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The Strategy for the European Union in Era of Globalization and Digital Capitalism

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ABSTRACT : The European Union (EU) is **an economic**bloc created in 1992 to establish economic and political cooperation between European countries through economic, social, and political integration, the common currency, free movement of persons andgoods, with a European Parliament made up of Members from member countries and elected by citizens. The global Covid-19 pandemic is accelerating theshift of the information and knowledge societyinto the digital society. It isa major challenge for European politicians who will have to understand what human, social, economic,financial, technological, political transformations,and what impact these changes are, priorities, what resources they should be betting on and what information they should rely on to formulate, define, implementand controlthe overall political strategy for the European Union.

KEYWORDS: *Information, Political Strategy, Political Leadership, Political Strategic Decision, Political Strategic Knowledge, Digital Society.*

I. THEME AND SEARCH PROBLEM

Politicians with responsibilities in the European Union are people who spend much of their time making decisions of various natures and dimensions. The requirements for the time available for political decision-making appear tobehigher than the total time available. Decisions of great importance are mixed with trivial decisions. This diversity of decisions tends to increase with the level of responsibility and becomes particularly pronounced in the case of higher hierarchical rulers. The role of thePresident of the European Union involves an overly broad set of activities, analyses, decisions (including strategic ones), communication, leadership, motivation, evaluation and control. Of all these activities, we have isolated the d politicalstrategyofthe European Union, as it is the "cornerstone" of the(s) ruler(s)for each member country.

Strategic decisions taken explicitly or implicitly precede any action, regardless of the process, by which they are taken, either by the formal hierarchy or by the broad participation of the intermediate level rulers or by omission. The process of strategic political decision-making is complex, so it poses some problems for governing politicians, in terms of approach methodology, to choose the preferred political strategy, among the various alternatives.

Questions for debate

1. Is the European Union prepared for globalization and digital capitalism?
2. What will bethe best alternative political strategy for the European Union in the context ofGlobalization and Digital Capitalism?

Objectives and Approach Methodology

As for the nature of thework, it is qualitative, since it does not claim to quantify anything,nor does it favor statistical study.The theoretical framework of this workwas constructedthrough the literature review. This isa method of scientific research used to assist in the identification of therelevant literature on the models for defining the politicalstrategy, with the objective ofanalyzing which strategic policy alternatives for the European Union, through the literature review, vis-à-vis the Digital Age.

The identification of the different schools of formulation of the organizationalstrategy, as well as the inputs for the elaboration of strategic policy alternatives, in particular those related to knowledge and information, such as strategy information, weak and strong signals, alerts, information surveillance, as well as the structure ofthe European governfunction, responsibilities, available resources,informationpolicy, risk management and development of theframework is a theoretical framework with the main relations.

European Union framework

Introduction

The European Union, as we know it today, has gone through several stages and successive unions. Overall, the main objective of this narrowing was to strengthen European countries to create a common market, reduce costs and foster the development of the economy. The Council of the European Union was established in 1958 and is based in Brussels and is formed by the ministers of the governments of the countries that are part of the European Union. Each country is chaired by the Council for 6 months.

For 50 years, the European Union, its institutions and Member States have promoted and provided freedom and security. Europe guarantees respect for human rights, the rule of law and solidarity. As Europeans, we enjoy the right to live, work and study in other European countries other than our own. The suppression of controls at the internal borders of the Schengen area was an important step forward for Europe. Furthermore, technological advances have revolutionized the forms and speed of communications, which has resulted in an opening not only of our borders, but also of our societies.

United in diversity, this free and prosperous Europe continues to facilitate and enrich the lives of Europeans. For the citizens of the European Union, security is one of the main priorities. The EU's multiannual work programmes have provided a solid and concrete basis for strengthening operational cooperation, but greater consensus on the vision, values, and objectives underpoured by the EU's internal security is now needed.

The 21st century European Union (EU) consists of 27 countries where 500 million people live. Economic growth, together with the opportunities offered by a free and democratic society based on the rule of law, generate prosperity among citizens in Europe, but these opportunities also entail risks, as terrorists and other types of criminals seek to abuse these freedoms for destructive and malicious purposes. Moreover, the increasing mobility of people has in turn increased the common responsibility for the protection of the freedoms that all citizens of the Union enjoy so much.

The countries that have adopted the euro form the **so-called euro**zone or eurozone. The countries that use the currency are Austria, Belgium, Cyprus, Spain, Slovakia, Slovenia, Estonia, Finland, France, Greece, Netherlands, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta and Portugal.

Goals

Economic and monetary union unites and integrates EU economies through coordinated economic and fiscal policies, a common monetary policy and a common currency, the euro. It is a powerful instrument that favours jobs, growth, social justice and financial stability, but it is a work in progress that still needs to be completed. The Union's economic and financial policies in the euro area and the EU aim to:

- Promote growth and employment.
- Tooverturn macroeconomic and fiscal stability.
- Improve the efficient functioning of economic and monetary union.
- Promote the investment.
- Andto address or correct macroeconomic imbalances.
- To help coordinate national structural policies; and
- Prosperity beyond the EU's borders.

The main objectives of the European Union are:

- Allow the free movement of personsand goods by Member States (belonging to the "Schengen Area").
- The integration and standardization economic and social policies in member countries.
- The adoption of a single currency, the Euro, throughout Europe.
- Helping member countries in their economic development,
- Giving Europe more political and economic equality,
- Improving the economic and working conditions of European citizens,
- Reduce economic and social inequalities between all the regions that make up the European bloc.
- Ensure the permanence of a peaceful and harmonious environment throughout Europe.

Worldwide there are economic blocks from different countries that establish an economic relationship between them, to facilitate the commercialization between member countries, such as the reduction of taxes on the import and export of goods and the reduction of customs tariffs between them.

The **world's economic** blocs have emerged with the globalization of the economy, to strengthen their own economies in trade relations with each other and with other countries in the world. Regarding the European Union, member countries are part of the same geographical region (Europe), in addition to other blocs which are constituted by different criteria, such as cultural and commercial affinities, i.e.,withregard togeography, they are located close to each other thus constituting **regional economic blocs.**

The first economic bloc emerged in 1944, with the union of Belgium, the Netherlands and Luxembourg, giving rise to the BENELUX bloc, whose objective was to help these countries recover from the war. Later, Germany, France and Italy joined BENELUX, thus forming a new bloc, called the ECSC (European Coal and Steel Community). Over the years and the integration of more and more countries, the ECSC has become what we now know as the European Economic Community (EEC). Economic blocks are classified into four categories:

- **Free trade area**- economic blocs that have a free trade agreement, which means that what is produced in one member country can enter another member country without any problem, thus being exempt from the fees of the usual bureaucratic process relating to imports.
- **Customs Union**- trade conduct and rules for the marketing of products between the members of the bloc and non-member countries are defined.
- **Common market**- free movement of capital, persons, goods and services is permitted. To this end, a market is created that enables greater integration between economies and the rules of that internal market made up of member countries.
- **Economic and monetary union**- the member countries of the economic bloc adopt the same currency and follow the same development policy.

The beginning of globalization occurs deathtime of discoveries and great navigations when vessels carried and brought products and information from places geographically distant from each other. However, the existence of economic blocs is

undoubtedly a form of globalization. The creation of trade agreements between the countries eventually brings nations closer together and establish peaceful relations between them.

Globalization is a process of economic, technological, political, and social rapprochement of all countries around the world, with the aim of establishing international integration between the markets of different countries. According to the IMF (International Monetary Fund), globalization is divided into four basic aspects:

- Trade and financial transactions.
- Capital and investment movements.
- Migration and movement of people.
- Dissemination of knowledge.

II. THEORETICAL-METHODOLOGICAL FRAMEWORK FOR RESEARCH

The Information and Knowledge Society

The greatest of all changes was the transformation of industrial society into the information and knowledge society. The centre of work has shifted to 'intellectual work'. In developed country societies, access to good jobs and a professional career was increasingly dependent on a university degree. This was the logical result, since we stopped working with the sweat of our face and the strength of our body, it was passed through industrial work and came to intellectual work. This last stage represented a break with the past.

The fact that knowledge and education have been a passport to the achievement of good jobs and a career has meant above all that in society companies are no longer the only way for someone to progress in life and have become one of several opportunities available. The third sector, the services sector, such as consulting firms, non-governmental and non-profit institutions with paid or non-paid teams, emerged.

Governance, in addition to performing the function of managing people and property, also has a social function. Government organizations are evolving and taking new forms basedon information. Knowledge has become the capital of developed economies and knowledge workers, which determines the values and norms of society.

The great challenge for developed countries was to maintain a commitment to the necessary economic performance so that organizations and countries remained competitive. Governance and entrepreneurship have contained the entrepreneurial spirit. They are not antagonistic or mutually exclusive concepts. Both are always necessary and at the same time. Both have to be coordinated, i.e., both have to work together. No existing organization/country can survive without innovation and at the same time without being managed."

The government rather demands politicalresponsibility, transparency, ethics, and rigor, for performance. This needs to be measured, considering the strategic political and operational objectives. The core principles of governance can be summarized in the following:

- Governance refers to the management of resources (human, financial, technological, material, logistical and information). The main task of rulers is to make people able to act together and harness their strengths and make weaknesses irrelevant. The success of governance lies in people's ability to contribute to achieving global goals through their skills, dedication, and commitment.
- The responsibility of governance is to be able to integrate people into a common goal. What governments do in any country is the same, that is, managing the resources available to achieve the objectives and ensure success and sustainability.
- Any government must have simple, clear, and unifying goals. The government's mission must be sufficiently clear and broad to provide a common vision among its members.
- What is crucial to the performance and sustainability of government is political position, innovation, productivity, people development, quality of services and financial results.
- The rulers should keep in mind that the results are outside the organizations that is, the result of a government is the satisfaction of citizens, that of a hospital is the cured patient, that of a school is a student who has learned something and who knows how to apply it for afew years. Within state organizations there are only costs.

Governance deals with the fundamental aspects of knowledge, wisdom and leadership and can be considered an "art" because it is a practice and an application. Rulers must draw on all the knowledge and teachings of the social and human sciences, political sciences, psychology and philosophy, economics and history, exact sciences and ethics. But governments must polarize that knowledge around effectiveness and results.

The Challenges of Information and Knowledge at the beginning of the 21st Century

Globalization

Globalisation poses new challenges to the European Union as the world has become smaller and smaller in recent decades, as any point on the planet is easily within reach, via the television screen, mobile phone keyboard or computer. Dimensions are changing, albeit unevenly, as some products/goods/goods and services easily globalize, while others become increasingly local or regional with the rebirth of regional traditions, boosting local policies, thus giving rise to a reordering of the spatial dimensions of the knowledge society.

As the financial industry increasingly tends towards globalization, as information easily navigates via satellite information highways, cities continue to have specific problems and may waste more time in traffic to solve a small problem than changing a financial application on the New York or Tokyo stock exchange. Several aspects of economic, sociocultural, political-legal, environmental, and technological reality began to obey different spaces and times, each generating its rhythm, time, space, and contradictions, thus emerging new complexities that require new forms of competition.

We are in the knowledge society with all the contradictions, i.e. the economy, the environment and technology are already global, while macroeconomic, socio-cultural, political-legal and environmental policies remain national and or regional.

Information and communication technologies today allow organisations easy access to information via information highways worldwide.

Technological advances in the process of globalisation imply new forms of interrelationship between the environment and the European Union, as well as new forms of competition and organisation. Environmental problems have a global dimension, i.e., they do not respect political boundaries and have an impact on the entire globe.

It is in this turbulent context that the European Union will have to compete and prepare for change. Only through an inseparable strategic vision of the culture and behavior of decision-makers, but with a great openness of mind, an attitude of curiosity and a great ability to be attentive to the signs (information) of the global and immediate environment, it is possible to define and implement strategies successfully.

We live in a time of deep transition. The changes will perhaps be more radical than those operated when those of the "Second Industrial Revolution" were introduced in the mid-20th century or even those introduced by World War II. Some of these challenges are already visible in all developed countries and in most emerging or developing countries, with the Covid-19 pandemic. They can already be identified, discussed, analyzed, and applied. Some organizations are already preparing for the new challenges and will be leaders and dominate tomorrow. Those who wait will stay behind and may never come back together.

The world reality is evolving faster than the scientific demonstration capability can systematize its understanding. At the heart of globalization is technological development with all due respect to Weber (1864-1920) and by the strength of certain ideologies, it must be recognized that when Adam Smith (1968) (division of labor) or Marx (productive forces) put the evolution of techniques, as the engine of social transformations, they were strictly right.

Today we are experiencing a profound technological revolution. In the last twenty years, more technological and scientific knowledge has accumulated than in the entire history of mankind. This has a positive side to the significant advances in increasing productivity that has been achieved, advances in health, information and so many others. Technological advances have not had a corresponding advance in institutional terms, so it becomes explosive for society. Industrial fishing is made with gigantic boats that clean the seas without worrying about tomorrow, modern transport has led to the constitution of a worldwide network of production and distribution of drugs that destroy thousands of people. Laboratories test genetic manipulations without any control or regulation, and so on (Murteira, 2001).

Improving management capacity has become a survival issue for organizations. Technologies redefine the concepts of time and space. The planet has become a global village. Communications make it easier and faster today to perform an operation on the New York or Tokyo stock exchange than to travel a short distance. International financial markets transfer more than a trillion dollars daily without any control of central banks. Chinese textiles close factories in Europe or any other country in the world. The economy has become global, while regulatory instruments remain national or regional. International regulatory institutions such as the United Nations, Gatt,the IMF and the World Bank articulate nations and not supranational space. Nation capitalism today strikes a precarious balance between business efficiency and social justice. Global capitalism is accountable to anyone.

This lack of instruments to regulate the global economy exacerbates the global polarization between rich and poor. Companies must take their social and environmental responsibility. The reality is that as the planet "shrinks", everything becomes closer, populations "get more and more encavalite" in urban spaces, the economic and social precipice among populations increases rapidly, there is a proximity between wealth and poverty, luxury, and deprivation and this is constituting an explosive and unsustainable mixture in the medium term. The balance of terror is no longer at country level, but on the doorstep of our homes.

Another axis of institutional transformation is given to us by the process of urbanization that is radically changing the way of life of peoples worldwide in a few generations. Urbanization ended the time when government decisions could be made by the central government. Today with widespread urbanization, large, medium, or small cities must respond to the simple problems of citizens' daily lives (school, health, small production, etc.) and it is increasingly absurd to wait endless times in different state bodies. Another axis of transformation is the structural transformation of work. Unemployment is no longer the result of the absence of economic growth, but from economic growth itself. Anyone waiting for the situation to improve will probably miss the train. It will be of little importance to divide activities into primary, secondary, or tertiary sectors, as this technical division will make it difficult to understand the hierarchy of the economic and social system into differentiated subsystems.

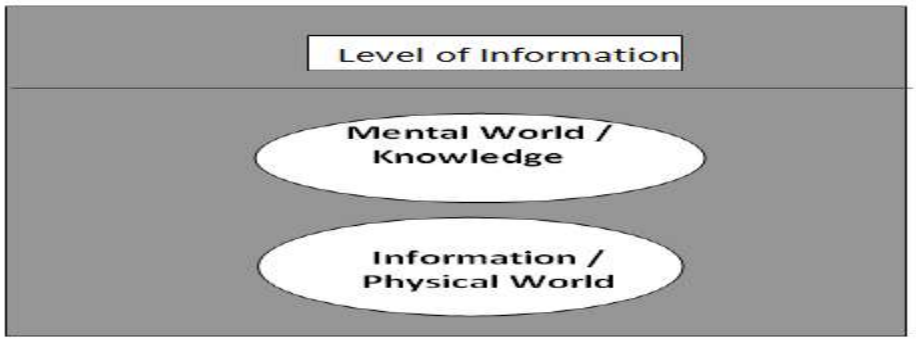
The job's over for life. Large companies started working with multiple space. They hire cheap Russian and Indian researchers, transfer software programming to India, subcontract production in Indonesia or Thailand, but maintain general system organization services, coordinate marketing services and the like in Europe or the United States. This reduces the space for formal employment and increases informal employment and the parallel economy. While on the one hand, the democratization of global management develops and the world advances in a process of apparent modernization, on the other hand society is being disaggregated by the base.

In terms of conclusion, we can present five fundamental trends in this process of globalization: technological development, economic polarization, urbanization, and the transformation of work. Society urgently needs to pull the reins over its development and provide itself with institutional instruments capable of capitalizing on scientific advances for human development.

The Globalization of Information

In an age of globe-wide communications, information is the link that unites us. By being able to transmit it in large quantities quickly from continent to continent, we have transformed a largely separate and diverse world into a single global megaloon. The messenger on foot gave way to the information highways worldwide. Anything may be an asset to be compiled, stored, duplicated, sold, stolen and sometimes a source of murder. Many people around the world spend their working day gathering, studying, and processing/processing information. Industries have been developed to produce equipment (hardware and software) to store and process information.

Organizations have many physical assets that must be managed, such as products, financial goods, and others. Information about the environment in terms of strategic management today requires permanent attention and can be considered as the most asset, so in so-called knowledge-based economies, information is taking on an increasing share of the cost of doing business successfully. Although we can store it using various physical supports, the information itself is not physical, but abstract and so little purely mental. Knowledge is stored in people's memories, but information is out there in the world. Whatever it is exists somewhere between the physical world around people and the mental of human thought.



Source: Keth Devlin,(1999), translation of *Infosense*, Edition books of Brazil, Lisbon

In industrial society, crude oil was an important source of energy used to move engines and feed factories. But before the chemical energy of oil could be unleashed, crude had to be refined, that is, in usable forms, such as gasoline and heating fuel. Similarly, information is the source of energy that drives the "engines" of the so-called knowledge society, but in order to use it we need to convert it into a usable form: knowledge. But when we refine the information to turn it into knowledge, quality weighs more than quantity. When we convert information into knowledge we add value to it and make it more expensive.

Over the past few years, in most Western countries it has been seen that the industrial sector, largely responsible for the wealth they have accumulated since the 19th century, is losing weight in gross domestic product (GDP) compared to the services sector, resulting from the transformation of industrial society into information society (Moore, 1997) for three reasons:

- Organizations increasingly rely on the intelligent use of information and are transforming into information-intensive organizations.
- People in their daily acts consume large amounts of information both in terms of leisure and in terms of work.
- The covert information industry is emerging within the diversity of the service sector as an entity sufficient to be a sector (perhaps the best) of the major sectors of the economy (primary, secondary, and tertiary sector). The industry can consist of three sectors: information content, information distribution (access centres and distribution channels, such as telecommunications operators and the Internet) and information processing (information technologies)

The transformation of organizations into informational intensive is perhaps the clearest detonator of the change to information society. The analysis of the most successful organizations in the world seems to indicate that this originated in the better management of information and knowledge about the global and immediate environment, that is, those that were able to better detect the needs of the market and that best adapted in terms of configuration, methods, processes, and cultural forms that allowed combining the external information with that generated internally to generate distinctive competitive advantages (Porter, 1998).

Globalization, a concept often used for organisations, must be seen beyond the opening of borders, countries, markets and organisations themselves. The information, regardless of its geographical origin or the time frame is at our fingertips via the phone keyboard, computer or television screen. The world is increasingly seen as a field of opportunities, business and markets, since with the evolution of Information Systems, supported by Information and Communication Technologies, are revolutionizing management concepts, the attitude of managers, the actions of organizations and, above all, the positioning of markets. It is necessary to reconsider concepts such as Strategy or Organization or, even, structure, emerging new concepts such as organizational urbanism, informational, etc.

Information in the Context of Globalization

The information revolution is in a phase of advanced development. It started in companies, but it will certainly affect all organizations in society. The meaning of information will change radically for both businesses and people. This is not a technology revolution (hardware, software, or speed) and is not happening in information and communication technologies, but in concepts and will have to be led by information science experts.

So far and for about fifty years Informationand Communication Technologies (ITC's) have focused on data –collection, storage, transmission, and presentation. They focused on the "T" of "IT". The new information revolution focuses on "I", (Drucker, 1999). About 50 years ago the widespread opinion was that the computer would find applications in organizations where it would have a major impact and would revolutionize the work of top managers. So far the impacts have occurred where no one predicted – in operations (Drucker, 1999).

None of us could have imagined the software that architects have today, that is, in a fraction of a second, they design a series of projects for large buildings: plumbing, electrical system, heating, air conditioning, specifications for elevators and their placement – a work that until recently absorbed about two-thirds of the time and costs of designing a building project. But

the computer and the information he has provided so far has had virtually no impact on strategic decision-making. For top Politicians, ITC's have been and continues to be a "*tool*" that provides more data than information – under no circumstances have they given rise to new and different questions or strategies.

After the Second World War it began to realize that cost control was not a task of top politicians and that the success of an organization is based on something totally different – the creation of wealth and *value.* This requires risk-taking and abandonment of old practices, innovation, the balance between short and long term and the balance between immediate profitability and voter satisfaction. The frustration of top politicians with the data that information technologies have provided triggered the new information revolution. Information technology managers have not yet realized that politicians do not need more technology, faster, but new concepts of information for decision-making. Organizations exist to create wealth, not to control costs. However, this is not being reflected in traditional measurements. Organizations must be managed for wealth creation and this requires information to measure activity and outcomes.

It is necessary to overcome the limitations of financial information in that it measures only the results of decision-making, so it is necessary to use new variables that indicate future results, i.e., to indicate how to create wealth and value through citizens, technologies, and innovation. Information for strategic decision-making must provide a milestone in wealth and value creation in four different perspectives:

- **information** on growth, profitability, and risk from the perspective of citizens.
- **Citizens** - information to create value and differentiation from the perspective of the citizen.
- **Internal process** - information on the priorities of the different processes that create satisfaction in citizens.
- **Learning and growth** – Information on priorities to create a climate to support change, innovation, and growth in countries.

The financial perspective aims to increase the profitability of investments and capital so that using information on growth and productivity it is possible to verify whether financial objectives are being achieved and correct any deviations. The issue of productivity has two components information on cost reduction and information on asset rotation. Financial growth also has two components: information on the growth rate compared to the country's growth rate.

Total productivity is a key resource for diagnosingcountries, as itis nolonger enough to measure labor productivity, be they manual workers or knowledge. The latest tool for obtaining productivity information is benchmarking – comparing the country'sperformance compared to the best performance worldwide. From theperspective of citizens, important and relevant information has to do with measuring the results of the strategy, that is, the amountoflife represents an undifferentiated variable, so it is necessary to define and measure more specific variables that allow the results to be determined by segments (groups) of citizens.

Political leaders can not only have information that measure the results of the results, but also information about the wealth and value created along the value chain, such as accessibility to the products and services,waitingtime,availability of the products (stock ruptures), unsatisfied requests, degree of satisfaction of the citizens,the quality of products and services.

From the perspective of the internal process, clear and precise objectives must be defined considering the vision of the desired results from the financial andc idadãoperspective. The key indicators and variables (information) are related tolowcost, quality of services, reduction of unproductive periods, elimination of waste oftime, safety and health risk. Most of these variables and indicators are cause-and-effect related to the aspects of cost reduction and productivity in the financial perspective, to achieve operational excellence in basic production processes.

The perspective of learning and growth is related to information on the skills and motivations of politicians supported by information technologies. This information should cover three aspects: the competences of politicians, thecessity to strategic information and participation in the organisation. The identification of the concrete competences and information that each governing politician needs fordecision-making should be to improve internaloutcomes and create value for citizens. Access to information to perform tasks in a timely manner and at the lowest cost. Participation in decision-making allows us to create an appropriate climate for government politicians to feel motivated and strong enough to achieve the objectives.

M. Porter (1996) describes the strategy as the activities in which the political organizations decide to stand out: "after all, all differences derive from the hundreds of activities necessary to create, produce, and distribute wealth. Differentiation comes from the activities that are being up-eyeleted andthe way in which they are carried out."

In short: the information that top politicians need is two types: internal information on the country's skillsandcapabilities and external information on the global and immediate environment. It is not structured and merely consists of data, so to have meaning it needs to be structured, since not all information makes sense and is important. External information is one that is increasingly important for support in strategic decision-making but needs to be monitored and organized for the work ofstrategic politic.

III. THE ECONOMY OF INFORMATION AND KNOWLEDGE

Introduction

The notion of information is polysemic. It is, according to the case, simple sign or already knowledge. She answers codes and signs up for a social relationship. It not only makes sense in relation to this social relationship, but also the exchange of information is itself a major component of this relationship. Of course, the perspectives that the political and social sciences can take to analyze the notion of information are multiple. The economy, in addition to the diversity of approximations, can never reduce this plurality. Information marks at various levels the individual and collective components of politicians. Each school of thought makes a different point about this or that aspect, but it cannot therefore pretend to take care of the set of situations where, in production, consumption or exchange activities, the notion of information is involved.

This finding is based on the start of the contemporary debate on the information economy, with information highways, virtual enterprises and their teleworkers exploring the various facets of the wayin which the different theoretical approaches deal with information. Somewhat paradoxically the bet is to make the diversity of the approximations of the information economy allow to clarify an important but dedicated debate about the information society, better than could do it a specific

theoretical construction, too spontaneously ad *hoc.*To understand the nature and breadth of the transformations of our society that are aware of our ways of treating, storing, and circulating information, it is useful to resort to relevant theoretical research tools, although the field to which they are addressed is partial.

This need for theoretical tools is all the clearer as the phenomena in question are, at first glance, perceived as brutal and contradictory. And so, it is with telework, for example, often presentedas a threat of massive job destruction as a result of the displacement of strictly codifiedtasks thanks to new information and communication technologies, but also as anew opportunity to better apde and adjust working times by developing other socio-professional, family and civic benefits. Another reason for debate is the accelerated and broad functioning of markets on a global scale and, first, financial markets where transactions are of increased effectiveness, are mixed with fears that the brutal adjustments under development will generate financial crises.

It is by no means the resumption of the eternal debate on the advantages and disadvantages of technological progress. The evolution of information and communication technologies has been spectacular in the continuous increase in the capacity to store, treat and transmit information, so the number of issues that arise are inherent in the development of markets, the growth of the division of labour and the accumulation of knowledge. The multiple aspects of contemporary economic transformations concern the production, transmission, treatment and use of information, as wellas the theoretical problems that these changes cause.

With the complexity of modern economies, information is being a determining factor. To understand the economic transformations, some relevant questions raised by some economic theories and the contribution of some experts with complementary approximations in the field of information or knowledge to better contribute to the debate on the impact of information on the economy are presented.

The aim is to introduce some issues related to economic analysis, but also to the implications of economic policy, into an economy where information and knowledge represent an added value, even strategic. These issues start from severalstylized facts, with regard to the use of new information and communication technologies or in the mobilisation of knowledge both in production processes and in the functioning of the market and labour. But this pragmatic approach can only be read in view of the great structural transformations that mark the contemporary period.

What is the information economy?

It is useful to analyze contributions, to recall the essential question: how to characterize what we can qualify as a knowledge-based and information-based economy? A whole set of discourses on the information economy seems relatively sick of a tautological approach where the information economy is explicitly defined by the reference to the importance of the use of information and communication technologies. Different theoretical approaches to the notion of information allow us to graspthe way economic agents use, treat, or spread information and knowledge.

Talking about the information economy has at first sight several possible meanings. From the perspective described here, the notion of information economics is used to emphasize that one of the best characteristics of contemporary developed economies has expanded and diversified their use of information in all forms and at all levels. In a more complete way, the information economy considers the set of knowledge and the added value of knowledge that goes alongside technological developments.

The notion of information economics then qualifies a certain historical phase of the development of our economy. All the characteristics of such economies undergo an analysis of the growth scenarios that correspond to it. These scenarios are connected to several levels, according to what the analysis involves on productive activities, the functioning of the market or the evolution of wages. If this perspective is withgiven, the notion of information economics is still poorly defined. Certainly our economy has no affinity for information and knowledge so specific to significantly influence how it works. On the contrary, changes that consider affinities have strong impacts on how they operate.

If the issue deserves to be put the threads of the causes to the effects that result, are at least poorly established and deserve further investigation. This research can progress by questioning the rule that the different theoretical approaches in the economy confer on information and knowledge and by confronting these analyses with the observable changes in the functioning of markets or the organization of production and consumption. There is also another perspective to address the notion of information economics. It considers the central object of the economy of the entire system that produces, disseminates, and interprets information. From this point of view, information is a natural or produced resource, from which one can follow the dissemination and the conditions that preside over it. We then talk about information economics without reference to a precise historical period, a little,as is done for education, health, or safety.

Largely claim to cover all its aspects. Thus, there is a whole set of approaches dealing centrally with information. We will use these various approaches to illustrate some characteristics of the advantages of information in the confidence of the functioning of markets and in the placement of productive organizations, aswell as ways of life and consumption. The notion of information economics has come out of the heart of contemporary debate that largely addresses the circle of economists. Indeed, the echo of discussions at European level underlines the greater importance of the new structural distribution that these technologies are. These questions start from the observation of rapid dissemination and in all areas of economic activity through information and communication technologies.

But this isnot just structural change that has led to giving information a more important role in our economies. The evolution of tertiarial activities (services), the extension of markets and productive combinations on a planetary scale (globalization), such as the accumulation of information and knowledge (education) thus play a decisive role in the characterization of a new structural distribution.

Tertiarization

There are several ways to address this structural change, according to the observation of the growing importance of third-rate activities at the very heart of productive activities or in the way markets work with their logistics of information processing and dissemination activities. This gives the impression that information in various forms plays an increasing role in economic development, not only in services, but also in a whole set of tertiaria activities that have been regulating

productive activities and changes. This phenomenon is contemporary with the spread of a new technical system centered around ICT.

This phenomenon has long been a trend in developed economies, the growth of service activities within organizations/countriesand intermediation services (commerce, banking, insurance, transport, and communications). Economic operators are aware that only economic activities increasingly deal with information and knowledge, mobilising multiple knowledge, but also that the functioning of markets participates in this complexity, calling for a whole range of qualities that can benefit those who possess the information or can acquire it. The globalization of banking and financial activities supported by ICT's provides new information on a global scale, 24 hours a day and 365 days a year, completes this image of a virtual sphere where information flows propel the world economy.

Information as an Economic Category

Making the theory of what you might call the information economy is not an easy thing. The analysis of what is meant by information economics cannot in any way progress based on empirical finding on the growing place it occupies in all the activities of our economy, linked directly to the collection, treatment and transmission of information, knowledge, and knowledge of all nature.

It is necessary to know more the specificities that such an economy will have: the economic status it confers on information in the different activities; the determinants of value and the modalities of the production of the different forms of information are integrated into the economic sphere. It is not safe that one can achieve the goal and produce a theory of the information economy, but one can undoubtedly pursue more thoroughly than is customary, the specificities of the gains of contemporary developed economies of information.

To advance in this direction it is proposed to confront a whole set of issues, such as the greater and plural function of information in the economy and the treatments of the notion of information in the various contemporary economic theories. In fact, the economic literature has for three decades seen work on the role of information multiply. These works are increasingly diverse and elaborate and deserve in some way the attention on whether,if you just want, to broaden our perception of this economy in a structured way,dictated by information.

Information and the technological and cultural context of its transition

The development of ICT has set a new era, firstly by multiplying the sources of information: markets are understood with transmission, storage, and processing capabilities. Secondly, the increased sophistication of information processing processes than the use of intermediaries (types of business services – auditing, consulting and information allocated services) or techniques and methods (hardware and software) fall within the decision-making of economic agents.

All this requires collective organization and specific knowledge requires, if so, long learning. The duration of these which are often invoked to explain the persistence of weak growth in developed economies already widely seen in this information age is not, however, as extraordinary as it seems, if, one takes into account the broad and systemic nature of the technological changes underway. They can completely transform modes of communication and thinking.

The Knowledge-Based Economy

The current problem of economic growth brings us to some key but interrelated issues, such as globalisation and transnationalisation, information and knowledge, information services and innovation. The ongoing process of globalisation of the world economy is characterised first by the existence of a single global economic system (global market) interdependent between companies and transnational groups and which does not have an explicit and coherent system of regulation, which makes it susceptible to large and unexpected economic disturbances (Mário Murteira, 2001).

Today there is a profound technological revolution. In the last twenty years, more technological knowledge has accumulated than in the entire history of mankind. This has a positive side, undoubtedly, for the increasing productivity achieved, the advances in health, information and so many others. But the truth is that technological advances have not been followed up in institutional terms and becomes explosive for humanity: gigantic industrial fishing boats clean the seas without worrying about tomorrow; modern chemistry and transport lead to the establishment of a worldwide drug production and distribution network that destroys millions of people; thousands of laboratories today test genetic manipulations without any control or regulation and so on.

Technological evolution redefines our times and spaces. The planet has "shrunk" impressively. Telematics allows anyone today to access databases from anywhere in the world at very low costs, creating an integrated scientific space worldwide. International financial markets transfer millions of euros daily without control of central banks, which have a fundamentally national sphere of action. The lack of regulatory instruments for the global economy prodigiously exacerbates the global polarization between rich and poor. The capitalism of nations had strong instruments of social redistribution, to ensure a precarious balance between business efficiency and social justice. Global capitalism is accountable to anyone.

Another axis of institutional transformation is given to us by the intense process of urbanization that has radically changed the way of life of the world population in a few generations. It is observed that the major world metropolises are acquiring a new weight in the process of managing societies, as poles of a set of internationalized activities and as articulators of the internal policies of the countries. The structural transformation of work is another axis of the process, since it clearly raises the problem that unemployment is no longer the result of the absence of economic growth, but from economic growth itself. Large companies start working with multiple space, since they hire cheap researchers in other regions of the planet, transfer production to countries with skilled but cheaper labor and maintain in the country of origin the general organization of the system, as well as the coordination of marketing services and the like.

In the global market, not only companies compete, but also nations. They seek to take the greatest competitive advantage of their geographical location when the opportunity arises. In this global market, flows of information and capital are generated, of instant movement of an unprecedented dimension, which lead to a financial globalization that is probably the most evident facet of the globalization of the global economy (Murteira, 2000). The complex movement of the world economy is only possible due to accelerated technological development, especially of new information and communication technologies. This

does not mean that this vector is the only one in the whole process of social change. Economic growth was at a time when it related the productive (industrial) capacity with the investment in fixed capital, which in turn conditioned the growth of the economy on the one hand through increased production (more machines to be produced) and on the other by increasing productivity resulting from technological progress incorporated in fixed capital producing more and better than with previous technology.

Today in the most advanced economies the emphasis of growth is placed on the process of acquiring and managing knowledge associated with information management. This change of interpretation results not only from the transformation that occurred in the world economy, but also from the change in the prevailing view in its analysis. The essence of this new interpretation is beyond investing in human and material resources, but also from knowledge itself. This new interpretation distances itself from the simplistic view of economic growth and is a broad notion of the dematerialization of investment and which leads us to a new interpretation of the relationship between science, technology, and economic growth. Scientific research (fundamental, applied and development) allows the development of formalized networks that allow a constant movement of knowledge of "round trip" between research and the surrounding economic environment.

The development of knowledge becomes systemic, socialized and stimulated and increasingly stimulated, determined by the functioning of the global market economy, thus dragging the societal process of production and knowledge management which seems to herald the emergence of a "knowledge-based economy", supported by new technologies and a new mode of production of knowledge itself, in a systemic perspective, encompassing the structural transformations that occur in national economies and in some services of the innovation process.

As the average level of living of the population increases, demand is oriented towards tertiary activities (services), but their productivity growth is slower than in industry, so new problems arise related to the measurement and value creation of productivity in services, as well as the concept of innovation, as well as the distinction between industrial and service activities.

The concepts of national accounting, with tens of years of application, are beginning to be called into question, so the measurement of recent phenomena of economic growth raises some difficult problems to contextualise and measure, leading us to consider other important topics in this area (De Brandt, 1995; Nicholas, 2000):

- Determining factors of the rapid growth of certain categories of services.
- Specific role of information and communication technologies and their associated service cluster.

There is the growth of a new network of clusters associated with the information and knowledge society, constituting a fundamental core in the development of the knowledge and information economy, comprising:

- **The 'cluster' of telecommunications and associated technical support** services.
- **The cluster of computing itself** (computer and peripherals).
- **the cluster of management software and the** other (production and marketing) related to information and communication technologies.
- **The cluster of information services related** to the production of information, content, and related activities, such asmanagement consulting, auditing, marketing services, recruitment and training of staff and various technical services (engineering, quality management, etc.).

These information services concern the collection, selection, treatment, analysis, and dissemination of information, constituting an important factor of structural competitiveness in the global market. The rapid growth of these services is explained by a number of factors, such as the tendency towards outsourcing or the*subcontracting*of certain activities carried out within state organisations and now acquired outside by imperatives of increased competition by globalisation and the demand for greater flexibility of organisations. Knowledge is immaterial and not always easily transmissible. The passage through the formal education system is only one step, although decisive for the formation of one's own ability to learn in a permanent process of learning the lives of people and organizations and which becomes decisive in this search for knowledge.

An unqualified worker with a low level of formal education is hardly able to learn and is condemned for life to unemployment or underemployment in precarious and low-paid occupations. At the other extreme is the knowledge*worker* dominating the knowledge valued by the market, mentally flexible capable of rapid learning and supported in the field of information and communication technologies and who can work on his own for all or part of his active time (Charles Handy, 1999).

The knowledge-based economy is an interactive process between actors on the supply and demand side, in a specific knowledge market. This market supports a continuous innovation process essential to sustaining this knowledge economy integrated into a global system in the process of globalization. This market of knowledge has little common with the usual design of the term (market) of the economics manuals, being unexplored this problem and that will lead us to the discussion of the concept of innovation. Innovation in industry could lie in new products, new processes, new sources of raw material or new market structures (Schumpeter,1934). This concept of innovation is now considered too restrictive for various reasons, as it does not include changes in the country's internalorganizationand external relations. The knowledge economy is in gestation, it is anunfinished process of unpredictable destination, even in the most advanced economies and which has already been called *"Ageof* Transitions", (Wallerstein et al., 1996, 2000, Mário Murteira, 2000).

Information and knowledge in innovation

The social, political, economic, technological, and environmental transformations underway since the last decades of the 20th century project the importance of information and knowledge in different dimensions of life in society. One of the aspects with growing interest in research is the indissociability between cognitive, informational, innovative, and socio-spatial dynamics. The production, socialization and use of information and knowledge, in the conversion of these into innovation, constitute sociocultural processes. The literature underlines the importance of tacit knowledge as a source of innovation and competitiveness.

The importance of information and knowledge at the beginning of the 21st century is associated with the development of ICT's that in recent decades has produced significant transformations in the way of producing material and immaterial goods. ICT's provides the technological basis for new modes of reproduction and valorization of capital, be it financial capital transformed into information, or productive capital, by allowing the flexibilization of production and enabling the circulation of information through its distribution channels (communication networks), its marketing and consumption. ICT promotes greater socialization of knowledge, but does not prevent the increasing worsening of social and territorial inequalities, with a certain convergence around the following aspects:

- The distinction between information and knowledge and access to it.
- Greater importance of tacit knowledge in the face of codified knowledge (what we know is more than we can say or describe).
- The recognition that ICT's, although providing greater dissemination of information and coded knowledge, do not prevent the spatial and social concentration of them.

Knowledge is specific and differentiated, that is, in an economic and sociocultural context, knowledge differs according to areas and communities of organizations. Tacit knowledge is usually associated with specific organizational and territorial contexts, being transmitted, and developed through interactions. Knowledge codified through ICT is considered a basic differential of competitiveness, as well as one of the main sources of innovation.

The ability to produce new knowledge is the ability to process and recreate knowledge through learning processes that in turn convert this knowledge into action and innovation. This is relevant in developing countries. Learning is not limited to having access to information but consists in the acquisition and construction of different types of knowledge, skills, and skills.

The dissemination and sharing of information and knowledge require that there are communication channels that provide the various knowledge and learning flows in an interactive way, which leads to innovative performance on the part of managers. Cooperating managers introduce a greater number of innovations than non-cooperating, as well as the degree of innovation increases with the variety of partners who communicate and network. It gains importance to understand and promote the conditions that provide the configuration of a communications system favoring interaction and cooperation, as well as the exchange of different types of information, knowledge, and innovation.

Information as a differentiating factor

We are experiencing a moment of transition of profound changes and transformations, in which the most radical of the revolutions ever experienced is operated. The environment and the forms of management of organizations / countries have been completely modified due to the transformation of values and sociocultural, technological, demographic, environmental changes, etc., that have occurred in recent years.

With the development of the information society and knowledge new ways of thinking and new values emerge, different from those of industrial society, since in this, machines replaced physical strength, but in the society of information and knowledge complement the mental capacity of the human being, that is, the way of production of material goods will be replaced by the production of knowledge.

Within this context the following question arises: what is the importance of information and knowledge in the economy of information and knowledge? The government management models of the first decades of the 20th century are no longer the most appropriate to the new paradigms of the information and knowledge society. The challenge for organizations/countries isnot only to identify changes and adapt to them, but also to influence these changes, since they also must be actors of change.

The resource of rhythm is information, and the fundamental element of work is the human being. To use this product, it is necessary that people be able to decerne between the relevant and the accessory or complementary. Politicians who work withintelligence and who are concerned with individual and organizational learning are necessary, since success will depend on the intelligent use of information and on the active exploitation of information imperfections.

Within this context of complexity and dynamics of the environment and changes at the level of society, a new concept of organization arises, in which the search for profit will not only be the main objective, but a goal resulting from other more important objectives, such as:

- **Exceeding citizens'** expectations – have high expectations about the organization's services based on explicit and or implicit needs.
- **Developing the capacities and competence of** citizens - lead to increased productivity and motivation and consequently to increased results.
- **Dare** – politicians who have an entrepreneurial spirit and have, as one of their fundamental objectives, the development of society, will triumph.

Global, regional, and local economic development is based on the following model: knowledge leads to technological development that in turn generates economic, sociocultural, political, and environmental changes, which create a paradigm / vision of the world.

The current revolution differs from the previous ones by its speed, agility and breadth of changes and transformations. It is not only a qualitative leap in the accumulation of human knowledge, like what occurred in previous times. The pace of knowledge accumulation has gained new speed since advances in different scientific areas interact and enhance the faster production of new knowledge.

The main factors of the changes are globalization and the scientific and technological revolution that drive world, regional and local development, giving rise to the emergence of a new civilization, the society of information and knowledge. It has new basic assumptions where politiciansseek to develop new organizational structures, replacing the traditional hierarchy with the development of knowledge and flexibility, necessary for individuality and creativity that is the concept of the organization that learns, encouraging creativity and innovation.

New forms of governance will be developed emphasizing human resources and supported by intensive technologies, where education will play a key role in stimulating creativity and entrepreneurship. The organizational model will become flexible and malleable, putting the phase in the units of economic and social blocs and in internal and external networks in terms of partnerships.

Since power tends to be replaced by knowledge, that is, the industrial economy is being replaced by the information economy and that in this type of economy competition is characterised by what is known and not by what is done, that is, by the effective way in which information is used, since this is the driving force in wealth creation.

Information is the fundamental resource in the definition, implementation, and control of governmentstrategy, since the information every day that passes becomes the basis of competition between countries / economic blocs, thus emerging the need to manage information.

The Impact of Information and Communication Technologies on the Economy

Currently there is a special moment, in the diffusion of technologies, especially observing, as a source, the fields of Information Technologies, Computer Science, Management, Economics and Communication. With the supply of emerging technologies, in a list that grows rapidly, new potentials are generated for existing markets, also potentiates the emergence of new markets.

Among the driving technologies of these phenomena are Big Data, Analytics, Software Robots, machine learning, in-depth learning (the latter two related to the original field of **Artificial Intelligence), automation**viarobots, augmented and virtual realities, 3-D printing, application of crypto currencies via Blockchain, among many others.

It is possible to evaluate, from the literature in production and debate today, that emerging technologies constitute expressive factors of movement in economics in two ways: (1) As drivers of basic innovations of business models, thus being important agents of the treatment of information and communication (Davila, Epstein e Shelton, 2007; Knickrehm, 2018) and (2) As new market sectors by themselves, creating and negotiating opportunities, generating new business segments (Jacob, Belderbos and Gilsing, 2013; Tadeu*et al.*, 2019).

In the exercise of the first point, we notice cases such as the use of analytical and big data for qualitative and quantitative studies, associated with decisions of marketing strategies. In this respect, the sampling of profiles and behaviors associated with future and potential users and customers, previously carried out with the use of specific software and processes, are integrated, to implements integrated to the daily life of the citizen (Jamil, Santos, and Jamil, 2019). In these processes, the software elements, supported by redesigned databases, according to new theories and adapted to consolidate information from various sources, produce in-depth levels of perception related to the "why" of decisions of market agents, allowing the strategist to effectively construct scenarios.

Evaluating the same technology, McKinsey (2020) describes, in a timely manner, how data analysis, reaching the contextual name of "Data Science", currently makes a segment of opportunities and business generation, in isolation. Considering this scenario, specifically, they go back to the "information services", addressed in some classics of literature, which defined precisely business and public operations related to the processing and subsequent processing of information for varied applications, always with the perspective of, by reliably providing the valuable collection, allow the drive and promotion of markets and competitiveness (Tadeu*et al.*, 2019; McKinsey, 2020).

In this way, we can see the two scenarios where technologies can have an impact, in various respects, on the economy. In addition, similar studies could be conducted, addressing summary examples such as:

- The use of artificial intelligence machines for applications, for example, in health areas, consisting of techniques and tools to streamline services and exams, implementing machine learning algorithms and in-depth (Jamil, Vieira and Xavier, 2019).
- The application of augmented reality instruments and software in the offer of real estate opportunities such as construction, sale, and rental of real estate and in the realization of automotive and aircraft projects.
- Widespread use of service robots, based on machine learning algorithms, associated with the processing of data and information, to perform first-level or even repetitive tasks at the operational level.
- Drive, via 3-D printing of operative machinery in civil construction environments and operational processing lines.
- Use of crypto currencies and digital registration books, as occurs in the bitcoin pair – Blockchain, seeking transparency, immediate and secure communication of records, currently used in logistics business modeling components and supply chains.

There are several immediate impacts of these technologies and their associated uses on facts and economic aspects. The breakup brings immediate review of business models, resulting in implications for organizational structures in use, processes already defined, affecting business revenue models and general communication with the organizational chain or network of value aggregation (Sultanuzzaman*et al.*, 2019).

In this way, it is possible to foresee repercussions on the proposals of production forms and productive arrangements eliminating or pressing links of chains and networks. In addition, functions and jobs, especially those operational or in consideration of low value aggregation, are threatened due to lack of standardization, inaccuracy, low productivity or, simply, for reasons of effectiveness, where machines and implements can be offered in such a way that human workers no longer become necessary. It is important to mention that other waves of information technology-based automation preceded similar signals in other eras, such as commercial and banking automation, implementations of operational integration systems (ERPs), the introduction of web-based services, among others. What assumes significant proportions at this time is the automation and the speed at which these technologies are implemented, for these substitute purposes, often without the effective planning and risks associated with the economic management of national systems.

In the discussion of these impacts, there is a context not yet delimited between benefits and risks, some related, others not. First, in the usual statement that "positions are deleted, while others are created". Superficially, this perspective is seen, where workers working in operational and repetition functions find themselves with jobs and functions threatened by the

massive introduction of technologies that even offer the same results, with advantages related to economies of scale and incremental levels of operational productivity.

In other scenarios, such as medicine, for example, it is discussed whether certain professions and delegations will be maintained, or will have revised attributions, depending on automatic diagnoses, distance procedures and others, in what can be affirmed, such as the advancement of Telemedicine. The impacts here are potentially sensitive to the review of professional curricula and their relationships with the methodological definitions of ongoing procedures.

The situation of automaton vehicles, auto crew by robots demonstrates how these technologies can offer potential ruptures to markets, implying economic revisions. On the one hand, there are expectations and possible satisfaction of consumers, to have an automated transport for people and cargo, with precision and predictability, in addition to decreasing costs. In addition, there is also the possibility of reducing traffic jams, general transfer times and pollutant emissions, with less loss of efficiency in transport. On the other hand, the existence of automated cars brings with it the threats of digital security in case systems with low securitization allow the invasion of their processing environments by criminals. Also, the occurrences of some – for the sake of truth, few, but expressive – accidents, stems from additional concern when demonstrating that such automatic systems are not foolproof.

The automotive industry, for its part, still demonstrates a certain impasse in the adoption of new business models, in response to this growing intervention predominantly of technology. Automakers invest in car-sharing models, prototypes of manned self-driving cars and new forms of transportation, appearing a forced movement of strategic differentiation, which carries with it severe management risks.

For the effectiveness of organizational management, emerging technologies still affirm consistent revenue models and associated costs, among other factors (Hoffman, 2016). Thus, the real scope of the supply of these resources are still of perception considered unstable, in tests and constant learning (Tadeu*et al.*, 2019).

Additionally, the proposition of the "shared economy" should be evaluated, a factor very much based on the existence of new technologies. From the application of machine learning and the use of analytics to build data models, aiming at capturing customers, in the use of mobile application platforms, which are easy to disseminate and aggregate by users and, additionally, agility in analyzing data on consumer reactions, the shared economy advances rapidly, in various sectors. Currently, it is perceived, in addition to the already known cases of urban passenger transport - Hoffman (2016) - the models of housing, entertainment, education and tourism. However, the economic consequences of these offers, eventually, have repercussions on misunderstood results or even difficult to analyze by managers, bringing uncertainties, risks and discoordination, in the advancement of competitiveness.

This brief description seeks to illustrate perceptible impacts, contours in delimitation, some degree of risky level of ignorance, uncertainties associated with immediate benefits, in the adoption of emerging technologies for market solutions, nowadays. Whether they will be punctual, as effective instruments of agility for one sector or another of the economy or may constitute itself in the midst of precariousness of social institutes, impacting economic models, it is still unsafe to affirm. What is certain is that such technology offerings do not appear to have retreat, remaining and advancing in our daily life.

Political Leadership (Power)

In Politics, leadership is linked to the interest in the quality of life of the population, based on the capacity of leaders and leaders to achieve the economic, financial, social,and political resultsof thecountries. However, leadership is a broader matter than this conception can judge. The theme of political leadershiphas been little studied by different areas and fields ofknowledge. Of these areas, the most fruitful has been Management, which, under the tutelage of specific fields of knowledgeandpolitic practice (particularly organizational psychology and the area of human resources) has outlined research programs on political leadershipthat carry very particular premises and interests.

In generalist studies - that is, academic-scientific orientation aims to improve the practice of the management of organizations - leadership is strongly linked to productive efficiency, having as a fundamental presupposition the ability of leaders and leaders to achieve social results, quality of life of populations,a measure almost always translated by this literature in the purely economic focus, and finance.

However, political leadership is a much broader matter than the generalist-based literature can judge. As a social phenomenon, political leadership presents relations and social circles that go beyond the dimensionsof countries. That is why we see in the literature on this topic the mention of political, military, religious, community, activist and intellectual leaders, aiming at the scrutiny of good practices and other references for the development of models and principles of good political leadership. Thus, the focus of investigation of the phenomenon of politicalleadership is broadened, but requires the researcher greater care, regarding misappropriation or reductionist of theperspectives coined in different social and academic fields

The Political Strategy (Power)

Here we use the word *power* to describe the exercise of influence beyond purely economic, that is, it brings it closer to politics, a term that we use broadly. Politics becomes synonymous with the exploitation of power in a way that is not purely economic. If the formulation of the strategy can be a process of planning and analysis, cognition and learning, it can also be a process of negotiation and concessions between individuals and groups. Bolman and Deal [1997] formulated the following propositions regarding the world of organizational politics:

- Organizations are made up of various individuals and interest groups, sometimes antagonistic.
- There are lasting differences between groups and individuals in values, beliefs, information, and perceptions of reality.
- Most important decisions involve the allocation of scarce resources.
- Scarce resources and lasting differences give conflict a central role in organizational dynamics and make power *the* most important resource.
- The goals and decisions emerge from "wars", negotiations, and maneuvers in search of positions, among the different stakeholders.

There are in almost all organizations three systems whose means can be described as legitimate: formal authority, established culture and know-how. We can, however, find a fourth system, politics, whose means are not formally legitimate, (Macmillan and Guth, 1985):

- Politics as a system of influence can act to ensure that the "strongest" members of an organisation are placed in leadership positions.
- Politics can ensure that all sides of an issue are fully debated, while other systems of influence can promote only one.
- Policy may be required to stimulate the necessary changes that are blocked by the most legitimate systems of influence.
- The policy can facilitate the path to the implementation of the changes.

The formulation of the strategy through networks, alliances, partnerships are part of the new vocabulary of this school, that is, companies negotiate through a network of relationships, formulate the collective strategy. There are clearly parts of planning and positioning in this formulation, but the power and the negotiated aspects are great (Elfring and Volberda, 1998).

- Networks – companies expand their relationships with each other, in an increasingly large and deeper depth, i.e., companies do not operate in isolation, but in complex networks of interaction with other companies and organizations,(Hakansson and Snehota, 1989).
- Collective strategy – it is a joint strategy among the members of a network to deal with their complex interdependencies, i.e., "collaboration" comes to dominate the process of formulating the strategy to the detriment of "competition",(Astley and Charles Fombrun, 1983).
- Strategic alliances – are "joint ventures" in which partners take positions (e.g., actions, long-term contracts) in new businesses they have created, such as sharing research and development skills for the development of a new product.
- Strategic outsourcing – is a form of cooperative agreement that concerns hiring outside of what could be done internally *(Outsourcing).*

Networks, alliances, collective *strategies, and outsourcing,* all this together, increasingly makes it difficult to know, where one organization ends and begins the other, that is, the limits of organizations are becoming increasingly vague as networks replace rigid hierarchies inside and become open markets externally.

Politicians are people who spend a large part of their working time making decisions of various nature and size. The requirements for the time available for decision-making always seem to be greater than the total time available at their disposal. Decisions of great importance are mixed with trivial decisions. This diversity of decisions tends to increase with the level of responsibility and is particularly pronounced in the case of higher hierarchical politicians. The role of politician involves an overly broad set of activities, including analysis, decisions (including strategic ones), communication, leadership, motivation, evaluation, and control. From all these activities, we isolate the process of strategic political decision-making, as it is the fundamental "stone" of a government.Decisions and actions are thefinal product of the work of the rulers. Political strategic decisions formulated explicitly or implicitly by politicians precede any action, regardless of the process, by which they are taken, either through personal decision, formalhierarchy, broad participation of partypoliticians (cadres) or by omission. The process of strategic political decision-making iscomplex, and it pose some problemsfor politic makers, in terms of theapproach methodology, to choose the preferred political strategy from among the various alternatives.

Politics is synonymous with the exercise of power in a way that is not purely economic. The formulation of the politicalstrategy can be a process of planning and analysis, cognition and learning, but also a process of negotiation and concessions between politicians and political groups (of the party or others). Bolman and Deal (1997) formulated the following propositions concerning the world of government policy:

- The society consists of several citizens and interest groups (countries, political parties, and others), sometimes antagonistic.
- There are lasting differences between interestgroups (countries, political parties, and others) and citizens in values, beliefs, information, and perceptions of reality.
- Most important policy decisions involve the allocation of scarce resources (human, economic, financial, technological, and material).
- Scarce resources and lasting differences give the conflict a central role in political dynamics and make power *the* most important resource.
- The goals and political decisions emerge from the “political wars", negotiations and maneuvers in search of positions, between the different stakeholders (countries, politicalparties, and others).

The rulers formalize procedures to elaborate the strategic plan and aware of the growing weight of variables with social impact, try to plan their development. All these procedures are calledinto questionably emergence of new problems and are, in theory, as in practice, subjects’ evolution.

The **strategic politicalmanagement** ensures in time the best coherence between the requirements ofsociety, the different stakeholders (internal and external) and the personal objectives of politicians, which means, it is government management,the managementof human resources, economic, financial, matters and information and the creation of potential. The strategic management of the policy is interested in the dimensions:

- Technical-economic -politicsin which countries should bet.
- Organization - governmental architectureof the European Union and of each country that enables the effective implementation of the technical and economic dimension.
- Politics - social structure, asa means of achieving the performance ofthegovern action.

The model shows that the political strategic analysis is transformed over time and that the technical-economic analysis is complemented by the integration of complementary dimensions: the consideration of the Government of the European Union, as a social organization and the recognition of it, as a political system. It considers as key variables the interdependence between the variables (information), theglobalization ofpolitics, technologicalturbulence, and stagflation, that is, it includes only the variables ofthe global and immediate political environment (close), and some variables that havean impact on some countries orgroups of countries (e.g., The European Union, Mercosur).

While the different models of political strategic analysis are based on the analysis ofglobal or immediate policy, when itdoes not exist or take forms far removed from democracy, it is necessary to approach new forms ofdefinition of politicalstrategy and which can be classified as relational, according to the authors and whose illustration is now known as strategic political or cooperation alliances.

The relational approach was explored in a series of empirical works carried out by the HEC school (1994). "*A political* strategyis said to *be relational when it is based not on the law of* competitive *democracy,* buto*n* the *privileged relations that the government establishes with certain* political *partners."*

Specialization is part of an exclusive framework of a particular field of activity, in which the government concentrates all its efforts in order to achieve the best possible level ofresults and thus a decisive political advantage.

The problems are complex, so it is difficult for a government solve the problems of political strategy alone. Consequently, responsibilities for the tasks of strategic political management are dispersed through the political organizational structure of the European Union, countries, the state, and thepolitical parties.Some governments create very specialized structures to support strategic policy decision-making, such as department sandor staff *bodies to* develop strategic analyses. In practice, these support structures develop political analyses and bring political alternatives on a"plate" to the Prime Minister of each countryor to the President-in-Office of the European Union and bring the political strategic decision. These support structures are in accordance with the Carnegie school (Ansoff, et al 1965), when it considers that the function of governantes is to make decisions, but that they are not responsible for their formulation, but rather those responsible for planning. Comparatively, the School of Positioning (Porter et al, 1980) follows a similar approach methodology, in which analysts formulate the strategy and politicians approve it. The school of power is based on the following premises:

- The formation of the strategy is shaped by power and politics.
- The strategies that can result from this process tend to be emerging and take more form of positions than perspectives.
- Micro power sees the formation of strategy as an interaction, through persuasion and sometimes direct confrontation, in the form of political games, between sometimes antagonistic interests.
- The macro power sees the organization as promoting its own well-being by control or cooperation with other organizations, through maneuvers, as well as collective strategies (e.g. networks or alliances).
- While the political dimension can play a positive role in organizations, especially in promoting changes blocked by established and legitimate forms of influence, it can also be a source of waste and distortion in organizations. It makes no sense to describe the formationof the strategy as a process devoid of power and politics.

The school of power has introduced a new vocabulary in the field of strategic management, such as "networks", "political games", "collective strategies". He also stressed the importance that politics has in promoting strategic change when established actors seek to maintain the *status quo.* They need to be confronted, even though politics is also a factor of resistance to strategic change, but not as effective, as the strength of culture.

The Strategic Political Division (Power)

Political decision-making is based on the information available on a specific problemin order to provide the political decision-makers with a reasonable number of alternatives, one of which ischosen as the best or themost favorable. It is common for the political decision-makers to be bombarded by a high amount of information. Itis essential that the political decision-makers are able toidentify the relevant information and discard those that are irrelevant. The political decision-making process involves the cycle of decision, execution, and control. In this sense, the process of cismanoccurs in the individual or collective scope and presupposes five stages:

- Initial recognition of the problem or opportunity.
- Search for strategic politicalalternatives whenthere are several possibilities and possible solutions.
- Analysis of the strategicpolitical alternatives, phase that determines an evaluation criterion, within the context determined by the first stage.
- Choice of the best strategic political alternative, being necessary to sort the alternatives, selecting the most acceptable or grouping the best ones, for further evaluation.
- Implementation of the chosen political strategic alternative.

Strategic political decision-making, whichinvolves multiple interests, causes tensions between participants. Andit is also important that the political decision-makers develop theability to deal with complex and turbulent political issues and often confrontpersonal interestswith interests ofthe country,the European Union and the world. Therefore, it is worth emphasizing the importance of seeking, the common points, collaboration, and cooperation of the team, at all stages of the political decision-making process.

The information is differentiated according to the political decision-making process and can be grouped into strategic, operational and coordination. The operationalinformation is “intended toallow certain operations to continue in progress within the operational cycle", i.e. daily,at the level of eachcountry. At this level, the political decision-making process is repetitive sinceit is focused on the real problems of the day-to-day.

Political coordination (intermediate / country levelpoliticians) aims to feed the political decision-making processesinvolved in the allocation, planning, control and evaluationofhuman, economic, financial,technologicaland materialresources, made available to them.At this level, it works with summary and accurate information, which requires analysis of the performance achieved.

The quality of information is an important factor in effective policy decision making and should be reliable and accurate. The value ofinformation from aEuropean Union government is directly linked to the way, as it helps therulers of each country to make the strategic political decision. Timely and appropriate information is related to the political capital ofthe leader, as they are factors that contribute to an effective decision.

Davenport (1998, p. 16) states that: "(...) No one can deny that useless political decisions based on irrelevant information cost millions ofeuros/dollars in countries in purchases and services that do not work, in unproductive investments." The flow of available information is another factor for the effectiveness of the decision. A large volume of information can consume time and cause difficulty for the political leaderto distinguish,which are relevant to the process strategic political decision-making.

Strategic Knowledge (Political)

It is important to make the difference between the concepts that are involved in the context of strategic knowledge (Miranda, 2004):

- **Strategic Decision:** it is the integration between objectives (strategic objectives) and means (strategic actions
-), being influenced by the cognitive limits of the decision-taker, the complexity of the problem and conflicts between decision-makers, i.e., the decision-making on the strategy to be adopted, carried out by the decision-taker holding formal authority within the European Union.
- **Formulation of the Strategy:** it is the process of developing strategic reflection, the result of cognitive elaboration (diagnosis, evaluation of alternatives, choice andthe implementation) and that is influenced by factors, such as the structure of theEuropeanUnion,politics,power, culture and even emotions, that is, it is the process that precedes the strategic decision and is carried out by strategists (or strategists-makers);
- **Decision-makers, Strategic Decision-Makers the Decision-Taker** is the head ofthe European Union (or governing body), with formal competence to choose the strategy more appropriate to a given objective, exercising the act of strategic decision.
- **Strategist: he** is the professional of the European Union, without necessarily decision-making power, who uses strategic knowledge toformulate strategic alternatives.
- ***Experts:*** it is the strategists or decision-makers of the European Union who have experience in carrying out activities related to formulation and strategic decision-making and who therefore tend to use moreof the tacit aspect of strategic knowledgeintheir work. For the study, professionals with 10or more years of experience in strategic policy formulation and/or decision-making are considered experts.
- Newtons: it is strategists or policy makers who have little or no experience in carrying out activities related to formulationand strategic decision-making and who therefore tend to use more the explicit aspect of strategic knowledge in their work. In this case, two groups of new men are considered: *trainees*, who have up to 2 yearsof experience, and juniors, between 2 and 10 years of experience.

It can be pointed out that the skills of strategists and policymakers can be integratedinto thesameperson in thesmaller politicalorganization.

The Digital Society

It will not be an exaggeration or a blatantmisunderstanding, to affirm that the current society is increasingly qualified by the digital adjective, where new informationand communication technologies (ICT's) have constant daily influence, configuring themselves as mediators of social relations, the economy and even nthe way to produce / disseminateknowledge.There are forms of knowledgeabsorptionabout users in a ubiquitous way, inwhinchatsbenew forms of surveillance (Lupton, 2015, p. 02; p. 189). DigitalICTsplay a crucial role in the process of globalization, as a phenomenon characterized by the wide circulation of people, ideas, and habits, which although it has not started historically with technologies, develops at high speed through them (De Mul, 2015, p. 106).

The increasing insertion of Information and Communication Technologies (ICT's) in people's daily lives has promoted a deep dependency relationship between them. In this context, daily actions have become essentially informational, given the need for mediation for their performance. The society ofigital is a complex society of technologicalinnovation and communication, in which there is the creation of new environments and changes in the organizational dynamics of people, in the way people understand reality, changingthe waythey relate to the environment, with other people and how, they conceive in the face of reality itself. Both senses can be understood, as arising from the informational revolution, promoted mainly from the attempts to understand human intelligence, via computational bases

The works developed by Turing (1950) had great influence in the studies of the second half of the twentieth century, including philosophy, mainly because of its algorithmic approach to the nature of thought, in which he proposes the thesis, accordingto which, “thinking is calculating" (Turing, 1950, p. 436). This is that, given that digital computers operate from calculations and manipulate rules for the organizationof symbols, if we consider that thinking consists, in the activity of manipulating symbols, according to a set of logical rules, constituting algorithms, then digital computers could, in principle, think. Once intelligent thinking is understood mechanically, it would be possible to construct mechanical models of the structure and dynamics of this type of thought. This understanding allowed the development of mechanical models of the mind, which initially generated two aspects in The Teixeira Cognitive Science, (1998):

- Strong Artificial Intelligence - is one in which mechanical models of the mind, when successful, not only simulate/ emulate mental activities, but explain and instantiate such activities.
- Weak Artificial Intelligence – is one in which the model is only an explanatory tool, limited to intelligent mental activity.

The common point of such nodesis that both accept the thesis that to simulate is to explain, in order to attribute to mechanical models, the value of theories, in which the computer is used, as a fundamental tool. As for the social sphere, the development of studies of information theory promoted the social changes that we are currently experiencing and that have generated new types of problems, especially those that relate to action / technology / environment. Given its impact on the

academic and social spheres, the approximation between Philosophy and Information Science, and the role of computers in the development of theories, theoretical production occurred concomitantly with technological improvement.

Floridi (2008, p. 3-4), states that during the second half of the 20th century events such as: the massification of the computer, which promoted the generation of the "personal computer"; the advancement of scientific discoveries in function of the use of ICT; and the emergence of new ways of experiment the world, from such technologies. These events illustrate the influence of ICT's in various areas of society (sociological, economic, scientific, and cultural), providing elements for the characterization of it, such as the information and knowledge society. According to Floridi (2002, p. 127): "Post-industrial societies are nourished by information".

ICT's acquire a central role in the characterization of the digital society, to the extent that they are present and related to the person and their well-being, and in their continuous use in everyday situations (e.g., leisure, work, etc.). Constitution relationship of dependence, between the person and the ICT's. This relationship is strengthened, according to Floridi, from the following factors:

- Increasing the power of ICT's, while reducing their costof production and marketing.
- Improvement of ICT's in their interaction potential (machine-machine andomem-machine);
- The rise of the zettabyte's era (dated 2010).

The factors indicated are responsible for the approximation between people andICT's, generating a deep relationship of dependence for the performance of routine actionsin today's world. This dependence is based on the digital presence, as a mediator of common actions, such as financial movement (home banking), the acquisition of products and services (virtual stores, e-commerce), personal and professional interrelationship (via social networks, such as Facebook, Twitter, or dating apps such as Tinder), access to movies (via streaming, YouTube, Netflix, etc.), urban mobility (via app, Uber, Taxi 99), making connections (using the network, via Skype, Whatsapp), the practice of physical activity (Runkeeper, for example), professional activities via SOHO (small office / home office), political organization (via websites or social networks), among others. Situations inwhich there is no mediation of internet-connected artefacts by the **person**s, butwhich require technological mediation by the service to be requested, such as: payment by credit card forface-to-face purchases, biometric systems for the removal of books in libraries, among others.

In addition to understanding the influence of ICT's on the constitution and alteration of people's self, the three types of self highlighted by Floridi (2014, p. 60) are explained:

- **Personal Identity** - it concerns "who we are". We live in an era where people spend a great deal of time transmitting information about themselves, interacting digitally withother people, which is a goodexample of how ICT is affecting and shaping people'sidentity.
- Self-conception - consists of "who we think we are".
- **Social elf** - concerns what we are from the thought of other people.

It is mainly this third notion of self that ICT's havea deeper channel of action in the conception of people's identity, because there is a growing support and overvaluation of social networks, illustrated, for example, by the intensification of a "narcissistic culture".

The Web enhances narcissistic culture, typical of our time, by expanding the forms of self-celebration and self-promotion. Relationship sites, in turn, end up encouraging vanity and competition. [...] young people strive to show in their profiles, photos and texts that value them and promote the increase in the number of people they add as "friends". [...] This type of behavior is justified by a constant search for attention and recognition. The ease of access to information about themselves generated by third parties, promotes self-understanding from others (social self), constitutes a scenario in which people, especially those who correspond to Generation Z, feed the network, with personal information intensely.

The greatest of all changes is the transformation of the information and knowledge society into the digital society. The centre of work was 'distance work - telework'. In developed country societies, access to good jobs and a professional career will increasingly depend on a university degree with distance work, anywhere, in a country, in theglobalized world. That is, the logical result, since we stopped working in the office and in large urban centers, it was through intellectual work and it was reached to telework at home or elsewhere, outside the major urban centers. This last step representsa break with the past.

- The fact that knowledge and education have been a passport to gaining good jobs and a career has meant above all that in societycompanies are no longer the only way for someone to progress in life and have become one of several opportunities available.
- Knowledge has become the capital of developed economies and knowledge workers, which determines the values and norms of society.

The great challenge for developed countries is to maintain thecommitment, with the economic performance necessary for organizations and countries to remain competitive. Governance and entrepreneurship aretheentrepreneurial spirit. They are not antagonistic concepts, nor mutually exclusive. Both are always necessary and at the same time. Both have to be coordinated, i.e.,both haveto work together. No existing organization can survive without innovation and at the same time without being managed.

Digital Capitalism

Technological changes are always accompanied by narratives in which optimistic interpretations predominate, whose function is essentially legitimizing, hiding the power relations that drive or that are underlying the processes of technological change, relationships with social consequences, based on the generalized digitization of processes, products, and services.

The decade of the years and setenta was lavish in diagnoses that pointed to the relevance of a series of technological developments and economic trends – then manifested mainly in the United States – on the basis that it was argued that advanced industrial societies were undergoing a fundamental social transformation, equivalent in scale and importance to the transition to industrial society during the eighteenth and nineteenth centuries. The most diverse denominations then began to refer to this new society: an active society, a service society, a knowledge society, a technocratic society, an interconnected

society, a telematic society, a leisure society, a post-capitalist society, an interactive society, a multimedia society, a post-industrial society. The most successful name was the information and knowledge society.

Most of the research was based on the consideration that newinformation and communication technologies as "technologies open par excellence, regardless of economic, social and cultural weights", so that the evolution of everyday lifewas also open to a plurality of futures. Open future full of optimism, until one could conceive a whole saga of post-industrial utopias according to which, together with the hand of new information and communication technologies, the expected human liberation in the form of productivity and material abundance, communicative fluidity and personal self-realization, would arise.

Some went further in considering the revolutionary nature of the transformations that were being experienced by the more developed countries. The communicator of the new society, Alvin Toffler, expressed it in this way: It has become a cliché to say that we are living "a second industrial revolution". With this sentence, we intend to describe the speed and depth ofchange around us. But besides being vulgar, you can cheat. Because what is happening now is most likely bigger, deeper and more importantthan the industrial revolution. In fact, a growing and trustworthy opinion group argues that the presentmomentrepresents nothing less than the second crucial milestone of the digital society.

Digital Capitalism: The problem is capitalism, not technology

According to Gary T. Marx (2015, p. 735), surveillance is tied to verbs such as "look", "observe", "supervise", "control", "inspect", "monitor", "keep" or even "follow". Many of the examples for understanding contemporary waysof obtaining information are based on cognitive skills through technological artifacts, such as software and automated processes. However, such technical means may also involve sophisticated forms of manipulation, with seduction, coercion, deception, unambiguous information and other special forms of observation, Marx, (2015, p. 735-737). Surveillance has become moredeceptive over time, and can be seenas something harder to defeat than before, after all many forms are so ubiquitous that marx's omnipotent are generally presumed, (2015,p. 736). Surveillance can, succinctly, take place on the human routine, the semi-conscious "autopilot" and often even the biological instinct of our sensory receptors that are ready to constantly receive information from whoever is territorially close, Marx, (2016, p. 16).

With the development of language, numerical and written, and of different forms of social organization involving larger political entities, more complex and systematic forms of surveillance emerged, based on counting, registration, interrogation, information, infiltration, confessions and the expanded use of tests, Marx, (2016, p. 17). With the emergence of industrial society, new tools of surveillance and communication emerged, individuals, groups and contexts through the use of technological means to extract, infer or create information, Marx, (2016, p. 19-20). Examples can be found in computer profiles, which have large data sets, video cameras, data about DNA analysis, GPS, electronic monitoring, drug testing and monitoring made possible by social media and mobile phones.

The BIG data industry establishes a system in contemporary society, where the world and life are transformed or mediated by data, and this is a fundamental paradigm shift for contemporary society, Beraldo; Milan, (2019, p. 01). The nature of databases is inherent to any software, which basically performs programming of data that can be divided into four operations, DeMul, (2015, p. 106): a) add; b) search; c) change; and d) destroy (command that can be sorted by the options of insert, select, update and delete). Together, these commands constitute the dynamics of database ontology.

In the age of BIG data, databases are increasingly connected to each other and with connected data streams such as Google searches, social media interactions (Twitter, Facebook, Instagram, LinkedIn, Reddit, etc.) and online commerce. These connections derived from BIG data are tracked and used for the purpose of configuring user profile and real-time data mining by private and public organizations, DeMul, (2015, p. 107-108). From this same logic it can be inferred that, due to data from production processes, money transfers, GPS devices, surveillance cameras, biometric measurements and the use of smartphones and other localizable devices, an immense global database is being formed and will transformthe ways of life, work and thinking, DeMul, (2015, p. 107).

It can be understood that the impact of databases is vast, since it is not limited only to the universe of computing, since they evoke acts in the material world. Examples of this are the biotechnological databases used for genetic engineering purposes, implementations in industrialrobots and the airport profile design system, with the aim of identifying potential terrorists, DeMul, (2015, p. 107). In thesis everything that can be identified through data becomes an object of control of such databases. Celebrities, politicians, and other public figures are subject to constant monitoring (whether in a public or private environment) and the great facilitators of this exhibition are not just the paparazzi —after all, anyone with a mobile device can make an instant live broadcast.

21st century capitalism has found a massive new raw material to appropriate: stored data, Srnicek; From Sutter, (2016, p. 106). Through a series of developments, the electronic platform has become an increasingly dominant way to organize business, monopolizing, extracting, analyzing, using, and selling data. The business models of the Fordist era were capable, only in a rudimentary way, of extracting data, from the production process or from the customer's use. The era of lean production changed this slightly, as global supply chains 'just in time' required data on the status of stocks and the location of supplies.

The Dominant Discourse: what hides and shows

Dados outside the company remained almost impossible to obtain; and even within the company, most of the activities were not recorded. The electronic platform, on the other hand, has data extraction incorporated into DNA, as a model that allows other services, goods and technologies to be built on it, as a model that requires more users to obtain network effects, and as a digital medium that simplifies registration and storage. All these characteristics make platforms, a central model, to extract data as raw material. Data can be used in several ways to generate revenue. For companies like Google and Facebook, data is a feature that can be used to attract advertisers and other stakeholders. For companies like Rolls Royce and Uber, datais at the heart of beating the competition: it allows these companies to offer better products and services, control workers and optimize theiralgorithms for a more competitive business.

With Google's system in place and Facebook's development in the online landscape — targeted advertising, surveillance capitalism addsa new logic of accumulation where its guidelines and financial prowess dominate the virtual sphere of connected networks and this grossly disfigures the previous dream of digital technologyasa empowering and emancipatory force, Zuboff, (2019, p. 01). Today, this surveillance capitalismcan no longer be identifiedpunctually, as it was, until some time ago, Google exclusivity, a pioneer in this form of data capitalization), since, this logic has expanded, in a way with which Silicon Valley has expanded to various sectors of the economy and its vast options of products and services, Zuboff, (2019, p. 01).

Both capitalism and surveillance can no longer beconfused, as belonging to an individual corporation, after all digital technologies today can take many forms and reproduce various reflexes, depending on their social and economic orientationa. For Zuboff (2019, p. 01) economic guidance is the master, while technology is the puppet. Froma changein the logic of the global economy and the global technological market, we currently have a work environment characterized by less job security, stagnant wagesand where the nature of workhas become more intense and idiosyncratic; several employers believe they must obey a market imperative that constantly pushes for greater productivity, so that their organizations remain competitive, Connolly, (2017).

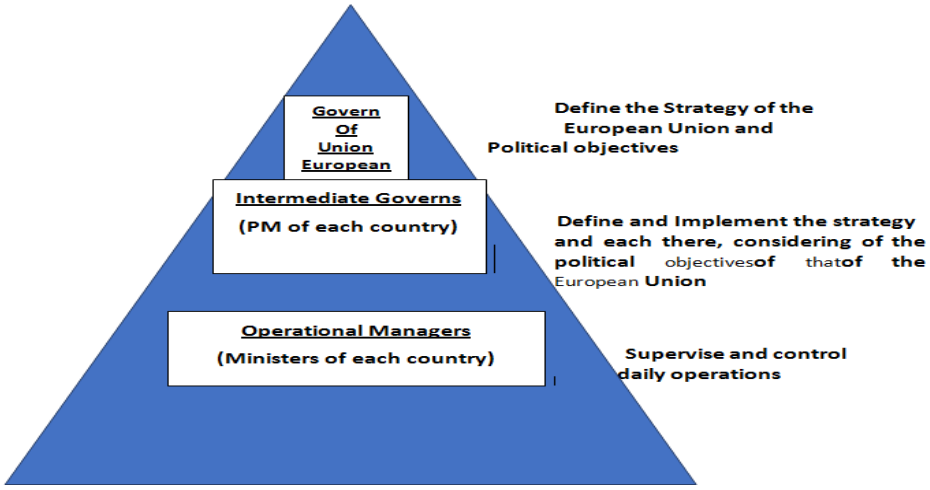
Therefore, attempts to satisfy such demands foster an unceasing search for efficiency, and the emergence of rigorous performance quotas. Surveillance capitalism is not the same as algorithms, sensors, machine intelligence or platforms, although it relies on all of this to express its will; soon surveillance capitalism is indeed an economic creation and is therefore subject to democratic contestation, debate, review, restriction, supervision and may even be illegal in many cases, Zuboff, (2019).

The Political Strategy for the European Union

The effective government for the European Union

What is the first responsibility of the government ofthe European Union? We can aggregate thisgovernment into three levels of governance/organization. The top government (European Union), the intermediate or coordination rulers (level of each country) and the operational rulers ofthe countries.

Figure - 1 - Pyramid of levels and responsibilities of theGovern of the European Union



Source: own elaboration

The main responsibility of the Europeanunion's top leaders is to define the overall policy strategy andobjectives to ensure the best results (economic, social, human, infrastructure and information) with the available resources. The responsibility of the intermediate rulers (Prime Minister of each country) is to define and implement the strategy of each country (thepolitical objectives),allocate and manage the resourcesof thecountry to achieve the objectives to which they have setthemselves . The responsibility of the operational rulers (ministersof each country) is to ensure the normal functioning of the state organizations of each country, on a day-to-day life.

The top rulers of the European Union are based on summary information (e.g., in the Covid-19 pandemic, the number of deaths, of infected, the number of tests carried out, the number of recovered at world level, etc.), while the intermediate or coordinating governments (top rulers of each country) are based on the same information at level and eachcountry,to make the best decisions to improve the allocation and performance of the resources they coordinate. The operational rulers (ministers of each country) the same information, but at the local level, that is, internal information quantified and accurate to solve the problems of the local day-to-day.

The source of the information on which operational political rulers rely is 100% generated internally. The source of information in which the intermediary or political coordination governments (governmentofficials of each country)are basedis internal, but also external, since they have contacts with the outside (e.g. other rulers, etc.) and that in percentage terms we may be talking about 75% internal and 25%. The source of information for the top rulers of the European Union is 75% outside (e.g. trends, turbulence, developments in world policy,political and legal restrictions, etc.) and 25% internal (e.g. evaluation of the performance of the Organisation of the European Union. Everything else that governments do or may want to do is based on economic performance and the results obtained for the following years. Even the most sublime

governance tasks, such as the assessment of social responsibilities and sociocultural opportunities, do not escape these assumptions.

Currently there is no time for ordinary places, i.e., rulers should be concerned about their own performance. They must make a political fixfor the function, distinguish what is essential from the accessory, distinguish what is relevant from what is a waste of time, what is potentially effective, what is merely frustrating. The role of the leaders of the European Union is to work hard to bedemanding and to take risks. There are many technologies available, especiallyinformation and communication technologies that save a lot of time and work, but do not spare thought.

Thecharacteristics is that quality information should have been, in particular:

- ✓ In the time dimension:
  - Readiness - should be available when it is needed.
  - Acceptance - must be up to date when provided.
  - Frequency - must be available as many times as necessary and cannot be lost after use.
  - Period - it should reveal its evolution - historical vision.
- ✓ In the content dimension:
  - Precision - does not contain errors.
  - Relevance - must have apurpose.
  - Integrity - all components must be present.
  - Conciseness - should contain only what is necessary.
  - Amplitude - refers to the reach of the content.
  - Performance - evaluation of the impact of information on the desired results.
- ✓ In the form dimension:
  - Clarity - ease ofunderstanding.
  - Detail - degree of detailrequired.
  - Order - must be organized in the required sequence.
  - Presentation - must have the appropriate format.
- ✓ Other characteristics that quality information should have are, in particular:
  - Accessible - accessible to authorized politicians.
  - Secure - Only authorized politicians can access.
  - economic – the value of the information shall offset the cost of producing it.
  - Flexible – can be used for more than one purpose or by more than one type of politicians.
  - Reliable - the reliability of the information depends on the method, how it is acquired and its origin.

Strategic Political Information (Power)

The politics when formulating the strategy from the outside inhave tendency to bemore aggressive, and restless the formulation of the strategy from the inside out is based on the models of strategic movement (sociological) and therefore are less dynamic, that is, they tend to be more passivo sand inclinedto react to events (Mintzberg, 1998). These models represent the two extremes between which there is a range of behaviors. Based on the concept of organizational openness of systems theory, this is determined by (Ansoff, 1978):

- Perception of strategic political information describing futurity (trends);
- Perspective of the action that describes the familiarity of the actionsof a ruler, about his past experiences.

The characteristic of the opening and the perception of the action correspond in general to the perspective of the information:

- Politicians of a retrograde nature prefer successful alternatives in the past and rely on known historical information.
- Politicians whose attention is focused on the presentarewilling to disconnect from the past, if it is not hugely different from the present, i.e., they seek to rely on relevant information onsociety.
- Politicians who seek to predict threats and opportunitiestend to have an active attitude, soas to seek new paths, restraining on past information and using (economic)predictive models, bearing inmind that the future will be an extrapolation from the past.
- Politicians who go beyond extrapolation from the past, to perceive new worlds and discontinuities, seek opportunities that are new and unusual, that is, assume that the futureis not an extrapolation of the past.
- Entrepreneurial politicians are also the creators of deliberate actions. Looking for policies that have never been exploitedto human needs that have neverbeen met, their motto is: "invent the future".

The range of possible responses and behaviour is determined by the competences and capacities of politicians. There are two factors that determine the empowerment of politicians:

- Competence (set of knowledge leading to strategic behavior).
- Capacity (workload).

One of the main attributes is the approach to solving the strategic problem that comprisesthe individual skills ofpoliticians, personal knowledge along with group dynamics. The reactive method of solving the strategic problem seeks through systematic analysis the causes, with the use of analytical processes to identify all possible alternatives and to establish explicit and quantified relationships between the variables, being selected the best alternative ("optimal") (Ansoff, 1978).

The attribute of the training of political is leadership, in the definition and implementation of the political strategy,requiring dexterity to capture and direct social energy. A fourth element ofthe competence of the politicians is information for support in decision-making, which presupposes the existence of a process of surveillance of strategic politicalinformation, oriented towards the future and to which we can call the informational powers of the politicians.

The information on the future possibilities comes fromsociety and the performance capacities of governments,whichmeans that governments have accessto information about their performance and the performance of governments,and other

countries. Thereisalso access to information about what events and the forces that determinedthe performance, as well as what capabilities and skills they were able to developduring a given period. Political strategic information, is thus the relevant information that allows governments to *perform better through the active exploitation* of the imperfections of the information of political groups, (Truijens, 2001).

Strategic Political Management (Power)

Strategic political management is an undeveloped scientific theme, in which information (broadly) is treated as a resource with strategic potential. Obviously, one is not thinking about cases where information is an asset political. If we realistically consider that the functioning of government-governed ' is a perfect relationship, is an abstraction, then the opacity or asymmetry of information can be source of political advantageof the rulers. In order for theimperfections of the government-governed relationship to be managed, therulers musthave specific capacities to obtain political information, thetreatment, the selective dissemination of it,and the creation of specific knowledge that will have to be carefully managed. Anyway... the secret is the soul thepolitics!

Strategic political management encompasses both the strategic decision concerning the relationship between government and governed (global society)and operational and control decisions.The quality of strategic political information surveillance systems can capture the weak signals of political developments and thus offer the government a timely margin of man oeuvre. This time slack, before events precipitate, can be used for preventive adaptationofpolicies or for proactive differentiation.

The Power of Information in the Government of the European Union

"Information is a complex concept, ubiquitous since the appearance of life and inherent to any evolutionary process and thus served and continues toserve, as a framework of reflection, both in Biology, Physics, Psychology, Management, Linguistics, Politics, as in several other branches of science" (Zorrinho, C., Serrano, A., Lacerda, P., p. 23, 2003).

The power of information resulted from the development of information and communication technologies during the 20th century, as occurred two centuries ago with the concept of energy, a key factor of the industrial revolution (Zorrinho, C., Serrano, A., Lacerda, P., 2003). The imperfections of political information are some of the imperfections that shock the political ideal of perfect society (Yao 1988).The perfect society ischaracterized by numerouscitizens and political groups and whose mechanism delections determines the partyand / or candidate most voted, ntheelection. Looking at the information, all politicians are completely and perfectly informed, about all relevant aspects of society / citizens of the country. While the political ideal serves as the most important appropriation of neoclassical political theory, contemporary political theories tend to consent to this, as opposed to the appropriation of unrealistic theories. Therefore, we assume that the perfect political ideal and that perfectly informed the rulers and the governed, is a myth. For this reason it is proposed thatthe elections are characterized by imperfect competition and that the imperfections of political information, arean important advantage. (Yao1988).

The outcome of the electionsthat political parties canachieve depends on the cost of the resources involved (human, economic,financial, technological,and material), the cost of acquiring new resources (e.g.expert support) and the economicvalueof the support achieved. In the case of thepolitical ideal being a perfectionist, the rulers, and the governedwill both have the same and perfect expectations about the outcome of the elections.

Consequently, politicians will have to bet on a political project that meets theexpectationsof citizens, if not subject to thenon-participation of voters, in the electoral act. To win the elections, politicians have toexploit the imperfections of political informationin theiraction/political campaign. Under the greatest claim that these political imperfections exist, it seems realistic that the different rulers and governed have different expectations about the outcome of the elections.

These lead to differences in expectations, differences in the resourcesinvolved, different paths in which resources can be used, but also differences in political information.If imperfect political information is exploited by parties and/or governments, and/or citizens for better electoral expectations, political*strategicinformation resultsfrom* this, Truijens, (2001). Therefore, political strategic information is a new kind of advantage to focus on the strategic political relevance of the imperfections of political information. Imperfections of political informationare the main sources of political advantage: the main objective of political*strategicinformation,* Clemons, (1987),Amit *et al*, (1993).

Surveillance of Citizens' Information and Privacy

The process of "political surveillance "of information is essentially not a process of observing thebehavior the governed and competing governments and is intended to monitor developmentsin global and regional policies. This "political surveillance "is ensured in most cases by an organic unit *(staff body - the "analysts"* or those responsible for planning) which is in accordance with the model of the Carnegie schools (Ansoff, 1965 et al), and Positioning (Porter, 1980 et al).

The process of "political surveillance" on the economic activity ofmanygovernments focuses primarily on monitoring developments and economic forecasts on the European Union, in particular the countries with the highest expression in the European economy (Germany, France and the United Kingdom), aswell ason the countries with which there is greater affinity, such as Italy, Ireland and Greece,and their evolution is accompanied by the internal structures ofthe governments (the "political analysts").

This information is the subject of collection, selection, treatment, analysisand reflectionby "political analysts". These, in their treatment use techniques of extrapolation prediction and problem analysis, as a way of understanding the structure of the domestic, European, and international economy, as well as the interdependence between the various sectors of the economy, as a way of identifying possible future scenarios. Information on the foreseeable development of the world economy, Europe and Portugal thus becomes fundamental in defining the political strategy of the government or the group of countries (governments of the same political area). The process of "political surveillance" on sociocultural and demographic changes in some countriesis an irregular process, temporary and periodic evaluation, essentially on social and demographic changes and includes demographic patterns, lifestyles, social structure, social trends and is intended to investigate the changes observed in this time interval, such as the birth rate, education level, debt capacity, being ensured by the "political analysts" ofeach government (internal and / or consultants).

However, the importance given to this information isless than the information on economic aspects, but it becomes fundamental in the implementation of each government's policy strategy as a way ofidentifying which citizens are targeted for each policy measure, as it allows them to understand the needs, resources available, legal requirements and funding adjustments. For the treatment ofinformation,"analysts" resort to simple analysis techniques.

The process of "political surveillance "related to political aspects is a "permanent" process that isintended to monitor "continuously", the political decisions of the different government with an impact on citizens, such as unemployment policy, labour policy, tax policy, as wellas, community directives that may have animpact on citizens and society in general (e.g. Basel II agreement), are ensured by internal "political analysts" and consultants.

The information subject to collection, selection, treatment, and analysis consists of legislation on various aspects, such as economic, fiscal, labour, educational, health, tourism, etc. as a way of identifying possible opportunities and threats. In the treatment of this information, political analysts use simple techniques of analysis to understand political influences.

The use of data by government, security, commercial and even criminal agencies (so that such information obtained by automatic tracking can be mobilized for their own purposes) are classic examples of monitoring, which with the advent of new forms of screening comes into the hands of private initiative or even people, with only one smartphone in their hands (Lupton, 2016, p. 114). Surveillance, as such, is not ontologically good or bad, it is the context and behavior that will characterize it in one way or another (Marx, 2015, p. 734), and the same can be said for the concept of privacy.

The context refers to the type of institution and organization and its objectives, rules, and expectations; and behavior refers to expected behavior (either based on the law or less formal social expectations). Differences in surveillance contexts involving coertion (government), assistance (parents and children), contracts (work and consumption), andaccessible and free personal data (personal andprivate, in public) need to be considered — after all, surveillance is a generic process characteristic of living systems, with information boundaries, and not something restricted to governments, espionage or secrecy. And so, surveillance and privacy are not necessarily in opposition, and the latter can be a means of ensuring the former, as well as information access controls. Although, media attention,to problems associated with inadequate surveillance (especially by the government) is present, there are also problems associated with failure to use surveillance, when appropriate. The emerging interdisciplinary field of surveillance studies analyzes these issues (Marx, 2015, p. 734)

Information in support of Strategic Policy Decision-Making

There is a significant difference between the quality and quantity of information on which politicians and governments rely on strategic political decision-making. The fact that the value of qualitative informationis recognised, however, is quantitativeinformation, which has the greatest meaning for "political analysts" and for governantes. It is easier to obtain and allows them to make performance comparations andbecause "political analysts" and governantes want to know to what extent, their government is performing well or not, since, this will help them decide more easily, what to do about the future.

Information in support of strategic political decision-making isan especially importantissue in this globalized world, as strategic policy decisions are made based on that information. The quantified information is collected, selected, processed and analyzed by internal and/or external "political analysts" (consultants) and presentedin the most favorable way to governments, since they make decisions according to the figures presented, in each alternative. The governments want to know to what extent their government can perform well, since thiswill help them to better understand the current situation and decide the future, i.e., to define political positioning.

Governments are much more satisfied with the amount of information on the economic, financial and social context, than with information on other contexts, asthis is qualitative informationand that is quantitative information and that determines the current performance, in achieving the objectives, such as the satisfaction of citizens with greater or lesser efficiency and effectiveness, than competing or previous governments.

G-supervisors believe they can be informed in a formal manner, by internal "political analysts" *(staff or planning* bodies) and or byconsultants. They believe that global turbulence needs to be reduced to quantified and firm information, aggregated so that it can be provided to them regularly and in digestible format (Mintzberg, 1995, pp. 257-266). However, factual (quantitative) information has some shortcomings:

- They are mainly historical, lacking in wealth and often do not cover important information, not economic.
- They are, however, concrete, and precise.
- They are used in the formulation of deliberate political strategies.

Some information that is not worthy of little credibility and trust and is above all historical. Intangible (qualitative) information is subject to all kinds of interpretations and emphasizes the individual perspective of the "political analyst and/or political decision-taker, "in the "reading" of the world and/or the political group (e.g., European Union), as well as, of its tendencies.

The intangible information subject to analysis by internal "politicalanalysts" ofpolitical parties and / orgovernments and or consultants, are speculative and can be distorted. The formal (qualitative) information, for example, regarding the dissatisfaction of one or more citizens, may be worth much more, because they can suggest a solution, forexample, information on a financial (quantitative) study that can simply identify a problem. The factual (quantitative) information informs the intellect, but it is the intangible information that builds Wisdom (Mintzberg, 1998).

The internal "political analysts" of the political parties and governments, in the extreme case, can in about an hour, evaluate world policies,identify distinctive competences, generate alternative political strategies and discuss which one should be selected, based on the information collected on the previous day or on the same day, througha formal and analyticalexercise, which focuses attention on the selection of factual (quantitative) information considered more relevantandordered, according to its degree of importance. This concept is close to the case study in a classroom (Christensenet al, 1982). This process is inaccordance with the *Design* schools (Andrewset al, 1982) (the leader), Carnegie (Ansoff et al, 1965) (the planers) and that of positioning (the analysts) (Porteret al, 1980).

The consultants (external analysts) to whichsome political parties and governments use, arrive in a country, without any knowledge of society, carryout a SWOT analysis invariousways, which allows them in a few working days (discussion),

formulate the political strategy, over a period of two or threemonths (analysis and design), that is, two or three days are sufficient for the review and the annual update, of the political strategy (Tregoe and Zimmerman, 1980).

This means that they collect, select, treat, and analyze factual (quantitative) information, "play" with a set of generic politicalstrategies, from growth-participation matrices and the experience curve, write the report, issue the invoice, and leave (BCG, 1974-79, ADL, 1974-79, Mckinsey, 1976-79, PIMS, 1972).

There are several variables on which political parties and governantes payparticular attention in the process of formulating thepolitical strategy, such as, theposition of other political parties, the country, the qualityof the measures taken (modalities and other, and or services, the intensity of investment, return on investment and social satisfaction. This set of strategic political variables, is in accordance with the PIMS model (1972), in: (Schoeffer et al, 1974, 1980, Buzzell et al, 1975). "All situations of the political parties and the rulers are basically similar, in obedience to the same laws ofworldpolitics, sothat, astrategist trained, can operate usefully, in any country" (Schoeffer, 1980, pp. 2-5).

The strategic planning adopted by some political parties and governments requires not only predictability to formulate the political strategy, butalso stability, during its formulation. Although certain repetitive patterns may be predictable (e.g. the seasonality of fires), the consequences of discontinuities are practically impossible to predict (Spiro Makridakis, 1990, p. 115). The hope of political strategic planning adopted by somepoliticalparties and governments is the extrapolation of the past, based on recent or past (quantitative) historical information, as a way to foresee future trends and hope for the best. Long-term predictions (two or more years) are notoriously inaccurate (Hogarth and Makridakis, 1981, p. 122).

In military strategy this approach is also quite common, "we need to determine what our foreign policy will be, formulate a military strategy to implement this policyand then train the military forces, to successfully conduct the strategy", (Robert McNamara, in: Smalter and Ruggles, 1966, p. 70).

Traditional military art emphasizes the importance of being informed about the enemy and the place of battle and identifiesa set of relevantinformation, such as the location of the army, in relation to mountains and rivers, fight down hill and occupy horizontal or high ground, anticipating the advantage of the first who moves and who occupies the battlefield and waiting for his enemy, is at the advantage, because whoever arrives later, to the scene to fight, is tired (Sun Tzu, 1971).

The information on the art of war is, firstly the measurement of space, second to the estimate of quantities, third calculations, fourth the comparations and fifthly the probabilities. With many calculations one can overcome itself: with few no. He is much less likely to win the one who does not calculus any (Sun Tzu, 1971). Comparatively, even some rulers measure their position through social satisfaction, performanceand do simulation exercises(calculations) to determine the most favorable scenario. This concept is in accordance with the school of positioning (Porter et al, 1980) which emphasizes the study of the geographical area (country), in which the government operates.

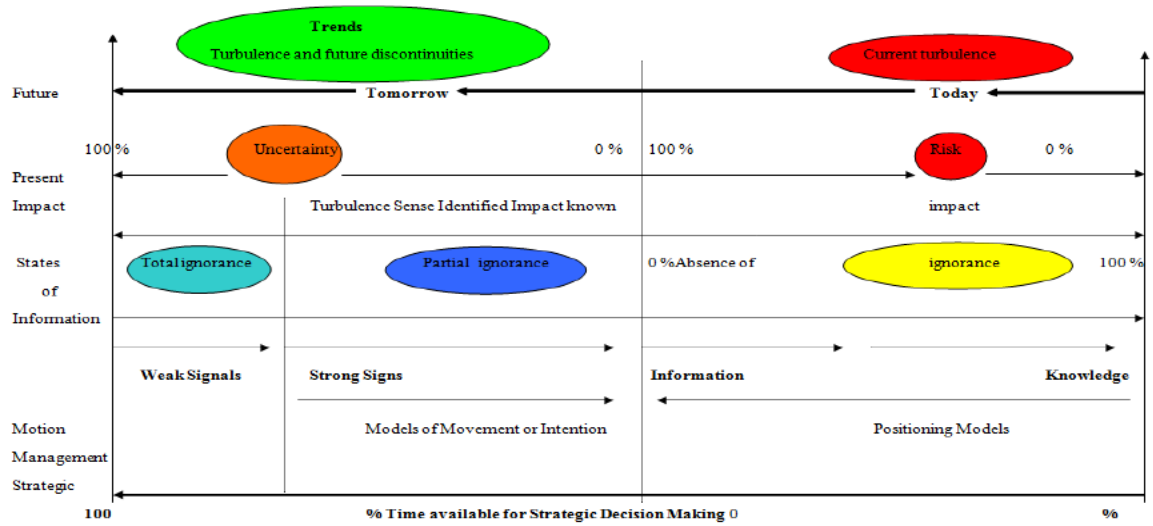
Model for formulating the Policy Strategy for the European Union

The political of the European Union manage people, in addition to other resources, including information subject to the filter of cognitive abilities and the "game" of influences and alliances. The definition of the political strategy tends to take the form of a perspective rooted in collective intentions and reflects the patterns of the use of resources and capabilities as an advantage. Governantes tend to regard information as a "resource" that can be acquired, stored, and possessed.

The information provides stability and comfort, and the governments to internalize it, transform it into knowledge, about the European Union and or about the world. However, there are limitations in the foresight models used sinceno non-quantifiable information (weak and or strong signs of changes) has not been considered. This governments actively exploit the imperfections of political information, through political activities, as a way of obtaining advantages.

The sources of information that "political analysts" and "political strategists "oftenuse are macroeconomic forecasts made by credibleinstitutionsin global terms, prioritizing quantitative rather than qualitative information. The information provides them with the creation of wealth and value for populations; the information allows them to increase the timeavailable, for strategic political decision-making.

Figure 2 - Model for formulating the Policy Strategy forthe European Union



Discussion, Conclusions and Clues to New Investigations

General Considerations

For information to be used by political rulers need to be valuable, sinceit is flooded with useless information. This requires a surveillance andfiltering process to identify what are the weak and strong signals and what relevant information they can rely on in strategic policy decision-making. Information adds value when it allows governments to realize political opportunities and strategic threats, noticing trends or potential problems. The information adds value when your analysis/interpretation comes to new ways of doing politics.

Weak and strong signalsand relevant information affect the success of governments, as they are a strategic resource of highadded value, since they allow governments to be constantly attentive /informed, about alternative (external) scenarios, in addition to consolidating at any time the important policies, inthe political strategic decision-making. To this end, these signals and relevant information should be managed by a surveillance and filtering process involving the ability to know/interpret specialized technical teams, world market development trends (weak and strong signals and information), while useful in location and time.

Social Transformations

Considering the previous analysis itcan be stated that we are witnessing the transformation of the Information and Knowledge Society in the Digital Society **for** the following reasons:

- The new Information and Communication Technologies (ICT's) have a constant influence on the daily life of businesses and people, becoming mediators of social relations and the economy and in the way of producing / disseminating, knowledge.
- ICT is used in new forms of economic, technological, political, and social surveillance.
- ICT plays a crucial role in the process of globalization, characterized by the wide circulation of people, ideas, and habits, and engages at high speed.
- The increasing insertion of Information and Communication Technologies (ICT's) in people's daily lives has promoted a relationship of deep dependence, between them.
- Everyday actions have become essentially informational.
- The complex digital society of technological innovation and communication, in which there is the creation of new environments and changes in people's organizational dynamics, in the way they understand reality, modifyingthe way theyrelate to the environment, with other people and how they conceive themselves in the face of reality itself.
- Digital computers operate from calculations and manipulate the rules for the organization of symbols, allowing the possible construction of mechanical models of the structure and dynamics of thought, through Artificial **Intelligence.**
- The theory of information promoted the social changes thatare currently experiencing and that have generated new types of problems, especially those that relate to the relationship between action / technology / environment.
- The impact of ICT'sthe academic and social spheres, the approximation betweenthe different Sciences, in thedevelopment of theories,aboveall, not technological innovation.
- The influence of ICT's in various areas of society (sociological, economic, scientific, and cultural) since society**is nourished by information.**
- ICT's are present and relatedto the person's and their physical and social well-being, and their continuous use, in everyday situations (e.g., leisure, work, etc.). It is a relationship of dependency between the personand ICT's.
- Increasing the power of ICT's, while reducing their cost of production and marketing;
- Improvement of ICT's in their interaction potential (machine-machine andhomem-machine);
- The rise of the zettabyte's era (dated 2010).
- ICT is responsible for bringing people closer and generating a deep relation of dependency, for the performance of routine actions, in today's world.
- The dependence of ICT's people and organizations is based on the mediation of common actions, such as financial movement (home banking), the acquisition of products and services (virtual stores, e-commerce), personal and professional interrelationship (via social networks, such as, Facebook, Twitter, or dating apps such as Tinder), access to movies (via streaming, YouTube, Netflix, etc.), urban mobility (via app, Uber, Taxi 99), making connections (using the network, via Skype, Whatsapp), the practice of physical activity (Runkeeper, for example), professional activities via SOHO (small office / home office), political organization (via websites or social networks), among others.
- ICT's havea deeper channel of action, in the conception of people's identity, because there is a growing support and overvaluation of social networks.
- The Web enhances narcissistic culture by expanding the forms of self-celebration and self-promotion. Relationship sites, in turn, end up encouraging vanity and competition. [...] young people strive to show in their profiles, photos and texts that value them and promote the increase in the number of people they add as "friends". [...], in the constant search for attention and social recognition, feeding the network with personal information in an intense way (social self).
- The center of work was 'distance work - telework'. In developed country societies, access to good jobs and a professional career will increasingly depend on a university degree with distance work, anywhere, in a country, in the globalized world.
- stopped working in the office and in the large urban centers, went through intellectual work and came to telework at home or elsewhere, outside the major urbancenters, rpresenting a break with the past.
- Knowledge has become the capital of developed economies and knowledge workers, which determines the values and norms of society.

- The great challenge for developed countries is to maintain the commitment to economic performance necessary fororganizations and countries to remain competitive.

The Political Strategy for the Government of the European Union

In relation to the process of formulating the strategy, several models could have been used, however the analysis / evaluation of the government's political positioning we use the common instrument for this which is *the SWOT analysis*, which aims to study the strengths and weaknesses (what is inside) and confront them with the opportunities and threats of the surrounding environment (what is outside) (Andrews, 1987). SWOT analysis can be used as a basis for the development of future strategies, as well as for the development of the political strategy plan.

All governments, regardless of their size, have in some way an explicit or implicit Strategic Plan, this may include, for example, the general ideas of a ruler. However, the Strategic Plan is generally more formal and elaborate. This document is called the **Political Strategic Plan for** the Government of the European **Union.** It is the document that describes the government's strategy, namely content and process, presenting the government's vision and how it will achieve its objectives. It is usually written toserveas a means of communication with stakeholders (external), especially potential investors. In addition, it can serve as an internal control mechanism and meta-achievement.

The Global Policy Strategy and for each area / sector:

Global

Globalisation is a reality and as such we must understand and focus on the various aspects of such globalization, namely:

To assume the Globalization of Information, Economics, Technology, Politics, Ecology and Society in general and whose consequences are the transition of the Information and Knowledge Society to the Digital Society with all the social, political, economic, technological, environmental, and other consequences.

Assume that the process of Globalization is developing at high speed, so it is important to surveillance economic**, technological, political and social, in the face of large digital environments, in order to guarantee the Freedom, Privacy and Security of citizens.**

To focus on electronic surveillance of smart cities and citizens as a way to reducecrime, based on Information and Communication Technologies (ICT's).

Assume that ICT'splay a crucial role in the process ofglobalization, characterized by the wide circulation of people, ideas, and habits, and develops at high speed.

Promote the Deconcentrating **/ Decentralization of large urban and population centers, based on ICT's support.** The stop works in the office and in largeurban centers, goes through intellectual work and comes to **telework** at home or elsewhere, outside the large urban centers, representing a break with the past.

Bet on smart cities, and sustainable development models,considering urban mobility, as well as smart **city** and its consequent correlation with Information and Communication Technologies (ICT's).

Economic Development

Promote the creation of Research and Innovation Centres in different areas of Knowledge, includinghealth, information and communication technologies, management, economy, sea, transport, industry, logistics, quality, etc., as a way to reduce the dependence of major international powers

Promote the creation of Technology Centres for Information and Communication Technologies to compete with major global potentials and reduce dependence on the European Union.

Promote the supply of natural resources (sea, nature, number of hours of sunshine, etc.), as a way of harnessing these resources in economic development (clean energy, tourism, clean and persistent forest, organic agricultural products, etc.).

Promote the creation of Logistics Centers together of land borders, to avoid major movements within the European Union, in the exchange of goods, that is, the products are transported to the border by the transporters of each country and within them by the national carriers.

Promoting transatlantic maritime foreign trade (exports/imports) through major European seaports

Promote the establishment of a European air transport company that ensures international transport and within the European Union, with the inclusion of existing aviation companies in each country (with professional management).

Promote in agricultural terms the internal self-satisfaction of the European Union (agricultural products – cereals, corn, olive oil, rice, potatoes, vegetables, vegetables, etc.), as a way of reducing external dependence in the sector.

Maintain the commitment, with the economic performance necessary for European organizations to remain competitive.

Promote the development of renewable energies (wind, solar, etc.), to reduce dependence on oil.

Education, Training and Youth

Promote the establishment of a database of specialised competences at European Union level, soas to be able in case of need and in therightplace, to locate those competences and to mobilize them where necessary.

Promote the uniformity of education systems, University, secondary, primary and child, so that curricula vitae are equivalent.

Promote vocational training in different technical areas at the level of all eu countries.

Promote student mobility among eu countries with social support.

Bet on Knowledge Management, which allows with the support of ICT's to **manage the Talents** of the **European**Union, worldwide. Increasingly, access to good jobs and a professional career will depend on a university degree with distance work, anywhere, in a country, in the globalized world. Knowledge has become the capital of developed economies and knowledge workers, which determines the values and norms of society.
Promote the centre dEducation,Training **and work** for **the « Teaching/ Training / Distance,** (the office of companies / organizations can be anywhere in the world), which will allow:

- Flexibilization of teaching / training / work schedules.
- Significant improvement in the quality of public transport and supply services.
- Reduction of levels of environmental and noise pollution.

Health

Promote the Deconcentration / decentralization of health services using ICT's, asa way for hospital services to be used only for serious cases, operations, and scientific research (***Telemedicine***).
Promote the establishment of the European Model of the European Health Service (SES), similar in all eu countries, consisting of public hospitals in large population centres and smaller cities, promoting telemedicine and **teleconsultations,** as a way of avoiding the hospital concentration of large population centers.

Promote the creation of the Health Database with the registration of the health care of all citizens of the European Union as a way of ensuring the mobility of citizens in terms of health.

Promote the creation / development of a pharmaceutical industry (research / production / distribution and Marketing) at European level, to reduce external dependence.

Citizens

Promote initiatives to increase the population in the European Union**as** a way of:

- Reduction of the average age of the population
- Reduction of social charges
- Increase in tax revenues

Promotingthe delivery of public services online atEU level as a way of improving the efficiency and effectiveness of public services provided to citizens as a way of making life easier for citizens.
Promote the standardizationof professional careers at European Union level and the creation of a Remuneration System covering two strands, career remuneration and additional remuneration for the performance of senior positions.
Promote the creation of Social Homes (in uninhabited public buildings) in all EU countries for the homeless and the unemployed, with the support of housing and food paid for unemployment benefits.

Culture

Promote the Development / creation of libraries online publications in all countries of the European Union, for consultation of citizens.
Promote european union support for cultural events (e.g., cinema, theatre, arts, etc.).

Justice and Human Rights

Promote the development and implementation of standardisation / standardisation of methods, methodologies, and procedures at European Union level, as a way to reduce deadlines and ensure justice with greater rigor, transparency, independence and uniformity of decision criteria,asa way to avoid the disparity of judgments.
Promote the deconcentrating/decentralization of justice using ICT's, tobureaucratize judicial processes and increase the efficiency and effectiveness of justice.

Security of Citizens and Goods

Promote the creation / development of the standardization / standardization of the nomenclature of **security** forces in all countries of the European Union (the military forces – army, aviation, and navy, to promote peace) and the Police **forces** to monitor government guidelines and maintain social order.
Promote/facilitate the mobility of security forces and police forces in case of need.

The Information Age is there and there's no way to go back to the past.

For any enterprisingand professional politician, the best thing to do is to try to understand the particularities oftentimes and respond to theopportunities that arise, if possible improving the quality of life of people (and gaining from it!). Even if Hyper connectivity displeases you, think about how to surf this wave instead of fighting it. Understanding this reality, you can even explore what comes from the negative impact of technology!

Anxious, agitated, and unable to organize their routine and fulfill theircommitments can look for solutions that help them live **better.** On the other hand, if a politician is fascinated by technology, know that minutiae and the operational are areas of interest of IT technicians.

A political need to know the technological solutions but must go beyond and internalize them in his strategic thinking. It's no use havinghuge databaseifall thoseinformation's don't turn into valuable insights for strategic **political**decision-making.

Limitations of the research study

We are aware of the limitations of the study, since some areas of knowledge have not been studied, such as taxation, capital movement, foreign policy and partnerships, entry/exit from new countries, etc.

Previous studies on the area of strategic political management on the European Union have several limitations that need to be addressed in future research. Firstly, they are often limited to some governmentsof the European Union and other governments that have no explicit and formal strategy.

In addition, previous research studies are difficult to compare, due to differences, in terms of the models ofgovern action (European, American, Chinese, etc.), or research period. Likewise, previous studies are limited to the generalizationof conclusions. In this regard, it would be interesting to examine whether there are differences in the use of strategic instruments in governance.

Clues to New Investigations

The Political Strategy of the European Union can support the leaders of each country, in its political action in the various areas and action, influencing all organizational levels ofgovernance, involving politicians, technical committeesand other members of the government,and thus provide the most assertive political decision-making at all levels of the governing structure. We are now asked the following questions:

- Was the COVID-19 pandemic provoked or was it a ploy of the world's major technology companies to provoke the rapid transition of the Information Society and knowledge tothe Digital Society?
- Has the COVID-19 pandemic forced global globalization at once, without being made continent to continent, country by country?
- Won't globalization of the Information Economy notquestion people's freedom and privacy?

Fundamental Concepts

Data, Information and Knowledge

Information is not the same as data, although the two words are often confused, so it is understood that the subtle distinction between these concepts is essential. The data do not convey sense or meaning of the facts, images or sounds, since they lack relational elements essential to the establishment of a complete meaning, lacking an internal relational structure for a cognitive purpose.

This structure is one of the attributes of the information. Data is transformed into information when its creator adds meaning to it Davenport and Prusak, (1998). Wiliam G. Zikmund (2000, p.19) defines knowledge as "the mixture of information, experience and understanding that provide a structure that can be applied in the evaluation of new information or new situations". Information "feeds" knowledge. Knowledge can thus be defined as a person's ability to relate complex information structures to a new context.

New contexts imply change, action, and dynamism. Knowledge cannot be shared, although the technique and components of information can be shared. When a person internalizes information to the point that he can use it, we call it knowledge Zikmund, (2000). This is a fluid mix of experiences, values, contextual information, and expert judgment, structured that provide a framework for evaluating and incorporating new experiences and information. Organizations are found not only in documents and reports, but also in organization routines, processes, practices and standards.

Knowledge has its origin and is applied in the minds of connoisseurs Davenport and Prusak, (1998), William Zikmund, (2000). Knowledge is information as valid and accepted, integrating data, acts, information and sometimes hypotheses. Knowledge needs someone to filter, combine and interpret information. Information can be considered as a "substance" that can be acquired, stored and owned by a person or group and transmitted from person to person or from group to group.

Information has a certain stability, and it may be better viewed as existing at the level of society Davenport and Prusak, (1998). Although we can store it using various physical supports, the information itself is not physical, but rather abstract and neither purely mental. Knowledge is stored in people's memory, but information is out there in the world. Whatever it is, there is somewhere between the physical world around people and the mental of human thought.

Knowledge = Internalized information + ability to use it in new situations.

Knowledge is found fundamentally and intrinsically within people. These are more complex and unpredictable at the individual level than an entire society, so it is not surprising that knowledge is much more difficult to obtain than information. Knowledge exists mainly within people; it is an integral part of human complexity and unpredictability.

Knowledge has a fundamental duality: it is something storable (at least sometimes we intend to do it) and something that flows (something that communicates from person to person). It is possibly the duality of knowledge (something that flows and storage process) that makes its treatment and management difficult. According to Dahlberg (2006), knowledge is organized into units of knowledge (concepts) according to its characteristics (objects / subjects / subjects). The organization of knowledge is related to a process of conceptual analysis of a domain of knowledge and from there, it is structured / architected generating a representation of knowledge about that domain that will be used for the organization of information about that domain of knowledge.

Matrix - 1 Data, Knowledge, and Information.

Given	Information	Knowledge
Simple observations on the state of the world: • easily structured. • easily obtained by machines.	Data with relevance and purpose: • requires unit of analysis. • requires consensus on meaning. • necessarily requires human	Valuable information from the human mind. Includes reflection, synthesis, context. • difficult to structure.

• often quantified. • easily transferable	mediation.	• difficult to capture on machines. • often tacit. • difficult to transfer.

Source: Davenport, 1998.

Data, information, and knowledge should be seen and analyzed from the continuing perspective of values and fundamentally marked by the growing human contribution – processing, management, action, result, learning and feedback, that is, human empowerment for actions that generate the desired results at the organizational level

Matrix - 2 - Data, Information, Knowledge, Actions / Results

	Data Processing	Information Management	Knowledge Management	Stocks/Results
Activities	• Data capture • Data definition • Data Storage • Data Modeling.	• Information Needs • Acquisition of information • Information Organization • Distribution of Information	• Knowledge Creation • Sharing of Knowledge • Use of Knowledge	• Strategies, alliances and initiatives • Products and Services • Processes • Systems • Structures • Values
Values	• Precision • Efficiency	• Access • Relevance	• Enables action • Value generation	• Innovation • Learning
	"Once we have the data, we can analyze it"	"Bringing the right information to the right person"	"If only we knew what we know"	The ability to learn is the only sustainable advantage"

Source: Adapted from Choo, (2002, p.258).

Sources of Information

For governates is important to know the sources of information, internal and external, which involve the world policy in which the country is inserted, because these sources vary in formats, nature and contents, not the process of using these sources, in the decision-making of strategic political. Choo (1994, 2006) classifies information sources into four categories: external, personal and impersonal, personal internal, and impersonal. The author states that information is an intrinsic component of almost everything a government does. The primary sources express the author's direct interference; secondary sources facilitate the use of knowledge from primary sources, since there is a differentiated treatment for them, according to their function; tertiary sources allow primary and secondary sources to be found.

Ribeiro (20013, p. 44), groups the sources of information into: external personal sources - colleagues of governance, experts, other rulers or ex. , consultants, partners, international fairs, congresses or lectures (face-to-face or telephone interaction); personal and internal sources – is public employees, co-workers, senior workers, partners (face-to-face or telephone interaction); electronic personal sources: e-mail (personal or state), forums, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, Messenger, Skype and the like; external impersonality sources - documents produced outside the country, such as magazines, magazines, web discussion groups, messenger, skype and the like; external impersonal sources - documents produced outside the country, such as magazines, magazines, web discussion groups, messenger, skype and the like; external impersonal sources - documents produced outside the country, newspapers, books, technical reports, regulations, government publications, radio or television broadcasts; internal impersonal sources - documents produced within the state, such as reports, studies, memos, paper files and work notes; and electronic impersonal sources - electronic documents in general, intranet, electronic databases of the state, government websites online, various Internet sites, news portals.

Weak and Strong Signals

Weak signals were initially used in military strategies (Ansoff, 1975; Choo, 2009), these signs have spread since then,, in various areas of knowledge, such as studies focused on the exploration of the future (political and business); the prevention of disasters or natural disasters, in medicine, and in organizational studies, in the fields of strategy (business or military), management and information systems for management. In all the areas mentioned, the main objective of the study of weak signals is identical: to anticipate uncertain, unexpected events, with significant potential impact in countries and society in general, to be well prepared to decide or act when they occur (Choo 2009; Lesca&Lesca, 2011; Holopainen&Toivonen, 2012; Mayer et al. 2013).

But what are weak signals? Weak signals are defined by Rossel (2012) as perceptions of possible changes, essentially hypothetical, within a process of construction of socially relevant knowledge. Detailing a little more, Schoemaker and Day (2009) describe weak signals, as part of the information, apparent, random, or disjointed, which at first glance, looks like a background noise, but which can be significant, whether viewed from other perspectives, or related to other information.

Example for better understanding of the difference between weak and strong signals. We are on the beach and we look at the universe and there's a few little clouds in the distance (weak signals). The warned go home because it may rain. Other vacationers see the same clouds, but think they are passing clouds. After a while, the clouds gather and get darker (strong signs) and it starts to rain. The unwarned get wet because it started raining. Those who predicted the rain are already home.

Clues / Anticipatory Alerts

In the field of strategic political management and anticipatory interpretation, the difference between signal and clue /alert lies in the intention of the information issuer and, consequently, the meaning and reliability of it. The word "signal" is understood as a deliberate intention on the part of the sender to communicate that information. This form approaches the idea of signaling, such as political analysis between countries, through public demonstrations (like market signals).

Political signals make it possible to know the intentions and future actions of other politicians. Dealing with the situation of anticipating information in strategic political management, it is not what the issuer explicitly wishes to communicate. What interests us most: it may be a deception or a common information. Conversely, what may potentially interest us is not always the subject of a deliberate issue of the issuer. What may most interest us and of greatest importance are the unintended, unintended, political emissions and manifestations of the "politicians" of the change we wish to anticipate. In this case, we can say that we are faced with **indications / alerts**.

Political Leadership

In Politics, leadership is linked to the interest in the quality of life of the populations, based on the ability of leaders and leaders to achieve the economic, financial,social,and political results of thesecountries. However, leadership is a broader matter than it can judge. The theme of politicalleadership has been little studied by different areas and fields ofknowledge. Of these areas, the most fruitful has been Management, which, under the tutelage of specific fields of knowledge and apracticality(particularly, organizational psychology and the human resources area) has delineated research programs on politicalleadership that carry very particular premises and interests.

In generalist studies - that is, academic-scientific guidance aims to improve the practice of the management of organizations - leadership is strongly linked to productive efficiency, having as fundamental presupposition the capacity of leaders and leaders to achieve social results, quality of life of populations, a measure almost always translated by this literature in the purely economic focus, and finance.

However, political leadership is a much broader matter than generalist-based literature can judge. As a social phenomenon, political leadership presents relations and social circles that go beyond the dimensions of countries. That is why we see in the literature on this subject the mention of political leaders, military, religious, community, activists, and intellectuals, aiming at the scrutiny of good practices and other references for the development of models and principles of good political leadership. Thus, the focus of investigation of the phenomenon of political leadership expands, but requires greater care from the researcher, regarding themisappropriation or reductionist of theperspectives coined in different social and academic fields

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