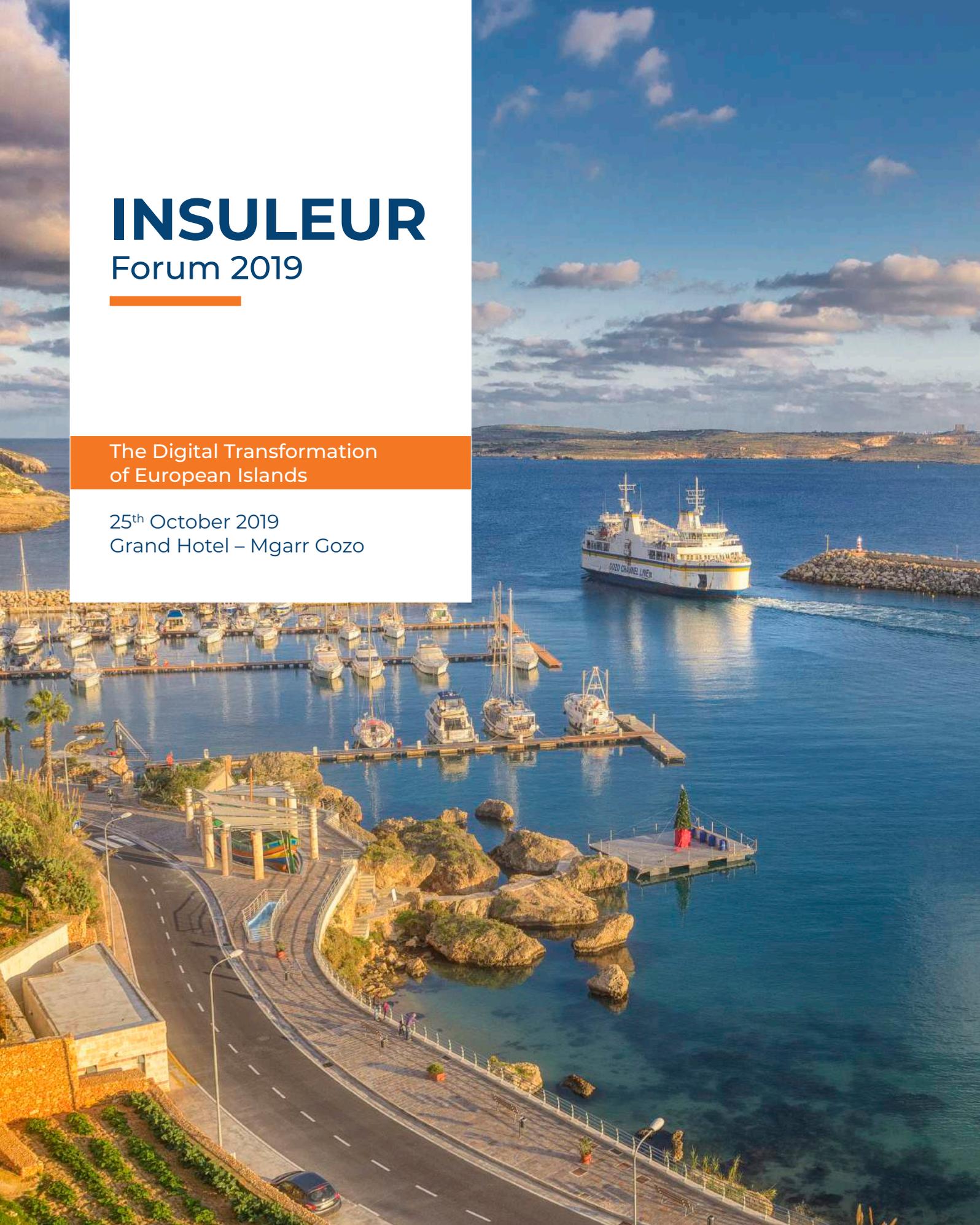


# INSULEUR

## Forum 2019

The Digital Transformation  
of European Islands

25<sup>th</sup> October 2019  
Grand Hotel – Mgarr Gozo





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# Welcome Message from the President of INSULEUR

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It is indeed with pleasure that I welcome all delegates to the INSULEUR Forum 2019 on the Digital Transformation of European Islands being held on our island of Gozo. As President of INSULEUR it gives me a lot of satisfaction to see that the work all members are putting into our association is bearing fruit, resulting in additional benefits to our members, and in greater participation by all. We have done a lot of work but we still need to do much more to strengthen our voice in the European fora.

I welcome you also as president of the Gozo Business Chamber. In the celebrations that the Chamber is holding to commemorate twenty years of its existence, this Forum is one of the main events on the calendar. It is the third time that our Chamber has played host to the INSULEUR Forum over these last years and we have left no stone unturned so that this Forum will be a successful one that will make us proud as the previous two occasions have been.

I am also honoured to welcome you as a Gozitan, a citizen of Malta coming from the island region of Gozo. Gozo is the island that welcomes all, and it does this with all the respect due and the gratitude which the island welcomes all visitors. We intend meeting you with the same grace that Calypso welcomed Ulysees in Homer's Illiad. When Ulysses was lured to the 'fabled island by Calypso', Hermes who visited to seek him out, was offered by Calypso ambrosia and nectar, the food and drink of the gods. We may not offer you ambrosia and nectar but we will make sure that you will have a pleasant and fruitful stay.

Let us together build a united network that will benefit each and every island of Europe!

“ we have done a lot of work but we still need to do much more to strengthen our voice in the european fora ”

**Joseph Borg**  
President of INSULEUR  
President of the Gozo Business Chamber

# Welcome Message from the Minister for Gozo

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Islands are unique ecosystems that face challenges pertaining to their geographical and socio-economical status particularly if they are regions within an island state. These challenges affect all the fundamental dimensions of sustainable development. However, through technology, obstacles to sustainability and growth could be drastically mitigated. Digital connectivity is today a basic building block for economic productivity. Investment in ICT feeds local economies through diversification and helps create jobs.

The Maltese Government is a prime mover of digital technology in today's fast-paced world and has put forward the digital Malta strategy with guiding principles and actions for ICT towards socio-economic development. Businesses are encouraged to embrace ICT especially on Gozo where double insularity can leave the island lagging behind in advantageous and innovative opportunities. SME's are the mainstay on Gozo. They play an important role in the economic development of the island. Their role is crucial in terms of production, employment generation, contribution to the national economy and facilitating equitable distribution of income.

As Minister for Gozo, improving the required infrastructure is on top of my agenda. It is my belief that enhanced road networks and air and sea connectivity are fundamental for Gozo's competitiveness. However, it is also my belief that only intelligently and totally connected infrastructures can serve as a basis for future economic growth. Digitalisation is therefore key.

“digital connectivity is today a basic building block for economic productivity”

The Government's input alone cannot lead to a digital transformation. Businesses and a committed business strategy are fundamental to any evolving organisation. I gladly observe a deep sense of responsibility within the Gozo business community as they strive to work hand-in-hand with my Ministry to ameliorate Gozo's regional economy. The ongoing input of the Gozo Business Chamber has been indispensable in upgrading our infrastructure and inject innovative ways to diversify the island's economy.

I am confident that the Gozo business community will embrace the necessary changes for a better connected and digitalised island and continue to assist planners and decision-makers alike in their quest to improve the quality of life of the Gozitan community.

A handwritten signature in black ink that reads "Justyne". The signature is fluid and cursive.

**Dr Justyne Caruana**

Minister for Gozo

# ABSTRACT & AGENDA

## Abstract

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### Preamble

Business Enterprises embracing digitalisation are not just thriving but are “maintaining a wide and persistent gap” (Manyika et al., 2016). Digitalisation is thus a critical success factor for businesses to maintain a cutting edge in an ever increasing competitive environment.

Digitalisation “is the way in which many areas of social life are restructured around digital communication and media infrastructures” (Brennen and Kreiss, 2014). This includes also business and the economy.

Randall et al. highlight how:

Digitalisation is defined as: the transformation of all sectors of our economy, government and society based on the large-scale adoption of existing and emerging digital technologies. This definition is thought to be instructive as it emphasises the transformative aspects of digitalisation, explicitly includes all actors, and highlights the importance of large-scale adoption of technologies as a precursor of change. (2018, p. 2)

In its comments on the OECD Request for Input on work regarding the tax challenges of the digitalised economy, the International Chamber of Commerce highlighted how:

The digital economy is not only revolutionising the way businesses operate but also creates new opportunities for global growth and prosperity. If nurtured appropriately, technological advances and digital connectivity can spur innovation in business models, business networking and knowledge transfer while also facilitating access to international markets. (ICC, 2017, p. 1)

Finland’s Presidency Programme for the Council of the European Union ‘Sustainable Europe – Sustainable Future’ highlights how:

Our goal should be to make Europe the global leader of the digital economy. Digitalisation, artificial intelligence and the data and platform economy are all key drivers of European productivity, growth, employment, prosperity and wellbeing. In the long term, maintaining economic growth and employment will depend on the ability of business and industry to make full use of the potential offered by digital technologies. Digitalisation of sectors like health and mobility, for example, will generate significant business opportunities. We should also exploit the growth potential of the cultural and creative industries. Horizon Europe, our strong framework programme for research and innovation, can serve to give a major boost to digitalisation, innovation and technological development. (EU2019. FL p. 7)

Digitalisation can serve as a roadmap for small countries and islands to tackle the difficulties that are generally associated with their geographical limitations. This was the case of Estonia, and this can also be the case for islands such as the Faroe Islands.

The National Digitalisation Program of the Faroe Islands was set out in 2015. Apart from digitalising public administrative services to the community, the digitalisation program aimed to “create competitiveness, growth and production capacity” (p. 4). Islands’ small scale offers them opportunities for better management and deployment.

The 2019 INSULEUR Forum will focus on the digitalisation of insular economies. The first part of the Forum will focus on the existing methodologies and approaches in the field of digitalisation, as applied in European Islands. The second part will highlight the role of Insular Chambers in digitalisation. The third part will focus on how as islands we can approach a common framework for the deployment of digitalisation on EU islands.

## 1. Digitalisation of Insular Economies and SMEs

The Forum will address through a wider perspective, and through specific case studies how the difficulties faced by islands especially the way business is created can be overcome through the deployment of technology. The island of Gozo, for example, has had to face the difficulties that come with double insularity. This has not deterred the government, also through consultation with the Gozo Business Chamber, from investing in ‘creating the required infrastructure’ which would help Gozo move forward in the digital age. This has seen the investment in the second fibre optic link between Gozo and Malta and also in an innovation hub. Hon. Justyne Caruana (2019), minister for Gozo highlighted that:

We are continuously promoting Gozo as a place in which to do business . . . a place in which to do business smartly. However, to attract the kind of business we want, there are three basic requirements: infrastructure, connectivity and human capital. The new Gozo Innovation Hub at the former Malta Dairy Products will serve as another prestigious address for digital innovation in Gozo. Over the next five years we estimate that around 15 companies will begin operating from this area, with further high-level jobs being created on the island . . . However, these facilities would not have been sustainable without further investment that will deliver certainty and reliability to the technology business. These businesses are dependent upon an internet service that is secure on a 24/7 basis with emergency systems in place as contingencies. The government is therefore addressing this reality by investing € 3.5 million in national funds for an ancillary cable that connects the two islands. This will help develop Gozo into a truly advanced technology location that enables companies based on the island to take their output to the next level.

These actions must also be taken within the context of the Digital Malta Strategy 2014 – 2020 which had highlighted the following tasks for Gozo:

- **(Measure 16)** Invest resources to cultivate a widespread entrepreneurial mindset, allowing for the launch of more ICT start-ups and young high growth ventures exploiting ICTs. Special emphasis will be devoted to Gozo-based entrepreneurial initiatives in view of the island’s difficulties in developing a mature ICT industry. (p. 35)

- **(Measure 52)** A feasibility study will determine optimal data connectivity between the Maltese islands with a particular focus on resiliency and bandwidth between Malta and Gozo. The outcome will guide the type and extent of investment to be made. (p. 54)

The public sector plays a very important role in shaping such a strategy as “governments have a responsibility to create the conditions in which other sectors can make the most of the digital opportunity.” (Randall et al, 2018, p. 11) Taking for example the case of Gozo, it can be seen that the specific actions taken emanate from a wider strategy which had specific actions dedicated to it. Discussing the critical success factors for the successful deployment of technology on islands such as Gozo, can help shape a future digitalisation strategy for islands.

While on a global level there is a wide-spread consensus that digitalisation enhances job creation and economic growth, this is more so for islands, where digitalisation given the right infrastructure can help them surpass the difficulties generally faced by businesses when conducting their activity. Digitalisation can offer a lifeline for new economic activity to be created on islands as digitalisation can contribute to “diminishing the two mutually reinforcing trends that many regions are facing – firstly, a shortage of jobs and sustainable business activity and secondly, inadequate and declining services.” (Randall et al., 2018 p. 10).

The Forum will be an important opportunity to share good practice on islands while discussing the pivotal role that islands can play at a European level.

## **2. Insular Chambers’ Initiatives for the Digitalisation of Insular Economies and SMEs**

The digitalisation of chambers can be defined as the transformation of their traditional business models through the exploitation of new technologies, data and the connections among people, business and things (EUROCHAMBRES).

Some Chambers of Commerce aim to support companies with the digital transformation. To this end, several initiatives have been launched.

But, even if the Chamber is not the “driver” of economic development in the community, it has always adopted a “supporting” role, providing the data that potential businesses relocating to a specific place would need. This is inclusive of information on the community, workforce and all necessary business data.

The main reasons for the digitalisation efforts of Chambers are the changing needs of entrepreneurs and the emergence of new digital technologies which require that businesses adapt to new consumer requirements.

Insular Chambers many a times do not have any sort of strategy outlining how they are supposed to face the digitalisation of the economy and society. The majority of Insular Chambers, rely more heavily on specialized consulting firms, not only for the implementation of their digital services but also for the definition of their digital strategy, if any.

Some Chambers receive money for their digitalisation efforts through either projects, partnerships and EU-funded programs. The great majority of chambers finance their digitalisation from their own resources.

### **3. Shaping a Strategy for the Digitalisation of European Islands**

The policy framework in which business enterprises operate is of crucial importance for their continued advancement. As highlighted by the International Chamber of Commerce:

Regardless of sector or level of development in their respective countries, companies are affected by policy developments relating to ICTs, the Internet and data flows. With the right policies in place, ICTs and the Internet hold enormous potential to accelerate growth and advance progress towards global sustainable development goals.

A World Economic Forum Report (2018) speaking of digitalisation highlighted how:

The opportunity is clear. The risks are becoming clearer. However, while technology is the engine for these changes, we are in the driving seat. Our collective decisions and actions steer us towards a future that we have the power to shape. (p. 7)

INSULEUR's work in this area aims to ensure the stable functioning of business in an evolving digital world, as well as their sustainable and inclusive growth by embracing new digital technologies, including the Internet and other information and communication technologies.

The main focus of INSULEUR in this area as evidenced by this Forum is to advocate good practices, while seeking a common policy framework which would help economies on islands to prosper and make the best use of digitalisation.

According to the TEN Section Report on "Smart Islands" project, the EESC made some concrete recommendations on Information and communication technologies (ICT).

- Island inhabitants should be guaranteed access to affordable high-speed internet, regardless of the size of the island and population.
- ICT technologies should be encouraged to overcome islands' territorial limitations, particularly in the areas of administration, health, education and training, infrastructure, commerce, spatial planning and social issues.
- The use of safe data protection systems, such as QR codes, should be encouraged.
- As regard free wi-fi, which has become an asset for increasing the attractiveness of islands, local authorities should ensure that the online storage of data is handled at national level so as to ensure effective control of users' personal information. (EESC, 2017, p. 23)

The Forum should try to propose a way forward with respect to a concrete strategy for the digitalisation of European islands.

# Agenda

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**08:30 – 09:00**

Registration

**09:00 – 09:30**

**Introductory Speech by**

**Daniel Borg,**

Chief Executive Officer of the Gozo Business Chamber

**Keynote speeches:**

- **Hon Justyne Caruana,**  
Minister for Gozo
- **Constantine Michalos,**  
Executive Vice-President of Eurochambres  
and President of the Union of Hellenic Chambers
- **Joan Gual de Torrella Guasp,**  
President of the Port Authority  
of the Balearic Islands

## **Insular Economies and Digitalisation**

**Moderator:** Dr Jonathan Mintoff – Gozo Business Chamber

**09:30 – 10:40**

**Linda Randall,**

Nordregio International Research Centre,  
Nordic Council of Ministers

**Governing the Digital Transition:  
Inspiration from the Nordic Region**

**Tony Moretta,**

Digital Jersey, Jersey Island

**Building a Digital Jersey**

**Jonathan Mizzi,**

Chief Information Officer, Ministry for Gozo

**A Vision for Gozo:**

**Government Initiatives in the area of Digitalisation**

**Elias Michelioudakis,**

Management Consultant at European Commission,  
PM2

**PM<sup>2</sup> - the European Open and Lean Project**

**Management Methodology. The Best Option for**

**09:30 – 10:40**

**Insular Economies and Digitalisation Initiatives.**

**Hon Josianne Cutajar,**  
Member of the European Parliament  
**Digitalisation: Our tool out of Isolation**

**Professor Theocharis Tsoutsos,**  
Director and Founder at the Renewable and Sustainable Energy Systems  
Lab Director, Technical University of Crete  
**Insularity, Digitalisation and Energy Transition, Opportunities and Challenges**

**Hon Alex Agius Saliba,**  
Member of the European Parliament  
**Towards a Strategy for Digitally Connected Islands**

**10:40 – 11:00**

Questions & Discussion

**11:00 – 11:30**

Coffee Break

### **Insular Chambers' Initiatives for the Digitalisation of Insular Economies and SMEs**

**Moderator:** Henri Malosse - 30th President of the European Economic And Social Committee, Adviser of the Association of the French Chambers of Commerce

**11:30 – 12:30**

**Christoph Riedmann,**  
Policy Advisor, Eurochambres  
**European Chambers of Commerce and Industry as Leaders of Digital Transformation**

**Michael Aim,**  
Head of Digital Transformation, CCI France  
**The DigiPilot Initiative: an Innovative Platform for DigitalTransformation.**

**Giannis Roussos,**  
President, Cyclades Chamber  
**How a Digitalised Chamber Can Overcome the Difficulties of Insularity and Benefit Its Members**

**11:30 – 12:30**

**Vassilis Salapatas,**  
Head of IT Department, Athens CCI  
**Adapting Chambers of Commerce to Digital Transformation. Challenges, Innovations and Opportunities.**

**Dana Farrugia,**  
CEO of Tech.mt  
**Innovative Technology is the Key to Growth for Malta's Industries and Society Alike.**

**12:30 – 13:00**

Questions and discussion

**13:00 - 14:30**

**Networking Lunch**

## **Towards a Digitalisation Strategy for EU Islands**

[Discussion Panel]

**Moderator:** Dr Gordon Cordina – E Cubed Islands

**14:30 - 16:00**

**Hon Alfred Sant,**  
Member of the European Parliament

**Samuel Azzopardi,**  
European Committee of the Regions

**Antoni Vicens,**  
Director of Foreign Affairs, Balearic Government

**George Vital Zammit**  
University of Malta

**16:00 - 16:30**

Questions & Discussion

**Statement of Conclusions and Intent on  
Developing a Common Digitalisation Strategy for  
EU Islands**

**16:30**

**Closing Speech**

**Joseph Borg,**  
President of the Gozo Business Chamber

# SPEAKER PROFILES

## Daniel Borg

CEO / Gozo Business Chamber

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Prior to occupying the post of CEO at the Gozo Business Chamber, Daniel Borg occupied various posts within the public sector, and the Government of Malta throughout his career mainly as: a research analyst within the Management Efficiency Unit (Office of the Prime Minister) between 2004-2006, Policy Analyst within the Malta Communications Authority (2006 – 2011), and Policy and Senior Policy Analyst within the Ministry for Gozo (2011 – 2019). Daniel Borg was also visiting lecturer in Public Management at the Department of Public Policy within the University of Malta between 2014 and 2017. Daniel has also published papers on cultural heritage and tourism in international academic journals, and presented these papers abroad.

## Hon Justyne Caruana

Minister for Gozo

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The Hon. Dr Justyne Caruana is the Minister for Gozo since June 2017.

She was first elected to Parliament in 2003 and successively in 2008, 2013 and 2017, always from her native Gozo constituency. She served as the Parliamentary Secretary for Rights of Persons with Disability and Active Ageing from 2014 to 2017.

A Lawyer by profession, Dr Justyne Caruana specializes in family law, canonical and civil litigation.

## Constantine Michalos

Executive Vice-President / Eurochambres and President / Union of Hellenic Chambers

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Constantine Michalos has been President of the Union of Hellenic Chambers of Commerce since March 2012 (re-elected in February 2018), and President of the Athens Chamber of Commerce and Industry since 2006 (re-elected in December 2017). Since 1988 he has been the Chairman and Chief Executive Officer of SWAN SA, an industrial-exporting company based in Kryoneri, Attica. From 1998 to 2005 he was an elected member of the Board of the ACCI, holding the position of Treasurer during 1998-2002. From 2002 to 2005 he was an elected member in, and the Vice-Chairman of, the Board of Directors

of the Arab-Hellenic Chamber of Commerce and Development, while he was also President of the Association of North Attica Enterprises. In the period 2004-2005 he was one of the Special Advisors to the Minister of Development. From 2005 to 2006 he was the Secretary General of the Ministry of Economy & Finance. From 2007 to 2009 he was a member of the Board of Directors of the Public Power Corporation. From 2009 to 2010 he was a member of the Board of Directors of the Hellenic Telecommunications Organisation (OTE). From 2012 to 2015 he was a member of the Board of Directors of the Athens International Airport (AIA). From 2012 to 2017 he was a member of the Board of Directors of ASTIR PALACE SA. In October 2013 he was re-elected as Vice-President of Eurochambres, and President of the Association of Balkan Chambers. Since June 2014 he has been Deputy President of Eurochambres (re-elected in October 2017), and is now Executive Vice-President of Eurochambres.

## Joan Gual de Torrella Guasp

President / Port Authority of the Balearic Islands

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Joan Gual de Torrella Guasp has been Chairman of the Port Authority of the Balearic Islands since 14 August 2015. He was also a member of the Port Authority's Board of Directors from 2006 to 2013 representing the Majorca Chamber of Commerce. He has had close ties with the Chamber over the past two decades and was its Chairman from 2006 to 2013.

On the business front, he founded MENU Mallorca and was the firm's Managing Director from 1979 to 2014.

He is a member of the Board of Directors of the Majorcan Economic Society, which he promoted and of which he was Deputy Chairman, and is a member of the Economic and Social Council of the University of the Balearic Islands, a position he has held since 2006.

He also chaired the Network of the Insular Chambers of Commerce and Industry of the European Union (INSULEUR) from 2009 to 2014. He has served in a number of posts at the Higher Council of the Spanish Chambers of Commerce, where he chaired the Tourism Committee, and at the Association of the Mediterranean Chambers of Commerce and Industry (ASCAME) and the International Chamber of Commerce (ICC).

## Dr Jonathan Mintoff

PRO / Gozo Business Chamber

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Jonathan Mintoff was admitted to the Maltese Bar and granted his warrant to practice as a lawyer in 2018. He works as a lawyer in private practice, dealing mostly with criminal, civil and commercial matters. Jonathan, is also a council member of the Gozo Business Chamber (GBC), and in 2018 he was elected as the Public Relations Officer of the GBC.

## Linda Randall

Research Fellow / Nordregio

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Linda Randall is a social researcher with a particular interest in the intersection between research, policy and practice. She is trained in sociology and urban and regional planning and has worked in a diverse range of settings including direct local service delivery, state level policy analysis and research. Linda's research interests include urban and regional planning, societal transitions, community participation and the labour market.

## Tony Moretta

CEO / Digital Jersey

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Tony Moretta is the CEO of Digital Jersey. He is responsible for delivering Digital Jersey's long-term economic, social and reputational objectives. This can be summarised as working to ensure the continued growth and success of the Island's increasingly-important digital sector. He has more than 20 years of senior management experience across a range of digital industries, including mobile, online, broadcast, payments, advertising and data analytics, using the latest technological innovations to develop new revenue streams. Tony began his career at NatWest on the graduate training programme, rising to Senior Manager of Commercial

Development in their cards business. He went on to work for Visa Europe as Vice President of New Products, where he developed a number of new electronic payment products. He took this interest in innovation to ITV Digital where he was Director of Interactivity, followed by senior positions at the National Grid Wireless and Digital Radio UK, where he increased digital radio sales from 5 million to 11 million in testing market conditions and persuaded the car industry to standardise it in all new models. Before joining Digital Jersey, he was delivering a number of digital projects for both the UK Government and major private sector companies, and was the founder of Weve, a joint venture between EE, O2 & Vodafone in mobile marketing, payments and data analytics.

## Jonathan Mizzi

Chief Information Officer / Ministry for Gozo

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Jonathan Mizzi joined the Public Service in 2001. In 2016, he was appointed as Chief Information Officer (CIO) at the Ministry for Gozo. As CIO, he is responsible for the information technology strategy and its implementation whilst ensuring that the technology is used to provide added value to the citizen.

## Elias Michelioudakis

Management Consultant - Intramuros / European Commission - DG DIGIT

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Elias Michelioudakis is a seasoned project/program manager – PM<sup>2</sup>, PM<sup>2</sup>-Agile (Agile@EC), Prince II, SCRUM, Lean 6 Sigma – primarily in solutions development (off/near/on-shoring) & implementation, with a strong track record of driving customer focused technology-centred business change by leading teams directly & in matrix organizations. He has more than twenty seven years of experience in global and multi-cultural environments, with particular focus in the Finance (Order to Cash, Accounting, Procurement to Pay) & Electronic Commerce/Customer Interface domains, but also in Operations & Logistics processes and systems from both Business & IT side and with sound understanding of the Transportation / Logistics industry, and with experience in Agriculture, Services, ICT industries & Governmental organizations.

For the last three years he has been working on a freelance basis for the European Commission (DG DIGIT - Digital Business Solutions directorate), as a member of the Centre of Excellence in Project Management methodology (PM<sup>2</sup>) in Brussels & Luxembourg. During this period, he project managed several initiatives in different domains (identity & access management, results oriented monitoring/logframes, Blockchain/DLT, HR/PMO, software engineering, methodologies), enhanced & supported the PM<sup>2</sup> methodology & provided consultancy/advisory/training services to several departments of the EC (DGs) as well as numerous European Institutions (ECB, EIB, OP, CoJ etc.), Agencies & European Member States (Open PM<sup>2</sup>).

# Hon Josianne Cutajar

Member of the European Parliament



The first Gozitan – and the youngest – politician to ever represent the Maltese islands in the European Parliament, Dr Josianne Cutajar is a lawyer by profession and a career politician, having previously served in a number of political roles.

As an active member of the Regional Development Committee and the Committee on Industry, Research, and Energy within the European Parliament, she is working towards a new industrial policy for the EU, which considers the needs of remote areas whilst enabling a green economy in Europe based on global digital leadership.

Dr Cutajar is also a new voice in Europe for a more inclusive and accessible, cleaner, efficient and digitised transport sector, as well as a sustainable tourism model.

As an advocate for the promotion of human rights and the eradication of discrimination, Josianne Cutajar combines her activism together with her experience to present a fresh and future-oriented breed of politics.

# Professor Theocharis Tsoutsos

Director and Founder / Renewable & Sustainable Energy Lab, Technical University of Crete



Chem. Eng. (National Technical Univ of Athens,14); Economist (National & Kapodistrian Univ of Athens, Law School,90); PhD (National Technical Univ of Athens,90); Adjunct Assoc. Prof. (Env Eng Dept, TUC,99-05); Head, Development Dept (Centre for Renewable Energy Sources & Energy Saving-CRES-,92-05); Adjunct Prof. (Heriot-Watt, W.Attica, Kingston, UK Open,98-04) (Energy, Management of Energy Systems, Adv. industrial & manufacturing Systems); Tutor (Greek Open Univ, 01-14). Member, Management Council (RMEI -réseau méditerranéen des écoles d'ingénieurs et de management, 18-); Member, Steering Committee

RHC (European Technology Platform - Renewable Heating -Cooling); Coordinator, European Solar Thermal Marketing Group (EC,92-97), Coordinator, Permanent Energy Committee (Greek Association of Chem.Engineers,03-05) 90+ publications in international scientific peer-reviewed journals, 20+ book chapters, 200+ conferences; 3,700+ citations; RDD projects on RES, sustainable energy & mobility; 40+ as coordinator, 60+ as a partner; 100+ as an expert (FP5, FP6, FP7, H2020, IEE, THERMIE, MED, INTERREG, COST, Jean Monnet) Project evaluator: REA, INEA, European Research Council, Erasmus-Mundus (EC); General Secretary of Research & Technology, State Scholarship Foundation (GR); Research Promotion Foundation (CY); Swiss National Science Foundation (SNSF); Russian Research Foundation, Ministry of Education & Science of the Russian Federation (RU); Netherlands Organisation for Scientific Research; Wales.

# Hon Alex Agius Saliba

Member of the European Parliament

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Alex Agius Saliba, Member of the European Parliament, was elected in 2019 on behalf of the Labour Party. Alex Agius Saliba political career started when he was still relatively young. At 17 years of age, he became involved in students politics and occupied the Secretary General post of Pulse – a social democratic student organisation. He then moved to the Labour Party youth branch, Forum Żgħażaġħ Laburisti, where he occupied the role of Secretary General and later on became President. For 10 years, Alex was also a member of the Party's National Executive – a post to which he was elected with the largest number of votes from delegates in 2018. During 2018, Alex Agius Saliba was approached by Prime Minister Joseph Muscat to contest the European members of parliament Election in Malta. At the age of 30, he successfully got elected as Member of the European Parliament with 35,823 votes. He has since been serving on the Committee on the Internal Market and Consumer Protection, the Committee on Petitions and the Committee on Employment and Social Affairs. In addition to his committee assignments, he is part of the Parliament's delegations to the ACP–EU Joint Parliamentary Assembly and to the Parliamentary Assembly of the Union for the Mediterranean.

# Henri Malosse

30th President of the European Economic And Social Committee, Adviser of the Association of the French Chambers of Commerce

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Henri Malosse was the 30th President of the European Economic and Social Committee. Presently he is the Chairman of the Think Tank Vocal Europe, Honorary Member of the European academy of the Regions, Member of the EESC. He was also Head of Delegation of the French Chambers of Commerce and Industry by the EU, Director of international relations of the French Chambers (CCI France), President of the Employers Group of the EESC. He has an MBA of Sciences Politiques Paris. During his career he has also been awarded the Légion d'Honneur (France); Ordre national du Mérite (France), Croix de saint Vladimir (Ukraine), Ordre du lion (Sénégal), Mérite européen. Among his main achievements related to the Chambers of Commerce and Industry one can count the Foundation of the Euro info centers (actually EEN EU network), participating at the foundation of ASCAME and INSULEUR, and active membership of EUROCHAMBRES. Other achievements include being a visiting Professor of various Universities (Corsica, Strasbourg, Wroclaw, Moscow).

# Christoph Riedmann

Advisor Digital Agenda / Eurochambres

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Christoph Riedmann has been Digital Agenda Advisor of EUROCHAMBRES since 2018. Besides lobbying relentlessly for European SMEs on legislative projects in that field, such as the Fairness-Business-Regulation, he has encouraged Chambers of Commerce and Industry from across Europe to digitize their service offers for companies and exchange their best practices. After completing his studies of law and languages in Innsbruck, Christoph worked for the Austrian Federal Economic Chamber WKÖ, the Austrian Permanent Representation to the EU, the European Commission and the European Association of Technology Industries.

# Michael Aim

Head of Digital Transformation / French Chamber of Commerce and Industry Network

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Michael Aim is the Head of Digital Transformation – CCI France, and Initiator and Project Director for Digipilot. Michael is a Digital Marketing, Data, IT and Digital Transformation expert. A seasoned Digital products conceptor and manager, he was also CEO of a leading french Digital projects Agency for 8 years providing Digital Marketing and managing Digital projects for SMEs as well as international companies. He also spent 5 years leading successfully tech start-ups from local to global scale, and is a multiple CES innovation awards winner in the Connected Objects Industry, and consumer electronics. Michael holds a postgraduate degree from Massachusetts Institute of Technology and Columbia University and studied intercultural management at Georgetown University. He also holds 2 MBAs at Sorbonne Business School and INSEEC school of management and graduated in economics and corporate management in Sorbonne University in Paris. He now leads Digital transformation for CCI France.

## Giannis Roussos

President / Cyclades Chamber of Commerce

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Giannis Roussos studied Technologies - Electronics and has a Master's degree in Business Administration and Management. Since 1983, he has deployed a business activity in the fields of Electricity - Lighting, Telecommunications and Green Energy. His involvement in productive and commercial institutions in both Cyclades and all over Greece as well as his experience in business missions abroad are long and important. During his business and public career he has attended for 32 consecutive years a variety of educational programs in Greece and abroad, mainly in the areas of marketing, technical Sales, tourism, telecommunications systems and green energy. He has also attended various self-improvement and emotional intelligence seminars. From 1988 to 2002 he was President of the Commercial Association of Syros. From 1996 to 2004 he was a member of the Administration of the Hellenic Confederation of Trade and Entrepreneurship (ECEE) as well as General Secretary of the Hellenic Centre for the Development of Greek Trade of ECEE. Since 2003, he is the President of the Cyclades Chamber of Commerce, the first and fully digitized Chamber in Greece. Since 2008, the Cyclades Chamber of Commerce has established high-end technological infrastructures and teleconference systems that support Cycladic Businesses and eliminate the difficulties of insularity.

## Vassilis Salapatas

Head of ICT Department / Athens Chamber of Commerce and Industry (ACCI)

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Vassilis Salapatas completed his studies on Geosciences/ Geophysics in the National University of Athens in 1991, and was awarded his M.Sc. Degree on Information Technology / Information Systems, at the University of Keele, Staffordshire, Manchester (UK).

He is currently the Head of Information Technology Department at the Athens Chamber of Commerce and Industry (ACCI). His interests involve mainly the analysis of Research and Technological Development (RTD) activities in the Greek ICT industry and R&D activities of Greek Research Organizations.

# Dana Farrugia

Chief Executive Officer / Tech Malta

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Dana Farrugia is the CEO of Tech.mt, a foundation established in partnership between the Government of Malta and The Malta Chamber of Commerce to promote the National strategy for Technology & Innovation. She is engaged in ensuring sector growth for technology and innovation, primarily focusing on AI, blockchain, IOT, cloud services, data analytics, software development, robotics, cyber security and research on innovative solutions. Dana Farrugia has worked in the telecoms industry for fourteen years, mainly shaping the mobile, fixed, internet, tv, fiber and IP networks in Malta. She has also worked at the Ministry for the Economy, Investment and Small Businesses for six years where she has developed an in-depth understanding of the needs of different local industries and also gained a sound exposure on the potential of various international markets. Dana Farrugia is also a Director at Malta Enterprise and at the Malta Start-up Foundation.

# Dr Gordon Cordina

Founder and Executive Director / E-Cubed Islands

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Dr Gordon Cordina is a graduate of the University of Cambridge and the University of Malta, and started his professional activity in 1993. Dr Cordina has served as Director General of the National Statistics Office of Malta, as Economic Advisor to the Malta Council for Economic and Social Development, as Head of the Research Department of the Central Bank of Malta and as Head of the Economics Department of the University of Malta. He has been involved in a number of local and international research projects and consultancy assignments with institutions including the EU Commission, Government ministries and authorities, NGOs and private sector entities. He currently serves as Chair of the Risk Committee on the Board of HSBC (Malta) plc.

# Dr George Vital Zammit

Senior Lecturer / University of Malta

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Dr George Vital Zammit is a lecturer within the Department of Public Policy since 2012. He served as Head of Department 2013 – 2017 and as Deputy Dean of the Faculty of Economics, Management and Accountancy 2016 – 2018. Prior to academia, he worked in recruitment consultancy, and in the Public Service. Dr Zammit is interested in various aspects of the political process.

# Hon Alfred Sant

Member of the European Parliament

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Alfred Sant studied physics and maths at the University of Malta, diplomacy at the Institut International d'Administration Publique (now amalgamated with the ENA) in Paris, and business administration at Boston and Harvard Universities.

He worked as a diplomat at Malta's Mission to the then EEC in Brussels (1970 - 1975), as executive deputy chairman of the Malta Development Corporation (now Malta Enterprise) during the late seventies/early eighties, as a management consultant in between and later. He was chairman of the Labour Party's information department (1982 – 1984), President of the Party (1984 - 1988), a Labour M.P. (1987 – 2013), Labour Leader and Leader of the Opposition (1992 -2008) and Prime Minister (1996 – 1998). Over the years Sant wrote plays for the theatre, radio and TV, as well as novels and short stories in the Maltese language; was editor of three magazines and for thirteen years a correspondent of the Economist Intelligence Unit; and he wrote extensively in English and Maltese for the political and economic press. Alfred Sant was elected Member of the European Parliament in May 2014 and again in May 2019.

## Dr Samuel Azzopardi

EPP Coordinator NAT Commission, Member CIVEX and COTER Commissions / European Committee of the Regions

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Samuel Azzopardi is at present the President of the Gozo Region, the Vice-president of the Local Councils Association, the President of the Gozo Football Association and a full member of the European Committee of the Regions. He is a lawyer by profession, specialised in financial services and regulatory compliance. He also sits on boards of licensed financial services related companies. He studied at the University of Malta and Università degli Studi di Verona where he obtained various academic achievements including a Doctorate of Laws and Masters of Arts in Financial Services.

As member of the European Committee of the Regions (ECOR) he sits on three of its Commissions where he fielded reports ranging from the EU's €10.5 billion budget on irregular migration, terrorism and the EU's borders to Consumer Rights and the Blue Economy. The report on irregular migration earned him praise by the then Commissioner for Internal Affairs Cecilia Malmström which thanked him for the balanced views expressed in the report. The report on the Blue Economy led to the first ever ECOR conference in Gozo at the end of March 2019 attended by Maritime Commissioner Karmenu Vella and the then President of Malta Marie Louise Coleiro Preca. He was also elected as the European People's Party Political Coordinator for the NAT Commission of the ECOR.

## Antoni Vicens

Director-General of External Relations / Balearic Islands Government

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Antoni Vicens (Sóller, 1986), Director-General of External Relations of the Balearic Islands Government. He has a Degree in Marine Science (University of Las Palmas de Gran Canaria) and in Political Science and Public Administration (National Distance Education University). He also has a Master Degree in Diplomacy and International Public Service (International Affairs Centre and Autonomous University of Barcelona), and Master Degree in Logistics and Operations Management (Universitat Oberta de Catalunya). He has experience in the international and European spheres, especially in the fields

of environment, energy, climate change and maritime policy. Since 2012 he has worked in the Foreign State Administration at the Spanish Embassy in Windhoek (Namibia) in the field of energy, and in the Directorate General for Maritime Affairs and Fisheries of the European Commission in international fisheries policy and regional fishing organizations. He also worked as an environmental, climate and energy technician in the Government Delegation of the Generalitat de Catalunya for the European Union in Brussels, and was part of the technical team of the Advisory Council for Sustainable Development of Catalonia. From January 2018 to the present, he has been deputy director of the Centre Balears Europa and responsible for their office in Brussels.

# Joseph Borg

President / INSULEUR / Gozo Business Chamber

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Joseph Borg studied philosophy and theology at the Sacred Heart Seminary, Victoria, Gozo, and obtained a Litentiate from the Lateran University in Rome in 1984. Throughout the years Mr Borg has held a number of executive positions, including director with Francis X Borg Co. Ltd., and managing director of the same firm, the family owned furniture manufacturing company.

Joseph also served as a director on the board of the Malta Development Corporation from 1989 to 1992. He was involved in the Gozo Committee of the Malta Federation of Industries, from 1988 to 1992 as its secretary, and then as its Chairman from 1992 to 1993. In this post he also served on the Council of the Malta Federation of Industries. Mr Borg was also a director of Bank of Valletta plc.

Joseph Borg was also chairman of Gozo Channel Co. Ltd. from July 2005 to July 2008. He has also been a member of the council and secretary of the Gozo Business Chamber from 1999 to 2005. He was again elected to the Council of the same Chamber in January 2010, and in January 2012 he also became Vice-President of the same Chamber. From October 2018 he became President of the Gozo Business Chamber and also President of INSULEUR from December 2018.



The Gozo Business Chamber  
would also like to thank the following:

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*abraham's*







Photo by Joseph Caruana (Courtesy of [www.visitgozo.com](http://www.visitgozo.com))