

**Philip Moscoso and Alejandro Lago**  
Five Strategies for  
Innovative Operations

**Joan E. Ricart and Pascual Berrone**  
Competitive,  
Sustainable Cities

**Interview**  
Jordi Canals,  
Dean of IESE



## 2016 MBA GRADUATIONS

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after the first MBA class graduated,  
the program has developed and  
expanded, and yet remains as  
unique as ever?



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## COVER STORY

# 2016 MBA GRADUATIONS

FIFTY YEARS AFTER THE MBA'S FIRST GRADUATING CLASS

8

## IDEAS



## OPERATIONS MANAGEMENT FOR EXECUTIVES

Five Strategies for Innovative Operations  
Philip Moscoso and Alejandro Lago

22

## INNOVATION AND SMART MANAGEMENT

Competitive, Sustainable Cities  
Joan E. Ricart and Pascual Berrone

26

## INTERNATIONAL ADVISORY BOARD

FOSTERING  
GLOBAL GROWTH  
THROUGH A  
LONG-TERM VIEW



36

## CROSSROADS

## BE THE CHANGE

LEADERSHIP FOR A  
POSITIVE NEW ERA

### GLOBAL ALUMNI REUNION

Get Ready to Be the Change

32



### WEGROW PROGRAM COMES TO LIFE

Top-Flight Mentors Provide a Lift for Entrepreneurs

34

### WOMEN DEBATE

#### AT IESE IN NEW YORK

Women in Leadership: What We Want

40

### TEDXIESEBARCELONA

Tell Me a Story

41





#### NEW FUEL FREEDOM CHAIR FOR ENERGY AND SOCIAL DEVELOPMENT

A Look at Energy Poverty **42**

AGENDA **43**

### PEOPLE



#### ENTREPRENEURS:

##### HOLALUZ, LIGHTING THEIR OWN PATH

"A team is motivated when it believes in a project and grows with it"

**50**

#### YOU'RE IN THE NEWS

**54**

### LIFE



#### ALUMNI MEET IN ASIA

The Eastern Horizon **64**

#### EMBA ALUMNI GATHER

##### AT MADRID CAMPUS

A Day Among Friends **66**

#### THE EVENT BROUGHT TOGETHER

##### MORE THAN 150 ALUMNI FROM

##### THE PROGRAM

MBA Alumni Gather in Madrid **67**

#### CHAPTER NEWS

**68**

### LAST WORD

#### ANTONINO VACCARO

Anatomy of a Social Entrepreneur

**72**

### PEOPLE

#### JORDI CANALS, DEAN OF IESE

"LEADERSHIP  
AND  
MANAGEMENT  
ARE ABOUT  
PEOPLE"

**44**



### LIFE

#### XXIX ANNUAL MEETING OF PARTNER COMPANIES

COMPANIES WITH  
SOCIAL IMPACT

**60**





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## Index of Companies

7-Eleven.....	22	Esteve.....	34	Moritz.....	54
Abbott Laboratories.....	60	Everis.....	54	Motta Internacional.....	36
Accenture.....	30	Exea.....	60	Munich Re.....	36
Addiopizzo.....	72	EY.....	54, 68	Nafarco.....	54
Adidas.....	22	Farina and Sons.....	54	Nespresso.....	22
Advance Medical.....	8	Ferrovial.....	36	Netflix.....	22
Aegon.....	36	First Bank of Nigeria.....	36	Nexenta.....	40
Aena.....	60	Fomento y Expansión		Nike.....	22
Air Arabia.....	22	Empresarial.....	8	Notebloc.....	54
Airbnb.....	22	Fractus.....	34	Novartis Pharmaceuticals.....	60
Albela.....	54	Fuel Freedom Foundation.....	42, 60	Nygala Corp - Flomo.....	54
Aldi.....	22	Fundación Bertrán.....	60	Omega Capital.....	36
Alibaba.....	22	Gaes.....	60	Parclink.....	34
AM Technology.....	41	GE.....	60	Penguin Random House.....	8
Amazon.....	22	Gedeth Network.....	54	PepsiCo.....	54
Amdocs.....	68	Glitzie.com.....	54	Pharmcelera.....	54
Apple.....	68	Glocap Search.....	68	Playfulbet.....	34
Areas.....	34	Goldman Sachs.....	68	Prosegur.....	36, 54
Asset Management.....	36	Google.....	64	Puentis.....	34
Banco Popular.....	68	Grupo Calidad Pascual.....	60	Puig.....	60
Banco Sabadell.....	34	Grupo Tragaluz.....	54	PWC.....	40
Banque de France.....	36	Grupo Villar-Mir.....	8	Ryanair.....	22
Bayer.....	36	Hamilton Insurance Group.....	36	Sanofi.....	60
Bconowovens.....	60	Harvard Business School.....	44	SAP.....	60
Bertelsmann.....	36	Henkel.....	52	Schindler.....	8
Bimbo.....	36	Holaluz.....	50	Ship2Shop.....	34
Bloomberg.....	68	Hybrid Air Vehicles.....	8	Siemens.....	36
Bombardier.....	60	IAG.....	36	Sievert Partners.....	60
Bonnier AB.....	36	IBM.....	36	Southwest.....	22
Booking.....	22	Ikea.....	22	SQF Group.....	68
Boollino.....	34	Industrial Growth Platform.....	64	StackStorm.....	40
Boston Pizza.....	54	Infosys Technologies.....	36	Stand Up for Passion.....	54
Bridges Ventures.....	72	Interhabs Investments.....	34	Stanford University.....	44
Bridgewater Associates.....	68	iOpener Institute.....	54	Strathmore Business School.....	41
Brocade.....	40	IPADE Mexico.....	44	Swiss Re.....	36
Caixa Capital.....	68	iPlatea.....	54	Telanto.....	54
Caprabo.....	34	Käthe Kruse Puppen.....	36	Telefónica.....	34
Cartera Industrial Rea.....	8	Keen Venture Partners.....	68	Tesla.....	72
Cellnex.....	60	Kerry Logistics.....	36	The Boston Consulting Group.....	68
Cisco Systems.....	40	KPMG.....	54	The Chair Center Group.....	36
Citi Holdings.....	36	KYCnet Services BV.....	54	The Haniel Group.....	36
Clear Channel.....	34	Lego.....	22	The Wharton School.....	44
Coca-Cola.....	54	Li & Fung.....	36, 64	Toyota.....	22
Codorniu.....	36	Lifera.....	60	Trip Advisor.....	22
Cofares.....	60	M-Art-Keting Global Consulting.....	54	Tuv.....	60
Compañia General Cárnia.....	34	M-KOPA.....	72	Uber.....	22
ComparaGuru.com.....	54	Madison Inteligencia.....	68	Unilever.....	36
Compass Group.....	60	Mageba.....	60	Unisono.....	8
COMSA Corporación.....	60	Mango.....	36	United Cereal.....	68
Czapek.....	54	Manpower.....	34	University of Navarra.....	8
Daimler.....	36	MAPFRE.....	8	University of Oslo.....	36
Damm.....	34	MAT Holding.....	60	Univision.....	40
Danone.....	34	McKinsey & Company.....	8	VCforU.....	54
Disano.....	60	MeadWestvaco (MWV).....	54	Werfen Life.....	60
DiverInvest.....	30	Mercadona.....	22	Wide Eyes Technologies.....	34
Downside School.....	54	Merchbanc.....	34	Working Mother Media.....	40
Editorial Vicens Vives.....	34	Merrill Lynch.....	40	WPP Group.....	36
Egon Zehnder International.....	8	Miquel y Costas.....	8	Xerox.....	60
Ermenegildo Zegna.....	36	MIT.....	44	Zara.....	22
Establiments Viena.....	60	ML Search Partners.....	68	Zegna Group.....	36

Numbers refer to the first page of the article in which the alumnus appears.

## Index of Alumni

Afonso, Melissa (MBA '08).....	8	Espot, Xavier (MBA '16).....	41	Mercader, Jordi (MBA '69).....	8
Aguirrezabal, Iñigo (MBA '97).....	54	Esteve, Antoni		Moreno de Tejada, Carlos	
Aivosika, Ibukun		(PDD '87 and CCP '13).....	34	(PADE '09).....	54
(GEMBA '04 y GCP '13).....	36	Falcones, Baldomero (MBA '72).....	8	Moubarak, Ziad (MBA '16).....	41
Barqueros, Bernat (PDD '13).....	54	Faura, Kim (MBA '78).....	34	Nair, Rajesh (MBA '03).....	54
Beltrán, Alejandro (MBA '98).....	54	Font, Tomás (PDC '13).....	54	Nogué, Ferran (EMBA '09).....	50
Blanc, Sergi (PDD '11).....	8	Frey, Jan (MBA '83).....	52	Pérez, M <sup>a</sup> Carmen (PDD '10).....	54
Bondolowski, Cristina (PDD '03).....	54	Gallejo, Oscar (SEP '16).....	54	Pi, Carlota (EMBA '09).....	50
Bonet, Rubén (MBA '94).....	34	García Madrid, Tomás (MBA '88).....	8	Porta, Sean (EMBA '16).....	8
Borwankar, Anjaney (MBA '03).....	8	García, Santiago (MBA '92).....	54	Powell, Evan (GEMBA '08).....	40
Botet, Pere (PADE '84).....	34	Garrido, Lailani (Media AMP '16).....	40	Prior, Albert (EMBA '16).....	8
Cabezas, Isaac (EMBA '16).....	8	Gibert, Enric (PDD '15).....	54	Rovira, Joan Carles (PADE '10).....	54
Cabuti, Núria (MBA '92).....	8	González-Adalid, Antonio (MBA '75).....	8	Ryan, Patrick (GEMBA '02).....	54
Carreño, Daniel (PDD '98).....	60	Hassan, Alishah (MBA '16).....	41	Sagie, Itay (MBA '11).....	54
Catà, Aurora		Hayem, Andrea (MBA '16).....	41	Sagnier, Pablo (MBA '90).....	8
(MBA '89 and PADE '03).....	34	Horcasitas, Enrique (MBA '12).....	54	Sánchez Lamelas, Javier (MBA '88).....	54
Christenson, Andrea		Jayadev, Arun (MBA '08).....	41	Shen, Wendy (AMP '14).....	54
(MBA '83 and AMP Munich '14).....	36	Jiménez-Laiglesia, Juan (MBA '91).....	54	Smith, Jessica (MBA '08).....	8
Collery, Arnaud (AMP Media '12).....	54	Kagaya, Junichi (MBA '11).....	8	Tonijuan, Chelo (PADE '10).....	34
Crous, Enric (MBA '73).....	54	Kelly, Patrick (MBA '01).....	54	Torrente, Mariano (MBA '16).....	41
d'Ornellas, Fernando (MBA '83).....	54	Kerzel, Timo (EMBA '12).....	54	Trullàs, Maria (MBA '15).....	54
Daniels, Christopher (MBA '00).....	8	Lacombe, Adriana (PMD '15).....	68	Turletti, Pablo (GEMBA '06).....	54
de Roquemaurel, Xavier (MBA '01).....	54	Landwehrkamp, Adriana (PMD '09).....	68	Vila, Fernando (PMD '11).....	54
de Ros, Itziar (MBA '06).....	8	Latre, José Antonio (MBA '92).....	54	Vastert, Jelle (MBA '09).....	72
de Swaan, Sun-Sun (MBA '08).....	68	Maize, William (MBA '16).....	41	Velázquez, Mará del Pino (MBA '91).....	8
de Torres, Pilar (PDC '02).....	34	Martin, Gonzalo (MBA '95).....	54	Vila, Oriol (EMBA '09).....	50
Derouin, Eric (GEMBA '11).....	54	Martin, José Gabriel (PDC '89).....	34	Vilajosana, Ignasi (SEP '16).....	54
Derringer, Bill (PADE '14).....	34	Martínez, Marta (PADE '05).....	60	Villamor, Isabel (MBA '16).....	41
Donner, Nilli Alon (MBA '11).....	54	Masfurloll, Gabriel (CCP '12).....	34	Yu, Myra (MBA '99).....	8

Numbers refer to the first page of the article in which the alumnus appears.



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### Editorial Director Emeritus

Antonio Argandoña

### Managing Director

Aida Rueda

### Managing Editor

Maria Subarroca

### Editor

Ana Galán

### Senior Editor, English Edition

Sally Davies

### Contributors

Cristina Aced  
Tima Batstone  
Edu Ferrer Alcover  
Joan Antoni Guerrero  
Alejandro Lavara  
Marcella Moohan  
Javier Pampliega  
Larissa Tatge  
Gemma Tonjuan  
Miquel Utset

### Photography

Javier Arias  
Megumi Asaoka  
Wallace Chan  
Jordi Estruch  
Edu Ferrer Alcover  
Arjun Rajagopal  
Quim Roser  
Sergio Selman  
Jordi Tarrés  
Juan Ude

### Illustrations

Luciano Lozano  
Ana Yael

### Design and Layout

Enric J. Gisbert

### Proofreader

Mary Brennan

### Advertising

M&N Consulting - Antonio Moré  
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Tel: 93 253 42 00 • Fax: 93 253 43 43  
Cno. del Cerro del Águila, 3  
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# SENSE OF MISSION



**ANTONIO ARGANDOÑA**

Editorial director  
of *Alumni Magazine*  
argandoña@iese.edu

Which came first, the chicken or the egg? And at IESE, which came first, the mission or the people? The question is misleading, because the mission is defined and carried out by people, but without a well-defined mission that inspires and motivates people, they end up veering off course. **Jordi Canals**, IESE's dean, explains this nicely in the interview included in this issue of the *Alumni* magazine. When asked how the school has overcome years of deep economic, social and political crisis, his response was: "The sense of mission has been like a guiding star for us. It has been a beacon for the basic values and principles of business management." The mission has informed the strategy, which in turn is based on "the commitment, dedication and professionalism of all IESE people and alumni." The entire interview is an excellent lesson on management, which starts at IESE and continues in the daily activities of each of you.

This must have been a topic of reflection for the MBA and EMBA students at their recent graduation ceremonies; well, they may have been a little nervous, but they will surely remember when they read our cover story. These days were a wonderful time for them and their families to celebrate having achieved an important life goal. IESE also sent them off with a celebration. But, as parents tend to do when their children take flight, it also reminded them of the new responsibilities they take on as graduates, to themselves, to their companies and to society. The president of the University of Navarra had these words for the MBA students: "I ask that you become good ambassadors of the values that you have learned throughout these two years of the MBA." Could we ask them to return within a decade or two, to tell us how they have done?

IESE continues to create new ideas, some of which we share here, about innovative operations strategies, with **Philip Moscoso** and **Alejandro Lago**, and competitive and sustainable cities, with **Joan E. Ricart** and **Pascual Berrone**. **Africa Ariño** and **Núria Mas**, academic directors of the Global Alumni Reunion, invite us to "Get ready to be the change!" We know what we're going to be talking about in Barcelona this year. But IESE is not only about ideas. Most of all, it's about action: Don't miss the article featuring "top-flight mentors" for entrepreneurs, in the Crossroads section. And, once again, thanks to all the alumni for always being by our side; the People section features some news items you have sent us, so that we can all hear about and can rejoice in the successes of our friends.

# CAREER ADVISORS

GAIN A NEW PERSPECTIVE  
TO YOUR CAREER DECISIONS.



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of an Executive Search  
Firm and Mentor  
for Entrepreneurship  
Projects

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English and Spanish



**Joanna Moss**

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Experience in Investment  
Banking at Goldman Sachs  
and Senior Recruitment  
at Brunswick Group LLP

--  
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# 2016 Graduations: 50 years after the MBA's first graduating class **THE FINISHING TOUCH**





**Silvio Napoli**, chairman-elect of Schindler; **Jordi Mercader**, chairman of Miquel y Costas; and **Antonio Huertas**, chairman of MAPFRE, were the keynote speakers in the 2016 MBA and EMBA graduations. These graduations take us back to June 22, 1966, and the first graduating class of the MBA at IESE, which included 27 young professionals. This year's graduating classes represent a larger, more diverse group, with longer and richer professional experience, but "with the same spirit and willingness to help make the world a better place through excellence in management," said IESE's dean, **Jordi Canals**.





“**T** rue leaders, the ones who leave lasting legacies in their field, concentrate their efforts on their ‘inner scorecard,’ and because of this, they deliver on the ‘outer’ one too.” This was the message shared by chairman-elect of Schindler, **Silvio Napoli**, at the MBA Class of 2016 graduation celebration, which took place on May 13 at IESE’s Barcelona campus.

**Napoli** specifically cited five “crucial lessons” from the worlds of sport and business that he identified as the main drivers of success: gratitude, mastering ego, adaptability, managing failure and courage.

“Gratitude is a good place to start. Gratitude is the realization that we are never fully independent, that we are vulnerable and that we need others to accomplish what we strive for.” Key to understanding our vulnerability,

said **Napoli**, is grappling with ego – “our worst and most tenacious enemy.”

“A deciding factor in life is how you handle setbacks and being prepared to accept the prospect of failure is an essential element in achieving greatness,” he told the graduates. “For successful people, failure is information. For true leaders, the reaction is: ‘This didn’t work and I am a problem solver, so I’ll try something else,’” he added. Underpinning these lessons, said **Napoli**, is courage – the courage to “seize opportunities and the determination to bounce back from failures is what really makes the difference.”

#### FIFTY YEARS AND A LEGACY FOR THE FUTURE

● Dean **Jordi Canals** added his congratulations to the 2016 graduates, and urged them to take away three key lessons from their time at the school: a sense of pur-



OUR EGO IS  
OUR WORST  
AND MOST  
TENACIOUS  
ENEMY”

**Silvio Napoli**  
Chairman-elect of Schindler



pose, a commitment to professional excellence and service, and a sense of magnanimity in ambition and humility. These are “intrinsic pillars in any serious professional endeavor,” he said. “The IESE MBA program is a means to provide hope in the business world that better management can have a positive impact,” he added.

It was a sentiment shared by Professor **Alfonso Sánchez-Tabernero**, president of the University of Navarra, who also addressed the cohort. “I am persuaded that today’s leaders, in addition to excellent technical preparation, must be defined by a lifestyle which promotes the common good above the individual and selfish good. The prestige of our university and that of IESE has come, to a large extent, from our alumni; and for that reason I dare to ask that you become good ambassadors of the values that you have learned throughout these two years of the MBA,” he said.

Director of the MBA program, **Franz Heukamp**, highlighted some of the accomplishments of the Class of 2016. “You have risen to the challenges of doing business globally, broadening your ethical perspective of management, accelerating your leadership competencies and your capacity to make decisions,” he told the MBA graduates. “Your exceptional contribution to activities, from the first Women in Business Conference to the TEDx Talks and more, will enrich the MBA for future generations.”

**Sean Porta**, MBA Class President 2016, added that these student-led activities were the result of choosing an attitude of generosity. “As we head out to the far corners of the globe, my greatest hope is that we never lose our ability to choose. That we keep choosing to be generous, selfless and altruistic; with an attitude of service to others,” he said.





“OUR ROLE  
CONSISTS IN  
CREATING  
VALUE FOR  
OTHERS”

**Jordi Mercader**  
Chairman of Miquel y Costas

“You have the capacity to try to improve the world. You have what it takes, the full force of youth, new vitality which provides knowledge, the necessary technological levers and, above all, you have time. Never believe the adage that trains only go by once; trains are continually going by, and what we have to try and avoid is taking the wrong one.” These were the words of **Jordi Mercader Miró** (MBA ’69), chairman of the Miquel y Costas Group – a family business that has been around for two centuries – directed at students of the Executive MBA (EMBA) program during the graduation ceremony for the class of 2016, held on May 6 in Barcelona.

“Our role consists in creating value for others, but not at their expense. We are creators, not simply managers of resources. We try to provide new net value for society,

not consume it,” said **Mercader**. In a changing world, “regulation will play an ever-growing role,” he added. According to **Mercader**, regulations, described as instruments for protection, “can enrich management; they can help transmit values, without collapsing into naivety or do-goodism.” With that, he urged the 116 new graduates to use them. “By taking advantage of them, actions are improved, and risks, sterile debates and time-wasting are all avoided.” However, transparency, corporate governance, taxation or sustainability, that “belong more within the domain of convictions than that of standards,” should not be forgotten, he added.

#### BALANCING EMOTION AND CONVICTION

● **Mercader** also extolled the importance of values. ● “The globalization of society and that of its individuals is making us rediscover values such as solidarity, the





strengthening of professionalism and education, gender equality, the rating of the social above the pre-eminence of economic or political power, and, above all, honesty, rigor and goodness,” he said.

Executives have to navigate through emotions and beliefs. “Emotions sometimes have to be sacrificed. Convictions cannot be betrayed; they are the keystone in the arch that will support the lifespan that will become loaded in time. Today, you are beginning a new period with a reinforced arch, and with the desire to load it,” he reminded the new graduates. “The difficulty is now ‘how to do it,’ and this ‘how’ is yours. It is your personal and collective challenge,” said **Mercader**.

In today’s ever-changing environment, there is no room for complacency. **Isaac Cabezas** (EMBA ’16), co-president of the class of 2016, said: “We have worked very hard... but the road does not end here. As IESE alumni, we have the

responsibility of contributing to society by working... with diligence and understanding, with righteousness and justice, with excellence and, above all else, with a passion and spirit of service,” he said.

Along these same lines, the academic director of the second year of the EMBA, **Javier Santomá**, shared these words: “Because you have received so much, a great deal will be expected from each and every one of you.”

The dean of IESE, **Jordi Canals**, said that the new graduating class must keep in mind that: “Having a purpose in the business world not only increases our goodwill and reputation: it makes us more human and able to serve others.”

Emotion was very much present in the ceremony, with graduates feeling the support of their families. “I believe that I speak on behalf of everyone when I state the following: ‘I feel proud and lucky to have taken the EMBA at IESE,’” said **Albert Prior** (EMBA ’16), co-president of the class.





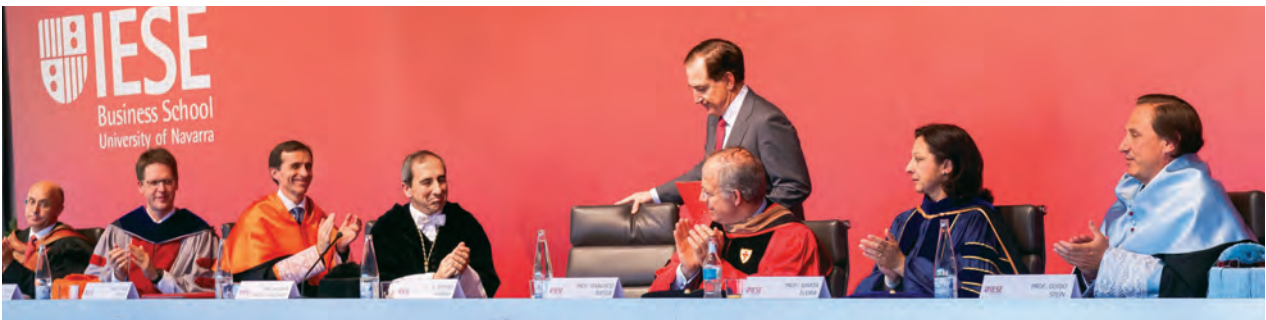
“You can neither work nor carry out business without values, exemplary attitudes and ethics. Only in this way can we contribute to a world in which there is greater social commitment; more respect toward others and real opportunities to grow together – because it is possible to be successful in business, and achieve it out of commitment.” This was one of the reflections made by MAPFRE’s chairman, **Antonio Huertas**, during the 2016 Executive MBA graduation ceremony that took place in Madrid on May 20.

Talking to the 124 graduating students, **Huertas** emphasized the importance of talent when it comes to running efficient organizations. In his keynote speech, he talked about talent development and how it should be a strategic pillar for any company, being one of the things

that can set the company apart from the competition. “If talent is not cultivated, the company will not be able to continue progressing in a flawless manner. This is because talent is at the very core of achieving excellence in what is an increasingly complex and demanding environment,” **Huertas** said. He also argued that success is incontrovertibly linked to the people who make up the company.

In his speech, **Huertas** also underlined values and qualities such as effort, sacrifice, availability and flexibility in the face of change as essential to progress in life, both personally and professionally. These elements become even more important at a time like the present, which is characterized by uncertainty and change. “This global transformation requires people with global competencies and skills who are willing to take responsibility,” he said.





IT'S POSSIBLE TO  
BE SUCCESSFUL,  
AND ACHIEVE  
IT OUT OF  
COMMITMENT"

**Antonio Huertas**  
Chairman of MAPFRE



#### SENSE OF MISSION

● IESE Dean **Jordi Canals** spoke about the sense of mission and purpose of the institution, which has formed one of the cornerstones of the school since its very inception. "Good management not only improves people and their companies, but also improves society," he said.

President of the University of Navarra **Alfonso Sánchez-Tabernero** picked up this theme and went on to urge the graduates to be active agents of this improvement and to do what they can to promote the common good. "At IESE, we have educated you in the culture of generosity and hope. So this dictates how you must act: you are men and women determined to change society," he said.

Meanwhile, Prof. **Guido Stein**, academic director of the Executive MBA in Madrid, spoke to students about

what he described as one of the keys to the success of the program: personal growth. "The EMBA is not a goal, it's simply a beginning," he said, and went on to say that, "Work is a way of contributing to the progress of humanity."

Finally, **Carlos Ponce** (EMBA '16) and **Juan Pérez** (EMBA '16), the class presidents, said that their time spent at IESE had left a deep impression on them, and indeed on all their classmates. "We are very different today from two years ago: certainly more sensitive, more responsible, humbler from knowing ourselves better and, at the same time, more aware of our duty to give back to society."

Students' experiences during the program leave a lasting impression on them that does not fade over time. "What you take from IESE is a way of facing the future that will always be with you," said Dean **Canals**.

# As the MBA evolves, its DNA remains intact

Fifty years ago, on June 22 1966, IESE's campus hosted the first graduation of its MBA program. Twenty-seven students had ventured into a pioneering program that was virtually unknown in Europe. Five decades later, the full-time MBA program has matured and developed in every sense, reinforcing its fundamental pillars while rapidly adapting to the realities of the 21st century, and always maintaining the same spirit.

**T**he human body is completely regenerated with new cells about every ten years. Even so, our DNA remains unchanged throughout life, which is why we maintain our features despite the passage of time.

In 2016, the IESE MBA has – in some ways – very little in common with that first graduating class of 1966. Its cells have multiplied exponentially, renewed year after year, evolving with the times and adapting to the increasingly sophisticated needs of students and companies. This change is easily illustrated by a few basic figures, such as the more than 280 students divided into four sections, the 56 nationalities represented in the classrooms and 105 full-time professors comprising the faculty.

However, everyone knows that the IESE MBA today is just as distinctive and unique as it was 50 years ago. Why is that? Because its roots – its sense of mission, values, methodology and its focus on people – have remained strong and even expanded over five decades.

According to **Franz Heukamp**, IESE professor and director of the MBA, one of the school's main challenges for the coming years is to keep up this pace: "We must continue to grow and meet the needs of companies and young executives. We should adapt to their style and their demands. This means updating the content, innovating the learning methods and using new platforms."

## MBA Program

The IESE campus in Barcelona each year welcomes more than 280 students of 56 different nationalities.







## WE MUST CONTINUE TO GROW, BUT OUR MBA MUST REMAIN UNIQUE IN THE WORLD BY HAVING A PERSONAL IMPACT ON STUDENTS.”

**Franz Heukamp**, director of the MBA program

At the same time, our MBA must remain unique in the world by having a personal impact on students; for its international make-up, and exceptional projects and learning opportunities.”

### THE SIZE AND COMPOSITION OF CLASSROOMS

● The progressive increase in the number of students, growing into four sections – with a total of over 280 participants at present – is one of the features that have shaped where the MBA is today. This growth has required a constant and rigorous search for talent across the globe, in order to ensure the best and most diverse work groups possible. This practice has become a virtuous circle, since the international quality of the program is one of the most highly valued aspects for new candidates from a wide range of countries.

According to Prof. **Eric Weber**, associate dean of IESE, the growth of the program brings significant benefits: “More students mean more diversity in the classroom and, therefore, more personal enrichment among peers. It also creates an atmosphere where large companies are interested in IESE when it comes to recruitment. At the same time, we are consistently able to have personalized attention since the work groups always have eight people and the size of each section has not increased,” says **Weber**.

“The program has grown dramatically in size and international diversity since I was a student,” says **Itziar**

**de Ros** (MBA ’06), director of admissions for the MBA. “This diversity is one of the key reasons why we are able to attract talented students seeking to learn from people around the world. For the school, the calibre of its participants is vital. But that goes far beyond the GMAT. What ultimately interests us is what the candidates can bring to the class – their human side,” she says.

The members of the admissions team for the MBA who take part in selecting candidates from different parts of the world also highlight this diversity. From Tokyo, **Junichi Kagaya** (MBA ’11), says: “The classroom diversity really attracts Asian candidates. Typically in the classroom there’s no majority, regarding nationality, and for many students English is a second language. That makes the campus life, both inside and outside the classroom, more comfortable for Asian applicants.”

“American candidates are very attracted to IESE since it offers a bilingual MBA; for the international makeup of the classroom, and the global employment opportunities that they will have access to,” explains **Jessica Smith** (MBA ’08) from New York.

Globalization is an undeniable benefit of the program and adds value both to candidates who want to work in other continents, and those who wish to remain in their own countries. For example, **Melissa Afonso** (MBA ’08), from Brazil, says that “there are more and more Brazilians who want to live abroad, studying first and then working, if possible.”



### MBA Program

The faculty, comprising 105 full-time professors from 31 different countries, offers a comprehensive program focused primarily on decision-making and the ethical and human dimension of business.



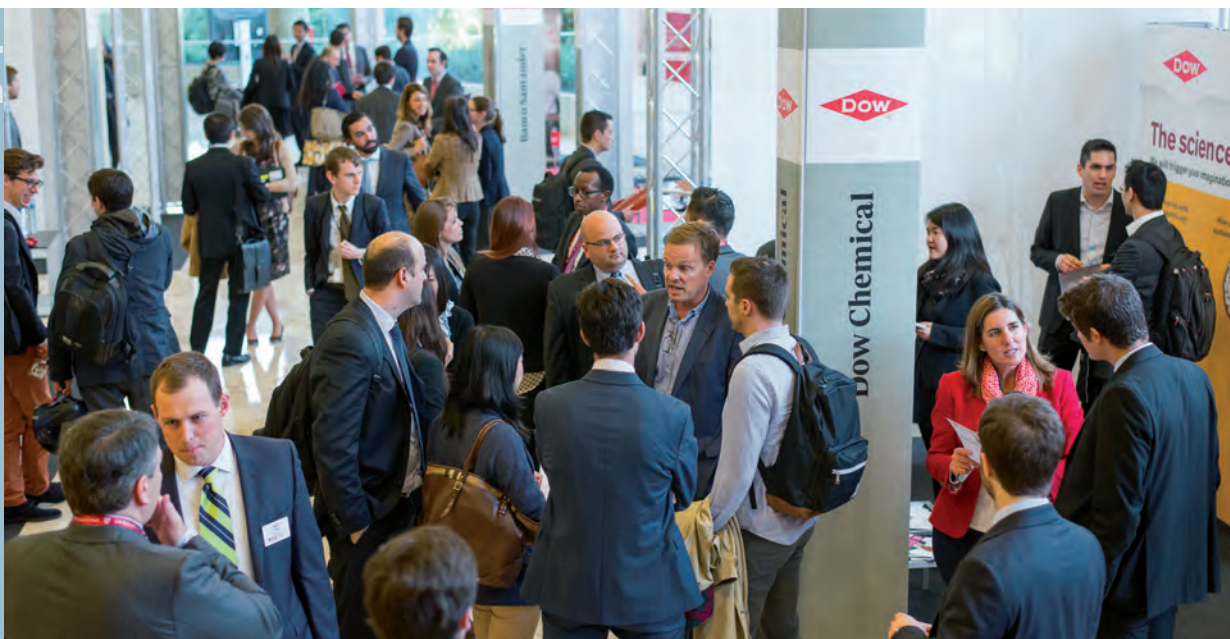
### Doing Good Doing Well

The 15th edition of this conference on socially responsible business, organized by the MBA students, featured 40 speakers and over 600 participants.



Career  
Forum

Within three months of graduation, 91 percent of the program's students have accepted a job offer. Students can participate in workshops, coaching sessions, and career forums. Currently three are hosted on the Barcelona campus, one in Singapore and one in New York.



**Anjaney Borwankar** (MBA '03), from Singapore, points out that students coming from Southeast Asia "have realized that their countries of origin are the places where the large multinationals are seeing the most growth. Thus for the candidates in the region to be effective business leaders they have to know not just how their local economies work, but also how the world economy operates. And this is precisely where IESE has an advantage over other business schools."

"The IESE MBA is a great blend," says Prof. **Carlos García Pont**. "Students change: things they considered very strange when they arrived end up in a new light as differences and diversity. They not only learn to appreciate those differences – they want to understand and embrace them," he adds.

Learning from classmates is something appreciated by the alumni throughout every generation that has come through the MBA. Such as **Alejandro Beltrán** (MBA '98), managing partner at McKinsey & Company Iberia, who says that "one of the benefits of the MBA is being among different people, with very diverse careers and lifestyles. This helps you see things from a different point of view and to understand that the people around you may see things differently."

"The MBA taught me to be humble, to listen, to collaborate with others and to get to know myself better. It helped me grow personally through teamwork," says **Pablo Sagnier** (MBA '90), partner of Egon Zehnder International.

In addition to the international diversity, the presence of women has also increased in recent years. "In a very short time we have gone from being 40 women per class to 80," says **De Ros**.

To foster this, IESE has launched different initiatives, such as maintaining close contact with companies with

a particular interest in hiring women, creating specific scholarships, promoting the platform IESE Women in Leadership (IWIL), collaborating with the Forté Foundation, conducting academic research and starting clubs and conferences to foster relationships between women executives.

"Companies realize the benefits of having gender diversity in senior management and many businesses are making an effort to hire more women at all levels of the organization. As a result, increasingly more women are interested in the business world and therefore in programs like the MBA," adds **Smith**. Unfortunately, says **Núria Cabutí** (MBA '92), CEO of Penguin Random House Grupo Editorial, "more is sometimes required of women. However, there are increasingly more women in business schools and the traits and character types that companies demand in their executives are changing."



## Overseas Module Nairobi

The program offers optional modules in four cities: Nairobi, New York, São Paulo and Shanghai.

There are many women who meet these requirements quite well and therefore are candidates to fill key positions in organizations.”

### GAINING A GLOBAL PERSPECTIVE

● The international character of a program is determined not only by the origin of its students, but also the focus of the content and the opportunities offered. According to Prof. **Heukamp**, the aim of the MBA is clear: “It is a unique opportunity for young people to improve their capabilities as business leaders and develop a broader view of the world and of business.”

In addition to international faculty and business cases, the MBA offers second-year students the opportunity to participate in the Exchange Programs, thanks to its exchange agreements with 30 business schools around the world, as well as the option to sign up for the Overseas Modules. These are 2-week training modules in which a group of students travels to New York, São Paulo, Shanghai or Nairobi to learn how the business and economic environment functions in each place and interact with local managers.

### ADAPTING THE CONTENT TO THE CHANGING TIMES

● The emergence of the millennial generation is also helping to reshape the face of today’s MBA, a program that is constantly adapting to the evolving realities of the students. “A few years ago students were totally focused on banking, investment, consulting... and looking to improve their salary and their résumé. But now we even have candidates that come in making more money than they probably will when they graduate. They say they are looking for something fulfilling, something to make work meaningful. They are very restless, very digital-oriented and very focused on ongoing challenges: they have totally gotten past the idea of staying faithful to the same company,” says **De Ros**.

**Afonso** also points out the new motivations of the candidates: “Today, most want to do the MBA to become

entrepreneurs, and are looking for flexibility and meaning in what they do, much more than status, or salary, or a career job. Ten years ago, everyone wanted to be CEOs or CFOs of large companies, but millennials simply do not fit into this model.” To help students find their way in this new and exciting environment, IESE has endowed the MBA with a wide variety of curricular options focused on the business sectors with the highest demand, entrepreneurship, innovation and social projects.

“The field of entrepreneurship has gotten a lot stronger in recent years and we have promoted that in the MBA. Although this has always been one of the hallmarks of IESE, because we believe that entrepreneurial competences are very important for any executive, even if they don’t start a business,” says Prof. **Heukamp**. “Starting in 1974, there was very successful elective course, taught by Prof. **Pedro Nueno**. Now there is a compulsory course and 10 electives,” explains Prof. **M. Julia Prats**.

Among the options for summer following the first year, in addition to the traditional internships at companies in many sectors, students can do internships at non-profit institutions or enroll in the Summer Entrepreneurship Experience, where they spend the summer months giving shape to their own business venture under IESE’s tutelage. “The students are immersed in an entrepreneurial ecosystem, which extends as far as New York and Munich. They have access to the professors, the investment community, the scientific and technical community, a network of mentors, clubs for entrepreneurs and venture capital... IESE acts as a catalyst for the entrepreneurial ecosystem,” says **Prats**.

The curriculum gets updated, but still gravitates toward the case method, with the intensity that characterizes the program. According to **Baldomero Falcones** (MBA ’72), chairman of Fomento y Expansión Empresarial, “solving cases about specific situations was so exciting. Without even realizing it, you get a great education and develop an incredible capacity for analysis that helps you make decisions.” “That way of thinking, and identifying what the



### IESE Meets the Valley

In March, the students participating in the visit to Silicon Valley got a firsthand look at some tech companies.



### 50th MBA Anniversary

The celebration of the program’s 50th anniversary has included numerous events with alumni and current students, including one on November 30, 2015 in Barcelona.





## THE MBA TAUGHT ME TO BE HUMBLE AND TO GROW PERSONALLY THROUGH TEAMWORK.”

Pablo Sagnier (MBA '90),  
partner of Egon Zehnder International



## MY EDUCATION AT IESE HAS ENABLED ME TO ALWAYS CONSIDER PEOPLE AS THE PRIMARY FOCUS FOR ALL DECISIONS.”

María del Pino Velázquez (MBA '91),  
chair of the Unisono group



## “WHAT IS SUCCESS? IESE LETS YOU DO AN EXERCISE OF INTROSPECTION AND FIND YOUR OWN DEFINITION OF SUCCESS.”

Christopher Daniels (MBA '00), head of partnerships  
and communications at Hybrid Air Vehicles

problem you need to solve is, has stayed with me throughout my professional life,” explains **Antonio González-Adalid** (MBA '75), CEO of Cartera Industrial Rea.

The case method was a challenge for **Myra Yu** (MBA '99), managing director for Asia Pacific at Advance Medical, the first and only student in her class from China, who admits that she had to shed her former mindset, which entailed participating very little in class, and start from scratch: “It was a painful process because I was forced to ignore what I had been taught for the previous 20 years. But I found myself enjoying the sessions and learning more than anyone else.”

The training that includes solving hundreds of cases is complemented with educational projects that put participants in the driver's seat to solve problems in the real world, and real companies. A challenge such as the one proposed by the Capstone project, in which students are organized into work groups and, alongside their other commitments, spend a month studying and proposing solutions to problems facing a variety of companies. How to design a product launch, enter a new market, or evaluate the succession plan of a family business are some of them.

Prof. **Luis Palencia** says it is not so much about putting all of the students' skills and knowledge into play, but rather how they do it: “It is an environment for generating ideas so they experience frustration and the pressure of working against the clock and the pride that comes from achieving a goal as a team.”

Finally, in the second year, the more than 70 electives that students can choose allow them to customize their experience and align their training to their interests and their personal and professional goals. “In the second year we try to have the students design their curriculum. We open them up to a range of possibilities – from purely academic to experiential or related to the development of their personal projects – and they define the content of their work so that they are able to develop their managerial capabilities,” explains Prof. **García Pont**.

### Global Leadership Series

Students have access to speeches from outstanding business leaders, such as Jaime Caruana, general manager of the Bank for International Settlements, who took part in a session on March 7.



### Young Talent Program

The program is a gateway to the MBA, offering preadmission to the program for people with outstanding résumés. About 200 candidates from 33 different countries are currently in the program.

These advances are in line with the arrival of new technologies, which have also been implemented at IESE's campus to ensure a better experience for students and faculty to broaden the spectrum of educational possibilities, but without losing the focus on quality, excellence and human contact: "Technology allows us to do things that were previously unthinkable. It heightens the experience of the case method, enhances collaboration throughout the group, increases the sense of community and facilitates a sense of continuity when you're not in the classroom," explains Prof. **Weber**.

### MUCH MORE THAN AN MBA

- Along with a rich, diverse and up-to-date curriculum,
- the MBA includes more and more parallel activities to develop students' skills in decision-making, entrepreneurship and leadership. There are numerous activities that serve as examples of a campus in constant expansion. These include the Roland Berger Case Competition, where students test their skills with the case method; the Global Leadership Series, which allows them to interact live with outstanding senior managers; and activities organized by student clubs. The activities also bring them in contact with companies, such as the Career Forum, and Career Treks in different parts of the world and for specific sectors. Many of these activities, such as the emblematic Doing Good Doing Well conference on responsible business, are organized by the students themselves.

"They are voluntary activities, but it is their responsibility to make the most of every minute of these 19 months. It's a great way to engage their own initiative, leadership and any aspects that are challenging for them," says **De Ros**.

### A LIFE CHANGER

- With ethics as the foundation, the case method as the
- system and human relations as the texture, the IESE MBA is a transforming experience unlike any other in the world. It has changed the lives of thousands of executives

in the past 50 years, adapting to each new era and holding on to its unwavering beliefs.

One of them is the close relationship between the faculty and students, which, as Prof. **Palencia** says, is built on trust. The faculty of the MBA program, recognized for its educational quality, encourages trust by "taking an interest in the concerns of students" and "offering them guidance on how to act with professionalism, which is more valuable than any technical advice," he adds.

This proximity and the ethical approach are appealing to the new generations: "Millennials seek companies that have a purpose they can connect with and they want know what their role will be. In the wake of the crisis, many people have started to reflect on its causes and on the lack of ethics in some companies. To avoid a repeat, there has to be personal accountability but there also needs to be a framework for decision-making. IESE incorporates the ethical, as well as the economic point of view, into all of its courses. This is becoming more and more essential in order to attract new students," says Prof. **Weber**.

It also makes an impact on alumni: "My education at IESE has enabled me to always consider people as the primary focus for all decisions," says **María del Pino Velázquez** (MBA '91), chair of the Unisono group.

This sentiment is echoed by **Tomás García-Madrid** (MBA '88), CEO of Grupo Villar Mir: "At IESE, I learned that you can contribute to the common good by running businesses and being a professional manager. Sometimes people have the idea that executives are sharks who only think about making money, and don't care about the common good or our fellow human beings. But at IESE, you realize that this couldn't be further from the truth."

After doing an MBA at IESE, everything changes. "What is success?" asks **Christopher Daniels** (MBA '00), head of partnerships and communications at Hybrid Air Vehicles. "Most business schools equate it to having a good salary and an important position. IESE lets you do an exercise in introspection and find your own definition of success."



### Roland Berger Case Competition

The 21st edition of the competition took place February 25-27, bringing together students from business schools such as HKUST, LBS and Kellogg. The IESE team won the competition.



### Capstone Project

The Capstone Project puts MBA first-year students in the driver's seat to solve problems in the real world, with real companies.



## OPERATIONS MANAGEMENT FOR EXECUTIVES

FIVE STRATEGIES  
FOR INNOVATIVE  
OPERATIONS**PHILIP MOSCOSO**

Professor of production,  
technology and operations  
management, IESE

**ALEJANDRO LAGO**

Professor of production,  
technology and operations  
management, IESE

As globalization and new technologies open the door to innovative ways of working, improvements in operations management are becoming an important competitive edge for companies.

INNOVATION AND CHANGE • DECISION  
ANALYSIS • SERVICE AND OPERATIONS  
MANAGEMENT

What do companies like Toyota, Zara, Amazon and Ikea have in common? In addition to occupying a leading position in their respective sectors, each of them has marked a watershed moment in the operations of their industries, transforming them and making operations management their main source of competitive advantage. That's why we've chosen them to illustrate the ideas in the chapter on innovation in operations in our book *Gestión de operaciones para directivos. Destapa el pleno potencial de tu empresa* (to be published in English in 2017 as *Operations Management for Executives: Unleash Your Company's Full Potential*), McGraw-Hill.

We're not talking about implementing quality and continuous improvement programs within the existing operations of a company. Instead, we propose coming up with entirely new ways of operating: new ways to manufacture products, manage orders and provide customer service. In order to do this, it's not enough to rethink *how* things are done (operations). We also have to examine *what* we offer (value proposition) and to *whom* (target customers).

**WHY INNOVATING OPERATIONS**

- When compared to other sources of competitive advantage, in-

novating operations has three great benefits. First, it can have dramatic effects on the bottom line. Second, and contrary to popular wisdom, innovating operations does not necessarily require large investments. And third, it often takes competitors a while to recognize the changes that have been implemented, and even when they do, they have a hard time replicating them.

**WHERE TO START**

- There is no hard-and-fast rule about which processes are best suited to operational innovation, but these strategies can have a radical effect on the way a company operates:

**1 Exploring ways to reach dissatisfied or underserved customers**

In developing products and services, companies tend to give priority to their most demanding – and profitable – customers. Other customers get left out of the market because existing offerings are too complicated, cumbersome or expensive for them. Focusing on underserved customers sometimes makes it possible to simplify both the value proposition and the operations system, resulting in significant savings.

Low-cost airline companies like Southwest and Ryanair are a perfect example. These companies focus on the very specific niche of passenger transport at low prices, innovating in industry operations (point-to-point flights with a single type of aircraft)







## IT'S NOT ENOUGH TO RETHINK HOW THINGS ARE DONE; WE ALSO HAVE TO EXAMINE WHAT WE OFFER AND TO WHOM

and simplifying for flexibility and efficiency (online billing and boarding without seat assignment).

### ② Incorporating value-added and personalized services

This strategy takes us in exactly the opposite direction. Here a company expands the value proposition beyond offerings in the traditional sector. This can be done either by adapting the product to the needs of the customer (personalization) or including value-added services (servitization).

Personalization can be based on products (Nike and Adidas sneakers), experiences (Nespresso stores), training (online tutorials), or customer participation in design communities and processes (Lego).

Adding services can provide a competitive advantage. Services tend to have better margins than the product itself. Also, they require a local presence, helping a company stay ahead of offshore competitors. Finally, they help retention by intensifying company-customer relationships.

Companies that stand out for servitization focus on services associated with equipment purchases (financing or leasing, maintenance and support, logistics) or aimed at improving customer processes and results (process consulting, team building, information management).

Or they completely rethink the business model, to the point of reconsidering equipment ownership and location (cloud computing).

### ③ Restructuring the value chain by changing the roles of its members

Typically, this involves adding or subtracting links and activities and changing roles or members. This type of innovation focuses mainly on changes in operations and not necessarily changes in the value proposition or in customer management.

We find examples of these strategies in businesses committed to disintermediation (the elimination of traditional distribution channels). These companies develop direct sales models between suppliers and consumers, as in the case of manufacturers that sell their products directly online. Another example is the online distribution giants, like Amazon and Alibaba, which serve as supply consolidators, reducing the number of companies competing in a given link.

At the same time, we also have companies that opt for a change of roles and functions within the distribution chain. For example, distributors that play not only a logistical role, but also a commercial or financial one. This model has been found traditionally in the pharmaceutical distribution sector. Other companies choose to re-

## KEYS: STRATEGY TO STRATEGY

### ① Exploring ways to reach dissatisfied or underserved customers

- Identify and thoroughly analyze these market segments.
- Define clearly the key aspects of the value proposition to the customer (and also make clear which features won't be included).
- Make sure that the key aspects chosen will make it possible to simplify operations processes.
- Design a delivery system that industrializes processes, gaining efficiency.

### ② Incorporating more value-added and personalized services

When opting for "servitization," first review the value proposition, keeping three major questions in mind:

- What exactly is the "task" that the customer hopes to complete or the "experience" he or she hopes to have in acquiring the product?
- How can additional services improve the customer's results and the total costs required for using the product?
- How can the experience of using the product be improved?

design the supply and manufacturing structure. One route is outsourcing production to large industrial conglomerates in low-cost countries specialized in contract manufacturing, as done by most fashion or electronics brands. Another option is to leverage a structure of exclusive suppliers to develop a brand, like Mercadona or Aldi in the food retail sector.

#### 4 Betting on customer collaboration to create value

Another way to radically transform company operations is to invite customers to create value in the provision of service. With this strategy, a company can kill two birds with one stone: customers are more satisfied because they have participated in offering the service and their participation lowers costs.

Examples of this innovation go from pure self-service models (vending machines, self check-in at airports, mobile banking apps), to hybrid models (IKEA's bid to transfer design and assembly of furniture partially to customers), or even business models based on "using" the customer. For example, customers are invited to recommend and evaluate services (Booking.com or TripAdvisor), identify market trends, test prototypes, or develop business models inspired by the collaborative economy and based on communities of users that provide

each other with services. There are various examples of companies in sectors like urban transport (Uber) or room rental (Airbnb).

#### 5 Taking advantage of new technologies to innovate operations

Using new technologies can reduce the cost of activities in the value chain, increase supply personalization and improve access to customers.

Applying technologies like big data or the Internet of Things to industrial processes can drastically reduce the cost of carrying out certain activities, such as monitoring the logistics chain (What merchandise do I have where?) or equipment operation and performance (automated processes analysis, demand forecasts). Additionally, new technologies make it possible to do this in real time in a reliable, cost-effective way.

Digitalization also speeds up the transmission of information and coordination among actors in the value chain, makes processes more efficient, facilitates multi-channel access to customers and suppliers, reduces search costs for the customer and brings down costs for market analysis and the development of new products and services. 7-Eleven Japan, Amazon and Netflix are a few companies that have turned these opportunities into a key competitive advantage.

#### MORE INFORMATION:

P. Moscoso y A. Lago, *Gestión de operaciones para directivos. Destapa el pleno potencial de tu empresa*, McGraw-Hill, 2016.

#### 3 Restructuring the value chain by changing the roles of its members

- If you opt for disintermediation, be clear on what the added value is, in terms of both final and intermediary customers.
- When innovation means that activities will be outsourced, ask yourself *what* and to *whom* you outsource. Make sure that outsourcing doesn't amount to a loss of key know-how. Or a loss of control over customer relationships or of cost leveraging.
- Maintain a holistic view of the entire value chain; don't focus attention exclusively on the part that your company is involved in.

#### 4 Betting on customer collaboration to create value

- Pay special attention to usability and convenience to encourage customers to keep collaborating.
- Develop management and monitoring systems to make sure that customers "do a good job." It is especially important to prevent mistakes that can negatively affect other users.
- Foster a sense of community to ensure the long-term sustainability of the model.

#### 5 Taking advantage of new technologies to innovate operations

- Understand that a new technology should be an enabler and not an end in itself.
- Keep in mind that any competitive advantage based on new technologies is temporary, because competitors will also begin to adopt them.
- Don't underestimate the organizational and adaptive work involved in using new technology to innovate operations (change management).



## INNOVATION AND SMART MANAGEMENT

COMPETITIVE,  
SUSTAINABLE CITIES

**JOANE E. RICART**  
Professor of strategic  
management, IESE



**PASCUAL BERRONE**  
Associate professor  
of strategic management,  
IESE

Rapid urban growth and digitalization are two major trends that are transforming cities worldwide. These changes inspire smart management, which aims to ensure the competitiveness and sustainability of cities.

STRATEGIC MANAGEMENT • INNOVATION AND  
CHANGE • URBANIZATION • SMART CITIES •  
SMART MANAGEMENT

Experts call the 21st century “the century of cities.” There are many good reasons for this, but two major trends currently shaping the future are particularly notable.

Firstly, there is the major challenge of lightning-speed urbanization. Some statistics predict that we will go from an urban population of 50 percent worldwide in 2008 to around 70 percent in 2050. Keeping in mind expected population growth, this means that around three billion people will move into urban areas over the course of 40 years. This is the same as the total number of city dwellers that have existed over the course of human history until the present day. This trend has different effects in the more urbanized developed world than in emerging countries, which are undergoing tremendous urban growth.

The other big game changer is digitalization. Greater connectivity brings with it a massive increase in digital density and inspires new business models in all areas, including cities. Technology allows us to do things better and more efficiently, challenging us to build smart cities through smart management.

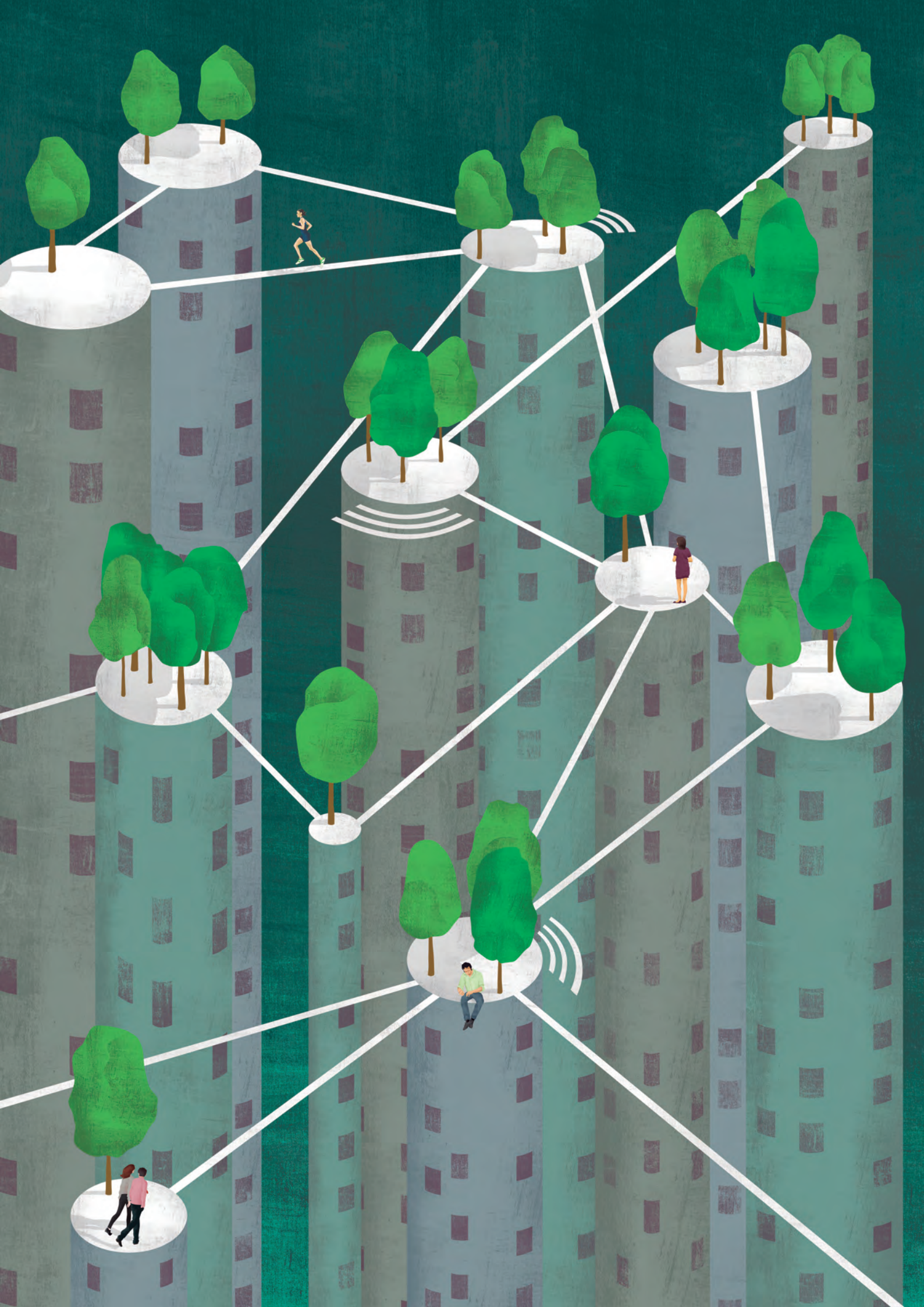
Urbanization and digitalization converge in a unique opportunity

to use smart management to ensure cities’ competitiveness and sustainability. Cities have to be competitive, offering their citizens educational and employment opportunities, social and economic prosperity, and improvements in their quality of life. Otherwise, their citizens will look for alternative locations.

With urbanization under way, cities also have to be sustainable, because traditional city management will not be able to handle the projected urban growth. The indiscriminate use of energy, increasing pollution and growing inequality (among other “urban ills”) demonstrate that we need a new city management model, so that cities become more socially inclusive, more economically competitive, and more environmentally sustainable – a tremendous challenge. How can management help?

#### STRATEGY FOR THE FUTURE

● In order to develop a good strategy, city managers need to understand their starting point. In our research through the IESE Cities in Motion platform<sup>1</sup>, we have developed a synthetic index to evaluate cities on 10 key dimensions. This year, the third annual edition evaluates 181 cities on the basis of 77 indicators<sup>2</sup>. The main objective of the study is to provide cities with an instrument for evaluating themselves





## EVERY CITY SHOULD DEVELOP ITS OWN VISION OR MODEL THROUGH DIALOGUE WITH STAKEHOLDERS

and for comparing themselves with other cities. They can also identify model cities and emulate facets of their strategies<sup>3</sup>.

One conclusion of this comparative city study is that there is no single model of success. This means that each city needs to develop its own vision or model through dialogue with stakeholders; this is an essential step in strategic planning. Dialogue is a challenge because periodic elections shift the playing field and stakeholders often have competing interests. Still, it is essential for building a smart city based on a shared vision of sustainability, inclusiveness and prosperity.

In addition, smart governance requires integration, taking advantage of interdependencies inside and outside city halls. Often, integration is difficult for historical reasons, so eliminating barriers to city-based or regional collaboration requires a conscious effort. Cities need a strategy for integration, beyond traditional long-term planning for infrastructure investment. The core of the strategy is to develop a comprehensive vision for the city and outline the steps for realizing it, or at least for moving in that direction.

The most difficult thing about strategic management in organizations (and also cities) is turning a strategy into reality; execution, in short. Strategy becomes reality through people, teams, organizational structures and management systems. There are multiple elements involved in successfully executing a new strategy; here we want to point out some of the most important aspects in the context of cities today:

### 1 Collaborating to turn strategy into reality

A vital aspect of strategic execution in cities is collaboration. Cities participate in different forms of public-private partnerships (PPPs). Through such agreements, infrastructures and public services can benefit from the funding, efficiency and competitiveness of a private company, while still retaining public management and regulation. Because the individual should be part of the solution to community problems, collaboration should also include citizens, entrepreneurs and new sources of innovation, such as the collaborative economy.

Even if stakeholder involvement is already an important part of a city's strategy, execution is essential. Private partnership is necessary at all levels, but it is especially useful in solving public problems. That's why IESE supported the launching of the United Nations' International Centre of Excellence on PPPs<sup>4</sup>, which encourages cities around the world to use this form of partnership to face their enormous future challenges.

Additionally, it should be said that collaboration doesn't end with companies or with citizens; it should also include government itself. Collaboration needs to take place within the different areas of city hall (remember the importance of integration); between municipal governments of the same metropolitan area or region; and even between different levels of local, regional, national and supranational administration. Ultimately, collaboration is a key to good execution.



## 2 Getting smart

The second key aspect of execution is understanding the impact of digitalization and the need to implement essential ICT sensor systems and connectivity infrastructures. This requires making new investments and building relationships with technology companies that sell solutions. This already complex panorama becomes even more so when it comes to developing a business model based on new technology, a model that will allow us to do things differently. Without the business idea, it is hard to know what technology is needed, but without the technology, it's hard to know which new business model to launch. Even when the answers to these questions seem clear, it can seem too risky to put ideas into practice. This chicken-and-egg problem is a major barrier to the development of smart cities.

For some time, cities have experimented with "smart" initiatives, normally for problem-solving. Initiatives like smart traffic management and efficiency in public lighting are relatively simple to put into place because, in most cities, a clear chain of command is responsible for these services, making it easy to implement change from above. Thus, a city can substitute incandescent lighting for LED technology and save over 40 percent in energy consumption, and even more if, at the same time, it installs movement detection sensors so that the lights only come on when a vehicle or pedestrian is present. This may not seem like a particularly "smart" solution, but it adds up to great savings for municipal governments with seriously limited budgets.

Many city halls add funding formulas with a service provider: the provider installs equipment in exchange for a part of the savings. In this way, the city can implement change without increasing its indebtedness.

Open data is another important trend in new impact initiatives. The movement toward opening access to public data has pushed municipal

governments to use technology more effectively and to offer services electronically<sup>5</sup>. In addition, it has also allowed the emergence of new business models and applications developed by entrepreneurs that spread quickly from city to city. We now have apps that help us look for parking, tell us how safe a neighborhood is, categorize restaurants according to cleanliness or find a suitable location for our business.

New business models that don't depend directly on open data also benefit from this context. Car-sharing and car-pooling models and apps like Uber or Airbnb revolutionize how we organize our activities in cities. These collaborative tools show us that the more we harness technology's potential to support smart government, the more change becomes possible. Soon we may be witnessing electric driverless cars and sharing models that revolutionize mobility in cities.

### **BUILDING COMPETITIVE, SUSTAINABLE CITIES**

● The combination of ambitious  
● strategy, collaborative execution and reliable technological support facilitates innovation in cities. Innovation is essential for developing competitive, sustainable cities. We need to do things differently if we want different outcomes. This is the only way to work towards the cities that we need now and the ones that we will need in the future.

In short, the way forward is to develop cities through smart management<sup>6</sup>. This proposal has great potential, but it also faces daunting obstacles. Each city needs a shared vision and a plan for using integration, along with a good degree of collaboration to realize it. This requires infrastructure and new business models that make change feasible. Are we ready for the smart management that we need? Maybe as citizens we should think about how to choose the right leaders for this challenge. At IESE, we will keep working to develop and support this positive leadership.

## THE COMBINATION OF AMBITIOUS STRATEGY, COLLABORATIVE EXECUTION AND RELIABLE TECHNOLOGICAL SUPPORT FACILITATES INNOVATION IN CITIES

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## IN FINANCE, NATIONAL CULTURE MATTERS, BUT IS NOT THE ONLY FACTOR

SEBASTIAN LAVEZZOLO, CARLOS RODRÍGUEZ-LLUESMA AND MARTA ELVIRA

Does a country's risk aversion influence its financial system? The academic literature shows that countries whose culture has a high tolerance for uncertainty usually gravitate toward a market-based financial system (see, for example, the U.S. or the U.K.). On the other hand, those that do not respond well to surprises prefer theirs to be designed around banking (such as Germany and Japan).

However, this study shows that the relationship between aversion to uncertainty and the financial system diminishes when governments exercise power without reliable control mechanisms in place. If they act opportunistically and distort the functioning of the markets for political purposes, the relationship between the country's culture and financial system will vanish.

The study analyzes data from 41 countries over an 18-year period.

**MORE INFORMATION:**  
*IESE Insight / Finance*

## Volatile Stock Market? Don't Worry

JAVIER ESTRADA

In a series of articles, Prof. **Javier Estrada** questions the link between volatility and risk for long-term investments and suggests that volatile value and small-cap stocks may be better bets than growth and large-cap stocks for a wealthier retirement.

**MORE INFORMATION:**  
*IESE Insight / Finance*



Brian A. Jackson

## The New Role of European Hospitals for 2030

JAUME RIBERA, GABRIEL ANTOJA, MAGDA ROSENMÖLLER AND PABLO BORRÁS

Faced with an aging population and increasingly scarce resources, the main public hospitals in Europe face increased pressure to improve their services and cut costs. To that end, the top hospitals should delegate the more routine work among the other health centers and become more specialized, smaller and more flexible. That would allow them to become multidisciplinary centers of excellence that could handle the more complicated cases and coordinate the provision of health care

throughout the community. These are some of the conclusions of a study conducted between 2013 and 2015 by the Center for Research in Healthcare Innovation Management (CRHIM), a joint initiative of IESE and Accenture. Drawing from interviews, surveys and workshops with hospital directors and other stakeholders, the study aims to help prepare hospitals for the coming decades.

**MORE INFORMATION:**  
*IESE Insight / Service and Operations Management*

## CASE

# Pau Gasol: Money, Professional Challenge or Something Else?

SANTIAGO ÁLVAREZ DE MON  
AND JUAN ENRIQUE FLORES

On July 1, 2014, after 13 years of service in the NBA, **Pau Gasol** had the opportunity to choose his next team. And there was no shortage of suitors: Miami Heat, Oklahoma City Thunder, Chicago Bulls (financially a downgrade, but an interesting challenge), and so on. In addition, the Los Angeles Lakers made a very tempting offer to keep him. What should his priority be: the money or the professional challenge? Or was it time for him to prioritize personal preferences?

TO PURCHASE THE CASE:  
[www.iese.com](http://www.iese.com)



## THE COMPLEX UNDERTAKING OF IMPACT INVESTING

JOAN FONTRDONA AND PABLO SANZ

The authors analyze the phenomenon of impact investing in a report edited by the IESE Center for Business in Society in collaboration with DiverInvest. According to the study, impact investing is finding its place somewhere in between socially responsible investing and philanthropy, while differentiating itself from both. Impact investing is characterized by a more efficient management of an organization's resources, greater commitment by stakeholders and lower risk.

However, the authors warn that the selection of assets in impact investing is complex and presents some particular challenges. The report concludes with a series of recommendations that should be followed closely.

**MORE INFORMATION:**  
*IESE Insight / Business Ethics  
and Corporate Social Responsibility*



# New York, the Smartest City

PASCUAL BERRONE AND JOAN ENRIC RICART

The Big Apple tops the list of the world's smartest cities, beating London, which gets bumped to second place. Paris comes in third, with the top ten rounded out by: San Francisco, Boston, Amsterdam, Chicago, Seoul, Geneva and Sydney, which climbs into the tenth spot. Overall, the top ten has four U.S. cities, four European, one Asian and one from Oceania.

These data are from the third edition of the Cities in Motion Index (CIMI), prepared by the IESE Center for Globalization and Strategy, under the direction of Profs. **Pascual Berrone** and **Joan E. Ricart**.

**MORE INFORMATION:**  
*IESE Insight / Strategy*



GLOBAL ALUMNI REUNION

# GET READY TO BE THE CHANGE

The main theme underpinning the 2016 Global Alumni Reunion in Barcelona is how alumni can set about making a difference in the world.

“Progress is impossible without change, and those who cannot change their minds cannot change anything,” wrote the playwright **George Bernard Shaw**.

In line with this thinking, IESE’s 2016 Global Alumni Reunion in Barcelona will feature high-caliber speakers and panel discussions aimed at inspiring alumni to be active drivers of change in both business and society.

“Be the Change” is the theme for the 55th edition of the Global Alumni Reunion, which will take place November 10–12.

More than 2,000 senior executives and entrepreneurs from all over the world are expected to attend the event, the school’s premier alumni gathering of the year.

Academic directors **Africa Ariño** and **Núria Mas** have selected critical topics for exploration, which underscore how IESE graduates can play a critical role in transforming the world. “In this edition of the Global Alumni Reunion, we will reflect on how we can promote change, how we can be catalysts of change, starting from within our own organizations and, from there, to the outside world,” said Prof. **Ariño**.

#### UNIQUE INSIGHTS

● IESE’s Global Alumni Reunion has grown over the years, keeping alumni around the world actively engaged with the school, regardless of where the event



NO ONE SHOULD MAKE  
BUSINESS DECISIONS  
WITHOUT TAKING  
THE GEOPOLITICAL CONTEXT  
INTO CONSIDERATION”

**Núria Mas**, IESE Professor  
of Economics

BE  
THE  
CHANGE  
LEADERSHIP FOR A  
POSITIVE NEW ERA



is held. Its overarching goal is to provide diverse views from unexpected angles, along with the latest research and business experience.

Topics to be addressed during the academic program include the impact of science and innovation on organizations; globalization, particularly how ongoing power shifts are affecting the way companies innovate, manufacture and market to consumers; and entrepreneurship as one of the main instigators of change today and in the future.

“It is imperative to take into account the economic and geopolitical environment,” said Prof. **Mas**. “In one of the panels, there will insights from global experts, because – in today’s world – no one should make business decisions without taking the geopolitical context into consideration.”

“The way in which we as a society and as companies participate in areas such as health care is changing dramatically,” she added. “Traditional health-care players cannot do it alone. Companies need to take a proactive role, hand-in-hand with science.”

“We are facing a completely new health-care environment, things are changing enormously, and a big part of this change is big data and the huge amount of knowledge that we are generating in health care. The knowledge we have is better, but we need to know how to use it. This will mean working differently, reorganizing and thinking about different business models in health care,” she continued.

In the area of technology, Prof. **Ariño** says that “digital transformation opens a world of opportunities, but they will only become a reality if we take ownership of that transformation.” She explained that one panel will delve into how internationalization transforms firms in ways that influence both targeted countries as well as the home country.

On a general level, the event will spotlight the powerful role of companies within society and how organizations

“cannot be decoupled from socioeconomic transformation,” she said.

#### RENEW AND RECONNECT

● This 55th edition will also spotlight the event’s heritage of “connecting the dots” in management thinking. It will also offer alumni an ideal opportunity to come back to Barcelona and relive their educational experience, while reconnecting with former classmates and professors.

The Global Alumni Reunion will open with a welcome reception on IESE’s campus on Thursday evening, November 10. The academic program will take place the next day, Friday, November 11, at the Palau de Congressos de Catalunya, followed by a reception. It will also include a number of special cultural activities on Saturday, November 12. A key highlight will be a charity run on the Carretera de las Aigües, a wide and flat track that offers breathtaking views of Barcelona.

#### THE MULTIPLIER EFFECT

● With its sharp focus on actionable transformation, professors **Mas** and **Ariño** are setting their sights on a record turnout for this year’s reunion.

“We are working to make it an unforgettable experience for alumni. We hope everyone will come and join us,” said Prof. **Ariño**. The more alumni that attend, the greater the potential for impact on society will be, they said. Hearing about the experiences of others can be tremendously motivating, said Prof. **Ariño**. “Although the idea may sound a bit idealistic, there are people who are actually changing the world and they can serve as an inspiration to us. They make us feel that, yes, we can make a difference!”



“  
THERE ARE  
PEOPLE WHO  
ARE ACTUALLY  
CHANGING THE  
WORLD”

**Africa Ariño**, IESE Professor  
of Strategic Management

IESE  
GLOBAL  
ALUMNI  
REUNION

NOVEMBER 10-12, 2016  
BARCELONA





WEGROW PROGRAM COMES TO LIFE

## TOP-FLIGHT MENTORS PROVIDE A LIFT FOR ENTREPRENEURS

Got questions about driving the growth of a start-up? Say hello to weGrow, a mentoring program for entrepreneurs at IESE.

“We might start off small, but we need to dream big.” This was the explanation from IESE Dean **Jordi Canals** during the presentation of the new mentoring program for start-ups, weGrow. This initiative aims to share the expertise and talent of business leaders linked to the school with young entrepreneurs who have passed through their classrooms.

The new program “revolves around business professionals with deeply rooted personal values who want to make their contribution available to young students, to help their projects grow and have a positive social impact,” said Prof. **Canals**. This voluntary contribution, in the form of advice and guidance, can be vital to entrepreneurs. Often, once



## WEGROW, A PROGRAM FOR BOOSTING START-UPS

There are multiple objectives behind the mentoring program for entrepreneurs leading young companies through the growth phase:

- \* Support the creation, growth and consolidation of companies by sharing knowledge and expertise.
- \* Facilitate the relationship between established business leaders and those just getting started as entrepreneurs, by creating a gradually expanding network of mentors.
- \* Develop the concept of social responsibility, since the voluntary contribution of mentors is a way of giving back to society what they have received during their career.

Left to right: Gabriel Masfurroll (GCP '12), chairman of the board of trustees of the UAB; Núria Cabuti (MBA '92), CEO of Penguin Random House Grupo Editorial; Pilar de Torres (PDG '02), founder of Puentis; Carmen Mur, former CEO of Manpower; Joaquín López, president of Merchbank; Pere Botet (PADE '84), administrator of Interhabs Investments and former VP at Caprabo; Prof. M. Julia Prats; Josefa Sánchez (MBA '85), mentoring expert; José Gabriel Martín (PDG '89), former CEO of Àreas; Pere Vicens, president of Editorial Vicens Vives; Chelo Tonijuan (PADE '10), CEO of Companyia General Càrnia; Paula Sancho, Finaves director; and Josemaria Siota, of the IESE Entrepreneurship and Innovation Center (EIC).

the seed phase is complete, start-ups face situations that may compromise their viability. "Growth processes are not linear," said Prof. **M. Julia Prats**, director of the entrepreneurship department. "We mustn't forget that one of the most important lessons we have to pass on is how to get out of tight spots," she added.

Drawing from actual case studies of start-ups in precarious situations, Prof. **Prats** said: "Those with business acumen get out of the mud, but it's not enough. They need interpersonal skills: knowing how to communicate effectively, negotiate, motivate your team. And they need charisma to get them through the other side." Nevertheless, the deciding factor could be having access to a support program like the one provided by weGrow: "In the end, it's the ability to keep going and identifying when and who to ask for help that makes the difference. It's not enough to be smart and have the right skill set. You need to learn from the grown-ups how to get things done," said Prof. **Prats**.

The first edition of the program runs from May to December and includes 16 renowned mentors. In addition to the business leaders pictured, these include: **Ruben Bonet** (MBA '94), president and CEO of Fractus; **Aurora Catà** (MBA '89 and PADE '03), board member of Banco Sabadell; **Enric Crous** (MBA '73), director of the Damm group; **Bill Derrenger** (PADE '14), vice chairman of Clear Channel for South Europe; **Antoni Esteve** (PDD '87 and GCP '13), board member of Esteve; **Kim Faura** (MBA '78), general manager of Telefónica in Catalonia; and **Javier Robles**, honorary president of Danone.

The mentors will guide the growth of ten start-ups founded by alumni, whose ventures are in various stages

of growth. Altogether they generate €14 million in revenue. "All of the participating ventures have an international focus," explained Prof. **Prats**.

Five of them, from different fields, were announced at the program's launch, which took place on April 27 at IESE's Barcelona campus. They are Ship2Shop, which arranges for online orders to be delivered to neighboring shops; Parclick, which sells parking passes; Boolino, an online children's bookstore; Wide Eyes Technologies, which offers software that suggests fashion garments from a photograph of a certain look; and Playfulbet, a social gaming platform.

### A NEW WAY TO HELP ENTREPRENEURS

The weGrow program is integrated into the ecosystem of entrepreneurship projects at IESE. Although it is not an accelerator and doesn't provide capital for the creation of start-ups, it is complemented by the IESE Business Angels Network, which facilitates contact between investors and entrepreneurs, and Finaves, the school's seed capital center.

Support for entrepreneurs has been a constant at the school since its inception, said Prof. **Canals**. When it comes to promoting the growth of a start-up, he insisted that it should be done "in a way that is sustainable over time, so that the companies are still around 20 years later." He added that "it's not just about starting it up quickly, selling it and making a profit right away." The dean defined the weGrow program as "a start-up inside IESE," which could become "a reference for other institutions in Spain and Europe."





# FOSTERING GLOBAL GROWTH THROUGH A LONG-TERM VIEW

IESE International Advisory Board advocates “parity, brave reforms and a long-term view”

**D**ean **Jordi Canals** alluded to the “new normal” in global growth – slower and threatened by strong economic headwinds – in an Alumni Learning Session held before the annual International Advisory Board (IAB) meeting at IESE’s Barcelona campus on April 15. In panel discussions moderated by professors **Pedro Videla** and **Africa Ariño**, distinguished board members from public administration, banking and business shared their expert perspective on the changing global economic outlook.

## TAPPING INTO THE PARITY OPPORTUNITY

● Kicking off the discussion was **Patricia Francis**, former chair of public sector transformation with the Jamaican government. Recently appointed interim lead coordinator of the United Nations secretary general’s panel on Women’s Economic Empowerment, **Francis** said that the financial and digital inclusion of women could be the “fillip to get sustainability goals going.”

“Between 1990 and 2010 we saw a 28 percent reduction in poverty as a result of greater parity. We need to address challenges like the care economy, the wage gap and economic exclusion to tap into the \$28 trillion opportunity that women represent in the global economy. Parity is everybody’s business,” she said.

Chairman of Kerry Logistics and Singapore’s former Trade and Industry Minister, **George Yeo** agreed, citing the example of Bangladesh, where “organic vitality driven largely by women is seeing the economy perform better than India.”

**Yeo** believes that this transformation could well spread across the developing world, driven in part by another game changer: digitization.

“Access to the Internet is driving enormous transformation at an atomic level. Put a smartphone in the hands of an oppressed woman, child or low-caste Indian and the world opens up before them,” **Yeo** said.

Yet leveraging digitization to reach underserved portions of the global community involves overcoming what



1. Alumni Learning Program session with IESE International Advisory Board members. 2. Patricia Francis, George Yeo, Michel Camdessus and Prof. Pedro Videla. 3. Andrea Christenson, Ibukun Awosika, Ermenegildo Zegna, Prof. África Ariño, Francesco Vanni D'Archirafi and Hans Ulrich Maerki.

**Yeo** describes as “imbalances” in power, and “political opposition to change.” “Transformation means change and it means pain. Governments, with their four- to five-year life cycles, are at odds to avoid structural reform because it causes pain. But the results – negative interest rates, ‘free money’ – do not promote fairness. They drive inequality and create problems for the future,” **Yeo** concluded.

#### A CHANGING ERA CALLS FOR A LONGER-TERM VIEW

Looking to the future too was **Michel Camdessus**, governor of Banque de France and former head of the IMF. He said that the worry was not the lower global growth forecast of the IMF but a “myopic view of the economy,” creating not only a “new normal, but a new mediocre.”

“We have projected growth figures to 2050 of 3.3 percent – rising to four percent and five percent in Africa,” said **Camdessus**. Meanwhile short-term tactics, a failure to successfully rebalance China and emerging non-

economic risks might derail growth at any point. These must be addressed, he said, by “multilateral response” that will call for “enormous effort.”

“We are in a changing era. And that calls for a long-term view. It means reform, it means fighting inequality and it means creating opportunities for women. The markets know this and this is why we are seeing volatility. We must not allow this to become a self-fulfilling prophecy,” he said.

#### DRIVING GROWTH IN EMERGING MARKETS

The second panel echoed the need to look long term. The keys to driving growth in emerging markets were long-term strategy and an ability to remain flexible, said **Ibukun Awosika** (GEMBA ’04 and GCP ’13), chairwoman of the Board of the First Bank of Nigeria. That and “a major need to stay close to the local market. It’s critical to partner with local companies that share your values, regardless of size or reach. You want to associate your brand with another that reflects your corporate culture.”





1. IAB members at their annual meeting. 2. Kees J. Storm and Hans-Jacob Bonnier. 3. María del Mar Raventós and George Yeo.  
4. Isak Andic and Mariano Puig. 5. Ibukun Awosika and Prof. Jordi Canals. 6. Martin Sorrell and Andrea Christenson.  
7. Ermenegildo Zegna and Hans Ulrich Maerki.

This was a view shared by **Andrea Christenson** (MBA '83 and AMP Munich '14), former chairwoman at Käthe Kruse Puppen. "We look to emerging markets for a labor supply chain, and working with local partners in management is the key."

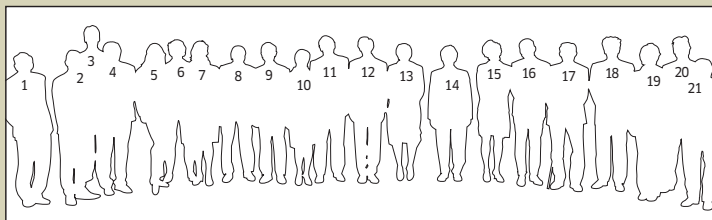
**Ermenegildo Zegna**, CEO of Zegna group, stressed the importance of changing tack in a global economy prone to transformation. "We have had to rethink our business model. Digitization is driving change. In China we are seeing 80 percent of sales via mobile. The key is flexibility and cleaving to the knowledge that in tough times, good companies emerge stronger," he said.

"If you want high returns you have to confront extreme volatility, political, digital and cyclical challenges,"

said **Francesco Vanni d'Archirafi**, CEO of Citi Holdings. "This requires a long-term perspective. If you adopt a longer-term view when you emerge, you will probably see even higher returns than in developed markets," he added.

**Hans Ulrich Maerki**, board member at Swiss Re and former CEO at IBM, agreed and called for renewed optimism. "Emerging markets are high growth markets. Global growth of 3.2 percent and Chinese growth at 6 percent remains a fantastic opportunity."

**Vanni d'Archirafi** agreed and urged the audience to seize the opportunity: "Exploit every resource available to you, from learning in a great school like IESE, to being flexible. And keep your outlook long term."



- |                                    |                                 |
|------------------------------------|---------------------------------|
| 1. Michel Camdessus                | 11. Kees J. Storm               |
| 2. Prof. Eric Weber                | 12. Prof. Jordi Canals          |
| 3. Prof. Franz Heukamp             | 13. Ibukun Awosika              |
| 4. Franklin P. Johnson             | 14. Hans-Jacob Bonnier          |
| 5. Janne Haaland Matlary           | 15. Andrea Christenson          |
| 6. Isak Andic                      | 16. Ermenegildo Zegna           |
| 7. M <sup>a</sup> del Mar Raventós | 17. Roberto Servitje            |
| 8. Mariano Puig                    | 18. Francesco Vanni D'Archirafi |
| 9. George Yeo                      | 19. Patricia Francis            |
| 10. Benita Ferrero-Waldner         | 20. Hans Ullrich Maerki         |
|                                    | 21. Martin Sorrell              |

## INTERNATIONAL ADVISORY BOARD **ANNUAL MEETING**

Established in 1989, IESE's International Advisory Board (IAB) comprises 38 chairpeople and CEOs that have contributed significantly to developments in management and business. The IAB meets periodically to review global developments in humanistic and management issues. It also

provides strategic orientation on IESE's initiatives and governance and offers advice on management education programs and corporate involvement. Digitalization was among the subjects discussed on this year's meeting, held 15 April on the Barcelona campus.

## MEMBERS OF IAB

**Isak ANDIC**  
Mango, SPAIN

**Ibukun AWOSIKA**  
The Chair Centre Group,  
NIGERIA

**Hans-Jacob BONNIER**  
Bonnier AB, SWEDEN

**Michel CAMDESSUS**  
Banque de France, FRANCE

**Jordi CANALS**  
IESE, SPAIN

**Andrea CHRISTENSON**  
Käthe Kruse Puppen GmbH,  
GERMANY

**Brian DUPERREAULT**  
Hamilton Insurance Group,  
BERMUDA

**Óscar FANJUL**  
Omega Capital, SPAIN

**Benita FERRERO-WALDNER**  
Munich Re, AUSTRIA

**Patricia FRANCIS**  
Jamaican government,  
JAMAICA

**Victor K. FUNG**  
Li & Fung Group, CHINA

**Franz HANIEL**  
The Haniel Group,  
GERMANY

**Franz HEUKAMP**  
IESE, GERMANY

**Franklin P. JOHNSON**  
Asset Management,  
USA

**Denise KINGSMILL**  
IAG, UK

**Bruno Di LEO**  
IBM, USA

**Hans Ulrich MAERKI**  
Swiss Re, SWITZERLAND

**Klaus MANGOLD**  
Daimler, GERMANY

**Janne Haaland MATLARY**  
University of Oslo and  
Norwegian government, NORWAY

**Liz MOHN**  
Bertelsmann, GERMANY

**Stanley MOTTA**  
Motta Internacional,  
PANAMA

**N. R. Narayana MURTHY**  
Infosys Technologies,  
INDIA

**Paul POLMAN**  
Unilever, UK

**Rafael del PINO**  
Ferrovial, SPAIN

**Mariano PUIG**  
Fundación Puig, SPAIN

**M<sup>a</sup> del Mar RAVENTÓS**  
Codorníu, SPAIN

**Helena REVOREDO**  
Prosegur, SPAIN

**Franck RIBOUD**  
Groupe Danone, FRANCE

**Siegfried RUSSWURM**  
Siemens AG, GERMANY

**Roberto SERVITJE**  
Bimbo, MEXICO

**Martin SORRELL**  
WPP Group, UK

**Kees J. STORM**  
Aegon, NETHERLANDS

**Francesco VANNI D'ARCHIRAFI**  
Citi, USA

**Eric WEBER**  
IESE, CANADA

**Werner WENNING**  
Bayer, GERMANY

**George YEO**  
Kerry Group, CHINA

**Ermenegildo ZEGNA**  
Ermenegildo Zegna, ITALY



## WOMEN DEBATE AT IESE IN NEW YORK

# Women in Leadership: What We Want

“Women often ask permission to take a day off, while men simply announce when they’ll be taking it,” said **Teri McCaslin**, EVP, chief HR and administrative officer of Continental Grain Company. She was speaking at the Women in Leadership panel held at IESE’s New York campus on March 31.

She was joined by **Subha Barry**, VP, general manager, Working Mother Media; **Leilani Garrido** (Media AMP ’16), senior director of human resources, Univision, and **Jennifer Allyn**, diversity strategy leader, PwC. Professor **Mireia Las Heras** moderated.

**Garrido** opened with the observation that when a position opens up at Univision, women often question whether they are qualified to even apply. Men, on the other hand, will send in their application, even if they lack the right credentials or experience. “Assume you’ll learn on the job, the way men do,” she suggested.

For **Allyn**, women tend to be more self-deprecating and are often loath to tout their own accomplishments. Women face a “difficult bind,” she said, in that they need to project both warmth and toughness. “While men

can typically be decisive and blunt without sacrificing likeability, it’s a much harder feat for women to pull off,” she said.

**Barry** added that the best leaders, whether male or female, employ empathy sometimes and toughness at other times. “The trick,” she said, “is knowing when to use each trait.”

## NO SOONER SAID THAN DONE

Each of the panelists has dedicated significant time and effort into promoting equality at the workplace for men and women. **Allyn** has

partnered with HeForShe, a United Nations campaign seeking to get a billion men around the world to declare their support for women and girls. **Barry** led an initiative to recruit and support women and minorities at Merrill Lynch. **Garrido** launched a competitive leadership education program for talented women throughout Univision. In her own “male-dominated field,” **McCaslin** has long advocated for women and believes in “going beyond policies” to find individual answers to the difficulties of work-family balance.



Jennifer Allyn, PwC; Subha Barry, Working Mother Media; Prof. Mireia Las Heras; Teri McCaslin, Continental Grain; and Leilani Garrido, Univision.

## FINAVES

## Divestment in California-based start-up StackStorm

In March of this year, the tech giant Brocade announced the acquisition of StackStorm, a start-up that develops process automation for open-source environments and whose clientele includes the likes of Cisco Systems and Netflix.

The company, part-owned by Finaves, IESE’s seed capital fund, was founded in 2013 by **Evan Powell** (GEMBA ’08), who served as the

company’s CEO up until its recent acquisition. Under the terms of the deal, StackStorm joins Brocade, an industry leader in data storage, with more than 4,500 employees in 36 countries and over \$2 billion in annual revenues.

StackStorm follows in the footsteps of Nexenta, the start-up founded by **Powell** in 2007, which Finaves also had a stake in and later sold.

TEDxIESEBarcelona

# Tell Me a Story

● **Arun Jayadev** (MBA '08), co-founder and COO of AM Technology, a company that focuses on mitigating the effects of pollution, opened with a strong case: "If you think the economy is more important than pollution, try counting money while holding your breath."

Jayadev's talk was part of the first edition of the TEDxIESEBarcelona conference, organized by students of the IESE MBA Innovation and Design Club. The event brought together more than 300 people, attending in person and via streaming.

Another memorable talk was that of **Vincent Ogotu**, professor at Strathmore Business School, who shared an experience in which he made an emotional connection with his audience, inmates at the Wallkill medium-security prison, by explaining that what makes a person "truly rich are qualities like humility, strength and patience."

In addition to these two speakers, seven others also demonstrated the power of a good story to convey, as the TED slogan says, "ideas worth spreading."

Prof. **Tony Dávila** shared the story of the milliner that had supplied his grandfather, but went broke when fashion changed. To avoid



TEDxIESEBarcelona featured stories like the one told by Prof. Tony Dávila.

ending up like the unfortunate hatter, "we need to focus on what is happening outside our organizations," he said.

It is also vital to know how to delegate, said Prof. **Carlos García Pont**, citing an experiment involving executives. Most of them claimed to delegate decisions to their middle managers, but 80 percent of them then changed those decisions if they did not approve, while 82 percent of them hated it when their superiors did the same thing. "To be the boss you would like to have," said **García Pont**, "You need to create the condi-

tions in which people stop thinking in terms of tasks, but think in terms of responsibility."

The conference, held March 12 at IESE Barcelona, also featured stories by: **Charles Ehredt**, business angel investor; IESE scientific collaborator **Magda Rosenmöller**; Ph.D. candidate **Farah Yasmine Shakir**; and MBA student and amateur magician **Mariano Torrente** (MBA '16), who brought the conference to a close with a talk built around magic tricks and humor: "We urgently need to regain the ability to keep marveling at the wonders of daily life," he said.



IESE Dean Jordi Canals during the awards ceremony.

## MBA AWARDS

# MBA Student Acknowledgements

● On April 13, Prof. **Jordi Canals** delivered the MBA Awards, granted by professors and part of the MBA Committee to students who stand out for their strong academic performance and their contribu-

tions to IESE's mission and values during the two years of the program. The awardees were **Xavier Espot**, **Alishah Hassan**, **Andrea Hayem**, **William Maize**, **Ziad Moubarak**, **Sean Porta** and **Isabel Villamor**.





Prof. Ahmad Rahnema; Yossie Hollander, Fuel Freedom Foundation founder; Dean Jordi Canals; and Tomás Tomeo, IESE Barcelona corporate development director.

## NEW FUEL FREEDOM CHAIR FOR ENERGY AND SOCIAL DEVELOPMENT

# A Look at Energy Poverty

“Everything changes when you adopt a different approach.” **Yossie Hollander**, founder and chairman of Fuel Freedom Foundation, called for new solutions to tackle energy poverty at IESE Barcelona on May 5. Presenting the Fuel Freedom Chair on Energy and Social Development together with Chair holder Prof. **Ahmad Rahnema**, he advocated adopting a multi-layered approach to alleviating energy poverty, focusing on Africa.

In terms of energy poverty, sub-Saharan Africa is “the worst in the world” said Prof. **Rahnema**. Some 600 million people in this region do not have steady and affordable access to electricity and they do not have a reliable source of energy to sustain homes, schools or hospitals.

“The Fuel Freedom Chair on Energy and Social Development will aim to drive a deep understanding of market dysfunction and inefficiencies,” said Prof. **Rahnema**, “and how they generate entrepreneurial opportunities as people look for solutions.” In particular, research will focus on key energy-related areas: transportation, cooking,

fertilizers and electricity. “There are a lot of problems that don’t typically register at all in other regions,” said **Hollander**. One example is the cost and use of energy in preparing food, he said, which can range from 10 to 40 percent of average daily income. Meanwhile the wide-spread use of biomass fuel in cooking has demonstrable links to a range of respiratory diseases.

### SEEING THE SOLUTIONS

In this challenging context, Prof. **Rahnema** and **Hollander** outlined four key success factors in driving solutions to energy poverty in developing markets:

① **Flexible thinking.** “Working with emerging markets is contingent on adjusting our model,” **Hollander** said. “There are already innovative solutions for electricity: cleaner, cheaper, safer sources. It all exists – you just don’t see it.”

② **Building local partnerships.** “History has shown us time and time again. Any attempt to solve energy and infrastructure deficits in Africa

coming from outside has failed,” said **Hollander**. Key to the success of the Chair’s objectives is working with local entities.

③ **Scaling up strategically.** In order to avoid “pilot-itis,” **Hollander** highlighted the importance of selective targeting with a view to scaling up local ideas through private sector investment. “Success breeds success – it has to come from people with money,” he said.

④ **Breaking new ground in education.** Information gathering on the ground and raising awareness should be priorities. “We can be the guide and build capacity in education,” said **Hollander**, “although forcing the adoption of a Western model can be both expensive and dangerous.”

Dean **Jordi Canals** stressed the Chair’s social nature and voiced his hope that its contribution would continue to reflect a holistic approach to business that goes well beyond “the merely functional.”

**MORE INFORMATION:**  
[www.iese.edu/fueelfreedomchair](http://www.iese.edu/fueelfreedomchair)

## AGENDA

# Global Alumni Reunion

**BARCELONA, NOVEMBER 10-12**

The 55th edition of the Global Alumni Reunion lands in Barcelona with the theme “Be the Change.” Innovation, globalization, entrepreneurship and, of course, alumni will be center stage. More details about the 2016 Global Alumni Reunion on page 32.



# Industry Meetings

**2ND E-COMMERCE INDUSTRY MEETING**

Barcelona, September 22

**23RD HEALTHCARE INDUSTRY MEETING**

Barcelona, October 27



# OPEN DAYS

**ADVANCED MANAGEMENT PROGRAM (AMP)**

Barcelona, July 15

# FOCUSED PROGRAMS

**High-Performance & Creative Negotiator**

Barcelona, July 5-7

**Making It Work: A Power Approach to Strategy Execution**

New York, October 5-7

**Digital Mindset: How to Innovate Your Business for the Future**

Munich, October 18-21

## ALUMNI LEARNING PROGRAM

• **LISBON** June 30  
• **LONDON** June 30

• **LIMA** July 5  
• **MUNICH** July 7

• **BARCELONA** July 12  
• **PORTO** October 13

Program dates are subject to change. For the latest information see: [www.iese.edu/agenda](http://www.iese.edu/agenda)





In late August, Prof. **Jordi Canals** will step down as IESE's dean, after 15 years of "leadership and service," in the words of the president of the University of Navarra, **Alfonso Sánchez-Tabernero**. In this interview, we look back on the milestones of his tenure and the evolution of IESE during this time.

**After 15 years as dean, how would you describe IESE today?**

IESE is a business school with a great team of professors and professionals and a clear sense of mission and service to business leaders, companies and society; with values that promote excellence in management, rooted in a spirit of service and with an ethical orientation. This is a fundamental part of the mission that formed St. Josemaría Escrivá's legacy to the University of Navarra.

Together with these values, IESE has always sought to innovate, become more international, and generate new ideas that might be useful for management, and to make an impact on society. For more than 50 years, IESE has created new programs in response to the changing needs of the business world and will continue to do so. In the future, we will have programs with different formats, with modules in diverse locations of the world, where technology and digital learning will combine with face-to-face learning on the school's campuses, but the fundamental values will keep nurturing its activity. This combination of enduring values and ability to adapt is essential in defining IESE.

**How has IESE been able to keep moving ahead during the crisis, since 2008?**

This has been the most severe financial crisis that the world has experienced since the 1930s. IESE has been able to move forward thanks to three solid pillars. First, the sense of mission has been like a guiding star for us. It

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# Jordi Canals, Dean of IESE

## “Leadership and management are about people”

has been a beacon for the basic values and principles of management, and reminds us how to adapt in order to help business leaders and companies.

The second pillar has been IESE's clear strategy; that is, knowing what we had to do and what we had to avoid. For example, it would have been relatively easy to launch programs targeted at the mass market and slightly lower quality to reduce expenses; but we have continued investing in the quality of the programs and created new ones.

We launched modules in the second year of the MBA in China, New York, Sao Paulo and Kenya; in Executive Education, we have launched new offerings such as the Global CEO Program. In Custom Programs, we have introduced digital learning platforms. Having a clear orientation has allowed us to progress, in spite of challenges in the environment and the difficulties that many of our client companies have had faced.

The third factor has been the commitment and professionalism of the IESE faculty, staff and alumni. It is remarkable to see how, during these years when economic activity stagnated, IESE has been able to launch new programs and maintain steady growth year after year. We launched the Executive MBA in Barcelona; we expanded the Executive MBA in Madrid; we increased the number of MBA students; we grew Open Programs in several countries, as well as Executive Education Custom Programs. All this has been possible thanks to the effort and enthusiasm of everyone who forms part of IESE.

The support of alumni all over the world has been fundamental. They have wholeheartedly supported projects such as the launch of the campuses in New York and Munich. I remember that in March 2004, we organized a meeting with alumni in Munich to explain IESE's future plans in Germany. A few alumni attended that meeting. A decade later, we held the 2015 Global Alumni Reunion in Munich, which was attended by more than 1,000 alumni. Without their help, this achievement would not have been possible.

### **What role has Harvard Business School played in IESE's growth?**

Our relationship with Harvard Business School is one of the most important aspects of IESE's development. The first dean of the school, Prof. **Antonio Valero**, and the first team of professors were clear about what IESE had to be. Harvard's reference served not only to confirm its strategy, but also to learn from the business school that has had possibly the most influence on the world over the last 50 years.

In terms of our relationship with Harvard, I would highlight some aspects that have been a clear source of inspiration for us: the professionalism and values of the faculty members who have collaborated with IESE over these 53 years of the Harvard-IESE Committee's existence; the excellence of its programs; and the teaching methodology, which is academically solid but at the same time very practical, centered on the needs of businesses and managers.



# PEOPLE



1



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4

**1. Graduation ceremony of the Global Executive MBA program, launched in 2001.** Other programs also launched between 2001 and 2016 include the AMP Barcelona (2003), the AMP Warsaw (2006) and the Global CEO Program for China with HBS and CEIBS (2006), the EMBA on the Barcelona campus (2008) and the Global CEO Program with CEIBS and Wharton (2010).

**2. In 2007, the North Campus in Barcelona was inaugurated,** with the presence of King Juan Carlos and Queen Sofia of Spain.

**3. IESE opened the doors of the New York campus in 2010.** In 2012, Prince Felipe and Princess Letizia visited the campus. The school had already led the SEP New York-Miami in New York since 2010. In 2011, the AMP Media & Entertainment in New York was launched, and two years later the PLD New York.

**4. Meeting of the IESE International Advisory Board (IAB).** IESE's governance is supported by various advisory boards such as the IAB, the U.S. Advisory Council and the Executive Committee of the Alumni Association.

**5. In 2012, the Executive MBA in Sao Paulo was launched.** In the photo, a snapshot of the first graduating class of the program. IESE had already led Open Programs in Sao Paulo – such as the AMP and the PMD (launched in 2002 and 2003, respectively) – for a decade.

**6 & 7. The IESE campus in Munich was inaugurated in 2015.** IESE launched its first program in Germany, the AMP, in 2005; this was followed by the PMD in 2014.



5



6



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**The collaboration with other business schools has undoubtedly been key in IESE's evolution. How have alliances with other schools strengthened IESE's presence?**

IESE's joint programs with other schools have served to help us learn from other leading institutions in diverse parts of the world and understand how they resolve similar difficulties to those that we have in developing business leaders and executives. Collaborating with Harvard, Wharton, Stanford or MIT has allowed IESE's faculty, as well as the program teams, to work with colleagues from top-level schools. Research projects, joint programs and the generation of teaching materials and cases have been the outcome of these collaborations. Moreover, IESE professors and their colleagues at those universities have conducted joint research.

**Over the last decade, IESE has made a clear commitment to internationalization. A few examples include the campuses opened in New York and Munich and the launch of the Executive MBA in Sao Paulo.**

Internationalization in recent years has been a natural consequence of a process that dates back to the 1960s. This internationalization accelerated in the '80s, with the launch of the bilingual MBA and, in the '90s, with the start of international Executive Education programs.

So the spirit of globalization at IESE is not new; it's something that began many years ago and in the last few decades we have continued to develop it according to our sense of mission and service and based on two very clear criteria: how we can better serve our students and alumni all over the world and how can we better serve global companies that depend on IESE to develop their executives.

As a result, we have opened campuses in New York and Munich, fostered our presence in Brazil with the EMBA and in China with the Global CEO Programs, and launched the Africa Initiative.

Over the years we have also sought more international diversity within the faculty and staff, and among all those people who collaborate with the school. The result is that IESE is today an institution with a solid, international presence and global projection.

**Just after taking over your position, the world changed with the September 11 attacks, while the dot-com bubble had burst one year before. How has IESE adapted to the new millennium?**

The beginning of the 21st century was marked by three important phenomena. The first is the technological revolution, whose effects we are still finding out 16 years later, and which has prompted not only new business models, but above all, new capacities that managers need to lead business projects successfully.

Second, the acceleration and the impact of globalization on the business world and on society has meant a greater exchange of goods and services; increased human migration; and a growing volume of capital flows among countries, which was one of the triggers of the financial crisis of 2008.


The third phenomenon that marks the 21st century is a growing uncertainty, which began with the technological changes of the end of the 20th century and came to a head with the tragic terrorist attacks of September 11, 2001 in New York. This is the socio-political context that companies in the 21st century find themselves in.

The context of the company has changed radically; but what hasn't changed is that management is a matter of people. An organization is a group of people who serve customers and create economic value in the process.

To carry out this function, companies depend upon the commitment of prepared, motivated, dedicated professionals who have values such as integrity, excellence, service, honesty and cooperation. All these values are timeless and they are even more important today than they were before the technological revolution. What's more, the digital transformation has accentuated the importance of the human and ethical dimensions of the company.

**But what risks do the technological revolution and globalization pose?**

They both create new opportunities, but also put many companies and many jobs at risk. The responsibility of governments, companies and society as a whole is to facilitate full employment of the population. As business

 **AS BUSINESS LEADERS COMMITTED TO THE  
COMMON GOOD, WE HAVE TO THINK ABOUT  
HOW WE CAN IMPROVE THE EDUCATION SYSTEM AND  
PREPARE A SOCIETY THAT IS GOING TO SEE MANY  
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## ALUMNI HAVE A KEY ROLE IN THE INTERNATIONALIZATION AND INNOVATION PROCESS AT IESE

leaders committed to the common good, we have to think about how we can improve the education system and prepare a society that is going to see many traditional jobs destroyed. We all need to think of how to improve the professional preparation of young people, and how companies and governments can adapt, enable and advance the creation of new business projects that can compensate for the decline in the number of jobs in certain sectors.

**With the crisis, the social, economic and political model of Western societies has been called into question. This has led to a rise in improper business practices among some executives. What has IESE done to reverse this style of leadership?**

Since 1958, IESE has believed that management is a profession that has an essential political and ethical dimension. It obviously also has an economic dimension, but fundamentally, it is oriented toward defining goals that stem from the company's long-term vision and the mission that it seeks to fulfill in society, and doing so with a team.

It's important to remember that, in this process, it is people who are behind it; they are the protagonists. And in order for people to work in an environment with maximum trust and collaboration, they need a context where the values of integrity, honesty, truth, loyalty and service to others prevail. A company is nothing but a collective project that is sustained by these values, which have Christian inspiration, but are universal.

These values have always been present at IESE and are reflected in research, teaching and programs. For example, we have offered courses centered on the ethical challenges of management and the ethical issues of certain functions within business activities. Over the years, we have delved deeply into this area and we have launched new projects that have made executives more aware of the importance of placing ethical values first in the context of the financial crisis.

The challenge of a good business leader and a good executive is to know how to apply this political philosophy and these ethical values in a context of fast change, growing globalization and uncertainty. What changes is not the nature of the work of the top management, but the practical aspects of this work and the new set of knowledge and capacities that must be developed.

**What does the future hold for business schools, now that educational programs are accessible for free on the Internet?**

At IESE, we have always believed that executive education is based on four pillars: knowledge, competencies, capabilities and attitudes. Online content, such as Massive Open Online Courses (MOOCs), which IESE participates in, can partially help transmit knowledge. In some cases, it can also serve to improve certain technical competencies. For example, recommendations can be given for leading a successful negotiation among teams from different countries. But what is clear is that neither the best MOOCs nor the best digital technology are capable of imparting knowledge for action, which is IESE's differential feature. In this action, there is a critical element, which is the development of moral virtues, particularly the virtue of prudence, which is fundamental for appropriately applying specific knowledge in a particular situation.

Moreover, MOOCs are ineffective for developing leadership capabilities. They can give general hints on how to lead in a given context, but leadership is a matter of personal practice, which is carried out at IESE through interaction with professors and students and through the case method.

Finally, a MOOC is incapable of contributing to the development of attitudes. It can pose questions but, ultimately, what affects the development of a person's attitudes is in-person experiences with others. That's why at IESE we are committed to hybrid models. At IESE, program participants always learn in-person together, even though there may be an online dimension. We launched the Global Executive MBA in 2001 and later we applied this approach in Custom Programs and Focused Programs. We continue to offer programs that improve the general management capabilities of participants, with an integrated perspective of the business that goes beyond mere technical specialization or generalized knowledge.

**How would you define the main role of IESE's faculty and what challenges have arisen over the last few years?**

IESE professors have always been characterized by their academic rigor, for asking "why" about business problems, and for knowing how to work rigorously with business

leaders and executives on relevant problems, and offer specific solutions.

In recent decades, faculty has become increasingly global, with professors from many countries providing a wealth of experience. Moreover, a new balance has been struck between practical relevance and the need to have a uniquely IESE approach toward questions regarding the economy, companies and their management and social challenges, among other areas. Lastly, IESE professors have a high level of professionalism, strong values, and a clear spirit of service.

### **What role do alumni play?**

Alumni are one of the three anchors of the institution, together with its sense of mission and values, and IESE faculty and staff. Alumni are part of the foundations of the school, and this has been true since the first group of alumni, the PADE class of '59, helped create the Alumni Association a year after their graduation.

Alumni have been essential in IESE's development. Thanks to our graduates, we have been able to reach numerous countries. Many projects have emerged from the combination of IESE alumni committed to social, economic and business development in their countries and IESE's desire to help develop executives by providing its know-how. This is how IPADE in Mexico was created in 1967 and Strathmore Business School in 2006.

Alumni have a key role in the internationalization and innovation process at IESE. They have contributed ideas and contacts with companies to create cases. More importantly, they have given us moral support, and in many cases economic support, allowing us to carry out numerous projects. For example, the expansion of the campus in Madrid and the North Campus in Barcelona, or the creation of the New York and Munich campuses, would not have been possible without the support and commitment of alumni.

### **How is it possible to keep IESE alumni highly committed to the school?**

Our alumni's relationship with IESE began when they embarked on a program on our campus. This is when a bond forms, not only with classmates in their groups and with professors, but also with everyone at IESE – from the people who are in charge of program management, to those who provide general services – such as those working in reception, the dining halls, the library and in computer support.

So the spirit of service that we foster and live at IESE is conveyed in a natural way to all students and they feel very welcome. That is where the relationship of students with the school starts. Later, we strengthen this relationship through the Alumni Association.

What alumni remember from their IESE experience is not just exceptional classes, but also this "IESE magic" that many consider has had a transformational impact on their lives.





ENTREPRENEURS: HOLALUZ, LIGHTING THEIR OWN PATH

# “A team is motivated when it believes in a project and grows with it”

The first class of the EMBA in Barcelona brought together three entrepreneurs who decided to venture into the energy sector, which they thought needed a bit of a human touch. After selling their first kilowatt in 2011, today they invoice 70 million a year and employ 70 people.

● Walking through the doors of ● Holaluz, you're as likely to be greeted by the bright smiles of toddlers as you are adults. They have the run of bright, airy spaces, with large tables where employees and managers coexist in a work environment that is far from the typical business setting.

“When we founded Holaluz in 2010, we were thinking about people and what we call ‘the values revolution,’” explains **Carlota Pi** (EMBA '09). “We wanted to create an ecosystem where the people who work with us can feel at home. Among other things, we have showers so employees can exercise during their breaks, we offer yoga classes and we provide a childcare service for employees’ children.”

“We always say that we're people working with people,” adds **Oriol Vila** (EMBA '09). “The word ‘people’ isn't accidental; we want our relationship with our customers,



Ferran Nogué, Carlota Pi and Oriol Vila, founders of Holaluz.

suppliers and employees to be as positive and straightforward as possible; and we do everything in our power to make that happen. We believe firmly that this approach adds value to the company long-term.”

## THREE COMPUTERS AND A DREAM

● “It was clear to us that we wanted to start a business together, and after analyzing several ideas at our first few meetings, we decided to launch an energy retailer,” explains **Ferran Nogué** (EMBA '09). “Thanks to our previous professional experience, we saw that there was an opportunity in the industry, and despite the challenges, we decided to go for it. As soon as we finished the EMBA, we started working with three computers and a dream, meeting at IESE and relying on our professors’ advice. After a year, we hired our first employees and moved into our first office.”

“Our main challenge has been learning how to grow, guaranteeing

scalability and integrating a larger and more diverse workforce. Over time, we have learned that the best way to organize ourselves is by quarter. We work with the team to divide our annual strategy into clear quarterly goals. When posing challenges, we use analogies to sports and film to help get us all on the same page. Without such a flexible organization and such a motivated team, it would be impossible to compete with the Spanish energy giants. In the end, financial reward is secondary. A team is motivated when it believes in a project and grows with it,” said **Vila**.

“We started with a very clear set of values; what we didn't like ten years ago we still don't like now. At the same time, experience has helped us make fewer mistakes, and that's essential for survival,” said **Pi**.

**MORE INFORMATION:**  
[www.holaluz.com](http://www.holaluz.com)



## Boosting Motivation & Engagement



- Delegate Responsibilities & Go Beyond the Task
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- How Employee Voice Helps Community Engagement

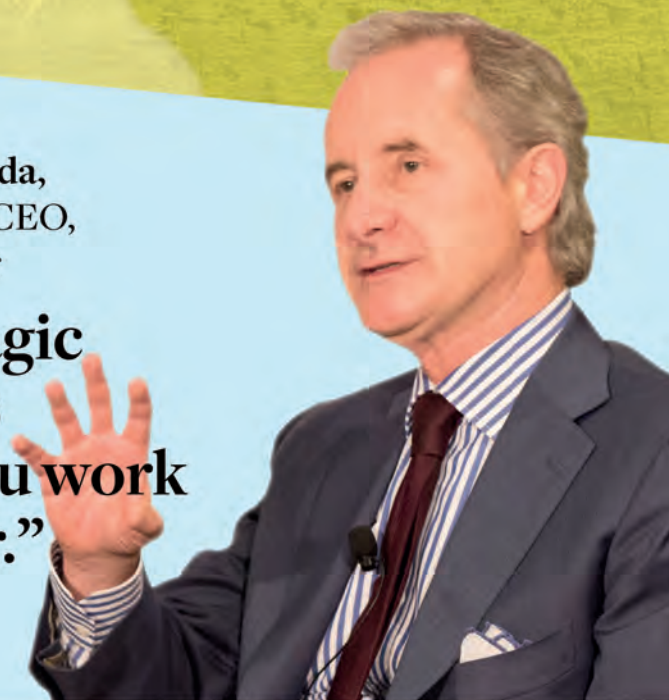


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Jan Frey (MBA '83) of Henkel at IESE.

JAN FREY (MBA '83), HENKEL FAMILY COMMITTEE MEMBER

## “Focus on the long term”

❖ “We have seen that while family strategy can change over time, the long-term perspective remains the same,” said **Jan Frey** (MBA '83), member of the Family Committee of Henkel at the first Family Business Conference, organized by the MBA Family Business Club and Career Services, held April 1-2 on IESE's Barcelona campus. **Frey** belongs to the fifth generation of the Henkel family, which still owns the majority of shares and is not authorized to sell them, as a measure “to ensure the long-term survival of the business,”

he explained. In 1990, the family business appointed its first external CEO. This professionalization led to exponential growth and expansion toward new markets and allowed the family to dedicate itself to safeguarding the values of the company. **Frey** said it is essential to focus on the mission and long-term vision, transferring them to the next generation. “We have clubs that organize activities to make sure that the next generation learn about the company – and the family – from an early age.”

EDUARDO NAVARRO, CHIEF COMMERCIAL DIGITAL OFFICER, TELEFÓNICA

## “Data is worth more than money”



Eduardo Navarro of Telefónica reflected on the importance of data.



“New business is about getting information and processing it. In our new world data is the most important raw material – it’s worth more than money,” said Telefónica’s Chief Commercial Digital Officer, **Eduardo Navarro**, who spoke on March 31 at IESE’s Barcelona campus.

“We’ve understood that our main product is data,” he said, during an Alumni Learning Program session. **Navarro** said that telcos are in a unique position to leverage data protection services as a value proposition. He added that the biggest issues facing business today are privacy and security.

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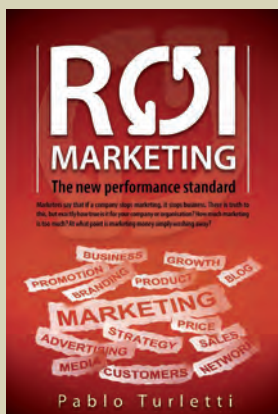
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### GEMBA '06

Marketing experts say that if a company stops doing marketing, it stops doing business – but how much is too much marketing? At what point does the money invested in marketing stop being profitable? **Pablo Turletti** has published his first book, *ROI Marketing: The New Performance Standard*, which presents a ROI formula specifically designed to help transform business marketing efforts into profitability.

### GEMBA '11

**Eric Derouin** was appointed vice president of Sales Europe Tube at Albéa.

### MBA '83

The board of directors of Prosegur appointed **Fernando d'Ornellas** as an independent board member.

### MBA '91

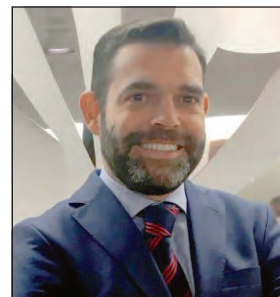


**Juan Jiménez-Laiglesia** joined EY Abogados as managing partner in the area of competition.

### MBA '92

KPMG Spain appointed **José Antonio Latre** as strategy partner in the area of management consulting.

### MBA '97



**Íñigo Aguirrezábal** is the new director of Nafarco.

### MBA '01

**Patrick Kelly** was named professor of economics at the Downside School in Somerset, in the United Kingdom.

### MBA '03

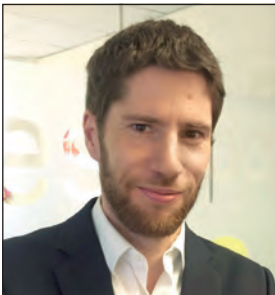
Gedeth Network announced the appointment of **Rajesh Nair** as new partner of the company for the Asia-Pacific region.

### PADE-A-09



**Carlos Moreno de Tejada** is the new managing director of Andbank in Latin America.

### PDD-1-11



**David Ubide** was promoted to partner at Everis, while remaining in his position as head of Industry and distribution in the U.K.

### PDD-3-10



**María Carmen Pérez**, up until now the supply chain manager at the MeadWestvaco (MWV) plant in Barcelona, is the company's new sourcing manager for Europe.

## SOCIAL INITIATIVES



### Charity Marathon

"Run. Stop AT (ataxia telangiectasia)" was the slogan printed on the t-shirts worn by runners from Barcelona and Huesca, who provided "legs" for **Luis, Álvaro** and **Alejandra Illán**, three siblings with the same rare disease, AT, at the Zurich Marathon in Barcelona, which took place March 13.

A group of 20 runners, including alumni **Sergi Blanc** (PDD-3-11), **Bernat Barqueros** (PDD-2-13), **Joan Carles Rovira** (PADE-1-10), **Tomás Font** (PDG-2-13) and **Gonzalo Martín** (MBA '95), took turns pushing the wheelchairs of the siblings, who suffer from the rare genetic neurodegenerative disease, which does not yet have a cure. **Blanc**, the project's promoter and uncle of the three protagonists, wanted them to experience the feeling of being "surrounded by the positive and motivational power of a marathon."

The race was a success and all of the goals were reached: finish the race, reach the top step of the charity podium of the marathon and, above all, increase awareness about AT and raise funds for researching the disease. In addition, the project helped promote other initiatives benefiting the Spanish Ataxia Telangiectasia Association (AEFAT). It is hoped these could come together in the coming months.





## ARE YOU IN THE NEWS?

We are interested in all your latest news. Send your comments to: [AlumniMagazine@iese.edu](mailto:AlumniMagazine@iese.edu)

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[www.twitter.com/IESEalumni](https://www.twitter.com/IESEalumni)



### MBA '92

In his new book *El arte de dirigir personas hoy* (The Art of Managing People Today), **Santiago García**, director of the iOpener Institute for the Iberian Peninsula, offers an annotated selection of reflections on this area, which he has been sharing on his blog for the past ten years. The book is predominantly about the need for companies to adapt their people management practices in a world that has changed, and in which business competitiveness depends more on human capital.

### PDD-C-03



Coca-Cola named **Cristina Bondolowski** vice president of marketing for Europe and developed countries, which includes the Australian and Japanese markets.

### PMD '11



**Fernando Val** was named COO of the group Air Arabia.

## SOCIAL INITIATIVES



### Feed the Future

For the second consecutive year, the MBA Social Action Club joined forces with the Alumni Association and the American School of Barcelona to organize the event "Feed the Future." It is a charity event taking place April 13 at the IESE campus in Barcelona to raise funds for the NGO Mary's Meals through various activities. The American School students sold crafts, while the MBA students sold the second edition of the book *MBA Cookbook*, a compilation of popular recipes from the various nationalities that make up the class. There was an auction for other donated items, such as t-shirts signed by FC Barcelona and RCD Espanyol. Also, this year a quick drawing competition took place in Aula Magna hall, and the winning work was auctioned off. The alumni also wanted to make their own personal contribution: the PDG-1-15 class celebrated the first anniversary of their graduation by participating in the event and offering a generous donation to Mary's Meals. Finally, there was a premiere of the film "Generation Hope," about Mary's Meals, produced to commemorate a milestone: the NGO feeds more than a million children in underdeveloped countries each day.

The speakers taking part in the event were Prof. **Franz Heukamp**; **Mark Pingitore**, director of the American School of Barcelona; **Daniel Adams**, communications director for Mary's Meals International; and **Milona von Habsburg**, ambassador for Mary's Meals. Following the event was a charity cocktail party sponsored by Estrella Damm, Moritz, Farina and Sons, PepsiCo, Boston Pizza and Grupo Tragaluz.

# #1

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A WORLD TO CHANGE



# ENTREPRENEURS

## AMP Media '12



Stand Up for Passion (SUFPP) is a platform, founded by **Arnaud Colliery**, which organizes events where seven speakers explain and share inspiring and

exciting stories for seven minutes. After each event, the audience can interact with the speakers and engage in networking. Anyone can apply to be a speaker, although it is the founding members who approve their participation. So far, 15 events have been hosted in Tokyo and New York City, where they will return on July 20. The first London event will be September 22.

[www.standupforpassion.com](http://www.standupforpassion.com)



## MBA '12

Comparaguru is a financial services comparison site in Mexico. **Enrique Horcasitas** (on the right) worked as a consultant after completing the MBA and started this venture with **Freddy Domínguez**, a partner from the consulting firm. Both realized that Mexico had little in the way of comparison services, more of a tradition of monopolies, and that it was hard to find information about credit cards, insurance or quick loans even by going to banks. With the aim of promoting savings, they created this comparison site to provide objective information about financial products. They estimate that each search, which takes about 90 seconds, allows the user to save about \$150 from having done the comparison.

[www.comparaguru.com](http://www.comparaguru.com)

## AMP '14



The founder, president and CEO of Nygala Corp/FLOMO, **Wendy Shen**, has taken another step in her

entrepreneurial career. More than 20 years ago, **Shen** moved from Taiwan to the state of New Jersey (USA) to market stationery, gift bags and party items, and she just opened an online store, *glitzzie.com*. The site targets users who want to buy a small quantity of these products, and will also sell products by FLOMO and other brands.

She also has recently moved the company to a new 100,000-square-foot showroom and warehouse, which serves retailers throughout the Americas.

[www.glitzzie.com](http://www.glitzzie.com)

## EMBA '12



**Timo Kerzel** is the director of operations for Telanto, a platform that connects students, workers and

freelancers of any age with organizations that need people who are able to solve any specific problem and develop innovative solutions.

Telanto puts companies seeking to boost innovation in contact with universities and other companies. It also promotes the creation of corporate innovation initiatives that enable managers to measure the problem-solving skills and creativity of employees. The company also helps connect freelancers with organizations that publish different innovation challenges and seek talent to solve them.

[www.telanto.com](http://www.telanto.com)

## GEMBA '02



KYCnet BV, a company cofounded in 2008 by **Patrick Ryan**, alumnus from the inaugural GEMBA class,

has been acquired by Equiniti Plc, a leading provider of technology solutions.

Amsterdam-based KYCnet has a portfolio of customers that includes many of the top European banks and financial institutions, for whom it works as a know-your-customer (KYC) technology and services provider.

Following the acquisition, **Ryan** is managing director of the new KYC division at Equiniti.

[www.kycnet.com](http://www.kycnet.com)

## MBA '88

In his two decades with the Coca-Cola Group, **Javier Sánchez Lamelas** was among those responsible for the global launch of Coca-Cola Zero and the Choose Happiness campaign. The former

## IF YOU ARE AN ENTREPRENEUR

Don't forget there is a group on LinkedIn

 IESE Entrepreneurs & Venture Capital Hub

VP of marketing for Coca-Cola in Europe has left the multinational to start his own business, the consulting firm M-Art-Keting Global Consulting. His new project aims to design and implement processes to help streamline companies' marketing strategies and make them more effective. **Sánchez Lamelas** serves as CEO of the consulting firm.

### MBA '01



Nearly 200 years after disappearing, the Swiss watch brand Czapek is back on the market. Along with

two other partners, **Xavier de Roquemaurel**, CEO of Czapek & Cie, has resurrected the brand, which was founded in 1845 by **François Czapek** and disappeared when he died.

The new models of Czapek watches respect the essence of the brand and present a modern and elegant aesthetic. The most distinctive feature of this rebirth, however, is that the company offers both fans and collectors the opportunity to invest in the company and become involved in the relaunch of the brand.

[www.czapek.com](http://www.czapek.com)

### MBA '15



**Maria Trullàs** is cofounder of Notebloc, a brand of digitizable notepads and notebooks. Thanks to these

products and the Notebloc app, the user's ideas, notes, sketches and drawings are always accessible from a mobile device, even without Internet access. The app allows users to turn their notes into digital images that are also pleasant to look at, thanks to the reverse grid. This is a Notebloc innovation consisting of a pale background with white lines that enhance and improve the contrast between ink and paper. The notebooks, where companies can add their advertising, are distributed free of charge at universities and other educational institutions.

[www.notebloc.com](http://www.notebloc.com)

### PDD '15



Formed by a multidisciplinary team with expertise in the areas of information technology, new drugs development

and venture capital, Pharmacelera develops and markets integrated software and hardware platforms for the initial phases of drug design.

**Enric Gibert** is the CEO and cofounder of the company, whose technology speeds up the process of identifying the right molecules with which to produce drugs. The software uses innovative and precise molecular descriptors and suggests suitable molecular candidates.

[www.pharmacelera.com](http://www.pharmacelera.com)

### SEP '16



iPlatea, founded by CEO **Óscar Gallego**, along with his classmate **Ignasi Vilajosana**, is a company

specializing in 3D printing, specifically in the health-care and auto industries. The company offers specific services such as 3D design of an idea, the production of an idea expressed in 3D, advisory for companies to assess investment in professional 3D printing equipment or improve processes for designing, building and validating a prototype; as well as the development of 3D printing projects from the initial phase to the final product.

[www.iplatea.com](http://www.iplatea.com)



### MBA '11

**Itay Sagie** and **Nilli Donner**, both MBA '11 graduates, have founded VCforU. This company helps entrepreneurs create content in support of their search for funding. When analyzing a start-up, investors require a document no longer than one page in length, with the basic information about the company presented in an appealing way.

VCforU asks entrepreneurs to fill out a form, and based on their answers, this document is automatically generated for free, although there is also a pay service. Entrepreneurs from more than 45 countries have already utilized it. [www.vcforu.com](http://www.vcforu.com)



XXIX ANNUAL MEETING OF PARTNER COMPANIES

# COMPANIES WITH SOCIAL IMPACT

IESE welcomes 18 companies who will contribute to the institution's development and projects. During the annual meeting, Dean Jordi Canals said that beyond generating business and wealth, companies should have a lasting and positive influence on people.

“It is possible to transform society through better business.” This was the message that IESE Dean **Jordi Canals** stressed at the XXIX Annual Meeting of IESE Partner Companies, Chairs and Research Centers held May 10 on IESE's Madrid campus.

Professor **Jordi Canals** highlighted the importance of the 237 partner companies, whose support is vital in the drive to develop and finance projects at IESE. These include training for academics and professionals in emerging markets, the generation of ideas with impact, forging ties and connections in the academic arena, creating academic chairs and new centers of investigation, and the development of new campuses.

“Companies are a key tool in social transformation. And beyond generating business and wealth, they can – and should – have a lasting and positive influence on people and society,” **Jordi Canals** told a capacity auditorium. According to him, organizations should align their social mission and ethical values to a continuous pursuit of excellence in business. Something that is not easy to

do in times of constant transformation and technological revolution. With this in mind, Professor **Francisco Iniesta**, director of IESE Madrid, moderated a round table in which **Marta Martínez** (PADE '05), president of IBM Spain, Portugal, Greece and Israel, stated: “Technology has a tremendous impact in the economy and society. And managers need to be able to leverage technology to lead our companies.”

President and CEO of GE Spain and Portugal, **Daniel Carreño** (PDD '98) added that “the only way to keep your competitive edge in the long term is to stay in a permanent innovation cycle. And this innovation has to be implemented quickly, since the biggest threats do not come from our traditional competitors. They can come from anywhere in the world and at any time.”

**Fernando Abril-Martorell**, chairman of Indra, emphasized that “today's global context throws business models into disarray.” And digital transformation has been central to this: “Not only is it the key to guarantee more competitive companies, but also to their survival,” he said.

Professor **Juan J. Toribio** also held a session on the global economy during the meeting.

**NEW ACADEMIC CHAIRS:** Fuel Freedom Foundation • Puig

**NEW WORKING SPACE:** Novartis Pharmaceuticals

**NEW CORPORATE PARTNERS:** Abbott Laboratories • Bcnnonwovens • Cellnex • Cofares • Disano • Establiments Viena • Gaes • Liferay • Mageba • MAT Holding • Sanofi • Sap • Sievert Partners • Tüv • Werfen Life



**1.** Javier Marín and José M. Vargas (both at AENA) **2.** Andrés Sterba (Exea), Paloma Delgado (Novartis) and Marc Rubiralta (Werfen) **3.** Paloma Beamonte (Xerox) and Prof. Marta Elvira (IESE) **4.** Álvaro Rengifo (Bombardier) and Jorge Miarnau (COMSA Corporation) **5.** Joao Paulo da Silva and Vicente Moncho (both at SAP) **6.** Tomás Tomeo (IESE), Prof. Francisco Iniesta, Prof. Jordi Canals, María Coello de Portugal (IESE) and Luis Arias (IESE) **7.** Prof. Francisco Iniesta and Pau Relat (MAT Holding) **8.** Tomás Pascual (Grupo Calidad Pascual) **9.** Ramón Agenjo (Damm) and Joan Lluch (Banc Sabadell) **10.** Marta Martínez (IBM) and Daniel Carreño (GE) **11.** Prof. Jordi Canals, Juan-Miguel Villar Mir (Grupo Villar Mir) and Felipe Bertrán de Caralt (Fundación Bertrán)





## IESE PARTNER COMPANIES

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- AENA
- AF STEELCASE
- AGBAR
- AGROLIMEN
- AGRUPACIÓN NACIONAL DE CONCESIONARIOS
- RENAULT - ANCR
- AIRBUS MILITARY
- AIR LIQUIDE MEDICINAL
- ALCATEL
- ALLIANZ
- ALPHABET
- ALTAIR MANAGEMENT CONSULTANTS
- AMERICAN EXPRESS
- ANFABRA
- ARDANUY INGENIERIA
- ÁREAS
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- ASEPEYO
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- ATREVIA
- ATRIAN
- AYESA ENGINEERING
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- BANCO ESPIRITO SANTO INVESTMENT
- BANCO MEDIOLANUM
- BANKIA
- BANKINTER
- BARCLAYS
- BASF
- BBDO
- BBK
- BBVA
- BCNONWOVENS
- BP
- CAIXABANK
- CAJA RURAL CASTILLA-LA MANCHA
- CALIDAD PASCUAL
- CAMBRA DE BARCELONA
- CAPRABO
- CARAT
- CASER
- CELLNEX
- CEMENTOS MOLINS
- CITI
- CLEAR CHANNEL
- COALIMENT GRANOLLERS
- CODORNIU RAVENTÓS
- COFACE
- COFARES
- COMSA EMTE
- CORPORACIÓN ASESORA
- COVAP
- CRÉDIT ANDORRÀ
- CUATRECASAS GONÇALVES PEREIRA
- DANONE
- DELOITTE
- DEUTSCHE BANK
- DIAGEO
- DISANO
- DKV
- DOW CHEMICAL
- ECOEMBALAJES
- EL CONSORCI DE LA ZONA FRANCA DE BCN
- ELECTROSTEEL EUROPE
- ÉLOGOS
- ENAGÁS
- ENCOFRADOS J. ALSINA
- EPSON
- ERES RELOCATION
- ERICSSON
- ERMENEGILDO ZEGNA
- ESTABLIMENTS VIENA
- EUREST
- EUROFRAGRANCE
- EURO-FUNDING ADVISORY GROUP
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- EY UK
- FERROVIAL
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- FLUIDRA
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- FUNDACIÓN RAMÓN ARECES
- GAES
- GARRIDO ABOGADOS
- GARRIGUES
- GAS NATURAL FENOSA
- GENERAL CABLE
- GENERAL ÓPTICA
- GERMANS BOADA
- GFT IT CONSULTING
- GORDILLO PROCURADORES
- GRUP CATALANA OCCIDENT
- GRUPO BANCO POPULAR
- GRUPO BARCELÓ
- GRUPO CELSA
- GRUPO DAMM
- GRUPO ELOSA
- GRUPO ENDESA
- GRUPO ESTEVE
- GRUPO GESTESA
- GRUPO LOGISTA
- GRUPO NOVARTIS
- GRUPO PARERA
- GRUPO PERSONA
- GRUPO PUIG
- GRUPO SANTANDER
- GRUPO TELEFÓNICA
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- IN2
- ISS FACILITY SERVICES
- IZASA
- JOHN DEERE
- JOHNSON CONTROLS
- JULIUS BAER
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- MOBILITY SERVICES NETWORK
- MUTUA MADRILEÑA
- NATIXIS
- NEGOCENTER
- NESTLÉ
- NEXTRET
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- ORDESA
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PROGRAMAS  
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## ALUMNI MEET IN ASIA

# THE EASTERN HORIZON

Business trailblazers and alumni in Asia discussed artificial intelligence and other future trends.

Google's AlphaGo program made it four out of five for artificial intelligence (AI) versus humans playing Go, the infinitely complex board game, in Seoul on March 15. The world's best player, **Lee Se-dol**, notched up just one victory in the battle of man against machine, leading to some introspection on how AI will impact us all in the future.

The topic was also occupying minds at an Alumni Learning Program session held on the same day some 2,000 km southwest of South Korea's capital, in Hong Kong. Dean **Jordi Canals** introduced keynote speaker **Victor Fung**, chairman of the global supply chain and logistics management heavyweight Li & Fung.

"Society has a major problem. We have to ask ourselves: What is the impact of technology on society and on jobs?" said **Fung**, a member of IESE's International Advisory Board and a former HBS professor. "You don't want to stop technology, but it could put a lot of people out of work. Companies have a tremendous responsibility to manage this," he stated.

## WHERE TO GO, WHEN TO GO

For **Fung**, another "huge trend" is the growth of consumption in non-OECD countries. "But it's not that straightforward – in non-OECD countries there are myriad SMEs. Developing and developed markets require different services," he said. Li & Fung's chairman said that the only true way to identify consumers' preferences is to test and re-test the market. "It's about having a culture of rapid experimentation. Bringing prototypes to the market in a rapid way," he said. "What I can envision is a series of tight, small local markets, sometimes called hyper-localization."

Technology's impact on a society differs depending on its demographics, though. In a youthful Asian country with a large unskilled workforce, it's a threat. But **Kazuhiko Toyama**, CEO of Industrial Growth Platform, believes AI could be an opportunity for Japan. With its ageing population and chronic labor shortage, "nobody complains about the use of robots," **Toyama** noted. The management consultancy leader shared his perspective at an Alumni Learning Program session held in Tokyo on March 14.

Moreover, it taps into the country's culture of operational excellence. "AI and robotics have a mechanical orientation that is a perfect match for the operationally exceptional Japanese companies," **Toyama** said. The CEO also sees technology's disruptive nature as an opportunity to break away from Japan's rigid corporate models and unleash creativity. "The challenge here," said Prof. **Canals**, "is that the type of renewal companies need in Japan, the U.S. and Germany is a renewal in management – and that involves long-term investment."

Both keynote speakers, **Fung** in Hong Kong and **Toyama** in Tokyo, emphasised the need for lifelong learning to face future challenges. **Toyama** believes it's time to go back to the classroom on Japan's lifetime employment model. And Li & Fung's Victor and William Fung Foundation funds employee executive education at top-tier schools.

**Fung** called for a "revolution" in education. "**Bismarck** invented the K-12 system... Shouldn't we ask if we still need a K-12 system?" he suggested. Perhaps Google's AlphaGo has lessons for us all: it played millions of games against itself to tease out patterns of play. DeepMind, authors of the AlphaGo program, called this process reinforcement learning. In short, it continually studies and continually learns from its mistakes, to adapt its strategy moving forward.

## TOKIO



Dean Jordi Canals and Kazuhiko Toyama, CEO of Industrial Growth Platform, shared their insights on the possibilities of artificial intelligence with alumni.



## HONG KONG



Victor Fung, chairman of global supply chain management firm Li & Fung, met with IESB alumni to discuss new technologies' impact on society.







## A DAY AMONG FRIENDS

### EMBA ALUMNI GATHER AT MADRID CAMPUS

**N**early 300 alumni from the EMBA program attended the meeting at IESE Madrid on March 3. It was a chance to meet up with peers from their graduating class.

They were received by campus director **Francisco Iniesta** and the director of Alumni & Institutional Development Madrid, **María Coello de Portugal**. Also in attendance was

**Javier Muñoz**, IESE's director of Alumni & Institutional Development.

They were joined by **Fred Pat-tje**, general manager of operations at Amazon Spain, who outlined the case of his company in the session *Amazon: un prodigio de las operaciones* (Amazon: An Operations Miracle). Keeping the focus on Amazon, Prof. **Philip Moscoso** also reflected on the keys to success in operations management.



# MBA ALUMNI GATHER IN MADRID

THE EVENT BROUGHT TOGETHER MORE THAN  
150 ALUMNI FROM THE PROGRAM

**M**BA alumni living in Madrid took center stage at a day of reunion and learning on April 19 at the IESE campus in Madrid. **Francisco Iniesta**, the campus director, and **María Coello de Portugal**, director of Alumni & Institutional Development Madrid, were in charge of welcoming the alumni to the meeting. IESE's director of Alumni & Institu-

tional Development, **Javier Muñoz**, also participated in the event.

In addition to meeting with their former classmates, alumni had the opportunity to share their views on the evolving consumer profile expected to be seen in the coming years. Prof. **José Luis Nuevo** introduced the topic with a session titled *El consumidor del futuro y la nueva clase media global convergente* (Future Consumers and the New Converging Global Middle Class).







## Lisbon

MARCH 10

In this new edition of the dinner conference series organized by the Regional Chapter of Alumni in Portugal, the main topic of discussion was venture capital (seed capital and early stages) with a session led by **Stephan Morais**, CEO of Caixa Capital.

MAY 12

The dinner conference for the month of May revolved around the banking sector in Portugal:

prospects for the future, its role as a catalyst of the economy, the ECB stimuli and its impact on the real economy. The alumni gathered in the Portuguese capital were treated to a presentation by an expert on the subject, **Carlos Álvares**, president of Banco Popular in Portugal.

## New York

MARCH 17

Prof. **John Almandoz** at IESE New York analyzed the philosophy of "total honesty" of the largest hedge fund firm in the world, Bridgewater

Associates, and engaged in a discussion with participants on the ideal degree of transparency according to different business contexts.

MARCH 31

The role and leadership of women in the current business environment were in the spotlight at IESE New York. More information on page 40.

APRIL 20

A panel of experts on recruitment and headhunters discussed the main trends, keys and best practices



in the field of recruitment. Prof. **John Almandoz** moderated a panel with **Sun-Sun de Swaan** (MBA '08), managing director of Real Estate at Glocap Search; **Maryam Torabi**, vice president of Human Capital Management at Goldman Sachs; **Cindy Stamer**, senior recruiter at Bloomberg; and **Michael Levine**, president of ML Search Partners.

## San Francisco

MARCH 21

- As part of the MBA module "IESE Meets The Valley," in which



## Sao Paulo

APRIL 28

- The digital transformation affects all sectors and companies. The experience gained since the start of this process makes it possible to study how different companies have adapted, and what their strategies have been, to ultimately draw conclusions about their successes and failures. The session "Transformación digital" ("Digital Transformation") was led by **Jorge Arduh**, CEO of Indra in Brazil, and Prof. **Josep Valor**.



## Lima

MARCH 10

- **Adrián Caldart**, visiting professor at IESE, reviewed the case "United Cereal: Lora Brill's Eurobrand Challenge" in the Peruvian capital. It discusses the relationship between the company's international strategy and its form of organization. The case shows the challenge of taking a company that historically has been autonomously managed for the most part and making it more integrated at the European level.



students visit Silicon Valley, alumni were invited to a panel with venture capitalists, who analyzed the current situation of the technology sector. Prof. **Juan Luis Segurado** moderated the session.

## Munich

APRIL 5

- Innovation is changing the established business models at a rate never seen before. Success in the marketplace depends largely on instilling innovation at the very core of the company.
- To do this, companies must unlock the power of their employees and make innovation a shared responsibility. Prof. **Stefan Stremersch** provided some clues as to how to do it at the session "Writing Innovation into Your Firm's DNA."

APRIL 19

- Alumni gathered at the IESE campus in Munich enjoyed the session "Venturing Through Innovating the Business Model," given by Prof. **Thomas Klueter**.

## Zurich

APRIL 5

- When senior management collaborates constructively, the entire organization benefits. Employees are more productive and more motivated. In the session "Leadership: Expand your Horizons," Prof. **Anneloes Raes** explained how to improve the interaction between the different levels of management.

## The Hague

APRIL 7

- **Ben Verwaayen**, founding partner of Keen Venture Partners, gave a talk titled "Without Change, No Growth" for the alumni gathered in The Hague. The session was followed by a meeting at the Spanish Embassy, chaired by ambassador **Fernando Arias**.



## Ljubljana

APRIL 2

- The growing community of alumni in Slovenia had the opportunity to participate in the session "Design Thinking and Innovation at Apple," led by Prof. **Joaquim Vilà**. The session was divided into two parts, one academic and the other practical.



## Warsaw

APRIL 6

- Prof. **Paddy Miller** listed some of the reasons why large companies suffer when it comes to fostering innovation in the conference "The Challenge for Large Organizations? Innovation."

## Dublin

APRIL 19

- Understanding the power of creating a "dream," getting consumers involved and turning them into

brand ambassadors is crucial for the development of long-term relationships with consumers. Prof. **Xavier Oliver** spoke on this topic in the session "Brands that Dream," held at the Google offices in Dublin.



1. Session at Google's offices in Dublin. 2. Session held in London. 3. Prof. Cosimo Chiesa gave a lecture in Panama. 4. Session held in Munich with Prof. Stefan Stremersch.

## Lima

APRIL 20

● Power is necessary to make things happen in companies and institutions. Executives are paid to make things move in the right direction at the right pace. And the game does come with its own risks – for those who exercise power and those it revolves around. During the session titled “*El uso del poder en las empresas*” (“The Use

of Power in Companies”), Prof. **Luis María Huete** explored issues such as the levers of power, the motivation to win power, the distinction between levers with greater and lesser ethical content, the symptoms of the disease of power and its nexus with the common good.

## Panama City

APRIL 20

● Prof. **Cosimo Chiesa** gave the lecture “*La importancia de la*

*inteligencia emocional en la venta consultiva*” (“The Importance of Emotional Intelligence in Consultative Sales”). The event was organized at the headquarters of SQF Group.

## London

APRIL 28

● Behavioral scientists have shown that small interventions can push people to make better decisions more easily or even automatically. In this session, IESE associate professor **Elena Reutskaja** talked about what kind of interventions can be most useful to help people to make better decisions for themselves, and presented some examples of how political and business organizations have been using this method, while also taking a look at the relevant ethical considerations.

## Sao Paulo

MAY 4

● In a new session of the “Women in Leadership” series, issues including quotas and the presence of women in managerial positions at Latin American companies took center stage in the discussion featuring four panelists: **Adriana Lacombe** (PMD '15), executive director at EY; **Adriana Landwehrkamp** (PMD '09), vice president of Customer Business Executive at Amdocs; **Maitée Camargo**, partner at Egon Zehnder; and **Violetta Ostaffin**, partner at The Boston Consulting Group.

## Mexico City

MAY 18

● The president and managing director of Madison intelligence, **Jorge Tello**, was the special guest at the academic session organized by the regional chapter in Mexico.

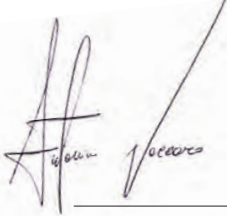
## Warsaw

MAY 18

● In the session “The Hand of God,” Prof. **Frederic Sabrià** used the famous trick by footballer **Diego Armando Maradona** as a metaphor to discuss issues related to managing teams, self-management and ethics.



# Anatomy of a Social Entrepreneur



**ANTONINO VACCARO**

Associate Professor of Business Ethics and Negotiation Teaching Unit

**D**o you have a sense of concern or responsibility for society's problems and injustices? And a sharp business mind? Have you ever thought how cool it would be to combine both? Yes? Read on, and if you find yourself nodding in agreement, your life might be about to change radically.

## Business Acumen

Social entrepreneurs (SEs) see things in a different light. They can spot opportunities to create new, financially sustainable businesses that solve social problems. By creating employment or revenue streams for disadvantaged groups, SEs empower people and lift them out of poverty.

M-KOPA is an example of one such firm. The company provides its customers in Africa with solar panels to create electricity for their homes and small businesses. Crucially, M-KOPA provides the solar panels on credit, along with a small deposit. So far, the company has connected over 330,000 homes in Kenya, Tanzania and Uganda.

With the solar panel providing power, a small shopkeeper can trade for longer, increasing his revenue, for example. Moreover, the solar panel provides a clean source of energy, instead of burning kerosene.

## Socially Motivated

SEs are driven by a desire to resolve social issues through market-based solutions. People and their primary needs are center stage. Profits are secondary to achieving what really matters: improving lives.

**Michele Giddens** is co-founder of Bridges Ventures, a fund managing some £600 million which is focused on sustainable and impact investing. She explained more in her keynote address at IESE's Doing Good Doing Well (DGDW) conference, held earlier this year at the Barcelona campus.

For instance, Bridges Ventures supports Commonweal Housing, a charity which helps vulnerable people escape from homelessness by providing employment-focused shared housing. Bridges Ventures is part of a syndicate that acquired the properties in the UK. The project

addresses the deficit of 'move-on' accommodation for the homeless.

## Courage

SEs are not afraid of operating in complex, turbulent and uncertain environments. They often fight to disrupt the status quo, so fortitude and personal integrity is indispensable.

Addiopizzo was founded by a group of recently graduated university students who wanted to fight the Mafia's extortion of Sicilian businesses. The company has created an anti-racket certification that allows consumers to identify businesses that do not pay bribes to the Mafia and refuse to collaborate in any way with these criminal families. It also monitors members, in collaboration with the police and other activists, to ensure that they don't play a double game, getting the certification to attract customers while at the same time paying bribes to the Mafia.

## Quick and Alternative Thinking

SEs create new ways of doing things. What matters is how you look at things and what you choose to see.

When Tesla announced plans to build electric cars from scratch instead of outsourcing production, many automotive analysts scoffed. But, in April, Tesla stunned the industry by taking 325,000 advance orders for its Model 3 affordable electric car.

Head of EV Infrastructure at Tesla, **Jelle Vastert** (MBA '09), explained in his keynote speech at DGDW this year. "We set out to build a sports car; use the money to build an affordable car; use that money to build an even more affordable car. And while doing the above, we would provide zero-emission electric power options," he said.

Can you hear the clarion call? If so, IESE's Social Entrepreneurship and Social Innovation Platform can help. We facilitate contact between members of the IESE community and will provide you with the support you need in your project. Come join the human (r)evolution!

**MORE INFORMATION:** [www.iese.edu/socialplatform](http://www.iese.edu/socialplatform) • <http://socialinitiative.iese.edu>

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