

EUTOP[®]



2025

**Current information
for our clients
and business partners**

STRUCTURAL PROCESS PARTNER FOR YOUR SUCCESS SINCE 1990

EUTOP – present in the European Union and in Europe



IMPRESSUM:

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Dear Readers,

Donald Trump back in the White House, Friedrich Merz the new Federal Chancellor in Berlin and Ursula von der Leyen with a second term as President of the EU Commission – there has rarely been more of a fresh start than at the beginning of this year!

This means that important global players have been appointed for the coming years who will have a decisive influence on politics and the economy.

And there is also a new start in our own house: I am back as CEO of EUTOP. The background to this is an ambitious growth strategy for the governmental relations agency that I founded in 1990 to support the work of interest groups in the institutions of the European Union.


By 2035, we want to be represented in the capitals of all EU member states in the interests of our clients. I can promise you that this growth will not be at the expense of the quality of our work for our clients – quite the opposite. I personally vouch for this too!

In Berlin and Brussels, there is once again a lot of talk about reducing bureaucracy as one of the most important means of improving the competitiveness of the economy.

However, the EU's multi-level decision-making system will remain a labyrinth in which EUTOP's scientifically sound process competence can provide our clients with valuable services.

EUTOP today celebrates 35 years of successful interest representation. This success has only been possible due to the extraordinary trust that both our clients and the institutions of the European Union and many member states have placed in us to this day. We will do everything in our power to continue this success story from our start-up origin to the largest owner-managed governmental relations agency in the European Union.



Yours sincerely


Prof Dr Klemens Joos
Founder, owner and
CEO of EUTOP

Stefan Mappus

Managing Director EUTOP International GmbH since April 2024



“The particular value of EUTOP for our clients lies in our process expertise, i.e. our ability to successfully support our clients' interests in complex decision-making processes with the relevant decision-makers in the executive and legislative branches at the right time.”

Stefan Mappus
Managing Director EUTOP International GmbH
since April 2024

Curriculum Vitae

- After completing an apprenticeship as an industrial clerk at Standard Elektrik Lorenz AG and completing his military service, Stefan Mappus studied economics and social sciences at the University of Hohenheim, where he subsequently worked as a research assistant.
- When he was elected to the state parliament of Baden-Württemberg in 1996, he gave up a career in sales at Siemens AG to devote himself full-time to politics.
- From 1998 to 2011, he was State Secretary, then Minister, CDU parliamentary group leader, state chairman of the CDU Baden-Württemberg and finally Minister President of Baden-Württemberg.
- After retiring from active politics, Stefan Mappus initially worked in an advisory capacity for the Management Board of pmOne AG from 2012. From 2015 to 2023, he was himself a member of the pmOne AG Executive Board, from 2017 to 2023 in the role of Group CFO.
- He has been Managing Director of EUTOP International GmbH since April 2024.

Felix Dane

Managing Director EUTOP Brussels SRL since May 2025



“The EU's decision-making processes are becoming increasingly complex, which is why it is becoming more and more difficult for companies to put forward their concerns. Thanks to its unique specialisation in process expertise, EUTOP is in a position to successfully assist our constantly growing client base at.”

Felix Dane
Managing Director EUTOP Brussels SRL
since May 2025

Curriculum Vitae

- Felix Dane completed his military service before studying law at the Universities of Greifswald and Heidelberg and then gaining a Bachelor's degree in International Relations at Keeley University in the UK.
- He then completed a Master's programme in European Studies at the London School of Economics and Political Science (LSE) in the UK.
- Following a traineeship at the European Commission, he managed the office of an MEP.
- In 2009, he moved to the Konrad Adenauer Foundation (KAS), where he headed the foreign offices in the Palestinian territories, Brazil, Great Britain and Ireland.
- After moving to the private sector, he set up the London office of the geopolitical consultancy Berlin Global Advisors in the UK.
- He has been Managing Director of EUTOP Brussels SRL since May 2025.

Scientific milestones in 2025

New edition of "Convincing Political Stakeholders"



Prof Dr Klemens Joos
Founder, owner and
CEO of EUTOP

In 2025, the world became even more complex from a political, economic and social perspective, and therefore even more confusing and uncertain. These change processes are also posing major challenges for companies with regard to interest representation. In the current edition of his standard academic work "Convincing Political Stakeholders", Professor Klemens Joos describes the prerequisites for successful interest representation in complex decision-making systems such as the European Union.

In a new chapter, the readers gain a unique and case-oriented insight into the specific practice of governmental relations work in Brussels. The revised work revolves around the formula that Professor Joos has developed for the successful representation of interests. The new edition provides methodical knowledge on the resolution of problems in complex situations (process trumps content) as well as profound knowledge of the functioning of today's EU (decision-making structures and decision-making processes).

Both of these aspects – the scientific theory and the sublime knowledge of decision-making in the EU's multilevel system – make the work a "must read" for senior EU figures of today and the future.

Those who wish to shape EU politics or be involved in decisions should understand the importance of both perspective change competence and process support competence. This applies to all players on the "European Union stage", from EU Commission officials through members of the European Parliament to decision-

makers in member states. Companies, associations, organisations and journalists will also profit from reading the new edition. After all, "Convincing Political Stakeholders" provides an in-depth understanding of the EU's structure and working methods.

The book sold out on Amazon within a few days of its publication by Wiley. Media Control (the exclusive media partner of the major German publishing houses) ranked the publication in first place in the political science category of its book charts. Furthermore, the magazine Focus (edition: 16/09/2023) published a slightly abridged version of the Outlook section of the new edition. In this, Professor Joos refers to the urgent need for reform to overcome the governance crisis within the EU. At the heart is the need for an extensive if not complete abolition of the unanimity principle in favour of the qualified majority.

The new work continues to act as the theoretical basis for the "Political Stakeholder Management" Master's seminar that Professor Joos teaches at the TUM School of Management each semester.

Anchoring the formula for success in science

Within the scope of his academic work, Professor Joos has set himself the ambitious goal of further anchoring the EUTOP Methodology, in particular the formula for the management of successful interest representation in complex situations, in the field of science. The new edition of "Convincing Political Stakeholders" is an important building block in the achievement of this goal.

The publication of further scientific contributions in relation to the formula for success are planned in cooperation with Professor Christian Blümelhuber (Professor of Strategic Organisational Communication at the Berlin University of the Arts).

An initial publication will focus on how lobbying mediates between the two systems "economy" and "politics", which strategies it uses and how these can be structured. The immense importance of this work for the EUTOP Group is clear: from an academic perspective, the EUTOP Methodology should become the "gold standard" within the sector.



Interest representation as a democratic policy-forming process

In addition to progressing academic research, Professor Joos also keeps a constant eye on the public

perception of interest representation. He regularly expresses himself on this matter in contemporary magazines and at professional events, for example within the scope of a panel discussion at Stiftung Bundespräsident-Theodor-Heuss-Haus (Federal President Theodor Heuss House Foundation) on the topic "Delegates, lobbyists, political defectors – who determines our politics?".

During the discussion with the Vice-President of the European Parliament, Katarina Barley, and the political managing director of LobbyControl, Imke Dierßen, among others, Professor Joos cleared up common prejudices in relation to lobbying. He combated the accusation of imbalance, for example between industry on the one hand and NGOs on the other, by making reference to the European transparency register. 3,103 interest representatives for companies and company groups are registered in this, but so are 3,375 interest representatives for NGOs, platforms and networks (as of October 2024). Ultimately, the speakers agreed that rule-based interest representation is a necessary and central part of making decisions in the public interest, especially in the EU.



The Standard Academic Work

Current edition

Prof Dr Gunther Friedl, Former Dean of the TUM School of Management:

"Klemens Joos succeeds once again in treading new ground with this second edition of his book. He tangibly packs the important distinction between content competence and process competence, without which successful interest representation is not possible, into a formula that reduces the complex task of interest representation to its core and the central relationships."

Prof Dr Thomas F. Hofmann, President of the Technical University of Munich (TUM):

"Based on competencies and international experience obtained over a number of decades in politics, business and academia, Professor Klemens Joos and his co-authors impressively show in this book how successful lobbyists in complex decision-making systems – companies in the multi-level system of the European Union, for instance – have to structure their negotiating strategy and procedural organisation. In doing so, the authors add flexibility to the previous concepts of rigid sociological, political science and economic functional mechanisms of lobbying work and skilfully combine theoretical and methodological bases with specific orientation aids for business practice."

The EUTOP Academy

A talent factory delivering employee excellence to our clients

Following a successful test phase, the EUTOP Academy went into regular operation in 2022 and has since provided training to all client-facing staff. The senior consultants, who have supported our clients with high-quality services for years, contribute their experience within the scope of the in-depth modules offered by the Academy. This offers particular added value, especially for newer staff members. Senior managers, directors and the advisory board also pass on their decades of practical experience in lobbying to the next generation. As such, the EUTOP Group's entire management team has now been fully integrated into the knowledge transfer provided by the EUTOP Academy. A "gold standard" for client work has been developed through cross-team discussions on project and customer management. This optimally positions future senior managers in the EUTOP Group for understanding and exceeding our clients' high expectations.



Arne Leimenstoll
Member of the Management
Board of the EUTOP Group

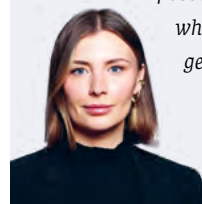
Select structural advisors offer specific and in-depth insights into the formal and informal decision-making processes at member state and EU level. One of last year's highlights was the guest lecture by the former Deputy President and Commissioner of the EU Commission, Günther H. Oettinger, on processes in the European Commission. Following the lecture, the future of the EU was jointly discussed on the basis of topical matters. These training formats are unlike any other available in the field of governmental relations. We are using the EUTOP Academy to invest in the training, development and future of our staff as well as to train highly qualified future managers.

"The EUTOP Academy offers great benefits, even for those of us who are experienced senior consultants. It enables us to expand our expertise and stay abreast of the latest information and developments at all times. The positive effects are not only visible in our own performances, but also help us to develop a strong and highly competent team. The EUTOP Academy allows us to obtain valuable insights from prestigious structural advisors, who enrich us with their expertise and practical experience."



Václav Kyllar
Senior Consultant, EUTOP Brussels

"The EUTOP Academy constantly enhances the quality of our work. It enables me to benefit from the extensive wealth of experience held by my colleagues and the advisors within the EUTOP Group. The inter-site knowledge sharing, in particular, qualifies me to find out about different strategies and perspectives with regard to the representation of interests and, ultimately, to achieve the best possible objectives for my clients, whether in Germany or the EU in general."



Helen Meyer
Senior Consultant, EUTOP Berlin

Compliance & Transparency

Guiding stars for sustainable success

Successful representation of interests in the European Union, its member states and regions is based not only on highly specialised expertise, rich practical experience and a non-partisan network at the most diverse political levels, but ultimately on one irreplaceable resource: trust. Trust in the integrity and the methods of the actors involved. Since its foundation in 1990, the EUTOP Group has been aware that it can only be structurally successful as a recognised intermediary for its clients if it is perceived as a trustworthy partner by politics and business at all times.

Compliance and transparent conduct in day-to-day-work have been a key part of EUTOP's DNA for decades. Compliance receives a great deal of attention, especially in the business activities of large companies and organisations. In addition, legislators have proclaimed an age of transparency on a wide variety of levels. The EUTOP Group therefore works continuously – together with leading external specialists – on the further development of its own compliance standards.

The Group's compliance management system comprises the areas:

- Legal Compliance
- Financial Compliance
- Tax Compliance
- External data protection officer
- Anonymous whistleblower system
- Certification of all administrative tasks according to ISO 9001
- EcoVadis certification

In order to provide its clients with the highest level of security and reliability, the EUTOP Group not only continuously audits existing processes internally, it also utilises the expertise and independence of external audits through inspections by recognised certifiers and



Christian Schaufler
Managing Director of the
EUTOP Group

renowned law firms, auditors, tax consultants and an external data protection officer.

In a decisive step to further strengthen its compliance and sustainability efforts, the EUTOP Group has strengthened its independent compliance department by appointing a Chief Compliance Officer and a Sustainability Officer. These appointments underline the EUTOP Group's commitment to compliance and sustainability, and demonstrate its endeavour to maintain the highest standards in these important areas and continue to meet regulatory challenges at the highest level.

In addition, the EUTOP Group supports the efforts of the public sector at European, national and regional level to achieve greater transparency in political processes. Wherever the legal framework makes it mandatory or leaves it voluntary, the EUTOP Group is registered in the relevant transparency and lobby registers.

With developed compliance standards, external audits, regular training as well as active compliance communication to employees, the EUTOP Group lays the foundation on which the highly motivated and qualified EUTOP consultants can successfully support lobbying with the trust of clients and politicians. "Compliance & Transparency" also means better value for clients and a better balance of interests for the benefit of all!

Read more at: www.eutop.com/en/compliance

Formula for success

EUTOP counters the growing complexity in the EU decision-making structure with a unique formula for success and thus exponentially increases the success of your lobbying.

$$SL = (CC + PSC) \text{ (OnePager® Methodology} \cdot \text{PSGR®)}$$

Before the Treaty of Lisbon, successful lobbying consisted mostly of content competence. But since then, and to some extent even before then, in the complex decision-making structure of the EU, it has become the result of a combination of the client's content competence (CC) and EUTOP's process structure competence (PSC). The sum of both is multiplied by the perspective change competence (OnePager® Methodology) and the latter is multiplied by the process support competence (PSGR®). The client's content competence (CC) and EUTOP's process structure competence (PSC) represent the structural instruments, while the perspective change competence (OnePager® Methodology) and process support competence (PSGR®) are the process instruments of successful lobbying. In other words: the sum of the client's content competence (CC) and EUTOP's process structure competence (PSC) will, in general, only lead to a successful lobbying result in the complex decision-making system of the EU (SL) if the OnePager® Methodology and PSGR® are used at the same time.

SL = Successful lobbying in the complex decision-making system of the European Union

This entails gaining competitive advantages, preventing competitive disadvantages and avoiding technical faults in legislative and executive initiatives at EU and member state level. Lobbying agendas are directives, regulations, white and green papers of the Commission, decisions in antitrust law and the law on state aid, as well as guidelines, custom duties and many other executive and legislative measures.

CC = Client's content competence

This involves the client's content competence and the "classic instruments" of content-oriented interest representation (corporate representative offices, associations, public affairs agencies and law firms).

PSC = EUTOP's process structure competence

This involves EU-wide maintaining of space, as well as human resources and organisational capacities (management competence), and production competence based on cross-institutional, cross-factional and cross-member-state networks of own employees, structural advisors, structural co-operation partners and external networks.

This results in a service that is a task force for the client – a task force in time of crisis, a service unit and an insurance against unexpected changes in the legal and political framework. The customised, structural intermeshing of CC and PSC is a significant success factor.

OnePager® Methodology

This entails 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). The result is a procedure which has been scientifically and empirically developed since 1990, 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 at an early stage and avoid the unnecessary deployment of resources. However, if the change in perspective succeeds – which happens in 85-95% of all cases – process support competence decides whether the goal is achieved.

PSGR® = Process-oriented structural governmental relations

EUTOP's employees and advisors must structurally and sustainably support all interfaces daily, 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 and 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, loyalties and coalitions can change at any time. The continual examination and co-ordination of all interfaces and the situational update of the OnePager® are therefore essential.

Complementary procedure

EUTOP works as an independent intermediary and according to the "only one interest" principle. 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. The decisive factor here is PSGR® interface management between clients and their instruments on the one hand, and the legislative and executive on the other hand. As an intermediary, EUTOP provides effective process competence and sophisticated EU-wide process management. EUTOP is independent from "the party concerned" as well as from the "decision-maker" and, for this reason, is accepted as a neutral, impartial and trusted intermediary, always acting to complement clients and their "classic instruments" of content-oriented interest representation.

Prof Dr Klemens Joos developed the EUTOP formula for success during his time as a visiting lecturer at the Faculty of Business Administration at Ludwig Maximilian University of Munich (2013 to 2021). Since the summer semester of 2021, he has been visiting lecturer at the TUM School of Management of the Technical University of Munich (TUM), where he was appointed Honorary Professor of Business Administration – Political Stakeholder Management in 2022.

On 6 September 2023, the new edition of the standard academic work "Convincing Political Stakeholders" by Prof Dr Klemens Joos was published. The focus is on a new chapter that provides a unique, case-based insight into the concrete practice of interest representation in Brussels. This makes the science-based formula for successful lobbying even more accessible.

Our client teams

in action for you



Prof. Dr. Klemens Joos
Senior Key Account Manager



Stefan Mappus
Senior Key Account Manager



Steffen Bartsch
Senior Consultant



Philipp Gebhardt
Senior Consultant



Arne Leimenstoll
Senior Key Account Manager



Felix Dane
Senior Key Account Manager



David Glanc
Senior Consultant



Denise König
Senior Consultant



Tim A. Bremmer
Senior Key Account Manager



Daniel Kewitz
Senior Key Account Manager



Václav Kyllar
Senior Consultant



Helen Meyer
Senior Consultant



Lorenz Kammer
Key Account Manager



Luis-Maximilian Hamm
Key Account Manager



Hubertus Schönburg
Senior Consultant



Lena Wiehe
Senior Consultant



Theresa Pachner
Key Account Manager



Timo Reinders
Key Account Manager

Over 150 employees
and structural advisors

Corporate Mission

EUTOP is a governmental relations company founded in 1990 by Prof Dr Klemens Joos. The EUTOP Group's business model is to provide methodological support to represent the interests of companies and associations vis-à-vis the institutions of the European Union (EU) and selected EU member states. As a structural service provider and intermediary, EUTOP provides its clients with the necessary process competence and has mastered the how, when and where of the EU multi-level system for more than 30 years. Combined with the client's content competence, process competence has become indispensable for a successful representation of interests. And this is precisely what EUTOP bases its clients' success on.

In the coming years, the EUTOP Group will be present in all EU member states in order to provide EU-wide process expertise for its clients at all times and in an all-encompassing manner as a specialist service provider. The EUTOP Group is investing heavily in its networks at EU level and in its sales and management structures.

In addition, the EUTOP Group will finalise its sales and management structures in the relevant global markets in order to provide process support to companies from other regions of the world within the EU.

EUTOP's process competence consists of three process-focused products or services, namely its process structure, perspective change and process support competence.

Process structure competence

is the EU-wide maintenance of premises, human resources and organisational capacities as well as a cross-institutional, cross-factional and cross-member-state network.

Perspective change competence (OnePager® Methodology)

is one of our main tools for successful interest representation, which is achieved by developing and implementing a change in perspective from the individual to a common interest perspective.

Process support competence (PSGR®)

includes, as part of Process-oriented Structural Governmental Relations (PSGR®), the structural, sustainable management of the political process relevant to the client, at every key interface.

The key to success in the EU's complex decision-making system is EUTOP's long-term, i.e. structural process competence, which is closely intermeshed with the client's content competence.

"Salon d'Europe" in Brussels

Event review

In October 2024, EUTOP had the honour of hosting its first Salon d'Europe event in Brussels in the musée BELvue titled **"Transatlantic Perspectives: Navigating the Impact of the EU and US Elections."**

Our distinguished panel, expertly moderated by Uli Dönch, featured:

- **Federica Mogherini**, former High Representative of the Union for Foreign Affairs and Security Policy as well as Rector of the College of Europe
- **Klaus Welle**, former Secretary General of the European Parliament and currently Academic Council Chairman at the Wilfred Martens Centre for European Studies
- **MEP Michael Gahler**, EPP Spokesperson on Foreign Affairs
- **Ian Lesser**, Distinguished Fellow and Advisor to the President of the German Marshall Fund
- **Sir Michael Leigh**, Academic Director at the Johns Hopkins University

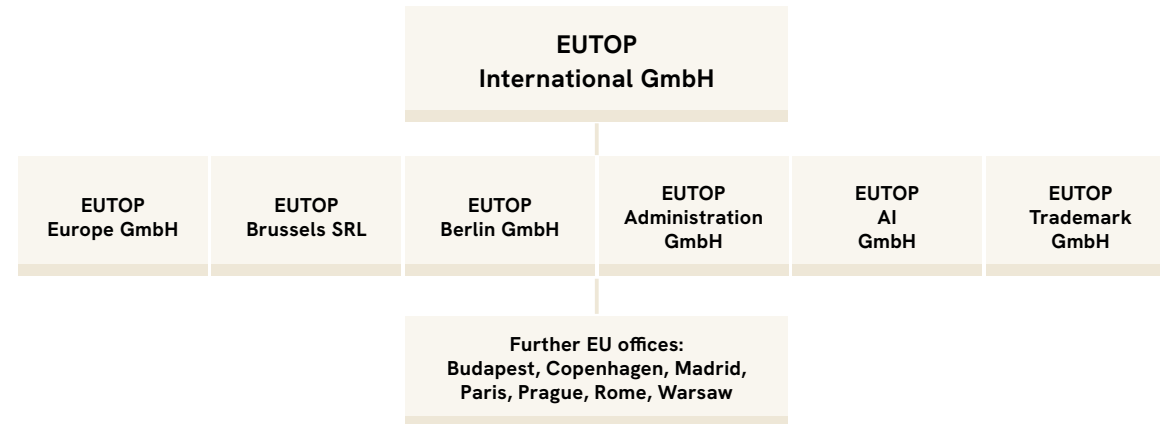


The discussions were both insightful and thought-provoking, highlighting the complexities of the upcoming US-elections at that time and their possible impact on both sides of the Atlantic. It is evident that fostering collaboration and understanding is essential as we navigate these pivotal times.

A heartfelt thank you to all our panellists and participants for making this event a success.

EUTOP Group

Status quo



7 affiliated companies EU-wide.

10 sites in the EU and Europe.

Close proximity to the institutions

including EUTOP's headquarters in Munich and its offices in Brussels and Berlin, which are also at the service of our clients.

Over 150 employees and structural advisors

Our structural advisors are outstanding personalities who formerly held leading positions in politics and the business world. They provide EUTOP with their experience, their knowledge and their networks.

Compliance management system

consisting of legal compliance, financial compliance, tax compliance, an external data protection officer, an anonymous whistleblower system, certification of all administrative tasks according to ISO 9001 and EcoVadis certification.

Quarterly external audit

of the correct performance documentation, order accounting and fee accounting as well as the voluntary auditing of all financial statements by auditors within the scope of financial compliance measures.

Scientifically well-founded business model

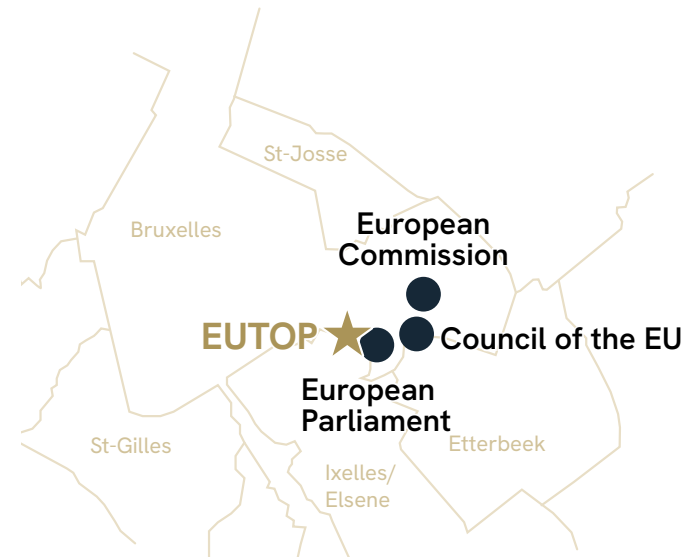
in co-operation with Ludwig Maximilian University of Munich (LMU) as well as the Technical University of Munich (TUM).

EUTOP Group's coverage



Our stronghold in Brussels

EUTOP's representation in Brussels is located in the immediate vicinity of the European Parliament and the European Commission. The EUTOP Group has been located at Place du Luxembourg since 1998. Like all of EUTOP's locations, the Brussels office with its meeting rooms is a frequently used venue of exchange with our clients.



Our head offices



Brussels
Rue d'Arlon 15
1050 Brussels
☎ +32 2 2868080
✉ brussels@eutop.eu



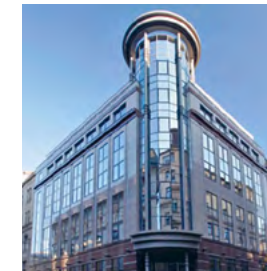
Berlin
Unter den Linden 38
10117 Berlin
☎ +49 30 5200055-0
✉ berlin@eutop.eu



Munich
Denninger Straße 15
81679 München
☎ +49 89 323700-0
✉ eutop@eutop.eu

Our other offices

EUTOP is present where the decisions are made.
In addition to our head offices in Brussels, Berlin and Munich, we also have offices in seven other locations in the EU and - through a network of structural partners - in other EU member states.



Budapest
Kálmán Imre utca 1
1054 Budapest
☎ +36 1 4751433
✉ budapest@eutop.eu



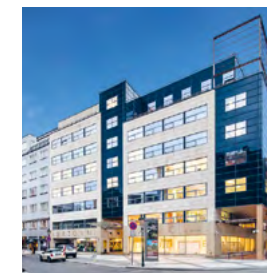
Copenhagen
Frederiksborggade 15
1360 København
☎ +45 88 745258
✉ copenhagen@eutop.eu



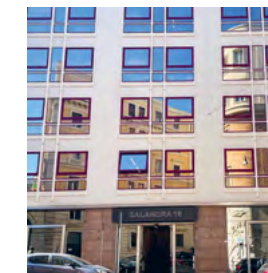
Madrid
Paseo de Recoletos 5
28004 Madrid
☎ +34 910 488 728
✉ madrid@eutop.eu



Paris
10, Place Vendôme
75001 Paris
☎ +33 1 53455480
✉ paris@eutop.eu



Prague
Rybná 682/14
110 05, Praha 1
☎ +420 222191331
✉ prague@eutop.eu



Rome
Via Antonio Salandra, 18
00187 Roma
☎ +39 06 4227-2304
✉ rome@eutop.eu



Warsaw
Park Avenue, Wspólna 70
00-687 Warszawa
☎ +48 22 1857317
✉ warsaw@eutop.eu

www.eutop.eu

Berlin

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