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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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Javier has spent his entire professional career in the world of technology. Between 2010 and 2014, he worked in California as vice president, responsible for Database products and Big Data at Oracle, a company in which he has held several positions of responsibility for Europe, the Middle East and Africa since 2004. Before this he was co-founder and vice president of Newknow Inc. as well as co-founder and CEO of Caotic.com. He was also director of Knowledge Management at Met4 until it went public in 1999. Since September 2014, he has served as CEO of Unidad Editorial, where he leads the process of technological and digital transformation process. [Spain]

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digital
TRANSFORMATION
We need leaders who advocate the cultural shift to digital transformation as an essential way of overcoming new challenges following the crisis.

José Antonio Llorente
Founding partner and chairman of LLORENTE & CUENCA / Brazil - Spain

The current digital context of our society is influencing the development of new models of business and organizational management. Changes are taking place at such an accelerated pace that the survival of many organizations is at stake if they do not embrace the digital age. Change is happening not only in social and personal relationships, but also in our consumers, stakeholders and employees.

We need models of innovation that guide the strategy, culture, processes and skills of an organization toward a clear digital strategy. But more than that, we also need leaders who advocate the cultural shift toward digital transformation as an essential way of overcoming new challenges following the crisis.

It is for this reason that attracting and retaining talent is a huge challenge in this process. People are increasingly going digital. It is no wonder, therefore, that digital skills are becoming central to the needs of all organizations.

It is essential we understand and properly analyze the situation in which we live. We consume what we want, when we want and in the way we want. The skill lies in being close to our public in order to give them exactly what they need. Personalization, simplicity and immediacy are key to successfully dealing with this new stage.

To discuss digital transformation is really to discuss business transformation. Products and services will experience an authentic revolution, and value-added services that take advantage of new technologies will appear in order to generate a direct impact on income statements and on customer experience. Optimization of channels and processes; seeking new models and revenue streams based on customer demands; and, of course, changing the internal culture of the company so that “digital” is at the heart of everything we do.

This new scenario poses many opportunities and pitfalls for companies: Mobility, big data, cloud, the Internet of Things, artificial intelligence, virtual reality, etc. For that reason, most organizations are turning to new talent and leaders to successfully facilitate this transition.

This edition of UNO brings together and highlights one of the main challenges for directors over the coming years: digital transformation. Our objective is to be open, agile and maintain a tireless approach to addressing existing and future opportunities alongside our clients.

UNO#24 brings together great professionals to share their views and experiences on digitalization. They present trends on how organizations are adopting new norms and methods to build their digital futures. They are leaders who accept the new reality affecting all industries.

All contributions to this edition have one thing in common: change. As long as we accept change, the future is still full of possibilities.
Young people do not wear watches on their wrists because they check the time on their smartphones. Young people do not buy newspapers because they get their information through social networks that they also often access through their smartphones. Young people do not call taxis because they use apps from their cell phones that provide alternative methods to get around, which are faster and cheaper. Young people do not watch television because they prefer to watch programs on their computers and entertain themselves—and learn—by connecting to YouTube’s prime time. Hundreds of thousands of young people do not attend classes because they watch them online from their homes at digital universities. Nor do they buy their clothes at stores because they choose them digitally and have them delivered to wherever they want. Likewise, they do not need to go to the bank: all their transactions are digital. And they get weather forecasts and stock quotes through their smartphones. Furthermore, they relate to their friends, separately or in groups, using this digital contraption. They move from one city to another, collectively using the corresponding app.

New generations are born with digital technology, a virtual reality that is contradictorily tangible. A technology that empowers them with possibilities that have revolutionized the concept of citizenship. In the immediate future, citizens will only acquire full status as such by digitalizing all areas of their lives, including their professional and work lives. The fact that it is young people who most clearly display these new and already-established digital behaviors is a generational distinction but, above all, a taste of the new world that is hurrying toward us at breakneck speed. Digital illiteracy will be—it almost already is—a scourge of our time that will result in consequences for the digital economy, which is a requirement not only for the service sector but also the industrial sector. The present resolutely advances toward technological digitally-armed plentitude, and anyone—person or entity—that intends to escape this fate will have irretrievably missed the pulse of this historical time.

The extent of overall modernization of a country—of its society and its production system—is directly related to its degree of digitalization. We have known this for some time, ever since the modernization of services—especially bank and commerce—began, but now digitalization has become the norm in the industry. This issue was the focus of the World Economic Forum in Davos, held in January, and has been called “the fourth industrial revolution,” after the first, which was the...
mechanical revolution; the second, which was that of electricity and the third – the information technology revolution, as classified by journalist and political analyst Andrés Ortega (weekly magazine Ahora from Dec. 18–25, 2015).

Two large social communities find themselves challenged by digitalization: the education and business communities. Both are drivers for reshaping and subsequently developing countries that seek to accommodate their futures in terms of comfort and efficiency. In Europe, as has consistently been the case over the last three centuries, the North committed to knowledge, giving it an advantage over the South. A flood of statistics and studies show there are many paradoxes in Spain. One of these paradoxes is the high penetration rate of mobile phones (almost 35 million smartphones) combined with one of the lowest rates of digital banking (only 37 percent of people make Internet transactions, compared with an average of 49 percent in European Union member states and up to 95 percent in some countries, such as Iceland). Although ours is neither a technophobic nor techno-pessimistic society, we are finding it more difficult than others to embrace the digitalization of commerce, which has totally transformed the sector with virtual changing rooms, electronic signs, heat maps, Wi-Fi tracking, 3D mirrors and more. It is also contradictory that large financial Spanish companies –such as BBVA and Santander or clothing companies such as Inditex– are at the cutting edge in terms of digitalizing their services, while Spanish society shows a reluctance to advance in this regard.

According to the very useful Accenture Global Mobility Study 2015, Spanish digital density is below average for the 17 major economies analyzed. The Spanish business executives interviewed in the study –100 out of 192– considered digital technologies to be important for boosting their business (optimization of operations, rapid response to customer demands and creation of new revenue opportunities) and most said they had made “significant progress.” However, there is still a large gap between the
most technologically advanced countries and us. Apparently, according to Accenture’s research, the problem might be that we are less inclined to use technology for businesses analysis compared to other business communities, which have no qualms about doing so. Perhaps, among other reasons, it is because Spanish companies have not incorporated centralized teams responsible for digital strategy, according to a perception study led by Ismael Sancha. 74 percent of Spanish executives interviewed acknowledged that responsibility for digital strategy is scattered among different people and teams, without being organized at a global level in the organization. The generalization of mobile apps also causes reticence and difficulties. There is an urgent need for the Spanish business community to activate these smart devices, to hasten development in the broad field of digitalization.

The solution to the economic crisis is not viable if technological value is not added to services and products and sectors that generate wealth and employment are not diversified. It is not possible to resolve the apparent contradiction between digitalization and ending the scourge of the crisis, especially in unemployment, without an updated understanding of employability in terms of what the vice president of Human Resources at Google said in an interview with The New York Times. According to Laszlo Bock, neither academic qualifications nor entrance exams matter because there is a “disconnect” between the accumulated knowledge of university graduates and the requirements of sophisticated companies such as Google. Bock believes in “behavioral interviewing” in order to identify objective attitudes and pinpoint people who like to “find things out” and have leadership skills. In fact, at Google up to 14 percent of employees in many teams are not university graduates.

In the light of the above, these new conditions of employability challenge us to abandon conventional training models suited to routine professional services that are progressively being replaced. It is true that “technological intelligence” is replacing certain jobs, but it is also true that it creates a need for job candidates different from those manufactured at universities and vocational colleges, who are not ideal. This is surely a general problem, but also specific to traditional educational models disconnected from the requirements of companies, as alluded to by the head of HR at Google. According to TICjob, a specialized career site, Europe will need more than 1 million technology experts in 2020 (The Economist, Feb. 11, 2016). In short, the challenge consists of having digital citizens for a digital economy, which, according to the CEO of Telefonica Cesar Alierta (February 2016), could increase the GDP of Spain by up to 40 percent.

“It is true that “technological intelligence” is replacing certain jobs, but it is also true that it creates a need for job candidates other than those manufactured at universities and vocational colleges, who are not ideal
Many intellectuals, entrepreneurs and business representatives have talked about what the “new” digital economy means. At the recent Mobile World Congress held in Barcelona, we heard several talks and presentations, all very interesting, on the Internet of Things, terabyte society and how mobility and super-speed connections will change the world. However, we did not hear much about citizens.

Ever since we began our work in Subtel, we have wanted to put the focus on people, leaving behind the vision of consumers in order to focus on the user; on that minor, or elderly person, who is using our telecommunications services without necessarily having signed a contract as a subscriber.

A few weeks ago, President Michelle Bachelet gave the go-ahead for the Digital Agenda 2020 and signed the decree that establishes the Committee of Ministers for Digital Development. This committee will be the authority that defines the National Policy for Digital Development. In this context, the president gave us a clear mandate: “We want Chile to increase its use of technology in order to reduce inequality, open up more and better opportunities and contribute to the transparency of public affairs. And we want this digital world to not only have an economic effect, but also to revolutionize our political and social realities.”

We hope that 90 percent of households and 100 percent of public schools will have a broadband connection. We know that the commercial, client/company approach does not solve the problem of inequality and technological gaps, and we have a long road ahead before the benefits of the new digital economy reach us all. From the perspective of telecommunications, the goals are very ambitious: “We hope that 90 percent of households and 100 percent of public schools will have a broadband connection. We also want 90 percent of towns to have public Wi-Fi areas (wifichilegob), and we hope to take the average Internet access speed to at least 10 megabits per second.”

In early 2015, according to data from Subtel’s sixth survey on Internet access and use, the average percentage of households with Internet access was 67 percent. However, the highest income quintile showed that 88 percent of households had Internet access, contrasting with the lowest income quintile, with only 57 percent of households connected. Currently there are “1.5 million Chilean households that do not have regular Internet access, and they are precisely those who need it the most, the most vulnerable, those living in remote regions and the elderly.” This is why we created Citizen-Conscious Telecommunications.
This year we will reach a new milestone. Chile will be the first country in the region to start the implementation of a network of high-speed mobile Internet services through the 700 MHz bandwidth project, called 4G, with national coverage; alongside the progress of the 2600 MHz bandwidth project, Chile will have a telecommunications service coverage equal to 98 percent of the country’s inhabited territory. It will be one of the highest in the world, with coverage reaching more than 1,800 isolated locations, more than 500 schools and over 850 kilometers of roads. And all of this has been achieved despite harsh weather conditions and the diverse and difficult geographical conditions of our country. There will be telecommunications services from the remote areas of the southern tip of Chile to locations that are 3,000 meters above sea level in the region of Arica and Parinacota.

We want to invite you to view this digital revolution from a perspective that goes beyond business and technology, observing the inequalities that, as a society and country, we must overcome.

To connect the entire south of Chile, Subtel is developing the fiber optic austral project (FOA), which will be tendered in the first quarter of 2016. This project will connect Puerto Montt to Puerto Williams via more than 3000 km of fiber optic underwater and land cable, with intermediate connections in Palena, Aysen and Magallanes. This project aims to close the digital divide in an area that represents more than 20 percent of the national territory, given that currently the only option for interconnectedness is through Argentina, involving high costs and poor quality.

We want to invite you to view this digital revolution from a perspective that goes beyond business and technology, observing the inequalities that, as a society and country, we must overcome.

We believe that we are on the right track and that we have an exceptional opportunity to promote and leverage the strategic benefits that the society of information and knowledge represents for Chile. Our main focus is citizens, people—especially those who are part of offline households—so that together, in a public-private partnership, we will create a fairer digital society.
It seems intrinsic to human nature to suspiciously observe that which is new, alien, and escapes our understanding. We almost systematically reject what we consider to be impossible when we are unable to control the transformation processes involved, and this—sometimes—means trying to stop the development of a trend that, sooner or later, will occur.

It is difficult to predict with accuracy and in detail the ways in which we will have to structure ourselves as a society in 15 years, which parameters will prevail, how productive models will change or even what skills we will have to acquire as individuals in order to be equipped for the future. What is clear and easily guessable is that technology will play a key role in this change and we, as a society, will have to decide how we want to live with it and how we want to adapt to the emerging changes.

A key point in this transformative process and one that must be given special attention is education and the acquisition of knowledge and skills. We must retrain ourselves in what we know and learn what we do not know without fear of experimentation, even though we might fail in our attempts. In our culture, we mistakenly continue to stigmatize what goes wrong, although failure is one of the best ways to learn how to improve and be more competent. The two key pillars of progress are developing what already exists and offering better alternatives.

The Skills Manifesto report, sponsored by the European Union, recognizes that the demand for workers with good digital skills has doubled since 1995. Today, one out of five workers need advanced IT skills and 90 percent need to know the basics. The Manifesto also revealed the striking fact that by 2020, about 1 million jobs will be left unfilled due to a lack of candidates with the necessary digital skills.

1 http://eskills4jobs.ec.europa.eu/c/document_library/get_file?uuid=b69ba1d7-6db4-415d-82e4-ac4d700a38b8&groupId=2293353
If we look also to professions expected to be most in demand in the coming years, we find some interesting facts, such as that according to the Observatory for Employment in the Digital Era, eight out of ten young people between 20 and 30 years old will find digital-related jobs in posts that do not yet exist. Some of the most sought-after professions are smart factory engineers, experts in digital innovation, experts in big data, smart city architects and experts and directors of digital content.

In addition, according to AMETIC, an IT company association, between 2013 and 2017, the number of ICT jobs should increase by 300,000, with the appropriate support policies. It is expected there will be a need for up to 50,000 programmers and developers, between 60,000 and 70,000 marketing and communication jobs and up to 45,000 jobs related to visual design and digital creativity.

Faced with these figures, which are likely to continue rising each year, we must ask ourselves if, as a society, we are moving toward an educational system that is responding to the challenges that will arise in the future or, on the contrary, if we remain anchored to a model that only responds to the past and present. At Google, given the high youth unemployment and having analyzed the lack of digital knowledge, we decided to launch Activate, a project that aims to offer training, through online and classroom courses, in skills such as digital marketing, cloud computing, app development, etc. In two years, 400,000 people have registered, and more than 100,000 have been certified.

But education is not only evolving from the point of view of future professions, but also thanks to connectivity and as a consequence of interconnectivity. There is a continual rise in the millions of us who have Internet access; right now the figure amounts to more than 3 billion, but there are another 4 billion who have still have no Internet access.

Connectivity is an undeniable challenge, which many of us tech companies are working on. In the case of Google, for example, Project Loon (an initiative based on a network of balloons traveling on the edge of space that, by partnering with telecommunications companies to share the cellular spectrum, has enabled people to connect to the balloon network directly from their phones and other devices) aims to connect people living in remote or rural areas, to fill coverage gaps and even give people the ability to get back online after disasters.

“Access to knowledge, information and resources almost instantly allows users to discover, make better decisions, share and create
But the fact that people are not only connected but also interconnected opens up a huge world of possibilities to us. Access to knowledge, information and resources almost instantly allows users to discover, make better decisions, share and create, a development that applies not only to the interconnections between individuals, but also to other situations, such as the connectivity of things. Who could have imagined that in this year alone, according to Gartner’s predictions, it is expected that we will see 6,400 million connected devices (30 percent more than last year) and that the Internet of Things will move more than 1 billion euros in 2019?

And directly linked to this phenomenon, we must not forget the use of mobile phones, today a firm centerpiece in users’ lives that, logically, is gradually being incorporated into companies’ strategies. According to a report by Ditrendia on mobile in Spain and the world, in less than four years, e-commerce will represent almost 50 percent of electronic purchases globally; in 10 years 42 percent of retail stores’ sales will be made from mobile devices, and by 2020 smartphones will account for 80 percent of the mobile banking market.

However, although these trends are unstoppable and present great opportunities, we still have some obstacles to overcome, one of which is regulation of and adaptation to the new digital environment. In the European Union alone, there are 28 different regulations that businesses must deal with if they want to reach a potential market of 500 million users. The Digital Single Market could contribute 415 billion euros to the economy, strengthening employment, opening doors for greater competitiveness, investment and innovation, as well as offering more choices to users and providing the opportunity for greater or exponential growth to small and medium-sized enterprises, along with startups.

It is worth asking, therefore, what the steps that we as a society have to take in order to make the most of all the opportunities technology offers us. This is a revolution whose increasingly dizzying pace will not slow, so we must ask ourselves, will we join in? And if so, will we begin to prepare ourselves to become a more advanced and competitive society for a future that will not wait for us? I hope the answer is, “Yes”.
The CONVERGENCE OF THE physical AND digital WORLDS

Leticia Espinosa
Director of Marketing and Costumer Insights for E-commerce for Mexico and Central America at Walmart / Mexico

The integration between the digital and physical worlds is one of the most challenging and fascinating trends in current business.

Mexican e-commerce has grown significantly, with double-digit percentage increases in recent years. In Latin America, in terms of buyers and digital transactions, Mexico is in second place, just behind Brazil. The situation for our country is very positive, given that studies of industry trends indicate that our market still has low penetration and shows the highest expected growth rate in e-commerce for the next five years in the region. The business potential in Mexico is huge.

In light of this, consumers challenge us to constantly innovate. They currently use multiple ways to purchase and receive their products. For example, it is possible for them to buy from a store, online or through mobile applications, and receive purchases at their home, office or business. They may also prefer to pick up their purchases at a place that is convenient for them.

“Clients have clearly already changed and will continue to change; they no longer look for products but rather solutions to their lifestyles, meaning innovation and creativity are key to winning them over.”

This convergence is happening in the industry thanks to strategies such as those of Wal-Mart in Mexico and Central America, which focus on omnichannel purchase experiences. This means customers can buy what they want, when they want, how they want, from anywhere, with a value proposition that matches their needs.

Consumers are seeking shopping experiences across multiple channels, both in physical stores and various digital media, including mobile media that facilitate communication and interaction with companies.

Clients have clearly already changed and will continue to change; they no longer look for products but rather solutions to their lifestyles, meaning innovation and creativity are key to winning them over. They also seek payment methods that give them greater security and confidence. Given that by 2019 more than 8 million digital buyers are expected to join the current 16 million on the Internet, a growth of 50 percent in just three years, it is essential to consider the needs and desires of consumers at all times.
On the other hand, e-commerce faces two major challenges in Mexico. The first is preparing work teams for continuous innovation and rollouts, with a great sense of urgency. The second is developing solid foundations to be able to grow business exponentially. Customers want an omnichannel experience, whether they are searching for information, comparing, buying or being served across multiple channels.

In this regard, in the case of Wal-Mart in Mexico and Central America, we seek to continue our growth plan for new stores, maintain the growth of stores that are at or above market level and leverage physical and digital stores in order to offer an omnichannel business. This will allow us to create a unique shopping experience, maximizing our strengths in order to offer our customers new solutions and an expanded catalog.

Constant change, innovation and efficiency in operational processes are key for e-commerce to grow exponentially and for the industry to exploit the great potential that exists in Mexico. This sector is highly competitive, and businesses need to be continually transformed if they are to meet customer needs.

“Customers want an omnichannel experience, whether they are searching for information, comparing, buying or being served across multiple channels.”
ERA UMA VEZ, HÁ MUITO MUITO TEMPO, NUMA TERRA MUITO MUITO DISTANTE…

… O João, que acorda com o toque do despertador e vai buscar o jornal diário à caixa de correio, que lê religiosamente enquanto toma o pequeno-almoço. O João vai então para o trabalho e aproveita para dar boleia à sua filha Sofia, que arranjou um part-time numa famosa cadeia de vídeo clube. O gosto pelo cinema e música já é de família, visto que o João é o responsável de marketing de uma grande cadeia de lojas de venda de discos, que está prestes a lançar o novo álbum de uma popular banda. O João decidiu avançar com um spot publicitário para o lançamento do disco, que vai passar entre o telejornal e a telenovela assegurando assim que é visto pela maioria da população. Depois de adjudicar a produção à sua agência através do envio de um fax, o João aproveita a hora de almoço para ir depositar uns cheques ao Banco. Felizmente existem vários balcões do seu Banco nas proximidades do escritório, e apesar de ter perdido algum tempo na fila, ainda tem tempo de ir pôr a revelar os rolos de fotografias das últimas férias…

Esta história, que era uma realidade há não muito tempo e numa terra bem próxima, podia continuar com diversos exemplos de partes da nossa vida que foram totalmente alteradas pela revolução digital. Hoje, acordamos com o som do smartphone e é através dele que consultamos as notícias de manhã. Já não existem vídeo clubes nem lojas de discos tendo esses negócios sido totalmente revolucionados pela desmaterialização dos conteúdos e pelo surgimento de empresas como o Netflix ou o Spotify. O email substituiu o fax e os serviços de Internet e Mobile Banking têm vindo progressivamente a substituir os Balcões. E 99% das fotografias que são tiradas, nunca chegam a ser impressas.

De facto, a Internet tem vindo a provocar uma das maiores revoluções da história da humanidade. Nunca antes a sociedade humana sofreu tantas transformações num tão curto espaço de tempo, como no período desde o virar do milénio. A forma como trabalhamos, como comunicamo-s, como nos informamos e como nos entretemos, mudou radicalmente nos últimos anos, muito por via da entrada do digital nas várias componentes da nossa vida.

"O ritmo de inovação é avassalador, o que coloca fortes desafios a quem trabalha nas áreas de marketing e comunicação"

Disrupção Digital no Marketing e Comunicação

Bruno Monteiro

Director de Marketing, Comunicação e Digital – Best Bank / Portugal

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Várias estatísticas suportam esta tese de transformação a uma velocidade nunca antes vista: enquanto a rádio levou 38 anos a chegar a 50 milhões de pessoas, o Facebook necessitou de apenas 3 anos e o popular jogo online Angry Birds de apenas 35 dias. Dentro da revolução digital está a ocorrer a revolução mobile, com a afirmação do smartphone como dispositivo vencedor. O smartphone está a tornar-se num prolongamento do organismo humano, sendo o primeiro objeto que utilizamos quando acordamos e o último antes de nos deitarmos. Está progressivamente a substituir outros objetos do nosso dia-a-dia como o despertador, o relógio, a agenda, a máquina fotográfica, o jornal, a rádio, o PC e a TV. É o único dispositivo que levamos para todo o lado, sendo que 79% das pessoas indicam que ficam em stress emocional profundo se forem afastadas do seu smartphone.

Neste novo mundo conectado e sempre online, o ritmo de inovação é avassalador, o que coloca fortes desafios a quem trabalha nas áreas de marketing e comunicação. A regra base do marketing de enfoque no consumir mantém-se, mas este novo consumidor multifacetado e em constante mutação obriga a um estado de permanente alerta e adaptação.

Fenómenos como o mobile, as redes sociais e o consumo não linear de tv (time-shift) colocam em causa as técnicas tradicionais de comunicação para atingir o público-alvo. A publicidade através de meios como a TV, Rádio, Imprensa ou Outdoors continua a ser fundamental, mas hoje os profissionais de marketing e comunicação têm de dominar técnicas como SEO, SEM, Display, Retargeting, Affiliates, Programmatic, entre outras.

“O fundamental continua a ser conteúdos de elevada qualidade, que sejam originais, que contem uma história envolvente, e acima de tudo, que sejam relevantes para a pessoa em causa”

Para além de uma complexidade acrescida, estes novos meios e técnicas digitais também trazem grandes vantagens como permitirem uma recolha de informação sem precedentes, com um enorme potencial para ser trabalhada permitindo melhorar os produtos e serviços, customizando as soluções às necessidades de cada consumidor. O marketer moderno tem assim adicionalmente de ter competências analíticas e dominar temas como Big Data, IoT, Predictive Marketing, Customization, Design Thinking, Customer Journey e Customer Experience. Os negócios de sucesso da era digital tiram partido do potencial dos dados de modo a proporcionarem uma experiência de excelência, com uma interação simples, personalizada e focada no cliente.

Mas mesmo assistindo à multiplicação de meios e formas de distribuição, o rei da comunicação continua a ser o conteúdo. As pessoas são bombardeadas com inúmeras mensagens por inúmeros meios, a toda a hora e em qualquer lugar, pelo que a competição pela atenção de cada indivíduo nunca foi tão feroz. O cérebro humano processa uma imagem 60.000 vezes mais depressa que um texto, pelo que a tendência é o aumento da utilização de elementos gráficos na comunicação. Uma imagem vale por mil palavras, mas um vídeo provoca o dobro do envolvimento que uma imagem. E um vídeo em direto, 5 vezes mais envolvimento que um vídeo gravado. A partilha de vídeos, que já ocupa uma posição de destaque nas redes sociais, nomeadamente via mobile, vai ser exponenciada pela partilha de vídeos de
realidade virtual em tempo real, que está prestes a passar de virtual a realidade. Estima-se que 74% do tráfego Internet em 2017 será em consumo de vídeo, estando as marcas a apostar em iniciativas de transmissão em direto de eventos como concertos ou desfiles de moda, com acesso aos bastidores e a testemunhos em tempo real dos protagonistas. Os anunciantes estão a ajustar-se rapidamente e a forma de publicidade que registou o maior crescimento de investimento em 2015 foi o vídeo mobile.

Independentemente do formato, numa época em que o consumidor tem todas as alternativas do mundo no seu smartphone, o fundamental continua a ser ter conteúdos de elevada qualidade, que sejam originais, que contem uma história envolvente, e acima de tudo, que sejam relevantes para a pessoa em causa. Sim, para a pessoa, pois apesar de a comunicação estar cada vez mais complexa e tecnológica (em 2017 os departamentos de marketing gastarão mais em IT do que os departamentos de informática), nunca nos podemos esquecer que comunicamo para pessoas.

… Retornando à história do início deste artigo, o João, entretanto reformado, tornou-se um amante pela descoberta de novas culturas e gastronomias. Para tal, utiliza uma app mobile que disponibiliza uma comunidade de pessoas que cozinham e servem refeições nas suas próprias casas. Ao chegar a uma nova cidade, o João pesquisa os tipos de comida caseira disponível, consulta avaliações e preços, tendo uma alternativa aos tradicionais restaurantes, mais autêntica e com uma maior imersão com as pessoas e cultura local. A sua filha Sofia, que deixou o part-time no clube de vídeo e tirou um curso de webdesign, trabalha na startup que criou a referida app, como user experience specialist. A Sofia não é proprietária de uma casa nem de um carro, vive num apartamento arrendado com amigas e vai para o trabalho através de um serviço de car sharing. Nunca comprou um disco ou um jornal, mas tem no seu smartphone todas as músicas e feeds de notícias do mundo…

FIM

Fim? Ainda vamos só no início…
Large cities around the world are being forced to establish traffic-control policies because of alarming levels of pollution. And there are more and more voices demanding significant change in the model of urban mobility, a change that must be audacious and begin before it is too late. A change that should involve cities, businesses and citizens and that aims to deter people from using their private vehicle, which is the main cause of the environmental problems we face globally.

There are increasingly more of us who dream of a different city, with a multimodal transport system in which public transport coexists with new mobility solutions. We talk about services such as ridesharing, car sharing or bike sharing, which, together with an urbanization policy centered on people and respect for the environment, are the basis of the new paradigm of sustainable cities. The city that we picture may appear to be a pipe dream, yet just a few years ago it also seemed impossible that one would be able to move around the city at the touch of a button using a smartphone.

Never before have we been able to adapt supply to demand in real time, so systems tended to be inefficient due to an excess or lack of resources. Today, technology offers cities a wide range of efficient and economical transportation alternatives. Apps like Uber have already proven effective in reducing the use of private vehicles. A study by Copenhagen Economics on the impact of ridesharing in the city of Stockholm showed that its successful implementation would reduce car trips from 37,000 to just 3,000 each year, which equals an annual reduction of 49,000 tons of carbon dioxide and the removal of 18,000 active cars in the city.

But this is only the beginning. The natural evolution of ridesharing services are real-time carpooling services, such as UberPOOL. This is a service that allows passengers making similar journeys at any given time to share the ride. In this way, we democratize access to transportation because the cost is shared and reduce levels of traffic congestion and pollution in the city because the number of cars needed to transport the same number of people is reduced. For example, in the case of Los Angeles, UberPOOL already accounts for a third of all trips made through Uber, and in just eight months it has managed to further reduce the kilometers cars traveled across the city by more than 12 million thanks to higher occupancy of vehicles, bringing with it an emissions saving of 1,400 tons of CO2.

Carles Lloret
General Manager for Southern Europe at Uber / Spain

There are more and more voices demanding a significant change in the model of urban mobility.
UberPOOL is already a reality in more than 50 major cities around the world, such as New York and Shanghai, but it is also present in European capitals, such as Paris and London. All these cities have promoted regulatory changes that have modernized their laws in order to accommodate new digital services. The most recent country to do so was Estonia, which has approved a new regulation to give legal security to the country’s ridesharing services.

While many countries are seeing this new trend, other parts of the world are reluctant to promote regulatory changes that adapt and are responsive to this new technological reality. So while Lithuania is working on a pilot project in collaboration with Uber, and Mexico City recently approved a specific regulation for ridesharing services, in Spain limitations to activity for these platforms are on the rise.

This regulatory bottleneck not only prevents cities from developing more sustainable mobility models through technology, but also limits its citizens’ choices, while at the same time blocking a great opportunity for job creation.

The time is now. If we are not able to promote intelligent regulations that take advantage of this digital transformation process, the technological divide between countries will grow increasingly wide. This technological gap has led many experts to differentiate between two types of countries: the digital ones and the technophobes. Perhaps we should ask ourselves where each one of us wants to be.

But let’s dream again for a moment. Imagine countries revise their regulations and we can move toward innovative models of ridesharing, car sharing and carpooling. Imagine we no longer own a car because we are certain that at any place in the city and at any time we will have access to alternative transportation. Imagine, furthermore, we reduce the levels of pollution and traffic congestion, making our city a better place to live. Imagine, for a moment, the city of tomorrow is possible.
Today the label “digital transformation” is something that permeates all areas of our daily life. From the moment we get up until we go to bed. Nothing is alien to this transformation, including our professional, leisure, family or social activities. We are spectators and protagonists of one of the most interesting and dizzying phenomena man has ever created. Because everything that happens today is hyper-connected, our society has never been more informed or, at the same time, more high-tech in all its processes.

In today’s world there are already more mobile terminals than people, and a third of the world’s population is already connected to the Internet. These are just two clear signs, although superficial, that indicate we are immersed in a real digital revolution; superficial, because they are only the tip of the iceberg. This new hyper-connected digital society of knowledge is as or more important than the revolutions our ancestors led, such as the printing, agricultural or industrial revolution.

But unlike other major steps man has made, this new digital revolution demands immediacy. It is a quick and quiet revolution that has come into our lives without us noticing, and there is no turning back. The situation calls us to act quickly and asks us to transform ourselves. This transformation means adapting our processes and behaviors to the new reality.

And it cannot take us by surprise. However, it leads us to consider another way of doing things. A way that is more crosscutting and collaborative, more intuitive and democratic. In this new era, we all have superpowers. Citizens have discovered there are mechanisms and tools to overthrow governments, that the democratization of their societies is just one click or post away, that education can and should be a right for everyone and that transparency is now the key to survival. Businesses should and must change their methods of producing goods but also of interacting with their employees and customers, who know that they have superpowers and are capable of leading a revolution inside the business and forcing it change its plans. Professional profiles are also transforming in light of the new needs. Today the talent and skills needed to develop new products or services are also being transformed.

“ We are part of a digital revolution that demands immediacy of us while at the same time quickly transforms our processes and behaviors in order to develop a new hyper-connected, knowledge-based society. ”

Pablo Santos
Founder & CEO at FCP / Spain
José Manuel Massó
Managing Partner at FCP / Spain
Within this new landscape, we are currently at an economic and social crossroads where there are some new, fully-digital players, others who are in the process of transformation (we might say they are digitally emerging) and those who actually still have yet to realize what they are up against. This includes governments, corporations, companies, citizens and customers. EVERYBODY. It is precisely this new, emerging ecosystem that we must all strive to understand. Now our challenge is spreading and sharing knowledge for a new hyper-connected society based on sustainability, which is still fully developing itself.

But before this revolution goes further, we must seek convergence between all these players at the points that unite us in order to identify issues that must be resolved so our processes are guided not only by competitiveness but also people’s quality of life. Because, interestingly, we are equally between the possibility of achieving more equal societies and the possibility of the divide becoming even greater and more unequal.

All countries, companies and firms must become aware of this need for transformation. Not only from the “digital” and technological point of view but also from the point of view of knowledge management and how to manage our daily processes.

Digital transformation must be a priority in our agenda and in the agenda of any country. At the same time, we are preoccupied by the competitiveness that today’s world naturally requires of us.

From this privileged platform, we want to emphasize the urgency of SENSITIZING companies and institutions to the need to adapt management models to today’s tech culture. And we also want to emphasize the need to CATALYZE knowledge, experiences and difficulties in order to convey the benefits technology can offer us in all areas of life without forgetting the consequences misusing of them could have. There are more benefits than secondary effects. We favor an organized digital revolution, one in which everyone is aware of the consequences and that enables us to develop fully and sustainably.
For several years, concepts such as the Information and Knowledge Society have been developing, and it has been suggested that Information and Communications Technology (ICT) plays a key role in the process of transforming our society’s economic and social models. This is why I have raised a number of questions I believe should be at the center of our countries’ political agendas: What country are we aiming to be? On which sectors of the economy should we focus? What roadmap of technologies will enable us to transform these sectors of the economy and prepare ourselves for global competitiveness? Why does a Steve Jobs, Mark Zuckerberg or Bill Gates not rise in the Dominican Republic, Colombia, Argentina, or any other country in Latin America?

These are fundamental questions that our countries should have at the heart of their political and business analyses, because we are living in a global economy of knowledge, in which the countries that develop the most—and that strengthen institutions, achieve sustained economic growth and increase equity and social inclusion—are those that produce young entrepreneurs and technological innovations.

Today, our prosperity increasingly depends on natural resources and increasingly depends on educational systems, startups and the evolution of the drivers of our economy, alongside megastores and their innovations. We can see how the most successful countries are not necessarily those with the most oil, gold, copper or soybeans, but rather those that have developed their human capital and export services and products to have higher added value.

It is no coincidence that, at the time of writing this, we have already begun a process of radical transformation in which out of nearly 8 billion people in the world, more than 40 percent are active Internet users, the average age on the planet is 25; inflation is recorded in the price of everything except technology; mobile devices are replacing all the rest; an increasing number of devices (around 80 billion, 10 devices per household, an average of 500 per square km) are connected to the Internet (the “Internet of everything”); money is becoming completely digital, infinitely transferable and unrestricted; everything is connected to everything – the Internet of Things... This directly impacts all industries, the economic drivers of our countries. What are the consequences? Evolve or die.
Today, we see how the concept of a shared economy is beginning to shift the paradigm. We see how, through technology, productivity becomes more efficient and the pursuit of zero marginal cost kicks in when producing the next piece costs much less. We see the impact of ICT on agriculture, livestock, industry, democratization of education –through the huge range of courses and online content– and the democratization of health services due to megadata, medical records and bodily devices connected to the Internet, remote diagnostics and treatments...

The evolution of passenger transport and distribution is reflected in the exchange of services through intelligent platforms like Uber, AIRBNB, RESPIRO (vehicle sharing); access through other platforms to loans and financing with zero costs, allowing for risk reduction and lower rates; and logistical efficiency through the elimination of physical sites for sale and exchange, as with Amazon.

We must take into account the use of megadata for identifying patterns of behavior and segments across the economy and the impact of artificial intelligence on different segments. Foxconn, the largest maker of iPhones, announced the implementation of a million robots in the next three years to reduce its workforce by 60 percent.

The disruptive Cloud Computing concept involves replacing high capital investments with reasonable operating costs, which in turn provide companies and governments with equivalent technological capabilities that allow them to compete on equal terms. It is the conversion of computing tools and technological platforms into profits. In the same way we currently pay for electricity or water services, we are having to pay for technical skills as a service to help us achieve efficiency, security, scalability and rapid integration.

This entire technological revolution and the impact of megatrends on our economies are accompanied by great challenges because, although the statistics for many of our countries show great development in access to telecom services, there are certain limitations evidenced by a digital divide with diverse symptoms: limited availability of infrastructure to access broadband telecom services in certain communities, unlike others that have many forms of access; lack of necessary equipment in many households, schools and workplaces for users to be able to make effective use of telecom services; economic barriers faced by those with the least resources that limit payment for basic telecom services; and, perhaps the most sensitive, the lack of necessary education for many to be able to make “meaningful use” of ICT and use it as a vehicle of human development and competitiveness.
Based on the above, given that 3D printers that produce shoes, driverless cars, drones that deliver pizza, Big Data (the gold of the century), supercomputers that prescribe medicines and the famous “Internet of Things” are part of our reality, it is necessary to accept that our countries should provide access to technology to everyone, especially to disadvantaged populations, as a basic and urgent need, and this access must be accompanied by the appropriate education to create real opportunities for inclusion and competitiveness to help bridge the divide, which—more than digital—is social.

I have heard from several successful people, and I agree with them, that the secret of successful companies lies in its people. So if the secret lies in human talent rather than in resources or financial incentives, our countries, in which niches of creativity are flourishing, have an interesting opportunity to be among the leaders of innovation in the world of the future if we foster educated and cultured generations and nurture creative and brilliant minds to build innovative and inclusive societies.
I continually hear about the challenges involved for businesses in implementing “Digital Transformation,” what it entails in terms of changes and investment to keep up with new trends and how this revolution is changing day-to-day life at companies. The usual thing seems to be to think about digital transformation as an end in and of itself, when in reality it is a means to capitalize on the realization of business objectives.

We are fortunate to be living during a dynamic moment in history, a new industrial revolution in which advances such as the Internet of Things, digital media, new storage technologies, big data and connectivity 3.0 are opening up new avenues for business efficiency and tearing down barriers. The issue now is how to get digital transformation to operate in our favor and not become an enemy that takes us by surprise and leaves us coming last in the race.

Although there are many factors involved in achieving a successful digital transformation, I would like to highlight several of the steps below:

**Globalization:** Without leaving home, we can access an unimaginable amount of information about anyone. With just a few clicks, we can find a group anywhere in the world, access their webpage, find information on their Facebook or Twitter profiles, or through any other social networking service, as well as listen to their songs on YouTube (the MTV of the 21st century). As a result of this ease of distribution, businesses became global-scale companies that can distribute content anywhere in the world with similar ease, and not only content, but also any other product, with minimal distribution costs, physical presence or investment in advertising.

**Digitalization:** Thanks to the Internet, we can access a catalog of music or any other content from our computer in a way we could never before have imagined. Content distribution and storage is becoming digital. The cloud is king and access to information can be obtained from any device and location; there are no physical barriers to work.
The power of users: Digitalization, supported in turn by the connectivity offered by the Internet and penetration in all markets of smartphones, enables any business to use fewer intermediaries. The Web replaces transportation and logistics, but above all, it gives power to consumers. They decide how, when and where, evaluate the product and service and also provide the platform itself with information to improve it. Uber has shown that, by trusting consumers, it is possible to transform a transportation business.

Consumption, anytime, anywhere: One of the consequences of technological innovation is the growing ubiquity of music: there are few spaces where it is not present. Ease of shipping and storage lead us to consume, for example, content, videos, TV series and movies differently, since they can be purchased, stored and enjoyed virtually anywhere we may be. The key is that any business strategy must have its “mobile” expression, either through an app or direct interaction with cell phones.

Learning, the secret of cooperation: In business environments, this has fostered different services and platforms to enable user interaction in the creative process (the power of crowdsourcing, group collaboration tools like Slack). This is a factor for change resulting from the above; the possibility of working together collaboratively, even with a large number of people from very different locations. This collaborative process can create value that is not attainable individually and accelerates learning and knowledge generation exponentially.

Transformation of business models: Something that is extremely obvious due to the impact it has had on conventional large “industries” is the emergence of new players that are outside the sector and have come along and transformed business models. Clear examples can be seen in the record industry with the emergence of iTunes, or in the distribution or retail industry with the impact of Amazon, and most disruptively, the successes of Uber and Lyft.

Change in distribution models: The impact on distribution models produced by companies that have created new models and have been able to take advantage of the change in user behavior brought about by technology. An obvious example is the impact Netflix has had on traditional U.S. networks such as Warner, Columbia, Metro Goldwyn Mayer, Universal and Paramount... the leaders in the distribution of content in digital format are no longer local distributors, but global online distribution platforms or the content creators themselves distributing over the Internet.

But lastly I would like to examine in more detail one factor I believe to be critical because it directly touches the heart and soul of companies: The new workforce.

Digital transformation is the transformation of a company – processes, communication, marketing, sales, management, customer service, culture, etc.– and that necessarily translates into the transformation of people.
“A company’s reputation is built by all of its members day by day”

PEOPLE AS AN ENGINE FOR CHANGE

Neither the largest investment nor the best technological system will achieve any progress at all unless we have done the groundwork of “evangelizing” the team. They are the people who ultimately drive and make possible any changes, so the step prior to digital transformation must be involving the team in the business objectives behind each innovation. If we can get employees to internalize the reason for change and feel part of it, then we will have come a long way.

The other issue is the importance of developing digital talent in team members, starting with management. And this entails first defining what profiles the company will need in this new stage, comparing them with the level of digitalization of the team of people and developing a digital training plan to ensure the whole organization has the necessary knowledge and tools to contribute according to their role to achieve the transformation objectives. While it is true there will be areas that will require more specialized skills in certain topics, such as communication, processes or analysis, the central idea is that the entire company is capable of riding the wave of change and surfing it dependably.

It is also very likely this whole process will throw up the need to incorporate new profiles or enhance the talent of current team members who might help lead the process in very specific areas.

THE HUMANIZATION OF COMMUNICATION

As in all aspects of our lives, digital transformation is also occurring in communication. Techniques and tools that were effective yesterday no longer are today; there has been a 180 degree turn in the way we communicate. Companies are now closer than ever to their stakeholders; thanks to the Internet, connection is permanent and communication much more direct, which means a major change in strategy.

At LLORENTE & CUENCA, we have identified three essential requirements for efficient communication in the current context:

First, the transformation of formats and development of transmedia content. In a ‘world overloaded by information, with millions of messages being transmitted every second, producing effective storytelling expressed in attractive formats and transmitted on the appropriate platforms is crucial.

Second, the leap from monitoring and mass communication to active listening and personalized communication. Social networks offer companies the opportunity to receive information from their customers directly and proactively; all that is necessary is knowing how to listen in order to convert that data into intelligence and raw material for creating an effective marketing strategy.

And third, the humanization of communication. If we want to communicate with people, we must do it through people. If technology has totally empowered consumers, then it is necessary for us to also empower our team members, to give the organization a “face” and foster large-scale interaction... to get the corporate discourse across using people.
It is no coincidence that today’s corporate leaders excel in digital arenas. From 2010 to 2014 alone, the presence of the top 50 Fortune 500 companies in corporate or their own digital channels increased by 80 percent.

The likes of Warren Buffet (Berkshire Hathaway) or Richard Branson (Virgin) have fully understood the line between public and private has been blurred and so they have been able to capitalize on their Web presence as a reputational asset to their companies.

THE EMPLOYEES ARE THE BRAND

A company’s reputation is built by all its members day by day. There is no better advertisement than us. Investing in new tools, the development of the digital identity of professionals and converting employees into brand ambassadors on social media makes each of them a “hub” that is able to influence their immediate environment.

In a recent study, the firm Altimeter found a significant relationship between the use of social networks as internal tools and the level of a company’s engagement with its employees. Similarly, it found that employee advocacy programs not only humanize brands but have a direct impact on sales by creating an image of credibility vis-a-vis consumers.

This is a capacity that has already been “installed,” so to speak, because virtually all of us use some social network; so with the media already having been created, the work consists of involving the team in the company, creating an identity and sense of belonging, which can be properly oriented through employee advocacy programs.

More and more companies are becoming convinced of this and are investing in developing their people’s digital capabilities, implementing attractive programs to encourage their participation in brand-building.

Technology has certainly changed our world but we should not lose sight of the fact that companies are made up of people and it is on them that the success or failure of any transformation depends. Being at the forefront of trends and technology, innovating and competing in digital markets is not an objective in itself, it is the way to be competitive in a new economic and social context.
A Transformação Digital tem marcado a agenda nos últimos anos e é muito mais que uma tendência tecnológica, está no centro das estratégias de negócio e aplica-se, de forma transversal, em todas as indústrias e mercados.

Assente em plataformas tecnológicas de terceira geração, esta 4ª revolução industrial representa uma oportunidade para as empresas redefinirem os seus clientes, a experiência que têm com os seus serviços e produtos, e atingirem novos patamares de produtividade empresarial.

Ao abraçarem o desafio da transformação digital, as empresas têm de assumir que a mudança vem de dentro e que têm necessariamente de incorporar novas metodologias: na liderança, nas áreas de operações, nos modelos de trabalho, nos instrumentos de recolha e análise da informação, até à gestão da experiência do consumidor. Só as empresas que assumirem estas várias vertentes da mudança estarão a capitalizar todas as novas oportunidades que têm na era da economia digital.

Em Portugal, na década de 80, surgiu uma empresa com essa premissa. Com a missão de contribuir para o bem-estar social, promovendo eficiência nos serviços financeiros e similares, através da disponibilização de soluções tecnológicas e processos que combinem segurança, conveniência e inovação – a SIBS.

A SIBS tem sido pioneira de várias soluções que revolucionaram o dia-a-dia das pessoas e das organizações. A origem está no MULTIBANCO que, no início, visava facilitar a realização de levantamentos. Hoje, disponibiliza mais de 90 operações, a grande maioria inventada pela SIBS, como o carregamento do telemóvel.

Ao longo dos anos, a SIBS liderou uma evolução tecnológica na área dos pagamentos e lançou várias soluções revolucionárias, como o MB NET, que permite (há mais de 15 anos) efetuar compras online sem disponibilizar os dados bancários e com garantias adicionais de segurança, e, mais recentemente, o MB WAY, que permite efetuar compras e transferências imediatas através de um mero smartphone ou tablet e apenas com o número de telemóvel como identificação de pagamento. Ambos têm apresentado níveis regulares de crescimento – em 2015 existiam aproximadamente 1 milhão de aderentes ao MB NET que fizeram 2,64 milhões de compras; no caso do MB WAY, já conta com mais de 100.000 aderentes.

Para além desta faceta mais conhecida do MULTIBANCO, a SIBS é a responsável pela criação do sistema de pagamentos de Portugal, que é o verdadeiro garante da economia nacional porque todas as entidades, privadas ou públicas, e seus movimentos financeiros, ocorrem sobre a plataforma que desenhou e suporta até hoje, processando
mais de 2,7 mil milhões de operações por ano (ou seja, mais de 7 milhões de operações/dia). Mais recentemente, fruto dos desafios europeus, nomeadamente dos que advêm da implementação da Single European Payments Area (SEPA), a SIBS tem disponibilizado serviços que colmatam as desvantagens da menor dimensão relativa das entidades nacionais face ao panorama europeu e internacional, reequilibrando o jogo das instituições portuguesas.

Mas grande parte do sucesso do MULTIBANCO não resulta da inovadora tecnologia do seu sistema, mas sim do modelo de negócio que o garante. A SIBS, à frente do seu tempo, foi capaz de fazer uma inteligente, e praticamente inédita, combinação entre a cooperação (infraestrutura tecnológica única) e a competição (entidades concorrem entre si nas ofertas aos clientes), do qual resultou o modelo “coopetitivo” que tem fomentado a eficiência e a inovação no sistema de pagamentos portugueses.

E este fator é particularmente relevante quando analisamos o que está na base da 4ª revolução industrial e que foi atrás referido – não assumir que apenas a tecnologia será o motor da transformação, mas uma verdadeira capacidade de incorporar os vários elementos da equação da economia digital, que já foram mencionados.

Tal como a SIBS, outras empresas têm trabalhado rumo a uma transformação digital que contribua para uma economia mais eficaz. Prova desse esforço é o mais recente Índice de Digitalidade da Economia e da Sociedade, promovido pela Comissão Europeia, que coloca Portugal como um dos países da União Europeia, que mais acelera rumo à digitalização.

“A SIBS tem sido pioneira de várias soluções que revolucionaram o dia-a-dia das pessoas e das organizações”

Segundo o referido estudo, Portugal ainda está a meio da tabela da UE no que diz respeito às tecnologias de informação e competências digitais por parte das pessoas, empresas e serviços. Por sua vez, tem um dos serviços públicos online mais avançados (7ª posição) e um desempenho acima da média na digitalização das empresas; no entanto, ainda há um longo caminho a explorar para aproveitar melhor as vantagens oferecidas pela transformação digital.

Veja-se, a este propósito, o IDC Maturity Scape Model & Benchmark, que permite avaliar o nível de maturidade de transformação digital em vários domínios (liderança, experiência omni-canal, informação, modelos operativos e modelos de trabalho) e assim ajudar as empresas a lidar e melhorar a sua performance com os desafios desta transformação.

Na Europa, mais de 80 % das organizações ainda ocupam os 3 primeiros níveis de maturidade e apenas 5 % são “Digital Disrupter”, o nível mais avançado da transformação. Em Portugal, a distribuição é equivalente, destacando-se que 27 % estão no 1º nível “Digital Resister” (+7pp que a distribuição Europeia), donde se pode concluir que é possível realmente melhorar a performance da transformação no tecido empresarial português.
Como é que uma empresa que nasceu da transformação digital e da vontade de criar uma plena economia digital (caso da SIBS) se posiciona neste cenário?

Tal como nos seus primeiros 30 anos de existência, a SIBS continua comprometida em acelerar a transformação digital, levando a inovação até às empresas e cidadãos.

Tem apostado na vertente de Business Process Outsourcing, que visa ganhos de eficiência e redução de custos, com tecnologias inovadoras e soluções de otimização para fazer face aos desafios do processamento intensivo (p.ex., digitalização e desmaterialização de arquivo) proporcionando mais eficiência às empresas com quem trabalha e assim contribuir para a economia digital.

Num âmbito internacional pode funcionar como um hub além-fronteiras, e um pólo de atração de novos players para o mercado nacional com ganhos para todas as entidades que, como a SIBS, contribuem para a economia digital.

De forma a se manter à frente do seu tempo e fazer Portugal progredir na Transformação Digital, a estratégia adotada para o período 2020 está assente em cinco vetores estratégicos: (1) Promover e aprofundar a utilização de instrumentos de pagamento eletrónico; (2) Desenvolver modelos de negócio potenciadores de diferenciação; (3) Potenciar as formas de pagamento e as operações com a sua evolução digital; (4) Garantir o nível de segurança do sistema de pagamentos nacional (como um dos mais seguros da Europa) e (5) Contribuir para o aumento da eficiência dos pagamentos e processos que suporta no mercado.

Portugal está assim melhor preparado para a nova vaga de clientes, particulares e empresariais, de várias geografias, que estão a descobrir o País como hub tecnológico. As empresas do futuro, que nascem hoje, procuram processos desmaterializados. É necessário oferecer-lhes soluções flexíveis, eficientes e seguras, exatamente à sua medida, não apenas na vertente dos serviços de pagamentos, mas também de outros sistemas que contribuam para uma economia digital, mais eficaz, e para uma maior competitividade da economia nacional.
The Digital Pulse report, drawn up every year by Russell Reynolds, surveys around 2,000 CEOs and other executives from all over the world to understand how the digital phenomenon is affecting their companies and talent management in their organizations.

In the 2015 issue, when asked “Do you think your industry will be moderately or massively transformed by digital technology in the next 12 months?” executives from the media sector were those most likely (72 percent) to have responded affirmatively. Next came telecommunications with 64 percent, financial services with 61 percent and retail with 57 percent.

This response is not surprising if we analyze the confluence of factors currently affecting our sector. Let us look at the most important ones. First, the growth in the adoption of mobile telephony, which is becoming the means by which our readers prefer to stay informed (already over 50 percent of readers access our content in a digital format through mobile devices). Second, the adoption of social networks as a channel for information dissemination, which is becoming the way many readers, especially young people, receive their information, including that of traditional media (at present, about 15 percent of our website traffic comes from social networks, and it is growing every year). Third, the evolution of advertising investment, which is following the audience in rapidly adopting the digital format (about 40 percent of the total advertising investment of the Unidad Editorial group is now in digital format); and consequently, in the digital advertising ecosystem we are witnessing an explosion of innovation that is rapidly becoming an increasingly automated process led by audiences’ capacity for analysis and the effectiveness of campaigns. And fourth, the penetration of “Big Data” in a sector like ours, which every day generates millions of interactions by as many users, makes it possible to provide analysis and segmentation of audiences for our readers and advertisers (at Unidad Editorial we have an audience of 21 million unique monthly users accessing the various titles, such as El Mundo, Marca, Expansion, Yo Dona, Telva, Fuera de Serie…).

The impact this whole process of change is having on our industry consists of multiple parameters being profoundly transformed at the same time; the product, the mode of interaction with the customer, the distribution channel, the competition, the pricing model and the way advertising is sold. Meanwhile, the traditional operation, involving printing and distribution of written press, remains an important part of our business, albeit with dwindling audiences.

Is my business model viable in the digital world?

Javier Cabrerizo
CEO of Unidad Editorial / Spain
In this context, how do we deal with the changes and how do we carry out the transformation process necessary to adapt to this new reality? How do we manage both a growing business (digital), with new resource and skill requirements, which demand a rapid pace of innovation, and a traditional business in decline (print), with increasingly tight margins, which has built a corporate culture over many years and which remains an essential part of what we offer? In the case of Unidad Editorial, a year and a half ago we asked ourselves three essential questions:

1. Is my business model viable in the digital world?

2. Can I learn the new business by creating a small digital unit that coexists with the traditional one or do I have to profoundly transform my traditional business?

3. What new organizational functions must I develop and how must I transform existing functions?

The answers to these questions guided part of the process of organizational transformation we then embarked on and that is already bearing fruit.

Our traditional business model has been based on two pillars – the sale of copies (circulation) and advertising sales. In the digital world we maintain growing sales of copies in digital replica format in ORBYT, but this does not yet fully offset the decline in the sale of copies. With regard to advertising, the growth in our digital advertising sales has already exceeded the fall in traditional advertising for 2015. But in both cases, content sales and advertising sales, a major change is needed in the functions that will be discussed further on.

When deciding whether to create a “digital” unit headed by its own “Chief Digital Officer” or to address the digital process from the heart of the traditional business itself, we chose the second option. For industries that have a long period of time, say 10 years, before the traditional model is replaced by the digital model, that option would be viable. But in our case, we concluded that the process of transformation and development of the digital model was going to accelerate and we therefore had to tackle the profound transformation of our traditional business.

In doing so, we decided to create several new functions: Customer Experience, to manage the entire customer lifecycle (almost 110,000 subscribers to our titles, growing in double digits annually); Big Data, to analyze all the details of our audience of 21 million unique monthly users (we can now segment this audience according to multiple parameters, for example, interest in health-related content, or women aged 30–45); and UE Studio, for creating marketing content (branded content, native advertising, etc.), which is increasingly demanded by our advertisers. We also addressed the transformation of existing functions: advertising sales, which is becoming an area increasingly specialized in digital advertising with audience data management, creating profiles and new capabilities; technological development, which went from being a support function to a central element of product development and user experience, with the consequent evolution of software development methodologies and the emergence of new profiles; and finally, the way of organizing our newsrooms, the factory where the daily content is produced, to adapt it to a working model with capabilities in line with the requirements of a digital model.
This process at Unidad Editorial includes a high degree of organizational and business model transformation. It is therefore essential to achieve alignment between the organization and organizational culture on the one hand and corporate strategy on the other. To do this we conducted an intense weekly communication activity with members of all levels and teams in the organization, clearly explaining the plans and objectives of the process. We also offered appropriate training tools to enable the development of professional teams and their adaptation to this new market reality.

“*It is essential to achieve alignment between the organization and organizational culture on the one hand and corporate strategy on the other.*
You are probably wondering what the acronyms CTI and CIO stand for.

In the current “gigabit society,” they are the most significant positions in companies, and are now among the most sought-after in innovative ecosystems such as Silicon Valley, Israel, China or the Nordic countries.

CIO (Chief Information Officer) now refers to the person in charge of systems in their organization, or the IT director, a position that is very important but not strategic and usually involves solving operational problems related to connectivity and computing services.

CTO (Chief Technology Officer) is not only the director of Information Technologies in the company, but also in charge of innovation and research the company needs to transform its competitive advantage.

What is the main difference between these positions and why are they so important in the organizational structure of companies moving into the future?

Nowadays, companies are being questioned about their services, productivity and the way they connect with stakeholders, which are all key elements with regard to the sustainability of their business. This is why the emergence of CTOs is strategic for the development of organizations in the future.

One example we have seen in recent days in Chile is the case of the transport company Uber versus traditional taxis, and how a new business model, which operates under the logic of apologizing rather than asking for permission, is threatening years of regulation in the transport market, but by providing a better service at better prices is valued more highly by society. But examples such as the previous one not only occur in the transportation industry; thanks to the new technologies available, they are also cropping up in all areas of human interaction. We have Amazon and Alibaba in Retail, or Airbnb in hotels, or Waze in traffic flow management, etc. That is to say, the new technological trends, such as cloud computing, mobility, the Internet of Things and Big Data analysis, are challenging the competitive advantages of companies and organizations and modifying the well-known strategic forces identified by Porter for analyzing a business.

Here, the CTO has a fundamental role; it is no longer a matter of providing the company a technological service for its operational functioning, but rather of rethinking the business given the new production paradigms in existence and thereby combating the
threats to sustainability that are now present, such as imitation or customer retention and, at a more profound level, the replacement of your business model with a better cost alternative that is more efficient and easy to manage, as has been the case with digital machines and many others examples that we could name.

When we speak of digital transformation in Chile, we are talking then about evaluating our competitive strategies with these new technological capabilities and their adaptation in our company, by re-educating our collaborators and rethinking the company’s sustainability.

“The challenge of working with a new organizational structure is urgent

The challenge of working with a new organizational structure is urgent; the leading companies in the world today are already doing so, and the CEOs that traditionally came from the field of finance or the commercial arena now come from the world of technology, because the new paradigms are changing so rapidly that if we do not adapt our models, we run the risk of being left by the wayside.

My concern is that if there are no good leaders (CTOs) in strategic positions within the company who have the necessary time to gain in-depth knowledge of the company’s business model, and who have earned the trust of work teams and board of directors, it may lead to strategic decision making being poorly evaluated, without having considered the true extent of the new technological trends, thus wasting many years of work and effort of our companies in Chile.
To talk of “Digital” today is to talk about one of the most significant issues in companies today, and this trend is expected to continue to grow in the coming months. According to Gartner, IDC and Cantor Fitzgerald Research, the market for digital services is a great opportunity, with an estimated size of $71 billion in services and a projected growth rate of 25 percent for the next five years. Gartner believes that 125,000 large companies are now launching initiatives to transform their digital business, while Forrester projects that 65 percent of businesses will be using Big Data analysis to optimize digital experience by mid-2016.

In this context, brands have to start thinking about engaging with their audiences in a different way, about offering them a new type of content that matches up to the power that technology puts in the hands of users. These technological revolutions are breaking down some of the traditional paradigms: the transmission of messages and the relationship between brands and their consumers is no longer the exclusive domain of traditional, online, social campaigns or viral marketing campaigns. Consumers now expect the brands they love to connect with them and generate a unique and profound experience, by leveraging technology that understands the context and is smart enough to anticipate and surprise the consumer, thus creating a lasting emotional connection.

For us, these technological experiences are what we call Digital Journeys. It is important to stress that Digital Journeys are not about an isolated mobile application or the creation of a Web page, but rather a set of applications orchestrated through different channels that seek to generate a unique experience. Our recent book, *The Never-Ending Digital Journey*, presents our thoughts and points of view on how to create such experiences. It not only describes how users are becoming more demanding, expecting brands to offer them a more personalized and emotional relationship, but also...
includes relevant methodologies and processes dealing with how to achieve these objectives that will generate more engagement for brands.

The Digital Journey begins very early in the process of a company, which is why it is necessary to have a holistic vision of the change and solution, with an approach that includes three complementary but separate pillars:

1. **Stay Relevant**: It is necessary for each company to stay relevant within its industry. Through research, participation in events and so on, they must be alert to what other companies are creating in order to be prepared for the future and stay on top of new trends.

2. **Discover**: Once the organization understands the paradigm shift, it must think about and come up with the best Digital Journey for its users. They must conceptualize and understand their organizations, analyzing users’ journeys and agreeing on the best way to create emotional connections. The company must dream up specific experiences for customers according to its strategy, objectives and needs.

3. **Build**: Once the Digital Journey has been defined, it will come to life when manifested in specific products and experiences.

This is a great opportunity for companies. 21st century users, “voracious” consumers of technology, will appreciate a brand when they feel a more intelligent and deeper emotional connection. In short, all companies need to offer a new type of content. They need to think beyond their marketing strategies to enter this new age of digital experiences.
In February 2015, the then prime minister stated that “the administration of the future will be digital or simply will not exist.”

Although the phrase may seem obvious, it could be interpreted either as an opportunity or a threat. Let us analyze it in detail.

THE ADMINISTRATION OF THE FUTURE

To say we will have to wait for the future to see a digital administration is tantamount to recognizing that the administration today fails to comply with current regulations, at least since the entry into force of Law 11/2007 on citizens’ electronic access to public services.

Law 11/2007 recognizes the right of citizens to interact electronically with public administrations, as well as the obligation of the latter to guarantee that right. At the time of its adoption, it was even said that this was the first new right granted in Spain since the Constitution.

While recognizing substantial advances in the development of the Electronic Administration, the fact is that this right has not come into effect. At a time when almost any citizen has got into the habit of consuming information and services digitally, the experience of electronic procedures is still limited to a few official transactions. Successful experiences go hand-in-hand with a number of well-designed processes but, above all, with cases in which digital channels are obligatory.

Curiously enough, the greatest progress has not occurred in internal procedures. In February 2016, we witnessed the struggle by the Minister of Justice in office to ensure the system of electronic communications in the judiciary, known as Lexnet, was not abandoned.

The change involves redesigning all service processes based on the needs and experiences of users in a state of constant adaptation.
The key is not to have the best electronic headquarters, the most recognized signature certificate or tutorial videos of the process, but rather the most satisfactory user experience.

THE ADMINISTRATION WILL BE DIGITAL

Law 11/2007 will lose effect October of this year, thanks to the entry into force of two new laws: Law 39/2015 on the Common Administrative Procedure of Public Administrations and Law 40/2015 on the Legal Regime of the Public Sector. In addition, approval has been given to the plan for the Digital Transformation of the General Administration of the State and its Public Bodies, which is accompanied by other regional and local plans. It is time, then, to renew our optimism.

There are a couple of good ideas in the new approach:

- Linking the electronic medium with ordinary procedures, with routine administrative matters;
- Recognizing the challenge is transformation and change, not technology.

I find it interesting that this Digital Transformation Plan should introduce “user orientation” as its first guiding principle, since the change in fact involves redesigning all service processes based on the needs and experiences of users in a state of constant adaptation.

The plan is organized around five strategic objectives, three of which are internal:

- Increasing productivity and efficiency in the internal functioning of the administration.
- Achieving greater efficiency in the everyday ICT services of the administration.
- Implementing Smart Corporate Management for information and data.

In my opinion, we have already made some progress with regard to the first two, albeit with many setbacks, which should serve as lessons and warnings. In contrast, the third objective appears to be relatively new.

Indeed, the management of information assets is the big unresolved issue in the ICT governance of the public administration. Until now, it has not been properly understood that data constitute a very valuable raw material for both good decision-making and reuse by society. The first task is to understand what information is generated and for what purposes, as a basis for a data management that is in line with the objectives of the various public policies.

THE ADMINISTRATION WILL SIMPLY NOT EXIST

Along with more internal goals, the Digital Transformation Plan contains two objectives with a greater external scope. This is the most significant:

“To deepen the digital transformation of public administrations, by converting digital into the preferred channel for the relationship between citizens, businesses and the administration, as well as the ideal means for public employees to perform their work, thereby improving the quality of services provided and the transparency of the administration’s internal functioning”.

This would be a meta-objective, encompassing the other four and aligning them with the ultimate purpose: to be the citizenry’s preferred channel, in a context of quality and transparency. How do we imagine a digital transformation that lives up to this objective? Luckily, we have many cases outside the administrative sphere that can serve as an example for us.

Just today I had to book a flight. To do this, I typed into the Google search engine “Flight Bilbao Barcelona.” The search engine itself responded with an interactive space where I was able to select the specific flight, based on the schedules and prices of each company. In just one click I proceeded to purchase the flight. When I had finished, I discovered that the flight and hotel had already appeared on my calendar, because my email and calendar automatically link to one another.

Well, this is what we are asking of the digital administration, in order for it to become our preferred channel. The key is not to have the best electronic headquarters, the most recognized signature certificate or tutorial videos of the process, but rather the most satisfactory user experience. And I fear the case of public transactions is comparable to that of soccer referees: the less noticeable the better.

To achieve this, most of the effort is internal. Administrations have to get used to designing their services in mutual collaboration until they manage to get any administrative office to operate as though it were a branch of a larger entity. The challenge of interoperability is key.

Perhaps, then, the phrase spoken by Rajoy is premonitory: the digital administration will simply not exist. If things are done well, we will enjoy it without needing to be aware of it.
Even today, when we are without doubt witnessing the fourth industrial revolution, there are those who perceive the world as divided into two: an offline world and online one. The reality is that, now more than ever, we are living in a digital world. This is something that younger generations understand perfectly: the digital age is here to stay!

Technology has revolutionized the way we consume, communicate, think and work and has radically transformed the ways in which we do business. This is evident in the solutions offered by the Endeavor entrepreneurs we support and in the ways they are transforming the industries in which they participate.

Today, approximately 60 percent of enterprises that pass through the selection process at Endeavor Miami are markedly digital companies. However, the remaining 40 percent are companies rooted in traditional industries, which find in technology a great ally in staying relevant. It is obvious that technology has become a determining factor in the success or failure of most enterprises.

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"Digital transformation has completely democratized access to the information, knowledge and data, opening up a wide range of possibilities for entrepreneurs"

**THE DEMOCRATIZATION OF ACCESS**

Digital transformation has completely democratized access to information, knowledge and data, opening up a wide range of possibilities for entrepreneurs to access markets and consumers directly and in an informed way, without the barriers created by time and space. The DEMOCRATIZATION of access is without a doubt the most important and transformational benefit offered by the use of technology in the current era.

Similarly, through tools such as crowdfunding platforms, technology has encouraged access to capital, and entrepreneurs can now raise funds more rapidly in a variety of ways. The traditional channels have broken down, and it is possible to obtain financing from hitherto unimagined sources, thereby multiplying opportunities for growth. Technology also enables investors to access projects that previously would have been impossible to evaluate, even with relatively small amounts of capital.
THE ADVANTAGES OF TRYING AND FAILING QUICKLY

In the current context, growing a business and keeping it alive certainly takes more effort and requires a much greater connection with the world than it did before. However, the good news is that failing has ceased to be “tragic,” and is clearly influenced by the cultural milieu that surrounds entrepreneurs.

Technology has reduced entry barriers for anyone wanting to set up a business because it enables new entrepreneurs to validate the relevance of their products or services more quickly and cheaply than in the past. Access to social media channels, websites and a host of other technological tools has made it a great deal easier to carry out market testing to determine whether there is demand for a product or not.

In a world where speed is the rule, failure may also come more quickly. Faced with frequent change and competition, the risk of failure is higher, and this can increase when it comes to 100 percent digital companies. So picking oneself up and starting again is nothing unusual for entrepreneurs.

On the other hand, the opportunities to grow and generate a return on investment – the positive potential – are also greater. There is risk, of course, but if the execution is good, it is possible to achieve success in a much shorter time than the large corporations of today had to spend on their development.

BEING PRESENT IS NOT ENOUGH

One of the most common mistakes entrepreneurs make when they think about technology is believing that being present is everything. This is not the case; it is essential to know where and how to invest. I would sum it up with three key concepts:

1. **Have a clear strategy**: Technology is an investment and must be evaluated as such. What we want to achieve and how we will measure it is something necessary to consider before beginning a technological process or choosing a tool.

2. **Learn how to choose the right tools**: Given the wide variety of tools on offer in the market, getting to know them and selecting the best ones for each situation is quite a challenge. Although there are tools that are relatively easy to replace, the issue gets more complicated when it comes to assessing those that are used internally (for example, customer management tools) and that may involve large investments for an entrepreneur who is growing rapidly. Prior analysis is therefore essential. The secret is knowing how to differentiate between “fashionable” tools and those that keep companies at the forefront.

3. **Good execution**: A perfect example can be found in social media channels. Creating them might be easy, but doing so on appropriate platforms, maintaining them, measuring results and optimizing them involves a sustained effort – a committed execution.

In this regard, market and competitor analysis tools, network management, design and data analysis must not be lacking in the technological mix for entrepreneurs.
TECHNOLOGY IS NOT EVERYTHING

To create a business, it is necessary to bring together different elements, among which an understanding of technology is just one. That is why successful enterprises are those that manage to integrate technology or foster it without forgetting about other parts of the business.

An entrepreneur may be wonderful, technologically speaking, and an ace at product development, but will not be able to succeed without a good sales, marketing, access, management and customer service apparatus. It is not enough to be good technologically; scaling up requires a diverse team, whether it is a digital or traditional company.

STAYING RELEVANT WITHOUT DYING IN THE ATTEMPT: THE GREAT CHALLENGE

Never before has the world moved so fast; today things happen at such a pace that keeping up to date and moving with the times it is quite a challenge. For companies, innovation has ceased to be an added value and has now become an essential factor.

As suggested by Salim Ismail in his book *Exponential Organizations*, the growth of a company used to be projected in a linear fashion. Nowadays, it must be understood that organizations that manage to grow exponentially are always ahead of the growth curve. Entrepreneurs are always obliged to think in terms of that curve: how they might change the scenarios they face, what innovations may break into their field of action, what the competition is doing and how to take advantage of all that in order to innovate. The pressure to learn, innovate and transform as the world changes is extremely high.

That is to say, technology in this context can be a double-edged sword: at first it provides immediate access to markets and tools, but in the medium- and long-terms it means finding the formula to grow and remain relevant in an environment that is changing every day.

One final point to emphasize is that in this age of high innovation, well-used technology also provides an opportunity to make important changes for the benefit of our communities and the world; it enables us to make a significant impact through entrepreneurship and it is therefore essential to observe it while thinking about how to contribute and add to it.

“Successful enterprises are those that manage to integrate technology or foster it without forgetting about other parts of the business."

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O conceito de empresa digital surgiu no final da década de 90 do século XX, época em que a internet se afirmou como uma tecnologia relativamente generalizada na maior parte dos países desenvolvidos. Nesta época, as startups digitais proliferavam, e novas possibilidades como o comércio eletrónico e a economia digital questionavam o status quo dos modelos de negócio estabelecidos. O consultor em gestão Don Tapscott falava das oportunidades e perigos da economia digital. O sociólogo Manuel Castells propunha o conceito de empresa em rede como o modelo empresarial do capitalismo informacional que caracteriza a sociedade em rede que na altura se estava a delinear. Um artigo emblemático da consultora McKinsey apresentava a Cisco Systems e a eBay como exemplos de “orquestradores” de uma complexa rede de parcerias e outсорcings empresariais. Nesta época, ser digital significava, para uma empresa, estar conectado a partir de um suporte infraestrutural de TIC (Tecnologias da Informação e da Comunicação). O funcionamento em rede podia ocorrer no plano interno, melhorando e agilizando processos de trabalho, promovendo a partilha de conhecimento e a inovação, reforçando a produtividade. E podia também ocorrer no plano externo, criando redes de relações com fornecedores, parceiros, clientes, e por vezes até competidores.

Volvidas quase duas décadas, ser digital assume contornos diferentes. Como o especialista em social media marketing Erik Qualman afirma, já não estamos a falar de uma questão Shakesperiana, pois ser digital deixou de ser uma opção, tornou-se inevitável. A nova questão a pensar é até que ponto uma empresa pode estar adaptada ao contexto digital em que se insere e retirar o máximo potencial das ferramentas digitais que tem ao seu dispor.

Este reconhecimento de que ser digital é, atualmente, inevitável, decorre de um entendimento contextual do que significa ser digital, em detrimento de uma abordagem tecnológica. Podemos comunicar digitalmente, mesmo que não estejamos a usar tecnologias como canais de comunicação. Também vivemos e pensamos digitalmente, pois as tecnologias digitais estão completamente integradas nas nossas rotinas quotidianas, e vários estudos têm comprovado os seus efeitos nas estruturas cognitivas humanas.

Marshall McLuhan, um dos especialistas em Estudos dos Media mais polémicos, relacionou a mudança social com a evolução tecnológica precisamente através dos efeitos cognitivos dos media. A partir dos estímulos que dirigem aos nossos sentidos, as tecnologias de comunicação moldam respostas neuronais, e consequentemente percepções e concepções. A sociedade contemporânea é marcada pela utilização generalizada, frequente

O QUE SIGNIFICA **SER DIGITAL** PARA UMA empresa?

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“Pois ser digital deixou de ser uma opção, tornou-se inevitável.”
Partilhamos todos o mesmo lifestyle conectado e acelerado, presente em nós enquanto profissionais e consumidores.

E intensa de tecnologias digitais. Estas tecnologias são conectadas, multimédia, integradas, e por vezes tão user-friendly e tão seamless que se tornam imperceptíveis. Moldam no ser humano estruturas cognitivas assentes no multi-tasking, no networking, numa abrangência holística que é conseguida através de uma certa superficialidade, estratégia que desenvolvemos para lidar com o excesso de informação e estímulos com que somos confrontados a todo o momento. Outro dos efeitos das tecnologias digitais é a aceleração do ritmo quotidiano. Fazemos cada vez mais coisas ao mesmo tempo, e ainda assim esse tempo é cada vez mais escasso.

Independentemente das tecnologias que possamos ou não utilizar, partilhamos todos o mesmo lifestyle conectado e acelerado, presente em nós enquanto profissionais e consumidores. Não temos paciência para esperar, e quando a espera é inevitável rapidamente o smartphone é retirado de malas e bolsos para preencher esses segundos, que não podem ser “desperdiçados”. Já não combinamos encontros à hora certa, vamos-nos coordenado durante o dia, acertando agendas, trabalhando on the move, num aproximeeting complexo e constante. As crianças nascem em lares digitais, e pegam primeiro num smartphone do que num lápis. E se Googlearmos o nosso nome, será difícil encontrar quem não tenha nenhuma presença digital, da mesma forma que uma empresa que não tem qualquer presença online por iniciativa própria pode ver-se a braços com uma crise reputacional. Com origem numa rede social ou num agregador com reviews e ratings. As empresas são digitais porque nós somos digitais.

Mas ser digital não significa alternar entre a realidade física e um plano paralelo virtual. O online e o offline estão interligados, são interdependentes, são complementares. Uma review negativa online pode contribuir para a diminuição do afluxo de clientes a um restaurante físico. Uma empresa sem qualquer presença digital pode perder clientes porque nunca é encontrada a partir das pesquisas feitas no Google. Um profissional pode ser rejeitado para uma vaga em função de informações que o recrutador possa ter encontrado em redes sociais. Da mesma forma, uma experiência excelente num hotel pode motivar uma review online que trará mais clientes. A pesquisa de produtos e preços online conduz ao efeito ROPO (Research Online, Purchase Offline), motivando assim visitas a lojas físicas. Um perfil excepcional no LinkedIn pode motivar uma empresa a fazer uma proposta a um profissional. Usando os termos do filósofo Martin Heidegger, ser digital é uma condição intrínseca da nossa forma de ser-no-mundo atual, faz parte do que significa ser (ou viver) na sociedade contemporânea.

Da mesma forma que o Design Thinking aplica os princípios do design à criatividade e ao empreendedorismo, ou que a Gamification aplica os princípios dos videogames a programas de fidelização de clientes ou à comunicação interna, também a digitalização das empresas vai além da adoção e utilização de plataformas e ferramentas tecnológicas. Uma empresa digital não é (apenas) uma startup tecnológica, uma empresa que vende online, ou uma empresa que está presente no Facebook. Ser digital significa, para uma empresa, incorporar a lógica de funcionamento das tecnologias digitais, independentemente de utilizar ou não plataformas concretas, lógica essa que assenta na conectividade, na interatividade, na emoção e na intuição, na velocidade, e na criatividade. Uma empresa digital está em permanente contacto com todos os stakeholders, adoptando um modelo de comunicação dialógico e interativo. Uma empresa digital responde instan-taneamente a todos os seus stakeholders, não faz...
ninguém esperar. Uma empresa digital personaliza ofertas e contatos, parte do big data para chegar a uma relação única e especial com cada um. Uma empresa digital está nos nossos bolsos, na cloud, em todo o lado. Uma empresa digital sabe ser relevante e oportuna, conseguindo atrair a atenção num ambiente de abundância de estímulos. Em última instância, uma empresa digital compreende todos os seus stakeholders, também eles digitais, e consegue oferecer-lhes soluções que satisfaçam as suas necessidades indo ao encontro das suas preferências.

_num futuro próximo, o futuro da internet das coisas e dos wearables, o futuro do big data e da inteligência artificial, não seremos apenas nós e as empresas que são digitais. Os objetos estarão conectados, registarão os nossos comportamentos e anteciparão as nossas necessidades. A nossa realidade será digital._
Apparently a few days before the momentous night on which Obama won his first presidential election, a journalist approached Chris Hughes. At the time, the co-founder of Facebook and brains behind Chicago’s social networking phenomenon (MyBo) was 25 years old. His question was simple but packed a powerful punch: Why, on the candidate’s website, had they placed a big button that said ‘Donate’ instead of the usual ‘Vote’? “Can you vote on the Internet?” answered the digital native (the millennial). “No, of course not. Can you donate? Yes. That is the only reason.”

We have used it so often and maximized its potential so much that we are going to wear out the concept of “transformation.” The fact is, from our experience helping companies take advantage of the power of technology to support their plans and objectives, we know it has two meanings that sometimes confuse those who use it. It can be understood as “changing the shape of someone or something” or as “turning or converting something into something else.” Chris did not change the shape or the appearance of Obama’s electoral campaign; he profoundly changed the way in which a political team can establish a genuine symbiosis with its thousands of communities of supporters and voters. That is the kind of “transformation” that interests us, isn’t it? It is the one that can help us build an adaptive advantage that is difficult for our competitors to beat. The aesthetic kind, “let’s do the same thing in a different wrapper,” has proved it is useless and uses up a lot of resources. We are all tired of putting on a facade.

Throughout history, all power structures have been built around a monopoly of information and control of communication. A number of technological advances have gradually eroded that reality. Each one of them has constituted an extraordinary social revolution. Books were one at the birth of the Greek and Roman civilizations (one idea for a small few). Printing in the development of the modern world (many ideas for many). The Internet (all ideas for the majority) is generating the same effect, which leads to the many upheavals we are experiencing and that will continue to occur for decades and probably centuries. Certain organizations have been able to take advantage of these revolutions for their own benefit. Others have perished (and many have been born with the instinct to ride the wave). The main difference is that some trusted in being “transformed” and others were “transformative.” We believe the latter approach, because ultimately it is an approach, offers greater guarantees of success.

“We are all startups. Genuine transformation: Myths and keys.

Adolfo Corujo
Partner and Chief Talent & Innovation Officer at LLORENTE & CUENCA / Spain
Sergio Cortés
Partner at LLORENTE & CUENCA and Founder and President at Cink / Spain

The term “Digital Transformation” has given rise to a number of myths that make deep reflection necessary in order to avoid false expectations.
The emergence of the term “Digital Transformation” has given rise to a number of myths that make in-depth reflection necessary in order to avoid false expectations and help organizations face these paradigm shifts in a strategic manner and not just through fleeting trends. These are our 5 myths about digital transformation:

- **Digital transformation forces companies to reinvent themselves**: This is not true. Organizations must generate new thought scenarios in different ways and explore new territories outside their comfort zones, but in doing so not forget what the essential bases and foundations of their businesses are. We must not try to be something we are not. But what we must do is question all our pillars and preconceived assumptions.

- **Digital transformation is all about technology**: Obviously the companies of the future will inevitably have to exploit technology as a source of competitive advantages, but that does not mean it is only about technology or technology companies. The new digital revolution and industry 4.0 will come to affect any business model and any business and social sector.

- **Digital transformation can be managed with good positioning and multichannel digital identity**: The innovation model opening up for us for the future goes far beyond simply managing our presence on digital channels and affects such fundamental aspects of our organization as its business models, people, structures, customer experience and organizational models.
• I can manage a digital transformation process using my own means and resources: Companies that do not understand a new talent and knowledge distribution model often fail in digital transformation processes because they are not able to cope with changes with the speed and flexibility offered by leveraging external opportunities based on talent or links with startups, which have a high potential to disrupt the market.

• Digital transformation is an expense I have to provide for in the budget: It seems obvious, but it is necessary to promote the culture of digital transformation as an investment and not as an expense. Many organizations embark on this adventure with a feeling of having to provide specific budgets, especially for development, which have no benefit or return in the short term. The short-term requirements for digital innovation processes often significantly divert initial objectives. It is necessary to remove innovation from the current agenda.

By this point, the reader will surely be wondering about the keys to digital transformation. In this article we will also share what we believe to be the 3 keys that enable a company to become transformative:

1. ORGANIZATIONAL CULTURE: This is, without doubt, the first step. We need organizations that are more innovative, more agile and more flexible, with greater capacities to learn from risk and failure and, above all, more accustomed to thinking outside their comfort zones. It is necessary to influence the culture of innovation and digital competences.

2. ORGANIZATIONAL METHODOLOGIES AND MODELS: We need to be able to guide our structures, methods and models with methodologies and ways of working that are bringing success to the best companies in the digital economy and are truly able to change the rules of the game. We have to introduce into our agenda words like “agile methodology,” “lean startup,” “design thinking,” “scrum,” “holocracy,” etc. and new ways of working based on “concept tests,” prototypes and minimum viable products, etc. All these words are familiar to the great innovators of the digital age.

3. OPEN ECOSYSTEMS OF INTERNAL/EXTERNAL TALENT: The speed of digital society is dizzying. Organizations cannot deal with these changes without a distributed talent approach, both external and internal. It is essential to empower workers by promoting models of intra/entrepreneurship, since all employees are sources and engines of innovation and new leadership may emerge. On the other hand, the solutions and opportunities are often out there in the form of new startups, creative entrepreneurs, innovators and people with talent who can help our organization to be much better. It is essential to learn how to interact with these talent ecosystems and be aware that we are all startups and we are all millennials.

The adventure and art of being a startup is one of the great challenges facing large companies at present. That art of being fast, flexible, adaptive and innovative. Rethinking and creating the future is an exciting task, and the changes that are coming invite us to dream.
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