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LORENTE & CUENCA



**THE SOCIETY
OF CHANGE:**
20 evolving trends

DEVELOPING IDEAS

Developing Ideas is the Thought Leadership Unit of LLORENTE & CUENCA.

Because we live in a new macroeconomic and social context and communication moves forward.

Developing Ideas is a global combination of partnership and knowledge exchange, identifying, focusing and communicating new information paradigms, from an independent perspective.

Because reality is neither black nor white, Developing Ideas exists.

UNO

UNO is a magazine of Developing Ideas by LLORENTE & CUENCA addressed to clients, professionals, journalists and key opinion leaders, in which firms from Spain, Portugal and Latin America, along with Partners and Directors of LLORENTE & CUENCA, analyze issues related to the field of communication.



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CONGRATULATIONS FROM

HIS MAJESTY THE KING

TO *LLORENTE & CUENCA*



The fact that a professional services company like LLORENTE & CUENCA is celebrating its twentieth anniversary deserves, as well as our congratulations to those who founded it, its partners and its employees, a general reflection.

The companies that have withstood the tensions of recent years, expanding and creating jobs, are those that have managed, through their products and services, to add value to their customers and generate confidence in their areas of business.

Innovation, research and development policies on the one hand, and the diversification of markets on the other, have allowed the Spanish company, in general, to withstand the effects of the crisis particularly well. For Spanish companies, the Iberian and Latin American areas are large areas with the potential for internationalisation.

We have close ties and links of a very different order with Portugal and the rest of the Iberoamerican countries and this allows business to develop in keeping with the cultures of those markets where high levels of symbiosis and synergies are achieved.

This has been rightly understood by LLORENTE & CUENCA. And so we recognise its entrepreneurial spirit to mark this significant date in the evolution of a company that is still young but yet highly experienced.

With these words of congratulations and encouragement, I would like to join in with all those wishing it the best for its twentieth anniversary, passing on to all its managers and employees my best wishes for their present and future, so that it can continue to support the economic development of the countries in which it operates.

Felipe VI



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LLORENTE & CUENCA

Rebeca Grynspan



An economist and former Vice President of Costa Rica, **she was unanimously elected as Ibero-American Secretary-General**, beginning her term of office on April 1, 2014. She had previously served as United Nations Deputy Secretary-General and as United Nations Development Programme (UNDP) Associate Administrator. From 2006 to 2010, she was the UN Assistant Secretary-General and the Regional Director of the Regional Bureau for Latin America and the Caribbean at the UNDP. Prior to this, she was the Director of the Sub regional Headquarters in Mexico of the Economic Commission for Latin America and the Caribbean (ECLAC). Rebeca Grynspan also served as Vice President of Costa Rica (1994-1998) and Minister of Economy of her country. [Costa Rica]

Eduardo Duhalde



He has been elected to all public offices in his country: Councillor (1973) and Mayor of his home town, Lomas de Zamora (1974-76; 1983-87); Member of parliament (1987-89), Vice President of the country (1989-91); Governor of the Province of Buenos Aires (1991-95; 1995-99) and **President of the Argentine Republic (2002-03)**. Between 2003-2005, he served as the President of the Commission of Permanent Representatives of MERCOSUR. Since 2005, he is the honorary **President of the NGO Movimiento Productivo Argentino** (Argentine Productive Movement). A Professor of Law and Economic Sciences at the National University of Lomas de Zamora and an author of several acclaimed works, he has received different national and international awards for his contribution towards the State's development. [Argentina]

José Luis Bonet



President of the Freixenet Group and **President of the Chamber of Commerce of Spain** since November 2014, he holds a Doctor of Laws degree from the University of Barcelona, where he was also a Professor until 2012. He is the President of several boards of directors such as the Board of Directors of the Fira Internacional de Barcelona, of the AMRE (Leading Brands of Spain Association) or of the Leading Brands of Spain Forum Foundation, and is a member of several Boards and Managing Boards such as the Board of Trustees of the EADA Foundation, the Board of Trustees of the Institute of North American Studies or the Managing Board of the Latin American Business Council (CEAL). [Spain]

José Octavio Bordón



He is currently the **Director of the Centro de Asuntos Globales (Centre for Global Affairs) of the National University of Cuyo**, Chairman of the International Advisory Council of the Centre for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC), and a member of the Advisory Board of CARI (Argentine Council for International Relations). He has been a full Professor of Political Sociology in Argentine Universities, visiting Professor at Georgetown University and a fellow of the Woodrow Wilson Center (both in Washington DC). He has served as a Member of parliament, Governor of the Province of Mendoza, Minister of Education of the Province of Buenos Aires, candidate for President of the country and Argentine Ambassador to the United States government. [Argentina]

Tatyana Orozco



She is an Economist of the University of Los Andes, with a specialisation in Marketing from the Universidad del Norte, and took up a Master's Degree in Development Management at the London School of Economics. Tatyana began her professional career as an economics researcher at Fundesarrollo and was the Economics Programme Coordinator at the Universidad del Norte. She became the Executive Director of Probarraquilla and afterwards served as Vice Minister of Tourism, after which she went on to head the National Planning Department (DNP), of which she became Director in October 2013. Since August 2014, Tatyana has been the **Director of the Department for Social Prosperity**. [Colombia]

WHO *ARE* OUR *contributors?*

Verónica Zavala



She is the **General Manager of the Office of Strategic Planning and Development Effectiveness at the IDB**. Until June 2013, Verónica was the General Manager of the Country Department Andean Group. Earlier she was sector Manager for the Public Sector and Governance Unit for Latin America and the Caribbean at the World Bank. From 2008 to 2010 she was the Executive Director for Colombia and Peru on the Board of Executive Directors of the IDB and the Inter-American Investment Corporation (IIC). During her public service career in Peru, she has served as the Minister of Transportation and Telecommunications (2006-2008) and the Coordinator of the Presidential Taskforce to Improve Public Sector Modernization (2006-2008). [Peru]

Alessandro Molon



É advogado e **professor de Direito na Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio)**, além de bacharel e mestre em História pela Universidade Federal Fluminense (UFF). Já lecionou nas redes pública e privada de ensino. Atualmente, cumpre seu segundo mandato como **deputado federal (PT-RJ)**, tendo se destacado pela liderança na aprovação do Marco Civil da Internet. Antes, exerceu dois mandatos como deputado estadual na Assembleia Legislativa do Estado do Rio de Janeiro (Alerj), onde presidiu a Comissão de Direitos Humanos. [Brasil]

David Jiménez



He has been the **Director of El Mundo** since May 2015. He has worked at this newspaper for 20 years, for which he has been the Asia correspondent since 1999. His articles and features have been published in The Guardian, Corriere della Sera, The Sunday Times, Toronto Star and Esquire magazine, among others. In the last year, he has formed part of Harvard University's Nieman Scholarship, the most prestigious programme for professional journalists in the world. David is the author of works that include *Hijos del monzón* (Monsoon children), *El lugar más feliz del mundo* (Happiest place in the world) and *El Botones de Kabul* (Kabul's bellboys). [Spain]

Daniel Korn



He is the Director of Corporate Affairs at Microsoft Latin America and also handles Microsoft's governmental affairs for 46 countries in the region. He holds a B.M. (violin) from The Juilliard School, a B.A. magna cum laude from Yale College, a J.D. from the University of Virginia School of Law, and a Law Degree from the University of Buenos Aires. He started his career in Microsoft in the Global Group for Intellectual Property Policies. Daniel is the co-author of the article recently published by the Inter-American Law Review titled "Facilitating The Cloud: The Regulation of Data Protection as an Engine to National Competitiveness in Latin America". [USA]

Roberto Teixeira



Economista. Criou a Comissão de Valores Mobiliários (CVM), onde ocupou o cargo de presidente até 1979. Em 1980, assumiu a presidência da Brasilpar e lá permaneceu até 1996. É **fundador do CE-BRI** - Centro Brasileiro de Relações Internacionais e conselheiro do Grupo de Acompanhamento da Conjuntura Internacional da USP (Universidade São Paulo). Hoje preside o Conselho de Administração da BRIX Energia e Futuros S.A. e a Câmara de Arbitragem da Bolsa de Valores de São Paulo. É também **membro do Conselho de Empresários da América Latina (CEAL)** e participa ativamente do Foro Iberoamerica. [Brasil]



Benigno Pendás

He is a Professor of Political Science and Parliamentary counsel. He is currently the **Director of the School of Political and Constitutional Studies** and Born State Councillor. He is a full member of the Royal Academy of Moral and Political Sciences. He just won the Jovellanos International Essay Prize for his book *Democracias inquietas* (Restless democracies). [Spain]



Mary Teahan

She is the **Academic Director of the Master's in Marketing and Communication at the Business School of the University of San Andrés**. An authority on how the digital media are radically changing the way marketing is done; Teahan oversaw the inclusion of the digital orientation in the Master's that she runs. She is also a national and international expert on ethical issues in marketing and privacy. The author of articles, chapters and books in her field, Teahan has been appointed to the Golden Brain hall of fame in recognition of her career in communication and advertising in Argentina. [Argentina]



Miguel Zugaza

He earned a Bachelor's in Art History from the Complutense University of Madrid in 1987. His professional career got underway in 1986 when he took over the reins of the cultural services company Ikeder, a job he held until 1994, when he joined the Reina Sofía Deputy Directorate General of Museums, where he remained until 1996. From 1996 until 2002 he was the Director of the Fine Arts Museum of Bilbao. In 2002 he was appointed Director of the **Museo Nacional del Prado**, a post he still holds today. [Spain]



Ingo Plöger

Acionista e membro do Conselho da Companhia Melhoramentos. Ingo Plöger é também presidente da IP Desenvolvimento Empresarial e Institucional, uma companhia dedicada à promoção de investimentos e ao desenvolvimento empresarial e institucional. **Presidente internacional do Conselho Empresarial da América Latina** (CEAL), ele já comandou a presidência do CEAL Brazilian Chapter e foi durante quatro anos o presidente da Câmara de Comércio e Indústria Brasil-Alemanha, assim como presidente da Aliança das Câmaras da Alemanha no Mercosul. Plöger é ainda conselheiro em temas de investimento estrangeiro direto para o governo brasileiro e comendador da Ordem do Rio Branco. [Brasil]



Belén Barreiro

She is the creator and **Director of MyWord**, a company that engages in advanced, social and market research. She has been the **President of the Centro de Investigaciones Sociológicas** (Centre of Sociological Research) (CIS) and also directed the Idea Laboratory of the Alternativas Foundation. She holds a PhD in Political Science, Sociology and Social Anthropology from the Autonomous University of Madrid and a Master's in Social Sciences from the Juan March Institute of Studies and Research. She has been a Consultant in the field of public opinion for over 20 years, and she has worked as a university Professor. In September 2011, she was chosen by the magazine *Tiempo* as one of the 100 most influential Spanish women of the 21st century. [Spain]

Guillermo Jorge



He is a **Partner in Governance Latam**, a law firm and consultancy specialising in governance, risk and compliance. The firm is actively sought out by international organisations and multinationals operating in Latin America. He is a **Global Adjunct Professor at New York University and a Lead Researcher at the Centre for Anticorruption Studies at the University of San Andrés**. He earned his law degree from the University of Buenos Aires and his Master's in Law from Harvard Law School. He was a visiting fellow at Stanford University in 2001 and 2009, and has published extensively in his areas of expertise. [Argentina]

Cristina Manzano



Cristina is **Director of Esglobal**, (www.esglobal.org, former Foreign Policy in Spanish), a leading digital publication on global issues. She has also been a habitual contributor to different domestic and international media and regularly blogs for the Spanish edition of the Huffington Post. Cristina regularly speaks at events and debates on international issues, especially on Spanish and European Union foreign policy, political communication and philanthropy. She has been Sub-Director of FRIDE and for 10 years was Director General of Reporter. She has a degree in Journalism from the Complutense University of Madrid and postgraduate studies from the University of Maryland, thanks to a Fulbright scholarship. [Spain]

Manuel Francisco Reina



He is a **writer and literary critic** who contributes to the press through different media such as ABC and *Babelia*, a supplement of the newspaper El País. He has published books of poems such as *Las Liturgias del Caos* (The Liturgies of Chaos) and *La Paternidad de Darth Vader* (The Fatherhood of Darth Vader) and has won several awards such as the City of Irun and the Aljabibe de Poesía Poetry Award. He coordinated the song *No os olvidamos* (We won't forget you), in homage to the victims of the Madrid train bombings. He is author of the novels *La Coartada de Antinoo* (The Alibi of Antinous) and *Los Amores oscuros* (Dark loves) about Federico García Lorca, winner of the City of Zaragoza International Historic Novel Award, with unanimous approval of the Congress of Deputies, for recovering the legacy of Ramírez de Lucas that this work brought to light. [Spain]

Alejandro Romero



Partner and CEO for Latin America at LLORENTE & CUENCA. He has been leading the firm's expansion in Latin America since 1998 and has launched operations in Peru, Argentina, Colombia, Panama, Ecuador, Mexico and, currently, in Miami. Alejandro is an expert in Financial Communication and has lead the communication processes of three of the ten most significant M&A processes of the Region: the communication strategy of the sale of operations by BellSouth to the Telefónica Group, the acquisition of the Bavaria business group by SABMiller, and the sale of the Financiero Uno Group to Citibank. Alejandro also contributes to the academic development of the Region being professor in the Panamericana University in Mexico and the Lima University in Peru. [Mexico]

Luisa García



Expert in regional account management and strategic consulting, Luisa is **partner and CEO for the Andean Region at LLORENTE & CUENCA**, she chairs the Spanish Official Chamber of Commerce in Peru and is Chapter Chair of the Peruvian section of the Young Presidents' Organisation (YPO). Furthermore, she is a member of the Advisory Committee of Ayuda en Acción, as well as the Advisory Committees of Enseña Peru and the Asociación para el Progreso de la Dirección (Association for the Progress of Management, APD), also in Peru. Luisa was named one of the 50 most influential business women in Latin America by the Latin Business Chronicle publication in 2013 and has also been named Executive of the Year in Latin America, Executive of the Year in Corporate Services and Woman of the Year, in the Communication category, at the Stevie Awards for Women in Business. [Peru]

***THE SOCIETY
OF CHANGE:
20 evolving trends***





José Antonio Llorente

Founding Partner and Chairman of LLORENTE & CUENCA / Brazil - Spain

Communication is a reflection of what is happening in society, and through its analysis, the economic, political and social trends that shape our contemporary history can be gleaned.

New ways of communicating and relating continually arise within this changeable and complex environment, and with them, new trends and leadership that guide the development of societies. Companies, institutions and governments today face new communicative responsibilities in an ever-changing and increasingly demanding society.

The most profound and valuable impact left by the Great Recession has been the increasing controls by the owners of the companies, the shareholders, their investors and their stakeholders, generally speaking, in view of the managerial practices of companies and institutions that had historically remained above such intense scrutiny.

Similarly, citizens now play a key role in the outcome of present-day events, as they are no longer merely passive subjects, and have gone on to become demanding consumers, critical voters, or simply citizens with the capacity to put into question the events happening around them.

Their mouthpiece is no longer just the printed word; the new Information and Communication Technologies enable them to make use of a number of tools which speed up and multiply this process.

Under these circumstances, transparency is no longer merely an option, but rather an obligation.

The current operational environment of companies, financial institutions and public organizations is characterized by the need for these to repair or reinforce, as the case may be, their confidence, their credibility and, ultimately, their reputation among their stakeholders.

“Citizens now play a key role in the outcome of present-day events

For this reason, innovation and corporate intelligence must likewise be part and parcel of the DNA of their executive management.

The changing nature of the current situation is made apparent, in addition, in the phenomenon of globalization and in social changes such as mobility, massive online and open learning, job rotation, tourism and the new intercultural connections that all these phenomena give rise to.


Today, borders are no longer geographic and internationalization has become an infinitely more attractive option for the full growth of developed economies.

This global trend has brought about a change in the global axes of power, historically based on geostrategic factors in a bipolar world.

In this regard, Latin America appears to the world as one of the new global centers of economic and social growth, as well as power, in a position of continuing neutrality in view of the resurgence of the emerging Asian powers and the decline of the European continent.

These times call for the intelligent management of communication and influence, and ultimately, of the management of corporate, political and social leadership.

All these trends that will define the coming future, and which I already outlined in my recently published book *El octavo sentido* (The Eighth Sense), are included in this volume of UNO 20, which is of special relevance to us as it coincides with the 20th anniversary of the Company, and in which we wanted to reflect on those concerns, opportunities and challenges that define the 21st century society.

A detailed illustration of a hand holding a quill pen, positioned as if about to write. The hand is rendered in a vibrant red color with fine black cross-hatching for shading and texture. The quill is dark and pointed. The hand and pen are set against a circular, light-colored background that contains the text. The entire scene is set on a textured, golden-brown background.

*the quality
of education is
essential*

LATIN AMERICA AT A **crossroads**



Rebeca Grynspan

Ibero-American Secretary General / Costa Rica

Latin America's recent economic and social history is encouraging. The reactivation of growth, the recovery of macroeconomic stability, the success in the fight against poverty and development that is more balanced and fair have been significant.

A favorable international framework (due to the high prices of raw materials and food) combined with improved macroeconomic institutions and an active social policy have resulted in major achievements in terms of boosting the population's living conditions, reducing the poverty rate by 50%, expanding the opportunities for decent employment, and allowing more women to enter the job market.

Latin America's economic and social performance since 2000 is proof that it is possible to simultaneously work towards greater economic growth as well as greater equality, and that these goals are not irreconcilable as long as the necessary leadership and political willingness are present.

Recently, however, the international economy, and particularly Asia's demand for raw materials and food, has weakened. This, combined with lower oil prices, has had a negative impact on many economies in the region, primarily those of South America. This presents an increasingly complex scenario for the next

“*Latin America's economic and social performance since 2000 is proof that it is possible to simultaneously work towards greater economic growth as well as greater equality*”

few years and it will be necessary to identify new drivers for more dynamic growth, juggle the drop in growth with the population's high expectations and demands in terms of employment and service quality, and avoid losing the progress made during the last decade in the areas of poverty and inequality. Since 2012, an increase in the number of people below the poverty line has been noted along with a standstill in

the reduction of inequality indexes, which should be particularly worrisome.

Let's review the achievements of the past few years:

In recent years, social development policy, especially the one aimed at breaking the intergenerational transmission of poverty, gained importance.

Between 2000 and 2012, the per capita investment in this category grew nearly 7% each year. When measured in terms of the GDP, social expenditures for health, education, security and social welfare or housing increased from 14.5% to 18.4%. In terms of basic education, the primary enrolment rate was 94% in 2014, and the secondary enrolment rate increased from 60.5% to 73% between 2000 and 2014.

Higher education showed tremendous growth, which is reflected by the fact that 70% of university students are the first generation of their families to reach this level of education.

These are just some of the figures that are behind the changing social map of our region, which now has 60 million fewer people in poverty and 82 million Latin Americans who joined the middle classes. In countries such as Argentina, El Salvador, Mexico, Nicaragua and the Dominican Republic, this redistribution was responsible for more than half of the drop in poverty.

However, despite efforts, between 25% and 28% of the population remains in poverty, and although this number is far below the 40% statistic of the 1990s, it is still too high for the region's level of income. In addition, although 37% of the population is no longer in poverty, it remains in an extremely vulnerable situation and therefore cannot be considered part of the middle class. Most of these individuals have no social protections and they face the constant risk of falling back into poverty.

There is no doubt that the deteriorated external conditions and the economic slowdown are being faced with a stronger foundation than in the past, but we have also been "caught" with unfinished tasks in terms of social and production aspects.

“The quality of education is essential for the economy as well as to fight against inequality”

The productivity of Latin American economies has straggled behind those of Asian countries, along with investments in science, technology and infrastructures. The establishment of small and medium-sized companies in value chains and in export efforts requires a new generation of production policies that are focused on entrepreneurship, talent and innovation, and that add value to everything that is produced in the primary, services or industrial sectors. This is the only way to firmly enter the knowledge economy. The quality of education is essential for the economy as well as to fight against inequality and to avoid the intergenerational transmission of inequality.

It is important to remember that Latin America is still one of the most unequal regions in the world. These inequalities appear in the distribution of income as well as in groups that experience discrimination or marginalisation, as in the case of the gender gap, the rural-urban gap, and the gap that affects the afro descendant and indigenous populations.

Therefore, the direction that is taken at our current crossroads will be decisive.



The Ibero-American General Secretariat focuses its work on continuing to build over what has been achieved after ten years of intense Ibero-American cooperation and on carrying out the orders received from countries. It is aimed at promoting culture, innovation, education and social cohesion as the backbone of the Ibero-American world and working on what unites us instead of what divides us. We are firmly committed to young people –their training, mobility and improving their skills– as well as a common culture, which is an asset for the Ibero-American world and a fundamental factor in human development that is more inclusive and sustainable.

We will support an ambitious alliance for academic mobility in Ibero-America that is aimed at students, professors and researchers in order to promote exchanges and mutual learning as well as equal opportunities through the educational experiences that are gained when studying abroad. This will require the participation of the public and private entities involved in this ambitious project.

We will also support cultural and digital culture projects as well as the creation of an Ibero-American television channel aimed at opening a window to the Ibero-American world that all of our societies may use.

We firmly believe in the contributions we can make from a renewed and dynamic Ibero-American General Secretariat that looks ahead. We will work with the community of Ibero-American countries towards the future we want to build together and provide specific results for our citizens.



DEMOCRACY

AS THE *ultimate paradigm*



Eduardo Duhalde

Former President of the Argentine Republic and Honorary President of the NGO Movimiento Productivo Argentino / Argentina

Latin America celebrates – more or less depending on the different countries– two hundred years of independence. Within these two centuries, at least 180 years were lived under the influence of military power. My country, Argentina, was born at the beginning of the 19th century guided by the military, as independence was won, just like in the whole of Latin America, through war. The inescapable presence of the armed forces in the building of power has always been a mainstay of our political life, without forgetting that in less than 50 years, in the last century, the country faced six military coups: 1930, 1943, 1955, 1962, 1966 and finally, the bloodiest and the most violent in 1976.

Each of these coups was a patent regression. In terms of the economic and social situation, these meant severe setbacks for the workers' standard of living, for the small and medium-size business owners, and also for the people in general. These attacks on power were not merely limited to governments. These were also directed towards the other branches of the State. The Congress was closed. Justice was obstructed. Human rights were violated, limits were placed on civil liberties and civil rights were suspended. For Argentina, each military coup meant starting over again to re-establish institutions and making them function when the exercise of democracy was once again brought back. It meant

“*For Argentina, each military coup meant starting over again to re-establish institutions and making them function*”

dusting off the seats of the legislature and the courts. Each regression delayed economic development, overall well-being and obviously, the strengthening of republican institutions.

The Eighties saw the beginning of the end of that process. Argentina would experience a great structural change since its inception as an independent nation: the end of military factors as crucial to the building of republican power. Today, the armed forces are professional institutions, subordinate to civil power. Among other reasons, the return to democracy in 1983 paved the way towards institutional consolidation, for the role played by the two major modern political forces of Argentina: Radicalism and Peronism.

This process of democratisation carried out throughout the Latin American region also overlapped with a formidable and rapid transformation throughout the world, under the undisputed influence of the phenomenon of economic globalisation that also brought about the disappearance of the conflict hypothesis which, during a century and a half, was the reason for being of the national armed forces.

Joy at the restoration of democracy in the whole of Latin America should not make us forget that our young democracies are still under construction; they

may seem well-consolidated at first glance if we focus on institutional formality, but they are shown to be weak once we analyse the shortcomings which are still apparent in matters related to social justice, overall well-being and economic development. We should never forget that our region is the area of the world in which socio-economic inequality is at its most extreme. And now, a new threat has appeared on the continent, a true and great challenge which America has to face together: the fight against organised crime, this phenomenon which is increasingly felt in society and in the State institutions.

On the other hand, the region faces another unique challenge in terms of its legal-political order at this time. As the democracies are now well-consolidated in all its countries, it is time to move towards its refinement and the strengthening of its institutions. The independence of the powers of the Republic, for example, is still more hope than reality. Contemporary Argentina is a clear example



“ *The restoration of democracy in Latin America is a process which is here to stay* ”

of government intrusion into Judicial Power. In other cases, Judicial Power seeks to usurp functions reserved for the other branches. And finally, it is worth pondering on how to attenuate hyper-presidentialism, which has led to the weakening of agencies necessary for the counterbalance to power. Such is the case of political parties as essential forums for the promotion of debate and parliamentary agreements, in order to ensure governance for the governments.

To summarise, the restoration of democracy in Latin America is a process which is here to stay. The debate surrounding institutional strengthening has just started and the people evolve in light of the election processes which are regularly held. Politicians, rulers, business owners, unions, judges and the media are still learning from the hard lessons of the past. The coup attempts are gradually losing ground in a society which still has endless economic and social problems, but which has a destiny full of possibilities in the near future. It is necessary to raise our sights and learn from good examples; in Europe, the brutal totalitarian regimes of the 20th century were eradicated thanks to solid democratic consensus. As said by the German Chancellor Angela Merkel, “the new democracies, which leave no room for authoritarianism, rose from the smoking ruins of two wars”.

In this century, Latin America will undoubtedly play a prominent role in this global process we are experiencing today.

THE TIME FOR THE *CHAMBER* OF *Commerce* OF *Spain*



José Luis Bonet

President of the Chamber of Commerce of Spain / Spain

The 1959 Stabilisation Plan, the immediate reactivation and the subsequent development of the 1960s in the past century, in fact constituted the first socio-economic –not political– transition for Spain. It meant overcoming underdevelopment and marked the beginning of a liberalisation and modernisation process which left the autocracy of the lengthy first stage of General Franco’s dictatorial regime behind. As a result, Spain embarked on its journey towards a model of social market economy which was expected to become at par with the developed countries in the world. A new generation who wanted to turn the page on the disastrous civil war and the hardships of the autocracy was found at the very beginning of this process –aside from the serious difficulties in matters related to external payments–.

But Spain was only able to take the quantitative and qualitative leap forward which put it at par with the most developed countries in the world during the reign of King Juan Carlos I, wherein a series of momentous milestones took place, such as the transition to democracy, the decentralisation into autonomous communities, the entry into NATO, the integration into the EEC, the inclusion within the Eurozone, and in sum, active international involvement. Regardless of its inadequacies and faults –and there are quite a few of them, which are serious– today, Spain enjoys a full democracy, the

“*The Chamber of Commerce is responsible for the institutional defence of the system and of the company found within it*”

rule of law, a developed social market economy and with a solid level of international liberalisation, a high degree of administrative and political decentralisation, and a welfare system which has endured – despite cutbacks– a severe economic crisis.

The worst economic crisis experienced by the global capitalist system –after the one which started in 1929– became evident in Spain in late 2008 when the housing bubble burst, which contributed to excessive debt by private economic agents which, year after year, had their balancing entries in large unsustainable current account deficits. The crisis brought about the closure of businesses and job destruction, while social and territorial tensions were on the rise.

But the truth is that the government of Mariano Rajoy managed to avoid the clamoured full rescue of the Spanish economy in the summer of 2012, and instead only requested a partial rescue of the financial system. The process of fiscal consolidation, the internal devaluation, which occurred as a result of the Labour Reforms –and which the Spanish people bore with substantial doses of family solidarity– the ECB’s aid to our banking system and the good performance of the external sector, all made it possible for Spain to turn the situation around. The recession was



“*Internationalisation and business competitiveness are unassailable objectives*”

overcome in 2013, while the economic recovery which began in 2014 continues to gain ground in 2015, and is furthermore favoured by external advantages such as a decrease in the oil prices or a more advantageous exchange rate for the euro relative to the dollar.

But in any case, the crisis helped demonstrate that the growth model of the Spanish economy was too dependent on speculative housing and making a quick buck in the short term, ignoring the productive economy. A crisis of values was found behind all this, wherein the culture of hard work coupled with long-term vision and ambition, a certain self-demanding personality, a desire for leadership and global foresight in the sphere of productive economy with an emphasis on quality, innovation and the brand, was merely relegated to second priority.

Out of a sense of patriotism, a few business owners of leading brands in different sectors within this strategic line of defence of the productive economy, decided to found the Leading Brands of Spain Forum in Barcelona in 1999, for the purpose of making the model that we represented more visible to the public and striving for some exercise of public-private cooperation as well. It is now a well-consolidated initiative. Law 4/2014 of April 1, fundamental to the Chambers of Commerce, Industry, Services and Navigation of Spain, is found along the same lines which, involved in a new Regenerationism, seeks to re-found the Spanish Chamber of Commerce system by replacing the previous High Council of Chambers of Commerce with the Official Chamber of Commerce, Industry, Services and Navigation of Spain (Spanish Chamber of Commerce). All parliamentary groups voted in favour of this law which introduces a new

set up for the Chamber of Commerce of Spain, which brings together the main players of the Spanish economy, the large companies, the largest chambers, representing business organisations, freelancers and Spanish chambers abroad and representing the competent ministries, in an evident exercise of public-private cooperation.

The Chamber of Commerce of Spain and the Spanish Chamber of Commerce system as a whole, are characterised by the principle of capillarity all over Spain, by the obligatory nature of affiliation, by the principle of potential coordination of the Spanish Chamber of Commerce network abroad and by the principle of utility, as the corporate contributions necessary for its funding are purely voluntary.

The Chamber of Commerce of Spain essentially has 3 great challenges or objectives among the functions attributed to it by law.

INSTITUTIONAL DEFENCE OF THE SYSTEM AND OF THE COMPANY AS ITS CORNERSTONE

As I stated earlier, Spain –including undeniable problems, inadequacies and needs for improvement– today has a privileged position in the world and the institutional and socio-economic system that supports it does not have any serious alternatives at present. This is why this system –enshrined within the 1978 Constitution– must be defended at all costs in the name of the welfare of the Spaniards. And the fact is that the cornerstone of this system is the company, upon whose success and social responsibility rests the welfare of all Spaniards.

THE INTERNATIONALISATION OF SPANISH COMPANIES

Spain had a late start at internationalisation, which is merely adapting to globalisation, the true framework of any existing activity both in the social world and the corporate world. Fortunately, however, in the last 30 years, a certain international platform of Spanish companies with a significant position in the world has been constituted, and the crisis has helped push many SMEs to internationalise. They need all the help they can get. And this mission of providing support and aid must be enhanced through coordination and close alliance with all competent organisations and administrations in the foreign service.

THE COMPETITIVENESS OF SPANISH COMPANIES

Closely related with the above objective is business competitiveness, as it is clear that competitiveness is a prerequisite for internationalisation and this in turn, contributes to competitiveness. While it is true that competitiveness essentially rests in the price-quality relationship of products, it is likewise affected by other relevant business aspects such as: improving the business dimension, improving the human capital, that is to say staff training, improving technology capital, that is to say R+D+I –special interest in carrying out the process of digitisation of companies–, improving business capital, which is limited to intangible assets, and specially, the brand itself and the business networks which nowadays reach the virtual world and improving the overall economic policy and the economic policies which affect business performance, as a government advisory body.



Much is left to be done and the Chamber of Commerce system is willing to coordinate and affiliate with business, union organisations and competent administrations to endeavour to serve the Spanish companies and thereby, to work for the welfare of all Spaniards.

THE *CHALLENGES* OF THE *Argentine democracy*



José Octavio Bordón

Director of the Centre for Global Affairs of the National University of Cuyo and former Argentine Ambassador to the United States / Argentina

In a work which took the Organisation of American States (OAS) and the United Nations Development Programme (UNDP) almost three years to complete, entitled *Nuestra Democracia* (Our Democracy), in the Foreword we said, *'The development of democracy in Latin America carries on while the dilemmas and questions change. The past agitates our democracy less and less. While the future is more and more relevant.'* The question is no longer: What can we do to avoid the return to authoritarianism? The new question is: What can we do to resolve the problems and ensure a better quality of democracy? How can we organise growing support from society which gives power and sustainability to democracy in the Region?

In this work, whose academic coordination was carried out by Dante Caputo and José Antonio Ocampo, and in which I played a part in its political coordination, *Heraldo Muñoz*, current Chancellor of Chile stated, *'Despite the progress made in the post-transition to democracy, the citizens' frustration at the inequality in the distribution of wealth and in the exercise of power, at the low public involvement in public affairs, corruption in the public and private sectors, citizen insecurity and the weakness of the state, among other aspects, can be clearly observed.'* We agree on the need to expand citizenship and strengthen

“ *We agree on the need to expand citizenship and strengthen the institutions in all areas*

the institutions in all areas, as a necessary basis to reduce inequalities and increase confidence. We are certain that democracy will be sustainable to the extent that the legitimacy of exercise and the legitimacy of ends are added to the legitimacy of origin.

Within the framework of this Project, between 2008 and 2010, we organised multiple dialogues with political, academic, economic and social stakeholders in 18 countries of Latin America and the Caribbean. Simultaneously, upon finding consistencies and similarities, we learned the difficulty of turning these into a dogmatic theory which hides the uniqueness of each of the different historical processes and the current realities of each national community. As the social thinker *Manuel Castells* would say, *'What I do not have in my intellectual career is a theory; I have changed my theories one hundred times and I will continue to change them...For me it is not a dogma...I am talking about usable theory...The subject matter which I have always sought to keep constant is the subject matter of power'*.

It is possible, with these intellectual qualms and practical experience, to think that the central ideas of *Nuestra Democracia* (Our Democracy) in Latin America have heuristic value in terms of analysing the current transition in Argentina, between the government headed by *Cristina Fernández*

Kirchner and whoever succeeds her on December 10, 2015. After twelve years of the Political Process which began with the Presidency of Néstor Kirchner and the severe crisis of 2001-2002, now there is a major challenge for Argentine society. The citizens and the main stakeholders of this electoral political process must completely come to terms with it.

Both a structural aspect and a circumstantial one challenge the country in both the institutional and cultural areas and mutually influence and interpellate one another. It is almost a given that Argentina shows, for its natural resources and the conditions of its population, an extraordinary capacity to recover from the socio-economic and political crises that it repeatedly goes through; but precisely, the other side of this coin is the difficulty it has in maintaining sustainable processes of economic growth, social equity and institutional strengthening. This means that favourable circumstances have not been properly taken advantage of and that the negative contexts have resulted in wide rifts in society and in its productive and institutional structure. One of the consequences is that the Middle Class Society that Argentina always seems about to bring to fruition, has invariably become a horizon that moves away just as it seems within easy reach.

The electoral context, at least in this Southern Autumn, foresees an important balance between different political alternatives and the possibility that, for the first time, the mechanism of a second round of elections planned for under the National Constitution, which was reformed in 1994, would actually be put into practice. The weakening of the traditional ways of the Political Parties and the growing lack of faith of the citizens in the proper functioning of their institutions make the situation even more complex.

“*In Argentina, Ideas are confused with Projects, and these with Public Policies and in equal measure with State Policies*”

On the other hand, the international context seems to be even less favourable than in other moments during this century. Structural problems of the Argentine economy are reappearing and the social dynamism which marked the first years of the Kirchner Governments has been expended. Institutional quality has gone down and political polarisation has once again grown to the detriment of the democratic debate and the patriotic consensus.

A problem of no less importance is that, usually, in Argentina, Ideas are confused with *Projects*, and these with *Public Policies* and in equal measure with *State Policies*; all of them necessary, but which will only be effective if it is understood that each of them are mutually interdependent. No sustainable Political Consensus can be achieved if ideas are not developed with in-depth and systematic analyses of reality, and with a clear understanding of the opportunities and threats present, taking advantage of the former and overcoming the latter. Closely tied to this attitude is an unconscionable view of the global reality around us; analysing it and understanding it do not ensure the success of public policies but disregard for it is the road to ruin.

Within this framework, there is a growing demand by the citizens for Debates and Dialogues which, truly reflecting the current realities and needs, propose a view and a path which are sustainable in the medium and long term. This means, under the current political circumstances, envisioning the next period as a Coalition Government. This experience is by no means usual within the



Argentine political tradition; it has to be built up, despite the lack of precedent.

Fortunately, there is no dearth of leadership, as leaders are found in different spheres of Argentine society, and if they can only manage to harness the synergies, they can make it possible to overcome the negative of moving forward and going backwards, of rising and falling dramatically. It means listening to and looking at each other with sincerity, respect and in a constructive manner, dissenting democratically and agreeing responsibly.

The institutional forms, the deadlines, the topics and the parliamentary agreements of such coalitions must be defined in the coming months. The challenge is to reach an important consensus on matters such as Education, Energy, Transparency, Justice or Health. We must avoid the '*false consensus*' of simply agreeing, for example, on education being for all and on it being of good quality. To reach an important consensus, we must agree on: what changes have to be made to achieve it, how much the budgetary cost is and how it is to be funded, what hindrances there are to be overcome through negotiation and collective persuasion and what the spheres of influence are and how they are built.

It can definitely be said that the Argentine political culture and citizenry lack the necessary precedent in this regard. However, this is what POLITICS is all about: uniting the will to change, in order to build a democratic power which will make it possible to overcome new and old challenges. Taking a long-term view, we need to make sustainability possible to make way for economic growth with social equity in a full democracy of citizens.



A **RESPONSIBILITY** BEYOND BUSINESS:

business owners AS agents of social change



Tatyana Orozco

Director of the Department for Social Prosperity / Colombia

Colombia is currently undergoing favourable changes. Several consecutive years of sustained economic growth have stimulated local business dynamics and foreign investments.

The companies –as social agents– are responding to this positive outlook and have taken on a key role in the goals for social growth, and particularly in the task of reducing poverty. As value generators, the companies are increasingly more proactive in working hand in hand with the public sector to achieve results which have an impact on social development, at the same time invigorating the economy and their own businesses.

Likewise, as technical agents, they offer their *know how* to generate capabilities and offer sustainable solutions in the social, economic and environmental processes in vulnerable territories and communities.

In the Sector for Social Inclusion and Reconciliation –led by the Department for Social Prosperity– we know that the role of the private company is key in the effort to optimise the results of Colombian social policy. The goals that the Government has set for 2020 motivate us to work on all fronts, so that by then, 51% of Colombians will comprise a robust and strong middle class.

“ *The role of the private company is key in the effort to optimise the results of Colombian social policy* ”

In the Sector for Social Inclusion and Reconciliation, the joint work is carried out by means of strategies such as *Alianzas por lo Social* (Alliances for Social Affairs): a strategy that seeks to meet the challenges of social

inclusion by promoting a joint work scheme to the private sector, where the strengths of both sectors are brought together, resulting in a relevant and sustainable social investment.

Today there are almost 50 *Alianzas por lo social* (Alliances for Social Affairs), and we continue working to increase this number. Without a doubt, the benefits of strategic resource investment to overcome poverty are immeasurable for Colombian society, at the same time benefiting the private sector.

Of what type of benefits are we talking about? At the Department for Social Prosperity, we believe that by generating virtuous cycles, we can talk about a genuine reduction in poverty and the creation of far-reaching opportunities so that a citizen in a state of vulnerability can attain a better standard of living.

The joint work makes it possible to strengthen the necessary and valuable human capital in order to invigorate the employability figures in the country, by means of investing in education, food safety and nutrition. Later on, these same citizens which

“*Mapa Social makes it possible to conduct “social business intelligence”*”

the companies invest in, strengthen their capability to consume products and services.

In this way, a circle of sustainability and a genuine social mobility that affects several generations with attributes such as occupational inclusion, income generation and economic dynamism from family units, are thereby generated.

Among the many possibilities for social contribution and management in our country, a priority issue for business owners when making strategic decisions regarding their social responsibility or community commitment efforts is to have reliable and authoritative information regarding those projects under way and the areas in which they can get involved in, in line with their respective areas of operation or with their business objectives.

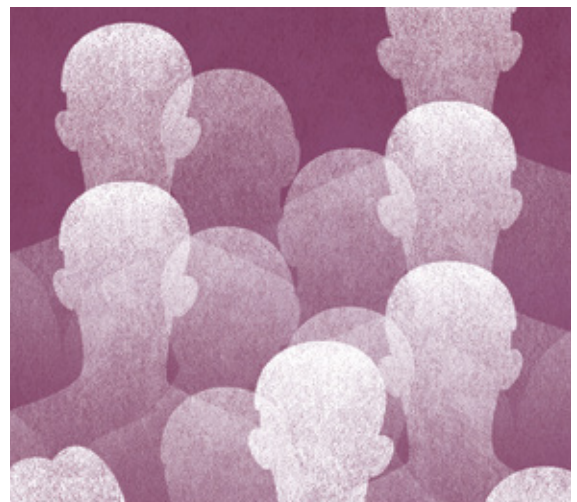
In order to address this need, the Department for Social Prosperity developed a georeferencing platform for social projects called *Mapa Social* (Social Map), which makes it possible to conduct “social business intelligence” in such a way that the private sector can participate in projects in a more efficient and relevant way.

The tool has been designed as a friendly setting which makes it possible to access the indicators of the territories where the project is to be implemented, as well as a way to showcase the progress and results of the initiatives. In this way, the business owners are able to broaden their knowledge beyond their businesses and to concentrate their social investments in overcoming the root causes of poverty, exclusion and inequality.

The results of the platform are overwhelming. *Mapa Social* (Social Map) has identified over 10,000 projects and can boast of over 50 success stories of comprehensively working with private organisations.

As leaders of the State social services, we are certain that the involvement of the private sector in the public sphere is strategic to achieving objectives, –not only those of the Government–, but also those goals that we all have as Colombians.

At the Department for Social Prosperity, we consider private organisations as our allies in achieving that great collective objective of building a country with a fairer distribution of wealth, with a robust middle class and without any segment of the population living in poverty.



THE *TRILLION* DOLLAR *question*



Verónica Zavala

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at the IDB / Peru

2015 is an important year for global development. The people of Parco compare it with 2000, when the Millennium Development Goals that expire this year were approved. Others compare it with 1945, when this entire galaxy of organisations and conferences full of acronyms was created. The fact is that the Sustainable Development Goals to be attained by 2030 will be approved this September. These are even more ambitious than the Millennium Development Goals because they include ending poverty, achieving equality and dignity, and focusing on environmental sustainability. A new Framework for Development Financing will be approved in July, and specific commitments in the area of Climate Change are expected at COP21 this December in Paris.

UNCTAD, a UN agency, has been calculating the cost of these objectives. By setting an amount for these hopes, regardless of their tentativeness, it becomes apparent that we are facing a major change. The goal is no longer financed with billions of dollars, but rather with trillions of dollars each year (US\$ 4-7 trillion). Part of the global effort towards closing this gap consists of identifying, understanding, documenting and socialising experiences that are working. There are three main sources for closing the development funding gap: foreign aid (ranging from bilateral agencies to the World Bank or the

“*The aim is to make investment opportunities a reality in projects that focus on improving people’s quality of life*”

IDB), domestic resources within each country, and mobilising private sector resources. In the case of Latin America (and Peru is not an exception), foreign aid plays a small role since the region has moderate revenues. Therefore, the focus must be placed on other sources.

In the case of domestic resources, an important aspect for Latin America is that there is significant room for improvement in the area of tax revenues because an average of 15% of the GDP is being collected, and this number is very low for our current level of income. Aside from collecting taxes, expenditures must also be improved. In this area, an interesting example is the option of works for taxes in Peru or the possibility of allowing a taxpayer to select, for a fraction of the tax, the low-income rural municipality that will receive their tax payments as a way of rewarding the most efficient, transparent or innovative governments, just as Japan has done. Other elements related to domestic resources are aimed at improving and expanding capital markets –an auspicious case is the securities exchange within the Pacific Alliance– as well as fighting against money laundering and other illegal cash flows.

Perhaps the area with the most potential in reducing the financing gap lies in the mobilisation of private resources. Viewed as a whole, there is a great



“Interesting experiences include “social impact bonds” in which governments pay against results that allow attaining certain impacts, such as future savings

deal of savings in the world today, and although there are also countless investment needs, they still fall below the savings. In order to make progress towards development, and this applies to countries as well as to the set of UN sustainable development goals, the focus cannot be simply on the ability of governments to collect taxes. Instead, a new approach with the private sector is required.

The aim is to make investment opportunities a reality in projects that focus on improving people’s quality of life. The corresponding legal incentives and mechanisms are needed in order to attract these investments. In Peru, for example, we have seen interesting cases of Public-Private Alliances (PPA) in which a private investor assumes a set of risks in exchange for the future prospect of a profit that justifies the risk. The investor is usually an operator with experience in the business and the appropriate financial support so it can take risks and properly manage the infrastructure, allowing state resources to be freed so they may be used for other purposes or to guarantee new projects. The challenge today is how to expand the financial support of private operators in order to undertake additional projects that are not related to the infrastructure. In other words, how do we connect new agents (investors, savers or pensioners, local or global) with the financing needs of developing nations?

Interesting experiences include “social impact bonds” in which governments make the commitment to pay for outcomes that allow certain impacts, such as future savings. This is the case of financing preventive health through private loans in order to allow future savings linked to expensive diseases

that are commonly associated with the new middle classes, such as diabetes. This has been taking place in Africa and it is financed by the government through international cooperation resources. Another example of innovative social impact bonds is rehabilitating young people in order to lower future cost of having prisoners in jail. Just as with prisoners, in the case of developed countries, these social impact bonds are making it possible for a community to have interesting investment opportunities (in terms of profitability) that also contribute to social welfare. Common elements of these innovations are a fine-tuned and serious effort in mitigating risks and establishing clear rules, particularly in developing countries. In terms of risk mitigation, in Africa, for example, a fund decided to split a 300 megawatt power generation project into 20 parts for comparison purposes, for greater identification with the “local provider” and so the infrastructure would not be perceived as a “mean” monopoly. In this specific case, the efficiency sacrificed in terms of economies of scale was perceived as the cost for mitigating specific local political risks. Another way of establishing the risk mitigation bridge is through guarantees and other financial instruments that address the needs of investors and the risks they are willing to take. In turn, investors will appear in the form of new alternatives, such as “crowdfunding” and its multiple formats, from collective financing to micro-sponsorships. Additional experiences –good and bad– are expected this year to help us speed up development. And that, in itself, is already a gain.

A REDE, **PARAÍSO** E SELVA: É **possível** REGULÁ-LA?



Alessandro Molon

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Para uma geração em que a internet é quase como uma segunda pele, difícil imaginar que esta rede que hoje parece infinita começou a operar fora do círculo militar norte-americano interligando apenas quatro instituições. Em janeiro de 1970, a rede computacional ARPANET foi testada para conectar pesquisadores na Universidade da Califórnia em Los Angeles, na Universidade da Califórnia em Santa Bárbara, na Universidade de Utah e no Stanford Research Institute. Deu certo. Em janeiro de 1971, havia 13 computadores na rede. Em abril do ano seguinte, outros dez haviam sido incluídos no círculo. Em janeiro de 1973, a ARPANET contava com 38 computadores ligados ao seu sistema.

Menos de 50 anos depois, a internet deixou de ser um instrumento local para se tornar uma ferramenta que dissipa fronteiras. Não são apenas aparelhos que estão interligados. Vidas são salvas em cirurgias realizadas remotamente, regimes ditatoriais são derrubados por internautas articulados pelas redes sociais, famílias se veem a milhares de quilômetros de distância com o esforço limitado a poucos cliques.

“*A regulação não é apenas necessária, mas também possível, como provou o Brasil ao tornar realidade uma legislação pioneira que estabelece os direitos e deveres de internautas e empresas que atuam na rede*”

A internet não é mais apenas usada. Ela também é vestida, em aparelhos como o Google Glass e o Apple Watch. Em breve, as informações dos nossos corpos serão registradas para garantir a otimização de recursos. A “Internet das coisas” tem o potencial para mudar o mundo, numa revolução talvez mais profunda que a causada pela própria Internet, afirma Kevin Ashton, especialista do Massachusetts Institute of Technology (MIT) que cunhou o termo.

O crescimento acelerado traz também inquietações e armadilhas. Quando se abriu para o mundo, a internet carregava em seu DNA preceitos como a inovação e a liberdade. Hoje, dados privados são monitorados, registrados e roubados, e a rede neutra é ameaçada por interesses comerciais que muitas vezes desprezam o direito do internauta. Como, então, lidar com os cerca de 50 petabytes (ou 50,000,000,000,000,000 bytes) de dados disponíveis na web, entre fotos, textos, vídeos e afins, de acordo com estimativa de Ashton?

A resposta veio do físico britânico Tim Berners-Lee, criador da World Wide Web, o famoso WWW. A internet como a conhecemos precisa de lei para não ser desvirtuada. A regulação não é apenas

necessária, mas também possível, como provou o Brasil ao tornar realidade uma legislação pioneira que estabelece os direitos e deveres de internautas e empresas que atuam na rede.

O Marco Civil da Internet, sancionado em 23 de abril de 2014, chegou para deixar claras as regras, oferecendo segurança jurídica e pondo fim a abusos aos quais estavam sendo submetidos os usuários da internet no país, muitos sem sequer saber. A lei, considerada por especialistas um exemplo para o mundo, tem três pontos como seus pilares: o respeito à privacidade do internauta, a garantia da liberdade de expressão na rede e a preservação da neutralidade da rede.

O RESPEITO À PRIVACIDADE

Alvo de investigação na Europa, onde atuava, a empresa Phorm encontrou no Brasil um mercado abundante, onde poderia dar prosseguimento às suas operações. Aliou-se a duas empresas telefônicas, também provedoras de conexão à internet, e garantiu, assim, o acesso aos registros de atividades dos clientes: no que clicavam, fotos que visualizavam, vídeos a que assistiam, buscas feitas na rede... Tudo.

Estas informações eram então usadas para marketing direcionado, um mercado que paga caro por informações precisas. Afinal, quanto vale para uma empresa que vende artigos esportivos, por exemplo, saber exatamente que produto oferecer a tal pessoa? Consumidores do provedor de conexão eram vítimas de um flagrante desrespeito à sua privacidade. Os clientes sequer tinham conhecimento de que seus dados eram repassados a terceiros.

A situação pode se agravar. Imagine uma pessoa que, preocupada com sintomas que vem sentindo, procura na internet informações sobre determinada doença. Recorre, então, a um plano de saúde. Mal sabe este internauta que a empresa já tem à disposição seus dados de navegação, pois fez um

acordo comercial com o provedor. A seguradora, então, exige exames que verifiquem a existência da doença pesquisada, antes de estabelecer o preço do plano.

O Marco Civil proíbe este tipo de prática, assegurando o sigilo da navegação do internauta e o direito à inviolabilidade da intimidade e da vida privada. O usuário tem reconhecido em lei o direito a não ter seus dados repassados a outras pessoas sem seu consentimento expresso.

A lei faz, também, uma importante distinção sobre a quais dados podem ter acesso os provedores de conexão —aqueles que nos conectam à internet— e os provedores de aplicações —sites, serviços, blogs e redes sociais—, dando um basta ao acesso indiscriminado. Os provedores de conexão não podem mais registrar e armazenar o que seus clientes fazem enquanto estão conectados. Devem apenas guardar, por um ano e em ambiente protegido, a data e a hora em que determinado IP se ligou e desligou da rede.

Da mesma forma, os provedores de aplicação estão autorizados apenas a guardar as informações de acesso a seus serviços. O Twitter, por exemplo, só pode saber o que um internauta fez dentro da sua rede social. Provedores de conexão e provedores de aplicação não podem compartilhar entre si as informações sobre usuários, a não ser se requisitado por ordem judicial para auxiliar investigações.

A GARANTIA DA LIBERDADE DE EXPRESSÃO

Antes do Marco Civil da Internet, a internet no Brasil vivia num estado de apreensão. Imagine a situação: um internauta, ao ler uma notícia sobre um político num site, deixa registrado um comentário crítico sobre a atuação deste parlamentar. Ao tomar conhecimento das palavras do internauta, o político descontente envia um e-mail ao site exigindo que o comentário seja retirado imediatamente. Caso contrário, processará o site.



“Aos poucos, nações debruçam-se com mais afinco sobre a necessidade da criação de leis para evitar que os princípios da internet como a conhecemos sejam desfigurados por interesses comerciais ou governamentais

Temeroso de sofrer um processo judicial, o site retira apressadamente o comentário, que sequer era ofensivo ou calunioso; apenas demonstrava uma crítica à atuação do parlamentar.

Esta espécie de censura privada era aplicada frequentemente, impedindo internautas de se manifestarem livremente. O Marco Civil determina as responsabilidades do caso. Com a lei, fica estabelecido que o provedor de aplicações só pode ser responsabilizado civilmente por conteúdo postado por terceiros se descumprir uma ordem judicial determinando a retirada do comentário em questão. Estes casos poderão ser julgados em Juizados Especiais, para garantir a agilidade necessária na apreciação. Fica garantido, assim, o respeito à palavra e ao contraditório.

Até que a Justiça se pronuncie, o provedor de aplicações tem, portanto, segurança para manter publicado um conteúdo que não julgue ser infringente. O que não quer dizer que o site, blog ou rede social não possa continuar retirando, por conta própria, comentários que considere inapropriados, ofensivos ou desrespeitosos. Se um internauta fizer apologia ao crime ou escrever um comentário racista, o provedor de aplicações não precisa esperar o aval da Justiça para retirar o conteúdo.

A PRESERVAÇÃO DA NEUTRALIDADE DA REDE

Em 2004, estudantes de Harvard decidiram lançar uma rede social que conectasse os alunos de uma das mais prestigiadas instituições de ensino do mundo. O experimento foi gradualmente sendo expandido para outras faculdades do entorno, até ser aberto para estudantes do ensino médio e, eventualmente, para qualquer pessoa no mundo. Hoje, o Facebook é a rede social mais popular do planeta, com 1,4 bilhão de usuários ativos. O modesto empreendimento só se tornou o que é hoje porque encontrou na web a neutralidade da rede, princípio crucial para a manutenção de uma rede livre e aberta à inovação.

A neutralidade da rede determina que os dados que circulam pela internet sejam tratados sem discriminação por conteúdo, origem, destino ou serviço. Ou seja, não importa se acessamos um grande site de notícias ou um blog experimental, os pacotes de dados transmitidos nesta operação devem ser tratados com isonomia. O fluxo democrático permite que pequenos endereços compitam em pé de igualdade com grandes negócios, oferecendo oportunidades de crescimento.

Provedores de conexão, no entanto, queriam mudar este cenário. A ideia era poder oferecer aos provedores de aplicação interessados um acesso mais rápido aos internautas. Um grande portal de notícias, portanto, compraria o acesso privilegiado aos clientes deste provedor, fazendo com que seus pacotes de dados fossem colocados à frente dos demais que esperam na fila. É como se uma empresa alugasse sirenes de emergência para que carros pudessem passar os outros no trânsito. Os beneficiados seriam aqueles que dispõem de mais verba. Ficariam eternamente na fila, carregando a passos lentos na tela do usuário, provedores de aplicações menores, como um blog independente. A quebra da neutralidade neste caso retiraria do usuário qualquer possibilidade de escolha. Seria o fim da livre concorrência. Adeus, inovação.

Outro quadro tenebroso pintado pelos provedores de conexão retrata a internet como um universo fragmentado, ao invés da rede interconectada que temos hoje. A intenção das empresas era cobrar separadamente por cada tipo de serviço acessado, tornando a web uma espécie de TV por assinatura. Sob o falso pretexto de democratizar o acesso, o plano básico ofereceria ao usuário, por uma quantia mais modesta, apenas o acesso a e-mails. Se precisasse fazer uma busca, um valor seria acrescido. Se quisesse acessar redes sociais, teria que incluir no plano. Para ver vídeos, mais uma taxa extra. Para usar os serviços de Voz sobre IP (VoIP), serviço concorrente dos provedores de conexão e empresas de telefonia, custaria um absurdo. A internet como a conhecemos, sem fronteiras, se tornaria um privilégio apenas para os que podem pagar, abrindo a porta para a exclusão digital.

Por contrariar interesses de poderosas empresas, a aprovação da neutralidade da rede foi o ponto do Marco Civil que mais encontrou resistências na Câmara. O embate foi duro, mas jamais poderíamos permitir quaisquer brechas a um princípio tão fundamental.

ENVOLVIMENTO DA SOCIEDADE, UM GRANDE ALIADO

As conquistas do Marco Civil da Internet foram aclamadas. Aprovamos no Brasil uma das leis mais avançadas do mundo sobre internet, na avaliação de especialistas como Vint Cerf, um dos fundadores da internet, e Berners-Lee, pai da web. Tal conquista contou com um ingrediente fundamental: a participação intensa, em todo o processo, da sociedade civil.

A lei foi um pedido da sociedade, que participou da elaboração do projeto enviando sugestões até pelo Twitter. Durante a tramitação na Câmara, a pressão exercida sobre parlamentares contrários ao texto permitiu que os princípios fossem respeitadas e aprimorados. Hoje, o parlamento da Itália replica o processo de elaboração brasileiro na criação de seu próprio Marco Civil, que deve ser proposto à União Europeia. Após a definição do nosso país, os Estados Unidos conseguiram assegurar o respeito à neutralidade da rede, discussão que encontra barreiras cada vez menos intransponíveis ao redor do globo.

Aos poucos, nações debruçam-se com mais afinco sobre a necessidade da criação de leis para evitar que os princípios da internet como a conhecemos sejam desfigurados por interesses comerciais ou governamentais. Seria ingenuidade achar que, numa série de regras, conseguiríamos abarcar a imensidão que é esta grande rede. O Marco Civil, como outras regulações, apresenta pontos balizadores, a partir dos quais podem e devem ser elaboradas legislações mais direcionadas, com a Lei de Proteção de Dados Pessoais.

O Legislativo dificilmente acompanhará a velocidade da internet. Este é um dos desafios. Mas, com ações pontuais e obstinadas, pautadas sempre no diálogo aberto à sociedade e no respeito aos valores que constituem a internet, vamos continuar trabalhando para que a rede seja um espaço livre, democrático, seguro e aberto à inovação.

A NEW **COMMITMENT** WITH *readers*



David Jiménez

Director of El Mundo / Spain

For far too long, journalism in Spain has operated with its back turned to readers. Newspapers were often written with a small audience in mind, which included other journalists and political settings. The Internet, however, has revolutionized the news ecosystem. Readers, who can choose from the largest supply of information sources available in history, are only a click away from abandoning the media outlets that disappoint them. As in many other sectors, users have become the undisputed rulers who also demand a new commitment that will bring back the essence of our profession.

Journalism must act as the guardian of a society's values and its democratic system; it must protect that system and report any attempts to harm it. To do so, journalism must keep its distance from power in order to avoid forming part of the system it is supposedly monitoring. *El Mundo* aims to provide readers with relevant, useful and quality information, anywhere in the world, on any device, 24 hours a day, seven days a week, 365 days a year. A courageous newspaper must be willing to withstand the pressures of political and economic powers, and if necessary, assume the negative impact of its moral commitment to readers. The reason is simple: the foundation of a media outlet is built on credibility. If this does not exist or if it is weak, then the intellectual project will inevitably crumble.

“*Journalism is in the midst of a revolution and we must be ready to quickly adapt to changes*”

El Mundo believes in journalism's ability to have a positive impact on society, and it is determined to overcome any obstacles that try to hold it back. We believe that we are at the beginning of a golden era of journalism, in which

technology offers the possibility of reaching more readers, listeners and viewers than ever. We will not settle with simply being a print newspaper or website. We want to be the top journalism brand in Spanish, and we want to distribute the best our journalists have to offer through all the channels and platforms available. We want to reach more people in more places.

A 21st century newspaper must be open to telling stories in different formats, innovating in narrative and storytelling methods, making the most of data visualization and the opportunities provided by videos and interactive images. This can be done while maintaining the essence of journalism, rigor and quality. We have the opportunity to give even more to our readers, to expand the debate with them and to increase their involvement in the society they belong to.

Nobody knows what the future holds, but we are certain that we are living a technological revolution that, instead of slowing down, is actually speeding up. The next frontier of journalism that



“*The next frontier of journalism that is already being tested is virtual reality*”

is already being tested is virtual reality applied to the best reporting. In the near future, we will be able to place readers in a conflict, sports event or news item as it occurs, and make them feel like they are witnessing what is taking place from their computer or smartphone. Journalism is in the midst of a revolution and we must be ready to quickly adapt to change. It is not a matter of reinventing journalism but rather of finding new ways of making it accessible to people.

Technology also allows us to add our ability to be useful in the everyday life of people to our reporting capabilities by providing services that make lives easier. The goal is clear: to make *El Mundo* a multi-channel media outlet that is capable of reaching readers, listeners and viewers all over the world who are in search of rigorous, independent, original and quality information. We will promote each of these channels and we will continue working with one of the most important ones: our print version, which is preferred by thousands of individuals. The future can be embraced without erasing the past or ignoring the present. Users will be the ones to decide where, how and when they want to benefit from the advantages of being well-informed.

Print media have viewed the digital revolution as a threat for too long. We are now starting to discover that it is also an incredible opportunity. However, no technological advance will ever be able to change the basic principles of any intellectual project that is valued. Newspapers can only present themselves to society with a single agenda: to serve that society. Since readers have become undisputed rulers and their power to choose is infinite, our commitment to them must be stronger than ever. Our agenda can only focus on regenerating democracy, defending institutions, strengthening a country that offers equal opportunities to all citizens, reporting abuse and monitoring a system whose health is beneficial to everyone. *El Mundo* will always defend these principles.



TECHNOLOGY THAT SERVES THE **community**



Daniel Korn

Director of Corporate Affairs at Microsoft Latin America / USA

Cloud computing promotes a new development model for Latin America because it provides the community with access to a level of computing that was previously only available to large corporations and the most developed economies. Cloud computing comprises the next stage in the democratisation of computing by eliminating the unhappy distinction between those who can make the major capital investment to purchase and maintain the latest technologies, and those who cannot. Cloud computing creates economic efficiencies that in turn promote equality by improving the standards of life of our communities, creating new jobs, lowering costs, improving agility, promoting social inclusion, and facilitating data security in an increasingly digital world.

New jobs are created because cloud computing frees an organisation's budget (that had previously been tied up with technology investments and their maintenance) so it can be invested in new markets and products. According to a CEPAL publication, the adoption of cloud computing by companies in Brazil could create 900,000 new jobs. In addition, a study by the Boston Consulting Group has revealed that SMEs that use cloud computing create twice as many jobs as those that do not.

“ *Cloud computing creates economic efficiencies that, in turn, promote equality by improving the standards of life of our communities*

Cost savings are the result of not having to make major capital investments in servers and other equipment. By consolidating the demand, economies of scale are achieved that result in lower costs per server for items such as electricity, operation, maintenance and physical space. In terms of electrical

consumption, energy savings can be translated into lower carbon emissions, which is another positive effect for the community. For example, the Instituto Mexicano para la Competitividad (Mexican Institute for Competitiveness) estimates that having medium and large-sized companies in Mexico migrate to cloud computing would lower these emissions as much as removing 90,000 vehicles from the road.

By providing on-demand access to computing resources at any time and from any device connected to the Internet, cloud computing offers greater agility to users. For example, it allows governments and companies to respond to unexpected peaks in demand that an internal server set-up would probably be unable to handle. When Costa Rica was affected by an earthquake in 2012 and traditional communication methods became inoperable, cloud computing made it possible to handle the sudden increase in traffic. It played a key role in allowing the national television station (Teletica) to address the community's needs by providing essential

“These important benefits can be attained as long as the technology is trusted

information updates.

The enormous potential of this technology in improving social inclusion is just as important. For example, cloud computing allowed the Instituto Colombiano para el Fomento de la Educación Superior (ICFES, Colombian Institute for the Promotion of Higher Education) to publish university exam results twice each year for the benefit of students, their families and professors, which otherwise would have required thousands of internal servers.

Cloud computing also has the potential of improving data security. Many small and medium-sized companies are unable to provide appropriate levels of security for their systems. In fact, according to a study of 70,000 security breaches at 1,600 companies, Alert Logic found that systems hosted on internal servers are more susceptible to unauthorised access than cloud applications.



These important benefits can be attained as long as the technology is trusted. To achieve this, the respect and privacy of personal information must be guaranteed, and there must be clear rules for handling that information. At Microsoft, we assume the contractual commitment of safeguarding personal information and we are at the forefront in terms of implementing international standards, such as the new ISO 27018 international standard for cloud privacy.

We are convinced of the benefits of this new technology that can tremendously help our community, without sacrificing the privacy and security of personal information.

PAPEL DO **FORO IBEROAMERICA** NAS RELAÇÕES *intercontinentais*



Roberto Teixeira

Fundador do Centro Brasileiro de Relações Internacionais e membro do Conselho Empresarial da América Latina e do Foro Iberoamerica / Brasil

O Foro Iberoamerica, criado no ano 2000, foi resultado do interesse de um grupo de líderes formadores de opinião, empresários, políticos, representantes dos principais grupos de comunicação, e intelectuais decididos a promover a reflexão e o debate sobre os mais importantes desafios que são comuns à América Latina, Portugal e Espanha, a chamada Ibero-América. Sua preocupação central é a preservação da cultura ibero-americana num mundo globalizado.

A Ibero-América é uma região geográfica que compreende os três países da Península Ibérica (Portugal, Espanha e Andorra) e os da América Latina hispanófono e lusófono por afinidade histórica, cultural e linguística.

O termo Ibero-América, formado a partir das palavras Ibéria e América, é utilizado para designar o grupo de países formado por Espanha, Portugal e as nações americanas independentes que foram antigas colônias destes países.

As nações ibero-americanas integram a Comunidade Ibero-Americana de Nações, que anualmente realiza uma conferência em que comparecem os chefes de estado e de governo dos países ibero-americanos.

“*A complementaridade a partir das próprias diferenças talvez seja a grande promessa para o fortalecimento da ideia de um bloco ibero-americano neste século*”

O Presidente Enrique Peña Nieto, na última dessas reuniões em Vera Cruz em dezembro de 2014, explicitou com muita clareza a importância desse conjunto de raízes.

“A Ibero-América é o resultado da nossa história partilhada e reflete nossas raízes, nossos valores e nossa cultura. Os

vínculos profundos que nos unem tornam a Ibero-América um espaço privilegiado para o diálogo e para a cooperação.

Sem dúvida, a região Ibero-Americana tem um modelo de cooperação inovador que se ergueu como exemplo para o mundo. Este modelo, juntamente com os 32 programas, iniciativas e projetos que se desenvolvem nas áreas da cultura, coesão social e do conhecimento, são considerados como experiências pioneiras e referências valiosas por numerosos países e organismos internacionais”.

DESAFIOS DA AMÉRICA LATINA

O que se convencionou abrigar sob o conceito de América Latina ao longo dos tempos mais recentes vem demonstrando que não só por suas origens, como também pelas características de cada um de seus países, temos sensíveis diferenças de comportamento – mesmo na gestão de nossas economias

ou no processo político-institucional. Ainda assim, apesar da diferença de nosso idioma, estamos unidos por valores que compartilhamos e que nos mantêm unidos.

O mesmo se aplica quando falamos da Europa ou Comunidade Europeia, com mais de 25 países, com diferentes línguas e estágios de desenvolvimento econômico. Ainda assim, fala-se costumeiramente em forma generalizada da Europa como se fala de América Latina, como se tivessem comportamentos assemelhados.

Também na comunidade Ibérica são sensíveis as diferenças entre Portugal e Espanha sob os mais diferentes aspectos.

Apesar das diferenças que existem entre nossos países, inclusive dentro da própria América Latina e nossa relação diferenciada com os países ibéricos, ainda assim não tem faltado motivação agregadora entre nossos países.

Podemos observar grande aproximação de natureza cultural, política e econômica. Nos últimos anos, a participação de empresas espanholas, adquirindo ou participando em empresas brasileiras, tem sido marcante, bem como, em menor escala, de corporações lusitanas. Neste contexto, o Brasil vem concentrando suas atenções e investimentos num momento mundial de profundas transformações.

Duas línguas principais (português e espanhol), aliadas a uma multiplicidade de tradições culturais, expressões e pensamentos distintos – e, ao mesmo tempo, complementares – caracterizam um conceito em permanente construção.

A complementaridade a partir das próprias diferenças talvez seja a grande promessa para o fortalecimento da ideia de um bloco ibero-americano neste século. Bloco de proporções gigantescas: 400 milhões de pessoas em extensos 18 milhões

“Desafios comuns, histórias de evolução compartilhadas e perspectivas de desenvolvimento acelerado marcam este momento social ibero-americano

de km². Muitos aspectos em nossos países, e também sobre o que os separa, tem sido o ponto de partida para qualquer análise.

Desafios comuns, histórias de evolução compartilhadas e perspectivas de desenvolvimento acelerado marcam este momento social ibero-americano. A crise financeira que assolou fortemente os representantes europeus do bloco nos obriga a visualizar a Ibero-América buscando apoio entre seus pares em busca de soluções compartilhadas.

Continuamos trabalhando em uma perspectiva de amadurecimento das ideias por parte dos próprios ibero-americanos e, gradativamente, aprofundando os laços não apenas históricos, mas também sociais, econômicos e políticos entre todos os seus integrantes no mundo, que é cada vez mais complexo e globalizado.

Várias iniciativas vêm sendo tomadas para intensificar as relações multilaterais entre América Latina e países ibéricos, seja através de associações de fins políticos, culturais ou econômicos. O Foro Iberoamerica se insere nesse contexto ao realizar reuniões anuais com temática variada e sempre buscando colocar em discussão temas relevantes para os diferentes países. A próxima reunião será em outubro em Barcelona e os temas centrais estão ligados ao ‘Papel da TI (Tecnologia da Informação)’ e ‘A comunicação no séc. XXI’ e terá seu início exatamente no ‘Dia de la Hispanidad’.

debate WITHOUT *prejudices*

Benigno Pendás

 Director of the School of Political and Constitutional Studies / Spain

We owe a great deal to the welfare state. The success of Europe after World War II is closely tied to British welfare, Germany's "social" economy and the "Glorious Thirty" in France. Even though the socialists always appropriate the model, it is a cross-cutting phenomenon from the ideological standpoint. Of course we have to recall Lord Beveridge, Hermann Heller and the "existential provision" (*Daseinvorsorge*) and the Nordic Social Democrats, with Sweden as the classic reference. But we should also bear in mind that conservative politicians like Benjamín Disraeli and Spain's own Eduardo Dato were there much earlier at the origin of "social security". At the heyday of welfare, even though it was already being questioned by the 1973 oil crisis, article 1.1 of the Spanish Constitution solemnly proclaimed that "Spain is a social and democratic state governed by the rule of law", thus copying the substance of Bonn's Basic Law. Jurists, sociologists, political scientists and economists have spent page after page deciphering the causes and consequences of this concept, whose theoretical underpinnings Manuel García-Pelayo explains better than anyone else. So everything was all set... until the current crisis.

If we are objective, I repeat, we have to recognise the welfare system's benefits. If its die-hard defenders remove their ideological blinders, they have to admit its weaknesses as well. The social state is very

“*Niklas Luhmann claims that the social State is the victim of the exaggerated expectations it arouses*”

expensive, so much so that many years ago James O'Connor spoke about the state "fiscal crisis". It requires tax hikes and generates a bureaucracy to run it that is often inefficient. From the ethical standpoint, it dilutes personal responsibility because

of a lack of incentives. It fosters the existence of the free-rider, a kind of universal "sponger" who only seeks personal benefits and never contributes. In political theory, another unsuspecting thinker, Niklas Luhmann, claims that the social state is the victim of the exaggerated expectations it arouses. Therefore, it has both advantages and disadvantages. Under Hayek's ideological mantle, Reagan/Thatcher spearheaded a neoliberal "revolution" / "reaction" in their day. The Keynesians from all parties have reacted vehemently. In the midst of the financial crisis, the debate was stirred up with important figures and excessive partisan prejudices. For this reason, we must use common sense to put things in their proper place.

Socialists and liberals exaggerate their viewpoints. From the left (in the broad sense), the blame is shifted to the insatiable capitalist and the submissive politician. The avidity of the markets and the monetarist economy apparently lead us to a rupture of the social pact stemming from the adversary's intrinsic evil. Everything turns into diatribes against "unbridled" capitalism and "libertarian" neo-cons. Nor is the right particularly lucid in this revived battle of ideas. It defends its effective

“Where the economy works, the old social contract is alive and operant

management in contrast to socialist squandering and produces experts and technocrats. Then it is surprised by the “progressive” predominance in that front, which conditions social behaviours (including, of course, electoral behaviour).

All of this has some grain of truth, and yet also conceals another considerable part. The welfare system is unsustainable when we lose our sense of measure. Unproductive spending, unsustainable taxation and a mindset alienated by the demand for rights without the counterbalance of duties are the perverse triangle which objective observers see with crystal clarity. It is also a good idea to be realistic when faced with the predictions of new crises with a deterministic bent which history refutes time and time again. In other words: whether we like it or not, the bankruptcy of Lehman Brothers does not herald the death of capitalism, an economic system which is perfectly capable of overcoming its own contradictions. The proof is in the pudding.

The *emerging* middle classes are calling for a new style of democracy. The existence of these new *middle classes* is undeniable, but so is the fact that the same old middle class is still there as well, with their natural leaders. This is proven by the repeated success of Angela Merkel. Therefore, wherever the economy works, the old social contract remains alive and well. However, it no longer works in many places. And this is why inequality is on the rise according to almost all indicators. Using an already-overused prefix, there is talk of the *post-welfare* society, which is more careful with consumption and less ambitious in its life projects. The times of easy credit and conspicuous consumption are over. Just maintaining one’s status has become a more than sufficient goal.

In Spain, incidentally, the strength of the family, the drain of well-educated youth and the dynamism of certain sectors are factors that come into play when dealing with the crisis with the *least psychological damage possible*. Here it might be less traumatic to accept the euphemism of a “participative society” in the sense that the state will no longer be able to fulfil its social commitment and people will have to contribute more. For this reason, it is futile to demand the approach formulated in the Constitutions (social state, rights to public benefits, high quality of life standards) or the EU treaties or in other documents with greater or lesser regulatory power, all of which were adopted in more prosperous times. Good wishes (which we all share) are not equivalent to good solutions. Actually, quite the opposite, because well-intentioned policies lead to uncertain results. However, the major argument of the left attributes the voluntary rupture of the “pact” to certain predatory elites, leading to unacceptable inequalities between the few (upper class) and the many, who are either directly excluded or reduced to being cheap labour. To simplify, let us say that the elite is increasingly wealthy and the masses increasingly poor. According to the common analyses, it is clear that this new dominant class is only made of the owners and managers of the vast global capitalism, which is displacing the former “well-off” classes, that is, reasonably successful professionals, senior civil servants and owners of medium-sized businesses.

And thus we reach the crux of the matter. However, the important thing is that austerity is not a whim but an objective necessary, even though it is crucial to apply “cut-backs” to unproductive costs and not to forget that the middle classes are the bread and butter of a good democracy. If the large centre-left and centre-right parties do not manage to offer appealing proposals, the road will be open to populism, a contemporary form of demagoguery. And that is, purely and simply, the worst path possible.

INNOVATION, A NEW PHILOSOPHY FOR *leading companies*?



Mary Teahan

Academic Director of the Master's in Marketing and Communication at the Business School at the University of San Andrés / Argentina

There is nothing new about innovation. That is the first of two doubts regarding the wording of the topic I have been given/chosen for this article, the one that appears in the title above.

As a precept for running companies well, innovation has a long list of prestigious advocates. The economist Joseph Schumpeter began to formulate his theory of innovation and capitalism in 1911¹ (although his ideas on it did not begin to capture the attention of the scholarly and business communities until the 1942 publication of his most popular book, *Capitalism, Socialism and Democracy*). In Schumpeter's opinion, innovation fuels the capitalist economy with "a perennial gale of constructive destruction"². Peter Drucker, nicknamed the father of management, was another major proponent of innovation and wrote the book *Innovation and Entrepreneurship* thirty years ago, in 1985.

“*Why are we being besieged with the admonition to “innovate or die”?*”

So experts have long been exhorting business leaders to innovate. The famous Harvard professor Rosabeth Moss Kanter claims that innovation was never a passing fad, although she does admit that it is “rediscovered” as

a driver of business growth around every six years (the approximate length of a generation of business leaders, according to Moss)³.

WHY NOW?

What are the forces that are bringing innovation to the fore today? Why are we being besieged with the admonition to “innovate or die”? This was recently used as a title by the bestselling guru Tom Peters; the University of Pennsylvania professor Jack V. Matson; the BBC and NBC; and the publications *Time*, *Forbes*, *Wired*, *The Huffington Post* and *Business Insider*, just to name a few. Even an MBA course at Columbia University Business School bore this name!

The renewed attention to innovation is most likely a consequence of two main factors: first, the world has finally emerged from the Great Recession –in which short-term survival came first– and companies now have some money available to think about long-term transformations. Secondly, the wane of the famous brands which did not succumb because of the financial crisis in general

¹ Leonard, Thomas C. (2009) *Redeemed by History, a criticism of the book by Thomas K. McCraw, Prophet of Innovation: Joseph Schumpeter and Creative Destruction*. Cambridge: Harvard University Press. *History of Economic Ideas XVII* (1): 189-195.

² The coiner of the term was German sociologist Werner Sombart, but Schumpeter was the one who made it popular.

³ Moss Kanter, Rosabeth. *Innovation: The Classic Traps*, HBR's 10 Must Reads. The Essentials. Harvard Business Review, 2011.

INNOVATION



INNOVATION

but because they stayed the pathway instead of others' innovation came as a shock. The decline of names like Kodak, Nokia, Blackberry, Blockbuster, My Space and others graphically drew corporate leaders' attention to the innate vulnerability of companies in the capitalist world. Even the future of brands like Sony and Microsoft is being questioned in some circles.

THE PHILOSOPHY OR THE IMPERATIVE OF INNOVATION?

My second discrepancy with the title of this article lies in the fact that a "philosophy" is a body of reasoning or thinking. Using this term in the context of business innovation gives the sense of being limited to disquisition. However, the need for innovation in companies is imperative; it is essential. Paraphrasing Schumpeter, Leonard⁴ claims that sooner or later, almost all companies fall victims of their competitors' innovations. Business leaders who ignore this lesson do so at their own risk: to survive, they must be entrepreneurial and think strategically.

THE PROBLEM IS THAT INNOVATION IS SO DIFFICULT... RIGHT?

Not all of us are Jeff Bezos, the iconic founder of the ecommerce giant Amazon.com and a true business visionary. Going out in search of the great vision that will forever change the rules of the game in our industries –Kim and Mauborgne's "blue oceans", where we will leave our competitors behind– would simply be quixotic for the majority of business executives.

But there is hope! There are two kinds of innovation: disruptive and incremental, and the latter can be

“*There are two kinds of innovation: disruptive and incremental*”

broken down into evolutionary and revolutionary innovations. The leader of thinking on the different kinds of innovation is the Harvard professor Clayton Christensen⁵.

IT'S TRUE: DEALING WITH A DISRUPTIVE INNOVATION PROCESS IS REALLY DIFFICULT

According to Christensen, over time, disruptive innovations create new markets and sets of values. One example would be the Ford Model T, which broke the schemas of the rest of the automobile industry, which produced luxury goods, and instead made automobiles affordable for the common folk, leading to a disruption in the carriage industry. Disruptive innovations typically manifest themselves more as economic options that open new markets, which eventually eclipse the old markets. Some more recent examples than the Ford Model T are mobile telephones, which are replacing landlines, LCD television screens, which have replaced cathode rays, and Netflix, which decimated the DVD rental market (bye, Blockbuster!).

The fact is that if a disruptive innovation occurs in your company's industry, it would be best to join it by buying or associating with the innovative company or –if not– imitating it. It is that or getting ready for early retirement... The problem lies in the fact that it is rarely very easy to identify a successful disruption –especially from companies at the forefront of the industry being challenged– until it is too late. On his own initiative, the inventor of Netflix offered to partner with Blockbuster in 2000 and was laughed out of the boardroom⁶. Blockbuster went bankrupt in 2010 while today Netflix has a market valuation of US\$ 28 billion, approximately ten times what Blockbuster was ever worth.

⁴ Leonard (2009).

⁵ Christensen, Clayton, <http://www.claytonchristensen.com/key-concepts/>, <https://hbr.org/2012/12/surviving-disruption> and several publications.

So lots of luck if you have to deal with a disruption of this kind!

TWO KINDS OF INNOVATION

But the majority of companies operate in industries where no disruptions can be seen today. They are the terrain of incremental innovations, which do not upset the existing markets but add value to industries, usually through technological changes. Evolutionary incremental changes reflect the practice of continuous improvement that characterises total quality management and its subsequent practices such as the ISO norms, Six Sigma and “lean”⁷ thinking. Revolutionary incremental innovation is called “breakthroughs” or “breakouts”. One example would be the netbook, which revolutionised the size of the laptop but in no way created a new market or system of values.

This is the field of incremental innovations where all entrepreneurs and business executives should focus in order to keep their company in line with – or preferably a step ahead of – the competition. There is no need to be a genius like Steve Jobs to practise incremental innovation. With time, practice and steadfastness, some of the innovations achieved may become “breakthroughs”.

FROM SYSTEMATISATION OF THE LEADERSHIP OF INNOVATION TO DISRUPTION

There is a vast trove of literature providing guidance on methods for managing innovation. Any entrepreneur or executive interested should

peruse it and perhaps hire a coach who is an expert in the field.

The techniques are different, but once the techniques of incremental innovation have been mastered, the time will come to try to lead disruptive innovation. It will not be easy, but the prospect of possibly being the one to open up a new market that leaves the others out in the cold might energise all businesses.

And thus, this essay should have been called “Innovation: Perennial imperative to lead companies” (!).

⁶ Source: Forbes magazine. <http://www.forbes.com/sites/regsattel/2014/09/05/a-look-back-at-why-blockbuster-really-failed-and-why-it-didnt-have-to/print/>

⁷ The word “lean” is used to talk about movements like lean management, lean manufacturing, lean start-ups, etc., where the goals are to maximise customer value while minimising waste. Read more at <http://www.lean.org/>

TILES IN A VAST *universal mosaic*



Miguel Zugaza

Director of the Museo Nacional del Prado / Spain

The world has become connected not only through trade and political force. The history of civilisations is essentially the history of the culture of peoples, their migration and the exchange of thought and the forms of art that express them. Much of this plural, evolutionary history of culture and art is conserved in museums. Each museum harbours a fragment of the overarching story of civilisations, like the tiles in a vast universal mosaic. The yearning to understand the world, to map its memory, is what inspires this kind of public institution, the heirs to the Enlightenment, at the dawn of our contemporary age.

In today's globalised world, museums still serve the same twofold purpose as when they were founded: to conserve the testimonies of the past for future generations, and to democratise their value and enjoyment for citizens. Our institutions have not changed much; however, what has changed radically is society and the way it interacts with museums.

Museums are a reflection not only of history but also of the contemporary aspirations of a society. This is how we view it at the Museo del Prado, and this was the inspiration behind its recent expansion and modernisation to adapt an almost two hundred-year-old institution to meet the demands of a growing cosmopolitan public which wants to celebrate the existence of the art that the museum

“*What has changed radically is society and the way it interacts with museums*”

conserves and learn about the history and thinking concealed behind each work.

The complex web of relations that shapes our globalised, hyper-connected world has also affected the mission of museums today, which are required to take on new responsibilities. The traditional mission of stewarding the testimonies inherited from the past has been replaced by another mission of sharing and expanding museum activity beyond the walls.

The traditional museum, which is physically located in a given city and a given building and is identified with a nation's cultural and artistic progress, is being forced to reconsider its original local identity to embrace a parallel and broader universal identity. It is fascinating to look at the range of solutions that have been tested by different museums in recent years to deal with this new reality. No museum is identical to another, and therefore the different formulas tested are all unique as well.

For example, the responses by contemporary art museums to this new and expanded model of cultural diplomacy are disparate. They have greater freedom, and certainly more conceptual premises, to test this operation online. In fact, without looking any further, one of the first and most publicised attempts to make the global world congenial to museums was the expansion



operation tested in Spain with the creation of a Guggenheim branch in Bilbao.

However, history museums face greater difficulties; as mentioned above, they have built their prestige on their immovable cultural and physical location, and their main distinction lies in the particular history of the country and the national identity that indelibly permeates each museum's collections. This is a matter of historical perspective which cannot be the same for an English, French, Spanish or Chinese person. The British Museum's relationship with the world is different to the Louvre's and, of course, the Prado's is different to the National Museum of Beijing's.

The national galleries that emerged from the Enlightenment ideals are privileged repositories of the collective memory of different nation-states, comprised of the remnants of their history joined by the cultivated collecting tradition of each country and, more recently, by the academic revision which our institutions have posited of the particular and universal history of the art they harbour. This specific vantage point cannot be ignored when we talk about the cultural diplomacy strategies that each is trying to develop.

To be more specific, the Latin American perspective, for example, cannot be the same for the Prado as for the Louvre or the museums of Berlin. Our shared history requires us to undertake a more urgent, profound and complex reflection. Creating bridges between the museum institutions in the Latin American cultural realm is unquestionably one of our priorities, and at the same time it is a pathway that enriches the inevitably partial vision we each have of history and art. In short, the goal is to overcome the often divisive ways of understanding the major cultural and artistic phenomena on either side of the Atlantic. More specifically, understanding the unique vice royal way that art was created in the multifaceted Baroque world and its relationship with the hegemonic models of European art requires a generous disposition to share the most diverse knowledge and perspectives. This might be one of

“*The national galleries that emerged from the Enlightenment ideals are privileged repositories of the collective memory of different nation-states*

the most fascinating unexplored avenues that the internationalisation of culture and art afford us.

To begin exploring in this direction, we have to overcome some of our prejudices. We have to recognise, for example, that our hegemonic position in the orbe declined several centuries ago. While the modern European powers were colonising the world, our country lost its last overseas possessions. Having lost power, the only thing remaining to us is a glorious inheritance, nothing more and nothing less than one of the most diverse and richest historical and artistic heritages conserved by any nation in the world, including, of course, our common language.

Political power has now turned into cultural power. This is an exercise in proud sincerity which is going to allow us to participate actively in the course of our expanded world today without losing our privileged historical perspective.

AMERICA



AMÉRICAS SEM *fronteiras*



Ingo Plöger

Presidente Internacional do Conselho Empresarial da América Latina (CEAL) / Brasil

As Américas sem fronteiras são uma visão compartilhada pelos empresários do CEAL. Pensamos por um instante na América de Norte ao Sul em que podemos visualizar, pesar e prospectar as dimensões conjugadas deste continente. Os espaços de liberdade dentro dos processos democráticos aumentam a capacidade de reação, das sociedades abertas, aos nossos anseios por uma sociedade cada vez mais conectada e consciente do seu poder de mudar, evoluir as democracias e fortalecer suas instituições, abrindo os canais de diálogo para dinamizar e acelerar as transformações necessárias pelas reformas dentro da legalidade democrática.

Para a liderança do CEAL, o tema das evoluções democráticas tem alta prioridade. Dentro deste quadro visualizamos grandes oportunidades, onde a América Latina faz parte das soluções globais. Os grandes temas do futuro têm a América Latina como parte de sua solução – por exemplo, a segurança alimentar para os 9 bilhões de habitantes estimados para 2050, que terão na América Latina um grande parceiro para atender esta demanda. Recursos naturais aprimorados e transformados poderão suprir produtos e serviços das crescentes classes médias, da Ásia, dos Estados Unidos, da Europa e da África.

“ *A América Latina transforma-se num grande consumidor de produtos de alta rotatividade (higiene, cosméticos, etc). As oportunidades de fazer mais e melhor com menos são estratégias que as empresas buscam na parceria Latino-Americana*

A inserção da América Latina nas Cadeias Produtivas Globais terá como fonte relevante de recursos a matriz energética mais sustentável do mundo, sendo que as energias renováveis compõem a maior parte da matriz energética da América Latina. Isto só será possível e factível se a América Latina cuidar do seu próprio desenvolvimento de uma forma mais conjugada e interligada.

A América Latina tem hoje um PIB (PPP) de aproximadamente U\$ 7,5 bilhões, a metade dos Estados Unidos e da União Europeia e 2/3 da China.

O PIB per capita está na ordem de U\$12 mil/ano, enquanto na China está em torno de U\$ 10 mil. Os investimentos estrangeiros diretos IED na América Latina estão na ordem de U\$ 188 bilhões/ano, similar ao dos Estados Unidos e maior do que da China, U\$ 124 bilhões e a União Europeia supera todos com U\$ 245 bilhões.

Uma das características da América Latina é ter cadeias produtivas globais mais longas, fazendo com que o mercado interno tenha proporções maiores, referentes ao seu comércio internacional. As exportações mais importações são da ordem de 20% do PIB, similar aos Estados Unidos e da China, que também têm características de cadeias produtivas longas. Os processos

“*As empresas latino-americanas, dentro deste processo, buscam por maiores espaços para poderem oferecer soluções inteligentes e cada vez mais competitivas*”

de produção e inovação nas cadeias produtivas longas fazem com que a competitividade global possa ser constituída, desde que se invista em inovações e P&D. Na América Latina notamos este fenômeno na cadeia do agronegócio, particularmente na questão alimentar, ração, fibras e bioenergias.

A América Latina hoje já se desponta como sendo campeã nas proteínas animais e vegetais.

A competitividade dentro das fazendas ou das fábricas, na utilização dos recursos naturais, é alta, perdendo sucessivamente sua posição pelo alto custo da porteira para fora, ou seja, pela deficiência da infraestrutura e dos elevados custos tributários administrativos, entre outros.

Os espaços empresariais, aliados aos investimentos públicos privados na área de logística e eficácia administrativa pública, poderão levar a América Latina a ter posições de Champions em muitas áreas.

A inserção social em larga escala nos últimos anos fez com que demandas reprimidas para produtos de entrada (entrance products) recebessem o estímulo de grandes escalas. Os resultados foram investimentos produtivos para produtos mais simples e de baixo custo. A América Latina transforma-se num grande consumidor de produtos de alta rotatividade (higiene, cosméticos, etc). As oportunidades de fazer mais e melhor com menos são estratégias que as empresas buscam na parceria Latino-Americana.

A educação que se inicia por políticas para a primeira infância e termina com a gestão inovadora do empreendedorismo são esforços fundamentais para inserir a América Latina na competitividade global. O processo inovador, a criatividade e o em-

preendedorismo podem ser multiplicados se forem realizados de forma conjunta e não isoladas. Exemplos de excelência de inovações poderão ser encontrados nas áreas públicas privadas e institucionais na América Latina. Estas são experiências que queremos multiplicar e divulgar para dar acesso àqueles que estão longe destas.

A mobilidade traduzida pela facilidade das pessoas terem informações e comunicar-se com rapidez e eficácia, e poderem movimentar serviços, produtos e a si próprio dentro de cidades inteligentes são temas que a jovem sociedade latino-americana quer proporcionar às suas novas gerações, a impressionante conectividade atual das sociedades latino-americanas através dos seus l-pads, l-phones, que darão acesso à intermediação de conhecimento e processos para os indivíduos, famílias e suas comunidades.

As empresas latino-americanas, dentro deste processo, buscam por maiores espaços para poderem oferecer soluções inteligentes e cada vez mais competitivas. Parcerias globais e locais são estratégias que acompanham setores e empresas no seu dia a dia para uma América sem fronteiras. Isto traria benefícios a todos os envolvidos, pela interação das pessoas dentro de seu continente, pela proximidade cultural e diversidade de suas histórias e experiências. São riquezas que quando direcionadas a este objetivo comum produziram inserção e compartilharam prosperidade. Neste processo de integração física, social e de conhecimento da dinâmica do crescimento da nova classe média de baixo para cima, reduzindo a extrema pobreza, eliminando a fome e ao aumentar o bem-estar de nossos povos aumentará ainda mais a dinâmica da paz, da tolerância e da prosperidade mundial. A manutenção dos princípios do respeito à natureza contribuirá para a maior sustentabilidade do planeta. A cada dia no âmbito da globalização, a América Latina é cada vez mais uma solução e não um problema, isto se conseguirmos avançar nas nossas fronteiras mentais e alargar os espaços ainda não ocupados pelo desenvolvimento da esperança em podermos fazer mais por nós mesmos.

TO THE *RESCUE* OF THE IMPOVERISHED *middle class*



Belén Barreiro

Director of MyWord and former President of the Centro de Investigaciones Sociológicas (CIS) / Spain

The economic crisis, from which we are now –fortunately– emerging, has profoundly transformed Spanish society. Between 2007 and 2014, the unemployment rate rose from 8% to 23.6%; today Spain has more than 5.4 million unemployed persons, 62% of them long-term (meaning they have been looking for a job for over one year). Today, there are more than 700,000 homes without any income whatsoever. The recession has also caused very widespread impoverishment which will take a long time, if ever, to eradicate. Likewise, social inequality and poverty have shot up. The wealthiest 20% in Spain earn more than seven times as much as the poorest 20%, one of the hugest gaps in Europe. And around 20% of the population is at risk of poverty.

Within this context of unemployment, inequality and impoverishment, the middle class has plummeted. According to the Centre of Sociological Research (CIS), while 63% of Spaniards considered themselves middle class in 2007, only 48% did in 2013. Mikroskopia, a macro-survey administered by MyWord to a representative sample of almost 8,400 people, revealed an even steeper decline in the middle class. Generally speaking, 54% of citizens declare that they have dropped a social class because of the crisis; 28.9% have dropped from the middle-

“ *The middle class will vote less for the major political parties, although this does not signal political apathy* ”

middle class to the lower-middle class. Therefore, one-third of citizens might be part of the new impoverished middle class. This is a subjective figure, as it measures the perception of a drop in the social ladder –not a real drop– although that does not make it

any less important.

The impoverished middle class has transformed its living, consumption and purchasing habits, and it is large enough for political parties, companies and banks to feel threatened. In this sense, even though the disenchantment with the two main parties that have dominated Spain’s political life seems to be cross-cutting, the data from the MyWord ObSERvatorio for Cadena SER reveal that the decrease in bipartisanship, measured by intention to vote, is 11 points higher in the impoverished middle class than among individuals whose social class has not changed. However, this decline in support for bipartisanship does not reflect greater political apathy. More leftist than rightist and between the ages of 45 and 54, these are informed people with a keener interest in politics than the bulk of the population.

Consumption and purchasing habits have also transformed more among the middle class who have come upon harder times than among those that have remained immune to the recession.



“*In Spain there is a sudden rejection of the capitalist economy, only trailed by Mexico and Argentina*”

More people now make things in their homes whereas they used to buy them (9.1% more than the rest of the middle class), and they more often use measures common in a “war economy”, such as mixing dishwashing detergent with water (8.4% more), buying cheaper brands (23.3% more) and shopping around for discounts (3.7% higher), comparing prices (3.8% higher) and going shopping with a list to make sure they only buy what they need (4.3% more). Not only are their pocketbooks smaller, but their mindset has shifted to become more austere through sheer conviction, and they are more critical of consumer society.

Likewise, there are more “rebel consumers” among the impoverished middle class than among those who have not been affected by the crisis (10% higher on average): these are people who reject or mistrust the large economic and financial corporations in a country in which support for the market economy has plunged precipitously.

In 2007, almost seven out of every ten Spaniards believed that capitalism was the best economic system for our country, a percentage that was higher than in the other countries around us, such as Germany and France. Seven years later, the backing for the market economy has plummeted 22%. In a ranking of 44 countries, Spain is now among the most anti-capitalist, only trailed by Mexico and Argentina.

Mistrustful of the traditional large political parties, the impoverished middle class is threatening to abandon the legendary corporations; likewise, it is more willing to punish companies that do not show exemplary behaviour. Aristotle said that “...the best political community is formed by the citizens of the middle class, and... those states are likely to be well-administered in which the middle class is large, and stronger if possible than both the other classes, or at any rate than either singly; for the addition of the middle class turns the scale, and prevents either of the extremes from being dominant.” It should be in the interest to everyone, parties and corporations alike, to contribute to rescuing the now-impoverished middle class.

COMPANIES AND CORRUPTION IN *Latin America*



Guillermo Jorge

Partner in Governance Latam and Professor at the University of San Andrés / Argentina

INTRODUCTION

The whirlwind of anti-corruption regulations in the past decade is generating profound changes in corporate governance. The aggressive enforcement of the Foreign Corrupt Practices Act in the United States was joined first by the rising enforcement of similar laws in other OECD countries –especially Germany, the United Kingdom, Switzerland and Canada– and, more recently, the establishment of similar measures in Chile (2009), Colombia (2011) and Brazil (2013). If we add to this the legislative debates of similar draft laws in Peru, Mexico and Argentina, we can anticipate an imminent levelling of the playing field among companies in the OECD and Latin American companies. In fact, the regional pervasion of the Petrobras scandal had already begun to accelerate this process.

With minor differences associated with each legal system, the legal standard is now global: a satisfactory compliance programme significantly boosts the chances of negotiating with authorities to defer or terminate an investigation, to lower economic sanctions and to mitigate executives' criminal liability. A "satisfactory" programme

“*The new laws, supported by a civil society that is increasingly effective in demanding that they be enforced, requires companies to abandon formal compliance and instead to integrate compliance both inside the firm and in their relationships with third parties*

includes actions both inside the firm and in relation to its value chain. Inside the firm, at a minimum internal principles, policies and procedures must be put into place to prevent, detect and remediate prohibited acts; the entire staff must be trained on the specific application of these policies and procedures; and an "internal justice" system –investigation, sanctions and application of corrective measures in the event of violations– must be implemented. With regard to the value chain, the regulations require due diligence in

commercial relations with third parties –affiliates, suppliers, agents, contractors, etc.– and measures proportionate to the risk posed by each third party must be taken.

In other words, the scenario has changed. The argument that this placed companies at a disadvantage compared to competitors which are subjected to less demanding regulations –which has consciously or unconsciously determined the emphasis in the enforcement of compliance measures in the region– is now a thing of the past. Even though many public servants have not yet noticed the change, the new laws, supported by a civil society that is increasingly effective

in demanding that they be enforced, require companies to abandon formal compliance and instead to integrate compliance both inside the firm and in their relationships with third parties.

INTEGRATING COMPLIANCE INTO THE COMPANY

Even though the majority of companies have ethical codes, the “maturity” of the programmes they implement as a result varies considerably according to both the laws which they must abide and how close they have come to a scandal followed by sanctions.

At the lowest level are the companies that still take a haphazard approach. The most common in companies that are the least exposed to international sanctions, this approach is essentially reactive. The purpose of *compliance* –usually absorbed by the legal or audit departments– remains ad hoc and the processes are not integrated with other functions –finances, procurement, purchasing, sales or marketing–. Usually earmarked minimum resources, the programme is perceived as a formality and administered for purely documentary reasons. Needless to say, it is virtually irrelevant when facing a real crisis.

At the intermediate stage are companies which have partly brought compliance into the hierarchy, either because their competitors do or because their business partners require it. This gives it some visibility which consists of implementing “long-term” processes which aspire to modify some aspects of the corporate culture slowly but surely. In these companies, the purpose of compliance is primarily to define and educate the sales force in the so-called “grey areas” –policies on gifts and hospitality, entertainment, charitable contributions, sponsorships, etc.–. These processes are not yet internalised, and therefore they are not automatic either. Even though the function of compliance here is supported by –or may even involve–

“*Even though the majority of companies have ethical codes, the “maturity” of the programmes they implement as a result varies considerably*

senior management, it is not yet a crucial factor in the most important decision-making processes. The majority of companies that operate in Latin America are in this stage. The compliance agenda of subsidiaries of multinationals is dominated by getting more attention from the local CEO and by the “adaptability” of the programme designed in the parent company to the local situation, especially in terms of the need to live with sectors from the informal economy –which the ILO claims accounts for an average of 47% of business in the region– with certain union practices, social organisations and security forces.

Finally, a handful of companies, especially those that have already experienced a crisis and have been subjected to monitoring, have made major efforts –budgetary, human and technological– to integrate the compliance function into all their corporate decisions. This integration is heavily supported by a technological architecture which automates processes that have already been internalised by the organisation. These companies already appreciate the benefits of “not playing around the edges” in certain business deals, and they enjoy the efficiency that comes with organisational trust bolstered by shared values. Many of these companies participate in the global regulatory debates, lead the practices in their industries and focus their marketing on the benefits of ethical business. Oftentimes, they also understand the need to adapt programmes to certain regional specificities and boost the *ownership* of the local departments.

THE RISKS POSED BY BUSINESS PARTNERS

Unlike the integration of *compliance* inside the organisation, administering the risks posed by business partners is more homogeneous in the region: almost all companies are in the early stages.

The responsibility for “indirect bribery” is nothing new. However, the widespread practice of letting local partners –which global regulations do not reach– “do the dirty work”¹ led regulators to strengthen the system of attributing responsibility. While in the past, “turning a blind eye” to a bribe paid by a business partner was valid, today “wilful blindness” not only no longer works as a defence but also increasingly acts as the basis for business liability, which is legally defined as a “failure of supervision” or “failure of appropriate procedures” to prevent the crime committed by the third party.

To avoid the responsibility under these systems of blame, companies have to act diligently when they hire third parties. The standard recipe consists of classifying them according to the amount of risk they pose –low, medium and high– and adopting preventative measures on “the riskiest ones”. These measures include introducing auditing rights and contractual rescission clauses in case there are suspicions that the risk will materialise, along with training them and checking their sales record through external sources.

Even though this seems reasonable in the abstract, applying this recipe is not easy. Many global companies are now familiar with the world of their active business partners, and when they manage to identify them, it is hard for them to classify the risks they pose. They usually end up doing so based on stereotypes –the risk of corruption of the home country or the industry in which they operate– without truly examining the risk they specifically pose in their transactions with the company. Just like the compliance programme, monitoring the purpose of the contract to ensure the fit of the third party’s record, the price and the market practice

requires efforts to integrate different areas – purchasing, finances, legal, contract management– which are not always prepared or willing to rise to the occasion. This complexity –which is enormous in global companies– is illustrated in a recent survey by Dow Jones, which showed that only 51% of the multinationals surveyed believe that their policies for business partners are effective, and only 5% have a great deal of confidence in these policies. Once again, a haphazard or ad hoc system seems like a simple, economic solution, even if it is ineffective in the middle term.

CONCLUSION

The relationship between the maturity of the corporate *compliance* programme and each company’s proximity to a crisis suggests that we cannot expect the private sector to lead the changes needed to prevent corruption if competitiveness is not protected. Today’s regulatory convergence, coupled with the standards that some industries are collectively developing –especially finance, pharmaceuticals and public infrastructures– have the potential to level the playing field to allow the private sector to play a more active role in reducing corruption and thus promoting development in the region.

¹ A recent study by the OECD shows that 75% of the investigations into transnational corruption which took place globally between 1999 and 2013 involved bribes paid by intermediaries, including subsidiaries, agents, suppliers, contractors or other third parties.

HOW CAN WE DEFINE *THE RULES* FOR THIS *new world*?



Cristina Manzano

Director of esglobal / Spain

Exchanging ideas and information has never been so easy; it has never gone so far. Since the Internet was created, just over 25 years ago, it has become a real parallel universe. The figures are dizzying. Almost 3.1 billion users, around 40 percent of the world's population; 1 billion websites; almost 90 billion e-mails sent each day...

All of this on the Web, everything (or almost everything) happens there. The Internet has boosted the democratisation of knowledge, as it allows people immediate access to vast qualities of information, in any format, in any place; it has strengthened creativity and, most especially, the ability to share on a global scale. When we look back, it is hard to understand how we could have lived without it.

The Internet has also contributed to the creation of many new businesses, while at the same time posing a challenge, or even a direct threat, to the survival of others, especially those with an intermediary role, which are being forced to reinvent themselves without even having a clear vision of what the future will bring.

It also means a challenge to the ways in which ideas are generated and spread. The intellectuals of the 21st century feel that their very existence, their role as bastions of the superiority of thought, is being

“This parallel digital universe is governed, in essence, by the same human standards as the analogue universe, but multiplied by its entire spatial potential, in space, in time and in immediacy

questioned as the traditional foundations of their influence crumble. And they lurch, or at least some of them do, between what is necessarily unhurried reflection and the vertigo of today's world, the urgency of reaction demanded by a society keen for instant answers.

The Internet has exponentially increased the noise around us. The existence of known, respected and agreed sources, a role played in the past by the media, has given way to an amalgam of references among which it is often difficult to separate the true from the unfounded, given the desire to increase diffusion and an almost infinite capacity for manipulation.

This parallel digital universe is governed in essence by the same human standards as the analogue universe, but multiplied by its entire spatial potential, in space, in time and in immediacy; this is something that has not been known until now. So the debate revolves around the convenience, necessity and real possibility of defining a new framework of rules for this infinite, democratic and anarchic environment. As occurs in other areas of globalisation, the first difficulty arises when adapting the national systems, where regulation is generally known and applied, to the multinationals, where the Internet operates, and to this we must



add the problems caused by the lack of an effective global institution that address these issues.

So, while various initiatives are attempting to design a broad consensus, one that is as global as possible, what actually applies is a mixture of national legislations, pragmatism and common sense, always spiced up by the corresponding political circumstances.

Freedom of expression is one of the main battlegrounds in this debate and the positions are extremely diverse. To give just a few examples, we have everything from actions such as the blocking of Twitter in Turkey, which was later annulled by the country's own Constitutional Court, to the recent murder of bloggers in Bangladesh and the arrest of Twitter users in various Western countries, including Spain, for their statements, in 140 characters, that allegedly violate the dignity of other people. One of the most palpable consequences of this new situation is changes to the laws that deal with so-called hate crimes. The Internet, where people are often protected by anonymity, is a more than fertile ground for this.

Another case of global significance is the masterful use that Daesh, a term used for the Islamic State, makes of communication and social networks to extend its brutality and horror, and the global discussion about whether its videos and statements really provide information, and therefore must be broadcast, or are just propaganda.

However, although it is true that the Internet manages to amplify the impact to an unthinkable level, it is still just a vehicle. Therefore, while democratic societies are adapting their regulations to the new times and the new formats, they must not forget that freedom of expression is one of the pillars on which they are based.

In addition to the content, the regulatory debate also affects the information highways themselves. Born from the need to exchange data between computers and initially developed by the U.S. Department of Defence, the World Wide Web first allowed for a leap

forward in the academic and research community and from there in the commercial world until it has become the extremely complex structure that it is today. This process, however, has been characterised by not being controlled either by governments, or by a single person, group or organisation, a characteristic that, according to its defenders, has allowed it to reach the current degree of evolution.

Thus, the recent and increasingly intense attempts to subject the Internet to more orthodox control systems, driven, amongst others, by some governments, add to the debate about the future of the global governance of the Internet. True to its nature, this could in fact be the driver for a new type of world body, accepted and recognised by everyone, in which the different parties involved, both public and private, commercial and non-profit, could participate on equal terms.

However, faced with a possible centralisation, there emerges a strong trend toward fragmentation into large regional networks that aspire to establish their own regulations without resorting to a global consensus. China, with its attempts to prevent the public from having access to an open system is probably the most significant.

The other big area for debate is what some have called "the fourth generation of human rights": digital rights, including free access to the Internet, privacy and the defence of the freedom of expression.

The Internet, along with the mobile phone, is the invention that has had the quickest and deepest impact on the lives of people around the world, bringing it closer to the idea of the global village. As in other areas of globalisation, its regulation must be aimed at preventing it being abused, nothing more, and nothing less. Its magic stems largely from the freedom and creativity that has characterised its development and this should be allowed to continue.

THE *HOMELAND* OF THE *Language*



Manuel Francisco Reina

Writer and literary critic / Spain

“*Rubén Darío and Luis Cernuda, great authors who referred to Spanish as a common homeland*”

Much has been written and discussed about the real and metaphorical value of the Spanish language. The fact that today it is a language spoken by more than five hundred million people, according to reports from the Cervantes Institute, has created its global dominance, evident in powers such as the U.S. Interest in learning Spanish among those who do not have it as their first language should be directly proportional to our interest in spreading it with rigour and foresight, something that does not always happen. The trivialisation of our Spanish society has devalued a language, even in the areas thought to jealously guard it, such as the academic, literary and journalistic areas, to such an extent that it has endangered the values on the basis of which the Royal Academy, for example, was created: “Cleans, fixes and gives splendour”. The academics at the Royal Academy are starting to become aware of this, and proof of this is that the latest conferences on the language are being held in Latin American cities such as Valparaíso, Chile, 2010, Panama City, 2013, and the next, planned for March 2016, in San Juan in Puerto Rico. This is no coincidence, considering the strength of the Asociación de Academias de la Lengua Española (Association of Spanish Language Academies) (ASALE), founded on the weight of its many members and speakers with a presence in the US which is no longer just migratory but in fact and law.

The richness of the language should not be treated as an “intangible asset”, an ornamental pretext for Universal Exhibitions, macroeconomic, political or international meetings, but as a tangible reality. One important change could be these events also including experts in culture and humanities. All things considered, the language constitutes a “Homeland”, not subject to the changes and fluctuations of borders adjusted through historical agreements and transformations, but instead to a reality of thinking, a way of understanding, communicating and interpreting the world.

One of the first intellectuals to understand this was the Nicaraguan Rubén Darío, father of the modernist movement, a true constructor, through the language, of more bridges and areas of progress than many architects would be capable of producing. In his book *Viaje a Nicaragua* (Journey to Nicaragua), this cosmopolitan writer and journalist spoke with farsightedness about the language, his and ours, as providing an identity. He warned in 1898, after the recent loss of the last Spanish colonies of Cuba and the Philippines, that the language, referring to English rather than Spanish, was also a form of colonialism, of cultural dominance. He was right about this too, as we can see less than one year before the centenary of his death.

It was however the teacher and poet Luis Cernuda, a member of the so-called Generation of '27, in exile in the U.S., who best defined the concept of "The Homeland of the Language" on returning, in the nineteen fifties, to give classes again in his native language, Spanish, in Mexico. In one of his last books, *Variaciones sobre tema mexicano* (Variations on a Mexican theme), he poetically meditated on the language and its influence; its universal dimension and how the structure of thought of a language establishes and recreates the real and identity-related space. With this rare book, a book of poems in prose but also with a pensive and almost philosophical tone, we cannot forget that Cernuda belongs to the school of José Ortega y Gasset, saying: "How can one not feel proud to hear our language spoken, a faithful echo of it and at the same time autonomous expression, by other peoples on the other side of the world? These people, whether knowingly or not, wanting to or not, with those same signs of their soul, which are the words, keep the fate of our country alive, and would have to keep it alive even if it ceased to exist". This deep reflection published almost seventy years ago by Cernuda was continued in essence by the publication *Cuadernos Hispanoamericanos*, especially in the periods from its foundation, with Pedro Laín Entralgo and Luis Rosales, until the end of the period of management of the poet Félix Grande. Thanks to them this idea was rigorously and constructively debated, from both transatlantic sides of the language, with reflections from such highly rated thinkers and creators as Octavio Paz, among others.

This idea is currently being seriously and passionately worked on in Miami, at the FIU (Florida International University), which in very little time and without many resources has become one of the top ten North American universities, and the one with the largest number of Hispanic students in the country. This February, President Obama himself used it as the venue for his speeches on immigration policy and relations with the Hispanic community. The most curious thing is that this

University bases its prestige on the teaching and study of the humanities, especially Spanish Language and Literature, History, and culture as a foundation and anchor for constructing society. This work is largely due to the efforts of the teaching staff, such as the Professor of History Aurora Morcillo, who works on creating proposals such as the "Initiative for Spanish and Mediterranean Studies" in which she seeks to promote a platform to explain the relationships of the culture and the sea, the History of Spain, linking it to the history of America. People such as José Varela Ortega, chairman of the Ortega y Gasset Foundation, have been involved in this and it has the support of the current King of Spain who visited it last year when he was still the Prince of Asturias. It is, however, the responsibility of everyone, across the board, from all possible fields, intellectual, business, political and economic, to ensure that this tangible reality, this homeland of the language, continues growing, healthy and powerful, preserved but yet renewed. This creates our world, broad and with many shores, and the secular greatness of our language. A foundation for reality and progress. Those who have read it (and lived it) know it.

“*Florida and its International University are now at the epicentre of the Spanish language in the U.S*”



COLLABORATIVE *ECONOMY*: THE REVOLUTION IN *global consumption*



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Over recent years consumption trends have been evolving unexpectedly, in parallel with the expansion of the digital universe through the social networks and as a result of the global crisis that has affected the world over the last decade. One sign of this is the birth of the collaborative economy, a phenomenon that has gradually been gaining a lot of strength and is breaking the paradigms of consumption established to date, with the Millennial generation as its main exponent. Technology is changing traditional business models, focusing the needs of the consumers.

Gone are the days of the ownership society; today the digital revolution is generating new productive relationships and transforming the standards of global consumption. This is how the collaborative economy arose, a system in which goods and services are shared and exchanged through digital platforms with reputation and trust in a better service at the core of the purchase-sale decision. Thanks to these digital platforms, the barriers of mistrust have been reduced through users providing ratings and references and this gives rise to new ways of connecting, exchanging and monetising economic goods in traditional business models.

The Internet, geo-location systems, the portability and sociability of the new technologies, crowd-sourcing, the open-source culture, the maker

“The main added value of this new tendency for collaboration, as well as economic gains, is the production and development of knowledge

movement and the emergence of a new generation of people with a greater capacity and scope to influence their environment in just one click, are just some of the technical and cultural components that have laid the foundations for the consolidation of a new exchange model that is redefining the way

we do business and relate to each other through the exchange of goods and services between people.

Therefore, the main added value of this new tendency for collaboration, in addition to economic gains, is the production and development of knowledge, since the fact that it is shared means that it can be taken as the starting point for new business models.

In this sense, the model of the collaborative economy may bring personal benefits, both financial and in terms of personal and intellectual growth, but it is subject to one limitation: the desire of the individual.

The true potential of this model lies in the integration of several people in the process of generating value, both economic and social. By establishing that each individual can work in a different area of specialisation in this economy, we discover that there is infinite potential in the possibilities for creation, innovation and even financial empowerment in small, medium and large businesses.

The era of the collaborative economy represents a cultural change; it is an economy of access in which we can find anything from private chauffeurs and housekeepers to accommodation and hotel rooms around the world.

The exponential growth of the collaborative economy over recent years, at a global level, would not have been possible without technological development. The evolution of platforms that offer the on-line market systems, together with P2P technologies, are determining factors that have fostered this model, ensuring an ecosystem in which exchanging goods and making on-line transactions is as simple as entering certain personal data and clicking a few times.

Undoubtedly, the development of the digital world has managed to facilitate the communication process, streamlining it and making it accessible to everyone in the same way we saw with the exchange of goods and even with the creation of communities focused on undertaking activities and developing on-line models such as collaborative consumption, which has allowed for their diffusion, turning local initiatives into global ones.

THE CURRENT PANORAMA

Named by *TIME* magazine in 2011 as one of the “10 ideas that will change the world”, the collaborative economy is today positioned as a new and increasingly popular financial model. Thanks to a change in customs, we are passing from ownership to accessibility. Specifically, much of its structure is based on the use of new technologies to establish networks for exchange, rental, auctions or communities established to share goods, spaces or services.

The figures for this economic phenomenon are increasingly surprising. Thousands of travellers around the world are staying in the homes of other people using the Airbnb platform; millions of people

use the services of Uber to reach their destination and almost half of the world’s population has a Spotify account which allows them to enjoy countless songs on-line.

According to *Forbes*, last year around 3.5 billion dollars was moved within the global collaborative economy, which represented an increase of 25% compared to the transactions recorded in this sector during 2013.

This model is encompassing more and more areas of society and especially the daily life of the people. Airbnb already operates in 35,000 cities in 192 countries, offering more than 600,000 accommodation spaces ranging from single rooms to European castles. Moreover, Uber is present in more than 100 cities in 45 different countries and is valued at more than 18 billion dollars.

CRITICISM OF THE COLLABORATIVE ECONOMY

Many questions have been raised in the light of this boom. While this financial model is expanding and advancing towards consolidation, more critical positions arise that oppose its development because for many traditional business people it represents unfair competition within their industry.

The growth of platforms like Airbnb and Uber has become the subject of controversy around the world. In the case of Uber there have been notable demonstrations and protests by taxi drivers who, from Washington to Mexico City, Bogota to Madrid, demand regulations and even sanctions for this model. However, regardless of the position taken in relation to it, it reveals a generalised and shared desire, by consumers around the world, to find solutions that increase access to goods and services, satisfy the needs of a 21st century society and allow for a horizontal dialogue based on the reputation and trust offered by an exchange structure, where we all have the chance to be both consumers and producers at the same time.

With this panorama, the big challenge faced by the collaborative economy is regulation, because at the moment there is no clear regulatory system and there is a need to create a legal framework that provides security and confidence for those involved. Given this situation, the question of how to do this arises, because too much regulation would harm consumers and the general interest, creating an obstacle to effective competition.

The reputation systems that form a feature of these platforms mean that the users have all the information necessary about the goods or services to which they have access, although this is often not enough. It is necessary to respond with regulations when there are legal and market loopholes that impede the access of operators to the provision of goods and services. The creation of regulations makes sense, in a case like this one, when the market is incapable of reaching a result that efficiently allocates resources.

THE CHANGES CAUSED BY THE COLLABORATIVE ECONOMY

The severity of the global economic crisis, reflected in there being countries on the verge of bankruptcy and high unemployment rates, the growing concern for ecology and the state of the environment have meant that in recent decades people have discovered and promoted collaborative consumption, which prioritises the reuse of objects that nobody else is using, instead of purchasing new items.

Many people in different parts of the world have found the collaborative economy to be the ideal way of obtaining the products and services they require without compromising their financial situation, since this model prioritises the use of the object over its ownership. This rejuvenated concept has already awakened the creativity of millions of people who demonstrate that we are at a cyclical point in which the collaborative economy may be used in increasingly innovative and socially responsible ways.

LOOKING TOWARDS THE FUTURE

The future presents many challenges for the collaborative economy, because in addition to the regulation and standardisation of its processes, trust must be strengthened among those involved in order to be able to continue taking firm steps towards its sustainable development.

This model works thanks to empowered people working together, but this collaboration requires the regeneration of trust in the people around us.

The collaborative economy seeks to offer new alternatives to the current system. It suggests learning to value the intangibles generated such as reducing emissions, the connections between people and our constant ability to create. It is the future of solidarity between people. We generate businesses, share resources and obtain profits, knowing the beneficiaries at first hand.



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