



# Menorcan Entrepreneurs of Footwear and Technological Innovation: Pons Quintana and Mascaró

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## 12.1 INTRODUCTION

In Menorca an important manufacturing activity, including modern industrial activity, took place in the strict sense since 1850. Thus, its peculiar economic diversification meant that the island did not develop fully in tourism until the 1960s, after Mallorca. Today tourism predominates, which coexists with activities from other sectors, somewhat reduced, compared to yesteryear. Likewise, new industries are promoted through a technology park, with public sector support for private initiatives. Menorca has always had great entrepreneurs in different economic sectors.

Menorca, despite its small population, has had an active economy, at least since the mid-eighteenth century. Entrepreneurship was able to overcome the difficulties derived from the smallness of the island territory and the isolation of the markets, technology and universities, having registered

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Switzerland AG 2021

M. Vázquez-Fariñas et al. (eds.), *Companies and Entrepreneurs  
in the History of Spain*, Palgrave Studies in Economic History,  
[https://doi.org/10.1007/978-3-030-61318-1\\_12](https://doi.org/10.1007/978-3-030-61318-1_12)

difficulties for job learning. All in all, throughout history, menorquines have known how to take advantage of opportunity costs and situation income to boost Menorcan economic development, particularly during the 1960s. Afterwards, economic integration in the European market, globalization, and development of tourist activities were important.

Most of the companies belonging to a selected number of 35 outstanding Menorcan entrepreneurs were or are of a medium size; that is, they are companies with between 50 and 100 workers. After the Spanish Civil War, companies organized as Sociedad Anónima or Sociedad Limitada became predominant on the island. Most of the capitals come from the island, frequently with family origins, or from local connections.

The most frequent entrepreneurial qualities, among the aforementioned sample, among Menorcan entrepreneurs, are their work ability (in 20.7%), followed by their innovative capacity, to face risks and work in teams (17.2%); we also observed the analytical skills (10.3%) and the entrepreneurial character (6.9%), among other less significant qualities, such as the diversification of activities and the facility for social relationships. We observe a balance between values outside (vision, social relations) of the company and those inside (teamwork and work ability).

## 12.2 TECHNOLOGICAL INNOVATION

Technological innovation is the predominant factor in entrepreneurship, whose diverse nuances and characteristics appear in the personality of the two Menorcan businessmen that I am going to highlight in a sector of atavistic tradition, in the Menorcan industry. Currently, from a numerical point of view, many that were important in the past have disappeared, and those who knew how to win international markets, such as Santiago Pons Quintana and Jaume Mascaró, persist, with internationally recognized success.

I understand technological innovation in the broad sense, as accepted in the scientific community. I also consider as such a new business organization on its own physical and human resources, which increase productivity, competitiveness and profits. Along with the theory of the innovative entrepreneur (R. Cantillón, J. Garnier or J.A. Schumpeter), the theory of entrepreneurship has arisen, imputing to the company the causality of growth. We are talking about total productivity, which includes the factors

of labor and capital, and, of course, the importance of entrepreneurs' education to interpret economic growth is also pointed out.

It has to be pointed out the importance of the causality principle of the factor "company culture", empirically valued, as the predominant factor for business profitability. According to recent studies, where the entity of the company is related to its own history, principles and philosophy of the organization, symbols, values and customs shared corporately are raised, which is decisive for winning the future of the company.

### 12.3 DON SANTIAGO PONS QUINTANA (1929–2020)

Santiago Pons Quintana was born in *Alaior* (*Minorca*) on June 29, 1929, in a simple home, and recently passed away at the age of 90. He has been one of the leading shoe manufacturers in Spain and was a pioneer in the manufacture of women's slippers, the famous *babuchas*.

Santiago was a very active, open, direct young man, a friend of his friends, loyal to his commitments; he always had a vision for the future, in addition to being a born fighter. He had a great sense of humor, a little sly. He started working in a small factory of his uncle Quintana. There he cut the "cuts", bought the leathers and was in charge of shipping the shoe boxes; and studied high school at night, passing three courses in a single year.

Don Santiago was fortunate to be able to perform military service in Menorca, which allowed him, during this time, to continue to be linked to his work, his studies and also playing football. A cinema fan, he collaborated in the diffusion and projection of the films in what would be the future cultural center of *Alaior*, where Santiago would become its president in full maturity. At the time, he also followed a pattern-making course and thus learned the art and secrets of drawing shoe patterns. Santiago was always very close to his parents; and his two sons, Santiago (born February 3, 1957) and Magdalena (born February 11, 1961), have become the effective continuators of his entrepreneurial work, when his father reached retirement, although without completely detaching himself of its great footwear company, *Pons Quintana, S.A.* (P.Q.). Starting in 1953, he began to market *Chicarro* children's shoes for an Icelandic firm, first, and for the Spanish market, later—starting point of what is today one of the main shoe factories on the island and perhaps in Spain.

One day, some Icelanders took an interest in the child's shoes that were on the counter of the store where Santiago's girlfriend, Inés, who would later become his wife, worked. It was the Lööwik company that had an agreement with the State to sell cod to Spain and buy glasses, Alella wine and shoes here. Connected with Santiago, through Inés, an agreement was reached between them. The Icelanders advanced 200,000 pesetas to Santiago so that within a month he would send them 1220 *Chicarro* shoes. The deal worked perfectly and Banesto Bank made the corresponding payments to Santiago, following instructions from the Icelanders. Two months later, Santiago received a million pesetas of credit to make some 6000 pairs of shoes.

Icelanders' orders grew and Santiago gave Uncle Quintana the opportunity to collaborate with productions in his open and growing shoe market. That worked until 1955, and it became known afterwards that so many shoe boxes sold were re-exported to the USSR, where indeed there was a great demand for children's shoes.

To continue, Mr. Pons Quintana prepared the sample book and went to sell his shoes to the main Spanish markets. The sample included the children's shoes made by him and the shoes produced by his uncle Quintana's factory. In Bilbao, in "Calzados La Palma", after passing the test, he opened the market. The "chicarrones" of the north bought the *Chicarro* shoes. In Madrid, he managed to sell in "Los pequeños suizos", specialized in children's shoes, closing an order for 300 pairs. He also formalized sales to "Calzados la Imperial" and to "Joaquín de Pablos". In Barcelona he placed his productions at "Calzados Grimp". Sales were going well, although there was a setback with "Calzados La Imperial", as its various stores were ruined and Pons Quintana was caught with a loss of 300,000 pesetas, at that time a fortune.

Customers went to the Pons Quintana factory to place their orders, as was the case with the "CasaTorrens" in Barcelona. On August 11, 1956, Santiago Pons Quintana married Inés, his girlfriend forever, and he bought a house to live and found his own family. In 1957 the factory had 20 workers. Customers paid 30 days religiously and a time of economic euphoria began. The balances were beneficial and the children came. In 1961, they bought a new headquarters for the factory, which, although their own, would soon be small. There were already 35 workers. Santiago invested in heritage and acquired the *Rafal Fort* property (1962) and a villa (1963) in the port of Mahón.

A great mercantile operation had taken place in 1956 when Don Santiago introduced the sales of his shoes in “El Corte Inglés”. Since then, this company has not stopped buying from it in an increasing way, season after season. They were also the beginnings of “El Corte Inglés,” located on *Preciados* Street, and Santiago made the deal with Ramón Areces himself, a businessman who had come from Cuba; Pons Quintana was the first to sell slippers and Areces the first to ask the Menorcan manufacturer for women’s slippers, since Santiago began to manufacture this type of product at the request and initiative of the smart Mr. Areces.

After a trip by the Minister Mr. López Bravo to Menorca, which encouraged the Menorcan industrialists to be competitive, Santiago bought a plot, for the new factory headquarters, of 800 square meters only on the ground floor, with a basement, first floor and others outbuildings that opened in November 1968.

However, the first customer, by volume of orders, was “El Corte Inglés” and continued to be so. On one occasion, the order went from 10,000 to 18,000 pairs in a single day, after a run-in with Ramón Areces and provoked by him, without further explanation. The owner of El Corte Inglés later clarified that he wanted to check the safety of the manufacturer. *Pons Quintana, S.A.* is the 147th supplier to “El Corte Inglés”, and there is an excellent relationship with those responsible for these department stores.

In the early 1970s, Pons Quintana strengthened the market for its products thanks to the invention of the model that was the result of a new type of manufacturing, consisting of double turning the leather. The Catalan market for sneakers grew due to a change of representative there. Santiago began to attend the *Italian Preselection* that was held twice a year in Bologna and continued to frequent Paris with other Menorcan manufacturers. He began the adventure of exporting to the United States, obtaining large orders for “slippers” from the “Charless” firm, which owned department stores. Exports were then driven by the State with a 10% tax relief, which was good for the sector and the situation exposed for the United States lasted for some years. A Barcelona shirt shop, “J. Roca”, which had several branches on the Costa Brava, was also a good customer, with orders for 5000 pairs of men’s shoes for the summer season.

The depression of the 1980s forced a rethinking of what the market needed in this situation. This moment was key for the company, since it laid the definitive foundations of what Pons Quintana is today. In 1980, P.Q.’s shoe sales declined, and the company’s bottom line that year was

poor. Santiago's reflection and drive led him not to succumb, and he took the right steps to get out of the rut, already counting on the effective collaboration of his son "Santi", a graduate in Business Studies, who was already working at the company and had good commercial sense, having expanded the market in Andalusia.

An exhaustive market analysis led Santiago to invest in the application of new technologies for the factory, thus having the most advanced machinery—which is essential to offer excellent collections, both in terms of new trends and in their materials and finishes—. New products made up the 1982 sample, which turned out to be a surprise and a success at the same time, especially with a new article, "Frontis de crepé".

The Pons Quintana came up with the smart solution by going to the State controllers, a consultancy from the public sector carried out by officials expert in controlling the work of the companies, who taught to accelerate the pace of work, counting on the collaboration of all the staff of the factory. This came back and increased productivity. The daughter, Magda, had joined in 1982 to run the factory. Since 1983, the company has grown steadily. The pattern designer was in permanent contact with Milan, where he spent a season, and the teachings of two Italian modelers in the factory launched the fashion both in braid and leather. The design, production and marketing direction were passed on to Santi, Jr. and Magda's boyfriend, Juan Carlos, who married her, also joined the office as an expert in new technologies.

In 1985 and 1986, with the braided shoe, the Pons Quintana company received another great push. In Germany, his sales took the palm, and his proclaimed collection was the best-selling; there were also many requests from France, Belgium, the Netherlands, Austria, Switzerland and the United States (Las Vegas); in short, for the Pons Quintana a world without borders was opened. In 1990 they had 90 employees, the work was not lacking and they decided to renew the machinery (automatic belts, with their corresponding ovens, reactivators, refrigerators and with the return of furnaces on the same belt and a lot of other machines), investing 75 million *pesetas* in it. Production effectiveness increased greatly and the investment was a success. The years 1993 and 1994 were difficult, but the workforce increased to 104 workers and the planned budget was executed. That last year Santiago turned 65 and retired.

Don Santiago Pons Quintana was the founder and director of the company until his retirement. He also was the Chairman of the Board of Directors. The company's business strategy rests on two fundamental

management points: the factory and the commercial network. Regarding the input of its products, the leathers used by Pons Quintana are exclusively manufactured by the company by 60% and their origin is both national and foreign. All the materials such as leathers, *becerritos*, gemstones, soles, heels and platforms used are manufactured exclusively for the brand. Regarding output, Pons Quintana's commitment was to apply new technologies, where Santiago was a pioneer, to implement advanced production systems and to experiment with new materials. Likewise, design, crafts, tradition and technology have been the keys that led Santiago to business success.

Regarding the commercial aspect, 60% of the production of Pons Quintana is exported to the European market: France, Germany, Belgium, Italy, as well as to the United States, Australia and Asian markets. The company highlights its points of sale in New York, Melbourne, Venice or Neyron (France) and participates in international footwear fairs: Dusseldorf, Milan, New York, Hong Kong, Munich, Las Vegas, Tokyo, Madrid, Benelux Euroscarpa, London and Paris. In Spain it has representatives by areas: Catalonia, Center, Aragon-Cantabria, the Basque Country and Asturias-Castilla-León-Galicia.

After Santiago's retirement, the management of the company has been in the hands of his sons, Santiago and Magdalena, whose management stands out for his know-how in governing the company as a team. "Santi" is the director of design, production and commercialization, and "Magda" is the financial economic director. The company has about 100 operators. One of the most appreciated traditions of Pons Quintana continues to be the handcrafted manufacture of braiding, whose own design draws different motifs and colors, making the shoe a unique, different and high-quality item that marks the latest fashion in footwear, combining this with natural materials and braiding, which gives them a different personality and great quality.

Don Santiago has received awards and recognitions for his business work; thus, the Italian prize of the Italian consortium of the Footwear Board of Trustees with the "San Crispino e Crispiniano" award, and plaques from the Menorca Footwear Manufacturers Association, the National Footwear Federation and the Alaior Agricultural and Mercantile Cultural Center, respectively. Don Santiago Pons Quintana has held positions of responsibility representing the interests of the footwear industry. He has been the president of the Menorca Footwear Manufacturers Association (1970) and president of Pyme Menorca (1992). Since 1975

he was the vice president of the Executive Board that promoted the construction of the Alaior Industrial Estate (PIASA) and that was inaugurated by the Minister of Industry Bayón in 1982. He has also held political positions as deputy mayor of Alaior, elected on behalf of the Independent Group who attended the municipal elections of April 3, 1979. He was also the president of the Alaior Agricultural and Mercantile Cultural Center, elected in 1977, which he endowed with new headquarters, through the Procensa Joint Stock Company, created for this purpose. In 1972 he was the president of the Alaior Red Cross. Magdalena, the daughter of Santiago Pons Quintana, has been the president of the Menorca Chamber of Commerce, Industry and Navigation.

## 12.4 DON JAIME MASCARÓ (1939–2014)

Let's see next the profile of another great Menorcan footwear businessman. In the autumn of 2014, businessman Jaime Mascaró died, after having successfully created and developed one of the most outstanding footwear companies not only in Menorca, but also internationally.

Don Jaime Mascaró Pons was born in Ferrerías (Minorca) on November 18, 1939 and married Doña Francisca Coll Pons. Since he was a boy he worked in the manufacture of footwear, in a family business; and in 1980, his father having passed away, he would create a new factory that was a spectacular take-off for the firm, which, in recent decades, has become a great footwear company; his daughters, Lina and Úrsula, who are currently the managers of Grupo Mascaró, S.A., played an important role in the international expansion, with Don Jaime presiding over the Board of Directors.

Jaime Mascaró did not have an education beyond the primary studies, but he was instructed by his father in practical teachings, who instilled in him the custom of working in various trades. As an assistant to his father in electricity tasks, in the 1950s, he used to go to every house in the town every month to do the consumption reading of the electricity meters and then do another round to collect the bills, which was then paid in cash. On Saturday and Sunday mornings, Jaime worked as a barber's assistant, and when he left they gave him five pesetas. And many days at seven in the morning he would distribute bread for a bakery, and at the end, they would give him a loaf of bread. For many years he combined the work of an electrician with that of a shoemaker, which were the trades that his father also practiced.



The family history of making shoes dates back to 1918. Then, Jaime Mascaró's father, Pedro Mascaró Allés (1906–1974), 13 years old, combined the job of an electrician at Ferrerías with working with his 17-year-old brother, Jaime, in the workshop of his uncle, his mother's brother. This great uncle of Jaime Mascaró, who was called Pericás Vey, was a man completely dedicated to the manufacture of shoes.

When Jaime turned 20 (1960), he first went to the peninsula to sell the shoes of the family business. He walked the shopping centers of all the cities in Spain with a bag full of sneakers, since most of the clients did not want to see the entire collection. A short time later he was already working with the best clients from each Spanish city. At that time he had the precious help of his sister María, who combined his teaching studies with the administrative tasks of the company's secretary.

I had the privilege of knowing Jaime's rich personality and his effective implications for social service as an industrial company man with a large volume of manpower, intelligent, user of technological innovations in physical capital (machinery, facilities, design, knowledge, work and ... work for his fellow citizens), also a great fighter and market winner; therefore, a man of industry far removed from strictly financial "entrepreneurship". Mascaró was a model businessman.

Winning customers was for Jaime the courtesy of inviting them to some other lunch. Jaime once commented about it: "It is still curious to have to eat lobster, in order to take chickpeas home".

In Jaime's opinion, working on several things at the same time is good teaching for being an entrepreneur. His father was a man who imposed a lot of self-demand on him in the fulfillment of work obligations and also rigor in his personal behavior, closely following him. The job offers were few, and in the face of any minimal breach, the father threatened Jaime with taking him to work as a "peasant", which was about to happen on occasion.

When Jaime began to travel as a representative of shoes and the sneakers that his family manufactured, his father instilled in him that he lead an austere life in the performance of his tasks; however, his behavior was always smart, while still being sober. He learned to face the setbacks of the profession, the comment of an experienced Catalan clothing representative, who confessed a golden rule, helping him on the way: "Do not be discouraged, if one day you do not sell; good dinner, good wine, good drink and the best cigar".

Already in the 1970s, there was such a high demand that Jaime, being off the island, flew to Menorca, just after the sales season began, to request that the factory be machined to increase productivity—proof of Jaime’s commitment to technological innovation. So, paying attention to his father, Pedro, with his cousin Juan Mascaró Florit, Jaime went to Mallorca to buy machinery and thus gave a positive turn to the company. Jaime understands that an entrepreneur must never stop investing in his own company. The father would die in 1974.

In 1976 Jaime’s relatives, Antonio Mascaró Allés, his sons and other members of the Mascaró Pons family formed “Calzados Ferrerías, S.A.”. The factory had changed the production of sneakers for semi-sport shoes, sandals and boots, which had required a new mechanization. In 1998 it would have 58 workers, producing about 200,000 pairs of shoes per year, 90% of which were sold in the national market.

For his part, Jaime Mascaró, already in 1980, at the age of 40, had created a new factory, with the name “Jaime Mascaró, S.A.”, which underwent a notable upward career, starting from the foundations laid long ago by his deceased father. It was a decision agreed amicably with his uncle and cousins, but risky, where Jaime played a lot personally and family-wise, but also financially.

Don Jaime Mascaró’s stage as a commercial coincided with the years of the greatest economic expansion in Spain in the entire twentieth century, the 1960s, in terms of growth rate. Later, the consolidation of its specific business projects took place in the 1980s, which followed the international oil crisis and it was a difficult stage, at least until Spain’s entry into the European Union, in 1986, which opened new commercial channels to Spanish companies until the 1992 crisis, whereby, after three devaluations of the peseta, the Spanish economy would begin to grow again. However, Don Jaime Mascaró overcame short-term difficulties and configured the large company, endowing it with a consolidated prestige and goodwill, establishing the right conditions to reach a starting point for the introduction of Mascaró shoes in international trade, also in line with the opening of the Spanish economy to European countries. In short, it transformed the workshop into a design and quality shoe factory.

Years later, the third-generation family, made up of Jaime’s daughters Lina and Úrsula, successfully won multiple international markets. Jaime says that his daughters did with the conquest of foreign markets something analogous to what he had done by winning the Spanish markets, giving the saga an exemplary continuity. I believe that this led to the

formation of the Mascaró Group, which would include, along with pre-existing initiatives, new specialized firms created by the daughters.

At the beginning of the 1990s, Lina and Úrsula, being very young, began a punctual and effective collaboration with their father in the government and management of the company, whose active and fruitful task would consolidate a true footwear multinational that the Mascaró Group has become, made up of its various brands. The integration of Lina and Úrsula to the company breathed new industrial and commercial air into the business dynamics, also driven by a constant innovative process in the design of footwear from an essentially creative platform that makes the shoe a work of art; all this based on an adequate administrative and financial organization.

Although both sisters have comparative advantages in their respective business tasks, their works are harmoniously assembled in the shared objective of always offering magnificent products in the footwear market, both within Spain and in the multitude of international destinations served by the Group, where the greatest business and commercial success lies, of the Mascaró sisters, true winners of the world market for the different types of shoes that the company manufactures, thus continuing the parental teaching profession.

Lina is a woman of character well established in her Menorcan roots and adopts the attitudes of her ancestors before work; thus, a simple and direct personality emerges in this way of being and conversing, which inspires confidence. Her talents of rational government are combined with an inspired sensibility to understand her work in detail and the demanding quality of the products that the company sells, the foundation for her harmonious journey as a citizen of the world, meeting and developing internationally with ease and poise. Lina is the Commercial Director and, therefore, she also watches over the Group's administrative and financial management, having adequate financial training for this. Since 2007 she is the president of the Menorca Footwear Manufacturers Association, integrated into the Federation of PIME (*Federació de la Petita i Mitjana Empresa de Menorca*).

Úrsula is the General Director of Product of the Mascaró Group and in this lies her comparative advantage. She has innate artistic conditions, inherited from her father, which has improved with intellectual efforts, through certain specific techniques of reflection and drawing in the service of the beauty that rounds the original design of the shoe, elevating it to artistic work. Naturally those techniques have to do with the thinking and

creative guidelines of an era that offer solutions and answers, always at the forefront, that Úrsula was able and knew how to capture in the right places and times, transforming those breaths into concrete models, into shoes that make fashion, the result of generational concerns. Úrsula studied interior design, fashion and shoe pattern-making in Milan for six years, at this time when she designed her first models and collections, following in her father's footsteps.

Úrsula Mascaró's creativity is also due to her experience and studies in London or New York, where she continued her training. She does not consider intuition as something sudden, but as the result of thoughtful work, which she applies to her own lines not only of shoes, but also of bags and accessories. Her designs have been introduced in Europe, and are spread in the United States and the Asian world. In Úrsula's creations, the classic Menorcan artisan tradition converges with solutions inspired by contemporary trends, occasionally obtained from tribal times with ancient details, or with Asian influences. The company has also brought out masculine lines, both classic and party-night forms with a more daring style.

The complementary contributions of Lina and Úrsula to the company crystallized in what is today the multinational group Jaime Mascaró; however, all the factories are in Ferrerías and Ciudadela (Minorca), employing the inhabitants of the island, in accordance with the express wishes of Don Jaime Mascaró. The company has become an industrial and commercial complex that has six factories, where some 350 people work. It has some 50 of its own stores, scattered in numerous points of sale, where some 150 more people work, with very important centers in the main squares, such as Madrid or Barcelona, but also in France, the United Kingdom and the United States; in addition, it has showrooms in these countries, and also in Germany, Australia, Canada and Taiwan. It also has commercial points in Italy and Japan.

Don Jaime Mascaró understood that the good results of the company depend on a combination of work, intuition, that is, creativity, and a favorable situation. In the company there is a sign that says: "Work poorly done has no future, work well done has no borders". With this philosophy, the commercial dynamism of the company continues at the international level, establishing stores, granting franchises and making timely use of the virtual market for a certain type of shoe.

The Group or business company Mascaró S.A. includes the different brand-name production units that have been founded since its creation in 1918: Jaime Mascaró, Úrsula Mascaró and *Pretty Ballerinas*. The first two

offer a wide range of footwear for every occasion. Internet sales have been successful for the *Pretty Ballerinas* brand products, since they are simpler sales because they are only “dancers” with a wide variety of models, unlike the collections of other footwear, which offer a great complexity of variants. Internet sales are widely accepted abroad.

The “dancers” have great recognition in the specialized press and among celebrities such as Claudia Schiffer or among personalities such as Queen Leticia. In addition to the boom in their virtual market sales, the *Pretty Ballerina Boutiques* in New York, London, Madrid, Barcelona and in Canada are also very successful.

The presence in New York also serves to take a pulse and create a brand. The magic formula for success lies in the family experience and the goodwill of the company; in the entrepreneurial spirit, of overcoming, demanding daring and sensible perception of the social reality and the sector; in the balance between quality, design and prices; and in notable units within the organization of the company, which collaborate with Lina and Úrsula, such as the press officer, the store director and the technical product director. The Jaime Mascaró collections respond to the current, elegant and sophisticated women’s style. The Úrsula Mascaró collections offer more avant-garde designs and involve constant research of new materials; they are very dynamic collections of footwear and daring accessories, young and innovative (purses, belts, jackets, fur coats, travel items and briefcases). Jaime Mascaró is the matrix of all brands.

A new contribution is the development of the design department, whose work precedes the assembly of artisan elaboration with the most advanced technology in production processes. The design department is made up of 30-year-old Menorcan personnel, who are up to date with everything that happens in the fashion world, taking advantage of the informative standardization of today’s society and who regularly travel to Milan and other centers where fashion designer creativity is promoted.

Another thing is the transport and logistics expenses that the insularity originates, but they are neutralized by the design, product quality and efficiency of a team focused on a family nucleus that shares the same objectives and contributes to the production of 2500 pairs of shoes every day.

Jaime Mascaró was recognized as the exemplary businessman in the entire Balearic Islands. Lina and Ursula visit the main shoe fairs, which take place all over the world (Dusseldorf, Munich, Copenhagen, Barcelona, Madrid, New York, Paris, London, Milan and Tokyo, among others) and the business name Jaime Mascaró is an outstanding value of the Menorcan,

Spanish and European industry, which knows how to grow, opening prestigious journeys, in a practical and metaphorical sense, with its innovative shoes, the result of manufacturing industrial art, the splendid legacy of a well-executed family past. The Jaime Mascaró company is paired with firms such as Inditex in recognition given by the main international design and fashion magazines.

## 12.5 MAIN SOURCES

- Interview with Santiago Pons Quintana, 2013.  
 Interview with Magda Pons, daughter of Santiago, 2013.  
 Interview with Jaume Mascaró, 2013.  
 Interview with Lina Mascaró, 2013.

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