



# The **Brussels Study** Tour 2024

how-to's • best practices • networking • open discussion

# June 19

17:30 - 19:00

**Welcome Cocktail and Networking Event**

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

19:00

*Adjourn*

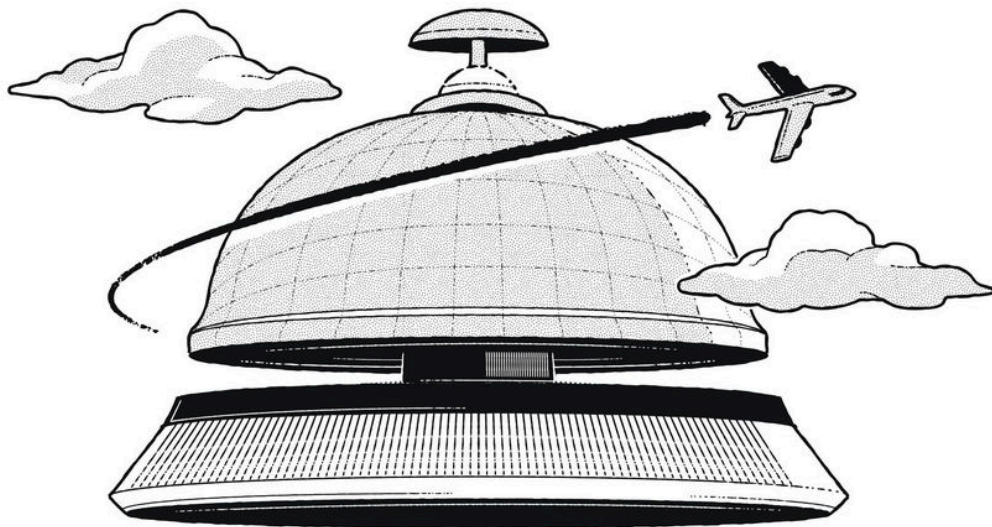
**NJI** ■

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Public Affairs Council  
MANAGE YOUR WORLD

# Day 1 - June 20

**10:00 - 11:00**

## **Welcome to the study tour**

- Welcome Breakfast
- Introduction of the Public Affairs Council team and upcoming activities, housekeeping rules and the Study Tour Program

## **Introduction to the European institutional, policy and political framework**

- European institutions shaping policy-making
- The EU policy cycle and how lobbying works in this context
- The EU elections and how they impact the institutions
- Stakeholders on national, EU and international level
- The role and influence of the European Commission
- Council of Ministers, European Council

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

### **Speaker:**



### **Inês Reis**

Public Affairs Manager

Public Affairs Council

**11:00 - 11:15**

*Coffee break*

\*Unless otherwise indicated, all sessions are held under Chatham House rules

11:15 - 12:30

## Roundtable with Brussels-based practitioners

Public affairs best practices: Informal discussion with Brussels-based Public Affairs Professionals

- Examples, insights and best practices in lobbying and campaigning in Europe from the corporate sector; Planning your policy engagement in Europe
- The impact of the EU elections on the Public Affairs business
- Good practice and tips in managing global and European-based teams

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

### Speakers:



**James Stevens**

Managing Partner

Rud Pedersen

Public Affairs



**Giles Keane**

Partner

Acumen Public

Affairs



**Mark Dober**

Managing Partner

Dober Partners

PAC Membership

**12:30 - 13:45**

## **Networking lunch with an EU-based association**

Influencing EU Decision-Making: The Perspective of a Trade Association

- Examples, insights and best practices in lobbying and campaigning in Europe from the trade association sector
- Finding agreement among members and speaking with single a voice
- How can trade associations help non-European companies navigate the European regulatory landscape

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

### **Speakers:**



**Anne-Sophie**  
**Royant**

Secretary General  
AIJN European Fruit  
Juice Association



**Catherine Van**  
**Reeth**

Director General  
Toy Industries of  
Europe

**13:45- 14:00**

*Transfer to the European Parliament*

**14:00- 16:15**

## **Visit to the European Parliament**

- The Decision-Making process of the European Parliament
- Political negotiations in Committees
- Internal changes after the EU elections
- Engagement with EP officials and transparency
- The work and role of the European Parliament - in Brussels, in Europe and globally

**Location:** European Parliament

### **Speakers:**



**Christina Avani**

Political advisor for  
the S&D Group  
European  
Parliament



**Jüri Laas**

Spokesperson of  
the President of  
the European  
Parliament

**16:15 - 16:30**

*Transfer to the Ambiorix Centre*

**16:30 - 17:45**

## **Working with European capitals and regions**

- Understanding how national and regional priorities shape EU strategy, agenda and policy
- Engaging with Brussels from a national capital perspective, and vice-versa
- Communicating with European capitals and regions – tips and insights
- Lobbying and transparency from the perspective of a representation

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussel

### **Speakers:**



**Claus Müller**  
Director  
Hanse-Office



**Paulo Alexandre Ferreira**  
Counsellor  
Head of the Internal Market  
and Industrial Policy Unit  
Permanent Representation  
of Portugal

**17:45 - 19:00**

*Refreshment break*



**19:00**

*Meet at the Restaurant Maison du Luxembourg*

**19:00 - 21.00**

### **Networking Dinner: Working with European media**

- The 'Brussels Bubble' and the EU institutions through the eyes of an American journalist
- The US elections seen from Brussels
- Priorities and timings of Brussels-based correspondents
- Pitching your story to the media – do's and don'ts

**Location:** Restaurant Maison du Luxembourg

#### **Speaker:**



#### **James Kanter**

Founder and

Editor

EU Scream

**21:00**

*End of Day 1*



# Day 2 - June 21

**08:50 - 09:00**

**Location:** European Commission, Charlemagne Building

*Optional: Meet at the Ambiorix Center. (We are departing to walk to the European Commission, Charlemagne Building at 8:50)*

**09:30 - 12:00**

## **The European Commission**

- Understanding the work of the European Commission and its priorities
- The Commission as the political executive of the EU
- Opportunities for engaging ethically and effectively
- Procedures, modernization and transparency from the perspective of the European Commission

**Location:** European Commission, Charlemagne Building

### **Speakers:**



**Matthias Will**

Director for Research &  
Innovation Common  
Implementation Centre  
(DG R&I)



**Stephen Davies**

Adviser at DG MARE  
European Commission

**12:00 - 12:30**

*Walk back to Ambiorix Center*



**12:30 - 14:15**

## **Networking lunch: Working with the New European Parliament**

- Analyzing the results of the EU elections and the new composition of the European Parliament
- Practical examples of the elections' impact on business
- What we can expect over the next 6 months

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussel

### **Speaker:**



#### **Doru Frantescu**

CEO & founder

EUmatrix.eu

**14:15- 15:30**

*Coffee break*

European event  
calendar 2024.



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14:30- 15:30

**Transatlantic Business and the EU: Conversation with AmChamEU's Brussels Office**

- Doing business in the current transatlantic context
- Representing US interests in Europe: Tips, insights & lessons learned
- How US businesses and politics are perceived in Europe in a year of EU and US elections

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussel

**Speaker:**



**Thibaut L'Ortye**

Director of Public Affairs

AmCham EU

15:30 - 15:45

*Coffee break*

Maximise Your PAC  
Membership

**15:45 - 16:45**

**Public Affairs management in Europe - Reflections & insights from a corporate perspective**

- Insights, reflections & lessons learned on managing Public Affairs in Europe

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

**Speaker:**



**Claudia Stuckmann-  
Invernizzi**

Global Vice President,  
Public Affairs &  
Regulatory Affairs  
Neste

**16:45- 17:30**

**Closing Cocktail**

**Location:** Public Affairs Council – Square Ambiorix 7 – 1000 Brussels

**17:30**

*Adjourn*

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# MAP OF PUBLIC AFFAIRS COUNCIL OFFICES



## DRESS CODE:

Business casual

## WEATHER:

18 - 30 degrees celsius  
(64 – 86 F)



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[www.pac.org](http://www.pac.org) | [europe@pac.org](mailto:europe@pac.org)



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## EMERGENCY NUMBERS

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- Joao Sousa: +32 476 63 95 03
- Medical/Police: 112
- Brazilian Embassy: +32 2 640 20 15
- Canadian Embassy: +32 2 741 06 11
- Spanish Embassy: +32 2 509 87 46
- UK Embassy: +32 2 287 62 11
- US Embassy: +32 2 811 40 00
- Finnish Embassy: +32 2 287 12 12
- Austrian Embassy: +32 2 2890 700
- Irish Embassy: +32 2 282 34 00
- Singapore Embassy: +32 2 660 29 79
- Netherlands Embassy: +32 2 679 17 11
- Portuguese Embassy: +32 2 286 43 35
- Australian Embassy: +32 2 286 05 00
- Pakistani Embassy: +32 2 673 80 07



Public Affairs Council  
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## TOUR ATTENDEES

(in alphabetical order)

Ana Spinelli	PATRI
Beth Hughes	American Apparel & Footwear Association
Chian Lin Chew	Tetra Pak International
Chris Walker	ExxonMobil
Darelle O'Keeffe	Mary Kay Inc.
Elizabeth Wise	Sazerac Co.
Emilia Latvanen	Tetra Pak International
Emily Montanez	ExxonMobil
Hannes Kirchbaumer	Syntagma Strategies
Josh Shultz	NJI Media
Kunegonde	Johnson & Johnson
Marc Horsten	DAF Trucks N.V.
Merav Ben-Touval	HP Inc.
Misti Rice	Magna
Nathan Imperiale	NJI Media
Radek Mazuch	CEC Group
Raphy Goodstein	W.L. Gore & Associates
Renata Fragoso	PATRI
Rita Lousa	Tetra Pak International
Rob Clark	St. Jude Children's Research Hospital
Sara Carvalho	Tetra Pak International
Sarah Denney	LyondellBasell
Zeeshan Suhail	Nestle Inc.

## SPEAKER BIOS

(in alphabetical order)



**Anne-Sophie  
Royant**

Secretary General

AIJN European  
Fruit Juice  
Association

Anne-Sophie is a qualified professional with over two decades of experience in the food industry.

She has held key leadership roles, including Secretary General for the Union Française Interprofessionnelle des Jus de Fruits (Unijus) and its quality control body, Qualijus.

In September 2024, Anne-Sophie assumed the position of Secretary General for the European Fruit Juice Association (AIJN), concurrently serving as Secretary General for the European Cider and Fruit Wine Association (AICV).



**Catherine Van  
Reeth**

Director General

Toy Industries of  
Europe

Catherine Van Reeth joined Toy Industries of Europe (TIE) in December 2009 as Director General when she established a dedicated Secretariat for the organisation, which now has Six permanent staff. One of Catherine's priorities since joining TIE has been educating economic operators and other parties that play a role in ensuring toys are safe about the new Toy Safety Directive 2009/48/EC, which came into force on 20 July 2011.

Catherine is a regular speaker at events and seminars on toy safety and other relevant topics for the toy sector. Catherine has 20+ years of experience in European Union public affairs, with a specialisation in consumer protection policy.

Before joining TIE, Catherine was Director of the Consumer Goods and Financial Services team at one of the top-five consultancies in Brussels prior to becoming in-house Global Corporate Affairs Director for a leading international brewer.



## **Christina Avani**

Political advisor for  
the S&D Group

European  
Parliament

Christina Avani is a political advisor for the S&D Group in the European Parliament, working on European budgetary issues.

She has an educational background in law, having earned her Bachelor of Laws from Bristol University in the UK; she also has two Master's degrees in international public and private law, from universities in Canada (McGill, Montreal) and Belgium (ULB, Brussels), respectively. Her professional experience of almost 20 years includes roles in the foreign service of the Republic of Cyprus, where she served in the Embassy of Cyprus in Beijing and in the Cyprus' Permanent Representation in Brussels. She has also worked in the European Commission as a legal officer responsible for drafting and implementing European legislation in the area of research and innovation (DG R&I).

She has been a political advisor for the S&D Group in the European Parliament since February 2021. She is fluent in Greek, English and French, lives in Brussels with her family and is passionate about European public affairs and broader questions on European integration.



## **Claudia Stuckmann- Invernizzi**

Global Vice  
President, Public  
Affairs &  
Regulatory Affairs

Neste

Claudia Stuckmann-Invernizzi is an accomplished leader with over two decades of experience in public affairs, sustainability, and regulatory affairs. Currently she serves as Global Vice President of Public Affairs & Regulatory Affairs at Neste, and on the boards of eFuel Alliance, FuelsEurope, as well as on the Advisory Board of Coventry University's Faculty of Engineering, Environment, and Computing.

Previously, Claudia was Senior Director at Zoetis Inc., where she led international public affairs and strategic initiatives. Her career includes roles at cabinet DN, BASF, and the Association of German Chemical Industry, where she advanced strategic stakeholder engagement. Starting at the European Parliament as Head of MEP Office, Claudia has a strong background in legislative influence and governance. She is known for her expertise in stakeholder relations, strategy implementation, and change management.

Claudia's specialties include inspirational leadership, critical thinking, risk management, and communication. She is dedicated to integrating sustainability into organizational strategy and fostering corporate longevity.





## Claus Müller

Director

Hanse-Office

Claus Müller represents the Free and Hanseatic City of Hamburg to the European Institutions in Brussels. He looks after Hamburg's EU policy, liaising with the city's Senate and Parliament as well as its companies, associations, academic institutions and other bodies with an interest in European affairs. He covers European politics, general and institutional developments of the EU and their repercussions for Hamburg. He is also responsible for official representation and public relations as well as personnel and organisational matters.

Claus read history, economics, law, and international relations at the universities of Fribourg (Switzerland) and Cambridge (England). He joined the German Foreign Office (Auswärtiges Amt) in 1993, where he worked in several foreign policy areas, including bilateral relations with the Nordic states, Germany's membership of the Council of the Baltic Sea States and Protocol. After having been posted to the German Embassies in Sarajevo and London, he was Private Secretary to the Minister of State in the Foreign Office.

In 2006, he was seconded to the European Commission, first co-ordinating foreign policy in DG RELEX and then as Policy Co-ordinator in the Secretariat General of the Commission. He has been Director of the Hanse-Office and Head of the Department for European Affairs in Hamburg's Senate Chancellery since August 2009.



## Doru Frantescu

CEO & founder

EUmatrix.eu

Nominated in Politico Europe's Power 40 top influencers in the EU Capital, Brussels, for providing "a data-driven crystal ball to navigate systemic changes in European politics".

Co-author of "How to Work with the European institutions" (John Harper Publishing). Doru has built an innovative organisation that combines insights of top experts with Artificial Intelligence to paint an objective and precise picture of the EU decision-making.

He has experience advising a wide range of sectors, including the EU institutions, MEPs, businesses, diplomatic organisations, NGOs, academia. He has lead strategic communication projects that have reached over 10 million people (in 24 languages).

His work has been quoted by the media and reputed institutions in over 35 countries on 4 continents, including CNN, BBC, The New York Times, the Economist, Financial Times.



## **Giles Keane**

Partner

Acumen Public  
Affairs

Giles Keane is a co-founder of Acumen Public Affairs - the leading independent PA agency in Brussels.

In addition to his role of Managing Partner of Acumen, he oversees the company's sustainability practice. Giles's expertise spans a broad spectrum of policy areas, including energy, environment, transport and agri-food. Before setting up Acumen, he held the position of Director of International Corporate Communications at Hill & Knowlton.

Giles is an Irish national. Like many others, he first came to Brussels for a traineeship in the European Commission, was smitten by the city and has been here ever since.



## **Inês Reis**

Public Affairs  
Manager

Public Affairs  
Council

Inês Reis joined the Public Affairs Council in March 2024, bringing over a decade of experience from the European Commission and national governmental offices. She holds a Master's Degree in International Law, specializing in governmental and regulatory affairs. Inês has a distinguished career in policy development, international relations, and regulatory compliance.

Her roles include Advisor for European Affairs to the Portuguese Minister of Science, Technology, and Higher Education, and Legal Officer at the European Commission's DG Research & Innovation. Inês has coordinated major initiatives such as the Horizon Europe regulatory negotiations and the ECSEL Joint Undertaking for digital innovation.



## **James Kanter**

Founder and  
Editor

EU Scream

James Kanter, a dual American-British national, is a distinguished journalist and commentator specializing in European Union affairs, currently based in Brussels. He played a pivotal role in establishing Cambodia's first independent newspaper, The Cambodia Daily, post-Khmer Rouge era, where he served as Editor-in-Chief from 1995 to 1997. For 12 years,

Kanter served as the correspondent for the International Herald Tribune and The New York Times in Brussels, departing in 2017. In 2018, he ventured into podcasting, launching EU Scream, a platform dedicated to European affairs. Renowned for his insights, Kanter is recognized as one of the most influential figures in the Brussels sphere by news outlet EURACTIV and consulting firm ZN Consulting. He holds a bachelor's degree from Columbia University, complemented by master's degrees from Yale Law School and City, University of London.



## **James Stevens**

Managing Partner

Rud Pedersen  
Public Affairs

James Stevens leads Rud Pedersen's 75 strong Brussels office, the leading European Green Deal public affairs consultancy.

He has over twenty years' consulting experience in supporting corporations and industry bodies in their engagement with the EU institutions.

In his career he has focused on chemicals, environment and energy policy for clients in the energy, industrials and FMCG sectors.



## João Sousa

Managing Director  
European Office

Public Affairs  
Council

Joao Sousa is the Public Affairs Council's Managing Director for the European office. He also leads the Council's global public affairs practice and manages the International Network. Joao is passionate about helping member organizations and public affairs leaders worldwide in identifying best practices, developing impactful strategies, and fostering peer collaboration. Joao has more than 15 years' experience as a spokesperson, communication and political advisor, and consultant for both the private and public sectors. Presently based in Brussels (Belgium), he has advised global companies, international organizations and national authorities in different countries and diverse sectors of activity on strategic communication, public diplomacy and reputation management. Earlier in his career,

Joao worked for eight years with the European Union, where he led communication teams operating in the DR Congo and the Western Balkans and provided consultancy for EU projects in Africa, the Middle East and Asia. Joao holds a Master's in International Affairs from the Fletcher School of Law and Diplomacy (Tufts University). Besides his native Portuguese, Joao is fluent in English and French and has a good knowledge of Spanish, German and Romanian.



## Jüri Laas

Spokesperson of  
the President of  
the European  
Parliament

Jüri Laas is the Spokesperson for the President of the European Parliament. In this role, his efforts are crucial in shaping the public understanding of the European Parliament's actions and priorities. He has more than 20 years of experience in communications of the European Union.

Before joining Parliament, he worked as the press officer responsible for European Councils (EU meetings at Heads of State or government level) and international Summits, such G7 and G20 meetings, in the Council of the European Union. He also spent two years as desk officer in the foreign policy department, covering the Middle East and North Africa.

In 2017, he was the Spokesperson of the Estonian Presidency of the Council of the European Union in Brussels, Belgium.

Prior to this, he worked in various communication and spokesperson roles in European Union crisis management missions and operations in the Balkans, Georgia and in the Aceh province of Indonesia.

Mr Laas is Swedish-Estonian. He holds a master's degree in political science and a bachelor degree in media and communications from Lund University in Sweden. He also studied at Institut d'études politiques de Bordeaux, France. He speaks English, French, Swedish and Estonian. He is married with two children.



## Mark Dober

Managing Partner

Dober Partners

Mark has recruited many senior communication, public affairs and association leaders in Brussels and around Europe over the last decade through Dober Partners since 2010. He has worked with over 100 European association leaders, right up to the President of BUSINESSEUROPE and DG of the European Roundtable of Industry. He has also worked with major corporations such as: LVMH, Europe's largest company by market cap; MSC the world's largest shipping company; and FedEx the world's leading express carrier.

He was formerly APCO's first employee in Europe and set up their Brussels office in 1995, acting as Managing Director in various roles until 2010. Mark was involved with recruiting many key positions around Europe for APCO Worldwide and its clients during 16 years of rapid growth at the company. Prior to APCO, he joined the London office of Hill & Knowlton and left its Brussels office as Associate Director. Mark has twice been voted 'European Consultant of the Year' by 'Public Affairs News' and members of 'The European Public Affairs Directory'. He has authored numerous reports on public affairs and communications including 'Key Success Factors for European Associations', 'EU Media Relations', 'High Performance Secretariats', 'European Association Remuneration' and 'European Corporate Affairs Remuneration'. Mark has taught semesters for Masters in Strategic Communications at Brussels IHECS University, and has been an occasional lecturer with a number of Universities including Maastricht. He has a Masters in Political Science from the PUC University of Rio de Janeiro in Brazil. Mark speaks English, French, Spanish and Portuguese.



## Matthias Will

Director for  
Research &  
Innovation  
Common  
Implementation  
Centre (DG R&I)

European  
Commission

Matthias Will is Director for the Research & Innovation Common Implementation Centre (CIC) at the European Commission.

He oversees the provision of programme lifecycle services to a host of Commission Departments and EU Executive Agencies, ranging from Legal, Coordination and Audit, to Business Process Design, Digital and Data. Simplification, client-centricity, synergies and digitalization are at the heart of CIC activities.

Matthias has worked in several policy areas and was involved in major organisational reforms in the European Commission.

He served last as Director for Organisational Development in Corporate HR. He strives to make the Commission a yet more value-adding, collaborative, agile, digital, green and engaging institution.



**Paulo Alexandre  
Ferreira**

Counsellor  
Head of the Internal  
Market and  
Industrial Policy Unit

Permanent  
Representation of  
Portugal

Paulo Alexandre Ferreira is currently Head of the Internal Market and Industrial Policy Unit at the Permanent Representation of Portugal to the EU.

He is an economist of the Portuguese Central Bank, former Deputy Minister and Secretary of State for Economy and former adviser to the Portuguese Government on economic and public finance matters.

He holds a master's and a graduate's degree in Economics from FEP – Universidade do Porto.



**Stephen  
Davies**

Adviser

DG MARE  
European  
Commission

Stephen has over 20 years experience of working in the European Commission. Currently he is an Adviser in the Directorate-General (DG) for Maritime Affairs and Fisheries, notably on strategic foresight, research and science in ocean policies.

Before that, he worked on a number of topics within the Commission's DG Joint Research Centre, including co-ordination, knowledge management and practices for evidence-informed policymaking. Prior to that, he was in the DG for Home Affairs working on migration policy, including developing the European Migration Network.

Stephen started his career in the Commission in the DG for Research and Innovation, where he worked as a project officer in what is now the Marie Skłodowska-Curie Actions. Stephen previously studied and worked as a physicist.



## Thibaut L'Ortye

Director of Public  
Affairs

AmCham EU

At the intersection of policy and communications, Thibaut leads advocacy campaigns on behalf of American companies committed to and invested in Europe. He provides strategic advice on a range of policy issues impacting industries across sectors.

Thibaut oversees AmCham EU's external communications, research and publications. He crafts the public messaging of the Chamber and leads its outreach to European and international media. Over the years, he has also supported the organisation in other areas, including internal communications, stakeholder engagement and outreach strategy, events, marketing, branding, reputation management as well as sales and sponsorship. Prior to this,

Thibaut worked closely with AmCham EU's Chief Executive Officer, coordinating outreach to the highest levels of business and government in Europe and the US, drafting speaking points and speeches, preparing policy briefings and supporting the work of its Board of Directors. He joined AmCham EU in 2013. Outside of his responsibilities at AmCham EU,

Thibaut sits on the Executive Committee of one of Belgium's largest non-profit organisations committed to youth empowerment (voluntary position). As Board member responsible for operations, he holds strategic oversight over finance, human resources and real estate. He also volunteers as a trainer and facilitator, with a focus on change management.

Thibaut holds a Master's degree in European Politics from the Institut d'études européennes (IEE-ULB) and a Bachelor's degree in Political Science from the Université libre de Bruxelles (ULB). He also studied at McGill University and the Vrije Universiteit Brussel (VUB). Thibaut is a Belgian national. He is fluent in English and French, and has a good command of Dutch.

[PAC European office](#)