

SOPOT | 1-3 OCTOBER 2014

EUROPEAN FORUM FOR NEW IDEAS

REPORT

SECURE AND COMPETITIVE EUROPE
– REALISTIC GOAL OR UNATTAINABLE DREAM?
BUSINESS PERSPECTIVE



EFNI

EUROPEAN FORUM
FOR NEW IDEAS

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**SECURE AND COMPETITIVE EUROPE
– REALISTIC GOAL OR UNATTAINABLE DREAM?
BUSINESS PERSPECTIVE**

EFNI 2014 REPORT

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SECURE AND COMPETITIVE EUROPE

Dear Sir or Madam,

Pessimists claim that compared to the USA, China, and several other countries, the European economy is losing its impetus, and will soon down, overburdened with excessive social spending. Optimists believe that the European model of life represents the pinnacle of our civilisation, and only minor improvements are needed for Europe to continue as a benchmark for the rest of the world.

At this year's EFNI, we carefully examined both these approaches. The result? Many debates reflected a belief, voiced more strongly than ever, that the European welfare state will go bankrupt if we do not introduce far-reaching reforms. We have many valid suggestions, the most adequate of which concerns the need to increase the competitiveness of our continent. During the Forum, many valuable proposals were made on how to make this happen.

Henryka Bochniarz

President of the Polish Confederation Lewiatan
President, Boeing Central&Eastern Europe

The role of the EU authorities is: to create an environment for a new wave of citizens' business activity; to relieve existing companies of regulations that restrict them excessively; to strengthen the role of higher education, including vocational training; and to give future managers practical skills that match the actual needs of the market. Otherwise, the creation of 18-20 million jobs by European business will become nothing but an illusion, since to achieve this, the annual GDP growth rate should be several times higher than it is today.

The new EU authorities are facing a challenge and an opportunity. European business has declared in Sopot that it is ready to help with this mission. The next move is up to Europe's politicians.

Jerzy Buzek

Chair of the Committee on Industry,
Research and Energy, European Parliament
Chair of the EFNI Programme Council



COMPETITIVENESS AND INVESTMENT

Growth is picking up but we are far from a solid recovery. Growth remains very weak and unemployment stubbornly high. There is only one way to have more growth and more jobs: we must improve our competitiveness.

Industry is a key driver for growth in all sectors of the economy. We must reindustrialize our continent. Companies need secure access to energy and raw materials, at affordable prices, skilled labour and flexible labour markets, better access to finance, simple rules for doing business in the Single Market and less red tape.

Successful negotiations with key partners like the US and security in international trade is essential too.

In a global economy, European countries must join forces. We have only one choice: becoming more competitive together or drifting into irrelevance separately. The next five years will be crucial. We must implement an agenda that attracts more investment.

Marcus J. Beyrer

Director General BUSINESSEUROPE



NEW IDEAS IN Sopot

The fourth edition of the European Forum for New Ideas has come to an end. For three days, Sopot hosted leading experts on economy, finance, science, and politics.

The European Union is facing difficult challenges: restoring economic growth and strengthening its innovativeness; restoring citizens' confidence in democracy and European institutions; and safeguarding European values and standards. This is a difficult task both for international leaders and for us here, locally.

The Forum is more than the official meetings and sessions; it is also a platform for sharing ideas in smaller groups of experts and friends. As usual, Sopot residents joined in the discussions during the Bays of Dialogue.

We are now facing a big challenge: the next year's edition of EFNI. I am confident it will be a great success. Be sure to make time to meet and debate in Sopot next autumn!

Jacek Karnowski

Mayor of Sopot

SOPOT DECLARATION 2014

The European Union is facing many challenges: restoring growth and boosting the competitiveness of the European economy; rebuilding citizens' trust in democracy and in the European institutions; defending the European values and standards in a world where they are losing their ground. Meeting these challenges requires close cooperation between the new authorities of the European Union and the leaders of the Member States. It also means that the citizens of Europe must be involved in the process.

In the last five years, in reaction to the crisis, the European Union has embarked on several reforms. We have managed to prevent the breakup of the eurozone and a permanent loss of confidence of the financial markets. Yet this is not a sufficient response to the challenges of the future. In the coming years, the European Union must take bold and unprecedented action to regain its ability to grow and develop. We fully support the initiative to proclaim the year 2016 as the European Year of Identity and Solidarity.

A DIFFERENT EUROPE

There are more eurosceptics in new European Parliament than ever before. This must be taken into consideration in the endeavours to envision scenarios for the future. Increasingly, the populists affect the public discourse, hindering rational debate and undermining the foundations of democracy. The threat of populism stems from many sources, but one of them is the sense of alienation with regard to the processes taking place in the EU. Citizens of many Member States – both those affected by the most extensive reforms and those in relatively good economic condition – are experiencing a decline in their quality of life, and for a variety of reasons wish that there would be 'less' of Europe.

Yet we must forget the false dilemma of 'more or less Europe'. Instead, we should head towards a 'different Europe': Europe which preserves the most important achievements of the integration process, but which is also open to change. In some areas, especially in economic policy and the single market, Europe will need further measures, such as deepening and expanding the banking union to all Member States, or establishing an energy union. These projects, which are now almost complete, may become the new basis of the European community. In other areas, excessive regulation is burdensome

for growth and frustrating for citizens. We cannot be afraid of discussing where the EU best meets its objectives and where it should refrain from interfering.

A DIFFERENT WORLD

The values and standards on which the European system is based have come under strain following the drastic developments on the international arena. Russia's war against Ukraine, destabilisation of the situation in the Middle East and North Africa, and the emergence of the ISIS are facts that force Europe to rethink its position. The belief that globalisation, the growing networks of interdependence and increased prosperity, will help spread the Western values and reinforce Europe as an example worth following has proved to be a delusion. The majority of the world does not share the European values or lifestyle, and opponents can even be found among those who live in Europe itself.

The European Union is not ready to tackle these challenges. Therefore, in the upcoming months, the new EU authorities must address with full responsibility the task of conducting a global strategic review, as assigned to them by the European Council in December 2013. First, the Union needs a new neighbourhood strategy, since the existing one has been built on the belief that the cooperation with the Union may significantly contribute to the transformation of partner countries. Second, the EU must find instruments and mechanisms that will allow it to make better use of its economic power to achieve its foreign policy objectives. Third, in the upcoming years the EU must integrate the defence capabilities of the Member States, and equip itself with tools that will allow it to take action in response to security threats in the immediate vicinity. The time when the United States could be held responsible for all this is irreversibly over.



COMPETITIVENESS IS THE KEY TO GROWTH

Restoring the European economy's growth must become an absolute priority for the new authorities of the European Union. It requires institutional reform, rebuilding of trust, and a change in regulations.

It is crucial that actions are taken that will lead, within the next five years, to increasing the rate of economic growth in Europe. In order for our continent to uphold its position in the global economy, and to increase the number of jobs in Europe by 18-20 million, the Member States should maintain a fast rate of GDP. This is necessary to curb youth unemployment and prevent the emergence of a 'lost generation', an issue that would hamper Europe's developmental potential for years to come.

In order for a competitive Europe to be more than just an empty slogan, several conditions must be met.

First, reforms must be implemented in the Member States that would provide a long-term solution to the public finance problem. Reforms must also continue at the EU level to offer safeguards against another financial crisis, and to improve access to financing for companies, without which the ability of the Union's economies will be limited.

Second, it is necessary to set realistic objectives for the climate policy that secure our environment, do not hinder the growth opportunities for the industry and for the economies of European countries, and to create stable and predictable legal

There is no return to 'business as usual' for European policy. In the area of economy, as well as domestic, foreign, and security policy, Europe is now facing several inevitable choices. The failure of the actions taken today can have unprecedented effects on the entire integration project and on Europe's place in the world. There is no time to lose.

The European Forum for New Ideas, Sopot, 3 October 2014.

system that encourages investments in energy sector, helps to reduce prices and increase security of supplies.

Third, Europe must become a centre of innovation. It is necessary to significantly increase spending on research and to establish a favourable regulatory framework for the application of the new tools developed as a result of the digital revolution.

Fourth, in order to allow the industry and the service sector to develop, the European Union must reduce administrative burdens and excessive regulations that hamper the initiative of citizens, and it must cooperate with partners in the global markets. The TTIP agreement with the US and a trade agreement with Japan should lead to increased internal and foreign investments in European countries.

Fifth, the Union must provide better support for its citizens' talents. This should be ensured by changes to the education system, continued development of the employees' skills and competences, support for modern forms of entrepreneurship, and changes to the labour market aimed at enhancing employment flexibility. The European Union needs a policy that would increase internal mobility of European citizens, as well as an effective migration policy that would facilitate dynamic responsiveness to the needs of the economy.

Sixth, the single market must become a true fact. The EU should consistently seek to improve the single market, in particular in the areas of energy, transport, and digital economy.





REPORT

The European Forum for New Ideas is more than just another congress or conference. We want it to be a place where the various views and opinions of the business community and its environment collide; an event that is intellectually inspiring and that shapes our future. Therefore, together with our partners, we have created a programme filled with meetings, panel discussions, debates, plenary sessions, and report presentations.

Each event presents an intellectual challenge and creates an opportunity to meet those who shape the future of Poland, Europe, and the world.

SECURE AND COMPETITIVE EUROPE – REALISTIC GOAL OR UNATTAINABLE DREAM? BUSINESS PERSPECTIVE



'European Union faces difficult challenges,' said Henryka Bochniarz in her summary of EFNI.

The fourth edition of the European Forum for New Ideas brought together more than 1,100 guests from 36 countries. They took part in 70 hours of programme events centred around the main theme of concern for our continent's security and for the competitiveness of the European economy. The Forum proposed a programme to increase Europe's strength by providing a major boost to its economy in order to stimulate growth and development.

'One attendee admitted that he counts the days from one EFNI conference to the next. This is the best testimonial to what we have managed to build together in the last four years. This proves that the Forum is really needed,' said **Henryka Bochniarz**, President of the Polish Confederation Lewiatan and President of Boeing Central & Eastern Europe, in opening this year's conference.

Previously, the Forum focused on Europe's internal affairs. This year, beside the questions of how to boost economic growth in the EU and strengthen the EU's competitiveness, the debates also covered the sudden changes in our region.

Russian aggression in Ukraine, the complete destabilisation of the situation in the Middle East and North Africa, the rise of ISIS – these events have made Europe's security as important an issue as the competitiveness of its economy.

At the same time, many debaters clearly stated that Europe's continuing advantage stems from its attractive socio-economic model that, so far, has developed through the integration of the economy and the building of a political community. Therefore, counteracting disintegration and strengthening the economy are the biggest challenges that Europeans face today.



'What is the role of the state in the post-crisis world?' asked Andrzej Klesyk.



'Europe needs values,' emphasized Wojciech Szpil.



'Europe needs ideas,' said Jerzy Buzek.

IMPORTANT TOPICS



'People are multidimensional, and the same can be said of the world today,' said Benjamin R. Barber, accompanied by Jan A.P. Kaczmarek and Witold Orłowski.

This year's EFNI consisted of three plenary sessions, 17 panel discussions, 15 breakfast and lunch debates, and six Night Owl Discussions.

As indicated during the discussions, one of the methods of reinvigorating the economy should be its reindustrialisation. 'An economy does not exist without a strong industrial base,' explained **Pierre Buhler**, Ambassador of the Republic of France to Poland. If reindustrialisation is to be successful, the EU must support the creation and development of new industrial sectors based on advanced technologies. Furthermore, existing sectors need stimuli to increase resource productivity, reduce energy and material intensity, and increase waste utilisation.

Innovativeness and digital technologies are also very important for the development of the European economy.

These topics were discussed at several programme events. Most debaters agreed that without a significant increase in innovativeness, Europe does not stand a chance of successfully competing in world markets. They also declared that Europe needs new leaders. 'The time of the leaders of the 1990s has passed, and they have not been replaced by younger, effective successors in the political arena. The EU is beginning to lose its vision and citizens, which fosters populist movements,' they warned.

Most panellists representing business were in agreement that many sectors of the European economy are burdened with overregulation. There are, however, some industries that need faster integration.

'To increase competitiveness, we need further standardisation of goods, the development of the digital market, and a circular



'Deeper cultural integration of the EU Member States is necessary,' said Małgorzata Omilanowska.



Danuta Hübner talked about the need to work out courses of action in the EU together.



'Digital technologies are important, but they cannot replace teachers,' said Joanna Kluzik-Rostkowska.

IMPORTANT TOPICS



Kálmán Mizsei talked about the role of a welfare state, accompanied by José Vicente González and Raed Safadi.

economy,' it was argued. Europe's competitiveness was the most widely discussed topic, not only in terms of the economy. According to the participants of a plenary session hosted by PKN ORLEN, when discussing a Europe that has lost its edge in the confrontation with a dynamically changing outside world, it is too easy to limit the debate to economic competitiveness. 'We think in terms of 17th century values, and try to use them to solve today's problems. This is not the way to win against nature, against the problem of global migration or asymmetric warfare,' said **Benjamin R. Barber**. People are multidimensional, and the same can be said of the world today. This is why it is so important to build cooperation skills.

The Forum was rife with analyses and questions that went beyond our day-to-day business. 'In a world where 85 people hold half of the wealth of the entire planet, the public debate

again focuses on the balance between economic freedom and social equality. The growing gap between the rich and poor can become the cause of rebellion among large social groups. The erosion of the middle class in democratic countries, and drastic inequalities in countries dominated by oligarchs, force us to reconsider the efficacy of the measures applied in reaction to the crisis, and the role of the state in a post-crisis world,' pointed out **Andrzej Kleszyk**.

Why did citizens of some states support anti-European parties in the European Parliament elections? How can the faith of EU citizens in the European project be restored? These questions inspired one other very important debate. 'We have asked many questions on the role of culture in the process of European integration. We believe that this discussion is even more relevant today than it was five or ten years ago. We are



Maciej H. Grabowski and Robert Gwiazdowski are talking about raw materials security.



Debate on teaching models. Andrzej Koźmiński, Lena Kolarska-Bobińska, Jacek Męcina.



Olgiert Dziekoński, Mieczysław Struk, Bogdan Borusewicz during the debate on cooperation between business and administration.

IMPORTANT TOPICS



'Stable and sustainable development is essential for Europe,' said Marc Merlino, accompanied by Beata Stelmach and Adam Jasser.

living in troubled times, and every day we are reminded that nothing should be taken for granted. And I do not only mean the threat of terrorism, or even war. I'm also talking about the erosion of the ties that have connected us for centuries, and about the deterioration of values that – despite differences

between individual states and nations – until recently, have formed a lasting foundation for building a strong Europe,' emphasised **Wojciech Szpil**, President of the Management Board of Totalizator Sportowy.

AN INVOLVED AUDIENCE

EFNI debates are never confined to a small group of panellists. Moderators of all events devote at least 20 minutes to questions from the audience. Nevertheless, the audience itself reacts spontaneously to everything that is happening on the stage. Our goal is to hold lively debates and to bring panellists

and the audience closer together. We try to achieve this not only by the selection of topics and the way discussions are conducted, but also by arranging our conference rooms to promote closer interaction.



Dorota Warakomska, EFNI 2014 moderator.



Night owl debates started after 22:00.

POLISH CONFEDERATION LEWIATAN

The Voice of Business

We are the most influential Polish business organisation representing employers' interests in Poland and in the European Union. We strive for competitive business conditions. We try to ensure stable economic growth, better legislation, healthy competition, more jobs and reinforced social capital. We are the voice of business.



INTERNATIONAL PARTNERS



The Weimar Triangle Panel

This year's Forum attracted the widest global representation of all editions to date. Thanks to our international EFNI partners, our agenda featured many quality events. A business meeting of the Weimar Triangle was devoted to the methods of stimulating the European economy. A BUSINESSEUROPE panel focused on defining the conditions of energy security in Europe. The Business and Industry Advisory Committee to the OECD presented the organisation's projects on trade, investment, and regulatory reform. The European Liberal Forum deliberated on the future of the

European welfare state. During the Publicists' Forum, European journalists discussed how to report on the EU in order to reconnect it with its citizens. The European Council on Foreign Relations co-hosted a panel discussion on the Eurosceptic surge and geopolitical changes as the biggest challenges that the EU is facing today. Traditionally, EFNI was partnered by the EESC Employers' Group, which prepared a debate on the opportunities and threats resulting from the TTIP, a trade agreement that is currently being negotiated between the EU and the USA.



EU challenges Panel



EESC Employers' Group Panel



BUSINESSEUROPE Panel



European Publicists' Forum



OECD International Agenda



THE FIRST COMPANY
IN CENTRAL
AND EASTERN EUROPE

AWARDED



SOPOT DECLARATION: RETURN TO A GROWTH PATH

In the Sopot Declaration, adopted at the end of the Forum, EFNI attendees emphasised that the return of the European economy to a growth path should be the most urgent priority for the new leaders of the European Union. This requires implementing bold institutional reforms, restoring citizens' confidence in EU institutions, and changing regulations. It is crucial that actions are taken to boost economic growth in Europe in the coming five years. In order to maintain Europe's position in the global economy, and to create an additional 18-20 million jobs across the EU, the

GDP of Member States should be growing at an annual rate of 3%. Today, this seems impossible, but only this growth rate can alleviate youth unemployment and help avoid the phenomenon of the 'lost generation', threatening to bring down the growth potential of the European economy for many years to come.

The Sopot Declaration was expanded into EFNI Recommendations, a document addressed to the new authorities of the European Union, as well as key European organisations and media.

THE VOICE OF YOUTH



New Europe 100: winners' debate

The young generation was well represented at the Forum this year, and its voice was heard during important agenda events. 'Young people are angry because everyone is asking them questions, but no one really listens to what they have to say. At EFNI, we want to change this, we want to learn about their ideas for necessary changes, and offer them a real, informed discussion. The Forum is meant to be a platform where different views and perspectives collide, including those of the young generation. After all, those who find it difficult to make themselves heard today will be influencing the shape of Poland and Europe in a little while. This is why young people were given a place that at conferences of this type is usually reserved for renowned representatives of politics and business,' explained **Małgorzata Mierzyńska**, EFNI Head of Programme.

During the Opening Gala, 29-year-old **Kaja Milanowska**, a doctor of biology and co-owner of a biotech company, spoke on behalf of the young generation. 'Europe offers young people a lot. We can take advantage of training, student exchange programmes, and various forms of financing. Thanks to the European Union, everyone

can feel that they are a citizen of Europe and everyone can be successful. But will this continue, given that Europe is living beyond its means and taking out more and more loans?' she asked. Youth was also represented by **Leszek Jażdżewski**, Editor-in-Chief of LIBERTE! In his passionate speech, he called for authorities to have the courage to make the European Union more democratic and to reform the economy. 'The European Union, which was created as a peaceful project, today must face military aggression at its periphery. We all share responsibility for the EU. We must stop living in an imaginary world and burying our heads in the sand. We must acknowledge the looming threats,' he added.

On Thursday night, Res Publica Nowa alongside the Visegrad Fund, Financial Times, and Google, announced the New Europe 100 list of new leaders of Central and Eastern Europe. The list includes individuals and teams that shape our part of Europe in a variety of fields: business, science, technology, media, politics, and the arts. We have reason to be proud, because more than one-fourth of the winners – exactly 28 – are Poles.



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PANELLISTS AND ATTENDEES FROM 36 COUNTRIES WORLDWIDE



Benjamin R. Barber on his way to a session



Loïc Armand and Blanka Chmurzyńska

As always, European business represented the largest group of EFNI attendees. This year, the congress hosted even more European entrepreneurs, many of whom had already been to Sopot. They appreciate the Forum for the opportunity to debate and make new contacts with colleagues from Poland and other countries of our region. EFNI was also attended by: representatives of science, including university rectors; experts; members of think tanks from Poland and Brussels; Members of the Polish Sejm and Members of

the European Parliament; leading politicians, including the Speakers of the Sejm and Senate; state ministers and politicians from local governments.

'In Sopot, the business community shares its views with organisations of different backgrounds. Only an interdisciplinary approach can help to find effective solutions to Europe's problems,' said **Zbigniew Gajewski**, Director of EFNI, commenting on the diversity among EFNI attendees.



Luigi Lovaglio greets Lech Wałęsa and Danuta Hübner.



Marcus J. Beyrer and Jacek Karnowski



Radosław Sikorski, Andrzej Godlewski, Magdalena Środa



Pascal Ory, Jan A.P. Kaczmarek



Irena Eris, Danuta Hübner, Henryka Bochniarz, Henryk Orfinger

ASSOCIATED EVENTS



Magdalena Środa during the Bays of Dialogue



EFNI Bookshop

Many associated events were held during EFNI, e.g. Konkordia – one of the largest conferences of NGOs in Poland devoted to inter-sectoral cooperation; Culture as an Excuse – a Free Speech Partnership conference; and Innovative Europe – a conference on effective science-business cooperation. During the Forum, an award gala was held for the winners of the Visionary 2014 competition by Dziennik Gazeta Prawna. Sopot youth and EFNI guests could take part in an educational project Coding Masters, while residents and tourists joined in the Bays of Dialogue – smaller meetings with EFNI panellists. Moreover, Sopot also hosted an exhibition of collages by **Wisława Szymborska** entitled 'Greetings from W',

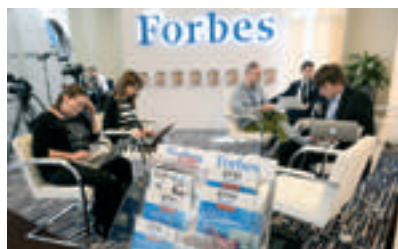
organised especially for EFNI. The work of this famous Nobel Prize winner was displayed along the New Ideas Path.

As usual, EFNI attendees enjoyed visiting a small bookshop offering books from our panellists. The best-selling titles included: The Athena Doctrine by **John Gerzema**, If Mayors Ruled the World and Jihad vs. McWorld by **Benjamin R. Barber**, Trzeba się bić (We Must Fight) by **Leszek Balcerowicz**, Czas pokera (Poker Time) by **Andrzej Koźmiński**, and Internet. Czas się bać (The Internet. Time to Be Afraid) by **Wojciech Orliński**.

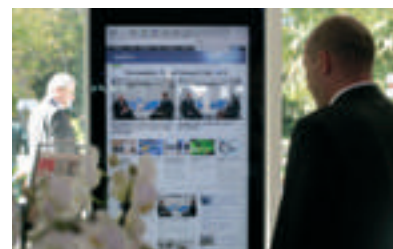
THE MEDIA AT EFNI



Maciej Głogowski prepares for the broadcast.



Onet and Biznes.pl reported about EFNI.



Journalists and readers of the Forbes magazine.

Approximately 150 journalists came to Sopot to cover the EFNI debates. During EFNI, the media had a unique opportunity to interview guests who rarely come to Poland, or who are usually difficult to reach. Some journalists took advantage of the beach in Sopot to conduct interviews and report in a beautiful, natural

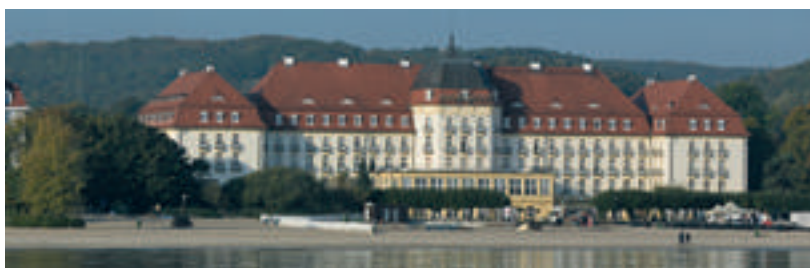
setting. Thanks to the Forum, many interesting people gathered in one place at the same time. This provided numerous occasions to talk, not only during panels, debates, and evening meetings, but also in unofficial groups.

SOPOT DURING EFNI

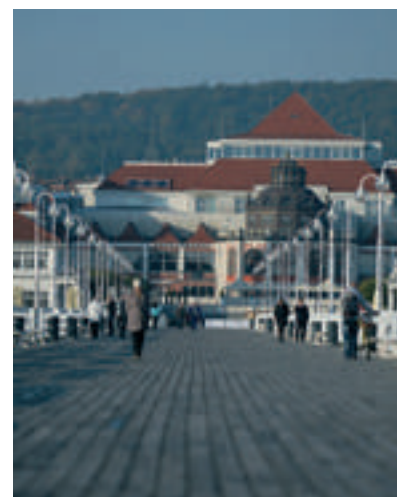


Sheraton Hotel, Sofitel Grand Hotel and Bays of Dialogue seen from the Sopot's pier.

From the very beginning, the European Forum for New Ideas has been held in Sopot, one of the most picturesque Polish resorts by the Baltic Sea. Forum events took place at the Sheraton and Grand Hotels, as well as in the New Ideas Pavilion, constructed especially for EFNI and situated directly on the beach.



Grand Sofitel Hotel



Sopot's pier, Sheraton Hotel in the background



New Ideas Path



EFNI attendees at rickshaws



'Greetings from W' Exhibition



Promoting bold visions

New ideas and innovations change the world. We help transform our Clients' visions into reality. We are a successful matchmaker in the largest EU-funded projects in Poland. We support corporate development and provide financing for major national ventures which boost progress of entire regions, cities and local communities.



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Bank Pekao

EFNI 2014 OPENING CEREMONY

'This year at EFNI, we have an important discussion ahead of us on the future of Europe. It is important to feel that we are all making a small contribution to rebuilding the foundation of the European Union,' said Henryka Bochniarz, President of the Polish Confederation Lewiatan and President of Boeing International Central & Eastern Europe opening the conference. She proceeded to encourage the guests to actively participate in EFNI events.



Internal and external crises should motivate Europeans to act, says Henryka Bochniarz.

'This year, EFNI is being held at a difficult time. In Warsaw, Ewa Kopacz's government is facing a vote of confidence, while in Brussels, hearings of the Commissioners-designate are currently under way. This is why many leaders will join us later,' announced **Henryka Bochniarz**, adding that this should not disrupt the conference.

Because of his commitments in Brussels, **Jerzy Buzek**, MEP and Chair of the EFNI Programme Council, was unable to attend the Opening Gala. In a transmitted video message,

he called for the attendees' to actively engage in the debate on the key challenges facing the European economy. He also emphasised the importance of EFNI's achievements, and its influence on the development of EU policies in many areas. 'Local and European policy-makers must know the views of the business community,' he said.

Luigi Lovaglio, President of the Management Board of Bank Pekao, pointed to the dynamic development of the Polish economy during the last 10 years.



Solidarity, respect, and hard work are important values for Europe, says Luigi Lovaglio.



Jacek Karnowski invites attendees to visit Sopot more often.

'It has been a privilege for Bank Pekao to actively support Polish companies in pursuing their ambitions to grow, and Polish families in improving their standard of living,' he said. 'And what makes us even prouder is the way we did it: by understanding the role of the bank beyond collecting and lending money, and in terms of being a socially responsible institution. We believe in values such as respect, trust, solidarity and hard work. It was hard work that made Poland's success possible. Now, Polish perseverance, hard work, and solidarity should be transplanted to Europe. Under the new European Council leadership, this should not be difficult,' Luigi Lovaglio added.

Jacek Karnowski, Mayor of Sopot and EFNI co-organiser, observed that the Forum is a regular feature in the city's calendar, becoming its flagship event. He stressed that attending EFNI has already become a must for many people in business.

Kaja Milanowska, a 29-year-old doctor in biology working at the VitalnSilica biotech company, spoke on behalf of the young generation. 'Today, Europe offers young people a lot. We can take advantage of training, student exchange programmes, and various forms of financing. Thanks to the European Union, everyone can feel that they are a citizen of Europe and everyone can be successful. But will this continue, given that Europe is living beyond its means, and taking out more and more loans?' she asked. She expressed her fear for the young generation, which will be overburdened with the debt that is currently being incurred by governments, and called for involving young people in the process of building Europe.

'EFNI welcomes youth, because it is our intention to reduce the gap between the generations,' said **Henryka Bochniarz**, who went on to express concern about the low level of optimism in Kaja Milanowska's statement. 'Does this mean that the young generation is no longer as



Young people should be involved in building Europe, stressed Kaja Milanowska.



We need new ideas, not just old ones in an improved version, emphasised Lech Wałęsa.

uncritical of European integration as were its predecessors? Recently, even older people are reconsidering the process of the continent's integration,' she admitted. According to Henryka Bochniarz, in the coming years, the EU will have to prove its ability to take action on fighting the effects of the economic crisis, responding to the surge of populism, and dealing with foreign policy problems. 'We must restore growth and competitiveness to the European economy, rebuild citizens' confidence in its authorities and institutions, and safeguard European values,' proposed Henryka Bochniarz. She pointed out that these measures will determine the position of the EU in the world. 'I hope that EFNI attendees can put forward a set of specific solutions to the new EU leadership that will contribute to healing the European project,' she said.

At the end of the official part of the Opening Gala, **Lech Wałęsa**, former President of Poland, addressed the assembled guests. 'Together, we have to consider

which values and which economic system should become the foundation of today's world. Communism is not a good solution, but today's capitalism does not meet people's expectations either,' he said. Lech Wałęsa noted that his generation removed many harmful divisions from the world. 'This generation was undoubtedly successful. But its success came from demolishing, not from building,' he stressed. President Wałęsa called for reconsidering our attitude and for building a modern Europe.

Six hundred guests from 36 countries were present this year at the Opening Gala of the European Forum for New Ideas. The event was held in the New Ideas Pavilion at the beach in Sopot.



Loic Armand, Henryka Bochniarz, Lech Wałęsa



Lukasz Kalinowski, Gunter Verheugen, Janusz Reiter

PARTNER:





SIEMENS: THE FUTURE IS BUILT BY INVENTORS

INTERVIEW WITH PETER BAUDREXL, CEO OF SIEMENS SP. Z O.O. AND SPOKESPERSON FOR SIEMENS GROUP IN POLAND, AND DOMINIKA BETTMAN, CFO OF SIEMENS SP. Z O.O.

Siemens is one of the most important European high-tech companies. Yet, institutional support for innovation in the EU is far from perfect. What is lacking?

Peter Baudrexl: *Research and Development funds, like any other, should be utilised wisely. It is not an easy task to optimise the resources of innovation. Key issue is to settle the optimal cooperation of all parties involved, namely the scientific community and the entrepreneurs. This cooperation has to be smooth and integrated in order to achieve high-end results.*

Dominika Bettman: *Innovation, competence and knowledge have always been at the heart of Siemens' activities, regardless of government support, or lack thereof. Our*

research and development spending last year has reached almost 6 percent of the company's turnover. We are a leader in modern technology and to us the role of innovativeness is crucial. It defines our present actions, but also our future. In Poland and in Europe there is plenty of talented and creative people. The task at hand is to use this resource in the most effective way.

Considering the abovementioned issues, what are the biggest challenges ahead of Siemens, both in the Polish market and globally?

Peter Baudrexl: *Both for Poland and for Siemens in Poland the most important issue is to utilise the European Union funds properly and leverage them to the maximum extent. This means modernising Polish infrastructure efficiently. This is particularly true to the energy sector, where outdated facilities should be replaced with new, more efficient power generation units. Another*

crucial task is bringing the transportation infrastructure up to modern standards. Poland has to develop its public transportation system, both for long range and short range needs.

Dominika Bettman: *As always, our main focus is on implementation of the most modern technology, systems and applications. Modernisation is a continuous process. Our task at Siemens is to support our clients with our knowledge and expertise, and allow them to take advantage of the technological development. This is true to clients from as diverse fields as energy production, heavy industry, healthcare and transport infrastructure. With our support, they can do their business in a more efficient and environmentally friendly way. Working on such complex projects is a difficult but rewarding task. To us, EFNI is a perfect forum to discuss all of the above in a constructive and pragmatic way.*

NIGHT OWL DISCUSSIONS

Night Owl Discussions are addressed to those who enjoy a relaxed atmosphere of smaller, open discussions, and a glass of wine. This year again they attracted many guests. Late into the night, EFNI attendees shared their views on key economic, social, and political challenges of modern Europe.

POKER TIME

‘Today’s political and economic reality is best described as unpredictable poker,’ said **Andrzej Koźmiński**, who hosted the meeting. This EFNI event was inspired by his collection of essays *Czas pokera* (Poker Time). Participants of the debate included: **Henryka Bochniarz**, President of the Polish Confederation Lewiatan and President of Boeing Central & Eastern Europe; **Wiktoria Askanas**, judge on the Canadian Competition Tribunal; **Sławomir Lachowski**, President of FM Bank PBP S.A.; and **Sebastian Mikosz**, President of PLL LOT.



Discussions about poker, economy and politics

WEDNESDAY, 1 OCTOBER 2014 | 22.00–00.00 | SHERATON SOPOT HOTEL

WHAT’S GOING ON WITH DEMOCRACY?

Are governments responsible for today’s crisis of democracy? What are the relations between citizens and governments? Has ‘democracy’ become a hollow word, when even autocrats claim to rule in a democratic manner? The questions on the state of modern democracy were answered by **Radosław Markowski**, Director of the Centre for the Study of Democracy at the University of Social Sciences and Humanities (SWPS), and **Jeffrey Gedmin**, Co-Director at the Transatlantic Renewal Project.



Debate on the future of Europe

WEDNESDAY, 1 OCTOBER 2014 | 22.00–00.00 | SHERATON SOPOT HOTEL

‘YES’ TO COMMON EUROPE, BUT WHAT EUROPE SHOULD IT BE?

At this meeting, **Danuta Hübner**, MEP, and young members of the liberal think tank networks 4Liberty and Visegrad Insight, discussed key issues related to the future of European integration. Participants deliberated how to reform EU institutions so that they serve citizens successfully. They looked for ideas to strengthen a common European identity among citizens of Member States. They also identified opportunities and threats to the unity of the EU in the context of social and political changes in the world.



Discussion on the condition of modern democracy

WEDNESDAY, 1 OCTOBER 2014 | 22.00–00.00 | ZATOKA SZTUKI (BAY OF ART)

FUTURE OF THE EUROPEAN WELFARE STATE



Debate on the welfare state model



Leszek Balcerowicz

The European welfare state model is in crisis, as public debt poses an increasing threat to the stability of even the most resilient economies. How should the system be remodelled to protect the competitiveness of the economy while continuing to ensure a high standard of living? As noted by Leszek Balcerowicz, states are increasing their spending on various social security issues, a responsibility traditionally shouldered by NGOs. 'There is the belief that, were it not for the welfare state, people would be dying in the streets – yet this is clearly not true. We should also remember that the main victims of socialism are the people who decide that it is better to be unemployed or live off benefits', he added. Andreas Bergström of the European Liberal Forum pointed to Sweden as an example of a country where the welfare state not only has the support of the public but also has proved successful in practice.

PARTNERS:

MODERATOR:

Maciej Kowalczyk
Journalist, LIBERTÉ!, Poland

EUROPEAN PUBLICISTS' FORUM I HOW TO BRING THE UNION CLOSER TO ITS CITIZENS?



Discussion on how to write about Europe



Roman Imielski, Christine Ockrent, Paul Gradwohl

Participants of the debate included representatives of: *Financial Times*, *Gazeta Wyborcza*, *Le Monde*, *Der Spiegel*, *Latvijas Avīze*, *Svenska Dagbladet* and TVP. The panellists agreed that the media should bring the European Union closer to its citizens and should better combine national news with reports from all over Europe. EU citizens often do not believe that there is a connection between the legislation passed in Brussels and their daily lives. 'Personal experiences are a good way to bring Europe closer to its citizens,' said **Ina Strazdiņa** (*Latvijas Avīze*). 'We need smart journalism to describe Europe and to explain the value of being European to its citizens,' summarized **Marco Bardazzi** (*La Stampa*).

PARTNERS:

MODERATOR:

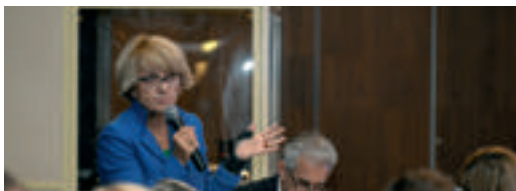
Roman Imielski
Editor, *Gazeta Wyborcza*, Poland

Event co-financed by the Ministry of Foreign Affairs

THE FUTURE OF EUROPE: A (NO) DISCREPANCY REPORT. WILL THE GROWING GAPS IN EUROPE SHATTER THE CHANCES TO COMPLETE THE INTEGRATION PROCESS?



Günter Verheugen



Danuta Hübner



Małgorzata Bonikowska and Paweł Wojciechowski

After more than half a century of European integration, the continent still stands divided. Participants of the debate argued that energy security is the crucial issue in this context. ‘Some countries are pushing for an energy union, while others prefer independence. This is why the European Union is on the one hand strong, because of its potential, but on the other hand weak, due to the absence of rapid pace,’ said **Janusz Reiter**, former Polish ambassador to the Federal Republic of Germany and the USA. Other issues found to be of key importance include an overhaul of European climate policy (since the policy currently in place has been hindering the economy) and an increased outlay for investments. ‘The Member States must find money in their budgets to serve as a catalyst for growth,’ said **Danuta Hübner**, Chair of the Committee on Constitutional Affairs at the European Parliament. Participants noted that improving the coherence of the EU and creating a common pan-European foreign policy are also vital.

PARTNERS:



MODERATOR:

Małgorzata Bonikowska
Managing Partner, THINKTANK;
President, Centre for
International Relations, Poland

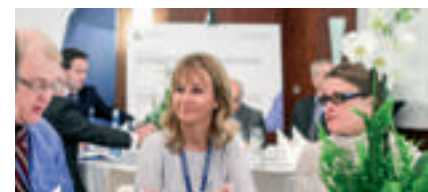
COMPUTER AND INFORMATION TECHNOLOGIES: DO THEY REALLY FOSTER THE TRANSFORMATION OF THE SOCIETY, OF BUSINESS AND OF THE STATE – OR DO THEY JUST INCREASE PROCESS EFFICIENCY?



Debate participants



Piotr Marczuk, Cristiano Pinzauti, Michał Kleiber



Discussions about the future of the IT sector

Participants had no doubt that computer and information technologies are a source of improvements and foster economic growth. They also pointed out the rapid pace of change. ‘Once our sector grew by leaps and bounds every few years. Today, it grows every day,’ said Piotr Marczuk. Participants also observed that we do not always have control over the direction of change. ‘What remains a challenge is how to use new technologies to facilitate creative thinking and stimulate teamwork,’ said Michał Kleiber, President of the Polish Academy of Sciences. New@Poland award ceremony was held during the debate. The award went to the Polish Ministry of Education for the online project www.e-podreczniki.pl. ‘The Ministry is creating a new digital content market. We believe it will grow at a rapid pace,’ said Tomasz Klekowski, President of Digital Technology Employers’ Association Lewiatan.

PARTNER:



MODERATOR:

Piotr Marczuk
Government Affairs Manager,
Microsoft, Poland

MONEY POWER: CONTEMPORARY THREATS TO FREEDOM



Democracy is a system of values that creates the space for free development, emphasized Rael Safadi.

MODERATOR:

Rafał Grodzicki
Member of the Board,
PZU Życie SA, Poland

We live in a world where 85 people hold half of the wealth of the entire planet. Therefore, increasingly often the public debate focuses on possible repercussions of the growing divide between the rich and poor, on the state of the economy in the democratic world, and on the effectiveness of the treatments we apply in reaction to the crisis.

PANELLISTS:

José Vicente González
Vice President, Confederation
of Employers and Industries
of Spain (CEOE), Spain

Radosław Markowski
Director, Centre for the Study
of Democracy, University of Social
Sciences and Humanities, Poland

Kálmán Mizsei
Head of the EUAM for Civilian
Security, European Union, Hungary

Elena Panfilova
Chair of the Board of Directors,
Centre Transparency International,
Russia

Raed Safadi
Deputy Director, OECD

Do democracy and civil society indeed create the best conditions for economic growth? 'In states that 30 years ago went from autocracy to democracy, economies are growing today 20% faster than in non-democratic countries,' said Rael Safadi. However, **Radosław Markowski** pointed to the fact that there are different models of democracy, so it is difficult to talk of the one and only correct model of the relationship between democracy and the economy.

The model of a welfare state, which is widespread in Europe, needs urgent reform, though it deserves protection rather than replacement with more aggressive forms of capitalism. 'It is a beautiful concept. Countries such as Sweden demonstrate that it can be done,' noted **Kálmán Mizsei**. Social stratification and growing inequalities do not undermine the principles of democracy, but the rules of redistribution must be renegotiated. 'The growing gap between the rich and poor may become the cause



Elena Panfilova



Rafał Grodzicki



Radosław Markowski



Rafał Grodzicki inquired about the role of the state in the post-crisis world, accompanied by Elena Panfilova and Radosław Markowski.

of rebellion among large social groups. The erosion of the middle class and drastic inequalities force us to reconsider the efficacy of the measures applied in reaction to the crisis, and the role of the state in a post-crisis world,' stressed **Rafał Grodzicki**. 'Young people are disgusted with corruption and with the fact that governments think more in terms of what is good for their political party, rather than of the public interest,' said **José Vicente González**. However, he is of the opinion that there are already many positive signs: with economic growth, employer-employee relations increasingly often turn from confrontation into cooperation.

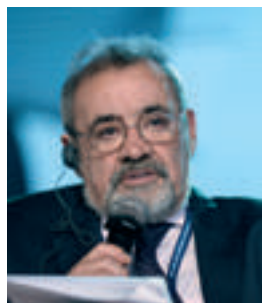
Elena Panfilova drew attention to the fact that the quality of democracy and the economy is closely linked to the question of values and standards. 'Some companies implement great standards in some countries, but not in others, where they are often involved in unethical conduct,' she said, and added that the same may be observed in relations between European and authoritarian states. Human rights are sacrificed in the name of good relations with countries exporting crude oil or other natural resources. In such countries, the power of money has the farthest reach.



Dorota Warakomska introduces a session.



Kálmán Mizsei



Raed Safadi



José Vicente González

PARTNER:



COMPETITION IN TODAY'S WORLD



How to compete in today's world, asked Marc Merlino.

In times of globalisation, states and businesses compete with each other with increasing frequency. At the same time, politics affects the competitiveness of enterprises, while the financial standing of businesses affects the economic attractiveness of a country. In this web of interconnections, is there room for economic patriotism? Is it possible to protect the rights of individuals in a manner that does not damage the foundation of our world's economic strength?

Panelists were in agreement that current regulations of most European states focus on avoiding crisis, and not on fostering competitiveness. 'We should create conditions for steady sustainable growth, starting with listening to the voice of our customers,' explained **Marc Merlino**. 'We need a little more consumer perspective when drafting competition legislation,' agreed **Adam Jasser**. 'Legislation needs to be created to safeguard consumer interests, but also to leave room for economic growth,' he explained. **Kalman Mizsei**

draw attention to the fact that regulators must work together; he also noted that they are not keeping up with the dynamic market environment. To rebuild Europe's position in the global economy, we should implement innovative solutions and focus on selected areas of the economy. **Beata Stelmach** added that we must also focus our debate on the single energy market.

The panel ended with the presentation of the Emerging Market Champions Award bestowed by the Kronenberg Foundation at Citi Handlowy. 'The award honours Polish companies that have also been successful in expanding their operations abroad,' said **Sławomir S. Sikora**, President of the Management Board of Citi Handlowy. The award was given to KGHM Polska Miedź S.A. **Herbert Wirth**, CEO of KGHM – who was in Chile during EFNI – expressed his gratitude for the award in a video message: 'This is an extraordinary reward for our effort of the last several years to become a global company.'



Sławomir S. Sikora



Emerging Market Champions Award Gala

MODERATOR: **Andrzej Olechowski**, Chairman of the Supervisory Board, Citi Handlowy, Poland

PANELLISTS: **Adam Jasser**, President, Office of Competition and Consumer Protection, Poland | **Marc Merlino**, Global Head of Citigroup's Global Subsidiaries Group, United Kingdom | **Kálmán Mizsei**, Head of the EUAM for Civilian Security, European Union, Hungary | **Beata Stelmach**, CEO, General Electric, Poland & Baltics, Poland

PARTNER:

citi handlowy

EU CHALLENGES AFTER THE ELECTIONS: EUROSCPTICISM AND GEOPOLITICAL CHANGES



It is necessary to work out common courses of action, said Danuta Hübner.

Europe has not yet managed to cope with the causes of the economic crisis, and already its new leaders are facing other challenges. EU citizens are losing faith in the European project, while drastic changes along EU borders are influencing its geopolitical situation and security. The EU needs bold action, a reassessment of its priorities, and an affirmation of its values.

All social groups are now demonstrating increasing discouragement and resentment towards the EU. This situation is not conducive to creating a sense of solidarity among nation states, and without it, there is no chance of in-depth reform. 'The EU is being blamed for all failures. We do not appreciate its protective role, and some political movements have forgotten what the concept of a common Europe stands for. We are facing the threat of a downward spiral that will destroy the EU first, and then the states themselves,' concluded **Pierre Buhler**. The panellists were in agreement that part of the problem is the lack of citizens' involvement in EU affairs. 'Europe cannot be

governed by an administration, and European policy cannot continue to be dominated by national policies. What we need is a common approach and work towards collective action,' explained **Danuta Hübner**. We also need ongoing dialogue that includes wider groups and EU opponents. 'If the European elites attempt to seize control over Brussels, the EU democracy may collapse. However, if they seek cooperation and reform, this will bring about change,' emphasised **Mark Leonard**.

The debaters also highlighted the need to find new leaders. 'We are witnessing a generational change in the leadership, with a gap between the two generations. The time of the leaders of the 1990s has passed, and they have not been replaced by younger, effective successors in the political arena. The EU is beginning to lose its vision and citizens, which fosters populist movements,' commented Martin Ehl. This situation makes building a common foreign policy more difficult, and without this, it's difficult to think about how to ensure Europe's security.



Panel attendees focused on the discussion



Debate with the audience

MODERATOR: **Piotr Buras**, Director, Warsaw Office, European Council on Foreign Relations (ECFR), Poland

PANELLISTS: **Pierre Buhler**, French Ambassador to Poland | **Danuta Hübner**, Chair of the Committee on Constitutional Affairs, European Parliament | **Mark Leonard**, Co-founder, Director, European Council on Foreign Relations, United Kingdom | **Henri Malosse**, President, the European Economic and Social Committee (EESC) | **Martin Ehl**, Chief International Editor, Hospodarske noviny, Czech Republic

PARTNERS:



HOW CAN BUSINESS AND ADMINISTRATION EFFECTIVELY WORK TOGETHER TOWARDS SOLVING COMMON SOCIO-ECONOMIC PROBLEMS?



A meeting before the debate



William D. Eggers presents 'The Solution Revolution'.



Mieczysław Struk, moderator

With the world coming fresh off a crisis, it is unrealistic to expect governments to tackle mounting social and economic problems all by themselves. **William D. Eggers**, whose book *The Solution Revolution* provided inspiration for the debate, proposes a new solution: cooperation among public administration, businesses, and NGOs. The key to success is the abolition of barriers between the private and public sectors. In countries such as Poland, where the idea of public-private partnership has not yet taken root, businesses increasingly often choose to orient themselves towards the needs of the local community. 'In many regions, including the Pomorskie region, we have been successful in laying a foundation for cooperation between local residents, the business community, and the administration – despite the restrictive legal framework in place,' said **Mieczysław Struk**, Governor of the Pomorskie Voivodeship.

PARTNER:



SPECIAL GUEST:

William Eggers
Director, Deloitte Research,
public sector, USA

MODERATOR:

Dariusz Kraszewski
Partner, Consulting,
Deloitte Poland

POLAND IN THE EUROZONE: BETTER SOONER OR LATER?



Wawrzyniec Smoczyński



Discussions about joining the eurozone

Despite the crisis, Poland has one of the fastest growing economies in Europe. Yet government after government is postponing the decision to join the eurozone. Should Poland adopt the common currency, and if so, how? Participants noted that Poland is not yet ready for this step, even though it would be beneficial for businesses. **Danuta Hübner**, Chair of the Committee on Constitutional Affairs at the European Parliament, said that holding onto the zloty may lead to Poland's marginalization, because European integration is likely to proceed with the eurozone at the heart of the process. Participants also admitted that decisions about the common currency hinge on political arguments rather than real economic issues. Therefore, it is crucial to foster public support and encourage substantive debate on this topic.

PARTNER:



MODERATOR:

Wawrzyniec Smoczyński
Managing Director,
Polityka Insight, Poland

HOW TO TRANSFORM SOCIAL NETWORKS INTO NETWORKS FOR SOCIETY?



Discussions in smaller groups



Dorota Rejewska-Szostek



Debate in progress

Social media are an integral part of our lives. They provide entertainment, play an increasingly important role in business, offer access to information, and foster civil society. Participants agreed that social media have the ability to trigger authentic social responses, but their impact is limited to the short term. They noted that social media would have to formalise their actions, if they are to help solve specific issues. The ACTA protests were a good illustration: there was an absence of authority figures with whom officials could engage in dialogue. The impact of social media on brand-building is much greater, because businesses are able to influence how products are presented.

PARTNER:



MODERATOR:

Dorota Rejewska-Szostek
Group Project Manager,
Grupa Onet.pl, Poland

HOW TO BUILD EUROPEAN PUBLIC OPINION AND A CITIZENS' EUROPE?



Debate on European identity



Attendees during the debate

We have inherited a common Europe from previous generations, but we are still living in separate societies. Yet without a European identity the European Union will continue to speak with many voices on issues that demand unity and decisiveness. Work is being carried out today to foster a pan-European civil society. Participants of the debate noted that this process must be accelerated. 'To achieve this, we should consider triggering a certain European nationalism: we should determine our common values and define a common enemy,' said **Błażej Lenkowski**. He added, however, that this approach is radically different from the prevalent approach of Europe's elites today.

PARTNER:



MODERATOR:

Błażej Lenkowski
President of the Board,
Industrial Foundation, Poland

HOW TO STIMULATE THE EUROPEAN ECONOMY? WEIMAR TRIANGLE BUSINESSES ON STRATEGIC INITIATIVES FOR THE NEW EUROPEAN COMMISSION



Europe must be more competitive, emphasized Olgierd Dziekoński.

Business drives the European economy, innovation and job creation. However, the panellists suggested that entrepreneurs need more favourable conditions for growth and investment, as well as the elimination of legal and administrative barriers. They also reflected on the initiatives and legislative proposals that could support the new EU authorities in this respect and on the priorities in the relationships with the EU's eastern neighbours.

Europe needs to be more competitive and innovative if it wants to emerge from the crisis. The panellists agreed that this objective cannot be achieved without strong industry. On average, German industry contributes 24% of GDP, Polish industry – 18%, and EU industry – only 16%. The situation is even the more dangerous as 65% of all research and development spending is attributable to this sector.

The panellists also emphasized the importance of the Weimar Triangle countries in changing the direction in which Europe is



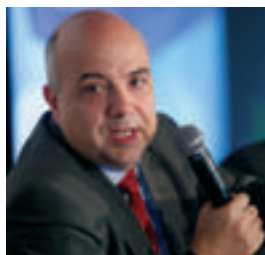
We must remember to rebuild the trust of citizens, said Henryka Bochniarz.

heading. 'We should blend the Euro-optimism of Poland with the experience of France and Germany. The time when every state did the things its own way is now gone. It is time to work together,' said **Loïc Armand**. 'Together we can work towards ensuring energy security and boost our defensive potential,' noted **Markus Kerber**.

Representatives of the Polish Confederation Lewiatan, MEDEF and BDI announced the signing of a joint message from businesses in Weimar Triangle countries to the newly elected European authorities. Their recommendations are: to create an energy union promoting convergence between industry, energy, and climate policy; to build a single digital market; and to promote the ongoing digitization of industry. Other suggestions include implementing structural reforms in all EU Member States, stimulating investments, and consequently mobilizing as much as EUR 300 billion from private and public sectors within a period of three years.



Loïc Armand



Markus Kerber



Rolf Nickel



Pierre Buhler

MODERATOR: **Henryka Bochniarz**, President, Polish Confederation Lewiatan; President, Boeing Central & Eastern Europe, Poland

PANELLISTS: **Loïc Armand**, President, L'OREAL France; President, the European Committee of MEDEF, France | **Pierre Buhler**, French Ambassador to Poland | **Olgierd Dziekoński**, Secretary of State, Chancellery of the President of the Republic of Poland | **Markus Kerber**, Director General, Member of the Presidential Board, Federation of German Industries (BDI), Germany | **Rolf Nickel**, German Ambassador to Poland

HOW TO COMBINE LOW-EMISSION ECONOMY WITH EUROPE'S COMPETITIVENESS STRATEGY?



Maciej H. Grabowski and Monica Frassoni



Marie-José Nadeau



Robin Barnett



Markus Rauramo

Industrial energy prices in Europe are viewed as one of the main causes of decreasing economic competitiveness. A conflict between the targets of CO² emissions reduction and European economic growth require decisive and coherent action by EU policy-makers. The debate revolved around the likelihood of reconciling a low-emissions economy and the EU's competitiveness strategy.

According to a forecast by the International Energy Agency (IEA), during the next two decades, Europe's share of the global energy-intensive products market will decrease by one-third due to high energy costs. The EU climate policy is often blamed for this situation, as it commits Member States to reduce greenhouse gas emissions and to increase renewable energy production. 'Energy is a driving force of economic growth. Politicians and policy-makers must be aware of this relationship and take action to control energy prices and to subsidise its production,' said **Marie-José Nadeau**.

However, most panellists saw no contradiction between climate policy targets and economic growth. 'Both goals may be reconciled. As soon as possible, the EU must define a single, ambitious emissions target, at the same time giving Member States freedom as to how to reach it,' concluded **Markus Rauramo**.

Maciej Grabowski provided the example of Poland – a country that, during the last twenty-five years, reduced its carbon dioxide emissions by 30% while doubling its GDP. Echoing the words of **Robin Barnett**, he also acknowledged that the use of innovative technologies is the key to success.

However, panellists emphasised that regardless of the chosen path, the European Union should review some of its legal solutions and learn how to better project changes in the energy market, and the factors determining energy prices.



Success depends on using innovative technologies, emphasized Robin Barnett.

MODERATOR: **Grzegorz Siemionczyk**, Journalist, Parkiet/Rzeczpospolita, Poland

PANELLISTS: **Robin Barnett**, British Ambassador to Poland | **Monica Frassoni**, Co-Chair, European Green Party, Belgium | **Maciej H. Grabowski**, Minister of the Environment, Poland | **Marie-José Nadeau**, Chair of World Energy Council; Executive Vice President, Corporate Affairs and Secretary General, Hydro-Québec, Canada | **Markus Rauramo**, Executive Vice President, Fortum, Finland | **Alan Riley**, Professor of Law, The City Law School, City University London, United Kingdom

PARTNER:



THE INTERNET CLINCH: HOW MUCH FREEDOM, HOW MUCH CONTROL?



Linnar Viik and Josh Rice



Agata Wacławik-Wejman



Wojciech Orliński



Murad Ahmed

‘The Internet has created an unprecedented area of freedom, but at the same time it has generated serious threats to our security and privacy. Virtual reality is changing very fast. We need a debate on the future model of the Internet; a model which will allow us to maintain the benefits of digitisation, while limiting its threats,’ said **Tomasz Wardyński**.

Agata Wacławik-Wejman commented that the global computer network has changed our lives, but the real extent of these changes is often difficult to assess. The discussion was dominated by the issue of finding balance between information security and Internet freedom. According to **Murad Ahmed**, the temptation to over-regulate is a considerable threat: ‘It is civil society, and not the government, that should respond to this threat. If the government gains too much control, it can impose censorship on the Internet or start using it for its own agenda, as is the case in totalitarian states.’

Wojciech Orliński disagreed: ‘At the beginning of the 20th century, there were no regulations for aviation and everyone could fly without permits or licences. But its growing popularity and the establishment of major airlines changed this, and regulations became necessary. It is the same with the Internet. It will be governed by local and international laws, as well as by the internal regulations of individual businesses.’

The panellists also expressed their wariness of the fact that technology market leaders have amassed a huge volume of data. ‘Regulations should protect all fundamental rights, including human rights,’ summarized **Katarzyna Szymielewicz**. This is all the more important since many people do not trust the Internet and do not take advantage of its benefits. ‘Building social trust is one of the key challenges. One solution might be to appoint an ombudsman for Internet users – an independent body charged with managing the security of users’ personal information. This is what Estonia did,’ said **Linnar Viik**.



Tomasz Wardyński asks about the limits of freedom on the Internet.



Tomasz Wardyński

MODERATOR: **Tomasz Wardyński**, *Adwokat* and Founding Partner, Wardyński & Partners, Poland

PANELLISTS: **Murad Ahmed**, European Technology Correspondent, Financial Times, United Kingdom | **Wojciech Orliński**, Journalist, *Gazeta Wyborcza*, Poland | **Josh Rice**, Chief Technology Officer, Microsoft, USA | **Katarzyna Szymielewicz**, Chairman, Panoptykon Foundation, Poland | **Agata Wacławik-Wejman**, Head of Public Policy, Google, Central and Eastern Europe, Poland | **Linnar Viik**, Founder, Strategy and Investment Partner, Mobi Solutions, Estonia

PARTNER:

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WHAT DEVELOPMENT OPPORTUNITIES DOES THE TTIP BRING FOR EUROPE?



Markus J. Beyrer



Tim Bennett



Tadeusz Nowicki



Jacek Krawczyk



Peter Chase

TTIP is the biggest and most ambitious free trade agreement currently being negotiated by the European Union. The participants of the panel sought to identify the main development opportunities that TTIP would bring to Europe.

Markus Beyrer underlined the importance of the deal for European SMEs. Less red tape, and common regulations and standards, would allow European companies to enter the huge American market. Even though some countries and sectors would benefit more than others, indirect benefits would flow to numerous subcontractors in all Member States. **Peter Chase**, Vice-President of the US Chamber of Commerce, concluded that European companies would benefit more in the first phase of the agreement as they were more accustomed to exporting and operating in different markets.

Tadeusz Nowicki, CEO of ERGIS group, admitted that TTIP was a challenge for the chemical industry. This sector of the

economy was already under the pressure from US competitors due to differences in energy costs between the US and the EU.

Tim Bennett, President of the Trans-Atlantic Business Council, underlined that TTIP went far beyond a traditional trade agreement and would have a significant impact on global trade standards. Therefore, investor-state dispute settlement (ISDS) was a crucial part of the agreement because it would persuade other global players (such as China) to make similar commitments in future.

'There was too much politics and demagogy and not enough economics in the debate on TTIP,' said **Jacek Krawczyk**, President of the Employers' Group and EESC rapporteur on TTIP. He underlined the importance of better communication on TTIP from the European Commission. Broad public support was needed for a deal to be struck due to the complicated ratification procedures in the 28 EU Member States.



Wawrzyniec Smoczyński



We need more economic topics in the discussions about TTIP, said Jacek Krawczyk.

MODERATOR: Wawrzyniec Smoczyński, Managing Director, Polityka Insight, Poland

PANELLISTS: Tim Bennett, Director-General/CEO, Trans-Atlantic Business Council, USA | Markus J. Beyrer, Director General, BUSINESSEUROPE | Peter Chase, Vice President Europe, U.S. Chamber of Commerce in Brussels, USA | Jacek Krawczyk, President of the Employers' Group of the European Economic and Social Committee | Tadeusz Nowicki, President of the Management Board, Ergis Group, Poland

PARTNER:



LEADERS OF THE FUTURE: HOW TO FIND AND PREPARE THEM FOR THE CHALLENGES OF THE 21ST CENTURY?



Michał Kleiber

Today, the environment for educating future leaders has many weak points. The education system – in the broadest sense of the term – needs to be improved. We must ensure that future leaders have opportunities to interact and cooperate with business as early as possible, starting from preschools, through universities, to professional development. After all, leaders are expected to raise the level of innovativeness in the Polish economy. Only talent can create values that will generate a permanent competitive advantage.

The existing education system rewards individual achievement and conformism. Despite superbly equipped laboratories, universities teach few practical skills, and require mainly theoretical knowledge. Panellists were in agreement that many young people have the potential for outstanding



Zbigniew Bochniarz and Lukáš Macek

accomplishments, but universities and schools need to teach them creative thinking and teamwork.

Małgorzata Adamkiewicz called for establishing and cultivating relations between business and universities, e.g. by offering future leaders opportunities to interact with business already at an early educational stage.

Participants had no doubt that more funds must be channelled into education, and that we must be smarter about managing resources. 'We should select several dozen universities in Europe, change their curricula completely, and support them with EU funds. This way, we will duplicate the success that the USA needed 100 years to achieve. We do not have this much time,' argued **Zbigniew Bochniarz**.



Beata Socha, moderator of the panel



Małgorzata Adamkiewicz called for building the relationship between universities and business.

MODERATOR: **Beata Socha**, Managing Editor, Warsaw Business Journal, Poland

PANELLISTS: **Małgorzata Adamkiewicz**, CEO, Vice President of the Management Board, Adamed Group, Poland | **Zbigniew Bochniarz**, Visiting Professor, University of Washington, Seattle, Poland/USA | **Michał Kleiber**, President, Polish Academy of Sciences (PAN), Poland | **Lukáš Macek**, Director of European undergraduate program, Science Po Paris in Dijon, Czech Republic | **Kinga Panasiewicz**, Runner-up winner, Intel International Science and Engineering Fair, Poland

PARTNER:



COMPETITIVE EUROPE – WHAT DOES IT MEAN? AGENDA FOR THE NEXT FIVE YEARS



Małgorzata Bonikowska and Günter Verheugen



Jarosław A. Szczepek



Samuel Rutz

The starting point of the discussion was the report on the competitiveness of Europe, prepared by four business organisations: Polish Confederation Lewiatan, Federation of German Industries (BDI), Association of Turkish Industry (TÜSiAD), and ECONOMIESUISSE.

Panellists agreed that in order to stimulate the growth of the European economy and to increase its competitiveness, it is necessary to improve the environment for operating a business, and to decrease the number of legal barriers. 'At the moment, the political and legislative business environment is not conducive to competitiveness. This is why the fastest developing countries are outside of Europe. The most important task for the new EU authorities is to improve the environment for running a business and to increase innovativeness,' argued **Günter Verheugen**. Next, **Samuel Rutz** noted that many problems may not be overcome at the state level, hence they need to be resolved

at the Community level. 'Moreover, Eurozone states have lost the possibility to stimulate their own competitiveness through currency exchange rate manipulation,' he said.

Panellists emphasised that the European economy is still very diverse: some states make use of the single market and of the integration process to improve their competitiveness, while others cannot be helped even by billions from cohesion policy funds. As **Jarosław Szczepek** pointed out, channelling more funds into research and development, and rebuilding social capital, might prove successful. 'We know how to increase the competitiveness of the European economy, so let's stop talking about it and start acting,' suggested **Małgorzata Bonikowska**. 'So far, Europe remains the best place to live on earth. But it does not always have to be like that. If Europeans, feeling satiated, fail to get motivated, they will lose the competition to the hard-working societies of the emerging economies,' she added.



Improving the conditions in which businesses operate is the key to competitiveness, said Janusz Reiter.



Janusz Reiter

MODERATOR: **Janusz Reiter**, Chair of the Board, Centre for International Relations, Poland

PANELLISTS: **Małgorzata Bonikowska**, Managing Partner, THINKTANK; President, Centre for International Relations, Poland | **Samuel Rutz**, Vice Director, Avenir Suisse, Switzerland | **Jarosław A. Szczepek**, President of the Board, WIELTON S.A., Poland | **Günter Verheugen**, Honorary Professor, Viadrina University, Germany

PARTNER:



cutting through complexity

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WHAT IS HINDERING EUROPE'S DIGITAL ECONOMY?



Leszek Wroński



Artur Waliszewski



Daria Gołębiewska-Tataj, Mirosław Rakowski

For years, European states have invested in building an economy based on knowledge, and thus also on digital technologies. What conceptual, financial, and administrative barriers must be overcome to give the digital economy in Europe the desired direction and pace?

Part of the new Europe 2020 Strategy is the Digital Agenda for Europe. It sets objectives for the next six years that include the following: unifying the telecommunications market; facilitating Internet and cross-border transactions; building public confidence in digitisation; and improving access to Internet content and services. **Daria Gołębiewska-Tataj** emphasised that despite existing cohesive strategies, the European digital market is lagging behind the rest of the world. 'Our education system fails at teaching how to successfully enter the labour market. We also lack sufficient funds for innovative projects,' she claimed. Another obstacle

hindering the development of the digital economy in the Old World is a fragmented telecommunications market: there are some one hundred telephone companies in Europe, and four in the USA.

According to the panellists, closer cooperation of business, science, and public administration may help reach a solution to Europe's digital problems. 'Governments in Europe should work to unify the market, simplify regulations, and provide sufficient funding for investments in the region,' stressed Josh Rice. **Artur Waliszewski** echoed this sentiment. 'Universal access to the Internet and its content must be viewed by EU states as a public service,' he explained. 'Innovativeness and digital technologies are very important for the development of the European economy. Without a significant increase in innovativeness, Europe does not stand a chance of successfully competing in world markets,' concluded **Leszek Wroński**.



Market fragmentation makes the operators focus on operating issues, instead of strategic ones, said Mirosław Rakowski.

MODERATOR: **Leszek Wroński**, Partner, Head of Advisory Services in Poland and Central and Eastern Europe, KPMG, Poland

PANELLISTS: **Daria Gołębiewska-Tataj**, Founder & CEO, Tataj Innovation, Poland | **Mirosław Rakowski**, CEO, T-Mobile Polska S.A., Poland | **Josh Rice**, Chief Technology Officer, Microsoft, USA | **Artur Waliszewski**, Regional Managing Director, Google CEE, Poland

PARTNER:



DISTRUSTFUL CITIZENS - CRITICAL CONSUMERS



John Gerzema and Marcin Celejewski

We are all consumers in a market economy, but our habits, loyalties, and preferences are constantly changing. Members of the panel debated on how today's companies can build lasting relationships with customers, given that customers no longer are a homogeneous group.

The panellists were in agreement that market trends are changing today in an increasingly unpredictable manner. There is no single fashion or trend, and often there are many micro-trends in the market landscape. Therefore, it is ever more difficult to group clients or customers together. Very often, they are individuals of fundamentally different views, habits, and needs. At the same time, they have a vast source of knowledge at their fingertips in the Internet, which makes them much more critical and distrustful than they were only a decade ago. **John Gerzema** pointed out that citizens' confidence in brands is falling world-wide. 'To improve the situation, we should expand our dialogue with consumers.



Marcin Grabowski and Dominika Maison

'They expect simple solutions and very good service,' he explained.

Naturally, a good product is still crucial, but after-sales and customer services are also gaining in importance. 'Steve Jobs taught the whole world how not to read the manual,' said **Marcin Grabowski** with a dose of irony. The debaters emphasized that building customers' trust is difficult when brand loyalty is more and more often enforced by the need for frequent repairs or incompatibility with competing products. The issue is all the more difficult considering that CSR techniques have lost their charm; they are especially distasteful to young people. 'Everything we do for our customers is with a view to offering them a better product, because we care about them. And we do not boast about this just to show how hard we are trying,' concluded **Marcin Celejewski**.



Paweł Rabej



Building consumer trust is becoming more and more difficult, emphasized the panellists.

MODERATOR: **Paweł Rabej**, Managing Partner, THINKTANK, Poland

PANELLISTS: **Marcin Celejewski**, CEO, PKP Intercity, Poland | **John Gerzema**, Chairman & CEO, BAV Consulting, USA | **Marcin Grabowski**, Director of Strategy and Analysis of Sales, AMS SA, Poland | **Dominika Maison**, Psychology Professor, University of Warsaw, Poland

PARTNER:



REINDUSTRIALISATION AS A GROWTH OPPORTUNITY AND SOURCE OF INNOVATION FOR EUROPEAN ECONOMY



Jarosław Koziński, Surojit Ghosh, Krzysztof Jan Kurzydłowski



Patrycja Zielińska and Antti Peltomäki

States that have lost their industry to non-EU countries are less resilient to the crisis, invest less in research and development, and have lower productivity rates. Members of the panel attempted to find the best solutions for Europe's reindustrialisation.

Since 2008, industrial production in Europe has decreased by 13%, and today it contributes to only 15% of the continent's GDP. It is high time to stop this migration of industrial plants. 'Imposing more and more environmental protection requirements makes it increasingly difficult for Europe's industry to compete internationally,' stressed **Surojit Ghosh**. He also observed that electricity prices are three times lower in the USA than in the EU states.

The environment for industrial activity in Europe is not favourable. However, EU authorities have announced many

initiatives devised to support industry's innovativeness and to provide adequate financing instruments. A change is also apparent in the actions of organisations that support industry in individual states. 'Until now, the Polish Industrial Development Agency (ARP) has been mainly involved in restructuring, and offering financial support. Now we are focusing on innovation, on building a new philosophy of investing in new technologies,' explained **Patrycja Zielińska**.

This is why R&D centres should play an important role in the process of reindustrialisation. **Krzysztof Kurzydłowski** argued that first of all, we should draw conclusions from the underlying causes that lead to the relocation of European industry. 'Let's remove the barriers that hinder the operations of industrial companies,' he said. The panellists also emphasised that Poland may become a guide in this process, since it is one of the few European countries to have achieved significant growth in industrial production after 1989.



Jarosław Koziński asked: How to re-industrialise the European economy?

MODERATOR: Jarosław Koziński, Partner, EY Tax Division, Poland

PANELLISTS: Surojit Ghosh, Board Member, ArcelorMittal Poland SA, India | Krzysztof Jan Kurzydłowski, Director, Natural Centre for Research and Development, Poland | Antti Peltomäki, Deputy Director General of the Enterprise and Industry Directorate General, European Commission | Patrycja Zielińska, Vice President of the Board, Industrial Development Agency (ARP) S.A., Poland

PARTNER:



OECD INTERNATIONAL AGENDA: TRADE, INVESTMENTS, REGULATORY REFORM



Raed Safadi and Pat Ivory



Bernhard Welschke



Roel Nieuwenkamp, Paweł Wojciechowski

The recommendations of the Organisation for Economic Cooperation and Development (OECD) are gaining in importance today. 'The organisation sets standards and anticipates economic change,' said **Paweł Wojciechowski**. 'OECD's in-depth analyses allow us to forecast changes and to plan actions to stimulate further growth. For businesses, the information collected and analysed by OECD is an invaluable source of knowledge,' stressed **Pat Ivory**.

This support is especially important in times of crisis, when many politicians have – in the name of protectionism – succumbed to the temptation of raising barriers to free trade. 'Thinking along these lines is a mistake, because investment always follows free trade,' argued Bernhard Welschke, panel moderator. In discussing the OECD's extensive competence in drafting analyses and providing expert opinions, **Raed Safadi** pointed to services, the area of particular interest to the OECD. 'Services are a key element of structural reform in

most countries worldwide, and they represent the largest share of GDP in the Member States,' he explained.

The panellists also emphasised that the role of the organisation is all the more important when many other international bodies are finding it increasingly difficult to respond adequately. 'Considering the ongoing changes in the global economy, the WTO is no longer able to sufficiently support multilateral, multidimensional negotiations in global trade. It is necessary to fragment processes and to look for new standards,' added **Jacek Adamski**.

According to **Roel Nieuwenkamp**, one of the challenges faced by international organisations is drafting global recommendations on investments: on the one hand, to provide more equalised opportunities to states that are searching for the driving forces of their economic development, and on the other hand, to have the flow of funds responsibly managed.



Panellists agreed: the support of organisations such as OECD is particularly important at the time of crisis.

MODERATOR: **Bernhard Welschke**, Secretary General, BIAC-OECD

PANELLISTS: **Jacek Adamski**, Adviser to the Management Board, Polish Confederation Lewiatan | **Pat Ivory**, Head of EU and International Policy, IBEC, Ireland | **Roel Nieuwenkamp**, Chair of the OECD Working Party on Responsible Business Conduct | **Raed Safadi**, Deputy Director, OECD | **Paweł Wojciechowski**, Permanent Representative of Poland to OECD 2010-2014

PARTNER:



NEW EUROPE 100 CHALLENGERS: WHO ARE THE LEADERS OF CHANGE IN CENTRAL AND EASTERN EUROPE?



Discussion on supporting innovation



New Europe 100 Leaders

New Europe 100 – a list of outstanding leaders – was prepared by Res Publica Nowa alongside the Visegrad Fund, Financial Times, and Google. The list includes individuals and teams operating in a variety of fields: business, science, technology, media, politics, and arts.

Those featured on the New Europe 100 list are unique in terms of their courage to be innovative, and their breakthrough ideas that may solve grave social problems. They are also commendable for their actions contributing to change in local conditions, conducted on a global scale, or having the potential to become global.

‘We support innovation in our part of Europe, because we believe that it is a region with huge potential. We will soon announce the opening of a Warsaw-based campus, which will contribute to freeing the entrepreneurial spirit,’ said **Agata Waclawik-Wejman** of Google Polska.

On Thursday night, three organisations: the Polish Confederation Lewiatan, the American Chamber of Commerce, and e-Commerce Poland, announced an E-Manifest for the Internet economy. In the manifest, they called upon the government to make the Internet economy one of its priorities, and to lend greater support to innovative undertakings.



Wojciech Przybylski



Danuta Hübner



The winners' joy has spread to other participants.



Attendees listen to the speeches.

PARTNERS:



EFNI THURSDAY NETWORKING EVENING



Concert of Monika Ambroziak

Dinner and dancing are a good opportunity to establish new contacts and to hold conversations in more relaxed surroundings. Therefore, on Thursday night, EFNI attendees were invited to a networking evening with barbecue.



Attendees of the networking evening appeared in numbers.



Gaba Kulka

In a romantic pavilion on the beach in Sopot, the guests were entertained by the band **Warszawskie Combo Taneczne Janka Młynarskiego**, accompanied by **Gaba Kulka**, pianist and singer, and **Monika Ambroziak**, an actress of Warsaw's music theatres. The guests enjoyed themselves, with the mood turning quite sentimental to the tune of old favourites in new arrangements. At the same time, the guests had an opportunity to talk and exchange business cards.



The evening event was an opportunity to talk and dance.

NIGHT OWL DISCUSSIONS

Night Owl Discussions are addressed to those who enjoy a relaxed atmosphere of smaller, open discussions, and a glass of wine. This year again they attracted many guests. Late into the night, EFNI attendees shared their views on key economic, social, and political challenges of modern Europe.

IN STEP WITH THE WORLD.

TRENDS AND IDEAS 2014

Skilful implementation of new business ideas helps companies to be one step ahead of their competition, and public organisations – to operate more effectively. Which solutions are the most relevant? THINKTANK – the Centre for Dialogue and Analysis, is offering leaders and managers seven recommendations on management. They include ideas on leadership and innovation, and advice on shaping business strategy and creating conditions conducive to improvement and to a culture of cooperation. New ideas on management and leadership were presented by **Małgorzata Bonikowska** and **Paweł Rabiej** of THINKTANK.



Debate on trends and ideas

THURSDAY, 2 OCTOBER 2014 | 23.00–01.00 | ZATOKA SZTUKI (BAY OF ART)

CITIES OF ANGELS

– WHERE PEOPLE RULE INSTEAD OF BEING RULED

Participants: **Benjamin R. Barber**, political science expert and President of Interdependence Movement/CivWorld; **Rafał Dutkiewicz**, Mayor of Wrocław; and **Dariusz Ćwiklak**, Head of the Business Section at Newsweek Polska. What would happen if mayors ruled the world? Benjamin R. Barber argued that ideological disputes typical of politicians would then no longer hold the limelight, while authorities would focus on the problems of the people. During the meeting, he called for creating a global parliament of mayors. 'I would like Polish local government representatives to join in, e.g. Rafał Dutkiewicz, Paweł Adamowicz, and Hanna Gronkiewicz-Waltz,' he added.



What would happen if mayors ruled the world?

THURSDAY, 2 OCTOBER 2014 | 23.00–01.00 | SHERATON SOPOT HOTEL

TRUTH, LIES AND CORRECTNESS IN POLITICS

Participants: **Magdalena Środa**, Professor at the University of Warsaw; **Joanna Mucha**, Polish MP; and **Piotr Stasiński**, Deputy Editor-in-Chief of Gazeta Wyborcza. Magdalena Środa, a philosopher, invited a busy politician and a well-known journalist to debate the role of truth in politics, the limits to creating political opinions, and the issue of political correctness. A confrontation of three different perspectives brought a lively discussion that the assembled guests readily joined.



On truth and lies, not only in politics.

THURSDAY, 2 OCTOBER 2014 | 23.00–01.00 | SHERATON SOPOT HOTEL

POLAND'S ROLE IN INCREASING RAW MATERIAL SECURITY OF THE EUROPEAN UNION



Debate



Maciej H. Grabowski



Rafał Baniak and Stanisław Speczik

Poland's raw mineral resource potential positions the country as a key asset for the European Union's security. There are deposits of coal, natural gas, as well as copper and silver ores, both currently under exploitation and documented for future use. The expected and potential quantities of these resources are very promising. Stumbling blocks to new extraction projects include a tax system that discourages investment, lengthy procedures, and unclear legal regulations, in particular with regard to the issuance of permits. Participants noted that an innovative and environmentally-friendly extraction industry could become the driving force of the Polish economy, creating new jobs and strengthening Poland's position in the EU. In order for this to happen, the legal and administrative framework must become more pro-business oriented.

PARTNER:



MODERATOR:

Robert Gwiazdowski
President, Adam Smith Center,
Poland

EUROPEAN PUBLICISTS' FORUM II ONE SHARED MEDIA PLATFORM OR COOPERATION BETWEEN VARIOUS MEDIA? INSTRUMENTS OF COHERENT EUROPEAN COMMUNICATIONS



Piotr Kraško, Henryka Bochniarz



Marco Bardazzi and Sylvie Kauffmann



Jakub Kapiszewski

Participants of the debate included representatives of: *Financial Times*, *Gazeta Wyborcza*, *Le Monde*, *Der Spiegel*, *Latvijas Avize*, *Svenska Dagbladet* and TVP. The media are already working across borders today, but linguistic issues and differences in the attention viewers or readers pay to individual topics seem to be an insurmountable barrier. 'Preparing news mostly in English could be a solution to this problem,' stated Sylvie Kauffmann (*Le Monde*). Marco Bardazzi with *La Stampa*, an Italian daily, and Roman Imielski with *Gazeta Wyborcza*, did not agree and said that it would be better to share information through editorial offices in different countries. Some panellists noted that such a platform already exists in the form of social media that operate across borders and are trusted by the young generation of Europeans.

PARTNERS:



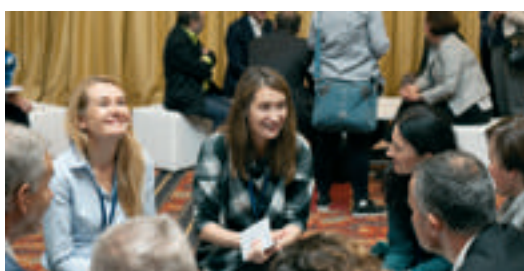
MODERATOR:

Piotr Kraško
Editor-in-Chief,
Wiadomości TVP1, Poland



INSPIRATIONS EFNI 2014 DEBUT

Inspiring examples. Different stories. Various roads to success.



Paulina Ada Kalińska and Joanna Trepka talk about their success.



Jerzy Krzanowski talks to the participants.



Irena Eris shares her business experiences.



Jarosław Andrzej Szczepek discusses the management in business.

Entrepreneurs who participated in Inspirations noted that success in business is usually a result of working hard, finding the right staff, and having a clear vision of where the company is going. The entrepreneurs shared their experiences in running a business, managing, investing in foreign markets, and vocational education. They answered questions on the future of their companies, recipes for success, and the best (and worst!) moments in their careers.

This year's Inspirations gathered business leaders who have been successful in bringing their ideas and visions to life. They represented different generations, sectors, and regions of Poland.

THE FOLLOWING INSPIRING BUSINESS LEADERS ATTENDED THE EVENT:

Irena Eris and Henryk Orfinger
owners of Dr Irena Eris SA

Paulina Ada Kalińska and Joanna Trepka
owners of loft37.pl

Jerzy Krzanowski
Vice-President of Nowy Styl Group

Włodzimierz Strupiński
Head of the Department
of Semiconductor Compounds Epitaxy
at the Institute of Electronic Materials
Technology (ITME)

Marian Owerko
co-founder of Bakalland

Jarosław Andrzej Szczepek
President of Wielton SA

Piotr Wojciechowski
President of the Management Board
of WB Electronics

MODERATORS:

Jakub Wojnarowski, Deputy Director of Polish Confederation Lewiatan, and **Jacek Adamski**, Adviser to the Management Board of Polish Confederation Lewiatan, served as moderators of the event.

The meeting was organized by Polish Confederation Lewiatan. Guests had an opportunity to engage in informal conversations, make new contacts, and exchange business cards.

WHAT MAKES FOR A CIVILIZATIONAL COMPETITIVE ADVANTAGE IN THE 21ST CENTURY? TECHNOLOGY? CULTURE? DEFENCE? ECONOMY? NATURAL RESOURCES? VISION? EMOTIONS?



During the session Jan Olbrycht emphasized the necessity to cooperate

MODERATOR:

Tomasz Lis
Editor-in-Chief,
Newsweek Polska, Poland

In the 21st century, we do not have to defeat others to win. Success does not have to mean imposing our will on others or dictating their course of action. Therefore, one of our fundamental challenges is developing a system of peaceful coexistence, in which states do not disturb one another.

PANELLISTS:

Benjamin R. Barber
President, Interdependence
Movement/CivWorld, USA

Jan. A.P. Kaczmarek
Composer, Creator and Director
of Transatlantyk Festival Poznań,
Transatlantyk Foundation,
Poland

Jan Olbrycht
Member of the European
Parliament

Witold Orłowski
Chief Economic Advisor,
PwC, Poland

Pascal Ory
Professor of Contemporary
History, Sorbonne University,
France

Benjamin R. Barber observed that today, it is important to cooperate, rather than build an advantage. 'We think in terms of 17th century values, and try to use them to solve today's problems. This is not the way to win against nature, against the problem of global migration or asymmetric warfare,' he said. In his opinion, we should delegate some authority from the state to local governments, who find it easier to build good relations with the public, based on common goals and challenges.

However, participants of the plenary session were sceptical about the possibility of creating a world where everyone can win. 'There will always be someone who wants more than others. Our perception of winning is still very traditional, meaning that we impose our models and ideas on other people,' summarised **Witold Orłowski**. He also pointed out that today, the West enjoys a huge advantage thanks to its technological progress and its future-oriented perspective.



Jan A.P. Kaczmarek



Witold Orłowski



Benjamin R. Barber



Pascal Ory asks about the trends of upcoming changes, accompanied by Jan Olbrycht and Tomasz Lis.

The panellists agreed that the more complex the world, the more difficult it is to predict future trends. 'Uncertainty prevails. This century will be a great surprise for all,' commented Pascal Ory. 'We are surrounded by chaos. The picture is being further distorted by the media, which make us willing to fight for false ideals. Cooperation is necessary, but I think it will be forced, probably by some disaster,' predicted **Jan Olbrycht**.

Next, **Jan A.P. Kaczmarek** noted the fundamental differences in understanding the world, differences that lead to conflicts.

'The Mujahideen aim to introduce a caliphate to the entire world. A different vision of the world prevails in China, and a still different one – in imperialist Russia. We have to ensure that our model is not affected by other concepts,' he explained. The guests of the session also pointed out that real power is increasingly held by banks or large corporations. They also emphasised the role of culture in defending our model of the world. 'Hollywood has perfected the art of telling a story, and the person who can tell a better story about their vision, and who spreads it to the public, has the power,' concluded Jan A.P. Kaczmarek.



Jan Olbrycht and Lena Kolarska-Bobińska talk before a session.



Tomasz Lis, Witold Orłowski, Jan A.P. Kaczmarek, with Cristiano Pinzauti behind them.

PARTNER:



CULTURE: A FOUNDATION FOR CITIZENS' EUROPE?



Integration should consist in seeking proper values, said Małgorzata Omilanowska.

MODERATOR:

Leszek Jażdżewski
Editor-in-Chief, LIBERTÉ!,
Poland

The European Union supports the maintenance of regional cultural separateness, rather than building a common European identity. Can culture become a factor that integrates Europeans and builds a sense of community?

PANELLISTS:

Juliusz Braun
President of the Management
Board, TVP, Poland

Małgorzata Omilanowska
Minister of Culture and National
Heritage, Poland

Kate Robertson
Global President, Havas
Worldwide, United Kingdom

Isabelle Schwarz
Head of Advocacy, Research
& Development, European
Cultural Foundation (ECF),
Netherlands

Wojciech Szpil
President of the Board,
Totalizator Sportowy,
Poland

In times of unrest and external threat, calling on common cultural roots reinstates Europeans' faith in a shared EU and reminds them of the ties that have connected them for centuries. 'Europe was meant to be a political community and today it does not adequately serve the European society. Today we should turn to culture and build a citizens' vision of the Old Continent,' said **Isabelle Schwarz**.

'This integration should consist in finding values that identify Europeans, but at the

same time are not confrontational or stand in opposition to the values of the rest of the world,' stressed **Małgorzata Omilanowska**.

The debaters were in agreement that Europeans have a vast cultural heritage that allows them to connect with any culture. But is a common European cultural strategy possible that respects the cultural diversity and identity of Member States? Do we need a common European identity of EU citizens, a form of EU patriotism? According to **Juliusz Braun**, this is the wrong



Juliusz Braun



Isabelle Schwarz



Leszek Jażdżewski



How can culture integrate, asked Wojciech Szpil, accompanied by Małgorzata Omilanowska and Kate Robertson.

question because the strength of European culture lies in its diversity. Therefore, there is no need to unify the creative arts or to promote a monolithic culture. 'We need a positive, modern understanding of the concept of patriotism in Europe, patriotism that respects what is national in a given state and which demands openness and respect for other national cultures,' he explained.

'Take Chopin: does he belong to Polish culture? French? European? World culture? It does not matter which language

we speak; what is important is that we communicate,' emphasised **Wojciech Szpil**.

The panellists agreed that we must strive to build a 'European Hollywood' – not as a centre of film production to replace national film studios, but as a centre for promoting European culture and artists. 'We have world-class talents and we should export them widely. European cinema is the sum of French, Polish, Italian, and other cinemas; we cannot and need not unify them,' stressed **Kate Robertson**.



Session in progress



Pavilion of New Ideas filled with attendees.

PARTNER:



LUNCH DEBATE

FRIDAY, 3 OCTOBER 2014 | 13.45-15.15
SHERATON CONFERENCE CENTRE

VOCATIONAL TRAINING: A TRAP OR A KEY TO SOLVING THE UNEMPLOYMENT PROBLEM?



Lunch debate participants



Juan Menéndez-Valdés and Vincent Farrugia



Lena Kolarska-Bobińska about vocational education

Youth unemployment is a problem across Europe. Is vocational and technical education the key to solving this problem? Participants agreed that cooperation with the business community is vital at every stage of education. It is also necessary to create a professional system of career guidance for children and youth. Predicting the exact demand for specific skills in the labour market is difficult. Regional diversification of vocational training might be a solution. 'Each local authority must find the driving force for local development, and this must be translated into training programs,' said Wiktor Askanas, a judge at the Canadian Competition Tribunal. **Lena Kolarska-Bobińska** said that Poland will be moving in this very direction.

PARTNER:



MODERATOR:

Jakub Kapiszewski
Journalist, Dziennik Gazeta
Prawna, Poland

LUNCH DEBATE

FRIDAY, 3 OCTOBER 2014 | 13.45-15.15
SOFITEL GRAND HOTEL

WORKSHOPS WITH NEW EUROPE 100 WINNERS - LEADERS OF INNOVATION IN CENTRAL AND EASTERN EUROPE.



Moderators of 'Creative Skills for Innovation' from Google



Workshop participants

How can the know-how of one of the most innovative companies in the world be translated into effective implementation of social and business projects, and into stimulating one's own innovativeness and growth? An opportunity to do just that came in the form of creative workshops with leaders of innovation from Central and Eastern Europe, the New Europe 100 winners. The organisers applied an innovative instrument, namely the CSI:Lab workshop, offered by the moderators of Google's Creative Skills for Innovation.

The objective of the workshop was to present methods of fostering creativity and solving complex problems. The workshops also provided examples of how seemingly simple but creative ideas have a real impact on everyday life.

PARTNER:



CLOUD COMPUTING AND MOBILITY AROUND US - A GAME CHANGER FOR BUSINESSES, GOVERNMENTS AND EUROPE



Lunch debate participants



Ronald Binkofski



Moderator talks to participants.

Ronald Binkofski, General Director of Microsoft Poland, opened the debate by noting: 'Five years ago, hardly anyone knew what the cloud is. Today, when we know so much more, we must continue to talk about the direction in which this technology should develop.' Participants agreed that the popularity of cloud computing in IT services has an impact on convenience for end users, competitiveness for businesses, and effectiveness for governments. The companies that make use of new technologies grow faster, with positive effects particularly noticeable in SMEs. Experts also discussed the limitations and fears connected with implementing cloud computing solutions. Also mentioned were issues related to data security and the need for more far-reaching education.

PARTNER:



MODERATOR:

Piotr Marczuk
Government Affairs Manager,
Microsoft, Poland

WHO IS GOING TO RULE THE FUTURE WORLD? MEETING WITH JOHN GERZEMA, AUTHOR OF THE BESTSELLING BOOK *THE ATHENA DOCTRINE*



John Gerzema



Lunch debate participants

'We are living in a globalized world that is rapidly changing. Our key challenge is to keep up with these changes', said **John Gerzema**, co-author of *The Athena Doctrine*, which had its Polish premiere at EFNI. The world is tired of the model of leadership that is based on power, aggression, and pride. 'New leaders are needed, because despite economic and technological advancement, the world has not become fair', he added. Today's leaders succeed by valuing cooperation, communication, and sharing. Empathy and openness in discussing their weaknesses help them to find solutions to conflicts and to succeed. Interestingly, research indicates that most of the qualities seen as desirable in modern-day leaders are typically ascribed to women: empathy, loyalty, openness, intuition, and flexibility.

MODERATOR:

Iwona Georgijew
Partner, Deloitte, Poland

HOW TO ENSURE ENERGY SECURITY IN EUROPE?



Katrina Mars and Markus J. Beyrer



Andrzej Lubowski



Przemysław Powalacz and Paweł Smoleń

How can a single energy market be built? How can energy prices be cut? How can supply be diversified? Is it possible to establish a European energy union? These are just some of the questions that were asked during the panel.

Andrzej Lubowski noted that energy imports cost Europe more than EUR 1 billion per day, and in the next 20 years, Europe will become even more dependent on supplies from outside of the EU. The continent has no common energy policy. In this respect, the EU policy focuses mainly on reducing carbon emissions and promoting renewable energy sources. Yet for the time being, the use of such sources is hardly economically viable. The panellists emphasized that the lack of coordinated action has a direct impact on the economy as a whole. The USA has witnessed a decline in energy prices and in result, increasing economic competitiveness. Europe, on the other hand, is facing growing prices and decreasing competitiveness, which is driving many companies to take

their investments to markets outside of Europe. The lack of cooperation and solidarity in energy supply policies may prove to be one of the biggest challenges now facing Europe. However, most of the panellists were sceptical as to whether a European energy union can be built in the near future.

It was also noted that the need to diversify energy sources is becoming more and more urgent. 'The Ukraine crisis made us realise that we must diversify external suppliers and ensure energy security at the lowest possible cost,' said **Markus J. Beyrer**.

The panellists agreed that closer cooperation with Canada, which has vast reserves of natural gas, seems promising. Extraction and the export of natural gas to the Old Continent is for the time being only in the planning stage, but going a step further seems realistic.



Participants of the BUSINESSEUROPE panel

MODERATOR: Andrzej Lubowski, Economist, Poland

PANELLISTS: Markus J. Beyrer, Director General, BUSINESSEUROPE | Katrina Marsh, Director of Natural Resource and Environmental Policy, Canadian Chamber of Commerce, Canada | Przemysław Powalacz, President of the Management Board, Sanitec Koło, Poland | Paweł Smoleń, President, EURACOAL

PARTNER:



HOW TO EXPLOIT THE DIVERSITY POLICY AND NEW PHENOMENA IN THE LABOUR MARKET TO STRENGTHEN THE COMPETITIVENESS OF A BUSINESS?



Ronald Binkofski, Dorota Piskorska, Łukasz Kalinowski



Beata Stelmach, Andrzej Klesyk, Irene Natividad

Natural differences between people create challenges for most businesses. 'Our clients are diverse, and this diversity should be reflected in our company's structure. It is important to create a work environment that allows all employees to realise their potential,' said **Łukasz Kalinowski**.

Providing equal opportunities for women and men in the labour market is an important problem linked to diversity. 'Companies with both genders strongly represented on management boards perform better,' argued **Irene Natividad**. **Ronald Binkofski** pointed out that employees are more effective when working in diverse teams. 'We employ more than 7,500 people in many European and Asian countries. These people are diverse in terms of their language, culture, religion, and age, but we have managed to build an organisational culture that thrives on this diversity,' emphasised **Dorota Piskorska**.

An issue that stirred the most controversy was the question of how to improve women's participation in business. **Beata Stelmach** noted that equality laws are a way to guarantee wider access to senior positions. However, participants also observed that pre-defined quotas may disrupt the recruitment process. **Andrzej Klesyk** proposed to introduce a quota system for candidates, rather than for employees. 'This is to guarantee that women are represented in a group of candidates. Then, let the best candidate win. Women should be promoted because of their own achievements, not because of quotas,' he explained.

Members of the panel also pointed out that many women, as well as persons from racial or religious minorities, suffer from culturally conditioned low self esteem, and do not enter the recruitment process despite adequate qualifications. This is why it is important to educate, and to create a friendly work environment and organisational culture in a company.



Discussion between panellists and attendees.

MODERATOR: **Irene Natividad**, President, Global Summit of Women, USA

PANELLISTS: **Ronald Binkofski**, General Manager, Microsoft, Poland | **Łukasz Kalinowski**, CEO, MetLife, Poland | **Andrzej Klesyk**, President of the Board, PZU SA, Poland | **Dorota Piskorska**, Corporate Development and HR Director, Polpharma Group, Poland | **Beata Stelmach**, CEO, General Electric, Poland & Baltics, Poland

PARTNERS:



modern

accurate

reliable



insightful

responsible

engaging

WAR IN THE MEDIA, THE MEDIA AT WAR



Michał Broniatowski



Jeffrey Gedmin



Sylvie Kauffmann



Nataliya Gumenyuk



Adela Draznova

As in previous generations, Europe is again facing threats to its freedom, peace, and prosperity. This is a serious challenge for the media.

Panel participants attempted to address issues such as the role of mainstream and social media in reporting crises, ways of preserving independence in times of crises, and ethical standards. 'Today media are used to deceive, manipulate and create a parallel world. They are an instrument used by pressure groups, as demonstrated particularly by the current conflict in Ukraine,' said **Natalia Gumenyuk**.

She noted that in order to objectively report on any event, such as a war, a lot of time should be devoted to understanding the situation, examining more details and contexts. Time is exactly what the media are lacking. **Michał Broniatowski** noted that the media are also at war, the best example of which is the

way the average Russian perceives the situation in Ukraine. He concluded that it is best to rely on social journalism for information about ongoing wars. This is because only very few of the mainstream media can afford to send their correspondents to places of ongoing armed conflicts. **Henry Foy** pointed out that this results in a tendency to report on the responses of those involved in the armed conflict, rather than on an attempt to provide a more complete, objective picture of the events.

Attempts to objectively report on events in non-democratic countries also end in fiasco. **Sylvie Kauffmann** believes that the Russian society is a good example of this problem. In her opinion, showing a different picture of events than that depicted by Russian media is not going to have a similar effect as it did during the Cold War, because the Russian propaganda machine is much more advanced.



Andrzej Godlewski



Debate on the role of media in today's world

MODERATOR: **Andrzej Godlewski**, Deputy Director, Programme 1, TVP, Poland

PANELLISTS: **Michał Broniatowski**, Executive Editor, Forbes, Poland | **Adela Drazanova**, Reporter, The Reporter Magazine, Czech Republic | **Henry Foy**, Central Europe Correspondent, Financial Times, United Kingdom | **Jeffrey Gedmin**, Co-Director, Transatlantic Renewal Project, USA | **Nataliya Gumenyuk**, Co-founder, International Correspondent, Hromadske.TV, Ukraine | **Sylvie Kauffmann**, Editorial Director, Le Monde, France

PARTNER:



WHAT DIGITAL SKILLS DOES EUROPE NEED IN ORDER TO ADAPT ITS EDUCATION SYSTEM TO THE LABOUR MARKET AND THE JOBS OF THE FUTURE?



Maria Spante



Steen Thygesen



Joanna Kluzik-Rostkowska



Marcin Bochenek

Experts claim that because of the ongoing digital revolution, in 2050, 65% of the population will have a job that does not yet exist today. The panellists tried to answer the question of how Europe can prepare its education system to meet this challenge.

The education system must be adapted to changing realities. Families and schools must become proficient in using the digital tools and language that pupils have already mastered. 'Digital education is a necessity today; only this type of education can prepare young generations for the challenges yet to come,' stated **Maria Spante**. Paradoxically, pupils are the ones who are best prepared for this type of education today. 'Schools still often lack equipment and access to broadband Internet,' explained Minister **Joanna Kluzik-Rostkowska**.

Panellists also saw the need to adapt teaching curricula to the challenges of the future. However, digital technologies are increasingly simpler to use, so it is possible that in a decade or so, using them will require no special training. 'We simply need to learn to be ready for the upcoming changes,' clarified **Marcin Bochenek**.

The debaters recognised the important role of new technologies in educating future generations, but they also emphasised that even the best electronic textbook will not replace a live teacher. 'Teenagers need leadership in acquiring digital skills. From the research conducted in Swedish schools, it follows that educational activities conducted only with electronic devices, without the participation of a teacher, bring worse results than when pupils have direct contact with a teacher,' concluded **Maria Spante**. Pupils' families, non-governmental organisations, and media have important roles to play in this process.



Digital education should start at home and at school, emphasized Marcin Bochenek.



Andrzej Bobiński

MODERATOR: **Andrzej Bobiński**, Senior Business Analyst, Polityka Insight, Poland

PANELLISTS: **Marcin Bochenek**, Director of Strategic Projects, NASK, Poland | **Joanna Kluzik-Rostkowska**, Minister of National Education, Poland | **Maria Spante**, Senior lecturer, University West, Sweden | **Steen Thygesen**, Member of the Board, Specialisterne Fundacja Polska, Denmark

PARTNER:



BIG DATA: AN OPPORTUNITY FOR THE PEOPLE OR A CONSPIRACY OF GIANTS?



Lecture of Amy Gershkoff



Discussion during the lecture

The data generated today, combined with modern analytics, open up great opportunities. The Internet and social media are currently a great democratic force. However, their development also brings about challenges.

During her lecture, **Amy Gershkoff** pointed out that today's digital technology gives us great power, and makes access to information more democratic. 'Thanks to this technology, ordinary citizens can receive personalised recommendations on services. The Internet also enables political change and improves control over the public administration. But Big Data is just data, and its creative use depends on our skills,' she explained.

Members of the panel, moderated by **Wojciech Borowski**, attempted to identify the benefits and threats resulting from the use of Big Data. According to **Maciej Ślusarek**, anonymity is the key to understanding privacy in the age of Big Data.

'At the moment, neither Europe nor America has a good idea how to protect privacy and its merits. We need to redefine the scope of consent for the use of personal data, because consumers are not sufficiently aware of the effects that their actions may have,' he stated.

'We should reflect on the type of information that we ourselves publish in the Internet. We should be responsible consumers of Internet services,' commented **Agnieszka Kosik**.

Igor Ostrowski observed that to establish an economy sector related to processing large datasets, it is necessary to create the infrastructure and to ensure relevant skills. We must create new rules to protect Internet users' privacy, based on logical rather than geographical criteria, because the Internet is not confined by state boundaries. He admitted that this presents a big challenge to regulators.



Maciej Ślusarek



Agnieszka Kosik



Wojciech Borowski



Igor Ostrowski

MODERATOR: **Wojciech Borowski**, CEO of McCANN Worldgroup and Chairman of the Supervisory Board of SKM SAR

LECTURE: **Amy Gershkoff**, Director of Customer Analytics & Insights at eBay, USA

PANELLISTS: **Agnieszka Kosik**, CEO of Mediacom, Poland | **Igor Ostrowski**, Chairman of the Council for Digitization at the Ministry of Administration and Digitization, and Partner at the law firm of Dentons, Poland | **Maciej Ślusarek**, Attorney and Partner at the law firm of LSW Leśnodorski, Ślusarek & Partners, Poland

PARTNER:

skmsar

Marketing
Communication
Association

EFNI 2014 CLOSING GALA

The Gala was opened by Henryka Bochniarz, who welcomed the guests and presented the Sopot Declaration, a document traditionally developed at EFNI. 'The European Union is facing many challenges: restoring growth and boosting the competitiveness of the European economy; rebuilding citizens' trust in democracy and in European institutions; and, defending European values and standards in a world where they are losing ground. Meeting these challenges requires close cooperation between the new authorities of the European Union and the leaders of the Member States. It also means that the citizens of Europe must be involved in the process,' reads the Declaration.



Henryka Bochniarz welcomes the attendees.



Henryka Bochniarz presents the Sopot Declaration.

Markus J. Beyrer, Director General at **BUSINESSEUROPE**, observed that today, Europe is at a crossroads. 'The next five years will decide the EU's role in the world. We have lost much in the last decade, and improving the state of the EU presents a big challenge,' he said. In his opinion, our continent lacks institutions and people who really understand the stakes in this game. 'We must create an environment conducive to business. We need access to natural resources and financing. We must be sure that our biggest advantage – the single European market – has been put to good use. We must also stop being sceptical of trade agreements with the USA, Japan, and Canada,' he stated, enumerating the issues.

Andrzej Klesyk, President of the Management Board of **PZU S.A.**, followed by **Wojciech Szpil**, President of the Management Board of **Totalizator Sportowy**, spoke on behalf of our strategic partners. Summarising the session 'Money power: contemporary threats to freedom', Andrzej Klesyk pointed out that power and money are interconnected. 'Modern global corporations often have more power than some countries,

which requires introducing certain values to corporate management,' he emphasised. 'Only inclusive models that are open to stakeholders have a chance to succeed.'

Wojciech Szpil outlined the session 'Culture: a foundation for citizens' Europe?' He indicated that it is possible to arrive at a common European strategy in the context of many national cultures that comprise Europe's heritage. 'There is one recommendation from this session: Our strength is in diversity,' he noted.

The Gala was hosted by **Dorota Warakomska**. On behalf of **Jacek Krawiec**, President of the Management Board of **PKN ORLEN SA**, who could not attend the event, she presented the recommendations from the session 'What makes for a civilizational competitive advantage in the 21st century? Technology? Culture? Defence? Competitive economy? Natural resources? Vision? Emotions?' The most important conclusions were as follows: replace a model of competing civilisations with a model of civilisations that respect each other; build consensus



Europe is at the crossroads, underlined Markus J. Beyrer.



The strength of Europe lies in the diversity of cultures, summarized Wojciech Szpil.



Power and money mix and mingle, said Andrzej Klesyk.

with the contribution of local communities; and incorporate a discussion on values into creating a better future.

Radosław Sikorski, Speaker of the Polish Sejm, was a special guest of the Gala. In his speech, he referred to the Sopot Declaration, in which EFNI attendees have set specific goals and tasks for the authorities. In his opinion, it is a declaration of Europeans who are aware of the importance of the moment, who view both opportunities and threats with realism, and who

self-analysis. 'Unfortunately, this self-analysis is not a deep reflection that would be helpful in making progress. People in Europe believe that the crisis is mostly over and from now on, it can only get better. This is the moment when even a small problem can cause a catastrophe. Europe is facing one of the biggest challenges in its history, namely the conflict on its eastern borders. The European Union, which was created as a peaceful project, today must face military aggression at its periphery.' According to Leszek Jażdżewski, we all share



Jacek Karnowski thanks the attendees.



Jerzy Buzek talks about the need for new ideas in Europe.



Radosław Sikorski encourages us to learn from the crisis.



Leszek Jażdżewski, speaker for the youth.

feel responsible for Europe and its residents. 'Our discussions are overshadowed by the recent financial crisis. Having experienced it, let it be a lesson learned,' he summed up. Radosław Sikorski also congratulated the leaders of innovation in Central and Eastern Europe who won the New Europe 100 competition.

'I've already been to EFNI three times. Even from far away, one cannot forget the atmosphere of this place and the issues that are discussed here,' said **Jerzy Buzek**, MEP and Chair of the EFNI Programme Council. 'Right now, Europe needs truth, openness, and reconciliation. We also need an exceptional idea that will inspire us in the coming years.'

Leszek Jażdżewski, Editor-in-Chief of LIBERTE! – a liberal quarterly, portal, and think tank, spoke on behalf of youth. He opened his speech with a provocative declaration that the European Union is a neurotic who is increasingly involved in

responsibility for the European Union. 'We must stop living in an imaginary world and burying our heads in the sand. We must acknowledge the looming threats.' He also emphasised that the discussion on the future of Europe should tackle the problem of a common identity. We should consider whether we are able to create a binding, diverse, and secular identity that would allow visitors from other continents to feel like European citizens. Leszek Jażdżewski also mentioned the crisis of the welfare state and of the European social model. He observed that many young people are disappointed in the current economic situation, and they feel deceived by politicians.

The Gala was closed by **Henryka Bochniarz** and **Jacek Karnowski**, who conveyed their gratitude to the attendees and partners of this year's European Forum for New Ideas. They invited the assembled guests to the next edition, which will be held from 30 September to 2 October 2015 in Sopot.



Applause after Leszek Jażdżewski's speech.



Guests at the EFNI 2014 closing gala



EFNI

EUROPEJSKIE FORUM
NOWYCH IDEI

ZATOKI DIALOGU





ASSOCIATED EVENTS

Several parallel events are held during the European Forum for New Ideas.

The Bays of Dialogue are meetings open to the residents of Tricity. They allow Forum panellists to present topics that are related to the issues raised during the debates and important to the general public. Guests of the Forum also have had an opportunity to learn the basics of programming, talk to editors of magazines presenting the newest ideas from all over Europe, find out who are among the boldest of managers, and consider effective forms of cooperation between science and business in the historic setting of the Gdańsk Shipyards.

VISIONARIES 2014

WHEN THE GOING GETS TOUGH, THEY BECOME TOUGHER



For the third time, *Dziennik Gazeta Prawna* presented the Visionary Awards, honouring entrepreneurs for their bold business decisions.

Jadwiga Sztabińska, Editor-in-Chief of *Dziennik Gazeta Prawna*, called the winners 'antifragile', referring to a book by **Nassim Nicholas Taleb**. 'This is a personal trait that makes people perform better in the face of adverse developments. I believe that the winners of our Visionary Awards are exactly this type of person,' she explained. The members of the jury selected the following 'antifragile' entrepreneurs: **Piotr Dzięcioł**, President of the Management Board at Opus Film; **Adam Góral**, President of the Management Board at Asseco Poland; **Michał Skowronek**, CEO of the Polish branch of MasterCard Europe; **Grzegorz Skalmowski**, owner of Eko Snails Garden; **Tomasz Zaboklicki**, CEO of PESA Bydgoszcz. The Eurovisionary Award was presented to **Dirk Rossman**, founder of the popular pharmacy chain.



Winners of the 2014 Visionary Awards

INDIVIDUALISM VS. TEAMWORK: HOW TO TURN VISIONS INTO REALITY MOST EFFECTIVELY



Panellists discuss the ways to become successful.

Following the gala, a panel discussion was held, with the participation of the award winners. The panellists agreed that the method of managing a company must depend on its situation. According to **Tomasz Zaboklicki**, PESA is a good example because in its most difficult period, it required a hard management style. 'Today, when the business is doing well, a more conciliatory management style works best,' he said.

Leszek Niemycki pointed out that the bigger the organisation, the more complicated its structure, which creates additional risks. He argued that to be successful in business, it is important that each team has a leader who is ready to shoulder the responsibility for the company and to inspire employees.

MODERATOR: Marek Tejchman, Journalist, TVN, Poland

PANELLISTS: Jarosław Dąbrowski, President of the Management Board, GTECH Poland | Piotr Dzięcioł, President of the Management Board, Opus Film | Leszek Niemycki, Deputy President of the Management Board, Deutsche Bank | Przemysław Sęczkowski, Deputy President of the Management Board, Asseco Poland | Grzegorz Skalmowski, owner PPHU EKO SNAILS GARDEN | Tomasz Zaboklicki, President of the Management Board, PESA Bydgoszcz

PARTNER:

DZIENNIK
GAZETA PRAWNA



BAYS OF DIALOGUE

For the fourth time, EFNI panellists met with the residents of Sopot. The meetings provided an opportunity for open debates with leading politicians and businesspeople.

POLAND'S 10 YEARS IN THE EU AN OPPORTUNITY WELL SEIZED?

Danuta Hübner attempted to assess the profits and losses resulting from Poland's membership in the EU. Looking back to the accession negotiation process, she pointed out the good and the bad of utilising EU funds as well as the opportunities and threats of joining the eurozone. 'During these 10 years, we have managed to improve Poland,' said Danuta Hübner, Chair of the EP Committee on Constitutional Affairs. **Kinga Rusin** moderated the event.

PARTICIPATORY BUDGETING: A TRUE OPPORTUNITY FOR LOCAL RESIDENTS TO MANAGE THEIR CITY, OR MERELY AN ILLUSION?

Jacek Karnowski, Mayor of Sopot, answered questions from **Kinga Rusin**, a journalist at TVN, and assembled guests, about the development of local initiatives in the city, and the ways in which residents can help to establish participatory budgeting.

CAN POLITICIANS BE EFFECTIVE AND ETHICAL AT THE SAME TIME?

Magdalena Środa, ethicist and philosopher at the University of Warsaw, talked about the basic models of relations between ethics and politics. She also presented her catalogue of virtues: traits that politicians should exhibit in their work.

UNIVERSITIES MASS-PRODUCE THE UNEMPLOYED – OR DO THEY?

Paweł Hordyński, Member of the Management Board at PKP Intercity, and **Andrzej Koźmiński**, President of Koźmiński University, met with Sopot residents to discuss the quality of university education, and the mismatch between university curricula and employers' expectations.

THURSDAY, 2 OCTOBER 2014 | 15.30–16.30



Kinga Rusin and Danuta Hübner

THURSDAY, 2 OCTOBER 2014 | 17.30–18.30



Kinga Rusin and Jacek Karnowski

FRIDAY, 3 OCTOBER 2014 | 15.30–16.30



Magdalena Środa

FRIDAY, 3 OCTOBER 2014 | 17.30–18.30



Paweł Hordyński and Andrzej Koźmiński

CODING MASTERS



Coding lesson



Coding Masters' Zone

During this year's European Forum for New Ideas, guests could learn the language of the future, which is quickly becoming essential in today's technological world. This is thanks to Coding Masters' nationwide, educational program which aims to promote digital literacy and the popularization of educational programming. On the opening day, in the Coding Masters' Zone, pupils from Pomeranian schools performed coding lessons, which were open to all inhabitants of Pomeranian region. Furthermore, during that day, the media representatives were given a special object lesson, which gathered a wide audience. Those visiting the Coding Masters' Zone could engage in the discussion about the system of education and its connection with the future of Europe. In the end, EFNI guests agreed that in order to reach larger groups of pupils and increase their interest in new technologies, schools shall begin using digital tools for educational purposes.

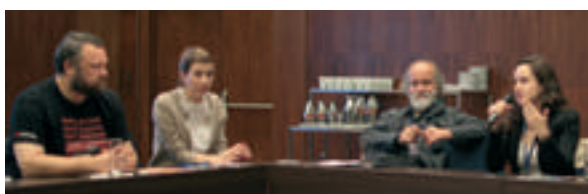
PARTNER:



FREE SPEECH PARTNERSHIP CULTURE AS AN EXCUSE



Debate participants



Debate on what culture is today



Wojciech Przybylski

Never before could culture and democracy develop in such an unrestrained manner. However, according to the participants of the conference, culture often becomes only a pretext for political action, an excuse to block public activity, or a cover for propaganda. Debaters also discussed the role of experts in today's world. They agreed that an ordinary citizen needs expert knowledge to understand the world. Thus experts are gaining enormous influence over reality, influence that can be used to manipulate the general public. Journalists taking part in the debate noted that citizens should be empowered in order to ensure greater independence of their judgements and beliefs. The conference was the fourth Free Speech Partnership event. It was attended by journalists from nine Central and Eastern Europe countries.

PARTNER:



KONKORDIA



Michał Kobosko, Henryka Bochniarz, Danuta Hübner, Leszek Jażdżewski



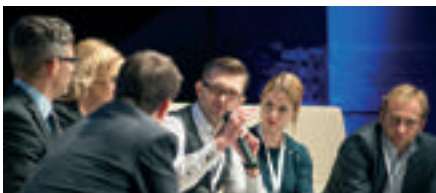
Special guests of the Konkordia conference

The Konkordia Conference fifth anniversary took place on 1-2 October 2014. As in the previous years it was an EFNI accompanying event. The theme of the conference was: 'Measuring the effectiveness of social action – a triple strategy of measurement: action – effect – potential.' The very important point of the Konkordia was the publication of research developed jointly with Millward Brown research company entitled 'The study measuring the effectiveness of non-governmental organizations activities and business CSR activities'. In addition, on the occasion of anniversary the book 'Philosophy effect' by Jorge Gimeno was published. The Konkordia Conference, as well as a program of the same name, focuses on building partnerships between socially sensitive business and the non-governmental organizations, who feel the need to professionalisation of their actions. The Duende Foundation is the author of standard co-operation for II and III sector 'Effective Partnership Guidelines for Business and NGO'.

PARTNER:



INNOVATIVE EUROPE – THE FUTURE OF COOPERATION BETWEEN SCIENCE AND BUSINESS



Debate on the development of innovation in Poland



Discussion during one of the conference sessions

The conference was held from 30 September to 1 October, 2014, in the historical Gdańsk Shipyard Centre. The conference led by Intel and PwC, in collaboration with Polish business and research companies gathered 200 plus participants interested in the future of R&D and innovation topics. The key areas of Innovative Europe included:

- identification of the areas within Polish science that are essential for the growth of the Polish economy
- presentation of tested models for science and business collaboration and the role of catalysts for such collaboration
- discussions on the prospects and factors of the innovation sector development in Poland: financing, trust, friendly regulations

'We do believe that the conference will become an important step towards successful and long-term collaboration between entrepreneurs and the academic community,' said **Michał Dżoga**, Corporate Affairs Manager, Intel Technology.

PARTNERS:







PANELLISTS AND GUESTS

EFNI is a place of debate between people with different views from different communities, often representing innovative and revolutionary ideas.

Not every conversation about the future will result in real change, but each and every one of them should encourage in-depth reflection.

Like in previous years, this year's Forum guests included heads of state, Nobel prize winners, presidents of major companies, as well as outstanding thinkers and influencers of public opinion. Attendees had an opportunity not only to talk to most of them, but also to meet with them in a more relaxed atmosphere during the Night Owl Discussions.

PANELLISTS AND GUESTS



Małgorzata Adamkiewicz

CEO, Vice President of the Management Board, Adamed Group, Poland



Benjamin R. Barber

President, Interdependence Movement/CivWorld, USA



Murad Ahmed

European Technology Correspondent, Financial Times, United Kingdom



Marco Bardazzi

Digital Editor, La Stampa, Italy



Loïc Armand

President, L'OREAL France; President, the European Committee of MEDEF, France



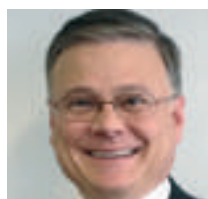
Robin Barnett

British Ambassador to Poland



Wiktor Askanas

Judge, Canadian Competition Tribunal, Poland



Tim Bennett

Director-General/CEO, Trans-Atlantic Business Council, USA



Leszek Balcerowicz

Council Chair, Civic Development Forum Foundation, Poland



Markus J. Beyrer

Director General, BUSINESSEUROPE



Rafał Baniak

Undersecretary of State, Ministry of State Treasury, Poland



Ronald Binkofski

General Manager, Microsoft, Poland



Kristofs Blaus

CEO, Creative, Latvia



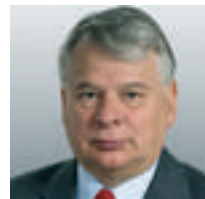
Wojciech Borowski

CEO, McCANN Worldgroup, Poland



Andrzej Bobiński

Senior Business Analyst,
Polityka Insight, Poland



Bogdan Borusewicz

Marshal of the Senate, Poland



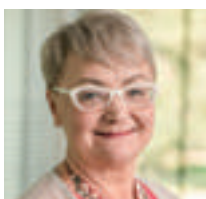
Marcin Bochenek

Director of Strategic Projects,
NASK, Poland



Juliusz Braun

President of the Management Board,
TVP, Poland



Henryka Bochniarz

President, Polish Confederation
Lewiatan; President, Boeing
Central & Eastern Europe, Poland



Michał Broniatowski

Executive Editor, Forbes, Poland



Zbigniew Bochniarz

Visiting Professor, University
of Washington, Seattle, Poland/USA



Pierre Buhler

French Ambassador to Poland



Małgorzata Bonikowska

Managing Partner, THINKTANK;
President, Centre for International
Relations, Poland



Piotr Buras

Director, Warsaw Office, European
Council on Foreign Relations (ECFR),
Poland

PANELLISTS AND GUESTS



Jerzy Buzek

Chair of the Committee on Industry, Research and Energy, European Parliament; Chair of the EFNI Programme Council



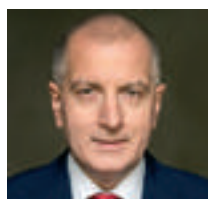
Adela Drazanova

Reporter, The Reporter Magazine, Czech Republic



Igor Caldeira

Secretary General, European Liberal Youth - LYMEC, Belgium



Rafał Dutkiewicz

Mayor of Wrocław, Poland



Marcin Celejewski

CEO, PKP Intercity, Poland



Olgierd Dziekoński

Secretary of State, Chancellery of the President of the Republic of Poland



Peter Chase

Vice President Europe, U.S. Chamber of Commerce in Brussels, USA



Piotr Dziecioł

President of the Board, Opus Film, Poland



Dariusz Ćwiklak

Head of the Business Section, Newsweek Polska, Poland



William Eggers

Director, Deloitte Research, public sector, USA



Jarosław Dąbrowski

Vice President of the Board, GTECH Poland, Poland



Martin Ehl

Chief International Editor, Hospodarske noviny, Czech Republic

PANELLISTS AND GUESTS



Irena Eris

Founder, Research and Development Director, Laboratorium Kosmetyczne Dr Irena Eris, Poland



Amy Gershkoff

Director of Customer Analytics & Insights, eBay, USA



Oksana Forostyna

Executive Editor, Krytyka, Ukraine



John Gerzema

Chairman & CEO, BAV Consulting, USA



Henry Foy

Central Europe Correspondent, Financial Times, United Kingdom



Surojit Ghosh

Board Member, ArcelorMittal Poland SA, India



Monica Frassoni

Co-Chair, European Green Party, Belgium



Andrzej Godlewski

Deputy Director, Programme 1, TVP, Poland



Jeffrey Gedmin

Co-Director, Transatlantic Renewal Project, USA



Daria Gołębiowska-Tataj

Founder & CEO, Tataj Innovation, Poland



Iwona Georgijew

Partner, Deloitte, Poland



José Vicente González

Vice President, Confederation of Employers and Industries of Spain (CEOE), Spain

PANELLISTS AND GUESTS



Maciej H. Grabowski

Minister of the Environment, Poland



Paweł Hordyński

Member of the Management Board,
PKP Intercity S.A., Poland



Marcin Grabowski

Director of Strategy and Analysis
of Sales, AMS SA, Poland



Danuta Hübner

Chair of the Committee
on Constitutional Affairs,
European Parliament



Rafał Grodzicki

Member of the Board, PZU Życie SA,
Poland



Roman Imielski

Editor, Gazeta Wyborcza, Poland



Natalya Gumenyuk

Co-founder, International
Correspondent, Hromadske.TV, Ukraine



Patrick Ivory

Head of EU and International Policy,
IBEC, Ireland



Robert Gwiazdowski

President, Adam Smith Center, Poland



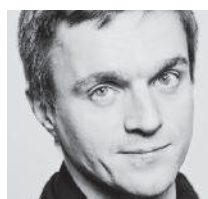
Adam Jasser

President, Office of Competition
and Consumer Protection, Poland



Christina Hebel

Political Editor, Spiegel Online,
Germany



Leszek Jażdżewski

Editor-in-Chief, LIBERTÉ!, Poland

PANELLISTS AND GUESTS



Jan A.P. Kaczmarek

Composer, Creator and Director of Transatlantyk Festival Poznań, Transatlantyk Foundation, Poland



Sylvie Kauffmann

Editorial Director, Le Monde, France



Łukasz Kalinowski

CEO, MetLife, Poland



Markus Kerber

Director General, Member of the Presidential Board, Federation of German Industries (BDI), Germany



Paulina Ada Kalińska

Board Member, loft37.pl, Poland



Michał Kleiber

President, Polish Academy of Sciences (PAN), Poland



Teresa Kamińska

President of the Board, Pomeranian Special Economic Zone, Poland



Andrzej Klesyk

President of the Board, PZU SA, Poland



Jakub Kapiszewski

Journalist, Dziennik Gazeta Prawna, Poland



Joanna Kluzik-Rostkowska

Minister of National Education, Poland



Jacek Karnowski

Mayor of Sopot, Poland



Lena Kolarska-Bobińska

Minister of Science and Higher Education, Poland

PANELLISTS AND GUESTS



Agnieszka Kosik

CEO, Mediacom, Poland



Jacek Krawczyk

President of the Employers' Group
of the European Economic and Social
Committee



Maciej Kowalczyk

Journalist, LIBERTÉ!, Poland



Jerzy Krzanowski

Vice President, Nowy Styl Sp.zo.o.,
Poland



Jarosław Koziański

Partner, EY Tax Division, Poland



Krzysztof Kurzydłowski

Director, Natural Centre for Research
and Development, Poland



Andrzej K. Koźmiński

President, Kozminski University, Poland



Teresa Küchler

Journalist, Svenska Dagbladet, Sweden



Dariusz Kraszewski

Partner, Consulting, Deloitte Poland



Sławomir Lachowski

President, FM Bank PBP S.A., Poland



Piotr Kraśko

Editor-in-Chief, Wiadomości TVP1,
Poland



Błażej Lenkowski

President of the Board,
Industrial Foundation, Poland



Mark Leonard

Co-founder, Director, European Council on Foreign Relations, United Kingdom



Henri Malosse

President, the European Economic and Social Committee (EESC)



Tomasz Lis

Editor-in-Chief, Newsweek Polska, Poland



Piotr Marczuk

Government Affairs Manager, Microsoft, Poland



Luigi Lovaglio

President of the Management Board, CEO, Bank Pekao S.A., Poland



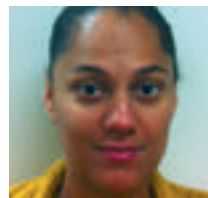
Radosław Markowski

Director, Centre for the Study of Democracy, University of Social Sciences and Humanities, Poland



Andrzej Lubowski

Economist, Poland



Katrina Marsh

Director of Natural Resource and Environmental Policy, Canadian Chamber of Commerce, Canada



Lukáš Macek

Director of European undergraduate program, Science Po Paris in Dijon, Czech Republic



Juan Menéndez-Valdés

Director, Eurofound



Dominika Maison

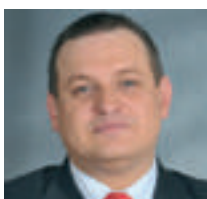
Psychology Professor, University of Warsaw, Poland



Marc Merlino

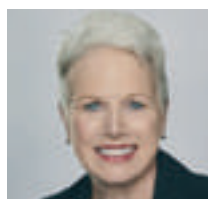
Head of Citigroup's Global Subsidiaries Group, United Kingdom

PANELLISTS AND GUESTS



Jacek Męcina

Secretary of State, Ministry of Labour and Social Policy, Poland



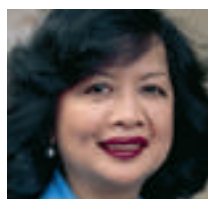
Marie-José Nadeau

Chair of World Energy Council;
Executive Vice President,
Corporate Affairs and Secretary
General, Hydro-Québec, Canada



Łukasz Mężyk

Co-founder, 300polityka.pl, Poland



Irene Natividad

President, Global Summit of Women,
USA



Sebastian Mikosz

CEO, PLL LOT, Poland



Leszek Niemycki

Vice President of the Board,
Deutsche Bank, Poland



Kaja Milanowska

Co-owner, VitalnSilica, Poland



Roel Nieuwenkamp

Chair of the OECD Working Party
on Responsible Business Conduct



Kalman Mizsei

Head of the EUAM for Civilian Security,
European Union, Hungary



Rolf Nikel

German Ambassador to Poland



Joanna Mucha

Member of Parliament, Poland



Tadeusz Nowicki

President of the Management Board,
Ergis Group, Poland



Christine Ockrent

Journalist, France



Witold Orłowski

Chief Economic Advisor, PwC, Poland



Jan Olbrycht

Member of the European Parliament



Pascal Ory

Professor of Contemporary History,
Sorbonne University, France



Andrzej Olechowski

Chairman of the Supervisory Board,
Citi Handlowy, Poland



Igor Ostrowski

Chair of the Council for Digitization,
Ministry of Administration
and Digitization; Partner, Dentons,
Poland



Małgorzata Omilanowska

Minister of Culture and National
Heritage, Poland



Marian Owerko

Chairman of the Supervisory Board,
Bakalland S.A., Poland



Henryk Orfinger

President of the Board,
Dr Irena Eris SA, Poland



Kinga Panasiewicz

Runner-up winner, Intel International
Science and Engineering Fair, Poland



Wojciech Orliński

Journalist, Gazeta Wyborcza, Poland



Elena Panfilova

Chair of the Board of Directors,
Centre Transparency International,
Russia

PANELLISTS AND GUESTS



Leszek Pawłowicz

Director, Gdańsk Academy of Banking (GAB), Poland



Paweł Rabiej

Managing Partner, THINKTANK, Poland



Josef Pazderka

Reporter, Czech Television (CT), Czech Republic



Miroslav Rakowski

CEO, T-Mobile Polska S.A., Poland



Antti Peltomäki

Deputy Director General of the Enterprise and Industry Directorate General, European Commission



Markus Rauramo

Executive Vice President, Fortum, Finland



Dorota Piskorska

Corporate Development and HR Director, Polpharma Group, Poland



Janusz Reiter

Chair of the Board, Centre for International Relations, Poland



Przemysław Powalacz

President of the Management Board, Sanitec Koło, Poland



Josh Rice

Chief Technology Officer, Microsoft, USA



Wojciech Przybylski

Editor-in-Chief, Res Publica Nova/ Visegrad Insight, Poland



Alan Riley

Professor of Law, The City Law School, City University London, United Kingdom

PANELLISTS AND GUESTS



Kate Robertson

Global President, Havas Worldwide,
United Kingdom



Grzegorz Siemionczyk

Journalist, Parkiet/Rzeczpospolita,
Poland



Kinga Rusin

Journalist, TVN, Poland



Sławomir S. Sikora

President of the Management Board,
Citi Handlowy, Poland



Samuel Rutz

Vice Director, Avenir Suisse,
Switzerland



Radosław Sikorski

Marshal of the Sejm of the Republic
of Poland



Raed Safadi

Deputy Director, OECD



Grzegorz Skalmowski

Owner, PPHU EKO SNAILS GARDEN,
Poland



Isabelle Schwarz

Head of Advocacy, Research
& Development, European Cultural
Foundation (ECF), Netherlands



Wawrzyniec Smoczyński

Managing Director, Polityka Insight,
Poland



Przemysław Sęczkowski

Vice President of the Board,
Asseco Poland, Poland



Paweł Smoleń

President, EURACOAL

PANELLISTS AND GUESTS



Beata Socha

Managing Editor,
Warsaw Business Journal, Poland



Mieczysław Struk

Marshall of the Pomeranian Region,
Poland



Maria Spante

Senior lecturer, University West,
Sweden



Włodzimierz Strupiński

Department Head, ITME, Poland



Stanisław Speczik

Managing Director, MiedziCopper
Corporation, Poland



Jarosław Szczepiek

President of the Board, WIELTON S.A.,
Poland



Piotr Stasiński

Deputy Editor-in-Chief,
Gazeta Wyborcza, Poland



Dorota Szostek-Rejowska

Group Product Manager,
Grupa Onet.pl SA, Poland



Beata Stelmach

CEO, General Electric, Poland & Baltics,
Poland



Wojciech Szpil

President of the Board,
Totalizator Sportowy, Poland



Ina Strazdina

Brussels Correspondent, Radio Latvia,
Latvia



Jadwiga Sztabińska

Editor-in-Chief, Dziennik Gazeta
Prawna, Poland



Ewa Synowiec

Director of the European Commission Representation in Poland



Joanna Trepka

Member of the Board, loft37.pl, Poland



Katarzyna Szymielewicz

Chairman, Panoptikon Foundation, Poland



Günter Verheugen

Honorary Professor, Viadrina University, Germany



Maciej Ślusarek

Lawyer and Partner, LSW Leśnodorski, Ślusarek i Wspólnicy, Poland



Linnar Viik

Founder, Strategy and Investment Partner, Mobi Solutions, Estonia



Magdalena Środa

Professor, University of Warsaw, Poland



Agata Waclawik-Wejman

Head of Public Policy, Google, Central and Eastern Europe, Poland



Marek Tejchman

Journalist, TVN, Poland



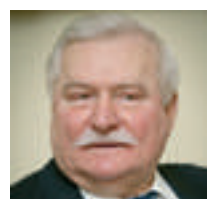
Artur Waliszewski

Regional Managing Director, Google CEE, Poland



Steen Thygesen

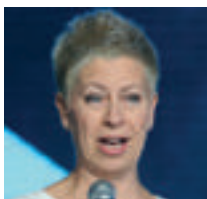
Member of the Board, Specialisterne Fundacja Polska, Denmark



Lech Wałęsa

President of the Republic of Poland (1990-1995), Poland

PANELLISTS AND GUESTS



Dorota Warakomska

Journalist, Poland



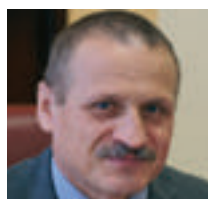
Leszek Wroński

Partner, Head of Advisory Services in Poland and Central and Eastern Europe, KPMG, Poland



Tomasz Wardyński

Adwokat and Founding Partner, Wardyński & Partners, Poland



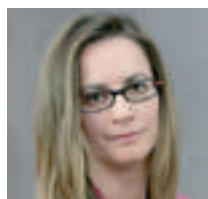
Tomasz Zaboklicki

President of the Board, PESA Bydgoszcz, Poland



Bernhard Welschke

Secretary General, BIAC-OECD



Katarzyna Zajdel-Kurowska

Member of the Board, NBP, Poland



Paweł Wojciechowski

Permanent Representative of Poland to OECD 2010-2014



Małgorzata Zaleska

Member of the Board, NBP, Poland



Piotr Wojciechowski

President, WB Electronics S.A., Poland



Patrycja Zielińska

Vice President of the Board, Industrial Development Agency (ARP) S.A., Poland



We have gained
the trust of 3.5 million
Customers.
**You can also
rely on us.**

We belong to **International Personal Finance**,
a British group listed on the London and Warsaw
Stock Exchange.

For over a century we have been providing our
Customers with financial support holding onto the values
which are most important to us, **namely responsibility,
straightforwardness and respect.**

Our philosophy consists in **offering people small
financial help** which often brings on major and
important changes in their lives.

Responsibility for our Customers is the basis
for our business operations.

PROVIDENT



ZATOKA SZTUKI



ORGANIZERS AND PARTNERS

Polish Confederation Lewiatan, which brings together the most dynamic Polish enterprises and associations of employers, is the organizer of EFNI.

The co-organizers are: BUSINESSEUROPE, the largest European business organization, and the city of Sopot, a prestigious seaside resort. However, there would be no Forum without our partners. They include the largest Polish enterprises, major media outlets, think tanks, and research institutes operating in key areas for Europe. It is their assistance that makes the discussions during EFNI so interesting and inspiring.



ORGANIZER

Polish Confederation Lewiatan is a nation-wide representation of employers to the state and trade unions. Today it is an organization of more than 60 sector and regional associations of private employers and several dozen individual members. Thus in total there are about 3900 companies employing over 830 000 workers.

Lewiatan runs its offices in Warsaw and Brussels and employs professionals experienced in a wide range of issues such as: labour relations, macroeconomics, small and medium-sized enterprises sector and the European Union, who have drafted opinions on approx. 3000 draft bills and regulations related to various sectors of economy; they also drafted multiple legislation projects themselves. The confederation participates in social dialogue, taking part in the Tripartite Commission for social and economic issues. Polish Confederation Lewiatan contributes to many international activities and as a member of BUSINESSEUROPE is able to influence regulations at the international level.

CO-ORGANIZERS



BUSINESSEUROPE is the leading advocate for pro-growth public policy at European level, standing up for companies across the continent and actively campaigning on the issues that most influence their competitiveness. BUSINESSEUROPE speaks for all-sized enterprises in 35 European countries, whose national business federations are its direct members. The organisation is also a European social partner, recognised as the continent's leading business voice.

The current president of BUSINESSEUROPE is Ms Emma Marcegaglia, chief executive of Marcegaglia Group, a leading international steel processing company, headquartered in Italy. The director general is Mr Markus Beyrer, who leads a team of 45 advocacy professionals at the BUSINESSEUROPE offices in Brussels.



Sopot is a modern resort with traditions. It has gained its magical climate from the very beginning of its existence not only from its unique location on the seacoast as well art nouveau spas and villas but also from an atmosphere of entertainment and elegance that was brought by the famous guests. Sopot managed to maintain its pre-war melancholy while fostering dynamic growth to make it a city with numerous attractions. All of this is thanks to an rich cultural program and new opportunities created by bold investments.

Sopot is not just beautiful beaches and the sea with the longest pier in Europe, but also one of Poland's most popular promenades, Bohaterów Monte Cassino commonly known as Monciak, picturesque moraine hills and finally numerous parks and trees enveloping the whole town in greenery. Sopot offers over 200 clubs, pubs, discotheques, restaurants, including ones that are famous and legendary.

STRATEGIC PARTNERS

PKN ORLEN sits firmly at the helm of Central and Eastern Europe's energy and fuel sector, operating the largest chain of service stations in the region. It is also a leading figure in petrochemicals production, and has been consistently expanding its business into the hydrocarbon production and power generation segments. Its flagship power generation project is the construction of a CCGT plant in Włocławek, which is expected to produce electricity and heat from 2015. In the upstream segment, PKN ORLEN has been actively involved in exploration for shale gas and oil in Poland, and through its Canadian subsidiaries, TriOil Resources Ltd. and Birchill Exploration LP, produces hydrocarbons from unconventional deposits in Canada.



The PZU Group is one of the largest financial institutions in Poland and Central Eastern Europe. It is a Polish company which has foreign branches in Lithuania, Latvia, Estonia and Ukraine. The PZU Group offers the widest range of products on the Polish insurance market. Every second person in Poland with insurance has bought their policy through PZU. In addition to the dynamically developing insurance business, the PZU Group also manages pension funds, investment funds and savings plan programmes. It secures the financial future of more than 12 million Poles. The PZU Group meets the highest standards of corporate responsibility and sustainability management. This has been acknowledged by the PZU Group's presence in the RESPECT Index – the first CSR index in Central and Eastern Europe on the Warsaw Stock Exchange.



Totalizator Sportowy is one of the most recognizable Polish companies. For the past 58-plus years, we have been working in numbers games and lotteries. We have a network of more than 13 500 points of sale as part of an online. We are a socially responsible company that is constantly evolving in order to stay ahead of the market and meet the demands of our customers, while, at the same time, ensuring that our products are completely safe. We are pleased that, thanks to Totalizator Sportowy, many Poles have been able, and are still able, to enjoy their winnings. Hundreds, if not thousands, have been able to fulfil their wildest dreams, while millions have benefited from the sports facilities established with funding from the company.



Dziennik Gazeta Prawna is an opinion-forming Polish legal and economical daily newspaper. It was established in 2009 as a fusion of two well-known newspapers: *Dziennik Polska Europa Świat* (Axel Springer Polska) and *Gazeta Prawna* (INFOR Biznes). At present INFOR Biznes is the publisher of DGP. *Dziennik Gazeta Prawna* is composed of two paper backs – the white one is on country and economic matters and the yellow one is on law.



Telewizja Polska SA – as a Treasury-owned joint-stock company – is a public broadcaster operating under the Radio and Television Act. The portfolio of Telewizja Polska features 13 programmes, including four in HD quality. These programmes are: TVP 1 HD, TVP 2 HD, TVP Regionalna, TVP INFO, TVP Polonia, TVP Kultura, TVP Sport HD, TVP Historia, TVP HD, TVP Seriale, TVP Rozrywka, TVP ABC and Belsat TV. There are also web channels, such as TVP Parlament, and special occasional programmes made available on mobile devices and via hybrid television. As the only broadcaster in Poland, TVP broadcasts a regional programme, TVP Regionalna, which consists of 16 Regional Branches of TVP.



INSTITUTIONAL PARTNERS



Lech Wałęsa Institute is the first presidential foundation in Poland established in 1995 by Nobel Peace Prize Laureate to promote human rights and democracy through education. The Foundation is an apolitical non-profit not-governmental organization.



Ministry
of Foreign Affairs
Republic of Poland

To serve Poland – to build Europe – to understand the world

The mission of **the Foreign Ministry** is to pursue the interests of the Republic of Poland through European and global cooperation for security, democracy and development.



SELF-GOVERNMENT
OF THE POMORSKIE VOIVODESHIP

The principal task of **the Pomorskie Self-Government** is the coordinaton of the regional policy within the regional development strategy. This objective is realized in close cooperation with local self-government units, the voivod, non-governmental organizations, universities, research groups, other voivodeships as well as with other partners from abroad.

OPENING GALA PARTNER



Bank Pekao S.A. operates for 85 years and is one of the largest financial institutions in Central and Eastern Europe awarded with many prestigious prizes. In 2014 Pekao mobile banking application won The Best Mobile Banking award of Money.pl. In the corporate field in 2013 Pekao was awarded the Best Bank in Poland in terms of Transactional Banking Services by Euromoney Magazine for the third consecutive time. Pekao gained prestigious awards for the Best Bank in Poland by Global Finance and The Banker magazines for three times.

MAIN PARTNERS



Grupa Adamed is a Polish pharmaceutical and biotechnology company, producer of more than 250 products offered in 40 countries worldwide. For over a decade it has been conducting its own activity in the field of research and development and has allotted to it about 250 mln PLN over the last 6 years. Adamed Group creates research and development consortia with leading universities as well as scientific institutes.



ArcelorMittal Poland is the largest steel producer in Poland, employing more than 11 000 people in six plants located in Silesia, Malopolska and Opolskie province. Thanks to the investments, the value of which in 2004–2014 amounted to more than PLN 5 bn, the company has become one of the most modern steel producers in Europe. ArcelorMittal Poland concentrates about 70 per cent of the Polish steel industry's production capacity.

Biznes.pl is the first cross-platform business service fully exploiting the potential of a virtual cloud. It is available on any device at any time. Biznes.pl is not only current economic news service, it is also full of useful tools, such as: stock quotes in real time, the ability to set up and an observe own investment portfolios, alerts for companies and many others.



BloombergBusinessweek Polska is a Polish edition of a world-famous weekly enjoying international recognition. It is the most influential and daring business weekly in Poland, aimed at professionals looking for both in-depth analyses and authoritative comments on the most recent economic and business developments. It is available in paper form and through mobile applications.



Citi Handlowy (Bank Handlowy w Warszawie SA) combines some of the best banking traditions with high-tech banking solutions. Being part of Citi – one of the world’s financial giants – it actively supports its clients in expanding overseas (Emerging Market Champions Program). As a retail bank, Citi Handlowy is a credit card and wealth management leader operating through a highly innovative Smart branch network.



The Employers’ Group brings together entrepreneurs and representatives of entrepreneur associations working in industry, commerce, services, agriculture and other business sectors in the 28 Member States. Our 117 members create opinions about European regulations for the European Commission, the Council and the European Parliament. The Group strives for the employers’ voice to be heard by the European decision-making bodies.



Forbes is the biggest prestigious business magazine in Poland. A business tool and source of inspiration for every entrepreneur and top manager. It provides specialist information on financial markets and gives insight into business and economics. The magazine is well known for its rankings, including lists of the richest Poles and of Poland’s top companies.



Fortum’s purpose is to create energy that improves life for present and future generations. We generate, distribute and sell electricity and heat, and offer related expert services. Our operations focus on the Nordic and Baltic countries, Russia and Poland. We employ approximately 8800 people.



Google is a global technology leader focused on improving the ways people connect with information. Google’s innovations in web search and advertising have made its website a top Internet property and its brand one of the most recognized in the world.



Havas Worldwide in Poland – a group of advertising, PR, activation and digital communications agencies. Second in the general rankings of this year’s competitions by KTR and Innovation Award Media Trendy, № 1 in PPRCA’s ranking among PR network agencies in Poland in terms of revenues in 2013. Winner of numerous awards, including Cannes Lions, Golden Drum, Złote Spinacze, Effie.





KPMG is an international network of professional audit, tax and advisory firms. KPMG in Poland provides audit, tax and accounting services as well as business advisory services for the local, regional and global companies and institutions from private and public business sectors. The seven Polish offices are based in Warsaw, Wrocław, Poznań, Kraków, Katowice, Gdańsk and Łódź.



Newsweek Polska is the most popular weekly opinion magazine in Poland. It provides its readers with current overview of politics, economics, science and culture. Newsweek's trademark is its uncompromised approach to controversial social topics. It was the first weekly opinion magazine in Poland available for both tablets and smartphones.



Onet.pl Group is one of the most recognizable media companies and a leading online publisher in Poland. For 18 years, it has been a reliable brand with a strong and positive image, a brand that concentrates on meeting the needs of its users within the scope of information, entertainment. Together with RASP's websites, Onet.pl Group reaches almost 15 million users per month, which is over 70% of all Internet users in Poland.



PKP InterCity specializes in domestic and international long-distance transportation. The company operates daily over 300 trains and it runs two train categories Express InterCity offering a high standard of travelling, as well as TLK giving maximum satisfaction to travelers at a low price. In 2013 Company carried 30 million passengers.



With investments amounting to several billion dollars and over 6500 employees, **Samsung Electronics Polska** is one of the most significant foreign investors. Here in Poland Samsung has located one of the largest R&D Institutes in the world and the only White Goods manufacturing plant in Europe. Samsung has been investing in education for years. Since 2013 the company runs the Coding Masters programme which aims at promoting modern education.



Wardyński & Partners is one of the biggest and oldest independent law firms in Poland. The firm now has over 100 lawyers, many of whom are noted experts in their field of law. The firm provides a full range of legal services. Its offices are in Warsaw, Poznań, Wrocław, Kraków and Brussels.

SUPPORTING PARTNERS



AMS is the largest out of home advertising house in Poland. We deal in the traditional and digital OOH advertising. We provide our clients with efficient marketing campaigns planned and executed on our own modern tools encompassing more than 46 000 adv. panels.



MetLife is one of the largest life insurance companies in the world. Serves approximately 100 million customers and has operations in nearly 50 countries. In Poland offers individual and group life insurance products, pension and investment funds.

Microsoft is a leader of the new technologies industry and a supplier of devices and services that help consumers, institutions, and business realize their full potential.



MSLGROUP is the leading strategic communications and engagement consultancy. In Poland we are hiring over 90 consultants specialized in areas such as corporate & financial communications, public affairs & lobbying, social & digital media, consumer PR.



Orange Polska is the largest telecommunications group in Central Europe. Serves nearly 20 million customers, each day providing them with access to the largest portfolio of state-of-the-art telecommunications services. Member of the global Orange Group.



Gazeta Giełdy Parkiet boasts over 20-year history in reporting on investment and capital market dynamics, lending vital support in individual and corporate investment decisions. It is available on mobile applications and on www.parkiet.com website.



Polpharma is the largest Polish manufacturer of drugs and the leader of the Polish pharmaceutical market. With a turnover of 1 billion US dollars Polpharma is among the top 25 generic drugs manufacturers in the world.



Pomeranian Special Economic Zone offers an excellent location combined with complete infrastructure, where economic activity can be conducted on preferential conditions. PSEZ staff members are experienced in cooperation with foreign investors and management of industrial areas and EU projects.



Puls Biznesu – the most opinion-forming business medium in Poland. Every information in *Puls Biznesu* is useful. We give our readers the tool that guides them and helps to achieve business success.



Radio TOK FM – Pierwsze Radio Informacyjne – is a news & talk station. The spoken word represents about 90% of the air time. Available in 17 biggest cities in Poland, also online and via satellite.



Association of Marketing Communication SAR is the biggest Polish organization uniting companies – leaders in marketing communication industry. SKM SAR main tasks include: education, maintaining high market standards, promotion and integration of the advertising community.



Warsaw Business Journal is a English-language business monthly in Poland. Since 1994 it has been a key resource for high level English speakers conducting business in Poland and abroad.





The **Digital Technology Employers' Association Lewiatan** is a business association gathering the most active companies in digital economy sector. It focuses on market development and transformation of the modern economy with the help of ICT and innovative IT practices, working with government administration and economy leaders.



Polish Association of Exploration Sector Employers unites companies active in the field of prospecting and exploring natural resources. The main goals of the Association are the protection of employers' rights, the representation of their interests, and striving to improve conditions for business activity.

MAIN KNOWLEDGE PARTNER



THINKTANK – Centre for Dialogue and Analysis, aims at improving public debate in Poland, creates platform for reflection and exchange of knowledge between the leaders of business and administration. It conducts research, publishes reports and analyses, in which it describes the most important trends in the areas of management, leadership and public policies.

KNOWLEDGE PARTNERS



BIAC is the officially recognized voice of the international business community at the OECD. BIAC's members are the major business organizations in the OECD member countries and a number of OECD observer countries.



Centre for International Relations is an independent, non-governmental think-tank, dedicated to the study of international relations and foreign policy issues of crucial importance.



demosEUROPA – Centre for European Strategy – independent international research institution aiming to provide strategic insights into key aspects of the European Union and seeking the answers to the challenges facing the EU member states and citizens.



The **European Council on Foreign Relations (ECFR)** is a pan-European think-tank. Its objective is to conduct research and promote informed debate across Europe on the development of coherent and effective European values-based foreign policy.



LIBERTÉ! is the liberal magazine and think tank. Our mission is to be a spokesman for open society and liberal economic ideas as well as to organize a social movement around these ideas. LIBERTÉ! is published by Fundacja Industrial from Łódź.

Executive-level analysis of Polish politics and economy. **Polityka Insight** is read daily by leading CEOs, key government ministers and ambassadors accredited to Poland. The service appears both in Polish and English.



UN Global Compact is the largest global initiative of the UN Secretary-General, bringing together business and devising practical business operations around the world based on UN standards, that brings together more than 12 000 companies and institutions in 145 countries.



LOGISTIC PARTNERS

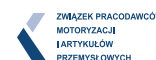
Dell is one of the largest global companies delivering IT solutions. It offers innovative products and services for consumers and businesses.



Gdansk Lech Walesa Airport is one of the fastest growing airports in the European Union. This was possible thanks to the wide route network and the highest quality services.



The Union of Employers of Automotive and Industrial Articles associates leading employers of the automotive industry. As part of the Polish Confederation Lewiatan it strives to ensure favorable solutions for the automotive industry.



OFFICIAL CARRIER

LOT Polish Airlines is one of the five oldest airlines in the world, which operates since 1929. As the first European airline introduced Boeing 787 to its fleet. LOT's Dreamliners fly to New York, Chicago, Toronto and Beijing.



EXECUTIVE PRODUCER

Since 1997, **IDFX** Agency has managed over 800 branding and cultural events. Works with the same kind of passion on both small and large scale initiatives. Takes a unique approach to each one of them individually.



EFNI 2014 was supported by the volunteers with the Lewiatan Youth Forum, stipend holders with the Roman Czarnecki Educational Foundation EFC, teenagers participating in the Youth Reforms Poland project as well as other friends of the Forum.

ORGANIZERS AND PARTNERS EFNI 2014

ORGANIZER



CO-ORGANIZERS



HONORARY PATRONAGE



INSTITUTIONAL PARTNERS



STRATEGIC PARTNERS



OPENING GALA PARTNER



MAIN PARTNERS



SUPPORTING PARTNERS



MAIN KNOWLEDGE PARTNER



KNOWLEDGE PARTNERS

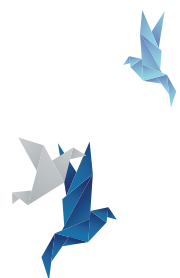
LOGISTIC PARTNERS



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EFNI

EUROPEAN FORUM
FOR NEW IDEAS

European Forum for New Ideas
Polish Confederation Lewiatan

ul. Zbyszka Cybulskiego 3
00-727 Warsaw, Poland

efni@konfederacjalewiatan.pl

www.efni.pl

