



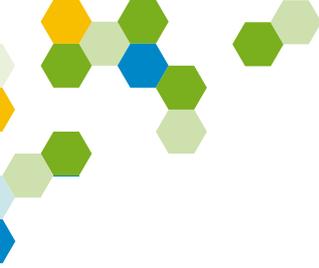
SPECIAL REPORT

Against Fake News in the company: Real Advocacy

Madrid, March 2018

d+i developing
ideas

LLORENTE & CUENCA



1. INTRODUCTION
 2. GOING BEYOND POLITICS. FAKE NEWS AND THE COMPANY: THE REIGN OF THE HOAX
 3. HOW TO TACKLE HOAXES. THE ACTIVE ROLE OF COMPANIES
 4. FIGHTING DISINFORMATION WITH ADVOCACY. SOME KEY POINTS
 5. DEVELOPING AN ADVOCACY PROGRAM STEP-BY-STEP
- AUTHORS

I. INTRODUCTION

THE FAKE NEWS PHENOMENON

“One Sunday in December 2016, Edward Welch, 28 years’ old, the father of two children and a voluntary fireman, left his house in North Carolina determined to sort out for himself what he had heard on the news. He drove his car for 600 kilometers to Washington and entered the pizzeria Comet Ping Pong armed with an AR-15 assault rifle, a gun and 29 rounds of ammunition during rush hour. He shot into the air three times, fortunately without hitting anyone, and he started looking for Satanic signs, underground chambers and passageways. He was convinced there were children inside who had been kidnapped and sexually exploited by a pedophilia network led Hillary Clinton’s campaign manager.”

This is how journalist [Marc Amoros](#) starts the third chapter of his recently published book *Fake News. La verdad de las noticias falsas* (The truth about fake news) in which he warns us that fake news is not a joke and has real consequences. For Edward Welch, a real sentence of four years in prison for the case known as PizzaGate, which the *New York Times* looks at in this [report](#).

In an interview for “Developing Ideas” from LLORENTE & CUENCA, Amoros defines fake news: “It is false information which is spread with the appearance of real news so we will believe it and so it is spread with an objective. Without an objective there is no fake news. Basically, there are two objectives: economic, you’re trying to get money; or ideological, you’re trying to manipulate, instill in or transmit to a broad sector of the population an idea about an object, a person, a policy.”

Another of the features of fake news is its power and potential to go viral compared to real news. According to a [study](#) carried out by researchers from the Massachusetts Institute of Technology (MIT), in which they analyzed 126,000 Twitter stories shared by 3 million people between 2006 and 2017, fake news is 70% more likely to be retweeted, and it is real people (not the bots) who are responsible for propagating this information.

The proliferation of this cascade of disinformation is also affecting traditional media and the internet giants. In his [editorial](#) as the new director of the *New York Times*, Arthur Gregg Sulzberger focuses on fake news as one of the main bones of contention of the “gray lady”: “Disinformation is increasing and confidence in the media falls as technological platforms prioritize

clicks, rumors and propaganda rather than real investigation (...) Just like our predecessors on the *Times*, my colleagues and I will not give in to these powers.” In the case of Facebook, Google and Twitter, [they announced](#) at the end of last year their commitment to use trust indicators to help users review the truthfulness of publications and of the journalists responsible for the articles which appear in the news’ feed.

According to Marc Amoros: “What we have to understand is that the technological tools are already within the reach of everyone and they make it very easy to create fake news. You just need a little thought, to be a little crafty to mock up the news, Photoshop to tamper with a photo and there are even software programs which allow words to be put into people’s mouths that they never said with their own voice. It is becoming increasingly hard to detect what is true and what is false. If we reach the point where we can’t distinguish between what is true and what is false, we will reach the point at which we only believe that which confirms our opinion.”

The fake news’ empire has already flooded TV fiction too. In seasons 6 and 7 of the series *Homeland*, in which Claire Danes plays a CIA agent, fake news [sets the tone for the plot \(spoiler alert\)](#). Other series such as [The Good Fight](#) and [Quantico](#) have also chosen fake news as their preferred narrative mainstays, being based on a reality which has severely affected the United States in recent years and has impacted the course of its political and social life.



“On different social networks, it has managed to become an authorized, official voice for denying fake news”

2. GOING BEYOND POLITICS. FAKE NEWS AND THE COMPANY: THE REIGN OF THE HOAX

The impact that fake news has had in the political sphere is well-known with the victory of Donald Trump or the pro-Brexit campaign in the United Kingdom, becoming a turning point in our recent history.

Fake news is not a passing phenomenon but rather a perfect storm brought by technology that is not going to just disappear in the next few years. The technological consultant Gartner assures us in his report *Technology Predictions for 2018* that in 2022 the citizens of mature economies will consume more fake news than real news. He also warns that going **beyond the political and media impact that they have had in 2017** worldwide, **fake news represents, at the same time, a serious problem for companies.** “Companies not only have to closely monitor what is said about their brands directly but also in what contexts to make sure they are not associated with content that is harmful to the value of their brand,” the report stresses.

If anyone in this country has declared war on fake news, it is Maldito Bulo. With more than 465,000 followers on its

different social networks, it has managed to become an authorized, official voice for denying fake news. And it does so with the same formula: ingenuity, impact and going viral. Behind this army of denials, there is a group of journalists whose purpose is, in its own words, “to provide readers with tools so that they don’t get conned.”

The journalist Julio Montes is a co-founder of Maldito Bulo: “We receive at least 15 hoaxes a day excluding those which are repeated. We can’t cope with reviewing them all, and we try to break down those that contain the most impact. At present, we have resolved around 500 hoaxes. Let’s hope that this year we have the capacity to resolve more hoaxes and in particular to do so quickly, which is our major aim: to stop the hoax before it attains its peak.”

3. HOW TO TACKLE HOAXES. THE ACTIVE ROLE OF COMPANIES

At present, there is a growing debate about **how to tackle the fake news** that circulates online. Some authors like [Darrell M. West](#), the director of the Center for Technology Innovation Brookings, point to the need to involve governments, institutions, the media, companies and

“Silence is no longer an option and just by taking up an active stance, companies can find a way of taking on the lurking disinformation”

citizens in order to solve this problem. According to West, governments and educational institutions must promote information literacy, the media must provide quality journalism and fight disinformation, technology companies must invest in tools to help identify hoaxes and, finally, citizens must compare information.

So, do companies have to wait for these measures to be taken whilst, as we have seen previously, they are affected by hoaxes and fake news? We believe that in the age of hypertransparency in which we live, **silence is no longer an option and just by taking up an active stance, companies can find a way of taking on the lurking disinformation.**

Maldito Bulo is quite clear about the mechanism to fight them: transparency, early detection and the dissemination of denials by trustworthy channels of the community. “We must learn to fight disinformation with its own weapons. Going viral with the denials and creating communities who are willing to help,” adds Montes.

In this regard, Marc Amoros offers three key pieces of advice which companies must follow if they wish to win the battle against fake news. **The first is to carry out constant, very active listening on the social**

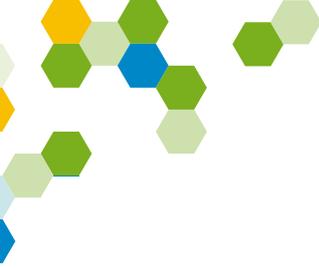
networks. “We need to monitor what your positioning is and your brand’s dialogue in order to ensure that if fake news is spread, it can be detected in time. The earlier you detect a rumor, the sooner you can react.”

Secondly, he recommends acting and denying false information: “The brand must never opt for silence when faced by fake news which is damaging to it. There are trademarks, like people, who think that it’s not going to go viral and we opt for sitting back and waiting. Before we realize, it’s spread quickly and has become so big that we’re left with: how can we deny all this now?”

And the final recommendation is to respond in the same way, within the same mental framework as the fake news: “Just saying that this is a lie doesn’t work”. Amoros points out: “You can’t try to compare false information which appeals to an emotion or feeling to hard, cold data.”

4. FIGHTING DISINFORMATION WITH ADVOCACY. SOME KEY POINTS

In addition to the reflections by Maldito Bulo and Marc Amoros, **we would like to add the need to work on prevention.** In addition to the denial techniques after



“The logical response is to take on the lie promoted by false profiles/ interested parties/misinformed parties with true information promoted by real, informed ambassadors”

the rumor has been detected, we need to build prevention mechanisms that put us in a better position to tackle fake news. What are these mechanisms and how are they coordinated? In our opinion, they typically involve the development of **digital identity programs** that promote the presence of the managers and employees of the companies on social networks. The logical response is to take on the lie promoted by false profiles/ interested parties/misinformed parties with true information promoted by real, informed ambassadors. **Basically, taking on fake news with real advocacy.** We can summarize the main benefits of this perspective by four key points:

1. Humanize the communication

Authenticity, transparency, credibility and trust are values which have come into play in the new digital age. However, how should they be applied? Recently, [Ivan Pino](#) in the report [Digital Experience](#) provided the key: “the media is not the message. The media is the person.” This concept has already been applied to perfection by the leaders of Tesla and Amazon. Elon Musk,

the CEO of Tesla, denied on his Twitter profile [the information](#) published by *The New York Times* about the car model, Model S. The same modus operandi was used by Jeff Bezos who denied ironically on [Twitter](#) the news related with Amazon's intention to open automated supermarkets. The tweet achieved more than 1,000 likes and 478 RTs. They are both examples of how companies have managed to halt the impact on their reputation by personalizing the message and making the most of the digital identity of their CEOs. In the digital environment, **companies who opt for a “human voice” as a value proposition increase their credibility.**

2. Boost leadership and increase the influence of organizations

In addition to the corporate channels companies have available, their ambassadors become spokespeople qualified to highlight the attributes of their companies. An example is [Antonio Llarden](#), the chairman of Enagas who, through a personal blog, shares his vision about the present

“The personal brand projects of managers and spokespeople developed by companies are a key element for promoting dialogue and relationship with their main stakeholders”

and future of the sector, highlighting aspects that are being developed by the company he heads up.

However, the ambassadors not only boost the leadership of the company, but they increase its influence. According to RAE, the influence is: “The power, favor, authority of someone towards another person/people.” So, a quality of people and not of corporations. **Working on the influence of a company in the digital area necessarily involves working on the digital identity of its managers or employees.**

3. Position the ambassadors as references

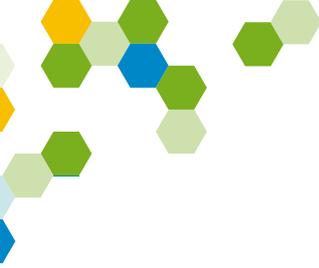
The development of a solid digital identity consistent with the values of ambassadors makes their participation in said communities, with which they share interests, more credible by consumer motivators on certain themes and/or subjects. This is the case of [Rosa Maria Garcia](#), the chairperson of Siemens España, who defines the leadership, the management

of companies and innovation as mainstays of her discourse on social networks, or [Mary Barra](#), the CEO of General Motors, positioned in the territory of the empowerment of the woman and her development in STEM.

4. Promote transparency and contribute to reputation

The personal brand projects of managers and spokes people developed by companies are a key element for promoting dialogue and relationship with their main stakeholders and, accordingly, a commitment to transparency. Basically, as [Adolfo Corujo](#) put forward in *UNO Magazine #13*, “those managers who tackle this cultural change intelligently **will make a decisive contribution to improving the corporate reputation of the companies they lead.**”

Aware of the benefits but also the cultural stress this perspective entails for organizations; **how can we approach a program of this type?** Our colleagues Luis Gonzalez and Jon Perez recently drew up *The 10 golden rules of*

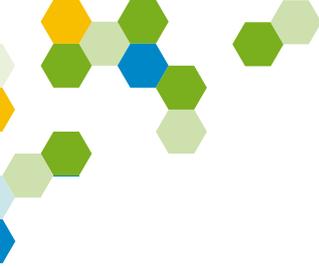


Employee Advocacy, which is extremely useful for approaching programs with employees. Backed up by these keys, we now wish to define the steps to be taken to **manage an ambassador**

network that transmits with authenticity and truthfulness the reality of the company but, when the time comes, can also serve as a protective shield against hoaxes.

Hoaxes and companies. Some examples

McDonald's	The ingredient in McDonald's french fries that will help to cure baldness	"A group of Japanese scientists says it has found a possible solution to baldness in McDonald's french fries." And so, several media picked up on the hoax about French fries being a permanent solution to baldness.
Heineken	Heineken and the pigeons sucked in by grain grinder	The video showing how hundreds of pigeons were attracted by grains of barley and ended up being ground to death circulated rapidly on WhatsApp and became news. The company had to issue a press release to deny that this video had been recorded at one of its facilities.
Kebab	The European Union may ban kebabs owing to health risks	Just as Crisis Area set out in its blog, the topic of the alleged ban on kebabs in Europe was taken up by the media agenda to the point where the European Commission and Parliament had to deny it on the social networks.
Mercadona	Withdrawal of creams by Mercadona	this is a recurring hoax which circulates every now and again on Twitter, Facebook and WhatsApp. The Health Ministry and Mercadona have already denied it on social networks. What's more, the Spanish National Police Force has warned on several occasions, via @policia , about the broadcasting of this false information.
Zara	Zara coupons with discounts	The gift checks or discount coupons at certain stores are fake which is also repeated periodically and spread quickly via WhatsApp and social networks.



“The effectiveness of communication involves delimiting the conversation territories in which I wish to position myself as a company and, beyond this, such communities I wish to reach”

5. DEVELOPING AN ADVOCACY PROGRAM STEP-BY-STEP

STARTING POINT. DEFINE YOUR CONVERSATION TERRITORIES AND IDENTIFY THE COMMUNITIES

A few years ago, our colleagues Adolfo Corujo, Ivan Pino and David Gonzalez Natal [reflected about the new communication borders](#), and they introduced two concepts into the debate: territories as stable masses of conversation and communities of interlocutors that are not identified by demographic criteria but rather by the sense of belonging to a group which shares values, interests and purposes.

Today, the effectiveness of communication involves delimiting the conversation territories in which I wish to position myself as a company and, beyond this, such communities I wish to reach.

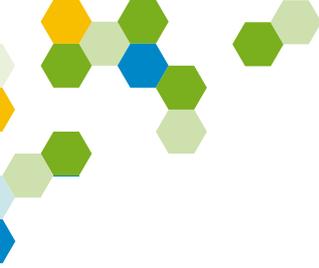
This point is key in digital identity development programs. If we don't understand who the people are with whom we wish to talk and the themes of interest, we will not be able to develop the influence of our advocates. As Pino and Gonzalez pointed out in their reflection on [Digital Experience](#), effectively combining communication and marketing, at the stage of implementing a process

to convert our stakeholders into ambassadors, it is key to determine the time of exploration at which “we will be ready to design the archetypes of people we wish to attract and win over, bearing in mind their interests, emotions and characteristics. An outline sketch of the members of the community we hope to promote and of the sense of belonging which could be cultivated with them with regard to shared values and purposes.”

STAGE I. CREATE THE PARTICIPATION FRAMEWORK

Once the conversation territories have been defined and the communities and people with whom we wish to relate, we need to determine the participation framework within which we will develop the program.

It is likely that a company already has employee participation policies, but it is equally likely that said policies are several years old and are more restrictive and limiting rather than incentivizing and motivating. Is it worth developing advocacy programs in organizations with restrictive participation policies? The answer goes without saying. Although it seems like a minor issue, before tackling an ambassador program it is important to reassess internal policy. In



“Training sessions are not only useful for providing instruction but also for identifying those ambassadors with the greatest potential”

many cases, reviewing these standards and determining new, more stimulating ones is the real starting point for working on digital identity development programs for managers and employees.

STAGE II. PROVIDE TOOLS TO YOUR EMPLOYEES AND SELECT EMPLOYEES WITH THE POTENTIAL TO BE AMBASSADORS

After the standards comes the stage of training and providing tools and know-how to potential ambassadors. **Training sessions are not only useful for providing instruction but also for identifying those ambassadors with the greatest potential.** In this regard it is important to consider: **what makes an employee a good advocate?** In our opinion, there are two main qualities which define a good ambassador. On the one hand, the attitude, in other words, his/her being well predisposed to sharing content about the company, identification with the purpose. On the other hand, influence, referring to the ability to become a reference or influencer in one of the target communities which we have defined beforehand.

Good training will thus focus on these two lines: on transferring the mutual

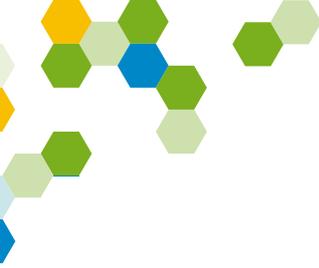
benefit (for the company and the ambassador) of an advocacy program and thereby working on attitude and providing the tools, techniques and some keys which allow the increased influence of employees on the networks.

STAGE III. DEFINE THE PERSONAL EDITORIAL LINES

Our digital identity reflects who we are and how we present ourselves as professionals online, constructing our personal brand and the footprint we leave. This is why, before taking on an advocacy program with some of the managers or employees of our organization, we need to work with them on their own editorial line and channels plan. Which themes are we going to talk about and what is our contribution? Who am I trying to reach and who do I have to relate with? – These are questions we need to look at if we wish to be successful.

STAGE IV. ORGANIZE, INCENTIVIZE AND MONITOR PARTICIPATION

At this final stage, after defining the territories and communities, having created the participation framework, trained and selected the ambassadors and developed the editorial line with them, efforts must be focused on



“We are not facing a simple problem and it thus requires us to adopt more sophisticated solutions if (...) you want different results, don't do the same thing”

organizing, incentivizing and monitoring said participation. The key is, on the one hand, keeping the program alive to activate it vis-à-vis the risks where necessary and, on the other hand, measure the participation of our managers and employees to detect areas for improvement in the program and identify said ambassadors with greater potential.

We are not facing a simple problem and it thus requires us to adopt more sophisticated solutions to prepare. In this context there is a phrase attributed to Albert Einstein

which seems to apply: “if you want different results, don't do the same thing.” As communication and reputation professionals we need to tackle new problems with new solutions. And fake news is a new problem which seems (unfortunately) to be here to stay. In this case, the phrase “truth is stranger than fiction” may even seem a bit confusing. Fiction ends up becoming, if you repeat it often enough, reality and this pseudoreality is generated into a “shared truth.” It lies within companies and society to make a joint effort to combat this.

Authors



Eva Pedrol is Director of the Corporate Communications and Crisis Areas at LLORENTE & CUENCA in Barcelona. Eva Pedrol manages the Corporate Communications and Crisis Area at LLORENTE & CUENCA Barcelona. She has more than 10 years' experience in communications and reputational consulting at different companies nationwide and worldwide, helping to strengthen and protect its positioning and business. She has specialized in supporting international companies which have their landing stage in Catalonia from sectors such as retail, aviation, technology or the shared economy. She is vastly experienced in Spanish and international media as she worked at the EFE News agency, both in Barcelona and as a correspondent in Panama. She has also provided her communications consultancy services at the Regional Office of UNICEF for Latin America and the Caribbean. Pedrol has a degree in Journalism from Universidad Autònoma de Barcelona (UAB) and a master's degree in Communications Management from Universidad Pompeu Fabra (UPF).

epedrol@llorenteycuenca.com



María Obispo is Manager of the Digital Area at LLORENTE & CUENCA. Having graduated with a Journalism degree from the Universidad de Navarra and PDD from IESE Business School, she has more than 10 years' experience in online communication projects. Obispo has worked in companies like Vocento or lainformación.com and, during the eight years she has spent at LLORENTE & CUENCA, she has provided a strategic counsel to large Spanish companies like Inditex, Gas Natural Fenosa, Caixabank, Campofrio and L'Oréal, amongst others. What's more, she leads classes as a digital communications professor at centers like Universidad de Cantabria, Universidad Carlos III or Escuela Europea de Negocios, amongst others.

mobispo@llorenteycuenca.com



Mar Velasco is Senior Consultant in the Digital Area at LLORENTE & CUENCA in Barcelona. Velasco has a degree in Journalism from Universitat Autònoma de Barcelona (UAB) and a master's degree in TV Quality and Innovation from Universitat Pompeu Fabra (UPF). She has worked as a journalist for five years with various media, such as the Europa Press news agency, and on national and Autonomous Community level radio stations such as RNE or COM Radio, having even presented her own program. At LLORENTE & CUENCA Barcelona she heads up the Digital Area, advising companies from different activity sectors, including technological, financial and pharmaceutical companies, particularly in terms of their positioning and digital strategy.

mvelasco@llorenteycuenca.com



Vanessa Álvarez is Senior Consultant in the Digital Area at LLORENTE & CUENCA. A graduate in Journalism and Audiovisual Communications from Universidad Internacional SEK and a master's degree in Institutional Communications from Universidad Rey Juan Carlos. Alvarez started her professional career as a trainee journalist at TVE and RNE. She later spent three years involved in corporate communications. She has been working on online communications at LLORENTE & CUENCA for eight years with clients like: Repsol, Sacyr, Coca-Cola, MasterCard, Grünenthal, Aliseda Inmobiliaria and Campofrío, among others.

valvarez@llorenteycuenca.com

LLORENTE & CUENCA

CORPORATE MANAGEMENT

José Antonio Llorente
Founding Partner and Chairman
jallornte@llorenteycuenca.com

Enrique González
Partner and CFO
egonzalez@llorenteycuenca.com

Adolfo Corujo
Partner and Chief Talent and
Innovation Officer
acorujo@llorenteycuenca.com

Carmen Gómez Menor
Corporate Director
cgomez@llorenteycuenca.com

MANAGEMENT - AMERICAS

Alejandro Romero
Partner and CEO Americas
aromero@llorenteycuenca.com

Luisa García
Partner and COO Latin America
lgarcia@llorenteycuenca.com

José Luis Di Girolamo
Partner and CFO Latin America
jldgirolamo@llorenteycuenca.com

Antonieta Mendoza de López
Vicepresidenta de Advocacy LatAm
amendozalopez@llorenteycuenca.com

TALENT MANAGEMENT

Daniel Moreno
Chief Talent
dmoreno@llorenteycuenca.com

Marjorie Barrientos
Talent Manager for Andes' Region
mbarrientos@llorenteycuenca.com

Karla Sanchez
Chief Talent for Northern Region
krogel@llorenteycuenca.com

SPAIN AND PORTUGAL

Arturo Pinedo
Partner and Managing Director
apinedo@llorenteycuenca.com

Goyo Panadero
Partner and Managing Director
gpanadero@llorenteycuenca.com

Barcelona

María Cura
Partner and Managing Director
mcura@llorenteycuenca.com

Muntaner, 240-242, 1º-1ª
08021 Barcelona
Tel. +34 93 217 22 17

Madrid

Joan Navarro
Partner and Vice-president
of Public Affairs
jnavarro@llorenteycuenca.com

Amalio Moratalla
Partner and Senior Director of Sport
and Business Strategy
amoratalla@llorenteycuenca.com

Iván Pino
Partner and Senior Director of
Digital
ipino@llorenteycuenca.com

Jordi Sevilla
Vice-president of Economic Context
jsevilla@llorenteycuenca.com

Claudio Vallejo
Director Senior Latam
cvallejo@llorenteycuenca.com

Lagasca, 88 - planta 3
28001 Madrid
Tel. +34 91 563 77 22

Impossible Tellers

Ana Folgueira
Managing Director
ana@impossibletellers.com

Lagasca, 88 - planta 3
28001 Madrid
Tel. +34 914 384 295

Cink

Sergio Cortés
Partner, Founder and Chairman
scortes@cink.es

Muntaner, 240, 1º-1ª
08021 Barcelona
Tel. +34 93 348 84 28

Lisbon

Tiago Vidal
Partner and Managing Director
tvidal@llorenteycuenca.com

Avenida da Liberdade nº225, 5º Esq.
1250-142 Lisbon
Tel. + 351 21 923 97 00

UNITED STATES

Erich de la Fuente
Partner and CEO
edela Fuente@llorenteycuenca.com

Miami

Erich de la Fuente
edela Fuente@llorenteycuenca.com

600 Brickell Ave.
Suite 2020
Miami, FL 33131
Tel. +1 786 590 1000

New York City

Salomón Kalach
Director Latam Desk
skalach@llorenteycuenca.com

Abernathy MacGregor
277 Park Avenue, 39th Floor
New York, NY 10172
Tel. +1 212 371 5999 (ext. 374)

Washington, DC

Ana Gamonal
Director
agamonal@llorenteycuenca.com

10705 Rosehaven Street
Fairfax, VA 22030
Washington, DC
Tel. +1 703 505 4211

MEXICO, CENTRAL AMERICA AND CARIBBEAN

Javier Rosado
Partner and Managing Director
North Region
jrosado@llorenteycuenca.com

Mexico City

Juan Arteaga
Managing Director
jarteaga@llorenteycuenca.com

Rogelio Blanco
Managing Director
rblanco@llorenteycuenca.com

Bernardo Quintana Kawage
Non-Executive Chairman
bquintanak@llorenteycuenca.com

Av. Paseo de la Reforma 412, Piso 14,
Col. Juárez, Del. Cuauhtémoc
CP 06600, Mexico City
Tel. +52 55 5257 1084

Havana

Pau Solanilla
psolanilla@llorenteycuenca.com

Sortis Business Tower, piso 9.
Calle 57, Obarrio - Panamá
Tel. +507 206 5200

Panama City

Pau Solanilla
Managing Director
psolanilla@llorenteycuenca.com

Sortis Business Tower, piso 9
Calle 57, Obarrio - Panamá
Tel. +507 206 5200

Santo Domingo

Iban Campo
Managing Director
icampo@llorenteycuenca.com

Av. Abraham Lincoln 1069
Torre Ejecutiva Sonora, planta 7
Tel. +1 809 6161975

ANDES' REGION

Bogota

María Esteve
Partner and Managing Director
mesteve@llorenteycuenca.com

Av. Calle 82 # 9-65 Piso 4
Bogotá D.C. - Colombia
Tel. +57 1 7438000

Lima

Luis Miguel Peña
Partner and Senior Director
lmpena@llorenteycuenca.com

Humberto Zogbi
Chairman
hzogbi@llorenteycuenca.com

Av. Andrés Reyes 420, piso 7
San Isidro
Tel. +51 1 2229491

Quito

Alejandra Rivas
Managing Director
arivas@llorenteycuenca.com

Avda. 12 de Octubre N24-528 y
Cordero - Edificio World Trade
Center - Torre B - piso 11
Tel. +593 2 2565820

Santiago de Chile

Constanza Téllez
Managing Director
ctellez@llorenteycuenca.com

Francisco Aylwin
Chairman
faylwin@llorenteycuenca.com

Magdalena 140, Oficina 1801.
Las Condes.
Tel. +56 22 207 32 00

SOUTH AMERICA

Buenos Aires

Mariano Vila
Managing Director
mvila@llorenteycuenca.com

Avenida Corrientes 222 - piso 8
C1043AAP Ciudad de Buenos Aires
Argentina
Tel. +54 11 5556 0700

Rio de Janeiro

Cleber Martins
clebermartins@llorenteycuenca.com

Rua da Assembleia, 10 - Sala 1801
RJ - 20011-000
Tel. +55 21 3797 6400

Sao Paulo

Marco Antonio Sabino
Partner and Brazil Chairman
masabino@llorenteycuenca.com

Juan Carlos Gozzer
Managing Director
jcgozzer@llorenteycuenca.com

Rua Oscar Freire, 379, Cj 111,
Cerqueira César SP - 01426-001
Tel. +55 11 3060 3390



d+i developing ideas

LLORENTE & CUENCA

Developing Ideas by LLORENTE & CUENCA is a hub for ideas, analysis and trends. It is a product of the changing macroeconomic and social environment we live in, in which communication keeps moving forward at a fast pace.

Developing Ideas is a combination of global partnerships and knowledge exchange that identifies, defines and communicates new information paradigms from an independent perspective. **Developing Ideas** is a constant flow of ideas, foreseeing new times for information and management.

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

www.developing-ideas.com

www.uno-magazine.com



AMO is the leading global partnership of corporate and financial communications consultancies.

Our best-in-class approach brings together local-market leaders with unrivalled knowledge of stakeholder perceptions, financial markets and cross-border transactions in the key financial centers of Europe, Asia and the Americas.

Providing sophisticated communications counsel for reputation management, M&A and capital market transactions, media relations, investor relations and corporate crises, our partner firms have established relationships with many S&P 500, FTSE 100, SMI, CAC 40, IBEX 35 and DAX 30 companies.

www.amo-global.com