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Spain. Marius Fulvius laid siege to Toledo nearly two centuries before the birth of Christ, and it is not until a thousand years later that we find the first historical mention of Madrid. Despite the flattering and dignified official epithets that have been bestowed upon it, Madrid possesses many natural features which militate against its popularity as a residential center; but, despite its isolated and elevated position and the treacherousness of its climate, the city has not deserved the strictures that have been passed upon it by captious and prejudiced critics. For Madrid is a city of broad thoroughfares, magnificent public buildings, and handsome houses; and, since it has been rescued from its geographical remoteness by being made the center of the Spanish railway system, it has become one of the most accessible and prosperous capitals of Europe. In devoting a book to a historical and descriptive account of Madrid, the author is not only fulfilling a duty which could not be neglected in any serious attempt to make this Spanish Series useful and comprehensive but he is also inspired with a hope of being able to dissipate many of the erroneous and defamatory impressions that are current with regard to the Spanish capital. He has approached the task from the standpoint of a resident writing for visitors to the city. The Spanish metropolis is modern; it is imbued with the principles of modern progress; and while one never ceases to rejoice in the unfaltering, unchanging adherence to an immemorial past, characteristic of Toledo, one may feel an interest, equally keen and appreciative, in the spirit of new Spain which is to be found in Madrid.

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organization in the world. How did Real Madrid achieve such extraordinary success? Columbia Business School adjunct professor Steven G. Mandis investigates. Given unprecedented behind-the-scenes access, Mandis is the first researcher to rigorously ana-lyze both the on-the-field and business aspects of a sports team. What he learns is completely unexpected and challenges the conventional wisdom that moneyball-fueled data analytics are the primary instruments of success. Instead, Real Madrid's winning formula both on and off the field, from player selection to financial management, is based on aligning strategy with the culture and values of its fan base. Chasing the most talented (and most expensive) players can be a recipe for a winning record, but also financial disaster, as it was for Real Madrid in the late 1990s. Real Madrid's management believes that the club exists to serve the Real Madrid community. They discovered that its fans care more about why the team exists, how their club wins, and whom it wins with versus just winning. The why, how, and whom create a community brand and identity, and inspire extraordinary passion and loyalty, which has led to amazing marketing and commercial success—in turn, attracting and paying for the best players in the world, with the values the fans expect. The club's values and culture also provide a powerful environment for these best players to work together to win trophies. The Real Madrid Way explains how Real Madrid has created and maintains a culture that drives both financial and on-the-field success. This book is an engrossing account of the lifetime of one of the greatest clubs in the most popular sport in the world, and for business and organization leaders, it's an invaluable inside look at a compelling alternative model with lasting competitive advantages that can deliver superior and sustainable returns and performance.

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