



reddot design award  
winner 2017

seat.com/ibiza

# The best moments aren't planned.

Start moving.



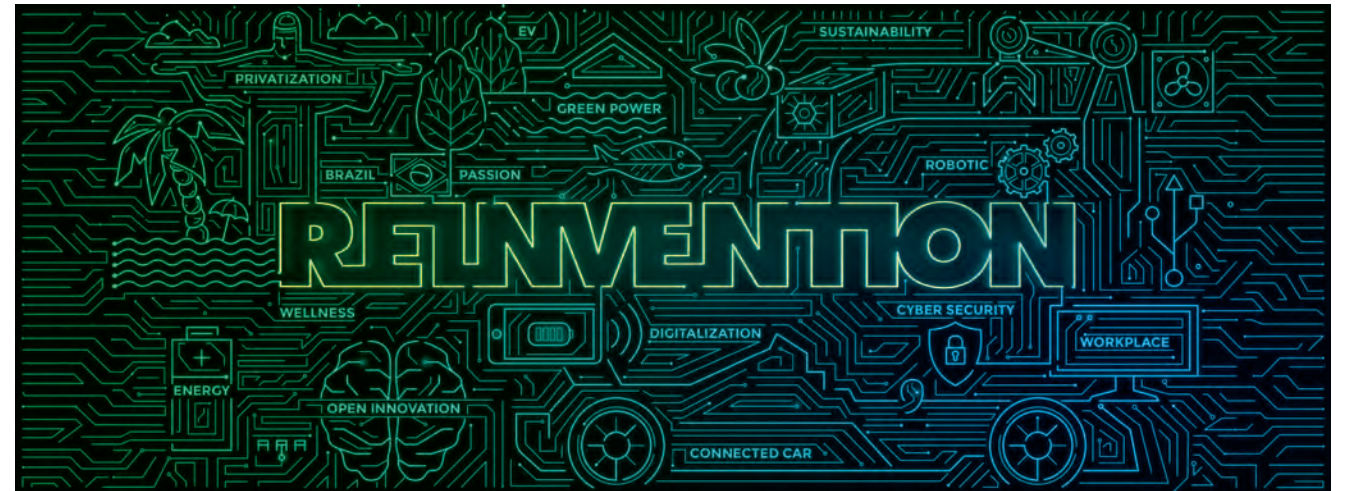
The new Ibiza.

Made for spontaneous moments. Loads of available features mean you're ready for anything. And with the sporty FR trim, you'll look good doing it. Why wait? It's time to start moving.



Average fuel consumption: 4.7 - 4.9 l/100 km. Average CO<sub>2</sub> mass emissions: 106 - 112 g/km.

Content by The Buzz Business



## WORKING IN A VUCA WORLD

As the shockwaves of the digital revolution impact organizations of all sizes and in all sectors, today's corporate leaders are reinventing their business models to respond to new threats and to seize new opportunities for growth.

Faced with an existential challenge to their traditional ways of doing business, many companies are replicating the innovative VUCA thinking developed by the U.S. military in the face of a world that is Volatile, Uncertain, Complex and Ambiguous. Car manufacturers such as SEAT and Nissan are putting digital skills and human resources strategies, as historic auto makers transform into urban mobility providers. Global energy giants including Enel and insurance companies such as Allianz are repositioning their businesses for the arrival of electric cars and autonomous driving.

But as a series of high-profile hacking attacks and computing failures in recent months has shown, information technology's journey to the heart of the organization also implies a whole new level of risk. Companies have never been more vulnerable to attack, says Christian Reilly, VP of global product and technology

strategy at Citrix, which specializes in making digital workspaces and apps safe and secure. "The traditional security architecture just doesn't work," Reilly argues.

**Rather than trying to secure every device, use strong encryption to secure your data."**

Christian Reilly, VP Global Product and Technology Strategy, Citrix

"Typically, enterprises have taken a "castle and moat" approach to security, building the walls higher to keep the bad guys out. But because of the proliferation of devices and applications, there is no single entry point to defend anymore."

Increasingly, it is employees logging into a company network on their own devices that present the greatest threats to information security. Many employees do not update their smartphone software regularly, leaving them more vulnerable to hackers. The increased use of the public Cloud for software and services rather than on-premises infrastructure poses another growing threat to enterprise security. "People are always the weakest link in an organization's defense and security,"

Reilly says. "Education has never been more important."

Help is at hand in the shape of technologies that allow and restrict access to sensitive information, technologies which increasingly use high-powered predictive analytics to corroborate the identity and intent of each person accessing a network. "A new approach is becoming popular," Reilly explains. "Employees get access and permission-based models of what is considered normal behavior, on a whitelist rather than on a traditional blacklist approach."

Citrix is now preparing to help enterprises securely enable their organizations for the arrival of the Internet of Things (IoT), which is extending Internet connectivity to billions of devices and which will deliver entire new services, such as businesses based on autonomous driving, personalized healthcare and insurance.

Citrix has introduced what it calls Workspace IoT solutions to help companies reinvent their business models and their ways of working. Guided by the Workspace IoT approach, Reilly says, organizations will be able to make the most of contemporary workplace technologies such as the Cloud and mobility to enable new business opportunities, redefine their future and increase their productivity in complete security.

"We want to power a world where people, organizations and things are securely connected," Reilly says. "Every company in every industry is facing the same challenges. Our aim at Citrix is to help enterprises introduce new devices and new types of data so that they can make the most of the complete potential of the IoT. We want our customers to achieve the extraordinary." ■



The Agnelli Foundation transforms a historical building into a workspace



## SEAT DRIVES WELLNESS REVOLUTION

At a time of unprecedented changes to the nature of work, some of the world's largest businesses are putting the physical and mental health of their employees at the heart of their reinvention for the future.

By investing in new healthcare facilities and wellness programs for workers, these companies are increasing the productivity and engagement of their employees, improving morale, reducing turnover, stress and absenteeism, and enhancing their appeal to the millennial generation.

SEAT, the Barcelona-based car manufacturer which almost single-handedly drove Spain into the automotive era in the 1950s and 60s, has put health and wellness at the center of the company's transformation for the digital age. In April this year, SEAT opened CARS, a \$3.6 million healthcare and rehabilitation center for employees, where specialists in areas such as traumatology, cardiology and gynecology are offering a wide range of personalized services to all workers. CARS provides the entire workforce with treatment for medical conditions, as well as preventative care such as examinations for the early detection of breast and cervical cancer—unusually for a car plant, one



SEAT's new Health Care and Rehabilitation Centre (CARS)

quarter of employees on the factory floor are female.

SEAT, which is Spain's largest industrial investor in R&D, is making extensive use of state-of-the-art technologies at the center. The CARS facility includes a biomechanical laboratory equipped with 3D cameras, enabling SEAT to simulate work processes on the assembly line

**We are committed to transforming the company from inside."**

Luca de Meo, President, SEAT

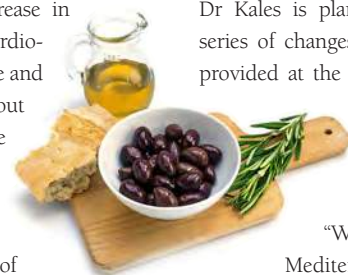
and adapt the ergonomics of each job requirement to individual employees. "Technology in the laboratory and on the factory floor will help make our workforce physically healthier," says Dr. Patricia Such, the company's head of health and safety.

### MEDITERRANEAN CUISINE COMES TO THE CAR PLANT

In the popular imagination, car factories are not normally associated with nutritious, high quality food. In the Spanish city of Barcelona, that is all set to change, as SEAT teams up with Harvard University to research the benefits of the celebrated Mediterranean diet for occupational health.

The diet—rich in olive oil, fish, vegetables, nuts and beans—has

long been proven to help reduce the risk of cancer, cardiovascular diseases and even neurodegenerative conditions. "Studies have shown that the diet leads to a 30%-40% decrease in the risk of cardiovascular disease and cancer and about a 25% decrease in overall mortality, as well as reduced risks of Alzheimer's and other



chronic diseases," says Dr. Stefanos N. Kales, the director of occupational medicine at the Harvard School of Public Health.

Working closely with SEAT, Dr Kales is planning to make a series of changes to the nutrition provided at the car plants and to incorporate the traditions of the Mediterranean diet more widely. "We already provide Mediterranean options in our canteens, and now we

of setting up a kindergarten." SEAT's focus on wellness is helping the company attract a new breed of employee, who will be crucial to SEAT's rapid journey into the digital era of connected cars and ride-sharing services.

"The biggest challenge we face in human resources in the automotive industry is to prepare our employees for digital disruption and to attract talent from elsewhere," Ros says. "For millennials, it was inconceivable to come to a

**As a Spanish company, the wellness of our employees and families has always been a priority."**

Xavier Ros, EVP Human Resources, SEAT

company and have to clock in to begin their working day. We do not pay for the time they are here but for the work they are doing. And as millennials do not like hierarchies, we are also flattening the organization and making senior management more approachable.

"Our increasing commitment to wellness is helping us attract and retain talented employees. It is helping SEAT to transform for the future." ■

are going to give assembly-line workers healthy, Mediterranean snacks during their shifts rather than sandwiches with processed meat," explains Dr. Patricia Such, SEAT's head of health and safety. SEAT and Harvard researchers will then study the impact of the nutritional changes on the health of participating workers.

"SEAT has one of the most comprehensive programs that I know of in any country for looking after their employees' health," Dr. Kales adds. ■



Citrix lets people work whenever, wherever. For Red Bull Racing, that means accessing large files at the track, analyzing telemetry data in near real-time and making key decisions from anywhere. This is how the future works.

[CITRIX.COM/FUTURE](http://CITRIX.COM/FUTURE)

Red Bull  
RACING  
FORMULA ONE TEAM

CITRIX  
INNOVATION PARTNER





### A LOVE MATCH

According to the Italian intellectual Pier Paolo Pasolini, the difference between development and progress is that the former focuses on increasing economic indicators as a result of growth in the production of goods, while the latter involves improving overall social conditions and quality of life.

In response to the ever-changing environments in which we do business, I strongly believe companies have to innovate constantly, not only to survive but to thrive. Success comes from leveraging our internal and external strengths with the goal of generating progress by making connections between the most creative players in the value chain (from customers to providers, from universities to startups, and so on).

But if a company wants to make progress possible by interacting with those key stakeholders in the eco-system, it also needs to be sustainable. Creative minds tend to come up with brilliant ideas for the sake of the challenge or because they want to make the world a better place rather than to boost the bottom line.

Therefore when companies do not work in a sustainable way, economically, socially and environmentally speaking, the drive to innovate is diminished. If we aspire to see progress fostering further progress, we need to do all we can to ensure the “love match” between innovation and sustainability flourishes. ■

**Ernesto Ciorra,**  
Head of Innovation and  
Sustainability, Enel

### PREPARING FOR A COMPUTER-DRIVEN FUTURE

Just as the steam engine has come to symbolize the industrial revolution of the 19th century, perhaps no single object represents the democratic, consumer-centered economies of the 20th century better than the mass-produced automobile.

Now, in the age of the smartphone and the digital revolution, car manufacturers are reinventing their business models to reinforce the car's place at the center of 21st century society. Global brands such as Renault and Nissan, who together with Mitsubishi comprise the Renault-Nissan Alliance and sell around 10 million cars per year, are developing connected car services and autonomous driving technologies to make car-driving a safer, more enjoyable and more productive activity.

Among the technologies that the Alliance is developing are diagnostic sensors that will track engine performance in real-time and alert the companies when any maintenance is required. Meanwhile, the organization is partnering with Microsoft to develop next-generation services for drivers using Microsoft's Azure platform,

### OPINION: FUEL CELL AND ELECTRIC MOBILITY

With air quality in cities deteriorating over recent years, sustainable mobility solutions are coming into focus. We are at the outset of an eco-cars era. For good reasons: hydrogen-powered vehicles only emit water and they are improving urban air quality by filtering out fine dust particles. One fuel cell car can even remove the fine dust from two diesel vehicles.

I believe firmly in the future of electric and hydrogen mobility especially given the vehicles' long range



Microsoft Connected Vehicle Platform helps Renault-Nissan Alliance transform cars explains Ogi Redzic, senior VP of connected vehicles and mobility services. “We want to produce connected vehicles that excite our customers,” Redzic says.

In the near future, Renault and Nissan drivers will be able to pay highway tolls or parking fees with a simple touch of a screen. Car owners will track and monitor their car from anywhere, through their mobile phone or laptop, perhaps transferring control to a friend or relative who needs the car—without having to transfer a physical key.

At the same time, the Alliance is also partnering with technology leaders to develop autonomous driving services that will transform urban mobility. With Transdev, the organization is exploring ways in which fleets of electric driverless vehicles could be used for public and on-demand transportation.



and short fuelling time. For the past two decades, Hyundai Motor has been a pioneer in both technologies. The ix35 Fuel Cell is the world's first mass-produced fuel cell electric vehicle (FCEV). Eight out of ten fuel cell cars in Europe are from Hyundai. To ensure change, people need to experience these vehicles. Together with

Meanwhile, the Alliance is working with Japanese internet company DeNA to begin tests aimed at developing driverless vehicles for commercial services. To prepare

**Cars are becoming increasingly connected, intelligent and personal.”**

Ogi Redzic,  
Senior VP Connected  
Vehicles and Mobility  
Services,  
Renault-Nissan Alliance

for this revolution, the Alliance is hiring 300 experts in software development, cloud management and artificial intelligence. “It is going to be very challenging for companies in any industry, not just the car industry, to add value in the future if they do not have access to the core digital skills,” Redzic says. ■

STEP we launched HYPE, the world's first and largest fuel-cell taxi fleet serving Greater Paris. In September, the fleet will expand to over 50 vehicles, replacing combustion engine cars.

We also support the world's first hydrogen-powered car sharing service, BeeZero. Launched in mid-2016 with 50 FECV, customer numbers are increasing steadily. Both examples underscore acceptance levels, showing that customers see the benefits of this means of transport. We will continue to pursue this path towards a clean urban environment. ■

**Thomas Schmid**  
COO, Hyundai Motor Europe

## BRAZILIAN NATURE WILL TAKE YOUR BREATH AWAY

We promote  
sustainable tourism  
Join us and preserve  
our natural heritage



visitbrasil.com

Fernando de Noronha - Pernambuco



Sensational!





## TALKING WITH MACHINES

Ever since grunts became words, speech has helped us learn, plan, and do amazing things. Our communication has been shaped by twin desires: to be understood and to understand. But we've neglected to imbue the same mutuality into our computer systems, leaving the onus entirely on humans to make themselves understood by indifferent, literalistic machines.

The human-computer interface has been designed on the machine's terms, using a keyboard and mouse to make requests in different ways than we'd usually talk. The results depend on strict conformity to the machine's programming. Do it right, and we might get what we need. Make one small mistake, and we're out of luck.

Now artificial intelligence offers a better way. Machine learning algorithms allow computers to meet us halfway to try to figure out what we're saying, just as another person would. If you've ever asked a question of Siri, Cortana Google Assistant or Samsung Bixby, you've experienced the early stages of a profound transformation. The emergence of natural language processing may ultimately mean the end of the keyboard and mouse.

Imagine talking to your enterprise systems the way you'd talk to another person—without having to learn a new language for each app. Imagine being able to get what you really want, not what the computer thinks you want. Imagine how much more productive this emerging world will be. ■

**Christian Reilly**  
VP of Global Product and  
Technology Strategy, Citrix

## WHY GO TO WORK?

As freelance workers proliferate, the “gig economy” gathers pace and project-based working becomes the norm, the real estate and office management industry is reinventing the traditional workspace for the digital age.

“Businesses want space where they can work with their customers, their suppliers, and sometimes even their competitors in environments that allow and encourage collaboration,” says Mike Gedye, executive director at global real estate advisory firm CBRE. Investment in smart buildings,

cognitive technologies and employee wellness programs have been proven to increase productivity, Gedye adds.

Meanwhile, remote and mobile working has become standard across all areas of the economy. “Many companies don't want their employees to be cogs in a wheel in a central office anymore,” says Mark Dixon, CEO and founder of the International Workplace Group (IWG), the serviced office provider formerly known as Regus.

IWG is investing in a new range of options for mobile workers, including workspaces in public libraries and airport terminals. “Our



Battersea Power Station in London is a mixed use destination

vision is to provide an on-demand workplace that is as useful and as accessible as a mobile phone,” Dixon says. ■

## FORMULA E REINVENTS RACING

Against the stunning backdrop of the skyscrapers of Lower Manhattan and the Statue of Liberty, New Yorkers this month are enjoying a privileged preview of the motorsport of tomorrow as Formula E comes to town.

The wildly successful championship for electric racing cars has thrilled hundreds of thousands of spectators since holding its first race in Beijing in 2014. Because Formula E vehicles are zero-emission, local authorities have allowed the races to take place on tracks in the heart of global cities such as Paris, Berlin, Hong Kong and now New York, bringing world-class auto racing to a new generation of urbanites.

“There has never been a car race in New York City before,” says Alejandro Agag, the founder and CEO of Formula E. “It's because we are completely electric that we are allowed to race here, and because we bring an entire ecosystem of sustainable innovation that whole families can enjoy.”

As well all the excitement of the races, the Formula E championship serves as a showcase for electric vehicles and other technologies that are poised to



Formula E inspires development in electric car technology

change the face of city life and urban transport.

At each race, insurance giant Allianz welcomes spectators into an Explorer Zone in the Allianz eVillage, where fans can get behind the wheel of Formula E

“We have to explore the future if we want to insure the future.”

Jean-Marc Pailhol,  
Head of Group Market  
Management and  
Distribution, Allianz

simulators and experience cutting-edge technologies including drones, virtual reality and robotics. Allianz will also be analyzing the performance of autonomous vehicles in the up-coming Roborace

series of driverless electric car races, which will take place on the Formula E circuits, and assessing the implications of these transformational technologies for the future of car insurance.

Jean-Marc Pailhol, head of group market management and distribution at Allianz, says that the company's partnership with Formula E gives it a ringside view of history in the making. “We are the first in our industry to have access to this emerging global ecosystem that is redefining the future of urban mobility in a sustainable way,” Pailhol says. “As an insurer, we have to be closely involved in the innovations that will change our business model. Formula E is the perfect place for us to participate in this revolution.” ■

## ENEL IN THE CARBON NEUTRAL FAST LANE

As well as opening a new chapter in the history of auto racing, Formula E is on the frontline of the development of technologies for cleaner and smarter energy. Thanks to a partnership with global energy company Enel, Formula E is able to power the world's first ever carbon-neutral car races with its own transportable micro-grid, minimizing its use of the existing electricity grid in host cities.

Enel shares our vision for the future of energy. Its carbon neutral solutions show that business, sport and entertainment can be run in a fully sustainable way.”

Alejandro Agag,  
Formula E CEO

by state-of-the-art lithium-ion batteries and then used when the electric cars need recharging during the races. Enel is planning

to introduce a new series of bifacial cells to generate even more electricity per square meter. “Formula E uses a very smart energy system, based on 100% renewable energy,” says Riccardo Amoroso, head of innovation and sustainability at Enel Green Power, the company's renewable energy unit. “Our energy management software optimizes production, making sure that no electricity is wasted and that the race cars get peak power when they most need it.”



As sales of electric vehicles surge world-wide, the technologies being deployed and refined by Enel at Formula E will have a major part to play in the development of smarter and cleaner urban electricity networks. “Thanks to Enel, our events are miniature simulations of smart cities,” says Alejandro Agag, the CEO of Formula E. “The races are a fantastic showcase for the energy ecosystems that will be needed by the cities of the future.” ■

## IN THE DRIVING SEAT OF THE OPEN POWER REVOLUTION Q&A WITH RYAN O'KEEFFE, DIRECTOR OF COMMUNICATIONS, ENEL



### How is Enel responding to the disruption of the energy industry?

Traditional power generation and distribution has been the cornerstone of Enel's success over the last 60 years. We operate a grid network of 2.1 million kilometers; it is the largest privately owned grid network in the world. We have 63,000 employees servicing some 300 million people in over 30 countries. But we have recognized that to be relevant in today's interconnected world of prosumers, we have to open up. We need to respond to climate change, to changes in regulation, to new ways of generating and distributing energy. We need to digitize our business and enhance our customer focus. We have to make our power and our

grids available to partners and to our customers to use as a platform. That is the foundation of the Open Power brand that we launched last year.

### What are the main aims of Open Power?

Open Power is our strategic platform for growth. It is based on opening up all areas of our energy business to take advantage of opportunities for new revenue streams. It means opening energy access to more people—more than 1 billion people still do not have access to electricity. It means opening up to new technologies and new forms of energy management, leveraging the connectivity of smart devices. And it means opening up to new uses of energy and new partnerships, such as with Nissan for our Vehicle-to-Grid

technology for electric vehicles. Those are the five pillars of Open Power. They are the main drivers for our decision-making. Our vision for Open Power is nothing less than to solve some of the world's biggest challenges. What is exciting is that as a global electricity company we are in a real position to deliver on that vision.

### How is Enel modernizing its culture to prepare for the future?

We cannot bring Open Power to life unless we move from being a former monopolist to being a much faster-moving business. We are working to digitize our

The future of urban mobility is electric. It is a massive opportunity for us.”

business and one of the areas we are focusing on is our people. We are changing our mindset and becoming leaner, more agile and more innovative. We are opening innovation hubs in San Francisco, Tel Aviv, Brazil and Singapore. We are bringing startup thinking into Enel. It is a fundamental part

of making Enel even more competitive.

### How does Enel's partnership with Formula E support the Open Power vision?

Electric mobility is going to be a fundamental part of the future of the energy business. In just 10 years' time, electricity will power a significant proportion of all motor cars in the world. That is why we want to be part of the growth of Formula E. It is very exciting for us and it is generating huge levels of engagement with our customers.

Formula E is a great opportunity to showcase what can be achieved by innovation and by a startup mindset. It tells the story of who Enel is, what we do, and where we are going. It is about much more than brand visibility; we are making available to Formula E our people, our technological expertise and our hardware. We are proud to be one of the enablers for the championship. The possibilities around electric mobility are about how big your imagination is. It's new and it's the future. ■

## REINVENTION PAYS OFF FOR BRAZILIAN ECONOMY

Faced with the end of the decade-long commodity boom that transformed the country into an economic powerhouse, the Brazilian government which entered office last year has implemented a radical new strategy focused on controlling public spending, modernizing labor laws, reforming pensions and opening up key infrastructure sectors to foreign investment.

The reboot is now beginning to produce impressive results, with the country's economy expanding by 1.0% in the first quarter of 2017, sealing Brazil's emergence



Brazil's eco paradises offer opportunities for European investment

from recession. The reforms are helping the country attract a new wave of foreign capital. "Brazil has learnt its lesson and realizes that it

cannot live on commodity exports alone," says Vinicius Lummertz, president of Embratur, the Brazilian Tourism Board.

As a top strategic priority, the government is finding foreign partners to support the rapid modernization of the country's transport and tourism infrastructure. A series of airports have been sold to consortia from overseas, and all limits on foreign ownership of Brazilian airlines will be removed. "Brazil is becoming an increasingly outward-looking country," Lummertz adds. ■

### BUILDING A TOURISM SUPERPOWER Q&A WITH VINICIUS LUMMERTZ, PRESIDENT OF EMBRATUR, THE BRAZILIAN TOURISM BOARD



#### What is the legacy of the major events that Brazil has organized recently, such as the World Cup and Rio 2016?

We can look back with pride on the cycle of major sporting events hosted in Brazil—not just the World Cup and the Olympic Games but also the Pan American Games and the Confederation Cup.

Brazil was the first fully democratic developing country with an independent media to hold the Olympic Games. I think we won a gold medal against all odds. There were zero cases of zika infection in Rio during the Games. As a long-term legacy, Rio now has more hotel capacity, new museums, a light rail network, and new roads and metro lines. Rio de Janeiro is a completely renewed city.

#### How do you plan to build on this success to expand the tourism sector?

We have launched a governmental plan called *Mais Turismo* or "more tourism" to modernize the sector in Brazil. According to the World Economic Forum, no country has natural resources with more potential for tourism than Brazil. We are number eight in terms of cultural potential. But so far we have not fully realized our potential. The aim of *Mais Turismo* is to close the gap between our potential and reality.

#### How will you achieve that?

Firstly, macro-economic reforms from the federal government will increase the competitiveness of the business environment for tourism. Brazil will become a more flexible place to do business. Pension

reforms and labor law reforms will give more confidence for foreign investors to share their experience and know-how with Brazil.

We will also modernize the legislation for the tourism sector. We will increase productivity and reduce bureaucracy. For example, we plan to make it much easier for visitors from the U.S., Canada, Japan and Australia to obtain tourist visas. We will open some national parks to concessions and lower the import taxes for equipment for use in theme parks.

**“We aim to increase the number of foreign tourists in Brazil by one million people each year.”**

We are going to make it easier to invest along our coastline, in new marinas and facilities for cruise ships. We are going to cut the red tape that makes it difficult to

develop tourism in our historic colonial cities. Finally, we have big plans to grow in the MICE (Meetings, Incentives, Conferences and Events) segment, where Brazil is ranked first among Latin American countries.

#### What contribution can tourism make to Brazil's economic revival?

In 2016, we welcomed 6.6 million foreign tourists to Brazil, who spent a total of \$6 billion here. With our reforms, our target is to have 12 million tourists in 2022, spending \$19 billion. The tourism sector employs seven million people, directly and indirectly. By 2022, we aim to increase that number to 13 million jobs. If we implement our reform program successfully, I believe we will achieve these targets. ■

Produced by



www.thebuzzbusiness.com

PROJECT DIRECTION: SIAN GODDARD  
INTERVIEWS: SIAN GODDARD  
WRITING: MARK BERESFORD  
EDITING: CARMEN MOURA  
ILLUSTRATIONS: VASAVA  
DESIGN: ANTONIO CAPARRÓS