## 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

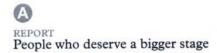
The faces, forces, policies and products that will shape the world in the year ahead

01 Global leader 05 Hot regions 10 Smart brands 15 Flashpoints 20 Fresh heroes 25 Media stars 50 Happy ideas

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## 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.





People who deserve a bigger stage



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### Social constructor

#### Alejandro Aravena

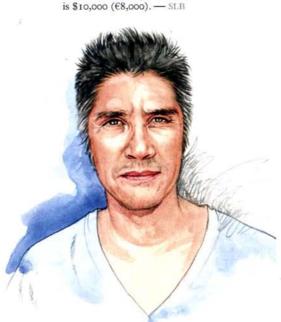
Architect, Chile

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 Iacobelli (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 (68.000). — SLB





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