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## CURRICULUM

### A. EDUCATION

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- **Harvard University**

**Graduate School of Business Administration**

Doctorate of Business Administration, June 2004

- **University of Navarra**

**IESE Business School**

Master of Business Administration, June 1992

- **Politecnica University of Catalunya**

Bachelor of Industrial Engineering, Concentration: Industrial Organization, June 1989

#### A.1. Awards

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- Grant by the Spanish Minister of Science and Innovation to the *Firm Growth Project*, ECO2009-12852, 2009.
- Kauffman Emerging Scholar, January 2003. The Kauffman Emerging Scholars Initiative is designed to provide funding for the completion of dissertation research on entrepreneurship. The program has given funds to ten students chosen through a blind review process.
- Selected as one of ten finalists for the fifth annual McKinsey/SMS Best Conference Paper Prize. Strategic Management Society 22nd Annual International Conference, Paris, September 2002, for the paper Prats, J., & Nanda, A., 2002, "How Do You Survive a Bubble: Lessons from the e-Consulting Industry."

## B. RESEARCH AND KNOWLEDGE DISSEMINATION

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My areas of interest are the entrepreneurial and innovation process and building and managing professional service firms. The first includes the identification, evaluation, and implementation of opportunities and how to create and manage profitable growth in large corporations, including by leveraging open innovation. My second work stream focuses on understanding the development of professionals' competencies, new business models, and growth challenges in professional service firms. During the last years, I have developed research projects in both areas of interest.

### B.1. Research Projects

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#### Corporate Entrepreneurship: Creating value by new projects

- **Corporate Venturing.** This ongoing project aims to build empirical evidence of the collaboration between established firms and innovative startups. Since 2016, we have launched several field-based research projects looking at the activities that firms develop, the governance systems, the organizational structure, the managerial skills needed to perform those activities, and the key performance indicators used to measure value creation. We have also mapped the activity in Europe, Latin-America and Asia identifying the main ecosystems. Eight reports have been published, and several articles in HBR and SMR.
- **Intrapreneurship.** This project was started in 2012 with the aim of identifying the most important challenges that large corporations face in dealing with entrepreneurial activities, the actions plans and the main outcomes. It is designed as a longitudinal field-based project. Firms are selected according to the challenges they face. For instance, we have followed and documented the implementation of the innovation process of the largest professional service firm in Spain for 3 years. We analyze the path and outcomes. Another case involves the systematic analysis of around 100 challenges that top managers are facing in growing their units. Findings shed light on the impact of governance and organizational issues on economic outcomes.

#### Entrepreneurship: Creating and Growing Ventures

- **Growth Challenges in Europe.** Launched in 2006, this is an ongoing project that has allowed the building of a rich research agenda around the challenges that young firms confront in growing in uncertain environments. Thanks to the collaboration with the CEO-Collaborative Forum, an exclusive consortium of high-performing CEO peer groups from high-growth, high-tech companies across the European Union, we have had continuous access to in-depth data and CEOs every four months from more than one hundred firms for the last five years. We have built a database that contains demographic, economic, financial, strategic, board, and compensation data. Outcomes from this project have been a peer reviewed article in The California Management Review, several practitioner articles, and eleven cases.
- **European Champions Project.** This project aims to identify entrepreneurs who have built innovative growth companies that are born and located in Central & Eastern Europe and Russia and who successfully expanded into international markets. Understand better these entrepreneurs so that they became role models for future generations. The project was

launched in June 2010 and a book featuring fifteen firms from ten countries was published in January 2015.

- **Entrepreneurial Ecosystems in Europe.** Launched in May and finished in November 2009, this was a practitioner-oriented project conducted in cooperation with Roland Berger. Our aim was to find out how entrepreneurship develops successfully in two major European ecosystems.
- **The Private Equity Industry.** This project, a collaboration with the Boston Consulting Group and Neumann International, started in 2006 and ended in 2009. The project sought to understand the PE industry and, more specifically, looked at the effects of the credit crunch on the industry from PE firms' and investors' perspectives. We built a unique proprietary database that allowed for unique insights and has given us access to the most prominent players in the industry.
- I also collaborated with Professor Rama Velamuri on a research project on **Growth Leaders** with the Batten Institute at the University of Virginia Darden Graduate School of Business Administration. This field research project assessed the qualities, capabilities, and practices of business leaders in established organizations, across organizational levels and functions, who have demonstrated the ability to foster internally generated revenue growth—or organic growth—on a sustained basis.
- *Entrepreneurship Education and Its Funding. A Comparison Between Europe and United States.* Project funded by European Foundation for Entrepreneurship Research (EFER), 2000.
- *Dynamic Entrepreneurs in Europe. Research Sponsored by EFER and EU500 Association.* Joint Research Project with Professor Juan Roure, IESE Business School, 1998.
- *The Entrepreneurship Process.* European Community Project—ADAPT. Joint Research Project with Professor Juan Roure, IESE Business School, 1997.

### Professional Service Firms

- **Professional Service Firms.** This project aims to explore growth challenges in professional service firms. More specifically, transition periods (owner's succession) during growth and expansion.
- **Professionals and Professions.** This project was triggered by a clear need for managerial practices that are more closely aligned with the essence of the individual. Professional service firms are paradigmatic organizations that fully embrace this spirit. In fact, many of them have been founded under these premises, making them good examples for the rest of the business community. Furthermore, the new challenges these organizations are facing present a unique opportunity worth exploring.
- **The Family Office Organization.** Launched in 2006 in collaboration with the Wharton Global Family Alliance, this project is a cross-continental effort that aims to serve global families by researching and sharing best practices of globally influential family enterprises. It also seeks to establish a framework for understanding the evolution of family offices. The objective of the research project is to identify trends, configure a typology, and establish benchmarks for family offices around the world. In addition, this prospective study lays the groundwork for

future theory building on financial intermediaries and aims to contribute to academic audiences.

## **B.2. Refereed Papers**

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- “Managing in Different Growth Contexts”, with M. Sosna, R. Velamuri, *California Management Review*, Vol. 54, No 4, Summer 2012.
- “Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis,” with B. Groysberg and A. Nanda, *Journal of Financial Transformation*, 25, March 2009: pp. 95-106.

## **B.3. Other Papers**

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- “The Three internal Barriers to Deep-Tech Corporate Venturing”, with J. Siota, MIT Sloan Management Review, January 2022.
- “How Corporations Can Better Work with Startups”, with J. Siota, Harvard Business Review, June 2019.
- “Corporate Venturing: How Much to Wait Before Killing an Opportunity? (Breaking Up with a Start-up)”, with J. Siota, I. Martinez-Monche, Y. Martínez, and C. Saccomano, *European Business Review*, February 2019.
- “Corporate Venturing: Challenges and best practices of large firms innovating with start-ups” with J. Siota, C. Saccomano, T. Canonici and X. Contijoch, *European Business Review*, October 2018.
- “The 3 W’s Growth Dilemmas: What, When & Where?” *European Business Review*, May 2014.
- “Managing the Dark Side of Growth,” with M. Sosna, *IESE Insight Business Knowledge Review*, October 2010.
- “Responding to key challenges and crises in high-velocity environments: coping mechanisms of high growth firms,” with M. Sosna, *Frontiers of Entrepreneurship Research*, June 2009.
- “Beyond Business Instinct: Key Competencies Every Entrepreneur Should Develop,” with R. Agulles, *IESE Insight Business Knowledge Review*, May 2009.
- “The Entrepreneurial Cycle and Appropriating Value from Innovation,” with Jonathan D. Arthurs, Soo-Hoon Lee, and David M. Townsend, under review.
- “Entry Strategy Groups in a Boom and Bust Period: The Case of the e-Consulting Industry,” with A. Nanda, under review.
- “How Do You Survive a Bubble: Lessons from the e-Consulting Industry,” with A. Nanda. Selected as one of ten finalists for the fifth annual McKinsey/SMS Best Conference Paper Prize. Strategic Management Society 22nd Annual International Conference, Paris, September 2002.
- “Integrated Service Design,” with J. Ribera, POM-98 Proceedings, 1998.
- “Capacity and Customer Satisfaction,” with J. Ribera, EurOMA-98 Proceedings, 1998.

#### B.4. Books

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- “Entrepreneurial Icebreakers: Insights and case studies from Internationally Successful Central & Eastern European Entrepreneurs” with M. Sosna, S. Sysko-Romanczuk, *Palgrave McMillan*, January 2015, ISBN 9781137446305.
- “Managing service operations: lessons from the service and manufacturing sectors,” with J. Ribera, *IESE Business School*, 1997.

#### B.5. Book Chapters

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- “The Home: Multidisciplinary Reflections”, Cheltenham, UK: Edward Elgar. 978-1-78643-656-6 (ISBN-13), 2018.
- “Empowering Growth from Within: Cultivating Conditions for Intrapreneurship to Thrive in Shaping Entrepreneurial Mindsets” with Susanna Kislenko. Palgrave Mac Millan. July 1<sup>st</sup> 2015.
- “Managing Professionals: Leadership Development and Talent Transfer in a Global World,” with R. Agulles, in *The Future of Leadership and the Role of the Business Schools*, London: Palgrave McMillan, February 2011.
- “Iniciativa Emprendedora y la Lógica del Don,” in Melé, D., & Castellá, J. M., *En Búsqueda de una Nueva Síntesis Humanista*, Editorial Iter, 2010.
- “Lo que Enseñan las Mejores Escuelas de Negocios sobre Entrepreneurship,” in A.A.V.V., *Lo que se enseña en los mejores MBA del mundo*, Barcelona: Editorial Planeta, 2008.
- “Single Family Office: The Art of Effective Wealth Management,” with H. Liechtenstein, R. Amit, and T. Millay, in Tapies, J., & Ward, J., *Family Values and Value Creation: How Do Family-Owned Businesses Foster Enduring Values?*, London: Palgrave McMillan, 2008.
- “Sustaining Superior Performance through a Bubble: Inter-Firm Differences in the e-Consulting Industry,” with A. Nanda, in Abate, R., Cool, K. O., & Henderson, J. E., *Restructuring Strategy: New Networks and Industry Challenges* (Strategic Management Society), Oxford: Blackwell Publishers, 2005, pp. 113-138.

#### B.6. Working Papers

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- Agulles, R. & Prats, M. J. “Change, Growth and Learning”. **IESE Business School** Working Paper Series D/955-E, May 2011.
- Agulles, R. & Prats, M. J. Learning in practice: What organizational and management literature can contribute to professional and occupational development. **IESE Business School** Working Paper Series D/938-E, January 2011.
- Prats, M. J., & Agulles, R. “Algo más que Intuición para los Negocios. Competencias que todo Emprendedor Debería Desarrollar.” **IESE Business School** Working Paper Series D/765, September 2008.

- Groysberg, B., Prats, M. J., & Nanda, A. “Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis.” **NBER Paper Series 13633**, November 2007.
- Prats, M. J., & Nanda, A. “Surviving Through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry.” **Harvard Business School Working Paper Series**, No. 05-031, 2004.
- Prats, M. J., & Nanda, A. “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry.” **Harvard Business School Working Paper Series**, No. 05-018, 2004.
- Prats, M. J., & Nanda, A. “What Can We Learn from History? The Entrepreneurial Boom and Bust in the Investment Management Industry (1927-1931).” **Harvard Business School Working Paper Series**, No. 05-019, 2004.
- Groysberg, B., Prats, M. J., & Nanda, A. “Entrepreneurship among Knowledge Workers: Evidence from Equity Analyst Market.” **Harvard Business School Working Paper Series**, No. 02-011, 2001.

### **B.7. Case Studies & Technical Notes**

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- The *Dynamic FocusCase Collection*<sup>™</sup>. In 2010, I launched a new pedagogical tool called *FocusCases*, which have been adopted by IESE Business School Publishing as a new product category. The *Dynamic FocusCase Collection*<sup>™</sup> is a series of cases on young, innovative firms that confront diverse challenges in their development from start-up to maturity. Since firms at the frontiers of innovation are constantly facing new problems and are often solving them in creative ways, we plan to regularly update this collection with new cases that reflect this reality.

A list of the available cases and videos in this series follows:

- CVWarehouse (B): Breaking the Deadlock, EFC-18-E, IESE Business School, with M. Sosna, 2011.
- Ines: how to Define a Growth Strategy, EFC-14-E, IESE Business School, 2011.
- MobiComp (B): The Way of the Innovator, EFC-17-E, IESE Business School, with M. Sosna, 2011.
- Starlab: Transforming Ideas into Business, EFC-19-E, IESE Business School, 2011.
- Voxiva: Closing the digital divide to serve the Base of the Pyramid, EFC, IESE Business School, 2011.
- Argo Interactive (A): Surviving in the Roller-Coaster Mobile Industry, EFC-1-E, IESE Business School, with M. Sosna, 2010.
- Argo Interactive (B): Surviving in the Roller-Coaster Mobile Industry, EFC-5-E, IESE Business School, with M. Sosna, 2010.
- Argo Interactive: Surviving in the Roller-Coaster Mobile Industry, EV-5-E, IESE Business School, with M. Sosna, 2010.
- BrapoTech (A): Building to Scale, EFC-4-E, IESE Business School, with M. Sosna, 2010.
- BrapoTech: Building to Scale, EV-7-E, IESE Business School, with M. Sosna, 2010.

- CVWarehouse (A): Offline and Online-Adventures in the Recruiting Industry, EFC-16-E, IESE Business School, with M. Sosna, 2010.
- Dynamic FocusCase Collection™, teaching note, EFC-20-E, IESE Business School, with M. Sosna, 2010.
- Forbind (A): Hired to Hell, EFC-10-E, IESE Business School, with M. Sosna, 2010.
- Forbind (B): The Way Forward, EFC-11-E, IESE Business School, with M. Sosna, 2010.
- JacobsRimell (A): Leading Out of Bankruptcy, EFC-8-E, IESE Business School, with M. Sosna, 2010.
- JacobsRimell (B): A One-Shot Bet Pays Off, EFC-9-E, IESE Business School, with M. Sosna, 2010.
- mBalance (A): Tech Enters on a Trojan Horse, EFC-12-E, IESE Business School, with M. Sosna, 2010.
- mBalance (B): Tech Enters on a Trojan Horse, EFC-13-E, IESE Business School, with M. Sosna, 2010.
- Nacre (A): Turning a Lab Idea into a High-Growth Firm, EFC-2-E, IESE Business School, with M. Sosna, 2010.
- Nacre (B): A Steep and Risky Climb to Success, EFC-7-E, IESE Business School, with M. Sosna, 2010.
- Nacre: Turning a Lab Idea into a High-Growth Firm, EV-6-E, IESE Business School, with M. Sosna, 2010.
- Open-Plug (A): Surviving a Revenue Black Out in the Mobile Space, EFC-3-E, IESE Business School, with M. Sosna, 2010.
- Open-Plug's Way Out of the Dark, EFC-6-E, IESE Business School, with M. Sosna, 2010.

Other regular cases, technical notes and videos developed for different courses follow:

*For Entrepreneurship Courses:*

- PERSEO: The Corporate Entrepreneurship quest of Iberdrola (A) E-229-E, (B) E-230-E, (C) E-231-E and Teaching Note, 2022.
- Findasense: Scaling Up Meaningful CX, E-227-E, and Teaching Note 2022.
- Xkelet: One Technology, Many Markets, Professor's Manuscript. IESE Business School, with Vittoria Emanuela Bria, 2021.
- Telefónica: 95 Years of Innovation, E-217-E. IESE Business School, with Vittoria Emanuela Bria, 2021.
- Iberostar: Wave of Change: A Family Business Face to Face with a Global Problem, E-223-E. IESE Business School, con María del Mar de Ros y Elena San Román, 2021.
- Verizon Reimagines Corporate Real State, E-191-E. IESE Business School, with Pau Amigó, 2018.

- Pinnacle - A Hard Case: A case in strategy, marketing, family business and international scaling. IESE Business School (forthcoming).
- Stock One: “Stock Uno: A la Conquista del Mercado”, E-182, IESE Business School, with Pau Amigó Navarro, 2017.
- Intrapreneurship in Telefónica: Wayra, a Company Faster Than the Wind, E-162-E, IESE Business School, with M<sup>a</sup> del Mar Ros, 2013.
- El Ganso levanta el vuelo, E-0159, IESE Business School, with Sergio Arana, Iñigo Echaniz y Julio Pascual, 2013.
- WEDO Consulting: A Process-Driven Vision for Growth, IESE Business School, with A. Garcia and M. Sosna, E-101, 2010.
- Integromics: Science in Search of Business, E-0139-E, IESE Business School, with M. Bercetche, 2010.
- Luis Canto (A): E-131-E, IESE Business School, with L. Martin-Cabiedes, 2009.
- Privalia (B): E-132-E, IESE Business School, with L. Martin-Cabiedes, 2009.
- Memorandum of Understanding, E-13-E, IESE Business School, with J. Mitchell, 2007.
- CVO Group: The European Expansion, E-102-E, IESE Business School, 2006.
- R.R. Donnelley: EP-7, IESE Business School, 1999.
- Input–Output Curves, PN-384, IESE Business School, with F. Sabrià, 1997.

*For Managing Professional Service Firm Modules:*

- Opinno: Steering the Next Growth Stage of an Innovation, Professor’s Manuscript. IESE Business School, with Vittoria Emanuela Bria and Larisa Tatge, 2019.
- Latham and Watkins: Balancing Growth, Culture and the Impact of Technology at a Global Law Firm. IESE Business School. (forthcoming).
- Opportunity Network (A): A Non-Disruptive Start-Up Revolutionizes Business Networking, E-185-E, IESE Business School, with Pau Amigó Navarro, 2017.
- Opportunity Network (B): Growth Challenges, E-186-E, IESE Business School, with Pau Amigó Navarro, 2017.
- Latham (A), (B), (C), IESE Business School 2016 (not publically available).
- Innovación en PwC: transformando la organización, with Pedro Alberto Gómez y Alfonso Gironza, E-163, IESE Business School y Centro Iniciativa Emprendedora, 2013.
- Altair (A): The Start of a Management Consulting Firm, with Juan Carlos Martínez, E-147, IESE Business School, 2012.
- Altair (B): Resolutely Headed Toward the Future, with Juan Carlos Martínez, E-148, IESE Business School, 2012.
- ATAM (A): Innovando en el sector social, With Prof. Marta Elvira y Luis Plaza, DPO 0244, IESE Business School, 2012.

- ATAM (B): El día después, with Prof. Marta Elvira y Luis Plaza, DPO 245, IESE Business School, 2012.
- Pentagonam: The Craft of Design, ET-14-E, IESE Business School, 2009.
- Pentagonam: The Craft of Design, E-88-E, IESE Business School, 2005.
- ISS Spain: The Integration Machine (A), E-126-E, IESE Business School, with R. Agulles, 2009.
- ISS Spain: The Integration Machine (B), E-133-E, IESE Business School, with R. Agulles, 2009.
- ISS Spain: The Integration Machine, EV-4-E, IESE Business School, with R. Agulles, 2009.
- El Bulli's Magic Recipe, EV-3, IESE Business School, 2009.
- El Bulli's Magic Recipe, ET-19-E, IESE Business School, 2009.
- El Bulli's Magic Recipe, E-116-E, IESE Business School, with J. Quintanilla, 2008.
- EKM Group Human Capital: El crecimiento concéntrico E-111-E, IESE Business School, with R. Agulles, 2008.
- Olswang (A): We Are a Little Out of the Ordinary, Are You?, E-93-E, IESE Business School, 2005.
- Olswang (B): E-94-E, IESE Business School, 2005.
- Ivor Spencer: Putting a Price on Knowledge, E-89-E, IESE Business School, 2005.
- Ivor Spencer: Putting a Price on Knowledge, ET-9-E, IESE Business School, 2005.
- The Rise and Decline of e-Consulting, 9-902-175, Harvard Business School, with A. Nanda, 2002.
- Camp Dresser & Mckee Inc.: 9-902-175, Harvard Business School, with A. Nanda, 2001.

### **B.8. Other Publications**

- Prats, M. J. "Análisis de una Nueva Generación de Startups en España y Portugal". **CaixaBank**, June 2022.
- Prats, M.J. "Análisis de una Nueva Generación de Startups en España y Portugal". **CaixaBank**, June 2021.
- Siota, J.; Prats, M.J. "Corporate venturing with deep-tech start-ups: Lessons learned from Asia". **IESE Insight**, 2021.
- Siota, J.; Prats, M.J. "Open Innovation: How Corporate Giants Can Better Collaborate with Deep-Tech Startups. The Case of East and Southeast Asia". **IESE 75321**, April 2021.
- Siota, J.; Prats, M.J. "Open Innovation: Improving Your Capability, Deal Flow, Cost and Speed with a Corporate Venturing Ecosystem". **IESE 74686**, October 2020.
- Siota, J.; Prats, M.J. "Corporate Venturing Ecosystems: Boosting your Capability and Efficiency". **IESE Insight**, October 2020.
- Siota, J.; Prats, M.J. "Three Ways to de-risk Corporate-Startup Innovation". **Sifted**, September 2020.

- Prats, M.J.; Siota, J. “Corporate Venturing Latam: Corporate Giants' Collaboration with Start-Ups in Latin America”. **IESE – Wayra**, March 2020. ST-533-E.
- Prats, M.J.; Siota, J; Martinez-Monche, I; Martínez, Y. “Open Innovation: Corporate-venturing success cases tackling the most common challenges”. **IESE – BeRepublic**, February 2019. ST-507-E
- Prats, M.J.; Siota, J; Martinez-Monche, I; Martínez, Y. “Open Innovation: Balancing the autonomy and the impact of your corporate venturing unit”. **IESE – BeRepublic**, February 2019. ST-503-E
- Prats, M.J.; Siota, J; Martinez-Monche, I; Martínez, Y. “Open Innovation: Increasing Your Corporate Venturing Speed While Reducing the Cost”. **IESE – BeRepublic**, January 2019. ST-500-E
- Prats, M.J.; Siota, J; Saccomano, C; Canonici, T; Contijoch, X. “Corporate Venturing: Challenges and best practices of large firms innovating with start-ups”. **IESE**, October 2018. ART-3297-E.
- Prats, M.J.; Siota, J. “Here’s How Large Firms Can Innovate by Collaborating With Startups”. **IESE**, May 2018. OPI-4394-E.
- Prats, M.J.; Siota, J; Canonici, T; Contijoch, X. “Open Innovation: Building, Scaling and Consolidating Your Firm’s Corporate Venturing Unit”. **IESE-Opinno**, May 2018. ST-478-E.
- Prats, MJ, Siota, JM & **Oliver Wyman**. “Organizational Agility”. Whitepaper, April 2018. ST-477-E.
- Prats, M.J.; Amigó, P.; Ametller, X.; Batlle, A., **mVenturesBcn**. “Corporate Venturing: Achieving Profitable Growth through Startups”. Whitepaper, January 2017. ST-429-E
- Prats, J.; Siota, J.; Gironza, A., 2016 “2033: Compitiendo en Innovación”, **IESE; PricewaterhouseCoopers** Report. ST-412.
- Prats, M. J., & Dongen, B., 2009. “For Entrepreneurs, By Entrepreneurs. How Europe Can Successfully Stimulate Knowledge-Intensive Start-ups Learning from World Class European Ecosystems.” **IESE-Roland Berger** Report. ST-109-E.
- Meerkatt, H., Liechtenstein, H., & Prats, M. J., June 2009. “Driving the Shakeout in PE. The Role of Investors in the Industry Renaissance.” **IESE-Boston Consulting Group** Report, 11 pages. ST-91-E.
- Meerkatt, H., Liechtenstein, H., & Prats, M. J., December 2008. “Get Ready for the Private-Equity Shakeout: Will This Be the Next Shock to the Global Economy?” **IESE-Boston Consulting Group** Report, 11 pages. ST-313-E.
- Amit, R., Liechtenstein, H., Prats, M. J., Millay, T., & Pendleton, L. P., 2008. “Single Family Offices: Private Wealth Management in the Family Context.” **Wharton Global Family Alliance-IESE Business School**, Philadelphia. ST-77-E.
- Meerkatt H., Liechtenstein, H., Prats, M. J., et al., February 2008. “The Advantage of Persistence: How the Best Private-Equity Firms ‘Beat the Fade.’” ST-76-E. **IESE-Boston Consulting Group** Report, 48 pages. ST-76-E.
- Sosna M., Prats, J., & Velamuri, R. S., 2007. “New Growth Agendas: The Role of Corporate Entrepreneurship.” *Effective Executive*, **ICFAI University Press**, Vol. IX, No 4, April 2007, pp. 56-66. ART-1126-E.

- Angelelli, P. J., & Prats, J., 2005. “Fomento de la Actividad Emprendedora en América Latina y el Caribe: Sugerencias para la Formulación de Proyectos.” **BID report**. ST-314.
- Espósito, A., & Prats, J., 2004. “La Dinámica de la Información en el Mercado Informal de Capital Riesgo. ¿Qué Sabemos sobre Europa y Estados Unidos?” **Iniciativa Emprendedora y Empresa Familiar**, Ediciones Deusto S.A. ART-831.
- Prats, J., & Suen, W., 2000. “Entrepreneurship Education and Its Funding. A Comparison between Europe and United States.” **European Foundation for Entrepreneurship Research Report**. ST-315-E
- Prats, J., Pistruj, J., & Roure, J., 1999. “Europe’s 500 Research Report.” **Europe’s 500 Association Report**, Brussels. ST-316-E.
- Prats, J., & Roure, J., 1998. “Dynamic Entrepreneurs in Europe.” **European Foundation for Entrepreneurship Research Report**. ST-317-E.
- Prats, J., 1990. “The Effects of Local Networks in Firm’s Organizational Structure.” **Thesis, Politecnica University of Catalunya**. T257-E.

## B.9. Blogs

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- IESE Entrepreneurship blog:
  - Prats, M.J.; Amigó, P. “Opportunity Network: A Platform that has Changed the Way Business Deals are Made”. May 4, 2017.
  - Prats, M.J.; Amigó, P. “A Guide of corporate Venturing: Tools, Descriptions and Features.” April 20, 2017.
  - Prats, M.J.; Amigó, P. “Success Factors of Corporate Venturing”. April 6, 2017.
  - Prats, M.J.; Amigó, P. “Tips To Launch a Corporate Venturing Program”. March 30, 2017.
  - Prats, M.J.; Amigó, P. “Why Corporations Need To Collaborate With Startups?”. March 23, 2017.
  - Prats, M.J.; Amigó, P. “What is Corporate Venturing?” March 16, 2017.
  - Prats, M.J. “Entrepreneurs on Hostile Ground: 5 Lessons from Eastern Europe”. November 11, 2014.
  - Prats, M.J. “El Ganso and the Three Startups’ Growth Dilemmas: When, Where, How?” December 12, 2013.
- Future for Work Institute blog.
  - Las Claves del Intraemprendimiento. 30 de Mayo 2018.  
<http://www.futureforwork.com/videos/julia-prats->
  - Corporate Venturing: Company capabilities and Management skills. 31 julio 2017.
  - How Can Corporations Achieve Profitable Growth Through innovation? 18 julio 2017.

## B.10. Academic Presentations

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- “Responding to Key Challenges and Crises in High Velocity Environments: Coping Mechanisms of High Growth Firms.” **Utrecht University**, Workshop on Strategic Entrepreneurship, October 23, 2009.
- “Responding to Key Challenges and Crises in High Velocity Environments: Coping Mechanisms of High Growth Firms.” **Babson BCERC**, June 2009.
- “The Entrepreneurial Cycle and Appropriating Value from Innovation.” **The Carey-Darden Entrepreneurship Scholars’ Retreat**, Mount Washington, Baltimore, Maryland, U.S.A., May 2009.
- “Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis.” Special **NBER Entrepreneurship Conference**. Chicago, January 2006, and Jackson, September 2007.
- “Entrepreneurship among Knowledge Workers: Evidence from Equity Analyst Market.” Clifford Chance 2005 Oxford University Conference on Professional Service Firms, **Oxford University**, July 2005.
- “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry.” **Academy of Management**, New Orleans, August 2004.
- “Does Stardom Affect Entrepreneurial Mobility? Empirical Evidence from the Market for Financial Analysis.” Symposium on Exit and Harvest Strategies. **Academy of Management**, New Orleans, August 2004.
- “Sustaining Superior Performance through a Boom and Bust Period: The Investment Management Industry in the 1920s.” Clifford Chance 2004 Boston Conference on Professional Service Firms, **Boston College**, June 2004.
- “Professionals Pursuing New Business Opportunities: Do They Really Need To Leave Their Firm? Empirical Evidence from the e-Consulting Industry.” Symposium on Worker Response to Constraints. **Academy of Management**, Seattle, August 2003.
- “Sustaining Superior Performance in High Velocity Environments: Empirical Evidence from the e-Consulting Industry.” Clifford Chance 2003 Oxford Conference on Professional Service Firms, **Saïd Business School**, July 2003.
- “Sustaining Superior Performance through a Boom and Bust Period: Inter-Firm Differences in the e-Consulting Industry.” Work-in-Progress Research Group, Entrepreneurial Management Unit, **Harvard Business School**, April 2003
- “How Do You Survive a Bubble: Lessons from the e-Consulting Industry.” **Strategic Management Society** 22nd Annual International Conference, Paris, September 2002.
- “Entrepreneurship among Knowledge Workers: Evidence from Equity Analyst Market.” **Strategic Management Society** 22nd Annual International Conference, Paris, September 2002.
- “Entrepreneurship among Knowledge Workers: Evidence from Equity Analyst Market.” **Academy of Management**, Denver, August 2002.
- “How Do You Survive a Bubble: Lessons from the e-Consulting Industry.” The Ninth Annual International **CCC Doctoral Consortium**, Boston, April 2002.
- “Entrepreneurship among Knowledge Workers: Evidence from Equity Analyst Market.” Doctoral Consortium, **London Business School**, June 2001.

**B.11. Other Selected Presentations**

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- “How European state and corporate investors can support deep tech start-ups and scale-ups from research based institutions”. Global Corporate Venturing Symposium. Panelist. London, May 24, 2017.
- “Corporate Venturing: Achieving Profitable Growth through Startups”. Mobile Talks. mVenturesBCN. Mobile World Capital Barcelona (MWCB). 9 febrero 2017.
- “Entrepreneurial Management”. Keynote speech, IWEC, Stockholm, November 2014.
- “Entrepreneurship: Works and Careers of the Future”. Keynote speech, W.I.N., Rome, October 2012.
- “Multi-Year Expert meeting on Enterprise Development Policies and Capacity-building in Science, Technology and Innovation.” United Nations Conference on Trade and Development, Geneva, January 2011.
- “For Entrepreneurs, By Entrepreneurs. How Europe Can Successfully Stimulate Knowledge-Intensive Start-ups Learning from World Class European Ecosystems.” Global Entrepreneurship Week, Barcelona, November 2009.
- “Cooperación Internacional: Mujeres con Iniciativa Emprendedora.” Iberemprende, Madrid, November 2009.
- “Beyond Business Instinct.” Key Note Speech at 10,000 Women Goldman Sachs University of Asia and the Pacific Program, Manila, September 2009.
- “Fomentar y desarrollar la Competencia Emprendedora.” Club de Excelencia en Gestión, Foro de Capital Humano, Madrid, September 2009.
- “Technical, Interpersonal and Personal Competences.” Home Renaissance Foundation, Barcelona, May 2009.
- “Emprender y Dirección Emprendedora.” Salamanca, November 2008.
- “Idea Generation and Evaluation.” Women International Network, Barcelona, September 2008.
- “Innovación y Negocio: de Google a Web.2.” Caja de Ahorros de la Inmaculada (CAI), Zaragoza, June 2008.
- “The European Entrepreneurship Accelerator.” EFER-EECPCL Roundtable meeting, Aachen, November 2007.
- “Notes on Entrepreneurship. A Proactive Approach to Management.” Pontifical University of the Holy Cross, Rome, October 2007.
- “Business Angels and Entrepreneurship.” Sodercan, Santander, May 2006.
- “La Cultura Emprendedora: Risks i Perdues d’Oportunitats.” Co.legi d’Economistes de Catalunya, Barcelona, June 2005.
- “Els Secrets del Millors.” Foro de la Innovació, CIDEM, Barcelona, October 2005.
- “The Entrepreneurial Process: A Research Agenda.” BID, May 2004.

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**B.12. Academic Conferences Organized**

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- IEDF First Annual International Entrepreneurship Development Forum, “From Start-Up to Scale-Up: Reaching for New Syntheses of Theory and Practice”. IESE Barcelona, September 14-16, 2017.
- EFER European Entrepreneurship Colloquium (EEC), Maastricht, July 19-25, 2009; Barcelona, July 11-17, 2010.
- Clifford Chance Conference on Professional Service Firms, IESE Barcelona, June 2006—Research on Professional Service Firms: Consolidation, Integration and Differentiation.
- EISB Conference on Entrepreneurship, IESE Barcelona, September 2005—Sustaining the Entrepreneurial Spirit over Time: Special Themes on Entrepreneurship, Innovation and Finance.

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**B.13. Doctoral Thesis and Master’s Thesis**

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- Co-Chair PhD in Management IESE Business School: PhD Candidate Jose Abel deFina, May 2017.
- Co-Chair PhD in Management Universitat Internacional de Catalunya: PhD Candidate Remei Agulles February 2016.
- Co-Chair Graduation Project: “Modelo Predictivo del Éxito en Empresas Tecnológicas Emprendedoras Europeas,” by Antonio Gómez Martínez de Lecea, Engineering School, University of Navarra, December 2009.
- Doctoral Committee: “Factores Determinantes del Crecimiento de las PyMES latinoamericanas en los años 90,” by Rodrigo Rabentino, Universit Autonoma of Barcelona, September 2007.
- Collaborator Graduation Project: “El Sector de la Hostelería y la Nueva Sensibilidad en el Servicio,” by Angela Freixas, ESADE Business School, July 2007.

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**C. TEACHING**

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**C.1. Program Design**

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As Academic Director, I have designed and launched the following IESE programs among others:

- Focus Program on Professional Service Firms Development, 2013. The program addresses the strategic plans and tactics to implement a growth strategy in professional service firms. It is aimed for partner and business development positions. Designed with co-academic director Profesor Julian Villanueva. Launched in May 2013. The overall grading for the last two years is 4.6.
- IESE Business School—*Innovation Track in the Fast Forward Program*. The track examines how to encourage and execute successful growth initiatives in mature companies in a context of rapid change and a challenging economic climate. A central focus of the track is on entrepreneurial management skills and what executives at all levels of the organization can

learn from entrepreneurs about working under conditions of uncertainty, rapid change, and scarce resources. Designed with co-academic director Professor Chris Zott. Launched in May 2013.

- IESE Business School—Wharton—CEIBS: *Global CEO Latin-American Program (GCLA)*, 2009, 2010. Designed for CEOs and senior executives, the GCLA introduces participants to innovative business models and new ways of thinking about their own markets. A core innovation designed specifically for this program is a personal project, which encourages participants to apply what they learn directly to their own business contexts. Co-academic Directors of the program were Jerry Wind (The Wharton School of University of Pennsylvania) and Rama Velamuri (China Europe International Business School-CEIBS). The overall rating for the program in 2009 and 2010 was 4.5.
- Special seminar on managing in crisis times, March 2009. *Estrategia y Gestión Global del Negocio en Tiempos de Crisis* is a one-day seminar, part of a series of seminars helping managers to confront the economic downturn from different perspectives. The seminar was designed together with IESE Professor Alberto Fernandez. The program received an overall grade of 4.1.
- IESE—Catenon Entrepreneurs Autumn School, 2009. *Entrepreneurship Autumn School—Fundamentals of Entrepreneurial Management* is an integrative twenty-session seminar on intrapreneurship. Catenon Worldwide Executive Search is a very innovative firm in the field of executive search. The program received an overall grade of 4.7.
- IESE Business School—*Short Focus Program on Growth and Intrapreneurship*, 2008, 2009. This twenty-session Short Focus Program was designed to offer an opportunity to business, general, and strategic managers to reflect on growth challenges. It included IESE and Columbia faculty members.

## C.2. Course Design

- IESE GEMBA Elective Week – *Entrepreneurial Ecosystems and Innovation*, launched in spring 2022. This is a new Elective that includes 3 courses on entrepreneurial related topics and experiential learning activities and ecosystem exploration.
- IESE Business School, *Corporate Entrepreneurship*, launched in spring 2021. This is a new course designed as an elective for the MBA Program. It explores the entrepreneurial activity inside large corporations. It addresses both internal and open innovation.
- IESE Business School, *Entrepreneurship*, launched in 2020. This is a new course designed for the MIM Program. The module addresses the main topics to train entrepreneurs and intrapreneurs.
- IESE Business School, *Leading Growth: Challenges and Strategies*, launched in winter 2010. This is a new course designed as an elective for the MBA Program. It explores growth challenges for both high-growth companies and established firms. The overall evaluation of the course in 2010 was 4.3, in 2011 4.4, 2012 4.7, 2013 4.1.
- IESE Business School, *Entrepreneurship: Building New Ventures*, launched in winter 2009. Full-credit course specially designed as an elective for the MBA Program. The overall evaluation of the course in 2009 was 4.3. A shorter version of this course is also taught as a mandatory course in the fourth trimester of the Executive MBA Program.

- IESE Business School, *Fundamentals of Entrepreneurship*, launched in winter 2008. This new full-time mandatory course for the first-year MBA Program is an integrative capstone course in entrepreneurship. The course was designed together with IESE Professor Chris Zott and consistently receives grades above 4. A shorter version of this course is also taught as a mandatory course in the third trimester of the Executive MBA Program.
- IESE Business School, *European Entrepreneurship Accelerator (EEA)*, launched in winter 2005. It is an elective full-credit course in the second year of the MBA Program. It has been developed together with IESE professor Heinrich Liechtenstein. The course's popularity among students and its media coverage (articles in the *Wall Street Journal*, *Financial Times*, and *Business Week* featured the course) seem to confirm the uniqueness and relevance of this new course design.
- IESE Business School, *Doctoral Seminar in Entrepreneurship*, launched in winter 2005. This course was the first doctoral course in entrepreneurship in the IESE Doctoral Program.

Courses developed for other institutions:

- School of law, "Master Degree Program", University of Navarra, Madrid, Spain. Designed a course on "Managing Law Firms" together with Laura Empson (Director of the Centre for Professional Service Firms at Cass Business School, London), winter 2012. The course has been taught in 2012, 2013 in Madrid and 2014 in New York.
- Garrigues Center of Professional Service Firm Studies, Madrid, Spain. Designed and launched the first strategy course in the institution's Executive MBA Program in Professional Service Firms, winter 2010. The course is being taught every year since.
- ISEM International School of Fashion, Madrid, Spain. Designed and launched the first entrepreneurship course in the institution's Executive MBA Program, winter 2005.
- The Wharton School of University of Pennsylvania, Philadelphia, U.S.A. Designed *Entrepreneurship and Venture Implementation*, an undergraduate required course in the entrepreneurship major, winter 2004.
- Research and Development Center for Service Firms, CEICT, Madrid, Spain. Designed and developed continuous education courses on service management, 1993-1998.

### C.3. Teaching Experience

#### C.3.1 Teaching assignments in IESE Business School Programs:

Overall average grading of 4.5 in Executive Education Programs, MBA and Executive MBA Programs, Continuous Education Program and Others.

#### C.3.2 Teaching at Other Institutions

- Visiting Position. Full-Time Lecturer, **The Wharton School of University of Pennsylvania**, 2003-2004. Courses taught:

Second-Year MBA Elective Course: *Entrepreneurship and New Venture Creation*, fall 2003.

Undergraduate Required Course, Entrepreneurship Major: *Entrepreneurship and Venture Initiation*, fall 2003.

Undergraduate Required Course, Entrepreneurship Major: *Entrepreneurship and Venture Implementation*, winter 2004.

- Guest Professor, Executive Education, **Imperial College, UK**, 2019 – present.
- Guest Professor, Executive Education, **IDE, University of Hemisferios, Quito, Ecuador**, 2019 – present.
- Guest Professor, Executive MBA, **PAD Escuela de Dirección, University of Piura, Lima, Perú**, 2007-present.
- Guest Professor, Executive MBA, **AESE Business School, Lisbon, Portugal**, 2006-present.
- Guest Professor, Executive MBA, **IPADE Business School, Panamerican University, Mexico City, Mexico**, 2004-present.
- Guest Professor, Executive MBA, **INALDE Business School, University of la Sabana, Bogota, Colombia**, 1999-present.
- Guest Professor, Executive Education, **Elis Center, Italy**, spring 2012.
- Guest Speaker, **REE Program Stanford University**, Abu Dabhi 2012.
- Visiting Guest Professor, Executive MBA, **FH NORDAKADEMIE, Germany**, fall 2010, 2011.
- Guest Professor, Executive MBA, **ISEM International School of Fashion, Madrid, Spain**, 2004-2010.
- Guest Professor, 10,000 Women Entrepreneurs Goldman Sachs Program, **University of Asia and the Pacific, Philippines**, 2009.
- Guest Professor, Ignite Program, Judge Business School, **Cambridge University, Cambridge, U.K.**, July 2008.
- Teaching Assistant for the Second-Year MBA Elective Course: *Managing Professional Service Firms*, **Harvard Business School, Boston, U.S.A.**, spring 2002.
- Teaching Assistant for the First-Year MBA Required Course: *Entrepreneurial Management*, **Harvard Business School, Boston, U.S.A.**, spring 2001.

#### **C.4. Seminars and Activities**

Some seminars organized with other leading academics from IESE and other institutions as part of the research dissemination activity follow:

- *Identifying Values for Families in Business*, Global Families Séjour, IESE Business School, September 2008. I moderated the panel “How to Instill the Entrepreneurial Spirit in Families and Companies?”
- *Global Families in Europe*, IESE Business School, October 2007. Together with another IESE professor, we designed and organized the seminar, and I delivered the session “Family Mission and Governance: Is There a Role for Family Offices?”

- *Winning Angels Think Tank*, IESE Business School, October 2005. Together with another IESE professor, we designed and organized the seminar, and I delivered the session “How Think Tanks Can Support Angels.”

## D. IESE BUSINESS SCHOOL SERVICE ACTIVITIES

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- Academic Director IESE, 2020-present.
- Member of the IESE – Harvard Committee, 2019-present.
- Associate Dean for MBA Programs, 2017-2020.
- Department Head, 2005–2010; 2015-2021.
- Academic Director EIC — Entrepreneurship and Innovation Center, 2006–2010; 2015-present.
- Academic Director for Executive MBA Program, September 2012-2014.
- Co-Academic Director Global CEO Latin-American Program, 2009, 2010.
- Co-Academic Director Short focus program on professional service firms, 2012-2020.
- Academic Director for In-Company Programs for Telefónica, PWC, BBVA, Iberdrola, Naturgy, among others.
- Academic Director Short Focus Program on Growth and Intrapreneurship, 2008–2010.
- MBA and EMBA Team Coach, 2004-present.
- Service to Alumni Association, 2004-2010: Shanghai (China) 2010; New York (U.S.A.) 2009, 2012; Munich (Germany) 2006; Zurich (Switzerland) 2007; Lisbon (Portugal) 2008; México City (México) 2009, 2010; Sao Paulo (Brazil) 2006, 2009; Panamá City (Panamá) 2009, 2010; Lima (Perú) 2008, 2010; Bogotá (Colombia) 2006, 2009; Quito (Ecuador) 2009, 2019, 2021; Manila (Philippines) 2009; Valencia (Spain) 2006; Barcelona (Spain) 2005 to present; Madrid (Spain) 2006, to present.
- Other Institutional Service, 2005-2010.

## E. OTHER PROFESSIONAL ACTIVITIES

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### ✓ Academic

- Innovation **Expert and Strategic Intelligence Co-curator** at the World Economic Forum, 2020 – Present.
- **Reviewer** for *Journal of Management*.
- **Reviewer** for *Management Science*.
- **Ad hoc reviewer** for ASQ.
- **Referee** for the Academy of Management Conference.

### ✓ Board Membership

- **Board Member** of IDOM Consulting, Engineering, & Architecture, January 2020 – present.
- **President Board of Trustees and the Management Committe**, Fundació MontBlanc, Barcelona, March 2011 – present.
- **Director** of the Home Renaissance Foundation, London, May 2011 – present.

- **Patron** of the Carmen and M<sup>a</sup> José Godó Foundation attending groups at risk of social exclusion, Barcelona, April 2016 – present.
  - **Board Member** of the International Entrepreneurship Development Program IEDF, January 2017 –present.
  - **Member of the Scientific Advisory Council for Scientific Management and Industrial Trasfer**, The GADEA for Science Foundation (GSF), Madrid, January 2019 – present.
  - Member of the **Scientific Advisory Committee (CAC)** of Parc Tauli Institute for Research and Innovation (i3PT), Barcelona, September 2012 – present.
  - **President** of the Harvard Business School Alumni Club of Barcelona, June 2012-January 2017. Member of the Club Alumni Board, January 2012– present.
  - Member of the **Scientific Board** of Future for Work Institute (FFWi), Barcelona, April 2017 – present.
  - **Supervisory Board Member** of Barcelona Global, 2011– present.
  - **Academic Advisor** of the European Forum for Entrepreneurship Research (EFER), Brussels, 2001 – present.
  - **Secretary of the Advisory Board**, Fundación Promoción Social de la Cultura, Madrid, 2004 – 2010.
  - **Board member** of several startups in the area of luxury goods, Apps, and retail, 2009 – present.
  - **Board Member** of the Institut Català de Finances, June 2011 – January 2013.
- ✓ **Consulting & other significant collaborations**
- **Consulting** activities focused on tasks enhancing research and teaching: restructuring, creating, and managing growth in Spain, Peru, and Philippines, 1997 – present.
  - **Member** of the CNBC Disruptor 50 Advisory council, 2019 – present.
  - **Judge** in awards and competitions such as Science Business, E-unlimited, E&Y Entrepreneur of the Year etc.
  - **Collaborator** with FINAVES, a venture capital fund focused on financing projects of IESE students.
  - **Speaker** and **collaborator** of CEO-CF Collaborative Forum, a membership organization focusing on very successful, super-high-growth entrepreneurs from all over Europe, 2006 – present.
  - **CEO** Business Council, East West Arts Business and Cultural Council (EWABC), New York, 2003-present.
  - **Member** of the European Advisory Group on Entrepreneurship Education, Geneva, 2010.
  - **Commentator** for the European Commission Enterprise Directorate General; Innovation Policy Unit, 2001.

## F. PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS

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- Member, Editorial Board of *Iniciativa Emprendedora y Empresa Familiar*, Ediciones Deusto S.A.
- Member, Academy of Management.
- Member, Strategic Management Society.

## G. PREVIOUS WORK EXPERIENCE

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- Admissions Director MBA Program IESE Business School, Barcelona 1992-1996.
- Assistant Director Logistic Department, AGUT, Barcelona 1989-1990.
- Founder and Junior Consultant, IEE Company, Barcelona 1984-1987.