

TRABAJO DE INVESTIGACIÓN FINAL

A Global Communication Plan for Globant

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Abstract

The study focuses on analyzing Globant's micro, meso, and macro environments to understand how the company's communication strategies operate. The research explores Globant's relationship with its main publics, its strategic purpose, organizational culture, and sustainability model. This analysis identifies the main challenges affecting the company's reputation and stakeholder engagement, leading to the formulation of a comprehensive communication plan for Globant Argentina: Reinventing Connection. The plan aims to strengthen its positioning as an innovative, inclusive, and purpose-driven employer brand, connecting global identity with local impact.

Key words

Globant - Argentina - International Communication Strategy - Employer Branding - Innovation- Sustainability - Reinventing Connection.

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GLOSSARY

Globant's Terminology

- **AI Powerhouse:** refers to Globant's positioning as a leader in artificial intelligence capabilities, embedding AI across its service offerings such as engineering, design, and innovation to provide clients with a competitive edge.
- **Be Kind Strategy:** Globant's core CSR and cultural philosophy composed of four pillars: *Be Kind to Yourself*, *Be Kind to Your Peers*, *Be Kind to Humanity*, and *Be Kind to the Planet*. It reflects the company's integrated approach to sustainability, ethics, well-being, and innovation.
- **Code of Ethics:** a publicly available document outlining Globant's standards on ethical behavior, anti-discrimination, internal reporting channels, and corporate governance.
- **Digital Pods:** a term used to describe Globant's decentralized delivery teams which operate across global hubs to adapt locally while staying aligned with the global business strategy.
- **Globant X:** an internal unit focused on transforming services into scalable software platforms
- **GUT Buenos Aires:** the creative agency acquired by Globant that developed campaigns like "Reinventing Consultancy" and "The ResigNATION," strengthening Globant's external brand and internal culture communications.
- **Reinventing Consultancy:** a global marketing campaign launched by Globant to challenge traditional consultancy models. It positioned the company as innovative, human-centered, and disruptive.
- **StarMeUp:** an internal platform developed by Globant to promote employee engagement, recognition, and community building. It was publicly promoted through the campaign "The ResigNATION".
- **Studio Model:** Globant is structured into 27 "Studios," each specializing in technologies, solutions, or industries like AI, UX, Finance, etc. This modular approach allows deep expertise and scalable service delivery.
- **Sustainability Reporting:** Globant adheres to the most rigorous global frameworks including GRI 2021, SASB, CSRD, and TCFD, showcasing advanced ESG maturity and transparency.
- **Talent Magnet:** narrative used by Globant to highlight its ability to attract and retain top tech professionals worldwide.

- **The ResigNATION:** a U.S.A.-focused documentary-style campaign addressing workplace culture and promoting Globant's internal recognition system. It emphasized human connection as a corporate asset

Communication's Terminology

- **Clipping:** collecting and monitoring all the media mentions (like news, articles, or posts) that talk about a person, brand, or company.
- **Corporate Culture¹:** the shared values, beliefs, and norms that define how people behave within an organization. It shapes internal communication, identity, and employee engagement.
- **Corporate Mission²:** a concise statement that defines the organization's core purpose and reason for existence.
- **Corporate Objectives³:** measurable goals that guide an organization's actions and evaluate performance. They often align with broader strategy and are used in communication planning.
- **Corporate Social Responsibility (CSR)⁴:** voluntary business practices that support ethical, social, and environmental responsibility beyond legal requirements.
- **Corporate Values⁵:** fundamental principles that guide decisions and behaviors within an organization, influencing its identity and reputation.
- **Corporate Vision⁶:** an aspirational description of what the organization aims to achieve in the long term.
- **Crisis Communication⁷:** the set of actions and messages used by an organization to manage information and protect its reputation during a crisis.
- **Employer Branding:** strategic communication that builds an organization's reputation as an attractive and purpose-driven place to work.
- **Issue Management⁸:** the proactive process of identifying and addressing emerging public or regulatory concerns that may affect the organization.

¹ SCHEIN, Edgar H. *Organizational Culture and Leadership*. 4th ed. San Francisco: Jossey-Bass, 2010.

² DRUCKER, Peter F. *Management: Tasks, Responsibilities, Practices*. New York: Harper & Row, 1973.

³ SMITH, Ronald D. *Strategic Planning for Public Relations*. 5th ed. New York: Routledge, 2020.

⁴ CARROLL, Archie B. The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 1991, vol. 34, no. 4, p. 39–48.

⁵ LENCIONI, Patrick. Make Your Values Mean Something. *Harvard Business Review*, 2002, vol. 80, no. 7, p. 113–117.

⁶ COLLINS, James C.; PORRAS, Jerry I. Building Your Company's Vision. *Harvard Business Review*, 1996, vol. 74, no. 5, p. 65–77.

⁷ COOMBS, W. Timothy. *Ongoing Crisis Communication: Planning, Managing, and Responding*. 2nd ed. Thousand Oaks: Sage Publications, 2007.

⁸ HEATH, Robert L.; PALENCHAR, Michael J. *Strategic Issues Management: Organizations and Public Policy Challenges*. 2nd ed. Thousand Oaks: Sage Publications, 2008.

- **Image audit**⁹: Process of analyzing and assessing the perception of a brand by various stakeholder groups, including customers, business partners, and the public.
- **Media Relations**¹⁰: the practice of maintaining strong and strategic relationships with journalists and media outlets.
- **Publics**¹¹: groups of people that have a stake in or are affected by an organization, such as employees, clients, media, or governments.
- **Reputation**¹²: the collective perception that stakeholders have about an organization, influenced by its actions and communications.
- **Stakeholders**¹³: individuals or groups who can affect or are affected by an organization's activities.
- **Strategic Communication**¹⁴: the intentional use of communication to advance an organization's goals and mission.
- **Public Innovation**: the use of technology and data-driven methods to modernize government management and citizen engagement.
- **Thought Leadership**: the process of positioning an organization as an authority in a specific field through research, insights, and public dialogue.
- **Plain- Language Communication**: simplifying complex or technical content to make innovation understandable to broader audiences.

⁹ Ćwiągala, B. (2024, August 22). Brand Image Audit – What Is It and What Does It Involve?. Prime Avenue Group. Recuperado de <https://primeavenuegroup.com/brand-image-audit/>

¹⁰ WILCOX, Dennis L. et al. Public Relations: Strategies and Tactics. 11th ed. Boston: Pearson, 2015.

¹¹ GRUNIG, James E.; HUNT, Todd. Managing Public Relations. New York: Holt, Rinehart and Winston, 1984.

¹² FOMBRUN, Charles J. Reputation: Realizing Value from the Corporate Image. Boston: Harvard Business School Press, 1996.

¹³ FREEMAN, R. Edward. Strategic Management: A Stakeholder Approach. Boston: Pitman, 1984.

¹⁴ HALLAHAN, Kirk et al. Defining Strategic Communication. International Journal of Strategic Communication, 2007, vol. 1, no. 1, p. 3–35.

INTRODUCTION

This report analyzes how Globant positions itself in four key countries: Argentina, Colombia, Spain, and the United States. The purpose is to evaluate the company's relationship with both government institutions and media actors, identifying patterns, strengths, weaknesses, and areas of opportunity in each country. While Globant is recognized globally as a technology and innovation leader, its communication approach and local impact vary significantly across regions.

The study draws on internal documentation, interviews, and publicly available data to contextualize the company's strategies and assess their alignment with broader trends in corporate communication, public affairs, and brand positioning. It also builds on previous research into corporate reputation and international expansion, linking Globant's communication practices to wider conversations about transparency, tech regulation, and stakeholder engagement. The structure of the report follows a multi-level approach: it begins with an overview of Globant's communication context, then examines its performance by country, and concludes with a cross-comparative analysis and strategic recommendations.

Building on these findings, the second part of this work develops a global communication plan: Reinventing Connection, a creative strategy that translates the research insights into an actionable campaign.

FACT SHEET

Name

GLOBANT S.A.

Type of corporation

Globant went public on the NYSE in 2014 (GLOB) and expanded rapidly, operating in the Technology Services business unit.

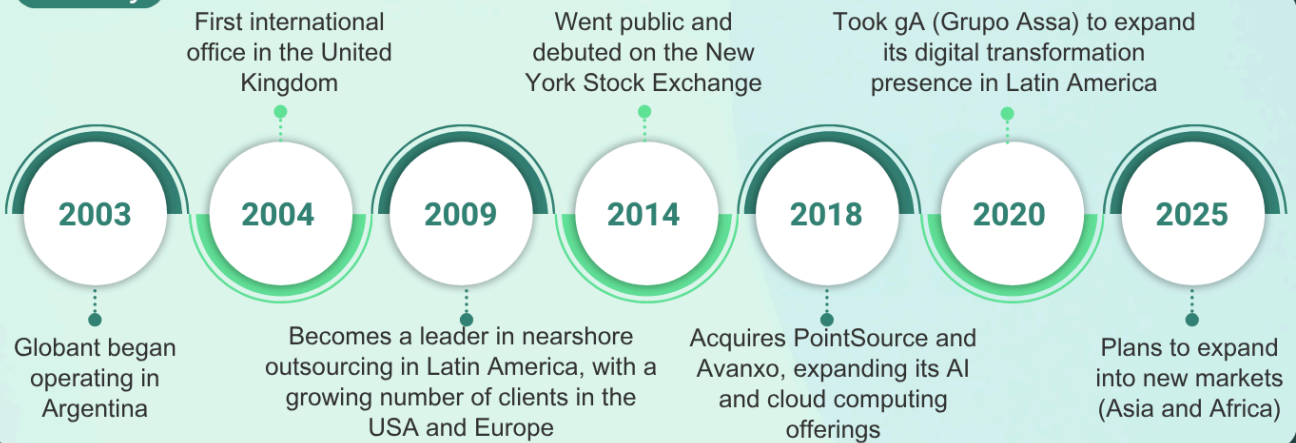
Core business

Globant is an Argentinian B2B company that offers a variety of services and technological solutions by exporting talent and knowledge. Their main goal is to improve operational efficiency and customer experiences based on AI and creativity to boost business operations.

Founders

Globant's CEO, the main character of the company, is **Martin Migoya**, graduated as Electronic Engineer. Along with him, the co-founders are: **Guilbert Englebienne**, the President of LATAM and Globant X, who has been a Programmer since the age of 12, has founded six companies. **Martin Umanan**, the Chief Corporate Development Officer and President of EMEA, is a Mechanical Engineer, who also leads teams by project. Lastly, **Néstor Nocetti**, an Electronic Engineer and Executive Vice President of Corporate Affairs. They have transformed Globant from a small office in La Plata into a global tech leader. Together, they have positioned Globant as a key player in the Software industry.

History



Locations

The company operates in 33 countries distributed in 5 continents. Its headquarter is located in Luxemburgo, and its key presence is in countries such as Argentina, Spain, Mexico, the USA, and India. Globant has acquired a total of 32 subsidiaries since its founding through March 2025.

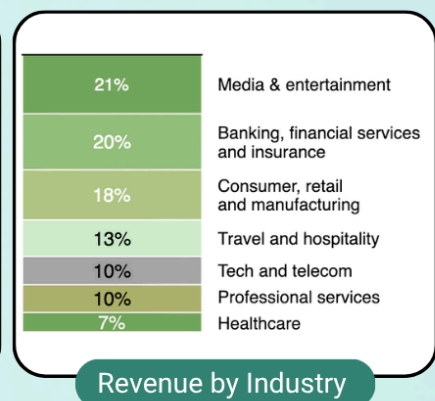
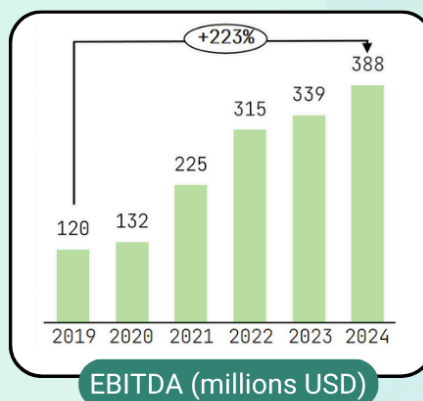
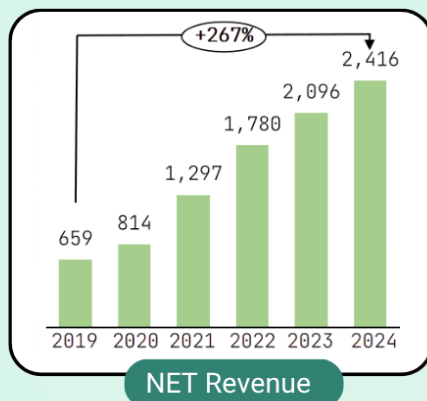
Employees

Globant has over 31,200 employees (2024) distributed across different regions. Colombia hosts a big part of its employees being 6,204, closely followed by Argentina with 5,828 and India with 5,513. The United States hosts 957 employees, while the remaining workforce is spread across other countries where the company operates. This distribution reflects the company's global expansion strategy.

Main divisions

- ▶ With the power of AI, **Products and Platforms** offer end-to-end solutions aiming to overcome business challenges. This division is categorized in Business X (customer experience), Culture X (workplace engagement) and Software X (software development), all under the name Globant X.
- ▶ **Globant Studios** is a network that reunites experts from specialized tech sectors, being the main services AI Studios, Globant GUT (brand experience), Digital (AI software development), and Enterprise (operations and productivity).
- ▶ **Globant AI Agents** helps companies work faster by implementing smart technology to solve coding problems automatically. They have three main services: Product Definition AI Agent (helps define product ideas), Backend Prototyping AI Agent (builds backend prototypes to test them), and Application Design AI Agent (designs applications).

Financial Information



The graphs show how, in the last years, there has been a market expansion and a high demand for IT products and services. A key factor in this growth has been the adoption of artificial intelligence, which added a lot of value to businesses. Additionally, the growth between 2020 and 2021 could be due to the pandemic, as many companies transitioned to the digital world, increasing the demand for technological solutions. Also, companies like Disney, Electronic Arts, and Formula 1 are among the top contributors, which shows how the Media & Entertainment industry, including gaming and streaming, generates the highest revenue.

Logo

The logo consists of the Globant wordmark and the pictogram (arrow). These elements are always together and follow the same composition. The institutional fonts are **Heebo**, **Roboto** and **Open Sans**.

The green arrow acts as a signifier, symbolizing growth, innovation, and sustainability, while the arrow pointing right shows progress and moving forward. Together, they represent Globant's commitment to advancing technology and fostering innovation.

Globant ▶



MICROENVIRONMENT

Strategic purpose

Since its beginnings, Globant has not stopped growing, becoming one of the most influential technology companies in the world. But how did they achieve it? To understand the reason why, it is essential to dig into some key elements:

On the one hand, it is important to mention that Globant does not count with a clear **mission** statement that can be found across their official platforms. However, inside the context of one of their pillars, Be Kind To Humanity, the company states that their mission is to help organizations thrive by changing the way they relate to their customers and employees¹⁵.

On the other hand, its **vision** is to create a global company that transforms organizations and provides opportunities for talent worldwide to make a positive global impact¹⁶. All of this is guided by a common dream that the four founders shared that has become the organization's purpose: "To become the best company in delivering profound transformations for organizations, while generating global career opportunities for IT professionals throughout the world."¹⁷

Back in 2006, when Globant opened the first center outside Buenos Aires, in Tandil, they took the first steps in becoming a decentralized company. Later, by 2007, they continued with this global expansion journey by moving into countries in North America, Europe, Asia, and Oceania. They were seeking to expand their talent worldwide and attract and retain highly skilled information technology professionals. This is part of an explicit strategy that is clearly stated in the organization's value proposition. In this day and age, their centers stay closely connected to the business while adapting to local needs, making the company grow fast.¹⁸

Strategic capabilities

Globant's strategic capabilities are built upon a strong foundation in AI, enabling the company to offer innovative technology solutions to reinvent businesses. The company has

¹⁵ Globant. *Be Kind to Humanity*. Stay Relevant. Available at: <https://stayrelevant.globant.com/en/be-kind/be-kind-humanity/> [Accessed 17 Apr. 2025].

¹⁶ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GL_OB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28 [Accessed 17 Apr. 2025].

¹⁷ Globant. *About Us*. Available at: <https://www.globant.com/about> [Accessed 17 Apr. 2025].

¹⁸ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GL_OB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28 [Accessed 17 Apr. 2025].

established itself as an AI Powerhouse, utilizing artificial intelligence across its digital innovation, design, and engineering services to help clients gain a competitive advantage.

There are several specific resources and strengths that differentiate Globant and create the foundation for continued rapid growth in revenues and profitability.

One of Globant's most notable tangible capabilities lies in its global delivery model and access to a deep talent pool. This includes its extensive physical infrastructure, global office locations, and the distribution of its workforce across various regions.

On the other hand, the core of Globant's competitive strength is built on intangible strategic capabilities.

First, the company possesses deep domain expertise across industries and emerging technologies, which is integrated in its Studios model. This expertise reflects the knowledge, innovation, and strong organizational framework that allows Globant to leverage prior experiences to deliver superior solutions to clients.

Also, Globant has cultivated long-term relationships with blue chip clients, including global leaders such as Google, Electronic Arts, and The Walt Disney Company. These relationships are based on trust, consistency, and the ability to deliver significant business impact. They provide an opportunity to access large IT, research and development, and marketing budgets. This has driven the company's growth and has enabled them to engage with new clients as well.

It is important to note that Globant benefits from a highly experienced management team, whose strategic foresight and industry knowledge shape the company's direction and culture. With an average of over 20 years of experience in the technology sector, the leadership brings deep insight into client industries and emerging trends, fostering innovation and long-term strategic planning.

Lastly, the company's presence in many countries creates a key competitive advantage by allowing it to benefit from the abundance of high-quality talent in the region, cultural similarities, and geographic proximity to clients.

Globant's principal competitive skills and abilities include the ability to innovate, technical expertise and industry knowledge, end-to-end solution offerings, reputation and track record for high-quality and on-time delivery of work, effective employee recruiting, training and retention, responsiveness to clients' business needs, scale, financial stability, and price.¹⁹

¹⁹ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: <https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&>

Organization's going-green stage

Globant's uniqueness is not only about its ability to offer innovative solutions or scale in the technological world, but also its way of integrating its purpose with ethics and innovation with sustainability.

In an era where environmental responsibility is no longer an option, Globant has embraced sustainability not as a trend or an obligation, but as part of its strategy and identity. From its internal "Be Kind" philosophy to its carbon reduction strategies, climate risk mapping, and community-focused projects, the company is actively working to transform the way businesses should act on the planet.

Nowadays, Globant is at the most advanced level of environmental integration and sustainability awareness, the Activist Stage. This stage is defined by organizations that do not simply react to legal or market pressures, but rather become pioneers and influencers in the field of sustainability, integrating green principles into their work, culture, strategy, operations, and even their customer service, it's called social responsiveness.

From a legal perspective, Globant exceeds basic compliance with environmental and corporate responsibility regulations, demonstrating a strong commitment to formal frameworks and standards. The company reports in accordance with the Global Reporting Initiative (GRI) 2021 Standards, the Sustainability Accounting Standards Board for the software and IT services industry, and the European Union's Corporate Sustainability Reporting Directive and European Sustainability Reporting Standards. Furthermore, Globant complies with the Task Force on Climate-related Financial Disclosures (TCFD) on climate-related and risk disclosures and has reviewed IFRS S2 on Climate-related Disclosures. These frameworks are among the strictest and most important standards globally, the company uses both qualitative and quantitative methods to assess how risks such as heat waves, droughts, and regulatory changes could affect employees, office infrastructure, and servers around the world.

Globant's climate strategy focuses on promoting five fundamental actions, both internal and external, to effectively address environmental impact: **measurement, reduction, offsetting, disclosure and adaptation.**

The company deeply integrates social and environmental responsibility into its interactions with employees, partners, customers, and communities, meeting the requirements of the Stakeholder Stage. The "Be Kind" strategy is composed of four comprehensive pillars: "Be Kind to Yourself," "Be Kind to Your Peers," "Be Kind to Humanity," and "**Be Kind to the Planet.**"

"Be Kind to the Planet" pillar is dedicated to transforming society by reducing emissions and promoting sustainable practices.

In summary, Globant not only complies with international sustainability regulations but also promotes the relationship between business, technology, and environmental management. Its focus is on leadership, innovation, and responsibility, not only for the good of its own operations but also for the benefit of its customers, society, and the planet as a whole.²⁰

Structure

Regarding the organizational structure, the company does not have a clear organizational chart that shows all hierarchical positions, but the public information about it is that they follow an inverted pyramid structure, meaning that leadership is at the bottom and the teams are on top. Therefore, the managers do not control everything, but they receive ideas and guide them.²¹

The company's structure is multi-layered, designed to support its global operations and foster innovation at every level. The company is structured by **Geographical Hubs**, **Studios**, and a unique **Podular Model** that enhances agility, autonomy, and client-centricity. In addition to the delivery teams working directly with clients, Globant also has internal **staff** areas that provide critical support to the company's operations.

First of all, Globant's departmentalization is divided into geographic hubs distributed through Latin America, North America, Europe, Oceania and Asia, where each of them operate. This geographical departmentalization allows the company to operate closely with regional markets and adapt to the specific needs of each area.

In South America, the company has a strong presence with offices in 7 countries. Argentina, being Globant's home country, stands out as one of the territories with the largest number of offices, with a total of 11 locations, including Buenos Aires, Córdoba, Mendoza, Ushuaia and Tucumán. Colombia is also a key country for the company, with offices in Barranquilla, Cali, Medellín and two in Bogotá.

About North America, it has established itself across 4 countries. The USA is a major market for the company, with offices in Chicago, Denver, Los Angeles, Miami, Minneapolis, San Francisco, Seattle, and two locations in New York.

Moving to Europe, the headquarter is located in Luxembourg. The company is present in 11 countries. Spain is among the key European hubs, with four locations in the main Spanish cities: Barcelona, Madrid, Málaga and Logroño.

²⁰ Globant. *2024 Integrated Report*. Available at: [https://statics.globant.com/more/RELEASE-wh-integrated-report-v1.0.8/statics/Globant-2024-Integrated-Report\(1\).pdf](https://statics.globant.com/more/RELEASE-wh-integrated-report-v1.0.8/statics/Globant-2024-Integrated-Report(1).pdf) [Accessed 18 Apr. 2025].

²¹ CREA. *Organizational Culture – Globant (Argentina)*. Available at: <https://www.contenidoscrea.org.ar/videos/economia-y-gestion-empresarial/jornada-empresaria-crea-cultura-orga-nizacional-globant-arg-n5326573> [Accessed 18 Apr. 2025].

In Asia, Globant has expanded into 4 countries. India is one of the most powerful markets of the company, with offices in 6 cities. Finally, in Oceania, the company has locations in Australia, allowing it to tap into the APAC market and support clients in that time zone.

In total, Globant operates offices in over 30 countries, with a wide network of locations that surpasses 60 offices worldwide. Countries like Argentina, Colombia, Spain, and the United States stand out as key operational hubs due to their high number of offices and strategic importance.²²

In addition to its geographical structure, Globant is also organized through a system of **Studios**, which are specialized units focused on specific technologies, industries, or types of solutions. These Studios are designed to foster innovation, support digital transformation, and reinvent processes across various industries. Each Studio concentrates on a specific domain, enabling the company to deliver expert solutions to its clients.

There are 27 Studios, grouped into different categories: Digital Studios explore edge technologies such as AI, Big Data, Internet of Things, Cybersecurity, and User Experience Design. Another is Reinvention Studios, which focuses on reshaping key industries like Gaming, Media and Entertainment, Life Sciences, Financial Services, Travel and Hospitality, and Airlines. Enterprise Platform Studios specialize in tools like Salesforce, Oracle and Process Optimization to help businesses increase efficiency and stay agile. Creative and Marketing Studios, such as Globant Create, merge marketing, creativity, media and tech to craft powerful brand strategies. Then, Technology Specific Studios, such as Fast Code and Metaverse, which concentrate on speeding up software development and guiding business into new digital frontiers. All these Studios enable Globant to offer a comprehensive and future-ready approach to digital reinvention.

The main division that sets Globant apart is its Podular Structure, also known as the Agile Pod Model. Each pod is an autonomous team that works with a client. Unlike traditional IT services, this structure removes the need for rigid control mechanisms and empowers teams with full independence in their collaboration with clients. The basis for this model is built upon several core principles: client-centricity, proximity, agile decision-making, and reduced bureaucracy.²³

Moving to internal communication, Globant uses Slack as its primary internal communication tool, promoting open and easily accessible conversations where all employees can be informally informed. Slack helps reduce email usage and connects people by facilitating interaction between employees at different levels and locations. Slack

²² Globant. Offices and Locations - Globant [online]. Available at: https://www.globant.com/contact/offices?utm_term=ai-chat [Accessed 21 Apr. 2025].

²³ Globant. *Globant 2021 Presentation* [online]. Available at: https://asug.mx/wp-content/uploads/2021/03/globant_21.pdf [Accessed 16 Apr. 2025].

channels are organized by topic and team, such as #global-announcements for general news, #life-at-globant for internal initiatives, and #tech-insights for technology content. Additionally, threading is encouraged to keep conversations organized, and specifically mentioning relevant people is recommended to minimize confusion.

The company's communication structure is divided into two main areas, "COMMS", which is responsible for external communication and the company's public reputation. Its functions include managing press and media relations through publications, interviews, and press releases; overseeing corporate social media channels such as LinkedIn, Instagram, X, and YouTube; and developing and executing global campaigns. COMMS also positions official spokespersons, including founders and C-level executives in media outlets and international conferences while coordinating with external PR and creative agencies.²⁴ On the other hand, "People", is in charge of internal communication and employee engagement. This area manages internal channels such as Slack for daily messaging and email for formal global announcements. It is also responsible for organizing internal communications regarding major policy or structural changes, producing content to sustain engagement, and managing StarMeUp, the company's platform that is designed to promote recognition and community building among employees²⁵. This area also plays a key role in transmitting Globant's Be Kind culture across its four pillars and coordinates communication practices by region, such as People Latin America or People Europe, to align local hubs with the global culture

Globant maintains an organizational culture that values interpersonal relationships and informal communication, known as "grapevine" or "radio hallway." This spontaneous and unstructured form of communication allows employees to share information and opinions, strengthening teamwork and working relationships.

In conclusion, communication at Globant is a reflection of its organizational culture, digital, collaborative, informal, and people centered. Integrating tools like Slack and fostering both formal and informal communication creates a positive work environment.²⁶

²⁴ Forbes Councils. Wanda Weigert – Chief Brand Officer Globant. In: Forbes Councils [online]. New Jersey: Forbes Media, 2023 [cited 1 September 2025]. Available from:

<https://councils.forbes.com/profile/Wanda-Weigert-Chief-Brand-Officer-Globant/afa5b0d0-e277-418d-9e67-9f230ee212a1>

²⁵ Globant Investors. Globant Launches StarMeUp OS to Digitally Transform Organizations. In: *Globant Investors* [online]. 20 February 2018 [cited 1 September 2025]. Available from:

<https://investors.globant.com/2018-02-20-Globant-Launches-StarMeUp-TM-OS-an-Operating-System-to-Digitally-Transform-Organizations>

²⁶ Globant. *Transforming Corporate Communication Through the Power of Slack* [in Spanish]. Stay Relevant.

Available at:

<https://stayrelevant.globant.com/es/technology/cultural-hacking/transformando-comunicacion-empres>

Culture

Globant is an organization made up of multiple interconnected networks around the world. These national, regional, organizational, and cultural networks create the structure within which Globant operates. This organization is shaped not only by technology and sales strategies, but also by the stories, symbols, power relations, and control systems that define the Globant culture.

As a multinational company with a presence in 32 countries, Globant is influenced by national dynamics. Each country's legal system, labor regulations, cultural beliefs, and political climate determine how the company operates locally.

Routine activities, employee benefits, and regulatory compliance are aligned with national laws. Symbols such as the design of local offices, the use of national languages in communication, and the celebration of national holidays reflect the company's local integration.

Globant adapts to diverse cultural and economic systems. In Latin America, for example, where the company has a strong presence, it has created an identity linked to innovation and social impact. Globant's presence in cities like Buenos Aires, Bogotá, and Montevideo is not limited to the business world; it also focuses on fostering local technology communities through initiatives such as "Code Your Future" and the "Mujeres que Construyen" awards.

The customs of each region vary. In Europe, for example, structured work schedules and professional formality differ significantly from those in Latin America, with more informal and family-oriented environments. These are supported by region specific HR policies, internal mobility, and leadership roles that empower local decision-making.

Depending on the country, Globant's culture is shaped by local customs in informal and meaningful ways. Regional social dynamics also create a sense of belonging within the organization. In Argentina, for example, it's common for offices to hold a monthly barbecue, a national ritual that brings Globers together for food and conversation. In other regions, Globant respects and celebrates religious and cultural holidays, whether it is hosting Diwali events in India or celebrating Christmas and Hanukkah. These events are not managed with hierarchical mandates, but rather grow organically from each location, shaped by those who work there. It is part of how Globant makes its global values feel local and grounded.

Internationalization strategy

About internationalization, as mentioned before, through the years the company has expanded across five continents. Due to its global emphasis and focus on innovation, Globant competed in international markets and positioned itself by adapting to the different

needs of each region. Their global expansion strategies are built around six pillars: leveraging its deep expertise, strengthening relationships with existing clients, acquiring new clients, expanding its global presence, developing innovative products and platforms, and pursuing strategic acquisitions.²⁷ Part of their success is attributable to the internationalization strategies that have been applied through time, and, to better understand them, digging into frameworks such as Yip's internationalization drivers can be highly helpful.

Yip's framework is constituted by four drivers: market, cost, competitive, and government²⁸. One of the key market drivers is the presence of global customers, since it works with some of the most known global companies such as Google²⁹ and Santander.³⁰ Also, it benefits from economies of scale, where as the company grows and expands, it can spread its fixed costs through a wider range of clients and markets. Another cost driver is the advantage of country differences. By expanding to countries such as India³¹, Rumania³² and Colombia³³, they manage to take advantage of cost efficient talent where costs are lower compared to Western countries. In addition, Government factors also influence Globant's internationalization decisions. Some countries, such as Colombia³⁴, Uruguay and India³⁵ offer tax incentives and funding programs, showing huge support for the IT sector.

Moreover, many countries have more flexible legal frameworks, like the alignment of Latin American regulations with the European Union's GDPR, which allows the company to offer its services across multiple regions, helping it operate on a global scale³⁶. Lastly, in

²⁷ Globant. *2024 Integrated Report*. Available at: [https://statics.globant.com/more/RELEASE-wh-integrated-report-v1.0.8/statics/Globant-2024-Integrated-Report\(1\).pdf](https://statics.globant.com/more/RELEASE-wh-integrated-report-v1.0.8/statics/Globant-2024-Integrated-Report(1).pdf) [Accessed 16 Apr. 2025].

²⁸ Peng, Mike W. *Industry Globalization Drivers [online]*. In: *Global Strategy*. 2012books.lardbucket.org. Available at: <https://2012books.lardbucket.org/books/global-strategy/s04-04-industry-globalization-drivers.html>. [Accessed 17 August 2025].

²⁹ Globant. *Google Cloud Studio*. Available at: <https://www.globant.com/studio/google-cloud> [Accessed 15 Apr. 2025].

³⁰ Globant. *Grupo Santander entrusts StarmeUp to spread corporate culture among its more than 180,000 employees* [in Spanish]. Available at: https://statics.globant.com/production/public/2021-03/Santander_Case_Study_Globant_esp.pdf [Accessed 15 Apr. 2025].

³¹ Encora. *Expert Tips for Hiring Top Tech Talent in India*. Available at: <https://insights.encora.com/insights/expert-tips-for-hiring-top-tech-talent-in-india> [Accessed 16 Apr. 2025].

³² TechTalent Romania. *Why Romania is Becoming a Hub for Top Tech Talent – A Comprehensive Guide*. Available at: <https://www.techtalent.ro/why-romania-is-becoming-a-hub-for-top-tech-talent-a-comprehensive-guide/> [Accessed 21 Apr. 2025].

³³ CloudTask. *Colombian Talent: Why Big Tech Companies Are Hiring Them*. Available at: <https://cloudtask.info/content-formats/articles/colombian-talent/> [Accessed 14 Apr. 2025].

³⁴ PwC. *Colombia – Corporate – Tax credits and incentives*. Available at: <https://taxsummaries.pwc.com/colombia/corporate/tax-credits-and-incentives> [Accessed 15 Apr. 2025].

³⁵ Globant S.A. Form 20-F Annual Report 2025. QuoteMedia. Available at: https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GL_OB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28 [Accessed 15 Apr. 2025].

³⁶ Paulina Bojalil, Michael Egan y Carlos Vela-Treviño. *Data privacy reform gains momentum in Latin America*. Abierto al público. Available at:

today's interconnected market, since many competitors already function internationally, Globant faces a need or pressure to operate globally. This pushes the organization to expand to keep up with the competitiveness, which they have already been doing for the past years by investing in new markets, and therefore reinforcing their position as a leader in the tech industry.³⁷

Globant's selection of international markets is driven by a combination of talent, market opportunity, and compatibility with its objectives. According to Ghemawat's theory, for a company to find compatibility with potential markets is crucial, so finding a country that matches the firm across the four CAGE dimensions is essential. For example, the company's emphasis on IT talent makes countries in Latin America, North America, Europe, and Asia particularly attractive since they offer professionals who are highly skilled and positive conditions for tech development. Another important factor to keep in mind regarding Globant's strategies for expansion is its focus on growing in Latin America. Recently, the company invested USD 1 billion in the region with the objective of boosting its capabilities in artificial intelligence and emerging technologies. Moreover, they opened a new innovation center in Brazil to support this growth.³⁸

So, how does Globant enter international markets? Unlike models such as licensing, exporting and franchising, the company enters international markets through foreign direct investment. What they do is invest directly in a certain country by opening subsidiaries. By doing so, they can better customize their services to regional needs and maintain their quality standards everywhere.³⁹

The company's subsidiaries fit into the role of strategic leaders, since they are located in many different important markets like the United States, the United Kingdom, Spain and France, and they also possess valuable resources and capabilities, especially regarding talent. For example, by just taking the United States into consideration, it has more than half of Globant's total revenue⁴⁰. For the company to give fast and quality services to their clients, they implement "Agile Pods", which are small teams of employees who work together on different projects for the clients, so they can stay in touch with them and make

<https://blogs.iadb.org/conocimiento-abierto/en/data-privacy-reform-gains-momentum-in-latin-america/> [Accessed 15 Apr. 2025].

³⁷ Globant. *About Us*. Available at: <https://www.globant.com/about> [Accessed 16 Apr. 2025].

³⁸ Globant. *Globant Announces USD 1 Billion Investment in Latin America to Strengthen Its Presence in the Region*. Available at: <https://www.globant.com/news/globant-announces-usd-1-billion-investment-latin-america-strengthen-its-presence-region> [Accessed 17 Apr. 2025].

³⁹ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GL_OB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28 [Accessed 17 Apr. 2025].

⁴⁰ Globant. *Globant Reports 2024 First Quarter Financial Results*. Available at: <https://investors.globant.com/2024-05-16-Globant-Reports-2024-First-Quarter-Financial-Results> [Accessed 17 Apr. 2025].

sure everything is good. So, when Globant opens offices in a different country, agile pods are implemented to work on each project and achieve better results.⁴¹

To conclude with the internationalization analysis, it could be stated that Globant's management orientation is geocentric. The company has a vision of the world as a single, as an opportunity and therefore seeks to combine global objectives with local adaptation. By following a decentralized strategy from the early beginnings, each region combined its local talent while still remaining unified by a common global platform, therefore being successful in connecting centers across the globe in different continents. Another example is that they are also organized into global studios and platforms, which offer standardized methods and solutions that are available for clients from any part of the world, with each solution being customized by local pods for language and cultural aspects. Overall, Globant operates by combining standardization and adaptation elements altogether.

Communication background

Globant tends to use an informal and relaxed communication style in almost every country; it reflects the company's startup roots and tech culture, where open conversations and teamwork are highly encouraged. However, in the USA, communication is more formal and structured, in accordance with the corporate standards of the country, for being an individualistic country. English is the official corporate language, used in internal and external communications to facilitate global operations, besides the local languages used in internal interactions to facilitate the communication with clarity.

Globant has a clear code of ethics that outlines proper conduct, channels to report concerns and a commitment to protecting employees who speak up in good faith. The code applies to all members of the company, directors, employees, and subsidiaries managed by Globant Worldwide. These policies have to be followed in all the regions, respecting the social media conduct, where employees must avoid making inaccurate representations about Globant. Also, employees have different channels to communicate and face issues. This type of policies allow Globant to maintain higher standards of honesty and integrity, supplying an inclusive work environment free from discrimination, intimidation and harassment by and anti-harassment and anti-discrimination approaches.⁴²

Since 2022 Globant has worked closely with the creative agency GUT Buenos Aires, developing global campaigns such as "Reinventing consultancy" and "the resignATION", for then acquiring a majority stake in GUT, integrating creative and tech-driven strategies. Each

⁴¹ Globant S.A. Form 20-F Annual Report 2025. QuoteMedia. Available at: https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GL_OB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28 [Accessed 16 Apr. 2025].

⁴² Globant. Code of Ethics. Available at: <https://www.globant.com/code-of-ethics> [Accessed 13 Apr. 2025].

country has different strategic goals, in Colombia they are focused on social impact, and brand position in Argentina, USA and Spain.⁴³

Regarding social media, Globant maintains an active presence on LinkedIn, X, Instagram and YouTube to showcase its culture, innovation efforts and job opportunities. The company uses social platforms strategically to engage internal and external audiences, so their approach feels strategic and people-centered. Every social media platform is the same globally, the organization does not focus on creating different types of content for each country they work in.

Campaigns analysis

In 2022, Globant launched two different campaigns with different scopes, tones and strategic intentions, both created by the creative agency GUT Buenos Aires. Despite being developed in the same year, each campaign reflected a unique approach adjusted to its specific audience and objective.

The first campaign was “Reinventing Consultancy”⁴⁴, which was a global advertising campaign aimed at challenging traditional consulting models. By using a humorous tone, it encouraged companies to move away from outdated practices and embrace technology-driven and innovative solutions. This movement was distributed across digital media and all Globant social platforms, and positioned the organization as a disruptor of the consulting industry.

On the other hand, “The ResigNATION”⁴⁵ was a USA focused awareness campaign shown as a documentary, addressing the growing need for stronger workplace cultures. Through this campaign, Globant introduced StarMeUp⁴⁶, an internal platform of the company designed to foster recognition, connection and engagement within organizations. It was uploaded on YouTube, Facebook, X, Instagram and LinkedIn, targeting professionals that are concerned about employee retention and workplace dynamics.

Both campaigns were launched under the same creative firm, but their approaches were different, one aimed to disrupt external perceptions of consultancy on a global scale, while the other was focused on providing solutions to internal organizational challenges

⁴³ Ejes. Globant grows in advertising and acquires GUT, the most awarded agency. Available at: <https://portal.ejes.com/noticias/negocios-economia/globant-crece-publicidad-compra-gut-agencia-mas-premiada-13758> [Accessed 13 Apr. 2025].

⁴⁴ Globant. *Globant defies old consulting practices with its new campaign: "Reinventing Consultancy"*. Available at: <https://www.globant.com/news/globant-defies-old-consulting-practices-its-new-campaign-reinventing-consultancy> [Accessed 12 Apr. 2025].

⁴⁵ Globant. *Globant defies old consulting practices with its new campaign: "Reinventing Consultancy"*. Available at: <https://youtu.be/vK2Ls1g89mc> [Accessed 16 Apr. 2025].

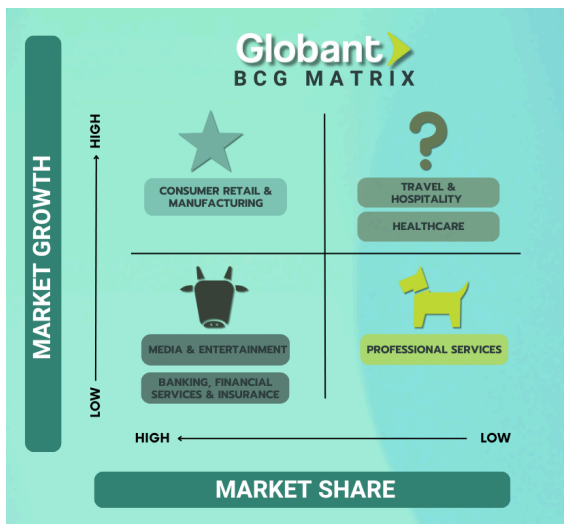
⁴⁶ Insider Latam. *The ResigNATION: Globant's new campaign for its StarMeUp platform*. Available at: <https://insiderlatam.com/the-resignation-la-nueva-campana-de-globant-para-su-plataforma-starmeup/> [Accessed 16 Apr. 2025].

within a specific regional context. At the same time, these campaigns show the versatility that Globant can manage, not only as a technology company but also as an organization that values human connection and cultural evolution within the workplace.

MESO ENVIRONMENT

BCG MATRIX

Globant offers its IT services across a diverse range of industries, being Media & Entertainment and Banking, Financial Services & Insurance the ones representing the company's most significant sources of revenue.⁴⁷ By analyzing the Market Share and the Market Growth - key dimensions of the BCG Matrix - we can gain valuable insight into the strategic positioning of Globant's industry segments. Based on their respective level of the variables mentioned above, each of these industries can be mapped to one of the four quadrants of the matrix.⁴⁸



To begin with, Consumer, Retail & Manufacturing is the only segment that occupies the **stars** quadrant. This decision is supported by Globant's proactive strategy and initiatives, which have positioned the company as a leading provider of technological services in the retail space.

Additionally, the industry is facing an accelerated digital transformation, driven by changing consumer expectations for personalized experiences, more e-commerce

presence, and online channels. These trends are the basis of a dynamic environment in which Globant can achieve significant values.

Globant has perfectly capitalized on this momentum, initially accelerated by the demands that emerged during the COVID-19 pandemic, by creating different innovations and investments, such as the development of its Retail Studio⁴⁹. The main core competitive advantage of Globant is the ability to deliver end-to-end solutions. Looking ahead, the industry is expected to continue expanding as traditional retailers, consumer goods companies, and manufacturers increasingly prioritize automation, AI integration, supply

⁴⁷ GLOBANT. 2025. *Investor Relations*. [online]. Available at: <https://investors.globant.com/> [Accessed 19 April 2025].

⁴⁸ Own elaboration, based on the Boston Consulting Group (BCG) model.

⁴⁹ GLOBANT. 2025. *Retail Studio*. [online]. Available at: <https://www.globant.com/studio/retail> [Accessed 19 April 2025].

chain modernization, and enhanced customer journeys. Moving on to the **question marks** quadrant, we identify two sectors that are expanding notably but still require special efforts to increase Globant's market presence.

The Travel & Hospitality industry is experiencing a huge reactivation and transformation post-pandemic. Airlines, hotels and travel agencies are choosing digital options to improve their services and meet the new consumer demands, who want their travel experience to be tailored to their individual needs, including not only destination choices but activities, accommodation and transportation. With the power of technology, the automation of these processes is a necessity.

Although Globant has been actively working with this sector for some time, it has not yet reached a leading position. The company keeps working to expand its presence, but it requires a substantial investment to improve its service offerings.⁵⁰

This sector presents a valuable growth opportunity for Globant, particularly in the development of advanced booking platforms and seamless customer journey management solutions. To unlock its full potential, Globant should deepen its commitment to the sector by investing in customized digital experiences that address the specific needs of travel and hospitality stakeholders.

Similarly, the Healthcare industry also represents a growing market, being a Question mark. Globant has formed partnerships within this sector, but its market share is limited. Given the evolution of healthcare systems globally, driven by advancements in digital health technologies, telemedicine, AI-powered diagnostics, the company has an opportunity to expand its strategy to this sector.⁵¹ Nonetheless, the company has the potential to tailor its technological expertise, especially in AI, UX/UI design, and data analytics, to meet the pressing challenges faced by healthcare providers and institutions. If Globant maintains a focused investment strategy and continues to build industry-specific capabilities, Healthcare could evolve into a future Star.

In the **Cash Cows** quadrant, we find Media & Entertainment, and Banking, Financial Services & Insurance industries, both of which are core revenue generators for Globant. The company has a strong and consolidated market share in these sectors, extracting reliable financial returns with lower investment risk.

Media & Entertainment accounts for 21% of Globant's total income. Over the years, the company has built its presence in this sector, being the number one in areas such as UX/UI design, content management and streaming optimization.⁵²

⁵⁰ GLOBANT. 2025. *Hospitality & Leisure Studio*. [online]. Available at: <https://www.globant.com/studio/hospitality-and-leisure> [Accessed 19 April 2025].

⁵¹ GLOBANT. 2025. *Healthcare & Life Sciences Studio*. [online]. Available at: <https://www.globant.com/es/studio/healthcare-life-sciences> [Accessed 19 April 2025].

⁵² GLOBANT. *Media & Entertainment Studio* [online]. 2025. Available at: <https://www.globant.com/studio/media-and-entertainment> [Accessed 19 April 2025].

Nowadays, and after years of growing, the sector has matured, allowing Globant to sustain a profitable position while retaining client loyalty. As a result, this industry generates the cash flow necessary to support investment in higher-growth sectors.

The Banking, Financial Services & Insurance is another mature vital industry for Globant, contributing 20% of its revenue. The need for continuous digital transformation for financial services ensures that this segment remains rich in opportunities.⁵³

Despite the maturity, this sector continues to have pressure for innovation, primarily driven because of customer expectations. Additionally, clients within this industry require continuous support. It is important to highlight that Globant has reinforced its credibility in this sector, creating long-term relationships with fintech companies.

Finally, the Professional Services sector occupies the **Dogs** quadrant. The main reason for the limited market share is that this industry tends to be highly competitive, with a slower pace of digital adoption, being law firms and consulting agencies are a big part of this industry.

Although Globant has explored digital solutions tailored to this field, it has not achieved a significant presence. Additionally, the low scalability and limited long-term growth prospects suggest that Globant may need to increase its involvement in this segment.

ANSOFF MATRIX

The Ansoff Matrix is a strategic planning tool used to evaluate a company's growth opportunities through the combination of existing or new markets and products/services. The strategy of **market penetration**, focuses on increasing sales of current services in the markets where the company already operates. It is the least risky one, because it does not involve entering new markets or developing new products, which means less investment and uncertainty.

For Globant, market penetration can involve increasing its share in high-revenue industries like Media & Entertainment and Banking, Financial & Insurances through targeted marketing and upselling strategies. For example, the company can expand its footprint by promoting advanced cybersecurity tools. Additionally, showcasing the multi-purpose nature of its services, how a customer journey solution can be applied in banking.

About **market development**, the strategy consists of entering new markets with current services. The risk is higher because the company needs to understand new customers' demands, but still moderate in comparison with other strategies.

⁵³ GLOBANT. 2025. *Finance Studio*. [online]. Available at: <https://www.globant.com/studio/finance> [Accessed 19 April 2025].

Market development can be applied by Globant, mainly by entering new industries. Several sectors present attractive opportunities for the company, being Education, Energy and Agribusiness the least exploited.

Entering these new industries allows the company to repurpose its existing technologies while tailoring them to industry-specific needs. It requires careful market research and possibly adapting to different regulatory environments. Success in these new sectors could significantly broaden Globant's impact and reinforce its brand as a global enabler of digital transformation.

Moving into **product development** strategy, Globant faces a moderate level of risk: the market is already known and established but the success of new products depends on different factors: usability, relevance and alignment with client needs. The company's commitment to product development is shown through the evolution of its Studio model. An example is how the Retail Studio, which was centered on e-commerce platforms, is exploring digital twin environments, and the same studio could introduce advanced ESG tracking tools.

An opportunity for Globant related to this approach is in the BFSI sector. Globant could expand its portfolio by developing cybersecurity and regulatory compliance services. This aligns with the company's current presence in financial services while addressing a growing demand. By strategically launching new products within its existing industries and maintaining a tech-forward mindset, Globant can enhance customer loyalty, open cross-selling opportunities, and protect its market leadership in an increasingly competitive landscape.

Finally, **diversification** represents the most ambitious growth strategy in this matrix. It involves launching new products/services in markets where Globant has no prior presence. Although high in risk, diversification also holds the potential for high reward.

One strategy for Globant could be entering the educational technology market, using services such as AI, VR and experience design to create immersive learning platforms. This type of expansion would remain close to human-centric technology. These platforms could serve schools, universities, or corporate training programs, addressing a growing need for scalable, interactive education solutions in both emerging and developed markets.

Industry and sector

Porter's 5 forces

Analyzing the 5 forces of Porter helps to understand the competitive environment a company operates in. In this case, Globant belongs in the digital transformation and IT services industry.

Competitive rivalry: the IT services and digital transformation industry is extremely competitive, with a lot of players operating on a global scale. Firms compete on innovation, price, marketing, delivery speed and technical resources. Globant faces competition from various technology services providers such as Accenture, Atos, Capgemini, Cognizant Technology Solutions, Deloitte Digital, DXC Technology, Endava, EPAM, Systems, Inc., Genpact, GlobalLogic, among others. Additionally, it competes with smaller local companies in the various geographic markets in which it operates.⁵⁴

Supplier power: Globant does not have traditional suppliers, the suppliers are the people it hires. But the company works closely with big tech platforms like AWS, Google Cloud, Microsoft Azure, Salesforce, and Oracle⁵⁵. These make the cloud services, tools, and software that Globant uses to build and deliver some digital solutions for its clients. The power of these platforms is relatively high, because the company depends on their technology to run a part of its services. They are global leaders, and there are not many perfect substitutes, so Globant cannot easily switch providers without extra cost or effort. However, Globant reduces this risk by working with multiple platforms, not just one. This gives them flexibility and helps avoid being too dependent on a single platform. Besides, many of these relationships are strategic partnerships, which means both sides benefit from working together.

Buyer power: Globant's customers have a medium level of power. Some big clients bring in a large part of its income, which means they can ask for better prices or special services. However, Globant also has many other clients globally, which helps reduce the risk of depending too much on just a few. Even though buyers could choose other tech companies, it is not easy to switch once Globant has built a custom digital solution for them. Changing providers would take time, money, and effort.

Threat of substitution: In general, the IT industry encounters a moderate threat of substitute products or services because some companies might try to do the work themselves by building their own tech teams, or they might use cheaper and faster software instead of hiring Globant. But these options usually do not work as well. In-house teams may not have the same skills, and generic software does not fit a company's specific needs. Globant gives clients custom end-to-end solutions and deep tech expertise, which are hard to replace.

Threat of new entry: The threat of new entrants in Globant's industry is low to moderate. Of course it is possible for new tech firms to start offering similar services, but it is

⁵⁴ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: <https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GLOB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28> [Accessed 17 Apr. 2025].

⁵⁵ Globant. Partners. Available at: <https://www.globant.com/about/partners> [Accessed 21 Apr. 2025].

not easy to reach Globant's level. Building a strong reputation, attracting top talent, and gaining trust from big clients takes a lot of time, experience, and investment. Globant has been around since 2003 and now works with major global brands. It also has thousands of skilled employees and a presence in many countries. New companies would struggle to match this scale, which helps protect the company's position in the industry.

Industry life cycle

Globant can be considered to be in the Growth stage of the industry life cycle. The digital transformation industry, where the company operates, is growing fast. More and more companies are looking for help with things like AI, cloud services, and improving their digital tools. Globant has been expanding quickly, opening offices in new countries and getting big clients around the world. This shows it's still in a strong Growth phase.

But at the same time, Globant is becoming more organized and stable, it works with large global companies, has thousands of employees, and is building long-term partnerships. These are signs that it's starting to enter the Shake-out stage, where companies grow more slowly but are more solid and experienced.

Competition and hypercompetition

Globant operates in an intensely competitive and rapidly evolving environment within the digital transformation and IT services industry. The company competes with major global firms that constantly innovate, launch new service offerings, and pursue acquisitions and partnerships to expand their capabilities. This hypercompetitive context is also defined by a global war for top engineering and design talent, where companies aggressively recruit, offer remote opportunities, and even acquire smaller firms to secure expertise and market presence.

Globant applies the same value chain model in every country, where its people represent its greatest asset. As a B2B company, it does not interact directly with end consumers but collaborates with large enterprises to help them undergo digital transformation and enhance their customer experience. Its competitive advantage lies in nurturing and retaining talent, ensuring that its 33,000 Globers have opportunities to learn, grow, and innovate continuously.

The company faces competition primarily from large global consulting and outsourcing firms, digital agencies and design firms, traditional technology outsourcing providers, and the in-house product development departments of its clients and potential clients. Globant has different competitors depending on the country in which it operates. In Argentina, its main rivals include BairesDev, Accenture Argentina and Global Logic. In the

USA, the company competes with Accenture, EPAM systems and Cognizant. In Colombia, competition comes from Endava, Accenture Colombia and Sofka technologies. Finally, in Spain, Globant's main competitors are Minsait (Indra), Accenture Spain and NTT DATA Spain.⁵⁶

With recognition as a “Market Leader” and “Star Performer”, Globant is distinguished by its ability to innovate and reinvent industries by its unique Studio Networks model of extensive expertise. This involves leadership in artificial intelligence research and IDC marketscape.⁵⁷

MACRO ENVIRONMENT

PESTEL

POLITICAL

1. Government Ideology

- a. **Argentina:** The current government is shifting towards liberal⁵⁸, market-oriented policies aimed at reducing state intervention, opening markets, and attracting foreign investment⁵⁹.
- b. **United States:** Capitalist, with a focus on free markets, deregulation, and global trade⁶⁰. However, recent years have seen a rise in populist protectionism. Political polarization is high.
- c. **Spain:** Social democratic governance focused on expanding welfare, labor rights, and environmental policies, with a fragmented political landscape. Spain has moved away from traditional party dominance, now shaped by a mix of leftist and regional nationalist forces⁶¹.

⁵⁶ Globant S.A. *Form 20-F Annual Report 2025*. QuoteMedia. Available at: <https://app.quotemedia.com/data/downloadFiling?webmasterId=101533&ref=318968721&type=PDF&symbol=GLOB&cdn=47e332d260c2eb3fe537cfcf2c5941bb&companyName=Globant+S.A.&formType=20-F&dateFiled=2025-02-28> [Accessed 19 Apr. 2025].

⁵⁷ Globant. Everest Group recognizes Globant as a Star Performer and Leader in the Software Product Engineering Services PEAK Matrix® Assessment 2024. Available at: <https://www.globant.com/news/everest-group-recognizes-globant> [Accessed 19 Apr. 2025].

⁵⁸ Martinez, J. Argentina Lifts All Foreign Exchange Restrictions, Opening Market to Non-Residents. *The Rio Times*, 16 Apr. 2025. Available at: <https://www.riotimesonline.com/argentina-lifts-all-foreign-exchange-restrictions-opening-market-to-non-residents> [Accessed 17 Apr. 2025].

⁵⁹ Sigal, L. Milei says Argentine government understands U.S. reciprocal tariffs proposal and is ready to sign a trade agreement. *Reuters*, 14 Apr. 2025. Available at: <https://www.reuters.com/latam/negocio/S72ZKMC5RZMKDCPAAYNVSSGX4E-2025-04-14> [Accessed 17 Apr. 2025].

⁶⁰ Steptoe & Johnson LLP. President Trump Unveils New Reciprocal Tariffs on 'Liberation Day'. *Global Trade & Investment Law Blog*, 8 Apr. 2025. Available at: <https://www.step toe.com/en/news-publications/global-trade-and-investment-law-blog/president-trump-unveils-new-reciprocal-tariffs-on-liberation-day.html> [Accessed 21 Apr. 2025].

⁶¹ Sánchez, P. Pedro Sánchez announces the immediate deployment of a €14.1 billion Trade Response and Relaunch Plan to mitigate the impact of US tariffs. *La Moncloa*, 3 Apr. 2025. Available at: <https://www.lamoncloa.gob.es/lang/en/presidente/news/paginas/2025/20250403-response-relaunch-trade-plan.aspx> [Accessed 21 Apr. 2025].

- d. **Colombia:** Historically focused on free markets, foreign investment, and strong USA ties, especially in security and economic cooperation. Despite this, the current government has adopted a more progressive and left-wing agenda, emphasizing poverty reduction, environmental protection, and public service expansion⁶².

2. Trade Policy and International Relations

- a. **Argentina:** Foreign exchange controls ("cepo") have been lifted to promote trade and attract investment. Trying to pursue agreements with the USA and MERCOSUR.
- b. **United States:** A national emergency was declared in April 2025 regarding the USA trade deficit. A flat 10% tariff was imposed on all imports, with increased tariffs (24%–147%) on goods from China, Vietnam, and India.
- c. **Spain:** Aligned with EU trade standards and agreements. In response to USA tariffs, launched a \$14.1 billion trade plan and strengthened ties with China to diversify.
- d. **Colombia:** Continues fostering open trade, especially with the USA, despite facing a 10% tariff on all exports to the USA, with threats of increasing to 50%.

3. Corruption and Institutional Stability

- a. **Argentina:** Political corruption remains common, especially in public procurement and political financing, creating reputational risks and regulatory uncertainty for investors.
- b. **United States:** Institutions remain strong, supported by investigative journalism, independent courts, and a free press. Corruption is relatively low compared to other regions, though debates over "legal corruption" persist.
- c. **Spain:** EU transparency and oversight mechanisms have improved anti-corruption efforts and institutional accountability.
- d. **Colombia:** Ongoing governance reforms and shifting ideologies have generated tensions with business elites but no specific mention of institutional corruption in current context.

4. Taxation and Fiscal Policy

⁶² Sánchez, C. Colombian right wing approaches Trump's customs policies cautiously. El País, 19 Apr. 2025. Available at: <https://elpais.com/america-colombia/2025-04-19/la-derecha-colombiana-toma-con-pinzas-las-politicas-aduaneras-de-trump.html> [Accessed 21 Apr. 2025].

- a. **Argentina:** The tax system is complex, with multiple layers and a corporate tax rate of 35%. Reforms aim to simplify compliance but face obstacles from economic volatility.
- b. **United States:** Proposed reforms include eliminating taxes on overtime pay and Social Security benefits to strengthen competitiveness.
- c. **Spain:** Standard corporate tax rate is 25%. Offers regional incentives (except for the Canary Islands) and aligns tax policies with EU directives.
- d. **Colombia:** Enacted major tax reforms: progressive corporate tax (27–34%), capital gains increase (15% to 20%), and a digital services tax for foreign companies.

ECONOMICAL

1. Growth and GDP Forecast

- a. **Argentina:** 2025 GDP is projected to grow by 5%. The government implemented fiscal and monetary discipline to consolidate disinflation and stabilize the economy
- b. **United States:** The economy is projected to contract by 2.2% in the first quarter of 2025, with fears of recession linked to inflation and criticism of the Federal Reserve.
- c. **Spain:** GDP is expected to grow by 2.4% in 2025, supported by labor market resilience and the Recovery and Resilience Plan.
- d. **Colombia:** GDP is forecasted to grow by 2.8% in 2025.

2. Inflation and Price Stability

- a. **Argentina:** Inflation is currently under control in Argentina, although the country has historically experienced persistent and recurrent inflation.
- b. **United States:** Inflation is becoming a concern due to increased tariffs and protectionist policies.
- c. **Spain:** Inflation is projected to fall to 2.2% in 2025.⁶³
- d. **Colombia:** Inflation is gradually moving toward the 3% target.⁶⁴

3. Monetary Policy and Interest Rates

⁶³ Spain raises GDP growth forecast to 2.4 % in 2025, to 2.2 % in 2026, *Investing.com*, 24 September 2024. Available at:

<https://www.investing.com/news/economic-indicators/spain-raise-gdp-growth-forecast-to-24-in-2025-to-22-in-2026-3629576>.

⁶⁴ Trading Economics. Colombia Unemployment Rate [online]. CEIC data, updated January 2025. Available at: <https://tradingeconomics.com/colombia/unemployment-rate>.

- a. **Argentina:** Central bank cut interest rates to 32% from a high of 133% in 2023. These cuts aim to address inflation, which remains high but has started to slow down.⁶⁵
- b. **United States:** The Federal Reserve has kept its key interest rate within the 5.25% to 5.50% range since 2023. This pause follows several rate hikes designed to stabilize inflation levels⁶⁶.
- c. **Spain:** Under the EU's framework, Spain follows the European Central Bank's policy, whose main refinancing rate is currently at 4.50% as part of a broader strategy to manage inflation across member countries.⁶⁷
- d. **Colombia:** The central bank reduced its benchmark interest rate to 9.5% in late 2024 to stimulate economic activity.⁶⁸

4. Employment and Labor Market

- a. **Argentina:** Unemployment dropped from 6.9% in December 2024 to 6.4% in March 2025.⁶⁹
- b. **United States:** Unemployment rose to 4.2% in March 2025, the highest since November 2024.⁷⁰
- c. **Spain:** Unemployment declined to 10.4% in March 2025 (down from 10.5% in February and 11.8% in 2024).
- d. **Colombia:** Unemployment increased to 11.6% in February 2025, up from 9.1% the previous month.⁷¹

5. Currency Exchange and Strength

- a. **Argentina:** Adopted a managed floating exchange rate in January 2025. USA dollar averaged ARS 1,050, with a 3.69% appreciation.⁷²
- b. **United States:** The dollar lost approximately 5% of its value since April 2025 due to political uncertainty and criticism of the Federal Reserve.⁷³

⁶⁵ BBVA Research. Argentina Economic Outlook – October 2024 [online]. BBVA Research, October 1 2024. Available at: <https://www.bbvarresearch.com/en/publicaciones/argentina-economic-outlook-october-2024/>.

⁶⁶ Trading Economics. United States Interest Rate [online]. Trading Economics. Available at: <https://tradingeconomics.com/united-states/interest-rate>.

⁶⁷ Trading Economics. (2025). *Spain Interest Rate*. Available at: <https://tradingeconomics.com/spain/interest-rate> [Accessed 21 Apr. 2025].

⁶⁸ Trading Economics. (2025). *Colombia Interest Rate*. Available at: <https://tradingeconomics.com/colombia/interest-rate> [Accessed 21 Apr. 2025].

⁶⁹ Investing.com. (2025). Argentinian Unemployment Rate. Available at: <https://www.investing.com/economic-calendar/argentinian-unemployment-rate-438> [Accessed 21 Apr. 2025].

⁷⁰ Trading Economics. (2025). *United States Unemployment Rate*. Available at: <https://tradingeconomics.com/united-states/unemployment-rate> [Accessed 21 Apr. 2025].

⁷¹ Trading Economics. (2025). *Colombia Unemployment Rate*. Available at: <https://tradingeconomics.com/colombia/unemployment-rate> [Accessed 21 Apr. 2025].

⁷² Exchange-Rates.org. Live Currency Exchange Rates and Historical Data. Available at: <https://www.exchange-rates.org> [Accessed 21 Apr. 2025].

⁷³ Brettell, K. (2025). *Battered dollar steadies; investors brace for more tariff volatility*. Reuters. Available at: <https://www.reuters.com/markets/currencies/battered-dollar-steadies-investors-brace-more-tariff-volatility-2025-04-14/> [Accessed 21 Apr. 2025].

- c. **Spain:** The euro appreciated against the dollar in early 2025, supporting imports and investments.⁷⁴
- d. **Colombia:** The peso appreciated from over 4,400 COP to around 4,076 COP per USD, reflecting both local economic resilience and a weaker US dollar.

SOCIAL

1. Demographics and Workforce Composition

- a. **Argentina:** Moderate population growth and a large share of young adults. However, economic instability drives professionals toward remote global opportunities.⁷⁵
- b. **United States:** The population growth is steady, the workforce is aging but remains demographically and culturally diverse.⁷⁶
- c. **Spain:** One of the lowest birth rates in Europe, but a motivated base of young professionals seeking innovation.
- d. **Colombia:** Predominantly young population, driving dynamism but unequal access to education limits talent readiness.⁷⁷

2. Workplace Expectations and Culture

- a. **Argentina:** Workers demand flexibility, emotional well-being support, and health-conscious environments after COVID-19.⁷⁸
- b. **United States:** Employees prioritize purpose-driven roles, inclusivity, mental health, flexibility, and work-life balance.
- c. **Spain:** Work-life balance, job security, transparency, and cultural respect are highly valued in the workplace.⁷⁹
- d. **Colombia:** Work environments are expected to be safe, inclusive, and emotionally supportive, especially for younger workers.

3. Retention and Employer Branding

- a. **Argentina:** Employers must offer purpose-driven cultures and opportunities for growth to retain young talent.

⁷⁴ Reuters. (2025). *Global Markets Wrap-up: April 21, 2025*. Available at: <https://www.reuters.com/markets/global-markets-wrapup-1-2025-04-21/> [Accessed 21 Apr. 2025].

⁷⁵ World Bank. (2025). *Population growth (annual %) – Argentina*. Available at: <https://data.worldbank.org/indicator/SP.POP.GROW?locations=AR> [Accessed 21 Apr. 2025].

⁷⁶ Weissburg, E. (2022). *Business Culture in the USA*. Global Business Culture. Available at: <https://www.globalbusinessculture.com/cultural-awareness/business-culture-in-the-u-s/> [Accessed 21 Apr. 2025].

⁷⁷ World Bank. (2025). *Population growth (annual %) – Colombia*. Available at: <https://data.worldbank.org/indicator/SP.POP.GROW?locations=CO> [Accessed 21 Apr. 2025].

⁷⁸ Clarín. (2023). *How do the companies considered the best places to work operate, and what is their culture like?*. Available at: https://www.clarin.com/economia/funcionan-cultura-empresas-consideradas-mejores-lugares-trabajar_0_Z0MnGmoTbo.html [Accessed 21 Apr. 2025].

⁷⁹ Woue, L. (2023). *Work Culture in Spain: What It's Really Like Working in Spain As an Expat*. Coming to Spain. Available at: <https://www.comingtospain.com/blog/work-culture-in-spain> [Accessed 21 Apr. 2025].

- b. **United States:** Employers need to maintain ethical standards and offer flexible, meaningful work environments to meet employee expectations.⁸⁰
- c. **Spain:** Transparency, informality, and flexibility are key to attracting and retaining talent in the Spanish context.⁸¹
- d. **Colombia:** Professional relationships, community, and inclusivity play an essential role in employer appeal.

TECHNOLOGICAL

1. Tech Ecosystem and Innovation Hubs

- a. **Argentina:** Argentina excels in software and IT services, particularly in Buenos Aires.
- b. **United States:** The USA leads in AI, biotechnology, robotics, and computing, supported by global tech dominance.
- c. **Spain:** Madrid and Barcelona are becoming major startup ecosystems, attracting both local and foreign investment.
- d. **Colombia:** Bogotá and Medellín are emerging as regional centers for innovation and entrepreneurship.

2. Education, Talent, and Research Institutions

- a. **Argentina:** High academic output in engineering and tech fields supports a skilled tech workforce.
- b. **United States:** Strong research universities and talent pipelines reinforce the country's technological dominance.
- c. **Spain:** National strategies focus on improving digital skills and promoting emerging technologies like AI.⁸²
- d. **Colombia:** Government-led programs such as "Colombia 4.0" aim to boost entrepreneurship and digital talent development.⁸³

3. Digital Infrastructure and Connectivity

- a. **Argentina:** Over 80% internet access nationwide, though service quality varies regionally.
- b. **United States:** A well-developed digital infrastructure supports wide-scale innovation and global tech competitiveness.

⁸⁰ Weissburg, E. (2022). *Business Culture in the USA*. Global Business Culture. Available at: <https://www.globalbusinessculture.com/cultural-awareness/business-culture-in-the-u-s/> [Accessed 21 Apr. 2025].

⁸¹ Woue, L. (2023). *Work Culture in Spain: What It's Really Like Working in Spain As an Expat*. Coming to Spain. Available at: <https://www.comingtospain.com/blog/work-culture-in-spain> [Accessed 21 Apr. 2025].

⁸² WARD, Matt. *Online Business*. [Online]. Available at: <https://mattwardmarketing.com/online-business/> [Accessed: 21 April 2025].

⁸³ MARKETLINE. *Colombia – Country PESTLE Report*. [Online]. Published: May 2023. Available at: <https://es.scribd.com/document/721649218/Colombia-Country-PESTLE-Report> [Accessed: 21 April 2025].

- c. **Spain:** Solid infrastructure, but digital adoption among SMEs and in rural areas remains uneven.
- d. **Colombia:** Urban areas show high internet penetration, but rural regions still face significant connectivity issues.

4. Growth Sectors and Technological Potential

- a. **Argentina:** Strong potential in emerging fields such as artificial intelligence, biotechnology, and agricultural technology.
- b. **United States:** The rise of 5G and investment in next-gen tech reinforce the US leadership.⁸⁴
- c. **Spain:** Spain's "Digital Agenda 2026" is driving development in AI and digital innovation.
- d. **Colombia:** Fintech is rapidly growing and is supported by incubators, accelerators, and international investors.

5. Challenges and Barriers to Innovation

- a. **Argentina:** Macroeconomic instability restricts long-term tech investment despite a strong startup base.⁸⁵
- b. **United States:** Regulatory frameworks for data privacy and cybersecurity are actively evolving to match innovation speed.
- c. **Spain:** Disparities in digital literacy across regions impede inclusive digital growth.
- d. **Colombia:** Low research and development investment and infrastructure gaps continue to limit technological advancement at scale.

6. Development and Interest in Quantum Computing

- a. **Argentina:** Quantum computing in Argentina is still in a very early stage, mainly driven by academic initiatives. There is no national strategy or significant investment. Public funding for science and technology was cut by more than 30% in 2024, limiting the development of emerging technologies⁸⁶.
- b. **United States:** USA is a global leader in quantum computing, backed by strong federal support. The National Quantum Initiative Act (2018) was

⁸⁴ Federation of American Scientists. (2025). *Bold R&D, Innovation, and Competitiveness Policy for 2025 and Beyond*. Available at: <https://fas.org/day-one-project/innovation-and-competitiveness> [Accessed 21 Apr. 2025].

⁸⁵ GLOBALDATA. *Argentina PESTLE Insights – A Macroeconomic Outlook Report*. [Online]. Published: 14 March 2024. Available at: <https://www.globaldata.com/store/report/argentina-pestle-macroeconomic-analysis/> [Accessed: 21 April 2025].

⁸⁶ Buenos Aires Herald. *Was 2024 a lost year for Argentine research?* [online]. 2024 [accessed 16 Jun. 2025]. Available at: <https://buenosairesherald.com/society/was-2024-a-lost-year-for-argentine-research>

reinforced in 2024 with a new proposal allocating \$2.7 billion for the next five years⁸⁷.

- c. **Spain:** Spain is advancing rapidly through its Quantum Spain program, which began with €22 million in funding. A national strategy for 2025–2030 now allocates over €800 million for quantum infrastructure⁸⁸.
- d. **Colombia:** Colombia took a significant first step in 2024 when the University of Los Andes installed the country's first quantum computer (based on NMR technology) for educational and research purposes.⁸⁹

7. Cybersecurity Infrastructure

- a. **Argentina:** Investment is low and fragmented. Attacks on banks and public agencies are rising, with progress mainly in private initiatives.⁹⁰
- b. **United States:** Global leader with strong institutions (CISA, NIST) and over \$20B annual investment. Despite high incident numbers, rapid response and regulation ensure resilience.⁹¹
- c. **Spain:** Backed by the National Cybersecurity Strategy and EU funds, with €600M invested. Most incidents affect SMEs; rural areas still lag in adoption.⁹²
- d. **Colombia:** Guided by CONPES 3995, with growing partnerships and over 20,000 incidents in 2023. Progress is concentrated in Bogotá and Medellín, while regional gaps persist.⁹³

ENVIRONMENTAL

1. Environmental Risks and Climate Threats

- a. **Argentina:** The country faces growing risks such as floods and droughts, increasingly frequent due to global warming.⁹⁴

⁸⁷ Quantum.gov. *About the National Quantum Initiative*. [online]. [no date] [accessed 16 Jun. 2025]. Available at: <https://www.quantum.gov/about/>

⁸⁸ European Commission. *Quantum Spain – Spanish supercomputing network*. [online]. [no date] [accessed 16 Jun. 2025]. Available at: https://commission.europa.eu/projects/quantum-spain-spanish-supercomputing-network_en

⁸⁹ The Quantum Insider. *Colombia's First Quantum Computer: Advancing Education, Research and Technological Innovation*. [online]. 4 Dec. 2024 [accessed 16 Jun. 2025]. Available at: <https://thequantuminsider.com/2024/12/04/colombias-first-quantum-computer-advancing-education-research-and-technological-innovation/>

⁹⁰ E-Governance Academy. *National Cyber Security Index – Argentina*. [online]. Available at: <https://ncsi.ega.ee/country/ar/> [Accessed 17 August 2025].

⁹¹ Industrial Cyber. *US federal budget for FY 2025 boosts cybersecurity investments amid escalating threats*. [online]. Available at: <https://industrialcyber.co/critical-infrastructure/us-federal-budget-for-fy-2025-boosts-cybersecurity-investments-a-mid-escalating-threats/> [Accessed 17 August 2025].

⁹² La Moncloa. *Spain strengthens its cybersecurity system with the National Cybersecurity Strategy 2019 and the creation of the Cybersecurity Operations Centre*. [online]. Madrid: Government of Spain, 9 April 2021. Available at: <https://www.lamoncloa.gob.es/lang/en/gobierno/news/Paginas/2021/20210409cybersecurity.aspx> [Accessed 17 August 2025].

⁹³ International Bar Association (IBA). *Metaverse Project in Colombia*. [online]. London: IBA, 2023. Available at: <https://www.ibanet.org/document?id=Metaverse-project-Colombia&utm> [Accessed 17 August 2025].

⁹⁴ Fundación Ambiente y Recursos Naturales. (2025). *Política ambiental*. Available at: <https://farn.org.ar/tematicas/politica-ambiental/> [Accessed 21 Apr. 2025].

- b. **United States:** Intensifying natural disasters (especially hurricanes and wildfires) are increasing the urgency for climate action.
- c. **Spain:** Water shortages are becoming more common as a result of climate shifts.
- d. **Colombia:** Population growth and urbanization in high-risk zones have amplified environmental hazards over the last decade.

2. Government Policy and Legal Frameworks

- a. **Argentina:** The Climate Change Law (Law 27.520) sets national standards and includes a Climate Response Plan, Greenhouse Gas Inventory System, and mitigation tracking.⁹⁵
- b. **United States:** The Environmental Protection Agency (EPA) enforces programs for emissions reductions and energy efficiency.⁹⁶
- c. **Spain:** The Climate Change and Energy Transition Law aims for carbon neutrality by 2050 and supports sustainable business development.⁹⁷
- d. **Colombia:** The Colombian government has developed national and regional policies to reduce emissions and adapt to these environmental risks, looking to implement actions to reduce carbon emissions, mitigate and adjust to climate change.⁹⁸

3. Civil Society and Environmental Activism

- a. **Argentina:** NGOs like Greenpeace Argentina and Fundación Vida Silvestre actively monitor corporate responsibility and advocate for sustainability.⁹⁹
- b. **United States:** Environmental NGOs and a growing base of eco-conscious consumers push for corporate transparency and green practices.
- c. **Spain:** NGOs such as Friends of the Earth Spain are influential in holding businesses accountable for sustainability standards.¹⁰⁰

⁹⁵ Greenpeace Argentina. (2024). *Environmental laws are still in danger*. Available at: <https://www.greenpeace.org/argentina/story/problemas/bosques/greenpeace-las-leyes-ambientales-continuan-en-peligro/> [Accessed 21 Apr. 2025].

⁹⁶ U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA). *30 Years of Protecting Human Health and the Environment: A Retrospective*. [PDF]. Available at: https://www.epa.gov/system/files/documents/2021-08/30_years_report.pdf [Accessed: 21 April 2025].

⁹⁷ U.S. INTERNATIONAL TRADE ADMINISTRATION. *Spain - Green Technologies*. [Online]. Available at: <https://www.trade.gov/country-commercial-guides/spain-green-technologies> [Accessed: 21 April 2025].

⁹⁸ NACIONES UNIDAS. *¿Qué es el cambio climático?* [en línea]. Disponible en: <https://www.un.org/es/climatechange/what-is-climate-change> [Consultado: 21 abril 2025].

⁹⁹ Greenpeace Argentina. (2024). *Environmental laws are still in danger*. Available at: <https://www.greenpeace.org/argentina/story/problemas/bosques/greenpeace-las-leyes-ambientales-continuan-en-peligro/> [Accessed 21 Apr. 2025].

¹⁰⁰ CLIMATE LAWS OF THE WORLD. *Law 7/2021 on climate change and energy transition*. [Online]. Available at: https://climate-laws.org/document/law-7-2021-on-climate-change-and-energy-transition_f039 [Accessed: 21 April 2025].

- d. **Colombia:** Conservation and reforestation programs are supported by international organizations (e.g., The Nature Conservancy), with strong involvement from indigenous and local communities.

LEGAL

1. Data Privacy and Protection Laws

- a. **Argentina:** Argentina's data protection law (Law 25.326) is outdated and not aligned with international standards such as the GDPR.
- b. **United States:** Public companies must comply with the SEC's 2023 Cybersecurity Disclosure Rules, which mandate disclosure of material cyber incidents and risk management frameworks.¹⁰¹
- c. **Spain:** Spain follows the EU's Digital Services Act (DSA), that affects platforms and services that host or distribute content online, especially in terms of transparency, illegal content and user rights.¹⁰²
- d. **Colombia:** The CONPES 4144 policy emphasizes ethical and privacy-conscious AI development, potentially increasing audit and reporting obligations for businesses.¹⁰³

2. AI Regulation and Ethical Governance

- a. **Argentina:** No specific regulations exist for biometric data, AI ethics, or algorithmic accountability.
- b. **United States:** The Export Administration Regulations (EAR) impose controls on AI tools and analytics for certain foreign markets, adding legal complexity to tech exports.¹⁰⁴
- c. **Spain:** High-risk AI systems (in healthcare, HR, education) require extensive assessments under the EU AI Act. A national law mandates labeling of all AI-generated content and bans manipulative uses.¹⁰⁵

¹⁰¹ REYNOLDS, Stephen; CONAGHAN, Tom; HELMS, Paul; RINGROSE, Katelyn. *Navigating the SEC's cybersecurity disclosure landscape*. IAPP, 1 April 2025. Available at:

<https://iapp.org/news/a/navigating-the-sec-s-cybersecurity-disclosure-landscape> [Accessed 21 April 2025].

¹⁰² EUROPEAN COMMISSION. *The Digital Services Act package*. Shaping Europe's Digital Future. [Online]. Available at: <https://digital-strategy.ec.europa.eu/en/policies/digital-services-act-package> [Accessed 21 April 2025].

¹⁰³ CUÁNTICO. *CONPES 4144: National Artificial Intelligence Policy*. [Online]. Published: 18 February 2025.

Available at: <https://cuantico.com/en/conpes-4144-national-artificial-intelligence-policy/> [Accessed: 21 April 2025].

¹⁰⁴ SHENAI, Neena; HUREWITZ, Barry J.; MANDELL, Lauren; HARRELSON, Leslie A.; HARTMANN, Stephanie; MAURER, Alexandra; DO, Anh H. *BIS Issues Long-Awaited Export Controls on AI*. WilmerHale, 5 February 2025. Available at:

<https://www.wilmerhale.com/en/insights/publications/20250205-bis-issues-long-awaited-export-controls-on-ai> [Accessed 21 April 2025].

¹⁰⁵ GARCIA, Jesus. *The Spanish government has approved a draft law for ethical, inclusive, and beneficial use of artificial intelligence*. DLA Piper, 14 March 2025. Available at:

<https://knowledge.dlapiper.com/dlapiperknowledge/globalemployment/latestdevelopments/2025/spanish-government-approved-draft-law-for-ethical-inclusive-and-beneficial-use-of-artificial-intelligence> [Accessed 21 April 2025].

- d. **Colombia:** Colombia's AI strategy (CONPES 4144) promotes risk governance and industry-wide AI adoption while emphasizing responsible innovation practices.¹⁰⁶

3. Tech Compliance and Export Restrictions

- a. **Argentina:** Regulatory shortcomings raise concerns among international stakeholders, especially on cross-border data projects.
- b. **United States:** The EAR creates legal barriers for exporting AI technologies to countries of concern, impacting multinational tech firms.
- c. **Spain:** Companies face strict penalties under AI regulations (up to €35M or 7% of global turnover) for non-compliance.¹⁰⁷
- d. **Colombia:** Companies may face stricter expectations around AI risk assessments, adding complexity to tech product development and deployment.

4. Judicial and Regulatory Stability

- a. **Argentina:** Legal and institutional uncertainty surrounds President Milei's reforms, such as Decree 70/2023, due to ongoing court and union challenges.
- b. **United States:** While legal complexity is high, institutions such as the SEC and judiciary maintain a stable enforcement environment.¹⁰⁸
- c. **Spain:** Regulatory alignment with the EU ensures consistent implementation across member states.
- d. **Colombia:** The AI policy outlines a stable framework for future enforcement, but its newness may bring evolving compliance demands.

STAKEHOLDERS & PUBLICS

Criteria for the identification and segmentation of publics

To reach a strategic identification of the publics that interact with Globant, (specifically Government and Media) a set of clearly defined segmentation criteria was established. The aim of this framework is to support more effective communication efforts by aligning messages with the specific characteristics, interests, and relevance of each public segment.

¹⁰⁶ CUÁNTICO. *CONPES 4144: National Artificial Intelligence Policy*. [Online]. Published: 18 February 2025. Available at: <https://cuantico.com/en/conpes-4144-national-artificial-intelligence-policy/> [Accessed: 21 April 2025].

¹⁰⁷ CROFT, Daniel. *Spain to fine those who do not label AI-generated content*. Cyber Daily, 12 March 2025. Available at: <https://www.cyberdaily.au/government/11837-spain-to-fine-those-who-do-not-label-ai-generated-content> [Accessed 21 April 2025].

¹⁰⁸ REYNOLDS, Stephen; CONAGHAN, Tom; HELMS, Paul; RINGROSE, Katelyn. *Navigating the SEC's cybersecurity disclosure landscape*. IAPP, 1 April 2025. Available at: <https://iapp.org/news/a/navigating-the-sec-s-cybersecurity-disclosure-landscape> [Accessed 21 April 2025]

Media

In the case of the Media, the segmentation was guided by three main criteria. The first is geographic reach. Following the selected countries where Globant is actively present, the focus was placed on those specific locations (Argentina, Spain, the United States, and Colombia). Within these national contexts, the analysis further concentrated on the provinces and cities in which Globant has established its hubs.

However, in the United States segmentation, national-level media was not included. This decision was based on the country's media consumption patterns, where audiences tend to engage more with state-level or local media rather than national press, particularly when it comes to topics related to community, employment, and regional innovation. As a result, the focus was placed on media with strong presence and influence within the specific states and cities where Globant operates, ensuring more relevant and effective outreach.

The second criteria was based on the type of media. The segmentation prioritized platforms that currently have the highest levels of audience engagement, including print media, television, streaming, podcasts, and digital media. These formats were considered as the most relevant in today's media consumption landscape, particularly for the demographic profiles and professional audiences that align with Globant's interest, values, mission, and vision. In contrast, other formats such as radio were excluded from the analysis, as their influence and reach within the company's core target groups is not relevant enough.

Finally, the third criteria focused on the type of content published or broadcasted by each media. The selection emphasized those with a consistent editorial interest in topics directly connected to Globant's areas of influence and positioning. Special attention was given to media that cover subjects such as technology and innovation, business and digital economy, sustainability and social impact, and talent and corporate culture. Additionally, media with a focus on finance and foreign affairs were included, recognizing the strategic importance of these themes in shaping the broader economic, political, and regulatory environments in which the company operates. Jointly, these serve as the base for an accurate analysis that is focused and aligned with Globant's core values.

Several podcasts and television programs were included in the segmentation even if they are not exclusively focused on topics directly related to Globant's core areas, such as technology or business. These platforms were selected because they frequently have segments or special sections dedicated to innovation, entrepreneurship, digital culture, or talent development. Such spaces offer valuable opportunities for Globant to introduce relevant content and messages, reaching broader audiences in an organic and contextually appropriate way.

This multi-dimensional segmentation approach provides a solid foundation for

implementing communication strategies that are both targeted and meaningful. By understanding where, how, and through whom to engage, Globant is better positioned to strengthen its reputation, foster key relationships, and amplify its impact across different markets.

Government

In the case of governmental publics, the segmentation was mainly based on geographic reach at the national, provincial, and municipal levels within the four countries chosen: Argentina, Colombia, Spain, and the United States. This approach aims to tailor communication efforts not only at the country level but also within the provinces and cities where the company has offices or hubs. This allows them to create messages and strategies that respond to the specific political and administrative characteristics of each region.

At the national level, the segmentation was divided into two main branches: the executive and the legislative branch. The executive branch includes ministries, secretariats, and subsecretariats, which are responsible for implementing policies and making decisions that could affect Globant's activities. The legislative branch consists of chambers and commissions of parliament/ congress which have the role of making laws and overseeing the government.

However, at the provincial and municipal/ local levels, the segmentation focused exclusively on the executive branch. This decision was made because legislative bodies at the provincial and municipal levels are often less structured and consistent, which can complicate identification and engagement. By concentrating on executive entities, the communication strategy becomes more focused and manageable.

The selection of government entities within this structure was based on their connection to topics relevant to Globant and its operations. Priority was given to areas focused on technology, innovation, digital transformation, economic development, and other related fields where Globant can have a meaningful impact. This focus makes it easier to engage with key actors aligned with the company's goals.

Community

For this stage, we selected Community as a key public, focusing on locations where Globant operates. Within this, we highlighted two segments: the academic community (universities) and NGOs, treating them as distinct publics due to their unique roles in shaping local ecosystems. Universities connect Globant with future talent and innovation, while NGOs reflect its commitment to social impact and sustainability. This segmentation enables locally relevant strategies aligned with Globant's values.

- **Academic Community**

Our mapping adopts a national perspective, focusing on Argentine cities where Globant has offices, as each represents a strategic hub for talent. In these cities, we selected universities with strong technology-oriented programs: Computer Science, Information Systems, Software Engineering, and Computer Engineering since these disciplines provide the skills and knowledge most relevant to Globant's operations and long-term growth.

- **NGOs**

The selection of NGOs was based on their alignment with Globant's values and the opportunities they represent as some of Argentina's most recognized and impactful organizations. We focused on three areas: Technology & Digital Education, Sustainability & Environmental Action, and Inclusion, Diversity & Social Impact. While technology is central to Globant's identity, we expanded beyond the tech sector since high-impact collaborations also emerge in environmental and social initiatives where technology drives change. We prioritized NGOs aligned with key brand pillars like innovation, equal opportunities, and environmental responsibility, considering their national presence and ability to lead high-visibility projects. Lastly, we assessed their potential for tech-based collaboration, seeking partners to co-create impactful projects and joint campaigns that unite social and corporate goals.

Internal Public

We focus on Globant's internal public since they are who will ultimately make the plan a reality. No matter how innovative or well-structured a communication strategy may be, its success depends on those who will carry it out. The segmentation covers four key areas: Marketing and Communication (COMMS), Technology, Human Resources (People), and Leadership and Management, each with a unique role in ensuring success. By mapping and understanding these groups, messages and channels can be tailored to their needs and motivations. In a company where "people are the value chain," engaging the internal public is the main driver of results and the best guarantee of long-term impact.

Chambers

Private business chambers and technology clusters are strategic publics for Globant because they bring together key players in the tech ecosystem and shape sector priorities. They enable direct connections with companies, universities, and organizations, offering opportunities for high-level networking, employer branding, and talent recruitment. These entities also provide visibility through sector events, position Globant as an innovation

leader, and act as interlocutors with the government in policy-making. Active participation not only drives business development but also expands Globant’s social impact through initiatives in inclusion and technology education aligned with its values.

Variable System

To analyze the relationship between Globant and its key publics, a set of variables was selected to capture how each group interacts with and perceives the company. The publics considered are: Media, Government, Academic Community, NGOs, Internal Public, and Chambers.

Among these, some general variables apply to NGOs, Chambers, and the Academic Community while all other variables are specific to each public, ensuring that the analysis reflects both shared trends and the unique dynamics of each relationship.

Government			
Variables	Definition	Indicators	Definition
Specific variables			
Communication of Tech Regulation Compliance	Measures the extent to which Globant communicates its compliance with regulations regarding the tech sector (e.g. data protection, cybersecurity, AI ethics, software standards)	Full	Globant explicitly communicates its compliance with tech-sector regulations (e.g. data privacy laws, cybersecurity standards, AI principles) in at least 3 different formats per year, such as certifications and official reports.
		Partial	Globant mentions compliance with tech-sector regulations once or twice a year , in at least one format, such as certifications and official reports.
		Low	Globant communicates its compliance with tech-sector regulations only sporadically , without consistency, such as single press releases or brief mentions without supporting documentation.
		Null	Globant does not communicate its compliance with tech-sector regulations in a visible way in any format, such as certifications and official reports.

Government			
Corporate Reputation	Level of recognition and trust that Globant receives from government institutions, measured by how often it is mentioned in institutional documents (e.g., policy papers, official reports, ministerial announcements, strategic plans).	Positive	Globant is mentioned ≥5 times per year in institutional documents such as policy papers, official reports, ministerial announcements, or strategic plans.
		Neutral	Globant is mentioned 1 to 4 times per year in institutional documents such as policy papers, official reports, ministerial announcements, or strategic plans.
		Negative	Globant is not mentioned in institutional documents such as policy papers, official reports, ministerial announcements, or strategic plans.
Government Engagement	Measures how frequently Globant is invited to or participates in official government-led meetings, working groups, or public programs.	High	Globant is involved in ≥4 interactions per year (e.g., formal invitations to meetings, participation in policy groups, co-led public initiatives).
		Medium	Globant is involved in 2 or 3 interactions per year (e.g., formal invitations to meetings, participation in policy groups, co-led public initiatives).
		Low	Globant has 1 interaction per year , such as one-time event invitations or consultations.
		Null	No recorded interaction or invitation from any government body in the last 12 months.

Variable crossing diagnosis

Argentina

In Argentina, Globant maintains an active relationship with government institutions, leading projects across provinces that include employment programs, hackathons, and tech training initiatives. This engagement positions the company as a consistent and visible actor in the public sector. However, its communication of regulatory compliance remains only

partial, limited to certifications such as ISO 27001 and mentions in official reports, which reduces opportunities to build trust in areas like data protection, AI ethics, or cybersecurity. At the same time, government references to Globant are occasional and mainly tied to employment agreements or events, giving the company a neutral reputation rather than a consolidated image of leadership. Together, these dynamics show a company that is highly engaged operationally but lacks a clear communication strategy to reinforce its role as a strategic partner for the state.

Colombia

- **Communication of Tech Regulation Compliance:**

There is partial communication from Globant regarding its compliance with tech regulations in Colombia. While the company meets internal standards, it misses external positioning on regulation, especially in areas like AI or data protection.
- **Corporate Reputation:**

Globant has very low visibility within government reports or documents. Apart from a few neutral or positive mentions, most institutions are unfamiliar with the company. It lacks recognition across national and local levels.
- **Government Engagement:**

Globant's relationship with the Colombian government is sporadic and limited. While there are isolated collaborations, most institutions report no significant interaction. This shows a lack of a consistent public affairs strategy in the country.

United States

- **Communication of Tech Regulation Compliance:**

Globant occasionally mentions regulatory compliance in corporate materials, like sustainability reports, but lacks a clear and consistent strategy to communicate this to government bodies.
- **Corporate Reputation:**

The company remains low profile in official US government communications. Mentions are rare and mostly procedural, with no notable trust or recognition. As a result, it struggles to position itself as a relevant player in the USA public tech landscape.
- **Government Engagement:**

Globant shows weak engagement with USA institutions. There is no clear involvement in public initiatives, policy dialogue, or advisory boards. Where contact exists, it is minimal and mostly administrative, not strategic.

Spain

- **Communication of Tech Regulation Compliance:**
Globant is seen as aligned with digital and AI regulatory themes. But its messaging rarely reaches the regional level, limiting its influence across Spain’s public sector.
- **Corporate Reputation:**
Globant enjoys a strong reputation in Madrid and Barcelona, known for innovation and investment. Yet in smaller municipalities, awareness drops sharply due to lack of exposure and localized messaging. The issue is not negative perception, but limited reach beyond major urban centers.
- **Government Engagement:**
Globant has built a strong national presence in Spain, particularly through innovation-related efforts and public-private initiatives like the AI Hub in Madrid. Ministries such as Economy and Science are familiar with the brand. However, this engagement does not extend evenly to regional or local governments, where its presence is much more limited.

Media			
Variables	Definition	Indicators	Definition
Specific variables			
Alignment with the organization	Measures how much organic media coverage reflects Globant’s official messages and values (e.g., sustainability, innovation, talent).	High	Media coverage reflects Globant’s official messages and values in at least 3 articles per quarter .
		Medium	Media coverage reflects Globant’s official messages and values in 2 articles per quarter .
		Low	Media coverage reflects Globant’s official messages and values in 1 article per quarter .
		Null	Media does not reflect or cover Globant’s official messages or values in any article during the quarter.

Media			
Tone of Media Coverage	Assesses the general sentiment conveyed by organic media about Globant, based on the prevalence of positive, neutral, or negative language.	Positive	In ≥70% of the selected media during a quarter, coverage of Globant is predominantly favorable in tone, with frequent use of terms such as <i>innovation, leadership, sustainability, growth, transformation, trust.</i>
		Neutral	In 40–69% of the selected media during a quarter, coverage shows a balanced or mixed tone, often using neutral or descriptive language like <i>technology company, digital services, software sector, without clear value judgment</i>
		Negative	In <40% of the selected outlets during a quarter, coverage is favorable, while the majority is neutral or critical, with common keywords including <i>controversy, criticism, layoffs, ethics concerns, greenwashing, reputational risk.</i>
Focus on Relevant Topics	Measures how many media articles per quarter cover topics directly related to Globant’s industry: technology, digital transformation, innovation, AI, and related business models.	High	≥20 articles per quarter are published on topics such as technology, digital transformation, innovation, AI, and related business models.
		Medium	10–19 articles per quarter are published on topics such as technology, digital transformation, innovation, AI, and related business models.
		Low	<10 articles per quarter are published on topics such as technology, digital transformation, innovation, AI, and related business models.

Variable crossing diagnosis

Argentina

In Argentina, Globant benefits from strong alignment with the media narrative, as coverage in top-tier outlets consistently reflects its messaging on AI, innovation, and digital transformation. The tone is generally neutral to positive, highlighting its partnerships and leadership while sustaining visibility through more than 20 articles per quarter on strategic topics. However, this favorable presence does not necessarily ensure clarity or inclusivity in how the company is perceived. Media attention often echoes technical or corporate framing, and while it reinforces Globant's positioning, it leaves gaps in communicating its purpose in simpler, more accessible, and emotionally resonant terms.

Colombia

- **Alignment with Organization**

Globant's core values are partially reflected in Colombian media. Some top outlets showed strong alignment, while others referenced the company through its involvement in digital education programs in Bogotá. Still, broader media segments remain disconnected from the company's message.

- **Tone of Coverage**

The tone is generally positive to neutral. Leading outlets portray Globant favorably in stories on tech and innovation. There is no record of negative or critical coverage, suggesting a trustworthy reputation, even if not widely recognized.

- **Focus on Relevant Topics**

Coverage is concentrated in business and tech sections, aligning well with Globant's focus. However, many general-interest outlets show low relevance, limiting broader resonance beyond niche sectors.

Spain

- **Alignment with Organization**

Globant's messaging finds a moderate to strong match in Spain's national media. Most of the media occasionally reflect its innovation agenda, while the rest offer more frequent and aligned content that clearly supports Globant's positioning.

- **Tone of Coverage**

Coverage is mostly neutral, with some outlets, especially digital business media offering a positive tone, particularly when reporting on innovation. No significant negative framing was identified.

- **Focus on Relevant Topics:**

Coverage in regional press tends to be generic, offering little sectoral relevance. The company has a solid foundation nationally but room to grow locally.

United States

- **Alignment with Organization**

Media coverage in the USA shows low to moderate alignment with Globant’s brand message. While some stories touch on innovation or sustainability, few reflect its strategic narrative or cultural values, weakening brand coherence in earned media.

- **Tone of Coverage**

Coverage remains largely neutral, with occasional positive stories about innovation or ESG. However, Globant is not yet framed as a leading voice, and coverage lacks the depth or frequency needed to elevate its influence.

- **Focus on Relevant Topics**

The media shows strong interest in topics related to technology, innovation, and business. Over 20 pieces focused specifically on strategic themes within these fields.

Academic Community			
Variables	Definition	Indicators	Definition
General variables			
Level of collaboration	Measures the amount of Globant’s active partnerships with universities, based on the number of initiatives	High	Globant maintains a strong partnership with the university, involving ≥3 ongoing initiatives per quarter (e.g., co-developed programs, recurring guest lectures, sponsored research, innovation labs, or large-scale competitions).
		Medium	Globant has a moderate partnership with the university, maintaining 2 ongoing initiatives per quarter (e.g., occasional guest lectures or short-term sponsorships).

Academic Community

	<p>carried out per quarter, based on joint projects, research, and program development</p>	<p>Low</p>	<p>Globant has a limited partnership with the university, maintaining 1 ongoing initiative per quarter (e.g., irregular or one-off activities).</p>
		<p>Null</p>	<p>Globant shows no active collaboration, with no ongoing initiatives during the quarter and only minimal or occasional contact.</p>
<p>Involvement frequency</p>	<p>Assesses how frequently Globant participates in or is featured at university-or ganized events, such as career fairs, conferences, hackathons, or industry talks.</p>	<p>High</p>	<p>In a given quarter, Globant participates in ≥3 events at the university, including activities such as career fairs, hackathons, conferences, or industry talks.</p>
		<p>Medium</p>	<p>In a given quarter, Globant participates in 1–2 events at the university, including activities such as career fairs, hackathons, conferences, or industry talks.</p>
		<p>Low</p>	<p>In a given quarter, Globant participates in at least one event during the year, including activities such as career fairs, hackathons, conferences, or industry talks.</p>
		<p>Null</p>	<p>In a given quarter, Globant does not participate in any events at the university, showing no direct engagement.</p>
<p>Presence in communication channels</p>	<p>Assesses the frequency with which</p>	<p>High</p>	<p>Globant is featured with short intervals, appearing at least once per month. The average interval between features is</p>

Academic Community

<p>Globant is mentioned or featured in university communication platforms over a quarter. Frequency is defined as the average time interval between consecutive features across official channels such as newsletters, websites, social media posts, or student media.</p>		<p>≤4 weeks within the quarter. This reflects a consistent and recurring visibility pattern.</p>
	Medium	<p>Globant is featured with moderate intervals, appearing every 1–2 months. The average interval between features is 5–8 weeks within the quarter. This indicates occasional but not systematic visibility.</p>
	Low	<p>Globant is featured with long intervals, appearing only once during the quarter. The average interval between features is >8 weeks, showing highly sporadic visibility.</p>
	Null	<p>Globant is not featured in any university communication channel during the quarter. The absence of appearances means there is no measurable frequency.</p>

Variable crossing diagnosis

In Argentina, Globant maintains strong collaboration with key universities through projects, talent pipelines, and programs, but across the wider academic system, engagement is uneven. Partnerships are generally solid in strategic hubs, yet in many institutions, they remain moderate, limited to internships or guest lectures, while regional universities show little or no interaction. Event participation follows a similar pattern: high visibility in metropolitan universities with regular presence in hackathons, fairs, and conferences, contrasted with only occasional involvement elsewhere and minimal activity in

regional centers. Globant also secures frequent appearances in the communication channels of top universities, reinforcing its brand in major hubs, but recognition is sporadic in other institutions and almost absent in peripheral ones. Together, these dynamics generate strong positioning in leading universities but leave significant gaps in regional ecosystems, limiting Globant’s ability to build a truly national academic presence.

NGOS			
Variables	Definition	Indicators	Definition
General variables			
Level of collaboration	Measures the number of joint initiatives between Globant and NGOs per quarter , such as co-created projects, technology implementations, or awareness campaigns.	High	Globant engages in ≥5 joint initiatives with NGOs per quarter (e.g., app development, training programs, sustainability campaigns).
		Medium	Globant engages in 2–4 joint initiatives with NGOs per quarter (e.g., small-scale or short-term collaborations).
		Low	Globant engages in 1 joint initiative with NGOs per quarter (e.g., symbolic or minimal interaction).
		Null	Globant engages in 0 joint initiatives with NGOs per quarter, showing no collaboration .
Presence in communication channels	Assesses the frequency with which Globant is mentioned or featured in NGO communication	High	Globant is featured at least once per month in NGO communications. The average interval between mentions is ≤4 weeks, reflecting sustained and consistent visibility (e.g., monthly inclusion in campaign updates or activity reports).

NGOS			
	platforms over a quarter. Frequency is defined as the average time interval between consecutive mentions across channels such as campaign announcements, activity reports, or social media highlights.	Medium	Globant is featured every 1–2 months in NGO communications. The average interval between mentions is 5–8 weeks, reflecting occasional but not systematic visibility (e.g., early-quarter and late-quarter mentions).
		Low	Globant is featured only once per quarter in NGO communications. The average interval between mentions is >8 weeks, showing sporadic visibility.
		Null	Globant is not featured in any NGO communication channel during the quarter. The absence of mentions indicates no measurable frequency.
Specific variables			
Adoption of Globant tools by NGOs	Measures the extent to which NGOs actively adopt and integrate Globant-developed digital solutions , such as apps, platforms, learning tools, or automation systems, into their operational	High	The NGO actively uses Globant tools as part of its core operations or initiatives (educational platforms, environmental tracking tools, literacy apps)
		Medium	The NGO uses Globant solutions occasionally or in a limited scope (for a pilot project or short-term campaign)

NGOS			
	activities.	Low	The NGO has shown initial contact or one-off experimentation with Globant tools (attending a demo, testing a beta version, or participating in a single workshop).
		Null	The NGO does not use any Globant tools, showing no technological integration.

Variable crossing diagnosis

In Argentina, Globant’s relationship with NGOs shows limited and uneven reach. Collaboration is mostly concentrated in the field of technology and digital education, with punctual initiatives in youth training and employability, but without scaling into long-term or large-scale programs. Presence in NGO communication channels remains low: mentions appear in some campaigns and reports, yet sporadically and without consistent visibility throughout the year. At the same time, the adoption of Globant-developed tools is absent, revealing a gap between the company’s technological capacity and the operational practices of NGOs. Taken together, this intersection reflects a fragmented and weakly institutionalized interaction. Globant appears more as an occasional partner than a strategic ally within Argentina’s social and environmental ecosystem.

Internal Public			
Variables	Definition	Indicators	Definition
Specific variables			
Employee public voice	Measures the overall tone (positive, neutral, or negative) that employees use when they talk publicly about Globant (LinkedIn posts, event participation, blogs,	Positive	In the majority of the ≥9 employee public statements collected during a quarter, the tone is positive toward Globant (keywords: career growth, good work environment, learning opportunities, innovation, pride, teamwork).
		Neutral	In the majority of the ≥9 employee public statements collected during a quarter, the tone is neutral or

Internal Public

	<p>media quotes). The evaluation is conducted quarterly, considering a minimum of nine public statements. The majority determines the prevailing tone.</p>		<p>descriptive toward Globant (keywords: job roles, daily tasks, project descriptions, technologies used, company size, office locations).</p>
		<p>Negative</p>	<p>In the majority of the ≥9 employee public statements collected during a quarter, the tone is negative toward Globant (keywords: workload, management issues, salary concerns, lack of balance, career stagnation, bureaucracy).</p>
<p>Employee corporate ambassadorship</p>	<p>Measures the number of ambassador outputs per quarter that incorporate at least two visible signals of standardized communication in their personal social media (LinkedIn, Instagram and Facebook). Signals include linking to official, using official hashtags or campaign tags, and employing Globant-branded slide templates in public presentations.</p>	<p>High</p>	<p>Employees act as brand ambassadors in ≥10 public records per quarter.</p>
		<p>Medium</p>	<p>Employees act as brand ambassadors in 4–9 public records per quarter.</p>
		<p>Low</p>	<p>Employees act as brand ambassadors in 3-1 public records per quarter.</p>
		<p>Null</p>	<p>There is no evidence of employees acting as brand ambassadors in any public records during the quarter.</p>
<p>Employee external</p>	<p>Measures how often Globant employees represent the company in public learning and</p>	<p>High</p>	<p>In a given quarter, ≥20 participation of Globant employees are recorded across academic, professional,</p>

Internal Public			
participation	knowledge-sharing spaces, including academic activities, professional communities, and external platforms.		or knowledge-sharing contexts under their Globant affiliation.
		Medium	In a given quarter, 10–19 participation of Globant employees are recorded across these contexts under their Globant affiliation.
		Low	In a given quarter, 1–9 participation of Globant employees are recorded across these contexts under their Globant affiliation.
		Null	In a given quarter, 0 participations of Globant employees are recorded across these contexts under their Globant affiliation.

Variable crossing diagnosis

In Argentina, Globant’s internal public expresses a predominantly positive voice, with leaders highlighting culture, growth, and innovation in line with organizational values. However, this optimism does not consistently translate into broad employee ambassadorship. Activity is concentrated in technology teams, which actively post, participate in events, and use official hashtags such as #WeAreGlobant, while other areas remain underrepresented. External participation is high among senior positions and tech employees, with frequent presence in webinars, hackathons, and forums, but this visibility is uneven and leaves important segments less engaged. Overall, the internal public shows alignment and enthusiasm, yet the lack of consistent and widely distributed ambassadorship weakens the projection of Globant’s culture and limits its ability to communicate local richness as a distinctive asset.

Chambers

Variables	Definition	Indicators	Definition
General variables			
Presence in communication channels	Measures how frequently the business chamber publicly acknowledges Globant's participation through its official website, newsletters, or directories in a given quarter.	High	In a given quarter , Globant is mentioned ≥5 times in official sources such as institutional websites, newsletters, or recognized directories
		Medium	In a given quarter , Globant is mentioned 3–4 times in official sources such as institutional websites, newsletters, or recognized directories.
		Low	In a given quarter , Globant is mentioned 1–2 times in official sources such as institutional websites, newsletters, or recognized directories.
		Null	In a given quarter , Globant is not mentioned in any official sources such as institutional websites, newsletters, or recognized directories.
Level of collaboration	Measures the number of formal projects carried out in collaboration with a chamber, visible in public media.	High	In a given quarter, ≥3 formal projects are carried out in collaboration with chambers.
		Medium	In a given quarter, 2-3 formal projects are carried out in collaboration with chambers.

Chambers			
		Low	In a given quarter, 1 formal project is carried out in collaboration with chambers.
		Null	In a given quarter, no formal projects are carried out in collaboration with chambers.
Specific variables			
Membership status	Measures if the business chamber lists Globant as a current member.	Yes	Globant is explicitly listed as a current member in official sources (websites, directories, newsletters, or official reports).
		No	Globant is not listed as a member in any official chamber or cluster source.

Variable crossing diagnosis

In Argentina, Globant is formally well positioned within the country's main business chambers, but this presence does not consistently translate into influence or visibility. Its most active role is in CESSI, where leadership positions and projects reinforce its credibility on the national technology agenda. Beyond that, however, participation tends to be occasional and largely invisible, especially in provincial clusters where little evidence of activity exists. This uneven engagement creates a mismatch between the scope of Globant's memberships and the impact they generate, reducing chambers to symbolic affiliations rather than platforms of leadership. As a result, the company's potential to use these spaces to differentiate its identity and shape sectoral debates remains underexploited.

SWOT Analysis

Strengths

- **Unified and consistent brand narrative across global markets:** Globant's external communication strategy, including social media and campaigns, reflects a unified brand identity. Campaigns like "Reinventing Consultancy"

and “The ResigNATION” communicate clear values of innovation, disruption, and human connection.

- **Agile Pods enable dynamic communication flows**: Working through cross-functional projects makes sure to keep a constant collaboration and interaction across teams, enhancing transparency and agile communication throughout the organization.
- **Effective internal communication system**: The use of informal channels like Slack promotes open, fluid, and accessible communication across all levels, reinforcing collaboration and fast information flow.
- **Strong internal culture understood across the organization**: Globant’s culture values personal growth, well-being, and development, and is consistently understood and lived across all regions, creating alignment in tone, values, and communication behaviors.
- **Strong sustainability narrative integrated into brand communication**: Through the “Be Kind to the Planet” pillar and ESG leadership, Globant communicates its environmental commitment in a way that builds credibility and emotional connection with stakeholders.
- **Integration of purpose-driven identity into communication**: The “Be Kind” framework is a valuable narrative asset. It connects corporate purpose with social and environmental responsibility, making Globant’s messages credible and aligned with global expectations for ethical business conduct.
- **Recognized as an industry leader by reputable clients and partners**: Long-term partnerships with brands like Disney, Google, and EA serve as indirect backing.
- **International expansion as a communication asset**: In each new market, Globant positions itself as a top player. This reinforces its reputation and provides strong messaging opportunities to communicate leadership, reliability, and global impact

Weaknesses

- **Low external awareness of corporate mission**: Despite a strong internal culture, Globant lacks a clear, easily accessible mission statement across its official public platforms. This limits its potential to connect emotionally with external audiences unfamiliar with its B2B model.
- **Difficulties translating a B2B value proposition into emotionally compelling communication**: As a B2B company with limited direct exposure

to final consumers, Globant faces a communication challenge: conveying its value and impact in a way that resonates with the public and media.

- **Weak community-building among social media followers**: Globant's social media presence prioritizes corporate messaging over community engagement, resulting in a passive follower base rather than an active, connected community around the brand.
- **Lack of a public-facing organizational chart or visible leadership structure**: This may negatively affect transparency or trust in contexts where stakeholders expect clear governance visibility (investors, media, new talent, etc.).

Opportunities

- **Rise of purpose-driven branding and ESG storytelling**: There's a growing global demand for companies to clearly articulate their social and environmental impact. Despite the fact that Globant already expresses its commitment to sustainability, ethics, and innovation, there is significant potential to amplify these efforts nowadays.
- **Changing expectations among younger talent and professionals**: Millennials and Gen Z favor companies that offer emotional well-being, flexible work culture, and meaningful impact. Globant already excels in these areas and can strategically position itself as a dream employer.
- **Potential to lead the digital narrative in emerging markets**: With operations in Latin America, Asia, Europe, Oceania, and North America, Globant can tell regionally success stories that resonate globally and reinforce its image as a diverse, inclusive tech powerhouse.
- **Growing interest in employer branding among media and rankings**: Leveraging internal culture narratives (monthly barbecues, organic celebrations, local traditions) can attract media attention and secure positions in "Best Places to Work" rankings.
- **Elevate leadership voices to boost brand authority**: Positioning founders and executives as thought leaders in media and social platforms could humanize the brand, increase credibility, and expand Globant's influence in key industry conversations.

Threats

- **Hypercompetitive media space in the tech and consulting industry:** Global players like Accenture, Cognizant, and EPAM invest heavily in communication and PR. This creates noise and makes it harder for Globant to stand out unless it significantly amplifies its narrative.
- **Limited brand recognition beyond the IT sector:** Globant may be well known in tech circles, but its visibility among the general public, non-tech media, and even some talent pools is relatively low compared to similar size firms.
- **Legal and regulatory uncertainty affecting narrative consistency:** Operating in multiple regions with different data laws, censorship rules (e.g., AI regulation in Spain), or political instability (e.g., Argentina's DNU reforms) may limit or complicate communication strategies.

PROBLEM STATEMENTS

Media

- Globant communicates in a way that is overly technical and service-oriented, which makes it difficult for journalists to clearly understand and explain what the company does. This disconnect limits public understanding of its purpose and impact.
- Despite promoting itself as an inclusive brand, Globant communicates only in English through its Instagram account, which excludes non-English speakers. This limits access to emotional connection with its audiences who feel less identified.

Government

- Globant has the potential to position itself as a strategic ally in public innovation and digital transformation agendas. Strengthening its communication with government institutions represents an opportunity to build influence, credibility, and long-term institutional partnerships.

NGOS

- Globant communicates its relationship with NGOs in a fragmented and occasional way, often failing to communicate it at all, emphasizing isolated initiatives without connecting them to a broader purpose. This lack of continuity in its narrative weakens its positioning as a consistent social ally and fuels perceptions of greenwashing, suggesting opportunistic or superficial engagement.

Universities

- Although Globant maintains agreements with universities in Argentina, the communication of these initiatives is minimal compared to their potential. This limited visibility weakens Globant's narrative of inclusion and territorial presence, creating a perception that the company remains disconnected from the academic ecosystem, particularly outside the main hubs.

Internal public

- Globant relies on standardized messages that overlook the richness of local initiatives. In Argentina, where the company has a strong and vibrant culture, this lack of contextual storytelling reinforces uneven ambassadorship and limits employees' ability to act as credible brand ambassadors. As a result, Globant misses the opportunity to project the uniqueness of its culture externally.

Chambers

- Globant's message to business chambers focuses on "promoting IT talent and supporting public policies," but this is the same language any technology company could use. By not linking its participation to its distinctive values of innovation, reinvention, and the digital agenda, Globant weakens its identity and misses the opportunity to turn chambers into platforms that reinforce its leadership.

The Global Communication Plan: REINVENTING CONNECTION

Reinventing Connection is a communication campaign inspired by Seek Reinvention (Globant's core philosophy, centered on the belief that everything can be continuously reinvented. It drives the company's purpose to use innovation and creativity to create positive change). The name signals a clear intent to reconnect what Globant does with what people perceive in Argentina, through continuity, local language, and a single narrative recognized across the country.

It is a blended campaign that brings all key publics into one storyline and treats each as essential. It does not stack isolated messages. It builds a shared thread where every interaction adds context and meaning. The priority is content that is useful, understandable, and consistent at every touchpoint.

Connection is reframed with local culture at the center. Work with NGOs, employees, universities, media, chambers, and government becomes evidence of what innovation,

reinvention, inclusion, and purpose mean in practice. Their achievements and learnings, conveyed in clear Spanish, make Globant's values visible and strengthen its reputation as a brand that creates real opportunities and trusted alliances.

This communication plan represents the first 12 months of a broader, long-term strategy designed to strengthen Globant's positioning and reputation in Argentina. Conceived under the overarching framework "Reinventing Connection," the plan focuses on setting the foundation for sustained impact over time.

During this initial phase, the goal is to activate the narrative, build awareness, and generate measurable recognition of Globant as a leading employer brand among young and emerging professionals. Each action, partnership, and piece of content within these twelve months is strategically designed to lay the groundwork for deeper, ongoing engagement in future phases of the plan.

This period will therefore serve as both a launch and testing stage, establishing the creative territory, refining the tone of voice, and validating the mechanisms that connect Globant's philosophy of Seek Reinvention with local publics. The emphasis will be on visibility, credibility, and cultural relevance, ensuring that every interaction reinforces the same story: that Globant is not only a global technology leader but also a purposeful company that creates real opportunities and reinvents connection in Argentina.

TYPE OF CAMPAIGN

Reinforcement of attitudes or opinions campaign.

GENERAL GOAL

Position Globant as the leading employer brand¹⁰⁹ for young and emerging professionals in Argentina.

¹⁰⁹ Leading employer brand means being the first choice among young and emerging professionals in Argentina, shown by highest awareness, preference, and intent to apply, alongside strong perceptions of innovation, inclusion, and purpose.

GENERAL OBJECTIVE

Increase by 103%¹¹⁰ Globant's recognition as an employer brand for young and emerging professionals¹¹¹ aged 20-25 years old in Argentina within 12 months.

GENERAL OBJECTIVE 2

Be perceived as an innovative, inclusive, and purpose-driven employer brand across all publics¹¹² in Argentina, by 103% within 12 months.

GENERAL STRATEGY

Showcase Globant's innovative and inclusive culture to humanize the organization and strengthen its employer brand reputation.

KEY MESSAGES

1. "Reinventing Connection celebrates Globant's belief that innovation only matters when it strengthens how people, communities, and institutions connect and grow together."
2. "Through this campaign, Globant builds a unified narrative across all publics (NGOs, employees, universities, media, chambers, and government) strengthening trust and positioning itself as a collaborative, forward-looking employer brand."
3. "By placing local culture at the center, 'Reinventing Connection' highlights how teams, partners, students, and organizations across Argentina embody Globant's values through real impact and visible results."

GENERAL TACTICS

Tactic 1: "Speak Local"

Create and manage @GlobantArgentina Instagram page to translate Globant's global story into a local Spanish voice.

Technique: Social media account

¹¹⁰ Starting point: 16% - Target: 32.5%% (16.5 points = 103%). This represents the average of all starting point percentages of the specific objectives set for each public: Government (25%), Media (20%), NGOs (5%), Universities (25%), Internal Public (10%), and Chambers (10%) and the average of expected growth percentages set for each public in its specific objective: Government (60%), Media (100%), NGOs (300%), Universities (80%), Internal Public (250%), and Chambers (30%).

¹¹¹ Professionals areas includes: Tech (for example: software engineering, data and AI, cloud and infrastructure, cybersecurity and test automation), Communication (for example: corporate communications, public relations and digital communication), Marketing (for example: digital marketing, growth, performance, SEO and SEM) and Design (for example: UX design, UI design, service design and motion graphics).

¹¹² Globant's publics are: government, media, communities (universities and NGOs), internal public and chambers.

Description:

“Speak Local” is Globant Argentina’s way of communicating in a closer, more human, and culturally relevant voice. Through the launch of @GlobantArgentina on Instagram, the company will share its innovations, stories, and initiatives in a language and tone that feel natural to local publics, in Spanish, less technical, and emotionally engaging.

Rather than translating or repeating global content, Speak Local will adapt it, turning complex ideas into simpler and adapted ones. This approach reinforces that Globant is not only a global technology leader but also a company deeply connected to its origins and the people who drive its innovation.

Frequency and Quantity: Starting in Month 2, @GlobantArgentina will post 8 reels, 8 carousels, and 30 stories per month, a total of about 46 pieces monthly.

Activities: Define communication tone and aesthetic - Create content calendar and posting frequency - Curate local storytelling sources - Develop multimedia content - Engage publics interactively.

Outputs

- 1 localized Instagram account (@GlobantArgentina) launched and managed throughout the 12-month campaign.
- 11 monthly content calendars executed with consistent posting rhythm (8 reels, 8 carousels, 30 stories per month).
- Approximately 550 original content pieces produced in Spanish: local stories, Be Kind initiatives, partnerships, achievements, among others
- 1 visual and tone guide developed to ensure consistent, culturally adapted storytelling.
- 1 teaser video and internal announcement released during launch month to drive awareness.

Outtakes

- Follower Growth
 - Starting point: The global @Globant account currently has approximately 167,000 followers on Instagram.
 - Target: Reach 50,000 followers on @GlobantArgentina within 12 months through organic growth and localized content.
- Cultural and emotional connection
 - Starting point: 30% of Argentinian publics currently feel represented by Globant’s global messaging.

- Target: Reach 70% of publics reporting that Globant’s content “represents Argentina’s spirit and values,” reflecting a +133.3% increase in perceived cultural and emotional connection within 12 months.
- Reach and Impressions Growth
 - Starting point: The global @Globant Instagram account currently generates approximately 2 million unique accounts reached and 5 million cumulative impressions annually.
 - Target: Achieve 500 000 unique accounts reached and 1 million cumulative impressions by Month 12.

Tactic 2: “The Reinvention Ceremony: celebrating a year of voices and impact”

Host a hybrid closing event that unites all publics to celebrate the people, stories, and values that defined Globant Argentina’s year of innovation and connection.

Technique: Live event

Description:

The Reinvention Ceremony is the annual closing ceremony of the Globant Argentina Ambassador Program, a celebration where all campaign publics come together to honor the stories, voices, and values that defined the year. Held both in-person and online, the event becomes a symbolic bridge connecting internal and external communities: employees, partners, NGOs, universities, government representatives, business chambers, and media allies.

Recognition awards are presented to ambassadors and partners who best embodied the Reinventing Connection plan. Examples include: “Voice of Reinvention Award”, for employees who best embody innovation and collaboration, “Impact Through Technology Award”, for NGOs, “Future Talent Partnership Award”, for universities fostering digital talent and innovation, “Innovation Ecosystem Award”, for chambers promoting the knowledge economy, “Public Innovation Ally Award”, for government partners advancing digital transformation, and “Storytelling for Change Award”, for media voices highlighting innovation and human stories.

Activities: Define event concept and creative direction - Select event date and format - Choose the awards - Produce short recap videos of the year’s storytelling initiatives - Send invitations.

Frequency and Quantity: one annual event, held during the final month of the campaign. It will last from 3 to 4 hours. The structure will be hybrid (1 main in-person event in the Buenos Aires hub + 5 simultaneous watch parties in other hubs.)

Invited media and journalists:

- Clarín: Silvia Naishtat (Business and Economy Editor) and Juan Brodersen (Technology and Innovation journalist)
- La Nación: Sofía Terrile (Business and Management reporter) and Luciano Román (Culture and Opinion Editor)
- El Cronista / Apertura: Florencia Pulla (Digital Editor and business journalist) and Horacio Riggi (Deputy Editorial Director)
- Ámbito Financiero: Julián Guarino (Editorial Director and TV host) and Jorge Velázquez (Business Editor)
- Forbes Argentina: Laura Mafud (Business Editor) and Florencia Radici (Leadership and Talent Editor)
- Infobae: Daniela Blanco (Trends Editor) and Hinde Pomeraniec (Culture Editor)
- TN Tecno (Todo Noticias): Federico Wiemeyer (Tech journalist and host) and Santiago do Rego (Innovation specialist and broadcaster)
- Red/Acción: Juan Iramain (Contributor and communication consultant)

Outputs

- 1 hybrid closing ceremony held simultaneously across Argentina (main event + 5 local hubs connected virtually).
- 200 in-person guests and 1,000+ online participants representing all publics (internal, NGOs, universities, chambers, government, media).
- 3 recap videos produced
- 1 master event video (“The Reinvention Ceremony – Celebrating a Year of Voices and Impact”) summarizing the year’s cultural journey.
- Satisfaction survey sent to all attendees (onsite + online).

Outtakes

- Post event survey completion rate
 - Baseline: Total event attendees (approx. 2,000 in-person + online).
 - Target: At least 80% of total attendees complete the post-event satisfaction survey within 7 days after the event.
- Media coverage and earned mentions
 - Starting point: Approximately 8–10 organic media mentions or reposts from previous Globant cultural or employer-brand initiatives.

- Target: Achieve 15–17 earned media mentions or reposts referencing the ceremony or its highlights.
- In person attendance Rate
 - Starting point: From a total of 200 invited guests
 - Target: Achieve an attendance rate of 85%, with around 170 attendees participating in the event.
- Invitation open rate
 - Starting point: From a total of 200 in-person invitations sent.
 - Target: Achieve a 95% open rate of the event invitations.

GOVERNMENT

Objective

Strengthen Globant's positioning as a strategic partner in Argentina's public innovation and digital transformation agendas, increasing its institutional collaboration with government entities¹¹³ by 60%¹¹⁴ within 12 months.

Strategy

Reinforce relationships with prioritized authorities and executive bodies in Argentina by increasing institutional and public affairs communication, offering clear value on innovation and digital transformation agendas.

Tactic 1: “Digital Fellowship Program”

A national training and mentorship program for young public officials in partnership with INAP (Instituto Nacional de la Administración Pública).

Technique: Training and mentorship program

Description

To bridge the gap between technological innovation and public management, the Digital Fellowship Program prepares a new generation of government leaders capable of designing, implementing, and communicating digital transformation policies.

Through an immersive curriculum, participants will learn to integrate data management, artificial intelligence, and digital communication strategies into real policy challenges, promoting transparency, citizen engagement, and efficiency in public service delivery.

¹¹³ Government entities means ministries, secretariats, and provincial or municipal bodies (for example: Ministry of Education, Ministry of Human Capital)

¹¹⁴ Starting point: 25% - Target: 40% (15 points = 60%)

Co-created by Globant and INAP, this fellowship combines training, mentorship, and applied practice. Fellows will work on real case studies alongside Globant mentors, translating technological concepts into actionable solutions for government. The program emphasizes ethical use of AI, data-driven decision-making, and storytelling for public trust, ensuring that innovation in the public sector remains both human-centered and evidence-based.

Participants will be selected through an open national call coordinated by INAP and Globant. Applicants must be mid-level or emerging public officials working in national, provincial, or municipal institutions. Selection will be based on a short motivation statement, institutional endorsement, and demonstrated interest in digital transformation.

The Digital Fellowship Program will last five months per cohort and follow a blended learning model: 60% virtual and 40% in-person sessions. Each fellow will complete a project tackling a concrete policy issue, such as AI for citizen services, data visualization for decision-making, or digital communication for public engagement.

The **Demo Week** marks the culmination of the fellowship: a hybrid event held in Buenos Aires where participants showcase prototypes and policy briefs. Winning projects may be piloted in real institutions with support from Globant and INAP.

Program Modules:

- Module 1: Data Management for Public Decision-Making
 - Format: In-person (Kickoff)
 - Location: INAP Headquarters, Buenos Aires.
- Module 2: Artificial Intelligence in the Public Sector (online)
- Module 3: Digital Policy Design and Service Innovation (online)
- Module 4: Communication of Change and Public Trust (online)
- Module 5: Capstone Project: Applied Digital Innovation
 - Format: In-person (Demo Week + Closing Event)
 - Location: INAP Auditorium

Quantity and Frequency: two annual cohorts of 50 participants each (March–July and August–December 2026).

Activities: Co-design the program structure and syllabus - Recruit 100 fellows from national and provincial government offices - Develop digital learning materials and online modules - Organize four national masterclasses featuring public innovation leaders and Globant experts - Implement an applied project challenge where fellows co-design digital tools addressing real policy problems.

Output

- 2 cohorts per year (100 fellows trained).
- 8 masterclasses and 100 mentorship sessions.
- 50+ digital policy prototypes developed.
- 1 annual report on public innovation and lessons learned.
- 1 public-facing online repository with fellows' projects and methodologies.

Outtake

- Satisfaction rate among participants.
 - Baseline: 100 fellows per year
 - Target: 80% high satisfaction.
- Adoption of fellowship projects by public institutions.
 - Target: at least 5-8 pilot projects implemented per year (5–8% adoption rate).
- Growth in digital innovation capacity (pre/post self-assessment).
 - Target: +40% average increase in self-reported skills.
- Media and institutional recognition of the program.
 - Target: 15 national and regional mentions within 6 months of launch.

Tactic 2: “Argentina Digital Route”

Lead nationwide visits with local governments to share digital transformation experiences and co-design public innovation roadmaps.

Technique: Field collaboration program + digital microsite documentation

Description:

To reinforce its position as a trusted partner for digital government innovation, Argentina Digital Route brings Globant closer to local administrations across the country. Through on-site visits, working sessions, and shared diagnostics, the initiative aims to help provincial and municipal teams understand how technology can streamline public management, improve service delivery, and strengthen citizen trust.

The initial stops are: La Plata, Córdoba, Rosario, Mendoza, Tucumán, and Mar del Plata. These cities represent both strategic economic centers and key innovation territories where Globant already collaborates with public and private institutions. Starting in these hubs ensures strong local partnerships, logistical feasibility, and immediate visibility of the program's impact across Argentina's main regions.

The entire process is documented in a digital platform: ArgDigitalRoute.com that allows citizens, public officials, and media to follow the journey, access insights, and visualize the country's progress in digital governance.

At each stop, the Globant team will spend one to two days conducting diagnostic interviews, mapping processes, and designing early-stage solutions with local officials. Rather than public events, the emphasis will be on meaningful working sessions that lead to actionable outputs.

The accompanying microsite acts as both a storytelling platform and a transparency tool, showing photos, data, and reflections from each visit, turning the route into a shared learning experience for all levels of government. The design will resemble an interactive digital atlas, with a glowing path across Argentina and clickable points that open each case story.

Quantity and Frequency: 6 provincial and municipal visits between May and December 2026.

Activities: Define the Argentina Digital Route itinerary - Assemble a multidisciplinary Globant team - Conduct field visits and workshops with local government teams to map their current digital maturity and identify key challenges - Present Globant's most relevant government case studies (AI for public services, open data, smart city dashboards, etc.) - Produce audiovisual and written documentation of each visit to publish on the microsite.

Output

- 10 on-site collaborations with provincial and municipal governments.
- 1 microsite updated weekly with new stories and progress.
- 10 diagnostic summaries and local digital roadmaps.
- 1 national synthesis report on digital public innovation in Argentina.
- 1 audiovisual compilation showcasing the route's journey.

Outtake

- Number of municipalities and provinces engaged through the route.
 - Baseline: 6 pilot municipalities
 - Target: maintain 80% long-term engagement and collaboration with participating municipalities.
- Satisfaction rate among participating institutions.
 - Baseline: first 6 pilot cities.
 - Target: 85% positive evaluation.
- Traffic and engagement on ArgentinaDigitalRoute.com.
 - Target: 50,000 visits and 10% interactive engagement.
- Number of public innovation initiatives initiated post-route.
 - Target: minimum 15 new collaborative projects derived from the visits.

Tactic 3: “Innovation Agreements”

Establish framework agreements between Globant and key national ministries¹¹⁵ to jointly develop digital transformation projects

Technique: Institutional partnership agreements and policy roundtables

Description:

To consolidate Globant’s position as a long-term ally of the Argentinian government in the digital transformation agenda, Innovation Agreements formalize collaboration with ministries around shared goals of modernization, inclusion, and technological sovereignty.

Each agreement outlines concrete areas of work, from educational digitalization and tech-employment programs to AI governance frameworks and cybersecurity strategies. Beyond signing, these partnerships are built on measurable commitments, follow-up mechanisms, and joint public communication to ensure transparency and accountability.

Each Innovation Agreement will operate through a structured collaboration plan between Globant and a specific ministry, translating shared commitments into concrete outcomes.

1. Education - Digital Transformation in Learning Systems
 - a. Objective: modernize educational platforms and expand digital skills training.
2. Production and Labor - Technological Employment and Reskilling
 - a. Objective: promote access to digital jobs and strengthen tech skills across productive sectors.
3. Science and Technology - Ethical and Responsible AI Governance
 - a. Objective: create regulatory and methodological frameworks for the responsible use of artificial intelligence in public management.
4. Digital Transformation - Cybersecurity and Infrastructure Resilience
 - a. Objective: Strengthen the security and interoperability of public digital infrastructure.

As part of each agreement, online “Innovation Roundtables” will be established recurring dialogue spaces bringing together Globant specialists, government officials, and academic experts to exchange insights, evaluate progress, and co-design new digital policies aligned with national priorities. This model ensures not only visible collaboration but measurable impact and policy continuity over time.

Quantity and Frequency: four institutional agreements signed during 2026, each followed by roundtables with participating ministries and Globant teams.

¹¹⁵ Ministry of Economy, Ministry of Security, Ministry of Health and Ministry of Human Capital.

Activities: Identify priority ministries - Draft framework agreements defining specific areas of cooperation - Host innovation roundtables - Develop technical pilot projects derived from each partnership (e.g., AI ethics framework, cybersecurity dashboards, educational platforms) - Communicate milestones and achievements through social media.

Output

- 4 institutional agreements signed.
- 3 roundtable sessions conducted.
- 5 pilot projects or digital policy tools co-created.
- 1 annual public report and open data dashboard tracking progress.
- 1 audiovisual summary of partnership milestones.

Outtake

- Level of institutional engagement.
 - Target: 90% attendance rate from participating ministries.
- Perception of Globant as a trusted digital transformation partner.
 - Target: 85% positive evaluation.
- Number of public innovation initiatives derived from the agreements.
 - Target: ≥5 pilots launched within the first year.
- Media visibility of signed partnerships and milestones.
 - Target: 20 earned media mentions in national and specialized press within the first year.

MEDIA

Objective

Increase the proportion of Argentinian national and provincial media coverage¹¹⁶ that communicates what Globant does in Spanish based on a less technical language¹¹⁷ by 100%¹¹⁸ within 12 months.

Strategy

Deepen Globant's presence in Argentinian media through stronger journalist relationships and accessible Spanish narratives that clarify innovation and local relevance.

Tactic 1: "In Simple Terms"

A monthly series of short videos and articles co-created with journalists and Globers.

¹¹⁶ Media coverage means articles, segments, interviews, or reports, published or broadcast by Tier 1 national media (for example: Clarín, La Nación, Infobae, TN), and Tier 2 provincial media (for example: La Voz del Interior Córdoba, Los Andes Mendoza, La Gaceta Tucumán, La Capital Rosario).

¹¹⁷ "Technical language" refers to highly specialized or corporate terminology that makes it difficult for general publics to understand Globant's work.

¹¹⁸ Starting point: 20% - Target: 40% (20 points = 100%)

Technique: Collaborative storytelling series and multimedia content distribution

Description

“In Simple Terms” is a monthly video series created in partnership with Infobae, published every second Tuesday of the month as a fixed section on the outlet’s digital platforms. Each episode features a GLOBE interviewed by an Infobae journalist, explaining a current innovation topic in clear, relatable language, how AI transforms education, how data improves transport, or how technology enhances sustainability. The goal is to make innovation understandable and relevant to everyday life, positioning GLOBE as a bridge between complex technology and the general public.

The series operates through a paid media collaboration: Infobae handles production, filming, editing, and publication across its website, YouTube, and social networks, while GLOBE defines the topic, selects the spokesperson, and ensures technical accuracy. Every month, both teams meet to align on the editorial angle and ensure each story blends journalistic rigor with accessible storytelling. The videos follow a consistent visual identity and include subtitles, short social cutdowns, and companion text articles that summarize key insights.

By appearing regularly in Infobae’s editorial ecosystem, “In Simple Terms” becomes a recognizable and credible space where technology is discussed through real stories and human voices. It allows GLOBE to communicate its purpose and expertise beyond corporate language, through clear, educational, and emotionally engaging content that helps publics see how innovation directly improves people’s lives.

Quantity and Frequency: twelve monthly video episodes, each 3–5 minutes long, published every second Tuesday of the month as part of Infobae’s fixed branded section “In Simple Terms.”

Activities: 12 fully produced and published episodes (3–5 minutes each) - 1 consistent visual and motion identity package for the “In Simple Terms” section on Infobae - Behind-the-scenes and short-form content adapted for social media amplification - Dedicated monthly newsletter and digital press kit summarizing each topic and episode performance - Long-term paid media partnership with Infobae, establishing a consistent, high-credibility editorial space for GLOBE’s storytelling.

Output

- 12 short-form episodes (3–5 minutes each) with matching written articles.
- 1 visual identity and motion package for the In Simple Terms series.
- Behind-the-scenes content for social platforms.

- Monthly press kit and newsletter sent to national and regional journalists.
- Media partnerships established with at least five major Argentinian outlets.

Outtake

- View rate per episode
 - Baseline: Around 120,000 combined views per month.
 - Target: 250,000 combined views within the first month.
- Engagement rate on social content
 - Baseline: Average 7% engagement rate.
 - Target: Reach 12% average engagement across Reels, Shorts, and TikTok.
- Editorial amplification
 - Baseline: About 20 media mentions or reprints per quarter.
 - Target: 30% increase in Argentinian media mentions or reprints.
- Perception improvement
 - Baseline: 45% clarity on Globant's purpose and activities.
 - Target: +40% improvement in post-campaign perception survey.

Tactic 2: “The Newsroom of the Future”

A three-day immersive program at Globant's hubs where journalists learn how to use AI to improve their reporting and explain innovation clearly, helping them adapt and stay relevant in a fast-changing media landscape.

Technique: Immersive Training Program and AI Literacy Workshops

Description:

This initiative invites journalists and editors to a three-day immersive program at Globant's hubs in Buenos Aires and Córdoba to learn how to use artificial intelligence and other digital tools to strengthen their work, improve productivity, and communicate innovation in simple, human language.

The goal is to help them adapt to a new media environment where technology plays a central role. Today, many journalists avoid covering tech-related stories because they find them too complex, and, as a result, they also miss the opportunity to use AI to their own advantage. This lack of understanding leaves them at risk of falling behind or even being replaced by the very technologies they do not yet master.

Each edition brings together ten carefully selected journalists from national and provincial media. The selection process is coordinated by Globant's Communications team in collaboration with media associations, prioritizing professionals who work in areas connected to technology, innovation, science, education, or business. The program focuses

on mid- to senior-level journalists, editors, columnists, and long-standing contributors, who are most likely to benefit from these new tools and who hold positions that allow them to influence editorial decisions and shape coverage. The intention is to train professionals who already lead conversations about innovation, providing them with the skills and confidence to communicate technological change with greater clarity and depth.

Through practical workshops, real case studies, and one-on-one guidance from Globant experts, participants will gain both technical understanding and storytelling skills. They will learn how AI can assist with research, data verification, and idea generation, and how to explain these topics clearly to their public.

Quantity and Frequency: Two in-person editions per year (one in Buenos Aires, one in Córdoba), each lasting three days and hosting 10 journalists from national and provincial media.

Activities: Form a multidisciplinary team to design the training content and logistics - Select participants through invitations - Develop a training curriculum combining short talks, guided AI tool exploration, and writing workshops focused on plain-language communication - Create a mentorship space for one-on-one feedback on how to improve news pieces using new technologies - Provide participants with a digital toolkit summarizing what they learned, including AI resources and storytelling tips.

Output

- 2 training programs successfully completed (one per semester).
- 20 journalists trained on AI and innovation communication.
- 1 interactive AI learning toolkit produced and distributed.
- Video recap and press kit published post-event.
- Ongoing online community for trained journalists and mentors.

Outtake

- Media mentions and coverage
 - Target: 20 national and regional outlets covering the program or its outcomes.
- Perception shift among participants
 - Around 55% of attendees currently report clear understanding and confidence in using AI tools.
 - Target: 80% of attendees report improved understanding and confidence in using AI tools.
- Partnership and collaboration rate
 - Approximately 12 active collaborations with participating journalists.

- Target: +25% increase in ongoing relationships with participating journalists.

Tactic 3: “Decode the Future”

A monthly newsletter and press briefing for journalists that translates Globant’s innovation into clear stories, including updated press releases, and offering visuals and glossaries to make tech coverage simple and accessible.

Technique: Digital newsletter production, press briefing and media toolkit distribution.

Description

This tactic focuses on creating “*Connected*”, a monthly newsletter designed specifically for journalists to understand and report on Globant’s innovation without technical barriers. Each edition will gather the company’s latest news, projects, and press releases, all rewritten in clear, simple language that highlights their real impact in Argentina.

Rather than functioning as a corporate update, “*Connected*” will be a narrative bridge between Globant and media. It will include short human stories, mini glossaries that explain complex terms like blockchain or AI, ready-to-use visuals and data, and a recurring section called “What no one explained about...” that turns global tech trends into relatable, local insights.

The newsletter will be distributed monthly by email to a curated list of national and regional journalists, offering them not just updates but also press materials ready for publication, helping them cover technology with greater clarity and context. This initiative will make Globant’s communication more accessible, increasing clear and accurate media mentions, and positioning the company as a trusted source for journalists who want to explain innovation in human terms.

Quantity and Frequency: Eleven editions (one per month) distributed via email starting February 2026, reaching over 100 national and regional journalists.

Activities: Develop the editorial structure with sections for news, stories, data, glossaries, and quotes from Globant experts - Rewrite and adapt technical content into plain Spanish with narrative focus and human tone - Design visual templates consistent with Globant’s global identity and optimized for mobile reading - Create and distribute a press kit with downloadable photos, infographics, and quotes - Distribute the newsletter through segmented email lists.

Output

- 11 newsletter editions distributed.

- 11 media toolkits produced with visuals, quotes, and glossaries.
- 500+ journalist interactions tracked annually through email metrics.
- Ongoing feedback reports on clarity and usefulness from participating journalists.

Outtake

- Media mentions and coverage clarity
 - Baseline: Around 35% of current media mentions accurately describe Globant's work and focus.
 - Target: +50% increase in mentions that accurately describe Globant's work.
- Newsletter engagement rate
 - Baseline: Average open rate of 28% across current media newsletters.
 - Target: 40% average open rate
- Press material reuse
 - Baseline: About 15% of distributed press materials are currently reused or quoted by national and provincial outlets.
 - Target: 30% of distributed content reused or quoted by national and provincial outlets.
- Journalist satisfaction index
 - Target: 85% of recipients rate the newsletter as "useful" or "very useful" for their reporting.

NGOS

Objective

Increase the joint visibility of Globant's collaboration¹¹⁹ with Argentinian NGOs by 300%¹²⁰ within 12 months, showing only real work and results.

Strategy

Transform collaborations with Argentinian NGOs into visible tech-powered social innovation, ensuring impact is documented and verifiable.

Tactic 1 "Glober-to-Glober: social innovation reality"

Produce and launch a documentary-style audiovisual series following Globant teams as they collaborate with local NGOs across Argentina to co-create technological solutions that drive social impact.

¹¹⁹ Collaboration means Globant supporting Argentinian NGOs through technology and people, co designing or building solutions and running programs or volunteer projects (such as apps, data dashboards, training, mentoring, or capacity building)

¹²⁰ Starting point: 5% - Target: 20% (15 points=300%)

Technique: Streaming documentary series

Description:

To strengthen Globant's reputation as a company that turns technology into a force for real, inclusive progress, *Glober-to-Glober* presents authentic stories of collaboration between Globant professionals and NGOs¹²¹. Through a transparent and emotional narrative, the series highlights how technology can solve complex local problems when empathy and innovation meet on the ground.

Inspired by the documentary format, each episode follows a team of Globers who travel to a different province to diagnose local challenges, design prototypes, and implement solutions together with NGOs. Rather than glorifying the company, *Glober-to-Glober* celebrates communities that transform their realities through technology, embodying Globant's core belief that innovation is meaningful only when it is shared.

The series will be distributed through global platforms such as Disney+, YouTube, and Instagram Reels, ensuring both local authenticity and international reach. Beyond entertainment, *Glober-to-Glober* aims to create awareness of Globant's purpose-driven innovation, encouraging more organizations to collaborate in shaping sustainable impact.

Each 25-minute episode follows a distinct province and theme:

- **Episode 1 - Córdoba: Code for Inclusion** - A Glober team develops an app to connect volunteers with low-income students needing tutoring.
- **Episode 2 - Tucumán: Tech for Transparency** - Building a digital platform that helps an NGO monitor and visualize deforestation data.
- **Episode 3 - Mendoza: Empower Her** - Co-designing digital training tools for women entrepreneurs in rural areas.
- **Episode 4 - Santa Fe: Green Circuits** - Creating IoT-based systems to optimize recycling and waste management in small towns.
- **Episode 5 - Buenos Aires: Accessible City** - Using AI to improve mobility and access for people with disabilities in public spaces.

Each episode follows the same arc - diagnosis, co-creation, implementation, and measurable impact - featuring both the community voices and the Globers' reflection on what they learned.

¹²¹ FARN (Fundación Ambiente y Recursos Naturales), Greenpeace Argentina, Argentina Cibersegura, Enseñá por Argentina, Fundación Sadosky.

Quantity and Frequency: five 25-minute episodes, released weekly across streaming and digital platforms, starting in October 2026.

Activities: form a cross-functional production team - Identify and partner with five NGOs in different Argentinian - Design the Globber-to-Globber visual identity - Organize a hybrid premiere with NGOs, Globbers, and partners to unveil the first episode.

Output

- 5 documentary episodes filmed in different Argentinian provinces, each co-created with a local NGO.
- 1 global audiovisual campaign across Disney+, YouTube, and social media platforms.
- Visual identity system and motion package for the Globber-to-Globber series.
- Press kit and media toolkit for national and international distribution.
- Partnerships established with at least five NGOs and local communities featured in the series.

Outtake

- Streaming view rate per episode
 - Target: 150,000 combined views across platforms within the first month.
- Engagement rate of short-form social content
 - Target: 10% engagement rate on Reels, Shorts, and TikTok content.
- NGO collaboration requests received post-launch
 - Target: +30% increase in partnership inquiries or proposals from NGOs

Tactic 2: “Tech Garden for Good”

Create a temporary urban park in Buenos Aires that acts as a living museum of social innovation, where each immersive station transforms complex technological solutions into tangible human experiences co-created with NGOs.

Technique: Interactive public installation

Description:

To bring Globant’s purpose to life beyond the screen, Tech Garden for Good turns innovation into a physical, sensorial journey. This urban pop-up park invites people to explore how technology can solve social challenges through multisensory, interactive installations designed with NGO partners. Each space translates data, algorithms, and prototypes into emotion, movement, and experience, allowing visitors to feel the impact of technology rather than just hear about it.

Located in one of Buenos Aires' central green areas, Tech Garden for Good functions as a "living museum" of innovation and purpose. Visitors can walk through installations such as the Digital Inclusion Cabin, where AI tools reveal how education gaps are being reduced; the Clean Water Cloud, an immersive vapor dome that simulates sustainable purification processes; or the Open Data Tunnel, a light corridor displaying real-time transparency dashboards.

At the heart of the park stands Reality Check, a signature XR experience developed by Globant's tech and design teams. Through VR and AR headsets, visitors can live real social impact stories: rebuilding a rural school, witnessing a river come back to life, or experiencing inclusion programs through the eyes of those who benefit from them. Presented later in museums and universities, Reality Check combines verified data, immersive storytelling, and emotional design, turning measurable impact into human connection.

The Tech Garden for Good features five thematic stations connected by an open pathway surrounded by light, sound, and data projections. Visitors move freely through each space, guided by Globant volunteers and NGO representatives.

- Digital Inclusion Cabin: an enclosed dome simulating classrooms where AI applications personalize learning experiences.
- Clean Water Cloud: a semi-transparent structure using mist and light to visualize the water purification process.
- Open Data Tunnel: a corridor with real-time projections of transparency and accountability dashboards from NGO partners.
- Reality Check XR Hub: a VR/AR dome where participants experience the transformation of real social projects through immersive storytelling.
- Sustainable Future Lab: an interactive wall where visitors contribute ideas to future social innovation challenges.
- The experience concludes in a reflection area where visitors can digitally pledge to support NGO initiatives or apply to join future Globant volunteer projects.

Quantity and Frequency: A one-week temporary installation open to the public in Buenos Aires, scheduled for September 2026, with itinerant versions in different provinces across the country.

Activities: Form a joint task force between Globant's and NGOs volunteers to lead the concept - Select five NGOs representing key social innovation areas - Design and build interactive modules - Collaborate with local artists and data scientists to translate real

metrics into multisensory installations - Produce the Reality Check VR/AR station using XR design, real NGO project data, and guided narration.

Output

- 5 immersive experience modules co-created with NGOs.
- 1 flagship Reality Check VR/AR experience, adaptable for future exhibitions.
- 1 global press kit and audiovisual content package for digital distribution.
- Educational materials and lesson plans for visiting schools and universities.
- Data visualization assets displaying real-time NGO metrics.

Outtake

- Number of total visitors to the park
 - Target: 10,000 visitors during the one-week exhibition.
- Social media reach of #TechGardenForGood
 - Target: 2 million impressions across platforms.
- completion rate in the Reality Check VR station
 - Target: 70% completion rate of the immersive experience.
- NGO collaboration or partnership requests
 - Target: +25% increase within three months after launch.

Tactic 3: “The Living Map of Change: when cities start speaking”

Create a two-phase national activation that transforms Argentina’s cities into a collective countdown to impact.

Technique: Urban teaser campaign and interactive light installation

Description:

To make social innovation visible and emotionally engaging, The Living Map of Change begins not with data, but with curiosity.

In the days leading up to launch, Argentina’s main cities awaken with unexpected billboards, projections, and LED signs carrying short, poetic messages that speak of transformation without revealing who’s behind them:

- “Something new is lighting up in Córdoba.”
- “Rosario, you’re about to change the map.”
- “This isn’t just data. It’s people.”

No logos. No branding. Only intrigue. After a week of speculation and social buzz, all signs converge toward a single night, The Reveal, when the real-time map of social impact

appears simultaneously across the country. Each installation, powered by Globant's Impact Tracker, lights up as new verified data arrives from NGO collaborations.

The campaign unfolds as a narrative in two acts:

Phase 1 - "The Whisper Phase": cities speak first. Billboards, bus shelters, and projections display anonymous, emotional phrases hinting at collective change. Social speculation grows, media, NGOs, and citizens share photos online, trying to guess who's behind it.

Phase 2 - "The Reveal": exactly one week later, at dusk, those same sites light up. The anonymous signs transform into luminous data sculptures powered by Impact Tracker, showing Argentina's real-time social progress. Each light represents a verified project with an NGO, visible both on-site and online through the digital Living Map. The reveal night culminates with a synchronized illumination across all five cities, streamed live, accompanied by the tagline: ***"Now you know what change looks like."***

Quantity and Frequency: Five urban installations launched simultaneously in Argentina's main cities.

- Phase 1 (Teaser): 1 week of anonymous signage.
- Phase 2 (Reveal): 3 days of live light installations and national media coverage.

Activities: Select five symbolic sites - Design a series of 20+ anonymous billboard and digital phrases for the teaser phase - Coordinate local press whispers and social monitoring to amplify curiosity without revealing authorship - Design synchronized lighting sequences that react to live impact data updates from NGO projects - Coordinate the nationwide reveal event with synchronized lighting, press coverage, and digital streaming - Roll out a post-reveal storytelling campaign connecting the teaser phrases with real impact stories.

Output

- 1 nationwide teaser campaign generating public intrigue before the reveal.
- 5 data-driven light installations in landmark locations.
- 1 real-time digital platform connecting all impact stories.
- 1 integrated post-reveal communication campaign under the tagline "Now you know what change looks like."

Outtake

- Number of organic social mentions during teaser phase.
 - Target: 3000 user-generated posts across platforms.
- National reach of the reveal livestream and coverage.
 - Target: ≥1 million total impressions across platforms.

- Sentiment and media tone analysis (before vs. after reveal).
 - Baseline: Approximately 65% of current coverage shows a positive or curious tone toward Globant’s initiatives.
 - Target: 90% positive or curious tone in coverage.

UNIVERSITIES

Objective

Increase the engagement¹²² of Argentinian university students from all provinces where Globant has hubs¹²³ with the company’s initiatives by 80%¹²⁴ within 12 months.

Strategy

Strengthen university partnerships to drive collaborative innovation, extending reach beyond main hubs¹²⁵ and connecting students to growth opportunities.¹²⁶

Tactic 1: “The Reinvention Lab: Pop-Up Edition”

A series of pop-up installations that blend art, technology, and human creativity to bring Globant’s spirit of reinvention directly into Argentinian university campuses.

Technique: Immersive pop-up installations

Description:

“The Reinvention Lab: Pop-Up Edition” transforms the iconic Faculty of Law of the University of Buenos Aires (UBA) into a living laboratory of innovation and creativity. For one weekend, the building’s central hall becomes an immersive space where art, technology, and human imagination converge to showcase how Globant reinvents the future through collaboration.

This special edition gathers 100 students from universities across Argentina, including those from provinces where Globant has hubs, who are invited to participate in an exclusive, hands-on experience of creativity and digital transformation.

¹²² Engagement means active participation by target university students in company initiatives (for example: talks, workshops, hackathons, mentoring, internships, and community events on site or online), including interactions in official channels related to the initiative, and conversion to a next step such as signups or applications.

¹²³ All provinces where Globant has hubs: Ciudad Autónoma de Buenos Aires, Bahía Blanca, Córdoba, Mar del Plata, Mendoza, Resistencia, Rosario, Tandil, Tucuman.

¹²⁴ Starting point: 25% - Target: 45% (20 points = 80%)

¹²⁵ Main hubs: Ciudad Autónoma de Buenos Aires and Córdoba

¹²⁶ Growth opportunities means concrete learning and career pathways offered by Globant to students, such as training, mentoring, challenges, real project experiences, certifications, scholarships, internships, and entry level roles.

Each participating university¹²⁷ (Córdoba, Rosario, Mendoza, Tucumán, and Buenos Aires) will receive a limited number of spots for students to take part in the experience. Selection will follow a first-come, first-served registration system, open to students enrolled in careers related to technology, design, communication, or innovation. Each university will have a fixed quota of 20 participants, ensuring regional representation and diversity.

Interested students will complete an online form outlining their academic background, motivation to participate, and a short idea on how technology could “repair or reinvent” a challenge in their community. The first eligible applicants who meet the criteria will be selected to attend the event in Buenos Aires, with travel and accommodation fully covered by Globant.

Inside the Lab, students discover futuristic structures and interactive AI installations that invite them to “talk to their future selves.” The centerpiece, “*Voces que crean*”, transforms participants’ voices into light and color patterns, symbolizing how every idea has the power to shape the future.

The experience is organized around four interactive stations designed to merge creativity, technology, and self-reflection:

- Station 1: “Talk to Your Future”: holographic booth where students interact with an AI-generated version of their future selves.
- Station 2: “Express Creative Labs”: 30-minute workshops led by Globant mentors where students design ideas to reinvent daily life.
- Station 3: “Reinvention Gallery”: digital art projections co-created with local artists, inspired by Globant’s *Be Kind* purpose.

Throughout the event, Globant mentors guide short creative workshops and collaborative challenges where students co-design ideas that could “reinvent” everyday life using technology. The experience concludes with a collective showcase, where participants present their ideas and reflections on how technology can drive positive change in their regions.

By bringing together young talents from all corners of the country in one symbolic academic space, The Reinvention Lab reinforces Globant’s presence across Argentina and its commitment to inclusive, accessible, and inspiring innovation. The experience is designed to be both emotionally resonant and visually powerful, generating organic social media content and pride in belonging to a nationwide network of future changemakers.

¹²⁷ Universidad Tecnológica de Buenos Aires (UTN), Universidad Nacional de Córdoba (UNC), Universidad Nacional de Rosario (UNR), Universidad Nacional de Cuyo (UNCuyo), Universidad Nacional de Tucumán(UNT)

Quantity and Frequency: one annual edition hosted at the Faculty of Law, University of Buenos Aires (UBA) with a duration of 3 consecutive days (1 setup day + 2 days of activities and workshops)

Activities: Campus selection and institutional agreements - End-to-end experience design - Digital integration and tech operations - Participant recruitment and logistics - Social and narrative activation.

Output:

- 1 interactive digital platform (reinventarlab.globant.com.ar) collecting all generated ideas.
- 15 express workshops conducted by Globant mentors.
- 20 co-created digital artworks featuring local artists.
- 1 integrated social media and storytelling campaign under the hashtag #ReinventionLab.

Outtake:

- **Participation rate**
 - Baseline: 100 total seats across 5 universities.
 - Target: 95% check-in and 90% completion
- **Diversity & representation**
 - 25–28% students from provinces outside Buenos Aires.
- **External digital visibility**
 - Baseline: 250K–300K impressions and around 1K mentions in the first week.
 - Target: ≥1M impressions and ≥3K mentions across platforms for #ReinventionLab.

Tactic 2: “Esports Data Room - From Matches to Metrics”

Collaboration between Globant and Frankkaster’s 9z Esports that transforms live campus tournaments into immersive data-driven experiences, where students become real-time analysts, learning to turn esports matches into interactive, predictive dashboards.

Technique: Live data analytics lab.

Description:

“*Esports Data Room - From Matches to Metrics*” takes over La Rural, Buenos Aires, transforming it into a massive data-driven esports arena where technology, competition, and learning merge into one immersive experience.

In collaboration with Frankkaster's 9z Esports, this special edition gathers university students from across Argentina, invited from every province where Globant has a hub, to participate in a large-scale event that turns live esports matches into real-time learning labs for data, UX, and innovation.

Inside the Data Room Arena, a hybrid environment between a gaming stage, a broadcast studio, and a data analytics lab, students work side by side with Globant mentors during matches of *League of Legends*, *Valorant*, and *FIFA*. As the games unfold, participants capture, clean, and visualize data, transforming raw match information into interactive dashboards and predictive models.

The arena features 360° projection screens, holographic data visualizations, and lighting in Globant's signature green, white, and lilac tones. Casters integrate student-built dashboards into the live commentary, while the public participates through an app that allows them to vote for the most accurate predictions. Lights and visuals react dynamically to key in-game events, merging the adrenaline of esports with the precision of analytics.

At the end of the event, the most innovative dashboards and predictions are shared across Globant's social media platforms, including LinkedIn, Instagram, and YouTube, as part of a storytelling campaign titled "*From Matches to Metrics*."

Short highlight videos, interviews with participants, and data visualizations are posted to showcase how young talent from all over the country used data to rethink play, competition, and innovation.

The top-performing teams receive the title "*Data MVP*" and are awarded paid internships at Globant, while all participants join the Globant Data Talent Pipeline for ongoing mentorship and career opportunities.

By transforming esports into a live analytics experience, *The Esports Data Room* bridges entertainment and employability, proving that the same curiosity that fuels gamers can become a professional skill.

Quantity and Frequency: One annual edition hosted at the Faculty of Law, University of Buenos Aires (UBA), lasting 2 consecutive days (48-hour immersive experience), with 25 selected projects (100 students in total) from universities in Buenos Aires, Córdoba, Rosario, Mendoza, and Tucumán, mentored by over 40 Globant experts in technology, design, innovation, and sustainability.

Activities: Partnership with 9z Esports - Arena Production - Team Setup - Public Interaction - Recognition and Mentorship.

Output

- 1 large-scale esports and data analytics event at La Rural.
- +200 participating students from universities across Argentina.
- 10 interactive dashboards built and displayed live during matches.
- 1 “Data MVP” team awarded internships at Globant.
- 1 national digital storytelling campaign (#FromMatchesToMetrics) across all Globant channels.
- Ongoing mentorship opportunities via the Globant Data Talent Pipeline.

Outtake

- Participation rate
 - Baseline: 800 total invitees/year.
 - Target: 90% check-in (≥720 students total)
- Media coverage (earned)
 - Baseline: average of 2–3 earned media mentions per activation in specialized outlets
 - Target: ≥5 earned stories per activation across esports/innovation media.

Tactic 3: “Hack the Broken Future - The Reinvention Hackathon”

A nationwide creative-tech hackathon powered by Globant that challenges university students to repair, reinvent, and reimagine broken digital, physical, and social systems, turning real-world problems into innovation, learning, and professional growth.

Technique: Hackathon

Description:

“Hack the Broken Future - The Reinvention Hackathon” transforms the Faculty of Law of the University of Buenos Aires (UBA) into a national stage for innovation, creativity, and purpose-driven technology. Over two intense days, the building becomes a living laboratory of ideas, where selected student teams from across Argentina come together to “repair what’s broken” and reimagine the future through creativity and collaboration.

This special edition gathers university students from all provinces where Globant has hubs, including Córdoba, Rosario, Mendoza, Tucumán, and Buenos Aires, who are invited to participate through a national project call. Each university will nominate five student teams (of four members each), selected based on the originality, feasibility, and social impact of their submitted project proposals. These 25 winning teams (100 students in total) will travel to Buenos Aires, with travel and accommodation covered by Globant, to compete in the national hackathon at UBA.

Inside a futuristic, neon-lit setup inspired by Globant's signature green, white, and lilac palette, multidisciplinary teams will collaborate with Globant mentors, developers, designers, data scientists, and sustainability experts, to reinvent digital, physical, and human systems. Each challenge zone focuses on a dimension of transformation:

- Zone A – Digital Systems: software, AI, and UX innovation.
- Zone B – Physical Systems: IoT, sustainability, and smart design.
- Zone C – Human Systems: education, inclusion, and community well-being.

Over 48 hours, teams will design and prototype creative, impactful solutions using real data, open-source tools, and rapid prototyping technology. The experience will combine hands-on teamwork with immersive experiences, including live DJ sets, AR projection walls, and “debug lounges” that keep creativity and collaboration flowing overnight.

The event culminates in a national showcase at UBA's central hall, where the top three teams will be recognized with cash prizes, prototype funding, and guaranteed internships at Globant. Special mentions will highlight projects that stand out for sustainability, inclusion, and design excellence.

Quantity and Frequency: one annual national edition hosted exclusively at the Faculty of Law, University of Buenos Aires (UBA), featuring a 48-hour immersive experience with 25 selected projects (100 students in total) from universities in Buenos Aires, Córdoba, Rosario, Mendoza, and Tucumán, mentored by over 40 Globant experts in technology, design, innovation, and sustainability, as the company's annual flagship event for young innovators across Argentina.

Activities: National Call and Project Selection - Event Setup at UBA - Mentorship and Jury Coordination - Social and Digital Amplification.

Output

- 1 national hackathon held at UBA (Faculty of Law).
- 25 finalist teams (100 students total) representing universities across Argentina.
- 40+ Globant mentors and judges.
- 3 awarded teams + 3 special mentions.
- 1 national showcase event with press coverage and live social streaming.
- 1 social campaign: #HackTheBrokenFuture with multi-platform content.

Outtake

- Participation rate.
 - Baseline: 25 teams / 100 selected students.
 - Target: ≥95% check-in and ≥90% 48-hour completion.
- Social and digital reach.
 - Baseline: 150K–220K organic impressions.
 - Target: 500K impressions
- Media coverage (earned)
 - Baseline: 5–8 earned media mentions.
 - Target: ≥15 earned media pieces.

INTERNAL PUBLIC

Objective

Strengthen the participation of employees¹²⁸ from Globant Argentina as brand ambassadors by 250%¹²⁹ within 12 months.

Strategy

Amplify employee-led local storytelling, reinforcing Globant as a people-centered, locally rooted organization.

Tactic 1: “The Ambassador Factory: from the hub to the world”

Develop an internal learning lab to train Globant Argentina employees to become confident, consistent brand storytellers.

Technique: Workshops, mentoring sessions, and co-creation labs.

Description:

“The Ambassador Factory” functions as a learning in-person and virtual laboratory aimed at strengthening the narrative and communication skills of Globant Argentina employees. The selection of brand ambassadors will focus on employees from four key areas: Marketing and Communication, Technology, Human Resources, and Leadership and Management. These profiles will be chosen for their potential to connect strategic communication skills with the company’s innovative and people-centered practices.

Mentors will be selected among Globant employees with strong communication skills and leadership potential. Each hub will designate at least one mentor from areas such as Technology, Human Resources, Marketing and Communication, or Leadership and

¹²⁸ The selected employees are from Marketing and Communication, Technology, Human Resources, and Leadership and Management.

¹²⁹ Starting point: 10% - Target: 35% (25 points = 250%)

Management. Selection will prioritize employees who have at least four years of experience at Globant, demonstrate interest in mentoring and peer learning through an open call for participation, can commit to the workshop schedule and provide ongoing support to ambassadors. The program will be developed in two phases:

- Phase 1: intensive training (from months 3 to 5), where ambassadors will participate in two two-hour workshops per month (six sessions total), primarily in person at Globant's hubs, with an online option for those unable to attend onsite. Each session will combine theoretical and practical components to progressively develop storytelling and communication confidence.
 - Workshops 1–2: Introduction to brand ambassadorship and authentic storytelling fundamentals.
 - Workshops 3–4: Story structure, tone of voice, and audiovisual expression adapted to different formats.
 - Workshops 5–6: Connecting personal stories to Globant's Be Kind purpose, highlighting how innovation and inclusion appear in daily experiences.
- Phase 2: mentoring and reinforcement (from months 7 to 8), after completing the initial training, ambassadors will enter a reinforcement phase focused on maintaining quality and consistency in their communication. From Month 10 to Month 11, two additional reinforcement sessions will be organized to review progress, share best practices, and strengthen message consistency across hubs.

Through this program, participants learn to build authentic stories about their experiences, their hubs, and the impact of their work. All learning materials, guides, and workshop resources will be centralized in Slack, a collaborative platform, allowing participants to access content at any time, exchange ideas, and communicate directly with mentors and peers. This space will also serve as a shared repository for success stories and best practices, reinforcing continuity and collaboration across hubs.

Quantity and Frequency: during the first three months, ambassadors will attend two in-person workshops per month, each lasting two hours, with an online option for those unable to attend onsite. From Month 4 onward, training will shift to one mentoring workshop per month until Month 6, followed by two reinforcement sessions in the second half of the year.

Activities: Identify skills to be developed - Design the full program structure - Create a detailed training guide - Book physical spaces - Set up private communication channel.

Output

- 10 total training workshops conducted across all Argentine hubs.
- Around 300 employees trained and certified as brand ambassadors.
- Learning materials and workshop content centralized on Slack.
- 30 mentors and facilitators prepared to accompany participants.
- One final recognition event held to celebrate ambassador achievements.

Outtake

- Participation rate
 - Baseline: 6 hubs × 50 invited employees = 300 total invitees.
 - Target: 90% acceptance rate = 270 employees confirmed as program participants.
- Internal content output
 - Starting point: Around 40 employee-generated stories per year across all hubs.
 - Target: Ambassadors collectively produce approximately 480 reels, 240 posts, and 1,800 interactive stories per year, totaling about 2,520 content pieces annually starting in Month 2.
- External digital visibility
 - Starting point: Less than 5% of Globant's social media posts currently feature employees.
 - Target: Achieve 30% of total Globant posts featuring ambassadors.
- Content quality approval
 - Starting point: Around 15% of internal employee content currently meets external publishing standards.
 - Target: 70% of ambassador-generated stories approved by COMMS for external publication.

Tactic 2 “Inside the Pods: the human innovation podcast”

Launch a corporate podcast, where Globant Argentina employees and guests share real stories behind projects, collaboration, and innovation, revealing the people, emotions, and ideas that drive the company's impact beyond technology.

Technique: Corporate podcast series

Description:

“*Inside the Pods*” will expand Globant's current podcast ecosystem, joining existing titles such as Unscripted Tech, Be One of a Kind, and Gamificados, as a new series that highlights the human stories behind innovation. *Inside the Pods* will explore how innovation

happens from within, through the voices of the people who make it real.

The podcast will feature authentic conversations with Globers from different hubs, disciplines, and seniority levels, many of them graduates of The Ambassador Factory, and also special guests. Episodes will showcase how they approach challenges, experiment, learn from mistakes, and translate Globant's culture into tangible impact.

About the hosts, they will be selected from within Globant based on their ability to embody the company's culture, communicate naturally, and maintain credibility both internally and externally. Selection will prioritize individuals with strong public speaking skills, storytelling ability, and professional roles connected to culture, innovation, or leadership, also considering employees who have taken place in *The Ambassador Factory*. Occasional guests might include Guibert Englebienne, Patricia Pomiés, and Patricia Jebson.

Inside the Pods will be distributed on Spotify, YouTube, and Apple Podcasts, and promoted through @GlobantArgentina, internal communication channels, and global newsletters under the hashtag #InsideGlobant. Its purpose is to reach both internal publics, strengthening pride and identification, and external listeners interested in innovation, teamwork, and purpose-driven culture.

Frequency and Quantity: 30 minute episodes every 3–4 weeks (total ~10–12 episodes per year).

Activities: Define the key themes for each episode - Create short, engaging titles that reflect each topic - Purchase and allocate audio equipment - Develop the episode schedule - Write scripts for each episode - Edit each episode.

Output

- 1 corporate podcast series produced and launched.
- 12 full episodes of approximately 25–30 minutes each.
- 1 official intro and outro jingle created in line with Globant's audio identity.
- 2 main hosts selected and trained, supported by guest moderators from The Ambassador Factory for selected episodes.
- 12+ guests featured across all episodes.

Outtakes

- Listenership
 - Target: Achieve a minimum of 5,000 total plays per episode within the first 30 days of publication across Spotify, Apple Podcasts, and YouTube
- Completion rate

- Starting point: Average podcast completion rate for corporate series of similar length (~30 minutes) is around 55%.
- Target: Achieve a 75% full-listen completion rate per episode across Spotify, and Apple Podcasts.

Tactic 3 “The Proud Wall - From Internal Pride to Public Story”

Create monthly visual carousels that highlight authentic employee stories and achievements, turning everyday moments of collaboration and innovation into public content that reflects Globant Argentina’s culture and values.

Technique: Visual carousel series

Description:

The Proud Wall is a collective recognition initiative that transforms internal expressions of pride shared on Star Me Up into visual storytelling pieces that showcase Globant’s culture, values, and people.

On Star Me Up, every Globant employee has a profile where they can post achievements, reflections, or shoutouts to colleagues. Each post can receive reactions tied to Globant’s core values (such as Be Kind, Team Player, or Drive Innovation) creating a living digital map of how these principles are practiced across the company.

Through an open channel for the Argentinian hubs, employees share authentic moments of pride: a team success, an innovative idea, a community project, or a simple act that reflects the Be Kind spirit.

Each month, the COMMS team selects the most inspiring posts and turns them into carousel-style audiovisual productions for social media. These carousels combine quotes, images, and short captions to create human-centered stories that celebrate real Globers and the everyday culture of collaboration, creativity, and purpose.

The content is shared primarily on *@GlobantArgentina* in Spanish and complemented by reposts on internal channels, connecting internal pride with external visibility.

Frequency and Quantity: starting in the second month of the campaign, five carousel-style audiovisual pieces will be produced and published each month, during ten months.

Activities: Set up and align internal processes - Draft content eligibility criteria - Review new Star Me Up posts weekly - Create a monthly content calendar - Plan the visual style of the capsules.

Output

- 50 carousel-style audiovisual pieces produced and published over 10 active months.
- 10–15 employee posts reviewed weekly, with 5 stories selected each month for publication based on creativity, alignment with values, and storytelling potential.
- 1 visual content template designed to ensure consistency.
- Each carousel published in Spanish on @GlobantArgentina, tagged by core values #BeKind, #DriveInnovation, #TeamPlayer, and accompanied by short captions connecting internal pride with external storytelling.

Outtakes

- Impressions (Instagram)
 - Starting point: The global @Globant account currently averages around 80,000 impressions per post, which serves as the reference baseline.
 - Target: Achieve an average of 40,000 impressions per carousel post on @GlobantArgentina by Month 12.
- Carousel saves
 - Starting point: The global @Globant account currently averages around 20 saves per post.
 - Target: Achieve an average of 15 saves per carousel post on @GlobantArgentina by Month 12.
- Content production efficiency
 - Starting point: Planned production of 50 carousel-style audiovisual pieces over 10 active months.
 - Target: Achieve at least 90% of planned pieces produced and published on @GlobantArgentina.

CHAMBERS

Objective

Increase the integration of Globant's core values¹³⁰ into its involvement within Argentina's national and provincial business chambers by 30%¹³¹ within 12 months.

Strategy

Consolidate Globant's core values as a reference point in chambers agendas, strengthening dialogue and influence within the business ecosystem, and reinforcing its role as a thought leader for Argentina's tech future.

¹³⁰ Core values: innovation, reinvention, and digital transformation.

¹³¹ Starting point: 10% - Target: 30% (20 points = 200%)

Tactic 1: “Digital Reinvention Index”

An annual index developed by Globant in partnership with national business chambers to measure the level of digital transformation across key sectors including industry, health, agriculture, education, and services.

Technique: Corporate research and data storytelling initiative

Description:

The Digital Reinvention Index is an annual study developed by Globant in collaboration with Argentina’s leading business chambers to measure how different sectors of the national economy are progressing in their digital transformation. The Index integrates both quantitative and qualitative data to assess levels of innovation, technology adoption, digital talent, and organizational reinvention across industries.

At the end of the year the results are consolidated into a comprehensive national report and officially unveiled during Reinventing Connection. During the ceremony, Globant presents the Index’s key findings and national ranking through immersive data visualizations, short talks, and sector-specific panels co-led with the chambers. The public experiences an engaging blend of storytelling, data, and dialogue that highlights both achievements and areas for improvement across the country’s innovation landscape.

Following the event, the full Digital Reinvention Index Report is distributed through a targeted digital campaign, while executive summaries are sent directly to participating organizations, chambers, and public institutions. This post-event dissemination ensures that insights and recommendations are accessible to decision-makers and can inspire concrete policy and business actions.

Quantity and Frequency: One national report per year, presented at a public event and followed by media distribution, executive briefings, and a digital publication available for free download.

Activities: Form a steering committee - Design and conduct the annual survey covering digital maturity indicators - Collect and analyze data in collaboration with research partners and industry associations - Develop sector-specific scorecards showing comparative progress and key insights - Distribute the full report through a digital campaign and send executive summaries to participating organizations.

Output

- 1 national report produced and publicly released.
- 10 references in business or public policy documents.

- 1 interactive microsite with real-time data visualization.
- 1 official presentation and ceremony at The Reinvention Connection.
- 5 sector-specific panels co-led with business chambers.
- 1 targeted digital campaign for report dissemination.

Outtake

- Policy and industry adoption
 - Target: At least 10 citations of the Index in public reports, business studies, or policy papers.
- Report distribution and downloads
 - Target: reach approximately 3,000 distributed copies, with an estimated 85% download rate (around 2,550 downloads) by the end of the campaign.
- Microsite reach
 - Target: 5,000 unique microsite visits within the first month of publication.
- Reputation and thought leadership
 - Baseline: Currently, only about 35% (measured through media analysis and variable crossing).
 - Target: 50%¹³² increase in recognition of Globant as a source of expertise in digital transformation

Tactic 2: “The Reinvention Papers”

A quarterly series of short papers co-authored by Globant and national business chambers that analyze sector-specific challenges and opportunities for digital transformation in Argentina.

Technique: Collaborative thought leadership publication series.

Description:

The Reinvention Papers is a collaborative publishing initiative designed to strengthen Globant’s position as a strategic partner for business chambers and policy institutions. Every quarter, Globant will co-author a sector-focused paper with selected chambers¹³³, offering

¹³² Starting point: 35%, 15 points to reach target (50%) = 42,8% increase.

¹³³ Argentine Chamber of the Software Industry
 American Chamber of Commerce in Argentina
 Argentine Chamber of Electronic Commerce
 Argentine Confederation of Medium-Sized Enterprises
 Argentine Video Game Developers Association
 Argentina Textas chamber of commerce
 Buenos Aires IT Cluster (Polo IT Buenos Aires)
 Córdoba IT Cluster (Polo IT Córdoba)

concrete insights on how digital transformation is reshaping Argentina's economy.

Each edition, with titles such as "Reinventing Manufacturing", "The Future of Education Tech", or "AI and SMEs" will highlight local case studies, data on sector performance, and actionable ideas for public and private decision-makers.

The papers will be concise, visually engaging, and written in accessible language to ensure broad media reach. They will be distributed digitally in PDF format and promoted through press releases, LinkedIn articles, and chamber communication channels, generating public discussion around innovation and competitiveness.

Quantity and Frequency: Four editions per year (one per quarter), each focused on a different economic sector, with co-authorship from a relevant chamber or association.

Activities: Select key partner chambers representing different industries - Define annual editorial calendar - Form editorial teams combining Globant experts, chamber representatives, and external researchers - Design the paper layout - Publish and distribute each edition via PDF, press briefings, and LinkedIn thought-leadership campaigns.

Output:

- 4 papers published annually under the *Reinvention Papers* initiative.
- 4 papers published annually under The Reinvention Papers initiative.
- At least 5 business chambers involved as co-authors or endorsing partners.
- 1 national digital distribution campaign per edition (via PDFs, LinkedIn articles, and chamber channels).
- 4 press releases distributed to national and regional media outlets.

Outtake:

- Stakeholder participation
 - Target: +5 chambers or associations collaborating annually.
- Total downloads rate
 - Baseline: 3,000 distributed reports
 - Target: 85% download rate (around 2,550 downloads)
- Engagement metrics
 - 10,000 LinkedIn impressions per edition.
- Thought-leadership positioning
 - Target: +30% increase in mentions of Globant as a reference in digital transformation and innovation policy debates

EVALUATION

1. General Objective

The evaluation will measure the overall results of the campaign in positioning Globant as an attractive employer brand for young professionals aged 20–25 and as an innovative, inclusive, and purpose-driven company across all publics in Argentina. A mixed-method approach will assess quantitative indicators of recognition, visibility, and participation, together with qualitative insights on perception, authenticity, and emotional connection.

The quantitative evaluation will analyze measurable outcomes reached after the 12-month campaign. The method will combine data analysis from social media insights, media monitoring tools, and HR reports, allowing for comparative measurement before and after the campaign. It will include the number of young professionals who identify Globant as a potential employer, the level of participation in events and university programs, and the total volume of engagement and interaction on @GlobantArgentina. Additional indicators will include the number of job applications from the 20–25 age segment and the amount and tone of media coverage referring to Globant’s innovation, inclusion, and culture. These data will provide an overall picture of the company’s visibility and attractiveness as an employer.

The qualitative evaluation will explore how different publics perceive Globant after the campaign. Focus groups and interviews with young professionals, employees, and institutional partners will analyze how people describe Globant’s identity, what values they associate with the company, and whether they perceive it as accessible, human, and innovative. Discussions will identify which messages or actions felt most credible and which aspects strengthened the emotional connection with the brand.

2. Government

The evaluation will assess whether Globant has strengthened its role as a strategic partner in Argentina’s public innovation and digital transformation agendas. A mixed-method approach will measure both the growth of collaboration with public institutions and the quality of Globant’s recognition as a credible, long-term ally in digital policy development.

The quantitative evaluation will rely on two main instruments. The first is the Institutional Collaboration Tracker, which will record every formal instance of contact or cooperation between Globant and public institutions at national, provincial, or municipal levels. Each entry will include the date, entity involved, format of interaction (meeting, event, joint project, or consultation), and the policy area addressed.

The second tool, the Public Affairs Activity Log, will focus on the depth and continuity of these relationships. It will note whether each interaction led to a follow-up action, policy exchange, or project invitation. The results will distinguish between one-time meetings and sustained collaborations, allowing the evaluation to identify not just growth in quantity, but in strategic relevance.

The qualitative evaluation will examine how government stakeholders perceive Globant's role and the value of its contributions to public innovation agendas. Semi-structured interviews with officials from key ministries, secretariats, and agencies will focus on three dimensions: credibility (trust as a partner), relevance (usefulness of input), and influence (impact on initiatives). Guiding questions will include: How would you describe Globant's contribution to your projects? What differentiates its participation from other private actors? Have its proposals influenced decisions in your area?

3. Media

The evaluation will measure improvements in clarity, accessibility, and understanding of Globant's media presence. A mixed-method approach will combine quantitative and qualitative analysis.

The quantitative tool, a Media Coding Sheet, will be applied to all coverage mentioning Globant during the 12-month campaign. Each story will be coded by language (Spanish use), presence of key explanatory elements, and clarity of expression. Articles meeting all three criteria (spanish language, clear explanation, and accessible tone) will be classified as plain-language coverage.

The first qualitative tool will be an Open-Ended Journalist Survey conducted at the end of the campaign with 15–20 national and provincial journalists who covered Globant. The short, anonymous survey will explore their experience writing about the company, challenges in simplifying technical content, and the usefulness of materials provided. Responses will be analyzed thematically to identify common barriers and enablers of clear communication.

A complementary Image Audit will evaluate how the three media tactics collectively influence Globant's reputation. The audit will assess four dimensions (internal, commercial, functional, and public image) through a weighted 1000-point matrix covering variables such as brand value, cultural alignment, credibility, and media tone. Results will indicate whether Globant's communication becomes clearer, more accessible, and more consistent with its identity as an innovative and human-centered company.

Dimension	Weight	Subvariables	Focus of Evaluation
Internal Image	200	HR valuation (80) Cultural alignment (80) Involvement & pride (40)	How well the series reflects Globant's culture, values, and employees' identity.
Commercial Image	350	Product value (80) Brand value (120) Media service (80) Market position (70)	Clarity and accessibility of innovation stories; brand recognition as "innovation made human"; usefulness to journalists; comparative communicational strength in the tech sector.
Functional Image	150	Institutional reputation (60) Symbolic investment (40) Media relations (30) Format sustainability (20)	Credibility, transparency, and perceived long-term commitment to accessible communication.
Public Image	300	Media image (120) Visibility (60) Information treatment (60) Social perception (40) Cross-sector links (20)	Tone and clarity of media coverage; reach and diversity of outlets; contextual understanding; social sentiment and reference to other sectors.

4. NGO

The evaluation will verify the authenticity and shared ownership of communications with Argentinian NGOs, ensuring they reflect real collaboration and outcomes through a mixed-method approach combining a quantitative audit and qualitative partner feedback.

The Co-Authored Visibility Audit, the quantitative component, will review all communication pieces created with NGO partners to distinguish genuine collaboration from simple mentions. Each post, article, press release, video, or statement shared through Globant or NGO channels will be examined for co-branding, mirrored publication, or prior NGO validation. Pieces lacking verified participation or measurable results will be excluded. All qualifying items will be recorded in a structured sheet that details the title, type, channel, involved NGO, evidence of co-authorship, and supporting links. This process ensures transparency, prevents greenwashing, and generates a verified list of co-created communications to inform the qualitative assessment.

The qualitative component will be an NGO Authenticity and Co-Creation Endline Survey, designed to capture partner perspectives on collaboration and communication throughout the campaign. Conducted online at the end of the project, it will include two representatives per NGO (a leader and a project coordinator) to gather both strategic and operational insights.

The short, anonymous survey will combine rating scales and open questions across six areas: continuity, co-creation, accuracy, local relevance, transparency, and alliance value. Participants will assess whether communications reflected real processes, incorporated their input, and accurately represented results, while providing concrete examples, links, and suggestions. Two open questions will invite direct recommendations:

- “Which types of pieces should be discontinued and why?”
- “Which formats should be multiplied and why?”

Responses will be analyzed under five categories: continuity, co-creation, evidence, tone, and value to generate two summaries: “What to repeat” (validated practices) and “What to correct” (issues of tone, timing, or verification). These findings will inform improvements to Globant’s future collaboration and communication with NGOs.

5. Universities

The evaluation will measure the growth of student engagement and the improvement in perception, connection, and visibility of Globant’s initiatives across universities in all provinces where it has hubs. A mixed-method approach will assess both the quantitative increase in participation and the qualitative depth of engagement and perception among students and academic partners.

The quantitative evaluation will use two tools. The first, the University Engagement Tracker, will record all Globant collaborations with universities over 12 months, noting date, institution, province, activity type (workshop, talk, mentorship, internship, or event), and number of student participants

The qualitative evaluation will examine how students and university representatives perceive Globant’s presence and whether it is seen as an accessible, innovative, and inclusive organization. Focus groups with students from different provinces and disciplines will explore what attracts interest, what barriers limit participation, and how relevant Globant’s initiatives feel. Guiding questions will include: What does Globant represent for you as a student? How easy is it to access or join its programs? What motivates or discourages you from participating? Responses will be analyzed to identify common themes on awareness, motivation, and connection with the company.

In parallel, interviews with university representatives, including professors, program coordinators, and partnership managers, will provide an institutional view of collaboration. Discussions will address the quality of the partnership, campus visibility of Globant’s initiatives, and their value for students. Guiding questions will include: How would you describe your institution’s relationship with Globant? What opportunities do its programs

create for students? What could be improved? Thematic analysis will reveal how universities experience the partnership and how well Globant's efforts align with academic priorities.

6. Internal Public

To measure the objective of strengthening employee participation as brand ambassadors, a mixed-method evaluation will combine quantitative and qualitative analysis. The quantitative component will use the Ambassador Participation Index, which tracks growth in active involvement through three variables: active ambassadors (employees completing at least one approved action), sustained participation (those active for two or more consecutive months), and hub representation (the proportion of Argentine hubs with active ambassadors). The monthly evolution of these indicators will show whether participation has expanded and remained consistent across regions.

Secondly, the Ambassador Experience Survey will assess participants' confidence, satisfaction, and connection with Globant's culture. Conducted twice (midway and at the end of the program) it will collect anonymous feedback on a 6-point Likert scale. Statements such as "I feel confident representing Globant's values externally" and "The workshops helped me express my ideas authentically" will guide the analysis. Higher agreement rates over time will indicate stronger alignment and ownership of Globant's cultural identity.

To complement the quantitative results, qualitative methods will explore the motivations, perceptions, and cultural effects of the initiative. Quarterly in-depth interviews with managers will gather leadership insights on team motivation and communication behavior, focusing on changes in how employees represent Globant, barriers to participation, and shifts in team dynamics. Thematic analysis of these interviews will identify cultural factors that enable or constrain ambassadorship.

7. Chambers

The evaluation will measure how Globant's core values become more visible and influential within Argentina's business chambers through a mixed-method approach, assessing the growth and depth of its value-driven participation.

The quantitative analysis will use two tools. The first, the Value Integration Index, will track how often Globant's core values (innovation, reinvention, and digital transformation) are referenced in its participation across chamber meetings, panels, and events. COMMS and Public Affairs will record each occurrence and present results as percentages to show progress over 12 months. A steady increase will indicate stronger alignment between communication and strategic identity.

The second tool, the Chamber Participation Record, will log all interactions between

Globant and business chambers, noting date, topic, and type of participation (speaker, collaborator, or attendee). This record will show how frequently Globant takes an active role in promoting its core values and whether its involvement is becoming more intentional and aligned with its positioning goals.

The qualitative evaluation will examine how Globant's presence and values are perceived within business chambers. In-depth interviews with chamber representatives will explore whether Globant is seen as a source of innovation and digital transformation, what differentiates its contributions from other tech companies, and how its participation influences discussions or decisions. Responses will be analyzed to identify recurring themes and determine whether Globant's values are becoming a recognizable and influential part of its identity in these networks.

An Agenda and Discourse Review Panel will meet quarterly to track how Globant's messaging and visibility evolve. Composed of COMMS, Public Affairs, and an external observer, the panel will review agendas, event reports, and public statements to identify references to Globant's core values. Through group discussion, it will assess the consistency of these integrations and whether Globant is beginning to influence the tone and content of chamber discussions.

SUSTAINABILITY AND CONTINUITY PLAN

The Reinventing Connection plan was initially designed as a 12-month strategy, but its true potential lies in evolving into a continuous communication approach. To ensure its longevity, the most successful initiatives should be institutionalized, transforming them into permanent programs, annual rituals, and collaborative spaces that keep the reinvention narrative alive.

First, the proposed initiatives should be consolidated into ongoing programs. The Digital Fellowship Program, developed with INAP, should be repeated annually with new cohorts, positioning Globant as a key reference in public innovation. Similarly, The Ambassador Factory can become a continuous training and leadership program integrated into onboarding and employee development processes. The In Simple Terms and Inside the Pods series should continue as recurrent storytelling platforms that humanize the brand and amplify Globant's culture and purpose.

At an institutional level, it is recommended to create a Communication Committee Argentina, composed of representatives from COMMS, People, Sustainability, and Technology. This team would meet quarterly to assess performance metrics, define new partnerships, and plan localized micro-campaigns.

To sustain visibility throughout the year, the plan should include annual brand rituals

that reinforce community and continuity. Among them, the National Hackathon “Hack the Broken Future”, as a space for innovation and employability connecting hubs, universities, and mentors; the Living Map of Change, an annual update of the plan’s social impact data; and The Reinvention Ceremony, an annual closing event to present results, learnings, and next-year challenges.

In addition, itinerant initiatives such as the Tech Garden for Good can travel to a different city or university each year, while the Argentina Digital Route should continue to expand its network of collaboration with local governments. Together, these actions ensure that every public remains connected under one evolving narrative. Rather than isolated efforts, each initiative reinforces the others, turning Reinventing Connection into a cohesive and sustainable communication ecosystem that continues to grow year after year.

GANTT CHART

The Gantt chart for the “Reinventing Connection” plan organizes actions in a dynamic and complementary sequence, allowing the different tactics to develop in an articulated way throughout the year. Each line of action progresses at its own pace, but all converge in building a shared narrative centered on innovation, inclusion, and connection.

In this way, the chart does not represent a linear succession of tasks but an interconnected and evolving process in which each action reinforces the others, ensuring coherence, rhythm, and sustainability for the overall communication strategy.

BUDGET

The budget for the “Reinventing Connection” plan was organized through a detailed spreadsheet structured around each tactic. Every action was itemized under the columns product/service, description, supplier, units, quantity, price per unit, and total. This allowed a clear visualization of all resources involved, from audiovisual production and event logistics to professional services, digital development, and evaluation tools.

To reach that total, we considered the main resource categories involved in the execution of the plan: materials, locations, and human capital, among others. Each of these components was budgeted separately to reflect their specific operational requirements and ensure transparency in the distribution of resources.

After obtaining the total cost in Argentinian pesos, we applied an adjustment based on the projected accumulated inflation for the campaign’s duration, recognizing that the plan will unfold over twelve months and that costs in Argentina are subject to variation. Finally, we

converted the inflation-adjusted total into U.S. dollars at the official exchange rate, using it only as a reference for comparability and reporting.

This method made it possible to produce a realistic and comprehensive budget that accounts for both creative ambition and economic context. It ensures that each tactic is properly resourced and that the campaign remains financially sustainable throughout its full implementation period.

CONCLUSION

This project began by identifying a central challenge: despite Globant's global recognition as a leader in innovation and technology, its communication strategy in Argentina lacked emotional connection, local adaptation, and a clear reflection of its core values of innovation, reinvention, and purpose. The analysis showed that while the company has a strong brand and culture internally, its external messages often remained overly technical or generic, limiting its resonance with local publics.

To address this, the proposed Global Communication Plan redefined Globant's approach to connection by integrating emotional storytelling, local adaptation, and consistent brand coherence across publics. The strategy aimed to transform how the company communicates its culture and impact through actions that humanize the brand, strengthen its employer reputation, and position it as a thought leader in innovation and inclusion.

Through a cross-public strategy involving media, universities, NGOs, government, internal audiences, and business chambers, the plan introduced concrete frameworks to align messages, channels, and actions with Globant's purpose. The evaluation model emphasized both quantitative and qualitative results, allowing the company to measure perception, recognition, and cultural connection among its key publics.

This work concludes that communication is the decisive space where reputation and culture meet. For Globant, the challenge was not to change who it is, but to make its purpose visible and relatable in every interaction. The project demonstrates that communication, when strategically designed and authentically executed, is not just a mirror of an organization's culture, it is the force that shapes it. By redefining connection, Globant can transform recognition into trust, visibility into belonging, and innovation into meaning.

ANNEXES

Interview with Malena Kuipers

Globant communication employee

Conducted on 16 April 2025

Do you know what method Globant uses for internal communication?

Slack. They use Slack for everything. Do you know Slack? It's an app we use in many big corporations. It gives access to all employees, and it works like an internal chat. All daily communications, routines, updates, announcements everything goes through Slack. When there's something more important that needs to stand out, then it's sent via email, but normally everything goes through Slack.

Could you explain the communication flow? Would you say it's top-down?

Yes, it works in a descending order. Still, we wanted to understand how it works when someone needs to contact higher-ups. Like, how easy is that? Do you also use Slack for that, or is it more formal through email?

Well, it depends on who you mean. Your boss? Or your boss's boss?

Mostly the boss's boss. I get that with your direct manager, things are more informal and easier.

Exactly. It's pretty rare that you'd skip over your own manager to speak directly with theirs it's not very usual unless something exceptional happens. That kind of thing can feel a bit awkward in a corporate setting. But anyway, everyone has access to Slack. You can look up anyone by name and just message them. It's kind of like a more agile version of Teams, faster and more chat-like.

So the internal communication teams operate under "People"?

Yes. Within Globant's People department, you have sub-groups like People Latin America, and then it continues going down from there like from more general to more local. So Slack is where all the everyday updates go. There are channels too, like "Globant Argentina," where anything relevant to the whole country is posted. Then there's "Globant Rosario," "Globant Ushuaia," etc. Each local area has its own dedicated channel.

And when it's a really important update, like from a C-Level executive?

That usually goes out by email, especially if it's something like a tax change or a big device-related announcement that needs to reach absolutely everyone.

Is Slack used globally? Like in the USA too?

Yes, definitely. It's a huge app. Google uses Slack. Facebook uses Slack. Practically all big multinational companies use Slack as their official communication tool.

And how would you describe Globant's company culture?

Literally? It's very social. For example, in Buenos Aires, every month they host a barbecue open invitation. They reserve the entire 43rd floor, where there's a big grill, and everyone sits around a long table. And on specific dates, they'll also organize things like Jewish holidays where everyone joins in to cook or knead dough together. Globant really promotes local cultural traditions, depending on the country.

Would you say communication is formal or informal?

Very informal, super relaxed in the day-to-day. That's intentional. There's a strong focus on keeping things light and fresh. Slack, for instance, is way more casual. Email, on the other hand, is more formal, it's used for official communications.

Do they work with PR or communications agencies?

For internal or general communications? No, they don't work with external agencies.

We couldn't find their org chart anywhere, is it private?

It's not that it's private, it just doesn't exist in the traditional sense anymore. They changed it recently, so there's no fixed org chart.

And how big are the communication teams?

There's COMS, which manages external communication, and then there's People, which is more like HR and is responsible for internal communications.

We noticed on social media, like Instagram, there's just one global profile, not one for each country. Are campaigns always global?

Not necessarily. They do create content tailored for each country. But keep in mind, it's a global company. You can't think in local terms only. Unless it's something super specific, like a local event in Argentina. In those cases, they usually send invitations and maybe post a recap afterward, but they don't run full-blown localized campaigns. Internal communication is very flexible, it varies a lot by continent. What works in Europe might be different from what works in Latin America. But when it comes to external communication, it's very unified, one Instagram, one Facebook, global profiles across the board.

Is it true that sometimes the internal "rumor mill", employee-to-employee communication, has more influence than official channels?

Yes. Globant really encourages interpersonal relationships between employees. They create a lot of opportunities for bonding. You can book the grill space to host your own gatherings, or plan something with your team. They push for people to become friends, because that actually improves the way people work together. So naturally, when people are that connected, of course the hallway talk starts happening.

And how is the company structured organizationally?

It's organized by product and by geography.

By product means all the people at Globant who work directly for a client.

By geography means the structure is regionalized, Latin America, Europe, and so on.

And then there's the staff.

Staff refers to all the people who don't work on client delivery, HR, Finance, Internal Comms, IT. All the support functions that help keep the company running.

WhatsApp audios transcript from Patricia Pomies

Globant's Chief Operating Officer (COO)

Date: April 16, 2025

"Globant is a professional services company, meaning that our work and our value lie in our people. In other words, I assign teams of people to develop either products, software, or platforms for other clients. An example would be: for instance, Disney hires me to build a team of 100 people (technologists, designers, programmers) to develop a product for them. For example, Disney Plus. That's what Globant does. That's why it's called a B2B company. This means it doesn't have direct access to the end consumer; instead, we go and work with large companies to help them go through digital transformation so they can better reach their customers".

"We don't have suppliers; our suppliers are the people we hire. The 33,000 Globers, for example, who are producing code, programming, designing; this is the value chain. So, our main value is ensuring that people are well, that talent develops within the company, that individuals study, and that they can keep growing, this is our main value. Yes, we do have a vertical, which is platforms that are also sold in connection with this development. For example, a bank might tell us that they need to build an entire website, and in addition, we have a data authentication platform. So, we not only develop the website for them, but we also offer how to authenticate the data on that website with our platform".

BUDGET¹³⁴

GANTT

TACTICS MATERIALIZATION

Table 1: Publics mapping

1. Media

1.1. Argentina

1.1.1. National media

1.1.1.1. Printed media

1.1.1.1.1. Clarín

1.1.1.1.1.1. Editorial Director: Ricardo Kirschbaum

1.1.1.1.1.2. Deputy Editorial Director: Ricardo Roa

1.1.1.1.1.3. Editor-in-Chief: Ricardo Kirschbaum

1.1.1.1.1.4. Section Editors:

1.1.1.1.1.4.1. Business and Digital Economy: Silvia Naishtat

1.1.1.1.1.4.2. Talent and Culture: Débora Campos

1.1.1.1.1.4.3. Technology and Innovation: Juan Brodersen

1.1.1.1.2. La Nación¹³⁵

1.1.1.1.2.1. Editorial Director: Fernán Saguier

1.1.1.1.2.2. Secretary General of the Editorial Office: José Del Río

1.1.1.1.2.3. Deputy Editorial Director: Gail Scriven

1.1.1.1.2.4. Section Editors:

1.1.1.1.2.4.1. International: Inés Capdevila

1.1.1.1.2.4.2. Investigations: Hugo Alconada Mon

1.1.1.1.2.4.3. Breaking News: Federico Águila

1.1.1.1.2.4.4. Talent and culture: Luciano Román

1.1.1.1.3. El Cronista¹³⁶

1.1.1.1.3.1. Editorial Director: Hernán de Goñi

1.1.1.1.3.2. Deputy Editorial Director: Horacio Riggi

1.1.1.1.3.3. Editor-in-Chief: Walter Brown

1.1.1.1.3.4. Section Editors:

¹³⁴ For these amounts in U.S. dollars, the exchange rate applied will be the *Dólar Soja* published by Matba-Rofex (official website). In the event of variations greater than 1% compared to the official free market selling rate of the BCRA (Central Bank of the Argentine Republic), the updated rate will be applied.

¹³⁵ La Nación. "Editorial Team." *La Nación*, 28 July 2020. Updated 22 May 2024. Available at: <https://www.lanacion.com.ar/sociedad/equipo-editorial-la-nacion-nid2390490/>

¹³⁶ El Cronista. "About Us." *El Cronista*, [no publication date]. Available at: <https://www.cronista.com/institucionales/quienes-somos/>.

- 1.1.1.1.3.4.1. Finance: Ariel Cohen
- 1.1.1.1.3.4.2. Business: Juan Compte
- 1.1.1.1.3.4.3. Economy and Politics: Matías Bonelli
- 1.1.1.1.3.4.4. Audiencias: Alejandro Di Russo
- 1.1.1.1.3.4.5. General Web Editor: Florencia Pulla
- 1.1.1.1.3.4.6. Chief Web Editor: Guillermo Pereira

- 1.1.1.1.4. **Ámbito Financiero**¹³⁷
 - 1.1.1.1.4.1. Editorial director: Julián Guarino
 - 1.1.1.1.4.2. Editor-in-Chief: Matías Ortega
 - 1.1.1.1.4.3. Section Editors:¹³⁸
 - 1.1.1.1.4.3.1. Business news: Jorge Velázquez

- 1.1.1.1.5. **Forbes Argentina**¹³⁹
 - 1.1.1.1.5.1. Director & Publisher: Alex Milberg
 - 1.1.1.1.5.2. Editor-in-Chief: Matías Bonelli
 - 1.1.1.1.5.3. Section Editors:
 - 1.1.1.1.5.3.1. Finance: Virginia Porcella
 - 1.1.1.1.5.3.2. Leadership: Florencia Radici
 - 1.1.1.1.5.3.3. Business: Laura Mafud
 - 1.1.1.1.5.3.4. Fintech & Crypto: Agustín Jamele
 - 1.1.1.1.5.3.5. Tech and innovation: Pablo Wahnnon

- 1.1.1.1.6. **Revista Apertura (El Cronista Comercial)**¹⁴⁰
 - 1.1.1.1.6.1. Editorial Director: Hernán de Goñi
 - 1.1.1.1.6.2. Deputy Editorial Director: Horacio Riggi
 - 1.1.1.1.6.3. Editors-in-Chief: Walter Brown and Javier Rodríguez Petersen
 - 1.1.1.1.6.4. Editors:
 - 1.1.1.1.6.4.1. Pablo Ortega
 - 1.1.1.1.6.4.2. Florencia Radici
 - 1.1.1.1.6.4.3. Eugenia Iglesias
 - 1.1.1.1.6.4.4. Javier Ledesma Cascio

- 1.1.1.1.7. **Revista Acción (Instituto Movilizador de Fondos Cooperativos)**¹⁴¹
 - 1.1.1.1.7.1. Director: Ulises Gorini
 - 1.1.1.1.7.2. Editor-in-Chief: Jorge Vilas

¹³⁷ DossierNet. "Ámbito Financiero Updates Its Content and Design." *DossierNet*, 3 April 2023. Available at: <https://dossiernet.com/articulo/ambito-financiero-renueva-sus-contenidos-y-diseno/31112>

¹³⁸ MDZ Online. "Grupo Indalo Ceases Publication of Historic Newspaper *Ámbito Financiero*." *MDZ Online*, 25 January 2024. Available at: <https://www.mdzol.com/politica/2024/1/25/grupo-indalo-deja-de-editar-el-historico-diario-ambito-financiero-40115-5.html>

¹³⁹ Forbes Argentina. "Values." *Forbes Argentina*, [no publication date]. Available at: <https://www.forbesargentina.com/valores>.

¹⁴⁰ Apertura. *Apertura Edición 319*. Uploaded by Roberto Avilia. Scribd, [no publication date]. Available at: <https://es.scribd.com/document/471006734/AperturaEdicion319>

¹⁴¹ Revista Acción. "About Us." *Revista Acción*, [no publication date]. Available at: <https://accion.coop/quienes-somos/>

1.1.1.1.7.3. Deputy Editorial Secretary: Cora Giordana

1.1.1.1.7.4. Editors:

- 1.1.1.1.7.4.1. Juan Carlos Junio
- 1.1.1.1.7.4.2. Reynaldo Pettinari
- 1.1.1.1.7.4.3. Ricardo López
- 1.1.1.1.7.4.4. Daniel Bellocchio
- 1.1.1.1.7.4.5. Iván Lipsich García
- 1.1.1.1.7.4.6. Rafael Massimo
- 1.1.1.1.7.4.7. Norma Ríos
- 1.1.1.1.7.4.8. Juan Torres

1.1.1.2. TV

1.1.1.2.1. Todo Noticias (TN)

1.1.1.2.1.1. General Director: Pablo Codevilla

1.1.1.2.1.2. Programming: ¹⁴²

1.1.1.2.1.3. Hablemos de Esto

1.1.1.2.1.3.1.1. Hosts: Eleonora Cole and
Federico Wiemeyer

1.1.1.2.2. TN Central

1.1.1.2.2.1. Host: Franco Mercuriali

1.1.1.2.3. TN Tecno

1.1.1.2.3.1. Hosts: Santiago do Rego and Federico
Wiemeyer

1.1.1.2.4. América 24 (A24) ¹⁴³

1.1.1.2.4.1. General Director: Juan Cruz Ávila

1.1.1.2.4.2. Programming:

1.1.1.2.4.2.1. Información Clave

1.1.1.2.4.2.1.1. Host: Pablo Rossi

1.1.1.3. Digital media:

1.1.1.3.1. Chequeado ¹⁴⁴

1.1.1.3.1.1. Executive Director: Gloria Álvarez

1.1.1.3.1.2. Editor-in-Chief: Luciana Rodríguez

1.1.1.3.1.3. Editors:

- 1.1.1.3.1.3.1. Luciana Rodríguez
- 1.1.1.3.1.3.2. Rodrigo Lloret
- 1.1.1.3.1.3.3. Mariana Moles

¹⁴² Todo Noticias (TN). "How Is TN's New Programming for 2025." *TN*, 5 February 2025. Available at:

<https://tn.com.ar/show/television/2025/02/05/como-es-la-nueva-programacion-de-tn-en-2025/>

¹⁴³ MDZ Online. "This Is the New A24 Lineup with the Addition of Eduardo Feinmann, Luis Novaresio, Rolando Barbano, and More." *MDZ Online*, 13 January 2025. Available at:

<https://www.mdzol.com/mdz-show/2025/1/13/asi-queda-la-nueva-grilla-de-a24-con-el-pase-de-eduardo-feinmann-luis-novaresio-rolando-barbano-mas-1180657.html>

¹⁴⁴ Chequeado. "About Us." *Chequeado*, [no publication date]. Available at: <https://chequeado.com/conocenos/>

- 1.1.1.3.2. Infotechnology ¹⁴⁵
 - 1.1.1.3.2.1. General Director: Fabián López
 - 1.1.1.3.2.2. Deputy Director: Martín Zorraquín
 - 1.1.1.3.2.3. Editor-in-Chief: Alejandro Massarino
 - 1.1.1.3.2.4. Section Editors:
 - 1.1.1.3.2.4.1. Technology & Innovation Editor: Lucía Milessi
 - 1.1.1.3.2.4.2. Business & Economy Editor: Carlos Santa María
 - 1.1.1.3.2.4.3. Digital Economy: Agustín Luna
- 1.1.1.3.3. Infobae: ¹⁴⁶
 - 1.1.1.3.3.1. Executive Director: Daniel Hadad
 - 1.1.1.3.3.2. Editorial Director: Valeria Cavallo
 - 1.1.1.3.3.3. Section Editors:
 - 1.1.1.3.3.3.1. Culture: Hinde Pomeraniec
 - 1.1.1.3.3.3.2. Society: Agustina Larrea
 - 1.1.1.3.3.3.3. Trends: Daniela Blanco
- 1.1.1.4. Streaming
 - 1.1.1.4.1. Olga ¹⁴⁷
 - 1.1.1.4.1.1. CEO: Luis Cella
 - 1.1.1.4.1.2. Artistic Director: Lucas Fridman
 - 1.1.1.4.1.3. Programming
 - 1.1.1.4.1.3.1. TDT
 - 1.1.1.4.1.3.1.1. Hosts: Martina Benza, Camila Jara, Gian Odoguardi and Nicolás Ferrero
 - 1.1.1.4.1.3.2. Paraíso Fiscal ¹⁴⁸
 - 1.1.1.4.1.3.2.1. Hosts: Fernando Dente, Luciana Geuna, Martín Reich, Tania Wed and Sebastián Davidovsky
 - 1.1.1.4.2. LUZU TV ¹⁴⁹
 - 1.1.1.4.2.1. Founder: Nicolás Occhiato
 - 1.1.1.4.2.2. CEO: Gabriela Rivero
 - 1.1.1.4.2.3. Artistic and Programming Director: Guido Corallo
 - 1.1.1.4.2.4. Programming:

¹⁴⁵ El Cronista. "Infotechnology." *El Cronista*, [no publication date]. Available at:

<https://www.cronista.com/infotechnology/>

¹⁴⁶ Media Ownership Monitor Argentina. "Grupo Infobae." *Media Ownership Monitor Argentina*, [no publication date]. Available at: <https://argentina.mom-gmr.org/en/owners/companies/detail/company/grupo-infobae-1/>

¹⁴⁷ La Nación. "Olga presented its 2025 programming: new studio, premieres, and surprising additions." *La Nación*, 5 March 2025. Available at:

<https://www.lanacion.com.ar/espectaculos/personajes/olga-presento-su-programacion-2025-nuevo-estudio-estrenos-y-sorpresivas-incorporaciones-nid05032025/>.

¹⁴⁸ Fundación Empretec Argentina. *Caja de Herramientas*. Spotify. Available at:

<https://open.spotify.com/show/13bjWvXSsu7zQW61tGirH3>.

¹⁴⁹ Luzu TV. *Luzu TV – Live & On Demand*. Available at: <https://luzutv.com.ar/>

- 1.1.1.4.2.4.1. Antes que nadie ¹⁵⁰
 - 1.1.1.4.2.4.1.1. Hosts: Diego Leuco, Yoyi Francella, Martín Dardik and Micaela Vázquez
- 1.1.1.4.3. Vorterix ¹⁵¹
 - 1.1.1.4.3.1. Founder: Mario Pergolini
 - 1.1.1.4.3.2. Director: Daniel Carlos Herbón
 - 1.1.1.4.3.3. Programming:
 - 1.1.1.4.3.3.1. Paren la mano
 - 1.1.1.4.3.3.1.1. Hosts: Luquitas Rodriguez, Germán Beder and Alfredo Montes de Oca
- 1.1.1.5. Podcast
 - 1.1.1.5.1. Uibeax Talks ¹⁵²
 - 1.1.1.5.1.1. Director: Santi Peris
 - 1.1.1.5.1.2. Programming:
 - 1.1.1.5.1.2.1. Ideas con propósito
 - 1.1.1.5.1.2.1.1. Hosts: Tobías Frieder
 - 1.1.1.5.2. Fundación Empretec ¹⁵³
 - 1.1.1.5.2.1. Executive Director: Carla Goglia
 - 1.1.1.5.2.2. Programming:
 - 1.1.1.5.2.2.1. Caja de herramientas
 - 1.1.1.5.2.2.2. Hosts: Eduardo Amadeo and Paula Monteleone
- 1.1.2. Provincial/Municipal
 - 1.1.2.1. Buenos Aires (CABA)
 - 1.1.2.1.1. Printed Press
 - 1.1.2.1.1.1. La Nación ¹⁵⁴
 - 1.1.2.1.1.1.1. Editors:
 - 1.1.2.1.1.1.1.1. Ricardo Sametband ¹⁵⁵
 - 1.1.2.1.1.1.1.2. Ariel Torres ¹⁵⁶
 - 1.1.2.1.1.2. Clarín iEco
 - 1.1.2.1.1.3. Section Editors:¹⁵⁷

¹⁵⁰ Luzu TV. *Antes que nadie*. YouTube. Available at:

<https://www.youtube.com/playlist?list=PLeJUQNpvU3DSvs4znHxP7Ju2hXmegnlZ>.

¹⁵¹ Vorterix. *Vorterix – Radio, TV & Streaming*. Available at: <https://www.vorterix.com/>

¹⁵² Fundación Empretec Argentina. *Caja de Herramientas*. Available at:

<https://open.spotify.com/show/13bjWvXSsu7zOW61tGirH3>

¹⁵³ Fundación Empretec Argentina. *Caja de Herramientas*. Available at:

<https://open.spotify.com/show/13bjWvXSsu7zOW61tGirH3>.

¹⁵⁴ La Nación. *Technology*. Available at: <https://www.lanacion.com.ar/tecnologia/>.

¹⁵⁵ Sametband, Ricardo. "Ricardo Sametband: publicaciones para LA NACION." *La Nación*, 2 June 2025.

Available at: <https://www.lanacion.com.ar/autor/ricardo-sametband-268/>

¹⁵⁶ Torres, Ariel. "Ariel Torres: publicaciones for LA NACION." *La Nación*, 2 June 2025. Available at:

<https://www.lanacion.com.ar/autor/ariel-torres-69/>

¹⁵⁷ Clarín. *Economy*. Available at: <https://www.clarin.com/economia/>

1.1.2.1.1.3.1.1. Economic Team Editor: Silvia Naishtat ¹⁵⁸

1.1.2.1.1.4. Ámbito Financiero ¹⁵⁹

1.1.2.1.1.4.1. Editor-in-Chief: Matías Ortega

1.1.2.1.2. TV/Streaming

1.1.2.1.2.1. TN tecno ¹⁶⁰

1.1.2.1.2.1.1. Hosts: Federico Wiemeyer, Alejo Zagalsky, Gustavo Baabour, Felix Villaverde and Santiago Do Rego

1.1.2.1.2.2. Control Tec ¹⁶¹

1.1.2.1.2.2.1. Host: Lucas Gonzalez

1.1.2.1.3. Podcasts ¹⁶²

1.1.2.1.3.1. Chequeado Podcast

1.1.2.1.3.1.1. Host:Olivia Sohr

1.1.2.1.3.2. La Nación Data ¹⁶³

1.1.2.1.3.2.1. Data Editor: José Del Río

1.1.2.1.4. Digital Media

1.1.2.1.4.1. IproUp ¹⁶⁴

1.1.2.1.4.1.1. Editor in Chief: Alejandro D´Agostino

1.1.2.2. Córdoba

1.1.2.2.1. Printed Press

1.1.2.2.1.1. La voz del Interior ¹⁶⁵

1.1.2.2.1.2. Chief Editor: Mariana Otero

1.1.2.2.2. Television/ Streaming

1.1.2.2.2.1. Canal C/ Palabras Cruzadas

1.1.2.2.2.2. Host: Wilfredo Oviedo

1.1.2.2.3. Digital Media

¹⁵⁸ Naishtat, Silvia. "Silvia Naishtat: publications for Clarín." *Clarín*, 2 June 2025. Available at: <https://www.clarin.com/autor/silvia-naishtat.html>.

¹⁵⁹ Ámbito Financiero. *Ámbito Financiero – Economic News*. Available at: <https://www.ambito.com/>

¹⁶⁰ TN Tecno. *TN Tecno – Technology and Geek Culture*. Available at: <https://www.youtube.com/user/tntecno>

¹⁶¹ TECTV Pública. *Ctrl TECTV Pública*. Available at:

<https://www.youtube.com/playlist?list=PLEwUNwi-sNV1ExTqR8f8RCqVFmi7Erclm>.

¹⁶² Chequeado. *El podcast de Chequeado*. Available at: <https://chequeado.com/el-podcast-de-chequeado/>

¹⁶³ NACION Data. "About NACION Data." *La Nación*, 2 June 2025. Available at:

<https://blogs.lanacion.com.ar/data/about/>.

¹⁶⁴ iProUP. *iProUP – News on Startups, Innovation, Fintech, and More*. Available at:

<https://www.iproup.com/>.

¹⁶⁵ La Voz del Interior. "About La Voz del Interior." *La Voz del Interior*, 2 June 2025. Available at:

<https://servicios.lavoz.com.ar/quienes-somos>

- 1.1.2.2.3.1. Córdoba Cluster
 - 1.1.2.2.3.1.1. President: Mariano Surgby
- 1.1.2.3. Rosario
 - 1.1.2.3.1. Printed Press
 - 1.1.2.3.1.1. La Capital ¹⁶⁶
 - 1.1.2.3.1.1.1. Editor: Fernanda Blasco
 - 1.1.2.3.2. Television/Streaming
 - 1.1.2.3.2.1. Telefe Rosario
 - 1.1.2.3.2.1.1. Host: Juan Pablo Aleart
 - 1.1.2.3.3. Podcasts
 - 1.1.2.3.3.1. Rosario Innova
 - 1.1.2.3.3.1.1. Host: Sebastian Lorenzo
 - 1.1.2.3.4. Digital Media
 - 1.1.2.3.4.1. Punto Biz
 - 1.1.2.3.4.1.1. Director: Julio Torné
 - 1.1.2.3.4.2. Rosario3
 - 1.1.2.3.4.2.1. Editor in Chief: Ernesto Ávila
 - 1.1.2.3.4.3. Ecos365
 - 1.1.2.3.4.3.1. Editor: Pablo Fornero
- 1.1.2.4. Mendoza
 - 1.1.2.4.1. Printed Press
 - 1.1.2.4.1.1. Los Andes ¹⁶⁷
 - 1.1.2.4.1.2. Editor: Pablo Dellazoppa
 - 1.1.2.4.2. Television/ Streaming
 - 1.1.2.4.2.1. El nueve ¹⁶⁸
 - 1.1.2.4.2.1.1. Host: Karen Kamelman
 - 1.1.2.4.3. Podcast
 - 1.1.2.4.3.1. Mendoza Tech
 - 1.1.2.4.3.1.1. Host: Javier De Luca
 - 1.1.2.4.4. Digital Media

¹⁶⁶ La Capital. *La Capital – News and Information from Rosario and the Region*. Available at: <https://www.lacapital.com.ar/>.

¹⁶⁷ Los Andes. *Los Andes – News from Mendoza and the Region*. Available at: <https://www.losandes.com.ar/>

¹⁶⁸ Elnueve.com. "A new edition of Mendoza Innova arrives: how technology and artificial intelligence influence humanity." *El Nueve Mendoza*, 26 November 2024. Available at: https://www.elnueve.com/mendoza/llega-una-nueva-edicion-del-mendoza-innova-como-la-tecnologia-y-la-inteligencia-artificial-dominan-a-la-humanidad_20241126/

- 1.1.2.4.4.1. MDZ Online¹⁶⁹
 - 1.1.2.4.4.1.1. Director: Rubén Rabanal
- 1.1.2.5. La Plata
 - 1.1.2.5.1. Printed Press
 - 1.1.2.5.1.1. El Día¹⁷⁰
 - 1.1.2.5.1.1.1. Editor in Chief: Ernesto Kraiselburd
 - 1.1.2.5.2. Television/ Streaming
 - 1.1.2.5.2.1. TV Universidad¹⁷¹
 - 1.1.2.5.2.1.1. General Producer: Ariel Nahón
 - 1.1.2.5.3. Podcast
 - 1.1.2.5.3.1. Código Universidad
 - 1.1.2.5.3.1.1. Host: Josefina Bargas
 - 1.1.2.5.4. Digital Media
 - 1.1.2.5.4.1. 0221¹⁷²
 - 1.1.2.5.4.2. Editor: Joaquín Cavalli
- 1.1.2.6. Mar Del Plata
 - 1.1.2.6.1. Printed Press
 - 1.1.2.6.1.1. La Capital¹⁷³
 - 1.1.2.6.1.1.1. Editor: Gastón Bustamante
 - 1.1.2.6.2. Television/ Streaming
 - 1.1.2.6.2.1. Canal 10 Mar Del Plata
 - 1.1.2.6.2.1.1. Director: Ricardo Gonzalez
 - 1.1.2.6.3. Podcast
 - 1.1.2.6.3.1. MDP Innova
 - 1.1.2.6.3.1.1. Host: Federico Moreira
 - 1.1.2.6.4. Digital Media
 - 1.1.2.6.4.1. Punto Noticias
 - 1.1.2.6.4.1.1. Editor in Chief: Juan Pablo Guerrero
- 1.1.2.7. Tandil
 - 1.1.2.7.1. Printed Press

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 - 1.1.2.7.1.1.1. Director: Martin Striebeck
- 1.1.2.7.2. Television/ Streaming
 - 1.1.2.7.2.1. ECO TV
 - 1.1.2.7.2.1.1. Content Director: Juan Pablo Romero
- 1.1.2.7.3. Podcasts
 - 1.1.2.7.3.1. Tandil Emprende
 - 1.1.2.7.3.1.1. Host: Carolina Zibecchi
- 1.1.2.7.4. Digital Media
 - 1.1.2.7.4.1. ABC hoy ¹⁷⁵
 - 1.1.2.7.4.1.1. Editor: Pablo Díaz
- 1.1.2.8. Bahía Blanca
 - 1.1.2.8.1. Printed Press
 - 1.1.2.8.1.1. La Nueva ¹⁷⁶
 - 1.1.2.8.1.1.1. Editor: Fernando Monacelli
 - 1.1.2.8.2. Television/ Streaming
 - 1.1.2.8.2.1. Canal 9 Bahía Blanca
 - 1.1.2.8.2.1.1. Host: Eduardo Pupeto Mastandrea
 - 1.1.2.8.3. Podcast
 - 1.1.2.8.3.1. Bahía Innova
 - 1.1.2.8.3.1.1. Host: Martín D'Amico
 - 1.1.2.8.4. Digital Media
 - 1.1.2.8.4.1. La Brújula 24 ¹⁷⁷
 - 1.1.2.8.4.1.1. Director: Germán Sasso
- 1.1.2.9. Resistencia
 - 1.1.2.9.1. Printed Press
 - 1.1.2.9.1.1. Diario Norte ¹⁷⁸
 - 1.1.2.9.1.1.1. Editor-In-Chief: Jorge Giacomino
 - 1.1.2.9.2. Television/ Streaming
 - 1.1.2.9.2.1. Chaco TV
 - 1.1.2.9.2.1.1. Director: Laura Gonzalez

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 - 1.1.2.9.3.1. Data Chaco
 - 1.1.2.9.3.1.1. Editor: Juan Carlos Altamirano
- 1.1.2.10. Tucumán
 - 1.1.2.10.1. Printed Press
 - 1.1.2.10.1.1. La Gaceta ¹⁷⁹
 - 1.1.2.10.1.1.1. Editor-In-Chief: Federico Van Mameren
 - 1.1.2.10.2. Television/ Streaming
 - 1.1.2.10.2.1. Canal 10 Tucumán
 - 1.1.2.10.2.1.1. Host: Sandra Soriano
 - 1.1.2.10.3. Digital Media
 - 1.1.2.10.3.1. El Tucumano ¹⁸⁰
 - 1.1.2.10.3.1.1. Editor: Fernando Stanich
- 1.1.2.11. Ushuaia
 - 1.1.2.11.1. Printed Press
 - 1.1.2.11.1.1. El Diario del Fin Del Mundo ¹⁸¹
 - 1.1.2.11.1.1.1. Editor-in-Chief: Roberto Mario Cabezas Serra
 - 1.1.2.11.2. Television/ Streaming
 - 1.1.2.11.2.1. Canal 11 Ushuaia
 - 1.1.2.11.2.1.1. Director: Andrés León
 - 1.1.2.11.3. Podcasts
 - 1.1.2.11.3.1. Fuego Tech
 - 1.1.2.11.3.1.1. Host: Mariana Perez
 - 1.1.2.11.4. Digital Media
 - 1.1.2.11.4.1. InfoFueguina ¹⁸²
 - 1.1.2.11.4.1.1. Editor: Federico Rodríguez
- 1.2. Colombia
 - 1.2.1. National Media
 - 1.2.1.1. Printed Media
 - 1.2.1.1.1. El Tiempo ¹⁸³
 - 1.2.1.1.1.1. Audience Editor: Andrés Garibello

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- 1.2.1.1.2. La República ¹⁸⁴
 - 1.2.1.1.2.1. Section Editors:
 - 1.2.1.1.2.1.1. Technology and Innovation: Iván Bernal Marín
 - 1.2.1.1.2.1.2. Digital Economy and Startups: Laura Neira Marciales
- 1.2.1.1.3. Portafolio ¹⁸⁵
 - 1.2.1.1.3.1. Section Editors
 - 1.2.1.1.3.1.1. Business and Digital Transformation: María Camila González
 - 1.2.1.1.3.1.2. Economy and Finance: Andrés Venegas Loaiza
- 1.2.1.2. TV / Streaming
 - 1.2.1.2.1. RTVC Noticias ¹⁸⁶
 - 1.2.1.2.1.1. Hosts:
 - 1.2.1.2.1.1.1. Culture and Society: Ángela Parra
 - 1.2.1.2.1.1.2. News Anchor and Special Programs: Carlos Andrés Pérez
 - 1.2.1.2.2. ¹⁸⁷
 - 1.2.1.2.2.1. Hosts:
 - 1.2.1.2.2.1.1. Cultural Programs: María Camila Moreno
 - 1.2.1.2.2.1.2. Innovation and Entrepreneurship: Juan Pablo Conto
- 1.2.1.3. Podcasts
 - 1.2.1.3.1. Planeta Sostenible ¹⁸⁸
 - 1.2.1.3.1.1. Host:
 - 1.2.1.3.1.1.1. Sustainable Development: Ángela María Gómez
 - 1.2.1.3.2. Empréndete Podcast ¹⁸⁹
 - 1.2.1.3.2.1. Host:
 - 1.2.1.3.2.1.1. Entrepreneur and Communicator: Andrés Acevedo
- 1.2.1.4. Digital Media

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- 1.2.1.4.1. Impacto TIC ¹⁹⁰
 - 1.2.1.4.1.1. Editors
 - 1.2.1.4.1.1.1. Director and Technology: Mauricio Jaramillo Marín
 - 1.2.1.4.1.1.2. Innovation and Startups: Paula Andrea Gaviria
 - 1.2.1.4.2. Social Geek ¹⁹¹
 - 1.2.1.4.2.1. Section Editors:
 - 1.2.1.4.2.1.1. Technology and Entrepreneurship: José García
 - 1.2.1.4.2.1.2. Innovation and Digital Society: Laura Rincón
 - 1.2.1.4.3. KienyKe ¹⁹²
 - 1.2.1.4.3.1. Section Editors:
 - 1.2.1.4.3.1.1. Culture and Society: María Fernanda González
 - 1.2.1.4.3.1.2. Technology and Trends: Andrés Salazar
- 1.2.2. Provincial/Municipal Media
 - 1.2.2.1. Bogotá
 - 1.2.2.1.1. Printed Media
 - 1.2.2.1.1.1. ADN Bogotá ¹⁹³
 - 1.2.2.1.1.1.1. Section Editors:
 - 1.2.2.1.1.1.1.1. Culture and Society: Carolina Martínez
 - 1.2.2.1.1.1.1.2. Technology and Entrepreneurship: Juan Pablo Ramírez
 - 1.2.2.1.2. Television / Streaming
 - 1.2.2.1.2.1. Citytv ¹⁹⁴
 - 1.2.2.1.2.1.1. Cultural Programs: Andrea Serna
 - 1.2.2.1.2.1.2. Social Development: Luis Fernando Ramírez
 - 1.2.2.1.3. Podcasts
 - 1.2.2.1.3.1. Bogotá Podcast ¹⁹⁵
 - 1.2.2.1.3.1.1. Host: Laura Pérez
 - 1.2.2.1.4. Digital Media
 - 1.2.2.1.4.1. Bogotá Digital ¹⁹⁶

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 - 1.2.2.1.4.1.1.1. Technology: Carlos Sánchez
 - 1.2.2.1.4.1.1.2. Startups and Entrepreneurship: María Rodríguez
- 1.2.2.2. Medellín
 - 1.2.2.2.1. Printed Media
 - 1.2.2.2.1.1. El Colombiano ¹⁹⁷
 - 1.2.2.2.1.1.1. Section Editors
 - 1.2.2.2.1.1.1.1. Economy and Business: Claudia Arias
 - 1.2.2.2.1.1.1.2. Culture and Society: Juan Diego Ortiz Jiménez
 - 1.2.2.2.2. TV/Streaming
 - 1.2.2.2.2.1. Teleantioquia ¹⁹⁸
 - 1.2.2.2.2.1.1. Hosts:
 - 1.2.2.2.2.1.1.1. Cultural Programs: Andrea Serna
 - 1.2.2.2.2.1.1.2. Social Development: Luis Fernando Ramírez
 - 1.2.2.2.3. Podcasts
 - 1.2.2.2.3.1. Medellín Podcast ¹⁹⁹
 - 1.2.2.2.3.1.1. Host: Juan Carlos Gómez
 - 1.2.2.2.4. Digital Media
 - 1.2.2.2.4.1. MiOriente ²⁰⁰
 - 1.2.2.2.4.1.1. Section Editors:
 - 1.2.2.2.4.1.1.1. Regional Development: Daniela Zapata
 - 1.2.2.2.4.1.1.2. Culture and Society: Carlos Andrés Gómez
 - 1.2.2.3. Cali
 - 1.2.2.3.1. Printed Media
 - 1.2.2.3.1.1. El País Cali ²⁰¹
 - 1.2.2.3.1.1.1. Section Editors:
 - 1.2.2.3.1.1.1.1. Economy and Entrepreneurship: Natalia Londoño
 - 1.2.2.3.1.1.1.2. Culture and Society: Carlos Salinas
 - 1.2.2.3.2. TV/ Streaming

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- 1.2.2.3.2.1. Telepacífico ²⁰²
 - 1.2.2.3.2.1.1. Cultural Programs: María Fernanda Navia
 - 1.2.2.3.2.1.2. Social Development: Luis Eduardo Martínez
- 1.2.2.3.3. Podcasts
 - 1.2.2.3.3.1. Cali Emprende Podcast ²⁰³
 - 1.2.2.3.3.1.1. Host: Ana María Torres
- 1.2.2.3.4. Digital Media
 - 1.2.2.3.4.1. Cali Digital ²⁰⁴
 - 1.2.2.3.4.1.1. Section Editors:
 - 1.2.2.3.4.1.1.1. Technology: Jorge Ramírez
 - 1.2.2.3.4.1.1.2. Startups and Entrepreneurship: Lucía Fernández
- 1.2.2.4. Barranquilla
 - 1.2.2.4.1. Printed Media
 - 1.2.2.4.1.1. El Heraldito ²⁰⁵
 - 1.2.2.4.1.1.1. Section Editors
 - 1.2.2.4.1.1.1.1. Business and Economy: Luis Rodríguez
 - 1.2.2.4.1.1.1.2. Innovation and Entrepreneurship: Vanessa Figueroa
 - 1.2.2.4.2. TV / Streaming
 - 1.2.2.4.2.1. Telecaribe ²⁰⁶
 - 1.2.2.4.2.1.1. Host: Ana María Noriega
 - 1.2.2.4.3. Podcasts
 - 1.2.2.4.3.1. Atlántico Emprende Podcast ²⁰⁷
 - 1.2.2.4.3.1.1. Host: Jorge Enrique Orozco
 - 1.2.2.4.4. Digital Media
 - 1.2.2.4.4.1. Zona Cero ²⁰⁸
 - 1.2.2.4.4.1.1. Section Editors:
 - 1.2.2.4.4.1.1.1. Technology: Jorge Ramírez
 - 1.2.2.4.4.1.1.2. Startups and Entrepreneurship: Lucía Fernández

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 - 1.3.1. National Media
 - 1.3.1.1. Printed press
 - 1.3.1.1.1. El País ²⁰⁹
 - 1.3.1.1.1.1. Director: Pepa Bueno ²¹⁰
 - 1.3.1.1.1.2. Editor-in-Chief: Jesús Sérvulo González ²¹¹
 - 1.3.1.1.1.3. Section Editors:
 - 1.3.1.1.1.3.1. Chief of Technology & Data (PRISA Media): Pablo Delgado ²¹²
 - 1.3.1.1.1.3.2. Technology: Jordi Pérez Colomé ²¹³
 - 1.3.1.1.2. El Mundo ²¹⁴
 - 1.3.1.1.2.1. Editor-in-Chief: Joaquín Manso ²¹⁵
 - 1.3.1.1.2.2. Section Editors:
 - 1.3.1.1.2.2.1. Technology: Angel Jiménez de Luis ²¹⁶
 - 1.3.1.1.2.2.2. Economy: Marcos Iriarte ²¹⁷
 - 1.3.1.1.2.2.3. Business and Economy: Laura Hernández ²¹⁸
 - 1.3.1.1.3. Cinco Días ²¹⁹
 - 1.3.1.1.3.1. Director: José Antonio Vega²²⁰
 - 1.3.1.1.3.2. Section Editors:
 - 1.3.1.1.3.2.1. Technology and Digital Economy: Borja Vara ²²¹
 - 1.3.1.1.3.2.2. Sustainability: Rafael Durán Fernández ²²²

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- 1.3.1.1.3.2.3. Sustainability: Alejandro González Luna²²³
- 1.3.1.2. TV
- 1.3.1.2.1. RTVE ²²⁴
- 1.3.1.2.1.1. President: José Pablo López Sánchez
- 1.3.1.2.1.2. Director of TVE: Sergio Calderón Durán ²²⁵
- 1.3.1.2.1.3. Director of Informative Content: María Isabel Sánchez-Maroto ²²⁶
- 1.3.1.2.1.4. Director of Communication and Participation: María Eizaguirre Comendador ²²⁷
- 1.3.1.2.2. Antena 3 / Atresmedia ²²⁸
- 1.3.1.2.2.1. General Director of Atresmedia Televisión: José Antonio Antón ²²⁹
- 1.3.1.2.2.2. Director of Antena 3 Noticias: Santiago González Suárez ²³⁰
- 1.3.1.2.2.3. Head of Climate, Society, and Culture: Marta Chavero Escamilla ²³¹
- 1.3.1.2.2.4. Economy Journalist: Carmen Lapeña ²³²
- 1.3.1.3. Podcasts
- 1.3.1.3.1. Podium Podcast (Grupo PRISA) ²³³
- 1.3.1.3.1.1. General director of PRISA audio: María Jesús Espinosa de los Monteros ²³⁴

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- 1.3.1.3.1.2. General Director of Digital Product: Ana Ormaechea ²³⁵
- 1.3.1.3.2. Cuonda ²³⁶
 - 1.3.1.3.2.1. Technology Editor: Ángel Jiménez ²³⁷
 - 1.3.1.3.2.2. Host: Luis Quevedo
- 1.3.1.4. Digital media
 - 1.3.1.4.1. Xataka ²³⁸
 - 1.3.1.4.1.1. Director: María González
 - 1.3.1.4.1.2. Sub Director: Andrés P. Mohorte
 - 1.3.1.4.1.3. Section Editors:
 - 1.3.1.4.1.3.1. Technology: Javier Penalva
 - 1.3.1.4.1.3.2. Technology: Javier Pastor
 - 1.3.1.4.1.3.3. Technology: Enrique Pérez
 - 1.3.1.4.2. Hipertextual ²³⁹
 - 1.3.1.4.2.1. Editor in Chief: Nicolás Rivera ²⁴⁰
 - 1.3.1.4.2.2. Section Editors:
 - 1.3.1.4.2.2.1. Technology: Rubén Chicharro ²⁴¹
 - 1.3.1.4.2.2.2. Editor: José María López ²⁴²
 - 1.3.1.4.3. Business Insider España ²⁴³
 - 1.3.1.4.3.1. Director editor: Jovanna Blanco ²⁴⁴
 - 1.3.1.4.3.2. Section Editors:
 - 1.3.1.4.3.2.1. Technology Editor: Roberto Corrales ²⁴⁵
- 1.3.2. Provincial/ Municipal Media
 - 1.3.2.1. Madrid
 - 1.3.2.1.1. Printed press
 - 1.3.2.1.1.1. Madridiario ²⁴⁶

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- 1.3.2.1.1.1.1. Director: María Cano ²⁴⁷
- 1.3.2.1.1.1.2. General Director: José Brías ²⁴⁸
- 1.3.2.1.1.1.3. Editor-in-Chief: Susana Pérez ²⁴⁹

- 1.3.2.1.1.2. Gacetín Madrid²⁵⁰
 - 1.3.2.1.1.2.1. Director: Carlos Ávila²⁵¹

- 1.3.2.1.2. TV
 - 1.3.2.1.2.1. Telemadrid²⁵²
 - 1.3.2.1.2.1.1. Director of News: José Antonio Álvarez Gundín²⁵³
 - 1.3.2.1.2.1.2. Sub Director: Javier Gálvez²⁵⁴
 - 1.3.2.1.2.1.3. Section Editors:
 - 1.3.2.1.2.1.3.1. Content: José Gilgado ²⁵⁵
 - 1.3.2.1.2.1.3.2. Journalist: Inmaculada Galván Olalla²⁵⁶
 - 1.3.2.1.2.1.3. Podcasts
 - 1.3.2.1.3.1. Inventando la Rueda²⁵⁷
 - 1.3.2.1.3.1.1. Director: Paloma Sánchez Muñoz²⁵⁸
 - 1.3.2.1.3.1.2. Hosts:
 - 1.3.2.1.3.1.2.1. Nuria Laguna Molina²⁵⁹

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- 1.3.2.1.3.1.2.3. Esther Alarcón López²⁶¹

1.3.2.2. Málaga

1.3.2.2.1. Printed Media

1.3.2.2.1.1. La Opinión de Málaga²⁶²

1.3.2.2.1.1.1. Director: José Ramón Mendaza²⁶³

1.3.2.2.1.1.2. Digital Content Responsible: Javier Lerena²⁶⁴

1.3.2.2.1.2. Diario SUR²⁶⁵

1.3.2.2.1.2.1. General Director: Antonio González García²⁶⁶

1.3.2.2.1.2.2. Editorial Director: Manuel Castillo López²⁶⁷

1.3.2.2.1.2.3. Commercial Director: Yolanda Quesada Capel

1.3.2.2.2. TV

1.3.2.2.2.1. Canal Sur²⁶⁸

1.3.2.2.2.1.1. Director: Montserrat Naharro²⁶⁹

1.3.2.2.2.1.2. Section Editors

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1.3.2.2.2.1.2.1. Technology: María José Escalona ²⁷⁰

1.3.2.2.3. Podcast

1.3.2.2.3.1. Canal Málaga ²⁷¹

1.3.2.2.3.1.1. Managing Director: Fernando del Valle Lorenci ²⁷²

1.3.2.2.3.1.2. Director: Fernando del Valle ²⁷³

1.3.2.2.3.1.3. Producer: Vito Contreras ²⁷⁴

1.3.2.3. Barcelona

1.3.2.3.1. Printed media

1.3.2.3.1.1. El Periódico de Catalunya ²⁷⁵

1.3.2.3.1.1.1. Director: Albert Sáez

1.3.2.3.1.1.2. Director: Gemma Martínez

1.3.2.3.1.1.3. President of Editorial Committee: Joan Tapia

1.3.2.3.1.1.4. Subdirectors: Carol Álvarez, Pilar García, Bernat Gasulla, Rafa Julve, Xurxo Martínez and Sergi Saborit

1.3.2.3.1.1.5. Section Editors:

1.3.2.3.1.1.5.1. Society: Montse Baraza.

1.3.2.3.1.1.5.2. Culture: Leticia Blanco

1.3.2.3.1.2. Ara.cat ²⁷⁶

1.3.2.3.1.2.1. Director: Esther Vera ²⁷⁷

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- 1.3.2.3.1.2.2. General Director: Pablo Casals ²⁷⁸
- 1.3.2.3.1.2.3. Subdirectors: David Miró, Catalina Serr, Jordi Cortada, Carla Turró, Enric Borràs, and Elena Freixa
- 1.3.2.3.1.2.4. Section Editors:
 - 1.3.2.3.1.2.4.1. Economy: Xavier Grau
 - 1.3.2.3.1.2.4.2. Society: Gemma Garrido
 - 1.3.2.3.1.2.4.3. International: Francesc Millan
- 1.3.2.3.2. TV
 - 1.3.2.3.2.1. TV3 ²⁷⁹
 - 1.3.2.3.2.1.1. Directors: Sigfrid Gras and Jordi Borda ²⁸⁰
 - 1.3.2.3.2.1.2. Audiovisual Business Director: Pio Vernis ²⁸¹
 - 1.3.2.3.2.1.3. Technical Director: Francesc Salinero ²⁸²
 - 1.3.2.3.3. Podcast
 - 1.3.2.3.3.1. Innovation Takes Guts ²⁸³
 - 1.3.2.3.3.2. Director: Brais Comesaña
 - 1.3.2.3.4. Digital Media
 - 1.3.2.3.4.1. Barcelona Ciudad Digital ²⁸⁴
 - 1.3.2.3.4.2. Digital Innovation Commissioner: Michael Donaldson ²⁸⁵

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1.3.2.3.4.3. Digital Innovation Director: Anna Majo Crespo²⁸⁶

1.3.2.4. Logroño

1.3.2.4.1. Printed Media

1.3.2.4.1.1. La Rioja (Logroño)²⁸⁷

1.3.2.4.1.1.1. Director: Teresa Cobo²⁸⁸

1.3.2.4.1.1.2. Digital Chief: Isabel Martínez Ramos

1.3.2.4.1.1.3. Editors:

1.3.2.4.1.1.3.1. José Luis Prusén

1.3.2.4.1.1.3.2. José Antonio del Río Sacristán

1.3.2.4.1.1.4. NueveCuatroUno²⁸⁹

1.3.2.4.1.1.4.1. Director: Manuel Martín²⁹⁰

1.3.2.4.1.1.4.2. Editor-In-Chief: Daniel Ortiz²⁹¹

1.3.2.4.1.1.4.3. Section Editors:

1.3.2.4.1.1.4.3.1. Manuel M. Cascante y
Chus del Río Lara Muga,
Daniel García, Leire Díez,
María Félez and Sergio
Moreno²⁹²

1.3.2.4.2. TV

1.3.2.4.2.1. TVR - Televisión Rioja²⁹³

1.3.2.4.2.1.1. Managing Director: Quique Martínez
Armas²⁹⁴

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1.3.2.4.2.1.2. Subdirector: Marta Rodríguez Sáenz²⁹⁵

1.4. United States:

1.4.1. Provincial/Municipal Media

1.4.1.1. Massachusetts (Boston)

1.4.1.1.1. Printed Press

1.4.1.1.1.1. The Boston Globe²⁹⁶

1.4.1.1.1.1.1. Section editors:

1.4.1.1.1.1.1.1. Associate Editor: Shirley Leung

1.4.1.1.1.1.1.2. Editorial Writer and Columnist:
Marcela García

1.4.1.1.1.1.1.3. Transportation and Economic
Development: Grant Welker

1.4.1.1.1.1.1.4. Tech, Startups, and Innovation:
Eli Chavez

1.4.1.1.2. TV/ Streaming

1.4.1.1.2.1. GBH News

Programs:

1.4.1.1.2.1.1. Greater Boston²⁹⁷

1.4.1.1.2.1.1.1. Hosts:

1.4.1.1.2.1.1.1.1. Reporter/News
Announcer; Hosts
Evening Newscasts: Tori
Bedford

1.4.1.1.2.1.1.1.2. Host of GBH News
Rooted, Co-host of
Morning Edition: Paris
Alston

1.4.1.1.2.1.1.1.3. Host and Reporter:
Jeremy Siegel

1.4.1.1.2.1.2. Say More with Shirley Leung

1.4.1.1.2.1.2.1. Host: Shirley Leung

1.4.1.1.2.1.3. Here & Now²⁹⁸

1.4.1.1.2.1.3.1. Hosts:

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²⁹⁶ LEUNG, Shirley. *Shirley Leung* [online]. Boston: LinkedIn, 2025 [accessed: 2 June 2025]. Available at: <https://www.linkedin.com/in/quique-mart%C3%ADnez-armas-6282755a>

²⁹⁷ LEUNG, Shirley. *Shirley Leung* [online]. Boston: LinkedIn, 2025 [accessed: 2 June 2025]. Available at:

<https://www.linkedin.com/in/martarodriguezsaenzperiodistatelelevisionmarketingeventosvocentopublicidadcapacidadescomunicacion/?originalSubdomain=es>

²⁹⁸ LEUNG, Shirley. *Say More with Shirley Leung* [online]. Boston: The Boston Globe, 2025 [accessed: 2 June 2025]. Available at: <https://www.bostonglobe.com/opinion/podcasts/say-more/>

- 1.4.1.1.2.1.3.1.1. Co-host: Robin Young
- 1.4.1.1.2.1.3.1.2. Co-host: Scott Tong
- 1.4.1.1.2.1.3.1.3. Co-host: Deepa
Fernandes
- 1.4.1.1.3. Digital Media
 - 1.4.1.1.3.1. BostInno ²⁹⁹
 - 1.4.1.1.3.2. Section Editors:
 - 1.4.1.1.3.2.1. Tech and Startups: Eli Chavez
- 1.4.1.2. Illinois (Chicago)
 - 1.4.1.2.1. Printed Press
 - 1.4.1.2.1.1. Crain's Chicago Business ³⁰⁰
 - 1.4.1.2.1.1.1. Editor-in-Chief: Ann Dwyer
 - 1.4.1.2.1.1.2. Group Publisher and Executive Editor:
Jim Kirk
 - 1.4.1.2.1.1.3. Section Editors:
 - 1.4.1.2.1.1.3.1. Commercial Real Estate: Ryan
Ori
 - 1.4.1.2.1.1.3.2. Culture and Consumer: Brigid
Sweeney
 - 1.4.1.2.1.2. Chicago Reader ³⁰¹
 - 1.4.1.2.1.2.1. Editor-in-Chief: Salem Collo-Julin
 - 1.4.1.2.1.2.2. Section Editors:
 - 1.4.1.2.1.2.2.1. Arts and Culture: Kerry Cardoza
 - 1.4.1.2.1.2.2.2. Culture: Taryn McFadden
 - 1.4.1.2.1.3. TV/ Streaming
 - 1.4.1.2.1.3.1. WTTW (PBS Chicago) ³⁰²
 - 1.4.1.2.1.3.1.1. Programming:
 - 1.4.1.2.1.3.1.1.1. Chicago Tonight
 - 1.4.1.2.1.3.1.1.2. Host: Phil Ponce
 - 1.4.1.2.1.4. Podcasts
 - 1.4.1.2.1.4.1. City Cast Chicago ³⁰³
 - 1.4.1.2.1.4.1.1. Host: Jacoby Cochran
 - 1.4.1.2.1.5. Digital Media

²⁹⁹ Chavez, Eli. "Eli Chavez." *Boston Business Journal* [online]. Available at: <https://www.bizjournals.com/boston/bio/44011/Eli%2BChavez>.

³⁰⁰ American City Business Journals. "Chicago Inno." *The Business Journals* [online]. Available at: <https://www.bizjournals.com/chicago/inno>.

³⁰¹ Chicago Reader. "Meet the new editor in chief of the Chicago Reader: Salem Collo-Julin." *Chicago Reader* [online]. 15 March 2023. Available at: <https://chicagoreader.com/reader/press-releases/meet-the-new-editor-in-chief-of-the-chicago-reader-salem-collo-julin/>.

³⁰² WTTW News. "About Us." *WTTW News* [online]. Available at: <https://news.wttw.com/about>.

³⁰³ City Cast Chicago. "Meet the Team." *City Cast Chicago* [online]. Available at: <https://chicago.citycast.fm/about-us>.

- 1.4.1.2.1.5.1. Chicago Inno ³⁰⁴
 - 1.4.1.2.1.5.1.1. Section Editors:
 - 1.4.1.2.1.5.1.1.1. Startups and technology: Katherine Davis
- 1.4.1.3. Texas (Dallas)
 - 1.4.1.3.1. Printed Press
 - 1.4.1.3.1.1. Dallas Business Journal ³⁰⁵
 - 1.4.1.3.1.1.1. Editor: Will Anderson
 - 1.4.1.3.1.2. D Magazine ³⁰⁶
 - 1.4.1.3.1.2.1. Editor-in-Chief: Tim Rogers
 - 1.4.1.3.1.2.2. Editorial Director: S. Holland Murphy
 - 1.4.1.3.1.2.3. Editors:
 - 1.4.1.3.1.2.3.1. Kathy Wise
 - 1.4.1.3.2. TV/ Streaming
 - 1.4.1.3.2.1. KERA (PBS Dallas) ³⁰⁷
 - 1.4.1.3.2.1.1. Section Editors
 - 1.4.1.3.2.1.1.1. Megan Cardona
 - 1.4.1.3.2.1.1.2. Digital: Nathan Collins
 - 1.4.1.3.2.1.1.3. Managing Editor, Digital: Domini Davis
 - 1.4.1.3.3. Podcasts
 - 1.4.1.3.3.1. *Think* (KERA) ³⁰⁸
 - 1.4.1.3.3.2. Host: Krys Boyd
 - 1.4.1.3.4. Digital Media
 - 1.4.1.3.4.1. Dallas Innovates ³⁰⁹
 - 1.4.1.3.4.1.1. Publisher: Quincy Preston
 - 1.4.1.3.4.1.2. Managing Editor: David Seeley
 - 1.4.1.3.4.1.3. Executive Editor: Glenn Hunter
- 1.4.1.4. Colorado (Denver)
 - 1.4.1.4.1. Printed Press
 - 1.4.1.4.1.1. Denver Business Journal ³¹⁰
 - 1.4.1.4.1.1.1. Section Editors:

³⁰⁴ American City Business Journals. "Chicago Inno." *Muck Rack* [online]. Available at: <https://muckrack.com/media-outlet/chicagoinno>.

³⁰⁵ American City Business Journals. "About Us." *Dallas Business Journal* [online]. Available at: <https://www.bizjournals.com/dallas/about-us>.

³⁰⁶ D Magazine. "Masthead." *D Magazine* [online]. Available at: <https://www.dmagazine.com/info/masthead/>.

³⁰⁷ KERA. *Our Team – KERA Staff Directory*. Available at: <https://www.kera.org/staff/>.

³⁰⁸ Think. *About Think – KERA's Think*. Available at: <https://think.kera.org/about/>.

³⁰⁹ Dallas Innovates. *About – Dallas Innovates*. Available at: <https://dallasinnovates.com/about/>

³¹⁰ Denver Business Journal. *About Us – Denver Business Journal*. Available at: <https://www.bizjournals.com/denver/about-us>.

- 1.4.1.4.1.1.1.1. Local business developments: Kourtney Geers
- 1.4.1.4.1.1.1.2. Technology, aerospace, and bioscience: Greg Avery
- 1.4.1.4.1.1.1.3. Startups and tech innovation: Jackson Guilfoil
- 1.4.1.4.1.2. 5280 Magazine ³¹¹
 - 1.4.1.4.1.2.1. Section Editors:
 - 1.4.1.4.1.2.1.1. Deputy Editor: Jessica LaRusso
 - 1.4.1.4.1.2.1.2. Senior Editor: Spencer Campbell
 - 1.4.1.4.1.2.1.3. Senior Staff Writer: Robert Sanchez
 - 1.4.1.4.1.2.1.4. Features Editor: Maren Horjus
 - 1.4.1.4.1.2.1.5. Associate Editor: Nicholas Hunt
 - 1.4.1.4.1.2.1.6. Assistant Editor: Michelle Johnson
- 1.4.1.4.1.3. TV/ Streaming
 - 1.4.1.4.1.3.1. Rocky Mountain PBS ³¹²
 - 1.4.1.4.1.3.1.1. Director of Journalism: Gabriela Resto-Montero
 - 1.4.1.4.1.3.1.2. Executive Producer: Alexis Kikoen
 - 1.4.1.4.1.3.1.3. News Editor: Kyle Cooke
 - 1.4.1.4.1.3.1.4. Senior Production Manager: Jeremy Moore
 - 1.4.1.4.1.3.1.5. Managing Producer: Amanda Horvath
 - 1.4.1.4.1.3.1.6. Senior Producer: Andrea Kramar
 - 1.4.1.4.1.3.1.7. Multimedia Journalist: Peter Vo
 - 1.4.1.4.1.3.1.8. Multimedia Journalist: Carly Rose
- 1.4.1.4.1.4. Podcasts
 - 1.4.1.4.1.4.1. *City Cast Denver* ³¹³
 - 1.4.1.4.1.4.2. Host: Bree Davies
- 1.4.1.4.1.5. Digital Media
 - 1.4.1.4.1.5.1. ColoradoBiz Magazine ³¹⁴
 - 1.4.1.4.1.5.1.1. Editors:

³¹¹ Prowly. *5280 Magazine – Media Outlet Profile*. Available at: <https://prowly.com/profiles/outlets/5280-magazine>.

³¹² Rocky Mountain PBS. *Staff – Rocky Mountain PBS*. Available at: <https://www.rmpbs.org/staff>.

³¹³ City Cast Denver. *About Us – Meet the City Cast Denver Team*. Available at: <https://denver.citycast.fm/about-us>.

³¹⁴ ColoradoBiz. *Contact Us – ColoradoBiz Magazine*. Available at: <https://coloradobiz.com/about-us/contact-us/>.

- 1.4.1.4.1.5.1.1.1. Caroline Fritz
- 1.4.1.4.1.5.1.1.2. Michael Aho
- 1.4.1.4.1.5.1.1.3. Joe Yovino
- 1.4.1.4.1.5.1.1.4. Michelle Kreitzer
- 1.4.1.4.1.5.1.1.5. Bill Gaier
- 1.4.1.4.1.5.1.1.6. Martin Hummel

1.4.1.5. California (Los Angeles)

1.4.1.5.1. Printed Press

1.4.1.5.1.1. Los Angeles Business Journal ³¹⁵

- 1.4.1.5.1.1.1. Publisher and CEO: Josh Schimmels
- 1.4.1.5.1.1.2. Editor: Eva Juse

1.4.1.5.1.2. LA Weekly ³¹⁶

- 1.4.1.5.1.2.1. Publisher: Brian Calle
- 1.4.1.5.1.2.2. Editor-in-Chief: Bill Bakho
- 1.4.1.5.1.2.3. Managing Editor: Brett Callwood
- 1.4.1.5.1.2.4. Culture Editor: Darrick Rainey
- 1.4.1.5.1.2.5. Staff Writer: Isai Rocha
- 1.4.1.5.1.2.6. Contributor: Jessica Hall

1.4.1.5.1.3. Los Angeles Times ³¹⁷

- 1.4.1.5.1.3.1. Section editors
- 1.4.1.5.1.3.2. Hollywood & Economy: Christopher Grimes
- 1.4.1.5.1.3.3. Politics & Social Issues: Anita Chabria
- 1.4.1.5.1.3.4. Columnist (Local Affairs): Steve Lopez
- 1.4.1.5.1.3.5. Columnist (Latino Culture): Gustavo Arellano
- 1.4.1.5.1.3.6. Features Writer and Columnist (History/Culture): Patt Morrison
- 1.4.1.5.1.3.7. Political Columnist (State Politics): George Skelton

1.4.1.5.2. TV/ Streaming

1.4.1.5.2.1. KCET (PBS SoCal) ³¹⁸

- 1.4.1.5.2.1.1. President and CEO: Andrew Russell
- 1.4.1.5.2.1.2. Host/Producer: Nic Cha Kim
- 1.4.1.5.2.1.3. Producer: Jaime Morgan Muñoz

³¹⁵ Los Angeles Business Journal. *LABJ Staff Directory*. Available at: <https://labusinessjournal.com/labj-staff/>.

³¹⁶ LA Weekly. *About – LA Weekly*. Available at: <https://www.laweekly.com/about/>.

³¹⁷ Los Angeles Times. *About the Los Angeles Times*. Available at: <https://www.latimes.com/about>.

³¹⁸ Leyva, C., & Glazer, S. (2025, May 18). *Big Tech harms kids and local news. California needs to hit it with an impact tax*. San Francisco Chronicle. Available at: <https://www.sfchronicle.com/opinion/openforum/article/california-big-tech-mental-health-local-news-20329657.php>

- 1.4.1.5.2.1.4. Arts and Culture Reporter: Carren Jao
- 1.4.1.5.3. Podcasts
 - 1.4.1.5.3.1. *The Frame* (KPCC)³¹⁹
 - 1.4.1.5.3.1.1. Host: John Horn
- 1.4.1.5.4. Digital Media
 - 1.4.1.5.4.1. Dot.LA³²⁰
 - 1.4.1.5.4.1.1. Editor-at-Large: Andrew Fiouzi
 - 1.4.1.5.4.1.2. Reporter: Nick Thomas
 - 1.4.1.5.4.1.3. Managing Editor: Sarah Favot
 - 1.4.1.5.4.1.4. Social Media Editor: Catherine Kennedy
 - 1.4.1.5.4.1.5. Contributing Writer: Hailey Chang
- 1.4.1.6. Florida (Miami)
 - 1.4.1.6.1. Printed Press
 - 1.4.1.6.1.1. Miami Herald³²¹
 - 1.4.1.6.1.1.1. Section Editors:
 - 1.4.1.6.1.1.1.1. Investigative: Sarah Blaskey
 - 1.4.1.6.1.1.1.2. Investigative: Jay Weaver
 - 1.4.1.6.1.1.1.3. Environmental: Curtis Morgan
 - 1.4.1.6.1.1.1.4. Columnist: Fabiola Santiago
 - 1.4.1.6.1.1.1.5. City Hall Reporter: Joey Flechas
 - 1.4.1.6.1.1.1.6. Urban Affairs: Andres Viglucci
 - 1.4.1.6.1.2. Miami New Times³²²
 - 1.4.1.6.1.2.1. Editor-in-Chief: Tom Finkel
 - 1.4.1.6.1.2.2. Section Editors:
 - 1.4.1.6.1.2.2.1. News: Natasha Yee
 - 1.4.1.6.1.2.2.2. Culture: Celia Almeida
 - 1.4.1.6.1.2.2.3. Staff Writer: B. Scott McLendon
 - 1.4.1.6.2. Television / Streaming
 - 1.4.1.6.2.1. WLRN (PBS Miami)³²³
 - 1.4.1.6.2.1.1. Senior Economics Editor and Special Correspondent: Tom Hudson
 - 1.4.1.6.2.1.2. Americas Editor: Tim Padgett
 - 1.4.1.6.2.1.3. Local Government Accountability Reporter: Joshua Ceballos

³¹⁹ HORN, John. *The Frame* [online]. Los Angeles: LAist, 2025 [accessed: 2 June 2025]. Available at: <https://laist.com/shows/the-frame>

³²⁰ dot.LA. *dot.LA* [online]. Los Angeles: dot.LA, 2025 [accessed: 2 June 2025]. Available at: <https://muckrack.com/media-outlet/dotla>

³²¹ THE MIAMI HERALD. *The Miami Herald* [online]. Doral: Prowly, 2025 [accessed: 2 June 2025]. Available at: <https://prowly.com/profiles/outlets/the-miami-herald>

³²² MIAMI NEW TIMES. *Staff* [online]. Miami: Miami New Times, 2025 [accessed: 2 June 2025]. Available at: <https://www.miaminewtimes.com/about/staff>

³²³ WLRN. *WLRN Staff* [online]. Miami: WLRN, 2025 [accessed: 2 June 2025]. Available at: <https://www.wlrn.org/people>

- 1.4.1.6.2.1.4. Environment Reporter: Jenny Staletovich
- 1.4.1.6.2.1.5. News and Public Affairs Producer: Jimena Romero
- 1.4.1.6.2.1.6. Anchor/Reporter: Christine DiMattei
- 1.4.1.6.3. Podcasts
 - 1.4.1.6.3.1. *The Sunshine Economy* (WLRN) ³²⁴
 - 1.4.1.6.3.1.1. Host: Tom Hudson
 - 1.4.1.6.3.2. *The South Florida Roundup* (WLRN) ³²⁵
 - 1.4.1.6.3.2.1. Host: *Jimena Romero*
- 1.4.1.6.4. Digital Media
 - 1.4.1.6.4.1. Refresh Miami ³²⁶
 - 1.4.1.6.4.1.1. Editors:
 - 1.4.1.6.4.1.1.1. Nancy Dahlberg
 - 1.4.1.6.4.1.1.2. Riley Kaminer
- 1.4.1.7. Minnesota (Minneapolis)
 - 1.4.1.7.1. Printed Press
 - 1.4.1.7.1.1. Minneapolis/St. Paul Business Journal ³²⁷
 - 1.4.1.7.1.1.1. Editor-in-Chief: Dirk DeYoung
 - 1.4.1.7.1.1.2. Managing Editor: Mark Reilly
 - 1.4.1.7.1.1.3. Section Editors:
 - 1.4.1.7.1.1.3.1. Special Projects and Research: Kim Johnson
 - 1.4.1.7.1.1.3.2. Data Reporter: Ethan Nelson
 - 1.4.1.7.2. TV
 - 1.4.1.7.2.1. Twin Cities PBS (TPT) ³²⁸
 - 1.4.1.7.2.1.1. Reporter/ Producer: Kaomi Lee
 - 1.4.1.7.3. Podcasts
 - 1.4.1.7.3.1. *The Thread* (American Public Media) ³²⁹
 - 1.4.1.7.3.1.1. Host: Taylor Haskins
 - 1.4.1.7.4. Digital Media

³²⁴ WLRN. "Tom Hudson." *WLRN* [online]. Available at: <https://www.wlrn.org/people/tom-hudson>.

³²⁵ WLRN. "Jimena Romero." *WLRN* [online]. Available at: <https://www.wlrn.org/jimena-romero>.

³²⁶ Refresh Miami. "About Us." *Refresh Miami* [online]. Available at: <https://refreshmiami.com/about-us>.

³²⁷ American City Business Journals. "About Us." *Minneapolis/St. Paul Business Journal* [online]. Available at: <https://www.bizjournals.com/twincities/about-us>.

³²⁸ Lee, Kaomi. "Kaomi Lee." *LinkedIn* [online]. Available at: <https://www.linkedin.com/in/kaomi-lee-69745925>.

³²⁹ North Country Public Radio. "The Thread." North Country Public Radio [online]. Available at: <https://www.northcountrypublicradio.org/shows/the-thread>.

1.4.1.7.4.1. Tech.MN ³³⁰

1.4.1.7.4.1.1. Managing Editor: Alex Skjong

1.4.1.8. New York

1.4.1.8.1. Printed Media

1.4.1.8.1.1. Crain's New York Business³³¹

1.4.1.8.1.1.1. Section Editors:

1.4.1.8.1.1.1.1. Real Estate Reporter: Natalie Sachmechi

1.4.1.8.1.1.1.2. Reporter (Real Estate and Development): C.J. Hughes

1.4.1.8.1.1.1.3. Contributor (Dining and Hospitality): Kat Odell

1.4.1.8.1.1.1.4. Investigative Reporter: Myles Miller

1.4.1.8.1.1.1.5. Politics and Policy Reporter: Laura Nahmias

1.4.1.8.1.2. The New York Times³³²

1.4.1.8.1.2.1. Section Editors

1.4.1.8.1.2.1.1. White House Correspondent: Maggie Haberman

1.4.1.8.1.2.1.2. Chief White House Correspondent: Peter Baker

1.4.1.8.1.2.1.3. Caribbean and Immigration Reporter: Frances Robles

1.4.1.8.1.2.1.4. Miami Bureau Chief: Patricia Mazzei

1.4.1.8.1.2.1.5. Los Angeles Bureau Chief: Adam Nagourney

1.4.1.8.1.2.1.6. Washington Bureau Chief: Elisabeth Bumiller

1.4.1.8.1.3. TV/ Streaming

1.4.1.8.1.3.1. THIRTEEN (PBS New York) ³³³

1.4.1.8.1.3.1.1. Host/Producer: Rafael Pi Roman

1.4.1.8.1.4. Podcasts

³³⁰ Skjong, Alex. "Alex Skjong." *Muck Rack* [online]. Available at: <https://muckrack.com/alex-skjong>.

³³¹ DAVID, Greg. *Greg David on Crain's New York Business* [online]. New York: Crain's New York Business, 2025 [accessed: 2 June 2025]. Available at: <https://www.craainsnewyork.com/staff/4/greg-david>

³³² ASSOCIATED PRESS. *AP severs ties with photographer who altered work* [online]. New York: Associated Press, 2014 [accessed: 2 June 2025]. Available at: <https://www.ap.org/article/a0a334b515782814fb4ed35f386b4b6e>

³³³ WNET. *New York Voices – About the Series* [online]. New York: WNET, 2025 [accessed: 2 June 2025]. Available at: <https://www.thirteen.org/nyvoices/about.html>

- 1.4.1.8.1.4.1. The Daily (The New York Times)³³⁴
 - 1.4.1.8.1.4.1.1. Host: Michael Barbaro
- 1.4.1.8.1.5. Digital Media
 - 1.4.1.8.1.5.1. TechCrunch³³⁵
 - 1.4.1.8.1.5.1.1. Founder: Michael Arrington
- 1.4.1.9. California (San Francisco)
 - 1.4.1.9.1. Printed Media
 - 1.4.1.9.1.1. San Francisco Business Times³³⁶
 - 1.4.1.9.1.1.1. Editors:
 - 1.4.1.9.1.1.1.1. Banking and Finance: Mark Calvey
 - 1.4.1.9.1.1.1.2. Biotechnology: Ron Leuty
 - 1.4.1.9.1.1.1.3. Real Estate and Economic Development: Laura Waxmann
 - 1.4.1.9.2. TV/ Streaming
 - 1.4.1.9.2.1. KQED (PBS San Francisco)³³⁷
 - 1.4.1.9.2.1.1. Section Editors:
 - 1.4.1.9.2.1.1.1. Senior Editor (Silicon Valley): Rachel Myrow
 - 1.4.1.9.2.1.1.2. Host and Reporter: Devin Katayama
 - 1.4.1.9.2.1.1.3. Morning Edition Anchor: Brian Watt
 - 1.4.1.9.3. Podcast
 - 1.4.1.9.3.1. Bay Curious (KQED)³³⁸
 - 1.4.1.9.3.1.1. Host: Olivia Allen-Price.
 - 1.4.1.9.4. Digital Media
 - 1.4.1.9.4.1. Wired³³⁹
 - 1.4.1.9.4.1.1. Editor-in-Chief: Katie Drummond
 - 1.4.1.10. Washington (Seattle)

³³⁴ The New York Times. "The Daily." *The New York Times* [online]. Available at: <https://www.nytimes.com/column/the-daily>.

³³⁵ TechCrunch. "TechCrunch." *Muck Rack* [online]. Available at: <https://muckrack.com/media-outlet/techcrunch>.

³³⁶ San Francisco Business Times. "San Francisco Business Times." *Muck Rack* [online]. Available at: <https://muckrack.com/media-outlet/sfbiztimes>.

³³⁷ KQED. "News, Radio, Podcasts, TV | Public Media for Northern California." *KQED* [online]. Available at: <https://www.kqed.org/>.

³³⁸ ALLEN-PRICE, Olivia. *Olivia Allen-Price | KQED*. KQED. Available at: <https://www.kqed.org/author/ohubertallen>

³³⁹ KAFKA, Peter. *Wired's editor tells me how she got 62,000 new subscribers in 2 weeks*. Business Insider, 28 May 2025. Available at: <https://www.businessinsider.com/wired-katie-drummond-trump-musk-subscribers-peter-kafka-podcast-interview>

- 1.4.1.10.1. Printed Media
 - 1.4.1.10.1.1. Puget Sound Business Journal ³⁴⁰
 - 1.4.1.10.1.1.1. Section Editors:
 - 1.4.1.10.1.1.1.1. Real Estate: Marc Stiles
 - 1.4.1.10.1.1.1.2. Technology and Innovation: Ashley Stewart
 - 1.4.1.10.1.1.1.3. Editor: Becky Monk
 - 1.4.1.10.1.2. The Stranger ³⁴¹
 - 1.4.1.10.1.2.1. Section editors:
 - 1.4.1.10.1.2.1.1. Senior Staff Writer: Charles Mudede
 - 1.4.1.10.1.2.1.2. Editor and Columnist: Dan Savage
 - 1.4.1.10.1.2.1.3. Culture: Jasmyne Keimig
- 1.4.1.10.2. TV/ Streaming
 - 1.4.1.10.2.1. KCTS 9 (PBS Seattle) ³⁴²
 - 1.4.1.10.2.1.1. Senior Correspondent: Enrique Cerna
 - 1.4.1.10.2.1.2. Host ("UpFront"): Monica Guzman
 - 1.4.1.10.2.1.3. Reporter and Producer: Angela King
- 1.4.1.10.3. Podcasts
 - 1.4.1.10.3.1. Seattle Now (KUOW) ³⁴³
 - 1.4.1.10.3.1.1. Host. Patricia Murphy.
- 1.4.1.10.4. Digital Media
 - 1.4.1.10.4.1. GeekWire ³⁴⁴
 - 1.4.1.10.4.1.1. Co-founder / Reporter: Todd Bishop
 - 1.4.1.10.4.1.2. Co-founder / Reporter: John Cook
 - 1.4.1.10.4.1.3. Managing Editor: Taylor Soper

2. **Government**

- 2.1. Argentina
 - 2.1.1. National Executive Power
 - 2.1.1.1. Ministry of Economy
 - 2.1.1.1.1. Minister: Luis Caputo

³⁴⁰ PUGET SOUND BUSINESS JOURNAL. *About Us*. Available at: <https://www.bizjournals.com/seattle/about-us>

³⁴¹ THE STRANGER. *The Stranger: Seattle's Only Newspaper*. Available at: <https://www.thestranger.com>

³⁴² KCTS 9. *KCTS 9*. PBS. Available at: <https://www.pbs.org/show/kcts-9/>

³⁴³ MURPHY, Patricia. *Patricia Murphy | KUOW*. KUOW. Available at: <https://www.kuow.org/authors/patricia-murphy>

³⁴⁴ GEEKWIRE. *GeekWire – Breaking News in Technology & Business*. Available at: <https://www.geekwire.com>

- 2.1.1.1.1.1. Secretariat for Small and Medium Enterprises, Entrepreneurs and Knowledge economy: Marcos Ayerra
 - 2.1.1.1.1.1.1. Undersecretary of Knowledge Economy: Santiago Pordelanne
 - 2.1.1.1.1.1.2. Undersecretary of Entrepreneurs: Pablo Gutierrez Oyhanarte
 - 2.1.1.1.1.1.3. Undersecretary of Small and Medium Enterprises: Christian Bauab
- 2.1.1.1.1.2. Secretariat of Industry and Trade: Esteban Marzorati
 - 2.1.1.1.1.2.1. Undersecretary of Industrial Policy: Daniela Ramos
 - 2.1.1.1.1.2.2. Undersecretary of Productive Management: Javier Cardini
 - 2.1.1.1.1.2.3. Undersecretary of Foreign Trade: Carolina Cuenca
 - 2.1.1.1.1.2.4. Undersecretary of Consumer Protection and Fair Trade: Fernando Blanco Muiño
- 2.1.1.2. Ministry of Foreign Affairs
 - 2.1.1.2.1. Minister: Gerardo Werthein
 - 2.1.1.2.1.1. Secretary of Foreign Affairs: Eduardo Miguel Bustamante
 - 2.1.1.2.1.1.1. Undersecretary for Coordination and Foreign Administration: Maria Cristina Dellepiane
- 2.1.1.3. Ministry of Human Capital
 - 2.1.1.3.1. Minister: Sandra Pettovello
 - 2.1.1.3.1.1. Secretariat of Labor, Employment and Social Security: Julio Cordero
 - 2.1.1.3.1.2. Secretariat of education: Claudia Gerbasio
 - 2.1.1.3.1.2.1. Undersecretary of University Policies: Liliana Gonzalorenna
- 2.1.1.4. Chief of the Cabinet of Ministers
 - 2.1.1.4.1. Minister: Guillermo Francos
 - 2.1.1.4.1.1. Secretariat of Innovation, Science and Technology: Darío Leandro Genua
 - 2.1.1.4.1.1.1. Undersecretary of Science and Technology: José Luis Acevedo
 - 2.1.1.4.1.1.2. Undersecretary of innovation: Claudio Gustavo Wendler
 - 2.1.1.4.1.1.3. Undersecretary of ICT (Information and Communications Technologies): César Leonardo Gazzo Huck
 - 2.1.1.4.1.1.4. National Directorate of Open Government: Julián Alberto Echandi
 - 2.1.1.4.1.1.5. National Directorate of Planning and International Affairs in Science,

- Innovation and Technology: Emiliano Cisneros
- 2.1.1.4.1.1.6. Directorate of Cybersecurity: Federico Sebastián Pierri
- 2.1.1.4.1.1.7. Directorate of Mobile Application Development: Constanza Irene Viere
- 2.1.1.4.1.1.8. Directorate of Digital Products: Juan Manuel Dócil
- 2.1.1.5. Ministry of Culture
 - 2.1.1.5.1. Minister: Leonardo Cifelli Secretariat of Culture
 - 2.1.1.5.1.1. Secretary: Leonardo Cifelli
- 2.1.1.6. Agency I+D+I (National Agency for the Promotion of Research, Technological Development and Innovation)
 - 2.1.1.6.1. President: Alicia Inés Caballero
 - 2.1.1.6.1.1. Director of the National Fund for Scientific and Technological Research (FONCYT): Rita Antonella Cuevas
 - 2.1.1.6.1.2. Director of the Argentine Technological Fund (FONTAR): Melisa Nadia Librelato
 - 2.1.1.6.1.3. Director of the National Directorate for the Design and Execution of Promotion Instruments: Enrique Juan Pera Renault
- 2.1.1.7. INAP (National Institute of Public Administration)
 - 2.1.1.7.1. Executive Director: Leandro Bottinelli
- 2.1.2. Provincial Executive Power:
 - 2.1.2.1. Buenos Aires City CABA)
 - 2.1.2.1.1. Chief of Government: Jorge Macri
 - 2.1.2.1.1.1.1. Deputy Chief of Government: Clara Muzzio
 - 2.1.2.1.1.2. Ministry of Economic Development: Hernan Lombardi
 - 2.1.2.1.1.3. Ministry of Innovation and Technology: Fernando Benegas
 - 2.1.2.1.1.4. Ministry of Culture: Enrique Avogadro
 - 2.1.2.1.1.5. Ministry of Education: Mercedes Miguel
 - 2.1.2.2. Buenos Aires Province ³⁴⁵
 - 2.1.2.2.1. Governor: Axel Kicillof
 - 2.1.2.2.2. Vice Governor: Verónica Magario
 - 2.1.2.2.3. Ministry of Production, Science and Technological Innovation: Augusto Costa
 - 2.1.2.2.4. Ministry of Environment: Daniela Vilar
 - 2.1.2.2.5. Ministry of Culture: Florencia Saintout
 - 2.1.2.2.6. Ministry of Education: Agustina Vila

³⁴⁵ GOVERNMENT OF THE PROVINCE OF BUENOS AIRES. *Official Website*. Available at: <https://www.gba.gob.ar/>

- 2.1.2.2.7. Ministry of Labor: Jorge Walter Correa
- 2.1.2.2.8. Ministry of Communication: Jesica Rey
 - 2.1.2.2.8.1. Secretary General: Agustina Vila: María Cristina Álvarez Rodríguez
- 2.1.2.3. Córdoba ³⁴⁶
 - 2.1.2.3.1. Governor: Martín Llyayora
 - 2.1.2.3.2. Vice Governor: Myrian Prunotto
 - 2.1.2.3.2.1. Ministry of Production, Science, and Technological Innovation: Pedro Dellarossa
 - 2.1.2.3.2.2. Ministry of Environment and Circular Economy: María Victoria Flores
 - 2.1.2.3.2.3. Ministry of Education: Horacio Ferreyra
 - 2.1.2.3.2.4. Ministry of Culture: Raúl Sansica
 - 2.1.2.3.2.5. Ministry of Labor and Employment Promotion: Laura Jure
 - 2.1.2.3.2.5.1. Agencies
 - 2.1.2.3.2.5.1.1. Córdoba Innovar y Emprender Agency: Manuel Ron
 - 2.1.2.3.2.5.1.2. Córdoba Cultura Agency: Raúl Sansica
- 2.1.2.4. Santa Fe ³⁴⁷
 - 2.1.2.4.1. Governor: Maximiliano Pullaro
 - 2.1.2.4.1.1. Ministry of Production, Science and Technology: Gustavo Puccini
 - 2.1.2.4.1.2. Ministry of Environment and Climate Change: Enrique Estévez
 - 2.1.2.4.1.3. Ministry of Culture: Susana Rueda
 - 2.1.2.4.1.4. Ministry of Education: José Goity
 - 2.1.2.4.1.5. Ministry of Labor: Roald Báscolo
- 2.1.2.5. Mendoza ³⁴⁸
 - 2.1.2.5.1. Governor: Alfredo Cornejo
 - 2.1.2.5.2. Vice Governor: Hebé Casado
 - 2.1.2.5.2.1. Ministry of Economy and Energy: Enrique Vaquié
 - 2.1.2.5.2.2. Ministry of Culture and Tourism: Nora Vicario
 - 2.1.2.5.2.3. Ministry of Education: Tadeo García Zalazar
 - 2.1.2.5.2.4. Ministry of Labor and Employment: Natalio Mema
- 2.1.2.6. Tucumán ³⁴⁹
 - 2.1.2.6.1. Governor: Osvaldo Jaldo
 - 2.1.2.6.2. Vice Governor: Miguel Ángel Acevedo

³⁴⁶ GOVERNMENT OF THE PROVINCE OF CÓRDOBA. *Institucional*. Available at: <https://www.cba.gov.ar/institucional/>

³⁴⁷ GOBIERNO DE SANTA FE. *Organización del Estado*. Available at: <https://www.santafe.gov.ar/index.php/web/content/view/full/93670>

³⁴⁸ GOVERNMENT OF MENDOZA. *Official Website*. Available at: <https://www.mendoza.gov.ar/>

³⁴⁹ GOBIERNO DE TUCUMÁN. *Poder Ejecutivo – Guía de Trámites*. Available at: <https://guiadetramites.tucuman.gob.ar/organismo/22/>

- 2.1.2.6.2.1. Ministry of Production: Álvaro Simón Padrós
- 2.1.2.6.2.2. Ministry of Education: Susana Montaldo
- 2.1.2.6.2.3. Ministry of Environment and Sustainable Development: Alfredo Montalván
- 2.1.2.6.2.4. Ministry of Culture: María Alejandra Cejas
- 2.1.2.7. Chaco Province ³⁵⁰
 - 2.1.2.7.1. Governor: Leandro Zdero
 - 2.1.2.7.2. Vice Governor: Silvina Schneider
 - 2.1.2.7.2.1. Ministry of Industry, Production and Employment: Jorge Gomez
 - 2.1.2.7.2.2. Ministry of Education, Culture, Science and Technology: Sofía Petcoff Naidenoff
 - 2.1.2.7.2.3. Ministry of Environment and Sustainable Development: Oscar Pablo Dudik
- 2.1.2.8. Tierra del Fuego ³⁵¹
 - 2.1.2.8.1. Governor: Gustavo Melella
 - 2.1.2.8.2. Vice Governor: Mónica Urquiza
 - 2.1.2.8.2.1. Ministry of Production and Environment: Sonia Castiglione
 - 2.1.2.8.2.2. Ministry of Education, Culture, Science, and Technology: Analía Cubino
- 2.1.3. Municipal Executive Power
 - 2.1.3.1. Buenos Aires City (CABA)
 - 2.1.3.1.1. Chief of Government: Jorge Macri
 - 2.1.3.1.1.1. Deputy Chief of Government: Clara Muzzio
 - 2.1.3.1.2. Ministry of Economic Development: Hernan Lombardi
 - 2.1.3.1.3. Ministry of Innovation and Technology: Fernando Benegas
 - 2.1.3.1.4. Ministry of Culture: Enrique Avogadro
 - 2.1.3.1.5. Ministry of Education: Mercedes Miguel
 - 2.1.3.1.5.1. Secretary of Legal and Technical Affairs: María Leticia Montiel
 - 2.1.3.1.5.2. Secretary General: Fulvio Valerio Pompeo
 - 2.1.3.1.5.3. Secretary of government and Citizen Engagement: César Ángel Torres
 - 2.1.3.1.5.4. Secretary of Strategic Affairs: Guillermo Andrés Romero
 - 2.1.3.1.5.5. Secretary of Communication: Gustavo Gago
 - 2.1.3.2. Córdoba ³⁵²

³⁵⁰ GOVERNMENT OF THE PROVINCE OF CHACO. *Mapa del Estado del Chaco*. Available at: <https://mapadelestado.chaco.gob.ar/>

³⁵¹ GOBIERNO DE TIERRA DEL FUEGO. *Autoridades*. Available at: <https://www.tierradelfuego.gob.ar/autoridades/>

³⁵² MUNICIPALIDAD DE CÓRDOBA. *Secretaría de Gobierno*. Available at: <https://cordoba.gob.ar/secretaria-de-gobierno/>

- 2.1.3.2.1. Mayor: Daniel Passerini
- 2.1.3.2.2. Vice Mayor: Javier Pretto General
 - 2.1.3.2.2.1. Secretary: Rodrigo Fernandez
 - 2.1.3.2.2.1.1. Secretary of Public Administration and Human Capital: Sergio Lorenzatti
 - 2.1.3.2.2.1.2. Secretary of Intelligence and Digital Transformation: Ignacio Gei
 - 2.1.3.2.2.1.3. Secretary of Education: Alicia La Terza
- 2.1.3.3. Rosario: ³⁵³
 - 2.1.3.3.1. Mayor: Pablo Javkin
 - 2.1.3.3.1.1. Secretary of Government: Sebastian Chale
 - 2.1.3.3.1.1.1. Subsecretary of Government: Sabrina Arcamone
 - 2.1.3.3.1.1.2. Subsecretary of Communication: Lautaro Duboe
 - 2.1.3.3.1.1.3. Subsecretary of Administration: Débora Marzioni
 - 2.1.3.3.1.2. General Secretary: Miguel Tessandori
 - 2.1.3.3.1.3. General Subsecretary: Roque Flaherty
 - 2.1.3.3.1.4. Secretary of Culture and Education: Federico Valentini
 - 2.1.3.3.1.5. Secretary of Economy: Guido Boggiano
 - 2.1.3.3.1.6. Secretary of Economic Development: Leandro Lopérgolo
- 2.1.3.4. Mendoza ³⁵⁴
 - 2.1.3.4.1. Mayor: Ulpiano Suarez
 - 2.1.3.4.2. General Coordinator of Mayor: Romina Guzzo
 - 2.1.3.4.2.1. Secretary of Government: Pablo Espina
 - 2.1.3.4.2.2. Secretary of Culture, Tourism and International Relations: Roberto Rios
 - 2.1.3.4.2.3. Director of Culture: Laura Fuente
 - 2.1.3.4.2.4. Secretary of Economic Development: Yamila Meljim
 - 2.1.3.4.2.4.1. Subsecretary of Economic Development: Pablo Levin
 - 2.1.3.4.2.5. Secretary of Public Management: Érica Rojas
 - 2.1.3.4.2.5.1. Subsecretary of Communication: Marcelo Guiñazu
 - 2.1.3.4.2.5.2. Subsecretary of Institutional Communication: Facundo Sosa
- 2.1.3.5. La Plata: ³⁵⁵

³⁵³ MUNICIPALIDAD DE ROSARIO. *Autoridades y Secretarías*. Available at: <https://www.rosario.gob.ar/inicio/autoridades-y-secretarias>

³⁵⁴ MUNICIPALIDAD DE LA CIUDAD DE MENDOZA. *Organigrama 2024*. Available at: <https://datos.ciudadmendoza.gob.ar/dataset/d5cce809-9616-46af-acfd-d073756d3d18/resource/85892985-2ef1-4ec8-bf47-bdb678b09be7/download/organigrama-2024.pdf>

³⁵⁵ *Todos los cambios que hizo Julio Alak al organigrama municipal en La Plata*. 0221.com.ar, 17 May 2025. Available at:

- 2.1.3.5.1. Mayor: Julio Alak
 - 2.1.3.5.1.1. Chief of Cabinet: Carlos Eduardo Bonicatto
 - 2.1.3.5.1.2. General Secretary: Aníbal Norberto Gómez
 - 2.1.3.5.1.3. Secretary of Government: Guillermo Cara
 - 2.1.3.5.1.4. Secretary of Legal and Technical Affairs: Guillermo Federico Comadira
 - 2.1.3.5.1.5. Secretary of Treasury and Finance: Marcelo Darío Giampaoli
 - 2.1.3.5.1.6. Secretary of Popular Economy: Claudia Gallardo
 - 2.1.3.5.1.7. Secretary of Culture: Ana Amelia Negrete
- 2.1.3.6. Mar del Plata ³⁵⁶
 - 2.1.3.6.1. Mayor: Guillermo Montenegro
 - 2.1.3.6.1.1. Secretary of Legal, Technical and Treasury Affairs: Mauro Martinelli
 - 2.1.3.6.1.2. Secretary of Education: Fernando Rizzi
 - 2.1.3.6.1.3. Secretary of Local Development, Investment and Public-Private Integration: Fernando Muro
 - 2.1.3.6.1.4. Undersecretary of Knowledge Economy: Walter Gregoracci
 - 2.1.3.6.1.5. Director General Of Commerce and Industry: Hernán Alcolea
- 2.1.3.7. Tandil ³⁵⁷
 - 2.1.3.7.1. Mayor: Miguel Ángel Lunghi
 - 2.1.3.7.1.1. Secretary of International Relations: Marcela Petrantonio
 - 2.1.3.7.1.2. Secretary of Economy and Administration: Martín Echeverría
 - 2.1.3.7.1.3. Secretary of Legal: Javier Lopez
- 2.1.3.8. Bahía Blanca ³⁵⁸
 - 2.1.3.8.1. Mayor: Federico Susbielles
 - 2.1.3.8.2. Chief of Cabinet: Luis Alberto Calderaro
 - 2.1.3.8.2.1. Subsecretary of Legal and Technical: Macarena Vázquez
 - 2.1.3.8.2.2. Subsecretary of Prevention and Communication: Ornela Scarano
- 2.1.3.9. Resistencia: ³⁵⁹
 - 2.1.3.9.1. Mayor: Roy Nikisch

<https://www.0221.com.ar/todos-los-cambios-que-hizo-julio-alak-al-organigrama-municipal-la-plata-n85295>

³⁵⁶ MUNICIPALIDAD DE GENERAL PUEYRREDÓN. *Mar del Plata – Sitio Oficial del Municipio de General Pueyrredón*. Available at: <https://www.mardelplata.gob.ar/>

³⁵⁷ GOBIERNO DE TANDIL. *Organigrama*. Available at: <https://gobiernoabierto.tandil.gov.ar/acceso-informacion-publica/organigrama/>

³⁵⁸ GOBIERNO DE BAHÍA BLANCA. *Organigrama Municipal*. Available at: <https://gobiernoabierto.bahia.gob.ar/transparencia/organigrama/>

³⁵⁹ MUNICIPALIDAD DE RESISTENCIA. *Institucional*. Available at: <https://resistencia.gob.ar/institucional>

- 2.1.3.9.1.1. Secretary of Government: Emilio Varisco
- 2.1.3.9.1.2. Secretary of Economy: Ricardo Roffé
- 2.1.3.9.1.3. Secretary of Legal and Technical: Natalia Acevedo
- 2.1.3.9.1.4. Secretary of Culture and Tourism: Bárbara Losch Rosciani
- 2.1.3.9.2. Tucuman
 - 2.1.3.9.2.1. Mayor: Rossana Chahla
 - 2.1.3.9.2.1.1. Secretary General: Rodrigo Gómez Tortosa
 - 2.1.3.9.2.1.2. Secretary of Government: Camila Giuliano
 - 2.1.3.9.2.1.3. Secretary of Economy: Sebastian Ruiz Toscano
 - 2.1.3.9.2.1.4. Secretary of Technological Innovation: Omar Abraham
 - 2.1.3.9.2.1.5. Secretary of Culture: María Valenzuela
- 2.1.3.9.3. Ushuaia
 - 2.1.3.9.3.1. Mayor: Walter Vuoto
 - 2.1.3.9.3.2. Vice Mayor: Gabriela Muñiz Siccardi
 - 2.1.3.9.3.2.1. Secretary of the Government: César Molina Holguín
 - 2.1.3.9.3.2.2. Secretary of Economy and Finance: Araceli Marcela Viviana Oviedo Gimenez
 - 2.1.3.9.3.2.3. Secretary of Legal and Technical: Fernando Andrés Vera

2.1.4. Legislative power

- 2.1.4.1. Honourable Chamber of Deputies of the Argentine Nation ³⁶⁰
 - 2.1.4.1.1. President: Martin Menem
 - 2.1.4.1.2. Vice President: Cecilia Moreau
- 2.1.4.2. Commission on science, technology and productive innovation ³⁶¹
 - 2.1.4.2.1. President: Daniel Gollán
 - 2.1.4.2.2. Vice President 1: Marcela Coli
 - 2.1.4.2.3. Vice President 2: Martín Yeza
 - 2.1.4.2.3.1. Secretary: Lilia Lemoine

³⁶⁰ HONORABLE CÁMARA DE DIPUTADOS DE LA NACIÓN ARGENTINA. *Comisiones Permanentes*. Available at: <https://www.hcdn.gob.ar/comisiones/permanentes/>

³⁶¹ HONORABLE CÁMARA DE DIPUTADOS DE LA NACIÓN ARGENTINA. *Comisión Permanente de Ciencia y Tecnología e Innovación Productiva – Integrantes*. Available at: <https://www.hcdn.gob.ar/comisiones/permanentes/ccytecnologia/integrantes.html>

- 2.1.4.2.3.2. Secretary: Andrea Freites
- 2.1.4.2.3.3. Secretary: Damián Arabia
- 2.1.4.2.3.4. Secretary: Brenda Vargas Matyi
- 2.1.4.2.4. Commission on communications and information technology³⁶²
 - 2.1.4.2.4.1. President: Pablo Carro
 - 2.1.4.2.4.2. Vice President 1: Karina Banfi
 - 2.1.4.2.4.3. Vice President 2: Carlos D'Alessandro
 - 2.1.4.2.4.3.1. Secretary: Silvana Giudici
 - 2.1.4.2.4.3.2. Secretary: Oscar Agost Carreño
- 2.1.4.2.5. Commission on economy³⁶³
 - 2.1.4.2.5.1. President: Ariel Rauschenberger
 - 2.1.4.2.5.2. Vice President 1: Carlos Daniel Castagneto
 - 2.1.4.2.5.3. Vice President 2: Agustín Domingo
 - 2.1.4.2.5.3.1. Secretary: Julio Moreno Ovalle
 - 2.1.4.2.5.3.2. Secretary: Juan Carlos Polini
 - 2.1.4.2.5.3.3. Secretary: Fernanda Avila
- 2.1.4.2.6. Commission on natural resources and conservation of the human environment ³⁶⁴
 - 2.1.4.2.6.1. President: Carlos D'Alessandro
 - 2.1.4.2.6.2. Vice President 1: Gabriela Beatriz Estévez
 - 2.1.4.2.6.3. Vice President 2: Margarita Stolbizer
 - 2.1.4.2.6.3.1. Secretary: Pablo Juliano
 - 2.1.4.2.6.3.2. Secretary: Natalia Zaracho
- 2.1.4.2.7. Honorable Senate of the Argentine Nation ³⁶⁵
 - 2.1.4.2.7.1. President: Victoria Villarruel
 - 2.1.4.2.7.2. Provisional President: Bartolomé Abdala
 - 2.1.4.2.7.3. Vice President: Silvia Sapag

³⁶² CAMARA DE DIPUTADOS DE LA NACION ARGENTINA. Integrantes de la Comisión Permanente de Comunicaciones e Informática [online]. Buenos Aires: Cámara de Diputados de la Nación Argentina, [accessed: 2025-06-02]. Available at:

<https://www.hcdn.gob.ar/comisiones/permanentes/cceinformatica/integrantes.html>

³⁶³ CAMARA DE DIPUTADOS DE LA NACION ARGENTINA. Members of the Standing Committee on Economy [online]. Buenos Aires: Cámara de Diputados de la Nación Argentina, [accessed: 2025-06-02]. Available at:

<https://www.hcdn.gob.ar/comisiones/permanentes/ceconomia/integrantes.html>

³⁶⁴ Honorable Cámara de Diputados de la Nación Argentina. *Comisión Permanente de Recursos Naturales y Conservación del Ambiente Humano – Integrantes*. Available at:

<https://www.hcdn.gob.ar/comisiones/permanentes/crnaturales/integrantes.html>.

³⁶⁵ Honorable Senado de la Nación Argentina. *Authorities – Honorable Senado de la Nación Argentina*. Available at: <https://www.senado.gob.ar/autoridades>.

- 2.1.4.2.8. Commission on science and technology ³⁶⁶
 - 2.1.4.2.8.1. President: Silvina Marcela García Larraburu
 - 2.1.4.2.8.2. Vice President: Victor Zimmermann
 - 2.1.4.2.8.2.1. Secretary: María Victoria Huala
- 2.1.4.2.9. Commission on national economy and investment ³⁶⁷
 - 2.1.4.2.9.1. President: Pablo Daniel Blanco
 - 2.1.4.2.9.2. Secretary: Ivanna Marcela Arrascaeta
- 2.1.4.2.10. Commission on environment and sustainable development ³⁶⁸
 - 2.1.4.2.10.1. President: Edith Elizabeth Terenzi
 - 2.1.4.2.10.2. Secretary: Enrique Martin Goerling Lara
- 2.1.4.2.11. Commission on education and culture ³⁶⁹
 - 2.1.4.2.11.1. President: Eduardo Enrique de Pedro
 - 2.1.4.2.11.1.1. Secretary: Mónica Esther Silva

2.2. Colombia

- 2.2.1. National Executive Power
 - 2.2.1.1. President of the Republic
 - 2.2.1.1.1. Gustavo Petro ³⁷⁰
 - 2.2.1.2. Vice President of the Republic
 - 2.2.1.2.1. Francia Márquez Mina ³⁷¹
 - 2.2.1.2.1.1. Ministry of Foreign Affairs: Laura Sarabia ³⁷²
 - 2.2.1.2.1.2. Ministry of Labor: Gloria Inés Ramírez ³⁷³
 - 2.2.1.2.1.3. Ministry of Environment and Sustainable Development: Lena Yanina Estrada
 - 2.2.1.2.1.4. Ministry of Information Technologies and Communications: Belfor García Henao

³⁶⁶ Honorable Senado de la Nación Argentina. *Comisión Unicameral de Economías Regionales, Economía Social, Micro, Pequeña y Mediana Empresa*. Available at: <https://www.senado.gob.ar/parlamentario/comisiones/info/74>.

³⁶⁷ Honorable Senado de la Nación Argentina. *Comisión Unicameral de Economía Nacional e Inversión*. Available at: <https://www.senado.gob.ar/parlamentario/comisiones/info/58>.

³⁶⁸ Honorable Senado de la Nación Argentina. *Comisión Unicameral de Justicia y Asuntos Penales*. Available at: <https://www.senado.gob.ar/parlamentario/comisiones/info/69>.

³⁶⁹ Honorable Senado de la Nación Argentina. *Comisión Unicameral de Economía Nacional e Inversión*. Available at: <https://www.senado.gob.ar/parlamentario/comisiones/info/75>.

³⁷⁰ Directorio Legislativo. (2022, June 20). *Gustavo Petro is the new president of Colombia*. Available at: <https://directoriolegislativo.org/es/gustavo-petro-es-el-nuevo-presidente-de-colombia/>.

³⁷¹ BBC Mundo. (2022, June 19). *Gustavo Petro is the new president of Colombia*. Available at: <https://www.bbc.com/mundo/articles/c17q8ex2r45o>

³⁷² Ministerio de Relaciones Exteriores de Colombia. *Minister*. Available at: <https://www.cancilleria.gov.co/ministra>.

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- 2.2.1.2.1.5. Ministry of Science, Technology, and Innovation: Yesenia Olaya ³⁷⁴
- 2.2.1.2.1.6. Ministry of Commerce, Industry & Tourism: Diana Marcela Morales Rojas ³⁷⁵
- 2.2.1.2.1.7. Ministry of Education: Daniel Rojas ³⁷⁶
- 2.2.1.2.1.8. Administrative Department of the Presidency of the Republic: Angie Rodríguez Fajardo ³⁷⁷
- 2.2.1.2.1.9. National Administrative Department of Statistics: Piedad Urdinola ³⁷⁸
- 2.2.1.2.1.10. Presidential Advisory for Stabilization and Consolidation: Juan Carlos Vargas Morales ³⁷⁹ Presidential Advisory for Regional Development: Luz Maria Munera ³⁸⁰
- 2.2.1.2.1.11. Presidential Advisory for Digital Transformation: Saúl Kattan ³⁸¹
- 2.2.1.2.1.12. Superintendency of Corporations: Billy Escobar ³⁸²
- 2.2.1.2.1.13. Financial Superintendency: César Reyes Acevedo ³⁸³
- 2.2.1.2.1.14. Superintendency of Industry and Commerce: Cielo Rusinque Urrego ³⁸⁴

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2.2.2. Provincial Executive Power

2.2.2.1. Atlántico

- 2.2.2.1.1. Governor: Eduardo Verano de la Rosa³⁸⁵
- 2.2.2.1.2. Secretariat of Finance: Nini Yohana Cantillo Estrada³⁸⁶
- 2.2.2.1.3. Secretariat General: Pedro Lemus³⁸⁷
- 2.2.2.1.4. Secretariat of Education: Leyton Barrios Torres³⁸⁸
- 2.2.2.1.5. Secretariat of Information and Communication Technologies (ICT): Cristina Espinosa Dávila³⁸⁹

2.2.2.2. Valle del Cauca³⁹⁰

- 2.2.2.2.1. Governor: Dilian Francisca Toro Torres
 - 2.2.2.2.1.1. Secretariat General: Liza Rodríguez
 - 2.2.2.2.1.2. Secretariat of Culture: Consuelo Bravo
 - 2.2.2.2.1.3. Secretariat of Finance: María Victoria Machado
 - 2.2.2.2.1.4. Secretariat of Economic Development: Óscar Vivas

2.2.2.3. Antioquía³⁹¹

- 2.2.2.3.1. Governor: Andrés Julián Rendón Cardona
 - 2.2.2.3.1.1. Secretariat of the Private Office: Lina Cuartas Ospina
 - 2.2.2.3.1.2. Secretariat General: Martha Patricia Correa Taborda
 - 2.2.2.3.1.3. Secretariat of Government: Luis Fernando Begué Trujillo
 - 2.2.2.3.1.4. Secretariat of Finance: Ofelia Elcy Velásquez Hernández

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- 2.2.2.3.1.5. Secretariat of Education: Mauricio Alviar Ramírez
 - 2.2.2.3.1.6. Secretariat of Economic Development: Manuel Alejandro Naranjo Giraldo
 - 2.2.2.3.1.7. Secretariat of Human Talent and Administrative Services: Rosa María Acevedo Jaramillo
- 2.2.3. Municipal Executive Power
- 2.2.3.1. Bogotá
 - 2.2.3.1.1. Mayor of Bogotá: Carlos Fernando Galán ³⁹²
 - 2.2.3.1.1.1. Secretary Private & Chief of Cabinet: Carlos José Lasprilla ³⁹³
 - 2.2.3.1.1.2. Legal Secretary: Mauricio Moncayo ³⁹⁴
 - 2.2.3.1.1.3. Secretary General: Miguel Silva Moyano ³⁹⁵
 - 2.2.3.1.1.4. Government Secretariat: Gustavo Quintero Ardila
 - 2.2.3.1.1.5. Safety, Coexistence & Justice Secretariat: César Andrés Restrepo Flórez ³⁹⁶
 - 2.2.3.1.1.6. Finance Secretariat: Ana María Cadena Ruiz ³⁹⁷
 - 2.2.3.1.1.7. Secretary of Economic Development: María del Pilar López Uribe ³⁹⁸
 - 2.2.3.1.1.8. Secretaría de Educación del Distrito: Isabel Segovia Ospina ³⁹⁹

³⁹² Carlos Fernando Galán [@carlosfernandogalan]. (n.d.). *Instagram profile*. Retrieved June 2, 2025, from <https://www.instagram.com/carlosfernandogalan/?hl=es>

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- 2.2.3.1.1.9. Health Secretariat: Gerson Orlando Bermont Galavis ⁴⁰⁰
- 2.2.3.1.1.10. Environment Secretariat: Adriana Soto Carreño ⁴⁰¹
- 2.2.3.1.1.11. Social Integration Secretariat: Roberto Angulo
- 2.2.3.2. Medellín ⁴⁰²
 - 2.2.3.2.1. Mayor of Medellín: Federico Andrés Gutiérrez Zuluaga
 - 2.2.3.2.1.1. Secretary of Human Management: Cristina Nicholls Villa
 - 2.2.3.2.1.2. Secretary of Communication: Carmen Lucía Herrera Zapata
 - 2.2.3.2.1.3. Secretary of Economic Development: María Fernanda Galeano Rojo
 - 2.2.3.2.1.4. Secretary of Government: Nicolás Ríos Correa
 - 2.2.3.2.1.5. Secretary General: Sebastián Gómez Sánchez
 - 2.2.3.2.1.6. Secretary Private: Verónica Suárez Restrepo
 - 2.2.3.2.1.7. Secretary of Finance: Orlando Uribe Villa
 - 2.2.3.2.1.8. Secretary of Environment: Elizabeth Coral Duque
 - 2.2.3.2.1.9. Secretary of Security & Coexistence: Manuel Villa Mejía
 - 2.2.3.2.1.10. Secretary of Education: Carolina Franco Giraldo
 - 2.2.3.2.1.11. Secretary of Territorial Control: Juan Manuel Velásquez Correa
 - 2.2.3.2.1.12. Secretary of Digital Innovation: Santiago Restrepo Arroyave
- 2.2.3.3. Barranquilla ⁴⁰³
 - 2.2.3.3.1. Mayor of Barranquilla: Alejandro Char Chaljub
 - 2.2.3.3.1.1. Secretary General: María Teresa Fernández
 - 2.2.3.3.1.2. Government's Secretary: Nelson Patrón

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- 2.2.3.3.1.3. Secretary of Finance: Emelith Barraza Barrios
 - 2.2.3.3.1.4. Secretary of Education: Paola Amar Sepúlveda
 - 2.2.3.3.1.5. Secretary of Health: Stephanie Araújo
 - 2.2.3.3.1.6. Secretary of Social Management: Ismael Marín Daza
 - 2.2.3.3.1.7. Secretary of Communications: Ricardo Villa
 - 2.2.3.3.1.8. Secretary of Economic Development: Richard Fernández Barraza
 - 2.2.3.3.1.9. Secretary of Social Welfare: Ismael Marín Daza
 - 2.2.3.3.1.10. Secretary of Social Management: Ismael Marín Daza
 - 2.2.3.3.1.11. Secretary of Social Development: María Eugenia Yunis
- 2.2.3.4. Cali⁴⁰⁴
- 2.2.3.4.1. Mayor of Cali: Alejandro Eder Moreno⁴⁰⁵
 - 2.2.3.4.1.1. Secretary of Government: Diego Fernando Hau Caicedo
 - 2.2.3.4.1.2. Secretary of Education: Sara Mercedes Rodas
 - 2.2.3.4.1.3. Secretary of Economic Development: Mabel Lorena Lara
 - 2.2.3.4.1.4. Secretary of Social Welfare: Flavio José Carabali Erazo
 - 2.2.3.4.1.5. Secretary of Environment & Public Space: Mauricio Mira⁴⁰⁶

2.2.4. Legislative power

- 2.2.4.1. House of Representatives of Colombia⁴⁰⁷
- 2.2.4.2. President: Jaime Raúl Salamanca Torres
 - 2.2.4.2.1. Vice President 1: Jorge Rodrigo Tovar Vélez
 - 2.2.4.2.2. Vice President 2: Lina María Garrido Martín
 - 2.2.4.2.2.1. Secretary: Jaime Luis Lacouture Peñaloza

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- 2.2.4.2.2.1.1. Undersecretary: Raúl Henríque Ávila Hernández
- 2.2.4.3. Third permanent constitutional commission ⁴⁰⁸
 - 2.2.4.3.1. President: Kelyn Johana González Duarte
 - 2.2.4.3.2. Vice President: Carlos Alberto Carreño Marín
 - 2.2.4.3.2.1. Secretary: Elizabeth Martínez Barrera
 - 2.2.4.3.2.1.1. Undersecretary: Alexander Beleño Urrea
- 2.2.4.4. Sixth permanent constitutional commission ⁴⁰⁹
 - 2.2.4.4.1. President: Hernando González
 - 2.2.4.4.2. Vice President: Susana Gómez Castaño
 - 2.2.4.4.2.1. Secretary: Raúl Fernando Rodríguez Rincón
 - 2.2.4.4.2.1.1. Undersecretary: Ruth Claudia Sáenz Forero
- 2.2.4.5. Senate of the Republic of Colombia ⁴¹⁰
 - 2.2.4.5.1. President: Efraín Cepeda
 - 2.2.4.5.2. Vice President 1: Lorena Ríos
 - 2.2.4.5.3. Vice President 2: Paola Holguín
 - 2.2.4.5.3.1. Secretary: Diego Gonzalez
- 2.2.4.6. Sixth permanent constitutional commission ⁴¹¹
 - 2.2.4.6.1. President: Pedro Hernando Flórez Porras
 - 2.2.4.6.2. Vice President: Ana María Castañeda Gómez
 - 2.2.4.6.2.1. Secretary: Jorge Eliecer Laverde Vargas
- 2.2.4.7. Third permanent constitutional commission ⁴¹²
 - 2.2.4.7.1. President: Juan Pablo Gallo Maya
 - 2.2.4.7.2. Vice President: Sonia Bernal Sánchez
 - 2.2.4.7.2.1. Secretary: Rafael Oyola Ordosgoitia
- 2.2.4.8. Fifth permanent constitutional commission ⁴¹³

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- 2.2.4.8.1. President: Marcos Daniel Pineda García
- 2.2.4.8.2. Vice President: José David Name Cardozo
- 2.2.4.8.2.1. Secretary: David de Jesús Bettin Gómez

2.3. Spain

2.3.1. Executive power

2.3.1.1. Ministry of Economy, Trade and Enterprise: Carlos Cuerpo Caballero

2.3.1.1.1. Secretary of State for Economy and Business support: Israel Arroyo Martínez

2.3.1.1.2. Secretariat of state for trade: Maria Amparo López Senovilla

2.3.1.1.3. General Directorate of International Trade and Investment: Alicia Rocío Varela Donoso

2.3.1.1.4. General Directorate of Trade Policies: Julián Conthe Yoldi

2.3.1.2. Ministry of Science, innovation and Universities: Diana Morant

2.3.1.2.1. Secretary of State for Science, Innovation and Universities: Juan Carlos Cigudosa García

2.3.1.2.1.1. Undersecretary for Science, Innovation and Universities: Carlos Marco Estellés

2.3.1.2.2. General Secretary for research: Eva Ortega Paiño

2.3.1.2.3. General Secretary for Innovation: Teresa Riesgo Alcaide

2.3.1.2.4. General Secretary for Universities: Francisco García Pascual

2.3.1.3. Third Vice President of the Government and Minister: Sara Aagesen Muñoz

2.3.1.3.1. Secretary of State of energy: Juan Groizard Payeras

2.3.1.3.2. Secretary of State of Environment: Hugo Morán Fernández

2.3.1.3.3. General Secretary for the Demographic Challenge: Francesc Xavier Boya Alós

2.3.1.3.3.1. Undersecretary for ecological transition and demographic change: Miguel González Suela

2.3.1.4. Ministry of culture: Ernest Urtasun Domenech

2.3.1.5. Director General for Culture Industries: Carmen Páez

2.3.1.6. Director General for Books and Reading Promotion : María José Gálvez

2.3.1.7. Director General for Fine Arts : Ángeles Albert de León

2.3.2. Provincial Executive Power

2.3.2.1. Community of Catalonia (Generalitat de Catalunya) ⁴¹⁴

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- 2.3.2.1.1. President: Salvador Illa i Roca
- 2.3.2.1.2. Ministries:
 - 2.3.2.1.2.1. Ministry of the Presidency
 - 2.3.2.1.2.2. Minister: Albert Dalmau Miranda
 - 2.3.2.1.2.3. General Secretary: Eva Giménez
 - 2.3.2.1.2.4. Ministry of Economy and Finance
 - 2.3.2.1.2.5. Minister: Alícia Romero Llano
 - 2.3.2.1.2.6. Ministry of Education and Vocational Training
 - 2.3.2.1.2.7. Minister: Esther Niubó Cidoncha
 - 2.3.2.1.2.8. Ministry of Business and Employment
 - 2.3.2.1.2.9. Minister: Miquel Sàmper Rodríguez
 - 2.3.2.1.2.10. Ministry of Research and Universities
 - 2.3.2.1.2.11. Minister: Núria Montserrat Pulido

2.3.2.2. Community of Madrid ⁴¹⁵

- 2.3.2.2.1. President: Isabel Díaz Ayuso
- 2.3.2.2.2. Ministries:
 - 2.3.2.2.2.1. Ministry of the Presidency, Justice, and Local Administration
 - 2.3.2.2.2.1.1. Minister: Miguel Ángel García Martín
 - 2.3.2.2.2.1.2. Vice-Ministries:
 - 2.3.2.2.2.1.2.1. Presidency and Local Administration
 - 2.3.2.2.2.1.2.2. Vice Minister: José Antonio Sánchez Serrano
 - 2.3.2.2.2.2. Ministry of Economy, Finance, and Employment
 - 2.3.2.2.2.2.1. Minister: Rocío Albert López-Ibor
 - 2.3.2.2.2.2.1.1. Vice-Ministries:
 - 2.3.2.2.2.2.1.1.1. Finance and Public Function
 - 2.3.2.2.2.2.1.1.2. Vice-Minister: Juan Revuelta González

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- 2.3.2.2.2.1.1.3. Economy and Employment
- 2.3.2.2.2.1.2. Vice-Minister: Daniel Rodríguez Asensio
- 2.3.2.2.2.1.3. Ministry of Education, Science, and Universities
- 2.3.2.2.2.1.4. Minister: Emilio Viciano
- 2.3.2.2.2.1.5. Vice-Ministries:
 - 2.3.2.2.2.1.5.1. Educational Policy
 - 2.3.2.2.2.1.5.2. Universities, Research, and Science
 - 2.3.2.2.2.1.5.3. Educational Organization
- 2.3.2.2.2.1.6. Ministry of Digitalization
- 2.3.2.2.2.1.7. Minister: Miguel López-Valverde

2.3.2.3. La Rioja ⁴¹⁶

- 2.3.2.3.1. President: Gonzalo Capellán de Miguel
 - 2.3.2.3.1.1. Ministries
 - 2.3.2.3.1.2. Ministry of Finance, Public Governance, Digital Society, and Government Spokesperson
 - 2.3.2.3.1.2.1. Minister: Alfonso Domínguez Simón
 - 2.3.2.3.1.3. Ministry of Education and Employment
 - 2.3.2.3.1.3.1. Minister: Alberto Galiana García
 - 2.3.2.3.1.4. Ministry of Culture, Tourism, Sports, and Youth
 - 2.3.2.3.1.4.1. Minister: José Luis Pérez Pastor
 - 2.3.2.3.1.5. Ministry of Economy, Innovation, Business, and Self-Employment
 - 2.3.2.3.1.5.1. Minister: Belinda León Fernández

2.3.2.4. Andalusia ⁴¹⁷

- 2.3.2.4.1. President: Juan Manuel Moreno Bonilla
- 2.3.2.4.2. Ministries:
- 2.3.2.4.3. Ministry of the Presidency, Interior, Social Dialogue, and Administrative Simplification

⁴¹⁶ SENADO DE ESPAÑA. *Composición del Gobierno de España 2007*. Available at: https://www.senado.es/web/conocersenado/biblioteca/dossieresareastematicas/detalle/index.html?id=aut_composiciongob_07&

⁴¹⁷ JUNTA DE ANDALUCÍA. *Official Website*. Available at: <https://www.juntadeandalucia.es/>

2.3.2.4.3.1. Minister: Antonio Sanz Cabello

2.3.2.4.3.1.1. Secretary General: María Almudena
Gómez Velarde

2.3.2.4.4. Ministry of Economy, Finance, and European Funds

2.3.2.4.4.1. Minister: Carolina España Reina

2.3.2.4.5. Ministry of Educational Development and Vocational
Training

2.3.2.4.5.1. Minister: Carmen Castillo Mena

2.3.2.4.5.1.1. Secretary General: Olaia Abadía García
de Vicuña

2.3.2.4.6. Ministry of Employment, Business, and
Self-Employment

2.3.2.4.6.1. Minister: Rocío Blanco Eguren

2.3.2.4.6.2. Secretary General: Adolfin Martínez Guirado

2.3.2.4.7. Ministry of Universities, Research, and Innovation

2.3.2.4.7.1. Minister: José Carlos Gómez Villamandos

2.3.2.4.7.1.1. Secretary General: María José López
López

2.3.3. Municipal Executive Power

2.3.3.1. Barcelona

2.3.3.1.1. Mayor: Jaume Collboni Cuéllar

2.3.3.1.2. Main Councillors:

2.3.3.1.2.1. First Deputy Mayor: Jaume Collboni

2.3.3.1.2.2. Deputy Mayor for Ecology, Urban Planning, and
Mobility: Janet Sanz

2.3.3.1.2.3. Deputy Mayor for Economic

2.3.3.1.2.4. Promotion, Employment, and Tourism: Montse
Benedí

2.3.3.1.2.5. Deputy Mayor for Culture, Education, Science,
and Community: Laia Ortiz

2.3.3.2. Madrid

2.3.3.2.1. Mayor: José Luis Martínez-Almeida

2.3.3.2.1.1. Main Councillors:

2.3.3.2.1.1.1. Deputy Mayor: Begoña Villacís

- 2.3.3.2.1.1.2. Councilor for Urban Planning and Environment: Borja Carabante
- 2.3.3.2.1.1.3. Councilor for Citizen Security and Emergencies: Javier Barbero
- 2.3.3.2.1.1.4. Councilor for Economy, Finance, and Administration: Miguel Ángel Redondo
- 2.3.3.2.1.1.5. Councilor for Culture, Sports, and Tourism: Andrea Levy

2.3.3.3. Logroño:⁴¹⁸

2.3.3.3.1. Mayor: Conrado Escobar Las Heras

2.3.3.3.1.1. Government Areas

2.3.3.3.1.1.1. Mayor's Office, Governance, Equality, and Spokesperson Area:

2.3.3.3.1.1.1.1. Head of the Area: Celia Sanz Ezquerro

2.3.3.3.1.1.2. Public Administration, Interior, and Strategic Projects Area

2.3.3.3.1.1.2.1. Head of the Area: Félix Francisco Iglesias del Valle

2.3.3.3.1.2. Plenary, Institutional Relations, and Citizen Participation Area

2.3.3.3.1.2.1. Head of the Area: María Leonor González Menorca

2.3.3.4. Málaga ⁴¹⁹

2.3.3.4.1. Mayor: Francisco de la Torre Prados

2.3.3.4.2. Deputy Mayor 1: Elisa Pérez de Siles Calvo

2.3.3.4.3. Deputy Mayor 2: Carlos María Conde O'Donnell

2.3.3.4.4. Deputy Mayor 3: María Teresa Porrás Teruel

2.3.3.4.5. Deputy Mayor 4: Alicia Izquierdo García

2.3.4. Legislative power

⁴¹⁸ City Council of Logroño. *The Mayor*. <https://logrono.es/el-alcalde>

⁴¹⁹ Ayuntamiento de Málaga. *Junta de Gobierno Local: Funciones y Composición*. <https://www.malaga.eu/el-ayuntamiento/junta-de-gobierno-local/funciones-y-composicion/#panelcollapse-1>

- 2.3.4.1. Congress of Deputies (Lower House)⁴²⁰
 - 2.3.4.1.1. President: Francina Armengol
 - 2.3.4.1.2. First Vice President: Alfonso R. Gómez de Celi
 - 2.3.4.1.3. Second Vice President: José Antonio Bermúdez de Castro
 - 2.3.4.1.4. Third Vice President: Esther Gil de Reboleño Lastortres
 - 2.3.4.1.4.1. Committee on Science, Innovation and Universities
 - 2.3.4.1.4.1.1. Chair: María Sandra Moneo Díez
 - 2.3.4.1.4.2. Committee on Economy, Trade and Digital Transformation
 - 2.3.4.1.4.2.1. Chair: Pedro Puy Fraga
 - 2.3.4.1.4.3. Committee on Labour, Inclusion and Social Economy
 - 2.3.4.1.4.3.1. Chair: Aina Vidal Sáez
 - 2.3.4.1.4.4. Committee on Culture
 - 2.3.4.1.4.4.1. Chair: Gerardo Pisarello Prados
- 2.3.4.2. Senate (Upper House)⁴²¹
 - 2.3.4.2.1. President: Pedro Rollán
 - 2.3.4.2.2. First Vice President: Javier Maroto
 - 2.3.4.2.3. Second Vice President: Guillermo Fernández Vara
 - 2.3.4.2.3.1. First Secretary: Eva Ortiz Vilella
 - 2.3.4.2.3.2. Second Secretary: María del Mar Blanco Garrido
 - 2.3.4.2.3.3. Third Secretary: María de los Ángeles Luna Morales Committee on Digital Transformation:
 - 2.3.4.2.3.3.1. President: Alejo Joaquín Miranda de Larra Arnaiz
 - 2.3.4.2.3.3.2. First Vice President: Miriam Bravo Sánchez
 - 2.3.4.2.3.3.3. Second Vice President: Eva María Redondo Gamera
 - 2.3.4.2.3.4. Committee on Foreign Affairs:

⁴²⁰ La Moncloa. *Congreso de los Diputados: Constitución, composición y funcionamiento*. <https://www.lamoncloa.gob.es/serviciosdeprensa/notasprensa/presidencia-justicia-relaciones-cortes/paginas/2025/congreso-diputados-constitucion-composicion-funcionamiento.aspx>

⁴²¹ Senado de España. *Comisiones del Senado*. <https://www.senado.es/web/actividadparlamentaria/sesionescomision/comisionessenado/index.html>

- 2.3.4.2.3.4.1. President: José Ignacio Landaluce Calleja
- 2.3.4.2.3.4.2. First Vice President: Ana María Beltrán Villalba
- 2.3.4.2.3.4.3. Second Vice President: Antonio Gutiérrez Limones
- 2.3.4.2.3.5. Committee on Economy, Trade and Enterprise:
- 2.3.4.2.3.6. President: José Manuel Barreiro Fernández
- 2.3.4.2.3.7. First Vice President: Teresa Maria Belmonte Sanchez
- 2.3.4.2.3.8. Second Vice President: Jan Pomés López
- 2.3.4.2.4. Committee on Labor and Social Economy:
- 2.3.4.2.4.1. President: Vicente Tirado Ochoa
- 2.3.4.2.4.2. First Vice President: José María Barrios Tejero
- 2.3.4.2.4.3. Second Vice President: María Teresa Pérez Esteban
- 2.3.4.3. Ombudsman of Spain (Defensor del Pueblo)
 - 2.3.4.3.1. Ombudsman: Ángel Gabilondo
 - 2.3.4.3.2. First Deputy Ombudsperson: Teresa Jiménez-Becerril
 - 2.3.4.3.2.1. Court of Auditors (Tribunal de Cuentas)
 - 2.3.4.3.2.2. President: Enriqueta CHICANO JÁVEGA
 - 2.3.4.3.2.3. Council Members:
 - 2.3.4.3.2.3.1. Isabel Fernández Torres
 - 2.3.4.3.2.3.2. María Dolores Genaro Moya
 - 2.3.4.3.2.3.3. Diego Íñiguez Hernández
 - 2.3.4.3.2.3.4. José Manuel Otero Lastres
 - 2.3.4.3.2.3.5. Miguel Ángel Torres Morato
 - 2.3.4.3.2.3.6. María del Rosario García Álvarez
 - 2.3.4.3.2.3.7. Elena Hernáez Ssalguero
 - 2.3.4.3.2.3.8. Rebeca Laliga Misó
 - 2.3.4.3.2.3.9. Joan Mauri Majós
 - 2.3.4.3.2.3.10. Javier Morillas Gómez
 - 2.3.4.3.2.3.11. Luis Antonio Ortiz de Mendivil Zorrilla

2.4. United States

- 2.4.1. Executive power
 - 2.4.1.1. President of the nation: Donald Trump
 - 2.4.1.2. Vice President: James David Vance

- 2.4.1.2.1. Departments, Secretariats and Agencies
- 2.4.1.2.2. White House Office of Science and Technology Policy
- 2.4.1.2.3. Director: Michael Kratsios
- 2.4.1.2.4. Chief Information Officer: Greg Barbaccia
 - 2.4.1.2.4.1. Department of Commerce
 - 2.4.1.2.4.1.1. Secretary of Commerce: Howard Lutnick
 - 2.4.1.2.4.1.1.1. Undersecretary for Standards and Technology: Laurie Locascio
 - 2.4.1.2.4.2. Department of Government efficiency
 - 2.4.1.2.4.2.1. Acting Administrator: Amy Gleason
 - 2.4.1.2.4.3. Department of State
 - 2.4.1.2.4.3.1. Secretary of State: Marco Rubio
 - 2.4.1.2.4.4. Department of Energy:
 - 2.4.1.2.4.4.1. Secretary of Energy: Chris Wright
 - 2.4.1.2.4.5. Department of Defense: Secretary of Defense: Pete Hegseth
 - 2.4.1.2.4.6. Department of Education
 - 2.4.1.2.4.6.1. Secretary of Education: Linda McMahon
 - 2.4.1.2.4.7. Department of justice
 - 2.4.1.2.4.7.1. Secretary of Justice: Pam Bondi
 - 2.4.1.2.4.8. Department of Labor
 - 2.4.1.2.4.8.1. Secretary of Labor: Lori Chavez-DeRemer
 - 2.4.1.2.4.8.2. Secretary of health and Human Services: Robert F. Kennedy Jr.
 - 2.4.1.2.4.9. Department of Homeland Security
 - 2.4.1.2.4.9.1. Secretary of Homeland Security: Kristi Noem

2.4.2. Provincial Executive Power

2.4.2.1. California

- 2.4.2.1.1. Governor of California: Gavin Newsom⁴²²
- 2.4.2.1.2. California Department of Technology⁴²³

⁴²² CALIFORNIA GOVERNOR'S OFFICE. *About*. Available at: <https://www.gov.ca.gov/about/>

⁴²³ CALIFORNIA DEPARTMENT OF TECHNOLOGY. *Executive Leadership Team*. Available at: <https://cdt.ca.gov/about/executive/>

- 2.4.2.1.3. State Chief Information Officer and Director: Liana Bailey Crimmins
- 2.4.2.1.4. State Chief Technology Officer: Jonathan Porat
- 2.4.2.1.5. Department of Financial Protection and Innovation ⁴²⁴
- 2.4.2.1.6. Commissioner: Khalil “KC” Mohseni
- 2.4.2.1.7. Chief Deputy Commissioner: Suzanne Martindale
- 2.4.2.1.8. Environmental Protection Agency (CalEPA)⁴²⁵
 - 2.4.2.1.8.1. Secretary: Yana García
 - 2.4.2.1.8.1.1. Undersecretary: Catalina Hayes Bautista
- 2.4.2.1.9. Labor and Workforce Development Agency (LWDA)⁴²⁶
 - 2.4.2.1.9.1. Secretary: Stewart Knox
 - 2.4.2.1.9.1.1. Undersecretary: Jacque Roberts
- 2.4.2.2. Florida
 - 2.4.2.2.1. Governor of Florida: Ron DeSantis ⁴²⁷
 - 2.4.2.2.2. Department of Business and Professional Regulation
 - 2.4.2.2.2.1. Secretary: Melanie S. Griffin⁴²⁸
 - 2.4.2.2.3. Florida Commerce (Florida Department of Economic Opportunity)
 - 2.4.2.2.3.1. Secretary: J. Alex Kelly⁴²⁹
 - 2.4.2.2.4. Department of Environmental Protection
 - 2.4.2.2.4.1. Secretary: Alexis A. Lambert⁴³⁰
 - 2.4.2.2.5. Department of Education
 - 2.4.2.2.6. Commissioner: Manny Diaz Junior⁴³¹
- 2.4.2.3. Illinois

⁴²⁴ CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. *Leadership*. Available at: <https://dfpi.ca.gov/about/leadership/>

⁴²⁵ CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY. *Executive Management Short Biography*. Available at: <https://calepa.ca.gov/about/bios/>

⁴²⁶ CALIFORNIA LABOR AND WORKFORCE DEVELOPMENT AGENCY. *Executive Leadership*. Available at: <https://www.labor.ca.gov/about/executive-leadership/>

⁴²⁷ EXECUTIVE OFFICE OF THE GOVERNOR OF FLORIDA. *Ron DeSantis*. Available at: <https://www.flgov.com/eog/leadership/people/ron-desantis>

⁴²⁸ FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION. *Department Secretary*. Available at: <https://www2.myfloridalicense.com/about-us/departments-secretary/>

⁴²⁹ CAREERSOURCE FLORIDA. *J. Alex Kelly*. Available at: <https://careersourceflorida.com/team/alex-kelly/>

⁴³⁰ FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION. *DEP Organizational Chart*. Available at: <https://floridadep.gov/org-chart>

⁴³¹ FLORIDA DEPARTMENT OF EDUCATION. *Florida Department of Education*. Available at: <https://www.fldoe.org/>

- 2.4.2.3.1. Governor of Illinois: J.B. Pritzker⁴³²
- 2.4.2.3.2. Department of Technology and Innovation
 - 2.4.2.3.2.1. Secretary: Brandon Ragle⁴³³
- 2.4.2.3.3. Department of Commerce and Economic Opportunity
 - 2.4.2.3.3.1. Secretary: Kristin Richards⁴³⁴
 - 2.4.2.3.3.2. Environmental Protection Agency
 - 2.4.2.3.3.2.1. Director: James Jennings⁴³⁵
 - 2.4.2.3.3.3. Department of Employment Security
 - 2.4.2.3.3.3.1. Secretary: Ray Marchiori⁴³⁶
- 2.4.2.4. New York
 - 2.4.2.4.1. Governor of New York: Kathy Hochul⁴³⁷
 - 2.4.2.4.2. Chief Technology Officer: Matthew C. Fraser
 - 2.4.2.4.3. Economic Development Corporation Director: Anadu, Chair⁴³⁸
 - 2.4.2.4.4. Commissioner: Rohit T. Aggarwala⁴³⁹
 - 2.4.2.4.5. Department of Education Chancellor: Lester W. Young, Jr.⁴⁴⁰
- 2.4.2.5. Texas
 - 2.4.2.5.1. Governor of Texas: Greg Abbott⁴⁴¹
 - 2.4.2.5.2. Department of Information Resources

⁴³² ILLINOIS GOVERNOR'S OFFICE. *About the Governor*. Available at:

<https://gov.illinois.gov/about/the-governor.html>

⁴³³ KELLY, Cambron. *Illinois Department of Innovation and Technology Announces CIO Appointment*. The National CIO Review, 15 April 2025. Available at:

<https://nationalcioreview.com/cios-on-the-move/illinois-department-of-innovation-and-technology-announces-cio-appointment/>

⁴³⁴ ILLINOIS DEPARTMENT OF COMMERCE AND ECONOMIC OPPORTUNITY. *Kristin A. Richards*. Available at: <https://dceo.illinois.gov/aboutdceo/bio-kristin-richards.html>

⁴³⁵ ILLINOIS ENVIRONMENTAL PROTECTION AGENCY. *Director*. Available at: <https://epa.illinois.gov/about-us/introduction/director.html>

⁴³⁶ ILLINOIS GOVERNOR'S OFFICE. *Governor Pritzker Announces Appointments to Four State Agencies*. Press Release, 13 January 2023. Available at: <https://www.illinois.gov/news/press-release.25910.html>

⁴³⁷ NEW YORK GOVERNOR'S OFFICE. *Official Website of Governor Kathy Hochul*. Available at: <https://www.governor.ny.gov/>

⁴³⁸ NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION. *Board & Disclosures*. Available at: <https://edc.nyc.gov/board-disclosures#board>

⁴³⁹ NEW YORK CITY DEPARTMENT OF ENVIRONMENTAL PROTECTION. *Leadership*. Available at: <https://www.nyc.gov/site/dep/about/leadership.page>

⁴⁴⁰ NEW YORK STATE BOARD OF REGENTS. *Official Website*. Available at: <https://www.regents.nysed.gov/>

⁴⁴¹ TEXAS GOVERNOR'S OFFICE. *Official Website of Governor Greg Abbott*. Available at: <https://gov.texas.gov/>

- 2.4.2.5.3. Board Chair: Ben Gatzke ⁴⁴²
- 2.4.2.5.4. Economic Development and Tourism Office
- 2.4.2.5.5. Executive Director: Adriana Cruz ⁴⁴³
- 2.4.2.5.6. Commission on Environmental Quality
 - 2.4.2.5.6.1. Executive Director: Kelly Keel ⁴⁴⁴
- 2.4.2.6. Colorado
 - 2.4.2.6.1. Governor of Colorado: Jared Polis ⁴⁴⁵
 - 2.4.2.6.2. Chief Information Officer & Executive Director: David Edinger ⁴⁴⁶
 - 2.4.2.6.3. Office of Economic Development and International Trade Executive Director: Eve Lieberman ⁴⁴⁷
 - 2.4.2.6.4. Department of Public Health and Environment Executive Director: Jill Hunsaker Ryan ⁴⁴⁸
 - 2.4.2.6.5. Department of Education
 - 2.4.2.6.6. Commissioner: Alyssa Pearson ⁴⁴⁹
- 2.4.2.7. Washington
 - 2.4.2.7.1. Governor of Washington: Bob Ferguson⁴⁵⁰
 - 2.4.2.7.2. Washington Technology Solutions Director: William "Bill" Kehoe ⁴⁵¹
 - 2.4.2.7.3. Department of Commerce Director: Joe Nguyễn ⁴⁵²
 - 2.4.2.7.4. Department of Ecology: Casey Sixkiller ⁴⁵³

⁴⁴² TEXAS DEPARTMENT OF INFORMATION RESOURCES. *Governing Board*. Available at: <https://dir.texas.gov/about-dir/governing-board>

⁴⁴³ TEXAS GOVERNOR'S OFFICE. *Staff Directory*. Available at: <https://gov.texas.gov/business/page/staff-directory>

⁴⁴⁴ TEXAS COMMISSION ON ENVIRONMENTAL QUALITY. *Executive Director*. Available at: https://www.tceq.texas.gov/agency/directory/ed_directory.html

⁴⁴⁵ COLORADO GOVERNOR'S OFFICE. *Official Website of Governor Jared Polis*. Available at: <https://www.colorado.gov/governor/>

⁴⁴⁶ COLORADO OFFICE OF INFORMATION TECHNOLOGY. *Leadership*. Available at: <https://oit.colorado.gov/about-us/leadership>

⁴⁴⁷ COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE. *Leadership*. Available at: <https://oedit.colorado.gov/about/leadership>

⁴⁴⁸ COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT. *Leadership*. Available at: <https://cdphe.colorado.gov/about-cdphe/leadership>

⁴⁴⁹ COLORADO DEPARTMENT OF EDUCATION. *Staff Bios*. Available at: <https://www.cde.state.co.us/cdecomm/staffbios>

⁴⁵⁰ WASHINGTON GOVERNOR'S OFFICE. *Official Website of Governor Bob Ferguson*. Available at: <https://governor.wa.gov/>

⁴⁵¹ WASHINGTON TECHNOLOGY SOLUTIONS. *About*. Available at: <https://watech.wa.gov/about>

⁴⁵² WASHINGTON STATE DEPARTMENT OF COMMERCE. *Leadership*. Available at: <https://www.commerce.wa.gov/about/leadership/>

⁴⁵³ WASHINGTON STATE DEPARTMENT OF ECOLOGY. *Official Website*. Available at: <https://ecology.wa.gov/>

2.4.2.7.5. Board of Education Executive Director: Randy Spaulding⁴⁵⁴

2.4.2.7.6. Department of Education Commissioner: Manny Diaz Junior⁴⁵⁵

2.4.2.8. Minnesota

2.4.2.8.1. Governor of Minnesota: Tim Waltz⁴⁵⁶

2.4.2.8.2. Information technology Department

2.4.2.8.2.1. Commissioner and Chief Information Officer:
Tarek Tomes

2.4.2.8.2.2. Financial Management and Reportment:
Director: Adam Taha

2.4.2.8.3. Pollution Control Agency Commissioner: Katrina Kessler

2.4.2.8.4. Department of Education: Willie Jett

2.4.2.9. Massachusetts

2.4.2.9.1. Governor of Massachusetts: Maura Tracy Healey

2.4.2.9.2. Executive Office of Technology Services and Security:
Jason Snyder

2.4.2.9.3. Executive Office for Administration and Finance
Commissioner: Geoffrey E. Snyder

2.4.2.9.4. Department of Environmental Protection
Commissioner: Bonnie Heiple

2.4.3. Municipal Executive Power

2.4.3.1. Boston

2.4.3.1.1. Mayor: Michelle Wu⁴⁵⁷

2.4.3.1.1.1. Chief of Economic Development: Segun Idowu

2.4.3.1.1.2. Department of Innovation and Technology:
Santiago Garces⁴⁵⁸

⁴⁵⁴ WASHINGTON STATE BOARD OF EDUCATION. *Staff*. Available at:
<https://sbe.wa.gov/about-board/staff>

⁴⁵⁵ FLORIDA DEPARTMENT OF EDUCATION. *Florida Department of Education*. Available at:
<https://www.fldoe.org/>

⁴⁵⁶ STATE OF MINNESOTA. *Governor Tim Walz*. Available at:
<https://mn.gov/governor/about-gov/timwalz/>

⁴⁵⁷ Boston.gov. *Michelle Wu*. <https://www.boston.gov/departments/mayors-office/michelle-wu>

⁴⁵⁸ Boston.gov. *Innovation and Technology*.
<https://www.boston.gov/departments/innovation-and-technology>

- 2.4.3.1.1.3. Public Health Commissioner: Dr. Bisola Ojikutu
- 2.4.3.1.1.4. Housing Chief: Sheila Dillon
- 2.4.3.1.1.5. Transportation Commissioner: Gregory Rooney
- 2.4.3.1.1.6. Police Commissioner: Michael Cox
- 2.4.3.1.1.7. Inspectional Services Commissioner: Dion Irish
- 2.4.3.1.1.8. Youth and Human Services Commissioner: Marta E. Rivera

2.4.3.2. Chicago ⁴⁵⁹

- 2.4.3.2.1. Mayor: Brandon Johnson
 - 2.4.3.2.1.1. Commissioner of Business Affairs and Consumer Protection: Kenneth J. Meyer
 - 2.4.3.2.1.2. Department of Innovation and Technology: (DoIT)
 - 2.4.3.2.1.3. Department of Technology and Innovation: Nick Lucius
 - 2.4.3.2.1.4. Acting Public Health Commissioner: Fikirte Wagaw
 - 2.4.3.2.1.5. Transportation Commissioner: Gia Biagi
 - 2.4.3.2.1.6. Police Superintendent: David Brown
 - 2.4.3.2.1.7. Family and Support Services Commissioner: Brandie Knazze
 - 2.4.3.2.1.8. Business Affairs and Consumer Protection Commissioner: Kenneth J. Meyer

2.4.3.3. Dallas ⁴⁶⁰

- 2.4.3.3.1. Mayor: Eric Johnson
 - 2.4.3.3.1.1. City Manager: Kimberly Bizer Tolbert
 - 2.4.3.3.1.2. Chief Information Officer: Tanishia Hudspeth
 - 2.4.3.3.1.3. Information and Technology Services: Brian Gardner
 - 2.4.3.3.1.4. Director of Health and Human Services: Dr. Philip Huang
 - 2.4.3.3.1.5. Director of Transportation: Gus Khankarli

⁴⁵⁹ CITY OF CHICAGO. *Departments*. Available at: <https://www.chicago.gov/city/en/depts.html>

⁴⁶⁰ CITY OF DALLAS. *Departments*. Available at: <https://dallascityhall.com/departments/Pages/default.aspx>

- 2.4.3.3.1.6. Police Chief: Eddie García
- 2.4.3.3.1.7. Director of Parks and Recreation: John D. Jenkins
- 2.4.3.3.1.8. Director of Development Services: Andrew Espinoza

2.4.3.4. Denver ⁴⁶¹

- 2.4.3.4.1. Mayor: Mike Johnston
 - 2.4.3.4.1.1. Executive Director of Public Health and Environment: Bob McDonald
 - 2.4.3.4.1.2. Department of Technology Services: Suma Nallapati
 - 2.4.3.4.1.3. Executive Director of Housing Stability: Britta Fisher
 - 2.4.3.4.1.4. Executive Director of Transportation and Infrastructure: Eulois Cleckley
 - 2.4.3.4.1.5. Police Chief: Paul Pazen
 - 2.4.3.4.1.6. Executive Director of Human Services: Don Mares
 - 2.4.3.4.1.7. Executive Director of Community Planning and Development: Laura E. Aldrete

2.4.3.5. Los Angeles ⁴⁶²

- 2.4.3.5.1. Mayor: Karen Bass
 - 2.4.3.5.1.1. Chief Administrative Officer: Matt Szabo
 - 2.4.3.5.1.2. General Manager of Economic and Workforce Development Department: Carolyn Hull
 - 2.4.3.5.1.3. Information Technology department: Ted Ross
 - 2.4.3.5.1.4. General Manager of Housing Department: Ann Sewill
 - 2.4.3.5.1.5. General Manager of Transportation Department: Seleta Reynolds
 - 2.4.3.5.1.6. Police Chief: Michel Moore

⁴⁶¹ CITY AND COUNTY OF DENVER. *Government*. Available at: <https://www.denvergov.org/Government>

⁴⁶² CITY OF LOS ANGELES. *City Directory*. Available at: <https://www.lacity.org/your-government/government-information/city-directory>

2.4.3.5.1.7. General Manager of Sanitation Department:
Barbara Romero

2.4.3.6. Miami⁴⁶³

2.4.3.6.1. Mayor: Francis Suarez⁴⁶⁴

2.4.3.6.1.1. Director of Public Health: Dr. Peter Paige

2.4.3.6.1.2. Department of Innovation and Technology ⁴⁶⁵:
Arturo Duque

2.4.3.6.1.3. Director of Housing and Community
Development: Michael Liu

2.4.3.6.1.4. Director of Transportation and Public Works:
Eulogio Garcia

2.4.3.6.1.5. Police Chief: Manuel A. Morales

2.4.3.6.1.6. Director of Parks and Recreation: Maria I. Nardi

2.4.3.6.1.7. Director of Human Services: Lester Sola

2.4.3.7. Minneapolis ⁴⁶⁶

2.4.3.7.1. Mayor: Jacob Frey

2.4.3.7.1.1. Health Commissioner: Gretchen Musicant

2.4.3.7.1.2. Director of Community Planning and Economic
Development: Erik Hansen

2.4.3.7.1.3. Director of Public Works: Margaret Anderson
Kelliher

2.4.3.7.1.4. Police Chief: Brian O'Hara

2.4.3.7.1.5. Director of Human Services: Tawanna Black

2.4.3.8. New York ⁴⁶⁷

2.4.3.8.1. Mayor: Eric Adams ⁴⁶⁸

⁴⁶³ City of Miami. *My Government*. <https://www.miami.gov/My-Government>

⁴⁶⁴ City of Miami. *Mayor Francis X. Suarez*.
<https://www.miami.gov/My-Government/City-Officials/Mayor-Francis-Suarez>

⁴⁶⁵ City of Miami. *Departments*. <https://www.miami.gov/My-Government/Departments>

⁴⁶⁶ City of Minneapolis. *Government*. <https://www.minneapolismn.gov/government/>

⁴⁶⁷ NEW YORK POST. *Mayor Adams appoints four new deputy mayors after mass exodus*. Available at:
<https://nypost.com/2025/03/07/us-news/mayor-adams-appoints-four-new-deputy-mayors-after-mass-exodus/>

⁴⁶⁸ New York Post. (2025, March 7). *Mayor Adams appoints four new deputy mayors after controversy over corruption case triggered mass exodus*.
<https://nypost.com/2025/03/07/us-news/mayor-adams-appoints-four-new-deputy-mayors-after-mass-exodus/>

- 2.4.3.8.1.1. Health Commissioner: Dr. Ashwin Vasani
 - 2.4.3.8.1.2. Commissioner of Small Business Services: Kevin D. Kim
 - 2.4.3.8.1.3. Chief Technology Officer: Matt Fraser
 - 2.4.3.8.1.4. Office of Technology and Innovation: Matthew C. Fraser
 - 2.4.3.8.1.5. Commissioner of Housing Preservation and Development: Adolfo Carrión Jr.
 - 2.4.3.8.1.6. Police Commissioner: Jessica Tisch
 - 2.4.3.8.1.7. Social Services Commissioner: Gary Jenkins
- 2.4.3.9. San Francisco
- 2.4.3.9.1. Mayor: Daniel Lurie
 - 2.4.3.9.1.1. Public Safety Policy Chief: Paul Yep
 - 2.4.3.9.1.2. Chief Information Officer: Linda Gerull
 - 2.4.3.9.1.3. Public Health Director: Dr. Daniel Tsai
 - 2.4.3.9.1.4. Director of Housing and Community Development: Eric Shaw
 - 2.4.3.9.1.5. Director of Human Services: Trent Rhorer
- 2.4.3.10. Seattle⁴⁶⁹
- 2.4.3.10.1. Mayor⁴⁷⁰: Bruce Harrell
 - 2.4.3.10.1.1. Interim Health Officer: Mia Shim
 - 2.4.3.10.1.2. Director of Office of Economic Development: Markham McIntyre
 - 2.4.3.10.1.3. Chief Technology Officer: Saad Bashir
 - 2.4.3.10.1.4. Director of Housing: Emily Alvarado
 - 2.4.3.10.1.5. Director of Human Services: Tanya Kim
- 2.4.4. Legislative power
- 2.4.4.1. The United States House of Representatives
 - 2.4.4.1.1.1. Speaker of the House: Mike Johnson
 - 2.4.4.1.1.2. Majority Leader: Steve Scalise
 - 2.4.4.1.1.3. Minority Leader: Hakeem Jeffries
 - 2.4.4.1.1.4. Majority Whip: Tom Emmer

⁴⁶⁹ City of Seattle. *Departments*. <https://www.seattle.gov/departments>

⁴⁷⁰ City of Seattle. *Mayor's Team*. <https://seattle.gov/mayor/team>

- 2.4.4.1.1.5. Minority Whip: Katherine Clark
- 2.4.4.1.1.6. Republican Conference Chairman: Lisa McClellan
- 2.4.4.1.1.7. Democratic Caucus Chairman: Pete Aguilar
- 2.4.4.1.1.8. Clerk of the House: Kevin McCumber
- 2.4.4.1.2. Committee on science, space and technology ⁴⁷¹
- 2.4.4.1.3. Chairman: Brian Babin
- 2.4.4.1.4. Ranking member: Zoe Lofgren
- 2.4.4.1.5. Committee on energy and commerce ⁴⁷²
 - 2.4.4.1.5.1. Chairman: Brett Guthrie
 - 2.4.4.1.5.2. Ranking member: Frank Pallone
- 2.4.4.1.6. Committee on financial services ⁴⁷³
 - 2.4.4.1.6.1. Chairman: French Hill
 - 2.4.4.1.6.2. Ranking member: Maxine Waters
- 2.4.4.1.7. Committee on natural resources ⁴⁷⁴
 - 2.4.4.1.7.1. Chairman: Bruce Westerman
 - 2.4.4.1.7.2. Vice Chairman: Rob Wittman
 - 2.4.4.1.7.3. Ranking member: Jared Huffman
- 2.4.4.1.8. Committee on education and workforce ⁴⁷⁵
 - 2.4.4.1.8.1.1. Chairman: Tim Walberg
 - 2.4.4.1.8.1.2. Robert C. “Bobby” Scott
- 2.4.4.2. The United States Senate ⁴⁷⁶
 - 2.4.4.2.1.1. President: J.D Vance
 - 2.4.4.2.1.2. President Pro Tempore: Chuck Grassley.
Majority Leader: John Thune
 - 2.4.4.2.1.3. Minority Leader: Charles. E Schumer
 - 2.4.4.2.2. Committee on commerce, science and transportation ⁴⁷⁷
 - 2.4.4.2.2.1. Chairman: Ted Cruz

⁴⁷¹ UNITED STATES HOUSE COMMITTEE ON SCIENCE, SPACE, AND TECHNOLOGY. *Committee Members*. Available at: <https://science.house.gov/committee-members>

⁴⁷² UNITED STATES HOUSE COMMITTEE ON ENERGY AND COMMERCE. *Representatives*. Available at: <https://energycommerce.house.gov/representatives>

⁴⁷³ UNITED STATES HOUSE COMMITTEE ON FINANCIAL SERVICES. *Members*. Available at: <https://financialservices.house.gov/about/members.htm>

⁴⁷⁴ UNITED STATES HOUSE COMMITTEE ON NATURAL RESOURCES. *Meet Our Members*. Available at: <https://naturalresources.house.gov/about/members.htm>

⁴⁷⁵ UNITED STATES HOUSE COMMITTEE ON EDUCATION AND THE WORKFORCE. *Full Committee*. Available at: <https://edworkforce.house.gov/committee/fullcommittee.htm>

⁴⁷⁶ UNITED STATES SENATE. *Leadership*. Available at: <https://www.senate.gov/senators/leadership.htm>

⁴⁷⁷ UNITED STATES SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION. *Official Website*. Available at: <https://www.commerce.senate.gov/>

2.4.4.2.2. Ranking member: Maria Cantwell

2.4.4.2.3. Committee on finance⁴⁷⁸

2.4.4.2.3.1. Chairman: Mike Crapo

2.4.4.2.3.2. Ranking member: Ron Wyden

2.4.4.2.4. Committee on energy and human resources⁴⁷⁹

2.4.4.2.4.1. Chairman: Mike Lee

2.4.4.2.4.2. Ranking member: Martin Heinrich

3. **Universities**

Information System Engineering

3.1.1.1.1. Director: Héctor Macaño

3.2. Mar del Plata

3.2.1. Universidad CAECE

3.2.1.1. Systems Engineer

3.2.1.2. Bachelor's Degree in Systems

3.2.1.3. Bachelor's Degree in Nanotechnology

3.2.1.4. Bachelor's Degree in Nanotechnology

3.2.1.5. University Bachelor's Degree in Nanoscience

3.2.1.6. Bachelor's Degree in Data Science

3.2.1.7. Bachelor's Degree in Data Science

3.2.1.8. University Technician in Programming

3.2.1.8.1. Director: Lucía Rosario Malbernat

3.2.2. Universidad FASTA

3.2.2.1. Computer Engineering

3.2.2.1.1. Director: Luis Buffoni

3.2.3. Universidad Nacional de Mar del Plata (UNMDP)

3.2.3.1. Computer Engineering

3.2.3.2. Electrical Engineering

3.2.3.3. Electromechanical Engineering

3.2.3.4. Electronic Engineering

3.2.3.5. Computer Engineering

3.2.3.6. Information Technology Engineering

3.2.3.7. Industrial Engineering

3.2.3.8. Materials Engineering

3.2.3.9. Mechanical Engineering

3.2.3.9.1. Director: Carlos Rico

⁴⁷⁸ Senate Committee on Finance. *Home*. <https://www.finance.senate.gov/>

⁴⁷⁹ Senate Committee on Energy and Natural Resources. *Home*. <https://www.energy.senate.gov/>

- 3.3. Mendoza
 - 3.3.1. Universidad Nacional de Cuyo (UNCUYO)
 - 3.3.1.1. Bachelor's Degree in Computer Science
 - 3.3.1.2. Nuclear Engineering
 - 3.3.1.3. Telecommunications Engineering
 - 3.3.1.4. Bachelor's Degree in Physics
 - 3.3.1.5. Mechanical Engineering
 - 3.3.1.6. Technician in Software Development
 - 3.3.1.6.1. Director:
 - 3.3.1.6.1.1. Marisa Haderne
 - 3.3.2. Universidad Tecnológica Nacional
 - 3.3.2.1. Information Systems Engineering
 - 3.3.2.2. Aerospace Engineering
 - 3.3.2.3. Civil Engineering
 - 3.3.2.4. Electromechanical Engineering
 - 3.3.2.5. Electronic Engineering
 - 3.3.2.6. Energy Engineering
 - 3.3.2.7. Electrical Power Engineering
 - 3.3.2.8. Automotive Industry Engineering
 - 3.3.2.9. Telecommunications Engineering
 - 3.3.2.9.1. Director: Alejandro Vázquez
- 3.4. Resistencia
 - 3.4.1. Universidad Tecnológica Nacional
 - 3.4.1.1. Information Systems Engineering
 - 3.4.1.1.1. Director: César Acuña⁴⁸⁰
- 3.5. Rosario
 - 3.5.1. Universidad Abierta Interamericana (UAI)
 - 3.5.1.1. Information Systems Engineering
 - 3.5.1.1.1. Director: Silvia Poncio
 - 3.5.1.2. Information Technology Management
 - 3.5.1.2.1. Director: Ángel Sebastián Velázquez⁴⁸¹
 - 3.5.1.3. Simulation and Video Game Production

⁴⁸⁰ Universidad Tecnológica Nacional – Facultad Regional Resistencia. Authorities. [online]. Available at: <https://www.frre.utn.edu.ar/isi/autoridades> [Accessed: 17 August 2025].

⁴⁸¹ Universidad Abierta Interamericana. Degree in Management of Information Technology. [online]. Available at: <https://uai.edu.ar/facultades/tecnolog%C3%ADa-inform%C3%A1tica/licenciatura-en-gesti%C3%B3n-de-tecnolog%C3%ADa-inform%C3%A1tica/>. [Accessed: 17 August 2025].

- 3.5.1.3.1. Director: Pablo Vilaboa⁴⁸²
- 3.5.2. Universidad Nacional de Rosario (UNR)
 - 3.5.2.1. Computing Science
 - 3.5.2.1.1. Director: Dante Zanarini
 - 3.5.2.2. Strategic IT Management
 - 3.5.2.2.1. Director: María Florencia Gaibazzi
- 3.5.3. Universidad Tecnológica Nacional (UTN)
 - 3.5.3.1. Information Systems Engineering
 - 3.5.3.1.1. Director: Eduardo Amar
- 3.6. Tandil
 - 3.6.1. Universidad Nacional del Centro de la Provincia de Buenos Aires (UNICEN)
 - 3.6.1.1. Systems Engineering
 - 3.6.1.2. Programming and Network Administration
 - 3.6.1.3. Degree in Computer Science
 - 3.6.1.4. Environmental Technology
- 3.7. Tucumán
 - 3.7.1. Universidad Nacional de Tucumán (UNT)
 - 3.7.1.1. Electronic Engineering
 - 3.7.1.1.1. Director: Ing. Juan ISE
 - 3.7.1.2. Mechanical Engineering
 - 3.7.1.2.1. Director: Ing. Juan Carlos Santana Sánchez
 - 3.7.1.3. Bachelor's Degree in Computer Science
 - 3.7.1.3.1. Director: Hugo Orlando Ortega
 - 3.7.2. Universidad Tecnológica Nacional
 - 3.7.2.1. Information Systems Engineering
 - 3.7.2.1.1. Director: Cristina Rojas⁴⁸³
 - 3.7.2.2. Electrical Engineering
 - 3.7.2.2.1. Director: Ing. Daniel Delorso⁴⁸⁴
 - 3.7.2.3. Mechanical Engineering
 - 3.7.2.3.1. Director: Ing. Sergio García
 - 3.7.2.4. Civil Engineering

⁴⁸² Universidad Abierta Interamericana. Degree in Production of Simulators and Video Games. [online]. Available at: <https://uai.edu.ar/facultades/tecnolog%C3%ADa-inform%C3%A1tica/licenciatura-en-producci%C3%B3n-de-simuladores-y-videojuegos/>. [Accessed: 17 August 2025].

⁴⁸³ Universidad Tecnológica Nacional – Facultad Regional Tucumán. Department of Information Systems Engineering. Contact email: departamentosistemas@frt.utn.edu.ar. [Accessed: 17 August 2025].

⁴⁸⁴ https://www.academia.edu/30484545/UTN_FACULTAD_REGIONAL_TUCUM%C3%81N

- 3.7.2.4.1. Director: Ing. Gino D'Alessandro
- 3.7.2.5. Electronic Engineering
 - 3.7.2.5.1. Director: Ing. Rogelio Molina

4. **NGOs:**

- 4.1. Technology, digital education & innovation
 - 4.1.1. Chicas en Tecnología
 - 4.1.1.1. Executive Director: Paula Coto⁴⁸⁵
 - 4.1.2. Fundación Sadosky
 - 4.1.2.1. Executive Director: Juan Cruz Cabrera⁴⁸⁶
 - 4.1.2.2. Director of the Program of Data Science & AI: María Vanina Martínez
 - 4.1.3. Program.AR
 - 4.1.3.1. Executive Director: Santiago Ceria
 - 4.1.4. Fundación Pescar
 - 4.1.4.1. Executive Director: Silvia Uranga⁴⁸⁷
 - 4.1.5. Junior Achievement Argentina
 - 4.1.5.1. Executive Director: Bernardo Brugnoli⁴⁸⁸
 - 4.1.6. Argentina Cibersegura
 - 4.1.6.1. President: Federico Pérez Acquisto⁴⁸⁹
 - 4.1.6.2. Executive Director: Aldana Siciliano⁴⁹⁰
- 4.2. Sustainability & environmental
 - 4.2.1. Fundación Vida Silvestre Argentina
 - 4.2.1.1. Executive Director: Manuel Jaramillo⁴⁹¹
 - 4.2.2. Greenpeace Argentina
 - 4.2.2.1. Executive Director for the Andean Region: Natalia Machaín
<https://www.greenpeace.org/argentina/organigrama/>
 - 4.2.3. FARN (Fundación Ambiente y Recursos Naturales)⁴⁹²
 - 4.2.3.1. Executive Director: Andrés Napoli
 - 4.2.3.2. Deputy Executive Director & Director of the Biodiversity Program: Ana Di Pangraccio

⁴⁸⁵ Chicas en Tecnología. Paula Coto. Available at: <https://chicasentecnologia.org/en/paula-coto/> (Accessed: 18 August 2025).

⁴⁸⁶ Fundación Sadosky. *Executive Director*. Available at: https://fundacionsadosky.org.ar/team_designation/director-ejecutivo/ (Accessed: 18 August 2025).

⁴⁸⁷ LinkedIn. *Silvia Uranga*. Available at: <https://ar.linkedin.com/in/silvia-uranga-4256ba35> (Accessed: 18 August 2025).

⁴⁸⁸ Junior Achievement Argentina. *Team*. Available at: <https://junior.org.ar/nosotros/equipo/> (Accessed: 18 August 2025).

⁴⁸⁹ Argentina Cibersegura. *About us*. Available at: <https://www.argentinacibersegura.org/quienes-somos> (Accessed: 18 August 2025).

⁴⁹⁰ LinkedIn. Aldana Siciliano. Available at: <https://ar.linkedin.com/in/aldana-siciliano-271581a8> (Accessed: 18 August 2025).

⁴⁹¹ Presenterse. Manuel Jaramillo, General Director of Fundación Vida Silvestre: in search of environmental harmony. Available at: <https://presenterse.com/manuel-jaramillo-director-general-de-fundacion-vida-silvestre-en-busca-de-la-armonia-ambiental/> (Accessed: 18 August 2025).

⁴⁹² Fundación Ambiente y Recursos Naturales (FARN). *About us*. Available at: <https://farn.org.ar/quienes-somos/> (Accessed: 18 August 2025).

- 4.2.3.3. Deputy Executive Director & Director of the Environmental Policy Program: Pía Marchegiani
- 4.2.4. Sistema B Argentina
 - 4.2.4.1. Executive Director: Marina Arias⁴⁹³
- 4.3. Inclusion, diversity and social impact
 - 4.3.1. Fundación Huésped
 - 4.3.1.1. Executive Director: Leandro Cahn⁴⁹⁴
 - 4.3.2. Fundación Sí
 - 4.3.2.1. Executive Director: Manuel Lozano⁴⁹⁵
 - 4.3.3. Enseñá por Argentina
 - 4.3.3.1. Executive Director: Verónica Cipriota⁴⁹⁶

5. **Internal public**

5.1. **Marketing and Communication (COMMS)**

- 5.1.1. Chief Marketing Officer: *Wanda Weigert*⁴⁹⁷
- 5.1.2. Global Communications Director: *Gregorio Lascano*⁴⁹⁸
- 5.1.3. Marketing & Communications Manager, LatAm: *Nadina Bonacci*⁴⁹⁹
- 5.1.4. PR & Communications Manager, LatAm: *Santiago Mason*⁵⁰⁰
- 5.1.5. Marketing Manager: *Milagros Mayorca*⁵⁰¹

5.2. **Technology**⁵⁰²

- 5.2.1. Global CTO: *Diego Tartara*
- 5.2.2. CTO Energy & Mining AI Studio: *Sebastián Miserendino*
- 5.2.3. CTO Globant Enterprise AI: *Gastón Milano*
- 5.2.4. Chief Information Officer: *Sebastián Arriada*
- 5.2.5. CTO Airlines AI Studio: *Mariano Nardi*
- 5.2.6. CTO Gaming & EdTech AI Studio: *Matías Rodríguez*
- 5.2.7. CEO Media & Entertainment AI Studio: *Nicolás Ávila*

⁴⁹³ ITSitio. *Marina Arias: the 3 keys of the new economy*. Available at: <https://www.itsitio.com/ar/sustentabilidad/marina-arias-las-3-claves-de-la-nueva-economia/> (Accessed: 18 August 2025).

⁴⁹⁴ Fundación Huésped. *Executive Directorate*. Available at: <https://huesped.org.ar/direccion-ejecutiva/> (Accessed: 18 August 2025).

⁴⁹⁵ Fundación Sí. Manuel Lozano. Available at: <https://fundacionsi.org.ar/manuel-lozano/> (Accessed: 18 August 2025).

⁴⁹⁶ Enseñá por Argentina. Welcome Verónica Cipriota, our new Executive Director. Available at: <https://www.ensenaporargentina.org/post/bienvenida-ver%C3%B3nica-cipriota-nuestra-nueva-directora-ejecutiva> (Accessed: 18 August 2025).

⁴⁹⁷ Globant. *Globant [online]*. Available at: <https://www.globant.com>. [Accessed 17 August 2025].

⁴⁹⁸ Latin Lawyer. *Latin Lawyer [online]*. Available at: <https://latinlawyer.com>. [Accessed 17 August 2025].

⁴⁹⁹ Wiza. *Wiza [online]*. Available at: <https://wiza.co>. [Accessed 17 August 2025].

⁵⁰⁰ Wiza. *Wiza [online]*. Available at: <https://wiza.co>. [Accessed 17 August 2025].

⁵⁰¹ Wiza. *Milagros Mayorca – Marketing Manager at Globant [online]*. Available at: <https://wiza.co/d/globant/f970/milagros-mayorca#:~:text=Marketing%20Manager%20at%20Globant>. [Accessed 17 August 2025].

⁵⁰² Globant. *Globant [online]*. Available at: <https://www.globant.com>. [Accessed 17 August 2025].

- 5.2.8. CEO CPG & Retail AI Studio: *Santiago Noziglia*
- 5.2.9. CEO Energy & Mining AI Studio: *Fernando Montero*
- 5.3. **Human Resources (PEOPLE)** ⁵⁰³
 - 5.3.1. Chief People & Education Officer: *Santos Videla*
 - 5.3.2. Chief Capacity Officer: *Verónica Giménez*
 - 5.3.3. Recruiting Manager, Argentina: *Lorena Delfante* ⁵⁰⁴
 - 5.3.4. Recruiting Manager, Argentina: *Martina Pifarre* ⁵⁰⁵
 - 5.3.5. People Journey Manager: *Mercedes Jauregui* ⁵⁰⁶
 - 5.3.6. People Rewards & Analytics Manager: *Gustavo Mendoza* ⁵⁰⁷
- 5.4. **Leadership and Management** ⁵⁰⁸
 - 5.4.1. CEO & Co-Founder: *Martín Migoya*
 - 5.4.2. Co-Founder, President of Latam & Globant X: *Guibert Englebienne*
 - 5.4.3. Co-Founder, Chief Corp. Development Officer & Pres. EMEA: *Martín Umaran*
 - 5.4.4. Co-Founder, Chief Corp. Affairs Officer: *Néstor Nocetti*
 - 5.4.5. Chief Financial Officer: *Juan Urthiague*
 - 5.4.6. Chief Revenue Officer: *Fernando Matzkin*
 - 5.4.7. CEO Finance AI Studio: *Nicolás Kaplun*
 - 5.4.8. CEO Health & Life Sciences AI Studio: *Ariel Capone*
 - 5.4.9. General Counsel: *Patricio Pablo Rojo*
 - 5.4.10. Chief Business Officer LatAm: *Diego Schargorodsky*
 - 5.4.11. CEO New Markets: *Federico Pienovi*
 - 5.4.12. CEO Enterprise Studio & Strategic Partnerships: *Diego Maldonado*
 - 5.4.13. CEO Professional Services & High-Tech AI Studio: *Felipe Miranda*

6. Chambers

- 6.1. Nacionales
 - 6.1.1. Argentine Chamber of the Software Industry ⁵⁰⁹
 - 6.1.1.1. President: Aníbal Carmona
 - 6.1.1.2. Executive Director: Luis Galeazzi
 - 6.1.2. American Chamber of Commerce in Argentina ⁵¹⁰

⁵⁰³ Globant. *Globant [online]*. Available at: <https://www.globant.com>. [Accessed 17 August 2025].

⁵⁰⁴ Wiza. *Wiza [online]*. Available at: <https://wiza.co>. [Accessed 17 August 2025].

⁵⁰⁵ StarMeUp. *StarMeUp [online]*. Available at: <https://www.starmeup.com>. [Accessed 17 August 2025].

⁵⁰⁶ Wiza. *Wiza [online]*. Available at: <https://wiza.co>. [Accessed 17 August 2025].

⁵⁰⁷ Wiza. *Wiza [online]*. Available at: <https://wiza.co>. [Accessed 17 August 2025].

⁵⁰⁸ Globant. *Globant [online]*. Available at: <https://www.globant.com>. [Accessed 17 August 2025].

⁵⁰⁹ CESSI. *Chamber of Argentine Software and Computer Services Companies [online]*. Available at: <https://cessi.org.ar>. [Accessed 17 August 2025].

⁵¹⁰ AmCham Argentina. *The American Chamber of Commerce in Argentina [online]*. Available at: <https://www.amcham.com.ar>. [Accessed 17 August 2025].

- 6.1.2.1. CEO: Alejandro Díaz
- 6.1.2.2. Public Affairs Director: Martín Genesio
- 6.1.3. Argentine Chamber of Electronic Commerce ⁵¹¹
 - 6.1.3.1. President: Gustavo Sambucetti
 - 6.1.3.2. Institutional Director: Alberto Calvo
- 6.1.4. Argentine Confederation of Medium-Sized Enterprises ⁵¹²
 - 6.1.4.1. President: Alfredo González
 - 6.1.4.2. CAME Joven President: Nicolás Marín
- 6.1.5. Argentine Video Game Developers Association ⁵¹³
 - 6.1.5.1. President: Santiago Franzani
- 6.1.6. Argentina Textas chamber of commerce ⁵¹⁴
 - 6.1.6.1. President: Ariel Bosio
- 6.2. Provinciales
 - 6.2.1. Buenos Aires ⁵¹⁵
 - 6.2.1.1. Buenos Aires IT Cluster (Polo IT Buenos Aires)
 - 6.2.1.1.1. President: Gustavo Genoni
 - 6.2.2. Córdoba
 - 6.2.2.1. Córdoba IT Cluster (Polo IT Córdoba)
 - 6.2.2.1.1. President: Luis Galeazzi (also Executive Director of CESSI)
 - 6.2.3. Mendoza ⁵¹⁶
 - 6.2.3.1. Mendoza ICT Cluster (Polo TIC Mendoza)
 - 6.2.3.1.1. President: Juan Pablo Di Marco
 - 6.2.4. Rosario (Santa Fe) ⁵¹⁷
 - 6.2.4.1. Rosario Technological Cluster (Polo Tecnológico Rosario)
 - 6.2.4.1.1. President: Juan Pablo Corgnali
 - 6.2.5. Tucumán
 - 6.2.5.1. Tucumán Technological Cluster
 - 6.2.5.1.1. President: Fernando García

⁵¹¹ CACE. *Argentine Chamber of Electronic Commerce [online]*. Available at: <https://cace.org.ar>. [Accessed 17 August 2025].

⁵¹² CAME. *Argentine Confederation of Medium Enterprises [online]*. Available at: <https://www.redcame.org.ar>. [Accessed 17 August 2025].

⁵¹³ ADVA. *Asociación de Desarrolladores de Videojuegos Argentinos [online]*. Available at: <https://adva.vg>. [Accessed 17 August 2025].

⁵¹⁴ ATCC. *Argentina Texas Chamber of Commerce [online]*. Available at: <https://argentinatexas.org>. [Accessed 17 August 2025].

⁵¹⁵ Polo IT Buenos Aires. *Polo IT Buenos Aires [online]*. Available at: <https://www.poloitbuenosaires.org.ar>. [Accessed 17 August 2025].

⁵¹⁶ Polo TIC Mendoza. *Polo TIC Mendoza [online]*. Available at: <https://poloticmendoza.org>. [Accessed 17 August 2025].

⁵¹⁷ Polo Tecnológico Rosario. *Polo Tecnológico Rosario [online]*. Available at: <https://polotecnologico.net>. [Accessed 17 August 2025].

Variable crossing

Table 2 - Government variable crossing

Globant	Communication of Tech Regulation Compliance	Corporate reputation	Government Engagement
National (Argentina)			
Executive Branch			
Presidency of the Nation	Partial	Neutral	High
Vice President of the Nation	Partial	Neutral	Null
Ministry of Economy	Partial	Neutral	High
Ministry of Foreign Affairs	Partial	Neutral	Medium
Ministry of Human Capital	Partial	Neutral	Medium
Ministry of Culture National	Partial	Neutral	Null
Agency for the Promotion of Research, Technological Development and Innovation	Partial	Neutral	High
Chief of the Cabinet of Ministers	Partial	Null	Null
Provincial			
Buenos Aires			
Executive Branch			
Governor	Partial	Neutral	High
Vice Governor	Partial	Neutral	High
Ministry of Production	Partial	Neutral	High
Ministry of Environment	Partial	Neutral	Medium
Ministry of Culture	Partial	Neutral	Null
Ministry of Education	Partial	Neutral	Null
Ministry of Labor	Partial	Neutral	Null
Ministry of Communication	Partial	Neutral	Null
Secretary General	Partial	Neutral	Null
Chief Advisor to the Governor	Partial	Neutral	Null
Córdoba			
Executive Branch			
Governor	Null	Neutral	High
Vice Governor	Null	Null	Null
Ministry of Production, Science, and Technology	Partial	Neutral	High
Ministry of Environment and Circular Economy	Partial	Neutral	Medium
Ministry of Education	Null	Neutral	Medium
Ministry of Culture	Null	Neutral	Medium
Ministry of Labor and Employment Promotion	Null	Neutral	High
Santa Fe			
Executive Branch			
Governor	Null	Neutral	High
Ministry of Production, Science and Technology	Partial	Neutral	High
Ministry of Environment and Climate Change	Null	Neutral	Medium
Ministry of Culture	Null	Null	Null
Ministry of Education	Null	Neutral	Medium
Ministry of Labor	Null	Neutral	High
Mendoza			
Executive Branch			
Governor	Null	Neutral	High
Vice Governor	Null	Null	Null

Ministry of Economy and Energy	Null	Neutral	High
Ministry of Culture and Tourism	Null	Neutral	Medium
Ministry of Education	Null	Neutral	Medium
Ministry of Labor and Employment	Null	Neutral	High
Tucumán			
Executive Branch			
Governor	Null	Neutral	High
Vice Governor	Null	Neutral	High
Ministry of Production	Null	Neutral	Medium
Ministry of Education	Null	Null	Null
Ministry of Environment and Sustainable Development	Null	Null	Null
Ministry of Culture	Null	Null	Null
Chaco			
Executive Branch			
Governor	Null	Neutral	High
Vice Governor	Null	Neutral	High
Ministry of Industry, Employment	Null	Neutral	High
Ministry of Education, Culture, Science and Technology	Null	Null	Null
Ministry of Environment and Sustainable Development	Partial	Null	Null
Tierra del Fuego			
Executive Branch			
Governor	Null	Neutral	High
Vice Governor	Null	Neutral	Low
Ministry of Production and Environment	Null	Neutral	Low
Ministry of Education, Culture, Science, and Technology	Null	Neutral	Low
Municipal			
Buenos Aires City (CABA)			
Chief of Government	Null	Neutral	High
Deputy Chief of Government	Null	Neutral	High
Ministry of Economic Development	Null	Positive	Low
Ministry of Innovation and Technology	Null	Positive	High
Ministry of Culture	Null	Neutral	Low
Ministry of Education	Null	Neutral	Low
Secretary of Legal and Technical Affairs	Null	Neutral	Low
Secretary General	Null	Neutral	Null
Secretary of government and Citizen Engagement	Null	Neutral	Null
Secretary of Strategic Affairs	Null	Neutral	Null
Secretary of Communication	Null	Neutral	Null
Córdoba			
Mayor of Córdoba	Null	Neutral	High
Rosario			
Mayor of Rosario	Partial	Neutral	High
Mendoza			
Mayor of Mendoza	Null	Neutral	High
La Plata			
Mayor of La Plata	Null	Neutral	High

Mar del Plata			
Mayor of Mar del Plata	Null	Neutral	High
Tandil			
Mayor of Tandil	Null	Neutral	High
Bahía Blanca			
Mayor of Bahía Blanca	Null	Neutral	High
Resistencia			
Mayor of Resistencia	Null	Neutral	High
Tucuman			
Mayor of Tucuman	Null	Neutral	High
Ushuaia			
Mayor of Ushuaia	Null	Neutral	High
Legislative branch			
Chamber of Deputies			
President of the Chamber of Deputies	Partial	Neutral	High
First Vice Presidents of the Chamber of Deputies	Partial	Neutral	High
Standing Committees of the Chamber of Deputies			
Commission on science, technology and productive innovation	Partial	Positive	High
Commission on communications and information technology	Partial	Positive	High
Commission on economy	Null	Neutral	Low
Commission on natural resources and conservation of the human environment	Null	Neutral	Low
Commission on national economy and investment	Null	Neutral	Low
Commission on environment and sustainable development	Null	Neutral	Low
Commission on education and culture	Null	Neutral	Low
Chamber of Senators			
President of the Chamber of Senators	Partial	Neutral	High
Provisional president of the senate	Null	Neutral	High
Vice President of the Chamber of Senators	Null	Neutral	Low
Standing Committees of the Chamber of Senators			
Agriculture, Livestock, and Fisheries	Null	Neutral	Null
Environment and Sustainable Development"	Null	Neutral	Null
National Economy and Investments	Null	Neutral	Null
Foreign Affairs and Worship	Null	Neutral	Medium
National (Colombia)			
Executive Branch			
Presidency of the Nation	Partial	Neutral	Low
Vice President of the Nation	Null	Neutral	Null
Ministry of Foreign Affairs	Null	Neutral	Low
Ministry of Labor	Null	Neutral	Low
Ministry of Environment and Sustainable Development	Null	Neutral	Null
Ministry of Information Technologies and Communication	Partial	Positive	High

Ministry of Science, Technology, and Innovation	Partial	Positive	Medium
Ministry of Commerce, Industry & Tourism	Partial	Positive	Medium
Ministry of Education	Null	Neutral	Low
Provincial			
Atlántico			
Executive Branch			
Governor	Partial	Positive	Medium
Secretariat of Finance	Partial	Neutral	Medium
Secretariat General	Partial	Neutral	Low
Secretariat of Education	Null	Neutral	Low
Secretariat of Information and Communication	Partial	Positive	High
Valle del Cauca			
Executive Branch			
Governor	Partial	Positive	Medium
Secretariat General	Partial	Neutral	Low
Secretariat of Culture	Null	Neutral	Low
Secretariat of Finance	Partial	Neutral	Medium
Secretariat of Economic Development	Partial	Positive	Medium
Antioquia			
Executive Branch			
Governor	Null	Positive	High
Secretariat of the Private Office	Null	Neutral	Null
Secretariat General	Null	Neutral	Low
Secretariat of Government	Null	Neutral	Low
Secretariat of Finance	Null	Neutral	Medium
Secretariat of Education	Null	Neutral	Low
Secretariat of Economic Development	Partial	Positive	Medium
Secretariat of Human Talent and Administrative	Null	Neutral	Low
Municipal			
Bogotá			
Mayor of Bogotá	Null	Neutral	Medium
Medellin			
Mayor of Medellin	Null	Positive	Medium
Barranquilla			
Mayor of Barranquilla	Null	Neutral	Medium
Cali			
Mayor of Cali	Null	Neutral	Medium
Legislative branch			
Chamber of Deputies			
President of the Chamber of Deputies	Null	Neutral	Null
Standing Committees of the Chamber of Deputies			
Third permanent constitutional commission	Null	Neutral	Null
Chamber of Senators			
President of the Chamber of Senators	Null	Neutral	Null
Standing Committees of the Chamber of Senators			

Sixth permanent constitutional commission	Null	Neutral	Null
Third permanent constitutional commission	Null	Neutral	Low
Fifth permanent constitutional commission	Null	Neutral	Low
National (Spain)			
Executive Branch			
Ministry of Economy, Trade and Enterprise	Partial	Neutral	High
Secretary of State for Economy and Business S	Null	Neutral	High
Secretariat of State for Trade	Null	Neutral	Null
General Directorate of International Trade and I	Partial	Neutral	Null
General Directorate of Trade Policies	Null	Neutral	Null
Ministry of Science, Innovation and Universities	Null	Neutral	High
Secretary of State for Science, Innovation and U	Null	Neutral	High
General Secretary for Research	Null	Neutral	High
General Secretary for Innovation	Null	Neutral	High
General Secretary for Universities	Null	Neutral	High
Secretary of State of Energy	Null	Neutral	High
Secretary of State of Environment	Null	Neutral	High
General Secretary for the Demographic Challen	Null	Neutral	High
Undersecretary for Ecological Transition and De	Null	Neutral	High
Ministry of Culture	Null	Neutral	High
Provincial			
Community of Catalonia			
President	Partial	Neutral	Medium
Minister of Presidency	Partial	Neutral	Neutral
Minister of Economy and Finance	Partial	Neutral	Neutral
Minister of Education and Vocational Training	Partial	Neutral	Null
Minister of Business and Employment	Partial	Neutral	Null
Minister of Research and Universities	Partial	Neutral	Medium
Community of Madrid			
President	Partial	Positive	Neutral
Minister of the Presidency	Partial	Positive	Neutral
Vice Minister	Partial	Positive	Neutral
Minister of Economy and Finance	Partial	Positive	Null
Vice Minister	Partial	Neutral	Null
Minister of Education, Science and Universities	Null	Neutral	Null
Minister of Digitalización	Null	Neutral	Null
La Rioja			
President	Partial	Neutral	Medium
Minister of Finance, Public Governance, Digital	Partial	Neutral	Low
Minister of Education and Employment	Null	Neutral	Null
Minister of Culture, Tourism, Sports and Youth	Null	Neutral	Null
Minister of Economy, Innovation, Business and	Null	Neutral	Null
Andalusía			
President	Partial	Neutral	Medium
Minister of Presidency	Partial	Neutral	Low
Minister of Economy and Finance	Partial	Neutral	Low

Minister of Educational Development	Partial	Neutral	Low
Minister of Employment	Null	Neutral	Null
Minister of Universities and Innovation	Partial	Neutral	Low
Municipal			
Barcelona			
Mayor	Partial	Positive	Medium
First Deputy Mayor	Null	Neutral	Null
Deputy Mayor for Ecology, Urban Planning and	Null	Neutral	Null
Deputy Mayor for Economic Promotion, Employ	Null	Neutral	Null
Deputy Mayor for Culture, Education, Science a	Null	Neutral	Null
Madrid			
Mayor	Partial	Positive	Medium
Deputy Mayor	Partial	Neutral	Low
Councilor for Urban Planning and Environment	Null	Neutral	Null
Councilor for Citizen Security and Emergencies	Null	Neutral	Null
Councilor for Economy, Finance and Administra	Null	Neutral	Null
Councilor for Culture, Sports and Tourism	Null	Neutral	Null
Logroño			
Mayor	Null	Neutral	Medium
Mayor's office	Null	Neutral	Medium
Malaga			
Mayor	Null	Positive	Null
Legislative Branch			
Chamber of Deputies			
President	Partial	Neutral	Medium
First Vice President	Partial	Neutral	Null
Second Vice President	Null	Neutral	Null
Committee on Science	Partial	Neutral	Null
Committee on Economy	Null	Neutral	Null
Committee on Labour, Inclusion and Social Eco	Null	Neutral	Null
Committee on Culture	Null	Neutral	Null
Senate			
President	Full	Neutral	Medium
First Vice President	Partial	Neutral	Medium
First Secretary	Partial	Neutral	High
Committee on Digital Transformation	Null	Neutral	Low
Committee on Foreign Affairs	Null	Neutral	Low
Committee on Economy	Null	Neutral	Low
Committee on Labor and Social Economy	Null	Neutral	Low
National (USA)			
Executive Branch			
President of the Nation	Partial	Neutral	Low
Vice President	Null	Negative	Null
White house office of Science and Technology	Full	Neutral	Null
Secretary of Commerce	Null	Negative	Null
Department of Government Efficiency	Partial	Neutral	Null

Department of State	Null	Negative	Low
Department of energy	Null	Neutral	Null
Department of Defense	Null	Negative	Null
Provincial			
California			
Governor	Partial	Neutral	Null
Department of Technology	Full	Negative	Null
State Chief Technology Officer	Full	Neutral	Low
Department of Financial Protection and Innovation	Full	Negative	Null
Environmental Protection Agency	Partial	Neutral	Null
Labor and Workforce Development Agency	Null	Negative	Null
Florida			
Governor	Null	Neutral	Null
Department of Business and Professional Regulation	Null	Negative	Low
Department of environmental Protection	Partial	Neutral	Null
Illinois			
Governor	Null	Negative	Null
Department of Technology and Innovation	Full	Neutral	Null
Department of Commerce and Economic Opportunity	Null	Negative	Null
Environmental Protection Agency	Partial	Neutral	Low
New York			
Governor	Null	Positive	Null
Chief Technology Officer	Full	Neutral	Null
Economic Development Corporation Director	Null	Negative	High
Texas			
Governor	Partial	Positive	Null
Department of Information Resources	Null	Negative	Low
Economic Development and Tourism Office	Null	Neutral	High
Colorado			
Governor	Null	Positive	Null
Chief Information Officer	Partial	Neutral	Null
Office of Economic Development and International Trade	Null	Negative	High
Department of Education	Null	Neutral	Low
Washington			
Governor	Null	Negative	Null
Technology Solutions Director	Full	Neutral	Null
Department of Commerce Director	Null	Negative	Null
Board of Education Executive Director	Null	Neutral	Null
Minnesota			
Governor	Null	Negative	Low
Information Technology Department	Partial	Neutral	Null
Pollution control agency commissioner	Null	Negative	Null
Department of Education	Null	Neutral	Null
Massachusetts			
Governor	Null	Positive	Null
Executive Office of Technology Services and Security	Null	Neutral	Low

Executive Office for Administration and Finance	Null	Negative	Null
Municipal			
Boston			
Mayor	Null	Neutral	Null
Chief of Economic Development	Null	Negative	High
Chicago			
Mayor	Partial	Neutral	Null
Dallas			
Mayor	Null	Negative	Low
Denver			
Mayor	Null	Neutral	Null
Los Angeles			
Mayor	Partial	Negative	Null
Miami			
Mayor	Partial	Neutral	Null
Minneapolis			
Mayor	Null	Negative	Null
New York			
Mayor	Partial	Neutral	Low
San Francisco			
Mayor	Null	Negative	Null
Seattle			
Mayor	Null	Negative	Null
Legislative Branch			
House of Representatives	Null	Neutral	High
Committee on Science, Space and Technology	Null	Neutral	Low
Committee on Energy and Commerce	Null	Neutral	Null
Committee on Financial Services	Null	Neutra	Null
Committee on Natural Resources	Null	Neutral	Null
Committee on Education and Workforce	Null	Neutral	Null
Senate			
President	Null	Neutral	Low
Majority Leader	Null	Neutral	Null
Minority Leader	Null	Neutral	Null
Committee on Commerce	Null	Neutral	Null

Table 3 - Media variable crossing

Globant	Alignment with the organization	Tone of Media Coverage	Focus on Relevant Topics
Argentina (Nacional)			
Print media			
Clarín	High	Positive	High
La Nación	High	Neutral	Medium
El Cronista	Medium	Neutral	Medium
Ámbito Financiero	Medium	Neutral	Medium
Forbes Argentina	Medium	Neutral	Medium
Revista Acción	Null	Neutral	Low
Revista Apertura	Low	Neutral	Low
TV			
Hablemos de Esto (TN)	Low	Neutral	Low
TN Central (TN)	Null	Null	Low
TN Tecno (TN)	Null	Null	High
Información Clave (A24)	Null	Null	Medium
Digital Media			
Chequeado	Null	Neutral	Low
Infotechnology	Null	Null	High
Infobae	High	Neutral	High
Streaming			
TDT (Olga)	Null	Null	Low
Paraíso Fiscal (Olga)	Null	Null	Medium
Antes que nadie (LUZU TV)	Null	Neutral	Low
Paren la mano (Vorterix)	Null	Null	Low
Podcast			
Ideas con propósito (Uibeax Talks)	Null	Null	Medium
Caja de herramientas (Fundación E)	Null	Null	Low
Radio Continental	Null	Null	Low
Argentina (Provincial/Municipal)			
CABA (Buenos Aires)			

Print media			
La Nación	High	Neutral	Low
Clarín iEco	Low	Positive	Medium
Ámbito Financiero	Medium	Neutral	Medium
TV/Streaming			
TN tecno	Null	Null	High
Control Tec	Null	Null	High
Digital Media			
IproUp	Medium	Neutral	Medium
Podcast			
Chequeado Podcast	Null	Null	Low
La Nación Data	Null	Null	Low
La Plata (Buenos Aires)			
Print media			
El Día	Low	Null	Low
TV/Streaming			
TV Universidad	Null	Null	Low
Podcast			
Código Universidad	Null	Null	Low
Digital Media			
221	Null	Null	Low
Mar del Plata (Buenos Aires)			
Print media			
La Capital	Low	Neutral	Medium
TV/Streaming			
Canal 10 Mar Del Plata	Null	Null	Low
Podcast			
MDP Innova	Null	Neutral	High
Digital Media			
Punto Noticias	Null	Null	Low
Tandil (Buenos Aires)			

Print media			
El Eco de Tandil	High	Neutral	High
TV/Streaming			
ECO TV	High	Neutral	High
Podcast			
Tandil Emprende	Null	Null	Low
Digital Media			
ABC hoy	Low	Neutral	Low
Bahía Blanca (Buenos Aires)			
Print media			
La Nueva	Low	Null	Medium
TV/Streaming			
Canal 9 Bahía Blanca	Null	Neutral	Low
Podcast			
Bahía Innova	Null	Null	High
Digital Media			
La Brújula 24	Null	Null	Low
Córdoba			
Print media			
La voz del Interior	Low	Neutral	Medium
TV/Streaming			
Palabras Cruzadas	Null	Null	Low
Digital Media			
Córdoba Cluster	Null	Null	Low
Rosario (Santa Fe)			
Print media			
La Capital	Null	Neutral	High
TV/Streaming			
Telefe Rosario	Null	Null	Medium
Podcast			
Rosario Innova	Null	Null	High

Digital Media			
Punto Biz	Null	Null	Low
Rosario3	Null	Null	Low
Ecos365	Null	Null	Low
Mendoza (Mendoza)			
Print media			
Los Andes	Medium	Neutral	Medium
TV/Streaming			
El nueve	Null	Null	Low
Podcast			
Mendoza Tech	Null	Null	Low
Digital Media			
MDZ Online	Medium	Neutral	Medium
Resistencia (Chaco)			
Print media			
Diario Norte	Null	Null	Low
TV/Streaming			
Chaco TV	Null	Null	Low
Digital Media			
Data Chaco	Null	Null	Low
Tucumán			
Print media			
La Gaceta	Null	Null	High
TV/Streaming			
Canal 10 Tucumán	Null	Null	Low
Digital Media			
El Tucumano	Null	Null	Low
Ushuaia (Tierra del Fuego)			
Print media			
El Diario del Fin Del Mundo	Null	Null	Low
TV/Streaming			

Canal 11 Ushuaia	Null	Null	Medium
Podcast			
Fuego Tech	Null	Null	High
Digital Media			
InfoFueguina	Null	Null	Medium
Colombia (Nacional)			
Print media			
El Tiempo	Medium	Neutral	Medium
La República	High	Positive	High
Portafolio	High	Positive	High
TV/Streaming			
RTVC Noticias	Null	Neutral	Low
Canal Trece	Null	Neutral	Low
TN Tecno (TN)	Null	Neutral	Low
Información Clave (A24)	Null	Neutral	Low
Podcast			
Planeta Sostenible	Null	Neutral	Low
Empréndete Podcast	Null	Neutral	Low
Digital Media			
Impacto TIC	High	Positive	High
Social Geek	Medium	Neutral	High
KienyKe	Low	Neutral	Medium
Colombia (Provincial/Municipal)			
Bogotá			
Print media			
ADN Bogotá	Low	Neutral	Low
TV/Streaming			
Citytv	Low	Neutral	Low
Podcast			
Bogotá Podcast	Null	Neutral	Medium
Digital Media			

Bogotá Digital	Null	Neutral	Low
Medellín			
Print media			
El Colombiano	Null	Neutral	Low
TV/Streaming			
Teleantioquia	Null	Neutral	Low
Podcast			
Medellín Podcast	Null	Neutral	Low
Digital Media			
MiOriente	Null	Neutral	Low
Podcast			
Código Universidad	Null	Neutral	Low
Cali			
Print media			
El País Cali	Null	Neutral	Low
TV/Streaming			
Telepacífico	Null	Neutral	Low
Podcast			
Cali Emprende Podcast	Null	Neutral	Low
Digital Media			
Cali Digital	Null	Neutral	Low
Barranquilla			
Print media			
El Heraldo	Null	Neutral	Low
TV/Streaming			
Telecaribe	Null	Neutral	Low
Podcast			
Atlántico Emprende Podcast	Null	Neutral	Low
Digital Media			
Zona Cero	Null	Neutral	Low

Spain (Nacional)			
Print media			
El País	Medium	Neutral	Low
El Mundo	Medium	Neutral	Medium
Cinco Días	Medium	Neutral	Low
TV/Streaming			
RTVE	Medium	Neutral	Medium
Antena 3 / Atresmedia	Medium	Neutral	Low
Podcast			
Podium Podcast	Medium	Neutral	Low
Cuonda	Null	Neutral	Medium
Digital Media			
Xataka	Null	Neutral	Low
Hipertextual	Null	Neutral	Low
Business Insider España	Medium	Positive	Low
Spain (Provincial/Municipal)			
Madrid			
Print media			
Madridiario	Medium	Neutral	Low
Gacetín Madrid	Medium	Neutral	Low
TV/Streaming			
Telemadrid	Medium	Neutral	Low
Podcast			
Inventando la Rueda	Null	Neutral	Low
Málaga			
Print media			
La Opinión de Málaga	Medium	Neutral	Low
Diario SUR	Medium	Neutral	Low
TV/Streaming			
Canal Sur	Medium	Neutral	Low
Podcast			

Canal Málaga	Null	Neutral	Low
Barcelona			
Print media			
El Periódico de Catalunya	Medium	Positive	Low
<u>Ara.cat</u>	Medium	Neutral	Low
TV/Streaming			
TV3	Medium	Neutral	Low
Podcast			
Innovation Takes Guts	Null	Neutral	Low
Digital Media			
Barcelona Ciudad Digital	Null	Neutral	Low
Logroño			
Print media			
La Rioja (Logroño)	Medium	Neutral	Low
<u>NueveCuatroUno</u>	Medium	Neutral	Low
TV/Streaming			
TVR - Televisión Rioja	Medium	Neutral	Low
USA (Provincial/Municipal)			
Massachusetts (Boston)			
Print media			
The Boston Globe	Null	Neutral	Low
TV/Streaming			
Greater Boston (GBH News)	Null	Neutral	Low
Say More with Shirley Leung	Null	Neutral	Low
Here & Now	Null	Neutral	Low
Digital Media			
BostInno	Null	Neutral	Low
Illinois (Chicago)			
Print media			
Crain's Chicago Business	Null	Neutral	Low
<u>Chicago Reader</u>	Null	Neutral	Low

TV/Streaming			
WTTW (PBS Chicago)	Null	Neutral	Low
Podcast			
City Cast Chicago	Null	Neutral	Low
Digital Media			
Chicago Inno	Null	Neutral	Low
Texas (Dallas)			
Print media			
Dallas Business Journal	Null	Neutral	Low
D Magazine	Null	Neutral	Low
TV/Streaming			
KERA (PBS Dallas)	Null	Neutral	Low
Podcast			
Think (KERA)	Null	Neutral	Low
Digital Media			
Dallas Innovates	Null	Neutral	Low
Colorado (Denver)			
Print media			
Denver Business Journal	Null	Neutral	Low
5280 Magazine	Null	Neutral	Low
TV/Streaming			
Rocky Mountain PBS	Null	Neutral	Low
Podcast			
City Cast Denver	Null	Neutral	Low
Digital Media			
ColoradoBiz Magazine	Null	Neutral	Low
California (Los Angeles)			
Print media			
Los Angeles Business Journal	Null	Neutral	Low
LA Weekly	Null	Neutral	Low
TV/Streaming			

KCET (PBS SoCal)	Null	Neutral	Low
Podcast			
The Frame (KPCC)	Null	Neutral	Low
Digital Media			
Dot. LA	Null	Neutral	Low
Florida (Miami)			
Print media			
Miami Herald	Null	Neutral	Low
Miami New Times	Null	Neutral	Low
TV/Streaming			
WLRN (PBS Miami)	Null	Neutral	Low
Podcast			
The South Florida RoundUp	Null	Neutral	Low
The Sunshine Economy	Null	Neutral	Low
Digital Media			
Refresh Miami	Null	Neutral	Low
Minnesota (Minneapolis)			
Print media			
Minneapolis St. Paul Business Journal	Null	Neutral	Low
TV/Streaming			
Twin Cities PBS	Null	Neutral	Low
Podcast			
The Thread	Null	Neutral	Low
Digital Media			
Tech. MN	Null	Neutral	Low
New York			
Print media			
Crain's New York Business	Null	Neutral	Low
The New York Times	Low	Neutral	Medium
TV/Streaming			
THIRTEEN	Null	Neutral	Low

Podcast			
The Daily (The NY TIMES)	Null	Neutral	Low
Digital Media			
TechCrunch	Low	Neutral	Medium
San Francisco			
Print media			
San Francisco Business Times	Null	Neutral	Low
TV/Streaming			
KQED	Null	Neutral	Low
Podcast			
Bay Curious	Null	Neutral	Low
Digital Media			
Wired	Low	Neutral	Medium
Washington (Seattle)			
Print media			
Puget Sound Business Journal	Null	Neutral	Low
The Stranger	Null	Neutral	Low
TV/Streaming			
KCTS 9	Null	Neutral	Low
Podcast			
Seattle Now	Null	Neutral	Low
Digital Media			
GeekWire	Null	Neutral	Low

Table 4 - Universities variable crossing

Globant	Level of Colaboration	Involvement frequency	Presence in communication channels
Buenos Aires			
Instituto Tecnológico de Buenos Aires	High	High	High
Universidad Argentina de la Empresa	Medium	Medium	Medium
Universidad Tecnológica Nacional	High	High	Medium
Universidad de Buenos Aires	Medium	Medium	Low
Bahía Blanca			
Universidad Nacional del Sur	Low	Low	Low
Córdoba			
Universidad Nacional de Córdoba	High	High	High
Universidad Tecnológica Nacional	Medium	Medium	Medium
Mar del Plata			
Universidad CAECE	Low	Low	Low
Universidad FASTA	Low	Low	Low
Universidad Nacional de Mar del Plata	Medium	Medium	Medium
Mendoza			
Universidad Nacional de Cuyo	Medium	Medium	Medium
Universidad Tecnológica Nacional	Medium	Medium	Low
Resistencia			
Universidad Tecnológica Nacional	Low	Low	Low
Rosario			
Universidad Abierta Interamericana	Low	Low	Low
Universidad Nacional de Rosario	High	High	High
Universidad Tecnológica Nacional	Medium	Medium	Low
Tandil			
Universidad Nacional del Centro de la Provincia de Buenos Aires	Medium	Medium	Low
Tucumán			
Universidad Nacional de Tucumán	Low	Low	Low
Universidad Tecnológica Nacional	Medium	Medium	Medium

Table 5 - NGOs variable crossing


	Level of collaboration	Presence in communication channels	Adoption of Globant tools by NGOs
Technology, digital education & innovation			
Chicas en Tecnología	Medium	Medium	Low
Fundación Sadosky	Medium	Low	Low
Program .AR	Medium	Low	Low
Fundación Pescar	Medium	Medium	Low
Junior Achievement Argentina	Medium	Medium	Low
Argentina Cibersegura	Medium	Low	Low
Sustainability & environmental			
Fundación Vida Silvestre Argentina	Low	Low	Low
Greenpeace Argentina	Low	Low	Low
FARN (Fundación Ambiente y Recursos Naturales)	Low	Low	Low
Sistema B Argentina	Medium	Medium	Low
Inclusion, diversity and social impact			
Fundación Huésped	Low	Low	Low
Fundación Sí	Low	Low	Low
Enseñá por Argentina	Medium	Medium	Low

Table 6 - Internal Public variable crossing


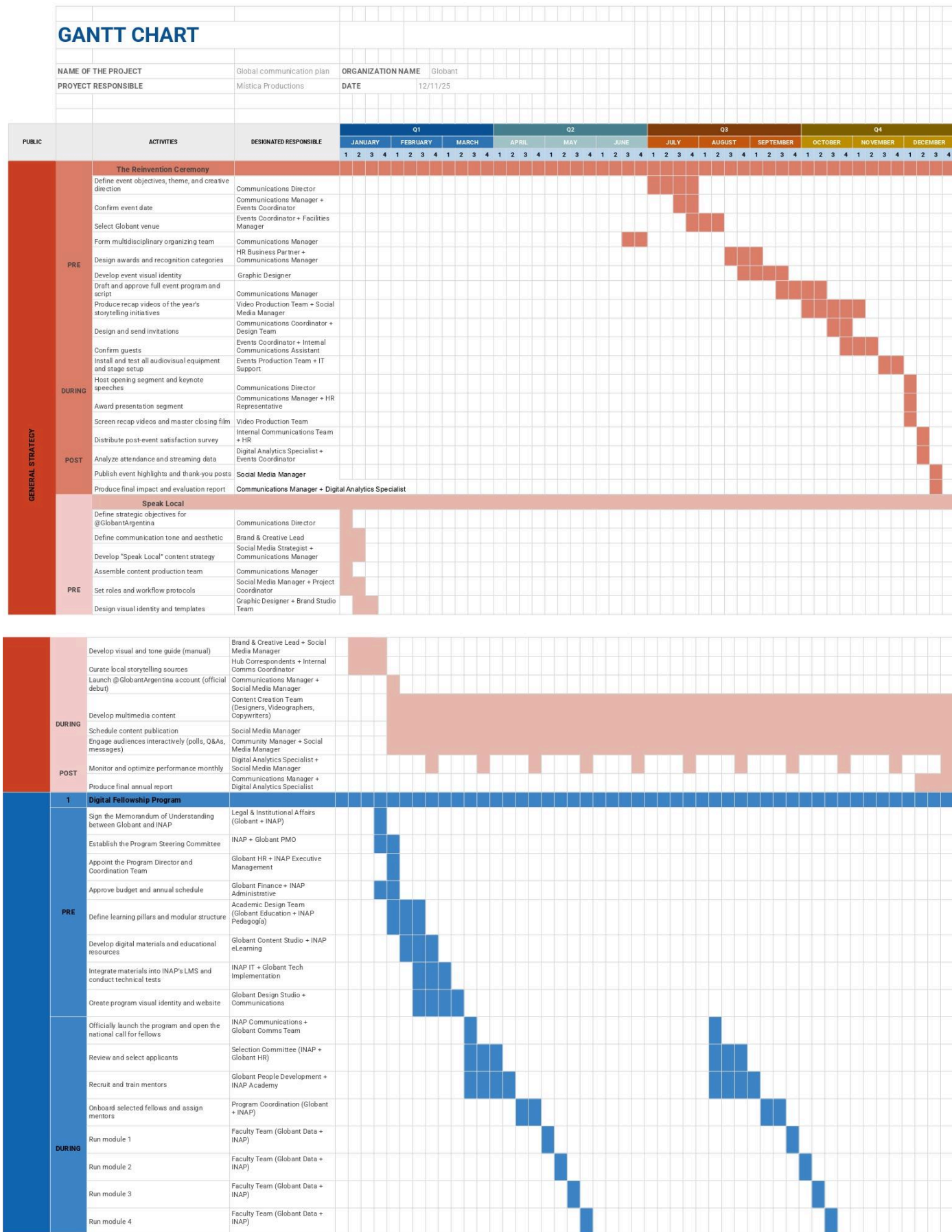
	Employee public voice	Training and upskilling hours	Workforce compensation and wellbeing
Marketing & Communication			
Chief Marketing Officer	Positive	Medium	High
Global Communications Director	Positive	Medium	High
Marketing & Communications Manager	Positive	Medium	High
PR & Communications Manager	Positive	Medium	High
Marketing Manager	Positive	Medium	High
Technology			
Global CTO	Positive	Medium	High
CTO Energy & Mining AI Studio	Positive	Medium	High
CTO Globant Enterprise AI	Positive	Medium	High
Chief Information Officer	Neutral	Medium	High
CTO Airlines AI Studio	Positive	Medium	High
CTO Gaming & EdTech AI Studio	Positive	Medium	High
CEO Media & Entertainment AI Studio	Positive	Medium	High
CEO CPG & Retail AI Studio	Positive	Medium	High
CEO Energy & Mining AI Studio	Positive	Medium	High
Human Resources			
Chief People & Education Officer	Positive	Medium	High
Chief Capacity Officer	Neutral	Medium	High
Recruiting Manager	Neutral	Medium	High
Recruiting Manager	Neutral	Medium	High
People Journey Manager	Neutral	Medium	High
People Rewards & Analytics Manager	Neutral	Medium	High
Leadership & Management			
CEO & Co-Founder	Positive	Medium	High
Co-Founder, President of Latam & Globant X:	Positive	Medium	High
Co-Founder, Chief Corp. Development Officer & Pres. EMEA	Positive	Medium	High
Co-Founder, Chief Corp. Affairs Officer	Positive	Medium	High
Chief Financial Officer	Positive	Medium	High
Chief Revenue Officer	Positive	Medium	High
CEO Finance AI Studio	Positive	Medium	High
CEO Health & Life Sciences AI Studio	Positive	Medium	High
General Counsel	Neutral	Medium	High
Chief Business Officer LatAm	Positive	Medium	High
CEO New Markets	Positive	Medium	High
CEO Enterprise Studio & Strategic Partnerships	Positive	Medium	High
CEO Professional Services & High-Tech AI Studio	Positive	Medium	High

Table 7 - Chambers variable crossing

Globant	Presence in communication channels	Involvement frequency	Membership count
Nacional			
Argentine Chamber of the Software Industry	High	High	High
American Chamber of Commerce in Argentina	High	High	High
Argentine Chamber of Electronic Commerce	Medium	Medium	High
Argentine Confederation of Medium-Sized Enterprises	Low	Low	High
Argentine Video Game Developers Association	Low	Low	High
Argentina Textas chamber of commerce	Medium	Medium	High
Provincial			
Buenos Aires			
Buenos Aires IT Cluster (Polo IT Buenos Aires)	Medium	Medium	High
Cordoba			
Córdoba IT Cluster (Polo IT Córdoba)	Low	Low	High
Mendoza			
Mendoza ICT Cluster (Polo TIC Mendoza)	Low	Low	High
Santa Fe			
Rosario Technological Cluster (Polo Tecnológico Rosario)	Low	Low	High
Tucumán			
Tucumán Technological Cluster	Low	Low	High

Table 8 - GANTT CHART



GENERAL STRATEGY	Community Manager	Engages internal attendees on digital channels.	Globant	hour	30	\$8,125.00	\$243,750.00
	Photographer / Videographer	Captures photos and video during the event.	FotoFeijoo, Cuarto Enfoque	hour	20	\$30,000.00	\$600,000.00
	PR & Media Relations Coordinator	Coordinates with journalists and media guests.	Globant	hour	25	\$63,001	\$1,575,025.00
	Employer Branding Specialist	Aligns messaging with employer brand.	Globant	hour	20	\$18,282.00	\$365,640.00
	People Analytics / Data Analyst	Analyzes surveys and post-event metrics.	Globant	hour	20	\$18,750.00	\$375,000.00
	Communications Manager	Oversees reputation and strategic communication.	Globant	hour	25	\$42,188.00	\$1,054,700.00
	Full Event Production	Scenography, lights, sound, crew, insurance, and setup.	Elegance Events	pack	16	\$250,000.00	\$4,000,000.00
	Audiovisual Production & Streaming	Multicam filming, live streaming, final video edit.	HD Streaming	pack	16	\$218,750.00	\$3,500,000.00
	Design and Physical Materials	Trophies, banners, badges, attendee kits, merch.	Acrilicos Egox - Blear	kit	30	\$111,333.00	\$3,339,990.00
	Hosting and Music	Event host + DJ or live band performance.	Penta Eventos- Let Proc	pack	6	\$166,667.00	\$1,000,002.00
	TOTAL						
"Speak Local"	Communication Lead	Strategic direction, alignment with global comms	Globant	hour	120	\$28,125.00	\$3,375,000.00
	Social Media Manager	Editorial planning, posting calendar, coordination	Globant	hour	180	\$12,500.00	\$2,250,000.00
	Brand & Content Strategist	Adapts tone and storytelling to local context	Globant	hour	96	\$14,375.00	\$1,380,000.00
	Graphic Designer	Designs carousels, templates, and visual assets	Globant	hour	240	\$10,625.00	\$2,550,000.00
	Video Editor / Motion Designer	Edits reels, animations, and audiovisual content	Globant	hour	180	\$11,250.00	\$2,025,000.00
TOTAL	Copywriter / Content Writer	Writes posts, captions, and scripts in Spanish	Globant	hour	180	\$12,188.00	\$2,193,840.00
	Community Manager	Publishes, moderates, and engages daily	Globant	hour	360	\$8,125.00	\$2,925,000.00
	Data & Insights Analyst	Creates dashboards and monthly reports	Globant	hour	96	\$12,500.00	\$1,200,000.00
	Legal & Brand Compliance Officer	Reviews brand use, image rights, and compliance	Globant	hour	36	\$18,750.00	\$675,000.00
	PR / Media Relations Officer	Coordinates media presence and press materials	Globant	hour	60	\$21,250.00	\$1,275,000.00
	TOTAL						\$19,848,840
TOTAL	Accommodation for fellows in Buenos Aires (CABA)	Lodging for participants traveling from other provinces during the in-person Kickoff and Demo Week sessions.	Top Rentals, Selina Palermo	person	200	\$100,000.00	\$20,000,000.00
	Round-trip transportation for fellows from the provinces	Air or ground travel for fellows attending the in-person program activities in Buenos Aires.	Aerolíneas Argentinas, Flybondi, Flecha Bus	ticket	100	\$65,000	\$6,500,000.00
	Coffee breaks per event	Coffee, water, and snacks provided during the in-person events (Kickoff, masterclasses, and Demo Week).	EAT catering	person	200	\$17,600	\$3,520,000.00
	Branded institutional T-shirts	Program-branded shirts for all fellows.	Tu Logo en Remeras, Plotter7	unit	200	\$5,000	\$1,000,000.00
	Local logistics and transportation	Local transportation and material delivery for on-site events and operations in Buenos Aires.	Travelvans, Traslada, Costas Combis	unit	1	\$1,200,000	\$1,200,000.00
	Corporate backpacks	Institutional backpacks with welcome kits and work materials for participants.	Blocko, Komuk	unit	200	\$11,200	\$2,240,000.00
	Microsite or online repository	Development and maintenance of an online platform to host resources, projects, and public materials from the fellowship.	Globant	unit	1	\$1,000,000	\$1,000,000.00
	Cleaning and support staff for events	Cleaning and operational support during on-site events at INAP headquarters.	Osoji, Limptech	unit	1	\$700,000	\$700,000.00
Digital Fellowship Program	Demo Week streaming	Live streaming of the final Demo Week event to enable virtual participation from institutions, media, and the public.	HD-Streaming Argentina, StreamingHoy	unit	1	\$500,000	\$500,000.00
	Identification badges	Personalized badges for fellows.	Centurya, ID Zone	person	200	\$200	\$40,000.00
	Office supplies and stationery	General office materials and stationery for workshops, coordination, and administrative use.	Staples Argentina (Officenet), Papelera del Plata	unit	1	\$250,000	\$250,000.00
	Banners and signage	Design and printing of roll-ups, backdrops, and directional signage for physical events.	RotulArte, ImagenBlau	unit	3	\$50,000	\$150,000.00
	Institutional folders	Printed folders containing schedules, handouts, and program information for participants.	Agite Gráfica, Blocko	unit	200	\$750	\$150,000.00
	Printed certificates	Official printed completion certificates for fellows who finish the program.	Centurya, ImprentaMás	unit	200	\$100	\$20,000.00
	Globant Mentors	10 mentors assigned to fellows for one-on-one guidance and technical support throughout the program.	Globant	hour	1000	\$13,750	\$13,750,000.00
	Subject Matter Experts	4 specialized instructors in AI, data, innovation, and public communication leading specific modules.	Workana, Fundación Sadosky	hour	100	\$17,500	\$1,750,000.00
	Program Director / General Coordinator	Overall manager responsible for program design, execution, and coordination with INAP.	Globant	hour	120	\$40,625	\$4,875,000.00
	Guest Speakers	8 national experts participating in the fellowship's public masterclasses.	Argentina Speakers Bureau, direct outreach	hour	40	\$40,000	\$1,600,000.00

	Project Manager	Operational manager overseeing timelines, activities, suppliers, and deliverables.	Globant	hour	180		\$18,282.00	\$3,290,760.00
	Photographer / Videographer	Responsible for audiovisual coverage of events, sessions, and promotional content.	FotoFejoo, Cuarto Enfoque	hour	16		\$30,000.00	\$480,000.00
	Communications Manager	Leads press relations, social media, and institutional communication in coordination with INAP.	Globant	hour	120		\$18,750	\$2,250,000
	Admin & Logistics Officer	Handles administrative tasks, registrations, payments, and logistical coordination for fellows and mentors.	Globant	hour	160		\$10,000	\$1,600,000
	Financial Controller	Monitors expenses, manages budgets, and produces financial reports for the program.	Globant	hour	80		\$17,500	\$1,400,000
	Event Producer	Plans and executes the in-person events (Kickoff, Masterclasses, Demo Week).	Globant	hour	80		\$17,500	\$1,400,000
	Legal Advisor	Provides legal support for agreements, contracts, image rights, and project IP.	Globant	hour	60		\$21,875	\$1,312,500
	Evaluator	Designs and applies evaluation tools for impact measurement and participant satisfaction.	Globant	hour	80		\$15,625	\$1,250,000
	IT Platform Specialist	Provides technical support for online learning modules and INAP's virtual training platform.	Globant	hour	80		\$15,625	\$1,250,000
	Video Producer	Produces institutional videos, masterclass highlights, and the final fellowship summary video.	Globant	hour	100		\$12,500	\$1,250,000
	Instructional Designer	Designs the educational structure and learning flow of the online and hybrid modules.	Globant	hour	100		\$12,500	\$1,250,000
	Graphic & Motion Designer	Creates animated visuals, motion pieces, and audiovisual assets for presentations and social media.	Globant	hour	100		\$20,625	\$2,062,500
	Graphic Designer (comms)	Designs visual materials, brochures, and social media graphics for program communication.	Globant	hour	100		\$20,625	\$2,062,500
	Content Editor	Writes and edits educational materials, reports, and institutional communications.	Globant	hour	80		\$20,625	\$1,650,000
	Report Designer	Designs the annual fellowship report, including layout, infographics, and data visualization.	Globant	hour	40		\$16,375	\$655,000
	TOTAL							\$82,408,260
	Project Manager	Responsible for overall coordination, timeline management, logistics, and reporting across all six route destinations.	Globant	hour	240		\$18,282.00	\$4,387,680.00
	Public Affairs Lead	Liaison between Globant and local/provincial governments; manages institutional relationships and ensures alignment with public agendas.	Globant	hour	180		\$14,000.00	\$2,520,000.00
	UX Designer	Designs user-friendly formats for the microsite, workshop tools, and data visualization materials.	Globant	hour	160		\$13,000.00	\$2,080,000.00
	AI/Data Specialist	Leads diagnostics on local digital capacity, data maturity, and technology readiness in each municipality.	Globant	hour	180		\$14,000.00	\$2,520,000.00
	Communications Manager	Oversees press relations, storytelling, and social media communication throughout the route.	Globant	hour	160		\$18,750.00	\$3,000,000.00
	Photographer / Videographer	Covers on-site visits, producing audiovisual documentation for the microsite and communication campaigns.	FotoFejoo, Cuarto Enfoque	hour	80		\$30,000.00	\$2,400,000.00
	Web Developer	Builds and maintains the ArgentinaDigitalRoute.com microsite and ensures technical stability and interactivity.	Globant	hour	100		\$13,000.00	\$1,300,000.00
	Data Analyst	Processes and visualizes information from the field visits, developing dashboards and progress metrics.	Globant	hour	100		\$11,000.00	\$1,100,000.00
	Graphic Designer	Creates visual materials, workshop templates, maps, and branded elements for both print and digital use.	Globant	hour	60		\$10,000.00	\$600,000.00
	Copywriter/Editor	Writes and edits reports, case stories, and content for the microsite and media outreach.	Globant	hour	60		\$9,500.00	\$570,000.00
	PR Specialist	Coordinates press outreach and manages relationships with national and regional media outlets.	Globant	hour	50		\$12,000.00	\$600,000.00
	Local Facilitators (6 cities)	Local contacts who assist with municipal coordination, logistics, and access to officials and facilities.		pers...	6		\$50,000.00	\$300,000.00
	Domestic travel (round trips)	Air or ground transportation for Globant's core team to each of the six provincial destinations.	Aerolíneas Argentinas	ticket	36		\$65,000.00	\$2,340,000.00
	Local transfers (cars/rentals)	Car rentals or local drivers for transportation between venues, hotels, and municipal offices during visits.	Inter-Car	city	6		\$70,000.00	\$420,000.00
	Accommodation	Hotel stays for Globant staff and audiovisual crew during each provincial visit (1-2 nights per stop).	Top Rentals	room...	48		\$55,000.00	\$2,640,000.00
	Venue rental for workshops	Hotel stays for Globant staff and audiovisual crew during each provincial visit (1-2 nights per stop).	Espacio Mendoza Cowork	locati...	6		\$150,000.00	\$900,000.00

GOVERNMENT	Argentina digital route	Coffee break & catering	Coffee, snacks, and light catering for workshop participants during each stop on the route.	EAT catering	city	6	\$90,000.00	\$540,000.00		
		Workshop materials (markers, folders, badges)	Supplies for on-site activities: notebooks, folders, pens, post-its, markers, and participant identification.	MercadoLibre	city	6	\$60,000.00	\$360,000.00		
		Projector/speakers rental	Audio-visual equipment required for presentations and collaborative sessions in each city.	Grupo Alquite	city	6	\$18,282.00	\$109,692.00		
		Signage Kit (banners, backdrops)	Portable visual identity set including banners, backdrop, and directional signage for photos and branding.	ImprentaMás	kit	6	\$70,000.00	\$420,000.00		
		Web domain and hosting	Annual domain registration and hosting service for ArgentinaDigitalRoute.com.	Globant	annual	1	\$25,000.00	\$25,000.00		
		Microsite design and UX	User experience design and interface layout for the interactive storytelling platform.	Globant	project	1	\$500,000.00	\$500,000.00		
		Web development (interactive map, CMS)	Custom development of a live map, content management system, and data-driven city profiles.	Globant	project	1	\$950,000.00	\$950,000.00		
		CMS editor tool	Administrative access and tools for easy content updates (text, images, and metrics) on the microsite.	Globant	license	1	\$120,000.00	\$120,000.00		
		Technical support	Ongoing maintenance, troubleshooting, and updates to the platform throughout the campaign.	Globant	month	6	\$100,000.00	\$600,000.00		
		Professional camera + mics	Video and sound equipment for recording high-quality interviews and site footage.	Grupo Alquite	set	1	\$1,300,000.00	\$1,300,000.00		
		Drone	Aerial footage of cities and local government facilities to enrich storytelling visuals.	Grupo Alquite	unit	1	\$1,000,000.00	\$1,000,000.00		
		Lighting and tripods	Portable lighting kits and tripods for professional documentation in varying conditions.	Grupo Alquite	kit	1	\$400,000.00	\$400,000.00		
		Mini clips production (per city)	Short highlight videos summarizing each visit's main insights and interactions.	Globant	video	6	\$120,000.00	\$720,000.00		
		Video interviews/testimonials	Recorded interviews with public officials and Globant experts, used for microsite and media pieces.	Globant	set	6	\$80,000.00	\$480,000.00		
		Social media posts (LinkedIn/X)	Creation and scheduling of digital content to promote each stage of the route.	Globant	pack...	6	\$50,000.00	\$300,000.00		
		Graphic templates for posts	Pre-designed social media templates ensuring consistent visual identity and branding.	Globant	pack	1	\$100,000.00	\$100,000.00		
		National video summary (3-5 mins)	Final audiovisual compilation presenting the overall journey, outcomes, and impact of the route.	Globant	video	1	\$500,000.00	\$500,000.00		
		Final report writing & design	Editorial production of the final open-access report summarizing trends, insights, and recommendations.	Globant	project	1	\$600,000.00	\$600,000.00		
		Institutional merch (tote, T-shirts)	Branded materials for participants, municipal partners, and team members to reinforce identity and visibility.	ImprentaMás	unit	60	\$18,000.00	\$1,080,000.00		
		Posters and banners for photos	Printed visuals for institutional photo opportunities and event documentation.	ImprentaMás	city	6	\$40,000.00	\$240,000.00		
		Printed diagnostic sheets/maps	Physical copies of digital maturity maps, assessments, and findings for each municipality.	ImprentaMás	set	6	\$50,000.00	\$300,000.00		
		Final report (print edition)	Printed edition of the national synthesis report for institutional distribution.	ImprentaMás	copies	50	\$9,000.00	\$450,000.00		
		Municipal permits	Local authorizations required for filming, drone use, and access to government facilities.	-	city	6	\$10,000.00	\$60,000.00		
				Invitations/accreditations	Design and production of official invitations, badges, and access passes for participants.	ImprentaMás/ID Zone	pack...	1	\$30,000.00	\$30,000.00
				Travel insurance	Coverage for Globant's traveling team during the six provincial field visits.	Me cubro	person	8	\$30,000.00	\$240,000.00
Legal and accounting services	Contract preparation, vendor payments, compliance, and overall financial management of the initiative.			Globant	hour	10	\$40,000.00	\$400,000.00		
TOTAL								\$39,502,372		
Project Manager (coordination)	Oversees the full execution of the Innovation Agreements, ensuring coordination among ministries, Globant teams, and internal reporting.			Globant	hour	400	\$18,282.00	\$7,312,800.00		
Public Affairs Lead	Main liaison with national ministries and public institutions, managing institutional relationships and follow-up mechanisms.			Globant	hour	350	\$21,875.00	\$7,656,250.00		
Legal Advisor	Responsible for drafting, reviewing, and finalizing all framework agreements, annexes, and legal documentation.			Globant	hour	200	\$28,000.00	\$5,600,000.00		
Policy & Government Relations Specialist	Coordinates the alignment between Globant's objectives and public policy priorities; prepares agendas and follow-up notes.			Globant	hour	250	\$18,750.00	\$4,687,500.00		
Technical Lead (IT)	Supervises the technical aspects of pilot projects and ensures feasibility of proposed digital transformation initiatives.			Globant	hour	300	\$37,500.00	\$11,250,000.00		
UX/UI Designer	Designs user-friendly layouts for dashboards, reports, and digital policy tools associated with the agreements.			Globant	hour	250	\$12,500.00	\$3,125,000.00		
Data Analyst	Develops metrics, dashboards, and progress tracking systems for the agreements and pilot initiatives.	Globant	hour	200	\$12,500.00	\$2,500,000.00				

Innovation Agreements	Communications & PR Manager	Handles all external communication, press relations, and visibility campaigns for signed agreements and milestones.	Globant	hour	250	\$25,000.00	\$6,250,000.00
	Content Writer / Editor	Writes and edits policy briefs, summaries, and communication materials for ministries, reports, and digital platforms.	Globant	hour	250	\$9,375.00	\$2,343,750.00
	Photographer / Videographer	Documents signing ceremonies and roundtables, producing audiovisual content for media and institutional communication.	FotoFejoo, Cuarto Enfoque	hour	28	\$30,000.00	\$840,000.00
	Education Tech Consultant	Advises on the education-related agreement, focusing on digital learning systems and capacity building.	Globant	hour	150	\$18,750.00	\$2,812,500.00
	Cybersecurity Specialist	Provides expertise for the Digital Transformation agreement, ensuring security and interoperability of systems.	Globant	hour	150	\$25,000.00	\$3,750,000.00
	AI Ethics Specialist	Advises the Science and Technology agreement on governance frameworks for responsible use of artificial intelligence.	Globant	hour	150	\$25,000.00	\$3,750,000.00
	Event Coordinator	Organizes signing ceremonies and innovation roundtables, including logistics, supplier management, and schedules.	Globant	hour	300	\$17,500.00	\$5,250,000.00
	Assistant (inter-ministerial coordination)	Supports scheduling, correspondence, and coordination among multiple ministries and Globant departments.	Adecco Argentina	hour	300	\$11,250.00	\$3,375,000.00
	Community Manager	Manages online visibility of agreements and roundtable highlights across social media channels.	Globant	hour	250	\$8,125.00	\$2,031,250.00
	Protocol materials (folders, copies, digitization)	Printed and digital copies of agreements, annexes, and ceremonial materials following institutional protocol.	RotulArte / Tecnot	unit	30	\$10,000.00	\$300,000.00

	Escenography & signage (backdrop, flags, banners)	Institutional setup for signing events, including banners, backdrops, national flags, and podium elements.	Canteros Eventos / Proscenica	unit	1	\$100,000.00	\$100,000.00
	Coffee break/catering	Refreshments and light catering for signing ceremonies and roundtable participants.	EAT catering	person	245	\$19,200.00	\$4,704,000.00
	Printed agreements & info kits	Official printed agreements, informational kits, and brief summaries of each partnership's scope.	RotulArte / Tecnot	unit	4	\$200,000.00	\$800,000.00
	Transportation of equipment & staff	Local transportation for audiovisual, event, and communications teams to ceremony venues.	Inter-Car / Andreani	unit	4	\$50,000.00	\$200,000.00
	Professional moderator/facilitator	Specialist hired to moderate innovation roundtables and guide multi-stakeholder discussions.	Evenpro / Aulum Speakers Bureau	hour	28	\$20,000.00	\$560,000.00
	Equipment (projector, sound, recording)	Audio-visual setup for roundtables and signing events: projectors, microphones, speakers, and recording devices.	Grupo Alquite	kit	3	\$18,282.00	\$54,846.00
	Workshop materials (paper, markers, boards)	Basic supplies for roundtable discussions, brainstorming sessions, and policy mapping exercises.	MercadoLibre	kit	3	\$10,000.00	\$30,000.00
	Travel & local logistics	Ground travel and logistics for Globant representatives, consultants, and production teams attending events.	Aerolíneas Argentinas, Flybondi, Flecha Bus	pack	3	\$30,000.00	\$90,000.00
	Graphic templates & infographics	Branded visual materials, diagrams, and communication templates for presentations and reports.	Globant	unit	1	\$200,000.00	\$200,000.00
	Roundtable audiovisual coverage	Filming and photography of innovation roundtables for documentation and dissemination purposes.	LYS Multimedia / Freelancers	day	3	\$200,000.00	\$600,000.00

	Institutional folders	Printed folders containing agendas, agreements, and supporting materials for attendees.	MercadoLibre	unit	100	\$1,141.00	\$114,100.00
	Personalized pins/buttons	Branded accessories for ceremony participants to reinforce institutional identity and visibility.	MercadoLibre	unit	100	\$450.00	\$45,000.00
	Friselina tote bags	Reusable branded bags distributed to guests and partners during official events.	MercadoLibre	unit	100	\$554.00	\$55,400.00
	Pens	Institutional pens for signing ceremonies and participant kits.	MercadoLibre	unit	100	\$660.00	\$66,000.00
	Kits for roundtables	Complete participant sets including stationery, printed materials, and branded items for roundtable attendees.	MercadoLibre	kit	90	\$8,500.00	\$765,000.00
	Insurance & liability coverage	Event and staff insurance for all formal activities under the Innovation Agreements.	Mercantil Andina / San Cristóbal Seguros	pack	1	\$300,000.00	\$300,000.00
	Accounting & legal administration	Financial management, vendor payments, and legal compliance for contracts and agreements.	Globant	pack	1	\$200,000.00	\$200,000.00
	Urban transport for production & comms teams	Local mobility for audiovisual, design, and communications staff during events and coordination meetings.	Uber / Cabify / BA Taxi	pack	1	\$200,000.00	\$200,000.00
	TOTAL						\$81,918,396
	In Simple Terms	Spokesperson (Globant expert)	Represents Globant, provides expert insights, and reviews content for accuracy.	Globant	hour	48	\$12,500.00
PR and Media Relations Specialist		Manages journalist relations and ensures consistent media coverage.	External consultancy	hour	120	\$15,062.00	\$1,807,440.00
Legal / Brand Compliance		Reviews contracts and ensures legal and brand alignment.	External consultancy	hour	72	\$20,000.00	\$1,440,000.00
Content Strategist / Copywriter		Shapes messaging, reviews scripts, and adapts content tone.	External consultancy	hour	96	\$20,000.00	\$1,920,000.00

	Infobae paid media collaboration	Covers production, editing, and publication through Infobae channels.	Infobae	hour	12	\$5,000,000	\$60,000,000
	Coffee or launch break	Annual networking event to strengthen media relationships.	EAT catering	hour	12	\$100,000	\$1,200,000
	Logistics and transportation	Covers travel, coordination, and per-diem for team participants.	Globant	hour	12	\$40,000	\$480,000
	TOTAL						\$67,447,440
	Program Director	Designs the academic program, selects participants, and supervises overall content	Globant	unit	80	\$62,000	\$4,960,000
	Training Coordinator	Manages agenda, registration, logistics, and coordination with trainers and press.	Globant	hour	120	\$25,000	\$3,000,000
	AI & Tech Trainers	Group of experts leading AI and digital tools workshops (preparation + delivery).	Globant	hour	190	\$35,000	\$6,650,000
	Design & Multimedia Support	Produces visual assets, presentations, templates, and multimedia materials.	Globant	hour	200	\$25,000	\$5,000,000
	PR & Media Relations Specialist	Handles journalist outreach, media coordination, and event coverage.	Globant	hour	120	\$63,001	\$7,560,120
	On-site Staff	Assists with reception, accreditation, logistics, and on-site coordination.	Globant	hour	300	\$30,000	\$9,000,000
	Photographer / Videographer	Records event footage and photos, and edits recap videos.	FotoFejoo, Cuarto Enfo	pers...	80	\$30,000	\$2,400,000

MEDIA	The Newsroom of the Future	Space setup at Globant hubs	Venue setup, signage, ambient design, and additional furniture in Buenos Aires and Córdoba hubs.	External consultancy	hour	200	\$15,000	\$3,000,000
		Catering	Full meal and coffee-break service for all participants during the six days.	EAT catering	hour	200	\$60,000	\$12,000,000
		Travel & Accommodation	Flights, hotel stays, and per diem for journalists.	FCM Travel Argentina	pers...	6	\$100,000.00	\$600,000.00
		Training materials	Participant kits, folders, credentials, and branded merchandise.	Globant	hour	160	\$10,000	\$1,600,000
		Tech equipment	Rental of projectors, screens, laptops, sound, and camera equipment.	Globant	hour	200	\$10,000	\$2,000,000
		Workshop software licenses	Licenses for AI, verification, and automated writing tools.	Globant	hour	100	\$25,000	\$2,500,000
		Event design & branding	Graphic design, banners, backdrops, and event branding materials.	Globant	hour	160	\$13,000.00	\$2,080,000.00
		Communication & promotion	Press release, recap video, and social media campaign.	Globant	hour	200	\$25,000	\$5,000,000
		Security	Contracted personnel for on-site security and maintenance throughout both program editions.	Securitas	hour	144	\$40,000.00	\$5,760,000.00
		Cleaning services	Cleaning and maintenance during the setup and event days.	ESI service	hour	144	\$15,000.00	\$2,160,000.00

	Insurance / risk coverage	Basic insurance and risk coverage for participants and equipment.	Me cubro	pers...	144	\$10,000	\$1,440,000
	TOTAL						\$76,710,120
	Managing Editor	Supervises the newsletter's editorial strategy, planning, and content approvals.	Globant	hour	120	\$25,000	\$3,000,000
	Tech Storyteller / Lead Writer	Writes and adapts innovation stories into simple, engaging language for journalists.	Globant	hour	200	\$22,000	\$4,400,000
	PR & Media Relations Specialist	Manages journalist contacts, pitching, and monthly distribution.	Globant	hour	160	\$63,001	\$10,080,160
	Graphic Designer	Creates visuals, icons, and infographics for each newsletter edition.	Globant	hour	180	\$15,000	\$2,700,000
	Email Layout Specialist	Builds and maintains responsive HTML templates for email deliver	Globant	hour	100	\$14,000	\$1,400,000
	Copy Editor	Reviews language, tone, and formatting to ensure quality and clarity	Globant	hour	100	\$14,000	\$1,400,000
	Press Briefing Producer	Organizes and moderates monthly virtual press briefings	Globant	hour	120	\$18,000	\$2,160,000
	Globant Spokesperson	Represents Globant in each briefing, providing context and key messages.	Globant	hour	44	\$20,000	\$880,000
	Legal & Brand Compliance	Verifies all materials comply with legal, copyright, and brand standards	Globant	hour	60	\$18,000	\$1,080,000
	List Management	Maintains and updates the journalist mailing list quarterly.	Globant	hour	80	\$14,000	\$1,120,000
	Media Monitoring Service	Tracks media coverage, mentions, and newsletter impact.	Globant	hour	150	\$15,000	\$2,250,000
	Data Privacy & Security Compliance	Consent forms, cookie banners, GDPR-compliant storage.	Globant	hour	60	\$18,000	\$1,080,000
	Monthly Press Briefing	Virtual briefing setup	Globant	hour	100	\$20,000	\$2,000,000
	TOTAL						\$33,550,160

Decode the Future	Managing Editor	Supervises the newsletter's editorial strategy, planning, and content approvals.	Globant	hour	120	\$25,000	\$3,000,000
	Tech Storyteller / Lead Writer	Writes and adapts innovation stories into simple, engaging language for journalists.	Globant	hour	200	\$22,000	\$4,400,000
	PR & Media Relations Specialist	Manages journalist contacts, pitching, and monthly distribution.	Globant	hour	160	\$63,001	\$10,080,160
	Graphic Designer	Creates visuals, icons, and infographics for each newsletter edition.	Globant	hour	180	\$15,000	\$2,700,000
	Email Layout Specialist	Builds and maintains responsive HTML templates for email deliver	Globant	hour	100	\$14,000	\$1,400,000
	Copy Editor	Reviews language, tone, and formatting to ensure quality and clarity	Globant	hour	100	\$14,000	\$1,400,000
	Press Briefing Producer	Organizes and moderates monthly virtual press briefings	Globant	hour	120	\$18,000	\$2,160,000
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	Legal & Brand Compliance	Verifies all materials comply with legal, copyright, and brand standards	Globant	hour	60	\$18,000	\$1,080,000
	List Management	Maintains and updates the journalist mailing list quarterly.	Globant	hour	80	\$14,000	\$1,120,000
	Media Monitoring Service	Tracks media coverage, mentions, and newsletter impact.	Globant	hour	150	\$15,000	\$2,250,000
	Data Privacy & Security Compliance	Consent forms, cookie banners, GDPR-compliant storage.	Globant	hour	60	\$18,000	\$1,080,000
	Monthly Press Briefing	Virtual briefing setup	Globant	hour	100	\$20,000	\$2,000,000
	TOTAL						
	Production team	Core crew responsible for logistics, filming, and technical coordination across locations.	Globant	hour	200	\$42,000.00	\$8,400,000.00
Glober-to-Glober: Social Innovation Reality	Project Manager	Oversees schedules, resources, and team coordination during the full production cycle.	Globant	hour	300	\$18,282.00	\$5,484,600.00
	Creative Director	Defines the creative concept, look, and storytelling approach for the series.	Globant	hour	200	\$34,375.00	\$6,875,000.00
	Scriptwriter / Story Editor	Develops scripts and storylines that connect NGOs and Globant teams authentically.	Globant	hour	100	\$18,700	\$1,870,000
	Production materials	General filming supplies, props, signage, stationery, hard drives, etc.	Grupo Alquite	day	20	\$1,670,000.00	\$33,400,000.00
	Communications & PR Manager	Manages public messaging, press releases, and external communication strategy.	Globant	hour	200	\$18,700	\$3,740,000
	Social Media Manager	Creates and schedules digital content to promote episodes and behind-the-scenes moments.	Globant	hour	200	\$18,700	\$3,740,000
	Motion Graphics Designer	Produces dynamic visual elements, titles, and animated infographics.	Globant	hour	100	\$20,000.00	\$2,000,000.00
	VFX / Animation Artist	Adds digital effects and animations to enhance storytelling and visual identity.	Globant	hour	100	\$20,000.00	\$2,000,000.00
	Graphic Designer (branding & titles)	Designs the series logo, graphic assets, and consistent on-screen visuals.	Globant	hour	100	\$20,000.00	\$2,000,000.00
	Music Composer / Soundtrack Licensing	Creates or licenses background music that matches the emotional tone.	Independent musician	license	1	\$1,500,000.00	\$1,500,000.00
	Accounting & Finance Officer	Tracks project costs, payments, and reporting for all suppliers and staff.	Globant	hour	20	\$40,000.00	\$800,000.00
	Photographer	Captures still photos during filming for promotional and documentation purposes.	FotoFeijoo, Cuarto Enfoque	hour	200	\$30,000.00	\$6,000,000.00
	Event Producer (for premiere)	Plans and executes the official screening event.	Manpower Eventos	hour	200	\$30,000.00	\$6,000,000.00
		Drone with 4K recording	Aerial shots to capture landscapes, project sites, and establishing footage.	Cuarto Enfoque	hour	200	\$30,000.00
	Production van / transport for crew and equipment	Vehicle rental and logistics for local mobility and equipment transfer.	FCM Travel Argentina	day	20	\$75,000.00	\$1,500,000.00
	Insurance for equipment and travel	Covers damage, theft, or incidents involving crew or filming gear.	La Caja Seguros	pack	1	\$10,000,000.00	\$10,000,000.00
	Travel (air) for crew (5 provinces)	Domestic flights to each filming location.	Aerolíneas Argentinas	person	125	\$100,000.00	\$12,500,000.00
	Local transportation (vans, cars, drivers)	On-ground mobility for crew and local shoots.	Uber / Cabify / BA Taxi	day	20	\$100,000.00	\$2,000,000.00
	Accommodation for crew and talent	Lodging expenses during on-site filming across provinces.	Top Rentals	person	100	\$100,000.00	\$10,000,000.00
	Meals and catering during filming	Daily catering for crew and participants while filming.	EAT catering	person	100	\$56,000	\$5,600,000
	Post-production edition	Editing, color correction, subtitles, and final assembly of each episode.	Globant	hour	150	\$70,000.00	\$10,500,000.00
	Visual identity system for the series	Creation of the full visual guideline, color palette, typography, templates.	Globant	pack	1	\$120,000.00	\$120,000.00
	Opening and closing motion package	Animated intro and outro graphics for all episodes.	Globant	hour	75	\$30,000.00	\$2,250,000.00
	Posters and promotional stills	Key visuals and high-resolution photography for campaigns.	Globant	pack	1	\$300,000.00	\$300,000.00
	Media toolkit (logos, photos, bios, factsheet)	Complete press kit for journalists and partners.	Globant	kit	1	\$150,000.00	\$150,000.00
	Premiere event	Rental of the main hall for the screening event.	Manpower Eventos	day	1	\$30,000,000.00	\$30,000,000.00
	NGO travel support for premiere attendance	Travel and lodging for NGO representatives attending the screening.	Aerolíneas Argentinas, Flybondi, Flecha Bus	ticket	100	\$60,000	\$6,000,000
	Photographer and videographer for event coverage	Documentation of the premiere and audience reactions.	FotoFeijoo, Cuarto Enfoque	day	1	\$2,000,000.00	\$2,000,000.00

NGOs		Contracts and legal clearances (NGOs, staff, music, image rights)	Legal support for rights, releases, and compliance.	Globant	hour	60	\$18,000	\$1,080,000
	TOTAL							\$183,809,600
		Site rental (public park)	Location fee for BA green area (incl. power access)	GCBA – Dirección Gral.	day	9	\$1,800,000	\$16,200,000
		Permits & public-space fees	Municipal permits, police/fire clearances, insurance stamps	GCBA + Agencia Guber	pack...	1	\$6,000,000	\$6,000,000
		Environmental & safety compliance	HSE plan, risk matrix, on-site officer	Bureau Veritas Argentina	day	6	\$450,000	\$2,700,000
		Master concept & site plan	Creative concept, pathway layout, floor plan, signage map	NA Producciones (prod)	pack...	1	\$12,000,000	\$12,000,000
		Production management (blended)	Senior producer + 2 coordinators; end-to-end ops	NA Producciones	day	10	\$1,250,000	\$12,500,000
		Station build -Digital Inclusion Cabin	Dome structure, screens/PCs, AI demo setup	Geodomes AR + Aerola	station	1	\$9,000,000	\$9,000,000
		Station build -Clean Water Cloud	Mist dome, pumps, lighting, containment LED/projection corridor, controllers, dashboards	Agua Segura Lab + SVC	station	1	\$8,000,000	\$8,000,000
		Station build- Open Data Tunnel	VR/AR headsets, PCs, narrative audio, hygiene	PRG Argentina / SVC +	station	1	\$12,000,000	\$12,000,000
		Station build- Reality Check XR Hub	Interactive wall/table, idea capture system	SenseLight XR	station	1	\$15,000,000	\$15,000,000
		Station build-Sustainable Future Lab	Projectors/LED, PA, mics, media servers, networking	Aerolab + Datastar IT R	station	1	\$6,000,000	\$6,000,000
		AV, lighting & show control	NGO data pipelines, moderation, dashboards uptime	SVC Lighting / PRG Arg	day	9	\$3,500,000	\$31,500,000
		Data & API integration	Generators/solar, distro, cabling, recycling points	Globant (Data/Eng)	pack...	1	\$5,000,000	\$5,000,000
	Power & sustainability	Ramps, tactile paths, braille/large-print guides	TecnoPower + Recoleta	day	9	\$2,000,000	\$18,000,000	
	Accessibility- infra kit	Sign-language interpreting & audio description	Accesibilidad BA	set	1	\$1,200,000	\$1,200,000	
	Accessibility - services		Señas en Acción	hour	30	\$45,000	\$1,350,000	
	Security & crowd control (day)	12 guards, barriers, radios (day shifts)	Securitas	day	9	\$660,000	\$5,940,000	
	Security & crowd control (night)	4 guards overnight	Securitas	day	9	\$320,000	\$2,880,000	
	Volunteer program	Recruitment, training, T-shirts/badges for 120	Voluntariado BA(coordi	day	120	\$15,000	\$1,800,000	
	Visitor services -QR check-in	Registration system, scanners, CRM export	Eventtia / Evenbrite (wh	license	1	\$1,000,000	\$1,000,000	
	Info desk staff	Hosts for info/queue mgmt (6 ppl x 8h)	Staffing Buenos Aires	hour	336	\$30,000	\$10,080,000	
	Water stations (rental)	Hydration posts, refill tanks	Aguavista	day	7	\$150,000	\$1,050,000	
	Shade & seating	Pagodas, benches, beanbags	TodoCarpas	day	9	\$400,000	\$3,600,000	
	Logistics	Box trucks (load-in/out)	Andreani Eventos	unit	4	\$700,000	\$2,800,000	
	Logistics-forklift/crane	Forklift + operator (build/strike)	Locman	day	2	\$350,000	\$700,000	
	Storage container	Secure container on site	Containers BA	day	10	\$180,000	\$1,800,000	
	Load-in/out crew	10 stagehands x 10h x 3 days	Manpower Eventos	hour	300	\$30,000	\$9,000,000	
	Branding & wayfinding	Totems, bilingual panels, maps, station IDs	Romapublicidad	set	1	\$3,000,000	\$3,000,000	
	Content capture, photo/video	1 crew (DP, op, sound) + editor, daily highlights	Oruga Films	day	7	\$1,400,000	\$9,800,000	
	Press kit & media tours	Press notes, media hosting, photo set	Urban Grupo de Comun	pack...	1	\$900,000	\$900,000	
	Educational materials	Teacher packs (print + digital)	Tinta Plena (print) + Aer	set	1	\$1,400,000	\$1,400,000	
	Cleaning & sanitation (daily)	Day cleaning & waste separation	ESI services	day	9	\$500,000	\$4,500,000	
	Portable restrooms	Units, servicing, consumables	Ecobath	day	9	\$250,000	\$2,250,000	
	Insurance-public liability	Event insurance policy	La Caja Seguros	unit	1	\$6,000,000	\$6,000,000	
	TOTAL							\$224,950,000
	LED Screen Rental – Buenos Aires	Exclusive rental of premium LED screen at Av. 9 de Julio (Obelisco) for teaser + reveal phases (10 days total)	Multiled / Taggify	unit	10	\$12,500,000	\$125,000,000	
	LED Screen Rental – Córdoba	Rental of LED billboard at Paseo del Buen Pastor for teaser + reveal phases (10 days)	LatinLED / Sarmiento Vi	unit	10	\$8,000,000	\$80,000,000	
	LED Screen Rental – Rosario	LED screen at Monumento a la Bandera for teaser + reveal phases (10 days)	Multiled Rosario	unit	10	\$8,000,000	\$80,000,000	
	LED Screen Rental – Mendoza	LED billboard installation at Parque Cívico for teaser + reveal phases (10 days)	OOH Andina	unit	10	\$7,000,000	\$70,000,000	
	LED Screen Rental – Tucumán	Rental of LED screen at Plaza Independencia for teaser + reveal phases (10 days)	LatinLED NOA	unit	10	\$6,000,000	\$60,000,000	
	Project Manager / Lead (Marketing Manager)	Overall planning, yearly coordination across five cities, and global supervision	Globant	hour	320	\$18,282.00	\$5,850,240.00	
	Creative Director (Communications Director)	Defines concept, creative narrative, and overall visual identity	Globant	hour	180	\$35,000	\$6,300,000	
	Copywriter (Communications Specialist)	Writes teaser phrases, tagline, and storytelling copy	Globant	hour	100	\$12,500	\$1,250,000	
	Art Director / Designer (Senior Designer)	Creates visual assets for LED screens and teaser materials	Globant	hour	150	\$9,400	\$1,410,000	
	Motion Designer / Video Editor	Develops animations, visual transitions, and reveal videos	Globant	hour	120	\$11,250.00	\$1,350,000.00	
	PR & Media Lead (External Communications)	Media relations, press management, coverage coordination	Globant	hour	200	\$63,001	\$12,600,200	
	Social Media Manager	Plans and manages teaser/reveal calendars, content and engagement	Globant	hour	220	\$7,000	\$1,540,000	
	Digital Strategist / UX/UI Designer	Designs the online experience and structure of the interactive map	Globant	hour	160	\$12,200	\$1,952,000	
	Web Developer / Data Integrator	Builds and connects the live "Impact Tracker" map	Globant	hour	180	\$18,700	\$3,366,000	
	Data Analyst	Tracks mentions, sentiment and overall campaign performance	Globant	hour	160	\$18,700	\$2,992,000	

		Event Producer (Production / HR)	Coordinates national reveal synchronization and logistics	Globant	hour	100	\$12,500	\$1,250,000
		Local City Coordinators (5)	Manage schedules, suppliers, and communication in each city	Globant	hour	500	\$12,500	\$6,250,000
		Post-Campaign Storytelling Lead	Creates post-reveal narrative and final case study materials	Globant	hour	80	\$12,500	\$1,000,000
		TOTAL						\$462,110,440
	The Reinvention Lab: Pop-Up Edition	Venue rental	Central hall at UBA for 1 setup day + 2 show days	Faculty of law	pers...	1	\$14,000,000	\$14,000,000
		Permits and Fees	University/municipal permits, insurance, electrical clearances.	Permitting agency	unit	1	\$300,000	\$300,000
		Experience concept and floor plan	Visitor flow, station scripts (AI booth, labs, gallery), signage and timings.	LS Producciones	unit	1	\$4,500,000	\$4,500,000
		Production management	End-to-end vendor coordination, run-of-show, safety	LS Producciones	unit	1	\$3,000,000	\$3,000,000
		Local artists and creative technologists	Commissioning and briefing for digital pieces and the Reinvention Gallery.	Artist commissioning	unit	6	\$600,000	\$3,600,000
		AV, Lighting and interactive tech	Projectors, PA, Wi-Fi/network, holographic booth, interactive devices.	LS Producciones	unit	1	\$13,000,000	\$13,000,000
		Students travel	Intercity flights/buses for 100 students from five provinces.	FCM Travel Argentina	pers...	100	\$299,750	\$29,975,000
		Local transport	Hotel-venue shuttles and equipment moves.	FCM Travel Argentina	roo...	1	\$900,000	\$900,000
		Hotel accommodation	Two nights in twin rooms for out-of-town participants.	FCM Travel Argentina	unit	50	\$88,000	\$4,400,000
		Catering	Coffee breaks, light lunches, water/tea across two days.	EAT catering	unit	300	\$28,000	\$8,400,000
		Workshop kits	Materials for 15 Express Labs (markers, canvases, rapid-protos supplies).	Globant supplier	unit	25	\$18,000	\$450,000
		Staffing	Producers, room coordinators, registration/FOH, audience assistants.	Event staffing agency	unit	20	\$5,000	\$100,000
		Music and ambiance sound	DJ/curated playlists for opening/closing and transition moments.	Cabina Pioneer	unit	1	\$5,000	\$5,000
		TOTAL						\$82,630,000
	Esports Data Room – From Matches to Metrics	Partnership and rights	Agreement with 9z (teams, casters, brand/IP use, live data feed).	9z team	unit	1	\$3,000,000.00	\$3,000,000.00
		Venue rental	La Rural pavilion for the data-arena and stage.	La Rural	pers...	1	\$28,000,000	\$28,000,000
		Security and crowd control	Access management, barriers, guards during the show.	Securitas Argentina	unit	10	\$350,000	\$3,500,000
		Arena production	Stage, truss/LED 360°, cabling, show control for reactive data visuals.	Sasami	unit	1	\$10,000,000	\$10,000,000
		Lighting	Moving heads/washes and cue programming synced to gameplay.	LS Producciones	unit	1	\$11,000,000	\$11,000,000
		Audio	PA, caster/host microphones, intercom and monitoring.	LS Producciones	unit	1	\$3,000,000	\$3,000,000
		Catering	Hydration and snacks for 200 students plus crew, green-room service.	EAT catering	unit	250	\$28,000	\$7,000,000
		Content capture and amplification	Multicam + photo, highlight edits, and live social coverage for #FromMatchesToMetrics.	Sasami	unit	3	\$1,200,000	\$3,600,000
		TOTAL						\$69,100,000
		Venue rental	UBA Law building for 3 days (build + 48-hour hack).	UBA	pers...	1	\$14,000,000	\$14,000,000
		Staging	Scenery and furniture for Zones A/B/C, projection walls, work areas.	LS Producciones	unit	1	\$8,000,000	\$8,000,000
		Lighting	Neon-inspired set (green/white/lilac), continuous worklights, effects for key moments.	LS Producciones	unit	2	\$4,000,000	\$8,000,000
	Hack the Broken Future - The Reinvention Hackathon	Audio	PA, mics for ceremonies, and "Repair Lounge" DJ set.	LS Producciones	unit	2	\$2,200,000	\$4,400,000
		Security and crowd control	Accreditation, overnight security, equipment protection.	Securitas Argentina	unit	8	\$444,000	\$3,552,000
		Hosts	MC, keynote moderation, award ceremony presenter(s).	Globant workers	unit	20	\$1,400,000	\$28,000,000
		Students accommodate	Two nights in twin rooms for 100 students.	FCM Travel Argentina	unit	100	\$88,000	\$8,800,000
		Local transfer	Airport/terminal-hotel-UBA shuttles.	FCM Travel Argentina	unit	1	\$1,200,000	\$1,200,000
		Catering	48-hour service (meals, continuous coffee, midnight snacks).	EAT catering	unit	200	\$70,000	\$14,000,000
		PR, recap video	Press desk, media kit, and a summary video with interviews.	Globant PR	unit	1	\$2,000,000	\$2,000,000
		Awards/prizes	Cash prizes, prototype funding, equipment, and certificates.	Globant Supplier	unit	1	\$2,500,000	\$2,500,000
		TOTAL						\$94,452,000
		Program Director	Leads and supervises the entire initiative, ensures brand and content consistency across hubs.	Globant	hour	300	\$37,500.00	\$11,250,000.00
		Learning Experience Designer	Designs the full learning journey, workshop flow, and digital training materials.	Globant	hour	220	\$12,500.00	\$2,750,000.00
		Facilitator / Trainer	(5 per hub x 5 hubs = 25 total). 150 hours per person (25 people)	Globant	hour	3,750	\$12,187.50	\$45,703,125.00
		Program Coordinator	Manages scheduling, communication, attendance, and coordination between hubs.	Globant	hour	300	\$10,625.00	\$3,187,500.00
		Slack Community Manager	Sets up and manages the online workspace, posts materials and moderates discussions.	Globant	hour	165	\$8,125.00	\$1,340,625.00

INTERNAL PUBLIC	"The Ambassador Factory: from the hub to the world"	Copywriter / Story Coach	Supports storytelling exercises, tone of voice, and message clarity within sessions	Globant	hour	105	\$11,250.00	\$1,181,250.00
		Graphic Designer	Produces digital visuals, templates, and presentation assets for workshops.	Globant	hour	145	\$9,375.00	\$1,359,375.00
		Video Editor	Edits internal short clips and recap videos for learning and communication.	Globant	hour	75	\$11,250.00	\$843,750.00
		Admin / HR Support	Manages attendance, certification, and reporting across hubs.	Globant	hour	120	\$9,750.00	\$1,170,000.00
		Google Meet Premium	Online/hybrid workshop delivery platform for each hub.	Service	license	5	\$25,000.00	\$1,500,000.00
		Google Drive / Slack Storage Upgrade	Repository for learning materials, videos, and participant content.	Service	license	1	\$15,000.00	\$180,000.00
		Video Editing Software (CapCut Pro / Adobe)	Software used by internal media team to edit training videos.	Service	license	2	\$8,000.00	\$192,000.00
	TOTAL							\$70,657,625
		Communication Lead / Project Manager	Overall direction, coordination, and supervision of the podcast series.	Globant	hour	240	\$18,282.00	\$4,387,680.00
		Podcast Producer	Executive production: scheduling, logistics, and quality control.	Globant	hour	360	\$12,500.00	\$4,500,000.00
		Scriptwriter / Copywriter	Writes scripts, intros/outros, episode descriptions, and social copies.	Globant	hour	180	\$11,250.00	\$2,025,000.00
		Audio/Video Editor	Edits audio and YouTube versions of the 12 episodes, adds jingles and branding.	Globant	hour	300	\$11,250.00	\$3,375,000.00
		Graphic Designer	Creates episode covers, thumbnails, and design templates.	Globant	hour	120	\$8,125.00	\$975,000.00
	Social Media / Community Manager	Plans the diffusion strategy, produces reels, manages community engagement.	Globant	hour	180	\$8,125.00	\$1,462,500.00	
	Hosts (2 Globers)	Conduct interviews and represent the company's culture.	Globant	hour	120	\$11,250.00	\$1,350,000.00	
	"Inside the Pods: the human innovation podcast"	Guest Coordinator	Manages guest invitations, scheduling, and follow-up logistics.	Globant	hour	120	\$11,250.00	\$1,350,000.00
		Analytics & Performance Analyst	Tracks metrics (plays, completion rates) and prepares quarterly reports.	Globant	hour	60	\$11,875.00	\$712,500.00
		Podcast Starter Kit	Includes 3 dynamic microphones, 3 headphones, 1 audio interface, stands, cables, pop filters.	Holmusic / Mercado Lib	kit	1	\$3,200,000.00	\$3,200,000.00
		Lighting Kit	Two LED softboxes with adjustable temperature + tripods.	Fotomax / ML	kit	1	\$950,000.00	\$950,000.00
		Acoustic Treatment	Foam panels or portable isolation shields for small room setup (10-12 m²).	AcusticPro / ML	unit	1	\$600,000.00	\$600,000.00
		Recording Accessories	SD cards, cables, adapters, external drive (2 TB), spare filters, stands	Garbarino / ML	pack	1	\$450,000.00	\$450,000.00
		Studio Setup & Installation	Technical setup, wiring, sound check, calibration, one-time installation.	Freelance technician	pack	1	\$400,000.00	\$400,000.00
		Lighting Tripod / Camera Stand	Stands for filming or support of lighting / camera (for filming version).	Fotomax	pack	1	\$75,000.00	\$75,000.00
		Backup Storage (Cloud)	Annual Google Drive / Dropbox subscription for audio backup.	Cloud provider	license	1	\$150,000.00	\$150,000.00
	TOTAL							\$25,962,680
		Communication Lead / Project Manager	Project coordination and overall supervision	Globant	hour	180	\$18,282.00	\$4,275,000.00
		Content Strategist / Copywriter	Story selection, copywriting, captions, and editorial review	Globant	hour	240	\$11,875.00	\$2,850,000.00
		Graphic & Motion Designer	Visual design and animation of carousel templates	Globant	hour	360	\$9,375.00	\$2,850,000.00
	Community Manager	Social media management and publication on @GlobantArgentina	Globant	hour	120	\$8,125.00	\$847,200.00	
	Data Analyst / Social Media Insights	KPI tracking, analytics, and monthly performance reports	Globant	hour	60	\$12,500.00	\$750,000.00	
TOTAL							\$11,572,200	
Digital reinvention Index	Survey Programmer (Qualtrics/Alchemer)	Programs the questionnaire, logic, quotas, piping, and exports on Qualtrics/Alchemer; runs soft-launch and fixes.	Globant	pers...	15	\$56,001	\$840,015	
	Data Analyst (quant)	Cleans and weights data; builds index scoring; produces cross-tabs and statistical models for sector benchmarks.	Globant	pers...	120	\$70,001	\$8,400,120	
	Data Visualization Designer (scorecards)	Designs sector scorecards (static/interactive), iconography, and comparison visuals aligned to brand.	Globant	pers...	60	\$63,001	\$3,780,060	
	Motion Graphics (event screens)	Animated reveal of the national ranking and sector highlights for on-stage LED, 16:9 + 9:16 cutdowns.	Globant	pers...	30	\$70,001	\$2,100,030	
	Web Dev (interactive microsite)	Builds a JAMstack microsite (React/D3) with filters, sector drill-downs, and downloadable assets; hosts and CI.	Globant	pers...	80	\$49,001	\$3,920,080	
	Accessibility & QA (microsite/report)	WCAG audit, color/contrast checks, alt-text, keyboard nav, PDF tagging; functional QA across devices.	Globant	pers...	24	\$35,001	\$840,024	
	Bilingual Copy Editor (ES)	Editorial polishing in Spanish for report, scorecards, press materials; glossary alignment with EN version.	PAMPA Translations	pers...	40	\$42,001	\$1,680,040	
	PR & Media Relations (report launch)	Press office, media list, outreach, embargoes, briefings, press release wire, clipping coordination.	Globant	pers...	40	\$63,001	\$2,520,040	
	Event Producer (ceremony slot)	Produces the reveal segment at the Reinventing Connection ceremony: run-of-show, stage mgmt, AV/staging vendors.	LA RURAL eventos	pers...	32	\$70,001	\$2,240,032	
	Photo coverage (ceremony)	On-site photography (arrival, panels, reveal), fast selects for press, full edited set post-event.	FotoFeijoo, Cuarto Enfo	pers...	1	\$3,000,000	\$3,000,000	

CHAMBERS	TOTAL								\$29,320,441
	The Reinvention Papers	Editorial Director	Oversees the overall concept, tone, and alignment of each paper with Globant's strategic narrative.	Globant	hour	120	\$25,000	\$3,000,000	
		Sector Analyst	Collects and interprets data on sector trends, challenges, and opportunities for digital transformation.	Globant	hour	160	\$22,000	\$3,520,000	
		Chamber Co-Author / External Contributor	Provides industry insights, case studies, and validation from the partner chamber's perspective.	Globant	hour	80	\$18,000	\$1,440,000	
		Tech & Innovation Specialist	Adds Globant's expertise in digital transformation, AI, and emerging technologies to each edition.	Globant	hour	100	\$20,000	\$2,000,000	
		Writer	Drafts and adapts the paper's content into a clear, accessible, and engaging narrative.	Globant	hour	180	\$18,000	\$3,240,000	
		Editor	Refines structure, tone, and consistency; ensures professional and readable final copy.	Globant	hour	100	\$15,000	\$1,500,000	
		Designer / Layout Specialist	Creates the paper's visual identity, including layout, infographics, and branded templates.	Globant	hour	160	\$15,000	\$2,400,000	
		PR & Media Relations Specialist	Prepares press releases, coordinates chamber announcements, and promotes each edition.	Globant	hour	120	\$18,000	\$2,160,000	
		Legal & Brand Compliance	Reviews co-authoring agreements, image rights, and brand guidelines to ensure compliance.	Globant	hour	60	\$18,000	\$1,080,000	
Analytics & Impact Measurement	Tracks media reach, downloads, and engagement across channels after publication.	Globant	hour	80	\$18,000	\$1,440,000			
	Design Software Licenses	Covers annual access to Adobe, Figma, or similar design tools used for layout and visuals.	Globant	hour	80	\$30,000	\$2,400,000		
	Data & Research Sources	Includes access to industry databases, reports, or economic datasets used for analysis.	Globant	unit	1	\$1,500,000	\$1,500,000		
	Media Distribution	Covers the cost of distributing the papers through press wires, chamber channels, and Globant media.	Globant	unit	1	\$2,000,000	\$2,000,000.00		
	Infographic Templates	Ready-to-use visual assets or purchased templates for consistent, high-quality data presentation.	Globant	unit	1	\$800,000	\$800,000		
	Paid Promotion	Sponsored visibility campaigns on LinkedIn, digital media, or chamber newsletters for each edition.	Globant	unit	1	\$3,000,000	\$3,000,000		
	TOTAL						\$31,480,000		
							BASE BUDGET (IN PESOS)	\$1,712,633,166	
							CONTINGENCY PLAN (IN PESOS)	\$513,789,950	
							AGENCY FEE (IN PESOS)	\$342,526,633	
							ADJUSTED BUDGET + INFLATION (IN PESOS)	\$3,258,049,440	
							TOTAL BUDGET IN USD	\$2,262,534.00	

Table 10 Tactics materialization **MATERIALIZATION**

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