Global competitiveness challenges

Presentation V Co-operative Summit of the Americas
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Challenging times

**Trade**
- Multiple agreements
- Heterogeneous impacts on industry and sectors
- Coordination issues

**Marco trends**
- Great deleveraging

**Globalization**
- Continues, but at an uncertain pace
Impacts on business/cooperatives

Trade agreements/Globalization

— Lower tariffs/lower costs
— Increased competition
— Structural changes (consumption, production, labor)

Differential impact on main actors

— Governments: Strategic focus on long-term (inherently short term)
— Private sector: R&D investment in products/processes, forge strategic alliances (while competing)
— Civil society: Voice & influence in decisions (balance st vs. lt)
What is ‘change readiness’?

The capability to prepare for, manage, and respond to a wide range of change drivers, and proactively cultivate the resulting opportunities.

- Government
- Private and public enterprise
- People & civil society
Key findings and highlights

CRI 2017 vs GDP per capita

- Switzerland
- Sweden
- Qatar
- Saudi Arabia
- Malaysia
- Chile
- Indonesia
- Bhutan
- Cameroon
- Myanmar
- Venezuela
- Kenya

Log of GDP per capita, PPP, US$ 2017
Latin American & Caribbean vs. G7

Innovation, research and development (R&D)

Safety nets

Business environment

Financial Sector

Transport & utilities infrastructure

Rule of Law

Govt strategic planning and horizon scanning

Environment Sustainability

Food and energy security

Human Capital

Entrepreneurship

Civil Society

G7

Latin American & Caribbean (LAC)
Change readiness index

Enterprise Pillar

Labour Markets
Economic Diversification
Innovation, research and development (R&D)
Financial Sector 2017
Transport & utilities infrastructure
Enterprise Sustainability
Technology Infrastructure

G7
Gap
China
Gap

China • LATAM • G7
Change readiness index (continued)

Civil Society Pillar

Human Capital  Entrepreneurship  Civil Society  Technology use  Access to information  Health

China  LATAM  G7
Change readiness index (continued)

Public Sector Pillar

Macroeconomic framework
Public Admin. nd state business relations
Regulation
Fiscal and Budgeting
Govt strategic planning and horizon scanning
Food and energy security

China  LATAM  G7
Lessons for Cooperatives and Globalization

Deploy technology to lower costs

Use branding/marketing to differentiate product in global markets: Fair Trade, Organic, ISO

Diversify sales in/outside regional markets

Use partnerships to expand market access

Pillars of Competitiveness
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