

BALTIC DEVELOPMENT FORUM

Programme for the Tallinn Summit
4-6 November 2007



*"Global Challenges, Regional Solutions
– Creating a World-Class Arena for
Business and Talent on Top of Europe"*

Baltic  Development Forum

SUMMIT PARTNER

Swedbank 

WELCOME TO THE BALTIC DEVELOPMENT FORUM SUMMIT IN TALLINN 4-6 NOVEMBER 2007

Global Challenges, Regional Solutions – Creating a World-Class Arena for Business and Talent on Top of Europe

In a sharp global competitive environment, the Baltic Sea Region's strong position is challenged because the rivalry for our prime resource, talent, is getting fiercer every day. Therefore, the ability to attract, develop and retain the best and the brightest will be essential for the future success of the Baltic Sea Region. This is one of the main themes of the 9th Baltic Development Forum Summit.

Europe needs to create world-class education standards and ensure a leading position in research, innovation and productivity. Solutions to many of these challenges are to be found at the regional level. There is a need to increase cross-national cooperation on infrastructure, innovation, cluster development and education between countries having similar opportunities and challenges. In this regard, the existing national and EU policy levels provide insufficient remedies. Encouraging a deeper level of regional economic integration as a complement to the single market will provide extended possibilities for European competitiveness and development.

These are a couple of the central themes for the future success of the Baltic Sea Region and Europe that will be addressed at the 9th Baltic Development Forum Summit. In addition, we will discuss:

- How to create business opportunities of the allegedly contradicting demands posed by energy policies and environmental protection;
- How to support the new European Union innovation policy;
- How to manage the Baltic Tigers super-growth economies;
- How to enhance integration in the financial market.

The 2007 Summit takes place in the vibrant city of Tallinn, spearheading the Baltic Tigers, where young talents are boosting incredibly dynamic economies with technological development, entrepreneurial spirit and innovative government. Here, influential decision makers and experts from and beyond the Baltic Sea Region representing business, politics, academia and the media will meet to discuss and identify strategies taking the Region forward to an ever brighter future.

SUMMIT PARTNER 2007

Swedbank 

SUMMIT HOSTS 2007



Eesti Välisministeerium
ESTONIAN MINISTRY OF FOREIGN AFFAIRS

Baltic



Development Forum



TALLINN

PROGRAMME AT A GLANCE

SUNDAY – 4 NOVEMBER

16.00	Registration at the Estonia Concert Hall
17.00	Official opening of Baltic Development Forum's Tallinn Summit at the Estonia Concert Hall
18.40	Gala Reception in the Estonia Concert Hall hosted by the Estonian Government

MONDAY – 5 NOVEMBER

07.30	Registration opens in the Hotel Reval Olümpia
08.30	Opening Plenary Session: <ul style="list-style-type: none"> • Top of Europe – Creating a Centre of Gravity for Talent
09.45	Contact Break
10.00	Plenary Session: <ul style="list-style-type: none"> • State of the Region Report 2007 – Business Strategies Leveraging on the Regional Dimension
11.15	Contact Break
11.45	Interactive Sessions: <ul style="list-style-type: none"> • University Upgrading – Achieving Educational Excellence on Top of Europe • Shaping a Fully Integrated Baltic Sea Financial Market • Intelligent Labour Management – Speeding Up Regional Mobility
13.00	Luncheon
14.00	Interactive Sessions: <ul style="list-style-type: none"> • Creating a Breeding Ground for Talents – Building on Strong Clusters • Innovate or Bust! – Time to Take the European Innovation Agenda to the Next Level
15.15	Contact Break
15.45	Plenary Session: <ul style="list-style-type: none"> • Executive Panel – The Attractiveness of the Baltic Sea Region from a Business Perspective
17.00	Contact Break
17.30	Day I Endnote Plenary Session: <ul style="list-style-type: none"> • Climate Change and Energy – Turning Threats into Opportunities
18.45	Bus transfer to Gala Dinner
19.15	Gala Dinner at Tallinn Song Festival Grounds hosted by the City of Tallinn

TUESDAY – 6 NOVEMBER

09.00	Plenary Session: • The Secret of Entrepreneurship – A Formula for Success
10.15	Contact Break
10.45	Interactive Sessions: • Balancing Super-Growth Economies – Paving the Baltic Tigers' Path of Tomorrow • Young Leaders of Today and Tomorrow • Bringing Asia Closer – Euro-Asian Transport Connections
12.00	Contact Break
12.30	Endnote Plenary Session of the Summit: • Global Challenges, Regional Solutions – Boosting European Competitiveness
13.45	Luncheon

END OF SUMMIT

14.45	Afternoon workshops and meetings back-to-back with the Baltic Development Forum Tallinn Summit
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SUMMIT VENUES

Official Opening & Reception:

Estonia Concert Hall
Estonia pst 4
10148 Tallinn

Conference Venue:

Reval Hotel Olümpia
Liivalaia 33
10118 Tallinn

Gala Dinner:

Tallinn Song Festival Grounds
SA Tallinna Lauluvaljak
Narva mnt 95
10127 Tallinn

AMONG THE CONFIRMED SPEAKERS AND MODERATORS ARE

Esko Aho

President
Sitra

Fredrik Andersson

CEO
Nova100 AB

Andrus Ansip

Prime Minister
Estonia

Halldór Ásgrímsson

Secretary General
Nordic Council of Ministers

Peter Coachman

General Director
Technopolis St.Petersburg

Hubertus von Dewitz

Executive Director
Siemens AG

Børge Diderichsen

Vice President
Novo Nordisk A/S

Uffe Ellemann-Jensen

Chairman
Baltic Development Forum

Hans Enocson

National Executive, Nordic Region
General Electric

Grete Faremo

Director of Law and Corporate Affairs
Western Europe, Microsoft

Anders Flodström

University Chancellor
Swedish Universities

Adena T. Friedman

Executive Vice President
Nasdaq

Harald Furre

CEO
Oxford Research

Kim Graugaard

Deputy Director General
Confederation of Danish Industries

Lena Gustafsson

Deputy Director General
Vinnova

Toomas Hendrik Ilves

President
Estonia

Mats Jansson

President & CEO
SAS Group

Thorkild E. Jensen

President
Danish Metalworkers Union

Christian Ketels

Principal Associate
Harvard Business School

Mikael Lilius

President & CEO
Fortum Corporation

Andres Lipstok

Governor
Bank of Estonia

Jessica Löfström

CEO
ExpanderaMera

Indrek Neivelt

Chairman
Estonian Development Fund

Artis Pabriks

Minister of Foreign Affairs
Latvia

Urmas Paet

Minister of Foreign Affairs
Estonia

Enn Pant

CEO
AS Tallink Grupp

Juhan Parts

Minister of Economic Affairs and Communication
Estonia

Andris Piebalgs

Commissioner for Energy
The European Commission

Kirsi-Maarit Poljatschenko

Managing Director, Finland and Baltic countries
Maersk Line

Erkki Raasuke

Chairman of the Board, Group CEO
Hansabank Group

Rain Rannu

Co-founder, Partner
Mobi Solutions

Fredrik Reinfeldt

Prime Minister
Sweden

Baiba Rubess

Managing Director
SIA Latvija Statoil

Vipin Sharma

Deputy Chief Executive
International Union of Railways (UIC)

Remigijus Šimašius

President
Lithuanian Free Market Institute

Thomas Bernd Stehling

Director
Konrad-Adenauer Foundation

Dan Steinbock

ICT research director
India, China and America Institute

Carl Eric Stålberg

Executive Chairman
Swedbank AB

Martin Thorborg

Co-founder
SPAMfighter

Matti Vanhanen

Prime Minister
Finland

Linnar Viik

Associate Professor
Estonian IT College

Maciej Żylicz

President and Executive Director
Foundation for Polish Science

Johnny Åkerholm

President & CEO
Nordic Investment Bank

Lars Petter Ørving

Director EMEA North & East Region
Manpower

SUMMIT MODERATORS

Samuel Rachlin

Summit Moderator
Baltic Development Forum

Monika Richardson

Journalist & TV-anchor
Polish Television



SUNDAY – 4 NOVEMBER

16.00	Registration at the Estonia Concert Hall	
17.00	Official opening of the Baltic Development Forum's Tallinn Summit <i>"Global Challenges, Regional Solutions – Creating a World-Class Arena for Business and Talent on Top of Europe"</i> in the Estonia Concert Hall. Welcoming address by Uffe Ellemann-Jensen , Chairman of Baltic Development Forum	<i>Dress code: dark suit</i>
17.10	Opening address by • Toomas Hendrik Ilves , President of Estonia • Mats Jansson , President & CEO, SAS Group	
17.40	Concert	
18.10	Networking in the foyer	
18.40	Gala Reception in the Estonia Concert Hall hosted by the Estonian Government • Address by Urmas Paet , Minister for Foreign Affairs, Estonia	
21.30	End of Gala Reception	

MONDAY – 5 NOVEMBER

07.30	Registration opens in the Hotel Reval Olümpia	
08.30	Opening Plenary Session: Top of Europe – Creating a Centre of Gravity for Talent Attracting young talents, innovative entrepreneurs and key competence is a vital component in further strengthening the Baltic Sea Region. Europe as a whole, including the Baltic Sea Region, is facing great challenges in its quest to create the most competitive and dynamic knowledge-based economy in the world. One of the most alarming problems is the continuous drain of Europe's talents, many of whom pursue careers in more attractive parts of the world after attaining their degrees. Therefore, it is ever more important to make the Baltic Sea Region and its eleven countries a leading area – a centre of gravity – for talents. The speakers will discuss the challenges the Region is facing as it endeavours to attract, develop and retain the best and the brightest. Furthermore, this session aims at addressing actual measures that governments, businesses and academic institutions on Top of Europe must take to make the Baltic Sea Region competitive in the global hunt for talents. • Andrus Ansip , Prime Minister of Estonia • Bertel Haarder , Minister for Education, Denmark • Philippe Legrain , Economist, Writer and Fellow, London School of Economics • Andres Lipstok , Governor, Bank of Estonia • Lars Petter Ørving , Managing Director EMEA North & East Region, Manpower <i>Moderator: Monika Richardson</i> , Summit Moderator	



09.45	Contact Break
10.00	<p>Plenary Session: State of the Region Report 2007 – Business Strategies Leveraging on the Regional Dimension</p> <p>In-depth knowledge and thorough analyses of the Baltic Sea Region's assets and needs are important tools when outlining future action aimed at strengthening the Region. The State of the Region Report has become an appreciated and well respected institution evaluating the competitiveness, economic performance, innovation and prosperity of and in the Baltic Sea Region.</p> <p>The report will take a renewed look at where the Region performs well and where action is needed. Furthermore, this year's Report will present an analysis of business strategies within a number of sectors in the Baltic Sea Region. Finally, the Report will look specifically at areas where regional cooperation can add value to the national and EU-27 dimensions.</p> <ul style="list-style-type: none"> • Halldór Ásgrímsson, Secretary General, Nordic Council of Ministers • Hans Brask, Director, Baltic Development Forum • Christian Ketels, Principal Associate, Harvard Business School • Johnny Åkerholm, President & CEO, Nordic Investment Bank <p><i>Moderator: Samuel Rachlin, Summit Moderator</i></p>
11.15	Contact Break
11.45	<p>Three interactive sessions in parallel on central issues for the Baltic Sea Region:</p> <p>Parallel Session 1:1: University Upgrading – Achieving Educational Excellence on Top of Europe</p> <p>Education, research and innovation are key features that need to be strengthened if Europe is to remain competitive. To meet this challenge, a number of initiatives for upgrading the current state of research and higher education will be launched by the EU for example, the Seventh Framework Programme (FP7) and the European Institute of Technology. Despite being important structures that can serve as drivers for building a Europe of educational excellence, the fact remains that Europe has ten times the number of academic institutions compared to the U.S. and China, and that the ranking of these institutions in general are inferior, in particular to the U.S.</p> <p>The session will focus on what Europe and the Baltic Sea Region need in order to live up to these challenges. What is required to infuse new dynamism into the university sector and thereby achieve an improved university ranking?</p> <ul style="list-style-type: none"> • Hubertus von Dewitz, Executive Director, Siemens AG • Linnar Viik, Associate Professor, Estonian IT College • Maciej Zylicz, President and Executive Director, Foundation for Polish Science <p><i>Moderator: Anders Flodström, University Chancellor, Swedish Universities</i></p>



11.45	<p>Parallel Session 1:2 hosted by Swedbank: Shaping a Fully Integrated Baltic Sea Financial Market</p> <p>Financial market actors are pioneers in integration in the Baltic Sea Region. OMX has constructed a common exchange, and leading banks such as Swedbank, Nordea and SEB have taken major steps to further integrate their businesses throughout the Region. Despite these efforts, much remains to be done in order to accomplish a fully integrated Baltic Sea financial market. Over the past year, a broad range of stakeholders representing leading international and regional banks, regulators and legal advisers in the financial market sector have identified problems related to the creation of an integrated financial market for the Baltic Sea Region.</p> <p>The speakers will discuss lessons learned and the next steps that need to be taken in order to move integration forward.</p> <ul style="list-style-type: none"> • Adena T. Friedman, Executive Vice President, Corporate Strategy and Data Products, NASDAQ • Indrek Neivelt, Chairman of Estonian Development Fund • Carl Eric Stålberg, Executive Chairman, Swedbank • Igor Yurgens, First Group Vice President, Renaissance Capital <p><i>Moderator:</i> Peter Egardt, Chairman, CBSS Business Advisory Council and Samuel Rachlin, Summit Moderator</p>
	<p>Parallel Session 1:3 hosted by the Confederation of Danish Industries: Intelligent Labour Management – Speeding Up Regional Mobility</p> <p>The Baltic Sea Region continues to register strong growth and European and global competitive advantages on key parameters (productivity, high-skilled labour force, strong clusters, innovation etc). An active, flexible and mobile labour force is an important prerequisite for further economic progress; however demographic ageing, inflexible labour markets, high tax, tight migration policies and strong competitive labour markets outside the Region are increasingly hampering growth. Different tools have been introduced, e.g. flexicurity, EU blue card and tax incentives. The question is: What are the right solutions?</p> <ul style="list-style-type: none"> • Kim Graugaard, Deputy Director General, Confederation of Danish Industries • Thorkild E. Jensen, Chairman of the Danish Metalworkers Federation • Pawel Kaczmarczyk, Deputy Director, Center of Migration Research • Andris Ozols, Director, Latvian Investment and Development Agency • Nannette Ripmeester, Managing Director, Expertise in Labour Mobility (ELM) <p><i>Moderator:</i> Monika Richardson, Summit Moderator</p>
13.00	<p>Luncheon in the Hotel Reval Olümpia, Restaurant Senso, 1st floor</p>



14.00	<p>Two interactive sessions in parallel on central issues for the Baltic Sea Region:</p> <p>Parallel Session 2:1 hosted by Novo Nordisk A/S: Creating a Breeding Ground for Talents – Building on Strong Clusters</p> <p>Existing as well as future clusters need talent-intensive skills and other intangible assets, such as know-how, cooperation activities and networks. In this regard, the Baltic Sea Region has to make itself and its achievements even more visible. The Baltic Sea Region's primary strength is its knowledge and capacity to innovate - an ability due to its successful high-tech and knowledge-intensive industries. This session will address how focused cluster development paired with an effective cooperation between research, education and business can serve as the impetus for strengthening the profile and attraction of the Region.</p> <ul style="list-style-type: none"> • Fredrik Andersson, CEO, Nova100 AB • Børge Diderichsen, Vice President, Novo Nordisk A/S • Grete Faremo, Director of Law and Corporate Affairs, Western Europe, Microsoft • Harald Furre, CEO, Oxford Research & President of ENSR <p><i>Moderator:</i> Samuel Rachlin, Summit Moderator</p>
	<p>Parallel Session 2:2 hosted by VINNOVA: Innovate or Bust! – Time to Take the European Innovation Agenda to the Next Level</p> <p>The difference between progress and stagnation can often be spelled innovation. Though Europe is still strong in competitiveness, we are losing ground to other parts of the world. Recent EU analyses show that Europe is facing major challenges in the field of innovation. Investments in research and development are not sufficient, and we are lagging behind in terms of cluster efficiency and innovation output. The EU has recently identified some large-scale strategies to create an Innovative Europe, and the new visions and goals of this agenda will be at the center of this session's discussions.</p> <p>The panelists will present their views on how to proceed with the innovation agenda and highlight the areas in most urgent need of improvement.</p> <ul style="list-style-type: none"> • Esko Aho, President, Sitra • Peter Coachman, General Director, Technopolis St.Petersburg • Lena Gustafsson, Deputy Director General, VINNOVA • Rainer Kattel, Chair of Innovation Policy and Technology Governance, Tallinn Technical University <p><i>Moderator:</i> Dan Steinbock, Research Director at India, China and America Institute, New York</p>
15.15	Contact Break



15.45	<p>Plenary Session: Executive Panel – The Attractiveness of the Baltic Sea Region from a Business Perspective</p> <p>Businesses compete, not locations! National and local governments can provide the necessary framework conditions for competitiveness, but it is the companies, through their growth and profits, that create the prosperity and competitiveness the citizens in that region benefit from. It is therefore important to understand how business leaders think when deciding to locate and do business in a specific place. Taking off from the findings in the State of the Region Report, an in-depth analysis has been made with senior business leaders representing cross-border companies in the Baltic Sea Region to reveal what makes this region tick.</p> <p>This session will highlight how the panellists regard the following areas: the Baltic Sea Region as a market, the Baltic Sea Region as a place to do business and the Baltic Sea Region as a platform for economic policy.</p> <ul style="list-style-type: none"> • Hans Enocson, National Executive Nordic Region, General Electric • Enn Pant, CEO, AS Tallink Grupp • Valdo Randpere, Country General Manager, IBM Estonia • Carl Eric Stålberg, Executive Chairman, Swedbank <p><i>Moderator:</i> Christian Ketels, Principal Associate, Harvard Business School</p>
17.00	Contact Break
17.30	<p>Day I Endnote Plenary Session: Climate Change and Energy – Turning Threats into Opportunities</p> <p>Climate changes and the need for new sources of energy are closely interlinked, and must therefore be viewed in parallel. There is strong political momentum in Europe on renewing the Kyoto Protocol. The upcoming UN Climate Summit in Copenhagen 2009 constitutes the next global step with the ambition to extend the demands for further decreasing emissions and make the international community commit to serious action. The Baltic Sea Region represents a global frontrunner for innovative energy solutions in combination with a strong political will to establish a sustainable environment and dynamic economies.</p> <p>With the good track record of the Region's experience of balancing increasing environmental demands with growing energy needs, the session will discuss how ambiguous objectives in other regions can create new business potentials for the Baltic Sea Region.</p> <ul style="list-style-type: none"> • Mikael Lilius, President and CEO, Fortum Corporation • Andris Piebalgs, Commissioner for Energy, European Commission • Fredrik Reinfeldt, Prime Minister of Sweden • Matti Vanhanen, Prime Minister of Finland <p><i>Moderator:</i> Erik Rasmussen, Editor in Chief and CEO, House of Monday Morning and Member of Copenhagen Climate Council</p>
18.45	Bus transfer to Gala Dinner
19.15	<p>Gala Dinner at Tallinn Song Festival Grounds hosted by the City of Tallinn</p> <p>Welcoming note by:</p> <ul style="list-style-type: none"> • Edgar Savisaar, Mayor, City of Tallinn • Uffe Ellemann-Jensen, Chairman, Baltic Development Forum <p>Swedbank Baltic Sea Award winner announced by Carl Eric Stålberg, Executive Chairman, Swedbank</p>

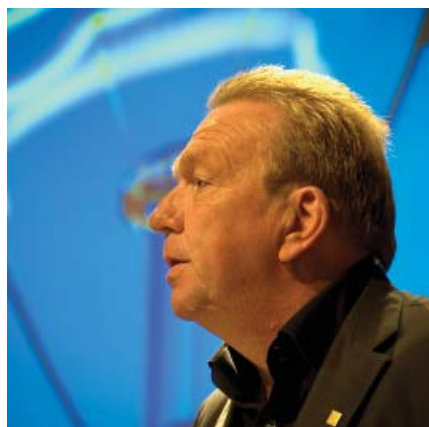


TUESDAY – 6 NOVEMBER

09.00	<p>Opening Plenary Session: The Secret of Entrepreneurship – A Formula for Success</p> <p>Entrepreneurs are fundamental contributors to employment and economic growth. In Northern Europe, where the Baltic Sea Region otherwise has achieved impressive results, the spirit of entrepreneurship could be far better, which has also been documented in the State of the Region Report.</p> <p>The session will focus on how the spirit of entrepreneurship can be encouraged and furthermore give concrete examples and advice based on the participants' entrepreneurial experience. The discussion will also include the challenges to creating encouraging conditions for entrepreneurship and how to attract and sustain entrepreneurial talent in the Region.</p> <ul style="list-style-type: none"> • Michael Dithmer, Permanent Secretary, Ministry of Economics and Business Affairs, Denmark • Sergiusz Gniadecki, Co-founder and CEO, Allcon Investment Sp. z o.o • Martin Thorborg, Co-founder of Jubii and SPAMfighter • Nick Ustinov, Founder and Chairman of the Board, Double Coffee • Karen Wilson, Founder of GV Partners and Advisor, European Foundation for Entrepreneurship Research <p>Moderator: Monika Richardson, Summit Moderator</p>
10.15	<p>Contact Break</p>



10.45	<p>Three interactive sessions in parallel on central issues for the Baltic Sea Region:</p> <p>Parallel Session 3:1: Balancing Super-Growth Economies – Paving the Baltic Tigers' Path of Tomorrow</p> <p>Over the past decade, the Baltic Tigers have been described as economic wonders on Top of Europe – models for competitiveness and economic development. In 2006, the Baltic countries reached the highest economic growth ever, a rate expected to continue. Nevertheless, an increasing number of analysts have raised warnings of the risks of an emerging negative economic trend, if a number of measures from both governments and private sectors are not undertaken.</p> <p>The panelists will be asked to assess the Baltic countries' chances of following up their success stories. In this context, the impact of governmental zero interference policies vis-à-vis a more pro-active contribution approach will be discussed. Furthermore, the role and responsibility which private actors play, in order to avoid a financial "bubble" in these economies, and the prospects for the Baltic countries to join the Euro will be touched upon.</p> <ul style="list-style-type: none"> • Juhan Parts, Minister of Economic Affairs and Communication, Estonia • Erkki Raasuke, Chairman of the Board, Group CEO, Hansabank Group • Baiba Rubess, Managing Director, Latvija Statoil • Remigijus Šimašius, President, Lithuanian Free Market Institute <p><i>Moderator:</i> Christian Ketels, Principal Associate, Harvard Business School</p>
10.45	<p>Parallel Session 3:2: Young Leaders of Today and Tomorrow</p> <p>As a growing number of companies require young talents to lead and expand their ability to compete in today's complex game of business. A new generation of leaders is thus emerging in the Baltic Sea Region and around the world. Given that conducting business in today's rapidly changing economy requires speed, innovative thinking and a contradictory combination of a broad perspective and laser-like focus. Some of the most interesting young leaders of the Baltic Sea Region will participate in this panel and share their views on the new generation of business leaders. They will debate new strategies of competitiveness and stamina required to stay on top and the future possibilities of the Baltic Sea Region: How to turn this Region into the world's most interesting place to work and be successful in?</p> <ul style="list-style-type: none"> • Karoli Hindriks, Country Manager, MTV Estonia • Sandor Liive, CEO, Eesti Energia AS • Jessica Löfström, CEO, ExpanderAMera • Rain Rannu, Co-founder and Partner, Mobi Solutions <p><i>Moderator:</i> Monika Richardson, Summit Moderator</p>



10.45	<p>Parallel Session 3:3 hosted by InterBaltic and the City of Hamburg: Bringing Asia Closer – Euro-Asian Transport Connections</p> <p>Trade with Asia – China in particular – is growing rapidly, and Asian companies are increasingly looking for partners and investment opportunities in northern Europe. In this perspective, the Baltic Sea Region holds a unique geographical position and a great market potential for both trade and investments. Better transport and logistical connections between the Baltic Sea Region/Northern Europe and Asia have been widely requested over a long period of time from businesses operating with the ever increasing demand for goods produced in Asia.</p> <p>The session panel will elaborate on which investments and logistical solutions, among them competitive mainland connections, are needed in the Baltic Sea Region to meet and utilize increasing investment demands from Asia.</p> <p><i>Welcome note:</i> Uno Aldegren, Chairman of the High-level Group on Transport for Sustainable Growth in the Baltic Sea Region</p> <ul style="list-style-type: none"> • Jon Halvard Eide, Transport adviser, CPMR North Sea Commission, Framework for a pan-Baltic Transport Strategy/ MasterPlan. • Jānis Maršāns, State Secretary, Ministry of Transport of the Republic of Latvia. High-level Group on Transport for Sustainable Growth in the Baltic Sea Region • Jaani Pietikainen, Head of Helsinki Office, Lending Estonia, Latvia and Lithuania, European Investment Bank • Peer Witten, Spokesperson, Logistics Initiative Hamburg <p><i>Moderator:</i> Kirsi-Maarit Poljatschenko, Managing Director, Finland and Baltic countries, Maersk Line</p>
12.00	Contact Break



12.30	<p>Endnote Plenary Session of the Summit: Global Challenges, Regional Solutions – Boosting European Competitiveness</p> <p>Effective integration and adaptation to new globalisation demands will require quick reactions at various political levels. This will put an increased pressure on national governments to provide the right formula for future economic success. In this regard, the regional platform can provide an impetus to help individual countries overcoming the limitations of size and limited resources, providing superior combinations of complementary strengths leading to a stronger and more attractive business environment. However, this will require a significantly deeper level of integration than today. With an EU consisting of 27 member states – so far – the future integration is therefore foreseen to be driven by the regions under a common EU umbrella.</p> <p>The closing plenary session including the endnote remarks of Uffe Ellemann-Jensen will provide a visionary outlook for how Europe, by encouraging a deeper level of regional integration as a complement to the single market, can boost competitiveness and innovation in our part of the world.</p> <ul style="list-style-type: none"> • Halldór Ásgrímsson, Secretary General, Nordic Council of Ministers • Uffe Ellemann-Jensen, Chairman, Baltic Development Forum • Artis Pabriks, Minister of Foreign Affairs, Latvia • Urmas Paet, Minister of Foreign Affairs, Estonia • Thomas Bernd Stehling, Director, Konrad-Adenauer Foundation <p><i>Moderators:</i> Monika Richardson and Samuel Rachlin, Summit Moderators</p>
13.45	<p>Luncheon in the Hotel Reval Olümpia, Restaurant Senso, 1st floor</p>

END OF SUMMIT

	<p>A number of workshops and meetings will be held back-to-back with the Baltic Development Forum's Tallinn Summit. For information, please contact the Baltic Development Forum Secretariat.</p> <p>BaltMet Mayors' Meeting at <u>9:30</u> (City Hall). Closed meeting</p> <p>High-level Group on Transport for Sustainable Growth in the Baltic Sea Region at <u>14.30-16.30</u> (Hotel Reval Olümpia). Closed meeting</p> <p>BaltMet Inno Final Conference: Baltic Sea Region - The Archipelago of Innovation? at <u>14.00-21.00</u> (Tallinna Lauluvaljak). Open event</p>
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ABOUT THE TALLINN SUMMIT

By invitation from the City of Tallinn and the Estonian Government, Baltic Development Forum will convene its annual Summit in vibrant Tallinn. Swedbank is the official Summit partner.

Baltic Development Forum is proud to host the Summit in Tallinn, and is looking forward to organising the Summit in co-operation with our members and partners in Tallinn. The Baltic Development Forum Summit offers a platform for debating key issues of importance to decision makers in the Region.

Baltic Development Forum's annual Summits rely on an interactive conference format that allows participants to discuss issues related to the Baltic Sea Region in an informal and constructive atmosphere. All sessions are open to a free debate between speakers, panellists, participants and the media.

Participation at the Baltic Development Forum Summit is by invitation only.

The Summit's plenary sessions deal with general and broad topics affecting the Baltic Sea Region. Plenary sessions consist of keynote addresses followed by discussions and questions from the floor.

The interactive sessions in parallel give the participants the opportunity to choose the themes that best fit their interests. During an interactive session each speaker will generally deliver a short opening statement. After the opening statements, the moderator will engage the panel and the broader audience in the discussion by inviting questions from the floor.

Networking lunches offer excellent opportunities to meet and discuss with other participants issues of common interests. Participants will also be able to arrange bilateral meetings with other participants during the Summit's well-known contact breaks.

To increase the possibilities for and the value of networking between participants, all Summit participants will receive a Participants' Handbook upon registration. The Participants' Handbook includes details about the Summit, CV's and contact details of all Summit participants as well as Summit acknowledgements.

Participants wishing to contact each other for networking may do so before the Summit by referring to the list of confirmed participants to be found at the Baltic Development Forum's website one week before the Summit. During the Summit, contact can also be established by using the message services at the conference and registration desk.

Baltic Development Forum – The leading high-level network for decision-makers from business, politics, academia and media in the Baltic Sea Region

ABOUT BALTIC DEVELOPMENT FORUM

Baltic Development Forum is an independent non-profit networking organisation with members from large companies, major cities, institutional investors and business associations in the Baltic Sea Region.

Baltic Development Forum works with a wide range of partners, including businesses, governments, regional organisations, and research and media institutions.

The mission of Baltic Development Forum is to promote the Baltic Sea Region as an integrated, prosperous and internationally competitive growth region.

As the leading high-level and agenda-setting networking organisation in Northern Europe we facilitate and develop new initiatives, partnerships and international contacts to stimulate growth, innovation and competitiveness in the Baltic Sea Region and its 11 dynamic countries. We seek to develop the Baltic Sea Region as a global centre of excellence and establish the Region internationally as a strong and attractive place brand.

Being the preferred platform for decision makers from business, politics and academia Baltic Development Forum is a unique platform for innovative thinking, informal cross-sector/cross-border/cross-level encounters and concrete new business opportunities with a global perspective.

Baltic Development Forum is chaired by Uffe Ellemann-Jensen, Minister for Foreign Affairs of Denmark 1982-1993. Mr. Ellemann-Jensen is co-founder of Baltic Development Forum and the Council of the Baltic Sea States. The Baltic Development Forum Honorary and Advisory Boards consist of high-level political dignitaries and prominent business executives representing the entire Baltic Sea Region.

We welcome new Members and Partners from business, politics and academia represented in the form of companies, governments, metropolises, regions, organisations or academic faculties. For more information, please contact Baltic Development Forum by phone + 45 70 20 93 94 or by e-mail bdf@bdforum.org

Baltic Development Forum's Honorary Board

Hans-Dietrich Genscher, Former Minister for Foreign Affairs, Germany
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