

CFA SOCIETY NETHERLANDS ANNUAL DINNER 2025

EUROPE'S FUTURE: ECONOMIC RESILIENCE AND GROWTH IN UNCERTAIN TIMES

**30 SEPTEMBER 2025
17:30 – 22:00 hrs
Hilton Apollo, Amsterdam**

LET'S INTRODUCE OUR MODERATOR

MARIJE GROEN



ANNUAL DINNER 2025

EUROPE'S FUTURE: ECONOMIC RESILIENCE AND GROWTH IN UNCERTAIN TIMES

Program

- 18:10** Welcome by **Inge van den Doel**, President of CFA Society Netherlands
- 18:15** Opening by moderator **Marije Groen**
- 18:20** **Thijs Knaap**, Chief Economist APG Asset Management, plus Q&A
followed by first course
- 19:35** **José Manuel Barroso**, former president European Commission, plus Q&A
followed by second course
- 21:05** **Wrap-up and audience opinion**
- 21:15** Closing remarks by **Inge van den Doel**
followed by dessert, coffee and drinks
- 22:30** End of program

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Network opportunities for Europe

CFA annual dinner
30 September 2025

Thijs Knaap



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Start

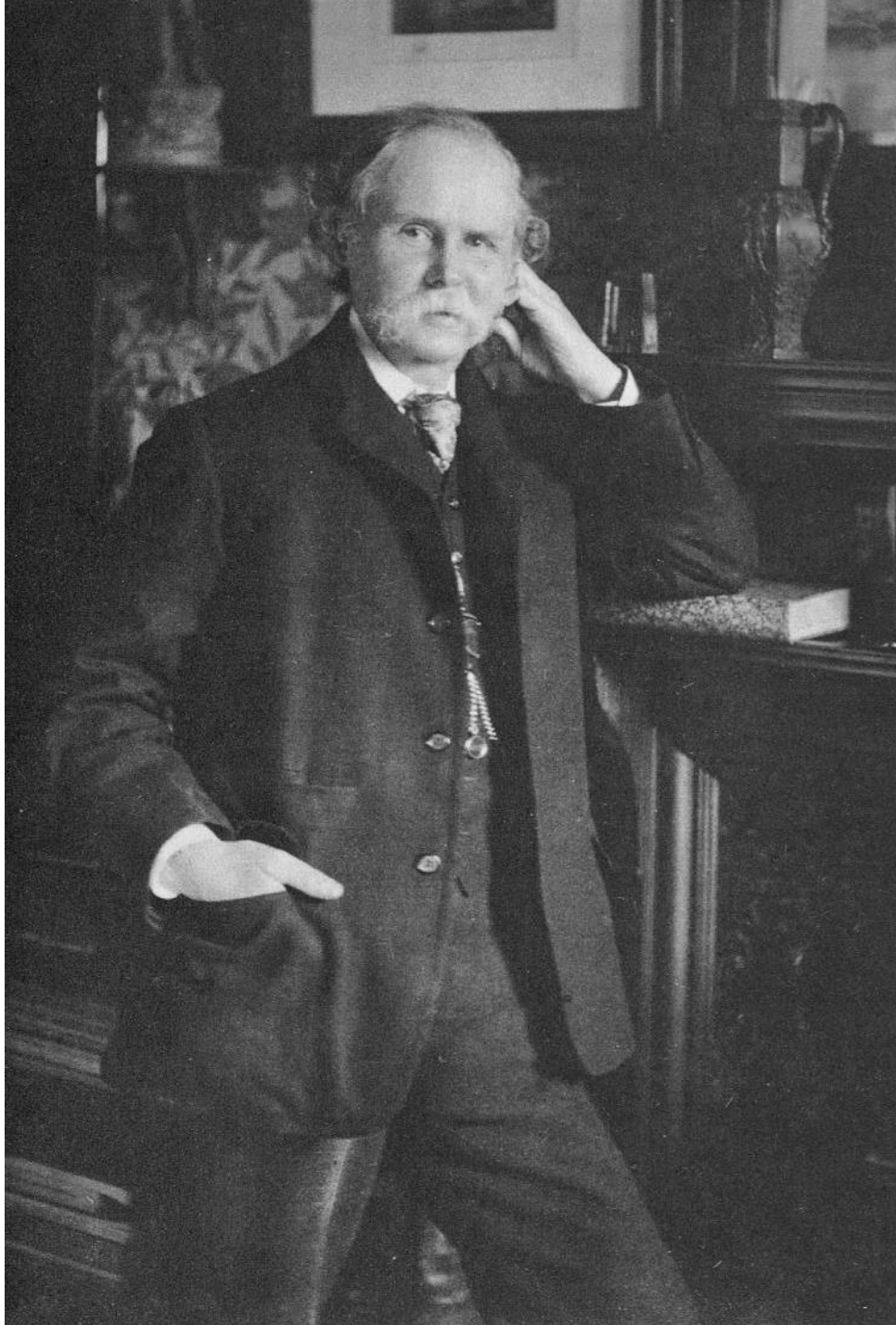












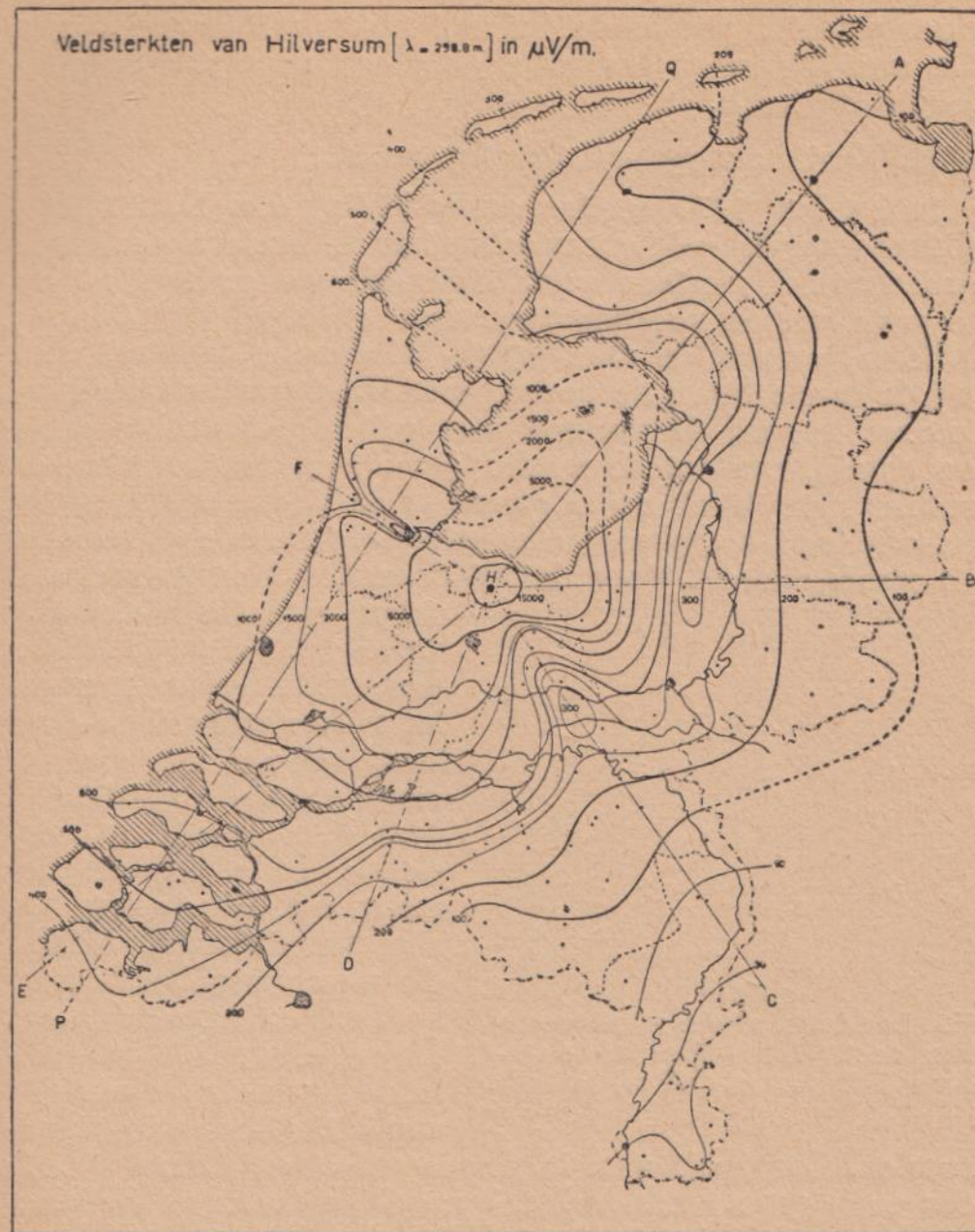


Fig. 7

De veldsterkte in verschillende plaatsen van ons land rondom de zender te Hilversum (299 m), volgens metingen van 1929.

Enshittification

21 languages

Contents hide

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History and definition

Reception and impact

Examples

Airbnb

Amazon

Dating apps

Facebook

Google Search

Netflix

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Uber

Unity

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From Wikipedia, the free encyclopedia

Enshittification, also known as **crapification** and **platform decay**, is a pattern in which [two-sided online products and services](#) decline in quality over time. Initially, [vendors](#) create high-quality offerings to attract users, then they degrade those offerings to better serve business customers (such as advertisers), and finally degrade their services to users and business customers to maximize [profits](#) for [shareholders](#).

Canadian writer [Cory Doctorow](#) coined the [neologism](#) *enshittification* in November 2022,^[1] though he was not the first to describe and label the concept.^{[2][3]} Doctorow's term has been widely adopted. The [American Dialect Society](#) selected it as its 2023 [Word of the Year](#), with Australia's [Macquarie Dictionary](#) following suit for 2024. [Merriam-Webster](#) and [Dictionary.com](#) also list *enshittification* as a word.^{[4][5]}

Doctorow advocates for two ways to reduce enshittification: upholding the [end-to-end principle](#), which asserts that platforms should transmit data in response to user requests rather than algorithm-driven decisions; and guaranteeing [the right of exit](#)—that is, enabling a user to leave a [platform](#) without data loss, which requires [interoperability](#). These moves aim to uphold the standards and trustworthiness of online platforms, emphasize user satisfaction, and encourage market competition.

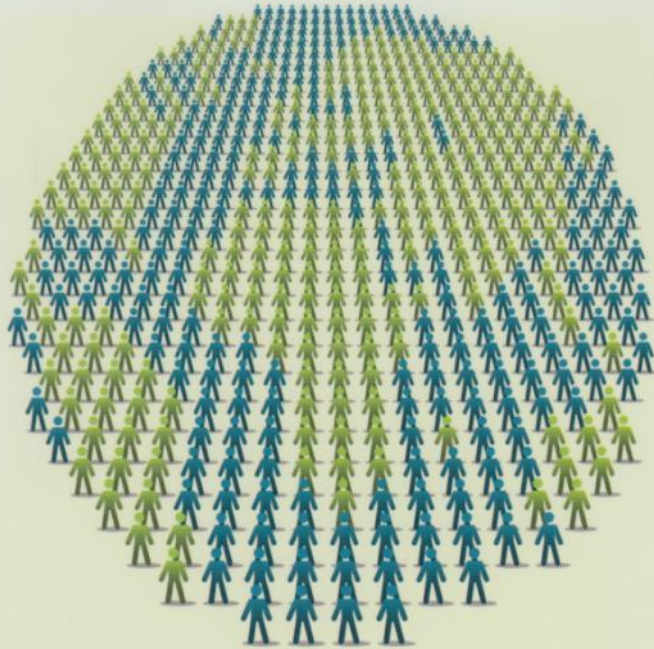
History and definition [edit]

The use of scatological terminology with a -fication suffix was in occasional use in the late 2010s and early 2020s, including with reference to degrading software systems. A 2018 *Naked Capitalism* post referred to the "crapification" of software used by [Boeing](#),^{[6][7]} and [Wendy A. Woloson](#) used the term "encrappification" to describe the proliferation of cheap goods in American economic history.^{[8][9]} However, [Cory Doctorow](#) was the first specifically to use *enshittification* as a descriptor of service degradation and to formalize its meaning, in a November 2022 blog post^[10] that was republished three months later in *Locus*.^[11] He expanded on the concept in another blog post^[12] that was republished in the January 2023 edition of *Wired*.^[13]

Here is how platforms die: first, they are good to their users; then they abuse their users to make things better for their business customers; finally, they abuse those business customers to claw back all the value for themselves. Then, they die. I call this **enshittification**, and it is a seemingly inevitable consequence arising from the combination of the ease of changing how a platform allocates value, combined with the nature of a "two-sided market", where a platform sits between buyers and sellers, hold each hostage to the other, raking off an ever-larger share of the value that



Cory Doctorow popularized the term "enshittification" in a 2022 blog post



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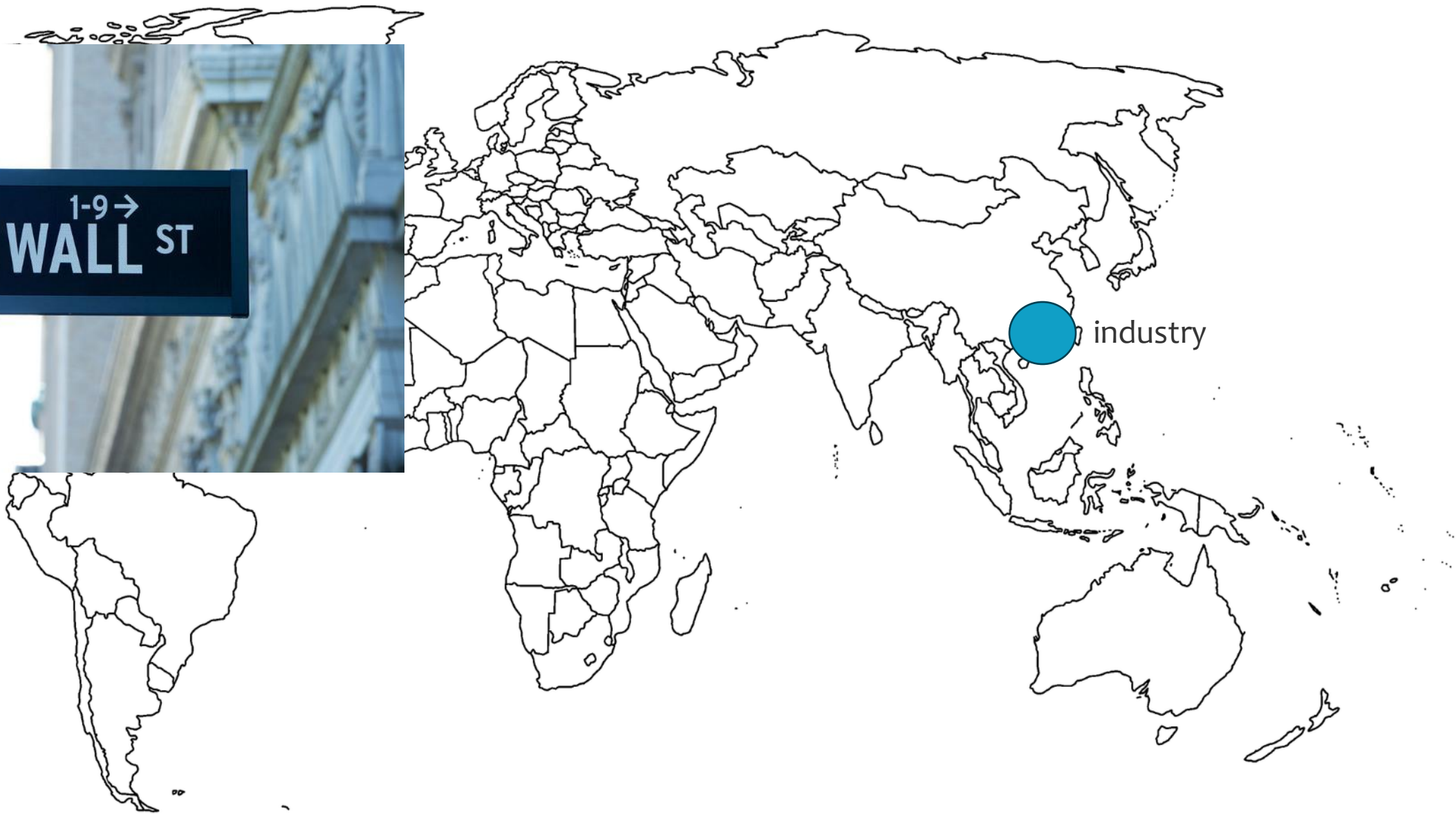








Vlad Lazarenko





PBS NEWS HOUR

Russian-born Harvard researcher describes detention at ICE facility and deportation fears

The Washington Post
Democracy Dies in Darkness

Here are the words putting science in the crosshairs of Trump's orders

National Science Foundation staff have been combing through thousands of active science research projects, alongside a list of keywords, to determine if they include activities that violate Trump's executive orders.

February 4, 2025


FINANCIAL TIMES

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White House clarifies the scope of new \$100,000 application fee for visas relied on by tech industry

CNN US [Sign In](#)



President Donald Trump addresses a joint session of Congress at the US Capitol on March 4. (Win McNamee/Getty Images)

"Institutions of higher education have adopted and actively use dangerous, demeaning, and immoral race- and sex-based preferences under the guise of so-called 'diversity, equity, and inclusion (DEI),'" stated an **executive order** President Trump signed on his second day in office. In a **speech** to a joint session of Congress, Trump called DEI "tyranny."

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