



Portugal PR Country Landscape 2008

Global Alliance for Public Relations and Communication Management

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Date of completion: February 2008.

Public Relations in Portugal

Historical overview

The practice of PR in Portugal is thought to have begun in the 40's with the British "Cable and Wireless" company. Afterwards, the American multinationals in the 60's and 70's pushed the field forward, but Portugal's public relations profession is currently still developing. It has a large and visible presence in the country, but it is still not fully formed. The structured public relations consulting practice has existed in Portugal for just over 20 years. In that time, according to Salvador da Cunha, the profession changed from mainly mediating communication between organizations and journalists to being a communication consultant (da Cunha, 2005). Public Relations education dates back to the 1960s, yet it did not really expand until the 1990s (Mendes & Soares, 2004). The growth of the industry can be attributed to demographic, political and economical environments of the country and how they have evolved.

Evolution of the Industry

Several groups have played a large role in the development of the industry after its introduction to the country by U.S. multinationals beginning in 1959. The *Laboratorio Nacional de Engenharia Civil* (National Laboratory of Civil Engineering, LNEC) used public relations models similar to those of U.S. companies, but on a local level. The *Instituto de Novas Profissoes* (Institute of New professions, INP) was the first institution to offer public relations courses in 1964. The Training Department of the Portuguese Industry Association, COPRAI, played a vital role in the establishment of the first public relations association in the country, the *Sociedade Portuguesa de Relações Públicas* ('Portuguese Society of Public Relations, SOPREP). This association was later changed to the *Associação Portuguesa de Relações Públicas* (APREP, Portuguese Public Relations Association) in 1982 (Mendes & Soares, 2005). This association is no longer in existence.

From 1959 to 1960 the practice of public relations was affected by the political and economic situation of the country. The government controlled the media through censorship in hopes of deterring propaganda and the practice of "press agency." The corporatist outlook on job development also limited public relations activities (Mendes & Soares, 2005).

The revolution in 1974 brought about changes to the political and economic situation and increased development in the field. This period leading up to 1990 was characterized by increased economic competition and freedom, the advancement of the media system, and the state's shift to a citizenship model where it felt responsibility towards its citizens. This changing situation created a need for both the public and private sector to create an active communication strategy with its publics, whom they depended on for success. Local governments especially used public relations as an adaptive measure, and this is still visible today. Journalists were recruited heavily during this period since the media system was experiencing such growth and relations among the media became a necessity (Mendes & Soares, 2005).

From 1990 to today marks the third period of the evolution of public relations. This period has been characterized by expansion and consolidation. Advancements in higher education in the field led to higher professional standards and better-trained practitioners. There was also an increase in the

presence of international corporations in the country. Ultimately, these factors have led to public relations taking on a more strategic method and moving away from simple media relations to corporate communication and integrated marketing communications (Mendes & Soares, 2005).

Public Relations in Portugal Today

In general terms, the PR industry in Portugal might be described as a flourishing industry with more small consultancies appearing regularly and around the country for a more local approach. The economic reforms and the growing emphasis on innovation have shaped the Portuguese economy over the last decade and the PR industry has accompanied the tendency.

However, due to the large number of companies now offering public relations services in Portugal, public relations professionals and consultancies are often forced to provide high quality work for small fees. There has yet to be a qualitative jump in the overall industry but the growth in the placement of PR graduates in more specific PR roles will certainly help make a difference in the coming years.

There is no required license to practice public relations in Portugal. However, the associations in the field convened in 2006 and adopted a “Manifesto for the Accreditation of the PR Professional” in Portugal in which they recognized the importance of professional accreditation.

The Consultancies Association (APECOM) has a code of ethics which its members are suggested to adhere to and also recommends the ICCO code of ethics to its members. Additionally, there are specialized companies (such as those operating in healthcare), that follow a specific code for their market. Their communication projects are regulated by APIFARMA code (Pharmaceutical Industry Portuguese Association). But in the field of ethics, 2008 marks the 30th Anniversary of the adoption in Portugal of the European Code of Professional Practice by CERP. This code is still known as the Code of Lisbon.

Models of practice

Taking into account the “personal influence” model of PR practice studied by scholars like the Indian Sriramesh, we can say that Portugal provides an interesting example of an industry based on that model. Being a small country, the role of personal networks is generally very important in Portugal and in the PR industry it becomes a paramount importance.

The main Public Relations practice model in Portugal, used by both public and private sectors, is a mix of “Bi-Directional Symmetry” and “Public Information.” The main activities of public relations professionals, according to the same studies cited above are:

Media Relations

Internal Communication (employee relations, image and communication, marketing communications)

Marketing Communication

Events Management

Publications production

Corporate Advertising

Sponsoring

Financial PR

Fairs and Exhibitions

Research and Evaluation

Multimedia production

Healthcare Communication

Crisis Management

Public Affairs

Media relations is definitely the most widely practiced activity but this is also a changing reality.

Public Relations Practitioners

The practice is clearly divided between the public and private sector. There are an estimated 2,500 to 3,000 public relations practitioners in Portugal. It is also estimated that 90 percent of the 500 largest companies in Portugal have a public relations/communication practitioner (Mendes & Soares, 2005).

Percentage of PR practitioners in

In-house – 30%

Consultancies – 20%

Associations, NGO's, Unions, Churches, etc. – 10%

Public Administration (Government, Local Administration and public institutions) – 50%

Most corporate public relations managers depend on their board of directors for management. On the other hand, almost one-fourth of all public relations professionals depend on a different manager for advice, generally the marketing manager or an executive director. Organizations do not hide the fact that they have public relations offices, even though the profession is not viewed as positively as it should be. Also, public relations departments within companies tend to clash with the human resource departments when it comes to internal communications (Mendes & Soares, 2005).

Despite this perception, more recent studies on the level of wages earned by Public Relations Directors in Portugal show that an increasing importance is being given to this field. Portuguese Magazine "Visão" reported in early 2008 about a Mercer study which maps the wage level of the principal directors inside corporations. In this quoted study, the Public Relations Director appears

on the middle of the table, but above (among others) the Marketing Director, the Financial Director, and the Commercial and Marketing Director (in <http://www.prconversations.com/?p=379>).

Consultancy Market

According to data from APECOM - the Portuguese Consultancies Association, the net affairs volume of the consultancies' sector is stabilizing around 30 million euros per year, with a labor force between 500 to 600 professionals, the majority of which have undergone university studies. According to the same data, the sector's annual growth is over 10% each year. Some of the most important companies in the sector might be able to double their affairs volume in the next two years, growing from a little more than 2 million to 5 million euros per year. In Portugal many of the major international groups like Ketchum, Fleishmann-Hillard (which are represented by other important companies), Hill & Knowlton, Porter Novelli, Weber Shandwick, and Citigate are already established.

In general, there are a few classifiable types of public relations companies in Portugal. There are the full service operators; these are the biggest providers in the country and usually house 15 to 30 employees. There are the multinationals and the firms affiliated with multinationals. There are smaller local firms with no affiliation to a larger company, and there are also companies that specialize in specific areas like public affairs, healthcare, and IT, among others. These operations have come about as a result of the rotation in the Portuguese political front and they usually focus on a personality that works well with various political groups (Personal communication, 2005a).

Professional Associations

Although the pioneers of public relations in Portugal started the first professional association for 40 years now, there is a lack of representation of the professional's interests. This situation might be changing, as the international representation of Portuguese PR practitioners is improving.

After the historic adoption of the European Code of Professional Practice (aka the Code of Lisbon) by the European Confederation of Public Relations (CERP) in 1978, Portugal has had its ups and downs in terms of professional activism. However, a new generation of PR practitioners who benefited from the existence of a formal education and the inspiration of the pioneers is coming and will certainly change the shape of reality.

Public Relations Associations in Portugal

In 1968 Portugal saw the birth of its first professional association: SOPRP - Sociedade Portuguesa de Relações Públicas (Portuguese Society of Public Relations). At that time the dictatorship still meant that the mass media were not free and the propaganda model was the rule. This professional society effectively influenced the creation of public relations subjects at secondary school, inspired the creation of many PR departments and achieved the official recognition in 1971 of a more accurate PR definition in the national classification of the professions. This was the society that effectively made Portugal a member of the Confederation Europeene des Relations Publiques (CERP). In the early eighties, this Society was transformed into the APREP, the Associação Portuguesa de Relações Públicas (Portuguese Public Relations Association). This Association added to the normal structure of the society a professional council which would

evaluate members and effectively recognize their competencies. In 1982, APREP started what may be called the first PR campaign for Portuguese PR aimed at raising awareness of PR as a specific profession with properly trained professionals. Unfortunately, APREP is not functional anymore. The (Associação de Relações Públicas de Portugal – ARPP) Portuguese Public Relations Association was created in 2001 after a series of initiatives to contact public administration to overcome some legal problems affecting PR professionals. This is currently the only PR professional association active in Portugal.

The Associação Portuguesa de Comunicação de Empresa (APCE) (Portuguese Association of Corporate Communication) was created in 1990 with the aim to become the unifying association for corporate practitioners, academics and students with a focus on the international connection with European countries and also Portuguese-speaking countries. This association is currently undergoing a re-envisioning process to become a more active association after some years of operative difficulties.

Portuguese PR consultancies have their own body since 1989. The Associação Portuguesa das Empresas de Conselho em Comunicação e Relações Públicas (APECOM) (Portuguese Association of Communication and Public Relations Consultancies) is a member of ICCO and endorses its Stockholm code to spread ethical practices among Portuguese companies.

The scientific association active in the field of Communication and Public Relations is Associação Portuguesa de Ciências da Comunicação (SOPCOM) (Portuguese Association of Communication Sciences). This association organizes annual congresses in which PR, Internal Communication, Corporate Communication and other related areas are regularly the subject for several academic papers.

Portuguese PR and Communication Students have also organized themselves and in 2003 formed the Associação Portuguesa de Estudantes de Relações Públicas e Comunicação (APERPEC) (Portuguese Association of Public Relations and Communication Students). They have become members of the PRIME European network of PR students associations and organized in 2005 the First International Public Relations Students' Congress in Portugal at Lisbon's Superior School of Mass Communication and Media Arts. This congress was held with partial common program with the EUPRERA congress, organized at the same school in November 2005. APERPEC edits the only regular publication published exclusively on PR and edited in Portuguese and English. It is available at <http://portraits.com.sapo.pt>.

In 2006, at a Meeting of Lisbon's Superior School of Mass Communication and Media Arts' Organizational Communications Department, these associations convened for the first time. On a meeting to discuss professional accreditation in Portugal, the associations co-signed a Manifesto for the Professional Accreditation of PR professionals in Portugal. A report about this historical meeting and the full text of the Manifesto can be read in Portuguese and English in PoRtraits Magazinen⁹⁸ (http://portraits.com.sapo.pt/portraits_8.pdf).

Professional Organization's Web sites

Associação Portuguesa das Empresas de Conselho em Comunicação e Relações Públicas (Portuguese Association of Communication and Public Relations Consultancies, APECOM)
<http://www.apecom.pt/public/Default.asp>

Associação Portuguesa de Ciências da Comunicação (Portuguese Association of Communication Sciences, SOPCOM) <http://www.sopcom.ubi.pt/>

Associação de Relações Públicas de Portugal – ARPP - Portuguese Public Relations Association – www.arpp.ismai.pt

Associação Portuguesa de Estudantes de Relações Públicas e Comunicação – APERPEC – Portuguese Association of Public Relations and Communication Students – <http://aperpec.googlepages.com>

Associação Portuguesa de Comunicação de Empresa – APCE – Portuguese Association of Corporate Communication – www.apce.pt

Public Relations Education

The first course offered in public relations was in 1964 by the Institute of New Professions (INP). Although this seems early relative to the development of the industry within Portugal, the INP was a private organization and the course was not considered superior at the time. It was not until the early 1990s that the first course in public relations was offered publicly. This came in conjunction with the creation of Lisbon's Superior School of Mass Communication and Media Arts (Eiró-Gomes and Duarte, 2005).

Public relations education in Portugal can be described at best as a situation of gradual development. Currently, there are almost 100 identifiable communication courses in the country, 11 of which are closely related to public relations (Eiró-Gomes and Duarte, 2005).

Recently, there have been advancements in the studies of public relations with the launch of a doctoral program in public relations based on a partnership between Lisbon's Superior School of Mass Communication and Media Arts and Universidad Complutense de Madrid. Additionally, the development of post-graduate courses in areas like Crisis Communication Management and Strategic Communication Management has been effective in advancing the profession (Eiró-Gomes and Duarte, 2005).

Until recently, the majority of public relations practitioners and corporate communication managers have an undergraduate degree in their profession. Upon completing higher education in public relations, professionals were awarded a Licenciado degree, which was equal to a four-year undergraduate university degree. But with the Bologna process, Portuguese education has become coherent with European standards and since 2007 started to include three year BA degrees plus two year Master degrees.

The first and most important Master Program in Public Relations is currently offered by Lisbon's Superior School of Mass Communication and Media Arts. The Master Program in Strategic Public Relations Management, launched in 2007-2008, includes an international focus with foreign lecturers and includes innovative subjects like Stakeholder Mapping and Management, International PR, and PR in the age of web 2.0, among others.

Major Public Relations Superior Degrees in Portugal

Source: www.acessoensinosuperior.pt

Applied Communication. Marketing, Advertising and Public Relations

Universidade Lusófona de Humanidades e Tecnologias

Communication and Public Relations

Instituto Politécnico da Guarda - Escola Superior de Educação da Guarda

Marketing, Advertising and Public Relations

Instituto Superior de Línguas e Administração de Lisboa

Instituto Superior de Paços de Brandão

Instituto Superior de Entre Douro e Vouga

Public Relations

Instituto Superior da Maia

Public Relations and Communication

Universidade dos Açores - Ponta Delgada

Public Relations and Corporate Communication

Escola Superior de Comunicação Social do Instituto Politécnico de Lisboa.

Public Relations and Advertising

Instituto Superior de Novas Profissões

Academic Research

In Portugal, academic research concerning the field of public relations is still in its early stages of development. However, at the present moment, there are some signs that indicate an upcoming change of this status quo. The first aspect to underline is the opening of the first Portuguese master program in Strategic Public Relations Management by the Lisbon's Superior School of

Mass Communication and Media Arts (ESCS) of Lisbon's Polytechnic Institute, in October of 2007 as leverage for future scientific research. Another important initiative, also undertaken by the same school, is the publishing of the scientific magazine "Comunicação Pública" in 2005, which addresses various subjects of communication including public relations.

In the scope of academic research we highlight two recent investigations in the public relations field. The first is a master thesis presented by João Duarte, at the New University of Lisbon, in 2005, entitled: "Contributions for an Integrated Theory for the Concept of "Publics": A Public Relations Perspective". This is considered the first master thesis in Public Relations presented at a Public University in Portugal.

The second investigation was developed by Miguel Coelho as a master thesis at Instituto Superior de Ciências do Trabalho e da Empresa, in 2007, entitled: "Public Relations and Communication Management in Portugal: Adaptation of the Excellence Project". This work was based on the adaptation of the Excellence Project, a reference study on public relations and organizational communication management developed by the International Association of Business Communicators (IABC).

Regulations Affecting the Industry

Since the public relations sector often works with the media, laws in the media have an indirect effect of the industry. As a general rule, public relations fits under the legislation of advertising and promotion (Personal communication, 2005a). The former *Alta Autoridade para a Comunicação Social* (the High Authority for Mass Communication), now called *Entidade Reguladora para a Comunicação Social* (Regulatory Agency for the Mass Media), is a governing body that ensures the right to information and freedom of the press. The Reporters Union is a professional organization that strives to uphold ethical standards for journalists (Correia, 2001).

The Autoridade da Concorrência, or the Competition Authority, regulates all matters of competition in economic activities in Portugal. The mission of the authority is to make sure that competition laws and a free market are upheld by all business organizations. It also protects and secures the rights of consumers ("A Autoridade da Concorrência," 2003-2005).

Some Public Relations Firms Operating in the Country

- C&C - Consultores de Comunicação, Lda - Lisboa <http://www.cec.online.pt/main.htm>
- Citigate Sanchis - Lisboa
- Cunha Vaz & Associados Consultores em Com., Lda Lisboa <http://www.cunhavaz.com/>
- Emirec - Comunicação, Lda - Lisboa
- Fonte - Consultores de Comunicação, Lda - Lisboa <http://www.fontecomunicacao.pt/>
- Grupo Inforpress - Lisboa <http://www.inforpress.es/>
- Hill & Knowlton - Oeiras <http://www.hillandknowlton.com/>
- IMAGO - Imagem e Comunicação, Lda - Sintra
- Inforfee – www.inforfee.pt
- IPSIS - Consultores em Relações Públicas, S.A. - Lisboa <http://www.ipsis.pt/>
- Lift - Managing Reputation - Cascais <http://www.lift.com.pt/>
- Loja da Imagem - Mkt, Comunicação e Gestão, Lda - Lisboa
- LPM Comunicação, Lda - Lisboa <http://www.lpmcom.pt/main.php>

- Média Alta - Imagem e Comunicação, Lda – Lisboa
- MediaHealth Comunicação, Lda.- Lisboa <http://www.mediahealthportugal.com>
- MULTICOM - Assessoria, Imagem e Marketing, Lda - Lisboa <http://www.multicom.co.pt/>
- NICKLES & PICKLES - Comunicação e Imagem, Lda - Lisboa <http://www.nicklespickles.pt/>
- Omniconsul – www.omniconsult.pt
- Parceiros de Comunicação - ACCI, Lda - Lisboa
- Paulo Nogueês - Consultoria de Marketing Unipessoal - Lisboa
<http://www.paulonogues.com/>
- Porter Novelli Portugal - Lisboa
- QI - Consultores de Comunicação e Imagem, Lda - Porto <http://www.qi.com.pt/>
- Reputation, Lda. – www.reputation.com.pt
- Única - Projectos Especiais, Imagem e Mkt, Lda - Lisboa <http://www.unica.com.pt/>
- Unimagem - Comunicação e Imagem, S.A. - Lisboa
- Weber Shandwick - D&E, Comunicação e Imagem, S.A. - Lisboa
<http://www.webershandwick.com/globalnetwork/locations/index.cfm/cityid,111.html>
- Youngnetwork – www.youngnetwork.net

Media System

Print Media

Since the beginning of the 1990s, Portugal has been under a system of free press and no newspapers are government owned. This was a huge transformation that began in 1974, after government censorship came to an end (“A Country Study. Portugal,” 1993).

Although the nation of Portugal has seen a large increase in percentages, the newspaper circulation is very low compared to other nations in the European Union. This may be due to the small market size and low education levels. Only slightly over eight million inhabitants are over the age of 15 and only about eight percent of the population has earned a higher education diploma. Additionally, more than twenty percent completed less than four years of school, if any. These may also be factors that have led to a trend in the prevalence of popular and theme-oriented magazines and the importance of entertainment in the field of journalism. This also decreases the importance of daily and weekly publications that provide general information to the public (Correia, 2001)

The highest circulating daily publications are the *Jornal de Notícias* and the *Correio da Manhã*. The *Diário de Notícias* and *Público* are popular reference newspapers. Weekly publications providing general news include the *Expresso* and *Visão*. However, the publications that have the highest printing numbers are feminine, popular and TV magazines. The sports industry, primarily covering soccer, is also popular (Correia, 2001).

Most publications are under the control of four large economic groups, which also own portions of the television industry as well. The Roman Catholic Church owns many regional media outlets, and some foreign groups also hold significant positions in the media infrastructure (Correia, 2001). There is one main news agency, Lusa, which provides a newswire service.

Broadcast Media

In 1975, all commercial broadcasting radio and television networks were nationalized. The only exception is the Catholic Church’s network. The government controlled radio and television stations continued until the early 1990s. In the early 1990s, private stations began to appear. The Catholic radio network, Rádio Renascença, continued to be a success. The national public television network was Radiotelevisão Portuguesa. RTP had two channels.

“A Country Study. Portugal,” 1993)

In 1992, Sociedade Independente de Comunicacao established the first private television network in Portugal (SIC). The Catholic Church’s attempt to create a private television station wasn’t as successful due to how commercial national television stations need to be. Channel 4 (now known as TVI – Televisão Independente) was established in 1993 by the Catholic Church and sold in 1998 to its current owner Media Capital. (Correia, 2001). The SIC networks surpassed RTP in ratings in 1995 and the renewed TVI has been leading audiences recently.

The state controlled RTP (Portuguese Radio-Television) group now has two general channels (RTP1 and RTP2), a 24 hour news channel (RTPN), two international channels aimed at Portuguese-speaking Africa (RTPAfrica) and the immigrant communities all over the world (RTPInternacional). The private group SIC also has a 24 hours news channel (SICNotícias).

Major Groups Involved in Press Ownership (Correia, 2001)

- PT/Lusomundo (in part this groups is run by the state, which holds part of its capital) owns the *Jornal de Notícias*, *Diário de Notícias* and other newspapers and magazines, including parts of the regional press. The company is also involved in the cable, Internet and cinema industries.
- Impresa owns the most important weekly newspaper *Expresso*, the weekly magazine *Visão*, and some social magazines like *Caras*. It is active in the free press and the Internet. Impresa also owns the dominating television station, SIC.
- Media Capital is also an important player in the Portuguese market and controls TVI. It also owns four important radio stations and has a stake in Internet technologies.
- Impala, which also runs businesses in Brazil and Spain, owns two-dozen feminine and popular publications that are some of the most circulated in the nation. Focus, Maria, Mariana, VIP, Flash, Nova Gente, and Bébés e Mamãs, among others.

Governmental Broadcasting Agencies

- ICP - Instituto de Comunicações do Portugal – <http://www.icp.pt/>
- SECS - Secretaria de Estado de Comunicação Social – <http://www.secs.pt/>

Links to Print News Media

- *Jornal de Notícias*: <http://jn.sapo.pt/>
- *Correio da Manhã*: <http://www.correiomanha.pt>
- *Diário de Notícias*: <http://dn.sapo.pt/index.html>
- *Público*: <http://www.publico.clix.pt/>
- Lusa News Agency: <http://www.lusa.pt/>

Major National Television Networks

- Radiotelevisão Portuguesa (RTP) http://www.rtp.pt_
- RTP1 – General programming.
- RTP2 – Documentaries, series, opera, music and other programming.
- Sociedade Independente de Comunicacao (SIC) <http://www.sic.pt>
- Televisão Independente - <http://www.tvi.iol.pt>

Major National Radio Networks

- TSF Radio – <http://www.tsf.pt/online/primeira/default.asp>
- Antena 1 - www.rtp.pt/antena1/
- Rádio Renascença (RR) – <http://www.rr.pt>

Communications Observatory Web Site

- http://www.obercom.pt/2004/cont_english.asp

Country Profile

Area: 92,391 square kilometers. To the north of the Tagus River the terrain is mountainous and in the south there are rolling plains.

Borders: Portugal is located in Southwestern Europe, bordering the North Atlantic Ocean on the West and South and Spain on the North and East. Together, Portugal and Spain form the Iberian Peninsula. Portugal has the Western limit of the European land continent and it is the closest European country to America.

Capital City: Lisboa (564,647 inhabitants in Central Lisbon – 2,682,687 inhabitants in the greater Metropolitan area around Lisbon).

Population: The population of Portugal is about 10.5 million people. The race composition in Portugal is mainly homogeneous Mediterranean stock and a very important Africa-born Portuguese community returning during the decolonization. Since 1990, many Eastern European Countries and Brazil have provided the biggest flows of immigration to Portugal. Although the total estimated number of immigrants in Portugal is 0.5 million, currently there are only around 250 thousand immigrants with legal resident status in Portugal, and the four largest foreign communities come from Portuguese-speaking countries: Cape Verde (21,5%), Brazil (10,6%), Angola (10,2%) and Guinea-Bissau (8,1%).

Religion: Portugal is officially a laic state with religious freedom. However, in Portugal more than 90% percent of the population is Roman Catholic and some five percent are Protestant. Muslims are estimated around one percent

Language: Portuguese and Mirandese are the two official languages, yet Mirandese is only rurally used. English is widely spoken as major business language while French used to be traditionally taught as principal second language due to the high amount of Portuguese migrants living in France.

The Portuguese language is spoken by 210 million native speakers and is among the world's most spoken native languages. It is the official language of other countries such as Brazil (America), Angola, Cape Verde , Mozambique, Guinea Bissau, Saint Tomé and Príncipe, (Africa), Macau and East Timor (Africa)

Literacy: People age 15 and over can read and write, on average.

Currency: The Euro was adopted as one of the country's currencies in 1999 and became official currency in 2002 succeeding to the Escudo Português.

Unemployment Rate: The unemployment rate in Portugal is currently of 7,9%

Climate: The climate is temperate on the coast of the country, cool and rainy in the north, and warm and dry in the south.

Government and Political Structure

The Portuguese Republic is a parliamentary democracy comprised of four sovereign organs: the Government, the President of the Republic, the *Assembleia Republica* (Parliament) and the Courts of Law ("The Government in the Portuguese Political System," n.d.).

The Government is led by the Prime Minister, who is appointed by the President of the Republic. It is the supreme organ of the public administration and is responsible for managing general policies. The Prime Minister appoints individuals to serve as Ministers and Secretaries of State. Collectively, they comprise the Council of Ministers and form the Government. Together they create their *Programme*, a document that outlines political objectives that are being proposed, and present it to the Parliament. Members of the Government serve four-year terms but can be re-appointed. The Government is responsible for negotiating with other States and international bodies, proposing laws to the Parliament and other administrative duties. The Government answers to the President of the Republic and Parliament ("The Government in the Portuguese Political System," n.d.).

The President of the Republic represents the nation. The president is elected to a five-year term by a popular vote and appoints the prime minister. The prime minister that he appoints is customarily the leader of the majority party of coalition ("Portugal," 2005a).

The Parliament, known as the Assembly of the Republic, or *Assembleia da Republica* is a unicameral body made up of 230 seats. The members are elected by popular vote and serve four-year terms. This body represents the Portuguese citizens. The Socialist Party, Social Democratic Party, Communist Party of Portugal, Popular Party, Left Block and Ecologist Party and the Greens are the political parties that are represented in the Parliament. The assembly creates laws. Currently, the Portuguese Socialist Party has 121 of the seats ("Portugal," 2005a).

The courts of law are the administrators of justice in the name of the people. The federal court system, or the Constitutional Court, is known as the *Tribunal Constitucional*. The Supreme Court is known as the *Supremo Tribunal de Justicia* and its judges are appointed for life by the *Conselho Superior da Magistratura*. ("Portugal," 2005a).

These sovereign organs are all independent from one another but work together when exercising their power for the people that they represent. In addition to these sovereign bodies, the autonomous regions and local authorities also have their own political systems. The country has 18 districts and two autonomous regions. They speak on behalf of the areas that they govern to the government and other sovereign bodies when it comes to issues that affect their part of the nation,

but the sovereign parties are more powerful and therefore are not mandated to follow their suggestions (“The Government in the Portuguese Political System,” n.d.).

The Portuguese flag is green (two-fifths of the flag) and red (three-fifths of the flag), divided vertically with the Portuguese coat of arms centered at the division of the two colors (“Portugal,” 2005a).

Official Links of the Portuguese Political System

- Tribunal Constitucional Portugal <http://www.tribunalconstitucional.pt/tc/index.html>
- Presidência da República Portuguesa <http://www.presidencia-republica.pt/>
- Supremo Tribunal de Justiça <http://www.stj.pt/>
- Portal do Governo <http://www.portugal.gov.pt/Portal/EN/> [<http://www.pcm.gov.pt/Portal/EN/>]

Economy

GDP (2005): €147.8 billion

Annual growth rate: 1.4%

Per capita GDP (2005): €14,100

Avg. inflation rate (2006): 2.5%

Natural resources: Fish, tungsten, iron, copper, tin, and uranium ores.

Agriculture (products): forestry, fisheries, cork, wine.

Industry (types): textiles, clothing, footwear, wood and cork, paper, chemicals, manufacturing, food and beverages.

Services: Commerce, government, housing, banking and finance.

Source: <http://www.state.gov/r/pa/ei/bgn/3208.htm>

Regarding economic growth, Portugal is still a country that has been growing too slowly, besides the European Union (EU) help. As a consequence, it has been losing ground relative to the EU and has now the sixth worst position regarding per capita GDP, which explains why it is behind Greece, the Czech Republic, and Slovenia concerning purchasing power parity.

Portugal was the first country not to accomplish the Eurozone's Stability and Growth Pact budget deficit target of 3%. Nowadays, Portugal is still trying to achieve the 3% but the amount of difficulties made the country fight for the 3.7% only for 2007. In 2006 the Portuguese economy grew by 1.4% and the unemployment rate was 7.6%, which includes people with a degree.

Portugal's EU funding will be cut by 10%, to 22.5 billion euros, between 2007 and 2013. As a consequence, the government is trying to contribute to the country's economic growth through exports, private investment, and development of the high-tech sector.

Portugal's economy is still based on traditional industries such as textiles, clothing, footwear, cork, wood products, beverages (wine), porcelain, earthenware, glass and glassware. However, Portugal is becoming an important figure in the European ("Investing in Portugal," 2005) automotive sector. It is also one of the leading mold manufacturers in the world. Other industries, such as electronics, chemicals, and life sciences, are becoming an extremely important portion of the Portuguese economy as well as tourism, especially in the Algarve.

Financial and Economic Links:

- Banco de Portugal http://www.bportugal.pt/default_e.htm
- Competition Authority http://www.autoridadedaconcorrenca.pt/default_en.asp
- Euronext Lisbon http://www.bvl.pt/bvlp/homepage_en.html
- Deposit Guarantee Fund (FGD) http://www.fgd.bportugal.pt/default_e.htm
- Investment, Trading and Tourism from Portugal (ICEP)
<http://www.icep.pt/english/default.asp>
- Portuguese Mint (INCM) <http://www.incm.pt/>
- Portuguese Insurance Institute (ISP) <http://www.isp.pt/uk/index.html>
- Public Credit Management Institute (IGCP) <http://www.igcp.pt/en/>
- National Institute for Statistics (INE) http://www.ine.pt/index_eng.htm
- Stock Market Commission (CMVM) http://www.cmvm.pt/english_pages/
- Ministry of Finance <http://www.min-financas.pt/v30/English.htm>
- Tax Department <http://www.dgci.min-financas.pt/siteinternet/>
- Budget Department (DGO) <http://www.dgo.pt/>
- Economic Research and Forecasting Department (DGEP)
<http://www.dgep.pt/menprinci.html>
- Treasury Department (DGT) <http://www.min-financas.pt/dgt/default.htm>
- Ministry for Public Works, Housing and Communications
- Planning and Study Department (GEP) <http://www.gep-mopth.pt/?id=10>
- Interbank Service Company (SIBS) <http://www.sibs.pt/default.asp?lang=2>
- Foreign investors portal <http://www.portugalinbusiness.pt/>
- Institute for the Support of the Small and Medium Sized Enterprises
(www.iapmei.pt)
- Ministry of Economy and Innovation (www.min-economia.pt)

Other Links About Portugal:

- The World Factbook <http://www.cia.gov/cia/publications/factbook/geos/po.html>
- Federal Research Division of the Library of Congress
<http://lcweb2.loc.gov/frd/cs/pttoc.html>
- Instituto Camões- Contemporary Portuguese Culture <http://www.instituto-camoes.pt/cvc/contportcult/>
- Portugal's Official Tourism Web Site <http://www.visitportugal.com>

Culture

The rich and traditional culture of Portugal can be attributed to the variety of influences the country has experienced dating back more than 2000 years. Portugal, a country who has maintained a culture all its own, has not only left its mark on the various countries it conquered, but also assimilated some of their ideas into its unique lifestyle.

Literature

Portugal might be, above all, a country of poets. Names like Luís Vaz de Camões and Fernando Pessoa, known for his three heteronymous (Alberto Caeiro, Ricardo Reis, Álvaro de Campos), became well-known worldwide. Later on, Sofia de Mello Breyner, Miguel Torga, Eugénio de Andrade, António Nobre, Florbela Espanca and Alexandre O'Neill became important references in Portugal. Nowadays, we have great poets yet to be discovered; they are the portuguese poets of the XXI century: Carlos Luís Bessa, Daniel Faria, João Luís Barreto Guimarães, Jorge Gomes Miranda, José Tolentino Mendonça, Luís Quintais, Paulo José Miranda, Pedro Mexia e Rui Pires Cabral.

Regarding romance, the Portuguese writer José Saramago won the Nobel Prize for Literature, in 1998. But Portuguese literature counts with several other important figures (António Lobo Antunes, Urbano Tavares Rodrigues, Teolinda Gersão and more recently José Luís Peixoto and Gonçalo M. Tavares), all of them with books translated in several languages.

Painting

Paula Rego, Júlio Pomar, Vieira da Silva and Mário Cesariny are probably the most well-known Portuguese painters around the world. But before them, in the beginning of the XX century, a great generation of painters could have made the difference in Arts. Unfortunately, they died too soon to achieve their objectives. They were: Amadeo de Souza Cardoso, Santa Rita Pintor and Almada Negreiros. More recently, in the XXI century a group of Portuguese painters are also doing an excellent job regarding contemporary art: Xana, Suzanne Thémilitz, Manuel Botelho, José Pedro Croft, Ana Hatherly, Ana Jotta, Rui Moreira, José Luís Neto, Pedro Proença, Julião Sarmento, João Vieira.

Architecture

As in other countries, Portugal has a typical architectural style that was created and used some centuries ago, "manuelino", which made the transition between the Gothic and the Renaissance and was based on the Portuguese Discoveries. Although interesting, this style is, obviously, not being used anymore. Instead, we now have important contemporary architects that are creating modern buildings in several countries around the world. One of the most remarkable is Álvaro Siza Vieira, awarded with the Pritzker, the most important architectural prize, in 1992. We should also mention: António Marques Miguel, João Luís Carrilho da Graça, Eduardo Souto de Moura, Fernando Távora, Manuel Graça Dias, Nuno Teotónio Pereira, Filipe Oliveira Dias, Manuel Salgado, Gonçalo Byrne, Vitor Figueiredo.

Dance

It is also through the contemporary dance that Portugal is becoming well-known around the world. Madalena Victorino, Olga Roriz and Rui Costa are the most important Portuguese choreographers at the moment, having presented their performances in Portugal and abroad.

Cinema

Portuguese cinema follows the European tradition. Manoel de Oliveira is the most well-known Portuguese director, having been awarded several times in Cannes and by other Cinema Festivals. Regarding actors, Joaquim de Oliveira and Maria de Medeiros both have an international career in cinema.

Music

Fado is the most well-known Portuguese style of music. Singer Amália Rodrigues was and still is one of the most important Portuguese icons in the world. We now also count Mariza, who is following Amália's paths, having won the BBC Radio 3 award for the best European and World Music artist.

Sports

The Portuguese are particularly good in athletics. Rosa Mota, Carlos Lopes, António Leitão, Fernanda Ribeiro, Obikwelu and Rui Silva are Portuguese athletes who have already won medals in the Olympic Games. However, Portuguese participation in sports is quite successful in other modalities. Other awarded athletes in the Olympic Games are: Sérgio Paullinho (cycling), Telma Monteiro and Nuno Delgado (judo) and Nuno Barreto and Hugo Rocha (sailing). Regarding football, Portuguese players like Eusébio and, more recently, Ronaldo and Figo are well-known everywhere in the world. For the future, Vanessa Fernandes is one of our most promising athletes; she is already the World and European Triathlon Champion.

Fashion

Fátima Lopes is the Portuguese reference regarding fashion. She has been working in Portugal and abroad and has opened several shops in Portugal, France and in The United States.

Popular culture

A country with traditions, Portugal is still celebrating saints (St. John, St. Anthony and St. Peter); creating shows of its typical dance "folclore"; producing parties in villages with wine and beer, "farturas" (a typical sweet) and sardines. Our traditional poultry is still very well-known, as well as gastronomy, based on bread, oil and wine. Sweets are also one of our specialties.

Religion

Portugal is dominated by the Roman Catholic religion. Ninety-four percent of all Portuguese citizens belong to the religion. The other 6 percent are predominantly Protestant. The influence of the Roman Catholic religion can be seen through the various festivals and celebrations dedicated to a number of saints and other religious figures.

Sports and Festivals

As with various European nations, the Portuguese feel a great passion towards European football. In addition, Portugal enjoys many other organized and professional sports throughout the year.

Festivals are a very important aspect of Portugal's culture. In addition to the traditional holidays celebrated by the Catholic Church, the Portuguese people also take part in what is known as Carnival, an ancient festival celebrating the end of the winter, which gained Christian connotations and marks the 40 days before Easter. Other major festivals include the celebration of the three major venerated saints: St. John, St. Anthony and St. Peter. These celebrations take place mostly during Portugal's summer months, which begin in June.

Cuisine

Portugal's diverse cuisine is characterized by their use of rice, potatoes, bread, sea-food, meat and fish. The Portuguese are also known for their love of Cod. Additionally, they are said to enjoy traditional desserts, always served with strong coffee. Portugal is also renowned for their wine. The drink has been exported from the country since the time of the Romans, who associated Portugal with Bacchus, the god of wine and feast.

Hofstede's Five Cultural Dimensions

Power Distance

This measures the degree of equality or inequality between people in a country's society. Portugal's power distance index shows that there is a relatively high power distance present in the country's society. This makes it harder for individuals to move up in social class.

Individualism

This measures the degree on which the society reinforces individual or collective achievement. Portugal is low on the individualism scale, which means the Portuguese people still value the collective dimension. Emerging from a late revolution from dictatorship, the unity of the people is still thought of as a value.

Masculinity

This measures the degree to which the society does or does not reinforce the traditional masculine work role model of male achievement, role and power. Portugal is low on the masculinity scale meaning that there is low discrimination and differentiation between men and women.

Uncertainty Avoidance

This measures the level of tolerance for uncertainty and ambiguity within the society. Portugal's acceptance of uncertainty is high as the rule has always been to deal with ambiguity. The fact that,

as a rule, Portuguese people are able to solve unexpected problems and deal with ad-hoc solutions makes us capable of dealing with uncertainty.

Brief History

The Lusitanians, a Celtic tribe, came to the Iberian Peninsula around 1000 B.C. They settled in the coastal region of the peninsula that is now known as Portugal. Lusitanians lived there for centuries. They were able to fend off Rome's attempt at conquering the Iberian Peninsula until the time of Julius Caesar and Augustus. Once the Lusitanians were conquered, the new Roman province flourished. Along with the technological advancements brought by the Romans, they also brought Latin to the area. Latin is the basis for the Portuguese language. Lisboa, the current capital of Portugal, was made the capital city of the Roman province Hispania Ulterior.

In the Fifth century, the Visigoths conquered the Iberian Peninsula from the Romans. In the Sixth century, the southwestern most portion of the Iberian Peninsula, known today as the Algarve, became part of the Byzantine Empire.

In 711 C.E., the Moors invaded the Iberian Peninsula. Muslim culture spread throughout the region. Some of the population converted to Islam, but the majority remained unconverted. Despite the religious differences, the people in the Iberian Peninsula coexisted peacefully until the time of the Christian re-conquest.

In the Eighth century, the Christian kings from Asturias began driving the Moors out of the Iberian. Asturias and the Basque region were the only two areas in the Iberian Peninsula to resist the Moorish invasion centuries before. In the late 11th century, the king Alfonso VI received help from the French to combat the Moors. Henry of Burgundy married Alfonso VI's illegitimate daughter. The county of Portucalense was given to Henry as a dowry from Alfonso VI. Henry of Burgundy becoming the count of Portucalense which was the first step to Portugal becoming an independent nation.

Afonso Henriques, the son of Henry of Burgundy, took over as the region's ruler in 1128. After a victorious battle with the Moors in 1139, Afonso Henriques began calling himself Afonso I, the king of Portugal. In 1143, Spain recognized Portugal as an independent nation. In 1179, the Pope followed suit and recognized Portugal's independence. Afonso I's reign lasted for 57 years. This lengthy reign was neither easy nor peaceful as Afonso I attempted to regain the southern regions, Alentejo and Algarve, from the Moors.

Afonso I's reign ended without successfully regaining these regions. Afonso's successor, Sancho I, was not able to maintain control over the region after he conquered it. It wasn't until 1249, when Afonso III conquered the Algarve, that Portugal became a whole nation.

Afonso III's son Diniz assumed power in 1279. Diniz helped Portugal in many ways. He attempted to improve the land conditions, he established a court and he founded a university, later to become the University of Coimbra. In 1297, Diniz signed a treaty with Ferdinand IV of Castile that established the border between Spain and Portugal that remains today.

In the late 14th century, João I of Portugal was declared king of Portugal. João I's rule in Portugal marked the beginning of the most successful period in Portugal's history. Under the lead of João I's son, Henry the Navigator, Portuguese ships discovered the Madeira Islands and the Azores in the

Atlantic Ocean. João I moved the war against the Moors into Africa. In 1415, João I conquered the city of Ceuta.

His successors continued the war in Africa, along with the exploration of the world. Afonso V discovered and settled the Cape Verde Islands in the mid-15th century. Under João II, the Congo River was discovered; Bartolomeu Dias was the first European captain to cross the Cape of Good Hope; and the Treaty of Tordesilhas was signed with Spain. The treaty divided the world in two parts and determined where Spain could colonize and where Portugal could colonize.

During the reign of Manuel I, Vasco de Gama reached India by sailing around Africa and Pedro Alvares Cabral discovered Brazil. Manuel I and his successor João III were the pinnacle of Portuguese exploration. Under João III, Portuguese ships were the first European ships to land in Japan.

After João III, Portuguese exploration and influence began to decline. Under Sebastião, Portugal suffered a loss when he launched a military campaign in Morocco. The Portuguese lost the campaign and the king, who was killed in the battle.

For 60 years Portugal went under Spanish rule. It wasn't until 1640, when Portugal regained their independence. The next 100 years were marred by weak rulers and diminishing trade. In 1755, an earthquake followed by a tsunami destroyed the capital city of Lisboa.

The decline of Portugal continued through the next century. In 1807, Napoleon Bonaparte invaded Portugal, causing the royal family to flee to Brazil. In 1820, there was a public outcry from the Portuguese for the return of the royal family. In 1822 with the advice of the king, the prince Pedro declared Brazil an independent nation and was appointed the emperor of Brazil. Six years later, Dom Miguel ceased power from his newly crowned wife Maria II and a civil war began. In 1834, after eight years of civil war, Maria II became queen once again. Less than a century later, after much strife and turmoil, a republican revolution forced the abdication of the king Manuel II.

The first republic of Portugal was established in 1910 with Teofilo Braga as the president. In 1916, Portugal joined the Allied forces in World War I.

The economy of Portugal suffered through the government changes and the war. In 1926, General Carmona led a military coup and became the president of Portugal. His finance, Minister Antonio de Oliveira Salazar, became the premier of Portugal in 1932 and began the longest dictatorship in modern Western European history.

During World War II, Portugal maintained their neutrality, but allowed the Allies to use their military bases. After the war, Portugal was one of the founding nations in the North Atlantic Treaty Organization. Despite NATO, Portugal was not allowed to become a member of the United Nations until 1955.

There was extreme censorship of the press and limitations of cultural activities all through the 1960s. Salazar died in 1968 of a stroke, but the oppression of the people continued until the revolution in 1974. The Movimento das Forças Armadas, Armed forces Movement, was a group of military officers that led the revolution. The oppression of the Portuguese people came to an end and all of their rights were restored. All of the Portuguese colonies were given their independence in 1975.

In 1986, Portugal became a member of the European Economic Community, now known as the European Union. Twelve years later, in 2002, Portugal adopted the Euro as the national currency.

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Other links of interest

Instituto de Estudos Estratégicos e Internacionais: <http://www.ieei.pt/>

Created in 1980, the Institute of Strategic and International Studies was established as an organization dedicated to the investigation and promotion of debate over issues of international politics, military, economics, society and culture.

Institute of Social Sciences: <http://www.ics.ul.pt/>

The University of Lisbon created the Institute in 1982. Its main goal is to promote research and post-graduate teaching in the broad area of social sciences in Portugal. The Institute's journal, *Análise Social*, played a large role in the evolution of Portuguese Social Sciences. In addition, many members of the Institute take part in national and international networks, working together on joint projects and professional and scientific exchanges.

Centro de Investigação sobre Economia Portuguesa: <http://pascal.iseg.utl.pt/~cisep/>

CISEP is a research center on the Portuguese economy to support sound public policy.

Contact information

The Global Alliance is always interested in cooperating with local institutions and associations to provide profiles of the social, economic and media context of member countries, along with details on the local public relations industry, its main activities and tips on successful local practice.

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