



Latin America & The Caribbean



APCO Latin America & The Caribbean

2024

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Introduction /

APSCO is a global advisory and advocacy firm helping clients navigate a complex world and create lasting impact.

We are the trusted and strategic advisers, consultants and creators to some of the world's leading corporations, foundations and governments—and to the bold leaders and organizations that can't afford to fail.

We thrive in outcomes-oriented partnerships, establishing collaborative goals and objectives.

We balance thoughtful strategy with nimble implementation to consistently improve and deliver for our clients.

These are the geopolitical considerations businesses in Latin America are facing as we enter Q3 of 2024:

1

Extreme weather events disrupt flow of resources in the region

Rising temperatures and the El Niño effect have accelerated and intensified extreme weather events in Latin America, contributing to the rise in diseases, increase of water shortages, and unpredictable temperature patterns.

Disruption of supply chains and agriculture production is occurring, as seen from Panama's and Mexico's droughts and Brazil's floods. The economic implications of disruptions to agriculture production will be more acute, particularly as Latin America's role in providing commodities becomes increasingly critical amidst global economic and political conflicts.

Countries in Latin America and the Caribbean are among the first to feel the ongoing effects of extreme climate change. Companies in the region should develop sector-specific adaptation strategies and prepare to manage their investments for the long term.

→
Transitory

2

Tougher enforcement of migration policies to impact flow of goods

Migration flows are expected to surge this summer due to extreme weather and political upheaval, prompting a stricter regional approach to enforcement. Leaders like Panama's President Mulino and the Dominican Republic's President Abinader are intensifying border security, while Mexico is tightening visa restrictions with allies such as Peru.

Despite intentions to increase regional collaboration, countries are focused on appeasing domestic constituents and regional stakeholders, leading to more regional barriers and a regression on free transit policies.

Toughening enforcement at borders may slow down the flow of goods and commodities. Companies should anticipate the impact on trade and remain vigilant about intra-regional relations, considering the effects of migration policies on movement of resources that may impact their sector.

→
Transitory

→
Enduring

3

Escalating diplomatic tensions requires differentiated approach to regional investment

Latin America's leaders, with unique approaches to similar region-wide challenges, are escalating regional and international tensions to build their legacies and fulfill campaign promises. Recent examples include Mexico and Ecuador's dispute at the International Criminal Court (ICC) over asylum rights, and Venezuela and Guyana's contention over the oil-rich Essequibo region.

As upcoming elections bring further leadership changes, there may be shifts in diplomatic relations as national leaders adjust to changing regional power dynamics.

Volatility among Latin America's diverse markets requires careful monitoring and recalibration by businesses active in the region. This is increasingly important as the region becomes a more important supplier of critical commodities to the West and to China, particularly at a time when instability and leadership changes abound.

→
Enduring

Our work in Latin America



Our core areas of Expertise and capability

The primary focus and capability of our teams are in financial, competitive, political and societal issues; championing our client's interests and permission to operate; and building reputations and strengthening their standing.

SERVICES

Advisory

- Market Entry
- Geo-Commerce & Risk
- Capital Markets
- Change & Transformation
- Climate & Biodiversity
- Competition and M&A
- Crisis, Issues & Litigation
- Research, Analytics & Measurement
- Social Impact & ESG

Reputation

- Executive and C-Suite Positioning
- Internal Culture & Engagement
- Reputation & Brand Management
- Integrated Media
- Corporate Communication
- Creative Strategy & Design

Advocacy

- Public Affairs & Government Relations
- Advocacy Campaigns
- Strategic Partnerships & Global Engagement

To untangle Latin America's complex environment, it is imperative to translate geopolitical insights into actionable business imperatives at the local level.

What we know

We are not only communication experts. We are a fusion of diverse viewpoints, experiences and talents that lived and breathed in over a dozen countries in Latin American and the Caribbean.

Our deep understanding of the region, rich network and multiculturalism allows us to deliver truly integrated work in Public Affairs, Corporate Communications and Issues Management.

What we offer

We help organizations navigate the complexities of Latin American markets by building reputations, brands, and relationships.

We offer public affairs and strategic communication services for those entering or looking to grow in the region as well as for Latin America-based organizations and leaders branching out elsewhere.

Leveraging the power of relationships



From Mexico City to Santiago, Latin America has spent the last two decades in political turmoil. Political instability, lack of regional unity, and diverse geographies, cultures, and populations bring an extra layer of complexity to an already challenging landscape requiring bespoke business market entry and public affairs strategies on a country-by-country basis.

– **Judit Arenas**
Executive Director, APCO

What & How

Stakeholders are at the core of all we do. We turn the insights that come from our deep stakeholder relationships into forward-looking, creative solutions that push boundaries.

Our clients, including large multinational companies, trade associations, governments, NGOs, and nonprofit organizations, select APCO to be their partner because of our proven ability to provide a new kind of thinking and take on the toughest, most complex communication and policy problems while executing at the global, regional and local levels.

Our in-country partners

APCO has continuously identified the best-in-market local partners across each country that understand local realities and perceptions and can more effectively reach those you need to influence.

As country political alliances shift and realign in the region, this flexibility allows us to ensure our clients always have the best networks and counsel to respond to their needs. And knowing that what goes on inside a country is very different from how it is interpreted externally, these partners are seamlessly integrated into a global team of issue experts, public affairs, and policy advocacy professionals drawn from APCO and our extended network.

If you need to...

Assess the market with a true Latin America lens

Get the lay of the land, understand and assess market cultures, issues, trends, challenges and opportunities.

Build meaningful connections

Engage with stakeholders to build a network, establish productive relationships and increase acceptance region-wide.

Establish credibility

Design and implement robust campaigns and pathways for better positioning amidst growing competition in the logistics and supply chain sector.

Raise visibility

Be at the right place at the right time with the right partner (speaking and media opportunities, collaborations, sponsorships etc.).

What are you grappling with?

Let's talk about how we can help you and your teams meet and solve for the challenges and opportunities ahead.

...we are the right partner

What sets APCO apart is the same thing that brings us together.

Delivering relevant insight, ideas and guidance is a baseline for what bold leaders and organizations need and expect from a valuable partner and advisor. Underpinning our ability to not just meet, but surpass, those expectations is deeply rooted in our culture—one that fosters vital connections, collaboration, confidence and common ground. It is the company in APCO, and it is that kind of partner that our clients find invaluable.

Connection

Clients and partners often tell us that the building of relationships and connections is an APCO superpower. This is in part due to our global mindset and local roots, International Advisory Council, and our ERG and Alumni communities, all of which contribute to a richly capable and connected culture that delivers for our clients.

Collaboration

Collaboration is one of those things that is easy to say (and everyone does), and yet hard to do. We believe in the diversity of thought and perspective, harnessing new tools, technology and personal interaction to work more closely together across functions, cultures and teams. Like pieces of a puzzle, the challenges of a complex world make more sense when we come together.

Confidence

In a complex world, confidence makes it possible to do what needs to be done, or what's never been done before when you can't afford to fail. Our clients take great confidence from our 40 years of experience and proven capability, and in our team's strength of character. They have the passion, wisdom, compass, and tenacity to see things through, above and beyond a brief.

Common Ground

Our clients need to serve the interests of stakeholders and shareholders alike, and both the organizations they serve and the societies in which they operate. We believe in bringing divergent forces and objectives together with a shared sense of purpose and outcome—to find common ground and build coalitions that advance client objectives and propel progress.

Our People /
Team Introductions



Rodrigo Aguilar Benignos
Government Relations



Judit Arenas
Strategy & Market Connectivity



Jonathan Ávila
South American Public Affairs



Thalia Baeza Milan
New Business



Gabriel Barrientos
Multilateral Organizations & Partnerships



Martha Delgado
Regional Government Affairs, Mexico



Diego de León Segovia
Government Affairs & Mexico



Liliana Diaz
Climate, Biodiversity & Energy Expert



Luis Enrique Fernández
Content Strategy & Hispanic Diaspora

Our People /
Team Introductions



Caroline Gibin Ribeiro
Industry Relations & Brazil



Fernanda Lopez Tolsa
EU-LatAm Relations, Public Affairs



Federico Quinzaños
Tourism & Creative Strategy



Melissa Rincon
Media Relations & Colombia



Bruna Paiva Oliveira
Regional Relations & Dynamics



David Sánchez Carmona
AI, Technology and Research Strategy



Camille Villafaña
Industry Relations & Puerto Rico



Nathalie Wendt
EU-Latin America Relations

Our Network of Advisors

ADVISORS

We are supported by a group of high-level advisors to ensure we keep our finger on the pulse of the issues, check and challenge our assumptions, and drive us to be more creative and envelope-pushing. We engage with them in periodic workshops, as well as more regularly (and perhaps less formally) in the early months when we work through the strategy. They will be available as we need them.

We will also draw on insights from our International Advisory Council that brings together more than 100 recognized leaders, including: former elected politicians; leaders of business and industry; academics at leading universities; world-class journalists and editors; NGO and nonprofit pioneers; and policy experts. They don't just share insights and identify potential opportunities, but they also review and shape the tactical dimensions of our strategic approach and identify potential challenges along the way, so we are able to proactively address them.



Juan Manuel Galán

*Former Member of the
Colombian Senate*



Jaime Sierra

*Former Secretary of
Trade & Industry and
Finance of Mexico*



Lisa Hanna

*Member of the Parliament
of Jamaica, UNDP
Goodwill Ambassador*



Andres Rozental

*Former Deputy Foreign
Minister of Mexico*



Julie Katzman

*Former Executive Vice-
President, IADB*



Earl Anthony Wayne

*Former U.S. Ambassador to
Mexico and Argentina*



Bruno Newman

*Founder of Zimat
Consultores*

Examples of where we're making an impact.

Our clients include a mix of organizations that operate in Latin America and the Caribbean looking to grow in their local markets and expand into the global business arena, as well as global clients looking to enter the region. There is also a growing section of our work for clients that targets the Hispanic-American diaspora worldwide.



Our values inform success.

At APCO, our commitment to one another and our clients is embodied in our values, which we live and breath everyday. We celebrate new ideas, welcome diverse viewpoints and push ourselves to think and behave differently, and we believe our work and relationships are better for it.



Boldness

Push boundaries and produce better ideas to solve the really challenging problems of our time.



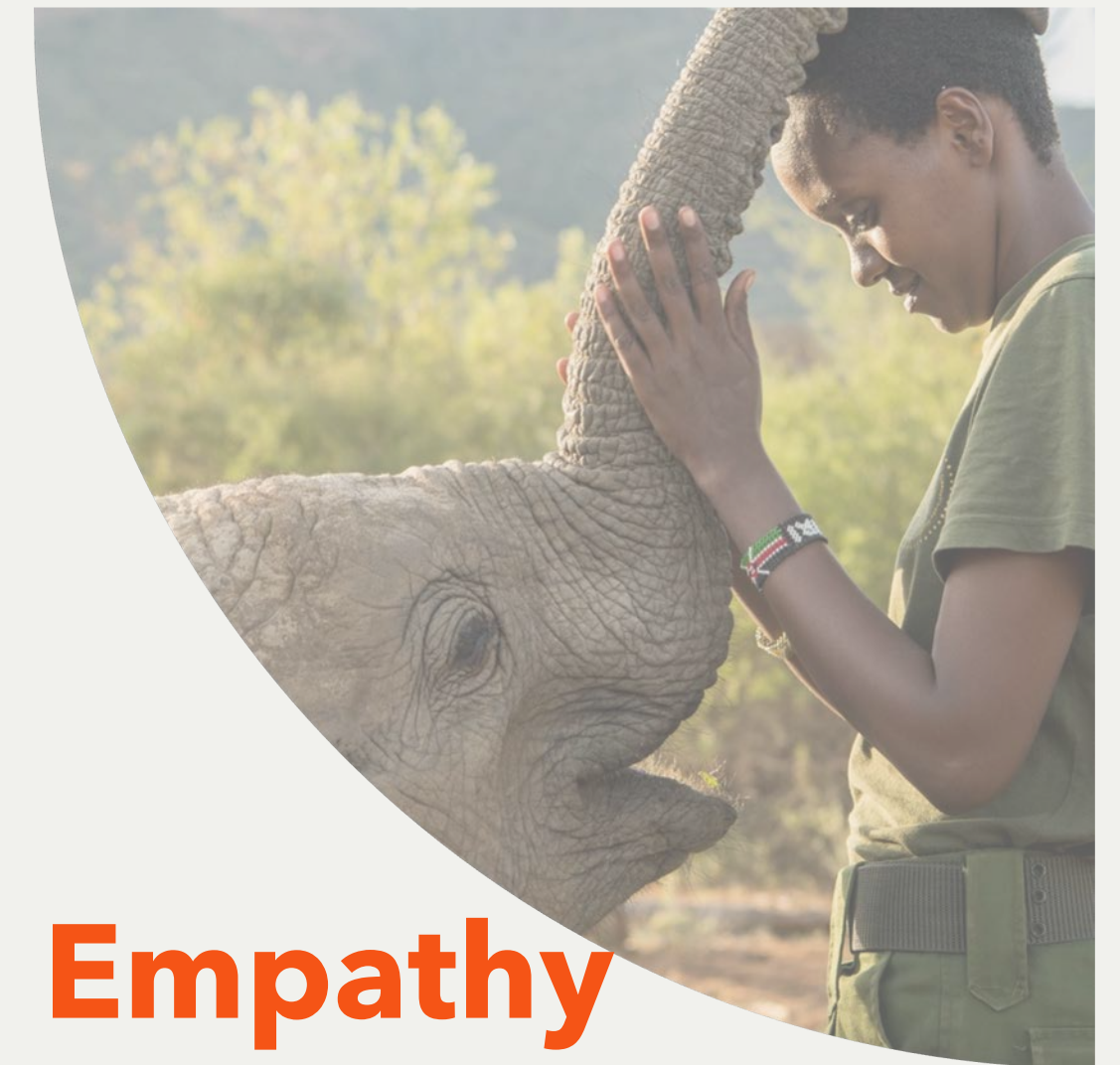
Inclusivity

Champion the diversity of people, embracing their thoughts and experiences.



Curiosity

Invest in learning and improving all that we do, ensuring we stay on the cutting edge.



Empathy

Understand the perspectives of clients, colleagues and stakeholders to better meet their needs.

Recognitions



As the worlds of politics, business, and civil society have intersected in ever more controversial and confusing ways, APCO's unique ability to help clients see around corners has become more valuable in the policy arena and beyond, in areas ranging from investor relations to CSR.

– **Paul Holmes**

Founder & Chair of PRovoke Media



Recent Corporate Awards:

Forbes

World's Best Management Consulting Firm (2022, 2023)

Newsweek

America's Greatest Workplaces for Diversity (2024)

CFI.co

Best Corporate Communication Advisory UK (2023)

PRCA MENA

Highly Commended, Large Consultancy of the Year (2023)

PRovoke Media

Best Places to Work - Asia, EMEA & NA (2022)



Recent Project Awards:

Napolitan Victory Awards for Global Democracy 2023

Project: Afghan Girls Robotics Team

ICCO Global Award 2023

Project: The Pathway to Net Zero for the International Copper Association)

MEPRA Best Sustainability, Social Responsibility or ESG Campaign 2022

Project: Umniah

PRWeek Asia-Pacific Bronze Award 2023

Project: Telling New India's Story at Expo 2020 Dubai

From healthcare to tourism, from sustainability to sports, **our Latin America team works with *pasión***. We believe in **Latin America's potential**, and we will go the extra mile to ensure our clients do too.

We speak our clients' languages, both formally and figuratively. Our **extensive network** in the region provides the extra dose of credibility and intelligence towards solutions that are just right.



building
un/common
ground

Say hello,
hola, olá!

Please Contact:
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apcworldwide.com