

February 14, 2011

Dear GSA Member,

I am writing to you to introduce myself and mention some of the things the GSA is currently working on in Europe.

I am the new GSA Executive Director in charge of GSA activities in Europe and Israel, based in Geneva, Switzerland. My goal is to ensure that GSA does everything it can to support you and your business, and fulfill its mission of favoring effective collaboration, integration and innovation in the semiconductor ecosystem.

In the coming weeks, I would like to meet as many of you as possible to understand the challenges and opportunities you are facing, and to make sure that GSA represents you when speaking as the unified and global voice of this dynamic industry.

GSA has recently engaged with the **European Commission** (through the EC "Information Society and Media Directorate General" - DG-INFSO) to articulate the views of the semiconductor ecosystem and ensure that these views are taken into account in the definition of the most important EU policies that will significantly impact semiconductor business in Europe for the coming years.

On December 15th, 2010, GSA organized a workshop with the EC in Brussels, and we are currently working on key recommendations that will be shared with all our European members to encourage their feedback, before presenting them to the EC. GSA is also organizing a meeting with the **European Parliament**, so that our views are heard also by the legislative branch of the EU.

GSA is also aiming to represent the semiconductor ecosystem at the local government level and, in this perspective; it has been invited to present its views to the **Annual Ernst & Young Entrepreneurship Debate**, held on February 16<sup>th</sup> at Robinson College in Cambridge. David Baillie, Chairman of the GSA EMEA Leadership Council, will speak at the event on GSA's behalf. The outcome from the debate will be communicated to the British Government via Member of Parliament of the United Kingdom, Julian Huppert.

In these past few weeks I have already met some of you in person and, as I said, I will meet many more soon: either in dedicated trips and conference calls, or in some of the exciting events that are coming up.

As you are well aware, GSA is known for our high-level, professionally managed events with first-class attendance among key professionals in our industry. The two main events coming up in EMEA are no exception:

**May 3, 2011**, marks the fourth annual **Israel Executive Forum in Tel Aviv**. This year's theme is "Pursuing Growth Through Collaboration" and focuses on the partnership and supply-chain management strategies necessary to compete in new markets and applications ([www.israelexecutiveforum.com](http://www.israelexecutiveforum.com)).



On **May 11-12, 2011**, the **GSA & IET International Semiconductor Forum**, will take place at Hotel Bayerischer Hof in **Munich (Germany)**. The 2011 theme is "Prosperity through Innovation: Capitalising on Emerging Markets, Applications & Growth Opportunities" will feature a robust programme highlighting European expertise in Wireless, Automotive, Smart Utilities and Power Management, as well as the VIP reception and dinner ([www.gsaietsemiconductorforum.com](http://www.gsaietsemiconductorforum.com)).

A key concern among GSA's members is the challenge they face of attracting top talent and accessing critical skills to ensure continued growth and innovation in their business. Therefore, we are always pleased to mention initiatives that can help to develop talent, such as the **TSMC Europractice Innovation Award** that will be assigned at the GSA Munich event for the most innovative mixed-signal or RF (Radio Frequency) design submitted by a European university through the Europractice IC service coordinated by imec.

Finally, I would like to remind you of the high-quality research, market intelligence and tools that GSA produces for its members. On the GSA web site under "Resources" you can find a list of what is available, including the just released study on "**Collaborative Innovation in the Global Semiconductor Industry**," developed by GSA in a joint effort with the prestigious **Wharton School at the University of Pennsylvania**.

Many of these tools and research deliverables are initiated by our first-class interest and working groups. Two in particular are very active in the EMEA:

- The **Analog/Mixed-Signal Interest Group** mission is to address technical and business challenges within the analog/mixed-signal ecosystem, such as the lack of models, managing the power budget, over customization (harder to have proven IP blocks), choosing the right process and lack of planning through the entire process.
- The **MEMS Interest Group** works on ideas to promote global MEMS commercialization and emerging nanotechnologies, as well as focus on MEMS device manufacturability.

I urge you to contact me if you would like to contribute to any of these Interest Groups or for any other comment or question on GSA's activity in the EMEA. If you are passing by Geneva, please stop by our newly established EMEA office so that we can meet in person.

Best regards,

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