

THE TRANSATLANTIC LEADERSHIP SEMINAR



Leading through the Great Recession

November 1 - 7, 2015

Greece and Italy

G | M | F The German Marshall Fund
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION

WELCOME



Today's leaders face rapidly changing circumstances which bring into question many of the assumptions that have informed decision making up to this point. The sudden collapse of security in Europe's southern and eastern neighborhoods, the sudden influx of large numbers of migrants from North Africa and the Middle East, and the alarming rates of youth unemployment in countries that are experiencing sharp drops in economic output are becoming formidable challenges for the transatlantic community as it shapes its priorities for the 21st century, especially as they feed other trends including the rise in electoral strength of extreme political options.

The Transatlantic Leadership Seminar of the German Marshall Fund of the United States is designed to address this need. It provides transatlantic leaders from business, government, and civil society direct exposure to key actors and trends driving change inside and around Europe and the United States. Briefings, meetings, and site visits led by subject area experts allow a professionally and geographically diverse cohort to develop new insights and strategies for effective leadership in the 21st century. The seminar relies on GMF's extensive network of partners and 30-plus years of cutting edge leadership development expertise to create an intellectually stimulating experience of the highest quality. It builds upon the best practices of GMF's signature program, the Marshall Memorial Fellowship, as well as a range of strategic study tours.

Your seven day immersion in Greece and Italy will focus on strategies and tactics that leaders on the ground are adopting to counter negative trends. In Greece, you will have the opportunity to hear how leaders are impacting change, how they are addressing the humanitarian and refugee crisis, and how they are growing their businesses in an adverse environment. In Italy, you will hear how to catalyze economic recovery, restore stability to Europe's southern neighborhood, and leverage creativity and culture to stimulate growth. Throughout the program, you will gain insights into current trends and cutting edge solutions, and will expand your network by more than 30 leaders at the forefront of change, along with another 20 who you will travel with.

Your experience through the Transatlantic Leadership Seminar will help you to reengage on critical transatlantic issues of the day, develop new strategies to move forward in your spheres of influence, and tap into your relationship with GMF to foster new opportunities for learning, cooperation, and enhancing your impact. GMF firmly believes that your engagement with our organization is more relevant today than ever before in our history. For that, I thank you for being a part of this initiative and wish you a full and enriching experience as you embark with us on this adventure in leadership and transatlantic cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Cottrell". The signature is fluid and cursive.

Kevin Cottrell, Director of Transatlantic Leadership Initiatives
The German Marshall Fund of the United States

HOTELS

Athens

The New Hotel

Filellinon 16
Athens 105 57
Greece
T: +30 21 0327 3000

Rome

The Grand Hotel de la Minerve

Piazza della Minerva 69
00186 Rome
Italy
T: +39 06 695201

Turin

The Allegroitalia Golden Palace

Via dell'Arcivescovado 18
10121 Turin
Italy
T: +39 011 551 2111

BACKGROUND INFORMATION – GREECE

Country Profile

Greece is the southernmost country on the Balkan Peninsula. Its history consists of roughly four periods – the Classical, the Byzantine, the Ottoman, and the Modern. Ever since freeing itself of the Ottoman rule, the country has struggled to modernize. In the second half of the twentieth century, competing visions of modernity led to a devastating civil war, a military dictatorship, and two periods of alternating liberal-conservative and social-democratic reforms. The global financial crisis of 2009 exposed major weaknesses in the Greek economy, which included excessive government borrowing and spending, fiscal mismanagement, and deception. Faced with the possibility of an economic meltdown, the country has since become dependent on foreign financial assistance, for which it has had to introduce major economic reforms.

Greece's current political system dates back to the fall of the military dictatorship in 1974. It consists of a split executive, a unicameral parliament, and an independent judiciary. The president of the republic performs largely ceremonial functions and is elected for a period of 5 years. The prime minister with his or her cabinet holds most of the executive power. The parliament has 300 deputies elected through a complex electoral system that favors the party that gets the largest number of votes in the election. It serves for a period of 4 years and elects both the president and the prime minister. Political parties are still predominantly personality driven. The two key parties are the center-right New Democracy and the left-wing Syriza, which has replaced the Pan Hellenic Socialist Movement (Pasok) as the leader of the left for the time being.

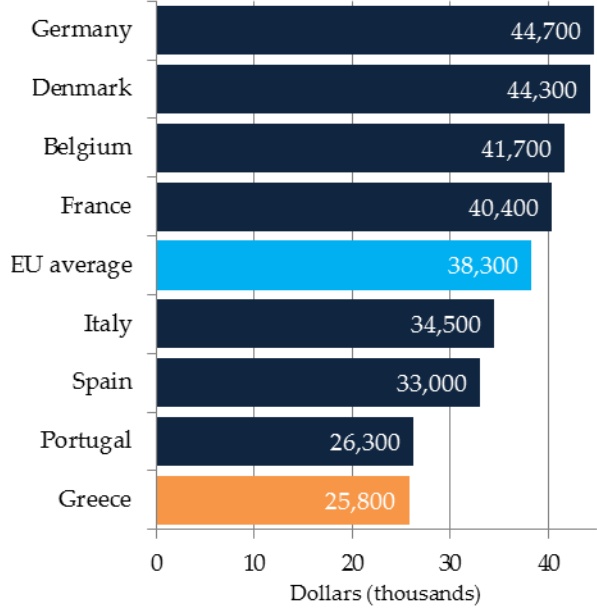
The Greek economy has two dynamic sectors – tourism and shipping. The tourist industry has developed in tandem with infrastructure development since the 1960s, and Greece today welcomes more than 23 million tourists annually and is pursuing expansion into emerging markets including China. Shipping has been a dominant branch of the Greek economy throughout its history. The Greek shipping fleet is still the largest in the world. Its ships, however, are mainly equipped to carry bulk cargo, which makes their deployment especially vulnerable to economic downturns in the developing world. Manufacturing and agriculture are still underdeveloped, and hold the potential for serious growth.

This year saw the emergence of another pressing issue for Greece – an influx of large numbers of refugees/migrants from Syria, Iraq, and Afghanistan. Arrivals can sometimes exceed 7,000 people a day. Resources are scarce to provide them with adequate food and shelter before they embark on an arduous journey north, towards more developed parts of Europe. Concerns are rising about their wellbeing as weather conditions begin to deteriorate.

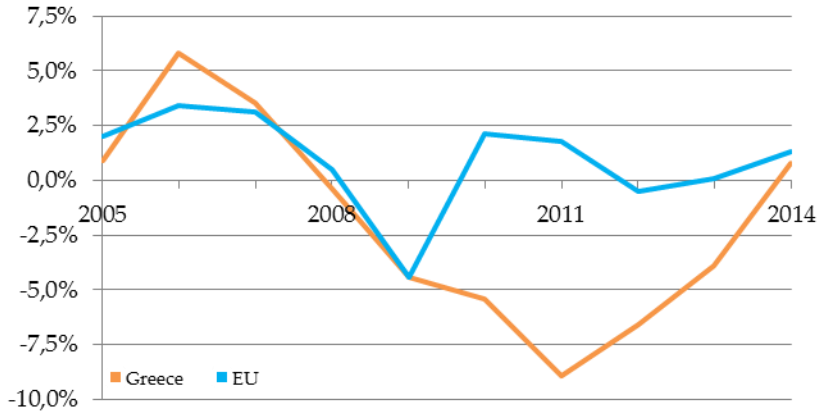
The city of Athens is the hub of Greek economic and cultural activity. A new entrepreneurial class is developing in search of alternative avenues for growth. Start-ups are springing up to leverage the advantages of a downturn market and are seeking to expand their business globally, but risks of regulatory and financial uncertainty threaten their sustainability and growth.

Type of Government:	Hellenic Republic
Head of State:	President Karolos Papoulias
Head of Government:	Prime Minister Alexis Tsipras
Population:	10,775,643
Currency:	Euro
Government Revenue:	\$119.5 bn
Government Expenditure:	\$127.9 bn
Budget Deficit:	3.4% of GDP
Foreign Currency Reserves:	\$1,16 bn
Com. Prime Lending Rate:	6.6%
Inflation Rate:	-1.3%
Labor Force:	3,910,000
Unemployment:	26.5%
Youth Unemployment:	55.3%
Gini Index:	34.4
GDP:	\$284.3 bn
Trade Deficit:	\$27 bn
Industries:	Tourism, Food and Tobacco Processing, Textiles, Chemicals, Metal Products, Mining and Petroleum
Companies:	Mytilineos Holdings, Titan Cement, Hellenic Petroleum and Viohalco

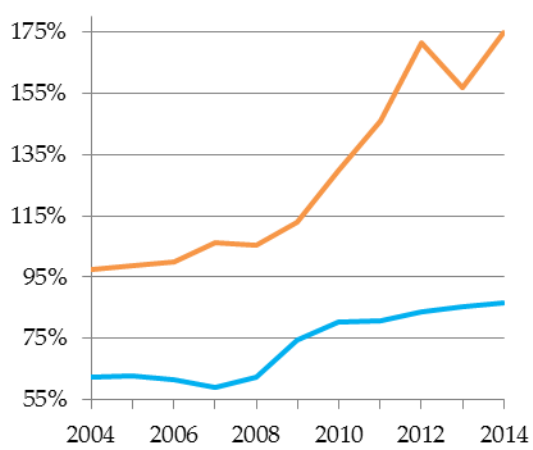
Average income per capita in 2014



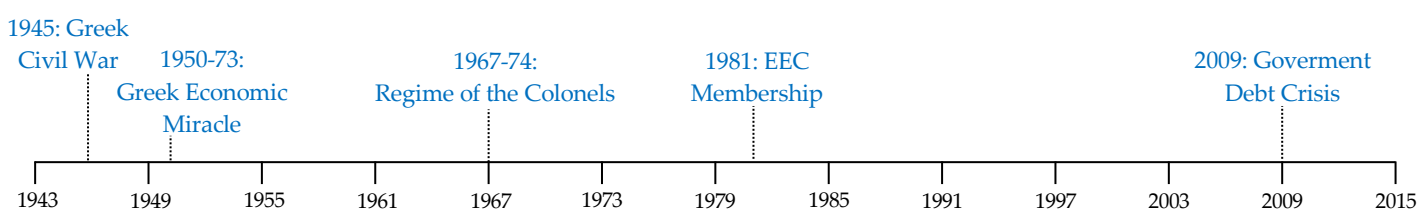
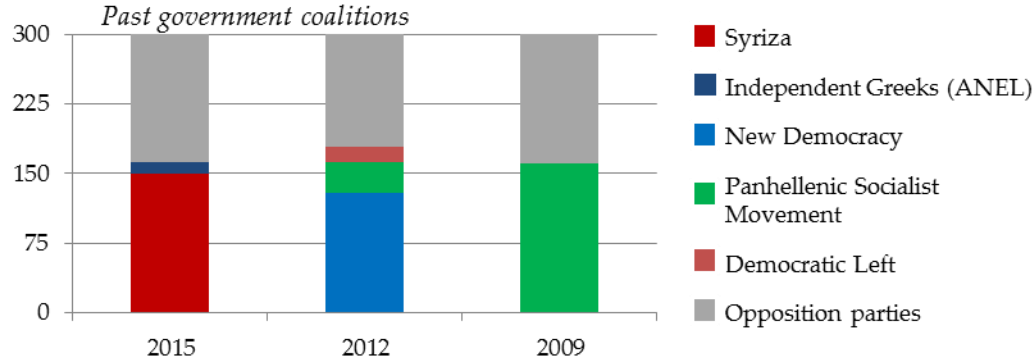
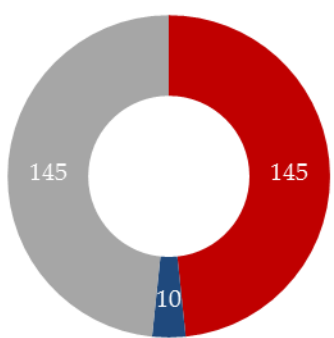
GDP growth rate %



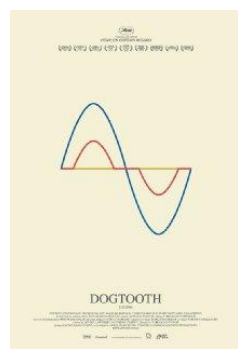
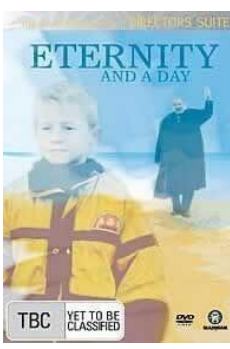
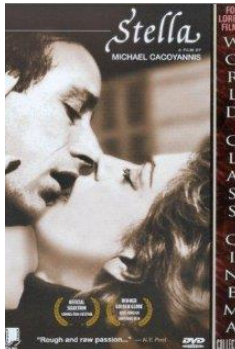
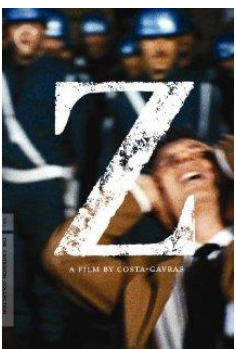
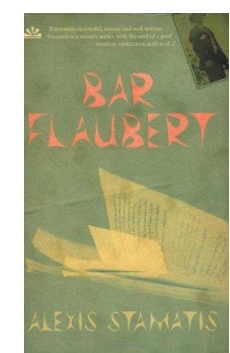
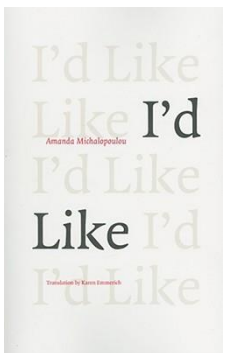
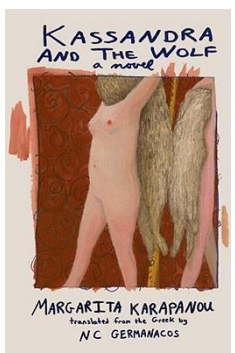
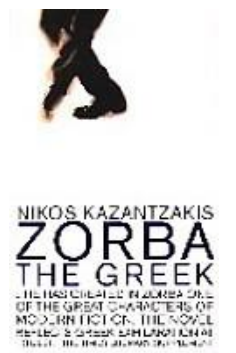
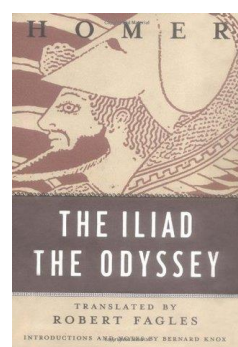
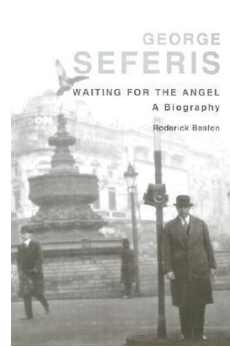
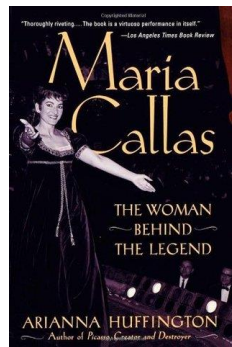
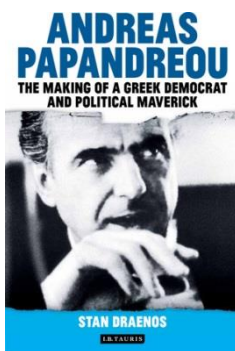
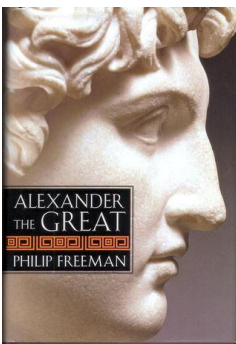
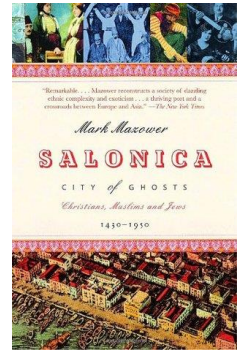
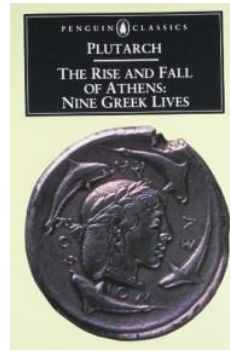
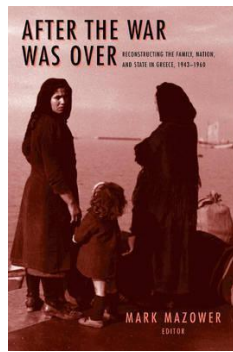
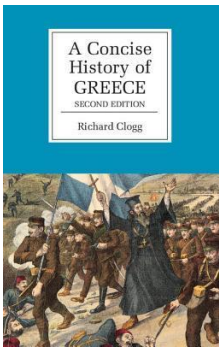
Public Debt as % of GDP



Seats in Greek Parliament since 2015



PREPARATION RESEARCH MATERIALS — GREECE



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AGENDA — ATHENS

Sunday, November 1

Participants arrive in Athens, Greece

- 5:00 pm** Meet in the hotel lobby
- 5:30 pm** **Welcome Reception and Visit to the Exhibition: [Digital Revolution](#)**
Keynote: **Dr. Thanos Dokos**, Director General, ELIAMEP
Welcome Remarks: **Afroditi Panagiotakou**, Deputy General Manager & Director of Communication & Marketing, Onassis Cultural Center
- 7:00 - 9:00 pm** **How to Lead Change – Dinner**
George Papandreou, President, Movement of Democratic Socialist and former Prime Minister, Greece
Moderator: **Kevin Cottrell**, Director, Transatlantic Leadership Initiatives, GMF

Monday, November 2

- 9:00 - 10:30 am** **Introduction to the Greek Crisis – Breakfast at the hotel**
Loukas Tsoukalis, Professor of European Integration, the University of Athens, and President, ELIAMEP
Moderator: **Ivan Vejvoda**, Senior Vice President, Programs, GMF
- 11:00 am - 12:00 pm** **Leading a City through Recession**
George Kaminis, Mayor, City of Athens
Moderator: **Dr. Thanos Dokos**, Director General, ELIAMEP
- 12:30 - 2:30 pm** **Enforcing the Rule of Law – Lunch**
Tasos Telloglou, Investigative Reporter, Star TV
Harry Theoharis, Member of Parliament, To Potami and former Secretary General, Greece Tax Administration
Moderator: **Daniela Schwarzer**, Senior Director for Research and Director of the Europe Program, GMF
- 3:00 - 4:00 pm** Open Hospitality Centre for Refugees at Eleonas (Site Visit)
Eda Gemi, Research Fellow, ELIAMEP
- 4:15 - 5:30 pm** **Helping the People in Need (Site Visit)**
Ioanna Pertsinidou, Project Manager, PRAKSIS
Dina Vardaramatou, Coordinator of the Medical Center, Athens
Moderator: **Eda Gemi**, Research Fellow, ELIAMEP

Break

7:45 pm

Meet at the hotel lobby

8:00 - 10:00 pm

The Way Forward for Greece – Dinner
Nasos Athanasiou, Member of Parliament, Syriza
Niki Kerameos, Member of Parliament, New Democracy
Moderator: **Dr. Thanos Dokos**, Director General, ELIAMEP

Tuesday, November 3

Please check out and leave your luggage at the reception ahead of breakfast.

9:00 - 10:30 am

Political Trends in Southern Europe - the Future of Political Extremes
– Breakfast at the hotel
Dr. Dimitris Keridis, Professor of International Relations, Panteion University
Moderator: **Ivan Vejvoda**, Senior Vice President, Programs, GMF

11:00 am - 1:00 pm

Incubating New Ideas (Visit to Orange Grove)
Nicholas Yatromanolakis, Owner, Awake Consultancy
Marco Veremis, CEO & Founder, Upstream
Natasha Apostolidi, Political Advisor, Embassy of the Netherlands
Moderator: **Filip Vojvodic Medic**, Senior Program Officer, Transatlantic Leadership Initiatives, GMF

1:30 - 3:30 pm

Growth Strategies for a Downturn Economy – Lunch
Demetri Politopoulos, CEO, Macedonian Thrace Brewery
Mareva Grabowski, Cofounder and Managing Partner, Zeus+Dione
Moderator: **Kevin Cottrell**, Director, Transatlantic Leadership Initiatives, GMF

4:00 - 5:00 pm

Leveraging Creativity (Visit to Zeus+Dione Workshop)

5:00 pm

Transit to the airport

7:00 pm

Departure for Rome

SPEAKER BIOGRAPHIES — ATHENS

Natasha Apostolidi, Political Advisor, Embassy of the Netherlands in Greece

Natasha Apostolidi is a Political Advisor at the Netherlands Embassy in Athens. Her core work is political analysis, project management, and networking. She has experience in the field of migration policy, EU-policy and human rights issues, as well as regional politics. For a year and a half, she has been working on the project 'Orange Grove', set up by the embassy. Orange Grove is a dynamic work and meeting place for young entrepreneurs that want to develop their business in Athens, with links to Dutch and Greek companies and universities. Its mission is to support young entrepreneurs on their way to starting their own business and to support start-ups in growing their business. In this role, she developed and coordinated the educational program, networking events, selection procedures, and mentoring program of Orange Grove. She also participated in setting up the legal framework; communication with existing and potential sponsors; and the expansion of the network of Orange Grove (with entrepreneurs, major companies, consultants, lawyers, accountants, and universities).



Nasos Athanasiou, Member of Parliament, Syriza

Nasos Athanasiou is a parliamentarian of the ruling Syriza party and he is Dean of the Hellenic Parliament. He was elected Member of the Parliament for the Attica Region in 2012. For many years, he was an elected Counselor for the city of Athens, and over the last ten years, he has been actively involved in domestic issues of Attica Prefecture, as a Counselor.

He studied law and he is a well-known journalist by profession, having worked since his early youth for various television and radio stations, newspapers, and journals. He has also written books for children. He is married and has two children.



Thanos Dokos, Director General, ELIAMEP

Thanos P. Dokos received his Ph.D. in International Relations from Cambridge University and has held research posts at the Hessische Stiftung Friedens und Konfliktforschung (1989-90) and the Center for Science and International Affairs (CSIA) at Harvard University (1990-91). He served as the Director for Research, Strategic Studies Division, Hellenic Ministry of National Defence (1996-98) and as an Advisor on NATO issues to the Ministry of Foreign Affairs (1998-1999). He was a NATO research fellow from 1996-98. He is currently the Director-General of ELIAMEP. Recent publications include: "[The Eastern Mediterranean](#)



and the Gulf region in 2020”, German Marshall Fund, Brussels, 2011; “Energy developments and Greek foreign policy” (with Theodore Tsakiris), ELIAMEP Policy Papers, Athens, February 2012; “The difficult relationship between accounting and geopolitics”, Europe’s World, April, 2013 “The Geopolitical Implications of Sino-Greek Relations”, The Clingendael Asia Forum, July 2013; ‘How the EU Got it so Wrong in Ukraine’, Europe’s World, April 2014.

Eda Gemi, Research Fellow and Coordinator of Migration team, ELIAMEP

Dr. Eda Gemi is a research fellow and coordinator of migration team at the Hellenic Foundation for European and Foreign Policy - ELIAMEP. She holds a Master of Arts in Southeast European studies from the Faculty of Political Science and Public Administration of University of Athens and a Ph.D. from the Faculty of Business and Law of London Metropolitan University, UK. She has also served as a research assistant at the Robert Schuman Centre for Advanced Studies of European University Institute (EUI) in Florence, Italy since 2010.



Mareva Grabowski, Managing Partner, Zeus+Dione

Grabowski is the co-founder and managing partner at Zeus+Dione, a Greek brand that combines traditional craftsmanship with modern design elements. She spent 12 years in investment banking and asset management divisions at Deutsche Bank (1995-2007). In 2007, Grabowski founded MG Capital Advisors S.A., an independent advisory firm which focuses on wealth management, deal origination, and private equity. In 2010, she founded Eternia Capital, an asset management firm which focuses on hedge fund investments. Since 2008, she has served on the advisory Board of Dara Capital, a Swiss based investment advisor. Grabowski holds a BA in political science and history from Boston College, a MIA from Columbia University and a MBA from Harvard Business School. She is also a member of the Asia Pacific Acquisitions Committee at the TATE Modern, a member of the Board of Trustees of the Athens Biennale and a member of the Contemporary Art Support Committee of the Museum of Cycladic Art. In 2012, she founded Endeavor Greece, an affiliate of the global non-profit organization supporting high-impact entrepreneurship in 23 countries.



Giorgos Kaminis, Mayor, City of Athens

Kaminis was elected mayor in 2010, and has played a pivotal role in guiding his city through the economic recession ever since. Having served as an assistant ombudsman for human rights from 1998 to 2003 and chief ombudsman from 2003 to 2010, he is very familiar with the inefficiencies of the Greek government. In August 2010, Kaminis resigned from the post of Ombudsman in order to stand as an independent mayoral candidate for the City of Athens. During the recent referendum on the terms of the third EU bailout, Kaminis was firmly in the “yes” camp. He received his law



degree from the University of Athens, his DEA from Panthéon-Assas University in Paris, and his Ph.D. from the Pantheon-Sorbonne University in Paris. His doctoral treatise assessed the constitutional solutions for the transition to democracy in Greece and Spain. Kamanis was born in New York City and is a dual citizen of Greece and the United States.

Niki Kerameos, Member of Parliament, New Democracy

Niki K. Kerameus has served as a member of the Hellenic Parliament since January 2015. She is a partner at Kerameus & Partners Law Firm in Athens, practicing mainly in the field of international arbitration. She has significant experience in international arbitration matters, in three different jurisdictions (Athens, Paris, New York). Prior to joining Kerameus & Partners, she worked in the litigation department of the law firm Cravath, Swaine & Moore LLP in New York on matters such as the Enron litigation and the AOL-Time Warner litigation. She speaks English, French, and Greek fluently and has some knowledge of German. She is a graduate of the Harvard Law School (LL.M.) and the University Paris II (Panthéon-Assas) (Degree in law and Master's degree in Private International Law and Arbitration; graduated first in both and *summa cum laude*). She is a founding member and was until recently president of the Non-profit Foundation "[Desmos](#)", which locates surplus from companies and individuals to cover the needs of our most vulnerable citizens and social welfare organizations.



Dr. Dimitris Keridis, Associate Professor of International Relations, Panteion University

Dimitris Keridis is a professor of International Politics at Panteion University of Athens. He is a senior fellow at the Konstantinos G. Karamanlis Foundation and the deputy director of the Institute of International Relations in Athens. Since 2002, he has been directing the annual [Olympia Summer Academy](#) in Politics and International Studies in Greece and since 2009 the [Navarino Network](#), a public policy think-tank based in Thessaloniki. He has served as a senior consultant at the Greek Ministry of Foreign Affairs, as the Constantine Karamanlis associate professor in Hellenic and European Studies at the Fletcher School, Tufts University, as the director of the Kokkalis Foundation in Athens and of the Kokkalis Program at the John F. Kennedy School of Government, Harvard University, and as a senior researcher at the Institute for Foreign Policy Analysis, USA.



Afroditi Panagiotakou, Deputy General Manager & Director of Communication & Marketing, Onassis Cultural Center

Ms. Panagiotakou’s previous work experience includes serving as Director of the Department of Communication and Marketing of the Greek National Opera and Communication and Public Relations Advisor for the Greek Ministry of Education (2004-2007). She has worked for cultural organizations in Greece and abroad (Royal Opera House, Cheek by Jowl, Hellenic Centre in London) and she has been a member of committees related to the development and application of cultural policy in the public and private sector. She studied musicology at the University of Athens where she was awarded the Papadakis scholarship and the University of Athens scholarship. Ms. Panagiotakou pursued postgraduate studies in aesthetics (Michelis Foundation award) and subsequently in cultural policy and management with a specialization in private sponsorship both at the City University of London. She is also a member of the German Marshall Fund of the United States (GMF).



George Papandreou, President, Movement of Democratic Socialists and former Prime Minister, Greece

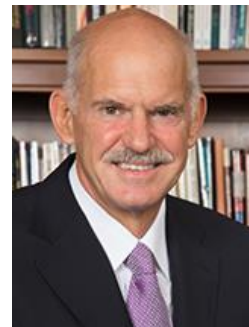
George A. Papandreou (born June 16, 1952), former Prime Minister of Greece, is President of the Movement of Democratic Socialists, and President of Socialist International.

He served as the 11th Prime Minister of Greece from October 6, 2009 – November 11, 2011, after the Panhellenic Socialist Movement’s (PASOK) victory in the October 2009 national elections and was the President of PASOK from 2004 until 2012.

As Prime Minister of Greece, George Papandreou was at the forefront of the global financial crisis and, through complex and difficult negotiations, he managed to avoid his country’s bankruptcy, at the same time applying a series of structural reforms to modernize Greece. For this reason he was named one of Foreign Policy magazine’s Top 100 Global Thinkers in 2010 for “making the best of Greece’s worst year.”

As Foreign Minister from 1999–2004, he was widely praised for his diplomatic bridge building. He successfully negotiated better relations with former rival Turkey. He played a key role in the negotiations that led to Turkey’s European Union (EU) candidacy in 1999 and Cyprus’s entry into the EU in May 2004.

On January 3, 2015, George Papandreou founded a new political party, the Movement of Democratic Socialists. Currently, he is the Vice President of the Foundation for Olympic Truce, a member of the Global Leadership Council of Sustainable Development Solutions Network - A Global Initiative for the United Nations, a member of the Global Leadership Council of the humanitarian organization Mercy Corps, Commissioner of the Global Commission on Drug Policy, and a member of Club de Madrid.



Ioanna Pertsinidou, Project Manager, PRAKSIS

Ioanna Pertsinidou graduated from the School of Social Work in Athens and attained a postgraduate diploma in health systems management at the London School of Hygiene and Tropical Medicine, University of London. She has been working with Medecins Sans Frontieres on various projects and positions in Armenia, Greece, Malawi, Ethiopia and Sudan. Since 2012, she has served as a project manager at PRAKSIS on antipoverty projects.



Elizabeth Phocas, Deputy Director, ELIAMEP

Elizabeth Phocas is deputy director at the Hellenic Foundation for European and Foreign Policy (ELIAMEP). She is also general coordinator of the Halki International Seminars. She received her BA in political science and public administration at the University of Athens and MA in European politics at the University of Essex where she was also research fellow at the East European Studies Department. She has knowledge of academic institutions; the NGO and think tanks map in Greece, the Balkans, the EU member states and the U.S.; and a strong background focused on NGO management and knowledge of the political, economic and technical situation in Eastern Europe. She has led successful international project teams that worked efficiently and were action-oriented. She is also the Greek coordinator for both the European and American Marshall Memorial Fellowship Programmes. Since 2007, Phocas has served as a senior international fellow at the Center on Philanthropy and Civil Society, the City University of New York.

Demetri Politopoulos, CEO, Macedonian Thrace Brewery

Demetri Politopoulos is the co-founder and CEO of Macedonian Thrace Brewery S.A. ("MTBSA") A chemical engineer by trade, he returned to Greece from the USA when he was 33 years old, having also obtained a Diploma in Brewing Technology from the Siebel Institute of Technology in Chicago. Since its establishment in 1996, MTBSA has seen consistent growth, and now holds over 7% of the domestic beer market share, with an annual turnover in excess of €17 million and consistently high profitability. In 2012, Demetri co-founded Tuvunu S.A., a producer of innovative, all-natural non-alcoholic beverages that are being exported from Greece to dozens of countries worldwide, including the U.S. and Australia. Demetri is the recipient of numerous distinctions, including the Ruban D'Honneur for the RSM International Entrepreneur of the Year category at the European Business Awards 2011, and Cross of Merit and Honor of the Hellenic Republic in 2015.



Tasos Telloglou, Anchor, The News Files

Tasos Telloglou is an investigative reporter at Star TV and a regular contributor of the daily “Kathimerini” and www.protagon.gr. Telloglou served as “The Files” Editor-in-Chief until 2007. During the season 2007-8, Telloglou was awarded the Best Report of the Year Award for his cross-border investigation on the SIEMENS slush-funds. In 1996, he won the Best Report of the year award for the first time for his revealing report on working conditions in a Greek power plant. During the 1990s, Telloglou worked as a foreign correspondent for the newspaper “KATHIMERINI” in Germany as well as the television network MEGA, and covered the Balkan Crisis for Greek television. Telloglou studied law and literature in Athens and Berlin. His most recent book was published in December 2009 entitled The Network (SKAI).



Harry Theoharis, Member of Parliament, To POTAMI and former Secretary General, Greece Tax Administration

Harry Theoharis is a Member of Parliament, representing the center political party To Potami. He served as secretary general for Information Systems (2011-2012) and as secretary general for Public Revenues (2013-2014), when he reorganized the agency and succeeded in meeting budget revenues and producing a fiscal surplus. He holds a MEng (Hon) in software engineering from Imperial College, London and he has worked for over a decade as a senior business consultant in the private sector in Greece and abroad. He was born in Athens in 1970 and has a daughter.



Loukas Tsoukalis, Professor of European Integration, University of Athens, and President, ELIAMEP

Loukas Tsoukalis was born in Athens. He studied Economics and International Relations at the University of Manchester, the College of Europe in Bruges and the University of Oxford, where he obtained his doctoral degree. As a former special adviser to the president of the European Commission, Tsoukalis has an understanding of both Greek and European perspectives on issues. He taught for many years at Oxford University, and later became professor at the European Institute of the London School of Economics and Political Science. He also taught at the European University Institute in Florence and at Sciences Po in Paris. He is presently professor of European Integration at the University of Athens and president of the Hellenic Foundation for European and Foreign Policy (ELIAMEP). He is also visiting professor at King’s College, London, and the College of Europe, Bruges. His latest work “*The Unhappy State of the Union: Europe Needs a New Grand Bargain*” is being jointly distributed by major European think tanks and translated into six languages.



Dina Vardaramatou, Coordinator of the Medical Center, Athens

Dina Vardaramatou is a social worker/sociologist with a Master of Arts Degree in Social and Community Work Studies. She has conducted research on human trafficking, genetic screening, social inclusion, sexual rape and gender-based violence. She has been the scientific advisor of the Empowerment of Socially Excluded Women Project in Georgia (2003-2005). She joined the NGO Centre of Research and Action on Peace in 2003, and currently serves as the general secretary. Additionally, she's been project coordinator for Stop Trafficking of People Now (STOPNOW – 2000-2009), and founder and coordinator of the Galatsi Group (ad hoc group of stakeholders – state agencies, international organizations and NGOs working on anti-trafficking issues, 2002-2009). She is currently working as coordinator of PRAKSIS Polyclinic in Athens which offers legal, medical and social services to socially or/and economically excluded people such as the homeless, unaccompanied minors, ex-inmates and ex-drug users, as well as immigrants and refugees, putting her at the forefront of the refugee crisis in Greece.



Marco Veremis, CEO & Founder, Upstream

Marco is Upstream's CEO and co-founder. [Upstream](#) operates one of the largest mobile commerce platforms in the world with over 100 million customers in more than 50 countries. He drives Upstream's strategic vision and growth into new geographies and products. Prior to founding Upstream, Marco was a marketing strategist at leading advertising agencies Grey Advertising, McCann-Ericsson and DDB in London. Marco developed global communications strategies for brands such as Nestlé, Coca-Cola and Sony. Marco is an active angel investor in technology companies and amongst others he invested in [Persado](#), a fast growing marketing language engineering company with Bain Capital Ventures and Workable, a breakthrough recruitment software company with Greylock Partners as co-investor. He is a mentor at Endeavor and Openfund, vice-chairman of the Hellenic Association of Mobile Application Companies (HAMAC) and [EY Greek Entrepreneur of the Year 2013](#). Marco holds a BA in politics and international studies from Warwick University and an MPhil in European studies from Oxford University.



Nicholas Yatromanolakis, Owner, Awake Consultancy

Nicholas Yatromanolakis is one of the founders of the Potami party, founded in 2014, and served as its campaign manager for the European elections held in the same year. He holds a BA in political science & international relations from Panteion University, Athens and a Master's in public policy from the Kennedy School of Government, Harvard University. He is the owner of Awake consultancy, bridging the gap between traditional, digital, ATL, and BTL communication strategy. He has held senior management positions both in academia and in business:



Previous employers include Microsoft, the RTL Group, S&B Industrial Minerals, Harvard University and the Hellenic Foundation for European & Foreign Policy. His creative and communication work has received recognition both in Greece and internationally. He has edited several publications on the EU and Southeastern Europe and is a frequent contributor to several Greek media outlets. As a side project, in 2012 he launched an award-winning e-shop, showcasing Greek design.

Country Profile

Italy occupies a central position in the Mediterranean. It rests on a peninsula that was home to several regional powers at different stages of history, including the Roman Empire, the Kingdom of Naples, and the Republic of Venice. Italy appeared as a state for the first time in the 19th century. It was firstly a monarchy led by a dynasty from the Piedmont region. Italy fought with the allies in the First World War, and against them in the Second. By 1948, it abandoned monarchy for a republic and adopted a complex system of checks and balances to prevent another popular dictatorship. Since then, a vibrant democracy has emerged, accompanied by rapid economic development, yet such growth eventually grounded to a near halt.

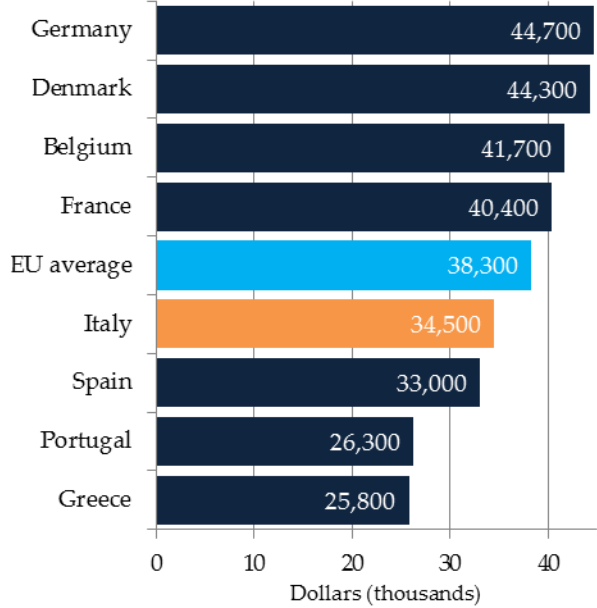
Italy has a bicameral legislature, a split executive, and an independent judiciary with a powerful constitutional court. The parliament's two houses are the Chamber of Deputies and the Senate. Both are elected through a system of proportional representation that favors the smaller parties, but the Senate also has members appointed by the president and former presidents serving *ex officio*. The legal age limit for deputies is 25+ and for senators 40+. Both houses have to approve the candidates for the office of the prime minister and his or her council of ministers and the office of the president. Executive power is concentrated in the former.

In the 1950s and 1960s, Italy enjoyed an “[economic miracle](#)” of post-war reconstruction and industrialization. The economy that emerged was mixed with large public holdings driving growth in energy, finance, and telecommunications and predominantly small and medium sized private enterprises setting trends in manufacturing – most notably, metallurgy, automotive, and textiles – engineering, and tourism. In the 1980s, as growth became anemic, the state began to sell off its assets, a trend that rapidly picked up pace, as governments faced rising budget deficits. The shift in economic policy managed to renew growth, but overregulation in the labor market kept the rates at record lows, and when the global financial crisis hit, further reforms became essential. Austerity followed coupled with initial attempts at labor market reform.

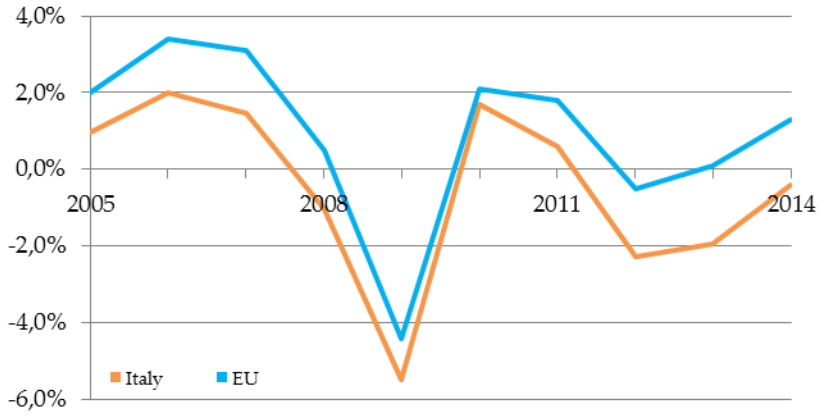
Parallel to challenges on the economic front, Italy is also facing an escalating migration crisis across the Mediterranean that turned into a full-blown [humanitarian disaster](#) this summer. The country has been calling for burden sharing for quite some time now, but its calls have fallen on deaf ears until this past month, when inflows of migrants from the Balkans became overwhelming. The European Union agreed to a burden sharing arrangement this fall, but this agreement is still facing backlash from some member states, in particular those with new far right governments in Central and Eastern Europe.

Type of Government:	Republic
Head of State:	President Sergio Mattarella
Head of Government:	Prime Minister Matteo Renzi
Population:	61,680,122
Currency:	Euro
Government Revenue:	\$990.7 bn
Government Expenditure:	\$1.1 tn
Budget Deficit:	3% of GDP
Foreign Currency Reserves:	\$145.5 bn
Com. Prime Lending Rate:	5.1%
Inflation Rate:	0.1%
Labor Force:	25,510,000
Unemployment:	12.5%
Youth Unemployment:	35.3%
Gini Index:	31.9
GDP:	\$2.066 tn
Trade Deficit:	\$52.1 bn
Industries:	Tourism, Machinery, Iron & Steel, Chemicals, Food Processing, Textiles and Motor Vehicles
Companies:	ENI, ENEL, UniCredit Group, Pirelli & C, EXOR, Generali Group, Intesa Sanpaolo, FCA Italy and Prada

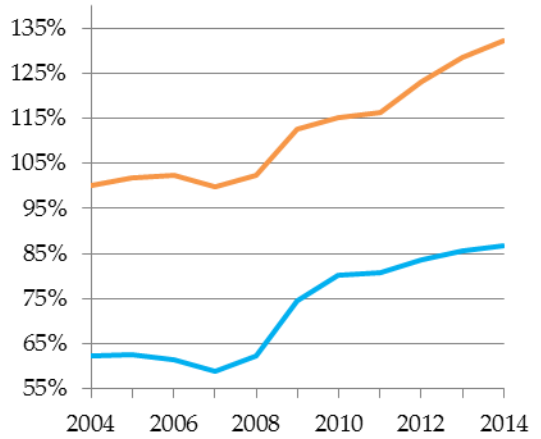
Average income per capita in 2014



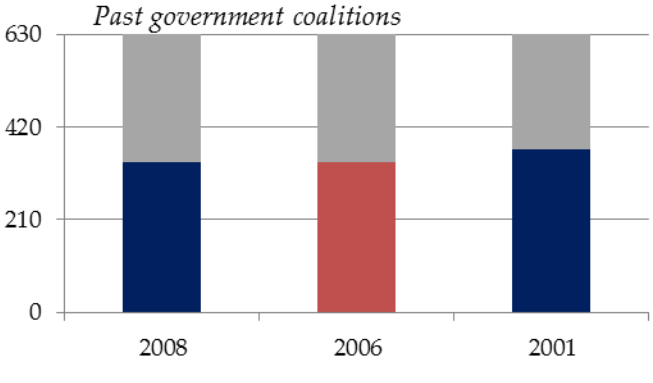
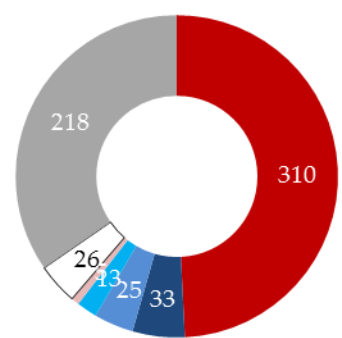
GDP growth rate %



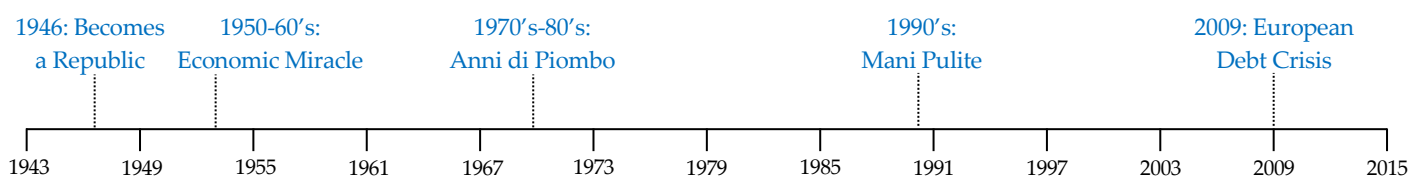
Public Debt as % of GDP



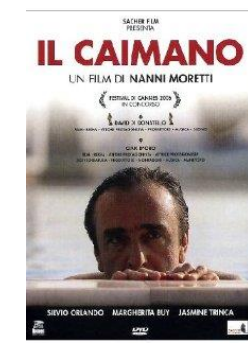
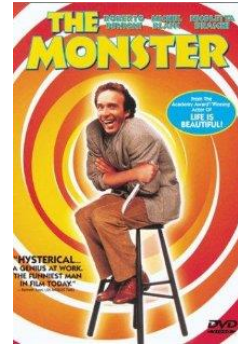
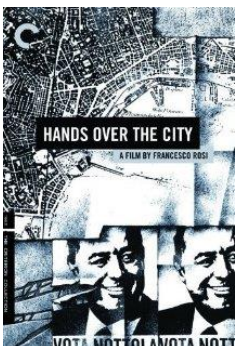
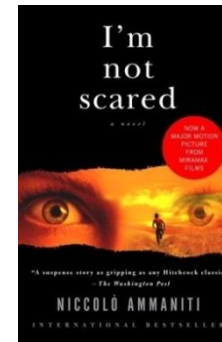
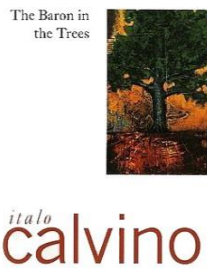
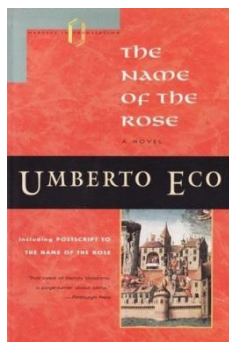
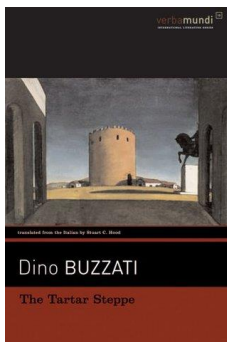
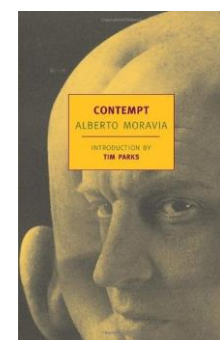
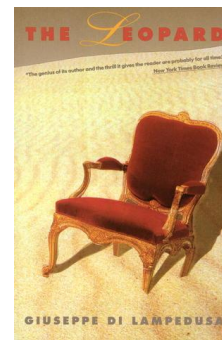
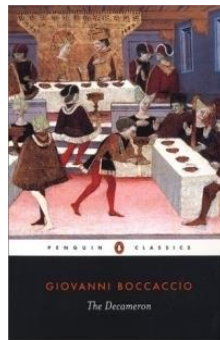
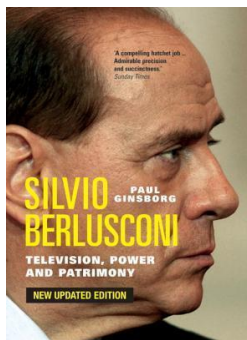
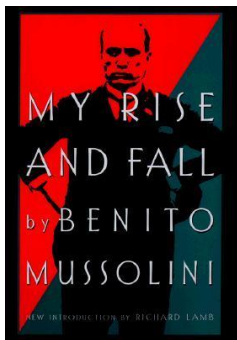
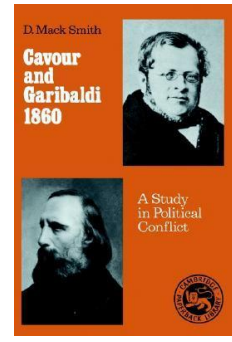
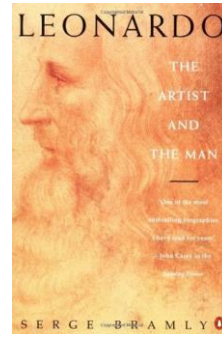
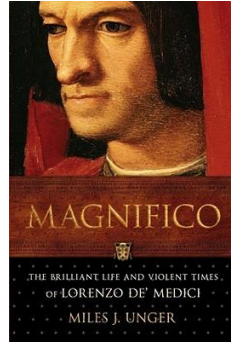
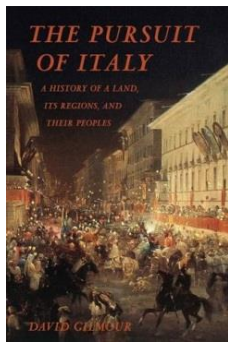
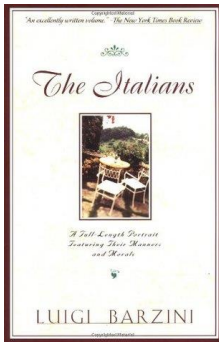
Seats in Italian Parliament since 2013



- Democratic Party
- Popular Area
- Civic Choice
- For Italy
- Italian Socialist Party
- Independents
- Right-wing Group (Berlusconi)
- Left-wing Group
- Opposition parties



PREPARATION RESEARCH MATERIALS — ITALY



G | M | F



CORRIERE DELLA SERA

LA STAMPA

AGENDA — ITALY

Wednesday, November 4

- 9:30 - 11:00 am** **What does Italy Want to Achieve at the National and European Level –**
Breakfast at the hotel
Marco Piantini, EU official, Adviser to Italy's Prime Minister for European Affairs and Sherpa of the Economic and Monetary Union
Moderator: **Ivan Vejvoda**, Senior Vice President, Programs, GMF
- 11:30 am - 12:30 pm** **Building an Inclusive Business**
Marco Arcelli, Executive Vice President, Upstream Gas Division, ENEL
Viviana Vitto, Head of Power Generation Markets, Business Development, Global Generation, ENEL
Michele Porri, Head of Execution Coordination, Business Development, Global Generation, ENEL
Moderator: **Kevin Cottrell**, Director, Transatlantic Leadership Initiatives, GMF
- 1:00 - 3:00 pm** **How to Address the Ongoing Refugee Crisis - Lunch**
Colonel Giuseppe Battaglia, Head of International Cooperation Office, Carabinieri
Giulia Falzoi, Deputy Director, IOM, Rome
Moderator: **Douglas Hengel**, Senior Transatlantic Fellow, GMF
- 3:30 - 5:00 pm** **How to Start Up an Economic Recovery – A Visit to the Startup Factory**
Luigi Capello, CEO, LVenture Group and LUISS ENLABS Founder
Stefano Pighini, Chairman of the Board of Directors, LVenture Group
Moderator: **Courtney Bickert**, Vice President, Strategic Partnerships, GMF
- Break
- 7:30 pm** Meet in the hotel lobby
- 8:00 - 10:00 pm** **Strategies to Manage Humanitarian Crises and Conflicts in North Africa**
Giampiero Massolo, Director General, Department of Information Security (DIS)
Moderator: **Douglas Hengel**, Senior Transatlantic Fellow, GMF

Thursday, November 5

Please check out and leave your luggage at the reception ahead of breakfast

- 9:00 - 10:30 am** **Strategies to Lead Effective Economic Recovery**
Vincenzo La Via, Director General, Ministry of Economy and Finance
Moderator: **Douglas Hengel**, Senior Transatlantic Fellow, GMF
- 11:00 am - 1:00 pm** **Moving Culture Online - MAXXI and Google Cultural Institute**
Maria Carolina Profilo, Head of Marketing and Development, MAXXI
Enrico Bellini, Public Policy Senior Analyst, Google
Moderator: **Ivan Vejvoda**, Senior Vice President, Programs, GMF
- 3:00 pm** **Transfer to the airport**
- 5:10 pm** **Departure for Turin**
- Hotel Check In**
- 7:45 pm** Meet in the hotel lobby
- 8:00 - 10:00 pm** **Leveraging Philanthropy for Change – Dinner**
Piero Gastaldo, Secretary General, Compagnia di San Paolo

Friday, November 6

Breakfast at the hotel

- 9:30am** Meet in the hotel lobby
- 10:00 am - 12:00 pm** **How to Innovate ahead of Competition - Visit to FIAT Research Center**
Panel: **Prof. Emilio Paolucci**, Politecnico of Turin
Giorgio Cornacchia, Head of EMEA Product Development, FCA Fiat
Chrysler Automobiles and CEO, CRF Centro Ricerche Fiat
- 12:30-1:15 pm** Visit to a cultural site
- 1:30 - 3:30 pm** **Strategies to Advance Women in Leadership – Lunch**
Licia Mattioli, President of the Turin Industrial Union & Chairperson of
the Committee for Internationalization of Confindustria
Carla Ferrari, President of Equiter SPA & member of the board of
Deposits and Loans

4:00 - 5:30 pm	Seminar Debrief
	Break
6:30 pm	Meet in the hotel lobby
7:00-8:00 pm	Egypt in Turin (A Visit to Museo Egizio) Host: Dr. Christian Greco , Director, Museo Egizio
8:30 pm	Farewell Dinner Remarks: Evelina Christillin , President, Museo Egizio

Saturday, November 7

Hotel check out and departure

All day **PIEDMONT (OPTIONAL)**

For those interested in extending their stay an additional day, GMF will organize a tour of select cultural sites in Piedmont, including a lunch at a Michelin star restaurant and a visit to a local winery. The optional add-on will include an extra night of accommodation in Turin.

SPEAKER BIOGRAPHIES — ITALY

Marco Arcelli, Executive Vice President, Upstream Gas Division, ENEL

Marco Arcelli is the Executive Vice President for Upstream Gas at Enel, with overall responsibility for the oil & gas exploration and production operations of the Group. Prior to that, he was Head of Business Development, M&A and Operations Support in the International Division; General Director and Vice Chairman of Slovenske Elektrarne, the second largest utility in Central Europe; President and CEO of Enel North America, a leading renewable energy company; Executive Assistant to the Enel Group CEO. Prior to Enel, he held several positions in project and construction management, dispute resolution, sales and business development for large infrastructure projects in energy, airports, transport systems at General Electric and O'Brien-Kreitzberg. He graduated from the University of Genoa in mechanical engineering and from Harvard's Advanced Management Program. He has lived in Italy, the USA, the UK, Slovakia, and Denmark. Arcelli is also an Advisory Board Member of King's College London's European Center for Energy Security, the Chairman of the Advisory Board of Educate Global Fund, an impact investment fund to improve education in Kenya, and a peer reviewer at the International Energy Agency, a lecturer at the NATO Defense College and various universities, a Young Leader of the Italy-USA Council, and the author of a best-selling novel.



Colonel Giuseppe Battaglia, Head of the International Cooperation Office, Carabinieri General HQ, Rome

Colonel Giuseppe Battaglia is an Italian Carabinieri officer. Since September 2013, he has served as Head of the International Cooperation Office, Carabinieri General HQ, Rome.

He had held numerous high level positions in the Italian Armed Forces including as Asst. Defence Attache' and Asst. Defence Cooperation Attache' at the Italian Embassy in Washington DC, USA. His duties included liaison for defense and defense cooperation matters, including operations and procurement issues. Col. Battaglia joined IT Armed forces in 1985 as student of Nunziatella Military School in Naples (High School), and then he attended the Military Academy in Modena and the Carabinieri Officers' School in Rome.



He has Master's Degrees in law, political science, and security studies, as well as two post-graduate Masters in security studies and international relations, and the Qualification for Legal Adviser for Armed Forces (LEGAD).

Enrico Bellini, Public Policy Senior Analyst, Google

Enrico Bellini is a Public Policy Senior Analyst at Google. Enrico, in particular, develops and implements projects in partnership with leading institutions and stakeholders dedicated to strengthening the positive cultural and social impact of the Internet, innovation and Google in Italy. Before joining Google, Enrico worked both in Italy and abroad in the public policy and communications industry with prominent consulting firms and organizations. Enrico holds an MSc in Management from the London School of Economics (LSE) and a BA in political science from the Università degli Studi di Milano.



Dr. Luigi Capello, CEO, LVenture Group and LUISS ENLABS Founder

Luigi Capello is a serial entrepreneur and a business angel. He is founder and CEO of the LVenture Group, a VC holding listed on Borsa Italiana. He is also the creator of the first Italian integrated ecosystem of Venture Capital and startup accelerator realized through EnLabs, called LUISS ENLABS – the Startup Factory – in 2012 after the joint venture with LUISS Guido Carli University. He is the founder of several successful startups and the co-founder of Italian Angels for Growth (IAG), the first group of Italian business angels. He worked for many investment banks and managed Private Equity funds. He taught a course of Entrepreneurship & Venture Capital at LUISS Guido Carli University. Capello graduated in economics and attended the Executive Program for Growing Companies at Stanford University.



Evelina Christillin, President, The Museo Egizio

Evelina Christillin assumed the Presidency of Italy's National Agency for Tourism (ENIT) on October 8, 2015. She has more than 20 years of experience in the non-profit sector, focused on sports and culture. A former member of Italy's national ski team, Mrs. Christillin was Executive President of the 2006 Winter Olympics Bid Committee for Turin and then chaired the Organizing Committee for the Turin Olympics. She has been President of the Egyptian Museum in Turin since 2012 and has led several other cultural institutions. Mrs. Christillin also is President of the Turin-based P.R.A.T.O. Association for the Prevention of Anorexia. With a degree in history, Mrs. Christillin was a professor at the University of Turin and is the author of several books. Prior to her academic experience, Ms. Christillin worked at Fiat's press office from 1978 to 1985. Mrs. Christillin is married to Gabriele Galateri di Genola, the President of Generali, the largest Italian Insurance company.



Giorgio Cornacchia, Head of EMEA Product Development, FCA Fiat Chrysler Automobiles and CEO, CRF Centro Ricerche Fiat

Giulia Falzoi, Deputy Director, IOM, Rome

Giulia Falzoi is the head of the Migration Management Unit at the International Organization for Migration (IOM). She has held various posts in the IOM since 1988. While at the IMO, she has worked on issues including technical cooperation for governments, institutions and NGO's dealing with migration management for vulnerable/irregular migrants, and unaccompanied minors; Assisted Voluntary Return and Reintegration (AVRR) programs; counter trafficking activities; labor migration schemes and professional training to economic migrants; the resettlement of refugees to Italy; and family tracing activities. Falzoi has been certified as a professional interpreter and translator from Italian into English and Spanish.



Carla Ferrari, President of Equiter SPA & member of the board of Deposits and Loans

Carla Patrizia Ferrari was born in Genova. She earned a degree in economics & business from the University of Genoa. In 1988, she started her professional journey with the Istituto Bancario Sanpaolo di Torino, as the manager of the Economic Observatory Frankfurt branch. She was Managing Director and General Director of the Banca OPI, the Intesa bank specializing in funding local projects as well as project finance. From 2000 to 2007, she was also Managing Director of SINLOC S.p.A. From December 2002, has been Chief Executive Officer of EQUITER S.p.A., a company of the Intesa Sanpaolo group specializing in funding infrastructure and private and public projects in the area of renewal energy. She is a member of the board of IREN. She is on the board of Deposits and Loans.



Piero Gastaldo, Secretary General, Compagnia di San Paolo

Piero Gastaldo is secretary general of Compagnia di San Paolo. From 1995-97, he was an commissioner/deputy-mayor of the City of Turin, for Economic Development, Public Utilities, European Projects and International Promotion. His academic and institutional appointments and affiliations currently include being a member of the Governing Boards of the Istituto Affari Internazionali (IAI) in Rome and of the European Cultural Foundation (ECF) in Amsterdam. He is also vice-chairman of the board of directors of the Network of European Foundations (NEEF) in Brussels, member of the European Advisory Board of Istituto di Studi di Politica Internazionale (ISPE) in Milan and member of the Governing Council of the European Foundation Center in Brussel. Gastaldo graduated law at the Università degli Studi di Torino. His research interests include arts and cultural policy, financing of the arts and culture, social inclusion, and civil society.



Christian Greco, Lecturer, University Leiden

Christian Greco (1975) studied classical languages and archaeology of the Near East at the University of Pavia and attended (minor) classes at the school of excellence Collegio Ghislieri where he was admitted as fellow (1994). He came for the first time to Leiden in 1994, as exchange student within the Erasmus programme, where he attended (minor) classes of Egyptology. He took then part to the archaeological excavations of the National Museum of Antiquities (RMO) in Syria. After his graduation in Pavia (1999) he came to Leiden where he enrolled for his second study Egyptology. In the meantime he worked as a teacher of classical languages in different grammar schools in the Netherlands and obtained his teaching qualification at the ICLON (postdoctoral school of education at the University of Leiden).



During his study years he went regularly to Egypt where he took part to different archaeological projects in Saqqara and in Luxor. In 2006 he was hired by the Oriental Institute of Chicago as an epigrapher. In this function he conducted research at the Small Amon temple of Medinet Habu, where he concentrated on the reliefs and blocks of pharaoh Nectanebo I (ca. 380-362 B.C.). At the temple of Luxor he studied, within a project financed by ARCE (American Research Center in Egypt), the epigraphic material of the fourth century AD (Latin Inscriptions of the first and second tetrarchy, Greek graffiti). He is still attached to the Oriental Institute and carries on the documentation and possible reconstruction of the gates of Nectanebo I at Medinet Habu.

In 2008 he obtained his PhD at the university of Pisa with a dissertation on the Theban tomb of Ramose (TT 132), treasurer of king Taharqa (690-664 B.C.). After obtaining his PhD he was appointed as lecturer at the institute Scholae of the Radboud University Nijmegen, where he gave classes about Homer and Euripides till 2012. Since 2009 he has been working at the RMO, first as assistant curator and since 2011 as curator of the Egyptian collection. In 2012 he has been appointed as lecturer at the faculty of archaeology of the University Leiden where he gives classes on Egyptian and Nubian material culture.

From April 28th 2014 he is director of the Egyptian Museum in Turin.

Vincenzo La Via, Director General, Ministry of Economy and Finance

La Via is one of the chief architects of current economic reforms in Italy. He joined the Ministry of Economy and Finance after seven years of service as the chief financial officer of the World Bank Group, where he led the first major capital increase in more than 20 years. La Via joined the World Bank from Banka Intesa S.p.A., where he was head of Finance and Treasury. His career also includes tenures as director general of the Debt Management Department of the Italian Ministry of the Treasury and as managing director of the Italian investment management company, Akros S.p.A. La Via holds a degree from the University La Sapienza in Rome and a Ph.D. in Economics from the University of California.



Giampiero Massolo, Director General, The Department of Information Security (DIS)

With his nation being one of the primary points of entry for migrants from North Africa, Massolo is deeply involved in finding solutions to conflicts and crisis behind the current migration trends. Before assuming his current post, Massolo had a distinguished public career. He was appointed deputy secretary general of the Ministry of Foreign Affairs in 2000, chief of staff of the minister of Foreign Affairs in 2004, director general of personnel of the Ministry of Foreign Affairs in 2006, and secretary general of the Ministry of Foreign Affairs, the highest rank in the Italian diplomacy, in 2007. Massolo graduated in political science from the Libera Università Internazionale degli Studi Sociali (LUISS) in Rome in 1976.



Licia Mattioli, President of the Turin Industrial Union & Chairperson of the Committee for Internationalization, Confindustria

Lucia Mattioli was born in Naples. She is the president of the Turin Industrial Union and she serves on the Technical Committee for Internationalization and Foreign Investors at Confindustria. Formerly, Mattioli was vice president and on the board of the Young Entrepreneurs Group at Turin Industrial Union, vice president of the Turin Industrial Union, vice president of the Woman Entrepreneur committee of the Chamber of Commerce of Turin, vice president of Incubatore 12P of Turin, and the president of Exclusive Brands Torino.



Marco Piantini, EU official, Adviser to Italy's Prime Minister for European Affairs and Sherpa of the Economic and Monetary Union

Marco Piantini is an adviser for European Affairs to Italian Prime Minister Matteo Renzi, an EU official, and a Sherpa for governance reform of the Economic and Monetary Union, helping to coordinate the Italian position on the Eurozone crisis. He worked from 2006 to 2015 as an Adviser on European issues in the office of Italy's President of the Republic, Giorgio Napolitano. As a Sherpa, Piantini follows European level negotiations with representatives of other states and with representatives of the ECB, European Commission, European Council and Eurogroup. Piantini is a believer in EU institutional reforms, including the completion of the Banking Union, and the implementation of a Capital Markets Union.



Stefano Pighini, Chairman of the Board of Directors, LVenture Group

Stefano Pighini is a business angel with many years of experience as a manager in charge of the development and M&A in companies such as Philip Morris, Pirelli, ENI and Enel. He has been the CEO of leasing and factoring companies, pension funds, and has dealt with several important financial activities. He has taken part in the initial listing on the stock market of Eni and Enel in Milan and New York, and Pirelli Tyre in Amsterdam. He is the chairman of LVenture Group.



Michele Porri, Head of Execution Coordination, Business Development, Global Generation, ENEL

Michele Porri graduated in Economics from the University of Rome “Tor Vergata.” He began his career his working as a strategic consultant at the LEK Partnership - London), focusing on the energy sector and was involved in the support of major global utilities. One of the international projects he worked on aimed at defining the development strategy for the Falck Group which had already been converted from a steel company to an electricity producer but needed to address new lines of business. The main result of the study was to focus on oil & gas and renewable energy markets. Through this work, Michele became directly involved in the implementation of Falck’s business strategy and served as assistant to the managing director for development activities. In 2007, Michele joined the Enel Group. In order to advance the international strategy of the Group, Michele was appointed Head of Business Development for the Balkans area to identify opportunities to improve Enel’s operations. Prior to his current role, Michele participated in the launch of a new business line for Enel designed to expand Enel’s presence in energy efficient family products.



Maria Carolina Profilo, Head of Marketing and Development, MAXXI

Maria Carolina Profilo has been Head of Marketing and Development at MAXXI – National Museum of 21st Century Arts in Rome since its founding in 2010. MAXXI is the first Italian national museum devoted to contemporary creativity, conceived as a multi-disciplinary institution focusing on experimentation and innovation in the fields of art and architecture, a true campus for culture.

Maria Carolina has a strong background developing innovative and integrated marketing strategies, through her experience in both private and public art as well as her experience working with Italian fashion brands in the luxury goods field. She started her career at Bulgari’s corporate communication department, from 1999 to 2005.

In 2006, she managed the successful launch of the Palazzo Grassi contemporary art museum and Punta della Dogana gallery (François Pinault Collection) in Venice as Head of



Communications. Subsequently, she was Worldwide External Relations Director at Furla, one of the major Italian players in the fashion accessories market, and the Furla Foundation, devoted to the promotion of young talents in fashion design and contemporary art.

She graduated with a degree in political science and attained a master's degree in marketing from the University of Bari, Italy.

Dennis Redmont Head of Media, Consiglio per le Relazioni Italia e Stati Uniti

Born in the United States, schooled in the French Lycée, and graduated with honors from Columbia University Graduate School of Journalism, Redmont joined the Associated Press and became the agency's youngest correspondent in Lisbon, Portugal in 1965. During his career, he reported from over 80 countries, before working as a Rome-based executive for the AP for the Mediterranean area for over 25 years. Fluent in six languages, he has written for magazines and other periodicals besides broadcasting for public and private television networks, commenting on such subjects as European politics and culture and the U.S. presidential elections. In 1995 he received the President of the Republic's medal of the International Prize Ultimo Novecento for the most outstanding foreign correspondent. Recognizing his career achievements, Columbia University's alumni awarded him the Distinguished Alumni Prize in 2005. He is adjunct professor at the RAI (public broadcasting) Graduate School of Journalism in Perugia and at Il Sole 24 Ore's Business School in Rome and Milan.



Viviana Vitto, Head of Power Generation Markets, Business Development, Global Generation, ENEL

Viviana Vitto graduated with a degree in Chemical Engineering from the University of Naples Federico II in 1994. She also studied studying at the University College of London. She trained within the Isvor -Fiat Business Administration Course in 1995 when she started her professional career as Production Manager in Snia (chemical company within Fiat Group). In the ensuing years, she joined Binda Spa as Export Area Manager in the Release Paper Business (synthetic leather) covering North America and the European area. Beginning in 1998, she began her experience in the energy market working in Enel Group for more than 17 years, up until today. During this time, she has been involved with various activities, experiencing a wide practice of relationships with main international institutional stakeholders and being appointed for several responsibilities. Among these, she has been appointed as Business Development Manager, Head of Renewable Regulation and Head of CO2 Portfolio Manager for Enel Group. Currently she serves as the Head of Power Generation Markets within the Global Generation business line.



PARTICIPANTS

Vicki Blanton

MMF '07

Associate General Counsel, Walmart Stores, Inc.

Vicki D. Blanton is the associate general counsel for Walmart Stores, Inc., with primary responsibility for the legal compliance of the domestic and international retirement, health and welfare benefit plans, with over \$20 billion in assets. She has handled complex retirement plan and health and welfare benefit plan issues for Fortune 100 publicly traded companies and for large governmental employers. She has won accolades from the State Bar of Texas and the National Bar Association, and has been named as a Dallas Business Journal Best Corporate Counsel, D Magazine's List of Best Lawyers, and Eclipse Magazine's Dynamic Lawyers. She is an American Marshall Memorial Fellow and was a Barrister in the American Inns of Court. She currently serves on the boards of the Dallas Bar Foundation and the Dallas Chapter of the American Red Cross. She graduated from the University of Texas and Southern Methodist University School of Law. Additionally, she has a Certificate of Study from Georgetown University's Executive Development Program at the London School of Economics.



Joe Cimperman

MMF '03

Councilman, City of Cleveland

Currently serving his seventh term on Cleveland City Council, councilman Joe Cimperman is a senior member of the body. He currently represents the City of Cleveland Ward 3, one of the most diverse wards in the City. Cimperman serves as Chair of the Health & Human Services Committee and is a member of the Development, Planning and Sustainability and Safety Committees on Cleveland City Council. Since first being elected to Cleveland City Council in 1997, the councilman has focused his efforts on community revitalization. Cimperman graduated from John Carroll University in 1992, and following his graduation, he worked with Cleveland's I Have a Dream Foundation, a program which provided opportunities for the City's youth to pursue higher education and equipped participants with the skills and knowledge necessary to succeed. In 2003, Cimperman was selected as a Fellow for the prestigious German Marshall Memorial Fellowship, a program of the German Marshall Fund.



Michael DeAloia

MMF '09

Chief Evangelist, The Refinery

Michael DeAloia is a seasoned business executive who thrives on accomplishment and making immediate and profitable change happen. Michael is currently the tech columnist for the Plain Dealer and Chief Evangelist of The Refinery, a Cleveland, OH-based software development firm. Michael was recently the Regional Vice President (RVP) for the Cleveland operations of Expedient, a Pittsburgh, PA-based data collocation and managed services company. As RVP, he had P&L responsibility, de facto sales director, marketing functionality and control of operations. Michael is best known for his term at the City of Cleveland as the Senior Executive for Technology Development, or "Tech Czar". As such, he was responsible for the economic development of the technology industries in the city, and was able to recruit 37 tech companies into the City of Cleveland, which brought or created nearly 1,000 jobs. Michael earned his MBA from Case Western Reserve University and his Bachelor's degree from Xavier University.



Nicole De Beaufort

MMF '13, TLS '14

Founder and Principal, EarlyWorks LLC

Nicole de Beaufort is a social entrepreneur based in Detroit, Michigan. She leads EarlyWorks, llc., a strategy and communications consultancy focused on building awareness and public support for children's issues. She also co-founded and co-leads Cadre Studio, a service design collaborative using human-centered design methods with philanthropists to increase impact and effectiveness. De Beaufort also co-founded the Detroit Women's Leadership Network, a mentoring network of more than 650 women in the Detroit region that was formed promote inclusive and diverse women's leadership. Prior to this, de Beaufort served as vice president and chief operating officer of Excellent Schools Detroit, an education coalition, where she led all strategic partnerships, communications and operations for the organization. She previously founded and led Fourth Sector Consulting, Inc., and served as communications director of the W.K. Kellogg Foundation.



Tassilo Forchheimer

MWS '89

Rome Bureau Chief, ARD

Tassilo Forchheimer is a German journalist and currently the chief of the ARD Bureau in Rome, Italy. (The ARD network is the largest newsgathering organization in Germany and consists of nine regional public service broadcasters and the external service Deutsche Welle). Prior to this, Tassilo was the head of director general's Office at Bayerischer Rundfunk (BR -Bavaria's public broadcasting service). Other previous professional experiences include various positions within the BR/ARD, among others deputy ARD spokesman and head of BR's Broadcasting Council's office. Before that he worked as a reporter, presenter and editor on various BR programs. After his military service, he studied history and psycho-linguistics at the Ludwig Maximilian University in Munich and absolved a professional editor's traineeship.



Omri Gainsburg

Investment Director, Meridiam Infrastructure

Omri Gainsburg is an investment director for Meridiam (a leading independent infrastructure investment firm) and is currently based in Istanbul, where he is responsible for Meridiam's investment activities in Turkey and the surrounding region. Since joining Meridiam in 2010, he has been active working with governments across the U.S., Europe, the Middle East, and South America to develop, finance and deliver essential public infrastructure, particularly in healthcare. Prior to joining Meridiam, Gainsburg worked for Lazard in New York, where he advised a number of significant companies in distressed debt and bankruptcy situations, focusing primarily on capital restructuring and mergers and acquisitions activities. He holds a Bachelor of Science and a Bachelor of Business Administration from the University of Texas at Austin.



Enis Imamovic

TILN '13

Member of the National Assembly of Serbia, Party of Democratic Action of Sandžak

Enis Imamovic is a member of the National Assembly of the Republic of Serbia and the vice president for political affairs of the Party of Democratic Action of Sandžak (SDA- Sandžak). He sits on his party's board and coordinates the implementation of its program. Imamovic owns a private office supply company "In Office Store." He graduated in biochemistry from the University of Novi Pazar and was a professional volleyball player and coach.



Lynnette Jackson

MMF '05

Relationship Manager and Vice President, Key Private Bank

Lynnette Jackson is a relationship manager at Key Private Bank. Her team provides comprehensive and integrated wealth solutions for high net worth individuals and their families. Key Private Bank is comprised of a team of experienced and trusted advisors who provide a local, credentialed single point of access to investment management, private banking, fiduciary services, estate planning assistance, and financial consulting services. Lynnette received her MBA in marketing and finance from the Weatherhead School of Management at Case Western Reserve University. She holds a bachelor's of science degree from Hampton University. Lynnette began her banking career at National City Bank. She joined the bank through the MBA Corporate Associate program and served as a client advisor in the Private Client Group. Prior to her banking career she served as the special assistant and chief of schools planning for the first female mayor of the City of Cleveland.



José Alberto Lemos

MMF '89, TLS '13 and '14

Journalist and Auditor, Portuguese National Institute of Defense

Jose Alberto Lemos has been a journalist since 1980. He started his distinguished career as a reporter for a national daily from his hometown of Porto, Jornal de Noticias. From the Jornal he joined the founding team of Publico, which by the early 1990s became the most influential daily in Portugal. For both outlets, he covered foreign affairs, reporting from summits, the American and Russian elections, armed conflicts, and diplomatic negotiations. At Publico, he was a senior reporter, editor, and deputy director. Lemos is also a founding member of SIC, the first Portuguese private media network, and a long serving staff member of RTP, the Portuguese public broadcasting company, where he was a program director of a news channel and director of a public radio. He has a degree in philosophy and recently graduated from a course at the Portuguese National Institute of Defense.



Niombo Lomba

MMF '03, TLS '14

Policy Officer, Seconded National Expert, European Commission

Since June 2015, Niombo Lomba has been a Policy Officer at the European Commission Directorate General for Communications Networks, Content and Technology, where she is a Seconded National Expert. Previously, she was Head of Staff of the State Counsellor for Civil Society and Civic Participation of the government of the state of Baden-Württemberg, followed by the Staff Unit Committee of the Regions, Civic Participation, and Trade Agreements in the



Representation of Baden-Württemberg to the European Union. She was an elected City Councilor of Stuttgart, the capital of Baden-Württemberg. Prior to that, Lomba was a public relations and public affairs consultant and Corporate External Affairs Manager at Celesio AG, a pharmaceutical trader and service provider. She is a member of the Alliance 90/The Greens and was actively involved within the party, e.g. as a member of the national executive committee. Besides that, she is engaged in and supports civil society and culture. Lomba holds a master's degree and in political science, communication science and psychology.

Christina Manolopoulou

MMF '08

Attorney at Law

Christina Manolopoulou, is an Attorney at Law, active in commercial law, corporate law, telecommunications law, competition law and regulation, contracts and intellectual property, admitted to the Athens Bar in 1998. Christina has been involved in governance and politics over the last five years of the financial crisis in Greece. In particular, she held several posts in government and politics, as Director of the Minister's Office, Ministry of Foreign Affairs (2013-2015), Director of the President's Office and Head of International Affairs, Panhellenic Socialist Party (2012-2013), Legal Counsel to the Minister of Finance (2011-2012), and Legal Counsel to the Minister of Defence (2010-2011). Her previous professional experience includes representing the Hellenic Telecommunications Organisation (OTE S.A), delivering legal work related to competition law and regulation. Christina graduated from the Law School of University of Athens and completed an LL.M Program in International Commercial and Business Law at the Law School of University of East Anglia in the UK. Christina is also active in humanitarian aid volunteer work. She participated in the MMF Program in 2008.



Mounir Mahjoubi

MMF '14

Deputy Managing Director, BETC Digital

Mounir Mahjoubi currently serves as deputy managing director at BETC Digital, one of the leading digital agencies in Europe where he's in charge of business development and works with major international companies to help them embrace the digital revolution. Prior to this experience, he was part of François Hollande's 2012 Presidential campaign team as digital manager in charge of online-offline engagement tactics. His previous experiences include the co-creation of the start-up "LaRucheQuiDitOui.fr", a site that allows users to group and buy directly from local farmers, and now reaches more than 500 communities and has 20+ employees. After graduation, he worked with Google France for three years, on an e-learning platform for aspiring entrepreneurs. Mahjoubi holds a business law degree from the Sorbonne and an Economy & Finance master from Sciences-Po.



Antonina Nenasheva

TILN '12

Board Member, Renewed Latvia

Antonina Nenasheva is a recent graduate from Social Policy Department of London School of Economics with a major in education policy. Additionally, she holds a degree in European studies from the Baltic International Academy. Previously, she worked in the Latvian Parliament as a policy advisor. Since 2006, she has led several national and regional election campaigns for various parties. For many years she served as a head of the Board for one of the biggest independent youth political organizations and as a board member of youth Riga City Council. She is a fellow of European Academy for Successful Women, which brings together notorious female participants including the former Latvian president and ministers. She has also authored various international projects and workshops aimed at promoting social inclusion and a reduction of inequality.



Emmanuela Truli

MMF '13

Attorney and Lecturer, Athens University for Economics and Business

Dr. Emmanuela Truli is an attorney at law admitted to the Athens and New York Bar and lecturer of Civil and Competition Law at the Athens University for Economics and Business. Until December 2013, she was commissioner-rapporteur of the Hellenic Competition Commission where she handled numerous cases in major product and services sectors of the Greek economy, including energy (natural gas and oil), construction, and banking. She holds an LL.M. from Columbia Law School, New York, and a Ph.D. from the Ludwig Maximilian University of Munich. She has published her doctoral thesis in Germany and academic papers in Greek, German, UK, and U.S. journals. She has worked in major law firms based in Munich and Athens. Her areas of expertise include competition and energy law, civil, commercial law and arbitration. She speaks English, German, French, and Spanish.



Vivian Truong

MMF '13

Director of Operations and Finance, UT MD Anderson Cancer Center

Vivian Truong is a director of Operations and Finance at UT MD Anderson Cancer Center in Houston, Texas. She serves as the CFO for the Division of Pathology Lab Medicine, one of the largest divisions in the institution which comprises of approximately 130 faculty and 1,200 classified staff. Truong is responsible for all administrative functions including strategic planning, human resources, financial management, space and facility planning, patient care, clinical research, and laboratory research for the Division of Pathology, Lab Medicine. Truong earned her



MBA from Texas Women's University. She is a member of Texas CPA Society, American College of Healthcare Executives, Information Systems Audit and Control Association, Women in Technology International, World Affairs Council of Houston, Healthcare Financial Management Association, and Women's Business Enterprise National Council. To this date, Ms. Truong enjoys teaching women about financial literacy and young professionals about data mining and financial modeling.

PROGRAM STAFF

Ivan Vejvoda

Senior Vice President of Programs, German Marshall Fund

Ivan Vejvoda is the senior vice president for Programs. From 2003 to 2010, he served as executive director of the Balkan Trust for Democracy, a project of the German Marshall Fund dedicated to strengthening democratic institutions in Southeastern Europe. Mr. Vejvoda came to GMF in 2003 from distinguished service in the Serbian government as senior advisor on foreign policy and European integration to Prime Ministers Zoran Djindjic and Zoran Zivkovic. Prior to that, he served as executive director of the Belgrade-based Fund for an Open Society from 1998 to 2002. During the mid-1990s, Mr. Vejvoda held various academic posts in the United States and the United Kingdom, including one-year appointments at Smith College in Massachusetts and Macalester College in Minnesota, and a three-year research fellowship at the University of Sussex in England. Mr. Vejvoda was a key figure in the democratic opposition movement in Yugoslavia through the 1990s, and is widely published on the subjects of civic movements, democratic transition, and totalitarianism. He is a member of the Serbian Pen Club and is a board member of American social science journals *Constellations* and *Philosophy and Social Criticism*. Mr. Vejvoda holds a diploma from Institut d'Etudes Politiques de Paris and completed postgraduate studies in philosophy at Belgrade University.



Courtney Bickert

Vice President, Strategic Partnerships, German Marshall Fund

Courtney Bickert is an international development and policy executive with over 20 years' experience across a range of sectors and geographies. Her expertise lies in organizational strategy, strategic partnerships, change management, and social entrepreneurship and innovation. Bickert has worked across multiple issue areas, including international health, economic development, human rights, and energy and climate change. She has served as an executive leader of several prominent international organizations and has professional experience in more than 25 countries in developing and developed economies. She has extensive experience working in partnerships in the for-profit, non-profit and government sectors. Her work at GMF focuses on building strategic partnerships in support of transatlantic cooperation. She has an international MBA and a master's in public policy from the University of Chicago



Daniela Schwarzer

Senior Director for Research and Director of the Europe Program, German Marshall Fund

Dr. Daniela Schwarzer is senior director of research and the director of the Europe Program at the German Marshall Fund of the United States (GMF). She joined GMF's Berlin office in January 2014. Previously, Schwarzer headed the European Integration Division at the Stiftung Wissenschaft und Politik (SWP, the German Institute for International and Security Affairs), from 2008-14. Schwarzer has a particular focus on euro area issues, financial and debt crises, questions of democratic legitimacy and transition, France, and Germany. She has held advisory positions for the French and Polish governments. In 2007-08, she was a member of the "Europe" working group of the Whitebook Commission on Foreign and European Policy in the French Foreign Ministry. Schwarzer is a non-executive board member of BNP Paribas, as well as board members of the Paris-based think tank Notre Europe - Jacques Delors Institute and of the association United Europe. Schwarzer holds a Ph.D. in political economy from Freie Universität Berlin, co-supervised by the London School of Economics. She completed her master's in political science and in linguistics at the University of Tübingen after having studied in Germany, the U.K., and France. In addition to her native German, Schwarzer speaks fluent French and English, and has a working knowledge of Italian.



Kevin Cottrell

MMF'08

Director, Transatlantic Leadership Initiatives, German Marshall Fund

Kevin Cottrell is the director of Transatlantic Leadership Initiatives at GMF. In this role, Mr. Cottrell directs GMF's long-standing leadership development programs, including the Marshal Memorial Fellowship (MMF), the Manfred Wörner Seminar (MWS), and Asmus Policy Entrepreneurs Seminar, the Transatlantic Inclusion Leaders Network, and the Transatlantic Leadership Seminar. In addition, Cottrell is co-leading a new GMF effort that advances thought leadership and coaching to city leaders on effective global engagement and impact. Mr. Cottrell came to GMF from Los Angeles, where he served as executive director of the Southern California Leadership Network (SCLN) and vice president of leadership programs for the Los Angeles Area Chamber of Commerce. Under his leadership, SCLN grew in programs and participants, including California Connections, a first-of-its-kind statewide, issues-based leadership development program. Over his career, Mr. Cottrell has held leadership positions in the nonprofit sector and academia, including LEAD San Diego, University of California San Diego, and San Diego State University. He is a past recipient of the Senator Margaret Chase Smith Fellowship in public policy and a visiting scholar at Universidad de las Américas in Mexico City.



Maria-Elena Gutierrez

Senior Transatlantic Fellow, German Marshall Fund

Born in Mexico and raised in California, Maria Elena first studied at the University of California in Santa Cruz and then at Stanford University, where she received her master's in 1990 and her Ph. D in 1995. Since then she has taught Italian Literature and Cinema at the State University of New York SUNY in Buffalo. She began as an assistant professor from 1994-2000 and then in 2000 she became an associate tenured professor. Throughout her career she has received numerous awards and acknowledgements, including the Cesare Pavese award for her doctoral thesis and the Milton Plesur Award of Excellence for university teaching. Her area of research in literature is Surrealism, a theme about which she has published many articles, including a book dedicated to the work of Alberto Savinio. Maria Elena spends part of her year in Turin, where she teaches film at the University with the program known as "Re-entry of the Brains / Brain Re-entry." She is also the artistic director of the View Conference and directs the Turin edition of Resfest, the international festival of avant-garde cinema.

Douglas Hengel

Senior Resident Fellow, German Marshall Fund

Douglas Hengel is a senior resident fellow contributing to GMF's work on global energy, climate and resource challenges, and international economics, with a particular focus on European energy security. A career U.S. foreign service officer, Hengel has served with the U.S. Department of State for more than 30 years. Among his postings, he has been deputy chief of mission in Rome (2010-13) and in Bratislava (1999-2002). In Washington, he worked as deputy assistant secretary of state for energy, sanctions and commodities (2007-10), where his responsibilities included formulating and advancing U.S. international energy security policy, including relations with the International Energy Agency (IEA). He was executive assistant to the undersecretary for economic, energy and agricultural affairs (2006-07) and has also served in the Office of the Senior Advisor to the Secretary and as director of the Office of Southern European Affairs, among other assignments. He has a bachelor's from Colgate University and a master's in public policy from the Woodrow Wilson School at Princeton.



Filip Vojvodic Medic

Senior Program Officer, Transatlantic Leadership Initiatives, German Marshall Fund

Filip Vojvodic Medic is a program officer at the Transatlantic Leadership Initiatives Department of the German Marshall Fund. He manages programming for leadership development fellowships and lifelong learning, including the Marshall Memorial Fellowship, the Manfred Wörner Seminar, and the Transatlantic Leadership Seminar. Previously, Mr. Medic was a program officer at the Balkan Trust for Democracy, where he worked on democracy grant making in Bulgaria, Bosnia and Herzegovina, Croatia, Moldova, Montenegro, and Serbia and fellowship programs in the Balkans. Before joining the Balkan Trust, he was an



assistant manager at Red Art Workshop, a radio, film, and television production company. Mr. Medic graduated in history and politics from the Faculty of Humanities and Social Sciences at the University of Adelaide, Australia.

Michael Cohen

Operations Coordinator, Transatlantic Leadership Initiatives, German Marshall Fund

Michael is the operations coordinator for Transatlantic Leadership Initiatives at GMF's office in Washington, D.C. In this role, he supports senior TLI staff and coordinates finance and program planning efforts for the department. Prior to joining GMF, Michael attended the University of North Carolina at Chapel Hill, where he attained a bachelor's degree in History.



NOTES

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