

## There is a formula for success

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

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

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

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

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



### The three researchers

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