

DIGITAL
FORUM



Annual Report

2014

theLisboncouncil
think tank for the 21st century





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From the president



Dear friends,

Every ending is a beginning. And every beginning, an ending itself. It might sometimes seem the great cycle of life is tilted against us – always destined to rob us of joy at our moment of triumph, even while it also offers the prospect of rebound from greatest defeat. But it's precisely that reality – the renewal inherent in every moment – that makes life so interesting. Something new is always being born, even if we only ever notice the things we lose or leave behind. And this succession of creation and destruction is ultimately what gives rise to all that is new, dynamic, contemporary and contiguous with the times.

2014 was a year of gain, loss, growth and renewal at the Lisbon Council. First and foremost, a new European Commission – led by Jean-Claude Juncker – took charge in Brussels, bringing 28 commissioners to their new portfolios. And it was also a year in which the Lisbon Council reached a series of new highs and historic peaks: we hosted a solid 18 high-level roundtables and summits; welcomed a steady stream of

ministers, commissioners, director-generals and other VIPs (who came to share their wisdom and take part in our debates); and we published 12 ground-breaking publications – some of them, like **Reforming the European Commission: How Jean-Claude Juncker Can Deliver on Growth and Jobs**, co-produced with Nesta, the UK innovation foundation, became actual blueprints for European Commission reform. Others, like **Delivering Public Service for the Future: How Europe Can Lead Public-Sector Transformation**, a collection of essays published by the **European Centre for Government Transformation** and launched at **The 2014 Summit for Government Transformation**, read like a veritable who's who of leading reformers in the European Union: four ministers, two director-generals, a German state secretary, three professors and the head of public-sector reform at the OECD all weighed in for a very special look at best practice and key challenges in the state-modernisation field.



'It is encouraging for me and my campaign team that the direction in which we want to take Europe over the next five years is one that is strongly favoured by the European Union digital champions and by the Lisbon Council – the work of which I know well and hold in high esteem.'

Jean-Claude Juncker, president of the European Commission

The centres of excellence inside the Lisbon Council – **Innovation Economics**, the **Single Market Entrepreneurs Centre**, the **European Centre for Government Transformation** and the **European Digital Forum** – all grew and flourished. We raised €1,221,500.00 – a record for the organisation – to sustain operations and put the organisation on a solid footing for growth in coming years. To top it off, we moved into spacious new offices in the Résidence Palace, where the team continues work on an ever-increasing array of programmes and initiatives. And we hosted our first event in the United States – the

Transatlantic Summit on Growing the Transatlantic Digital Economy, part of the on-going think tank dialogue we lead with Washington, DC-based Progressive Policy Institute to accompany the Transatlantic Trade and Investment Partnership negotiations.

But the year also saw the departure of Co-Founder and Executive Director Ann Mettler, who left us in November to join Team Juncker, where she now serves as head of the European Political Strategy Centre, the European Commission's internal think tank. While the loss





*'Creating the Digital Single Market is our common aim. I look forward to very fruitful collaboration with the **European Digital Forum** during the next four and a half years of my mandate. I would like to count on your support.'*

Andrus Ansip, vice-president of the European Commission for the digital single market





sustained in her departure is genuinely large, we also see it as confirmation that the thought and approach we have developed for more than a decade at the Lisbon Council is of importance and relevance to policymakers. And we wish Ann well and much success in all future endeavours.

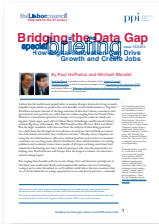
This Annual Report appears in somewhat truncated form. In it, you will find a verbal and visual summary of all that transpired during the year – including clickable links to more information about summits, publications and other material we produced during the year. I've said it before and it bears saying again: the energy and enthusiasm we feel comes not from us, but from you. It's not just the work we produce or the summits we convene that make this a special organisation. It's the vision and determination of people like

you. The Lisbon Council is a new kind of association – a think tank bringing modern thought to the sometimes messy demos of contemporary politics; a broad-based community building consensus around the social and economic challenges ahead. Put simply, it's your think tank. I want to thank you for a stellar year. And, in the eternal cycle of beginnings and endings, to show you that here at the Lisbon Council – even after 11 years of successful operations and steady growth – life begins itself anew.

A handwritten signature in black ink that reads "Paul Hofheinz".

Paul Hofheinz
President and Co-Founder
The Lisbon Council asbl

Publications



Bridging the Data Gap: How Digital Innovation Can Drive Growth and Create Jobs

This policy brief – jointly launched by the Lisbon Council and Progressive Policy Institute (PPI) – looks at the way data and data analytics will bring economic growth and better social outcomes, and the diverging trends in data consumption in the U.S. and European Union.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1014



The 2014 Euro Plus Monitor: Leaders and Laggards

Who's up, and who's down? Who's good, and who's getting better? *The 2014 Euro Plus Monitor* – published jointly with Berenberg – ranks European countries on the health of their economies and the speed of their adjustments.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1091



The Euro Plus Monitor Spring 2014 Update

Is the euro crisis really over? *The Euro Plus Monitor Spring 2014 Update* brings the latest data to this complex, nuanced look at the fate of European economies – and the overall health of the eurozone itself.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1024



Productivity and Digitalisation in Europe: Paving the Road to Faster Growth

Productivity “is the key to returning to a sustainable growth path in Europe,” writes Bart van Ark, chief economist of the Conference Board and global expert on productivity. The policy brief sketches four alternative paths for Europe's future.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1046



'In the relatively short span of its existence, The Euro Plus Monitor has become a respected source of analysis on reform and economic progress made by European countries. The annual launch has become a regular appointment in the calendar agendas of many engaged intellectuals and policymakers in the European Union.'

Valdis Dombrovskis, vice-president of the European Commission
for the euro and social dialogue



Mapping Text and Data Mining in Academic and Research Communities in Europe

Associate Director Sergey Filippov maps the use of text and data mining in academic and research communities. The paper brought new evidence to a vital European debate on the role of text and data mining in European research programmes.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1034



Reforming the European Commission: How Jean-Claude Juncker Can Deliver on Growth and Jobs

This widely-influential, hard-hitting policy brief calls for bringing EU institutional structures into line with the strategic imperative of success in the digital age. Published jointly with Nesta as part of the *Plan Innovation for Europe* initiative.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1051





Interpreting the Stability and Growth Pact: Making Best Use of the Existing Flexibility Within the Rules

Chief Economist Alessandro Leipold explores the limits and best application of flexibility within the existing stability and growth pact in this special briefing. The paper advocates a three-point reform plan intended to help the pact deliver more.

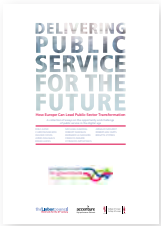
http://www.lisboncouncil.net//index.php?option=com_downloads&id=1055



Economic Intelligence: Two Steps to Avert Eurozone Crisis

Chief Economist Alessandro Leipold proposes two steps to restore confidence and end the crisis: a co-ordinated cut in the European tax wedge on labour and smart implementation of the stability and growth pact in the upcoming European semester.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1067



Delivering Public Service for the Future: How Europe Can Lead Public-Sector Transformation

Twelve leading European change agents – including four ministers, two director-generals, one state secretary and three leading professors – join forces in this remarkable collection of essays on the future of public-sector reform and state modernisation.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1070

'The 2015 Energy Productivity and Economic Prosperity Index is very timely and extremely useful, as it presents governments a very clear picture of the potential, the opportunities and the actions needed to enhance energy efficiency. I invite governments to take due note of this report in their vision for their energy future and in developing determined action to reap the benefits of energy efficiency.'

Miguel Arias Cañete, European commissioner for climate action and energy



Digital Minds for a New Europe

This e-book brings 44 of the world's leading digital-era thinkers together, speculating on the challenges ahead and the solutions at our disposal. Neelie Kroes, vice-president of the European Commission responsible for the digital agenda, contributes the visionary foreword.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1117



Data-Driven Business Models: Powering Startups in the Digital Age

This collaborate policy brief maps the fast-growing world of data-driven startups and examines the increasingly important new business models driving them. It was launched at the European Digital Forum.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1076



Powering Innovation to Deliver Public Service for the Future, College of Europe Student Case Studies Final Report 2014

Sixteen students from the College of Europe were competitively selected to prepare case studies on state transformation in leading EU member states. The results are published in this collection, launched at the European Centre for Government Transformation.

http://www.lisboncouncil.net//index.php?option=com_downloads&id=1004

Summits and roundtables



The Europe 2020 Summit

The Lisbon Council brought together a star-studded group of digital entrepreneurs and thought leaders to convene this year's edition of the Europe 2020 Summit and the Brussels launch of the European Digital Forum, a new think tank spearheaded by the Lisbon Council and Nesta.

<http://www.lisboncouncil.net/news-a-events/549-jose-manuel-barroso-and-neelie-kroes-launch-european-digital-forum-europe-2020-summit.html>



Lisbon Council @ Innovation Convention

The Lisbon Council took a leading role at the Innovation Convention, the European Commission's flagship summit, which brought together more than 3000 participants for two days of intense dialogue on innovation and the challenges ahead.

<http://www.lisboncouncil.net/news-a-events/540-lisbon-council-innovation-convention-.html>



High-Level Roundtable on Employment and Skills

For the fourth consecutive year, the European Centre for Government Transformation convened a High-Level Roundtable on Employment and Skills. This year's theme was Productivity in Labour Markets: A Key Driver for Growth and Competitiveness in Europe.

<http://www.lisboncouncil.net/news-a-events/538.html>



Transatlantic Summit on New Engines of Growth: Driving Innovation and Trade in Data

Two leading think tanks – the Progressive Policy Institute (PPI) from Washington, DC and the Lisbon Council from Brussels – convened the Transatlantic Summit on New Engines of Growth. The think tanks used the occasion to launch *Bridging the Data Gap: How Digital Innovation Can Drive Growth and Create Jobs*, a new policy brief.

<http://www.lisboncouncil.net/news-a-events/543-transatlantic-summit-on-new-engines-of-growth-.html>



High-Level Roundtable on a 'European Spring'

Three distinguished economists – Philippe Legrain, Alessandro Leipold and Shahin Vallée – joined a high-level book launch and policy debate on “European Spring: How to Strengthen Europe's Economic Recovery and Build a New Foundation for Growth.”

<http://www.lisboncouncil.net/news-a-events/544-towards-a-european-spring.html>





Launch of Europe 2020 Competitiveness Report: Building a More Competitive Europe

The Lisbon Council hosted the launch of the *Europe 2020 Competitiveness Report: Building a More Competitive Europe* by the World Economic Forum. This report measures Europe's performance against the Europe 2020 strategy, the EU's growth and jobs agenda.

<http://www.lisboncouncil.net/news-a-events/552-europe-2020-competitiveness-report.html>



High-Level Working Lunch on Innovation-Driven Entrepreneurship

The European Digital Forum teamed up with the World Economic Forum to host this high-level working lunch, focusing on the collaboration between digital entrepreneurs and large corporations in an effort to help Europe innovate.

<http://www.europeandigitalforum.eu/#10-june-2014-european-digital-forum-and-world-economic-forum>



High-Level Roundtable on Digital Government

This high-level roundtable brought together a dynamic group of heads of digital agencies, e-government practitioners and experts to discuss the future of government and in particular the role that digital technologies can play in the delivery of modern public services.

<http://www.lisboncouncil.net/news-a-events/556-government-as-a-digital-disrupter.html>





Transatlantic Summit on Growing the Transatlantic Digital Economy

Held in Washington DC, the Lisbon Council, Progressive Policy Institute and Georgetown University hosted this high-level summit on Growing the Transatlantic Digital Economy. Neelie Kroes, vice-president of the European Commission, and Catherine Novelli, U.S. under-secretary of state, keynoted.

<http://www.lisboncouncil.net/news-a-events/562-growing-the-transatlantic-digital-economy.html>



High-Level Roundtable on Industry 4.0 and the Digital Single Market

Two of the world's foremost experts on information technology and productivity, Bart Van Ark, executive vice-president of The Conference Board, and Robert D. Atkinson, president of The Information Technology and Innovation Foundation, presented new research on how digitalisation drives productivity, growth and jobs.

<http://www.lisboncouncil.net/news-a-events/563-towards-industry-40-and-a-digital-single-market.html>



The 2014 Euro Summit

The 2014 Euro Summit convened under the timely theme *Towards a Future of Stability and Growth*. Valdis Dombrovskis, vice-president of the European Commission responsible for the euro and social dialogue, delivered the keynote. The Lisbon Council and Berenberg launched *The 2014 Euro Plus Monitor* in the margins.

<http://www.lisboncouncil.net/news-a-events/577-valdis-dombrovskis-keynotes-the-2014-euro-summit.html>



High-Level Roundtable on Copyright for the Digital Age

The Lisbon Council engaged policymakers and experts in a discussion on the way forward for copyright in the digital age. Pierre Delsaux, deputy director-general for the internal market, keynoted – and gave a fascinating presentation of the European Commission's priorities and plans in the area.

<http://www.lisboncouncil.net/news-a-events/536-european-copyright-for-the-digital-age.html>





‘The European Centre for Government Transformation is a true ally of the European Commission that keeps on providing inspiration for our future innovation policies. [It’s] an excellent example of co-creation between academia, think tanks, governments and young citizens.’

Máire Geoghegan-Quinn, former European commissioner for research, innovation and science



The 2014 Summit for Government Transformation

Arnis Daugulis, deputy state secretary for e-government (Latvia); Francis Maude, minister for the cabinet office (United Kingdom), Kyriakos Mitsotakis, minister for administrative reform and e-government (Greece) and Pier Carlo Padoan, finance minister (Italy) led an inspiring discussion on state transformation.

<http://www.lisboncouncil.net/news-a-events/568-the-2014-european-summit-for-government-transformation-html>



High-Level Roundtable on Data-Driven Business Models

Convened by the European Digital Forum, this summit served as the launch for two major publications, *Digital Minds for a New Europe*; and *Data-Driven Business Models: Powering Startups in the Digital Age*. Vice-President Neelie Kroes keyednoted.

<http://www.lisboncouncil.net/news-a-events/573-data-driven-business-models-and-europes-digital-future.html>



High-Level Roundtable on the App Economy and the Internet of Tomorrow

Members of the European Parliament, European Commission members of cabinet, startup representatives and others joined this high-level roundtable. *The Mobile Internet Economy in Europe*, a new study from the Boston Consulting Group, was launched in the margins.

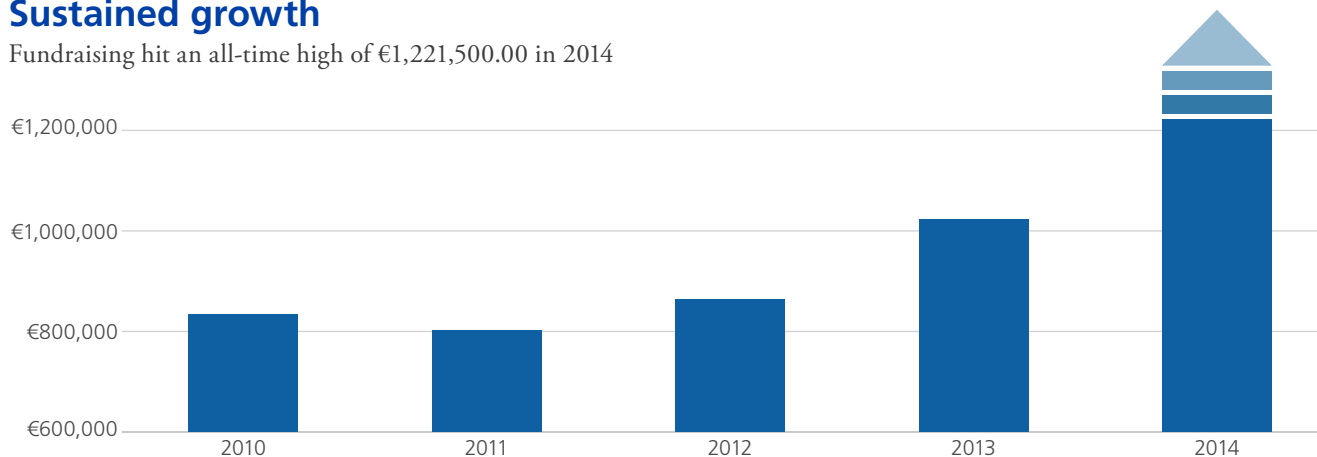
<http://www.lisboncouncil.net/news-a-events/575-exploring-the-app-economy-and-internet-of-tomorrow.html>



Financial report

Sustained growth

Fundraising hit an all-time high of €1,221,500.00 in 2014



Income and expenditure*

	2014	2013
Income	€1,221,500.00	€1,023,300.00
Donations	1,221,500.00	823,300.00
Grants	0.00	200,000.00
Expenditure	€1,066,641.38	€1,021,610.16
Office	110,117.08	109,313.28
Administration	666,036.62	604,034.95
Travel	23,761.53	31,370.74
Events	169,010.23	192,690.49
Publications	38,259.40	53,866.90
Depreciation	59,456.52	30,333.80
Surplus/deficit (reserves)	€154,858.62	€1,689.84
Surplus/deficit brought forward from prior periods	(91,124.33)	(92,814.17)
Surplus deficit carried forward	63,734.29	(91,124.33)

*covering the 12-month period ending 31 December 2014



Balance sheet**

	2014	2013
Assets	€186,346.93	€95,059.30
Fixed Assets	€136,736.44	€55,059.30
Net equipment	136,736.44	55,059.30
Net furniture	0.00	0.00
Current Assets	€49,610.49	€40,000.00
Accounts receivable	8,317.69	40,000.00
Cash or equivalent	41,292.80	0.00
Deferrals and accruals	0.00	0.00
Liabilities	€186,346.93	€95,059.30
Retained Earnings (Reserves)	€116,613.92	(€38,244.70)
Current Liabilities	€69,733.01	€133,304.00
Accounts payable	63,418.11	125,086.95
Salaries payable	6,314.90	3,847.16
Bank	0.00	3,941.02
Current account	0.00	428.87

**As of 31 December 2014

Statutory auditor: Moore Stephens Verschelden cvba
Accounts prepared by Vandenbranden Accountants bvba



Statutory auditor report

Concerning the financial year ended on 31 December 2014 of the Lisbon Council for Economic Competitiveness and Social Renewal asbl.

In accordance with the legal and statutory requirements, we report to you on the performance of the reporting assignment, which has been entrusted to us in our capacity of statutory auditor of the Lisbon Council for Economic Competitiveness and Social Renewal asbl. This report contains our opinion on the true and fair view of the financial statements as well as the required additional statements and information.

Unqualified audit opinion on the financial statements

We have audited the financial statement for the year ended on 31 December 2014, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of € 186,346.93 and a profit for the year of € 154,858.62.

Management is responsible for the preparation and the fair presentation of these financial statements. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.



Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the legal requirements and the auditing standards applicable in Belgium, as issued by the Institute of Registered Auditors (*Institut des reviseurs d'entreprises / Instituut der Bedrijfsrevisoren*). Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement, whether due to fraud or error.

In accordance with the above-mentioned auditing standards, we considered the association's accounting system, as well as its internal control procedures. We have obtained from management and from the association's officials the explanations and information necessary for executing our audit procedures. We have examined, on a test basis, the evidence supporting the amounts included in the financial statements. We have assessed the appropriateness of accounting policies and the reasonableness of the significant accounting estimates made by the association as well as the overall financial statement presentation. We believe that these procedures provide a reasonable basis for our opinion.

In our opinion, the financial statements for the year ended 31 December 2014 give a true and fair view of the association's assets and liabilities, its financial position and the results of its operations for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Additional statements and information

The management is responsible for the compliance by the association with the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations.

Our responsibility is to supplement our report with the following additional statements (and information), which do not modify our audit opinion on the financial statements:

- Without prejudice to formal aspects of minor importance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- There are no transactions undertaken or decisions taken in breach of the association's statutes or of the Law of 27 June 1921 related to non-profit organisations, international non-profit organisations and foundations that we have to report to you.

So drawn up in Brussels on 27 May 2015.



Moore Stephens Verschelden cvba
with as legal representative
Jacques Van den Abeele,
statutory auditor



Leadership

Leadership*



Paul Hofheinz
President and Co-Founder
The Lisbon Council



Tjark De Lange
Treasurer and Co-Founder, The Lisbon Council
CEO, Kapp Nederland

Senior Fellows, managers, board members and general assembly



Sergey Filippov
Associate Director
The Lisbon Council



Ian Hargreaves
Senior Fellow, The Lisbon Council
Professor of Digital Economy, University of Cardiff



Alessandro Leipold
Chief Economist
The Lisbon Council



Stéphanie Lepczynski
Associate Director
The Lisbon Council



Elisabeth Lulin
Founder and CEO
Paradigmes



Marcello Palazzi
Founder and President, Progressio Foundation, Netherlands
2013 Advanced Leadership Fellow, Harvard University
Co-Founder, B Lab Europe at B Corporation

*Ann Mettler, previously executive director and co-founder, resigned from all functions in November 2014



Advisory board

Esko Aho (senior fellow, Mossavar-Rahmani Center for Business and Government, Harvard Kennedy School, Harvard University, U.S.), **Martin Baily** (senior fellow, Brookings Institution; former chairman of the Council of Economic Advisers to U.S. President Bill Clinton, USA), **Christian Bason** (chief executive, Danish Design Centre, Denmark), **Xavier Damman** (founder, OpenCollective, Belgium), **Soumitra Dutta** (dean, Johnson School of Business, Cornell University, U.S.), **Isaac Getz** (professor, innovation management, ESCP-EAP European School of Management, France), **Harry van Dorenmalen** (chairman, IBM Europe), **Christophe Leclercq** (publisher and founder, EurActiv), **William W. Lewis** (director emeritus, McKinsey Global Institute), **Roger Liddle** (chair, Policy Network), **Jörg Monar** (rector, College of Europe), **Geoff Mulgan** (chief executive, Nesta), **Andreas Schleicher** (director, education and skills; special adviser on education policy to the secretary-general

and director of the Programme for International Student Assessment [PISA], Organisation for Economic Co-operation and Development [OECD]), **Albrecht Sonntag** (professor, international affairs, and scientific director, research centre in European integration, Ecole Supérieure des Sciences Commerciales d'Angers [ESSCA], France), **Mark Spelman** (leader, future of the Internet project, World Economic Forum [WEF]), **Žiga Turk** (professor, University of Ljubljana, Slovenia), **Harry Verhaar** (senior director, energy and climate change, Philips), **Linnar Viik** (associate professor and member of the board, Estonian Information Technology College; member of the board, European Institute of Innovation and Technology [EIT], Estonia), **Gregor Woschnagg** (adviser, Federation of Austrian Industries (IV), former permanent representative of Austria to the EU)



Chrysoula Mitta
Projects and Community Manager
The Lisbon Council



Martin Schuurmans
Senior Adviser, Innovation and Entrepreneurship
The Lisbon Council



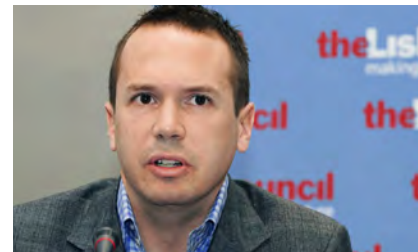
Sören Stamer
Member of the Board, The Lisbon Council
CEO and Co-Founder, Yukudo



Joeri Van Den Steenhoven
Member of the Board, The Lisbon Council
Director, Solutions Lab at MaRS Discovery District



Jörg Tremmel
Junior Professor
Eberhard Karls Universität Tübingen



Anthony D. Williams
Senior Fellow, Innovation
The Lisbon Council



Acknowledgements

The Lisbon Council is supported by a diversified funding base including project funding, research grants won in competitive tenders and donations from leading corporations and foundations. We would like to thank the following for their support in 2014 and 2015: **Accenture, Apple, Banco Bilbao Vizcaya Argentaria (BBVA), Berenberg, Permanent Representation of Denmark to the European Union, Google, Horizon 2020** (the European Union Framework Programme for Research and Innovation, managed by the European Commission), **IBM, Kapp Nederland, Oracle, Orange, Philips** and **Telefónica**. Special thanks as well to **Salesforce.com** for support through Salesforce.com Foundation's non-profit assistance programme.

The Lisbon Council is an independent, non-partisan association. Financial or other support for the Lisbon Council does not imply acceptance of any view, opinion or statement expressed by the Lisbon Council or any of its associates.

Environmental responsibility

As part of our commitment to sustainability in all areas of policymaking – the environmental, the social and the financial – the Lisbon Council furnishes its office with “cradle-to-cradle” recyclable furniture and offsets the greenhouse gas emissions stemming from office operations and travel. As a result, the Lisbon Council carries the status of “climate-neutral organisation.” For more information, visit <http://www.myclimate.org>.

'The potential of the Internet to foster a culture of sharing and encounter allows us to conclude that it is something truly good, a gift from God.'

Pope Francis, quoted in 'Inclusiveness, the Art of Dialogue and the Search for Truth in the Digital Era,' an essay by Archbishop Claudio Maria Celli, president of the Pontifical Council for Social Communications in *Digital Minds for a New Europe*



Photo captions

Page 1. Andrus Ansip, vice-president of the European Commission for the digital single market

Page 2. Left to right, Carsten Pillath, director-general for economic affairs and competitiveness at the Council of the European Union; Andrus Ansip, Geoff Mulgan, chief executive of Nesta and Paul Hofheinz president and co-founder of the Lisbon Council; Neelie Kroes, special envoy for startups in the Netherlands, head of StartupDelta and former vice-president of the European Commission for the digital agenda (2010-2014), and Sherry Coutu, serial entrepreneur, business angel and author of the Scale-Up Report; Neelie Kroes and Catherine Novelli, under secretary of state for economic growth, energy, and the environment of the United States (Department of State); Kaja Kallas, member of the European Parliament; Ann Mettler, head of the European Political Strategy Centre in the European Commission; Maroš Šefčovič, vice-president of the European Commission for the energy union; Günther Oettinger, European commissioner for digital economy and society; Jean-Claude Juncker, president of the European Commission; Roberto Viola, director-general for communications networks, content and technology (DG Connect) in the European Commission; and Pier Carlo Padoan, finance minister of Italy

Page 4. Left to right, Maximilian Strotmann, member of cabinet of European Commission Vice-President Andrus Ansip, and Eva Paunova, member of the European Parliament; Carlos Moedas, European commissioner for research, science and innovation; Gerrit de Graaf, director for digital economy and co-ordination in DG Connect at the European Commission; and Holger Schmieding, principal author of The Euro Plus Monitor and chief economist of Berenberg

Page 5. Jean-Claude Juncker and Paul Hofheinz

Page 6. Left to right, Startup Europe Forum session at ICT 2015 in Lisbon, Portugal; Julie Brill, commissioner at the U.S. Federal Trade Commission (FTC); Johannes Hahn, European commissioner for European neighbourhood policy and enlargement negotiations; Miguel Arias Cañete, European commissioner for climate action and energy; and Kandeh Yumkella, former United Nations under-secretary-general and special representative of the secretary-general for Sustainable Energy for All

Page 7. Andrus Ansip and Paul Hofheinz

Page 9. Left to right, Paul Hofheinz; Alessia Mosca, member of the European Parliament; Daniel Dalton, member of the European Parliament; and Jeppe Kofod, member of the European Parliament

Page 10. Left to right, Kornelis Blok, director of science at Ecofys; Kandeh Yumkella; Miguel Arias Cañete; Harry Verhaar, head of global public and government affairs at Philips Lighting; and Paul Hofheinz

Page 13. Carlos Moedas

Page 14. Robert Atkinson, founder and president of The Information Technology and Innovation Foundation; and Marjut Santoni, deputy secretary-general of the European Investment Bank

Page 15. Cecilia Malmström, European commissioner for trade; and Robert Madelin, senior adviser for innovation at the European Political Strategy Centre in the European Commission

Page 16. José Manuel Barroso, former president of the European Commission

Page 18. Left to right, Kandeh Yumkella; Günther Oettinger; Pierre Delsaux, deputy director-general for internal market, industry, entrepreneurship and SMEs at the European Commission; and Maroš Šefčovič.

Page 22. Left to right, Andrew Wyckoff, director for science, technology and innovation at the Organisation for Economic Co-operation and Development (OECD); Ian Hargreaves, senior fellow at the Lisbon Council and professor of digital economy at the University of Cardiff; Kyriakos Mitsotakis, former minister of administrative reform and electronic governance and member of parliament, Greece; and Neelie Kroes

Page 24. Left to right, Giuseppe Abbamonte, director for media and data at the European Commission's directorate-general for communications networks, content and technology; Damien Levie, deputy chief European negotiator for TTIP and head of unit for trade relations with the U.S. and Canada at the European Commission's directorate-general for trade; Will Marshall, president and founder of Progressive Policy Institute (PPI); Elena Bryan, former senior trade representative at the U.S. Mission to the EU; and Michael Mandel, chief economic strategist of PPI

All photos by Yves Fonck and Bernard Foubert unless otherwise stated.

Photo of Catherine Novelli and Neelie Kroes on page 2 by Jeffrey MacMillan.

Photos of Günther Oettinger on page 2 and page 18, and of the Startup Nation Session at ICT 2015 on page 6, by Steve Stoer.





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think tank for the 21st century

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The Lisbon Council for Economic Competitiveness and Social Renewal asbl is a Brussels-based think tank and policy network. Established in 2003 in Belgium as a non-profit, non-partisan association, the group is dedicated to making a positive contribution through cutting-edge research and by engaging politicians and the public at large in a constructive exchange about the economic and social challenges of the 21st century.

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