

THE PUBLIC



**FOOD
PRESERVATION**
NEW TECHNOLOGIES

FRANCHISES
RISK REDUCTION AND
OPTIMIZATION

DISABILITY
CHALLENGES IN THE LABOR
MARKET

GABRIEL MORETTI
PRESIDENT AND FOUNDER OF COVISIAN

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EDITORIAL

We begin a new year with a fresh look at the issues that define the present and shape the future of business, social inclusion and sustainability. In this edition, we explore stories of innovation, global challenges and transformative strategies that are setting the pulse of our time.

Joining us on the cover is Gabriele Moretti, president and founder of Covisian, whose company is positioned as a global benchmark in BPO services. In an exclusive interview, Moretti shares with us how the recent acquisition of operations in the United States marks a before and after for the company.

The franchise model continues to consolidate itself as an efficient strategy for companies seeking to expand. Examples such as Neverías Frody, in Mexico, illustrate how this system not only allows for accelerating growth, but also optimizing resources and building solid alliances with franchisees.

Despite social progress, 7 out of 10 people with disabilities do not have access to the labour market, a problem that reveals deep structural inequalities. This forces us to review the inclusion strategies that are currently being promoted.

Another current challenge is food waste, which affects both the economy and the environment. In response to this, technologies such as biosensors and antimicrobial additives are marking a significant change in food preservation.

2025 promises to be a year of great opportunities. With a vision for a more inclusive, sustainable and productive world, are we ready to take on the challenge?

Estefani R.

GENERAL EDITOR



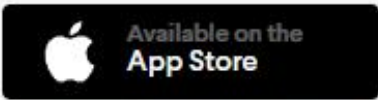
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DREAMING IS JUST THE BEGINNING



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Radio The Public



WHY CHOOSE A FRANCHISE MODEL?

This system offers advantages in terms of accelerated growth, reduced risk and optimized efficiency.

Written by: Estefani Rodriguez

If businesses are looking to expand quickly, doing so through franchising is currently one of the most effective methods.

This model allows businesses to grow without taking on all the risk and investment associated with opening new locations. As we head into 2025, franchising continues to offer a number of benefits.

A success story is Neverías Frody in Mexico, whose brand has been on the market for 12 years and has 60 branches in different parts of the country. **“This expansion has been possible with the reinvestment of the brand and with a regional franchise model, the latter representing 45% of our financial growth. In our case, the franchisee becomes a business partner that executes all aspects of the brand 100%,”** says Beatriz Rodríguez, general manager of Frody.



Beatriz Rodríguez, General Manager of Neverías Frody

It should be noted that franchisees are usually local entrepreneurs who know their market well and have a strong incentive to ensure the success of the operation. This approach increases the likelihood of success in new locations, as they are not only supported by the proven business model, but also by their own knowledge of the place and its specific needs.



Sucursal Frody

One of the important points to consider when it comes to franchising is brand consistency. Equal service is crucial as it ensures a consistent experience for customers, regardless of location. This reinforces trust in the company, as consumers typically associate consistency with quality and reliability. It also keeps the corporate identity intact.

“There has to be a very broad control. For us, it is essential that you go to any Frody branch and find the same experience, such as in customer service or cleaning. We have internal strategies and work teams that help us constantly audit the stores to ensure that we are all executing exactly the same. It is essential to have specialized teams, in addition to the sales team, that visit the branches all the time,” says Rodríguez.

Another issue to consider is that when acquiring a franchise, it is essential that the franchisee fully connects with the brand concept. That is, he must be a client convinced of the value that the franchise offers to the consumer and feel an affinity for the company. It is also essential to have experience in the food retail sector and, above all, to have total dedication both personally and through a committed team.



“Most people think that you don’t have to be in the business or that the franchise will operate on its own, but that’s not the case. No matter how much structure, measurements or monitoring you have, you have to be willing to give your time to the maximum in the execution of that franchise and be willing to solve all the problems that arise; in addition to having tolerance for frustration and working under pressure,” recommends the executive.

With significant benefits in terms of rapid growth, reduced risk and increased efficiency, franchising remains one of the most effective ways to expand a business. However, to be successful in 2025 and beyond, franchisors will need to adapt to new technologies, maintain high quality standards and be sensitive to social trends.

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PERUVIAN ARTISANS CONQUER INTERNATIONAL MARKETS

The UMA project seeks to prevent violence against women by providing them with economic independence.

Written by: Estefani Rodriguez





UMA artisans in San Miguel, Cajamarca

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ith the aim of reducing social inequalities and promoting employment opportunities for vulnerable women in Peru,

UMA was founded in 2019. According to its founders, sisters Andrea and Alejandra Guardia Muguruza, this project not only strengthens the autonomy of women, but also promotes the progress of their families and communities.

These women, often marginalized by geographic and cultural factors, have the potential to become agents of change when given the necessary tools to actively participate in the local economy, breaking cycles of poverty and promoting inclusive growth that benefits the entire society.

“UMA seeks to be a complementary alternative to the public sector, focusing on providing economic independence to women as a way to combat dependency or violence from their partners,” explains Alejandra.

Currently, UMA works with approximately 400 artisans from Ayacucho and Cajamarca, two of the poorest regions in the country. However, the expansion goals are ambitious: **“We want to reach 3,000 women throughout Peru through programs such as those of the Ministry of Women and Vulnerable Populations, which have already mapped these communities,”** says Guardia.



It should be noted that this enterprise helps women sell their crafts in both the national and international markets, with the United States being their main buyer. The products sold cover three main categories: altarpieces, textiles and stone carvings.

But the essence of the project goes beyond simple sales. **“Our goal is not to copy designs, but to have the artisans design, produce and sell. We advise them to understand the global demand and we help them to multiply the value of their products. In many cases, they increase their income fivefold by selling with us,”** highlights the co-founder.



UMA Women



In addition, UMA addresses structural problems throughout the value chain. From lack of access to inputs to a shortage of trained hands, the team works to eliminate the barriers that limit production and marketing. **“It is essential to have a leader who guarantees the quality of the products within the community, which also allows the process to be decentralized,”** says Andrea.

Recognition of UMA’s impact has not been long in coming. In 2024, the company won the Kunan award in the **“Impulsa Mujer”** category. This award follows a previous award from Harvard, which opened the doors to the US market.

“Kunan gave us the boost we needed to consolidate our national recognition. Since then, we have already received corporate orders from BCP,” Alejandra adds.

In 2025, they are preparing to expand their markets to Canada and Mexico, taking advantage of platforms such as Amazon, and they do not rule out reaching Europe in the medium term. They also plan to incorporate digitalization strategies to better understand customer demands and optimize processes.

As Andrea Guardia says, **“UMA is not just a business; it is a tool for women to regain their freedom and reach their true potential.”** With ambitious plans and a clear purpose, this project shows that social change in Peru can go hand in hand with innovation and international trade.



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LATAM BANKS IN THE TOP 30 RANKING

Position	Country	Financial brand	Total assets (billions of dollars)
1	Brazil	Itaú Unibanco Holding SA	555 720
2	Brazil	Banco do Brasil SA	447 720
3	Brazil	Banco Bradesco SA	394 760
6	Mexico	Grupo Financiero BBVA México SA de CV	197 290
7	Mexico	Grupo Financiero Banorte SAB de CV	134 560
8	Mexico	Banco Santander México SA	108 400
11	Chile	Banco de Crédito de Inversiones	90 450
12	Colombia	Bancolombia	88 520

Position	Country	Financial brand	Total assets (billions of dollars)
13	Chile	Banco Santander - Chile	80 820
14	Colombia	Grupo Aval Acciones y Valores SA	77 740
15	Chile	Banco del Estado de Chile	66 500
18	Colombia	Grupo Bolívar SA	52 400
19	Peru	Banco de Crédito del Perú - BCP	51 670
24	Argentina	Banco de la nación Argentina SA	39 750
30	Peru	Banco BBVA de Perú SA	28 090

LATAM BANKS IN THE TOP 30 RANKING

Prepared by: Pilar Astupiña

VIDEO GAMES THAT TRANSFORM LIVES BEYOND ENTERTAINMENT



These projects address everything from learning and awareness to socio-emotional development.

Written by: Esperanza Aguilera

T

oday, virtual games have evolved to become powerful tools that transcend the fun,

focusing on addressing social, educational and cultural issues. Known as “serious video games,” they use interactivity and immersion to generate an impact in various areas of society.

“You learn by trial and error, you learn by doing, emotionally involved and with immediate feedback,” says Elisa Navarro Chinchilla, CEO and co-founder of Gold Bug Interactive. Her company, with offices in Montreal and Mexico, has been developing serious video games that combine creativity and social impact for more than 15 years.

Navarro explains that these games are used in a variety of sectors, from education and corporate training to healthcare and government. This approach allows the limitations of traditional methods to be overcome, offering immersive experiences that facilitate meaningful learning.



Elisa Navarro Chinchilla, CEO and co-founder of Gold Bug Interactive

Collaboration with specialists is therefore key to ensuring the accuracy of these games. As he mentions, each project involves experts in the field, from biologists to psychologists and doctors. “We are translators of knowledge into game mechanics,” he explains.

However, the main challenge in creating these video games lies in balancing the playful narrative with social objectives.

In this regard, Navarro stresses the importance of creating projects that are honest and engaging: “We never make games with long texts, we always focus on the visual, audio and animation to maintain interest.” This ensures that users feel motivated to play while absorbing knowledge or developing skills.

In this way, the recent edition of Games for Change Latam, organized for the first time in Mexico, marked a milestone in the visibility of Latin American projects with social impact. Navarro, who was part of the organizing team, highlights that the event seeks to map and connect serious game creators in the region. “It is an effort to build a community and link countries like Colombia, Mexico and Brazil around these developments,” he says.

Despite their growing relevance, these programs also face challenges in terms of funding and impact analysis. Although digital tools make it possible to measure user behavior, many organizations lack the resources to evaluate qualitative results in the long term.

Looking to the future, the potential of serious games in Latin America is immense, says the CEO, also inviting developers to explore this field: “many come thinking it is something temporary, but end up enchanted by the possibilities of creating games that go beyond entertainment.” This vision promises to transform the way we learn and how we face life’s challenges.



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INNOVATIVE TECHNOLOGIES THAT OPTIMIZE FOOD PRESERVATION

The integration of biosensors and antimicrobial additives improves the shelf life of food, reducing waste and ensuring its quality.

Written by: Esperanza Aguilera



Food waste is one of the most significant problems in global agribusiness.

In addition to the economic impact, this phenomenon represents an environmental and social challenge, especially in regions where access to safe food is limited. Optimizing the supply chain and extending the shelf life of fresh produce is therefore essential to reduce both economic losses and ecological impacts.

According to the Food and Agriculture Organization of the United Nations (FAO), an estimated 14% of the food produced worldwide is lost between harvest and distribution. An additional 17% is wasted during distribution and in the homes of final consumers.

Smart packaging and additive technology is thus a promising alternative, and companies such as Oscillum Biotechnology are leading this transformation. Oscillum has developed a biosensor or smart label (Addvibe®) that detects the freshness of perishable products, such as meat, fish and fruit, changing colour according to bacterial growth.



Pablo Sosa, CEO and co-founder of Oscillum

"Our system monitors the growth of bacteria directly on the food, measuring quality and safety in real time. This way, producers and consumers can avoid unnecessary waste and prevent food poisoning," says Pablo Sosa, CEO and co-founder of Oscillum.

On the other hand, its Stiint® technology, an antimicrobial additive that turns packaging into active ingredients, prolongs the shelf life of these products by limiting the growth of pathogens such as Listeria, Salmonella and E. coli. **"We can incorporate our additives into any type of packaging, from cardboard to plastic, without the need for producers to change their current processes,"** Sosa explains, adding that accessibility is a key factor in the adoption of these technologies.



Oscillum Founders

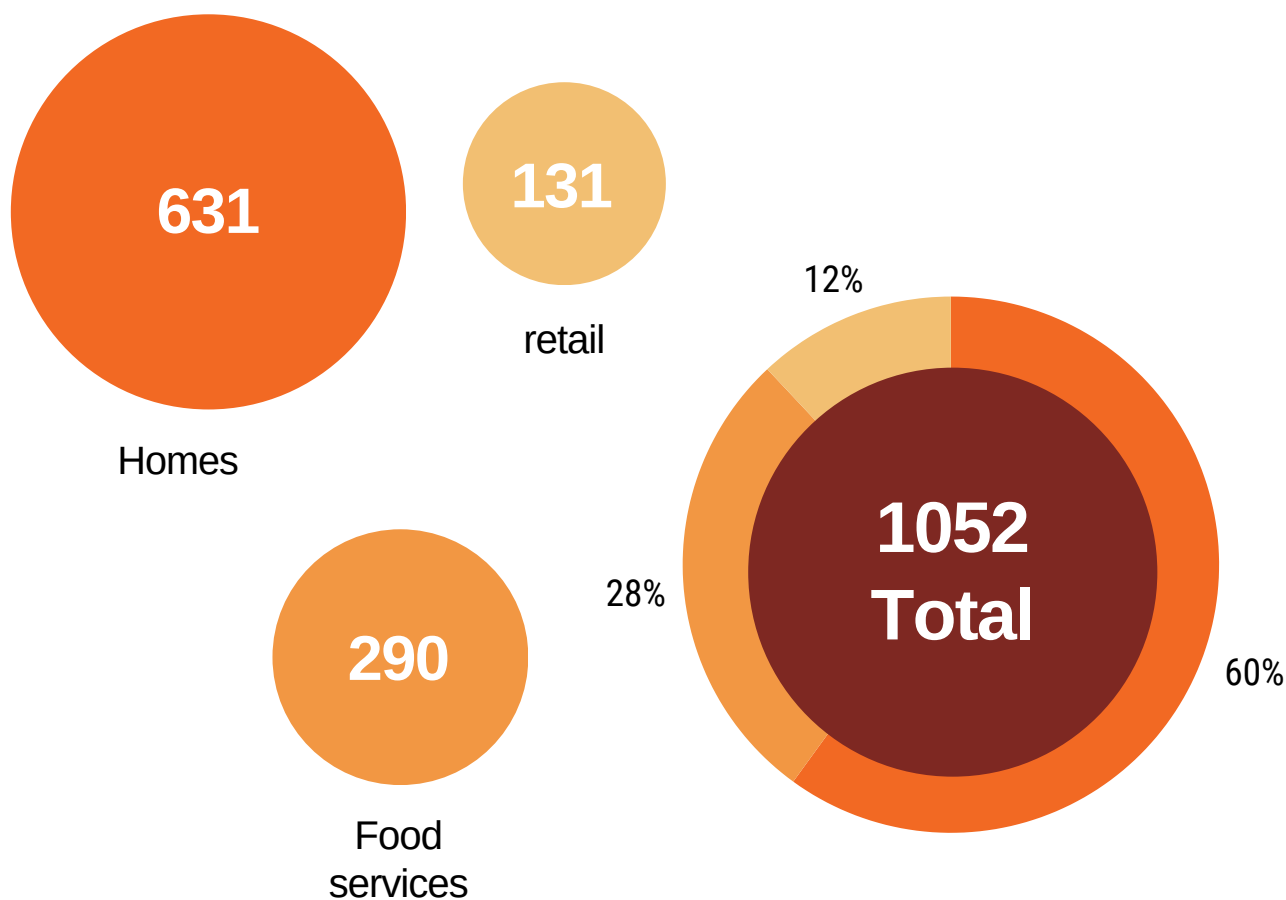
While Africa and South-West Asia have been the first regions to adopt these technologies due to their urgent needs to improve food security, they are exploring new opportunities in Latin America, a region with similar challenges in terms of preserving and distributing perishable foods.

“In regions with high temperatures and poor logistics systems, these technologies help ensure that food reaches consumers in good condition, reducing economic losses and improving public health,” says the executive.

The incorporation of technologies in the agro-industry responds to the need to reduce food waste and, at the same time, opens the door to a future in which food is more fair, sustainable and equitable.

HOUSEHOLDS LEAD FOOD WASTE

Estimated global food waste, by sector (in million tonnes)



Source: UNEP - Food Waste Index 2024

Source: Statista

A woman with her hair in a bun, wearing a light blue button-down shirt and shorts, is sitting on a white plastic chair. She is looking down at a tablet computer she is holding in her hands. The background is a bright, overexposed outdoor setting. The text is overlaid on the left side of the image.

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7 OUT OF 10 PEOPLE WITH DISABILITIES DO NOT HAVE ACCESS TO THE LABOUR MARKET

Written by: Esperanza Aguilera

Lack of educational training and technical training means they do not have the skills needed for a job.



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he labour inclusion of people with disabilities is an issue of growing relevance in our contemporary societies.

around the world, where diversity and equal opportunities are fundamental values. Despite advances in awareness, many people with disabilities still face significant barriers to accessing the labour market.

According to World Bank figures, 15% of the world's population suffers from some form of disability, but an estimated 7 out of 10 are inactive, meaning they do not have any kind of job. This alarming statistic reflects the multiple limitations they face, many of which are the result of a system that perpetuates exclusion.

Fernando Estrada Franco, director of Éntrale, the Mexican Business Council's initiative for the labor inclusion of people with disabilities, shares that, beyond infrastructure, there are barriers such as labor discrimination, where disability is wrongly associated with incapacity, which leads to the exclusion of these people from the labor market.



Fernando Estrada Franco, director of Entrale

"Many companies are afraid or unsure of how to hire a disabled person, which creates a lack of confidence in their talent. This should not be an obstacle, but it is something we face constantly," she says.

Furthermore, poor educational training and lack of adequate technical training contribute to the fact that many people with disabilities do not have the necessary skills. Therefore, it is essential to modify the educational system so that it is truly inclusive from the ground up. **"It is an ecosystem that has to change. It is not enough to say that there are laws for people with disabilities; we must transform from education, open more training centres for employment and strengthen these areas,"** she stresses.

Together, these limitations not only affect people with disabilities in their search for employment, but also deprive society of their contribution to economic and social development. In Mexico, Éntrale provides tools, strategies and support to both companies and people with disabilities themselves. The director highlights that its main focus is to generate an inclusive ecosystem where companies have no excuses for not acting.

"Change starts from the most basic; from recognizing people with disabilities as clients, collaborators and an essential part of society"





"No matter the size of the organization, the first thing is to be clear about what we want as a company. If we want to be inclusive, that must be written in our values," he

says. From this perspective, organizations can work on two engines: one proactive, to plan structural changes such as accessories, sign language training or accessible menus; and another reactive, to prepare staff on how to act in the face of any immediate need.

Since its inception in 2015, Éntrale has established alliances with more than 800 companies in the country, offering guides,

training and resources designed to identify the particular needs of each one. Today, they have managed to change the perception of labor inclusion from an altruistic approach to a strategic aspect.

"We have to be clear, strategic and work together: companies, government and civil society, to find this middle ground that upholds the rights of people with disabilities, motivates them to develop and grow and, at the same time, helps the company to do this in a progressive way," he concludes.

Companies that filed for bankruptcy in 2024

Tupperware

The American multinational filed for bankruptcy in September due to a sharp drop in sales.

Reason: Changing trend in the use of plastic, increasing costs in raw materials and transportation

AVON

Famous beauty products brand filed for bankruptcy in August.

Reason: Lost in lawsuit over talc containing carcinogenic substances.

FRIDAYS

Restaurant chain closed more than 50 locations in November.

Reason: Increase in the rent of premises, decrease in demand due to food prices.

RED LOBSTER
FRESH FISH - LIVE LOBSTER

The seafood chain closed several branches and filed for bankruptcy after 56 years of operation.

Reason: Inflation, which slowed customer demand, and rental payments at rates above market rates

iSun

The energy systems provider filed for bankruptcy in June, casting doubt on the stability of the sector.

Reason: Lack of operational optimization and cash flow management. High operating costs.

Encages

A Colombian textile company applied for bankruptcy protection in March, hit by low sales and exports.

Reason: Decrease in local sales. High interest rates, generated by changes in the labor reform.

spirit

In November, the airline filed for bankruptcy.

Reason: Decreased competitive pressures and financial problems following its failed merger with JetBlue Airways.

AHMSA

The Mexican steel company has declared bankruptcy with debts exceeding \$5 billion.

Reason: Fall in the price of steel and the onerous compensation agreement with Pemex

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COVISIAN'S GLOBAL EXPANSION

Gabriele Moretti,
President and
Founder of Covisian

1. Where is Covisian headed with its global expansion after the recent acquisition in the United States?

Covisian is firmly on track to become a global leader in innovative technology-enabled BPO services and customer experience (CX) technology. The recent acquisitions in the United States represent a strategic milestone, not only to strengthen our operations in a key market, but also to introduce advanced solutions such as our Smile.CX platform. This artificial intelligence (AI)-powered technology empowers human agents to deliver exceptional service, ensuring efficiency without compromising empathy.

Our focus is to expand our presence by offering these transformative tools to companies across a variety of industries in the US that are looking to revolutionize the way they interact with their customers.

2. How does Covisian adapt to the needs of each market in South America and Europe?

Understanding and respecting local specificities is at the core of our operations. In Europe, the focus is on advanced technological solutions aligned with strict regulatory environments, without sacrificing customer satisfaction.

Latin America prioritizes high-volume, human-centric solutions tailored to a diverse audience. Across all these regions, Smile.CX fits perfectly, delivering a consistent yet flexible customer experience tailored to specific market demands.

3. What is the company's perspective on the US market and why is it a strategic point for expansion?

The US is a dynamic and critical market due to its scale and appetite for innovation. With contact centers increasingly adopting AI, the potential for transformation is immense. There is a dilemma for US companies that need to find efficiencies while increasing customer satisfaction.

Covisian's technology, especially Smile.CX PRO, is uniquely positioned to improve both operational efficiency and customer satisfaction, making the US an ideal setting for our growth.

The acquisition of Centrinex and the establishment of our technology center in New York consolidates our operational and strategic presence, allowing us to demonstrate the full potential of our hybrid AI-human model.

4. What advantages does the Smile.CX platform offer compared to others?

Smile.CX represents a paradigm shift in CX technology and services. Unlike traditional AI applications, which often act as standalone tools, Smile.CX PRO integrates generative artificial intelligence directly into customer interactions. This allows human agents to remain in the front line, supported by AI for efficiency and accuracy. Our technology boasts two unique features: the ability for agents to handle multiple calls simultaneously (generating significant savings) while maintaining full control at all times, ensuring an exceptional customer experience.

Customers can choose their preferred method of interaction (human agent or AI), with the flexibility to always escalate to human support. This hybrid model delivers high-quality, personalized interactions, ensuring a seamless and satisfying customer journey.

5. How would you describe the company's evolution beyond a traditional contact center to a model focused on technology and innovation?

Covisian has evolved from being a traditional BPO (Business Process Outsourcing) provider to becoming a technology leader in customer experience

(CX). Throughout our history, we have developed distinctive and proprietary solutions, driven in part by the acquisition of several software and AI companies.

Our transformation is focused on leveraging AI, particularly through Smile.CX PRO, to empower human capabilities. This approach increases agent productivity while ensuring interactions remain empathetic and personalized. This marks our journey from being a service provider to becoming a strategic partner, redefining the CX landscape globally.



6. How has Covisian integrated generative artificial intelligence into its operations to deliver more personalized experiences?

Our Smile.CX platform integrates generative AI to allow agents to focus on high-value interactions, while AI handles routine tasks, ensuring customer needs are addressed accurately and carefully. This fusion of efficiency and empathy delivers a balanced experience that aligns with modern consumer expectations.

Smile.CX PRO offers granular personalization for every contact: depending on the customer's stress level or the criticality of the case, varying degrees of AI assistance are applied. This dynamic approach ensures that each interaction is tailored to the customer's specific situation, increasing customer satisfaction and loyalty.



7. How does Covisian envision the future of customer experience and the balance between technology and the human touch?

The future of customer experience lies in a harmonious blend of technology and humanity. Technology must empower, not replace, human interaction. Our vision is a frictionless customer journey, where AI takes over repetitive tasks, allowing human agents to focus on deeper, more meaningful interactions. This balance ensures a standard of customer experience that is both efficient and emotionally resonant.

8. What differences has Covisian identified between the customer experience markets in Europe, Latin America and the United States?

Each region presents unique challenges and opportunities, but the common thread is the universal demand for seamless, personalized customer experiences. In Europe, strict data privacy regulations and a strong focus on accuracy and compliance shape customer expectations, requiring robust and adaptable technologies.

Latin America prioritizes scalability and accessibility, with a strong emphasis on maintaining human connections in high-volume operations.

In the US, innovation and scalability are paramount, with companies eager to adopt AI-powered solutions like Smile.CX to stay ahead in a competitive market.

At Covisian, we address these differences with a localized yet unified strategy. Our Smile.CX platform is flexible, adapting to diverse regulatory, cultural, and operational needs, while maintaining a constant focus on combining advanced technology with human empathy. This allows us to offer solutions that resonate across all regions without losing sight of the individual characteristics of each market.



9. As Covisian expands into different markets, what challenges does the company face in adapting its technologies to local specificities?

Expanding globally requires a deep understanding of cultural, regulatory, and operational specifics. For example, European markets require strict compliance with data protection laws, while Latin American markets prioritize affordability and scalability.

Our Smile.CX platform is designed to be highly adaptable, allowing for multiple language support, regulatory compliance, and integration with regional systems. However, the biggest challenge is ensuring that local teams adopt and optimize these technologies to improve service delivery.

10. How has 2024 been for Covisian in terms of achievements and growth?

2024 has been a transformative and milestone-filled year for Covisian, marked by strategic acquisitions, technological innovation and expansion in key markets. Entering the US market through the acquisition of Centrinex, a contact center company in Kansas with a team of 600 employees and clients in sectors such as finance, healthcare and transportation, has been a decisive step

that positions Covisian in a highly competitive region with great demand for advanced solutions such as Smile.CX.

In Italy, the integration of Nexteria, a specialist in BPO and mechatronics training, has enabled the company to expand its experience in sectors such as the automotive, banking and energy sectors, strengthening its capacity to offer innovative solutions tailored to the needs of specialised markets.

On the other hand, the acquisition of Esosphaera at the end of 2023 has revolutionized the technological ecosystem, as it enabled the development of Smile.CX GAIA, a bot powered by generative artificial intelligence that optimizes customer service with more fluid and personalized interactions.

These achievements are complemented by advances such as the launch of the Smile.CX AI Operation Center and the U-Smile desk, which reflect Covisian's commitment to combining technological efficiency with a human touch to transform customer experience management.



11. Beyond traditional sectors such as banking and healthcare, what other industries present significant growth opportunities for Covisian?

Industries such as retail, travel and hospitality, automotive, and healthcare have significant growth potential in the US market. These sectors increasingly demand innovative and highly personalized customer experience solutions, which align perfectly with our technological capabilities and expertise.

In retail, the transition to omnichannel experiences requires seamless integration of digital and in-person interactions – an area where our Smile.CX PRO platform excels.

In the travel and hospitality industry, our ability to manage fluctuating customer demands with flexible, high-touch CX solutions brings tremendous value.

In the automotive sector, the rise of electric and connected vehicles creates opportunities to redefine customer engagement, particularly through AI-powered tools such as Smile.CX GAIA.

In healthcare, on the other hand, the growing need for accessible and empathetic support highlights the importance of our hybrid approach of AI and human care to deliver critical services efficiently and carefully.

By focusing on these high-growth sectors, Covisian is well positioned to continue driving innovation and delivering superior customer experiences across diverse and evolving industries.

12. What are Covisian's main objectives for 2025 and which sectors or markets will drive this growth?

By 2025, we aim to achieve double-digit growth, targeting revenues of €520 million and EBITDA of €68 million. This will be driven by expansion in strategic markets such as the US, along with leadership in sectors such as banking, retail, travel and hospitality, healthcare and automotive. Our focus on advanced technologies such as Smile.CX will enable us to address the evolving needs of customers in these sectors, ensuring sustainable growth.

13. What do you consider to be Covisian's main differentiator in the global CX market?

Covisian's unique combination of advanced technology and human empathy is what truly sets us apart. Our Smile.CX platform embodies this approach, enabling agents to collaborate with AI to deliver personalized and efficient solutions. Unlike our competitors, who rely excessively on automation, we prioritize human interaction as the core of the customer experience, with technology serving as a supporting tool.

This strategy improves both customer and agent satisfaction, while ensuring operational excellence. With Smile.CX, interactions between customers and brands' customer service teams become delightful experiences, transforming customer satisfaction from an aspiration into a promise.



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KEYS TO ACHIEVING SUCCESS IN ADVERTISING IN 2025

Artificial intelligence is redefining the rules of the game as professionals seek to balance efficiency with creativity and emotional connection.

Written by: Estefani Rodriguez

F

or Alberto Goachet, a publicist with a career of decades and currently General Brand Director of Fahrenheit DDB,

The success of an advertising campaign is not only measured by meeting objectives, whether it is the launch of a product or a new brand version, but also by the path taken to achieve them.

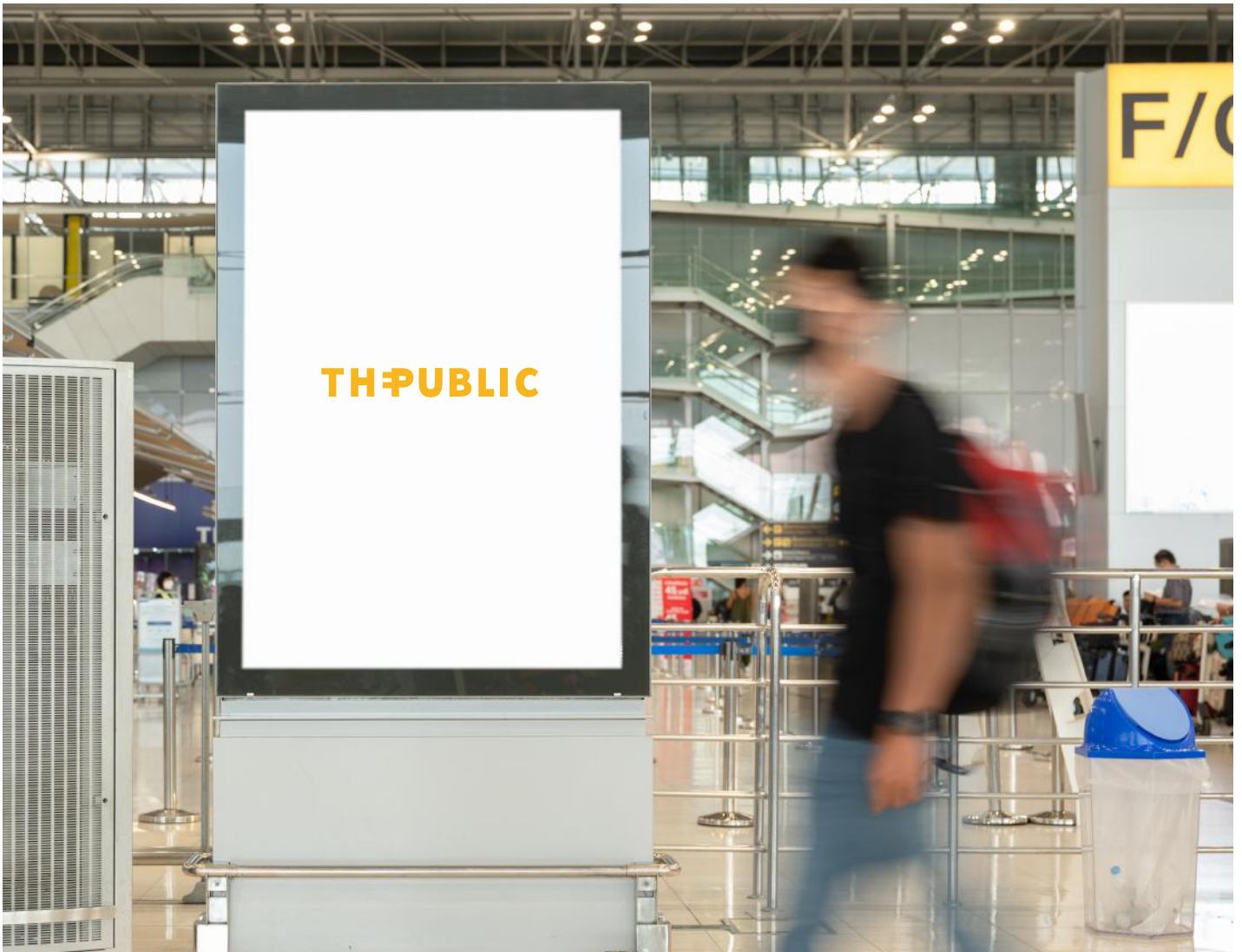
“A successful campaign is one that exceeds the objectives it should meet,” he says. But he adds a personal and professional nuance: **“You also have to enjoy the process. That journey of finding the best creative idea, executing it and having a respectful and demanding relationship with the client is just as important.”**

The publicist also shares his vision on the key factors that will mark 2025, highlighting the constant search for efficiency in time and costs, driven by technology and artificial intelligence (AI). According to Goachet, this tool is already revolutionizing the way advertising strategies are developed: **“AI can help you develop hypotheses, concepts and validate with the consumer much more quickly.”**

However, he warns about its limits: **“It must be used with care, because it does not yet have the capacity to generate emotions. That sensitivity, that skin that we need from the creative side to touch emotions, is still something human.”** And to date, AI creativity is still derivative, based on learned patterns, so it cannot match the originality and intuition of a real person.

Regarding the skills that will be indispensable for successful publicists, Goachet is blunt: curiosity and humility. **“You must never lose the hunger to learn. Sometimes, when we win awards or achieve success, we think we already know everything, and that is when we stop being passionate and become obsolete,”** he reflects.





For him, staying current in advertising requires a constant change of mentality: **“I am the oldest in this agency of 170 people and, every day, I come here wanting to learn from the younger people. When you lose humility you stop evolving, and that is where your career stagnates.”**

According to Goachet, advertising this year will not only be more efficient, but will also require passionate, curious professionals who are willing to evolve alongside brands seeking to impact their consumers. Surpassing objectives, embracing technology and, above all, enjoying each stage of the campaign process are the keys to success.

EFFECTIVE STRATEGIES FOR POSITION YOUR BRAND!



Market segmentation

Define your target audience by creating a buyer persona.



Multi-channel advertising

Increase your reach through traditional and digital media campaigns.



Plan the marketing

Establish clear solutions and a memorable offer that reflects your visual identity.



Strategic sponsorships

Participate in events or collaborate with like-minded brands to improve your visibility and credibility.



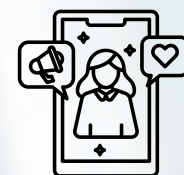
SEO and SEM

Implement tactics to improve your brand's visibility in search engines and online advertising.



Benefits with advertising

Highlight product benefits with coherent visual proposals.



Collaboration with influencers

Partner with content creators who share your brand values to reach more consumers.

CORAL BLEACHING WILL AFFECT 90% OF REEFS BY 2050

High ocean temperatures have destroyed coral reefs that are vital to biodiversity and the lives of millions of people.

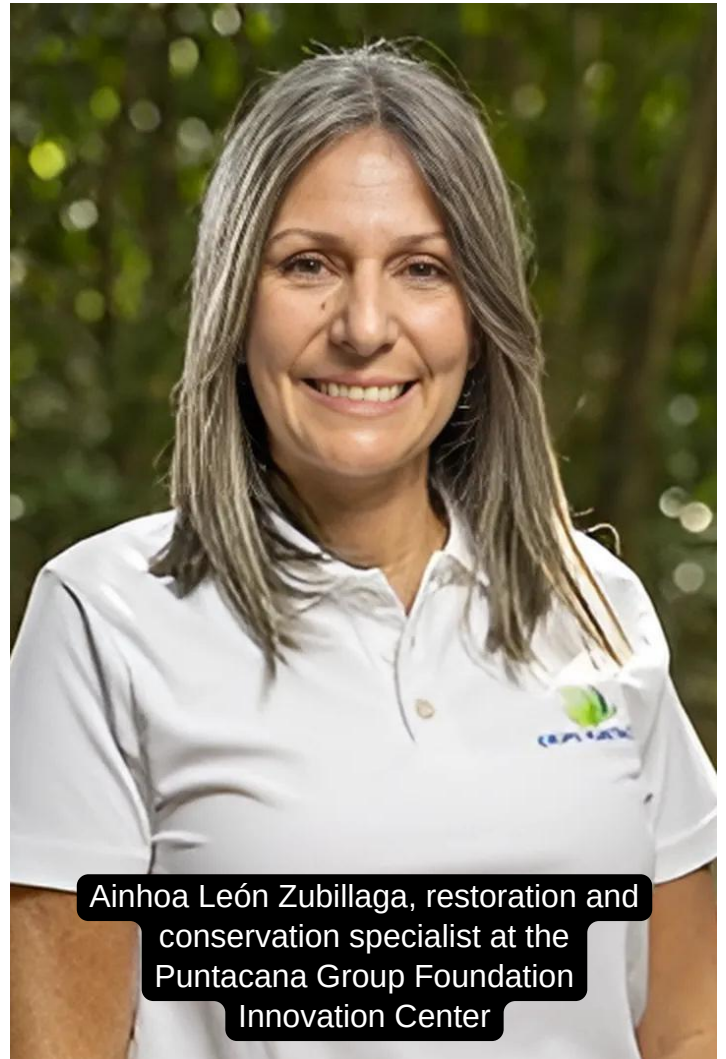
Written by: Esperanza Aguilera

C

oral reefs, known as the “rainforests of the sea,” are facing

to an alarming crisis. The phenomenon of coral bleaching, driven by climate change and various human activities, threatens to destroy these ecosystems that are home to 25% of marine biodiversity.

Corals, essential organisms for reef formation, maintain a symbiotic relationship with microalgae called zooxanthellae, which provide them with nutrients and their characteristic colour. However, this relationship breaks down when water temperatures exceed 30°C for prolonged periods, causing the algae to be expelled.



Ainhoa León Zubillaga, restoration and conservation specialist at the Puntacana Group Foundation Innovation Center

Ainhoa León Zubillaga, a restoration and conservation specialist at the Fundación Grupo Puntacana Innovation Center, explains: **“Bleaching seriously affects the physiology of coral, reducing its capabilities by up to 90% and seriously compromising its functioning.”** She adds that this process leaves corals vulnerable and reduces their ability to reproduce and their resistance to disease.

According to the National Oceanic and Atmospheric Administration (NOAA), approximately 50% of the world's reefs have been lost in recent decades due to factors such as global warming and pollution. In addition, it is predicted that by 2050, 90% of coral reefs will suffer annual bleaching.



Coral reefs are essential for marine and human life. They act as natural barriers against storms and hurricanes, protecting coasts and communities. They are also economically significant: they support fisheries, tourism and generate jobs in coastal regions.

In this regard, León Zubillaga shares that at the Innovation Center of the Puntacana Group Foundation, an interdisciplinary team works on restoration strategies such as coral gardening, which consists of transplanting coral fragments to devoid areas.

“We have trained former fishermen to be part of this effort, which not only raises awareness but also creates stable alternative jobs,” he said.

Thanks to these efforts, more than 10 species of native Caribbean corals have been propagated, including the endangered *Acropora palmata* and *Acropora cervicornis*, which once covered more than 80% of the reefs and are now in critical condition. **“Improving water quality and promoting sustainable tourism practices are key to mitigating local threats and giving corals a chance,”** she says.

Coral reefs are essential for coastal protection, fishing and tourism, sectors on which millions of people depend. However, their future requires urgent action. **“If we contribute responsibly, we are giving these reef communities a better chance of continuing to function normally,”** concludes León Zubillaga.



MAIN HUMAN ACTIVITIES THAT THREATEN CORAL REEFS

GREENHOUSE GAS (GHG) EMISSIONS

The burning of fossil fuels releases large amounts of carbon dioxide and other greenhouse gases into the atmosphere. This increase in gases raises global temperatures and, consequently, ocean temperatures, significantly threatening coral reefs.

SEDIMENTATION BY HUMAN ACTIVITIES

Practices such as deforestation, construction and intensive agriculture increase soil erosion, carrying sediment into the oceans. These sediments can cover corals, preventing the penetration of essential sunlight for corals.

DESTRUCTIVE FISHING

Fishing with explosives or cyanide directly damages coral structures and alters the ecological balance of reefs. In addition, overfishing reduces populations of herbivorous fish that control algae growth, allowing algae to compete with corals for space and resources.

CHEMICAL POLLUTION

Substances found in sunscreens, pesticides and other chemicals can be toxic to corals. For example, ingredients such as oxybenzone have been shown to cause deformities and increase susceptibility to bleaching in exposed corals.



Vivir
tec

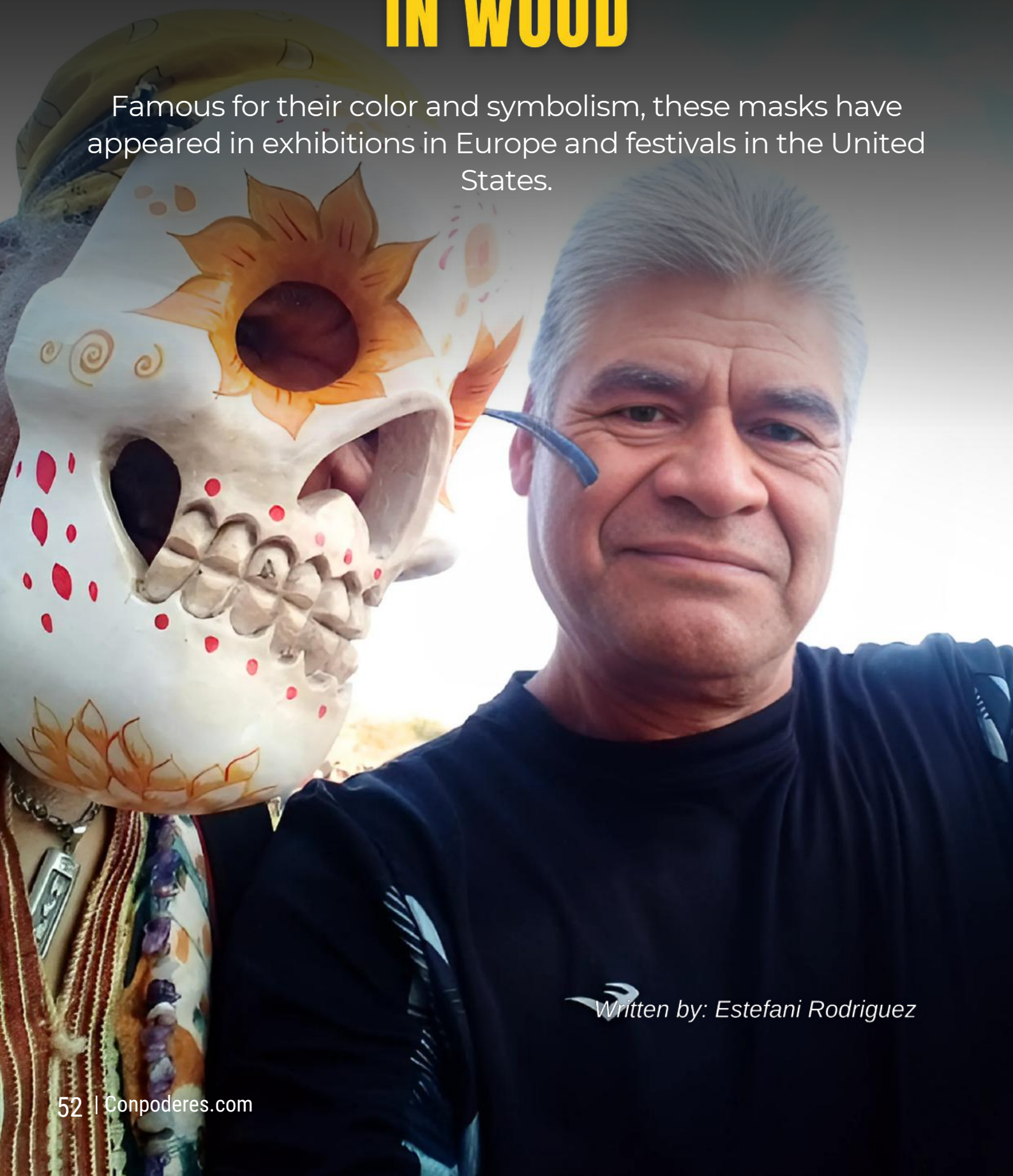
**Technology will never surpass our
humanity.**

CARACTER

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DANCING MASKS: ART CARVED IN WOOD

Famous for their color and symbolism, these masks have appeared in exhibitions in Europe and festivals in the United States.



Written by: Estefani Rodriguez

F

or more than four decades, Felipe de Jesús Horta Tera has turned wood into a bridge between tradition and innovation. Originally from Tócuaro, Michoacán, this master mask maker has spent years carving figures that reflect the roots of his community and bring local Mexican festivities to life.

Horta discovered his passion for masks at the age of 12, following in the footsteps of his father, Eustacio Horta Castillo. **“I started learning from him, who was one of the first mask makers in our community. I inherited not only the techniques, but also the responsibility of keeping this tradition alive,”** he shares.





The works of this artisan are not just decorations, but essential elements in rituals such as the nativity scenes and the celebrations of Candlemas. Hand-carved and painted with vibrant colours, they represent figures such as devils, animals and mythological characters that embody the struggle between good and evil.

In the dances, these pieces come to life in the symbolic confrontations between the archangel Michael and characters such as Luzbel, Astucia and Pecado. **“The most aggressive masks, with snakes and scorpions, have a special energy that is expressed in the dance,”** says Horta.

He also explains that masks for dancers must be lightweight, while those intended for collectors are made from harder woods to ensure durability. The process includes carving, sanding, varnishing and finally painting. Simpler pieces can be completed in a day, and more elaborate ones, such as devil masks, require up to a week.

It should be noted that her creations have gone beyond Tócuaro, as they are now featured in various cultural festivals in the United States, where she also organizes workshops to teach children and adults how to decorate masks and learn their meaning. For example, she has worked with institutions such as the Mesa Art Center in Arizona and the Desert Botanical Garden in Phoenix.





In 2023, his art even crossed the Atlantic. Invited by designer Carla Fernández, Horta presented his work at the Galerie du 19M in Paris, France. **“It was an honor to be able to bring Tócuaro art to Europe and see how people are interested in our traditions,”** he says.

The artist does not work alone. His wife and children share his passion for this art and support him in the workshop, making it a family project. In addition, Horta collaborates with other artisans in his community in search of expanding the cultural offering.

Each piece, carefully carved and lovingly decorated, tells a unique story that connects the past with the present. Thus, Felipe not only creates masks; he also preserves the history and spirit of Tócuaro.

Felipe's masks are the protagonists in the pastorelas in which the characters Luzbel, Astucia and Pecado confront the archangel Michael.



WOODCUT: AN ANCIENT TECHNIQUE THAT CONTINUES TO INSPIRE ART

Through this hand-engraving method, Sebastián Clover seeks to preserve Chilean tradition and culture.

Written by: Esperanza Aguilera

A

rt has witnessed the constant transformation of societies, adapting to new technologies and contemporary expressions.

Despite this evolution, some techniques have managed to stay alive over time. Woodcut, a form of printing that uses hand-carved wooden blocks, has managed to endure thanks to those who have shared their knowledge, ensuring that it is not lost to oblivion.

Chilean artist Sebastián Clover has dedicated his life to exploring this discipline. For more than 12 years, he has found in this form of engraving a way to portray Chilean traditions and culture, without leaving aside the political: **“I work in the popular imagination, I like to portray traditions of indigenous peoples and everyday things. I always find inspiration from the place where I am, because each area of Chile has its customs,”** he says.



AMOR AL
ARTE



However, Clover finds influences in a rich variety of artists and styles. From the Mexican school of engraving, with figures such as José Guadalupe Posada, to the strokes of Chilean artists such as Alejandro “mono” González. However, he assures that he always returns to drawing as a fundamental basis. For him, the act of drawing directly on wood is an essential part of the creative process.

His approach goes beyond creating his works; he always seeks to share his knowledge. The artist, who is also a professor at the Metropolitan University of Educational Sciences (UMCE) and is part of the Grabadores del Maule collective, hopes that students and people in general discover in woodcuts a vehicle for social and cultural connection.



“Art should be accessible, it should not become hermetic. As artists, our job is to share what we know, to teach and to spread the word. I learned this from an art teacher who always said that it would be selfish not to share what one knows. For me, art education is a necessary and common good,” he explains.

Thus, Clover shares that he has found creative ways to bring printmaking to his students. Using homemade tools such as improvised rollers made from bicycle inner tubes or wooden spoons for hand-printing, he has managed to demonstrate that the art is accessible and that its practice is not restricted by a lack of resources. For him, teaching woodcut is more than an educational task; it is an act of cultural resistance that seeks to keep alive a tradition with deep roots in Latin American history.



“Although this technique emerged in China many years ago, in Latin America a kind of ‘hidden art’ was generated that was reborn with the lyre to portray news or events of the time. Back in 2016 and 2018, there was a resurgence in various regions of Chile and in other countries of all this,” says the artist, who worked on a popular lyre project (a form of visual communication that combines poetry and illustration based on woodcut) together with the Chilean poet Claudio Lazcano.

Sebastián Clover embodies a bridge between the artistic past and present. His efforts not only preserve a tradition, but project it to new generations, making woodcuts transcend as a medium to tell stories, express ideas and strengthen cultural identity.

***"As long as
woodcut
remains alive
and continues to
inspire others,
we are winning"***





4 TENDENCIES IN COURSES FOR FASHION DESIGNERS

New technologies are defining the industry in the digital age.

Written by: Estefani Rodriguez

S

taying up to date is not an option, but a necessity in the dynamic world of fashion. The evolution of

technology and globalization have driven a transformation in the way designers specialize. In 2025, new courses are emerging that offer modern and competitive tools to industry professionals.

One trend is artificial intelligence (AI) applied to fashion. AI-focused courses teach designers how to use algorithms to predict new developments, personalize shopping experiences, and optimize production processes. These trainings include handling advanced software to generate data-driven designs, creating automatic patterns, and using market analysis tools.



Fashion has also embraced the metaverse as a platform to explore new creative and commercial horizons. This has led to the emergence of specialized courses in digital design, which teach students to create virtual garments and collections destined for digital platforms.

Coolhunting has moved from being an intuitive activity to becoming a professional discipline. Courses in this area train designers to identify and analyse emerging trends using qualitative and quantitative research methods. Topics such as sociocultural analysis, consumer behaviour and digital tools for monitoring social media and data are addressed.





For example, with the rise of platforms such as TikTok and Instagram, coolhunting has established itself as an essential tool for anticipating what the public will be searching for in the coming months, allowing brands to adapt quickly and effectively.

Finally, image consulting is another growing trend that complements the traditional skills of designers. The popularity of this discipline is partly due to the growth of social media, where personal image takes on fundamental importance. Brands can benefit by offering a comprehensive service that not only dresses their clients, but also empowers them through their style.

Whether through the use of disruptive technologies, understanding trends or brand management, continuous training is the best tool to stand out in this sector. With these advances, the way is open for a generation of creatives who are more versatile, innovative and committed to their designs.



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