

## **Prof Dr Klemens Joos**

**Founder and Managing Partner EUXEA Holding GmbH  
Honorary Professor for “Business Administration - Political  
Stakeholder Management” at the Technical University of Munich (TUM)**



Born on 20 April 1969 in Nonnenhorn (Lake Constance);  
married, three children

Degree in Business Administration (*Diplom-Kaufmann Univ.*), Dr. oec. publ.

### **Education**

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|----------------------|---|
| 1988/89 -<br>1992/93 | Studies of Business Administration at the Ludwig Maximilian University (LMU) Munich, Degree: Diplom-Kaufmann Universität  |
| 1998                 | Doctorate at the Faculty of Business Administration, Ludwig Maximilian University (LMU) Munich, on the topic of “Representing the Interests of German Companies vis-à-vis the Institutions of the European Union” |

### **Professional career**

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|-------------|---|
| 1988 - 1990 | Personal assistant to a Member of the European Parliament           |
| 1990        | Formation EUTOP International GmbH (EUTOP Group; located in Munich) |
| Currently   | Managing Partner EUXEA Holding GmbH (located in Munich)             |
- The EUXEA Holding GmbH is a group of companies with over 100 employees and currently 20 companies which are especially active in the areas of Perspective Change (OnePager Group), Governmental Relations (EUTOP Group), Real Estate (Real Estate Group), Services (EUXEA Administration GmbH) and Handcraft (Joos Holzbau GmbH).

### **Other**

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| 10/2013 -<br>03/2021 | Visiting Lecturer at the Faculty of Business Administration, Ludwig Maximilian University (LMU) Munich, for the field of “Convincing Political Stakeholders”, within the Master’s programme  |
| Since 2018           | Treasurer of the European Academy Bavaria (Europäische Akademie Bayern)  |
| Since 07/2019        | Bearer of the Bavarian Order of Merit  |
| Since 11/2019        | Member of the Presidium of the Economic Advisory Council of Bavaria (Wirtschaftsbeirat Bayern)   |
| Since 04/2021        | Visiting Lecturer at the TUM School of Management, Technical University of Munich (TUM), for the field of “Management of Relationships to Political Stakeholders” within the Master’s programme (Since 2022: “Political Stakeholder Management”) |
| Since 02/2022        | Honorary Professor for “Business Administration - Political Stakeholder Management” at the Technical University of Munich (TUM)  |
| Since 11/2023        | Honorary Citizen of the Municipality of Nonnenhorn at Lake Constance   |
| Since 05/2026        | Member of the Advisory Board of the TUM University Foundation  |

## Publications

- 1997 Klemens Joos, "Interessenvertretung deutscher Unternehmen bei den Institutionen der Europäischen Union" (transl. "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union"), doctoral thesis Ludwig Maximilian University (LMU) Munich
- 1998 Klemens Joos, "Interessenvertretung deutscher Unternehmen bei den Institutionen der Europäischen Union" (transl. "Representing the Interests of German Companies vis-à-vis the Institutions of the European Union"), BWV Berliner Wissenschafts-Verlag: Berlin  
ISBN 978-3-87061-773-8
- 2001 Klemens Joos / Alexander Bilgeri / Dorothea Lamatsch (eds.), "Mit Mouse und Tastatur. Wie das Internet die Politik verändert." (transl. "With Mouse and Keyboard. How the Internet changes politics."), OLZOG Verlags GmbH: Munich  
ISBN 978-3-78928-072-6
- 2004 Klemens Joos / Franz Waldenberger, "Successful Lobbying in the New Europe", BWV Berliner Wissenschafts-Verlag: Berlin  
ISBN 978-3-8305-0857-1
- 2005 Klemens Joos / Franz Waldenberger, EUにおけるロビー活動 (transl. "Successful Lobbying in the New Europe"), 日本経済評論社 : Tokyo  
ISBN 978-4-8188-1746-3
- 2006 Gerhard Sabathil / Wolfgang A. Dietz / Klemens Joos / Bernd Keßler (eds.), "Das Räderwerk der Europäischen Kommission" (transl. "The Machinery of the European Commission"), 4th edition, economica Verlag: Heidelberg  
ISBN 978-38708-1451-9
- 2008 Gerhard Sabathil / Klemens Joos / Bernd Keßler (eds.), "The European Commission. An Essential Guide to the Institution, the Procedures and the Policies", Kogan Page: London  
ISBN 978-0-7494-5266-7
- 2011 Klemens Joos, "Lobbying im neuen Europa. Erfolgreiche Interessenvertretung nach dem Vertrag von Lissabon" (transl. "Lobbying in the new Europe. Successful Representation of Interests after the Treaty of Lisbon"), Wiley-VCH: Weinheim  
ISBN 978-3-527-50564-7
- 2011 Klemens Joos, "Lobbying in the new Europe. Successful Representation of Interests after the Treaty of Lisbon", Wiley-VCH: Weinheim  
ISBN 978-3-527-50597-5
- 2014 Klemens Joos, "Auf nach Brüssel!" (transl. "Off to Brussels!"), in: "*Harvard Business Manager*", May 2014, pp. 86-87
- 2014 Klemens Joos, "Erfolg durch Prozesskompetenz: Paradigmenwechsel in der Interessenvertretung nach dem Vertrag von Lissabon" (transl. "Success through Process Competence. Paradigm Shift in the Representation of Interests after the Treaty of Lisbon"), in: Doris Dialer / Margarethe Richter (eds.), "*Lobbying in der Europäischen Union. Zwischen Professionalisierung und Regulierung*" (transl. "Lobbying in the European Union. Between Professionalisation and Regulation"), pp. 29-45

- 2015 Klemens Joos "Entscheidungen ohne Entscheider? Prozesskompetenz ist der entscheidende Erfolgsfaktor für die Reduzierung von Komplexität in der Interessenvertretung bei den Institutionen der Europäischen Union" (transl. "Decisions without Decision-Makers? Process Competence is the Decisive Factor for Success in order to reduce Complexity in the Representation of Interests at the Institutions of the European Union"), in: Silke Bartsch / Christian Blümelhuber (eds.), *Always Ahead in Marketing: Offensiv, digital, strategisch* (transl. *Always Ahead in Marketing: Offensive, Digital, Strategic*), pp. 405-416 ISBN 978-3658090296
- 2015 Ludwig Maximilian University (LMU) Munich, Dr. Klemens Joos: "Es reicht nicht mehr, ein paar Minister zu kennen" (transl. "It is not enough to know a few ministers"), in: *MünchnerUni Magazin*, Edition 4, pp. 26-28
- 2015 Klemens Joos, "[Warum Europa so stark ist](#)" (transl. "Why Europe is so strong"), in: *FOCUS* 46/2015, pp. 32-33
- 2015 Klemens Joos, "Politische Stakeholder überzeugen. Erfolgreiche Interessenvertretung durch Prozesskompetenz im komplexen Entscheidungssystem der Europäischen Union" (transl. "Convincing Political Stakeholders. Successful lobbying through process competence in the complex decision-making system of the European Union"), Wiley-VCH: Weinheim ISBN 978-3527508594
- 2016 Klemens Joos, "Convincing Political Stakeholders. Successful lobbying through process competence in the complex decision-making system of the European Union", Wiley-VCH: Weinheim ISBN 978-3527508655
- 2017 Klemens Joos, "[Die europäische Staatsräson erzwingt eine Große Koalition](#)" (transl. "The European raison d'être forces a grand coalition"), in: *FOCUS* 50/2017, pp. 46-47
- 2019 Klemens Joos, "[Ausweg aus der Brexit-Falle](#)" (transl. "The way out of the Brexit trap"), in: *FOCUS Online*, 17.01.2019
- 2019 Klemens Joos, "[Warum Großbritannien nur die Wahl hat zwischen einem harten Brexit und dem No-Brexit](#)" (transl. "Why Great Britain only has the choice between a hard Brexit and No-Brexit"), in: *FOCUS Online*, 19.04.2019
- 2019 Klemens Joos, "[EU-Experte legt sich fest: Warum Brexit-Boris nie ans Ziel gelangen wird](#)" (transl. "EU-expert commits himself: Why Brexit-Boris will never reach his goal"), in: *FOCUS Online*, 22.09.2019
- 2019 Klemens Joos, "[EU-Experte sicher: Mit seinem Hard-Brexit-Trick wird Johnson scheitern](#)" (transl. "EU-Expert confident: Johnson will fail with his Hard-Brexit-Trick"), in: *FOCUS Online*, 20.12.2019
- 2020 Klemens Joos, "[Obwohl Lage durch Corona dramatisch ist: Brexit-Boris wird harten EU-Ausstieg wagen](#)" (transl. "Despite the situation being dramatic due to Corona: Brexit-Boris will risk the hard EU exit"), in: *FOCUS Online*, 19.05.2020
- 2020 Klemens Joos, "[Halber Brexit, halbe Souveränität: Warum Boris Johnson doch verzichten muss](#)" (transl. "Half Brexit, half sovereignty: Why Boris Johnson must renounce after all"), in: *FOCUS Online*, 29.12.2020
- 2020 Katharina Schломann / Klemens Joos: "Everybody's darling? Managing organizational tensions with stakeholders", in: Katharina Schломann: *Essays on organizations' stakeholder relations in digitally disrupted environments* (pp. 38-66) [unpublished doctoral dissertation], Ludwig-Maximilians-Universität München, Munich

- 2022 Klemens Joos, [“Um gegen Putin und Xi zu bestehen, muss die EU die „Mutter aller Probleme“ lösen](#)” (transl. “To stand up to Putin and Xi, the EU must solve the “mother of all problems”), in: *FOCUS Online*, 22.06.2022
- 2022 Maximilian von Geyr / Klemens Joos: “Pathways Between Dominance and Goodwill: Changing the Perspective for Successful Stakeholder Integration”, in: Mehmet Huseyin Bilgin / Hakan Danis / Ender Demir (eds.), *Eurasian Studies in Business and Economics*, Volume 24, Springer Nature Switzerland AG: Cham, pp. 107-126  
ISBN978-3-031-15530-7
- 2023 Klemens Joos, [“Wer den EU-Binnenmarkt abwürgt, würgt die Zukunft der EU ab”](#) (transl. “Whoever strangles the EU internal market, strangles the future of the EU”), in: *FOCUS Online*, 27.03.2023
- 2023 Klemens Joos, “Politische Stakeholder überzeugen. Erfolgreiche Interessenvertretung durch Prozesskompetenz im komplexen Entscheidungssystem der Europäischen Union (2. überarbeitete und erweiterte Auflage)” (transl. “Convincing Political Stakeholders. Successful lobbying through process competence in the complex decision-making system of the European Union (2nd revised and extended edition)”), Wiley-VCH: Weinheim ISBN 978-3527511372
- 2023 Klemens Joos, “Convincing Political Stakeholders. Successful lobbying through process competence in the complex decision-making system of the European Union (2nd revised and extended edition)”, Wiley-VCH: Weinheim ISBN 978-3527511389
- 2023 Klemens Joos, [“Die EU muss regierungsfähig werden”](#) (transl. “The EU must become capable of governing”), in: *FOCUS* 38/2023, p. 52
- 2024 Klemens Joos / Hubertus Droste, “Aktuelle Reform des EU-Wahlrechts“ (transl. “Current reform of the EU electoral law”), in: *Europäische Zeitschrift für Wirtschaftsrecht (EuZW)*, Magazine 07/2024, Verlag C.H.BECK: Munich, pp. 293-295
- 2024 Klemens Joos, [“Wie die Europa-Wahl zu einem undurchsichtigen Monster wurde”](#) (transl. “How the European elections became an opaque monster”), in: *FOCUS Online*, 26.04.2024
- 2024 Klemens Joos, [“Die EU ist unverzichtbar - muss aber die Mutter all ihrer Probleme überwinden”](#) (transl. “The EU is indispensable - but must overcome the mother of all its problems”), in: *FOCUS Online*, 28.05.2024
- 2025 Klemens Joos, [“Das Herz Europas krankt“](#) (transl. “Europe’s heart is ailing”), in *FOCUS Online*, 15.06.2025

### Lecturing activities

- 2012 Klemens Joos, Lecture “Lobbying as part of Stakeholder Management”, as part of the seminar „Convincing Stakeholders” by Professor Dr Anton Meyer in Munich on 25.10.2012
- 2017 Klemens Joos, Lecture “Successful representation of interests after the Treaty of Lisbon”, as part of the German-Chinese Synergy-Summit in Hangzhou, China on 25.05.2017
- 2017 Klemens Joos, Lecture “Managing Governmental Relations”, as part of the 25th ICRM International Colloquium on Relationship Marketing in Munich on 14.09.2017

- 2017 Klemens Joos, Lecture "Convincing Political Stakeholders - wie können politische Stakeholder im komplexen Entscheidungssystem der EU überzeugt werden?" (transl. Convincing Political Stakeholders - How can political stakeholders be convinced in the EU's complex decision-making system?), as part of the seminar "Convincing Stakeholders" by Professor Dr Anton Meyer in Munich on 19.10.2017
- 2023 Klemens Joos, Lecture „Die EU - Groß im Kleinen und klein im Großen?“ (transl. The EU - big on a small scale and small on a big scale?), as part of the EDEKA annual conference in Bremen on 24.06.2023
- 2023 Klemens Joos, Panel Discussion „MPs, Lobbyists, side changers: Who makes our politics?“, as part of the Theodor Heuss Colloquium in Berlin on 12.10.2023
- 2025 Klemens Joos, speech „European Union – decisions without decision-makers“, as part of the Munich Management Colloquium 2025 (MMK25) in Munich on 11.03.2025
- 2025 Klemens Joos, Lecture „Europe – a look at decision-making mechanisms and the need to further develop the European constitution“, as part of the Strategy Meeting 2025 of ifo Freunde Gesellschaft zur Förderung der wirtschaftswissenschaftlichen Forschung in Munich on 25.10.2025

### **Lectureships**

- 2013/2014 Lectureship Ludwig Maximilian University (LMU) Munich  
 Proseminar / Block seminar: Convincing Political Stakeholders, 08.11. - 10.11.2013 in Brussels, 2 semester hours per week, 3 ECTS  
 Project-related cooperation with the FGM Fördergesellschaft Marketing e.V. within the framework of the M.Sc. Course "Project Course Strategic Marketing"
- 2014/2015 Lectureship Ludwig Maximilian University (LMU) Munich  
 Proseminar / Block seminar: Convincing Political Stakeholders, 07.11. - 09.11.2014 in Brussels, 2 semester hours per week, 3 ECTS
- 2015/2016 Lectureship Ludwig Maximilian University (LMU) Munich  
 Proseminar / Block seminar: Convincing Political Stakeholders, 15.01. - 17.01.2016 in Brussels, 2 semester hours per week, 3 ECTS
- 2016/2017 Lectureship Ludwig Maximilian University (LMU) Munich  
 Proseminar / Block seminar: Convincing Political Stakeholders, 18.11. - 20.11.2016 in Brussels, 2 semester hours per week, 3 ECTS
- 2017/2018 Lectureship Ludwig Maximilian University (LMU) Munich  
 Proseminar / Block seminar: Convincing Political Stakeholders, 19.01. - 21.01.2018 in Brussels, 2 semester hours per week, 3 ECTS
- 2018/2019 Lectureship Ludwig Maximilian University (LMU) Munich  
 Masterseminar / Block seminar: Convincing Political Stakeholders, 18.01. - 20.01.2019 in Brussels, 2 semester hours per week, 3-6 ECTS
- 2019/2020 Lectureship Ludwig Maximilian University (LMU) Munich  
 Masterseminar / Block seminar: Convincing Political Stakeholders, 17.01. - 19.01.2020 in Brussels, 2 semester hours per week, 3-6 ECTS

2020/2021      Lectureship Ludwig Maximilian University (LMU)  
 Masterseminar / Block seminar: Convincing Political Stakeholders,  
 22.01. - 24.01.2021, Online-Seminar, 2 semester hours per week, 3-6 ECTS

2021              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Management of Relationships to Political  
 Stakeholders, 11.06. - 13.06.2021 in Munich, 4 semester hours per week, 6  
 ECTS

2021/2022      Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Management of Relationships to Political  
 Stakeholders, 14.01. - 16.01.2022 in Munich, 4 semester hours per week, 6  
 ECTS

2022              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 15.07. - 17.07.2022 in Munich, 4 semester hours per week, 6 ECTS

2022/2023      Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 20.01. - 22.01.2023 in Munich, 4 semester hours per week, 6 ECTS

2023              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 30.06. - 02.07.2023 in Munich, 4 semester hours per week, 6 ECTS

2023/2024      Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 19.01. - 21.01.2024 in Munich, 4 semester hours per week, 6 ECTS

2024              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 28.06. - 30.06.2024 in Munich, 4 semester hours per week, 6 ECTS

2024/2025      Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 17.01. - 19.01.2025 in Munich, 4 semester hours per week, 6 ECTS

2025              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 18.07. - 20.07.2025 in Munich, 4 semester hours per week, 6 ECTS

2025/2026      Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 23.01. – 25.01.2026 in Munich, 4 semester hours per week, 6 ECTS

2026              Lectureship Technical University of Munich (TUM)  
 Masterseminar / Block seminar: Political Stakeholder Management,  
 22.05. – 24.05.2026 in Munich, 4 semester hours per week, 6 ECTS