These words are thought for and aim to those who still agree with the need of having one only global organization which represents the interests of the hospitality industry.

On May 18<sup>th</sup> we will hold our Assembly in Barcelona, and as I said at my previous editorial, I will not run for the Presidency, as this will give me more freedom to share the future of the IHRA with those who are interested and those who; having legitimate doubts and because of this, have been apart; could still reconsider their contribution.

Nowadays there are very few subjects to substantiate that the IHRA could be a global entity.

- The international representation at all the International public and private Organisms.
- The sustainability as we take over a leading role and are the firsts in the world to intensively use the renewable energies in our activity.
- The search of a fair relationship and coexistence with seekers us google, platforms and on-line agencies.
- The creation of a global system which allows us to exchange and share the information on the business.
- The copyrights.

The rest of the issues that could be added, as important as they may be, have today a representation management and a local (national) and regional solution to them; if those are the issues and there is a coincidence in the need of the existence of a global organization to represents us, it seems, according to the tendency of the last 16 years, that we must debate on something to go beyond the statues, and is, in my opinion, a new structure of performance which can make a sustainable future for the IHRA.

We seem to have these options:

- a) To continue, as now, with this scheme of partners who must pay an annual fee in a world where a great part of the local and regional entities have serious economic and financial difficulties to carry on with their programs, and in that same world where the voluntarisms to achieve sponsors to help finance the action programs, are exhausted. Or also to wait for the arrival of a President who can, economically and financially as well as with the most important thing, his time, temporary help the organization, situation that, in my opinion, is not convenient or healthy.
- **b)** To analyze a possible agreement of cooperation and representation with a series of regional or national organizations which can give a double coverage and support to the IHRS management, a circumstance that would make the operation of the organization less dependent on the partners' fees.
- c) To establish an organization which, with an operational basis different to the one of its legal headquarters, is represented by national entities of the six continents that annually chose a President for International affairs and manage from an operational site the affairs of global priority interest. This model can have an economic justification for the present times allowing to achieve the possibility of counting annually again with the biggest number of national associations around the world. In this scheme, we should be generous and flexible and think on a space and a role of the global as well as regional chains, for Universities that even on times of crisis have been besides the IHRA.

Dear Colleagues, the future already among us will be the responsibility of another BOARD and of another President to solve it, the ones who already know me, are well aware that it was not in my agenda to be in charge of the Presidency of the IHRA, but this does not excludes me of the responsibility to be sincere and ratify that if the direction is not changed, the only outcome will be to delay an institutional agony. To look for guilty and responsible ones, will not help, because the reasons could take years to be found and reality has been forgotten and underestimated, it is time to go back to the sources and make for real in facts, that hospitality is an only family and its only representative global house is the IHRA, and for this, we need of us all.

JORDI BUSQUETS IHRA PRESIDENT February, 2016

## **NOTAS**:

- (\*) Me parece que te falta una palabra, anterior nota?
- (\*\*) No sé que son "buscadores" en este caso.

(\*\*\*) no sé si aquí te falta alguna palabra o yo no le encontré el sentido a los tres adjetivos juntos.