

# EUROPEAN BUSINESS EXPRESS

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# Spain

## A New Breed Of Matador

**The Italian,  
The Austrian  
& The Brits**

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Spain  
A New Breed Of  
Matador

Spain needs a new style of matador. Brave, shrewd, unbowed by sweltering heat and eye-watering dust. For six years, Spanish public TV was banned from broadcasting live bullfights. That noise. That was Hemingway, turning in his grave.

This month, Spain's conservative PM Mariano Rajoy overturned the ban imposed by the Socialist Party, the ancient contest is back, close to primetime, and the matadors are strutting with abundant bravado. Deregulating bullfighting seems tasteless to some, but then, to Spain's unions, all deregulation seems tasteless.

The courage needed to face down an outsized opponent is lost on the Iberian unions; they think 'safety in numbers', the bigger the voice the better the cause. Not so. The toughest sport in town is entrepreneurship, and the prize is national renewal. Rajoy should face down the excess of union hubris and have his day in the sun; otherwise, it's going to get gory.

Spain's history of business start-ups looks like a sector in danger of being banned, again. Of nine key entrepreneurship indicators, Spain's above the EU average in only two categories.

Systematic banking failure accounts for a lot, true, but Spain's economy should be powered by innovation, within existing companies and within a fearless start-up culture. Spain is struggling because it's become too timid, too afraid to fail. It's lost the matador's heart and is running with the crowd.

Matadors defy the odds. With logic and intuition, strength and deft footwork, they cow a crude beast into submission, for a time. It takes training, and a team. Carly Fiorina, former President of Hewlett-Packard, a firm which remains global innovator, explained why the matador wins.

"The querencia," said Fiorina, "is the spot in the ring to which the bull returns. Each bull has a different querencia, but as the bullfight continues, and the animal becomes more

threatened, it returns more and more often to his spot. As he returns to his querencia, he becomes more predictable. And so, in the end, the matador is able to kill the bull because instead of trying something new, the bull returns to what is familiar. His comfort zone."

The bull-headed logic of Spain's unions persists with a world-view which denies a surging creative reality. The unaffordable luxury of uncompetitive, unproductive working practices is leaving empty offices, empty homes, and creating only a disillusioned people. This is the land of Picasso, an innovator, a creator, an exporter.

Spain since Franco has come a long way from the land, the agrarian way of life, but it has yet to sufficiently adapt to the brutality of the global market. It's time to train new matadors and cut the bull.

COVER PHOTO: Jexika





G8 SPEAKERS IN WASHINGTON

Photo: EP  
Martin Schulz, EP President, (right of picture) on the steps of US Capitol. Schulz attended the G8 Speakers meeting in Washington, hosted by John Boehner, Speaker of the US House of Representatives. Discussions focused on economic, fiscal, and security challenges, including job creation, global debt.



ILLEGAL RENDITION

EP  
Sophie in 't Veld, MEP: "It is a disgrace that governments of Europe refuse to tell people about their responsibility, and refuse to offer apologies."



CZECH REPUBLIC

Photo: EC

Antonio Tajani, Vice President of the EC in charge of Industry and Entrepreneurship inaugurated the new Galileo Satellite Navigation Agency premises in Prague..



BULGARIA

Photo: EC

José Manuel Barroso, President of the EC, met with Boyko Borissov, Bulgarian Prime Minister. Barroso joined Kristalina Georgieva, Commissioner in charge of International Cooperation, Humanitarian Aid and Crisis Response on a visit to Bulgaria for the opening of the second metro diameter of the Sofia metro.

## VISIBILITY CRITICAL FOR NEW HUMAN RIGHTS REP.

CIVIL RIGHTS



LAMBRINIDIS

NEW EU Special Representative for Human Rights, Stavros Lambrinidis, aims to enhance the visibility, coherence and effectiveness of EU human rights policy. "Effectiveness is key," Lambrinidis said: "if we are effective, visibility will follow." He also promised to focus on the needs of people on the ground and on crisis situations. "Human rights should be at the top of my agenda no matter which country is concerned,"

EU POLITICAL PARTIES

## Democracy Sans Frontieres?

The Commission has adopted a proposal to strengthen Pan-European political parties. The proposal provides European-level legal status for European political parties and their affiliated foundations, tackling the most important obstacle they face when operating in and across Member States. Most are currently registered as Belgian non-profit making associations, or 'asbl'.



Jose Barroso, Josephy Daul in Italy

## Female Entrepreneurs Needed Now, Matera



Barbara Matera, MEP, called for: "Flexible job opportunities and new entrepreneurial ventures..."

"Flexible job opportunities and new entrepreneurial ventures help single mothers and the young unemployed female population to regain economic independence," said Barbara Matera, MEP and Vice-Chair of the Committee on Women's Rights and Gender Equality.

The Italian MEP, hosted over 100 participants from the European Parliament, government agencies and business stakeholders for a lunchtime debate on Female Entrepreneurship.

Speaking in the Parliament's Members' Salon, Madi Sharma, Member of the Economic & Social Committee, added: "It is not

about social or gender arguments; the economic argument is the relevant one. To get us out of the crisis, women entrepreneurs can generate much economic development"

The economic value was underlined by Gail Reynolds, an entrepreneur; she started her business at an early age and now acts as a distributor of Avon products – her business continues to grow despite the crisis and is valued at €10 million today.

Maurits Bruggink, Seldia Executive Director said: "We need vision and perseverance and Barbara Matera has shown with this initiative that she is the right women to push the agenda on Female Entrepreneurship."

## Food Demand To Increase 70% By 2050 - Immense Strain Says Potočnik



Janez Potočnik SLOVENIA

Our planet's population is expected to rise to more than 9 billion by the middle of this century. We will share our planet with 3 billion extra middle class consumers by 2030." "This is great for those 3 billion

whose living standards will rise, and for the businesses that will thrive in providing for those demands," said Janez Potočnik, European Commissioner for Environment, in Bled, Slovenia; but 'what about the others?' he asked.

Potočnik addressed the global challenges facing Europe, and the choices it must make. "New demands will put immense strain on many resources. We will need three times more resources – 140 billion tons annually - by 2050. The demand for food, feed and fibre is projected to increase by 70%. Yet already today 60% of our ecosystems underpinning these resources are degraded. Without important efficiency gains, by 2030, we will need 40% more water than we can access," said Potočnik.



Neelie Kroes, Vice President of the EC in charge of the Digital Agenda during the "2012 Intellectual Property and Innovation Summit"

## "EUROPE MUST UPHOLD VALUES, CHANGE HABITS"

NETHERLANDS

This is a make-or-break moment for the European Union," said José Manuel Durão Barroso, President of the European Commission, at Yale's Global Constitutionalism Seminar at The Hague. Barroso remarked: "The decisions we make today will determine whether Europe remains an area of stability, prosperity and freedom based on solidarity, responsibility and cohesion. A lot has already been done to make sure that it will. But much remains to be done, and it will have to be done with due regard for our values, our founding principles and the rule of law... Europe must uphold its values, it must also change its habits."

## "Europe needs a new youth work guarantee within months of leaving school..."

A critical need for governments, EU institutions and the social partners to work together to resolve Europe's employment and social crisis was underlined by László Andor, European Commissioner for Employment, Social Affairs and Inclusion following the 'Jobs for Europe Conference'.

"There is an urgent need to identify concrete measures and to put them into effect. The first step was the presentation of the Commis-

JOBS FOR EUROPE



A Wing And A Prayer

sion's Employment Package last April. This conference was the next step – to raise awareness and build consensus on how best to put these measures into effect. I am therefore pleased to note a high level of consensus."

"Europe needs a youth guarantee - that young people will be in work, training or education within months of leaving school –especially in peripheral countries.





SPAIN

Speaking at a forum in Madrid, Catalan President Artur Mas stressed that “for decades, we have attempted to transform the Spanish State in order to make it our own, but this has proved impossible”



NETHERLANDS

HRH Laurentien, Princess of the Netherlands, takes part in the EU High Level Group meeting on recommendations to increase the level of literacy in Europe. Commissioner Androulla Vassiliou also attended the Nicosia event.



MONACO

Ducasse opened Le Louis XV in 1987. Thirty-three months later it received the Michelin accolade.



DUCASSE

Le Louis XV-Alain Ducasse at Hôtel de Paris, Monte Carlo is celebrating its 25th Anniversary this autumn. The first restaurant in the Principality of Monaco to be awarded three Michelin stars, Le Louis XV-Alain Ducasse is commemorating the quarter century with a special seven-course anniversary menu, available until the end of November 2012.



Christine Lagarde

LATVIA, PORTUGAL

## Lagarde Gets Some Cash Back

Latvia made an early repayment of €211.1 million to the International Monetary Fund (IMF) amounting to about 18 percent of the € 1.16 billion borrowed from the IMF under the Stand-By Arrangement. Portugal also got a thumbs-up from the IMF.

The Fifth Review Mission to Portugal, a team, comprised of staff from the European Commission, European Central Bank, and IMF, said overall, the Lisbon review confirmed progress, albeit against strong headwinds. The public debt-to-GDP ratio which will peak below 124%, remains sustainable, and will be on a firm downward trajectory after 2014.

The IMF reported that Portuguese authorities continue preparing the return to market financing during 2013 and are committed to cover the additional financing needs arising from the revised consolidation path. Provided the authorities persevere with strict program implementation, euro area member states have declared they stand ready to support Portugal until full market access is regained.

## Mario's Magic Working

It looks as if Mario Draghi's magic is working, at least in Germany. With fears of a looming Eurozone break-up clearly fading away, German confidence could come back.

Whether the pure improvement in sentiment will be enough to offset the negative impact from weakening demand, both from Eurozone and non-Eurozone countries, and the impact from a stronger exchange



Carsten Brzeski, ING

rate and higher oil prices is still too early to tell. A contraction of the German economy in the third quarter can still not be ruled out.

## GCC Boosts EU Trade Links, Affirms Human Rights Focus

Parliamentary delegation from the six-member Gulf Cooperation Council (GCC) held its first meeting with the European Parliament in Brussels with the objective of boosting partnerships between the two regions. European Parliament President, Martin Schulz used the opportunity to express the importance of closer ties, especially during the turbulence of the current days.



Abdullah Bin Mohammed Al Sheikh

## Ban Russian Magnitsky Officials

Parliament's Foreign Affairs Committee has called for an EU-wide visa ban and assets freeze against Russian officials responsible for the death of lawyer Sergei Magnitsky, a judicial cover-up, and harassment of his mother and widow.

HUMAN RIGHTS

## Business Profits With Human Rights

Business and Human Rights formed were under scrutiny by the European Parliament's Human Rights Committee. MEPs and expert delegates, including Rachel Davis, and Australian attorney and a Research Fellow with the Corporate Social Responsibility Initiative at Harvard Kennedy School reviewed progress on the external relations component of the EU strategy 2011-14 for Corporate Social Responsibility.



Rachel Davis & Norbert Otten  
At the hearing on Business and Human Rights: promoting society's interests and responsible business behaviour

## Alfano Tackles Growing Mafia Infiltration Across EU Borders

CRIME



Sonia Alfano, MEP

Sonia Alfano, Chair of the Special Committee led the second session on corruption and fraud The Committee focused on organised crime and how it detracts EU funds and financial interests. Members debated measures that the EU should take to prevent criminal acts,

especially the misuse of EU funds.

Alfano said: “Organised crime, mafias and criminal systems pose a real threat to the security and freedom of European citizens. It is for that reason that the European Parliament, in setting up this special committee, has included the fight against these criminal activities among the priorities of the agenda of the EU and its Member States.”

Cybercrime and match fixing featured high on the target list evaluated a persistent phenomenon and determined how it can be efficiently detected and prevented.



Ren Zhengfei, CEO of Huawei Technologies with Maire Geoghegan-Quinn, Member of the EC in charge of Research, Innovation and Science. Huawei is China's largest manufacturer of telecom hardware with sales of \$29.4 billion in 2010.

## EU-ISRAEL PRESCRIBE PHARMA DEAL

EU - ISRAEL

EU-certified pharmaceuticals could be exported to Israel and vice-versa without requiring additional certification in the importing country under a mutual recognition deal endorsed by the International Trade Committee on Tuesday. To take effect, the

deal must be approved by Parliament as whole. Medicinal products certified in the EU would be considered certified in Israel and vice versa under the agreement on conformity assessment and acceptance (ACAA), a protocol to the 1995 EU-Israel Association Agreement.

## Russia Gets New US 'Sub'

“The American fast food chain Quiznos is building its own restaurant network in Russia. The first 20 restaurants are scheduled to open in St. Petersburg and the investment will amount to \$4 million,” said Pavel Gagarin, Chairman of the Board of Gradient Alpha Investment Group.



Pavel Gagarin, Gradient Alpha Investment Group

RUSSIA

wide. Gagarin said: “Along with its launch in the Russian market, Quiznos is expanding its presence in India, the Philippines and Brazil. The company has become interested in Russia because of the Winter Olympic Games to be held here in 2014, and the FIFA World Cup in 2018. It has now set an ambitious goal to open hundreds of restaurants all over Russia during the next ten years.

Gagarin was commenting on strategic positioning in Russia following the 24th Asia-Pacific Economic Cooperation Forum (APEC), in September in the Russian city of Vladivostok. Quiznos Sub has more than 4 ½ thousand restaurants in the US and in 25 countries world-



SOUND BITES... WHAT THEY WANTED TO SAY!



"So, yeah, default worked great; and once you get that outta the way, you can scare small islands and put oil companies in your pocket! And the IMF, they "really regret" the cute way we do our GDP figures." - Badda Badda Bing Evita!

SOUND BITES...



"The first rule of Fight Club is..."



Kelly Nyks, Director



"Split" Was Screened In Brussels By The United States' Mission To The EU.



EGYPT

Give A Little, Get What?

Egypt is to receive €449 Million from the European Union for the period 2011-2013 to support several sectors in the rapidly changing nation, announced President Barroso following a meeting in Brussels with President Morsi of Egypt. Barroso said €130 Million is being spent on projects related with job creation, youth employability, and technical and vocational training. He added that the EU is ready to offer Macro Financial Assistance worth €500 Million provided Egypt's current negotiations with the IMF are successfully completed. In addition, the EU is willing to consider a budget assistance operation of €150-200 Million in support of an agreed Economic Recovery Plan.

Greener, Cleaner China

European Commissioner for Development, Andris Piebalgs, and Chen Deming, Minister of Commerce of the Republic of China, signed a financing agreement promoting the environment, transition towards a low-carbon economy and a reduction of greenhouse gas emissions in China. Piebalgs, said: "We commend China's commitments and we'll support their efforts to reduce greenhouse gas emissions; to



Chen Deming & Andries Piebalgs

CHINA

make cities cleaner and to better manage water, waste and heavy metal pollution."

The Master Returns



President Basescu, Prime Minister Ponta, President Barroso

ROMANIA

Romania must remove all doubts regarding its commitment to the rule of law, the independence of the judiciary and the respect for constitutional rulings.

That's the song President Barroso sang when he met with Romania's Prime Minister Ponta. It was pretty much a replay of the tune downloaded for Romania's President Basescu just a few days before. Seems fair. Unless you have a thing about Presidents...

Ponta's trip to Brussels must have been a nightmare. Having tried, and

failed, to impeach his own President, he arrived at Schuman to be surrounded by Barroso, and just across the street, HVR, and Prez Schulz a bit of a stroll across the park. That's a lot of peaches. Perhaps Ponta's now lost his appetite for strong-man politics.

Ponta's meeting had Basescu Banquo sitting at the table. Having been reinstated as President, Basescu had a spring in his step, the kind a man gets after walking away from a high-speed car crash. Romania's traffic lights are green again, but proceed with caution.

It's election season. Where's Kipling when we need him? The poet penning 'If' saw much of man's political calamity, and the turbulence wrought on a maturing empire. Rudyard Kipling's view of "Split", Kelly Nyks Red v. Blue political documentary, would chime with Britain's wartime slogan 'Keep Calm and Carry On', for Nyks brings to the screen a verbal civil war, a wariness and a sense that the enemy is within.

Dutch-born American Nyks unplugs the network news cycle, driving across America in pursuit of a clearer perspective on the root causes of America's divided political culture. His youth, relative to Kipling, does not diminish an aversion to visceral politics and unreasonable behaviour. Though we know the themes, the rhetoric, the pomp of Red versus Blue, Nyks brings a narrowed focus to the screen; blurring hues of political difference, he reveals a degree of self-interest in an American society easily recognisable to Edmund Burke, Adam Smith, and perhaps even the unwashed wannabe proletarian, Marx.

Nyks deliberately avoids answering the question, 'What does it take to fix this broken political system?' When the question is raised at a post-screening discussion in Brussels, his most decisive answer to the question of political rebirth is

the example of America's capacity to invent new products to meet new needs – a market-based approach to gaining traction as a third political force. Which leads to a conclusion, that the political system isn't broken, it's just at an uncomfortable stage of the political cycle. Which brings us back to Kipling.

"It's too easy to knock a low-budget, plug-and-play production style. Modern eyes and ears expect the slick and suspect the cheap. Nyks avoids the slick, maximising the view from the cheap seats..."

'Split' is a structured political essay, a visual and audio record of a time in America. This is not a unique moment, but it is the 'Now', and Nyks narrative contributes to the evolution of the political system with a quiet authority. There is no screaming from the narrator, no insults from the host, there is space to think, for opposing voices to speak. Several ordinary Joes featured in the film express sadness they cannot speak about politics at home with family, it is too divisive, too corrosive. They've retreated into the political discourse equivalent of 'Don't Ask, Don't Tell'.

For America, the anxiety of staying quiet burdens the heart, a freedom is diminished. Always, a price for freedom has been paid; blood spilt opposing the British, to gain independence; blood spilt opposing slavery; opposing fascism. Freedom has a price, and if that price is a version of 'Don't Ask, Don't Tell' it's a better deal than aggression.

Rahm Emanuel, now Mayor of Chicago, advised that politicians should never let a serious crisis go to waste. Though it is passing through a state of crisis, the European Union has avoided bloodshed for more than 50 years with the advancement of a new society born out of a series of serious crises. It may not be the poster-boy of stability today, but it too is in a new phase of development.

General Charles de Gaulle said: "It will not be any European statesman who will unite Europe: Europe will be united by the Chinese." When General Colin Powell was negotiating with the Russians as the Cold War came to a close, President Mikhail Gorbachev told him America would need a new enemy. And so it does. It may be poverty, it may be inequality, it may even be the Chinese, but the conditions are set for change and unity in America. Today, the political climate is dark, America is split, but soon it will be morning time in America.



# It's A Stitch-Up! Dress & Impress

THE ITALIAN, THE AUSTRIAN & THE BRITS

**T**his month we feature three rock-steady design teams, Italian luxury brand 'Jexika' led by Jessica Rampezzotti, tailor-made excellence by Austrian-born Oscar Usedi, and the chic informality of 'Allium B' the London-based sister act, Clare and Mary Burgess.

Allium B's perfectly cut Autumn-Winter collection starts with versatile dresses blending the chic of original vintage pieces reworked to create beautifully detailed modern dresses - no nasty polyesters, just gorgeous silks, crepes and georgettes in this season's deepest green, teal, wine, midnight blue and black.

The Burgess girls' collection features extended shoulder button back shifts and tulip-hemmed soft tunics, which can be worn loose or belted for a more fitted silhouette. Understated, wearable shapes are given an edge with gorgeous detailing: 1920's inspired embroidery on a belt or a hand stitched statement neckline.

Of Austrian and Zanzibar parentage, Oscar Udesi was born and raised in the former British colony of Hong Kong. In London he read economics and philosophy at the London School of Economics, before embarking on a career as a banker at a prestigious financial institution in The City. Leaving finance, he trained under one of the last remaining bespoke shirt makers of Jermyn Street and created the label Udesi in 1999. Udesi's defining featuring are ultra-luxe bespoke menswear tailoring with a contemporary edge.

Milan-born Jessica Rampezzotti fuses paired down Milano chic with the easy glamour of the Riviera for her 'Jexika' brand. Jessica draws inspiration from icons of Italian Luxury, combined with her intuitive sense of style, and what she describes as "the international power woman's lifestyle". Consistently brilliant at creating collections suited to the office or a black tie party, we've featured creations from her previous two seasons. Next month we bring you something special for the winter season.

Invest in yourself...

[www.jexika.com](http://www.jexika.com)  
[www.alliumb.com](http://www.alliumb.com)  
[www.udeshi.co.uk](http://www.udeshi.co.uk)



'Susana' dress by Allium B



Red dress by Jexika



Dinner jacket by Oscar Usedi



Tailor-made grey suit by Oscar Usedi

Dressed by Jexika





# Four Seasons Hotel Dublin

by Sarah Jayne Smith



**T**ime slows. The pace changes. Dublin's Four Seasons hotel is the calm in the city and the warmth of an open fire. Situated in the Ballsbridge district, on the south side Dublin, this affluent, leafy suburb draws its name from a bridge built in 1791; this is a place of distinction, of heritage, and it is a heritage which continues to grow.

The Four Seasons won the Irish Restaurant Awards 'Best Hotel Restaurant of 2012', an accolade well-deserved. Offering high calibre cuisine in a formal yet relaxed atmosphere, its crowning glory is the grill, where diners can select their West Cork beef, dry aged for 28 days, and anticipate joy as it's cooked to their liking.

Just minutes from the city centre and Dublin's expanding Docklands area and financial services centre, the Four Seasons makes an ideal location for both business and pleasure.

Have the valet park your carriage, then settle and sample afternoon tea in the homely lobby, where traditional Irish produce is twinned with the exotic. Teas such as the Ceylon Sapphire are matched with cucumber and cream

cheese sandwiches - surprisingly, a great combination. From the lobby you have views of the sleeping bronze man on a bench in the gardens; its secluded nature makes it especially appealing for business events, for the quiet chat.

The well appointed Four Seasons Bar holds a vast whiskey collection. The price of rarity, for the finest of whiskeys, should be considered as part of your education, your life experience, and compared to the cost of an MBA, this is a global talking point on the cheap.

With 197 guest rooms each with high speed internet, CD players and a private bar, as you would expect from a superior hotel, and L'Occitane toiletries, sink into a bath and retire for a perfect night's sleep. When the morning comes, invigorating the sense and clear the mist of your whisky PhD, go for a swim in the 14 metre pool.

Four members of the concierge team are Clefs D'Ors, including the only female one in Ireland. They can be recognised by the crossed gold keys displayed on their lapels, symbols of international quality service. They are



the lynchpin of the hotel with their fingers on the pulse of the city.

The concierges really do aim to serve; one guest required a hot breakfast for his limousine on the way to the airport; another requested that a car be picked up in England. The team at the Four Seasons Dublin strive to make 'it' happen for every guest.

As you arrive, you are welcomed into the world of the Four Seasons; when you cross the bridge, you pass through time. Don't look back.