

The Coronavirus pandemic illustrated the importance of
Transparent Remote Work Management as an

Essential Part of Pandemic Response



Tens of millions of professionals have abruptly switched to work-from-home due to the pandemic. Yet most businesses are so unprepared to handle remote work that even such major tech corporations as Yahoo, IBM and HP had previously given up on telecommuting. Designated by Citigroup as the Top People Management Solution, our TransparentBusiness boosts the productivity of remote work by making it easy to monitor and coordinate, see kmgj.us/tb TransparentBusiness has been acclaimed as a breakthrough that may alleviate the economic damage to many businesses and alleviate the damage to the national economy.

TransparentBusiness seeks funding to capture the resulting demand.

Our objective is to make TransparentBusiness the default tool for enabling efficient remote work work and help businesses and governments around the world to withstand the COVID-19 pandemic.



Announcing a Limited Opportunity to Apply for pre-IPO Stock of TransparentBusiness

On May 1, 2020, TransparentBusiness plans to release five million shares at \$2 per share. The deadline for submitting applications for participation is at 5PM EST on Friday, April 24th, 2020. The priority will be given to the applications from major investment funds.

TransparentBusiness is a SaaS (Software-as-a-Service) company which strives to become synonymous with the categories of Business Transparency and Remote Workforce Management. It's a much larger market than that on which Salesforce.com has grown to \$160B valuation. Whereas Salesforce.com mostly provides a CRM solution to B2B salespeople, TransparentBusiness can be used to monitor and coordinate ANY type of computer-based work.

Current investors of TransparentBusiness include Telefónica, one of the largest tech companies in the world, as well as current and former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank, CA Technologies, Airbus and Accenture.

 *"TransparentBusiness helps companies better monitor the work of remote employees"*

THE WALL STREET JOURNAL.

As seen in:

Bloomberg

 **USA TODAY**

INVESTOR'S BUSINESS DAILY*

Deal.



THE WALL STREET JOURNAL

The Street



TransparentBusiness has already received market recognition and acceptance as evidenced by its agreements with:

facebook **Google**  **Microsoft**



TransparentBusiness is sold by ADP, the payroll-processing giant and a component of NASDAQ and S&P indexes. This partnership allows us to bypass the lengthy due diligence and new vendor approval processes, insulating TransparentBusiness from small competitors.



Silvina Moschini, co-founder of TransparentBusiness, interviewed on the success of our first two rounds of financing.

PULSE 2.0

TransparentBusiness Raises Second Round Through Initial Private Offering

By Dan Anderson • February 3, 2020

TransparentBusiness announced it successfully completed its second round of financing bringing the total amount raised to more than \$6 million. TransparentBusiness — a Top People Management Solution company — announced it has successfully completed its second round of financing bringing the total amount raised to more than \$6 million. TransparentBusiness' investors include current and former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank, and Accenture.

Telefónica invested in TransparentBusiness through Wayra.

"In a world of continuous change, TransparentBusiness is not only transforming the way we work but also demonstrates that technology can respond, positively, to the challenges posed by the Future of Work by making the lives of people be easier," said Wayra director Paloma Castellano.

Rather than seeking funding from venture capital funds, TransparentBusiness decided to raise funds from individual investors using new SEC Rule 506(c) — which allows for "general solicitation and advertising" of the investment opportunity.

"Only 2% of VC money goes to women... By offering our equity directly to individual investors, we've been able to overcome the VC gender bias," explained TransparentBusiness Co-Founder, President & Chairwoman of the Board Silvina Moschini. "Our objective is to make TransparentBusiness synonymous with the category of Business Transparency, globally."

TransparentBusiness had advertised its Private Offering in major publications, indicating that the investors in the current round have a chance for the ROI exceeding 90,000%.

TransparentBusiness Chief Investor Relations Officer Andrew Winn pointed out that "Practically every caller was very skeptical as such returns do sound 'too good to be true.'" But Winn noted that the company was able to present to them a strong investment case of why TransparentBusiness may become one of the success stories of the IT sector.

The Deal

Venture Capital

By Steve Gelsi • October 26, 2018

...a New York-based software startup called TransparentBusiness Inc. has drawn backing from Fortune 500 executives through a relatively new type of securities offering called 506(c) as part of an effort to raise \$10 million this year.

Alex Konanykhin, CEO of TransparentBusiness, said he decided to reach out directly to accredited investors by purchasing ads in financial publications. One particularly bold ad includes the figure, 90,000%, with a question mark next to it.

Konanykhin said the ad speaks to the large market opportunity for his company's software, which helps governments eliminate fraud by verifying billable hours charged by outside contractors. ...

The company's investors in the convertible offering include: ... Javier Polit, CIO, Procter & Gamble (\$100,000); Ken Arredondo, former President of CA Technologies and a TransparentBusiness. board member (\$150,000); Jorge Titingier, former CEO of SGI (\$100,000); Ximena Querol, CEO of Sector3 Social Venture Group (\$125,000) and Andrew Winn, former portfolio manager at BarclaysGlobal Investments and now senior vice president of TransparentBusiness (\$110,000).

One of the investors, Ken Arredondo, told The Deal he invested in TransparentBusiness and agreed to serve on its board of directors because of the company's strong management team and the huge market opportunity to increase transparency of outsourced contracts worldwide. He believes in the company's product and said it's unique.

"It's a SaaS-based, easy-to-use tool," he said. "There are a lot of have what they have. There will be competition, but they have the product now. They have first-mover advantage."

Arredondo plans to keep his investment in the company for at least two to five years. By then, the company could be large enough for an IPO or a sale.

A 506(c) offering, unlike other private offerings such as private-investments-in-public-equity, or PIPE deals, don't carry the same restrictions around the marketing of private offerings.

The 2012 JOBS Act laid the foundation for these offerings, to allow more public marketing around private offerings to stimulate investment and economic growth.

Konanykhin said some U.S. states are in the process of introducing legislation to monitor billable hours, which would mandate the use of TransparentBusiness's software as the only platform available to do this.

The passage of any of the bills would drive new business at the company, which uses block chain technology in its software to track billable hours.

Konanykhin has led the company since 2015, said the 506(c) offering and accompanying ads will help raise the brand profile of the company and help it reach out to more state and local governments.

It's not his first business, by a long shot. He was once known as the Russian Bill Gates as Russia privatized under Boris Yeltsin.

TransparentBusiness Raises \$6.1M to Bring Full Transparency to Remote Work

by AlleyWatch

Remote work is becoming increasingly popular. According to a recent report issued by FlexJobs and Global Workplace Analytics, in the U.S. alone, there has been a 44% growth in remote work over the last five years. The dubious side of remote work is that it's easy for remote contractors to overbill clients like the case of SAIC and NYC in 2012. The latest solution to this problem is TransparentBusiness, the company that makes it easy to use to monitor and coordinate any type of computer-based work, while still respecting a user's privacy.

A promotional graphic for TransparentBusiness.com. The background is a close-up of the bronze bull statue from the New York Stock Exchange. The text is overlaid on the left side of the image. At the top, it says 'FUNDED IN NEW YORK' in large white letters. Below that is the TransparentBusiness.com logo, which consists of a circular icon of colored dots followed by the text 'TransparentBusiness.com'. Underneath the logo, it says 'TOTAL FUNDING \$6.1M'. Below that, it says 'INVESTORS:' followed by a list of investors: 'TELEFONICA, AS WELL AS CURRENT AND FORMER EXECUTIVES OF MORGAN STANLEY, MERRILL LYNCH, J.P. MORGAN, STIFEL, BANK OF AMERICA, BARCLAYS GLOBAL INVESTORS, UBS, WELLS FARGO, GOLDMAN SACHS, CITIGROUP, TRUST COMPANY OF THE WEST, DEUTSCHE BANK, CA TECHNOLOGIES, AIRBUS, AND ACCENTURE'. At the bottom of the graphic, it says 'TOTAL FUNDING \$6.1M - SOFTWARE, MANAGEMENT' and the AlleyWatch logo.

Named by CitiGroup as the “Top People Management Solution”, TransparentBusiness states that it can coordinate and boost remote productivity by 15-40%. Additionally, TransparentBusiness is embarking on a bigger mission to make transparent verification of billable hours required by law. Already 33 states have introduced the bills that are underpinned by TransparentBusiness’ suggestion.

AlleyWatch interviewed CEO Alex Konanykhin to learn more

about the state of remote work, the company's future plans, and recent Initial Private Offering, which completely bypassed the venture process.

Who were your investors and how much did you raise?

Our investors include Telefonica (#141 on the Forbes' list of the World's Largest public Companies) as well as current and former executives of Morgan Stanley, Merrill Lynch, J.P.

Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank, CA Technologies, Airbus, and Accenture. We've just completed our second round, bringing the total amount raised to over \$6M.

Tell us about the product or service that TransparentBusiness offers. Designated by Citigroup as the "Top People Management Solution" our platform greatly increases the productivity of remote work, protects from overbilling, allows for easy monitoring and coordination of geographically distributed workforce and provides real-time information on the cost and status of all tasks and projects.

What inspired the start of TransparentBusiness?

TransparentBusiness was developed in 2008 as an internal tool for KMGi, an IT outsourcing company, in order to make the work of its programmers, designers, and animators visible to its clients.

How is TransparentBusiness different?

TransparentBusiness makes all computer-based work easy to monitor and coordinate by making it visible ("transparent") to the managers and clients.

What market does TransparentBusiness target and how big is it?

The market is roughly 20x larger than that on which Salesforce.com has reached a \$145B valuation. Whereas Salesforce.com provides a CRM solution for B2B salespeople, TransparentBusiness can be used to monitor and coordinate any type of computer-based work.

TransparentBusiness seeks to become the primary tool for managing the work process of the hundred millions of people who do computer-based work worldwide.

What's your business model?

SaaS. We strive to become synonymous with the categories of Business Transparency and Remote Workforce Management. Our business model is the same as with Salesforce.com and other SaaS platform which charge a licensing fee per each user. In our case, it's \$30 per month per user.

What was the funding process like?

Instead of seeking funding from Venture Capital funds, we conducted an Initial Private Offering by advertising it in the Wall Street Journal, Investor's Business Daily, Bloomberg and other news media.

What are the biggest challenges that you faced while raising capital?

Overcoming "it's too good to be true" knee-jerk reaction to our argument that TransparentBusiness is a possible hectacorn was definitely the most challenging obstacle. To resolve this issue, we've produced and placed at kmgi.us/506 a series of videos that address the typical points of concern of prospective investors.

What factors about your business led your investors to write the check?

Most of our investors are financial and IT executives who know that successful tech projects may generate an astronomical return on investment. They invested when we succeeded in convincing them that all factors required for such success are present in TransparentBusiness.

What are the milestones you plan to achieve in the next six months?

We hope to have our bills starting to become a law, making transparent verification of billable hours the new standard of public procurement.



"By making all computer-based work verifiable, TransparentBusiness protects government agencies from overbilling. Our pitch to legislators is as simple as 'Save your state tens of millions of dollars with zero cost and zero risk!'"

Can you discuss the TransparentBusiness bills?

Legislators in 33 states have introduced the bill suggested by TransparentBusiness, seeking to make transparent verification of billable hours mandatory.

By making all computer-based work verifiable, TransparentBusiness protects government agencies from overbilling. Our pitch to legislators is as simple as "Save your state tens of millions of dollars with zero cost and zero risk!"

Overbilling cases amount to hundreds of millions of dollars. For example, SAIC recently overbilled New York over \$500M dollars on a single project. Before TransparentBusiness, state auditors had no tools to verify the accuracy of invoices



ALEX KONANYKHIN

Transparent Business

based on billable hours. Many invoices for professionals are based on the “honor system”, with some contractors “robbing the state blind”.

TransparentBusiness gives state managers real-time information about the work performed for the state by programmers, architects, engineers, and other professionals, but does not intrude on their privacy. The tool is controlled by the worker, who can start and pause it whenever they wish, so only billable activity is documented.

TransparentBusiness boosts the productivity of billable time 15-40% by eliminating time wasters from the billing. We preclude contractors from billing the state for the time spent engaged in non-project related activities such as online shopping, playing computer games, chatting with friends, updating social profiles, watching funny videos, sending out resumes or even working for another client.

The savings would come to the state at no cost to taxpayers, as contractors will bear the modest cost of complying, just like they have always absorbed other accounting costs. There's also no risk, as TransparentBusiness is available

from ADP, the largest payroll processing company and a component of NASDAQ and S&P.

What advice can you offer companies in New York that do not have a fresh injection of capital in the bank?

Be ultra-conservative in spending your remaining capital as the U.S. economy is overdue for a recession and the COVID-19 pandemic may trigger it.

Where do you see the company going now over the near term?

The Coronavirus pandemic illustrated the importance of Transparent Remote Work Management as a Key Element of Emergency Preparedness. Our objective is to present TransparentBusiness to the national, provincial and municipal governments in China, to the governments of other countries and to the corporate leaders around the world as the indispensable emergency response/preparedness tool.

Remote work there is no longer a matter of convenience or economic efficiency;

it's literally a matter of life and death.



“Our objective is to present TransparentBusiness to the national, provincial and municipal governments in China, to the governments of other countries and to the corporate leaders around the world as the indispensable emergency response/preparedness tool.”

Unnecessary commute and congregating in office buildings increases the rate of spread of the disease. Accordingly, the most populous country in the world, with 1.5B inhabitants is urgently switching to a remote work model. Other governments are preparing for similar emergencies. Managing remote workers blindly is notoriously inefficient. TransparentBusiness makes remote computer-based work easy to monitor and coordinate and boosts its productivity by 15-40%.

Where is your favorite bar in the city for an after-work drink?

The Aviary. It's spacious, has great views and not too noisy.



As the result of us demonstrating the benefits of TransparentBusiness to politicians across the country, legislators in 33 states have introduced the bills which seek to make such transparency mandatory for government contractors. On the photos, Silvana Moschini, the co-founder of TransparentBusiness, with Joe Biden and Senator Corey Booker.



TransparentBusiness team is working on making transparent verification of billable hours the new standard of public procurement. Such transparency will save billions of dollars to taxpayers, by protecting public funds from overbilling by contractors, see our AvoidOverbilling.com.



Silvana Moschini, a founder and the President of TransparentBusiness, with Mark Zuckerberg, the founder of Facebook. TransparentBusiness is a Technology Partner of Facebook.



Senator Jim Nielson and Assemblymember Ken Cooley presented Alex Konanykhin CEO of TransparentBusiness, the California State Senate Certificate of Recognition for Economic Development.

Founders and Directors

Designated by Citigroup as the Top People Management Solution, TransparentBusiness is poised to set new standards of workforce management and, possibly, become a major tech company valued at tens of billions of dollars. But what is the history of TransparentBusiness? Who are its principal decision-makers?

Silvina Moschini worked in senior executive positions for VISA, Compaq and Patagon – one of the most successful FinTech startups of the Internet Craze era - before founding her business communications company in Miami in 2003. In addition to founding a successful company, she's a prominent international speaker and industry expert, with hundreds of TV appearances.

Alex Konanykhin defected from the USSR in 1991 and was granted political asylum in the United States for opposing corruption in Russia. Because Alex studied at the best tech college in Russia, he started an IT outsourcing business in New York City, which received a lot of acclaim during the Internet Craze years.

In 2007, Silvina and Alex met, married and merged their businesses. In 2008, they moved to Italy and, to efficiently manage their staff in the United States and in other countries, they asked their tech team to develop the TransparentBusiness platform. Initially, it was just an internal tool of KMGi, their outsourcing company, but in 2016 Citigroup designated TransparentBusiness as the Top People Management Solution, as the result of an international competition with more than 200 software companies as contenders.

Encouraged by such an endorsement, Silvina and Alex presented TransparentBusiness to other major corporations, secured deals with “the Mount Rushmore of Tech Business” and persuaded legislators in 33 states to introduce bills which seek to make transparency mandatory for government contractors.

The Board of Directors of TransparentBusiness consists of five persons:



Silvina Moschini
Founder and President

In 2003 Fortune magazine called Silvina “Miss Internet” and she has since remained one of the most prominent Internet entrepreneurs, with hundreds of appearances on CNN and other networks, articles in scores of publications around the world and keynote appearances at major events.



Alex Konanykhin
Founder and CEO

The Wall Street Journal reported: “Mr. Konanykhin was a whiz-kid physics student who became a pioneering Russian capitalist in early 1990s, building a banking and investment empire valued at an estimated \$300 million all by his mid-20s.” In 1992, Alex defected to the United States and was granted political asylum for opposing corruption.



Moe Vela
Director

Moises V. “Moe” Vela, Jr. is a lawyer and the first Hispanic to serve in two senior executive roles in the White House, first as Chief Financial Officer and Senior Advisor in the Office of Vice President Al Gore, and later as Director of Administration for Joe Biden, the Vice President of the United States.



James Costos
Director

A former U.S. Ambassador to Spain. Prior to his diplomatic career, Amb. Costos had been an executive at HBO and Tod's with responsibilities encompassing global positioning, external relations, marketing and communications.



Roel C. Campos
Director

Beginning in 2002, Roel was appointed twice by President George W. Bush and confirmed by the US Senate as a Commissioner of the SEC, serving until 2007. During his tenure, Roel presided over hundreds of complex enforcement cases and rulemakings, involving the full range of federal securities laws.



Remote Work as an Option at the Time of the Coronavirus Quarantines

February 25, 2020 - Guillermo Arduino

Guillermo: Silvina, for entrepreneurs, critical events bring opportunities?

Silvina: That's right, Guillermo and we have the opportunity to help. We believe that technology can reduce the impact and risk of infection of this outbreak that is becoming a pandemic. We'd like to extend this opportunity to facilitate remote work, help companies to have business continuity and help people to stay safe.

Guillermo: Is it mostly large companies that embrace this type of remote work option or small companies do it too?

Silvina: It differs on the case-by-case basis, Guillermo. Large companies are at great risk of losing millions or potentially billions of collars due to the business interruptions caused by people unable to go to work for a long time. But there are also companies that are already "born digital" with an agile vision of how to grow their structure and how to work with people remotely. It is also very important for the inclusion of women in the workforce because as you know, women seek to achieve work/life balance and the changes in the work model give us a much better opportunity to work and to enjoy the family at the same time.

Guillermo: And these advances, I imagine, also help companies know that employees are at home working, right? That's a typical concern. One would not say: fantastic, I go home, turn on the computer and start watching a series. There's a technology that avoids this type of abuse?

Silvina: Binge-watching Netflix, as many call it. The lack of trust is the primary problem for which bosses, don't want to let people work from home, not having the certainty that employees are working and not playing pokémon instead or sell stuff on eBay. The three problems which we seek to resolve with our technology are: lack of trust, the



ability to collaborate in a unified and uniform way between geographically distributed teams and, of course, the ability to assign and control tasks. We believe that remote work is an accelerator both in times of crisis and in business-as-usual times, because as companies grow and more technologies reach the market, managers realize that talent is not necessarily located near their offices.

Guillermo: I imagine that what companies measure productivity more than the work time and that productivity can be easily evaluated. One can spend many hours in the office building without producing much, maybe as I said at the beginning, and with this I also close, the current critical situation calls for tools like TransparentBusiness to be adopted then accepted as new standard (normalized).

Silvina: Exactly, we are looking for such normalization and we are also looking for people to be safe, because this epidemic, which is already becoming a pandemic, is affecting lives of many people, and not only in China, as there are already cases around the world and this is going to last a long time. The economic impact is huge and so I think that it's time for other entrepreneurs to offer their assistance in containing this outbreak that is life-threatening for many people.

Guillermo: And we also see how it affects the Dow Jones index, since yesterday and today we hear reports of it's falling.



Virus Sparks Worldwide “Work From Home” Trend

February 27, 2020 - Richard Quest

Richard Quest, CNN: Chevron is having some of its London employees to work from home after a worker with flu-like symptoms was tested for coronavirus. Currently, there’s no known outbreak in that office and workers are staying away until the results are known. In China millions of people are working remotely as governments and companies encourage workers to stay at home, to prevent the virus from spreading. I know numerous colleagues from particularly our Asia offices, some of whom are working from their home down in Sydney and in Melbourne and are all staying at home. Now Silvana Moschini is the CEO of the TransparentBusiness, who tells people, you basically tell people about remote work amongst other things, the ways in which it can be done, and you’ve donated a million dollars to help fight the coronavirus outbreak.

Silvana Moschini, TransparentBusiness: Well, it’s something that is happening right now and it’s spreading globally, and business continuity is key, not only for governments but also for corporations. So as a social entrepreneur, we are trying to help by pledging a million dollars worth of our technology to help businesses in China to actually effectively deploy work from home models, to bring transparency into remote workforce management.

Richard: Work from home can go so far, how do you think it can best help in this environment?

Silvana: By bringing transparency into the remote work process. Richard, when you think of remote workforce management you have to deal with three issues: trust, engagement, and accountability. Our technology makes all the work verifiable, so the managers can rest assured that people, even when they are at home, are actually working. It also brings collaboration tools like video conferencing and video chats.

Richard: Because of course, unless it is a structured remote working plan, working from home, I’m not saying it means doing nothing but it means on having a lighter day.

Silvana: Actually people are more productive working from home. But what’s important is, when you deploy these types of programs at scale, you need to have a process and even need to have transparency to make sure that people are actually working in a much more structured way without having to show



up at work. Meaning you shift the monitoring from the person’s physical presence into the work process and this is key.

Richard: How realistic is this? To scale up quickly as this virus continues?

Silvana: I think it’s very realistic and not only because of coronavirus, because coronavirus is an accelerator, but Millennials are going to be 75% of the workforce in the next five years and they want to work remote. They wanna work from home, from anywhere with flexibility.

Richard: What do you see as the limitations for working from home? Clearly I can’t work from home most days because I have to be here at a particular hour. So what are the limitations?

Silvana: The limitations are when you have to do things that are not computer-based. If it’s something that can be done in the computer, you can actually log in on the computer, the technology can make the work that you do visual, so your supervisors or your team members can actually see how your work is evolving.

Richard: All the different things we’ve seen over the years, flexible working, working from home, remote working, hot desk sharing, all these different, the workplace today is quantumly different from how it was when I started in the 1980’s and probably when you started too.

Silvana: We started pretty much at the same time. Yes, absolutely and it’s going to change dramatically because we are living a perfect storm for digital transformation. We sell things on the internet, we do online banking, we do pretty much anything, even finding our significant others. So we need to make work digital and through technologies that exist today, this can work better for the employers but also for the employees. So it’s shifting massively and it’s shifting very very fast, Richard.

Richard: Working from home, but you do get a chance to shake hands today. Thank you very much for joining us. Thank you.



How companies in the U.S. should prepare for the coronavirus

February 28, 2020 - Megan Cerullo

The Centers for Disease Control and Prevention this week called on Americans to start preparing for a potential coronavirus outbreak in the U.S., raising questions about what measures employers large and small may need to deploy to protect their workers while staying open for business.

Americans should expect quarantines and ready themselves for a “new normal” over the next several weeks, CBS News contributor Dr. David Agus told CBSN Thursday, warning that “our way of life will change.”

The CDC on its website outlines steps employers can take to help curb the spread of the virus. Yet some of these recommendations — like restricting employee travel — conflict with the demands of conducting business both domestically and abroad. Others are at odds with the often-cutthroat corporate culture in the U.S. **The federal agency’s top recommendation to companies? Work from home.**

“Actively encourage sick employees to stay home,” the CDC advised. Dr. Agus echoed that point of view and also took it one step further, **saying companies should be planning for their whole staffs to work remotely.**

“There are going to be areas of quarantine in the U.S., and workflow is going to be dramatically changed. So the great companies of the world will start policies for employees to work from home,” he told CBS MoneyWatch.

“You then have to think about how they will work from home, and questions like, ‘How do you deal with supply chains? Do you arrange for equipment for employees working from home?’ This is a wake up call for companies,” he added.

Such guidance could usher in **a mass work-from-home experiment** akin to those taking place in China and other countries where coronavirus outbreaks have occurred.

“Not working for an indefinite amount of time is unsustainable for individuals, businesses and the national economy. Providing an opportunity for efficient work-from-home alleviates the damage caused by the pandemic,” said Alex Konanykhin, co-founder and CEO of TransparentBusiness, a digital platform that help companies manage remote workers.

The virus, which causes the coronavirus disease, officially called COVID-19, was first detected in Wuhan City in Hubei province in China late last year. There are currently 60 coronavirus cases in the U.S., a number that public health officials expect to grow — soon.

Experts warn it could spread particularly fast in cities like New York, where residents rely heavily on public transportation to commute to work. **Mass transit shutdowns,** or at the very least a limit on the number of passengers per subway car, for example, could be on the horizon.

“I take the metro here in D.C. every day and it’s like a sardine can. That’s probably going to be something we have to stop because if you are in close contact, sharing all sorts of surfaces, it’s probably a great opportunity for transmission,” said Christopher Mores, global health professor at the Milken Institute School of Public Health at George Washington University.

When should employees work from home?

Public health officials have repeatedly emphasized the importance of what the CDC has referred to as “social distancing” to mitigate person-to-person transmission of the coronavirus. Experts say companies will need to be especially stringent in telling sick employees to stay home starting immediately. But enforcing such a rule, even for workers that can perform their job functions remotely, might not be as easy as it seems.

“The U.S. work culture is such that at some companies you go to work even if you are sick. It’s either the expectation or a point of pride, and that kind of organizational attitude can make it difficult,” said Danielle Ompad, an associate professor of epidemiology at the New York University School of Global Public Health.

"If employees have symptoms, encouraging them to stay home and not penalizing them in some way is the biggest thing a company can do," she added.

For many workers, of course, interacting with customers is an essential part of the job, such as in the restaurant business. And employees could be vulnerable physically — and financially — if they aren't eligible for paid sick leave.

"Too many people go to work when they are sick because they don't have paid leave, and it becomes a public health hazard," Olga Jonas, senior fellow at Harvard Global Health Institute, told CBS MoneyWatch.

"Some workers also get fired for calling in sick, so there's nothing incentivizing them to stay home without sick leave," she added.

Ompad reiterated the importance of companies not penalizing workers for calling in sick, especially during a viral outbreak: *"Don't put people in a position where they are worried about their paycheck or income, because that may drive people to go out when they are sick, which won't be good for them or the community."*

Even employees who seem healthy should consider staying home given that individuals with the virus may not display symptoms immediately, or ever, experts said. In California this week, authorities reported that a woman with no known exposure to someone with COVID-19 had tested positive for the illness, stoking fears

that more people could become infected through what health experts call "community spread."

"If this kind of cryptic, community transmission continues to propagate, we will certainly see a whole bunch of approaches to try to break transmission," Mores said.

Columbia University epidemiologist Dr. Stephen Morse suggests policies for companies that include staggering work hours, implementing generous sick leave policies and only requiring that essential personnel be physically present.

"Offices and cubicles are not conducive to staying healthy, and I've talked to companies who are seriously thinking about having their employees stay home," he said.

Travel restrictions and 14-day quarantines

Multinational companies from banks to technology firms are banning non-essential employee travel to those countries where outbreaks have occurred, including China, Italy and South Korea. They are also requiring that employees who've already traveled to those nations, or been in close contact with someone who has, self-quarantine for a period of 14 days.

Government-mandated travel restrictions are also impeding some workers from attending industry events and conferences. Ravin Gandhi, founder and CEO of GMM Nonstick Coatings, a provider of coating products to



"Not working for an indefinite amount of time is unsustainable for individuals, businesses and the national economy. Providing an opportunity for efficient work-from-home alleviates the damage caused by the pandemic," said Alex Konanykhin, co-founder and CEO of TransparentBusiness, a digital platform that help companies manage remote workers.

cookware and appliance makers, is concerned that some of the company's China-based employees will miss an upcoming housewares show in Chicago.

"We have a lot of tech service people, chemists and meetings with our American-based clients, and none of these people — who are the most crucial — can come," Gandhi told CBS MoneyWatch.

So he's devised a workaround: *"We have sent a few people to visit clients in other countries — Thailand, Vietnam, Indonesia — to burn off the 14-day quarantine period,"* Gandhi said.

His U.S.-based workforce mostly telecommutes, which, in the context of the coronavirus these days, "is an advantage."

If you're working from home, chances are you'll save money

March 22, 2020 - Aimee Picchi

Major businesses like Google and Twitter are asking their workers to work remotely to keep them safe from the coronavirus outbreak and slow the disease's spread. For employees, that is prompting a host of questions about logistics — including whether they might incur extra costs.

To be sure, not every type of business can ask its employees to work from home, such as essential services including utilities and grocery stores. Yet it's clear that millions of professionals are temporarily joining the ranks of the remote workforce. It's anyone's guess how long it will last.

There may be a clear silver lining to remote work: it often saves workers money by cutting expenses such as commuting costs, say remote workers and experts in the field. But you'll likely face some tradeoffs, such as paying for more bandwidth to handle videoconferencing and office supplies — the type of "expenses that are normally provided within a traditional office setting," says Amelia Green-Vamos, a Glassdoor career trends expert. Some employers say they plan to reimburse workers for those extra costs.

Remote workers typically save about \$4,000 a year by working from home, according to a study from FlexJobs, an online job service that specializes in flexible jobs. That comes from saving on commuting costs as well as paring spending on coffee, lunches and a professional wardrobe.

"We joke that the uniform at our company is yoga pants and jeans," says Sara Sutton, the founder and CEO of FlexJobs. "You save money on laundry and dry cleaning, which is kind of nice."

Lower commuting costs

The biggest cost savings? Commuting costs. That's something that Laura Forczyk, who runs her space consulting company Astralytical from a home office,

MONEY
If you're working from home, chances are you'll save money
Aimee Picchi Special to USA TODAY
Published 8:00 a.m. ET Mar. 22, 2020

In some cities, officials are deploying teams of hazmat-suited cleaners

Coronavirus: CDC encourages people to work from home if possible
As coronavirus spreads, the CDC is encouraging people to work from home to cut back on contagion, but what if your job doesn't allow that? USA TODAY

Major businesses like Google and Twitter are asking their workers to work remotely to keep them safe from the coronavirus outbreak and slow the disease's spread. For employees, that is prompting a host of questions about logistics — including whether they might incur extra costs.

To be sure, not every type of business can ask its employees to work from home, such as essential services including utilities and grocery stores. Yet it's clear that millions of professionals are temporarily joining the ranks of the remote workforce. It's anyone's guess how long it will last.

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discovered when she began working remotely about four years ago. She and her husband switched from a two-car family to one car, saving on insurance and maintenance. It also means more free time because she's not spending time getting to the office.

"It didn't make sense to make two car payments," she notes. Overall, she says, "I can't think of anything that has been more expensive" by working at home.

Even so, don't expect to save the full \$4,000 estimated by FlexJobs — that calculation includes the home office deduction that freelancers receive under the current tax code. Unfortunately, full-time employees typically don't get the same tax breaks, says Eric Bronnenkant, the head of tax for financial services firm Betterment.

Tax break? Probably not

The tax reform ushered in by the Tax Cuts and Jobs Act in 2018 eliminated a tax break for unreimbursed employee expenses. Before the tax overhaul, employees could deduct work expenses not covered by their employers if spending exceeded 2% of their adjusted gross income.

But that tax break was eliminated due to the new tax code, Bronnenkant says. And home office deductions for employees are usually only available to small businesses or self-employed workers.

"At this point, at least at the federal level, there are no tax breaks for unreimbursed employee expenses," he notes.

'Beefy laptops'

Even if employees may not incur much additional cost, some companies are spending on equipping their employees for remote work. Take Bungie, a video-game maker known for hits such as "Halo" and "Destiny." Its location in Bellevue, Washington has placed it squarely in one of the coronavirus hotspots – King County, Washington, which had 793 cases as of March 20.

That prompted the company to develop contingency plans several weeks ago, including how to shift its

roughly 700 employees to remote work, says Patrick O'Kelley, chief operating officer of Bungie. As part of the planning, the company purchased about 400 developer-grade laptops, which O'Kelley says they've nicknamed "beefy laptops." Overall, the company is spending about \$1 million to equip its employees to work from home.

"They're basically high-spec developer-grade laptops, versus the typical productivity laptops most professionals would use," he adds.

That was part of an effort to make sure employees had everything they needed to do their work at home, says Carrie Gouskos, principal producer at the company. She added that employees can also purchase equipment for \$50 or less and get reimbursed, such as one worker who discovered he needed 50 feet of ethernet cable to reach his computer.

In the meantime, teams are learning how to work via video-conferencing and how to maintain their productivity, Gouskos adds. Some of these techniques may transfer to the office once employees return, such as learning to give creative workers and coders blocks of time to finish a project, she added.

A long-term payoff

Other flexible work experts say it's likely that the temporary switch to remote work could accelerate the adoption of the practice after the crisis ends. Tools such as Zoom, a virtual meeting app, can help ease the transition to remote work, notes Gene Zaino, founder of MBO Partners, a services company for independent workers.

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Bungie's O'Kelley says he believes the investment in remote work will have a payoff: "This has led us to evolve, and I don't think any of us begrudge this investment we made."

Silvina Moschini interview



Facing the declarations of a health emergency, such as the one issued by the World Health Organization for the coronavirus, some companies have opted for the remote working mode, not stopping production and thus being able to avoid an economic fall. To talk more about the subject, I welcome Silvina Moschini, President and Founder of TransparentBusiness. Good afternoon, how are you, Silvina?

Hi Helena, a great pleasure. Nice to be here with you.

Likewise. Tell us: the crisis caused by the coronavirus, how it redefines remote work?

Remote work represents a huge opportunity to ensure business continuity, because, as you know, this pandemic forced many companies to restrict the mobility of their people, so the only option they have is to work from home. It is also an opportunity to accelerate the digital transformation towards distributed business models that we already been seeing worldwide, more flexible work models, however, in this case, as it is a matter of urgency and crisis, it is not necessary to go through the whole maturation process that traditionally occurs when business models and technology change. So this world's largest work-from-home experiment is a great opportunity to leave

“is a great opportunity to leave behind those doubts that companies often have when they are considering remote work, the concerns that they will lose visibility and control of their operations and what people do.”

behind those doubts that companies often have when they are considering remote work, the concerns that they will lose visibility and control of their operations and what people do.

That means, Silvina, that it ceases to be a flexible option and becomes a global imperative?

By “flexible” we mean that people can do their job without necessarily presenting themselves physically in an office. That is, from anywhere, from their home, from a Starbucks, from the WeWork. And what we'd like and what we believe, is that such mode of work will adopted in the near future for many reasons, Helena. The Cloud technology, on-demand models, as you know, the success of companies like Airbnb and Uber... what they call the “uberization” of the economy.

Also, issues related to environmental protection, now that pollution is an increasingly important issue. Data, machine learning, and of course, young people, Millennials who want more flexible and much more dynamic models of work. Let's not forget that women are another important reason; 51% of moms abandon their jobs due to lack of flexibility. In Digital Economy, jobs that can be perfectly done from home, it's a loss of talent and a loss of opportunity for companies, for moms and for countries that also see their gross domestic product highly impacted.

And in that sense, what is TransparentBusiness doing to help contain the pandemic?

TransparentBusiness is a Software-as-a-Service platform, the same business model as Salesforce.com, that allows companies that implement work-from-home programs solve the three main problems associated with remote work: trust, because it basically allows them Digitize the work process, and help companies to verify the work that workers are doing without having to be in the office. It helps coordination, through videoconferencing tools, chat and file-sharing tools and also holds them accountable because it has project management tools and allows feedback.

With China, we offered a million dollars of our TransparentBusiness licenses so that companies can contain this crisis and can facilitate job opportunities with greater control. We believe that this will also represent a great opportunity to accelerate this shift towards more inclusive models of work and we hope that it will begin in China but that it will continue much faster also to other countries in Asia Pacific where this work model is not as developed to date.

Well, how does telecommuting work at scale?

Teleworking works in a very simple way: it is the person working through their computer, from a place that is not



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“Teleworking works in a very simple way: it is the person working through their computer, from a place that is not the physical office. [...] the central concept is distributed work, at any time, in any place, understanding that work is something that is done and not a place to go.”

the physical office. It can be a coworking space, it can be your home, it can be work centers where you can get together with other people, it can be the Starbucks. What it means is “remote work,” telecommuting was previously associated with the telephone. Now the phone is not even an element because digital communications are made via videoconference, although the phone complements. But basically, the central concept is distributed work, at any time, in any place, understanding that work is something that is done and not a place to go.

And finally, Silvina, this work model will help to counteract the impact that the stoppage of activities may have on the Chinese economy but also internationally.

On the one hand, it allows for business continuity, not to stop because people cannot move to their traditional place of work, to their office. So, in this, I believe that continuity impacts a lot economically. But in addition, this accelerator towards the transformation allows something that is important that is the change of mentality, the cultural change to understand that the skills, the talent is in any part of the world while the opportunities are usually restricted to the big cities and it allows us to hire people in remote places, it allows them to hire people with much more flexible models, by the hour, by project, part-time, it allows them to include moms, women who take care of their children or parents and who This way they can make compatible. So everyone wins with this work model, the economy wins, the environment is taken care of more, productivity is increased. It is proven that productivity is also increased. And well, sometimes the crisis is like the Chinese say, with the symbol of crisis that is in danger, opportunity, all in one, presents these opportunities that are unique for the acceleration of the economy.

Well, thank you very much Silvina Moschini for the communication. Good afternoon!

Thank you very much, Helena. Happy afternoon.

Coronavirus will be catalyst for 'monumental changes' in U.S. workforce

March 6, 2020 - Walden Siew

Starbucks canceled its in-person shareholder meeting. Google is spiking all on-site interviews, and is now conducting job interviews via video platforms Hangouts or Bluejeans — joining tech powerhouses Facebook and Amazon, which announced similar freezes on face-to-face meetings.

With the spread of the coronavirus disease to the U.S., companies ranging from Wells Fargo, Lowe's, Ford Motor and others have issued travel restrictions or outright bans on all nonessential travel.

And the banking giant JPMorgan Chase — representative of the staid financial industry resistant to many shifts in workplace culture — is keeping thousands of its traders and analysts at home in the wake of the global outbreak.

Yet massive shifts in workplace policies are just beginning and may mark a sea change event for work culture, say workplace and HR experts tracking the global coronavirus disease outbreak, medically known as COVID-19. So far, the virus has infected 100,600 globally and resulted in 3,400 deaths, according to the World Health Organization. In the U.S. the disease has resulted in 230 confirmed cases and 14 deaths, versus 16,000 who have died and 280,000 hospitalized so far from influenza in the 2019-2020 flu season.

The pandemic is forcing many employers long leery of remote work to reverse course. The coronavirus has become a catalyst for many industries that have been reluctant to adapt flexible work arrangements, ranging from WFH policies to flex hours for day care.

The coronavirus crisis is spurring employers to re-evaluate unnecessary commutes, reassess the value of congregating in offices and renewing debate about remote work models.

"Remote work is no longer a matter of convenience or economic efficiency. It's literally a matter of life and death," says entrepreneur and former banker Alex Konanykhin, who is now CEO of TransparentBusiness, a New York-based software firm that advises on off-site work training and solutions.

His company, whose clients include Citigroup, offers software that allows employers and managers to track all workers'

Coronavirus will be catalyst for 'monumental changes' in U.S. workforce

By Walden Siew

March 06, 2020, 12:46 p.m. EST



Bloomberg News

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computer activity and manage and collaborate with staff without coming to the office.

"We've seen monumental changes in the attitudes of business executives toward remote work in the last few weeks," says Konanykhin, who in the 1990s was the founder and president of the Russian Exchange Bank, making him one of the

wealthiest bankers in Russia at the time. *"There is absolutely a renewed interest from financial firms, the largest corporations, human resources professionals and financial brokers,"* he says, noting that two of the world's largest banks reached out to him in recent weeks.

"That would be absolutely unthinkable last year," he says, noting more interest in remote work came from tech firms and mostly small to midsize enterprises. *"What previously was seen as a matter of economic efficiencies and work-life balance is no longer just about saving money. For many people, it's about survival."*

Buttoned-up financial firms, which have long put a premium on in-person meetings, corporation business attire and team collaboration, have started to implement detailed contingency plans in the wake of the outbreak, most notably with JPMorgan advising 10% of its 125,000 employees to work at home. The bank, along with Bloomberg LP and others, also has split some of its staff in New York and London offices into separate buildings to minimize the impact of contagion should one of their workers get infected, according to media reports.

COVID-19

Coronavirus Disease 2019 got its official name on Feb. 11, when the World Health Organization announced the disease that first manifested itself in Wuhan, China. The new name is abbreviated COVID-19, with the "CO" standing for "corona," the "VI" as shorthand for "virus" and the "D" for the disease formerly referred to as novel coronavirus, a new disease previously not seen in humans.

As of March 6, the coronavirus has climbed to more than 230 confirmed cases in the U.S., according to the Centers for Disease Control and Prevention, leading to increased anxiety and confusion over how to prepare.

Benefits brokers and insurance companies such as Marsh, Aon and others, which also have restricted travel warnings, said they are closely watching how the coronavirus may impact their respective industries and industry conferences.

Jennifer Benz, a senior vice president at the employee benefits communications firm Segal Benz in San Francisco, says the virus has hit home in the Bay Area, where some local schools began closing and sending students home early on Friday.

Her employer clients are focused on providing tactical plans for employers to get the word out to staff on upcoming travel restrictions, remote work options and prevention techniques on proper hygiene.

Conference cancellations, telemedicine

In the Bay Area, several large conferences for the tech and healthcare industry have been canceled, she said, including the

annual HIMSS global health conference in Orlando, Fla., which was scheduled for March 9-13.

"Based on evaluation of evolving circumstances and coordination with an external advisory panel of medical professionals to support evidence-based decision making, it is clear that it would be an unacceptable risk to bring so many thousands of people together in Orlando next week," said Hal Wolf, president and CEO of HIMSS.

Benz says in the wake of the virus, there will be renewed attention on remote conferencing and telemedicine options.

"A lot of companies have been trying to promote telemedicine in the last several years, and you see some who love it, but there are big portions of people who have never tried it or who think it's not a viable option. This may be the opportunity to promote telemedicine as a good option."

The Society for Human Resource Management is asking employers to encourage telework and quarantine employees who may be showing symptoms or have returned from high-risk areas.

"As more cases of coronavirus continue to spread around the world and within the U.S., employers must take the necessary precautions to prevent the spread of this virus within the workplace. To preempt this potential danger, employers should ensure business continuity plans take into account and prepare for biological threats," SHRM said in a statement.

Employers need to have essential protocols in place to protect employees and avoid misinformation, says Joe Deng, an employment law partner at Baker McKenzie.

"If you don't have a pandemic policy, you as an employer will very likely have analogous policies that can be used in this situation," Deng says. *"When planning for this scenario, you need to ask what are the objective facts and what are your options."*

'It's coming'

In the U.S, the attention on coronavirus response is more about emergency preparedness, but it will shift to incorporate more long-standard corporate work policies, including flexible work arrangements and strategies to avoid public transit, like it is now in parts of Asia and countries like China, South Korea, Italy and Iran. *"So in the U.S. it's coming, but with a delay,"* Konanykhin says.

For many workers in China, South Korea and Italy and other countries hard hit by the outbreak, commuting or riding public transit is not an option for many, which may be a precursor for the United States, he says.

"There is now no choice but to have a work-from-home plan. Not working at all is not sustainable for people," he says. *"What before was a nice thing to have, for many companies it's now a must-have."*

How coronavirus is impacting the freelance economy

March 4, 2020 Interview of Alex Konanykhin, CEO of TransparentBusiness with Jen Rogers and Myles Udland, the hosts of Final Round show on Yahoo! Finance TV



Jen: The coronavirus outbreak has temporarily shuttered countless businesses and forced employees to work remotely. As companies try to contain the virus spread, joining us now to discuss is Alex Konanykhin, he is the CEO of TransparentBusiness. Welcome. So, TransparentBusiness coordinates freelance workforces for companies and helps teams communicate with one another remotely, which is exactly what many companies are planning for, or making sure they're prepared for at this point. What's your company been doing and seeing since the outbreak began?

Alex: We've seen a monumental change in the attitude towards remote business. In the past, even in December of last year, it was just a matter of economic efficiency, a matter of convenience, a matter of better life/work balance, like skipping commute, or the convenience of working from home. Now, for many people, it is a matter of literally life and death, at least in China. Fifty million people in China

are under quarantine, under lock-down, they cannot go to work. For them, the options are only either to stay at home and do nothing, or to work from home. And when you have millions of people shifting to work from home all of sudden, with managers not being able to see neither them, nor their work process, it's not efficient, it's very difficult to manage. So difficult, that even some of the largest tech companies in the world gave up on telecommuting. Yahoo, by the way, being one of them.

Jen: Yes! Famously.

Myles: Certainly your business before this was a bet that people are going to work remotely more often, that more companies are going to accept that, and more companies are going to embrace that. Does this kind of event just accelerate as a catalyst what you already thought was probably part of longer term business trends?

Alex: Beyond description. Last year, the only companies which were using our services were companies which we reached proactively, to whom we scheduled presentations, followed up, demonstrated, evangelized and communicated the conveniences and benefits of transparency. Now, just this week, we had two major banks signing up, and CEO of one of the top 10 banks in the world, personally exploring, examining our solution.

Host: When it comes to the Gig Economy how do these workers figure into the telecommuting scenario? I would think it would be maybe easier because they are not permanent employees, and the company doesn't have to warehouse them, but is that the case? What are any kind of difficulties they might encounter?

Alex: We used to just facilitate telework for telecommuters, and also to manage remote contractors. But now so many companies are shifting fast, almost overnight, to much of their workforce working from home. For instance, yesterday or the day before, Twitter announced that they are ordering 5,000 of their employees to work from home. San Francisco is now in a state of emergency and San Francisco is pretty much all computer-based work. We are seeing many events being cancelled around the world, even the Olympic Games are in question. With these attitudes, so many companies are looking into enabling efficient work from home as a matter of business continuity, as a matter of minimizing the damage inflicted by this pandemic, so it's a matter of Emergency Preparedness.

Jen: Are there any issues that you foresee around security at all? So, with Amazon, we have a story that Dan Roberts colleague here just wrote about the company trying to get people to test VPN'ing in. If you have all these remote workers, does it make your company vulnerable to any outside forces?

Alex: Of course. If there is no smart solution which addresses all those issues you expose your company to tremendous risks. In our particular case, we are using Amazon Cloud, including Amazon Gov Cloud, for Government clients to ensure security of the data. And of course, Amazon was authorized to store data for the Central Intelligence Agency, for the Department of Defense and quite a few other Departments for the United States so they provide pretty good security. We don't get to see a client's data, the data captured on the workstation of each worker goes directly to Amazon, or if a client so chooses, to their own server behind their own firewall. In other words, the data doesn't get exposed to any third party, including us.

Myles: So what are some of the biggest challenges that

companies face when making their workforce distributed? And this obviously is at a heightened risk right now, but in the longer term, I'm imagining that more businesses want to have less centralization. I think we all imagine, oh we just do a meeting on video conference, but that's simple, there are many applications for that. So what are some of the things that companies really get hung up on that you guys are trying to solve for?

Alex: We are the only company, or rather the first company, which made remote work transparent. That is, easy for managers to monitor and coordinate. That is why CitiGroup designated TransparentBusiness as the Top People Management Solution, and we signed partnership deals with Google, Microsoft, Cisco, SAP, ADP, Facebook, Ernst & Young. Legislators in 33 states actually introduced bills, with our encouragement, seeking to make this transparency mandatory for all government contractors. In other words, the benefits of managing remote people with visibility, with transparency, being able to see what they do and provide real-time instructions is so incomparably higher to blind management, that it makes a difference between efficient geographically distributed workforce, and the inefficient one.

Jen: Is being able to work from home a little of, in some ways, a luxury for full-time workers? That if you're a contract employee, are you finding that that's harder for those people to be either be shifted home, or they don't want to call out sick, or ask to work from home, because of what that might mean on ramifications for their contract status, is that anything you're seeing?

Alex: Well, you see, there are so many forms of remote work. First of all, offshore contractors. Like all those hundreds of thousand of programmers in India, Bangladesh, Latin America, Eastern Europe. Domestic contractors, people working in local branches. Even people working in your own office building, are often remote workers for you, if you're the manager. Because one day you may be in London presenting at some symposium, and other week you may be golfing somewhere, so you're remote even from workers in your own office building. So telecommuters whom you mentioned, are not the only category. There are millions, if not tens of millions of people who can work from home, would love to work from home, but instead have been required to commute daily to the office buildings and work there in cubicles simply because managers didn't know how to make sure that most people are working, and not golfing.

Jen: Alex Konanykhin, TransparentBusiness Founder of TransparentBusiness. We are still trying to figure out how to work from home. Maybe we can hire you to do it for us.

Hong Kong under coronavirus: Giant lab for work-from-home

By Gu Mengyan, March 02, 2020, excerpts

... As local infections of the deadly virus rose from the end of January, the city's biggest employer — the Hong Kong government — allowed its 176,600 civil servants to work from home until the beginning of March, except for those assigned to emergency and essential public services who continue to report for work as usual.

Kindergartens and primary and secondary schools will remain closed until mid-April. Most schools have shifted to holding classes online. Private employers were also urged to switch to flexible workplace practices to minimize the threat of the COVID-19 epidemic.

Iconic high-rise office buildings in the business heartland of Central remain mostly vacant. Hundreds of thousands of office workers in finance, insurance, law and other white-collar jobs now work from home. Hong Kong, with 88 percent of its working population in the service sector, has placed itself at the vanguard of the homeworking experiment. ...

Tech as fuel

While company managers are turning to digital platforms in the hope of making remote working equally efficient, the scale of work-from-home caught even tech giants off guard during the epidemic.

Alibaba's teamwork app, Dingtalk, crashed because of mounting video conference calls; Tencent's enterprise-tailored messaging app, WeChat Work, suffered unstable connections after its server became overloaded. Users of Baidu's office virtual private network were reportedly told to log out to allow managers to log in.

Silvina Moschini, president and founder of TransparentBusiness, a US-based remote working solution provider, said this epidemic underscored new tech's role in facilitating the work-from-home mode as a key element of emergency preparedness.



Silvina Moschini, president and founder of TransparentBusiness, a US-based remote working solution provider, said this epidemic underscored new tech's role in facilitating the work-from-home mode as a key element of emergency preparedness.

Her company offers enterprise software which provides functions that avoid inefficient "blind management" by keeping managers informed of the real-time status of their employees and their pending tasks.

She said Hong Kong's business leaders have to grasp this opportunity and use technology to build trustworthy workplace relationships where everyone feels valued, engaged and productive.

She sees it is an opportunity to expand her business on the Chinese mainland, as millions of workers are under travel restrictions. The same workers feel under pressure to get back to work, even while acknowledging those restrictions are meant to protect them from the coronavirus.

China's largest online job ad platform, 58.com, reported 55 percent of enterprises that delayed their work resumption had chosen telecommuting during the epidemic. More than half of these enterprises are from digitally based industries such as information technology and telecommunications.

"Remote work is no longer a matter of convenience or financial savings; it has become a matter of containing a pandemic, a matter of life and death," she added.

In response to this crisis, TransparentBusiness donated US\$1 million worth of free software to China through the Chinese ambassador in the US to enable efficient remote working in the affected areas.

China Global Television Network interviewed Alex Konanykhin on importance of TransparentBusiness as an Emergency Preparedness and pandemic containment tool

February 20, 2020 - Rachelle Akuffo



Rachelle Akuffo, the Host: So, let's start with what this COVID-19 outbreak really reveals about the need for better remote work options.

Alex Konanykhin: Well, it's definitely showcased that remote work is no longer just a matter of convenience and economic efficiency; that in some situations it can become a matter of literally life and death. It's also a matter of the rate of spread of viruses in situations like COVID virus. Specifically, if you put unnecessary many people in commuter trains or buses, or even in office buildings, the rate of spread of the virus increases considerably. It can be reduced by giving people an opportunity to work from home efficiently, without the need to commute to the office.

Rachelle: So then talk about some of the most popular remote platforms in China and beyond and how they've evolved over the years.

Alex: One huge breakthrough was in particular, the ability of video conferencing and other communication platforms. The gap in which our company was filling is technology to make all remote work transparent, as long as it is computer-based work. So, today managers can oversee and coordinate work of all their workers and contractors efficiently from any location without the necessity to congregate in the same place. In fact in many cases, it's more convenient and efficient than managing people the old-fashioned way, by congregating them all in the same office building.

Rachelle: And you mentioned that this is mostly for computer-based work. So to what degree then does that working remotely offset some of the potential economic losses if you have a good system in place?

Alex: I do not know the specifics for China, but in the United



States the average of 20% in state budgets is spent on computer-based work. So it's a big chunk of the economy. It's programming, design, animation, engineering, research.. All office buildings around the world are populated by people who work on computers and many of them can now work from home. So, while such technology cannot totally erase the negative impact of viruses or similar emergencies, it can definitely alleviate the negative impact by allowing productive computer-based work in their respective areas.

Rachelle: And what about the mindsets around the remote work how does productivity compare when it comes to working remotely than in person?

Alex: Well, tens of millions of people can work from, would like to work from home, but are required to endure commute every day to come to their office building and work in a cubicle or similar environment every day so their manager would be able to observe and coordinate their work. Now technology allows people to work from the convenience of their own home on a flexible schedule. For most people, it's very convenient, but for some people it's crucial. For instance, our platform is often used to give an opportunity of flexible work from home, opportunities for women with children who cannot commute to work on a daily basis. But in cases like epidemics in China, as I mentioned, it's no longer just a matter of convenience, it's a matter of containing pandemics, minimizing economic damage from this emergency, and basically saving lives.

“If you put unnecessary many people in commuter trains or buses, or even in office buildings, the rate of spread of the virus increases considerably. It can be reduced by giving people an opportunity to work from home efficiently, without the need to commute to the office.”

Rachelle: When your company announced the 1 million dollar donation to China in licenses for remote work, why was that important to you as well as your business?

Alex: We hold in our hands technology, internationally acclaimed technology that can save lives. Which can help the Chinese government to minimize the damage from this emergency and we'd like to contribute. I'm going to be perfectly honest, we are trying to do well by doing good. So while we are offering it for free use to government agencies, and while we are offering a drastic 75% discount to companies in the affected area, we hope that after the emergency and epidemic are over we will still hold a significant, if not commanding percentage in the category of workforce management.

Remote working crucial amidst virus outbreak

7 February 2020 - Jillian Louis



With major cities in full or partial lockdown, China is preparing for unprecedented market fluctuations as fear of the novel coronavirus amplifies and the death toll soars to over 560 – nearly double the death toll in mainland China from the severe acute respiratory syndrome (SARS) virus that broke out in 2002.

As airlines halt flights, stores close and businesses scale back their operations, China's economy is at risk of major setbacks. After a long shutdown since 23 January, China's stock markets opened to daily falls that have not been seen since 2015.

The Shenzhen composite was off 9.1 percent, almost reaching the daily maximum permitted fall of 10 percent which would result in trading being suspended. The yuan also fell against the United States (US)-dollar (seven-to-one) for the first time since December.

The Chinese government pumped 150 billion yuan (US\$22 billion) into its economy on Monday to help protect businesses from the impact. Nonetheless, analysts predict that growth will be affected if the spread of the novel coronavirus persists for a long period.

Furthermore, a transport ban has restricted the movement of some 41 million people in 13 cities as authorities scramble to contain the disease.

Chinese businesses need an alternative work environment to stop the spread of the virus while maintaining operations in digital-based businesses – which could to some extent stabilise economic performance. ASEAN countries are also at risk and should consider remote working as a preparedness plan for emergencies such as the novel coronavirus outbreak – which could indirectly have a positive impact on efficiency.

SPREAD OF CORONAVIRUS AS OF 6 FEB 2020



	Confirmed cases	Deaths
China	28,041	563
Japan	45	-
Singapore	28	-
Thailand	25	-
South Korea	23	-
Hong Kong	21	1
Malaysia	12	-
Taiwan	11	-
Macao	10	-
Vietnam	10	-
Philippines	3	1
India	3	-
Sri Lanka	1	-
Nepal	1	-



“TransparentBusiness makes remote computer-based work easy to monitor and coordinate, boosting efficiency by 15 to 40 percent. Transparency also protects companies and governments against overbilling by contractors which sometimes reaches astronomical amounts.”

Even though ASEAN countries boast a central role in the Fourth Industrial Revolution, they are lagging behind when it comes to incorporating technology for flexible working environments. The challenge is that employers in Asia are not well-versed with systems to monitor workers while they are remote working.

As the novel coronavirus enters Southeast Asia, tens of millions of residents are required to commute to offices and congregate there for a large part of the day – unnecessarily increasing the risk of the virus spreading in commuter trains, buses and in offices.

In the United States (US), a study by FlexJob, a flexible work service provider, found that there had been a 159 percent rise in remote working in the US between 2005 and 2017. In addition, it estimates that 50 percent of the United Kingdom’s (UK) workforce will work remotely, at least half the time by 2020.

A recent World Economic Forum (WEF) report has listed flexible work options including working from home and virtual teams as one of the biggest drivers of transformation entering the Fourth Industrial Revolution.

Technological advancement is at the very centre of the emergence of this new working culture. While employees stand to benefit a great deal in terms of commuting costs and higher satisfaction, the financial benefits for companies are even greater.

People management solutions company, TransparentBusiness aims to increase productivity as a result of remote working for companies.

“TransparentBusiness makes remote computer-based work easy to monitor and coordinate, boosting efficiency by 15 to 40 percent. Transparency also protects companies and governments against overbilling by contractors which sometimes reaches astronomical amounts. For example, one contractor overbilled New York City over US\$500 million on just one municipal IT project. The problem is so acute that in 32 states across the US, legislators have introduced bills that seek to make transparent verification of billable hours mandatory,” Silvina Moschini, President and Founder of TransparentBusiness told The ASEAN Post.

“For Southeast Asian countries and companies, efficient telework is now a matter of Emergency Preparedness and reducing the chances of a virus outbreak,” she continued.

The platform reported that it covers computer-based work such as programming, design, animation, architecture, and engineering. Meanwhile, sectors that are less willing to adopt these types of systems are banking, insurance, healthcare, and legal industries.

“Until recently, many corporate decision-makers did not feel the need to increase remote work; the government-imposed quarantine created an unprecedented urgency: the most populous country in the world is shifting to remote work almost “overnight”, so the tools for efficient management of such work become a matter of national importance. This week we offered the government of China a donation of US\$1 million in TransparentBusiness services when it became clear that our technology could minimise damage to the Chinese economy caused by the coronavirus pandemic,” added Moschini.

As the number of infected persons increase in ASEAN countries, respective governments should advise digital-based businesses to develop plans that would allow their operations to continue without compromising the health and safety of employees.

Coronavirus Pandemic: 7 Business Continuity Planning Guidelines for HR

March 13, 2020 - Staff Writer

The World Health Organization (W.H.O.), declared the spread of coronavirus (COVID-19) a "pandemic" on Mar. 11, 2020, adding that this is the first "worldwide spread" of a new disease that can be controlled. There's a lot that we don't know about the virus, but we have some idea of how to curtail its spread. That's why the most essential step for HR leaders today is to empower employees in times of crisis and create robust business continuity plans.

2. Leverage Remote Work to Continue Business as Usual

Alex Konanykhin, CEO, TransparentBusiness

"HR has to be prepared to assure the smooth transition of the workforce to the work-from-home scenario, should the pandemic make a daily commute to usual workplaces impossible or unadvisable.

"Millions of people in China are banned from commuting to work. Remote work there is no longer a matter of convenience or economic efficiency; it's literally a matter of life and death. Unnecessary commute and congregating in office buildings increase the rate of spread of the disease. However, managing remote workers blindly is notoriously inefficient, so HR must train their workforce to use transparency solutions, which have become an essential element of emergency preparedness and continuity of business."

Coronavirus Pandemic: 7 Business Continuity Planning Guidelines for HR

Staff Writer

Mar 13, 2020 | 02:57 PM | 10 Mins Read | Level - Basic | Read Mode

Neha Pradhan Editor (Interviews), Ziff Davis B2B Full Bio



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While medical experts and WHO are sharing timely updates on public health best practices, we spoke to 11 industry leaders who share tips on how HR can communicate with employees during a pandemic.

Here's what companies, managers, and CHROs can do to make sense of and lead employees through an uncertain situation:

1. Build Day-to-Day Habits Around Good Hygiene and Limit Travel

Jennifer Dennard, COO, and co-founder, Range

"As HR leaders, we play a critical role in business continuity helping teams understand risks, implementing practices to reduce them, and ensuring operations can continue as seamlessly as possible. For the coronavirus, we've worked to define policies, resources, and sound practices, and we've communicated them, with transparent, regular updates from leadership. These practices take practice, so we've been building day-to-day habits around good hygiene, limiting travel, now. Because our product helps remote teams stay in sync and strengthen connections, we all know how to work from home because we do it at least one day a week. Consider providing specific guidance for how teams and leaders can operate effectively when working remotely. Create a document detailing how teams should adjust their operations and try having everyone work remotely one day a week to develop the operating model. Build the practice now to avoid painful fire drills later."

Coronavirus exposes flaws in Chinese and Hong Kong firms' remote-working, business continuity capabilities

February 19, 2020 - Louise Moon

- *'Huge need' for software platforms that could help increase transparency, collaboration and communication when working remotely, says Renee McGowan of Mercer*
- ***Uptake of platforms like TransparentBusiness, Slack and Zoom has picked up since the Covid-19 outbreak***

Many companies in Hong Kong and China have asked their employees to work from home in a bid to contain the Covid-19 outbreak. Photo: Shutterstock

Dining room tables have become de facto offices for many in Hong Kong and mainland China recently, as staff are advised to stay home and contain the Covid-19 outbreak.

While employees grapple with how to focus in the unusual comfort of their homes, employers have been forced to try and virtually manage remote workers. Businesses say it has been a huge test in exposing what is needed to make remote working – usually a luxury – productive and efficient.

Some say the crisis could prove a huge opportunity for platforms, such as US-based TransparentBusiness, that facilitate working remotely. It comes as enterprise software companies are growing rapidly, like Slack and Zoom, which both listed in the US last year.

There is a "huge need" for software platforms that could help increase transparency, collaboration and communication when working remotely in situations like the coronavirus outbreak, said Renee McGowan, CEO for Asia at global consultancy Mercer.

To prevent the coronavirus outbreak from spreading further, Chinese authorities had put dozens of cities on a complete lockdown. In Hong Kong, the government has ordered all employees to work from home for the past three weeks, with many private employers following suit. Banks are operating fewer branches while schools remain shut until March 16. "This is big enough that it is going to

force employers to look at all practices around business interruption and business continuity," she said. "We are in a situation right now where businesses are going to be hurting."

While many large companies in Hong Kong would have already invested in technology to help employees work from home during the protests last year, much of mainland China is far behind, according to McGowan.

"China didn't have that test and experience, so they are in a different boat going through this for the first time," she said. "What I'm seeing from companies is an unfamiliarity with working from home. What we are seeing in China in many of our clients are colleagues who are desperate to get back to work."

Managers in Hong Kong and mainland China said they have been relying on various ways to communicate, including video conferencing software Zoom, WeChat, Skype for Business and WhatsApp. But almost all said that tasks were taking longer to get done, as they grappled with inefficiencies of using many systems in place of face-to-face contact.

"We have definitely put the rigour of working from home, and used it to test out business continuity planning and work from home practices," said Shane Akeroyd, president of IHS Markit Asia, a London-based global information provider. "We have tried to enforce a regime of keeping regular business hours – online, reached at any time."

For businesses that rely on a significant percentage of colleagues working remotely, having good platforms "becomes a lot more important," said Akeroyd.

US-based remote working service TransparentBusiness

is hoping to tap into this need.

President and co-founder Silvina Moschini said the Covid-19 outbreak is a **“huge opportunity”** to expand, and accelerate the transformation of offices into technology based remote workplaces.

The platform offers capabilities similar to Zoom, Google Docs and Slack to send real-time screenshots to managers. It also gives employers data analytics to see if deadlines are being met, or how a task is progressing.

“There are many different individual tools on the market, but no platform that can help you to deploy work from home programmes that tackle trust, engagement and accountability. I think over the next five years or so this will be super common,” said Moschini, adding that the company aims to list in the US in three years.

“[It] gives the employers peace of mind. The only reason they do not feel comfortable in allowing people to work remotely is they feel they will lose control of the company,” she said.

TransparentBusiness currently has around 15 **“big” clients like Google, Mastercard and PepsiCo**, as well as some start-ups, who all pay US\$30 per user each month. **At the end of**

Coronavirus

Total



January it gave nearly US\$1 billion worth of free software to China through the Chinese ambassador to the US, and is working on translating the platform into Chinese.

Moschini said the company donated the software to support the efforts to contain the crisis and also use it as an opportunity to spread it in China.

“If it works well, we will accelerate our entrance into the Asian market because eventually once the crisis is contained we will have a much more mature and receptive market to our solution,” she said.

	Cases	Deaths
Mainland China	77,150	2,592
Japan	838	4
South Korea	833	8
Italy	152	4
Singapore	89	0
Hong Kong	74	2
Iran	43	12
Thailand	35	0
United States	35	0
Taiwan	28	1
Australia	23	0
Malaysia	22	0
Germany	16	0
Vietnam	16	0
United Kingdom	13	0
France	12	1
United Arab Emirates	11	0
Macau	10	0
Canada	10	0
Philippines	3	1
India	3	0
Kuwait	3	0
Russia	2	0
Spain	2	0
Afghanistan	1	0
Bahrain	1	0
Belgium	1	0
Cambodia	1	0
Egypt	1	0
Finland	1	0
Israel	1	0
Lebanon	1	0
Nepal	1	0
Sri Lanka	1	0
Sweden	1	0

South China Morning Post

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Our vision is to **“Elevate Thought”** and our mission is to **“Lead the global conversation about China”**.

Coronavirus: Video conferencing apps and remote GP services thrive as world adapts to social distancing

March 17, 2020 - Ben Chapman

Social distancing and self-isolation are leading to big changes in how we live and work

As cities are locked down, flights grounded, restaurants closed due to lack of trade and millions of workers are cooped up at home, it is rapidly becoming clear that the economic damage from coronavirus will be severe.

The new conditions in which we now find ourselves, while unplanned and unwelcome, have given an impetus to quickly adapt how we work, shop, learn and seek medical advice, presenting an opportunity that technology firms have seized.

None could be more indicative of this shift than video conferencing app Zoom which allows teams to conduct meetings from their computers or smartphones.

While stock markets have experienced historic crashes, Zoom has seen its share price jump 50 per cent already this year taking its valuation to \$29bn (£23.5bn).

So keen were some investors to jump onto the stock that they mistakenly bought shares in the wrong company. A tiny Beijing manufacturer of phone components called Zoom Technologies – which happens to have the stock market ticker “ZOOM” – saw its valuation unexpectedly double last month.

Zoom’s fortunes are not mere hype however. In China, Zoom gained millions of new users in February shortly after the country enacted its severe isolation and quarantining policies.

The company’s growth rate in China rose more than sevenfold, according to consultancy firm Oliver Wyman. That helped build on already solid growth. Earlier this month, Zoom reported revenues were up 88 per cent in a year to £662m.

For some companies the spectacular increase in



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demand has led to problems. Even Microsoft, one of only four US firms ever to reach a \$1 trillion (£811bn) valuation, experienced service problems yesterday as too many users tried to log in to its Teams video conferencing app.

Some in the industry believe that the necessity of keeping our distance during the pandemic will foster a longer-term, and perhaps overdue, shift in working patterns.

Among them is Moe Vela, chief transparency officer of Transparent Business, which produces monitoring software allowing managers to keep track of their workers' productivity by taking regular screenshots from their computers.

Such technology is not without its critics. Last month Barclays swiftly withdrew its own employee tracking software after a backlash accusing the bank of adopting "Big Brother" tactics. But Vela says Transparent Business' technology is "respectful and not invasive".

Employees can review their day's screenshots before they are sent to managers meaning that any which relate to periods where they were not working can be excluded.

"Companies where we are in Silicon Valley and elsewhere have been trying to do remote working for a decade," he says. After an initial burst of enthusiasm, however, many workplaces ditch the idea, fearing it will reduce productivity or have other negative consequences.

"Managers worry, thinking they'll have no control over their workforce anymore," says Vela. "We show them that a remote workforce can be effective, it can be efficient and productive."

Meanwhile, remote working can reduce travel, cutting down on wasted commuting time and delivering meaning benefits for the climate. It also allows increased flexibility which has been demonstrated to improve employees' morale and wellbeing.

It's not just offices that are evolving quickly in response to coronavirus. Earlier this month, the NHS ordered England's 7,000 GP surgeries to conduct as many patient consultations as possible by video connection to help reduce the spread of

Covid-19. Before the outbreak less than one in 100 appointments were conducted in this way, but that's changing fast.

Tech startup Livi is one of the companies working to make the required shift happen. It's UK managing director Juliet Bauer knows about the problems faced by the health service – she used to run its technology unit NHS Digital.

"As more people self-isolate, we are helping Covid-19 positive patients maintain ready access to GP care at home and minimising the spread of infection," says Bauer.

"Alongside helping the NHS cope with increased pressure on its services, we're also making sure that patients can access their GP for other issues, just like normal."

That's especially important for some of the people most vulnerable to the virus – those with chronic underlying health conditions like diabetes.

Livi says digital appointments help to deploy the workforce more efficiently by making it easy for GPs to work flexibly and remotely. At a time of exceptional demand and limited resources that will no doubt be welcomed by NHS staff.

Demand for Livi's digital healthcare doubled across Europe over the past month, in direct response to the virus, says Bauer. She is convinced that patients and doctors, having tried out video consultations, will be ready to make the switch to digital for the long term.

China's experience may indicate there is much more growth ahead for services like Livi's. Chinese online GP service Ping An Doctor has seen consultation numbers jump ninefold since the outbreak began taking its total number of visits to 1.1 billion.

Financial services has also witnessed a rapid change in behaviour. The number of insurance premium bought online has surged as have online bank transactions.

For Moe Vela, these can be positive changes in an otherwise bleak outlook: *"The primary concern in this pandemic is to protect lives and our health, but it's so important we also use all of the tools available to lessen the damage it will cause."*

Coronavirus | Remote Work a Vital Public Health Strategy Against Coronavirus Outbreak

South African Broadcast Corporation - News



Peter Ndoro, Host: Welcome back, you are still watching SA today. Now, the coronavirus outbreak has already forced millions to work from home in China and as the outbreak goes global, remote work could emerge as a vital public health strategy. To talk to us a little bit more about why remote work has to be a key element to the emergency preparedness in the wake of the current virus, we're now joined via skype from the US by the CEO of the TransparentBusiness, Alex Konanykhin, thanks so much indeed for joining us. So staying at home is the way forward.

Alex Konanykhin: Well, thank you for inviting me, Peter. I would say that stay at home is crucial for tens of millions of people in China who are restricted from commuting to work. In many cities in China, there is a quarantine and people have no choice but to stay at home, there are only two options for them, either not to work at all or to

work from home, and not working at all is an option not sustainable in the long term, neither for individuals nor for businesses, not even for the national economy. Therefore, work from home is an option that can help the negative impact of this virus outbreak.

Peter: Alright, so I guess for many people who can work from home it might be a solution. As you say it's difficult for some, some just don't have an opportunity, if you're a manufacturer, people have to be at their machines, but I just wonder the cost of staying at home, can you still carry on doing your business? You can only do so much on your computer, for example.

Alex: Of course, it's not a silver bullet that can resolve each and every problem. But work from home is an option used by millions of people around the world and it can employ

millions of people, keep employed millions of people in affected areas, doing work such as programming, design, animation, engineering, architecture. For most people who are not qualified to do such computer-based work, there are many simple types of work like data entry, research, business support, etc. In other words, while not all of the economic functions in the affected areas can be resolved through work right from home, this option can alleviate the damage inflicted by the pandemic by providing to millions of people the opportunity to remain productive by working from home.

Peter: Alright, so I mean this is now perhaps the redesign of the workplace and perhaps something we could consider not even just through the crisis but in the future as well.

Alex: Of course. Unfortunately, viruses happen periodically, every several years. Other types of emergencies, related to terrorism, weather, etc, make efficient remote work a key element of Emergency Preparedness, not just in China or in Asia, but for countries around the world. The World Health Organization strongly urges all countries in the world to start preparing for a virus outbreak, so I believe that continuity of government is essential for government agencies, enabling government workers to continue to work even if they can not commute, is essential for the government. Equally, companies' emergency preparedness must include being prepared to continue work efficiently in well-coordinated efforts when commute to the office is restricted or not possible.

Peter: Alright, so how difficult is it to redesign our work operations because I would imagine it means cybersecurity as a concern, making sure that these links between the workforces are safe but also are you able to do facetime if you need to and have these remote links?

Alex: You mention some of the many concerns, if companies or the government are not prepared to enable people to work from home, it's gonna be a logistical nightmare to have thousands or millions of people suddenly, unexpectedly working from home. A plan must be put in place by corporations and governments around the world. In our case, our solution is used to enable transparent management of remote workers, our solution was called the Top People Management Solution by Citigroup, and we offered one million dollars of our services as a donation to Chinese government so they could rely on this solution free of charge, in order to enable government workers to continue operating at the affected areas. Many solutions are available, for instance for telecommuting, for video conferencing, etc, but we are considered to be the best for coordinating remote work in an enterprise level.

Peter: Alright Mr. Konanykhin, I'm afraid we're gonna have to leave it there. Thanks so much indeed for sharing your thoughts with us on the program today. Thank you very much, sir.

Alex: Thank you Mr. Nodoro, it was a pleasure.



Coronavirus: Small and Medium-Sized Companies Will Be Able to Telework with a Free Platform

March 17, 2020 - By Juan Manuel Fernández C.

The Guatemalan Chamber of Industry entered into an alliance with the international TransparentBusiness platform, so that companies can implement telework in the face of the coronavirus emergency, free of charge, for three months.

The information was confirmed to Prensa Libre by Javier Zepeda, executive director of the Guatemalan Chamber of Industry.

"We managed to close the alliance. The idea is to facilitate for three months the license of the remote work platform to small and medium-sized companies," he indicated.

This means that if the Guatemalan companies that apply meet the requirements, they will not be charged for the use of the platform.

"We are in a process of internal training for the person who will be the operational contact. The company has to apply, meet certain requirements to be classified as a small or medium business," he added.

People from the selected companies must take a training consisting of five 45-minute courses to implement it in their business.

According to Zepeda, in a week or two it will be available in the Chamber of Industry and for the moment there will be no limit.

"We used TransparentBusiness four years ago in 2016, we thought it was good because we could know the number of hours worked even with suppliers," says José Kont, director of iLifebelt, a Guatemalan company.

Regarding the platform

TransparentBusiness was born in 2008 in New York and was developed by the KMGi Group company, according to its website.

The platform enables the coordination and monitoring of people working from home and provides real-time information on the cost and status of all tasks and projects. For example, administrators will be able to see in real time,

Coronavirus: Pequeñas y medianas empresas podrán hacer teletrabajo con plataforma gratuita

La Cámara de Industria de Guatemala pactó una alianza con la plataforma internacional TransparentBusiness, con el fin de que las empresas puedan implementar el teletrabajo ante la emergencia del coronavirus, sin costo, durante tres meses.

Por Juan Manuel Fernández C.
17 de marzo de 2020 a las 5:03h



La plataforma para empresas guatemaltecas se llama TransparentBusiness y estará disponible en los próximos días, según la CIG. (Foto Prensa Libre: Shutterstock)

The platform for Guatemalan companies is called TransparentBusiness and will be available in the coming days, according to the CIG.

what time each of the users doing remote work entered, the tasks and projects assigned to them and their evolution. In addition, there will be a desk where all the collaborators will appear, the place from where they work, their email and their Skype contact in case calls are required.

The tool provides graphs, metrics on the most active users and resources that companies can use.

Another tool

TransparentBusiness is part of the same group of the SheWorks! Company, which was presented this month in Guatemala.

She Works! It has the support of the Inter-American Development Bank (IDB) and the Chamber of Industry of Guatemala, and seeks to impact the gender gap in unemployment in the country.

It consists of a series of online courses on cloud work, technology skills, and skills for the future.

At the 2018 Summit of the Americas, the Heads of States signed the attached “DEMOCRATIC GOVERNANCE AGAINST CORRUPTION” which includes the following commitments:



EIGHT SUMMIT OF THE AMERICAS
April 13 and 14, 2018
Lima, Peru



OEA/Ser.E
CA-VIII/doc.1/18
14 April 2018
Original: Spanish

LIMA COMMITMENT

"DEMOCRATIC GOVERNANCE AGAINST CORRUPTION"
Lima, April 14, 2018

D. Prevention of Corruption in Public Works and Public Procurement and Contracting.

27. **Promoting the use of digital systems for government procurement and contracting of services and public works, to ensure disclosure, transparency, citizen oversight, and effective accountability.**

28. Implementing intergovernmental mechanisms to monitor specific projects at the request of the State that will be implementing them, in keeping with its legal framework, in order to **ensure transparency** and build trust.

29. Promoting the **inclusion of anti-corruption clauses in all state and public-private-partnership contracts** and establishing registers of natural and legal persons involved in acts of corruption and money laundering with a view to ensuring that they are not contracted.

31. **Fostering transparency in the management of infrastructure and public resources** allocated to ensure resilience to disaster, including the aforementioned infrastructure platform, in order to improve the response to emergencies and prevention, mitigation, recovery and reconstruction projects, and, to that end, promoting coordination through the Regional Platform for Disaster Risk Reduction in the Americas.



Legislators in 33 states
have introduced the
bill suggested by
TransparentBusiness,
seeking to make transparent
verification of billable hours
mandatory.



*"The government should get an
hour worked for an hour paid."*

Judge Richard Berman on sentencing Ogilvy & Mather
executive Thomas Early to 14 months in jail for overbilling
the US Government

Law Objective: Fraud Prevention

Contractors overbill government agencies by tens of billions of dollars, collectively. For example, SAIC recently overbilled New York City over **five hundred million dollars on a single municipal project.**

Overbilling most commonly occurs in the category of IT, consulting, legal and other professional services, as no technology existed to verify accuracy of the related billing.

Bidding and “flat-budget” contracts do not solve the problem as the scope of most large projects change and Change Orders may greatly inflate the original budget, without any bidding process. The \$500M overbilling of New York City example occurred

on a City Time project which was supposed to be completed on a flat budget of \$73M.

Now that reliable technologies exist to make every minute of billable computer-based work verifiable, issuing “blank checks” for such work is no longer justifiable. Expanding the normal requirement that, at their own cost, government contractors shall keep the records verifying their billing of the government, would reduce Fraud and save billions of dollars to the U.S. taxpayers.

The savings will occur at zero cost to the government as the negligible cost of compliance is borne by the contractors.



The Manhattan prosecutor, Preet Bharara, and Mayor Michael R. Bloomberg announcing the \$500M settlement agreement with SAIC in 2012. Credit: Chester Higgins Jr./The New York Times.

Under an agreement with federal prosecutors, SAIC, reimbursed the city for about 80 percent of the money it spent on the project, whose budget ballooned to nearly \$700 million, from \$73 million, and was described by the United States attorney in Manhattan, Preet Bharara, as “a fraudsters’ field day that lasted seven years.

“Governments are paying a hefty price in the face of fraud, but citizens are also feeling the effects. The denial of essential services and reduction in available funding to citizens is a direct result of fraud.”

accenture

Law Objective: Waste Reduction

In addition to reducing fraud, the suggested STOP FRAUD Act will also reduce Waste, increasing productivity of the computer-based work 15-40% by excluding time-wasters from the billable activity.

By making every minute of billing verifiable, you preclude contractors from billing for the time spent in the office at the computer, but engaged in non-project related activity such as

- online shopping;
- playing computer games;
- chatting with friends;
- updating their Facebook wall or other social media accounts;
- watching funny Youtube videos;
- sending out resumes;
- moonlighting for another client;
- working on a personal pet project.

According to numerous studies, such activity often takes a third of a work day or more and almost invariably gets billed to clients, including the government agencies.

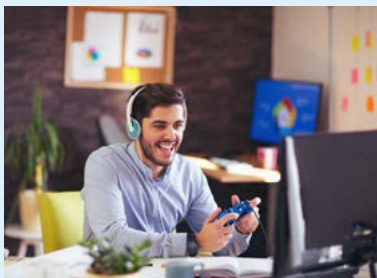
With high corporate pressure to keep increasing billing, few business professionals exclude such idle time from their billable hours.

Please note that the suggested Act does not deprive anybody from their freedom to engage in non-work-related activities; it solely precludes contractors from billing the U.S. Government for time not worked on its behalf.

The suggested transparency will also reduce Waste by allowing real-time monitoring and coordination of remote work.

Blind management of contractors is notoriously inefficient and wasteful.

On their timesheets, it appears as a time worked on a government project:



Rep. Brian Patrick Kennedy: Bring transparency to state contracting

We all know that a 100-hour workday is impossible. Yet a Pentagon Inspector General's report found that one Department of Defense subcontractor's timesheet reported 1,208 work hours over a 12-day period!

Other Inspector General reports have similarly found contractors overbilling or padding invoices with hundreds of hours on work outside the scope of contracts. In one case, two subcontractors were caught padding timesheets with more than 1,500 hours for non-work related activities, including running a "horse saddle padding" business. In another, a contractor employee billed more than 200 hours for out-of-scope activities that included writing a novel.

Such over billing has also been a problem in state and municipal contracting. Just a few years ago, a software contractor over billed New York City more than \$500 million dollars on a single municipal project.

Given that Rhode Island spends hundreds of millions of dollars annually on large, complex professional service contracts, I am concerned the state is vulnerable to similar examples of time sheet fraud. That's why I have introduced legislation (H-7788) that requires the transparent verification of billable activity.

In the absence of such verification, our agency auditors cannot verify the accuracy of contractual billing, so the state essentially pays contractors on the honor system, leaving open the possibility for fraud, waste and abuse. Further, state officials cannot efficiently monitor the status of ongoing, complex contracts, one of the major reasons we have seen some projects go far over budget and past deadlines.

To remedy the situation, my legislation would require that state contractors use newly available transparency and accountability tools to ensure that they are staying on task toward delivering contractually promised system functionalities.

By requiring vendors to use software that periodically takes screenshots of work being performed and provides automated real-time cost status of key tasks, we can significantly increase our capacity to manage complex projects, while protecting the state from padded invoices and time sheet fraud.

These software tools, such as TransparentBusiness from leading payroll and human services provider ADP, are already in use in the private sector, and Rhode Island can take advantage of these best practices in managing its state contractors.

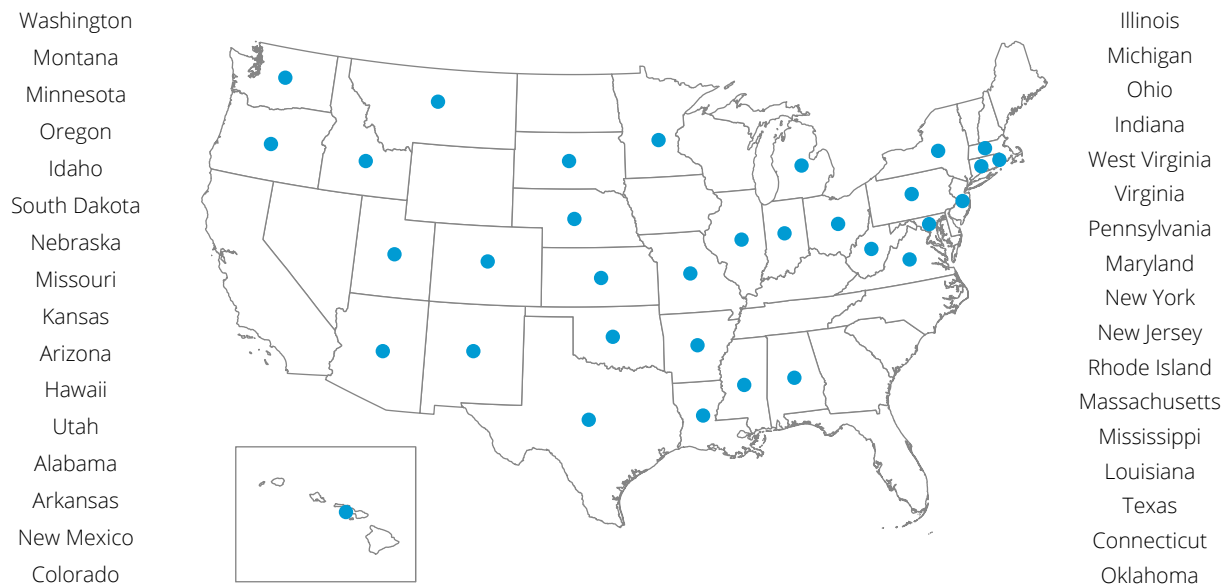
Upgrading legacy information systems and other complex projects will always be a challenge, but let's strengthen our state's overall information technology project management capacity with powerful new transparency and billing verification tools designed to prevent time sheet fraud.

By **Brian Patrick Kennedy**, the Speaker *pro tempore* of the House of Representatives of Rhode Island.

An Irreversible Trend Towards Transparency:

During 2018, the legislators in **33 states** introduced bills seeking to make transparent verification of billable hours **the new standard of public procurement**.

Transparency Bills Introduced




The detailed list of the bills can be accessed at kmgj.us/bills

Examples of technology enabling transparency in other areas of business activity which used to be non-verifiable:

- body cams of police officers
- fleet control solutions, which show exact location, speed and driving record of each truck.

Blind management is something which could be acceptable in the 1970s, but not in the 2020s.

 *“The public sector is widely perceived to be prone to fraud, waste and abuse given the large program outlays and apparent weaknesses of oversight mechanisms or internal controls.”*



CHICAGO SUN-TIMES

The Hardest-Working Paper in America

Our Pledge To You

NEWS

12/06/2018, 12:36pm

Do taxpayers a favor, keep an eye on billing by state contractors



The Illinois State Capitol in Springfield | AP Photo/Seth Perlman

In February of this year I filed SB 2828, which requires transparent verification of billable activity for all state professional and technical service contracts in excess of \$100,000. Contractors would be required to use software to verify that hours billed for computer-based work under the state contract are legitimate.

At a time when our state struggles with large pension liability debt, credit downgrades, passage of a truly balanced budget and several documented cases of over-billing, this legislation is a “no-brainer” on behalf of Illinois taxpayers. Government needs proof positive that we are spending our hard-earned taxpayer dollars responsibly and appropriately.

Testimony provided by the Governor’s Office of Management and Budget during the Senate Executive Hearing in May reported several cases of over-billing. Three cases alone totaled more than \$21 million in over-billing to state and local government. In addition, a state auditor’s report in September 2014 found that 13 attorneys had over-billed the Illinois Public Defender’s Office more than \$300,000 between 2009 and 2013. Surprisingly, there were 50 separate times where attorneys claimed to have worked more than 24 hours in a single day!

By requiring vendors with more than \$100,000 in state contracts to use software that periodically takes screenshots of work performed, we can significantly increase Illinois’ capacity to manage complex projects while protecting the state from padded invoices and time-sheet fraud. Software like TransparentBusiness, a product available through leading payroll and human services provider ADP, is already used frequently in the private sector. Three states have passed legislation exploring the use of this software, and legislation has been introduced in 11 states to mandate verification. This is becoming a national trend, and next year it is expected that this legislation will be considered by at least 35 states.

It is not a new or novel concept to ensure fiscal responsibility and transparency. SB2828 would simply require Illinois to take advantage of these best practices in managing our state contracts and contractors. Equally important, the cost of the software would be paid for by the contractor, so there is no additional expense to the state.

As I leave the Senate this year, it is my fervent hope that one of my Senate colleagues will choose to continue to advocate for this responsible and reasonable measure when the Illinois General Assembly convenes in January 2019. It is common sense, good public policy and will save taxpayers millions of dollars with no risk to the State. Any takers?

By Pamela J. Althoff, an Illinois State Senator



The following is an excerpt from the recommendations presented by Inter-American Development Bank to the Heads of States at the 2018 Summit of the Americas:

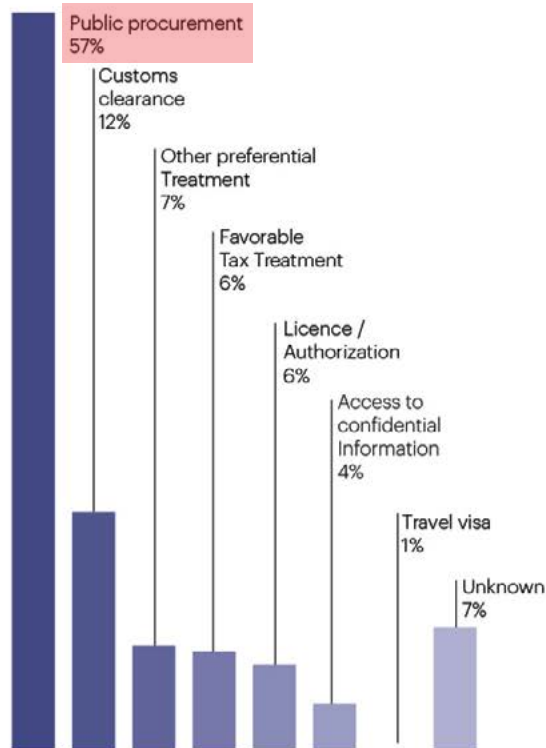
RECOMMENDATION #2
Strengthen and modernize public procurement systems to ensure integrity, transparency and competition along the different stages of the procurement process, as well as throughout the entire life cycle of the contractual relationship.

The UN estimates that in many countries, public procurement can account for anywhere between 15-30% of GDP.⁴⁵ At the same time, an estimated 10-25% of public contract value is lost to corruption.⁴⁶ A survey of the World Economic Forum shows that bribery by international companies is more frequent in public procurement than in utilities, taxation and the judicial system.⁴⁷ The OECD Foreign Bribery Report indicates that 57% of the cases prosecuted under the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions involved bribes to obtain public procurement contracts.⁴⁸ In addition to a loss of funds, this level of corruption has important societal impacts that must be addressed proactively such as eroding public trust.

Precautionary and compliance mechanisms enabled by information technology are important to prevent and control corruption, and to ensure open, transparent, and competitive government procurement systems (ranging from design and bidding, to contract award, execution and evaluation). Hence, a transparent and secure procurement framework should aim at reducing integrity risks (such as unjustified contractual amendments or conflicts of interests, among others) and safeguarding accessibility to procurement information, high participation and competition for all bidders, objective decision-making, and good faith contract renegotiations.

An estimated **10-25%** of public contract value is lost to corruption.

WHERE BRIBES OCCUR



Source: OECD. (2016). Preventing Corruption in Public Procurement. Retrieved from <http://www.oecd.org/gov/ethics/Corruption-in-Public-Procurement-Brochure.pdf>

Case Study:

Puerto Rico

In October of 2019, Carmelo Javier Ríos Santiago, the Majority Leader of the Senate of Puerto Rico, introduced bill PS1377 which seeks to make transparent verification of billable hours mandatory for government contractors.

For us, it's not just another jurisdiction where legislations saw merit in our recommendations; instead, it's a BIG STEP FOWARD towards making such transparency the new standard of public procurement nationwide, as the bill is designed to facilitate receipt of tens of billions of dollars of federal funds.

If you've been following news reports on Puerto Rico, you probably recall that a recent corruption scandal triggered a major political crisis in Puerto Rico (they had 3 Governors within a six day period) and is being used by Trump to stall federal aid to the island and use those funds for financing his "beautiful wall" instead. As reported by CBS,

"President Trump criticized the leadership of Puerto Rico in a series of tweets Thursday, saying that Congress "foolishly gave 92 Billion Dollars for hurricane relief" to the island in the wake of Hurricane Maria in 2017. ... "A lot of bad things are happening in Puerto Rico. The Governor is under siege, the Mayor of San Juan is a despicable and incompetent person who I wouldn't trust under any circumstance, and the United States Congress foolishly gave 92 Billion Dollars for hurricane relief," Mr. Trump wrote in one of two tweets, claiming much of the aid was "squandered away or wasted, never to be seen again."

Trump tied resuming federal funding of Puerto Rico to anti-corruption measures. Moe Vela, Silvina and I have visited Puerto Rico and met with key decision-makers of Puerto Rico, to demonstrate to them the anti-corruption benefits of transparency. We also hope for strong support of this bill by government contractors, as for them the success of anti-corruption measures would mean tens of billions of dollars in additional contracts.

Here's how Bloomberg reported on our bill introduced in Puerto Rico

Bloomberg

Politics

Puerto Rico Senator Pushes Anticorruption Bill After Arrests

By Michael Deibert
October 16, 2019, 4:58 PM AST

- ▶ Contractors would have to use software to document their work
- ▶ Tumultuous months as former officials are charged with graft

Carmelo J. Ríos Santiago Photographed by Rancan Tzuc/CFR Media via AP Photo

LISTEN TO ARTICLE
▶ 1:26

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- Email

Puerto Rico's senate majority leader has introduced a bill to combat corruption in the bankrupt U.S. commonwealth, whose officials have faced presidential criticism and federal prosecution as it rebuilds after 2017's devastating Hurricane Maria.

The bill by Senator Carmelo J. Ríos Santiago of the ruling New Progressive Party, would require government contractors to use software that would track hours worked, screen time used and subject matter handled.

"This is a good step we can take as a government to show that we're doing our part to make sure money is well spent," Ríos-Santiago said in an interview. "It will help us keep track that people are spending money on what they're supposed to be spending it on."

In recent months, Puerto Rico has seen several high profile arrests.

In July, the island's former secretary of education and the former head of its health insurance administration were indicted along with the head of an accounting firm and three others. They face allegations of theft, money laundering and wire fraud.

Last month, two Federal Emergency Management Agency officials who oversaw the reconstruction of Puerto Rico's electrical grid and the former president of Cobra Acquisitions were also arrested on fraud and conspiracy charges linked to recovery efforts from Hurricane Maria, which killed thousands.

President Donald Trump says recovery costs have been inflated by corruption on the island; opponents on the island say his administration is discriminating against the predominantly Latino population.

Have a confidential tip for our reporters?
GET IN TOUCH

“Puerto Rico needs radical transparency,” said Silvina Moschini, a technology entrepreneur focused on public contracting. “We have a strong opportunity to change the dynamic and extend transparency into the whole procurement process.”

THE WALL STREET JOURNAL. Ju 25, 2019

Case Study: New Jersey

On January 13, 2020, the NEW JERSEY STATE SENATE UNANIMOUSLY APPROVED OUR BILL.

Early, in 2019, the NEW JERSEY STATE ASSEMBLY APPROVED OUR BILL 76:0:1.

In other words, except for one abstainer, ALL LEGISLATORS IN NEW JERSEY SUPPORTED OUR BILL, which demonstrates how uniquely unifying the cause of transparency is.

Transparent verification of billable hours provided to be one of those rare proposal on which both Democrats and Republicans could wholeheartedly agree. And for a good reason - it's expected to save the state hundreds of millions of dollars, at zero cost and zero risk.

The process was neither fast nor easy. Government contractors were fighting against the bill, influencing state officials then the Senate was in recess for several month. But we kept educating legislators about the benefits of transparency and overcame all the challenges.

We don't yet know exactly when our bills would become laws in NJ or in other states, but now we know that achieving veto-proof majority in many states are clearly a doable task. Transparent verification will undoubtedly be the new standard of public procurement and TransparentBusiness is well-positioned to capture much of the resulting demand. I believe that our market is much larger than that on which Salesforce.com has become a \$160B company.

I'm proud to say that we've achieved all progress to-date at a very modest budget, much lower than the originally projected one. Whereas many startups raise over \$100M, the total amount of our outside funding is less than \$6M.

Alex Konanykhin

CEO of TransparentBusiness

(excerpts from a letter to the shareholders)

Bills 2018-2019

A3989 AcaSa (2R) Provides State information technology contracts will require use of software to document computer use by contractor.*
Passed Senate

Identical Bill Number: [S2960 \(1R\)](#)

[Sumter, Shavonda E.](#), as Primary Sponsor
[Mazzeo, Vincent](#), as Primary Sponsor
[Murphy, Carol A.](#), as Primary Sponsor
[Carroll, Michael Patrick](#), as Co-Sponsor
[Reynolds-Jackson, Verina](#), as Co-Sponsor

5/17/2018 Introduced, Referred to Assembly State and Local Government Committee
12/6/2018 Reported out of Assembly Comm. with Amendments, 2nd Reading
1/31/2019 Passed by the Assembly (76-0-1)
2/7/2019 Received in the Senate without Reference, 2nd Reading
2/21/2019 Senate Amendment (27-0) (Sarlo)
1/13/2020 Submitted for S2960 (1R)
1/13/2020 Passed by the Senate (38-0)

Introduced -- 3 pages [PDF Format](#) [HTML Format](#)
Reprint -- 3 pages [PDF Format](#) [HTML Format](#)
Statement - ASL 12/6/18 - 1 pages [PDF Format](#) [HTML Format](#)
Floor Statement - Senate 2/21/19 IR - 1 pages [PDF Format](#) [HTML Format](#)
Reprint -- 3 pages [PDF Format](#) [HTML Format](#)

Committee Voting:
ASL 12/6/2018 - r/Aca - Yes (4) No (0) Not Voting (1) Abstains (1) - [Roll Call](#)

Session Voting:
Asm. 1/31/2019 - 3RDG FINAL PASSAGE - Yes (76) No (0) Not Voting (3) Abstains (1) - [Roll Call](#)
Sen. 2/21/2019 - 2ND READING - Yes (0) No (0) Not Voting (40) - Voice Vote Passed
Sen. 2/21/2019 - AMEND - Yes (27) No (0) Not Voting (13) - [Roll Call](#)
Sen. 1/13/2020 - SUB FOR S2960 - Yes (0) No (0) Not Voting (40) - Voice Vote Passed
Sen. 1/13/2020 - 3RDG FINAL PASSAGE - Yes (37) No (0) Not Voting (3) - [Roll Call](#)



Alex Konanykhin, the CEO of TransparentBusiness, and Craig Coughlin, the Speaker of the General Assembly of New Jersey.



Silvina Moschini, the President of TransparentBusiness and Phil Murphy, the Governor of New Jersey.

The Draft of the STOP FRAUD Act

(Secure Transparent Overview Process for Reducing Abuse, Underutilization and Deficit Act) suggested by TransparentBusiness, as released by the Office of Legislative Council

116TH CONGRESS
1ST SESSION

H. R. _____

To amend chapter 47 of title 41, United States Code, to create requirements for certain contractors that provide information technology services to a Federal agency, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

_____ introduced the following bill; which was referred to the Committee on _____

A BILL

To amend chapter 47 of title 41, United States Code, to create requirements for certain contractors that provide information technology services to a Federal agency, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the
5 “[_____]”.

1 **SEC. 2. INFORMATION TECHNOLOGY SERVICE CONTRACT**

2 **ACCOUNTABILITY.**

3 (a) IN GENERAL.—Chapter 47 of title 41, United
4 States Code, is amended by adding at the end the fol-
5 lowing:

6 **“§ 4714. Information technology service contract ac-**
7 **countability**

8 “(a) IN GENERAL.—A covered contractor that pro-
9 vides information technology services under a contract
10 with a Federal agency that is above the simplified acquisi-
11 tion threshold shall use the software described in sub-
12 section (b)(1) to verify the hours that were billed for work
13 done pursuant to such contract.

14 “(b) SOFTWARE.—

15 “(1) SOFTWARE DESCRIBED.—The software de-
16 scribed in this paragraph shall—

17 “(A) provide aggregate information about
18 the number of inputs that occur on any device
19 used by a covered contractor, but may not pro-
20 vide information about the content of such in-
21 puts;

22 “(B) take screenshots of any device used
23 by a covered contractor at least once every 3
24 minutes; and

25 “(C) allow a Federal agency that has a
26 contract with a covered contractor to access any

1 data collected by the software as required by
2 subparagraphs (A) and (B).

3 “(2) STATUS OF DATA.—Data collected by the
4 software described in paragraph (1)—

5 “(A) is the property of the covered con-
6 tractor;

7 “(B) is exempt from disclosure under sec-
8 tion 552(b)(3)(B) of title 5; and

9 “(C) may not be sold, transferred, or used
10 for any purpose other than to allow a Federal
11 agency to verify the hours billed by a covered
12 contractor.

13 “(3) OBTAINING SOFTWARE.—The software de-
14 scribed by this subsection shall be obtained by the
15 covered contractor from a nongovernmental entity
16 and such entity may not access the data collected by
17 the software.

18 “(c) DEFINITIONS.—In this section:

19 “(1) COVERED CONTRACTOR.—The term ‘cov-
20 ered contractor’—

21 “(A) means a contractor that has a con-
22 tract with a Federal agency to provide informa-
23 tion technology services; and

24 “(B) does not include an individual who
25 works on a federally owned device.

1 “(2) FEDERAL AGENCY.—The term ‘Federal
2 agency’ has the meaning given the term ‘executive
3 agency’ in section 133 of this title.

4 “(3) FEDERAL EMPLOYEE.—The term ‘Federal
5 employee’—

6 “(A) has the meaning given the term ‘em-
7 ployee’ in section 2105 of title 5; and

8 “(B) includes an employee of the United
9 States Postal Service or of the Postal Regu-
10 latory Commission.

11 “(4) INFORMATION TECHNOLOGY SERVICE.—
12 The term ‘information technology service’ means a
13 professional or technical service that is performed
14 using a device, including a computer, that is billed
15 to a Federal agency by the hour.

16 “(5) SIMPLIFIED ACQUISITION THRESHOLD.—
17 The term ‘simplified acquisition threshold’ has the
18 meaning given such term in section 134.”.

19 (b) CLERICAL AMENDMENT.—The table of sections
20 for such chapter is amended by adding at the end the fol-
21 lowing:

“4714. Information technology service contract accountability.”.

Mexico

As a part of our efforts to make transparent verification of billable hours the new standard of public procurement in Mexico, on February 20, 2020, Silvina Moschini, a co-founder and President of TransparentBusiness, presented advantages of transparency to the Transparency and Anti-Corruption Committee of the Mexican Congress.

La Comisión de Transparencia y Anticorrupción, de la H. Cámara de Diputados, invita a la ponencia:

LA TECNOLOGÍA PARA LA TRANSPARENCIA Y EL COMBATE A LA CORRUPCIÓN.

Presentada por:

Silvina Moschini

- Escritora argentina.
- Presidenta y fundadora de TransparentBusiness.
- Columnista de las cadenas CNN en español y CNN latino.

La cita es el día **20 de febrero del 2020, a las 12 pm.**
En la zona **C "Cristales"**



Silvina Moschini (center), with Frédéric Garcia, our shareholder and advisor (on the right) and Martin Ruano, our Head of Planning and Operations (on the left) with Mexican legislators.



False Billing Causes Losses of 600 Billion Pesos

February 21, 2020 - SMRTV

Between 10 and 25 percent of public contract budgets are lost to [the false billing].

The President of the Transparency and Anti-Corruption Commission of the Chamber of Deputies, Óscar González Yáñez, revealed that false billing in Mexico is estimated at around 600 billion pesos.

During the “Technology for Transparency and the Fight Against Corruption” presentation, the legislator said that this amount is equivalent to twice the gasoline tax (IEPS), to all remittances sent by our nationals, twice the Oil revenue, at 10 percent of the country’s budget. Such losses happen just as the result of overbilling and corruption, he stressed.

“This represents a big hole in the country’s public finances.” That is why, said deputy González Yáñez, it is urgent that transparency would chase out corruption, as the cost is very high for any nation.

Speaker Silvina Moschini, an Argentine entrepreneur and writer who is an expert in Information Technology, acknowledged that overbilling theft represents much more than all bank robberies worldwide combined.

“The victims of the overbilling fraud are the people, because the defrauded money could have been used for services such as health, education, for all those things that the people need. These losses happen because until recently there had been no technology to assure responsibility and accountability”, she stated.

“We need the governance policy and technology in order to detect this type of fraud that still occurs today”, she added.

She stressed that, according to the Inter-American Development Bank, between 10 and 25 percent of public funds in government contracts are lost due to corruption, and that transparency through technology can solve a huge part, because it makes contractors accountable.

Provoca pérdidas de 600 mmdp la facturación falsa

SMRTV / 21 FEBRERO 2020



Entre el 10 y el 25 por ciento de los fondos de los contratos públicos se pierden por esta práctica.

Información Redacción

El presidente de la Comisión de Transparencia y Anticorrupción de la Cámara de Diputados, Óscar González Yáñez, reveló que la facturación falsa en México se calcula en alrededor de 600 mil millones de pesos.

Durante la ponencia: “La Tecnología para la Transparencia y el Combate a la Corrupción”, el legislador sostuvo que esta cantidad equivale a dos veces el impuesto de la gasolina (IEPS), a todas las remesas que envían nuestros connacionales, a dos veces el ingreso petrolero, al 10 por ciento del presupuesto del país, sólo en el tema de la facturación, y faltaría lo que perdemos por la corrupción, subrayó.

“Esto representa un gran agujero en las finanzas públicas del país”. Por eso, sostuvo el diputado González Yáñez, urge que la transparencia acorrale a la corrupción, porque el costo es altísimo para cualquier nación.

La ponente Silvina Moschini, empresaria y escritora argentina experta en tecnologías de la información, reconoció que el robo por sobrefacturación representa mucho más que el robo a todos los bancos del mundo combinados.

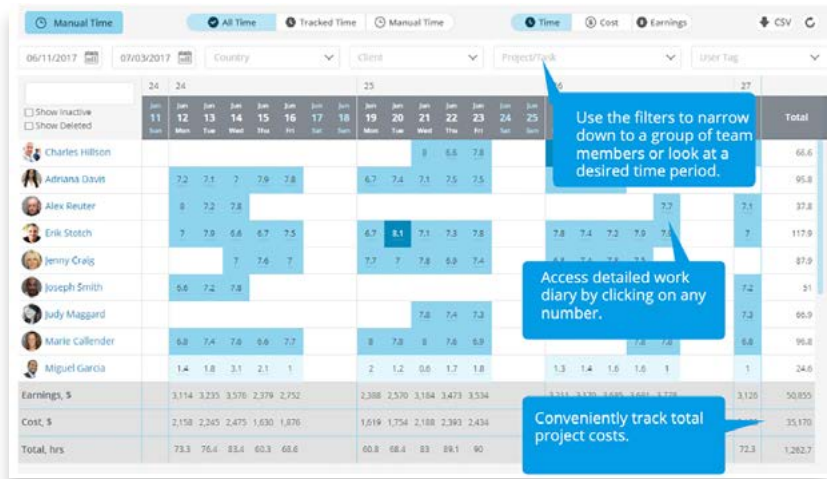
“El fraude por sobrefacturación, que en este caso la víctima es el pueblo, porque es dinero que están retirando, que se pudiera utilizar para servicios como salud, educación, para todas esas cosas que el pueblo necesita, se pierde y queda detectado porque hasta hace poco no existía la tecnología para poder tener la responsabilidad y la obligación de rendición de cuentas”, reveló.

Falta, abundó, política de gobernanza y tecnología a fin de detectar este tipo de fraudes que hoy en día se siguen practicando.

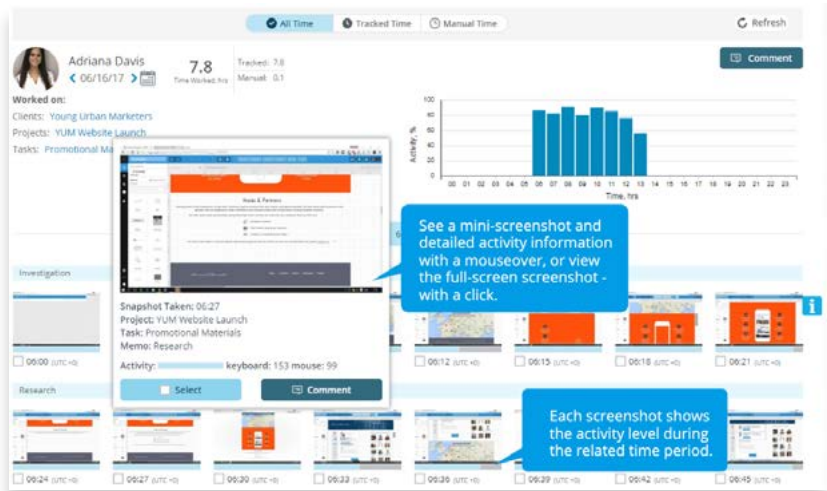
Destacó que, según el Banco Interamericano de Desarrollo, entre el 10 y el 25 por ciento de fondos públicos en los contratos de gobierno se pierden por corrupción, y que la transparencia a través de la tecnología puede resolver una enorme parte, porque hace que la gente sea responsable para rendir cuentas.

How Transparency Works

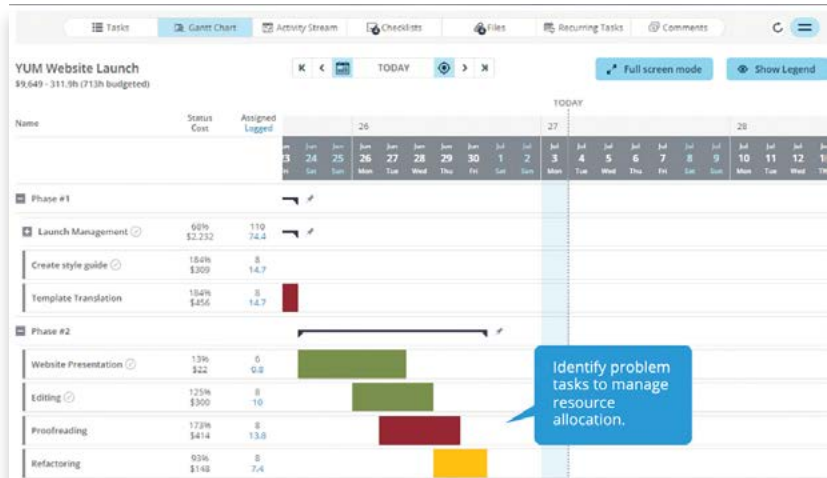
Government auditors will be able to access information on time worked by every contractor's worker assigned to the government project:



Clicking on "hour worked per day" number shows all billed-for activity:



The Real-time Gantt chart allows to instantly spot tasks which exceeded the allocated budget (shown in red) or remain uncompleted past their deadlines (yellow):



The TransparentBusiness timer is controlled by workers. They decide when to turn it on to start billing and when to pause it. Workers get audio and visual notification every time a screenshot is taken, to assure privacy of the worker and preclude accidental recording of non-work-related activities. Workers have 3 minutes to delete the screenshot after the notification, before it's uploaded to the Cloud. The information captured on their computers may go to the server or the Cloud account of the contractor, without become accessible to TransparentBusiness or any other party. Contractors may chose other software as the compliance tool; the above section solely illustrates the concept of transparent verification of billable hours using TransparentBusiness as an example.

Access detailed information about each project:

The screenshot shows a project management interface for 'YUM Website Launch'. At the top, there are navigation tabs for Tasks, Gantt Chart, Activity Stream, Checklists, Files, Recurring Tasks, and Comments. The main header includes the project name, a brief description, start and due dates, status (In Progress), priority (Regular), and client (Young Urban Marketers). A 'Project Team' section shows a group of team members. Key metrics include Total Logged Time (311.9 hrs), Total Cost (\$9,649 | \$100,000), and Total Earnings (\$14,000). A blue callout box points to the 'Cost' tab with the text 'Monitor cost and progress.' Below this is a table with columns for Users, Start Date, Due Date, Assigned, hrs, Logged, hrs, Status, Priority, Level, and Actions. The table lists several project phases, all with a status of 'In Progress'.

	Users	Start Date	Due Date	Assigned, hrs	Logged, hrs	Status	Priority	Level	Actions
Phase #1		06/19/2017	06/23/2017			In Progress	Regular	1	
Template Translation		06/28/2017	06/23/2017	8	14.7	In Progress	Regular	2	
Phase #2		06/24/2017	06/30/2017			In Progress	Regular	1	
Proofreading		06/27/2017	06/29/2017	8	13.8	In Progress	Regular	2	
Refactoring		06/28/2017	06/30/2017	8	7.4	In Progress	Regular	2	
Phase #3		07/01/2017	07/03/2017	8		In Progress	Regular	1	
Quality Assurance		07/01/2017	07/05/2017	10	2.8	In Progress	Regular	2	

... or each employee:

The screenshot shows an employee profile for Natalia Cartman. It includes a profile picture, a bio, and various sections: 'About me', 'Social accounts', 'Areas of Expertise' (Editorial Designer, Brand Designer, Logo Designer, Graphic Designer), 'Skills' (Adobe Photoshop, Editorial Design, Graphic Design, Adobe Illustrator, Adobe InDesign, Microsoft Power...), 'Industries' (Advertising, Publishing, Sports, Education), 'Portfolio (12)', 'Location' (Buenos Aires, Argentina), and 'English Language Proficiency' (Conversational). A blue callout box points to the contact icons with the text 'One-click access by email, phone, or Skype.' Another callout box points to the portfolio carousel with the text 'Portfolio carousel with work samples.' A third callout box points to the location map with the text 'See their location.'

The concept of transparent verification of billable hours is illustrated with the screenshots of the TransparentBusiness.com platform. A number of alternative providers exists and their functionality may differ.

How transparency can help the global economy to grow



Countries around the world spend an estimated \$9.4 trillion a year on procurement – 15% of global GDP. Indeed, UN figures estimate that public procurement can account for 15-30% of GDP for many countries. However, according to the UN's Office on Drugs and Crime and the Organisation for Economic Co-operation and Development (OECD), 10-25% of the value of public contracts is lost to corruption.

This means that corruption – such as fraud, waste and abuse by government contractors – costs up to \$2.35 trillion globally on an annual basis.

As [Transparency International](#) states in its July 2018 report on recommendations for open contracting: "Procurement is one of governments' most economically significant activities, but it also poses one of the greatest public sector corruption risks."

One of the main reasons this corruption can flourish? Countries have a lack of transparency when it comes to work being done by government contractors operating on an hourly basis. In virtually every country, government contractors work on an "honour system" where there are no procedures in place to verify invoices for the hours worked by these contractors.

In its 2017 report *Fraud, Waste and Abuse in Social Services – Identifying and Overcoming this Modern-Day Epidemic*, Accenture refers to this phenomenon as "self-certifying": "Two primary issues are at the root of overpayments. The first is the frequent reliance on the customer to provide data and information that is then used in calculating their benefits. This 'self-certifying' of data can lead to customers making small changes and misrepresenting their situation in the knowledge that this will provide a higher amount of benefit."

This occurs in both developed and emerging countries: Transparency International's [Corruption Perceptions Index 2017](#) found high corruption in more than two-thirds of nations.

One of the index's five recommendations states: "Civil society and governments should promote laws that focus on access to information. This access helps enhance transparency and accountability while reducing opportunities for corruption."

The value of transparency as an essential strategy to prevent fraud and waste has been cited by many organizations. In a May 2016 report, [Corruption: Costs and Mitigating Strategies](#), the International Monetary Fund states:

"Although transparency is a general prerequisite for the proper functioning of the market, it is also a core component of an effective anti-corruption policy. Transparency plays a critical role in ensuring the efficient allocation of resources by allowing the market to evaluate and impose discipline on government policy, and by increasing the political risk of unsustainable policies. In addition to these important functions, transparency can play a key role in preventing corruption and promoting good governance. By providing the public with access to information relating to government decisions and financial transactions,



transparency can effectively deter illicit behaviour. Indeed, a number of studies demonstrate a positive correlation between corruption and the lack of public budget transparency. The more transparent the budget in a given country, the less corrupt the country is perceived to be.”

More recently, the Americas Business Dialogue, in its 2018 report, [Action for Growth: Policy Recommendations and Plan of Action 2018-2021 for growth in the Americas](#), states: “Productivity, transparency and effective accountability are intrinsically connected (...) Empirical evidence has shown that a lack of transparency and integrity can affect a country’s productivity and economic growth.”

Indeed, the call for greater transparency is one of the core principles of the Open Government Partnership’s (OGP) [Open Government Declaration](#), which was founded in September 2011 by eight founding governments (Brazil, Indonesia, Mexico, Norway, the Philippines, South Africa, the United Kingdom and the United States) who originally pledged to the Declaration. Now, more than 70 countries have committed to the OGD and to making their governments more accountable.

One of the declaration’s three other core principles is that greater transparency in governments can be achieved around the world through increased access to new technologies: “We commit to engaging civil society and the business community to identify practices and innovative approaches for leveraging new technologies to empower people and promote transparency in government.”

It is clear that advances in technology have given governments more effective tools to identify and prevent fraud by government contractors and, by partnering with the private sector, governments can leverage even more resources for transparency to become more productive, efficient and valuable to its citizens.

Every year, the US spends \$530 billion on procurement and as such, faces the same challenges as other countries when it comes to abuse of the procurement process. While legislation, such as the False Claims Act, has been enacted to prevent fraud by government contractors, it continues at an alarming rate.

One of the most notable cases is that of the computer contractor SAIC, which overbilled New York City \$500 million on one municipal project. At the federal level, the Pentagon accused Defense Logistics Agency in 2013 of allowing taxpayers to be overbilled \$757 million because of the company’s failure to verify that contractors’ invoices were accurate.

By enacting something as simple as the verification of billable hours through readily available software, countries can take a significant step forward in promoting a more effective government that better serves its people. Furthermore, such a step comes with no risk or cost, as the cost of the software is borne by the contractor.

As the Americas Business Dialogue states: “Transparency is a central element for achieving sustainable economic growth and improving lives[.]”

Through technology and public-private partnerships, it is now possible for both emerging and developed countries to advance transparency in government which will save millions of dollars that can be utilized to better serve citizens and strengthen nations. With stronger countries comes a stronger global economy.

[Alex Konanykhin](#), CEO, TransparentBusiness, a member of the [Tech for Integrity Community](#).



Robust, Acclaimed, Scalable

TransparentBusiness is well-positioned for fast expansion



Partnerships with Google, Microsoft, SAP, Cisco, ADP, Facebook, and EY



Nobody owns the category and TransparentBusiness is well-positioned to own the space



Based on AmazonWS and infinitely scalable



Absence of notable competition



Available for purchase from ADP, a Fortune-500 company, AAA-rated, a component of NASDAQ and S&P indexes



TransparentBusiness is a federally registered trademark

15 Rules of Unicorn Hunting

By Alex Konanykhin, CEO of TransparentBusiness

Unicorns are rare.

So rare, in fact, that in 2013 venture capitalists started to use this term for a similarly rare breed of startups: those which grow to a billion-dollar valuation.

Unicorns have the power of providing investors with fairytale-like returns. For instance, early investors in Uber saw the value of their investment grow over 500,000%:

Investors	Amount Invested	Today's Value	Notable
Garret Camp	\$220,000	\$1,092,412,800	Mr. Camp invested some of the money he made from selling StumbleUpon to eBay in 2007. His overall stake based on Uber's IPO price is worth about \$3.7 billion.
Founder Collective	\$95,000	\$372,661,200	Entrepreneur Bill Trenchard invested from a Boston-area seed fund made up of money from founders, He is now a partner at Uber investor First Round.
Mitchell D. Kapor Trust	\$75,000	\$372,412,800	Mr. Kapor is a pioneer of personal-computer software as the founder of Lotus. He later made headlines for speaking out against Uber's "toxic" culture in 2017.
Cyan and Scott Banister	50,000	\$248,275,800	The married entrepreneurs learned of Uber on their way to the airport in a livery cab whose driver explained the order-by-app and gave them Mr. Grave's business card.
Joshua Spear	\$30,000	\$148,964,400	The blogger and brand strategist is an angel investor who had also previously backed Mr. Camp's StumbleUpon.
The Hit Forge	\$25,000	\$124,137,000	Mr. Ravikant, who invested from his past seed fund, is known in Silicon Valley circles for running the angel-investment platform AngelList.
Jason Port	\$25,000	\$124,137,000	An early Sportsline.com employee during the dot-com boom, Mr. Port now works at growth-equity firm Lead Edge Capital.
Shawn Fanning	\$25,000	\$124,137,000	Mr. Fanning is an icon of the dot-com boom-and-bust, having founded music-sharing site Napster, which reshaped the record industry.
Jason Calacanis	\$25,000	\$124,137,000	Sequoia Capital gifted entrepreneur Mr. Calacanis the money as part of a secretive scout program designed to give the firm insight into up-and-coming startups.
Mike Walsh	\$5,000	\$24,827,400	The founder of a business software startup and an early investor in Salesforce.com, Mr. Walsh is now the general partner at seed fund Structure Capital.
Oren Michels	\$5,000	\$24,827,400	The entrepreneur co-founded a software startup called Mashery and sold it to Intel in 2013.

Many investors dream of spotting a unicorn in its infancy, but they don't know how to tell it apart from the startups which turn into frogs. This guide is intended to demystify the art of spotting future unicorns.

Rule 1:

Unblock your mind.

Unicorns are so rare that most investors reject the mere possibility that they may ever spot one. For them, the thought of finding a unicorn is as abstract as winning a Super Jackpot in a lottery: something which only happens to other people.

This attitude is not surprising, given that statistical chances of finding an infant unicorn are indeed minuscule: there are only about 300 unicorns worldwide. How can any investor seriously count on encountering such a mythical creature?

As a result of this inherent pessimism, most investors would not recognize a unicorn even if they bump into it.

Most investors invest in real estate, index funds and other conservative investment vehicles where even a 20% annual return is considered high; for them, it's hard to accept that the return in some IT projects exceeded one million percent and the first twenty Amazon investors saw their stock grow in value ten million percent. When unicorns don't inhabit your patch of the woods, it's hard to accept their existence.

VC executives, supposedly the professional unicorn hunters, are possibly the most skeptical. They all proclaim that they are in search of "the Next Google" but if an entrepreneur puts on the cover page of his investment summary an assertion that the project may result in similar high returns,

it's practically a guarantee that the summary would go straight into the trash bin without being open.

I'm talking from experience: while living in San Francisco, I've had a chance to meet with a couple of dozen VCs. All of them, without an exception, went into a lecturing me on the need to use "plausible and realistic" (i.e. low) projections, as soon as they saw "60,000% ROI potential" on the cover page. "You instantaneously lose your credibility", they declared, without having any idea about the nature of the project. They were rejecting the mere possibility of such a return, without even examining our investment proposition.

Interestingly, the very same investment proposition proved to be compelling to many unquestionably business-savvy investors: by now, our investors include Telefonica, as well as current and former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank, CA Technologies, Airbus and Accenture.

It's hard to blame VC executives for being so jaded: they are constantly pitched by startups with poor or mediocre ideas. Yet we all shall remember the Second Rule -

Rule 2:

Rabbits don't grow into unicorns.

If the entrepreneur cannot make a convincing case that his startup may become a unicorn, the chances of that happening accidentally are next-to-zero.

An entrepreneur's job is to spot an attractive opportunity, communicate the extent of that opportunity to smart investors and turn that opportunity into reality. Meek and timid won't reach mega-success even then an opportunity exists: they simply don't dare to go for market domination.

Even if they initially recognized a mega-opportunity, they tend to be easily discouraged by skeptics and nay-sayers which entrepreneurs encounter in abundance.

Google founders were laughed out of countless VC offices when they were trying to convince venture capitalists that their dorm-room creation could become a unicorn, but they refused to cave in. This is how Steven, an editor of Wired Magazine, Levy describes their break-through meeting in his

In the Plex book:

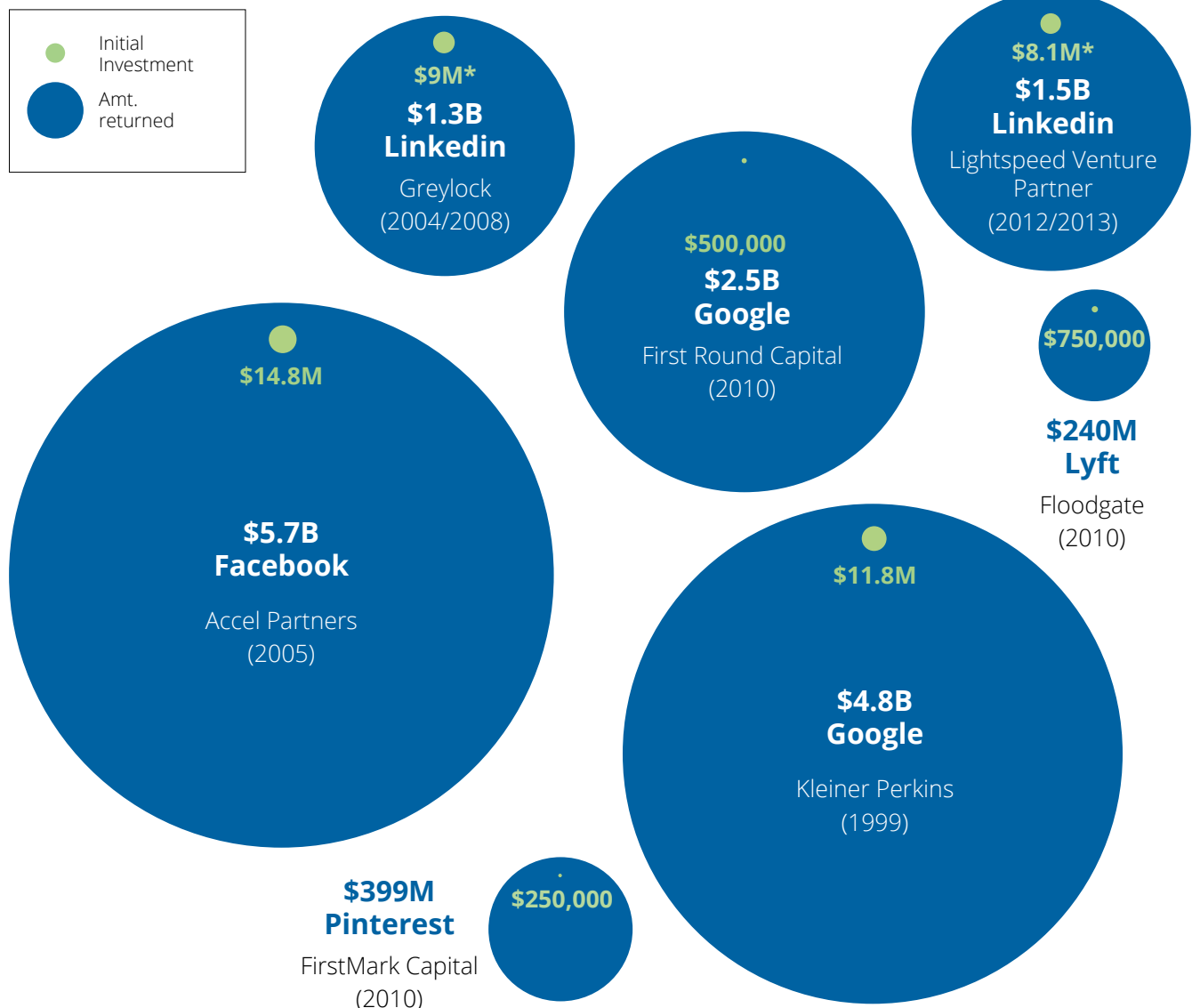
"The elite of the elite of venture capital firms in Silicon Valley was Kleiner Perkins Caufield & Byers. The head was John Doerr. His meeting was just ending when Doerr asked a final question: "How big do you think this can be?" "Ten billion," said Larry Page. Doerr just about fell off his chair. Surely, he replied to Page, you can't be expecting a market cap of \$10 billion. Doerr had already made a silent calculation that Google's optimal market cap—the eventual value of the entire company—could go maybe as high as one billion dollars. "Oh, I'm very serious," said Page. "And I don't mean market cap. I mean revenues."

Doerr invested in Google despite rejecting their forecast and Google founders created a company valued EIGHT HUNDRED TIMES higher than Doerr considered possible.

Modest aspirations are especially suicidal in Internet business, where the winner typically "takes it all". There's Google and no other search engine worth talking about. Facebook, and no similar social network. Salesforce, and no other CRM with a comparable market valuation. LinkedIn, and no other business network of significance. And so on, niche by niche. In short, the only viable strategy for a major success in the tech business is to shoot for niche domination. "Second prize is a set of steak knives. The third prize is you are fired."

Sprouting Seeds

A look at some of the more lucrative startup investments by venture-capital firms.



At kmgj.us/506 I outline my case on why TransparentBusiness may become not just a unicorn or a decahorn (a startup that reaches a \$10B valuation) but a hectocorn – the rarest of the unicorn breed, a startup which reaches a \$100B valuation.

Sure, the mere fact that an entrepreneur boldly proclaims

that his startup may become a unicorn does not mean that it would. He still needs to convince you that enough success factors listed in this unicorn-spotting guide are in place.

These criteria listed below never coincide in one project; not even in the most successful projects, with a possible exception of TransparentBusiness.

Rule 3:

The market must be huge.

It's the only absolute Rule, as it's impossible to create a huge business on a small market.

This simple rule allows unicorn hunters to quickly discard all local or narrow-niche projects.

In the case of TransparentBusiness, the market is

roughly 20 times larger than that on which Salesforce.com has reached a \$145B valuation. Whereas Salesforce.com provides a CRM solution for B2B salespeople, TransparentBusiness can be used to monitor and coordinate any type of computer-based work.

Rule 4:

The need must be acute.

It's not enough for the market to be large; the need for the proposed solution has to be acute enough to make millions of people purchase it. In other words, the solution shall be a must-have, not a nice-to-have.

In the case of TransparentBusiness, a 15-40% boost of productivity and protection from overbilling are compelling reasons for businesses to adopt it to remain competitive.

Protection from overbilling proved to be a strong reason for legislators across the United States to introduce bills that seek to make such transparency mandatory.

Notable exceptions to the "Acute Need" rule are Facebook and Twitter, but their benefits exceeded the cost: both are free platforms.

Rule 5:

Competition must be negligible.

A huge market and acute need normally mean fierce competition. Uber had to compete with taxi cabs and limo

companies, which is one of the reasons Travis Kalanick had to raise \$24B pre-IPO. Airbnb competes with the hotel

industry and had to raise over \$3B pre-IPO, in addition to a billion-dollar line of credit. Google was a startup entering the business category crowded with large companies, such as Yahoo, AOL, Netscape, InfoSeek, AltaVista, Magellan,

CompuServe, GoTo, Ask.com, Excite, Inktomi, YellowPages.com.

TransparentBusiness has a chance to take over business transparency before notable competition develops.

Rule 6:

Scalability is paramount.

It practically never happens that a huge market and acute need coincide with the absence of competition, so if an entrepreneur finds such an exceptionally rare situation, it's important to have a solution scalable enough to take advantage of the market opportunity fast, before the competition develops.

For many major companies scaling up was anything but easy:

- for years, Tesla could not cope with the demand and customers had to wait for many months to have their cars delivered;

- Apple had to build mega-factories in China to fulfill the demand for its iPhones and iPads;
- Amazon had to create a gigantic nationwide logistical network of warehouses combined with an extensive truck and aero fleets to serve its customers.
- Uber had to launch in each local market individually and to pre-screen millions of drivers.

As a SaaS solution, TransparentBusiness is infinitely scalable and accessible worldwide.

Rule 7:

The solution shall be sticky and generate residual revenues.

Fads pass. "Angry Birds" was super-popular one day but are being gradually replaced by new gaming phenomena. Millions of riders switch between Uber and Lyft based on the pricing or as a result of the PR blunders of Uber.

SaaS platforms, such as TransparentBusiness and Salesforce.com, are very sticky: sifting to a new platform is a hassle companies prefer to avoid.

Rule 8:

Profit margin matters.

The massive volume of business is a curse if you lose money on every transaction, and some of the most successful companies had to struggle to overcome this challenge. Amazon was a money-losing operation for most of its existence, burning billions on free delivery and other promotions. Uber lost billions of dollars subsidizing low pricing and free rides trying to win completion over taxi cabs, limo companies, Lyft and other competitors. PayPal was losing money on every credit card operation in its

initial years. Google, Facebook, Whatsapp, and Twitter were money-losing free platforms during their initial years.

SaaS businesses, like Salesforce.com and TransparentBusiness, are in a uniquely advantageous position of having obscenely high profit margins: there's hardly any marginal cost when new subscribers join our platform.

Rule 9:

The Network Effect shall be strong.

The more users Facebook has, the lower are the chances of a competitor creating a successful network: we all want to use the network which allows us to communicate with most people. This "network effect" is the reason even Google with its nearly unlimited tech, financial and promotional resources failed to compete with Facebook and pulled the plug on its Google+ platform.

Interestingly, Google itself does not similarly benefit from

the network effect in its core business: if a new and more efficient search engine appears, there are no reasons compelling people to keep using Google.

Like Salesforce.com, TransparentBusiness is expected to strongly benefit from the network effect: the more users we have, the more professionals we have working via our platform, the higher are the chances that other companies will select TransparentBusiness.

Rule 10:

Look for an Experienced Team.

Google, Facebook, Dell, Apple, and Microsoft are remarkable examples of college dropouts creating super-successful companies, but young founders have to learn as they go, often from their own mistakes, and some mistakes prove to be fatal. Jerry Yang's refusal to purchase Google algorithm for one million dollars is one such example and it led to the demise of Yahoo.

Entrepreneurial experience counts. The inexperienced Steve Jobs got himself fired, the experienced one turned it into the most valuable company in America.

Both co-founders of TransparentBusiness have extensive and successful entrepreneurial experience.

Rule 11:

Diversity is an Advantage.

You may have noticed that I'm using male pronouns when referring to entrepreneurs in this Guide. Partially, it is because of the gender-neutral meaning of male pronoun in English, but the other reason is that because VCs don't finance female entrepreneurs, so women have little chance to create a unicorn.

To be precise, only 2.2% of VC funding goes to women and, as a result, out of the 134 U.S. venture capital-backed "unicorn" companies as of May 2018, there were just 14 with a female founder.

Ironically, [startups with female founders grow faster](#). TransparentBusiness has the good fortune of having Silvina Moschini, one of the best-known female entrepreneurs, as one of its two founders.



Silvina Moschini, co-founder, President and Chairwoman of TransparentBusiness.

Rule 12:

Revenues, endorsements and validations are important.

While Google, Facebook, Twitter, Salesforce and many other unicorns were funded pre-revenues and some are even pre-product, the investment risks are unquestionably lower when the company has made validation sales and received massive acclaim. It helps a startup to stand out from the crowd, be taken seriously and overcome the natural skepticism of its target audience.

TransparentBusiness has been designated by Citigroup as the Top People Management Solution; Google licensed its technology; Microsoft, SAP, Cisco, ADP, Facebook, and some other major companies became our official partners; it received major awards and extensive media acclaim internationally. All this recognition opens doors and helps grow the business.

Rule 13:

Distribution Channels accelerate growth.

Microsoft became an overnight success because its operating system DOS shipped with every IBM PC. PayPal became a mega-success when they became a recommended payment provider on eBay. The Airbnb breakthrough came through hacking into Craigslist and mass-posting its listing there.

TransparentBusiness has become an Integrated Partner

of ADP, the payroll processing giant that is a Fortune 500 company and a component of NASDAQ and S&P indexes. Similar partnerships are in the works with other major companies, allowing TransparentBusiness to bypass lengthy due diligence and new vendor approval processes with new corporate clients.

Rule 14:

Favorable legal environment is a plus.

Uber and Airbnb have been fined countless times and had to fight to change regulations in countless jurisdictions. PayPal has been accused of illegal banking by multiple governments. TransparentBusiness faces no such challenges.

On the contrary, most politicians and government officials call for more transparency. At the Summit of the Americas, all participating Heads of States signed a Memorandum which identified increased transparency as their top priority.

Rule 15:

Recession-resilient.

According to the National Bureau of Economic Research, there were 33 business cycles in the United States between 1854 and 2009. The average length of a growing economy is 38.7 months or 3.2 years. The average recession lasts for 17.5 months or 1.5 years. Thus, the U.S. economy is overdue for a recession. This fact makes many forms of investments especially risky, but it also makes investing in

projects like TransparentBusiness even more appealing to business-savvy investors.

The TransparentBusiness business model is not just recession-resilient; TransparentBusiness is one of those rare businesses which is likely to benefit from a recession as nothing sells better during the economic downturn than

cost-cutting solutions.

Protection from overbilling, efficiency-boosting and other benefits of TransparentBusiness would be especially important during lean budget-cutting times.

Additionally, there's probably no product category more recession-proof than government-mandated services, and legislators across the country are working on making transparent verification of billable hours mandatory for all government contractors.

The third reason for the recession-resiliency of TransparentBusiness is that its market is global and, therefore, less dependent on the state of one particular economy.

The Dot-Com Implosion of 2000 eliminated most Internet startups of the era and the Great Recession turned many investments into losses. A new recession is around the corner and the only sound equity investment today is in recession-resilient companies.

A Bonus Rule (16):

Ask About Secret Sauce.

Finally, even when a start-up meets most of the above rules, you should ask them: what is your "secret sauce"? What is that special, unexpected ingredient which would help you become a mega-success?

In the case of TransparentBusiness, it's the legislative approach that may result in much faster growth than ever possible with the "organic growth" scenario. Salesforce.com had to spend hundreds of millions of dollars advertising, evangelizing and marketing, before it became the dominant CRM solution some years later, whereas legislators in most states of the USA have introduced bills that seek to make transparent verification of billable hours mandatory. The reasons this strategy is available for TransparentBusiness lies in the uniquely compelling value proposition for the government: our platform can save taxpayers tens of billions of dollars, with zero cost and zero risks.

Summary

While you can never count on finding an infant unicorn, you no longer have to deprive yourself of a chance to recognize it, shall it happen to walk into your field of view. Simply apply the above rules so you can easily discard frogs and rabbits and identify possible unicorns. Remember, it may worth your while to co-invest with “the smart money” on likely unicorns, just ask Oren Michels who made \$24.8M on just a \$5K he invested in Uber. Just one such hit would more than justify a thousand losing bets of an equal amount.

Compare the success factors on startup stage:

	TransparentBusiness	Google	Uber	Airbnb	Paypal	Whatsapp	Facebook	Salesforce
Large Market	✓	✓	✓	✓	✓	✓	✓	✓
Accute Need	✓	✓		✗	✓			
Low competition	✓	✗	✗	✗	✗	✗	✓	✗
Scalable solution	✓	✓		✓	✓	✓	✓	✓
Residual revenues	✓	✓	✓	✓	✓		✓	✓
High profit margin	✓	✓	✗	✗		✗	✓	✓
Recession-resillent	✓	✓	✓	✓	✓		✓	✓
Strong endorsements	✓		✗					✓
Distribution channels	✓				✓			✓
Experienced team	✓	✗						✗
Revenues	✓	✗					✗	✗
Legal environment	✓		✗	✗	✗			
Unique advantage	✓	✓	✗					

In the Perfect Financial Storm, TransparentBusiness Offers a Rare Recession-Resilient Opportunity for Investors, with a Chance for Extraordinarily High ROI

NEW YORK, March 2, 2020 /PRNewswire/ -- TransparentBusiness Inc. announced today its third round of financing, inviting investors who seek crisis-benefitting opportunities to apply for a limited block of 5 million shares of its common stock.

The recession fears triggered by the COVID-19 coronavirus outbreak, declared by WHO as the Global Health Emergency, and the record-setting plummeting of major stock markets cause millions of investors to seek recession-resilient opportunities. TransparentBusiness executives argue that the Return on Investment for the third round investors may exceed 110,000% despite the global financial crisis. Such claims would be easy to dismiss as too-good-to-be-true, if not for the fact that TransparentBusiness investors include current and former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank, Telefonica, CA Technologies, Airbus and Accenture.

"In China millions of people are working remotely as governments and companies encourage workers to stay at home, to prevent the virus from spreading. I know numerous colleagues from our Asia offices ...all staying at home," said Richard Quest introducing Silvina Moschini, a founder and the Chairwoman of TransparentBusiness on his CNN program last week. Designated by Citigroup as the Top People Management Solution, TransparentBusiness platform, is an ideal tool to facilitate work-from-home, essential for Continuity of Government and continuity of business operations in the affected areas. News media around the world has reported on the importance of TransparentBusiness as an element of Emergency Preparedness / Pandemic Response, see kmgf.us/r3

Apart from directly benefiting from the pandemic-caused shift to remote work, TransparentBusiness exhibits a unique combination of other recession-resilient features. "As our platform greatly reduces labor costs, it's more urgently needed during economic downturns than times of irrational exuberance," said Alex Konanykhin, CEO of TransparentBusiness. "Additionally, legislators in 33 states have introduced bills which seek to make transparent verification

of billable hours mandatory for government contractors, and mandatory services may not be shed, unlike most other costs."

In a video at kmgf.us/506, TransparentBusiness discusses additional factors of its recession resiliency, including the residual nature, stickiness and high-profit margin of its SaaS business model. Nonetheless, Andrew Winn, the Chief Investor Relations Officer of TransparentBusiness, stresses that all equity investments involve risks and that investors shall carefully examine and challenge the opinions expressed in its investment summary.

"The value of technology platforms may grow to tens of billions of dollars," said Mr. Winn, pointing out to such examples as Whatsapp, sold for \$19 billion; Twitter, which reached a market cap of \$35 billion; Tik Tok, which reached a valuation of \$75 billion, and Salesforce, which reached a market cap of \$160 billion. "We believe that TransparentBusiness has the potential to quickly expand and become the default solution for remote workforce management. However, business potential by itself does not guarantee success, which is why we seek additional funding for our growth."

"The fundraising strategy, approved by our Board of Directors, called for starting a \$10 million round on May 1st and for \$15 million on September 1 of this year," said Howard Needle, the CFO of TransparentBusiness, "however, due to the financial crisis prompting investors to urgently seek recession-resilient opportunities, we are prepared to accelerate and, possibly, combine these rounds. Starting this week, we accept investors' applications for participation in both rounds. The minimum investment is \$50,000 and is subject to our approval. The applications shall be submitted at TransparentBusiness.com/invest and the priority will be given to institutional investors as well as experienced financial and IT executives. Overall, we seek to raise \$1.1 billion to make TransparentBusiness synonymous with the category of Business Transparency, globally."

View original content to download multimedia:<http://www.prnewswire.com/news-releases/in-the-perfect-financial-storm-transparentbusiness-offers-a-rare-recession-resilient-opportunity-for-investors-with-a-chance-for-extraordinarily-high-roi-301014386.html>

Risk Factor: Opposition to Transparency

Transparent verification of billable hours will save taxpayers tens of billions of dollars.

It means that some government contractors which currently take advantage of the absence of verification, will lose their ability to rob taxpayers blind.

With billions at stake, they are going to fight tooth and nail to delay transparency as the new standard of public procurement.

Don't get us wrong - we believe that most contractors are honest; but it has been firmly established that some contractors managed to overbill hundreds of millions of dollars on a single project.

The fraudsters will use any type of lies and scary buzzwords and they have been doing it already, on a large scale.

They will repeat debunked myths that transparency infringes on privacy rights and creates huge security risks. They will pay top lobbyists and publicists to delay and derail advance of transparency.

In a long run, they will fail. Despite their opposition, legislators in most states have introduced bills seeking to make transparent verification of billable hours mandatory. The General Assembly in New Jersey has unanimously approved the bill as did two Senate Committees in that state. The trend towards transparency is irreversible but the fight is going to require resources. Which is exactly why we've made TransparentBusiness stock available for investors.

Uber faced fierce opposition from taxicab unions. Airbnb - from the hotel industry. They've successfully lobbied changes in regulation throughout the country and internationally.

Bodycams have become the new standard for police and GPS tracking - for truck drivers; despite strong opposition of those who used lack of transparency to their own advantage. Video cameras have made office buildings and street corners safer. No group, however powerful, has been able to stop transparency. We invite you to join TransparentBusiness to be on the winning side of history.

Fundraising Milestones

Many prospective investors ask us how much money we need to raise to make TransparentBusiness synonymous with the category of Business Transparency, globally.

While our financial model is based on raising \$25 million, scaling up of TransparentBusiness is possible on a wide range of funding scenarios, ranging from zero funding to raising over \$24 billion. This flexibility stems from the fact that TransparentBusiness is fully completed, operational and revenue-generating; therefore, funding is only needed to accelerate the growth of the company. The larger the funding, the faster the growth.

Silvina and Alex, the founders of TransparentBusiness fully funded the development and launch of the platform and

could continue to market it without seeking any outside capital. However, that would mean that the company would operate at disadvantage compared with properly funded companies.

We've already raised 6 million dollars from individual investors, including from current or former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Trust Company of the West, Deutsche Bank and Accenture. These business-savvy investors bet their personal money on the success of TransparentBusiness and we feel compelled to grow the value of their investment as much and as fast as possible.

Which is why we intend to continue fundraising beyond the \$25 million level used in our financial model and raise \$331 million by the end of 2022.

It's worth noting however, that in a much more challenging set of circumstances, Uber was able to raise \$24 billion pre-IPO. While it does not guarantee that we can achieve the same results, TransparentBusiness certainly has a strong potential to raise multiple billions of dollars.

Indeed, when Uber was starting their fundraising activities, regulators around the world considered it to an illegal taxi-cab operation. They were issuing cease-and-decease orders to Uber, issuing fines to Uber drivers, and sometimes even arresting Uber drivers and executives.

To aggravate the situation, Uber was relying on uninsured drivers, as regular car insurance does not cover work-for-hire.

Uber was fiercely opposed by cab driver unions, limo companies and many government officials.

On top of it, Uber's business model is incredibly costly and challenging. In each local market they are entering, they have to build "the critical mass" of demand and supply fast and concurrently. It's hard to recruit drivers without enough riders. It's even harder to grow the number of riders without enough drivers.

Uber has a low profit margin, as most of the revenues go to pay drivers and related costs.

Uber's revenues are not residual.

Uber had large number of competitors, including Lyft, Curb and Taxify.

And finally, Uber has a herculean task of pre-screening and hiring millions of drivers. No wonder Uber is losing billions of dollars each year.

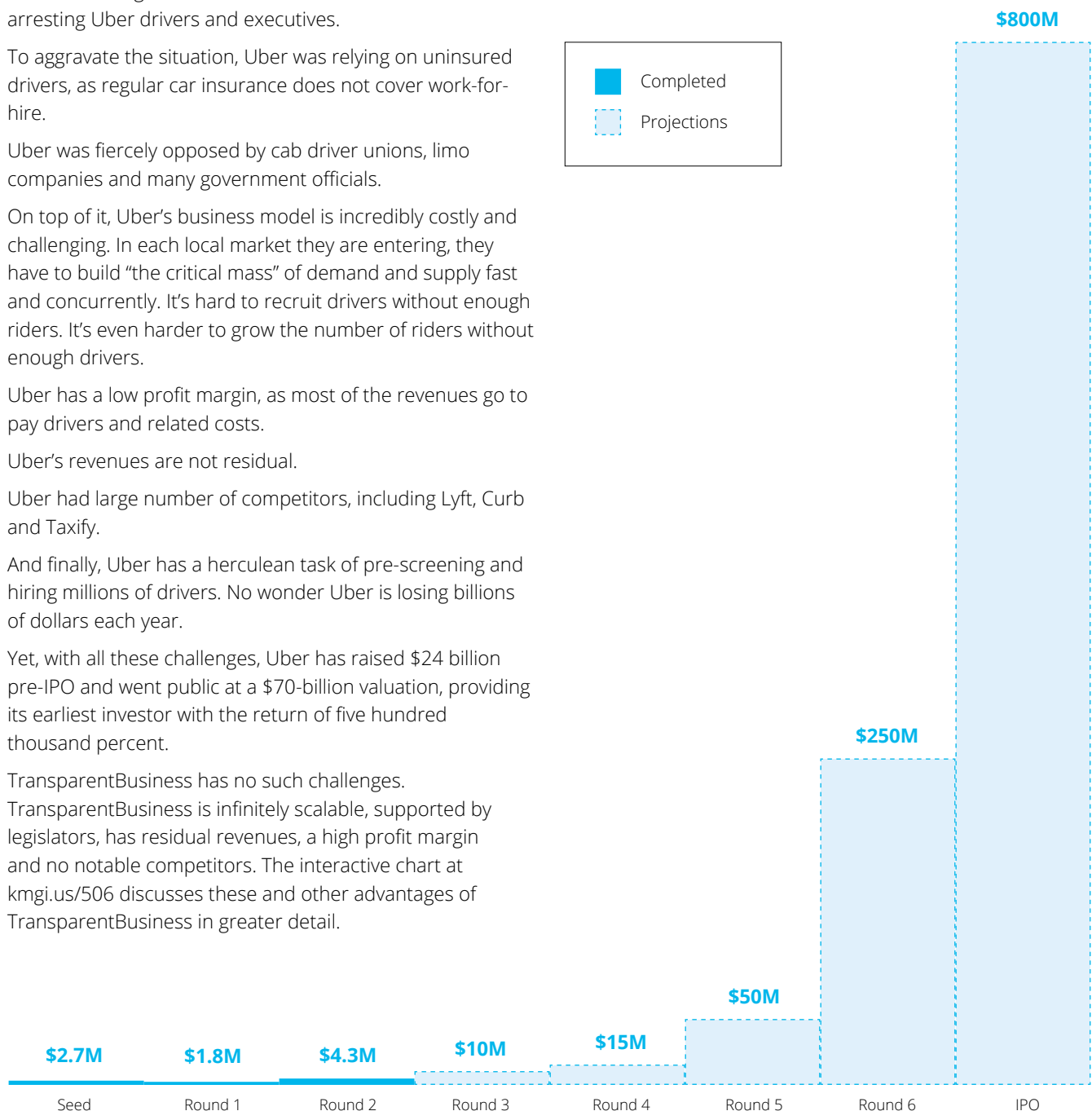
Yet, with all these challenges, Uber has raised \$24 billion pre-IPO and went public at a \$70-billion valuation, providing its earliest investor with the return of five hundred thousand percent.

TransparentBusiness has no such challenges. TransparentBusiness is infinitely scalable, supported by legislators, has residual revenues, a high profit margin and no notable competitors. The interactive chart at kmgj.us/506 discusses these and other advantages of TransparentBusiness in greater detail.

Do we really NEED to raise as much money as Uber did? Absolutely not.

But, once we close the current round of financing, we WILL have a chance to raise billions from institutional investors and build a company which would re-define workforce management, public and corporate procurement and business transparency.

We invite you to join TransparentBusiness as a shareholder at the early stage when the resulting returns may be astronomical.



Recession Resiliency

Statistically, the U.S. economy is overdue for a recession. This fact makes many forms of investments especially risky, but it also makes investing into TransparentBusiness even more appealing to business-savvy investors.

TransparentBusiness business model is not just recession-resilient; TransparentBusiness is one of those rare businesses which is likely to benefit from a recession as nothing sells better during the economic downturn than cost-cutting solutions.

Protection from overbilling, efficiency boosting and other benefits of TransparentBusiness would be especially important during the budget-cutting times.

Additionally, there's probably no product category more recession-proof than government-mandated services, and legislators across the country are working on making transparent verification of billable hours mandatory for all government contractors.

The third reason for the recession-resiliency of TransparentBusiness is that its market is global and, therefore, less dependent on the state of one particular economy.

TransparentBusiness is a low-marginal-cost venture which can return to profitability by cutting expansion-related expenditures.

The residual and high-profit-margin nature of SaaS revenues further increases the viability of TransparentBusiness during a recession.

The executive team of TransparentBusiness has extensive experience of navigating through past recessions.

Our accomplishments to-the-date demonstrate that TransparentBusiness is operating very efficiently, as they all have been achieved on minuscule funding.

A recession would reduce the likelihood of other companies becoming our competitors: a significant investment is required to create a comparable product, get similar industry and media acclaim, strategic partnerships and distribution channels; most companies will be much more reluctant to invest in a "me-too" catch-up attempt.

During a recession, money does not evaporate. Instead, investment funds flow from recession-vulnerable businesses to recession-resilient ones, so we are likely to get a major boost in our fundraising as the result of recession, which would accelerate our growth.

According to the National Bureau of Economic Research, there were 33 business cycles in the United States between 1854 and 2009. The average length of a growing economy is 38.7 months or 3.2 years. The average recession lasts for 17.5 months or 1.5 years. Thus, we shall be able to use the momentum gained during the recession to do a successful IPO at the upswing of the economy.

Our existing investors include financial firms as well as current and former executives of Morgan Stanley, Merrill Lynch, J.P. Morgan, Stifel, Bank of America, Barclays Global Investors, UBS, Wells Fargo, Goldman Sachs, Citigroup, Deutsche Bank and Accenture.

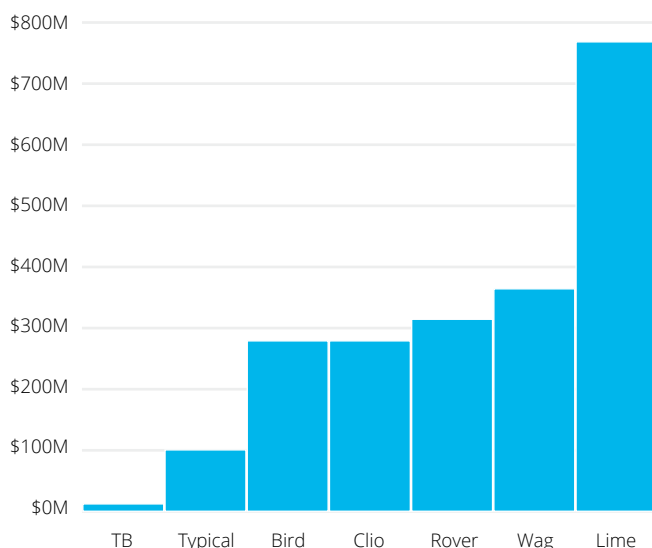
Please note that our current round of financing is limited to ten million dollars, is partially completed and may end at any moment with a Venture Capital fund purchasing the remainder of the allocated stock.

Valuation

Some prospective investors have asked us why we are only raising ten million dollars at a valuation of less than a hundred of millions of dollars when many startups raise hundreds of millions of dollars.

Indeed, two find-a-dog walker apps have received funding of over three hundred million dollars each, despite having a much smaller addressable market than the Transparency market.

Scooter-renting companies have collectively received well over a billion dollars in funding, despite fierce competition and extremely costly business models.



The small size and possible low valuation of our current round are due to a number of factors.

First of all, the business model of TransparentBusiness is much more cost-efficient than that of most Internet projects.

Unlike scooter-rented companies, TransparentBusiness does not have to invest heavily in purchasing any equipment. Our SaaS platform is fully functional, robust and internationally acclaimed. Citigroup designated it as the Top People Management Solution; ADP incorporated it into its payroll solution, EY selected it for creating 100,000 employment opportunities and Google chose it as the engine for the Google Talent Exchange.

Unlike the find-a-dog-walker apps, we believe TransparentBusiness is not facing competition from any notable competitors.

Unlike typical SaaS applications, TransparentBusiness does not have to invest hundreds of millions into advertising its benefits; instead, we seek to make it mandatory in the United States and internationally, with legislators in 32 states have already introduced related bills.

We believe these factors coincide to permit us to offer our initial investors a chance to possibly generate a hundred thousand percent return on their investment in the current round if we succeed in our objective to take over the business transparency category.

Please make no mistake - we do plan to raise much larger amounts and much higher valuations, as we achieve more success. It is a part of our plan to possibly increase the valuation of your stock.

While you purchase our stock at \$2 per share, the anticipated valuation of the next round may be as much as 2.5 times higher than the current round, upon making transparent verification of billable hours mandatory in some jurisdictions, boosting of our revenues and increasing brand recognition of TransparentBusiness.

Altogether, we plan to raise \$331M of funds pre-IPO.

Business plans are subject to change based on the market conditions and other circumstances, so we urge you to carefully examine our Private Placement Memorandum and other materials to arrive to your own conclusion about the value of the opportunity we offer.

Risk-averse individuals may not consider tech startups as their value depends not on the value of tangible assets and not on current revenue levels or profitability, but rather on the opportunity for stock value multiplication.

Some tech investors have enjoyed ROIs exceeding a million percent, but they took risk of investing in now-successful companies at an early stage when the success was far from being assured.

Many business-savvy investors are betting on the success of our project and we intend to prioritize investment application from prominent tech and financial professionals and institutional investors.

Use of Funds

After reviewing the long list of our accomplishments on our TransparentBusiness.com website, some prospective investors ask us, "If you are making so much progress, what do you need additional funding for?"

The short answer is that Internet business is a race. In most categories, "the winner takes it all". There's Google and no other search engine worth mentioning. Facebook and no similar social network. Salesforce and no other major CRM company. And so on. We too must move fast to achieve dominance in our categories before strong competition develops.

The speed of business development greatly depends on resources of the company. What takes a small company years to accomplish, can be done within weeks with adequate funding. To use a medieval analogy, you'd have no chance of taking a castle with just a few of soldiers; you'd have to lay a long siege with "just enough" troops, but the greeting committee would be waiting for you outside the open gates if you come with a large enough army.

It took us two years to convince legislators in 33 states to introduce bills which seek to make transparent verification of billable hours mandatory; with proper funding such laws would have been likely passed in various states within a year; just see how Uber changed the regulation in every jurisdiction which mattered, worldwide.

Yes, we've accomplished much on a minuscule budget, but with proper funding we would have already made TransparentBusiness synonymous with the categories of business transparency and remote work management.

The objectives of the third ten-million-dollar round are

- to facilitate passage of our transparency bills into laws in initial states;
- to increase brand recognition of TransparentBusiness;
- to land major accounts and boost our revenues.

Upon accomplishing these objectives, we plan to raise a small bridge round of fifteen million dollars at five dollars a share, in order to make transparent verification of billable hours the new standard of public procurement. We then plan two institutional rounds, of 50 and 250 million dollars, in 2020 and 2021 respectively, to be ready for the IPO in 2022.

ROUNDS COMPLETED	PROJECTED ROUNDS
<p>Seed: \$2.7M pre-incorporation funding by the founders</p> <p>Round 1: \$1.8M Convertible Notes</p> <p>Round 2: \$4.3M 506(c) round, completed Jan 31, 2020</p>	<p>Round 4: \$15M – Sep-Nov 2020</p> <p>Round 5: \$50M - 2021</p> <p>Round 6: \$250M - 2022</p>

Round 3 - \$10M

1. Sales & Marketing: **35%** (to land more of the major accounts)
2. Government Relations: **30%** (to pass our bills into law)
3. Advertising and Media Relations: **20%** (to increase brand recognition and value, demand generation)
4. Other: **15%** (product enhancements, administrative, etc.)



We connect Telefónica and technological disruptors around the world

We are a unique and effective interface between entrepreneurs and our network of corporates, institutions and other partners.



In December of 2019, Telefonica, an international communications giant with \$50B in annual revenues, joined TransparentBusiness as a shareholder, via its Wayra venture financing fund, and posted a long “Think Big” podcast with Silvina.

“In a world of continuous change, TransparentBusiness is not only transforming the way we work but also demonstrates that technology can respond, positively, to the challenges posed by the Future of Work by making the lives of people be easier,” commented Paloma Castellano, director of Wayra in Madrid.

The screenshot shows a LinkedIn post from Telefonica. At the top is the Telefonica logo. Below it is the title "Think Big/ Empresas" in a large, bold, blue font. Underneath the title are five navigation tabs: "Crecer", "Optimizar", "Proteger", "Innovar", and "Tecnologías". The main text of the post reads: "'Scale This Up' Podcast – 1x2 Entrevista a Silvina Moschini (SheWorks!) y Paloma Castellano (Wayra)". Below the text is the author information: "María Crespo Burgueño" and the date "19 diciembre, 2019". There is a large image featuring a purple graphic with the text "Scale This Up" and two photos of women, Silvina Moschini and Paloma Castellano. Below the image is a short paragraph of text in Spanish, followed by social media sharing icons for WhatsApp, Facebook, Twitter, LinkedIn, and Messenger. At the bottom of the post is a video player for the podcast episode, titled "SCALE THIS UP EP2. 'FLEXIBILIDAD, EL ELEMENTO CLAVE DEL TRABAJO DEL FUTURO'. CON SILVINA MOSCHINI Y PALOMA CASTELLANO". The video player shows a play button, a progress bar at 00:00, and social media icons for WhatsApp, Facebook, and Twitter.

Google Accelerator

In September of 2019, Google accepted TransparentBusiness for its Accelerator program - “a 6-month program that connects top emerging market startups with the best of Google”.

It’s an important step forward towards reaching our objective of becoming the leader in the categories of business transparency and workforce management.

Even though it was launched just four years ago, Google Accelerator companies have already had 7 successful exits. Our chances for a successful IPO got significantly higher with Google supporting us with technical and business advice and providing other assistance.

This selection is especially important for us as we are in the process of finalizing Google Talent Exchange, based on TransparentBusiness platform. Close interaction with Google experts shall help us fine-tune Google Talent Exchange to all applicable best practices.

Unlike other Accelerators, Google provide extensive support without charging any fees or receiving any equity. Instead, Google pays expenses related to the program and provides extensive support:

The program

As part of all Launchpad regional accelerators, startups receive:

- ✓ Equity-free support
- ✓ Access to Google engineers and intensive mentoring from 20+ teams
- ✓ Access to silicon valley experts and top local mentors
- ✓ PR training and global media opportunities
- ✓ Close partnership with Google for three months (new classes are accepted twice a year)

Google receives thousands of applications for its Accelerator program and selects only “the best startups on emerging market, with proven product-market fit”.

In its acceptance letter, Google wrote to us:

“We are thrilled to accept your application for Launchpad Accelerator Winter Class 2019! **The team was very impressed with your company and we’re excited to partner with you to help you scale and reach your long-term goals.**”



Left to right: Peter Smirnov, our CIO; Martin Ruano, our Head of Planning and Operations; a Google mentor and Alex Konanykhin, our CEO, at the Google Accelerator session in Mexico City.



Silvina Moschini and Martin Ruano at the Google Accelerator session in Buenos Aires.



04 ENTREVISTA INTERNACIONAL

SILVINA MOSCHINI
CEO y Fundadora de SheWorks, presidente y cofundadora de TransparentBusiness

EL FUTURO DEL MERCADO LABORAL Y LA TRANSPARENCIA EN LOS NEGOCIOS

Según la experta en economía digital y cofundadora de compañías que capitalizan en el éxito para conectar negocios y talento con mujeres bajo demanda, **Silvana Moschini, CEO y Fundadora de SheWorks, presidente y Cofundadora de TransparentBusiness**, ¿cómo se relaciona con el mundo laboral y empresarial? ¿Qué desafíos enfrenta? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

¿Qué es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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ENTREVISTA INTERNACIONAL 05

EN AMÉRICA LATINA, LAS PIMYMS COMPONEN EL 99,6% DE LAS EMPRESAS DE LA REGIÓN Y GENERAN 6 DE CADA 10 DE LOS EMPLEOS FORMALES.

¿Cuál es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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An article from **Oracle magazine** (LatAm edition) about TransparentBusiness and our SheWorks! subsidiary:



Oracle Magazine

Oracle Magazine is available in digital format and reaches executive management titles, global IT management, programmers, developers and DBA's. More from Oracle Magazine.

05 ENTREVISTA INTERNACIONAL

SILVINA MOSCHINI

HAY UNA ENORME OPORTUNIDAD PARA QUE LAS PIMYMS MEJOREN SUS PROCESOS CON SOLUCIONES TECNOLÓGICAS

¿Cuál es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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ENTREVISTA INTERNACIONAL 07

YA NO IMPORTA EL GÉNERO, EDAD, NI SITUACIÓN, SI ES QUE LA PERSONA QUE ESTÁ DEL OTRO LADO DE LA PANTALLA TIENE LA CAPACIDAD PARA REALIZAR EL TRABAJO.

¿Cuál es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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06 ENTREVISTA INTERNACIONAL

¿CÓMO SE RELACIONA CON EL MUNDO LABORAL Y EMPRESARIAL? ¿QUÉ DESAFÍOS ENFRENTA? ¿CÓMO VE EL FUTURO DEL MERCADO LABORAL? ¿QUÉ ROL JUEGA LA TECNOLOGÍA? ¿CÓMO VE EL FUTURO DE LAS PIMYMS? ¿QUÉ ROL JUEGA LA TRANSPARENCIA EN LOS NEGOCIOS?

¿Cuál es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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ENTREVISTA INTERNACIONAL 09

EN SHEWORKS! TENEMOS ACUERDOS ESTRATÉGICOS CON FORWARD PARA GENERAR 100.000 PROYUNTOS LABORALES PARA MUJERES.

¿Cuál es el grado de compromiso que tienen las Pymes con la Transformación Digital? ¿Qué retos, cuáles son, cómo se pueden superar o a qué se refieren? ¿Qué rol juega la tecnología en el mundo laboral? ¿Cómo ve el futuro del mercado laboral? ¿Qué rol juega la tecnología? ¿Cómo ve el futuro de las pymes? ¿Qué rol juega la transparencia en los negocios?

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Silvina Moschini: teleworking, the gender gap and the struggle for human rights

January 10, 2020 - Ana María Enciso Noguera

Interview with Silvina Moschini, the CEO who is using the fourth industrial revolution to close the gender gap and promote transparency in the public and private sectors.

Last December, the World Economic Forum published its annual report on gender parity. It showed that in the dimensions of access to education and health, gender equity has been achieved almost globally, but that, in contrast, in political representation we still have a long way to go and there has been a setback in terms of the possibility for men and women to have access to work under equal conditions and with the same level of income.

As the WEF explains, one of the main reasons for this is the advent of the fourth industrial revolution. Because women have historically been relegated from training in science, technology and mathematics, the space in which women with low levels of education have tended to take refuge has been manual work, which has been increasingly reduced due to automation. And this is a trend (automation) that is expected to continue.

But from the obstacles come the opportunities and Silvina Moschini, who says we are in the perfect storm, is taking advantage of them. Silvina Moschini is Argentinian, lives in Miami, travels constantly through Latin America for work and is a force, a tornado. CEO of three major technology companies, she has a personal mission to help close the gender gap in job opportunities and wage parity by making use of this same industrial revolution that has such disturbing sides.

The three companies he manages are Transparent Business, SheWorks! and Yandiki. Transparent Business is a technology platform that allows two things: transparency in the value of any remote work (how much do you have to charge for editing a video, how much does it cost to program or generate content for a website), which gives the tools necessary for anyone to negotiate for fair payment. The other thing that Transparent Business allows is that there is transparency in the processes of executing a job and in the coordination of the team that carries it out. This applies to both private companies and the public sector (which is the subject of the second part of this interview).

Yandiki and SheWorks! use the technology of Transparent Business focusing on two different groups of people: Yandiki is a specialized platform in the creative sector that, in addition to all the services of Transparent Business, unites specialists with employers who are looking for people with a high level of skill. SheWorks! also facilitates the meeting between women (exclusively) and companies, but it also has a very strong training component (higher than in the other two platforms). In SheWorks! women have access to training in various soft skills and abilities needed for remote work, allowing them to link up with a growing economic sector where women have more ground to gain.

As if this were not enough, Silvina Moschini is involved in dozens of projects with governments (Colombia, Costa Rica, Puerto Rico, Guatemala, Panama, Saudi Arabia), international organizations (such as the Inter-American Development Bank) and entrepreneurship accelerators to continue expanding this path that seeks to put the fourth industrial revolution at the service of all.

The World Economic Forum's report on gender parity, which came out a few weeks ago, says that the gender gap in wages and access to work has grown in the wake of the fourth industrial revolution. How do you see the growth of that gap in the United States and Latin America, since you are in constant dialogue with both sides?

There are two things: women today achieve more university degrees, masters and doctorates than men. That is to say that in a high stratum women today study and achieve higher accreditations than men. That's an indicator that shows you that it's sad, and not only for women, but it's unwise for the economy to have highly trained talent disconnected from the market.

If education is achieved, changing the work model makes these women more likely to add value to the economy. Simply because they get more education. Not to mention that we work much harder, that's another point. So what



we don't want to happen is that, having a high level of education, there is a labor market that has not yet been transformed at the speed that it should be transformed even though, thanks to the explosion of the Gig Economy, it is being transformed more and more and narrowing the gap. The change in the engagement model is what has the greatest impact on the gap.

51% of women with children are leaving their jobs due to lack of flexibility. We are living in the digital age: it is absurd, wherever you look at it: educated people, more educated than men, today abandoning their jobs because companies still work with analog models, like in the Flintstones' era, waiting for people to go warm the chair to show they are working.

So I think there's a very important area of opportunity there. What happens with this 51% who leave their jobs when they have children, is that there is not a "pipeline" of women to reach leadership positions. It's a whole thing that is rooted in much more than that: if you want to have women in leadership positions you have to change the ways you work with these women so that they don't have to choose between work and family.

This happens not only in the United States, which happens and happens a lot. The United States is not necessarily much more advanced than Latin America: Colombia, for example, has a remote work pact, Costa Rica passed a telework law, Mexico has a bill. The United States has nothing.

Our technology, for example, is used by the Ministry

of Labor of Saudi Arabia, to create the Telework Saudi program, because in Saudi Arabia women cannot work in mixed environments, but they can telework. So an ultra-conservative country is more advanced in teleworking, with a cultural restriction that women cannot be mixed with men. Anyway, we don't come in through the big door, we come in through the window, but you give women flexibility.

I think that sometimes innovation comes from the least expected places and sometimes you tend to look at America as the big thing and America innovates very little, it's the big companies. Real innovation doesn't come from big companies. Innovation comes from people who don't necessarily have the resources, but the creativity. There is rarely innovation in big countries or big companies. We in Latin America innovate because we have to make a living. In this Colombia is a great example of innovation in what it has to do with alternative work models, I believe that it is necessary to carry it out a lot in Latin America, the United States also has an area of opportunity in digitizing work models.

I think this is going to happen and it is going to happen very fast for different reasons: one is the issue that we are living the perfect storm for the digital transformation: cloud technology, machine learning, data science, on-demand economy, globalization of the economy, gig economy, etc. But most important of all is: increased environmental awareness, increased awareness of social responsibility and demographic change: the millennials: 75% of the workforce in the next 5 years.

These young people, who are so criticized, are the ones

who are going to improve and transform the labor market, because they are not going to want to work for a company that does not give them the opportunities they demand, which are opportunities with social impact, respect, with the possibility of working with people who are different from you: with diversity.

And diversity is not only women, it is being with people who think differently politically, with different sexual inclinations, with different views of the world, who can enrich because they represent the universe. And the universe is not white guys. This is a topic where we have to move from bullshit to action. Everybody's talking about Girl Power. All right: fund them, finance them, give them flexibility, support the things that women need. In the end we don't need charity, we need opportunity.

The fight for women's rights is the fight for everyone's rights.

For human rights. It is not a women's issue.

What happens is that when the first frameworks of labour laws were put together, women were not part of the labour market. Sixty years ago there was no Internet, women were not an active part of the workforce, so the laws were made by men as best suited to the little information they had. That is why it is imperative that the labour market be digitally educated, because we are still working in an analogous way, as when there was no internet, and forcing women to have a double burden.

And that does not mean that this is the solution to everything, what should be the solution is to culturally transform the whole society so that there is a much more equitable division of roles.

One of the spaces where SheWorks! has the most impact is empowering women through the use of technologies, but then we have the contrast with the fact that women have historically been less involved in technology and science education, which makes the gender gap tend to widen. There's a tension there. How do you see it?

I think there are two views. Because, for example, I'm a woman, I didn't study technology and I lead a technology company. So I think you have to demystify that to lead technology companies you have to be a programmer: you have to be a good leader and understand what technology can do for you or by you. I'm a clear example of that because I studied communications and yet I run a company that is very, very, high-tech: fully distributed, cloud-based, using technology on the inside (to manage our own teams)



and to help other companies do the same.

So, one of the things is to demystify what it is to work in technology, because you can have a job being a technology operator, a programmer and in that I do believe there is a gap that you have to work more from early ages. Parents and the education system have to work on this from kindergarten. They have to show them that they can do what they want, otherwise they stop feeling capable.

This syndrome of inadequacy is what later on, when they are older, becomes the syndrome of the impostor, which makes women negotiate worse, which pays you less. Because there is a plot there: one, we need data transparency. As there is no data transparency in what is paid for a position, you do not know how much you have to negotiate for. This issue of data transparency is important. Another one, women, culturally, we have a tendency to be much more... in Argentina they call it "modocitas". Because if we say: "Look, my position is worth so much, my skills are worth so much", then they treat you like crazy: "She's not nice".

This has a great impact on women's ability to negotiate, to

get adequate compensation and to get into places that we think are men's places, as is the case with technology. But by breaking that barrier and creating much more inclusive environments that allow for flexibility, that allow you not to have to get into a male programmer's top club, replicating it with your own community, you can do it.

What is a woman in technology? I am, and I'm not a programmer. There are hundreds of thousands of girls who work in technology without being technical. And the other thing has to do with this thing that what you study is what you do. Technology allows you to work on anything, even things that have nothing to do with technology. For example, if you're a journalist and you work for a newspaper, you use technology for your work, because it allows you to do interviews, but it doesn't mean you work in technology. In that case you don't create a dilemma or a contradiction, because you have technology per se as an end, with experts in tech (technical or non-technical) and then how technology is an opportunity facilitator: it brings you the clients and allows you to work with them with transparency.

In this part what we provide is technology that, by bringing real transparency, the ability to audit, to see what is happening in the work process, you solve the three problems that make the remote work not take off, which are: trust, engagement and accountability.

In relation to Yandiki, what distinguishes it from SheWorks! apart from the fact that SheWorks! has a very clear emphasis on working with women, is that Yandiki has an emphasis on the creative industry and makes very explicit the curatorship of the people they bring to work on the platform. How does this affect gender parity in the creative field?

Yandiki is the platform of the orange economy. It does have a curatorship, all of them do, because you need to generate a baseline of knowledge and practical results. You go through an analytical test, a test to be able to measure the proficiency in English, they also cure the profiles, to see the quality of the work: because if not, what you create is a flea market, where qualified talent is overshadowed by unqualified talent.

At SheWorks! it's the same thing. What happens is that at SheWorks! we are looking to bring education. The Yandiki's are already more prepared, because we saw that in the orange economy everything that has to do with the creative industry (that goes from designers, content creators, content amplifiers, developers of what you want) is much more mature for remote work. Because historically

advertising agencies, production companies, all worked with distributed teams and sold services to companies. So that was a much more mature model.

What we wanted to do was tell a more senior segment of people: "Today we can articulate opportunities of the orange economy with companies anywhere in the world". And these people are ready: they can take more upskilling, because today there are skills that were not necessary before, or training in remote work, which we will give them too.

In the case of SheWorks! we have two targets: the younger girls and the moms, or the older ones who want flexibility... I say moms because it typifies a little the woman between 35 and 40 years old who gets tired of her work in a company, who says "I'm tired of having to be getting up, mobilizing, doing these juggling acts to take my kids to school or to be able to balance my personal life, or I want to go live in Barranquilla and not be in Bogota", or wherever you can think of.

In that case we have these girls who are more senior, are more ready, and are the ones who would work for any company in the world and want to work flexibly because they want to work on their own terms. But we also have the new generation of women who today don't have the skills, but with a little digital upskilling in these things that give you the skills you need, they can prepare themselves. And in that case we are looking to create internships.

This works as a base: think of Transparent Business as a technology and the use case: Yandiki, SheWorks!, Guatemala TalentXChange, whatever, is the same technology mounted with a different branding. And talent on top.

That is why it is a dual business model where you have a talent assessment service, which is a new generation recruiter, leveraged by artificial intelligence, data to make the matches, transparent technology to manage remote teams and you have a model that is software assessment service, that if you find yourself people because you want to add them, you can add them and make exponential business models.

Our technology that enables you to build exponential organizations so that you can use talent on demand: be it talent that we give you via Yandiki (men and women) for orange economy, SheWorks (women) orange economy, plus technology, plus other careers that we will be adding.

Transparent Business has a strong component of Data Transparency. What is the history of the origin of

Transparent Business and how has it served in this time to seek to reduce the gender gap?

Data Transparency has many elements, one of which is transparency in compensation: making public the data on how much is paid for each position. Data transparency also has to do with transparent access to data that allows for validation or auditing of the work distributed and that is what we do at Transparent Business.

But what it has to do, for example, with data transparency for compensation, what we do is take indicators from each market in order to have the averages of how much each position is worth in each market, not make people compete for jobs, because that what it does is lower people's compensation. And it lowers the quality of the work, because it becomes a flea market: the cheapest project always ends up winning, and not necessarily the best. So good people don't have a chance and devalue the hierarchy a lot.

We try to prioritize work by saying: "no matter where this person is, we will find you the best person for the job". A few days ago a note appeared in El País, in Spain, saying that it was like the Tinder to get a job, because my inspiration was the Dating Sites. It's a numbers game, at the end of the day, it's the database and use algorithms, and you can find many more possibilities to have a "fit". I think that's important.

How did the idea occur? After the economy collapsed here in the United States, I went to live in Europe. I had a pretty big internet visibility company at the time: we did online visibility, partner relations, multimedia, software... and I had about 350 developers, designers, content experts all over the place, in offices. And the crisis makes you rethink how you have to do things to make them more efficient, that's why from the less thought out places comes innovation, because if you are calm nothing forces you to think.

And in that what we saw was that we needed to make the management of our internal team more efficient and that's why we developed a software to bring transparency to the management of distributed teams and to be able to hire people with more flexible models, specialists, instead of having generalists who do a little bit of everything, and it gave us the opportunity to hire better resources, to grow more efficiently and to have much happier customers because they could see what we were doing and they could see that we were not overbilling.

And we said "Wow! This, if it serves us, will serve many other people who are in the same opportunity" and we were doing business, different evolutions, correcting, fixing

behind, relaunching the platform. We started marketing a year and a half ago a little bit more aggressively, because we saw that the market was ready to adopt this massively. It used to be super weird, now it's normal.

It strikes me to think about Transparent Business implications not only for private enterprise but also its potential for the public sector. Because a big factor related to the social crises we have seen recently in Latin America is corruption. A job like the one you are doing can have very interesting implications for the control of corruption in our countries. Have you used Transparent Business to work with the public sector?

In the United States we have begun a legislative offensive by educating legislators about the importance of raising the standard of governance and transparency, showing them how technology today could dramatically transform state finances by eliminating overbilling fraud. And that initiative, called avoidoverbilling.com was so well received that it is now a bill, was introduced in 33 states plus Puerto Rico.

We have passed it unanimously, almost without money, going and explaining to them that today, due to lack of control, because anything goes, the state is using people's money to overpay suppliers.

A concrete case that we show them as an example is the SAIC Overbilling. We told them: because of the lack of control over the services provided to the government, in this case of professional services, a single company overcharged the New York City government \$500 million. One project, one company, half a billion.

We introduced this bill saying "The only thing we ask the government is to raise the standard of transparency requirement and that, if a provider sends you an invoice for services, that they can be audited: that they can show that they are working effectively and not playing solitaire or watching videos on Youtube with your tax payer's money".

And we passed the entire House of Representatives in New Jersey unanimously, 75 votes to 0, two of the most important committees in the Senate, and we're waiting for the vote so it can become law.

If it passes, it's going to eliminate a huge amount of corruption. Corruption always finds a place, but we're cutting it off.

In Colombia I met with Marta Lucia Ramirez and she talked to me about two projects: One, Colombia efficient purchases: what this project does is to bring data so that it can be checked that the service providers, who are going to be giving services to the State, are indeed qualified to do so. That you don't have a company that is a bakery and wants to build a bridge. And the other, which I see in my work team with the comptroller, is the Ocean Project, which also has that same objective: to bring transparency to public accounts.

What we are looking for is to say: "Well, the concept of ensuring that the supplier I choose is appropriate, is very important. But the purchasing process does not end with choosing the supplier. You have to make sure that they deliver what they say they are going to deliver." And that's where we provide the technology, which costs the government absolutely nothing, to raise the standard of purchasing transparency.

So our technology has two major uses of social and economic impact in our countries: raising the standard of governance, to bring transparency and avoid corruption (in this I work a lot, I am part of the agenda of the World Economic Forum), raising the expectations of governments when they contract.

And, on the other hand, the way you help to create flexible and distributed employment to avoid the social friction that is caused by poverty, unemployment and unequal distribution of opportunities.

Our vision is to create digital employment offices where we can add the digital education leg; our goal is to make this part free so that it is not a limitation. Because, if not, those who already have, will have more. And we are working with different programs. In Ecuador we want to start with a program for young people and almost children, because Latin America has the youngest population pyramid in the world and, unfortunately, young people are the ones who today are considered "nor-nor": neither study nor work. But they are not necessarily to blame: there are



no opportunities. The opportunities are in the new technologies, where they are not limited to what the country can produce.

So the first thing is that we look for financing: in the case of Guatemala the IDB helps us, we are looking for companies, co-financing a small part ourselves, but we look for partners so that we can give this to the children for free. And then, when they start working, they will come back so that we can add more people, and that is important because we are a social impact startup, not a foundation: you have to look for a business model to be able to make it sustainable, ideally scalable and profitable.

Once you manage to train, for example, in the case of Guatemala our goal in the pilot is 5,000 women, once these women are employed, part of what they are going to earn will be to be able to create the next cohort of girls and pay it forward. Let them all have a responsibility to give back, because if you don't, you create a paternalistic model, that works well for you to be voted, but not to push countries forward. Like this you redistribute wealth better.

In other words, the projects that you are doing through Transparent Business work like Endeavor.

Yes, I'm an Endeavor entrepreneur. When you're a social entrepreneur you don't just think about making money. Making money is great, you don't have to worry about practical problems, but it's not the end. I don't feel that way. I think money eventually comes as a consequence of doing things that make the world and people's lives better. And in our case we are also very concerned about the planet, which is not a minor issue.

Transforming labor markets, making it possible for people to work from anywhere, also impacts pollution and traffic. I think that is super important: it is the view that we have as entrepreneurs who define ourselves as social entrepreneurs. I would be paid much more money if I went to work for Airbnb or Amazon, than I am paid as an entrepreneur here: I don't do it for the money. You do it because you think you have a chance, a big shot, to improve the history, to improve people's lives.

And in that, philosophically, I come from Endeavor. The first company Endeavor supported was patagon.com, so when Endeavor first started I saw how they helped this company and the DNA of the Endeavor entrepreneurs is in giving back. That's why I mentor a lot of projects. I really like working with women. I'm part of Google launch for women, 500 Startups, Google Launchpad, which is unisex, whatever organizations you can think of: WeXChange, the Inter-American Development Bank, Wayra... I spend a lot of time on this with much, much love, and with enormous satisfaction.

What projects are you paying forward what you have built?

I am very excited because now we have Telefonica as an investor and they are going to help us a lot to scale up globally because the biggest challenge you have as an entrepreneur is to sell a disruptive solution of an unknown brand: they don't believe you anywhere. They don't believe that it will happen, or that you can do it. That's where the value of the brand comes from, and having an ally like Telefónica gives you a lot of credibility. It's a great company that helps you put a face and say: we sell you this solution



so that you can implement e-work programs, or so that you can monitor your contractors or hire orange economy people or women, to cut the gender gap. They accelerate us globally: we will capitalize on their strength to reach global markets where they already are. We're very excited about that.

I'm looking forward to running SheWorks! Academy, and God willing, to be able to get funding to take it to many countries that have asked us, that are overwhelming me and I have to say "Be patient", because I can't.

If I wanted to take it on a global scale, the only reason I could do it is with access to capital that would allow us to say "Let's open it up" and have unlimited resources because this is not just throwing online training at them, that doesn't work.

You have to have the training, which has a synchronic part, and it's live classes (like a masterclass) through the phone or the computer, recorded classes, support content, a community behind it, so it can support you and a coach: each student is going to have a coach who is going to say: "Let's see, Ana, you finished here, what's wrong with you that you didn't turn in your homework, how can I help you, what do you need" both technical and operational. And for that we need to build up this network of mentors and coaches, the technology, the content, integrate third party content that is so good that you don't need to reinvent the wheel, go out and look for alliances to be able to have the pipeline of students... we are seeing this with Ecuador, with Costa Rica, with Panama, with the Dominican Republic, in Colombia I would love to do this, I think there are thousands of opportunities for women. In Colombia in particular: it is one of the countries with the highest level of education in Latin America.

They are looking at Colombia today, I don't know if internally they have visibility of that, but it is really super interesting. Today it is the hub of most of the creative networks in the world: JWT, TEB, DDB. And it's not a coincidence: there are good people and the cost of living is much more effective, so you have the possibility of having a brilliant person for a fraction of what it would cost to find that same brilliant person in New York.



"Transforming labor markets, making it possible for people to work from anywhere, also impacts pollution and traffic. I think that is super important: it is the view that we have as entrepreneurs who define ourselves as social entrepreneurs."

It's a non-brainer. It's connecting two dots, which is what we're looking to do.

The Hispanic community has a lot of value to give, it has a very big opportunity to get ahead, to change the narrative and stop talking about "bad hombres". We have to show what Latinos are contributing to the economy also from an intellectual perspective: not only the work they can do in solving the crops.

I think it's very important to focus on working the Northern triangle, because the biggest challenge the United States has is finding solutions to illegal immigration: the way to find solutions is not by building a bigger wall, it's by giving them help so they can work without having to move. Nobody likes to have to move: people move because many times they have no alternative.

As far as the countries of the Northern Triangle are concerned, how can you help them? By creating work, you not only impact the issue of illegal migration, but also the issue of security: one of the biggest problems that Central America has, the maras. If you change the way you work and make it possible for mothers to have access to work without having to leave home, you are going to have a much better chance of being around and educating your children and preventing them from ending up selling out to the maras.

It's a huge impact that I'm very excited about: from pollution, to security, to economic development, to create a digital meritocratic system where you are not determined by where you were born, the opportunities you are going to have. The people who live in the United States are not necessarily brighter than the people who live in our countries.

Our Social Impact subsidiary



Join the Women Empowered Work Revolution!

We are a social impact enterprise working to disrupt gender unemployment by leveraging cloud technology, matching algorithms and an end-to-end remote workforce management platform.

Training + Jobs + Platform

The women empowerment revolution is about providing the millions of women that leave their jobs every year, the opportunity to work on their own terms. SheWorks! is a 360-degree platform that provides on demand access to talent and data analytics. We help companies drive diversity by connecting them with an international pool of certified professional women, while providing tools to hire, monitor and manage distributed teams.

What Drives Us?

Every year millions of highly qualified women opt-out of the job market due to inflexible work environments including more than half of all Moms.

We believe that by changing the way the work is done with digital technology and transparent and flexible work models, we will disrupt gender unemployment and as a consequence, retain and engage more women in the workspace, drive diversity, create a pipeline of women for leadership roles and potentially add \$17 trillion to Global GDP by year 2025. Everybody wins.



We help women take their career in a new direction!



upgrade their skills



learn at their own pace

We are working with leading organizations such as Facebook, Google, SAP, Microsoft and Cisco Systems to provide access to free courses that allow our SheWorks! Community members to grow and remain competitive.

Our TaaS (Talent-as-a-Service) Subsidiary



Efficient collaboration, transparent coordination, and on-demand access to a worldwide Cloud of Creative Talent. Finally available as a single solution.

As TransparentBusiness makes distance irrelevant for hiring decision related to computer-based work, we are well-positioned to provide Labor Arbitrage services on a large scale. A programmer, who'd gladly work in Ukraine or Belarus for \$40k per year, would have to be paid three times that salary if "imported" to the United States on H1-B visa, often without a corresponding increase in the quality of life. Though **Yandiki**, TransparentBusiness plans to provide major U.S. and international corporations with transparent access to the **Global Pool of Talent**, benefiting from this enormous spread in the cost of talent, reducing labor costs to major corporations and increasing quality of life for professionals around the world.



There will be

1.4 million

more software development jobs than applicants who can fill them by 2020

U.S. Bureau of Labor Statistics

How Yandiki Works:

Building your Private Talent Cloud



Step 1 Recruiting

We recruit and carefully select talent from a worldwide pool. using Big Data, Alliances and Social Recruiting tools.



Step 2 Assessment and selection of qualified talent

We assess and verify skills and qualifications using tests that measure language, analytical, and technical abilities.



Step 3 Matchmaking & building of your Private Talent Cloud

We help you select the best person for the job from our global talent pool.

Collaborating & Managing



Step 4 The backend technology to manage and monitor talent

Management and monitoring: Real-time visibility and full control over tasks and project progress.



Step 5 After a task has been completed, rate your team's performance.

These ratings appear on the profile of each worker for you to select the best candidate for each task or project.



Step 6 Time-based billing and payment management

Create invoices and analyze billing and costs for any day, week, month, or a custom date range. Each hour billed can be reviewed using the stored screenshots.



Spanish-Language News Media Reports About TransparentBusiness Group



The Coronavirus Has Propelled Teleworking: "There Will Be a "Before" and 'After" in Companies"

March 12, 2020 - Antoni Belchi

MIAMI FLORIDA - Governments in many countries are encouraging companies to allow more flexibility for their employees in the wake of the coronavirus outbreak, which has already resulted in thousands of infected people worldwide. This health crisis has forced many companies to consider the option of teleworking as the solution until the quarantine is overcome and the spread of this new virus is controlled.

"These forms of work are now utilized as "an aspirin" because companies do not have an alternative, because they have to try to assure business continuity," explained Silvina Moschini, technology expert and founder of Transparent Business, an online platform that allows monitoring of remote employees.

But it's a big question whether many of those companies, which have always viewed with suspicion the option of allowing an employee to do work from home and allow for a work-family balance, are prepared to implement remote work programs.

An unfeasible option for some.

Vanessa, a Venezuelan who lives in Miami and works for a marketing company, recognized that, although teleworking is allowed in her company, everything is at the supervisor's discretion. In her case, her department head doesn't like the idea of allowing employees to work remotely because, she says, "he can't control them."

"When I started working here, they told me that I would have the option of working remotely one or two days a week, but the truth is that that only remained in theory, because at the moment of truth, the boss never sees

El coronavirus ha empujado al teletrabajo: "Habrá un antes y un después en las empresas"



Silvina Moschini, fundadora de Transparent Business y directora general de SheWorks, es experta en nuevas tecnologías.

MIAMI, FLORIDA — Los gobiernos de muchos países están animando a las compañías a que permitan mayor flexibilidad a sus empleados a raíz del brote del coronavirus, que ya registra miles de infectados en todo el mundo. Esta crisis de salud ha obligado a que muchas empresas vean la opción del teletrabajo como la solución mientras se supera la cuarentena y se controla la propagación de este nuevo virus.

Silvina Moschini, founder of Transparent Business and CEO of SheWorks, is an expert in new technologies.

with favor if we do it", explained the 32-year-old who prefers to preserve her anonymity.

The technology expert consulted by the Voice of America assures that there is a "transition" and that industries are changing, despite the fact that *"an important point is the issue of trust, which can be resolved by the verification that today allows the technology".*

Lack of confidence, a key factor.

That is why Moschini, who also runs SheWorks, a company focusing at the remote work of women, is convinced that today's technology does allow greater control of employees who work remotely, so this option can be feasible.



“Millennials will no longer want to work in companies that do not offer flexibility”.

Are companies ready to implement remote work programs?

“The important thing is to make sure that the three main problems of remote work can be solved: lack of trust, efficient collaboration with other team members and accountability, so that people have the capacity to be evaluated and be responsible for their deliverables,” she said.

In her opinion, this last part - that of accountability - is the most attractive for companies and employees.

Greater savings, greater effectiveness

The woman cites research that reveals that companies can save between \$ 10,000 and \$ 20,000 per person if they are telecommuting and that, in addition, productivity increases between 20 and 30 percent because *“people can work without getting tired, without driving in traffic, because it is time that he recovers for his life, less environmental contamination and conciliation”*.

Many South Florida companies have advised their employees that starting next week, they will be able to work from home. An option that, at best, could be done once or twice a week. But not as usual.

Many believe that, in these circumstances, there will be the “before” and the “after” in the way of performing functions in a company and that teleworking will end up being implanted as something effective and not by forced steps, as now.

“This situation is going to drastically change the way companies view work and it is also going to change the way that workers appreciate companies that offer this type of flexibility,” commented the entrepreneur, reminding us that *“millennials are not going to want work for companies that don't give them flexible work opportunities.”*

However, others do not see it the same way. A businessman who does not want to be identified either, assures that this *“is going to be a passing fad”* and that afterwards, everything is going to *“return to normal”*.

“I understand that there are technologies that now allow those things, but I still prefer that an employee be here, by my side, because if I have to ask him something, I have him nearby. If he is working at home or in another country, it makes everything slower”, he argues.



TELEMUNDO

Las personas trabajan desde casa por la pandemia

March 12, 2020 - Un Nuevo Día



Silvina Moschini, Experta en Economía Digital

Periodista: Trabajar de forma remota desde casa para evitar el contacto con otras personas, esa es la nueva tendencia ante esta emergencia sanitaria creada por la pandemia global del Coronavirus. Pero ¿cómo podemos adaptarnos a esta modalidad laboral? Bueno pues para respondernos nos acompaña Silvina Moschini, experta en economía digital y cofundadora de TransparentBusiness.

Buenos días, Silvina.

Silvina: Buenos días.

P: Me encanta que estés aquí en la casa y que nos orientes un poco porque hay muchas personas que les ha tocado empezar a trabajar desde la casa y no sabemos entonces como es que esta pandemia nos afecta en la forma de trabajar, sobre todo a las personas y a las compañías. ¿Cómo es que afecta?

S: Bueno, ha forzado a que las compañías hayan tenido

que enviar a las personas a trabajar desde la casa por una razón de salud, una razón que hace que tenga que prevenir la expansión, el contagio de esta enfermedad. Pero también acelera la transformación de las compañías hacia modelos más flexibles y más inclusivos de trabajo que permiten que las personas puedan ser productivas aún sin tener que presentarse en la oficina.

P: Tenemos que seguir siendo productivos, tenemos que seguir buscando también nuestro salario porque tenemos que llevar el pan para comer en nuestra casa. Pero ¿por qué el Coronavirus redefine entonces ese trabajo remoto?

S: Porque hace que pase de ser una vitamina algo que las compañías hacen para retener a las mujeres, a las mamás, que muchas veces tienen un enorme desafío en balancear vida personal y vida profesional, a los jóvenes que no quieren ir a la oficina a trabajar porque quieren tener más flexibilidad, los no tan jóvenes también (los

jóvenes de corazón) y hace que se tenga que tratar como una aspirina en vez de una vitamina, algo que va a ser bueno por productividad, por atracción de talento, por una razón que vaya a ser una razón que sea obviamente para gestionar la continuidad del negocio, y también obviamente para prevenir el contagio de la enfermedad.

P: Que es importantísimo, pero ¿eso tiene algún beneficio quizás para la compañía...?

S: Muchos tiene. Por un lado, hace que pueda ahorrar si implementan este tipo de programas a largo plazo, muchísimo dinero en infraestructura. Piensa que más o menos a las compañías les cuestan entre 10 mil y 20 mil dólares anuales por persona tener a alguien en la oficina. Si utilizan tecnología para gestionar trabajo remoto y mueven la transparencia que permite la tecnología, y de control de las personas, controlar el proceso de trabajo, también se aumenta la productividad y hace que la gente esté hasta más contenta porque puede tener mayor flexibilidad y mayor balance de vida personal.

P: Puede ser que sí, pero por otro lado debe traer a lo mejor algún problema que se asocie a estar tan relajado en la casa. ¿Cómo el trabajador realmente sabe si el empleado está haciendo lo que tiene que hacer desde su hogar? ¿Y cómo podemos resolver si tenemos algún problema y no estamos en la oficina?

S: Bueno, es un punto muy importante porque cuando una piensa por qué no despegó hasta ahora, cuando vivimos en la era digital, el trabajo remoto piensa en 3 conceptos: Uno es el tema de control. ¿Cómo hace el empleador para saber que la persona está trabajando y no haciendo una maratón de Netflix, por ejemplo? O jugando al Pokemon Go.

Otro tema también importante es ¿cómo hace para colaborar el trabajador remoto con su equipo, que puede estar en cualquier lado?

Y otra es la rendición de cuentas. Y esto se hace a través de tecnología. Nosotros de hecho desarrollamos una tecnología que permite, en vez de monitorear la presencia física de las personas, monitorear el proceso de trabajo para traer control, estructura y procesos que hagan que se pueda hacer.

P: ¿Y eso lo sabes a través de la computadora? ¿Cuánto tiempo pasan en la computadora y están haciendo el trabajo en frente de ella, no?

S: Exacto. Y lo que ve el supervisor es cómo va evolucionando. Entonces en vez de controlar a la persona para ver si apareció a trabajar, que no necesariamente quiere decir que esté trabajando, puede ver como va evolucionando el trabajo. Eso simplifica las cosas.

P: Bueno, entonces, una vez que ya tenemos todo esto, y nos están supervisando, y sabemos ¿cómo ahora voy a implementar este trabajo remoto de manera efectiva durante esta cuarentena?

S: Esta cuarentena, y creo que va a seguir, porque lo que va a forzar esta tragedia que estamos viviendo que hace que las empresas manden a la gente a trabajar remoto es probar que también de manera remota se puede trabajar.

P: Es efectivo.

S: No es una catástrofe.

P: Bueno, hay muchas compañías que están implementando esta manera de trabajo para beneficio y no tener ese pánico que puede haber ¿Hay alguna otra recomendación que le podamos dar a la gente que ya está trabajando desde su hogar para que rindan bien, cumplan con las cosas, pero que también sigan cuidando su salud y su familia?

S: Bueno, por supuesto, el uso de tecnología y procesos. Pero algo muy importante es, por ejemplo, el tema de las videollamadas. Reemplaza el cara a cara de manera personal y te trae proximidad. El tema de herramientas de colaboración, por ejemplo las herramientas de Google son muy muy útiles. Y como gerente es muy importante dejar expectativas, objetivos, metas muy muy claras, porque de esta manera hace que la gente pueda trabajar por objetivos, y que no tenga que estar pendiente cada minuto de qué es lo que está haciendo. Eso creo que es lo más importante.

P: Claro, una vez uno establece un objetivo, uno tiene que trabajar para llegar a esa meta y entonces así todo el mundo rinde perfectamente.


S: Y sino se cumple, jalón de oreja, pero bueno, hay que hacer que funcione.

P: Bueno, y seguir teniendo mucho cuidado. Gracias por habernos acompañado el día de hoy. La verdad es que ha sido información importante para toda esa gente que le está tocando trabajar desde el hogar.

Alejandro Giammattei, President of Guatemala, talks about Silvina and our SheWorks project on Guatemala Government TV



Alejandro Giammattei



President of Guatemala
Incumbent

Assumed office
14 January 2020

Vice President Guillermo Castillo

Preceded by Jimmy Morales

Personal details

Born Alejandro Eduardo Giammattei Falla
9 March 1956 (age 64)
Guatemala City, Guatemala

Nationality Guatemalan and Italian

Political party Vamos

Tenemos que fortalecer, por eso me encanta oír a Silvina Moschini desde antenoche que tuve la suerte de hablar con ella y conocerla. Ahorita Luis Alfonso me dice, mire este programa, habría que hacer algo para impulsarlo en el gobierno me dijiste, verdad?, yo le dije ponga mi chance, me trabajas porque casi no tenemos trabajo, hagamos un plan piloto, ahí está, para micro empresas. Aquí esta mi viceministro de micro empresa, licenciado Morales, ponganos trabajo.

We have to strengthen, so I love hearing Silvina Moschini from last night that I was lucky to talk to her and meet her. Right now Luis Alfonso tells me, look at this program, something would have to be done to boost it in the government, did you tell me, right? I told him to put my chance, you work for me because we have almost no work, let's make a pilot plan, there it is, for micro Business. Here is my vice minister of micro-enterprise, Mr. Morales, let's work on it.

Who is this Argentine Entrepreneur and Why She Think She Can Became the Global Driver of Remote Work in the Middle of the Coronavirus

March 8, 2020 - Sebastián Catalano

Silvina Moschini is CEO and founder of SheWorks! and TransparentBusiness, two ventures that, with Cloud technology, propose to empower women and assist in labor issues amid coronavirus.

As an entrepreneur and expert in digital economy, she has been known for almost two decades as Miss Internet, but perhaps now her "nik" has to switch to Miss Home Office. She would surely prefer to keep both. Silvina Moschini (47) is an Argentine who worked for such companies as VISA, Compaq and Patagon until she decided to become an entrepreneur. She's based in the US and, according to her bio, is "founder of an ecosystem of companies that capitalize on the Cloud to connect business and talent with models on demand." Two of the companies that she created and runs these days: TransparentBusiness, a digital system to manage and monitor remote workforce, and SheWorks!, which was born from a previous project called Yandiki, and is a platform that uses technology to close the gender gap.

With TransparentBusiness it drives remote work in times of coronavirus and is, these days, one of the voices when it comes to explaining how the digital cloud can help the world, at least in this labor aspect, in the midst of the epidemic.

- What is TransparentBusiness and what do you propose in the midst of the expansion of the coronavirus?

- It's a solution to coordinate geographically distributed teams in a transparent and effective way. We propose a new work model that breaks with the classic schemes from 9 to 18 in the office and replaces it with one that measures the progress of the work done. We live the fourth industrial

INFOBAE ECONOMICO

Quién es y cómo piensa la emprendedora argentina que se convirtió en la impulsora global del trabajo remoto en medio del coronavirus

Silvina Moschini es CEO y fundadora de SheWorks! y TransparentBusiness, dos emprendimientos que, con tecnología en la nube, proponen empoderar a las mujeres y auxiliar en temas laborales en medio de la enfermedad global

Por [Sebastián Catalano](#) | 8 de marzo de 2020
scatalano@infobae.com



Silvina Moschini (Crédito: Angelo)

Como emprendedora y experta en economía digital, se la conoce hace casi dos décadas como Miss Internet, pero quizás ahora su "nik" tenga que cambiar a Miss Home Office. Ella, seguro, preferiría mantener ambos. **Silvina Moschini** (47) es una argentina que pasó por empresas como Visa, Compaq y Patagon hasta que decidió emprender. Está radicada en EEUU y, según su bio, es "fundadora de un ecosistemas de compañías que capitalizan en la nube para conectar negocios y talento con modelos bajo demanda". De allí surgieron dos de las empresas que creó y dirige por estos días: TransparentBusiness, un sistema digital para gestionar y monitorear fuerza de trabajo remota, y SheWorks!, que nació de un proyecto anterior llamado Yandiki, y es una plataforma que utiliza tecnología para cerrar la brecha de género.

Con TransparentBusiness impulsa el trabajo remoto en tiempos de coronavirus y es, por estos días, una de las voceras a la hora de explicar cómo la nube digital puede ayudar al mundo, al menos en es aspecto laboral, en medio de la epidemia.

- ¿Qué es TransparentBusiness y qué propone en medio de la expansión del coronavirus?

revolution, with disruptive technologies such as cloud computing, machine learning and artificial intelligence that generate a new work paradigm. Our solution solves three issues to manage remote teams: trust, coordination of distributed work and team responsibility for the tasks performed.

In reference to the epidemic, the day that the Coronavirus was declared a global alert by WHO for the threat of spread outside of China, we immediately contacted the Chinese Ambassador to the United States to offer a donation of one million dollars in TransparentBusiness licenses so that companies and government agencies in that country can continue their operations remotely, transparently and safely for the population.

- And locally?

- The current situation prompted us to come up with ways on how to counteract the impact of the brake of productive activities and an opportunity to redefine the remote work that we previously promoted for benefits for companies and employees, but now it is a matter of preventing the spread of virus and minimizing economic effects.

-How does SheWorks work?

- It is a platform that economically empowers women through providing them with flexible Cloud work. It is a comprehensive solution that connects the dots between digital education, talented women and employment opportunities in the Cloud. It emerged because the labor market still uses obsolete and rigid models that cause more than half of women to leave their jobs when they become mothers. A paradox, since women make 80% of purchasing decisions and in many cases we have more university degrees and qualifications. We created a job market with qualified professionals so that companies can find them and have no excuse that they do not have a women's pipeline for management positions or diverse teams because there are no women in the labor market. We also offer the tools to make remote work much more productive and efficient than work in the office.

- How many women got a job?

- We have more than 20,000 women from 93

countries. 65% are Latin American and Argentina is one of the countries with more representation. We focus on female talent and connecting qualified women with companies that are looking for certain profiles for their projects, generating flexible job opportunities in the Cloud. And we have SheWorks! Academy, our digital education platform that offers training and tools in the digital economy with courses are 100% online cloudworking and soft skills such as problem solving and communication. With our work scheme, a person can work from Buenos Aires for companies based anywhere in the world and vice versa. In fact, an example of Argentines who work today through SheWorks! is Maricruz Tabbia, a mom who lives in Franck, a town of 5,500 inhabitants in Santa Fe, is part of our team for more than five years and works for companies like Google in Mountain View without leaving her home.

We propose a new work model that breaks with the classic schemes from 9-to-6 in the office and replaces it with one that measures the progress of the work done.

- Do you want to be the first "pink unicorn"?

- Yes, it's a pun. The first unicorn (digital companies whose market value exceeds USD 1 billion) founded and run by a woman. Women raise only 2% of venture capital, what we did to overcome gender bias in financing, was going directly through a private offering of shares to individuals who believe we can transform the economy by making remote work verifiable through authentication technology and review or audit of the work process. We are raising capital with a valuation of 200 million dollars, we already raised 6 million dollars and I became the first woman entrepreneur to raise that sum of money through an Initial Private Offering to accredited investors from companies such as Morgan Stanley, Merrill Lynch and JP Morgan. One of our corporate investors is Telefónica and we also have an alliance with Grupo Carso, by Carlos Slim.

- You've been an entrepreneur for a long time, but you also went through large companies. How was your experience in the corporate world and how do you think things have changed by now?

- I became an entrepreneur because I felt that in the corporate world there was talk of innovation but radical transformations were rarely allowed. Many times the areas of innovation work in isolation and do not have the support of the managers of the different function areas that make the change true. True innovation does not come in general from large corporations.

- Can technology close the gender gap?

- Closing the gender gap would inject 12 trillion dollars into the global GDP by 2025, according to McKinsey. However, women's labor participation is still 26% lower than men. We had a very interesting agreement with TeleworkSaudi in Saudi Arabia. This program that seeks to generate employment opportunities for women in the Kingdom who can only work in places where there are only women with some exceptions. With our solution we give these women the tools so they can telework and develop professionally in their careers.

- You work with governments around the world on transparency issues. How much is lost by corruption?

- The IDB estimates that in the world between 10-25% of public procurement funds are lost due to fraud and corruption, the least detected crime. In Latin America and the Caribbean, the waste amounts to US \$ 220 billion a year or the equivalent of 4.4% of the regional GDP. One of TransparentBusiness's objectives is to help reduce these losses by allowing the audit of the purchase of professional services from the state. Historically, the hiring of state professional services fell under the umbrella of the so-called "honor basis", a tacit agreement but impossible to verify, because there was no way to verify the effective work process for which the contractor billed. Today, that agreement of faith has become obsolete and unacceptable, since technology allows access to reliable data that not only can but must be displayed. As a result of this initiative, we achieved that in legislative assemblies of 33 US states. They are currently processing bills against overbilling and we are extending this standard in other countries in the region such as Mexico and Colombia.



Before becoming entrepreneurs, Moschini went through companies such as Visa, Compaq and Patagon (Credit: Angelo)

- How do you see Argentina?

- In Argentina I think we have a great opportunity to work with transparent audit schemes in purchasing, flexible work and from home, not only in the State but also in the private sector. We have people with great talent and an immense opportunity to export it worldwide.

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Infobae is a news website that was created in Argentina in 2002 by businessman **Daniel Hadad**. Infobae has 450 staff journalists. Their headquarters are located in Buenos Aires, Argentina. The company also has offices in New York, Mexico City, Miami, Bogotá, São Paulo and Madrid.

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Coronavirus: Remote Work is the Best Way of Preventing It

March 5, 2020 - Silvina Moschini

In the globalized world in which we live, viruses arrive as fast as data. Yesterday the first case of coronavirus in Argentina was confirmed, which precipitates the isolation and prevention measures that are already in force in other countries.

Michala Marcussen, chief economist at Société Générale, estimated at the time that as a result of the coronavirus "China could lose one point of its GDP in full year and would mechanically withdraw 0.4 points of world GDP." That moment is now: only in our region, the announcement of the case detected in last Brazilian carnival caused plummeting of all local currencies and stock exchanges. And the situation in Argentina is not yet known.

That is why, to offset the devastating impact that the virus-related disruptions to the economic activities may have on the world economy, the remote work mode is being used.

This new health emergency of still uncertain scope redefines remote work. If until now it represented a flexible and efficient modality chosen by the companies and workers of the future, today it has become a global imperative because of this epidemic.

In early February, the city of Hong Kong asked all private sector employees to work from home. This approach soon spread nationwide: Starbucks, KFC, Pizza Hut and co-working company WeWork announced that they would temporarily close their offices in China. In Italy, the government decreed teleworking for six regions in the north of the country, the most affected area. But the main players from Milan, the Italian financial capital, also folded: "Unicredit and Intesa Sanpaolo, insurers Generali and Allianz, Telecom Italia and the fashion firm Armani, which presented its women's collection for the winter behind closed doors at the last Fashion Week ", says La Vanguardia. As the days went by, prevention

OPINIÓN

Coronavirus: la mejor arma de prevención es el trabajo remoto

Por Silvina Moschini | 5 de marzo de 2020



Para contrarrestar el impacto devastador que podría tener en la economía mundial cesar todas las actividades productivas por tiempo indeterminado, junto con el alerta del virus se activó la modalidad del trabajo remoto (Shutterstock)

En el mundo globalizado en el que vivimos, los virus llegan tan rápido como los datos. Ayer se confirmó el primer caso de **coronavirus en Argentina**, lo que precipita las medidas de aislamiento y prevención que ya están en vigencia en otros países.

Michala Marcussen, economista jefe de Société Générale, estimó en su momento que a raíz del coronavirus "China podría perder un punto de su PBI en año pleno y retiraría mecánicamente 0,4 puntos del PBI mundial". Ese momento es ahora: sólo en nuestra región, el anuncio del caso detectado en Brasil el pasado carnaval fue la señal de largada para la caída en picada de todas las monedas y bolsas locales. Y todavía no se conocía el de Argentina.

Es por eso que, para contrarrestar el impacto devastador que podría tener en la economía mundial cesar todas las actividades productivas por tiempo indeterminado, junto con el alerta del virus se activó la modalidad del trabajo remoto.



Silvina Moschini es Presidente y Fundadora de TransparentBusiness (Francisco Córdoba)

Esta nueva emergencia sanitaria de alcance todavía incierto redefine el trabajo remoto. Si hasta hoy representaba una modalidad flexible y eficiente que eligen las compañías y los trabajadores del futuro, hoy se ha vuelto un imperativo mundial a causa de esta epidemia.

A principios de febrero, la ciudad de Hong Kong le pidió a todos los empleados del sector privado que trabajen desde sus casas. Enseguida el sello se extendió a nivel nacional: Starbucks, KFC, Pizza Hut y la empresa de co-working WeWork anunciaron que cerrarían temporalmente sus oficinas en China. En Italia, el gobierno decretó el teletrabajo para seis regiones del norte del país, la zona más afectada. Pero también se plegaron los principales jugadores de Milán, la capital financiera italiana: "Unicredit e Intesa Sanpaolo, las aseguradoras Generali y Allianz, Telecom Italia o la firma de moda Armani, que presentó su colección femenina para el próximo invierno a puerta cerrada en la pasada Semana de la Moda", dice La Vanguardia. Con el correr de los días, la prevención se amplió a cualquier situación de concentración de personas, como recitales, museos, aeropuertos y universidades del mundo, lo que también está teniendo su impacto en las plataformas de e-learning.



In Italy, the government decreed teleworking for six northern regions of the country.

expanded to any situation of concentration of people, such as concerts, museums, airports and universities in the world, which is also having an impact on e-learning platforms.

What makes remote study and work possible is technology. We live the fourth industrial revolution, we have a suite of tools that allow us to access the Cloud no matter where we are. Solutions like TransparentBusiness allow the coordination and management of geographically distributed teams in a transparent and effective way, which (maximally) prevents contagion and (maximally also) minimizes the impact of the pandemic on the world economy.

Although some CEOs are concerned about the impact that prevention measures will have on the productivity of their companies, a study published in 2015 by Stanford University showed that the performance of employees of the Chinese travel agency Ctrip rose 13% when they worked from their house: on the one hand, because they interrupted their work less, and they got sick less, but also because they answered more calls per minute, because they did it from the comfortable and less populated space of their houses.

Telecommuting also allows companies to save thousands of dollars in infrastructure and involves less impact on the environment and less travel time for employees. In addition, technological advances and tools such as [TransparentBusiness.com](https://transparentbusiness.com) allow monitoring remote work, evaluating in real time the progress made.

While we wait for this new coronavirus outbreak to end as soon as possible, we are confident that the remote work modality will help mitigate the impact of the epidemic on the world economy. And this is valid both to face this particular problem and to anticipate the future of work in general.

Silvina Moschini is President and Founder of TransparentBusiness. She is an entrepreneur at [Endeavor.org](https://endeavor.org) and a mentor to entrepreneurs through Vital Voices, 500 startups, Google Launchpad and the Google AI Impact Challenge. He is part of the advisory council of New World Symphony in Miami, Dalia Empower and Fundación Flor. In 2019 he received the Equals in Tech award, a global initiative of United Nations for projects which reduce the gender disparity.

Una experta explica cuáles son los mayores retos del trabajo en casa para los jefes

March 18, 2020

Silvina Moschini asegura que los tres desafíos principales son el control, cómo asegurarse de que las personas están trabajando y no haciendo una maratón de películas; el segundo es elegir y usar la tecnología más eficiente para colaborar; y el último, determinar la rendición de cuentas. Lo clave, para la experta, es recordar que "el trabajo es algo que se hace y no un lugar a donde se va".

Alina: durante estos días, millones de personas que están trabajando desde sus hogares, labor de manera efectiva.

Silvina es socia de la escuela y CEO de una escuela de marketing digital. durante estos días la mesa de comedor es su oficina.

Silvina: Somos un equipo de 90 personas con oficinas en Miami, Bogotá, en Panamá y Cali. Están obligados a utilizar diferentes medidas para estar informados.

Trabajamos con Skype y otras herramientas para poder hacer cortes diarios sobre cómo evoluciona cada día.

Alina: mucho antes, dice que este método tiene 13 retos principales una es el control, cómo nos aseguramos que la persona está trabajando y no jugando al Pokemon o haciendo maratón de películas. Otro es cómo utilizar tecnología para colaborar eficientemente. El tercero es cómo nos aseguramos que haya concentración. Entendiendo que el trabajo es algo que se hace, y no un lugar a donde se va.

Silvina: algunos la situación les da



Una experta explica cuáles son los mayores retos del trabajo en casa para los jefes

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An Expert Explains to Executives the Biggest Challenges of Work-from-Home

Silvina Moschini states that the three main challenges are control, how to make sure that people are working and not doing a movie marathon; the second is to choose and use the most efficient technology to collaborate; and the last, to determine accountability. The key, for the expert, is to remember that "work is something that is done and not a place where it goes."

buenas ideas. nos re planteamos si realmente necesitamos estas grandes oficinas.

Silvina Moschini: “El coronavirus está forzando a las compañías a adaptarse e implementar esquemas de trabajo remoto”

March 21, 2020 - Leandro Ferreyra

Lo asegura Silvina Moschini, CEO y fundadora de SheWorks! y presidenta de TransparentBusiness. “El reto consiste en romper con los paradigmas actuales para que el trabajo sea sinónimo de algo que se hace y no un lugar al que se va”, afirma la empresaria.



Silvina Moschini es una multipremiada emprendedora serial, conferencista internacional y experta en tecnologías disruptivas. Es autora de libros y artículos de opinión publicados en más de 140 medios alrededor del mundo. Además es LinkedIn influencer, junto a más de 500 líderes, pensadores e innovadores de todo el globo.

También es fundadora de un ecosistema de

compañías que capitalizan en la nube para conectar negocios y talento con modelos bajo demanda, incluyendo TransparentBusiness, una plataforma para gestionar y monitorear fuerza de trabajo remota que está impulsando la transparencia en las contrataciones públicas y privadas para eliminar la corrupción y la pérdida del dinero por fraude y sobrefacturación.

Otra de sus creaciones es SheWorks!, una plataforma que empodera económicamente a las mujeres a través del trabajo flexible y en la nube. **“Quebramos las barreras que separan el talento de las oportunidades: centralizamos el talento de mujeres de todo el mundo y les damos a las compañías la oportunidad de llegar a través de nuestra plataforma a mujeres calificadas que quieren trabajar con modelos flexibles y remotos. Apuntamos a que miles de mujeres no tengan que elegir entre su familia y sus carreras profesionales, y puedan tener un empleo que se ajuste a sus necesidades”**, explica Silvina, que el año pasado recibió el premio Equals in Tech, el reconocimiento más importante de Naciones Unidas a empresas que capitalizan en tecnología para impactar los objetivos de desarrollo sostenible de la ONU, por trabajar en cerrar la brecha de género a través de la tecnología.

Antes de convertirse en emprendedora, Silvina transitó un largo camino por el sector corporativo. Fue vicepresidenta de Comunicaciones de Visa para América Latina, directora de Comunicaciones Internacionales de Compact para los Mercados Internacionales y vicepresidenta de comunicaciones de Patagon.com, uno de los startups más relevantes de la primera era de internet que luego compró el Banco Santander en 785 millones de dólares.

El paso posterior fue lanzar su propio emprendimiento. Así nació la agencia de Relaciones Públicas, Marketing online y Social Media, Intuic.

Periodista: ¿Por qué y cómo decidiste convertirte en emprendedora?

Silvina Moschini: Porque sentía que en el mundo corporativo se hablaba de innovación, pero rara vez se permitía hacer transformaciones radicales. Mi primer emprendimiento luego de mi vida corporativa fue Intuic. En 2012, fundamos con mi compañero Alex Konanykhin TransparentBusiness, con la necesidad de contar con una herramienta para gestionar desde Europa nuestras operaciones en América de forma eficiente ya que nos habíamos trasladado de los EE.UU. a Europa con el plan de desarrollar nuestras operaciones allí.

Luego en 2014 fundé Yandiki, un marketplace de talento creativo en la nube. De allí surgió en 2017

SheWorks! cuando vimos que las mujeres que formaban parte de nuestra nube tenían mejores resultados, mejores calificaciones y eran más requeridas por nuestros clientes. Con el tiempo comprendí que la verdadera innovación no viene en general de las grandes corporaciones y me di cuenta de que podía tener un impacto mayor en el mundo si creaba la compañía para la cual quisiera trabajar: una compañía flexible, inclusiva, 100% distribuida, que utilizara tecnología para manejar sus propias operaciones y para crecer de manera ágil, pero que a la vez también ayudara a otras compañías a utilizar el mismo modelo y crear también conceptos de crecimiento organizacional inclusivos a través de brindar a las mujeres la oportunidad de trabajar desde cualquier lado.

También soy emprendedora Endeavor, la organización sin fines de lucro que apoya a emprendedores de alto impacto en todo el mundo, y mentora de mujeres emprendedoras a través de Vital Voices, 500 startups y Google Launchpad.

P.: ¿Qué es TransparentBusiness?

S.M.: Es una solución para coordinar equipos distribuidos geográficamente de manera transparente y efectiva. Nuestra plataforma plantea un nuevo modelo de trabajo que rompe con los clásicos esquemas de 9 a 18 en la oficina y que miden la presencia de una persona en la oficina por uno que mide el progreso del trabajo realizado. Este software de gestión de equipos virtuales responde a las dudas de muchos jefes: ¿cómo saber si mis empleados que trabajan de manera remota cumplen con su horario y con sus tareas asignadas? Tecnologías disruptivas como el cloud computing, machine learning e inteligencia artificial están generando un nuevo paradigma de trabajo. Nuestra solución resuelve tres cuestiones clave para gestionar equipos remotos: la confianza, la coordinación del trabajo distribuido y el compromiso del equipo.

Nuestra plataforma está diseñada para empoderar a las compañías y gobiernos con una herramienta para la coordinación y monitoreo de las tareas, brindar información sobre el estado de los gastos del presupuesto y los proyectos en tiempo real, incrementar la productividad de los contratistas y

proteger a las instituciones de la sobrefacturación.

P.: ¿El Covid-19 cambió abruptamente los modelos de trabajo?

S.M.: Así es. La gestión efectiva del trabajo remoto se convirtió en una cuestión de importancia crítica para contener la pandemia y para asegurar la continuidad y supervivencia de los negocios. En este contexto de emergencia sanitaria, es importante ayudar a las compañías a que implementen el trabajo remoto y contribuir a que no impacte tanto en la economía. Que la gente pueda mantener su trabajo ya que el teletrabajo puede hacerse de manera escalable y eficiente. En este momento la expansión del coronavirus está forzando a las compañías a adaptarse por la fuerza e implementar esquemas de trabajo remoto y testear su efectividad.



P.: ¿Qué mensaje les daría a las empresas en este sentido?

S.M.: Que el coronavirus está poniendo a prueba la efectividad real del trabajo remoto. Habrá un antes y un después en las empresas. Si el trabajo remoto antes era una vitamina para muchas compañías, un beneficio para los empleados y una herramienta para retener talento, ahora se convierte en una aspirina para evitar la propagación del virus y disminuir los efectos económicos. A pesar de lo

lamentable de esta situación, es una oportunidad de experimentar las ventajas que brinda el trabajo remoto para compañías y empleados, al proponer esquemas de trabajo flexibles y con transparencia. La clave para que los programas de trabajo remoto funcionen es que se utilice tecnología y procesos para resolver los desafíos asociados a la gestión de equipos distribuidos que son la falta de confianza, las dificultades para coordinar y la rendición de cuentas.

P.: ¿Van a capacitar a las empresas?

S.M.: Sí, vamos a realizar capacitación online y certificación en Trabajo en la Nube para que tanto las empresas como los trabajadores ahora remotos puedan acceder a entrenamiento sobre procesos, metodología y herramientas para coordinar distribuidos. Hoy ofrecemos webinarios ante esta situación apremiante que afecta nuestra vida y en poco tiempo lanzaremos la academia global de CloudWorking para que empleados y supervisores puedan incorporar toda la tecnología y herramientas necesarias para gestionar equipos remotos de manera exitosa en este contexto de emergencia sanitaria.

P.: ¿Cuáles son los beneficios del trabajo remoto para las compañías?

S.M.: Algunos de los beneficios del trabajo remoto para las compañías son: 1) ahorro de recursos en electricidad y espacio: reducción de costos de infraestructura en las empresas; 2) retención y mayor compromiso de los colaboradores. Acceso al talento: A la hora de contratar personal ya no será necesaria la ubicación en donde estén las personas, hay un mayor acceso de perfiles calificados de distintos lugares. También promueve la diversidad al contar con una fuerza de trabajo que puede incluir mujeres, millennials y personas de lugares alejados de las compañías.

P.: ¿Por qué todavía muchas empresas se aferran a las viejas estructuras y les cuesta aggiornarse?

S.M.: Hay empresas que aún se resisten al cambio organizacional. Existe el miedo a que si los empleados trabajan desde sus casas, o simplemente fuera de la oficina desde cualquier lugar en el que tengan

conectividad, no cumplan con las horas asignadas o no lleven adelante su trabajo. El reto consiste en romper con los paradigmas actuales para que el trabajo sea sinónimo de algo que se hace y no un lugar al que se va. La transparencia, la definición clara de objetivos y el tiempo límite de entrega son las claves para lograr la coordinación de tareas en equipo y el cumplimiento individual.

P.: ¿Cuáles son las claves para retener talento hoy?

S.M.: Vivimos la cuarta revolución industrial, una época de constante transformación en la forma de hacer negocios y el mundo del trabajo. La clave para retener talento está en la tecnología para mayor flexibilidad y en la transparencia. Eliminar las barreras geográficas para que miles de personas no tengan que moverse hacia las oportunidades y tengan un trabajo bajo sus propios términos, al mismo tiempo que las compañías puedan acceder al candidato justo para la posición sin límites geográficos. Casi el 67% de las compañías con más de 250 empleados no puede encontrar candidatos calificados, según Manpower. La tecnología permite cubrir las posiciones con el mejor talento disponible en el mercado sin importar en donde esté. De hecho, las compañías pueden armar sus propias nubes de talento que capitalizan machine learning, cloud computing y data science para reclutar a personas más capacitadas para el puesto de trabajo y acortar los procesos de contratación.

P.: ¿Cómo la tecnología puede reducir la brecha de género?

S.M.: Cerrar la brecha de género inyectaría 12 billones de dólares al PBI global para 2025. Sin embargo, la participación laboral de las mujeres aún dista un 26% con los hombres y más de la mitad de ellas abandona sus trabajos cuando se convierten en madres por no encontrar ese equilibrio entre carrera y familia.

P.: ¿Qué rol juega la transparencia en el proceso de transformación de las empresas?

S.M.: La transparencia es la nueva norma y estándar en el proceso de transformación digital de empresas

y gobiernos por igual y es un factor crucial para el cambio del paradigma del mundo de trabajo y acelerar la transformación hacia modelos digitales más eficientes y acordes a los tiempos que vivimos. La transparencia hace que el quid de la cuestión sea el proceso de trabajo y no la cantidad de horas en una oficina. Es crucial para muchos aspectos y en particular en el cambio del paradigma del mundo de trabajo, ayuda a acelerar la transformación hacia modelos digitales más eficientes y acordes a los tiempos que vivimos.

Trae confianza a los gerentes y líderes de los equipos con herramientas que permiten el monitoreo del trabajo realizado y resuelven problemas como la confianza, el compromiso y la responsabilidad. Vamos camino a modelos que usarán machine learning” y data para conectar talento con oportunidades sin importar dónde estén, pasando del monitoreo de la presencia física de las personas en la oficina al uso de tecnología, a través de la digitalización del proceso de trabajo para colaborar y auditar el progreso del trabajo de manera eficiente.

P.: ¿Cómo funciona SheWorks?!

S.M.: SheWorks! es una plataforma que empodera económicamente a las mujeres a través del trabajo flexible y en la nube. Es una solución integral que conecta los puntos entre educación digital, mujeres talentosas y oportunidades de empleo en la nube. La idea fue apuntar a ayudar a las mujeres, quienes más de la mitad abandona sus puestos de trabajo cuando se convierten en madres por falta de flexibilidad. Por eso nos enfocamos en mujeres y rompemos las barreras que separan el talento de las oportunidades.

Creamos un mercado de trabajo de mujeres para que las empresas puedan encontrarlas y no tengan excusas de que no hay pipeline para puestos directivos ni equipos diversos porque no hay mujeres en el mercado laboral. También les brindamos las herramientas para que el trabajo remoto sea mucho más productivo y eficiente que el trabajo en la oficina.

P.: ¿A cuántas mujeres les consiguieron trabajo?

S.M.: Actualmente contamos con más de 20.000 mujeres de 93 países. El 65% son latinoamericanas, y Argentina es uno de los países con más representación.

Remote work is not just a solution to the current crisis, it is a viable labor model

March 18, 2020 - Rodrigo Díaz M.

This past week has been devastating for humanity. COVID-19 was elevated to pandemic status by the World Health Organization, which has led the global financial market to collapse and companies and stores to close due to the danger of contagion.

In Canada, Prime Minister Trudeau ordered the closure of nightclubs, restaurants and recommended the closure of stores and shopping malls. Schools and universities around the country have declared the transition to online learning due to the closure of their facilities.

Similarly, legislation is being planned to justify the absence of those employees of any company or establishment who are or are believed to be infected with the coronavirus.

Companies around the world have been forced to transition to remote or home work. In view of this situation, El Centro News spoke with Moe Vela, former Chief Financial Officer of Vice President Gore and former Director of Administration for Vice President Joe Biden, who is an expert on the matter.

"I think remote or remote work is absolutely necessary given the current situation," said Vela. ***"Working from home helps mitigate coronavirus transmission, people go less to public transportation and don't interact with other employees in the offices."***

Vela, who is also the Chief Transparency Officer at TransparentBusiness, a company that created software to increase the productivity of employees who work remotely and not in offices, revealed that there are still doubts from companies regarding the remote work.

"The concern that has always existed with the remote work model is productivity," Vela explained. ***"The goal of companies like TransparentBusiness is to ensure that the productivity of people who work from home is equal to or greater than when they work in offices."***

On the other hand, Vela admitted that some companies cannot make the transition to remote work mode due to the type of service they offer and that the system is only available to

EL TRABAJO REMOTO NO ES SOLO UNA SOLUCIÓN A LA CRISIS ACTUAL, ES UN MODELO LABORAL VIABLE

Posted by Redacción | Mar 18, 2020 | Canada | 0 | *****



Rodrigo Díaz M.

Esta última semana ha sido devastadora para la humanidad. El COVID-19 fue elevado al estatus de pandemia por la Organización Mundial de la Salud, lo que ha llevado al mercado financiero mundial a desplomarse y a las empresas y tiendas a cerrar debido al peligro de contagio.

En Canadá, el primer ministro Trudeau ordenó el cierre de locales nocturnos, restaurantes y recomendó el cierre de tiendas y centros comerciales. Escuelas y universidades alrededor del país han declarado la transición al aprendizaje online debido al cierre de sus instalaciones.

companies that use the internet and depend on computer equipment.

Vela also stated that another of the challenges of remote work was the supervision of workers who carry out their work outside the office, but that now is a thing of the past.

"Remote work is viable in these times, with teleconferencing applications such as Skype, Facetime and the massive use of computers or smartphones and the expanded Internet as it is, there is no longer an excuse not to apply this way of working after the coronavirus crisis is over," said Vela.

"With the software we offer and the one that other companies offer, it is possible to monitor the work that employees do outside the office, so the productivity of a company can be equal to or greater than what it would have from wherever the workers are," Vela assured.

According to Vela, his objective and that of employers is to carry out all kinds of actions so that companies do not go bankrupt, but he admitted that the health of employees must come first.

"Companies are now obliged to move to this work model," said Vela. ***"They simply have no choice as the virus has been declared a pandemic."***

However, Vela admitted that, inside the bad, you should always look for the positive side of things.

"This situation may be the push that the remote work model needed to take hold," Vela explained. ***"Many companies already make use of the model and the technologies it implies, this crisis can only serve to make this more widespread and thus, probably, it can evolve in the workplace."***

CAREER MANAGEMENT

IDB Together with TransparentBusiness Will Facilitate SMEs Access to Remote Work Technologies

March 20, 2020 - By AméricaEconomía.com

Trainings will be held in CloudWorking to implement telework programs.

The alliance will be carried out through the IDB Social Sector and Mujeres ConnectAmericas, the IDB platform that connects women entrepreneurs with business opportunities and with learning tools to improve the management of their companies.

This agreement will bring training and technology to Latin America to support female entrepreneurs in the successful management of remote work in the context of the rapid expansion of the coronavirus. Companies of all sizes and sectors are forced to implement work programs from home and the use of technologies that allow transparent collaboration by distributed work teams, is a key factor for the sustainability and success of the programs of remote work.

The coronavirus has already affected hundreds of thousands of people in more than 110 countries. Millions of workers in Europe and Latin America are ordered to stay at home to prevent the spread of the virus.

In this situation of maximum emergency it is important to act quickly to continue activities and thus minimize the economic effects that will come for the affected countries.

GESTIÓN DE CARRERA

BID junto con TransparentBusiness facilitarán a pymes acceso a tecnologías de trabajo remoto

0

20-03-2020 11:59



Se realizarán trainings en CloudWorking para implementar programas de teletrabajo.

Por AméricaEconomía.com

La alianza se llevará a cabo a través del Sector Social del BID y de Mujeres ConnectAmericas, la plataforma del BID que conecta a mujeres empresarias con oportunidades de negocio y con herramientas de aprendizaje para mejorar la gestión de sus empresas.

Este acuerdo llevará capacitación y tecnología a Latinoamérica para apoyar a emprendedoras en la gestión exitosa del trabajo remoto en el marco de la rápida expansión del coronavirus. Empresas de todos los tamaños y rubros se ven forzadas a implementar programas de trabajo desde casa y el uso de tecnologías que permitan la colaboración transparente por parte de los equipos de trabajo distribuidos, es un factor clave para la sostenibilidad y el éxito de los programas de trabajo remoto.

El coronavirus ya afectó a cientos de miles de personas en más de 110 países. Millones de trabajadores en Europa y Latinoamérica están inmovilizados de sus hogares para evitar la propagación.

En esta situación de máxima emergencia es importante actuar con celeridad para continuar con las actividades y así minimizar los efectos económicos que vendrán para los países afectados.

TransparentBusiness es una plataforma SaaS diseñada para asistir a compañías y agencias gubernamentales con una herramienta para la coordinación y monitoreo de los trabajadores remotos, proveer información sobre el estado de los gastos del presupuesto y los proyectos en tiempo real, incrementar la productividad y proteger a las instituciones de la sobrefacturación.

"Muchas empresas están en un contexto de transición y temen por la falta de control que traerá la explosiva implementación del trabajo remoto. La clave para que estos nuevos esquemas funcionen es que se utilice tecnología y procesos para resolver los desafíos asociados a la gestión de equipos distribuidos que son la falta de confianza, las dificultades para coordinar y la rendición de cuentas," afirmó Silvana Moschini, presidente y fundadora de TransparentBusiness.



TransparentBusiness is a SaaS platform designed to assist companies and government agencies with a tool for coordinating and monitoring remote workers, providing information on the status of budget expenditures and projects in real time, increasing productivity and protecting companies and institutions of overbilling.

“Many companies are in a context of transition and fear for the lack of control that the explosive implementation of remote work will bring. The key to making these new schemes work is for technology and processes to be used to solve the challenges associated with managing distributed teams that are lack of trust, difficulties in coordinating, and accountability.”,
Silvina Moschini, president and founder of TransparentBusiness said.

As part of the agreement, this platform will offer three-month free licenses for startups and SMEs led by women to support remote job management during the Coronavirus outbreak and support the

acceleration of distributed and inclusive work models.

One of the IDB’s fundamental pillars is its commitment to gender equality and the promotion of women’s economic empowerment. Launched in 2016, the online business platform Mujeres ConnectAmericas unites women entrepreneurs with business opportunities and offers them training tools to improve the management of their companies. Currently the network has more than 90,000 businesswomen from 100 countries and more than 36,000 have received training and participated in business forums.

Cloudworking training: Keys to manage remote teams efficiently and transparently

Through three “virtual” and interactive meetings led by Silvina Moschini, @Miss_Internet, this training will help startups and SMEs incorporate the best practices in the industry, collaborative tools and other technological resources to maximize the efficiency of remote work.

Urge transparencia para lograr la equidad salarial

February 15, 2020 - Rut N. Tellado Domenech

La desigualdad en la paga por igual trabajo es un mal que continúa afectando a las mujeres, quienes hasta la fecha, continúan ganando menos en el mercado laboral.

El Nuevo Día

El Nuevo Día es el periódico de récord y de mayor alcance en Puerto Rico. Su contenido se distribuye a través de una edición impresa de lunes a domingo, la edición digital (El Nuevo Día e-paper), el sitio web local de noticias más visitado en el país (endi.com), una aplicación móvil y las redes sociales.

La edición impresa es la única que circula en Puerto Rico los sábados y los domingos. Más del 50% de sus ejemplares diarios llegan directamente a los hogares de los suscriptores y el resto se distribuye a través de comercios.

El Nuevo Día es el único periódico de Puerto Rico con tres corresponsalías fuera de la isla: en Washington, D.C., La Habana y Orlando, Florida. Además, cuenta con las siguientes revistas: Magacín, Negocios, Por Dentro, De Viaje y Diseño y Construcción. La edición dominical incluye, además, un suplemento semanal de The New York Times en español.

Urge transparencia para lograr la equidad salarial

• La desigualdad en la paga por igual trabajo es un mal que continúa afectando a las mujeres, quienes hasta la fecha, continúan ganando menos en el mercado laboral

15 Feb 2020 RUT N. TELLADO DOMENECH rut.tellado@gfmedia.com Twitter: @rut_tellado

En el mundo, las mujeres ingresan en promedio 77 centavos por cada dólar que reciben los hombres en igualdad de condiciones laborales, de acuerdo con ONU Mujeres, mientras que en el Caribe, la Organización Internacional del Trabajo señala que las féminas ganan 17% menos salario que los varones por hora trabajada.

La brecha persiste aun en países como Estados Unidos, donde más mujeres que hombres se gradúan de las universidades, de acuerdo con la empresaria y experta en tecnología Silvana Moschini, quien aseguró que el problema no es el acceso a educación, sino la falta de transparencia.

“Con transparencia me refiero a que las compañías, ya sea por ley o como parte de sus políticas, hagan visible y pública la información acerca de cuánto se compensa a una persona por su rol y sus habilidades”, apuntó

Moschini.

Indicó que la transparencia se puede dar de distintas formas, desde que las empresas rindan informes sobre la brecha salarial de género en sus plantillas –como hace Dinamarca desde el 2006–, hasta publicar en internet cuando se busca reclutar empleados, un rango con el salario máximo y mínimo que paga un puesto de trabajo. Resaltó que hay plataformas como Glassdoor, en la que dice el salario promedio de distintos puestos.

“Si al contratar no ponen cuánto dinero pagan por esa posición, los patronos optan por el más barato, lo que es injusto para el mercado y para la persona”, sostuvo Moschini. “Y no debería importar cuánto ganas en tu trabajo anterior”.

En el caso de Puerto Rico, la Ley de Igualdad Salarial y las guías para su implementación, ambas

aprobadas en 2017, disponen que en la isla es ilegal que un patrono le pregunte a un aspirante a empleo sobre su salario actual o su historial de salarios. La razón es que como históricamente ha sido la mujer la que ha recibido una paga más baja por el mismo trabajo, es la fémina la que se ve en desventaja al divulgar sus salarios anteriores. En la isla, no hay leyes que obliguen a los patronos a divulgar datos sobre brecha salarial o salario promedio de los puestos disponibles.

De acuerdo con Moschini, más países deberían seguir el ejemplo de Dinamarca y forzar la transparencia mediante la aprobación de leyes en esa dirección. “Esto debería regularse porque, si no se fuerza, queda como una lista de sugerencias para los patronos”, sostuvo.

Agregó que la tecnología no solo permite divulgar con mayor facilidad este tipo de informa-



ción, pues también resulta útil para lidiar con otro aspecto que impacta el desarrollo laboral de las féminas. “Las mujeres hoy toman un 80% de las decisiones de compra en todo el mundo, logran un 57% de los títulos universitarios en Estados Unidos, pero el 51% abandona sus trabajos por falta de flexibilidad”, aseguró la empresaria, quien preside las plataformas TransparentBusiness y SheWorks!. Esa flexibilidad, en muchas ocasiones, es para cumplir con otras responsabilidades, como el cuidado de los hijos u otros familiares.

“Las compañías siguen pegadas a modelos en que quieren que los empleados calienten la silla, aun en plena era de explosión digital”, manifestó. “Así pierden la perspectiva de esta gente educada y con capacidad de compra. Las dejan fuera porque las reglas de los lugares de trabajo fueron pensadas para hombres cuando las mujeres no eran parte del mercado laboral hace 60 años”.

Para propiciar una mayor flexibilidad, Moschini fundó TransparentBusiness, plataforma en la nube que hace que el trabajo remoto sea verificable y transparente, y SheWorks!, pla-

taforma de talento femenino en la nube que conecta a mujeres profesionales con oportunidades de trabajo remoto.

“La tecnología permite que el trabajo remoto sea costoefectivo porque solo necesitas internet y un teléfono”, acotó Moschini. “Puedes vivir en Loíza, estar certificada con Google y que una compañía en Silicon Valley te pueda contratar porque la tecnología te acerca al empleador y te da la transparencia de ver cuánto te tienen que pagar y al patrono la transparencia al patrono de que vea en qué estás trabajando y se elimine la desconfianza”.

Miguel Arias: “Cada día más mujeres desarrollan proyectos innovadores o crean sus propias ‘startups’”

March 2, 2020 - Lucia Clemares Galindo

La innovación abierta de Telefónica apuesta por una diversidad e inclusión igualitaria y, en esta área, Miguel Arias, director global de Emprendimiento de la compañía, nos recuerda que cada día más mujeres desarrollan proyectos innovadores o crean sus propias ‘startups’, aunque “aún nos encontramos lejos del 50% de fundadoras en nuestro porfolio. Ahora estamos en un 20%, por eso estamos dando pasos para cambiarlo”.

Telefónica cuenta con distintas iniciativas enmarcadas en este contexto. Miguel Arias nos explica que desde el área de emprendimiento se organizan iniciativas como ‘Co-Investment Days’, “donde nos reunimos, junto a otros inversores del ecosistema, para escuchar las exposiciones de ‘startups’ de fuerte base tecnológica lideradas por mujeres”.

Además, el director de Emprendimiento insiste en que desde la compañía se trabaja en visibilizar a nuestras emprendedoras para que se conviertan en referentes e inspiren a futuras generaciones.

“El sector de innovación en relación a la mujer ha cambiado mucho”

Los ecosistemas de innovación abierta, con sus diferencias, son cada día más diversos. Cada vez son más visibles las mujeres en roles no sólo de fundadoras, sino también en posiciones de responsabilidad en ‘startups’. Parece evidente que, en una sociedad inmersa en un cambio tecnológico y social tan acelerado, la visión de las mujeres sobre cómo escribir el futuro es más importante que nunca.

Miguel Arias nos pone como un ejemplo de este tipo de proyectos a [Transparent Business](#), liderada por la emprendedora [Silvina Moschini](#), que facilita



Miguel Arias: “Cada día más mujeres desarrollan proyectos innovadores o crean sus propias ‘startups’”

Escrito por [Lucia Clemares Galindo](#), 2 de marzo de 2020 a las 09:00

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la flexibilidad laboral y el trabajo a distancia y que, recientemente, ha cerrado una ronda de seis millones de dólares.

 *Miguel Arias nos pone como un ejemplo de este tipo de proyectos a 'Transparent Business', liderada por la emprendedora Silvina Moschini, que facilita la flexibilidad laboral y el trabajo a distancia y que, recientemente, ha cerrado una ronda de seis millones de dólares.*

En [Wayra](#), el hub de innovación abierta de Telefónica que Miguel lidera, casi un 20% de su cartera de 'startups' cuenta con alguna mujer como fundadora o CEO, y tienen una ratio de fracaso un 27% inferior al del total de la cartera. Es una prueba de que los equipos diversos funcionan mejor, y de que *"las mujeres aportan un factor adicional de resiliencia a esta montaña rusa emocional que es el emprendimiento"*.

Además de dedicarse al mundo de la innovación, Miguel Arias no olvida su faceta docente. Es profesor de emprendimiento en el IE Business School y el ISDI, y mentor de varias 'startup'. Le apasiona el mundo de la enseñanza, y siempre que el tiempo se lo permite, escribe en su blog 'Emprender a golpes', porque disfruta mucho compartiendo su experiencia como emprendedor e inversor. Cree que, en muchos casos, existe una disimetría de información entre los emprendedores que comienzan y los inversores o expertos corporativos, y, sobre todo, le interesa mucho ayudar a reducir esa brecha.

Miguel cuenta con una dilatada trayectoria en diversos cargos y equipos ubicados en distintos lugares. Cuando le preguntamos qué le ha enriquecido de estas experiencias, tiene muy clara su respuesta: *"Al comparar entornos profesionales te das cuenta de lo importante que es la cultura en los equipos y empresas, sin importar el tamaño. Todos tenemos sesgos y, si todas las personas que te rodean comparten sexo, edad, origen..., te estás perdiendo una riqueza fundamental que tenemos como sociedad"* comenta

muy sonriente. *"Cuanto más diversos son los grupos de trabajo, más dispuesto está ese colectivo a abrazar ideas diferentes y disruptivas y, por tanto, más innovación se produce"*. Miguel nos confiesa que apostar por la diversidad le ha hecho estar más dispuesto a escuchar y *"aprender a desaprender"*, algo que las startups hacen todo el rato.

Desde el punto de vista personal y profesional, destaca a dos mujeres que le inspiran cada día. Una de ellas es su madre, que, además de aguantarle, como él dice, le ha ayudado a tener una visión analítica y crítica con el mundo, a no aceptar las convenciones y a esforzarse por hacer bien cosas buenas. Siempre ha sido un modelo de dedicación, trabajo duro y capacidad de adaptación a las circunstancias que, al fin y al cabo, es una de las tareas fundamentales de un emprendedor: la gestión de la incertidumbre.

Y en la parte profesional, destaca a Carina Szpilka, presidenta de la Asociación Española de la Economía Digital (ADigital), que le ha mostrado que es posible lograr un enorme éxito profesional teniendo siempre a las personas delante y sin perder la calma ni la sonrisa. De ella también se lleva la importancia de la cultura y el propósito compartido para la creación de equipos de alto rendimiento.

Entre sus próximos retos se encuentra el de conseguir llevar a escala el negocio conjunto y el impacto de las 'startups'. *"Más allá de un piloto para materializar una solución innovadora, necesitamos que funcionen los procesos internos de integración a todos los niveles y que tengamos un caso de negocio que mueva la aguja de nuestra facturación"*, resalta empático.

En un mundo de robots inteligentes y autónomos, la creatividad va a ser clave

En su faceta más personal, Miguel Arias nos cuenta que es padre de dos hijas y que son su proyecto más importante. Le gustaría que persiguieran sus sueños, *"algo que les apasione de verdad, sea lo que sea"*. En un mundo de robots inteligentes y autónomos, cree que la creatividad va a ser el factor diferencial. Así que espera que nunca pierdan las ganas de imaginar, probar cosas nuevas y reinventarse.

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(844) 384-5069

IR@TransparentBusiness.com

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