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Institutional and Government Relations 4.0: Far Beyond Technology

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Abstract:
The work presents perspectives on the future of the Institutional and Governmental Relations (I&GR) activity, showing trends that include – and go far beyond – the use of technology in this complex area. Through active research, direct participation and observation of the author, who has been working in this arena for more than 30 years, main shifts in the non-market context where this activity is developed are presented, and then the consequent key changes and implications are listed on three fronts: within organizations, inside the areas of I&GR, and related to the professionals who work on them.
This way, it is intended to throw more light on what to expect from the I&GR activity in the future, guide training, and further improve practice, fostering reflections that can be considered useful by academics and practitioners in the area, helping to improve and demystify the activity, thus contributing to increase the chances of organizations to achieve strategic objectives when dealing with key stakeholders, especially those related to the external environment.

Keywords: Institutional and government relations, lobby, strategy, non-market

1. Introduction

The suffix '4.0' gained prominence seeking to indicate, albeit under different views (Ivanov *et al.*, 2020), the computerization of means of production, making it almost an inexorable need for the manufacturing sector to adapt to 'Industry 4.0'. It has become a synonymous to something 'modern' and that uses technology extensively in its execution.
Let's borrow this suffix to indicate that modernization extends to areas other than manufacturing products and providing services. For instance, the highly complex activity of Institutional and Governmental Relations (I&GR), which includes the legitimate defense of interest, or lobbying, which should not be confused with illegal or illicit acts (Navarro, 2020a).

The external context of business environment – and even more broadly, of society as a whole – where the I&RG activity primarily develops has undergone major changes, especially with the COVID-19 pandemic, demanding new adaptation needs and reflection by organizations. This impacted internally in the I&GR area, reaching its members. Thus, it becomes imperative that all these actors – organizations, areas and professionals – understand the changes taking place and prepare themselves to face even greater challenges to achieve their goals and purposes in a I&RG 4.0, which can be defined as the ethical, transparent and inclusive engagement process via multiple channels and technologies with key stakeholders of the organization, aiming to influence decisions in a perceived value co-creation approach, that allows the joint achievement of strategic objectives for all involved and interested parties.

2. Methodology

The qualitative collection of information for this work is derived from the direct participation and active research (Silverman, 2011) of the author, a professional with over 30 years of experience in the I&RG area, acting as a senior executive and consultant for companies from different industries.

In addition, the constant contact with postgraduate students from several MBAs at Fundação Getulio Vargas (FGV), coming from many regions of Brazil, where the author teaches for over 20 years, was also of great value, being of particular importance those belonging to the 26 cohorts (number updated until December 2021) of the first MBA in Government Relations in Brazil launched in 2015, which was expanded in 2020 to more than 70 cities, coordinated by the author.

Formal and informal meetings during lectures and workshops given by the author, in addition to academic materials and case studies developed with students and professionals in the field of I&GR, were also used to obtain more information for this work.

3. Major Changes in Context

The I&GR activity can be defined (Navarro, 2019) as a sum of three components. First, the network, which must be relevant and continuously expanding in terms of quantity and quality. As a second factor, the accumulated experience, what is learned along the personal and professional journey – i.e. success stories, achievements, failures and learning opportunities – which can be used as a basis for improvements and as references for future challenges. Closing the equation, the necessary specific knowledge about the organization (e.g. history, culture, policies), the sector(s) where one

operates (e.g. competitors, suppliers, customers, opportunities, threats, trends), and the skills necessary for an optimized performance in the area, which are many (e.g. strategy, negotiation, communication).

This area has been gaining more and more strategic importance in all kinds of organizations, due to the significant increase in externalities impacting business and society as a whole (COVID-19 is an example) and, operationally, better I&GR practices have been shared, whether in the form of booklets (ABRIG, 2019), guides (IRELGOV, 2019) or recommendations (ABNT, 2020).

Also, other themes came to reinforce this contextualization of the importance of externalities, such as ESG (Environmental, Social, Governance), diversity, inclusion, reputation, among many others, leading the executive leadership to recognize the essentiality of dealing with them, but at the same time acknowledging that it is hard task. A recent global survey conducted with CEOs (McKinsey, 2020) indicates that about 60% of them have external engagement as one of their three agenda priorities, but only 7% of them report that they are often able to align the interests of their external interlocutors (stakeholders) with those of their organizations, demonstrating the size of the challenge.

Therefore, it is necessary to deeply reflect on the (non-exhaustive) changes in the context listed below, which bring an increase both in the complexity of the business environment, as well as in the requirements for organizations and for those who are at the forefront of an outstanding performance in I&GR.

3.1. Greater Weight and Impact of Local, Regional and Global Externalities

Often, we realize how much external factors influence the decisions of organizations, changing operations and even business models. During the COVID-19 pandemic, for example, many retailers had to adapt to home deliveries and online sales, as well as distance learning was the alternative found so that there was not a total paralysis in education. Online events and meetings proliferated on the networks. Lists of activities were selected by Governments as 'essential' and thus allowed to continue, while others had to follow strict protocols in order to function. Financing lines, postponement of tax collection, flexibility in hiring, dismissing and allocating employees on vacation were also measures implemented for certain periods. Internationally, with some markets tending to become more closed, tariff and/or technical barriers arise, affecting the flow of trade and the planning of organizations. Global alliances and disputes over technology standards and regulations, as in the case of 5G, are also common.

3.2. Greater Complexity of the Business Environment

With the ease of obtaining and passing on information, from multiple sources and anywhere, across all components of the value chain, the result is a more complex playing field, with more variables to be considered and addressed by all (Kennedy, 2017). Issues once relegated to a possible lower priority, such as the gender, ethnic or age composition of a Board, social and/or environmental actions in the analysis of an investment or loan, and the different more inclusive forms of communication for an expanded target audience are examples.

3.3. Increased Frequency of Interaction with a Wider Range of Stakeholders

One of the consequences brought about by the COVID-19 pandemic was social isolation. The impossibility of maintaining contacts in meetings, and in parallel the need for continuity of these interactions, whether internally in the organizations or with their main external stakeholders, led the world to surrender once and for all to virtual meetings. In addition to the appreciation of the shares of companies that were already active in this growing market and that were boosted, the double result obtained was a significant increase in the number of contacts made, with a shorter time interval between them. It is no wonder that two years after the beginning of the pandemic, employees are very tired, with companies looking for more flexible working formats and initiatives that benefit the well-being and the results obtained. The return of face-to-face meetings will coexist with virtual interactions, being these to deal with topics that are already advanced and of lesser importance, and those reserved for matters of greater relevance.

3.4. Greater Importance of Valuable Intangible Assets

An unfortunate statement in a live interview, a poorly planned action that results in an environmental impact, an impolite treatment of a customer, a marketing campaign that is misinterpreted can all wreak havoc on an organization's image and, if properly captured and widely disseminated through digital means, the reach – and the financial consequences – become much greater. Aspects such as reputation, trust and credibility are being increasingly valued, and as a result organizations devote greater attention to these assets, seeking to measure their evolution constantly, together with traditional aspects such as return on investment, market share and short-term results, including incorporating them into goals to be achieved by its executives.

3.5. Greater Amplitude of Organization's Goals

The most recent annual 'Trust Barometer' survey (Edelman, 2021) indicates that there is a greater public expectation about the role of organizations than of Governments in contributing to the solution of problems faced by society. Additionally, it reveals that companies are the only institutions (compared to Governments, media and NGOs – Non-Governmental Organizations) considered competent and ethical at the same time. Thus, humanitarian causes, the search for greater equity in the different hierarchies, and topics such as commitments to reduce the amount of gas emissions, recycling of packaging and incentives for the circular economy become more frequently part of business objectives.

3.6. Greater Corporate Accountability

Organizations start to take more responsibility for their actions, whether to publicly acknowledge mistakes or trumpet good achievements, not least because – as already exposed – this is the expectation of society today and in the future.

3.7. Greater Attention to Leadership Acts

With a massive presence in multiple interaction channels, including social networks and other digital media, CEOs and other C-level executives are under constant scrutiny by different audiences, including customers, shareholders, suppliers, competitors, unions, communities, media, NGOs, digital influencers, and Governments. This also occurs with the manifestations of employees at any other hierarchical level, although they may take longer to cause effects, positive or negative.

3.8. Increased Demand for New Success Metrics

The many changes mentioned here end up demanding different measurements of how the organization is performing. Surveys such as the Global Reptrack 100 (Reptrack, 2021) illustrate this increasingly valued trend. Profit and revenue growth continue to be priorities, but in parallel, indicators such as the degree of diversity in teams, ability to attract and retain talents, and resources applied to social and environmental impact programs become an integral and important part of the set of modern metrics.

3.9. Greater Influence of Social Networks in the Expansion of Change Agents

The digital world is present in the personal and professional lives of executives and organizations, in channels that are open for interaction 24 hours a day, 7 days a week. The growth in digitization of various segments of the population and the corresponding increase in the use of networks around the world (Datareportal, 2021) has brought more people to the discussions and debates, not always in an organized, respectable way or bringing true data and information. Regardless, they are voices that echo, make demands, express their opinions and somehow influence organizations and their different audiences, and therefore they have to be carefully taken into account in monitoring and in the adequate responses in terms of content and deadlines (Alemanno , 2017).

3.10.Greater Need for Collaboration and Co-Creation in Generating Perceived Value

It was common to see statements from companies that made statements that they knew how to 'generate and deliver value to the customer', without worrying much about whether in fact this generated and delivered value was effectively perceived as such by different types of customers. Currently, and in the future, organizations need to be concerned with aligning what is value for their customers and other interested parties, because – as seen – objectives, variables, stakeholders and aspects of value have all expanded. One way to do this is to seek co-creation in the development of products, services and actions with these audiences, which contributes to the greater complexity in the business environment and in the flow of information previously mentioned.

3.11.Greater Demand for Transparency Via Different Communication/Interaction Channels

Statements and, above all, the actions of the organizations start to receive requests for clarification by the most varied means, by different agents, private and/or public. The reasons behind a decision to install or remove a factory from the country, why there is an unexpected price increase, or the explanation for the lack of regularity in the supply of a product or service are common agendas and demands in the media, NGOs and Governments.

3.12.Greater Attention to Talent Diversity and Relationships

Organizations, reflecting a present and growing desire in society, seek to build recruitment and selection programs that can give opportunities to minorities, and be fair in their demands and returns. Also in the choice of who they will interact with and in what formats, progress is being made. As a result, new types of diverse talents end up providing interesting results for organizations.

3.13. Greater Agility in Organizations' Responses and Changes

Time, the only variable that is the same for everyone, becomes more valued since more and more tasks are currently performed in the same interval. Thus, also the demands on organizations tend to have a more agile expectation in terms of resolution.

3.14. Greater Extent of Investment, Risk and Return Analyses

Other factors are now used to guide decisions involving organizations. As mentioned, not only physical assets, but also intangibles and aspects such as trust and reputation are taken into consideration when granting a loan, providing a resource or determining the real success of a project. The 'lenses' of analysis are wider, and should expand even further.

3.15. Greater Need for Qualification in Different Areas of Knowledge

With so much knowledge being generated and shared in record time, the need to learn and train in new technical skills (hard skills) is essential. Keeping up with all the changes that are taking place in the context can be an arduous and tiring task, but it is necessary. And this also occurs with regard to social abilities, or soft skills.
Figure 1 summarizes the main changes in the context of organizations covered in this section.
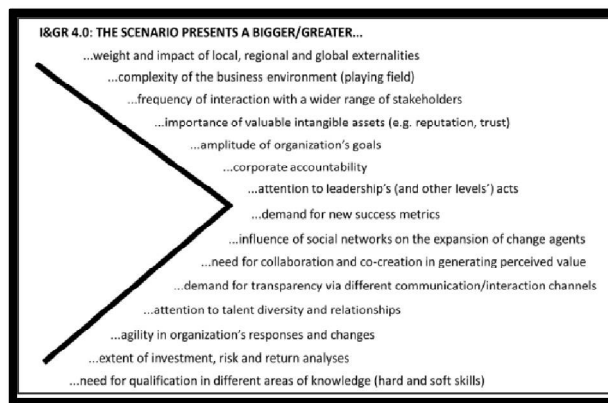
Figure 1: Changes Affecting the Context in Which
Organizations Operate

With so many changes in the business environment, there is a range of impacts for organizations, and consequently for the I&GR activity – whether on the areas that have this responsibility, or on its members. We will discuss each of these impacts below, in a 'from' – 'to' format, again not intending to be exhaustive.

4. Impacts on Organizations

4.1. From Stakeholders to Ecosystems

Organizations start to deal with a more numerous and diverse set of stakeholders that, together, make up an interconnected ecosystem, with possibilities of mutual influence, further expanding the concept of the quintuple helix (Carayannis and Campbell, 2019), i.e. Industry, Government, Academy, Society and Environment, to incorporate and/or make explicit actors such as NGOs, investors, various types of media, among others.

4.2. From Defense of Interests to Synergy of Interests

What organizations defend, whether visions, themes or proposals – the so-called 'advocacy of interests' – through greater complexity in the context as seen in the previous section, starts to demand that common 'synergies of interests' be sought, with collaboration and alignment across multiple sectors, aiming to reinforce the importance of the subject and to speed up measures in the desired direction. The recent pursue (with success) of implementing a new regulatory framework for basic sanitation in Brazil was an example, where more than 60 sectoral entities (e.g. civil construction, health, chemicals, machinery and equipment, technical standards, projects) came together synergistically towards a common interest.

4.3. From Isolated Topics to A Holistic Approach

Working items (issues) that could once be dealt with one by one in a relatively sequential corporate agenda, are now shown to impact each other, making a holistic approach necessary to assess these impacts to define the best strategy and corresponding actions. A practical effect for organizations is the necessary analysis and monitoring of multiple propositions at the local, regional and national levels, and even the possible existing international parallels. Therefore, digital tools for collecting this information will be essential for organizations.

4.4. From Business Sustainability to Broad Sustainability

Organizations need to reflect in their purposes, objectives and goals (fundamental for the continuity of the business itself), the demands that arise from a myriad of stakeholders, through various relationship channels, such as greater attention to aspects related to ESG (Hill, 2020) and others that will influence their leadership and teams, such as inclusion, diversity, equity, connection, transparency, integrity, trust, legacy, access and responsibility. In other words, what makes the business economically/financially viable and perennial (which include, but not limited to, indicators such as revenue, profit and productivity), needs to be aligned with broader aspects, being necessary to create combined strategies to serve people, business goals and the planet, finding the best and most positive trade-offs possible.

4.5. From Business Intelligence to Complementing Other Types of Intelligence

The traditional approach to business intelligence, with all the applicable tools (e.g. CRM – Customer Relationship Management, analysis of market forces – including current and potential competitors, suppliers and customers), now has the necessary support from other types of intelligence in organizations: cognitive, emotional, political, resilient, moral. With this set, the chances of organizations are greater to meet the different desires and expectations of this greater number of stakeholders in an environment that is growing in complexity.

4.6. From Primarily Tangible Aspects to Tangible and Intangible Aspects in Balance

Starting from a necessary market vision, organizations also need to add aspects related to the so-called non-market (Baron, 2013), in order to guide and balance their strategies and actions: one look at the business, and another – simultaneously – at externalities that surround all. For example, a good EBITDA (Earnings Before Interest, Taxes,

Depreciation and Amortization), EVA (Economic Value Added) or ROIC (Return on Invested Capital) ideally needs to be accompanied by a good placement in rankings such as the Trust Barometer (Edelman, 2021) or RepTrack (Reptrack Company, 2021).

4.7. From Consistent to Convincing Speech

Just having the same corporate speech repeated over and over is not enough anymore. It is necessary to align discourse and practice ('walk the talk'), present concrete results over time, that are coherent, genuine and empathetic, in addition to having clear (e.g. visual), effective and persuasive communication. All this applies to topics traditionally seen as business-related, as well as to the emerging topics aforementioned. mentalidade e performance ágil perante os muitos temas pertinentes ao(s) seu(s) negócio(s) e o contexto onde se insere(m).

4.8. From Institutional Strategies to Sectoral and Cross-Sectoral Complements

The synergy between the three levels of non-market strategy (Navarro, 2020b), i.e. institutional, sectoral and cross-sectoral, is even stronger and more essential. In the case of institutional strategy, that is, the direct interaction of the organization with its stakeholders – which is, by necessity, the most used, there is a greater prior involvement of internal areas discussing and validating issues, in addition to guiding and supporting positions. In the sectorial strategy, there is more discussion within the sectors themselves, via different companies and/or representative entities. And in the case of cross-sector strategies, when the approach brings to the table different sectors with the same purpose, more and more contributions occur between them, enriching the discussion with different points of view. This balance between the three levels needs to be sought daily by organizations, in order to have an agile mindset and performance in the face of the many topics relevant to their businesses and the context in which they are inserted.

4.9. From Building a Corporate Image to the Organization's Reputational Heritage

The organization's image has always been valued, as once well crafted it can lead to differentiation and bring comparative advantages over competitors. Today (and in the future) there is a need, with a long-term vision and ambitious goals (but feasible and realistic), to build a consistent sum of experiences, concrete actions and positions inside and outside the organization that result in an admirable reputational heritage, which meets both business objectives from the point of view of competitors and customers, as well as when it involves other stakeholders and broader aspects, as seen.

4.10. From the Value of the Business Linked to Physical Assets to Complement with Other Intangible Factors

The change in the context of increasing appreciation of intangible assets brings to organizations the need to measure the impact of factors such as reputation, trust, level of diversity and carbon footprint, for example. Furthermore, internally such indicators are being incorporated into the executives' goals for purposes of variable compensation.

4.11. From Externalities Seen as a Distraction to Consideration as Essential

The many external factors were considered by many organizations as a 'distraction' from achieving the expected results. Due to the new context, the mentality needs to be changed so that the – inevitable, growing and more impactful – externalities are 'embraced' by everyone in the organization and used so that not only risks and problems are identified and faced, but also real opportunities are captured.

4.12. From Focus on the Impact of Market Forces to Aligned and Integrated Strategies

Context changes also lead organizations to map not only traditional market forces (such as competitors, customers, suppliers and new entrants), but also non-market forces (such as governments, media, NGOs and academia). Alignment and integration between market and non-market strategies become necessary, and for that the existence and optimization of a transversal area such as I&GR is fundamental, indicating a perspective of growth in importance and in hierarchical terms never seen before for this area in organizations.

4.13. From Short Term and Single Future to Integrated Horizons with Multiple Possible Futures

In terms of planning, a more complex context like the one analyzed in the previous section causes an important change in organizations in relation to the elaboration of scenarios. From an eminently short-term vision (often linked to remuneration based on annual results) and a bet on a single, more probable future, the short, medium and long-term horizons are integrated (which, due to their mutability, we can name them of 'shapeshifters'), bringing multiple possible futures and the additional corporate task of thinking about different possibilities ('what if…'). Of course, this brings more work to be done, but currently (and in the future) these will be indispensable tasks, and the role of I&GR 4.0, as seen on the next section, will also be decisive.

4.14. From Leadership to Authority Building

For organizations and their executives, it is no longer enough to be ahead in terms of market share. In the midst of this more complex and changing context, there needs to be a process of building authority, effectively recognized as such by its different stakeholders. In this way, the organization's image, reputation and trust transcends the umbilical representation of its CEO (or other spokesperson), and starts to occupy a position of institutional reference before its various audiences, in face of the most diverse themes – political, economic, social, environmental, among others.

4.15.From CSR (Corporate Social Responsibility) to CDR (Corporate Digital Responsibility)

In an increasingly digital world (Datareportal, 2021), the traditional activity of developing and maintaining social actions by organizations (CSR) is being complemented by another similar set of movements, but in the context of social networks, blogs, websites and webinars: corporate digital responsibility, or CDR. The CDR can be defined (Lobschat, 2021) as the set of shared values and norms that guide an organization's operations in relation to the creation of technologies, the access and promotion of digital inclusion, the capture and use of data, privacy, and ethics in the use of artificial intelligence, among other related aspects. The recently approved LGPD – General Data Protection Law follows this line in Brazil, with companies seeking to understand and adapt as quickly as possible.

4.16. From Volatility Equaling Risks and Downsides to Being a Triumph of Resilience

Impactful changes in the business environment brought about by externalities are increasingly common. The certainty is that we will have uncertain times. Two options remain: to always face volatility as something negative, which can bring disadvantages and instabilities, as is traditionally done by most organizations, or to definitely prepare for this new reality, generating a resilience capable of triumphing in most situations and challenges that arise. Of course, it is not an easy task, especially as it often involves changes in the culture of organizations, but resilience is something that is here to stay.

4.17.From Externalities Being Synonymous with Crisis and Chaos to Represent Risks and Opportunities

The increasingly frequent externalities present in organizations' daily activities, and the resulting impacts brought by them have always been seen as agents of crisis and subsequent chaos. However, with the new context they come to mean – if proactively well understood, followed by adequate preparation – an inducement to potential risks and opportunities. New niches and ways of doing business, of relating, of seeking connection with different audiences, of making numerous synergistic partnerships, of innovating: all these elements were seen during and after the height of the COVID-19 pandemic in the reality of those organizations that had resilience and agile adaptability, for example.
Table 1 provides a summary of the impacts of changes in context on organizations, as discussed in this section.

I&GR 4.0: Impacts of Changes in Context on Organizations	
From	**To**
Stakeholders	Ecosystems, quintuple helix (Industry, Government, Academy, Society, Environment) expanded
Defense of interests	Synergy of interests (with collaborations between different sectors)
Issues	Holistic approach, with a multiplicity of propositions being followed up
Sustainability of the business	+ ESG (Environmental, Social, Governance), stakeholder capitalism + Inclusion, diversity, equity, transparency, integrity, access, responsibility
Business intelligence	+ Cognitive, emotional, political, resilient, moral intelligence
Mainly tangible aspects (market)	Tangible and intangible aspects in equilibrium (market and non-market)
Consistent speech	+ Focus on concrete and convincing results, with alignment between speech and practice ('walk the talk'), coherent, genuine, empathetic and with clear communication (e.g. visual), effective and persuasive
Strategies: Institutional + Sectoral	Institutional: with greater involvement of internal areas Sectoral: with discussions within the same sectors via different companies/entities Cross-sector: with contributions between different sectors aligned for the same purpose/intents
Corporate image construction	Reputational heritage of the organization
Valor do negócio = retorno sobre ativos físicos e bons indicadores econômicos	+ Reputation, trust, and other intangible factors of necessary measurement and monitoring
Externalities as a distraction to goals	Consideration of externalities as essential for the objectives
Focus on the impact of market forces	+ Aligned and integrated market and non-market strategies
Short term, single future (bet)	Integrated horizons (shapeshifters), multiple possible futures ('what if...')
Leadership	Authority building
CSR (Corporate Social Responsibility)	+ CDR (Corporate Digital Responsibility)
Volatility = risks, downsides	= Triumph of resilience, with comparative advantages
Externalities = crisis, chaos	= Risks, opportunities

Table 1: Main Impacts on Organizations Resulting from the Presented Context Changes

In addition to the impacts brought by changes in the context on organizations, it is of particular interest to verify that the areas that perform the I&GR activity were also affected and need to pay attention to the necessary changes in the way of thinking and acting. Some of these include the (non-exhaustive) points listed on the next section.

5. Impacts on the I&GR Areas

5.1. From Focused and Specific Actions to Broader and Transversal Actions, with More Regulation

The I&GR areas, by working with multiple themes simultaneously, end up having to focus on some of them, for example due to the existence of a deadline for manifestation, as in the elaboration and forwarding of a response to a public consultation. With the discussed effects of an increase in the number of stakeholders, in the frequency of interaction and in externalities, the working themes comprised in the I&GR agenda also increased significantly, generating in many professionals who work in the area, in addition to a greater fatigue, the called FoMO – Fear of Missing Out, which is characterized by a constant need to know what other people (and organizations) are doing, associated with feelings of anxiety (Alutaybi *et al.*, 2020; Riordan *et al.*, 2018). The search for more stricter regulation of the I&GR activity in many countries, as a support instrument in the fight against corruption, ends up bringing even more concerns about the area's activities, which must be – obviously – in accordance with all the laws in force, but sometimes restricting certain actions (such as sponsoring an event or organizing a visit by public officials to a factory). All these factors combined lead to the need for a broader action by the I&GR area, both internally (with greater involvement of other areas such as Legal, Compliance and Communication) and externally, seeking synergies and influences common to all the topics addressed.

5.2. From Managerial Positions, with Degrees of Isolation, to C-Level with Transversality

As the challenges involving non-market forces increase, more organizations create new areas of I&GR, reinforce existing ones or seek support (e.g., via consultants) for them. As a result, the I&GR area has risen in the corporate hierarchy, often reaching the C-level and hiring more experienced and qualified professionals (FiscalNote, 2021; ORIGEM, 2021), combined with an even more transversal performance in the area, with greater interaction, seeking to put all others 'on the same page', making intensive use of digital media, such as mobile applications, intranet pages, blogs and virtual workgroups.

5.3. From Periodic Strategic Review to Complement with Constant Monitoring and Reviews

The steps of a strategic action in I&GR (Navarro, 2021) start to demand, due to the new context, more and more frequent revisions, not only due to the constant changes in the scenarios, but to accompany the necessary adaptation and alignment to the changes also demanded of the different levels of organizations' strategies. In this process, the use of insights obtained by the I&GR area is increasing in the many internal and external interactions that it develops.

5.4. Integration of 'Sister' Areas under a Single Leadership

It is still common to see in organizational structures correlated areas such as I&GR, Legal, Compliance, Communication, Media and Social Responsibility under the same leader. However, due to the recognition that each of these 'sister' areas demand different skills for an optimized management, they are being handed over to different (and diversified) leaders, which in turn must keep them integrated, aligned, interdependent and proactive, sharing specific competencies, in a synergistic way, resulting in consensus positions and recommendations for the organization as a whole ('one clear voice').

5.5. From I&GR in 3 Spheres to a Complementation Across Borders

The I&GR area traditionally encompasses operations at the Federal, State and Municipal levels. Due to the changes in the context and the need for integration addressed on previous sections, the I&GR 4.0 moves towards an operation that goes beyond these borders, with more co-responsibilities between internal areas, stakeholders and themes, and may include (in the case of multinationals) regional scope (e.g. Mercosur, LATAM) and/or global, given that the repercussions discussed here are verified in the activity, and are not exclusive to a region or country.

5.6. From Kpis to Dashboards

The need to measure results, including new metrics, in a greater number of topics and propositions of interest, has already been addressed in previous points. The consequence of this for the I&GR areas is the exponential expansion of the KPIs (Key Performance Indicators) chosen as the best to be monitored in order to ensure that the execution of the adopted strategies is on the right track, to form a set of them in dashboards (control panels). In parallel with what is happening in the I&GR areas, Governments are doing the same, such as the dashboard created and managed by SEPEC (Special Secretariat for Productivity, Employment and Competitiveness), of the Ministry of Economy of Brazil.

5.7. From a 'One Person Show' Format to Larger Teams with Support

The RIG areas are growing in number of members, leaving behind the figure of the isolated lobbyist, sometimes unknown in terms of activities, which was once common. Today and in the future, a I&GR 4.0 area must have larger, diverse, inclusive and multidisciplinary teams, which will be able to perform a broader transversality (inside and outside the organization) and exercise the necessary collaboration and co-creation, with increasing support via consultancies, councils, think tanks and advisory, including an arsenal of multiple technologies and online/offline tools (Fleisher and McGrath, 2020).

5.8. *Adaptation of Existing Regulatory Environments to New and More Complex Ones*

The greater interaction at a global level, the proliferation in the creation and **sharing** of information via digital scope, and the application of new technologies, among other factors, generated a myriad of new initiatives and innovative business models (many disruptive) that will simply make the I&GR 4.0 area to be concerned not only with adapting existing regulations, but also looking into analyzing and proposing a set of new regulations for previously unthinkable situations. Space tourism travel, flying cars, autonomous stores and drone delivery systems are just a few examples (Trend Hunter, 2021).

Table 2 presents a summary of the changes in the I&GR areas due to changes in the context and reflexes for the organizations identified in this section.

I&GR 4.0: Impacts of Context Changes on I&GR Areas	
From	**To**
Focused, specific actions	Broad actions, with more regulation, avoiding FoMO – Fear of Missing Out
Managerial positions, with degrees of isolation	C-level (transversal), search for 'everyone on the same page' (e.g. use of digital)
Periodic strategic review	+ Constant monitoring and review, with increased use of insights
Integration of 'sister' areas (e.g. I&GR, CSR, Legal, Compliance, Communication, Media) under the same leader	'Co-sister' areas under different leaderships, integrated, aligned, interdependent, proactive, sharing specific competencies, in a synergistic way ('one clear voice')
I&GR at Federal, State, and City levels	+ I&GR across borders, with more (co)responsibilities between areas, stakeholders and themes
KPIs (Key Performance Indicators)	Dashboards (control panels) with exponential growth of KPIs and propositions
One person show	• Larger, diverse, inclusive, multi-disciplinary teams • Greater transversality (inside and outside the organization), collaboration and co-creation • Greater support (consultancy, councils, think tanks, advisory), including an arsenal of multiple technologies and online/offline tools • I&GR area at higher levels in the hierarchy
Adequacy of regulatory environments	+ Proposition of unprecedented, more complex regulatory environments

Table 2: Some identified and expected changes in the I&GR areas

After identifying, analyzing and exemplifying the many changes in the context and the respective different impacts on the organizations and areas of I&GR, the professionals who work in them are reached, and the non-exhaustive list presented on the next section can be used as a checklist to guide training and reflections aimed at personal and performance improvement, due to the expected changes, towards a I&GR 4.0.

6. Impacts on I&GR professionals

6.1. From Connections To Complement with Active and Open Listening

Having and knowing how to make even more connections (that is, maintain a good network), both in terms of quantity and quality, has always been and will be one of the main skills of the professional who works in I&GR, but it is not the only one. In addition, this professional, due to all the points presented and discussed in previous sections, also needs to develop and continuously improve an active, curious listening, with greater openness in terms of subjects, and with respect to the differences brought about by the different actors involved. This will help in another of the main essential skills in the I&GR 4.0, which is knowing how to 'connect the dots', that is, searching in past (own or from others) experiences points of commonality that can serve as a basis or reference to face new challenges and more complex situations, generating potential ideas and possible alternatives to be explored.

6.2. From Obtaining Information to Knowing How to Deal with the Excess of Easily Obtained Information

We live in an era where one of the main raw materials of the I&GR 4.0 professional – information – has become exponential, abundant, digital and easily accessible. Thus, the question is not knowing where, how and with whom to look for information, but knowing how to deal with the large amount of information that is easily received in a short space of time. Therefore, professionals working in this area need to develop new skills, such as data processing and analysis (big data), for example.

6.3. From Good Time Management to the Strategic Use of Time

With more broad themes, variables, externalities and interlocutors to deal with in an unchanging 24-hour period – that is, a much larger and growing numerator, with the same fixed denominator – I&GR 4.0 professionals need to transcend a necessary good time management towards a favorable strategic use of it. Increasingly, to define in a shared way – thus aligning the expectations of the different parties – what is urgent, priority and important, is essential. Operationally, the intensive use of technologies can also help in this task. An example was the multiplicity of rules, regulations, measures, and decisions published by Governments (sometimes with changes on the same day), via different legal instruments, to face the COVID-19 pandemic; only with the use of digital alert tools the proper mapping by the I&GR areas was possible.

6.4. From Technical and Social Skills to Adaptability through Hybrid Talents and Competencies

For the modern professional, the so-called hard skills (technical skills) and soft skills (social skills) need to be constantly renewed, expanded, and put into practice. If this is true for all types of professionals, it is even more true for those dealing with I&GR 4.0. To face the new challenges brought by more complex and uncertain scenarios, with more diverse stakeholders, adaptability is essential. For this, the application of a combination of these skills on a day-to-day basis is necessary. Some of the skills and talents applicable to I&GR 4.0 mentioned in recent studies (McKinsey, 2021; World Economic Forum, 2020) include: strategic, agile and critical thinking; communication (storytelling); 'win-win' negotiation; creativity; programming and data/statistics analysis; resilience; empathy; sociability; humility; integrity; energy, passion and optimism; self/motivation-knowledge-control-leadership; emotional intelligence; and digital ethics.

6.5. From Predominantly Personal Interactions to Omnichannel Relationships

With the social distancing measures imposed by the fight against the COVID-19 pandemic, interactions between I&GR professionals and their interlocutors had to be transferred to the digital environment. With the learning of these experiences acquired by all parties involved, the tendency is for face-to-face meetings to gradually return, but with the addition of the maintenance of virtual meetings, depending on the importance of the subject to be addressed and agenda availability, resulting in an omnichannel interaction, that is, by multiple channels, including video calls and messages exchanged in apps, now much more present in the dialogues of I&GR 4.0.

6.6. From Following Defined and Traditional Processes to Complement with Creativity and Flexibility

Among the many skills explored here as requirements for the I&GR 4.0, creativity and flexibility are among the main ones, in order to provide the necessary resilience. By dealing directly with regulatory environments all the time, and necessarily interacting according to laws, policies, protocols and best practices of reference that guide the activity, many I&GR professionals end up having a more formal, bureaucratic performance, with established routines regarding daily activities. It so happens that with the context changes and the impacts brought to organizations and I&RG areas, professionals have to reinvent themselves also in relation to their activities and processes. In the I&GR 4.0, technology starts to assist in the collection of (much more) information from different sources (such as multiple social networks and the metaverse), in the analysis and production of new materials to improve interactions (such as videos and infographics), for example.

6.7. From Engagement towards Awareness to Complementation with Diagnoses and Proposals

Much of the I&GR work takes place through engagements, preferably with face-to-face interactions. As seen, this is changing with the complementation of this practice with many virtual encounters. In this process of influence, it is also worth noting that in addition to the contact itself through the use of the necessary and extensive network, one should seek to bring accurate diagnoses based on research, academic materials, technical studies, benchmarks and other useful references that allow progress from an opinion to an observation, a fact backed up by quality and reliable data. Also, in I&GR 4.0 one cannot stop at this stage of diagnosis; once there is agreement with it, constructive proposals must be presented to address the issue: ideally, at least three – the ideal (which would definitively resolve the issue), the good (which is not optimal, but is heading in the right direction) and the minimum (that meets at least some of the points advocated).

6.8. From Image Building to Reputational Heritage

As in the case of organizations, the migration from an image care is migrating in the I&GR 4.0 to something broader: the reputational heritage. This is a more time-consuming, labor-intensive construction that requires a lot of nursing. This is because nowadays (and in the future) people are more exposed in different channels, with sharing of personal and professional moments, achievements and problems, praise and friction, that happen over time. In addition to what is voluntarily disclosed on various social networks, search engines provide a true digital inquiry in everyone's personal and professional history. Thus, the reputational heritage, good or bad, accompanies the individual and the professional for any organization that they are part of, coupling with this one, resulting in a sum for which a lot of attention is needed.

6.9. From Executor to Solution Catalyst

Traditionally (and unfortunately), the I&GR professional was often remembered and called to solve problems that arose, and their participation was hampered precisely because they were not involved in the genesis of the issue. The I&GR professional profile is changing (thankfully) in version 4.0. To face the many changes in the context and their

consequences for organizations, as seen, the strategic character of the I&GR area is more evident, causing the area to grow in importance, participate in the C-level and collaborate transversally with several internal areas to address the growing demands of many more and diverse stakeholders. Therefore, it is required of this new professional that, in addition to being a great performer, to be also a visionary, previously identifying possible problems, risks and opportunities and, once properly empowered, act with versatility, resilience and flexibility inside and outside the organization.

Table 3 below summarizes the main points presented in this section.

I&GR 4.0: Impacts of Context Changes on I&GR Professionals	
From	**To**
Having and making connections (quality and quantity)	+ Active listening, with greater openness, helping to know how to 'connect the dots'
Knowing where/how/with whom to seek and obtain information	+ Know how to deal with the excess of easily obtained information
Time management	Strategic use of time
Technical and social skills (hard/soft skills)	Adaptability, through hybrid talents and skills (real skills)
Predominantly personal interactions	+ Interactions across multiple channels, including digital (omnichannel)
Follow defined, traditional processes	+ Creativity, flexibility, resilience, experiences, misinformation avoidance
Engagement to raise awareness	+ Accurate diagnoses based on data, in a legitimate way and with alternatives of constructive and collaborative proposals
Building a personal image and professional career	Reputational heritage of the person and the professional
Executor, problem solver	Solution catalyst, visionary, versatile, early troubleshooter, empowered

Table 3: Some of the Impacts of Context Changes on I& GR Professionals

7. Discussion

I&GR 4.0 reflects the necessary adaptation of the area and its professionals to a new, more complex context, with the current and future demand of being even more strategic and knowing how to deal with constant and impacting different externalities.

A greater number of stakeholders, diverse, with different views and claims, need to be adequately and quickly served, more frequently. Issues previously perceived as intangible aspects and sometimes seen as 'secondary' in relation to economic-financial indicators gain greater visibility, such as transparency, trust and broad responsibility, transcending the business itself, reaching society as a whole (in addition to customers) and the environment, making reputation and ESG-related topics more present in organizations and in decisions about them (Kaplan and McMillan, 2021).

Permeating these changes is technology, as a tool (and not an end) to assist in the challenges involving the higher flow of information and the greater need to analyze a large volume of data, facilitating the strategic use of time in the multiple interactions in a network that grows exponentially via different channels.

More than technology, however, I&GR 4.0 demands changes in attitudes and ways of thinking, seeking a more active listening and a more effective and constant 'connecting the dots' mode, among many other skills related to hard and soft skills.

With all this, I&GR 4.0 gains even more importance to support innovations with unprecedented regulatory environments, or whenever the existing regulatory environment needs to be adjusted quickly so that organizations can persevere (Cornell University, INSEAD and WIPO, 2020), as government decisions and the influence of other stakeholders have an increasingly central role in organizations' strategy and results.

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