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REBOOTING & THE NEW ECONOMY

Abstract: Many countries have already moved into a post-industrial society, but they are still founded on the old capitalistic system, that was developed for the former, industrial, era. Capitalism is supposed to lead automatically towards an optimal allocation of resources and products. The capitalistic system has indeed led toward impressive economic growth, but has created immense environmental and societal threats. There is still time to adjust the capitalistic system to deal with a broader multi-objective function. This can be achieved only by a major transformation, a paradigm shift that we refer to as a "reboot" process. For that purpose a new "dashboard", based on new accounting tools and a new set of indices need to be developed, and decision makers need to be re-trained. The reboot process will bring about to real economic; social, environmental and humane prosperity, and will lead to drastic changes in almost any aspect of our way of life.

Key words: *Capitalism, Prosperity, Reboot, Triple Bottom, Bhutan Happiness index, Well-being Indicators, Economic social environmental consciousness.*

INTRODUCTION

In the famous children's book "The Little Prince", St Exupery [1] describes the journeys of a little prince who visits the neighboring planets. In one of his visits he meets the "Lantern Lighter", whose role on that planet is to lite the gas lamp on the only lamp post at sunset, and to turn it off at sunrise. When the book was written, 70 years ago, some cities around the worlds still used gas or oil lamps, rather than electricity, to light the streets at night. The interesting lesson in this story stems from the complaint of the lantern lighter: his planet is revolving faster and faster, and now there is a sunset and a sunrise every two minutes. He did not get new instructions and although there is only one lamp post on the planet, the poor worker is collapsing…

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The story is a simple reminder of the fast and accelerating technological developments of the world, and of the need to change the rules of the game. Until the beginning of the industrial revolution some 200 years ago, most people still lived more or less at the same lifestyle as their parents and grandparents. Since then the world has changed: most countries have become industrial.

Each major technological wave, comes with a new philosophy that guides our society and economy [8]. The industrial revolution was no exception. It triggered a drastic change in the underlying economic and social philosophy: the development of Capitalism (as well as Socialism).

The last four or five decades, were probably the most amazing in human history. Over this period we have experienced a transformation from an industrial society into post-industrial societies. We saw unprecedented developments in computers, IT, communication, space, medicine, agriculture, etc. Yet our economies are still run by the old capitalistic system, and economic success has been escorted by creation of major risks that threaten the long term sustainability of mankind on planet Earth, as will be discussed below.

Due to the speed of this change process we have not yet adjusted the philosophy underlying our economic system to the new needs of this new world. It is inevitable that the rules of the game and the underlying philosophy must and will soon change again. This is an essential transformation, a paradigm shift, that we call "reboot". When our computer stops working we first restart it ("reboot") by going back to a safe point or by replacing the operation system. The reboot of the entire economic framework will cause drastic changes in all fields of the new economy: new raw materials and energy sources, new products and production lines, new approaches to health and nutrition, new employment and pension models, a new monetary system, and a renewed face to our democracy and public management, using crowd sourcing wisdom and the involvement of individuals in the decision making.

The need to adjust and revise the system is not merely "a nice to have" thing. It is essential for the smooth operation of our society and economy, and in order to counter measure severe threats to our wellbeing, lest speaking about survival, that came with capitalism.

In this article we shall briefly discuss the serious threats that arise from the use of inappropriate social and economic policy, and show that they may at the extreme, and within a fairly short period, lead to the annihilation of mankind from Earth. We shall then analyze the flaws of the current capitalistic system and how it can be extended and adjusted in order to fit the needs of the post-industrial society, and in order to enable mankind to prosper on planet Earth.

1. RISKS AND THREATS

During one of my lectures in a risk management class, about 15 years ago, a student asked me whether a method for identifying the risk of an organization is applicable also for the analysis of the world's risks. We tried the approach in an attempt to answer her question. At that point, the apple fell on my head! I suddenly

realized that the major risks of humanity lie mainly in the environmental and societal arenas, rather than merely in the economic arena.

While leading towards material prosperity, the capitalistic system has generated immense risks and threats. Due to certain deficiencies of the model that are discussed later on, the capitalistic system led to only partial optimization and left most of the non-economic issues untreated. Although large groups have improved their material standard of living (in comparison to countries that collapsed after exercising extreme socialistic/ communist systems) we still evidence the extreme polarization between a small group of people that control most of the income and wealth, where the majority can hardly buy the products they manufacture. Extreme capitalism had left behind certain groups that suffer from severe social injustice. The system has created economic instability, brought the monetary crises, the collapse of the pension systems, the collapse of bond markets and capital markets. At the same time we neglected also the ecosystem and the environment. We can't live without it. Try living for a week without water or food…

Capitalism had indeed led to substantial material growth of the world. However, this material growth is escorted with major damages and threats to society, the ecosystem, and to the environment. The traditional rules that have served the industrial world are inapplicable for the new post industrial economy. The old model no longer fits the personal, business and public needs, and it only augments the threats.

Let us examine some of the environmental threats. They should be treated as major economic challenges. Most people identify environmental risks with climate change and global warming. These are severe and drastic economic challenges [7], however, the other environmental threats are probably even more significant. We refer to the fast disappearance of species, the damage to complex, yet delicate, food chains and to the rapid loss of bio-diversity. The latter means lost flexibility and resilience. It is probably the greatest of all. So critical is biodiversity, that the United Nations declared 2011 to 2020 the Decade of Diversity. A less diversified environment is equivalent to holding an undiversified financial portfolio. But when we talk about the effects on a global level – this has an awesome, negative impact!

For example: Most of the world's production of the major crops comes from just a small number of varieties (in comparison to the tens of thousands of varieties that were grown until just a few decades ago). It is just a matter of time until certain virus, fungi or bacteria that feed mainly on these varieties will develop. A realization of such risks can be demonstrated with the case of the Irish Potato Blight of 1846. Reliance on just two potato varieties, both vulnerable to the blight, resulted in the deaths of one million people and emigration of another million from Ireland.

The world is a complex system with essential interaction and balance between the various species. Imagine, for example a world where one species, say the Baobab tree from St Exupery's tale [1], takes over and begins to dominate the world. It destroys all other species around it: viruses, bacteria, fungi, plants, insects and animals. The only survivors are those that the baobab feeds on, or those that feed on the baobab trees (i. e., its enemies). After a while the baobab may disappear since it annihilated those that serve it, or it risks annihilation from its remaining enemies.

Human society is in a fairly similar situation. During the last 4 decades alone it doubled, and by now our planet is getting quite crowded with human beings, while other creatures are rapidly being destroyed. Like the baobab trees in the above example, mankind cannot survive without its supporting environment that is built of complex food chains, and cannot survive without resources that get depleted at a fast rate. Therefore, the accelerating damages that we cause to the ecosystem may bring about the annihilation of mankind itself, unless urgent and drastic preventive and corrective actions are taken.

Many of the change processes on our planet are roughly exponential, i. e., they are based on roughly constant rates of change (growth or decline), which create accelerated absolute levels of the measured phenomena. It takes a while before the change becomes noticeable. But at a mature stage, the absolute rate of change "snowballs" and tends to be fast and dramatic. This effect is made clear by the example of fast growing bacteria in a Petri dish. The first doublings are not problematic because the dish can accommodate much more bacterial capacity. However, just before the final doubling – the one that will hit "full" capacity – the dish is only half full, and 3 doublings earlier, it was only 3% full. And during some 30–40 periods before that it was practically unseen… Many social, economic and environmental processes around us are accelerating, even though they are not always exactly exponential. However, many of these processes have only recently reached outstanding absolute levels.

For example world population; for millennia, human population was very small. Around 1800, the world's population crossed, for the first time, the 1 billion level. In 1970 we already had 3.5 Billion, and by now has doubled. In other words, the net addition during only four decades is more than 3.5 billion! (The net change during the entire 20th century was 4.5 billion people!). World population is expected to continue its growth, although the process is expected to reach saturation around 2050, at a level of 9–10 billion people [10].

We are in the midst of a fast urbanization process [11]. During the last four decades world population doubled, but urban population tripled. In 2007, for the first time, global statistics showed that more than half of us lived in urban areas. Some of the cities turned into Mega-polis, each having more than 10 million inhabitants. Our giant mega cities make city-dwellers the most vulnerable of species. They fully depend on outside supply of energy, water, food, communication and transportation as well as other products and services. Imagine if there were no electricity for an entire day in the city where you live – now stretch that to living without electricity for an entire week: No food, water, transportation, communication, refrigeration, computers, banks, elevators, internet– a real catastrophe. Not pretty!

The population growth is followed by even a faster increase of consumption, as well as drastic changes in the composition of consumption, which is based now on industrial products. The current average consumption of natural services of 44 kg per capita (mostly energy) is by far higher than that of the old days (1 kg). In other words, the current consumption of the 7 billion people is roughly equivalent to that of 300 billion people in 1900! This growth has put immense pressure on natu-

ral resources. We are depleting all our resources at a tremendous rate. We burn oil like there is no tomorrow. 200 years ago, most people did not have oil, and did not know what to do with it, except for using it to grease their wooden wagon wheels. Within the short span of 150 years, we are close to depleting all of Earth's oil reserves. We consume raw material at an immense rate. At the same time we created unprecedented levels of air, land and water pollution that threaten the balance of the entire ecosystem. The threats on our environment are huge. Glaciers are melting, fresh water is disappearing and getting polluted. Air pollution. Waste accumulation. Arable land is washed away because of deforestation and poor care of top soil. In the past four decades we've destroyed 80% of all ocean fisheries. Microorganisms in the oceans that supply half the Earth's oxygen, are in critical danger. We have destroyed 30% of all plant and animal species, and substantially damaged delicate food chains, and the entire eco-system [6].

With the combination of all these roughly exponential processes, we are nearing to a "perfect storm". We are reaching the Petri Dish limits and if we do not do anything … well, you do the math. It is pretty simple. This is the "story of stuff" threat [2].

The resulting threats to our existence as a human society have reached a substantial level. Due the exponential nature of many processes the crisis could develop within a very short period, and may spur the destruction of mankind. The rich people and those holding advanced technologies believe that this will enable them to survive even in a tough world. I think this way of thinking is mistaken; they will probably be the first to suffer in a crisis, since their world depends on most complex systems based on computers, communication, electricity and transportation that may collapse first. The poor people who can survive with little food, poor water supply and a low standard of living are probably those who have a much higher chance to survive major crises.

Research [12] has shown that the average person living in the developed world use ecosystem services that are 3–5 times larger than their share in the available biocapacity. If every person on Earth lived at the same style, we would need 3–5 planets like Earth to sustain us. But alas, unlike a family that can finance living temporarily beyond its means by borrowing or selling some assets, this approach cannot be done at a global level. Unfortunately we know no nearby planet that can offer help…

The harshest of all the truths is that regardless of what we humans do to the planet, Earth will survive. We, on the other hand, *may get booted out from the game by Mother Earth*. We are playing the game of our lives! Do you hear any alarms ringing? Somebody may find our remains in an archaeological dig many centuries from now and wonder:

"What were they thinking?"

"Didn't they realize they were doing this to themselves?"

"I hope we are not that short-sighted."

We shall see…

There is still time to prevent the crisis and change direction. The trouble is that people tend to cherish the status quo, and do not have incentive to change unless

they are forced to by a crisis. The Chinese (I think) proverb says that the best time to plant a tree was 20 years ago, and if you have missed that date, then the second best timing is *now!* Many actions we could have, should have taken twenty years ago. But how we got here and what we did or did not do no longer matter, except as lessons for the future. You do not drown by falling into the water. You drown by staying too long under the water. (Rev. Edwin L. Cole). All that matters is that we get out!

Years ago, over a conversation I had with the late Nobel Prize laureate, Prof. Milton Friedman, he objected to the introduction of environmental and societal considerations to business decisions, and summarized his position in a statement: "the purpose of business is business". If at all, he expected governments to take care of such issues. People often think that bringing environmental and social consideration into the business world will automatically increase expenses and decrease the profitability. This may be true mainly due to the continued use of inappropriate measurement of profitability, and the use of flawed indices. Many businesses often relate to those that support societal and environmental changes with suspicion and disrespect. They often use the derogatory name "tree huggers". But these are really the *tree planters* that will bring about a renewed prosperous economy, and a significant change that will save mankind from destruction.

While our economies grew and our material environment has flourished, we did not pay attention and neglected our ecosystem and the environment. We cannot live without it. What is the sense in keeping industries that destroy their (and our) environment? The damages that we cause to our environment at an accelerated rate could quickly bring the end of human society, unless we take immediate and urgent steps to prevent and counter measure these damaging processes.

People became accustomed to thinking that continued economic growth must be followed by increased pollution. However, as Prof. Von Weizsacker [13] showed it is possible to decouple economic growth from pollution. In other words, we can move from "poor and clean" economies to "rich and clean" economies without going through the "rich and dirty" stage. There are ways to change the materials and energy sources as well as the production and marketing processes in order to continue economic growth without depletion of resources and without increasing pollution levels.

Until recently, one of our leading paradigms was that our "Petri dish" was sparsely inhabited, large and empty, plentiful and seemingly endless. And then this exponential growth became explicit in our lives. Suddenly, our planet, is almost full. In a crowded environment, mutual inter-dependency among people is complex and great. And to govern such a crowded place, with all the inherent pressures, and still be attentive to the various individual and social needs and desires, requires a new kind of democracy – one that will make use the modern means of connection and communication.

In order to treat these problems, we must urgently shift the paradigm of how we see ourselves. What is the sense of doing business if we are destroying our environment? We have to change the ways we do business! We have to find ways to stop the destruction and reverse the damage of these trends.

At this point in my presentation you probably have one of three points of view:

1. The first is that you really don't see that a problem exists – maybe it is something invented by the weird tree huggers? By the media or by people who just want to take the food out of our mouths and money out of our pockets.
2. The second is that yes, you do see that there is a problem, but it is not *your* problem. It should be solved by governments, or NGOs, or maybe by Bill Gates and other billionaires who have ample idle money and time on their hands to spend.
3. And third, and I believe this is the most powerful, but frankly, also the most challenging, view: to recognize that this *is your* home, this is *your* legacy, this is *your* risk to manage and you commit to being part of the solution – *even if you don't yet know* what challenges and commitments you will face in your path.

2. CAPITALISM NEEDS TO BE REVISED AND EXTENDED

The industrial world economy relies on the capitalistic theory. Each player in the capitalistic market is supposed to strive for the maximization of her or his material wealth. This objective is translated into demand and supply functions for all resources, products and services, and the meeting of supply and demand function creates equilibrium prices where the quantities supplied equal the quantities demanded. This is the essence of the apparatus that is known as the "Invisible hand". The beauty of the system is that it is expected to automatically allocate all resources, products and services among all players, and this allocation is expected to be *optimal.*

Did the invisible hand bring us to an optimal solution? Capitalism had indeed led to substantial material growth of the world. However, this material growth brings with it major damages and threats to society, the ecosystem, and the environment. We witness the polarization between a small group of people that control most of the income and wealth, where the majority can hardly buy the products they manufacture. We see the fast depletion of resources, we experience the fast disappearance of plants and animals. The unprecedented growth of consumption, and the change in its composition, generated a massive pollution of the land, water and air.

There are a few reasons for these derogatory side effects of capitalism. The major reasons are:

1. The capitalistic system aims solely towards wealth maximization, and ignores other considerations. Therefore, societal, environmental, moral and other considerations are not participating in the price setting processes.
2. Traditional economic theory recognizes only three factors of production: land, capital and labor. All of these factors are finite. Capitalism has not recognized a fourth, new, factor: information, knowledge and data. This factor has no practical limit, it grows, and is easily transferrable from one place to another.
3. Other basic assumptions and pre-requisites for the smooth functioning of capitalism are violated. Capitalism reaches the optimal allocation only under the assumption of "perfect competition". This means that all players are assu-

med to be well informed and competitive, and small enough so that none of them can affect the price. Large economic entities and monopolies may behave differently and may distort the competitive price mechanisms.

4. The existence of so called "externalities" may cause major deviations from optimal conditions. Externality means that some players do not bear the full consequences of their activities. For example, a utility emitting polluting gases to the air does not pay for the health or property damages to the neighborhood, and for the possible climate change effects. Such players may cause a societal or environmental damage without taking the cost in their calculations.
5. Major players are not represented and do not take part in the price determination process. The most important absent party is "the common" – the properties that we commonly share, like air, water, forests, natural resources, landscape, cultural values, etc. Our "common property" is not properly represented in the game, it often has no real price (e. g., air) and is therefore regarded valueless. In other cases it is not properly priced (e. g., a forest being measured by the value of wood you can cut, land that being valued by the square meters you can build on it, while ignoring the landscape value, the services as a habitat for plants and animals etc.). This calls for misuse and abuse of the common, for over-utilization, and for the desire of many players to grab for themselves and privatize parts of the common (such as land, ores, water etc.).

We find that the "Invisible Hand" of the narrow view of capitalism is about to wipe us off the chessboard. We are at the beginning of the perfect storm and are paying very little attention to the alarm bells ringing all around us every day. We have to extend our view to a broad form of capitalism. The first step is to broaden the objective function. From my experience in the sport of target shooting I know that when we aim for a target, we hit close to it. The only assumed goal of traditional capitalism is an economic goal: material wealth maximization (for example, the maximization of the GDP per capita). It disregards other *values* that we like to combine in the objective function: for example, justice, education, health, the environment, ethics, cultural issues, etc. Under certain circumstances these values may be by far more important than material wealth, for both the individuals and the entire society (For example, it may be more important that large segments of the population will be employed, while one person will make less money, rather than the reverse situation).

The introduction of a multi-dimensional point of view has amazing effects on management of a firm or public organization. Perhaps this may be best understood by a person who saw the movie Avatar. In this movie the hero operates in a two dimensional, black and white space, and is transformed once in a while into an amazing multi-dimensional and colorful world.

One way is to adopt a combined index for "happiness", like the one used in the little kingdom of Bhutan. Another approach is to use the OECD list of Wellbeing Indicators [4] that includes a whole spectrum of indices reflecting education, legal system, health, housing, employment, economy, justice, etc. We think that the triple bottom approach (focusing only on economic, social and environmental), is

still too narrow, since it does not relate directly to the new production factor of the post industrial economy: knowledge and consciousness. Therefore, we suggest to create a dashboard relating to the four ESEC factors – i. e., the initials of Economic, Society, Environment, (Consumer) Consciousness. We have to find the way to use a multi – index system, or to find as a first approximation, the weights to be given to each objective, in order to get a single weighted "prosperity" index. We have to build quickly a "new economy"' that strives towards maximization of "prosperity" – that measures also social, humane and environmental and other issues, together with economic achievements, rather than merely the economic aspect.

The key to the entire reboot process lies in the accounting profession. At present accountants are entrenched in the traditional accounting tools that try to measure only economic profit. The accounting methods are the basis for tax calculation, for reporting to shareholders, and for determining the income of the executives and are, therefore, very difficult to change. It is clear that the traditional rules do not enable the measurement of the relevant profit. The reported profit often reflect the monopolistic power of a firm that got the right to produce certain natural resource (gas, oil, ores etc.), or stems from the exclusion of the externalities from the financial statements (e. g., a utility that reports profit, despite the fact that it may cause a substantial damage to public health due to the air pollution it creates). The development of the right indices to be used by all economic units has not yet been done. It is a complicated job to develop such indices, to measure them with uniform and exact definitions, to collect the relevant statistics, etc. Yet it is essential to devote much concerted effort in that direction, since broader and more comprehensive accounting reports are the key for the reboot process.

The "excellent" should never be the enemy of the "good". It is better to use an estimate of certain cost elements rather than assume that the cost is zero. Therefore, it is possible to start using approximations for the needed measures. This can be done by the use of general input/output statistics for the economy that could be used for estimating the overall life cycle cost of each product

The second key element of the reboot process is a renewed training to executives. The educational system at large does not prepare the people for the post-industrial era. The system typically emphasizes the IQ requirements, but people get only little emphasize on emotional intelligence (EQ), on the ability to innovate, on the need to co-operate etc. Moreover, people get very specialized education rather than study in a multi-disciplinary approach. The tower of Babel is not just a mythological story. Something similar is happening today…

My colleagues and I have developed a critical thinking technology in order to move us forward into a quantum leap of solving our shared, global problems. We sometimes need unconventional approaches and a fresh examination of things in order to reach novel solutions for the issues that vex us. We know the rules and tools to activate the process. But we typically lack the relevant knowhow and the information that the management of the particular firm has, so we cannot offer the solutions and these have to come from the firm's management. Therefore, we call the educational process a "reboot *laboratory*", rather than a "workshop". Typically, at

the end of such reboot labs, a new strategic plan emerges from the joint group effort. When working in an uncertain environment it is advisable to use consultation with other members of the group. We give "for benefit" services in an attempt to generate the new conversation in as many organizations as possible. Each individual and organization has to decide where it stands in the new economy. We expect the future to show that those who dare to be *game changers* are those who mostly benefit from the process. Those who think that they are too small to make a change, should better think about the effect that a single mosquito might have at night.

3. HOW CAN WE FINANCE THE CHANGE?

The Stern Report [7] estimated the economic implications of the climate change. The annual cost was estimated between 5–20% of the global GDP, and the cost of preventing it was estimated to be about 2% of global GDP. These are very large sums. With global GDP at a level of approximately $70 trillion, we need about $1.5 trillion annually.

During my long and happy career in the insurance industry, I have often used insurance instruments as *leverage* for handling challenges in what seemed to be unrelated topics. The insurance and pension system manages a portfolio of some $80 trillion, and has to recycle about $7 trillion annually. This portfolio is the only big source of long term investment in the world. So I soon approached the leaders of the industry and tried to convince them to channel part of these investments to long term "green" projects. These projects are beneficial for insurance portfolios, as insurers will be the main victims of the consequences of climate changes, although the way their profitability is being measured does not reflect these effects [12 b].

Leaders of the major world insurers decided to set up a committee to start working on a voluntary PSI treaty (Principles of Sustainable Insurance) and did this with the help of UNEP. The Rio de Janeiro in 1992, was the first time that a truly global conversation took place about what must be done concerning global climate change. It started with a simple pledge saying: "We pledge to help make the Earth a secure and hospitable home for present and future generations." Twenty years later, in June 2012, the UN RIO + 20 summit took place. I was a member of the Israeli delegation to the meetings and was invited to speak on the same week, at the International Insurance Society meeting that convened in another part of Rio de Janeiro, and we finally had the signatory ceremony of the PSI treaty.

There are countless things that we must do and that we must do quickly. It does not really matter what you do, just everyone do something and start doing it today. And it is clear that we are allowed to err.

The finite goal is to contribute *positively* to the environment. Leaving a positive impact requires more thinking, more effort, much creativity and innovation, and strong leadership! At an interim stage it is needed to stop the waste, and reduce our energy, water, mineral consumption (what is called Eco-Efficiency, Industrial Ecology, etc. This may give little more time to find better, and *effective*, solutions. Yes, none of us can do or fix everything that needs to be done or fixed, but we can

all do something. And I like to conclude with the three languages slogan: *Yes We Can* (English, French and Hebrew…)

CONCLUDING REMARKS

Many countries experienced the shift from industrial society into a post-industrial society. This transformation has to be escorted by a paradigm shift into a more developed philosophical framework than the traditional capitalistic concept. Capitalism, the fruit of the industrial revolution, is aimed toward a single goal: maximization of wealth. It did bring about a remarkable economic growth. However it disregarded social and environmental aspects that now threaten the survival of mankind.

In order to prevent a collapse of the entire existing system there is a need to "reboot" the system, and to adopt new concepts. The new concept must be a multi dimensional, multi-objective, function that will focus on the need to prosper by the most critical Economic, Social, Environment and Consciousness (ESEC) issues. In other words, the economy must serve a wider set of *values*, and strive for a weighted wellbeing and human welfare taget rather than merely serve the maximization of the players' material wealth. Since there is no way to manage things that are not being measured and recorded, the transformation to this enhanced capitalism depends on the ability to create new metrics and indices. This requires a drastic change, actually a revolution, in the accounting theory and its tools and practices.

The second crucial step is to change the goals and practices of the educational system. There is a need to re-train executives and also the future employees, to develop new skills, to adopt new ways of decision making, and to learn new ways to cope with the modern challenges. We have developed interim tools to start dealing with these reboot processes. It is better to start acting in the right direction rather than wait for the development of a perfect model.

The development of sophisticated IT and advanced means of communication that characterize the post-industrial era, create a great opportunity for developing a new form of democracy, where people can express their desires not only once in a while when they elect their representatives, but rather on a more continuous basis. People can contribute their talents and get more involved in a more continuous form in the way their communities, local governments and national governments are being run.

Finally, since the post-industrial era is characterized by high level of interdependence among people from all parts of the world, and since the economies are very highly linked, there should be some agreement concerning the use of the major world's natural resources (oceans, oil and certain minerals). In other words, we have to increase the weight given to global consideration, while still maintaining the local interests. This is said at a time that many groups around the world are developing separatist movements. So one of the challenges is the development of a new sort of Glocal culture.

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