



REGULAR LINES

Coopalsa admits that the bus service has been saturated due to demand

The Government has reinforced the L4 line between Andorra la Vella and Soldeu to be able to serve all users

The company has difficulties in hiring and needs fifteen drivers in the winter



MARICEL BLANCH

►► Some users are queuing to get on a bus.

The company accepts the resolution of the Batllia for the compensation

►► Coopalsa accepts the resolution of the Batllia firstly in relation to the compensation that the Government had to provide for the losses suffered during the covid. Initially, the company requested that the amount to be received was 60,000 euros higher than what the Government calculated, but in the end it will not appeal secondly, since, according to the ruling, the compensation must restore the balance in case of a fact that occurred in a sufficient way to not put the service at risk. Coopalsa understands that the agreed difference does not put it in danger.

finish studying what is the best answer we can find from December 1st, which is when the winter season really starts», remarked Dallarès.

On the other hand, the manager of Coopalsa warned that the company needs fifteen drivers for the bus service to be sufficient this winter season, a view that coincides with the recent statements of the CEO of Andbus, Daniel Vinseiro, who pointed out that the transport sector will require about 50 drivers. In this line, Dallarès regretted that «we have limitations in terms of hiring drivers and we are managing this with the Government so that the incorporation of people with the appropriate technical skills can be expedited as much as possible».

To finish, the manager of Coopalsa remarked that the country has recently come out of a few years in which there was reduced activity due to covid, but now, «we have to react to the increase in demand to resume the activity and serve public transport users», he concluded.≡

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Coopalsa points out that regular national lines have suffered a saturation of users in recent weeks. The manager of the company, Gabriel Dallarès, explained last Monday to EL PERIÒDIC that this is a «exceptional situation» and that it is not usual, since «there is a little more volume of people than there is usually in these times», he added. Although in the morning, between 08.00 and 10.00 hours, coinciding with the entrance to the schools, the buses are already full, mostly going down to the center of the country, «the ti-

me of day when there is more saturation is from 18.00 hours», pointed out Dallarès. To solve this problem, the Government has informed that, since last Monday afternoon, the L4 line already has an extra frequency every hour to be able to provide a more efficient service to bus users, thus advancing the reinforcement planned from December 1st in the areas close to the sectors linked to the snow due to the arrival of temporary workers and the skiers themselves. With the expansion of the service, a new bus will be added to the already existing ones every hour, thus providing more coverage so that users do not have to wait so long and the vehicles are less full.

In this case, the reinforcement buses will only go as far as Soldeu and get off again, because it is considered that the maximum number of users accumulates in Soldeu and Canillo. The capacity of the vehicles that will serve this frequency exten-

sion is the same as the buses that already cover this line, so it is expected that they will be able to serve a high number of users. However, the ministry and the bus company are already working on devising a more permanent solution. «We have to



GABRIEL DALLARÈS
COOPALSA MANAGER

«We have limitations regarding the hiring of drivers and we are managing this with the Government»

«We must react to this increase in demand to resume ordinary activity»

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Interview ► Conference dedicated to promoting digitization among the business fabric

«There are companies that don't digitize like there are those who say the Earth is flat»

MARCOS URARTE Consultant and director of the Pharos group

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Marcos Urarte is a director of the Pharos group, professor at several universities and consultant in more than 50 companies in different countries. Today, he is participating in a conference organized by the CEA and Sinzerad dedicated to promoting digitization among the country's business fabric, in which he will give the basic points to successfully achieve the digitization of any existing business model.

-What does business digitization consist of?

-First of all, we must distinguish between digitizing a current business model and creating a digital business model. When companies talk about digital transformation, they are referring exclusively to digitizing their business model, something important and necessary, but insufficient. The big challenge is to create new business models that have a large digital component.

-Digitize or die?

-It depends on the sector; everyone has their needs. The world of tourism is not the same as that of automotive or pharmaceuticals. What is true is that it is essential for everyone to have a digital strategy.

-And if it is so important, why are there still companies that have neither digitized nor even plan to do so?

-For the same reason that there are still people who believe that the Earth is flat. In the end, you only have to see what is happening around you to realize that we are all users of digital business models and the economy platform, such as Netflix or Spotify, so companies that have not yet bet, they are very late.

-How can these companies be helped and who should bear the cost? Should the Administration lend a helping hand?

-For me, to talk about digital transformation is to talk about a transformation in capital letters in which the technological leverage is very important, but above all it is a cultural issue. What I mean by this is that if the top management of the company does not sponsor this project, it will never achieve the desired goals. Regarding who should take it on, I'm not much in favor of government subsidies in the sense that I think their role is to create an ecosystem and the infrastructures that make it easier for companies to develop their strategies, because, even if it's unpopular, sometimes giving subsidies means that things are only done to receive this aid.

-You also need a good leader.

-Yes. There are companies that are of a size that allows them to have



► The consultant and director of the Pharos group, Marcos Urarte.



«Andorra's risk is endogamy. At country level, there must be an advisory council with a holistic view of the world»

their own digital transformation leader, while smaller ones have two options: create a low-cost mini-advisory board to help them set a roadmap and macro trends towards where a temporary leader should be looked at or hired for the duration of the entire digital transformation process.

-And what are these macro trends and where should we look?

-I dedicate myself to strategic foresight, which, in a vulgar way, tries to put the future on the agenda of the present. Strategic foresight is based on two standard concepts: impacts and scenarios. When we talk about impacts, we group them into six big blocks: socio-demographic,

environmental, technological, geostrategic, political and legal and macroeconomic. Each company must select those that are most relevant to it, it is not necessary to work with all of them.

-You see it very easy, but you have to take many things into account.

- Well, that's why I'm here! In today's conference I will explain how to do it. I will give some sketches of what the current environment is, uncertainty and complexity, how adversity is the new paradigm of normality, strategic foresight and how to be able to implement it in a simple way and what are the essential competencies that a company must develop.

-What are the competencies?

-I have created an acronym, viircaas, which corresponds to: speed, non-conformity, innovation, resilience, curiosity, anticipation, agility, sustainability. They don't necessarily have to be in that order.

-Is one more important or more difficult to apply than the rest?

-It depends on the culture of the company. One of the exercises I do when I start working with a company is to evaluate itself, set a goal for the end of 2023 and define action plans. It is true that, depending on the sector, there are skills that can weigh more or less.

-You are a consultant for more than 50 companies. Do you have any examples of how things should and should never be done?

-One of the sentences I say the most is that moving some organizations is like trying to move a cemetery, because we can't expect any help from those inside. The key to any transformation in any company is that it is sponsored by its top management. My experience tells me that when the top executive of a company wants, it is always possible.

-What is the panorama in Andorra?

-I talk a lot about hearsay, but I think that Andorra has to decide what it wants to be. Just as a company must go through a process of reflection on where it wants to go, a country is exactly the same. I am not saying that Andorra is not doing it, but that it must be very clear on what kind of ecosystems or industries it wants to bet on. The most obvious levers are the financial system, tourism and retail, but you also need to have a differentiating value proposition.

-Do you think there is a bit of chaos?

- I don't know. Andorra has traditionally been a very closed environment with high barriers to entry for certain competitors, probably due to its size, and this has created monopolies, such as FEDA or Andorra Telecom, which pose a risk of loss of competitiveness so that, redundancy, they have no one to compete against and any inefficiency can be passed on to the customer. If this monopoly ends and they have not previously developed the ability to compete, their business may disappear. That is why we must always mark ourselves and compare ourselves to the best players from abroad, even if they are not competitors. Andorra's risk is endogamy, because it constantly feeds back on them, and that is why I think it is essential that at country level there is an advisory council that includes all issues related to geopolitics, to have a very clear vision most holistic in the world, which may not have been needed until now. This is a great challenge to undertake. ≡