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# Building Sustained Business Constituency Participation in Latin America

Environment, Challenges and Opportunities



# Latin American Business ICANN Participation Study

Produced for the ICANN Business Constituency

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# Index

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|                                                                                                  |    |
|--------------------------------------------------------------------------------------------------|----|
| Executive Summary .....                                                                          | 4  |
| Understanding the Latin America Region.....                                                      | 8  |
| ICANN in the Latin America Region .....                                                          | 11 |
| The Caribbean as a specific case.....                                                            | 12 |
| Data, Statistics and Structures .....                                                            | 14 |
| Section A: Data from ICANN .....                                                                 | 14 |
| Latin American meeting participation .....                                                       | 14 |
| ICANN-sponsored participation assistance mechanisms.....                                         | 16 |
| Data from the Fellowship Program.....                                                            | 17 |
| Section B: Data from the BC .....                                                                | 20 |
| Constituency general structure .....                                                             | 20 |
| Constituency regional composition .....                                                          | 22 |
| BC GNSO representatives by region .....                                                          | 24 |
| Agenda – what is discussed in the BC.....                                                        | 25 |
| Section C: Data from Latin America.....                                                          | 27 |
| Engagement Challenges – What keeps Businesses from Opening the Door to BC Membership? .....      | 30 |
| Conversion Challenges – What keeps Businesses from moving from awareness to joining the BC?..... | 31 |
| Sustainability Challenges – What keeps LAC members from staying engaged?.....                    | 32 |
| Drivers for becoming BC – Why do members join?.....                                              | 34 |
| Rationale A: Building Access.....                                                                | 34 |
| Rationale B: Understanding Opportunities + Protecting Interests .....                            | 35 |
| Rationale C: Market Differentiator .....                                                         | 36 |
| Participation models .....                                                                       | 38 |
| The Teamed Membership Model .....                                                                | 38 |
| The Association Model .....                                                                      | 39 |
| Bundled Sectoral representation.....                                                             | 40 |
| Local Ambassadors .....                                                                          | 40 |
| Proposals and Recommended Actions/Next Steps .....                                               | 42 |
| What we can ask from ICANN to improve work with business and support the BC .....                | 42 |
| What the BC can and should consider – internal to the BC.....                                    | 43 |
| Business Constituency external .....                                                             | 44 |
| Annexes.....                                                                                     | 46 |
| Appendix A: Questionnaires.....                                                                  | 46 |
| Methodology .....                                                                                | 46 |
| Spanish questionnaire .....                                                                      | 46 |
| Portuguese questionnaire .....                                                                   | 48 |
| English questionnaire .....                                                                      | 49 |
| Appendix B: Applicants from the 2012 round of new gTLDs.....                                     | 52 |

## Executive Summary

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ICANN's Business Constituency (BC) is designed to act as a voice for the global business community across the ICANN community. Over the last decade the BC has made substantial efforts to broaden its membership and further internationalize, with a goal of attracting new voices and ideas from outside its traditional base of companies located in the North America and Europe. And, while many of these efforts have borne fruit, the challenge of attracting new members from emerging markets and creating a viable path for sustained participation for members from developing nations remains a work in progress.

Nowhere has this challenge been more significant than in Latin America – a growing region, with a vibrant online economy and booming e-commerce sector – and very limited BC representation.

A Study Team with wide experience in the region comprised of Gabriela Szlak (Argentina), Mark Datsyngeld (Brazil) and Andrew Mack (USA) set out to evaluate this issue. Looking at data, through interviews, and based on conversations and our own activities working with the BC over years, the Study Team found:

- Latin America is a potentially strong area for BC growth, with booming e-commerce and tech sectors... but with some unique characteristics that make it fundamentally different from other regions
- Looking at ICANN and the BC itself, there is a lot of effort being made but it we can do more and better work: a lack of coordination, data and focus on the region is likely limiting our impact
- There are a series of fundamental challenges facing our efforts to attract and maintaining new members – from business culture, to cost to language
- There are multiple “rationales” for BC membership for current/potential members in the region – which we should better understand and work from

With this background the Study Team looked deeply at participation, offering up ideas about new participation models that might be valuable in both increasing and maintaining membership from the region. Our research showed that the traditional “all in” participation model does not work for many regional businesses, and there is a need for new approaches based on what Latin Americans themselves say they want.

Finally, the Study Team put forward a series of recommendations aimed at better leveraging our relationship with ICANN Organization and our own efforts as a constituency both internal



and external. There are great opportunities to tap the Latin American market if we approach regional businesses creatively.

## Introduction

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For years Business Constituency (BC) members connected to or from Latin America have lamented the lack of BC participation from the region in policy making and community activities. Latin America is home of around 380 million internet users<sup>1</sup> and ecommerce shows significant growth each year in the region, particularly in Argentina, Brazil, Chile and Mexico<sup>2</sup>. According to UNCTAD, since 2016 Brazil has moved into the top 10 e-commerce markets of the world. Despite this growth – and despite the fact that ICANN has held meetings in the region, with outreach activities supported by both ICANN and the BC itself and other Outreach initiatives held by BC members from Latin America and also supported by the BC in the region during the last 7 years – there have never been more than a handful of business leaders from the region participating in the BC.

The demand for this study originates from organic discussions over many months between BC trying to address this issue. If, as per our charter, we wish to truly represent the voice of global business, we need to understand the lack of participation from a key segment of the global business community. We wanted to understand how Latin America is different from other regions – both in the Global North, where BC membership is robust, and in Global South regions like Africa where BC membership has become stronger in recent years.

To do this we looked into the key issues at length through a series of semi-structured 30-60 minute interviews with business leaders from across the region. We asked them key questions: What factors cause members from the region to join the BC? What factors keep them from joining? To complement these views and prior conversations, we also looked at historical data from ICANN and the BC itself.

Despite the many studies and analyses of ICANN’s functioning and structures, much of the work that is done focuses on the process or function within a constituency – with less focus on the motivating factors that ultimately make our ecosystem healthy, diverse and relevant as the internet takes a larger and larger role in all aspects of our lives. We found data – and many opportunities for more data collection.

We reflected on experiences as participants in outreach, mentoring and onboarding– as businesses operating in and working with Latin America.

And finally, we looked to the future, to see what might be possible. In our Recommendations section we outline a series of actions that could be taken by ICANN and/or the BC itself to

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<sup>1</sup><https://www.statista.com/topics/2432/internet-usage-in-latin-america/>

<sup>2</sup>UNCTAD, 2018

increase sustainable participation from the Latin American region. We suggest some additions to the BC/ICANN's outreach work, new participation models to make it easier for new members from the region to play a role that fits their needs, and new, low-cost activities that the BC might take.

Our goal is to increase the representation of Latin American voices in the BC policy making – making the BC stronger, more diverse and better informed for the benefit of the global business community.

During the development of this study, our planned activities and progress were presented at face to face meetings with the BC at ICANN 62 in Panama and ICANN 63 in Barcelona. During both discussions the community provided valuable feedback on and off the record to the team that has been incorporated here. Informal discussions were also further carried out in an attempt to fine-tune results with the community's interests.

## Understanding the Latin America Region

### Latin America Overview

Latin America comprises some 8.5% of the world’s population, over 644 million people according to the World Bank in 2017. The region has a robust retail market estimated at \$1,988 trillion dollars in 2018, with the strongest markets being Brazil and Mexico.

The region, without the Caribbean countries, has the following composition<sup>3</sup>:

| Name        | Area (km <sup>2</sup> ) | Population  |
|-------------|-------------------------|-------------|
| Brazil      | 8,515,767               | 205,573,000 |
| Mexico      | 1,972,550               | 122,435,500 |
| Colombia    | 1,141,748               | 48,229,000  |
| Argentina   | 2,780,400               | 43,417,000  |
| Peru        | 1,285,216               | 31,377,000  |
| Venezuela   | 916,445                 | 31,108,000  |
| Chile       | 756,096                 | 17,948,000  |
| Guatemala   | 108,889                 | 16,343,000  |
| Ecuador     | 283,560                 | 16,144,000  |
| Cuba        | 109,884                 | 11,390,000  |
| Bolivia     | 1,098,581               | 10,725,000  |
| Honduras    | 112,492                 | 8,075,000   |
| Paraguay    | 406,752                 | 6,639,000   |
| El Salvador | 21,040                  | 6,127,000   |
| Nicaragua   | 130,375                 | 6,082,000   |
| Costa Rica  | 51,100                  | 4,808,000   |
| Panama      | 75,517                  | 3,929,000   |
| Puerto Rico | 9,104                   | 3,683,000   |
| Uruguay     | 176,215                 | 3,432,000   |

Literacy in the region has reached a fairly robust rate of around 90%, but this betrays the fact that this rate is not universal across the region, with illiteracy reaching much higher levels in

<sup>3</sup><https://www.worldatlas.com/articles/which-countries-make-up-latin-america.html>

Honduras, El Salvador, Nicaragua, and Guatemala. There also exists a significant variation between youth and older populations, with the youth overall faring substantially better.<sup>4</sup>

Business conditions are often complicated and vary greatly across the region – from more free market-focused governments such as Chile and Costa Rica to statist regimes in nations like Venezuela and Cuba. Currency fluctuations, unemployment, large-scale corruption and other structural issues deeply affect the ability of regional businesses to grow and plan. The lack of robust legal frameworks has also slowed the adoption of more sustainable business practices<sup>5</sup>.

Globalization has been a mixed blessing for the region, increasing opportunities for trade – and leading to the expansion of the region’s tech sector, given lower wages as compared to the US and other Global North markets, especially in hubs like Argentina, Chile, Colombia and Mexico – while also leading to downward pressure on manufacturing as trade with China has increased. The generally low level of intra-region trade has also been a constant factor limiting growth.

Spanish is the region’s main language with 360 million speakers, but Portuguese (190 million speakers in Brazil) is also significant, given the country’s size and regional influence. Only half of Latin American citizens are estimated to speak English at anything like a level proficient for trade, with very limited English capacity among older users (over 45) – many of the region’s business decisionmakers.<sup>6</sup>

## Latin America in the Digital World

Latin America is one of the fastest growing regions in the digital world. Internet penetration runs between 55 and 60% of the roughly 640 million inhabitants. Usage is disproportionately mobile and growing, with many countries having effectively skipped the personal computer stage of Internet use entirely, jumping straight into mobile devices. The region boasts the **highest daily mobile Internet usage in the world**, with an average of 3.5 hours spent every day per person<sup>7</sup>.

The penetration of social networks is high, with more than 78% of Uruguayan citizens as regular users of social media<sup>8</sup> (vs. an overall social media penetration of around 60%.) Some 40% of the region’s inhabitants had joined Facebook by 2018, and the projection is of continuous growth<sup>9</sup>.

<sup>4</sup><https://www.dvv-international.de/adult-education-and-development/editions/aed-712008/national-and-regional-reflections-on-operationalising-the-benchmarks/latin-america-literacy-adult-education-and-the-international-literacy-benchmarks/>

<sup>5</sup><https://www.weforum.org/reports/the-global-risks-report-2017>

<sup>6</sup><https://www.ef.com.br/epi/regions/latin-america/>

<sup>7</sup><http://www.natcomglobal.com/market-brand-latin-america/>

<sup>8</sup><https://www.statista.com/statistics/454805/latam-social-media-reach-country/>

<sup>9</sup><https://www.statista.com/statistics/282350/number-of-facebook-users-in-latin-america/>

And social media plays an important role, not just in terms of interpersonal interaction but increasingly as a driver of politics and elections – including a major role in recent elections in Brazil and Mexico.

In terms of e-commerce, transactions have seen a steady growth. The most used platforms in Latin America are a) department stores, b) general online retail websites, c) airlines and d) auction sites<sup>10</sup> and sales originating from mobiles sit at around 25% of all retail sales. According to eBay, online growth of SMEs from Brazil and Colombia presented a growth rate of 301% and 97% respectively, higher than the regional average of 38%.<sup>11</sup> In 2017, 270,000,000 items worth \$11.7 billion were sold through Mercado Libre, the largest eCommerce platform in the region. The accelerated growth came from Mexico, Brazil, Argentina, Chile and Uruguay.<sup>12</sup>

Despite the reliance on mobiles as the general means of accessing the web, desktops are still the favored platform for online commerce. Mercado Libre from Argentina is the undisputed regional leader with 56 million unique visits from desktop per month, more than twice the number of visitors to Amazon in the region in 2018. Brazilian B2W Digital – which is responsible for strong national brands such as Americanas and Shoptime – is the region’s third largest platform, with Alibaba and eBay the other members of the region’s top five platforms<sup>13</sup>.

Average Latin American online cross border trade is 57%, which is higher than other regions’ such as North America (44%), Europe (50%), Africa (51%) and Asia Pacific (26%). Trends show that these consumers prefer global platforms for cross border e-commerce transactions such as Amazon or eBay, and that the main reasons to buy cross border are a) to get better prices, b) to access goods which are not available in local markets c) free shipping offers and d) trustworthy means of payment. In this regard, it is interesting to note that Latin Americans are more worried about the security of their financial personal data when buying locally than when making cross border purchases through a global platform. Importantly, half of e-commerce buyers from the region say they would not feel comfortable buying online from a website that’s not in his/her language.<sup>14</sup>

There are a small number of ICANN accredited registrars in Latin America, and this number has diminished in recent years<sup>15</sup>. With the exception of Panama and Belize, every other country has

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<sup>10</sup> Cross-Border Consumer Research 2016 y Google Consumer Barometer – Smart Shopper

<sup>11</sup> eBay “SMALL ONLINE BUSINESS

GROWTH REPORT, Towards an Inclusive Global Economy” (<http://business4etrade.org/>)

<sup>12</sup> <https://ideas.mercadolibre.com/ar/noticias/mercado-libre-resultados-del-2017>

<sup>13</sup> <https://www.emarketer.com/content/latin-america-ecommerce-2018>

<sup>14</sup> Cross-Border Consumer Research 2016 y Google Consumer Barometer – Smart Shopper

<sup>15</sup> Several of the findings of this section are an amalgamation between the interviews conducted by the research team and the “LAC DNS Marketplace Study 2017”, available at: <https://www.icann.org/en/system/files/files/lac-dns-marketplace-study-13mar17-en.pdf>

either no growth or a decrease in the number of accredited registrars, leaving no registrars in a number of nations. Domain Name sales are typically made by intermediaries, with domain name sales seen in many cases as an “add on” to hosting services (versus a major economic driver) of the industry in the region.

## ICANN in the Latin America Region

ICANN’s direct participation in the region is led and largely implemented by a regional team consisting of 5 members: Rodrigo De la Parra (VP for LAC), Rodrigo Saucedo (Project Manager in charge of the Implementation and coordination of the LAC Strategic Plan), Daniel Fink (Engagement Manager for Brazil), Albert Daniels (Engagement Manager for the Caribbean) and Alexandra Dans (Head of Communications for LAC).

As part of ICANN’s International Office Strategy, in 2017 ICANN established an Administrative Center in Montevideo, Uruguay. This office is one of the five regional offices consolidated during the Chehadé administration (the others being the Los Angeles headquarters, Brussels, Istanbul, and Singapore). The Montevideo office is located in the *Casa de Internet de Latinoamérica y el Caribe*, a collaborative space shared with eight partner organizations<sup>16</sup> which serves as the point of contact for several Internet Governance matters in the region.

ICANN staff participate in conferences across the region, such as the LAC DNS Forum, LACNIC, RioInfo, FutureCom, ISP events, domain names meetings, remote participation hubs, among others. Overall, ICANN has a fairly regular presence in major industry events held in the region. In addition, staff are responsible for leading engagement and keeping in touch with the community to make sure that their necessities are being reflected as priorities adopted in ICANN’s broader strategic plans.

The Latin American ICANN community is diverse, with representation in nearly all of ICANN’s constituencies.

Latin America is well represented in the Governmental Advisory Committee (GAC), with 14 of the countries from the region sending active participating members. Four regional organizations participate as observers on more of an ad hoc basis: the Organization of American

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<sup>16</sup>With those being: the Latin America and Caribbean Regional Internet Registry (LACNIC), the Latin American and Caribbean ccTLDs Organization (LACTLD), the Internet Society (ISOC), the Inter-American Association of Telecommunication Companies (ASIT), the Latin America Internet Association (ALAI), the Latin American Cooperation of Advanced Networks (RedClara), the Latin America and Caribbean Federation for Internet and Electronic Commerce (ecomLAC), and the Latin American and Caribbean Internet Exchange Points Association (LAC-IX).

States (OAS), the Regional Technical Commission of Telecommunications (COMTELCA), the LAC Forum of Telecom Regulators (REGULATEL), and the Inter-American Telecommunication Commission (CITEL)<sup>17</sup>.

Latin American ccTLDs are active in the ICANN community, with representatives from Argentina, Brazil, Chile, Colombia, Mexico and Paraguay playing regular, leading roles. Most of these domains were delegated at a pre-Web stage, having already been in operation for over two decades.

As far as other Constituencies are concerned, there is a reasonable distribution of representatives, but as we will see further ahead in this study, the total numbers across the ICANN community are lower than might be expected given the region's interest and presence on the Internet.

### The Caribbean as a specific case

While the Caribbean is often bundled together with Latin America – both in the ICANN world and in international organizations like the World Bank –the study team struggled with how to handle the region for the purposes of this work.

Much of the limited data we had access to puts the Caribbean together with continental Latin America. But the differences are pronounced. Culturally the Caribbean is distinct from the rest of Latin America. It is a largely English-speaking sub-region with many systems based on English common law. While the Caribbean shares many of the development challenges faced by its neighbors to the south and west, the business climate in some Caribbean nations more closely resembles that of the UK or North American markets. Nearly every country is quite small both physically and in terms of population, and some maintain close ties to or are still in confederation with the UK, US or other larger administrative units.

Though the ICANN community includes a number of actors from the region (especially in ALAC), many constituencies including the BC have all struggled to build sustained participation from the sub-region. From a business perspective, in the internet space many of the markets are serviced by larger international players or government entities. The BC has historically seen very low engagement from the Caribbean. The Study Team is unaware of any members in recent years that represent the Caribbean or Caribbean interests.

In terms of DNS services, the Caribbean is the only geographic region that is served by multiple distinct Regional Internet Registries (RIRs), with both the American Registry for Internet

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<sup>17</sup><https://www.icann.org/en/system/files/files/lac-5th-anniversary-2018-en.pdf>

Numbers (ARIN) and the Latin America and Caribbean Regional Internet Registry (LACNIC) being responsible for its 44 million inhabitants<sup>18</sup>, adding further challenges to the establishment of its presence in this space.

We appreciate the importance of the inclusion of the sub-region in ICANN, but decided in the end that real work on the Caribbean, if performed properly, would be a study in itself.

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<sup>18</sup><https://www.icann.org/en/system/files/files/lac-5th-anniversary-2018-en.pdf>

## Data, Statistics and Structures

### Section A: Data from ICANN

#### Latin American meeting participation

The Study Team worked closely with ICANN staff looking at different data sources that could help judge the depth and type of Latin American participation at different ICANN meetings. Sadly, there is fairly limited historical data collected on regional participation, though this is beginning to change. After each recent meeting – starting with the 56<sup>th</sup> meeting in Helsinki and running through the most recent meeting (ICANN 63) in Barcelona – ICANN has prepared a report entitled “ICANN Meeting By the Numbers & Technical Data”<sup>19</sup> that provides insights on regional and stakeholder participation.

It is unfortunate that the reports did not begin at ICANN 53 in Buenos Aires which saw significant Latin American participation. That meeting, held in aftermath of the Netmundial conference and in the days before the IANA Transition, was of particular interest to Latin American participants. Still, looking simply at the datasets “ICANN Attendee Profiles by ICANN Region”, “ICANN Attendee Profile by Stakeholder Classification”, and “ICANN Attendee Profile Data” from ICANN 56-63 we can learn a great deal about sectors and regional participation. From the first dataset:

*Table 1: LAC attendance and Global General business attendance*

| Meeting          | LAC attendance | Global General business/Legal attendance |
|------------------|----------------|------------------------------------------|
| 56, Helsinki     | 8%             | 12%                                      |
| 57, Hyderabad    | 3%             | 12%                                      |
| 58, Copenhagen   | 6%             | 13%                                      |
| 59, Johannesburg | 7%             | 10%                                      |
| 60, Abu Dhabi    | 6%             | 12%                                      |
| 61, San Juan     | 25%            | 13%                                      |
| 62, Panamá       | 23%            | 14%                                      |
| 63, Barcelona    | 5%             | 12%                                      |

Not surprisingly, as with most developing regions, Latin American attendants greatly favor meetings within their region, with those that happen outside of the American continent being much less well-attended. Even though Puerto Rico is technically considered North America in

<sup>19</sup><https://meetings.icann.org/en/data-reports>

ICANN’s regional division, for all intents and purposes, Puerto Rico is a Spanish-speaking venue within the Americas, so attendance was very similar to Panamá, which is considered LAC per ICANN’s regional division.

Average LAC attendance during the 3 years where official numbers are available puts Latin American participation at 10%, even when accounting for the peak attendances experienced in San Juan and Panamá. If those meetings are removed from the equation, LAC participation falls to 5%.

Overall business/legal sector participation from around the globe remains quite stable, at a consistent average of 12%, apparently having no correlation with a smaller or larger LAC attendance. However, this points to a real limitation in the way ICANN has chosen to collect data, since, while many legal professionals do find a meaningful home in the BC, others might choose to align themselves with the Intellectual Property Constituency (IPC) as property rights or related issues have become more significant topics of discussion in recent years. While it is understandable why these two categories – business and legal – might be grouped together for broad data gathering reasons, it is worth considering how they could be sub-divided in future ICANN reporting.

The Study Team also considered another data set, “ICANN Latin America/Caribbean Region Attendee Profile by Stakeholder Classification”, looking specifically at the composition of LAC attendees. Here we see some interesting trends:

*Table 2: LAC attendance by sector*

| Meeting | Academia | Technical | General business/Legal | Domain Industry | Government/IGOs | End user | Civil society/NGOs |
|---------|----------|-----------|------------------------|-----------------|-----------------|----------|--------------------|
| 56      | 11%      | 19%       | 6%                     | 9%              | 22%             | 10%      | 23%                |
| 57      | 12%      | 21%       | 3%                     | 8%              | 18%             | 16%      | 22%                |
| 58      | 14%      | 21%       | 6%                     | 9%              | 19%             | 10%      | 21%                |
| 59      | 13%      | 17%       | 5%                     | 4%              | 20%             | 9%       | 32%                |
| 60      | 12%      | 20%       | 7%                     | 9%              | 19%             | 12%      | 21%                |
| 61      | 26%      | 15%       | 14%                    | 9%              | 16%             | 6%       | 14%                |
| 62      | 10%      | 19%       | 15%                    | 9%              | 18%             | 9%       | 20%                |
| 63      | 10%      | 23%       | 12%                    | 12%             | 13%             | 10%      | 20%                |

Participation levels here, overall, seem fairly stable, with some expected patterns of fluctuation permeating the dataset. There are three exceptions: a peak of Civil society/NGO participation in meeting 59, a peak of LAC Academia during meeting 62, and a marked increase of LAC General business/Legal participation starting from meeting 61.

While we are not setting out to explain the first two peaks, we do have an active interest in examining the expressive growth in LAC General business/Legal attendance starting at ICANN 61 (San Juan). Consider a third dataset:

*Table 3: LAC attendance vs. LAC General business/Legal attendance*

| Meeting          | Total people | LAC General business/Legal people |
|------------------|--------------|-----------------------------------|
| 56, Helsinki     | 1,436        | 6                                 |
| 57, Hyderabad    | 3,182        | 3                                 |
| 58, Copenhagen   | 2,089        | 7                                 |
| 59, Johannesburg | 1,353        | 5                                 |
| 60, Abu Dhabi    | 1,929        | 9                                 |
| 61, San Juan     | 1,565        | 54                                |
| 62, Panamá       | 1,113        | 43                                |
| 63, Barcelona    | 2,639        | 16                                |

There are many potential reasons for the change –proximity, language, cost of attending and the fact that the events followed one upon another likely all played a role. Key issues – and the increasing visibility (and perceived risk) around some of them like GDPR likely also led to an increase in activity, especially among lawyers who may or may not be true candidates for BC membership.

### ICANN-sponsored participation assistance mechanisms

Due to ICANN’s nature and the decentralized way in which it is coordinated, remote participation in the ICANN community is certainly possible, though an important part of participation and effectiveness is driven by “being in the room.” In person meetings (and the opportunities for relationship building and learning that come with this kind of participation) is an important part of BC tradition and functioning. There is certainly requirement that “active members” attend of every face to face gathering, but effective remote participation can be difficult. This is especially true for business participants newer to the ICANN system, working in a second or even third language, and not having the BC as their primary work responsibility.

To learn the world of ICANN, it is essential to be at ICANN meetings at the outset, and most sources agree, to be effective, actors should try to be present at a minimum of one in-person ICANN meeting per year thereafter. To achieve that, there are a variety of options supported by ICANN, including:

- A. **NextGen Program:** Up to 2 times full funding to attend meetings, limited to people under 30 years of age; especially useful for startups or less senior members of companies.
- B. **Regional Newcomers Fellowship:** 1-time, full funding to potential attendees from the meeting's region who have never attended before; less strict selection process, can be great for targeted engagement.
- C. **Fellowship Program:** Up to 3 times full funding to attend meetings, no age restrictions but highly detailed application and competition can be stiff.
- D. **CROP Program:** Region-specific, constituency-specific, partial funding of 4 days and 3 nights. CROP is designed to help promote outreach/engagement on behalf of the constituency and build local/regional membership. Typically associated with an outreach program or activity.
- E. **GSE funding:** On a per-case basis, the GSE has signaled willingness in financing the participation of key actors. In the case of the LAC region, two travel slots are assigned per year, one to LACRALO and the other to the GNSO at recent meetings.

While these mechanisms have yielded some degree of success in terms of adding to the BC's ranks and helping in the communication of our goals, the Study Team is concerned that business applicants may not be receiving aid on par with other constituencies. The evidence is not conclusive but suggests room for improvement as in the case of the Fellowship Program outlined below.

#### Data from the Fellowship Program

The Fellowship Program has been one of the key entry points into ICANN for players that would usually not find their way into its environment, and its impact has been very significant, with former members having made it into the ICANN Board, GNSO and CCNSO Councils, NomCom, and other key community positions. It is a program worthy of analysis because it is the most diversified and open one in the ICANN community, as it does not limit candidacy in any particular way.

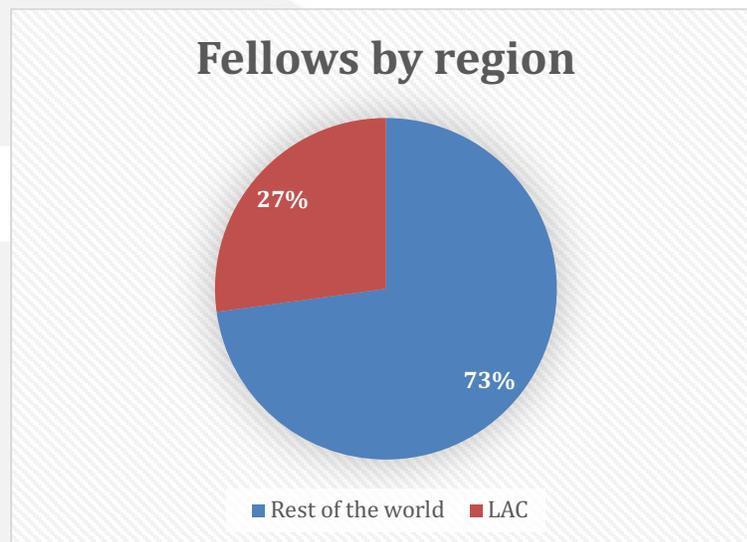
Using the *Stakeholder analysis tool*<sup>20</sup> the Study Team was able to understand LAC representation in the Fellowship program and the engagement of potential new business constituents that were accepted to attend an ICANN meeting. This data, however, is rendered

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<sup>20</sup><https://community.icann.org/display/atlarge/ICANN+Stakeholder+Analysis+Tool>

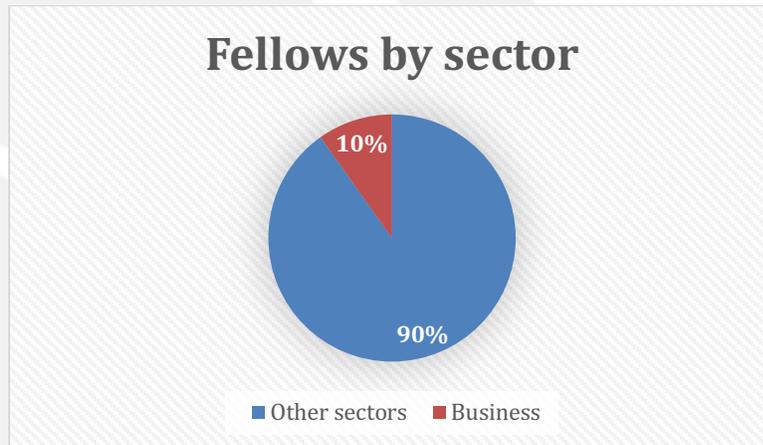
incomplete by the limited datasets made available by ICANN, which **does not give us access to rejected Fellowship applications**. The Study Team believes this data is essential and should be collected, as it would help clarify if these programs are reaching business applicants, and if – and potentially even why – these candidates are not being awarded Fellowships.

The total pool of approved Fellows across the program’s history is made up of **784 individuals**, with **213 coming from Latin America and the Caribbean**. The proportionality of this can be better observed below:



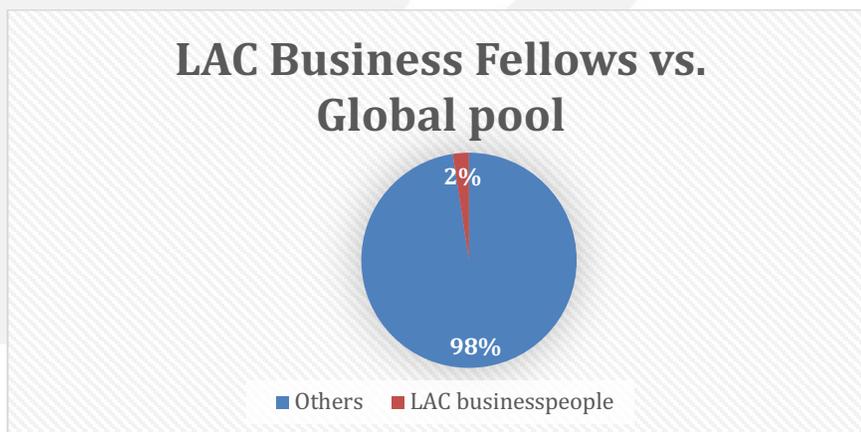
These results are quite satisfactory for the LAC region, with just over one quarter of the total pool of selected candidates being made up of individuals from the region. At a glance, therefore, it could be said that the program is a success in terms of bringing people from the region to ICANN.

Digging deeper, the Study Team found that there were **77 individuals known to be from the Business sector** in the worldwide pool according to ICANN’s sorting of the actors. The Team also believes this number may be a slight undercount, as the data shows a few additional candidates from the region that were uncategorized or did not identify as businesspeople in spite of having a commercial enterprise as their main affiliation, though this number is not believed to be high. The comparison can be observed graphically below:



Considering ICANN’s private-sector led nature, the Study Team felt this was a relatively small number, even more so if we consider the aforementioned bundling of lawyers and businesspeople in a single demographic which somewhat muddles ICANN’s data.

However, when taking both datasets together we are able to see just how few Fellows have been representatives of Latin American business. Of the 784 approved Fellows only 19 (or 2%) have been representatives of the Latin American business AND legal communities. And based both on interviews and past conversations with Study Group members, we know that a significant portion of the Latin American Fellows with a legal/business background that do join a constituency end up joining ALAC (LACRALO) which is perceived as a more culturally inclusive environment more attuned to Global South participation as opposed to the Commercial Stakeholders’ Groups, which are generally perceived as more culturally “closed” and less interested in markets like Latin America.



The impressions of the Latin American community in the Fellowship Program can be further demonstrated by ICANN’s report concerning the 10 years of the program that was presented as

a complement to the “Community Consultation Process to Review Current Fellowship Program”<sup>21</sup> document from 2017. Since this was an opt-in survey which counted with 311 respondents, the results show the engagement of the community rather than raw participation data.

The number of Fellows from Latin America within this data set is the highest, coming ahead of Africa. An interesting point from the perspective of this study, however, is that once sectorial breakdown is accounted for, **the Private sector has the second to last number of Fellows**, coming just ahead of the domain name industry. When considering communities in which Fellows are the most involved, there are more Fellows involved in the GAC than on the CSG, with At-Large (LACRALO) being the most popular destination for engaged Fellows.

Without the data concerning the total pool of applicants, the Study Team sought to make use of anecdotal evidence to tease out what might be happening. Some possibilities:

- A. A small volume of applications from business actors was received, which would mean there needs to be a proactive drive for more submissions.
- B. The quality of the business applications received is not high enough, and better coaching is needed to make business applicants more successful.
- C. There is an unconscious bias against selecting of members from the private sector out of a sense of “fairness” – favoring civil society over business applicants since there is an assumption that business actors should be able to afford going to the meetings.

This is a thread that will be left open by this study, because it might be affected strongly by changes to the program both in terms of selection and coaching starting in ICANN 65. However, it is important that additional consideration is given to this matter in the future, once proper applicant open data is made available by ICANN. If future numbers show any systemic bias or preference related to the selection of business actors or even when selected, consistent indications that business actors integrate mostly in non-commercial groups within the ICANN community, the BC should strive to correct these issues.

## Section B: Data from the BC

### Constituency general structure

The Business Constituency was organized as a representative group in 1999, but its first formal charter was only approved in 2003. Since then, it has drafted over 300 policy positions and

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<sup>21</sup><https://www.icann.org/en/system/files/files/fellowship-community-process-review-20mar18-en.pdf>

statements<sup>22</sup> starting in the year 2000 and 37 newsletters<sup>23</sup>. After the Houses system was implemented in ICANN, it was assigned to the Non-Contracted Party House (NCPH), where it functions under the Commercial Stakeholder Group (CSG).

The Executive Committee of the BC is made up of the following voting officers:

- Chair
- Vice-Chair for Finance and Operations
- Vice-Chair for Policy Coordination
- Representative to the Commercial Stakeholder Group (CSG)

The BC also has two GNSO Council Representatives elected by the membership, and the heads of two informal standing communities – Outreach and Credentials – whose leads are elected by the members of those committees. Importantly, in the last decade there has been only one elected representative of the BC from LAC – a GNSO Councilor from Argentina. (And, while this can be seen as a positive – more Latin American representation with a business perspective in Council – this meant that the BC’s only LAC representative had less time for purely BC work including outreach to the region!)

BC members are classified for voting purposes based on the size of their organizations, and pay dues based on their size, with dues ranging from \$200 to \$1,000 per year<sup>24</sup>. Importantly, in an effort to increase membership from developing nations, any member from the developing world (as defined by the United Nations) can enjoy a discount of 70% in membership dues, upon being successfully screened by the Credentials Committee.

The BC is the only major ICANN constituency to directly charge for membership, but interviews and Study Team anecdotal conversations on this issue over many years suggest that this discount is large enough that dues do not constitute a meaningful impediment to developing world (or LAC) participation. Still, interviewees noted that the very fact of a participation fee meant added pressure on the member to show their organization tangible – and perhaps more transactional – value in joining the BC (cost/benefit analysis).

So what does it mean to participate in the Business Constituency for typical members who are not officers or holders of a leadership role? Key actions include:

- Reading and commenting through the Constituency’s private mailing list, in which almost all of the matters of relevance are discussed.

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<sup>22</sup><https://www.bizconst.org/positions-statements>

<sup>23</sup><https://www.bizconst.org/newsletter>

<sup>24</sup><https://www.bizconst.org/category-fees>

- Taking part in the Constituency’s biweekly online meetings, where members hear from BC leadership and debate BC policy.
- Participating in the drafting of public comments that are published under the name of the BC.
- Representing the BC in one of the many ICANN Working Groups and other larger intercommunity policy initiatives.
- Attending in person or remotely ICANN meetings to provide input to the various BC and CSG sessions.
- Participating in regional or global outreach events.

New members are identified in a myriad of ways, but the primary proactive mechanism used to identify and encourage new members is through Outreach events organized by the Outreach Committee. In addition to ICANN funds made available to support outreach, the BC also allocates an annual budget for outreach work around the world.

Outreach programs typically include a program around each ICANN meeting (usually in concert with the local business community), events which have often proven successful in generating awareness, and in some cases, in also bringing in new BC members from that region – historically 1-2 new members for each event (*though events in Latin America have often not resulted in “conversions” to membership*). Outreach Committee members often also represent the BC at other events where new members can be identified – presenting at numerous events each year, such as the AfICTA Summit, national and regional Internet Governance Forum meetings (IGFs), and national events like RioInfo and others.

While efforts have been made to streamline the process of onboarding new members, there is no specific position or member in charge of onboarding new additions to the Constituency, although the Vice-Chair for Policy Coordination can and does actively help new members contribute to the process and members of the Outreach Committee often work with new members. The general expectation is that new members will network and find their way around ICANN and its processes on their own. Without question, new member stickiness has increased in recent years – especially in Nigeria and Brazil – though experience shows that many new members from the developing world are never fully integrated in the BC and drop their memberships after one or two years.

### Constituency regional composition

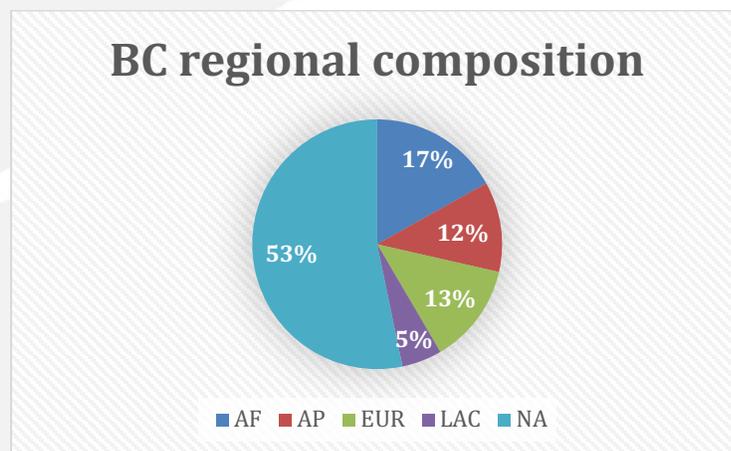
ICANN sets out to be a diverse, multistakeholder environment that provides equal access to all. At the end of the day, though, the community is still organized around a US-based corporation and though translation has become available for the main plenary at most ICANN meetings, the

community remains English dominated. Nearly all discussions take place in English, and correspondence is nearly 100% in English.

A major complaint within the community has been the issue of language. Where translation is available it is rare to see a participant at any session making their comments in any language besides English. Participants have noted that complex documents or comments are rarely translated, and when they are, the documents are frequently presented to the community at the last minute before a meeting or even after meetings take place. This makes it doubly difficult for non-native speakers to review them carefully, limiting their ability to participate. This is especially challenging for newer members trying to learn ICANN's complex inner workings and nomenclature.

The BC is generally diverse geographically, though much of the group's participation is dominated by North American and European members. Of the many participation "actions" outlined above, all of these activities – with the exception of local events – take place 100% in English.<sup>25</sup>

Below is a breakdown of the BC's regional composition as of late 2018:



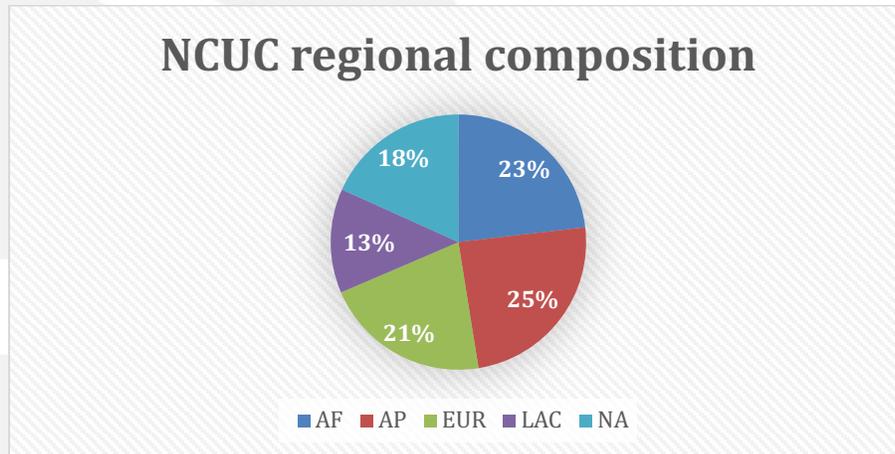
<https://www.bizconst.org/bc-membership-list>

As the chart shows, North American participation is strong, but the remaining involvement is uneven. There is strong African participation that is broadly the result of proactive outreach initiatives carried out in the region, but major markets on the continent are un- or under-represented. The AP and European regions have equivalent representation. Historically, (up until 2017) the representation of LAC had never been more than a maximum of one or two

<sup>25</sup>It is interesting to note that much of the participation from the developing world has historically been from nations with strong English-language traditions such as Nigeria, Kenya, South Africa, India and Pakistan.

individuals at a time. Again, after persistent outreach action, the number of businesses has increased to some degree, but not to a degree that reflects the amount of digital business that goes on in the region.

For the sake of comparison, consider the NCUC’s regional distribution below:



Raw source: [https://members.ncsg.is/ncuc\\_members\\_public](https://members.ncsg.is/ncuc_members_public)

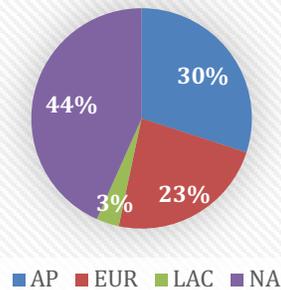
While far from achieving some perfect balance, NCUC has managed to pull together actors from different regions in such a way that at least at a structural level, giving them access to more voices from more regions in their work. Without question the BC is different in many ways from other constituencies like NCUC. Taken by number of potential members or by market value, the BC’s North American focus might be seen as reflecting the market. That said, a wide variety of voices – interviewees, BC members, ICANN staff and potential members all agreed that MORE Latin American representation was necessary to adequately reflect the perspectives of this growing region.

### BC GNSO representatives by region

The Study Team also looked at BC GNSO representative between 1999 and 2018, looking at the regional affiliation of the BC members that have occupied the position of GNSO representative (looking at service time so as to account for multiple terms by a particular representative).

Over this period there were 13 terms served by representatives from North America, 9 from Asia and the Pacific, 7 from Europe, 1 from Latin America and the Caribbean, and 0 from Africa. This can be seen as another way in which patterns may be self-reinforcing: low regional membership on cross-constituency groupings, leading to fewer leadership opportunities and less ability to highlight issues of interest to – and perspectives of – the region.

## BC GNSO Representatives by region



Raw source: <https://www.bizconst.org/responsibilities-archive>

### Agenda – what is discussed in the BC

A further question evaluated by the Study Team was agenda: simply put, what do we talk about in BC bi-weekly meetings and how might these issues resonate with Latin American business audiences?

To evaluate this the Study Team looked back over the 24 months and studied the minutes and policy calendars for each call. The Team identified the topics that received the most attention in discussion and broke these issues down into External (broader policy matters) and Internal (more narrowly related to ICANN and BC functioning). The breakdown was as follows:

#### External:

- EU General Data Protection Regulation (GDPR)
- Role of US Government on ICANN and its jurisdiction
- Privacy in relation to WHOIS
- Geographical names
- Internationalized Domain Names (IDNs)
- Auction proceeds
- Possible upcoming New gTLD next rounds

#### Internal:

- ICANN budget
- ICANN accountability
- Outreach activities

- Meetings strategy
- Elections
- Fellowship Program and other travel concerns

Overall, many of these external concerns are considered a fairly good fit for Latin American actors – of interest to, if not particularly tailored to the region. A number of issues were “sticky” in our conversations with LAC interviewees, including: the creation and adaptation to new data privacy laws is an ongoing reality for several countries in Latin America; matters such as those of internationalization of ICANN and geographic names.

Interviewees suggested, however, that while the importance of these global matters might be quite clear for companies from more developed countries or that operate on a worldwide scale, many of these issues lack a proper contextualization and framing for Latin American audiences.

Some company’s interviewees also mentioned that their resources to participate in local or international policy making organizations was limited and that while they valued being represented, being informed or having first-hand information about what was going on at ICANN and the DNS, they considered that a local Chamber could serve these interests for them, while they needed to prioritize active participation only to organizations that focus their agenda on more specific commercial day to day needs, such as e-commerce policy making and regulation that might affect them directly.

Regarding privacy concerns, while this topic was considered of relevance to interviewees, the relationship between WHOIS and GDPR or between WHOIS and privacy was perceived as too technical and not what mattered to most of the interviewees, who were more concerned about how to comply themselves with the new regulations in a more general approach to the issue.

Global policy issues that would not appear in the press but might affect the region – issues like where to invest ICANN’s surplus earnings and how to conduct further new gTLD rounds – were considered even harder to translate or sell to management.

An important feature of BC policy discussions is that they are traditionally unitary. While the BC’s aim is to create policy based on debate and wherever possible consensus or strong majorities among members, the discussions rarely have a regional flavor/regional perspective. As a result, regional actors from Latin America are rarely called upon to present a regional perspective, something that might:

- Better educate BC members from outside the region
- Help crystalize LAC-BC positions, which could help BC members in discussions with other members of the ICANN LAC community

- Prepare talking points and gain visibility for reporting out to management

## Section C: Data from Latin America

Under the leadership of the LAC Global Stakeholder Engagement (GSE) team, a series of strategic plans have been developed for Latin America and the Caribbean, starting in 2013. To date these efforts have produced over 140 projects, established 40 objectives and involved more than 130 community members in working groups.

According to ICANN's staff leadership.

*"ICANN's increased presence in the LAC region is the result of our organization's new approach to the different regions. The ICANN organization decided not to stand still and wait for the different regional organizations to join its multistakeholder model but instead proactively reach out to the different regions, engage with all stakeholders, and invite them to become part of this community." (ICANN, 2017)<sup>26</sup>*

The latest version of ICANN's "LAC Strategy" is being implemented between 2018 and 2020, led by an implementation committee having been established in early 2018<sup>27</sup>. The core of this work reflects the interests of key players already in the ICANN community, which are data points relevant to our study. The proposed work has been divided into the following projects:

### New projects

- Mapping of the LAC community within ICANN: an attempt to map who are the active regional players across the ecosystem and within what niches they have been acting.
- Monitoring of LAC community participation in PDPs: focused on keeping track of what regional players are participating in PDPs and recognizing this work.
- LAC sessions on PDPs during ICANN meetings: targeted sessions taking place during regular meetings with the intention of keeping the community up to speed with the Latin-focused developments in PDPs.
- LAC Readout: an extension of the LAC sessions carried out online after meetings to keep the broader community on top of developments.

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<sup>26</sup><https://www.icann.org/en/system/files/files/lac-5th-anniversary-2018-en.pdf>

<sup>27</sup><https://community.icann.org/display/lacstrgy/Implementation+Committee+LAC+Strategy+2018+-2020>

- Coaching and mentorship of new community members: an attempt to onboard new additions from the region in a grassroots manner that would enable them to connect with relevant parties.
- ccTLD Internship Program: a program that facilitates the sending of experts from small and medium ccTLDs to learn from the bigger players about the optimal operation of such services.
- CEILAC and branches: building off the founding of the “Centro de Emprendimiento e Internet” inaugurated in Paraguay in 2016 as a partnership between local government, LACTLD, and ICANN<sup>28</sup> with the goal of being a center for the Internet ecosystem in Latin America.

### Ongoing projects

- LAC Roadshow<sup>29</sup>: this initiative is aimed at bringing knowledge of ICANN to different countries in events to increase the interest in themes related to the critical infrastructure of the Internet.
- LAC Space: targeted sessions taking place during regular ICANN meetings that encourage actors from the region to demonstrate the projects they are working on and generate more synergy within the broader environment.
- ccTLD training: program to offer training from key members of ICANN’s team in best practices and running ccTLD operations in a reliable manner.
- Webinars on PDPs: an online version of the PDP exploration process that takes place during regular meetings.
- LAC L-Root Deployment Program: for diffusion of the L-Root in the region.
- Contests and Awards: a series of incentives aimed at increasing engagement by offering rewards to members of the region active in the webinars, with prizes such as trips to the regional ICANN office and attendance to ICANN meetings.

Clearly there are no shortage of initiatives both planned and in process. It is a very ambitious agenda, especially in a potentially shrinking budget environment and with limited staff/management capacity (as well as the need of many staff to play a series of different roles, including promotion, project management, other). In interviews, the Study Team were told:

- That very few of these initiatives were well promoted – limiting both the audience and impact of the efforts

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<sup>28</sup><https://www.icann.org/news/announcement-2-2016-09-19-en>

<sup>29</sup><http://icannlac.org/roadshow>

- These events are not well documented – ICANN generally does not prepare or share much information on the events it runs or attends, making it hard to evaluate effectiveness or continually enhance messaging for key audiences
- There are untapped opportunities for ICANN outreach – especially looking at trade associations and other sectoral gatherings outside the domain industry
- There is some real confusion about the expected division of labor between staff and community members – including confusion about budget – causing many regional internet leaders to complain that ICANN is asking too much of volunteers and too much from their local organizations, that do not have a budget for ICANN outreach activities

## Key Challenges – What factors limit membership + participation?

While there is demonstrable interest in Internet Governance across the region, most business actors in Latin America are not being engaged in a way that feels meaningful to them. There are barriers in place that prevent them from attending ICANN meetings and engaging with the multistakeholder model, even before they might actually look at joining the BC.

What are the key issues? There are effectively six main challenges:

### Engagement Challenges – What keeps Businesses from Opening the Door to BC Membership?

1. **Awareness:** Consistent across our conversations has been the fact that there is very limited awareness of ICANN in the region. ICANN’s marketing is seen as sporadic and too narrow, too focused on the relatively smaller internet governance and domain niches versus the potentially-interested larger business community. The LAC business community is not hearing about ICANN. Specialized actors such as researchers and activists manage to find the community with more ease than businesses, who might only learn of ICANN’s existence due to domain dispute resolutions, domain name buyouts or other such grievances. *Decisionmakers at major firms that might join the BC (like banks and consumer goods companies) simply don’t know that ICANN exists.*

*“Before this interview my perception was that ICANN was not intended for Latin American companies, but for businesses from the developed world. Now I am interested in learning more about ICANN and the potential benefits for the company in joining”*

*Andrés Zaied  
Musimundo, Argentina*

2. **Lack of Policy Experience + Latin American Business Culture:** Latin American businesses generally do not have the experience of international policymaking. This is in part due to their history as “policy takers” – the internet grew up largely outside of Latin America, with global rules made largely by influencers from outside the region. In addition, governments in Latin America play a disproportionately active and visible role in managing or regulating national internet policy, relying on their governments to deal with policy at the international level. Finally, many Latin American businesses still see themselves as focused on more existential threats operations, focusing their lobbying/policy capacities on domestic matters such as aggressive taxation or attempts to over regulate new business models based on the internet as well as systemic corruption. Internet governance, while important, is not yet perceived as “urgent”.

*“In our markets Internet policy regulation is felt as very distant.”*

*Andrés Dorfman,  
Glamit, Argentina*

*Longer-term policymaking bodies like the BC are not a typical part of Latin American business culture.*

3. **Gatekeeping:** As discussed earlier in this study, it is possible that programs such as the Fellowship filter out potential business members, out of an assumption that the private sector could or should fund attendees' own participation in meetings. While the exact numbers are unclear since we were unable to gain access to the number of failed business applicants for programs like the Fellowship program. That said, there is concern that ICANN may not be encouraging or accepting business applicants on par with other applicants.

*"We are aware that participation at ICANN means having the resources to traveling three times a year, so it is not an issue of not being interested in participating but an issue of availability of resources."*

*Julio Cesar Vega  
Mexican Internet Association,  
Mexico.*

#### Conversion Challenges – What keeps Businesses from moving from awareness to joining the BC?

4. **Complexity + ICANNese:** The complex ICANN environment is daunting even to native English speakers, and the community's propensity to develop and speak in acronyms and other nomenclature makes it even more challenging for new, non-English speaking entrants. There are few resources available that explain the actual workings of the institution in an intuitive manner, let alone resources in Spanish or Portuguese. Preparation for meetings can be confusing and onboarding resources are limited. ICANN-prepared reference materials are described as either oversimplified or overcomplicated. Spanish and Portuguese documents are, consequently, not rich enough. *Complexity is a major barrier, making it hard for LAC participants who must "double translate" from ICANNese through to management.*

*"Even for those of us with some prior knowledge of ICANN and its workings, there is a general perception in Latin America that at ICANN things are encrypted and complex."*

*José Luis Gonzales,  
Neubox Mexico*

5. **Agenda and ICANN Culture:** The BC is an unusual animal. A group of businesses, the constituency exists within a structure that can be slow, bureaucratic, self-referential and dense. While the BC can be businesslike, a good bit of its activities are aimed at “making the trains run” – playing its role in a more bureaucratic ecosystem. There is no “regional agenda” and for newer members from the region, limited opportunities to both share their regional expertise AND show the urgency of BC membership to their more regionally-focused management. *ICANN culture is not an easy match for businesses in Latin America.*

*“We considered joining the BC but there was an issue of focus and agenda. We saw ICANN as quite bureaucratic compared to the international organizations in which we are currently working, less focused on issues that matter the most to us like e-commerce and fintech.”*

*Jacobo Cohen Imach,  
Mercado Libre, Argentina*

### Sustainability Challenges – What keeps LAC members from staying engaged?

6. **Expectations around Membership:** There is often a lack of alignment between what business actors expect from their membership in the BC (and in ICANN generally) and what is actually available. New members seeking business opportunities or “reportable progress” may not fit with expectations from the general BC around participation. (This has historically been a bit of a two-way street, in that some interviewees said they had been unclear about what the BC expected from them, though this perception is changing). *Mismatched expectations can lead to frustration.*
7. **Language:** As mentioned earlier, only half of the Latin American citizens speak English at a proficient level, with older demographics being particularly unskilled in the language.<sup>30</sup> Since the BC membership is not generally made up of young people, but rather of more experienced business stakeholders, this is a serious impediment in an environment in which English is the unconditional default. Especially at the constituency level, translation resources are rarely available.
8. **Cost:** Both travel and time are costly. The expertise needed to establish full-on ICANN participation makes for a difficult cost argument, when a highly skilled person fluent in English and that can understand the process needs to be directed towards and activity

*“We expect to be at the forefront of policymaking.”*

*Alexander Rojas,  
Costa Rica*

*“We want to interchange knowledge and lower our costs through automation.”*

*Pablo Sousa,  
Credicorpbank Panamá*

<sup>30</sup><https://www.ef.com.br/epi/regions/latin-america/>

that in itself will demand international travel and other such matters. Travel from many parts of the region can be difficult, and with limited air connections, time out of the office can be long. *The raw cost in dollar terms of participation can be staggering, even for established companies, especially given the long-term (vs. transactional) nature of much BC work.*

## Drivers for becoming BC – Why do members join?

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When approaching any business actor asking them to join the BC or the wider ICANN community, it is important to establish a rationale. Our experience from Outreach activities in the region and elsewhere shows that people are interested. They “get” the multistakeholder model, they like the international flavor of the community, but as in our San Juan discussions in every event there is a moment when potential members respond with a simple question: “What’s the benefit for me and my company?”

Especially given the many challenges to regional participation, the Study Team worked to address this issue head on in a systematic way, looking to unpack the drivers for interest and sustained participation. Our goal was to create a roadmap for potential and even existing members to address the challenges, helping them “make the case” for not just joining but sustained involvement, and looking at new models for participation that work for the BC but address the needs of local business culture. Our hope is to enable new types of participation that can raise the profile of the BC and ICANN across the region’s business community and raise the BC’s ability to be a player in regional policy dialogues.

Lastly, we strongly believe that while greater Latin American participation in ICANN face-to-face meetings is important, it is also crucial to help establish models of partial or remote participation that feel exciting and relevant to regional business actors, helping bring up their voices at the BC’s current biweekly online meetings in which many of the more substantial decisions of the Constituency are discussed.

Our mapping, based on consultation with the community and the interview process attached to this project resulted in three key rationales or drivers.

### Rationale A: Building Access

At its core, the BC is a group of business actors who understand the Internet as central to their longer-term growth strategies and are interested in establishing dynamic and strong relations with key players in this global network. The BC can be seen in a sense as a kind of “VIP club”, bringing together decisionmakers, especially those representing well known, leading global companies. As members, business leaders from Latin America and elsewhere have access to the network.

For companies taking an “Access” approach, the case to management can be simple – BC membership puts them as regional leaders in close, working contact with companies they want to know around issues of importance. This networking could lead to collaboration, competitive

advantages, access to information or knowledge relevant to less developed markets, partnerships or even potentially sales/other business relationships over time. Especially in regions like Latin America, the chance to work alongside the likes of Google, Amazon and AT&T around policy is seen as a real value, and potentially, a good way to show that you in the space are important as a regional leader.

*BC membership allows for networking + visibility for individual companies. Key target = individual companies, likely large regional firms with international policy interests.*

- **Pros:**
  - Establishes the BC as having a differential from the other groups at its core, being composed of peer-reviewed business players.
  - Demonstrates the realistic potential for partnerships and collaboration that can arise from being a part of the group.
  - Reinforces the focus on business-minded work instead of more generalist, loose concerns.
  
- **Cons:**
  - Real risk of overselling the group creating outsized expectations around business/transactional value. A number of business leaders expressed concern that they couldn't draw a line between their access and progress on business development.
  - This rationale does not directly place members in a path towards contributing to policy development.

## Rationale B: Understanding Opportunities + Protecting Interests

Based on our conversations and interviews, for most Latin American companies – no matter the size – ICANN policymaking is important but falls short of “urgent”, or “compatible focus”, especially given the lack of “policy culture” in the region and the steep learning curve. Firms express a “want to know”, but in condensed form, which operationalizes itself in two ways which we’ll call “slow offense” and “defense”. Interviewees and potential members expressed a desire to understand the emerging environment and saw the BC, when informed about its work, as a potential way to do this. Through BC membership they could better see the field as it develops, helping them identify opportunities and be at the forefront of new policy developments (hence slow offense). They also thought of BC membership as a good way to help their firms protect themselves in an ever-changing world where policy made far from the region – such as GDPR – could have a major impact on their ability to work regionally and internationally (hence defense).

Here the case to management is clear, but to a point. It suggests a desire to build a relationship but not likely play an active role. It requires companies move beyond a sense (mentioned in numerous interviews) that “someone else will take care of it” and act as a community. Joining the BC might be a cost-effective way to dealing with this question – but more likely as/through organizations not as individual organizations..

*BC membership allows firms to build their knowledge and keep an eye on potential problem spots as they emerge. Key target = individual companies, mostly through trade associations or other groups.*

- **Pros:**
  - Working through associations/aggregator institutions, is easier for most firms and cheaper, while allowing them to grow toward more individual membership/participation.
  - Chance for greater impact coming to the table as a group of firms.
  - Great way to address the issue of ICANN’s relative invisibility as a broader impact can be made in getting word about the Constituency out.
  
- **Cons:**
  - This rationale could lead to the dilution of individual memberships unless we have a good plan for scaling up participation where appropriate.
  - Trade Associations or other Internet related organizations in the region have limited resources devoted to global policy issues
  - Might lead to regional gatekeepers or overly passive participation.
  - An approach based on defensive participation could put users of this strategy out of touch with other BC members who are working more day to day on issues.

### Rationale C: Market Differentiator

ICANN is not only an important global corporation with a limited mission, but also a transnational environment in which varied actors develop worldwide policies. Anybody can be as committed or limited in their participation as they choose. In this sense, ICANN represents an opportunity for businesses that want to specialize in policymaking, especially small businesses like boutique consulting firms and legal practices specializing in internet governance issues.

For companies using the “market differentiator” lens, BC participation can make them valuable as experts to help associations or larger regional firms who wouldn’t have the time or

inclination to dive into the minutia of the ICANN policy making process. The approach provides a strong value proposition for regional experts who can help international firms as they seek to understand the intricacies of local IG dynamics and the domain name in the region. Building credibility as a small business BC member can make them a trusted partner for international firms hoping to expand their presence in Latin America. The lack of barriers to entry in the ICANN space make this approach potentially attractive to smaller firms, even those in smaller, under-represented parts of the region.

- **Pros:**

- Easier to get started. Can be attached to programs such as the Fellowship for increased efficiency.
- Places a premium on – and incentivizes – high levels of participation.
- Does not require large staff or huge pre-investment.
- Could be a vector for raising regional awareness.

- **Cons:**

- Limited space for multiple regional experts.
- Possible tension between experts and representatives of local associations?

## Participation models

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Following on the Rationales outlined above, it is key to also present ways in which participation can be carried out once actors are invested in joining the Constituency. Our goal as a Study Team, having looked in detail at the current model for participation, was to think creatively about the idea of Participation itself, asking fundamental questions of the BC Community:

- Is the current model a good fit for Latin America?
- Where can it be enhanced or adapted to encourage more sustained participation by more regional actors?
- What other models might make sense for the region? Are there good new ideas? What is possible?

While traditional participation may be good for a small number of new members, our analysis suggests that this model is a true challenge as outlined above. With this in mind, the Study Team has considered some potential new models (or variations of existing models) that may have resonance for businesses from the Latin American region. It is our belief that by further exploring/pursuing them the effectivity of engagement would be increased. And while these suggestions are made based on experience and data from the region, we hope that some of these ideas may also be useful for engagement in other Global South regions with some adaptations.

Specific to Latin America we identified four new Models that we discuss below:

- Teamed Membership Model
- Association Model
- Sector Bundle Model
- Local Ambassadors Model

### The Teamed Membership Model

Current BC participation is, as many of our interviews have pointed out, time and focus intensive. It demands a great deal of the member representative, a time commitment that may be impossible for many members. It can be expensive. And yet businesses across the region are increasingly working in partnership as a part of their business expansion strategy. The Study Team saw potential in the idea of a “Teamed” or partnership model of membership, one that would allow for a shared membership, lowering the risk and cost to members while enabling continuity.

**Benefits:**

- Lower cost and “friction” in terms of time
- Ability to touch more LA voices
- A “lighter” version of the existing model

**Key Challenges for this Model**

- Might require change to BC Charter and/or Credentials criteria
- Need for coordination between the partners

### The Association Model

A great potential for membership and participation in Latin America lies in mobilizing the region’s associations, unions and similar entities. Regional businesses historically have interfaced with lobbying or policy-making efforts through associations, so this model fits the local business culture and could be an easier “sell” for the community. There are a great number of associations in and around the tech sector, making focus on them a solid target for expansion. These organizations meet regionally with some frequency, making it possible for a concerted BC effort to reach them provided we stay with the effort, as “repetition” is key to building awareness and stickiness.

**Benefits**

- Aligned with LAC history and current practices.
- Relatively low-cost way to get market leaders in.
- These Associations can report out to their clients in their native language, outsourcing language sensitivity issues.
- Makes it easier to aggregate regional priorities for evaluation.
- Can lead to sustained participation that provides value.

**Key Challenges for this Model**

- One size often does not fit all, so what would be the Constituency’s posture when distinct association members might not have a single perspective on an issue?
- Will these members constitute a force of their own once established, diminishing smaller Latin actors?

## Bundled Sectoral representation

While there is wide precedent for participation via associations, there is increasing use in the region of more ad-hoc coalitions based around certain key issues (such as lobbying for infrastructure or educational improvements). These coalitions, what we're calling "bundled representation" are typically companies from a specific sector, and in the case of the BC, would likely be sectors affected by – but not necessarily in – the tech sphere. As mentioned above, internet traffic in the region is growing solidly as is e-commerce, but the BC has struggled to get traction in specific sectors that are heavy internet users that we would hope to attract such as:

- News/Portals
- Banks/Financial
- Consulting/Logistics
- E-commerce/Sales

This idea is not conceptual, as a similar approach has already been put to use to significant success in Brazil under the leadership of regional manager Daniel Fink. Since the country is by far the leader in terms of dot Brand registrations in the region, several engagement events were promoted to create unity between these parties, and as of early 2019, they've shown some impressive results, with companies starting to put to use their previously dormant brand TLDs and becoming more interested in ICANN.

### Benefits

- Focus on the top sectors and most popular websites creating obvious reasons for participation once we get a few early movers in.
- Can benefit from loose arrangements that do not fall into the association category but still provide benefit and can rise/fall as issues arise.
- The process of building the groups will in itself help create reasonable expectations on both sides.

### Challenges

- A fair share of BC work is performed for the common good, falling outside of narrowly focused issues. Narrowly focused actors may find it hard to integrate with the broader BC.
- Broader ICANN work will need to be introduced gradually to help new sectors see themselves and their agendas in keeping with ICANN + BC mandates.

## Local Ambassadors

Business culture in the region is very relationship-focused, and a major challenge alluded to by a number of interviewees is the lack of standard bearers from the business community across the region. As most of the public-facing ICANN community members are either government or NGO voices, there is no obvious person to turn to in language and in a business' home country or sub-region. The BC has the possibility of incentivizing the growth of one specific actor in a given country or sub-region that seems to be relevant from the standpoint of names and numbers policymaking, a local ambassador who would act as an aggregator of policy inputs and consequently of policymaking for the area.

This is not an unheard of model – it has been successfully used for years in the Japanese internet community, for instance. This model might work well if a widely respected actor is chosen for that position, helping better establish them in ICANN and conversely bringing about more interest for the institution in their region. The chosen ambassador could be taken to 2 sequential ICANN meetings (one in and one out of the region) and be responsible for debriefings (such as those held following an IGF meeting in Washington). The Ambassador would agree to report out to members of the local community and periodically report back to the BC with concerns/interests.

### **Benefits**

- Sets a distinct role as point of contact, especially useful in smaller markets.
- Ability to report out without the need to have a formal association structure.
- Outsources a lot of the groundwork from BC members to the Ambassador.
- Can generate unexpected positive synergy as the ambassador develops further into their role and works with ICANN staff/initiatives.

### **Challenges**

- Need for clear benchmarking and goals in order to avoid and discourage freeriding.
- There is the possibility that by having a person stand out, this will be seen as a limiting factor for other actors to join.
- The cooptation of the player by actors is a possibility that needs to be accounted for; they should remain as neutral as possible.

## Proposals and Recommended Actions/Next Steps

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The Study Team cast a wide net, looking at the conditions in the region, current challenges, motivations and possible additions to the current participation model. The actual implementation of these items depends on approval by the Constituency and might require varied degrees of investment, but there are clear areas where advancements are possible at limited or no cost.

### What we can ask from ICANN to improve work with business and support the BC

1. Push for Data: By all accounts and by ICANN's own admission, data collected is limited, collected in an ad hoc manner and not well used. ICANN data about the region is hard to find and often not shared with the public. (Getting access to even minimal data from ICANN LAC was a challenge in many instances). The BC should push ICANN.org and regional:
  - To change the statistics collection so that General Business and Legal are separated for a better understanding of potential BC members' attendance at ICANN functions
  - Better document outreach initiatives with BC-type audiences that are already being carried out so that these can be studied further by community leaders – and ideally advance notice so BC can partner where appropriateAs part of the above, the BC should increase interaction with two distinct ICANN departments: Communications and the GSE.
2. Continue to push for funded business candidates: Work more closely with the renewed Fellowship program's selection committee and coaches to ensure that potential systemic biases are accounted for and addressed. Get feedback on the business applicants and where possible, their reasons for acceptance or rejection as candidates.
3. Push for more proactive business integration into the LAC Strategy Plan (and potentially other regional plans) in order to build a presence at the roots of the regional actions instead of catching up to them after the fact.
  - Specifically looking for business inputs as strategies are being made
  - Testing how ICANN is raising its profile with business
4. Collaborate more closely with ICANN LAC on outreach in the region, sharing calendars, looking for speaking opportunities, and sharing with members and prospective members to take full advantage of our existing footprint and existing events where minimal organizing/funding would be needed.

## What the BC can and should consider – internal to the BC

5. More and better Spanish + Portuguese collateral to introduce the BC: Build in-language materials (using Spanish, Portuguese and business-speak) including:
  - A simplified explanation that explain the policymaking process and the BC’s way of operating – written in Spanish/Portuguese, not translated to capture nuance/increase appeal
  - Create a simple roadmap/participation handbook – what is expected of members and how new members can take part, to be built using this report, existing onboarding docs and other sources
  - Create and maintain a calendar in Spanish and Portuguese that can be shared with new and potential members in the region
  
6. Address the issue of language on an ongoing basis: Study ways to enable broader language support for at least Spanish, requesting recommendations and assistance from ICANN’s Translation department as a test case for other constituencies. Create an in-language glossary and evaluate the possibility of having short post- or pre-calls in language to help especially new members understand what they heard.
  
7. Do more with new members. Make a bigger deal of incoming members, creating a more systematized approach to onboarding and helping them find direction their work. Go further in creating a 1-1 relationship between new members and experienced BC leads. Give time/visibility to new members, enabling them to get known for their expertise and interests.
  
8. Create a regional focus segment in our bi-weekly calls: The question came up in different ways throughout our work as to whether or not there is a “Latin American agenda”. The BC’s focus on consensus makes this the wrong approach we believe, but the Study Team thinks that a regional approach is missing in our meetings, and more information from different regions could add to the richness of BC. With this in mind:
  - Design and pilot a regional segment for each call – scheduled for no more than 5-7 minutes – where a pre-selected BC member from the region could talk about the issues of the day from a regional perspective or share news/priorities from the region
  - The session would be followed by quick Q&A
  - Goals are two: a) create greater awareness within the BC of the key issues/perspectives from outside the OECD; and, b) give a vital speaking role to non-officer voices from the regions

9. Take on some small marketing/cosmetic changes:

- Translate the website
- Change the registration to make it international, specifically: fix the “Select State/Province” field, which only offers United States options, not adapting to the selected country of the company.
- Update our logo, with an eye towards creating a stronger impression in events and in digital or print materials
- Make more accessible the templates for marketing materials such as a “Doing business with the BC” info to enable quick translation/updating in a given language

### Business Constituency external

10. Look for businesses already in the ICANN universe, and actively invite them in.

Interview evidence suggests that there are a number of potential BC members in other ICANN constituencies who might be a better fit for the BC. They may have come to ICANN through another contact, might have changed roles or have no affiliation. The Study Group also urges the BC to look for allies – especially among the legal community at ICANN – whose members might at times participate (if not fully join) the BC.

11. Consider targeted Emerging Markets leadership activities. Spend more energy in the development of leadership from developing regions and work with them to understand how to better make partnerships with local players. This could take the form of working with young leaders, working more actively to identify/promote BC-recommended Fellowship candidates.

12. Improve visibility by positioning a mention and/or link to the BC in the institutional pages of the websites of members. Might be relatively easy to accomplish with the small and medium players.

## Some Final Words

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While the Study Team tried to be as exhaustive as possible, much work still needs to be done. Some of the recommended changes or initiatives will have limited or minimal cost. Some of them may have some budget implications or even require small tweaks to the BC Charter. However, if we as a Constituency are serious about broadening our reach – and deepening our perspective to more fully represent business around the world – we will be wise to consider these small interventions.

The BC can become more welcoming and more relevant for Latin American business, but this will require creativity, effort and above all, consistency. It will require sustained engagement with ICANN org to push for improvements and greater coordination. It will benefit from further exploration of the new participation models outlined in this paper, offering new ways for Latin American businesses to become active in the BC that suit their capacities. And it will demand that we “create some space”, providing Latin American (and other traditionally underserved regions) have the opportunity to share their perspectives, educating the broader BC.

Latin American businesses can and should be more a part of ICANN’s ecosystem and the BC. Our research shows that regional businesses see value in our work. With some new approaches we can unlock that interest, providing value to BC members and the whole ICANN community.

## Annexes

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### Appendix A: Questionnaires

#### Methodology

Our survey was a strong source of information for inferences made where there was no ICANN data available or where clearly there was the need for outsider voices to be heard, which turned out to be quite often in the case of this particular research, as it pertains to the inclusion of those outside the immediate reach of the community.

Interviews were held with companies and associations from the region that have the potential to become relevant members of the BC but are not currently part of it. This will be based on their affinity to Internet-driven solutions and, consequently, how they are impacted by discussions carried out within ICANN.

The method employed to build the questionnaire presented to the interviewees was the **semistructured interview**, with a target time of application between **20 and 30 minutes**. In order to avoid context bias, the questions were asked in the same order every time. The interviewers were amicable and attempted to keep a flowing conversation, but within the boundaries of the possible never overextend discussions into matters that did not directly correlate with the objectives outlined in the project's methodology.

In case the interviewee needed further context for the questions, it was freely provided, as long as "leading" was kept to a bare minimum. Any doubt raised was answered with information that did not provide the interviewee with a ready-made answer, but rather helped steer them towards understanding the **underlying meaning** of the question. Most questions were attached to indicators that helped guide the investigation towards meaningful results.

With the material assembled, a qualitative analysis of the answers received was carried out, with the intention of isolating the variables that are deemed to be the most relevant to their lack of participation or continued engagement with ICANN. These matters were tracked and inserted into the body of this research, adding strength to the underlying research and informed all of the objective proposals made here.

#### Spanish questionnaire

##### **Etapas 1: Preguntas objetivas**

1) A qué se dedicatu Empresa principalmente?

Identificación del Grupo de Interés, propósitos estadísticos y de diversidad

2) Cuentas en tu empresa con un especialista en materia de relaciones con el gobierno o en temas de políticas públicas?

Tema: Cultura Empresarial

3) Cuentas en tu empresa con un especialista en relaciones internacionales?

Tema: Cultura Empresarial, Lenguaje

4) Cuáles son los idiomas que se usan en tu empresa y aproximadamente con qué frecuencia? Por ejemplo, podrías decir: "Hablamos inglés, aproximadamente el 10% del tiempo".

Tema: Lenguaje

## **Etapas 2: Preguntas para ahondar**

5) Cuánto se involucra tu empresa actualmente en hacer un seguimiento o colaborar con la redacción de regulaciones y leyes, sean estas nacionales o internacionales?

Tema: Cultura Empresarial, Motivación/Lógica Empresarial

6) Tiene usted una idea general de cómo está organizada la Gobernanza de Internet? Por favor, podrá describir con sus propias palabras qué entienden por Gobernanza de Internet y cómo funciona?

Tema: Concientización, Complejidad

7) Voy a nombrar algunas instituciones relacionadas con las regulaciones de Internet. Por favor indique con *si* o *no* si antes de esta entrevista usted estaba familiarizado con estas instituciones: ICANN, ISOC, IETF, IGF, WSIS. [El entrevistador lee una por una y espera la reacción]

Tema: Concientización

8) Considerando estas instituciones, hasta donde usted sabe, alguna se ha acercado en forma directa para explicarle a qué se dedican o para invitarlo a conocer más sobre ellas?

Tema: Concientización, Filtrado

## **Etapas 3: Preguntas Específicas**

8) Has considerado alguna vez unirte a ICANN o alguna organización similar a ICANN? Por ejemplo, alguna organización que se dedique a temas de Derecho Mercantil Internacional?

Tema: Concientización, Cultura Empresarial

9) Considera que el hecho de tener que pagar una suscripción anual para participar a dicha organización es una barrera de entrada para su empresa?

Tema: Cultura Empresarial, Motivación/Lógica Empresarial

10) Si usted fuera a participar de una institución como ICANN, cómo prefiere hacerlo? He aquí algunos ejemplos: enviaría al dueño o al CEO como participante? Enviaría a un especialista como participante? Buscaría que un representante de alguna cámara o organización que participe le brinde información de los acontecimientos relevantes?

Buscaría obtener esta información de la propia ICANN y usted poder brindar el punto de vista de su empresa?

Tema: Cultura Empresarial

11) Qué ventajas esperarías que su empresa obtuviera por participar de una organización como ICANN? Puede brindar una lista de algunas ventajas, de cualquier naturaleza?

Tema: concientización, Motivación/Lógica Empresarial

12) El hecho de responder estas preguntas sobre ICANN y sobre su Empresa, ha aumentado su interés en participar de ICANN?

Midiendo la capacidad de involucrarse

#### **Etapas 4: Preguntas abiertas**

Si el tiempo lo permite, en esta etapa el entrevistador debe evaluar qué clase de información el entrevistado puede proveer y enfocarse en intentar obtener más información relevante del conocimiento disponible en ese contexto. De ser posible, esto debería dirigirse hacia complementar partes de las informaciones que hayan surgido en otras entrevistas como para poder capitalizar las sinergias que van surgiendo y que no se habían previsto inicialmente.

#### **Portuguese questionnaire**

##### **Etapas 1: perguntas objetivas**

1) Qual é o negócio principal de sua empresa?

Identificação das partes interessadas, fins estatísticos e de diversidade.

2) Você emprega especialistas de relações com o governo ou especialista em políticas gerais?

Loop: cultura empresarial

3) Você emprega um especialista em relações internacionais?

Loop: cultura empresarial, idioma

4) Você pode listar quais idiomas são usados em sua empresa e aproximadamente com que frequência? Por exemplo, você poderia dizer: "Falamos italiano aproximadamente 10% do tempo".

Loop: Idioma

##### **Etapas 2: perguntas detalhadas**

5) Em que medida a sua empresa atualmente se envolve em observar ou ajudar a elaborar políticas e leis, sejam elas nacionais ou internacionais?

Loop: cultura empresarial, lógica de negócios

6) Você tem uma ideia geral de como a Governança da Internet está organizada? Por favor, descreva com suas próprias palavras como você entende ou supõe que ela funciona.

Loop: Conscientização, Complexidade

7) Vou dizer os nomes de algumas instituições relacionadas a políticas da Internet. Por favor, indique com um sim ou um não se antes desta entrevista você estava familiarizado com elas: ICANN, ISOC, IETF, IGF, WSIS. [O entrevistador lê um nome de cada vez e aguarda por uma reação]

Loop: Conscientização

8) Dessas instituições, até onde você sabe, alguma já chegou diretamente para sua empresa avisando explicar o que elas fazem ou convidá-los a conhecê-las melhor?

Loop: Conscientização, Filtragem

### **Etapa 3: perguntas específicas**

8) Você já pensou em ingressar na ICANN ou em uma organização semelhante a ela? Por exemplo, uma organização que lida com leis de comércio internacional.

Loop: Conscientização, cultura empresarial

9) Você acha que pagar uma taxa anual para ingressar em tal organização é uma barreira de entrada para sua empresa?

Loop: cultura empresarial, lógica de negócios

10) Se você fosse participar de uma instituição como a ICANN, como você preferiria fazê-lo? Aqui estão alguns exemplos: ter o proprietário ou CEO participando, ter um especialista participando, ter um representante de uma Câmara ou Organização para informá-lo, receber briefings da própria ICANN e ser capaz de fornecer sugestões.

Loop: cultura empresarial

11) Que vantagens você esperaria que seu negócio ganhasse participando de uma organização como a ICANN? Você pode listar qualquer quantidade de vantagens e elas podem ser de qualquer natureza.

Loop: Conscientização, lógica de negócios

12) Responder a essas questões sobre como a ICANN e sua empresa podem se encaixar em seu interesse em participar?

Medindo a capacidade de se envolver.

### **Etapa 4: perguntas abertas**

Se o tempo permitir, nesta etapa, o entrevistador precisa avaliar que tipo de informação o entrevistado é capaz de fornecer e concentrar-se na tentativa de coletar informações mais relevantes do conjunto de conhecimentos disponíveis dentro desse contexto. Se possível, estes devem ser direcionados para a correspondência com outras informações que surgiram em outras entrevistas, a fim de capitalizar as sinergias que não foram inicialmente previstas.

## **English questionnaire**

### **Stage 1: Objective questions**

1) What is the core business of your company?

Stakeholder identification, statistical and diversity purposes.

2) Do you have a government relations or general policy specialist?

Loop: Business culture

3) Do you have an international relations specialist?

Loop: Business culture, Language

4) Can you list what languages are used within your company and roughly with what frequency? For example, you could say: “We speak Italian roughly 10% of the time”.

Loop: Language

### **Stage 2: In-depth questions**

5) How much does your company currently engage in observing or helping draft policies and laws, be them national or international?

Loop: Business culture, Business rationale

6) Do you have a general idea of how Internet Governance is organized? Please describe in your own words how you understand or suppose it works.

Loop: Awareness, Complexity

7) I will say the names of a few Internet policies related institutions. Please indicate with a yes or a no if before this interview you were familiar with them: ICANN, ISOC, IETF, IGF, WSIS. [The interviewer reads one name at a time and waits for a reaction]

Loop: Awareness

8) Out of these institutions, as far as you are aware, have any of them ever reached directly to explain what they do or invite you to know them better?

Loop: Awareness, Filtering

### **Stage 3: Specific questions**

8) Have you ever considered joining ICANN or an organization similar to it? For example, an organization that deals with international trade laws.

Loop: Awareness, Business culture

9) Do you feel that paying an annual fee to join such an organization is a barrier of entrance to your company?

Loop: Business culture, Business rationale

10) If you were to participate in an institution like ICANN, how would you rather do it? Here are a few examples: having the owner or CEO attend, having a specialist attend, having a representative from a Chamber or Organization brief you, receiving briefings from ICANN itself and being able to provide input.

Loop: Business culture

11) What advantages would you expect your business to gain out of participating in an organization such as ICANN? You can list any amount of advantages, and they can be of any nature.

Loop: Awareness, Business rationale

12) Did answering these questions about how ICANN and your business might fit increase your interest in participating in it?

Measuring capacity to engage.

### **Stage 4: Open-ended questions**

If time allows, in this stage the interviewer needs to evaluate what sort of information the interviewee is able to provide, and focus on attempting to gather more relevant information from the pool of knowledge available within that context. If possible, these should be directed towards matching other pieces of information that have surfaced in other interviews, in order to capitalize on synergies that have not initially been predicted.

## Appendix B: Applicants from the 2012 round of new gTLDs

An initial insight that was reached was that business actors who applied for the 2012 round of new GTLDs could be of high interest as potential BC members, seeing as they demonstrated an explicit interest in the ICANN environment and had to assign a person or team to understand and follow the process to some degree. While not as rich as initially expected, this dataset still shed some light in the preferences of the region.

### **Brazil**

.bradesco / Banco Bradesco S.A. / Bank, second largest in Brazil.  
.globo / GloboComunicação e Participações S.A. / Multimedia conglomerate, owning major television and radio stations.  
.ipiranga / IpirangaProdutos de Petroleo S.A. / Fuel company with 6,500 gas stations, subsidiary of Ultra.  
.itau / ItauUnibanco Holding S.A. / Bank, largest in Brazil.  
.natura / Natura Cosméticos S.A. / Cosmetics, largest in Brazil.  
.uol / UBN Internet Ltda. / Web services company, fifth most visited website in Brazil.  
.vivo / Telefonica Brasil S.A. / Telecommunications, largest in Brazil.

### **Colombia**

.avianca / Aerovias del Continente Americano S.A. Avianca/ Airline, oldest in the Western Hemisphere.

### **Uruguay**

.hotel, .hoteles, .passagens, .vuelos / Travel Reservations SRL / Associated with “despegar.com” and “decolar.com”.

### **Others**

.bar, .rest / Punto 2012 Sociedad AnonimaPromotora de Inversion de Capital Variable / Purpose-built for investing in these domains.  
.blog / WordPress.com / Shell registration in Panama.  
.bom, .final / NIC.br / Inactive domains.  
.cafe, .legal, .news / Donuts / Shell registrations in Panama.  
.lat / eCOM-LAC / GeoTLD.  
.ltda / InterNetX Corp. / Miami-based subsidiary of InterNetX GmbH.  
.rio / Empresa Municipal de Informática S.A. / GeoTLD.

## Appendix C – Team Bios



**Andrew Mack** is Principal of [AMGlobal Consulting](#), a 15 year old Washington, DC-based consulting firm helping companies and NGOs do more and better business in Emerging Markets.

A former World Bank official and banker, Mack is internationally-recognized for his work on Corporate Social Responsibility, public-private partnership, entrepreneurship and Internet policy. He has led projects with clients like Chevron, AT&T, Oracle, Anheuser Busch, ICANN, .ORG, the World Bank and Toyota as well as many gTLDs.

Mack is also founder of [Agromovil](#), an app-based social enterprise linking farmers, transporters and purchasers in developing markets designed to get more, fresher food to consumers and help capture the \$150 billion in lost value each year. Agromovil has won a World Bank-supported startup competition and graduated from USIP's PeaceTech Accelerator and is piloting in Colombia this year.

Mr. Mack holds a Bachelor of Arts *Magna Cum Laude* from Amherst College and a MA from Johns Hopkins SAIS. He speaks and works in Spanish, French and Portuguese.



**Gabriela Szlak** is a Lawyer graduated with honors, with postgraduate studies in eBusiness Management. She is also a mediator and an IP agent.

Gabriela is founder partner at [Lerman & Szlak](#). Her experience combines Corporate Law and its relationship with new technologies, IP and innovative ventures with international projection. Having been a digital entrepreneur herself on online dispute resolution, she now advises companies, investors and entrepreneurs in corporate, commercial and contractual matters, including legal and regulatory aspects of digital businesses, digital marketing, e-commerce, intellectual property, privacy and domain names. Most of her clients are Tech and Internet based companies, including also trade associations such the Argentinean Chamber of eCommerce. As part of her work she currently serves at the Data Protection Committee at INTA.

She is a Lecturer on Legal and Regulatory Aspects of Digital Businesses at the Masters Degree on Strategic Management of Digital Business, at the Faculty of Economy, University of Buenos Aires.

At [eCommerce Institute](#), the organization she represents at the BC since 2012, she currently serves as a Regional Consultant focusing on programs related to building trust for eCommerce Companies and on awareness on regulatory and IG issues with a focus on ICANN policies and on assisting BC efforts on awareness and outreach throughout eCommerce Institute's network.

At ICANN, she has been a BC member representing eCommerce Institute since 2012 having been the first Latin American BC representative who served at the GNSO Council for the BC. She is currently serving at the Outreach Committee at the BC and has also served at the LAC Strategy Steering Committee.



**Mark W. Datysgeld** is a BA and Master in International Relations, focused on Internet Governance and the impacts of technology on public and private policymaking. Under the Governance Primer brand, he consults for businesses and individuals in their participation in international institutions and events that relate to technology. Mark is a lecturer and course developer, also supporting programs that increase the participation and inclusion of youth in international arenas. He has previous professional experience of several years in multimedia development and in the sustainable development field.

Within the ICANN environment, Mark is a member of the Business Constituency, and is the Latin American Ambassador for the Universal Acceptance Steering Group, where he also acts as a consultant. Since the inception of the NextGen program, he has been a proactive contributor supporting its development, integrating its selection committee and assisting in the coaching of entrant actors to the environment. His key interests are internationalization, integration of developing markets, and enhancement of consumer trust.