



HAPPYNESS? AN ECONOMIC FACTOR

Giovanni Giacchi

Gross Domestic Product has always been considered as a criterion of welfare, but it is not true". Word and music by Joseph Stiglitz, Nobel Prize, in the past chancellor of Bill Clinton. He is not alone to think this; in fact 25 international learned economists, supported by the president Sarkozy, are ready to show their revolution to the world economic organisation: you have to put the environment, the voluntary service, saving and health, in the complicated calculation. This expresses our happiness (it seems always smaller).

In short, if you increase your profits, it does not mean a better life; as Robert Kennedy said many years ago: "the Gross Domestic Product does not calculate anything, except what attaches great importance".

In Bhutan, the king has launched the "Gross Domestic Happiness" among people, calculated on mental welfare and on the quantity of spare time. The great mondial recession has undoubtedly modified our general condition of living and of our rate of satisfaction. Europe is old, not only for its age. Living has to be looked over again, in order to

give a new life to Europe. Eighty years ago life was different; things have changed. Happiness is recognizable by everybody. According to Enrico Mattei Eni Foundation, which has created the index of the ability to support, called Feem, the economic welfare has to look carefully to the future generations. United States have very high per capita revenues and a very good social policy, but they have not a very deep respect for the environment; they are at the fourteenth position in the place-list, one more than Italy. In this place-list there is not China.

Sweden, Finland and Canada live in better conditions, and this element does not surprise anybody.

But there is an other fact that astonishes people: eight of the ten countries having a very high level in the ability to support are European. So it is not true that the global crisis is only in Europe. On the contrary, according parameters and inspite of uncertainties, Europe could be happy. We do not know if Europe would be able to reach happiness, adopting new instruments: only cassandras and horoscopes can warrant it to us.

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A person wearing traditional white and red clothing with a colorful floral headpiece and a rainbow ribbon. The person is smiling and looking down. The background is a plain, light-colored wall.

TEN QUESTIONS TO ASK EXPERTS, IF THEY GIVE YOU AN ANSWER

- How will our development model be in the years to come, really?
- When will the era of State safety end?
- Will we ever go back to the starting point, should we forget about welfare?
- Do we have to play a very important role in the world economic scenario?
- Will the election of the new European President and of the High Commissary give substance to a common European Policy?
- Will national rights prevail on communitarian rights in Europe?
- If exports do not really kick off, where can we get money from?
- Why is not public expense really cut?
- How can public debt really be paid back?
- What do financial control organisms really do?

THE NEW THROW OF EUROPE

Many commentators contemplate the treaty of Lisbon very "attenuated" if compared to the original idea. But this fact doesn't exclude that Europe has improved to become more and more effective about world decisions. European Parliament is going to have more important powers. The member countries will not have the right of veto, in 40 matters; this will simplify the procedures and this will make the cohesion valid. You need the absolute unanimity only in some cases, such as foreign politics, public treasury and security. Besides, national Parli-



ments have brought up because their will is to vote "for every change that allows an increase in Union's competences". The national Parliaments' purpose is to watch over the respect of the principle of mutual aid in the European legislation; they'll have a function of control and trend towards their own government and they will be advised about laws 'formulation' and they will have a re-examination of proposals thanks to the early warning institute. Then the national Parliaments will have the possibility to stop some proposals about matters on transnational implications. Meanwhile Europe pays for the crisis - in 2011 one out of ten will be unemployed and above all young people - and the decisive doubts of the past. Carlo Azeglio Ciampi, one of the Italian Republic presidents, writes on *Il Messaggero* an article: "it happened that widening's value has prevailed against European unity. The result: the main European sovereignty, solemnly preserved in Rome's treaty, has been scratched, day by day, by East countries' vetoes. Europe has paid an enormous cost: the watering of the unitarian deal in favour of a mixed formula of European and national sovereignty. The change has been from the Bundesstaat, federal State, to the Staatenbund, that is to say to a federation of States". The difference is clear. Greece test will be conclusive.

Editorial ARE ENGLISH PEOPLE POOR?

This is a provocative question, unlike its essence. Even though recession in England has been the same of the other countries, London's accounts do not balance. The wrong tendency to give for many decades a great importance to finance has played a crucial role; up to now enterprises, real property, consumption have in part financed the Crown estate. Taxes on the enterprises and value-added tax have generated revenues which respectively have gone down by 26% and 17%, according to year's data of last October. So we could almost say that only finance has been considered in England so far. In order to live the same condition of growth of the decade before the crisis, certainly we have to wait about twenty years. Great Britain will not increase its revenues in the years to come, because of a fiscal policy which has been almost ineffective; to solve this kind of problem Great Britain will be obliged to a painful reorganization, cutting public expenditure and increasing taxes. Certainly this is not what the patriotic English journalists have dreamt when they invented the acronym Pigs (Portugal, Italy, Greece, Spain), that is those countries considered weaker, European useless clutter. It has been used the acronym Pigs to mention these countries, but do not forget the real meaning of pigs in English. Now according to economic data Ireland is in the place of Italy, which has convinced the observers, adopting an adequate policy of savings, even as far as private context is concerned. In the near future Great Britain could be included in the Pigs' list.

Two years ago Great Britain had a very high public debt, even more than Spain, which is going through a very difficult period. In order to calculate public debt in England, three elements are studied very carefully: family, enterprises and public sector. According to Pierre Cailleteau, who is a Moody's economist, this year Spain is going to be the poorest country, if debit balance and unemployment are calculated together. Apart from Irish and Iceland, England will achieve the rate of 20%, if deficit and unemployment are strictly considered. Great Britain has to reorganize its administration and its public debt urgently; everybody knows it, but for English politicians, who are not occupied with the solving of the country's problems, at least up to now.

News ITALIAN SOUNDING

In spite of 4500 typical trade names and 500 trade names of wines, the controlled and protected origins, and the several international contentious jurisdictions won, every year Italy has to waste energies, money and time to preserve its agroalimentary products and its food industry. Our Minister, Luca Zaia, one of the most careful defenders of our made in Italy, states always and everywhere that the Parmesan is not our Parmesan Cheese. Anyway this is not sufficient and so Mr. Sergio Marini, president of the association of producers, which pays a loss of fifty billion euros, has wrote to the commissary of the European Union, asking for immediate interventions. This kind of matter is not simple and it needs a very rapid solution. There is the Egyptian *pasta* with the labelling "Italian", the *cambozola*, instead of gorgonzola; the palenta wants to substitute the typical *polenta*. There is the Bologna sausage, produced using the meat of turkeys. And what about the Chinese *pecorino*, the American *mozzarella*, called Sorrento, the *Chianti* produced in California, the Swedish fontina, the American provolone. The imitation of our Parmesan cheese, the Parmesan, has been condemned by the Court of Justice of the European Union. The swindlers have continued to produce this kind of cheese, which now is not called Parmesan, but Parmezan. There are also Parmesano, Reggiano and Parmesao, which are just local imitations. Regulations are very important in every direction; anyway, if these imitations are sold in the main chain-stores of the distribution, it means that there is not a real control. So we have to talk about a swindle for consumers. People have to know that, for instance, also a vowel or an Italian flag can be used to deceive consumers. The economic loss for producers is considerable; those who produce imitations have not to respect the disciplinary regulations of the European Union, and so their costs of production are very low. An other factor has to be considered: the ingredients used in this kind of production are not protected and there are not competitive prices. Anyway the honest activity of producing these masterpieces in the alimentary field has to be respected and protected.

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ABOUT CHINA

— Luis Regalado Rojas

In China exports are a subject which now is considered with caution; first, exports were very strong, now they are decreasing, but this does not mean that China will stop its growth. If you consider a fairly long period, perspectives are very good, also for those public investments, that is the costs for infrastructures, 600 billion Dollars, made in one year. Anyway the Country is still paying the consequences of these investments. Two or three years will be necessary to go beyond the dependence of exports and to take that of the home market and home consumptions, which nowadays are very greatly desired.

Some economists have considered an excess of credit, stating that there will be a very difficult period, inspite of a growth of 8.9% in the third trimester of last year. James Chanos has even mentioned a Dubai raised to the maximum power, certainly improperly. According to these economists the fault is of the industrial and

manufacturing sector, which maybe produce more of what is necessary effectively, without selling and considering some data, which are too positive and which are not real. Anyway the Central Bank of Peking has recently raised the rates and this is the evidence that it wants to control the credit, which has to be incited and which has not to be forgotten.

A very high level of hurbanization should increase consumptions. According to expectations, in twenty years China will surpass Japan, but also United States. In the meanwhile, in 2009, China has sold more cars than the rest of the world; in particular two million cars more than United States, where many strategies have been adopted, as the introduction of capital and the offer of incentives of three billion dollars. Ford industry has bought the other mainstay in the production of vehicles, Volvo, and this element is very important. The yuan will become more and more important this year and certainly investors will express a favorable opinion about

this. On the other end Peking states that it is not possible to appreciate the yuan and at the same time to adopt protectionist measures against China by the European Union. Chinese Government is seriously considering the fact that United States have a public deficit, which could mean inflation and could lead to a further devaluation of the dollar. In the early future the dollar could pay 7% of the gross national product in interests.

Probably China cannot obtain anything in those investments made with United States in good times. So China has thought to adopt some countermoves. China is creating a new currency, the gulfo, with the countries belonging to the Persian Gulf; this new currency would have to substitute the dollar in the international contracts, as far as oil is concerned. A monetary council in Riad will be made and certainly it will be supported by Qatar, Arabia, Kuwait, Bahrain.

Besides Japan, China, South Korea and Hong Kong have begun to organize the fi-

nancial relationships in the area, making an investment of eighty billion dollars. They need the balancing of deficits in the balance of payments and an emergency fund against crisis.

Obviously United States have always tried to avoid the creation of this strategy, but the Asiatic Monetary Fund is real.

According to Mr. Carlo Jean, the creation of one currency, valid for the whole area, able to stand the repercussions of the dollar, is very difficult.

Fifty years have been necessary to introduce in Europe the euro. In Europe there was a predominant currency, the deutsche mark, while in Asia there are two ruling currencies, the chinese yuan and the japanese yuan.

Besides the creation of one currency for the whole area is difficult, also because all countries are afraid of China and they do not trust Japan.

So up to now the adoption of a currency which could substitute the dollar is very far away.

THE SURPASS OF RUSSIA AND CHINA

Moscow and Beijing have known each other well for a long time (they have just celebrated 60 years of diplomatic relations), but never like now they have been so close. For its export, China needs Russia's vast market, and Russia needs a good customer for its energy. In the past these two countries had not agreed on gas price, too expensive for Beijing if it was the same price given to Europe, and on who should have paid

infrastructure. But the agreement does exist now, and the Russians will supply the Chinese with seventy billion metres cubed of gas a year, and two new gas pipelines, one from Siberia and one from Sakhalin, that should deliver their neighbours this huge quantity of energy. Beijing is happy with this agreement, first of all because to this agreement it will depend less on sea transport, that is under American control and their likes,

but also because it will diversify its supplies and it has an excellent trade relationship with a huge and neighbouring country. Moscow, on the other hand, is interested in keeping an excellent relationship with its neighbour, might it just be for economic reasons, but also to have a strong bond with Beijing, that the newborn G2 could put at stake (China and the US together to make worldwide decisions, but it is not as sim-

ple also for an American centrality that has to be analysed in the future). A great move from Moscow, as well as preventive. The China-Russia exchange has also expanding towards telecommunication and fast train sectors, as well as refinery and nuclear power. It is the era of a new friendship, that puts Beijing more under the limelight and allows Moscow not to see its destiny somewhat linked to Europe, whose future is very uncertain.

OBAMA: HIS POPULARITY IS FALLING

American people are discouraged towards future, and they blame the Number One, the President. Perhaps he has some guilties, but he is not responsible for the original sin; his nation is completely unsatisfied. It happens because of the loss of job, and so people are deeply disheartened by the date of the national debt. Moreover, there is the problem caused by budgets that last along (as the Prix Nobel of Economy, Krugman, has written).

Just now the popularity of Obama is in free falling; and it does not need to explain that the highest interests we will pay in the future to the foreign countries have been a solid reality of the previous administrations. American people want guilties and since they cannot accuse banks - more and more powerful in spite of the former cheats -, they inculcate the man, who, provided with a magic wand, had to solve all the american problems. Some people do not forgive the president the fact that he has given an absolute importance to the sanitary reform, without a real priority. But Obama, what has he done during this year?

Some weeks ago, he said: "If bankers will be fighting, I'm ready". According to him Politics should regulate the inequalities. Politics should also give to the country a more balanced and a more reasonable future, in the centre of the system, but it collides with a reasoned republican opposition which does not help, with a short spending time. The history tells that revolutions need time. And while U.S citizens must bear cuts in schools, in old and poor people assistance, new taxes also on sugared drinks, on gardenings works, on games of golf, to be quite clear. Obama is trying to change this system, the same one that elected him (Goldman Sachs has been the second financing capitalist of the presidential compainy). The President asks that banks must be different from the speculative funds; it is necessary to come back to the Glass Steagall Act that separated the commercial credit from the

finance. It is also necessary to tax great banks in order to recover public money used before to save people. And while Obama engages himself to the Mother of all battles, people, also his people, understand only that the table is emptier and emptier".

Obama has defined China a strategic partner - China has been the first financing capitalist of the public debt and so it has been right to intensify the relations, also about energy, ambient and climate - but this fact has irritated Asean Countries that are afraid of China. With the asiatic Country, the President has subscribed a storic document that relates: "China and Usa share an encreasing responsibility, shared in many essential subjects about global stability and prosperity. These two Nations have to strengthen later on the co-ordination and the collaboration; they have also worked together to face the defiances, to promote world peace, the security and the economic welfare". This is a strategic choise - where the results have been visible to the Summit of Climate in Copenhagen - just when Hillary Clinton promised a "protection" to the Asean Countries. And as far as Europe is concerned, the situation has not been better. The visit to Berlin seemed to open new agreements, but it was, above all, marketing.

Relationships with our continent are the contacts that United States have with each members.

Obama's mistakes represent a President that must stop leaks of the crisis, against his will. Meanwhile he tries to support his strategic solutions. These manners make him honour but he is exposed to risk. In this last decade, if Wall Street has lost, on an average, the 0.5 per cent discount, as during the two world wars, Obama cannot be guilty. But the President knew, since the beginning, that his power, in such a nation, is limited and it changes with the humour of the elector. Spanish people would say "suerte" and we think that it is enough for a very courageous man.

Editorial

SOLUTIONS FOR BAD TIMES

Who is ill? The country with a debt of 250 billions (not very much, to say the truth), with a public debt of over 12% of gross domestic product, or United States, which, even though is among the more industrialized countries, will have a decrease of 3.1%, in a long period? Is perhaps Greece ill, which, because of the economic crisis, has noted a considerable decrease in tourism (and sea freights)? Now Greece has to solve its problems, also because the European Union has opened a procedure for effective deficit. Is Europe ill? It is going through a very difficult period and the instruments adopted are inadequate.

Somebody has suggested to adopt a European Monetary Fund, which could help Greece to avoid the cavils of the Maastricht Treaty and which would be financed by the penalties paid by those countries which do not respect Community-rules and standards. Anyway this solution could need a certain period of time and, moreover, it would be necessary also to modify the treaties of the European Community. What will happen if the methods adopted by Greece against tax evasion and against the protests of the employees of public concerns do not work? Certainly european subsidies, european right to vote and the Euro cannot be eliminated. People have to make a deep reflection on the concept of unity in Europe. The question Greece has pointed out the fact that the countries belonging to Europe have to be bound by friendship and collaboration.

In the meanwhile, Portugal, that has started to give state undertaking's quotes, has stopped the investments and the public wages, just while people say there are not solutions for Greece. It remembers us the true problem: a long-range crisis, that is very harmful for Europe. Some time ago, Mario Draghi, at the head of the Financial Stability Board (anticrisis supervision at G20 level, which now has a pendant in the European Systemic Risk Board in the European Union), said: "The financial - banking system has become so complex and indebted that it is impossibile to give rules for future crises". "If you ask me - he ended - if we are able to avoid the next crisis, the answer is not positive".

Also Obama would be very glad if banks did not work as speculative funds, and he would like to separate the business credit from the finance. In this way, perhaps, future will be better. It seems an epic fight and it gives the dimension of how the control has been lower during these decades. One of the main problems of our beloved Europe is still the unemployment, and this fact could have a deleterious impact in consumptions, in the growth of the public debt. Consequences could be higher rates, less consumptions and a lower growth.. The world public debt has increased too much (see Usa); this fact is not good and it exposes all the system to a risk.

So, not only Greece. Anyway, if a clear solution can be found and can be shared, we think that every cloud has a silver lining! It could be a starting point for Europe; we have been waiting it for years.

FIRST ANNIVERSARY OF "ERASMUS FOR YOUNG ENTREPRENEURS": 1800 ENTREPRENEURS ALREADY INVOLVED

One year since the launch of the "Erasmus for Young Entrepreneurs" mobility programme, over 1800 future and experienced entrepreneurs from all UE countries and different sectors have applied to participate.

Out of the 1800 applications, more than 1300 have been approved and 60 stays abroad have already been completed. If the current trend continues, 500 stays will be completed by June 2010.

Italy and Spain together account for nearly half of all applications (46%), while the United Kingdom is the most requested destination. The most active sectors are promotion/media (16%), information technologies (10%) and education (9%). Typically, the stays last 2-3 months.

Luca Poli, a young Italian physician specialising in plastic surgery, greatly enjoyed his stay in Spain, shadowing the work of Host Entrepreneur Francine Huaman and acquiring the skills and know-how needed to reproduce Francine's success in Italy. Ms Huaman was also satisfied with the experience, and said: "I was delighted to receive Luca in my wellness centre. The experience went so well that I will act as a Host Entrepreneur again in the future".

Commenting on these results, Joanna Drake, Director for the Promotion of the Competitiveness of SMEs, DG Enterprise and Industry, at the European Commission, said: "We are confident that as a result of Erasmus for Young Entrepreneurs new enterprises are being created, and that the programme will push the boundaries of SMEs' operations: they will be more international, more creative, more dynamic and more innovative".

Ben Butters, Director of European Affairs at EUROCHAMBRES - acting as Support Office for the programme - added: "The feedback from the pioneering entrepreneurs involved in the first exchanges confirms the benefits to both

the New and the Host Entrepreneurs. Participating clearly provides both parties with a great opportunity for future collaboration and a fresh perspective on their existing activities or future venture".

About Erasmus for Young Entrepreneurs

The programme enables New Entrepreneurs - someone who is firmly planning to set up his/her own business or has already started a business within the last three years - to become familiar with the management of a small or medium-sized enterprise by staying with and learning from an experienced Host Entrepreneur in another Member State.

The Host Entrepreneur on the other hand can benefit from the dynamism and innovation of a new colleague as well as to open up potential opportunities in a new market.

Programme extended until June 2011

Given the success of the first phase of the programme, Erasmus for Young Entrepreneurs has been extended until June 2011.

Thus, New and Host Entrepreneurs wishing to apply for the programme can still do so and organize their stay until this date via their nearest Intermediary Organisation.

The full list of Intermediary Organisations - which now also includes the Czech Republic, Denmark, Latvia, Netherlands and Slovenia - as well as other practical information on the programme, are available on www.erasmus-entrepreneurs.eu.

For further information:

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Editorial

THE RISING PEOPLE, EUROPE AND THE DAYS OF FEAR

Not even economists, in their casual forecasts would have ever guessed how badly us Europeans would have ended. It has to be said: not only because in their liberal development our economies have left us in short term with no money or hope, but also and most of all for us, all having become dependent on a State that is clearly seen.

"You Westerners are the real communists now" - claimed an Eastern neo capitalist on the Sole 24 Ore - "citizens of countries where governments give money to companies that use that money to purchase their goods. This will soon lead to count for an unsustainable debt". It is all true; we, yes, just we, we have expected for a century to guarantee the world a liberal market, holding those values like courage, flexibility, disregard of strict rules; now we are forced to be breastfed by Mother State, that gives and does not, that supports and then does not.

"No businessman" - says our new capitalist - "would dream of privatising profits and advertise loss or worse enrich to his own detriment". Our friend clearly states a contradiction that belongs to us: the State is our nanny, but let's free that individual behaviour, let it be legal or illegal. Chaos. It will not be economic support measures (that often repay debts), or the fact to give companies ten age pocket money amounts, that will give us the direction to head to. To put us back on our feet, as Europeans, we have to be aware in our development, in our tradition, in what we have been and in what we are going to be. "Europa will adapt": Guido Mantega, the Brazilian Minister of Finance believes that, saying these words. Nowadays the Bric team (Brazil, Russia, India and China) represents 40% of the world's economy, and 15% of the GNP. We have already been overtaken. The sums of these developing countries are positive, with 5-6% increase in 2010, but most of all have started being complementary. For example, Brazil has increased by 60% its import-export with China and they are fighting together for quotas in the Monetary Fund. The G-7 has become the G-20. Domestic markets keep on expanding at world record rhythms.

The Bric team are starting to loan money to save those economies that are in difficulty, and not getting any back. Brazil has a strong industrial and agricultural system, it has found strong oil reserves and it is going to organize both the Football World Championship in 2014 and the Olympic Games in 2016. For those dates we are as Europeans; risking the extinction, unless we do not stop filling ourselves with ideologies, like old communist regimes. In our Year Zero Europe, we need facts and not proclamations; never mind what side we are on. We are fed up with it, like the ideology of having terrorists hiding in our back garden, or imminent UFO's landing (that coincides with the end of the world; they should find an agreement as far as this matter is concerned). Now, what we need is clarity in sums and behaviour, adopted by the ex poor population, now world powers. The world has changed but some people do not know. Do update them.

QUALITY OF LIFE, NORWAY ON THE TOP

Let's put happiness to one side and the King of Bhutan, the one that substituted the GNP with happiness national product, calculated through well being and how much free time one has. We will get there, some day. For now, we use old tools like the GNP per inhabitant, life expectancy, literacy levels and education, tools that the United Nations had for the following results on this research: Norway, Australia, Iceland, and Canada live a better life than the rest of us.

No doubt about it, considering that the Scandinavian country is the first on the list for income distribution. Countries that are "ahead" of us, and we should also include Switzerland, and Germany, our nextdoor neighbours, also where education is concerned; it doubles or triples

Italy (where high school and degrees are concerned), the Mediterranean's country true Achilles heel, that spends half the amount compared to Norway and has the lowest index in all of the developed countries.

In the United Nation's chart, Spain, France, Ireland, Denmark and Austria overtake Italy, stuck to the 18th position.

And the immigration issue that seems to damage the Bel Paese so much? In the latest fifty years Spain has increased by 32 times the presence of foreigners on its land, 27 for Portugal, 19 for France, and 22 for Greece, whilst Italy has only doubled it.

Through these facts, it is clear that it has nothing to do at all with well being.

AUJOURD'HUI, ENCORE PLUS QU'HIER... IL EST TEMPS DE RECOMMENCER À VOYAGER

L'année dernière les escales Italiennes ont été mises à mal. Une diminution de 3% des passagers et de 6% des vols est un signe négatif dans l'ensemble. Comme l'a signalé la commission de la Chambre des Transports, la cause serait un nombre d'escales trop important et des délais trop courts résultants du manque d'infrastructures. La compagnie au pavillon Italien, Alitalia a pourtant obtenu de bons résultats et se place en première position grâce notamment à son nombre de vols (plus de 112 000) dépassant ainsi et de beaucoup RYANAIR malgré les annonces de la compagnie

Irlandaise. Alitalia envisage une augmentation à deux chiffres du nombre de passagers transportés en 2010 sur ses quotas de marché. Cela sera possible grâce à sa stratégie de développement sur Milan Malpensa et Rome Fiumicino (Lufthansa ayant réduit ses vols). Le président de la compagnie, Roberto Colaninno s'explique « si on établit une comparaison sur l'efficacité des coûts, on comprend que nous avons dépassé les autres compagnies. C'est une donnée comptable. A partir du moment où nous avons atteint ce que nous voulions sur une seule année, en donnant les mêmes

services et qualités que les autres compagnies, d'un point de vue opérationnel, nous, les actionnaires et l'administrateur délégué considérons que le principal objectif a été atteint». Dans une interview à la Repubblica, l'AD Rocco Sabelli ajoute: «Comment pouvons nous mesurer ce profit remarquable? Il existe un critère de coût, place/kilomètre de vol; le notre est de 7 centième, les autres compagnies régulières sont à peu près de 11/12, les compagnies low cost se situent entre 4.5 et 6. Nous faisons voler nos avions à un prix compétitif à l'égard des autres compagnies».



Alitalia France

Alitalia a fêté le 13 janvier son premier anniversaire. Un an après, l'efficacité du projet de relance se confirme.

Aujourd'hui c'est une nouvelle Compagnie Aérienne privée qui exprime les valeurs et l'expérience italienne du transport aérien.

Principaux résultats du projet de relance en 2009: Nombre de passagers transportés en 2009 environ 22 millions. Ces résultats pour la première année du Plan de Relance d'Alitalia permettent de confirmer l'objectif de retour à l'équilibre dans 3 ans.

Renouvellement de la flotte: avec l'arrivée de 9 nouveaux Airbus A320 et le remplacement des sièges a commencé sur environ 50 avions. Aujourd'hui Alitalia possède une flotte de 150 aéronefs.

Ouverture de nouvelles liaisons: au départ de Turin vers Amsterdam, Berlin, Istanbul et Moscou.

Ligne Rome-Milan-Rome: une des principales routes business en Europe, profite d'une flotte dernière génération, d'accès préférentiel aux services de contrôle de sécurité, d'un nouveau service à bord, d'offres tarifaires pour les entreprises et les professionnels et du nouveau service d'enregistrement sur téléphone portable. Le projet Alitalia nommé «Made in Italy»: a pour objectif de faire de la Compagnie un asset stratégique pour les produits haut de gamme italiens tel que la mode, le design, l'agroalimentaire et autres. Le service à bord de la business class Magnifica a été renouvelé; sont servis en alternance des repas typiques de la cuisine régionale italienne composés par des chefs italiens et de vins italiens sélectionnés par l'Association Italienne des Sommeliers.

Salons VIP "Freccia Alata": de l'aéroport de Rome Fiumicino ont été complètement rénovés.

2010 sera une année riche en nouveautés: le plan de renouvellement de la flotte se poursuivra avec l'arrivée de 2 nouveaux Airbus A330 longs courriers qui lanceront la nouvelle classe Premium Economy ainsi que la classe Magnifica qui sera totalement redessinée.

En outre, Alitalia ouvrira deux nouvelles liaisons intercontinentales, Rome-Los Angeles, et Milan/Malpensa-Miami, et deux nouvelles liaisons internationales au départ de Rome vers Vienne et Malaga.

Le soutien des agences a été essentiel dans ce projet de relance et le sera encore plus dans les prochains mois. Alitalia s'engage à améliorer et donner à ses clients l'image d'une Compagnie Aérienne respectée et appréciée dans le monde entier.

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TOUT LE MONDE À L'HÔTEL GALACTIQUE

L'Hôtel Galactique est le premier hôtel dans l'espace, et son nom est presque prévu; tous les hôtels, qui sont sur la terre et qui ont la nécessité d'être nommés, ont une gym, Jacuzzi et presque toutes les chambres sont confortables.

En vérité, l'Hôtel Galactique a quelle chose de différent. En effet, il a une longueur de 450 kilomètres et il coûte une somme inimaginable, c'est à dire 3 millions pour 4 nuits, dans l'orbite qui gravite autour de la terre. Les premiers clients n'ont pas à se plaindre. Ils sont presque 40 Américains, Chinois, Russes et des millionnaires arabes. Puisque ils n'ont pas décidé sur quoi faire pendant leur vie, ils sont d'accord d'accepter cette offre de la partie du propriétaire de ce petit hôtel de la Compagnie Espagnole. Ainsi les clients passent un week-end dans des chambres dessinées par l'architecte espagnol Xavier Claramunt.

Le catalogue de l'Hôtel Galactique assure une vue (de la terre) unique par son beauté. Et nous ne pouvons pas démontrer autrement. La chose à faire est de demander au millionnaire Dennis Tito, qu'il y a 7 ans, a payé seulement 20 millions euro, de passer une semaine à bord de la station Internationale Espace. Nous ne savons pas s'il était seul ou avec des amis.

LA REVOLUTION DANS LES HÔTELS EST ORGANIQUE: ILS VEULENT DIRE VERT

Plastique, acier, verre et caoutchouc: grâce à ces "matériels" la révolution commence à faire partie de plusieurs hôtels dans le monde. Ce n'est pas une mode transitoire, mais c'est la totale conscience de pouvoir gagner d'énergie et de créer le confort et un bon fonctionnement aux clients.

Ce qu'on connaît par "économie vert/organique" est même ce ci. Dans quelques hôtels à New York, il se passe qu'on restructure des bâtiments fascinants, ou en hôtels Mexicains comme l'Hôtel Basico en Playa du Carmen, ciao où des lits de soleil sont en réalité de vieilles structures externes de vieux camions. Et des piscines ont

pris la place de vieux aquariums. Dans le service civil on emploie des matériels écologiques et on économiserait jusqu'à 850 millions euro. Le renseignement que nous intéresse on peut le trouver dans la banque de données à Matrec, créée par Marco Cappellini, qui rappelle ce genre de dessin.

UNE NOUVELLE VAGUE: LES HÔTELS URBAINS

Les hôtels urbains sont placés au centre des capitales d'Europe, parce que, de cette façon, les hommes d'affaires peuvent voyager dans ces lieux confortablement. Ensuite, ce genre d'hôtels permet aux habitants des villes de se rencontrer pour plaisir ou pour affaires. Ces hôtels s'appellent "Hôtels Urbains", exactement pour remarquer le lieu où ils sont placés. Par exemple l'Hôtel Boscolo Exedra sur le Cours Matteotti à Milan est de luxe et à cinq étoiles; il est placé dans la ville la plus à la mode d'Italie. Milan se prépare à l'Expo en 2015. Il y a trois restaurants, une champagnerie, centcinquante chambres à partir de 800 jusqu'à 7000 euro pour une nuit, une place de 600 mètres. L'Hôtel Boscolo Exedra est un hôtel de luxe à cinq étoiles, et il représente la nouvelle vague des hôtels de qualité. A la fin de 2011 Boscolo ouvrira un autre de ses Hôtels Urbains: il aura 300 chambres et un centre pour les congrès dans la zone de la Foire de Milan.

LE TOURISME ORGANIQUE EST LE VAINQUEUR

L'industrie du tourisme italien est en train de proposer des idées nouvelles. Par exemple il y a des maisons de campagne pour les vacances, dixhuit mille jusqu'à ce moment. Le secret de leur succès, s'explique grâce aux modestes coûts qui font plaisir à un grand nombre d'Italiens.

Ceux qui désirent être en contact direct avec la nature, ceux qui veulent manger des aliments organiques en favorisant leur santé. Ces touristes préfèrent avoir une vacance alternative, sans bruits et sans frénésie.

Ces maisons de campagne pour les vacances ne sont pas considérées "pauvres", au contraire ces hôtels ont un niveau de construction élevé et ils sont des services remarquables et aussi un luxe inattendu. Enfin il faut remarquer que cette compétition entre les maisons de campagne pour les vacances et les hôtels est loyale.

ALITALIA DE

Vito Galluzzi

La nouvelle compagnie Alitalia, née dans le mois de janvier, grâce à la fusion d'Alitalia avec AirOne, a graduellement repris la confiance des clients grâce à la constante amélioration du niveau de service, de la ponctualité et du confort à bord. Parmi les nouveaux services, avec le patronage des Politiques agricoles, en collaboration avec Buonitalia, Alitalia organisera, dans le monde entier, les excellences agroalimentaires italiennes, avec des Aliments et du Vin rigoureusement doc à bord. Chaque mois, une cuisine régionale que les clients pourront mieux connaître.

Au cours de l'année, les nouveaux avions Airbus A320 sont entrés en flotte; on a créé de nouveaux services pour les clients de Rome et Milan; le terminal de Fiumicino a été inauguré et il est entièrement dédié à l'Alitalia et à ses partenaires, Skyteam Air France-KLM. De plus on a complètement renouvelé les trois salles d'attente "Flèche ailée" de Fiumicino, avec un nouveau projet et de nouveaux services pour les clients qui volent souvent. Le partenaire stratégique, grâce auquel Air France-KLM est entré dans l'actionnariat Alitalia avec une quote du 25 pour cent, garantit un network global, structuré autour d'une combinaison unique, le noeud de l'Europe du Nord à celle du Sud, avec une grande offre



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ITALIA EST PARTIE NOUVEAU

d'oraires et de tarifs combinables. Pendant les mois d'été, on y aura de nouvelles rates comme Malaga, Vienne et Los Angeles. Les nouvelles liaisons opérées du Smart Carrier Air One seront mises en service et, au cours de l'année, dix A320 et deux avions Airbus 330 entreranno en flotte. Ils représentent la nouvelle flotte admirable de long de grande envergure du group Alitalia. Dans les nouveaux avions Airbus 330, la classe Business «Magnifica» sera caractérisée par de nouveaux fauteuils Full Flat, de vrais lits; pour cette raison Alitalia sera à la première place dans l'industrie, grâce à un produit qui ressemble plus à une Première classe plutôt qu'à une simple Business classe.

Par ailleurs, la classe Premium Economy « Classica Plus » sera introduite sur les avions 330 ; il s'agit d'une nouvelle classe de voyage intermédiaire entre la classe économique et la classe Business.

Elle est née pour celui qui, même s'il voyage en classe économique, il ne veut pas renoncer à la discrétion d'une cabine réservée et au confort en plus. Les nouveaux avions seront utilisés dans le mois de Juillet pour les liaisons entre Milan et Tokio, New York et Miami.

Mais le marché du tourisme est à la baisse; quelles sont les stratégies pour accaparer la confiance du client pour le faire partir?"

Le marché du tourisme suit la marche de l'économie, mais l'Italie reste la destination la plus appréciée de voyageurs étrangers. Comme Cristiano Castelli, GM Alitalia Belge, soutient. On a développé des produits tarifaires pour satisfaire toutes les nécessités de celui qui voyage pour vacance et même pour des raisons de travail. Par exemple, si on veut accaparer la confiance d'un client, on a été envoyé sur le marché italien des produits destinés à récompenser avec plus de réduction celui qui voyage souvent: le Carnet (lancé sur la route Rome-Milan et étendu à toutes les autres routes italiennes). Le Carnet est composé de cinq billet A/R avec des réductions jusqu'à 42 pour cent sur le tarif total. Même dans le marché du Belge, nous allons publiciser un produit semblable, dédié à celui qui voyage souvent en Italie, pour travail ou pour rentrer chez lui, avec deux typologies différentes de réduction et d'accès". Mais quelle typologie d'année nous allons affronter même si le cours de l'économie n'est pas encore en reprise?- Castelli ajoute- "Pour la compagnie Alitalia le 2010 sera le moment où elle consolidera et dépassera les résultats obtenus en 2009, surtout grâce à la croissante confiance dans la nouvelle entreprise, à la fiabilité et au service au client qui est toujours dans nos pensées. Le 2009, pour l' Alitalia a été l'ans de la renaissance, le 2010 sera l'ans du développement".

TROIS VOLS PAR JOUR DE BRUXELLES

Alitalia rélie actuellement Bruxelles à Rome et à Milan avec trois vols par jour. Les vols de/pour Rome, sont réalisés grâce à des avions Airbus A321, que, comme ceux nouveaux A320 et A319, sont en train de représenter de nouveau avec les nouveaux fauteuils en cuir Recaro. La nouvelle configuration augmentera soit le confort à bord, soit la capacité d'ensemble des avions. Grâce au vecteur de Fiumicino, il est possible de rejoindre Bruxelles par des vols optimaux, vers toutes les deux directions, 23 destinations italiennes du Network Alitalia, et même de nombreuses destinations internationales et intercontinentales, en Europe, Afrique, Moyen-Orient, Amérique du Nord et du Sud et le Japon.

Les vols pour Milan sont opérés par les avions A319 et Embraer 170. Alitalia est le seul vecteur à rélier l'aéroport de la ville de Milan Linate avec trois vols par jour de la semaine de travail. Du lundi au vendredi.



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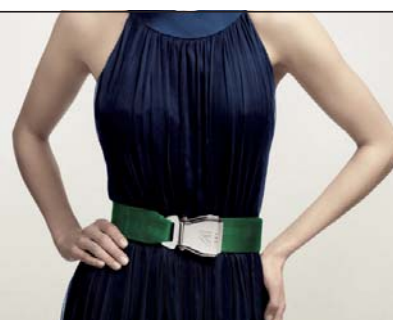
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IN POLE POSITION IN GOOGLE? TODAY IT'S POSSIBLE

It's an innovating system, set up in Vicenza, able to get together all the key words and it allows to be in pole position in the web. It's an indispensable discovery for the visibility of the firms. We are going to interview Samuele Caraccioli, the promoter of this firm. He tells us how all this was born by chance.

More and more firms use "new" technologies. Is it a change of mentality or a demand?

Using advanced software is, first of all, useful. Once the investments were made during the Exhibitions and displacements, now the results are possible even "from home". Thanks to our innovating system and to the short times and costs absolutely accessible, the contractor can promote and make excellent his image in the web and so on.

Which is the novelty of your product Pole Position?

The system "makes use" of all possible key words (even those ones that the customer has accidentally fingered during the research) and it always brings them up-to-date. More combinations, more pos-

sibilities. This fact allows to be more "positioned" if compared to the others that don't use the system.

The boast is that it is a product completely Made in Italy.

Yes, and in this field we are the winners on our American teachers; I say this with pride.

It is an Italian excellency, a third generation software. It bases itself on an innovative algorithm that "combines" the key words in a dynamic and automatic way.

Which are the applications for a firm that makes use of your product?

Pole Position allows to be at the first places in Google: the logical consequence is that it increases the admittance and the possibilities to make business. Then there is the application Access Order Manager, created also to manage the requests and the relations with the customers. In this way it is able to satisfy in few seconds the necessary documentation for the forwardings, and it is also able to execute the orders and the automatic invoicing. We think that it is an ideal system for the management of shops on line and for those



firms that want to quicken and make automatic the administrative and management activities.

What is the Access Promotion?

It is an instrument of integrated communication that allows to make straight marketing campaigns through the creation of newsletter, emails and fax-marketing. The firm can send the advertising message to a target of thousands of international firms of every kind, thanks to the data base of reference.

Are the softwares easy to set up?

Systems are set up by the Access Group Staff and they are abreast and streaming through a management interface. This is possible thanks to the connection to a website from every computer. It is a software easy to use and it is supported by a consolidated testing team.

Are you going to address to foreign trade?

Of course, this service is very demanded abroad. The language is not a problem; on the contrary, it is an opportunity. The technical innovation that we propose has just been understood by many international firms.

It has been verified that Access Pole Position doubles the web accesses to the firms in a short time.

Which are the practical advantages for people who use E-commerce?

Of course the number of customers is much more considerable; in some cases the visits are quadruplicated and the pages read are doubled. Another advantage is due to the use of the applications that are automatic and above all they plan all the processes; so they save the resources of the staff.

And what about the tourism?

Our product is ideal not only to send new promotions and offers with many possibi-

lities of success, but it is also ideal because people look for you more often, thanks to the mixture of key words. And, in the tourism, this is fundamental, because there is an important offer.

Who is the customer that can profit by the use of Access Pole Position?

There are some important collaborations with communication and graphic agencies. Thanks to our contribution they can conceive their work in a different way, because they concentrate themselves on the graphic aspect and on design.

Would you like to tell us the story of your firm?

Access was born in 2001. It operates in the outline of the electronic, in the field of overseeing and security. Then, 3 years later, the Access Group Srl has been founded. The following years, the system confirmed its position of leader both in Italy and abroad, in the distribution of electronic material.

But there is a nice story that explains the passages till to the inventions of today. Everything started during a night in April 2008. While I was arranging a fault on the web, I thought to create a different kind of positions able to get fresh informations also from the parameters used by the customers, that entered into the website. The following morning, my collaborators told me that it would have been "impossible, that an enormous power of calculation or a computer not yet in trade are necessary".

We have worked on this project for 6 months, to prove Access Pole Position Beta! In March 2009 we have prepared the site that till today represents ourselves: accessbrand.com, with 3 Suite Access Web at least. They are right for the firm that wants to operate in the world of internet.



AIRPORT REGION BERLIN BRANDENBURG

Services for companies looking for locations at Berlin's new airport

The year 2011 will mark the opening of the new Berlin Brandenburg International Airport (BBI), which will then be the most advanced airport in Europe. BBI's easy distance from central Berlin, the excellent connections it has to major regional and international transport arteries and its enviable location in the centre of Europe are its trademark features. BBI is destined to become the new hub for Central and Eastern Europe. Attractive commercial locations in the environs of the new airport provide companies with the ideal conditions for generating competitive advantages. The outstanding combination of fast connections to destinations all over the world and the proximity to Berlin, the political nerve-centre of Germany, are valuable as-

sets for companies seeking precisely those advantages.

With its many scientific and research institutions, the Berlin region also boasts the highest research-density in Germany. Close ties with industry generate synergies that guarantee technological development over the long-term and the continual supply of excellently trained and educated skilled workers. The Berlin region is home to concentrations of companies representing a range of technology sectors. For example, the region is Europe's top centre for the healthcare industry and clean technologies.

When a company is interested in relocating or opening a new branch office or factory, what it wants is one-stop consulting. That is precisely what the Airport Re-

gion Berlin Brandenburg team provides. The team, whose office is located conveniently near the future Berlin Brandenburg International Airport, advises companies in their search for the right location and on subsidies/support, financing and personnel-related issues. Clients can count on its skilled staff to put their expert knowledge of the economic and business environment around Berlin's new international airport at their disposal.

Airport Region Berlin Brandenburg brings information and people together, initiating contacts between relevant parties and finding the right people for clients to talk to. The team, which unites the two economic development agencies of the Länder of Brandenburg and Berlin (ZukunftsAgentur Brandenburg and Berlin

Partner) draws up concrete offers corresponding to the criteria provided by the interested company. This is not limited to advice about economic/business opportunities, but includes information about the diverse opportunities available for employees and their families with respect to housing, leisure and recreation as well. Hardly any other region offers such a confluence of efficiency in business operations and qualitatively attractive standard of living. Meet with the consultants and then judge for yourself.

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Berlin-Brandenburg: connected to the world

Welcome to the middle of the expanded UE, at the crossing of several major trans-European routes. BerlinBrandenburg, the German Capital Region, connects the growing markets of Central and Eastern Europe with the economic centers of Western Europe. The outstanding combination of fast connections to destinations all over the world and the proximity to Berlin, the political nerve-center of Germany, are unique assets for companies seeking an advantageous location in Europe.

Berlin-Brandenburg Airport: Europe's new air traffic hub

The year 2011 marks the opening of Germany's new Berlin-Brandenburg Airport,

which is set to become the most modern airport in Europe. Its proximity to central Berlin, its excellent connections to major regional and international transport routes and its enviable location in the center of Europe are its trademark features. This airport is destined to become Europe's most modern air traffic hub for Central and Eastern Europe.

The new airport will connect the Berlin-Brandenburg region with the world's major cities and offers ideal travel conditions for companies, business travelers and tourists.

A special freeway interchange, a high-speed train station beneath the new terminal and short paths to connecting flights ensure time-saving and convenient arrivals and departures for all passengers. The terminal's "Airport City" includes communication facilities as well as offices and hotels with direct access to the boarding gates.

The airport's capacity will be more than forty five million passengers per year. Two parallel runways 3,600 and 4,000 meters in length can accommodate the Airbus A380 and the Boeing Dreamliner.

Business locations with their own runway

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With its many scientific and R&D facilities, the BerlinBrandenburg region also boasts the highest research density in Germany. Close ties with industry generate synergies that guarantee long-term technological development and a steady supply of excellently trained and educated employees. The Berlin-Brandenburg region is home to concentrations of companies representing a wide range of technology sectors. For example, the region is Europe's top center for the healthcare industry and clean technologies.

- Berlin-Brandenburg Airport is Europe's new central hub
- Excellent connections to Western and Eastern European markets
- Located adjacent to the German capital
- A skilled and motivated workforce is available
- Flexible working hours
- Germany's highest concentration of R&D facilities
- Affordable offices and production premises
- Outstanding cost / benefit ratio
- Europe's best business incentives
- Excellent quality of life

Tailored investor services

The Airport Region team, whose office is conveniently located near the future Berlin-Brandenburg Airport, advises companies in their search for the right location, and provides consulting on incentives, financing and recruiting.

You can count on its skilled staff to put their expert knowledge of the economic and business environment around Berlin's new international airport at your disposal.

Hardly any other region offers such a confluence of efficiency in business operations and an attractive standard of living. Meet with the experts and see for yourself.

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NEWS

ELECTRONICS
AT THE TOP OF
WORLD LEADER
BRANDS

Do we get surprised if the top ten consumer durable companies are dealing with electronics? The Oscars of this field, the Global Powers that arise from a Deloitte research, put the South Korean company Samsung at the first place with 106 billion dollars revenue, second came Hewlett - Packard, bronze medal went to Nestlé, with its penetration in the food market; four out of the six brands that have the honour of being part of this chart, although in background positions, there is Barilla, who has the 123rd place; a jump to the 66th place, with Ferrero, Parmalat and Cremonini. The other two are new entries, Indesit and Pirelli, that sails to the 86th place, it wins over 22 places and has the best performance for increasing revenue, 34,4% more. Out of 250 brands that fill the world's elite, 90 are North American and 71 are European, 13 are French, 12 British, 11 German and 6 are Italian. A great performance, all considering; a performance of great respect for a country where there are the rules of "Small is beautiful".

NEW LUXURY
STRATEGIES

Pantarei, everything changes, although as Heracles in his philosophical credo had not foreseen the turmoil and air pockets, that have given fashion headaches in the past few years. If the concept of quality and luxury tear designers apart, what is really sure is that the global crisis has expected a change in route. For example, who would have ever expected luxury to fall for the franchising world? Nevertheless, this market that has a turnover of 200 billion euro a year, has to turn to deeply changed tastes, satisfy personal pleasure more than just being a status symbol, look more into functionality, and renew the product. Experts say we will not be going back to what it was like, not earlier than five years. And on this turnover crisis, solutions might have a name like economic sustaining program, online sales, the return of multi brand stores (department stores); brand-stores have high costs, distribution costs are not worth it. According to some, the real danger is that all these changes could undermine that cultural heritage of the field, such as Zara, and H&M, that have that have made global a fact that has always been of elite. Middle class has been hit the most, also by concatenated factors, such as the tourism debacle (a quarter of fashion shop-

ping is done by foreigners that are obviously not travelling as much). The recipe, we could say is in its new values. Less opposing fashion and more realistic fashion. More creative, pure, but always functional. And careful with sums, they don't always sum up, unless you have been organised.

EXPORT
REVOLUTION

Luminaries claim that our (economic) health is better than other countries, for instance Great Britain and Spain that badly react to cures. A third semester of moderate growth makes Italians happy, although, as it regards forecasts, we still prefer horoscopes.

Facts, data do exist, they are clear, saying that we are not as much in debt as others, and have hang in there on domestic demand; the sick has to recover on its own, if and when he will feel better, instead of putting him back on his feet, thanks to strong medication and cures. We've been good, as the as data and surveys also witness also witnesses, and we should by now seriously take care of moving the debate, from the claw of the public debt to fiscal stimuli. We have an export issue, more than a worry of our times, real genetic change is what we are facing. Export peaks that we have gone through in the past (like those in 2005 and 2007 where we grew almost by 20 per cent, as per an average of the G7 nations), surely it will not happen again. Demand has changed, but most of all has decreased, and the good old days might just be a memory, even in ten years time. But if the person who purchases us is sick, it would be harming, just to wait that these customer countries came out from their stupor. We would have a drop in the American markets, with no doubt as well as European markets that would penalize us. But as of now, we have the opportunity to increase business with the new world, the one made up of Brazil, and South America, China and India. We are terribly behind in these areas, and we have left important positions to competitors like Germany. There are some countries where we have worked extremely well, reaching relevant exchange, such as Russia, where we are fighting against Germans to be their main trading partners. A great job has been done and it will lead us, for example, to build the South Stream pipeline, together in amazing timing. In synergy, together. But other countries, which have been quoted on export, can regain the lost surplus with this damned global crisis; in that aspect we are behind. We need wise industrial policies. Planning again, but it should be functional. Otherwise we would have warehouses full of supplies, that are useless to the needs of the recipients, but most of all small to medium sized Italian companies, that are risking a lot, also to disappear. Aggregation is not enough. We are focusing on our (new) creativity, and hopefully politics will give us a hand.

A MODEL OF
THE MARCHE

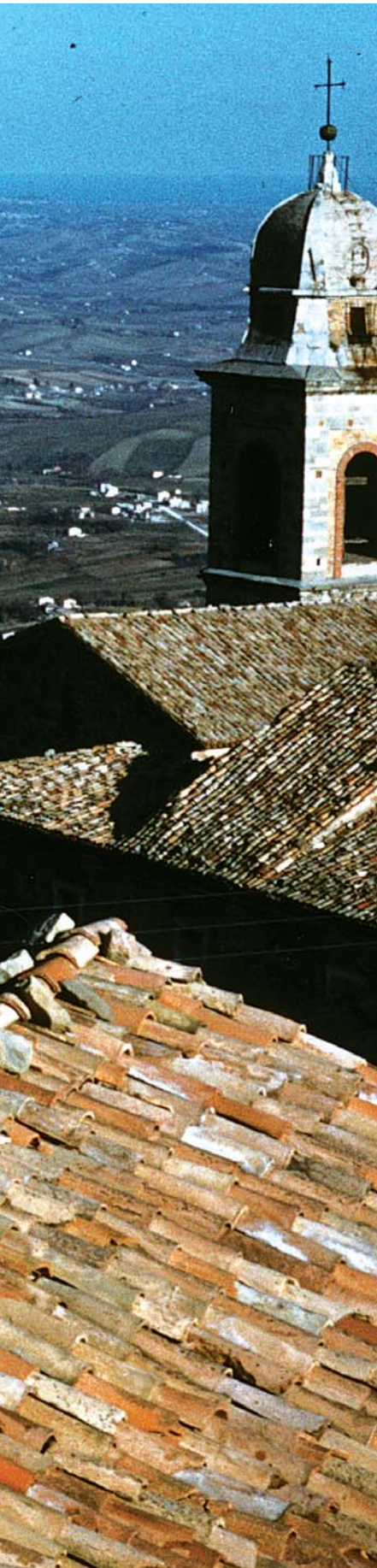
Roberto Benzi

The Marches, rich of beautiful landscapes, are also a region which form strong and noble characters, that are reflected in a healthy, strong working culture. It is not a chance that there is a firm every nine inhabitants, and that the main economic culture is that of making and creating. All the macro economic activities are well represented in the economy of Marches that is formed, above all, by small and medium firms that are very productive and very specialized, placed in all their territory, but concentrated along the coast-line and in the valleys. There are several industrial areas in the Marches and the most important are: the shoe factories, in many councils in the provinces of Macerata and Fermo, the leather goods and the arm-chairs in Tolentino, the furnitures and the mechanics in the area of Pesaro, the mechanics of stamps and the wine-producing factories in Jesi, the navigation in Fano and Ancona, the electrical household appliances and the paper in Fabriano and, in conclusion, tourism; more and more important thanks to the several seashores and artistic resorts, organizing more and more important events, that attract a lot of tourists, both from Italy and Europe. The present economic situation really tests their capacity. Some numbers prove it. According to the items of the Union of Chambers elaborated by the Services Company of the South of Marches, in the second quarter of this year, 62 artisan firms have made a declaration of insolvency only in the province of Macerata. 33 failures have been registered, more than the same period in 2008. And in all the Marches 350 artisan firms disappeared in a year, with the loss of more than 1000 jobs, of the 52000 living firms, that have about 150 thousand workers, and produce 19% of the regional added value. No field of the manufacturing area has been able to avoid the crisis; in the Marches these firms provide 46% of the gross inner product. For every area there are less firms: buildings 128, mechanics 111, clothing industries 89, furnitures 85, footwear industry 65 and trade 34.... The tendency on the fall strikes more strongly the little and medium enterprises, which feel the effects of the reduction, both in home consumptions and in exports; the difficulty to obtain credit from banks plays a very

important role. 97% of the Italian businesses, about five million, is of little and medium dimension, and almost 95% has less than 9 employees. They produce respectively 73,8% of the value added of the total quantity of the manufacturing industries, and 83% of the value added of the firms belonging to private activities: almost 90% of the richness of the country. They are the chief support of Italian economy and, even if they work and produce softly, and even if advertising does not deal in their businesses and trades, they are really a mine of new ideas, workrooms for creativeness and design; they experiment and study new ways of output and sale, braving all crisis. According to them, crisis means incentives to make them turn difficulties in success. They perfectly know that crisis are defeated, if there is an union and a creation of new strategies of innovation and development. A lot of businesses are already trying to experiment new channel, through integration of competence and capacities. Businesses produce in networks and partnerships, also through acquisitions and new models of organizing development, which up today have not been very used by all those who acted individually. They are able to bear great adaptations, which often big companies can not stand for. Flexibility is very strong in all those who become united, joining together: they perfectly know competitors, costs, trades and technologies. They leave for Europe, China, Russia and America, where they become part of the local reality: in fact selling a product and making technical assistance is no more enough to go on; they need to create a



EUROPEAN REGION: S AND THE AFTER-CRISIS



very strong tie with the local reality, where they want to compete. Even defending the registered trade-mark "Made in Italy" means to protect above all those firms which are of little and medium dimension, in the challenges of market all over the world. Anyway, if there is not the growth in foreign market, the transparence, the correct information and the ability of marking out do not suffice, although sanctions for false information of the registered trade-mark are rough. The fact of being and desiring to be leaders all over the world means to rule in many contexts: of development of those districts, which, making up a whole, are getting bigger and bigger; of great success on the international market; of scientific research and of technological, world-wide innovation. As far as industrial context is concerned, the Marches need to rise and to be uplifted in the world. Internationalization in these cases is absolutely necessary. When you are at the top, you have to compete and to make a comparison, at a very high level; services have to be shared out among the businesses in the region, among a technological and formative culture, being up to a very high standard; besides infrastructures have to work with the enterprises, adopting also methods of minor importance, which can be useful too, and so on... The Marches can still grow in several sectors, linked to that economic development which shows the way to undertake. You can think about the development of those services concerning the support for manufacturing enterprises, as business consultants, informatic and engineering services, marketing and market researches. All those elements, for example, would be able to increase the manufacturing output, in which the Marches have a very strong tradition, also adopting strategies of radical industrial changes. According to Aida data (local public administration), all the innovative services of 1400 enterprises represent only 1,55% of the total amount billed by all the businesses of the Marches (67,2 billion), that is to say little more 1 billion. The innovative services represent just 5,46% of the total amount of the limited companies. An other subject which needs priority is the study of infrastructural networks, including private and public means of transport: they have to be efficient and fast, and they have to respect the environment and the territory,

of course. Trade goods, context where these goods are produced, transports: all these elements have to get better and better. When there is development, there is also a strong activity in organizing trading ports, airports and collective services. Also the typical products of the Marches have to be more exploited and to make more valuable. Exhibitions and feasts do not suffice for an international dimension. All the services offered, concerning the above-mentioned products, have to be ameliorated in quality, because quality in life is getting very important and valued, and because quality plays a crucial role in defeating competing firms. Typical products are effectively getting more and more important in agriculture, in agroindustry and in agro-food industry; in our society this success has to be managed: this means that it has not to be suffered. Tourists, guests, chance travellers appreciate the culture of the Marches, that is to say the relationship with the environment, the parks, the agriculture of quality, the good wine and food, the cultural tourism and the art one. Conditions and requirements in order to make a structuring organization. The contracting class of the Marches knows that the right utilisation of the local wealth can support the process of modernizing and developing the co-operation with the foreign market. In order to make this, this contracting class has also to be rightly represented in a society which continuously changes. The little enterprises have to become also industrial partners of bigger enterprises, and not suppliers to eliminate at the earliest opportunity. On the other hand the industrial sector of tertiary still works, but only in part, in the so-called developing countries. The enterprises, which are considered big, are not big just thanks to the supports of tax-payers when there are some problems, but they often are big thanks to the collaboration of the little enterprises, which work in their same structure. So a co-ordination is necessary, in order to continue this collaboration and, at the same time, to allow the respect of each role. Policy has the duty to stimulate and co-ordinate outside work, while the enterprises have to run the risk of investments in a context of rules and of regulative stability. All the laws of this Government, also those recently passed, favour, support and boost development, exchanges, efforts and

actions of the enterprises. Just think about the measures of the funds which have the purpose to safeguard the enterprises, and just consider also the fact that the contracts of area and the accords of program have been adopted. Our Government also wants to make other laws pass: these laws are reason for increasing the spur of profits and for decreasing the quantity of tax regulations. Besides these laws contribute to the fact that the enterprises of little and medium dimension begin to operate also in an international context; moreover these laws make more important research and innovation (effective and concrete instruments of real development). The Marches have to get this purpose real and to reach this goal, always respecting all the peculiarities which characterize their territory. The economic system has to be able to recognize merits, and, at the same time, it has to be free from that protectionism, which could become detrimental; the economic system has to create also a policy, which can generate the social conditions of growth and development for every citizen. The so-called " parasitical élites ", as Brunetta says, unfortunately have always played an important role in our society; there are some people belonging to the managerial stuff, not only of big enterprises, but also of universities, burocracy and industries of shows and performances, who live protected and assisted in every way. When these people understand and perceive that they could lose their privileges, they begin to attack who wants reforms in order to modernize and to develop the real social mobility. Moreover these people want to keep their privileges and all the advantages generated by this same condition; they do not want to go on, but they want to come back to the past. Their interventions concerning the ethical aspect of society and the creation of development, following just these ethics, are only pretexts; the mass-media which share this kind of ideas, often belonging to the above-mentioned élites, point out these interventions, but the real " ethics " are those adopted and carried out by little and medium enterprises, which continue to operate, silently suffering, because of the crisis provoked by other people. These little and medium enterprises create the richness of the country and they should be more considered.

— Editorial ART (ONCE AGAIN) FORBIDDEN

The Tate Modern has caused us damage, stopping us for censorship reasons, to admire Richard Prince's work that portraits (an underage) Brooke Shields? No way. The first reason being that we can live without it (it seems to us that our private life has not changed in the least), and also because we have already seen everything on the internet (the web does not worry about a curators pruderie).

They will of course say that it is correct censoring, and that the forbidden Jeff Koons, who is forbidden to the underage, has given new moral dignity to the "Pop Life: Art In A Material World" collection. Such things have to be left out. It seems, that no one has looked for what is incongruous in other fields: for instance that obscene behaviour seen everywhere, on TV, on the streets, saloon style fights on media living rooms and what not. What is really that we are not allowed to see?

The pleasure of the vector, that leads each person's feelings, is by now overflowing in respect of classic standards of good taste.

We would find it difficult to trace back to the origin of that fracture, that rip with the Gods that told us, a long time ago; what Beauty was and how it should have been shown, although it should be exactly this what we should have discussed, and we might find out that what is really obscene is found in contemporary art supported by marketing and blown out of proportion by off the market selling rates. Why can not we get rid of that? Those works of art, that are blatantly imposed by a few art dealers and are not worth anything at all?

Nowadays the concept of what is real and the truth are not often used (in that immoral current), therefore censorship can cancel each other out, and it is not very useful. Thing is we went from putting a gag on Michelangelo and Bacon, and imposed it on Koons.

When will we be able to go back to Beauty? The Tate is not helping us, with these strange strategies of market. We might get support from this global economic crisis, that has cut shares and sent some artists home (rich by now), blessing forever this terribly confused era.

MUSEUMS, THE TIME OF A NEW AGE



The new Maxxi in Rome - particular

After the ending of patrons' time, they who patch up the accounts, all the museums in the world compete in exploiting themselves.

Museums want to become a business, and so they make more and more profit, thanks to guided visits to the bookshops, to the restaurants and coffee-houses, to merchandising and box-offices.

If they are big (only if they have at least 150 thousand visitors every year), they can try to give their concessions to some private societies, able to bear interest in the business; if they are little they must integrate themselves in "networks", with structures that attract more, otherwise they will be excluded from future market.

In Italy auction competition for the management of the "services of museums" have not been very competitive until today (it was enough to lift up the little bar of the royalties to pay to the State and the game was over), but fortunately most of the concessions are matured and you can plan the future. A research made by Roland Berger about the aspects of the increasing importance of the museums, asked by our Cultural Estate, says that every year in the sector of services an amount of money, which comprises from 40 to 50 millions, can be produced. In Italy the museums which work in this

right way are 32. But you could also cash as the Musée D'Orsay does. People charging for the ninth museum in the world, thanks to proceeds and visitors, have sent in tournée more than two hundred masterpieces; these are masterpieces of impressionists and post-impressionists, and of artists like Gauguin, Cézanne, Van Gogh, in Madrid, Usa, Tokio and Australia, in order to provide money for the repairs. Museums can be "exported" also thanks to operations as that adopted by the Louvre, which wants to open a "branch" in Abu Dhabi.

These transactions concern advanced marketing and they help to earn money and to create interest. This is the contrary of what has happened in Italy until today, the most beautiful Country in the world, but unable to keep open the Museum in Reggio Calabria, where, by the way, there are also the Bronzes of Riace. In the special classification of the more profitable and visited museums there are the Louvre at the first place (8,3 million visitors and 46 millions invoiced); the Centre Pompidou at the second place (5.5 and 22); the Tate Modern in London (5.2 and 56); the British Museum (4,8 and 20); the Metropolitan Museum in New York (4,5 and 123); the National Gallery in Washington (4,4 and 8), and then the Vatican Museums, The Natio-

nal Gallery in London, the above-mentioned Musée D'Orsay and the Prado. Italian museums have the twenty-first, twenty-sixth and the thirty-first place, with the Uffizi Gallery in Florence (1,6 million visitors and 18 millions invoiced), Doge's Palace in Venice (1,4 and 15), Academy Gallery in Florence (1,2 and 11). The troubles of Italian museums are also caused by their dimension and they need to earn, because of the total competition and because of the devastated public accounts.

They are small, often the exhibitions have not a permanent exposition at side, and the means of transport do not suffice, in order to encourage the tourists who want to arrive at the exhibition place. There is a lack of airports and hotels of high quality. So one can understand why the most visited exhibitions are in New York and in Tokio (the "Treasures of the Shoso-in" at Nara in Japan, has totaled 18 thousand visitors a day), Paris and Madrid, but not in Italy, where the top has been reached by the exhibition about Correggio in Parma, with 4 thousand tickets every day and 433 thousands in total. Not much, but not enough. This is the age of a change, and if one says more professionalism, one must also support, once more, the need of competing.

RETURN TO TRADITION?



Studio per ritratto di Innocenzo X (Francis Bacon)

The economic crack worked as a levelling out of the rich art market. The first semester of 2009 cleared the conviction that works of art were partially touched by the financial tsunami. Sotheby's had a 65% fall in sales, with two billions less than the previous year, Italian house holds had a 30% debacle and that general decrease touched prices from 10-15%.

A disaster that has somewhat had its positive effects, in the first place increase in sales and the hope that in a time evaluations have been drugged, the quality-price rapport ought to be once again balanced. That is, those unjustifiable amounts that until a short time ago were given for Hirst (whose Shark was bought for 12 million dollars), Warhol and Botero should now be more realistic. Or so it seems that there are no more Art freaks who would have gone over any limit, in order to have a status symbol. For the sake of owning.

Speculators also seem to have lived through their Golden Age and must crouch in the shade waiting for better times which are those where Modern and Contemporary Art will be back, if it will, and take over the "old" ones.

Antique Art has been rediscovered for a generally return to history and tradition, where contemporaries have stolen from and give little back. What there had been before them, as far as Beauty, still gives people emotions, even Sotheby's and Christie's customers.

Furthermore, expert's and museum's trend is that of a return to land. That is where Art really began, far from aseptic rooms in a finance company or an auction house where, throughout all these years, mercenary affairs have been consumed.

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