



University of St.Gallen



## ¡Visión!Latin-American Day 2008

¡Visión!Latin-American Day 2008  
ed. by AIESEC St. Gallen | MICHAËL TUIL



## Preface

The present booklet constitutes a documentation of the speeches and discussions held at ¡Visión!Latin-American Day, conference organised by AIESEC St. Gallen which took place on March 7, 2008, at the University of St.Gallen. We hope that the various thoughts and positions, which were expressed and debated during this day, might inspire students when questing for Latin America's actual standing at the political, economic and social level.

We take the occasion to thank our main sponsor, Holcim Group, for their extensive support, as well as Michael Stocker of the Stocker Group for his commitment. We would furthermore like to express our gratitude to the speakers, and to the Excellencies and representatives of diplomatic missions, for their presence and contributions to the conference. Special thanks shall be addressed to Professor Yvette Sánchez of CLS-HSG and to Luis Vélez of PuntoLatino for their steadfast support, as well as to AVINA Stiftung which made this publication possible.

The second ¡Visión!Latin-American Day will be organised by our committee in March 2009 at the University of St.Gallen. Once again, our aim will be to open the debate and thereby reflect on the Latin America of tomorrow, a continent that is so present at the University of St.Gallen today.

Yours sincerely,

*¡Visión!*

Your ¡Visión!Latin-American Day Committee



## Contents | Contenido

### Preface

Introduction, by Prof. em. Dr. Jean-Max Baumer.....	2
New Left, Populism and Integration in Latin America – Presentation, by Prof. Dr. Claude Auroi.....	4
Entrevista con S.E. Claudia Jiménez, Embajadora de Colombia en Suiza y Liechtenstein, por Jürg Roggenbauch.....	11
Entrevista con S.E. Elizabeth Astete, Embajadora del Perú en Suiza y Liechtenstein, por Alex Heshusius.....	14
Entrevista con la Prof. Dra. Yvette Sánchez, Directora del Centro Latinoamericano-Suizo de la Universidad de San Gallen, por Vanessa Materán.....	18
Entrevista con S.E. Carlos Brugnini, Embajador del Uruguay en Suiza, por Michaël Tuil.....	21
Quo Vadis, Latin America? – Discussion summary, by Prof. Dr. Christoph Frei.....	25
Latin America, Challenges and Opportunities – Workshop summary, by Holcim Group.....	32
How to Implement Knowledge Management – Workshop summary, by Stocker Group.....	35
Student Participants' List.....	39
Organisation Committee.....	41

Many thanks to AVINA Stiftung, who generously financed the publication of this booklet.



## Introduction

AIIESEC St. Gallen invited in March 2008 students and professors of the University of St. Gallen, Costa Rica and Geneva as well as the Ambassadors of Uruguay, Peru, Brazil and Colombia to participate in ¡Visión!Latin-American Day. The gathering should shed light on political, economic and cultural realities and perspectives of Ibero-America.

Europeans feel very comfortable in Latin America where European values and traditions have been exported and mixed with endogenous Indian cultures over 500 years. The special attraction of Latin-American countries lies however in differences to Europe. One is the sheer magnitude of the subcontinent. Argentina with 2.8 million square kilometres equals all of Western Europe without Sweden, hosting only 36 million people. «Falta el hombre», the man is missing! Bolivia with a population of 8 million people extends twice to the size of France, the largest country of Europe. Brazil's size is comparable to the USA without Alaska whereas the smallest country in South America – Uruguay – represents four times Switzerland.

Another difference is demographic dynamics. Japan grows at a demographic rate that needs 230 years to double its population, Switzerland needs 100 years, Latin America does it within 45 years. The subcontinent is jam-packed with youth, Europe with elderly people. These gigantic aspects have an astonishing counterpart in economic size. Argentina produces incomes per year roughly similar to Switzerland and even Brazil's GDP is only three times higher than the Swiss one. Switzerland distributes it over 8 million people, Brazil over 180 million. Bolivia's GDP equals the one of the Swiss canton of Ticino whereas the canton of Zurich fits into Peru, the canton of St. Gallen into El Salvador. Mexico however is a giant running close behind Spain.

Ever since Latin America has been considered the continent of the future, a vast area of potential growth. Plenty of arable land, of untapped resources, of snow mountains and sand beaches, plenty of tropical forests and the world's largest aquatic system in Amazonian, a to large parts well educated population and a strategically good location towards the USA as well toward the Pacific should allow a long range take-off into a splendid future. Some argue that these comparative advantages have always had a dark side as well, manifest in a relaxed perception of problems, in authoritarian political systems exploiting the fruits of wealth for their own „clients“, some carelessness toward the future. Large discrepancies in education and income, in some countries more, in others less, have created a permanent and painful question mark about the development concepts in Latin America.

All this and more has ever since been studied by scholars in the course of the last 50 years. After World War II Latin America was to a largest extent incognito, today it is much more kognito. The University of St.Gallen has a long tradition in Latin-American research that started in 1961, when in almost all European countries and in the USA Latin-American institutes were founded. It was also an answer to the alleged loss of Asia to the western free world. Much has changed since that time in Latin America. Known as the cyclical continent, developing from boom to crises to boom again it has measurably stabilized. Military ruling seems to be out for ever, a long way from socialistic intervention schemes in economic policies to liberal free market economies has successfully been accomplished and it is fair to say that Latin America today is more democratic than Africa.

Business opportunities in Latin America have especially two friendly features. First, macroeconomic growth rates equal those in Asia though the markets in Latin America are smaller. But average income is three times higher than in Asia, thus compensating to some part smaller market volumes. Second, competition in Latin America seems to be still lower than in Asia, thus allowing enterprises strong market positions. Also, as already mentioned, the world's largest market – the USA – is close as well as the future largest one of China. Corruption in Latin America is still present, but according to business people less than in China or Russia.

Progress is evident but of course many remaining problems must be addressed. The classical one is the explosive power of bad income distribution. Another one is good governance, especially the solidity of democratic political institutions, guaranteeing transparency and equal treatment of people and companies, be national or foreigners. Another one is environment.

AIESEC St. Gallen should be thanked for organising the opportunity to present and discuss these and other topics concerning a subcontinent that ever since was beloved by the University of St.Gallen.



Prof. em. Dr. JEAN-MAX BAUMER



University of St.Gallen, ¡Visión!Latin-American Day, March 7, 2008.

## „New Left, Populism and Integration in Latin America“

Presentation by *CLAUDE AUROI*,

Professor at the Graduate Institute of International and Development Studies (IHEID) in Geneva.

### Introduction

This presentation intends to link three concepts that have assumed a position of major importance in Latin America in recent years, namely „populism“, „the New Left“ and „economic and political integration“.

At the close of the 20<sup>th</sup> century new regimes have come to power, such as Peru, Venezuela, Brazil, Chile, and more recently in Argentina, Uruguay, Ecuador, Nicaragua and Paraguay, which have in common new political orientations, the election of charismatic leaders through democratic processes, and a discourse that comes closer to the needs of the people. At approximately the same period of time, a number of states throughout Latin America have begun to collaborate, mostly at the economic level: MERCOSUR and the Andean Community of Nations (CAN), as well as NAFTA between Mexico, the United States and Canada are such examples. Even more recently, various initiatives have added pasta to the „spaghetti bowl“ in the form of ALBA<sup>1</sup>, the Bolivarian Alternative of the America's or the creation of a Southern Bank (Banco del Sur).

Nevertheless, it is as yet unclear whether we are encountering a new swing to the Left in Latin America, following the classical patterns of the 1960s (Cuba, Chile) or if this is a new era with some elements from the past but which incorporate features of neo-liberalism. And furthermore we may well ask whether the integration process coincides with or diverges from the populist leftist and nationalistic movements prevalent in countries of the region.

At first we shall discuss the three concepts separately. Thereafter we shall see how they have evolved and matured since the oil shocks of the 70s, the debt crisis of the 80s and the slow recovery over subsequent decades.

<sup>1</sup> ALBA as for «*Alternativa bolivariana para los Pueblos de Nuestra America*», treaty signed on 28-29 July 2006 between Cuba, Venezuela and Bolivia.



## Populism

Populism is not a modern term. It first appeared around the 1930s and 40s. Essentially, it infers that political leaders are ruling in a manner which appeases the people, the masses rather than the political class, the elite, and parliament. Parties are overruled, prohibited, or a new party controlled by the ruling power is created. Such was the state with peronism, Juan Peron creating the «Partido peronista» still alive today and in power in Argentina. Under the populism of the style of the 40s-50s (Peron, Getulio Vargas in Brazil), the state respects private enterprise and property but leads the economy and maintains a strong sector of state enterprises.

The state also instigates and implements social programmes, assisting the poor, creating health centres, orphanages, retirement homes, etc.

A characteristic of a populist leader is the search for direct contact with the people; the delivery of interminable speeches to crowds assembled in huge rallies on public squares. In these speeches they flatter the people, but above all harangue the so-called enemies, real or virtual, of the nation. In Cuba this is referred to as „direct democracy“. For defending the people and the poor legitimizes and at the same time confirms the leader’s position as head of state, especially when he was not elected.

Neo-populism appeared with heads of states such as Alberto Fujimori in Peru in the 90s and Hugo Chavez in Venezuela. Both leaders used the means of the State to please the electorate, but with a clear disdain for the political and economic elite, as well as for the electoral process. However, if the governance style is alike, the ideology is different. Fujimori was a neo-liberal and Chavez is trying to implement a form of socialism closer to the New Left.

## The New Left

Neo-Populism and the New Left, which is symbolized by Hugo Chavez, Evo Morales or Daniel Ortega, have in common the inflamed rhetoric they proclaim before large assemblies of citizens, the backdrop of banners, huge portraits of political ancestors: Bolivar, Cesar Sandino, Che Guevara, the anti-imperialistic slogans they utter, and the reliance on aggressive terms against the „devils“ just waiting in the wings to crush the Revolution.

The difference between the neo-populism which, for instance, Alan Garcia Perez showed in Peru in the 80s and Fujimori in the 90s and the New Left, is founded in their economic and political programme and objectives. In simple terms, the

New Left is still a party of the „left“ wing, mainly relying on Marxism as a political philosophy, while the populism is a style of politics and governance, as well as a tentative to strengthen the state (and of course the leaders) enabling them to redistribute what benefits it can to the people. But as a rule, large nationalised entities are notably absent from the populist agenda, and in some cases even neo-liberalism is put forward as the state philosophy, like under President Fujimori in Peru in the 90s.

The distinguishing character of the New Left centres on the fact that the State is attempting to change the basic fundamentals in the relationship of citizenship to property, economic initiative and political power. An example of the monopoly the socialist state attempts to implement on resources and private property was given in the new draft of the Constitution of Venezuela, rejected on December 2, 2007. In that text, article 115 included new forms of property, social, direct or indirect, at the communal or the state level, and mixed property between the state and the private sector. But private property, although mentioned, had to be restricted. Article 112 stipulated that private economic activities are no longer guaranteed if these are not considered to be in the „common interest“.

With these paragraphs and numerous others concerning the financing of the electoral system, unlimited presidential mandate, loss of the autonomy of the Central Bank, it is evident that the intention is to arrive at a socialist economy with the more or less avowed suppression of private initiative and liberties. The same reasoning applies to the project of a new constitution for Bolivia.

### Regional Integration

The third concept – regional integration – has been an old theme running through Latin-American history.

Already the dream of *Libertadores* like Bolívar<sup>2</sup> at the beginning of the 19<sup>th</sup> century, attempts for a politically unified Latin America encountered in this time high resistance at different levels: local caudillos disregarded such change that could jeopardise their power and states such as Brazil, Great Britain or the United States were strongly opposed to the creation of a single state that would be powerful and competitive.

During the last part of the 19<sup>th</sup> century and the first half of the 20<sup>th</sup> the concept was kept dormant and it is only in the 1960s that such ideas for economic

<sup>2</sup> Simon Bolívar tried to unify the subcontinent at the beginning of its independence from Spain from 1810 – 1825 but encountered strong inside resistance in his own country, Colombia.





integration were exemplified as a way of developing the economies of the regions through increased trade. LAFTA (ALALC), the Latin-American Free Trade Association was first created in the 60s, and then in the 80s, replaced by LAIA (ALADI), the Latin-American Integration Association. It led to the constitution later on of the Andean Group, now CAN (1969), the free trade market of Central America, MERCOSUR (1991) and NAFTA (1994).

But we may ask what economic integration has to do with populism and the New Left. In fact a lot, for economic interests motivate every government of the subcontinent, and regional integration could strengthen economies based on socialist and populist principals. For instance, the overriding energy debate is also an ideological debate, shaking up countries and encouraging them to seek better control over those resources and hence looking to create synergies.

## Discussion

Now, let us discuss this theme further, taking into consideration the different phases of Latin America's development.

### The international economic context of Latin America until the 90s

My dear friend Jean-Max Baumer, emeritus professor of the University of St.Gallen, at a 1992 symposium on Latin America in Geneva said that the continent had „not lost ten but 20 years.(...) The stagnation of the 80s has left Latin America behind at a level in the 90s equating to that of the early 70s.(...)“. He added that to recover the level of 1992 by the year 2000, „there would have to be an economic dynamism twice superior to that of the 70s“<sup>3</sup>. This prediction was alas true and the 1980 mark has only recently been reached. In other words Latin America has lost not twenty, but almost thirty years.

Let us recall, however, that Latin America has gone through almost three decades of hardship, made up of two oil shocks in the 70s, a severe debt beginning in the 80s, and though growing still too modest and too narrowly concentrated investments in the 90s.

### The recovery process of the late 90s and beginning of 20<sup>th</sup> century

Adjustment programs having come to an end, confidence in investment has risen

<sup>3</sup>«Où va l'Amérique latine? Débat euro-américain autour du 500<sup>e</sup> anniversaire de la rencontre de deux mondes» Genève, IUED, 1992, pp.35-36.

and more funds from direct foreign investments (FDI) have been made available as well as safety nets to fight poverty. But the major push forward to the economies came from outside at the end of the 20<sup>th</sup> century in the form of the international demand for raw materials, agro products (e.g. soy, maize), minerals (copper, iron, gold, silver, cobalt or tungsten) and energy (gas). The demand for raw material has come mainly from Asia, China and India being at the forefront of the movement due to their resource-consuming intensive development process. But American and European interests are also high in mining, oil and gas extraction.

There is no denial that such investments are pulling up the growth rates and leaving more money to central and local governments. As has been evidenced in Peru in recent years, a huge amount of funds are now available for regional development within the country. But, at the local level, the mechanism to foster productive investment is lacking. Therefore the trickle down or push effects are not functioning, and employment stays mainly in the informal sector. At the same time, entrepreneurship is dramatically weak and credit difficult to mobilise for medium and small enterprises. A substantial effort will have to be made to remove institutional and technical obstacles to investment and to organise value chains.

### **The logic of the leftist governments' accession to power**

In the context of still low investment rates, difficulty for investors to engage in or create a market, low demand in monetary terms, a high level of poverty, it is hardly surprising that governments are again solicited by the people, especially poor people, to alleviate their situation. To date transnational companies have not provided a solution to social problems and the state is indispensable.

Therefore, when democracy made a come back in the region from the mid-eighties, the polls gave the advantage progressively to candidates who promised more welfare and the alleviation of poverty, as well as clearer nationalistic stands in the international sphere. Although each country presents genuine characteristics, the general trend was then to elect new leaders who were not the dauphins of the old political class. In some instances, pure populists like Fujimori in Peru or Menem in Argentina were elected. In other countries it was leaders from the opposition like Ricardo Lagos in Chile or Lula da Silva in Brazil, or recently Evo Morales in Bolivia who clearly identified with the Left, but in fact represented the New Left.



So the New Left is in power in almost every country of Latin America, because the OEA oversees free elections and because people believe that their daily problems can be best solved by New Left governments who talk about socialism.

### The differences between New Left governments

The question remains nevertheless whether such New Left or new socialist regimes show a unified doctrine and policy.

This is clearly not the case and some are (or try to be) more radical than others. Hugo Chavez wants to socialise institutions and the economy, whereas leaders in other countries like Argentina, Uruguay, or even Chile clearly do not. We can be sure that in the future differences in position will become even more acute, especially with relevance to international relations.

These differences have to do with the size and history of the countries in the region. For instance, Brazil, the regional giant (50% of the Latin-American population and GDP), is aware (or believes) that, as it was called in the 19<sup>th</sup> century, it is an empire. Brazilians are thus convinced that they have the right to play a leadership role, and that they should rule over such associations as MERCOSUR, even if basically the small countries of the area are only marginally complementary. This has large consequences for the integration of the region: we believe the reticence of Brazil against an ALCA or AFTA (American Free Trade Area) as well as towards Venezuela's entry into MERCOSUR is generated by Brazilian aspiration to regional hegemony and the will to counter US influence and to avoid Venezuelan trouble maker.

## Concluding remarks

To arrive at a conclusion on establishing relationship between the styles of governments and regimes and their potential integration in Latin America, we shall summarise our thinking and observation in a few main points.

1. We do not believe that the New Left has a clear future to stay in power in the region. Basing our opinion on surveys made in recent years, we understand that voters do not consider „parliamentary democracy“ a priority and they distrust political parties. The polls will therefore show a strong volatility of the electorate, as long of course as elections continue to take place in Latin America. It follows then

that the electorate is inclined to follow charismatic leaders rather than political doctrines and parties.

2. The influence of the United States will continue to diminish in the South American area, and Brazil will assume a kind of de facto leadership. The United States will continue to dominate the Central American area, where they have recently signed a number of FTAs (Free Trade Agreements).

3. Real socialism as a closed economic system has little chance of imposing itself in the region, as relationships will become more and more pronounced with the outside world, for example with the EU, APEC and ASEAN countries, South Africa and the US. A self sufficient Latin-American region would not be viable in the medium term due to its weak industrial tissue, lack of good infrastructure and interconnected energy systems, and a modest human capital level.

4. On the other hand, and from a more positive perspective we can forecast growth in the regional integration of the various economies. CAN will certainly merge with MERCOSUR at one stage or the other, reinforcing the influence of Brazil. Although nationalism will be a brake to integration, over time, with the development of such concrete exchanges as the construction of an integrated transport system (IIRSA)<sup>4</sup> people and manpower will begin to move across the borders and overcome petty nationalistic ideas.

5. One more issue is unavoidable: inequalities must be reduced, the level of salaries raised, unemployment has to disappear. This is not just necessary because we Europeans consider such disparities are a scandal in a modern world, a normal question of justice, but more and more because Latin Americans themselves feel that social justice has to be implemented. If a government does not work in that direction, it will finally be dismissed or overthrown.

In the near future market economy may well converge with some New Left recipes within the framework of a stronger state. Neo-populism could remain typified as a deep-rooted idiosyncrasy, with charismatic leaders continuing to flourish as ever and traditional parties having been weakened and fragmented in each and every country of the region. A unified Latin America seems however to be a chimera, or a dream, as long as nationalistic interests and posture remain the basic principle of present States in international relations.

*Prof. Dr. CLAUDE AUROI*

<sup>4</sup> IIRSA : Initiative for the Integration of Regional Infrastructure in South America, launched by Brazil and the World Bank.



Universidad de San Gallen, ¡Visión!Latin-American Day, 7 de marzo de 2008.

## «¡El problema de las drogas es un problema de consumo también!»

Entrevista con CLAUDIA JIMÉNEZ,  
Embajadora de la República de Colombia en Suiza y Liechtenstein.

### *Embajadora Jiménez, ¿cuál es su visión de América Latina dentro de 20 años?*

En veinte años, América Latina debe ser una región de gente joven garante de la democracia. Una quinta parte de la población actual tiene entre 14 y 24 años de edad, más del 60 por ciento de las personas tienen entre 20 y 40 años. Esto significa un reto especial para la región. Nosotros tenemos que aportar a la formación de estos jóvenes. Con una población mayoritariamente joven, la educación es fundamental. Y dentro de ella, la formación de valores democráticos es esencial. Esperamos que las etapas de dictaduras en la región sean historia. Recapitulando: 1) Queremos que los jóvenes sean garantes de la democracia y de la libertad en el subcontinente. Ésta es la primera idea de una visión de América Latina. 2) La segunda es que la región, en veinte años, debe estar insertada en el escenario mundial. No nos podemos aislar. Hay que continuar con la inserción en el escenario mundial en diferentes niveles. 3) Y la tercera idea es que América Latina debe ser una región estable, en paz –lo digo particularmente por mi país– y con pleno respeto a la diversidad que existe entre la población. No es necesario que América Latina sea políticamente homogénea, pero es necesario que sea estable.

### *¿Cómo es que América Latina puede llegar a hacer realidad esta visión?*

Con una perspectiva constructiva yo propondría lo que Colombia ve con respecto a la región. Para insertar América Latina en el escenario mundial, nosotros pensamos en cuatro ideas fundamentales. La primera es avanzar y consolidar la integración regional. Para nosotros es muy importante la función que tienen las dos organizaciones multilaterales más importantes de la región, el Mercosur y la CAN. Colombia ha sido fundadora y fiel promotora de la Comunidad Andina de Naciones, la CAN, que ha tenido muchas dificultades pero también una larga experiencia como escenario político para el consenso. Del acercamiento entre la CAN y el Mercosur esperamos que se concrete la UNASUR, la Unidad de Naciones Sudamericanas, que es un reto muy grande para los países de la región.

La segunda idea fundamental que nosotros tenemos para América Latina en general es de carácter económico. Pensamos que hay que mejorar la infraestructura, la interconexión física en el subcontinente. Es decir, las interconexiones férrea, fluvial, de transporte en general, gasífera y eléctrica. Los países latinoamericanos ya no se califican como subdesarrollados sino como economías emergentes. Tenemos diferentes modelos de desarrollo, pero no hay alternativa a integrarse al escenario de la economía mundial. Necesitamos infraestructura para transportar nuestros productos para que los tratados de libre comercio sean útiles. Con infraestructura que respalde nuestras economías emergentes también podemos avanzar en la integración regional. El camino es diversificar las relaciones con el mundo, los temas y los interlocutores. Para América Latina es muy importante instalar un diálogo serio con Europa y con los países de Asia, un continente que apenas estamos empezando a explorar. Es fundamental para nuestra región diversificar los interlocutores en esos países. Vamos a intentar tener un diálogo no sólo a nivel estado-estado o gobierno-gobierno sino también a nivel de la sociedad civil; estoy pensando en ONGs, en universidades, en organizaciones civiles, en el sector privado que hasta ahora no han sido interlocutores usuales de América Latina en el escenario internacional. Siguen siendo importantes en las relaciones con otros continentes temas como seguridad, derechos humanos y desarrollo. Pero muy importantes son también asuntos como medioambiente, biocombustibles y migraciones. La tercera idea es que América Latina aporte dinámica y constructivamente al orden administrativo internacional. La presencia de América Latina en organizaciones como las Naciones Unidas o la Organización de Estados Americanos es clave. Cada vez vemos a más latinoamericanos que tienen roles o funciones importantes en organismos internacionales. Pero desde nuestro punto de vista hay que ser aún más agresivos y dinámicos en explicar nuestros puntos de vista a nivel internacional. La cuarta idea que tenemos es reforzar los vínculos entre los latinoamericanos. Eso incluye ordenar un poco nuestros movimientos migratorios y dejar de pensar que la migración es un fenómeno negativo. Puede ser lo contrario si logramos vincular mucho mejor los inmigrantes al desarrollo de sus países de origen.

*¿Cuál es el papel que tiene su país en este proceso?*

Colombia, para bien o para mal, tiene una realidad difícil que nos ha permitido, por lo menos, acceder a la política y a las relaciones internacionales en general. Es evidente hoy la relación que existe entre la política interna y los temas que se



tratan en el contexto internacional. La lucha contra las drogas y el terrorismo son temas internos colombianos que estamos tratando de superar. Nuestra estrategia ha sido tratar de superarlos también a nivel internacional. Es decir, tenemos problemas internos complicados que no sólo afectan a Colombia y a nuestros países vecinos sino también al resto del mundo. El problema de las drogas es un problema de consumo también. Nosotros siempre hemos solicitado una política seria y decidida para luchar contra el consumo de las drogas en el mundo. El papel de Colombia es continuar internacionalizando este particular tema que es sumamente importante. De aquí siguen esfuerzos para las tres o cuatro ideas que mencioné antes. Colombia siempre ha tenido un papel importante para avanzar en la integración regional. Pero queremos fortalecer también nuestra misión en el escenario mundial, y no sólo en el tema de las drogas. Colombia tiene una economía estable, sana, prometedora, una economía emergente con muy buen futuro. Estamos firmando tratados de libre comercio porque nuestro modelo es de apertura. En esto sí hay absoluta claridad. Nuestra economía es una economía abierta. Sin embargo, pensamos que es importante encontrar el equilibrio entre la necesaria inversión extranjera y la responsabilidad social. Hay que poner límites porque nuestra realidad social es delicada. También queremos aportar más al orden internacional, crear un poco más de dinamismo en este aspecto. Colombia trata de usar las vías que existen, como el Grupo de Río. Y, por último, tenemos una política migratoria muy clara. Estamos haciendo esfuerzos para apoyar a los colombianos en el extranjero, para que estén bien, pero también para que aporten al desarrollo del país desde el exterior, y para que vuelvan.

*Jürg Roggenbauch, doctorando en la Universidad de San Gallen*



Universidad de San Gallen, ¡Visión!Latin-American Day, 7 de marzo de 2008.

## «Veo a una América Latina con importantes avances referentes a la reducción de pobreza e inequidad social.»

Entrevista con ELIZABETH ASTETE,  
Embajadora de la República del Perú en Suiza y Liechtenstein.

### *Embajadora Astete, ¿cuál es su visión de Latinoamérica dentro de veinte años?*

Teniendo en cuenta la Década perdida de Latinoamérica en los ochenta y todos los problemas que enfrentó la región en los años subsiguientes es evidente que hemos tenido un importante atraso frente a otras regiones del mundo. Sin embargo, la coyuntura internacional y las políticas que vienen aplicándose en la actualidad en muchos países nos colocan hoy en una posición privilegiada para empezar a recuperar el tiempo perdido.

En el 2007 América Latina tuvo un crecimiento de más del 5% y las predicciones para este año están alrededor del 4.5%, no obstante el impacto de la crisis financiera internacional y el incremento del precio del petróleo y de los alimentos. Es cierto que esta favorable situación económica se debe, en parte, a los favorables precios internacionales, pero también a que en la mayoría de los países de la región se están aplicando políticas macroeconómicas más cuidadosas, se han mejorado las políticas fiscales y monetarias y se ha aumentado el volumen de reservas internacionales.

Aunque la magnitud y profundidad de la crisis financiera internacional actual y sus efectos en América Latina sean inciertos, sabemos que estamos mejor preparados que antes para enfrentar situaciones difíciles, lo que nos permite ser prudentemente optimistas sobre el futuro, siempre y cuando se tomen las medidas adecuadas para lograr sociedades más inclusivas y equitativas.

En 20 años veo a una América Latina con importantes avances en la reducción de pobreza, en la distribución del ingreso y en la reducción de la inequidad social, con instituciones democráticas más sólidas y con una mayor estabilidad económica y social y avances sustantivos en el objetivo de lograr un desarrollo sostenible. Soy optimista, porque en los últimos años hemos visto que en la mayoría de países latinoamericanos se vienen dando resultados muy positivos,





aunque todavía ciertamente insuficientes, en la lucha contra la pobreza y la inequidad, que obedecen no sólo a la adopción de programas estatales focalizados, sino al crecimiento de la producción y el empleo y a una mayor participación del sector privado, que comienza a tomar consciencia de la necesidad de promover un desarrollo más inclusivo y respetuoso del medio ambiente.

Al hablar de la Nueva Izquierda en Latinoamérica hay que distinguir entre las opciones políticas que, con diferentes matices, buscan una mayor participación del Estado en el proceso de crecimiento económico para enfrentar los problemas de exclusión y pobreza, y aquellas opciones políticas que manejan un discurso populista que buscan capitalizar el descontento popular con un discurso en contra de la inversión y el comercio internacional, el cual no necesariamente va a conducir al objetivo de mejorar la distribución del ingreso y reducir la pobreza. Por ello, es muy importante que nuestros países logren avances más sustantivos en las políticas de inclusión y desarrollo, especialmente en los países con más altas tasas de pobreza en la región, así como, continuar el proceso de fortalecimiento de las instituciones democráticas, la lucha contra la corrupción y el respeto al estado de derecho.

Estoy convencida que el sector privado de cada país tiene que jugar un rol más activo en la construcción de sociedades más equitativas y debe contribuir de manera más eficaz a los esfuerzos gubernamentales para disminuir la pobreza y la exclusión, no solamente por motivos altruistas, sino por la defensa de sus propios intereses. De su aporte en la generación de riqueza y en la creación de empleo y oportunidades para la población depende su propia supervivencia económica y el que no se ponga en riesgo los avances que hemos logrado en los últimos años gracias a una favorable coyuntura internacional.

*Según su criterio, ¿qué debemos hacer o dejar de hacer en Latinoamérica en los próximos años?*

América Latina es muy rica en recursos naturales y ha empezado finalmente a adoptar políticas de mediano y largo plazo para impulsar la producción y las exportaciones de manera sostenida, esfuerzo que debe ser priorizado y fortalecido en el futuro. En el pasado hemos visto con gran frecuencia inconvenientes cambios radicales de políticas que no permiten avanzar, con excepción de Chile, país que ha mantenido una línea económica bastante coherente, lo que en parte explica su crecimiento sostenido en las últimas décadas.

Si aprovechamos de manera adecuada la bonanza económica y las oportunidades que América Latina tiene en la actualidad –al margen del modelo político y



económico elegido— para aumentar la productividad y competitividad en cada uno de nuestros países y lograr que los beneficios alcancen a todos para lograr una mayor inclusión, es posible que en los próximos años logremos que la región consiga mayores niveles de bienestar económico y social para su población; así como instituciones democráticas más sólidas. Este objetivo ha sido enfatizado por muchos gobiernos pero todavía existen enormes retos por delante para alcanzarlo y para fortalecer la democracia y hacer efectivo el estado de derecho y la independencia de poderes.

En algunos países más, en otros menos, enfrentamos problemas serios en los sectores de educación, salud, vivienda y saneamiento, justicia, en la eficacia del gasto público y en la organización del Estado, entre otros. Los gobiernos deben poner en marcha políticas económicas y sociales de largo alcance para mejorar los servicios sociales y la administración del Estado.

Un elemento central en dicha tarea es la mejora de la calidad de la educación pública; así como, de la formación profesional, la investigación e innovación tecnológica, áreas en las que estamos muy rezagados con respecto a otras regiones del mundo. En Latinoamérica tenemos un gran porcentaje de población joven con mucho potencial que debe ser mejor preparado y capacitado para estar en condiciones de aportar de manera efectiva al desarrollo de cada uno de nuestros países.

#### *¿Qué papel juega el Perú en su visión de Latinoamérica?*

Latinoamérica debería jugar un papel cada vez más importante dentro de la economía mundial. El proceso de globalización no es un hecho reciente y se viene acelerando por los impresionantes progresos en la tecnología de las comunicaciones y la información, así como por el aumento de los intercambios en el ámbito económico, tecnológico, financiero y comercial. El problema principal no es cómo oponerse al proceso de globalización en curso, sino cómo insertarse mejor para estar entre los países ganadores en este proceso.

El Perú es un país muy rico en recursos naturales y cultura y está llamado a tener un papel de mayor liderazgo en la región. Hemos superado los problemas de terrorismo e hiperinflación que nos afectaron en las décadas pasadas y gracias a la adopción de políticas económicas sanas y a la apertura al comercio internacional y a las inversiones, venimos creciendo de manera sostenida en los últimos años. Más importante aún, hemos registrado una reducción de la pobreza de más de diez puntos porcentuales al pasar de niveles superiores al 52% hace algunos años

a un 39.3% en el 2007 y el objetivo del actual gobierno es reducir la pobreza al 30% en el 2011. El crecimiento del PBI el año pasado fue de 8.99% y las perspectivas para éste y los próximos años son muy buenas. Sin embargo, tenemos el importante reto de lograr que este crecimiento económico sea sostenible y beneficie a un mayor número de peruanos, traduciéndose en menores niveles de pobreza y exclusión.

No obstante que en la actualidad, menos del 10% de nuestro potencial minero es materia de exploración y explotación, somos el primer productor mundial de plata, el segundo productor mundial de cobre y zinc, el quinto productor mundial de oro, por mencionar solamente algunas de nuestras principales riquezas mineras. Tenemos también un gran potencial en el ámbito pesquero, en el ámbito agrícola y forestal, entre otros. Nuestra gran biodiversidad nos ubica como uno de los diez países Megadiversos más importantes del mundo y nuestra extraordinaria riqueza cultural y turística ofrece múltiples posibilidades para los visitantes extranjeros.

El notable crecimiento de las exportaciones registrado en los últimos seis años al pasar de alrededor de USD 6 mil millones de dólares en el 2001 a más de USD 27 mil millones en el 2007 se debe en gran parte a la favorable coyuntura internacional, pero al mismo tiempo, estamos tratando de crear una verdadera cultura exportadora, de diversificar y ampliar nuestra oferta exportable, de mejorar la productividad y competitividad, de ampliar nuestros mercados y de atraer mayores niveles de inversión, factores indispensables para el desarrollo de un país como el Perú. Asimismo, las políticas gubernamentales para mejorar la infraestructura y aumentar la producción y las exportaciones están siendo coordinadas y complementadas con el sector privado peruano, que ha comenzado a tener una actitud mucho más «proactiva» por la mayor confianza en las políticas gubernamentales, el crecimiento de la economía y el significativo aumento del número de inversionistas y empresarios extranjeros con interés en el Perú.

En virtud a sus grandes riquezas naturales y a la extraordinaria calidad de su gente el Perú aportará de una manera muy positiva al objetivo de lograr en el futuro una América Latina más próspera y justa.

*ALEX HESHUSIUS, Redactor de PuntoLatino*



Universidad de San Gallen, ¡Visión!Latin-American Day, 7 de marzo de 2008.

## «En estos momentos me parece más factible que nunca la integración regional.»

Entrevista con YVETTE SÁNCHEZ,

Directora del Centro Latinoamericano-Suizo de la Universidad de San Gallen.

### *Profesora Sánchez, ¿cuál es su visión de América Latina dentro de 20 años?*

Como filóloga tengo que decir primero y con el perdón de los organizadores que le tengo manía al concepto de visión porque seduce al patetismo, a las grandes promesas de excesivo optimismo, y su uso inflacionista le confiere una connotación de trivialidad: cualquier eslogan de publicidad, cualquier economista lo utilizan, hasta la saciedad.

En cuanto a los pronósticos de los especialistas, yo personalmente me sitúo entre las dos actitudes extremas que quisiera citar de la «visión» futura de un cambio evocado para Latinoamérica: por un lado, un Centro Latinoamericano en Dinamarca postula que es la región con más futuro y enorme potencial de desarrollo y, por el otro, el politólogo Günter Maihold pronostica la catástrofe para Latinoamérica.

Ahora no quiero ser redundante y repetir todo lo que se ha dicho ya aquí: me parece obvio que hay que invertir en la educación, la sostenibilidad, el compromiso ecológico, y cabe establecer nexos comerciales y culturales a largo plazo; políticamente intentar no dividir el continente.

En cuanto a la Academia, debemos promocionar más el intercambio en el terreno de la investigación. Entre unos quince catedráticos e investigadores de Suiza dirigimos, hace unos tres meses, una carta al Consejero Federal Pascal Couchepin sugiriendo intensificar la cooperación investigativa entre los países, por ejemplo, entre México y Suiza; sobre todo la ETH de Zúrich mantiene bastantes proyectos con México. Falta organizarse mejor a nivel nacional, interuniversitario, con el apoyo del Ministerio de Educación, claro.

Culturalmente todo está en movimiento, todo es muy dinámico, también gracias a la migración global y continental; menciono el caso más llamativo de los Latinos en EE.UU., cuya producción y difusión cultural va en auge, también la literaria, en castellano; ya EE.UU. es el quinto mercado de venta de libros en el mundo



hispanico. Aquí radica un gran potencial, ya que, a finales de este siglo, cada tercer habitante de EE.UU. será latino.

En estos momentos me parece más factible que nunca la integración regional, con Brasil asumiendo el papel de locomotora. Es un país con mucho futuro y mucha influencia, que puede reunir en una mesa a los demás países, con una actitud relativamente neutra; además la potente Miami y los Latinos pueden contribuir a dicha integración. Me parece obvio que el dominio estadounidense va a disminuir en el subcontinente.

Viniendo de las ciencias culturales, quisiera poner énfasis en la línea intercultural descuidada a menudo por las empresas multinacionales, que deberían controlar este aspecto, invertir más energía en entrenar y educar a sus colaboradores que van a trabajar en Ultramar, pongamos el caso, un suizo que emigra con su familia para asumir un cargo en Latinoamérica o, al revés, un colaborador latinoamericano que viene a trabajar en la sede suiza. Pueden frenar o fracasar el proceso de adaptación, la pareja, los hijos. Y con tales fracasos la empresa pierde mucho dinero, por lo que valdría la pena invertir en una formación intercultural más sólida de sus empleados.

*¿Qué impulsos recibe la Universidad de San Gallen —en particular el CLS, la investigación y la enseñanza— de ¡Visión!Latin-American Day?*

La Universidad se beneficia mucho de esta jornada, ya que acaba de definir Latinoamérica como región de referencia por fomentar, en el intercambio estudiantil, la investigación y la enseñanza.

Por supuesto que, en la fase inicial, de lanzamiento del Centro Latinoamericano-Suizo, tal iniciativa de parte de los estudiantes tiene una importancia crucial, porque ayuda a establecer contactos que van más allá de los límites de la Universidad, trae a San Gallen a personalidades de la Academia y de los sectores privado y público. Apoya la cohesión de la comunidad latina de la HSG, por cierto, cada vez más fuerte. Y así satisface la demanda de los estudiantes y jóvenes investigadores comprometidos con Latinoamérica. Incluso ¡Visión!Latin-American Day puede servir de pequeña plataforma para los estudiantes en busca de puestos de práctica o fijos relacionados con Latinoamérica, ya que, en los talleres, tienen la oportunidad de entrar en contacto más directo con las empresas posicionadas en la región e implicadas en la Jornada.

¡Visión!Latin-American Day asimismo completa la oferta de seminarios y cursos en la HSG, que se va ampliando marcadamente con cada semestre. El Profesor



Artavia seguirá dando seminarios en San Gallen, y el Profesor Auroi volverá por aquí seguramente también. Los representantes diplomáticos colaboran de maravilla con nuestra Universidad y suelen honrarnos con su presencia en los eventos latinoamericanos. Hoy están los Embajadores de Colombia, del Perú y de Uruguay. A finales de septiembre, vendrán los Embajadores de todos los países con representación en Suiza a dialogar con docentes y estudiantes de San Gallen.

Hay un marcado interés y una gran demanda de parte de los estudiantes de San Gallen por Latinoamérica. Acuden agradecidos a cualquier evento que organizamos para ellos. Espero que ¡Visión!Latin-American Day se institucionalice y se siga celebrando cada año. Felicito a los organizadores pioneros por su meritoria iniciativa.

*VANESSA MATERÁN, Miembro del comité de ¡Visión!Latin-American Day*



Universidad de San Gallen, ¡Visión!Latin-American Day, 7 de marzo de 2008.

## «El rol internacional que va a desempeñar América Latina en energía dentro de 20 años será trascendente.»

Entrevista con CARLOS BRUGNINI,  
Embajador de la República Oriental del Uruguay en Suiza.

### *Embajador Brugnini, ¿cuál es su visión de América Latina dentro de 20 años?*

Bueno, tendría que tener la bola de cristal para decírselo... pero hay indicios claros que con la tendencia actual de los precios del barril de petróleo, la matriz energética de la mayoría de los países del mundo dentro de 20 años va a ser mixta: es decir que sólo en parte dependerá de los hidrocarburos y según los países, se integrará en mayor o menor grado con energía nuclear, eólica, solar, bio-combustibles, hidrógeno, etc.

En ese sentido, el rol internacional que va a desempeñar América Latina en ENERGIA dentro de 20 años será trascendente y sin dudas más importante que el rol que desempeña actualmente el Medio Oriente.

Recordemos que América Latina ya cubre más del 50% de las importaciones de hidrocarburos de los EE.UU., mientras que las de Medio Oriente hoy alcanzan el 40% aproximadamente.

Tómese en cuenta que dentro de pocos años, a los tradicionales productores de petróleo de nuestra Región, como Venezuela, México, Ecuador, etc., en dos o tres años se agregará Brasil, que empezará a explotar (off-shore) sus yacimientos de gas y uno de los más grandes yacimientos de petróleo del mundo, con más de 30.000 millones de barriles de reservas confirmadas.

Uruguay en diciembre de este año licitará la explotación de varias áreas off-shore, con reservas de gas y de petróleo confirmadas, que están siendo estimadas científicamente para poder ser explotadas dentro de 4 ó 5 años.

Paraguay ya decidió incrementar su producción de petróleo –de extracción caradado los precios actuales del crudo, Argentina seguramente recuperará en pocos años los tradicionales índices de producción de hidrocarburos (gas y petróleo) así como sus exportaciones al mercado internacional, igual que Bolivia (que posee una de las mayores reservas mundiales de gas natural), también Colombia

y Perú ya están incrementando significativamente su producción de petróleo y/o de gas, etc.

Mientras la producción de hidrocarburos crecerá exponencialmente en América Latina en los próximos 20 años, la de Medio Oriente declinará indefectiblemente.

Hoy la mayoría de los yacimientos en M.O. o buena parte de ellos ya empiezan a dar señales de agotamiento, como los de gas en Argelia o de petróleo en Arabia Saudita, después de decenios de sobreexplotación y eso será cada vez más visible en los próximos 20 años.

Y como en 20 años se usarán varias fuentes de energía además de hidrocarburos: como el bio etanol, donde ya América Latina empieza a jugar un papel destacado a nivel mundial sólo con la producción de Brasil (y sin considerar el potencial de los demás países de la Región) o el gas natural o el gas natural sintético, obtenido a partir de desechos de la industria de la madera o el hidrógeno de misma procedencia, o con el uranio para la energía nuclear (ya que América Latina detiene descomunales reservas conocidas e inexploradas de ese mineral).

Con hidrocarburos, pero también con otras fuentes de energía, América Latina en 20 años será un abastecedor ineludible del mercado internacional de energía, sea por el tamaño de su oferta que por la necesidad de los países desarrollados de diversificar sus actuales fuentes de aprovisionamiento de energía, para disminuir o evitar la peligrosa dependencia de sólo uno o dos abastecedores, como ocurre actualmente.

Por ese motivo, tanto EE.UU. como Europa dependerán de la energía de América Latina, por lo menos tanto como hoy dependen de la del Medio Oriente y no olvidemos también que los países de la UE ya han declarado que necesitan reducir el porcentaje de sus importaciones de gas de Rusia y América Latina podrá ofrecerle gas líquido, petróleo, uranio, bioetanol, hidrógeno, etc., en cantidades muy relevantes.

#### *¿Cómo es que América Latina puede llegar a esta visión?*

En primer lugar, deberá seguir el rumbo ya trazado y mejorar aún más las condiciones para atraer mayores inversiones de las que ya están viniendo, en particular en el área de energía. Le señalo que los países de la Región registran desde hace varios años consecutivos y sin interrupciones, un crecimiento sostenido de sus economías de entre el 4 y el 8% anual.





América Latina está fortaleciendo la integración, destinando cada año más recursos para la educación y para la formación de los jóvenes, demostrando además que somos y seguiremos siendo una Región privilegiada en un mundo tan convulsionado. Claro que necesitamos seguir desarrollando nuestras infraestructuras y lo estamos haciendo.

En ese sentido, señalo que se está impulsando el transporte fluvial como la Hidrovía Paraná-Paraguay (Puerto Cáceres-Nueva Palmira), se están ampliando y modernizando infraestructuras portuarias, ferrovías y carreteras, tanto en Uruguay como en otros países de la Región y todo ello en total respeto del medio ambiente.

#### *¿Cuál es el papel que tiene su país, el Uruguay, en este proceso?*

Uruguay es un país pequeño en superficie y en población, por lo menos comparado con los demás países de nuestra Región, pero también somos creíbles. Hoy Montevideo ya es sede de dos importantes instituciones regionales: la ALADI y el MERCOSUR.

Nuestra ubicación geográfica, la tranquilidad social, el nivel de educación de la gente, el desarrollo de las infraestructuras y de la logística, tener el principal puerto atlántico de aguas profundas de América del Sur, somos el 3<sup>er</sup> país del mundo en materia ambiental, el notable desarrollo del sistema financiero y de las comunicaciones, entre otros, atraen empresas extranjeras y Regionales en particular, para establecer sus sedes operativas o administrativas en Uruguay.

Como ilustración le hablo de un rubro: la madera. Hace 10 años las exportaciones de madera del Uruguay eran poco significativas. Pero en 20 años el Uruguay fomentó la implantación de más de 800.000 hectáreas de bosques, principalmente de eucaliptus y de pinos. Con tanta madera disponible sumada a las demás condiciones que ofrece el país, desde noviembre de 2007, la empresa Botnia (finlandesa) con una inversión de más de 1.200 millones de dólares ya produce y exporta más de 1 millón de toneladas anuales de celulosa.

En el mes de julio de este año, la empresa española ENCE empezará la construcción con unos mil millones de dólares de inversión de otra planta de celulosa con características similares, la empresa Portucel (de Portugal) está finalizando los trámites para construir una Planta de celulosa y una fábrica de papel en el sur-este de mi país, la empresa Stora Enso (sueco-finlandesa) está en trámites para la construcción de otra Planta de unos 1.500 millones de dólares para producir más de un millón de toneladas anuales de celulosa.

Podría seguir con Japan-Paper, o Wyerhouse (de EE.UU.) que tiene 120.000 has forestadas destinadas a la producción de tableros de madera que se exportan a EE.UU. y otros varios emprendimientos vinculados con la madera, pero por razones de tiempo paro aquí. Le menciono el desarrollo de la minería (sólo en lo que va de este año exportamos a Suiza unos 70 millones de dólares de mineral de oro) o el crecimiento de nuestras exportaciones de materias primas como carne, arroz, soja, lana, cebada, girasol, trigo, maíz, lácteos, etc.

Pero Uruguay apunta a la alta tecnología y hemos dado pasos considerables en ese sentido. El año pasado exportamos casi 200 millones de dólares en softwares. El Gobierno ha creado la Agencia Nacional de Investigación e Innovación para sostener y coordinar la investigación y fomentar la alta tecnología.

Como le decía antes, casi todos los países de la región exhiben excelentes resultados en varios sectores de su economía. Pero como su pregunta inicial se refería más bien al rol de América Latina en el mundo dentro de 20 años, pienso, como ya le dije, que debido al problema energético global, nuestra región en menos de 20 años pasará a desempeñar un papel similar en la energía al que hoy detiene el Medio Oriente.

Pero no menos importante, es que estamos apostando a la producción y exportación de bienes con tecnología agregada, que no pueden ser producidos o copiados con simple mano de obra barata. Somos conscientes que no podemos competir con el bajo nivel salarial de la mano de obra que presentan varios países asiáticos. Entonces nosotros apostamos a jugar en otra categoría: la categoría de producciones que necesitan más incorporación de tecnología, de buena infraestructura para exportarlos y de trabajadores mejor preparados y bien pagados para producirlos, ya que no hay crecimiento durable sin una distribución equitativa de la riqueza.

El crecimiento de Uruguay y de la Región es en todos los sectores de la economía y de la sociedad, estamos preparándonos para que nuestras materias primas ya no se exporten sin elaborar o transformar, contamos con grandes reservas de agua dulce que será otra carencia en el mundo dentro de 20 años y nos estamos preparando para tener energía accesible y abundante para atender nuestras necesidades y exportarla en cantidades apreciables, pero sin caer en la tentación de ser mono exportadores, aunque de energía se trate.

*MICHAËL TUIL, Miembro del comité de ¡Visión!Latin-American Day*



University of St.Gallen, ¡Visión!Latin-American Day, March 7, 2008.

## „Quo Vadis, Latin America?“ Summary of the Panel Discussion

### Panelists:

- Prof. Dr. Roberto Artavia, INCAE Business School and Viva Trust, Costa Rica
- H.E. Eduardo Dos Santos, Ambassador of the Federal Republic of Brazil to Switzerland and Liechtenstein
- Dr. Oswald Iten, Neue Zürcher Zeitung, Switzerland
- Dr. Thomas Knöpfel, Holcim Group, Switzerland
- Dr. Michael Stocker, Stocker Group, Chile
- Prof. Dr. Christoph Frei, University of St.Gallen (Host)

Following a brief introduction, each panelist was invited to present his own vision of Latin America in 2020. Apart from these initial statements, the meeting adopted the Chatham House Rule. Accordingly, panelists and participants from the audience were free to express their personal opinion without risk of public disclosure. As it goes with summary reports of this kind, and as compared to the actual experience of the participants during the day, the richness of individual arguments is partly lost. This loss may, however, be compensated to some extent by greater coherence as regards the main lines of discussion.

### Five initial statements

*Ambassador Dos Santos* prefers optimism over pessimism. A telling point of reference is the political and economic situation of Latin America three decades ago – a situation marked by loose markets, high inflation, political isolation, strife and rivalry between neighbors. When comparing those days with the present, one cannot help but conclude that positive change has indeed occurred. Today, Latin America is ruled by democratic governments. We have fair and free elections on a regular basis, elections which result in democratic alternation. Given the sheer dynamic of progress and, moreover, given an increased political maturity of the continent, why should that kind of positive change not extend into the future? Of course, problems persist: poverty, urban violence, organised and drug-related crime, social inequality, a lack of trust within and among societies, to name but a few. Of course, there is still a long way to go. Yet, once we try to look at the bigger picture, the picture is certainly bright.



For *Roberto Artavia*, it is paramount not to look at Latin America in terms of an integrated or unified region. 'Latin America' so to speak does not exist as a homogeneous reality. Rather, you will find a multitude of different realities depending on the criterion of evaluation. In a country such as Brazil, ultra-advanced business technologies co-exist with slash and burn types of agriculture. What Brazil, then, are we talking about? As there are huge disparities even within a given country, it seems prudent to renounce on predictions for Latin America as such. And if predictions are to be made, it would be dire predictions for some countries and good ones for others. According to Artavia, the biggest challenge in view of sustainable development is posed by the fact that a highly uneven distribution of income and wealth amongst the population entails real problems for building institutions. Which institutions should we encourage? Those which promote free trade, mobility, connectivity, that is, institutions that will generate more income growth while making the rich even richer? Or should we promote institutions that redistribute wealth – and are these institutions compatible or mutually exclusive?

As a matter of business principle, *Thomas Knöpfel* prefers pragmatism over the classic pairing optimism-pessimism. Nevertheless, looking forward he sees many reasons for being optimistic and is very confident in the multi-billion position Holcim has built in Latin America over the last 50 years. The business environment has clearly improved since the 1980s and 1990s: there are fewer barriers to moving goods and workforce; multinational companies from the region are becoming increasingly competitive; internal markets are growing; education and health systems have improved in many countries; the same holds for the quality of public services and infrastructure. Today, there is also less regulation and taxation, and much more environmental consciousness. Pro-market reforms have helped a lot; things are moving in the right direction even though you can always argue in Latin America whether the glass is actually half full or half empty.

Roberto Artavia, Knöpfel argues, is certainly right in stressing Latin America's diversity. Still, when looking at the continent from Holcim's perspective, that diversity appears less marked. In fact, construction and related needs and market givens look quite similar in most Latin-American countries.

*Oswald Iten* reminds us that Latin America by tradition has been a continent of boom and bust. At the time of the rubber boom, the color of gold was white, at times that color was yellow, today it is as black as petrol. Whether or not this latest dynamic can and will translate into a broad and sustainable economic and social



development, remains to be seen. But we certainly do see yet another boom today, and one of its characteristic pillars is a marked dependency on a few primary materials – a mixed blessing at best once again. The Dutch Disease comes to mind in this context, an economic concept which holds that an increase in revenues from natural resources will de-industrialize a nation's economy rather than broaden it by raising the exchange rate, which renders the manufacturing sector less competitive. Fact is that many countries in Latin America find it rather difficult to cope with an ever weakening dollar.

Among the obstacles standing in the way of fruitful evolution, Iten identifies a tradition and culture of feudalism whereby elected elites do as they please once they find themselves in a position to do so. Democracy cannot work when everything will restart from scratches after every election. How should human beings build expertise and learn to trust in institutions when all they see is short-term reasoning and constant change?

On the positive side, Latin America will continue to benefit from a major cultural asset. Communication and, in fact, most everything comes easier when a few hundred million people speak the same language.

*Michael Stocker* suggests that we look at the past in order to learn about what is possible in the future. Optimism as regards the future of Latin America is not really new. Twenty years ago already, the general outlook for Latin America was bright indeed as military and other authoritarian regimes were replaced by democratic institutions and privatization became the watchword in many administrations. And yes, many a promise of that time has been fulfilled ever since. Still, the mood is sober today. We have learned, for instance, that regimes do not have to be democratic in order to be popular. Also, we are still waiting for a development that is truly sustainable. While there has been remarkable growth, growth still is not for everyone. Which brings us back to the crucial question that Roberto Artavia has put on the table: how do we instill a kind of growth that entails social change, that increases equality of opportunity and reduces social inequalities? There is optimism for Latin America, but it is important that Governments do find credible answers to that question and assure a sustainable development. The future of Latin America looks bright if the key players can identify and design policies to improve competitiveness, improve the business climate and foster public and private sector dialogue.



### Looking at politics

Following these initial statements, the panel engaged in a tour d'horizon of Latin-American realities. A first focus was the broad political picture. Again, there is plenty of reasons for being optimistic. There is more freedom, after all, than ever before. Democratic institutions are in place most everywhere. These institutions may be young, they may be fragile still, but they are bound to get stronger over time.

The skeptics beg to differ. They refer to ingrained traits of political culture such as a seemingly intractable *caudillismo*. The term caudillo is usually translated into English as „leader“ or „chief“, or, more pejoratively, as „strongman“. In Latin America, it has always served in reference to charismatic (or merely popular) leaders who saw themselves as placed outside of or above a given institutional framework.

From all we know, the culture of caudillismo is still alive and well. A European country such as Switzerland may have been lucky enough to build its social and economic development upon strong and credible political institutions. One major problem with Latin America today is that there is, still, no similar tradition whatsoever in terms of a strong institutional foundation.

Of course there are recent examples of good governance and of institutions that are working properly. However, these are exceptions. In Latin America, politics still is a realm of strong men rather than a matter of strong institutions. In a region where new constitutions are a dime a dozen, authoritarian leaders have always found ways and means to bring them down. Small wonder, then, if the only institutions enjoying a modicum of credibility in Latin America are the Catholic Church, firefighters, and the media (according to polls performed by Latinobarómetro). Political institutions, on the other hand, command little or no respect at all.

The persistent strength of caudillismo may be illustrated by an example. Where do you find ‚good‘ Latin-American leaders today, leaders who seem to have a capacity to really move their respective countries ahead? You may (plausibly) respond by referring to President Arias in Costa Rica and President Uribe in Colombia. Yet, the fact is that both of these leaders have returned to power by changing their respective country's constitution. More worryingly, both men seem to increasingly share the feeling that they are the only possible answer to all domestic problems. Thus, instead of building institutions, they manipulate them to stay in power – and democracy breaks down completely.

The bottom line is less than delightful. Yes, democratic institutions are indeed in place and things could, in principle, move forward in the right direction. But once a country reaches the point where its political system could mature and evolve through institutions henceforth, political leaders seem to surrender to a fatal tendency to revert to the old caudillo mentality. As we see, this happens even in allegedly strong democracies such as Costa Rica where Oscar Arias is tempted to change the Constitution once again in order to stay in power.

Of course, caudillismo and weak institutions are not the only obstacles. While democratic elections do allow for regular and peaceful change, they do not guarantee stability. All too often, changes in the political color of a national or regional government come with abrupt turnarounds in social and macro-economic policies as well. Again, there are exceptions, notably in Chile, Panama, Costa Rica, Mexico and even El Salvador. Elsewhere, however, robust structures of governance and stabilized expectations simply do not exist.

Latin-American democracies remain fragile overall. As long as macro-political stability is sadly amiss, the main article of exportation in Latin-American countries is bound to remain – human beings. They, „the people“, care less about politics than about their daily needs, about food and shelter, education and jobs. They strive for personal safety as well as economic and social security. If they cannot find it in their native countries, they will continue to search these precious goods elsewhere.

### Discussing the economy

In the economic realm, finding either good or bad news comes as easily as in the social and political sphere. Here, too, much depends on the criteria that we select and bring to bear in the context of analysis and assessment.

With regard to wealth creation, for example, Latin America is split in at least three groups. Chile, Panama, Costa Rica, the north of Mexico, the south of Brazil, Uruguay and Colombia have a good chance of reaching the levels of income of many developed nation by the year 2020. At the other end of the scale, there is a group of countries that seem to be struggling still to figure out who they are and where they want to go. In this group, we (arguably) find countries such as Cuba, Venezuela, Ecuador, Bolivia, Paraguay and Nicaragua. Here, it is hard to recognize a consistent model of development beyond rhetoric and ideology. From all we know, however, such a model and its implementation in the long run are *conditiones sine qua non* in view of sustained and sustainable development.

In between these two groups, there is a third group consisting of countries which seem to go back and forth between market economics and alternative models: Guatemala, Honduras, the Dominican Republic, El Salvador, Peru and Argentina. In Argentina, there is solid economic growth right now, but the underlying economic structure has not evolved substantially.

Obviously, dividing economies into loosely defined categories of this kind is a tricky business. A more important point, however, went undisputed among the panelists: *The economic components of development are in place today*. Furthermore, economic growth in the narrow sense of the term is clearly facilitated under the conditions of globalization. If we break the numbers down to a per capita scale, Latin America is more successful than China in attracting foreign direct investment. Overall, the region has been growing at an impressive pace of 5,6 percent over the last five years – with some countries growing at rates above 8 percent. Increased productivity, improved infrastructure, enhanced connectivity are within reach in many countries.

Development, however, is not just a matter of economic growth and wealth creation. Sustainable development, at least, requires more: the ability to create wealth *efficiently*, for example; the ability to innovate and incorporate new technologies; the ability to maintain a sound environmental balance; the ability to uphold macro-economic stability and at the same time allow for a sufficient measure of economic dynamic which, in turn, will send undistorted signals to investors and partners; a level of institutional development that allows the business community to make decisions within a stable, reliable framework. Last but certainly not least, sustainable development will not ever be possible without human and social development.

Once the notion of development is understood in these broader terms, a more sobering picture begins to emerge. What good is economic growth as long as societies continue, by and large, to deforest their lands and mismanage their marine and water resources? What good is an increased gross national product when growth does not create opportunities for the poor? In the end, all of the components mentioned above are crucial in view of achieving sustainable development worthy of that name.

Governments and political elites may eventually rise to the challenges at hand. On their own, however, they cannot bring about a better world. In fact, they may well have to become more modest. For too long, Latin-American countries have been governed top-down either in a leftist (and more or less centralized) manner



or in a rightist (and more or less corporatist) manner where parties and leaders would accommodate vested interests without taking into account overarching societal concerns. In view of breaking these vicious circles, it will be crucial to incorporate a new element into the political game, that is, civil society. In Brazil alone, we count more than 80.000 non-state organisations at this time, and it is hard to imagine the sheer potential of these grassroots engagements in terms of transparency, creativity, and innovation – if only they are allowed to live and prosper.

Apart from an active civil society at large, corporate social responsibility is another important factor. Clearly, social and environmental entrepreneurship are crucial elements in view of bringing about the type of economic and social culture that Latin America needs at this time. In this context, too, there are impressive numbers of highly promising initiatives such as Stephan Schmidheiny's VIVA Trust. VIVA consists of a group of productive investments, chief among them the companies of GrupoNueva, a consortium operating in the forestry and construction materials industries. These investments generate profits and dividends that are then used by VIVA for philanthropic purposes or for other productive investments. The philanthropic investments, in turn, support initiatives that help promote leadership for sustainable development in the region and its nations.

Beyond private initiatives of this kind, it is easy to identify a multitude of projects in the public-private interface. As in many other parts of the world, governance structures are evolving – and from all we know, Latin-American societies, too, are remarkably innovative in this regard.

One question from the floor concerned the specter of protectionism. As free trade initiatives and first steps toward the integration of Latin-American markets have brought good, if not excellent results in the recent past, protectionism is not a serious option for the stronger market economies in the region. In fact, quite the contrary is the case. Today, a trading partner like Brazil seems to be a lot more attached to the venerable principles of free and fair trade than, say, the European Union. In this context (as with regard to many other issues), European governments are probably well advised to abstain from offering advice to their Latin-American neighbors.

*Prof. Dr. CHRISTOPH FREI*



University of St.Gallen, ¡Visión!Latin-American Day, March 7, 2008.

## „Latin America, Challenges and Opportunities“

*from Holcim's perspective*

Two interactive workshops (morning and afternoon sessions) gathered more than 40 undergraduate students from different fields of study (International Affairs, Business Administration, Economics, Law, Law and Economics) but with a common interest in Latin-American culture and the specific objectives proposed by Holcim for this event: (i) to provide an overview of Holcim strategy and its positioning in Latin America, (ii) to help understand some of the typical and most crucial factors that have to be dealt with when doing business in Latin America (specifically in the construction materials sector), (iii) to stimulate curiosity and appetite for a personal and/or professional exposure in the region.

Three representatives from Holcim Corporate Headquarters (Holcim Group Support Ltd.) moderated the workshops and shared experiences with the students:

*Alois Zwinggi – Head of Corp. HR Management (CFO/CEO Holcim Venezuela, 1993 – 2000)*

*Rodrigo Gallardo – Senior Consultant Corp. Strategy & Risk Management*

*Nuria Anguera – Assistant to EXCO Member Latin America excl. Mexico*

Each workshop began with a safety moment where overall HSG security instructions were given including the indication of the closest emergency exit. The objective was two-fold: firstly to guarantee students safety in case of emergency and secondly to increase awareness about a topic of high priority within Holcim, Occupational Health & Safety. „Safety First“, a commonly used and practiced expression within Holcim, is hopefully a bit more present today in participants' thoughts and behaviors.

In the plenary session, the presentation on the Holcim Group served to introduce some of the topics which were to be discussed later on during the workshop. This opening presentation covered the global development of the company in terms of geographical diversification, financial performance and overall business strategy, while comparing Holcim positioning to its main international competitors. The audience was then led through the path followed by Holcim in Latin America, an attractive region for investments despite numerous well-known



challenges. Geographical and financial evolution of Latin-American group companies were briefly presented and a special focus was made on their strategy and its relation with strategic corporate guidelines.

*„Of all of today’s global construction material producers, Holcim was in 1953 the first to enter the Latin-American market; today Holcim is clearly the geographically most developed cement, aggregates and ready-mix producer in this region, with presence in 13 countries. For decades, Latin America was the Group’s main growth market and one of the most important sources of cash generation needed for expansion elsewhere in the world. Today, other regions such as India and China head Holcim’s growth figures but Latin America continues to strongly generate cash for the Group and to offer opportunities for expansion and diversification“ (extract from Holcim Overview presentation)*

Examples and personal experiences from moderators illustrated not only the core business, distribution channels and applications strategy, but also the company’s commitment with Social Development and the potential career paths that the company can offer.

The process of familiarizing students with some of the typical and most crucial factors that Holcim faces in Latin America was then initiated, enabling them to assume an even more active role during the second part of the workshop. Students were then divided in three groups and were requested to find the Best Managerial Approach to one of the following theoretical business contexts:

1. Rapidly changing environment (Growing but volatile economy, weak legal framework, government intervention, current (cyclical) booming cement demand, industry dynamics, high investment cost)
2. Difficult/fragile socio-political structures (governmental promoting ‚social profitability‘ vs. ‚financial profitability‘, low productivity of public services, low political and/or financial capability to improve education and health , short term (or lack of) environmental political vision, low-income customers)
3. Local characteristics vs. corporate standards (cultural differences lead to different perception of values and habits, markets needs are different around the globe, standardized business approach)

After an approximately 45 minute discussion among the assigned Holcim facilitator and the students, each group was invited to present in the plenary session, first the overall „challenging business situation“ they had been assigned to work on, and second their proposed strategic approach focused on the aspects they had perceived as being most relevant for the business. Facilitators complemented the presentations with specific (real) examples and additional proposals.



In view of the dynamic Latin-American business environment, the idea was not to find a „single and perfect“ approach. Thus morning and afternoon groups perceived challenges to have different levels of importance and, hence, came to different strategies. There were however some common conclusions such as the flexibility and long term view required to work in such environments (capacity, planning) or the impact product mixes, services and distribution patterns have on the business. The importance of closely working with all related stakeholders (employees, communities, customers) while respecting the non-negotiability of local legislation and Holcim corporate policies (including the Code of Conduct) was another of the main common findings.

Despite time limitations, which prevented deeper discussions of certain topics, the feedback received was very positive. Holcim’s objectives for this workshop were achieved and thus, from Holcim’s point of view, the event was a clear success.

- Holcim is a leading global supplier of cement, aggregates (crushed stone, gravel and sand) as well as ready-mix concrete and asphalt including related services. Today the Group operates in more than 70 countries across all continents employing some 90’000 people.
- Our key objective is the creation of value. We attach great importance to sustainable development at an economic, ecological and social level. By taking this holistic approach, we can secure the company’s long-term success. The basis for this is an exceptional operational performance and a solid return on the capital invested.
- Our products are dependent on quarrying and require substantial amounts of energy. Efficient use of natural resources is a cornerstone of our business policy.
- Our business has local roots and is geared to the conditions and needs of each specific market because that is where value is created. Openness, respect and the understanding of the wide range of different cultures is part of how Holcim perceives itself. The key to success lies in striking a balance between local responsibility and global leadership.
- Holcim strives to be a valued and reliable partner for all stakeholder groups as well as the most respected and attractive company in the building materials industry. Holcim offers attractive and challenging jobs with development potential.

*Further information about Holcim can be found on its web page, [www.holcim.com](http://www.holcim.com)*



Stocker Group  
THE KNOW HOW COMPANY

University of St.Gallen, ¡Visión!Latin-American Day, March 7, 2008.

Summary and results of the interactive workshop

## „How To Implement Knowledge Management“

by MICHAEL STOCKER

The objectives of the workshop were:

- Find out how to implement KM in a company
- Learn how to overcome cultural obstacles by implementing KM
- Establish your own Network during the Workshop and try to implement KM
- Learn how companies and international organisations implemented KM and what the impact was in Latin America : Effective solution implemented in the case of the AMANCO, a company in Latin America

### 1. Introduction to Knowledge Management

The students were first introduced to Knowledge Management by Michael Stocker, Managing Partner of Stocker Group [www.stockergroup.com](http://www.stockergroup.com):

- what is Knowledge Management?
- the KM Methodology of Stocker Group: an integral solution
- Description of a typical KM project, realized by Stocker Group:  
**The Unido Cleaner Production (CP) Program in Latin America**, implementation of a multi-language KM network for Cleaner Production (CP) Centres in all Latin America and the Caribbean, used by consultants and experts. Michael Stocker listed the objectives of the Unido CP Latinnet Network and explained the clearly described steps which were defined to reach these objectives.

### 2. Interactive Workshop

The students were organized in 8 groups at 5 members each, placed around a table, each one representing a country in Latin America.

#### Step 1:

The groups had to implement a project (puzzle) and had received a set of tools (puzzle pieces). The COLLECTIVE objective was to implement as many projects as possible in all the countries within a given time frame (with an award/incentive at the end of the workshop). Each group could think of its own strategy in how to obtain this objective.

*There was no information (codes) and no rules. Every person did what they could without*

*a lot of results. The information (puzzle pieces) was spread all over the room. The students were concentrated on their own projects as long as they did not see the value of sharing information.*

**Step 2:**

After a while each group received the corresponding picture for their project (Puzzle) and a document with the codes (Nos. of the puzzle pieces) to standardize the Know-how that corresponds with its project (puzzle). This was the COMMUNICATION TOOL. The groups had to incorporate this information in their „strategy“, trying to benefit from it.

*There was a lot of information, but without any order. Nobody was put in charge to spread the information. The students did quite well in operation but not well in organisation – Things got only a bit better but the codes could not be interpreted.*

**Step 3:**

Each group received a copy of a list that showed the pieces of its puzzle in an ordered way. This was the SEARCH SYSTEM. The group could use as well the paper sheet in front of all tables to inform the other groups about the spare pieces they had and the pieces they wanted to offer to the other groups. This was the DATABASE. In this way, each group should use the listings to look for those pieces that were still missing to finish the projects.

*KM-System – there was not only information, but also a simple system (Database) to manage this information and to perform searches. This allowed to cooperate and to advance in a more rapid way. Some projects (puzzles) were completed, but, as stated at the beginning of the Workshop, the COLLECTIVE objective was to implement as many projects as possible in all the countries, thus, the groups with the completed projects should have went on cooperating with the groups in the other countries.*

### **3. Effective solution implemented in the case of AMANCO**

The real solution and software implemented for Amanco, market leader in the Pipe-System Business in Latin America, was then presented. Goal of the KM project was a network for the operations of AMANCO agricultural solutions – ASA.

**The objectives of this KM system were:**

- to maintain and defend the leadership position in the agricultural business in Latin America
- to increase sales by 50% in one year
- to take advantage of the local Know-how of ASA for doing business within a network in Latin America



- spread best practices in the long run all over the continent, internally as well as externally
- transform individual Know-how into company Know-how

#### The results after a year of implementation were:

- structured documentation of the Know-how of the ASA experts
- a Business Unity which is up-to-date about what is going on in their operations
- availability of the individual experience at regional level
- return on investment of the order volume of 300% per year

#### 4. Findings / Lessons learned

- The objective of the project has to be clearly defined
- We need **commitment** to be part of the Network (incentive program)
- We need the **tools** (codes, Database = basic platform to structure companywide knowledge)
- Difficulty to fulfill the objectives of a project within a team if the rules are not clear – a **clear organization and clear rules** are crucial
- Working in a team only can succeed when **everybody participates**. When only one single table (country) fails, the common objective is not fulfilled.
- If we **share information**, everybody wins: to share means: GIVE AND TAKE !
- There must be commitment from the Top Management
- Culture for working with Synergies without jealousy is only possible with clear objectives and procedures
- **Knowledge Management Software** and consultant support for optimizing and maintaining the tool
- Incentive program and monthly measurement of the ROI / impact are essential
- Communication is the central tool and has to be assured through:
  - specifically trained promoters, experts, champions
  - an Internet platform and Knowledge Management tools
- With the combination of daily business activities, the commitment of business/ opinion leaders and the use of the Internet, the impact of a KM initiative will be much broader and stronger than with any other individual initiative.

*Networks can be created as an intelligent and learning organization using technology as a powerful tool to enhance its impact. But the most important is to understand that Knowledge Management is a Human Resource and not an IT-Project!*

*Further information about Stocker Group can be found on its web page,  
[www.stockergroup.com](http://www.stockergroup.com)*

### Some Feedbacks of the students

- Thank you very much for giving us the opportunity to participate to this workshop. It was really interesting for me learning more about your company's activities in Latin America, because I understand now how all the knowledge we acquire during our studies can be used in a pragmatical way.

*Best regards, DENIS PIFFARETTI*

- I found the whole exercise very interesting since it showed us how cooperation can lead to successful results and how critical knowledge is in doing business. A point that particularly impressed me was the cooperation-competition mechanism that developed among the participants. On the one side groups needed to cooperate in order to collectively solve the problem, on the other there was a strong incentive in competing against each other to finish first. I believe that this idea of „competition“ may be useful in a business setting, provided that it is not brought too far as to induce the disruption of others' work for the own advantage. Overall, I believe that such practical exercises can teach students more than a series of theoretical lectures

*Best regards, GIOVANNI GAGGIOLI*

- First I would like to thank you for your effort. It was a great day for me, especially your workshop. What I really liked most was the practical explanation of Knowledge Management. First the particular cases in South America and than the interesting game, which both showed me the importance of KM. I've really learnt a lot all through your workshop, in particular about KM.

It was a great pleasure for me to participate and I hope it wasn't the last ambition for Stocker Group at HSG.

*Sincerely yours, RICO RINDERKNECHT*

- I truly enjoyed the workshop, it was very interesting to see how some people were pursuing their own interests with little regard for others while at the same time other people were working for the „common good“ . It was also very informative to experience the process of building a network: In the beginning there was not even a clear goal at hand while at the end we had a reasonably efficient system working. Having worked in a company where knowledge sharing was close to non-existent, it was also encouraging to see that there are better ways of doing it out there.

*Sincerely, FELIX HÄGELE*



## Student Participants of ¡Visión!Latin-American Day, March 7, 2008.

### University of St.Gallen

Alexander Barclay  
Alexander Limpert  
Andreas Brenner  
Artemis Papoutsakis  
Athena Laubacher  
Benedikt Escher  
Christian Egli  
Christophe Soom  
Lina Behrens  
Patricia Purice  
Lawrence Ullmann  
Tim Sprissler  
Esmiralda Spurman  
Fabio Lenzlinger  
Fernando Mora  
Giovanni Gaggioli  
Jan Fiegel  
Jorge Marthaler  
José Näf  
Laurent Marmy  
Moritz Mähr  
Marc-André Frass  
Michael Kunz  
Matteo Bernardoni  
Milena Thöni  
Moritz Runge  
Nina Schneider  
Patrick Castiglia  
Philipp Behrends  
Rico Rinderknecht  
Roman Siegenthaler  
Samuel Struhls  
Marco Panciotto  
Valentina Donnarumma  
Walter Peñaloza  
Yvonne Hausmann

Alexandra Barreña  
Ana Amrein  
Caroline Wanders  
Christian Vousvouras  
Christoph Bleiker  
Damien Kaeser  
Daniela Biri  
Deepak Bansal  
Felix Haegele  
Isabelle Zimmermann  
Jeffrey Tjiok  
Johannes Ebe  
Karin Schreier  
Manuela Pauli  
Massimo Muzzi  
Melanie Bitterli  
Niklas Zeifang  
Patrick Enriquez  
Wolfgang Sachsenhofer  
Sascha Kälin  
Simon Koch  
Stefanie Dreier  
Tobias Heinrich  
Tobias Kuster  
Aloïs Blanc  
Benjamin Menoud  
Benjamin Newman  
Camille Therre  
Christopher Selig  
Denis Piffaretti  
Gérald Gassert  
Ivo Garcia  
Jeanine Taveras  
Katrín Rosenberg  
Leander Emanuel  
Marco Fusi

Basil Niederhauser  
Nikolaus Schmid  
Pascal Stämpfli  
Stefan Widmer  
Thomas Meister  
Jacqueline Lehmann  
Andrea Jimenez  
Linda Kuhn  
Alicia Martin  
Alioscha Zimmermann  
Paola Tonini-Diaz  
Anette Meier  
Michela Güttinger  
Gabriela Brunner  
Rafael Niggli  
Tobias Gutzwiller  
Mathias Bühler

University of Fribourg  
Guillaume Hellmüller (Alumni)

University of Geneva  
Antonio Salazar

University of Lausanne  
Fabien Raufast

University of Applied Sciences of  
Vorarlberg  
Rocio Ocampo (Mag.)

University of Zurich  
Sarah Bostwick (Alumni)

## ¡Visión!Latin-American Day Organisation Committee 2008

*MICHAËL TUIL*

*Founder & Head of Vision Committee*



*ADRIEN VON DER WEID*

*Founder Member & Cultural Event*



*NICOLAS SCHWARZ*

*Founder Member, Infrastructure & Support Cultural Event*



*VANESSA MATERÁN*

*Modul 1 & 2*



*LEA ACKERMANN*

*Participants, Sponsoring (Goods) & Program Booklet*



*NIKOLAUS ROESSNER*

*Sponsoring & PR (CH/D)*



*CHRISTIAN LOELKE*

*Sponsoring & PR (CH/D)*



*BEGA CALVILLO MULLOR*

*Sponsoring & PR (E)*



*MARTIN SCHWARZMANN*

*Webpage, Program Booklet, Flyer & Poster*



## AIESEC St. Gallen

Universität St.Gallen (HSG)  
Vision, AIESEC St. Gallen  
Dufourstrasse 50  
CH-9000 St. Gallen

Tel.: +41 (0)71 223 62 82  
Fax: +41 (0)71 223 35 87  
E-Mail: [vision@sg.aiesec.ch](mailto:vision@sg.aiesec.ch)  
Web: [www.sg.aiesec.ch/vision](http://www.sg.aiesec.ch/vision)

