The AI-Powered Future

Leadership, Innovation, and Europe's Competitive Edge

dr. M.A. Teerlink MBA, MBI
Executive Partner & CTO

DataToDollars
TURNING DATA INTO DOLLARS

A Moment of Opportunity

48
hrs

- **AI is no longer a future trend:** it's a present force

- **Europe stands at a crossroads:** lead or lag

- **Re-industrialization must be:** digital, intelligent, scalable and sustainable

The Pressure is Real

Geopolitics, Sovereignty, and Speed

"Europe has all the ingredients for a thriving ecosystem:

high-income consumers, top talent, and innovative companies.

But it is getting stuck with too much focus on risks and regulations."

Fabricio Bloisi
CEO prosus

- **Global AI race**: US and China are accelerating
- Europe's **regulatory-first mindset** is stalling innovation
- **Sovereignty** in data, tech, and talent is at stake

Three Action Steps:

Re-Industrialization in the AI Era

- control to orchestration
- efficiency to intelligence
- experimentation to scaling

1. Digitize Core Operations:
Modernize legacy systems, integrate AI into production, logistics, and decision-making

2. Align Workforce & Skills:
Reskill for AI-augmented roles, bridge the gap between tech and operations

3. Build Scalable Ecosystems:
Collaborate across value chains, leverage platforms, data-sharing, and public-private partnerships

Europe has plenty of startups,
but lacks breakthrough, mega-scale companies

	New VC-backed companies per year	Unicorns and/or $100M revenue	Decacorns	Hectocorns $100B+ companies	$1T+ companies	Earned Value Since 1960
Europe	3,500	1,045 2% conversion *	41 0.1% conversion *	prosus SAP arm Booking.com Spotify ASML		**$5T**
Americas	4,500	2,167 5% conversion *	166 0.2% conversion *	salesforce servicenow Uber SPACEX paloalto Palantir Shopify APPLOVIN mercado libre ARISTA OpenAI INTUITIVE EQUINIX NETFLIX	Google Meta NVIDIA amazon BROADCOM Apple	**$33T**
Asia	3,500	1,109 3% conversion *	60 0.1% conversion *	ANT GROUP ByteDance BYD Alibaba Tencent 腾讯 CATL Pinduoduo		**$9T**

* Note: Conversion rate of companies that received standardized seed rounds from 2015-2020 to   unicorns and/or thoroughbreds, and decacorns. Booking.com and Arm are not VC-backed.
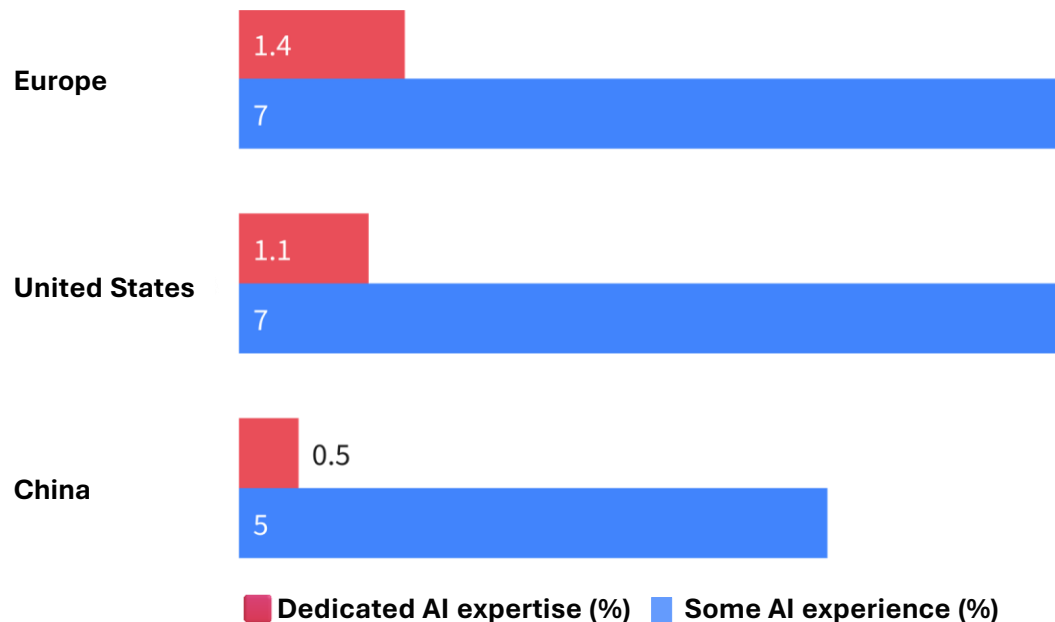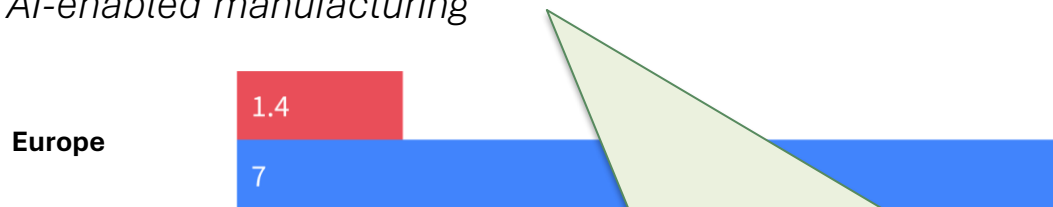
Source dealroom.com

And, Europe has a **per-capita concentration** of AI experts among software engineers **30% higher** than the US and almost **three** times as high as China.

AI practitioners
as % of software-engineer populations

"*Europe is **trailing in GenAI talent,** but remains competitive for the next wave in Robotics, Autonomous Vehicles and AI-enabled manufacturing*"

Europe
- 1.4
- 7

United States
- 1.1
- 7

China
- 0.5
- 5

■ **Dedicated AI expertise (%)** ■ **Some AI experience (%)**

Source: Sequoia Atlas

And, Europe has a **per-capita concentration** of AI experts among software engineers **30% higher** than the US and almost **three** times as high as China.

AI practitioners

as % of software-engineer populations

"*Europe is trailing in GenAI talent, but remains competitive for the next wave in Robotics, Autonomous Vehicles and AI-enabled manufacturing*"

Europe

1.4

7

Highly educated workforce

79.6% of Europeans aged 25-34 have tertiary education, compared to just **49.4%** in the U.S. (**also means less vocational workers**)

Europe's foundation for innovation
is remarkably strong...

More than half of the world's top **science clusters** are in Europe (Dealroom)

Highest concentration of **AI talent** (Sequoia)

High share of top-tier **researchers** (Clarivate)

Europe excels in Computer Science and Engineering **university rankings** (THE 2022)

European **students** are more into science than the US (Benedict Evans)

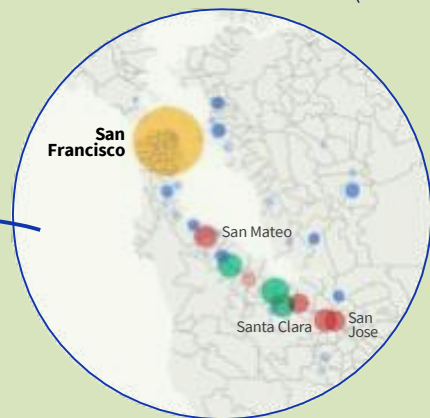European **engineers** are also much less costly (Y Combinator News)

The London-Paris-Amsterdam "**New Palo Alto**" cluster ranks third globally for unicorns, after the Bay Area and Beijing (Dealroom)

Whilst Europe's flywheel is just getting started

Europe now has 684 unicorns spread across 65 cities, with the highest concentration in **New Palo Alto**, a dense supercluster of connected tech ecosystems ....

Cities with at least one US$1 billion+ startup ("unicorn")

- 100+ unicorns
- 50+ unicorns
- 30+ unicorns
- 20+ unicorns
- 10-20 unicorns
- 5–10 unicorns
- 1-4 unicorns

New Palo Alto

San Francisco Bay Area (California)

San Francisco

San Mateo

Santa Clara

San Jose

Oslo

Stockholm

Helsinki

Tallinn

Edinburgh

Copenhagen

Malmö

Vilnius

Dublin

Manchester

Amsterdam

Berlin

Warsaw

Kyiv

Cork

Cambridge

London

Rhine-ruhr

Prague

Paris

Munich

Vienna

Basel

Zurich

Milan

Istanbul

Lisbon

Madrid

Barcelona

Tel Aviv

Europe's contributions in AI are far more
significant than people think or report...

MISTRAL AI_

Mistral is competitive with the best AI labs (and its new app Le Chat is very fast…).

∞ Meta

LLama, Meta's foundational model, was invented in **Paris**.

◎ DeepMind

DeepMind emerged from London before Google's acquisition, **and its founder Demis Hassabis, now Nobel Prize winner,** runs Google AI efforts.

🤗 **Hugging Face**

Hugging Face, the heart of the open-source AI community globally was started by **French** founders.

Europe is producing its fair share of beloved fast-growing AI applications, such as 11x, ElevenLabs, Granola, and Lovable.

Europe's Hidden Strengths & Ecosystem Opportunity

9 of the world's **top 20** science clusters

The **highest** per-capita AI talent

Strong social infrastructure and quality of life

lacks **willing** growth capital (VC and Enterprise) **and** ecosystem plays

There is a Need for European Big Tech and Ecosystem champions

Legend: Early stage | Breakout stage | Late stage | Universities | Patents | Unicorns & $1B+ exits

Bay Area
Boston
Cambridge
San Diego
Oxford
Charlottesville
Eindhoven
Munich
Zurich
Santa Barbara
Geneva
Stockholm
Boulder
Leuven
New York City
Basel
Haifa
Seattle
Raleigh–Durham
Tel Aviv

To be competitive, Europe needs to
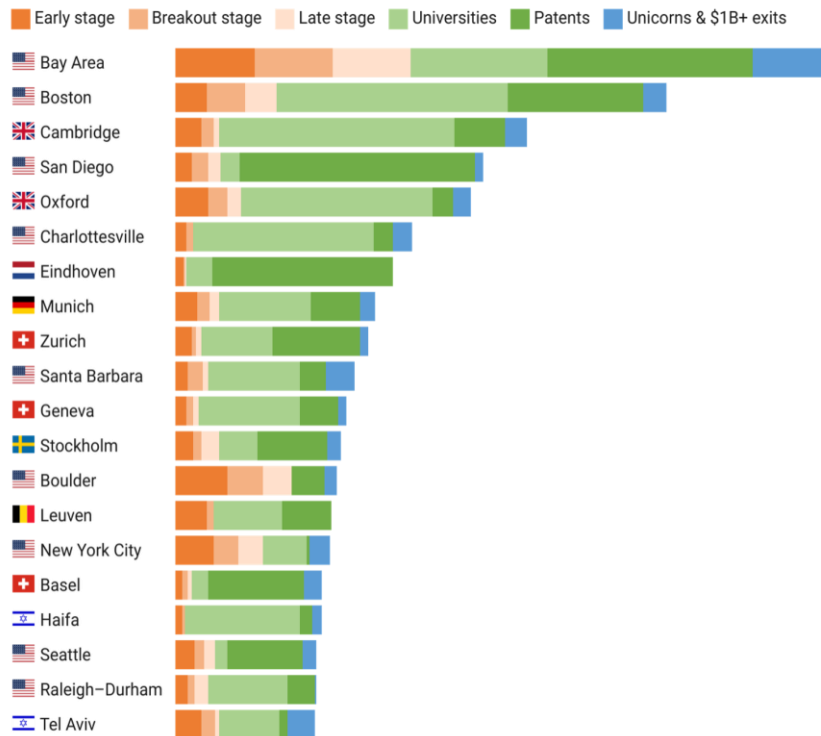
Underlying principles:

Business thrives in rule-based economies.

Responsible regulation can enable AI innovation

AI innovation drives re-industrialization

Europe thrives in a global economy.

Create an EU Capital Market

Regulation should enable, not block

→

Rigorously complete the Single Market

Shares & Tax

Support European Tech champions

Enable Reindustrializing Policies
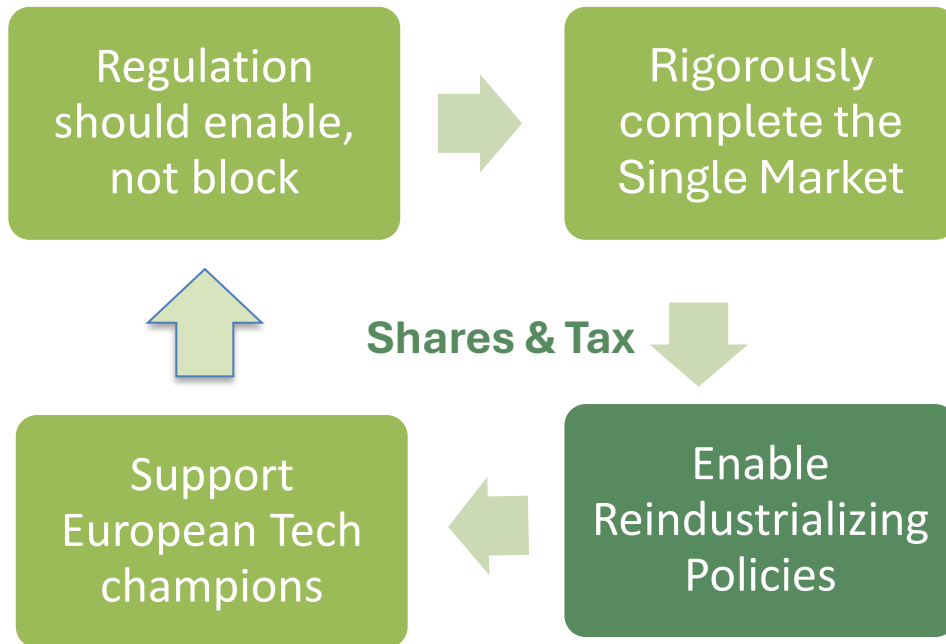
Pursue the 28th regime with a sense of urgency

Re-Industrialization in the AI Era

Re-industrialization

noun [U]/ˌriː.ɪn.dʌs.tri.ə.laɪˈzeɪ.ʃən/

policy of stimulating economic growth;

the strategic revival and modernization of industrial capabilities through advanced technologies—especially AI, data, and automation—to build resilient, sustainable, and competitive economies

Re-Industrialization in the AI Era

Three Action Steps:

1. Digitize Core Operations: Modernize legacy systems, integrate AI into production, logistics, and decision-making

2. Align Workforce & Skills: Reskill for AI-augmented roles, bridge the gap between tech and operations

3. Build Scalable Ecosystems: Collaborate across value chains, leverage platforms, data-sharing, and public-private partnerships

1. Digitize Core Operations
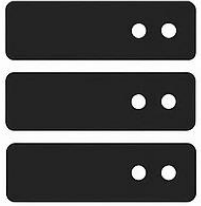
Step 1

Invest in modernizing digital infrastructure

Step 2

Foster AI-driven innovation

Step 3

Scale intelligent solutions

2. Workforce Misalignment: The Hidden Risk

AI is already reshaping jobs

- Your employees only forgot to tell you...

Skills gap is widening across industries and across the workfloor, and in the boardroom...

- People change = Org change
- CxOs need Data Know-how and a working knowledge AI

3. Build Scalable Ecosystems

The real challenge?

LEADERSHIP GAPS & VISION DRIFTS
trying to turn scattered pilots
into
enterprise-wide transformation

Why Scaling Fails

Fragmented Strategies, Siloed Successes

Innovation without scale is just a prototype

- Cost vs. innovation dilemma
- Legacy drag and technology & data infrastructure not ready
- Lack of ecosystem thinking

Most digital strategies remain fragmented and unscalable

- Only 5% of companies scale AI beyond pilots
- Manage your data for AI success

From Pilot to Platform

The companies that will win in AI won't just build products —they'll build **platforms**.

They'll scale **not** by adding, **but by growing compounding ecosystems over time** and reap the benefits from the weight of all the previous interactions

Apple's Journey from iPod to iTunes to Iphone to iPad

Misconception : AI is for 'new things"

people want to do the same things they've always done, only faster, cheaper, and with much more data

Your Change Starts Today

- Think bigger: from pilot to platform to compounding ecosystems

- Act faster: from idea to scale

- Lead smarter: with purpose, people, and AI

Leadership Mindset Change for the AI Era

- From control to **orchestration**

- From efficiency to **intelligence**

- From experimentation to **scaling**

Europe is often underestimated, but **the reality is far more promising** than some narratives suggest – even beyond tech

World-class infrastructure

87% of Europeans live within 10 km of a railway station

Thriving Trade

The EU accounts for 16.7% of global trade and holds a **$157B trade surplus**, while the U.S. has a $773B trade deficit.

Better Debt Management

EU's debt-to-GDP ratio is 81.6%, much lower than the U.S. at 124%.

Growing Tech Investment

While U.S. startup investment declined by 1% (2020-2023), **European VC funding grew 18%, reaching $45B.**

Quality of Life

Europeans live longer (82.5 years vs. 78.4 years in the U.S.), and the top 3 happiest countries are European.

Strong social safety nets

Universal healthcare in most EU states ensures better access to medical services.

Source Antler March 2025, "Where capital meets innovation"

From Potential to Power

- AI is Europe's opportunity to lead

- Companies must lead the way

- Leadership requires scale, speed, and strategy (the other 98% is execution)

"The best time
to plant a tree
was 20 years ago.

The second best time
is **Today.**"

Old Chinese Proverb, The Cleveland Plain Dealer, March 1967

ABOUT DATA TO DOLLARS

"We provide board representation and strategic advice to investors or owners in order to help organizations activate their data assets; monetize them, innovate around them, and enable using these to drive measurable business value"

Invigorate your organization

Monetize it's data!

Follow all of Data to Dollars

https://www.datatodollars.com/contact

Washington DC | Newtown CT | Amsterdam | Berlin | Newark DE