METHODOLOGY AND OPERATIONS MANUAL

PROSPERITY PROTOCOL

Transforming What a Society Already Has - Better

> A methodology to discover the social mandate, protect systemic wealth and organize public and private transformation capacity.

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Document Status

This manual brings together and organizes the system developed by Ariel Benzacar based on his business, industrial and territorial experience. This edition integrates the revision corrections and closes the current methodological version. The proposed instruments and results must be validated through cases, primary sources and verifiable pilots.

> **Reading rule:** The manual distinguishes principles, proposed instruments, illustrative examples and hypotheses not yet proven. Anecdotes based on real experiences are not a substitute for fact-checking before a public presentation.

How to use it

- As a conceptual framework to understand the relationship between well-being, wealth and transformation.
- As an operational manual to design a pilot in a specific jurisdiction, agency or problem.
- As a training base for officials, evaluators, entrepreneurs and allies.
- As support for the institutional executive summary and future presentations to sponsors.

What the protocol is not

- It is not a sectoral plan that decides from above what each person should produce.
- It does not replace the Constitution, the law, Congress, Justice or political decision.
- It does not promise to eliminate uncertainty or turn complex decisions into an exact science.
- It does not authorize destroying property or rights in the name of a majority.

Content

Section	Scope
Part I	Fundamentals: purpose, wealth, social mandate, stages and diseases of growth
Part II	Actors: people, entrepreneurs, owners, State, politics and social control
Part III	Instruments: discovery, inventory, projects, cadres, parallel track, and financing
Part IV	Operation: decisions, preservation of capabilities, foreign trade, metrics and pilot
Part V	Dissemination and implementation: instruments, target institutions, evidence and access strategy
Annexes	Operational sheets, matrices, glossary, cases and validation agenda

> **System synthesis:** The social mandate defines the direction. Wealth provides the means. People and entrepreneurs transform. The State connects and organizes its resources. The institutions control. Society validates.

PART I

FUNDAMENTALS

The common language that allows us to organize the distributional conflict and protect the transformation capacity.

CHAPTER 1

Purpose and the Problem at Its Origin

> **Central idea:** Generate prosperity by better transforming what already exists before starting to ask for more resources.

The Prosperity Protocol is based on an observation: a society can possess natural resources, talent, institutions, capital, knowledge and companies, and still become poorer. The cause is not always a lack of stocks. Resources are often idle, poorly connected, or managed with conflicting objectives. Productive capacities can also be destroyed before other alternatives are studied. For example, closing and dismantling a factory without previously analyzing whether it can be recovered, sold, transferred to another direction or converted to carry out a different activity.

The protocol seeks to reduce that entropy. It integrates economics, administration, strategy, talent selection, entrepreneurial development, social legitimacy and public control. Its practical purpose is for a society to discover the well-being it wishes to preserve, generate the wealth necessary to sustain it, and organize its public resources around that direction, respecting private initiative.

The originality of the integration

Planning, project evaluation, social research, incubation and administrative reform already exist separately. The specific proposal of the protocol is to integrate them through two higher references: social mandate and wealth. Without a mandate there is no shared arbiter of the distributional conflict; Without an adequate definition of wealth, it cannot be known whether a measure creates prosperity or only transfers and destroys capabilities.

> **Founding metaphor:** The works made with Styrofoam, cardboard, metallized paper and scraps, and the machinery built with scrap metal, show the same principle: a stock considered useless can acquire value when it finds imagination, knowledge and the transformation capacity.

CHAPTER 2

Wealth and systemic wealth

> **Central idea:** Wealth consists of available stocks plus the capacity to transform them; money represents or mobilizes wealth, but cannot replace it.

An isolated resource does not guarantee well-being. A mineral reserve without infrastructure, a university without connection to real problems, a stopped machine or a worker without health constitute stocks with limited transformation capacity. Prosperity depends on the relationship between what exists and the human, technical and institutional capacity to convert it into goods, services, knowledge, time and quality of life.

> **Definition:** Wealth = available stocks + capacity to transform them.

Net systemic wealth

The profitability of an actor is not enough to affirm that there is creation of wealth. A project can make profits by destroying suppliers, capturing privileges, depleting a resource, transferring environmental damage, or generating permanent fiscal costs.

> **Provisional formula:** Net systemic wealth = wealth created - wealth destroyed - externalized costs.

Measurement will always be incomplete and must incorporate time horizons and strategic effects. The function of the formula is not to feign absolute precision, but to force explicit consequences that normally remain outside the private balance sheet or the annual budget.

CHAPTER 3

Human transformation capacity

> **Central idea: For now, people are the primary agents of transformation. Their talent, health, education, organization, and environment are direct components of wealth.**

Productive capacity does not reside only in factories and machines. A sick population, poorly fed, poorly educated, without transportation or exposed to a degraded environment transforms less, even if it has enormous natural resources. Therefore, health, education, security, infrastructure and environment are state obligations and simultaneously productive investments.

> **Operational relationship: Human capacity = talent x health x education x tools x infrastructure x environment x organization.**

The relationship is multiplicative in a conceptual sense: when one factor falls too much, it reduces the performance of the rest. A scientist without a laboratory, a technician who takes hours to travel, or a sick worker have capabilities that the system cannot convert into wealth.

Illustrative case: food and work

The experience narrated in Donadeu describes young people who, by obtaining a regular income, incorporated protein and improved their strength and performance. The example illustrates the circuit: work -> food -> health -> greater transformation capacity. It should be used as a pedagogical case, not as statistical evidence without verification.

CHAPTER 4

Social mandate

> **Central idea:** The social mandate is a concrete collective aspiration that society recognizes, sustains and enforces through its conduct.

The social mandate is not a law, a constitutional clause or a party program. It is not a list of needs either. It expresses the deep collective imagination of a society: what it wants to build, protect and transmit, and for which it is willing to work, pay, cooperate or give up immediate benefits.

Function

- Order the distributional conflict and demand that the actors justify their decisions against a shared direction.
- Define what capabilities must be preserved to sustain the desired well-being.
- Increase the political and reputational cost of arbitrariness, inconsistency and privilege.
- Align the resources that the State already manages without directing all private activity.

Discovery and validation

The technical team formulates a hypothesis; society validates it. Validation does not depend only on a survey or a momentary majority, but on the identification, cooperation and persistence of behaviors over time. A manufactured mandate generates apparent obedience and private opportunism; an authentic mandate becomes a recognizable social reference.

> **Limit:** The mandate provides vision, but does not suspend the Constitution, fundamental rights, laws or institutional controls.

CHAPTER 5

Social stages and transition

Central idea: Premateriality, materiality, and postmateriality describe predominant relationships with needs, objects, and meaning.

Stadium	Predominant trait	Challenge
Premateriality	Basic needs not yet resolved: food, health, sufficient housing, bed, room, security.	Build a broad material base and safe coexistence.
Materiality	Consumption, accumulation, mobility, differentiation and status.	Generate abundance without confusing possession with final well-being.
Postmateriality	Conscious and committed consumption, knowledge, enjoyment, meaning, links and authenticity.	Achieve inner well-being, joy and satisfaction with what you have and what you truly desire.

Postmateriality does not oppose consumption. It describes a conscious, committed relationship with what one consumes. A person chooses because they know what they want, understand its value, and enjoy its qualities - not primarily to gain status, obtain social acceptance, or fill a personal void. They seek to be at peace with themselves, live joyfully, and feel satisfied with what they have because they truly know what they want. A Ferrari may represent either materiality or postmateriality: if it is sought only for display or social recognition, it functions as an external status symbol; if its engineering is understood, every last screw is appreciated, and it is enjoyed authentically, it expresses committed consumption. The object may be the same; what changes is the person's relationship with what they consume.

The 80/20 threshold is used as an operational reference, not as a rigid statistical law. The objective is for a very large majority to emerge from premateriality. However, eliminating poverty is a mandatory outcome, not necessarily a mobilizing mandate. The mandate must provide concrete direction capable of creating ecosystems of capabilities.

The example of football illustrates the difference. Wanting the best players can help organize playing fields, training, applied science, industries, health, tourism, and exports. This is not proposed as Argentina's mandate; rather, it shows how a shared desire can coordinate resources and produce indirect capabilities.

CHAPTER 6

Two maxims and three diseases

Central idea: The maxims establish the criteria; the diseases reveal concealed destruction.

Maxim 1: No public or private act can unjustifiably destroy society's overall wealth.

Maxim 2: Being rich is not a divine right: whoever manages resources and capabilities assumes a social obligation of transformation.

There may be justified temporary losses. Any necessary loss must be made explicit, be based on the mandate or a higher future capacity, and be reviewable. The social obligation of wealth does not eliminate property or freedom: it withdraws perks and privileges from those who immobilize or unjustifiably destroy productive capacities.

Disease	Operational definition	Signal
Anthropophagy	An actor grows by destroying or appropriating other people's capabilities, or by transferring costs to the whole.	Private gain coincides with systemic loss that is difficult to recover.
intellectual dishonesty	An official, a company or other actor presents a policy, project or decision as beneficial or technically correct, but hides relevant assumptions, costs, damages or effects that could modify that conclusion.	Incomparable data, deliberate omissions or promises that do not explain how they will be fulfilled, with what resources, in what period, under what responsibility and by what indicators.
Corruption	Illegitimate use of a public function or resource for private benefit.	Diversion, overpricing, favoritism or misappropriation.

Intellectual dishonesty can be committed both by public officials and by companies, unions or other actors. A company can announce that a project will create numerous jobs and, at the same time, destroy suppliers, displace activities, consume public resources, pass on environmental costs, or eliminate more jobs and capabilities than it creates. If those effects are known or could reasonably be known and are not shown, intellectual dishonesty exists. A promise without a mechanism announces a result, such as employment, growth or exports, without explaining the actions, resources, deadlines, those responsible, the costs and the indicators that will allow it to be fulfilled and verified.

Honest error does not equal intellectual dishonesty. To distinguish them, the available information, the declared assumptions, what was hidden, the reaction to new evidence and the existence of hidden personal or sectoral benefit are examined.

PART II

ACTORS AND RESPONSIBILITIES

Private freedom, social obligation, political authority and distributed control.

CHAPTER 7

Freedom, property and social obligation

> **Central idea:** The protocol does not direct the entrepreneur: it protects freedom, limits damage and guides the use of public resources.

A person who is self-sufficient, acts within the law and does not harm third parties can develop the project they want, even if a committee considers it unlikely. Extraordinary entrepreneurs often see opportunities that management doesn't understand. Therefore, value per kilogram and volume never work as permission to exist.

Legal ownership of a factory is private; the productive capacity it generates forms part of the country's systemic wealth. This does not authorize appropriation or arbitrary interference. It means that, in a crisis, the possibility of preserving machinery, know-how, workers, suppliers, and markets under a different team or owner should be examined before dismantling them.

Idle resources

Idle productive resources must be identified and studied. The objective is to determine why they are not used, how long they have been in that situation, what capabilities they contain and if there are obstacles or alternatives that allow them to be put into operation. The existence of an idle resource does not in itself authorize an intervention nor does it allow us to presume harmful conduct. Unjustified idleness must be distinguished from situations such as productive rest, environmental recovery, drought, conservation, temporary lack of demand, or a legitimate business decision. The protocol provides information and makes the situation visible. Any subsequent decision corresponds to its owners and, when applicable, to the competent authorities within the law.

CHAPTER 8

The entrepreneur as an agent of discovery

> **Central idea:** The State does not know every opportunity in advance; entrepreneurs discover, experiment, and accumulate capacity.

Entrepreneurs bring commitment, learning, experience, experimentation, talent, knowledge, equipment, machinery, customers, and persistence. They are a scarce resource. The project and the person must be evaluated separately: a weak project may be led by a valuable person, while a brilliant presentation may conceal an incapable or dishonest team.

Observable attributes

- Effort and own resources committed.
- Results obtained with scarce resources.
- Knowledge of the product and the market.
- Ability to learn, correct and assemble teams.
- Discipline in the use of capital.
- Honesty and conduct in the face of difficulty.
- Persistence without rigidity.
- Ability to explain, form and reproduce knowledge.

Illustrative case: surety insurance

Faced with a liquidity crisis caused by the late payment of a state client, an insurance professional questioned the businessman and distinguished a temporary lack of payment capacity from a lack of will or honesty. He renewed the bond and allowed payment when possible. The case shows that good risk analysis combines data with professional judgment about conduct, cause and trajectory.

CHAPTER 9

The State as an organizer of transformation

> **Central idea:** The State does not need to start providing new money: it already manages resources, connections, norms and capacities.

Universities, laboratories, institutes, patents, public purchases, regulation, infrastructure, information and convening power constitute assets. The task is to inventory them, connect them to problems and opportunities, and structure projects understandable for private capital.

- Search for inventors, ideas and unused capabilities.
- Link researchers with entrepreneurs and productive problems.

- Facilitate proofs of concept, teams, investors and markets.
- Use initial purchases or contracts, limited guarantees, and staged financing where appropriate.

The State is neutral regarding the right of a lawful initiative to exist, but it is not neutral regarding the use of its own resources: it must align them with the social mandate and the creation of systemic wealth.

CHAPTER 10

Politics, Congress and Justice

> **Central idea:** The protocol provides a rational framework; decisions remain political, and reforms must proceed through lawful channels.

When a current law prevents compliance with the mandate, the protocol does not authorize violating it. It allows us to demonstrate its effect, formulate a reform and take it to Congress. Representatives and senators may disagree, but they must explain costs, benefits, future losses and affected capabilities. Society evaluates their coherence and can sanction them electorally.

Each legislator can work with interdisciplinary teams. Common language does not eliminate gray areas or conflict: it forces us to discuss term by term, assumption by assumption and result by result.

Companies in crisis

In bankruptcy proceedings and insolvency processes, the State establishes the framework and the Justice system resolves. Before liquidating, the recovery through continuity, sale of the productive unit, new investors, managers or reconversion must be compared against the auction value. The owner is not protected sentimentally: a capacity is preserved when there is a possible business.

CHAPTER 11

Distributed control and critical mass

> **Central idea:** The protocol does not place its trust in a panel of sages; it opens data, arguments, and results to multiple forms of intelligence and a range of interests.

Actor	Contribution
Interested parties	They provide concrete consequences: workers, entrepreneurs, suppliers, consumers and communities.
Journalism	Investigate contradictions, privileges and distance between promises and results.
Universities	Review data, methods, time horizons, and systemic impacts.
Specialists and intellectuals	They interpret technical, cultural and strategic dimensions that are not reducible to a formula.
Congress and Justice	They deliberate, reform laws, protect rights and assign responsibilities.

Actor	Contribution
Society	Validates the mandate through conduct, cooperation, debate and voting.

Effective critical mass: quantity x location x connection x legitimacy x reproducibility.

An isolated person in a paralyzed organization tends to become frustrated or adapt. A strategically located, connected and protected group can change the norm. The internal apostles and external champions form the network of reproduction and control.

PART III

INSTRUMENTS

How to turn principles into observation, selection, decision, connection and learning.

CHAPTER 12

Discovery of the social mandate

> **Central idea: The social mandate is not discovered by directly asking what policy the population wants. It is discovered by identifying a deep and shared desire, related to the collective unconscious, capable of generating identification, belonging and a common direction.**

People cannot always explain rationally what moves them. This desire appears through sensations, symbols, stories, aspirations, fears, memories, celebrations, and moments when a society recognizes itself as united. When Argentina's national team plays and wins, very different people take to the streets, celebrate together, and feel part of something shared. These moments reveal a mandate connected with success, pride, recognition, and belonging. The aim is not to turn football into Argentina's mandate, but to understand how a collective desire capable of uniting society manifests itself - and then to search for a deeper, more enduring desire linked to what it means to be Argentine.

1. Conduct motivational research that explores desires, sensations, aspirations, frustrations, prides and fears, without directly asking what the mandate should be.
2. Organize focus groups focused on sensations, images, memories, stories and spontaneous associations, with the purpose of detecting shared emotions and meanings.
3. Use projective techniques and indirect surveys. Instead of asking what mandate the population wants, situations, images, stories and alternatives are presented that allow values, desires and forms of identification to be revealed.
4. Study cultural expressions, historical events, celebrations, crises and collective behaviors in which society has experienced union, pride, cooperation or belonging.
5. Formulate different mandate hypotheses and check if they produce recognition in people from different regions, ages, economic conditions and political positions.

6. Observe if the hypothesis remains over time and can be translated into cooperation, care and shared direction.

The discovery must be carried out by an interdisciplinary team made up of specialists in motivational research, social psychology, sociology, anthropology, culture, communication, behavior and data analysis. Artificial intelligence can help find patterns, but it is not a substitute for human interpretation or cultural understanding. An authentic mandate is not a slogan invented by a government nor the mechanical result of a survey: it is a collective desire that already exists, although it has not yet been formulated, and that society recognizes as its own when it manages to express itself clearly.

CHAPTER 13

Transformable Wealth Inventory

> **Central idea:** Before asking for more budget, record what exists, who controls it, why it is idle, and what connection is missing.

Dimension	Minimum questions
Physical stock	What land, machinery, buildings, laboratories, infrastructure or waste exists?
Knowledge	What knowledge, patents, trades, data, and experience remain unused?
People	What talent is underutilized, and what health, training, or tools does it need?
Institutions	What powers, purchases, regulations, networks and budgets can be connected?
Obstacles	What case file, rule, incentive, debt, market, or risk is blocking transformation?
Opportunity	What product, service, alternative use or conversion can be tested?

> **Principle:** Waste is a stock without design, without connection or without a transformation agent.

CHAPTER 14

Quick project selection

> **Central idea:** The filter reduces a large universe to a manageable portfolio; it does not authorize or prohibit projects, nor does it replace in-depth evaluation.
>
> **Initial filter:** potential = transformation value per kilogram x achievable volume.

To compare exports and periods it is convenient to use dollars per kilogram or constant currency. 'Pesos per kilogram' can be retained as a pedagogical name. Services and infrastructure are valued for the wealth they allow to be recovered or transformed into other chains.

Second evaluation

- Demand, technology, investment, margin and risks.
- Net foreign exchange, imported inputs, national content and fiscal impact.
- Possible volume and escalation time.
- Human capabilities, suppliers, knowledge and externalities.
- Quality of the entrepreneur and additionality of state support.

A small export of high value per kilogram does not automatically displace a large volume activity. The filter orders attention and analysis; the systemic and strategic outcome completes the decision.

CHAPTER 15

Evaluation and support of the entrepreneur

> **Central idea:** Sound professional judgment must be structured without eliminating human intuition.

The evaluation combines verifiable background, situational questions, behavioral observation, multiple evaluators, and professional judgment. The goal is not to produce an automatic score, but to reduce favoritism, prejudice and cronyism while preserving the ability to recognize exceptional people.

Attribute	Possible evidence	Risk
Commitment	Time, own capital, sacrifices and continuity.	Confusing stubbornness with resilience.
Learning	Corrections made and speed of learning.	Reward rhetoric without real changes.
Execution	Results with scarce resources and achievement of milestones.	Ignore external restrictions.
Integrity	Conduct with suppliers, partners and adverse data.	Mistake personal affinity for evidence of integrity.
Leadership	Teams assembled, conflicts resolved and teaching.	Mistaking charisma for capability.

Staged Support

Support should increase as evidence accumulates. It begins with connections, diagnosis, or proof of concept; continues with capital or tools tied to milestones; and is reduced or terminated when there is no verifiable progress. Trial and error is inevitable: the task is to minimize the cost of mistakes.

CHAPTER 16

Selection and training of cadres

> **Central idea: Cadres are selected and formed by observing them in action, not primarily by resume or party alignment. In-person or virtual meetings will be held in which participants must interpret**

> **problems, ask questions, decide with incomplete information, listen to others, review positions and explain their reasoning. The exercises will be individual and group, with several observers and common matrices. A single response does not determine a profile: the evaluation arises from repeated behaviors in different situations.**

Profile	dominant function
Operationalist	Understands operations, incentives, procedures, concrete behavior, and linear problem-solving.
Structuralist	Understands systems, indirect effects, time horizons, power, reconversion, and overall direction.
Apostle	Integrates both perspectives; teaches, disseminates, selects, and develops new cadres.

Meetings and exercises

- A million dollars in Antarctica: an extreme situation arises in which you must choose between a large sum of money and a basic resource to survive, such as a box of matches. It allows us to observe whether money is distinguished from real wealth and whether it is understood that the value depends on the context.
- Knock on wood: presents an entrepreneur who makes a wooden object with symbolic value. Participants assume the roles of entrepreneur, official, evaluator or potential client and analyze the project, taxes, state aid, export and the difference between material cost, price and value.
- Computer or course: There is money to buy a computer or pay for training, but not both. It must be decided which increases the transformation capacity the most in that situation. There is no universal answer: it depends on the people, the existing capabilities and the problem.
- One hundred ideas: a broad set of projects is delivered and a first selection is asked to be built using value per kilogram, achievable volume, generated capabilities and quality of the entrepreneur. It is observed how abundant information is organized and how priorities are justified.
- Administrative cases with restrictions: files are presented with rules, little time, incomplete information, conflicts of interest and indirect consequences. New data can be incorporated during the exercise to observe whether the participant mechanically applies a procedure or understands the structure and reformulates the solution.

The exercises allow the recognition of operationalist, structuralist and apostolic tendencies, and also train the participants by forcing them to apply the concepts of the protocol. They are not isolated psychological diagnoses: they are instruments of selection, observation and learning.

CHAPTER 17

Parallel sign-off track

> **Central idea:** Comparing the two tracks case file by case file demonstrates capacity without first dismantling the existing administration.

1. The intake desk generates two identical files.
2. The conventional line and the parallel track analyze the same issue independently.
3. The parallel track uses mandate, wealth, systemic effects, value per kilogram and capabilities as a common language.
4. The competent authority, whether a political authority or a career official with decision-making powers, receives both opinions, compares them and decides within the legal and administrative powers corresponding to its function.
5. Time, quality, reformulation and subsequent results are compared.

The parallel track does not need to eliminate or confront the conventional structure frontally. It must have a legal basis, political protection, access to data and delimited scope. Its legitimacy comes from public comparison and learning.

CHAPTER 18

Linkage, financing and participation

> **Central idea:** Priority help is connection and structuring; money appears when there is an understandable proposition and reasonable risk allocation.

- Private investors and venture funds for uncertain stages.
- Banks and capital markets for more mature stages.
- Limited guarantees, initial purchases or demand contracts when justified.
- Technology, laboratories, scientists, patents and publicly funded advisory support.

When a public institution contributes technology, it can participate through licenses, royalties or equity participation. In order not to decapitalize an underinvested venture, initial payments can be reduced or deferred and activated after production, sales or transformation thresholds. The inventor must retain incentives and part of the return can be reinvested.

PART IV

OPERATION AND EVIDENCE

How to decide under uncertainty, preserve capabilities and produce evidence in a pilot.

CHAPTER 19

Rational Decision-Making and Coherence Sheet

> **Central idea:** The protocol does not eliminate politics: it forces assumptions, losses, beneficiaries and success criteria to be made explicit.

Each significant measure must be accompanied by a public assessment sheet. Different teams may disagree honestly; those differences become open to examination when everyone must show what wealth is created, what is destroyed, who bears the costs, which strategic capacity is affected, and how results will be verified.

Field	Content
Mandate	Relationship of the measure with the validated social direction.
Wealth	Stocks and capacities created, preserved, used or destroyed.
Distribution	Beneficiaries, adversely affected parties and justified compensation.
Time	Present costs, future effects, reversibility and review points.
Alternatives	Options evaluated and reason for discarding.
Indicators	Baseline, goals, data source and responsible.

The information usually exists in censuses, administrative records, affected parties, markets, universities and specialists. The task is to gather it, confront it and make it visible, not to invent a new device for each decision.

CHAPTER 20

Preservation and reconversion of capabilities

> **Central idea:** Before liquidating an accumulated capacity, recovery, alternative market, reconversion and reconstruction cost are studied.

A company may be in bad shape due to structural unproductivity or due to an external blockage: temporary price drop, sanitary barrier, payment delay, market closure or regulatory change. Confusing both situations destroys valuable capabilities.

Situation	Answer
Structural unproductivity	Deeply reformulate or release assets for another use.
Liquidity crisis	Resolve working capital, collections, debt or temporary bridge.
Market blockage	Diplomacy, certification, traceability, alternative markets or reconversion.
Management failure	Look for new team, investor, new owner, managers or reorganization.
Capacity without recoverable business	Liquidate in an orderly manner and reuse resources.

The calculation compares the cost of temporary support with the full cost of closure: future assistance, lost production, knowledge, suppliers, public revenue, territorial deterioration and reconstruction cost. Aid preserves capacity, it does not guarantee the owner's assets.

> **Option value:** A capacity currently blocked may justify a limited cost of preservation if the probability and value of recovery exceed the cost of waiting.

CHAPTER 21

Exports and transformation

> **Central idea:** It is not only important how much a country exports, but also how much intelligence and transformation capacity it incorporates in each unit sold.

Oil, copper and grains can generate enormous foreign exchange by volume. Designer clothing, medical instruments or sophisticated tools can provide more value per kilogram and more complex capabilities. No isolated metric decides: unit value, volume, net foreign exchange, imported inputs, national content and systemic effects are combined.

> **Systemic export result:** exported value - imported inputs - externalized costs + generated capacities.

Infrastructure also transforms. A railway is not evaluated by its weight, but by the value it recovers by reducing logistics costs, expanding the productive frontier and freeing up capacity in multiple chains.

CHAPTER 22

Public services as wealth platforms

Central idea: Fulfilling inalienable obligations and generating capabilities are not opposite objectives.

Health, education, and security obligations must be fulfilled regardless of the mandate, but these services can also be managed to increase wealth. A public hospital has doctors, staff, buildings, equipment, knowledge, and care capacity financed to fulfill its primary obligation: providing adequate care to the national population. Once that obligation is guaranteed, additional capacity may be used to train professionals, conduct research, or treat people from other countries for a fee.

Paid care of foreign patients can transform knowledge and infrastructure into an export of medical services. It creates systemic wealth when it does not reduce or delay care for the national population and when revenues finance more medical hours, equipment, training, research, housing, employment and expansion of hospital capacity. Billing is not automatically equivalent to creating wealth: if the hospital works at its limit and those who pay displace the population with priority rights, the cash increases but the system is harmed.

Criterion: A public institution does not maximize its cash balance; it maximizes its contribution to the mandate and to society's overall wealth. Any additional service must increase total capacity without compromising the institution's primary obligation.

CHAPTER 23

90-Day Prosperity Pilot

Central idea: The pilot demonstrates that the method improves decisions and activates resources; it does not promise to transform the entire economy in three months.

Phase	days	Work	Output
Direction	1-20	Sponsor, problem, mandate hypothesis, scope and baseline.	Pilot's mandate letter and rules.
Inventory	21-40	Stocks, capabilities, actors, obstacles, files and data.	Transformable wealth map.
Action	41-70	Cadres, parallel track, projects, connections and reformulation.	Executable portfolio and comparative decisions.
Evidence	71-90	Monitoring, early results, avoided costs and scale plan.	Public report and next stage.

Zero condition

There must be a sponsor with real authority to open information, protect the team, enable decisions and accept comparison. Without political or institutional power, the protocol can produce diagnosis, but not transformation.

Criteria for choosing the first pilot

- Visible and limited problem, with existing resources and at least one removable bottleneck.
- Identifiable authority and accessible stakeholders.
- Sufficient data to build a baseline.
- Intermediate results observable in ninety days.
- Controllable legal, fiscal and political risk.

CHAPTER 24

Metrics, transparency and learning

Central idea: Metrics turn promises into verifiable hypotheses and allow honest mistakes to be corrected without punishing.

Family	Examples
Transformation	Value per kilogram, volume, net foreign exchange, national content and new capacities.
Decision	File time, quality of analysis, alternatives and compliance with milestones.
Resources	Idle assets activated, costs avoided and connections made.
People	Sustainable employment, health, training, tools and productivity.
System	Preserved wealth, externalized costs, territorial effects and reversibility.
Legitimacy	Public support, cooperation, conflict, persistence, and public understanding.
Public administration	Verifiable savings, better contractual conditions, shorter processing times, activated resources, avoided costs and funds available for reinvestment.

Each indicator must declare source, baseline, frequency, responsible party and limitations. Predictions must be compared with actual results. Journalists, universities, stakeholders and alternative teams must be able to question data and assumptions.

Correction rule: Reasonable mistakes are studied and corrected; negligence, concealment, manipulation, and undisclosed benefits carry proportionate consequences under the law.

PART V

DISSEMINATION AND IMPLEMENTATION

How to present the protocol, make it heard and turn it into a concrete experience, without reducing it to a slogan.

CHAPTER 25

Presentation and implementation instruments

> **Central idea:** The manual demonstrates depth; the executive summary opens the door; the pilot provides the proof.

Instrument	Function	Audience
executive summary	Explain problem, proposal and next step on two pages.	Decision-maker with only a few minutes.
Institutional presentation	Tell the story, show tools and request a meeting.	Governments, allies and sponsors.
manual	Demonstrate consistency, operation, controls and complete language.	Technical teams, universities and evaluators.
Pilot	Apply the method to a limited problem and generate evidence.	Jurisdiction or contracting institution.
Training	Select cadres and reproduce the system.	Administration, universities and organizations.

The presentation of the protocol should not begin by demanding that the interlocutor accept a new country theory. A concrete intervention is proposed: detect idle resources, connect capabilities, accelerate decisions and demonstrate results without starting by increasing the budget.

CHAPTER 26

Contracting institutions and implementation proposal

> **Central idea: The first contracting institution needs a specific problem, authority to intervene and willingness to subject its decisions to comparison.**

Possible contracting institutions

- National governments, provinces and municipalities.
- Ministries, productive agencies, scientific organizations and public companies.
- Development institutions, universities, foundations and multilateral organizations.
- Technology or analysis companies interested in institutional transformation.

Defensible results

> **In ninety days, the team must produce defensible results: identify and activate existing capabilities around a specific problem, install a first line of comparative decision and deliver a portfolio of actions with indicators, responsible parties and an escalation plan.**

Instant wealth is not promised. It is proposed to improve observation, coherence, speed of decisions, connection of capabilities and production of evidence. The contract must clearly differentiate deliverables that depend on the team from those results subject to third parties, markets or political decisions.

CHAPTER 27

Access and credibility strategy

> **Central idea:** When senior officials do not listen, external legitimacy must be built and the cost of paying attention must be lowered.

1. Prepare a consistent package: summary, manual, presentation, cases and pilot.
2. Select a specific problem and adapt the language to the recipient institution, without altering the maxims or principles of the protocol.
3. Build a coalition of universities, businessmen, workers, journalists and specialists that can validate seriousness.
4. Look for a smaller scale authority but with real power for a demonstrable pilot.
5. Convert results into public comparison and case study.
6. Escalate from evidence to broader decisions.

The resistance of senior officials is a problem of power, not just communication. It is fought in a democratic way by making the lost wealth visible, identifying blockages, showing alternatives and increasing the political cost of the lack of rationality.

CHAPTER 28

Presentation risks

> **Central idea:** The idea loses force if it is confused with dirigisme, moralism or non-existent precision.

Risk	Correction
Dirigisme	Repeat that the State does not choose what the entrepreneur can do; directs its own resources.
Attack on wealth	Explain that social obligation protects property and wealth creation, while withdrawing privileges that reward destruction.
Technocracy	Show that the mandate is validated by society and that politics preserves the decision.
magic formula	Distinguish principles, hypotheses, criteria and results not yet proven.
Excess scale	Start with a pilot and not with the complete reform of the country.
Vulnerable figures	Verify any historical, fiscal, health, commercial or anecdotal figures before using them.

PART VI

OPERATIONAL ANNEXES

Tools ready to turn the manual into field work.

CHAPTER A

Project quick sheet

Field	Record
Project and person responsible	
Problem or opportunity	
Stock available	
Transformation capacity	
Value per kilogram/unit	
Achievable volume	
Market and demand	
Foreign exchange and imported inputs	
Generated capabilities	
Destroyed wealth / externalized costs	
Entrepreneur quality	
Help requested and additionality	
First verifiable milestone	

CHAPTER B

Systemic coherence sheet

Question	Answer/evidence
What social mandate or State obligation does the decision serve?	
What wealth does it create, preserve or activate?	
What wealth does it destroy or put at risk?	
What costs does it externalize, and to whom?	
What happens if you don't act?	
What alternatives were compared?	
What temporary loss is accepted and for how long?	
What rights and legal limits are involved?	
What indicators will enable correction?	

CHAPTER C

Entrepreneur and Public Administration Evaluation Matrices

Entrepreneur Matrix

Attribute	Evidence	Level	Observations
Own commitment			
Results under scarcity			
Learning			
Market knowledge			
Capital discipline			
Integrity			
Team and leadership			
Persistence without rigidity			
Knowledge reproduction capacity			

Public Administration Matrix

Dimension	Evidence	Result	Observations
Agency and responsible officials	Area, officials and powers evaluated		
Decision or contract	File, purchase, contract or assignment analyzed		
Assigned resources	Amount, assets, personnel, time and allocation criteria		
Alternatives	Compared options and reasons for the decision		
Time	Duration of the process and delays avoided		
Purchases and contracts	Prices, conditions, quality and verifiable savings		
Activated resources	Stocks and public or private capacities put into use		
Coordination	Connections achieved between organizations and actors		
Result	Service quality, achievement of milestones and preserved capabilities		
Externalized costs	Effects on other areas, actors or periods		
Transparency	Data, responsible parties and possibility of verification		
Net public-sector savings	Avoided costs and freed up resources, less implementation costs and degraded capabilities		
Reinvestment	Resources that can be used for concept testing, training, tools and support for entrepreneurs		

The public service must also be evaluated for its transformation capacity. It is not enough to verify that you complied with a procedure or executed a budget: you must analyze whether you correctly allocated resources, compared alternatives, obtained better contracts, shorter processing times, avoided unnecessary expenses and preserved capabilities. A public economy is not simply about spending less. There is no true savings when the reduction worsens a service, destroys a capacity, or shifts a higher cost to another part of society. Verifiable savings can, within the corresponding budgetary rules, be reinvested in proofs of concept, training, tools and support of entrepreneurs.

CHAPTER D

Pilot selection script

1. Define a problem whose inaction destroys or immobilizes visible wealth.
2. Identify an authority capable of enabling data and decisions.

3. Build baseline and stakeholder map.
4. Check that there are stocks and activatable capacities without depending on a prior national reform.
5. Agree on deliverables, risks, legal limits and ninety-day indicators.
6. Select cadres, establish comparison and publish learning.
7. Decide scale, correction or closure based on results.

CHAPTER E

Essential Glossary

Term	Definition
Anthropophagy	Growth of an actor based on destruction, appropriation or transfer of costs to others.
Apostle	Cadre who integrates structural vision and operational practice, teaches, and reproduces the protocol.
Transformation capacity	Human, technical and institutional aptitude to convert stocks into value and well-being.
Operationalist	Profile oriented to operation, incentives, procedures and specific behavior.
Entropy	Disorder, contradiction, idleness, and loss of energy or resources within the system.
Structuralist	Profile oriented toward systems, indirect effects, time horizons, power, and overall direction.
Social mandate	Concrete and mobilizing collective aspiration that society recognizes and validates.
critical mass	Connected and legitimate group capable of changing the institutional norm.
Value per kilogram	Pedagogical indicator of transformation concentration per physical unit, combined with volume.
Premateriality	Situation in which unsatisfied basic needs predominate.
Wealth	Available stocks plus the capacity to transform them.
Net systemic wealth	Wealth created less wealth destroyed and externalized costs.
Postmateriality	A conscious and committed relationship with goods, experiences, and relationships. People know what they want, enjoy its authentic value, and do not consume primarily to obtain status or social acceptance.

CHAPTER F

Pedagogical cases

Scrap material

Works built from scraps and a coat hanger copier assembled with available parts condense the definition of wealth: value appears by uniting stock, imagination, knowledge and execution.

One Million Dollars in Antarctica

The exercise shows that money loses usefulness without context and that a match can be worth more when it allows you to survive. It is used to observe how each participant interprets incentives, structure and meaning.

Blocked Meatpacking Plant

A plant with good ratios can lose market due to a sanitary or political barrier. Before closing, diplomacy, certification, alternative market, reconversion and cost of rebuilding capacity are compared.

Hospital and additional capacity

A public hospital must serve the national population as a priority. If it has additional capacity, it can serve patients from other countries and charge them for the service, transforming knowledge and infrastructure into an export of medical services. It only creates systemic wealth if this activity does not displace or delay the national population and if the income expands the hours of care, equipment, training, research and the total capacity of the system.

Idle productive field

An idle productive field must be studied to understand the causes of its inactivity, the capacities it contains and the possible alternatives. The analysis does not imply intervening on the property nor does it prescribe a specific solution.

CHAPTER G

Validation agenda

Before a public presentation or the commissioning of a pilot, the following verifications must be completed:

- Instrument for discovery and validation of the social mandate.
- Constitutional and legal framework of the parallel track, data, incentives and sanctions.
- Systemic wealth calculation method, time horizon and externalized costs.
- Official sources for spending figures, social welfare programs, foreign trade, logistics, patents and state capacities.
- Rules of confidentiality, transparency and protection of whistleblowers.
- Pilot contract: deliverables, authority, budget, intellectual property and responsibilities.
- Demonstrative case with baseline and ninety-day problem.

> **Closure:** The protocol does not need to prove in advance that it will solve all problems. It needs to demonstrate that it forces us to see ignored resources, improves decisions, protects capabilities and produces faster and more honest learning than conventional practice.

Base materials

- Ariel Benzacar, Wealth: the beginning of the path.
- Prosperity Protocol provisional master map, version 0.3.
- Development conversations and answers to critical questions, August 2026.
- Fantasy narrative based on real experiences, used only as a source of pedagogical cases.
- Institutional executive summary of the Prosperity Protocol, final version.

> **Evidence Note:** Historical examples, figures, attributions and anecdotes must be verified with primary sources before being used as public evidence. In this manual they fulfill a conceptual and operational function.

End of the manual - definitive version