

MONOCLE

A BRIEFING ON GLOBAL AFFAIRS, BUSINESS, CULTURE & DESIGN

issue 19 . volume 02
DECEMBER 08 / JANUARY 09

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The 2009 GLOBAL FORECAST

The faces, forces, policies and products that will shape the world in the year ahead



**OUR 36 PAGE
GUIDE TO THE TOP
50 IN TRAVEL:
A SPECIAL SURVEY**

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UK £5
USD \$10
EUR 12 (est)
EUR 10 (est)
DKK 122
SEK 100
JPY ¥2,310
AUD \$12.95
SGD \$19.90 (est)
CAD \$10.00



20

NEW HEROES — Worldwide

Preface

Monocle has drawn up a shortlist of 20 people – from politics, business, music and design – who we want to hear more of in 2009. By overcoming the odds, finding gaps in the market and thinking creatively, they've already helped make the world a better place.

ILLUSTRATOR
Susumu Uchida

This is going to be a year when the world shifts – in a good way. From retail to politics, music to urban design, people are going to look at what is really important to their lives, what they really want to own, and really want to believe in. We'll look back at 2009 as a year when we reinvested in people with integrity and in brands with core values we can trust.

And around the globe there are people that have all the qualities needed to thrive in this new world. These are people who have found business opportunities and causes that we can all believe in – and take pride in.

From the Portland coffee chain owner who brings his roasters to the US on internships (and pays them a full American salary) to the hotelier helping her nation shake off its “Axis of Evil” mantle, and the Lebanese foodie who is healing his country's sectarian divides, to the Italian politician taking a stand against corruption, this is MONOCLE's choice of 20 people who deserve a bigger stage. Few are household names, all have something we need for the year ahead.



Lord of the wings

Mark Adam

Mark Adam, founder and CEO of the British fashion label Adam Lashley, is a man who has built a reputation for his ability to overcome the odds. In 2008, he was named one of the most influential people in the world by *Forbes* magazine. Adam's success is a testament to his ability to think creatively and find gaps in the market. He has built a brand that is not only successful but also socially responsible. Adam's story is a great example of how one person can make a difference in the world.



Small matter

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Social constructor

Alejandro Aravena

Architect, Chile

Chilean architect Alejandro Aravena is in a hurry. "The city can improve quality of life, right here, right now." His template for a new kind of social housing is doing just that. There are 10 developments in the pipeline featuring his low-cost homes in South America.

Aravena, who studied at the Universidad Catolica in Santiago, set up Elemental in 2005 with transport engineer Andreas Jacobelli (they met when Aravena was teaching at Harvard). It's a "do-tank" to answer "questions outside the realm of architecture".

Social housing is one of the most globally neglected sectors in architecture – and Aravena went back to basics to get the "equation" right. "Social housing in the Third World is too small, too fragile, like matchboxes," he explains. Instead of cramped, run-down buildings on the outskirts of cities, Aravena creates properties with the DNA of a middle-income house and built on more expensive land.

Investing in premium land means there is less money to spend on construction – so just half of the home is built (around 40 sq m). It's up to the owners to add the rest on when they can (up to 80 sq m). Each project takes about 10 months* to build. The budget for a house is \$10,000 (£8,000). — S.L.B.



Narrowly cast

John Parnell

John Parnell is already a name in Portugal. He is a London-based architect who has worked on the Avenida da Liberdade in Lisbon. He is also the founder of the firm Parnell Architects, which has worked on projects in Lisbon, Madrid and Barcelona. He is currently working on a project in Lisbon, which is a residential development on the Avenida da Liberdade. He is also working on a project in Madrid, which is a residential development in the city center. He is also working on a project in Barcelona, which is a residential development in the city center.

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How was your first job and what was it like? It was very challenging and I learned a lot from it. I was working on a project in Lisbon, which was a residential development on the Avenida da Liberdade. It was a very interesting project and I was able to work with some of the best architects in the world. I was also able to learn a lot about the local market and the needs of the clients. It was a very rewarding experience and I am grateful to have had it.



Hungry for justice

Barbara Kohn

Barbara Kohn is a professor at the Harvard Law School. She is also a senior advisor to the President of the United States. She is currently working on a project in the White House, which is a residential development in the city center. She is also working on a project in the State Department, which is a residential development in the city center. She is also working on a project in the Department of Justice, which is a residential development in the city center.

