



Spain is recovering. But what happens next?

A unique national debate to chart new directions

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Seven years ago, Spain began a terrible nose-dive into its worst economic and social crisis since the return of democracy. Companies went bankrupt, unemployment rocketed, a part of the financial sector was bailed out by the European Union, and there was a significant loss of national wealth.

Spain has made reforms—to control public deficit and to build a more flexible labor market, a more open and competitive economy, and a more secure financial sector. Belts have been tightened, and the pain is finally paying off. The economy is growing again and employment is recovering fast. But Spain cannot simply go back to “business as usual,” in particular to a runaway construction spree. It has to move toward a new economic model and further reforms to secure a sustained and sustainable recovery.

Sensing this need for a new national vision, Peninsula Press launched, with leading businessmen, academics and other leaders, a major debate on the direction Spain should take in order to move forward. Together, we have written *Strategy Spain: 12 Strategies to Change a Country*. Forthcoming in January 2016 in both Spanish and English, this book forms the basis of an online debate via a special website, a social media campaign, and a one-day conference in Madrid in February.

“Innovation must be applied in sectors where we are leaders, starting with tourism, banking, and textiles.”
JUAN PEDRO MORENO | CEO, ACCENTURE IBERIA

“Rather than go for any and every kind of industry, we should be creating high added value.”
ROSA MARÍA GARCÍA | CEO, SIEMENS SPAIN

“What matters is doing more with less, doing it differently, and doing it faster.”
FERNANDO ALONSO | PRESIDENT, AIRBUS SPAIN

“The Spanish financial system has done what it had to do, but it faces a process of greater concentration.”
JOSÉ SEVILLA | CEO, BANKIA

“The Spanish tourism industry could become a global benchmark and we are not adequately seizing this opportunity.”
RAÚL GONZÁLEZ | CEO, BARCELÓ HOTELS

“We must bet on investment. Inevitably, that means a smaller number of players in the European market.”
LUIS MIGUEL GILPÉREZ | CHAIRMAN, TELEFÓNICA SPAIN

“We don’t know how to properly manage the transfer of knowledge to the business environment, although there are increasing initiatives in this sense.”
SANTIAGO ÍÑIGUEZ | DEAN, IE BUSINESS SCHOOL



A BILINGUAL BOOK: More than one hundred leaders from all areas of Spanish society have contributed to *Strategy Spain: 12 Strategies to Change a Country*. Each strategy has its own chapter with an expert introduction, two position statements offering opposing or complementary visions, and a series of short CEO interviews. There’s also a general introduction by veteran journalist Andrés Ortega. Free PDF copies can be reserved at: www.strategy-spain.com/registro/.

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CÍRCULO DE BELLAS ARTES DE MADRID
FEBRUARY 17, 2016
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12 Strategies for Change

- INNOVATION**
What must Spain do to become more innovative at all levels?
- DEFENSE**
Threats vs. purse-strings: Can Spain stay safe within the current budget?
- DIGITALIZATION**
What’s needed to boost usage throughout all areas of society?
- ENERGY**
Is Spain too dependent on imports? Does self-sufficiency make sense?
- FINANCE**
Is greater concentration the right way forward, or a threat?
- EDUCATION**
Stable legislation vs. innovation—what’s the right balance?
- INDUSTRY**
Should the government choose winners and promote selected sectors?
- INTERNATIONALIZATION**
How can Spain foster more corporate world leaders?
- TOURISM**
How can Spain remain a leader in this very competitive sector?
- INFRASTRUCTURE**
Does Spain really need more railways, highways, and houses?
- TAX EVASION**
This national scourge must end—what is needed?
- INSTITUTIONS**
What reform is required? What reform is politically possible?

— How you can get involved —

If you are interested in the future of Spain, be it for business, investment, or academic study, join Strategy Spain and follow the debate:

Read the bilingual book: Free PDF download | Attend the conference: February, 17, 2016 Madrid
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