

EFNI 2012

LEADER OR FOLLOWER?  
EUROPE IN THE MULTIPOLAR WORLD  
BUSINESS PERSPECTIVE

REPORT



**EFNI**

EUROPEAN FORUM  
FOR NEW IDEAS

# EFNI 2012 HAS COME TO A CLOSE



**At the end of September in Sopot, while we were discussing the place and the role of Europe in the world,** its obligations and interests, crowds of outraged citizens took to the streets throughout the Old Continent. Fearful about their future, they demonstrated their objections to actions of politicians and business, as well as to decisions of Brussels.

This is not just a warning but rather an alarm bell telling us that we can no longer wait with introducing changes. Many of them were suggested by us at last year's Forum and were expressed in a number of recommendations. Suggestions made during the debates this year are no less important. We have developed recommendations not only with overcoming the economic crisis in mind, but also with the thought of stopping the social crisis from spreading. Now, everything is up to politicians – let us hope that they will want to and will be able to implement them.

Integrated Europe – a project that embodies the dreams of many generations of Europeans, and serves as a model for other nations, is rocking and trembling in its very foundations. That is why, in Sopot, we discussed what needs to be done so Europe remains to be a leader. Its values and objectives, prosperity and solidarity, are crumbling right before our eyes. That is why we considered what needs to be done to save the European project. In recent years, the role of the state and its relationship with citizens was put to a dramatic test. As a result, we attempted to define what should be the model of a state that can handle challenges of the economy, pressures of the market and expectations of citizens.

Over 1100 eminent minds from Poland, Europe and the rest of the world over a span of three days argued their points in numerous debates, exchanged their opinions and led an inspiring dialogue. The result is the 2012 Sopot Declaration and numerous recommendations that, just as last year, will be passed on to authorities of the European Union and governments of member states.

It is commonly believed that the second edition of an event is key to the success of a project. Judging by the opinions we are hearing, we managed to pass this test with the highest result. It is with great satisfaction that we are inviting you for the third edition of the European Forum for New Ideas on September 25th – 27th, 2013.



**Henryka Bochniarz**  
President of the Polish Confederation  
of Private Employers Lewiatan

**Jerzy Buzek**  
Chairman of the EFNI  
Programme Council, Poland

## HONORARY PATRONAGE

Bronisław Komorowski  
President of the Republic of Poland

Herman Van Rompuy  
President of the European Council

The European Parliament

## INSTITUTIONAL PARTNER

Ministry of Foreign Affairs

PREZYDENT.PL



# OPINIONS ABOUT EFNI

The European Forum for New Ideas 2012 showed a remarkable improvement compared to the previous year, which was already a great event. In particular, the Forum profited from a stronger focus on the future of the EU and had attracted a number of very prominent speakers and panelists. The presentation of a country as a special guest, this year Turkey, has been greatly innovative and I would recommend to continue with such an approach. The variety of different formats of the events has been also very attractive, both for panelists and for the audience. However, the Forum would even stronger profit if there were more truly new ideas on Europe and I wonder whether the Forum would be further enriched by involving also more panelists which are not politicians or former politicians but also scientists and artists for example.

**Günter Verheugen,**  
Professor, European University Viadrina,  
former Vice President of European Commission, Germany



EFNI, being such a spectacular event, stimulates and encourages everyone to deeply reflect on his or her own way of thinking. In other words, EFNI gives an opportunity to not only rethink but also to deepen our understanding of the challenges and issues, which are key for Poland, Europe and the rest of the world. It also allows exchanging ideas with important players on the political, scientific and economic scenes. A wonderful snapshot of the sea in Sopot along with very effective yet discrete event organization give this conference a unique character.

**Paul H. Dembinski,**  
Executive Director, Foundation  
of the Observatoire de la Finance, Geneva, Switzerland



The European Forum for New Ideas (EFNI) 2012 brought together a unique mosaic of policy pundits and other key constituents in political life and economic development. EFNI addressed the key issues facing Europe, and is driving a bold path forward! I am delighted to support EFNI's vision and approach.

**Arjun Gupta,**  
Chief Believer, TeleSoft Partners, USA



The European Union urgently needs tools that will strengthen the stability of EU mechanisms, including a new social model – one that is effective and adapted to the current model of capitalism, providing support for democracy and the market, allowing to rebuild the diminishing middle class.

**Jacek Krawiec,**  
President of the Board, PKN ORLEN SA, Poland



The Sopot Declaration, which we have authored during EFNI, is a strong voice of business communities in the discussion on the future shape of Europe and ways of overcoming the crisis. Although, the key issue is to make sure that these recommendations contained in it actually become a roadmap for politicians in their decision making.

**Andrzej Klesyk,**  
President of the Board, PZU SA, Poland



Encountering Europeans with a deep personal and emotional commitment to the European Union was both valuable and revealing. I gained a deeper understanding of the intensity of efforts to solve problems of the EU. While it is not clear these efforts will succeed, I left with a deeper understanding of why they will continue.

**George Friedman,**  
Chief Executive Officer, Stratfor, USA



We did not manage to end the crisis, develop EU's role in the world nor raise the competitiveness of our economies. However, if the first step to resolve the problems is their proper identification, then in Sopot we made a giant leap forward towards a better future for Europe and the rest of the world.

**Maciej Witucki,**  
President, Orange Polska, Poland



Zbigniew Brzeziński, Lech Wałęsa, Mikhail Gorbachev, Bernard-Henri Lévy – where in the world was there a chance to meet all of them in the same place at the same time this year? To listen to their ideas and talk to them? It was possible in September at EFNI in Sopot. Speeches of these eminent speakers who have changed the fate of the world have shown that they still have a lot to say. The art installation showed the meaning of good, beauty and truth. The European Forum for New Ideas is a must attend event.

**Andrzej Godlewski,**  
Deputy Director at Channel 1, TVP SA, Poland



Another edition of EFNI turned out to be a success. The Forum provides valuable contribution into innovative thinking and in the search for political and economic solutions for a post-crisis Europe. Debates in Sopot are becoming a Polish brand, a certain formula for how debates on the most important challenges for Europe and the rest of the Europe should be held.

**Danuta Hübner,**  
MEP, Chair of the Committee  
for Regional Development, Poland

# OPINIONS ABOUT EFNI

The European Forum for New Ideas represents a great intuition and an excellent realization of a scientific and social debate. In Sopot you created a very great opportunity to compare ideas, experiences, objectives and results of the policies from different countries around the world. I participated with great pleasure in debates during programme events and, also in between the panels and plenary sessions. In Sopot there was opportunity to meet stakeholders of a variety of issues in a unique scenario. It was really great.

**Attilio Celant,**  
Chairman, Alumni Association of Graduates in Economics,  
Sapienza University of Rome, Italy



EFNI is a creative and necessary initiative, attended by many outstanding individuals. The organizers did not hesitate to invite George Friedman who clearly showed the end of the EU. Such openness gives great input into the debate because various scenarios can be discussed. I will gladly attend the Forum next year.

**Grzegorz Hajdarowicz,**  
President of the Board, Presspublica Sp. z o.o., Poland



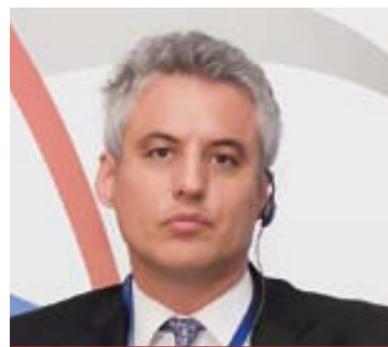
What an exciting Forum! The EFNI roundtables enable public and private sector participants to discuss European issues within a global context. I like the mix of opinion leaders from both worlds since solutions to the problems that face the region will require creativity and commitment from both worlds during these difficult times. Please continue this well-organized, efficient and productive forum.

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



A great event. Broad audience of decision-makers. Interesting guests and stimulating discussions. Pleasant location. Very smooth logistics. I would definitely recommend participation.

**Xavier Devictor,**  
Country Manager for Poland and the Baltic Countries,  
The World Bank, France



An outstanding conference! One of the best organized conferences I have attended. Congratulations!

**Rohini Anand,**  
Senior Vice President, Sodexo, USA



EFNI is one of the most important intellectual events. I have learnt a lot from my colleagues.

**Nadia Arbatova,**  
Political Scientist, Head of Department of European Political Studies,  
Russian Academy of Sciences, Russia



Likewise, I was very impressed by the conference and it was a great pleasure to meet so many compelling people and hear such good ideas.

**Phillip Blond,**  
Philosopher, Director of the think tank ResPublica, United Kingdom



The whole event was incredibly impressive and underlined for me just how smart and organized Polish teams are!

**Mark Brailey,**  
Director of Strategy for Intel Europe,  
Middle East and Africa, United Kingdom



Intellectually, a tremendous effort has gone into identifying crucial issues and concerns, various perspective and opposing points of view, to provide a feast of stimulating ideas. It was a pleasure to participate.

**Garry Jacobs,**  
Chairman of the Board, World Academy of Art & Science, USA

## THE SOPOT DECLARATION, 28 SEPTEMBER 2012 EUROPE – IT IS TIME FOR UNITY!

being flexible enough to allow all members to become involved and to avoid protectionism of the euro zone.

- Introduction of a common and unified foreign policy as well as the creation of a truly coordinated military potential. This is a condition for the Union to remain as one of the leaders of today's world.
- Together with transferring parts of the competencies from member states to the EU, there is a need to establish the European budget on new terms.
- Today, the EU is seen as a project by politicians and bureaucrats. There is a need to conduct and stimulate political and social debate from a European perspective.



The Sopot Declaration 2012, which was read out by Henryka Bochniarz, President of PKPP Lewiatan, contains an overview of intentions of EFNI organizers and participants.



Lack of citizen's trust in EU institutions, politics and business – is a diagnosis of the current state of the EU, contained in the Sopot Declaration.



Through the Sopot Declaration, EFNI participants forewarn that future generations are not going to forgive us if we ruin the great project that the European Union actually is.

## THE SOPOT DECLARATION 2012

### EUROPE – IT IS TIME FOR UNITY!

**THE WORLD IS MOVING FORWARD. EUROPE, FROM A POSITION OF LEADER, IS BECOMING A FOLLOWER.**

Decisions in response to the on-going economic crisis are being introduced too slowly, and the tools being developed do not properly respond to the prevailing challenges. The most important expectations contained in our declaration from last year were not implemented. Lack of any effects and uncertainty among citizens are leading to a loss of trust in EU institutions, politics, business and people towards one another as well as causing a loss of solidarity throughout Europe. Doubts are rising about the sense and success of the European Union and the monetary union, although it is clear that no single European country will be able to compete alone in the global world. Therefore, we, the Participants of the 2012 European Forum for New Ideas, wishing for Europe to not lose its opportunities, call for:

**Swift creation of a road map for political and monetary integration of Europe.** We need a constitution that will give the EU more competencies and give more influence to the citizens. Greater sovereignty of the European Union will strengthen our position on the international arena.

**Consistent integration** – four pillars of the EU: free movement of people, capital, goods and services are inherent and inalienable, and bold and well prepared integration in terms of fiscal, banking and monetary policies, being flexible enough to allow all members to become involved and to avoid protectionism of the euro zone.

**Introduction of a common and unified foreign policy as well as the creation of a truly coordinated military potential.** This is a condition for the Union to remain as one of the leaders of today's world.

Together with transferring parts of the competencies from member states to the EU, there is a **need to establish the European budget on new terms.**

Today, the EU is seen as a project by politicians and bureaucrats. **There is a need to conduct and stimulate political and social** debate from a European perspective, and not just from a national one, in order to include women and men, the citizens, in the European project.

Solutions to allow bigger **and deeper empowerment of women** in social and political life and in economic decision making

**Reconstruct Trans-Atlantic relations** as well as raise Europe's significance and its influence by expanding areas of political, economic and social cooperation, based on respect for independence in developing countries.

We, gathered in Sopot, in September 2012, declare full support and engagement in these decisions and in such actions. We call for governments of member states and EU institutions to undertake bold, far-reaching and swift actions. Future generations will not forgive us if we will not be able to respond to the great challenges of today and if we ruin the great project that we inherited from past generations.

# EUROPE NEEDS MORE INTEGRATION

OVER 1100 PEOPLE FROM A NUMBER OF COUNTRIES, INCLUDING OUTSTANDING ECONOMISTS, BUSINESS LEADERS AND SCIENTISTS PARTICIPATED IN THE 2ND EUROPEAN FORUM FOR NEW IDEAS IN Sopot, ORGANIZED BY PKPP LEWIATAN. ATTENDEES ADOPTED THE SOPOT DECLARATION, IN WHICH THEY ACKNOWLEDGED THAT EUROPE NEEDS GREATER POLITICAL AND MONETARY INTEGRATION.



Henryka Bochniarz, President of PKPP Lewiatan, emphasized that entrepreneurs are also citizens of the European Union, which means they have the right and obligation to seek out good scenarios for its future.



Jerzy Buzek, President of the EFNI Programme Council, stressed that the future of our continent is in building a United States of Europe.



Zbigniew Brzeziński argued that Europe needs Russia and Turkey in order to maintain its strong position on the international arena.



Europe, wake up from your sleep – called out Bernard-Henri Lévy, EFNI's special guest.



Jürgen Thumann, President of BUSINESSEUROPE, declared that Turkey is a very important partner and a bridge to the Middle East for European businesses.



Beata Stelmach spoke about economic, political, cultural and social ties that connect Poland and Turkey – Special Guest of EFNI 2012.



Cevdet Yilmaz, Turkey's Minister for Development, warned that if Europe concentrates only on itself, it will not play a global role in today's world.

This year, the guiding theme of the conference was Leader or Follower? Europe in a multipolar world. Business perspective. Economists, business leaders, politicians and scientists discussed the role of our continent in the new balance of power in the world.

Foreign guests of EFNI included Zbigniew Brzeziński, Counsellor at the Center for Strategic & International Studies in Washington D.C. and former National Security Adviser to the President of the United States; Mikhail Gorbachev, President of Green Cross and former President of the USSR; Norman Davies, Professor of History and Member of the British Academy; Bernard-Henri Lévy, philosopher and writer; George Friedman, CEO of Stratfor; Phillip Blond, philosopher and Director of ResPublica think tank; Benjamin R. Barber, President of the Interdependence Movement / CivWorld and Claudia Zeisberger, Professor and lecturer at INSEAD Business School and Centre for Decision Making and Risk Analysis.

Representing Poland were Lech Wałęsa, Jerzy Buzek, Jan Krzysztof Bielecki, Leszek Balcerowicz, Jerzy Hausner and Danuta Hübner as well as presidents of the largest companies in the country.

The EFNI Sopot Declaration stresses that in today's world, Europe from a leading position is becoming a follower. Decisions in response to the on-going economic crisis are made too slowly. Lack of any effects and uncertainty among citizens are leading to a loss of trust in EU institutions, politics, business and people towards one another as well as causing a loss of solidarity throughout Europe. Doubts are rising about the sense and success of the European Union and the monetary union, although it is clear that no single European country will be able to compete alone in the global world. As a result, Participants of EFNI called for greater political and monetary integration of Europe.

This year's conference featured 5 plenary sessions ("Europe's interests and responsibilities towards the world", "European Social Model. Something comes to an end, something else begins", "How much government can the economy afford? How much regulation can society withstand?", "Quotas and parities for women make sense?", "Shared challenges facing Turkey and the European Union in a globalized world") and 15 discussion panels (including "European Union and its future scenarios", "What new financial governance should be like?", "What does business expect from universities of the future?") as well as lectures, debates and counterpoints. Residents of Sopot had an opportunity to meet with guests of EFNI in Bays of Dialogue. This year the highlight of the programme was Turkey as a special guest.

EFNI plenary sessions were held in a large pavilion located on the beach near the Zatoka Sztuki building, where participants had a direct view of the sea. Discussion panels, debates and other programme events were organized in conference rooms of the Sheraton Sopot Hotel and Sofitel Grand Sopot Hotel. Nearly 200 journalists from Poland and abroad covered the event.

Polish Confederation of Private Employers Lewiatan

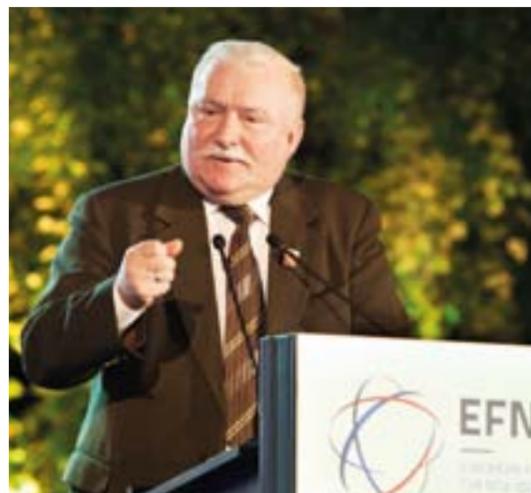
# OPENING CEREMONY



Europe refuses to be a follower in today's world – said Henryka Bochniarz, President of PKPP Lewiatan, in her opening speech.



Jerzy Buzek, President of the EFNI Programme Council, stressed that the future of our continent is in building a United States of Europe.



Our generation has no other choice, but to deepen European integration – Lech Wałęsa, former President of Poland.



Maciej Witucki, President of Orange Polska and Andrzej Klesyk, President of the Board of PZU SA, opened the discussions on the role and future of Europe.



Herman Van Rompuy, President of the European Council, was not able to personally attend EFNI, instead he recorded a message to all of the guests attending the event.



Jerzy Pomianowski, Undersecretary of State in the Ministry of Foreign Affairs, drew attention to civil and municipal dimension of Poland's foreign policy.



Jacek Karnowski, Günter Verheugen, Marek Orzechowski, Piotr Gulczyński, Zbigniew Brzeziński among guests present at the Opening Ceremony.

# OPENING GALA



Europe without Turkey will become marginalized – warned Zbigniew Brzeziński during the official dinner on the first day of EFNI 2012.



Leszek Balcerowicz ironically said during EFNI that calls for greater involvement of the state in the economy are becoming a secular religion.



Danuta Hübner, MEP and Chairwoman of the Committee on Regional Development, and Maciej Witucki, President of Orange Polska.



EFNI's special guest Zbigniew Brzeziński is welcomed with a standing ovation.



Zbigniew Brzeziński's lecture about the current balance of power grasped the attention of all guests at the Opening Gala.



According to Günter Verheugen, former Vice President of the European Commission (in photo first from right), Europe can maintain its ability to make key decisions in world politics if it combines a competitive economy with stronger political integration.



Adam Michnik, Beata Stelmach, and Janusz Stelmach on their way to the EFNI Opening Gala.



Leszek Możdżer's concert received excellent reviews from Polish and foreign participants of EFNI.

# EFNI – IN THE EYE OF THE LENS



Adam Michnik, Michał Kleiber, Magdalena Środa and Aleksander Smolar on their way to the plenary session.



Zbigniew Brzeziński with his son Jan, just before the EFNI Closing Gala, talking to Katarzyna Kolenda-Zaleska and U.S. Ambassador Lee Feinstein.



Nearly 200 journalists were present at EFNI, giving panelists not much respite. Picture during interviews:

Beata Stelmach, Undersecretary of State, Ministry of Foreign Affairs.



Who do Polish leaders listen to? According to a study by THINKTANK, they follow the words of Jacek Santorski, Andrzej Klesyk, Henryka Bochniarz and Krzysztof Rybiński (here: authors of the survey together with three Laureates and Jerzy Buzek handing the awards).



A very emotional meeting between Lech Wałęsa, Hans-Dietrich Genscher, and Mikhail Gorbachev ended in a strong handshake.



Ludwik Sobolewski, President of the Board of the Warsaw Stock Exchange.



Jacek Krawiec, President of PKN ORLEN SA, and Sławomir S. Sikora, President of the Board of Citi Handlowy: greeting before start of a session.



Christian Morales, Vice President and General Manager for EMEA at Intel, a firm supporter of innovations and new technologies, on his way to the New Ideas Pavilion.



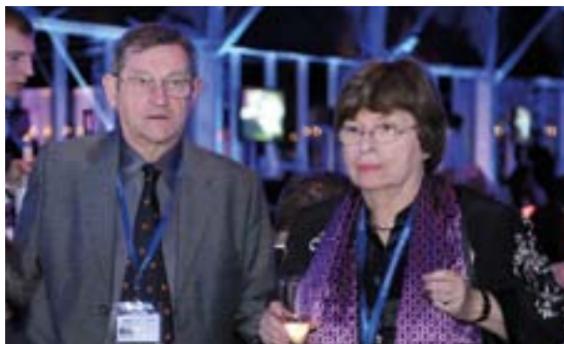
Google's strong presence at EFNI. Agata Wactawik-Wejman, Director of Government Relations Google Poland, and Eze Vidra, Head of Google Campus.



Marcin Piróg, President of the Board of PLL LOT.



Over 3/4 of all participants gave the EFNI Programme Guide the highest rating in the final survey. Pictured in photo: Andrzej Klesyk attentively listening while Magdalena Środa, Adam Michnik and Maciej Witucki are carefully reading the guide.



Norman Davies, panelist of the session titled European interests and responsibilities towards the world, pictured here with Maria Davies.



Jacek Męcina, Deputy Minister of Labour and Social Policy; Czesław Grzesiak, Vice President of Tesco Polska, and Henryk Orfinger, President of Dr Irena Eris SA.



Leszek Czarnecki, President of the Board of Getin Holding.



Jerzy Buzek in a heated debate with Jan Kulczyk and Jan Brzeziński.

## SHARED CHALLENGES FACING TURKEY AND THE EUROPEAN UNION IN A GLOBALIZED WORLD

PLENARY SESSION



### PANELISTS

**Jürgen Thumann**, BUSINESSEUROPE, Germany; **Beata Stelmach**, Ministry of Foreign Affairs, Poland; **Ludwik Sobolewski**, Warsaw Stock Exchange, Poland; **Cevdet Yilmaz**, Minister of Development, Turkey; **Ayşegül İldeniz**, Intel Corporation, Turkey; **Zbigniew Brzeziński**, Center for Strategic & International Studies, USA; **Günter Verheugen**, European University Viadrina, Germany; **Małgorzata Bonikowska**, THINKTANK Poland (moderator)

According to Günter Verheugen, Turkey has become strategically more important for the European Union than Europe is for Turkey. Policies towards greater self-reliance in the region, based on a military and political partnership with the United States and social and cultural ties with the Arab world make the country a key player in Eurasia. Cevdet Yilmaz stressed that Turkey is very much concerned with the current economic crisis in Europe as it is the economy that brings these two sides together the most. An issue that was also raised by Jürgen Thumann and Ludwik Sobolewski. Ayşegül İldeniz pointed out that there are important social changes occurring in Turkey. Young people are dynamic, open, active, technologically savvy and hungry for success. At the same time, only 17% of the population believes accession to the EU will actually happen. This leads to the search for alternatives.

Minister Yilmaz said that Turkey is building a strong position in the region, because its stability and political future depend on it. Europe can passively look on or it can become involved, proposing and developing joint initiatives. According to Zbigniew Brzeziński, Turkey's presence in the EU would be beneficial for both sides. It is vital to see an important difference: Russia is European in a cultural and religious sense, but its political practices are far from European standards. Turkey is the opposite – its culture and religion seem to be distant for Europe, but the focus on developing the state, introducing changes and political practices are in every respect European.

### CONCLUSIONS

- The European Union should make use of the Eurozone crisis to close ranks and speed up integration as well as specify what it really wants to be. This also relates to the future of EU-Turkey relations.
- Turkey's accession to the EU would enlarge the common market by nearly 80 million people, and would open Europe up economically and mentally.
- EU membership for Turkey would mean strengthening of reforms and modernization processes of the state, influence on EU's internal policies, rise of European investments and resolution of matters relating to immigration and visas.

## POLAND – TURKEY WORKSHOPS

The workshop was an ideal occasion for bilateral discussions. Both sides agreed that the 600th Anniversary of Polish – Turkish diplomatic relations coming up in 2014 is a good occasion to develop a program of bilateral cooperation based on the strategic partnership introduced in 2009.

Participants of the discussion stressed the need for greater involvement of governments from both countries in inspiring cooperation between companies and employer organizations, as well as to resolve EU-Turkey matters relating to visas. Representatives of TÜSİAD and PKPP Lewiatan declared their readiness to intensify cooperation by working together to organize conference and seminars, ensure regular information exchange and bring the attention of its members to the need and validity of developing joint economic relations.

The Polish representation announced the creation of a working group comprised of representatives of a few ministries and business communities that will work on the agenda for celebrations marking the 600 years of Polish-Turkish relations. Both sides pointed out the possibilities of intensifying cooperation in three areas:

- Exchange of experience in transformation from preparations to accession (developing institutions, creating mechanisms to process structural funds, reforms),
- Planning and implementing development policies (selecting support mechanisms, eliminating division into Poland A / Poland B – Western Turkey / Eastern Turkey),
- Political cooperation with countries in Northern Africa (promoting successful transformation processes).

### PARTICIPANTS:

- **Cevdet Yilmaz**, Ministry of Development, Turkey; **Beata Stelmach**, Ministry of Foreign Affairs, Poland; **Małgorzata Bonikowska**, THINKTANK, Poland; **Paweł Orłowski**, Ministry of Regional Development; **Bahadır Kalegasi**, TÜSİAD, Turkey; **Jacek Adamski**, PKPP Lewiatan, Poland



## TURKISH EVENING

Waiting for official speeches of the evening. At the table: Yusuf Ziya Ozcan, Embassy of Turkey; Beata Stelmach, Ministry of Foreign Affairs, Poland; Jürgen Thumann, BUSINESSEUROPE, Germany; Henryka Bochniarz, PKPP Lewiatan, Poland; Jan Krzysztof Bielecki, Economic Council to the Polish Prime Minister, Poland; Zbigniew Brzeziński, Center for Strategic & International Studies, USA.



in Orange we believe that  
innovation is a journey

## EUROPE'S INTERESTS AND RESPONSIBILITIES TOWARDS THE WORLD

PLENARY SESSION



### PANELISTS

**Zbigniew Brzeziński**, Center for Strategic & International Studies, USA; **Nadia Arbatova**, Russian Academy of Sciences, Russia; **Günter Verheugen**, European University Viadrina, Germany; **Norman Davies**, British Academy, United Kingdom; **Maciej Witucki**, Orange Polska, Poland (moderator)

During the session that opened the European Forum for New Ideas, Günter Verheugen stressed that it is in Europe's interest to be actively involved in global governance. In order to achieve this, Europe must combine a competitive economy with deeper political integration. According to Mr. Verheugen, it is also in the interest of the EU to strengthen ties with countries of the Middle East and Northern Africa as well as to anchor Turkey in EU institutions.

According to Professor Norman Davies, the European Union has three fundamental interests in today's world: achieve external security, develop a common foreign policy and ensure good relations with all neighbours.

Nadia Arbatova indicated that the EU should work to develop relations, which actively engage Turkey and Russia in cooperation. As an example she gave a project for a common energy market, which according to her should be a joint effort of the EU, Russia and Turkey.

Zbigniew Brzeziński stressed the fundamental importance of the EU to become engaged, together with the United States, in matters of Russia, Turkey, the Middle East and Asia. He noted that Ukraine is an important intermediary between the EU and Russia. Therefore, it should be of particular interest to the Union. He also added that the European Union needs a timeless objective in order for it to gain credibility in the coming decades. Such as the mission to become actively engaged in the world's most important geopolitical issues and work on resolving them.

### CONCLUSIONS

- European Union's key interest is to be actively involved in global governance.
- Maintaining the EU's leading position in the world will only be possible through deepening political integration and common foreign policies.
- It is in the interest of the EU to work towards multilateral cooperation that involves Turkey and Russia.
- The European Union should be actively involved in the world's key geopolitical issues and play a role in resolving them as part of the transatlantic partnership.

SESSION PARTNER



orange™

THE STATE AND  
THE MARKET  
*In Search of a New Balance*



THE ERA  
OF GAS  
*How to use this  
new potential?*



PLANNING  
IN TIMES  
OF UNCERTAINTY



COMPANIES  
AND THE CULTURE  
OF INNOVATION



The debate entitled "The European Social Model. Something comes to an end, something else begins" was yet another event held within the framework of PKN ORLEN's "Future Fuelled by Knowledge" project. It was also one of the plenary sessions of this year's European Forum for New Ideas, held in Sopot.

Since its inception in 2010, the cycle of conferences, discussion panels and thematic publications authored and run by PKN ORLEN under the umbrella name of "Future Fuelled by Knowledge" has been Poland's unique platform for sharing thoughts, experience and knowledge on issues of vital importance for the European and global economy. The debates initiated by PKN ORLEN attract the attendance of leading local and international figures, representing the world of science, politics and business, who attempt to provide a broad and incisive perspective on the world's economic transformation, the current crisis and lessons it may hold for the future.

The issues dealt with in the debates are further elaborated in "Future Fuelled by Knowledge" publications, including "The State and the Market - In Search of a New Balance", "Planning in times of uncertainty" and "Gas (R)evolution in Poland. Which way to success?"

Visit our website at: [www.orklen.pl/conferences](http://www.orklen.pl/conferences)

# THE EUROPEAN SOCIAL MODEL. SOMETHING COMES TO AN END, SOMETHING ELSE BEGINS

## PLENARY SESSION



### PANELISTS

**Jose Ignacio Torreblanca**, ECFR, Spain; **Sławomir S. Sikora**, Citi Handlowy, Poland; **Phillip Blond**, ResPublica, United Kingdom; **Aleksander Smolar**, Stefan Batory Foundation, Poland; **Adam Michnik**, Gazeta Wyborcza, Poland; **Jacek Krawiec**, PKN ORLEN SA, Poland (moderator)

Panelists of the session moderated by President of PKN ORLEN SA, Jacek Krawiec, emphasized that demographic changes, the economic crisis and pressure to raise the competitiveness of the economy are forcing a re-evaluation of the current European social model.

Phillip Blond argued that institutions of the welfare state did not keep up with the changes. Capitalism today has become a win-lose system. Winners take all, losers walk away with nothing and have less chance of catching a lucky break at the next draw – he said. He believes that Europe should invest in those institutions of the welfare state that increase chances of making it on the market, i.e. life-long learning. This is the key to maintain solidarity and competitiveness.

According to Aleksander Smolar, building a welfare state is the domain of compromises. Although, developing them is very difficult. Prosperity is increasingly becoming a matter of the individual, and less a subject of common concern – he underlined.

Jose Ignacio Torreblanca indicated that Europe is stricken with a virus that is causing an erosion of solidarity. Our continent's concern is not only the poor state of the global markets but also a crisis of EU's legitimacy. At its base lies the conviction that some countries and regions receive disproportionately less funds from the common basket than they put in.

Europe is threatened by a collapse of the welfare state under its own weight. Overgrown functions of the welfare state need to be cut but with surgical precision, not disturbing the social peace – stressed Adam Michnik.

### CONCLUSIONS

- The EU needs a new social model – one that is adjusted to today's model of capitalism and which provides support for democracy, the market and the diminishing middle class.
- The European social model can survive in various forms, if it functions within more flexible EU laws, and is based on national traditions and local agreements between the state, business and social partners.
- The new social model should focus on the quality of education, raising employment levels among the young and those just before retirement, as well as consider enriching social policy tools with the concept of property redistribution.

SESSION PARTNER





## The world underfoot should have a firm foundation

When undertaking large investment projects, having a dependable partner is crucial. A partner who, if an unforeseen event occurs, will help secure the investor's operations and facilitate replacement of its property. That partner is PZU.



## HOW MUCH GOVERNMENT CAN THE ECONOMY AFFORD? HOW MUCH REGULATION CAN SOCIETY WITHSTAND?

### PLENARY SESSION



#### PANELISTS

**Attilio Celant**, Sapienza University of Rome, Italy; **Ulrich Grillo**, BDI, Germany; **Danuta Hübner**, MEP, former European Commissioner, Poland; **Magdalena Środa**, University of Warsaw, Poland; **Leszek Balcerowicz**, Warsaw School of Economics, Poland; **Andrzej Klesyk**, PZU SA, Poland (moderator)

Calls to increase the state's involvement in the economy are becoming a secular religion and have nothing to do with facts argued Leszek Balcerowicz during his opening speech of the plenary session moderated by President of the Board of PZU SA, Andrzej Klesyk.

According to Professor Balcerowicz, the state should focus solely on its classic functions, which are to ensure security to its citizens, a well functioning justice system and basic social services. It should avoid overregulating and taking on a redistribution function.

Magdalena Środa reminded everyone that liberal thought tells us that the state is necessary to protect basic human rights: freedom, ownership, security and happiness, and one of the measures to ensure appropriate implementation of these rights are redistribution policies that protect those who are weaker, poorer and excluded.

Ulrich Grillo, Vice President of the largest employer organization in Germany, noted that the state should help the economy regain its competitiveness by providing business the right framework that will ensure stability and growth.

Attilio Celant, an Italian economist, indicated that the state is not able to meet the challenges it is facing, also those on a regional level. More often it is giving way to international corporations.

Danuta Hübner stressed the fact that the state's main role should be investing in innovations and research in order to fuel economic growth. She criticised bringing the role of the EU and national states to a matter of regulation. States should actively cooperate in order to create a competitive and strong single market – she argued.

#### CONCLUSIONS

- The State should focus on its classical functions: ensure security to its citizens, a well functioning justice system and basic social services. It should avoid overregulating and taking on a redistribution function.
- The State is crucial in protecting basic human rights: freedom, ownership, security and happiness. Therefore, when limiting redistribution policies there is a need to remember about the weaker, poorer and excluded.
- Main objective of the State is investing in innovations and research in order to fuel economic growth.

SESSION PARTNER





The beautiful weather created perfect opportunities to converse between plenary sessions.

# QUOTAS AND PARITIES FOR WOMEN MAKE SENSE?

## PLENARY SESSION



### PANELISTS

**Rohini Anand**, Sodexo, USA; **Małgorzata Fuszara**, University of Warsaw, Poland; **Lena Kolarska-Bobińska**, European Parliament, Poland; **Erika Kvapilova**, UN Women, Slovakia; **Irene Natividad**, Global Summit of Women, USA; **Henryka Bochniarz**, President, PKPP Lewiatan, Poland, (moderator) and **Kinga Rusin**, journalist, Poland, (moderator)

Participants of the debate agreed that nothing is going to equalize on its own. Increasing the role of women in boardrooms will only be possible when objectives in this matter will be set at the highest levels, followed by responsible and consistent implementation.

Irene Natividad brought up the fact that the presence of women in boardrooms has positive effects on financial results of companies. She indicated the rising popularity of quotas as a tool to raise the role of women in business. It is a motivational tool for business and politics to “find” competent women – she said. It is also a very effective instrument to counter discrimination – added Henryka Bochniarz.

Erika Kvapilova pointed out that the influence of women on business and political decision-making processes is key in gender equality. However she did stress that quotas and parities are temporary solutions. Lena Kolarska-Bobińska mentioned that quotas cause an emotional reaction among opponents because their introduction results in a change to the system of power and decision-making, from a masculine to a more feminine type.

Małgorzata Fuszara reminded everyone that during the debate on political parities in Poland there was a question of where to find women politicians. All parties found them. The same will be in business – she argued.

Rohini Anand recommended that companies should implement practices for equality that exist in Sodexo: acceptance for women’s style of leadership, training to overcome stereotypes, flexible forms of employment and mentoring programmes addressed to women.

### CONCLUSIONS

- Influence of women on business and political decision-making processes is key for gender equality.
- Quotas and parities should be treated as temporary solutions for equal opportunities of women and men in social life.
- Quotas are a motivational tool in business and politics to “find” competent women.
- Companies should implement good practices for equality, such as acceptance for women’s style of leadership, trainings to overcome stereotypes, and mentoring programmes for women.

SESSION PARTNER





# STEP UP FOR A STRONGER EUROPE

Civil society: a full partner in the Europe 2020 strategy

## Counting the cost of non-Europe

The cost of stalled European integration is high, and it will grow further unless we act with determination to overcome our divisions. We must pool resources, by that creating a virtuous circle of growth. We need to construct an economic and industrial identity that will hold fast in the context of globalisation, and defend our social model, which has to a large extent made Europe into what it is today. The Union is still a work in progress, with vast untapped potential. EU Member States are at a crossroads, and the time has come to take a courageous decision to complete the European integration project.



**Staffan Nilsson**  
President of the European Economic and Social Committee

## EUROPEAN UNION AND ITS FUTURE SCENARIOS

### DISCUSSION PANEL



#### PANELISTS

**Adam Daniel Rotfeld**, Polish-Russian Group on Difficult Matters, Poland; **Aleksander Smolar**, Stefan Batory Foundation, Poland; **Sylvie Kauffmann**, Le Monde, France (moderator); **George Friedman**, Stratfor, USA; **Nadia Arbatova**, Russian Academy of Sciences, Russia; **Bahadir Kaleagasi**, International Coordinator of TÜSIAD and President of the Bosphorus Institute, Turkey

Sylvie Kauffmann began the discussion by presenting three scenarios for the future of Europe: creating a federal state, dissolution of the Eurozone, prolonging the status quo without radical changes.

Nadia Arbatova said she believes that the EU will come out stronger from its current problems. She did however add that groups connected with Vladimir Putin benefit from a good economic situation in the EU while maintaining its political divide.

According to George Friedman, a real union in Europe no longer exists. Therefore, the question is not if the EU will break up but will it reunite? Idea of federation must be based on a consensus, but readiness for this is clearly lacking in Europe.

Bahadir Kaleagasi from the Turkish federation of employers said that the EU cannot just focus on its own backyard. Meanwhile, Adam Daniel Rotfeld argued against pessimistic views. He underlined that the European project is a great success, and EU member states transferred more competencies to Brussels than individual states of the U.S. to Washington. The problem of the EU is in fact overregulation.

Aleksander Smolar said that paradoxically the three scenarios are not mutually exclusive, as the processes described in each of them can occur in parallel. He appealed for everyone to remember what the EU has been created for. He brought up Monnet's principle – forcing institutional and political measures through economical needs that are aimed towards strengthening federation.

#### CONCLUSIONS

- Deeper integration is the only rational path for Europe. Various scenarios are possible, with slower or quicker reactions, but if we want to maintain prosperity and peace the path for changes is quite clear and unavoidable.
- Mutual ignoring of the European Union and NATO must be stopped, and cooperation between them must be improved. It is needed to strengthen transatlantic cooperation and the European defence policy.
- The European Union needs more courage in relations with Turkey. Integrating Europe with Ankara is the key to stabilizing international policies in the 21st century.

#### PANEL PARTNER

# THE ERA OF INNOVATION COMES TO ITS END?

## DISCUSSION PANEL



### PANELISTS

**Michał Kleiber**, Polish Academy of Sciences, Poland; **Dirk Elvermann**, BASF Poland, Germany; **Markus J. Beyrer**, Österreichische Industrieholding AG, Austria; **Ivo Šlaus**, World Academy of Art and Science, Croatia; **Elżbieta Frąckowiak**, Poznan University of Technology, Poland; **Benjamin R. Barber**, Interdependence Movement/CivWorld, USA; **Andrzej Jonas**, The Warsaw Voice, Poland (moderator)

The rate of technological innovations is high and will probably continue to increase. However, when it comes to social change we are still in the Middle Ages – said Benjamin R. Barber. He also emphasized that we need to strike a balance between private and public involvement in the innovation process. We cannot leave this area just to companies. The private sector is great at creating innovations but weak in distributing its effects.

Ivo Šlaus, President of the World Academy of Art & Science, also stressed the need for social innovations. It is important to build bridges between the world of business and science – he added.

Professor Michał Kleiber, President of the Polish Academy of Sciences, pointed out that innovation is a synergy between knowledge, entrepreneurship, well thought-out regulations and widespread culture of respect for innovation. In order for it to develop, all of these elements must co-exist.

Professor Elżbieta Frąckowiak said that the system of financing education in Poland needs to be a lot simpler so that bureaucracy and paperwork to process a grant do not exhaust all of the energy that creative individuals actually have.

Representatives of the business sector, Dirk Elvermann and Markus J. Beyrer, said that the biggest problem is a lack of people's willingness to accept innovation. Today the question is how should innovations be used to overcome challenges of the rising global population and limited amount of natural resources. Innovations are fundamental in shaping our future – said Dirk Elvermann. According to Markus Beyrer, in order to raise the level of innovations in Europe, both in the scientific world as well as in corporate R&D departments, there is a need for new type of people who are open, multilingual and adept at developing a network of global contacts.

### CONCLUSIONS

- The state cannot take the place of talented people in creating and implementing innovations, but it should create favourable conditions, for example through proper regulations of public procurement and public-private partnerships.
- Changes to the educational system should foster cooperation, courage to be original and project management skills.
- Changes to the management system of education should promote cooperation between the world of business and science, ensuring public and private funding for commercialization of scientific discoveries.
- When creating preferential tax conditions for investments into innovation, it is worth to consider possible social costs generated by such commercial ventures.

PANEL PARTNER



# WHAT DOES BUSINESS EXPECT FROM THE UNIVERSITY OF THE FUTURE?

## DISCUSSION PANEL

According to the panelists developing leadership skills and breaking down schematic thinking are key competences that universities of tomorrow should focus on.

Professor Attilio Celant said that only 10% of Italian students have a chance to gain any sort of professional experience during their studies, while post-graduate studies are considered to give the best results from the perspective of business. Professor Katarzyna Chałasińska-Macukow described the situation in Poland. As a result of transformations, the quality of education decreased, and students grew to erroneously believe that a university diploma opens every door. She did however describe the success of the most outstanding science majors in business, especially in consulting and banking. They are capable of properly identifying unique problems and manage to solve them using unconventional methods.

Professor Tadeusz Kulik mentioned the important role of research clubs in the educational process. They carry out research projects, while teaching creativity and unconventional style of thinking.

Leszek Czarniecki argued that Polish students should not have any complexes when comparing themselves to peers from abroad, although they do seem to be reluctant to ask questions and take up discussion.

Czesław Grzesiak stressed the need to develop students' leadership skills and ability to manage teams, as well as foster their natural competencies than just ability to acquire information.

Arjun Gupta from Telesoft Partners said that a good role model for schools is Stanford University because its students, who study various majors and have varying competences, work together to develop new business ideas and have strong entrepreneurial spirit.

### CONCLUSIONS

- Advisory councils of university departments should invite business practitioners to its ranks and consider their opinions, while universities should concentrate more on the practical aspects of research and implement more practical elements into the programme of studies.
- Business should become more involved in establishing scholarships and developing cooperation with academic centres in training professional human resources.
- Companies should support the creation of business incubators for students that offer mentor support and minimal seed capital.



### PANELISTS

**Attilio Celant**, Sapienza University of Rome, Italy; **Katarzyna Chałasińska-Macukow**, University of Warsaw, Poland; **Leszek Czarniecki**, Getin Holding, Poland; **Czesław Grzesiak**, Tesco Polska Sp. z o.o., Poland; **Arjun Gupta**, TeleSoft Partners, India; **Tadeusz Kulik**, Warsaw University of Technology, Poland; **Paweł Rabiej**, THINKTANK (moderator)

PANEL PARTNER



# HOW WILL FREE ACCESS TO KNOWLEDGE CHANGE THE WORLD?

## DISCUSSION PANEL



### PANELISTS

**Lech Mankiewicz**, Center for Theoretical Physics, Polish Academy of Sciences, Poland; **Peter Russo**, EBS Business School, Germany; **Claudia Zeisberger**, INSEAD Business School, France; **Stephan Richter**, The Globalist Research Center, Germany (moderator); **Christian Morales**, Intel Corporation, USA; **Krzysztof Wojewodzic**, E-coursebooks for General Education Project, Poland

Free access to knowledge is the future that awaits all countries. It is vital to create current, interesting and interactive content as well as to effectively make use of available materials – agreed participants of the discussion panel.

Christian Morales noted that the biggest barrier in accessing knowledge on many markets, especially in developing countries, is the cost of connecting to the Internet and the price of infrastructure. According to him, the future, especially in less developed rural regions, is wireless technology powered by solar energy.

Peter Russo, a lecturer of a business university, agreed that development of technology and remote access to knowledge have completely changed the work of teachers. Without free access to knowledge there can be no talk of entrepreneurship or innovation – he added. Students must be engaged and should gain knowledge through experience. Teachers must enable them to gain access to the required knowledge and reach the right conclusions, teaching them how to transform information into knowledge.

Use of modern technologies and access to open knowledge may also enhance the processes of learning and integration, when multiculturalism becomes a challenge in teaching. Not everyone wants to cooperate together or present in front of a group, so in case of using online tools these problems disappear. Often it is students themselves that encourage teachers to make use of modern technologies – noted Claudia Zeisberger from INSEAD.

### CONCLUSIONS

- Open educational and scientific resources create new possibility of growth for entrepreneurs – thanks to better access to knowledge and information, they are able to work more effectively and much quicker as well as bear lower operational costs. In this sense, openness can stimulate economic growth.
- The key in preparing students to function better in social and economic conditions of the 21st century is working with teachers who must take advantage of the chances and capabilities that come with technological development.

PANEL PARTNER



# WHAT NEW FINANCIAL GOVERNANCE SHOULD BE LIKE?

## DISCUSSION PANEL

Panelists who participated in the discussion about the shape of new financial governance in the world emphasized that the crisis of the financial system had its beginning mainly in American institutions, but its consequences in Europe will also be felt in other areas of social and economic life.

The current crisis has a multidimensional character and will induce serious consequences for the European social and integration models – said Rym Ayadi, a Senior Research Fellow at the Centre for European Policy Studies.

In his explanation of the underlying cause of the crisis Professor Paul H. Dembinski noted that initially, financial institutions primarily focused on investing savings and financing investments. Currently, 99% of transactions are related to managing risk. People began to believe that risk can be fully controlled and it is possible to predict what course external processes will take – he said. According to the Professor, the financial system can be healed with a change to the culture of management, so that it becomes based on values and not on technical aspects.

John Mitra agreed with this diagnosis. No legislative regulations will have any positive effects until there is a change in culture of management – he underlined. Luckily, there are many new leaders on the financial markets that are aware of the need for changes.

Meanwhile, Adrian van den Hoven noted that financial institutions are mostly blamed for the financial crisis, although it is declining competitiveness that actually caused the dramatic situation, especially in Southern European countries.

### CONCLUSIONS

- Financial institutions must develop a new culture of management that is not based on theoretical indicators but rather built on an open dialogue with the shareholders.
- Reforms of the regulatory system should inspire and support a change to the management style in financial institutions.
- European banking union can have effective input into levelling the conditions for European businesses to gain financing.
- A cooperation platform for national financial supervisory authorities should be created, in order to facilitate an open dialogue between them and political groups and supervised entities, thus allowing to react in time to symptoms of international scale problems.



### PANELISTS

**Paul H. Dembinski**, Foundation of the Observatoire de la Finance, Geneva, Switzerland; **Adrian van den Hoven**, BUSINESSEUROPE, Belgium; **Rym Ayadi**, Centre for European Policy Studies, Belgium; **John Mitra**, International Personal Finance, United Kingdom; **Witold M. Orłowski**, PwC, Poland (moderator)

PANEL PARTNER



# EUROPE AND THE UNITED STATES. THE FUTURE OF THE TRANSATLANTIC RELATIONSHIP

## DISCUSSION PANEL



### PANELISTS

**Andrzej Koźmiński**, Kozminski University, Poland; **Lee Feinstein**, Ambassador of the United States to Poland; **Marcin Zaborowski**, Polish Institute for International Affairs, Poland (moderator); **Andrzej Lubowski**, Independent writer, Poland; **Andrew A. Michta**, German Marshall Fund of the United States, USA; **Jürgen Thumann**, BUSINESSEUROPE, Germany

Are transatlantic values at risk in a post-crisis world? Transatlantic capitalism or Chinese state capitalism – which model will win? What will be the shape of the transatlantic market? – these are some of the questions that participants of the discussion on the future of transatlantic relations posed to one another.

Panelists indicated many factors that build cooperation between Europe and USA. They stressed that current relations are good and we are connected by economic and military cooperation. However, recently there has been a noticeable slowdown and it can be even said that the two partners have drifted apart..

This is why it has become crucial for both sides to become involved in explaining to the general public what are the challenges that Europe and America are facing. Especially when considering that the economic future of the US and Europe may not be so bright. The economic role of the transatlantic zone is slowly diminishing, especially when it comes to the so-called emerging markets. According to some of the forecasts, Europe by 2050 may become less significant economically than Africa.

Transatlantic relations and the world order in general may be also threatened by conflicts in the Middle East – in Libya, Afghanistan or Iran. Hence the great need for cooperation. It should consider not only what we can gain but first and foremost, what we can lose – stressed the panelists.

### CONCLUSIONS

- Transatlantic relations should be more complex in their character. They should not be just about politics and security but should also consider social, economic and educational aspects.
- The language that defines transatlantic relations needs to be modified. Public opinion on both sides of the Atlantic should be made aware of the consequences that may arise from the weakening of American-European cooperation.

PANEL PARTNER



# EUROPE AND CHINA TOWARD A WIN-WIN STRATEGY

## DISCUSSION PANEL

Participants of the panel on win-win strategies for China and Europe discussed how to develop mutual economic relations.

Paul Siu from Deloitte indicated cultural differences and differing business practices as the main problems of cooperation. According to Jerzy Pomianowski, issues regarding protection of intellectual property and limited access by European companies to public procurement in China are a cause of major difficulties in mutual cooperation.

Ren Jun proposed greater flexibility in Chinese-European projects, whereby both parties of an agreement would first and foremost focus on the objectives and not so much on the procedures, in order to make joint cooperation in the future more effective.

Krzysztof Domarecki noted that due to the specifics of the Chinese market and fierce competition, only global players have chances of breaking through. Marcin Piróg added that developing business relations requires political support and a partner that knows local market realities.

Ivan K.B. Lee argued that the entry gate for the Chinese market is in fact Hong Kong, where are many organisations that have the knowledge and experience that can help in expanding onto the continent.

Wenbo Hou, Director at the Bank of China in Poland, pointed out the increasing activeness of Chinese companies in Europe, which is part of the expansion strategy and Beijing's policy of establishing closer relations with countries in Central and Eastern Europe.

### CONCLUSIONS

- Developing EU-China cooperation is conditioned on China giving EU companies access to its internal public procurement market and strengthening protection of intellectual property, including enforcing laws and adhering to various procedures.
- A common policy for China should be developed on a EU level in order to encourage Chinese investors to transfer their capital to the European Union.
- We should continually learn from each other and strive to understand language, behavioural and cultural differences.



### PANELISTS

**Grzegorz Cydejko**, Forbes, Poland (moderator); **Krzysztof Domarecki**, Selena FM SA, Poland; **Ivan K. B. Lee**, Hong Kong Economic Trade Office, Hong Kong; **Marcin Piróg**, LOT Polish Airlines, Poland; **Jerzy Pomianowski**, Ministry of Foreign Affairs, Poland; **Ren Jun**, Shanghai Construction Group Poland, China; **Hou Wenbo**, Bank of China, China; **Paul Siu**, Deloitte, USA

PANEL PARTNER



# IS THE ENERGY (R)EVOLUTION LIKELY TO SAVE THE WORLD?

## DISCUSSION PANEL



### PANELISTS

**Ivo Šlaus**, World Academy of Art & Science, Croatia; **Jacques De Jong**, Clingendael International Energy Programme, Netherlands; **Grażyna Piotrowska-Oliwa**, PGNiG SA, Poland; **Krzysztof Kilian**, PGE Polska Grupa Energetyczna SA, Poland; **Jakub Kurasz**, Rzeczpospolita, Poland (moderator)

Searching for an answer on the future of energy, panelists focused on matters relating to shale gas and limiting CO2 emissions.

The golden age for gas is approaching, although it is not an entirely “clean” fuel – says Jacques de Jong, an expert on energy at the Clingendael Institute. He stressed that public concerns about shale gas arise from information about environmental devastation in the United States. Landowners in that country often neglected protection of the environment in their efforts to maximize profits.

Krzysztof Kilian stressed the fact that the matter of shale gas extraction should be approached without any emotions, but with cold economic calculation in mind. The price of gas would have to fall below \$270 USD per 1000 cubic metres for it to be cost-effective in production of electricity. For economic reasons, Poland cannot become entirely dependent on renewable energy.

Grażyna Piotrowska-Oliwa argued that gas extracted in Poland will be significantly cheaper than imported gas, regardless of the extraction method – traditional drilling or hydraulic fracturing.

Ivo Šlaus called for wise use of alternative energy resources so that the cost of subsidizing them will not be at the cost of the taxpayers.

Everyone stressed the need to amend the model for setting CO2 emission limits in regions of countries so it includes not only carbon dioxide emissions but also the amount of gas that is absorbed in a particular area.

### CONCLUSIONS

- The role of shale gas in stimulating the European economy should not be overestimated. Regulations and procedures relating to its exploration and exploitation must be simplified.
- Natural gas extracted from unconventional sources should be explored and exploited with the use of new technologies, including hydraulic fracturing.
- CO2 emission limits for countries should also include calculations of how much of these gasses are reabsorbed in natural photosynthesis processes.

PANEL PARTNER



# WILL THE EU SURVIVE WITHOUT PUBLIC BROADCASTERS?

## DISCUSSION PANEL

Public service broadcasters should be financed with public money, and their support should be stable and free of any politics – these were the conclusions of panelists who participated in the debate on the future of public broadcasters in the European Union.

Ingrid Delterne, Director General of the European Broadcasting Union stressed that in every strong democracy there are public media, thus, the question should not be “if” they are needed but rather how should they function. One thing is certain: public media need stable and predictable financing. This guarantees political and economic independence of broadcasters – she said.

Juliusz Braun noted that media today shifted from the sphere of democracy where the viewer is the citizen to a market sphere, where she or he is a consumer. Economic effectiveness is becoming the main criteria in evaluating the viability of certain programmes.

It is difficult to find a golden middle between effective, stable financing for public media and financial burdens that citizens must bear in this regard – said Alexander Scheuer from the Institute of European Media Law in Germany. The key task of the public media is to create pluralism in public discourse, something that requires broadcasters to be independent from politicians and advertisers. Meanwhile, Grzegorz Hajdarowicz, owner of Rzeczpospolita and Przekrój, emphasized that public media must either lean towards commercialization and make advertising the basis of their funding or choose to follow a public mission and resign from competing with private broadcasters.

### CONCLUSIONS

- Proper functioning of public media is possible only through stable, predictable funding that comes from universal fees, guaranteeing social control and independence from politicians and advertisers.
- Universal fees to finance public media allow planning high quality programming of the highest standards.
- The message of public broadcasters should be based on values, which are characteristic of democratic and European culture. This will make it easier to build a European civil society that is aware of its rights and obligations.



### PANELISTS

**Grzegorz Hajdarowicz**, Presspublica Sp. z o.o., Poland; **Alexander Scheuer**, Institute of European Media Law, Germany; **Juliusz Braun**, Telewizja Polska SA, Poland; **Ingrid Delterne**, European Broadcasting Union, Switzerland; **Andrzej Godlewski**, Telewizja Polska SA, Poland (moderator)

PANEL PARTNER



# HOW IS DEMOGRAPHY GOING TO CHANGE THE ECONOMIC, POLITICAL AND SOCIAL MAP OF THE WORLD?

## DISCUSSION PANEL



### PANELISTS

**Jacek Krawczyk**, European Economic and Social Committee (EESC), Poland; **Agnieszka Chłoń-Domińczak**, KRK Project Leader, Poland; **David Munro**, Volatility Research and Trading, Singapore; **Krystyna Szafraniec**, Nicolaus Copernicus University, Poland; **Garry Jacobs**, World Academy of Art & Science, USA; **Michał Kobosko**, Wprost, Poland (moderator)

Jacek Krawczyk, Vice President of the European Economic and Social Committee began the discussion by saying that despite clearly surfacing demographic problems, we have not developed any effective method to deal with this matter on a European level.

Meanwhile, as Agnieszka Chłoń-Domińczak pointed out, it is a slow yet unrelenting process, much like the current of a river. We must learn how to swim in it since we will not be able to change its flow – she said.

David Munro, an investment advisor for East Asia markets, agreed with this opinion although he did have some reservations. According to him, demographic changes despite starting out slow occur very rapidly after crossing a certain point. Maintaining an appropriate structure of the population is extremely important for the shape of the economy, because it determines the structure of supply and demand. Prices of homes, land and many other products will drop dramatically if there will be no one to buy them – he warned.

The trouble is that, as Krystyna Szafraniec, a sociologist put it – not only the migration rate is important, but also the characteristic of the migrants. For example Poland – not only does it give away more of its demographic resources than it receives, but it also attracts much older and worse educated immigrants than the people who leave.

A high level of education among immigrants not only gives economic but also social benefits, stressed Garry Jacobs, an economic advisor and President of the World Academy of Art & Science. In his opinion, education is the most important factor conditioning integration.

### CONCLUSIONS

- Highly developed countries will not resolve their demographic problems without immigrants. Studies have shown that a high level of GDP is strongly correlated with decline in fertility levels.
- A high level of economic security, social benefits allowing to balance raising children with work and fiscal mechanisms that promote large families are leading factors in raising fertility levels.

PANEL PARTNER

wprost

# EUROPE'S MORAL AND ECONOMIC DILEMMAS IN LIGHT OF THE GLOBAL CLIMATE CHALLENGE

## DISCUSSION PANEL

During the panel, which was held during the third day of EFNI, speakers attempted to find an answer to the question: how much vision and how much shortsightedness is there in the currently forced European climate policy.

Mikhail Gorbachev, Laureate of the Nobel Peace Prize in 1990, stressed that we are living in a globalized world but we still have not learned how to manage it in a responsible way. Between the time of the Rio Earth Summit in 1992 and Rio+20, which ended a few weeks ago, nothing has changed. We came back from there quite disappointed – he said.

Also discussed during the panel were matters of “green” rivalry, coherent climate policies and ecological innovations.

On the matter of innovations, panelists focused on the potential that ecological economy generates. The starting point for the discussion were data that show the extent of the economic crisis, dynamic growth of the world population (in the past 40 years the population has doubled from 3.5 to 7 billion), polarization of poverty, galloping consumerism, and increased usage of fossil fuels and raw materials.

### CONCLUSIONS

- Developing a sustainable and equitable future of the world is one of the most important political objectives for leaders in the 21st century.
- Irrespective of differing policies and interests of particular countries, we need leaders, who much like in the time of transformation twenty years ago, will be able to unite nations and ensure that societies choose a path that satisfies their basic needs, while at the same time respecting the natural environment. Such an approach will allow us to meet the demands of today's world, and allow us to strive towards a sustainable, better future.



### PANELISTS

**Michał Kobosko**, Wprost, Poland (moderator); **Dominika Kulczyk-Lubomirska**, Green Cross, Poland (moderator); **Mikhail Gorbachev**, Green Cross International, Russia; **Lech Wałęsa**, Green Cross, Poland; **Hans-Dietrich Genscher**, Minister of Foreign Affairs and Deputy Chancellor, Germany; **Robert Costanza**, Gund Institute of Ecological Economics, USA

PANEL PARTNER



COMPLEXITY ACCELERATING  
 DECENTRALIZATION • CONVERGENCE OF STANDARDS  
**CAPITALISM 2.0**  
 FAIR VALUE • REVENUE RECOGNITION • GLOBAL TILT  
 STAKEHOLDER MANAGEMENT • HTML 5 • ON/OFF BALANCE SHEET  
**INCREASING SCRUTINY**  
 SECURITY OF SUPPLY • AUSTERITY BUDGETS • CULTURAL  
 SOCIAL NETWORKS • REMUNERATION • HIGH-SPEED RAIL • EMPLOYMENT LEGISLATION  
**FCPA • PUBLIC v PRIVATE • INTELLECTUAL PROPERTY**  
**FINANCIAL REFORM**  
 OFFSHORE/ONSHORE • TAX RATES IN MOTION • DOUBLE DIP  
 PENSION GAP • INFRASTRUCTURE • FRONTIER  
**G-CHINA • INVESTMENT**  
 SHAREHOLDER ACTIVISM • IFRS  
 DEBT OVERHANG • DOLLAR/YUAN • OIL PRICE • CREDIT RATING DOWNGRADES  
 POLITICAL INSTABILITY • EUROZONE  
**TECHNOLOGY**  
 SUSTAINABLE ENERGY  
 THE COST BOOMERANG • INFLATION • ECONOMICS  
**EMERGING MARKETS**  
 SARBOX • US RECOVERY  
 DELEVERAGING • RESEARCH AND DEVELOPMENT  
 CURRENCY VOLATILITY  
**INDIA • CSR**  
 RADICAL TRANSPARENCY  
 INNOVATION • DEMOGRAPHICS • BRIC ECONOMIES  
 COMPETITION INTENSIFYING  
**OUTSOURCE**  
 GOVERNMENT DEBT • CONSUMER SPENDING  
 COUNTERPARTY RISK  
 THE GLOBAL MARKET PLACE  
**HEALTHCARE**  
 CORPORATE GOVERNANCE • G20 • RE  
 SECURITY OF SUPPLY  
**DEFLATION**  
 CAPITAL FLOWS • COMMODITIES  
 CLIMATE CHANGE  
 REGULATION PROLIFERATING  
**BASEL II**  
 GLOBAL TAX  
 CROSS-BORDER SUPPLY CHAINS  
 REPUTATIONAL RISK  
**SKILLS**

**Complexity is accelerating. How you react will define performance, success and reputation. KPMG professionals help you cut through the new complexity, to a more profitable and sustainable future.**

**KPMG in Poland**  
 Warszawa • Poznań • Katowice  
 Gdańsk • Kraków • Wrocław

[kpmg.pl](http://kpmg.pl)



© 2012 KPMG Sp. z o.o., a Polish limited liability company and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name, logo and "cutting through complexity" are registered trademarks or trademarks of KPMG International.

## E-ECONOMY – CHANCE FOR EUROPE AND POLAND

### DISCUSSION PANEL



#### PANELISTS

**Artur Waliszewski**, Google Poland; **Grzegorz Wójcik**, MIH Allegro Group, Poland; **Anna Sieńko**, IBM Poland & Baltics, Poland; **Mark Brailey**, Intel Corporation, United Kingdom; **Leszek Wroński**, KPMG, Poland (moderator)

The Polish Internet economy reached a value of 35.7 billion zloty in 2009. It accounts for 2.7% of the GDP. This is more than the entire mining sector, and forecasts show an annual growth rate of 14 per cent. Panelists discussed what should be done to make the best use of the opportunities created by the e-economy.

Everyone agreed that in order to take advantage of the opportunity that the e-economy brings, a dialogue must be established between consumers, business and the state. Companies in Europe must learn to make optimal use of the potential of new technologies in building their competitive advantages.

The influence of the e-transformation on the market is enormous. New communication channels created an explosion in exchange of information between clients, manufacturers and suppliers. The biggest change is connected with the fact that the consumer has constant access to information about products and services, while stores and markets have no boundaries. Consumers expect dialogue – said Mark Brailey from Intel.

Studies carried out by KPMG show that consumers are becoming more willing to make purchases online and consumer acceptance for personalized advertising is rising fast. – The market is growing, every company should have the possibility to do business on the Internet. This is a task for governments of EU member states. There is a need for specific solutions, although still it seems that the biggest challenge is a matter of finances – added Leszek Wroński from KPMG.

Panelists also stressed that another significant barrier for developing the e-economy in Europe is the digital divide.

#### CONCLUSIONS

- Build strong awareness about what is the e-economy and the rules that govern it. A lack of this awareness, including at the highest levels of government and financial institutions is one of the barriers that hinders e-economic growth.
- There is a need for dialogue on the subject of technology transfers and R&D development both on a national and European levels.
- Building awareness about the e-economy and countering the digital divide should be carried out also through developing e-government services.

PANEL PARTNER



# VISIONAIRES 2012

## DISCUSSION PANEL AND COMPETITION



### PANELISTS

**Mariusz Grendowicz**, Money Makers SA, Poland; **Andrzej Mochoń**, Targi Kielce SA, Poland; **Adam Kiciński**, CD Projekt RED SA, Poland; **Marcin Piasecki**, Dziennik Gazeta Prawna, Poland (moderator)

On the last day of EFNI Dziennik Gazeta Prawna recognized five Polish managers for the best and most courageous business decisions that resulted in excellent results of their companies, despite having to operate in an unfavourable business environment.

### WINNERS OF THE VISIONARIES 2012 CONTEST:

**Andrzej Mochoń**, President of the Board, Targi Kielce SA; **Rafał Brzoska**, President of the Board, Integer.pl; **Herbert Wirth**, President of the Board, KGHM Polska Miedź SA; **Wojciech Sobieraj**, President of the Board, Alior Bank SA; **Adam Kiciński**, President of the Board, CD Projekt RED SA.

After receiving their awards, winners participated in a discussion panel titled Visionaries vs. The Crisis. How to grow business today. They reviewed various solutions to managing in business during an economic slowdown.

When asked about the effects of the crisis on operations of Targi Kielce SA, Andrzej Mochoń replied that despite a tough economic situation, exhibitors are well aware of the fact that trust and relations are most important in business. They can only be established through direct contacts, and everyone knows that trade fairs are an excellent occasion for this – he said.

Adam Kiciński from CD Projekt RED described methods of dealing with tough moments in business. When in 2009 we were facing problems on the market, we made very deep cuts to our costs, much deeper than it was necessary at the time. We did not want to balance on the border of profitability and destabilize the company if it turned out that those minimal cuts would not be enough and further lay offs would be necessary. We consciously decided to shrink during the crisis and wait it out. As a result, we could develop again at a later stage – he said.

Business is quite similar to politics, in times of crisis most companies decide for a strategy of survival. But, even then the vision and long-term thinking cannot be forgotten – concluded Mariusz Grendowicz from Money Makers.



**RECIPIENTS OF THE STATUE:** **Dariusz Wyborski**, Director of Communication, KGHM Polska Miedź SA; **Andrzej Mochoń**, President of the Board, Targi Kielce SA; **Adam Kiciński**, President of the Board, CD Projekt RED SA; **Lucyna Jaśkowiak**, Board of Management Representative for Innovation and Strategic Projects, Alior Bank SA; **Janusz Jank**, Sales Director, Integer.pl

PANEL PARTNER

DZIENNIK  
GAZETA PRAWNA

# START-UP EUROPE

## DISCUSSION PANEL

Creating economic growth and new jobs is not possible without developing new ventures and businesses – argued Agata Waclawik-Wejman, Director of Government Relations at Google Poland.

It is new businesses, which are focused on growth that create the most number of jobs. According to the Bruegel think tank from Brussels, between 1950 and 2005, only 12 major corporations were formed in Europe, which is 40 less than in the United States. According to a study conducted by Ernst & Young, only a small percentage of Europeans consider their country as the best place to establish a company. In contrast: 70% of Canadians, 60% of Brazilians and 42% of Japanese consider conditions in their native countries as ideal for doing business.

Rafał Trzaskowski, MEP, stressed that it is vital to ensure financing for new ventures. However, it should be based on smart mechanisms of awarding funds rather than for money to be simply given freely away.

Daria Gołębiewska-Tataj from the European Institute of Innovation and Technology talked about how important is an understanding for the new cooperation model. A model that is based on creating a social network of starting-out businesses (so-called network of networks).

Panelists also indicated that lean entrepreneurship is key in achieving success. In this model, access to external funding is of secondary importance. What is vital is to start the business even on a small scale and enhance it along the way.

### CONCLUSIONS

- In times of crisis, Europe should significantly improve conditions for new ventures.
- Most amount of jobs will be created by new, goal-orientated entrepreneurs.
- Support for entrepreneurship will not be possible without accepting risk.
- Development of local communities that foster cooperation and creativity will result in creation of new economic ventures.



### PANELISTS

**Agata Waclawik-Wejman**, Google Poland (moderator); **Peter Richards**, Piano Media Poland, USA; **Krzysztof Kowalczyk**, GammaRebels, Poland; **Eze Vidra**, Google Campus, United Kingdom; **Rafał Trzaskowski**, European Parliament, Poland; **Daria Gołębiewska-Tataj**, European Institute of Innovation and Technology (EIT), Hungary; **Paweł Świeboda**, demosEUROPA – Centre for European Strategy, Poland

PANEL PARTNER

Google™

# iRzeczpospolita



**Gdziekolwiek jesteś, korzystaj z najświeższych informacji o Polsce, współczesnym świecie, prawie i gospodarce.**

**Pobierz aplikację w App Store i Google Play już dziś.**

 **RZECZPOSPOLITA**

 [rp.pl/zakupy](http://rp.pl/zakupy)

## TIGERS OF EUROPE DISCUSSION PANEL AND RANKING



### PANELISTS

**Tomasz Wróblewski**, Rzeczpospolita, Poland (moderator); **Beata Balas-Noszczyk**, Hogan-Lovells, Poland; **Anna Nietyska**, EFICOM SA, Poland; **Robert Costanza**, Australian National University, USA; **Witold M. Orłowski**, PwC, Poland

Total worth of the 500 biggest European companies increased in 2012 by almost 16% in comparison to 2011. According to the Tigers of Europe ranking prepared by Rzeczpospolita and PKPP Lewiatan, which was announced on the third day of the European Forum for New Ideas, the most valuable company, worth 181 billion euro, is the Anglo-Dutch company Royal Dutch Shell.

The announcement of results was followed by a discussion panel titled Is the political crisis going to weaken the position of European companies? Guests invited by Rzeczpospolita discussed how the crisis is affecting the shape and results of companies.

Professor Witold M. Orłowski, Chief Economic Advisor at PricewaterhouseCoopers, stated that the current crisis is different from the previous ones. First, it has a global character and is quickly spreading from one corner of the world to the other. He also pointed out that countries are trying to deal with its effects by printing empty money, which is supposed to stimulate the economy. The United States already pumped \$2.5 billion and Europe three times less into the economy. Such actions give short-term effects – i.e. the valuation of companies rises. However, he stressed that in the long-term perspective we will pay for this with higher inflation, which will also hit companies. Printing money may in fact raise the value of the company and but its not actual growth.

Anna Nietyska, President of EFICOM SA, said that since 2008 there were about 50 regulations introduced for the financial markets. Their effect was a drastic decline in lending to small and medium-sized enterprises.

It is uncertain if a banking union will be a solution to the problem – stated Beata Balas-Noszczyk from Hogan Lovells. I doubt that it will be effective, considering that it will be supervising more than seven thousand institutions – she added.

### TOP 5 TIGERS OF EUROPE

1. Royal Dutch Shell – 180.9 billion euro
2. Nestle – 160,4 billion euro
3. HSBC Holdings – 128,4 billion euro
4. Novartis – 127,9 billion euro
5. Roche Holding – 126,1 billion euro

\*As on 31.08.2012, according to calculations for the needs of the ranking

PANEL PARTNER

 **RZECZPOSPOLITA**

# WHAT NEEDS TO BE DONE TO ENSURE THAT POLAND BECOMES PART OF G20 WITHIN THE NEXT 20 YEARS?

## DEBATE

G20 membership does not give any real power, but it does build prestige and strengthens relations between leaders of the world's most important countries. Representatives of the government and business discussed if Poland should join this elite group.

Beata Stelmach, Undersecretary of State in the Ministry of Foreign Affairs, argued that Poland must be present in places where important decisions are made. One of these places is unquestionably the G20 group. Many participants of the debate did point out that involvement in this group has no real or significant meaning. Jan Krzysztof Bielecki, Chairman of the Economic Council to the Prime Minister of Poland, finds that G20 membership is not significant from a business perspective. Sławomir S. Sikora, President of the Board of Citi Handlowy, expressed a similar opinion since, as he believes, the G20 has no actual influence on business.

Maciej Grabowski, Undersecretary of State in the Ministry of Finance, said that we must remember about other groups, often less formal, in which important decisions are made.

Andrzej Klesyk, President of the Board of PZU SA, stressed the need to assess now which groups or structures will be making important decisions in 10 or 20 years. It may not necessarily be G20.

Janusz Jankowiak, Chief Economist of the Polish Business Roundtable, asked if it is actually possible for Poland to join the G20 group. Considering economic cycles, Poland needs 7% annual economic growth to satisfy accession requirements. Success of such a concept is rather doubtful – he concluded.

### CONCLUSIONS

- Before it is decided if G20 membership should be the determinant for Poland's foreign policy, an assessment of this group and the decisions it makes needs to be performed beforehand.
- Poland should focus on maximizing rate of GDP growth – approx. 4.5-5% in a long-term perspective.
- The monetary policy should have an anticyclical character, so economic growth becomes independent of economic cycles. There is a need for changes to the tax policy – greater taxation of consumption instead of high employment costs.



### PANELISTS

**Piotr Kraśko**, Telewizja Polska SA, Poland (moderator); **Beata Stelmach**, Ministry of Foreign Affairs, Poland; **Janusz Jankowiak**, Polish Business Roundtable, Poland; **Andrzej Klesyk**, PZU SA, Poland; **Jan Krzysztof Bielecki**, Economic Council to the Polish Prime Minister, Poland; **Sławomir S. Sikora**, Citi Handlowy, Poland; **Maciej Grabowski**, Ministry of Finance, Poland

DEBATE PARTNER



# WHAT CHANGES DOES THE WORLD NEED? HOW TO SOLVE THE PROBLEM OF INCREASING SOCIAL INEQUALITIES?

## DEBATE



### PANELISTS

**Carlos Cuesta**, ATTAC Europe, Spain; **George Barda**, Occupy London, United Kingdom; **Wiktor Askanas**, New Brunswick University, Canada; **Xavier Devictor**, The World Bank, France; **Leszek Pawłowicz**, University of Gdańsk, Poland; **Karolina Wigura**, Kultura Liberalna, Poland (moderator)

At this debate, representatives of the world of finance and the Outraged spoke about problems that divide the world. Karolina Wigura, who moderated the discussion, began by citing statistical data. One per cent of the richest people control nearly half of the world's wealth – she said.

Professor Wiktor Askanas from the University of New Brunswick disagreed with this statement. He stressed that approximately 35% of the capital is very socialized because it is held by pension and insurance funds. Their role is also significant. They are the only financial instruments on the market that bridge generations.

George Barda, an activist part of Occupy London, responded by saying that pension funds are an element of the financial system and in fact do not play any social role. Carlos Cuesta, President of Attac Madrid, added that the Outraged oppose, first and foremost, financial speculation and not entrepreneurship. Especially since small and medium-sized businesses identify with the demands of the movement.

Professor Leszek Pawłowicz of the University of Gdańsk indicated that the main problem in this matter is a crisis of credibility. For example, issuers of securities pay rating agencies and audit firms are financed by entities that they audit. Another disturbing fact is that the system is beginning to function without the involvement of people – about 60% of transactions on world stock exchanges are done by computers. Financial transactions have become automated.

Xavier Devictor, Country Manager of the World Bank for Poland and the Baltics, did not have such critical opinions. He stressed that in the last dozens of years there has been a great deal of progress that led to limiting poverty in China and India. According to him, inequalities between countries are in fact a real global problem.

### CONCLUSIONS

- There is a need to create a "re-education fund" – 1-2% tax on financial transactions, which could be used to create an educational fund for people to adapt their skills to changes on the market.
- Financial transactions need to become more humanized by limiting the number of automated transactions, thus improving actual decision making in the economy, allowing greater control over its objectives and methods.
- Flight of capital to tax havens needs to be limited.

# CSR = FIG LEAF?

## DEBATE



### PANELISTS

**Zbigniew Bochniarz**, University of Washington in Seattle, USA/Poland; **Janusz Górski**, Schenker Sp. z o.o., Poland; **Ludwik Sobolewski**, Warsaw Stock Exchange, Poland; **Jorge Gimeno**, Duende Foundation, Poland; **Edward E. Clark**, The Wildlife Center of Virginia, USA; **Jose Carnero**, Fundacion Uno Entre Cien Mil, Spain; **Marcin Piasecki**, Dziennik Gazeta Prawna daily, Poland (moderator)

Representatives of business and non-governmental organizations who participated in the debate stressed that Corporate Social Responsibility is not a desire to please or mere philanthropy, but a strong business necessity.

Ludwik Sobolewski, President of the Board of the Warsaw Stock Exchange, stated that CSR is not derived from some noble gesture of business. The main driving force of companies taking up such activities comes from pressure of shareholders, who wish to put their money in ventures that guarantee security.

Janusz Górski, President of Schenker, even said that if a company is not involved in CSR it entirely falls out of the game. Edward E. Clark, President of The Wildlife Center of Virginia, pointed out that business not just in Europe but all over the world should adopt a universal set of basic standards and rules that are essential in doing socially responsible business.

According to Zbigniew Bochniarz, Secretary General of the World Academy of Art & Science, CSR should become one of the ways to fix capitalism in a post-crisis world by investing in client relationships. Consumers have greater trust in such companies. This can be easily observed in the example of producers of organic products – he stated.

Jorge Gimeno, President of the Duende Foundation, warned that some of the companies invest in CSR primarily because they treat it as PR. He openly said that it is a shame that the essence of CSR is not yet understood in a majority of small and medium-sized companies.

### CONCLUSIONS

- CSR should become a culture, strategy and practice of doing business. Just as it is already taking place in some companies, executives responsible for finances should treat CSR costs as an investment that works toward the financial result of the company.
- Non-governmental organizations should become partners for businesses. This means they need to take partial responsibility for the kind of companies they cooperate with.

DEBATE PARTNER



# WHAT TO BUY AND WHAT TO BUILD IN-HOUSE? WHAT SHOULD POLAND SPECIALIZE IN?

## DEBATE

Poland is one of the least competitive and thus least innovative countries in the European Union. Experts and government officials agreed that this is due to a number of reasons. Historically, Poland's level of development has been trailing behind more innovative countries, as well as due to a lack of considering innovations as a long-term competitive approach of the country and a general disbelief in the possibilities of building an innovative potential in Poland.

Both sides of the discussion agreed in principle that the current reproductive growth model based on price competition and passive public policy will be exhausted in the coming years. Much like what happened in countries of Southern Europe.

Experts as well as representatives of the government stressed the fact that attempts to create strong pro-innovation impulses have so far been unsuccessful. Their only sign of existence is in various forms of public support, such as special economic zones.

Participants of the debate pointed out that despite weak results in creating intellectual property, sales and exports of Polish innovative products are on a relatively good level. Worse results of innovative services and lower revenues from exports of Poland's know-how do suggest that our country is just a manufacturer of technologically advanced goods. They are created and designed elsewhere.

### CONCLUSIONS

- Support for Polish innovative products should be based, first and foremost, on an efficient system of identifying interesting ideas and creating effective mechanisms for implementing them.
- The focus should be on bringing business and science together, and to shape the culture of innovations in Poland from an early stage.
- EU funds cannot be the sole sources of funding for Polish innovation. Building competitive advantages requires strong support through economic diplomacy.



### PANELISTS

**Aneta Wilmańska**, Ministry of the Environment, Poland; **Janusz Steinhoff**, Polish Chamber of Commerce, Poland; **Paweł Orłowski**, Ministry of Regional Development, Poland; **Teresa Kamińska**, Pomeranian Special Economic Zone, Poland; **Tomasz Wróblewski**, Rzeczpospolita daily, Poland (moderator); **Jerzy Hausner**, Member of the Monetary Policy Council, Poland

DEBATE PARTNER



# IS THE WEST IN DANGER OF A REVOLUTION AGAINST ITS GOVERNMENT SYSTEM?

## COUNTERPOINT



### PANELISTS

**Benjamin R. Barber**, Interdependence Movement, USA; **Aleksander Smolar**, Stefan Batory Foundation, Poland; **Jacek Żakowski**, POLITYKA, Poland (moderator)

Benjamin R. Barber openly said that today, voters are being manipulated by big corporations and are more often voting against their own interests. Aleksander Smolar responded by saying that voters are not idiots. Their decisions in many cases are shaped by their values and religion.

According to Benjamin R. Barber, one of the most serious threats to Western democracies is the increasing role of wealthy donors who finance politicians. For example, nearly a billion dollars will be spent on this year's presidential campaign in the United States. Another threat is a declining quality of the media – they are losing their function as watchdogs in matters of politics and finance. Media are beginning to follow market logic, caring more about ratings and readership than about the information itself. In this system, politics are becoming a product.

Aleksander Smolar, President of the Stefan Batory Foundation, sees the biggest challenges for the democratic system in the diminishing differences between political programmes of the left and the right as well as the advancing technocratization of politics. He believes that the divide between the left and the right has been replaced by the division into elites and the masses, into technocratic and populist movements. Another serious matter is the declining role of national states – democratically elected governments on a national level have no influence over global challenges they are facing.

Both intellectuals agreed that current models of capitalism and democracy must be reconstructed. However, they differed in opinion about how this needs to be done and who should lead this process.

### CONCLUSIONS

- Democracy is a political system, which needs to be treated as an endless process rather than the ultimate goal.
- We are facing challenges, which not only foreshadow changes to democracy but also threaten its further existence.
- Continuous education of citizens is crucial so that people make rational political and economic decisions. The right to vote does not automatically make people citizens, appropriate knowledge and engagement is also necessary.

# IS THE EUROPEAN UNION KILLING EUROPE'S COMPETITIVENESS?

## COUNTERPOINT

The debt crisis, whose effects: budget cuts, rising unemployment, falling social security are felt by nearly all residents of the European Union, has uncovered the weaknesses of existing EU institutional and legal solutions.

Professor Buzek pointed out that building EU's competitiveness must begin with overcoming the current crisis in the Eurozone. Hence, the various initiatives implemented on a EU-wide scale in the form of anti-crisis packages and concepts for controlling budgetary discipline of various member states. The former President of the European Parliament also emphasized a need to accept the fact that increased economic interdependence requires more decisive and coherent actions also on a political level.

Meanwhile, Jan Kulczyk pointed out that financial resources, which so far have been allocated to anti-crisis initiatives, did not result from rational decisions but were rather dictated by the markets and political agendas.

A dispute over the genesis of the economic crisis caused quite a stir among the panelists. According to Jerzy Buzek, extreme irresponsibility of some business circles is to blame for the eruption of the crisis. Jan Kulczyk believes that the blame does not lie in the mentality of people but rather in poor EU regulations. The Chairman of the Supervisory Board of Kulczyk Investments stressed that he is all for rescuing the EU. But how should this be done? – he asked. Instead of spending billions on saving Greece, we need to invest in developing output markets for Europe, to support its economic expansion – he argued, indicating Africa as a big and attractive market.

### CONCLUSIONS

- Anti-crisis policies within the European Community should counter the rise of egoistical sentiments. There is no turning back from European integration for both business and politics.
- Structural funds may be the solution to declining competitiveness of Europe, yet they should be, first and foremost, channelled towards innovations and R&D initiatives.



### PANELISTS

**Jan Kulczyk**, Kulczyk Investments; **Jerzy Buzek**, European Parliament; **Piotr Chęciński**, TVP Info (moderator)

# PREMIERE OF DOCUMENTARY FILM ABOUT ZBIGNIEW BRZEZIŃSKI „THE STRATEGIST”

BY KATARZYNA KOLENDA-ZALESKA



Three Nobel Peace Prize Laureates, the 39th President of the United States, current and former Presidents of Poland, American Secretaries of State, Advisors on National Security paint the portrait Professor Zbigniew Brzezinski, an outstanding political scientist and analyst, national security advisor to President Jimmy Carter in a documentary film by Katarzyna Kolenda-Zaleska titled THE STRATEGIST.



# ROLE OF THE WEST IN THE COMPLEX POST-HEGEMONIC WORLD

LECTURE



**ZBIGNIEW BRZEZIŃSKI,**  
Center for Strategic and International Studies, USA

Domination of one superpower is no longer possible. This however causes the world to become susceptible to chaos, and countries with well-established democracies should focus on greater cooperation – said Prof. Brzezinski. In this situation, Europe needs its own, bold vision for political cooperation that exceeds the boundaries of the European Union. In a few decades, this can mean a need to confederate further countries: Turkey, Ukraine, and Russia. Implementing this strategy will help build a more ambitious version of Europe.



## IF MAYORS RULED THE WORLD?

### LECTURE



**BENJAMIN R. BARBER,**  
President, Interdependence Movement/CivWorld, USA

Author of the bestseller *Jihad vs. McWorld* argued that in the era of globalization, cities and mayors who govern them are the hope that can save democracy.

More than half of the world's population lives in cities, and in case of developed countries this number reaches 80 per cent. Hence, cities are our destiny. They are becoming a tool in saving countries from a crisis of sovereignty. The problem is how to reconcile central and local governing. Example of the United States clearly shows that city mayors are managing significantly better with resolving burning issues of the 21st century than the federal government. Efforts to limit CO2 emissions are an excellent example of this.

## WHAT WILL HAPPEN WITH THE EURO?

### LECTURE



**LESZEK BALCEROWICZ,**  
Warsaw School of Economics, Poland

Current problems of the Eurozone are primarily caused by excessive spending of EU member states, which in turns leads to increased borrowing. We will not solve these problems with rescue packages but by implementing ambitious reforms – said Leszek Balcerowicz. The example of the Baltic States or Bulgaria in recent years shows that the way to overcome the crisis is in fact consistent and deep reforms. Professor Balcerowicz noted that Europe does not need one federal state to survive, but first and foremost, it needs budgetary discipline.



# BEYOND THE EUROPEAN UNION? EUROPE IN THE MIDDLE OF THE 21ST CENTURY

## LECTURE



**GEORGE FRIEDMAN,**  
CEO of Stratfor, USA

The European Union ended in 2008 with the start of the economic crisis and when NATO did nothing about the conflict in Georgia – said George Friedman, CEO of Stratfor – a leading U.S. agency providing geopolitical analyses. Europe is in a transition period. There will be no wars but the rise of national egoisms is quite real – he predicts. Mr. Friedman also pointed out that there is a growing conviction around the world that Europe does not have an idea how to overcome the crisis. Especially since Europeans failed to ask themselves tough questions when times were good, preferring to live with the belief that prosperity will be everlasting. If a solution is not found quickly, the Old Continent will lose its partners and the position it has developed over the years.

LECTURE PARTNER

**CANAL+**

# BUILDING A NEW EUROPE

## LECTURE



**BERNARD-HENRI LEVY,**  
author and philosopher, France

One of the most influential French intellectuals in his speech referred to the 1980s. Then, much like today, Europe was troubled by a crisis. Renaissance of the Old Continent occurred thanks to the Solidarity movement led by Lech Wałęsa. Today Europe once again needs an awakening. Its unity is at risk because of the problems in the Eurozone. They can be overcome only with deeper political integration, which however should not be tied to the unification of the EU in terms of culture. The European project needs to be reconsidered and rebuilt, although there is no model that can serve as an example.

# DO ECONOMISTS NEED TO BE RESOCIALISED?

## LECTURE



### PAUL H. DEMBINSKI,

Executive Director of the Foundation of the Observatoire de la Finance in Geneva, Switzerland

According to Professor Dembinski, fewer and fewer economists can correctly interpret economic indicators and associate them with what is going on in the economy. He argued that we look at economic systems in a traditional way, following principles that were developed years ago. Meanwhile, the world has changed, there are global corporations that “toss” money and products between countries, and this requires a completely new approach.

# BAYS OF DIALOGUE

## ASSOCIATED EVENTS

**Come and tell us what you think** was a slogan that encouraged residents of Sopot to meet with participants of the European Forum for New Ideas. Open meetings were held on Thursday, September 27th and Friday, September 28th at the National Gallery of Art allowing everyone who was interested to confront their ideas with esteemed panelists of the Forum.

**Henryka Bochniarz**, President of PKPP Lewiatan, invited everyone to a discussion about whether a businessman must be ruthless? The talk pertained to responsibilities of small companies, corporations as well as the state. An entrepreneur must be ruthless to a certain degree because business itself is ruled by ruthless principles – said Henryka Bochniarz while defending the firm stance of business owners. She did however refuse to describe employers as just profit-maximizing exploiters. Labelling entrepreneurs as tyrannous capitalists is quite hurtful – she argued.

On that same day, residents of Sopot also had a chance for a discussion with **Magdalena Środa**, an ethicist and philosopher, about if and to what degree is language a tool in fighting for equality. The question whether to use masculine or feminine endings for the title of Minister in Polish caused a lot of emotions, but only among women. Not a single man showed up to debate this issue with Professor Środa.

On September 28th, **Jacek Santorski**, a business psychologist, and Professor **Witold M. Orłowski**, Chief Economic Advisor of PwC participated in the discussions. The former attempted to answer the question if the claim that male style of management is fact or fiction. While the latter wondered when the crisis would end and how the world will look after it.

Both speakers concluded that greed is partially to blame for the current crisis. It is, after all, one of the natural and atavistic instincts of humans that often prevail over rationality. It is no surprise that instincts can sometimes overpower us; the biological history of humans is about seven million years old; meanwhile, social life, including learning of rational behaviour, has been around for a mere few thousand years – explained Jacek Santorski.



# RECORD YEAR FOR SIEMENS IN POLAND

Interview with Peter Baudrexl, Chief Executive Officer at Siemens Sp. z o.o. the spokesperson for Siemens Group in Poland and Dominika Bettman, CFO of Siemens Sp. z o.o.



**Siemens is probably the last of large European companies to still cover so many fields. Did that fact affect the company's situation in the last year?**

**Peter Baudrexl:** We, as Siemens, focus on four major sectors: energy, infrastructure and cities, industry and healthcare. I believe being a wide conglomerate has many positive aspects. For instance research: today the technology is developing into the same directions in many fields. Everything is becoming more electronics-driven, so it doesn't matter whether it's transportation or healthcare, we can share the knowledge across many areas. Which in turn means, that we are more effective. In Poland as well we are one of the very few companies to offer the full range of services to any customer. Take a city authorities for example, we can offer them complex solutions for public transport, energy efficiency, individual transport management, street lighting and so on.

**Dominika Bettman:** Last year our company has achieved record results. There are obvious risks, but fortunately for us large infrastructural investment does not primarily rely on current economic situation. We specialize in investments planned many years in advance, construction of power plants or wind farms. However we observe a slight decrease in product business, which can affect the final turnover.

Fortunately, we are a slightly conservative company and we're also very strict when it comes to defining our business partners. That works out.

**For the past couple of years Poland has been practically a huge construction site. Where do you see the largest potential for Siemens in the near future?**

**Peter Baudrexl:** In the perspective of the nearest 5 years, the biggest potential in Poland we assess in infrastructure and energy segments. Road, rail and urban transportation, energy generation, distribution and efficiency are the key development areas.

**Dominika Bettman:** Our headquarters, the Siemens AG, pays close attention to what happens in Poland. The company known in almost all markets of the world, fascinated – as everyone – with India or China, is also fascinated with Poland, a country in the heart of good old Europe. For them Poland is a stable country with both a great history and promising potential. For the rest of Europe Poland is increasingly well known as the country of highly-qualified and highly-motivated people. It shows also in our macro-economic data: a large part of Poland's recent growth is due to everyday consumption and spending. If it was not for the optimism of the Poles, we wouldn't have had such magnificent growth, we are all authors of this success. Let it go on.

**You are to take part in the Forum for New Ideas. What do you expect of it?**

**Dominika Bettman:** Firstly, the forum is a natural meeting place for businessmen, men of culture and science. It serves several purposes, but most importantly it helps widening the horizons and settling new relations. We cannot afford not to be there.

# WORKSHOP – CAREER AND FAMILY

## ASSOCIATED EVENTS

### part 1: EGOIST OR ALTRUIST? HOW TO WISELY BUILD SELF-ESTEEM IN A CHILD?



### part 2: RELATIONSHIP IN CRISIS. HOW TO REKINDLE FEELING?



#### INTRODUCTION:

**Zofia Dzik**, Humanites Foundation, Poland

#### SPEAKERS:

**Barbara Smolińska**, Polish Psychological Association, Poland, (Part 1)

**Jacek Santorski**, Values Consulting Group, Poland and **Zbigniew Izdebski**, Sexual Health Clinic, Psychosomatic Institute of Warsaw, Poland, (Part 2)

This year at EFNI was the first time we organized open workshops for guests not participating in the Forum. Everyone was invited to the National Gallery of Art to participate in two sessions hosted by outstanding specialists.

During the first part of the workshops, Barbara Smolińska from the Polish Psychological Association, explained that the basic elements of building self-esteem in children are love and tolerance for making mistakes as well as establishing boundaries and differentiating between full acceptance of the child and acceptance of his or her behaviour.

Part II focused on relationships in crisis. A renowned business psychologist, Jacek Santorski and well-known sexologist, Zbigniew Izdebski, explained that a crisis in both professional life as well as private also can create opportunities. Facing it head on instead of avoiding it will allow us to come out of a crisis much stronger than before.

## ASSOCIATED EVENTS

### INTEL BUSINESS CHALLENGE EUROPE

One of the associated events part of the European Forum for New Ideas was the 7th edition of **Intel Business Challenge Europe**, a business plan competition for students and graduates of universities.

24 teams from 15 countries presented their ideas for uses of new technologies. The competition was won by five teams from Denmark, Bulgaria and France, which received prizes with a total value of \$120,000 for projects in biochemicals, image processing, infrared chemical analysis, solar technology and body heat energy. European winners of IBC Europe will go on to compete in the Intel® Global Challenge world finals to be held in UC Berkeley in November 2012.

Intel Business Challenge Europe is organized by Intel in partnership with Investin and Junior Achievement – Young Enterprise.



### CONFERENCE KONKORDIA III

Konkordia III, one of the largest conferences in Poland on the subject of cooperation between representatives of the third sector, business, community organizations and local government, was held on 25th and 26th of September in Sopot.

Increasing Effectiveness was the guiding theme of this year's debates, lectures and workshops. Experts in various fields, i.e. CSR, ecology, fundraising and volunteering services, discussed methods of making the third sector more professional, effective in its fundraising initiatives, able to combine ideologies with business and effective human resource management.

Speakers at the event included Jadwiga Czaroryska, President of the Orange Foundation; Krzysztof Kaczmar, President of the Kronenberg Foundation and Thomas Osburg, Director of Corporate Affairs for Europe, Intel Corporation.

Professor Jerzy Buzek was a special guest of the event. Konkordia was the Honorary Patron.



### LECH WALESIA INSTITUTE CIVIC ACADEMY

During the European Forum for New Ideas, the Lech Walesa Institute Civic Academy presented the voice of the younger participants of the conference.

Each year, several young representatives of business, the academic community and non-governmental organizations from countries in the European Union and the Eastern Partnership come to the Tri-City to discuss challenges facing Europe.

Before this year's edition, participants were asked to choose matters discussed during EFNI, which in their opinion, if resolved can guarantee successful development of the Old Continent.

Most popular ideas were selected as the subject of the workshops. Together with trainers and invited guests, participants of the Academy attempted to find answers to questions, which corresponded with three subjects of EFNI discussion panels: What does business expect from the university of the future?, How will free access to knowledge change the world? and The era of innovation comes to its end?

Participants of the Civic Academy developed a set of practical recommendations in the above-mentioned matters.

The project is co-organized by PwC and Intel with support from the Konrad Adenauer Foundation, City of Gdańsk and Polish-American Freedom Foundation.



## EFNI – CLOSING GALA



At the end of EFNI, Henryka Bochniarz, President of PKPP Lewiatan, read out the Sopot Declaration that contains a collection of recommendations for politicians.



Making reference to the main theme of the 2nd European Forum for New Ideas, Jerzy Buzek, Chairman of the EFNI Programme Council, stressed that there is just one way for Europe to avoid becoming a follower: deep and consistent integration.



A strong and united European Union is the beginning and end to all European interests. It is our responsibility to develop this project – said Maciej Witucki, President of Orange Polska.



While reading recommendations of the business communities to policy makers, Sławomir Jędrzejczyk, CFO at PKN ORLEN SA, argued that economic effectiveness and social policy are not contradictory.



Andrzej Kleszyk, President of the Board of PZU SA, presented recommendations on the issue of the state's role in the economy.

## EFNI – CLOSING GALA



Piotr Gulczyński (in photo on right) welcomed guests at the EFNI Closing Gala on behalf of the Lech Walesa Institute Foundation. Günter Jünger, Director of Corporate Affairs of Intel EMEA (in photo on left) and Mike Kubena CEO of PwC for Central and Eastern Europe, presented opinions of young leaders from the Eastern Partnership, who also debated amongst themselves about key issues for Europe.



Bernard-Henri Lévy, a world-renowned philosopher from France, with extraordinary expression exclaimed: Let us build Europe from the beginning.



EFNI 2012 Closing Gala, held traditionally in the New Ideas Pavilion on the beach in Sopot, was attended by a few hundred guests.

# EFNI – CLOSING GALA



Aneta Wilmańska, Undersecretary of State, Ministry of the Environment and Teresa Kamińska, CEO of Pomeranian Special Economic Zone.



Magdalena Środa and Andrzej Lubowski are members of the EFNI Programme Council from the very beginning; here with Lena Kolarska-Bobińska, member of the European Parliament.



Rafael Alcalá, a pianist from Mexico, played a daring improvisation in the final hours of EFNI.



Dominika Kulczyk-Lubomirska, Jan Lubomirski, Marek Kujawa and Michał Lisiecki are attentively listening to the lecture.



At the end of the gala, Jerzy Buzek, Henryka Bochniarz and Jacek Karnowski invited guests to attend the next edition of EFNI in September 2013.

## GALA PARTNERS:



# PANELISTS AND GUESTS



**Rohini Anand**  
Senior Vice President,  
Sodexo, USA



**Nadia Arbatova**  
Political Scientist,  
Head of Department of European  
Political Studies, Russian  
Academy of Sciences, Russia



**Wiktor Askanas**  
Profesor Emeritus, University  
of New Brunswick, Canada



**Rym Ayadi**  
Senior Research Fellow, Centre  
for European Policy Studies,  
Belgium



**Beata Balas-Noszczyk**  
Managing Partner, Hogan Lovells  
(Warszawa) LLP Oddział  
w Polsce, Poland



**Leszek Balcerowicz**  
Head of the International Com-  
parative Studies Department,  
Warsaw School of Economics,  
Poland



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



**George Barda**  
Social Activist, Occupy London,  
United Kingdom



**Markus Beyrer**  
Chief Executive Officer, Öster-  
reichische Industrieholding AG,  
Austria



**Phillip Blond**  
Philosopher, Director of the think  
tank ResPublica, United Kingdom



**Jan Krzysztof Bielecki**  
Chairman, Economic Council to  
the Polish Prime Minister, Poland



**Henryka Bochniarz**  
President, Polish Confederation  
of Private Employers Lewiatan,  
Vice President, BUSINESSEU-  
ROPE, Poland



**Zbigniew Bochniarz**  
Visiting Professor at the Evans  
School of Public Affairs, Universi-  
ty of Washington in Seattle, USA



**Małgorzata Bonikowska**  
Managing Partner, Publisher,  
THINKTANK, Poland



**Mark Brailey**  
 Director of Strategy for Intel Europe, Middle East and Africa, United Kingdom



**Juliusz Braun**  
 Chairman of the Board, Telewizja Polska SA, Poland



**Paul H. Dembinski**  
 Executive Director, Foundation of the Observatoire de la Finance, Geneva, Switzerland



**Xavier Devictor**  
 Country Manager for Poland and the Baltic Countries, The World Bank, France



**Zbigniew Brzeziński**  
 Counselor, Center for Strategic & International Studies, Washington D.C., USA



**Jerzy Buzek**  
 Chairman of the EFNI Programme Council, Poland



**Krzysztof Domarecki**  
 Chairman of the Supervisory Board, Selena FM SA, Poland



**Zofia Dzik**  
 Chairman of the Board, Humanites Foundation, Poland



**Jose Carnero**  
 Founder and President, Fundacion Uno Entre Cien Mil, Spain



**Attilio Celant**  
 Chairman, Alumni Association of Graduates in Economics, Sapienza University of Rome, Italy



**Dirk Elvermann**  
 Chief Executive Officer, BASF Poland, Germany



**Lee Feinstein**  
 Ambassador of the United States to Poland, USA



**Katarzyna Chałasińska-Macukow**  
 University of Warsaw, former Chancellor



**Piotr Chęciński**  
 Journalist, TV Presenter, Telewizja Polska SA, Poland



**Elżbieta Frąckowiak**  
 Professor, Poznan University of Technology, Poland



**George Friedman**  
 Chief Executive Officer, Stratfor, USA



**Agnieszka Chłoń-Domińczak**  
 KRK Project Leader, Poland



**Edward E. Clark**  
 President, The Wildlife Center of Virginia, USA



**Małgorzata Fuszara**  
 Head of Gender Studies, Institute of Applied Social Sciences, University of Warsaw, Poland



**Hans-Dietrich Genscher**  
 Minister of Foreign Affairs and Deputy Chancellor (1974-1992), Germany



**Robert Costanza**  
 Economist, Gund Institute of Ecological Economics, USA



**Carlos Cuesta**  
 Spanish representative in ATTAC Europe, Spain



**Jorge Gimeno**  
 Chairman of the Board, Duende Foundation, Poland



**Andrzej Godlewski**  
 Deputy Director at Channel 1, TVP SA, Poland



**Grzegorz Cydejko**  
 Journalist, Forbes, Poland



**Leszek Czarnecki**  
 Chairman of the Board, Getin Holding, Poland



**Daria Gołębiowska-Tataj**  
 European Institute of Innovation and Technology (EIT), Hungary



**Mikhail Gorbachev**  
 President, Green Cross International, Russia



**Norman Davies**  
 Professor of History, British Academy, United Kingdom



**Ingrid Deltenre**  
 Director General, European Broadcasting Union, Switzerland



**Janusz Górski**  
 President of the Board, Schenker Sp. z o.o., Poland



**Maciej Grabowski**  
 Undersecretary of State, Ministry of Finance, Poland



**Ulrich Grillo**  
Vice President of the BDI  
Federation of German Industries,  
Germany



**Czesław Grzesiak**  
Vice President of the Board,  
Tesco Polska Sp. z o.o., Poland



**Teresa Kamińska**  
Chief Executive Officer,  
Pomeranian Special Economic  
Zone, Poland



**Bahadır Kaleagasi**  
International Coordinator  
of TÜSİAD and President  
of the Bosphorus Institute, Turkey



**Piotr Gulczyński**  
President of Lech Walesa  
Institute Foundation, Poland



**Arjun Gupta**  
Chief Believer, TeleSoft Partners,  
USA



**Jacek Karnowski**  
Mayer of Sopot, Poland



**Sylvie Kauffmann**  
Editorial Director, Le Monde,  
France



**Grzegorz Hajdarowicz**  
President of the Board,  
Presspublica Sp. z o.o., Poland



**Jerzy Hausner**  
Member of the Monetary Policy  
Council, Poland



**Krzysztof Kilian**  
President of the Board, PGE  
Polska Grupa Energetyczna SA,  
Poland



**Michał Kleiber**  
President, Polish Academy  
of Sciences, Poland



**Wenbo Hou**  
General Manager, Polish Branch  
of Bank of China, China



**Adrian Van Den Hoven**  
Director for International Relations  
Department, BUSINESSEUROPE,  
Belgium



**Andrzej Klesyk**  
President of the Board,  
PZU SA, Poland



**Michał Kobosko**  
Editor-in-Chief, Wprost weekly,  
Poland



**Danuta Hübner**  
MEP, Chair of the Committee  
for Regional Development, Poland



**Ayşegül İldeniz**  
Intel Middle East, Turkey and  
Africa Regional Director, Turkey



**Lena Kolarska-Bobińska**  
Member of the European  
Parliament, Poland



**Krzysztof Kowalczyk**  
Managing Partner HardGamma  
Ventures/GammaRebels, Poland



**Zbigniew Izdebski**  
Head of Sexual Health Clinic,  
Psychosomatic Institute  
of Warsaw, Poland



**Garry Jacobs**  
Chairman of the Board, World  
Academy of Art & Science, USA



**Andrzej Koźmiński**  
President, Kozminski University,  
Poland



**Piotr Kraśko**  
Editor-in-Chief,  
Wiadomości TVP 1, Poland



**Janusz Jankowiak**  
Chief Economist, Polish Business  
Roundtable, Poland



**Andrzej Jonas**  
Editor-in-Chief,  
The Warsaw Voice, Poland



**Jacek Krawczyk**  
Vice President, European  
Economic and Social Committee  
(EESC), Poland



**Jacek Krawiec**  
President of the Board,  
PKN ORLEN SA, Poland



**Jacques de Jong**  
Senior Fellow, Clingendael  
International Energy Programme,  
The Netherlands



**Günter Jünger**  
Director of Corporate Affairs  
and member of EMEA Board  
of Directors, Intel



**Mike Kubena**  
CEO for Central and Eastern  
Europe, PwC, USA



**Dominika Kulczyk-Lubomirska**  
Founder and Vice President,  
Green Cross Poland



**Jan Kulczyk**  
Chairman of Supervisory Board, Kulczyk Investments, Chairman of the Board, Green Cross International, Poland



**Tadeusz Kulik**  
Vice Rector for Scientific Research, Warsaw University of Technology, Poland



**Witold Orłowski**  
Chief Economic Advisor, PwC, Poland



**Leszek Pawłowicz**  
Professor of Economics, University of Gdańsk, Poland



**Jakub Kurasz**  
Editor-in-Chief of Gazeta Giełdy Parkiet, Deputy Editor-in-Chief of Rzeczpospolita, Poland



**Erika Kvapilova**  
UN WOMEN Regional Programme Director for Central and South-eastern Europe, Slovakia



**Marcin Piasecki**  
Publisher, Dziennik Gazeta Prawna daily, Poland



**Grażyna Piotrowska-Oliwa**  
Chief Executive Officer, PGNiG SA, Poland



**Ivan K. B. Lee**  
Director, Hong Kong Economic and Trade Office in Berlin, Hong Kong



**Bernard-Henri Lévy**  
Philosopher, Writer, France



**Marcin Piróg**  
Chief Executive Officer, LOT Polish Airlines, Poland



**Jerzy Pomianowski**  
Undersecretary of State, Ministry of Foreign Affairs, Poland



**Andrzej Lubowski**  
Independent writer, Poland



**Henri Malosse**  
President, Employers' Group, European Economic and Social Committee (EESC), France



**Paweł Rabiej**  
Managing Partner, THINKTANK, Poland



**Ren Jun**  
Chief Executive Officer, Shanghai Construction Group Poland, China



**Lech Mankiewicz**  
Director, Center for Theoretical Physics, Polish Academy of Sciences, Poland



**Adam Michnik**  
Editor-in-Chief, Gazeta Wyborcza, Poland



**Peter Richards**  
Director, Piano Media, USA



**Stephan Richter**  
Editor-in-Chief, The Globalist; President, The Globalist Research Center, Germany



**Andrew Michta**  
Senior Transatlantic Fellow and Director of Warsaw Office, The German Marshall Fund of the United States, USA/Poland



**John Mitra**  
Corporate Affairs Director, International Personal Finance, United Kingdom



**Adam D. Rotfeld**  
Co-Chairman of the Polish-Russian Group on Difficult Matters, Poland



**Kinga Rusin**  
Journalist TVN, Poland



**Christian Morales**  
Vice President, General Manger Europe, Middle East and Africa, Intel Corp., Spain



**David Munro**  
Chief Executive Officer, Volatility Research and Trading, Singapore



**Peter Russo**  
Professor, EBS Business School, Germany



**Jacek Santorski**  
Co-owner, Values Consulting Group, Poland



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



**Paweł Orłowski**  
Undersecretary of State, Ministry of Regional Development, Poland



**Alexander Scheuer**  
General Manager, Institute of European Media Law, Germany



**Anna Sieńko**  
IBM Country General Manager Poland & Baltics, Poland



**Sławomir S. Sikora**  
President of the Board,  
Citi Handlowy, Poland



**Paul Siu**  
Regional Managing Partner,  
Deloitte, China



**Agata Waclawik-Wejman**  
Director of Government  
Relations, Google, Poland



**Artur Waliszewski**  
Regional Business Director,  
Google, Poland



**Aleksander Smolar**  
Chairman of the Board, Stefan  
Batory Foundation, Poland



**Barbara Smolińska**  
Director, Laboratory of Dialogue,  
Polish Psychological Association,  
Poland



**Lech Wałęsa**  
President of the Republic  
of Poland (1990-1995)



**Dorota Warakomska**  
Television journalist  
and international commentator;  
media consultant, Poland



**Ludwik Sobolewski**  
President of the Management  
Board and CEO of the Warsaw  
Stock Exchange, Poland



**Janusz Steinhoff**  
Chairman of the Board, Polish  
Chamber of Commerce, Poland



**Karolina Wigura**  
Publicist, Kultura Liberalna,  
Poland



**Aneta Wilmańska**  
Undersecretary of State,  
Ministry of the Environment,  
Poland



**Beata Stelmach**  
Undersecretary of State, Ministry  
of Foreign Affairs, Poland



**Krystyna Szafranec**  
Director, Department of Sociol-  
ogy of Education and Youth,  
Institute of Sociology, Nicolaus  
Copernicus University, Poland



**Maciej Witucki**  
President of the Board,  
Orange Polska, Poland



**Krzysztof Wojewodziec**  
Coordinator, E-coursebooks for  
General Education Project, Poland



**Ivo Šlaus**  
President, World Academy  
of Art and Science, Croatia



**Magdalena Środa**  
Professor of Philosophy,  
University of Warsaw, Poland



**Grzegorz Wójcik**  
Head of Corporate Relations,  
MIH Allegro Group, Poland



**Leszek Wroński**  
Partner, Head of Risk Advisory  
Services in Central-Eastern  
Europe, KPMG, Poland



**Paweł Świeboda**  
President, demosEUROPA  
– Centre for European Strategy,  
Poland



**Jürgen Thumann**  
President, BUSINESSEUROPE,  
Germany



**Tomasz Wróblewski**  
Editor-in-Chief,  
Rzeczpospolita Daily, Poland



**Cevdet Yilmaz**  
Minister  
of Development, Turkey



**Jose Ignacio Torreblanca**  
Director, Madrid Office of the  
European Council on Foreign  
Relations, Spain



**Rafał Trzaskowski**  
Member of the European  
Parliament, Poland



**Marcin Zaborowski**  
Director, Polish Institute  
for International Affairs,  
Poland



**Claudia Zeisberger**  
Professor, INSEAD  
Business School, Centre  
for Decision Making  
and Risk Analysis, France



**Günter Verheugen**  
Professor, European University  
Viadrina, former Vice President  
of European Commission, Germany



**Eze Vidra**  
Head of Google Campus,  
United Kingdom



**Jacek Żakowski**  
Journalist, commentator  
for the weekly Polityka,  
Poland

## STRATEGIC PARTNERS



**Orange Polska** is the largest telecommunications group in Central Europe. It includes companies that use the Orange trade mark: Telekomunikacja Polska, PTK Centertel and one of the most popular Internet portals – Wirtualna Polska. The Group offers several hundred services, including fixed line and mobile telephony services, broadband Internet access, data transmission and multimedia TV services. Moreover, it gets involved in education and charity activities through the Orange Foundation. The Group is also constantly present in sport and cultural activities – e.g. as the main sponsor of Polish national football team and partner of UEFA EURO 2012™.



**PKN ORLEN** is Poland's largest company in terms of revenue and the country's most valuable brand. Its business consists in processing of crude oil into petrol, diesel oil, fuel oil and jet fuel, as well as plastics and other petrochemical products. PKN ORLEN manages seven refineries in Poland, Czech Republic and Lithuania. The company operates Central Europe's largest network of 2,700 service stations, with outlets located in Poland, Germany, Czech Republic and Lithuania. By implementing consistent investment initiatives, PKN ORLEN pursues a strategy to gradually grow the company into an integrated energy conglomerate, a goal to be attained through new business additions, including power generation and upstream segments.



**The PZU Group** is one of the biggest financial institutions in Poland and our part of Europe. It combines many years of experience in caring for the safety of the Polish people and efficient management of client finances. The number of insurance products and financial solutions bearing the PZU logo exceeds 200. PZU concludes 150 new policies per minute and, at the same time, pays out 30 claims and benefits. The strategy for 2012-2014 is an important step in the development of the Group. PZU 2.0 is a company with strong customer focus and operational efficiency, known for its investment competence, offering novelty solutions in the healthcare segment.



**Rzeczpospolita** is one of the leading daily publications in Poland. As the most often cited newspaper in the country, many executives, politicians and other readers cannot imagine working without it. Rzeczpospolita lets them be the first to know what is new in politics, economy, culture and sports. Latest news yet to be aired on TV is already posted on Rzeczpospolita On Line.



**Telewizja Polska SA** is the leader on the Polish television market, with shares of 36.5 proc. in 2011. TVP's reach covers more than 90 proc. of Poland. Its extensive portfolio includes two stations with national coverage, 16 regional channels, satellite channels: TVP Polonia, TV Bielsat aiming to popularize Polish culture abroad, as well as thematic channels: TVP Info, TVP Kultura, TVP Historia TVP Sport, TVP HD, TVP Parlament and TVP Seriale. TVP viewers can enjoy culture at the highest level, exciting programming and best sports entertainment. Serving culture and its creators, Polish Television earned the position as one of the most important institutions promoting national culture. For more information visit [www.tvp.pl](http://www.tvp.pl).

## GALA PARTNER



**The Lech Walesa Institute Foundation** is part of the Lech Walesa Institute. The Institute is an apolitical, non-governmental non-profit organization. It was founded by Lech Walesa in December 1995 and is the first presidential foundation in Poland. It documents the life and initiatives of Lech Walesa, builds a positive image of Poland and Poles abroad, works to protect national heritage, traditions of independence and solidarity, promotes openness and transparency in politics and public life, counters human rights violations and supports pro-democratic movements, promotes dialogue between cultures and religions, works to activate and educate younger generations. [www.ilw.org.pl](http://www.ilw.org.pl)

## INSTITUTIONAL PARTNER



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.

## MAIN PARTNERS



**Bloomberg Businessweek Polska** is a Polish-language edition of the one of the most influential magazines in the world. The Editor-in-Chief is Cezary Szymanek. The magazine is the only economic bi-weekly on the Polish market. The mission statement of the magazine is to prepare its readers for the forthcoming events. BBWP team publishes also an everyday business newsletter – BusinessToday.pl. The publisher of Bloomberg Businessweek Polska is Platforma Mediowa Point Group.



**Citi Handlowy** is one of the leading financial institutions in Poland and offers a wide range of innovative corporate, investment and consumer products and services. The Bank builds on over 140 years of experience of Bank Handlowy w Warszawie SA and of 200 years of Citi. Being part of a global institution ensures the Bank's clients have access to financial services in over 100 countries.



**Deloitte Polska** is one of the leading advisory companies providing world-class professional services in audit, tax advisory, legal, strategic and technology consulting, as well as enterprise risk management and financial advisory. With a network of 9 local offices Deloitte Poland employs over 1200 experienced and talented people. Visit us at: [www.deloitte.com/pl](http://www.deloitte.com/pl).



**Daily newspaper Dziennik Gazeta Prawna** is the largest economic journal in Poland. It is composed of two parts: the main white paper section which reviews political and social themes from an economic point of view, including in-depth content about finance, banking and various sectors of the economy. The yellow pages of Gazeta Prawna have for years been devoted to legal and tax issues.

## MAIN PARTNERS



**The European Economic and Social Committee (EESC)** is a consultative body of the EU that gives representatives of Europe's socio-occupational interest groups, and others, a formal platform to express their points of views on EU issues. Its opinions are forwarded to larger institutions – the Council, the Commission and the European Parliament. It has a key role to play in the Union's decision-making process.



**Energa Group** is one of Poland's electric power holdings. Its headquarters are based in Gdańsk. The main area of the group's activity is production, distribution, trade and transmission of energy. ENERGA provides its services to more than two and a half million households and three hundred thousand companies.



**Forbes** is the biggest economics magazine in Poland. Rankings and concise reports prepared regularly by the editorial team present achievements in Polish business, while the annual ranking of the top one hundred richest Poles has become a barometer of the state of the Polish economy. Forbes is also a famous organiser of exclusive events in the business world.



**Google's** mission is to organize the world's information and make it universally accessible and useful. Company's technological solutions include the popular Internet search tool, advertising programs, applications, mobile communications and operating systems. In Poland, Google has offices in Warsaw, Krakow and Wroclaw, leading business activities, research and development around the key technologies of Google.



**Intel**, the world leader in silicon innovation, develops technologies, products, and initiatives to continually advance how people work and live. Intel is the world's largest semiconductor chip maker, based on revenue. Intel continues to enable and accelerate the digital revolution, deliver market driving technology, rally the industry, and drive new standards.



**KPMG** is an international network of professional audit, tax and advisory firms. KPMG in Poland provides audit, tax and accounting services as well as a wide range of business advisory services for local, regional and global companies and institutions from private and public business sectors. Its six Polish offices are located in Warsaw, Wroclaw, Poznan, Krakow, Katowice and Gdansk.



**International investment group** formed in 2007 based on **Kulczyk Holding**. Operates in strategic sectors of the economy: mineral resources, energy, infrastructure and real estate. Registered office: Luxembourg, offices: London, Kiev, Dubai, Warsaw. CEO: Dariusz Mioduski. More at: [www.kulczykinvestments.com](http://www.kulczykinvestments.com).

## MAIN PARTNERS



**Newsweek Polska** is the most popular Polish weekly opinion magazine. Each week it provides its readers with a clear and current overview of politics, economics, science and culture. The title was the first weekly opinion magazine in Poland to be published in a multimedia format for the iPad. Newsweek Polska is also the organiser of prestigious conferences and business rankings.



**PGNiG SA** – leader of the Polish gas market industry: exploration and production of oil and gas, as well as import, storage, trading and distribution of gaseous and liquid fuels. Priorities: development of new business areas – power generation and shale gas exploration, implementation of innovative and environmentally friendly technologies.



**Pomeranian Special Economic Zone** offers excellent location combined with complete technical infrastructure and good communication, where economic activity can be conducted on preferential conditions. PSSE staff members are experienced in cooperating with foreign investors and managing industrial areas and EU projects.



**PwC** provides industry-focused audit, tax, legal and advisory services to public and private entities. PwC has operated in Poland since 1990 and currently employs 1,680 specialists in six cities: Warsaw, Gdańsk, Katowice, Kraków, Poznań and Wrocław. Our clients come from various industries, and are of different sizes and organisational structures – from public sector entities to privately-owned businesses (multinationals and local private companies).



**Provident Polska SA** belongs to the international financial group International Personal Finance. The Group is listed on the London Stock Exchange. Provident has been operating on the Polish market since 1997. The Company is a leader in the segment of quick cash loans. The number of customers in Poland amounts to 834,000 and the total number of IPF customers is 2.4 million.



**Tesco Polska** is a major retailer on the Polish market with 420 stores. We employ 28 000 people to serve 5 million customers who shop at our stores every week. For the past 10 years we have been actively supporting schools throughout Poland under our Tesco for Schools Program, donating the newest educational equipment.



**The Warsaw Stock Exchange (WSE)** has for several years been one of the most dynamically growing European markets; it is the biggest exchange of financial instruments in Central and Eastern Europe and the unquestionable leader as measured by the key market indicators including capitalisation, value of trading, number of newly listed companies.



Celebrating its 30th birthday this year, **WPROST** is the leading weekly in Poland. Published since 1982, with nationwide reach since 1989. WPROST is published by Agencja Wydawniczo-Reklamowa WPROST. Its majority shareholder is Platforma Mediowa Point Group. The Editor-in-Chief of WPROST weekly is Michał Kobosko. WPROST is one of the most quoted media and most quoted weeklies in Poland. More info at [www.wprost.pl](http://www.wprost.pl).

## SUPPORTING PARTNERS



**BASF – The Chemical Company** employs 280 people in Poland. Turnover 2011: 685 million Euro. Sales involve chemicals, plastics, crop protection products, coatings and construction chemicals.



**CANAL+ Cyfrowy SA** is the operator of the satellite platform CYFRA+, broadcaster of thematic TV channels and premium CANAL+, partner of the Polish sport and patron of the cinema.



**Dell** is a global computer manufacturer, listed at 44th place of the Fortune 500 – list of largest companies in the world. It offers innovative products and services for consumers and businesses.



**Diversity Index** is an innovative project being a continuation and extension of PKPP Lewiatan's involvement in promoting equal opportunities on the job market. The project's guiding theme is managing diversity.



**Hill+Knowlton Strategies** is one of the leading communication agencies in Poland offering a wide range of consulting services. More information can be found at [www.hillandknowlton.pl](http://www.hillandknowlton.pl).



**Polskie Linie Lotnicze LOT** is one of the oldest airlines in the world. In 2012 as the first carrier in Europe, its fleet will be enhanced with the most modern aircraft in the world, Boeing 787 Dreamliner.



**Radio PiN** is Poland's first economic radio focusing on business, unique music and urban lifestyle. It is for people looking for unconventional programming.



**WP.PL**, established in 1995 as first Polish internet portal – a multiplatform for multimedia and communication as well as an effective advertising tool.

## KNOWLEDGE PARTNERS



**Green Cross Poland** is a platform for dialogue between entrepreneurs, government representatives, NGOs and scientists. Programs: Green Economy, Clean Water, Green Cities. Polish branch of Green Cross International.



Mission of **Liberté!** is to be a voice for an open society and liberal economic ideas as well as to organize a social movement around these ideas.



**The OECD's** mission is to promote better policies that will create better lives for people around the world. We work together with governments, parliamentarians, business and civil society towards more inclusive, sustainable and balanced global growth for a stronger, cleaner, fairer world.



**Stowarzyszenie Kongres Kobiet (Congress of Women)** was founded in 2010. It focuses on promoting equal treatment of women and men. It strives to raise women's involvement in public life, especially in politics.



**THINKTANK** is a Polish analytical centre with its own media and a network of several hundred experts. It issues a quarterly magazine and other publications, organizes discussions and conferences, conducts its own research, manages leaders network and a Knowledge Database.



**The World Academy of Art & Science** is composed of 650 individual Fellows from diverse cultures, nationalities, and intellectual disciplines, chosen for eminence in art, the natural and social sciences, and the humanities. Established by distinguished individuals concerned with the impact of the explosive growth of knowledge.



**WGF** is the biggest forum for exchanging views on transatlantic relations and current world problems in Central Europe. Each year, The Wrocław Global Forum brings together important decision-makers, business leaders and diplomats.

## LOGISTICS PARTNERS



## EFNI ORGANIZER



**PKPP Lewiatan** is the strongest business organization representing private sector companies in Poland. It strives to foster competitiveness of the Polish economy and success of Polish companies. PKPP Lewiatan brings together over 60 trade and regional employers' organizations and a number of individual members. It represents 3 750 companies employing over 750 000 people. Its members and experts provided opinions on more than 2 500 draft laws and regulations covering various areas of the economy in order to ensure that the business community's proposals are endorsed during the course of the legislative process.

PKPP Lewiatan is the only Polish employers organization with permanent offices in Brussels since 2002. President of PKPP Lewiatan serves as the Vice President of **BUSINESSEUROPE**. The organization's activities in Brussels are supported by PKPP Lewiatan's representatives taking part in the work of various committees and advisory groups to the European Commission, as well as two representatives in the European Social and Economic Committee.

## CO-ORGANIZERS



**BUSINESSEUROPE** plays a crucial role in Europe as the largest business orientated organization in the European Union. It brings together 40 member federations representing 20 million companies from 34 countries. Its principle aim is to represent the interests of companies before European institutions and first and foremost to strengthen competitiveness of the European economy and opportunities for growth to all entrepreneurs. **BUSINESSEUROPE** acts to participate in the European social dialogue by supporting efficient functioning of job markets.

The organization is composed of seven main committees, about 60 working groups as well as 45 staff members managed by the General Director. **BUSINESSEUROPE** is headed by a President, with Jürgen Thumann currently holding this position. The governing body of **BUSINESSEUROPE** with headquarters in Brussels manages the whole organization, coordinates the work of the policy committee and working groups, prepares documents which define the organization's standpoint on various issues and communicates it to EU institutions as well as to other entities in Brussels and other member states. **BUSINESSEUROPE** is an important partner of the European Commission in social dialogue.



**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 as art nouveau spas and villas but also from an atmosphere of entertainment and elegance that was brought by the famous guests who frequented the city. 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 immensely rich cultural program and new opportunities created by bold investments, which changed the face of Sopot.

Today, Sopot is not just beautiful sandy 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. Visitors can enjoy excellent meals, drink delicious coffee, meet with friends or read their favourite books.

### Contents

Introduction .....	3
Opinions about EFNI .....	4
Sopot Declaration .....	8
Summary .....	10
Opening Ceremony .....	12
Opening Gala .....	14
EFNI photo report .....	16
Special Guest – Turkey .....	18
Plenary sessions .....	21
Discussion panels .....	29
Debates .....	46
Counterpoints .....	50
Premiere of “The Strategist” .....	52
Lectures .....	53
Bays of Dialogue .....	59
Workshops .....	61
Associated events .....	62
Closing Gala .....	64
Panelists and guests .....	67
Partners .....	76
Organizer and Co-Organizers .....	82

### Invitation

We would like to kindly invite you for the third edition of the European Forum for New Ideas on September 25th – 27th, 2013.



**EFNI**  
EUROPEAN FORUM  
FOR NEW IDEAS



[WWW.EFNI.EU](http://WWW.EFNI.EU)