



SPECIAL SEMINAR
NETWORKING IN THE EUROPEAN UNION
European Forum Alpbach

26 - 27 August 2006



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I. INTRODUCTION

In the framework of the European Forum Alpbach 2006, the EU-Office has organized a special seminar on EU-lobbying for the 5th consecutive year. The aim of this year's seminar was to provide the participants with the relevant tools to successful lobbying. A broad spectrum of speakers was invited to take a look at lobbying and networking from different viewpoints. European politicians, experts from EU institutions, Brussels-based lobbyists, European business associations as well as representatives from individual companies and the media were invited to share their views at the 1 ½ day event.

Lobbying and networking in Brussels is more important than most people would assume: Almost 80 percent of national legislation affecting Europe's business community is pre-decided in Brussels. The European Union is constantly gaining more and more influence. Consequently, representatives of business interests have to pay as much attention to the European level as to the regional level. But it is often not possible to transfer the same lobbying and networking techniques from the national to the European level.

To be able to lobby successfully in Brussels, you first need to gain an insight on how the European Union is working. The speakers in Alpbach explained the EU's decision-making process in the Commission, the Council and the European Parliament. They gave hints and tips which techniques the participants should use to get through with their messages. The actual possibilities to influence EU decisions were also discussed.

"Lobbying was long considered a suspicious activity in Europe. With our special seminar on networking and lobbying in the European Union we want to contribute to a better understanding of this very complex issue," said Barbara Schennach, head of the EU-Office of the Austrian Federal Economic Chamber.

As in previous years, this event has only been possible thanks to the close cooperation with Ambassador Gregor Woschnagg, Permanent Representative of Austria to the European Union, and Hans Brunmayr, Director General at the Council of the European Union.

Around 230 people from all over Europe and the world attended the event, among them a lot of young people from the new Member States of the European Union.

This report summarizes the most important results of the seminar. Furthermore, it includes the CV's of the speakers and - as far as available- additional background information that was used during the seminar (see appendix).

II. KEYS AND RECIPES FOR SUCCESSFUL LOBBYING

What are the do's and don'ts of successful lobbyists? Are there any general rules to obey to? The first speaker of the seminar, Mr Hanns Glatz, Delegate of the Board of Management, External Affairs and Public Policy at the Brussels office of DaimlerChrysler, gave the participants a **first insight into successful lobbying**. He explained why networking and lobbying are so important especially in Brussels and the European institutions: "The magic number of 80 percent of all European legislation is done in Brussels", Mr Glatz told the audience.

According to Mr Glatz, lobbying should not have the negative connotation that was often attributed to it: "Lobbying means to talk to the right person in the right moment and to have the right links." A lobbyist is someone who defends interest. Mr Glatz underlined that lobbying plays a **key role in Brussels decision processes**: "There are 25.000 people working for the European Commission in Brussels. That sounds a lot. But it isn't." European Commission workers are often only too happy to receive information from lobbyists.

Mr Glatz presented the **ten golden rules every lobbyist should fulfill**:

1. Know your trade: Most of the representatives in Brussels come from inside the company. Know your trade because the Commission and the Parliament do not know enough about matters. Inside the organization you have to fight against the image lobbyists have, namely being champagne drinkers and caviar eaters. Show success stories!

2. Make friends even when you don't need them: People in your company do not think politically. Make friends with them so that they help you when you need it - and in return you will help them. Get to know members of Parliament who will be influential before the directive or proposal is discussed. It takes time to get to know people and show your interests. The person who is responsible should already know who you are and that you can be trusted before you need her or him.

3. No closed shops: In Austria or Germany most people belong to clubs or "Seilschaften". In Europe the system works completely different. Europe does not know a government majority which is natural in European countries. If you want to achieve something, work with majorities! The political parties and families are completely different in all 25 countries. For example, you cannot compare German and French socialists. There is not one European party in the EP which has absolute majority. There are no closed lines; votes go through political and national groupings. You have to be flexible.

4. Use information professionally: Information is abundant in Brussels but not all of it is useful for you. The Commission is publishing more and more information. Find ways to filter the right information for you!

5. Create coalitions: The more you are, the better it is. Daimler Chrysler is a big company but the whole automotive industry is much more important.

6. Use the right arguments: Put forward convincing arguments and evidence for your case. Don't lose time arguing against your adversary's case. Public trust in most institutions including "big business" is relatively low. On the contrary, trust in NGOs is high as they represent the whole society.

7. Know to act when and where: Being too early is as bad as being too late. You have to know precisely when to talk to whom. Do not rely only on your good connections to influence politicians or senior officials.

8. Be ready to compromise: The European way is to compromise while American lobbyists want to get their objectives through or kill legislation outright.

9. No dirty tricks: Explain well who you are and where you come from. Never cheat, never exploit personal weakness. Remember that Brussels is a village. You may have many friends but you certainly also have enemies.

10. No personal rewards: No bribery, if you want it more clearly. Ethical standards among decision makers are high in Brussels. To give personal gifts will raise suspicion that you cheated or that you are not convinced by your own arguments. However, inviting someone for lunch is nothing suspicious. By the way: Lunches are often the only time when EU officials are available.

Rory MacMillan made his first appearance at the European Forum Alpbach. The Director of Government Affairs for Europe, the Middle East and Africa at Nike pointed out that all **lobbying of his company is centralized in Brussels** nowadays: "Nike is a young company; we do not have lobbying or public affairs staff in all the 27 EU countries." There are a lot of languages, countries and different approaches how governmental affairs should be influenced. Mr MacMillan underlined the "big challenge" he and his team is facing each day in the European capital. "We deal with discussion documents, green and white papers as well as new draft legislative proposals." The issues they deal with could be local or regional issues - an extremely broad field.

Nike is trying to achieve its goals by building coalitions with policy makers, said Mr MacMillan. The dialogue with stakeholders made it clear where the interests of the company lay. Mr MacMillan tried to answer the question **what is and what is not acceptable in lobbying**: It ought to be absolutely necessary to fully comply with regional or national standards of networking and lobbying. For example, an invitation to lunch would indeed be acceptable in Brussels but maybe not in certain EU Member States. "Nike is trying to make sure that any invitations, meetings, whatever we agree to do is acceptable in local legislation and according to the Nike Code of Ethics", Mr MacMillan said. This could be very complicated because there are so many countries in the European Union.

Everyone in Mr MacMillan's team has to sign the **company's code of ethics "Inside the lines"** every year. "The code formalized what we have been doing for years. Signing it is not negotiable if you want to work for Nike in public affairs." Nike's lobbying has always been based on reliable facts. There is no room for mistakes: That would compromise the integrity of the brand and our company values, Mr MacMillan underlined.

What is not acceptable? "We do not give financial contributions to political parties in EMEA; we do not finance European political events or give money to European parties or politicians. There are no weekend trips to Monte Carlo or Paris, we do not do that", said the Director of Government Affairs.

Mr MacMillan and his team created a **14 step program to ensure lobbying is effective from the beginning to the end**: The toolkit. The key points are:

First you have to work out what is important for your business and really bring it forward. You have to **sort out ideas**.

Know where the mandate is coming from: It is increasingly difficult to understand the drivers who are driving new legislation. You have to get behind that.

Have a clear set of objectives: What do we want to achieve exactly?

Talk to the right people: You have to be focused. In Brussels there are multiple entry levels. First go to the people who write the proposal, then go higher up. Follow the bottom-up-proposal.

Right place, right time: Stick to your action plan. Focus on key points. The earlier you engage the higher is your success chance.

Know the audience well: Before you go to meetings know in detail who the people are, what you expect from them and what they expect from you.

Be precise: Write a one or two page summary with clear messages what you want and expect. Stick to your story! The most important is to be persistent and patient.

Mr MacMillan also pointed out the **key differences between lobbying in Europe and the United States of America:** "The EU gives a lot of money to NGOs who in turn come back and lobby them. Ask yourself: Is that really the right way to spend public money?" Europe is more complex. There are more diverse interest groups than in the US. Many European organizations are skeptical about mandatory transparency. Lobbyists have to declare transparency in the States.

III. NETWORKING AND LOBBYING SEEN FROM THE RECIPIENTS' SIDE

Barbara Brandtner, Member of Cabinet of Commissioner Neelie Kroes, has a lot of experience with **being lobbied:** "There are **different roles** you have to play as a lobbyist or a representative. You are an opinion shaper or a provider of information - but you also have to defend your interests", she said. A lot of different people lobby the Commission "all the time".

According to Mrs Brandtner it is not true that the Commission is not transparent, as many Europeans believe. It is not true that the only way to get through is to have your Minister call the Commissioner. Given its size, the Commission is pretty open and easily accessible because people working there know that their decision is only as good as the information they get from the outside world, the Member of Cabinet emphasized. "We will be **grateful for input**, we are dependent on it".

There are **three don'ts** of Lobbying:

* **Do not start by having your Minister call the Commissioner.** All technical work is done at service level. The Commissioner may have never heard about your request. You have to invest in a solid working relationship. Try to have contacts with several levels of hierarchy and different services.

* **Never underestimate the Commission and its Services.** If you just provide pieces of information we will notice. Do not try to blackmail us - this always backfires. Start seeing us not as an enemy but as a partner. Show interest in what we are doing, where we are coming from and the work we are doing. You will build up a credit of trust with this behavior.

* **Do not think Commission officials are under-worked and overpaid.** Keep the information short and to the point: No 150 pages. Two pages are fine, five are okay, ten more risky. Carefully choose the moment of your intervention. Be very careful in planning your first contact with Commission officials.

As a Member of the European Parliament, **Valdis Dombrovskis** explained his personal experience concerning the lobbying at the European Parliament: **Who is lobbying?** According to Dombrovskis, Governmental interests are defended by permanent representatives of the Member States to the EU. Regional interests are represented by regional and city offices and associations. Industrial interests are represented by consultants, firms and associations. Civil society interests are defended mainly by NGOs.

The main goal of lobbying at the EP is to convince the Members to amend the legislative text in such a manner that the final legislative act satisfies the interests of the interest group, said Mr Dombrovskis. Amendments can be tabled in **two arenas: Parliamentary committees and Plenary**. Lobbying starts at the European Commission which is entitled to present a draft legislative text. Lobbyists at the European Parliament target the legislative activities at the committee level rather than in plenary.

Mr Dombrovskis presented the following **lobbying techniques**: Lobbyists could follow the issue by participating in committee meetings, hearings, external meetings, intergroup and political group meetings and plenary sessions. They could meet the MEP's and/or Rapporteurs and committee administrators, who are regularly involved in the actual drafting of the reports, in person. Lobbyists propose a draft text for amendments, expose the client's point of view in a written or oral form or present impact studies of the legislative act on industry, state, region, city and civil society. "Hearings also give you an opportunity to express an opinion."

But what can MEP's really do to help you? Individual MEP's may table amendments for consideration in committee meetings. The Rapporteur has much influence over amendments by recommending to back or to reject them. Only the committee responsible, a political group or a group of at least 37 MEP's may table amendments in the plenary, explained Mr Dombrovskis.

The MEP affirmed the **positive effect lobbying has for the Parliament**: "Listening to lobbyists on various sides of an issue can be an important source of information for us. And it ensures the participation of the wider public in the decision-making process." But of course also **negative effects of lobbying** do exist. Mr Dombrovskis cited tobacco industry's campaigns to prevent Parliament approving a proposal to ban tobacco advertising. From Mr Dombrovskis' point of view, this is a negative example of lobbying because a ban of tobacco advertising would have had a positive impact on the health of Europe's citizens. Heavily lobbied proposals can reshape Parliament's work and result in the rejection of the proposal as has happened with the Software patent directive.

Preconditions for successful lobbying:

- Bring with you a **brief position paper or fact sheet** in order to provide in-depth information.
- Be ready to answer many **topic-related questions**.
- **Know the relevant decision making procedure**. Attend the relevant committee meetings, part-sessions and sessions in order to follow the issue.
- **Do not write long letters and e-mails** with plenty of information and, if possible, do not use attachments. It can be counter-productive as your correspondence could fail to deliver the main message.

Dombrovskis' colleague, Member of the European Parliament **Edit Herczog**, uttered the wish to be more **successful for the citizens**. "European legislation is about you. You have to know the risks and opportunities in legislation", she told the audience. European institutions have a very long decision-making process. But during this timescale, opportunities for successful lobbying are constantly decreasing, the MEP warned.

According to Mrs Herzog, it is all about **recognizing opportunities and calculating risks**: "The optimal competitive edge is the combination of well planned investment and well calculated costs", she explained. Following the co-decision procedure, opportunities constantly decrease while risks constantly increase. Lobbyists should start their consultation within the green-paper-phase. "Within the white-paper-phase, lobbying will already become more difficult", warned the MEP. But there is room for direct lobbying where expectations and interests of stakeholders are taken into account. Within the legislative proposal phase, the Commission should be lobbied. After that, the emphasis should lie on the Council and the European Parliament.

How can you **convey your message**? According to Mrs Herzog, at first you have to do research: Identify the individual stakes and interests. Then there is the first working phase where you have to analyze and coordinate the message. The outcome of the second working phase should be a united, concise and targeted position. Finally you should draft a **ready-to-lobby position paper**.

To conclude, Mrs Herzog gave the following **tips** to the audience:

- Try to identify where **potential compromises** can be made. You have to work as a vector. Know where you start from, where you want to go and how much you can get.
- First you may have 1000 ideas. Someone has to put together the ideas, assemble the pieces and get a **ready-to-use product**.
- In Parliament, you have to be **straightforward and convincing to get the majority**. If a MEP cannot build the majority even if he or she likes you, you are lost.
- Use **all channels**. Do not go only to your MEP, go also to your Mayor, your Chamber of Commerce, any national or European Federation, the press or to anyone who will influence your MEP.
- Remember the **most important objective of MEPs**: They want to get reelected and increase their political weight.

To sum up: **What is a lobbyist?**

- **Cambridge Dictionary definition**: Someone who tries to persuade a politician or official group to do something.
- **Oxford Dictionary definition**: Someone who tries to influence politicians on a particular issue.
- **Herczog definition**: Someone who is - and is recognised as - the best source of information and solution during the decision making process, with the aim of achieving their own targets as well as the long-term (European) strategies.

IV. EXAMPLES OF SUCCESSFUL LOBBYING STRATEGIES

Gerhard Huemer started his presentation with an outline of UEAPME, which is one of three horizontal business associations at European level. UEAPME, officially recognized as an SME organization, employs around 30 people and is active in twelve countries. According to Mr Huemer horizontal organizations have limited financial and human resources compared to sectoral associations. Mr Huemer also sees a “wide gap between the real enterprise and the European Union”.

Mr Huemer wanted to show the audience **how lobbying works in reality**. UEAPME represents eleven million small and medium-sized enterprises from all over Europe. Being a European social partner means UEAPME is invited to consultations and meetings before the first paper shows up. But “we never say we are lobbyists”, emphasized the Director for Economic and Fiscal Affairs. “We want to improve the framework for the economy and to explain to the Commission and to the Parliament what our problems are.” Mr Huemer, like previous speakers, underlined the importance of finding compromises with other players.

A big advantage for UEAPME is the **huge popularity of SMEs** at the moment. According to Mr Huemer, every politician is focused on SMEs: People in the Commission and in Parliament appreciate that there are not only big associations but also small ones with arguments and opinions. UEAPME tries to be a competent and trustworthy partner and to provide relevant input to the Commission and the Parliament. They do this by building alliances and networks, improving visibility and focusing on priorities.

Mr Huemer explained his strategic approach towards **Lobbying for SMEs**:

- Prepare relevant input (background info, studies)
- Find experts on the issue and build up alliances
- Contacts with decision makers and their advisers
- Involve national organisations
- Set realistic targets
- Try to become a “relevant” stakeholder on the issue

Gerhard Huemer also presented some **concrete examples of successful lobbying**:

State aid reform: Target: Less and better targeted aid. Players: Commission (DG Competition), Member States. SME’s priorities: Innovation and SME finance.

- **Early reaction** on draft proposals
- **Contacts** to DG COMP and Commissioner Neelie Kroes
- **Alliances** with SME finance institutions and innovation support services
- **Involvement** of national governments via members’ network
- **Public support** for Commission proposal in other areas (non-priority issues)

Basel II: Target: Make financial systems more risk-sensitive. Players: Bank for International Settlements, Commission, Parliament, Council. SME’s priorities: Ensure access to credits.

- **Alliance** with credit institutions relevant for SMEs
- **Comments** on all draft proposals
- **Regular contacts** with DG Internal Market and Services
- Creation of **public awareness** and pressure
- **Participation** in workshops and hearings of the Commission and the Parliament
- **Support** to the rapporteur in the Parliament
- **Network** with other business associations (Eurochambres, Eurocommerce)

Reach: Target: New registration systems for all chemicals. Players: Commission, Parliament, Council, stakeholders. SME's priorities: Simplified procedures, data sharing, and cooperation with European Chemical Industry Council, access to resources.

- Alliance with UNICE
- Awareness-raising in the Parliament
- Involvement in impact assessment and test running
- Balancing conflict between large and small businesses
- Provision of experts from SME sector

Sunlight Directive: Target: Workers' protection against optical radiation. Players: Parliament, Commission. SME's priorities: Exclude natural sources (sunlight).

- Very late involvement - during second reading
- Co-operation with SME circle within the EPP group
- Public campaign against bureaucracy and overregulation
- Public pressure to achieve the goal

More examples of successful lobbying strategies came from Mr **Henning Schoppmann**, Secretary General of the European Association of Public Banks. At the beginning, Mr Schoppmann gave a short presentation of his organization: The EAPB was founded in May 2000 with ten members from five countries. Today it has 23 members and some partner banks from twelve countries. The association is representing the specific interests of public or publicly owned banks, development banks and funding agencies, for example the Austrian Land- and Mortgage Banks. Its main activities are to give credit to local authorities, to grant promotional credits and the financing of small and medium-sized enterprises (SMEs).

Mr Schoppmann cited the following examples of successful lobbying: **Public procurement** is no longer necessary for banks giving credit to local authorities. According to the European Commission, in the past, municipalities had to render a public procurement in case of taking a loan. According to Brussels, this was necessary with regard to the liberalisation of the European financial markets and to create more competition in order to reduce costs.

"It is not necessary to make public procurement all over Europe", explained the Secretary General. It would lead to higher costs: "Interest rates are volatile. If you have to make an offer as a bank you usually ask for more money because you do not know the way interest rates will go." Municipalities also obtained comparative offers by phone. "It is also not practicable because a public procurement procedure takes more or less six weeks."

What were EAPB's lobbying activities?

- Issuing of a study regarding the volatility of interest rates within the announcement time frame
- Taking contact with municipalities in Europe
- Setting up position papers together with representatives of the municipalities
- Contact with the respective MEPs

"And we succeeded: The new Public Procurement Directive was adopted in March 2004", Mr Schoppmann was happy to announce. Financial Services were definitely exempted from the scope of application with regard to the public procurement obligation.

The **Consumer Credit Directive** was another success: The Commission's proposal for a Consumer Credit Directive (CCD) of 2002 equally covered promotional credits, e.g. start-up loans, environmental loans or student loans. For promotional credits, interest rates are

defined by the government and are below the market level. Creditworthiness does not play an important role.

“We told the Commission that in that case there is no need for special consumer protection”, argued Mr Schoppmann. Promotional credits are not compatible with various provisions of the CCD, for example the extended clarification about risk or the prohibition to grant a credit in case of lacking creditworthiness. The result was that the Commission accepted EAPB’s ideas: Promotional credits without any limitation are now exempted from the scope of application.

Mr Schoppmann drew the following conclusions:

- Often we are successful in lobbying, even though a lot of patience is needed.
- Persuasive arguments of which one is truly convinced are necessary.
- All stakeholders and all institutions which are involved in the legislative process should be consulted.
- Allies in all Member States and in all economic sectors and, if possible, also a good contact with all those for whose protection the Directive is planned, is required.

“Getting the deal done in Brussels: The politics of Mergers and Acquisitions” was the topic of the presentation by Tom Brookes, partner and consultant at the Brussels-based communications and consulting agency GPlus Europe.

According to Mr Brookes, the goal of communications is to create a positive environment in which the merits of the merger are aired and understood, and in which clearance is secured. “M&As tend to be impressive processes.” There usually is a tight timeline: Five months from decision to acquisition. Mr Brookes referred to competition policy as the “jewel in the European Commission crown”, as the core business of the Commission: Competition policy has been increasingly used as a tool for industrial restructuring. “There has been increased political sensitivity in this field.”

When is communications needed?

- The company has a “history” with the Regulator
- The government/s has/have sectoral policy concerns
- Third Parties and competitors have mobilised
- Application of controversial economic theories or political objectives
- Regional, transatlantic or global context
- Anti-competitive impact

“European and American officials might look at it at the same time. Any company must take that tight relationship between the US government and national regulators in Europe into account”, emphasized the consultant. Customers, employees, trade unions, national politicians and national issues came into play as well. And Mr Brookes warned about forgetting the media: “Big European M&A activities are covered strongly in the media.” As an important example he cited the Financial Times. A company needs to orchestrate carefully to take into account all different opinions. GPlus tries to create an environment in which a deal can be cleared, said Mr Brookes.

As a **bad example** Mr Brookes mentioned the **GE/Honeywell deal**: “It was a disaster from Jack Welch’s perspective and for GE. It was good that Brussels blocked the deal.” The deal was run entirely from the United States. It left the door open to competitors and was litigated to the press. The Commission did not appreciate that, said Mr Brookes. There also was high political pressure coming right from the top: US President George W. Bush said during a speech at NATO that the GE/Honeywell deal looked so good and that he did not understand Europe’s problems with it.

The reaction from the other side of the Atlantic was correspondent: “I deplore attempts to misinform the public and to trigger political intervention. This is entirely out of place in an antitrust case and has no impact on the Commission whatsoever”, former Competition Commissioner Mario Monti announced in a press release of 18 June 2001.

According to Mr Brookes, a **good deal** looks like **HP/Compaq**: “It was the biggest deal in the history of IT.” It was an **open and transparent deal**, the press was kept informed but not opinionated and the companies presented real solutions, said Mr Brookes. In the pre-notification phase of the deal, positions were discussed with DG Competition and other departments. There were follow-ups done for issues raised in initial meetings. The next step was the positioning with Parliament and follow-up-meetings with officials. Then specific issues of potential concern were addressed. Before the notification of the deal, the press was informed via background briefings. After the outreach to Brussels, phase 2 was opened. Before the actual clearance of the deal, active media management was done to reduce intrusion risks.

To conclude, Tom Brookes gave the audience **a few simple rules**:

Prepare:

- Carefully consider policy context
- Maintain good relations with decision makers in peace time
- Agree to possible undertakings between the parties
- Iron out internal difficulties between parties and with regulators before notifying a deal
- “Come early, come often”

Inform:

- Educate all audiences about merits of case and sector

Engage:

- Front-load the process to identify issues
- Work with regulators to reduce media intrusion

And, most important: **Be part of the solution, not the problem.**

V. EXTERNAL ANALYSIS OF LOBBYING STRATEGIES

The final panel of the day tried to look at the strategies presented during the day from a **different perspective**. Oliver Drewes, spokesperson of Commissioner Charlie McCreevy, wanted to stimulate the debate with his view of the elements of lobbying: "When I was a student, I thought Europe was a great thing. I was an idealist." His first experience with lobbying in Brussels was rather personal: He was looking for a job in the EU institutions and so went to a pub in the European quarter. There he invited a MEP for beer to be able to ask him for a job.

For Mr Drewes, lobbying is perfectly normal and necessary. For him, Brussels is distant from the reality of the Member States. Therefore, decision makers need informed people who give them **right information about right issues**. "For example, concerning ethical questions, you have to know exactly how far you can go and where the ethical limit is." You have to bare in mind that there are hundreds of networks in the European capital and that they are country-policy-oriented. If you want to be successful you have to know the procedures in detail, the spokesperson underlined.

Most people in Member States' decision-making-organisms or companies don't actually know **how important Brussels really is** in influencing their daily lives, Mr Drewes said. And a lot of people in Brussels have no clue what people in their home countries think and what their reality is all about. "Many networks are not important and do not get anything done in Brussels. Many live from the fact that they tell at home that they are important but they do not have real power in the European capital."

Mr Drewes warned about a mistake a lot of people who come to Brussels make: Often people do not make "the step". They continue with their Member State thinking and mentality and try to transfer this system to the Brussels level. "That is not possible, Brussels is completely different", the insider emphasized.

One important question for Mr Drewes as a spokesperson is: **How can you get the message across in the media?** He admitted that he basically does not know how this works. But he gave the audience the following hints:

- Have a **strategy**. Do not say the wrong thing at the wrong time to the wrong audience.
- You can never ever **buy public opinion** and you should never ever try. It will not work.
- **Define** what an issue is. There are always at least 25 issues at a time.
- There is no real **European public opinion**. It is fragmented and there is no common denominator. Keep that in mind!

Hajo Friedrich, Correspondent of Frankfurter Allgemeine Zeitung in Brussels, explained the **relationship between the European institutions and the media** from an insider's point of view: He told the audience about special leaks to the Financial Times. "Proposals of the Commission are often published in this famous paper one or two days before their official publication", Friedrich said. But: The spokespersons always deny that they give the information to the paper. According to the journalist, this practice lasts already for some years: "It is a lobbying strategy from the Commission to give information exclusively to this paper because they know that everybody will read it in the Brussels bubble." This is one of

the most efficient unofficial consultation measures of the Commission. "On the day after the publication they get thousands of reactions from everybody."

The correspondent wanted to encourage the audience not to put all their trust in the press or one representation of an organization. There are **1500 journalists based in Brussels** - more than even in Washington. And there are **15.000 lobbyists**. But the media is not only targeted by lobbyists but also by institutions. As a journalist Friedrich has got the feeling that some MEPs represent rather some special interest group or company than the citizens. His newspaper, the FAZ, is used as a kind of **communications tool between European elites**: "MEPs are coming to us to ask for an interview. They say our paper is read in the capital where the boss of the party is. But we have to write for our readers. We want them to understand what is happening in Brussels." Friedrich mentioned that he sometimes has the impression the knowledge about Europe does not grow to the same degree as the importance of Europe.

For journalists based in Brussels, it is often hard to sell their story to their paper in their home country: "Only if you **dramatize, personalize or scandalize** you can sell a story to your paper", told Friedrich. In the 1990s Europe was much more respected. Journalists who have been in the European capital already for a couple of years often get told that they have been there for too long and are therefore becoming "too European". "If you want to be successful you have to be very critical", explained Friedrich.

The **media** is often seen as the **fourth power**. "I would say the **fifth power is lobbying**. For me it is even stronger than the press. Commission officials and lobbyists sell exclusive stories to journalists - sometimes to destroy the idea behind it. I know cases where influential lobbyists give papers to journalists", argued the correspondent. As a journalist you often have the feeling that you are used. Some officials take advantage of the fact that the media market is in a crisis. "But you are influenced in a very subtle way." Friedrich gave one example: He once wanted to write an article about how Germans are put into influential posts in Brussels. He was approached by officials telling him exactly what he should write. "80 percent of what is happening on the EU level does not get any publicity. For SMEs 1000 norms are made without any public discussions", Mr Friedrich concluded his speech.

Drewes added that in his opinion the **media is not that influential**. The most extreme papers have no journalists in Brussels so they do not have to deal with real facts. "I saw things which I thought were a scandal and nobody wrote about it. Then you have minuscule things which are made up as a scandal", he complained. The spokesperson confessed that he trusts newspapers less than he did before he started his job. He noticed an increasing tendency that correspondents are told from back home what they should write about. "And people do not know what is really going on." It is easier to speak nasty of people than to have real, strong facts. According to Drewes, very few media really want to tell the truth.

A long time, the tendency in Europe was that everything from Brussels is holy and best for everybody. But the more power the European Union has the more the Member States loose. Therefore it turns into a scapegoat. "But we are not spin doctors buying souls of Europeans", underlined the spokesperson.

Drewes concluded with the remark that informed elites have a strong influence on Brussels policy making. "Where is the average European citizen in this process?" he asked.

VI. NETWORKING - A KEY ELEMENT OF EUROPEAN POLITICS?

Gregor Woschnagg, Permanent Representative of Austria to the European Union, looked back to an interesting and challenging time: The last six months of Austria's presidency of the European Union. Mr Woschnagg underlined that being EU president did not mean to promote the interest of your home country but to work with the other 24 Member States. "The President has to be a mediator and an honest broker. He is not supposed to have a national interest", he said. The Presidency represents the Member States vis-a-vis the other institutions like the European Parliament and the Commission: "This is huge work." Austria had to face for example 45 plenary and ten committee debates and to be the voice of Europe to third countries. A good presidency is measured by the degree to which it obtains the aim to quickly and successfully conclude the dossiers.

Who are the actors the presidency deals with?

Actors whose interests have **direct influence** on the outcome (e.g. who are involved in the negotiating process)

- Other Member States
- European Parliament
- European Commission

Actors who have **indirect influence** on the outcome

- Private sector lobbyists
- Media
- National government interests/opposition of presidency country
- NGOs

Woschnagg had to be especially careful because of the upcoming elections in Austria which were scheduled for October 1, 2006. "You must make clear analytical work, you have to know what the best outcomes would be", explained the Permanent Representative. He had to **find a compromise proposal** and share it with the actors: At first with the working groups, then with the political level. What made the task so difficult was that the presidency had to take everybody and everything into consideration. Woschnagg demonstrated the way problems had been solved: "If we saw a problem we started bilateral negotiations. The Presidency is always a little bit better informed than the others. There are always red lines - you have to be careful not to cross them." It is of utmost importance to give delegations something they can report home as a success.

After this introduction, Woschnagg explained **how to lobby the Presidency**. It is necessary to start one year ahead. At that time the country is still nervous and insecure. If you then raise an important file, the country will listen to you. "Once your country presides, you do not have time even for dinner in the best restaurants in Brussels", Mr Woschnagg underlined. The best time to make a strategy or a paper is when the Presidency starts. "Lobby before the European Council because this is the time when the Presidency has to draft conclusions", advised the Representative. But be aware: You need a lot of "fingerspitzengefühl" in drafting!

Who are the most important actors?

- The members of the Permanent Representation in Brussels (whether at working group level or at ambassador level - COREPER)
- Key persons in the capital
- The relevant rapporteurs in the European Parliament
- The Council Secretariat

To get a better understanding, Mr Woschnagg gave some **facts and figures** about the Austrian Presidency: There were 10.000 people involved. His country lead 3.300 Council body meetings in Brussels and Luxemburg (additionally: EU coordination meetings in Austrian Embassies in third countries and international organizations - Geneva/New York). Concerning third countries there were four summits and 27 Foreign Minister meetings. And there was enhanced media attention: 7.000 articles were written about Austria.

For Gregor Woschnagg, the main issues of the Austrian presidency were the Interinstitutional Agreement on the Financial Perspective for the period 2007-2013, the Services Directive, the Agreement on numerous financial programs of the Financial Perspective and the European Council in March 2006 where concrete targets for more jobs and growth in Europe were set. It was also the launch of the European Energy Policy.

As an **example for lobbying the Presidency** he mentioned the agreement on the external spending instruments: In September 2004 the Commission presented its proposal for new spending instruments for the period 2007-2013. Negotiations in the relevant working groups took place under the Presidencies of the Netherlands, Great Britain and Luxembourg. But the „Showdown“ took place under Austrian Presidency: Commission interests, different geographical interests of Member States in different regions and EP interests had to be reconciled.

Mr Woschnagg is sure that **smaller countries' presidencies are more efficient**: “They are less suspicious than big Member States and better in networking than big ones.” Smaller Member States also have a better reputation in Brussels. Smaller states also have flatter bureaucracies: “I know everybody in Vienna and can just give him a call. It goes much faster like that.” The Permanent Representative warned the audience not to underestimate smaller presidencies. He affirmed the advice given by other speakers that lobbying should start very early because 80 percent of decisions are taken in COREPER - and only 20 percent reach higher levels.

The final speaker was **Erhard Busek**, President of the European Forum Alpbach. He at first explained the **Stability Pact for South-Eastern Europe**. Mr Busek is the Coordinator of the Pact. It has been founded in 1990 as an instrument of the European Union after the war in Kosovo. “The Stability pact is networking day by day. We can take basic decisions but if you work on the improvement of the democratic situation in South Eastern Europe, you have to work together with a lot of institutions like governments or parliaments”, he explained. The difficulties concern the infrastructure: “There is enough money but I have to look for enterprises or governments who assist in building infrastructure projects.”

“You have to do a lot of **networking** for an initiative when you ask for money in donor countries. You run for money in every direction. You get money from the Commission and in the past also from the Council”, Mr Busek told the audience. In the United States networking is even more extreme: In Washington you spend a lot of time going to the Senate or the House of Representatives to explain projects.

His organization has to do a lot of networking because countries of the region are not much prepared to cooperate. Croatia said a free trade agreement in the region is impossible because it would recreate former Yugoslavia. So they invented CEFTA: The Central European Free Trade Agreement to solve that problem. “Without networking we would never have come that far”, Mr Busek concluded.

APPENDIX:

Networking in the European Union Programme and CV's

Saturday, 26 August 2006, morning

9.00 - 10.30 a.m.	Presented by: Barbara Schennach
Keys and recipes for successful lobbying	Hanns R. GLATZ DaimlerChrysler, Delegate of the Board of Management, External Affairs and Public Policy, European Affairs Rory MACMILLAN Nike, Director Government Affairs - Europe, Middle East, Africa
10.45 - 12.15 a.m.	Presented by: Barbara Schennach
Networking and lobbying seen from the recipients' side	Barbara BRANDTNER Member of Cabinet Commissioner Neelie Kroes Valdis DOMBROVSKIS Member of the European Parliament Edit HERCZOG Member of the European Parliament

Saturday, 26 August 2006, afternoon

2.30 - 4.00 p.m.	Presented by: Barbara Schennach
Examples of Successful Lobbying Strategies	Gerhard HUEMER Director Economic and Fiscal Affairs, UEAPME Henning SCHOPPMANN Secretary General, European Association of Public Banks Tom BROOKES Consultant, GPlus Europe
4.15 - 5.45 p.m.	Presented by: Gregor Woschnagg
External Analysis of Lobbying Strategies	Hajo FRIEDRICH Correspondent of Frankfurter Allgemeine Zeitung in Brussels Oliver DREWES Spokesperson of Commissioner McCreevy

Sunday, 27 August 2006, afternoon

2.00 - 3.30 p.m.	Presented by: Gregor Woschnagg
Networking - a key element of European politics? Experiences from the Austrian Council Presidency	Gregor WOSCHNAGG Permanent Representative of Austria to the European Union Erhard BUSEK President, European Forum Alpbach

<p>Hanns R. GLATZ DaimlerChrysler, Delegate of the Board of Management, External Affairs and Public Policy, European Affairs</p>	<p>Keys and recipes for successful lobbying</p> <ul style="list-style-type: none"> ◆ Are there general rules a lobbyist should obey to? ◆ What are the do's and don'ts for a good lobbyist (10 commandments for a successful lobbyist)?
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CV

Delegate of the Board of Management of DaimlerChrysler
External Affairs and Public Policy
European Affairs

- Born on 7 May 1943 in Vienna (Austria), married, three children
- Studied law, politics and economics at the University of Vienna and the College of Europe in Bruges (Belgium)
- Doctor of laws (University of Vienna), Diploma (Master) in European Studies (College of Europe in Bruges)
- 1968 Private Office of the Austrian Minister of Agriculture, Vienna
- 1970 Ford of Europe, Governmental Affairs Office, Brussels
- 1979 Secretary General of the CLCA, the EU federation of national motor vehicle manufacturers' associations, Brussels
- Since 1 July 1989 Daimler-Benz (now DaimlerChrysler) Head of the Corporate Representative Office for European Affairs in Brussels

- ⇒ Former Working Chair of the Transatlantic Business Dialogue (TABD, 1998)
- ⇒ Chairman of the "Wirtschaftsrat Brüssel"
- ⇒ Chairman of the European Business Committee of the Transatlantic Policy Network (TPN)
- ⇒ Chairman of the U.S. Working Group of the Union of Industrial and Employers' Confederations of Europe (UNICE)
- ⇒ Member of the Supervisory Board of ERTICO
- ⇒ Member of the "Advisory Council" of the European Movement International Training Academy
- ⇒ Rapporteur EIN Working Group "Globalisation"

<p>Rory MACMILLAN Nike, Director Government Affairs - Europe, Middle East, Africa</p>	<p>Keys and recipes for successful lobbying</p> <ul style="list-style-type: none"> ◆ The view from both sides of the Atlantic - how does lobbying in the EU/US compare? ◆ What can an EU lobbyist learn from his US colleague?
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CV

Place and date of birth: Scotland, UK, 17 Octobre 1960

Professional experience

Rory Macmillan joined Nike EMEA in May 2001. Based in Nike's Brussels office, he is responsible for Nike relations with the EU and national governments, Nike's contribution to public policy development and political outreach throughout the EMEA region.

Prior to joining Nike, Rory was with L'Oréal Group UK (c. 7 years) where he was External Relations Director, with specific responsibilities for government relations, corporate communications and crisis management.

Rory's career has been in international government relations and communications (c. 16 years), notably spending 5 years as Communications & Government Relations Director for Colipa, the

European Toiletry & Cosmetic Industry Association and previously with the international food industry additives associations.

Memberships

- Alternatives to Animal Testing (Edited by S G Lisansky and R Macmillan, CPL Press 1996)
- Alternatives to Animal Testing II (Edited by D G Clark, S G Lisansky and R Macmillan, CPL Press 1999)
- Global Cosmetic Regulatory Harmonization: Impetus to the Development of Export Markets (Edited by Rory Macmillan and Steve Lisansky, CPL Press 1998)

<p>Barbara BRANDTNER Member of Cabinet Commissioner Neelie Kroes</p>	<p>Networking and lobbying seen from the recipients' side</p> <ul style="list-style-type: none"> ◆ How do the cabinets function? ◆ What are your networks? ◆ How are you lobbied? ◆ How do you lobby?
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CV

WORKING EXPERIENCE

02/1996 - Civil Servant; European Commission, Brussels; of which
11/2004 - Member of Cabinet of Neelie Kroes, Competition Commissioner: State Aids; External Relations, Enlargement, Trade and Development; Legal Affairs;
10/2002 - Member of Cabinet of Chris Patten, External Relations Commissioner: Relations with Asia; Africa/ACP and Development; Human Rights; Legal Affairs;
04/2001 - Legal Service - Task-Force Enlargement; Hungary, Czech Republic, Slovakia; Persons, Services, Social Affairs; Energy, Transport, Justice and Home Affairs, Structural Funds et al. ;
02/1996 - 03/2001 Legal Service - « External Relations » Team; Relations with Asia, the NIS, the Balkans; Public International Law, Human Rights, CFSP;
1993 - 1995 Associate, Cleary, Gottlieb, Steen & Hamilton, Brussels; EC/EEA, International Trade Law (anti-dumping, customs laws, origin rules; free trade and association agreements); State Aids;
1992 - 1993 Expert, Ministry of Foreign Affairs, Vienna, Legal Service; EC/EEA, International Trade Law (four months);
1990 - 1991 Expert, Commission of the European Communities, DG III (internal market), Brussels ; Free Movement of Goods, infringement proceedings ; EEA negotiations (institutional questions and technical rules)

EDUCATION / STUDIES

1991 - 1992 University of Michigan Law School, Ann Arbor; LL.M. 1992
1990 Academy of European Law, European University Institute, Florence;
1989 - 1990 College of Europe, Bruges; Diploma of Advanced European Legal Studies;
1983 - 1988 Legal studies, University of Vienna; Magister Iuris 1988
1983 Baccalauréat C, Lycée Français de Vienne

WORKING LANGUAGES

German (mother tongue), English, French

TEACHING EXPERIENCE / PUBLICATIONS

Various teaching assignments related to EC/EEA Law, Human Rights and International Trade Law, including at the MBL/HSG (St. Gallen) and the European Masters Programme in Human Rights (Venice)

Various publications related to EC/EEA Law and Human Rights, including

- "The 'Drama' of the EEA - Comments on Opinions 1/91 and 1/92", EJIL (1992) 300-328
- "The International Practice of the European Communities: Current Survey", EJIL (1993) 430-446 (with H.-P. Folz)
- "Die Entwicklungspolitik der EU und die Beziehungen zu den Staaten der Dritten Welt", in: Röttinger/Weyringer, Handbuch der Europäischen Integration, Wien 1996, 580-623
- "Human Rights and the External Relations of the European Community: An Analysis of Doctrine and Practice", EJIL (1998) 468-490 (with A. Rosas)
- "Trade Preferences and Human Rights", in: Alston, The EU and Human Rights, Oxford 1999, 699-722 (with A. Rosas)
- "The EU as an External Human Rights Actor", in: Alfredsson et al., International Human Rights Monitoring Mechanisms, Kluwer 2001, 667-678 (with A. Rosas)
- Art. 296-298 EG (Sicherheitsausnahmen), Art. 301 EG (Sanktionen), in: van der Groeben - Schwarze, Kommentar zum EUV, Nomos 2002 (with P. Gilsdorf)

Valdis DOMBROVSKIS Member of the European Parliament	Networking and lobbying seen from the recipients' side <ul style="list-style-type: none">◆ How does an MEP perceive lobbying?◆ What makes a successful lobbyist?◆ The parliament as traditional target for lobbyists!◆ Role of a rapporteur◆ Cooperation between Parliament and Council?
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CV

Graduated in physics (Faculty of Physics and Mathematics, University of Latvia, 1993). Bachelor's degree in economics for engineers (Riga University of Technology, 1995). Master's degree in physics (University of Latvia, 1996).

Member of the board, 'Jaunais Laiks' party (2002-2004).

Laboratory assistant, Institute of Solid-State Physics, University of Latvia (1991-1993). Laboratory assistant, Department of Semiconductor Physics, University of Latvia (1993-1995). Laboratory assistant, Institute of Physics, Mainz University, Germany (1995-1996). Assistant, Institute of Solid-State Physics, University of Latvia (1997). Research assistant, Faculty of Electrical Engineering, Maryland University, USA (1998). Monetary Policy Department, Bank of Latvia: macroeconomic analyst (1998-1999), senior economist (1999-2001), chief economist (2001-2002).

Member of the Latvian Parliament during its 8th parliamentary term (2002-2004). Minister of Finance of Latvia (2002-2004). Observer, Council of the European Union (2003-2004).

Edit HERCZOG Member of the European Parliament	Networking and lobbying seen from the recipients' side <ul style="list-style-type: none">◆ How does an MEP perceive lobbying?◆ What makes a successful lobbyist?◆ The parliament as traditional target for lobbyists!◆ Role of a rapporteur◆ Cooperation between Parliament and Council?
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CV

Date of birth: 5 May 1961, Budapest

Education: University of Horticulture, engineer, 1985

Eötvös Lóránd University of Science, Master in Portuguese Language and Literature, 1992

European Business School
 Language aptitude: English, Portuguese, Russian

Working activity:

2004- Member of the European Parliament
 1998-2004 Member of the Hungarian National Assembly
 1997- ICI National Starch and Chemical, Food Division
 1994-1997 Unilever Hungary Ltd.
 1989-1994 University of Horticulture, Department of Wine and Beverages

Other functions and Activities:

Member, Hungarian Delegation to the Council of Europe
 Vice-Chairwoman, Hungarian-English Section of Interparliamentary Union

Priorities:

Competitiveness of Europe, food safety, research & development, industry, energy.

<p>Gerhard HUEMER Director Economic and Fiscal Affairs, UEAPME</p>	<p>Examples of Successful Lobbying Strategies</p> <ul style="list-style-type: none"> ◆ Is UEAPMEs voice heard in Brussels? ◆ How do you get your point across? ◆ How do you develop your positions?
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CV

since February 1999	UEAPME (European Association of Craft, Small and Medium-sized Enterprises) Director for Economic and Fiscal Policy, responsible for: Macroeconomic Dialog and some aspects of the Social Dialogue (Macroeconomic and Employment); policy coordination and of public relations; innovation policy, state aid policy and taxation policy; SME finance and relation to banks; Head of Project: FUTRUISME I and II on the Future of Social Dialogue Head of Project Basel II Dissemination to SMEs
January 1995 until January 1999	Executive Secretary of the "Economic and Social Council" and the "Subcommittee on International Affairs", which are institutions of the Austrian Social Partners.
January 1995 until January 1999	Deputy director of Economic Policy Department of the Austrian Economic Chamber (WKO)
September 1987 until January 1999	Austrian Economic Chamber (WKO, Department of Economic Policy, <i>responsible for</i> Economic Policy, Industrial Policy, SME-Policy and Structural Policy.
November 1986	Graduation (Mag.rer.soc.oec.) at the University of Linz
1981 - 1986	Studies of Economic and Social Science and Policy at the University of Linz
1980	High School Final Diploma of "Technical High School", Wels
August 29th, 1961	born in Wels, Upper Austria

Publications

Schattenwirtschaft - eine Herausforderung für das Europäische Sozialmodell, in:

Wirtschaftspolitische Blätter Nr. 3, 2000

Katholische Soziallehre im Spannungsfeld von Liberalismus und Interventionismus, in: Was bleibt an sozialer Gerechtigkeit, Wien, 2000

The Role of Employer Associations and Labour Unions in the EMU (with M. Mesch, F. Traxler), Adlershot GB, 1999

Henning SCHOPPMANN Secretary General, European Association of Public Banks	Examples of Successful Lobbying Strategies <ul style="list-style-type: none">◆ How do you network with your members, EU-Institutions, other EU associations?◆ What is necessary to be heard?
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CV

PERSONAL DATA

Date of Birth : 17 February 1945

Place of Birth : Oberammergau

Family Status : Married, 2 children

EDUCATION:

1969 to 1974 : Law studies, University of Bonn

PROFESSIONAL CAREER:

1975 to 1978 : Trainee in administration and courts of justice in Bonn and Cologne

1978 to 1979 : Trainee at the "Bank für Sozialwirtschaft", Cologne

1979 : Legal department and marketing at the "Bank für Sozialwirtschaft", Cologne

Since 1980 : Director of the German Association of Public Banks
Main Focus on European issues

Since 1992 : Head of the Brussels office of the German Association of Public Banks

Since 2000 : Secretary General of the European Association of Public Banks

Tom BROOKES Consultant, GPlus Europe	Examples of Successful Lobbying Strategies <ul style="list-style-type: none">◆ What is the approach of a political consultant?◆ Which networks do you use?
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CV

Tom specializes in competition issues and corporate reputation as well as media relations. He has experience in technology, telecoms, media, intellectual property, pharmaceuticals and healthcare.

Tom joined GPlus Europe in April 2004. Having spent time as a journalist, in-house marketing manager and as a consultant in his 12 years in Brussels, Tom brings to client work a depth of understanding of regulatory challenges as well as experience gained through projects such as: media communications and public affairs in Brussels for the HP-Compaq merger; spokesman and media management for Microsoft around the European Commission's investigation of the company; corporate communications planning and implementation for the repositioning of companies including IMS and WorldCom; public affairs and media relations on numerous anti-trust and merger investigations.

Tom started his career as a freelance journalist covering a broad range of political and regulatory subjects and then moved to become editor of a technology trade magazine. He joined his first consultancy in 1996 as an account executive and then, following two years in house at Alcatel, worked for Porter Novelli before moving to APCO Europe where he was Director of Competition and Media relations.

Tom has a degree in English and Politics from Manchester University. He speaks English and French.

<p>Hajo FRIEDRICH Correspondent of Frankfurter Allgemeine Zeitung in Brussels</p>	<p>External Analysis of Lobbying Strategies</p> <ul style="list-style-type: none"> ◆ What makes lobbying organisations successful, dominant? ◆ The role and the influence of the media?
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CV

Academic titles: Diplom-Politologe

Place and date of birth: 1.05.1955 Köln/Germany

Present position: Freelance Journalist (Frankfurter Allgemeine Zeitung, Deutsche Handwerks-Zeitung etc.)

Professional experience

- 1978-1983: Study of Political Science, and Economics in Marbug/Lahn and Berlin
- 1982-1986: Scientific Assistant at Berghof-Stiftung für Konfliktforschung (Berlin)/ and Journalist for Newsletter „Bürgerrechte und Polizei“ (Cilip)
- 1987-1992: Consultant in a Consulting Company; from 1989 in Brussels
- Since 1993: Freelance Journalist and moderator

<p>Oliver DREWES Spokesperson of Commissioner McCreevy</p>	<p>External Analysis of Lobbying Strategies</p> <ul style="list-style-type: none"> ◆ How are you approached by lobbyists? ◆ How far can lobbying go? ◆ How do you use the media in getting the message across?
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CV

Oliver Drewes is the spokesman for the internal market and services at the European Commission (Commissioner Charlie McCreevy) since the beginning of the Barroso Commission in november 2004. He started working in 1995 at the European Parliament, and continued his career subsequently several years in the private sector, before joining the European Commission as member of cabinet of Commissioner Franz Fischler in 2000 where he stayed till the end of the Prodi Commission. Being German, born in 1968, with roots in several European countries, he graduated in law and governance and hold a postgraduate degree in European law. Oliver Drewes is married and lives in Brussels with two children.

<p>Gregor WOSCHNAGG Permanent Representative of Austria to the EU</p>	<p>Networking - a key element of European politics? Experiences from the Austrian Council Presidency</p> <ul style="list-style-type: none"> ◆ Which role played lobbying and networking during the Austrian Council Presidency? ◆ The Council - the most difficult EU institution to lobby - how did lobbyists get through during the Austrian Presidency? ◆ Which role does networking play for the Member States - especially the smaller ones - within the Council?
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CV

Born on August 23rd 1939 in Bern/Switzerland
School education in Bern and Vienna

- 1959/60 Military service
- 1960-65 Study of law at the University of Vienna, University of Grenoble and Trinity College/Cambridge
- 1965-66 Postgraduate-Study in European law and Economics at the "College of Europe" in Bruges/Belgium
- 1966 Entry into the Ministry for Foreign Affairs/Department for Economic integration
- 1968-73 Permanent Mission to the United Nations in New York

1973-75 Austrian Embassy in Cairo
 1975-81 Director for press and information in the Ministry for Foreign Affairs
 1981-86 Austrian Ambassador in Nairobi and Permanent Representative to the UN-Organisations in Nairobi for Environment (UNEP) and Town Planning (HABITAT)
 1986-87 Director of Secretariat General in the Ministry for Foreign Affairs
 1987-93 Director for Economic integration EFTA-States - EC
 1993-96 Deputy Director-General for Economic and Integration Policy in the Federal Ministry for Foreign Affairs
 Deputy to Ambassador Dr. Scheich during the EC-membership negotiations
 1997-99 Director-General for Economic and Integration Policy in the Federal Ministry for Foreign Affairs
 since Sept.99 Permanent Representative of Austria to the European Union, Brussels

Dr. G. Woschnagg is married and has three children. He published several articles about economic and foreign policy questions and, together with his wife, a book about Kenya.

<p>Erhard BUSEK President, European Forum Alpbach</p>	<p>Networking - a key element of European politics? Experiences from the Austrian Council Presidency</p> <ul style="list-style-type: none"> ◆ Which role played lobbying and networking during the Austrian Council Presidency? ◆ The Council - the most difficult EU institution to lobby - how did lobbyists get through during the Austrian Presidency? ◆ Which role does networking play for the Member States - especially the smaller ones - within the Council?
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CV

Born in Vienna on March 25, 1941

1959-1963 University Studies at the University of Vienna, Law Faculty
 1972-1976 Secretary General of the Austrian Economic Federation
 1975-1976 Secretary General of the Austrian People's Party (ÖVP)
 1978-1987 Deputy-Mayor and Deputy Landeshauptmann of Vienna
 1989-1994 Minister of Science and Research
 1994-1995 Minister of Education and Cultural Affairs
 1991-1995 Vice-Chancellor of the Republic of Austria and Federal Chairman of the Österreichische Volkspartei
 Since 1995 Chairman of the Institute for the Danube Region and Central Europe
 Since 1996 Coordinator of the Southeast European Cooperative Initiative
 Since 2002 Special Co-ordinator of the Stability Pact for South Eastern Europe

The internationalisation of Austria and the concept of Central Europe play an important role in his publications.

Works: Auf dem Weg zur qualitativen Marktwirtschaft, 1975 (together with C. Festa and J. Görner); Wien. Ein bürgerliches Credo, 1978; Mut zum aufrechten Gang, 1983 (ed.); Projekt Mitteleuropa, 1986 (together with E. Brix); Aufbruch nach Mitteleuropa, 1986 (ed. with G. Wilflinger); Wissenschaft, Ethik, Politik, 1987 (ed. with M. Peterlik); Mensch in Wort. Reden und Aufsätze, ed. by R. Bretschneider, 1994; Mitteleuropa. Eine Spurensicherung, 1997

For further questions please contact:



EU-Office of the Austrian Federal Economic Chamber
Avenue de Cortenbergh 30, B-1040 Brussels, Belgium

Phone +32/2/2865880
Fax +32/2/2865899
E-Mail eu.austria.be

EU-information on the internet

<http://wko.at/eu>

Imprint :
Wirtschaftskammer Österreich

Author/Responsible for Content:

Franziska Annerl
Press & Communications
EU-Office of the Austrian Federal Economic Chamber
franziska.annerl@eu.austria.be

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Dezember 2006