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A Conversation on the MAPEA Matrix: Communication, Authority, Political Economy, and Algorithms

Fast Forward Signals · MAPEA · Episode 01 · English

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00:00:00.000 · Commentator 1 · RT-0001

Have you ever tried to look up a company, or maybe a government agency, and before you even click a single link on the search engine, an AI gives you this neat little paragraph right at the top of your screen?

00:00:11.060 · Commentator 2 · RT-0002

Oh yeah, like those instant summaries?

00:00:13.940 · Commentator 1 · RT-0003

Right. It just summarizes, you know, who they are, what they do, maybe even their recent controversies. You read it, you form this instant impression, and you just move on with your

00:00:21.620 · Commentator 2 · RT-0004

day. Which is incredibly convenient, but...

00:00:23.760 · Commentator 1 · RT-0005

But have you ever stopped to wonder who is actually controlling that narrative? Because I think you might assume it's the organization itself, right? Like they're carefully crafting this public image in some sleek boardroom.

00:00:37.520 · Commentator 2 · RT-0006

Yeah, that's the traditional assumption.

00:00:39.360 · Commentator 1 · RT-0007

But what if they have completely lost control? Like what if the official story doesn't even matter anymore?

00:00:44.440 · Commentator 2 · RT-0008

Well, it really doesn't in a lot of cases.

00:00:46.640 · Commentator 1 · RT-0009

Exactly. So welcome to the deep dive. Today we are stepping into this rapidly evolving, incredibly complex, and honestly somewhat unnerving reality. We're looking at the state of strategic communication in Latin America in the year 2026.

00:01:01.180 · Commentator 2 · RT-0010

It is a fascinating landscape to explore. I mean, it is completely unrecognizable from what it was even, say, five or ten years ago.

00:01:09.440 · Commentator 1 · RT-0011

Totally. And to help us navigate this, we're going through a comprehensive, and I'll be honest, a pretty dense white paper.

00:01:16.400 · Commentator 2 · RT-0012

It's definitely thorough.

00:01:17.820 · Commentator 1 · RT-0013

Yeah, very thorough. It's called The State of Strategic Communication in Latin America 2026: MAPEA Analytical Matrix, authored by Luis Martin. And I want to set the stakes right out of the gate for you listening. This isn't just a report about, you know, public relations.

00:01:31.980 · Commentator 2 · RT-0014

Right. It's not a marketing

00:01:32.820 · Commentator 1 · RT-0015

guide. No, not at all. It's not about how to write a better press release or get more likes on a corporate social media post. This is a step-by-step diagnostic journey through how society, technology, and trust all intersect.

00:01:47.080 · Commentator 2 · RT-0016

And really, it's about what happens when the old rules of communicating with the public completely break down.

00:01:52.380 · Commentator 1 · RT-0017

Yes, which is the exact right lens to bring to this

00:01:55.480 · Commentator 2 · RT-0018

material. Well, because if we just look at this as a shift in, like, marketing tactics, we miss the entire structural earthquake happening underneath.

00:02:03.020 · Commentator 1 · RT-0019

Right, we miss the big picture.

00:02:04.520 · Commentator 2 · RT-0020

Exactly. What the MAPEA Matrix does, and we will break down exactly what that acronym means shortly, but it forces us to look at visibility, legitimacy, and institutional survival as deeply intertwined concepts.

00:02:17.880 · Commentator 1 · RT-0021

They can't be separated anymore.

00:02:19.260 · Commentator 2 · RT-0022

No, they can't. It demands that we stop treating communication as some isolated, you know, auxiliary function, like the team you call in to put a positive spin on a decision the executives have already

00:02:29.420 · Commentator 1 · RT-0023

made. Right, the cleanup crew.

00:02:30.780 · Commentator 2 · RT-0024

Yeah, the cleanup crew. But in 2026, communication is a core strategic necessity, and it is entirely dictated by the harsh material realities of the region.

00:02:41.000 · Commentator 1 · RT-0025

So let's unpack where we are by figuring out how we got here. Because to understand this matrix, we really have to understand why the old way of communicating is practically obsolete.

00:02:49.840 · Commentator 2 · RT-0026

It's virtually useless today.

00:02:51.700 · Commentator 1 · RT-0027

Yeah. For decades, organizations operated on a very simple premise. It was a basic sender-receiver model.

00:02:58.480 · Commentator 2 · RT-0028

Very linear.

00:02:59.380 · Commentator 1 · RT-0029

Super linear. A company or a government agency, the sender would draft a message. They'd buy airtime on television or take out a full-page ad in a newspaper or just blast out a press release.

00:03:09.700 · Commentator 2 · RT-0030

And they'd push it out into the

00:03:11.000 · Commentator 1 · RT-0031

world. Right, and they just assumed the public, the receiver, would absorb it. It was broadcast communication. In its purest form, just a one-way street.

00:03:19.360 · Commentator 2 · RT-0032

But according to Luis Martin's research, that traditional strategy is actively failing across Latin America right now.

00:03:25.460 · Commentator 1 · RT-0033

And it isn't just inefficient, right? It's breaking down entirely. So why is that model suddenly so useless?

00:03:32.560 · Commentator 2 · RT-0034

Well, it's failing because it relies on a set of assumptions that are completely untethered from modern reality. Let's look at the plumbing of that old model. It assumes three very specific things.

00:03:44.740 · Commentator 1 · RT-0035

Okay, what's the first one?

00:03:45.520 · Commentator 2 · RT-0036

First, it assumes the sender, so the institution, the corporation, the government, possesses this automatic, unquestioned authority. It assumes people will listen simply because of the title on the letterhead.

00:03:57.400 · Commentator 1 · RT-0037

Like, We are the bank, therefore you trust us.

00:04:00.180 · Commentator 2 · RT-0038

Exactly. Second, it assumes the receiver is a homogenous, stable entity,

00:04:05.180 · Commentator 1 · RT-0039

meaning everyone is kind of the same.

00:04:07.080 · Commentator 2 · RT-0040

Right. It imagines an audience sitting comfortably in their living rooms with the economic stability and the time to calmly process these abstract messages exactly as the sender intended.

00:04:18.780 · Commentator 1 · RT-0041

Which is a huge leap.

00:04:19.580 · Commentator 2 · RT-0042

It is. And third, it assumes the channel between them is neutral. It assumes that television or the newspaper is just a dumb pipe delivering the message unaltered.

00:04:30.060 · Commentator 1 · RT-0043

And I'm guessing none of those three things are true anymore.

00:04:33.140 · Commentator 2 · RT-0044

Not a single one.

00:04:34.440 · Commentator 1 · RT-0045

Wow.

00:04:35.040 · Commentator 2 · RT-0046

The MAPEA analytical matrix dismantles all three of those assumptions. And MAPEA stands for the matrix of authority, political economy, and the algorithmic dimension.

00:04:45.240 · Commentator 1 · RT-0047

So it's an integrated framework.

00:04:47.040 · Commentator 2 · RT-0048

Yes. It says you can no longer separate the message from the economic reality of the person hearing it, and you certainly cannot separate it from the invisible algorithm that is deciding whether to deliver it in the first place. Right. When the very structures of a society are fragmented, a traditional mass media broadcast doesn't just fall flat. As we'll see, it can actually generate active, fierce resistance.

00:05:08.360 · Commentator 1 · RT-0049

Because it feels tone deaf.

00:05:09.700 · Commentator 2 · RT-0050

Exactly. If we connect this to the bigger picture, you just can't solve a structural trust deficit with a— With a better marketing campaign.

00:05:18.180 · Commentator 1 · RT-0051

Okay, let's unpack this with an analogy. Think about it like trying to navigate a sprawling modern megacity. You know, picture a contemporary realistic urban environment like modern-day São Paulo or Mexico City or Bogotá. But the only tool you have in your car is a paper map printed in 1995.

00:05:38.340 · Commentator 2 · RT-0052

You wouldn't get very far.

00:05:40.000 · Commentator 1 · RT-0053

No. If you try to use that map today, it's not just that you'll be a little slow. You will actively crash. The roads have literally changed. The tolls are different.

00:05:49.320 · Commentator 2 · RT-0054

Entire neighborhoods aren't on the

00:05:50.420 · Commentator 1 · RT-0055

map. Right. Entirely new massive urban centers have sprung up that aren't even drawn on your piece of paper. And half the highways you remember have been replaced by complex subterranean transit networks you don't even know exist.

00:06:01.500 · Commentator 2 · RT-0056

It's a completely different landscape.

00:06:03.060 · Commentator 1 · RT-0057

Exactly. That old map is actually worse than useless because it gives you a false sense of confidence. You think you know where you are going right up until you drive into a concrete wall.

00:06:12.440 · Commentator 2 · RT-0058

That's a perfect way to look at it. The MAPEA Matrix is essentially the updated, real-time GPS for this environment.

00:06:21.120 · Commentator 1 · RT-0059

A diagnostic tool.

00:06:22.380 · Commentator 2 · RT-0060

Yes. It tells you exactly where the traffic jams of public opinion are forming. It highlights where the new invisible algorithmic toll booths are located.

00:06:30.440 · Commentator 1 · RT-0061

I like that. Algorithmic toll booths.

00:06:32.092 · Commentator 2 · RT-0062

Yeah. And perhaps most importantly, it shows you which neighborhoods, meaning which massive demographics of people, are completely cut off from the main informational grid. It maps a highly complex, sober reality.

00:06:45.860 · Commentator 1 · RT-0063

I really want to dig into that reality because the first thing the matrix forces us to look at is the political economy. And honestly, when I was reading the data in this section of the report, it stopped me in my

00:06:56.380 · Commentator 2 · RT-0064

tracks. It is definitely the ultimate reality

00:06:58.600 · Commentator 1 · RT-0065

check. It really is. We cannot talk about how a message is received without talking about the material, physical, economic reality of the human being receiving it.

00:07:06.480 · Commentator 2 · RT-0066

Absolutely not.

00:07:07.120 · Commentator 1 · RT-0067

The paper lays out the hard data shaping Latin America right now, citing the Economic Commission for Latin America and the Caribbean, and it notes that regional monetary poverty sits at 25.5%, with extreme poverty at 9.8%.

00:07:21.760 · Commentator 2 · RT-0068

Those are significant numbers.

00:07:23.320 · Commentator 1 · RT-0069

They are. But there is one specific metric. That the report really hinges on, the metric that makes that old 1995 map completely obsolete, and that is the labor informality rate. It is sitting at a staggering 46.6 percent.

00:07:37.860 · Commentator 2 · RT-0070

Almost half the workforce.

00:07:39.240 · Commentator 1 · RT-0071

Almost half.

00:07:39.860 · Commentator 2 · RT-0072

And that 46.6 percent informality rate is the gravitational center of this entire dimension. We have to be very precise about what labor informality actually means,

00:07:48.700 · Commentator 1 · RT-0073

though. Because it's not just another word for

00:07:50.140 · Commentator 2 · RT-0074

poverty. No, it is not merely a synonym for poverty. Informality is a distinct structural condition. When we talk about informal workers, we are talking about human beings who operate entirely outside the formal circuits of employment.

00:08:03.680 · Commentator 1 · RT-0075

What does that look like practically?

00:08:05.160 · Commentator 2 · RT-0076

It means they do not have legally recognized contracts. They don't have employer-sponsored healthcare or paid sick leave or pension contributions.

00:08:13.780 · Commentator 1 · RT-0077

So there's zero safety net.

00:08:15.200 · Commentator 2 · RT-0078

Zero. They do not have predictable, guaranteed nine-to-five schedules, and crucially, their relationship with formal financial institutions like banks or governmental tax authorities is often incredibly fragile, sometimes episodic or completely non-existent.

00:08:31.280 · Commentator 1 · RT-0079

Okay, so we are talking about street vendors, gig economy workers, day laborers, unregistered domestic workers, people whose daily income is directly tied to their daily physical presence on the street.

00:08:44.720 · Commentator 2 · RT-0080

Exactly. And when you combine this massive structural informality with those poverty statistics you mentioned, you begin to see a profound, almost geological segmentation of audiences.

00:08:56.380 · Commentator 1 · RT-0081

Like two entirely different worlds living side by side.

00:08:59.100 · Commentator 2 · RT-0082

Precisely. Communication strategies do not operate in a vacuum. They operate within the boundaries of these deeply entrenched material constraints. If your survival depends on what you can earn in the next 12 hours, your capacity to process long-term, abstract institutional messaging is virtually zero.

00:09:14.840 · Commentator 1 · RT-0083

Right, because you're in survival mode.

00:09:16.280 · Commentator 2 · RT-0084

Yes. Your attention is entirely consumed by immediate material needs.

00:09:19.940 · Commentator 1 · RT-0085

And the paper points out that this segmentation gets even more severe when you apply a gender lens to it. Which is fascinating.

00:09:27.260 · Commentator 2 · RT-0086

It's a critical layer.

00:09:28.040 · Commentator 1 · RT-0087

Yeah. It highlights that female labor force participation is only 51.8% compared to 74.9% for men. But the real kicker here is the unpaid care work.

00:09:39.480 · Commentator 2 · RT-0088

That's the invisible weight.

00:09:40.940 · Commentator 1 · RT-0089

Completely. The report estimates that unpaid care work, like raising children, caring for elderly relatives, maintaining households, accounts for somewhere between 19% and 27% of the entire regional GDP. That is a massive chunk of the economy that is completely unremunerated.

00:09:58.280 · Commentator 2 · RT-0090

It is a silent engine of the economy. And from a strategic communication perspective, it represents an immense population whose time, physical mobility, financial resources, and access to public deliberation are severely restricted by structural inequality.

00:10:12.120 · Commentator 1 · RT-0091

Because they literally don't have the time to engage.

00:10:14.020 · Commentator 2 · RT-0092

Right. If a woman is working a part-time informal job and then performing 40 hours of unpaid care work a week, her relationship with information, with media, and with institutional messaging is fundamentally different from a formal salaried employee.

00:10:28.580 · Commentator 1 · RT-0093

This brings us to a concept in the report that I found incredibly revealing. It's the danger of the idealized receiver. Can you walk through what that means?

00:10:38.480 · Commentator 2 · RT-0094

Yes, absolutely.

00:10:39.660 · Commentator 1 · RT-0095

Because it feels like this is the trap almost every major brand and government agency falls into.

00:10:45.060 · Commentator 2 · RT-0096

It is. The idealized receiver is a massive cognitive blind spot. When a multinational corporation or a large bank or a government ministry sits down to design a communication campaign, the people in that room usually share a certain socioeconomic baseline.

00:11:00.300 · Commentator 1 · RT-0097

Right, they're sitting in a sleek, contemporary office building.

00:11:03.340 · Commentator 2 · RT-0098

Yes. They have stable salaries, comprehensive health insurance, constant high-speed internet access, and predictable schedules. And subconsciously, they design their messages for an audience that looks exactly like them.

00:11:14.980 · Commentator 1 · RT-0099

It's

00:11:15.180 · Commentator 2 · RT-0100

projection. Exactly. They build the campaign for an idealized receiver, someone with disposable income, the luxury of free time, and the mental bandwidth to engage with complex aspirational narratives about the future.

00:11:27.720 · Commentator 1 · RT-0101

Right. Like you picture the guy in the commercial, the guy wearing a smart casual outfit, sipping an artisanal coffee, checking his investments on a sleek smartphone while walking through a pristine corporate plaza.

00:11:38.520 · Commentator 2 · RT-0102

Precisely. That guy. But here is the fatal flaw. When 46.6% of your workforce is operating in the informal economy and massive gender gaps restrict the autonomy of millions of women, that idealized receiver only represents a privileged minority of the actual population.

00:11:56.880 · Commentator 1 · RT-0103

A fraction of the real world.

00:11:58.180 · Commentator 2 · RT-0104

Yes. By designing messages exclusively for that specific demographic, organizations aren't just missing the mark, they are effectively rendering half the population invisible. Wow. They are communicating as if the lived experience of the majority simply does not exist.

00:12:14.460 · Commentator 1 · RT-0105

Let's play out a scenario here to really ground this for the listener. Imagine a major national bank launches a massive multi-million dollar campaign. The slogan is something like, Build your legacy, plan for your family's financial horizon.

00:12:28.540 · Commentator 2 · RT-0106

A very standard corporate message.

00:12:30.620 · Commentator 1 · RT-0107

Exactly. And they plaster it on billboards, they run it on television, they push it on social media. Now, if I'm an informal worker— Say I run a small unregistered food stall on a busy street. I am worried about the price of cooking oil tripling this week.

00:12:46.280 · Commentator 2 · RT-0108

Very real immediate concerns.

00:12:48.520 · Commentator 1 · RT-0109

Right. I am worried about whether it will rain this afternoon and ruin my foot traffic. If I see a massive institution telling me to plan for my financial horizon, how does that land?

00:12:59.980 · Commentator 2 · RT-0110

It doesn't land

00:13:00.560 · Commentator 1 · RT-0111

well. Because it seems to me that kind of aspirational marketing wouldn't just be ignored. It would feel almost insulting.

00:13:07.040 · Commentator 2 · RT-0112

It feels profoundly insulting, and that feeling of insult is the exact mechanism that generates active institutional resentment.

00:13:13.680 · Commentator 1 · RT-0113

So it's worse than just a wasted ad spend.

00:13:15.680 · Commentator 2 · RT-0114

Much worse. This is a critical insight from the MAPEA Matrix. It is not merely that the bank's message fails to persuade the informal worker. It is that the message acts as a daily visible reminder of the worker's exclusion. When organizations ignore the constraints of political economy, their communication becomes an alien broadcast. Every time that informal worker sees that billboard, the implicit message they receive isn't about banking. The implicit message is this institution does not know who you are, it does not know how you live, and it fundamentally does not care.

00:13:49.540 · Commentator 1 · RT-0115

It acts as a daily reminder of their exclusion. That is heavy. But I mean, it makes perfect sense when you lay it out like that.

00:13:57.980 · Commentator 2 · RT-0116

The report is explicit on this point. Messages centered on aspirational consumption or long-term abstract narratives are scarcely credible to audiences facing immediate survival constraints. Right. Tone deafness in corporate or political communication is rarely just a creative failure by an advertising agency. It is a fundamental failure to diagnose the political economy of the territory you are operating in.

00:14:20.500 · Commentator 1 · RT-0117

I want the listener to just think about the last time you saw a political ad or a corporate PR stunt that just made you cringe because it felt so completely out of touch with what people were actually experiencing on the ground.

00:14:31.280 · Commentator 2 · RT-0118

We've all seen them.

00:14:32.360 · Commentator 1 · RT-0119

Yeah, that cringe isn't just an aesthetic reaction. It is literally the sound of institutional legitimacy cracking, which brings us perfectly to the second dimension of the MAPEA Matrix. The dimension of authority.

00:14:46.620 · Commentator 2 · RT-0120

Yes, because if you spend years bombarding half the population with messages that actively ignore their daily reality, what happens to the trust they place in you?

00:14:57.040 · Commentator 1 · RT-0121

It evaporates.

00:14:57.960 · Commentator 2 · RT-0122

Completely evaporates.

00:14:59.100 · Commentator 1 · RT-0123

And the numbers back that up in a terrifying way. The white paper pulls data from the 2026 Edelman Trust Barometer for Latin America, and it shows a 53 percent distrust in government.

00:15:09.720 · Commentator 2 · RT-0124

More than half.

00:15:10.580 · Commentator 1 · RT-0125

Yeah, more than half the population explicitly distrusts the state. And it isn't just the government taking a hit; it's the media ecosystem as well.

00:15:18.200 · Commentator 2 · RT-0126

The traditional pillars.

00:15:19.160 · Commentator 1 · RT-0127

Right. The Reuters Institute Digital News Report from the same year shows a structural plunge in trust in traditional news. We are talking about trust levels plummeting to 25 percent in Colombia, 26 percent in Argentina, 31 percent in Mexico.

00:15:32.700 · Commentator 2 · RT-0128

It's a collapse.

00:15:34.060 · Commentator 1 · RT-0129

I mean, what does a society even look like when three-quarters of the population doesn't believe the news?

00:15:38.760 · Commentator 2 · RT-0130

What it looks like is a profound crisis of legitimization. Historically, institutions, whether they were the presidency, the central bank, the flagship national newspaper, or a multinational corporation, could rely on a baseline of presumed authority,

00:15:54.260 · Commentator 1 · RT-0131

a benefit of the doubt.

00:15:55.120 · Commentator 2 · RT-0132

Exactly. The public granted them a certain benefit of the doubt simply because of their established position in the societal hierarchy. Authority was a given.

00:16:03.540 · Commentator 1 · RT-0133

And now?

00:16:04.360 · Commentator 2 · RT-0134

What these numbers tell us is that in 2026, authority is no longer granted by default. It is actively withheld. In this environment, legitimacy must be continuously built, and it must be built against a hurricane-force headwind of skepticism.

00:16:19.840 · Commentator 1 · RT-0135

So how do institutions manage this? Because it seems like they are constantly stepping on landmines.

00:16:24.620 · Commentator 2 · RT-0136

Often

00:16:25.040 · Commentator 1 · RT-0137

are. The paper brings in the work of Mario Riorda, who is an expert in political communication and crisis management, and he has this concept called crises of deviant conduct. I really want to explore this because he differentiates it from just a normal PR crisis. What makes a crisis deviant?

00:16:40.400 · Commentator 2 · RT-0138

Well, a standard operational crisis might be something like a supply chain failure, or a product defect, or a natural disaster impacting

00:16:50.140 · Commentator 1 · RT-0139

services. Yes, that just

00:16:51.060 · Commentator 2 · RT-0140

happens. Right. The public generally understands these things happen and looks to see how the institution fixes the mechanics of the problem. A crisis of deviant conduct, according to Riorda, is fundamentally different.

00:17:04.300 · Commentator 1 · RT-0141

How so?

00:17:04.860 · Commentator 2 · RT-0142

It is characterized by rapid, uncontrollable escalation driven entirely by moral outrage. It occurs when the public witnesses behavior from an institution or its leaders that is perceived as fraudulent, profoundly hypocritical, or morally unacceptable.

00:17:22.100 · Commentator 1 · RT-0143

So it's not a mistake; it's a betrayal.

00:17:24.160 · Commentator 2 · RT-0144

Exactly. It is an intentional violation of the social contract,

00:17:27.220 · Commentator 1 · RT-0145

like a massive corruption scandal or executives giving themselves massive bonuses while laying off thousands of workers. Yes. It's the kind of thing that catches fire instantly on social media because it triggers an emotional sense of

00:17:38.480 · Commentator 2 · RT-0146

injustice. Exactly. And Riorda's analysis is vital here because he maps out the exact sequence of how institutions almost universally fail to handle these moments.

00:17:47.340 · Commentator 1 · RT-0147

Okay, lay it out for

00:17:48.060 · Commentator 2 · RT-0148

us. He outlines five necessary stages for successfully managing a crisis of deviant conduct. Stage one is the immediate removal of the individuals involved to act as a symbolic and operational firewall.

00:18:01.880 · Commentator 1 · RT-0149

Got to get rid of the bad actors.

00:18:03.020 · Commentator 2 · RT-0150

Immediately. Stage two. The active visible repair of the damage caused. Stage three, full unmitigated disclosure of information regarding what happened.

00:18:15.080 · Commentator 1 · RT-0151

So complete transparency.

00:18:16.580 · Commentator 2 · RT-0152

Complete. Stage four, the ethical reinforcement of the organizational structure to prevent it from happening again. And stage five, the establishment of external public oversight mechanisms to verify that the changes are real.

00:18:29.300 · Commentator 1 · RT-0153

Okay, let me stop you there because I want to visualize these five stages. Think of it like a hospital performing emergency surgery, but doing it in a glass operating theater where the entire public is watching.

00:18:38.820 · Commentator 2 · RT-0154

That's a vivid image.

00:18:39.720 · Commentator 1 · RT-0155

If an institution has a severe infection, say a massive corruption scandal, you can't just put a Band-Aid on the patient's arm, turn to the glass, and tell the public everything is fine, the patient is healthy.

00:18:48.640 · Commentator 2 · RT-0156

No, because they can see the wound.

00:18:50.840 · Commentator 1 · RT-0157

Right. The public can see the infection. You have to show them that you are actively cutting it out. That first stage Riorda mentions, the immediate removal of the people involved, that is the surgical incision. Yes. If you hesitate or if you try to hide it, the infection instantly spreads from the individuals to the entire organization. The public stops blaming the bad actors and starts blaming the institution itself.

00:19:14.480 · Commentator 2 · RT-0158

That is a very accurate analogy. But look at how institutions typically react in reality. Instead of the surgical incision, they opt for opacity.

00:19:22.960 · Commentator 1 · RT-0159

They close the blinds on the operating

00:19:24.240 · Commentator 2 · RT-0160

theater. Exactly. They close ranks. They hire lawyers to draft non-committal statements. They try to protect the individuals involved, often because those individuals hold power, instead of protecting the integrity of the institution itself.

00:19:37.020 · Commentator 1 · RT-0161

So they fail step one.

00:19:38.460 · Commentator 2 · RT-0162

They fail stage one, which means stages two through five are impossible. And the crisis of deviant conduct metastasizes into a permanent loss of authority.

00:19:47.320 · Commentator 1 · RT-0163

There's another concept from Riorda here that I found really compelling. He warns against what he calls the prevalence of forms. What does he mean by that? Because it sounds a bit academic, but the way he applies it to how leaders behave is fascinating.

00:20:00.480 · Commentator 2 · RT-0164

The prevalence of forms refers to the dangerous tendency of institutions, particularly political actors but corporate ones as well, to relax their formal protocols, their professional standards of communication, and their established procedures.

00:20:14.560 · Commentator 1 · RT-0165

So they get sloppy.

00:20:15.840 · Commentator 2 · RT-0166

They get sloppy. They start behaving casually, erratically, or aggressively, and they do this under the assumption that the public only cares about the substance of their work.

00:20:24.940 · Commentator 1 · RT-0167

Like, look at what I'm doing, not how I'm acting.

00:20:27.220 · Commentator 2 · RT-0168

Right. A leader might think, well, I'm fighting for the right economic policies, so it doesn't matter if I insult journalists on social media at 2 a.m. or if I bypass standard legal procurement processes to get things done faster.

00:20:41.060 · Commentator 1 · RT-0169

Because the substance is good, so the forms don't matter.

00:20:43.720 · Commentator 2 · RT-0170

That's the mindset, yes.

00:20:45.000 · Commentator 1 · RT-0171

Right. The ends justify the means. I'm delivering results, so who cares if I act like a loose cannon? I feel like we see this everywhere right now. Leaders who think acting unprofessionally makes them look more authentic to the public.

00:20:57.620 · Commentator 2 · RT-0172

Precisely. But Riorda argues the exact opposite. He posits that in a climate of high structural distrust, the forms are the substance.

00:21:06.800 · Commentator 1 · RT-0173

Wow. The forms are the substance.

00:21:08.720 · Commentator 2 · RT-0174

Yes. The procedural guardrails, the professional decorum, the adherence to protocol—these are the only things that signal to the public that the institution is stable and predictable.

00:21:18.760 · Commentator 1 · RT-0175

Because when trust is at 25 percent, people need predictability.

00:21:22.760 · Commentator 2 · RT-0176

Exactly. When an institution or a leader starts acting erratically, casually violating norms, it generates a perception of arbitrariness. It tells the public that the rules no longer apply.

00:21:33.220 · Commentator 1 · RT-0177

It feels dangerous.

00:21:34.320 · Commentator 2 · RT-0178

It does. And this directly feeds into what Riorda calls popularizing discourse, which pushes political and institutional representation toward highly performative, polarizing formats. It strains the limits of democratic legitimacy purely for the sake of grabbing short-term attention.

00:21:49.580 · Commentator 1 · RT-0179

So if the formal institutions—the governments, the big corporations, the legacy media... Are losing trust because they are tone-deaf to the 46.6% in the informal economy, and because they mishandle their own deviant conduct. Where does that trust actually go?

00:22:07.460 · Commentator 2 · RT-0180

It's a great question.

00:22:08.360 · Commentator 1 · RT-0181

Because it doesn't just disappear into thin air. People still need to trust someone.

00:22:12.440 · Commentator 2 · RT-0182

This is a crucial pivot in the matrix. To understand where that trust goes, the white paper brings in frameworks from political theorists like Ernesto Laclau, Chantal Mouffe, and Nadia Urbinati.

00:22:25.540 · Commentator 1 · RT-0183

And just to clarify for everyone listening, because we are diving into political theory here, we are looking at this strictly as a communication mechanic. The paper uses these theorists to explain the physics of how audiences shift, not to endorse a specific political ideology. We're just looking at the mechanics.

00:22:41.340 · Commentator 2 · RT-0184

Absolutely.

00:22:42.240 · Commentator 1 · RT-0185

So, what do these theories tell us about where the trust flows?

00:22:44.660 · Commentator 2 · RT-0186

From a purely structural standpoint, their framework suggests that political and social identities are constructed precisely from unsatisfied demands. Meaning, when a massive segment of the population, like the informal workers we discussed, has material demands that are consistently ignored by the formal system, a vacuum of representation is created.

00:23:04.560 · Commentator 1 · RT-0187

A void.

00:23:04.960 · Commentator 2 · RT-0188

A void. Distrust in this context isn't just a cynical attitude. It is a completely rational, protective response by citizens to institutions that repeatedly fail to resolve or even acknowledge their daily living conditions.

00:23:20.120 · Commentator 1 · RT-0189

It's the public saying, If you don't see me, I don't believe you.

00:23:22.720 · Commentator 2 · RT-0190

Exactly. And Pierre Rosanvallon's concept of counter-democracy, which is also cited in the paper, helps explain the next step.

00:23:29.580 · Commentator 1 · RT-0191

What's counter-democracy?

00:23:30.720 · Commentator 2 · RT-0192

When citizens lose trust in the proactive power of the state or formal institutions to help them, they develop mechanisms of oversight, veto, and pressure outside of traditional channels. They organize defensively.

00:23:42.440 · Commentator 1 · RT-0193

Oh, I

00:23:42.780 · Commentator 2 · RT-0194

see. So that void left by the formal institutions does not remain empty. It is rapidly filled by new actors.

00:23:48.940 · Commentator 1 · RT-0195

The paper specifically points to grassroots organizations, territorial movements, and solidarity economies. The people actually on the ground in these neighborhoods.

00:23:57.900 · Commentator 2 · RT-0196

Yes. These new actors do not communicate using polished press releases or expensive billboard campaigns or corporate spokespeople.

00:24:05.980 · Commentator 1 · RT-0197

Right, they don't have PR agencies.

00:24:07.680 · Commentator 2 · RT-0198

No. They communicate through proximity. They build legitimacy through daily reciprocity, and by actually solving concrete, everyday problems on the ground.

00:24:18.040 · Commentator 1 · RT-0199

Like what?

00:24:19.280 · Commentator 2 · RT-0200

Well, they provide a microloan when the formal bank refuses. They organize community security when the state police are absent. They fill the gap.

00:24:27.360 · Commentator 1 · RT-0201

So if I have a massive multinational corporation or a federal government ministry, and I want to regain the public's trust, I am no longer just competing against my traditional corporate rivals or the opposing political party.

00:24:38.660 · Commentator 2 · RT-0202

No, your competition has changed.

00:24:40.480 · Commentator 1 · RT-0203

I am competing against local, community-level networks that have infinitely more on-the-ground credibility and authority than I do.

00:24:48.040 · Commentator 2 · RT-0204

That is the ultimate challenge of the authority dimension in 2026. Legitimacy has decentralized entirely. You can no longer broadcast authority from a skyscraper in the financial district and expect the periphery to absorb

00:25:00.300 · Commentator 1 · RT-0205

it. That model is dead.

00:25:02.120 · Commentator 2 · RT-0206

It is dead. Authority must be demonstrated through absolute coherence between your discourse and your material actions at the ground level, continuously.

00:25:11.060 · Commentator 1 · RT-0207

Coherence is key.

00:25:12.120 · Commentator 2 · RT-0208

And the margin for error is zero, because any discrepancy between what an organization says in its glossy ad campaign and what it actually does in reality is detected almost immediately.

00:25:23.060 · Commentator 1 · RT-0209

Which brings us to the mechanism that detects it.

00:25:25.660 · Commentator 2 · RT-0210

Yes, it does.

00:25:26.880 · Commentator 1 · RT-0211

And that is the perfect and slightly terrifying bridge to our third dimension of the MAPEA Matrix, the algorithmic dimension. This is where the old sender-receiver model is finally taken out back and dismantled for good.

00:25:39.000 · Commentator 2 · RT-0212

It really is.

00:25:39.720 · Commentator 1 · RT-0213

Let's look at the sheer mechanics of how people are consuming information in 2026. Traditional news consumption is cratering. We know that. But where is the audience going?

00:25:48.640 · Commentator 2 · RT-0214

They're going to social platforms.

00:25:50.160 · Commentator 1 · RT-0215

Right. The Reuters Institute data highlights a monumental shift. TikTok is now a primary news channel. We are talking about 45% of the population in Peru and 27% in Mexico using short-form algorithmic video platforms not just for entertainment, but to stay informed about the world.

00:26:07.560 · Commentator 2 · RT-0216

This is a paradigm shift in the architecture of visibility. In the old model, the channel was neutral. Or at least editorial. A human editor at a newspaper decided what the headline was, what context to provide, and where to place the story.

00:26:21.680 · Commentator 1 · RT-0217

There was human judgment involved.

00:26:22.880 · Commentator 2 · RT-0218

Exactly. Today, the decision about which messages are shown, to whom they are shown, in what specific context, and at what exact moment is entirely mediated by automated, opaque recommendation systems.

00:26:35.620 · Commentator 1 · RT-0219

The algorithms.

00:26:36.100 · Commentator 2 · RT-0220

The algorithms. And the algorithm optimizes for engagement, retention, and emotional resonance. It does not optimize for institutional context or nuanced policy explanations.

00:26:46.400 · Commentator 1 · RT-0221

It optimizes for what keeps you scrolling. Precisely. So institutions are scrambling to keep up with this, right? They see the audience migrating to these algorithmic black boxes, and their reaction is, well, we need to buy our own algorithms to fight back.

00:26:58.980 · Commentator 2 · RT-0222

That is exactly what they are doing.

00:27:00.680 · Commentator 1 · RT-0223

The white paper cites the AND study on corporate communication trends in Latin America 2026. It notes that 53.8 percent of communication departments are actively investing in artificial intelligence and automation. They are buying the software, trying to use data for strategic decision making.

00:27:19.860 · Commentator 2 · RT-0224

They are investing heavily, but the matrix reveals a massive vulnerability here, which the report calls the paradox of analytical intelligence.

00:27:28.720 · Commentator 1 · RT-0225

What's the paradox?

00:27:29.600 · Commentator 2 · RT-0226

While 53.8% are investing in AI tools, a staggering 69.2% of communication leaders admit they cannot actually measure the return on investment.

00:27:39.320 · Commentator 1 · RT-0227

Wait, really? Yes. Nearly 70% of these massive organizations are pouring millions of dollars into AI tools, and they have literally no idea if it's working. How is that even possible?

00:27:49.180 · Commentator 2 · RT-0228

It happens because they are applying new technology to old paradigms. Organizations are adopting AI primarily for operational efficiency.

00:27:56.820 · Commentator 1 · RT-0229

But they just want to do things faster.

00:27:58.240 · Commentator 2 · RT-0230

Right. They use generative AI to write press releases 10 times faster, or they use machine learning to segment their email lists more granularly. But they are still using outdated web 2.0 metrics to measure success, things like reach, impressions, click-through rates, or basic sentiment analysis.

00:28:16.760 · Commentator 1 · RT-0231

Vanity metrics.

00:28:17.740 · Commentator 2 · RT-0232

Pure vanity metrics. Having a million impressions on a post generated by an AI doesn't mean anything if the 46.6% in the informal economy actively despise your brand, or if a crisis of deviant conduct is brewing just beneath the

00:28:32.700 · Commentator 1 · RT-0233

surface. It's just a big empty number.

00:28:34.600 · Commentator 2 · RT-0234

Exactly. They have all the data in the world, but they lack the governance and analytical capability to translate that data into real institutional survival.

00:28:43.300 · Commentator 1 · RT-0235

Okay, that makes sense. But there is another concept in this section that absolutely blew my mind. It is the defining challenge of 2026, and it's called synthetic reputation.

00:28:52.160 · Commentator 2 · RT-0236

Oh, this is a big one.

00:28:53.580 · Commentator 1 · RT-0237

I need you to break down exactly how this works because it sounds like science fiction, but it is happening right now on our phones.

00:28:58.960 · Commentator 2 · RT-0238

Synthetic reputation is perhaps the most destabilizing concept for traditional communicators to grasp. Let's define it carefully. Synthetic reputation is the composite image or summary that artificial intelligence models, such as advanced search engines, large language models, virtual assistants, and... Enterprise summarization tools generate about an organization based on scraped, highly decentralized data.

00:29:23.260 · Commentator 1 · RT-0239

And the key word there is decentralized.

00:29:25.400 · Commentator 2 · RT-0240

Yes. Crucially, it is based on data that the organization does not own and cannot control.

00:29:32.040 · Commentator 1 · RT-0241

So let me walk through the user experience of this. Five years ago, if I wanted to know if a bank was reliable or what a politician's platform was, I would type their name into a search engine.

00:29:42.800 · Commentator 2 · RT-0242

You'd get links.

00:29:43.720 · Commentator 1 · RT-0243

Right. I would get a list of blue links. The first link would be their official website. I would click it, go to their page, and read the story they wrote about themselves. They controlled the environment I was in. What you're saying is that user journey is dead.

00:29:56.120 · Commentator 2 · RT-0244

It is entirely dead for a massive segment of the population.

00:29:59.440 · Commentator 1 · RT-0245

So what happens now?

00:30:00.380 · Commentator 2 · RT-0246

Today, a user types a query or simply asks their voice assistant. Tell me about this bank. The AI does not send the user to the bank's website. Instead, in a fraction of a second, the AI uses a process often called retrieval augmented generation.

00:30:16.240 · Commentator 1 · RT-0247

It scours the

00:30:17.160 · Commentator 2 · RT-0248

internet. It scours everything. It scrapes thousands of data points. It reads news articles, yes, but it also scrapes angry Reddit threads from disgruntled customers. It reads obscure blog posts. It analyzes the sentiment of thousands of informal TikTok comments.

00:30:33.460 · Commentator 1 · RT-0249

Just scraping all the

00:30:34.520 · Commentator 2 · RT-0250

noise. All of it. It takes all of that chaotic, unvetted, decentralized noise, synthesizes it, and spits out a clean, authoritative-sounding paragraph at the top of the search results.

00:30:45.600 · Commentator 1 · RT-0251

And the user just reads that paragraph and makes their decision. They never even click through to the bank's actual

00:30:49.620 · Commentator 2 · RT-0252

website. Exactly. The transaction of meaning happens entirely within the AI's interface.

00:30:53.900 · Commentator 1 · RT-0253

Wow.

00:30:54.220 · Commentator 2 · RT-0254

The official press release, the carefully designed corporate website, these traditional communication assets are now just tiny weak signals drowning in a massive ocean of third-party noise.

00:31:05.120 · Commentator 1 · RT-0255

And the algorithm doesn't care if it's official.

00:31:06.940 · Commentator 2 · RT-0256

No, it weighs everything. And sometimes it weighs that third-party noise heavier if the emotional sentiment is stronger.

00:31:13.960 · Commentator 1 · RT-0257

It's like having a biographer who is writing your life story in real time, completely out in the open.

00:31:19.640 · Commentator 2 · RT-0258

That's a good analogy.

00:31:20.860 · Commentator 1 · RT-0259

But this biographer refuses to read the autobiography you wrote. Instead, they walk down the street and interview everyone who has ever interacted with you. They interview your harshest critics. They interview someone you accidentally cut off in traffic ten years ago. Maybe they glance at a press release you handed them, and then they publish the summary.

00:31:37.740 · Commentator 2 · RT-0260

Yes.

00:31:38.640 · Commentator 1 · RT-0261

And you have absolutely zero editing power. You can't call the publisher to change it.

00:31:43.000 · Commentator 2 · RT-0262

That is a terrifying but highly accurate way to frame it. You have lost control of your own interpretive framework, and the data reflects how badly organizations are failing at

00:31:53.040 · Commentator 1 · RT-0263

this. What does the data say?

00:31:54.380 · Commentator 2 · RT-0264

The white paper notes that only 30 percent of brands manage to maintain a consistent presence or narrative in these AI-generated responses.

00:32:02.940 · Commentator 1 · RT-0265

So 70 percent are just blowing in the wind.

00:32:05.520 · Commentator 2 · RT-0266

Seventy percent of brands are essentially at the mercy of whatever the algorithmic wind blows their way on any given day.

00:32:12.820 · Commentator 1 · RT-0267

So how do you even fight that? If you can't edit the summary, how does a communication director justify their job in 2026?

00:32:19.760 · Commentator 2 · RT-0268

It requires an entirely new discipline, which the report calls algorithmic governance.

00:32:25.120 · Commentator 1 · RT-0269

Algorithmic governance.

00:32:25.980 · Commentator 2 · RT-0270

Yes. You cannot manage your brand directly anymore. You have to manage the dispersed signals that the algorithm uses to construct your brand.

00:32:34.180 · Commentator 1 · RT-0271

How do you do

00:32:34.520 · Commentator 2 · RT-0272

that? You have to understand the specific data sources that heavily influence the AI models in your region. You have to identify where the negative, inaccurate sentiments are pooling, and you have to organically inject consistent, verifiable signals of authority back into those exact ecosystems so the automated systems recognize them.

00:32:54.120 · Commentator 1 · RT-0273

That sounds exhausting.

00:32:54.960 · Commentator 2 · RT-0274

It is an infinitely more complex, indirect game of digital chess than just sending out a media pitch to a friendly journalist.

00:33:01.640 · Commentator 1 · RT-0275

Okay, so we have laid out the pieces of the MAPEA matrix. We have diagnosed the three dimensions separately. We looked at the political economy, anchored by that massive 46.6 percent informality rate.

00:33:14.220 · Commentator 2 · RT-0276

The material reality.

00:33:15.480 · Commentator 1 · RT-0277

Exactly. We looked at the dimension of authority, defined by the 53 percent structural trust deficit and the failure to handle crises of deviant conduct. And we just looked at the algorithmic dimension, dominated by opaque AI summaries and synthetic reputation.

00:33:30.480 · Commentator 2 · RT-0278

Yes, the three pillars.

00:33:32.880 · Commentator 1 · RT-0279

But Luis Martin didn't just write a list. He built an intersectional matrix. Section five of the white paper is where the real diagnostic magic happens. It looks at the critical intersections. What happens when these massive tectonic plates collide?

00:33:46.080 · Commentator 2 · RT-0280

Intersections are where theory meets the street. This is where organizations either survive or fail. Let's look at the first intersection: authority colliding with political economy.

00:33:55.880 · Commentator 1 · RT-0281

Right. So taking the crisis of trust and smashing it into the reality of the informal economy, what does that collision produce?

00:34:02.100 · Commentator 2 · RT-0282

It forces us to reiterate a fundamental... Inescapable truth: you cannot decouple a structural crisis of trust from a 46.6% labor informality rate. It is mathematically and sociologically impossible.

00:34:17.400 · Commentator 1 · RT-0283

You can't just ignore

00:34:18.120 · Commentator 2 · RT-0284

it. No. When executives sit in boardrooms and ask, Why do 53% of the public distrust the government? Why do they distrust our corporate messaging? they cannot look for the answer solely in bad PR, or a poorly worded tweet, or a minor political scandal.

00:34:35.381 · Commentator 1 · RT-0285

Right.

00:34:35.725 · Commentator 2 · RT-0286

They have to look at the fact that half the population lives in a state of permanent economic precarity.

00:34:40.820 · Commentator 1 · RT-0287

Without a social safety net, without formal employment benefits, without predictability.

00:34:45.080 · Commentator 2 · RT-0288

Exactly. Distrust in this intersection is not a communication error. It is the logical, rational outcome of material deprivation.

00:34:53.640 · Commentator 1 · RT-0289

Because the system isn't working for

00:34:54.880 · Commentator 2 · RT-0290

them. Right. If an economic system structurally excludes you, why would you grant authority to the institutions that manage that system?

00:35:02.240 · Commentator 1 · RT-0291

You wouldn't.

00:35:02.660 · Commentator 2 · RT-0292

Therefore, any attempt to rebuild institutional authority that ignores those material conditions is doomed. You cannot talk your way out of a problem that economics has created. If your communication strategy does not materially acknowledge the reality of the informal worker, you will never regain their trust.

00:35:21.700 · Commentator 1 · RT-0293

It is the ultimate reality check. It means PR can no longer just be about perception; it has to be tied to actual material action. Exactly. Now, what about the second intersection, authority colliding with the algorithmic dimension? Because looking at what we just discussed about synthetic reputation, it seems to me that a lot of organizations think they can just hack their way back to authority.

00:35:42.060 · Commentator 2 · RT-0294

They definitely try.

00:35:43.260 · Commentator 1 · RT-0295

They think, Well, if AI is writing the summary, we just need to hire better SEO experts to manipulate the algorithm. We feed it the right keywords. We flood the zone with positive digital signals. The AI tells everyone we are amazing, and boom, our trust problem is solved. Does that work?

00:35:58.960 · Commentator 2 · RT-0296

It might work for a few weeks, but it is an incredibly dangerous solution in the long run. The report warns explicitly against this.

00:36:06.280 · Commentator 1 · RT-0297

Why is it dangerous?

00:36:07.580 · Commentator 2 · RT-0298

If an organization builds its authority purely on algorithmic optimization, manipulating digital signals without achieving real, on-the-ground institutional coherence, it creates a hollow, brittle legitimacy. It is a facade.

00:36:23.380 · Commentator 1 · RT-0299

Why is it brittle? Because the algorithm will eventually figure it out.

00:36:27.200 · Commentator 2 · RT-0300

Because algorithms are highly sensitive to sudden massive shifts in organic sentiment. Imagine that bank again. They spend millions optimizing their synthetic reputation. The AI summaries say they are the most ethical, sustainable bank in the region.

00:36:41.240 · Commentator 1 · RT-0301

They look perfect on paper.

00:36:42.640 · Commentator 2 · RT-0302

But then, a true crisis of deviant conduct breaks out. A massive fraud scandal is exposed by a whistleblower. The public outrage is organic, immediate, and furious.

00:36:52.700 · Commentator 1 · RT-0303

The internet catches fire.

00:36:53.960 · Commentator 2 · RT-0304

Yes. The bank responds by closing ranks, failing Riorda's five stages, acting with opacity.

00:36:59.760 · Commentator 1 · RT-0305

They skip the surgical incision.

00:37:01.420 · Commentator 2 · RT-0306

Exactly. And the algorithmic ecosystem will instantly detect that massive surge in negative sentiment across social media, forums, and alternative news.

00:37:09.300 · Commentator 1 · RT-0307

It sees everything.

00:37:10.120 · Commentator 2 · RT-0308

It does. It will synthesize that outrage in real time, completely overriding whatever artificial SEO authority the bank had spent millions building. The AI summary flips overnight from ethical bank to fraudulent institution currently under public fire.

00:37:25.800 · Commentator 1 · RT-0309

Wow.

00:37:27.000 · Commentator 2 · RT-0310

True authority in 2026 requires transparency and coherence that can actually withstand algorithmic scrutiny during a crisis, not just manipulate it during peacetime.

00:37:37.380 · Commentator 1 · RT-0311

That is a stark warning. You can't fake it anymore because the machine reads the room faster than you

00:37:41.880 · Commentator 2 · RT-0312

do. Much faster.

00:37:43.020 · Commentator 1 · RT-0313

That brings us to the final intersection, and honestly, the one that feels the most pressing for the future of the region: political economy meeting the algorithmic dimension. So let's set the stage

00:37:52.560 · Commentator 2 · RT-0314

here. It's a volatile mix.

00:37:54.220 · Commentator 1 · RT-0315

Very. We have an environment where AI adoption is accelerating at breakneck speed. As we noted, 53.8 percent of comms departments are jumping on board. Corporations are automating everything they can. But simultaneously, we have extreme poverty and nearly 50 percent labor informality. Yes. What happens when you drop rapid, unguided AI adoption into a society that is already that deeply unequal?

00:38:16.900 · Commentator 2 · RT-0316

This is where the white paper issues its starkest warning, drawing heavily on insights from the Inter-American Development Bank.

00:38:23.580 · Commentator 1 · RT-0317

What's the warning?

00:38:24.860 · Commentator 2 · RT-0318

The report states unequivocally that an excessively rapid AI transition, if executed without intentional equity criteria, risks permanently expelling informal workers from the economy.

00:38:37.440 · Commentator 1 · RT-0319

Permanently expelling them? How does that happen mechanistically?

00:38:40.760 · Commentator 2 · RT-0320

Well, automation generates massive efficiency gains for corporations. It allows them to analyze data faster, target consumers more precisely, and streamline operations. But if those tools are deployed blindly, optimizing only for profit and efficiency, they amplify the very inequality that destroys institutional trust.

00:39:00.820 · Commentator 1 · RT-0321

Give me an example of how that works with the data.

00:39:02.960 · Commentator 2 · RT-0322

Let's look at the data inputs. AI models learn from digital footprints, formal financial records, continuous internet browsing history, formal employment data.

00:39:12.780 · Commentator 1 · RT-0323

And the informal worker doesn't have those footprints. They deal in cash. They might only have intermittent data access on a prepaid phone.

00:39:19.900 · Commentator 2 · RT-0324

Precisely. They do not generate the volume of profitable data points that the algorithm requires to build a complete profile.

00:39:26.060 · Commentator 1 · RT-0325

So they're just blank spots to the

00:39:27.300 · Commentator 2 · RT-0326

AI. Yes. Therefore, when communication systems, credit scoring systems, and governmental service platforms become entirely digitized and algorithmically driven, those in the informal economy literally become invisible to the system.

00:39:42.080 · Commentator 1 · RT-0327

They just drop off the

00:39:42.920 · Commentator 2 · RT-0328

map. The algorithm optimizes for the idealized receiver, because the idealized receiver produces the cleanest data. The workers who lack digital training and constant access are excluded from the benefits of the technology while simultaneously suffering its macroeconomic consequences through labor displacement.

00:40:01.500 · Commentator 1 · RT-0329

I need to pause here, because there's a counterargument that gets thrown around constantly in tech circles.

00:40:06.220 · Commentator 2 · RT-0330

Right, the democratization argument.

00:40:08.060 · Commentator 1 · RT-0331

Exactly. The whole Silicon Valley pitch is that AI is supposed to democratize information. It's supposed to give a kid in a rural village access to the same tutor as a billionaire. It puts the sum of human knowledge in the palm of everyone's hand.

00:40:23.860 · Commentator 2 · RT-0332

In theory, yes.

00:40:24.960 · Commentator 1 · RT-0333

So how do we balance that incredible democratizing potential of AI— With this very real structural risk of creating a permanent underclass that the algorithm simply ignores because they aren't profitable data points.

00:40:38.980 · Commentator 2 · RT-0334

It is the defining tension of our era. The democratizing potential of AI is real, but it is not automatic. It requires friction. It requires intentional

00:40:47.300 · Commentator 1 · RT-0335

design. It won't just happen on its

00:40:48.920 · Commentator 2 · RT-0336

own. No. Right now, the default state of the algorithmic dimension optimizes for engagement and efficiency. It does not naturally optimize for equity or societal

00:40:57.400 · Commentator 1 · RT-0337

health. It just wants to move fast.

00:40:59.160 · Commentator 2 · RT-0338

Yes. If large organizations use AI simply to target their idealized receiver more efficiently, ignoring the 46.6%, they are actively contributing to the fragmentation of the society they rely on to operate.

00:41:12.400 · Commentator 1 · RT-0339

They're digging their own

00:41:12.980 · Commentator 2 · RT-0340

grave. The MAPE matrix makes it clear: technological adoption cannot be separated from social impact. Every single algorithmic decision—what data to scrape, how to weight it, who to target—is ultimately a political economy decision.

00:41:26.880 · Commentator 1 · RT-0341

Every algorithmic decision is a political economy decision. That completely reframes how you look at the tools we use every day.

00:41:34.240 · Commentator 2 · RT-0342

It should.

00:41:35.060 · Commentator 1 · RT-0343

So, as we bring this deep dive to a close, let's look at the outro of this white paper. Luis Martin doesn't just leave us with a diagnosis of a broken system. He lays out the long-term impact on regional strategic communication and provides a roadmap.

00:41:48.780 · Commentator 2 · RT-0344

He offers a way forward.

00:41:50.600 · Commentator 1 · RT-0345

Right. And the core thesis is clear: the days of communication being an auxiliary function are over. It is now a central, existential capability required for institutional survival in Latin America.

00:42:03.220 · Commentator 2 · RT-0346

Absolutely essential.

00:42:04.520 · Commentator 1 · RT-0347

To navigate this, the report synthesizes the MAPEA framework into three strategic pillars for 2026.

00:42:10.860 · Commentator 2 · RT-0348

Yes. These three pillars are the actionable mandate for any leader looking at this matrix. Pillar one: build authority through absolute coherence.

00:42:19.660 · Commentator 1 · RT-0349

Absolute coherence.

00:42:20.800 · Commentator 2 · RT-0350

Yes. As we discussed, legitimacy must be continuously renewed. You cannot rely on past laurels, historical prestige, or your official Institutional title. If your material actions on the ground do not match your elevated corporate discourse, the decentralized algorithmic ecosystem will expose the hypocrisy instantly, and the public will reject you.

00:42:41.540 · Commentator 1 · RT-0351

So you have to walk the walk.

00:42:42.680 · Commentator 2 · RT-0352

You must manage crises transparently, adhering strictly to formal standards of behavior without relying on opacity.

00:42:50.380 · Commentator 1 · RT-0353

Pillar two: integrate deep contextual sensitivity, and this is a direct response to the political economy data. You have to actively acknowledge the material reality of your audience.

00:43:00.760 · Commentator 2 · RT-0354

You can't ignore the streets.

00:43:02.700 · Commentator 1 · RT-0355

Right. If you are communicating in Latin America, you cannot design campaigns exclusively for the guy in the stock photo.

00:43:07.880 · Commentator 2 · RT-0356

Right. You

00:43:08.380 · Commentator 1 · RT-0357

have to avoid tone-deaf messages of long-term aspirational consumption when half your audience is worried about tomorrow's groceries.

00:43:14.800 · Commentator 2 · RT-0358

It requires real empathy.

00:43:16.380 · Commentator 1 · RT-0359

You have to build inclusive narratives that recognize, respect, and engage with the actual conditions of the informal economy.

00:43:23.200 · Commentator 2 · RT-0360

And pillar three: develop responsible algorithmic governance. Organizations must mature beyond the paradox of analytical intelligence. They have to stop chasing vanity metrics and develop the capacity to measure real societal impact.

00:43:38.560 · Commentator 1 · RT-0361

They need to see the real picture.

00:43:39.900 · Commentator 2 · RT-0362

They must actively monitor and understand their synthetic reputation, ensuring they are organically providing truthful, verifiable signals to the AI systems that mediate public reality. Playing the long game. And above all, they must ensure that their deployment of artificial intelligence incorporates ethical, equitable criteria so they do not inadvertently accelerate the very inequalities that fuel societal distrust.

00:44:04.220 · Commentator 1 · RT-0363

Absolute coherence. Contextual sensitivity. Responsible algorithmic governance. It is a formidable roadmap and honestly a daunting one for any organization used to doing things the old way.

00:44:14.700 · Commentator 2 · RT-0364

It's a massive shift.

00:44:16.060 · Commentator 1 · RT-0365

But based on the data in this report, it is an absolutely necessary one for survival. As we wrap up today, I want to leave you listening with a final provocative thought.

00:44:24.480 · Commentator 2 · RT-0366

I think we have plenty to think about.

00:44:26.000 · Commentator 1 · RT-0367

We do, but let's take it one step further. We started this deep dive talking about that neat little AI summary you get. you get at the top of your search results. And we spent a lot of time exploring just how fragile and uncontrollable that synthetic reputation is.

00:44:39.820 · Commentator 2 · RT-0368

Right.

00:44:40.340 · Commentator 1 · RT-0369

But let's project this forward. As AI continues to rapidly synthesize our world, constantly generating these pristine, highly curated, and often hallucinated digital realities, what happens when an organization's flawless synthetic reputation completely and totally diverges from its physical, on-the-ground reality in a highly informal economy?

00:45:02.460 · Commentator 2 · RT-0370

That's the breaking point.

00:45:03.820 · Commentator 1 · RT-0371

Exactly. When the algorithm definitively says one thing, but the street experience is the exact opposite, which reality will ultimately win? Think about that the next time you read a perfectly generated AI summary. Thanks for joining us on this deep dive.