



SPECIAL REPORT

European Union: The time for Juncker

Madrid, March 2015

d+i LLORENTE & CUENCA

1. INTRODUCTION
2. A NEW COMMISSION
3. THIS TIME IT'S DIFFERENT
4. POWERS
5. RELATIONS WITH OTHER INSTITUTIONS
6. COMMISSION WORK PROGRAMME
7. PROFILES OF EUROPEAN COMMISSIONERS

AUTHOR

LLORENTE & CUENCA

1. INTRODUCTION

The European Commission is perhaps the one true European Institution. The President of the Commission is elected by the European Parliament, after a candidate has been designated by the European Council taking into consideration the results of the European parliamentary elections. Furthermore, the President of the Commission then appoints the College of Commissioners, a body of European politicians in charge of drafting, proposing and enforcing EU regulations. The College is composed of 28 members, one President and 27 Commissioners, one for each Member State. Although these men and women are proposed by national governments, it is the President of the Commission who appoints them. Parliament then needs to approve the Commission as a whole, and has the power to veto the entirety of the College of Commissioners if the candidates fail to prove, during public hearings in Parliamentary Commissions, that they are indeed the adequate choice for the position.

Once the Commissioners are appointed, they leave their national interests behind, and are supposed to act solely on the basis of the interests of the Union. As such, the European Commission is the only European Institution where nationalities no longer play a role in the day to day affairs.

The European Commission came into being when the European Executives (the administrative bodies of the European Coal and Steel Community, the European Economic Community and the European Atomic Energy Community), were combined in 1967 into one body, the European Commission.

At first, the Institution was characterized by its moderate profile. This was so until the appointment of Jacques Delors in 1985, a French Finance Minister who revolutionized the way in which the Commission operated. He is credited with giving the Commission a new goal and purpose, and of reviving the European dream of integration by pushing a federalist agenda. Before his arrival, the process of European integration had faded from the minds of European citizens and governments, lacking in leadership and direction. His was the initiative to create the Single Market, perhaps Europe's greatest achievement, and he laid the ground for further integration in terms of monetary, economic and political union.

Since then, the Commission has become the executive branch of a Union which accounts for the largest market of goods and services in the world in terms of GDP, as well as over 500 million citizens. The Commission, as the main executive body of the EU, plays today a vital role, not just in shaping the everyday lives of Europeans, but also those of people across the

“The European Commission has evolved from a mere administrative body to a political and regulatory titan”

globe. Indeed the European Union is the world’s trading powerhouse, and has laid the regulatory standards for a majority of goods and services that not only affect Europe, but countries and people around the globe.

The European Commission has evolved from a mere administrative body in 1967 to a political and regulatory titan, negotiating free trade agreements with the United States and Canada, or for instance, impeding large mergers of companies that are not legally established in Europe.

2. A NEW COMMISSION

The last European elections of May 2014 delivered a deeply divided Parliament, as it has been typical in every other European election since 1979, when Europeans were first called to the ballot boxes to elect their representatives in Strasbourg. These elections were, however, different.

For the first time the main political groups in Europe ran for election with a candidate to stand for election as President of the European Commission, were he or she to succeed in securing the largest number of seats in Parliament. This was to mark the beginning in the largest internal power struggle that Europe had experienced until then.

The European Council, that is to say the congregation of Heads of State and/or Government of the 28 Member States, had always appointed the President of the

Commission taking into consideration the results of the elections. Now they faced an emboldened Parliament that sought to come up on top of the arm struggle between the representatives of the States and the representatives of the People.

Following weeks of backroom negotiations and media speculation, the Council finally gave into Parliament’s demands and proposed Jean-Claude Juncker (candidate for the winning European People’s Party) as President of the Commission.

3. THIS TIME IT’S DIFFERENT

During his acceptance speech to Parliament, Jean-Claude Juncker laid out a series of ground breaking proposals that sought to bring an end to business as usual in Brussels. He hinted at a new structure for the Commission, with the aim to improve efficiency and cut down on overlapping bureaucracy. Less was to be more for the new College of Commissioners. Furthermore, when the President chose his team for the new political term, he did so with a new air of transparency, publishing pictures of the interviews he held with each of the candidates, an unseen move in Brussels until then. Once the Commissioners were chosen, Juncker made yet again another sign that he meant to change the ways of the Commission and published a series of letters to each Commissioner in which he presented the work that was expected of each of them. These were known for their name in French, the *Lettres de Mission*.

“The Commission is responsible for the totality of the *aquis communautaire*”

“This time it’s different”, said Juncker before Parliament on the day of his election, and indeed so it seems. The President has completely reorganized the structure of the Commission, creating seven political vice-presidencies in charge of coordinating the work of several Commissioners. The College of Commissioners now operates in a much more executive manner, with political heavyweights coordinating the principal policy areas of the Juncker Commission.

4. POWERS

The European Commission is the most powerful of the EU Institutions. According to article 17 of the Consolidated Treaties, also known as the Treaty of Lisbon, “[t]he Commission shall promote the general interest of the Union and take appropriate initiatives to that end”. Not only is it the Union’s Executive body, but it also holds the sole competence or monopoly over legislative initiative and, has the power and duty to ensure that EU regulation is implemented.

Legislative Initiative

As the sole EU Institution with the power to propose legislation the Commission is responsible for the totality of the *aquis communautaire*. This has often led to challenges by Parliament, which has gained in power increasingly since its creation and now holds co decision power on a majority of EU regulation.

The Parliament and the Council can make requests to the Commission to draft legislation, but those

requests need not be answered by the Commission.

Executive Power

The European Commission holds executive power, which previously was held by the European Council, giving the Commission consent to exercise. However, ever since the treaty of Lisbon came into force, and according to article 17, “[i]n carrying out its responsibilities, the Commission shall be completely independent”.

Enforcement

The Commission is in charge of the application of the measures taken, and of the enforcement of the Treaties. It is also in charge of supervising the application of Union law under the control of the Court of Justice of the European Union.

Furthermore, it is in charge of the execution of budget and manages Union programmes and, according to article 17, “shall exercise coordinating, executive and management functions, as laid down in the Treaties”.

With the exception to the Common Foreign and Security Policy, the Commission will be in charge of representing the Union with third countries.

5. RELATIONS WITH OTHER INSTITUTIONS

EU Parliament

The Commission and the European Parliament work very

“The new program proposes a radical new way of working for the Commission”

closely together. Indeed, the Commission monitors the work of the parliamentary committees on legislation that it has proposed to Parliament. All decisions adopted by Parliament have a heavy imprint by the Commission, not only do they draft the legislation but they have representatives in all the working groups that discuss, debate and shape the proposal into directives, regulation or recommendations.

National Parliaments

The Commission also has established close relationships with national Parliaments, fostering contacts with COSAC (Conference of Community and European Affairs Committees of Parliaments of the European Union). It holds close contacts with the permanent representatives of Member States, in particular with the liaison officers of the national legislatures including the electronic platform for the exchange of data and information of national Parliaments (IPEX).

In this particular, the Commission plays a particular important role coordinating the work of national parliaments, for the Treaty of Lisbon states that “national Parliaments contribute actively to the good functioning of the Union”.

The Commission publishes all communications between national Parliaments and itself, including opinions by the national legislatures and the Commission’s reply on the matters¹.

6. COMMISSION WORK PROGRAMME

The Commission Work Programme establishes the Institution’s plan for the next five years. President Juncker and his team of Commissioners set out, in a detailed document, what the priorities will be, and divided the work that needs to be done according to the policy priorities year by year.

For 2015, the Commission will focus on several key areas of policy:

- Delivering on our Investment Plan for Europe.
- An Ambitious Digital Single Market Package.
- Building a European Energy Union.
- A Fairer Approach to Taxation.
- A European Agenda on Migration.
- Deeper Economic and Monetary Union.

The Commission will also work towards strengthening the EU’s single market for goods and services in order to make European industry more productive and to the benefit of consumers.

The new program proposes a radical new way of working for the Commission. In comparison with previous years when the Commission had an average of 130 initiatives to be carried out

¹ http://ec.europa.eu/dgs/secretariat_general/reactions/reactions_other/index_en.htm

“The Commission has adopted an approach of ‘Less is More’”

per year, the 2015 plan only presents 23. The goal of this new approach is to focus on several key areas to ensure that the new legislation is adopted.

From the previous Work Programme, a number of initiatives were still in the process of being applied. Of the over 450 that have been reviewed by the present Commission, 80 will be withdrawn or amended for political or technical reasons.

The Commission has adopted an approach of “Less is More”. With a more detailed and lean work programme the Commission will be able to implement all the key legislation necessary for the advancement of the EU’s goals.

2015 initiatives:

1. The Investment Plan for Europe: Legislative Follow-up
2. Promoting integration and employability in the labour market
3. Mid-term review of the Europe 2020 strategy
4. Digital Single Market (DSM) Package
5. Strategic Framework for the Energy Union
6. Communication on the Road to Paris - multilateral response to climate change
7. Internal Market Strategy for goods and services
8. Labour Mobility Package
9. Capital Markets Union
10. Framework for resolution of financial institutions other than banks
11. Aviation Package
12. Deepening Economic and Monetary Union Package
13. Proposal for a Directive with a view to providing for compulsory exchange of information in respect of crossborder rulings
14. Action Plan on efforts to combat tax evasion and tax fraud, including a Communication on a renewed approach for corporate taxation in the Single Market in the light of global developments
15. Trade and Investment Strategy for Jobs and Growth
16. Proposals to complete EU accession to the ECHR
17. European Agenda on Security
18. European Agenda on Migration
19. Communication on European Neighbourhood Policy
20. Communication on the post 2015 Sustainable Development Goals
21. Proposal for an inter-institutional agreement on better law-making
22. Proposal for an inter-institutional agreement on a mandatory Transparency Register
23. Review of the GMO decision-making process

7. PROFILES OF EUROPEAN COMMISSIONERS



Jean-Claude Juncker
President
(Luxembourg)
EPP

Responsibilities for the term:

The President is the head of the European Commission. According to the Treaties, he decides on the organization of the Commission, allocates portfolios and can make changes at any time. The President also determines the Commission's policy agenda, defending the general European interest. The President is designated by the European Council according to the results of the elections, to then be elected by the European Parliament in a Plenary session.

Political career:

- 2014-present President of the European Commission.
- 2004-2013 President of the Eurogroup.
- 1995-2013 Prime Minister of Luxembourg.
- Julio 2009-2013 Prime Minister, Minister of State, Minister for the Treasury.
- 1999-2009 Prime Minister, Minister of State.
- 1989-2009 Minister of Finance.
- 1984-1999 Minister for Employment.

TEAM	
Martin Selmayr	Chief of Staff
Clara Martínez-Alberola	Deputy chief of staff
Sandra Kramer	Cabinet member
Richard Szostak	Cabinet member
Léon Delvaux	Cabinet member
Luc Tholoniati	Cabinet member
Paulina Dejmek-Hack	Cabinet member
Carlo Zadra	Cabinet member
Antoine Kasel	Cabinet member
Telmo Baltazar	Cabinet member
Pauline Rouch	Cabinet member



Frans Timmermans
First Vice-President
(Netherlands)
S&D

Responsibilities for the term:

- Coordinating the work on better regulation within the Commission, ensuring that every proposal respects the principles of subsidiarity and proportionality, which are at the heart of the Commission's work.
- Coordinating the Commission's work on the rule of law and ensuring that every Commission proposal and initiative complies with the Charter of Fundamental Rights.
- Guiding the work of the Commissioner for Justice, Consumers and Gender Equality and the Commissioner for Migration and Home Affairs.
- Horizontal responsibility for sustainable development.
- Oversees the European Commission's relations with the other European institutions and promoting a new partnership with national Parliaments.
- Coordinating the work on transparency.

Political career:

- 2012-2014 Minister of Foreign Affairs of the Netherlands.
- 2010-2012 Member of the Dutch Parliament, representing Patij van de Arbeid (Dutch Labor Party).
- 2007-2010 Minister of European Affairs of the Netherlands.
- 1998-2007 Member of the Dutch Parliament, representing Patij van de Arbeid (Dutch Labor Party).

TEAM	
Ben Smulders	Chief of Staff
Michelle Sutton	Deputy chief of staff
Riccardo Maggi	Cabinet member
Bernd Martenczuk	Cabinet member
Sarah Nelen	Cabinet member
Liene Balta	Cabinet member
Antoine Colombani	Cabinet member
Alice Richard	Cabinet member



Federica Mogherini
 Vice-President of the Commission and High Representative of the Union for Foreign Affairs and Security Policy (Italy)
 S&D

Responsibilities for the term:

- Leading the Project "Europe in the World"
- Representing the EU at international fora such as the United Nations.
- Chairing the Commission's Group on External Action to deliver a common approach for EU action on the world stage.
- Regularly reporting back to the Commission's President and to the whole College about geopolitical developments.
- Coordinating the work of all Commissioners in charge of external relations portfolios.

Political career:

- 2014 High Representative of the Union for Foreign Affairs and Security Policy / Vice-President of the Commission.
- 2013-2014 Head of the Italian Delegation to the NATO Parliamentary Assembly.
- 2008-2014 Member of the Italian Parliament.
- 2008-2013 Member of the Parliamentary Assembly of the Council of Europe.

TEAM	
Stefano Manservigi	Chief of Staff
Oliver Rentschler	Deputy chief of staff
Peteris Ustubs	Cabinet member
Arianna Vannini	Cabinet member
Felix Fernandez-Shaw	Cabinet member
Michael Curtis	Cabinet member
Iwona Piorko	Cabinet member
Anna Vezyroglou	Cabinet member
Fabrizia Panzetti	Cabinet member
Enrico Petrocelli	Cabinet member
Igor Driesmans	Cabinet member



Kristalina Georgieva
 Vice-President Budget & Human Resources (Bulgaria)
 EPP

Responsibilities for the term:

- Leading the project "Budget and Human Resources".
- Negotiating and managing the EU budget.
- Reporting on how the budget is spent to the European Parliament, the Council and the European Court of Auditors.
- Protecting the EU budget from fraud and corruption.
- Developing a corporate talent-management policy
- Making sure that women account for 40% of the Commission's senior and middle management by the end of 2019.

Political career:

- 2008-2010 Vice-President and Corporate Secretary of the World Bank.
- 2007-2008 World Bank Director for Strategy and Sustainable Development.
- 2004-2007 World Bank Director for the Russian Federation.

TEAM	
Mariana Hristcheva	Chief of Staff
Andreas Schwarz	Deputy chief of staff
Elisabeth Werner	Cabinet member
Dimo Iliev	Cabinet member
Angelina Gros-Tchorbadjiyska	Cabinet member
Michael Jennings	Cabinet member
Sophie Alexandrova	Cabinet member
Daniel Giorev	Cabinet member



Andrus Ansip
Vice-President Digital
Single Market
(Estonia)
ALDE

Responsibilities for the term:

- Leading the Project "Digital Single Market".
- Creating a connected digital single market and making Europe a world leader in information and communication technology.
- Breaking down national silos in telecoms regulation, in copyright and data protection legislation and in the management of radio waves.
- Helping build the framework conditions for protecting citizens online, including fighting against cybercrime.
- Simplifying consumer rules for online shopping.
- Mobilizing additional public and private investment for infrastructure such as broadband networks.
- Promoting digital and e-Government approaches in national and EU administrations.
- Supporting the development of cultural and creative industries in Europe.

Political career:

- 2014 Member of the European Parliament, Vice-President of the ALDE group.
- 2014 Member of the Estonian Parliament.
- 2005-2014 Prime Minister of Estonia.
- 2004-2005 Estonian Minister of Economic Affairs and Communications.
- 2004 President of the Reform Party.
- 1998-2004 Mayor of Tartu.

TEAM	
Juhan Lepasaar	Chief of Staff
Kamila Kloc	Deputy chief of staff
Maximiliano Strotmann	Cabinet member
Laure Chapuis	Cabinet member
Jörgen Gren	Cabinet member
Aare JÄRVAN	Cabinet member
Hanna Hinrikus	Cabinet member
Jeremy Smith	Cabinet member



Maroš Šefčovič
Vice-President Energy Union
(Slovakia)
S&D

Responsibilities for the term:

- Leading the Project "Energy Union".
- Establishing a European Energy Union by connecting infrastructures, enforcing legislation and increasing competition to help drive down costs for citizens and businesses and boost growth.
- Working to prevent energy shortages, diversifying sources of energy imports and ensuring a united European voice in negotiations to improve our energy security.
- Helping to mobilize additional investment in power grids, renewable energy installations and other energy infrastructure.
- Improving energy efficiency, especially for buildings
- Coordinating the Commission's efforts to ensure the EU reaches its climate and energy targets for 2020 and 2030.

Political career:

- 2010-2014 European Commissioner and Vice-President for Inter-Institutional Relations and Administration.
- 2009-2010 European Commissioner for Education, Training, Culture and Youth.
- 2004-2009 Slovakian Ambassador to the European Union.

TEAM	
Juraj Nociar	Chief of Staff
Bernd Biervert	Deputy chief of staff
Peter Van Kemseke	Cabinet member
Christian Linder	Cabinet member
Ľubomíra Hromková	Cabinet member
Manuel Szapiro	Cabinet member
Dagmara Maria Koska	Cabinet member
Gabriela Kečkéšová	Cabinet member



Valdis Dombrovskis
Vice-President Euro &
Social Dialogue
(Latvia)
EPP

Responsibilities for the term:

- Leading the Project "Euro and Social Dialogue".
- Presenting proposals to deepen the Economic and Monetary Union.
- Making decisions on the support for struggling Eurozone countries more democratically legitimate and better taking into account the social impact they might have.
- Developing proposals to encourage further structural reforms in Eurozone countries.
- Reviewing the fiscal and macroeconomic surveillance legislation and the new budgetary rules.
- Enhancing the convergence of economic, fiscal and labor-market policies between EU countries (European Semester).
- Promoting social dialogue and engaging with social partners at EU level.

Political career:

- 2014 Member of the Latvian Parliament.
- 2011 Founder and Board Member of the Political Party Unity (Vienotība).
- 2009-2014 Prime Minister of the Republic of Latvia.
- 2004-2009 Member of the European Parliament.
- 2002-2004 Minister of Finance.

TEAM	
Taneli Lahti	Chief of Staff
Massimo Suardi	Cabinet member
Karolina Leib	Cabinet member
Jan Ceysens	Cabinet member
Raquel Lucas	Cabinet member
Elina Melngaile	Cabinet member
Žaneta Vegnere	Cabinet member
Gints Freimanis	Cabinet member



Jyrki Katainen
Jobs, Growth,
Investment and
Competitiveness
(Finland)
EPP

Responsibilities for the term:

- Leading the project team "Jobs, Growth, Investment and Competitiveness".
- Delivering the new jobs, growth and investment program.
- Coordinating the mid-term review of the Europe 2020 strategy, Europe's economic growth strategy.
- Pursuing structural reforms in EU countries and ensuring, together with the Vice-President for the Euro and Social Dialogue that the EU's economic policy coordination is successful and takes account of the social impacts of reforms.
- Helping improve the business environment to make Europe a more attractive place in which to work and invest.

Political career:

- 2011-2014 Prime Minister of Finland.
- 2007-2011 Minister of Finance and Deputy Prime Minister of Finland.
- 2006-2012 Vice-President of the European People's Party.
- 2004-2014 President of the Finnish National Coalition Party.

TEAM

Juho Romakkaniemi	Chief of Staff
Hilde Hardeman	Deputy chief of staff
Edward Bannerman	Cabinet member
Miguel Gil-Tertre	Cabinet member
Valerie Herzberg	Cabinet member
Heidi Jern	Cabinet member
Aura Salla	Cabinet member
Grzegorz Radziejewski	Cabinet member



Günther Oettinger
 Digital Economy &
 Society
 (Germany)
 EPP

Responsibilities for the term:

- Preparing ambitious legislative steps towards a connected Digital Single Market
- Adding more ambition to the ongoing reform of the EU's telecoms rules and developing a common approach to managing radio-spectrum use across the EU.
- Modernizing copyright rules.
- Developing measures to make online communications and data more secure.
- Supporting the deployment of a high-quality, digital infrastructure.

Political career:

- 2010-2014 European Commissioner for Energy.
- 2005-2010 Minister President of Baden-Württemberg.
- 2005-2009 Chairman of CDU in Baden-Württemberg.

TEAM	
Michael Hager	Chief of Staff
Eric Mamer	Deputy chief of staff
Anna Herold	Cabinet member
Bodo Lehmann	Cabinet member
Paula Pinho	Cabinet member
Markus Schulte	Cabinet member



Johannes Hahn
European Neighborhood
Policy & Enlargement
Negotiations
(Austria)
EPP

Responsibilities for the term:

- Deepening relations with neighbors of the EU to the south and east, in the EU's interest and in the interests of our partners
- Promoting stability at Europe's borders and helping neighboring countries to develop stable democratic institutions and to become more prosperous, under the European Neighborhood Policy.
- Coordinating the EU's offer of closer cooperation in areas like trade, mobility, energy, and education to create tailor-made partnerships to develop relations with each neighbor.
- Continuing ongoing EU membership negotiations, and helping to prepare those countries with a membership perspective for future challenges.
- Supporting pre-accession countries in implementing democratic and economic reforms, upholding the rule of law, strengthening economic governance and competitiveness, developing a well-functioning public administration, and building bridges with neighboring countries.

Political career:

- 2010-2014 European Commissioner for Regional Policy.
- 2007-2010 Austrian Minister for Science and Research.

TEAM	
Michael Karnitschnig	Chief of Staff
Emma Udwin	Deputy chief of staff
Hanna Jahns	Cabinet member
Kyriacos Charalambous	Cabinet member
Colin Scicluna	Cabinet member
Christine Grau	Cabinet member
David Müller	Cabinet member



Cecilia Malmström
Trade
(Sweden)
ALDE

Responsibilities for the term:

- Pursuing an ambitious trade agenda to the benefit of European citizens, SMEs and the broader economy.
- Representing the EU in the World Trade Organization (WTO) and other international trade fora.
- Negotiating bilateral trade agreement with key countries, including reaching a balanced and reasonable Transatlantic Trade and Investment Partnership (TTIP) with the U.S. that respects Europe's safety, health, social and data protection standards, and our cultural diversity.
- Developing a strong foreign direct investment policy.
- Evaluating the use of Europe's trade defense instruments and deciding on the best way forward.
- Strengthening the EU's strategic partnership with Africa.
- Working with developing countries to include them in the world trading economy, and uphold European values such as human rights, social and environmental protection.

Political career:

- 2010-2014 European Commissioner for Home Affairs.
- 2006-2010 Swedish Minister for EU affairs.
- 2007-2010 Vice-President for Folkpartiet (Swedish Liberal Party).
- 2001-2010 Member of Folkpartiet Party Executive.

TEAM	
Maria Åsenius	Chief of Staff
Miguel Ceballos Baron	Deputy chief of staff
Christian Burgsmüller	Cabinet member
Nele Eichhorn	Cabinet member
Cecile Billaux	Cabinet member
Jon Nyman	Cabinet member
Joakim Larsson	Cabinet member
Jolana Mungengová	Cabinet member
Catrine Norrgård	Cabinet member



Neven Mimica
International
Cooperation &
Development
(Croatia)
S&D

Responsibilities for the term:

- Ensuring the EU delivers on its commitments to the Millennium Development Goals to reduce poverty.
- Working with national governments in a way that makes the EU's development aid more effective.
- Launching negotiations on a revised Cotonou agreement with the African, Caribbean and Pacific Group of States.

Political career:

- 2013-2014 European Commissioner for Consumer Policy.
- 2011-2013 Croatian Deputy Prime Minister for Internal, Foreign and European Policy.
- 2008-2011 Deputy Speaker of Croatian Parliament, Chair of the European Integration Committee.
- 2004-2008 Member of Croatian Parliament.

TEAM	
Nils Behrndt	Chief of Staff
Irena Andrassy	Deputy chief of staff
Maud Arnould	Cabinet member
Paolo Berizzi	Cabinet member
Denis Cajo	Cabinet member
Maria-Myrto Kanellopoulou	Cabinet member
Ivan Prusina	Cabinet member



Miguel Arias Cañete
Climate Action & Energy
(Spain)
EPP

Responsibilities for the term:

- Increasing Europe's energy security by diversifying sources of energy imports and uniting Europe's negotiating power in talks with non-EU countries.
- Selecting energy infrastructure projects to help establish a European Energy Union.
- Proposing new EU laws and rules to implement the 2030 climate and energy framework and steering negotiations with the European Parliament and national governments.
- Further develop an EU policy for renewable energy to make the EU the world leader in the sector.
- Strengthening and promoting the Emissions Trading System, the flagship of EU climate policy.

Political career:

- 2011-2014 Minister for Agriculture, Food and Environment.
- 2009-2011 Member of the Administrative Board of Bami Newco.
- 2008-2011 President of the Joint Committee of the European Union, Spanish Parliament.
- 2008-2014 Congressman for Madrid.
- 2004-2008 Congressman for Cadiz.
- 2000-2004 Minister for Agriculture, Food and Environment.
- 2000-2004 Senator for Cadiz.
- 1987-1999 Member of the European Parliament.
- 1982-1986 Senator for Cadiz.

TEAM	
Cristina Lobillo Borrero	Chief of Staff
Pierre Schellekens	Deputy chief of staff
Yvon Slingenberg	Cabinet member
Isaac Valero Ladron	Cabinet member
Silvia Bartolini	Cabinet member
Gonzalo de Mendoza Asensi	Cabinet member
Joachim Balke	Cabinet member



Karmenu Vella
Environment, Maritime
Affairs and Fisheries
(Malta)
S&D

Responsibilities for the term:

- Protecting the environment while maintaining Europe's competitiveness.
- Harnessing the potential of the land and seas to create sustainable jobs that preserve our natural resources.
- Implementing the new Common Fisheries Policy.
- Leading the task, with our global partners, of defining the management and governance of our planet's oceans.

Political career:

- 2013-2014 Minister for Tourism and Aviation.
- 2010-2013 Chairman of the Orange Travel Group.
- 2008-2013 Group Coordinator for the Labor Party Parliamentary Group.
- 2008-2010 Executive Chairman of Corinthia's Mediterranean Construction Co.

TEAM	
Patrick Costello	Chief of Staff
Gabriella Pace	Deputy chief of staff
Jürgen Müller	Cabinet member
Aurore Maillet	Cabinet member
András Inotai	Cabinet member
Andrew Bianco	Cabinet member
Lanfranco Fanti	Cabinet member
Antonina Rousseva	Cabinet member
Bryan Synnott	Cabinet member



Vitenis Andriukaitis
Health & Food Safety
(Lithuania)
S&D

Responsibilities for the term:

- Modernizing and simplifying EU food safety policy while keeping the current high level of safety and ensuring existing policies have maximum effect.
- Ensuring the Commission is ready to support the EU's capacity to deal with crisis situations in food safety or pandemics.
- Reviewing the laws that oblige the Commission to authorize genetically modified organisms (GMOs)
- Building up knowledge on the performance of national health systems to shape national and EU policies.
- Help to address the challenge of increased calls on national health services at a time of intense pressure on public finances.

Political career:

- 2014 Vice-President of the World Health Assembly.
- 2012-2014 Minister for Health.
- 2001-2004 Vice-President of the Lithuanian Parliament.
- 1999-2000 Party leader of Lietuvos Socialdemokratų Partija (Social Democratic Party of Lithuania).

TEAM	
Arūnas Vinčiūnas	Chief of Staff
Nathalie Chaze	Deputy chief of staff
Paula Duarte Gaspar	Cabinet member
Arūnas Ribokas	Cabinet member
Jurgis Gurstis	Cabinet member
Annika Nowak	Cabinet member
Marco Valletta	Cabinet member



Dimistris Avramopoulos
Migration, Home Affairs
and Citizenship
(Greece)
EPP

Responsibilities for the term:

- Improving border control by boosting the effectiveness of the border agency Frontex and by pooling resources from EU countries.
- Making sure the common European asylum system is fully implemented, while developing a strategy to improve the response to emergency situations, with a focus on solidarity and cooperation with non-EU countries.
- Dealing with irregular migration.
- Identifying where the EU can make a real difference in fighting terrorism and radicalization, with an emphasis on addressing the problem of foreign fighters.
- Focusing on the fight against crime that undermines EU policies, such as human trafficking, smuggling and cybercrime, and by helping to tackle corruption, including strengthening police cooperation.
- Reaching out to citizens, notably by making use of the 'Europe for Citizens' program.

Political career:

- 2013-2014 Minister of National Defense.
- 2012-2013 Minister of Foreign Affairs.
- 2011-2012 Minister of National Defense.
- 2010-2014 Vice President of the New Democracy Party.

TEAM	
Diane Schmitt	Chief of Staff
Polykarpos Adamidis	Deputy chief of staff
Kostas Sasmatzoglou	Cabinet member
Sofia Asteriadi	Cabinet member
Eleni Romaidou	Cabinet member
Oliver Bergeau	Cabinet member
Chirissa Mela	Cabinet member



Marianne Thyssen
 Employment, Social
 Affairs, Skills and Labor
 Mobility
 (Belgium)
 PPE

Responsibilities for the term:

- Ensuring that employment and social policy are at the center of the European Semester.
- Promoting the free movement of workers so that people can take up vacant jobs in other EU countries and employers can adequately fill vacancies.
- Contributing to the growth and investment package and funding initiatives that support access to the labor market.
- Ensuring decent and safe working conditions and equal opportunities for all on the labor market.
- Stepping up the struggle against inequality and poverty.
- Ensuring that all Commission proposals and activities take the impact on employment and social issues fully into account and contribute to a deeper and fairer Economic and Monetary Union.
- Contributing to the effectiveness and fairness of the EU's social market economy by building on the specific responsibilities attributed to her position and fully harnessing all EU instruments.

Political career:

- 2008-2010 Party Leader of the Flemish Christian-Democratic Party.
- 2004-2009 First Vice-President of the EPP.
- 1999-2014 Head of the Belgian Delegation of the EPP Group in the European Parliament.
- 1991-2014 Member of the European Parliament.

TEAM	
Stefaan Hermans	Chief of Staff
Ruth Paserman	Deputy Chief of Staff
Baudouin Baudru	Cabinet member
Inge Bernaerts	Cabinet member
Vasiliki Kokkori	Cabinet member
Julie Anne Fionda	Cabinet member



Pierre Moscovici
Economic and Financial
Affairs, Taxation and
Customs
(France)
S&D

Responsibilities for the term:

- Ensuring the economic soundness of Commission proposals and deepening the Economic and Monetary Union to create the conditions for jobs, growth, and investment.
- Ensuring enforcement of the Stability and Growth Pact and reviewing its fiscal and macroeconomic surveillance legislation (six-pack) and budgetary rules (two-pack).
- Encouraging further structural reforms in Eurozone countries and making decisions about support for struggling countries more democratically legitimate.
- Developing a value added tax (VAT) system at EU level, improving the functioning of the internal market in both direct and indirect taxation and fighting tax fraud and tax evasion.
- Developing and managing an efficient EU customs union.

Political career:

- 2014-present European Commissioner for Economic and Financial Affairs, Taxation and Customs
- 2014 Member of the French National Assembly, 4th Constituency in the Doubs
- 2012-2014 Minister for Economy and Finance
- 2008-2012 President of the Pays de Montbéliard Agglomération (PMA - Greater Montbéliard Authority).
- 2008-2014 City Councilor of Valentigney, Franche-Comté region.

TEAM	
Olivier Bailly	Chief of Staff
Reinhard Felke	Deputy chief of staff
Maria Elena Scoppio	Cabinet member
Simon O'Connor	Cabinet member
Fabien Dell	Cabinet member
Ioana Diaconescu	Cabinet member
Malgorzata Iskra	Cabinet member



Christos Stylianides
Humanitarian Aid &
Crisis Management
(Cyprus)
EPP

Responsibilities for the term:

- Ensuring that the Emergency Response Coordination Centre is always ready to help EU countries in need.
- Enabling authorities in Europe to better fight natural and man-made disasters, by promoting cooperation and joint action.
- Building close relationships with the UN, NGOs and civil society to make joint humanitarian work more effective.
- Making sure that the EU can finance all commitments made to humanitarian work and that budget rules are respected.

Political career:

- 2014 Member of the European Parliament.
- 2013-2014 Government Spokesperson.
- 2011-2013 Vice-Chair of the Committee on Foreign and European Affairs.
- 2011-2013 Elected Member of the Bureau of the OSCE Parliamentary Assembly.

TEAM	
Themis Christophidou	Chief of Staff
Kim Eling	Deputy chief of staff
Sohail Luka	Cabinet member
Davinia Wood	Cabinet member
Myrto Zambarta	Cabinet member
Mathieu Briens	Cabinet member
Zacharias Giakoumis	Cabinet member



Phil Hogan
Agriculture & Rural
Development
(Ireland)
EPP

Responsibilities for the term:

- Ensuring that EU agricultural and rural development policies promote growth, investment and new jobs.
- Reviewing the effectiveness of EU spending on agriculture and rural development.
- Identifying how European agriculture can be more energy efficient and can lower its carbon dioxide emissions.
- Examining ways to simplify direct payments for farmers.

Political career:

- 2011-14 Minister for Environment, Community and Local Government.
- 2013 President of the Council of EU Environment Ministers.
- 2012-14 Chairman of the European People’s Party of Environment Ministers.
- 2010-11 National Director of Elections for the Fine Gael party.

TEAM	
Peter Power	Chief of Staff
Elisabetta Siracusa	Deputy chief of staff
Dermot Ryan	Cabinet member
Tom Tynan	Cabinet member
Shane Sutherland	Cabinet member
Cristina Rueda-Catry	Cabinet member
Carl-Christian Buhr	Cabinet member
Kevin Keary	Cabinet member



Jonathan Hill
 Financial Stability,
 Financial Services and
 Capital Markets Union
 (United Kingdom)
 AECR

Responsibilities for the term:

- Ensuring that financial markets are properly regulated and supervised so that they are stable, competitive and transparent, at the service of jobs and growth. This includes the full implementation of the Banking Union.
- Establishing a Capital Markets Union by 2019, for all 28 Member States of the EU, and maximizing the benefits of capital markets and non-bank financial institutions for the rest of the economy, and in particular SMEs.
- Proposing measures to make financial services work better for consumers and retail investors.
- Promoting global consistency in regulation and the implementation of agreed standards and principles in cooperation with international partners.

Political career:

- 2013-14 Leader of the House of Lords and Chancellor of the Duchy of Lancaster.
- 2010-13 Under-Secretary of State for Education.

TEAM	
Matthew Baldwin	Chief of Staff
Nathalie de Basaldúa	Deputy chief of staff
Denzil Davidson	Cabinet member
Chantal Hughes	Cabinet member
Sebastian Kuck	Cabinet member
Mette Tofdal Grolleman	Cabinet member
Lee Foulger	Cabinet member



Violeta Bulc
Transport
(Slovenia)
ALDE

Responsibilities for the term:

- Pushing forward work on trans-European transport networks and promoting cross-border transport connections.
- Facilitating travel by ensuring optimal connections between different transport modes, such as railway and air transport.
- Basing new policies increasingly on the "user pays" principle, while preventing discrimination.
- Completing negotiations on the new railway regulations (Fourth Railway package) and pursuing the Single European Sky policy.
- Developing common EU standards for transport safety and security to improve the international environment for transport.

Political career:

- 2014 Minister Responsible for Development, Strategic Projects and Cohesion.

TEAM	
Marjeta Jager	Chief of Staff
Désirée Oen	Deputy chief of staff
Matej Zakonjšek	Cabinet member
Damijana Pondelek	Cabinet member
Nikolaus Von Peter	Cabinet member
Jocelyn Fajardo	Cabinet member
Natasa Vidovic	Cabinet member



Elżbieta Bieńkowska
Internal Market,
Industry,
Entrepreneurship and
SMEs
(Poland)
EPP

Responsibilities for the term:

- Renewing the strategy for completing the single market for goods and services, including extending the list of products to be recognized in all EU countries and eliminating remaining obstacles.
- Bringing industry's weight in the EU's GDP back to 20% by 2020, from less than 16% today, by stimulating investment in new technologies, improving the business environment and easing access to markets and to finance.
- Identifying new sources for jobs and growth.
- Encouraging EU countries to make defense markets more efficient and open to EU-wide competition by cooperating in defense contracts and using synergies.
- Setting the right regulatory conditions for the development of space applications and services in Europe and delivering innovative projects such as Copernicus and GALILEO.

Political career:

- 2014-present European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs.
- 2013-2014 Deputy Prime Minister and Minister of Infrastructure and Development.
- 2007-2013 Minister of Regional Development.
- 1999-2007 Director, Regional Development Office - Marshal's Office of Silesia Region.

TEAM	
Tomasz Husak	Chief of Staff
Kristian Hedberg	Deputy chief of staff
Carsten Bermig	Cabinet member
Justyna Morek	Cabinet member
Fabrice Comptour	Cabinet member
Jakub Cebula	Cabinet member
Agnieszka Drzewoska	Cabinet member



Vera Jourová
Justice, Consumers and
Gender Equality
(Czech Republic)
S&D

Responsibilities for the term:

- Fighting discrimination, promoting gender equality and pursuing negotiations on the proposed Anti-Discrimination Directive, which would ban discrimination in all areas where the EU has jurisdiction.
- Ensuring the swift adoption of the EU data protection reform and modernizing and simplifying consumer rules for online and digital purchases.
- Concluding negotiations with the United States on a data protection agreement to protect the privacy of EU citizens wherever they live.
- Setting up an independent European Public Prosecutor's office by 2016 to protect the EU budget from fraud and reinforcing judicial cooperation on criminal matters.
- Concluding the EU's accession to the Convention for the Protection of Human Rights and Fundamental Freedoms of the Council of Europe
- Ensuring that all Commission proposals respect the European Charter of Fundamental Rights.

Political career:

- 2014 Minister for Regional Development.
- 2006-13 Managing Director, Primavera Consulting Ltd. - EU Funds Consultant.

TEAM	
Renate Nikolay	Chief of Staff
Daniel Braun	Deputy chief of staff
Isabelle Perignon	Cabinet member
Eduard Hulicius	Cabinet member
Kevin O'Connell	Cabinet member
Simona Constantin	Cabinet member
Monika Ladmanova	Cabinet member



Tibor Navracsics
Education, Culture,
Youth and Sport
(Hungary)
EPP

Responsibilities for the term:

- Identifying how to invest in and modernize Europe's education systems, so that they help people to find rewarding work and support economic growth.
- Strengthening partnerships between universities and the world of work and expanding international student exchanges through Erasmus+.
- Helping to reach the targets of the Europe 2020 strategy in the field of education.
- Promoting our cultural diversity by helping Europe's artists and creators to reach new audiences and exploit new media.
- Promoting culture as a catalyst for innovation, economic growth and new jobs.
- Empowering young people of all social and cultural backgrounds so that they can participate fully in civic and democratic life.

Political career:

- 2014 Minister of Foreign Affairs and Trade.
- 2010-2014 Deputy Prime Minister, Minister of Public Administration and Justice.
- 2006-10 Member of Parliament.
- 1998-2002 Head of Department, Prime Minister's Office.

TEAM	
Jonathan Hill	Chief of Staff
Adrienn Király	Deputy chief of staff
Christine Mai	Cabinet member
Patricia Reilly	Cabinet member
Krzysztof Kania	Cabinet member
Szabolcs Horváth	Cabinet member



Corina Crețu
Regional Policy
(Romania)
S&D

Responsibilities for the term:

- Identifying how EU structural and investment funds can be better geared towards creating jobs and growth.
- Protecting the EU budget from fraud by verifying that regional funds are spent according to the rules.
- Continuously monitoring the effectiveness of spending programs to create regional growth.
- Identifying how the EU Structural and Investment Funds can help establish a European Energy Union and complete the digital single market.

Political career:

- 2011-present Vice-President of Partidul Social Democrat (Social Democratic Party).
- 2014 Vice-President, European Parliament.
- 2007-14 Member of the European Parliament.
- 2008-10 Member of the Board, Parliamentary Network on the World Bank.

TEAM	
Mikel Landabaso	Chief of Staff
Gabriel Onaca	Deputy chief of staff
Ioana Rus	Cabinet member
Dragoș Bucurenci	Cabinet member
Jan Mikolaj Dzięciołowski	Cabinet member
Tomáš Nejd	Cabinet member
Mathieu Fichter	Cabinet member
Ioannis Latoudis	Cabinet member



Margrethe Vestager
 Competition
 (Denmark)
 ALDE

Responsibilities for the term:

- Mobilizing competition policy tools and market expertise to contribute, where appropriate, to creating jobs and promoting growth.
- Developing the economic and legal approach of assessing competition issues and monitoring the market.
- Effectively enforcing competition rules in the areas of antitrust, cartels, mergers and state aid.
- Strengthening the Commission's reputation worldwide and promoting international cooperation in competition issues.

Political career:

- 2011-2014 Deputy Prime Minister and Minister for Economic Affairs and the Interior.
- 2001-2014 Member of the National Parliament
- 1998-2001 Minister of Education.
- 1998-2001 Minister of Ecclesiastical Affairs.

TEAM	
Ditte Juul-Jørgensen	Chief of Staff
Linsey McCallum	Deputy chief of staff
Søren Schonberg	Cabinet member
Astrid Cousin	Cabinet member
Friedrich Wenzel Bulst	Cabinet member
Claes Bengtsson	Cabinet member
Christina Holm-Eiberg	Cabinet member
Mette Dyrskjøt	Cabinet member
Thomas George	Cabinet member



Carlos Moedas
 Research, Science and
 Innovation
 (Portugal)
 EPP

Responsibilities for the term:

- Making sure that research funding programs, notably Horizon 2020, contribute to the Commission's jobs, growth and investment package.
- Promoting the international excellence of the EU's research and science and strengthening research capacities and innovation across all Member States
- Evaluating how EU-funded research can be used more effectively.
- Ensuring that Commission proposals are based on scientific evidence.
- Encouraging private companies to apply research to meet challenges faced by society and create more high-quality jobs.

Political career:

- 2014-present European Commissioner for Research, Science and Innovation.
- 2011-14 Secretary of State to the Prime Minister of Portugal.
- 2011 Member of the Portuguese Parliament.
- 2010-11 Senior Economic Advisor of the Portuguese Social Democratic Party (PSD).

TEAM	
António Vicente	Chief of Staff
Giulia Del Brenna	Deputy Chief of Staff
Maria Da Graça Carvahlo	Deputy chief of staff
Keith Sequeira	Cabinet member
Evelyn Lecoq	Cabinet member
Alfredo Sousa De Jesus	Cabinet member
José Mendes Bota	Cabinet member

AUTHOR



José Isaías Rodríguez is Vice-President of European Affairs in LLORENTE & CUENCA. He is Vice-President of the employers group of the European Economic and Social Committee and member of the Board of the European Training Foundation. José Isaías is one of the leading professionals in his field, with extensive knowledge of European Affairs, and an expert in relations between Spanish companies and the European authorities. He began his career with the Spanish Confederation of Employers' Organizations (CEOE) as Assistant Director of the European Communities Department. For the last 25 years, ever since Spain entered the European Communities, he has represented the interests of Spanish Companies vis-a-vis the European Institutions as well as within BUSINESSEUROPE (European business organization of 41 national organizations from 36 European countries), being the Director of the Brussels Office of the CEOE. He has also been Deputy Secretary General of the CEOE for two years. Mr. Isaías Rodríguez holds a Degree in Economic Sciences by the University of Seville, a Master's Degree in European Studies by the Catholic University of Louvain and a Diploma in European Studies by the Spanish Ministry of Foreign Affairs (Diplomatic School).

jirodriguez@llorenteycuenca.com

LLORENTE & CUENCA is the leading Reputation Management, Communication, and Public Affairs consultancy in Spain, Portugal, and Latin America. It has **17 partners** and **350 professionals** who provide strategic consultancy services to companies in all business sectors with operations aimed at the **Spanish and Portuguese speaking countries**.

It currently has offices in **Argentina, Brazil, Colombia, Chile, Ecuador, Spain, Mexico, Panama, Peru, Portugal** and the **Dominican Republic**. It also offers its services through affiliates in **the United States, Bolivia, Paraguay, Uruguay** and **Venezuela**.

Its international development has meant that in 2014 LLORENTE & CUENCA is 55th in the Global ranking of **the most important communication companies in the world**, as reflected in the annual Ranking published by The Holmes Report.

CORPORATE MANAGEMENT

José Antonio Llorente
Founding partner and Chairman
jallorente@llorenteycuenca.com

Enrique González
Partner and CFO
egonzalez@llorenteycuenca.com

Jorge Cachinero
Corporate Director for Innovation
jcachinero@llorenteycuenca.com

SPAIN AND PORTUGAL

Arturo Pinedo
Partner and Managing Director
apinedo@llorenteycuenca.com

Adolfo Corujo
Partner and Managing Director
acorujo@llorenteycuenca.com

Madrid

Joan Navarro
Partner and Vice-President of Public Affairs
jnavarro@llorenteycuenca.com

Amalio Moratalla
Partner and Senior Director
amoratalla@llorenteycuenca.com

Juan Castellero
Financial Director
jcastillero@llorenteycuenca.com

Lagasca, 88 – planta 3
28001 Madrid (Spain)
Tel. +34 91 563 77 22

Barcelona

María Cura
Partner and Managing Director
mcura@llorenteycuenca.com

Muntaner, 240-242, 1º-1ª
08021 Barcelona (Spain)
Tel. +34 93 217 22 17

Lisbon

Madalena Martins
Partner
mmartins@llorenteycuenca.com

Tiago Vidal
Managing Director
tvidal@llorenteycuenca.com

Carlos Ruiz
Director
cruiz@llorenteycuenca.com

Rua do Fetal, 18
2714-504 S. Pedro de Sintra (Portugal)
Tel. + 351 21 923 97 00

LATIN AMERICA

Alejandro Romero
Partner and Latin American CEO
aromero@llorenteycuenca.com

José Luis Di Girolamo
Partner and Latin American CFO
jldgirolamo@llorenteycuenca.com

Antonio Lois
Regional Director of Human Resources
alois@llorenteycuenca.com

Bogota

María Esteve
Managing Director
mesteve@llorenteycuenca.com

Germán Jaramillo
Chief Executive
gjaramillo@llorenteycuenca.com

Carrera 14, # 94-44. Torre B – of. 501
Bogota (Colombia)
Tel. +57 1 7438000

Buenos Aires

Pablo Abiad
Partner and Managing Director
pabiad@llorenteycuenca.com

Enrique Morad
Chief Executive for the Southern Cone
emorad@llorenteycuenca.com

Av. Corrientes 222, piso 8. C1043AAP
Ciudad de Buenos Aires (Argentina)
Tel. +54 11 5556 0700

Lima

Luisa García
Partner and CEO of the Andean Region
lgarcia@llorenteycuenca.com

Cayetana Aljovin
General Manager
caljovin@llorenteycuenca.com

Av. Andrés Reyes 420, piso 7
San Isidro. Lima (Peru)
Tel. +51 1 2229491

Mexico

Juan Rivera
Partner and Managing Director
jriviera@llorenteycuenca.com

Bosque de Radiatas # 22 – PH7
05120 Bosques las Lomas (México D.F.)
Tel. +52 55 52571084

Panama

Javier Rosado
Partner and Managing Director
jrosado@llorenteycuenca.com

Avda. Samuel Lewis. Edificio Omega, piso 6
Panama City (Panama)
Tel. +507 206 5200

Quito

Catherine Buelvas
Managing Director
cbuelvas@llorenteycuenca.com

Av. 12 de Octubre 1830 y Cordero.
Edificio World Trade Center, Torre B, piso 11
Distrito Metropolitano de Quito (Ecuador)
Tel. +593 2 2565820

Rio de Janeiro

Yeray Carretero
Director
ycarretero@llorenteycuenca.com

Rua da Assembleia, 10 – sala 1801
Rio de Janeiro – RJ (Brazil)
Tel. +55 21 3797 6400

São Paulo

Juan Carlos Gozzer
Managing Director
jcgozzer@llorenteycuenca.com

Rua Oscar Freire, 379, CJ 111, Cerqueira César
CEP 01426-001 São Paulo SP (Brazil)
Tel. +55 11 3060 3390

Santiago de Chile

Claudio Ramírez
Partner and General Manager
cramirez@llorenteycuenca.com

Avenida Vitacura 2939 Piso 10. Las Condes
Santiago de Chile (Chile)
Tel. +56 2 24315441

Santo Domingo

Alejandra Pellerano
Managing Director
apellerano@llorenteycuenca.com

Avda. Abraham Lincoln
Torre Ejecutiva Sonora, planta 7
Santo Domingo (Dominican Republic)
Tel. +1 8096161975



AMO is the leading global network of strategic and financial communications consultancies, with over 940 professional consultants and offices in more than 20 countries.

The network brings together local market leaders with unrivalled knowledge of financial markets and cross-border transactions in the key financial centers of Europe, Asia and the Americas.

Providing sophisticated communications counsel for M&A and capital market transactions, media relations, investor relations and corporate crises, our member firms have established relationships with many S&P 500, FTSE 100, DAX 30, SMI, CAC 40 and IBEX 35 companies.

www.amo-global.com



d+i is a hub by LLORENTE & CUENCA, for Ideas, Analysis and Trends.

We live in a new macroeconomic and social context, and communication has to evolve.

d+i is a global combination of partnership and knowledge exchange, identifying, focusing and communicating new information models, from an independent perspective.

d+i is a constant ideas flow, looking to the future information and management trends.

Because nothing is black or white, there is something like d+i LLORENTE & CUENCA.

www.dmasillorenteycuenca.com

