de pactos familiares a un proceso orientado a la mejora de personas. Alfonso Chiner, Research Assistant, Department of Strategic Management, Chair of Family-Owned Business, IESE; Prof. Josep Tàpies, Holder of IESE Chair of Family-Owned Business, IESE
• The future of advertising. Nikesh Arora, Vice-president of Operations EMEA, Google; Prof. Josep Valor, Department of Information Systems, IESE
• VII Simposio de dirección de personas. La gestión de carreras profesionales en tiempos turbulentos. Prof. José Ramón Pin, Director, IRCO-IESE; Francisco Huertas, Sales Director, Marketing and Events, Adecco Spain; Prof. Luis Manuel Calleja, IESE; José Sánchez de los Ríos, Director of Development, Orange; Sofía Collado, Human Recources Management, McKinsey
• La inversión inmobiliaria en España ante el actual ciclo inmobiliario y financiero. Luis Basagoiti, President, MAPFRE Inmuebles; Sabina Kalyan, Senior Director & Head of European Research, CB Richard Ellis Investors; Juan Pérez-Campanero, Chief Economist for Developed Markets, Santander Global Banking & Markets; Prof. José Luis Suárez, IESE

Rafael Termes Interdisciplinary Forum:
• Ética Política y Derechos Humanos. Dr. Martin Rhonheimer, Dr. in Philosophy, Prof. of Political Ethics, Pontificia Univ. de la Sta. Cruz – Rome; Prof. Juan José Toribio, IESE
• Elecciones en Estados Unidos: ¿Ruptura o continuidad? Reflexión sobre el futuro de un gobierno que importa al resto del mundo. Javier Rupérez, Spanish Consul in Chicago; Prof. Juan José Toribio, IESE
• Claves para un sistema educativo excelente. (Cómo equiparar nuestra estructura educativa a las mejores del mundo). Pilar del Castillo, MEP and former Spanish Minister of Education, Culture and Sport; Dr. Mona Mourshed, Partner, McKinsey & Company, specialist on education; Prof. Juan José Toribio, IESE
• Participación del Ejército del Aire en la gestión de la defensa. General Francisco José García de la Vega, Chief of Staff of the Spanish Air Force; Prof. Juan José Toribio, IESE
• Una mirada a dos Papas: Juan Pablo II y Benedicto XVI. Dr. Joaquín Navarro-Valls, former Director of the Vatican’s Press Office; Prof. Juan José Toribio, IESE

Palma de Mallorca (AA Chapter: Balearic Islands)
• Los diez errores más comunes en la dirección de personas. Prof. Sandalio Gómez
• De Grupo Iberostar a Orizonia. La empresa familiar y el capital riesgo. Ignacio Moreno, Chief Executive of Vista Capital, and Gabriel Subías, Chief Executive of Orizonia

Pamplona (AA Chapter: Navarra-Basque Country-La Rioja)
• Consejo de Familia: elemento clave para el buen gobierno de la familia empresaria. Alfonso Chiner, Research Assistant, Department of Strategic Management, Chair of Family-Owned Business, IESE
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- Las buenas prácticas en Dirección General. ¿Qué hacen los buenos directivos?, ¿cuáles son sus prioridades?, Prof. Jaume Llopis
- Mi trabajo, mi familia y yo: en busca del punto de equilibrio. Maruja Moragas, Director of UDEN - Business Spanish Teaching Unit, MBA Program, IESE, and Prof. Mª Nuria Chinchilla
- Sentido común para gestionar su patrimonio. Prof. Jan Simon
- Los diez errores más comunes en la dirección de personas. Prof. Sandalio Gómez
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- Gestión del valor del cliente (cómo captar, retener y crecer la base de clientes de una empresa). Prof. Julián Villanueva

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- La segunda carrera profesional. Prof. Luis Manuel Calleja
- Los diez errores más comunes en la dirección de personas. Prof. Sandalio Gómez

Seville (AA Chapter: Andalusia)
- Innovación y exportación. Prof. Vicente Font
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- Responsabilidad social corporativa y creación de valor. Prof. Antonio Argandoña
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- “Cisnes negros” y Market Timing: cómo no ganarle al mercado. Prof. Javier Estrada
- La empresa y el tipo de cambio. Prof. Ahmad Rahnema
- Ciclo sector inmobiliario - La estrategia de la empresa inmobiliaria ante el cambio de ciclo. José Luis de Miguel, Chief Executive of Grupo Inmobiliario Miguel Onofre; Antonio Cordero, International Director, SEDESA; Benjamín Muñoz, Secretary General, Asociación Provincial de Promotores Inmobiliarios y Agentes Urbanizadores de Valencia, and Prof. José Luis Suárez
- Ciclo sector inmobiliario - La relación de las empresas inmobiliarias con las entidades financieras. Antonio Olmedo, Consultant, Asociación Provincial de Promotores Inmobiliarios y Agentes Urbanizadores de Valencia, and Prof. José Luis Suárez
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• Dirigiendo alianzas estratégicas. Prof. África Ariño
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Iceland (Reykjavik)
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Italy (Milan)
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Mexico
• “Gestión de Riesgos Financieros”. Prof. Ahmad Rahnema (Monterrey)
• “Claves del éxito empresarial. Qué hacen los buenos directivos” y “Grupo Chedraui: claves de su éxito empresarial”. Prof. Jaume Llopis and Antonio Chedraui, President of Chedraui (México DF)

The Netherlands
• “Barcelona 1900: An Insight Into the Origins of the Exposition” (Amsterdam). Benno Tempel, Curator, Museo Van Gogh
• “Scoping New Game Strategies” (Almere). Prof. Bruno Cassiman
• “The Merits and Challenges of Private Equity Versus Public Equity Ownership” (Utrecht). Philip Houben, President and CEO, Wavin Group
• IESE 50th Anniversary Event (Barcelona): “IESE: Projects for the Future”. Prof. Jordi Canals; “Information Technologies That Reshape Industries”. Prof. Josep Valor

Nordic Countries
• “Hidden In Plain Sight, A Radical Approach to Reinventing Business Strategies, Building Brands, and Establishing a Culture of Innovation” (Copenhagen). Prof. Erich Joachimsthaler
• “Hidden In Plain Sight, A Radical Approach to Reinventing Business Strategies, Building Brands, and Establishing a Culture of Innovation” (Stockholm). Prof. Erich Joachimsthaler
• “Hidden In Plain Sight, A Radical Approach to Reinventing Business Strategies, Building Brands, and Establishing a Culture of Innovation” (Helsinki). Prof. Erich Joachimsthaler

Peru (Lima)
• “Parámetros que determinan la calidad de la organización”. Prof. Manuel Velilla

Poland (Warsaw)
• “International Economic Outlook”. Prof. Pedro Videla
• “Me Ltd.: the Business of Managing Oneself”. Prof. Alberto Ribera

Portugal (Lisbon)
• “La economía europea: situación actual y perspectivas”. Prof. Juan José Toribio
Russia (Moscow)
• “Me Ltd.: The Business of Managing Oneself”. Prof. Alberto Ribera

South Korea (Seoul)
• “The European Economy’s Future in the Light of the Competition and Co-operation with BRICs, Especially China and India”. Prof. Juan José Toribio

Switzerland
• “Investing in the Long Term: Techniques and Outlook” (Zurich). Prof. Javier Estrada
• “Microfinance: The Entrepreneurial Solution to Poverty” (Ginebra). Prof. Ahmad Rahnema; Juan J. Alarcón, Project Director, Limmat Foundation; Melchior De Murlalt, Executive Vice-president, Blue-Orchard, Microfinance Investment Managers

UAE (Dubai)
• IESE Alumni Meeting, With IESE Profs. Alberto Ribera and Pablo Cardona

United Kingdom (London)
• “Hidden In Plain Sight, A Radical Approach to Reinventing Business Strategies, Building Brands, and Establishing a Culture of Innovation”. Prof. Erich Joachimsthaler
• “How To Manage Your Career (Quite) A Few Years After the MBA”. Prof. Mike Rosenberg
• “The Great Migration”. Dr Domenico Siniscalco, Vice Chairman & Managing Director, Morgan Stanley International and Former Italian Minister of the Economy
• “Current Global Economic Turbulence”. Prof. José Manuel Campa
• IESE 50th Anniversary Alumni Event: “IESE Turns Fifty: The Next 50 Years”. Prof. Jordi Canals; “Why the World Isn’t Flat and Why It Matters”. Prof. Pankaj Ghemawat
• “A New Paradigm for Business Management”. Prof. Carlos Cavallé and Prof. Kevin Jackson

United States
• IESE Alumni 50th Anniversary Event (New York): Prof. Jordi Canals, Prof. Erich Weber, Prof. Javier Estrada and Dr. William F. Baker, CEO, Educational Broadcasting Corporation – Channel Thirteen/WNET
• “China as the World Factory: Blessing or Curse?” (Atlanta). Prof. Jaume Ribera
• “The World Economic Growth” (Miami). Prof. Pedro Videla; and “The Importance of Miami and the Economic Growth in Latin America,” Mr. Mike Zellner, Latin Trade Chief Editor
• “The Paths to Power” (San Francisco). Prof. Jeffrey Pfeffer
• “Global Power Shift: Contemporary International Affairs and the Implications for U.S. Business” (New York). Prof. Brian Leggett and James George Jatras
• “Turning a Business into a Creative Culture” (Miami). Prof. Paddy Miller
• “Turning a Business into a Creative Culture” (New York). Prof. Paddy Miller
• “Rethinking Business Management: Examining the Foundations of Business Education” (New York). Prof. Carlos Cavallé and Prof. Kevin Jackson
• “Global Entrepreneurship. Is the World Flat?” (New York). Prof. Pedro Nueno
• “Social Entrepreneurs as Partners in Global Markets” (San Francisco). Prof. Johanna Mair
• “Risk, Return and Performance, with a Special Focus on Latin American Markets” (Miami). Prof. Javier Estrada
ANNEX II. E-CONFERENCES 2007-2008

- Macroeconomic Framework for Stable Growth
  Kenneth S. Rogoff, Roberto F. Ocampo, Domencio Siniscalco and Prof. Juan José Toribio
- Crecimiento y sostenibilidad: oportunidades para Europa
  Joaquín Almunia and Prof. Antonio Argandoña
- Senderos hacia una cultura plenamente innovadora
  Prof. Joaquim Vilà
- Ciclo Tf. El nuevo liderazgo
  Prof. Pablo Cardona
- Cómo medir y mejorar la eficacia de nuestro equipo de ventas
  Prof. Cosimo Chiesa
- Does More Money Really Buy You More Happiness?
  Prof. Manel Baucells
- How To Manage Your Career (Quite) a Few Years After the MBA
  Prof. Mike Rosenberg
- Jornada de Economía. Las perspectivas de la economía para el año 2008.
  Profs. Antonio Argandoña, Javier Gómez, Nuria Mas, Alfredo Pastor and Pedro Videla
- Perspectivas de la economía para el año 2008
  Prof. Juan José Toribio
- Global Challenges at Henkel
  Kasper Rorsted
- Innovating Via Information Systems. How Do the World’s Most Dynamic Companies Do It?
  Peter Weil and Prof. Brian Subirana
- Emprendedores sociales: competidores y socios en el mercado global
  Prof. Johanna Mair
- Innovación e investigación
  Prof. Antoni Subirà
- The Light and the Shadow of Asia
  Toyoo Gyohten and Alfredo Pastor
- Ficción y realidad del directivo: sus luces y sombras
  Prof. Santiago Alvarez de Mon
- Gestión del valor del cliente (cómo captar, retener y crecer la base de clientes de una empresa)
  Prof. Julián Villanueva
- Ciclo Tf. Desarrollo de nuestra trayectoria profesional y personal: elementos a tener en cuenta
  Prof. Mª Nuria Chinchilla and Mariuja Moragas
- The Role of Values in Organizational Excellence
  Narayana Murthy and Prof. Rama Velamuri
- Gestión del conflicto
  Prof. Pablo Cardona
- The Creation and History of a Successful Venture: Innocent Drinks
  Maurice Pinto, Richard Reed and Prof. Rob Johnson
- Fusiones y adquisiciones y reestructuración corporativa
  Prof. José M. Campa
• Los activos inmobiliarios en una cartera de inversión diversificada. Por qué, cómo y cuánto.
Eusebio Díaz-Morera Puig-Sureda, Enrique Malazuela, Pedro Ruiz-Olivares and Prof. José Luis Suárez
• Vender más significa tener más amigos
Prof. Xavier Oliver
• Recursos humanos: de las promesas a los resultados
Dave Ulrich and Prof. José R. Pin
• Ciclo EF. Buen gobierno de la empresa familiar
Prof. Josep Tàpies
• Ciclo EF. Family Office: más allá de la gestión del patrimonio familiar
Prof. Josep Tàpies
• Brasil: Una gran oportunidad hoy
Fernando Henrique Cardoso, César Alierta, João Rendeiro and Prof. Juan Roure
• Ciclo EF. Relaciones interpersonales en la empresa familiar
Profs. Josep Tàpies and Joan de Dou
• El vendedor consultor: 40 claves para el éxito en las ventas
Prof. Cosimo Chiesa
• Razones del éxito y del fracaso empresarial de las empresas y sus directivos
Prof. Jaume Llopis
• Ciclo TF. Hedonomics: ¿una (nueva) ciencia de la felicidad?
Prof. Alberto Ribera
• The Global Economic and Political Picture
Juergen Donges, Jesús P. Estanislao and Prof. Pedro Videla
• How to Foster Innovation to Compete Globally
Enrico Tomaso Cucchiani, Claus Weyrich, and Profs. Pankaj Ghemawat and Eric Weber
• Is it Possible to Compete from Europe?
Hans Ulrich Maerki, Klaus Mangold and Prof. Pedro Nueno
• Encouraging Entrepreneurial Spirit
Franz Borgers, Rudolf Delius, Hans-Ewald Reinert and Prof. Johanna Mair
• Managing Risk and Security in Global Business
Klaus Naumann and Prof. Marc Sachon
• Gestión de la comunicación en situaciones de crisis: el caso Código da Vinci
Juan Manuel Mora and Prof. Joan Fontrodona
ANNEX III. PARTICIPANTS OF IESE 50TH ANNIVERSARY EVENTS

• Reuben Abraham, Indian School of Business, and board member of George Soros’ Economic Development Fund (SEDF)
• Raj Aggarwal, College of Business Administration - University of Akron
• Peter Alexiadis, Partner, Gibson, Dunn & Crutcher
• Joaquin Almunia, European Commissioner Responsible for Economic and Monetary Affairs
• Íñigo Alli, Director, Eurecan
• Carlos Añaños, Chief Executive, AJEGROUP
• Raffi Amitt, Wharton School
• Isak Andic, Founder and President, Mango
• Juan Arena de la Mora, former Managing Director, Bankinter
• William Baker, Chief Executive, Thirteen/WNET, WLIW21
• Maite Ballester, Chief Executive, 3i
• Carmen Becerril, former Managing Director, Acciona Energía
• Francisco Belil, Vice-president and Chief Executive, Grupo Siemens, Spain
• Carlos Bendito, Director of Business Development, Triodos Bank
• Jan Willem Bode, Director General, One Carbon
• Hans-Jacob Bonnier, Vice-president, Grupo Bonnier
• H.R.H. Infanta Pilar de Borbón
• Mario Boselli, President, National Chamber for Italian Fashion
• Arnoud Boot, University of Amsterdam, and Director of the Amsterdam Center for Law & Economics (ACLE)
• Franz Borgers, President, Johann Borgers and Co.
• Antonio Borges, Vice-president, Goldman Sachs International
• Rachel Brandenburger, Partner, Freshfields Bruckhaus Deringer
• Nicolas Brezet, Director of Relationship Marketing, L’Oréal Strategic Development
• Michel Camdessus, Honorary President, Banque de France
• David Camps, Fundraising Manager, Oxfam International
• Luis Cantarell, Executive Vice-president, Nestlé
• Elena Carletti, University of Mannheim
• Jaime Caruana, Director of Monetary and Capital Markets Department, IMF
• Fernando Casado, Family Firm Institute
• Pierre-André Chiappori, Columbia University
• Andrea Christenson (MBA ’83), President and Chief Executive, Kathe Kruse Puppen
• Guido Corbetta, Bocconi University
• Stephen Covey, Co-founder and Vice-president, FranklinCovey
• Srikant M. Datar, Harvard Business School
• John A. Davis, Harvard Business School
• David Dean, Senior Partner and Managing Director, The Boston Consulting Group
• Jim Dearth, former Director General, Children’s Hospital of Alabama
• Eusebio Díaz-Morera (MBA ’69), President, EDM Holding
• Charles Donovan, Head of BP Alternative Energy
• Alberto Durán, First Vice-president, Fundación ONCE
• Soumitra Dutta, INSEAD
• Mons. Javier Echevarría, Chancellor of the University of Navarra and Prelate of Opus Dei
• Nick Earle, Vice-president, Cisco Systems
• Lorraine Eden, Texas A&M University
• Carles Esteva-Mosso, Head of Merger Policy Unit, Competition Directorate General of the European Commission
• Emilio Estrada Velo, Vice-president, BP Spain
• Baldomero Falcones (MBA ’72), Chief Executive and Executive Vice-president, FCC
• Niall Ferguson, Laurence A. Tisch Professor of History, University of Harvard
• Guido Ferrarini, University of Genoa
• Miguel Ferré, Universidad de Piura and Member of the Fisheries Advisory Board, Peru’s Ministry of Production
• Nils-Henrik M von der Fehr, University of Oslo
• John Fingleton, Chief Executive, UK Office of Fair Trade
• Ian Forrester, Partner, White & Case
• Mark Fulton, Climate Change Strategist, Deutsche Asset Management, Deutsche Bank
• Isabelle Le Galy, Medtronic
• Antonio Gallardo, Vice-president of the Board of Directors, Laboratorios Almirall
• Daniel García Guelbenzu, Regional Vice-president, General Electric Western Europe
• Ignacio García Nieto, Chief Executive and Founder, Riva y García
• Robert P. George, University of Princeton
• Vivek Ghosal, Georgia Institute of Technology
• Richard Gilbert, University of Berkeley
• Chris Giles, Economics Editor, Financial Times
• Maryann Von Glinow, Florida International University
• José Ignacio Goinigolzarri, Chief Executive, BBVA
• Mark Goldsmith, Director, Environmental, Social and Governance Team, Actis Private Equity
• Ángel José Gómez Montoro, Rector of the University of Navarra
• César González-Bueno, General Director, ING Direct, Spain
• Enrique González Díaz, Partner, Cleary Gottlieb
• Alicia Granados, Director of Public Relations and Corporate Responsibility, Merck & Co.
• Richard Green, University of Birmingham
• Jaime Grego, President, Laboratorios Leti
• Jordi Gual, IESE, and Director, Head of Research, “la Caixa”
• Rita Gunther, Columbia Business School
• Toyoo Gyohten, President, Institute for International Monetary Affairs
• Janne Haaland Matlary, University of Oslo
• Franz M. Haniel, Director, Haniel Holding
• Pamela Hartigan, Director, Schwab Foundation for Social Entrepreneurs
• Bill Havlena, Vice-president, Research Analytics, Dynamic Logic Inc.
• Malcolm Hayday, Chief Executive, Charity Bank
• Martin Hellwig, University of Bonn, and Director of the Max Planck Institute
• Charles F. Hermann, Texas A&M University
• Michael Hoffman, Bentley College
• Klaus Hommels, private investor, European Business Angel of the year 2007
• Klaus Hopt, Director of the Max-Planck Institute for Comparative and International Law
• Jeff Immelt, Chairman, General Electric
• Pablo Isla, Chief Executive, Inditex
• Dipak C. Jain, Kellogg School of Management - Northwestern University
• Franklin P. Johnson, Founding Partner, Asset Management Company
• Mike Kaiser, CEO, Agelos Social Ventures
• Carl Kester, Dean for Academic Affairs, Harvard Business School
• Rene Kim, Partner, Triple Value Strategy Consulting
• William Kolasky, Partner, Wilmerhale
• William Kovacic, Commissioner of the US Federal Trade Commission
• Neelie Kroes, European Commissioner for Competition
• Kai-Uwe Kuhn, University of Michigan
• James George Jatras, foreign policy expert and Director, Squire Sanders
• David Kidd, Partner, Egon Zehnder International
• Sabine Klein, European Business School
• Peter Kowlowski, Free University of Amsterdam
• A.G. Lafley, President and Managing Director, Procter & Gamble Co.
• Yang Lan, Co-founder and Chairwoman, Sun Media Investment Holdings (SMIH)
• Floris Lambrechtsen, Director, Double Dividend
• Pablo Lazo, Urban Designer, Arup Engineering
• Carrie R. Leana, University of Pittsburgh
• Don Lessard, MIT Sloan School of Management
• Jay O. Light, Dean of Harvard Business School
• Philip Lowe, Director General of Competition, European Commission
• Bruce Lyons, University of East Anglia, Norwich
• Mark Machina, University of California
• Ignacio Madridejos, President, Cemex Spain
• Hans Ulrich Maerki, former President, IBM for Europe, Middle East and Africa (EMEA)
• Rosario Martín de Cabiedes, President, Board of Directors, Europa Press
• Francisco Martín Frías, President, MRW
• Aristide Massardo, University of Geneva, and Director, Rolls Royce Fuel Cell Research Centre, UNIGE
• Steve McGowan, Vice-president, Nielsen Media Research
• P. Micossi, Director General, Holding Sanità e Servizi
• Jean Bernard Michel, Engineering College of Geneva
• Colin Mayer, Saïd Business School - University of Oxford
• Massimo Merola, Bonelli Erede Pappalardo
• Arnoud De Meyer, Judge Business School - Cambridge University
• Karel van Miert, President, Institute of Competition, Nyenrode Business Universiteit
• Russel Mills, Director of External Technology and Innovation, The Dow Chemical Company
• Mario Monti, President, Università Bocconi
• Javier Monzón, President, INDRA
• Michael Morley, University of Limerick
• Massimo Motta, European University Institute
• Narayana Murthy, Co-founder and President, Infosys
• Prasad A. Naik, University of California, Davis
• Nik Nesbitt, Founder and CEO, KenCall – Outsourcing in Kenya
• Nigel Nicholson, London Business School
• Carlos Nueno, Cofounder, Advance Medical
• Roberto F. De Ocampo, President of the Advisory Board, FRO Center for Public Finance and Regional Economic Cooperation
• Santiago Olivares, General Manager, Ferrovial Servicios
• H.R.H. Letizia Ortiz, Princess of Asturias
• A. Jorge Padilla, Director, LECG
• Roger Pedder, former Chairman, Clarks Shoes UK
• Jeffrey Pfeffer, Stanford University
• Edmund S. Phelps, Nobel Prize Laureate in Economics, 2006, University of Columbia
• T. Boone Pickens, Founder, BP Capital and TBC
• Rafael del Pino, President, Ferrovial
• Michael Porter, Harvard Business School
• Drazen Prelec, Massachusetts Institute of Technology (MIT)
• Mariano Puig, President, Puig Foundation
• Marc Puig, Puig Beauty & Fashion Group Executive President
• Enrique Quemada (MBA ’94), President, One to One Capital Partners
• Patrick Rey, Université de Toulouse
• Jean Claude Rodriguez, Ashoka
• Kenneth S. Rogoff, Professor Thomas D. Cabot, Harvard University
• Lars-Hendrik Röller, Humboldt University, President, European School of Management and Technology (ESMT)
• Roberta Romano, Oscar M. Ruebhausen, Yale Law School
• Josep Ros, Partner, Roland Berger Consultants
• Nouriel Roubini, New York University
• Agatha Ruiz de la Prada, Designer
• Aldo Rustichini, University of Minnesota
• Bernard Salanié, Columbia University
• Alfredo Sáenz, Chief Executive, Grupo Santander
• Eric Salama, Chairman and CEO, The Kantar Group
• Hernán Sánchez, CEO, Havas Media Intelligence,
• Varun Sahni, Director, Acumen Fund in India
• Ralph Schonenbach, CEO, Trestle Group and member of the advisory board, Trestle Group Foundation
• Paul Seabright, Université de Toulouse
• Enrique Sendagorta, University of Navarra
• Pramodita Sharma, Wilfrid Laurier University
• Lisa D. Sherk, Blue Orchard Debt Team
• Takumi Shibata, Vice-president and COO, Nomura Holdings
• Domenico Siniscalco, Vice-president, Morgan Stanley and former Italian Minister of Economics and Finance
• Bernd Skiera, Johann Wolfgang Goethe- Universität Frankfurt am Main
• Jordan I. Siegel, Harvard Business School
• Hiti Singh, Microfinance Institutions Group, Morgan Stanley
• Andrea Sobrio, Executive Insight Consulting
• David Spector, CNRS
• Howard H. Stevenson, Senior Associate Dean, Harvard Business School
• Thomas Stewart, Harvard Business School Publishing
• Marc Subirats (MBA ’00), Co-founder, Advance Medical
• Lawrence Summers, former US Treasury Secretary
• Rafael Suñol Trepat, (PADE ’99), Executive Vice-president, Catalana d’Iniciatives C.R.
• John Swift QC, Monckton Chambers, London
• Tibor G. Szekeres, Founder, Ella Bank
• Scott Taylor, University of Boston
• Gerard J. Tellis, University of Southern California
• Howard Thomas, Warwick Business School
• Miguel Torres, President, Torres
• Rosa Tous, Co-president, Tous
• Salvador Tous (PADE ’98), Co-president, Tous
• Belen Tubio, Concentrated Solar Power Analyst, Santander Structured Finance
• Ludo Van der Heyden, Insead
• Gonzalo Verdera, Todovino.com founder
• John Vickers, University of Oxford
• Belén Vilallonga, Harvard Business School
• Carlos Viladrich, Director, Adecco Human Capital Solutions
• Juan Miguel Villar-Mir, President, Grupo Villar Mir
• José Viñals, Deputy Governor, Bank of Spain
• Sebastian Walburg, Managing Partner, Sustainable Investments Capital
• John Ward, Kellogg School of Management
• Bruce Wasserstein, President and CEO, Lazard Ltd.
• Mike Waterson, University of Warwick
• Martin Weber, Mannheim University
• Heidi von Weltzien Høivik, BI Norwegian School of Management
• Jubilant Wera, Founder and CEO, Park East Africa
• William Ziegler, Harvard Business School
• Wouter Wils, Legal Service, European Commission, and King’s College London
• Russell S. Winer, Marketing Science Institute and New York University
• Zhou Xiaoguang, Founder and Chairperson, Neoglory China Holding Company
• Shi Xiaoyan, Founder, Beijing Illinois
• Bernard Yeung, Stern School, New York University
• Ermenegildo Zegna, CEO, Grupo Ermenegildo Zegna
• Luigi Zingales, Robert C. McCormack, University of Chicago Graduate School of Business
### ANNEX IV. CLASS REUNIONS

#### Barcelona Campus

<table>
<thead>
<tr>
<th>Class</th>
<th>President</th>
<th>Date</th>
<th>Professor</th>
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<td>PDG PNA 05</td>
<td>Francisco Javier Ripodas</td>
<td>26/10/2007</td>
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<td>PADE 1 01</td>
<td>Mar Raventós</td>
<td>14/07/2008</td>
<td>Juan Carlos Vázquez-Dodero</td>
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</tbody>
</table>
### Madrid Campus

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<tr>
<th>Class</th>
<th>President</th>
<th>Date</th>
<th>Professor</th>
</tr>
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<tbody>
<tr>
<td>PDG-B-06</td>
<td>Rafael Ruiz Alonso</td>
<td>09/10/2007</td>
<td>Eduardo Ballarín</td>
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<tr>
<td>EMBA-97</td>
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