



25 Years of **EUTOP**®

A European Success Story

Dr. Klemens Joos
European Pioneer and Visionary



EUTOP - PRESENT IN THE MOST IMPORTANT POLITICAL AND ECONOMIC CENTRES OF THE EU



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“Europe and EUTOP: a unique success story”

BY DR. THEO WAIGEL

— There are not many business and company founders who recognised the year 1990 as ground breaking for German and European politics. Dr. Klemens Joos is one of them. He is the role model for a generation of creators who saw 1990 as a pivotal year for the future of Germany and Europe. During his time as part of the Junge Union (youth organisation of the conservative parties CDU and CSU), where he became acquainted with politics, Klemens Joos acquired his passion for politics as well as the knowledge that he wanted to live for politics, and not on politics.

He made the conscious decision to leave day-to-day business and party politics behind and dedicated his whole innovative strength to the idea of Europe, its development and its effect on national politics. His cooperation with politicians from all democratic parties demonstrates how Klemens Joos is appreciated in all camps. Unlike anyone else, he has analysed and applied the development of European law and Treaties. All progress made on integration in the last 25 years has required an adjustment in terms of national politics, although many politicians and institutions were not fully cognisant of that fact. From the start, Klemens Joos recognised the role of the European Parliament and its Members. His offices in Brussels, Berlin and Munich are staffed by outstanding professionals and high-quality external advisors. His business – EUTOP – supports the implementation of European politics and its effects on national politics and enterprises. His unassuming appearance is inversely proportional to his influence in Brussels, Berlin and Munich.

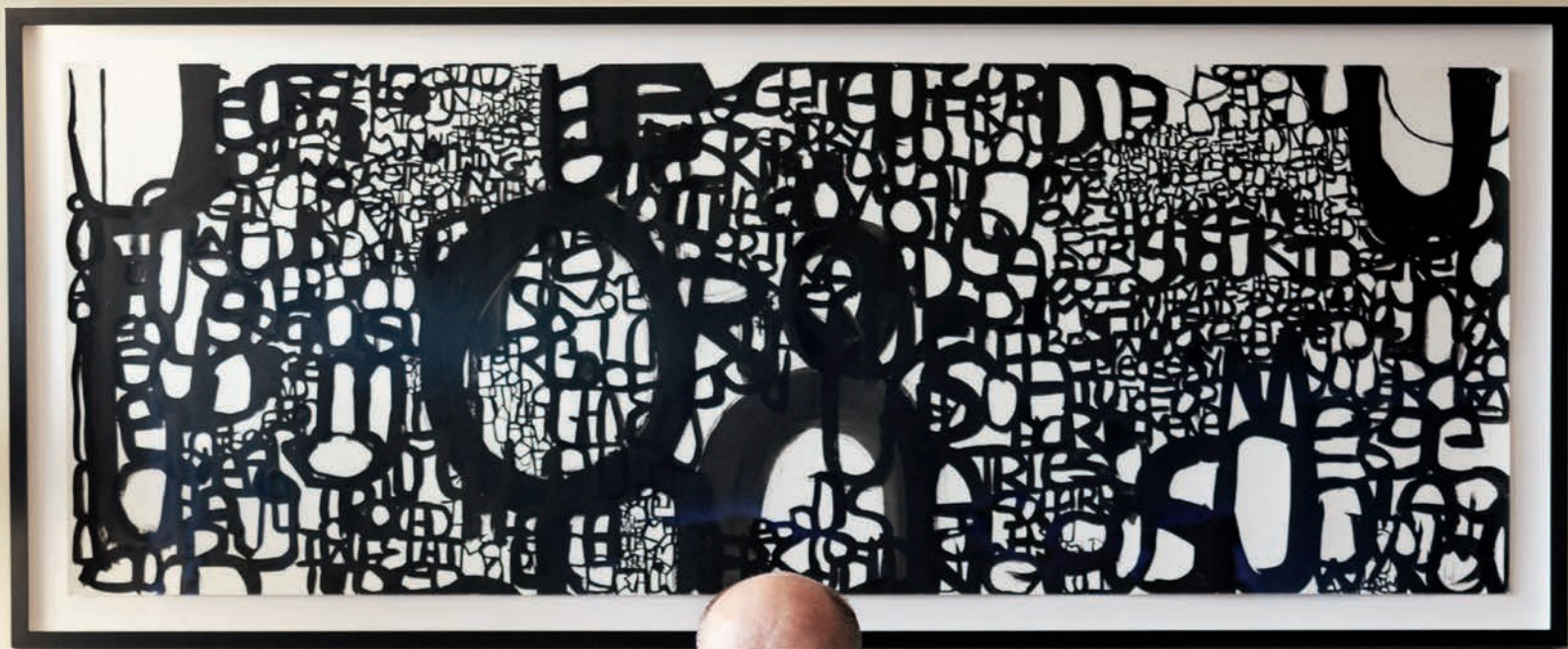
Even in the United States, people know that the path to Brussels often leads through EUTOP.

25 years of German unity and 25 years of EUTOP – those are 25 good years for Germany, Europe and EUTOP. Despite all the problems we face, it is a uniquely successful undertaking unlike any other in the

history of Europe. Klemens Joos, his team and partners have made a significant contribution to that project. For that, I congratulate him with all my heart.



DR. THEO WAIGEL
*Federal Minister of Finance (1989-1998)
and Chairman of the CSU (1988-1999)*



Dr. Klemens Joos:
“We only take on cases that allow for a change
in perspective - from the client's interest to
the common interest.”





We are the EU-experts”

Successful lobbying in a system where decisions are taken without decision-makers. In this interview, EUTOP's founder and CEO Dr. Klemens Joos talks about the origins of EUTOP and explains how the representation of interests in the European Union truly works.

Dr. Joos, in 1990, you were only 21 years old, Germany had recently been reunited, and the EU was still called the European Community (EC). How has Europe changed in the 25 years since then?

It has changed fundamentally! When the EC became the European Union in 1993, due to the Maastricht Treaty, it only had 12 members. Today, there are 28 member states, 19 of which are currently connected through a common currency. 22 of the EU member states have fully joined the Schengen Agreement and thus an area without internal borders. In 2009, the Treaty of Lisbon cleared the path for the EU to evolve from a confederation of states into a federal state. One could say: The former soap-box has become a Formula-1 racing car.

PROFILE DR. KLEMENS JOOS

Born in 1969 in Nonnenhorn on Lake Constance (in the district of Lindau), married, father of three children. Studied Business Administration at Ludwig-Maximilians-University in Munich, obtained his **doctorate** on "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union" in **1998**.

Founded EUTOP International in **1990** during his studies, after he had worked as a personal assistant to a Member of the European Parliament.

Since 2013, he has been visiting **lecturer** for the field of "Convincing Political Stakeholders" at Ludwig-Maximilians-University in Munich.

Author of the standard book "Convincing Political Stakeholders".

How did you get the idea to found a company called "EUTOP" in the first place – at a time when there was no EU?

You think I have visionary powers? Unfortunately not... *(laughs)*

The original name on November 20th, 1990, when I began my main course in Business Administration at Ludwig-Maximilians-University (LMU), was "EUROTOP Gesellschaft für europäisches Marketing, Beratung und Führungsschulung mbH".

Parts of that name were rejected by the Chamber of Commerce and Industry – which upset me back then, but turned out to be a good thing – and that was the reason why I chose the then fantasy

name "EUTOP" shortly thereafter, reluctantly and out of necessity. At that point, there was really no talk of the European Union yet.

I got the idea to found EUTOP partly during the lectures in Economic Geography. In any case, the beginnings were modest: The "company headquarters" was my student apartment at Bonner Platz 1 in Munich.

One year after that, we established the representative office in Brussels – two years before the Maastricht Treaty entered into force on November 1st, 1993.

Sounds like a clear start-finish victory in a Formula 1 race...

It was anything but that! For many years, I carried the financial risks of EUTOP by myself, through directly enforceable guarantees.



As early as 1988,
as regional chairman of the Schüler-Union (students union of the conservative parties CDU and CSU) in Swabia, at a time when the reunification seemed to be in the distant future, Klemens Joos had a discussion with Dr. Theo Waigel, chairman of the Christian Social Union (CSU) in the German Bundestag at the time, about a united Europe.



Europapolitische Saat erntet junge Generation

Dr. Theo Waigel vor der Schüler-Union Schwabens

Young Klemens Joos talking to Dr. Theo Waigel
 (Augsburger Allgemeine Zeitung; October 3rd, 1988,
 Title: Young generation harvests European political seed)

Between autumn 1998 and 2000, there was a great danger that the bank would terminate the credit agreement. Fortunately, I was able to reassure the key decision-makers in the financial institution with my dissertation "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union", which was published in 1998. A nice side effect: The dissertation provided a certain protection for my entrepreneurial ideas and methods. By the way, my last guarantee ended in 2005.

Were you never tempted to choose a different path than EUTOP?

Politics was very tempting for me. After I had begun a career as part of the Junge Union in Bavaria (youth organisation of the conservative parties CDU and CSU), I had a decision to make in the late summer of 1993 – I had to choose whether to go for a Bundestag mandate and thereby become a politician or to keep going along the entrepreneurial path with EUTOP. Eventually, I made the conscious decision to stay on the entrepreneurial path as opposed to pursuing a life in politics. I did not like the prospect of appearing in newspapers all the time. Economically speaking, joining the Bundestag back then would have been a clear improvement for me.

What is so special about EUTOP?

I realised early on that a structure like the EU requires completely new methods for safeguarding interests, compared to a nation state. Some people continue to think that knowing a few minis-

THE SUCCESS STORY OF THE EU AND EUTOP

1990

GERMAN REUNIFICATION

After more than four decades of division,
 Germany celebrates its reunification on
 October 3rd, 1990.

KLEMENS JOOS FOUNDS EUTOP

Between 1988 and 1990, Klemens Joos works as a personal assistant to a Member of the European Parliament. He realises that the future of Europe depends on close political and economic cooperation and thus founds the "EUTOP Gesellschaft für europäisches Marketing, Beratung und Führungsschulung mbH" on November 20th, 1990.



*Klemens Joos in his student apartment
 at Bonner Platz 1 in Munich, the
 founding office of EUTOP*

ters, state secretaries and members of parliament in Berlin is enough to achieve something in Europe. If that is what you count on, you may as well play roulette.

It is not that easy in the EU with its 28 member states, the empowered European Parliament, the increasingly political Commission and the powerconscious Council of heads of state and government. There, only those who put forward their requests in the right way, at the right time, at all levels and with all decision-makers, can be successful.

Due to the growing number of decision-makers in legislative and executive decision-making processes, what appears is the phenomenon of "decisions without decision-makers". In other words: The single decision-maker does not exist anymore. That describes the core of EUTOP's process competence: Through this one regains the scope for action that was lost because of the complexity of the many different processes that run at the same



1993

THE MAASTRICHT TREATY

Enters into force on November 1st, 1993, and establishes the framework for the European Union. Due to the co-decision procedure, the European Parliament - in limited areas - plays a role in shaping European policy for the first time.

1998

DOCTORATE (DR. OEC. PUBL.)

With his dissertation, "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union", at Ludwig-Maximilians-University in Munich, Klemens Joos receives his Dr. oec. publ. degree on February 27th, 1998.



1999

MONETARY UNION

On January 1st, 1999, the European monetary union becomes a reality in eleven EU states. Three years later, Euro notes and coins are introduced.

1991

EUTOP IN BRUSSELS

The heart of Europe's unification process lies in Brussels. As early as two years before "Maastricht", EUTOP opens its representative office in the immediate vicinity of the European institutions.

LIVING FOR, NOT ON POLITICS

In the summer of 1993, Klemens Joos decides against a career as a politician - despite his many years of involvement in the Junge Union in Bavaria (youth organisation of the conservative parties CDU and CSU) and the chance to join the German Bundestag in 1994.

THE AMSTERDAM TREATY

As of May 1st, 1999, it strengthens the rights of the European Parliament and the principle of qualified majority in the Council of the European Union.

"Every company would like to be the number one in its field."

time and as a result of the large number of participants and decision-makers.

It is even more important, because more and more decisions at the European level are made according to the majority rather than to the unanimity principle. For that, we have built a team of more than 100 employees and structural advisors. EUTOP started early on and that is why it is ahead in the running. Spoken figuratively: While we have already run 32 kilometres of the marathon, others have not even started yet.

How great is the competition in the market?

At first glance, it is huge. In the EU, of course, there are countless lobbyists, consulting firms, public affairs agencies and specialist law firms. In addition, lots of companies have their own representative office in Brussels. However, with our EUTOP-methodology, we follow our own approach.

2003

THE TREATY OF NICE

Attempt at maintaining the EU's ability to function and act, in the light of upcoming enlargements. As of February 1st, 2003, further decisions based on qualified majority instead of unanimity become the general rule at the European level in numerous areas.

2004

EU EASTWARD ENLARGEMENT

Ten states - including eight formerly communist countries - join the EU on May 1st, 2004.

"SUCCESSFUL LOBBYING IN THE NEW EUROPE"



2009

THE TREATY OF LISBON

Strengthens the European Union inwardly and outwardly. As the co-decision procedure becomes the ordinary legislative procedure, as of December 1st, 2009, the European Parliament is practically placed on an equal footing with the Council. Additionally, in more policy areas than before, decisions in the Council are based on majority voting. The double majority principle applies: 55 percent of the member states, representing at least 65 percent of the EU population, must now approve every decision.

The first book that specifically addresses Japanese businesses in the EU. Jointly published by Dr. Klemens Joos and Prof. Dr. Franz Waldenberger.

2011

"LOBBYING IN THE NEW EUROPE - SUCCESSFUL REPRESENTATION OF INTERESTS AFTER THE TREATY OF LISBON"



Dr. Klemens Joos publishes his standard book about the changed rules of the game, after the Treaty of Lisbon, inside the EU.

It is structural and purely process-oriented, so that it is mostly complementary to other services on the market. The change in perspective is a tool that is part of the process competence. Even the Prussian architect Karl Friedrich Schinkel had realised: "Changing the perspective allows you to see things in a totally different light."

For our work, that means: When a client comes to us with a request, we review it from all perspectives, to see whether,

ultimately – when considered and presented correctly – it is also in the common interest. We do not wish to manipulate the decision-makers, we would like to convince them.

We tell our clients honestly that we only take on cases that allow for this change in perspective – from the client's interests to the common interest. The result is a success rate that is clearly above average.

What is the greatest goal you would like to achieve with EUTOP?

Sustainable success in the comprehensive sense! Every company would like to be the number one in its field. We contribute to transparency and a better understanding of the EU decision-making processes.

In addition, my teaching at Ludwig-Maximilians-University and the publication of my books are further contributions. Being successful is one thing, remaining successful is a real challenge: Although we have already run 32 kilometres of the marathon and have a great head-start – we still have a bit more than 10 kilo-

"Being successful is one thing, remaining successful is a real challenge."



2014

A STONE'S THROW FROM
THE EU PARLIAMENT

Milestone for the growth of the next 25 years:
acquisition of the entire building complex
(Place du Luxembourg 14, Rue d'Arlon 15 and 17)
with about 1700 m² of office space.

2013

VISITING LECTURER
AT LMU

Dr. Klemens Joos
becomes visiting lecturer
at the Faculty for Business
Administration at LMU
Munich.



2015

"CONVINCING POLITICAL
STAKEHOLDERS"
(GERMAN EDITION)



The new standard book on
the EU by Dr. Klemens Joos,
published in November 2015.

Dr. Klemens Joos says
about the next 25 years:
"The future brings us the
United States of Europe."

metres remaining. I have been told that the last 10 kilometres are the most difficult and painful, even for experienced and well-trained athletes. This last part is our next challenge and we start our run along this track energetically, filled with strength and motivation!

Can you tell us who uses the services of EUTOP?

Our clients include numerous EURO STOXX, DAX and MDAX corporations, subsidiaries of companies listed in the Dow Jones Index, as well as associations and organisations. We have been working successfully with some of them for more than two decades. In order to avoid conflicts of interest, we only take on one exclusive client from any field. For us, it goes without saying that we provide the maximum level of legal and financial compliance.

Which way will Europe evolve in the next 25 years?

This is very clear: Eventually, we will have the "United States of Europe".

Let me explain this through an example: In 2005, like so many times in the past, in the face of the referenda on the European Constitutional Treaty, we practically heard the beginning of a swan song for the European integration process – but the Treaty of Lisbon and the profound integration of member states that has been initiated by it prove the very opposite. Even in the current discussions about the European debt and the European refugee crises, the existing differences will be overcome and will lead to even more profound integration at the European level. Early calls for an economic union – as a result of the European debt crisis – show, after all, that a new kind of consolidation has already begun ...

And which way will EUTOP evolve in the next 25 years?

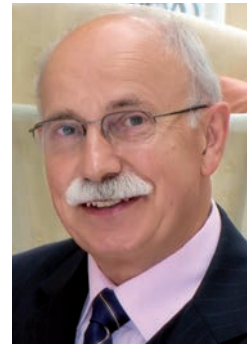
Considering the continuously growing complexity, we will further develop our key competences. We would like to become even better. We grow for and with our clients, which is why we will expand and develop our structures in even more EU member states.



We were unknown,
and we were in the red”

Companions from science and economy on
Dr. Klemens Joos' career and the development
of his company EUTOP International GmbH

UNIV.-PROF. DR. HANS-DIETER HAAS (RETIRED)
*formerly Professor of Business Administration
of International Economic Areas at
Ludwig-Maximilians-University, Munich*



**KLEMENS JOOS AND EUTOP INTERNATIONAL
DISSERTATION ABOUT A STARTUP**
BY UNIV.-PROF. DR. ELMAR HELTEN

— Klemens Joos studied Business Administration at Ludwig-Maximilians-University in Munich from the winter semester of 1988/89 until the winter semester of 1992/93. He decided to specialise in Insurance Studies, a sort of industry-sector-specific course in business administration, because of his part-time work for a traditional insurance company in Cologne. Therefore, it made sense that he would also write his diploma thesis in insurance studies. Even then, the very well handled topic “Management success in an insurance company according to Fiedler’s contingency model” showed Klemens Joos’ particular interest in management structures and behaviour as a basis for every effective management that is in line with the objectives.

Although his business, EUTOP, which he founded in November of 1990 during his studies, was about to grow and evolve, Klemens Joos wanted to use his dissertation to further develop his scientific, methodological work as well as the implementation of his theoretical discoveries based on models in operational practice.

We agreed on the subject area: “Innovative impulses in commercial education in the insurance business”. But we realised soon that Klemens Joos, busy enough with the expansion of his business, would not be able to write a successful dissertation on a topic that had virtually nothing to do with his daily work. So, I suggested that he should not only reflect on his business idea and the realisation of the concept for his startup in a descriptive manner, but also draw conclusions through systematic, scientific work based on a thesis. That way, he would also be able to protect the copyright of his business model as much as possible. This was not easy, as he soon found out, because two decades ago, there was very little literature on representing the interests of companies vis-à-vis the institutions that set the political framework. Thus, in the middle of the 1990s, Klemens Joos had to think all the more about whether his hypotheses and his conclusions on the topic “Representing the Interests of German Companies vis-à-vis the Institutions of the European Union – using examples from the insurance, energy and road safety industries” were logically sound, as well as about how they would react in an empirical trial-and-error process.

The success of his dissertation, which he completed in 1997 and for which he received high praise, is not only due to the fast growing scientific interest in this topic, but first and foremost, it is verified through the growth and awareness of EUTOP International.



UNIV.-PROF. DR. ELMAR HELTEN
*President of the Bavarian Finance
Centre and Professor Emeritus at
Ludwig-Maximilians-University,
Munich*

**FOUNDING IDEA
IN THE LECTURE HALL**
**BY UNIV.-PROF. DR.
HANS-DIETER HAAS (RETIRED)**

— Dr. Klemens Joos founded the company EUTOP International GmbH 25 years ago and has turned it into an impressive business that is very well known in the economy and in politics. Ever since, it has been the core mission of EUTOP to effectively facilitate and support the successful interest representations of private companies, associations and organisations at the institutions of the European Union and its member states.

Dr. Joos had chosen the elective subject Economic Geography as part of his studies in Business Administration at Ludwig-Maximilians-University in Munich (1988-1992). His strong interest in this course of study led to a deeper analysis of its research methods – especially in the lectures on Economic Geography, where professional discussions between the students and the instructor are possible. It was in this subject-specific, “creative” environment that Dr. Joos’ business idea was finally born.

Economic Geography deals with the spatial dimension of economic processes and activities. As a science, it analyses the relationship of economy and geography, and thereby, it tries to create a synthesis between economy- and geography-specific research. Here, aside from the natural spatial factors, we pay special attention to the effects of anthropogenic influences on economic actions (and vice versa). ➤

Contact points with other disciplines in the wider field of the social sciences, for instance in the sociocultural area, are highly relevant.

The central research subjects are the economic area and the economic actions of participants in a spatial perspective. It is the general objective to understand and professionally evaluate spatial patterns of distribution and linkage as well as forms of organisation and interaction that result from economic actions of diverse actors.

Dr. Joos took on the concepts of the network theory, the creative environments and the risk analysis conducted in the spatial context that are communicated in the field of Economic Geography – especially from the perspective of corporate intercultural management – and applied them empirically to the European economic area that has been evolving since that time. From that, he developed and continuously optimised the assets of process structure competence and perspective change competence that are today the decisive competences of EUTOP.

In the Department of Economic Geography – due to this scientific basis and the great demand from business administration students – during the time of Dr. Joos’ consequent doctoral studies, the concept of research and teaching changed and expanded towards a special aspect of business administration, “International Economic Areas”, that is now offered additionally. With that, the internationalisation of corporate processes – especially within the expanding European Union – was taken into consideration.

I wish for Dr. Joos and his EUTOP International that this success story of a “university startup business” may go on in the upcoming years.

“He developed and optimised process structure competence and perspective change competence”



UNIV.-PROF. DR. ANTON MEYER
Professor of Business Administration and Marketing
at Ludwig-Maximilians-University, Munich

KLEMENS JOOS AS VISITING LECTURER AT LMU - AN ALUMNUS RETURNS TO THE UNIVERSITY BY UNIV.-PROF. DR. ANTON MEYER

— As an economist, I have been interested in socio-economical interrelations ever since my studies in the seventies. The bestseller “The Limits to Growth” by Dennis Meadows had a strong influence on me during that time. Through globalisation and the Internet, the worldwide network has grown further since then. The proactivity of corporate management and the understanding of complex interrelations and decision-making processes – especially in the EU – are important factors for success.

Therefore, in 2008, when the Bachelor/Master programme at the Faculty for Business Administration was implemented, my colleague Anja Tuschke, a professor of strategy, and my colleague Manfred Schwaiger, also a dipl. oec., took advantage of the chance to introduce a new lecture for master students called “Convincing Stakeholders”.

Two years later, professor Elmar Helten called me and said that his former doctoral student, Dr. Klemens Joos, had written a dissertation about the process-oriented, political representation of interests in the complex decision-making processes of the EU, and that he had simultaneously put the discoveries of his dissertation into practice through his company EUTOP International, and that very successfully. I was impressed.

Without further ado, I invited Dr. Joos for a guest lecture.

Consequently, in 2013, Dr. Joos impressed the graduate students with his lecture “Convincing Political Stakeholders”. The students were delighted, not least because Dr. Joos was able to connect his scientific competence in the field of interest representation perfectly with his practical cases.

And since our students did not truly understand the “EU and Brussels” construct, we had a new idea: Interested students have the option to learn through different cases how lobbying works. Ideally from an expert and in the right place. The idea for the three-day proseminar “Convincing Political Stakeholders” in Brussels had been born.

With great care and much energy, Dr. Joos worked out a complete block lecture about this topic – including guided tours of the European institutions in Brussels. The extremely successful linkage of lobbying processes based on theory with practical insights in a compact proseminar remains unique to this day. After the very successful introduction in the winter semester of 2013/14 with Dr. Joos as external visiting lecturer at the Institute for Marketing, the proseminar “Convincing Political Stakeholders” will take place this semester for the third time – and we are looking forward to many more in the future.

WOW!

BY PROF. H.C. DR.-ING. KLAUS-EWALD HOLST

— 25 years ago, the peaceful revolution led to a stroke of luck for German history, the reunification. On July 2nd, 1990, I “officially” went out shopping with the Deutsche Mark in Leipzig for the first time. A little later, I was the Chief Executive Officer of Verbundnetz Gas AG without actually knowing what a public limited company was. Then, someone introduced a young business administration graduate, Mr. Joos from Munich, to me. He did not want a job, he had an idea that he presented to me. He wanted to create a connection between new, unknown companies, companies and decision-makers in the country and in Europe, and to organise discussions that would help both sides with their decision-making processes while avoiding and alleviating undesirable developments. We both had one thing in common, we were unknown and our financial means were manageable, in fact, we were in the red. We were connected through our desire to change this as quickly as possible. So, we tried to do that together.

Today, I look at the pages of the glossy brochure of EUTOP – Brussels, Berlin, Paris, Rome, London – wow! And VNG is the business with the highest revenue in the East of our fatherland. Wow!

We helped each other and we cheered each other on!

Congratulations on the 25th anniversary of EUTOP. Mr. Joos, you have my full respect, and I wish you much success in the future. I am retired and will watch interestedly. Joos must achieve even more. And he will! From all my heart: Good luck!



PROF. H.C. DR.-ING. KLAUS-EWALD HOLST
CEO of Verbundnetz Gas AG (retired), who engaged EUTOP as early as autumn 1992

“He did not want a job, he had an idea that he presented to me.”

“Be prepared in time and successfully for the European and international changes”

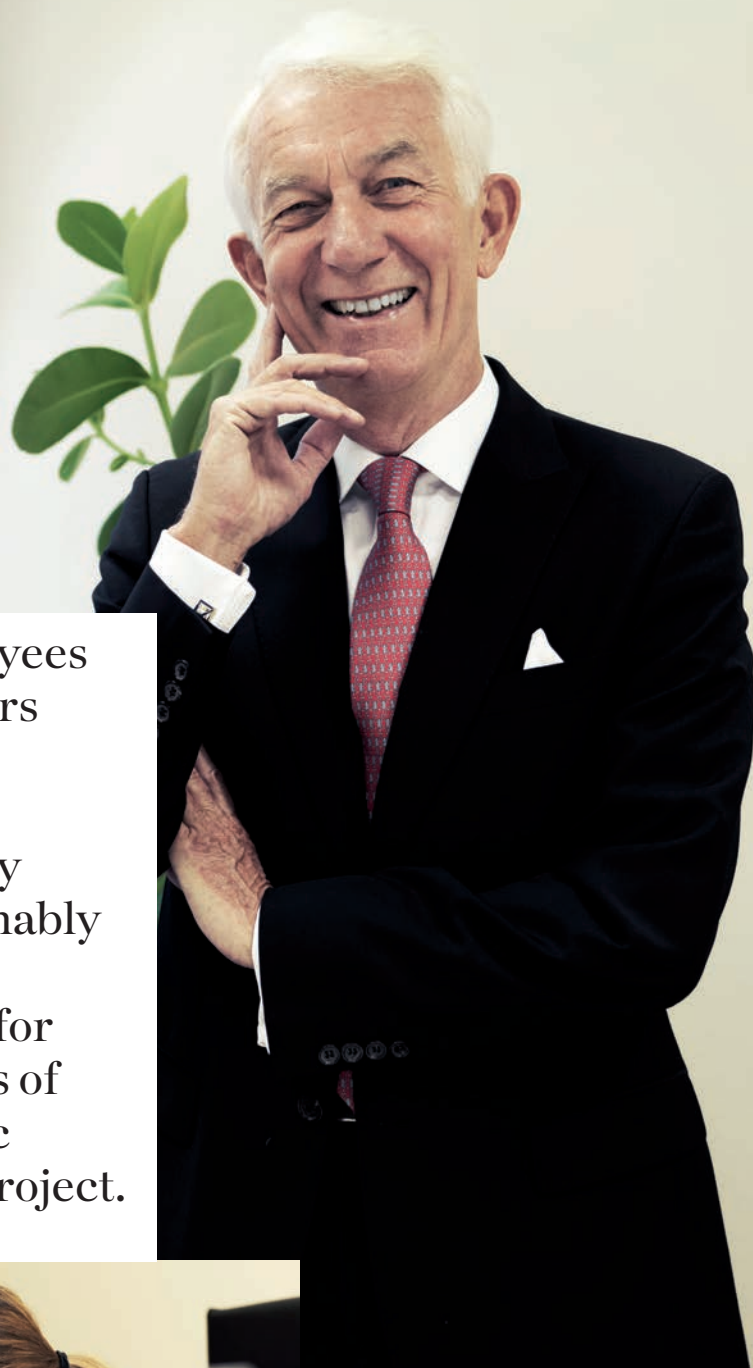
INFORMATION CATALYST FOR EUROPEAN POLITICS AND THE LOCAL ECONOMY

BY DR.-ING. PETER HUPFER

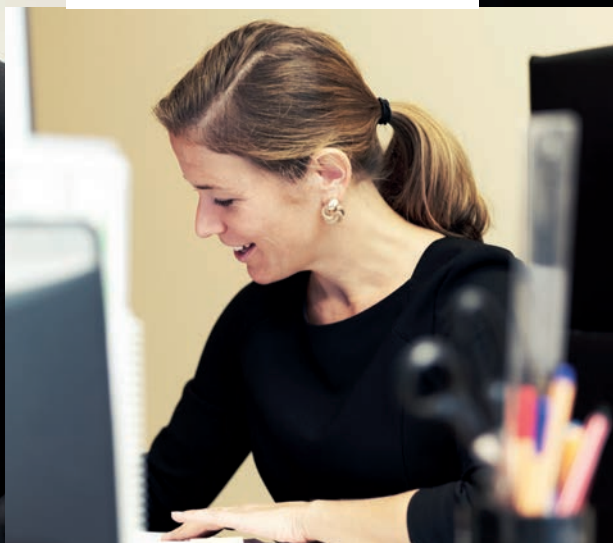
— Every anniversary requires a look at the beginnings: Around the year 1990, when EUTOP is founded, the EU takes on its desired form through de-regionalisation, liberalisation, deregulation and expanded competition as well as Schengen and the Euro – an intention that is already visible. The over one hundred years-old Technical Inspection Associations in German small states, the later federal states, must give way to EU law. At the same time, globalisation brings markets, clients and products worldwide for and into the EU. How to prepare for that? What are the requirements that can be expected for the technical approval and the monitoring of facilities and products, as well as for the education of staff members? The political and technical influence of a federal state on the design of EU regulations and norms is, when calculated, only “1/16 (in the federation) out of 1/28 (in the EU)” today! Certifications and import regulations that used to be mandated are partly replaced by self-certifications and “CE” marking. How to prepare for this future?

EUTOP offers not only binoculars and radar, in order to recognise future rules and requirements in the EU early on, but is also compass and guide, to find one’s way around the complex organisation of the EU. That way, in terms of many issues, thanks to EUTOP, TÜV SÜD was able to prepare for the European and international changes in the “Testing/Inspection/Certification-Industry” in time and successfully. Therefore, it was able to serve and give better advice to its clients worldwide, according to its motto “More security. More value”. Many topics have yet to be synchronised in Europe, as it grows closer together. EUTOP can continue to play a useful role for internationally active businesses in the future, as information catalyst regarding the interaction of the essential European politics from Brussels and the regional European economy in the member states. ◀

DR.-ING. PETER HUPFER
CEO of TÜV SÜD AG (retired), who engaged EUTOP as early as 1993



The employees and advisors of EUTOP must daily structurally and sustainably support all interfaces for the success of the specific lobbying project.





Change in Perspective from the Client's Interest to the Common Interest

THE BUILDING BLOCKS OF SUCCESS

1

PSC EUTOP's Process Structure Competence

Task force and insurance for the client

EU-wide maintaining of space, as well as, human resources and organisational capacities (management competence), and production competence based on cross-institutional, cross-fractional and cross-member state networks of own employees, structural advisors, structural cooperation partners and external networks. This results in a service that is a task force for the client – a task force for a crisis, service unit and insurance against unexpected changes in the legal and political framework. The customised, structural intermeshing of the client's content competence and PSC is a significant success factor. EUTOP's supporting pillars are compliance and exclusivity ("only one interest"), to ensure that EUTOP is permanently accepted as an independent intermediary by the clients, as well as by the legislative and executive. The components of EUTOP's compliance standards are certification in accordance with ISO 9001:2008, data protection and financial and legal compliance.

Complementary procedure

Customised and project-specific

EUTOP always works complementary to the client and his "classic instruments" of representation of interests. The goal is the intermeshing of the client's content competence and PSC. Because the complexity of the key decision-making process continues to grow, a customised, project-specific intermeshing of all competences must take place in each individual legislative or executive project ("combination and scope"). The decisive factor here is PSGR® interface management (via EUTOP as an independent intermediary) between the client and his instruments, on the one hand, and the legislative and executive on the other hand.

The laws of political decision-making

70–90 % of all decision-makers are amenable to arguments when making decisions

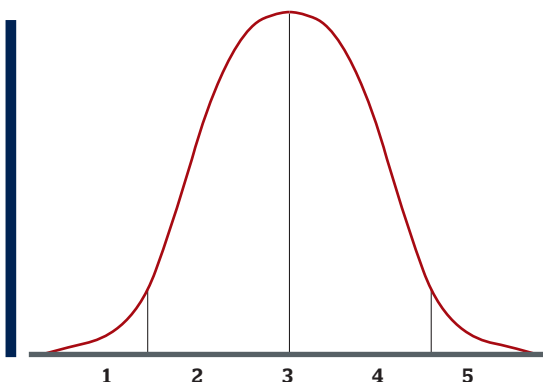
Political decision-making processes have their own character, which is very different from that of other societal fields of activity, like, for instance, the economy. They are subject to a special kind of logic, which, at first glance and from the outside, does not always comply with expectations that are based on rationalism.

Using the model of the bell curve, one can imagine it roughly and schematically: In approximately 5-15% of the cases that are submitted for decision, the decision-maker considers the topic to be important due to his political conviction and has a firm political will to prevail.

This decision-maker, also known as “forerunner”, is often willing to put other topics he advocates on the line and make compromises, in order to be able to realise his primary topic or his “matter of personal importance”.

It works similarly for approximately 5-15% of the cases, which a decision-maker rejects on principal and due to his deep political conviction. It is true for most decision-makers in politics and in the economy (similar to most people making personal decisions) that their decisions are not determined a priori. Therefore, in this case, it is about the centre of the bell curve of the Gaussian distribution, which, according to experience, comprises about 70-90% of all decisions of a decision-maker. Within that spectrum, he is amenable to arguments.

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1. Do not agree, because I have reservations on principal/in general.
2. Do not agree, because I have (serious) reservations.
3. Do not agree, because I have slight reservations / Agree, although I have slight reservations.
4. Agree, because my social environment (e.g. friends, family) is in favour of it.
5. Agree, because I have a generally positive attitude toward it or I am convinced enough that I would even “sacrifice” other topics for it.

2

OnePager® - Methodology (Perspective Change Competence)

The successful solution for almost any problem

An interdisciplinary consideration of the problem, from different angles, with the goal of working out a successful solution (change in perspective from the individual perspective to a common interest perspective).

This results in a procedure, which has been scientifically-empirically developed for 25 years, and in which decision-theoretical, cultural, linguistic, inter-institutional, cross-member state and party-political points of view are taken into account.

In about 5–15% of all cases, the desired change in perspective is not possible, which de facto rules out successful lobbying. In such cases, EUTOP advises the client not to act. The advantage for the client consists in being able to choose alternative actions already at an early stage and, in addition, avoiding the unnecessary deployment of resources.

However, if the change in perspective succeeds – which is the case in 85–95% of all cases – the process support competence decides whether the goal is achieved.

Organisational faults or misunderstandings can no longer be tolerated in a complex decision-making system.



3

PSGR[®] = Process-oriented Structural Governmental Relations (Process Support Competence)

Continual examination and coordination

The employees and advisors of EUTOP must daily structurally and sustainably support all interfaces so that the result of the OnePager[®]-Methodology can lead to the success of the specific lobbying project.

Experience shows that large projects usually fail on minor details. Organisational faults or misunderstandings can no longer be tolerated in a complex decision-making system. The ongoing support of the client by EUTOP's process support competence is another essential success factor, because, during a decision-making procedure in a complex system – besides the problem of technical faults – loyalties and coalitions can change at any time. The continual examination and coordination of all interfaces and the situational update of the OnePager[®] are therefore essential. <





“A happy client quits the day after tomorrow. Therefore, the client must be enthused all the time!”

DR. KLEMENS JOOS





Proust Questionnaire Answered by Dr. Klemens Joos “More Time and the FC Bayern”

WHERE WOULD YOU LIKE TO LIVE?

Where I live now: in Bavaria – to be precise, in Munich and Nonnenhorn on Lake Constance

YOUR IDEA OF PERFECT HAPPINESS?

My wife, my children and for us all to stay healthy

WHAT FAULTS DO YOU FIND IT EASIEST TO TOLERATE?

The ones one draws lessons from

YOUR FAVOURITE PERSON IN HISTORY?

My grandpa, Karl Joos

YOUR FAVOURITE HERO?

My wife

YOUR FAVOURITE PAINTER?

Picasso

YOUR FAVOURITE AUTHOR?

Thomas Mann

YOUR FAVOURITE COMPOSER?

Tony Murphy

WHICH QUALITIES DO YOU MOST VALUE IN A WOMAN?

Straightforwardness, reliability, femininity

AND IN A MAN?

Straightforwardness, reliability, masculinity

YOUR FAVOURITE VIRTUE?

When a handshake suffices

YOUR FAVOURITE OCCUPATION?

When I happen to have the time – cheering on the FC Bayern team in the Allianz Arena

YOUR MAIN CHARACTER TRAIT?

Discretion, integrity and reliability

WHAT DO YOU MOST VALUE IN YOUR FRIENDS?

Honesty and loyalty and that they are my friends when I desperately need their help

YOUR MAIN FAULT?

My handwriting

YOUR DREAM OF HAPPINESS?

To have more time for myself

WHAT WOULD BE YOUR GREATEST MISFORTUNE?

Having nothing but time for myself

WHO OR WHAT WOULD YOU HAVE LIKED TO BECOME?

The person that I have become

YOUR FAVOURITE COLOUR?

Blue

YOUR FAVOURITE FLOWER?

The rose

YOUR FAVOURITE BIRD?

The eagle

YOUR FAVOURITE NAMES?

Maximilian, Julia and Lukas – my children's names

WHAT DO YOU HATE MOST OF ALL?

When people do not keep promises

WHICH HISTORICAL FIGURES DO YOU DESPISE THE MOST?

Mass murderers – there have been too many!

WHICH REFORM DO YOU ADMIRE THE MOST?

The Agenda 2010

WHICH TALENT WOULD YOU LIKE TO POSSESS?

To be better at languages

HOW WOULD YOU LIKE TO DIE?

Not at all – I'm still hoping for medical advances

YOUR CURRENT STATE OF MIND?

Ideal

YOUR MOTTO?

A happy client quits the day after tomorrow. Therefore, the client must be enthused all the time!

