

ESADE ASOCIACIÓN

Activity Report 2004-2005

Executive Summary

1. **Career Services** – In order to optimise and streamline the service, it was decided three years ago that it would be provided by ESADE Career Services. At present, it comes under the direct management of ESADE, although is supervised by a management and control committee made up of staff from ESADE and its Alumni Association.
 - Barcelona – 244 careers guidance interviews.
 - Madrid – 75 careers guidance interviews.
 - Senior offers (at least three years' experience) – 2,618 (increase of 32% in comparison with the previous year).
 - Training – 56 seminars (free or with large discounts for members), including practical seminars, workshops and other seminars held in Barcelona, Madrid, Girona, Tarragona, Lleida, Valencia and Zaragoza.
 - Mentoring programme – 10 mentors in Madrid and under development in Barcelona.
 - Company visits – 382 (including multinationals and SMEs).
2. **Sector Clubs**
 - There are 13 active clubs and 7 clubs currently being constituted.
 - They have organised 28 events involving 2,091 participants.
3. **Number of Members** – 9,407 at 31 October 2005.
4. **Professional Networking**
 - The 7 territorial clubs have organised 12 events involving 475 participants.
 - Alumni reunions involving 775 participants and two delegate reunions with 76 participants.
 - ESADE Alumni has been created and has taken part in LinkedIn (on-line networking).
5. **Executive Board** – The board has met on 13 occasions with an average of 78% attendance.
6. **Ongoing Training**
 - Refresher Programme – 22 sessions overall in Barcelona and Madrid with a total of 1,127 participants.
 - Matins ESADE – 13 sessions with a total of 901 participants.
7. **Communications**
 - Alumni Association magazine – 89,000 copies.
 - Electronic agenda messages sent – 23 Association activities, 13 career services.
8. **Annual Conference, 4 November 2004** – *Corporate Entrepreneurship*
9. **Social Networking** – 9 events have been held to promote relations among members in Valencia, Andorra, Madrid, Barcelona and London.
10. **Members' Advantages** – The members of the Association enjoy the following exclusive services:
 - DB Mortgage Association.
 - ESADE Alumni Association VISA Card from “la Caixa”.
 - Discounts of up to 50% on air tickets with AirEuropa.

And other exclusive services currently under negotiation.

These agreements establish the companies' participation in the Association grant funds.

Additional services: directory, ongoing training (in collaboration with Executive Education at ESADE Business School), special discounts on language courses at the ESADE Executive Language Center, private sections on the website, Association e-mail address.

1. Career Services

Since it began, the Association has provided consultancy services and support to enable its members to embrace new professional achievements. Beyond the management of a quality employment exchange, the service has been improved by the provision of comprehensive career services that also include personal guidance from sector experts and specific training activities aimed at reinforcing the professional careers of our alumni.

Three years ago, it was decided that to optimise the service and endow it with coherence and cohesion, it would be provided by ESADE Career Services, which is presently under the direct management of ESADE but supervised by a management and control committee comprising staff from ESADE and its Alumni Association

1.1. Organisation of the Service

1.1.1. Employer Relations. Active relations are maintained with enterprise on both a national and international scale with a view to increasing the number and quality of vacancies on offer to alumni and to maintaining the institution's prestige on international rankings.

- Close collaboration with alumni as recruiters.
- Synergies with executive education in particular and with other departments at ESADE.

1.1.2. Advice & Guidance. Responsible for providing professional guidance services to alumni members through individual interviews and training. The training and guidance services help alumni in their search for employment.

1.1.3. Career Resource Centre. The centre offers tools to assist with search for employment.

1.2. Member Services

1.2.1. Direct Services

1.2.1.1. Professional Guidance

Period: September 2004-July 2005

Barcelona

244 individual interviews conducted by MOA with the following results:
Situation: 66% in employment, 25% unemployed, 9% in a critical situation.
Age: 25% up to 30 years of age, 70% between 31 and 45 years of age, 5% over the age of 46.
Programmes conducted at ESADE: 42% degrees, 34% MBA, 24% Professional Master's degrees (Finance, Marketing, Operations).
Level: 12% Managing Director, 31% Operating Director, 46% middle management, 11% technical posts.
Average salary: €50,467

Madrid

75 individual interviews conducted by José Poblaciones.

1.2.1.2. Offers through the employment exchange

Total number of offers during the period: September 2004-August 2005

Senior offers (at least three years' professional experience): 2,618; increase of 32% in comparison with last year.
57% in Catalonia, 22% in Madrid, 11% in the rest of Spain and 10% abroad.
58% head-hunters, 42% companies (change of 80/20 with regard to past years).
Average salary offered: €57,839

Madrid: most competitive market (IE and IESE). Increase of 2% in comparison with previous year.

1.2.1.3. Training

Free training or training with large discounts for members. Activities in Barcelona, Madrid, Girona, Tarragona, Lleida, Valencia and Zaragoza, given by professionals from the sector.

Seminars
Practical seminars
Workshops
Flash sessions
Others (conferences on professional careers)

- **Seminars**

Me, my best ally	8 and 10 November 2004 – Barcelona 1 and 2 February 2005 – Barcelona 2 and 4 May 2005 – Barcelona
Interview simulation	17 November 2004 – Barcelona 9 December 2004 – Barcelona 18 January 2005 – Barcelona 9 February 2005 – Barcelona 14 April 2005 – Barcelona 5 May 2005 – Barcelona 1 June 2005 – Barcelona
Networking	22, 24 and 29 November 2004 – Barcelona 14, 16 and 18 February 2005 – Barcelona
Assessment centre	10 December 2004 – Barcelona 22 April 2005 – Barcelona
The labour market for senior managers	13, 15 and 17 December 2004 – Barcelona
Professional balance	10, 12 and 14 January 2005 – Barcelona
Networking: beyond communication	21 and 22 January 2005 – Valencia
Potential balance	4 and 5 February 2005 – Valencia
Setting objectives	15 and 17 February 2005 – Barcelona
How to prepare job interviews	30 and 31 March 2005 – Madrid

- **Workshops**

The selection process	12 November 2004 – Barcelona 8 February 2005 – Barcelona 10 March 2005 – Barcelona
Knowing my potentialities	16 November 2004 – Barcelona
The interview in strategy consultancy	30 November 2004 – Barcelona
Professional career path and options for change	1 December 2004 – Barcelona 25 January 2005 – Madrid

CVs, letters and usual channels	3 December 2004 – Barcelona 24 February 2005 – Barcelona 7 May 2005 – Barcelona
Personal marketing	11 January 2005 – Barcelona
How “to sell” oneself	24 January 2005 – Barcelona
Professional career development from a human resources manager’s point of view	24 February 2005 – Madrid
Expatriates. Working abroad and returning	8 March 2005 – Barcelona
Negotiating a job offer	19 April 2005 – Barcelona
How to make the most of networking	10 May 2005 – Barcelona
Abilities-based interviewing	23 May 2005 – Barcelona
Advice on salaries	24 May 2005 – Madrid
Assessment of potential balance. Where can I go and where can I get to?	31 May 2005 – Madrid
• Flash sessions	
Professional career: consulting area	9 November 2004 – Barcelona
Knowing the international market	11 November 2004 – Barcelona
Professional career: marketing area	15 November 2004 – Barcelona 12 April 2005 – Barcelona
Professional career: sales area	2 December 2004 – Barcelona
Knowing the mass commodity market	13 January 2005 – Barcelona
Professional career: finance area	17 January 2005 – Barcelona
From executive to entrepreneur I	20 January 2005 – Barcelona
Professional career: the financial sector (investment banking)	7 February 2005 – Barcelona
Get to know Girona’s labour market	17 February 2005 – Girona
Knowing the market: directors’ and managers’ salaries	23 February 2005 – Barcelona
Professional career: human resources area	7 March 2005 – Barcelona
From executive to entrepreneur II	28 April 2005 – Barcelona
From executive to entrepreneur III	24 May 2005 – Barcelona
Knowing the market from Tarragona	26 May 2005 – Barcelona
Knowing the market from Lleida	3 June 2005 – Barcelona

- **Others:**

Conference: Interim management 7 June 2005 – Barcelona

1.2.2. Indirect services: They encourage networking.

1.2.2.1. Mentoring Programme

Madrid

10 mentors offer the members professional guidance by sector and functional area.

Barcelona

A pilot programme has been started up with alumni who act as mentors for MBAs that are currently following the programme. This pilot programme is planned to be extended and offered to the entire group during the 2005-2006 academic year.

1.2.2.2. Visits to companies

- 2003-2004. A total of 352 companies were visited:
 - > 122 in Catalonia.
 - > 129 in Madrid.
 - > 101 outside Spain.
- 2004-2005. A total of 382 companies were visited:
 - > 149 in Catalonia.
 - > 110 in Madrid.
 - > 123 outside Spain.
- The service is offered to and relations are maintained with all kinds of national and international companies (multinationals and SMEs).

2. Sector Clubs

2.1. Clubs

Groups of members, with common interests based on sectors or functions, created with a view to sharing professional experiences, promoting encounters and offering executives and professionals an open forum where they can share and compare experiences and know-how concerning the current affairs of each sector.

The objectives are as follows:

- Training
- Sector information
- Professional networks
- Collaboration

2.1.1. Active Clubs

- ESADE-Association Law Club
- ESADE-Association Public Management Club
- ESADE-Association Publishing Club
- ESADE-Association Business Angels Club
- ESADE-Association Finance Club
- ESADE-Association Innovative Management Club
- ESADE-Association Real Estate Club
- ESADE-Association Marketing Club
- ESADE-Association Business in China Club
- ESADE-Association NGO and Business Club
- ESADE-Association Human Resources Club

- ESADE-Association Health and Pharma Club
- ESADE-Association Sports Management Club

2.1.2. Clubs being set up

- ESADE-Association Business and Social Responsibility Club
- ESADE-Association e-Business Club
- ESADE-Association Consultancy Services Club
- ESADE-Association Logistics Club
- ESADE-Association Insurance Club
- ESADE-Association IT Club (Information Technologies)
- ESADE-Association Tourism Club

2.2. Interclub Council

The alumni clubs that form part of the Association have a new governing body: the Interclub Council was constituted in June 2004 with a view to promoting cooperation among the various clubs, supervising their activities and coordinating the relations between them and the Association.

The Interclub Council comprises the representatives of the Association and the elected chairs, whose presence in this new governing body is to be rotated. During this year, the Interclub Council has held regular meetings.

2.3. Activities

	Attendees
Human Resources Club	
21 September 2004 – Barcelona	
Round Table: From general management: people management	50
11 April 2005 – Barcelona	
Round Table: How can we manage company-individual conciliation	45
Business Angels Club	
28 September 2004 – Barcelona	
Presentation of the Club	210
17 March 2005 – Barcelona	
Round Table: Financial instruments for public assistance to entrepreneurs	60
31 March 2005 – Barcelona	
Round Table: Creation of companies and business opportunities in the wine industry	80
13 June 2005 – Barcelona	
Thematic Session: Entrepreneurs and the protection of industrial and intellectual property rights	25
21 June 2005 – Barcelona	
Networking dinner	34
29 September 2005 – Barcelona	
Round Table: Enterprising Businesspeople in China	70
Real Estate Club	
30 September 2004 – Barcelona	
ESADE at the Barcelona Meeting Point Symposium 2004	

Marketing in the real estate sector: a matter pending?	140
31 May 2005 – Barcelona Round Table: Managers, real estate companies, funds and REITs	75
30 June 2005 – Barcelona The Club's 5th annual dinner	129
25 October 2005 – Barcelona ESADE at the Barcelona Meeting Point Symposium 2005 Management in real estate market	350
Health and Pharma Club	
8 October 2004 – Barcelona Presentation of the study: Economic analysis and future expectations for the private sector of health services in Catalonia	110
Publishing Club	
21 October 2004 – Barcelona Round Table: The limits of publishing: is everything worth selling?	54
Public Management Club	
8 November 2004 – Barcelona Lecture given by Catalina Bau , Director General of the Chilean Civil Service and President of the Top-Level Management Council	43
IT Club (pending creation)	
23 November 2004 – Barcelona Round Table: What have we learnt from ERP applications over the last 10 years?	85
Marketing Club	
2 December 2004 – Barcelona Club dinner for members	
20 January 2005 – Madrid Best practices: CRM: When customer research and relationships start to pay off	42
3 February 2005 – Madrid Round Table: Reinventing a brand: More than just signs and promises	50
15 March 2005 – Barcelona Round Table: Barcelona Forum 2004 Case Study: Main marketing-related lessons drawn from the organisation	70
8 June 2005 – Barcelona Lecture: FC Barcelona: Globalising a brand with enormous local significance	60
19 July 2005 – Barcelona Why is Caprabo like it is. A guided tour around a Caprabo supermarket	25

Finance Club

17 March 2005 – Madrid

Round Table: **The challenges facing the finance sector** 41

5 April 2005 – Barcelona

Round Table: **From manager to entrepreneur: success stories told by protagonists and their financial partners** 100

26 May 2005 – Madrid

Round Table: **Spanish companies are world leaders in the private financing of infrastructures** 43

Health and Pharma Club/Law Club

16 February 2005 – Barcelona

Round Table: **Is pharmaceutical levy constitutional?** 15

Law Club

8 March 2005 – Barcelona

Dinner Colloquium with **Antonio Alemany** 25

Innovative Management Club

5 April 2005

Round Table: **Strategy and funding hi-tech start-ups** 60

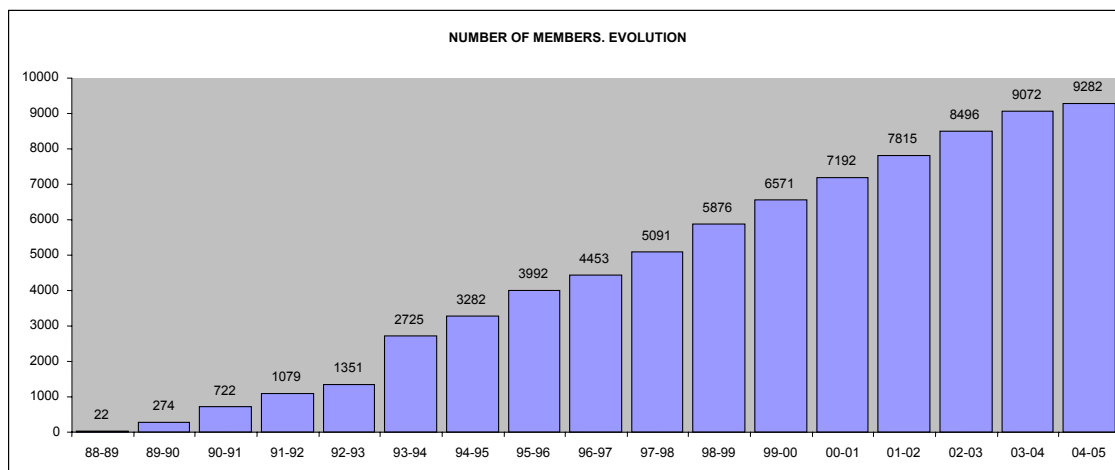
3. Number of Members. Evolution

1 September 2004: 9,072 members

31 October 2005: 9,407 members

The 2004-2005 academic year closed with a total of 9,282 members. During the first two months of this new 2005-2006 academic year, the figure increased by 125 members and stood at 9,407 at 31 October 2005.

During 2004-2005, the situations of people who had left the Association and had repeatedly not paid the quota were revised. This process, which involved 417 subscription cancellations, has made it possible to regularise the situation of many members.



4. Professional Networking

The Association promotes professional contact between its members. The contacts made before graduation are strengthened through the reunions. Furthermore, the identification of members with the entity means that the contacts are not necessarily limited to their own graduation year. Thanks to the territorial clubs, the place of residence is another way of setting up new and very valuable contacts. Online networking, begun through the web directory, has been strengthened this year with the creation of the ESADE Alumni group on the international LinkedIn network.

4.1. Territorial Clubs

	Attendees
Mexico	
23 September 2004	
ESADE Alumni Conference in Mexico	90
The Mexican outlook for relations with the European Union of the 25 Dr Manuel Luna Calderón , Managing Director of the Mexican Secretariat for Economy for Europe and the ALCA	
Round Table: Mexico: An open gateway between Europe and America	
8 December 2004	
Dinner	35
Andorra	
6 October 2004	
Lecture: Price strategy in a low-cost environment	20
19 October 2004	
Lecture: The entrepreneurial management of enterprise	25
Lleida	
14 October 2004	
Lecture: AC Hoteles: A successful project	52
4 February 2005	
Lecture: Let's talk about communication	38
Paris	
15 December 2004	
Dinner	14
19 April 2005	
Dinner	12
London	
11 November 2004	
Celebration of ESADE's position in the rankings published in <i>The Wall Street Journal</i> and <i>BusinessWeek</i>	40
Girona	
26 May 2005	
Innovation and creation of enterprise	51

Valencia

9 June 2005

China: Risks and opportunities for enterprise??? from **Comunitat Valenciana** 70

Corporate outlook by **Francisco Javier Mena**,
Professor, Department of Economy, ESADE Business School

Institutional outlook by **Pedro Coca**,
Regional Secretary for Enterprise of Generalitat Valenciana

4.2. Reunions

			Attendees
20 January 2005	Lic&MBA 1975	30th anniversary	26
3 February 2005	MBA 1984 and 1985	20th anniversary	33
15 February 2005	Lic&MBA 1980	25th anniversary	58
24 February 2005	Lic&MBA 1985	20th anniversary	95
3 March 2005	MBA 1990	15th anniversary	51
19 April 2005	Lic&MBA 1990	15th anniversary	90
12 May 2005	MBA 1995	10th anniversary	78
24 May 2005	Lic&MBA 1995	10th anniversary	68
31 May 2005	Lic&MBA 2002	3rd anniversary	31
2 June 2005	Lic&MBA 1975	(Requested by the graduates)	26
7 June 2005	Lic&MBA 2000	5th anniversary	61
14 June 2005	MBA 2000	5th anniversary	59
7 July 2005	MBA 2002	3rd anniversary	99

4.3. Delegate meetings

21 June 2005	Lic&MBA and Lic&MD	38
28 June 2005	MBA	38

4.4. ESADE Alumni Group on LinkedIn

LinkedIn is an online networking portal that involves more than 4,200,000 professionals from all over the world. With the creation of the ESADE Alumni Group, the Association has joined the best international business schools that already have their own group on LinkedIn and places a new networking tool at the disposal of its members. Participation in the ESADE Alumni Group on LinkedIn is an exclusive, free service for members.

On 4 May 2005, the 800 members who already had a profile registered on LinkedIn were invited to access the group. At present, 375 now form part of the ESADE Alumni Group and the details of the service will soon be made public to all members.

5. Executive Board

The Executive Board has met 13 times with an attendance level of more than half of its members.

According to the articles of Association, all the meetings had sufficient quorum with the attendance of more than half the members, one of whom was the chairman.

Meetings of the Executive Board:

	% attendance
13 September 2004	93
18 October 2004	67
15 November 2004	87
13 December 2004	67
17 January 2005	87
14 February 2005	73
14 March 2005	73
11 April 2005	87
9 May 2005	53
14 June 2005	87
11 July 2005	73
12 September 2005	87
10 October 2005	78

6. Ongoing Training

6.1. Refresher Programme

This programme, free for members, provides a forum for the updating of know-how concerning the various fields of management with a focus that is eminently practical.

Recent sessions have seen the creation of a **new service**: members can also access the video updating programme sessions on the web, in RealPlayer format (SMI); they show the lecture together with a PowerPoint presentation.

Session 1 – Coaching	
6 October 2004 – Madrid	33
14 October 2004 – Barcelona	47
Session 2 – Corporate governance	
4 November 2004 – Madrid	50
11 November 2004 – Barcelona	68
Session 3 – Data protection	
14 December 2004 – Madrid	47
9 December 2004 – Barcelona	49
Refresher session: The benefits of Corporate Social Responsibility activities in companies can be measured	
14 December 2004 – Barcelona	50
Session 4 – The manager	
13 January 2005 – Madrid	70
27 January 2005 – Barcelona	80
Session 5 – Europe: new Commission, new Constitution, same economic challenges	
10 February 2005 – Madrid	21
17 February 2005 – Barcelona	78
Session 6 – Paradigms for a new international order	
3 March 2005 – Madrid	21
10 March 2005 – Barcelona	44

Session 7 – Management Buy-Out (MBO)	
14 April 2005 – Madrid	29
21 April 2005 – Barcelona	72
Session 8 – Retail innovation	
3 May 2005 – Barcelona	89
5 May 2005 – Madrid	44
New session – Where is our society going? Strands and trends of contemporary thought	
5 May 2005 – Barcelona	75
Session 9 – The citizen company: A vision of business innovation	
26 May 2005 – Barcelona	37
New session – Where is our society going? Technology as an economic factor in Catalonia	
1 June 2005 – Barcelona	20
Session 10 – Purchase management. Category supplier management	
2 June 2005 – Madrid	18
9 June 2005 – Barcelona	85

6.2. Matins ESADE

Relevant personalities in the world of politics, enterprise and academia take part in these lectures. The speakers then talk with attendees over breakfast.

7 October 2004 – Barcelona	
Higini Raventós , President of the CONFIDE Group and SAR	60
21 October 2004 – Barcelona	
Enric Crous , President of Ecovidrio and Managing Director of the Damm Group	60
30 November 2004 – Barcelona	
José Arcas , President and Managing Director of Nestlé España	80
17 December 2004 – Barcelona	
Antonio Basagoiti , CEO of Unión Fenosa	70
19 January 2005 – Barcelona	
Rafael Arias-Salgado , CEO of Carrefour España	115
22 February 2005 – Barcelona	
Juan Ignacio Entrecanales , Vice-President of Acciona	65
8 March 2005 – Barcelona	
José Lladró , CEO of the Lladró Group	50
14 April 2005 – Barcelona	
Josep M. Pujol , CEO of Ficosa	65
17 May 2005 – Barcelona	
Amparo Moraleda , President of IBM Spain and Portugal	80
8 June 2005 – Barcelona	
Josep Huguet , Generalitat's Minister of Trade, Tourism and Consumer Affairs	55
13 July 2005 – Barcelona	
Fernando Ocaña , CEO of FCB/Tapsa	45

16 September 2005 – Barcelona Carles Solà, Generalitat's Minister for Universities, Research and the Information Society	50
26 October 2005 – Barcelona Leopoldo Fernández Pujal, President of Jazztel	106

7. Communications

7.1. ESADE Alumni Association magazine

- No. 110. September-October 2004. 16,000 copies
- No. 111. November-December 2004. 25,000 copies
- No. 112. January-March 2005. 16,000 copies
- No. 113. May-June 2005. 16,000 copies
- No. 114. July-August 2005. 16,000 copies

7.2. Annual Conference Book – Fàbregas, P. A. *Arrels d'un futur. A history of ESADE and the Alumni Association*. Edicions ESADE. Special edition for the 15th anniversary of the Association.

7.3. Annual Report of the ESADE Alumni Association

7.4. Companies Directory 2004 – 16,000 copies

7.5. Matins ESADE

- No. 14. Higinio Raventós, President of the CONFIDE Group and SAR
- No. 15. Enric Crous, President of Ecovidrio and Managing Director of the Damm Group
- No. 16. José Arcas, President and Managing Director of Nestlé España
- No. 17. Antonio Basagoiti, CEO of Unión Fenosa
- No. 18. Rafael Arias-Salgado, CEO of Carrefour España
- No. 19. Juan Ignacio Entrecanales, Vice-President of Acciona
- No. 20. José Lladró, CEO of the Lladró Group

7.6. Electronic agenda

- Association activities: 23 messages sent
- Career Services activities: 13 messages sent

8. Annual Conference, 4 November 2004

Corporate Entrepreneurship

Academic Event

Introduction: **Eugenia Bieto**
Director, ESADE's Entrepreneurship Centre

Paper: **Corporate Entrepreneurship and Organizational Innovation***
Jay Rao
Director, Babson-ESADE Corporate Entrepreneurship Program

▪ Round Table

Chaired by: **Eugenia Bieto**
Director, ESADE's Entrepreneurship Centre

Speakers: **Mario Armero**
President, General Electric Council for Spain and Portugal

Ignasi Fonts

Vice-President, Hewlett-Packard Inkjet Supplies Business

Marc Duhem

Vice-President and Managing Director, Solvay Ibérica, SA
General Manager of Europa, Solvay, SA

ESADE MBA *Business Review* Prizes ceremony

ESADE Entrepreneurs Awards ceremony

▪ **ESADE Jaume de Cordelles Awards ceremony**

Winners:

Christine Lagarde, World President of Baker & McKenzie

Javier Ferran, World President of, Bacardi

9. Social Networking

Sports and Culture

To encourage social relations among members, the Association organises activities related to sports and culture.

These activities are free or have a very low cost thanks to the corresponding sponsors.

5 and 6 March 2005 – Valencia

Alfa Romeo car testing at the Circuit de Cheste

11-13 March 2005 – Andorra

II Alfa Romeo Skiing Trophy

2 and 3 April 2005 – Madrid

Alfa Romeo car testing at the Circuito del Jarama

4 June 2005 – Barcelona

III ESADE-Association Regatta in the Port de Barcelona

18 and 19 June 2005 – Barcelona

Alfa Romeo car testing at the Circuit de Montmeló

9 July 2005 – Valencia

II Edition of the Spanish Alumni Business Cup – Audi Trophy

3 September 2005 – London

MBA Alumni Reunion Olympics

15 October 2005

I Alfa Romeo Gastronomy Trip: Bodegas Torres

October 2005

VII Golf Tournament

10. Member Advantages

The members of the Association enjoy exclusive services and opportunities.

10.1. Current special conditions:

- 10.1.1. **DB Mortgage Association.** The Chairman of the ESADE Alumni Association and the Managing Director of Deutsche Bank have signed a collaboration agreement between the two entities by virtue of which the members of the ESADE Alumni Association have access to unique conditions at Deutsche Bank. The first of these opportunities is the **DB Mortgage Association**, an exclusive offer for ESADE-Association members.
- 10.1.2. **ESADE Alumni Association VISA Card.** Thanks to the agreement reached between ESADE Alumni Association and "la Caixa", members are offered this new card which, besides being used as a means of payment, **identifies the holder as a member of our Association** as if it were a membership card. It affords discounts on Executive Education programmes and courses at the ESADE Executive Language Center.
- 10.1.3. **Air tickets with AirEuropa.** The ESADE Alumni Association and the airline AirEuropa have reached a collaboration agreement. From now on, all the members of the Association will benefit from exclusive discounts on all the company's domestic, European and transoceanic flights.

All the collaboration agreements signed between the Association and the corresponding companies involve the participation of the latter in the Association's **grant fund**.

10.2. Special conditions under negotiation

10.2.1. **Health services: health policy**

10.2.2. **Energy services**

10.3. Services

- 10.3.1. **Directory.** This enables contacts between members and fast searches by name, programme and graduation year, company and place of residence.
- 10.3.2. **Ongoing Training.** In collaboration with Executive Education at the ESADE Business School, a variety of specific programmes have been designed for members, who shall be given special registration conditions.
- 10.3.3. **Languages.** Members benefit from special discounts on the language courses at the ESADE Executive Language Center:
 - 10 % discount on courses in English, French, German and Spanish for foreigners
 - 15 % on immersion courses and Executive Seminars
- 10.3.4. **ESADE Library.** Members have free access to the ESADE Library.
- 10.3.5. **Web.** Only members can access private sections such as the Directory, the job offers, internal information about promotions, the personal area and certain publications and resources.
- 10.3.6. **E-mail.** Members have an e-mail address where they can receive all the messages sent by the Association. They can check their e-mail through the webmail service or Outlook, or they can forward their messages to another personal or professional address.

In summer 2005, the usernames of all the members were unified to allow integration with ESADE's systems and improve e-mail account management. The new domain alumni.esade.edu, which will enable the existence of a permanent ESADE e-mail account, was also created.