

# THE STANDARD WORK ON SUCCESSFUL INTEREST REPRESENTATION IN THE EU

## MANDATORY READING FOR EUROPE'S ELITES

The complex decision-making system of the European Union (EU), with the EU Commission, the European Parliament and the Council of the European Union as the key players, unceasingly churns out laws, directives and regulations that are often not clear to citizens and businesses. Above all, however, hardly anyone knows how they come about.

One of the very few people with such knowledge is certainly Klemens Joos: hardly anyone is as familiar with the "engine room" of the EU as the founder of the governmental relations agency EUTOP. Due to his more than 30 years of practical experience and his academic understanding of this topic, Klemens Joos has to be viewed as one of the most experienced lobbyists on the EU levels.

In the new edition of his standard work "CONVINCING POLITICAL STAKEHOLDERS", Klemens Joos, who teaches as an honorary professor for Business Administration – Political Stakeholder Management at the world-renowned Technical University of Munich (TUM), bundles his decades of practical experience to form an academic theory on interest representation in the EU. In a new chapter, he also offers a unique, case-oriented insight into the specific practice of governmental relations work in Brussels.

Both – academic theory and his deep knowledge of decision-making in the multi-level system of the EU – make this work a mandatory reading for the EU elites of the present and the future. Whoever wishes to shape policy or take part in decisions in the EU should be aware of the importance of perspective change and process support competence. This applies to all actors on the "stage of the European Union" – from officials within the EU Commission and the Members of the European Parliament up to the decision-makers in the member states. This work is also beneficial for companies, associations, organisations and media representatives. Not least because "Convincing Political Stakeholders" provides a deep understanding of the structure and functioning of the EU.

The title makes clear what the book is about or, more precisely, what it is not about. Klemens Joos aims to convince decision-makers, not to influence them in a manipulative sense. In today's EU, in which each decision-maker is exposed to a variety of influences, the latter would not even be possible with a sufficient likelihood of success.

## Information about the book



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In the EUTOP founder's long-term experience, the crucial element of success lies in aligning the interests of a company or an entire industry with the common interest as extensively as possible. Because EU Commissioners, political officials, Members of Parliament and governments are more likely to be swayed in favour of a project if it is also in the interest of the general populace. This requires the respective company or an association to switch from the perspective of its own interest to that of the common interest (which sounds simpler than it often is in practice).

The second key success factor is the process support competence as developed by Klemens Joos. An army of decision-makers is at work in the EU today: from the more than 30,000 officials in the EU Commission with its 27 Commissioners and more than 700 Members of the European Parliament to the 27 power-conscious heads of state and government, not to mention the numerous NGOs and lobbying groups.

In this context, Klemens Joos has coined the term "decisions without decision-makers". In today's EU, there is in fact no longer the one decision-maker – be it a person or a committee – but different decision-makers at each stage and at each point in time of the decision-making process. Process support competence now ensures that the stakeholders that are important in the respective case are provided with the most effective arguments at the right point in time. Because ultimately, the Commission, Parliament and Council have to cooperate to reach a decision, irrespective of their often divergent positions. And of what use are even the best arguments if they are not heard or being heard at the wrong point in time?

Unlike some people in politics and business, his comprehensive experiences with the EU, its history and its functioning today did not make Klemens Joos a Eurosceptic. Quite the contrary – he regards the further deepening of the community to be imperative before another expansion should be considered, e.g. by an extension of the majority principle.

And: Klemens Joos comes to the conclusion that the concept of the "United States of Europe" invoked by Winston Churchill in 1956 has already become the de facto reality in terms of primary law with the adoption Treaty of Lisbon in 2009.

## Information about the author



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From 1988 to 2021, Prof. Klemens Joos studied, earned his doctorate and finally taught at the Faculty of Business Administration at Ludwig-Maximilians-University Munich (LMU). With his doctoral thesis in 1998, he demonstrated the significance of the primary legislative framework of the EU for business administration and representing the interests of companies. Prof. Joos has been lecturing at the Technical University of Munich (TUM) since 2021, and as honorary professor for Business Administration – Political Stakeholder Management – since 2022.

Prof. Joos is the founder and managing partner of EUXEA Holding GmbH, a Group of 18 companies that also includes the EUTOP Group, as well as a member of the board of the European Academy of Bavaria, recipient of the Bavarian Order of Merit and honorary citizen of the municipality of Nonnenhorn at Lake Constance.

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## Comments on the book

“Based on competencies and international experience obtained over a number of decades in politics, business and academia, Prof. 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.”

„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.”



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