



*Klemens
Joos in
EUTOP's Munich
office*

Interview with Prof Dr Klemens Joos

Make the other a partner and success is guaranteed

*EUTOP founder Prof Dr Klemens Joos talks about the origins and future of his group of companies on its 35th anniversary.
Dr Helmut Reitze conducted the interview.*

What does EUTOP actually mean: EU is top, or top in the EU? What do those five capital letters stand for?

In all honesty, it's just an invented name. But I quite like its connotations...

The EU didn't even exist when you founded EUTOP in 1990. It was still called the European Community (EC).

Were you able to foresee the future?
I could say yes, but it wouldn't really be true.

The name I originally planned was 'EUROTOP – Gesellschaft für europäisches Marketing, Beratung und Führungsschulung', but that was turned down by the Munich Chamber of Industry and Commerce, and its shortened version, EUTOP,

was the compromise. Nobody had yet thought of the EU. The idea of founding EUTOP came about partly during economic geography lectures at Ludwig-Maximilians-Universität (LMU). Its beginnings were certainly modest. 'Company >

Photo: Nadine Siegmann



Klemens Joos talking to **Helmut Reitze**: Helmut Reitze is one of Germany's best-known television journalists and a trained economist. He was the ZDF correspondent in Washington and Brussels, then executive editor of 'Tagesschau' and 'Tagesthemen'. As deputy executive editor of ZDF he hosted the programme 'heute journal' for years. Reitze was Director of Hessischer Rundfunk from 2003 to 2016. He witnessed the beginnings of EUTOP in Brussels at the start of the 1990s.

headquarters' were my student gigs at Bonner Platz 1 in Munich. But we opened an office in Brussels just a year later – two years before the Maastricht Treaty came into force on 1 November 1993.

It sounds like a typical success story – from student start-up to global corporation.

That would be giving the wrong impression altogether. I alone carried the financial risk associated with EUTOP for many years in the form of directly enforceable guarantees. And in 1998/99, there was a real danger of the bank calling in the loans. I was saved by my dissertation for Ludwig-Maximilians-Universität in Munich, 'Represent-

-ting the Interests of German Companies vis-à-vis the Institutions of the European Union', which offered a certain amount of protection for my business idea. This, incidentally, was the first ever European dissertation on the subject of lobbying, as I discovered a few years ago, thanks to Professor Ursula Münch, Director of the Akademie für politische Bildung (Academy for Political Education), who found this out in her own research.

What were the foundations of your success? Hard work, a network, the business concept?

I very quickly realised that an entity like the EU would require completely different methods of in-

terest representation from the ones used in nation states. Even today, some people still think all you need is to know and call up a few ministers, state secretaries and MPs in Berlin to achieve some thing in Europe. All I can say to that is, you might as well be playing roulette. I was also quite sure that the process of European integration would continue. EUTOP and the EU have surprisingly parallel success stories: the European Community of 12 states in 1990 became today's EU with 27 member states. A university start-up called EUTOP with one student staffer, who was also the boss, became an international group of companies with 10 locations in Germany and the EU as

well as 150 employees and structural advisors – outstanding personalities with important former careers in politics and business. There was no network to support me when I started. But we have built up a successful network over the past 35 years. Basically, it was the idea. I placed a bet on the right horse early on, or you could say on the right bull – on a united Europe. And yes, it was hard work, but nothing happens in life without a bit of luck either.

What does EUTOP achieve for its clients?

The EU is a complex structure and its decision-making processes are difficult to comprehend. That applies to citizens, businesses, poli- ➤

ticians, and even EU member states themselves. The EU, after all, now has the Council of the European Union, the European Commission and the European Parliament as its key players in deciding on regulations, directives, white and green papers, subsidies and duties. This configuration often has a major impact on whole areas of industry and particular businesses. If you want to assert your interests and succeed, you have to know your way around the EU labyrinth and you have to know exactly when and where to bring up a subject in the multi-level decision-making system of the EU. EUTOP is a highly specialised service provider and intermediary between the interests of European institutions, business and society.

Lots of people represent interests and offer lobbying. What sets EUTOP apart from its rivals?

Our business model is scientifically founded, so it doesn't really have any rivals. EUTOP and LMU Munich have been cross-pollinating for decades. My studies at LMU gave me the impetus on which to found the firm. My dissertation is based in turn on my business model. The book "Convincing Political Stakeholders" conveys a unique, because case-oriented, insight into the concrete practice of governmental relations work in Brussels. The focus of the edited book is the formula for successful

"Klemens Joos has contributed significantly to the success of the EU project."

by Dr Theo Waigel



Dr Theo Waigel
*Father of the Euro,
German Federal
Minister of Finance
from 1989 to 1998*

There are few founders of new businesses who recognised 1990 as ground-breaking for German and European politics. Klemens Joos is one of them. He epitomises a generation of entrepreneurs who recognised 1990 as the key year for the future of Germany and Europe. 35 years of German unification and 35 years of EUTOP – those are 35 good years for Germany, Europe and EUTOP. The European Union is the solution, not the problem: a project more successful than any other in the history of Europe, and one to which Klemens Joos and his staff and partners have made a significant contribution. I congratulate him with all my heart.

interest representation that I have developed. In addition, the book provides general methodological knowledge for solving problems in complex situations (process beats content) as well as profound knowledge about the functioning of today's EU (decision-making structures and processes). The book draws on my experience and knowledge both from the practice of interest representation and from my academic work at the Ludwig-Maximilian University Munich (LMU 1988 - 2021: studies, doctorate and lectureship) and the Technical University of Munich (TUM since 2021: lectureship and honorary professorship). The work is enriched and supplemented by groundbreaking academic guest contributions by Prof Dr Christian Blümelhuber (UdK Berlin), Prof Dr Anton Meyer (formerly LMU Munich), Prof Dr Armin Nassehi (LMU Munich), Prof Dr Franz Waldenberger (Director of the German Institute for Japanese Studies Tokyo), and Prof Dr Armin Nassehi (LMU Munich). On the one hand, the new edition offers students and interested readers in the general public a quick introduction to the process oriented representation of interests vis-à-vis the EU institutions. On the other, it should serve professionals – not just decision makers in companies, associations and organisations, but also those in the legislative and executive branches of

government – as a navigational tool in their everyday work.

Can you explain the success formula in more detail?

I develop the idea that in complex decision-making systems like the EU with its numerous players and levels, it is no longer about substantive content, it is at least as much about process competence. What use are the best substantive arguments if the right decision-maker doesn't know what they are? EUTOP's success formula is therefore to combine the content competence of the customer with the process structure competence of EUTOP. Projects can then be guided confidently to success with the OnePager®-Methodology (perspective change competence) and perspective support competence which I have developed.

Can you be more specific?

When an association or company commissions us to help represent its interests using our methodology, we first check whether, with the help of change in perspective, those interests can be reconciled with the common good. Often this is the case, and then it is much easier to help its interests prevail. After all, the common good is at the heart of the work of the European institutions. Here's a specific example: today, everyone's fairly clear that environmental and climate protection are in

the public interest. But, to take another example, plastics also serve the common good – only in a different way. Plastics provide the basis for safe and hygienic packaging, which is not an insignificant part of the common good, especially considering the coronavirus pandemic. The common good is only really served by a fair balance of interests. That is why we only accept mandates where a change in common interest perspective seems possible.

I know you can't name any specific companies, but just to give us an idea of the league EUTOP plays in, who uses EUTOP's services?

A look into the EU Transparency Register shows that our clients include private businesses as well as big-name corporations listed on EURO STOXX, DAX and MDAX, and the subsidiaries of some Dow Jones Index companies. Then there are associations and organisations. We've been working successfully with some of these for more than two decades. To avoid conflicts of interest from the outset, we only ever work for one client in each industry. A high degree of legal and financial compliance is crucial for us and ultimately the reason why attempts to discredit EUTOP in the media have come to nothing.

Working in the wide field of lobbying can



Klemens Joos in his student digs at Bonner Platz 1 in Munich, EUTOP's first office, in 1990...

...and 25 years later as a lecturer at Ludwig-Maximilians-Universität in Munich.

There is a formula for success

In his new book, Joos explains how **companies** can successfully represent their interests vis-à-vis the EU

The truth only needs few words - or few abbreviations. Joos sums up his knowledge from his research and over 25 years of professional practice in this formula:

$$SL = (CC + PStC) \text{ (PCC * PscC)}$$

The formula is intended to explain how Successful Lobbying (SL) works in the EU. For this, there must be an interplay of Content Competence (CC) and Process Structure Competence (PStC), which is the ability to act across the entire EU and to have access to resilient networks. To fulfill this task, the professional "intermediary" is needed. However, the key feature of the formula are two further parameters. The Perspective Change Competence (PCC) refers to the ability to

pursue one's own interests in a way that they become relevant for the common interest. Ultimately, the Process Support Competence (PSuC) is the ability of the independent intermediary to continually stay on top of EU-wide processes for their clients through meticulous and detailed work. Joos is convinced that this formula is of "universal character". Certainly, the new book by Joos ("Convincing Political Stakeholders", Wiley) has what it takes to become the new standard work - because, amongst other aspects, the political mechanisms of the EU are explained from a surprising and exciting perspective.



The three researchers
Joos together with the co-authors, LMU-professors Anton Meyer and Armin Nassehi (right hand side)

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Klemens Joos and his wife **Manuela** with German President **Frank-Walter Steinmeier** and his wife **Elke Büdenbender** at the Federal Press Ball in 2019. Klemens and Manuela Joos have been married since 1997 and have three children. Klemens Joos: "Manuela and I have been together since 1987. She's always been my tower of strength."

easily expose you to fierce public criticism. Why did you seek to work in an area which has such a bad image in Germany?

At EUTOP, what we do is supporting our clients' interest representation, and, as I've already said, always from the point of view of the common good. Representing interests is a legitimate and important task within a democratic society. Business associations, trade unions, religious communities, non-governmental organisations – all of them represent interests which have to be balanced within a democratic society. This is the job of parliament and governments in the nation states and in Europe itself. Politicians can only identify the best solutions in the public interest if they know all the facts and opinions that exist on a

subject. Representing interests brings crucial information into this process. The fact that the representation of business interests is considered an inferior cause to the representation of trade union, environmental - political and religious interests, is, I think, a failure in public debate. And that is precisely why EUTOP's representation of interests from the point of view of the public good is so important, and also so successful.

So you always wanted to influence society? Didn't politics attract you as a profession?

Yes, very much so. I'm very passionate about politics too. I joined the Junge Union back in 1985 as a grammar school pupil, and at the time I founded a local JU association with 17 like-

minded people at Nonnenhorn on Lake Constance. I was elected state treasurer in the top executive of the Bavarian Junge Union in 1991 and in 1994 I was set to become a member of the Bundestag as a successor to Ignaz Kiechle. Many people would have certainly jumped at that opportunity. But I had already founded EUTOP in my student digs in Munich in November 1990. In the end I consciously chose the business route, and by doing so abstained from a life in politics. I have never regretted it, even if a mandate at the Bundestag would have been much more financially enticing for me.

You come from Nonnenhorn, a small Bavarian-Swabian village on on Lake Constance. In 2017 you

returned to Nonnenhorn as an entrepreneur and took over the family business, the Joos carpentry, founded in 1899. Why?

Taking over the company ensured its continued existence. It's now in its fourth generation of family ownership. My ancestors built it up and maintained it by being down-to-earth, hard-working and entrepreneurially courageous.

These qualities helped me a lot in my career. Like my ancestors, I'm a hard and disciplined worker. I didn't take a single holiday for 17 years.

And even on weekends I don't put my legs up, I take care of business. I always say that even satisfied customers will leave you some day, so you have to amaze them all the time.

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Early image of the **entrepreneurial Joos family**: taken in 1922, the photo shows the carpentry business founded in 1899 in Nonnenhorn on Lake Constance. On the left is **Johann Joos**, Klemens Joos' great-grandfather and the founder of the carpentry business, with his **wife Berta**. On the right is their **son Anton**. ➤

OnePager®-Methodology

Solving problems in complex situations:

governmental relations and beyond

In the field of governmental relations the **the OnePager®-Methodology** has already proved to be a **Game Changer**. Changing perspectives between politics and business is what led to EUTOP's unique and successful business model. Joos has set himself the goal of establishing his **perspective change methodology** in other areas and linking it with new digital solutions. Decision-making is becoming increasingly **complex in a globalised, digitalised world**. Problems - both professional and private - are more difficult to think through. In a cosmos of diverse interests and huge amount of data, purposeful and goal-oriented communicating has become increasingly difficult. Due to a lack of structures, complex situations, where solutions remain uncovered, become more and more likely.

To make the right decisions in increasingly complex situations, people need **tools** (structures) that help them to structure information and circumstances and communicate them in a goal-oriented way. **Knowledge repositories, social networks, search engines and filter systems** alone are not sufficient to fully comprehend problems in complex situations and identify the **best possible solutions**.

The OnePager®-Methodology allows data and thoughts to be structured on the basis of perspective change, and brings solutions to light and makes them communicable. The goal now is to use **artificial intelligence** (AI) to translate this methodology into an intuitively usable platform structure that supports the user in solving problems in complex situations. **The potential is boundless.**

EUXEA Holding GmbH

The corporate group **Prof Dr Joos** consists of 20 companies

Interview on the 35th anniversary: An interview of Dr Helmut Reitze with the founder of the company

Real Estate Group	EUTOP Group (Governmental Relations)	OnePager Group (Perspective Change)	Services	Handcraft
Management of group real estate	With its scientifically well-founded and process-oriented approach (PSGR®), EUTOP International GmbH, which was founded in 1990 by Prof Dr Klemens Joos, supports the work of companies and associations from EU member states and other relevant markets of the world vis-à-vis the institutions of the European Union and selected EU member states.	With the OnePager® methodology of systematic, process-oriented change of perspective developed by Prof Dr Klemens Joos, the OnePager Group empowers its customers in the customized solution of complex situations in research and development cooperation with the Technical University of Munich.	Administrative services for the EUXEA Holding GmbH	Carpentry and wooden construction since 1899
BERENTER Real Estate GmbH LAKE Real Estate BHS GmbH LAKE Real Estate LBG GmbH LAKE Real Estate RWG GmbH LAKE Real Estate SWT GmbH	EUTOP International GmbH EUTOP Europe GmbH EUTOP Brussels SRL EUTOP Berlin GmbH EUTOP Administration GmbH EUTOP Trademark GmbH	OnePager Lab GmbH OnePager Perspective Change GmbH OnePager Software GmbH	EUXEA Administration GmbH EUXEA Trademark GmbH The EUXEA Club GmbH VLA Invest GmbH <u>Minority interests:</u> Artus AI GmbH (33.75%)	Joos Holzbau GmbH
www.euxea.eu	www.eutop.eu	www.onepager.eu	www.euxea.eu	www.joos-holzbau.eu

***Klemens Joos'** business activities activities are gathered together in EUXEA Holding GmbH.
Find out more at www.euxea.eu*

What distinguishes the OnePager Group?

With the OnePager® methodology of systematic, process-oriented change of perspective

that I developed, the OnePager Group enables its clients to find customised solutions to complex situations in research and development cooperation

with the Technical University of Munich. OnePager has unique methodological knowledge worldwide. Therefore, only OnePager is

able to ensure a successful change of perspective in complex situations.



My staff and I are working on an extremely interesting project.

Klemens Joos



A satisfied client cancels the day after tomorrow, so he has to constantly be inspired.

Klemens Joos