



Technology, Media and Telecoms team

INTRODUCING FTI CONSULTING BRUSSELS



EXPERTS WITH IMPACT™



FTI Consulting is a global business advisory firm dedicated to helping organisations protect and enhance the value of their business in an increasingly complex legal, regulatory and economic environment.

Our Brussels team is made up of strategic advisors with broad EU experience. We bring together communications and government relations experts to protect and enhance our clients' reputations, mitigate risk, maximise value and help to build their enterprise value.

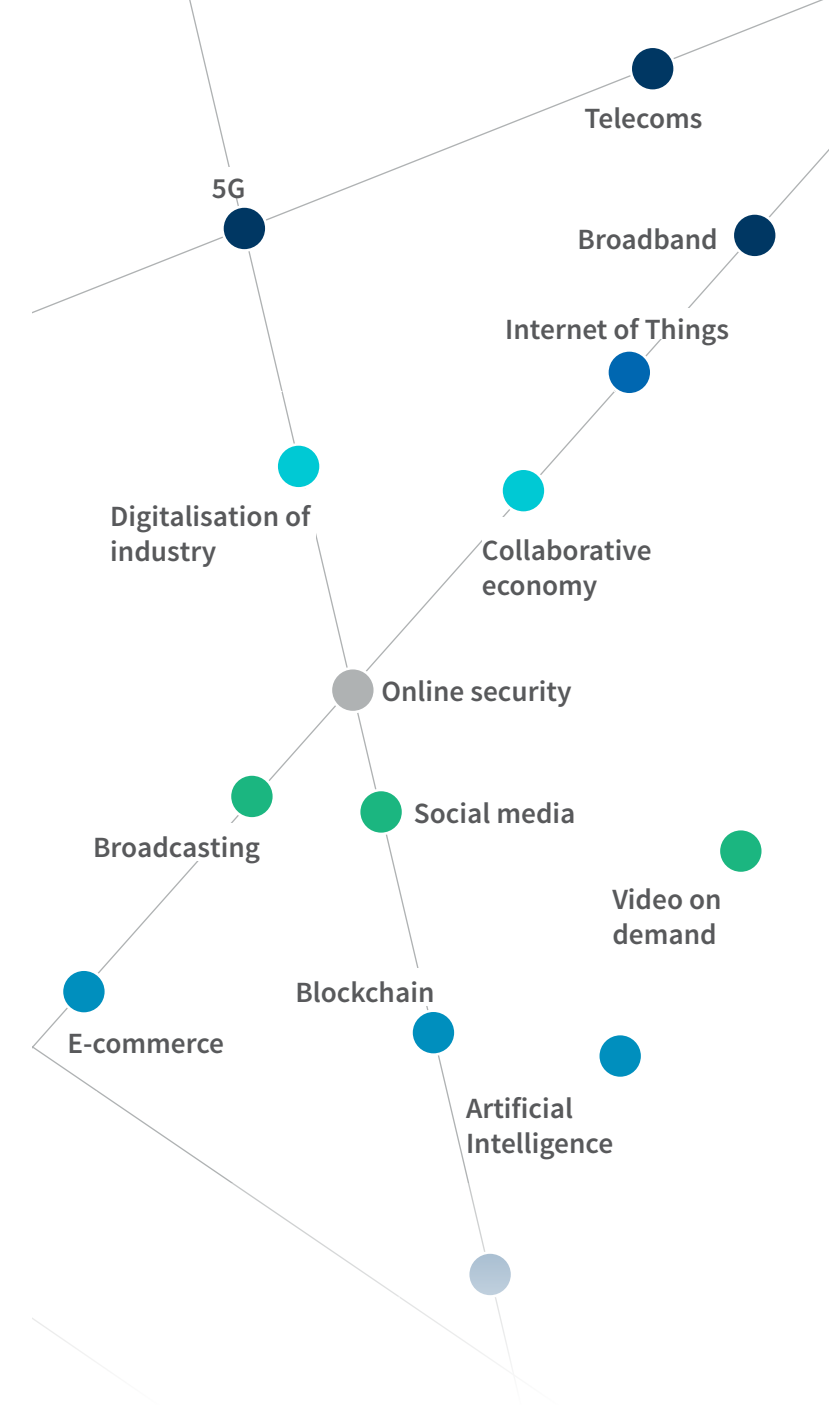
Why Brussels matters?

Brussels is at the front line of the global move to ramp up the regulation of the technology, media and telecoms industries.

The European Union's capital is where political scrutiny, legislative pressure and policy innovation come face to face with a business landscape in which digital technology is radically transforming the economy and society.

The EU is taking an unprecedented lead in setting new standards impacting companies across sectors.

Within this fast-moving environment, a company's reputation matters. It has a direct impact on its ability to promote and defend its interests with politicians, media and investors.



What's on the EU's agenda?

From GDPR to copyright, the EU has pushed new boundaries in responding to the digital transformation. New legislation is defining how businesses can build, promote and apply new technology and innovate their business models while protecting and policing consumers' rights and their privacy.

The conversation surrounding digitalisation is now taking place in a much wider framework; one which also encompasses the future of work, competition, sustainability and trade relations.

It is not only traditional technology, media or telecoms companies that are impacted by the EU's digital policy agenda. The consequences of digitalisation are felt across vertical industries from healthcare, energy, transport to financial services.

This is a fast-moving regulatory landscape with multiple threats, but also potential opportunities. The EU's political leadership is determining the future framework for technology and digitally-driven industries.

Big questions are being asked that will touch on all industries. Companies must be ready to respond now.

Key areas currently under review include:



CONTENT

Copyright and access

Are companies and governments set to implement and enforce new EU legislation through the Copyright Directive and the AVMSD? How will this shape the debate over the future of media and creative industries in Europe?



ARTIFICIAL INTELLIGENCE

Liability and ethics

How will the need for AI regulation to be WTO-compatible limit the Commission's options when it comes to restricting the transfer of and access to source code data?



DATA

Ownership and access

How will calls for data localisation and the emphasis on sovereignty impact the EU's approach to regulation and the flow of data internationally?



TAXATION

Fair and consistent

How will the global OECD agreement be implemented in the EU in 2022 and will this bring order to a patchwork of different national initiatives?



CYBERSECURITY

Standards and trust

Are companies in Europe prepared for the threats of cyber-attacks and ready to implement new EU-wide rules?



PLATFORMS

Responsibility and consumer protection

Can EU politicians succeed in creating new rules to govern digital services in Europe and can these become global standards?



COMPETITION

Antitrust and digitisation

How will new tech regulation through the Digital Markets Act as well as antitrust interventions change the dynamics of digital markets and business models in Europe and globally?



PRIVACY

Protection and policing

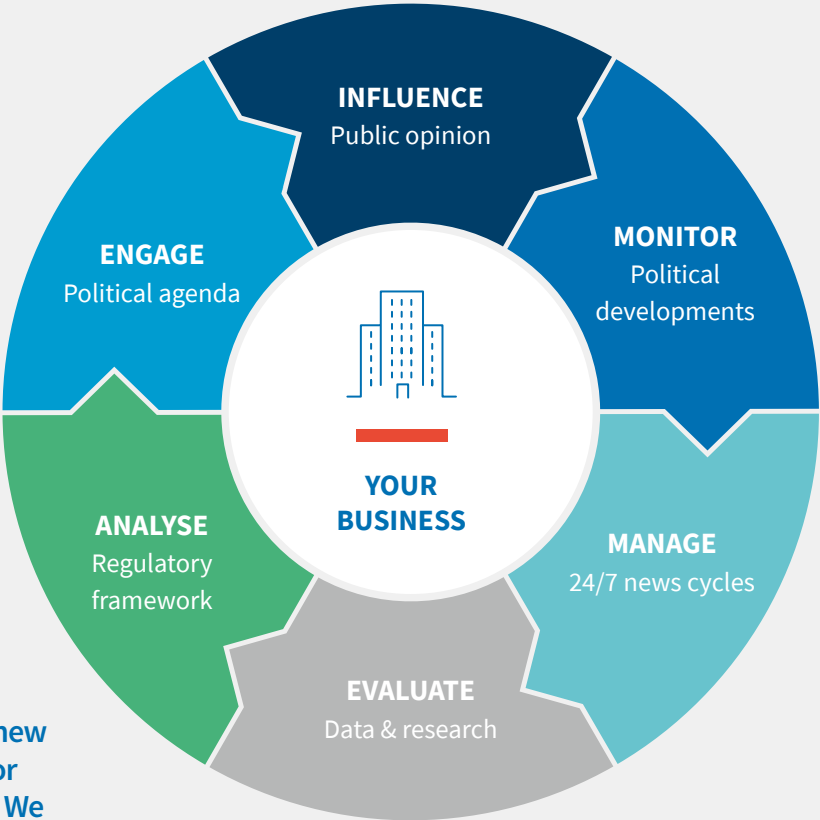
Will the EU and US reach an agreement on a successor to the transatlantic Privacy Shield?

Protecting your business

As a company navigating the EU, you need to be informed and engaged at every level and every stage. Regulation can add cost to your bottom line and change the way you do business. Your reputation impacts your ability to engage with the policy process.





FTI Consulting's comprehensive offering provides an integrated approach to your business needs beyond public affairs including media relations, corporate reputation, risk assessment and research. Promoting and protecting your business lies at the heart of what we do.

Whether an established player or brand new to the world of public affairs, we can tailor our support to your needs and priorities. We are your partners and advisors in a fast-paced environment – providing nimble, adaptable and expert advice.



What we do

We combine excellence in public affairs, government relations and communications with deep knowledge of capital markets, economic analysis, competition policy and political risk. We provide clients with expertise to analyse public affairs issues, influence policy, and impact related outcomes.

 <div>Advocacy and campaigns</div>	 <div>Public affairs</div>	 <div>Political risk intelligence and analysis</div>
 <div>Competition/antitrust</div>	 <div>Reputation and political communications</div>	 <div>Creative engagement</div>

Our offer also goes much broader than this. We have global expertise in areas ranging from regulatory economics, M&A and restructuring, cybersecurity to

governance. This provides a smart and comprehensive offering at a time of a fundamental shift in the global regulatory framework for these industries.

TMT Brussels:

Our focus and strengths

What we love doing:

- Making you think
- Using our networks
- Flexing our style and approach
- Adding value
- Telling it as it is
- Being your eyes and ears (or your boots on the ground)
- Being your respected advisors
- Focusing on your licence to operate



ANY CONTEXT

- Regulation
- Legal scrutiny
- Media interest
- Crisis management



ANY AUDIENCE

- Governments
- Employees
- Journalists
- Interest groups

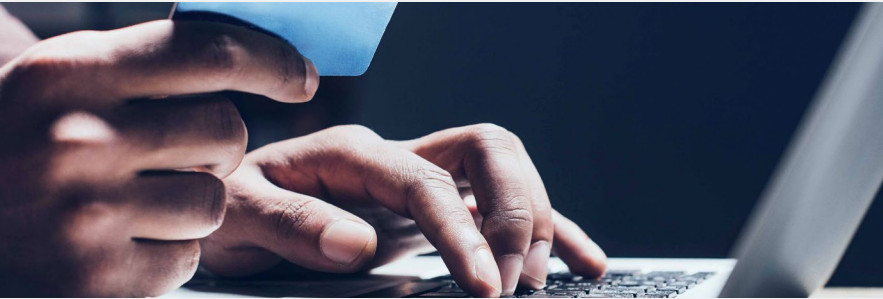


ANY ISSUE

- Data & privacy
- Cybersecurity
- AI
- Antitrust
- E-commerce
- Digitalisation

CASE STUDY | ONLINE FASHION PLATFORM

BECOMING A TRUSTED POLICY CONTRIBUTOR IN BRUSSELS



SITUATION

We were engaged by a European online fashion platform to provide advice on its public affairs strategy and implementation. On its path to further growth, the company faced multiple regulatory and reputational challenges at the EU level. Online platforms are being scrutinised in Brussels and beyond, leading to calls for regulation. New rules on AI, online platforms and competition could all impact the company or its regulatory environment.

OUR ROLE

We supported the company to stay plugged into EU regulatory discussions as well as to guide its public affairs programme with EU policymakers. FTI Consulting delivered a comprehensive service to the company's public affairs team: guidance and advice on strategy and messaging, facilitating dialogue between C-suite leaders and EU decision-makers, as well as extensive intelligence on key issues and policy developments. FTI Consulting helped the company to be heard in a crowded space, and to seize opportunities for shaping policy and profiling the company.

OUR IMPACT



Thanks to its strong team and our support, our client became a leading voice amongst European tech firms in Brussels. We opened a dialogue, challenged decision-makers to approach topics from a different perspective and created connections between relevant players. The company is now a sought-after industry voice on key issues such as AI.

CASE STUDY | MULTINATIONAL COMPANY

BUILDING AND IMPLEMENTING A DIGITAL POLICY STRATEGY

SITUATION

Digital and technology regulation is increasingly important to a range of vertical industries as business digitise across the energy, automotive, healthcare and financial services sectors. We were engaged by one of the biggest companies on the NYSE to advise them on how to respond to the digitisation of their company and sector. As technologies such as AI and big data were increasingly being used by the company to innovate, they faced a gap in their understanding of the EU's digital regulatory landscape and the risks and opportunities presented. The company sought advice on how to position itself to help meet its business needs.

OUR ROLE

While some regulatory developments had the potential to significantly impact their business, as a non-technology company, the client had little voice or influence in that debate. FTI Consulting was engaged and developed a three-step strategy. The first was to gather an in-depth understanding of the business and the core areas of regulatory interest (particularly data and AI), done through workshops and engagement with internal business leaders. Second, we carried out a detailed analysis of the EU digital policy and regulatory landscape to assess opportunities and threats both in the short and long-term. Third, we developed multiple workstream strategies coupled with corresponding detailed action plans for engagement. Separately, we also worked on company-wide policy positioning on critical digital topics which are now used globally by the firm thereby providing a consistent approach.

OUR IMPACT



We deployed our deep policy and issue expertise to help the company understand the fast-moving policy landscape which they are now part of, as well as to galvanise their internal stakeholders about the need for action. As a result of our strategic counsel and ongoing support, the company has begun to establish itself as a credible actor on AI and data issues with the EU's policy stakeholders and is regularly consulted by regulators on digital matters.

CASE STUDY | E-COMMERCE PLATFORM

MAKING A MARK IN THE EU TECH ENVIRONMENT

SITUATION

With the advent of the EU's digital single market strategy and the introduction of multiple regulations impacting the tech sector, a European e-commerce platform wanted to strengthen its presence in Brussels in order to ensure that its success story was fully understood and that the EU's future regulatory approach nurtured the sector's growth.

OUR ROLE

From the start of our relationship we have worked closely with the client team to provide on-the-ground support and intelligence on their key priority areas, as well as a strategic sounding board for their overall EU strategy. Areas we have

focused on range from platform and consumer regulation to taxation and international e-commerce rules. We have developed impactful engagement strategies towards EU stakeholders for each of these issues. In addition, we arranged a visit by the company's Chief Executive Officer to Brussels which included a meeting with the Vice-President of the European Commission to explain the company's policy priorities, and a media interview with a leading Brussels publication to communicate the company's messaging to a wider audience. We have also worked closely to raise the company's profile within the EU policy environment, including through the management of their interactions with their trade association and stakeholder allies.

OUR IMPACT



The e-commerce platform is now widely recognised in Brussels as a prime example of a European champion. Importantly, it is appreciated as an important contributor to EU digital policymaking. With our support, the e-commerce platform has succeeded in raising its profile in Brussels as well as having its concerns and opinions listened to by EU policymakers on a wide range of policy issues.

CASE STUDY | CYBERSECURITY VENDOR

STRATEGIC ADVICE AND HIGH-LEVEL INTELLIGENCE FOR CYBERSECURITY VENDOR

SITUATION

As nations and business are faced with an increasing volume of cyber-related threats, the EU has reinforced its legislative and regulatory toolbox to protect critical infrastructure and preserve fundamental values. Against this backdrop, our client wanted to raise the company's profile with key EU decision-makers, as well as reinforce its commercial position vis-à-vis public and private contracting authorities (ministries and government agencies, financial institutions, transportation providers, hospitals etc.).

OUR ROLE

We have supported our client in establishing a permanent presence in Brussels, by facilitating access and providing background intelligence on the ecosystem: who they should meet, when, and what should their messages be to reinforce the company's public profile. Our work has focused on closely following and analysing EU regulations that represented a commercial opportunity for our client, if properly managed. We built a narrative around these laws to ensure visibility and position our client as a trustworthy, knowledgeable resource for public institutions (the European Commission in fighting online disinformation, the Member States in countering cyber-attacks against their electoral systems, and the European Parliament in securing fair elections).

OUR IMPACT



Thanks to FTI Consulting's support over time, our client has become a trusted partner in the cybersecurity field across the European institutions. They have also differentiated themselves from other players active in the wider cyber debate and are continuously shaping the discourse about cybersecurity beyond the "technology" sphere (in key sectors such as finance, healthcare, mobility or energy). We have helped them become the go-to partner in Brussels and in selected national capitals for policymakers. Finally, our client consistently showcases its thought leadership and best practices at high-profile policy or trade-related events across the EU.

How we can help

Whether a start-up, scale-up or an established multinational, we advise how best to navigate the EU's political and regulatory threats and how to devise and implement campaigns that resonate across Europe and globally.

We work alongside board members, general counsels, public affairs and communications specialists to develop and execute engagement strategies and handle some of the toughest challenges around.

STRATEGIC COUNSEL

Ongoing sounding board and strategic advice as you develop and implement your public affairs and communications plans

IN-DEPTH POLICY ANALYSIS

Get into the details of EU policies and political developments that matter

BESPOKE INTELLIGENCE REPORTING

Insightful, network-based intelligence, reporting at the appropriate frequency, with analysis and recommendations

BUILDING & IMPLEMENTING ADVOCACY CAMPAIGNS

Engaging with domestic and EU regulatory and legislative institutions and the influencers around them

STAKEHOLDER MAPPING

Identifying the important individuals, mapping their policy positions

ENGAGEMENT & EXECUTION

Coordinated outreach utilising a broad range of communication platform tools on and offline, targeting your stakeholders

REPUTATION MANAGEMENT

Assess, protect and enhance reputation with creative campaigns and advice on media targets and outreach

EXECUTIVE BRIEFING

A team of political and policy experts to ensure you are fully briefed and prepared ahead of critical meetings and hearings

DATA AND ANALYTICS

Fully integrated data science and analytics helps to make informed decisions better, faster and simpler

CRISIS & ISSUES MANAGEMENT

Being ready to act quickly when you need it, with a bench of specialists to help prepare and advise companies on event-driven communications when confronted with critical situations

The team

Our expert team brings together a wealth of experience from national governments, the EU institutions, consultancy, business and the media. Whether EU campaigns or global mandates, from public affairs to policy communications, we are here to help and advise you.



“The EU is rewriting the rule book for how technologies such as data and AI as well as platforms are regulated. This is rapidly becoming a global and not only a European conversation; what happens in the EU reverberates globally. Companies must quickly grasp the implications of what’s being discussed as well as what their response will be”

EMMANOUIL PATAVOS

Head of Brussels TMT Practice



“The media’s focus on TMT regulation in Europe has massively increased and there’s now intense scrutiny of tech companies as they navigate the debate around EU regulation. Communication needs to be an integrated part of how a company approaches this new reality”

ALED WILLIAMS

TMT Policy Communications Advisor



“Issues, regulation and policy move very quickly between countries and continents with great effect on technology businesses across all sectors. To have any impact a global, integrated and data-driven approach to public affairs is essential. Particularly if companies want to contribute effectively to the societal debate about the role of technology and digitisation.”

JULIA HARRISON

Global Head of Public Affairs



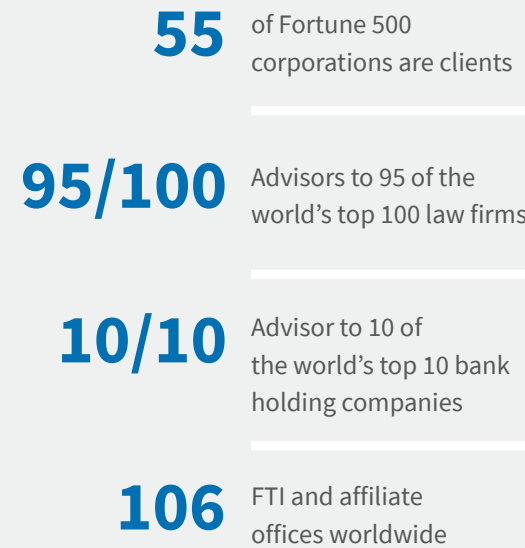
About FTI Consulting

With approximately 650 expert strategic communications consultants located in key markets around the world, we combine global reach with local knowledge to help client management teams and Board of Directors seize opportunities, manage crises, navigate market disruptions, articulate their brand, stake a competitive position and preserve their permission to operate.

Drawing upon our unrivalled depth of industry expertise and interdisciplinary experience and using our broad network of relationships with key influencers, we help clients clarify, persuade and ensure that the right message reaches the right audience at the right time.

With more than 6,600 employees located in 29 countries, FTI Consulting professionals work closely with clients to anticipate, illuminate and overcome complex business challenges and make the most of opportunities.

Our business incorporates five divisions: Strategic Communications, Economic Consulting, Technology, Forensic & Litigation Consulting and Corporate Finance / Restructuring Services.



Our network

Beyond Brussels, FTI Consulting Brussels offers a comprehensive range of services thanks to its network of offices and affiliates to help you best position yourself for opportunity and growth:

GLOBAL REACH

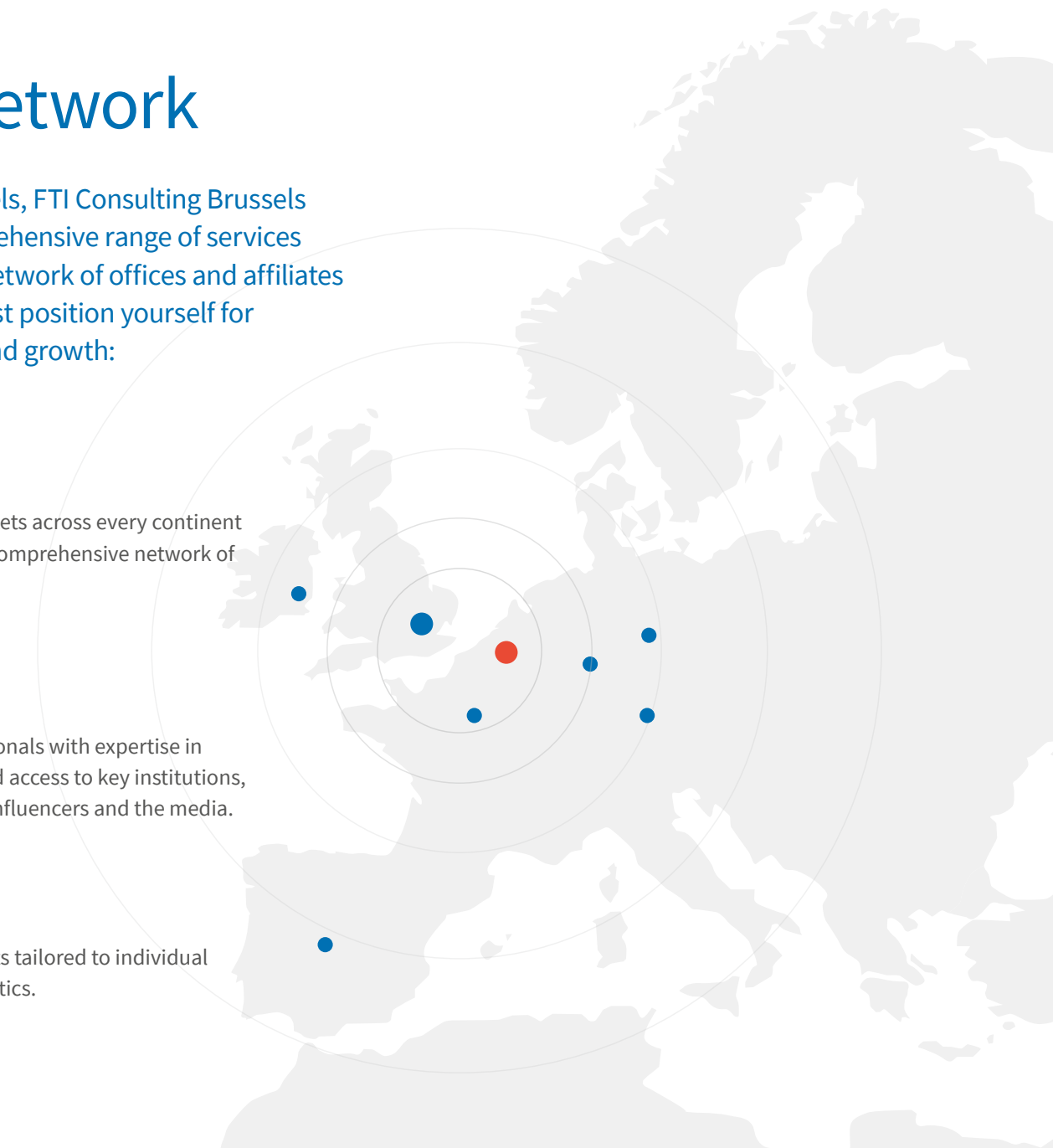
Offices in key markets across every continent integrated with a comprehensive network of affiliates.

EXPERIENCE

Seasoned professionals with expertise in various sectors and access to key institutions, decision makers, influencers and the media.

FLEXIBILITY

Solutions for clients tailored to individual market characteristics.





EMMANOUIL PATAVOS

Head of Brussels TMT Practice

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The views expressed herein are those of the author(s) and not necessarily the views of FTI Consulting, its management, its subsidiaries, its affiliates, or its other professionals.

EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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