

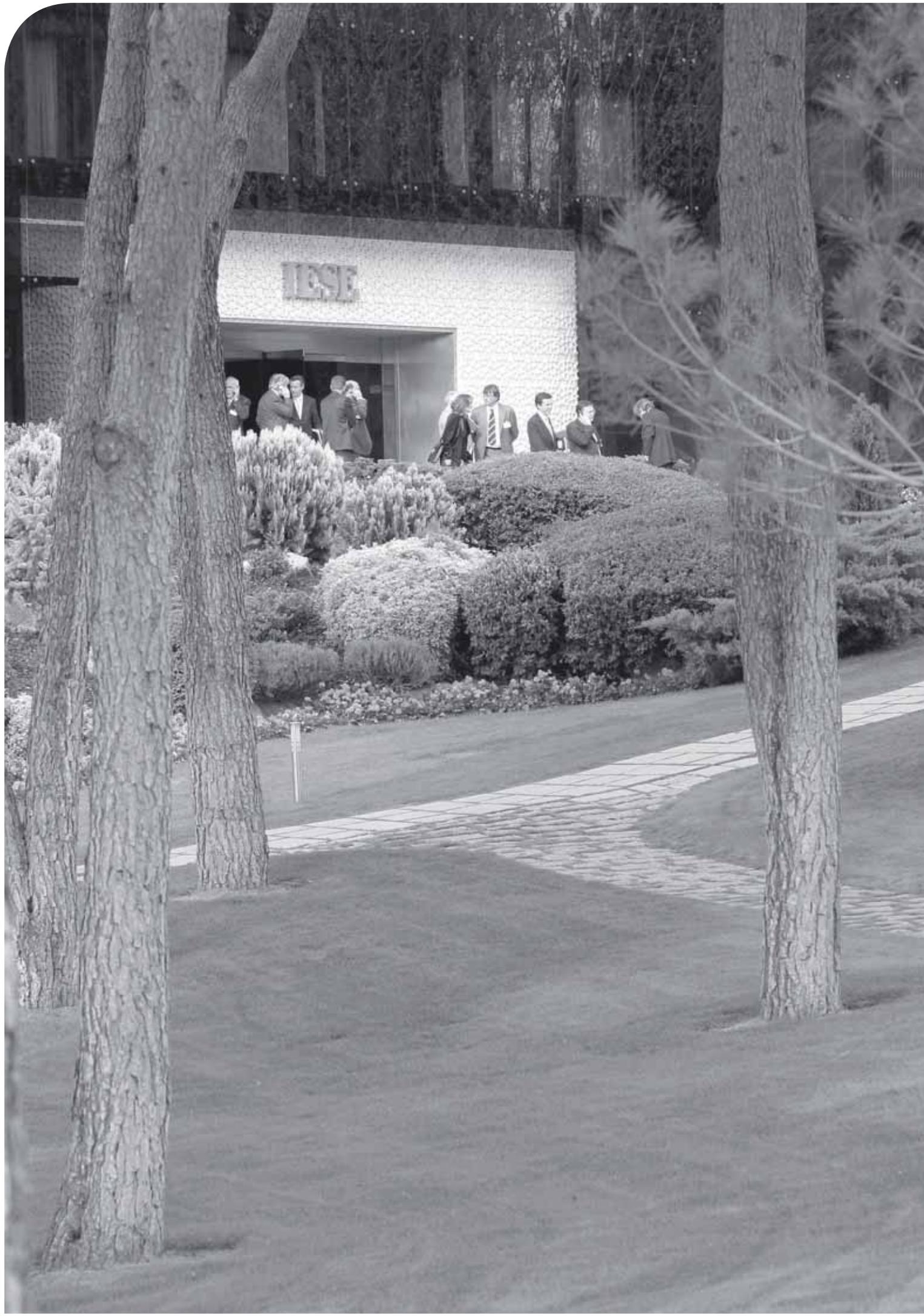
ANNUAL REPORT 2008 2009

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MESSAGE FROM THE DEAN

The 2008-2009 academic year unfolded amid growing challenges in the global economic landscape. The climate of uncertainty that pervaded much of the world — coupled with the slow pace of recovery — nonetheless revealed new opportunities for IESE.

With an entrepreneurial mindset, IESE aligned its portfolio of executive programs to current economic realities. Our program offerings responded to the wide-ranging questions of alumni and friends about how best to meet current challenges and prepare for the future. New and ongoing programs offered new perspectives, practical strategies, and encouraging support. The overall upswing in participation we saw this year reflected, we believe, a global awareness of the need for new paradigms. Our response was to encourage business leaders to step back, take a fresh look, innovate and move forward with strength of purpose and optimism.

At IESE, we have never been more acutely aware of the role companies play in fueling economic and social progress. We see it as our global social responsibility to develop business leaders with integrity and service orientation: leaders who hold themselves accountable, who value their people, and who recognize that personal and organizational development feed societal growth.

As we continue to seize new opportunities for a better future, we are gratified by the dedication of our superlative faculty, administrators, and staff. Also vital are the contributions made by members of the International Advisory Board, the Alumni Association, and the Harvard-IESE Committee as well as those of our associated companies, sponsors of research centers and endowed chairs, and other friends. You have all been so supportive of IESE's mission and so instrumental in helping us fulfill it. And we are profoundly grateful.



A handwritten signature in dark ink, which reads "Jordi Canals". The signature is fluid and cursive.

Jordi Canals
Dean of IESE Business School

BOLD STRIDES FORWARD

Every historic moment in time presents its own unique challenges and opportunities, and 2008-2009 was no exception. IESE faculty experts seized the moment with a calm, clear eye and an optimistic long-term perspective.

SEIZING THE MOMENT

As the severity of the liquidity problems became clear, the business community's first instincts were to probe for an explanation. Once the economy "on the ground" began to feel the impact, the issue became — and remains today — how to ensure our organizations' survival and drive new growth. Going forward, questions are also emerging about the impact of new regulations, policies and players.

In response to these questions raised by IESE's constituents — MBA students, executive program participants, alumni and the wider business community — faculty have been engaging in hundreds of events worldwide. In those, and in papers and articles published by IESE, and elsewhere, faculty have been addressing them all: the roots of the global economic implosion. Its impact on various business sectors. Survival in the near term, both organizational and personal. Sustainable growth in the long term. The need for systemic, cultural, and personal redirection.

The clarion call has also been sounded for innovation, and with it a strong dose of resilience, entrepreneurial vision and audacity. No one articulated this spirit of optimism and adventure better than 2009 MBA graduation keynote speaker Peter Sutherland, chairman of British Petroleum. "There are enormous opportunities [today] for those who are well prepared," he told graduates. "There has never been a more interesting time in history."

Featured on these pages are other luminaries invited to join the dialogue as guest speakers at IESE-sponsored events and forums throughout the world. Their wisdom, coupled with that of our faculty, has gone a long way toward creating a shared understanding of the leadership needed in the months and years ahead.

Recurring topics in these events and in print include the inter-relationship between business ethics and public trust and the crucial need to restore both.



With those has come the call to return to a humanistic corporate ethos focused more on the public good than on private excess. Achieving personal balance during difficult times has also been a recurring topic. Nuria Chinchilla, professor of Managing People in Organizations at IESE, has been conducting numerous sessions on balancing work, family, and personal life. IESE's third International Conference of Work and Family focused on achieving that harmony during critical periods such as this.

Underlying all of these themes is the ongoing discussion of the need for reform — and the responsibility of management education has been central to that discussion. “Rethinking Management: Examining the Foundations of Business Education” was, for example, the title of a July session for U.S.-based IESE alumni. Rafael Andreu, professor of Strategic Management and Information Systems, further explored the fundamental role of business education in a recent article. He concluded with these words: “In today’s demanding environment, we can only hope that IESE’s humanistic mission... will continue to provide us with both a foundation for distinguishing ourselves as a school and an appealing field of endeavor in which we can all, both scholars and professionals, continue to develop. This will require effort, just like it has all these years, because it is hard work. But it is still worth it.”

IMMELT AND SOROS FEATURED AT BREAKFAST SERIES IN NEW YORK

General Electric CEO Jeff Immelt and financier George Soros were among the keynote speakers top executives listened to at *The Wall Street Journal's* Viewpoints Executive Breakfast Series. The series is co-hosted by IESE and The Boston Consulting Group in New York City.

In February's session, Immelt called the global economic woes a "fundamental reset." Warning against protectionism, he said, "If everybody around the world does the same thing, it hurts trade." He also spoke about the need for companies to recognize the extent of people's anger. "I think what my employees want to hear from me is: here is what we've learned as a company, here is how we're going to get better, here is what we're accountable for," he said.

In June, Soros, chairman of Soros Fund Management and the Open Society Institute, acknowledged that the financial sector had enjoyed years of high earnings, accounting for up to 14 percent of total U.S. corporate earnings. Yet, he added, such a situation "cannot be maintained and is not really very efficient either." In Soros' view, however, the solution is not simply to expand the scope and authority of regulatory bodies, whose actions can often make the markets even more unstable.

MAERKI AND FALCONES HIGHLIGHT MBA GLOBAL LEADERSHIP SERIES

Last year's MBA Global Leadership Series at IESE featured many prominent speakers. Among them were Hans Ulrich Maerki, vice chairman of ABB, who suggested three important factors that MBA students should focus on as leaders: never lose sight of your customers; focus on your most valuable asset, your people; and understand and optimize your own capability and capacity. Baldomero Falcones (MBA '72), stressed flexibility and being open to new opportunities while confronting the current economic situation. Falcones is chairman and CEO of FCC, one of Spain's largest infrastructure management companies.

GLOBAL ALUMNI REUNION: REFRAMING THE FUTURE OF BUSINESS

"Globalization has to be about everyone's interest... The legitimacy that this system needs for it to be preserved is that it should benefit everyone." Former U.S. Treasury Secretary Lawrence Summers quoted these words during his remarks at the opening session of IESE's 47th Global Alumni Reunion, which took place in Madrid. More than 3,000 people from 49 countries attended the October event (1,000 of them through the Internet).

Drawing on the reunion's theme, the former Harvard University president highlighted the role of business schools in shaping the future. "The work of business education is profoundly important for our society," he said. "The careers that you pursue and the companies you manage touch the lives of many and determine their opportunities."

This role is more vital than ever as business and political leaders look to the lessons of history, finance and economics to "craft a response" to the uncertainty in the global economy, he said. While praising political leaders' decision to recapitalize financial institutions, Summers said that public policy must be mobilized to contain the current crisis in the global economy.

Summers, former Treasury Secretary under President Bill Clinton, recalled the comments of the president of Mexico at the time of that country's economic crisis in 1994. "Markets often overreact so policies must also overreact." As a result, Summers said, "there is a need to do considerably more to contain a potentially dangerous situation."

The Global Alumni Reunion included the participation of various other prominent international speakers such as Michel Camdessus, honorary president of the Banque de France; Janne Haaland Matlary, of the University of Oslo; Rafael del Pino, chairman of Ferrovial; professor Nouriel Roubini, Leonard W. Stern School of Business, New York University; Javier Monzón, chairman of Indra, and José Manuel González-Páramo, executive board member, European Central Bank.





“DOING GOOD AND DOING WELL” CONFERENCE WINS AWARD

“Companies can no longer attract the brightest and best in the world unless they genuinely identify and connect with the dominant social movements of our time,” warned Matthew Bishop, *The Economist’s* New York bureau chief, during IESE’s “Doing Good and Doing Well” conference. The February conference drew 650 participants from 200 organizations, a 30 percent increase over the previous year. Anil Soni, CEO of the Clinton Foundation HIV/AIDS Initiative, and Francesco Vanni d’Archirati, Global Head, Treasury and Trade Solutions, Citi Global, were the keynote speakers at this annual student-organized conference on responsible business.

The conference earned the Team MBA award for Best Education Initiative at the annual conference of the Graduate Management Admission Council (GMAC) in June. Liz Curran and Alvaro Carbón of the Class of 2009 collected the award along with IESE MBA Admissions Director Javier Muñoz and Associate Director Anna Lee. “The fact that IESE won this award is testament to the significant effort put in by hundreds of students since 2004 and the support of IESE staff and faculty,” said Curran.

IN MEMORIAM: PROFESSOR EDUARDO BALLARÍN

The IESE community was profoundly saddened to learn of the death of Eduardo Ballarín, professor of Strategic Management, who died of a heart attack in April at the age of 62. Ballarín, who joined IESE in 1969, also enjoyed a lifelong relationship with Harvard Business School as a result of his Doctorate in Business Administration at Harvard and his presence on the Harvard-IESE Joint Committee.

Ballarín and his colleague, Professor Emeritus Josep Faus, were instrumental in introducing cluster-based economic development in Europe. The International Center for Competitiveness, established in 2005 in conjunction with Harvard’s Institute for Strategy and Competitiveness, is an outgrowth of Ballarín’s work. The Center leads the European Cluster Excellence Initiative to drive excellence in cluster development and training materials.

“I learned from Eduardo the real measure of what teamwork means,” remarked Faus. “He would say to me, ‘Look, Josep, what we have to do is put aside idiotic pride and useless prejudice. You take care of what both you and I know you do better. And I take care of what both you and I know that I do better.’ And it worked.”



SUCCEED HELPS BOOST CAREER ADVANCEMENT

The IESE Alumni Association has launched SUCCEED, a new online platform to help alumni advance their careers. Alumni Association Director Mireia Rius led a team of association staff, IESE faculty members, and experts in career management in developing the project. “We wanted to offer a tool that would enable us to reach all alumni, regardless of their geographical location,” she said.

IESE: A BRIEF HISTORY

- 1957 Professor Antonio Valero lays the groundwork for the foundation of IESE
- 1958 IESE is founded.
Advanced Management Program launched
- 1959 Executive Development Program launched and Continuous Education programs for alumni introduced
- 1961 General Management Program is under way.
IESE Alumni Association established
- 1963 Harvard-IESE Joint Advisory Committee established
- 1964 Master of Business Administration Program (MBA) established
- 1967 IESE helps establish IPADE business school in Mexico City. Goes on to assist in the establishment of 17 other associated schools on 4 continents
- 1969 Ph.D. in Management established
- 1974 Executive programs offered in Madrid for the first time
- 1980 IESE establishes the bilingual MBA program
- 1982 Executive MBA launched in Madrid
- 1989 International Advisory Board (IAB) established
- 1991 IESE's Madrid campus dedicated by King Juan Carlos I.
International Faculty Development program for business professors established
- 1992 New library building dedicated in Barcelona
- 1993 IESE introduces International Executive Education programs
- 1994 IESE forges joint Executive Education programs. Future partners to include Harvard Business School, MIT Sloan School of Management, the University of Michigan Business School
- 1996 Introduction of Short Focused Programs for senior managers
- 1997 ISE of Sao Paulo, Brazil, founded
- 2001 Global Executive MBA established
- 2002 Advanced Management Program opens in Brazil.
Barcelona Campus expansion project
- 2003 Launch of Advanced Management Program in Barcelona.
IESE and ISE initiate Program for Management Development in Brazil
- 2004 China International Executive Program launched: Barcelona-Shanghai.
Ground is broken for new campus facilities in Barcelona.
IESE inaugurates new Madrid Campus.
IESE introduces Executive Development Program in Cairo, Egypt
- 2005 Advanced Management Program expands to Munich, Germany.
CEO's Forum launched.
Program for Management Development begins in Madrid
- 2006 Harvard Business School, CEIBS, and IESE launch the Global CEO Program for China.
IESE introduces the Inside India Program in collaboration with the Indian School of Business.
The Advanced Management Program in Warsaw, Poland, introduced
- 2007 IESE establishes its offices in New York.
New campus buildings in Barcelona inaugurated by King and Queen of Spain.
- 2008 Senior Executive Program launched in Miami.
IESE conducts first Pan-African AMP.
Monthly Global Executive MBA established.
The school celebrates its 50th anniversary
- 2009 Global CEO Program for Latin America with CEIBS and Wharton begins



RAFAEL DEL PINO Y MORENO'S LEGACY AT IESE

In April 2009, IESE paid homage to Rafael del Pino y Moreno, the influential entrepreneur who founded the Spanish construction and infrastructure giant Ferrovial. Del Pino was honorary chairman of the company at the time of his death in June 2008 at the age of 87.

Addressing the large audience that included luminaries in both business and academic arenas, IESE Dean Jordi Canals referred to del Pino as “one of the most iconic Spanish business leaders of the second half of the 20th century.” Citing both the human qualities and entrepreneurial spirit that enabled him to transform Spain’s business climate, Canals concluded, “He leaves an important professional, cultural, and human legacy.”

Others delivering remarks honoring del Pino’s legacy included Juan José Toribio, dean of IESE Madrid; Florentino Pérez, president of ACS, a leading construction company; María del Pino y Calvo-Sotelo, president of the Rafael del Pino Foundation and the daughter of Rafael del Pino; and Amadeo Petibò, director of the Rafael del Pino Foundation.

ANTONIO GONZÁLEZ-ADALID RE-ELECTED

Antonio González-Adalid (MBA'75) was re-elected president of the IESE Alumni Association at the last meeting of the Governing Board. He is currently vice-president and chief executive of Cartera Industrial Rea. His previous senior management positions include senior vicepresident of Repsol YPF and executive president of ENAGAS.

“It is a source of pride and great satisfaction to be intimately involved here at IESE, as it gives me the opportunity to enjoy the closeness of ties between all members of the IESE community,” said González-Adalid. “At the same time, supporting IESE is a highly worthy cause, as the school is deeply committed to improving the quality of education, business practices and society as a whole.”

IESE RECEIVES BARCELONA MEDAL OF HONOR

In recognition of the school's 50th anniversary, Barcelona Mayor Jordi Hereu awarded IESE the Barcelona Medal of Honor in November 2008. Dean Jordi Canals accepted the medal on behalf of IESE.

Honoring the school's half century of service to the city of Barcelona, Mayor Hereu cited IESE's humanistic approach to management education and research. The impact of this approach on society, he noted, has been to produce generations of alumni who, in their organizational management, never fail to recognize the importance of respect for the human being.

» IESE's Africa Initiative brings its many Africa-related projects under one umbrella. Directed by Prof. Lluís G. Renart, the initiative aims to help strengthen African countries' economic development by improving the quality of management education through programs such as the AMP Pan-African module.

» To create a portrait — as he sees it — of IESE as an institution today: this was the intent of journalist Carles M. Canals when he wrote his book *Sabiduría práctica. 50 años del IESE* (Practical Wisdom: 50 years of IESE). Interconnectedness among faculty, administrators, and alumni is one of the school's most striking qualities, says Canals.

» New Appointments: José Manuel Campa, Grupo Santander Professor of Finance, as Secretary of State for the Economy of Spain. Jaume Ribera, professor of Production, Technology and Operations, as president of the Spanish bank Caixa Terrassa. Joan Enric Ricart, Carl Schroeder Chair of Strategic Management, as president of the Strategic Management Society.

» IESE's new management review, *IESE Insight*, keeps readers up to date on the current ideas and perspectives of some of the most respected international business management writers. The resources of its affiliated *IESE Insight* knowledge portal, ieseinsight.com, include a searchable database of more than 7,000 references.

MAIN CHARACTERS

Isak Andic (1)

Chairman of Mango

Salvador Alemany

Chairman of Abertis

Eduardo Ballarín

Nissan Professor of Corporate Strategy and International Competitiveness at IESE Business School

Hans-Jacob Bonnier (2)

Executive Vice President of Dagens Industri
Vice Chairman of Bonnier

Michel Camdessus

Honorary President of the Banque de France

Nick Earle (3)

Senior Vice-President for the European Markets, Cisco Systems

Baldomero Falcones

Chairman and CEO of FCC

Antonio González-Adalid

President of the IESE Alumni Association
Chairman of Cartera Industrial Rea

Janne Haaland Matlary (4)

Professor at University of Oslo

Jeff Immelt (5)

CEO of General Electric

Steve McGowan

Senior Vice-President of Nielsen Media Research

Liz Mohn (6)

President of the Bertelsmann Foundation

Javier Monzón

Chairman of Indra

Stanley Motta

President of Motta Internacional

Josep Oliu (7)

Chairman of Banco Sabadell

María del Pino

President of Fundación Rafael del Pino

Rafael del Pino (8)

Chairman of Ferrovial

Jeffrey Pfeffer

Thomas D. Dee II Professor of Organizational Behavior at Stanford University's Graduate School of Business

John A. Quelch

Professor at Harvard Business School

Joan Enric Ricart

Carl Schroeder Chair of Strategic Management at IESE

President of the Strategic Management Society

Nouriel Roubini (9)

Professor of Economics at New York University's Stern School of Business

Onno Ruding

Former Finance Minister of the Dutch Government

Armin Schmiedeberg (10)

Partner at Bain & Company

Johan Schroeder (11)

Former CEO of Radiometer

George Soros (12)

Chairman of Soros Fund Management and the Open Society Institute

Lawrence Summers

Former U.S. Treasury Secretary and President of Harvard University

Peter Sutherland (13)

Chairman of British Petroleum

Hans Ulrich Maerki (14)

Former Chairman of IBM Europe, Middle East and Africa

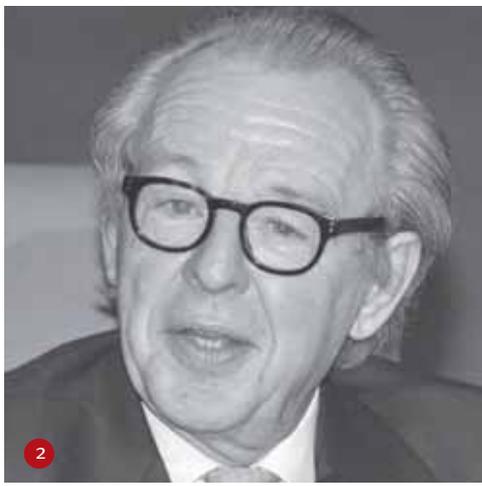
Rafael Villaseca (15)

CEO of Gas Natural

Ermenegildo Zegna (16)

CEO of Ermenegildo Zegna





RENEWING ORGANIZATIONAL LANDSCAPES

Those who engage in IESE's management education programs, both current and future leaders, come away with a renewed sense of the possible.

A new ability to see—and mine—the talents of others. New organizational visions, and the strategies and tools to see them to fruition. And a new respect for the interconnectedness that drives the global economy.

These outcomes are the result of hard work during challenging times to promote the value of an IESE education, to strengthen our ties with partner institutions worldwide in innovative ways, and to stay focused on the reasons why—more than ever—an internationalized approach to management education is fundamental.

FULL-TIME MBA

IESE's Full-Time MBA program, now ranked #1 in the world by *The Economist*, saw applications climb by nearly 20 percent in 2008-2009. Asia (up 28 percent) and Europe beyond Spain (up 27 percent) led all other regions in the rise in applications. This growth is attributable to strong MBA recruitment efforts, including 74 events in 32 countries. New markets in the Middle East and Southeast Asia are also being explored. In addition the retention rate, a measure of the quality of recruitment, increased to 78.3 percent (for Class of 2011).

Attracting the best candidates despite high tuition fees is IESE's main challenge. Banco Sabadell's renewal of the Global Loan was thus a major success, giving IESE a competitive edge with respect to financial aid. Also significant were commitments by the Enrique Esteve Balet (Enesba) Foundation and the Eduarda Justo Foundation to scholarships covering full costs for the 2-year MBA program.

IESE's Young Talent Program® (YTP), a major initiative drawing top undergraduates worldwide, was launched this year. From more than 140 applications, the YTP pre-admitted 35 talented juniors and seniors from 20 universities in seven countries to the MBA program. These candidates will gain professional experience — along with a head start on a promising future — by working for one of the 15 prominent firms worldwide that are collaborating with IESE. The program aims to raise the number of sponsored students, improve the quality of the MBA class, and strengthen corporate relationships.

The YTP will also boost IESE's global brand recognition, as do IESE's exchange agreements with 23 pre-eminent schools of management throughout the world. This year 69 second-year MBA students went to member schools for a semester, and 68 students from those schools came to IESE. Further promoting international interaction, the first-year bilingual English-Spanish section included 23 students from non-Spanish speaking countries.

The 2009 graduating class of 210 heard Peter Sutherland, the youngest commissioner to serve in the European Union (EU), outline his vision of the opportunities presented by this moment in history. Sutherland is chairman of British Petroleum.

INTERNATIONAL EXCHANGE PROGRAM: ACADEMIC YEAR (2009 - 2010) PARTNER SCHOOLS

- Berkeley: Haas School of Business, U.C. Berkeley, USA
- CEIBS: China Europe International Business School, China
- Chicago: The University of Chicago Graduate School of Business, USA
- Columbia: Columbia Business School, Columbia University, USA
- Cornell: Johnson Graduate School of Management, Cornell University, USA
- Darden: Darden Graduate School of Business Administration, University of Virginia, USA
- Duke: The Fuqua School of Business, Duke University, USA
- HEC: HEC School of Management, France
- IAE: Instituto de Altos Estudios Empresariales, Universidad Austral, Argentina
- ISB: Indian School of Business, India
- KEIO: KEIO University, Japan
- Kellogg: Kellogg School of Management, Northwestern University, USA
- LBS: London Business School, University of London, UK
- MBS: Melbourne Business School, The University of Melbourne, Australia
- Michigan: Stephen M. Ross School of Business at the University of Michigan, USA
- MIT: Sloan School of Management, MIT, USA
- NYU: Leonard N. Stern School of Business, New York University, USA
- RSM: Rotterdam School of Management, Erasmus University, The Netherlands
- TUCK: Tuck School of Business at Dartmouth, USA
- UCLA: The Anderson School at UCLA, USA
- UNC: The Kenan-Flagler Business School, University of North Carolina, USA
- Wharton: The Wharton School of the University of Pennsylvania, USA
- YALE: Yale School of Management, Yale University, USA

MBA STUDENTS' COUNTRIES OF ORIGIN*

Argentina	Mexico
Australia	Morocco
Austria	Nicaragua
Belgium	Nigeria
Brazil	Pakistan
Bulgaria	Panama
Canada	Peru
Chile	Philippines
China	Poland
Colombia	Portugal
Croatia	Romania
Egypt	Russia
Estonia	Singapore
France	South Africa
Georgia	South Korea
Germany	Spain
Iceland	Sri Lanka
India	Sweden
Ireland	Switzerland
Israel	Taiwan
Italy	The Netherlands
Jamaica	Turkey
Japan	Ukraine
Kazakhstan	United Kingdom
Lebanon	United States
Lithuania	Uruguay
Malaysia	

MBA CLASS PROFILE*

Participants	421
Countries Represented	53
International Students	80.2%
Yield Rate (% of Admitted Students Who Attend)	73.8%
Average Age	27.3
GMAT Average	669.5
Average Work Experience	4.3 years
Women	27%
Students with Scholarships	50

* Information from the classes of 2009 and 2010

EXECUTIVE MBA

The Executive MBA (EMBA) remains a popular choice for executives seeking part-time MBA study with a strong international focus. The EMBA class of 2010 includes 186 executives enrolled in three sections, one in Barcelona, and two in Madrid.

The addition of a Barcelona-based section last year was so well received that a second weekly group was launched in both Barcelona and Madrid (bringing the total number of groups in Madrid to three) for the class of 2011. Demand for more sections signals a growing awareness of the transformative value of IESE's EMBA programs.

EMBA CLASS PROFILE - MADRID*

Participants	240
Women (average)	13%
GMAT / IESE test (average)	658
Work experience (average)	7 years
Age (average)	32 years

* Information from the classes of 2009 and 2010

EMBA CLASS PROFILE - BARCELONA*

Participants	126
Women (average)	26%
GMAT / IESE test (average)	657
Work experience (average)	8 years
Age (average)	32 years

* Information from the classes of 2009 and 2010





GRADUATION

Graduation ceremonies for the two Madrid Executive MBA programs, held in May 2009, featured commencement addresses by Javier Monzón, chairman of INDRA, and Rafael Villaseca (MBA '76), CEO of Gas Natural. In July, Josep Oliu, chairman of Banco Sabadell, delivered the commencement address during the Barcelona Executive MBA graduation ceremony.

HIGH –AND RISING– STANDARDS

With this growth comes a firm commitment from IESE to maintain its high standards. Participants' academic ability, motivation, and professional qualifications are a key program strength that we continue to cultivate. Average GMAT scores, for example, are climbing with each incoming class, as is the amount of prior work experience. Our participants' qualities and achievements, combined with the strength and reputation of our faculty, still give the EMBA program a powerful competitive advantage.

Diversity of background and perspective remains another important strength of IESE's EMBA cohorts. Gender diversity has substantially increased in the classes of 2010 and 2011, with women comprising between 15 and 25 percent of each group. In addition, participants in each section of the classes of 2010 and 2011 represent between 50 and 60 companies in 17 or more industry sectors.

GLOBAL EXECUTIVE MBA

In 2009 we welcomed Sandra Sieber, long-time Global Executive MBA professor and chair of the Department of Information Systems at IESE, as the new academic director of the Global Executive MBA (GEMBA). This program continues to earn high marks for its flexible, dual-format approach to an authentically global general management education. Participants can elect a 22- or 16-month program, with either 1- or 2-week residential sessions in Barcelona, Madrid, the U.S. (New York or Silicon Valley), and Asia (India or Shanghai).



The program continues to be well subscribed, with 28 highly experienced executives enrolled in each program format for the class of 2010. They represent a diversity of nationalities that does justice to the global nature of the program. The rise in the proportion of female participants in the 16-month program also brings additional gender diversity.

In October 2008, 39 GEMBA graduates were treated to a keynote speech by Hans Ulrich Maerki, vicepresident of ABB and a long-standing member of IESE's International Advisory Board.

GLOBAL EMBA CLASS PROFILE*

Participants	92
Nationalities represented	25
Female participants	17%
Age (average)	36 years
Work experience (average)	12 years
% International	74%

* Information from the classes of 2009 and 2010

ONE PROGRAM, TWO FORMATS

FORMAT	BIMONTHLY	MONTHLY
Duration of program	16 months	22 months
Modules	7 2-month modules	6 3-month modules
ON-SITE STUDY PERIODS		
Duration	12 days	5 days
In Barcelona	4 2-week periods	12 1-week periods
In Madrid	1 2-week period	3 1-week periods
In the United States	2 weeks in Silicon Valley	2 weeks in New York City
In Asia	2 weeks in Shanghai	2 weeks in India

EXECUTIVE EDUCATION

IESE has stepped up its presence in the United States through executive education programs that more effectively serve the North American business community, especially U.S. companies with international interests and European firms with operations in North America.

HIGHLIGHTS

The New York Center

Relocating into new quarters in the heart of Manhattan—home to IESE’s North American educational and research activities—has energized IESE’s U.S. presence. Renovations are slated for completion in 2010.

IESE New York also boosted its visibility by co-sponsoring a session in *The Wall Street Journal’s* Executive Viewpoints Breakfast Series, sponsoring a Human Resources Roundtable with *The Economist*, and co-sponsoring the World Business Forum. The Institute of Media and Entertainment (IME) offered a forum for industry executives on marketing challenges created by cross-platform content migration. And the Global Alumni Reunion spotlighted the capital campaign to finance the Manhattan renovation.

PROGRAMS IN NEW YORK

- **Inside New York**
September 22-25, 2008
- **Branding in Media and Entertainment (with Kellogg School of Management and IME)**
November 17-19, 2008
- **Creative Cultures**
May 5-8, 2009
- **Business Strategy in the Digital Age (with IME)**
June 8-10, 2009

Senior Executive Program Miami (SEP Miami)

In October 2008, IESE, with partner schools IPADE (Mexico) and IAE (Argentina), launched the new Senior Executive Program Miami for senior executives with strong interests in Latin America. SEP Miami, IESE’s first extended program in the United States, was very well received. IESE’s partnership with IPADE and IAE is a successful first step in developing other Latin American-specific programs.

Global CEO Program for Latin America (with CEIBS and Wharton)

Collaborating with China Europe International Business School (CEIBS) and the Wharton School, IESE launched the Global CEO program for Latin America this year. Participants—all high-level decision makers at Latin American firms—studied with faculty from partner institutions in Madrid, Philadelphia, and Shanghai. Their high level of satisfaction signals that word of mouth will help promote future sessions.

Global CEO Program for China

IESE’s ties with Harvard Business School and CEIBS continue to strengthen through the Global CEO Program for China. Held in Barcelona, Shanghai, and Boston, the program was postponed this year in response to participants’ concerns about the widely publicized H1N1 pandemic.

LONG PROGRAMS: AMP, PMD AND OTHERS

IESE continued to expand its portfolio of long programs despite a challenging year for many firms. For 2009-2010, IESE is conducting 11 international general management programs in 12 locations.

A recurring theme has been managing through a troubled global economy. Once again, the faculty stepped up to the challenge of creating engaging material on effective ways to navigate rocky seas. Some programs suffered from last-minute cancellations or early departures due to sudden shifts in circumstances; others struggled to attract the optimal number of participants. Among executives who attended, however, more than 90 percent became members of IESE's Alumni Association, signaling high satisfaction. Participants' evaluations, citing program innovation and IESE's strong customer orientation, also gave high marks.

Poland: AMP Warsaw

The AMP Warsaw addresses the needs of Polish enterprises in a dynamic European and global context. Participants of the 2008-2009 session, as in the first two years, gave strong positive feedback. Maintaining high levels of participant seniority will be key to program success.

Brazil: AMP and PMD São Paulo

Demand for Brazilian programs remains strong; most candidates come from Spanish companies with a presence in the region. While these firms will continue to be a major source of candidates, we are gradually becoming less dependent on them.

Africa: AMP, EMBA Seminars

IESE's initiatives in Africa have been positioning the Strathmore Business School (SBS) in Nairobi, Kenya, and Lagos Business School (LBS) in Nigeria as the finest business schools on the continent. Despite instability in Kenya, 29 executives participated in the 2008 session of IESE's joint AMP. Affiliation with LBS's Chief Executive Program created the program's innovative Pan-African segment for the final module in Barcelona, a collaboration which brought executives from eastern and western Africa together in a general management program for the first time ever. Other African programs include week-long Executive MBA (EMBA) Seminars for executives participating in EMBA programs at LBS and SBS.

Germany: AMP Munich, Strategic Marketing

The fifth edition of AMP Munich gathered a diverse, high-profile group of participants. One measure of program success is in the degree to which AMP Munich alumni stay connected with IESE through, for example, the Global Alumni Reunion in Madrid and the AMP Munich reunion at Lake Starnberg. Also, frequent alumni events in Germany, Switzerland, and Austria give people a chance to learn more about IESE's executive education.

IESE implemented several strategies in 2009 to attract qualified executive education candidates in Germany, and will continue them in 2010. Our study to evaluate education needs and preferences of German CEOs also served to position IESE favorably in the German executive education market. Feedback was extremely positive.

Spain: Executive Education

This year, IESE carried out executive education programs in Barcelona, Madrid, Valencia, and Zaragoza. For the academic year 2009-2010, we plan peripheral programs in Valencia, Pamplona, and Santiago.

SHORT FOCUSED PROGRAMS, INDUSTRY MEETINGS AND SEMINARS

The economic climate created opportunities for IESE to add a series on management strategies for difficult times and develop short focused programs on timely issues such as rethinking global services outsourcing and working out of the tight credit cycle. A 3-day program in Munich also focused on “Leading Under Financial Distress.”

Other short programs addressed leadership competencies, emerging markets, creative cultures, and “getting things done”. In addition, IESE hosted a conference on the Barcelona campus with a delegation of Chinese business leaders, organized by the China Federation of Industrial Economics (CFIE) in conjunction with CEIBS.

While overall participation in short focused programs was sharply curtailed this past year due to companies’ tightened travel and training restrictions, feedback from those who did attend remained very favorable. Most often cited were the programs’ creative content and innovative methodology.

RAFAEL DEL PINO FOUNDATION SUPPORTING PUBLIC LEADERSHIP PROGRAMS

Expanding its portfolio is just one of the objectives IESE achieved for the year. Another: to collaborate with senior managers in the public sector on programs to help public organizations operate more effectively. As a result, the Driving Government Performance Program, developed jointly with Harvard’s Kennedy School, is being continued for another year, and the Public Management Leadership Program (PLGP) was continued. The Rafael del Pino Foundation plays a key role in the success of both programs through its ongoing support and generous funding.

Driving Government Performance offers public leaders clear strategies to improve the way they govern and motivate others to perform. PLGP, which boasts some 500 alumni, uses the case study method to expand the knowledge of senior public executives and hone their management skills. The goal is to provide them with the tools they need to serve the public more effectively and efficiently. Last year’s PLGP participants represented institutions such as Bank of Spain and the Spanish Port Authority, as well as regional governments such as the Community of Madrid and the Generalitat de Catalunya.

CUSTOM PROGRAMS

IESE gained new international education partners this year as companies less affected by the economic downturn continued to issue new requests for program proposals. This helped offset declines in current program renewals by firms whose executive training budgets were cut. IESE delivered 54 different programs for 46 different companies during 2008-2009, and is currently working on 65 additional development projects.

The rise in requests for proposals signals a stronger trend towards custom solutions in executive education, perhaps as a consequence of the current economic climate. This growth, however, brings with it heightened competition. Furthermore, with greater supply and tighter budgets, organizations are more demanding in terms of program specificity and lower costs.

Managing in the downturn, not unexpectedly, emerged as a “hot topic,” to which IESE rapidly responded with a Short Focused Program. Other popular custom topics include leadership, change management, complexity reduction, negotiation skills, and innovation. IESE’s nimble and creative responses to new requests are expected to position the school favorably in 2010 as the global economic environment improves.

New clients: Airbus, Arbora & Ausonia, Banesto, Calidalia, Coca-Cola, Enel, JTI, Iberdrola Renovables, ICEX, Telecommunications Market Commission and Walmart.



RESEARCH-FOCUSED PROGRAMS

IESE offers two research-focused degree programs, the Ph.D. in Management and the Master of Research in Management (MRM). Both programs prepare students for academic careers with the expectation that they will become internationally recognized experts in their field. The MRM is a pre-requisite for the Ph.D. program; however, students may choose to complete just the master's degree.

Master of Research in Management

In the rigorous and engaging 2-year MRM, taught in English, students work closely with IESE faculty to learn how to design, execute and communicate research. Students take foundational courses in the first year of the program, and tailor their MRM in the second year with electives in their chosen area of specialization. There are currently 23 students in the program from 21 different countries in Europe, Asia, the Americas, and Africa.

Ph.D. in Management

This program prepares doctoral candidates to teach and lead high caliber research in top international business schools. Students, working on their dissertations, thrive under the dedicated guidance of IESE's growing cadre of faculty with strong international research backgrounds. The Ph.D. also offers opportunities to collaborate with other leading management institutions throughout Europe and the United States. There are currently 28 students in the program.

Countries of origin: Brazil, Bulgaria, Canada, Chile, China, Colombia, Ecuador, Germany, India, Italy, Mexico, Nigeria, Peru, Philippines, Portugal, Russia, Spain, Sweden, Turkey, Ukraine and Uruguay.



INTERNATIONAL FACULTY PROGRAM

Junior faculty in economics and business management from around the world have convened at IESE every June since 1991. They engage in a unique, intensive program that teaches and demonstrates best practices in management education while building international cooperation and aiding development in emerging countries.

The 17th edition of the IFP, held from June 1-25, welcomed 33 professors from 21 countries.

COUNTRY OF ORIGIN INSTITUTIONS OF HIGHER EDUCATION

Botswana	University of Botswana Catholic University of Eastern Africa
Chile	Universidad Adolfo Ibáñez
Colombia	INALDE
Croatia	Zagreb School of Economics and Management
Dominican Republic	Barna Business School
Estonia	Tallinn University
Ghana	University of Ghana Business School GIMPA
Hong Kong	City University of Hong Kong
India	Institute for Technology and Management
Italy	CONSEL - Consorzio Elis
Ivory Coast	Institut des Hautes Études Afrique
Kenya	Aga Khan Education Service Kenya Strathmore Business School Jomo Kenyatta University of Agriculture and Technology
Latvia	Riga International School of Economics
Mongolia	School of Mechanical Engineering
Nigeria	Lagos Business School
Philippines	University of Asia and the Pacific
Poland	Kozminski Academy of Entrepreneurship and Management Warsaw School of Economics
Russia	Moscow State University
Spain	IESE Business School
Sweden	Gothenburg University
United Kingdom	Oxford Brooks University

BEYOND THEORY TO PRACTICE

Global awareness, corporate responsibility and ethics, environmental respect, public and private sector collaboration, corporate and societal needs, and the humanization of business practices: these are among the deeply relevant issues addressed by IESE's research centers.

All of their initiatives — publications, conferences, and more — reflect IESE's research mission to contribute to management science in creative, practical, and sustainable ways. This means analyzing business problems from multiple perspectives. And it means offering solutions that achieve, for example, profitability grounded in solid ethics and morals, and productivity hand-in-glove with humanity.

Research activity was brisk in 2008-2009. Faculty published 55 papers in refereed journals, an increase of 25 percent over 2007-2008. The number of cases published by faculty also rose nearly 25 percent to 114. Faculty publication of books, book chapters and working papers —not to mention teaching and technical notes— was also considerable (see a complete list of papers and books published in 2008-2009 in Exhibit 1 and Exhibit 2).

In addition, IESE's research-related events attracted nearly 6,000 participants. Out of 109 events, 28 were academic conferences, workshops and colloquia. Executives were the primary audience for the remaining forums, symposia, think tanks, continuous education programs and other events.

INTERNATIONAL CONFERENCES

The research centers at IESE hosted a number of international conferences and forums on concerns relevant to a wide range of business sectors. These events, many of which addressed the current economic climate and its repercussions, featured experts and public figures from throughout Europe and the United States (see detailed information of the international conferences in Exhibit 3).



INTERNATIONAL CONFERENCES 2008-2009

- **Third Meeting of the Association of Competition Economics in Spain**
Madrid, October 8, 2008
Organizers: The Rafael del Pino Foundation and the IESE SP-SP Research Center
- **Fifth Madrid Finance Workshop: Issues in Corporate Finance**
Madrid, December 1, 2008
Organizer: The IESE CIIF Research Center
- **Workshop on Social Entrepreneurs**
Barcelona, February 23-27, 2009
Organized by SELUSI (EU-Project on Social Entrepreneurs) and IESE Professors Johanna Mair and Christian Seelos.
- **Fifth International CSBM Forum: "The Hosting of Major Sport Events as Key to Economic Development of the City"**
Valencia, March 2-3, 2009
Organizer: The IESE Center for Sports Business Management (CSBM) Research Center
- **Fifth Forum on Competition and Regulation: "Infrastructure Privatization: Success or Failure?"**
Barcelona, March 12, 2009
Organizer: The IESE SP-SP Research Center
- **Sixteenth Annual CIIF Symposium – Confronting the Crisis: Economic Perspectives**
Madrid, March 17, 2009
Organizer: The IESE CIIF Research Center
- **Sixth Forum on Competition and Regulation: "Troubled Asset Auctions"**
Barcelona, June 17, 2009
Organizer: The IESE SP-SP Research Center
- **Workshop on Management Basics Review**
Barcelona, June 30, 2009
Organized by IESE Profs. Josep Maria Rosanas and Antonio Argandoña. Prof. Argandoña presented the paper "The Common Good of the Company and the Theory of Organization."
- **Third International Conference of Work and Family: "Harmonizing Work, Family and Personal Life in Times of Crisis"**
Barcelona, July 6-8, 2009
Organizer: The IESE ICWF Research Center

IESE ALUMNI RESEARCH EXCELLENCE AWARDS

The main objective of the Research Excellence Awards, which are presented each year by IESE's Alumni Association, is to help foster and promote research at IESE. In this year's competition, the seventh, awards were presented to the following professors:



Pankaj Ghemawat

In the category "Best Book," for his book *Redefining Global Strategy*, published in Harvard Business School Press in 2007.



Pedro Nuevo

In the category "Best Course," for the Entrepreneurship course.



Josep M. Rosanas

In the category "Best Academic Article," for his article "Beyond Economic Criteria: A Humanistic Approach to Organizational Survival," published in *Journal of Business Ethics*, Vol. 78, N^o. 3, 2008, pp. 447-462.

AWARDS AND RECOGNITION



Antonio Argandoña

On September 11, 2008, received the Lifetime Achievement Award given by the European Academy of Business in Society (EABIS) and the Aspen Institute for Business in Society at the 2008 Faculty Pioneer Awards ceremony, as part of the 7th EABIS Annual Colloquium held at Cranfield University. In October of the same year he was awarded for an outstanding record in training and personal financial education by the Instituto de Estudios Financieros.



Pascual Berrone

Received Best Paper Award 2009 in the category of Corporate Governance at the EURAM Conference for his paper "Saving Face: Why Family Firms Pollute Less." The paper, co-authored with Cristina Cruz, Luis R. Gómez-Mejía and Martín Larraza, was presented in the EURAM 2009 Annual Meeting in Liverpool, on May 11-14, 2009. Also he won the Best Dissertation Award from the Academy of Management's Social Issues in Management Division.



Marta Elvira

Awarded a Marie Curie Reintegration Grant from the European Commission for her research proposal entitled: "Emergent Health Care Occupations and Quality of Life."



Pedro Nuevo

The first Spaniard to be awarded the "Friendship Award" by the Chinese government, the highest award China gives to a foreigner. The award ceremony took place in Beijing on October 1, 2009, chaired by the Chinese president Hu Jintao.



Josep M. Rosanas

On June 11, 2009, was awarded the Premi a l'Excel·lència Acadèmica (Academic Excellence Award) by ACCID (Associació Catalana de Comptabilitat i Direcció).



Xavier Vives

The European Research Council awarded in March 2009 IESE Prof. Xavier Vives a 5-year grant for his research project titled, "Information and Competition." The project centers on two areas of research: one theoretical, which examines market dynamics and their relationship with information exchange among companies; and the other applied, focusing on competition policy.



Govert Vroom

Won the "Best Paper Proceedings" award at this year's conference of the Academy of Management (BPS Division) for his article, "Ownership Structure, Profit Maximization, and Competitive Behavior," co-authored with Brian McCann (Purdue University).



Christoph Zott

His article, "The Fit Between Product Marketing Strategy and Business Model: Implications for Firm Performance," published in *Strategic Management Journal*, Vol. 29, N^o. 1, was selected as one of the best articles published in 2008 in management, thus winning an Emerald Management Reviews Citation of Excellence.





RESEARCH CENTERS AND ACADEMIC CHAIRS

CHAIRS

Conferred upon some of IESE's most experienced and highly regarded professors, the school's academic chairs represent an important commitment to a particular academic field, while providing support to research into a particular area of the business world. During the 2008-2009 academic year, two new academic chairs were endowed:

- Banco Sabadell Chair to study Emerging Markets, held by professor Alfredo Pastor.
- José Felipe Bertrán Chair on Governance and Leadership in Public Administration, held by professor José Ramón Pin.

Abertis Chair
Regulation, Competition and Public Policy
Prof. Xavier Vives

Alcatel-Lucent Chair
Technology Management
Prof. Josep Riverola

Anselmo Rubiralta Chair
Strategy and Globalization
Prof. Pankaj Ghemawat

Bertrán Foundation Chair
Entrepreneurship
Prof. Pedro Nueno

Carl Schroeder Chair
Strategic Management
Prof. Joan Enric Ricart

CELSA Chair
Competitiveness in Manufacturing
Prof. Frederic Sabrià

Crèdit Andorrà Chair
Markets, Organizations and Humanism
Prof. Josep M. Rosanas

Grupo Santander Chair
Financial Institutions and Corporate Governance
Prof. José Manuel Campa

Family-Owned Business Chair
Prof. Josep Tàpies

Chair of Business Ethics
Prof. Domènec Melé

José Felipe Bertrán Chair
Governance and Leadership in Public Administration
Prof. José Ramón Pin

"la Caixa" Chair
Corporate Social Responsibility and Corporate Governance
Prof. Antonio Argandoña

Nissan Chair
Corporate Strategy and International Competitiveness
Prof. Eduardo Ballarín

PricewaterhouseCoopers Chair
Corporate Finance
Prof. Pablo Fernández

SEAT Chair
Labor Relations
Prof. Sandalio Gómez

Banco Sabadell Chair
Emerging Markets
Prof. Alfredo Pastor



CENTERS AND INITIATIVES

RESEARCH CENTERS

Through its research centers, IESE promotes its faculty's research activities while also strengthening and consolidating its links with businesses (see detailed information of Research Centers in Exhibit 4).

CGS
Center for Globalization and Strategy

CBS
Center for Business in Society

CEFIE
Center for Family-Owned Business and Entrepreneurship

CELA
Center for Enterprise in Latin America

CEM
Center for Emerging Markets

CIEC
International Research Center for the Media Companies

CIIF
International Center for Financial Research

CIIL
International Center for Logistics Research

CSBM
Center for Sport Business Management

EBCenter
e-Business Center PwC&IESE

ICC
International Center for Competitiveness

ICWF
International Center for Work and Family

IPSS
IESE Platform for Strategy and Sustainability

IRCO
International Research Center on Organizations

SP-SP
Public-Private Sector Research Center

SUSTAINING RELATIONSHIPS

The many facets of the IESE community reveal themselves through relationships forged within the school's boundaries and extending far beyond. Faculty reach out through research and practice to advance their expertise, then convey it through skilled teaching.

MANAGEMENT

Dean	Jordi Canals
Associate Dean	Eric Weber
General Secretary	Franz Heukamp
General Administrator	Jaime Alonso
Executive Education	
Programs	Josep Valor
Research and Innovation	Fernando Peñalva
Faculty	Frederic Sabrià
People Division	Teresa Gener
Alumni Division	Mireia Rius
Director of the Madrid campus	Juan José Toribio
Associate Director of the Madrid campus	Francisco Iniesta
General Secretary of the Madrid campus	Juan Antonio Galán

Staff members make up the functional backbone of IESE, and provide services that facilitate community-wide connections. Alumni form a dynamic bridge from IESE to the outside world and back again. And advisory bodies, as well as IESE's network of associated business schools, focus on the larger issues and possibilities of management education as they extend the school's global reach.

GOVERNANCE/INTERNATIONAL ADVISORY BOARD

IESE's International Advisory Board (IAB) consists of 33 prominent business and civic leaders representing Europe, the United Kingdom, the Americas, and Asia. Created in 1989, the board meets annually to review the previous year's developments and discuss new challenges and opportunities for management education.

After welcoming member Siegfried Russwurm of Siemens to the board last April, members turned their attention to last year's precipitous decline in the global economy. The board concluded that management education needs to step up its efforts to promote sound and ethical decision-making practices to develop business leaders "able to lead courageously yet prudently." Members also urged business schools to play a role in surmounting what has been an inordinate focus on short-term gain by producing leaders with the skill and vision to govern effectively over the long term. Finally, citing IESE's Private-Public Sector Research Center as a valuable resource, the board called for strengthening public sector leadership models to involve closer collaboration with the private sector.



INTERNATIONAL ADVISORY BOARD

Andic, Isak	Fung, Victor K.	Johnson, Franklin P.	Puig, Mariano	Shreiber, Nicholas
Mango	Li & Fung Group	Asset Management Company	Fundación Puig	Tetra Pak International
Spain	China	USA	Spain	Switzerland
Bonnier, Hans-Jacob	Gardner, Roy	Maerki, Hans Ulrich	Raventós, M ^a del Mar	Sorrell, Martin
Bonnier AB	Compass Group, PLC	ABB	Codorniu	WPP Group
Sweden	UK	Switzerland	Spain	UK
Breuer, Rolf-E.	Gyohten, Toyoo	Mangold, Klaus	Revoredo, Helena	Storm, Kees J.
Deutsche Bank AG	Institute for International	DaimlerChrysler,	Prosegur	Aegon
Germany	Monetary Affairs	Germany	Spain	The Netherlands
Camdessus, Michel	Japan	Mohn, Liz	Riboud, Franck	Sutherland, Peter
Banque de France	Haaland-Matlary, Janne	Bertelsmann	Groupe Danone	Goldman Sachs, BP
France	University of Oslo	Germany	France	UK
Carter, John	Norway	Motta, Stanley	Russwurm, Siegfried	Wenning, Werner
Munich Re	Haniel, Franz	Motta Internacional	Siemens AG	BAYER AG
UK	Metro	Panama	Germany	Germany
Christenson, Andrea	Germany	Murthy, N. R. Narayana	Schröder, Johan	Zegna, Ermenegildo
Kathe Kruse Puppen GMBH	Heiberg, J. Gerhard	Infosys Technologies	Schröder Foundation	Ermenegildo Zegna
Germany	Norscan Partners	India	Denmark	Italy
Fanjul, Oscar	Norway	Pino, Rafael del	Shibata, Takumi	
Omega Capital		Ferrovial	Nomura	
Spain		Spain	Japan	



FACULTY

Representing 28 countries, IESE faculty teach, by example, the power of diverse perspectives. By challenging students to re-examine old notions and entertain new ones, they produce leaders with a broader capacity to innovate.

IESE bolstered its full-time faculty by 10 this year—8 new and two returning— bringing the total to 108. The business school continues to succeed in its efforts to increase faculty diversity and recruit professors whose strong research backgrounds match their teaching skills. The result: a cadre of experts in their respective fields who are master teachers as well as creative yet practical thinkers.

FACULTY 2008-2009

Full-time and visiting Professors	115
External collaborators	50
Countries represented in the faculty	28

NEW PROFESSORS 2008-2009

Professor	Academic Department	University
Marc Badia	Accounting and Control	Columbia University
Rolf Campos	Economics	University of California-Los Angeles
Mario Capizzani	Marketing	University of California-Berkeley
Mireia las Heras	Managing People in Organizations	Boston University
Sophia Kusyk	Business Ethics	Universitat Ramon Llull
Sanjay Peters	Economics	University of Cambridge
Elena Reutskaja	Marketing	Universitat Pompeu Fabra
Carles Vergara	Financial Management	University of California-Berkeley
Govert Vroom	Strategic Management	INSEAD
Natalia Yankovic	Production, Technology & Operations	Columbia University



HARVARD-IESE COMMITTEE

The original goal of this committee in 1963 was to guide the establishment of IESE's MBA program. Since then, committee members have met yearly in Europe or the U.S. to pursue global trends in management education through joint research and teaching projects.

Members convened on the IESE campus last June to explore prospects for new initiatives and review current projects. Among them is the Global CEO Program for China, developed jointly with IESE, HBS, and China Europe International Business School (CEIBS). This innovative program, aimed at senior executives in China, sharpens participants' leadership skills and broadens their vision of global markets. Another initiative, "Driving Government Performance: Leadership Strategies that Produce Results" is the product of a partnership between IESE and Harvard's John F. Kennedy School of Government. The continuity of these yearly meetings, as well as other joint initiatives, underscore the long, productive relationship between IESE and Harvard.

HBS - IESE COMMITTEE MEMBERS

HBS	IESE
Srikant Datar	Jordi Canals
Jack Gabarro	José Luis Nueno
Carl Kester	Joan Enric Ricart
Richard Vietor	Eric Weber

STAFF

IESE can only be as strong as the individuals whose services support the workings of this institution, be they administrative, creative, logistical, or technical. In return, IESE is committed to supporting staff members through continuing education and development, strong two-way communication, and an enlightened approach to personal and family needs.

EDUCATION AND TRAINING

Personal and professional growth are central to IESE's human resource policies. This culture of education begins on day one: last year, 25 information and training sessions were held for new employees, including 11 hires for newly created positions, and 21 people hired to fill vacancies.

Another important step in personal and professional growth is to review past performance and goal achievement, identify strengths and areas for improvement, and set goals for the coming year. Every year, all IESE staff members (executive, professional, technology and administrative) undergo the different levels of the assessment process.

Through the Education and Development Plan, many IESE employees took advantage of an expanded range of offerings. Enrollment reached 721 in courses in these areas:

- Managerial Capabilities
- Languages
- Software
- Services Program/Internal Software Tools
- Professional Techniques
- Competency Development

In addition, seven staff members enrolled in IESE's general management programs, while 51 attended short programs, industry meetings, and seminars. In the Health and Safety at Work Program, 54 employees registered for new courses in first aid and emergency response. Position- and division-specific training provided specialized training individually and collectively.

IMPROVING COMMUNICATION

During the past year, human resources took steps to improve employees' awareness and understanding of IESE's benefit programs. Private health insurance, a flexible compensation option available through the health insurance plan, the availability of business travel insurance, and social security benefits were clarified and better publicized. The IESE Benefits Handbook was also published on the school's intranet. Finally, the statement of earnings format was modified and simplified to improve clarity.

SOCIAL AND FAMILY BENEFITS

- The number of people enrolled in the private health insurance plan is up by more than 11 percent since August 2008.
- IESE introduced a Nursery Voucher for IESE employees who are parents of children from infancy to 3 years old, to help with the cost of day care or nursery school.
- During last year's Family Day, 153 families—for a total of 541 people—attended this open day for IESE employees and their families on the Barcelona campus.

ALUMNI

IESE alumni, now numbering 33,878, continue to strengthen and extend the school's global impact through their ideas and achievements in all sectors. To support the professional needs and aspirations of its graduates, IESE offers a variety of continuing education programs. These serve not only to strengthen relationships among alumni, but also to augment and hone managerial skills while disseminating current ideas and best practices in business management.

EXECUTIVE COMMITTEE *

President

Antonio González-Adalid, Cartera Industrial Rea, MBA-75

Vicepresidents

Joan Molins, Cementos Molins, PDG-71

Jorge Sendagorta, Sener Ingeniería y Sistemas, PADE-90

Board Members

Salvador Alemany, Abertis, PDD-74

Juan Asúa, Banco Bilbao Vizcaya Argentaria, MBA-89

Carmen Becerril, Acciona, PADE-00

Alejandro Beltrán, McKinsey & Company, MBA-98

José Felipe Bertrán, Fundación Bertrán, PADE-65

Jordi Canals, IESE

Aurora Catá, Seeliger y Conde, MBA-89 y PADE-03

Carlos Costa, The Boston Consulting Group, MBA-86

Antonio Esteve, Grupo Esteve, PDD-87

Baldomero Falcones, FCC, MBA-72

Joaquín Faura, Telefónica, MBA-78

William MacDonald, Livingstone Partners, MBA-92

Jordi Mercader, Agbar, MBA-69

Gloria Perrier-Chatelain, SAP Corporate, EMBA-93

M^a del Mar Raventós, Grupo Codorníu, PADE-01

Mireia Rius, IESE, MBA-94

Javier Robles, Danone, PDG-90

José Luis Rojas, Carat España, MBA-88

M^a del Pino Velázquez, Unísono Soluciones, MBA-91

Rafael Villaseca, Gas Natural, MBA-76

* As of November 2009

The IESE Alumni Association saw a significant increase in the number of continuing education programs and networking events offered. In 2008-2009, alumni engaged in more than 280 events in 25 countries worldwide. Total attendance at alumni events was 29,381, an increase of 4,078 participants compared to the previous year. Regional chapters continue to play a vital role in supporting and promoting alumni association activities (see a complete list of regional chapters in Exhibit 5).

MADRID ALUMNI CHAPTER BOARD *

President

Jorge Sendagorta, Sener Ingeniería y Sistemas, PADE-90

Board Members

Jordi Canals, IESE

Juan Antonio Castellanos, Apple, Global EMBA-02

Natalia Centenera, IESE, MBA-88

M^a José Chiari, Oliver Wyman, MBA-99

Alberto Durán, Fundación Once, MBA-96 y PADE-08

Juan Antonio Galán, IESE, EMBA-92

Juan Carlos García, Sigrun Partners, EMBA-95

Tomás García, Grupo Villar Mir, MBA-88

Francisco Iniesta, IESE, MBA-90

Isabel Linares, Televisión Madrid, PADE-04

Juan Luis López, IESE Universidad de Navarra, EMBA-87

Javier Marín, AENA, PADE-02

Jesús Martínez, Unidad Editorial, PADE-06

Carlos Mas, PriceWaterhouseCoopers, PDD-98

Pedro Mielgo, Nereo Business Consultants, PDD-86

Amparo Moraleda, Iberdrola, PDG-95

José Luis Palomo, Gómez-Acebo & Pombo Abogados, PDG-89

Javier de Paz, Telefónica, PADE-98

Mireia Rius, IESE, MBA-94

Pablo Sagnier, Egon Zehnder International, MBA-90

Juan José Toribio, IESE, PADE-74 and PADE-96

Enrique Used, Telefónica Internacional, PADE-86

* As of November 2009

ASSOCIATED BUSINESS SCHOOLS

The foundation for this international network was laid in 1967 when Mexican academics and business leaders sought IESE's guidance in establishing IPADE, now one of Mexico's most esteemed graduate schools of management. Since then the network, with IESE at its hub, has expanded to 17 business schools on four continents, including the most recent one in Ivory Coast. All were established with direction from IESE, often in cooperation with Harvard Business School and other institutions.

IESE professors continue to forge strong ties with these schools; they have taught hundreds of classes throughout the network. This external community also continues to strengthen through memberships on each other's advisory committees as well as annual events. This year saw the first IESE Pan-African Seminar in Barcelona, attended by Nigerian and Kenyan CEOs who participated in Advanced Management Programs.

ASSOCIATED SCHOOLS

- AESE, Associação de Estudos Superiores de Empresa, Lisbon, Portugal. 1980
- CEIBS, China Europe International Business School, Shanghai, China. 1994
- ESE, Escuela de Negocios, Universidad de Los Andes, Santiago de Chile, Chile. 1999
- IAE, Escuela de Dirección y Negocios, Universidad Austral, Buenos Aires, Argentina. 1978
- IDE, Instituto de Desarrollo Empresarial, Guayaquil, Ecuador. 1993
- IEEM, Instituto de Estudios Empresariales de Montevideo, Universidad de Montevideo, Montevideo, Uruguay. 1994
- IHE, Institut de Hautes Études, Abidjan, Costa de Marfil. 2003
- IME, Institute for Media Entertainment, Nueva York, United States. 2004
- INALDE, Instituto de Alta Dirección Empresarial, Universidad de la Sabana, Bogota, Colombia. 1985
- IPADE, Instituto Panamericano de Alta Dirección de Empresa, Universidad Pan-Americana, Mexico City, Mexico. 1967
- ISE, Instituto Superior da Empresa, Brazil. 1997
- LBS, Lagos Business School, Pan-African University, Lagos, Nigeria. 1992
- NU, Nile University, El Cairo, Egypt. 2004
- PAD, Escuela de Dirección de la Universidad de Piura, Peru. 1979
- SBS, Sthathmore Business School, Strathmore University, Nairobi, Kenya. 2005
- School of Business Administration, University of Asia and the Pacific - Manila, Philippines. 1995
- UNIS Business School - Universidad del Istmo, Guatemala. 1977





INSTITUTIONAL DEVELOPMENT

In May 2009, 110 presidents and CEOs attended the 22nd Annual Meeting of Sponsoring Companies on the Barcelona campus. Dean Jordi Canals presented a status report on IESE's four strategic areas of institutional development: internationalization, innovation, research, and impact on IESE constituents and society as a whole.

The acquisition of new quarters in New York City is expected to have an impact on all four of these strategic areas. The capital campaign launched by IESE is aimed at financing the renovation of our new Manhattan center, due to be completed in early 2010. Recruitment is underway for U.S. students; the intent is to provide innovative customized education programs for U.S. companies or international companies with a major presence or particular interest in the United States. The center will also be home to research programs focusing on U.S.-specific issues.

RECOGNITION OF SPONSORING COMPANIES*

During the annual meeting, the dean recognized the following new sponsors for 2008-2009 with a special certificate: Airbus, Bankinter, Élogos Conocimiento, Enagás, Eres Relocation, IMS Health, Negocenter, Ricoh, Spie Ibérica, Tandberg.

The dean also expressed special thanks to these four companies, long-term collaborators with IESE, whose commitments had recently enabled the creation of endowed chairs and other projects:

- Banco Sabadell Chair on Emerging Markets, Professor Alfredo Pastor
- CELSA Chair on Competitiveness in Manufacturing, Professor Frederic Sabrià
- José Felipe Bertrán Chair on Governance and Leadership in Public Administration, Professor José Ramón Pin
- Agbar (Aguas de Barcelona) support for a classroom on the new Barcelona campus.

IESE is deeply grateful for the generosity of all of its sponsoring companies, whose major gifts have allowed us to meet the past year's fundraising goals.

* For a complete list of sponsoring companies, see pages 54-55.

FINANCIAL REPORT

OVERALL DEVELOPMENTS IN THE FINANCIAL YEAR

The global economic situation in recent months has been uncertain and complex. With the exception of some countries in Asia and Latin America, which have seen significant growth, the major economies in which IESE carries out its activity have suffered the aftermath of a severe recession which has had a major impact on the budget allocated by companies for education.

In spite of this situation, IESE maintained its teaching and research activity and its major sources of income. It also continued to push its international projects forward.

Enrollment in MBA programs increased and remained stable in the long, open, general management programs. The Short Focused Programs and Custom Programs, which together amounted to less than one fifth of invoicing, experienced a slight drop. The total income for the year was 75.4 million euros.

Ten professors joined the faculty this year, and the total number of people working at IESE did not change, even though additional staff members were hired at the Munich office and New York City Center.

As for other expenditures, the academic year was marked by a cost-containment effort. An interdisciplinary team carefully considered all budget line items to design and implement a strategy for streamlining costs. This effort led to significant savings.

MAIN FINANCIAL DATA

In millions of €	2006-2007	2007-2008	2008-2009
Income	70.8	77.7	75.4
Ordinary expenses	65.6	70.3	67.7
Depreciation and extra expenses	2.5	4	4.5
Development projects	0	2.1	2.2
Net profit/loss	2.7	1.3	1.0



FINANCIAL RESULTS

ACCOUNTING METHOD AND FINANCIAL MANAGEMENT CRITERIA

When drawing up the accounts, current legal provisions related to accounting were applied to reflect the true image of assets, the financial position and results. In addition, the accounts follow the rules for applying the New General Accounting Plan to the university, a non-profit institution. In addition, they take advantage of the tax rules for university institutions and the standards and principles of the Spanish Association of Accounting and Business Administration.

IESE organizes its activity through divisions which are themselves financial reporting centers. These divisions are the academic departments, Chairs and research centers, program divisions, services divisions, and Alumni Association. Each division is headed by one or more directors who are empowered to manage their budget within the general framework approved annually by the Management Committee.

IESE Business School is a non-profit organization as a whole and in every activity it carries out and promotes. The budgeting process, therefore, tends to balance income and expenditure so as to generate an annual surplus, which goes toward scholarships, research projects and other investment plans for successive academic years. Due to its non-profit activity and in accordance with current related legislation, IESE is exempt from direct taxes.

In addition to its own revenues from teaching, research and the Alumni Association, IESE receives income from strategic sponsorships, individuals and corporate sponsors. Some of these revenues are recorded as income under the Corporate Development heading, but those for Chairs and research funds are recorded directly in the balance sheet, and the financial earnings from the funds allocated to spending are recorded each year as income.

IESE is the University of Navarra's business school. It enjoys autonomy in the development of its activities and in economic and financial area. At year-end, all the university's accounts are consolidated. During the 2008-2009 academic year, the university changed its fiscal year, which will now start on September 1. The university's financial report, available on its website, features the balance sheet and the auditor's report for the 2008-2009 academic year (see Exhibit 6 for an overview of IESE's financial situation).

Estudios y Ediciones IESE, SL is a limited liability company linked to IESE. In addition to its publishing activity (publishing and distribution of books, buying and selling of case studies, editing of scientific and corporate journals, etc.), Estudios y Ediciones IESE, SL performs other activities linked to the dissemination of intellectual and research output.”

IESE finances its activity mainly through proceeds from the programs it offers and funds obtained through research projects.

The Alumni Association also earmarks part of its financial surplus to fund some initiatives such as MBA scholarships, ongoing education for young teachers and research projects. The sponsors are organizations that collaborate with IESE through donations that are intended for the same types of activities. Other sponsors work with collaborating entities, in which case their contributions are not included in this table.

Finally, Other Revenues features financial revenues including interest earned from scholarship and research funds and Chair endowments.

2008-2009 RESULTS

IESE PROFIT & LOSS ACCOUNT

In €	2006-2007	2007-2008	2008-2009
Income	70,825,430	77,652,042	75,384,874
Programs	62,384,077	68,737,608	67,024,205
Research	1,726,320	2,196,653	1,871,716
Alumni and Sponsors	5,189,790	4,891,385	4,759,618
Other income	1,525,243	1,826,396	1,729,335
Expenses	65,627,792	70,306,647	67,687,235
Personnel	29,838,480	32,525,549	33,710,446
Programs/Research	18,201,777	19,949,813	17,116,236
General services ⁽¹⁾	6,360,857	6,211,249	7,031,903
Occupancy expenses ⁽²⁾	9,537,838	9,489,986	8,372,935
Other expenses	1,688,840	2,130,050	1,455,715
Difference	5,197,638	7,345,395	7,697,639
Extraordinary expenses	-1,100,316	-274,592	792,941
Depreciation	3,555,230	4,207,387	3,719,732
Development projects	0	2,109,215	2,159,827
Profit/loss	2,742,724	1,303,385	1,025,139

⁽¹⁾ Includes the costs of these services: Library, Secretariat, Publications, Marketing, Communication, Administration, IT, etc.

⁽²⁾ Includes all costs related to buildings used by IESE: maintenance, cleaning, etc.

On the expenditure side, the Programs – Research heading includes the direct costs of such activities, excluding the costs of faculty and staff, which are itemized for the whole of IESE under Personnel.

Development Projects includes the sums allocated to improve IESE's campuses. The sums for 2005-2006 were for the new campus in Barcelona, while the sums for the last two years have gone toward setting up the New York City Center. In addition to these amounts, Depreciation reflects the level of new investments in fixed assets made in previous years.

MAIN AREAS OF ACTIVITY

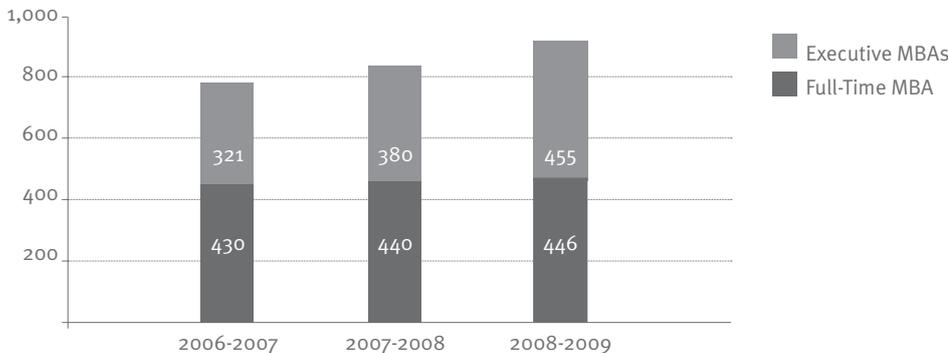
PROGRAMS

Degree Programs

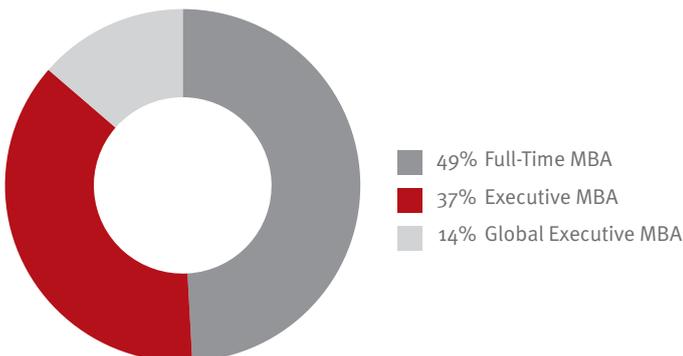
IESE offers the following degrees on its Barcelona campus: the full-time MBA Program and the part-time Executive MBA Program. On its Madrid campus it offers the Executive MBA program. Finally, the Global Executive MBA program combines classroom modules (in Spain, the United States, India and China) with teaching through a virtual platform (see Programs Chapter). In line with IESE's growth strategy, the MBA program was increased this year.

Total revenues from MBA courses in 2008-2009 amounted to nearly 27.8 million euros, almost half of which came from the full-time program, as reflected in the following graph. Besides the MBA, IESE offers a Ph.D. in Management, which currently has 51 students (including MRM) from 21 countries. And, since 1991, IESE has offered an intensive program for economics teachers: the International Faculty Program, which had 33 participants from 21 countries in 2008-2009.

MBA STUDENTS



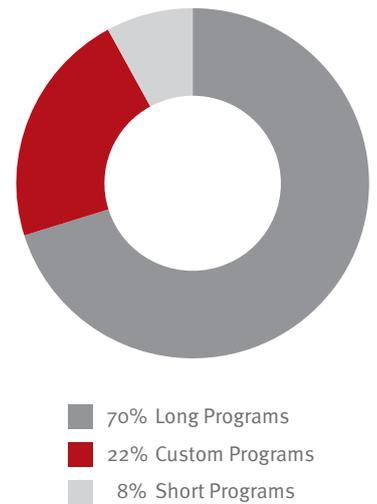
REVENUE FROM MBA PROGRAMS



Executive Education

Executive Education revenues were split between long programs (AMP, PMD, SEP, PADE, PDG and PDD), Custom Programs and Short Programs (Short Focused Programs, Industry meetings, etc.) according to the following breakdown.

REVENUE FROM EXECUTIVE EDUCATION





PROGRAMS

	2006-2007	2007-2008	2008-2009
MBA Programs			
New full-time MBA students	225	210	211
New EMBA students	119	182	186
New GEMBA students	43	42	56
Total MBA students	751	820	901

Full-time MBA*

Yield	71.7%	73.8%	78.3%
GMAT average	669	670	677
International students	79.1%	80.2%	80.4%
Countries represented	56	56	53
Years of work experience	4.3	4.3	4.3

Ph.D. Program

Total Ph.D. students (including MRM)	58	58	51
Countries represented	24	25	21
International students	86.2%	90%	94%

* Corresponds to students beginning in the fall of the following year.

RESEARCH

Resources for Research

Research is a strategic priority for IESE, since the school aims to have a transformational impact on society through companies and people who run them. The research being carried out at IESE seeks to be rigorous and relevant. Its approach is consistent with the school's teaching vocation: high-quality research has a direct effect on the quality of the programs.

For this reason, the amount of funding allocated to research has grown at a steady pace in recent years, even during 2008-2009, despite the difficult economic situation. Resources allocated totaled 13.6 million euros, including direct research expenses and staff costs: researchers, administrative staff for support and allocation of part of faculty salaries.

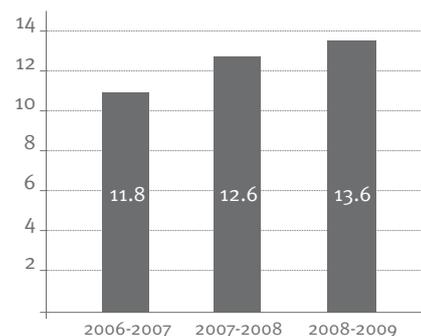
Some of these resources are obtained through external financing: public and private requests for research projects, agreements with enterprises and institutions, etc., and through income from publishing, sales of books, cases, etc.

In addition, the Alumni Association allocates part of its income to financing research projects through a competition in which IESE professors may submit projects. During the 2008-2009 academic year, the Association spent half a million euros in this area. Finally, around two thirds of the resources came from the net income of Executive Education Programs at IESE.

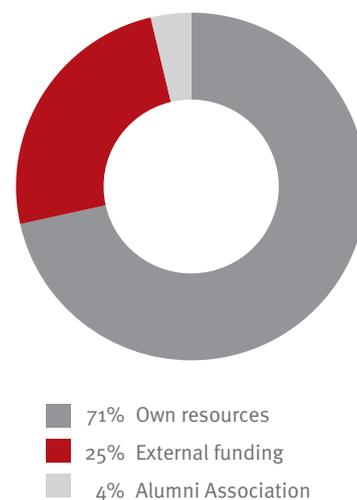
FACULTY RESEARCH ACTIVITY

	2006-2007	2007-2008	2008-2009
With Ph.D. (%)	91%	91%	98%
Nationalities represented	23	26	28
Articles in refereed Journals	35	44	55
Teaching materials produced	146	144	199
Case study copies sold	200,471	200,368	211,965

RESOURCES EARMARKED FOR RESEARCH
(IN MILLIONS OF €)



SOURCE OF RESOURCES FOR RESEARCH
2008-2009 ACADEMIC YEAR



Chairs and Research Centers

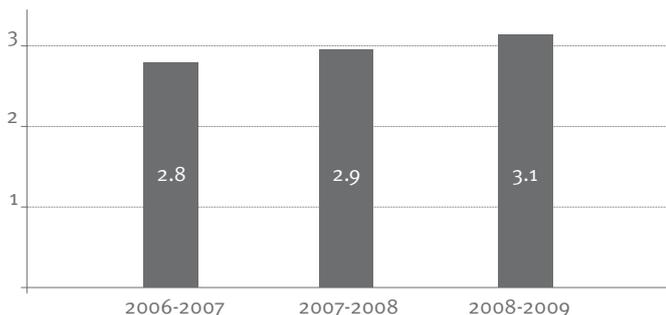
Research at IESE is coordinated not only through academic departments, but also through Chairs and research centers (see Research Chapter and Exhibits). This structure promotes the exchange of knowledge among various areas and facilitates the development of interdisciplinary projects resulting in research that stands out for its comprehensive approach to business problems and the relevant, concrete solutions it delivers to the business world today.

IESE currently has 16 Chairs and 15 research centers (see pages 30 and 31). Thanks to their efforts, more than 500 documents were published this year, including books, articles, case studies, presentations at academic conferences and other scientific and academic publications. All this knowledge is available to sponsors, alumni and, through IESE Insight and IESE Publishing, to the entire business and academic community.

The Chairs have an endowment that is usually provided by the company after which the Chair is named. The holder of the Chair, an IESE professor, is entitled to the interest generated by these funds every year, after subtracting the amount needed to recapitalize the fund.

The research centers are not separate legal entities. They are headed by an IESE professor, and in some cases they have their own staff. They are self-financing, usually through the use of public research funds (regional, national or European Union), or through agreements with companies and institutions.

INCOME FROM RESEARCH CENTERS (IN MILLIONS OF €)





Dissemination of Intellectual Output

IESE's intellectual production is sold through IESE Publishing (for distribution of educational materials) and IESE Insight (publisher of business management content).

Both brands belong to the Estudios y Ediciones IESE, SL a company legally bound to IESE through which the school conducts its publishing activities, as well as part of its IESE-branded research and dissemination activities. The Board of Directors of Estudios y Ediciones IESE, SL comprises IESE professors and managers.

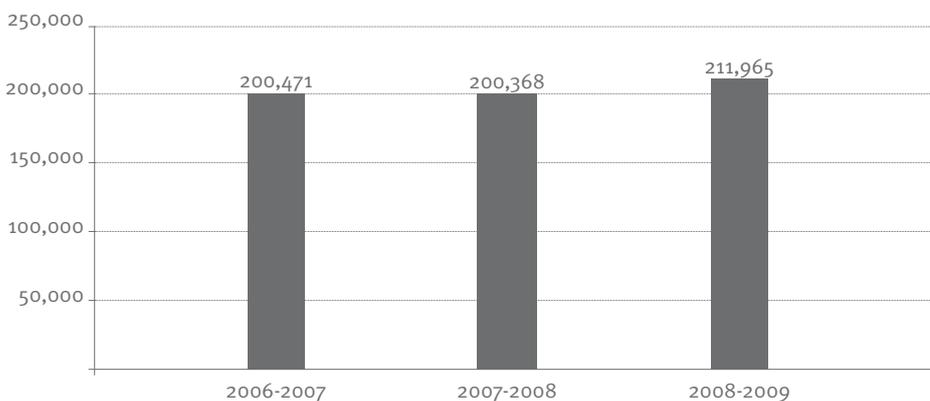
Estudios y Ediciones IESE, SL publishes and distributes professors' educational publications through the IESE Publishing brand. It also conducts and disseminates research to reflect the economic and business reality and improve corporate

governance at the national and international levels. It also carries out marketing activities to disseminate the IESE brand and commercially promote its business.

IESE Publishing has positioned itself as the leading distributor of case studies and teaching materials in Spanish. It offers case studies from IESE, Harvard Business School, IMD (Switzerland), INSEAD (France) and a pool of schools, many of them from Latin America. It also supplies other educational materials such as books, technical notes, articles and digital applications.

The IESE Publishing catalogue currently lists over 22,000 products, all related to business management. This year, sales of case studies totaled 211,965, up 6.5% from the previous year. International case study sales increased 20%. The IESE Publishing website was launched in 2001. It reached 11,200 subscribers in

NUMBER OF COPIES SOLD





PROFIT & LOSS ACCOUNT OF ESTUDIOS Y EDICIONES IESE, SL

In €	2006-2007	2007-2008	2008-2009
Total Revenue	2,127,599	2,597,523	1,972,254
Activity revenues	2,121,107	2,580,374	1,964,154
Other Income	6,492	17,149	8,100
Total Expenses	1,919,088	2,263,276	1,726,804
Personnel and collaborations	75,710	135,294	264,612
Other direct expenses	1,831,925	2,109,205	1,442,899
Occupancy expenses	11,452	18,776	20,193
Difference	208,511	334,247	245,450
Extraordinary profit/loss	142,817	332,567	226,758
Depreciation	14,431	1,220	11,089
Profit/loss	51,263	459,51	6,702

2006-2007 and in 2008-2009 exceeded 23,000 subscribers, for an increase of 24%.

The IESE Insight brand is IESE's knowledge website which showcases the publications of faculty and researchers. This website was founded in 2001. At present, it boasts over 7,000 items and 27,600 subscribers. As mentioned above (See Chapter 1) during the 2008-2009 academic year, Estudios y Ediciones

IESE, SL launched a new electronic publication, *IESE Insight*. This digital magazine features new management articles from benchmark international academic institutions.

Estudios y Ediciones IESE, SL publishes the English and Spanish versions of the *IESE Alumni Magazine*. This publication, an exclusive service that is highly valued by alumni, has one of the largest readerships for publications of its kind. It currently boasts a distribution of 35,000 copies in over 90 countries. The publication of the magazine is funded by advertising.

As regards financial performance, revenues have dropped significantly, mainly because the brand promotion activity, carried out through Estudios y Ediciones IESE, SL has been handled directly by IESE since the 2008-2009 academic year. Revenues in other business areas nevertheless remained stable.

ALUMNI ASSOCIATION

Introduction

The Alumni Association was founded in 1961 so that employers and managers who finished an academic program at IESE could keep in touch with the school, thereby fostering lifelong learning among the business and executive community through the filter of the humanist and social values which IESE has always supported.

At the end of the 2008-2009 academic year, the Association had 33,878 alumni and a membership rate of nearly 42%, one of the highest among international management schools.

Throughout 2008-2009, 1,800 people enrolled in long-term programs at IESE (those that give graduates alumni status, a requirement for becoming a member of the association) and 82.1% joined the Association upon completing the program.

Over the years, the alumni profile has become more diverse, in keeping with the high ratio of international students at IESE, and has resulted in an increasingly global association. The Association currently has members from 106 countries who meet in 32 regional chapters worldwide.

ALUMNI ASSOCIATION PROFIT & LOSS ACCOUNT

In €	2006-2007	2007-2008	2008-2009
Income	3,357,921	3,797,555	4,069,474
Alumni contributions	3,302,221	3,615,555	3,830,009
Sponsorships	55,700	182,000	239,465
Expenses	2,054,804	2,311,575	2,517,331
Association services	1,136,177	1,028,639	1,218,714
Personnel expenses	714,833	849,069	839,016
General expenses*	203,794	433,867	459,601
Results	1,303,117	1,485,980	1,552,143

* Includes general office expenses: Communications, banking and administration costs, etc. It does not include the faculty cost for the educational programs.

MAIN DATA

	2006-2007	2007-2008	2008-2009
Alumni	30,067	31,832	33,878
Countries represented	97	100	106
Continuous education sessions	186	200	191
Sessions outside Spain	49	67	72
Attendance at alumni events	23,587	25,313	29,381

Results

The activities organized by the Association in various fields of interest are made possible thanks to a membership-fee model. Despite economic turmoil, alumni have continued to support the Association by paying their fees, so much so that income from Member Contributions increased by 5.6% in the previous year, reaching 3.8 million euros. Sponsorship revenues also rose substantially compared to last year, accounting for 6% of the Association's revenues.

Association Services

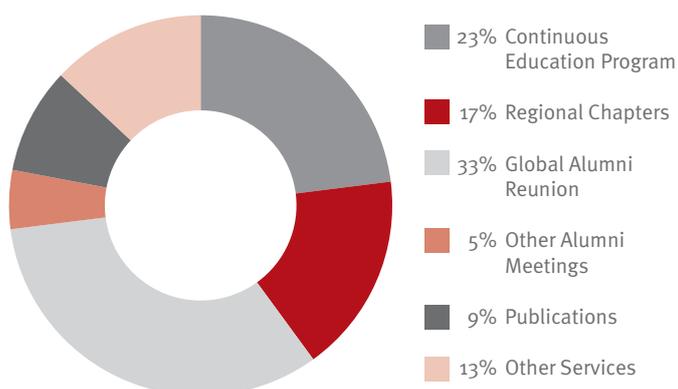
Total expenditure on services the Association offered its members was 1.2 million euros, up 9% from last year.

The Continuous Education Program is the Association's core activity. In an increasingly global environment, the program is extending its presence in various countries, thanks to the encouragement and continual support of our regional chapters. During the 2008-2009 academic year, 191 sessions were held, 72 of them outside Spain, with a total of 29,381 attendees and a total expenditure of 284,127 euros. Events carried out by regional chapters also increased significantly to a total of 206,955.

Another important expenditure item was the Global Alumni Reunion, held October 2008 in Madrid, with a total cost of 397,570 euros. In addition to this annual meeting for all IESE alumni, various other programs and promotional meetings were held, most notably the MBA Alumni Reunion, which cost 37,091 euros.

Overall benefits were also enhanced, with new services most notably including the launch of the new alumni site and the new digital address book, the creation of virtual communities, the birth of the new management journal *IESE Insight*, the creation of new content and new career guidance services, the SUCCEED Platform and personalized attention for members.

BREAKDOWN OF ALUMNI ASSOCIATION EXPENSES FOR SERVICES

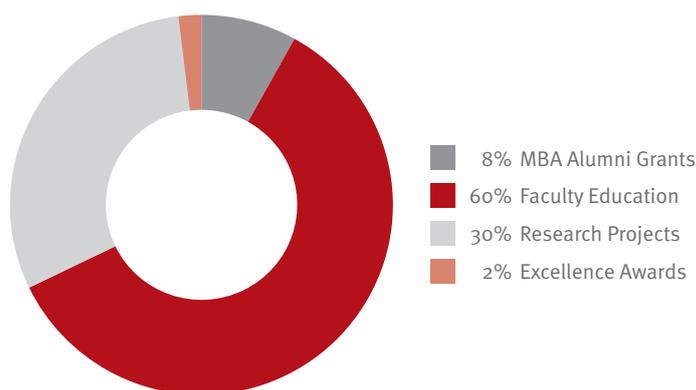


Allocation of Surplus

The Association coordinates and channels the collaboration of members with IESE in key areas such as the preparation of new professors, new course development and driving research. With these and other initiatives, alumni have helped position IESE among the best business schools in the world.

The Association's Executive Committee decides what to do with the surplus on a yearly basis. In 2008-2009 the Association granted scholarships to MBA students with excellent academic track records for a total of 124,000 euros. Moreover, as is now customary, a prize was awarded to IESE professors for teaching innovation and research excellence totaling 30,000 euros. As in other years, the Association again allocated the lion's share to ongoing faculty education. In 2008-2009, awards were also given to the best research projects submitted by professors (see page 28).

ALUMNI ASSOCIATION ALLOCATION OF SURPLUS - 2008-2009





GIFTS AND GRANTS

GIFTS

The activities carried out and promoted by IESE are non-profit. As a result, the budgeting process tends to balance revenues and expenditures.

To ensure sustainable growth and competition with other top-level international schools, IESE carries out significant fundraising activities which allow it to take on some strategic projects such as preparing young teachers, maintaining its scholarship program for students, carrying out large-scale research projects, internationalizing, and expanding faculty.

The group of companies that support IESE are its sponsors. A complete list of sponsors may be found on pages 54 to 55. In addition to companies, several foundations and institutions, especially alumni, also assist IESE. Every year generous donations are received from IESE's own faculty and non-teaching staff.

GRANT PROGRAM

Grants and scholarships to finance educational programs are one of the priorities for funds raised by donations. Depending on its specific profile, each program sets specific criteria for awarding grants with the general objective of promoting the recruitment of managerial and academic talent, and the diversity of participants. During 2008-2009 IESE –with the help of several organizations– allocated a total of 2.1 million euros to grants, distributed as shown in the following breakdown. The websites of the different programs provide specific information on each program.

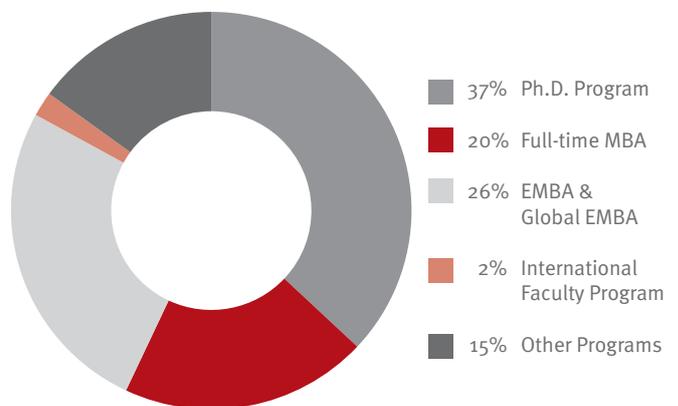
One line of the grant program is focused on recruiting professors from emerging economies for the Ph.D. program. Another top priority of the program is to bolster the enrollment of students and participants from Africa. The

program emphasizes the importance of encouraging the incorporation of women and participants from emerging economies in management programs.

Some donations received are specifically earmarked for academic scholarships, while other scholarships are granted by IESE from part of the revenues from its sponsors. Of note under this heading is the collaboration of IESE's Alumni Association, which contributed 124,000 euros to fund scholarship programs for MBA students.

IESE also channels grant programs through independent organizations. This is the case of the Autonomous Community of Madrid's Lidera Program, which granted several Management Program scholarships to women entrepreneurs. It is worthy to highlight the scholarships offered by The Rafael del Pino Foundation.

BREAKDOWN OF GRANTS BY PROGRAM - 2008-2009*



* Companies that offer scholarships for IESE Programs: AECI/Becas MAE, The CitiFoundation Scholarship for Women, Booz Allen Hamilton Award Program for Women in Europe, Community of Madrid & Lidera Program for Women Entrepreneurship, European Union Program of High Level Scholarships for Latin America, Fundación "la Caixa", Fundación Eduarda Justo, Fundación Enesba, Fundación Ramón Areces, Rafael del Pino Foundation Scholarship, Richard Metzler and Roland Berger Scholarships through the Association of Management Consulting Firms, The Fundación Beca, The Mohammed bin Rashid Fellows Scholarship Program, The Sainsbury Management Fellowship, The Sainsbury Management Fellowship for Engineers, World Bank Scholarships.

SPONSORING COMPANIES

ABERTIS	CAMBRA DE BARCELONA	GENERAL ÓPTICA	IZASA
ACCENTURE	CAPIO SANIDAD	GINMOVIAN	JOHN DEERE
ACCESOGROUP	CAPRABO	GOOD TECHNOLOGY	KONSAC
ACCOR SERVICES	CARAT	GRUP CATALANA OCCIDENT	LABORATORIOS LETI
ADECCO TT	CEMENTOS MOLINS	GRUPO AGBAR	“la Caixa”
ADP Employer Services Iberia	Citi	GRUPO ALARES	LEAR CORPORATION
AENA	CORPORACIÓN ASESORA	GRUPO ARICAM	LENER
AF STEELCASE	CRÈDIT ANDORRÀ	GRUPO AYESA	MARTINSA-FADESA
AGROLIMEN	CUATRECASAS	GRUPO BANCO POPULAR	MECALUX
AIRBUS MILITARY	DANONE	GRUPO BARCELÓ	MERCAPITAL
AIR LIQUIDE MEDICINAL	DELOITTE	GRUPO CELSA	MERQUINSA
ALCATEL	DEUTSCHE BANK	GRUPO CODORNIU	MICRO-BLANC
ALHAMBRA EIDOS	DHL EXEL	GRUPO COMSA	MIQUEL Y COSTAS & MIQUEL
ALLIANZ	DIAGEO	GRUPO DAMM	MULTIASISTENCIA
ALTADIS	DKV	GRUPO ENDESA	NEGOCENTER
ARBORA & AUSONIA	DOGI INTERNATIONAL FABRICS	GRUPO GESTESA	NEORIS
ARDANUY INGENIERIA	ÉLOGOS	GRUPO LECHE PASCUAL	NESTLE
AREAS	ELOSA	GRUPO MAHOU-SAN MIGUEL	NexTReT
ARTEOLIVA	EMTE	GRUPO NOVARTIS	NISSAN
ASCENSORES ERSCE	ENAGÁS	GRUPO PARERA	PALEX MEDICAL
ASEPEYO	ERES RELOCATION	GRUPO SANTANDER	PANRICO
A.T. KEARNEY	EPSON	GRUPO TASA	PENTEIO ICT ANALYST
BACARDI	ERICSSON	GRUPO TELEFÓNICA	PEOPLEMATTERS
BALAGUER-MORERA & ASOCIADOS	ERMENEGILDO ZEGNA	GRUPO VILLAR MIR	PLÁSTICOS TA-TAY
BANC SABADELL	ERNST & YOUNG	GUINEU INVERSIÓ	PortAventura
BANKINTER	ESPIRITO SANTO INVESTIMENT	HENKEL	PORT DE BARCELONA
BANQUE PRIVÉE EDMOND DE ROTHSCHILD EUROPE	ESTEVE	HEWLETT PACKARD	PPG
BARCLAYS BANK	EUREST	HUERTA DEL CARMEN	PRICEWATERHOUSECOOPERS
BASF	EVERIS	IBERDROLA	PUIG
BBDO	FECSAENDESA	IBM	RANDSTAD
BBK	FICOSA INTERNATIONAL	IDOM	RAY HUMAN CAPITAL
BBVA	FMC FORET	IMS HEALTH	RED ELÉCTRICA DE ESPAÑA
BURSON MARSTELLER	FUNDACIÓN AGBAR	IN2	REDUR
CAIXA CATALUNYA	FUNDACIÓN BERTRÁN	INDRA	REPSOL YPF
CAIXA DE BALEARS “SA NOSTRA”	FUNDACION MIARNAU	ING Car Lease	REUTERS
CAIXAMANRESA	FUNDACIÓN RAMÓN ARECES	InlandGEO	REYAL URBIS
CAIXATERRASSA	GARRIGUES	INTERMAS NETS	RICOH
CAJA MADRID	GAS NATURAL	INVERSIONES SINFIN HOLDING	ROCA
	GENERAL CABLE	ISS FACILITY SERVICES	ROCHE

ROLAND BERGER
SABA
SAGARDOY ABOGADOS
SANITAS
SANOFI AVENTIS
SCHNEIDER ELECTRIC
SDL-TRIDION
SEAT
SENER INGENIERIA Y SISTEMAS
SEUR
SIEMENS
SIKA
SOLVAY
SONY
SPIE IBÉRICA
STAIG GRUPO INMOBILIARIO
STI
SYNTHESIA ESPAÑOLA
TALDE VENTURE CAPITAL
TANDBERG
TECHNO TRENDS
TETRA PAK
TEXSA
THE ROYAL BANK OF SCOTLAND
UNION FENOSA
URALITA
VALINSA
VESTAS
VIAJES MARSANS
VIVESA
VOCENTO
VODAFONE
WATSON WYATT
WILLIS
WÜRTH
ZANINI AUTO GRUP
ZARDOYA OTIS
ZURICH



OTHER SUPPORTING ORGANIZATIONS

In carrying out its activities, IESE is fortunate to be able to rely on the invaluable assistance of a number of foundations which share part of its mission objectives. These entities are independent from IESE (not legally related) and have their own governing bodies, which are free to make independent decisions according to the interests of the foundation itself. However, due to their valuable collaboration with IESE, this report would not be complete without a brief mention of Fundación IESE, the Spanish branch of the U.S.-based IESE Foundation; and the Fundación Internacional para el Desarrollo Educativo. Please consult the annual reports of these foundations for additional information.

FUNDACIÓN IESE

Fundación IESE is cultural in nature and aims to foster, promote and enhance moral, professional, cultural and academic education in all its aspects. Among other objectives, it covers academic degrees, application fees, pensions, loans, grants and scholarships for financially needy students and advanced scientific research.

For years it has been collaborating with IESE through the job placement program for MBA students and also by raising funds for cooperative projects between IESE students and employees and their families. Between 2007 and 2008, a fundraising campaign was carried out for the Kianda Foundation Kimlea School, which promotes the development and welfare of women in Kenya. The donations funded scholarships to cover the room and board of 50 girls for two academic years. These 50 scholarships were expected to be renewed in 2009.

Proceeds were also allocated to the Informal Sector Business Institute project in East Lands, one of the poorest suburbs of Nairobi and one of the largest in Africa. This innovative institute is dedicated to educating micro-entrepreneurs and is backed by Strathmore University.

Fundación IESE plans to continue collaborating with IESE internationally by offering education for executives in several countries. It has signed an agreement with IESE-USA Inc. for fundraising to support the creation of the New York Research Center. It also fosters teaching activities in Germany.

FUNDACIÓN INTERNACIONAL PARA EL DESARROLLO EDUCATIVO

The International Foundation for Education Development –based in Spain– is a cultural, non-profit organization. It aims to address physical and intellectual needs in the broadest sense by paying for academic studies, financing buildings for cultural centers and training, promoting scientific research, fostering publishers and libraries in schools, and carrying out volunteer and cooperation efforts for the development of society.

The Foundation has collaborated with IESE for ten years, particularly through promoting and constructing buildings that will use IESE.

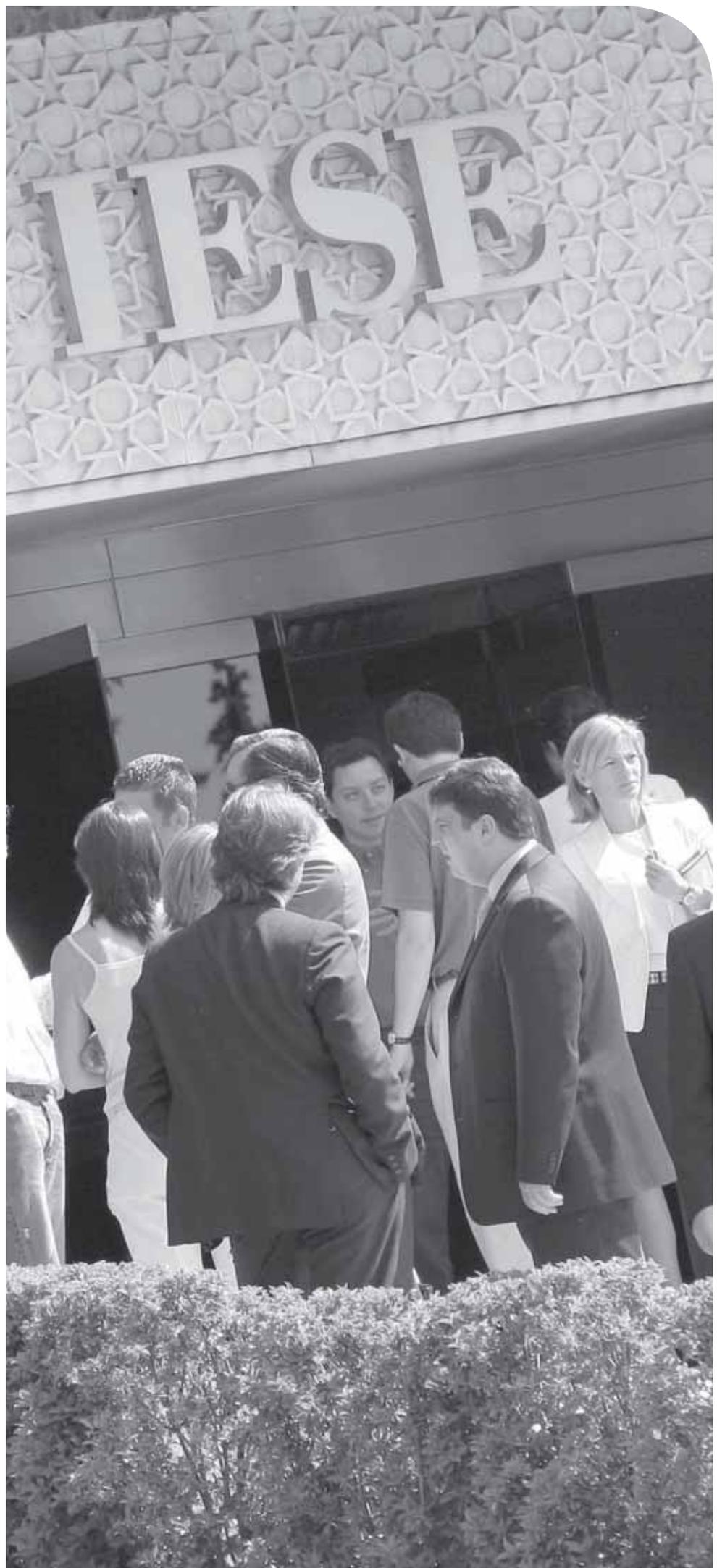
These buildings include the North Campus at IESE in Barcelona, which was opened in January 2007. In order to finance the project related to the actual building, the Foundation launched a massive fundraising campaign targeting companies and individuals.

THE IESE FOUNDATION INC.

IESE Foundation Inc. is an American foundation, established as a 501(c) 3 public charity. It aims to support research, outreach and training programs related to management, economics, sociology, psychology and other disciplines that have to do with business and business management.

It seeks to achieve these goals by supporting other non-profit organizations in the United States and other countries that have programs and activities in line with its own mission. It seeks to obtain funds through donations from individuals, corporations and other foundations.

IESE Foundation recently launched a fundraising campaign in the United States and worldwide aimed at helping IESE-USA Inc. to establish a Research Center in New York City, either to pay for building renovations or to set up a research fund, the interests of which will support some of the research activities to be carried out.



EXHIBITS

EXHIBIT 1 - PAPERS IN REFEREED JOURNALS 2008-2009

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EXHIBIT 3 - INTERNATIONAL CONFERENCES

THIRD MEETING OF THE ASSOCIATION OF COMPETITION ECONOMICS IN SPAIN

Madrid, October 8, 2008

Organizers: The Rafael del Pino Foundation and the IESE SP-SP Research Center

Facilitator: Amadeo Petitbó, president of the Rafael del Pino Foundation

Featured Speakers: Reinaldo Rodríguez, Chairman of the National Telecommunication Commission (CMT); also presenters Giulio Federico and Xavier Vives of the SP-SP Research Center and Natalia Fabra of Universidad Carlos III de Madrid

Panels: Rafael Allendesalazar, Martínez Lage law firm; Francisco Garzon, National Competition Commission (CNC); and Alejandro Requejo, LECC; moderated by Enrique Cañizares, PriceWaterhouseCoopers; and Fernando Jiménez, NERA. Isabel López Gálvez, National Competition Commission (CNC); Patrick King, Toulouse School of Economics; Xavier Mas, Frontier Economics; María Luisa Tierno, the European Commission; moderated by M. Paz Espinosa, University of the Basque Country. Natalia Fabra, Carlos III University of Madrid; Inmaculada Gutiérrez, CNC; Jose Maria Jiménez Laiglesia, DLA Piper; and moderated by Elena Zoido, LECC.

FIFTH MADRID FINANCE WORKSHOP: ISSUES IN CORPORATE FINANCE

Madrid, December 1, 2008

Organizer: The IESE CIIF Research Center

Speakers: Eliezer M. Fich, Jie Cai, and Anh L. Tran of Drexel University, with discussant María Gutiérrez of Universidad Carlos III; Henri Servaes of

EXHIBIT 2 - BOOKS 2008-2009

- Calleja, L.M. and Urrutia, I., *Gestión de favores*, Netbiblo, 2008.
- Cardona, P. and Rey, C., *En busca de la misión: El secreto de las*

London Business School, joint with Karl Lins of University of Utah and Peter Tufano of Harvard Business School, with discussant Pablo Fernández of IESE Business School; Vicente Cuñat of The London School of Economics and María Guadalupe of Columbia University with discussant Juan Santaló of Instituto de Empresa; Nuno Fernandes of IMD and Mariassunta Giannet of Stockholm School of Economics with discussant José Marín of IMDEA; José Luis Palomo of Gómez-Acebo & Pombo and Juan Carlos García Centeno of Royal Bank of Scotland, with moderator José Manuel Campa of IESE.

WORKSHOP ON SOCIAL ENTREPRENEURS

Barcelona, February 23-27, 2009

Organized by SELUSI (EU-Project on Social Entrepreneurs) and IESE Professors Johanna Mair and Christian Seelos.

FIFTH INTERNATIONAL CSBM FORUM: “THE HOSTING OF MAJOR SPORT EVENTS AS KEY TO ECONOMIC DEVELOPMENT OF THE CITY”

Valencia, March 2-3, 2009

Organizer: The IESE Center for Sports Business Management (CSBM) Research Center

Moderators: Alberto Fernández, associate professor of Accounting and Control, IESE; and Carlos Martí, associate professor, University of Navarra.

Speakers: Dr. Ali A. Al-Bakri, Qatar Olympic Committee; Rita Barberá, mayor of Valencia; Ernesto Bertarelli, America’s Cup Management; Carmelo Ezpeleta, DORNA Sports; Luis Gómez, Iberdrola; Herb Granath, ESPN (emeritus) and National Academy of Television Arts; Paul Hardy, International Association of Athletic Federations; the Right Honorable Tessa Jowell MP, Great Britain’s Olympics minister; Patrick Lane, The Economist; Ng Ser Miang, Singapore National Olympic Council and International Olympic Committee executive board; Tu Mingde, China National Olympic Council and Beijing Organizing Committee; Alfonso Petersen Farah, president of Guadalajara, México; María Sánchez del Corral, Banco Santander Central Hispano; Hou Yulan, People’s Government of Beijing.

FIFTH FORUM ON COMPETITION AND REGULATION: “INFRASTRUCTURE PRIVATIZATION: SUCCESS OR FAILURE?”

Barcelona, March 12, 2009

Organizer: The IESE SP-SP Research Center

Coordinator: Xavier Vives, Academic Director of the Public-Private Sector (SP-SP) Research Center

Featured Speaker: Antonio Estache.

SIXTEENTH ANNUAL CIIF SYMPOSIUM – CONFRONTING THE CRISIS: ECONOMIC PERSPECTIVES

Madrid, March 17, 2009

Organizer: The IESE CIIF Research Center

Moderator: Juan José Toribio

Speakers: Heinrich Liechtenstein, Javier Estrada and Pablo Fernández, all IESE professors of Financial Management; José Luis Escrivá, director of economic studies services at Banco Bilbao Vizcaya Argentaria (BBVA), and Ángel Laborda, head of the economics and statistics department at Fundación de las Cajas de Ahorros (FUNCAS).

SIXTH FORUM ON COMPETITION AND REGULATION: “TROUBLED ASSET AUCTIONS”

Barcelona, June 17, 2009

Organizer: The IESE SP-SP Research Center

Coordinator: Xavier Vives, Academic Director of the Public-Private Sector (SP-SP) Research Center.

Featured Speaker: Auction and game theory expert Lawrence Ausubel of the University of Maryland in the United States.

WORKSHOP ON MANAGEMENT BASICS REVIEW

Barcelona, June 30, 2009

Organized by IESE Profs. Josep Maria Rosanas and Antonio Argandoña.

Prof. Argandoña presented the paper “The Common Good of the Company and the Theory of Organization.”

THIRD INTERNATIONAL CONFERENCE OF WORK AND FAMILY: “HARMONIZING WORK, FAMILY AND PERSONAL LIFE IN TIMES OF CRISIS”

Barcelona, July 6-8, 2009

Organizer: The IESE ICWF Research Center

The third annual conference of the International Center of Work and Family (ICWF) focused on how individuals, couples and organizations are dealing with current personal and socio-economic turmoil. Co-directed by IESE Professors Nuria Chinchilla and Steven Poelmans, the conference featured presenters Tammy Allen, University of South Florida; Armelle Carminati, Accenture; Judi Casey, Director, Sloan Work and Family Research Institute; Nuria Chinchilla, IESE; Ellen Galinsky, Families and Work Institute; Jeff Greenhaus, LeBow College of Business, Drexel University; Tim Hall, Boston University; Karen Korabik, University of Guelph; Ellen Kossek, Michigan State University; Mireia Las Heras, IESE; Marcie Pitt-Catsoupes, Boston College; Gary Powell, Nancy Rothbard, The Wharton School, and Stephen Sweet, Ithaca College.

EXHIBIT 4 - RESEARCH CENTERS

CENTER FOR GLOBALIZATION & STRATEGY

Partners and sponsors: Fundación BBVA, Duke University, KPMG España and the Kellogg School of Management

Mission: To be an international benchmark in generating ideas on globalization and international strategy. To do so, it develops a conceptual structure to help these organizations understand and manage the impact of globalization.

CBS - CENTER FOR BUSINESS IN SOCIETY

Partners and sponsors: Gas Natural, Mutua Universal and Novartis

Mission: To make a positive impact on the study of corporate social responsibility and offer applicable solutions to the corporate community. The center aims to develop solid concepts and arguments, work on the formulation of accurate proposals, carry out practical tests for creating sustainable corporate cultures, develop management models, foster the existence of social responsibility criteria, advance the importance of ethical behavior and promote dialogue.

CEFIE - CENTER FOR FAMILY-OWNED BUSINESS AND ENTREPRENEURSHIP

Sponsors: CEO CF and FINAVES

Mission: To promote and support entrepreneurial initiatives and family businesses through research, dissemination and the exchange of information and experiences between the academic and business communities, and to foster support initiatives for entrepreneurs and investors.

CELA – CENTER FOR ENTERPRISE IN LATIN AMERICA

Partners and sponsors: Everis and Élogos

Mission: To integrate and reinforce IESE activities in Latin America for the benefit of companies operating in Latin American markets, and thereby cooperate in the economic and human development of the region.

CIEC – INTERNATIONAL RESEARCH CENTER FOR THE MEDIA COMPANIES

Sponsors: Carat and Eurostar Producciones

Mission: To be the meeting point and internationally prestigious benchmark for communications companies, with the goal of empowering their competitiveness. The center aims to help improve the competitiveness of the communication sector and the quality of services received by citizens through research projects and training programs.

CIIF – INTERNATIONAL CENTER FOR FINANCIAL RESEARCH

Sponsors: AENA, A.T. Kearney, Caja de Madrid, Fundación Ramón Areces, Grupo Endesa, Unión Fenosa and Royal Bank of Scotland International

Mission: To develop interdisciplinary research and international scope in the field of finance. The center aims to address questions posed by business leaders, executives and finance officers as they perform their daily functions, and expand the study of market changes and their impact on the financial aspects of the business.

CIIL – INTERNATIONAL CENTER FOR LOGISTICS RESEARCH

Sponsors: Mecalux (founder), DHL, Miebach Consulting and SAP

Mission: To support senior management of companies by contributing the latest knowledge and trends in integral logistics management. To this end, the center carries out research, promotion and communication efforts and partners with international-level academic institutions.

CSBM – CENTER FOR SPORTS BUSINESS MANAGEMENT

Sponsors: Grupo Mahou-San Miguel

Mission: To be the international benchmark for the creation of knowledge and academic initiatives related to sports management. The center also researches the new challenges facing management professionals in sports organizations.

E-BUSINESS CENTER PWC & IESE

Sponsors: PricewaterhouseCoopers (PwC)

Mission: To become an international research benchmark for the impact of ICTs in the business world. To achieve this, the center collaborates with experts from other prestigious universities and

business schools; it analyzes the impact of new technologies on organizations and their interrelationship with the outside world and within the industry; and it performs the task of conceptualization, which helps the business world understand and manage the impact of new technologies.

ICC - INTERNATIONAL CENTER FOR COMPETITIVENESS

Collaborating organizations: Institute for Strategy and Competitiveness, Harvard University

Mission: To promote scientific knowledge and rigorous teaching about competitiveness and its implications in various spheres, with a special focus on the European Union and the process of ongoing globalization.

ICWF - INTERNATIONAL CENTER OF WORK & FAMILY

Sponsors: Accor Services, Alares, Grupo Banco Popular, Iberdrola, Randstad and Vodafone

Mission: To assist organizations in creating a family-responsible culture, for the well-being of societies and individuals. To that end, the center researches, analyzes and promotes the professional advancement of women and the integration of the various aspects of their life to achieve full potential.

IPSS – IESE PLATFORM FOR STRATEGY AND SUSTAINABILITY

Collaborating Organizations: Trestle Group Foundation (Switzerland) and Antara Foundation (Austria)

Mission: To help executives in the decision-making process and help them understand the global dynamics of environmental and social sustainability and translate them into concrete and significant strategies which encourage companies to survive and strive to work in balance with society's long-term interests and needs.

IRCO – INTERNATIONAL RESEARCH CENTER ON ORGANIZATIONS

Sponsors: Adecco, ADP, Burson-Marsteller, Creade and Sagardoy Abogados

Mission: To promote and encourage basic research into the change processes within organizations and their impact on strategic human resource management. The Center's work also consists of finding new paradigms of organizational culture, identifying the key factors for organizational change and knowing how companies manage their human resources to respond more efficiently in an increasingly competitive environment.

SP-SP – PUBLIC-PRIVATE RESEARCH CENTER

Sponsors: Accenture, Ajuntament de Barcelona, BBVA, Cambra de Comerç de Barcelona, Consell de l'Audiovisual de Catalunya, Diputació de Barcelona, Garrigues, Departament d'Economia i Finances de la Generalitat de Catalunya, Departament d'Innovació, Universitats i Empresa de la Generalitat de Catalunya, Sanofi- Aventis, Telefónica, T-Systems and VidaCaixa

Mission: To promote research in the sphere of relationships between the private sector and the government. The results of these efforts are aimed at opening doors to cooperation, the exchange of ideas and initiatives in this area.

EXHIBIT 5 - ALUMNI CHAPTERS

IESE ALUMNI ASSOCIATION

President of the Alumni Association	Antonio González-Adalid	MBA-75
Director	Mireia Rius	MBA-94

ALUMNI CHAPTERS

Europe

Germany	Alexander Mettenheimer	AMP-05
Belgium-Luxemburg	Laurence Battaille	MBA-95
France	Gloria Perrier Bruno Herlicq	MBA-93 MBA-00 ⁽¹⁾
Italy	Marco Morgese	MBA-03
Netherlands	Philip Alberdingk	MBA-89
Nordic Countries	Svein Tryggestad	MBA-94
Poland	Pietr Kaminsky Marcin Wyszmiersk	AMP-07 MBA-04 ⁽³⁾
Portugal	Luis Graça	PADE-01
United Kingdom	Chris Daniels	MBA-00
Russia	Andrey Smirnov	GEMBA-07
Switzerland	Bence Andras	AMP-07

Spain

Andalucía	Pedro Guerrero	MBA-90
Aragón	Juan Antonio García Toledo	PDG-95
Balearic Islands	Raúl González	MBA-86
Catalonia	Antonio González-Adalid	MBA-75
Galicia	Luis Fernando Quiroga	PADE-83
Levante	Iñigo Parra	MBA-90
Madrid	Jorge Sendagorta	PADE-90
Navarra-Basque Country-La Rioja	José M. Aracama	MBA-79

America

Argentina/Uruguay	Mario Franzini Néstor Farias	MBA-74 MBA-68 ⁽¹⁾
Brazil	pending	
Canada	Alfonso Soriano	MBA-84
Chile	Lionel Olavarría Patricio Jottar	MBA-75 MBA-88 ⁽²⁾
Colombia	Luis Fernando Jaramillo	MBA-86
United States of America	William Layton	MBA-95
Mid Atlantic Region	Alan Pace	MBA-94
South Atlantic Region	Clemencia Restrepo	MBA-71
West Atlantic Region	Robb Bittner Stuart	MBA-98
Mexico	Carlos Acedo	MBA-88
Peru	Jorge Luis James Alberto Garro	MBA-92 MBA-88 ⁽²⁾

Asia

China	Myra Yu	MBA-99
India	Vinay Kothari	MBA-92
Japan	Akihiro Kasai	MBA-03

⁽¹⁾ till February 2009, ⁽²⁾ till April, 2009, ⁽³⁾ till May, 2009

EXHIBIT 6 - IESE BUSINESS SCHOOL: PROFIT AND LOSS ACCOUNT

EXPENSE	2008/09
Operating Expenses	74,369,238
Monetary aid and others	1,180,934
Procurements	12,015,753
Personnel expenses	36,194,955
Depreciation of fixed assets	3,719,732
Change in trade provisions	302,260
Other operating expenses	20,955,604
Surplus from own activities	483,988
Financial expenses	224,240
Financial and similar expenses	224,240
Change in financial asset provision	0
Negative exchange differences	0
Net financial income	644,649
Surplus from ordinary income	1,128,637
Losses and extraordinary expenses	118,523
Extraordinary expenses	17,244
Expenses relating to prior years	101,279
Net extraordinary income	0
Net profit	1,025,139
INCOME	
Operating income	74,853,225
Income from own activities	72,518,018
Other operating income	2,335,208
Financial income	868,890
Income from shareholdings	0
Income from securities and loans	0
Other associated interests and revenues	868,890
Gains on exchange	0
Extraordinary revenue	15,025
Extraordinary income	0
Income and expenses relating to prior years	15,025
Net extraordinary losses	-103,498

IESE accounts are consolidated with the University of Navarra accounts. The auditor in 2008/09 was KPMG. Its report is published in the University's Financial Report.

