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**Industry Day**  
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<https://iiakm.org/conference/>

**Invited Talk**  
**Portugal, The Country of Connections**

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**Abstract:**

The world is no longer built around products, it's built around platforms. Uber owns no cars. Amazon owns no products. Spotify owns no music. Google creates no content. Their value comes from connecting creators and users, ideas and cultures. What if Portuguese professionals started seeing themselves through the same lens? Perhaps our greatest competitive advantage is not scale, capital, or industrial power - but our ability to connect. To bridge people, disciplines, and perspectives. To combine empathy with problem-solving, technology with human understanding. Portugal has the right scale to experiment and the right culture to collaborate.

Portuguese culture is deeply relational, empathetic, and context-driven. We naturally operate as connectors - between teams, between cultures, between ways of thinking. And perhaps this is the mindset we still need to embrace. The future will not belong to those who produce the most. It will belong to those who connect best. And that may well be the role Portugal - and Portuguese professionals - are uniquely positioned to play.

**About the Speaker:**

**Ricardo Tomé** is the Head of Digital at Media Capital Digital, managing the digital operation in the various brands: TVI, TVI Player, CNN Portugal, IOL, MaisFutebol, SELFIE, Versa, etc. Special focus on mobile and multiscreen, Streaming, Social Media and management of various content and business partnerships: Google & YouTube, Meta, TikTok, X, local Telcos, Banijay, DAZN, among others. Graduated from New Media Technology College Dublin in "Interactive Television & New Media", graduated also in Advertising & Marketing from ESCS and with a Master in Management & Leadership from Católica Lisbon School of Business and Economics. He is also a professor in several Post-Graduations and Executive Masters in the digital area. And whenever he can, alone or in a group, never says no to Trail-Running, Hiking, Biking or Padel.

