

**FORECASTING BRAZILIAN ECONOMY: THINK
TANKS' PROPOSALS FOR ECONOMY AND BUSINESS
MANAGEMENT**

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Abstract

This dissertation benchmarks a selection of Brazilian think tanks between them and similar international organizations, in order to understand Brazilian framework and identify the world's megatrends regarding economy and business management. By analyzing their proposals, the goal is to assess if think tanks in Brazil are following the megatrends or distancing from them. Included in the benchmarking between Brazilian organizations, authors and co-author's profiles, as well as the administration staff's personalities, are also scrutinized in order to comprehend the real extent of these organizations influence and independence.

Resumo

Esta dissertação compara uma seleção de think tanks brasileiros entre si e outras organizações similares, com o objetivo de compreender o panorama brasileiro e identificar as megatendências mundiais no que diz respeito à economia e à gestão de empresas. Ao analisar as suas propostas, o objetivo passa por compreender se os think tanks brasileiros estão a seguir as megatendências ou a distanciar-se delas. Incluído no *benchmarking* das organizações brasileiras, os perfis dos seus autores e co-autores, bem como da sua *staff* administrativa, são também alvo de escrutínio para que seja possível entender a verdadeira extensão da sua influência e independência.

Keywords: Brazilian think tanks; economy; business management; megatrends

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Introduction

In 2015, there were 6.846 Think Tanks widespread across the globe (McGann, 2016: 26), each of them with features that allows to aggregate them into different types – the result is a plurality of ideas and interpretations, all of them determined to contribute by diverse means to the policy making process, and consequently constraining the future of governments (Weidenbaum, 2010). “Think tanks are public-policy research analysis and engagement organizations that generate policy-oriented research, analysis, and advice on domestic and international issues, thereby enabling policymakers and the public to make informed decisions about public policy” (McGann, 2016: 6).

Brazil is the 12th country in the world with more think tank organizations – 89 think tank organizations (McGann, 2016: 27) – fourteen of them in the “Top Think Tanks in Central and South America (McGann, 2016: 54) and three in the “Top Think Tanks Worldwide” US and non-US included (McGann, 2016: 42-27). Considering the international projection of Brazilian Think Tanks, it is imperative to understand how and in which extent these organizations have power to influence the government and economic players’ actions. If they really have the strength to persuade and induce these changes, then it will have, among other outcomes, a huge impact in the economic arena and, furthermore, in the way that business is made, since corporations’ success goes along with the status of economic framework and economic performance depends on its economic players’ success. Alongside this, Brazil is going through a tumultuous process (President Dilma Rouseff impeachment and Michel Temer interim presidency), and I believe that Think Tanks are key actors that can instigate new approaches and interpretations.

These are the research questions:

- Brazilian think tanks coexist with thousands of other identical organizations. Are they keeping up with the economic and business management megatrends in the world and region where they operate (Latin America)?
 - In which extent Brazilian think tanks influence the country’s economy and business management practices?

- Are Brazilian think tanks truly independent organizations that have the ability to manage their own interests with political expectations, giving their goal of influencing public policies?

Method

The qualitative methodology suits better studies where the aim is to understand a “what”, a “how” or a “why” (Gunaydin and McCusker, 2014). For my study, this is the method I am going to use, since my goal is to qualitatively identify the economic and business management think tanks’ forecasts and their real impact. Furthermore, a dissertation includes “examining a topic in depth and writing about what you have found, adding your thoughts or making recommendations for changes in practice” (Hall and Quick, 2015: 215), so this is the one that suits better my project, since I will extensively study Brazilian think tanks’ proposals and benchmark them with other organizations’ proposals, in order to identify megatrends and understand if they are being followed in Brazil or not.

The goal for this dissertation is to answer the research questions the most accurately and objectively as possible. To do so, after all the literature review and evaluation of that empirical information, a benchmarking strategy will be followed. Brazilian think tanks characteristics and proposals will be confronted with each other, and it will also be performed a benchmarking between Brazilian and Latin American think tanks, as well as European, Asian, North American, Oceania and African think tanks. In the end, I expect to identify which are the megatrends and understand what distance and/or approximate them. Furthermore, a selection of Brazilian think tanks’ authors and co-authors are going to be analyzed, in order to give us a more accurate perspective of the way these organizations operate and how they reach their goals.

As already mentioned, Brazil has 89 think tanks organizations. Given the high number of organizations, this study will only approach four of them: Fundação Getúlio Vargas (FGV), Instituto de Pesquisa Aplicada (IPEA), Centro de Gestão e Estudos Estratégicos (CGEE) and Banco Nacional de Desenvolvimento Social (BNDES). The choice relies on several criteria: FGV and IPEA are the top ranked Brazilian organizations in 2016 Global Go To Think Tank Index Report, in the region where they operate (Latin America): 1st and 13th, respectively (McGann, 2016: 54) – It is important to mention that these organizations were chosen according to their interest for this study: economy and business management. CGEE and BNDES, in turn, do not figure in the ranking, but have

special characteristics that lead me to consider them: CGEE is an organization very focused on innovation and technological progress, matters that are on the international agenda; BNDES is obviously more a development bank than a think tank, but has been actively contributing to economic and finance Brazilian agenda, which awake my curiosity regarding the organization. Some agree that BNDES is claiming its space as a think tank, others do not have the same perspective of the bank's activities, but this lack of consensus is what led me to choose BNDES as one of the organizations for the study. Thus, we will consider it a think tank for the sake of this study.

International think tanks choosing process was different. The organizations choice was based in some guidelines, following below:

- at a first glance, better positioned think tanks were the obvious choice. First the best positioned in the world and then in their region;

- however, a considerable amount of think tanks focusses on international affairs issues, which was not relevant for this study. Therefore, a new variable was added to the equation: the relevance for the study, that led to the choice of economic, social and industry think tanks;

- finally, a third variable came up: the reason for the existence of some international affairs oriented think tanks in the selection is due to, either their weight in their origin countries (like Argentina and Colombia) or the fact that the region did not have relevant and well positioned think tanks oriented to other knowledge fields (like Australia). This already leads to the conclusion that some think tanks are outstandingly focused and sometimes fairly influential in their origin countries (sometimes, because Australian case represents an exception).

The final result is the following:

Brazil		Latin America	North America	Europe	Asia	Africa	Oceania
Public	Private						
Institute for Applied Economic Research - IPEA	Fundação Getúlio Vargas - FGV	Economic Commission for Latin America and the Caribbean - CEPAL (Chile)	Brookings Institution (EUA)	Chatham House (United Kingdom)	Korea Development Institute - KDI (Republic of Korea)	Carnegie Middle East Center (Lebanon)	Australian Institute of International Affairs - AIIA (Australia)
CGEE		La Fundación para la Educación Superior y el Desarrollo - Fedesarrollo (Colombia)	RAND Corporation (EUA)	Centre for European Policy Studies (Belgium)	Asian Development Bank Institute - ADBI (Japan)	African Economic Research Consortium - AERC (Kenya)	Centre for Strategic Studies CSS (New Zealand)
The Brazilian Development Bank - BNDES		Consejo Argentino Para Las Relaciones Internacionales - CARI (Argentina)	Fraser Institute (Canada)	Konrad Adenauer Foundation (Germany)	Development Research Center of the State Council - DRC (China)		

Table I – Think Tank organizations selected for benchmarking

Literature Review

Think Tanks

Think Tanks are «independent, non-interest-based, nonprofit organizations that produce and principally rely on expertise and ideas to obtain support and to influence the decision-making process» (Rich, 2004: 11). They can be either public or private organizations: in case of being public, they are usually associated with governmental agencies, universities or corporations; but they also can be independent, funded by private foundations, individuals or corporations (McGann, 2007). Either of them, public or private, can act in a wide range of ideological categories: “Conservative, Center Right, Centrist, Center Left and Progressive” (McGann, 2007: 6). Medvetz (2014) has a different perspective about the think tank ideology landscape, and argues that political right dominates among think tanks, at least in the USA, because the wealthy individuals and corporations that fund think tanks activities lean to political right rather than to political left.

Among them, it is possible to identify think tanks that have a wide spectrum of research subjects – from economics to foreign policy, among others - and others that specialize themselves in a particular subject, and some that are “Contract Research Organizations” (McGann, 2007: 9) that perform research for governmental agencies. The “advocacy think tanks” and the “Policy Enterprise” types, are think tanks “that promote a point of view and whose analysis has a sharp partisan edge and place a premium on packaging and marketing their ideas, correspondingly” (McGann, 2007: 7). To make their operations possible and profitable, think tanks need to have demand for their knowledge, they need to be funded by people interested in their work and to ask for talented experts in different areas to produce good researches, critical thinking and reliable insights (Nicander, 2016). To better understand the reach and impact that Think Tanks may achieve into policy issues, **Attachment 1** illustrates the web of dimensions that these organizations may influence: political, economic, media and knowledge production (Medvetz, T, 2008).

Think tanks were born in the U.S. Progressive Era (early 10’s of the 20th century), supported by private donors, and operated in a logic of providing intellectual expertise in

times when expertise was scarce among the government's actors (Smith, 1991), and "the quest for technical expertise to supplant partisanship and patronage as keys to advising government policymakers" (Drezner, 2015: 637) arose. These organizations also work as a way of "depoliticize" the public debate and participate in the decision-making process by means of direct influence near the decision centers through experts in different areas (Hayashi & Rigoli, 2012). By being a neutral actor, think tanks have the capability of existing as a bridge between knowledge and power (Rich, 2004). It's not by mistake that they are called the "universities without students" (Weaver, 1989), as they function exactly as an university, but the hypothetical students are highly reputed experts in a range of areas such as economy, finances, public administration or foreign affairs, that seek the recognition of their work embodied in actual public policies (Weidenbaum, 2010).

They also successfully achieve this goal through a close relationship with key actors within the decision-making arena, which comports another, and perhaps the major, difference from universities. While in universities the theoretical knowledge resigns itself to its low reach, the knowledge produced by think tanks often result in a material response by the decision-making center (Struyk, 2016). Saying this, it is believed that think tanks can be considered a force that influence and pushes government's path, as soon as this last one is willing to accept what emanates from their knowledge - and they are (Drezner, 2015).

We not only know that think tanks play a major role in Washington D.C. (Nicander, 2016), the world's larger decision center, but also that there is a convenient synergy between them and the decision actors throughout the world. The reality is that think tanks are legally forbidden from expressing their public support to any political party or candidate, or influence any legislative process (Leeson *et al.*, 2011), because they are "non-partisan, non-profit, research and educational organizations" (Leeson *et al.*, 2011: 63). However, they still found ways of becoming big influential actors, by supporting or criticizing policies that are traditionally more connected with a certain party or that goes against or towards the political views of a candidate (Leeson *et al.*, 2011). Following this logic, and assuming that "success can be understood as the ability to influence the policy process at some stage and in some manner" (Nicander, 2016: 738), we can conclude that think tanks took advantage of a recent opportunity that allows "non-state actors to position themselves in questions of policy identification and formulation" (Nicander, 2016: 739).

After this first step of conquering land, think tanks should work ultimately to ensure their credibility, that must emanate from objectivity, integrity and a good network (Nicander, 2016) – convert “political access into money, money into ideas, and ideas into legitimacy” (Nicander, 2016: 755).

It is worth to mention another key factor that concerns think tanks’ functional dimension: their geographical area affects the way they operate. As European countries are committed with the mission of becoming the world’s most competitive economies and prioritize the goal of a sustainable economic growth, that includes innovation, job creation and stimulating new business initiatives, “think-tanks are the most important "idea centers" for building Europe's future innovation and growth advantage” (Chan and Renee, accessed on: 2016-06-30). Despite all these favorable conditions, European think tanks have low budgets to operate, are poorly organized (with few information repositories and hard to identify), and experiment lack of systematic scrutiny in an era where innovation is the main driver; the deficiency they have in converting “scientific and technological innovation into commercial opportunities” (Chan and Renee, accessed on: 2016-06-30) has come with a loss in job creation and competitiveness.

In the U.S, think tanks have a much more influential presence, and that is why they have an estimated total budget of \$1.2 bn, are better catalogued according to their classification and influential arena than in Europe, are more recognized internationally and have a remarkable ability to convert their produced knowledge into practical measures (Chan and Renee, accessed on: 2016-06-30). Furthermore, “Congress is both the most important institution where decisions are shaped and the central place for public debate of the U.S. marketplace of ideas” (Braml, 2006: 238), and since it is a very fractured organism it is particularly open to external influence (Braml, 2006). Regarding the legal framework think tanks face in the U.S., tax regulation is a core issue when analyzing their plan of action: the funding of political campaigns by individual and private donors creates a good opportunity for think tanks to being financed, with the consequence of turning “advocacy” type think tanks into political instruments (Braml, 2006).

When we look to chinese think tanks, the biggest country in Asia’s think tanks cover the whole spectrum of different types, from the academic and advisory to advocacy type. The genesis of think tank-kind organizations in People’s Republic of China, appeared

in the 1950s and 1960s as soviet model-based “research institutes” (Zhu, 2011: 670), but independent intellectuals colliding with an autocratic government turned into an unaffordable situation that push them into the shadows. The reform to a more open policy that began in 1978 allowed the establishment of relatively autonomous and stable think tank organizations (Zhu, 2011). Currently it is possible to classify them in two categories: “government-sponsored semi-official think tanks and non-governmental think tanks” (Zhu, 2011: 671). The first ones are entirely created and financed by the government and their outcomes are shaped by governmental directions; the second ones “include policy research institutes that are registered as enterprises and civilian non-profit institutions or affiliated institutes under universities” (Zhu, 2011: 672) and depend much less on the government, but are supervised by governmental agencies and their funders are diversified, such as universities, companies, partnerships or foreign funding (Zhu, 2011).

While in countries with a solid and highly organized civil society, alongside with more permeable political institutions, think tanks are able to conquer easily their influence sphere – in Latin America regions the opposite occurs. Here, the State has a more centralized political institutionalization what converts it into resistance towards social demands (Merke & Pauselli, 2015).

According to a study conducted by Tatiana Teixeira da Silva (2012), that interviewed a wide range of academics, authors of Brazilian social thinking, diplomats, former ministers and think tank members, it appears that it is not possible to look at a Brazilian think tank strictly considering the generic (and north American) conception of a think tank as an independent, depolarized bridge between knowledge and power. By doing so, we are misrepresenting the concept of think tank because the interference of political actors inside these organizations is clear and not secret, as some of them are legally in the dependence of state institutions and most of them are financially dependent (Silva, 2012). The author defends that “in Brazil, this frontier between foundations, NGOs, think tanks, universities and consulting firms is very fragile, which allows, in many cases, the existence of hybrid institutions” (Silva, 2012: 10) and Marcio Pochmann, a former IPEA president, defends that “there is nothing similar in Brazil to a traditional North American think tank’s operation. The most specialized and academic ones in Brazil are linked to universities, the media, political parties or NGOs” (Silva, 2012: 11). It is possible to think of think tanks as

part of public policies makers, and as a tool of legitimacy for policies that emanates from the political sphere and decision-making centers (i.e. the government) (Ladi & Lazarou: 5). Strengthening the argument, is the fact that academics and experts that compound the boards of think tank's researchers are often very close to politicians and bureaucrats (Stone, 2007) and move naturally between think tanks and official positions in public offices. Marcelo Neri, from FGV does not hide the close relationship with policy makers and the work of the organization, confirming that "it works both ways", adding that "there is a continuous work of constantly opening new channels between local, state and federal level politicians" (Ladi & Lazarou: 6).

Peer Pressure

Leading a government, a company or any organization or institution involves implementing a range of practices that are proven beneficial to the organization and everyone that it is affected by it. That set of measures sometimes faces resistance from the stakeholders, that perceived them as contrary or even harmful to their interests and constitute a barrier not only to the implementation of the practices but also to their outcomes itself.

Although organization is crucial for legitimacy and security, according to Kerno Jr. (2010: 25) "rigid organization tends also to construct an internal setting that restricts a company's ability to enact change" and "as time progresses, rigidity can restrict the change options available to leadership". This condition leads to what the author calls isomorphism, which is the leadership ability to model its decisions in a situation of ambiguity, uncertainty and unpredictability, when it is necessary to choose the best way of guarantying the organization's success. When leadership faces an obstacle like this, it must balance all stakeholders' interests as well as the organization's interests, otherwise it can cost the future of the organization. Thus, this need for balancing it is a situation that can lead to unethical behaviors, either from the leadership or the internal stakeholders, given the pressure of meeting expectations. In management, it is proven that the business' need to achieve some goals and deadlines is the number one cause for unethical behavior, followed by the bad working atmosphere, unsuitable training or ignorance about ethics, lack of

consequences, the need to follow superior's orders, peer pressure and wanting to be a key player to the company to survive. There are two different unethical dimensions: in the first one, unethical actions are taken in order to reach the goal in any way; in the second, since the goal it's impossible to achieve, there is a falsification or simulation necessary to give the illusion that the goal was, in fact, achieved. Both the circumstances bear the possibility of the fraud being disclosed, and by then it must be taken into consideration that everything that the defense uses, provides material that management may benefit from (Wolin, 2016).

State has a fundamental part as a regulator, even in economies of liberal tendency, but also plays a strategic role in a country's productive structure transformation and local competitiveness improvement (Oliveira, 2013). The new technologic landscape was largely sponsored by the States' capability of investing in innovative sectors that private investors feared – "governments made direct 'mission-oriented' investments in the technologies that enabled these revolutions to emerge, and formulated bold policies that allowed them to be fully deployed throughout the economy" (Mazzucato, 2015: 5). The importance of public policies in economic development relies on the governments' duty of understanding the right directions towards innovation and development (Mazzucato, 2015). Two different approaches – historical-empirical and interactive learning-based – perceive the national innovation system in different ways: the first considers it "a guiding concept for empirical research on how institutional and production structures affect economic performances in firms and industries in different national contexts" (Castellacci *et al.*, 2005: 100), while the second focuses mainly "on the role of knowledge, learning and institutions in innovation processes" (Castellacci *et al.*, 2005: 102). Although they are different, both recognize the importance of institutional support in the process either through universities, public research institutes or cooperation with other organizations. By producing new ideas and innovative perspectives for long term problems, think tanks symbolize a revolution in the way of thinking and operate as creators of a privileged space to do politics. Its influence is perceived as a kind of soft power, while its knowledge production is supposed to influence the political steering wheel in the decision-making process (Rigoli and Hayashi 2012).

But should we consider think tanks as independent and unbiased organizations? Though, the concept of think tank presupposes these organizations as non-political and independent actors, Medvetz (2008: 4) points out that "most rely heavily on financial

donations from private foundations, wealthy individuals, and business corporations. Some maintain loose affiliations with research universities, political parties, congressional coalitions, and advocacy groups. Even those that have no such ties commonly enter into short-term partnerships with these organizations”. Medvetz (2008) also points out an interesting perversion between all peers involved: economic interests, political lobbies, academics and media (**Attachment 1**). This perversion holds in the facts that 1) these organizations need political access to influence public policy, 2) the budget is a core dimension without which think tanks cannot operate, 3) conquer the publicity necessary to both keep as a relevant player and a bridge to change (Medvetz, 2008). In the late years, the perception of think tanks as lobbying groups has been growing, due to their increasing political savviness and technologic sophistication that position them in the market of ideas against numerous other organizations (Abelson, 2014). Policy makers are increasingly aware of the role of think tanks as not only research producers, but also as a tool to “help to validate and reinforce policy prescriptions recommended by policy-makers, business leaders and other opinion-formers” (Abelson, 2014: 129). The case of STI importance for economic development is the perfect example of how policy makers can benefit from knowledge centers organizations like think tanks: according to Costa (2014: 28-29), “those knowledge centers have been important not only to the education of future boards, but also have been attracting future boards and policy-makers from around the world” (author’s translation), a fact that contributed to the association of STI public policies with developed economies (Costa, 2014). The society’s validation to the orientations generated by knowledge centers is fundamental for them to result in practical outcomes, but before going public they need to be communicated to its peers and pass through a scrutinizing process. Thus, the first step in the process should be peer validation, then public communication and, finally, coordination in order to result in practical outcomes for the society (as public policies) (Costa, 2014). The engagement of all the stakeholders may constitute either a problem or an opportunity: the knowledge level regarding the issue in study and the knowledge share between all the peers involved translates into an issue if the peers have different perceptions of the goal. Besides sharing knowledge, the peers also need to share information, which may become problematic, especially when there are private partners

involved, due to their competitive environment and lack of engagement with public value creation (Costa, 2014).

Following-up the problematic of peer pressure, arises another dimension that should be considered: the dichotomy between the think tank researcher as either an intellectual¹ or an expert² (Rigoli and Hayashi 2012). According to Abelson (2014), when a new presidency comes to power, it not only surrounds itself with its policy advisers, but also with experts that occupy strategic positions throughout the bureaucracy chain. These experts have political ambitions, and often use their academic experience as a catapult into senior government positions. According to (Rigoli and Hayashi 2012) there have been identified six profiles of experts that participate in think tanks:

- **Scholar statesman:** have high public positions in the government or governmental institutions and organisms;

- **Policy specialists:** their role as public policy makers is limited to a specific field and they are generally involved in long-term academic research;

- **Policy consultants:** they typically work in short-time projects and are especially focused on fulfilling their clients' needs and not in the public demands;

- **Government expertsman:** they take advantage of their bureaucratic office positions to participate in public debate;

- **Policy interpreters:** they are used for communication matters and, in this case, it works both ways: while the specialist as media coverage to expose the think tanks' visions and proposals, these communication channels project themselves as independent and diversified actors;

- **Policy entrepreneurs:** they are fully concentrated in creating and financing think tank organizations.

¹ An intellectual "has the role to generate ideas, promote consensus (or missenses), elaborate conceptions of the world or principles that legitimize political action". (Rigoli & Hayashi 2012: 23, author's translation).

² An expert "is a specialist with technical knowledge that plays the role to advice and counsel governments". (Rigoli & Hayashi 2012: 23, author's translation)

Think Tanks and Management

During the economic crisis that blasted many countries' economies, think tanks played a key role in producing and disseminating theories about a wide spectrum of areas. Finance and economy did not escape from that profuse theorizing and think tanks provided valuable insights for financial elites and policy makers' consensual decision to operate towards austerity and financial deregulation (Parrilla *et al.*, 2016). Although these are areas that impact business management practices, it was not possible to find literature that directly and consistently link the impact think tanks exert on business management.

The only literature that discloses think tanks' reflections about management itself is related with current leadership issues in Brazil. In Brazil, the human beings' capabilities are perceived as superior gifts that locates the person in line with what its destiny reserves for it. Shaped by its life's circumstances that fatally subjugate the human being to its destiny's demands, the person's wills and expectations are relegated to second plan. This conception results in a culture of low self-responsibility and low levels of autonomy and explains the Brazilian leadership profile of control and protection. Brazilian conception of work finds sustenance in "distinguishing between intellectual and manual work compared to elite work/manual or slave labor; clean/dirty work; privileged/common; creative/repetitive; spiritual/materialistic; with self-merit/merit for the final cause he serves, and so on" (Migueles and Zanini: 43, accessed on 2017-10-20) and provokes a high hierarchy that translates into a perspective of work as an activity defined by power relationships. While in the USA people underestimate power and control mechanisms and prefer to act on their own, Japan has a higher identification with cultural rules and traditions, becoming much more likely to follow regulations. In Brazil managers require autonomy and results from their subordinates even though they do not provide tools and resources to make it possible, and, at the same time, subordinates aspire for a bigger proximity between them and the leadership. Subordinates also seek more autonomy and recognition, but reject any accountability for negative results. This context produces an atmosphere of mistrust, low commitment and concentration of power in managers that, in turn, have serious difficulties in delegating (Migueles and Zanini, accessed on 2017-10-20).

Because of this lack of literature regarding think tanks and management, this study will have to find conclusions through an interpretation of empirical data from the analysis that will be further conducted.

International Think Tanks Benchmarking

Framework and Proposals' Comparative Analysis – Latin America and the World

International Framework

The rise of think tank institutions' influence in the world is undeniable. Since their origin, back in the early years of the 20th century until today, think tanks like RAND Corporation or The American Enterprise Institute (U.S.) played a major role in the world's history, from NATO's expansion to the U.S. strategy in Iraq in 2007. Often associated with foreign affairs, these institutions have been continuously under fire, due to the origin of the money that funds them, that some agree that may be imposing freedom constraints. However, times are changing and fresh air is shaping think tanks' internal environment, that now, more than ever, need to generate new ideas, but also to conceive the right strategies in order to position them in relevant places (Drezner, 2015).

In the USA, foreign policy, lobbying and think tanks have been holding hands for their entire life, and government influence inside these institutions its almost an established power, since U.S. think tanks are often populated with former cabinet and subcabinet officials, that grant close ties with power spheres. The 9/11 terrorist attack, was a turning point for U.S. think tanks, as the public interest for foreign affairs increasingly rose and they found themselves right in the eye of the storm: they were obligated to invest in new infrastructures, more dynamic websites, strategic communications and basically everything needed to make sure the public was also part of the discussion. But another big setback was yet to come: the 2008 international financial crises – these institutions suffered a huge ax blow, as the financing sources had now less money available for them, their budget was obligated to shrink and a new form of funding emerged: international governments through state-owned companies, multinational corporations and wealth benefactors. This new paradigm released think tanks from ideological constraints, since they gained a bipartisan structure, but also brought these institutions to another reality, where they face competitors like consulting and lobbying firms or law partnerships, which will, in the medium/long-term to shake US think tanks internal environment once again. Although the negative effects, this new framework also opened think tanks' field of influence, as they now have

other interlocutors that sometimes U.S. governments do not have access, which lengthened the ties with international relations academics that can open doors for business schools and economics departments (resulting in other sources of knowledge and analysis) (Drezner, 2015). After the U.S., Europe is the second region in the world to host more think tanks, spreading all over Western and Eastern Europe. Some think tanks appeared with the goal to advise European Union, a feature that is product of the European unique structure, and they play a key role in promoting discussions with major stakeholders. Each country environment is decisive to shape the role think tanks play, but in general, think tanks in Europe use their networks and credibility to promote debates about very relevant issues for the society, although they aspire to be more active in shaping public policies (Abelson, 2014).

If in the USA the link between political sphere and think tanks was accepted and welcomed by the complex American political structure, in People's Republic of China, excluding the ones established in 1950's years, from soviet inspiration, non-government associated think tanks had walk a long way. Chinese leadership acted ambiguously towards non-governmental think tanks and intellectuals were looked sideways and lots of anti-intellectual movements interfered with their activity. But at some point, in 1978, an opening-up policy turned the life easier for these organizations, until the Tiananmen incident in 1980 that inaugurated a two years hiatus. Only in 1992, after a new era of reforms, university associated and private think tanks have increasingly flourished until today (Zhu, 2011).

Africa is the region of the world that has fewer think tanks, despite the outstanding economic growth the region is experience for a while now. Africa is a continuous maturation process: the region is still adjusting their policies in practically all fields to find the best solution to fight structural problems like poverty, corruption and social issues. The framework is not very appealing, so African intellectuals are fleeing to other regions of the world where they have more opportunities and they feel valuable. The economic growth meant a step further to solve these issues, but still a lot has to be done in what concerns to quality of life, infrastructure, governance and education – this opened space to an increase in the number of think tanks in Africa, that are useful tools to theorize about what each country needs and advice policy makers. The existing institutions often set partnerships

with global think tanks and inspire themselves on others to apply and create solutions for their own problems – one of the main features of African think tanks is that they tend to look at societies as a whole, rather than just a specific field of knowledge, such as economics (Ford, 2014)

Australian case is not the typical tale of think tanks emerging due to economic growth or as a tool to shape power and political sphere. Think tanks in Australia emerged from a seizure among the elite unsatisfied with international affairs and politics, and are never associated with political parties, once their activity is related with presenting new perspectives rather than influence policy making processes. Thus, there are far less think tanks in Australia than in the rest of the world - the ones that exist are distant from all of the funding sources: governments, private corporations or political parties - and act more for educational purposes than as policy influence centers (Stone, 1996).

A generic international contextualization, however, is not enough to understand how think tanks in the rest of the world operate, and as one of the goals of this study is to investigate whether Brazilian think tanks are following international megatrends or not, it is mandatory to understand their dynamics, and deepen the perspectives and proposals around the world. The study of a selected group of international think tanks provides a first and generic insight of how its operations are being set. The analysis focus in subjects like their mission, goal, if they are private or public financed, the events they promote, fields of interest and their projection reach. The choice of these think tanks in particular, relies on the 2016 Global Go to Think Tank Index Report: the goal was to represent each region of the world, in order to provide a more uniform and fair analysis, and not incur in the error of judging a region by only one random institution.

Next section will separately detail the different regions' think tanks characteristics and briefly present their proposals in what concerns to matters related with economy, business, investment and industry. It is important to mention that it was not always possible to find content related with these matters due to the different think tanks' focus. A strict model was not used to perform this information collect, once the regions are very different and so the think tanks and respective websites/publications.

Latin America (Attachement II)

CEPAL from Chile, Fedesarrollo from Colombia and CARI from Argentina, were the chosen organizations to represent the region. At the first glance, they all present similarities in what concerns to the key matters analyzed: although Colombia and Argentina bet more in internal projection, unlike the Chile that chose to considerate international environment either, they all present alike characteristics in what concerns to publication means, events and interest fields. Chile is the only of the three that receives public financing and from the United Nations Economic Commission for Latin America and the Caribbean, a regional organization that may explain CEPAL external projection instinct.

While Fedesarrollo and CARI emphasize national development and perspectives in their mission, CEPAL chooses words like “global” and “regional” to transmit its mission. Except Fedesarrollo, both CARI and CEPAL highlight the word “cooperation” in their goal statement.

CEPAL estimates that Latin America region will experiment a period of economic growth in 2017, especially due to the international economic recovery that positively affected the economic dynamic around the world. However, CEPAL proposes for Latin America region the adoption of anti-cyclical policies and a public investment increase, alongside stabilization financial policies and monetary policy that stimulates the investment (CEPAL, posted on 2017-08). Although the positive forecasts, this think tank also identifies a slow productivity growth in the region as a product of weak investment in STI and innovation, as well as in education and communication and information technologies. The focus should be investment in education, improve working conditions and target the most profitable industries for structural changes that induce economic development (Aravena and Hofman, 2014). Finally, CEPAL highlights the fact that America Latin must be able to position itself inside the global digital ecosystem, since it is a fundamental condition to increase the region competitiveness. With a strong investment in technology and innovation, CEPAL believes that the region will consequently increase productivity levels, improve its infrastructures, have a better educated human capital and business atmosphere and hold hands with sustainable economic growth (CEPAL, 2016). Infrastructures like

technological parks are fundamental as a tool for innovation and education, but they need to be partially supported by public financing and must be part of a governmental macro development strategy and engage both with other public institutions and private companies, otherwise they will not produce relevant economic outcomes (Dini and Tassinari, 2017).

Fedesarrollo publications, with its focus directed to Colombia, mainly concentrate in issues related with the development of areas directly affected by the recently over conflict with FARC, means to fight the country's high corruption levels and dissuasion of coca cultivation.

CARI emphasizes the role of what it calls the "scientific diplomacy" as an important tool to stimulate the cooperation between the countries of Latin America region, through scientific collaboration (Jabornisky, accesses on: 2017-09-10). The organization also points out the importance of technology intense sectors to boost competitiveness, as a way to avoid economic setbacks (Bello, 2007). Being a national focused think tank and an international affairs oriented organization, it is impossible to find further master guidelines related to our object of study, since it is also very focused in Argentina and its relationship with other countries.

North America (Attachement III)

The choice of two U.S. think tanks to represent this region, and only a Canadian one, is due to the territorial supremacy from the U.S. comparing to Canada.

They are mainly internally focused, except for the Brookings Institution, that states the importance of consider the local, national and global society in order to provide solutions, in its mission statement. Fraser Institute is assumedly focused in Canadian matters and RAND Corporation does not hide its intention to help policy makers to make decisions (a fact that may explain why they do not have an official "goals statement"). Fraser Institute has yet an outstanding feature that does not match with its peers, which is its mission to educate regular Canadians on the impact of government policy. Finally, they are all privately financed and share identical interest fields; as for the publication means,

they chose the same methods but Fraser Institute also opts for communication strategies that engage more with the civil society, such as reviews and surveys.

Brookings Institution denotes the duty of U.S. as a global player in matters of support for developing countries, positioning itself as a mediator between governments and calling for the importance of engagement between business and public funds in helping other countries (Ingram and Kharas, 2017). Productivity slowdown is another issue for the institution, that aims to understand why it happened in the U.S. and how technologic innovation is impacting productivity instead of boosting it (Bahar, 2017). Sustainable development is mentioned as intrinsically related with economic growth and the organization states de importance of technology as a tool to facilitate sustainable solutions for companies and governments (West, posted on: 2016-11-30). In fact, being that governments and consumers are increasingly rewarding companies that choose sustainable practices, it becomes even more critical that companies' management incorporate them. (Houlahan, *et al.*, posted on: 2016-07-01.). Small businesses compound a line of action for the organization that understands the need for public policies to support them through more flexible fiscal policies, tax incentives, education that leads to innovation, or governmental support programs (Baily *et al.*, 2010).

RAND Corporation research, focus in areas of management, technology, economy, strategy and so on, but always in a national defense perspective. Every issue is analyzed under the light of the army's interests, challenges and weaknesses, but the approach subjects go in line with Brookings Institution's.

The first thing that stands out when analyzing the research issues of Fraser Institute, is that the organization dedicates a whole section to aboriginal policy in Canada, a novelty among North America Think Tanks. Furthermore, Fraser Institute, looks over public private partnerships as an alternative for financing infrastructure and controlling costs, and thus, invigorate economy (Lammam *et al.*, 2013). The role of NAFTA in Canadian economy is another concern, and a study reveals that the trade liberalization would be an advantage for bilateral relations between the country and the USA, mainly (Globerman and Sands, 2017). Regarding business investment, the organization stands the importance of investment in industry as a vital factor for innovation and economic growth, and accesses the delay Canada is facing in business investment, when comparing to other developed countries.

Partially this is due to oil prices crash in 2015 and tax rates increase, alongside economic uncertainty and governmental budget constraints, but mainly because Canada failed to invest in machinery and equipment in the last decades that would have enhanced productivity (Cross, 2017). While the other North American selected think tanks links environment issues with economic development, Fraser Institute does not mention this connection, and keeps environmental concerns apart from economy.

Europe (Attachement IV)

Represented by Chatham House, Centre for European Policy Studies and Konrad Adenauer Foundation, from UK, Belgium and Germany, respectively, these think tanks all choose the same events and publication means.

Chatham House and Centre for European Policy Studies are both private and public financed, but that's the only thing they have in common. In fact, Chatham House is quite different from the others when it comes to mission and interest fields: it states its will to be a world leader in promoting debate and provide independent analysis and its interest fields are US elections and matters so disparate like Brexit, Syria war, cyber security or gender equality. While the Centre for European Policy Studies is mainly focused in European matters and they promise to provide insights and solutions for European issues, Konrad Adenauer Foundation is more restrained in evoking Europe as their key focus, although it also mentions foreign policy as an interest field.

For Chatham House one of the biggest business challenges nowadays is the data regulation and consumers privacy protection, once data analyzes is currently a key element for business strategic decisions (Smart, 2017). When it comes to investment, Chatham House stresses the importance of investing in infrastructure that targets productivity enhancement and economic growth. Public funding is considered critical for the projects' early stages, but private support is crucial in later stages, alongside the support of European Union funds (Smart, 2017).

When wandering through the Centre for European Policy Studies it is possible to access a preoccupation with on-demand economy and the effects it has on labor markets.

Digitalization of work, employers' conditions, immigration crises, regulation matters and the place of Europe in the world are other concerns, as well as the future of Europe. With such specific study fields, it is not possible to identify the proposals without a deep analysis of the publications, which is not the goal of this study. Being an organization extremely focused in European domestic issues, the European Policy Studies is undeniably focused in specific issues that affect the region and its positioning in the world.

For Konrad Adenauer Foundation sustainable economy is a sensitive issue and the organization states the importance that governments have in promoting green activities, through changing the domestic mindset (Konrad Adenauer Stiftung, 2017). In fact, renewable energies are a recurrent actor when searching for economic growth, investment options and innovation activities. The foundation emphasizes the importance of innovation not only as an economic gear, but also as a way to improve the citizens' life quality – the technological intense activities do not have to be the only ones to benefit from innovation: agriculture productivity may be massively benefited by innovation, for instance. Once again, investing in infrastructure (private or public investment) is pointed out as a vital condition to enable innovation, as well as education (Konrad-Adenauer-Stiftung, 2017). Data privacy is another key matter for this organization when searching for terms related with economic growth and innovation.

Asia (Attachement V)

In Asia, KDI from Republic of Korea and DRC from People's Republic of China are both internally focused think tanks, which main concern is to make recommendations regarding social development and economic growth. They both get public financing and their events targets exclusively a more intellectual group of population, like seminars in KDI and distinctive intellectuals, business man and party members meetings in DRC.

The Japanese ADBI is the only exception here: it is both public and private financed, has external projection, promotes interactive discussions and workshops and prints flyers and brochures as publication means. The only thing that connects ADBI with the other selected think tanks is the common interest fields.

Although DRC focus in internal matters, by taking a quick look across their publications, it is possible to observe that the organization scrutinizes international experiences to shape its own recommendations and define its path towards global tendencies. DRC recognizes People's Republic of China's incapability in what concerns environmental sustainability, and recommends the country a better engagement between ecological conservation and social and economic development (Liang and Zhao, 2017). The organization identifies the importance of investment to economic development health, and alerts for the danger of investment decrease, especially private investment, that suffered a major slowdown in 2012 and did not fully recovered yet (Zhaoyuan, 2017). No further analysis has been possible once DRC website unexpectedly ceased to allow access.

KDI recognizes the importance of People's Republic of China as a trade strategic partner and recommends the South Korean government to strengthen the cooperative export system with Chinese domestic consumer goods companies and logistic companies (Jeong *et al.*, 2016). When searching for economic development publications, the results often show that South Korea's focus is to understand the Asia-Pacific region, in order to take the best advantage possible through regional cooperation. Furthermore, KDI also emphasizes the importance of companies' border independence as a mean to enhance competitiveness and, thus, creating economic growth and better management practices.

ADBI points out the influence innovation plays in economic boost and the role of public policies that may configure a barrier for companies' innovation activities if not properly drafted. Not only regulatory barriers must be eliminated, but local and regional cooperation should be stimulated (Chemmanur and Simonyan, 2017). Regarding investment, the organization highlights the importance of emerging countries to shift from agricultural to non-agricultural sectors, and acknowledges that investment in communication networks or highways is crucial to attract international investment (Mallick, 2017.). Green economy is another concern for ADBI, that defends that companies should start disclosing environmental information about their activities – this aims to set a new trend that promotes sustainability and environmental responsibility (Anbumozhi *et al.*, 2011).

Africa and Middle East (Attachement VI)

The region is represented by a Kenyan and a Lebanon think tank, respectively AERC and Carnegie Middle East Center, that both have an external projection orientation. Carnegie Middle East Center was established by Carnegie Endowment for International Peace, and it is focused in the Middle East and Iran, and AERC shows its aim for regional integration – they are both focused in their area of influence. Although the Lebanese think tank unequivocally expresses its concern with Middle East and North Africa, the Kenyan AERC explicitly communicates its concern in keeping and attracting local researchers to produce knowledge and fight for its political application.

This special care of African and Middle East think tanks for their regions, confirms the trend these regions face nowadays: they are increasingly paying attention to themselves and taking the wheel for the resolution of their issues and development of their space.

AERC saves a spot for collaborative research in its website, following a pre-determined set of subjects for collaborations that goes from growth opportunities to natural resources management or regional integration. Its own publications are always concerning macroeconomy, poverty, finance and resources, political economy and natural resources management issues and the study object is often African countries. It is inglorious to try to come up with megatrends in Africa regarding the issues this study analyzes, because currently the megatrend is a generalized work of self-examination of each country, in order to identify fragilities and detect opportunities.

Carnegie Middle East Center is mostly dedicated to security, education and political issues, although it also extends to the importance of economy. By looking carefully through the organization list of publications, it is evident a concern with effects of war in the region's economy, issues related with oil trade and also a surprising attention to renewable energies. Foreign investment is a frequent topic identified as one of the keys for the different countries' economic success (Adly, posted on: 2017-03-02). Another concern for Carnegie Middle East Center is the connection between natural resources (oil) and transparency – there is a propose for a so-called Sovereign Wealth Fund along with an “oil and gas sector transparency law” that “would prevent instances of corruption and the misuse of resources” (Nakhle, posted on: 2016-12-16).

Oceania (Attachement VII)

Finally, AIIA and CSS are two public funded Australian and New Zealand think tanks, that share its passivity towards political and public policy influence and enforce their role as researchers and public interest and dialog promoters. As observed above, Australia has a long tradition of passivity among think tanks and, for what it is possible to interpret from CSS, New Zealand operates accordingly.

As it is an international affairs focused organization, CSS does not provide us any insights about issues related with economy or business management. AIIA, however, briefly mentions in an article, the potential in strengthening the ties with European Union. Although the study identifies the Australian lack of consciousness about the UE, it recognizes the potential in research, technology and education partnerships (Tyler and Mochan, 2017).

Benchmarking Brazilian Think Tanks: Characterization and Analysis

Who are the choices?

To search answers for the initial questions, it is important to have a contextualization of the chosen organizations. To understand how they operate and who administrate them, a benchmarking to their administration, researcher team and researchers' co-authors will be performed and its results analyzed for further conclusions.

In the next section, Brazilian think tanks *modus operandi* and characterization will be explored and exposed one by one. All the information about the organization was extracted from their missions, goals, visions and communications posted on their websites. Further ahead, according to their website, the most common fields of interest and most relevant for this study, were chosen. One publication of each field was selected and analyzed, as well as their authors and author's co-authors (**Attachement VIII**).

Instituto de Pesquisa Económica Aplicada

Instituto de Pesquisa Económica Aplicada (IPEA) is a public organization which is directly tied to the government's Ministry of Planning, Development and Management. The organization assumes that its purpose is to formulate and support public policies and develop programs to the Brazilian government, while providing technical support.

As it promotes itself as an organization oriented to an external public (meaning the society, and not just a specific segment like businessmen or politicians, for instance), IPEA's way to publicize and spread its contribute to the government it's through electronic and paper publications, open events, seminars and, more recently, through a cable TV channel. Because it is a public organization, IPEA receives State funds in order to finance its activities and one of its administration's primary goals is to manage efficiently and transparently those public resources.

IPEA's administration structure (**Attachement IX**) is compound by multiple intellectual personalities from across a wide range of knowledge fields. All of them are highly educated personalities, some of them with Master Degrees and PhDs from

international universities, with books published (or contributes to book's chapters) and articles to other think tanks, as BNDES or Fundação Getúlio Vargas. Their professional course was often split among collaborations with other think tanks, and their publications outside the context of these organizations are rare. All of them held public office positions or as Professors in Brazilian universities, they don't have experience as businessmen in private sector but they have with public companies, such as Caixa Económica or Petrobrás.

Concerning the researchers and publishers staff (**Attachement X**), it is possible to conclude that:

- Most of IPEA's researchers are academic personalities, that move comfortably inside the academic world and collaborate with several research organizations (mostly Brazilian or international universities' publications), as well as institutional organizations;
- Not many of them occupy or have occupied public office responsibilities in the governmental sphere;
- There is a very thin connection with private sector.

Centro de Gestão e Estudos Estratégicos

Centro de Gestão e Estudos Estratégicos (CGEE) is a public organization with the mission of providing insights to decision making processes related with science, technology and innovation, through prospection studies and strategic appraisal in collaboration with experts and institutions from the National System of Science, Technology and Innovation (CGEE's mission, author's translation) articulated with the Ministry of Science and Technology.

There is a relationship between CGEE's prospections and the business corporation sector, since the studies do not confine to the science, technology and innovation (STI) fields itself, but also contemplate the connection between these and the production of goods and services. CGEE has a technical dimension featured by the technical and logistic support it gives to either public or private institutions, as well as assumes itself as a service provider. According to CGEE's website guidelines, technological and scientific advances

set a higher need of understanding the effects of this complex, dynamic and fast changes that are impacting the social, economic and political welfare. CGEE's experts are aware that STI projects have social and economic impacts, therefore, the prospective studies carried out by the institution always assess the implications of the goals, the implementation process management and the key actors' performance. By doing so, it is possible to follow up outcomes and propose ways to improve them.

CGEE legitimates itself and its work by highlighting, as the major obstacle for managers, the difficulty to generate positive economic and social outcomes that will validate further investments. This question is even more relevant when referring to public investments, where taxpayers' money is at stake; regarding private corporations, CGEE argues that the more a company collaborates with other institutions and expands its horizons towards more informed ways of doing business, the more it benefits in terms of outcomes by making conscious and efficient investments.

CGEE administration (**Attachement XI**) is characterized by academic personalities, who teach in universities, has occupied public office responsibilities, including ministry positions or collaborations with governmental organizations/institutions. Contrary to the administration, CGEE's collaborators (**Attachement XII**) are mostly academics; all of them with published papers, and few held public office positions or worked in the private sector, although the majority of them collaborated with public research organisms.

To add value to the decision making and implementation processes, CGEE assumedly acts in the dependency of either federal and regional STI government's guidelines, but also provides its services to private sector.

Fundação Getúlio Vargas

Fundação Getúlio Vargas (FVG) appeared in 1944 as a school of public and private administration, establishing itself as one of the economic enhancers that Brazil experienced in the years after. To keep the pace with the fast-moving world and face the emerging necessities, FVG expanded its education field to the social and economic sciences and later an incursion into research and information areas.

FVG assumes itself as an example of excellence and has the ability to be close with the ordinary citizens by providing a range of mechanisms to interact and include them in the societal discussion. Its goal is also to contribute, through services and goods, to increase the productivity and competitive advantage of both private and public enterprises, as well as public organisms. According to its website, FVG wants to be recognized as an innovative organization, compromised with the national development, through educating an academic elite, generating public goods in a range of fields, but always ensuring economic sustainability by providing services with high quality e high ethical standards.

Alongside with the educational presence, as one of the more remarkable Brazilian institutions, FVG also is positioning itself as one of the world's best Think Tanks (12rd) (McGann, 2016: 42). Likewise other Think Tanks, FVG states that the decision making process related with public policies depends increasingly more on both domestic and international key actors, with the think tanks playing a role as one of the domestic actors. This is the reason why FVG produces research that culminate in innovative solutions, also promoting the theoretical knowledge's progress and the academic debate – by doing so, the foundation believes it works like a bridge between the civil society and the policy makers, contributing to the socioeconomic development.

Each member of the administration (**Attachement XIII**) team has more than one professional occupancy, between academic functions, public office and some of them worked also in the private sector. All of them held public office positions and have a strong connection with private companies. The researchers team (**Attachment XIV**) are almost exclusively academic personalities, noticed as remarkable experts, once their papers and articles are positively recognized in the academic world.

O Banco Nacional de Desenvolvimento Económico e Social

Banco Nacional de Desenvolvimento Económico e Social (BNDES) was funded in 1952 to provide financing for big infrastructure projects and today is the main tool of long term financing for the federal government in all areas of Brazilian economy. The bank supports initiatives in a broad range of fields, from financing micro, small and medium size

companies to rural producers, public building construction such as schools, finances projects for innovation and modernization of industries, water supply and electric distribution systems, public transportation and cultural projects. BNDES also supports private investment for people who want to start or expand a business, as long as it creates employment, generates higher income and improves social inclusion and the bank's priorities are to contribute for innovation and regional and socioeconomic development. When the country faces economic crises, the role of the bank is to create solutions in order to resume economic growth.

The bank is present in all social media platforms and its website is very user friendly, allowing everyone to consult the bank's areas of expertise, financial outcomes of the organization, has information about types of financing and how to apply for it and encourages people to seek investment to accomplish their business goals. Giving this strong investment in communicating and enlighten the public towards their financing opportunities, it is safe to say that BNDES is not only an institutional organization, closed in its relationship with the Brazilian government, but also operates has a key player to stimulate the business environment.

Regarding BNDES' structure, being a federal public organization, it is in the dependency of the Ministry of Planning, Development and Management, a decision from the now Brazil's interim president Michel Temer. It also reports to the Ministry of Treasury and has several inspectors like the Ministry of Transparency, Oversight and General Control, the Audit Office, Central Bank and the Congress. However, the bank also has an internal structure, led by a board of directors and a president that reports to it, as well as several so-called "directories", that are basically the fragmentation into the fields of knowledge where BNDES intervenes. The administrative staff (**Attachment XV**) of the bank is compound by personalities with strong links with both public office positions and large private companies, where they acted like consultants, presidents or members of the board of directors. The researchers (**Attachment XVI**) are mostly Professors and BNDES collaborators, without other simultaneous professional occupation that publish always in Brazil. There are connections with IPEA and other public research institutions and there is no connection with the private sector.

The bank has been involved in countless controversies throughout the years that goes from financing constructions for governments like Venezuela, Angola or Honduras during Lula da Silva and Dilma Rousseff governments (Junior, posted on: 2017-08-04) to conceding loans at low tax rates to large corporations (Petrobras, Odebrecht and Embraer), betraying one of its main goals that is to support smaller companies that need financing to survive (Pierry, posted on: 2017-08-25).

Brazilian Think Tanks Author's Profile

To understand the extent of think tanks influence, it is important to comprehend the relationship dynamics along the organizations and towards other similar organizations. The following analysis aims to understand the framework in which Brazilian think tank authors conduct their research - access their links with private and public spheres, how they interact with their peers from other think tanks, understand the impact their professional background may exert in their role as researchers and perceive if there are any interest conflicts.

A range of authors was chosen according to this study interest fields (economy and management) and not only their authors were scrutinized, but also their most frequent co-authors (**Attachement XIII**).

IPEA (Attachement X)

IPEA's authors are very prolific in publishing for a wide variety of academic publications that differs according to the author specialization. They often publish in academic international publications and their professional background is frequently made either as academic Professors and researchers in public research institutions, although the link is residual. A small portion of the chosen authors have worked in private sector, as consultants or journalists. It is possible to observe thig collaboration between IPEA and

FGV, since some authors also published in FGV or even held research positions in both organizations simultaneously.

IPEA's authors' co-authors are commonly other researchers from IPEA, but they also collaborate with external researchers. Authors and co-authors have an identical profile, as co-authors are also mainly academic Professors, researchers at public organisms and FGV collaborators. This close link with FGV, being one privately financed and the other public financed, remains on a FGV key feature: close collaboration with other organizations – in the 2016 Global Go To Think Tank Index Report, FGV secured the 12th place in the “Best Institutional Collaboration Involving Two or More Think Tanks” category (McGann, 2016: 108).

CGEE (Attachement XII)

It is worthy to mention the predominance of international publications among the authors, although they also participate in national publications for other public research institutes - mainly other CGEE dependent institutions or academic publications from Brazilian universities. They are predominantly academic Professors, but researchers in public institutions, and are briefly connected with office positions in ministries or public research companies (usually not in highly intensive political positions, but rather in very technical and not much glamorous positions), as well as punctual collaborations with mass media or private consultants.

These authors co-authors are mainly engineering professors and CGEE collaborators, that have several international publications and do not show a strong link with public office or positions close to the governmental sphere.

FGV (Attachement XIV)

FGV authors are academic personalities with several publications both in national and international academic publications. They are involved in governmental structure, but

mostly as researchers and advisers, and the institution provides a considerable amount of studies commissioned by the government.

Regarding co-authors, they are all academic professors, either in FGV or other Brazilian universities and they also often collaborate with IPEA or BNDES, confirming the trend of collaboration with other think tanks. All the co-authors analyzed lacked connection with public office.

BNDES (Attachement XVI)

BNDES authors are mostly Professors in Brazilian universities and have experience as researchers in other public institutions, like IPEA. They generally publish more in BNDES, but they also have several publications in national periodicals. Their co-authors, similarly to them, also have published in IPEA and in national periodicals. However, the co-authors have publications in international periodicals, something that differs from BNDES authors. Furthermore, co-authors are frequently Professors at Brazilian Universities.

Benchmarking Brazilian Think Tanks: Framework, Proposals and Analysis

It was already mentioned, more than once, that think tanks' goal is to influence public policies and decision-making processes. It is now the time to clarify that this sphere of influence does not just involves political actors, but also international organizations, foreign governments, public and private corporations, academic community and the society itself, having think tanks as advisors of policy makers (Ladi and Lazarou: 4).

In the early years of 21st century, a Goldman-Sachs' economist created the term BRIC to designate the group of emerging economies that should have a stronger international voice, given their rampant growth – Brazil was one of these countries, alongside Russia, India and People's Republic of China. However, the maintenance of Brazil in this exclusive club was questioned in 2007, because of the slowdown in GDP growth, that exposed the need for the country to push more socioeconomic reforms (Ladi and Lazarou: 4). Brazil needs to take advantage of this valuable framework by understanding the opportunities hiding underneath the global crisis trauma. To do so, companies and the government need to get rid of unnecessary activities that drain the organizations' resources and do not add value. Collaborators need to believe in the causes they are working on, a management structure that stimulates the workers' creativity must be a new direction and a strong leadership allied to a logic of joint knowledge production, are the main ingredients in the path to innovation (Longo, accessed on: 2016-09-27).

In the next section, the issues that Brazilian think tanks identify and the recommendations they propose to overcome the fragilities are going to be exposed. To do so, a variety of articles, published by the previously chosen organizations (**Attachment VIII**) will be analyzed. This analysis will provide, first, a Brazilian contextual framework of the issues identified by the think tanks and second, the organizations' recommendations and respective interpretation.

Brazilian Framework According to Think Tanks

Despite the heavy investment efforts in industry with financing programs, Brazil is not delivering the expected outcomes, consequence of an inhospitable environment to industry's progress. Tax System has poorly distributed resources, inefficient, bureaucratic and costly processes, and there is a generalized sense of juridical insecurity due to constant disputes between taxpayers and the financial system (in 2014 Brazil had in hands around eight million ongoing lawsuits related with labor). Brazil is one of the worst positioning countries in a ranking elaborated by the World Bank that evaluates how easy it is to do business in a country and is among the ten worst countries when it comes to requirements to open a company and it is the closest country in the world, only surpassed by Sudan in what concerns to trade opening. Brazil does not invest as much as it should neither in education, resulting in a less qualified labor force, neither in infrastructure (Ferraz, *et al.*, 2016). Industrial production in Brazil is, in 2017, at the same level it was in 2004, and in 2016 suffered a loss equivalent to the growth observed in the world: 20%. In part, cyclical factors may explain the Brazilian industry slowdown, such as trade partners' economic slowdown, a contractionary monetary policy and downfall in terms of trade. However, low productivity is pointed as the main reason for Brazil's loss of competitiveness (Barboza, 2017). Brazil has faced some ups and downs regarding its industrial policy across the years. During 1950's decade, industrial development efforts were made in order to promote specific industries that were believed to be fundamental for economic growth. Those efforts were interrupted in the 1980's years due to the economic crisis and, posteriorly, in the 1990 with a more neoliberal economic orientation. In 2004, Brazil returned to a muscular industrial policy, which promoted innovation, technologic progress, industrial modernization, institutional adaptation and future-oriented activities. Fiscal policies came along with industry policies: regulation, taxing, financing and trade defense measures were implemented. From 2004 to 2007, tax expenditures related with industrial policy increased around 116%, which translated in an increase in GDP weigh. From 2008 to 2013, there had been a slowdown from 37% of tax expenditures to 24% - a fact explained by the consistently loss of industry strength in its contribution to total national income. This exposes Brazilian industry highly dependency on tax reliefs, because once they cease to

happen, industries have no capability to independently continue their way (Curado and Curado, 2016).

Nowadays, Brazil is facing a so-called “premature deindustrialization”, when comparing with Latin America region and emerging economies, and even some developed economies. In the 1970’s years, developed countries experimented a shift from the automobilist industry as the main industrial sector to an electronic era, which demanded a more innovative technical knowledge and more capable labor. Between 1996 and 2010 industrial and agricultural commodities, worth 74% of Brazil’s production capability, while technological intensive and traditional industry sectors weighted only 23%. In this period, it is possible to perceive a growth of 456% in investment related to agricultural commodities and oil extraction and a neglecting of technology related sectors (Arend, 2015). Brazil did not increased investment in electronic and telecommunication fields like other countries did, representing a problem for other sectors, once the technological advances also allow other industries to upgrade production procedures. The country provides means for other countries to create value in their productive chains, by exporting raw materials, but doesn’t create value itself. Electronic components represented, in 2009, around 8% of global imports and Brazil is operating in the exact opposite direction. At some point in 2007, raw materials exports became the warranty for Brazilian international trade balance, while all the other industry fields registered a slowdown, and electronic industry failed to produce positive outcomes during the period between 1996 and 2012. Being one of the top ten economies in the world, Brazil is good at agricultural or industrial commodities sectors, regardless of having a low industrial dynamism when compared with other global economies. Brazilian paradigm consisted in the interruption of industrial policies, trade and financial liberalization and an overvalued exchange; externally, the world experienced a new technological and industrial revolution, alongside with a stronger state control and new production and trade methods (Arend, 2015).

The rising weight of commodities in Brazilian external trade leaves the country in a disadvantage position, once natural resources exploitation is subjected to demand and price fluctuations, meaning the loss of the country’s competitive advantage. In 2008, Brazil was in the 25th position regarding worldwide exports, with a participation of only 0,9% of the world’s exports – in line with other BRICS, such as Russia and India, that are even poorly

positioned. Brazil's main market is Latin America, where the country participation in 2008 worth 5,6% of the total exports in the region, while road or agricultural machines, buses, trucks and automobilist parts and pieces worth 10%. The country is relatively well position when compared to other developing countries, but the participation in the international markets relies in little dynamic sectors. Furthermore, Brazil exports have a small weight in specific markets and the country contributes with few products, concentrating its exports in Latin America region, where it also faces fierce competition, turning Brazilian capital goods market extremely vulnerable to the region's countries conjecture (Lautenschlager, 2017). Globally looking, Brazil has deindustrialization levels close to other developed countries, but its GDP per capita is significantly lower. It is important to mention that Brazil didn't experimented only deindustrialization, but also a massive dependency on foreign providers to obtain technology – factors that generate a technologic delay and low levels of productivity (Arend, 2015).

Industrial development is dependent on technological advances for innovation and more productivity. As well as public policies, that may impact either positively the innovation process by promoting it, or negatively by limiting it with legal and bureaucratic barriers (Figueiredo, 2016). Policies implemented in Brazil after 2004 were focused in innovative activities, while pre-2004 ones were directed to specific sectors and regions. Giving that pre-2004 policies weight more than the others, it is possible to conclude that the biggest expenditure is still directed to traditional industries, instead of innovation and technology (Curado and Curado, 2016). Generally, developing countries still lack tailor-made incentive policies for innovation, as these countries prefer to merely reproduce developed countries policies (Zucoloto and Nogueira, 2016). Technological parks embody an opportunity to promote the knowledge exchange between technological companies and institutions and boost companies' competitive advantage, resulting in both technological and economic development. In Brazil, the first step towards the creation of these parks were taken by the National Council for Technological and Scientific Development (author's translation; in Portuguese CNPq) in 1984, as an incentive program, which has been reinforced in 2000 “as an alternative to promote technological, economic and social development” (Abreu, 2016: 109, author's translation). The incentive programs were guaranteed by non-refundable public resources that emanated from public institutions like

CNPq and Finep – Innovation and Research (Abreu, 2016: 109, author's translation). These parks are strongly engaged in initiatives that promote innovation-based entrepreneurship and usually are involved in the technological and innovative development of the regions where they operate. Preferred research areas are information and communication technologies, telecommunications, energy sector, health, oil and natural gas and biotechnology, alongside with areas directly linked with the regional economy (Abreu, 2016).

In Latin America, MSMEs³ represent 99% of total companies and 67% of the employment in the region, but their small contribution to the GDP exposes the lack of competitiveness and productivity. Although some steps have been taken to promote innovation through incentive programs and public agencies oriented to MSME, there are still some limitations in the regions, related with inefficient STI public policies, cooperation deficiencies, unqualified labor, innovation inherent risks, economic uncertainty, financing access, internal market size and return on investment delay (Oliveira, 2013). In Brazil, large companies stand out as innovation carriers and the segment that receives more attention when considering public policies and private investment in R&D. Despite the long list of limitations across Latin America, MSMEs in Brazil still represent around 91% of Brazilian industrial tissue and weight 88% of innovative companies in the country. Although Brazilian LECs⁴ expense with innovation is higher, MSMEs' investments in innovation represent a larger effort for the companies. These efforts in innovation, though, are related with acquiring machinery and launching innovations that already exist either in national or international markets. However, it must be considered the fact that the country's MSMEs operate, traditionally, in less technologically intensive sectors – when considering only MSMEs in highly technologically intensive sectors, the investment in R&D is much higher than in LECs. Another dimension to be considered is the Brazilian MSMEs investment in processes modernization and management innovations. Finally, financing consists in one of the main barriers to MSMEs' innovation and R&D activities, since LECs benefit 53 times more from public financing, once Brazilian laws are designed for big companies. (Oliveira, 2013). MSMEs are both weighting players in Brazilian industrial tissue and a strategic actor

³ Micro, small and medium enterprises

⁴ Large Enterprise Companies

with potential for innovation. Currently, these companies are facing development limitations due to high tax rates, obstacles in credit access, a complex tax system, internal limitations and market dynamics. One of the biggest limitations to MSMEs in Brazil is the restricted access to resources, which limits the response to growing consumer's demands, new technologies emergence and international competition. In other countries, this type of companies has been incorporating cooperation strategies with other companies, as a mean to overcome their disadvantage towards bigger companies and leverage their growth and innovation (Galinari *et al.*, 2016).

From the 2008 economic crisis on, there is clearly a preference for socially and sustainable technologies, and a growing State's role in productive structure and innovation activities. Industry was one of the most impacted sectors; therefore, to overcome economic fragilities, it was needed to shake industry through innovation and technology. With an exhausted productive chain, countries started to pay more attention to issues related with more sustainable production technologies and reoriented its focus to local industry competitiveness (Oliveira, 2013). Forestry sector is the one that faces the most dramatic shortage of sustainable policies. Brazil has a unique configuration with the biggest cultivable area and tropical forest in the world, and has a large slice of the population that lives from primary sector activities. It is the fifth country in the world with more carbon emissions, but that is mainly from deforestation than from energetic and industrial sectors (Centro de Gestão e Estudos Estratégicos, 2012). The State is an essential actor in innovation, by planning and financing innovative activities and basic infrastructure, which enable industrial and technologic sustainable development. Brazil's main infrastructure problem is related with transport structure, once transportation methods do not comply with ecological matters. Investment in basic sanitation is another concern, since a large portion of the population still dies from sickness provoked by poor sanitation, and finally, the lack of education and professional expertise that is limiting the country's sustainable development (Centro de Gestão e Estudos Estratégicos, 2012).

In what concerns to business management, Brazilian managers "tend to exercise power in a personalist manner, although they officially require autonomy and results from their subordinates" (Migueles and Zanini: 47, accessed on 2017-10-20), which causes the workers, in general, to call for a more humanistic management. Brazilian working class

aspires for more recognition of their work and to be more autonomous. The result is a high concentration of power in management positions, once there is not a culture of task delegating, which leads to an inability of management to control results when they are not around. A recent publication of the World Bank concluded that trust is one of the key indicators to access a country's wealth and Brazil has some of the lowest levels of trust in the world (Roser and Ospina, accessed on: 2017-08-29). Relationship with power in Brazil is characterized by high levels of power concentration that operates based in personal ties and moral debt, and result in revolutions, violence, inequality and rise of tyrannical and charismatic leaders. Companies' leaders are more likely to control both material and political resources, because of the hierarchical organization, using them to own benefit and neglecting the company management. Once again, this feature of power accumulation configures a barrier to innovation, since managers fail to capture knowledge from the basis, preventing them to make smarter business decisions (Migueles and Zanini, accessed on 2017-10-20).

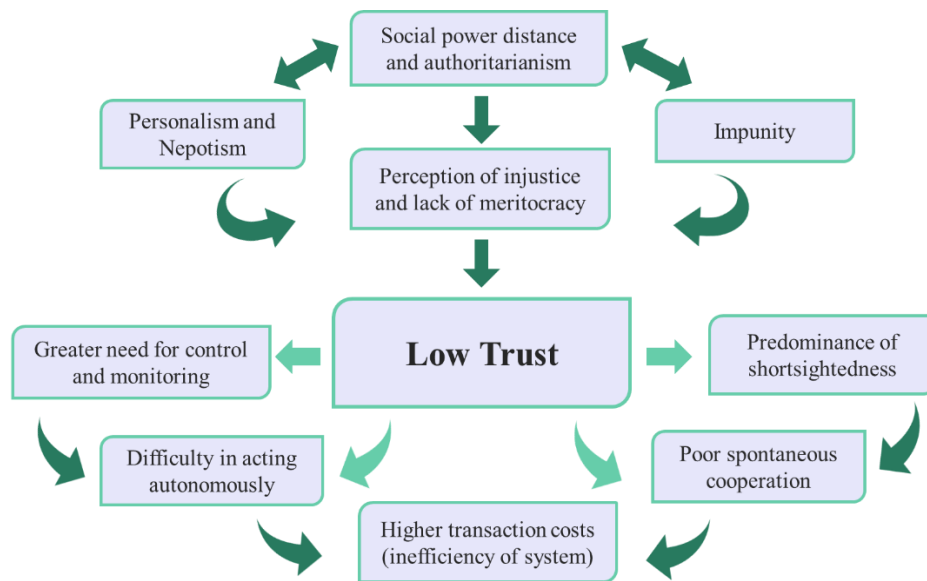


Figure I – Author's adaptation from Migueles and Zanini: 79, accessed on 2017-10-20.

Brazilian Think Tanks' Recommendations

This framework demands Brazil to invest harder in innovation, so that the country can justify its presence in the BRICS exclusive club (Figueiredo *et al.*, 2016). The country should embrace a long-term development program, ruled by STI policies (Oliveira, 2013) and R&D activities that promote technological advance and enhance corporate competitiveness (Zucoloto and Nogueira, 2016). It is important to keep in mind Brazilian innovation system specificities, accumulated capabilities and national interests, giving that “technologic barriers cannot be defined by look abroad, but looking inside” (Oliveira, 2013: 180, author’s translation). Innovation needs differ among countries, and they might be either encouraged or locked up by the institutional framework and its productive system. The companies’ and research institutions’ performance is not the only key factor for innovation, once it highly depends on the interaction and engagement between those and other actors and institutions (including political institutions), and on the incorporation of innovation policies as part of the system (Oliveira, 2013). There are many factors that directly or indirectly may impact industrial competitiveness, such as technologic capabilities that allow companies to introduce more efficient procedures and technological learning mechanisms. Indirectly, institutional structures may lend support to innovation, as universities and research organizations play a key role by providing human capital and producing knowledge and new perspectives (Figueiredo *et al.*, 2016).

The global economic crisis emphasized the role of public financial institutions as a powerful tool to compensate the sudden cut in private funding. The need of certain sectors to obtain financing – “infrastructure, technological innovation, support to MSMEs, microcredit, and economic projects environmentally and socially responsible” (Ferraz *et al.*, 2016: 7) – strengthen the importance of public funding. Development banks have countercyclical dynamics, by supporting investment in times of private stagnation. In developing countries, development banks assume yet another role as financiers for initiatives related with sectors that lack investment support but are essential to the country’s growth. Usually, development banks support activities that generate social outcomes, like infrastructure or technologic innovation. Their actions complement the private sector by assuming initial risks and, therefore, paving the way for future private sector investing

(Ferraz *et al.*, 2016). In 2013, R&D investment represented only 1,24% of the country's GDP, and more than half of that investment was made by the public sector (Barboza *et al.*, 2017). The importance of development banks, goes beyond financing activities that are currently suffering from credit shortage, but also includes the crucial contribute to industrial policies "either operating in strategic sectors for socio-economic development or helping governments in the implementation of public policies" (Ferraz *et al.*, 2016: 12) and economic stability. Ultimately, the goal of development banks like BNDES is not to have profit, but to contribute to social welfare and Brazil's economic growth (Ferraz *et al.*, 2016). The bigger the role of innovation into a company the better the engagement with universities and research institutes, leading to more research and development projects than in companies that do not invest much in innovation. It also proves that investing in innovation grants the company a more competitive performance, a better international positioning and higher productivity levels, as well as it contributes to the country's economic growth and development (Arend, 2015).

Globalization allowed the exchange between cultures, countries and organizations and, nowadays, it is seen a mean to invigorate technological progress and innovation. Brazil needs to start paying attention to the international labor market, which is increasingly thirsty to attract highly qualified talents. The country needs to compromise with a range of public policies that target promotion and development of strategic industries, STI advances and technology and innovation progress. To retain highly qualified professionals, public policies must be drafted alongside with other economic and commercial policies, and there must be a close cooperation with other countries, in order to create a multilateral dimension and generate flexible and value worthy migration policies. Cooperation between diverse state organisms is also a need, since bureaucracies, contradictions and jurisdiction limitations are preventing the country from drafting consistent and efficient policies to welcome foreign professionals (Ruediger, 2014).

The country needs to reformulate industrial policies and reconfigure trade and financial legal framework to keep up the pace with other economies and free the industry from current bottlenecks (Arend, 2015). Considering the decisive role of MSMEs in many countries' economy, this type of companies represents a valuable engine for innovative progress. MSMEs' weigh in Brazilian economy, and their potential as progress introducers,

reinforce the need for Brazilian governments to look more carefully to these companies, by stimulating, in one hand, the induction of modernization processes in low technology intense companies and, in the other, the stimulus of R&D and innovative actives in highly technology intensive businesses (Zucoloto and Nogueira, 2016). In 2008, measures to increase the investment in fixed capital, promote innovation and increase MSMEs' exports to foment productivity and instigate competitiveness in Brazilian industry had positive outcomes (Curado and Curado, 2016). Access to credit is a sensitive point when it comes to MSMEs, especially in emerging economies, where the barriers are larger. According to the World Bank, barriers to credit access are inversely proportional to the size of the company: while big companies face less obstacles, the smaller the company the bigger the barriers. The biggest obstacle to obtain credit is, in fact, the insufficiency or the fragility of guarantees to pay the loan, which may be aggravated by poor management and strategic planning that affect the profits, leaving no room to negotiate credit conditions. Innovative solutions on the access to credit (like cooperation between companies to reduce barriers) and working around weak guarantees and reducing transaction costs are the recommendations to overcome the access to credit issue (Galinari *et al.*, 2016).

In 2003, low American tax rates and low risk aversion, allowed emerging countries to implement, since 2000, macroeconomic stabilization policies, fiscal sustainability and access to commerce and financing. This framework allowed emerging companies to have access to international markets, increasing the number of investors and consolidating their results. This international boom for emerging companies' stocks is related with the availability for credit lines with low tax rates in international markets (in opposition to the low domestic access to credit), and with the fact that many international corporations had change their headquarters to emerging countries. This leads us to other battery of recommendations in an area that Brazilian think tanks perceive as a fragility: institutional characteristics directly influence corporate *spreads* in emerging economies, especially in periods of crisis. Government procedures should include policies that promote the development and efficiency of domestic financial system, regulation quality, solid policies that promote private sector development and a bigger access to financial capital. For Brazil, a way to guarantee that domestic financial system is solid and unshakable in case of global increase of risk aversion, is the implementation of public policies and fiscal incentives that

attract long-term private investment, especially in infrastructure projects, where the country faces a critical urgency. Institutional quality and efficiency is another *must have* in Brazil, as the quality of public policies and public services, independence from political pressures, transparency, freedom of speech and corruption fight are main ingredients to attract private investment to the country (Rocha *et al.*, 2014). The need for transparency concerning governmental expenditures with incentive programs, the discussion about tax expenditures in low income activities and employment and the review of the so-called “stacking” of industry incentives are fundamental first steps towards investment attraction (Curado and Curado, 2016). Finally, *spreads* and risk *ratings* are powerful foreign perception indicators: the lower the *rating* and the higher the *spreads*, the harder it is for government and companies to get financing, either in internal or external markets. Thus, it is necessary a solid fiscal austerity in order to keep debt low and stabilize *spreads*. Giving that stocks issued by emerging economies in external markets already represent 80% of the emerging countries’ total debt, there is no question that policies that reduce risk, create solid fiscal systems and steadfast structures in case of risk aversion increase, are undeniably vital to financial success (Rocha *et al.*, 2014).

A sustainable economy, identified as one of the main economic drivers, also deserves the attention of Brazilian think tanks. Green economy can be described as “an economic model that aims sustainable development through an efficient economic regulation to internalize environmental costs, changing relative prices and consequently driving into a modification towards more eco-efficient consumption and production patterns” (Centro de Gestão e Estudos Estratégicos, 2012: 21, author’s translation). To put effort in this area means more economic efficiency, social inclusion increasing and environmental preservation and sustainability. The path towards a greener economy, passes by i) an increment on education investment to prepare population, in general, and employees, in particular, for better understanding of complex processes that technologic and scientific advances entail; ii) a better articulation and consolidation of public policy, development, innovation and energetic efficiency research initiatives; iii) increasing engagement between agroindustry and oil industry; iv) involving railroad and water transport in the everyday commodities transportation; promoting the exchange of private vehicles for more sustainable alternatives; v) public and private investment in research,

development and innovation to more sustainable structures and processes; vi) efficient urban planning that improves public transportation service quality, improves traffic management systems and uses sustainable building materials; vii) bio industries and innovation in renewable energies. Other recommendations state the importance of public policies articulation; communication as information, awareness and education tool; regulation; and a consistent program of human resources training. The countries' investment in sustainable economy practices will generate a return enough to compensate the loss of income and employment in non-sustainable economies. To proceed with this paradigm of change, it is crucial the institutional capability to integrate these environmental policies, being that governments play a key role in pursuing this sustainability goal (Centro de Gestão e Estudos Estratégicos, 2012.).

Investment, in infrastructure is another way to create competitive advantage creation and economic growth. Companies that operate from inside technological parks promote higher qualification for their labor and are more likely to survive in the market. The variety of actors inside these parks stimulates the appearance of new products, services and processes, due to the articulation with other actors. In developing countries, the success of technological parks is associated with the “country’s business environment, particularly regarding intellectual property, quality patterns, propensity for technology diffusion from knowledge centers to companies and the presence of national markets available for technology-based companies” (Abreu *et al.*, 2016: 112, author’s translation). Regarding financing needs for technological parks, Brazil’s federal government plays a larger role in earlier stages of the processes than when the project is already operating: in project and implementation stages only 1% of the investment came from private sources, a number that rises to 55% when the parks are fully operating. Although the government plays a key role in the initial push (mainly with non-refundable resources), there are still necessity of “evaluation financing models with viable conditions for both the parks and the financial institutions” (Abreu *et al.*, 2016: 140, author’s translation). It is important they “align with municipal development policies and with science and technology policy of the state where they operate” (Abreu *et al.*, 2016: 130, author’s translation). Thus, it is fundamental a better entanglement between private and public sectors, as well as a revision of fiscal policy regarding credit obtainment and expenditures with R&D (Barboza *et al.*, 2017).

Regarding business management it is proved that Brazilian companies are worse managed than companies in neighbor countries (Barboza *et al.*, 2017), which has negative impacts in productivity and competitiveness levels. Proposals to mitigate the issue consider the importance of reducing Brazilian trade isolation, improve education quality and labor legislation flexibilization (Barboza *et al.*, 2017). The way a business is managed impacts a company's success, and, as mentioned above, Brazil has deep issues in what concerns to their companies' management profile, that is affecting the country's companies in matters of trust. Although the paternalist leadership is perceived as a fragility, it may become a strength, due to the Brazilian "strong propensity for cooperation and engagement through emotion and for the cause" (Migueles and Zanini: 88, accessed on 2017-10-20). Another opportunity for management in Brazil is the fact that the current short-term orientation, uncovers a Brazilian peculiarity of adaptability and flexibility, which can be used as an opportunity to new contexts and a new era of long-term planning. To achieve a value-based leadership, it is necessary "to create coordinated and systemic efforts to increase the autonomy of the organization's base to act according to the rules set to improve work processes and performance, while at the same time creating incentive and support mechanisms to put these behaviors into practice" (Migueles and Zanini: 98, accessed on 2017-10-20). Adding value, transaction costs will decrease, uncertainty tends to fade out, motivation rises and team spirit emerges (Migueles and Zanini, accessed on 2017-10-20).

Summing up, Brazil needs to reduce the number of taxes to a solid one, a tax burden increase that it is proportional to the companies' growth and reducing the divergences between tax payers and the tax system by expediting processes. The country also needs to urgently create an action plan with well-defined goals for better management practices, reduce the cost and time of bureaucracies and revise the laws of credit obtainment. It is urgent to simplify labor laws, adopt dispute resolution alternative methods, free labor court from economic nature disputes and promote the negotiation between companies and employees. Reduce import tariffs and protectionist mechanisms, to seek for participation in more international trade agreements and approximate to Information Technology Agreement will help the country to gain more territory in international markets. It is necessary to stimulate Professors' performance, engage parents, students and schools in the benefits of education and increase the resources quality and quantity. Attract foreign

capital, long-term planning, adopt fiscal policies that reduce the cost of capital and privilege infrastructures related with urban mobility, public transportation and shelter innovative initiatives are key ingredients towards economic development (Barboza *et al.*, 2017).

Final Considerations

After scrutinizing the selected think tanks' publications, it is possible to conclude the recurrence of some issues that are locking Brazil's economic growth. Innovation and technologic progress seem to be the orienting line for the country's success. While these are often pointed out as a Brazilian fragility, the world is increasingly investing in innovative and technological intensive sectors, Brazil is falling behind by focusing its efforts in primary sector and low technological activities.

The recommendations point out the need for the country to encourage and promote innovation by creating a more appealing legal framework and designing credit access programs that reward innovative and technological intense businesses. However the state needs to play its part as facilitator, its role runs out in public and fiscal incentive policies. Economic players need to direct their investment choices towards employees' training, research and development and seek for collaboration with other players (such as other companies, institutions and universities). The existence of infrastructure like technological parks configures an opportunity for companies' management to start this redirection towards innovation and cooperation.

Brazilian industry must start to focus in technologically intense activities, rather than primary sector, and the government should redesign its industrial policy, in order to accommodate and stimulate technological advance. The incorporation of green economy and sustainable activities is the first step for companies towards efficiency and more productivity. An innovative mindset from the companies' management will lead to more sustainable, cleaner and ecological solutions that will boost productivity and, thus, economic competitiveness. The urgency is emphasized by the current issue with carbon emissions and deforestation, which is positioning Brazil in the top of the most polluting

countries. Aligning the need to shift from low technology intense sectors to high technology intense ones, innovation and technological advances embody important paths towards environmental friendly choices. Nevertheless, one cannot expect that Brazil suddenly becomes a highly innovative and technological country; therefore, it is also important to incorporate this green economy mindset among the management of traditional sectors, once there are opportunities for them to update their methods and processes. It is transversally acknowledged that green economy and sustainable activities are one of the today's world main issues, thus it is important to engage all the actors, including institutional ones.

Investing in educating human capital is another guideline provided by the Brazilian think tanks as a mean to achieve efficiency and competitiveness. With better public infrastructures, especially regarding transportation and sanitation, the country needs to start investing in its people capabilities. By engaging with universities in the context of technology parks, for instance, companies have an opportunity to improve their employees' capabilities, translating in highly qualified labor. At the same time, education provides a mean to overcome the difficulties created by the paternalist management style issue, which is demotivating the basis and concentrating the decision center in higher positions. By investing in qualifying their labor, managers are simultaneously creating conditions for themselves to trust in their subordinates' capabilities and decisions and encouraging autonomy, leaving margin for them to concentrate in other matters. Qualified labor additionally translates in a stronger dynamic of ideas and knowledge production, leading to innovative solutions, increasing productivity, reducing transactional costs, decreasing uncertainty and stimulating employees' motivation and team spirit. The country already has a natural propensity to diffuse knowledge from knowledge centers to companies, so it is the companies' responsibility to be able to take advantage of that Brazilian feature and employ it as a tool to enable and encourage progress.

Giving the weight of MSMEs in Brazil and their propensity to innovation, attracting private investment is another major concern for Brazilian think tanks. These organizations acknowledge the importance of public investment and public financing programs, as well as the ability for the government, through its public policies to facilitate the companies' access to credit. Yet, companies need to be worthy of investment, and they cannot fully rely

in the state's role to acquire resources – poor management practices and bad strategic choices that compromise profits, jeopardize access to credit. Development banks give companies an opportunity to carry on with strategic and structural changes, since they traditionally provide competitive conditions in access to capital for sectors that lack investment, but are crucial to gain competitive advantage. Companies with low levels of competitiveness are not attractive for private investors, thus, once again, the need for innovation and the shift to technological high intensive industries will transform the business environment for both national and foreign private investors. As one of the toughest countries to do business in the world, Brazilian companies need to start revising their ability to attract capital and start correcting the negative factors that are affecting them. Obviously public policies play a major role with, for instance, long-term programs of finance incentives for private investment and economic opening towards foreign capital, but the modernization of companies must play along, turning them into active actors and not passive players – the attraction of foreign qualified professionals plays an opportunity here. Companies may, and should, take advantage of public credit access (ideally in cooperation with other companies, to facilitate the access), but should invest it in attracting qualified labor from other countries. In a first moment, these foreign professionals will help Brazilian companies to modernize and evolve by bringing fresh ideas, training national professionals (both managers and subordinates) and by producing knowledge in cooperation with Brazilian labor force; however, in a later stage, this progress will result in an increase of the companies' attractiveness and will call even more professionals into Brazil, guaranteeing the modernization process is not transitory but permanent.

When the management profile of a country's companies emanates so many doubts that it translates in one of world's worst trust levels and opening to trade, structural transformations need to be done, priorities should be rethought and strategic choices need to be considered. Think tanks defend that the state may have a crucial role along the way, as a legislator that has the power to either block or stimulate change, but the transformation is bigger than that and comes from the collaboration of the companies' management to accompany and complement the remaining context. If we think that Brazilian companies are worse managed than other countries' companies (Barboza *et al.*, 2017), it is easy to understand the massive opportunity it represents for managers to take advantage of the

adaptability and flexibility Brazilian characteristics, to start implementing long-term planning strategies. Invigorating the companies' management, thus, produces the improvement of life's quality, once the economic and competitive invigorating outcomes will help to energize consumption rates and boost people's confidence.

The main conclusions that we can take from the analysis of Brazilian think tank proposals is that these institutions are concentrated in approximating the country to developed economies. By looking at the recommendations, they expose the urgency for the country to free moorings from a traditional and dated reality. This needs to be a macro change that covers several strategic areas that directly affect economic development, but also with the cooperation of the country's economic actors – always keeping in mind innovation as the guiding line. The fact is that Brazil is strangling and frustrating its own progress with inefficient laws, unintelligent choices, heavy bureaucracy and outdated mindsets. When think tanks call for renewed public policies, persist in cooperation between economic players and reflect about the extent and depth of the needed changes for companies to strengthen their position as economic gears, it exposes the complex web of fragilities that are limiting the country's progress. Think tanks' proposals rely on innovation, technology and everything involving innovative activities, methods, technologic achievements and processes as fundamental tools to lead companies towards efficiency, progress, higher productivity levels, competitive advantage and, thus, economic growth.

Brazil and the World's Megatrends: An Analysis

After scrutinizing both publications and research results within the chosen international websites, it is possible to take a range of conclusions that will further indicate us whether Brazilian think tanks are following the megatrends or not. In this section the identified megatrends will be exposed, as well as the similarities and differences towards them.

The first noticeable point of the think tanks recommendations across the world, is that there is a generalized confidence that innovation and technology are some of the most important drives for economic growth and countries' development. Latin American think tanks, for instance, go even further, by pointing out the lack of investment in these areas, as one of the most obvious region's weakness. The global recommendations highlight the importance of investing in technology and infrastructures that shelter these initiatives (like technology parks). Cooperation is a watchword across all the analyzed regions, since the urge for cooperation between countries facilitates the inclusion in the global digital ecosystem and stimulates innovation. In fact, innovation and new technologies are not only advantageous for technological intensive activities, but also contributes to improve people's life quality and to modernize less technological and more traditional sectors, like agriculture. Another benefit of investing in innovation and technology is the fact that one of the outcomes will be the competitiveness boost of the countries' economy. Nevertheless, investing in innovation and technology is expensive, and it is a common agreement that governments play a key role either by eliminating barriers through stimulating public policies or by assuming a stronger position as a financier. More flexible fiscal and monetary policies, tax incentives, governmental support programs, investment in education and public-private partnerships or innovation long-term strategies are the most noticeable recommendations, transversal to all regions. Brazilian think tanks do follow the fixation with innovation and technology, and follow the trend when pointing out the role of governments in stimulating and encouraging these belated activities. With a context more oriented to traditional sectors of the industry, and the lack of preparation and acquisition of innovation and technology, Brazilian think tanks, alongside other world peers, also highlight the importance of investment in these areas, but also in infrastructure that creates benefic conditions to encourage them and improve people's life quality.

Following the stream of investment, the matter does not run out in innovation and technology, giving that investment in other areas is another angular stone for economic growth. Investing in infrastructure and strategical industries will not only lead to innovation but also to more productivity and competitive advantage, empowered by urgent industrial structural changes. Sustainability is another deal breaker when it comes to economic growth – also attached to innovation, green economy is another investment area that should be considered and introduced both in public policies, but also inside the private capital mindset. As it is proved that consumers reward responsible companies with sells, even think tanks from countries with severe issues regarding ecological matters, like People’s Republic of China and African countries, are advising towards more responsible practices or, at least, giving a deep thought on the matter. Once again, Brazilian think tanks fit in the megatrend, once they do not ignore the power of sustainability in economy and the importance it has to the planet.

Business management is, yet again, not openly matter of study, but it is possible to take some insights out of other recommendations. Namely, likewise in Brazil, public investment is considered a major demand towards innovation, but private investment is once again referred as crucial to accompany public efforts. This implicates a reformulation inside the companies that need to be more attentive to the market as a whole and learn how to take advantage from public policies in order to deliver positive outcomes that contribute to economic development. KDI, for instance, calls for a more independent board of directors to increase competitiveness, DCR is concerned about the slowdown in private investment, Brookings Institution and Chatham House mention the engagement between public and private funds (through public and private partnerships) and state the importance of small businesses. Business management needs to be oriented towards these matters and very focused in be a part of the process, which demands reflections and fresh perspectives of the direction to follow.

Although it is possible to conclude that Brazilian think tanks are actually following the same recommendation matrix of other world think tanks, Brazilian recommendations easily approximate from the ones of the developing countries’ organizations, especially Asian and Latin America think tanks. Though European and North American think tanks also encourage new measures regarding topics like public and private investment, industry

development and economic growth guided by the goal of innovation and technologic development, they also raise questions about matters that do not constitute the primary attention of other regions' think tanks. It is noticeable a growing concern with matters of digital security and privacy, data protection, national security and the importance of themselves as key economic players. African think tanks, due to their early steps to assert themselves, are mainly focused in issues that are not highly recurrent in other think tanks, including Brazilian's, like corruption or war effects. The passive role of Oceania's think tanks also do not suit Brazilian think tanks attitude or expectations, and do not provide any megatrend or similitude to any.

The independence of Brazilian Think Tanks

Rescuing the issue of the independence of think tanks, it is important to understand if these organizations in Brazil are playing their role as influencers, and not the opposite. The State has a key role in the progress of a country, but it needs knowledge to work with and define strategies according to the country's needs. In Brazil, think tanks have different configurations and characteristics, but IPEA and BNDES were recently involved in polemics that question their independence. For this reason, next section will explore the polemics and then analyze them, as well as the selected think tanks' characteristics that may or may not impact the independency issue.

Recently a major political scandal emerged from IPEA's courts, as the newly vested president Ernesto Lozardo is accused of converting the institute into a governmental tool to legitimate the presidential proposals and decisions. Lozardo was welcomed in the institute with a repudiation letter from the IPEA's Employers' Association (Afipea), after getting the position of Manoel Pires, the former president that short before had assumed the position just to be replaced without further explanations after Michel Temer take the Brazilian interim presidency.

The controversy started after Ernesto Lozardo publicly contested the outcomes of a study conducted by IPEA's researchers Fabíola Sulpino Vieira and Rodrigo Benevides, which concluded that PEC 241 may result in a loss of R\$743 billion for public health costs. Although the current official position of the institute is contrary to these conclusions, according to several Brazilian social media, the study was subjected to the approval of an open seminar composed by a group of more than forty researchers and a further confirmation from a collegial governing body. However, after the publication, a note released by the institute's presidency stated that IPEA didn't comply with the study and fully rejected any responsibilities, considering it an independent research conducted unilaterally by the researchers. This position from the institute's presidency goes against the idea that a "peer review process represents the main approach to evaluate the quality of scientific publications (the quality of papers should not be judged after publication by use

of the citation indexes of the journals in which they were published)” (Lăzăroiu, 2012: 123). An article about the issue published in the Brazilian newspaper Valor Económico is the only one that points out that IPEA operates in the dependency of the Planning, Development and Management Ministry and establishes a parallelism with what allegedly happened during Lula da Silva’s presidency, when IPEA’s was reformulated according to the executive’s interests, replacing non-complying researchers and blocking some studies’ publication (Valor Económico, accessed on: 2016-10-11). Additionally, it is impossible to ignore the roots of IPEA’s as a policy legitimator created by the government during the Brazilian dictatorship (Richards, posted on: 2013-02-11).

BNDES, in turn, is not only a research institute with the clear goal of influencing public policies through knowledge, but it is also the only source of medium-long term financing to private industry since 1960’s (Armijo, 2013: 2). This framework causes a so-called “public bank trilemma”, where balancing public interests, political influences and democracy demands is a hard task. If, in one hand, BNDES should be politically independent, setting a monetary policy is not possible without depending on political authority to matters related with inflation or exchange rates, and competing with other private financial institutions is harder for a public bank that should be independent, but relies on governmental choices to deliver satisfying economic and industrial growth outcomes (Armijo, 2013).

Even though BNDES is legally limited to provide support only to Brazilian companies, one big controversy involving the public bank is the US\$ 3.2 billion loan for Angola’s government to purchase consultant and construction services from the giant Brazilian company Odebrecht. Between 2008 and 2012, BNDES also loan an amount of roughly US\$ 22.7 billion to six private companies: JBS Friboi, Marfrig, Oi, BRF Brasil Foods, Fibria, and Ambev (Armijo, 2013: 10). Other scandals include a suspicions of JBS company benefiting from a bribery plot that included payments to, then BNDES’s president, Guido Mantega in order to facilitate the access to the bank’s resources (Carneiro, posted on: 2017-06-09) and the mining company Vale US\$ 2.3 billion financing, shortly before Luciano Siani Pires, BNDES’ executive secretary for the presidency, leave the bank for taking a position as strategic planning director at the company (O Globo Online, posted on: 2012-01-09).

Final Considerations

The link between government and think tanks is not unique in Brazil, since many worldwide think tanks are directly dependent on government's financing: the 2016 Global Go To Think Tank Index Report inclusively dedicates categories to best government associated think tanks, best party affiliated think tanks and assesses the best independent organizations. The link is explained by the need of governments to have reliable and useful information about a wide scope of matters, not only to evaluate the performance of ongoing public policies, but also to be provided with alternatives, their costs and advantages (McGann, 2016: 9).

The boundary is blur and there are many cases, as proved above, of external influence that questioned Brazilian think tanks' independence and legitimacy. Brazil is not the only country that faces legitimacy issues, as looking at the Spanish case, a research points out the link between parties and think tanks, mentioning that «Spanish economic and financial think tanks were in a position of total lack of autonomy when confronting the challenges posed by the most devastating economic and financial crisis the country has faced since the recovery of democracy» (Parrilla *et al.*, 2016: 355), since they were absolutely dependent on political parties funding to survive. Brazilian case has specific contours, since the country's think tanks organizations are in constant conflict with themselves: while trying to influence policy-making processes, they also try to find their own model. In one hand, there are organizations that influence policy by producing knowledge and debating it through meetings and publications; in the other hand, some of these organizations operate as policy legitimators, configuring a tool for politicians to build their careers (Richards, posted on: 2013-02-11).

While it is indisputable that all the selected Brazilian think tanks do produce applied research, provide recommendations and publicize their conclusions, it is also true that there is a clear interference of the political power inside some of these organizations. After analyzing the polemics involving IPEA and BNDES, it is impossible not to question if the fact that these are public organizations is influencing their independence and if their knowledge production is truly unbiased or if it has the goal to serve interests and legitimize

policies, instead of working the other way around. There are reasons to assure that, considering our sample, most governmental think tanks suffer political and economic pressures. Nevertheless, it is not fair to generalize this perspective to all the selected public organizations, since CGEE is also a governmental dependent think tank, subordinated to a ministry likewise IPEA, but so far is not involved in any polemic that leads us to believe that the organization succumb to political interests. CGEE administration is highly engaged in public office positions, but its researchers team is mainly composed by individuals that had dedicated is life to research (even though in other public institutions), as well as their co-authors, which constitutes a good balance between political power and knowledge centers. Another important feature is related to CGEE funding: the organization is public and dependent from a Ministry, but also receives private financing from their associates, which may contribute to a certain degree of independence due to the interests' balance matters. Although this study did not make possible to assess concrete public policies where the selected organizations had direct influence, it is, at least, possible to confirm the independence of CGEE when comparing to its public peers, due to the lack of proven involvement with the Brazilian political power.

Furthermore, when looking closer to these organizations' missions, it is obvious that IPEA and BNDES are much more permeable to this political perversion: IPEA assumes its role as government's institutional supporter and State's consultant (something that Ernesto Lozardo reinforced when the scandal became public); BNDES is a key player as a public development bank, by providing financing to initiatives that have positive socioeconomic potential, which directly ties the organization to public economic interests. CGEE, through its mission, admits subsidizing decision-making centers and providing lines of action regarding STI strategic management. According to their lines of action, the organization provides research and strategic evaluation in articulation with experts from the National System of Science, Technology and Innovation – CGEE operates as a supplier of technical knowledge to support and facilitate the decision, but does not compromise with direct interference in the process, although it admits playing as a mediator between specialists, decision makers and policy makers. This consistence among its mission, goals and its actions, is an explanation for the distance CGEE keeps from political pressures, leading to the conclusion that it is an independent organization.

The only private organization selected for this study is Fundação Getúlio Vargas. Its influence in public policy making is proven, not only by the fact that its board of “directors and professors are either past or current government officials, [which] obviously allows for a lot of interaction between political and academic communities” (Richards, posted on: 2013-02-11), but also because FGV openly assumes its close relationship with the political power, as mentioned above by the words of Marcelo Neri⁵, that assumes the bipolar relationship with the political power and the importance of narrowing ties with either federal or national decision-makers. This could be an issue that would shake the organization independence status, but one cannot forget that FGV is dependent from private financing, even though it is also publicly supported. Although it is not clear which are the sources of financing, FGV is admittedly dependent of philanthropic funds. The importance of this detail is the fact that the organization has a harder task in balancing public and private invests, which turns it more resistant to political pressures. Additionally, being an education provider deeply engaged with knowledge production and research, leaves less room for political interests to infiltrate among FGV structures.

After analyzing the involvement of IPEA and BNDES in controversial public quarrels that had questioned their independency, it is possible to conclude that some of these organizations may incur in deep and sinuous relationships with the political power. Some, and not all, because although it is common across the public think tanks that administration personalities emanate from public office positions, it is also possible to observe that characteristics like authors and co-authors profile, financing origin and the organizations’ history and path themselves, produce different levels of lack of independence. Concluding, although the predominance of public funding may be an important source of independency’s lack, the existence of a promiscuity between these organizations and the governmental sphere only happens when the financing issue is allied with missions and goals that presuppose interference in the policy-making process and the field of action includes economic outcomes.

Finally, this framework does not allow us to assess the extent of the Brazilian think tanks influence in public policy, giving their different contexts and characteristics, but it is possible to confirm that this link exists and that think tanks operate either as policy

⁵ In this document, p.10

influencers or policy legitimators. Exception to FGV, that is the 20th “Think Tank with the Most Significant Impact on Public Policy” (McGann, 2016: 140) in the world. The proof that FGV undeniably impacts public policies is its presence in this ranking, which does not exclude the other studied organizations’ ability to do so. Simply, they do not have an outstanding performance, aggravated by the scandals that systematically stain their independence in the case of BNDES and IPEA. IPEA is the 80th “Best Think Tank Network” (McGann, 2016: 121), proving that it works both as policy influencer and legitimizer. CGEE, being a more discrete actor, and due to their lack of publicity regarding their contributions, proves harder to access the extent of their ability to influence public policies.

Conclusions

Brazil is the 9th largest economy in the world (Gray, posted on: 2017-03-09.) and is part of an exclusive group of countries who are believed to be the future of world's economy. Being included in the same of People's Republic of China, which is the largest economy in the world, involves a lot of responsibility for the other BRICS.

Think tanks in Brazil show a growing concern with a strategic dimension that is and horizontal cornerstone to the rest of the world think tanks: innovation and technology. The major conclusion we can take from here is that Brazil is right now falling behind in innovation matters and the country's think tanks are aware of that. The engagement between political actors and economic players is the key to success: there are lots of changes to do, from public policies to business management practices.

Brazilian think tanks fit in the international patterns regarding the interpretation of opportunities and challenges, thus, it is right to state that they are following the global megatrends. Although Brazilian framework is different from other countries', as all countries have their specificities, the recommendations of both Brazilian think tanks and global ones show concerns about the same issues and seem to be aligned when it comes to solutions. Although the matter of investing in innovation is a world's megatrend, the means differ from developing countries to developed economies: Brazil and Latin America region think tanks, as well as Asia region ones, expose the particular lack of innovation among these countries that are way behind economic developed countries. For that reason, the orientation towards a modernization of traditional industries assumes a more imperious shape in these regions' recommendations. On the other hand, Europe and North America think tanks highlight the importance of innovation and technologic advances, but put another matter in the table: digital security/protection and data protection, which leads us to conclude that developed countries are one step ahead in what concerns innovation and technological progress. Other matters like sustainability, that is especially important for Brazil as one of the most polluting countries in the world, and attraction of private and foreign capital, are megatrends that Brazilian think tanks are following.

After analyzing the dynamics of the chosen think tanks, it is hard to evaluate the extent of the influence think tanks play in Brazilian economy and business management, since in some cases it is hard to understand if they operate as influencers or legitimators. FGV is the only exception, because it figures in the ranking of the top think tanks that influence public policies. However, we have seen that IPEA and BNDES can be hybrid when trying to understand their true role in Brazilian economy. It is undeniable that BNDES may have a strong positive impact once it finances businesses and stimulates economy, but IPEA, giving the latest polemic, seems to be more concentrated in legitimizing the governments' policies. There is also CGEE, that is likely to impact innovation activities, giving their role as knowledge producers and mediators in the policy-making policy. Generally, all of selected think tanks seem to have positive contributions to Brazilian economic performance: even IPEA, once their researchers are not accommodated with the official position of the organizations administration. Think tanks have also contributions to business management practices, although they are camouflaged in the form of public policies: it is up to the companies to understand the transformations of the legal and public framework and take advantages of those opportunities. It is hard to access the influence think tanks have in business management, but it is easy to state that economic players need to be alert about these organizations' recommendations and need to know how to squeeze the juice and implement new management practices after a deep reflection on themselves.

The issue above, regarding the extent of Brazilian think tanks' influence in economy and business management, leads us to another question: the independence of this organizations towards the political sphere. We concluded that organizations that have to balance public and private interests (as they rely on both as financers) are less permeable to political pressures; we also concluded that more technical organizations, that do not have direct interference in the policy making process suffer less from political interference; and finally, when think tanks rely on public funds to survive or are direct economic actors, it is harder to keep the distance from political power, since the political sphere itself feels comfortable in instrumentalizing these organizations. As these last characteristics put the independence of these organizations on the line, one cannot ignore the research structure behind the administration board that often is very close to political power. The researcher's teams are usually the opposite, although some residual participations inside public office

structures, the authors and respective co-authors are reputable academics with several publications in the academic means, solid careers as Professors in universities and collaborations with other research institutes. Their scientific knowledge is often their gun against political pressures, as seen in the case of the IPEA's polemic, when the authors refused to betray their academic accuracy and bend to political pressure or their administration's indications. Concluding, there is independence in knowledge production, but political pressures on the administration may be a stress factor that may jeopardize the full independence. Though, it is possible to minimize these threats, since think tanks' academic structure is alert to play a key role in balancing and neutralizing political traps.

The world moves fast, and developing countries like Brazil need to concentrate their efforts in keeping up with new contexts and challenges. Although Brazil needs to go through deep transformations, Brazilian think tanks understand which are the opportunities and where are the country's weaknesses, thus, they are following the megatrends and their recommendations are oriented to accommodate these new perceptions both for economy and business management. Even though there are questions regarding Brazilian think tanks independency, most of the selected organizations show independence, and even in times when political power interferes and pressure, the academic structure works as a resistance that guarantees accuracy and suitability. Hence, the extent of the think tanks influence will depend on the level of commitment of Brazilian political power and economic players, and on their capability to take advantage of the insights provided by these organizations.

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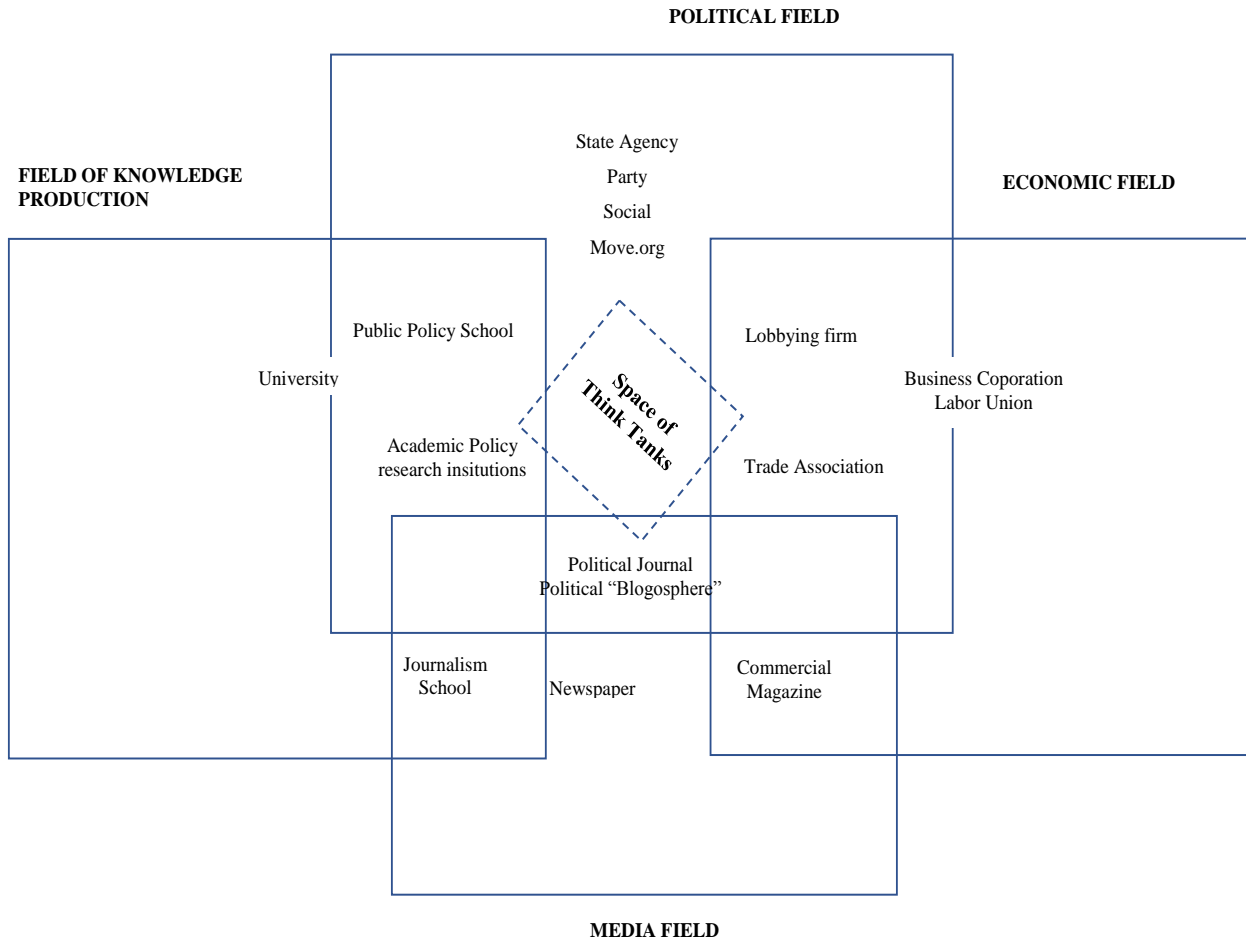
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Attachments

Attachment I – Think tanks’ relationship web (Medvetz, T., 2008:6)



Attachment II – Latin America selected think tanks

	Latin America Think Tanks		
	CEPAL (Chile)	Fedesarrollo (Colombia)	CARI (Argentina)
Mission	Assists in bringing a regional perspective to global problems and forums and introduces global concerns at the regional and subregional levels.	Promote Colombia's economic and social development according to a model of market economy and with the state's efficient participation as a supplier of public goods in a democratic environment and with an effective social policy, oriented towards an inclusive and equitable society.	CARI has as a fundamental goal stimulate the analysis of international affairs from a national perspective.
Goals	Provides substantive secretariat services and documentation for the Commission and its subsidiary bodies; Undertakes studies, research and other support activities within the terms of reference of the Commission; Promotes economic and social development through regional and subregional cooperation and integration; Gathers, organizes, interprets and disseminates information and data relating to the economic and social development of the region; Provides advisory services to Governments at their request and plans, organizes and executes programmes of technical cooperation; Formulates and promotes development cooperation activities and projects of regional and subregional scope commensurate with the needs and priorities of the region and acts as an executing agency for such projects.	Fedesarrollo is a non-governmental organization that acts as an independent think tank that promotes the debate about public interests with the goal of build, implement and improve public policies and Colombia's management.	It's CARI's believes, that the love for the country must be on top of all nation's hierarchy, along with the strong support of the everlasting occidental civilization values and the quest for international cooperation, so the achievement peace based on justice and fairness be above all individual beliefs.
Financing	Financed by the United Nations Economic Commission for Latin America and the Caribbean	Private	Private
Publications	Books, monographs, journal, project documents, studies, research papers, position papers, reviews, bulletins, discussion papers	Periodicals, papers, books, working papers, academic seminars	Books, papers, chronicles, bulletins, collections, videos
Events	Symposiums, seminars, forums, summer school	Seminars and debates	Conferences, seminars and round tables.
Interest Areas	Gender affairs, International trade and integration, economic development, production, productivity and management, social development, sustainable development and human settlements, statistics, planning for development, population and development, natural resources and infrastructures.	International Trade and Affairs, Construction, Housing and Urban Development, Productive Development, Decentralization and Regional Development, Education, Finances and Banking, Infrastructures, Transportation, Communication and Public Services, Institutions and Justice, Macroeconomy, Monetary and Fiscal Policy, Environment, Employment, Poverty and Social Protection, Mining and Energy, Agricultural sector and Health.	Science and Technology, Defense and Security, Democracy and Human Rights, Economy, Energy and Environment, Global and Regional Governance, Argentina's External Policy and Society and Culture.
Projection	External	Internal	Internal
*Source: Author			

Attachment III - North America selected think tanks

North America Think Tanks			
	Brookings Institution (EUA)	RAND Corporation (EUA)	Fraser Institute (Canada)
Mission	Conduct in-depth research that leads to new ideas for solving problems facing society at the local, national and global level.	Help policymakers make decisions that are based on the best available information.	Improve the quality of life for Canadians, their families, and future generations by studying, measuring, and broadly communicating the effects of government policies, entrepreneurship, and choice on their well-being.
Goals	Tighten focus on the complex of governance issues, enhance influence and relevance by engaging new audiences and building new partnerships around the world, promote a culture of collaboration across the Institution and with overseas centers, advance inclusion and diversity in all its aspects and reinforce efficiency and sustainability through disciplined decision-making on how to allocate resources.	-	The Institute's main goal is to educate regular Canadians about the impact of government policy and the essential link between economic freedom, entrepreneurship, and prosperity.
Financing	Private	Private	Private
Publications	Books and Journals	Videos, reports, books, corporate publications, dissertations, monographs, infographs, issue papers	Papers, studies, bulletins, books, surveys, reviews
Events	Open debates, book presentations, discussions, workshops	Seminars, debates, conferences, forums, interactive meetings, briefings, workshops and lectures.	Seminars and workshops to students
Interest Areas	Business and Industry, Cities and Regions, Defense and Security, Education, Global Development, Global Economy, Health Care Policy, International Affairs, Social Issues, U.S Economy, U.S. Politics and Government.	Children and Families, Educations and Arts, Energy and Environment, Health Care, Infrastructure and Transportation, International Affairs, Law and Business, National Security, Population and Aging, Public Safety, Science and Technology, Terrorism and Homeland Security.	Aboriginal Policy, Democracy and Governance, Economic Freedom, Education Policy, Environment, Government Spending and Taxes, Health Care, Labour Policy, Municipal Policy, Natural Resources, Pensions and Retirement, Poverty and Inequalities, Provincial Prosperity, Trade and US Relations, Crime and Drug Policy, Defense and Security, Entrepreneurship, Immigration, Monetary Policy and Banking, Privatization, Risk and Regulation, Transportation and Infrastructure.
Projection	External	Internal	Internal
*Source: Author			

Attachment IV – Europe selected think tanks

	Europe Think Tanks		
	Chatham House (United Kingdom)	Centre for European Policy Studies (Belgium)	Konrad Adenauer Foundation (Germany)
Mission	To be a world-leading source of independent analysis, informed debate and influential ideas on how to build a sustainably secure, prosperous and just world.	As one of the few Think Tanks in Brussels covering all European policy areas, we offer exchanges, provide insights on and potential solutions for EU policy making.	-
Goals	-	To carry out state-of-the-art policy research, addressing the challenges facing Europe; achieve high standards of academic excellence and maintain unqualified independence and impartiality; provide a forum for discussion among all stakeholders in the European policy process; build collaborative networks of researchers, policy-makers and business representatives across the whole of Euro	Strengthening democracy, furthering european unification, improving transatlantic relations and deepening development cooperation.
Financing	PPP	PPP	Public
Publications	Books, briefings, reports, research papers, a magazine and a journal	Comentary, research report, policy insights, studies, reports, papers, working documents, articles, policy briefs	Papers, analysis, reports, journals
Events	Conferences, panel discussions, annual lectures, documentaries presentations, round tables	Conferences	Conferences, exhibitions, readings, expert meetings, political consulting, study programmes
Interest Areas	U.S. Elections, Brexit, Refugee Crisis, War in Syria, Climate, Cyber Security, Energy Security, Gender and Equality, Global Health Strategy and Rising Powers.	Economy, Finance, Regulation, Rights, Europe in the World, Energy and Climate Change, Institutions	domestic policy, social policy, economic policy and foreign policy
Projection	External	External	External
*Source: Author			

Attachment V – Asia selected think tanks

	Asia Think Tanks		
	KDI (Republic of Korea)	ADBI (Japan)	DRC (China)
Mission	To make substantive contributions to the government and society as well as to the public and private sectors by providing timely and effective policy alternatives. By continuously executing the mission, KDI will propose policy recommendations that will become the core foundation for the nation's economic growth. In addition, KDI will maximize its organizational capacity to become an international policy institute that serves as a compass for economic policymakers.	ADBI procures goods and services necessary for institutional use and its various units at headquarters and field offices to support its operations. It procures its requirements at competitive market prices using the most appropriate procurement method.	-
Goals	The goals are to become a world class research institute, a comprehensive policy research institute leading national development, Korea's most reliable research institute and a prestigious institute with optimized research environment.	With due consideration to economy and efficiency, ADB shall procure quality goods and/or services for its operations at the most competitive market prices available using the most competitive procurement method applicable and giving due regard to the reputation of the supplier or provider, promptness of delivery, terms of payment and availability of adequate warranty and servicing facilities, among others.	Conduct advanced research on the overall, comprehensive, strategic and long-term issues in the economic and social development, as well as relevant key and hot problems related to reform and opening up and provide policy options and consulting advice to the CPC Central Committee and the State Council.
Financing	Public	PPP	Public
Publications	Monographs, policy studies, research studies, journal, bulletins, outlooks, reports	Books, reports, papers, briefs, serials, conference proceedings, guides, policies, strategies, plans, official records, brochures and flyers	Research serials, working papers, articles, books, periodicals
Events	Seminars	Interactive discussions, workshops, conferences, seminars	Events are always meetings between leaders of the organization and business men or politicians.
Interest Areas	Macroeconomics and Financial Economics, Public, Health and Welfare Economics, Labour and Education, International Economics, Industrial Organization, Economic Development and Growth, North Korean Economy and Economic System, Agriculture, Environment and Resources, Urban, Rural and Regional Economics	Energy, Information and Communications, Technology, Infrastructures, Water, Urban Development, Transport, Agriculture and Food Security, Climate Change and Disaster, Risk Management, Education, Environment, Finance Sector Development, Gender and Development, Governance and Public Management, Health, Regional Cooperation and Integration, Social Development and Poverty, Sustainable Development Goals	Macro Economy, Development Strategy and Regional Economy, Rural Economy, Industrial Economy, Technology, Foreign Economic Relations, Social Development, Market Economy, Enterprises, Finance, Resources and Environmental Policies, Public Administration and Human Rights, Informatization
Projection	Internal	External	Internal
*Source: Author			

Attachment VI - Africa and Middle East selected think tanks

Africa and Middle East Think Tanks		
	Carnegie Middle East Center (Lebanon)	AERC (Kenya)
Mission	The center aims to impact policymakers and major stakeholders by offering fresh insight and ideas that cultivate a deeper understanding of the region and by developing new approaches to the challenges of countries in transition.	Enhancing the capacity of locally based researchers to conduct policy-relevant economic inquiry; promoting retention of such capacity; and encouraging its application in the policy context.
Goals	The center provides in-depth analysis of the political, socioeconomic, and security issues facing the Middle East and North Africa.	-
Financing	It was established by the Carnegie Endowment for International Peace	Public
Publications	Books, articles, reports, outlooks, TV/Radio, executive summary	Working Papers, books, briefs, journal, executive summaries, PhD Thesis abstracts, research papers, scoping studies
Events	Panel discussion, conferences, Q&A	Workshops, conferences
Interest Areas	Arab Politics, Education Reform, Iranian Politics, Middle East Economy, Middle East Politics, Security Sector, Turkish Politics	Poverty, Income Distribution and Food Security Macroeconomic Policies, Investment and Growth Finance and Resource Mobilization Trade and Regional Integration Political Economy, Natural Resource Management and Agricultural Policy issues
Projection	External	External
*Source: Author		

Attachment VII – Oceania think tanks

Oceania Think Tanks		
	AIIA (Australia)	CSS (New Zealand)
Mission	Through the National Office and branches, the AIIA achieves its mission of promoting interest in and understanding of international affairs, including politics, economics and international law.	The Centre for Strategic Studies is the New Zealand anchor for research and public dialogue on strategic and security issues.
Goals	It provides a forum for discussion and debate, but does not seek to formulate its own institutional views.	-
Financing	Public	Public
Publications	Journals and books	Strategic briefing papers, discussion papers, working papers
Events	Lectures, seminars, conferences, discussions, workshops	Round Tables, discussions, public lectures
Interest Areas	International Affairs	Defense and Security
Projection	Internal	External
*Source: Author		

Attachment VIII – Selected Brazilian think tanks, their interest fields, publications and authors.

Think Tank	Title	Keywords	Authors	Interest Fields
CGEE	Dimensões estratégicas do desenvolvimento brasileiro	desenvolvimento económico, mercado de trabalho, políticas socioeconómicas	Mayra Juruá G. Oliveira (coordenadora), Carlos Antônio Silva Cruz, Hugo Paulo Vieira, Luiza Muniz Pinheiro, Rubia Auxiliadora Quintão	Socioeconomic Development
	Economia verde para o desenvolvimento sustentável	Economia - Inovação; Energia - Mudança do Clima; Mudanças Climáticas	Marcelo Khaled Poppe (Coordenador), Mayra Juruá Gomes de Oliveira, Zil Miranda, Antonio Geraldo Oliveira	Green Economy
	Dimensões estratégicas do desenvolvimento brasileiro: as fronteiras do conhecimento e da inovação: oportunidades, restrições e alternativas estratégicas para o Brasil	Sistemas de Inovação; América Latina; Estados Unidos; China; Japão; Alemanha	Mayra Juruá G. Oliveira (coordenadora), Carlos Antônio Silva Cruz, Hugo Paulo Vieira, Luiza Muniz Pinheiro, Rubia Auxiliadora Quintão	STI
IPEA	Caminhos para o Investimento Privado nas Economias Emergentes: as Características Institucionais e os Spreads Corporativos	corporations, emerging markets, CEMBI, institutional characteristics, private investments	Katia Rocha, Ajax Moreira, Gabriel Fiuza, Marcelo Pessoa	Investment
	Uma Estimativa dos Custos Fiscais da Política Industrial Recente (2004-2016)	fiscal policy; industrial policy; Brazilian economy	Marcelo Curado, Thiago Curado	Fiscal Policy
	A Industrialização do Brasil Ante a Nova Divisão Internacional do Trabalho	brazilian industry; deindustrialization; structural change	Marcelo Arend	Industry
	A Dinâmica Inovativa das Empresas de Pequeno Porte no Brasil	firms size; micro and small business; innovative activities; brazilian industry; innovation; public policy	Graziela Ferrero Zucoloto, Mauro Oddo Nogueira	Innovation
FGV	Immigration as a strategic vector for the socio-economic and institutional development of Brazil	Immigration, Public policy, Socioeconomic Development	Marco Aurélio Ruediger,	Socioeconomic Development
	Acumulação de Capacidades Tecnológicas e Fortalecimento da Competitividade Industrial no Brasil: Breve Análise Empírica da Indústria de Celulose e Papel	-	Paulo N. Figueiredo, Mauricio Canêdo Pinheiro, Felipe Queiroz, Rubia Wegner, Bernardo Cabral, Fernanda Perin	Innovation
	DOING BUSINESS IN BRAZIL: A cross-cultural perspective	-	Carmen Migueles, Marco Tulio Zanini	Business Management
BNDES	O apoio do BNDES a micro, pequenas e médias empresas por meio de redes empresariais: experiências recentes e perspectivas	-	Rangel Galinari Samantha Cortez Coqueiro Dias Luiz Sergio Costa Job Rodrigues Teixeira Júnior	Business
	As Exportações Mundiais De Bens De Capital No Contexto Da Crise Financeira Internacional	Exports. International trade. Capital goods. BNDES. Constant Market-Share Analysis.	Alexandre Lautenschlager	External Trade
	Parques tecnológicos: panorama brasileiro e o desafio de seu financiamento	Technology parks. Financing. Innovation. Innovation environments. Innovative companies	Isabela Brod Lemos de Abreu Fernão de Souza Vale Luciana Capanema Ricardo Camacho Bologna Garcia	Innovation
	Development Banks contribution to long term financing	-	João Carlos Ferraz Ana Cláudia Além Rodrigo Ferreira Madeira	Investment
	A indústria, o PSI, o BNDES e algumas propostas	-	Ricardo de Menezes Barboza Gilberto Borça Jr. Guilherme Tinoco de Lima Horta João Marco Braga da Cunha Felipe Guatimosim Maciel	Industry

*Source: Author

Attachment IX – IPEA Administrative Staff's Analysis

IPEA's Administration Staff							
Researcher	Position in IPEA	Other Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Other Think Tanks
Ernesto Lozardo	President	Professor at FGV since 1978	MBA in Business Administration (New York University)	Has conference object's publications and some books.	Publishes in mass media like Valor Econômico newspaper	Secretary of the State of São Paulo (1992-94); Prodesp Director-President (1994); Planning Director in Caixa Seguros (2001-02); BNDES Presidency Advisory (2011-16)	FGV; BNDES
José Ronaldo de Castro Souza Júnior	Macroeconomic Studies and Policies' Director	Researcher in IPEA since 2004; Professor at IBMEC since 2013; Professor at FGV in 2006	PhD in Economy (UFMG)	Publishes in national periodicals and in 2007 published in FGV.	-	Petrobras (2002-04); Industry Federation of Minas Gerais State (2002)	FGV
Lenita Maria Turchi	Social Studies and Policies' Director	Researcher in IPEA since 1986	PhD in unknown area (London School of Economics and Political Science- Industrial Relations Department- London University)	Co-organized published books; usually publishes without co-authors, publishes in periodicals and has one publication in the Ministry of Agriculture.	-	Professor at Viçosa Federal University (1980-86)	-
Rogério Boueri Miranda	Studies and Innovation and Infrastructure Sectorial Policies' Director and Institutional Development Director	Had multiple occupations in IPEA since 1996. Was Professor at Universidade Católica de Brasília until 2013 and researcher at Copenhagen Business School	PhD in Economy (University of Maryland at College Park)	Publishes in national and international periodicals.	-	Ministry of Treasure (2015-15); President of the Administration Council of Caixa Econômica (2016-17)	-
Alexandre Xavier Ywata de Carvalho	Studies and Regional, Urban and Environmental Policies' Director	Multiple occupation in IPEA since 1996; Professor at University of British Columbia in 2002-03; Researcher at Union Bank of Switzerland	PhD in Statistics (Northwestern University)	Published a book and has other publications in national and international periodicals.	-	Aerospacial Technical Center before 1996	-
Sergio Augusto de Abreu e Lima Florencio Sobrinho	Studies and Economic Relations and International Policies' Director	Professor at Rio Branco Institute (1984-91)	Master in Economics (UERJ)	Published papers both in Brazil and Mexico.	-	Diplomatic career as Brazil's ambassador	-
Alexandre de Ávila Gomide	Studies and State, Institutions and democracy policies' Director	Researcher in IPEA since 1997, where he had multiple other occupations; Professor at National School of Public Administration since 2012.	PhD in Public Administration (FGV-SP)	Publishes in national and international periodicals. In 2011-12 published in FGV.	-	Ministry of Cities and Advisory positions in the federal government; Researcher at INCT (2012-14); Ministry of Planning, Budget and Management (2013)	FGV

*Source: Author

Attachment X – IPEA Authors and Co-Authors’ Analysis

IPEA								
Researcher	Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Most Frequent Co-authors	Co-authors' Profile	Other Think Tanks
João Eustáquio Lima	Professor at Universidade Federal de Viçosa.	PhD in Rural Economy (Michigan State University)	Publications: Universidade de São Paulo, Univ. Católica de São Paulo, Univ. Federal do Rio de Janeiro, SOBER, Univ. Federal do Ceará, periodicals.	-	Empresa Brasileira de Pesquisa Agropecuária (until 1993)	Lucas S. Castro Mateus C. R. Neves Marcos F. Gonçalves Carolina R. Corrêa	Researchers and Professors in Brazilian universities.	-
Katia Rocha	IPEA and Professor at Pontifícia Universidade Católica do Rio de Janeiro (until 2013).	PhD in Finance Engineering (PUC-Rio)	Publishes simultaneously in IPEA and FGV. National and international periodicals. Published in BNDES (2005-06).	-	-	Ajax Moreira Gabriel F. Bragança Francisco A. Garcia	IPEA's collaborators that also publish in other national and international periodicals. Professors in Brazilian universities.	FGV and BNDES
Ajax Moreira	Professional history is limited to IPEA.	Master in Economy	Publishes in IPEA and in national and international periodicals. His co-authors are often foreigners.	-	-	Katia Rocha	Mostly are international co-authors.	-
Gabriel Fiuza de Bragança	IPEA since 2004, FGV since 2012 and Grupo IBMEC since 2013.	PhD in Economy (Victoria University of Wellington)	Publications in IPEA, FGV, BNDES UFRJ and Univ. de Viçosa. International periodicals	-	-	Katia Rocha Ajax Moreira Marcelo S. Pessoa	They are researchers either in IPEA and other think tanks, such as BNDES.	FGV
Marcelo de Sales Pessoa	Researcher in IPEA since 2004 and Professor in FGV since 2005. Director at Companhia Fluminense de Securitização S.A.	PhD in Economy (FGV)	Publishes simultaneously in IPEA and FGV. Although it has co-authors, has regular individual publications.	-	National Agency of Civil Aviation (2008-09); Companhia Fluminense de Securitização S.A.	Katia Rocha Gabriel F. Bragança	IPEA's collaborators that also publish in other national and international periodicals. Professors in Brazilian universities.	FGV and IPEA
Graziela Ferrero Zucoloto	Planning and Research Technic in IPEA since 2009; RedeSist since 2005.	PhD in Industrial Economy (UFRJ)	Often publishes without co-autors. Publishes in Unicamp, UFRJ, international periodicals.	M B Associados (2001-02)	Ministry of STI (2008-09) and Ministry of Health (2004)	Mauro O. Nogueira José E. Cassiolato Rogerio E. Freitas	IPEA's collaborators, Professors in Brazilian Universities and have close relationship with Ministries. Collaboration with FGV	-
Marcelo Arend	Professor at Universidade Federal de Santa Catarina since 2011 and Visitant Researcher in IPEA until 2012.	PhD in Economy (UFRGS)	Left IPEA in 2013, but in 2015 published there. Publish in independent Publish in independent periodicals and in Univ. Federal do Rio Grande do Sul, Univ. Católica SP, UNISC, UNICAMP, Uberlândia.	-	-	Pedro C. D. Fonseca Sívio A. F. Cário Adilson Giovanini	All Professors and reseachers that publish in several periodicals.	-
Thiago Curado	PhD in Economy (FGV).	Doutorando em economia na FGV.	Published only twice with Marcelo Curado in USP periodical and IPEA.	-	-	Marcelo Curado	Reseacher and Professor that publishes in several universities' periodicals.	-
Marcelo Curado	Professor at Universidade Federal do Paraná; Left IPEA in 2012 but returned in 2017 as visitant researcher.	PhD in Political Economy (Universidade Estadual de Campinas)	Left IPEA in 2012, but published there in 2016 with Thiago Curado. Often produces individual publications. In 2009 published in FGV and often publishes in periodicals from Brazilian universities.	Published in the newspaper Gazeta do Povo (Paraná) in 2007.	-	Guilherme S. S. Silva Marco A. R. Cavaliere Marcos Rocha	Professors and researchers at Brazilian universities.	FGV

*Source: Author

Attachment XI – CGEE Administrative Staff's Analysis

CGEE's Administration Staff							
Name	Position in CGEE	Other Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Other Think Tanks
Mariano Francisco Laplane	President	Finance Director at UNICAMP's Development Foundation since 2010; Researcher at São Paulo State's Foundation of Support to Research since 2007; Professor at UNICAMP since 1985.	PhD in Economics (UNICAMP)	Publishes in national and international periodicals.	-	-	-
Marcio de Miranda Santos	Executive Director	Scientific Council Member in Consultative Group for International Agricultural Research since 2011; Professor at Harvard University (1995-97) and Catholic University of Brasília (2001-03)	PhD in Biochemical Genetics (Medicine College of Ribeirão Preto/São Paulo University)	Publishes in national and international periodicals.	-	Researcher at Brazilian Company of Agropecuary Research (1982-04)	-
Antonio Carlos Filgueira Galvão	Director	Analyst of Scientific and Technologic Development in CNPq since 1985.	Applied Economy, Economic Development and Environemnt (Universidade Estadual de Campinas (2003)	Publishes in national and international periodicals. Is almost always the first author in his extense list of publications	-	Researcher at IPEA (1994-1999) Ministry of National Integration (2003-06); Espírito Santo State's Development Bank (1984-85); Ministry of Science, Technology, Innovation and Communication (1990-93); Republic Presidency's Secretary of Planning (1993-94)	IPEA
Gerson Gomes	Director	N/A	N/A	N/A	N/A	N/A	N/A
José Messias de Souza	Director	N/A	N/A	N/A	N/A	N/A	N/A
Edmundo Antonio Taveira Pereira	Administrative Manager	Currently is exclusively dedicated to CGEE.	Graduation in Psychology (Gama Filho University)	N/A	CNEC Engenharia S.A (2005-08); VARIG (1970-75)	Brazilian Institute of Environment and Natural Renewable Resources (2003-05); Ministry of Science and Technology (1999-2002); CNPq (1995-99); Ministry of Justice (1991-95)	

*Source: Author

Attachment XII – CGEE Authors and Co-Authors’ Analysis

CGEE								
Researcher	Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Most Frequent Co-authors	Co-authors' Profile	Other Think Tanks
Mayra Jurua Gomes de Oliveira	Technical Adviser at CGEE since 2008	Social Sciences and Comparative Studies Master	Regularly publishes by herself in CGEE or international periodicals.	-	Ministry of Science, Technology and Innovation (2004-08); Brazilian Institute of Municipal Administration (2002-03).	Marcelo K. Poppe Jürgen Leeuwestein Antonio Carlos F. Galvão	Ties with IPEA. Co-authors are engineers and both collaborators of CGEE and Professors in Brazilian universities. Publish in national and international periodicals.	-
Rubia Auxiliadora Constâncio Quintão	Currently owns a scholarship in Centro de Tecnologia da Informação Renato Arche, but was researcher in Universidade Estadual de Campinas until 2008.	Cientific and Tecnologic Policy PhD (Universidade Estadual de Campinas)	Publishes in international periodicals, Brazilian universities and RAI-USP.	-	Fundação de Amparo à Pesquisa do Estado de São Paulo (2009)	Ruy de Quadros Carvalho	Professor, IPEA's collaboration between 1975 and 1991. Published on FGV in 2005 and in international periodicals.	-
Antônio Geraldo de Paula Oliveira	CGEE since 2011	Chemistry and Applied Scienc PhD	Never produces individual publications and has several co-authors. Publishes mostly in international periodicals.	Companhia Vale do Rio Doce (2005) and Fabrica de Papel da Amazônia S.A (2004)	FINEP (2006-07)	Manoel F. M. Nogueira	Is an engineer and Professor at Universidade Federal do Pará. Publishes in international periodicals and produces studies for Mining and Energy Ministry.	-
Luíza Muniz Pinheiro	Centro de Altos Estudos Brasil Século XXI (CGEE)	Social Sciences Graduation	Has few publications, what turns impossible to identify co-authors (except to those in the selected publications)	-	-	-	-	-

Attachment XIII – FGV Administrative Staff’s Analysis

FGV's Administration Staff							
Researcher	Position in CGEE	Other Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Other Think Tanks
Carlos Ivan Simonsen Leal	President	Director of Souza Cruz SA since 2010	PhD in Economics (Princeton University)	N/A	Souza Cruz SA (2010-present)	Consultant in Brazil's National Bank (1989)	-
Francisco Oswaldo Neves Dornelles	Vice-President	Vice-governator of Rio de Janeiro	Graduated in Tributation (Harvard University)	N/A	-	Secretary of Prime-Minister Tancredo Neves (1961-62)	-
Marcos Cintra Cavalcanti de Albuquerque	Vice-President	President of Financiadora de Estudos e Projetos since 2016; Advisor in CNTU National Confederation of Liberal Regulated Academic Workers since 2011; Advisor in São Paulo State's Federation of Trade since 1991; Professor in FGV since 1969	PhD in Economics (Harvard University)	Has an extense list of publications in national periodicals; published a book; never has co-authors; published in Folha de São Paulo	Folha de São Paulo (1983-present); AES Eletropaulo (2008-2010);	Federal Deputy (1999-2003); Councilman in Câmara Municipal de São Paulo (2009-12) and in Câmara Municipal de São Paulo (1993-96)	-
Sergio Franklin Quintella	Vice-President	Director in Petrobras since 2009; Member of the Technical Council of the National Confederation of Trade since 1990.	Advanced Management Program at Harvard Business School	N/A	CFO Companhia do Jari (1982-83); Refrescos do Brasil S.A (1980-85); Caemi Mineracao e Metalurgia S.A.(1979-83); Vice President of Montreal Engenharia S.A. (1965-91).	Petrobras (2009-present); President at the Rio de Janeiro State's Auditors Tribunal (1993-2005); BNDES (1975-80)	BNDES

*Source: Author

Attachment XIV – FGV Authors and Co-Authors' Analysis

FGV								
Researcher	Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Most Frequent Co-authors	Co-authors' Profile	Other Think Tanks
Maurício Canêdo Pinheiro	Professor at FGV since 2008.	PhD in Economy (FGV)	Regularly publishes without co-authors. Publishes in USP, and international periodicals and published in IPEA in 2006.	-	Ministry of Finance	Joísa C. Dutra Rodrigo L. Moura Luiz R. O. Lima Samuel A. Pessoa	They are all Professors in Brazilian universities and publish both in national and international periodicals. Some of them have publications in IPEA.	IPEA
Felipe Queiroz Silva	Professor at Universidade Federal de Goiás	PhD in Economy of Industry and Technology (UFRJ) - still in progress	Economia da Indústria e Tecnologia pela Universidade Federal do Rio de Janeiro.	-	-	Ana Paula M. Avellar Paulo N. Figueiredo Rubia Wegner	All of them are Professors. They often publish in international publications and IPEA	-
Marco Aurélio Ruediger	Director in the FGV Directory of Public Policies Analysis since 2011 and also Project Coordination in FGV since 2006. Was Professor in FGV/EBAPE between 2002-09.	PhD in Sociology	Publishes in national and international periodicals and ENAPG and ENANPAD.	Journalist in Brazilian newspaper Valor Económico	-	Vicente Riccio Rogério Sobreira	Both Professors: the first in Universidade Federal de Juiz de Fora and the second on European School of Business. Both publish in national and international periodicals.	-
Rubia Wegner	Researcher at FGV since 2014 and Professor at UFRJ since 2013. scholarship owner in IPEA (2011-12).	Master in Economic Development (Universidade Estadual de Campinas)	Publishes in national and international periodicals and in 2014 collaborated with BNDES.	-	-	Simone S. de Deus Adayr da Silva Ilha Flavia de Mello Bliska Paulo N. Figueiredo Maurício C. Pinheiro	They are Professors in Brazilian universities and collaborate with IPEA and CGEE.	BNDES
Fernanda Perin Steiner	Professor at UFRJ since 2017 and scholarship owner in FGV in 2016.	Master in Economy (Universidade Federal de Santa Catarina)	Publishes in national periodicals and collaborated with BNDES in 2014. Her co-authors are often other FGV collaborators.	-	Industries Federation of Santa Catarina State (2013-15)	Silvio A. Ferraz Cário Juliano A. Pacheco Paulo N. Figueiredo Rubia Wegner	They are Professors in Brazilian universities, produce knowledge for public organisms and have close ties with private companies. They publish in national and international publications and Juliano Pacheco collaborated with BNDES in 2014.	BNDES

*Source: Author

Attachment XV – BNDES Administrative Staff's Analysis

BNDES' Administration Staff							
Researcher	Position in CGEE	Other Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Other Think Tanks
Paulo Rabello de Castro	President	Independent Director of Celulose Irani, S.A. since 2015	PhD in Economics (University of Chicago)	N/A	Director of Evora S.A.; (Present); Founder of SR Rating (1993); Professor at FGV (unknown period);	IBGE (2016-2017)	FGV
Claudia Pimentel Trindade Prates	Industry and Services Area Director	In BNDES since 2008	MBA in Finance (COPPEAD)	N/A	-	-	-
Ricardo Luiz de Souza Ramos	Human Resources Administration, International Trade, Funds and Indirect Operations Areas Director	Multiple positions in BNDES since 2016	Master's Degree in Administration (COPPEAD-UFRJ)	N/A	Director of Eneva S.A (unknown period)	-	-
Carlos Thadeu de Freitas Gomes	Finance, International and Control Areas Director	Currently is exclusively dedicated to BNDES	Master's Degree in Economics (FGV)	Publisehd two books and several publications in newspapers and economic journals, including in FGV.	PetroRio (2011-13); Romasa (1987-89)	Petrobras (1990-92); Banco da Amazônia S.A (1986-87); Advisor in Ministry of Finance (1974-80)	FGV
Eliane Aleixo Lustosa de Andrade	Monitoring of Capital Markets and Investment in Capital Markets Area Director	Director at Rumo S.A (present)	PhD in Finance (Pontifical Catholic University)	N/A	LLX Logistica SA (2007-09); Ponto Frio at Globex SA (unknown period). Other participations in several private companies	Positions at State Department of Industry, Trade and Tourism and State Department of Finance (unknown period); Petrobrás Pension Fund (1999-2003)	-
Marilene de Oliveira Ramos Múrias dos Santos	Energy, Public Management, Socioenvironmental and Basic Sanitatio and Transporatiton Areas Director	President at Brazilian Institute of the Environment and Natural Renewable Resources since 2015; Professor at FGV since 2001	PhD in Environmental Engineering (Institute Alberto Luiz Coimbra of Post-Graduation and Engineering Research	Has publications in national periodicals	-	Environmental State's Insititute (2011-14); Rio de Janeiro State's Secretary of the Environment (2008-10); National Agency of Waters (2001-03).	FGV
Carlos Alexandre Jorge Da Costa	Credit Area, Technology of Information Area and Planning and Research Area Director	Currently is exclusively dedicated to BNDES	Master's Degree in Economy (UCLA)	N/A	JP Morgan Executive (unknown period)	Academic Director at Center of Public Leadership (unknown period); IBMEC founder	-
Marcelo de Siqueira Freitas	Juridical Area Director	Federal Prosecutor at Federal Attorney General since 2000; Chairman of the Deliberative Board of Funpresp (2016-present); Member of the Board of Directors of Dataprev	Bachelor's Degree in Law (University of Brasília)	N/A	Dataprev (present)	Chief Consultant at the Civil House of the Brazilian Federal Government (2026); Executive Secretary at the Ministry of Social Security (2015-unknown)	-

*Source: Author

Attachment XVI – BNDES Authors and Co-Authors’ Analysis

BNDES								
Researcher	Professional Occupation	Most Recent Academic Background	Academic Profile	Private Sector Collaborations	Public Office or Collaboration with other public institutions and companies (excluding public universities)	Most Frequent Co-authors	Co-authors' Profile	Other Think Tanks
Rangel Galinari	Economist in BNDES since 2012.	Master's Degree in Economy (Universidade Federal de Minas Gerais)	Always publishes in Brazilian periodicals, collaborates UFRJ and published in IPEA in 2006.	-	Fundação Instituto Brasileiro de Geografia e Estatística (2006-12)	Marco A. Crocco Mauro Borges	They are both Professors, publish for both national and international periodicals and collaborate with public research institutions. Mauro Borges collaborated with Ministry of Development, Industry and Foreign Trade. They also collaborate with IPEA, FGV and CGEE.	IPEA
Ana Cláudia Além	Economist in BNDES since 1992, Professor at IBMEC-RJ since 2008 and Professor at Candido Mendes University	PhD in Economy (UFRJ)	Publishes almost always in BNDES and other publications are from Brazilian universities. Produces some individual publications. Published in IPEA.	-	IPEA's researcher between 1992 and 1993.	Fabio Giambiagi Rodrigo F.Madeira	Fabio Giambiagi is Professor in UFRJ and PUC-RJ and Rodrigo Ferreira Madeira is researcher at BNDES	IPEA
Rodrigo Ferreira Madeira	Economist in BNDES since 2008	Master's Degree in Industry and Technology Economy (UFRJ)	Publishes always in BNDES or national periodicals.	-	-	Ana Cláudia Além	Collaborator in Brazilian universities' publications and had published in IPEA.	-
Ricardo de Menezes Barboza	Professor at UFRJ since 2013 and Economist in BNDES since 2011.	Master's Degree in Macroeconomy in PUC-Rio and Master in Economy in UFRJ	Publishes in Valor Economic newspaper and national periodicals.	-	-	Eduardo Zilberman	Professor at PUC-RIO that has publications both in national and international periodicals.	-

*Source: Author