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LIVING THE NEW TIMES

Attention: there is definitely zero possibility of living this world without taking into consideration the weight technology has over everything and everyone. No possibility whatsoever. In fact, it's never been possible. But the difference now is the scary perception of how fast and how brutally companies are dying, and not just them but entire sectors too.

There are many examples, such as Uber, the world's largest taxi firm, and Airbnb, the world's largest accommodation provider. The former owns no vehicles and the latter owns no real estate. They have no assets.

The once powerful Kodak, with its 17,000 employees, succumbed in 2012, the year in which young Instagram had only 13 employees and was already worth US\$1 billion.

In our personal lives, transformations are also occurring in an impressive manner. My children don't want to get their driver's license, which was the most desired document back in my day, and for which I spent an entire night at the door to the driver's ed school on the day I became 18 years and 1-day old. And my kids won't need a license. Soon, they will call a driverless electric car that will take them wherever they want, without having to worry about exorbitant parking prices or extortionist *franeleros*, and debit expenses on their parents' credit card.

And what about healthcare? The brave new world of genomics, biomarkers that perform customized preventive exams with no contraindications whatsoever since, with a simple blood exam, it will be possible to target exactly what needs to be treated.

In fact, Juan Enriquez, a specialist at Harvard Business School, once said that, like hieroglyphs, the alphabet and binary code changed the world; this century, the four letters of the genetic code will lead us to a new revolution. And there's a whole lot more.

What about 4D printing? Artificial intelligence, robotics, drones, nano world? Where are we headed? What do we do with our businesses that are based on atoms, not bits and bytes?

Therefore, the question that needs to be asked is whether our companies are moving at the same speed as new business models and disruptive technologies, or are we becoming more ignorant by the minute.

What will we do in the near future with less jobs, partial work, idleness and the guaranteed paradox of a longer life and the growing statistical possibility of death by cancer.

How many of us from this world of tangible assets, intensive capital,

long-term maturity, vast assets, are in fact including innovation in our daily agenda, within an agile structure and that's not mistaken with the heavy and pressing tasks of the corporate environment?

Another question to be answered is what will we do with our rich massive forest, our fibers our lignin, our energy, our small environmental powerhouses?

Today, change has its own characteristics: it is dangerous, deceiving, unpredictable and always surprising. Always? The exact answer cannot be guaranteed, but we can present another question for reflection: What if we stop trying to predict the future and begin building it or, in worst case, truly prepare for what's to come?

In my opinion, these questions find their answers in three management mechanisms: in turbinated investments in innovation, in medium and long-term strategic planning, and in governance.

The first, already mentioned, deals with the need to, understanding its more elastic character over time, invest in talents and structures that are free of excessive knots.

The second, a commitment to face risks and opportunities, assets and bottlenecks in order to, with the complete involvement of Board leaders or top management structure of a company, design milestones of achievements.

The third, definitely, to operate assets with transparency, generating the guidelines, processes, orientation and responsibility that organize the path and create clear and precise alignment. And understand that boundaries, of all natures, have gone.

Brazil is not going to walk backwards. It has huge challenges, especially of a systemic nature, but albeit volatile, it possesses area, market, people and experience to continue moving forward. It has good and endless diagnostics, it lacks resources only until proving that it offers guarantees and commitments, and does have a difficult and fundamental election in 2018 that will define the country over the next many years and, who knows, by jointly facing this evil that is corruption and state interference, a new phase will come where society will understand the need for altitude and attitude.

Is it necessary for fear, concern and defense to prevail? No. On the contrary. We need to envision the opportunity, work hard, and maintain a balance between boldness and moderation. That's what we're here for. ■