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BRAZIL 2019:

The Sound and The Noise

GAME CHANGERS



Brazil 2019: The Sound and The Noise

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GUIDE



By Henri Wallard,
Deputy CEO

IPSOS FLAIR: UNDERSTAND TO FORESEE.

Ipsos leverages assets thanks to its broader knowledge of countries and cultures, and their social and political environment.

In 2006, Ipsos Flair was created to demonstrate the originality and intellectual curiosity of Ipsos, because « Flair » is about instinct and intuition. It is the ability to capture the mood, to perceive the right direction, to know when to act.

It is also another way of looking, one that considers survey results as sociological interactions enabling to understand the real relationship between people and everything around them: brands, ads, media...

By bringing together these diverse and complementary perspectives related to understanding people, markets and

society the Ipsos Flair series helps our clients to formulate and to fine-tune strategic planning approaches with the full picture.

Our fifth Flair in Brazil accompanies an election year for a president in a troubled context. The time is complicated but exciting: the current mood requires special efforts from brands, companies and all stakeholders to meet the expectations of a sharper coconsumer-citizen in search of meaning.

Ipsos Flair aims at offering some light on the driving forces and the way forward.

EDITORIAL



By Yves Bardon,
Ipsos Knowledge Centre,
Ipsos Flair Program Director

Three years ago, we compared Brazil to a teenager, with his/her contradictions and nerves on edge, having choices to make, but confident enough in the future.

Now, we have a more hardened character, jostled by what turbulence of what Brazilian life is like: corruption, a former President of the republic in prison, fake news that casts doubt on everything, social crisis, an economic recovery under a question mark, a massive strike from truck drivers, political murder, devaluation of the real... We could choose multiple figures to illustrate the current climate of the country. However, we chose two, which reflect the general feeling: 85% of Brazilians consider that the economic situation is not good¹ and 83% believe that their country is going in the wrong direction².

More demanding and more informed, more lucid too, Brazilians want a better quality of life, more efficient infrastructure, easier access to care and education, greater safety and comfort in everyday life. Does he/she travel more or spend more time in libraries for this?

1. Global Advisor Onda 109(G@109), held between April 20 and May 3, 2018, in 28 countries around the world via PainelOnline. The countries surveyed are Argentina, Australia, Belgium, Brazil, Canada, Chile, China, France, Germany, Great Britain, Hungary, India, Israel, Italy, Japan, Malaysia, Mexico, Peru, Poland, Russia, Saudi Arabia, Serbia, South Africa, Sweden and Turkey. 21,268 adults aged 18-64 years in the USA, Israel and Canada and 16-64 years in all other countries were interviewed.

2. Brazil Pulse of June 2018, a survey conducted with 1.200 interviews in 72 municipalities between June 01 to 13, 2018. Margin of error: 3 pp.

No. Social networks, from Facebook to Instagram and the very popular WhatsApp, have opened Brazil to the world, facilitated and developed exchanges and criticism. Nothing is worse than the comparison that the internet and communication technologies have allowed. In terms of consumption, the rise of digitalisation makes possible to find the cheapest option in just one click. In terms of knowledge, even in the most superficial sense of the word, it helps to position oneself on a scale, to better see what works or doesn't.

Therefore, it is little wonder that the recurring words in our fifth Ipsos Flair in Brazil are "change" and "transformation". They result from a perception that evolves with respect to everything that shapes, structures, and influences opinion: advertising, businesses, politicians, brands, the media, etc.; all are now accountable.

In the populist logic, everyone is treated suspiciously: "they have no results", "they deceive people", "they do not improve people's lives", "they despise them". The system is broken; we must harden the rules, oppose good and evil, go back to the fundamentals. Here, "Order" is the sine qua non of "Progress".

In the logic of Ipsos Flair 2019, because they must now give meaning to their actions, put the citizen-consumer at the centre of their values and approach, change their way of considering it because everything is in the process of to be transformed: the way of working with artificial intelligence and the fourth industrial revolution, the role of companies from which we expect more social commitment, the link between food and health with all the alimentary fears involved, the green evolution that impacts the luxury sector. Each in its own way embodies a facet of change that, to become a shared progress, must be fair. The coordinating conjunction between "Order" and "Progress" is decisive for progress not to be reserved to an economic and cultural elite, which will feed populism.

This aspiration to meaning is strong in Brazil and gives new energy to the country. In parallel, the society, as in many other countries, is divided and full of contradictions.

We hear clearly the sound of empowerment: voices of the Brazilians tired of corruption and incompetence within the political class; voices of the truck drivers striking and stopping the country's economy; voices of consumers looking for authenticity, communication, and brand purpose; voices of individuals asking for diversity and personalisation.

At the same time, we have the noise of reminiscent patterns of Brazilian society (authoritarianism and conservatism) and of the worst recession in the country's history.

Hence our title for the new edition of Flair in Brazil: "The Sound and The Noise", echoing a momentum where people are struggling to make their voices heard and to find their way in world that moves (too?) quickly.

POINT OF VIEW



By Marcos Calliari,
Country Manager, Ipsos Brazil

Brazil's recent history has been a series of monumental events. All facts typical of traditional historiography, especially political and economic facts, may easily illustrate the country's last few years. After all, unprecedented events have occurred in a very short period of time, dragging ubiquitous attention and resulting in a profusion of articles and forecasts: in the past two years, Brazil has hosted the Olympic Games, endured its worst crisis, and a new impeachment of its highest executive position, in addition to radical changes in economic policy and its greatest anticorruption operation, which led to the imprisonment of a once untouchable character, aside from several other superlative events capable of bringing about a radical shift in national direction. It is little wonder that last year, Flair Brazil 2018 announced the mask had fallen and it was about time for the country – or better yet, for Brazilians – to face the often-uncomfortable image reflected in the mirror. Problems that would not solve themselves; time to put an end to the victimization process of an entire people.

This is precisely where we stand: one year later, concerned with the equally dramatic political-economic environment.

There is no sign of recovery from the institutions. According to the March 2018 Pulse Brazil survey, 94% of Brazilians do not believe politicians are trustworthy and the 76% question the reliability of the election process. Brazilians also do not believe in the court system (73%). The same survey performed in June 2018 also reveals that an alarming 95% of Brazilians believe the country is on the wrong track³. In this context, not even major elections are capable of inspiring optimism. The current path seems increasingly clear and it is a long way from traditional politics, the all-providing State, public order and belief in the institutions, but towards and through our voice.

Last year's foreword included the following words: "waves are visible and loud; currents are unbeatable". Time has come to take the next step, in order to understand where such invisible movements are taking us, therefore giving rise to this study, "The Sound and The Noise".

The dollar spike, election polls, unemployment levels, and the latest legislative scandal are key, but cannot continue to be the only source of hope or dismay for tomorrow. It is time to put out the instantaneous and frenetic noise and listen to the sounds hidden behind all the yelling.

It was in 1929 that the Annales school of thought, or *École des Annales*, offered a new look questioning traditional historiography, which told the story of events of the prevailing elite in previous periods (which in fact undeniably prevails, to date, unjustifiable or otherwise). The Annales historians wanted to give room for the conscience and intelligibility of culture and the mindset of society. This new perspective undoubtedly represents a refreshing review of point-of-view and offered an incredibly broader and deeper understanding of social trends. Notions such as interdisciplinarity, use of new sources (closer to people's reality), comparative history and historical series gained reputation and respect as analytical tools, taking a leading role in the process of historical-social study. It seems that it is now time to go back to many of these ideas, to better understand what is happening in Brazil.

If we manage to isolate the history of material facts, it is possible to understand and interpret the ground-breaking effects Brazilian

3. Brazil Pulse of June 2018, survey conducted with 1.200 interviews in 72 municipalities between June 01 to 13, 2018. Error margin: 3 pp.

society has experienced. Unparalleled demographic changes that inexorably alter social dynamics, hidden under the veils of everyday life. New work models that define new relationship models, engagement and motivations, free from landmarks or explosions announcing their presence.

In Brazil, radio broadcast “A Voz do Brasil”, or Brazil’s Voice, aired since the Vargas regime, brings the Federal Government-chosen news to the country. To this day, the broadcast is mandatory for all radios, every day, for one hour, and it is largely part of the life of many Brazilians. However, new, previously ignored Brazilian voices are making themselves heard, changing the configurations of social interactions. These are precisely the sounds that offer hope of new times, and that we have tried to tap into thanks to the incredible engagement of the Ipsos researchers, for whom I have utmost respect and gratitude.

Enjoy!

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User guide

"The Voice of Brazil is on air."

Opening greeting of the radio news program
"A Voz do Brasil" (The Voice of Brazil).

AUTHORITARIANISM IN BRAZIL IN 2019: RADICAL LEADERS SHAKE UP THE ELECTORAL SCENARIO



By Rupak Patitunda,
Public Affairs, Senior Manager

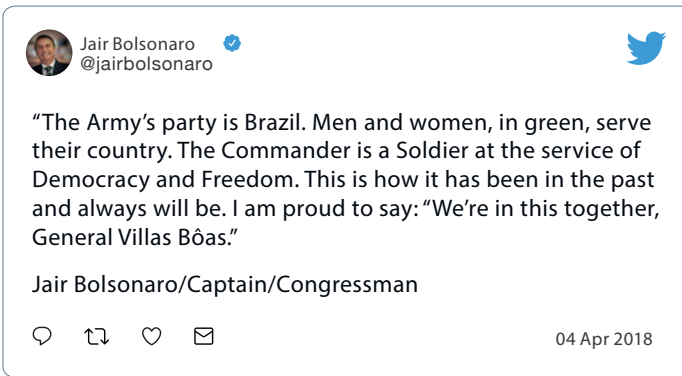
LULA AND BOLSONARO IN THE LAND OF THE UNPOWERED.

Brazil's likely political scenario for 2019 may be one of the most peculiar and uncertain periods the country has ever seen in its democratic life. This is because, so far, the two candidates leading the Presidential polls are a person who is in jail accused of corruption, and the other is a notoriously controversial, pro-military regime type. The victory of either candidate would represent the radicalization of the discourse, as well as the dissatisfaction of a substantial portion of the voters represented by the opposite end of the political spectrum.

Jair Messias Bolsonaro is a former army captain who often expresses his approval of the 1964 coup d'état, which marked the beginning of the twenty-year military regime in Brazil. According to newspaper Folha de S.Paulo Bolsonaro has recently dismissed the summary execution program

implemented by General Ernesto Geisel⁴, in the attempt to support the regime. Moreover, he is known for encouraging intolerance and referring to human rights in a derogatory manner.

This type of discourse, which many have dubbed as “reactionary”, or as “reaça”, in the local slang, does create a heated political debate on social media⁵. Conflicts are not rare on social media – we are currently in a phase in which practically every subject turns into an opportunity for people to express some sort of political stand⁶.



4. 'Who never slapped his son's butt and then repented?', says Bolsonaro about Geisel " – 05/11/2018 – <https://www1.folha.uol.com.br/poder/2018/05/quem-nunca-deu-um-tapa-no-bumbum-do-filho-e-depois-se-arrependeu-diz-bolsonaro-sobre-geisel.shtml>

5. "The right 'noisy' machine on the internet" - After 'getting out of the closet,' the right conquers important trenches in social networks. – 03/26/2017 – <https://politica.estadao.com.br/noticias/geral,a-maquina-barulhenta-da-direita-na-internet,70001714254>

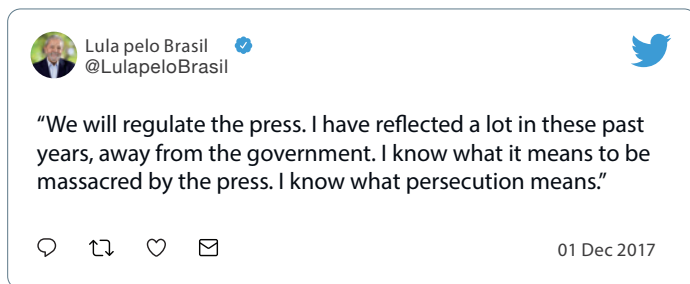
6. "Brazilians are less tolerant and more divided than ten years ago, says research" - 04/23/2018 – <http://www.bbc.com/portuguese/brasil-43840130>
Search based "The World Divided"/ Global Advisor, from Ipsos

On the other hand, Lula is leading all polls on reported votes and continues in prison, in Curitiba, accused of corruption and money laundering.

For most people, Lula is the alternative to Bolsonaro as Brazil's next leader – including in the opinion of the workers' party, Partido dos Trabalhadores (PT), which still has Lula as its official candidate, even though he is currently ineligible. Before being imprisoned, Lula and PT advocated political stands that go against certain basic democratic principles, such as freedom of the press.

7. In this position, the one that promulgates as a victim questions the intention of the actors in the process, but not of the process itself (or its documentary veracity), not discussing ways of making it fairer and, consequently, not contributing to the dialogue of the strengthening of institutions. Logic, in this narrative, is the inversion of what is legitimate by what is legal, and the legitimate should, for this group, be the last criterion for the conviction or acquittal of those involved. The narrative would therefore serve a dictatorship of the legitimate, where the definition of legitimate would depart from the subjective intention of the dictator himself or his executioners. For a development of this argument, see the point of view of José de Souza Martins, presented in "Lula's candidacy and the risk of authoritarianism" – Helio Gurovitz – 08/27/2017 - <https://epoca.globo.com/cultura/helio-gurovitz/noticia/2017/08/candidatura-lula-e-o-risco-de-autoritarismo.html>

8. "The mourning for the death of Lulinha Paz e Amor", by Helena Chagas - 02/29/2016 - <https://jornalggn.com.br/noticia/o-luto-pela-morte-de-lulinha-paz-e-amor-por-helena-chagas>

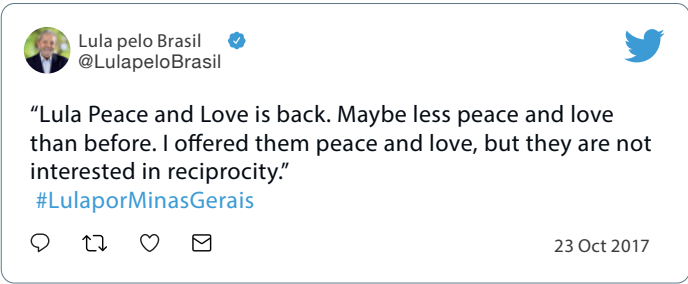


Aside from the war against freedom of the press, the argument that former president Dilma Rousseff's impeachment (Lula's successor, also from PT) was a coup d'état – part of the narrative put forward by Brazil's left – reveals the danger of the tendency to invalidate democratic processes and institutions. By placing Dilma, or PT, as a victim of a personal relationship between the defendant and the State⁷, the logic seeks to invalidate the levels of decision determined by the Brazilian Constitution. As such, as a victim of the State framework, in this logic, Dilma would necessarily be innocent. However, no arguments are made here that Dilma's impeachment, deemed legal, may have been motivated by political reasons. All that is being said is that the discourse of rebuttal based on personal traits/reasons does not contribute to the strengthening of the democratic State. In this case, whoever yells loudest, wins.

At the same time, prior to being imprisoned, Lula had not appeared conciliatory in tone but instead acted as leader who promised to be inflexible, who will include the "poor" in consumption, in spite of the will of the "rich" an "powerful". Helena Chagas wrote the following in an article published in website GGN, in February 2016, entitled, "O luto pela morte de Lulinha Paz e Amor"⁸ (The Mourning for the Loss of Lula Peace and Love):

“It is time to mourn, for former President Luiz Inácio Lula da Silva confirmed the death of “Lula Peace and Love” on Saturday night, at PT’s anniversary. The conciliatory and lovable, center-oriented person who expanded his support base, who wrote the Letter to the Brazilians, who was elected in 2002 and maintained economic fundamentals when necessary, and who headed Brazil’s greatest social transformation of the last decades is gone. (...) Re-finding his new ego, however, is only Lula’s problem. But the impact of PT’s radicalization – which had taken form in the past weeks, but has now been clearly and officially confirmed – may be, today, the greatest problem for Brazil’s President [then Dilma Rouseff] and of PT politicians who are in power.”

Letting go of the conciliatory stand for a stricter approach may have stemmed from the need for political survival, as the party’s strategy in the period immediately preceding the impeachment. However, it is also in line with the electoral demand, as highlighted below.

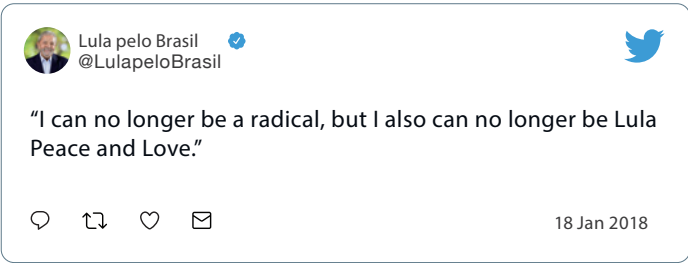


Lula pelo Brasil @LulapeloBrasil

“Lula Peace and Love is back. Maybe less peace and love than before. I offered them peace and love, but they are not interested in reciprocity.”

#LulaporMinasGerais

23 Oct 2017



Lula pelo Brasil @LulapeloBrasil

“I can no longer be a radical, but I also can no longer be Lula Peace and Love.”

18 Jan 2018

It is arguable that the advantage of the inflexible spirit is that both political personalities express what is often referred to as a “firm hand”, which is generally necessary for leadership positions.

However, the importance of a non-conciliatory nature varies according to the need perceived by the electors. Pulse Brazil has monitored the growing importance of such matter, “firm hand, decision-oriented”, as one among several of the many traits the next President should have. Ipsos Public Affairs conducts the monthly survey with 1.000 respondents from 2006 and 2010, which have jumped to 1.200 respondents (since 2001), in Brazil. .

PERCENTAGE OF RESPONDENTS LISTING “HAVING A FIRM WRIST, BEING DECISION-ORIENTED” AS ONE OF THE TWO MOST IMPORTANT TRAITS FOR BRAZIL’S NEXT PRESIDENT.

For each quality I mention, please tell me which one is the most important quality a President should have? Which one comes next? Característica Trait “having a firm hand, being decision-oriented”
Encouraged – two first mentions. Pulse Brazil March 2006, 2010 and 2018.



The need for this trait was also measured in the “Power to the People – The System is Broken” study, performed at Ipsos Global @dvisor online platform. According to the information collected in January 2018, 48% of the Brazilian sample (1.000 interviews) agrees with the statement, “To fix Brazil, we need a strong leader willing to break the rules.” 68% of the respondents of the same survey, in Brazil, agreed with the statement, “Traditional parties and politicians don’t care about people like me”, and 72% with the statement, “My country is in decline”.

In short, the point is that during this unique moment in Brazil’s historical development, still lost amidst the shadows of its economic and political cries, a leader who does not reconcile the several voices heard in society is still on the rise.

Part of the voters apparently call for candidates defending their solutions (sometimes unrealistic) for the country, silencing the proposals made by the other end of the political spectrum – under threats of losing space in a conflict-ridden society. May the voice that represents you be heard among the other voices defending for rights in the public square, though louder and clearer. The figure of authority is on the rise for 2019.

THEORETICAL IMAGE OF THE AUTHORITARIAN PERSONALITY.

The scenario of economic and political crisis and the parallel popularity of leaders with a “firm hand” connect with one of the most traditional lines of study – and probably one of the most fascinating ones – within the field of Social Psychology: the authoritarian personality⁹. Social Psychology theorizes the predisposition of voters with such traits to defend both extremist leaders and regimes and super-conservative and/or prejudice-oriented social policies. According to the field, the willingness to accept authoritarianism is manifested in special situations. In other words, in the combination of personal traits, when confronted with a given context, could give rise to the mass support of an authoritarian leader.

The idea that personality is related political positioning. The classic text “Authoritarian Personality” was published in 1950; originally, the text focused on the individual traits, rather than on the conditions that trigger support authoritarianism. The text lists nine personal traits determining the so-called authoritarian personality, including authoritarian submission and “authoritarian aggression” (tendency to aggressive punishment on deviations relative to the norms). According to the proposed causality, the repressed aggressiveness of a strict and punitive education during childhood is expressed in the individual’s support for authoritarianism in adulthood. The theory was refined throughout the years based on scientific criticism and the development of more modern research methods. More recently, inspired by the new discipline of Behavioural Economics, the study has received a new perspective in Karen Stenner’s book entitled “The Authoritarian Dynamic” (2005). The author describes certain environmental situations that may represent threats to individuals likely to maintain the status quo and resort to authoritarianism:

“The threatening conditions, resonant particularly in the present political climate, that exacerbate authoritarian attitudes include national economic downturn, rapidly rising crime rates, civil dissent and unrest, loss of confidence in social institutions, presidential unpopularity,

9. Authoritarian personality - verbeterdo Wikipedia - https://en.wikipedia.org/wiki/Authoritarian_personality

divisive presidential campaigns, and internal or external crises that undermine national pride or confidence."

The aforementioned conditions almost accurately describe Brazil's current situation. If the theory is in fact true, it is arguable that the democratic election of an authoritarian leader in Brazil has never been a more plausible reality.

10. "At the request of Dodge, Fachin includes Temer in another Car Wash inquiry" - 03/02/2018 - <https://www.cartacapital.com.br/politica/a-pedido-de-dodge-fachin-inclui-temer-em-outro-inquerito-da-lava-jato>

11. X-ray of the crisis in the states - G1 - 11/11/2016 - <http://especiais.g1.globo.com/economia/2016/raio-x-da-crise-nos-estados/>

12. See "Historical Context" in the entry "Federal intervention in Rio de Janeiro in 2018": https://pt.wikipedia.org/wiki/Interven%C3%A7%C3%A3o_federal_no_Rio_de_Janeiro_em_2018#Contexto_hist%C3%B3rico and "Antecedents" in the entry "Conflict between Brazilian criminal factions of 2016-2017": https://pt.wikipedia.org/wiki/Conflito_entre_facs%C3%A7%C3%B5es_criminosas_brasileiras_de_2016%E2%80%932017#Antecedentes - Wikipédia

13. "Federal intervention in the security of RJ three months ago still without money" - Homicides increased 9% in April, compared to the same month of 2017; police killings in clashes rose 26 percent. - Jornal Nacional - 05/17/2018 - <http://g1.globo.com/jornal-nacional/noticia/2018/05/intervencao-federal-na-seguranca-do-rj-faz-tres-meses-ainda-sem-dinheiro.html>

TRIGGERS: CONTEXT OF CRISIS.

Solely for the sake of reference for readers in a distant future, the political-economic scenario is not exactly favourable for the Brazil of today. It is clear that at this point in time, crises seem much like the matryoshka dolls, unveiling undesirable surprises, one after the next. Below is the summary of the current scenario.

Brazil has suffered with the economic crisis for the past three years. Unemployment has hit record highs in the historical series. In turn, the political crisis has been around longer than the economic crisis, if the starting point is the 2013 public riots. President Dilma Rousseff (PT), elected with a small 3% margin over Aécio Neves (PSDB), was impeached after much political agitation, opening way for current President Michel Temer (MDB). The economic chaos, growing criminality and the collapsing state services fell on Temer's lap (especially when it comes to health services, the public deterioration of public services Brazilians feel the most). The President is still one of the targets of the Car Wash Operation, after his name was referenced in more than one plea bargain¹⁰. The Government structures of the federation of states, apparently drained by the parasitic activities of corruption, clearly shows signs of institutional depletion with the reduction of the tax revenue, stemming from the economic crisis¹¹.

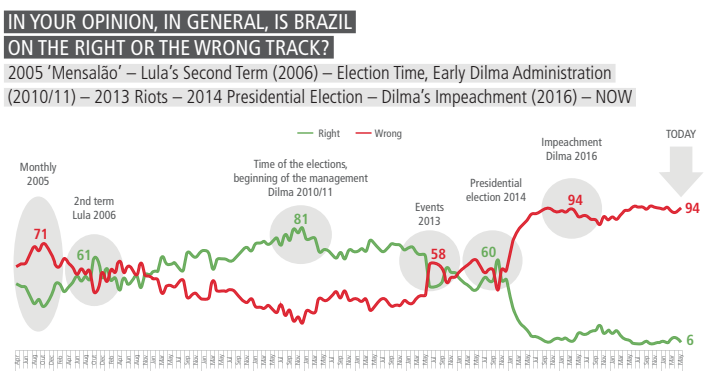
Because of the official declaration of "public calamity" in the state of Rio de Janeiro¹², one of the several other examples of bankrupt states, Temer decided to push forward the federal

intervention on public security – which has proven to be a disaster¹³ – including military troops on the streets. A few weeks into the military operation, one of Rio’s leading human rights activists, who, among others inspected the abuses of the intervention itself, was murdered in the beginning of 2018¹⁴, in an apparently political and still unsolved crime, thus revealing the frailty of Brazil’s democratic institutions. Former President Lula was imprisoned in the following month, in the middle of his presidential election campaign – as a result, the leading candidate in the polls is ineligible.

It is worth mentioning that during this period, the activities of Operation Car Wash and disclosures in the media revealed the extension of corruption in Brazil, having worsened the crisis of trust in democratic institutions, in the government, in politicians, and political parties. The outbreak of new corruption scandals became part of every Brazilian’s daily life, reducing the capital of legitimacy on government proposals.

Centralizing figures that use the radical moralization discourse, as former presidents Jânio Quadros and Fernando Collor de Mello did, respectively, in 1960 and 1989, are likely to gain space in this scenario¹⁵.

Dissatisfaction with the country’s condition is unanimous, according to the historical series of the Pulse Brazil survey, the question of whether Brazil is on the right or the wrong track. Few images represent the crisis scenario as well as the following graph:



14. Assassination of Marielle Franco - entry Wikipedia – https://pt.wikipedia.org/wiki/Assassinato_de_Marielle_Franco

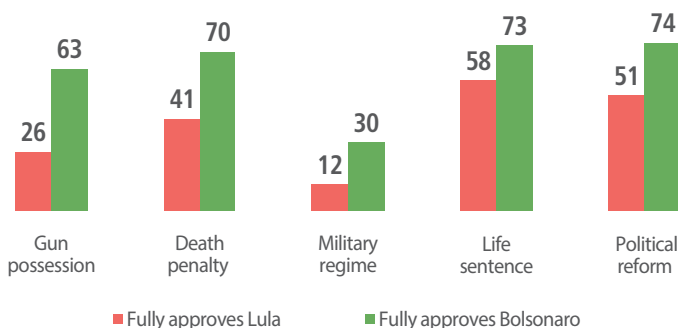
15. For a discussion on the place of corruption theme and the impact of Operation Car Wash on the 2018 elections, see: "What is the weight of corruption in elections, according to this researcher" – 05/18/2018 – <https://www.nexojournal.com.br/entrevista/2018/05/18/Qual-o-peso-do-tema-corrup%C3%A7%C3%A3o-em-elei%C3%A7%C3%B5es-segundo-esta-pesquisadora>

THE MENACED AND POLITICAL SUPPORT.

The more people feel menaced in Brazil's hostile political environment during this crisis period, the more support is available for radical solutions. The comparison of the percentage of people in favour of a given policy, between those who fully approve of Lula vis-à-vis those who fully approve of Bolsonaro, the differences in opinion between the demographics and the solutions have become clearer.

ARE YOU IN FAVOR OF...

Percentage of people favourable to each of the mentioned items, divided between respondents who fully support Lula (Base: 224) and those who fully support Bolsonaro (Base: 93). Pulse Brazil Wave 150 – September 2017



The above chart shows support for the solutions representing radicalization with respect to growing criminality best reverberates in the group that fully approves Bolsonaro. This group believes that “something must be done” on this respect. This “something” may translate into voting for Bolsonaro and his radicalism, who appears to be in favour of the use of force-related measures.

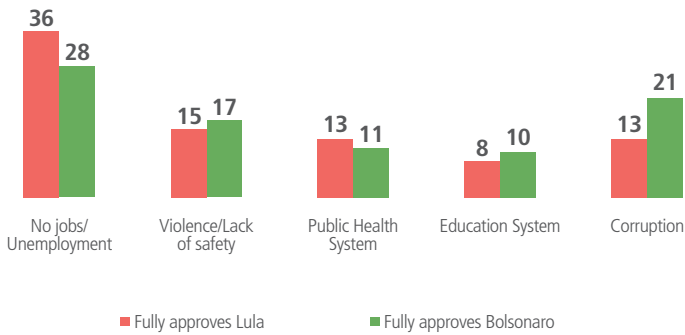
The difference between the possible options to solve the criminality issue, supported by right-wing “radicals”, does not necessarily reflect the difference in the perception of the seriousness of the matter with those of an opposing view. The chart below shows how voters of the two main contenders are divided on Brazil's key issues.

It is worth mentioning that both groups perceive the problem of “violence/lack of safety” in a similar fashion, despite the substantial differences when it comes to support for more authoritarian policies. The greatest difference in perception lies between the issues of unemployment (greater Lula supporters) and corruption

(greater for Bolsonaro supporters), indicating the agenda of the last group, with respect to political moralization, and the re-establishment of economic order, when it comes to the first group.

BRAZIL'S MAIN PROBLEM ACCORDING TO THE LULA AND BOLSONARO SUPPORTERS

Percentage of respondents on their understanding of Brazil's main problem, divided between respondents who fully support Lula (Base: 319) and those who fully support Bolsonaro (Base: 103). Pulse Brazil Wave 156 – March 2018.



"PROTECTING" THE BRAZILIAN FAMILY.

The relationship between beliefs on family authority, on the one hand, and State management, on the other, shines a light on the discussion of the polarization of society's moral concepts. Whenever crises occur, part of the population that feels safe in abiding to a normative and hierarchical framework, may feel threatened when faced with the fast transformation of social values and resulting loss of spaces.

Daily life situations that challenge the status quo, such as the same-sex relationships in soap operas¹⁶, children interacting with a naked man in an art exhibition¹⁷, the success of drag queen Pablllo Vittar¹⁸, the current discussion on gender fluidity, the right to abortion and the "marijuana march", among other situations that represent dilemmas for social tolerance, reinforce positions of political authoritarianism.

Such moral and social "threats" for those who believe that the State should be responsible for the surveillance of moral and social policies – are coupled with the escalation of violence and

16. "Almost all of Globo's current soap operas feature gay men" – Blog Sala de TV – Terra - <https://www.terra.com.br/diversao/tv/blog-sala-de-tv/quase-todas-as-novelas-atuais-da-globo-tem-gays-em-des-taque,a00688087aa4db5a91e775a352cfbaf1zbozvfwf.html>

17. La Bête - entry Wikipedia – https://pt.wikipedia.org/wiki/La_B%C3%AAte

18. "From Maranhão to the world: the success of Pablllo Vittar came to Billboard - Sambando in the face of society" – HuffPost Brasil – https://www.huffpostbrasil.com/2017/07/03/de-sao-luis-para-o-mundo-o-sucesso-de-pablllo-vittar-che-gou-ate_a_23014635/

omnipresent corruption in the creation of a mass supporting authoritarian right-wing leaders in Brazil. In other words, the different sides of the threat to the status quo are combined in the fight for political authoritarianism.

RADICAL RIGHT AND RADICAL LEFT.

The theory of “the Authoritarian Dynamic” accurately describes right-wing authoritarianism; after all, it originally served the purpose of better understanding the Nazi phenomenon. In turn, in the clear polarization of political debate in Brazil, it is hard not to also extend this rationale to left-wing radicalism. The polarization currently experienced in Brazilian society could plausibly represent a continuum of the authoritarian psychological complex. The case studied herein does not refer exclusively to right-wing authoritarianism, but to authoritarianism itself. Hence, it covers the right-left pursuit of authoritarianism (respectively, Right-Wing Authoritarianism and Left-Wing Authoritarianism in the literature), based on similar motivations (personality and context), similar purposes (support or authoritarianism), but different means (application of normative or counter-normative values).

Still on this matter, both types of authoritarianism could be created by the same crisis situations. Both sides represent the voters’ waiver of power on behalf of a centralizing, anti-conciliation figure, accepting the limitation of their individual freedoms. Both sides worship their leaders as epic, irreproachable and unquestionable myths, beyond human dimension.

Both sides also carry fundamental differences, which would land them on the opposite ends of the political spectrum, in which a leader’s priorities would be completely opposite to the other leader’s. While one leader would advocate for the norm, the other authoritarian leader would defend the exception thereof. Whilst one would advocate for heterogeneity, the other, for homogeneity. While one would defend the absence of the State on social balance, the other would advocate for the possibly

excessive presence thereof as mediator. While moral surveillance should be used to defend hierarchical tradition for one, for the other, moral surveillance should protect the transgression of hierarchy. While one moral surveillance based on hierarchy and social order would identify any transgressors, the other, legitimized by the victimization of hierarchy and social order, would identify oppressors – both nevertheless creating a hostile social environment, in which everyone is watched.

Parallel to the increased praise of hierarchy and the need to impose order, the right-wing authoritarian discourse (whose statements are all over the internet and social media, with plenty of material for assessment purposes) emphasizes Brazilians need to comply with their duties as citizens, thereby decreasing the importance or nullifying the need of their rights. In turn, the discourse used by left-wing authoritarians applies the opposite rationale, emphasizing the rights of minorities among Brazilians and decreasing the role of the need for their duties. Both complexes apparently hide the different perceptions on what is deemed fair or unfair, and the role of State mediation.



The relationship nodes formed between the different sides to the threat are easily identifiable in Brazil's society today, such as the political, moral and social spheres. As has previously been mentioned, practically any subject addressed nowadays in the social media becomes part of an immediate politics-oriented polarization process. These are precisely the issues of authoritarian complexes that represent somewhat consistent political stands among themselves.

It is also easy to conclude that both sides feed each other, reinforcing their beliefs in unproductive discourses for the advancement and improvement of debate in Brazilian society. After all, such forums seldom trigger any debate on a project for the country.

TRUMP OF THE TROPICS.

Bolsonaro's unlikely accession as potential president of Brazil also takes us back to the recent case of the president of the USA, Donald Trump. The comparison of both controversial figures, both on the right side of the political spectrum, begins with the idea of having a "firm hand", though it is not limited to such an attribute. Speech informality, politically incorrect beliefs and an anti-establishment attitude are among their other common characteristics. Brian Winter, editor-in-chief of "Americas Quarterly", writes that Bolsonaro "openly copies" Trump's strategy¹⁹:

"Donald Trump got elected saying that crime in the inner-cities was out of control, that the economy was a disaster and that the entire political class was corrupt ... All three of those things are indisputably true in Brazil. So if Trump could get elected, imagine what is possible in a country like Brazil right now".

19. "Trump of the tropics: the 'dangerous' candidate leading Brazil's presidential race" -The Guardian – 04/19/2018 – <https://www.theguardian.com/world/2018/apr/19/jair-bolsonaro-brazil-presidential-candidate-trump-parallels>

It is worth mentioning that Trump's assessments as a candidate representing the authoritarian inclination of American voters are profuse. As a matter of fact, this paper, which attempts to understand the origins of authoritarian support in Brazil, is directly inspired in Vox's article, "The rise of American authoritarianism",

in which the author draws parallels between the authoritarian personality scale and the support for Donald Trump²⁰.

BRAZILIANS AND THE STATE BEYOND 2019.

This paper has focused on the argument that the current scenario leads to radicalism, and that the aggravation of the crisis will lead to the aggravation of radicalism. As this paper is written, Brazil is facing the truck drivers' strike and the resulting lack of fuel at gas stations nationwide. The strike has affected Brazil's logistics and will likely affect the supply chain: one more of the Matryoshka dolls mentioned above. One argues that the lack of popular legitimacy of Temer's administration, coupled with the aggravation of the crisis caused by the polarization of politics, will trigger the radicalization of the extreme right's discourse. As a matter of fact, it is no wonder that one of the reactions shared on social media on this new situation the Temer administration faces was summarized by the phrase, "military intervention now". Reactions suggest that the right-wing authoritarians might not have to wait for the October elections to feel politically represented, in the wake of a new coup²¹.

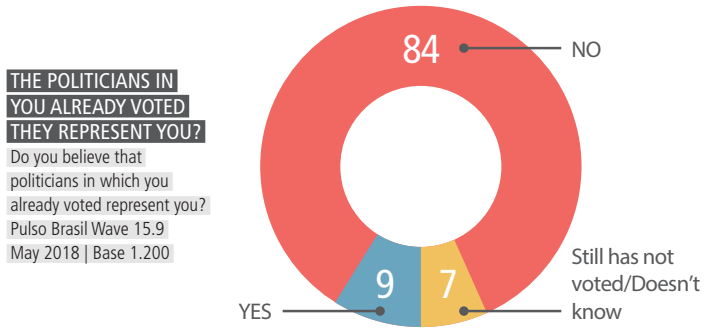
However, if one disregards the immediate will of the authoritarians and if Brazil's institutional stability survives by October, Lula and Bolsonaro aside, the choice of the next president may be the result of the useful vote vis-à-vis the aforementioned scenario: 'the lesser of two evils' for those who do not connect with the radicalism of either sides of the discourses. A nevertheless poor choice, reflecting both the voters' willingness and the lack of options among Brazil's current leaders.

Or do we, as a society and public opinion, have a means to transcend this dimension, choosing, instead, a reform-oriented agenda for the Brazilian democratic institutions, such as in political reform? In other words, will we remain stuck in the electoral game, or will we manage, as a society, to change the game? The need for

20. "The rise of American authoritarianism". A niche group of political scientists may have uncovered what's driving Donald Trump's ascent. What they found has implications that go well beyond 2016. – Vox – 03/01/2016 – <https://www.vox.com/2016/3/1/11127424/trump-authoritarianism>

21. "Brazil, Scared and Leaderless, Looks to the Military" - Americas Quarterly – 05/31/2018 – <http://www.americasquarterly.org/content/brazil-scared-and-leaderless-looks-military>

a reformist agenda for the State is clear. We have previously seen how the very representative model of Brazilian democracy does not exactly work as expected. Most people believe our representatives elected to office act on their own behalf.



POINT OF VIEW:

The authoritarian demands will remain stable if all other contextual conditions characterized by the current political-economic crisis, political tone of discourse and moral crisis of the political class remain. In the meantime, as time goes by, candidates become stronger in the 2018 electoral scenario.

Considering today's electoral configuration, both Lula (or anyone he supports) and Bolsonaro are expected to run for office in the second turn of the elections: yet further proof of the representative power of both candidates, and of how their discourses resonate with voters. Whether the authoritarian rupture will prevail is yet to be seen, even if such rupture does not come from both actors. The doubt that will nevertheless remain after the election is how we will push this divided country forward in 2019.

MARIELLE FRANCO, PRESENT!

March 14, 2018. 9:30 p.m. Three cars, a four-kilometre chase and thirteen shots fired. Two deceased, suspected political execution. Thirty-eight years lived, many of were spent working to defend women, blacks, poor and the LGBT community.

The fight for the compliance with human rights, and against the local militia. Silenced, a voice that becomes increasingly higher, even though it can no longer be heard. Brazilians chant, Marielle, presente! Silenced, a voice that becomes increasingly higher, even though it can no longer be heard. Brazilians chant, Marielle, present!

The survey conducted by Ipsos Global Advisor on Human Rights shows that Brazilians are concerned about this issue. 54% do not agree with a sentence like: "Human rights abuses are a problem in some countries, but they are not really a problem in my country", 44% with: "Everyone in Brazil enjoys the same basic human rights."



By Danielle Diogo,
Innovation, –Analyst

DENIAL OF HUMAN RIGHTS:

HOW HAVE WE COME TO THIS POINT?

The discussions on the alleged execution of Rio de Janeiro city councilwoman Marielle Franco are focused on defence of human rights, the foundations of her political fight. The universal declaration that everyone's basic rights is guaranteed still results in much controversy: 21% of the Brazilian population claims to be against it, according to the Pulse Brazil survey, conducted by Ipsos Public Affairs. However, if human rights are for and to protect everyone, the question that lingers is: how have we come to this point?

The polarization of political thought may be the pathway to try to understand this behaviour. In the current political scenario, it is clear that citizens who claim to support the right or the left are amidst a huge ideological dispute, as has never been seen before in Brazil. The main agenda of a given political group ends up being controversial between people who identify themselves with another group, and vice-versa.

Whenever we speak of human rights, 35% of the Brazilians understand those rights are related to left-wing political parties, whereas 16% believe they are more related to right-wing parties (Ipsos Pulse Brazil), albeit being universal rights, irrespective of political ideology. Nevertheless, there is no novelty in such association. The left has historically been an advocate for human rights, while the right – especially the conservatives – are likely to take often unfavourable stands when it comes to issues such as immigration, decriminalization of abortion and assistencialist measures, for instance, whose essence is to fight for human rights, such as the right to life, minimum health conditions, housing, freedom and justice. However, it is worth mentioning that such issue goes far beyond political ideology.

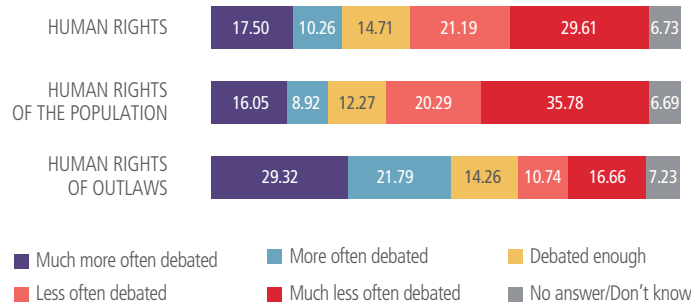
Another important issue is the association with “outlaws”: 20% of Brazilians understand that human rights are the “rights that defend criminals/outlaws” and 66% believe human rights protects outlaws more so than the victims of crime, according to Pulse Brazil. However, it is precisely the protection of such rights,

including for “criminals/outlaws”, that ensures the universal nature and application thereof for each and every citizen.

In addition to the aforementioned issues, such matters have been increasingly debated on mainstream media, more often than not in relation to several violations of human rights especially when it comes to those Brazil has far from managed to ensure: the right to be defended and justice for people who wait for trial for years, right to dignity and minimum life conditions in the country’s prison system and the right to life of black and underprivileged people, who are killed every day in the Brazilian communities. This cut in the “application” of the human rights only contributes to further the biased and distorted image that prevails when it comes to each citizen’s basic rights. A reflection thereof is the recognition, by the population itself, that the “human right of outlaws” are more discussed than they should be, vis-à-vis the rights of the population in general.

ABOUT HUMAN RIGHTS...

Taking Brazilian society into account, in relation to each of the issues, please let us know if, in your opinion, the issue is “debated much more often than it should”, “debated somewhat more often than it should”, “debated enough”, “debated a little less often than it should” or “debated much less often than it should”. Let’s start with...



Considering this context, it is necessary to break with several paradigms with respect the notion of human rights, so that people can actually relate to them and feel they are part of their engagement. As such, the great challenge for 2019 is to debate the issue at all levels of society, in relation to all matters, in order to not promote the limited idea of a universal, fair and equal right. “How have we come to this point” should be the greatest lesson for the next steps to be taken, in order to correct mistakes and overcome the moral wear and tear of a society in crisis.

THE END OF DEMOCRACY AND THE STRENGTHENING OF SOCIAL RIOTS: WHERE ARE WE HEADED?

In a city that truly suffers the consequences of drug trafficking, organized crime and corruption scandals, and which is still undergoing one of the worst times in its history, with federal intervention ordered to deal with the state's public safety crisis, the murder of councilwoman Marielle Franco, of left-wing political party PSOL, also marks the failure of the democratic rule of law, which should ensure compliance with human rights and fundamental guarantees.

Franco advocated for minorities and symbolized the hope for better days for many people. As a politician, she was crucial for Brazil, and her death unveils the frailty of our freedom and democracy to the world. Crucial because she was a black, bisexual woman from the favela, or community of Maré, representing the unification of social causes and being a true actor in them all.

Today's politicians include others whose ideals are similar to Franco's, fighting for the rights of the minorities. However, not all of them actually belong to the groups they advocate for, suffer prejudice or have been discriminated against or are part of such minorities. It is precisely for this reason that Franco's work and ascension – elected by 46.500 Rio de Janeiro natives in 2016 – were so relevant and representative.

Being at the centre of social causes as a legitimate representative of such groups, in lieu of being a social-political stakeholder in the fight, ensures a place of speech of the oppressed, for the expression of such minorities – and, specifically in Franco's case, inside the city council. Above all, it contributes to further the empowerment of such causes.

Data from Ipsos' 2018 Pulse Brazil survey reveals that 61% of the Brazilian population understands that the motivation behind Francos's death comes from her political activism, which supports the understanding that the crime was not exclusively against Marielle Franco. It was an attack against democracy, social riots, and the pursuit – though still utopian – of racial, gender

and economic equality. Above all, it was an attack against the protection of the basic civil rights of each and every person – and it is precisely at this point that all causes come back together again.

Very few cases have had so much repercussion, and many people are asking themselves how come they had never heard of Marielle Franco before. The big question, in fact, is that like many few people, she was a central figure for the interests of the population before an unequal society, which suffers the effects of the political, economic, moral, and safety crisis of both the city of Rio de Janeiro and Brazil. If we consider the combination of “relevance” and “reach” as the formula for success, nowadays, all Franco needed was to further expand her reach. If the purpose of the murder was to stop the advances of her work as a member of the city council, it actually helped strengthen her fight as a political activist, known now throughout the entire country.

It is no coincidence that the death of the activist councilwoman and the rise of Marielle Franco as a political figure was largely reported in international media, leading thousands of people to the streets, including people who were not part of the groups she advocated for, but who nevertheless support her fight. A sense of belonging does not arise exclusively out of the identification with one’s causes, but also thanks to empathy.

Finally, the coming together of all movements that came into the spotlight following her murder reveal her death was not in vain, let alone one more number in the statistics. Today, Marielle Franco is a movement that symbolizes hope and resistance, a revolution whose destination we are still unaware of; however, history will reveal the fruits it will bear in the years to come.

PATHOLOGIES OF CONTROL

Political disbelief remains strong in Brazil, gaining further strength within the context of the election year, as lights are shun upon candidates and proposals to represent the Brazilian population.

According to a recent article by professor Luiz Felipe de Alencastro, emeritus professor of the University of Paris-Sorbonne and professor of Fundação Getúlio Vargas (FGV), “the current conservative wave is based on the dissatisfaction of the middle class, which felt threatened by the social ascension of more modest people. Recent debates on the concentration of income reveal the rich remain rich and the poverty rate increases as the middle class shrinks. This has led to the expansion of such modality of semi-social apartheid”²².

In short, Brazil is still experiencing an institutional crisis that covers its economy, politics, social, and moral issues, and which sponsors the longing to rebuild values. Such desire, together with the public security issues, triggers the expansion of conservatism among electorate. As disbelief and rejection is likely to increase in time, people feel disrespected and start to form a social base favourable to authoritarian and conservative stands. The desire for control also leads to the rationalization of consumption leading companies to be more transparent in their products, services, communications and privacy policies.

22. Available in: <http://www.dw.com/pt-br/a-nova-onda-conservadora-no-brasil/a-41644248>



By Lia Castro,
Customer Experience, Senior Analyst

CONSERVATISM AND MISTRUST IN BRAZIL'S CURRENT POLITICAL SCENARIO.

Based on Behavioural Economics studies and several surveys, people tend to prefer the preservation of the status quo, the Latin expression that stands for "current state", which guides how people think and make decisions, even when sufficient information is provided for more beneficial choices to be made. There is a behavioural bias of aversion to loss that contributes towards the maintenance of the status quo: in general, people attribute greater importance to losses than to gains, and psychology credits such bias to the fact that the pain of loss is felt more intensely than the pleasure arising from gain. (KAHNEMAN, 2012)²³.

Such behaviour gains further momentum on the political and social levels, for it is no longer an individual decision-making phenomenon. Though people may be longing for change, Brazilians are increasingly inclined to resorting to the recovery of traditional values, such as safety, control, and protection. The following facts also confirm the spread of the conservative wave in Brazil:

- The number of evangelicals in Brazil has increased by 61,45% from 2000 to 2010, according to the Brazilian Institute of Geography and Statistics (IBGE). The "Bible Squad" in congress has also increased, currently represented by 513 congressmen, with plans to ensure a new growth in its numbers in the upcoming elections. The bench's plans include to lobby for a conservative anti-abortion agenda, as well as against the decriminalization of drugs, on behalf of what they refer to as the "natural family" (woman and man)^{24,25}.
- Recent closedown of the "Queermuseum art exhibition – cartographies of difference in Brazilian art", in Porto Alegre – whose purpose was to shine a light on and value sexual diversity via LGBT issues²⁶.
- Jair Bolsonaro is leading the presidential election polls in the scenario in which former President Lula is not running for office in 2018, representing ultraconservative values and defending military dictatorship and authoritarianism. He fights against several projects, such as the "No homophobia

23. KAHNEMAN, D. "Fast and Slow: two ways of thinking". 1. Ed. Rio de Janeiro: Objetiva, 2012.

24. Available in: <http://www.valor.com.br/politica/5257923/evangelicos-querem-eleger-150-deputados-e-15-senadores-este-ano>

25. Available in: <http://www1.folha.uol.com.br/poder/2017/08/1910522-evangelicos-apostam-em-distritao-para-ampliar-bancada-na-camara.shtml>

26. Available in: <https://veja.abril.com.br/blog/rio-grande-do-sul/apos-protesto-do-mbl-santander-fecha-exposicao-sobre-diversidade/>

in Brazil” project, and stands for his position to veto on the educators’ background to address gender and sexuality issues in the classroom environment^{27, 28, 29}.

Because of their algorithms, social media primarily shows users the ideals with which they agree with, thereby hindering room for debate with people who think otherwise. The interest in such type of debate is also far from being seen, thereby sustaining the maintenance of opinions and values at the social, political, and economic levels.

The assessment of conservatism at the economic level reveals that the drop-in consumer income and other trust-related issues affect consumption. It is also clear that consumers are wearier of risks, and that they feel the need to reflect on possible losses and gains in their very own consumption decision-making process; they may delay a given purchase or change their behaviour, choosing different brands, alternative channels and even reducing purchase volume.

Thus, consumption becomes the return to known consumption experiences.

According to Billy Nascimento, CO-CEO of Forebrain,

“People are more open to immediate reward, which offer pleasurable feelings in a shorter period of time, to counterbalance the negative feelings coming from the context of threat in which they live”³⁰

27. Available in:
<http://www.valor.com.br/politica/5366283/no-cenario-sem-lula-bolsonaro-lidera-intencoes-de-voto>

28. Available in: <http://politica.estadao.com.br/noticias/geral,bolsonaro-aprova-dois-projetos-em-26-anos-de-congresso,70001900653>

29. Available in:
<https://blogdosakamoto.blogosfera.uol.com.br/2015/02/11/baixa-o-escola-sem-homofobia-chamado-por-intolerantes-de-kit-gay/>

30. Available in: <http://www.meioemensagem.com.br/home/marketing/2018/01/22/o-papel-do-medo-nas-relacoes-de-consumo.html>

REPRESENTATION: BETTER THINK TWICE, TIAGO

“So here’s the real deal: no one out here gave you power of attorney for you to represent anyone else (...). Don’t even come with the whole representation issue, because it will lead us nowhere.”

This was the advice host Tiago Leifert had to offer in February 2018, during the 'Big Brother Brazil' show, broadcast by Rede Globo, in relation to certain participants who defined themselves as representatives of certain community, thereby trying to avoid the individuals from being exposed and any judgments by the audience.

The host’s words, however, had major repercussions not only among the "brothers" themselves, but with everyone outside the house. It took only a few minutes for the social media to be taken by comments and negative reviews on the depreciative words Leifert chose to refer to the issue of representation. If, on the one hand, Leifert’s speech went partially against the show’s very casting process, which always attempted to include people that somehow represented a given community or group, on the other, it was useful to further the debate on the issue, pushing it forward outside the doors of the reality show, all the way to the political and cultural spheres.

However, what is the reality for Brazilians when we speak of representation? Do we truly feel represented, in general? Or better yet – do we truly care about this issue?



By Gustavo Shimanuki,
Market Strategy and Understanding,
Senior Analyst

PARTY OR POLITICIAN: WHO DO YOU BELIEVE IN?

Brazil's political scenario has changed in the past few years, and the beginning of the Car Wash Operation, in 2014, has played an important role in this process, especially when it comes to the representation of Brazilian citizens and our relationship with political parties. Parties which, up to a very recent past, were seen as the main pillars of people's representation within the political environment, but which, in recent years, have suffered constant attacks against their structure and loss of trust and relevance.

Originally organized to defend the interest of a given group of people, political parties are based (or should be, at least) on the ideology that guides them to promote the given group of people they represent. In Brazil, however, we have witnessed the proliferation of several nano-parties, whose agendas are oftentimes unclear or even overlap themselves. A total of 35 parties have applied for registration with the Superior Electoral Court (TSE), of which 25 have members elected to the House of Representatives.

According to Professor Timothy J. Power, head of the Brazilian Studies Program at the University of Oxford, the growing organization of political parties in Brazil may not be related to the demand for representation of different groups. "There are several unnecessary parties in Brazil, when it comes to ideological representation. Whenever a party is organized, it is generally to meet the needs of a seldom-represented ideological group, to give a voice to these groups. However, this is not exactly what is happening. Political parties in Brazil are being organized for other reasons, and not to fight for a given cause", Powel claimed in a piece published by BBC Brazil³¹.

But if they are not exclusively meant to represent the population, what other purposes have political parties served?

The discovery of several money-laundering crimes, as well as bribery and the maintenance of parallel bank accounts, among other things, reveals that far beyond public interest, part of the political class has acted to the benefit of political strategies and

31. Available in:
<http://www.bbc.com/portuguese/brasil-43288018>

private interests. The successive corruption scandals involving the names of several political parties have resulted in a feeling of generalized distrust in relation to such institutions.

According to the Pulse Brazil study (March 2018), monitored by Ipsos Public Affairs, 94% of the Brazilian citizens claim not to trust the political parties (when compared to 93% in July 2017). In October 2015, the same answer was given by 87% of the people, evidencing the increased disbelief in the parties, in recent years. Such data reflects the crisis of ethics in politics, brought forth after the plea bargains and agreement to turn state's evidence under Operation Car Wash. It is clear political parties are far from having any credibility as trustworthy institutions of representation.

As for representation, the context of frailty of the political parties opens room for politicians, as individuals, to stand out in relation to the group to which they belong. Unawareness or the lack of transparency of the political parties' agendas allows candidates with substantial visibility and clear positioning to get more attention than the others.

Congressman Jair Bolsonaro (of political party PSL), which has ranked high up in the intended votes for the presidential elections, for instance, has acted as the representative of the most conservative groups in Brazil. However, a substantial part of his fame comes from the repercussion of his speeches, marked by personal opinions that do not represent his party's ideology. This radical and oftentimes intolerant stand when it comes to issues such as feminism and homosexuality has attracted electors who see Bolsonaro as the embodiment of their ideals.

Another important figure when it comes to representation was councilwoman Marielle Franco (PSOL), murdered in March 2018, in Rio de Janeiro.

Elected to the city council with 46.500 votes, Franco ranked fifth among the highest votes in Rio, and was one of the 32 elected black women in Brazilian capitals in 2016, among the 811 councilmen elected. Franco represented not only one, but several historically marginalized groups. In her own words, "black, feminist, popular, fighting for lesbians, advocating especially the

trans identity, speaking on behalf of the terreiro women”, Franco is still heard even after her death, as a symbol of all the causes she advocated for nowadays, even nationwide.

“MINORITIES”?

Feminist, gender, and race issues have gained space beyond the political arena. There are several cases in the cultural environment that reveal the importance of such issues in the current context, as well as the increased value of representation of such different groups by the audience, especially by those who, nowadays, manage to see themselves represented (even if minimally) in the entertainment industries and media channels, which was once not even possible to imagine.

The music industry, for instance, has certain styles dominated by male artists, as is the case of Brazilian sertanejo music. After decades of being almost exclusively comprised of male duos, the sertanejo market has recently witnessed the rise and success of several women in this musical genre. The ascension of the movement has even been dubbed “Feminejo”, in reference to the female sertanejo singers.

Because women have not only taken the microphones, but also addressed women’s rights in their lyrics, the new artists have gradually conquered more market share. Their popularity is not limited to the female audience, which may often finally feel represented in the fall of the male perspective lyrics. Representation, in this movement, also reflects social demand for increased gender equality.

In fact, gender issues have been part of several debates in Brazil recently, in the cultural environment. In 2017, Rede Globo’s soap opera “A Força do Querer” showcased, for the first time, the discovery and transition process of a transgender character, Ivana/Ivan. Though with many reservations, the character was able to represent some of the thousands of transgender citizens in Brazil – above all, the character managed to provide visibility to the gender identity issue, which Brazilians had seldom discussed thence far.

Also, in 2017, the success of trans singer Pabllo Vittar also enabled another largely misunderstood group to clear the air: the drag queens. The artistic expression involved in building a “character” bears no relation with the person’s gender identity or sexual orientation. Pabllo, for instance, identifies as a gay, genderfluid man – on other words, both with the male gender he was born, and with the female gender. However, the fact that Pabllo is a drag also leads them to identify as trans, as is the case for many other artists working with this type of performance.

Nonetheless, such minority groups are not always realistically and seriously represented, or without falling into pejorative and stereotyped characterizations. There are several examples of homosexuals being depicted as the “effeminate gay” character in soap operas, for instance. There are also several roles serving the sole purpose of confirming stigmas or spreading prejudice, as is the case of black women always playing the role of housemaids or samba dancers.

As certain groups still walk up the ladder of representation, there are very few examples of celebrities that manage to shine under the spotlight of the massively determined white standard. Actress Taís Araújo, first black woman to be the leading actress in a soap opera in Brazil, in 1996, is one of the few celebrities that has been able to remain relevant not only for the people who she represents, but also for everyone else.

According to Ipsos Connect Survey, Most Influential Celebrities, published in late 2017, Araújo is Brazil’s forth most influential celebrity and the only black person in the Top 5 (also comprised of Ivete Sangalo, Gisele Bündchen, Rodrigo Faro and Rodrigo Hilbert). The actress was also elected one of the world’s Most Influential People of African Descent (MIPAD) under 40, in addition to being nominated as an advocate for Black Women Rights by UN Women Brazil, a UN agency fighting for gender equality and empowerment of women.

According to the Most Influential study, the three categories of products that respondents most often associate Araújo’s image to are body care, beauty and fashion. Nevertheless, Taís

has starred L'Oréal Paris Curly Hair Pride (2018) campaign, together with other ambassadors. The team also includes Valentina Sampaio, the trans model the brand chose in 2016 to star its International Women's Day campaign.

BRANDS.

Much like L'Oréal, other brands are also concerned with including more diversity and representation in their advertising efforts. Though shyly, some brands have already placed their bets on said issues, in order to come closer to several types of consumers. This is the case of beer brand Skol, which organized nonrecurring actions in 2017 focused on specific media channels to address smaller groups in order to bring the diversity issue closer to the brand, from two different perspectives.

During the first action, organized in April, the brand launched limited edition "Skolors", in which the cans temporarily left behind their traditional yellow colour to take up five different tones, making reference to the different skin tones and the diversity typical of the Brazilian population, such as black, white and albino. The action was focused on the digital media and e-commerce.

In turn, the second one, launched in May, the brand's logo (an arrow) was dressed with the LGBT flag for the special edition launched to celebrate the 21st edition of the LGBT Parade in Brazil. As the official beer and the main supporter of the event, the brand invested part of the product's revenue in non-profit Casa 1, a centre to welcome and accept LGBTs expelled from their own homes because of their sexual orientation or gender identity in São Paulo.

Another brand that has recently addressed the representation issue, though from a different perspective, was Coca-Cola in its "Fan Feat" campaign at the beginning of 2018. In the campaign the audience could choose three out of nine Brazilian music artists to record a new song and a music video. Voting occurred upon purchase of the brand's products, in which each unit counted for a potential vote. The elected trio, in the end (which included the "feminejo" duo Simone & Simaria and singer Pablo Vittar) actually

performed together, exclusively for the campaign's most engaged consumers/electors.

Using several platforms to integrate the audience with the brand, such as music and the social media, played an essential role in ensuring the audience's engagement with the action. However, its greatest triumph was offering the consumer the decision-making power on the choice of the end result. After recruiting completely different artists between themselves, whether with respect to gender identity, skin colour or musical style, the brand was not only able to offer representation and bring different demographics closer to it, but also to transform the consumer into the real star of the campaign.

AMONG (AND FOR) US.

Ensuring every person is seen and heard, respected and has freedom of choice and an active voice in the decision on what is best for oneself. All such premises seem obvious and easily applicable when we think of the agenda of a political party or in the slogan of the new advertising campaign for a big brand. However, when we speak (or better yet, act), it is much harder to put them in practice.

Corruption and distrust of the institutions in politics, sexism, homophobia and so many other forms of prejudice rooted deep down in our culture, the uncertainty related to the new president and what the future of the country will be like, all such elements act as obstacles in the fight for increased representation. It is nevertheless still possible to perceive that part of the population wants to be included, increasingly heard and present in the decision-making processes that are likely to affect their lives.



POINT OF VIEW:

The massive and growing presence of the internet in our daily lives, via smartphones and the social media, has become a propeller of such restlessness among Brazilians. Not only does it ensure greater access to information, but it also gives more voice and visibility to every person, including to those who previously had no means to make themselves present, whether to express their opinions, disagree on ideas contrary to their own, complain or press charges against inappropriate and offensive speeches and actions.

It is up to all of us – politicians, artists, communicators, entrepreneurs, businessmen, citizens – to stand in our neighbours' skin and respect them (the underestimated and often scarce empathy). To understand the importance of social inclusion and of living with differences is enriching and should be part of the agenda of those who aspire to great success in a more visible and increasingly heard society. It is time for all of us to take the lead – “the whole representation issue” can actually lead us somewhere.

THERE IS MORE TO LIFE THAN PAYING BILLS



By Stephanie Fioravanti,
Quality Management & RDA, Analyst

GENERAL OUTLOOK.

Things are changing very fast in the world, especially now that we are increasingly connected to one another. Things are no different in Brazil. In this context, values such as health, wellbeing, pleasure and mobility gain strength and move people, both in relation to their personal and to their professional lives.

As the job market requires increasingly more qualified professionals, families also demand more attention and dedication. People are looking for balance to survive in a modern and fast changing society. Conducted in 23 countries, Ipsos' Global Trend Survey data reveals that only 32% of the Brazilians are satisfied with their current lifestyle, while the global average is of 40%.

There are still professionals who dedicate much of their energy to their professional lives and end up losing control of their personal lives. The demands of everyday life, especially in large cities, often renders it impossible for people to even take the time to greet a passer-by.

According to British sociologist Nikolas Rose, there are innovative possibilities for life management at stake, by using a regime of self-care, connected to the idea of building a self as an experience, as an active moral subject capable of ongoing improvement. New modalities are implemented, reflecting and repeating the imperative of choice, of the moral obligation of actions targeted at ensuring a “better future”, a healthy, extensive, pleasurable and happy life.

Having tapped into such new aspirations, companies are gradually changing the way they work. They are looking into organizing stronger incentive-based and training-oriented endomarketing actions, in order to provide a relaxed and familiar environment. Nowadays, not only start-ups but also large companies are adhering to a new work model, including flexible hours, breaks, games, “happy hours”, “home office”, “short Fridays” and even “pet friendly” environments. Employers want to reduce stress and promote interaction in the work environment. In a competitive market, companies that are not following such trends will definitively lag behind.

The fact of the matter is: people have found out that there’s much more to life than only paying bills, and everyone is in the pursuit of a personal and professional life with a purpose.

WORK IN THE TWENTY-FIRST CENTURY.

Those who still agree to a workload of 40 hours per week, under strict hours, with entry and exit hours duly punched, on a target-based orientation and subject to the pressure of everyday life, try to find some time in their schedules to engage in pleasurable activities in order to “feel alive”.

Leisure is one of the means to let out the steam of a busy and oftentimes stressful day. Many still face the burden of working far from home, rendering it even more difficult to find some time for oneself in everyday routine and escape boredom, or to take care of one’s family, to do what one likes. It is hard to find time to exercise, start new qualification courses and take care of one’s house, among other activities. Finding balance in your personal

and professional life is one of life's greatest challenges. The Global Trend Survey also reveals that 73% of Brazilian believe it is more important to balance out work and personal life than to have a successful career.

Sociologist and activist Fernando Alves argues that

"(...) life, work and nature are one value only. There is no separation. People believe they just go to work and then come back to their lives. This is a mistake. There are people who do things they do not like and think: let's endure the misery and then get on with it. As long as you are in misery, you are living. In large cities, if you work for eight hours and spend another four hours commuting, you have spent half of your days on this process. As such, 50% of the time you have in your life is probably being negatively used".

Technology has taken the lead in this context as a useful tool in making life easier, especially for those who have a busy routine. For example, nowadays there are apps that help users of public transport not to wait so long at the bus stop, informing where the bus effectively is in real time. In order not to miss out on a given video or text, other apps can save them to be watched/read later.

There are also apps to remind you when bills must be paid, and even those that can save you whenever you are hungry. For those who do not like to wait in line for the movies, theatre or concerns, there are apps that can guarantee you skip this process, and even one that will help you find yourself, should you get lost.

I TRAVEL, THEREFORE I AM.

Changes to people's objectives are also in progress. Dreams such as getting your first driver's license, purchasing your first car and especially, leaving your parents' house are no longer as popular among Brazil's youth today. Connected and highly focused on experiencing the new, young people are increasingly investing their time – and especially, their money – in travelling and exchange programs.

The number of Brazilians looking for exchange programs has increased in recent years, having almost tripled in a decade, jumping from 85.000 in 2007 to slightly over 246.000 in 2017, according to the industry's association of agencies, the Brazilian Educational & Language Travel Association (Belta).

Far beyond the demands of the job market, international travel experiences offer the opportunity to engage with new cultures, living with people from different socioeconomic realities, feeling empathy when better understanding the point of view from which other societies see the world, gaining knowledge on life and leaving one's routine, largely pursued by young people.

Though many people associate exchange programs with young people, adults are increasingly surfing this wave. Those who can no longer stand the pressure of professional life requires, pursue an alternative lifestyle travelling the world and making a living from jobs they would generally not take in their home countries.



POINT OF VIEW:

HOW ABOUT BRANDS IN THIS CONTEXT?

It is not always necessary to leave everything behind and travel the world in order to enjoy life. It is possible to enjoy life maintaining one's commitment to work hours.

Brand Experience is ever the more part of the Brazilian reality. Brands are increasingly triggering positive emotions in the consumer's life, offering memorable experiences that add value to the brand's name. For instance, at Lollapalooza 2018, in addition to its regular campaign, Chevrolet offered several brand experiences within the festival: studio for lives, a Kamikaze, a chill-out lounge, an art workshop and several different areas for pictures. Chevrolet also invested in digital influencers who promoted the brand on Instagram, posting several Stories and showing a glimpse of everything that was happening at the event.

Eduardo Tracanella, head of marketing at Itaú-Unibanco, believes that "brands will be built far more on experiences than on communications". He also claims that Itaú uses the following metrics: 70% of the brand is built based on experience, and 30% based on communication. Still, according to Tracanella, people expect brands to speak less and do more.

The world is gradually shifting towards a scenario in which experience prevails over possession. Towards an era in which people want to live and experience things, in lieu of paying bills only. Experiences which both brands and the market must be ready to offer. Challenge made!



Consequences

CONSUMPTION AS A TOOL FOR TRANSFORMATION

The notion of consumption, in itself, is associated to the idea of purchasing goods and services with the purpose of catering to the needs of the consumer.

From the historical perspective, the Industrial Revolution brought forth a new idea of consumption for the life of society as a whole. Mass production gave rise to a new ideal for plants, as the rationale was to no longer to only produce, but also to pursue new markets and to create a desire for consumption in people.

The result of this process was the so-called Consumption Society, a term which is widely used to represent the production advances of the capitalist system. Such substantial changes led to great economic and social development; after all, the greater production of items translated into the creation of more jobs, whereby society's purchasing power also increased.



By Roberta Evangelista,
Global Modeling Unit, Senior Analyst

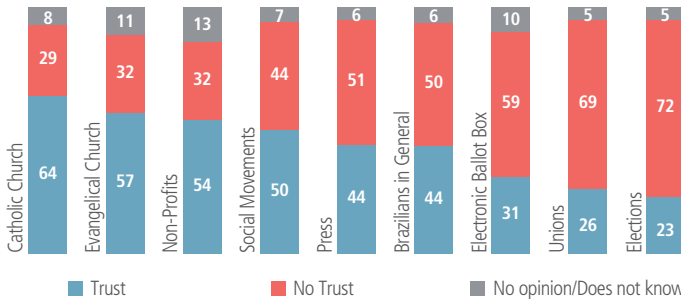
SOCIETY CHANGED IN TIME, AS DID WE.

Our relationships and habits have changed, the environment has changed. We currently live in a world in which fast information is already part of our reality. The constant presence of technology calls us to rethink how we are and want to be included in this society that is learning to question itself, debate and fight for causes and ideas in which it believes. We are asked to exercise our empathy, gratitude and solidarity, among others, on a daily basis.

Despite the aforementioned engagement scenario, Brazilians generally find themselves in disbelief in relation to several aspects of society. According to the Ipsos Pulse Brazil survey, performed in 2017, only 4% of the population trusts “Politicians in General”; 72% do not trust in “Elections”; 50% do not trust in “Brazilians in General”. According to the same survey, trust rates of Non-Profits institutions are higher compared to other institutions, with a percentage of 54% of trust, as may be seen below:

TRUST IN INSTITUTIONS (%)

Source: Ipsos Pulse Brazil Survey (2017)



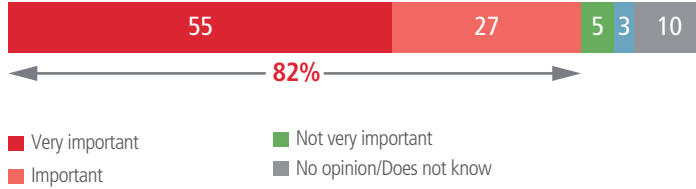
It is therefore possible to argue that the trust “placed” in voluntary work has caused us to be more aware of what we consume on a daily basis – and where it comes from. Another Ipsos Brazil survey performed in July 2017 together with ESPM, Instituto Ayrton Senna and Smiles also reveals the importance of social responsibility.

According to data from such study, 55% of the respondents believe corporate social responsibility is “very important”. Such engagement is also reflected in the association of things people

believe to be the factors that contribute to the respect a given brand enjoys: 43% of the people believe that “Contributing to the socioeconomic development of the countries in which it operates” is key for an institution to be respected.

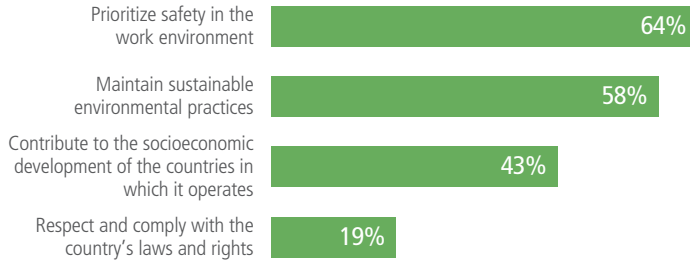
IMPORTANCE OF CORPORATE RESPONSIBILITY

Source: Marketing Research Related to Cause (2017)



WHAT DOES IT TAKE FOR A COMPANY TO BE RESPECTED?

Source: Marketing Research Related to Cause (2017)



THE RELATIONSHIP BETWEEN BRANDS AND CONSUMERS HAS BEEN TRANSFORMED AT AN UNPRECEDENTED PACE.

Factors such as brand engagement and how each brand positions itself with respect to significant social issues play a key role in the decision-making process.

The current reality of the Brazilian market shows that far more than investing in mass production and large marketing and communication campaigns, institutions should currently pursue

a means to strengthen and display their image in a more humane and responsible fashion. It is essential, nowadays, for brands to do much more than sell. Engagement and contributing towards the development of a better world are key. According to Philip Kotler (2010), consumers are not only looking for products and services that meet their needs, but also for experiences and business models that connect with their spiritual pursuits/inclinations. Offering meaning is the future proposition of marketing value. As such, we are witnessing the rise of several campaigns that lead us to reflect on material and difficult social issues.

Toy manufacturer Estrela, for instance, has been highly engaged in the fight against child labour and the child sexual exploitation. The company launches products to back its campaigns and relevant causes, from time to time. The most emblematic case was the launch of the Susi in the Target of Fashion doll, wearing a t-shirt to support the Breast Cancer Prevention Campaign, in which part of the money raised was donated to the Brazilian Cancer Control Institute (IBCC). Thanks to such initiative, the company received the Best Client Services Award in the 2017 Reclame AQUI survey, which evaluates not only how fast the company addresses issues and answers clients' questions, but also measures how much consumers relate to a given institution.

Another company that is changing the ideas behind its ad campaigns, gaining substantial momentum in the press and social media alike is Skol. The brewer has launched a series of videos inviting people to reflect on day-to-day attitudes that are deeply marked by prejudice and prejudgment, thereby addressing issues such as sexual harassment, homophobia, feminism and sexism, among others.

The campaign has been dubbed "It's All About Thinking Outside the Box". The company also was ranked among the leading brands of the 21st edition of the São Paulo LGTB Parade, having launched a special edition of cans with the colours associated to the cause. The brand's most recent initiative includes the hashtag "#escutaasminas", or "#listentothegirls, whose purpose is to amplify and give voice to women in the environment of beer advertising. The main purpose of the campaign is to establish

that the woman's place is wherever she wants to be, including having a beer at a bar and not serving men, as beer companies have insisted on promoting for many years.

FROM TOP-DOWN TO CO-CREATION.

The aforementioned actions become extremely important as soon as people reflect on their role, both locally and in the world. It is nevertheless also essential for each person to recognize him or herself as a tool for inspiration and social change. Considering such context, it is important to mention projects in which consumers become co-creators/co-agents of transformation. An action model that offers a powerful tool for consumers is the "Itaú Reads to a Child" program, focused on the distribution of children's books. The program uses storytelling to broaden children's cultural repertoire, as well as family time and the strengthening of family ties. The company x consumer partnership, in this case, starts when each person becomes responsible for the spread of literature and culture for each child to whom the story is read. Children who are encouraged to read become more aware, creative and responsible adults.

In the pursuit of social awareness, in 2017, Ambev started producing mineral water AMA, whose proceeds are entirely invested in projects to ensure access to drinkable water in the Brazilian semi-arid regions. Consumers may therefore choose to invest in a product they know the profit is being used to help such a delicate situation. Consumers have the option to supervise the entire AMA production process and monitoring of the sales profit online, via a website designed specifically for such purpose.

Another example of Brazilian companies sharing social responsibility with consumers is Petz, the country's largest network of pet shops. Puppy mills have been on the rise in Brazil, as well as the cruel practices arising therefrom. The main result of such practices is the growing number of abandoned dogs and cats in the urban environment, affecting environmental balance in certain areas and leading to potential public health issues. The company has therefore decided to organize pet adoption events to encourage people to adopt rescue dogs instead of buying

puppies. Pets argues that over thirty thousand animals have been adopted.

Aside from reflecting on the material involvement of consumers in social actions resulting from initiatives of large companies, the reflection on their role in this scenario also becomes key. The aforementioned examples reveal how brands are able to engage and transform our surroundings. It is undeniable that companies such as Coca-Cola, McDonald's, Unilever, among others, have funds and skills, broad presence and branches in Brazil and are leaders in their market segments. As such, guided by a clearly defined purpose, these companies have the potential to go beyond their roles as economic agents and to amplify social impact actions.

START-UPS IS BEAUTIFUL.

The Brazilian market is currently experiencing the rise of several types of start-ups. According to the Brazilian Start-up Association (ABStartup), Brazil currently has over ten thousand start-ups, accounting for millions of Reais worth of transactions. Consumers tend to see many of these new companies as sustainable, ethical and responsible, which characteristics have not often been used in the past to describe large companies.

How can we make sure this trend continues and becomes the competitive edge of the leading market players? It's worth considering that the knowledge and expertise acquired for years may be used towards the greater good. It is also necessary for large brands to recognize themselves as changemakers, thus using their full potential, which is oftentimes greater than that of rulers, to change and promote change.



POINT OF VIEW:

In view of the foregoing scenario, it is easy to argue that brands must increasingly come closer to their target audiences and capture them in a deep and attractive fashion. Offering quality products at good prices is no longer the edge consumers are looking for.

More than ever before, it is key to create an affective memory with the brand, cause real feelings and be a part of people's lives.

It takes inspiring and contributing to building thoughts and actions aimed at the wellbeing of our peers, community and the environment.

Social transformation may be an unforgettable experience in people's lives. In order to do so, brands and people need to live such experiences in order to feel more human.

REAL EMPATHY X VIRTUAL EMPATHY

Empathy is the word of the moment. With its root in the Greek term "empathia", which means passion, it is based on the premise of affective communication with others, and it is the psychological ability to feel what someone else feels, if you were in the person's shoes. In other words, it is the ability to experience other people's feelings.

Empathy differs from sympathy; sympathy drives disconnection and empathy feels connection – it is the ability to understand someone else's beliefs, experiences and ideas by feeling a person's sadness or joy, together with the person. It is when people tear up as they watch a video on an emotional life story or when a friend is going through a rough patch, and he/she reaches out to him, without expecting anything in return – solely to help him. This is empathy³².



**By Nayara Delaqua and
Luiza Sano,**
Quality Management &
RDA, Analysts

32. "The Power of
Empathy", Anita Nowak
– TEDxMontrealWomen

EMPATHY IS PART OF OUR DAILY LIVES.

We are under the impression that we are surrounded by empathetic people; however, a recent study performed by Michigan State University researchers offers a different take on Brazil.

The study focused on 104,635 people from 63 different countries, analysing locals' compassion for one another, and whether they tended to put themselves in each other's shoes. Though Brazilians are generally dubbed as welcoming, happy, and charismatic, the study revealed we have still a lot to learn in terms of empathy. Brazil ranks 51st in the list – ahead of only 12 other countries.

Ecuador ranks first, second is Saudi Arabia, which caused great surprise, considering the country is usually known for wars and aggressions against neighbouring countries; however, the questions made no distinction as to whether empathy was to one's fellow countrymen or to foreigners.

Do you agree that we are lagging behind on this emotion?

The fact of the matter is that we have been impressed by people's behaviour worldwide³³.

Things are not different in Brazil – we have to deal with never-ending political and religious conflicts and aggressions galore. We have witnessed a wave of hate comments online, needless and senseless violence against anyone who does not follow the same train of thought as you believe to be correct. Anthropologist Hilaine Yaccoub mentions the growing polarization:

33. Available in:
psicologia.pt/artigos/textos/A0639.pdf

34. "Popular Consumption"
– Hilaine Yaccoub
– <https://www.mundodomarketing.com.br/reportagens/comportamento-do-consumidor/36720/os-desafios-de-compreender-a-usabilidade-dos-produtos-pelas-pessoas.html>

"People gradually labelled themselves based on their differences, joining others according to fight groups. This is good, on one hand, for it helped forge several resistance identities. On the other hand, these groups put up several barriers, which exclude, rather than bring people together³⁴".

DIVISION AND (RE)CONNECTION.

This division is very clear, as we can see on the results of a Ipsos MORI global study, conducted together with BBC in 27 countries, emphasizing how much people believe society is divided³⁵.

When asked whether people are more or less tolerant with respect to people from different cultures, origins and opinions, 45% of the Brazilians claim to be less tolerant, and 29% believe to be more tolerant than 10 years ago, compared to the global average of 39% and 30%, respectively. The study revealed that 62% of Brazilians believe the country is more polarized, and different public/political opinion is the leading factor of misunderstanding and tension in the country (54%), followed by differences between social classes/rich and poor (40%) and religious differences (38%). Nevertheless, the research also reveals certain positive indexes and trends, in which two-thirds of the interviewees believe people around the world have far more things in common than differences.

Is it possible to blame technology and the internet as determining factors behind the growing tension in society? The rise of virtual reality has also brought forth the debate on whether it has the necessary potential to generate empathy. The producers of virtual reality device "Oculus Rift", which Facebook has just bought, suggests the technology has the exclusive ability of putting the spectator "in someone else's shoes, or to see the reality someone else faces, which would only be possible had such person experienced said reality". Since then, much research and tests have been performed at Stanford University's Virtual Human Interaction Lab as well as by the UN, which include cases in which a person simulates the other person's reality, and specialists agree it is possible to generate empathy in the immersive virtual environment, rendering them more emotional. However, according to David M. Ewalt, author of *Defying Reality: the inside story of the virtual reality revolution*,

"If you are an empathetic person and want the world to be a better place and you can watch a VR film, it'll bring out empathy within you that already exists. But if you're not empathetic, not even the most convincing video will work for you."

35. BBC Global Survey, Ipsos Mori - A world divided?

VR magnifies what's already within the audience.

As is easy to imagine, large brands are also interested in using virtual reality to trigger empathy and inspire awe with their marketing campaigns.

EMPATHY HAS EVERYTHING TO DO WITH BRANDS.

Aside from empathy in personal relationships, it is also key in several other areas, such as in politics and also in life style. People are not just looking for purchases, in all market segments, but also for the welcoming embrace of knowledge, careful and individual attention, and for brands that are not only seeking immediate profit, but also the wellbeing of society in general. In short, people are looking for companies that truly put themselves in the consumers' shoes.

According to Yaccoub,

"Companies nowadays have not only an economic role, but also a political and cultural role. Clients expect brands to do truly relevant things for the community, and not only to their own benefit."

Empathy, together with design thinking and storytelling, facilitates engagement between people and brands; once the connection is established, people become more faithful to and tolerant of the brand.

Airbnb is an example of one of the large brands that have already used empathy as a strategy to come closer to target audiences. In 2017, Airbnb created a "Super Bowl" advertisement – one of the sports events with the highest audiences in the US – against US President Donald Trump's decision to suspend the entry of refugees and Muslims in America. Entitled "We Accept", the campaign video showed a diverse group of people from different ethnicities, colours and genders, and had a text that read:

"We believe no matter who you are, where you're from,

who you love or who you worship, we all belong. The world is more beautiful the more you accept."

Dove also came up with a very interesting campaign, called "Choose beautiful". The brand has reinforced the power and importance of women in society, in the work environment and in life as a whole, throughout the years.

The campaign was shot at five different cities worldwide – San Francisco, Shanghai, Delhi, London and São Paulo – to explore how different cultures influence women's decisions on their beauty, to then encourage them to always make more positive decisions. Women were given the option to enter a building through either one of two doors: one labelled "beautiful," the other "average", and most women chose the "average" door. Women all over the world are not feeling confident in their own beauty, and this campaign shows how discouraging the numbers are: 61% in the US, 86% in China, 56% in India (where almost all women agreed that every woman has something beautiful, though they generally do not have such perception of themselves), remarkable 96% in the UK and 72% in Brazil.

Dove argues that each woman has her own beauty, despite being influenced by what society has to say about her. Aside from reinforcing that all women can feel beautiful the campaign reflects the brand's position, how it sees its consumers, and which are its business values.



POINT OF VIEW:

According to the Paul Ekman, "Empathy is the most positively disruptive force on the planet – falling behind love only³⁶".

It is up to us to develop this skill in our personal lives and to live up to client expectations, delivering not only what clients want and need, but also something that exceeds whatever clients are looking for.

36. Available in:
"The roots of empathy
and of compassion";
Paul Ekman

USING HUMOR TO CRITICIZE

The growing use of social media has led marketing professionals to use humour as an essential tool for brands to communicate with consumers.

In order to ensure greater engagement, companies resort to humour to manage social media, which is rather effective, especially because it attracts consumer attention more easily.

Present in several posts that go viral, humour "is the human ability to cause laughter at the sake of one's limitations... it is joy, modesty and happiness", and can easily be found in viral marketing.

Humour used as a marketing strategy has caused creativity in the digital era to give rise to the memes, which affect and connect with the audience in a unique and laid-back fashion.



By Camila Neves,
Global Modeling Unit, Analyst

MEMES AND THE FUTURE.

Originally a Greek term standing for imitation, British biologist Richard Dawkins coined the term “meme” in his 1976 book entitled “The Selfish Gene”. Dawkins defined “meme”, in the book, as the unit of cultural information capable of being spread and multiplying among individuals, similar to a gene, which also spreads.

Thanks to their great humour, memes have played a material role in brand communication and connection with consumers. Memes have changed since brands realized the importance of the tool and how it can be used to entertain and amuse the audience. Once media professionals realized the cultural expression could be used for advertising purposes to put brands in the spotlight, especially considering the creative realm the internet has to offer, memes have been increasingly used for product promotion.

Considering this type of communication is able to target a high number of people, brands have invested in this language as a strategy to interact with their target audiences and become successful.

As such, in order to ensure visibility and acceptance of the audience, brands must offer attractive content the audience is likely to be associate with.

USING MEMES ON BEHALF OF A BRAND.

The speed at which memes can go viral, either by phrases, hashtags, images or others, is a great engagement opportunity for a given product in the market.

Brands look for any issues that are on the rise in order to obtain higher engagement, thus connecting the brand to the audience.

It is necessary to have the following essential issues in mind in order to profit from the opportunity of using memes on company's behalf and avoid failures:

- Understand the brand profile and purpose;
- Study and understand the demographics. It is important to understand the audience at which certain ads are targeted;
- Having a context that fits the strategy;
- Transmitting the message in an intelligent fashion; and
- Right timing – in other words, it takes doing things at the right time.

Mistakes and the poor use of memes do happen – that is precisely why it is necessary to pay attention to all the aforementioned issues.

MEMES AND ADVERTISING.

Home appliances company Brastemp has recently launched the “In Honor of Brastemp” film – after several requests on the company's page over a shorter version to be broadcast on TV.

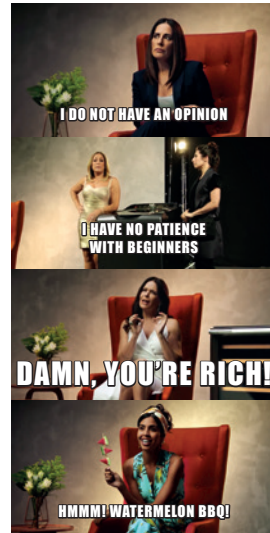
Brastemp launched the film to promote its new product line. The ad was inspired on its famous “couch ad”, in which frustrated consumers vented out, seated on their couches, for not having products “as good as a Brastemp”.

The brand used a very fun and creative way to bring back Wandu Doratiotto and Arthur Kohl, actors who starred in the original campaign. The new ad features the actors complaining, for they were not included in the highly selective list of memes of the campaign.



The ad also included actresses Gloria Pires, Susana Vieira, Carolina Ferraz and TV host Bela Gil to give life to current frustrations. Each artist voiced her own famous line, which had already turned into hit memes.

The brand achieved great repercussion thanks to how creatively united the nostalgia of its past campaigns to current language, using the memes.



BATTLE OF THE BRANDS.



The use of irony and criticism reflected based on the memes can also place focus on the intense dispute for market share and share of mind. Such competition between brands is highly beneficial; however, it may occasionally bring them closer to consumers, who get caught up in the dispute.

2016 was marked by the polemical dispute between brands for public preference online. In this case, businesses resorted to the social media and even cleaning products profited from the opportunity to join the marketing battle.



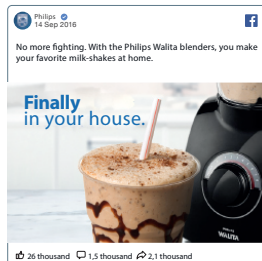
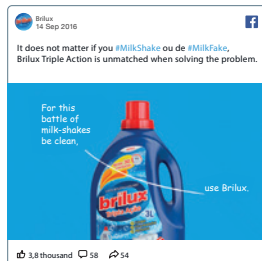
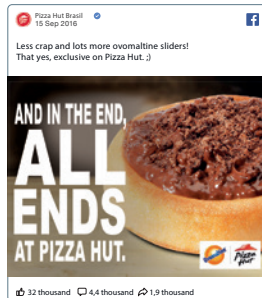
It all began when McDonald's promoted the release of the ovomaltine milk-shake (the product used to be sold by competitor Bob's), using #FinallyAtMac.

Bob's reacted in its official shake, having texted, "those who know real taste don't drink MilkFake".

Other brands used the right timing to promote themselves, as the discussion gained momentum. The first one was fast-food chain Giraffas, which used the company's symbol, the giraffe, wearing sunglasses at the best "Turn Down For What" style, to remind consumers about the different milk-shake flavours that are part of its menu.

Burger King posted that it not only has the milk-shake with a special crunchy ingredient, but also grilled hamburgers (thus profiting from the opportunity to praise its product's competitive edge). Pizza Hut was next, posting that, "everything ends up in Pizza Hut", referring to its sweet ovomaltine pizza.

Brands from other segments also realized they could benefit from the engagement caused by the dispute. Philips posted an ad claiming that everyone's favourite milk-shakes can be made at home – thanks to its appliances. To end the battle, liquid detergent Brilux asked the fast-food chains to take on a "clean" battle, having said: "only Brilux can guarantee a clean milk-shake battle":





POINT OF VIEW:

There is no novelty for the marketing world, both in the provocation and in the use of memes in a critical tone. Brands should nevertheless be careful not to create the inverse effect when resorting to comparative ads.

Battles of brands and advertising using memes reveal that it is essential to use an efficient strategy in the social media, for they make it easier for people to engage with the brands.

Thanks to these examples, it is clear that humour has the power to trigger curiosity, in general, as well as to achieve a significant number of people, representing an interesting strategy for investment purposes. It is nevertheless necessary to plan and study the process for the brand's main purpose to be achieved.

- <https://veja.abril.com.br/blog/virou-viral-brastemp-ressuscita-campanha-antologica-e-viraliza>
- <http://adnews.com.br/publicidade/filme-da-brastemp-com-memes-bomba-na-web-e-muda-estrategia-de-campanha.html>
- https://www.em.com.br/app/noticia/economia/2016/09/15/internas_economia,804545/guerra-do-milk-shake-marcas-disputam-preferencia-do-publico-na-inte.shtml

BRAND/CONSUMER RELATIONSHIP IN SOCIAL MEDIA

One of the greatest challenges brands face is to ensure the establishment of a stronger connection with consumers, and for such connection to remain long after the purchase of a given product.

Companies are delivering products that cater to consumers' needs, and it is nevertheless increasingly easier to switch from one brand to the next, and still be happy. So how exactly can brands manage to stand out in such a competitive market? How can brands get closer to consumers?

One of the answers lies in the brand-consumer relationship, which requires companies to treat consumers first and foremost as people who are close to the brand, and not just as mere purchasers.

Such paradigm shift is taking place more intensely in the social media, where consumers get to express how they feel in relation to products or services, often leading companies to rethink their focus.



By Talita Leardini,
Global Modeling Unit, Analyst

ENGAGEMENT IS THE "MOT DU JOUR".

It is precisely how companies are trying to retain their clients.



Once upon a time, there was a princess who lived on the highest tower of an unreachable castle...

A few years ago, the companies' relationship with consumers was not access-based: people simply remained dissatisfied with the brands or switched to others. Companies were much like princesses living on towers, the *raison d'être* behind the eternal pursuit of the consumers, who unsuccessfully tried to climb up the relationship, in a metaphor of the good product and brand proximity relationship.

Consumers could access companies via client services and call centres that rarely produced any effects through their toll-free numbers. Consumers had no voice or material opinion – it was too hard, and it took too much time to complain, so people would simply give up.

Companies used to spend fortunes on surveys to understand shoppers and would close the most direct contact they had, instead of using both sources of information to better understand the market status. Communication evolved with time and new sites such as Reclame AQUÍ (whose sole purpose is to offer a

platform for clients to express their complaints and measure general satisfaction with companies and products) and immediate answers provided online became the new approach.

WHAT TRIGGERED THE COMPANIES' BEHAVIOURAL CHANGE?

Change was brought forth by the easiness of having access to the world in the palm of one's hands, at any time. In the information era, millennials simply are used to being heard.

Technological breakthroughs and the possibility of being connected to everyone and everything have triggered companies to shift previously unattainable paradigms. Companies have tapped into the need to be closer to, more available for and present in their clients' lives.

Bad publicity or information spreads quite easily and may ruin the reputation a brand has fought so hard to achieve. The market really started paying attention to this phenomenon, and companies began perceiving clients no longer as mere consumers, but as people who must be heard and have their opinions and complaints acknowledged.

Social media is part of people's daily lives and activities; in order to become a part of this new world, brands have opened new fronts and have had to rethink and restructure themselves at unprecedented speed. Those that have failed to do so have fallen to brands that tapped into this long-term trend.

HOW DOES THIS RELATIONSHIP WORK?

Companies are all over social media, and there is practically no brand that does not have official pages on Facebook, Google Plus, YouTube, Twitter and Instagram, which are the most often used platforms. According to the 2017 Social Media Trends survey, 92,1% of the companies are in the social media.

All it takes is a spontaneous Facebook comment or a direct message on Instagram for brands to know everything consumers are thinking, or to solve any problems or incidents.

If someone has any doubts or complaints, all it takes is a social media message or post to quickly receive an answer – or at least this is how things should work. Being aware of such power, consumers no longer resort to customer services or toll-free numbers as they used to. It is key to pay attention and reply to any negative comments or posts, for they may be considered by future customers or damage the company's image with current clients. Still according to the 2017 Social Media Trends 2017 survey, the main benefits of social media, according to companies, are: to promote the brand (77,4%), engage the audience (63,2%), increase blog/site traffic (50,3%), expand sales and number of clients (48,5%).

Nevertheless, such relationship is not only based on complaints. Thanks to these tools, brands receive much faster feedback on advertising campaigns, reaching an audience that is more directly connected to its market niche than with general campaigns.

People get to complain, provide feedback on advertising campaigns and also ask for help in order to get to know a product better. But what is the companies' main focus? Engagement, or the establishment of a close relationship, involvement, comments, mobilization and loyalty on behalf of the brand.

WHY IS ENGAGEMENT SO IMPORTANT?

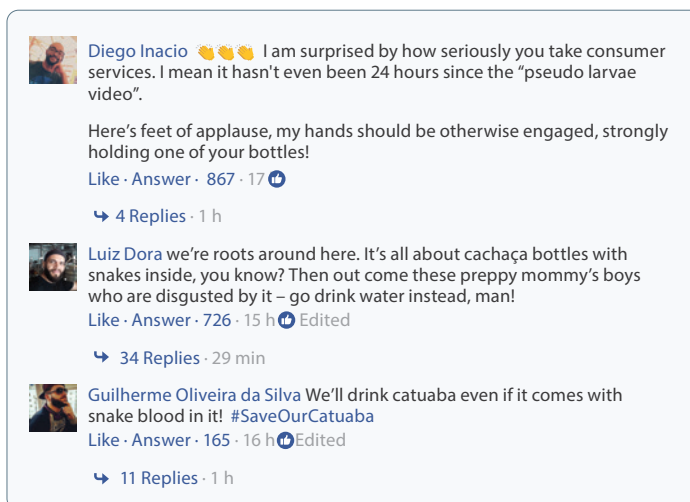
Because it enables the person to always be in contact with the brand, speaking to and being encouraged by it, thereby increasing income and having a growing number of faithful customers. People become fans of the brand whenever engagement is intense, as well as a likely advocate and regular shopper.

Aside from achieving their market purpose, digital advertising pieces multiply themselves; all these changes have also caused changes to the way things are done. Brands are promoting their

products not only via commercials and internet ads, but also by using digital influences, who are nothing other than people using the social media to share a given content, using its channels for brand-sponsored posts.

Brands have even resorted to humour to increase engagement, with very positive results – including memes (used to describe the concept of an image, videos, GIFs, and/or anything related to humour, which goes viral). An excellent example of such technique is how Netflix operates. The brand answers all of its users’ comments in a fun way, which frequently causes a content to go viral, attracting more consumers and maintaining an enviable level of brand engagement. Maintaining engagement means retaining customers.

An example of such behaviour is the recent case of Brazilian liquor Catuaba Selvagem. A youtuber thought he had found larvae in his drink and said he would never buy the product again – the video went viral in a matter of minutes. Despite the challenging scenario, which could have very easily turned into a huge fiasco, the company managed to turn the tables by inviting the youtuber to visit their plant and actually publishing content on how the product is made on Facebook – thereby proving that the remains of one of the ingredients included in its formula had actually been mistaken for larvae. The company handled the situation so skilfully that several consumers were impressed by the company’s attitude, having transformed something that was possibly negative into positive conversion and substantial interaction with the brand.



The image shows a screenshot of three Facebook comments. Each comment includes a profile picture, the user's name, the text of the comment, and engagement metrics (likes, answers, replies, and time).

Diego Inacio 🙌🙌🙌 I am surprised by how seriously you take consumer services. I mean it hasn't even been 24 hours since the "pseudo larvae video".
Here's feet of applause, my hands should be otherwise engaged, strongly holding one of your bottles!
Like · Answer · 867 · 17 🗨️
↳ 4 Replies · 1 h

Luiz Dora we're roots around here. It's all about cachaça bottles with snakes inside, you know? Then out come these preppy mommy's boys who are disgusted by it – go drink water instead, man!
Like · Answer · 726 · 15 h 🗨️ Edited

↳ 34 Replies · 29 min

Guilherme Oliveira da Silva We'll drink catuaba even if it comes with snake blood in it! #SaveOurCatuaba
Like · Answer · 165 · 16 h 🗨️ Edited

↳ 11 Replies · 1 h



POINT OF VIEW:

FUTURE TRENDS

Interaction is likely to grow in the digital world, as well as to constantly change. New teams are being set up to cater to such needs, and courses are being offered to address this avalanche of information and connections.

However, because everything is so new, there are no right and wrong definitions, but an accumulation of experiences in this increasingly short-term world, which is closer to people and their thoughts and feelings, with respect to brands and companies.

INSTAGRAM'S POWER TO LEVERAGE A BRAND: A NEW APPROACH ON ADVERTISING

Over 700 million people worldwide use Instagram nowadays, three times the number of monthly actual active Facebook users. Moreover, over 400 million people are on Instagram every day, and over 250 million people use Instagram Stories on a daily basis. It is the fastest growing platform among millennials looking for inspiration by the means of essentially visual content.

Such an avalanche of data is a tool companies may use to determine strategies and develop businesses, create relationships and design brand identity. This set of activities whose purpose is to promote products or brands using digital media is referred to as digital marketing.

One of the advantages of the online environment, when compared to the offline channels, is interaction available with the audience. Such a connection is primarily focused on the experience consumers have with the brand, interacting with it, providing opinions and recommendations/referrals, which in turn leads to consumer engagement. Nowadays, it is key for a brand to invest in digital media in order to guarantee its place in the market.



By Bruna Cordeiro,
Global Modeling Unit, Senior Analyst

PLATFORMS' POWER.

Instagram claims over two million advertisers worldwide use the platform to share their stories and generate commercial results – 60% of the people have confirmed they discover new products on Instagram. The platform has affected the advertising market. “Considering this scenario, Instagram is the only platform that offers brands the perfect means to build its storytelling in a creative and visual fashion”, Instagram explains.

According to a Klear survey, the most active industries on Instagram Stories are the fitness, fashion, retail, technology, airline, auto, travel and food and beverages industries. Brands such as McDonald's, IBM and Mercedes-Benz are examples of large players managing to explore Instagram Stories to their benefit.

Today, small and medium businesses invest in the platform to promote their brands. Business periodical "Pequenas Empresas & Grandes Negócios" interviewed entrepreneurs that participated in an Instagram-organized event, "InstaMarket", in October 2017, to share digital strategies. Entrepreneur Natália Gori started her brand Orghaniq online, and uses Instagram to promote her business, posting pictures, content and hashtags related to the purposes of her business, increasing the number of her followers, likes and sales, with revenue of circa BRL 2,000/month.

THE CHANNELS TO WIN.

It is not only the small and medium-sized entrepreneurs who look to the platform to leverage their brands: traditional companies with strong and well-known brands are also reaching out to Instagram for advertising purposes, thus increasing their business strategies. According to Instagram, over 1.300 large players have an Instagram account. Nike is the most famous brand, with over 79 million followers.

Instagram also claims the platform's interaction level is 15 times greater than Facebook, even though Facebook has greater reach, interaction guarantees a more effective engagement

level. Nowadays, 80% of its users follow a commercial page on Instagram, which means that brands are welcome on the platform. As such, businesses have increasingly invested in the platform to promote their marketing campaigns, as is the case of GoPro, whose Instagram account includes pictures shared by its consumers.

In 2016, Lay's launched the "Lay's Flavor Swap" campaign on Instagram Stories, whose purpose was to increase offline sales at lower print costs. As a result, Lay's recorded a 5% growth in reach, and decreased its print costs by 3%. Sales increased by 5%, when compared to Facebook data.

Skol was the first brand in Brazil to test Instagram Stories in order to innovate its storytelling and reinforce its brand perception as the "Summer and Carnival beer". Its 2017 campaign, "Think Skol in Carnival", had a 29-percentage point gain in ad memory and 3 points growth in top of mind awareness.

In turn, Inovathi, Brazilian multi-brand bags, luggage and travel gear business, wanted to increase its sales during consumer week. On March 14 and 15, 2018, the company launched its "Product Battle" ad on Instagram Stories, in which the most voted items would be sold at a 20% on its e-store. As a result, the site gained 80% traffic via Instagram and conversion increased by 31% - in addition to the 73% growth in sales and 25% in the number of orders placed.

Brazilian airline Gol also wanted to promote the brand and increase its association as official carrier of the Brazilian soccer team. It designed an Instagram Stories to give out tickets to Russia's World Cup.

THE VOICE OF THE INFLUENCERS.

Digital influencers also play a big role in Instagram advertising. Fitness guru Gabriela Pugliesi, one of Brazil's leading digital influencers, showcases her routine and fitness habits on her Instagram profile to her over three million followers. Brands such as Trident, Cia Marítima, Avianca and Vapza, for instance, use her services to promote their products and/or services.

Nowadays, this new vertical format used to produce shorter videos has also gained space in the mobile environment. Brands are starting to explore it to ensure a new storyline for their campaigns. Instagram stands out in this context with its Stories format, and it is thanks to it that companies are working on and finding new means to improve their advertising.



POINT OF VIEW:

In short, Instagram is a platform with millions of data available to be developed. Monitoring social media provides for the identification of the most active and engaged profiles, the most commonly used hashtags, content that attracts more followers, number or mentions on a given subject, and level of user interaction. This type of information may be used as strategies in all sorts of different business models, for instance, to identify digital influencers capable of leveraging a brand, ranging from knowledge, to consideration and converting in sales.

FROM À LA CARTE TO SELF-SERVICE: THE CHANGE IN CONTENT CONSUMPTION AFFECT BRAND COMMUNICATION?



By Alessandro Alves,
Global Modeling Unit, Director

THE BATTLE OF ATTENTION.

In the past, there were quite few options of TV content to be consumed. Viewers were “obliged” to watch shows at the hours determined by the TV networks – the world was rather static.

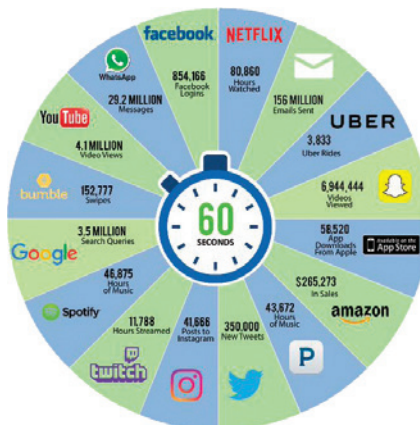
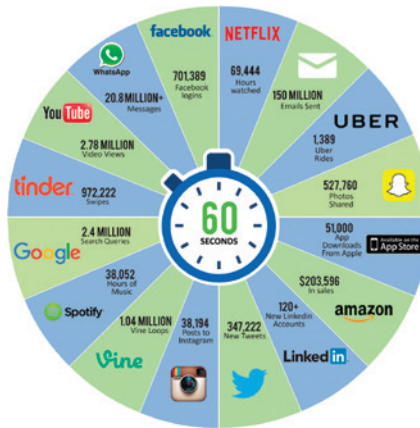
Nowadays, consumers are no longer only viewers and have become the director of their own content programming, choosing what to watch, in which platform, and when to watch a given content. Kids today are unaware of the notion of programming grid – after all, they create their own grid using platforms such as YouTube and Netflix.

In recent years, the growth of the streaming technology in Brazil has occurred thanks to the improvement of internet connections. Streaming technology is a form of immediate transfer of audio and video data online. Thanks to the service, it is possible to

watch films or to listen to music without necessarily downloading the content, rendering access faster.

According to a Google survey, the average number of hours Brazilians spend streaming video on a weekly basis has increased 90,1% in three years. This means that in 2014, the weekly average was of 8,1 hours, having jumped to 15,4 hours in 2017. For the sake of comparison, content consumption on broadcast and cable TV has increased from 21,9 to 22,6 weekly hours.

In 2017, Netflix CEO Reed Hastings made a rather bold prediction: "In 10 or 20 years, 90% all of television will be on the internet". Company Cumulus Media conducted a survey and created infographics on things happening online in one minute. The brief comparison between the years of 2016 and 2017 offers an idea on how platforms such as YouTube and Netflix have become increasingly relevant.



Such changes in the consumption of TV content has required brands to adapt communication with their consumers.

When it comes to subscription-based TV content (or streaming, in Netflix's case), traditional advertising (former ads or commercials) no longer exist; in other words, brands have to position themselves more subtly, within the shows themselves, via product placement.

Product placement is the inclusion of 'brands' (brand communication) in entertainment content, as if they were part of the show (playing the role of supporting actors). Such placements may occur either to reinforce a brand's name, or to launch a new product.

Who can forget Wilson, Tom Hanks inseparable friend in "Cast Away"?



And how about the futuristic sneakers worn by Marty McFly, in "Back to the Future"?



Product Placement is not only used in films, but also in series – Samsung placed one of its new tablets in "House of Cards", showcasing its many uses in a professional environment.



The increase in product placement in series, films, and other TV shows is in line with the decreasing investments made in traditional ads. Aside from not being intrusive advertising, product placement allows for brands to promote themselves without affecting the show's storyline, and also offers new possibilities for characters to explore. In addition to such advantages, this communication modality increases consumer engagement with the brand and generates more mouth-to-mouth propaganda in the social media.

CONNECTOGRAPHY AND STRATEGISTS.

Product placement aside, it is important to bear in mind that the world is highly connected nowadays. According to geopolitics futurist Parag Khanna, the world of mega-cities, supply chains and connecting technologies will redesign the world map far beyond countries and borders and will redefine the concept of "connectography". Connectivity is the means we have to optimize distribution of people and resources worldwide. It is how humanity will become more than the sum of its parts.

Social media has also changed how people relate with the world. In the past, we used to receive brand information from media vehicles and from information shared by our close friends;

in other words, we used to be passive information receivers. Consumers nowadays are also trendsetters (thanks to the use of Twitter, Facebook or by merely interacting with company pages, for instance), having a much broader reach and using all types of media to make decisions on the products available.

Several companies have invested in advertising on social media, though it is important to distinguish the type of advertising used in each vehicle: after all, understanding the audience and the specificity of each vehicle allow brands to reach consumers more effectively. Failing to adjust to the specificity of each social media platform may result in negative effects for the brand.

Likewise, it is very important to work on the frequency at which ads are published in different media, and its respective target. Ads inserted several times for a same audience that is not interested in a given brand may translate in substantial losses for the brand.

YouTube has also become a strong ally for brands willing to bet in alternative media. Aside from the traditional advertising video, YouTube offers banners and text ads. In this case, the trade-off is to communicate efficiently, without causing the consumer to lose desire for a brand because it has become an obstacle to a given video/show.

The internet will not kill television, as has once been said, but it will definitively change how people consume content. “You can think of TV, in a not so distant future, as a huge iPad hung on your wall”, said Reed Hastings to Brazilian magazine EXAME.

Swedish company Ericsson has recently performed a survey with 23.000 people in 23 countries, Brazil included, which revealed that 75% of the respondents watch some form of video on-demand content, name given to content available on services such as Netflix and YouTube, several days a week. Such a number is slightly below the 77% who claim to watch broadcast or cable TV more than once a week.

A recent survey conducted by research company comScore reveals that in the U.S. market, millennials – the generation between teen years and early thirties – spend one-third of the time dedicated to TV watching their favourite shows on computers, tablets or smartphones.

“(The) Traditional TV audience is getting older in the US”, says Brad Adgate, of consulting company Horizon Media. “A few years ago, the average age range was of early 40s, and now it is 50s. Younger people are on other platforms”. Considering the US generally sets the tone on the trends that will soon become reality in other countries, it is not possible to ignore what is happening in the US TV industry.

Reed Hastings has very few doubts as to the scope of the changes that are coming our way: “Broadcast TV was a good idea. It’s kind of like the horse, you know, the horse was good until we had the car. The TV era we know began in the 1930s and it will probably last until 2030”. Then we will be in the on-demand content era.

THE SECRET: TO PROFILE THE VERSATILITY.

In addition to social media and product placement, text messaging tools (such as SMS and WhatsApp) have also gradually taken up the role of telemarketers for brands.

Business venues increasingly establish each client’s purchase profile and contact consumers not with a tailor-made offer, but with one that is likely to match the respective profile. Such platforms also bring consumers closer to brands, and have become a fast, easy and available communication channel.

“The digital world creates new complexities”, says Brad Adgate, of consulting company Horizon Media. Brands, however, must adjust to this new reality, for the media consumer is now in charge. Though the online video advertising market is growing, we still have not seen the substantial impact thereof on the revenue of leading networks”, says Paul Zwillenberg, of Boston Consulting Group, specialized on digital media.

In other words, advertising money still has not followed the audience’s digital migration.

There will certainly be new communication platforms in the future, increasingly more concerned in making the right content for the right target, in addition to the growing concern in dealing with consumer issues, as fast as possible.

What truly matters is for brands to follow such communication expansion and leading trends relative to consumer groups of all ages. It is necessary to bear in mind that the current generation is way past the first videogame phases, though their parents are still reading the game's instruction manuals.

TO BE OR NOT TO BE? HOW DO YOU PERSONIFY A BRAND?

Authentic people are consistent. They are true to their values and to their own “ways”. Followers will certainly feel it if brands change the subject or change personality according to the audience or a given situation – and faith in the brand will be gone.

The authenticity new consumers are looking for in brands must be especially reflected in the creation of its products. Even if the supply chain does not have enough room for innovation, it is possible to think outside the box and create something unique.

Brand empowerment comes from the co-creation of new products, including the presence of the end consumer and the brand. In so doing, brands will stand out as authentic and true to what consumers think of them.

Definitely, “authenticity” is the new empowerment for brands.



**By Thiago Ramos
and Bianca Lima,**
Global Modeling Unit,
Manager and Senior Analyst

WHAT DOES A BRAND MEAN TO YOU? DOES THE USE OF A BRAND REPRESENT THE PERSON WHO IS WEARING OR USING THE PRODUCT?

We tend to refer to people we easily recognize and manage to distinguish from the rest as “people with a strong personality”. Having a strong personality means having clear opinions and standing out from the crowd –for precisely this reason it is very useful for brands. We have to understand the human side of the relationship built between brands and people. Have you noticed the personality of a brand is connected to human characteristics – sincere, honest, fun, innovative, competent, sophisticated – as if they were treated as people. Hence, there is a closer relationship between brands and consumers.

In general, a solid brand, with a strong personality, resists the effects of time, thus creating an illusion of longevity. Establishing this type of link distinguishes one brand from the others and benefits the more effective presence of the brand in the consumer’s mind, helping to establish brand loyalty. On the other hand, a brand without a personality has a very hard time developing a relationship with the client, for it does not trigger any interest or affection, and therefore does not motivate the purchase.

Brands with a strong personality are seldom copied, for they work as a stimulating factor of purchase choice. They benefit from the development of attributes that support their own promotion in the market. The consumer uses the brand to express his/her own personality and should therefore consume only those that manifest his/her characteristics.

It is a known fact that no brand is launched in the market without a high and defined share. The personality of a brand is the result of strategic planning, and its positioning must be clearly defined in order to have a competitive edge.

Now that all prior clarifications have been made, it is worth reflecting on what the world’s three leading brands today represent, to then apply the same exercise to them:

- Nike: the brand that takes you anywhere, that helps you overcome your limits, keep walking and become an athlete irrespective of your looks or sports skills;
- Apple: when you think of Apple, you think about a vision of the future, something that is truly innovative and avant-garde. It also represents elegant and upscale design;
- Coca-Cola: the brand exhales freshness and unique flavor, so much so that even living in times in which we are all looking for more healthy options, the brand is still a global leader when it comes to non-alcoholic beverages;

In view of these characteristics, it is clear that each brand has its own personality and stands out in one way or another, which is likely due to the relationship established between people and the brand. This is so because people do not establish connections to companies, but to people. The more your brand behaves like a person, the faster you connect and speak to more audiences.

Another interesting point is that your followers will count on you and trust you. This close and familiar relationship generates trust. As brands gain trust using advertising or by supporting events, they become increasingly visible and present in people's daily lives. Any brand needs to stand out in the crowd, and that takes having an interesting, alluring and unique personality.

Consumers no longer behave the same, and, as such, brands need to understand and deal with the audience differently. In turn, consumers are ever the more in tune with social media, which means that each person's experience can often be used to leverage or bring down a brand. An unpleasant or bad client experience help a brand skyrocket or plunge.

A good example of this last topic is Netflix, which resorts to a warmer, more mellow approach to customer services. In a given situation, a client used very specific "Star Trek" terms and the tuned-in employee continued the conversation, as can be seen below:

Netflix Customer Service		✕
You are now chatting with: Michael		
You		16 minutes ago
Hi		
You		16 minutes ago
I have a problem to report		
Netflix	Michael	16 minutes ago
This is Cpt. Mike of the good ship Netflix, which member of the crew am I speaking with today?		
You		16 minutes ago
Greetings, Captain. Lt. Norm here		
You		15 minutes ago
Engineering has a problem to report		
Netflix	Michael	15 minutes ago
LT, what seems to be the problem?		
You		15 minutes ago
Visual displays are erratic, sir		
You		14 minutes ago
Season 5, episode 13 of Parks and Recreation is behaving oddly		
Netflix	Michael	14 minutes ago
How so LT?		
You		14 minutes ago
At 54 minutes of operation		
You		14 minutes ago
roughly		
You		14 minutes ago
the visual creates a temporal loop		
You		14 minutes ago
and nearly 3 seconds of footage repeats over and over again		
You		13 minutes ago
Our ship seems to be immune to the effect, as our lives are not actually repeating over and over		

IS THE SOCIAL MEDIA A REAL BOOSTER?

Brands also appeal to social media to promote their products – an interesting option, depending what is to be showcased, for it is an easy and fast way to communicate with specific audiences.



For instance, Volkswagen used Snapchat to launch the campaign for its Up!!Turbo model, targeted at a younger crowd.

This type of campaign is quite relevant, for companies can work on limited editions or far more tailor-made ads for a given audience, using the easiest channel available to reach such consumers and therefore establish a true connection with them.

Considering these examples, a brand needs to prove itself loyal to its convictions and to know how to talk with its audience in the best way possible in order to stand its ground. The proximity in the relationship between people and brands is capable of turning a brand into a reference, to the point where people can no longer disconnect it from a given characteristic. Until one brand becomes the leading reference for an entire category, as is the case of Cotonete, Gillette, Post-it and others.



A brand needs a personality, which eventually triggers engagement and leads people to identifying themselves with such brands. Then, they become essential for their category existence, as well as their ultimate target – to be part of people’s everyday lives.

HOW MUST BRANDS BEHAVE TO DRAW THE ATTENTION OF THE MILLENNIALS?

More than any other generation, millennials are likely to be loyal to a brand because of its personality. They are highly tuned in with the story the brand tells, as well as with the values it promotes. Millennials choose brands that tell inspiring stories, have ethical business conduct and somehow contribute to society. They are moving away from consolidated corporate brands and towards fresher, less acclaimed brands. It is less about logo and more about the product itself.

As they leave behind the practices established by large and well-known corporations, such brands may position themselves opposite to traditional players, promoting themselves as organizations offering public services or which focuses on offering a high-quality product at a lower price, in lieu of being a profit-oriented only company.



POINT OF VIEW:

Brands need to pay attention to their consumers. The use of the internet and social media may be key in this process, considering Brazil is among the leading users of internet and social media, ranking second in the number of Instagram users, with over 56 million people up to January 2018. Such figures account for a growth of almost 11% when compared to the number of users during the same period in 2017.

Facebook videos also translate into substantial engagement, according to the survey entitled “We are social”. Brazilians spend an average of nine hours online per day, which reveals that such channels are fertile grounds for brands to explore. The key nevertheless lies in the brands’ observation of their own characteristics.

Another trend when it comes to brand-consumer relationship is post-sales: social media helps establish a connection between consumers and the brand they use, and consumers tend to remain loyal to brands.

The abovementioned scenario reveals that traditional marketing, including magazine ads, radio spots, and TV ads has given way to inbound marketing (in which a company uses blogs, podcasts, video, e-Books, newsletters, whitepapers, etc. to promote itself), focused on online content and consumer experience.

An aerial photograph of a dense, green forest with a winding river or stream cutting through it. The river flows from the top left towards the bottom right, creating several meanders. The trees are a vibrant green, and the water is a dark, reflective blue. In the upper right corner, there are some power lines and a small clearing. The overall scene is lush and natural.

Movements & Insights

THE FUTURE OF WORK: REVOLUTION 4.0



By Priscilla Branco
Public Affairs, Specialist

As I was standing in line at a department store in São Paulo, I came across an innovation, which immediately triggered a certain feeling of surprise. Previously comprised exclusively of traditional cashier-staffed checkouts, the payment aisle now shared room with a few self-checkout machines (identical to the ones of the picture below).

The sudden surprise was not caused by the novelty in itself, for I had already used one of these machines abroad a few years ago. The thing is, since then, I just had not realized these modern self-checkout machines could once again be part of my life one day. The feeling of surprise soon gave room to certain questions: how many traditional cashiers are no longer employed because of the machines? Are cashiers doomed for good? What will it be like to live in a world in which machines do all of our work?





Though there is a huge gap between the first and the last question, this situation “triggered” deeper reflection, which is the subject matter hereof: the so-called Fourth Industrial Revolution, or Revolution 4.0.



REVOLUTION 4.0.

According to global economic organizations, such as the World Economic Forum and OECD (Organisation for Economic Co-operation and Development), it is clear that we are at the brink of a new Era, marked by the Fourth Industrial Revolution, whose definition may be summarized as the use of highly disruptive technologies with the potential to break with standards and previously established models. However, which signs prove such fact? Above all, how is Revolution 4.0 different from prior revolutions?

The advent of electronic and computer science affected not only several production industries, but especially the service industry, bringing forth deep changes to our lifestyle – let alone to how we communicate. Nowadays, distances are shorter, and time is unperceivable. This scenario gives the speed factor an unprecedented importance.

First Industrial Revolution (1760)	Second Industrial Revolution (1870)	Third Industrial Revolution (1969)	Fourth Industrial Revolution (today)
			
<p>Marked by the advent of the mechanical loom, and then of the steam engine. Handmade work was replaced for the first time, in which artisans dedicated themselves exclusively to the manufacturing of a same product.</p>	<p>Marked by the development of the chemical, electrical, steel and oil industry; historians deem it a continuation of the First Industrial Revolution, thereby being less disruptive.</p>	<p>Marked by the use of electronics in the industry, included the development of robotics, production of software and computers, transistors, electronic and radio circuits and chips.</p>	<p>Marked by the improvement of robotics and the rise of technologies such as Artificial Intelligence, 3-D printing, nanotechnology, internet of things, big data and biotechnology.</p>

The development of electronic and computer science enabled the rise of technologies deemed highly disruptive; in other words, with substantial ability to break with former production models. This means Artificial Intelligence, nanotechnology, biotechnology, among several others.

For instance, we use the term Artificial Intelligence whenever we want to say a machine (or a computer) is capable of “imitating” the cognitive functions of the human brain to learn and solve problems.

It is worth bearing in mind that the simulation of cognitive functions is performed at the speed and with the data processing capacity of a machine – therefore, with possibly far more impactful results than that of the human brain. So much so that scientists of different fields are still debating the consequences of the use of Artificial Intelligence in different contexts in life – especially scientists working on ethics-related issues.

Parallel to the scientific debate, artificial intelligence has been used in several contexts and it is likely to continue to spread.

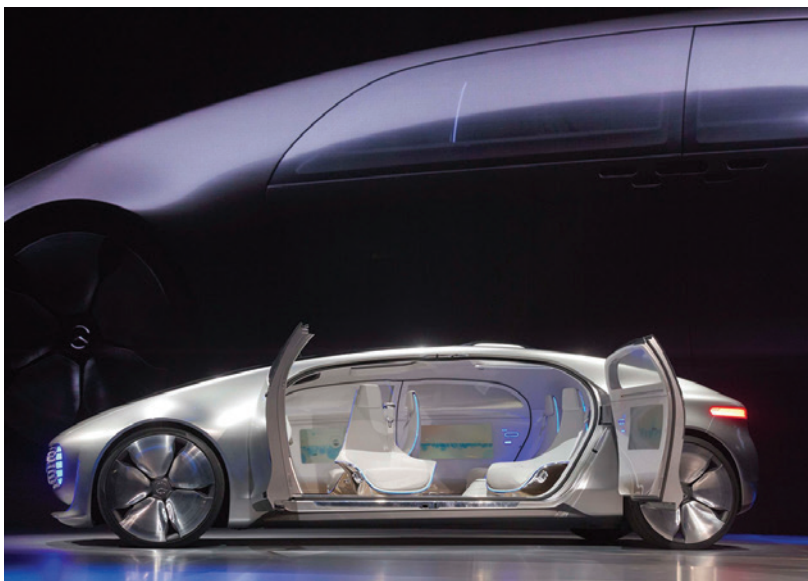
Whenever we use iPhone’s assistant, Siri, we are interacting with Artificial Intelligence; much like when we tag a friend, acquaintance or family member on a social media picture via face recognition, when we use drones, disease tracking software, apps to buy airline tickets, loan and credit extension programs, etc.

All these examples – and many more – are already present in the daily lives of many people.

Beyond such everyday examples, companies such as Google and Tesla are investing in autonomous cars. Specialists argue that in less than two decades, driverless cars will be part of our reality (at least in the United States and in parts of the Europe). This will completely change not only how we move around in cities and to different places, but also an entire chain of people, services and products that is currently connected to the traditional auto industry: parking lots, drivers, real estate (who will need garages?), the auto parts industry³⁷, the chemical and oil industry, in addition to the very re-signification of the

37. There are researchers who believe that standalone cars will be lighter and simpler and therefore have fewer parts. In addition, enhancing 3D printing can alter the manufacturing process and the delivery of critical automotive parts.

notion of property and ownership, and of the act of moving from one place to the other in the city. It is therefore clear how one event in one industry only – in this case, the auto industry – is capable of irreversibly affecting people's life: both for those deemed consumers, and for those who make their living in the transport industry.



Autonomous car. Source: Medium

Because we are still experiencing the transition phase, the social effects and economic consequences stemming from such new model are still designed based on projections. This means there is no absolute consensus on the impacts caused by the Fourth Industrial Revolution in all levels of life. Specialists nevertheless agree on one matter: changes to our lifestyle, in other words, to how we consume, connect with each other and produce, will be far deeper when compared to prior industrial revolutions that have occurred. According to the World Economic Forum, Revolution 4.0 “is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres”³⁸.

38. Available in: <https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/>. Accessed on: May, 2018.

IMPORTANCE OF INNOVATION FOR SOCIAL AND ECONOMIC DEVELOPMENT.

Before we speak of the possible impacts of Revolution 4.0 in the job market, it is worth recalling the leading role science, technology and innovation play in the economic development of any nation.

Investments in science and technology, but especially in innovation, have determined the economic dynamism³⁹ of the countries and their respective competitive edge. This is so because as has been previously mentioned, the Fourth Industrial Revolution is marked by the advent of highly disruptive technologies capable of deeply changing pre-existing productive processes.

To this end, countries that are able to make substantial investments to boost the production of knowledge in these areas, will not only stand out as leading global economic players, but, above all, will have greater chance of success in smoothening one of the most mind-boggling consequences of Revolution 4.0: the workforce automation process.

If investment in innovation is key to ensure economic competitiveness, Brazil is far from doing its job. According to Cornell University's and INSEAD's⁴⁰ global innovation list, in 2017, Brazil ranked 69th out of 127 surveyed nations, maintaining the same result of 2016. In other words, the country has stagnated. When compared to Latin America, we are behind countries whose economies are much smaller than ours, such as Costa Rica, Panama and Uruguay.

COUNTRY	POSITION
Switzerland	1°
Sweden	2°
Netherlands	3°
USA	4°
United Kingdom	5°
Denmark	6°

COUNTRY	POSITION
Singapore	7°
Finland	8°
Germany	9°
Ireland	10°
...	...
Brazil	69°

39. According to the sociologist Glauco Arbix.

40. Available in: <https://www.globalinnovationindex.org/>. Accessed on: May, 2018.

RANKING LATIN AMERICA AND THE CARIBBEAN (10+)			
COUNTRY	POSITION	COUNTRY	POSITION
Costa Rica	53°	Brazil	69°
Mexico	58°	Peru	70°
Panama	63°	Argentina	76°
Colombia	65°	Dominican Republic	79°
Uruguay	67°	Jamaica	84°

Though the need to invest in innovation seems obvious, in practice, we are far from obtaining any practical result, as is clear based on the ranking above. In a country like Brazil, in which the economy is still essentially commodities-based, the debate on investing in innovation, technology and science proves to be urgent. It is worth mentioning that the agribusiness industry is one of the highest investors in technology in Brazil, though such investment must be targeted at other industries, especially the high technology industry (such as microelectronics).

Above all, the other R&D fields, such as in education, natural, biological and human sciences, also call for greater investments, so that knowledge may be universally promoted in all its fields. This is the only way Brazil will be able to revert the current scenario of high dependency on primary products and follow a pathway similar to that taken by Japan, China and South Korea, mostly rural countries up to the 1970, and which nowadays are the leading exporters of technology products.

According to the State of São Paulo Research Support Foundation (FAPESP), the 2017 budget of the Ministry of Science, Technology and Communications, net of personnel expenses, was limited to BRL 3,2 billion, less than half of the 2014 budget⁴¹, calculated at BRL 7,3 billion. Still according to FAPESP, "the countries' corporate investments in R&D is of up to 3,5% of the GDP, whereas non-corporate investments, public investments included, rarely exceeds 1%". Such data reveals there is still room not only for government, but also for private investments.

Aside from ensuring Brazil's competitiveness in relation to the other global economies, investing in innovation helps leverage the qualification of professionals in general and create more

41. MARQUES, F. "Financing in Crisis". Revista FAPESP. Ed. 256. June 2017

opportunities, especially considering the accelerated process of work automation in the near future.

WORK 4.0.

Several entities, businessmen and managers of public policies worldwide are still debating the issue on the potential Revolution 4.0 has to end several types of professions. In fact, this concern is the leading issue in the campaign agenda of one of the presidential candidates for the 2020 US elections, Andrew Yang⁴². The Democrat advocates for the use of Universal Basic Income, or UBI, to ensure all Americans have basic income to guarantee access to goods and services, irrespective whether they work or not, in a future in which robots are likely to replace millions of job positions currently occupied by humans.

Additionally, countries such as Finland and the United States itself are paying for experiments to test the effectiveness and applicability of UBI. Finland's two-year pilot program will provide 560 euros a month (circa BRL 2.350,00) to randomly chosen citizens aged from 25 to 68 years. The benefit will be maintained even among those who manage to find a job during such period.

Despite the advance measures certain countries have taken to address the issue with the seriousness it deserves, projections made by entities and consulting companies worldwide, when it comes to the total loss of job positions are diverse and no consensus has been reached. In general, figures vary considerably from one institution to the other MIT's Technological Review has compiled all studies conducted on the matter, whose results are seen in the following chart.

It is necessary to think, seeing these figures, to the local specificities country by country: social and employers' charges, labour laws, social risks, financial interest to replace men by machines. We can imagine that in countries where workers or farmers do not cost anything, it is much more expensive to replace them with machines. On the other hand, the more expensive are the costs, the more interesting is to use intelligent and docile machines.

42. For more information: <https://www.yang2020.com/>

ESTIMATED JOBS AUTOMATION WILL EITHER CREATE OR DESTROY

Site Technological Review of MIT

WHEN	WHERE	JOBS DESTROYED	JOBS CREATED	INSTITUTION
2016	worldwide		900.000 to 1.500.000	Metra Martech
2018	USA	13.852.530*	3.078.340*	Forrester
2020	worldwide		1.000.000 to 2.000.000	Metra Martech
2020	worldwide	1.800.000	2.300.000	Gartner
2020	sample of 15 countries	7.100.000	2.000.000	World Economic Forum (WEF)
2021	worldwide		1.900.000 to 3.500.000	International Federation of Robotics
2021	USA	9.108.900*		Forrester
2022	worldwide	1.000.000.000		Thomas Frey
2025	USA	24.186.240*	13.604.760*	Forrester
2025	USA	3.400.000		ScienceAlert
2027	USA	24.700.000	14.900.000	Forrester
2030	worldwide	2.000.000.000		Thomas Frey
2030	worldwide	400.000.000 to 800.000.000	555.000.000 to 890.000.000	McKinsey
2030	USA	58.164.320*		PwC
2035	USA	80.000.000		Bank of England
2035	UK	15.000.000		Bank of England
No date	USA	13.594.320*		OECD
No date	UK	13.700.000		IPPR

According to the chart, it is quite clear certain institutions are optimistic with respect to the automation process, whilst others prove themselves to be more pessimistic. If there is no consensus on the situation of the job positions in the future, one thing is clear: the ongoing automation process will bring substantial changes to the job market. Based on a study performed by Frey and Osborne, Oxford University researchers, approximately 47% of the total jobs in the USA may be automated in the next twenty years.

The researchers have calculated the probability of automation of the 702 types of occupations existing in the United States, having classified such professions into three levels: low, medium and high, according to each one's probability of automation.

The model the researchers used has predicted that "most workers in transportation and logistics occupations, together with the bulk of office and administrative support workers, and labour in production occupations, are at risk"⁴³. Conclusive assessment also revealed the jeopardy of "a wide range of low-wage service occupations, where most US job growth has occurred over the past decades"⁴⁴.

Even if the study has investigated the effects of automation on the US job market, its findings may be used as grounds for reflection on the possible consequences of this new phase on the Brazilian economy. It is worth mentioning that despite the lack of Brazilian investment in infrastructure and scientific knowledge for the development of Revolution 4.0, hardware and software used to implement such technologies will be locally implemented, even if at a lower speed, when compared to the so-called developed countries.

Because they indicate an increase in the companies' profitability, high technology items are likely to take over the market in a few years – as was the case of the smartphones, which, in a very short period of time, became the main device Brazilians use to access the internet. In other words, Brazil will not be exempted or apart

43. FREY, C.; OSBORNE, M. "The Future of Employment: how susceptible are Jobs to computerisation?" Oxford University – September 17, 2013. p. 44.

44. Idem, *ibidem*.

from the aforementioned revolution in the work environment. Countries worldwide will certainly undergo the Fourth Industrial Revolution in different ways, and some will progress faster than others. How each country will prepare for this moment will define the success of the economic and social development of the upcoming decades. Still in the words of Frey and Osborne:

“Our model predicts a truncation in the current trend towards labour market polarization, with computerization being principally confined to low-skill and low-wage occupations. Our findings thus imply that as technology races ahead, low-skill workers will reallocate to tasks that are non-susceptible to computerization – i.e., tasks requiring creative and social intelligence. For workers to win the race, however, they will have to acquire creative and social skills”.

It is worth mentioning that such study is focused on identifying the occupations at risk and the probability of automation for each one; as such, it does not approach the possible creation of new occupations that currently do not exist. It is only natural for processes to be replaced during the course of the entire Industrial Revolution, since its beginning in England in the 18th century – it is a classic case of the old making room for the new. The social consequences thereof, however, are felt in different ways and at different levels of intensity by the different social layers of each society. How each society manages to adapt to such changes, allowing for more people to be part of the process and the gains arising therefrom, may ensure a better distribution of the available opportunities.



POINT OF VIEW:

The only thing we know for sure is that Revolution 4.0 is the revolution of knowledge: of the body, of space, of the mind. If science, education, research and innovation are not continuously encouraged, Brazil increasingly runs the risk of suffering the negative consequences of the new era, excluding most of its population from the relevant gains and scientific progresses. Such delay is only likely to further our already deep social gap.

THE FUTURE OF EDUCATION: HOW WILL THE SOCIETY WE ARE LOOKING FOR BE EDUCATED?

It is quite obvious that the education institutes have change drastically over the past few years. I can see it clear when I take my seven-year-old son to school and compare the facilities to what I used to see when I took my first steps in elementary school, also at age 7, in the eighties. The use of tools such as “sissy the snake” or “b and a, ba; b and e, be” is long gone in the process of learning to read – today’s kids are lucky.

Day in and day out, several schools seem to be undergoing new revolutions, whose purpose is to change education in the country. After all, according to the Ipsos Pulse Brazil survey, conducted in April 2018, 64% of the population believes education in Brazil is bad or terrible, and more than half believes it is not likely to improve in the next five years. Though education is not high up in the priorities for most people (ranking fifth after public health, safety, employment and anti-corruption efforts, respondent to the same survey), the issue gains substantial relevance for young people and those with a higher educational background.

Such revolutions consequently involve not only “how” to teach, but also “what” to teach, and even “when” or “where” to teach. At this point, it is necessary to reflect on the following: where is education headed? Who will be the citizen of the future, educated by ever-transforming schools?



By Luis Abimerhy,
Global Modeling Unit, Director

**THE WORLD WILL CHANGE MORE
IN THE NEXT 30 YEARS THAN IT
HAS IN THE PAST 30.**

It is a known fact that we have witnessed huge and fast transformations, paradigm changes and unthinkable developments in the past three to four decades. This has nothing to do with the internet alone, though a large part of such changes have to do with digitalization and technological breakthroughs, especially with respect to communication.

If one pays careful attention, it becomes clear that the speed of such breakthroughs has accelerated and continues to get faster. I can honestly claim that life in 2000 was much closer to life in 1990, than to life in 2010. And there are no signs of deceleration.

To this day, we are still surrounded by doctors, lawyers, secretaries, drivers, system analysts and hundreds of other professionals whose crafts we learnt with thanks to our parents or grandparents. I believe few of us have web designers, social media analysts and heads of innovation, among others, as the leading professions of our social media contacts at least compared to other more traditional careers. However, there are those who argue that most professions that will exist in 2030 have not even been “invented”. This makes sense if we believe change is happening at an unprecedented pace.

As such, it is easy to understand that traditional and (practically) fixed teaching methods, as was common practice up to the end of the twentieth century, has lost importance to a new approach, a new array of opportunities today's students will have in a few decades.

After all, schools and education institutions are generally companies designed not to be perishable, and, as such, must also adapt to new realities. The long-term success of students is key to ensure a long life for those institutions, whereby adaption is no longer a choice, but, first and foremost, a requirement.

GROUND-BREAKING SCHOOLS

LEAD THE WAY.

To me, back in the eighties, private elementary schools seemed largely focused on the so-called traditional education, also dubbed as “content-based”, in which content is presented by the teacher, the central figure in the classroom, which students must accept as the truth. Assessments were conducted from time to time to understand whether students absorbed and retained said content. Irrespective of a given school’s tradition, this was the most common approach. Few schools ventured into other lines or teaching styles; several elements were in fact modernized, such as early literacy techniques, but always within the more traditional approach to education. Recent years have nevertheless witnessed the rise of ground-breaking schools, bringing concepts of other pedagogical approaches to our daily lives, such as Piaget’s constructivism and the Montessori or Waldorf philosophies. Traditional methods are increasingly making way for all things new.

Finally, several institutions have understood that education has to be transformed, and, above all, to be transformative, in order to cater to this ever-changing world. Content is more available and easily accessible than ever – sometimes only a mouse click or a swipe away on a smartphone screen. As a result, content, the focus of traditional lectures, loses ground to “building” knowledge, to hypothesizing and problem solving. Classes now have the purpose of “teaching students how to learn”.

It is therefore key to acknowledge the new skills necessary for future professionals, which also feeds back the need to change educational institutions – and the corresponding investment in classes that are completely different from the traditional academic curriculum of past decades. Yoga or mindfulness, life skills or public speeches and pitches, logic and programming, in addition to business, are only some of the examples of subjects currently included in the curriculum of several schools, in order to build new skills for today’s students to become successful in the next ten years or so.

Preparing citizens, who are more aware of the ecosystem and the community, becomes a natural concern. After all, the purpose of schools goes beyond preparing our children for college entrance exams or the market, but for life. Classes such as gardening, home economy, music, theatre and even maker or do-it-yourself classes have been introduced (or reintroduced) in the curriculum – and not as electives, as they were once regarded.

UNLIKE WHAT HAPPENED IN THE PAST, EVEN TRADITIONAL SCHOOLS HAVE REACTED TO REQUIRED CHANGES.

The new school environment has gained momentum and is moving past being trendy or ground-breaking, towards becoming the accepted norm, including at the most traditional schools of Brazil's big cities. Bilingual education, for instance, has become a vital need for the new generation, which was not always taken into consideration by certain traditional schools.

Nevertheless, even in less obvious areas, it is possible to observe traditional schools migrating towards an approach I have referred to as the new standard. Working on new skills and preparing more conscious citizen, capable of adjusting to the natural changes both of the world and of society is high-up in the global agenda and is actually happening in many cases, furthering the establishment of a new educational profile in Brazil. Well... at least for those who have the available funds to enrol their children in private schools across the country.

HOW ABOUT THE PUBLIC SCHOOLS?

The current scenario brings forth a very important issue: according to the 2016 schools census, less than 20% of Brazilian schoolkids

are enrolled in private schools. What about the 80% of students who go to public schools? Are they being exposed to the same transformation in education we have addressed thus far? Will they manage to leave school ready for the new challenges, just as those graduating from private schools? Or is the gap between public and private schools' students likely to increase?

Unfortunately, it is very hard to believe that a broken state, in precarious economic conditions and without any focus in terms of investments in education, as is the case of the state of Rio de Janeiro (or even of the city of Rio de Janeiro), may have efficient teacher-training programs, or programs to improve school facilities and to update school curriculum, which levels up the entire public segment, irrespective if municipal or state, to the same standards of the average private schools.

Evidently, there are specific initiatives that contrast with the general scenario, which may be different in other Brazilian states, but it is very hard to believe it is anything close to positive.

In a country in which institutional efforts on education practically do not exist or suffer with several biases or from Brazil's systemic corruption, it is likely for the gap between public and private schools' students upon graduation to be even bigger in the future than it is now.

WHAT KIND OF CITIZENS

TODAY'S STUDENTS BECOME THIRTY

YEARS FROM NOW?

Well... If my generation, which was largely educated in a more traditional fashion, currently finds itself transitioning from analogic reality to an entirely digital world, it is easy to imagine that the horizon of choices of the new generation that is becoming acquainted with schools' desks, stools and chairs, and which will be exposed to a completely revolutionary approach to teaching (or, better yet, to learning), will be infinitely broader than that of the previous generations.

However, considering the technological revolution we are going through, which has even been dubbed as the Fourth Industrial Revolution, this is merely the basic requirement for smooth survival in this new world. Survival which enables us to navigate different seas, allowing us to live a more plural life, with greater chances of success, irrespective of one's choices, traditional or otherwise.

People will likely be more than one "thing", will have more than one type of profession in life in the near future – inconceivable in the relatively recent past. (Dignified) options were not only few in the past, but also, once chosen, it was forever – even without passion, the person were supposed to follow that path during his/her entire lifetime, in order to ensure prosperity.

It takes far more than simply absorbing content on core subjects related to the basics of a given career in order to be able to change, to make new choices after a certain point in their lives, to always navigate new seas. It takes knowing how to learn; after all, making changes requires constant study, learning and, why not, reinventing oneself.

WHAT WILL THESE CITIZENS BE LIKE AS CONSUMERS?

Open-minded people who have learned how to learn, and, above all, have been exposed to almost infinite amount of information on all sorts of different subjects, will at least be more critical and aware consumers, who are also more open to choices.

Does this mean they will be less loyal to brands? Not necessarily, but certainly more aware of the reasons that led them to choose their brand of car to their brand of toothpicks. Original, sustainability, footprint, social responsibility... all these elements are part of the assessment by most Brazilian consumers, though more critical buyers are likely to constitute a more empowered market, which is more critical and aware of its choices.

At this point, brands will have to work twice as hard not only to speak to their consumers, but also to justify their history so far.

HOW WILL SCHOOL SURVIVE?

Though originally coming from a more traditional approach to education, families nowadays are realizing the changes occurring in Brazil and abroad, and clearly see how traditional education is being challenged.

Likewise, the education sector has witnessed (and is likely to continue witnessing), the entry of large players in the market, frequently via the purchase of established schools or education groups, thus accelerating the institutions' transformation, generally including a deep review of values, methods and even of the broader objectives when it comes to preparing their students.

Of course, there are still issues or doubts as to a new approach to teaching. Nonetheless, when even the most traditional schools are starting to make changes and include characteristics of other pedagogical theories, reflecting on some of their most immutable notions and thereby effectively embracing (at their own pace, mind you) the ongoing revolution in education, it is clear that we have come to a point of no return.

Lucky those that have managed to adapt some of their traditional values, which may offer grounds for the schools they will become in the future, to values which reflect the people we will look up to as leaders of this country, thirty years from now. Schools that fail to transition, believing the former approach will manage to prepare citizens capable of facing the challenges of the upcoming decades, run the serious risk of no longer being around to prepare the generations to come.

Ipsos 2018 Pulse Brazil also reveals that the Brazilian educational system must, above all, prepare students for the market, to live in society and to the benefit of citizenship. As such, whenever we emphasize the increasingly fast speed at which change is taking place in the current world (which will be even faster in

the near future), schools must remain constantly aware of the new demands of future citizens and professionals, without disregarding the current demands of today's students and families. This balance may make the difference in choosing the school you would like to enrol your children in the next few years.

THE FUTURE OF COMPANIES: FUTURE OF TALENT RETENTION IN THE CORPORATE ENVIRONMENT



**By Eduardo Trevisan
and Juliana Tranjan,**
UU, Specialist and Junior Analyst

“You can do whatever you want, as long as you are happy!”, is the phrase that has generally been said to young people born in the previous decades.

They are children of the 1950s-1970s generation, which experienced several socio-political changes: of regimes, governments, currencies, and purchase power. Parents who raised their children according to individual values, but who shared the same sky that is currently placed as the new limit.

The last word of such promise echoes upon the new generation of professionals. Many are currently compelled to live under a new paradigm: happiness. We are living an era which results from the understanding of happiness as the central factor of human existence, rendering it the purpose that would guide life on the turn of the millennium. Though, at first, it seems noble to take happiness in such great regard, this approach has stemmed into several consequences.

THE NEW PARADIGM.

The greatest problem in establishing this new paradigm lies in the psychoanalytical vision on happiness, which, for, Freud, is an unattainable condition in itself. The purpose of the new generation of people joining the corporate environment has been imposed much like chasing after the horizon: it never gets closer, considering it only exists in reference to the place where one stands. This is precisely where the restlessness of the young workforce sprouts from – making the frailty of this new model quite clear.

The new generation faces a big dilemma in the pursuit of such fulfilment as the destination of several areas of their lives, including in the professional realm: the job market was not shaped to cater to the individual ideal of happiness. It was instead designed to segment tasks to ensure the optimal use of resources. On the one hand, companies were looking for people who could deliver on clearly defined multiple tasks and do so efficiently.

On the other, people aimed at financial stability and possibly a good retirement plan. In this environment, the structure revolved around the concrete things the company had to offer: better salaries, better benefits and better career opportunities.

Companies organized on such a mindset now find themselves taken by workers from a generation that has been raised with far more options in the lives, which are part of their pursuit of happiness, and especially of the construction of their identity.

They have been raised surrounded by a huge number of brands

offering the same products, thus ensuring the right to choose among thousands of different models of "being happy" - whether in the form of a pair of jeans or of a soft drink bottle.

They went to universities that increasingly offered a multidisciplinary approach to learning and look for new positions that are not limited to their academic choices.

They have been shaped in a reality that gradually moves away from imposing a linearity of the profile they are intended to be, towards accepting multiple desires and plans.

VERSATILITY AND MOVES.

It is not difficult to understand that amidst so many alternatives, change has become easier: the burden and social guilt arising out of change become increasingly lighter. In the eternal search for completeness in a generation that switches back and forth between stability and flow, change is oftentimes the only way out. Much like that clothing item that is no longer our style and can be changed for a new one, the company we no longer relate to can also be left behind.

This scenario gives colour to that which many nowadays understand as the pursuit of a purpose in corporate life. In a country in which retirement is increasingly far from the reality of the workforce, the new generations no longer believe it makes sense to separate the "work self" from the "personal self" - it is too much time wasted in waiting for the world to change. It is mandatory for professional endeavours to go beyond personal limits. No wonder the business coaching market has grown 30% in 2016 alone, in Brazil, according to the International Coach Federation. This scenario has shaken the foundations of a corporate world designed with finite purposes in itself – to sell a product, a service, an idea – and which has profited from the hardening of structures to ensure process efficiency.

Another factor that has contributed to the change of such structure was the rise of the social media in the web 3.0 era. The phenomenon has installed a panorama of two-way communication: people now

have the chance to ask questions and express their preference, or, above all, state all things they do not accept, in no event whatsoever. Now that they have a vehicle for their voice, they have become aware of the power they have as agents of change of structures once deemed rigid and immutable.

THE EGO AND THE STRUCTURES: HARMONY OR STRESS?

The action of such capacity falls on brands they consume, politicians they elect and the companies for which they work. We are witnesses to the process of pre-moulded and established notions becoming gradually unacceptable. The strengthening of individuals on the collective level influences the breakdown of large structures.

Being raised in this scenario has huge effects on how people deal with the work environment, whereby the culture experienced at the companies has an ever-increasing role in both attracting and retaining employees. Inflexible environments with strict hierarchical structures generally make it harder to foresee change and impose barriers to fluid, two-way communication. Moreover, failure to have clear values or if such values are seldom seen in daily activities also translate into barriers to the possibility of relating to the work environment. In other words, ambition becomes working for a company that mirrors one's individual beliefs, as a vehicle to achieve one's purpose.

Periods of stability and high employability have enabled the job hunt to gradually refrain from being strictly rational and mechanical. Salaries are no longer the only, let alone the more efficient way to retain talent. Today's generation of professionals is trying to show that relating to the company matters. This bottom-up movement in the hierarchy, starting with the younger people and reverberating all the way up the corporate ladder, has helped include such matters in the agenda. Values that though polarizing when it comes to reactions, have a lot to do with an increasingly universal feeling: I do not work only for me, I do not work only for someone. I want to work for something I believe in.

NEW DESIGN FOR NEW MANAGEMENT.

Because it comes from the corporate base, time will do its trick for the new employees of today to walk up the corporate ladder and become the decision makers of tomorrow.

This is where the need for change lies. The strict structures of today hardly enable – and many times make it harder – for valued tools that allow change to exist and be duly used: difficulty to establish dialogue, verticalization of processes and decision making and disregard for individuality are a few of the examples of how corporate cultures limit change. In face of this reality in which purpose and individuality play an increasingly important role in the employees' decision, how can companies foster both the development of individual ideas, the solid growth of their team and the maintenance of their talents?

The aforementioned context has produced youth who come to the job market understanding individuality is key for the development of happy in the work environment, and that any structure must be subject to change, whenever necessary.

This unique, though increasingly universal, blend is what currently shapes dissatisfaction in the work environment. The formula is rather simple: if I do not see myself represented by my professional environment, I am likely to want to change it. If I feel powerless to change it, I am likely to leave it.

As may be expected, this is an essentially human behaviour. In the current context, professionals expect everything to be a two-way street, and no longer tolerate strict relationships. They have started to demand answers in lieu of impositions. This means that companies looking to adapt to this new context are being compelled to become more human. This means assimilating a basic and oftentimes disregarded notion of human condition: of changing and adapting, learning from one's mistakes and resetting perspectives.



POINT OF VIEW:

As we look into the year of 2019, we see a great promise of improvement of economic changes that may lead to the stabilization of job offers. The labour law reform will affect the employability scenario by ensuring greater flexibility in the formats of jobs and occupations. Moreover, greater longevity pushes retirement forward and causes the “professional” to last much longer in one’s life. All this connected to the cultural dimension brought forth by the new generation, which looks for purpose beyond the use of its productive force, contributes to the need to focus on change in management and talent retaining structures.

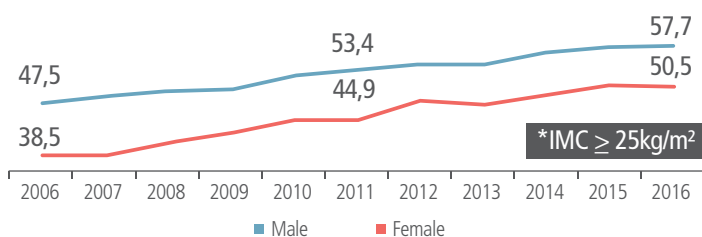
As such, there are two fronts which, instead of creating barriers between themselves, may be worked together to build this new corporate structure: on the employees’ hand, the company – represented, in this case, by the HR Department – must understand and take into account that long-term career planning is subject to change, thereby accepting and adjusting career plans according to its employee’s individual objectives. This may very likely be the best strategy to maintained brilliant minds engaged in the development and in their long-term permanence in the company. As for the company – represented, in this case, by its “identity”, generally formatted in visions, missions and values – it is necessary to include and bring to light the notions of fallibility when proclaiming and effectively positioning employees as agents of change within the company.

“Deverticalizing” structures does not mean delegating important decisions to those who are directly affected by them, but to provide for an open room for democratic discussion, in which all employees may be responsible and accountable for the shapes and structures they are working for.

THE FUTURE OF FOOD: CHANGE OF VALUES IN EATING HABITS AND EFFECTS ON CONSUMERS AND COMPANIES

According to the Brazilian Ministry of Health, over half of the Brazilian population is overweight, and one out of every five Brazilians is deemed obese.

Per the data obtained in the survey “Monitoring Risk Factors and Protection against Chronic Diseases” by Telephone Calls (Vigitel), conducted since 2006 in all the capitals of the 26 Brazilian states and in the Federal District, chronic diseases such as diabetes and hypertension have advanced in the country. Brazil is currently transitioning from malnutrition into obesity. Excess weight has increase 26,3% in 10 years, from 42,6% in 2006 to 53,9% in 2016, prevailing among men:



More men are overweight than women, though such difference has dropped throughout the years. Obesity has increase by 60% in the past 10 years (from 11,8% in 2006 to 18,9% in 2016). Numbers double among people aged 25 and above and are higher among people with lower levels of education.



**By Erick Vasconcelos
and Juliana Macedo,**
Global Modeling Unit,
Manager and Senior Analyst

The Brazilian Ministry of Health has published the guide, “Ten Steps Towards Healthy Eating”, in order to provide guidance on healthy eating habits to the population and assist the process of making more appropriate food-related choices.

The guide suggests it's best to choose homemade meals over fast-food meals and shelf-ready products, such as packet soups, frozen dishes and processed sauces and dressings, among others. The moderate use of ingredients such as oils, fats, salt and sugar to season and cook food is also recommended, together with the limited consumption of processed foods such as cheese and cured meats.

REDUCTION OF SODIUM LEVELS IN FOOD.

According to the Brazilian Ministry of Health, Brazilians consume an average of 12 g of salt per day (POF/IBGE), or 2,5 times the amount the World Health Organization (WHO) recommends, which is of 5 g per day. However, only 14,9% of the population is aware of such excessive consumption, based on the data of the 2015 Vigitel survey. Such habits are responsible for diseases such as hypertension, diabetes and obesity, which, together with cardiovascular and respiratory diseases and cancer, account for 72% of the deaths in Brazil (Brazilian Ministry of Health).

In view of this, in 2017, the Brazilian Ministry of Health and the Brazilian Food Industry Association (ABIA) signed the renewal of the commitment to remove over 28,5 tons of sodium from the Brazilian market by 2022. The first cooperation dates back to 2011 and was gradually implemented in phases, having managed to remove 17.000 tons of sodium that Brazilians would have consumed via 30 different categories of food.

The Brazilian Ministry of Health has reported the health benefits resulting from such actions. Data published by the Hospital Information System of the Brazilian Universal Healthcare Program (SIH-SUS) reveals a 33% reduction in the hypertension-related hospitalization rates between 2010 and 2015, having dropped from 61 to 41 admissions every 100.000 people.

NEXT STEP: REDUCING SUGAR.

In addition to sodium, the Brazilian Ministry of Health and ABIA are moving forwards towards an agreement to reduce sugar in processed foods. The Brazilian Ministry of Health estimated the first assessments on the leading sources of sugar in Brazilian diet would take place in the second half of 2017.

The average sugar consumption in Brazil is of 16,3% of the total calorie intake (POF-2009), while WHO recommends sugar should not exceed 10% of the daily calorie intake, which equals approximately 50 g/dia. According to information provided by the Brazilian Agriculture and Livestock Research Company (EMBRAPA), each Brazilian consumes an average of 51 to 55 kilos of sugar per year, while the global average per capita is of 21 kilos per year.

Brazilians love sugar, and this passion is largely attributable to the country's sugarcane production and the Portuguese heritage, which includes the tradition of making sweets and desserts and of adding sugar to all sorts of foods, at any festive occasion. Anthropologist Raul Lody⁴⁵ argues that sugar is valued as a gift or a highly valuable eating experience, in his book entitled "Caminhos do Açúcar" (or "Sugar Pathways"), for sugar was considered a spice in the Middle Ages, used as medicine and offered as a gift to popes, royals and nobles. The survey conducted by the Dante Pazzanese Cardiology Institute (IDPC)⁴⁶ revealed that 26% of the interviewees eat sweetened foods every day, while 71% of the people eat sugar whenever they can. Brazil carries on the Portuguese heritage to this day – after all, 88% of the people who consume sugar use it to sweeten coffee and other drinks, and 66% like the ingredient to be part of desserts and cakes (the study interviewed 1,119 people aged 18 to 85 years).

CHALLENGES FOR THE CONSUMERS.

According to the 2015 Ipsos survey on the dangers of perception, Brazilians underestimate the percentage of people aged 20+ they believe are obese or overweight (the current percentage is 56%, though interviewees believe 47% are above weight or overweight). This is not limited to Brazil: 29 out of the 33 interviewed countries underestimated the total number of obese people, thus revealing

45. LODY, R. "Paths of sugar: ecology, gastronomy, fashion, religiosity and tourist itineraries from Gilberto Freyre", Editora Topbooks, 2011.

46. The Institute of Cardiology - IC was created by Law no. 2552 of 01/13/54, in the Secretariat of Public Health and Social Assistance of the Government of São Paulo. <http://www.idpc.org.br/historial>

people are unaware of the real concern obesity represents.

According to data of the 2017 Ipsos Global Trends survey, though 8 out of 10 interviewees acknowledge that being healthy requires good eating habits, people seldom move themselves to acquire healthier habits. Several Brazilians focus on products they believe to be loaded with sugar (such as soft drinks) and ignore the need to reassess the whole: the eating habits and lifestyle that lead to obesity.

The survey describes eight challenges consumers face towards achieving a healthier lifestyle:

- The hardships involved in changing established habits (such as starting a new diet or exercising);
- The belief that bad things happen to other people, and not to oneself;
- Shame and denial of sugar abuse;
- Tendency to follow others: eating or drinking something because others are doing so, for instance. The challenge lies in finding a way to introduce healthy habits that may be followed;
- The challenge of keeping track of the daily intake of nutrients and calorie control;
- Lack of knowledge on the amount of sugar present in foods and beverages;
- The unbalance between calorie intake and expenditure;
- Though people are aware of the consequences of sugar abuse, they generally believe that moderate sugar consumption is part of a healthy diet (66% of Americans do, for example), and maintaining self-control to measure the sugar intake becomes the main obstacle against sugar abuse.

The challenges make it clear that it is necessary not only to reduce sodium and sugar intake, but also to push for awareness and education campaigns for people to actually change their habits, so that the Brazil may effectively reduced consumption of unhealthy food. Aside from interest and knowledge, changing habits requires efforts and time from the consumers.

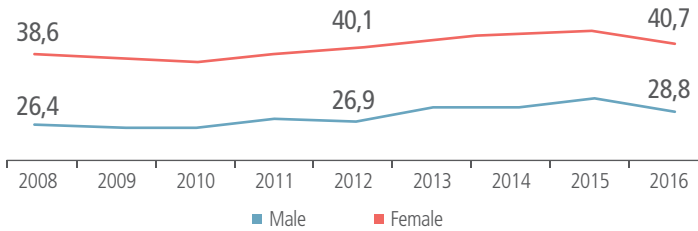
GROWTH OF THE HEALTH AND WELLNESS MARKET.

The Health and Wellness Market has grown by 98% in Brazil, from 2009 to 2014, according to Euromonitor Internacional, and the country is currently 5th in the ranking. The 2016 Vigitel survey also confirms such information, which reported on the increased regular consumption of fruits and greens, reduced soft drinks and artificial beverage consumption and increased exercising.

REGULAR INTAKE OF FRUITS AND VEGETABLES

Regular intake of fruits and vegetables increases: from 33% in 2008 to 35,2% in 2016.

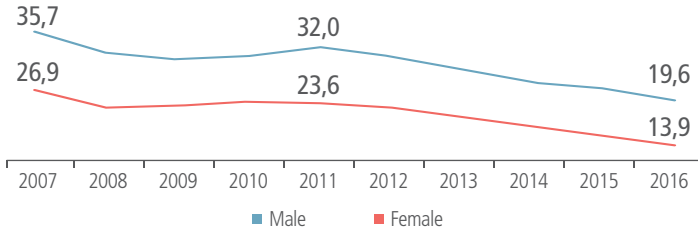
Only one out of every three adults eat fruits and vegetables five days a week (2016).



REGULAR INTAKE OF SOFT DRINKS OR ARTIFICIAL JUICE*

Regular intake of soft drinks or artificial juice decreases. Indicator hit 20,9% in 2007,

when compared to 16,5% in 2016. *Intake in five or more days of the week

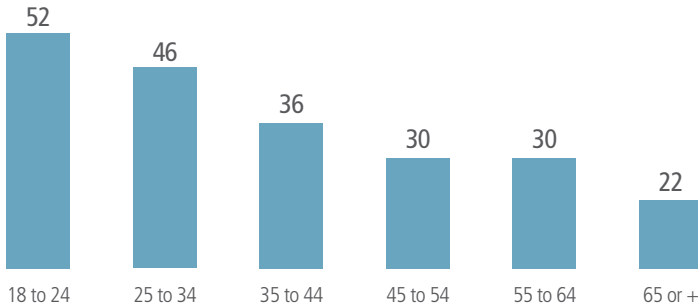


EXERCISING IN FREE TIME**

Physical activities during free time increases. 30,3% of the people exercised in 2009, when compared

to 37,6% in 2016. Prevalence decreases with age and is more frequent among youths aged 18 to 24

years. **Equal to at least 150 minutes of moderate exercises per week.



Research data reveals the Brazilians' behavioural change, as they increasingly pursue a healthier quality of life.

It is also possible to observe the growth of the organic food market in Brazil, as people look for food free from preservatives, pesticides and additives. The Brazilian Committee for Organic and Sustainable Production (ORGANIS) conducted the first national survey to better understand the profile of Brazilians consuming organics from March to April 2017. According to the research data, 15% of the interviewed Brazilians consumed organic products and organic production in Brazil, in 2018, is expected to push a 20% increase in the marketing of new items.

CHALLENGES COMPANIES FACE.

All the actions are key with respect to the concerns of Brazilians' health – but what role do companies play in such changes, considering sugar and salt are also important to improve how food tastes? Companies therefore have a significant challenge ahead of them: of adjusting themselves and offering healthier products, without neglecting consumer needs/preferences.

The non-alcoholic beverage market, for instance definitively needs to reinvent itself. According to the Brazilian Association of Soft Drinks and Non-Alcoholic Beverages, the intake of soft drinks per capita has dropped from 88,9 litres in 2010 to 75,1 litres in 2015.

The market has also suffered significant changes with the rise of soy-based beverages and the need to change product formulas/ingredients to replace sugar for stevia, for example.

The packed soups and stock cubes segment also has a huge challenge, which is the visual barrier: how do you convince your consumers and potential consumers that the product offers the same nutrients as those found in natural food?

Companies must innovate and learn to communicate with the growing group of people interested in a healthier lifestyle – people who are actually interested in paying more for healthier choices. Innovation lies in expanding a company's portfolio to

engage an audience that still has not been spoken to, as is the case of people with dietary restrictions.

Certain companies have already implemented the strategy of reducing packages or offered product volume, as is the case of smaller soft drink cans sold. Another example is dark chocolate whose sugar is reduced, and cocoa has been increased, because of the health benefits involved, when compared to traditional chocolate. This is a rather interesting strategy, since consumers would rather reduce intake or sugar levels, than completely removing certain indulgences from their diet.

However, despite the industry efforts to reduce sugar in their products, the greatest challenge actually lies in finding means to maintain flavour as close as possible to sugar, to prevent consumers rejecting the product should they notice the taste of the sweeteners (natural or otherwise). Such consumers would rather purchase alternative products that may be or seem more natural, instead of low-sugar or sugar-free versions.

- BRAZIL. Ministry of Agriculture, Livestock and Supply. National balance of sugarcane and agroenergy. Brasília, DF, 2007. 140 p.
- <http://www.blog.saude.gov.br/index.php/34678-ministerio-da-saude-lanca-guia-alimentar-para-a-populacao-brasileira>
- <http://portalarquivos2.saude.gov.br/images/pdf/2018/marco/02/Vigitel-brasil-2016.pdf>
- <http://portalarquivos.saude.gov.br/images/pdf/2017/abril/17/Vigitel.pdf>
- <http://www.brasil.gov.br/editoria/saude/2017/06/industria-reduziu-17-mil-toneladas-de-sodio-nos-alimentos>
- http://dab.saude.gov.br/portaldab/noticias.php?conteudo=_&cod=2395
- <https://noticias.uol.com.br/saude/ultimas-noticias/redacao/2015/11/27/o-sal-e-o-acucar-sao-mesmo-viloes-para-a-saude.htm>
- <http://portalarquivos2.saude.gov.br/images/pdf/2016/junho/29/Apresentacao-Coletiva-do-Sodio-jun2016.pdf>
- <http://emails.estadao.com.br/blogs/comida-de-verdade/pesquisas-de-mercado-apontam-maior-preocupacao-com-alimentacao-saudavel/>
- http://www.bbc.com/portuguese/noticias/2014/08/140812_reducao_sodio_jf_kb
- http://www.agencia.cnptia.embrapa.br/gestor/cana-de-acucar/arvore/CONTAG01_109_22122006154841.html
- <https://revistagloborural.globo.com/Noticias/Agricultura/noticia/2017/07/qual-o-tamanho-do-mercado-de-organicos-no-brasil.html>
- <https://www.mundodomarketing.com.br/ultimas-noticias/37690/mercado-de-organicos-cresce-mas-enfrenta-desafios.html>
- <https://www.ipsos.com/sites/default/files/ct/news/documents/2017-11/ipsos-sugar-what-next-full-report.pdf>
- <https://www.ipsos.com/sites/default/files/2017-05/PerilsofPerception2015Portugues.pdf>



POINT OF VIEW:

As for communication, it is clear that companies are being increasingly pressured to be truthful by providing information on nutritional value in their packages. Packages must be more intuitive, and values should be easily understood, so that consumers may accurately choose what they will consume. In addition to the information, it is important for companies to determine the appropriate communication channel (social media, magazines or TVs), according to their target audiences.

Both companies and the governments must pay increasing attention to health and obesity issues. This is a difficult and long-term, but necessary process. Increasing awareness and reformulating products in the pursuit of the best possible solution to preserve consumer health is key.

Consumer concern with healthy eating is on the rise – though they are no longer willing to let go of the pleasure of good, tasty food.

THE FUTURE OF LUXURY: GREEN AND ETHICAL?

"The company focused on expanding needs is, first of all, that which reorders the production and mass consumption under the law of obsolescence, of seduction and diversification, one that passes the economic to the orbit of the fashionista." Gilles Lipovetsky

In recent years, global fashion retail has been at the core of several controversies, ranging from the use of hazardous substances to manufacture fabrics to accusations and charges pressed for slave labour in production lines.

In this context, the idea behind "Green Luxury" involves the production of goods according to eco-friendly principles, including the use of eco-friendly raw material, the due regard for production impact on the environment and compliance with labour laws.

Aside from the mainstream conscious consumption when it comes to the use of both natural and human resources, the use of the word luxury may also be associated to pleasure and extravagance, which would be exactly the opposite of responsible consumption. However, according to Ranjan Kumar⁴⁷, in his article entitled "Green Luxury", the advocates of the idea have a completely different perspective to offer.

Kumar argues that it is the brand's storytelling that makes people buy: "With rising consciousness for environment, going green is the new story that can be sold". Consumers of brands that choose to go green would therefore be willing to pay more for eco-friendly products.

47. KUMAR, R. "Green Luxury". Marketing of Luxury Products, 2014. Available in: <https://www.slideshare.net/RanjanKumar91/green-luxury-trending-niche-in-luxury-industry>



By Thamires Faria,
Customer Experience, Junior Analyst

IMPEDIMENT: FAST FASHION AND THE DOMESTIC MARKET.

When interviewed for Instituto by Brasil, designer and researcher Luciana Duarte said that, “It is very hard to manage to meet requirements when it comes to promoting ethical fashion in Brazil. It is hard to comply with social sustainability standards and to compete with fast fashion, for instance, because of the cheap labour⁴⁸”.

The fast fashion market has a high-speed and ongoing production policy for its items, and collections are changing in record time, offering the latest fashion trends at accessible prices to consumers. Such never-ending product change causes impacts from raw material production to the disposal of the goods. The arrival of large retail groups in Brazil, as is the case of Forever 21 (2014), may be attributed to the development of the domestic economy in recent year, giving rise to a new middle class thirsty for consumption.

Back to the idea of sustainable production and beyond new independent brands, it is important to mention that even leading retail stores are gradually going green, though letting go of the fast consumption formula is still not part of the pursued solution. According to a piece recently published by Brazilian magazine EXAME⁴⁹, brands such as C&A, Renner and Malwee have upcycled materials into new clothes, thereby confirming their commitment to reduce GHGs, as follows:

DAMAGE CONTROL: PATHWAYS TOWARDS REDUCING ENVIRONMENTAL IMPACT FOR FASHION RETAILERS

Source: EXAME magazine

BIODEGRADABLE FABRIC	CERTIFIED COTTON	RECYCLED YARN
<p>PRODUCER: Dutch retailer C&A.</p> <p>The company launched the first 100% biodegradable t-shirt made from organic Indian cotton in Brazil, Mexico and Europe in September</p>	<p>PRODUCER: Rio Grande do Sul-based Renner</p> <p>This year, the company announced its first items produced with certified cotton. This will account for 15% of its collection in 2018.</p>	<p>PRODUCER: Santa Catarina retailer Malwee.</p> <p>The company first upcycled fabric into new items in 2011. Nowadays, the company manufactures 400.000 pieces with shredded cotton, totaling 1% of its annual production.</p>

48. Available in: <http://institutobybrasil.org.br/os-desafios-da-moda-verde/>

49. Available in: <https://exame.abril.com.br/revista-exame/a-moda-e-ser-verde-2/>

Also, according to a piece written by Marina Filippe, one of the practical examples of the high price to be paid for sustainability is C&A's biodegradable t-shirt, sold to consumers for the same price as the regular t-shirt (circa BRL 20,00), though its raw material approximately 50% more expensive for the Dutch retailer.

POSSIBILITY: TARGET AUDIENCE.

Ipsos performed a study for Fecomércio-RJ in 2017, whose interviewees were asked about brands they used and places they would generally go to. Most positive answers when it came to the regular provision of social responsibility-related information on such companies, as well as to the employees' work conditions came from classes AB.

BRANDS THEY USE AND PLACES THEY GENERALLY GO TO

Source: Fecomércio/Ipsos

ARE ENVIRONMENTALLY RESPONSIBLE (%)	ECONOMIC CLASS		
	AB	C	DE
Yes	30%	22%	12%
No	54%	51%	57%
No Answer	16%	27%	31%

TREAT EMPLOYEES FAIRLY AND DO NOT ACCEPT ANY FORCED OR UNPAID LABOR (%)	ECONOMIC CLASS		
	AB	C	DE
Yes	33%	25%	23%
No	49%	47%	45%
No Answer	18%	28%	32%

REALITY: FEASIBLE CHANGES.

Brazil hosted its first sustainable fashion week in 2017, the Brazil Eco Fashion Week⁵⁰, showcasing 40 designers, including acclaimed names such as Flavia Aranha⁵¹.

50. Available in: <https://www.befw.com.br/sobre>

51. Available in: <https://loja.flaviaaranha.com/>

Brazilian fashion designer Flavia Aranha is highly concerned with the sustainable development of fashion. However, the price she charges for her items are not comparable to fast fashion figures: her organic cotton t-shirts cost from BRL 149 to BRL 169.

Though claimed otherwise by the Brazilian interviewees, the green luxury market in Brazil is still highly limited, especially when it comes to the ability to attract customers in less privileged classes, which represent the majority of the Brazilian population. According to ABEP's Criterion for Brazil's Economic Classification, classes C, D and DE total circa 76% of the population. Consumers are therefore one of the greatest challenges in the Brazilian market, which fact may have triggered fast fashions to adjust the idea of green luxury to local conditions, for instance.



POINT OF VIEW:

The current moment is key for more companies to see a new business model in the conscientious consumption of goods, durable or otherwise.

Certain measures are nevertheless necessary to ensure all the country's demographics are reached. Understanding the local market and the Brazilians' needs is important, but brands must above all be willing to invest in awareness campaigns and to practice friendlier prices.

Ethical production and marketing in Brazil is still in fact challenging, though results may be positive for the environment and society alike.

THE FUTURE OF HEALTH: "TAKE YOUR PILLS", A PORTRAIT OF OUR SOCIETY



By Carla Voros,

Market Strategy and Understanding, Senior Analyst

Have you ever been part of a conversation, at a bar, per say, during which a person says, "I'm now on fluoxetine, and wow, I feel amazing! (...) Are you on any pills? (...) well, you should! I can refer you to my psychiatrist, if you'd like". Nowadays, mental health problems, such as depression, are openly described and debated, which is a huge step for those suffering from such ailments. On the other hand, there is the growing trivialization of the use of drugs and excessive prescription by the medical community, in cases of mild depression and other disorders that initially would not require the use of such psychopharmaceuticals. It is nevertheless worth mentioning that this paper does not refer to severe mental disorders and the use of antipsychotics.

52. MARGARIDO, F.
"The banalization of the
use of anxiolytics and
antidepressants". Journal
of Psychology, Vol. 15, nº.
22, year 2012.

Such prescription and excessive use of drugs may be connected to given issues of our culture and modern society. If, in the beginning of modernity, people were more focused on notions such as interiority, introspection and intimate experience, we are currently witnessing the inverse trend: individuals centred on exteriority, it is exteriority that carries value. External signals, such as consumer goods, truly define what each individual is for society.

STRESSES.

Being constantly under the spotlight, hitting a high number of likes and views is the current “normal” in our society, which values the excess and constant moments of happiness. Being part of the culture of the spectacle is normal, while moments of introspection, sadness and solitude are reproachable, cases of severe disease. We therefore come across the rise of a new social norm, grounded on an unachievable principle: mankind is no longer allowed to express suffering. The movement we are currently witnessing is that the era of individuality has suppressed the era of subjectivity. As such, people have a false sense of freedom and unlimited independence; however, they are increasingly moving away from becoming conscientious subjects. When faced with this scenario, people who see themselves as some sort of “social misfit”, in other words, as people who are not in this place of constant happiness, find social reintegration through the use of medication. Medical intervention is indicated to treat minor “mishaps” of everyday life; there is the perfect drug to “cure” any sign of “distress”, for every “sadness”. There is a clear transfer of responsibility, in which anxiety and mental suffering move away from the individual sphere and are experienced as a medical condition.

Modern man, who feels he no longer has time for anything, finds the ideal solution for his problems in psychopharmacology. If there is the appropriate drug for each and every problem, it is no longer necessary to fight the world or oneself to solve such problem. All one has to do is take a pill and balance with the world is once again restored. And everything is okay again.

Psychiatry changes its practices after the 50s: it no longer covered only the cases of madness/severe disorders, but also any manifestation of psychic distress. There are authors who have studied the growing trend of “medicalization of social issues” (BIRMAN, 2000)⁵³ – please note the distinction between the terms “medicate” and “medicalization”. According to the term defined by Hora (2006)⁵⁴, medicalization is:

“The process through which medicine appropriates lifestyle and which interferes in the construction of concepts, hygiene rules, moral norms and prescribed habits – whether sexual, eating or housing habits/manners – and social behaviours.”

HYPER-MEDICALIZATION.

Hence, “medicalization” is the process whereby social order issues – which are always complex and multi-factorial – marked by culture and historical time, are often reduced to medical rationale. An allegedly organic causality is attributed to anything that is not in line with the social norms effective in a given society, ultimately expressed in the individual’s illness. For instance, behavioural issues society does not accept, such as below-par performances either at work or in the school environment are classified as “attention deficit disorder” or “hyperactivity” (ADHD), or shy or more reserved people are dubbed as having some sort of “social phobia”. There is some sort of medical prescription or treatment for each one of such situations. In other words, medicalization tries to turn a behavioural issue into a medical disorder. If a given inappropriate behaviour is regarded as a disease, it therefore means there is a medication for it. And if there is medication, there is a cure.

Nowadays, the possible causes of mental disorders are still a rather disputed territory. Each field of knowledge claims the understanding and solution for these diseases for itself. If Genetics argues that specific genes cause such pathologies, there is also Neurobiology, on the other hand, claiming that the biochemical changes and the way neurotransmitters work are ultimately responsible for such disorders. In turn, psychoanalytical lines, which understand such disorders result from oral phase-related traumas, are increasingly isolated and neutralized.

53 . BIRMAN, J. (1999). "Malaise in the present. Psychoanalysis and the new forms of subjectivation". Rio de Janeiro: Brazilian Civilization.

54. HORA, D. M. (2006). Glossary of the Group of Studies and Research "History, Society and Education in Brazil" (HISTEDBR). Faculty of Education of Unicamp. Retrieved on 06 April 2009, from: <http://http://www.histedbr.fe.unicamp.br/>

Because of the strength of the theories on chemical and genetic unbalance, psychotropic are often prescribed to normalize behaviours and eliminate the symptoms of suffering, without nevertheless helping the subject redefine such anxieties.

Pretending to cure the intrinsic condition of being human alienates mankind. Most people use psychotropic drugs are resorting to medication to face daily concerns and social issues that have only recently become unaccepted.

Another point of reflection on the matter is: have the depression and anxiety disorders effectively increased, or have the medical diagnoses increased? According to World Health Organization (WHO)⁵⁵ data, 322 million people live with depression in the world, an 18% increase when compared to ten years ago. In turn, anxiety has increased by 15% when compared to 2005: an average of 3,6% of the global population suffers from anxiety disorders. According to the UN Special Rapporteur on the Right to Health, Dainius Puras, the treatment of mental disorders should not be entirely based on the use of drugs.

Additionally, such drugs should not be accepted as common solutions for problems intimately connected to social issues, such as socioeconomic inequalities and other adversities part of each person's emotional environment. In his words:

*"Unfortunately, recent decades have been marked with excessive medicalization of mental health and the overuse of biomedical interventions, including in the treatment of depression and suicide prevention."*⁵⁶

Dainius Puras also calls attention to the use of medication:

"Biomedical interventions are still an important treatment option for severe depression an other mental health disorders. However, there simply is no scientific evidence to back the use of psychotropic medicines as the first treatment option, in mild and moderate cases of depression."

55. Available in: <http://saude.estadao.com.br/noticias/geral,brasil-e-o-pais-que-mais-sofre-com-depressao-na-america-latina,70001676638>

56. Available in: <https://maoesunidas.org/especialista-da-onu-critica-uso-indiscriminado-de-medicamentos-para-tratar-depressao/>

GO FAST.

Modernity has also laid down the acceleration of time. Time is both accelerated and becomes increasingly scarce. We are living in a culture of immediacy and are constantly faced with the feeling of lagging behind in an ideal model society preaches. Pressure to deliver, to succeed in one's career, to follow a given diet, to have a perfect body and above all, to have the "obligation" of being happy. Modern individuals do not have time for everything and live a type of social inappropriateness; thoughts such as "how has my friend managed to score such a meteoric career and still attend all social events, with a huge smile on every Instagram post?! How can he do it?", often torment the minds of modern individuals.

*"Work. Work. Picture. Work. Picture. Eat. Work. Sleep.
RIVOTRIL Yay! Now I'm ok!"*

The prevailing psychic *modus operandi* is failure: panicking individuals are constantly running against inevitable downfall. Modern man is marked by recurring dissatisfaction and unhappiness. The more one tries to eliminate psychic suffering by taking pills, the more the person is disappointed at not finding alleged happiness, or for obtaining it for a brief moment, and once again goes back to the pursuit of more pills, in a feedback process.

Media and advertising lay the backdrop for this scenario, promoting drugs with few unwanted collateral effects and effective results. Articles in magazines of wide circulation claim certain substances or hormones largely influence all sorts of complex human behaviours, and also ensure the happiness of those who take them.⁵⁷ The person's choice between taking such pills or not therefore becomes less complex:

"If the media recommends it, if my friends and acquaintances take it – what problem is there in me doing the same? "

Certain authors attribute the excessive prescription and use of such drugs to the lack of projects targeted at this audience, lack of dialogue, lack of interaction between mental health professionals, family and society and lack of training offered to mental health

57. RIPOLL, D.; SCHÜTZ, D.
"The pedagogies of the media and the construction of medicalization in the contemporary world".
Journal of Scientific Initiation of ULBRA, nº 11/2013.

professionals to deal with such cases. Also, the main issue of the XIII National Psychiatry Congress held in Portugal, in January 2018, was "Normal vs. Pathological", so as to promote the debate on the limits to the experiences and behaviours seemed "normal" and the forms of expression of such behaviours and experiences in the field of mental pathology.

Medical congresses offer excellent opportunities to further the debate and contribute to future actions in order to reduce the indiscriminate prescription and use of psychopharmaceuticals. The XXXVII Brazilian Psychiatry Congress is scheduled for October 2019, in Rio de Janeiro, and the World Psychiatry Congress will be held in Lisbon, Portugal. Below are the issues that are still open for discussion:

1. Will the medicalization process continue to take up space in our society?
2. Since people are increasingly caught up in social media and obsessed with how they look, will they increasingly resort to "happiness people"?
3. What are the roles media the medical community and the big pharma industry play in the increasing number of cases of anxiety and depression worldwide?

THE FUTURE OF HOME: NESTING OR BUNKERING?



By Renata Petrecca,
Innovation, Manager

HOME IS THE NEW BLACK.

Friday night – it's party time! Spending the night out or drinking with friends until the wee hours of the morning seems like the perfect description of a weekend for millennials. However, for certain millennials and for members of other generations, a new trend shows they would actually rather stay at home.

Nesting⁵⁸, as this trend is generally referred to, is the habit of not leaving the home during the entire weekend⁵⁹. Nesters encourage people to relax at home, fighting the stressful activities of everyday life and rediscovering the art of living the present, dedicating oneself to small things.

Reading, enjoying some tea, gardening, binge-watching on Netflix, or plain old couch-surfing are among the “activities” Nesting advocates mention. The truth is that such consumers are prioritizing personal comfort and wellbeing, which also translates into savings.

58. SACHA, S. "Why Nesting Is the New Going Out – and How to Get the Look at Home". My domaine. Set., 29, 2017. Available in: <https://www.mydomaine.com/nesting-the-new-wellness-trend>

59. CHAMORRO, C. "Nesting: la tendencia de quedarse en casa". The Happening. Dec. 29, 2017. Available in: <https://thehappening.com/nesting-tendencia>

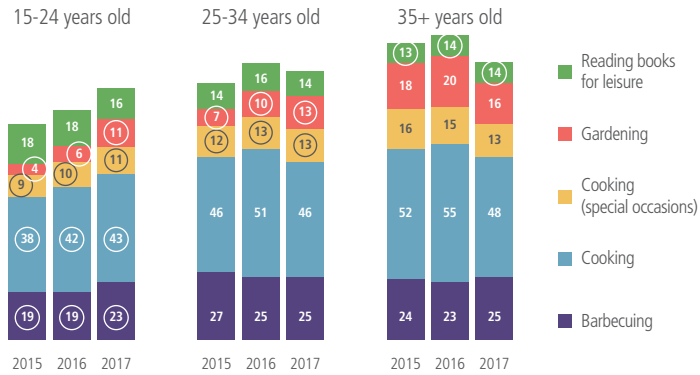
Either because of how this trend has spread, or the economic crisis that has taken over Brazil in the past few years, the fact of the matter is that consumers are allowing themselves to stay at home more often – and enjoy the cozy environment with a friend, family members, or even alone.

The preference of certain consumers to “nest” more often also became clear in Ipsos’ EGM Multimedia⁶⁰ study. The study observed the growth of so-called indoor activities, such as organizing barbecues, cooking, gardening and reading books (as a choice), especially among younger consumers, from 2015 to 2017:

LEISURE HABITS (%)

Source- Ipsos Connect: EGM Multimedia

(because they are multiple choice questions, the sum of the columns does not beat 100%)



Recently, staying at home instead of partying on a Saturday night was frowned upon, Netflix seems to have offered the best excuse to stay in, providing for a behavioural change. According to EGM Multimedia data (Ipsos Connect, 2015-2017), among the younger crowd, four out of 10 people aged 15 to 24 years watch Video On Demand – which is also observable in older generations:

60. Ipsos Connect: EGM Multimedia -January to December 2015 - 9 Markets 15-24 years (8.888.000), 25 -34 years (9.416.000), 35+ years (22.547.000) EGM Multimedia - January to December 2016 - 9 Markets, 15-24 years (8.899.000), 25 -34 years (9.580.000), 35+ years (22.788.000) and EGM Multimedia - June 2016 to July 2017 - 9 Markets 15-24 years (10.342.000), 25 -34 years (11.017.000), 35+ years (25.959.000)

AGE RANGE	15 - 24 YEARS			25 - 34 YEARS			35+ YEARS OLD		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
UNIVERSE DESIGNED FOR THE POPULATION (THOUSAND)	8.888	8.899	10.342	9.416	9.580	11.017	22.547	22.788	25.959
VIDEO ON DEMAND	18%	35%	40%	14%	26%	30%	6%	12%	14%

In order to do so, Netflix has had to learn with its consumer and stand out.

THE STRATEGY OF THE UBIQUITY.

At first, the service would offer users a limited catalogue of old movies and series. Netflix expanded its portfolio as the number of its subscribers increased, and finally started producing its own series in 2013. The company's two first hit series were "House of Cards" and "Orange is The New Black", both still on air (HARUMI; MEDEIROS, 2014). Other productions – whether original or otherwise, such as "Prision Break", "Narcos", "13 Reasons Why", "Sense8", "Stranger Things", "La Casa de Papel", among others, have become huge commercial hits and have even gone beyond screen limits, becoming a part of everyday conversation and largely promoted in social media posts⁶¹.

However, since producing series only seemed not to be enough, Netflix started delivering series exactly as consumers like it – all at once, ensuring the binge-watching everyone always looked for – in other words, the habit of watching multiple episodes in a fast succession, one after the next, whenever and wherever (OLIVEIRA, 2016)⁶².

Moreover, Netflix has managed to work on its availability and presence for and with consumers, as it is accessible on computers, tablets, smartphones, videogames or vi Smart TVs. According to a survey conducted by the Brazilian Institute of Geography and Statistics (IBGE) ("Folha de S.Paulo", April 26, 2018)⁶³, Smart TVs are used more than tablets and computers to access the internet. According to the Head of the National Survey per Ongoing Household Samples (PNAD-C), the growth of the streaming services, such as Netflix, may be a hypothesis for increased TV-based access. In total, 7,4 millions households used TVs to go online in 2017, when compared to 5,3 millions in 2016.

I DO NOT GO INTO THE WORLD ANYMORE. THE WORLD COMES TO ME.

Still, this would not be enough if the price were not worthwhile, when compared to other alternatives available in the market. The point is that thanks to the standard Netflix subscription charged at BRL 27,90 per month, consumers can enjoy one

61. HARUMI, P.; MEDEIROS, V. "Guide to the series: everything you wanted to know about the most important ones of the last years". São Paulo: Evora, 2014.

62. OLIVEIRA, T. "Television series as a gateway to dialogue on gender relations with pre-adolescents: the case of the intervention group E.M.M.A." Postgraduate Program in Cultural Studies, School of Arts, Sciences and Humanities, University of São Paulo. São Paulo, 2016.

63. PAMPLONA, N. "TV passes tablet as a means of accessing the internet by Brazilians". Folha de S.Paulo, April 26, 2018. <https://www1.folha.uol.com.br/mercado/2018/04/tv-passa-tablet-como-meio-de-acesso-a-internet-por-brasileiros.shtml>. Accessed on: May 2, 2018.

month worth of programming on their own, with their families or friends, enjoying a far cheaper service than most paid or cable TV alternatives, or going to the movies (which generally, on a Saturday night, means 2+ people plus popcorn and transport).

Colombian start-up Rappi tapped into this new trend represented by comfort-seeking nesting consumers, and is currently present in Argentina, Chile, Colombia, Mexico and in certain Brazilian regions.

Rappi promises to deliver everything the consumer needs within one hour – irrespective whether this means headache pills, personal hygiene items, cash withdrawals, supermarket items such as ice-cold beverages, diapers, extra charcoal for the barbecue, more dog food or even meals from your favourite restaurant – and the only additional cost charged is their regular delivery fee of BRL 6,90. There is still a blank space for special requests: products or venues that do not have the app or that are more complicated, such as picking up an order or any tests results, party balloons or even a hot dog from a food truck – in these cases, the estimated delivery and costs may vary according to order complexity.

Brands are therefore challenged to become increasingly relevant for consumers who are still demanding but have only started to further explore this “new”, previously unvalued environment. Guilt-free consumers allow themselves to stay in, enjoy their favorite premium beers on their porch, relax or even explore their own MasterChef moment with friends. Possibilities are endless and brands that want to join the trend must provide a unique experience, tied to comfort, practicality and wellbeing.

THE FUTURE OF SOCIAL MEDIA

In mid-March 2018, a scandal hit newspapers worldwide: Christopher Wylie, a former employee of data consulting company Cambridge Analytica, at the time far a rather unknown firm, came public to inform his former employers had grouped and divided millions of people based on their Facebook likes (to which such people had not necessarily granted access), in order to send out highly customized content during the US Presidential campaign and the Brexit process in the UK.

The data analyst's testimony was soon furthered by a video of the former Cambridge CEO, Alexander Nix, describing the several means to influence elections, such as blackmailing, bribes and spreading fake news. The land was being prepared for the irreversible change of how we perceive the way our data is shared in the social media.



By Ana Castaldi,
Customer Experience, Analyst

OCEAN OR ICEBERG?

Researchers at the universities of Cambridge and Stanford have analysed standards based on likes on Facebook pages and have organized a classification system referred to as “Ocean” – which acronym stands for openness, conscientiousness, extroversion, agreeableness and neuroticism – dividing users according to online behaviour.

They have also concluded it is possible to obtain a lot of information based on given numbers of likes: as from 70 likes, it is possible to get to know someone better than the person’s friends, and, as from 150 likes, better than one’s parents, for instance. The problem began when one of the researchers started using such segmentation for business, and not only for academic purposes – which is exactly how Cambridge Analytica had access to the information.

Using an app initially designed to collect survey information, *thisisyourdigitallife*, researcher Aleksandr Kogan, contracted by Cambridge Analytica, collected Facebook users’ data to establish their psychological profiles; however, when users authorized access to the app, they also consented to the visualization of all their friends’ data. According to the estimates, the data of 87 million people was used for less than legitimate purposes – including over 400.000 people in Brazil.

As soon as the hack became public, certain companies suspended their business with Facebook and several users threatened to cancel their accounts. Congressmen in the US and in Europe demanded explanations for the case.

Facebook published an apology and claimed it was taking the necessary measures to limit the access developers and advertisers have to such detailed behavioural data, as well as the spread of fake news and hate speech. Several sites quickly updated their privacy-related terms and conditions, in the attempt to demonstrate their greater diligence with user information and offer users greater control over information shared by sites and third-party apps.

PRIVACY AND SAFETY.

Facebook witnessed successive drops in its market value during the weeks that followed the scandal. Results on the first quarter of 2018, disclosed in late April, were nonetheless positive.

Users and advertisers did not exactly flee the social media platform as initially expected. It makes sense for advertisers – few are actually interested in taking severe measures against a service that is useful to target the most relevant communication towards given demographics, but do internet users really disregard their privacy and safety of their online information? Or letting go of control over such data is a trade-off inherent to being connected and having easy access to information?

Social media is more than just a place to share moments and maintain contact with family and friends. It has also become a news source, as an alternative to traditional media. It no longer takes waiting for traditional media to report on a given event – real people post pictures and videos in real time, as the events take place.

Wondering why are you stuck in traffic this morning? Go to your favourite social media and ask your friends what is going on or post a question on a specific page – in a matter of minutes, you will get answers from people who are just like you, hitting the same kind of traffic and facing the same ordeal. Perhaps the reason for the traffic is a rally scheduled via social media itself.

You can actually see what is going on live, thanks to other users' streaming, instead of waiting for press coverage. Information is no longer centralized in traditional media channels and circulates in a faster and easier fashion – or at least that is the impression we have. If brands have access to more information and have targeted advertising and offers based on user profile together with such change, the price paid seems fair, right?

Numbers in Brazil reveal this seems to be the rationale when it comes to online privacy.

According to Ipsos' 2017 Global Trends Survey, Brazil ranks fifth out of the 23 surveyed countries in terms of people who

feel most comfortable in providing personal information to companies, in exchange for personalized services and products, and seventh when it comes to claiming that there is nothing wrong in companies making a profit from the use of personal information, provided the consumers also benefit. As for brands we like, Brazil ranks fourth among the countries most willing to happily share our data with them.

CONCERNING DATA.

Despite the recent events of “poor use”, or lack of transparency in the use of personal data online, there are no indications that things will change in Brazil, in the upcoming year. Think about your own habits when it comes to data sharing: we have not stopped sharing our pictures or connecting to the brands we like.

We may be more aware of the “terms and conditions” whenever we start using online services, or whenever there are updates (and there have been several), but the general consensus seems to be that there is a necessary sacrifice involved in exchange for practicality and closer relationships with companies and other people. This translates into opportunity for brands investing in digital communication and in using social media not only to reach out to their consumers, but also to get to know them, understand their life, their relationship with the products and services, to make communication easier and to make the best out of unfortunate situations.



POINT OF VIEW:

Using personal information most of us are glad to provide, in a responsible fashion, and in order to establish closer relationships with consumers, companies have a promising pathway to walk down in the Brazilian market – especially those that already have a strong presence in digital media.

It is clear that being closer to the audience also means greater challenges when it comes to maintaining the coherence of the brand message in all channels of interaction, as well as to transmit legitimacy in the discourse used (a sensitive issue when it comes to representation, for instance).

Nevertheless, those who manage to plan properly are likely to be rewarded. If it is true that the loss of privacy is inevitable because of the new technologies (and almost 70% of the Brazilians agree with this statement), may it be to support more transparent, practical and beneficial consumer relations for everyone.



**Music &
Influences**

WHAT'S MUSIC GOT TO DO WITH IT?

It is undeniable that Brazil is a musical nation.

Brazilian music is not only one of the leading cultural export products in its many genres, but also an expression of the regional, ethnic and cultural diversity the country is made of. From samba and bossa-nova to axé, sertanejo and funk, including the pop/rock bands influenced by North American rhythms, Brazilian music has crossed the frontiers of entertainment and become a postcard of the country's culture.

Such a reference is not exclusive to Brazil's image worldwide. Brazilians have a very close relationship with music, on a day-to-day basis. It is arguable that music is currently Brazil's leading form of cultural expression, together with the telenovelas – perhaps even more than the latter, considering music is also part of their soundtrack.

In view of this, it is practically impossible not to analyse Brazilian music from two perspectives: music as cultural expression and music as a communication channel.

And there is no better way to begin such assessment than by approaching the issue inherent to the both aforementioned forms of expression: freedom in music.



By Alex Candido,
Marketing & Communication, Senior Analyst

FROM THE MALANDRAGEM LIFESTYLE OF SAMBA TO “VAI MALANDRA”.

In the early twentieth century, samba player João da Baiana often faced trouble with the police whilst parading around the streets of Rio de Janeiro with his pandeiro, or tambourine. He was imprisoned several times – with his instrument. At the time, being a samba player meant being a petty criminal. This association lasted to the Vargas Era, when Brazilian cultural elements were increasingly valued to strengthen nationalism, one of the then president's causes.

Almost one hundred years later, Brazil's Senate is reviewing a bill that may criminalize another Brazilian rhythm, the funk. The possible criminalization of the genre has sparked heated debate, and may be regarded as a mix of censorship, repression and prejudice, much like what happened to samba in the past. And beware, there is no exaggeration in the previous statements – both forms of expression come from the underprivileged communities of the respective time periods.

It is nonetheless necessary to mention that many of the funk tracks are in fact marked by highly sexual content, swear words and misogynist and pro-illegal activities lyrics. But is banning an entire genre because of part of its production the solution?

There is clearly a generalization, which, much like all forms of generalization, is rooted on lack of knowledge, intolerance and a sense of superiority of a given social group. Criminalizing a form of cultural expression in the twenty-first century seems so retrograde, but, at the same time, so real considering the wave of conservatism Brazil is currently facing – seems like its witch-hunt time all over again.

This attempt to prohibit a form of cultural expression actually evidences a very common trait of the Brazilian people: the tendency to look the other way when far more pressing and deep issues are at hand. Resorting to prohibition is far easier than thinking about how to solve social issues portrayed in such musical content/expression – as if funk no longer playing funk music would actually eliminate the ideas translated into its lyrics.

Funk was born in and from underprivileged communities and mirrors this reality. It is produced primarily by people who have less access – be it financial or otherwise, but primarily a lack of access to education. The content of the lyrics reflects such experience, but there is more to it. Above all, music is a form of artistic expression reproducing the thought of society as a whole.

“Funk artists sing their reality. If you wake up, open your window and see people wandering around with guns, on drugs, if there is prostitution – this is your reality. Changing the funk lyrics calls for changing the reality of those living in that area”, said singer Anitta, during a Harvard-organized event on Brazil held in early April 2018.

Claiming funk is solely responsible for enticing violence against women, for instance, is one of the ways to increase such prejudice. Other musical genres, such as samba itself, also have extremely misogynist lyrics, reflecting a sexist culture that unfortunately is supported by a substantial part of society. It is far easier to criminalize music in lieu of the thought it expresses.

MUSIC REFLECTS SOCIAL PERSPECTIVE.

The city government of São Leopoldo, in the state of Rio Grande do Sul, launched a campaign for International Women’s Day precisely on this matter: women victim of domestic violence were photographed with makeup simulating bruises and cuts, holding signs with words of classic songs written by samba mogul Noel Rosa to pop artists such as Sidney Magal, funk songs included. The lyrics clearly reveal how music has always pejoratively portrayed women, irrespective if in the work of acclaimed composers such as Noel Rosa, or a funk MC.

These examples makes it clear that the questionable content mirrors society and is not limited to funk music alone. The same society endorses such perspective when attention is drawn to the issue and people argue it is “victimization” or “much ado about



Figure 1 "What a stodgy hoe, deserving of a blow." Noel Rosa – 1932

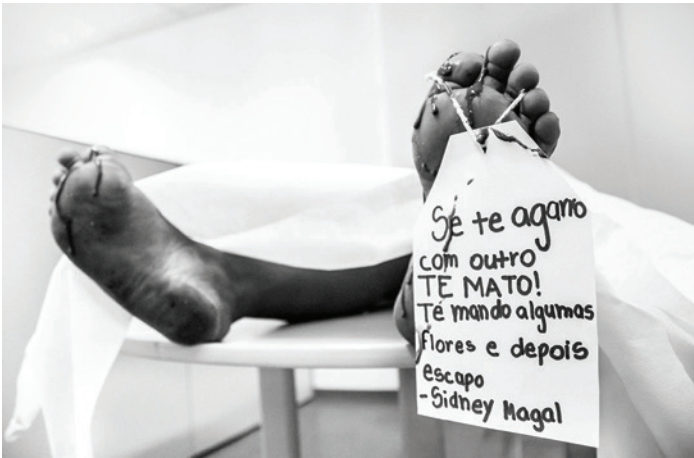


Figure 2 "Cheat on me and you're done - will send you flowers, hit and run." - Sidney Magal

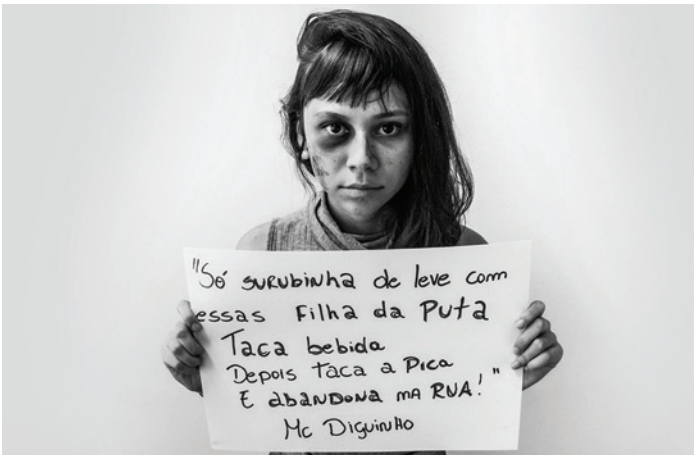


Figure 3 "It's ménage only for these bitches. Hit them with drinks, with your dick and kick them out the door." MC Diguinho

nothing". No, it is not! It is such an ugly reality that many people would rather pretend it does not exist – or, even worse, pretend it is normal.

Education and raising awareness are key to solving the issue. As people no longer regard such atrocities as "normal", they will have a broader repertoire to produce and consume music without sexist themes.

The music industry has signaled it is interested in betting on such mentality change. Spotify, the world's leading music streaming platform, has removed MC Diguinho's "Surubinha de leve" from its database, because of its clearly pro-rape lyrics.

If, on the one hand, music suffers with the freedom of expression vs. content dilemma, on the other hand, significant progress has been made and it seems more change is about to come.

MUSIC FOR DIVERSITY.

Five years ago, it was unimaginable for a brand such as Coca-Cola to associate its image to Pablo Vittar. The drag singer was among the artists of an open, vote-based campaign to choose three music stars to record a new song together – and she won! Runners-up were sertanejo singer Luan Santana and duo Simone & Simaria, surpassing the likes of pop artists Anitta and Thiaguinho.

Her success evidences the walls that have been torn down in music. Drags were always regarded a subculture, ridiculed and relegated to dubbing and impersonation acts. The mere fact that mainstream media has opened a way for artists such as Pablo and that a huge part of the audience endorses the choice by buying her music is a milestone in the fight for a more diversity-friendly society.

This does not mean that everything is beautiful in Brazil – let us not forget the wave of conservatism taking over the country. A large number of Brazilians is not as receptive to the drag's singer success and makes a point of always standing ground against her, whenever possible.

The current scenario in Brazil is marked by paradox: while part of the population is open to diversity, others try to impose individual convictions as "acceptable" standards.

Brands face the mind-boggling challenge of engaging such distinct and antagonistic demographics – and music may be one of the ways to take such first steps.

MUSIC THAT SELLS.

As mentioned above, aside from being merely entertaining in nature, thanks to its broad reach and influence, music is an important tool to promote content – and this is very powerful. The market has largely “used” art not only to sell products, but to build value for advertised brands, and the trend is gaining momentum.

Singers are among Brazil's most influential celebrities, according to Most Influential Celebrities, study Ipsos conducted in late 2017.

Let's take the example of Ivete Sangalo, who ranks first among all celebrities assessed in the study. Deemed one of the most lucrative spokespersons for brands nowadays, in 2017, Sangalo starred in the ads for seven brands: Vivo, Wella Koleston, Luftal, Laureate, Brasil Cacau, Tele Sena and Cereser.

In the past two decades, the Bahia-native singer has been the strongest name when it comes to advertising products and services, present in different market segments, from alcoholic beverages to telcos and beauty products. Ipsos' Most Influential Celebrities shines a light on such a broad range and versatility of targets, for the axé superstar stands out in practically all attributes analysed in the survey (respect, empathy, success, attractiveness and behaviour), and because she connects to different demographics, Brazilian regions and age groups.

Anitta is definitively another strong name in the music industry. The singer has already said she likes it when she is dubbed a “successful marketing case”- as she in fact is. Focused on launching an international career, the premiere of Anitta's “Vai

Malandra" video outranked leading American stars of the likes of Lady Gaga, Beyoncé, and Justin Bieber, in social media influence, and topped the most influential digital celebrities, according to the Billboard list.

The carioca singer's appeal is unbeatable especially among young fans, and Anitta is one of the strongest names of the music industry for advertising purposes. Brands such as Mondelēz, Claro and Johnson & Johnson have recently wagered on the star's charisma.

So much so that both in Ivete's and in Anitta's case, it is clear that the power of music goes far beyond artistic expression. The singers dictate trends, influence behaviour and endorse consumption so legitimately that it is hard to find similar examples in other art segments.

MUSIC THAT TAKES CONTROL.

The power of music does not lie only in the image of the idol, but in the songs themselves.

"Summer hits" are ubiquitous in Brazil – think of the songs that simply stick and that invade radios before and after Carnival, endlessly played, time and time again. Summer hits become brand darlings and give life to several jingles and advertising campaigns all year round.

The 2018 hit was funk singer Jojo Todynho's "Que tiro foi esse?" (roughly translatable into "What was that shot?"), leading the rank of iTunes streaming, moving far past radio broadcasts and carnival parades, landing on the advertising world. Brands such as iFood and McDonald's used wordplay to build campaigns based on the summer hits, with "que pedido foi esse?" and "Que Tasty foi esse?", respectively (or "what was that order?" and "what was that Tasty?").

The use of music may in fact be long-term and actually impact branding, as was the case of McDonald's itself, with Justin Timberlake: song "I'm lovin' It" turned into the brand's campaign and signature slogan for years. In fact, it is still in use. The deal

included Timberlake's presence at restaurants, in the social activities to support the Ronald McDonald House and sponsorship for his world tour. The campaign was such a huge commercial hit that the single, which Timberlake was not supposed to do to a commercial release, led music charts worldwide.

This goes to show that there are still miles of unexplored grounds to cover – there is still much more to be done other than licensing a song and using it as the soundtrack for a campaign, thus profiting from its impact and/or the artist's power to mobilize the affective memory of potential consumers.

SING IN MODERATION.

Considering such different and new possibilities, it is increasingly important to make the right choice of singers/songs. Successful partnerships call for more than leading the music charts; they also take analysing the attributes such artists may contribute to brands, and whether they are in line with current brand needs.

Brazilian music legend Roberto Carlos has recently been involved in an emblematic case – as a vegetarian, the singer was severely criticized for starring in the Friboi campaign, one of JBS' beef brands. The video used to promote the campaign features a waiter asking whether Roberto Carlos had gone back to eating meat again, and he says yes. Several internet users complained the singer did not even touch the food, and the negative reaction went viral. The campaign failed to convey truth the brand was looking for and even backlashed at the artist; despite his name, the move was seen as opportunistic.

There is always risk in tying a brand's name to any artist. The origin, history and stands of the public figures may – and will – be connected to the brand's image. Such background must be carefully reviewed, as whole, prior to simply investing in a singer solely because of a leading hit.

An example of the aforementioned risk is the case of singer Victor, of sertanejo duo Vitor e Léo, accused of beating his pregnant wife. At the time, Victor was one of the coaches of reality show "The Voice Kids", broadcast in Brazil by TV Globo. Victor was

pulled off from the show and TV Globo issued a press release against domestic violence, in an attempt to disconnect its image from the scandal. Victor e Léo were replaced by duo Simone & Simaria in the following season.

The case reveals that not only background matters, but also the public opinion's acceptance of the artists' stands and behaviours.

Though popular with younger generations, names such as Anitta and Pablllo Vittar, for instance, still suffer significant rejection especially from more conservative groups. They are also seen as "polemical" people, according to The Most Influential Brands study. It is nevertheless worth bearing in mind that, in both cases, rejection has never kept leading industry players from partnering with both artists. "Polemics" aside, they cater to the need certain brands have to position themselves in favour of representation and diversity, in relation to Pablllo, or of female empowerment and the right to enjoy one's sensuality without being judged for it, in relation to Anitta.



POINT OF VIEW:

2019: GOT A HIT?

2019 seems to bring an even more favourable scenario for brands to connect to celebrities, as Brazilian music is increasingly taking the world. Since the bossa-nova explosion, there had not been as many names going global at the same time – aside from Iveté and Anitta, artists such as Iza, Simone & Simaria, Tiago Iorc, Claudia Leitte, Nego do Borel and Pablllo Vittar herself have taken the spotlight in partnerships with acclaimed foreign artists, singing in other languages and targeting new audiences.

There is a promising future ahead for Brazilian music. New names, new inclusions, new alternatives for brands, which will hopefully also translate into a new freedom to be (and sing) what music really is all about, loud and clear.

"BLING BLING" LIFESTYLE

Brazil, 2012. Ostentation music, the local version of bling bling music, especially seen in Rio de Janeiro funk and sertanejo songs, increasingly gains strength to represent the yearnings for power of low-income classes.

The movement eventually became one of the ten most viewed videos on YouTube⁶⁴ in 2012, including the likes of, "Camaro Amarelo", by sertanejo duo Munhoz e Mariano, and MC Guime's "Plaquê de 100".

There are two most reasonable factors to explain why the movement has gained so much strength in Brazil. The first one argues that the growing use of the internet and YouTube in the country has led to greater accessibility of songs that were once played only at the "baile funk", or funk balls, since mainstream media was not exactly fond of promoting the musical genre. The other explanation would be the accession of the low-middle class, and the growth of its purchase power.

As we look back at the timeline of Rio de Janeiro funk, the movement that preceded the "ostentação", or bling-bling style, was "funk proibidão". The "funk proibidão" lyrics became known for encouraging drug consumption and for their apology of crime. The songs showcased a reality unknown to those who did not live in these communities, as a vestige of what it meant to have power within a hostile environment.

The growing popularity resulted in increased purchasing power, and consequently in the possibility of demonstrating power by using other means, such as the purchase of luxury items to show them off to other people – "funk ostentação" is thus born.

64. Available in:
<https://oglobo.com/cultural/megazine/YouTube-faz-retrospectiva-dos-videos-mais-vistos-em-2012-7129570>
Accessed on:
01 May 2018.



By Rafael Domingos,
Customer Experience, Junior Analyst

BRANDS X FUNK.

2012 was the year of "funk ostentação"; the movement's videos first became public thanks to producer KondZilla (today Brazil's largest YouTube channels, with 39 million subscribers), showcasing mansions, cars, sneakers, luxury shades, and drinks deemed "upscale". Several brands had their names or products mentioned or shown in widely promoted videos, such as the following:

"Plaquê de 100"

MC Guime, over 77 million views.

Brands/Products: Citroën, Hornet, 1100, Kawasaki, Bandit, RR, Sonata, Azera, Veloster

"O bonde passou"

MC Gui, over 53 million views.

Brands/Products: Facebook, YouTube, Sonata

"Os mlk é liso"

MC Rodolphinho, over 93 million views.

Brands/Products: Oakley, Amarok, Nike Shox, Calvin Klein, Tommy Hilfiger, Lacoste

At first, most brands did not approve of the repercussion and association of their image to the music style⁶⁵; there were even cases of brands that filed motions to remove the videos from YouTube.

However, it was not long until the companies started trying to understand Brazil's new scenario and started paying attention to how influential the movement had become.

The first big step for the brand-funk "partnership" was Mercedes-Benz's advertising action to promote a new model for its A-Class vehicle in 2013. One of the videos used to showcase the new model – whose target audience is the upper middle class – included the car used in different maneuvers, to the sound of MC Federado e os Leleks "Passinho do volante".

The video not only went viral at the time, but also triggered heated debate on the brands' positioning in relation to the song,

65. Available in:
<http://ultimosegundo.ig.com.br/cultura/musical/2012-11-30/fenomeno-paulistano-funk-ostentacao-e-retratado-em-documentario-veja.html>
Accessed on:
01 May 2018.

considering the people who listen to "Passinho do volante" are not the vehicle's target audience. On the one hand, many people praised the brand for how influential funk was in consumption habits; on the other, many people argued that the brand associated high-class products to a low-middle class soundtrack.

Results were positive in the end. One year after the video was launched (2014), the popularity of the A-Class rose, hitting 19% of the brand sales and taking the lead when compared to competing models⁶⁶, proving the hunger for power, of being premium, expressed in a song, may positively influence a given company's results.

This example made it clear that it was possible to use the content and product placement in the songs. MC Guime, the most widely known funk singer at the time, claimed that in the beginning, he only mentioned certain brands in his songs to praise them, but that things had changed and brands would now have to pay⁶⁷ in order to be a part of his soundtrack.

FROM BALLS TO THE MEDIA.

Concurrently to the Brazilian funk "invasion" in adds (Mercedes-Benz – 2013), the media's eyes turned to a new singer who was generating a lot of buzz with a YouTube video: "Show das Poderosas". Having hit 10 million views in only one month, Anitta build her name and open the doors to mainstream media.

After securing a successful national career, it is clear that Anitta's discography is undergoing a transition, a transformation phase, from her original funk-rooted style, to a more pop-oriented beat. Anitta holds a degree in Marketing and manages her own career, as well as her growth strategies and has adjusted her music to the industry's trends and needs, always in the pursuit of the progress and growth of her career. Anitta's songs are currently focused on latino styles, in order to promote and nail an international career.

Back to funk, other singers also perceived the trend that "adapting" funk could increase their chances of increasing visibility, profit and possible partnerships.

66. Available in: <https://mundomarketing.com.br/reportagens/mercado/31941/funk-da-mercedes-benz-da-resultado-em-vendas.html> Accessed on: 01 May 2018.

67. Available in: <https://www.istoedinheiro.com.br/noticias/negocios/20140124/rolezinho-das-marcas/146066.shtml> Accessed on: 01 May 2018.

Brands, in turn, no longer used the style to generate buzz marketing based on contradiction or “boldness”. Brands were instead interested in impacting and influencing previously indivisible audiences, creating a previously unattainable bond with such clusters.

2018 alone has two successful cases of funk songs used to identify brand positioning. IFood released an add with an alternative version of Jojo Todynho’s “Que tiro foi esse?” (183 million views) to promote its delivery services.

More recently, telco Vivo participated of MC Kevinho “PaPum” video (26 million views in 2 weeks), to promote its video call solutions. Vivo’s campaign not only includes the video itself, but also the lyric video, choreographed with the FitDance channel, in addition to other funk-oriented actions, ensuring the full integration of the strategy, as claimed by Vivo’s head of image and communications, Marina Daineze⁶⁸.

WHAT IS THE NEXT STEP?

As years go by, it is clear that funk is here to stay. The style reinvents itself at every fall, every misstep (as was the case of “proibidão” and “ostentação”), connecting to an even bigger group of people and connecting with larger audiences.

In the past few months, interested companies have made efforts to better understand what funk means in Brazilian culture and how to connect to the messages it sends out and the affected audiences. This movement is only beginning nowadays, as songs are often only used as soundtracks or part of sponsored videos.

The funk movement nevertheless continues to gain momentum, surpassing the barriers of the musical style and standing its ground in urban culture. Though seldom explored, this stand opens room for a wide range of opportunities for brands to position themselves more effectively, and possibly to create closer ties to their audience.

The development of funk is nevertheless still contained because of the concerns of certain brands. As has been mentioned above,

68. Available in: <http://www.meioemensagem.com.br/home/marketing/2018/05/05/kondzilla-dirige-mc-kevinho-em-clipe-para-a-vivo.html> Accessed on: May 21, 2018.

Mercedes-Benz's use of the song "Passinho do volante" generated a lot of buzz marketing at the time; however, it displeased part of its clients who disliked the connection between the concepts. The company never again used funk songs to promote its cars.

In today's world, a product represents far more than its functionality – it represents a lifestyle. For this reason, several brands have strengthened their positioning to truly be what they represent for their users (in addition to the specific product benefits). Each company has to understand its identity and the best way to offer this to its audience. Maybe resorting to funk proves to be a step towards progress, towards the acceptance of other cultures – towards becoming urban. Or maybe not.

Many companies that could possibly use funk in a positive way eventually refrain to do so because of concerns related to other companies that truly do not have any connection with funk. The aforesaid scenario has nevertheless shown that things are changing. The next years are likely to be marked by companies increasingly using this type of engagement, thereby creating a positioning and even a connection with the urban culture of funk.

“At a time in which all of us – brands and people – are looking for truthful exchanges, urban culture becomes increasingly relevant not only as a stage for new ideas, codes and behaviours, but also of authenticity at its best. It is essential to be able to take part in these new debates.”

Lulie Macedo, partner and executive director of Rolê⁶⁹

69. Rolê: a consultancy that assists brands to connect with street culture through an urban intelligence platform that combines immersion, content and data analysis; the street has a very strong link with authenticity.
Available in: <http://www.meioensagem.com.br/home/comunicacao/2018/05/03/cenas-e-movimentos-culturais-promissores-para-marcas.html>

SONG

HEAVY.

OH OH OH OH, OH OH OH OH, OH OH
DÃO, DÃO, DÃO, DÃO
OH OH OH OH, OH OH OH OH, OH OH

I WILL REBUILD MY CASTLE
IRON AND HAMMER
RECONQUER WHAT I'VE LOST
I KNOW THEY WILL TRY TO DESTROY ME
BUT I WILL REINVENT MYSELF
AND COME BACK STRONGER THAN BEFORE

WHEN UNRIGHTEOUSNESS PASSED BY HERE
AND THE SADNESS MADE ITS SHELTER
A LIGHT FROM THE SKY VISITED ME
AND MADE ME ITS DWELLING-PLACE

WHEN FEAR TOOK PLACE
BRINGING MEANINGLESS WAR
HOPE HOLD ITS GROUND
AND IT KEEPS VIBRATING

IT MADE ME FIGHT TO WIN
KEEP STANDING IN ORDER TO GROW
CLENCHED FIST, EYES CLOSED
I RAISE MY HAND UP AND SCREAM

"THOSE FROM THE HEAVY TEAM, FOLLOW ME"

OH OH OH OH, OH OH OH OH, OH OH
HEAVY SOUND, HEAVY BEAT
OH OH OH OH, OH OH OH OH, OH OH

STILL REBUILDING MY CASTLES,
VOICES AND ECHOES
THAT'S WHAT KEPT ME FROM LOSING MYSELF
ENDLESS DREAMS,

VOICES AND SCREAMS
TO CALL THOSE WHO ARE UNABLE TO HEAR

FROM ENGENHO NOVO TO AUSTRALIA,
READY FOR THE BATTLE
HEAD ALWAYS LIFTED TO PERSEVERE
IF YOU'RE PLANNING TO STOP US, THAT'S NOT HOW IT GOES!
WE'LL ONLY GET STRONGER THAN EVER
FROM SOUTH TO NORTH,
MONEY IS SONOROUS
MUSIC FROM THE SOUL
TO THE WISE AND THE STRONG
"GAME OF THRONES" POSES US NO THREAT
MY RICHNESS IS OUR MUSIC

IZA AND FALCÃO ARE FROM THE HEAVY TEAM

OH OH OH OH, OH OH OH OH, OH OH
ONLY THE HEAVY ONES
OH OH OH OH, OH OH OH OH, OH OH
WE'RE THE HEAVY ONES

SO HEAVY, SO HEAVY
SO HEAVY, SO HEAVY
SO HEAVY, SO HEAVY
SO HEAVY, SO HEAVY

IF THEY GOT FANCY THINGS
WE ARE HUMBLE
WHAT DOESN'T KILL THE VIBE
STRENGTHENS THE TEAM
THE SOUND OF THE CLANGOR
I'LL ASK YOU TO TURN IT UP
IF IT'S PLAYING IN ROCINHA
IT WILL GET TO MOZAMBIQUE

WISE WORDS PRONOUNCED IN YOUR PRESENCE
SO MANY STEPS IN YOUR ROAD
ATTITUDE, OBJECTIVENESS, HEAVY SOUND, DIALECT
THE CLANGOR IS LIKE A RAY OF CHALK
IZA IS OUR EMPRESS

FRIENDSHIP AND BONDS
NEW CASTLES

IZA AND FALCÃO ARE FROM THE HEAVY, HEAVY, HEAVY TEAM

OH OH OH OH, OH OH OH OH, OH OH
ONLY THE HEAVY ONES
OH OH OH OH, OH OH OH OH, OH OH
WE'RE THE HEAVY ONES

OH OH OH OH, OH OH OH OH, OH OH
ONLY THE HEAVY ONES
OH OH OH OH, OH OH OH OH, OH OH
WE'RE THE HEAVY ONES

Lyrics and Music: Marcelo Falcão/Pablo Bispo and Iza

A high-angle, fisheye photograph of a multi-level atrium. The central feature is a large, oval-shaped skylight with a grid pattern, emitting a bright blue light. Below it, several curved walkways with metal railings spiral downwards. The walkways are illuminated by numerous small, warm-toned recessed lights. People are seen walking on the lower levels. At the bottom, there is a sign that reads "PROHIBIDO PARAR NO CORREDOR" and a logo for "LUMEN RUI".

Conclusion

PROHIBIDO
PARAR NO
CORREDOR



CONCLUSION



**By Sandra Zlotagora Pessini
and Yves Bardon**

MKT & Communication, Director
Ipsos Knowledge Centre, Director

Far away from the stereotypes about Brazil, the image that emerges from our fifth edition of Ipsos Flair in Brazil is diffracted. Authoritarian speeches coexist with the questioning of almost all forms of authorities and institutions in a climate of general dissatisfaction with corruption and political class. The announced economic recovery is slow and uncertain, but individual vitality is strengthening in an enterprising nation (out of necessity?). Consumers' opinion on brands and advertising is more critical, monitoring and denouncing the slightest misstep but, at the same time, their expectations have never been so high: desire for a truly authentic dialogue, more representativeness in the messages and the offer, exceptional experiences and, above all, a search for meaning.

For Optics, the purest tool to decompose light is the prism. For Ipsos, the most effective methodology to analyse all the facets of Brazilian society and give them a global coherence is Censydiam. Its frame has helped us decrypt and recognize the Brazilians' social and human deeper motivations and transformations, dive under the noise of the presidential election year. We have got a larger understanding of the new voices and connections that are moulding the Brazilian society and economics. Thanks to Censydiam, used as an optic prism, we have managed to focus on the most recent manifestations of the trends we are monitoring and reveal people's values and attitudes:



- Control: echoing authoritarianism and moral conservatism.
- Vitality and Power: embodying aspirations and turning them into actions. Since there is a strong feeling that the system failed, vitality, and power come from individuals, new models of business and economic transactions and a few brands' actions.
- Conviviality, Belonging and Security: together, as an antidote to insecurity and financial difficulties. Offline, home is the new black; online, social media offer an apparently safe space to communicate and connect to whom shares the same opinions.
- Recognition: representativeness, intersectionality and self-affirmation are rising concepts.
- Enjoyment: found in music, whether in funk dances or in soundtracks of soap operas and ads; as in the humour, in the figure of memes, allowing to face the daily more joyfully and lightly.

Putting all the facets of the prism together, we hope to give you a better understanding the – often, nearly inaudible – deep changes happening in Brazil and to open new and successful ways for companies and brands.

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Our 30 experts are pleased to present the second edition of Ipsos Flair Brazil.

Thanks to their work, you can learn how to take studies a step further in order to discover the true values and expectations of Brazilians, where assessment meets intuition.

