

THE PUBLIC

**Sustainable
fashion**
Fashion that
captures carbon

ADVERTISING
The most relevant
campaigns with
equity

8+
ARTISTS
most innovative of
2025

Quantum computing

**THE NEXT
COMPETITIVE
FRONTIER FOR
INDUSTRIES**

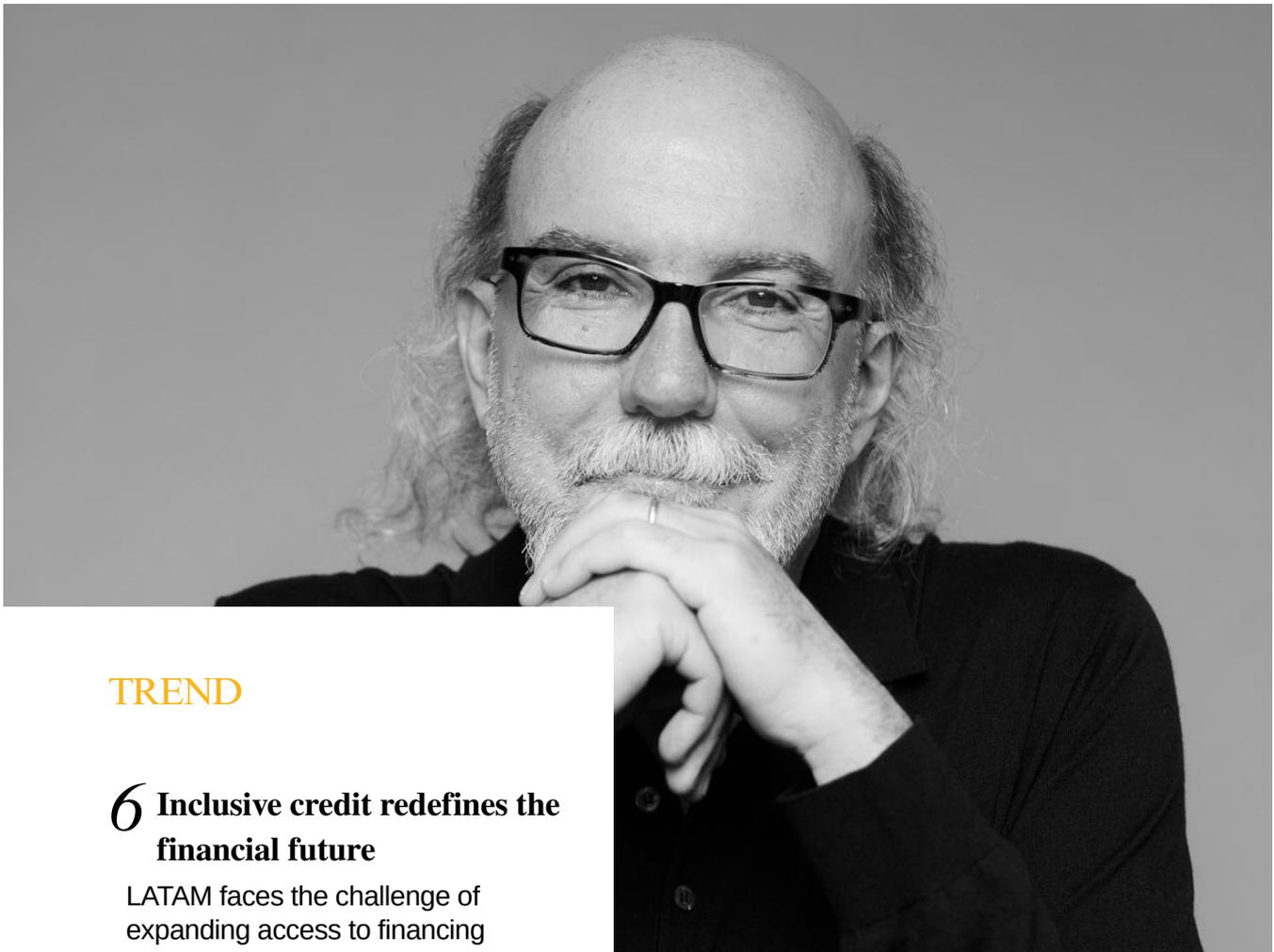
Toni Segarra:

The best creative of the
20th century in Spain



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Innovating with purpose in the age of reinvention

“Advertising as we knew it is dying. But another is being born,” says Toni Segarra, the creative who defined an era in Spain. His call to return to the essentials—truth and coherence—reflects the spirit of this issue of The Public: in a world saturated with global messages and pressures, true leadership demands purpose and authenticity.

Financial inclusion in Latin America shows both progress and risks: fintech and AI algorithms are expanding access to credit, but inequalities persist that threaten to reproduce historical exclusions. At the same time, quantum computing is no longer science fiction but the next competitive frontier, with direct impacts in finance, pharmaceuticals, and energy.

Sustainability is also redefining key industries. From indoor agriculture, which promises to produce more with less water, to carbon-capturing fashion and technologies that extract drinking water from the air, examples demonstrate that innovation also means regeneration.

The common denominator is clear: resilience cannot be improvised, and innovation without purpose is diluted. Organizations that integrate inclusion, technology, and sustainability into an authentic narrative will be the ones that lead the next decade.



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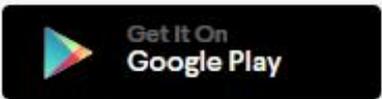
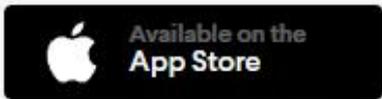
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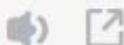
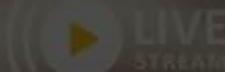
DREAMING IS JUST THE BEGINNING

At Radio The Public, we believe that the power of music lies not only in the notes, but in the emotions, in the dreams, in the stories we share through sound. Dreaming is just the beginning; it's the spark that ignites our passion to connect, to challenge convention, to live and bring rock to life in all its forms, from the great classics to the new voices reinventing the present.

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Inclusive
credit
redefines
Latin
America's
financial
future

The region faces the challenge of expanding access to financing without replicating inequalities or the risk of over-indebtedness.

Inclusive credit has become a turning point for Latin America. After a decade marked by accelerated digitalization and the effects of the COVID-19 pandemic, the region is moving toward a new stage where financial inclusion no longer depends solely on opening bank accounts, but on generating real access to credit, savings, insurance, and investment products.



According to the World Bank, 73% of Latin American adults have a financial account, the largest jump of any developing region since 2017. However, significant gaps persist: 21% of the population remains excluded from the formal system, and access to more sophisticated products remains limited. This paradox reflects a "halfway" inclusion that fails to guarantee full economic participation for millions of people.

The expansion of fintechs has been instrumental in this progress. Since 2017, the number of financial startups in the region has grown by 340%. More than a third of them are focused on serving underserved sectors, offering everything from digital microcredits to neobanks that operate entirely online. A Mastercard study indicates that 75% of users have reduced their dependence on cash thanks to these platforms, while 53% have gained access to credit for the first time through alternative services.

Engine of development or risk of exclusion?

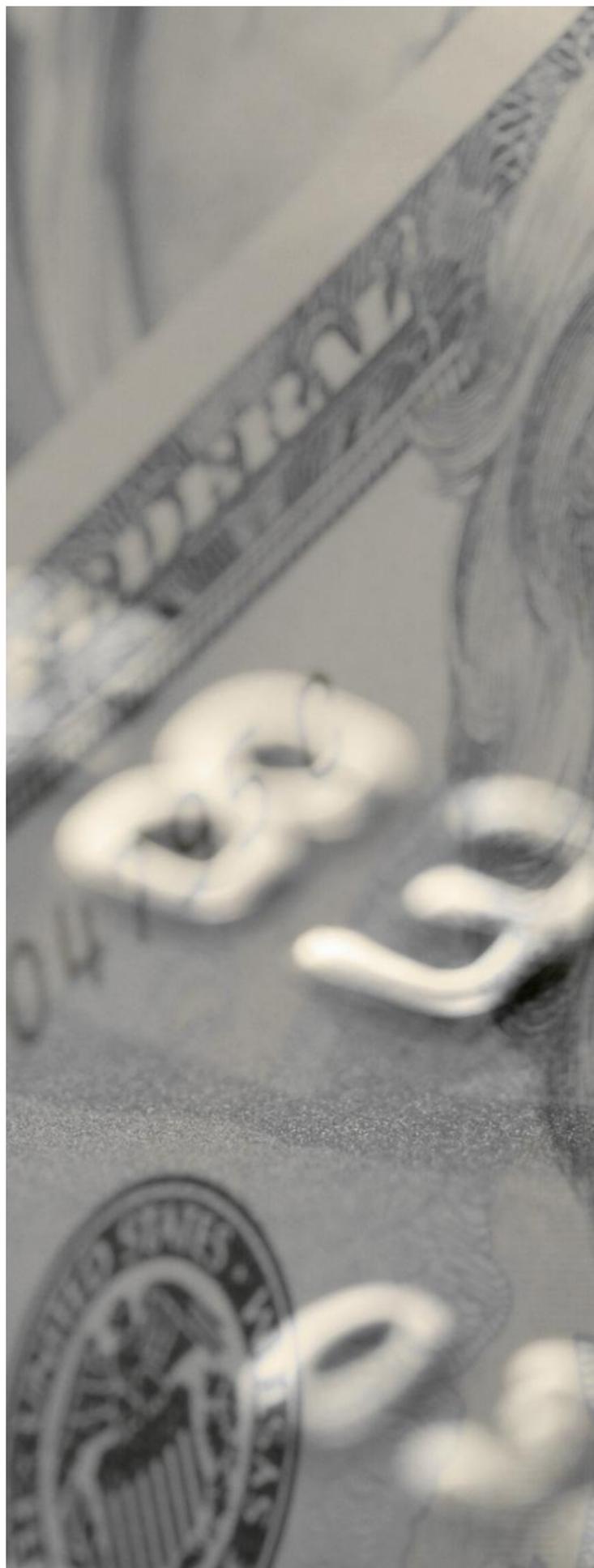
Inclusive credit promises to boost the economy. For micro, small, and medium-sized enterprises (MSMEs)—which represent 99% of the regional business community and generate 60% of employment—access to financing is key to innovation, investment, and growth. The estimated deficit amounts to \$1.8 trillion, reflecting a huge opportunity to boost productivity and reduce inequalities.

However, financial inclusion is not without risks. In many countries, structural barriers persist: lack of credit history, low financial literacy, and distrust of institutions. This leaves room for informal and dangerous practices, where lenders charge rates that can exceed 400% and resort to coercive collection methods. Thus, what should mean access and stability can lead to over-indebtedness and precariousness.

The emergence of artificial intelligence (AI) and Big Data appears to be a solution. Alternative credit scoring algorithms allow for the assessment of repayment capacity based on non-traditional data: utility payment history, digital consumption, mobility, and everyday financial behavior. This opens the door to personalizing credit products and expanding the reach to those who have never had access to formal financing.

At the same time, the regulatory framework is adapting. Countries like Mexico and Argentina have made progress with "regulatory sandboxes" that allow new business models to be tested under supervision. However, the challenge remains balancing innovation and consumer protection. A lack of regulation can lead to abuse, but excessive regulation can stifle innovation.

Multilateral collaboration is also key. The World Bank, the IDB, and CAF promote national financial inclusion strategies that seek to coordinate public policies, private investment, and civil society participation. Implementation, however, faces internal inequalities in the banks' own innovation capacity and in each country's digital infrastructure.



Perspectives towards 2030

The projections point to three scenarios. In the baseline scenario, the region will continue to experience uneven growth, constrained by inflation and economic instability. In the optimistic scenario, the widespread adoption of AI and public-private cooperation could lead to more than 90% of adults having access to fair and personalized credit. The risk scenario, on the other hand, suggests that a lack of regulation and high inflation will reproduce the dynamics of informal credit, jeopardizing confidence in the formal financial system.

Beyond technology, inclusive credit is also linked to social and environmental trends. Generation Z, which represents a quarter of the Latin American population, demands digital, agile, and sustainable products. Furthermore, the impact of climate change requires integrating environmental and resilience criteria into financing design, especially for rural communities and MSMEs.

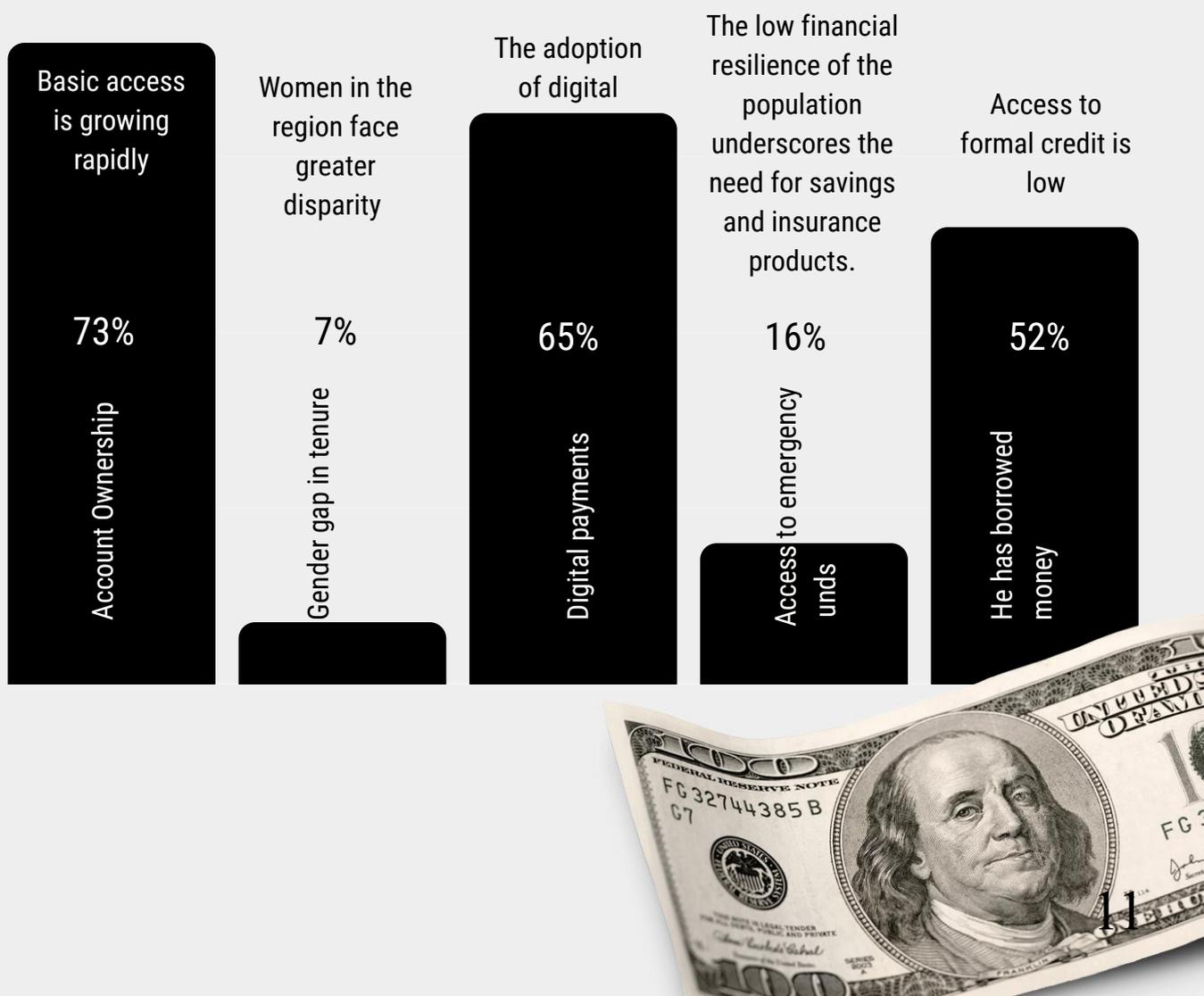


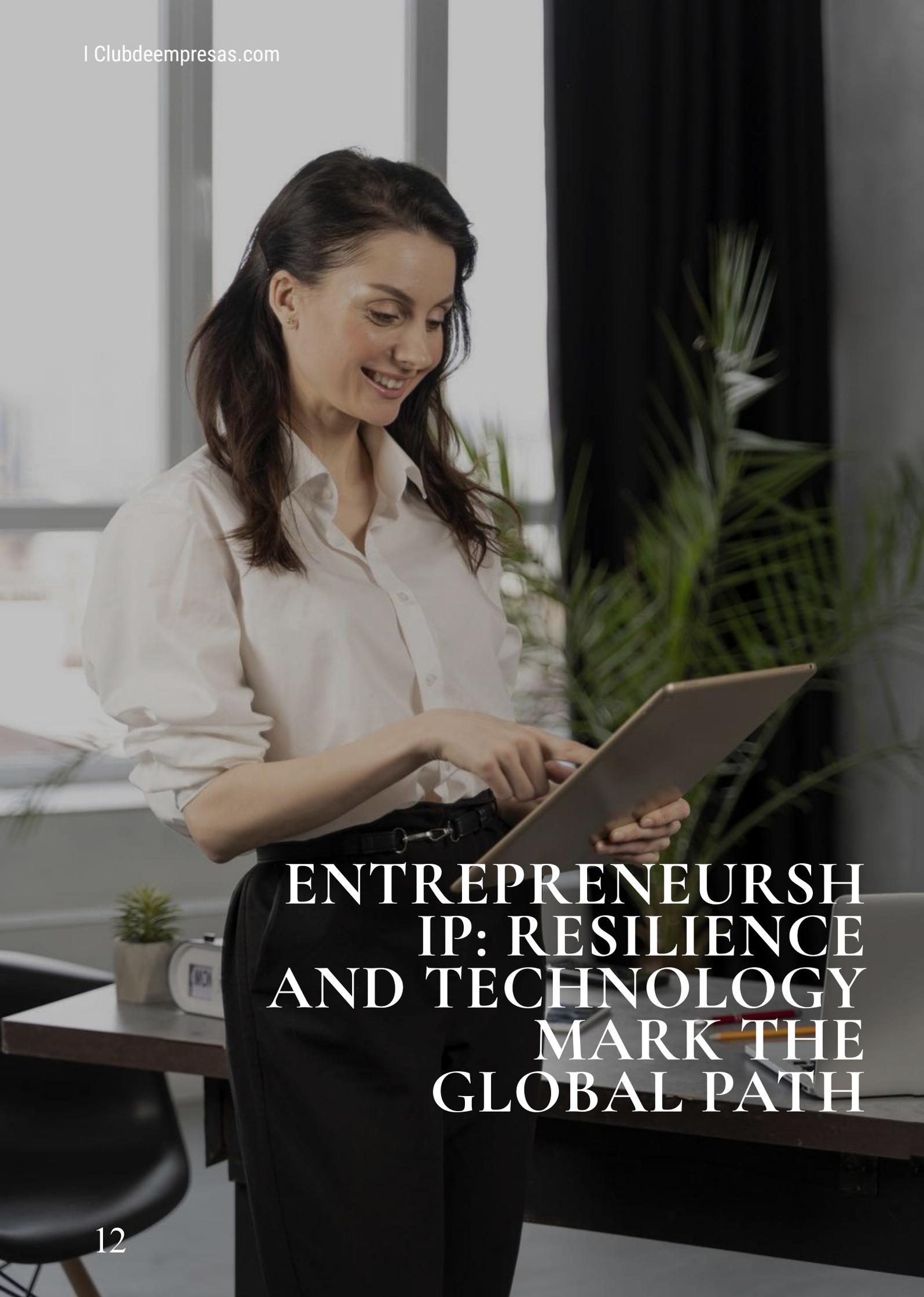
The future of financial inclusion is not linear. It will depend on the ability of governments, financial institutions, fintech companies, and investors to create a balanced ecosystem where technological innovation is accompanied by education, smart regulation, and multilateral collaboration.

The big question remains: will the region succeed in turning inclusive credit into a tool for sustainable and equitable development, or will the history of exclusion repeat itself in new forms?

Countries and realities of inclusive credit in Latin America

- Mexico and Colombia: significant progress in digital payments, but with gaps in financial education and access to formal credit.
- Uruguay, Chile, and Costa Rica: high digital penetration and extensive internet use for online shopping, with challenges in diversifying financial products.
- Brazil and Argentina: High credit card usage (over 80%), but vulnerable to inflation and over-indebtedness.
- Peru and Ecuador: Progress in basic inclusion, although difficulties in accessing structured credit for MSMEs persist.
- Paraguay: A notable success story with Banco Familiar, which increased its customer base fivefold thanks to an inclusive and sustainable model.





**ENTREPRENEURSHIP:
RESILIENCE
AND TECHNOLOGY
MARK THE
GLOBAL PATH**

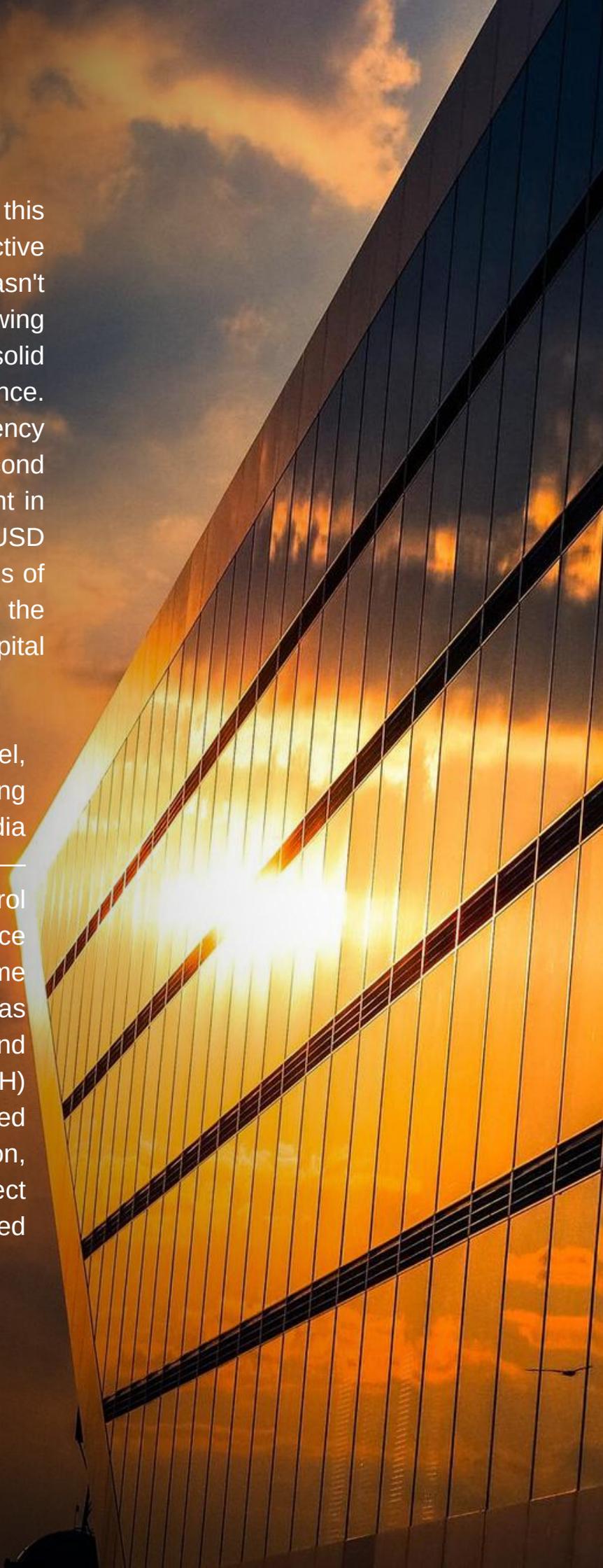
ENTREPRENEURS

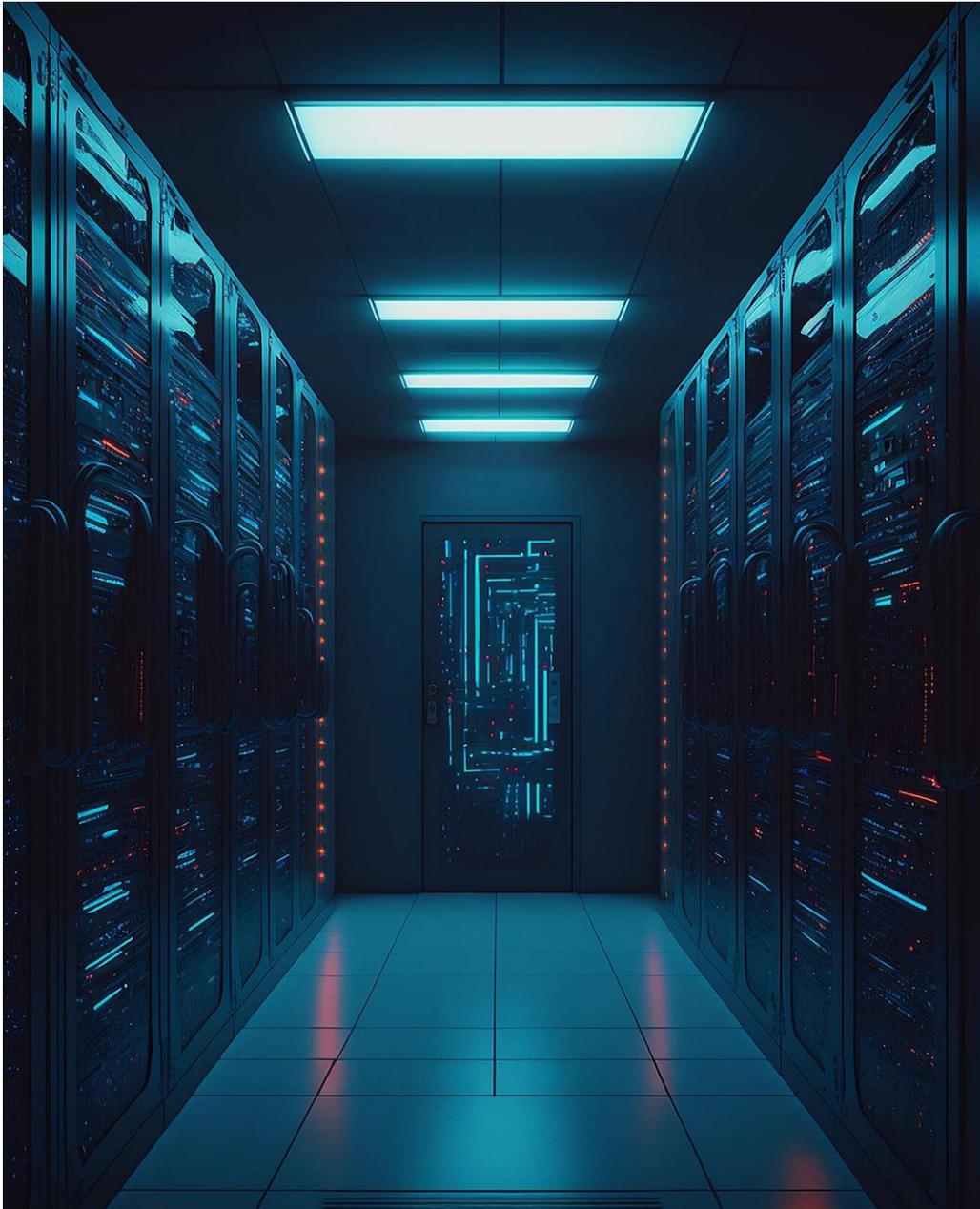
**ECONOMIC UNCERTAINTY IS
REDEFINING ENTREPRENEURSHIP,
WHILE ARTIFICIAL INTELLIGENCE,
BLOCKCHAIN, AND SUSTAINABILITY
ARE CONSOLIDATING AS STRATEGIC
PILLARS.**

The entrepreneurial ecosystem in 2025 faces a contrasting scenario: a global slowdown that limits investor confidence, coupled with a wave of opportunities in technology and sustainable sectors that are attracting record capital. The International Monetary Fund projects global growth of 3.3%, while UNCTAD forecasts a mere 2.3%, reflecting an uncertain environment in which entrepreneurs must balance caution and strategic vision.

The immediate consequence of this scenario is more selective investment. Capital hasn't disappeared; rather, it's flowing toward projects with solid fundamentals and proven resilience. Venture funding in cryptocurrency startups fell 59% in the second quarter of 2025, while investment in artificial intelligence reached USD 32.9 billion in the first five months of the year. This duality explains the "flight to quality" in venture capital allocation.

At the communications level, entrepreneurs are also adjusting strategies. The rise of owned media—blogs, podcasts, video channels—responds to the need to control narratives and reduce dependence on external platforms. At the same time, technologies such as connected television (CTV) and digital out-of-home (DOOH) advertising allow for unprecedented audience segmentation, consolidating an ecosystem of direct and highly personalized communication.





Artificial intelligence is the most visible driver of this transformation. Beyond content generation, autonomous AI agents already perform complex tasks and generate positive returns in more than 75% of the companies that implement them. Their massive adoption is changing entire industries, from labor productivity to cybersecurity. However, this advancement raises ethical dilemmas regarding privacy and misinformation, necessitating the implementation of responsible innovation frameworks.

Blockchain, for its part, has ceased to be a speculative asset and has become a strategic infrastructure. The tokenization of real-world assets (RWA) has already exceeded USD 2.6 billion in US Treasury bonds alone, opening up a high-impact institutional market. Added to this are applications in product traceability, digital identity management, and decentralized business models.

The third pillar is sustainability. Consumers, governments, and investors converge in demanding business models that integrate environmental and social impact from the outset. Startups developing recyclable materials, innovations in electric mobility, or sustainable logistics solutions are part of an expanding market: the circular economy in North America projects compound annual growth (CAGR) of 25.65% between 2024 and 2031.



However, the entrepreneurial path is not without risks. Bureaucracy and regulatory uncertainty increase costs and operational times. The "talent gap" complicates attracting specialized profiles, while technological speed threatens to render value propositions obsolete in a matter of months. Added to this is the phenomenon of green hushing, the self-censorship of sustainable achievements for fear of accusations of greenwashing, which generates reputational tensions.

In this environment, strategic talent management and building strong organizational cultures become differentiating assets. For new generations of professionals, a clear and authentic purpose is as important as financial compensation, which compels leaders to design projects with real social impact.

Social polarization adds another challenge: companies pressured to take a position on public issues risk dividing their audiences. The solution is not to avoid debate, but to align social causes with the nature of the business, building credibility and trust.

Faced with these contrasts, the central question is unavoidable: how can entrepreneurs thrive in an environment where uncertainty and opportunity coexist so closely?

Financing strategies offer part of the answer. While startups in Latin America are facing a 45% contraction in investment, in Europe and the United States, venture capital funds and angel investors are strengthening their role with capital and specialized knowledge. Models such as crowdfunding and public subsidies are consolidating in the early stages, while venture capital is focusing on scaling in more mature markets.

The 2025 landscape analysis confirms that entrepreneurial success doesn't depend on a single factor, but rather on the combination of resilience, purpose, and technology. The era of uncertainty is becoming the norm, and projects capable of integrating sustainability, ethical innovation, and strategic planning will not only survive, but will also define the business models of the next decade.

Sector / Región	Oportunidad destacada	Inversión / Métrica clave 2025
Inteligencia Artificial (Global)	Agentes autónomos para eficiencia y ciberseguridad	USD 32 900 millones en los primeros 5 meses del año
Blockchain (EE. UU.)	Tokenización de activos financieros (bonos del Tesoro)	Crecimiento de USD 760 millones a USD 2.600 millones (2024-2025)
Economía Circular (América del Norte)	Startups de biotecnología y reciclaje	CAGR proyectado de 25.65% (2024-2031)
Healthtech (Europa)	Terapias avanzadas y medicina personalizada	Mercado proyectado en USD 30.040 millones para 2033
Fintech (Global)	Finanzas descentralizadas y pagos digitales	USD 10 300 millones en el primer trimestre de 2025
E-commerce social (Global)	Comercio integrado en redes sociales	Valor estimado de USD 1.2 billones en 2025

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**INFLUENCERS
MANAGEMENT**

IN LATIN AMERICA

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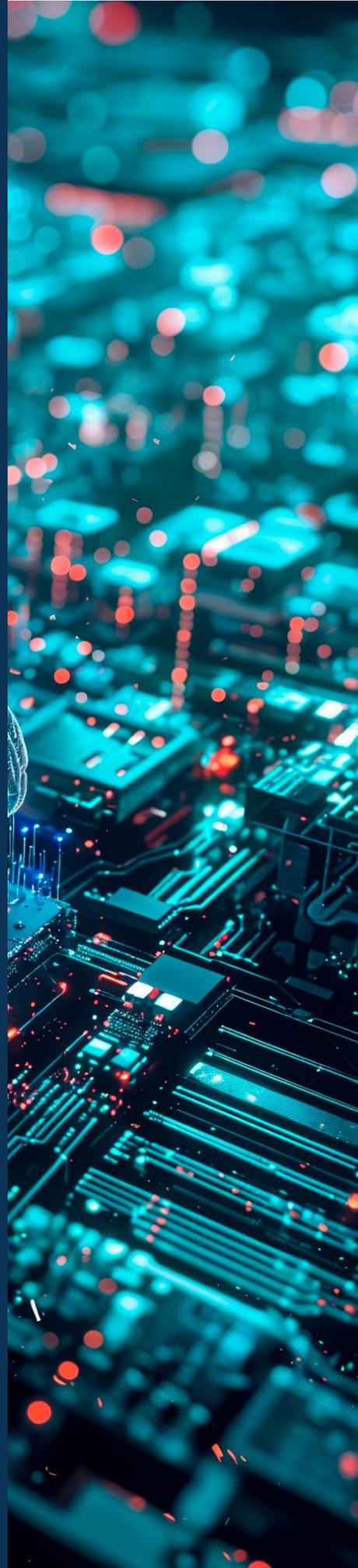
The seed
of innovation

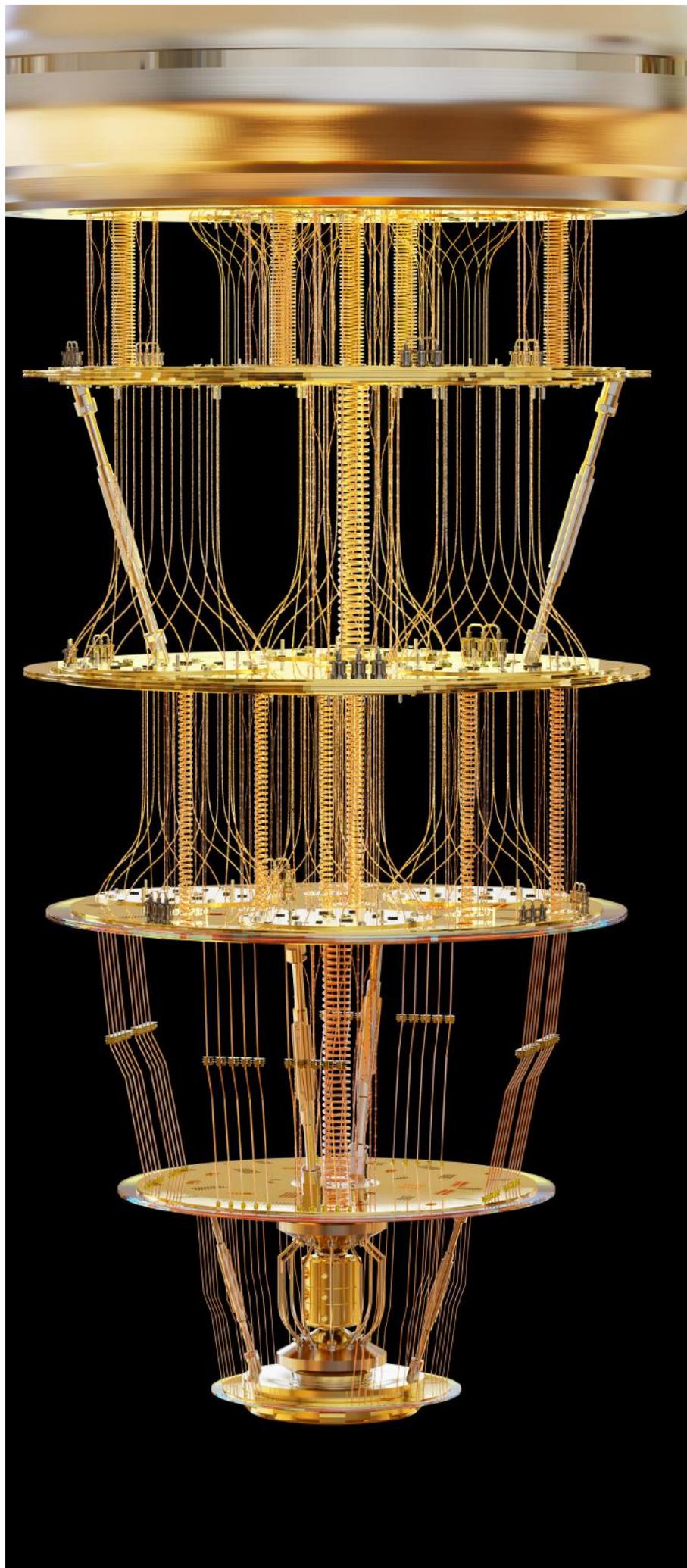
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Quantum computing: the next competitive frontier for industries

While major powers are investing billions in hardware, the region is focusing its strategy on high-value software, talent, and applications.

Quantum computing is moving from a futuristic research exercise to a strategic asset that redefines the competitive advantage of key sectors. According to a McKinsey report, it is estimated that by 2035 this technology could capture up to \$1.3 trillion in economic value, with a direct impact on finance, pharmaceuticals, logistics, and energy.





At the global level, the United States, China, and the European Union lead the way with public and private investments exceeding \$30 billion accumulated over the last decade. IBM, Google, and Microsoft account for much of the development of hardware and cloud services, with processors already exceeding 400 qubits operational. China, for its part, has allocated more than \$15 billion to national programs focused on defense, communications, and digital sovereignty.

The potential benefits are obvious:

- **Financial sector:** improved fraud detection, portfolio optimization, and climate risk modeling. BCG estimates that this sector alone could generate returns exceeding \$700 billion over the next two decades.
- **Pharmaceutical industry:** drastic cost reduction in drug development thanks to molecular simulation. Pilot cases already demonstrate that research phases that previously took years can be completed in weeks.
- **Logistics and energy:** route optimization, reduced operating costs, and increased resilience in smart grids.
- **Cybersecurity:** Urgent migration to post-quantum algorithms due to the risk that a sufficiently powerful processor could break current cryptography in a matter of hours.

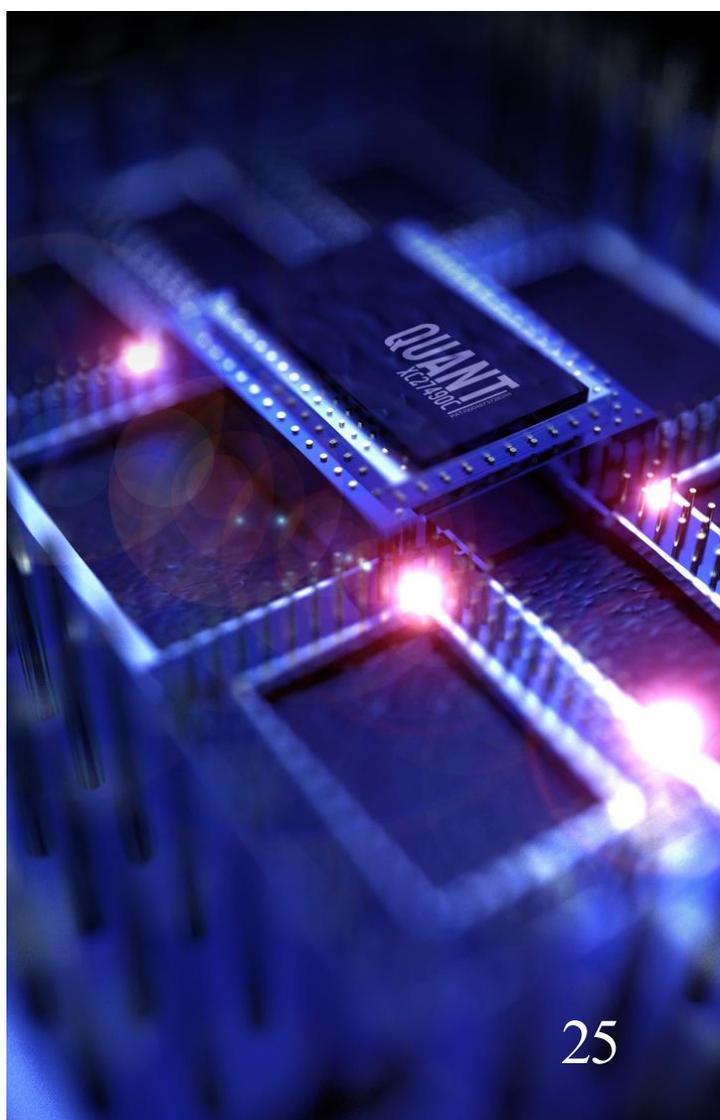
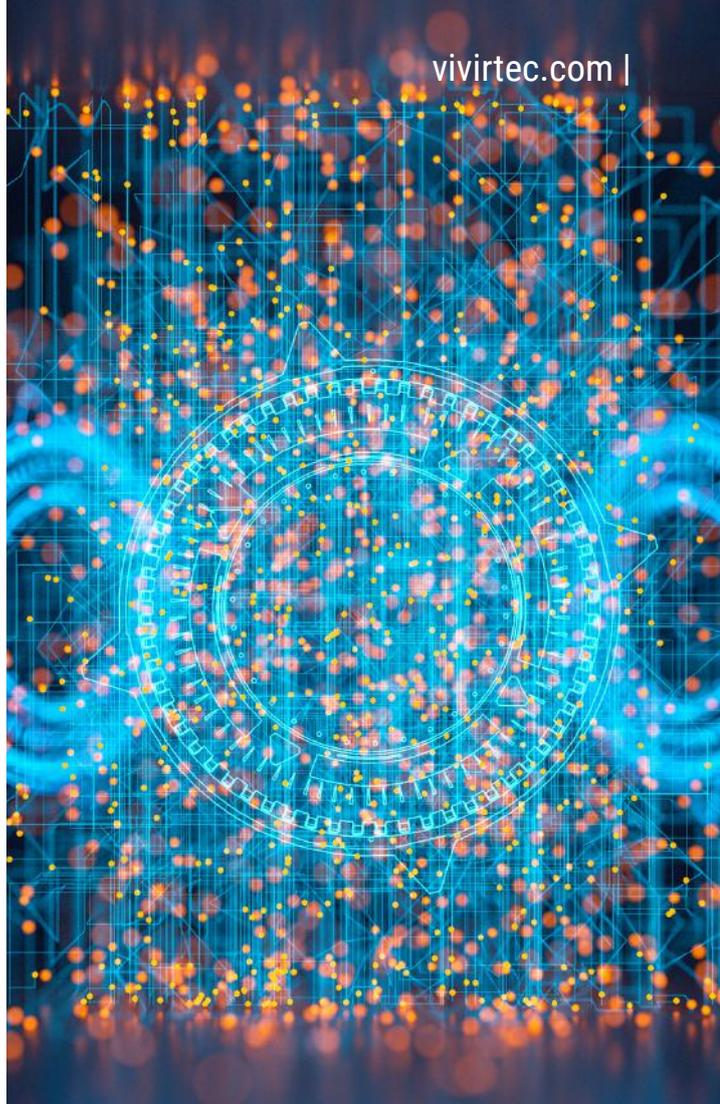
However, the path presents challenges. Quantum decoherence and scalability remain technical bottlenecks. Gartner projects that, at least until 2030, most companies will use hybrid models (classical + quantum) through cloud services, which expands access but delays the widespread use of proprietary hardware.



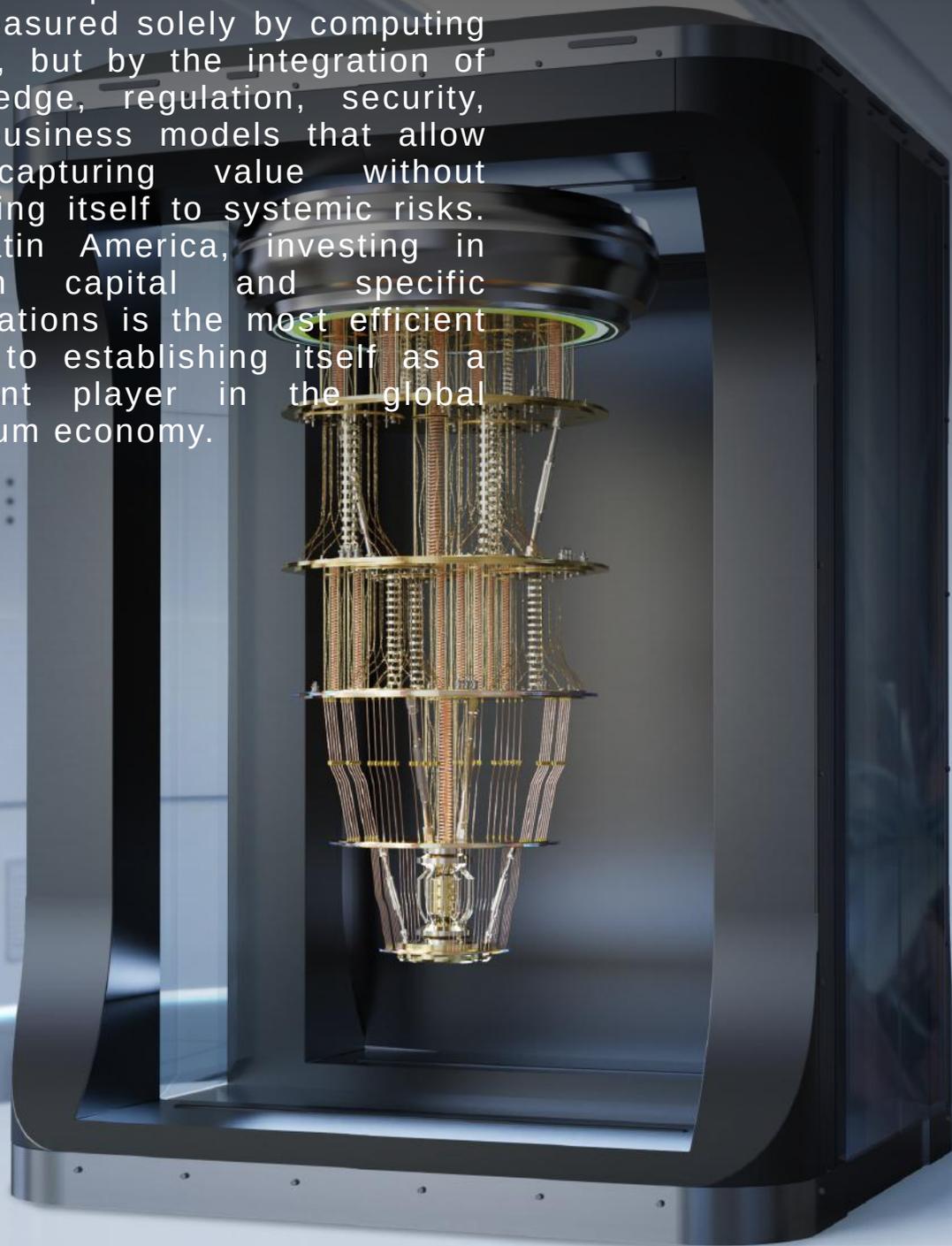
In this context, Latin America has defined a pragmatic strategy: prioritizing software, algorithms, and talent development instead of competing in the multi-billion-dollar hardware race. Spain, with the Quantum Spain project, is allocating €800 million to strengthen its supercomputing and quantum communications infrastructure. In Latin America, Colombia stands out, with the first quantum computer in the country; Mexico, with new quantum physics laboratories; Brazil, with applications in biotechnology and medicine; and Chile, with quantum cybersecurity startups with international reach.

For the region's private sector, the current moment opens a strategic window:

The dilemma for business leaders is not whether to invest in quantum computing, but when and in which verticals to do so to generate sustainable advantages. Companies that wait until the technology is mature could face a difficult competitive gap to close against rivals that anticipate the situation with pilots and hybrid strategies.



The institutional reflection is clear: the quantum future will not be measured solely by computing power, but by the integration of knowledge, regulation, security, and business models that allow for capturing value without exposing itself to systemic risks. In Latin America, investing in human capital and specific applications is the most efficient route to establishing itself as a relevant player in the global quantum economy.



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Daniel Torres: “Agriculture is no longer sustainable under current conditions.”

Indoor agriculture is consolidating as a real alternative for supplying cities with fresh, low-environmental-impact food.

In a world increasingly affected by climate change, soil depletion, and water scarcity, indoor crops—that is, those grown in controlled environments—are moving from being a technological rarity to a strategic necessity.

The Food and Agriculture Organization of the United Nations (FAO) estimates that to feed the more than 9 billion people who will inhabit the planet by 2050, global food production will need to increase by 60%.

However, current agricultural conditions make it increasingly difficult to achieve this goal with traditional practices. Vertical farms and automated greenhouses, which can operate year-round, are emerging as an increasingly viable option.

“Open-field farming is no longer sustainable under current conditions,” warns Daniel Torres, CEO of Gapy, a Mexican company that develops agricultural automation systems based on artificial intelligence.



Gapy, founded by engineers from the National Polytechnic Institute (IPN), has developed a platform that combines physical sensors, satellite images, and AI models to optimize the use of water, nutrients, and energy in both outdoor and indoor crops.

Although it can be used in both contexts, the tool is specifically designed to operate in closed environments such as greenhouses or industrial warehouses, where conditions can be regulated more precisely. Torres argues that these environments not only allow for more production with fewer resources, but also help decentralize production. “We need to move toward a more localized economy, which prevents vegetables from traveling thousands of kilometers. With indoor crops, each community can produce its own food safely and sustainably,” he explains.



Water efficiency also plays a key role. A study from the University of Arizona reports that indoor crops can use up to 90% less water than traditional crops, while other research shows that in areas as small as 30 square meters, it's possible to grow the equivalent of half a hectare of lettuce in open fields.

According to the CEO, the key isn't replacing farmers, but rather combining empirical knowledge with technological tools that reduce repetitive tasks and speed up decision-making.

"We are convinced that technology can democratize access to food and restore autonomy to communities. We don't want fewer farmers; we want farmers with more tools," Torres says.



In the face of the climate crisis and the need to produce more sustainably, indoor agriculture isn't a fad: it's a solution. **"From our perspective, by 2030, vertical farms and protected crops will surpass open fields in volume. And that's something we must prepare for starting today,"** he concludes.



Equipo gapy



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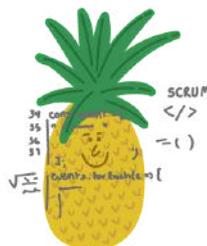
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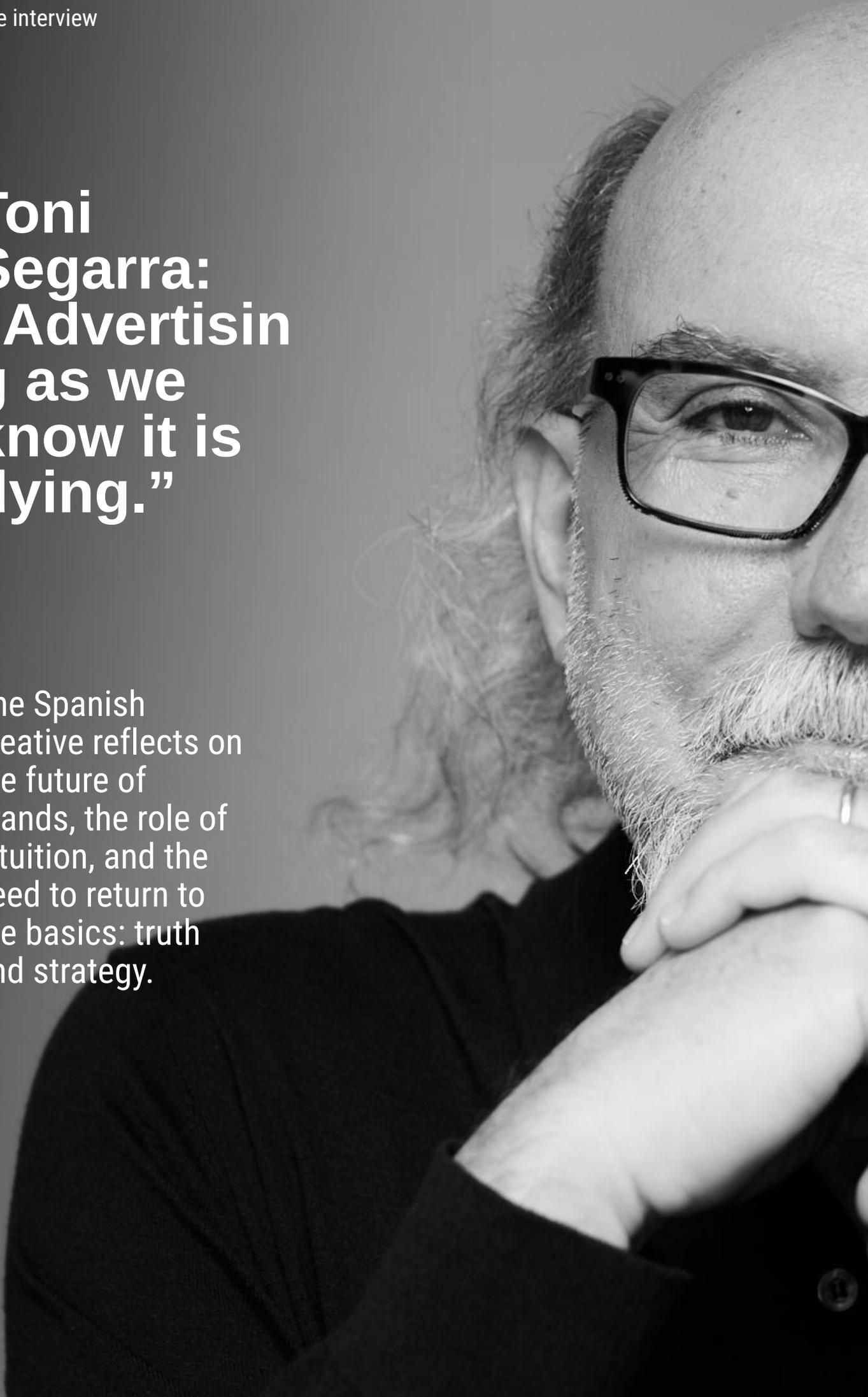
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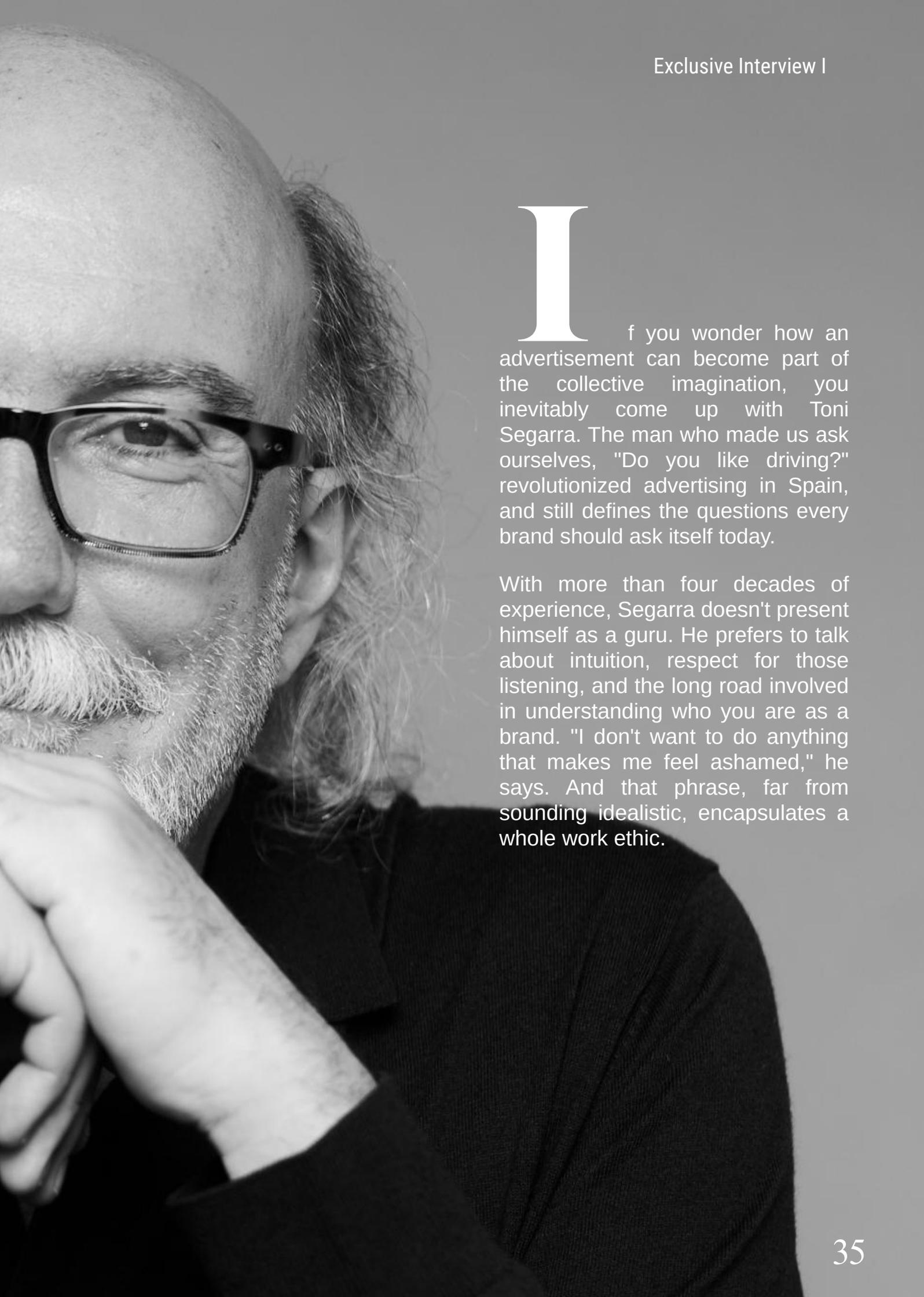
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Toni Segarra: “Advertising as we know it is dying.”

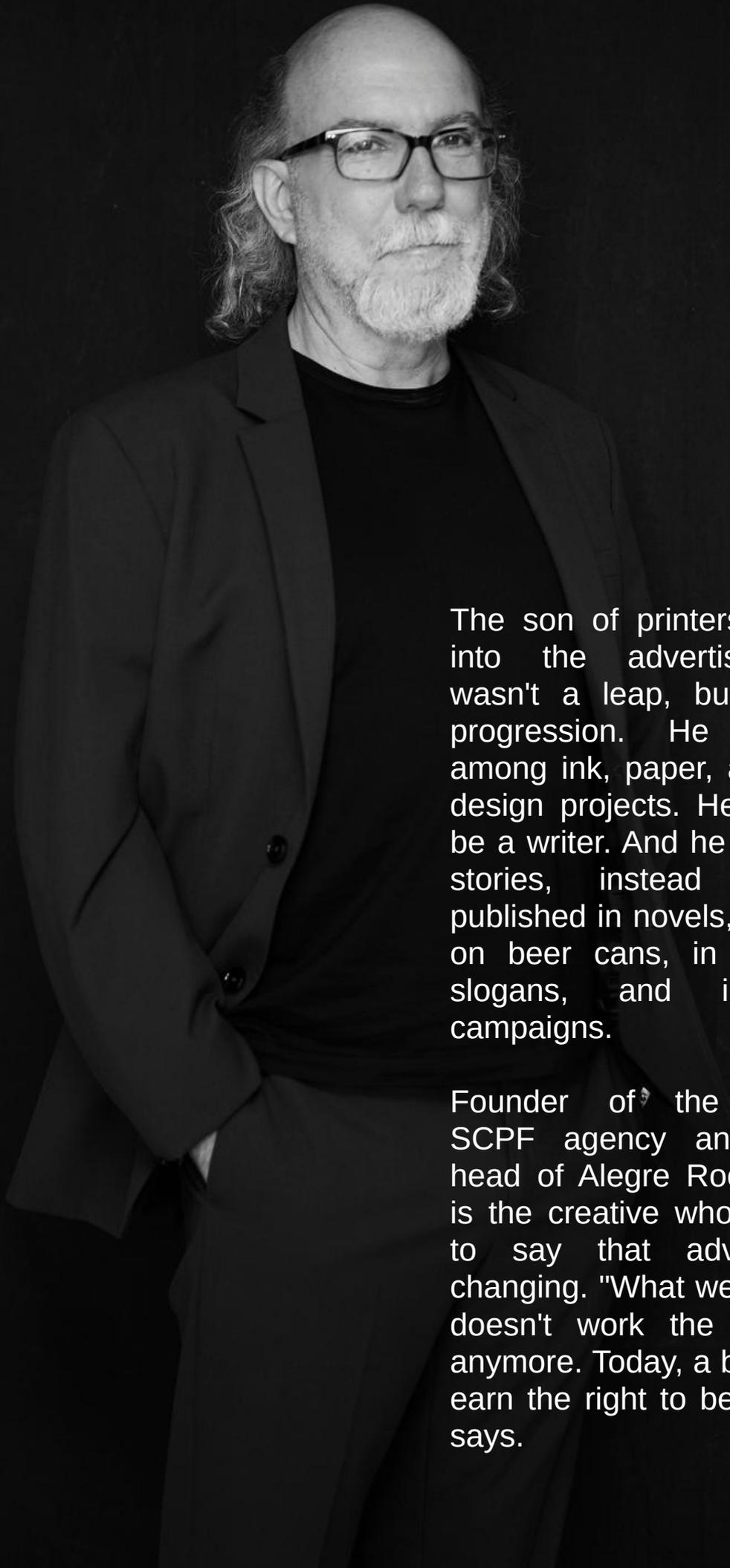
The Spanish creative reflects on the future of brands, the role of intuition, and the need to return to the basics: truth and strategy.





If you wonder how an advertisement can become part of the collective imagination, you inevitably come up with Toni Segarra. The man who made us ask ourselves, "Do you like driving?" revolutionized advertising in Spain, and still defines the questions every brand should ask itself today.

With more than four decades of experience, Segarra doesn't present himself as a guru. He prefers to talk about intuition, respect for those listening, and the long road involved in understanding who you are as a brand. "I don't want to do anything that makes me feel ashamed," he says. And that phrase, far from sounding idealistic, encapsulates a whole work ethic.



The son of printers, his entry into the advertising world wasn't a leap, but a natural progression. He grew up among ink, paper, and graphic design projects. He wanted to be a writer. And he is. Only his stories, instead of being published in novels, are printed on beer cans, in memorable slogans, and in moving campaigns.

Founder of the legendary SCPF agency and currently head of Alegre Roca, Segarra is the creative who isn't afraid to say that advertising is changing. "What we used to do doesn't work the same way anymore. Today, a brand has to earn the right to be heard," he says.

This transformation excites him. Although he admits he would never have imagined working side by side with an artificial intelligence. “It’s another collaborator. One to whom you share an intuition and it gives you ideas back. I never thought that would exist.”

In the face of the digital tsunami, Segarra focuses on something seemingly simple: the truth. “Advertising is an exaggeration of the truth, not of lies. If there is no truth, there is nothing.” In an age of instant messaging, he insists on pruning: trimming away what is superfluous so that the essential can flourish.

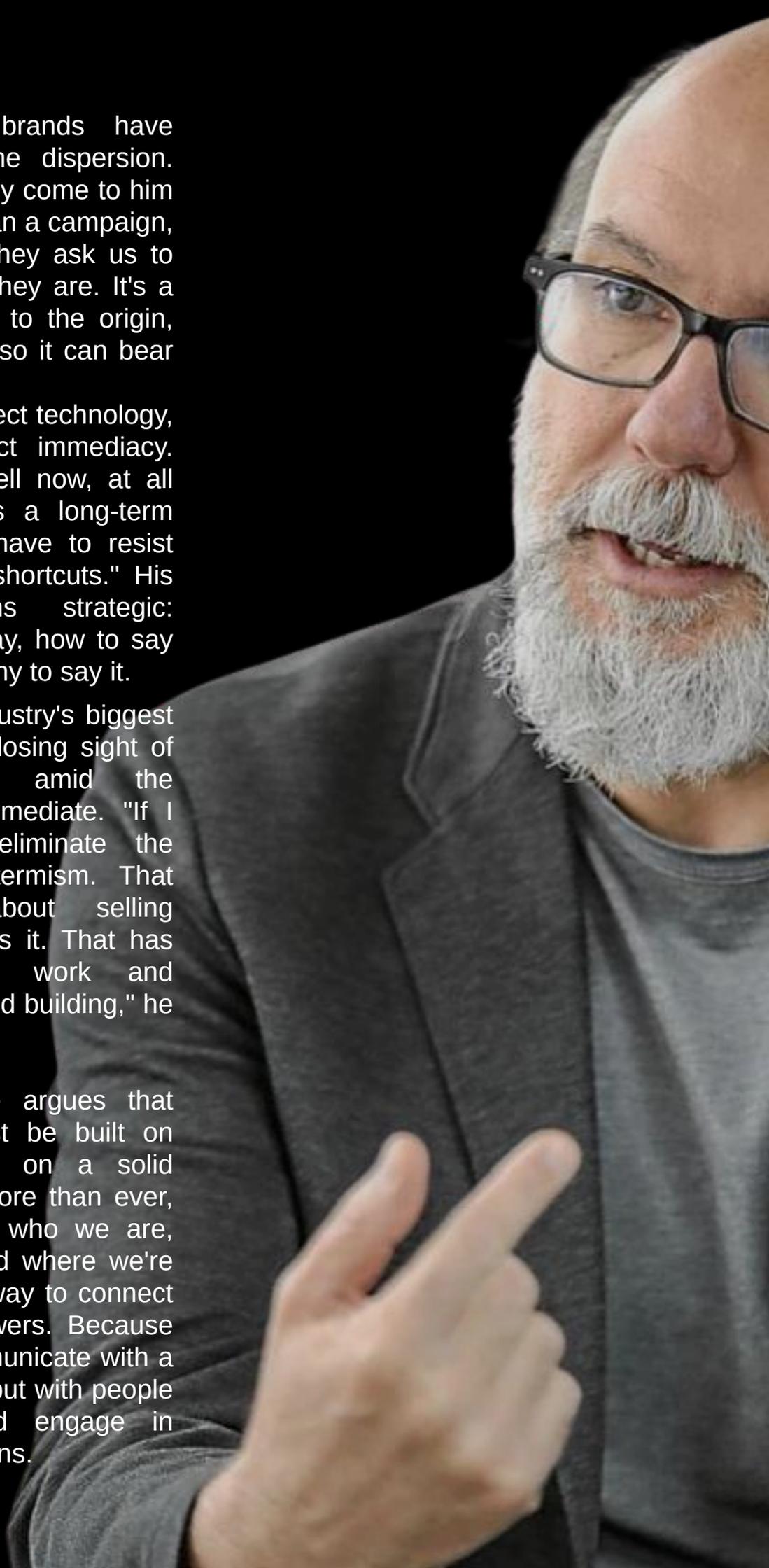


In his opinion, brands have become lost in the dispersion. And that's why many come to him looking for more than a campaign, but a compass. "They ask us to remind them who they are. It's a matter of returning to the origin, like pruning a tree so it can bear fruit again."

Segarra doesn't reject technology, but he does reject immediacy. That urgency to sell now, at all costs. "A brand is a long-term construction. You have to resist the temptation of shortcuts." His approach remains strategic: knowing what to say, how to say it, and, above all, why to say it.

In his view, the industry's biggest mistake has been losing sight of what's important amid the urgency of the immediate. "If I could, I would eliminate the concept of short-termism. That thinking only about selling tomorrow and that's it. That has distorted creative work and weakened real brand building," he warns.

In this sense, he argues that creative work must be built on honesty, but also on a solid strategy. "Today, more than ever, we need to know who we are, how we speak, and where we're going. There's no way to connect without those answers. Because we no longer communicate with a passive audience, but with people who demand and engage in dialogue," he explains.



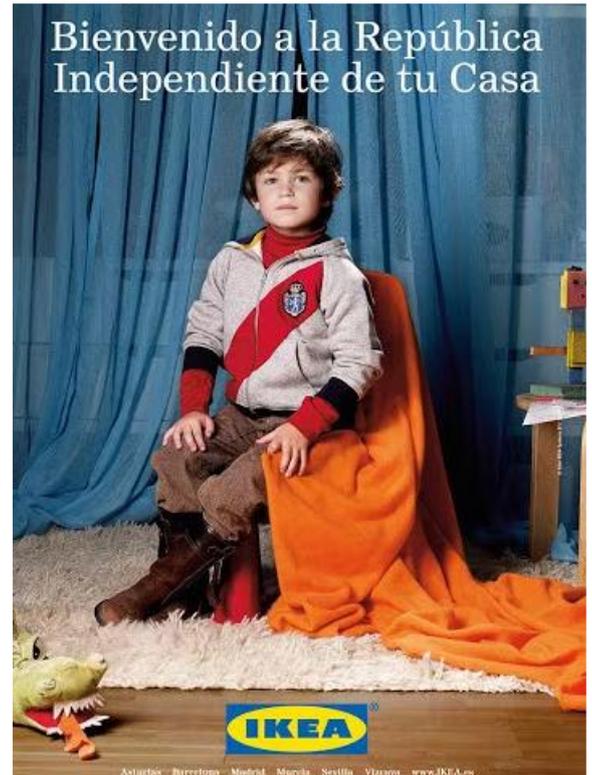
“Advertising as we knew it is dying”



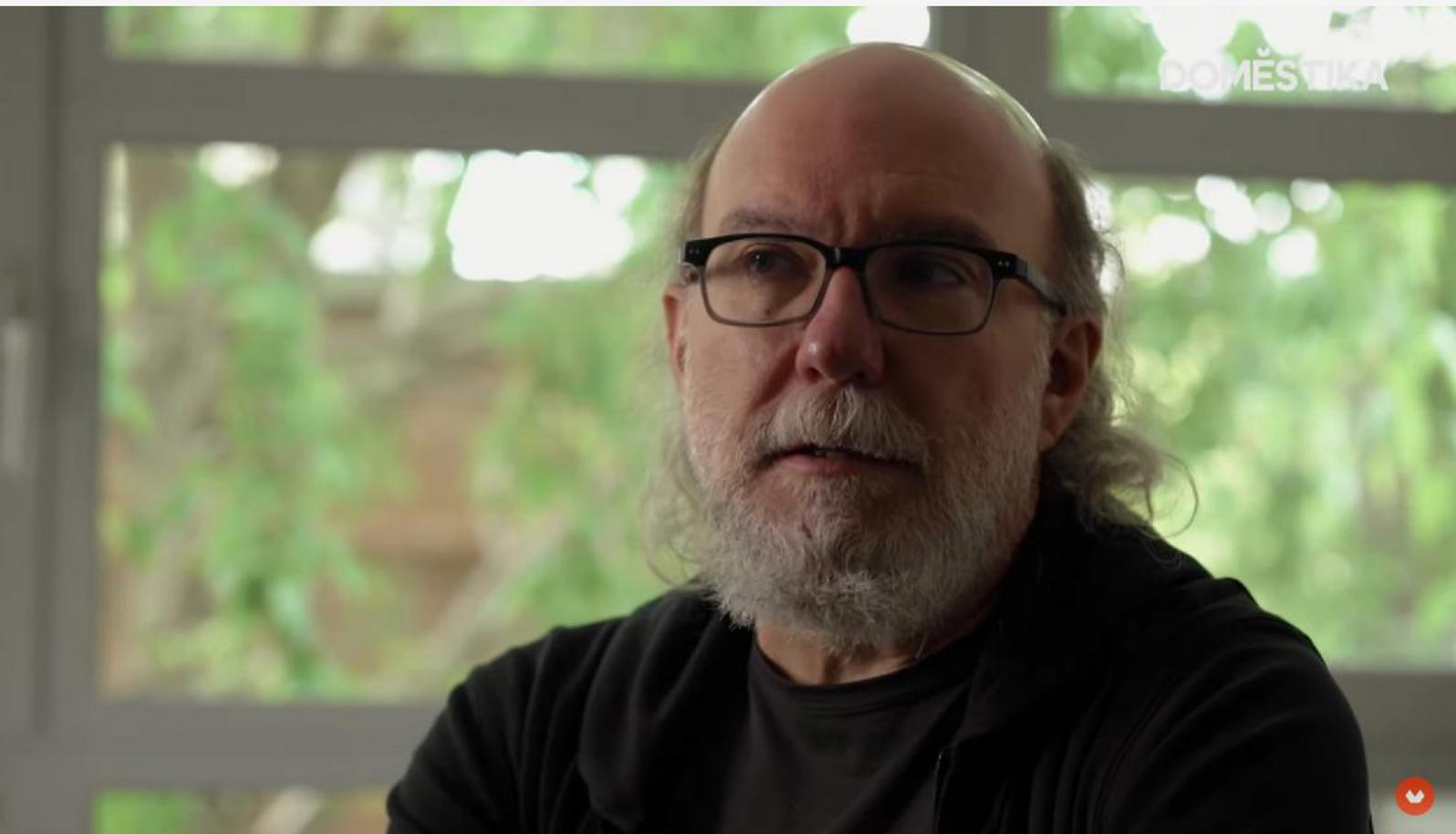
Along these lines, the Spanish creative warns about the main current risk: losing authenticity. "People no longer want one-way speeches. They want conversation. And to do that, what you say has to be credible."

His vision is not only technical but also deeply humanistic. He believes that instinct can be trained, like someone tuning a guitar. That a good creative is someone who observes, who connects with their surroundings, and who knows how to distinguish between the superficial and the meaningful.

For those just starting out, he delivers a powerful message: "Advertising as we knew it is dying. But another kind is being born. And it's up to you to invent it." He asserts that you don't need an agency or a structure: all you need is a cell phone, a computer, and a powerful idea. "Today, anything can be advertising," he adds.



Behind that gaze lies more than technique. There's a philosophy. For Segarra, each piece must be constructed with respect: for the person who sees it, and for the person who signs it. And that, in an environment where saturation threatens to drain everything of meaning, is almost a form of resistance.



In an advertising environment where urgency dominates and saturation threatens to drain every message of meaning, Toni Segarra represents a serene and lucid voice that insists on the power of pause, purpose, and ideas that leave a mark.

For him, the future of advertising isn't about speaking louder, but about building on the essentials: truth, emotion, and a real connection.

“Advertising as we knew it is dying. But another kind is being born. And it's up to you to invent it.”

THE MOST RELEVANT CAMPAIGNS ARE NO LONGER CREATED BEHIND A DESK.



From Cannes Lions, voices from the region emphasize that understanding the consumer's context surpasses any trending tool or isolated data.



The future of advertising isn't just being defined in creative departments, but in the spaces where people are listened to, observed, and understood. At Cannes Lions 2025, the industry's most important festival, it was clear that brands that focus on campaigns based on cultural understanding, strategic thinking, and real user experience are setting the standard.

This is one of the main conclusions of Latin American planners Gabriela Sialer and Nikol Olivares, members of the Advertising community, who attended as part of a delegation selected by the ERA (Equity, Representation and Accessibility) program, which seeks to promote equity, representation, and accessibility within the festival and the global creative industry.



S LIONS



"We realized that Cannes isn't just a place to award visual ideas, but rather a place to deeply discuss how value is built through strategy," explains Gabriela. They experienced this firsthand by participating in workshops, talks, and networking opportunities with leaders from global agencies and brands. "Going to the festival debunks myths about who should be thinking about the direction of advertising," adds Nikol.

Both emphasize that the event demonstrated a clear trend toward valuing cultural analysis and applied qualitative research. Campaigns such as AXA (France), which adapted its policy to protect women experiencing domestic violence, or "Nigrum Corpus" in Brazil, which challenges medical standards through its representation of Afro-descendants, are examples of how brands are designing solutions based on the realities of their audiences, not traditional marketing.

Another point that emerged as a key lesson was the need to integrate more strategic profiles into the creative processes, not just in the final validation. "Research can't be a formality. It's what defines whether a campaign becomes something useful or just a pretty piece," explains Gabriela. In a context where AI and the misuse of data generate controversy, this approach becomes essential for building brand credibility.

Furthermore, the participation of duos from countries like Mexico, Chile, Guatemala, and Peru in categories like Young Lions shows that Latin America is not only present, but is also proposing creative solutions based on cultural and regional diversity. "The industry is no longer just looking for global ideas; it's looking for ideas that originate locally and have a global impact," says Nikol.

This shift in public expectations represents both pressure and opportunity for the advertising world. According to Amazon Ads, campaigns highlighting sustainable practices have increased their effectiveness, especially among 18- to 34-year-olds, 80% of whom are willing to pay more for sustainable products.

Impactful advertising doesn't stem from aesthetic originality, but from a deep understanding of the consumer. And to achieve this, Gabriela and Nikol agree: it's necessary to open up spaces for other strategic profiles, invest in cultural research, and foster experiences like Cannes not as a prize, but as an investment in long-term vision.

Publicitarias is a non-profit organization that seeks to transform the communications industry to make it more fair, diverse, and inclusive. Founded in 2018 and present in more than 10 Latin American countries, it promotes training, research, visibility, and professional development for creatives, strategists, and industry specialists.



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LIFE EXPECTANCY IN THE MOST DEVELOPED ECONOMIES

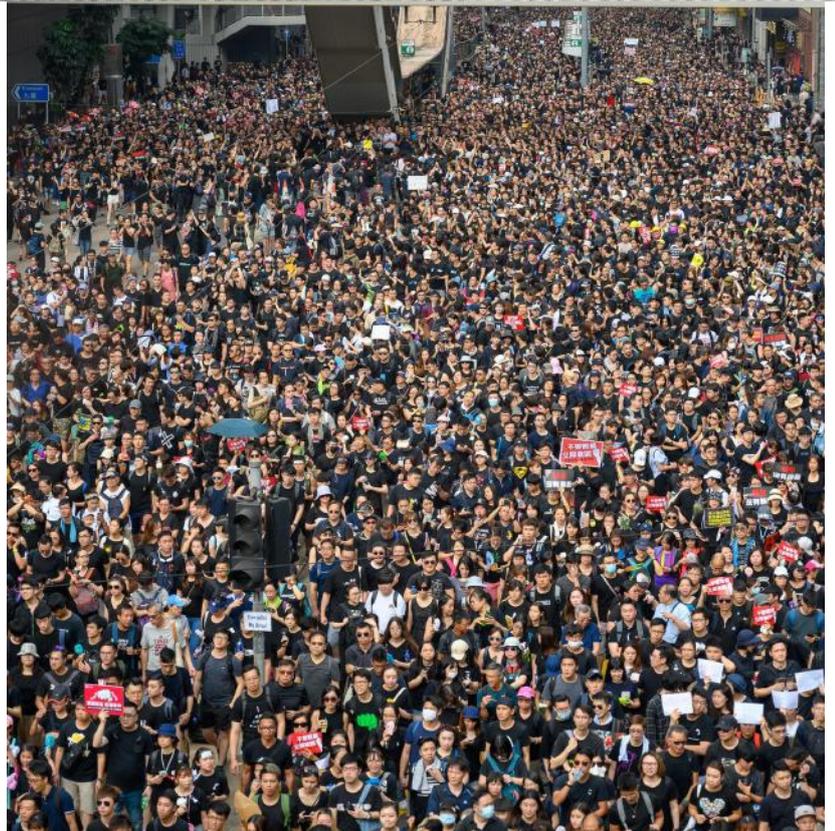
Average lifespan in years



UN Source

GENTRIFICATION IS CHANGING THE GLOBAL URBAN MAP

Planning for the urban future involves managing the tensions between economic growth and the right to the city.

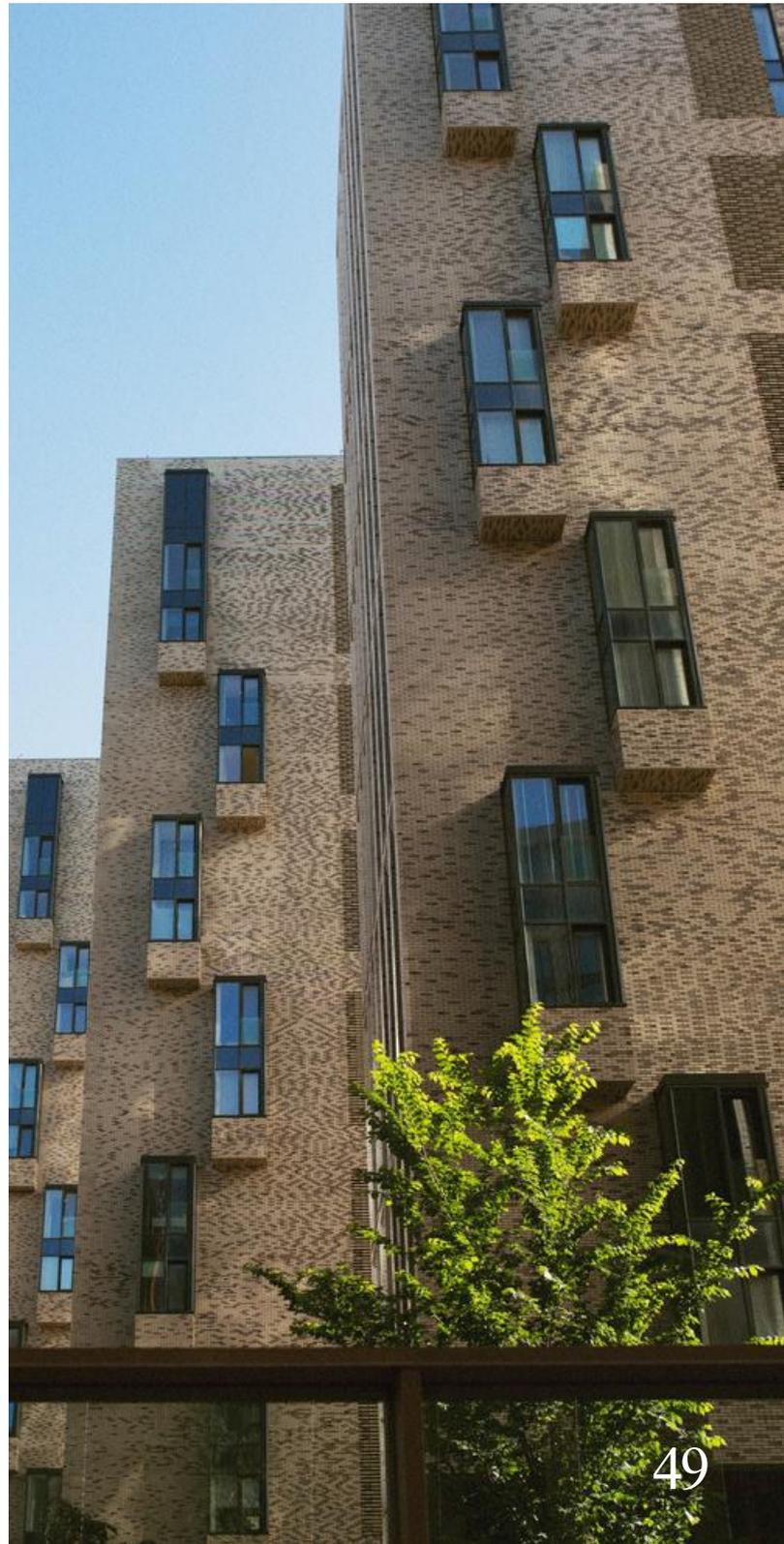


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n the last two decades, gentrification has become one of the most influential and debated forces in global urban transformation. Far from being an exclusively local process, it now represents a complex phenomenon driven by transnational capital and the preferences of new socioeconomic groups.

Initially defined as the arrival of higher-income residents to traditionally working-class neighborhoods, gentrification has evolved. It is now also influenced by the arrival of foreigners with greater purchasing power, who bring new customs, expectations, and consumption patterns.

Globally, the United Nations (UN) estimates that more than 60% of the population will live in urban areas by 2030, and this growth is often accompanied by investment, speculation, and transformations that don't always benefit everyone equally. While some areas appreciate rapidly in value, their original inhabitants can't always keep pace.



ECONOMIC OPPORTUNITY OR EXCLUSION OF MARGINALIZED GROUPS?

On the economic front, gentrification can bring about visible improvements: revitalization of urban infrastructure, increased property values, increased tax revenue, and reduced crime. In this sense, some local governments and business leaders consider it a catalyst for urban development.

However, these benefits are a double-edged sword. The improvements that accompany gentrification often go hand in hand with the displacement of original residents, an increase in the cost of living, and a loss of neighborhood identity. The study highlights that "what is perceived as an improvement for some translates into exclusion for others."



Furthermore, an analysis by the Urban Displacement Project indicates that the impact is not homogeneous: Afro-descendant, indigenous, and low-income communities face greater risks of eviction and deterioration in their physical and emotional well-being.

Despite all this, gentrification is not inevitable. Some cities are adopting innovative regulatory measures. In Barcelona, for example, 10,000 Airbnb licenses have been revoked and an urban plan prioritizing affordable housing has been implemented. Berlin also passed the "Milieuschutz" law to prevent evictions.

Without a doubt, gentrification poses a fundamental dilemma: how to foster economic growth without sacrificing social cohesion? The answer, according to UN-Habitat, lies in building a new urban contract that prioritizes the right to the city over land speculation. The key is not to halt change, but to manage it intelligently, with a long-term vision, and social sensitivity.



THE CITIES MOST AFFECTED BY GENTRIFICATION



1. Mexico City (Mexico): Some neighborhoods in this city have doubled their average rents in recent years, rising from 10,000 to 20,000 pesos per month. According to a study by the organization CESOG (Center for the Study of Global Order), this transformation has been driven by the massive arrival of digital nomads, with more than 9 million temporary migrants from the US expected by 2023.

2. London (United Kingdom): A 2025 study identified 53 neighborhoods undergoing rapid gentrification. Housing prices in these neighborhoods increased by 250% between 2010 and 2023. At the same time, the Black population decreased by approximately 10,000 people, while median income increased by 11% in just eight years.



3. Medellín (Colombia): The city has seen a 38% increase in available housing for short-term rentals in one year, a phenomenon associated with the rise of tourism and international remote work.





4. New York, Boston, and Washington, D.C. (USA):

According to a Boston University report, these three cities have experienced "hyper-gentrification." In Boston, for example, affording housing near the city center has become virtually unaffordable for the average professional.

5. Barcelona, Berlin, and Lisbon (Europe): These cities are facing a "tourism bubble" that has transformed their historic centers into high-volume real estate hubs, raising the cost of living and reducing the supply of affordable housing.





AIR HUMIDITY IS NOW A REAL SOURCE OF DRINKING WATER.

Atmospheric generation technology is positioned as a concrete alternative to water scarcity and the excessive use of bottled water.

The idea of extracting water from the air is no longer a science fiction phenomenon, but a present-day sustainable innovation. Through condensation and treatment technologies, it is possible to harness atmospheric humidity to generate drinking water without the need for traditional water sources.

This type of innovation is especially useful in contexts where access to water is limited. “The combination of solar energy and atmospheric generation is ideal for remote communities, such as rural areas of Mexico, where fully autonomous equipment already operates,” says Carlos García, CEO of GENAQ. This synergy between water and energy represents a new frontier for sustainability in isolated areas.



However, one of the main challenges of this technology has been energy consumption, but advances like those achieved by the Spanish company GENAQ have made it possible to reduce this consumption to 0.19 kWh per liter. "We aim to reach 0.12 kWh per liter in the coming years," explains the CEO.

The key to scaling up this technology lies not only in the technical aspects, but also in the regulatory and financial aspects. "There is still no specific regulation for atmospheric generators, although France is making progress on this," García points out. He also mentions that facilitating access through financing will be essential to popularizing these devices compared to bottled water.

The applications already active are diverse: from military operations that prioritize logistical security to eco-resorts seeking to reduce plastic waste. They are also used in schools, hospitals, ships, oil platforms, hotels, and off-grid homes. "Where water is needed and there is no grid, atmospheric generation becomes a real solution," the CEO points out.



The adoption of this technology also depends on education and visibility.

“It's not yet a solution widely known to the general public,” García acknowledged, “but it's already generating interest in sectors like the hotel industry, where customers increasingly value sustainable efforts.”

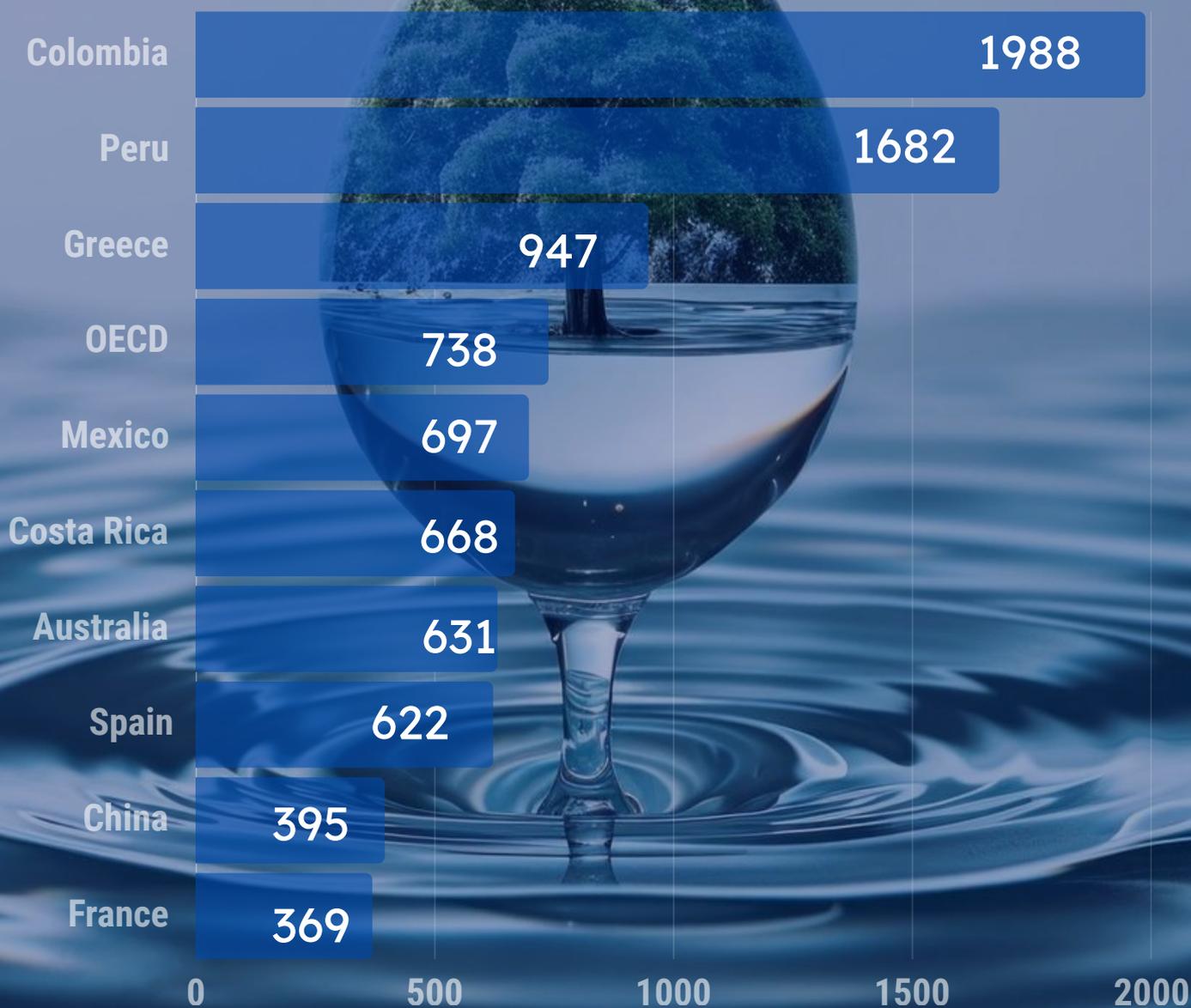


Air humidity, previously overlooked as a resource, is beginning to emerge as a concrete and scalable alternative. As its efficiency improves and appropriate regulations are implemented, it could represent a structural change in global access to drinking water. In the words of Carlos García, "this technology will evolve toward smaller, more integrated versions, such as appliances or systems connected to stoves and refrigerators." Looking ahead, climate change adaptation strategies could rely on solutions like this one that transform the invisible into the essential.



GLOBAL WATER CONSUMPTION

Annual water consumption per capita in selected countries in the world (1,000 liters)



Fashion now captures carbon



Sustainability

New textile technologies allow clothing to not only stop polluting, but also contribute to cleaning the atmosphere.



Sustainable fashion

The fashion industry is responsible for nearly 10% of global carbon emissions. Therefore, more and more proposals seek to mitigate the damage. A new trend in fashion is focusing on designing garments capable of capturing carbon dioxide from the environment, generating a positive impact.





Post Carbon Lab x DS Automobiles: In collaboration with automotive brand DS Automobiles, London-based Post Carbon Lab presented a capsule collection at Paris Fashion Week in 2020. It included garments treated with a layer of living algae capable of photosynthesis. Each piece captured up to 1.45 kg of CO₂.



Vollebak and its algae t-shirt: In 2020, innovative British brand Vollebak launched a t-shirt made from eucalyptus, beech, and spruce fibers, printed with ink derived from cultivated algae. In addition to being fully compostable in 12 weeks, the garment subtly changes color over time due to oxidation, creating an evolving design.

**BREATHE IN, BREATHE OUT,
AND HELP OUR PLANET
GROW WITH US.**



Carbon Looper, an H&M project: Developed in conjunction with the Hong Kong Research Institute of Textiles and Apparel (HKRITA), this project was launched in 2022 as a pioneering initiative of the H&M Foundation. The treatment, applied to cotton, allows garments to absorb CO₂ from the air and then release it in a controlled environment like a greenhouse, where plants can use it.

Living Ink and its algae ink: Founded in Colorado, Living Ink developed an algae-based black ink that replaces petroleum-derived pigments. Since 2020, this ink has been adopted by brands such as Patagonia and Nike, which have used it on textile labels and screen printing. The innovation reduces carbon emissions by up to 200% compared to conventional inks.

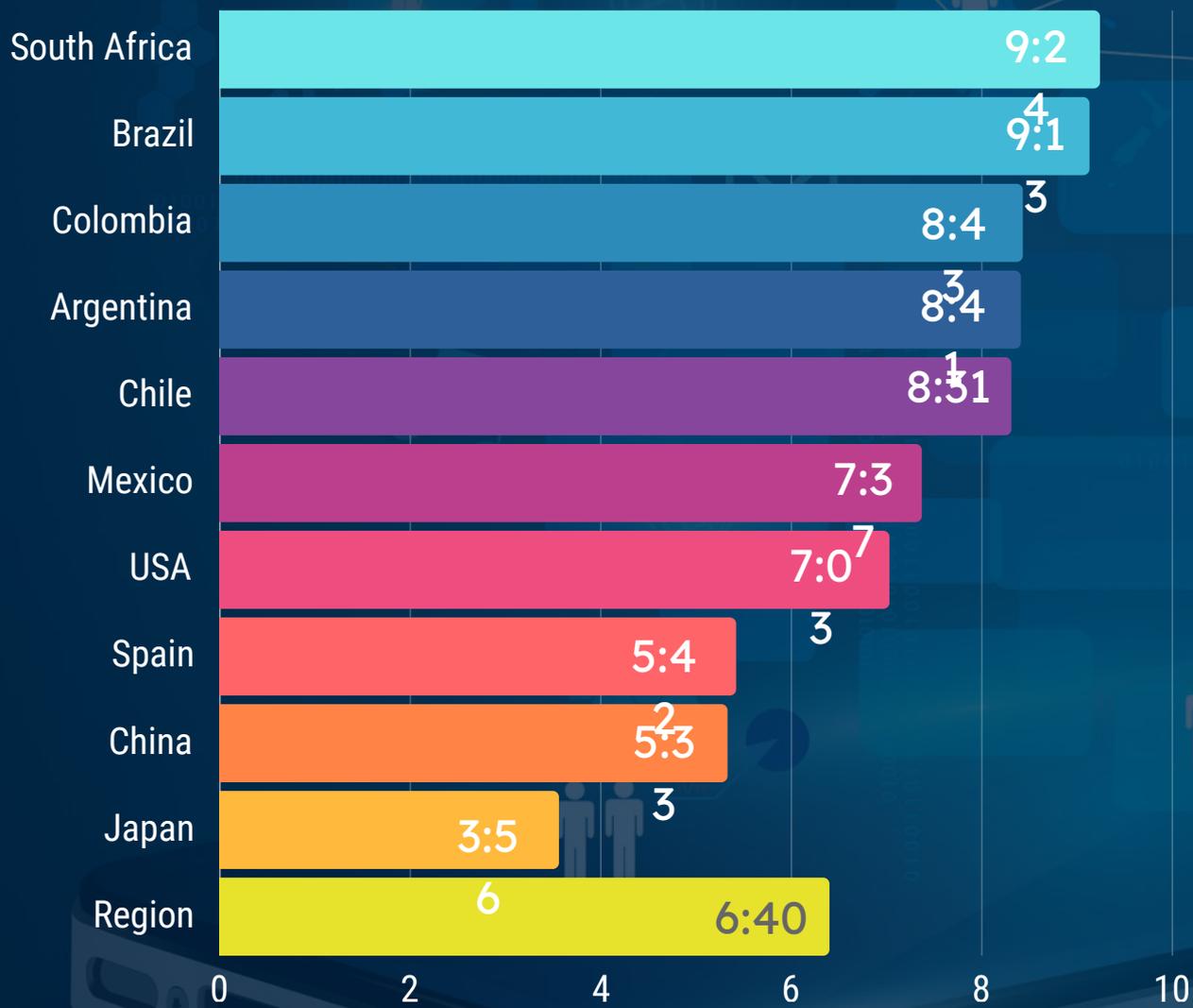


Although still in the experimental or limited production phase, these projects mark the beginning of a profound transformation in the way we think about fashion. Instead of just dressing, we could actively contribute to cleaning the air we breathe.

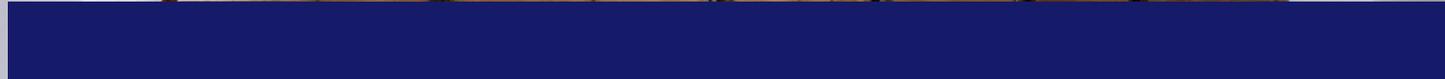
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Internet use in different countries

Average time spent on the Internet



Source: GW via DataReportal Survey of Internet Users Aged 16-64. 2023



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Art in 2025 redefines its market with AI, sustainability, and new collectors



The sector is facing a strategic transition: declining global sales, but increasing number of transactions, and a shift in value criteria.

The global art market is experiencing a turning point in 2025. According to the Art Basel & UBS Art Market Report 2025, total sales value fell 12% to \$57.5 billion, while transactions increased 3% to \$40.5 million. This apparent contradiction reflects a rebalancing: the slowdown primarily affects the high-value segment, while the lower-priced market is gaining momentum with the entry of new, younger collectors.





The change is not only economic, but also cultural. Buyers between 25 and 40 years old prioritize works that integrate environmental, social, and governance (ESG) criteria. More than an object of speculation, art is consolidating as a financial asset and a vehicle for purpose. Transparency is strengthened with the use of blockchain and livestreamed auctions, while specialized investment funds are growing in popularity.

At the creative level, three trends dominate the landscape: artificial intelligence as a co-creator, the rise of immersive art, and the consolidation of eco-art. AI is being integrated into creative processes not as a substitute, but as a collaborative tool. This shift shifts the focus from technical skill to conceptual direction. At the same time, virtual and augmented reality are transforming the artistic experience: from storytelling to storyliving.

Sustainability takes center stage. Creations made with recycled or biodegradable materials are positioned at fairs and biennials, while production ethics are becoming a new aesthetic criterion. For emerging generations, the environmental impact of a work is as important as its form.

In contrast to digitalization, craftsmanship is resurfacing. Clay, wood, and thread are returning to workshops, valued for their authenticity. Handmade and imperfection serve as an antidote to digital saturation, while the retro nostalgia of the 70s, 80s, and 90s provides an emotional refuge in times of uncertainty.



Social engagement is another key focus. Artists from Indigenous and Afro-descendant communities are featured in global exhibitions with postcolonial narratives. The 2025 Venice Biennale prioritizes historically marginalized voices, while in Latin America, the Antioquia International Art Biennial is projected as a new cultural epicenter.

This mixed ecosystem raises a strategic question: to what extent will new forms of creation and consumption reconfigure the art market as an economic and cultural asset?



Refik Anadol Türkiye / USA
Generative AI and immersive
art.



Delcy Morelos Colombia Eco-
art and cultural narratives



Carlos Blanco Artero Spain
Abstraction as a social narrative



Morgane Soulier France AI
and digital dreamscapes

ARTISTS AND DYNAMICS

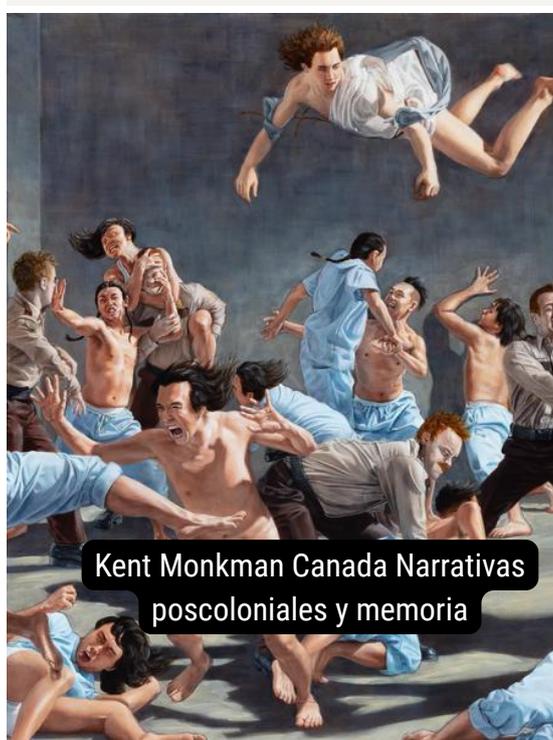
2025



Morgane Soulier France AI
and digital dreamscapes



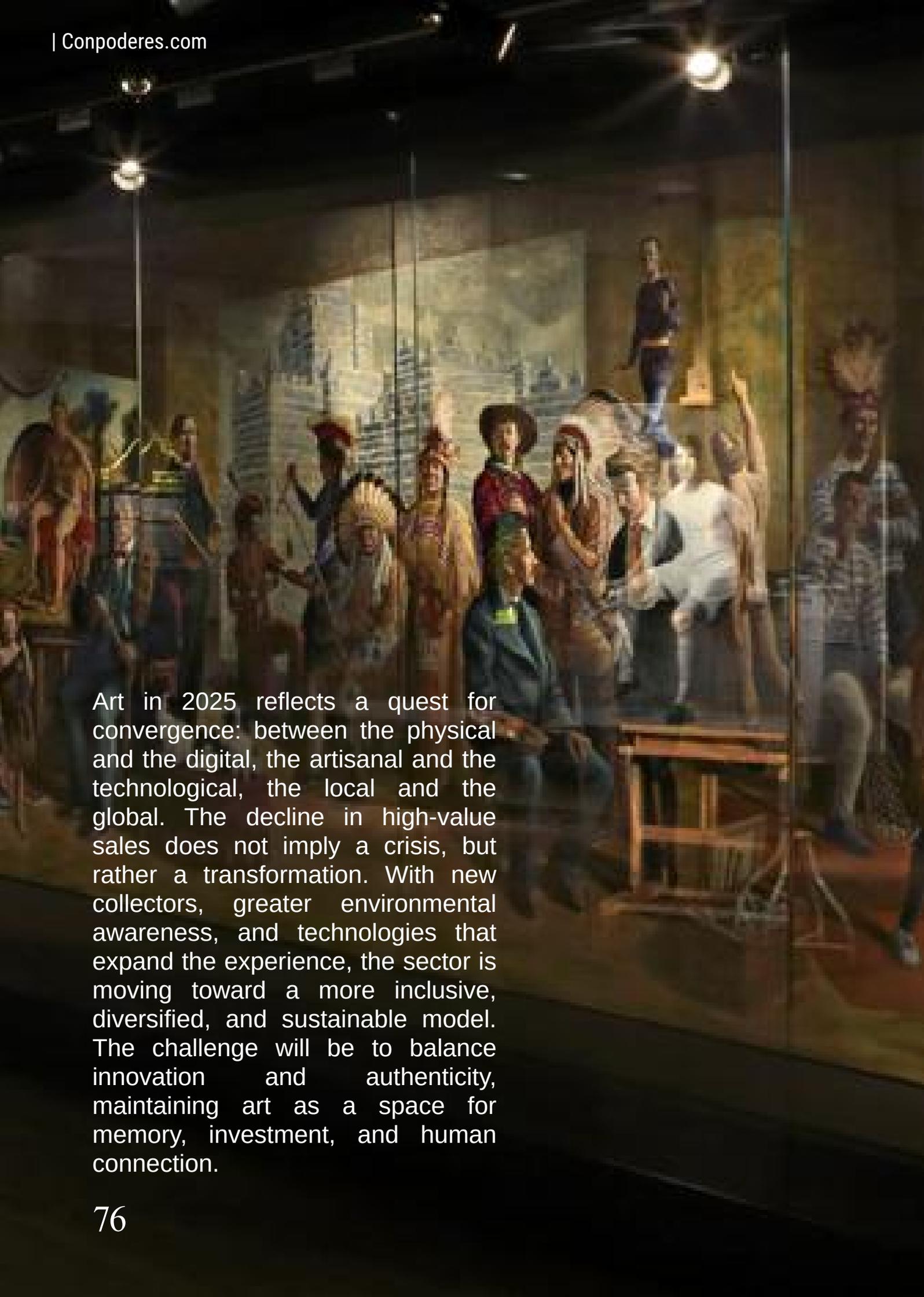
Yinka Shonibare, United Kingdom
(Nigerian origin) Postcolonial
narratives and diversity



Kent Monkman Canada Narrativas
poscoloniales y memoria



Abel Azcona Spain
Performance and social
identity



Art in 2025 reflects a quest for convergence: between the physical and the digital, the artisanal and the technological, the local and the global. The decline in high-value sales does not imply a crisis, but rather a transformation. With new collectors, greater environmental awareness, and technologies that expand the experience, the sector is moving toward a more inclusive, diversified, and sustainable model. The challenge will be to balance innovation and authenticity, maintaining art as a space for memory, investment, and human connection.

The invisible resource that defines great leaders

How internal consistency drives a CEO's resilience, confidence, and impact in times of uncertainty



In an environment where balance sheets and indicators seem to decide everything, there is a silent factor that makes the difference in great leaders: their ability to maintain internal coherence. It's not just about technical skills or emotional intelligence, but about the deep alignment between what they think, feel, and do. This coherence, invisible in financial reports, becomes the true strategic resource that defines the influence, clarity, and resilience of those who lead organizations in increasingly complex contexts.

“Internal coherence is the invisible resource that turns a leader into a force capable of inspiration and transformation.”

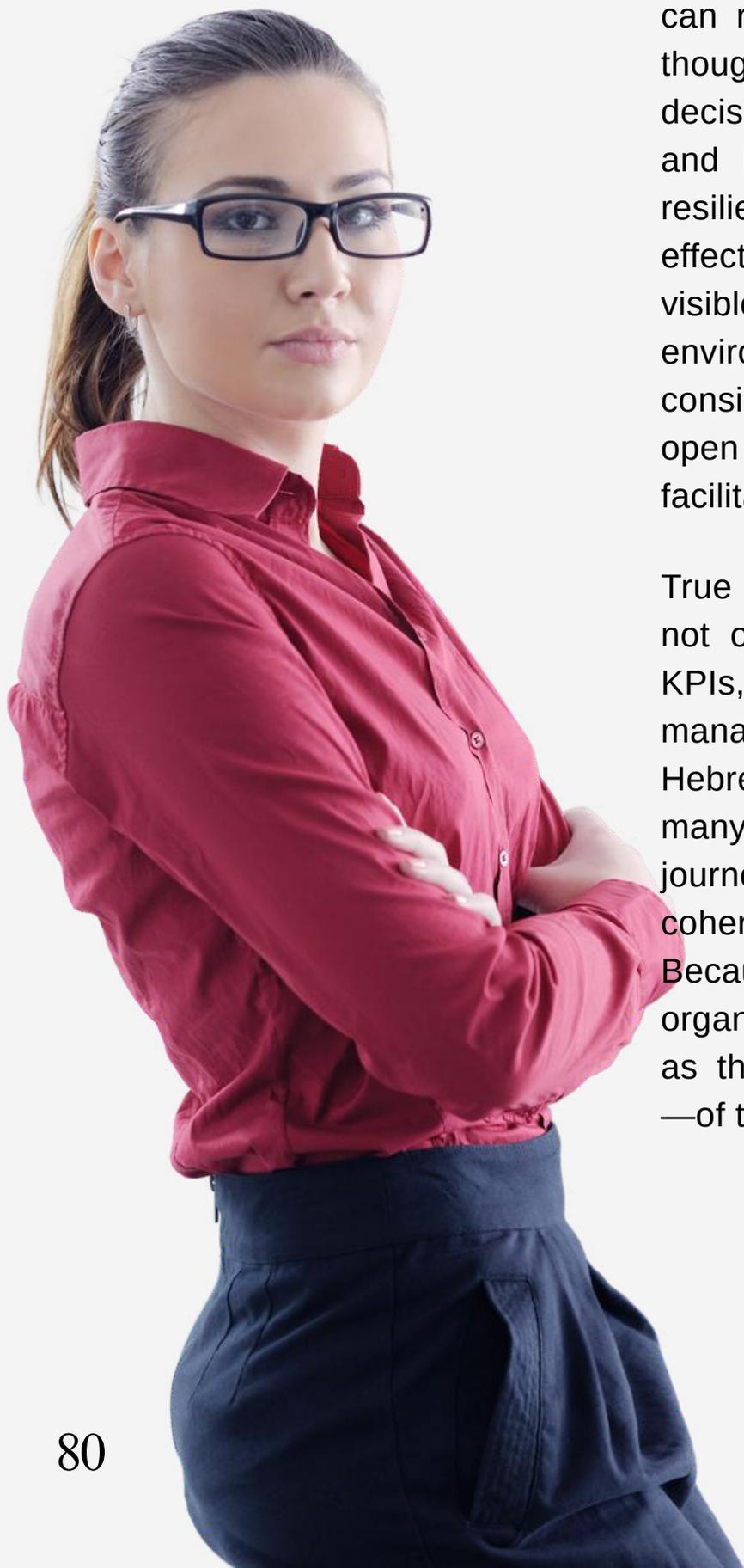
What good is having the most brilliant strategy if the leader executing it is burned out, disconnected, or caught up in the daily pressures? Today, CEOs and directors face a volatile environment: decisions amid uncertainty, dispersed teams, and the demand for immediate results. Effective leadership no longer depends solely on technical skills or emotional intelligence. It requires something deeper: internal coherence. We're not talking about an abstract concept, but rather a leader's ability to maintain alignment between thought, emotion, and action. This coherence is the foundation of trust, resilience, and transcendent authority. A resonant leader inspires calm and clarity, not because of what they proclaim, but because of what they convey from their inner state.



Economics teaches us that energy is a vital asset. The same is true for people. Managing personal energy is a pillar of sustainable leadership. Chronic stress, unresolved conflicts, or mental overload act as drains that wear down the leader and, by extension, the entire organization. An example illustrates this well: an out-of-tune instrument, no matter how skilled the musician, will never achieve a harmonious melody. Similarly, a leader who is internally "out of tune" will find it difficult to generate a positive and lasting influence on their environment. A leader's personal frequency directly impacts the corporate culture they lead.

Among the emerging methodologies that support leaders in this challenge, Hebrew pendulum therapy stands out as a complementary and non-invasive practice. It is a wooden instrument with labels in the Hebrew alphabet used in therapeutic sessions. Its purpose is not mystical or miraculous, but rather diagnostic and harmonizing: it allows for the identification of imbalances and helps restore personal balance. In simple terms, the pendulum functions as a cleansing mechanism. It helps identify and release internal tensions—such as limiting thoughts, accumulated stress, or self-sabotaging patterns—to restore a state of greater clarity and personal balance. A useful analogy for the executive world is that of technology: it works like defragmenting a hard drive or rebooting an operating system so that it operates again with greater efficiency and focus.

An organization can only go as far as the resonance of those who lead it.



The benefits of this practice, far from intangible, translate into concrete results that any CEO can recognize: greater clarity of thought and stronger strategic decisions, reduced mental clutter and better stress management, resilience under pressure, more effective communication, and a visible impact on the work environment. When a leader is consistent, they instill confidence, open up space for creativity, and facilitate productivity.

True innovation in leadership lies not only in balance sheets and KPIs, but in the holistic management of being. The Hebrew pendulum is one of the many tools that accompany this journey, helping leaders regain coherence and presence. Because, ultimately, an organization can only go as far as the strength—and resonance—of those who lead it.

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