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**16/17 IESE ANNUAL REPORT 16/17 IESE**

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# IESE ANNUAL REPORT 2016-2017

## **01. A Memorable Year**

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Highlights  
Guest Speakers  
Meet IESE  
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## **02. Learn**

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PhD  
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Faculty & Research  
Social Impact

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Corporate Responsibility  
Alumni  
Partner Companies







# FROM THE DEAN



The full-time MBA is a business school's flagship program. IESE's was launched over half a century ago as Europe's first MBA program. Since then, it has embodied the school's commitment to its mission: to develop leaders who aspire to have a deep, positive and lasting impact on people, firms and society through professionalism, integrity, and spirit of service. During that time, change has been a constant; at present, the MBA market is in a period of slow global growth. But despite these challenging conditions, demand for the IESE MBA from highly qualified applicants is higher than ever. As a result, the program reached a new landmark in 2016-2017 with the launch of a fifth section. The student body of the 2017-2018 academic year, with two five-section cohorts on campus, will be the largest in the school's history.

Technology plays an essential role in keeping the IESE learning experience relevant to today's leaders, who want to be able learn from any location and match their studies to their schedule. During the academic year, the school continued to pioneer new "blended" methodologies that employ technology to maximize the impact of in-classroom time. Many of the solutions developed, including the "virtual classroom" and online courses will help IESE disseminate its message to a wider audience than ever before.

None of this would be possible without the ongoing efforts of the people who help make IESE's mission a reality. I am honored to welcome 10 new professors, who join our dedicated faculty and staff at the school. I would like to extend special thanks to the alumni and partner companies who sponsor and support IESE's activities. Their involvement, insights and guidance are essential as we build on the school's legacy and strive to prepare future generations of business leaders to make a mark and change the world.

A handwritten signature in black ink, which appears to read 'F. Heukamp'. The signature is stylized and fluid, with a long horizontal line extending to the right.

**Franz Heukamp**  
IESE Dean

# HIGHLIGHTS



## WORLD'S NO.1 FOR EXECUTIVE EDUCATION

► The *Financial Times* ranked IESE's Executive Education Programs as the best in the world for the third consecutive year.

## MBA LAUNCHES FIFTH SECTION

► The MBA launched a new fifth section in response to high demand from qualified applicants. As a result, the second year of five sections (2017-2018) will see the largest MBA student body on campus in IESE's history.



## NEW CHAIRS

► Three new academic chairs were created to drive research and keep IESE at the forefront of key developments: the SEAT Innovation Chair (Prof. Antonio Dávila); the Novartis Chair of Operational Excellence in Healthcare (Prof. Jaume Ribera); and the Joaquim Molins Figueras Chair of Strategic Alliances (Prof. Africa Ariño).

## 01. A MEMORABLE YEAR



### PIONEERING RESEARCH

► IESE's world-class faculty, comprising 110 full-time professors, published 68 articles in refereed journals, 18 books and 102 case studies aimed at developing actionable ideas for better business management.



### CAMPUS DEVELOPMENT

► Thanks to the support of IESE's Partner Companies, the school was able to extend its Barcelona campus, investing €10 million in renovation and new buildings across a three-year plan in response to the growth in the MBA program.



### LEARNING INNOVATIONS

► Blended methodologies and technologies were piloted and implemented across programs, making them more relevant and accessible to today's executives. The Programa de Dirección General (PDG), a senior management program delivered in Spanish, and the Program for Management Development (PMD) incorporated new learning methodologies. Also in custom program, IESE ran experimental SPOCs – or small, private, online courses – incorporating cohort-based activities.



### GLOBAL ALUMNI REUNION

► More than 2,000 alumni and guest speakers gathered in Barcelona for the 55th Global Alumni Reunion, titled "Be the Change: Leadership for a Positive New Era."

*NOTE: All information in this report relates to the 2016-2017 academic year (September 1, 2016 – August 31, 2017).*



# GUEST SPEAKERS

IESE welcomed international leaders who shared their thoughts and experiences with students and alumni. Here is a small selection of those who contributed their insights.



**Toni Townes-Whitley**

Microsoft's Corporate Vice President of the Worldwide Public Sector



**Ignacio Garralda**

President of Mutua Madrileña



**Arthur Brooks**

President of the American Enterprise Institute



**Kees J. Storm**

Former Chairman of the Executive Board of Aegon



**Jorge Gallardo**

CEO of Almirall



**Narayana Murthy**

Co-founder of Infosys Technologies



**Janina Kugel**

Siemens Board Member



**Paul Polman**

CEO of Unilever



**César Concepción**

General Manager of Novartis Spain



**Joaquín M. Molins Gil**

Chairman of Fundació Joaquim Molins Figueras



**Carlos Torres Vila**

CEO of BBVA

01. A MEMORABLE YEAR



**Tom Kane**  
Former President  
and CEO of CBS



**Emmanuel Lagarrigue**  
Executive Vice President &  
Chief Strategy Officer  
of Schneider Electric



**Luca de Meo**  
Chairman of SEAT



**Mel Martínez**  
Former Senator and  
Chairman of the South East  
U.S. and Latam, JP Morgan



**Jaime Caruana**  
General Manager of the  
Bank for International  
Settlements



**Mark Thompson**  
CEO of the New York  
Times



**Deborah DiSanzo**  
General Manager of IBM  
Watson Health



**Valentin Fuster**  
Physician-in-chief of the  
Mount Sinai Medical  
Hospital



**Mark Hutchinson**  
President and CEO  
of General Electric Europe



**Rebeca Grynspan**  
Secretary General of  
the Ibero-American  
Conference



**Francis Okomo-Okello**  
Board Member of Barclays  
Africa Group



**Marc Puig**  
Chairman and CEO  
of Puig



**David Mills**  
CEO of Ricoh Europe



**Steve Shiffman**  
CEO of Calvin Klein



**Jordi Gual**  
Chairman of Caixabank



**Alex Cruz**  
CEO of British Airways



**Andrew Lack**  
Chairman of NBC News



**Mario Augusto  
da Silva**  
CEO of Cosan



**Luis Gallego**  
Chairman of Iberia





## MEET IESE

IESE is the graduate business school of the University of Navarra. It has been at the forefront of management education for nearly 60 years.

► The school provides programs and courses suitable for every career stage to participants around the world.

These diverse programs all develop and inspire business leaders who strive to make a deep, positive and lasting impact on the people, companies and society they serve. IESE carries out essential research and leads thinking on business topics through its 25 chairs and 11 research centers.

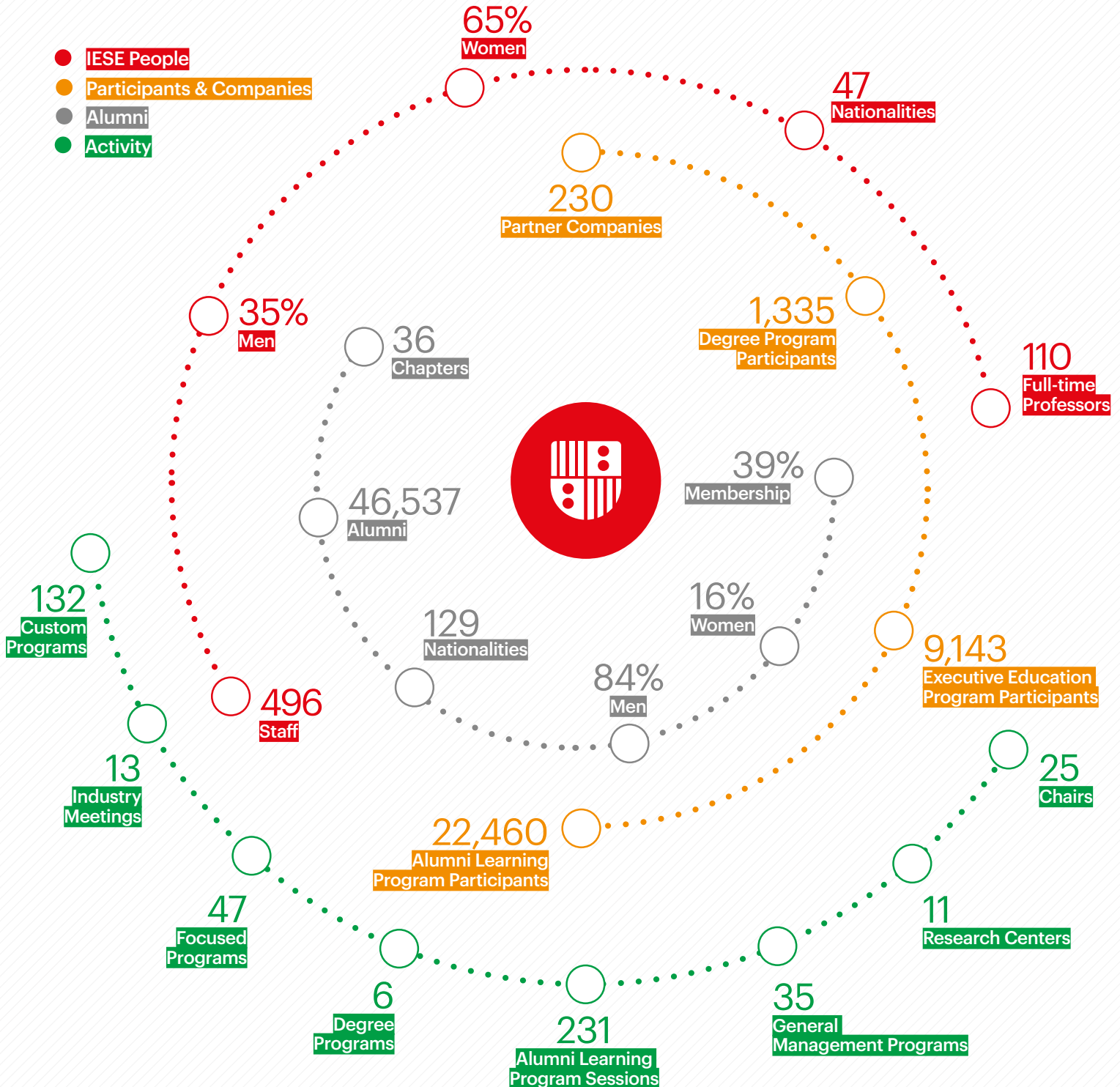
IESE is consistently ranked as one of the world's leading business schools. It was founded in 1958 by entrepreneurs with a global mindset. From the outset, its faculty members were active in

international research. Today, the school's world-class faculty includes 110 full-time professors, all of whom have PhDs. Their extensive real-world experience and open-door teaching policy are central to the school's continuing success.

In 1963, IESE entered into its first international alliance, in this case with Harvard Business School. This led to the creation of Europe's first two-year MBA program. The school continues to innovate: pioneering new teaching methodologies, introducing new technology, reaching new audiences and striving to improve every aspect of management education in every part of the world.

# PEOPLE + PARTNERS + PROGRAMS = PROGRESS

The school reaches its goals by harnessing the power of its educational ecosystem. Faculty, staff, sponsors, alumni and associates combine their strengths to create the IESE experience for program participants.





# GLOBAL REACH

IESE is a truly international school.

It delivers management education around the world from its permanent campuses in Barcelona, Madrid, Munich, New York and Sao Paulo, supported by a global network of offices, associated business schools, partner schools and partner companies.

## BY THE NUMBERS

5



Campuses

8



Offices

14



Associated Business Schools

200+



Partner Companies Around the World

Harvard Business School was supportive in IESE's development from the very start.

The two schools established the Harvard Business School-IESE Committee in 1963. In 2006, IESE opened its permanent New York campus, which offers diverse programs for executives and companies as well as modules of the MBA programs. The New York campus also hosts sessions for alumni and IESE research events.

U.S.



The school has played a key role in the foundation and development of nine associated business schools in Latin America since 1970. In 2002, IESE began to offer programs for senior executives in Sao Paulo, eventually launching the Executive MBA Sao Paulo in 2012.

LATIN AMERICA



## A WORLD OF MANAGEMENT EDUCATION

### EUROPE



In 1958, IESE was founded in Barcelona and the first Advanced Management Program began. IESE launched Europe's first two-year MBA in 1964. In 1974 the first Executive Education Program started in Madrid. In 2005, the school began to offer Executive Education Programs for Germany in 2005. Further growth led to the opening of a permanent campus in Munich in 2015. IESE Munich delivers programs for executives and multinational companies that operate in Germany and Central Europe, as well as modules of the MBA program.

### AFRICA



For more than 25 years, IESE has supported the development of business education in Africa. It works with African business schools to deliver programs and support business communities through research initiatives, expertise sharing and networking events. The Africa Initiative, the school's umbrella project for its activities in the region, creates and reinforces connections across the continent.

### ASIA



Asia is a high strategic priority for IESE's future. The school has been active there for over 20 years and 26 percent of IESE's MBA students come from Asia. Expansion continues through Executive Education Programs and other program modules. IESE launched the Global CEO Program for China with Harvard Business School and CEIBS in 2005.



An aerial photograph of a well-manicured garden. A central stone path leads through various green hedges and flower beds. A prominent feature is a large, circular green hedge in the lower half of the frame. To the right, a long, narrow bed of red flowers runs parallel to the path. The scene is brightly lit, casting distinct shadows.

02.

# LEARN

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► Better leaders can build a better world. Since 1958, as part of the University of Navarra, IESE has helped executives learn the most important lesson of all: how to have a lasting, positive impact on people, companies and society as a whole.

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# THE MBA PROGRAMS

1,288 students participated in IESE's three MBA programs – the full-time MBA, the Executive MBA and the Global Executive MBA.

## THE FULL-TIME MBA

A total of 647 students were enrolled in the two-year, full-time MBA Program in 2016-2017.

## INTERNATIONAL FOCUS

The international ethos of the program was demonstrated by the presence in classrooms of students from 77 countries. The MBA's cross-border and cross-cultural learning was reinforced through elective courses held in New York, Sao Paulo, Shanghai and Nairobi.

## FIFTH SECTION MOVES FORWARD

High demand from highly qualified applicants led to the launch of a fifth section in the school's flagship MBA program. This growth challenged the idea that the traditional two-year MBA program is in decline due to competition from different programs and providers.

## WORLD'S TOP 10

The program was ranked among the top ten in the world by the *Financial Times*, the *Economist* and *Bloomberg Businessweek*.

## LEARNING FROM THE REAL WORLD

In 2016-2017, the Capstone project, in which MBA teams work on real companies' business problems, saw its highest level of participation ever, with 353 students and 10 companies involved.

## GUIDANCE AND MENTORSHIP

In addition to carrying out their teaching and research duties, faculty members also mentored students. They supported and guided them at the start of the program, provided advice on diverse issues, including career decisions and shared information about IESE, its history, mission and operations.

## STUDENTS LEAD THE WAY

Student-led activities form an essential part of the MBA experience. The IESE Women Leadership conference recognizes the challenges and celebrates the successes of women in the professional world. The 2017 conference was held under the banner of "Evolution: Celebrating Progress and Potential." Almost 500 participants came to Doing Good, Doing Well, Europe's premier student-run conference on responsible business, held in February 2017 with the theme "Purpose Beyond Profit."

## YOUNG TALENT PATH (YTP)

This program for high-performing undergraduate students and first-year professionals is a pipeline for future talent that builds strong connections with IESE. In 2016-2017, there were 10 MBA students who had come through the YTP.

## BY THE NUMBERS

647

Students

670

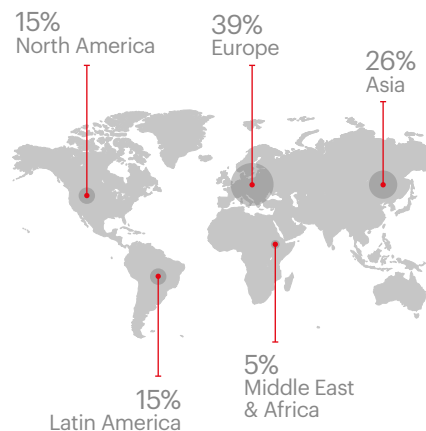
GMAT Average

28%

Women

77

Nationalities



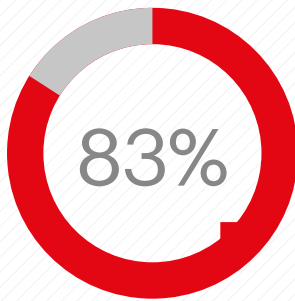
02. LEARN

29

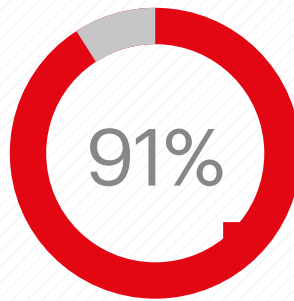
Business schools in the full-time MBA Exchange Program

- BERKELEY HAAS, U.S.
- CEIBS, CHINA
- CHICAGO BOOTH, U.S.
- COLUMBIA BUSINESS SCHOOL, U.S.
- CORNELL UNIVERSITY (JOHNSON), U.S.
- DARDEN, UNIVERSITY OF VIRGINIA, U.S.
- DUKE UNIVERSITY (FUQUA), U.S.
- GSIMA, JAPAN
- HEC, FRANCE
- HKU, CHINA
- HKUST, CHINA
- IAE UNIVERSIDAD AUSTRAL, ARGENTINA
- IPADE, MEXICO
- INDIAN SCHOOL OF BUSINESS (ISB), INDIA
- KBS, KEIO UNIVERSITY, JAPAN
- KELLOGG, U.S.
- LONDON BUSINESS SCHOOL (LBS), U.K.
- MELBOURNE BUSINESS SCHOOL (MBS), AUSTRALIA
- MICHIGAN ROSS, U.S.
- MIT SLOAN, U.S.
- NANYANG, SINGAPORE
- NYU STERN, U.S.
- RECANATI, ISRAEL
- ROTTERDAM SCHOOL OF MANAGEMENT (RSM), THE NETHERLANDS
- TUCK, U.S.
- UNC KENAN-FLAGLER, U.S.
- WHARTON, U.S.
- YALE SCHOOL OF MANAGEMENT, U.S.
- YONSEI SCHOOL OF BUSINESS (YSB), SOUTH KOREA

PLACEMENT IN THE FULL-TIME MBA, CLASS OF 2017



of full-time MBA students changed the location, function or section in which they work



of full-time MBA students accepted a job offer within three months of graduation

SECTORS

27% Consulting

20% E-Business

17% Financial Services

36% Industry

10

Top recruiting companies

McKinsey&Company



## 02. LEARN

### ► THE EXECUTIVE MBA

The Executive MBA (EMBA) program was again delivered in Barcelona, Madrid and Sao Paulo. Participants developed executive capabilities and the in-depth knowledge they need to manage companies.

A new EMBA Team Management Course was launched. It focused on maximizing learning within teams, improving the understanding of team dynamics and imparting the tools necessary for conflict resolution. Second-year EMBA students welcomed access to sessions with professional career advisors, focused on helping them define their career goals.

The international modules in Shanghai, New York and Sao Paulo gave students an understanding of each of these regions of the world, and were highly valued by students.

In the Class of 2017, a total of 279 students graduated: 125 in Barcelona, 124 in Madrid and 30 in Sao Paulo.

### ► THE GLOBAL EXECUTIVE MBA

The Global Executive MBA (GEMBA) program consolidated the “One Class, Two Tracks” format. Both cohorts of participants started and finished together in Barcelona. They split only during module two and module four, reuniting in New York for module three, in Shanghai for module five and Silicon Valley for module six.

Curriculum innovations were introduced to improve the learning experience for participants in what is one of IESE’s most blended programs. For the first time, participants were offered six electives: three organized by IESE (Munich, Sao Paulo and New York) and three organized by CEIBS (South East Asia, India and Africa-Ghana).

In the Class of 2017, 45 students graduated in Barcelona in June 2017.

### BY THE NUMBERS

556

Students

32

Average Age

29%

Women

### BY THE NUMBERS

85

Students

38

Average Age

84%

International



## PhD

The PhD program prepares participants for a world-class career in academia. Students receive rigorous training in qualitative and quantitative research, led and supported by IESE's outstanding faculty.

IESE PhD programs are 100 percent funded, including a fee waiver and stipend, so participants can focus on what matters: preparing for a career at the forefront of business scholarship.

Students and alumni from the IESE PhD program published papers and had encouraging feedback from the journals to which they submitted their work.

### BY THE NUMBERS

# 10

papers were published  
by PhD students

# 47

Participants in PhD  
or MRM (Masters in Research  
Management) programs

# 6

theses were accepted and the  
authors accepted academic positions  
at top business schools

# 93%

International

## INTERNATIONAL FACULTY PROGRAM

The International Faculty Program (IFP) develops the teaching and leadership skills of business school professors.

The first official edition of the IFP took place in 1992. Since then the program has educated more than 500 professors from over 70 countries in Africa, Asia,

Europe and Latin America. They now teach and conduct research in over 200 leading institutions.

In 26th edition of the IFP, 24 participants from 14 countries studied for three weeks on IESE's Barcelona campus. They focused on

transforming students through teaching and learning methodologies (such as the case method), developing students' academic careers, and developing institutions through mentoring, institutional management and coaching.



## EXECUTIVE EDUCATION

Five continents, people from countless backgrounds and one shared goal: to develop key leadership competencies and a global mindset.

### ► GENERAL MANAGEMENT PROGRAMS

Programs for general managers were delivered to 1,145 participants in 15 cities in Europe, North America, Asia and Latin America. Emphasis was placed on further improving the learning experience of participants and the impact of the programs. IESE retained and strengthened its international alliances with top business schools including Harvard Business School, Wharton and CEIBS.

### ► CUSTOM PROGRAMS

In 2016-2017, 132 custom programs were delivered across Europe, North America, South America and Asia. Of the 70 clients with whom IESE worked during the year, 21 were new, including Swire and JSF. Michelin is currently IESE's largest client, followed by BBVA, Enterprise Ireland, Nissan and Oracle.

BY THE NUMBERS

9,143

Total Participants

► **INDUSTRY MEETINGS**

IESE Industry Meetings spark ideas and catalyze action among academics, executives and institutions. In 2016-2017, they drew 282 speakers and chairpersons and 1,670 participants to Barcelona, Madrid and Mexico City, covering industries including automotive, banking, energy, healthcare and food and beverages.

► **FOCUSED PROGRAMS**

IESE delivered 47 Focused Programs in 2016-2017 to 1,186 participants in Barcelona, Madrid, New York and Munich. Each was a short, intensive experience that tackled a specific issue facing companies and industries. The school extended its alliance agreements with two leading international institutions, Harvard Business School and the Michigan Ross School of Business.

► **LEADERSHIP PROGRAMS FOR PUBLIC SECTOR MANAGEMENT**

IESE's Center for Public Leadership and Government (CPLG) continued to provide programs in alliances with Harvard Kennedy School. These programs for the public sector are aimed at educating government officials in best-of-class management techniques, in order to contribute to economic growth. More than 100 people took part.



## INTERNATIONAL ACCELERATION

Activity in the U.S. and Germany increased. Twenty-one programs were delivered to almost 1,000 participants on the New York campus and nine programs were delivered to close to 300 participants on the Munich campus, including two new Focused Programs.

### NEW YORK CAMPUS, U.S.

#### GENERAL MANAGEMENT PROGRAMS:

- Senior Executive Program, New York-Miami
- Advanced Management Program in Media and Entertainment, New York-Los Angeles
- Program for Leadership Development, New York-Miami
- PADLA (Programa de Alta Dirección para Líderes de las Américas)
- Global CEO Program: Shanghai-Philadelphia-Barcelona

#### FOCUSED PROGRAMS:

- Digital Mindset: How to Lead and Manage in an Ever-Changing Environment
- Making It Work
- Doing Business Globally
- Developing Leadership Competencies

#### CUSTOM PROGRAMS:

Avanade, BMW, Eurovision, Faurecia, IMEC, Lixil, Michelin, Oracle, UPS, ESPN, Blackrock, and more.

### MUNICH CAMPUS, GERMANY

#### GENERAL MANAGEMENT PROGRAMS:

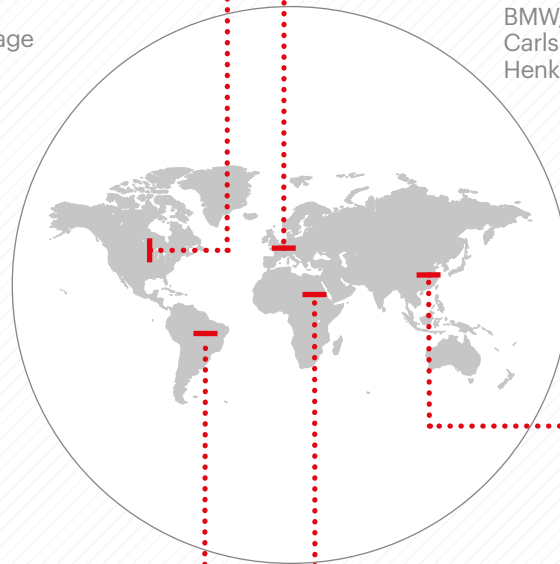
- Advanced Management Program (AMP Munich)
- Program for Management Development (PMD Munich)

#### FOCUSED PROGRAMS:

- Digital Mindset Industry 4.0

#### CUSTOM PROGRAMS:

BMW, Boehringer Ingelheim, Carlsberg, Erste Bank Group and Henkel



### ASIA

#### GENERAL MANAGEMENT PROGRAMS:

- Global CEO Program
- Global CEO Program for China

#### CUSTOM PROGRAMS:

Faurecia, Michelin, Oracle, Swire and JSF

### LATAM, BRAZIL

#### GENERAL MANAGEMENT PROGRAMS:

- Advanced Management Program (AMP Sao Paulo)
- Program for Management Development (PMD Sao Paulo)
- PADLA (Programa de Alta Dirección para Líderes de las Américas)

#### CUSTOM PROGRAMS:

Abertis, Amadeus, Helm, Michelin and Lantero Embalaje

### AFRICA

Pan-African AMP



IESE's Executive Education Programs were ranked as the best in the world for the third consecutive year by the *Financial Times*.

IESE's Custom Programs, which are tailor-made courses for organizations, were also ranked number-one for the third consecutive year. The programs earned high praise across all areas, with clients particularly valuing the diversity of IESE's faculty and the range of new skills acquired.

Open Programs earned the second spot worldwide for the second year in a row. Participants valued the school's follow-up, including networking with other participants; its international locations; and its strong alliances with top business schools such as Harvard, Wharton and CEIBS.

IESE believes that developing managers should involve a combination of elements: a high degree of personalization that incorporates the latest technological and academic innovations; the knowledge and research of a faculty highly involved in the learning of participants and companies; and a truly global experience.

The school's programs provide an intense learning environment – both face-to-face and virtually – for managers and companies to interact and grow, all combined with a profound belief in contributing to building a better world.

## ► FIRST FULLY BLENDED PROGRAM FOR MANAGERS

Learning new competencies and developing professionally are essential to thriving in an ever-changing world. But with this non-stop pace, finding the time to learn is a challenge. For the first time, the newly remodeled Program for Management Development (PMD) Barcelona offers participants four self-paced online modules and three residential modules over the course of six months, to fit their scheduling needs. This combination takes participants on a General Management Journey and a subsequent Leadership Journey to help them transition into senior leadership positions with greater impact.

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“Thanks to its blended format, the PMD enables participants to learn at their own pace and from any place. We believe flexibility is key for executives and also cultivates a lifelong learning habit.”

► **Sebastian Reiche**  
PMD's Academic Director

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The online modules allow participants to access classes and video conferences through IESE's state-of-the-art virtual campus, work with self-assessment tools, consult the digital library and participate in online discussions.

# LEARNING INNOVATIONS

To be more mobile, more flexible and more personalized, IESE continues to innovate in new learning methodologies.

IESE's programs constantly evolve to meet the requirements of today's executive lifestyle: more mobile, more flexible, more personalized. They are increasingly "blended," combining online and in-classroom learning and different methodologies such as case discussion, coaching and project work. Blended programs are a step toward the goal of true "omnilearning."

"Omnilearning is a concept that suggests that learning happens across various physical and situational contexts: classroom, home, workplace and customer site."

**Evgeny Káganer**  
IESE professor

Omnilearning builds on IESE's unique discussion-based approach, and leverages state-of-the-art solutions to improve the impact of learning experiences.



## LEARNING TO LEARN WITH THE BEST

One of the main challenges posed by globalization and digitalization is overhauling the way that managers learn. What is the best way to learn? And what are the latest developments in the field of adult education? IESE has been at the center of this debate with the launch of the Expert Series. The series features online conversations among IESE professors and renowned world experts who share their view of education's present and future. During the 2016-2017 academic year, five webinars were held

for more than 2,500 registered participants. Participants followed the conversation live online and were able to submit questions. Speakers included Josh Bersin, founder of Bersin by Deloitte; Edward D. Hess, professor at the Darden School UVA; Annemie Ress, founder of PurpleBeach; David Blake, CEO and co-founder of Degreed; and Nick Shackleton-Jones, director of Learning & Performance Innovation at PA Consulting Group.

➔ <http://awaytolearn.iese.edu>



### ► COACHING AND MENTORING DEVELOPMENT OF A VIRTUAL COACHING PLATFORM

This includes a 360° assessment tool, conferencing tools between learner and coach, and journaling functionality.

### MENTORING SOLUTION FOR ALUMNI COMMUNITY

The service will pair mentors with mentees for general career advice, sharing of sector-specific insights and briefing on roles.

### ► ACTION AND EXPERIENTIAL LEARNING VIRTUAL PROJECT-WORK PLATFORM

This cloud-based system creates a central repository where faculty, staff, students and industry partners can manage their business-to-classroom projects.

### ► ONLINE AND BLENDED LEARNING “FOUNDATIONS OF MANAGEMENT” SPECIALIZATION ON COURSERA

This series of massive open online courses (MOOCs) was expanded to five courses, offered in both English

and Spanish. It targets university graduates with no prior experience aiming to acquire essential business concepts, or early-career professionals who lack a business background. It increases the visibility of IESE to potential candidates of its MBA programs.

### BLENDED LEARNING EXPERIENCES ACROSS PROGRAMS

#### Custom Programs

IESE ran experimental SPOCs – or small, private, online courses – incorporating cohort-based activities (such as assignments and live faculty-led sessions) with PepsiCo, Oracle and Henkel. The school continued to deliver blended custom programs and, for the first time, a program was delivered almost completely online.

#### Focused Programs

Three Focused Programs were redesigned to follow a blended learning approach. Several more blended courses are planned for 2017-18.

#### GEMBA

The increased use of live e-sessions, including in pre- and post-residential modules, enabled more focus on discussion-based learning during classroom time.

### LAUNCH OF ONLINE ALUMNI LEARNING PROGRAM COURSE

The MOOC-like “Developing a Digital Mindset” course was offered to IESE’s alumni community. A pilot of a mobile app “learning bites” solution was also run with alumni.

### DEVELOPMENT OF THE VIRTUAL CLASSROOM

This is designed to reproduce IESE’s case-study method in a digital environment. It allows 80 international participants to log-in and join real-time sessions with IESE faculty, who will teach from a studio located in Barcelona.

### ► SIMULATION-BASED LEARNING

#### INTRODUCTION OF TWO NEW BUSINESS SIMULATIONS

Both were in the field of change management: “ExperienceChange” and “ExperienceInnovation.”

### ► DIGITAL INFRASTRUCTURE DEVELOPMENT OF TEACHING TOOLS

These tools were available for polls/ quizzes, online discussions and video production.



03.

# INNOVATE

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► The future will grow from the seeds of ideas planted today. Through its pioneering research and focused activities, IESE seeks new solutions to today's social and business issues and sets the agenda for the opportunities of tomorrow.

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# FACULTY & RESEARCH

In 2016-2017, IESE's faculty comprised 110 full-time professors from 21 different countries. Ten new faculty members joined the school in September 2016 and six visiting professors from various universities spent their sabbatical leave at IESE. IESE faculty members wrote 68 articles in refereed journals, 18 books and 102 case studies.

## FACULTY AWARDS AND HONORS

**Almandoz, J.**, 2016 IESE Research Excellence Award, awarded by the IESE Alumni Association for his article "When Experts Become Liabilities: Domain Experts on Boards and Organizational Failure," co-authored with A.Tilcsik, published in *Academy of Management Journal*, Vol. 49, No 4, 2016, pp1124-1149.

**Antón, M.**, 2017 Oliver E Williamson Best Conference Award awarded by the Society for Institutional & Organizational Economics for the paper "Common Ownership, Competition, and Top Management Incentives," co-authored with F. Ederer, M. Giné, and M. Schmalz.

**Antón, M.**, ranked as one of the 2017 Top 40 under 40 Business Professors by the popular business-school website Poets & Quants.

**Berrone, P.**, ARCS 2017 Emerging Sustainability Scholar Award awarded by the Alliance for Research on Corporate Sustainability for the depth and impact of his research agenda.

**Berrone, P.**, 2017 Outstanding Book Award awarded by the Organizations

& the Natural Environment Division (ONE) of the Academy of Management for his book *Green Lies: How Greenwashing Can Destroy a Company*.

**Berrone, P.**, Academy of Management Best Paper Proceedings 2017 for the paper titled "Creating Value for Others: The Role of Nonprofits in Improving Community Environmental Performance," co-authored with H. Rousseau, submitted for the 2017 Academy of Management Meeting taking place August 4-8 in Atlanta, U.S.A.

**Ferraro, F.**, 2017 Roland Calori Prize awarded biannually for the best article published in the journal *Organization Studies* over the previous two years. He received the prize for the article "Tackling Grand Challenges Pragmatically: Robust Action Revisited," co-authored with D. Etzion and J. Gehman.

**Giné, M.**, 2017 Oliver E Williamson Best Conference Award awarded by the Society for Institutional & Organizational Economics for the paper "Common Ownership,

Competition, and Top Management Incentives," co-authored with M. Antón, F. Ederer, and M. Schmalz.

**Gregory, R.**, 2016 AIS Early Career Award awarded by the Association for Information Systems for his promising work examining novel I.T. phenomena.

**Maoret, M.**, recognized for extraordinary service to the editorial Board of Organization Science in 2016-2017.

**Nueno, J.L.**, Member of the Royal Academy of Doctors in recognition of his work in academia and business.

**Nueno, P.**, Lifetime Achievement Award, awarded by the China Club Spain, 2016.

**Reiche, S.**, Academy of Management Best Paper Proceedings 2017 for the paper titled "Affective, Cognitive and Behavioral Trajectories of Change Recipients in Global Organizations" (with T. Neeley & N. Overmeyer), submitted for the 2017 Academy of Management Meeting taking place August 4-8 in Atlanta, U.S.A.



## FACULTY BY THE NUMBERS

110 21 10

Full-Time  
Professors

Nationalities

New Full-Time  
Professors

**Reiche, S.**, Finalist for the 2016 International HR Scholarly Research Award, Academy of Management, for the paper “The Bridging Role of Expatriates and Inpatriates in Knowledge Transfer in Multinational Corporations” (with A.-W. Harzing & M. Pudelko), published in *Human Resource Management*.

**Reiche, S.**, Best Reviewer Award 2016 for the Journal of World Business.

**Reiche, S.**, Selection of article for reprint. His article “Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective” (with A.-W. Harzing & M. Pudelko), published in the *Journal of International Business Studies* in 2015, has been selected as one of nine articles to reprint from a total of 61 published between 1976 and 2016.

**Reutsckaja, E.**, ranked as one of the 2017 Top 40 under 40 Business Professors by the popular business-school website Poets & Quants.

**Samila, S.**, Academy of Management Best Entrepreneurship Paper 2017 (OMT division) for his papers “Community and Capital in Entrepreneurship and Economic Growth,” co-authored with O. Sorenson.

**Segarra, J. A.**, Member of the Royal Academy of Doctors in recognition of his work in academia and business.

**Weber, E.**, 2016 IESE Research Excellence Award, awarded by the IESE Alumni Association for his MBA course “Management and Control Systems.”

**Vives, X.**, 2016 IESE Research Excellence Award, awarded by the IESE Alumni Association for his book “Competition and Stability in Banking: The Role of Regulation and Competition Policy,” published by Princeton University Press, 2016.

Professor **Pankaj Ghemawat** was listed amongst the world’s top management thinkers in the latest Thinkers50 ranking.

## NEW FACULTY



**Inés Alegre**  
Managerial Decision  
Sciences, PhD IESE



**José Azar**  
Economics, PhD  
Princeton University



**Kate Barasz**  
Marketing,  
PhD Harvard  
Business School



**Pietro Bonetti**  
Accounting and  
Control, PhD  
University of Padua.



**Isabelle Engeler**  
Marketing, PhD  
University of St. Gallen.



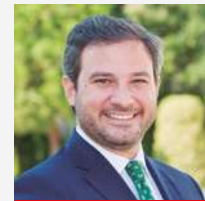
**Igor Kadach**  
Accounting and Control,  
PhD Leonard N. Stern  
School of Business



**Harris Kyriakou**  
Information Systems,  
PhD Stevens Institute  
of Technology



**Stefano Sacchetto**  
Financial Management,  
PhD London Business  
School



**Ricardo Calleja**  
Business Ethics,  
PhD Universidad  
Complutense



**Weiming Zhu**  
Production, Technology  
and Operations  
Management, PhD Robert H.  
Smith School of Business

## RESEARCH

The school organized 26 academic events and 52 events geared toward practitioners, with 5,119 participants in total.

Twenty-six new competitive projects started. Four new research projects were funded by the Spanish Ministerio de Economía y Competitividad, with Profs. Fernando Peñalva, Antonino Vaccaro and Joan E. Ricart as main researchers. A research grant within the Young Researchers Program of the Spanish Ministry was awarded to Prof. Giovanni Valentini. A Beatriu de Pinós Grant funded by the Catalan Government was given to Prof. José Azar. The CRIHM-EIT Health Initiative obtained four research grants and started ten campus projects.

**The Center for Research on Health Innovation Management (CRHIM)** continued its close relationship with the healthcare industry. In collaboration with Abbvie, it led two projects that addressed the role of health-technology assessment in decision-making on pharmaceutical policy and improving the management of chronic disease. It also led a project with Sanofi, on innovative models for public procurement of medicines.

**The IESE Women in Leadership (I-WIL) initiative**, in partnership with Ordessa, published a report titled "Motherhood and Career Path," looking at the barriers that hinder women's progress in their family and professional environments.

## BY THE NUMBERS

# 102

Cases

# 68

Articles in  
refereed journals

# 38

Articles in non-refereed  
journals and magazines

# 18

Books

# 46

Teaching notes  
and technical notes

The PPP for Cities, under the umbrella of the Public-Private Sector Research Center, published its first case study about the waste water plant in New Cairo, Egypt. It was included in the United Nations Economic Commission for Europe (UNECE) list of PPP case studies.

### ▶ IESE PUBLISHING

IESE Publishing distributes more than 40,000 business case studies in Spanish – the largest collection in the world. It also distributes many titles in English and some in Portuguese.

### ▶ IESE INSIGHT

IESE disseminates its research through global publications and through IESE Insight, the school’s knowledge portal and quarterly magazine. Over 16,000 managers and scholars receive the online edition. The IESE Insight portal has 23,851 subscribers and has published more than 3,000 articles.

### ▶ THE IESE LIBRARY

The “Library Strategic Plan 2017-2020: Advancing IESE Knowledge,” was implemented, which will result in a new concept of the library. Library usage grew considerably as a result of the MBA program’s new fifth section. Students, faculty and alumni can currently access 43,929 volumes, 31,518 paper books, 231,302 electronic books, 68 paper journals and 41,397 electronic journals.

## CHAIRS AND RESEARCH CENTER

▶ IESE has **11 research centers** and **25 chairs** linked to an internationally recognized professor. **Three new chairs** were created this year:

### JOAQUIM MOLINS FIGUERAS CHAIR OF STRATEGIC ALLIANCE

The Joaquim Molins Figueras Chair of Strategic Alliances under the direction of Prof. Africa Ariño. The chair was created with a view to becoming a center of international relevance in the area of strategic alliances.

### SEAT INNOVATION CHAIR

The SEAT Innovation Chair, under the direction of Prof. Antonio Dávila. Its mission is to advance the frontiers of both research and management education in the area of innovation, with a focus on practical application.

### NOVARTIS CHAIR OF OPERATIONAL EXCELLENCE IN HEALTHCARE

The Novartis Chair of Operational Excellence in Healthcare, under the direction of Prof. Jaume Ribera. The main aim of the chair is to promote excellence in operation management within the health sector.

Two chairs were extended: the CaixaBank Chair and Corporate Social Responsibility (Prof. Antonio Argandoña) and the Credit Andorra Chair of Markets, Organizations and Humanism (Prof. Josep M. Rosanas).

### 11 RESEARCH CENTERS

Center for Business in Society

Center for Globalization and Strategy

Center for Innovation Marketing and Strategy

Center for International Finance

Center for Public Leadership and Government

Center for Research in Healthcare Innovation Management

Entrepreneurship Innovation Center

Institute for Media and Entertainment

International Center for Logistics Research

International Center for Work and Family

Public-Private Sector Research Center



## 25 CHAIRS

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Abertis Chair of Regulation,  
Competition and Public Policy  
**PROF. XAVIER VIVES**

Alcatel-Lucent Chair  
of Technology Management  
**PROF. ANTONIO DÁVILA**

Anselmo Rubiralta Chair  
of Strategy and Globalization  
**PROF. PANKAJ GHEMAWAT**

Banco Sabadell Chair  
of Emerging Markets  
**PROF. ALFREDO PASTOR**

Bertrán Foundation Chair  
of Entrepreneurship  
**PROF. M. JÚLIA PRATS**

CaixaBank Chair  
of Corporate Social Responsibility  
**PROF. ANTONIO ARGANDOÑA**

Carl Schroeder Chair  
in Strategic Management  
**PROF. JOAN E. RICART**

CELSA Chair of Competitiveness  
in Manufacturing  
**PROF. FREDERIC SABRIÀ**

Chair of Business Ethics  
**PROF. DOMÈNEC MELÉ**

Chair of Family-Owned Business  
**PROF. JOSEP TÀPIES**

Crèdit Andorrà Chair of Markets,  
Organizations and Humanism  
**PROF. JOSEP M. ROSANAS**

Eurest Chair of Excellence in Services  
**PROF. PHILIP MOSCOSO**

Fuel Freedom Chair for Energy and  
Social Development  
**PROF. AHMAD RAHNEMA**

Grupo Santander Chair of Financial  
Institutions and Corporate  
Governance  
(new chair for appointment)

Indra Chair of Digital Strategy  
**PROF. JOSEP VALOR**

Jaime Grego Chair in Healthcare  
Management  
**PROF. NÚRIA MAS**

Joaquim Molins Figueras Chair of  
Strategic Alliances  
**PROF. AFRICA ARIÑO**

José Felipe Bertrán Chair of  
Governance and Leadership in Public  
Administration  
**PROF. JOSÉ R. PIN**

Nissan Chair for Corporate Strategy  
and International Competitiveness  
**PROF. BRUNO CASSIMAN**

Novartis Chair on Operational  
Excellence in the Health Sector  
**PROF. JAUME RIBERA**

PricewaterhouseCoopers Chair of  
Corporate Finance  
**PROF. PABLO FERNÁNDEZ**

Puig Chair of Global Leadership  
Development  
**PROF. MARTA ELVIRA**

Schneider Electric Sustainability and  
Business Strategy Chair  
**PROF. PASCUAL BERRONE**

SEAT Chair of Innovation  
**PROF. ANTONIO DÁVILA**

SEAT Chair of Labor Relations  
**PROF. CARLOS J. SÁNCHEZ-RUNDE**

# SOCIAL IMPACT

IESE directly addresses some of the challenges facing society today through its programs and research, guided by its mission to be a lasting source of positive change.



## JOB CREATION

IESE's SEAT Chair of Labor Relations and professors in the economics department lead industry discussions and generate ideas about job creation.

The school's Family Offices and Business Angels Network support businesses and start-ups that create jobs. IESE also works to promote vocational training to governments, unions, companies and other employers, with a special emphasis on reducing youth unemployment.



## ENTREPRENEURSHIP

IESE has constructed an entrepreneurial ecosystem over almost 60 years. This includes the Bertrán Foundation Chair of Entrepreneurship, the Innovation and Entrepreneurship Research Center, the Finaves venture capital fund, the Business Angels Network, Search Fund Center, the Social Entrepreneurship and the Social Innovation Platform.

Developing an entrepreneurial mindset is an essential part of the MBA program, which includes an entrepreneurship curriculum, summer experience and career treks, including one to Silicon Valley.



## SUSTAINABLE FIRMS

At IESE, sustainability is intimately tied to business ethics. IESE's Fuel Freedom Chair for Energy and Social Development, and Schneider Electric Sustainability and Business Strategy Chair lead research into policies and practices that can improve sustainability and reframe it as a business advantage.



## WOMEN IN MANAGEMENT

IESE currently has an academic chair, a research center, several Focused Programs and many initiatives, such as MBA clubs, focused on developing better practices in organizations to increase the number of women in leadership positions, and on promoting talented women in IESE's programs.



## CORPORATE GOVERNANCE

IESE believes that good corporate governance is inseparable from business ethics. The school focuses specifically on governance through its Grupo Santander Chair of Financial Institutions and Corporate Governance, which will develop business cases and direct research as well as participating in relevant conferences and seminars. Corporate governance best practices are directly addressed in specific programs, including one run in partnership with Harvard Business School.



## CORPORATE RESPONSIBILITY & ETHICS

IESE's mission places ethics and integrity at the heart of doing business. The school promotes responsible business through initiatives led by its Chair of Business Ethics, its CaixaBank Chair of Corporate Social Responsibility, and its Center for Business in Society. IESE also hosts symposiums and courses on business ethics, and places strong emphasis on the subject in its program curriculums.



## AFRICA

Under the umbrella of its Africa Initiative, which coordinates all related activities, IESE has helped found four business schools in Africa and plays an active role in developing African business leadership and education. The school offers an MBA overseas module in Africa, and participants in associated schools' Pan-African AMP & EMBA programs study a module on IESE's Barcelona campus.



## PUBLIC LEADERSHIP

IESE delivers programs in Madrid aimed at improving public leadership, some in association with the Harvard Kennedy School. In terms of academic research, IESE has two chairs and three research centers dedicated to public leadership.

04.

# COMMIT

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► IESE isn't just a school of business; it's a school of people. Our shared values bring us together and our diversity makes us stronger. We commit ourselves to great goals and make great efforts to achieve them, adapting to new challenges but always guided by our lasting values.

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# CORPORATE RESPONSIBILITY

IESE is committed to promoting sustainable practices and making a positive contribution to society.

It is guided by its mission: to develop leaders who aspire to have a deep, positive and lasting impact on people, firms and society; to inspire leaders to work with a spirit of service and integrity,

basing their actions on the highest standards of professionalism and accountability; and to educate leaders to whom we can confidently entrust the future of business and society.

The school is an initiative of Opus Dei, a Personal Prelature of the Roman Catholic Church. It draws together business ethics, corporate responsibility and sustainability in the following ways:

## ENVIRONMENT

### CARING FOR THE ENVIRONMENT

The school has reduced its carbon footprint by more than 30 percent over the last five years by reducing energy consumption and replacing equipment across its four campuses. It has also reduced the emissions generated by travel related to its activities.

## PEOPLE

### MAKING A WELCOMING WORKPLACE

IESE strives to attract, develop and retain talented people who share its values. To that end, it focuses on making the school a welcoming place where staff and faculty are proud to work.

## CLIENTS

### SHARING POSITIVE VALUES

When working with students or with clients in in-company programs, IESE has an opportunity to share and foster the importance of corporate social responsibility and social impact.

## GOVERNANCE

### ENSURING CORPORATE ACCOUNTABILITY

IESE is led by a diverse senior management team. It comprises members of varied nationalities, genders and professional backgrounds who work together to seek the most effective ways of guiding the school. Its combined knowledge is further enriched through the advice of two boards and two committees.

**SOCIETY**  
**ATTRACTING DRIVERS OF CHANGE**  
 IESE emphasizes a human and ethical view of management, and supports initiatives that foster social development and progress. This often attracts students who are driven to making a positive contribution to society.

► PEOPLE

Businesses don't create value: people do.

IESE pursues and reaches its goals by empowering its team members to reach their potential. It supports personal and professional development and fosters a spirit of service. And it does so in an environment of integrity that helps all employees to feel proud of working at IESE and motivated to

carry out its mission. Over 670 people of 47 nationalities work at IESE in teaching and non-teaching roles. Staff members represent 70 percent of the total and work in 11 different locations. Among IESE directors, 51 percent hold MBAs and 32 percent have completed an executive education program.

OUR CHALLENGES



**To find and retain top talent**

Investing in the personal and professional development of employees helps the school better serve its clients and partners.



**To innovate in a complex environment**

Being an agile organization with capacity for rapid change is essential to meet the needs of employees, clients and partners.

The school has developed a range of internal policies, learning plans and initiatives to meet these challenges. It offers competitive compensation packages and incentives plus career-progression potential. The "one IESE" community that spans all its offices and campuses reflects the school's values and sense of social awareness.

► ENVIRONMENT

IESE is committed to:

- Saving natural resources, and controlling pollution throughout its environment
- Identifying and evaluating the environmental effects of its activities
- Promoting energy efficiency in its activities and facilities
- Using the best available products and technologies to generate environmental improvements

IESE's environmental impact comes mainly from office energy use and travel. The school is optimizing the footprint of its facilities. It is also managing travel more efficiently and substituting some face-to-face meetings with videoconferencing or similar. As a result, emissions generated by travel fell eight percent in 2016-2017 alone.

Due to a significant reduction in consumption and the replacement of equipment, the school's carbon footprint has been reduced by 30 percent in the last five years – and ten percent during the last year.



## GOVERNANCE

IESE's governing senior management team is advised by its International Advisory Board (IAB), the U.S. Advisory Council, and the Alumni Association Executive Committee. The Harvard Business School-IESE Committee also plays an important advisory role.

The senior management team sets and oversees the execution of the school's strategy. The dean reports to the president of the University of Navarra, the Alumni Association's Executive Committee and the International Advisory Board.

### IESE SENIOR MANAGEMENT TEAM

#### DEAN

Franz Heukamp

#### ASSOCIATE DEAN

Eric Weber

#### SECRETARY GENERAL

Jaime Alonso

#### GENERAL ADMINISTRATOR

Jaume Vidal

#### ASSOCIATE DEAN: RESEARCH AND PHD PROGRAM

Marta Elvira

#### ASSOCIATE DEAN: EXECUTIVE EDUCATION

Mireia Rius

#### ASSOCIATE DEAN: FACULTY

Javier Quintanilla

#### DIRECTOR OF MADRID CAMPUS

Francisco Iniesta

#### DIRECTOR OF PEOPLE DIVISION

Marta Castán

### IESE INTERNATIONAL ADVISORY BOARD

#### Isak Andic

Mango, Spain

#### Ibukun Awosika

The Chair Centre Group,  
Nigeria

#### Hans-Jacob Bonnier

Bonnier AB, Sweden

#### Michel Camdessus

Banque de France, France

#### Jordi Canals

IESE, Spain

#### Andrea Christenson

Käthe Kruse Puppen GMBH,  
Germany

#### Bruno Di Leo

IBM, U.S.

#### Brian Duperreault

AIG, U.S.

#### Óscar Fanjul

Omega Capital, Spain

#### Benita Ferrero-Waldner

Munich RE, Austria

#### Patricia Francis

Jamaican government, Jamaica

#### Victor K. Fung

Li & Fung Group, China

#### Franz Haniel

The Haniel Group, Germany

#### Franz Heukamp

IESE, Germany

#### Denise Kingsmill

IAG, U.K.

#### Janina Kugel

Siemens AG, Germany

#### Hans Ulrich Maerki

Mettler-Toledo International,  
Switzerland

#### Klaus Mangold

TUI AG, Germany

#### Janne Haaland Matlary

University of Oslo and  
Norwegian government, Norway

#### Liz Mohn

Bertelsmann, Germany

#### Stanley Motta

Motta Internacional, Panama

#### N. R. Narayana Murthy

Infosys Technologies, India

#### Takeshi Niinami

Suntory, Japan

#### Rafael del Pino

Ferrovial, Spain

#### Paul Polman

Unilever, U.K.

#### Mariano Puig

Corporación Exea, Spain

#### Maria del Mar Raventós

Codorniu, Spain

#### Helena Revoredo

Prosegur, Spain

#### Franck Riboud

Groupe Danone, France

#### Roberto Servitje

Bimbo, Mexico

#### Martin Sorrell

WPP Group, U.K.

#### Kees J. Storm

Aegon, Netherlands

#### Francesco Vanni

D'Archirafi  
Citi, U.S.

#### Eric Weber

IESE, Canada

#### George Yeo

Kerry Group, China

#### Ermenegildo Zegna

Ermenegildo Zegna, Italy

## THE U.S. ADVISORY COUNCIL

**William F. Baker**  
WNET

**Gerry Byrne**  
PMC (Penske Media  
Corporation)

**Tom Castro**  
El Dorado Capital

**Carmen Di Rienzo**  
DiRienzo Consulting

**Fritz Folts**  
3Edge Asset Management

**Alan Glazen**  
Glazen Urban

**Francis J. Hager**  
Opp CAP Group

**Franz Heukamp**  
IESE

**Claire Huang**  
Scottrade Financial, Foster Farms  
Fisherman Foundation

**Jay Ireland**  
GE Africa

**Tom Kane**  
CBS

**Kate O'Sullivan**  
Microsoft Corporation

**Carlos Padula**  
Stelac Advisory Services, LLC

**Juan Pujadas**  
PwC

**Edward T. Reilly**  
American Management Assn.  
International

**Tom Rogers**  
TRget Media

**John Schmitz**  
Prime Transatlantic

**Christopher Vollmer**  
PwC Strategy&

**Eric Weber**  
IESE

**Kathryn Wylde**  
Partnership for New York City

## HARVARD BUSINESS SCHOOL-IESE COMMITTEE

**HBS**  
**Srikant Datar**  
Arthur Lowes Dickinson  
Professor of Business  
Administration and Senior  
Associate Dean for University  
Affairs

**W. Carl Kester**  
George Fisher Baker Jr.  
Professor of Business  
Administration

**Das Narayandas**  
Edsel Bryant Ford Professor  
of Business Administration  
and Senior Associate Dean  
for HBS Publishing and Senior  
Associate Dean for External  
Relations

**Richard H.K. Vietor**  
Baker Foundation Professor,  
Paul Whiton Cherington  
Professor of Business  
Administration, Emeritus

**IESE**  
**Franz Heukamp**  
Professor of Managerial  
Decision Sciences and Dean

**José L. Nueno**  
Professor of Marketing

**Joan E. Ricart**  
Professor of Economics and  
Strategic Management

**Eric Weber**  
Professor of Accounting and  
Control and Associate Dean

## ALUMNI EXECUTIVE COMMITTEE

**PRESIDENT**  
**Jorge Manuel Sendagorta**  
(PADE '90), SENER

**VICE-PRESIDENTS**  
**Tomás García Madrid**  
(MBA '88), Grupo Villar Mir

**Joan Molins**  
(PDG '71), Cementos Molins

**MEMBERS**  
**Salvador Alemany**  
(PDD '74), Abertis Infraestructuras

**Juan Asúa**  
(MBA '89), BBVA

**Alejandro Beltrán**  
(MBA '98), McKinsey&Company

**José Felipe Bertrán**  
(PADE '65), Fundación Bertrán

**Núria Cabuti**  
(MBA '92), Penguin Random  
House Grupo Editorial

**Aurora Catá**  
(MBA '89), Seeliger y Conde

**Carlos Costa**  
(MBA '86), Mango

**Antoni Esteve**  
(PDD '87 & GCP '13), Laboratorios  
Esteve

**Joaquín Faura**  
(MBA '78), Telefónica

**Antonio González-Adalid**  
(MBA '75), Cartera  
Industrial Rea

**Helena Herrero**  
(PADE '02), Hewlett Packard

**Franz Heukamp**  
IESE

**Luis Maroto**  
(MBA '89), Amadeus

**Marta Martínez**  
(PADE '05), IBM

**Amparo Moraleda**  
(PDG '95), Airbus Group

**Javier Muñoz Parrondo**  
(MBA '03), IESE

**Mª del Pino Velázquez**  
(MBA '91), Unisono  
Business Solutions

**Kristoff Puelinckx**  
(MBA '96), Delta Partners

**María del Mar Raventós**  
(PADE '01), Codorníu

**Julio Rodríguez Izquierdo**  
(PDG '97), Cementos Molins

**José Luis de Rojas**  
(MBA '88), Zertem  
Communication Group

**Rafael Villaseca**  
(MBA '76), Gas Natural Fenosa

# ALUMNI

The IESE Alumni Association was established in 1959 by a group of forward-looking graduates, in partnership with the school. Its main goals are:

## ► LEARNING

To keep IESE alumni up to date with the most relevant ideas in leadership and management, and cultivate a dynamic forum for learning.

## ► NETWORKING

To enable alumni to maintain and enrich their connections to the school, faculty members and fellow graduates. Barcelona hosted the 55th Global Alumni Reunion in November 2016. Entitled “Be the Change: Leadership for a Positive New Era,” this reunion was a unique opportunity to understand how to drive positive evolution.

## ► CAREER MANAGEMENT

To accompany and support alumni throughout their professional careers, and provide training and research activities to help alumni in every phase of any entrepreneurial journey.

## ► SUPPORT IESE

To give graduates around the world opportunities to connect and collaborate with the school as it grows.

In 2016-2017, the Alumni Association introduced major innovations to its [Alumni Learning Program](#), launched the new [Alumni app](#), and boosted its career-support activities.

## BY THE NUMBERS

# 46,537

Total Alumni

# 129

Alumni Nationalities

# 39%

Affiliation Rate

# 36

Chapters



## NEW ALUMNI TECHNOLOGY

To help keep the alumni community engaged and informed, the Alumni Association launched a new mobile app and website this year.

The app for Android and iOS offers instant networking, personalized events notifications, a search facility

for articles and e-conferences, and videos on demand.

The content is also available through the association's new website, which also offers a personalized, customizable homepage.



# PARTNER COMPANIES

More than 230 partner companies support IESE. In 2016-2017, the school welcomed 16 new partners.



- ABERTIS
- ABBOTT LABORATORIES
- ACCENTURE
- ACCESO GROUP
- ADECCO TT
- ADVANCE MEDICAL
- AEGON
- AENA
- AF STEELCASE
- AGBAR
- AGROLIMEN
- AGRUPACIÓN ESPAÑOLA DE CONCESIONARIOS RENAULT- ANCR
- AIRBUS MILITARY
- AIR EUROPA
- AIR LIQUIDE MEDICINAL
- ALCATEL LUCENT
- ALLIANZ
- ALPHABET
- ALTAIR MANAGEMENT CONSULTANTS
- ALTAMIRA ASSET MANAGEMENT
- AMEC FOSTER WHEELER
- AMERICAN EXPRESS DE ESPAÑA
- ANFABRA
- ARDANUY INGENIERIA
- AREAS
- ARTEOLIVA
- ASCENSORES ERSCÉ
- ASEPEYO
- A.T. KEARNEY
- ATREVIA
- ATRIAN
- AYESA ENGINEERING
- BACARDI
- BANC SABADELL
- BANCO ESPIRITO SANTO INVESTMENT
- BANCO MEDIOLANUM
- BANKIA
- BANKINTER
- BARCLAYS
- BASF
- BBDO
- BBK
- BBVA
- BCNONWOVENS
- BLUETAB SOLUTIONS GROUP
- BP
- CAIXABANK
- CAJA RURAL CASTILLA-LA MANCHA
- CALIDAD PASCUAL
- CAMBRA DE BARCELONA
- CAPRABO
- CARREFOUR
- CASER
- CELLNEX
- CEMENTOS MOLINS
- CHIESI
- CISCO
- CITIBANK
- CLEAR CHANNEL
- COALIMENT GRANOLLERS
- COFACE
- COMSA CORPORACIÓN
- CORPORACIÓN ASESORA
- COVAP
- CREA BAGES
- CRÉDIT ANDORRÀ
- CUATRECASAS
- DANONE
- DELOITTE
- DEUTSCHE BANK
- DIAGEO
- DISANO
- DKV (PREVIASA)
- DOW CHEMICAL
- EL CONSORCI DE LA ZONA FRANCA DE BARCELONA
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