

# ***After the Lisbon Treaty:***

## ***Decision-making in Europe and lobbying in Brussels***

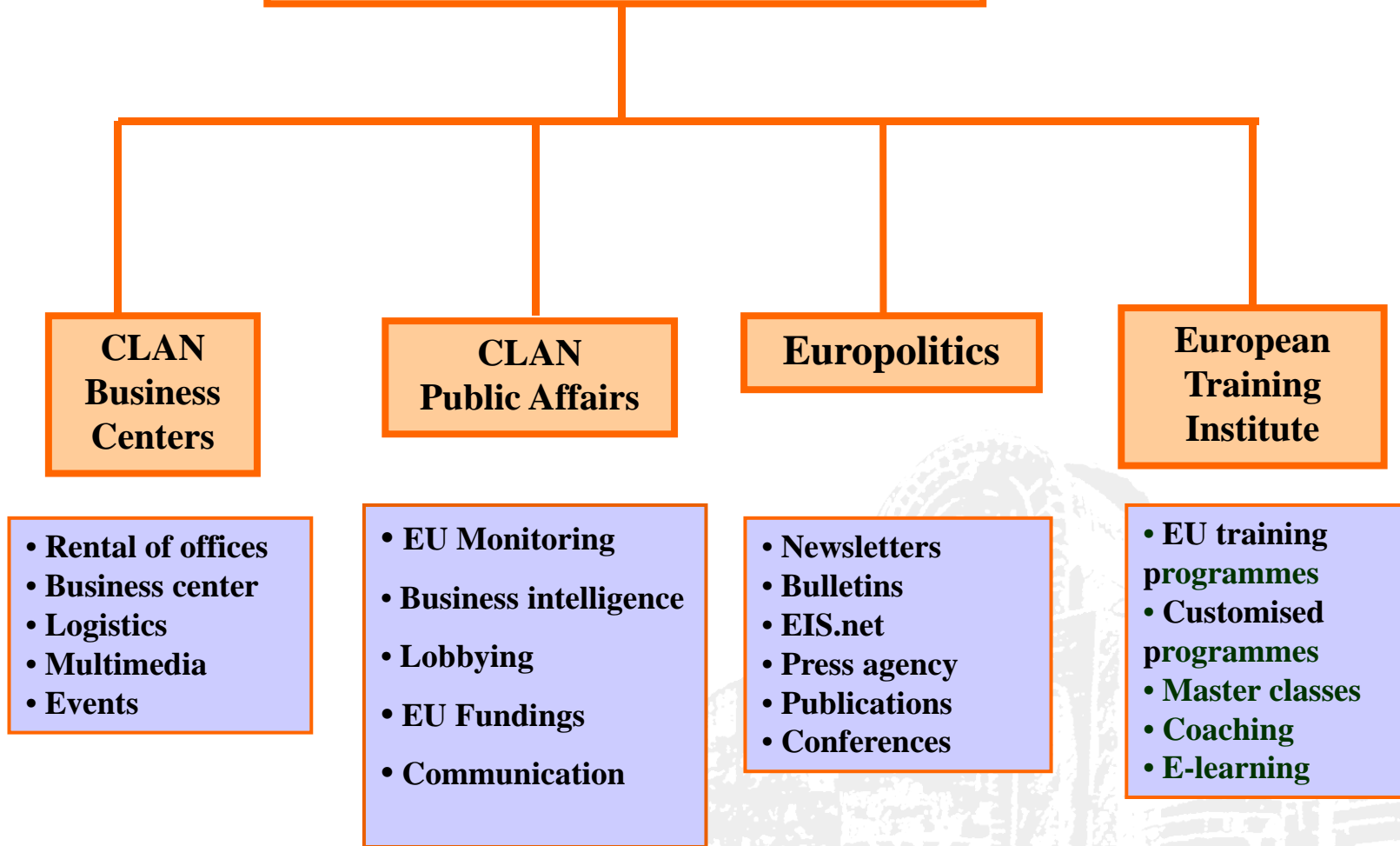
**A presentation by Daniel Guéguen  
for  
HEC EUROPEAN EXECUTIVE CAMPUS**

**Brussels, January 26th, 2010**

## Career at a glance

- **Head of the European Sugar Lobby (1988 – 1994)**
- **Head of the European Farmers Union (1994 – 1996)**
- **Founder and Chairman of CLAN Public Affairs group**

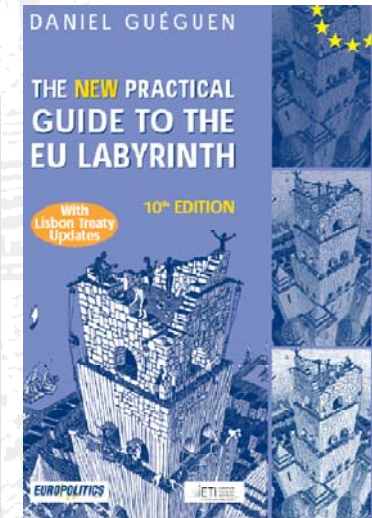
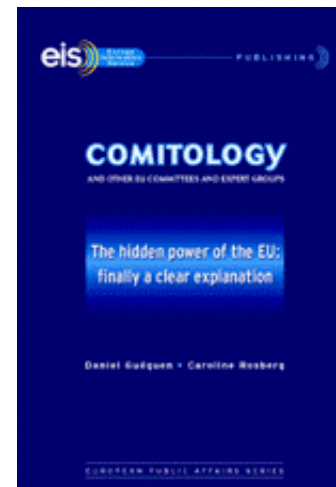
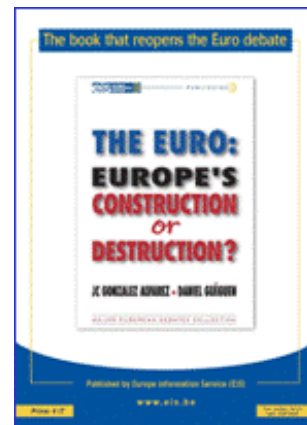
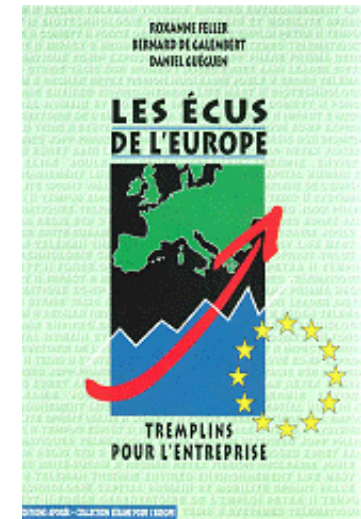
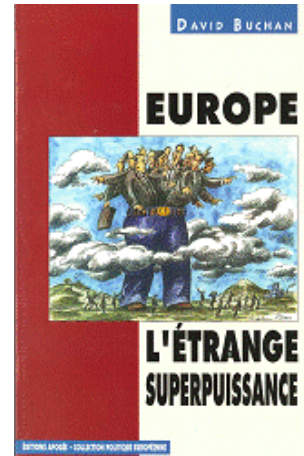
# CLAN Public Affairs Group



www.e-t-i.be

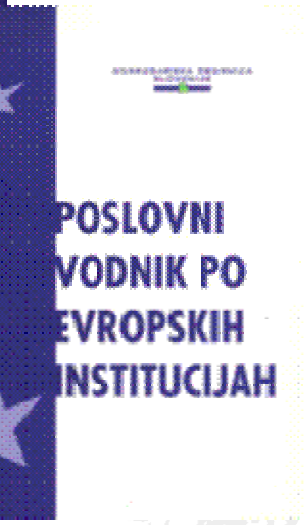
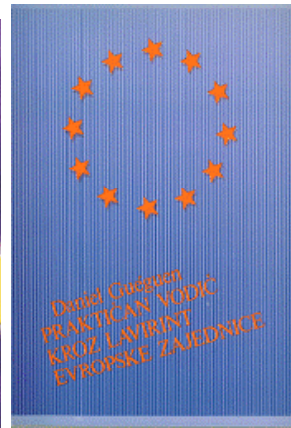
## A unique range of services in Brussels

# A prolific writer....

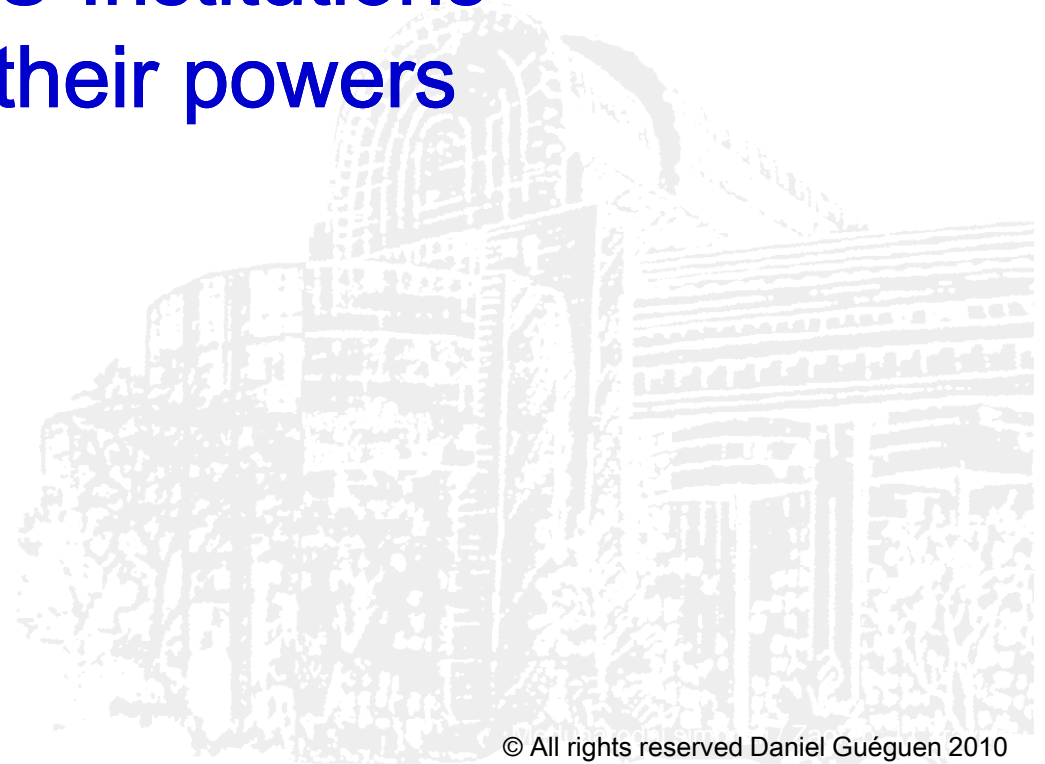


# ... in many languages !

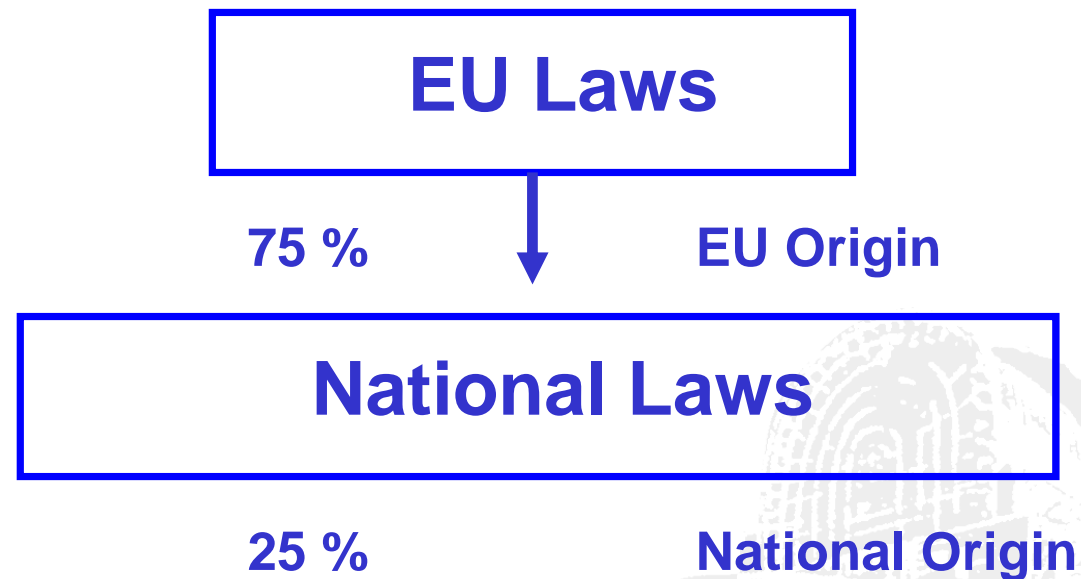
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# First, a few words about the EU Institutions and their powers



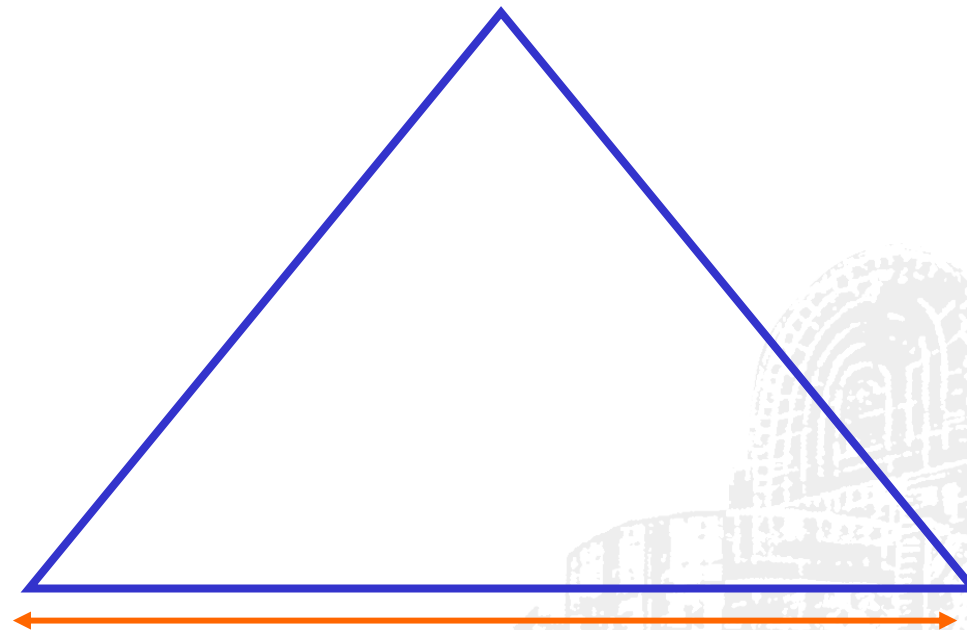
# Lobbying in Brussels



**BRUSSELS IS THE N°1 CENTRE OF POWER**  
**EU affairs are now a top priority**

# The institutional triangle

European Commission  
proposes, executes and negotiates



**LEGISLATIVE CO-DECISION**

Council of Ministers

European Parliament

## The 3 Institutions are equally important

# Lobbying at national and EU level have nothing in common

National lobbying

European lobbying



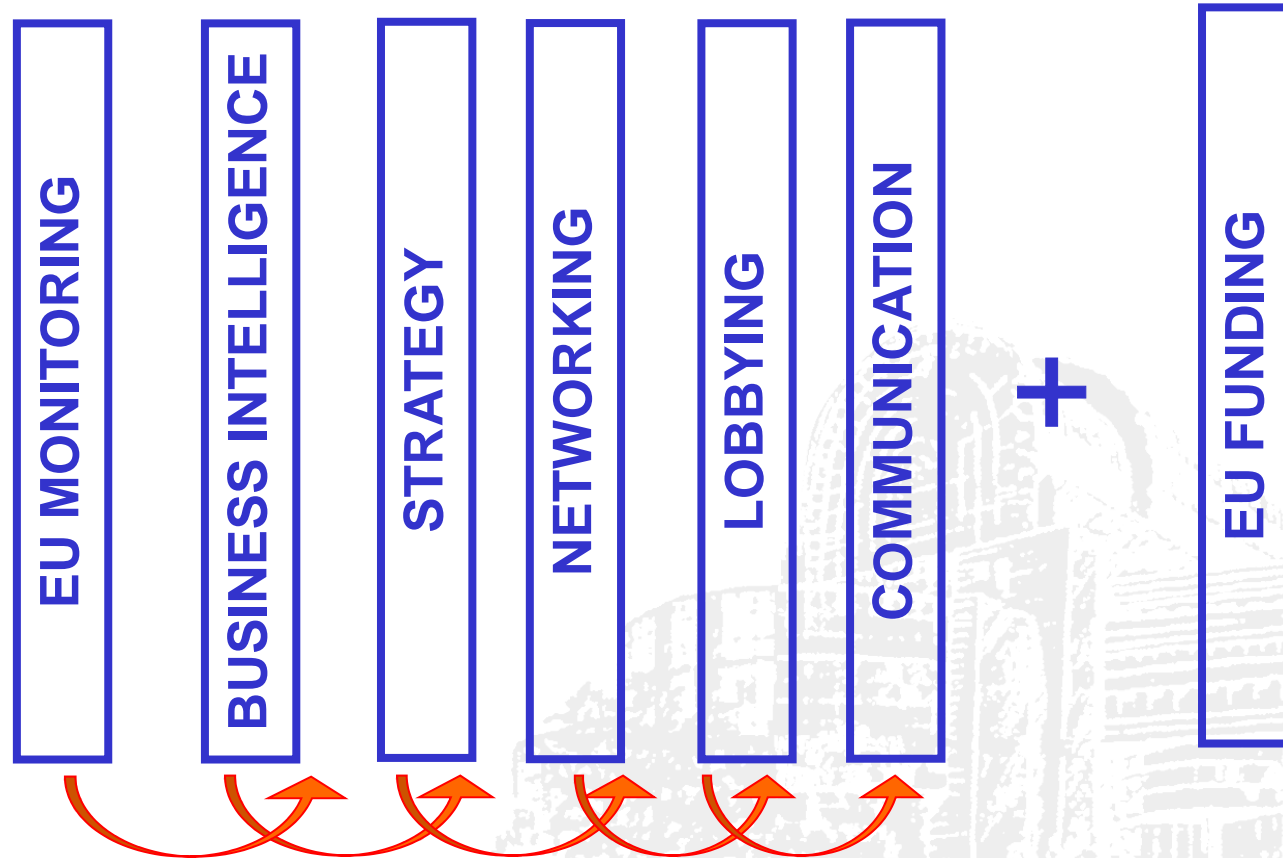
mainly political



mainly technical

New EU Member states means  
new networks & new balance of powers

# The 7 dimensions of European affairs



# The Brussels landscape: officials

➤ European Commission	25.000
➤ European Parliament	4.000
➤ Council of Ministers	4.000
➤ Economic & Social Committee Committee of Regions	1.000
➤ Permanent Representations	2.300
➤ National experts	3.000
➤ Translators	6.000

- Huge power
- Technicians
- European
- Proactive

45.000 officials involved in  
the EU decision-making process

# The Brussels landscape: stakeholders

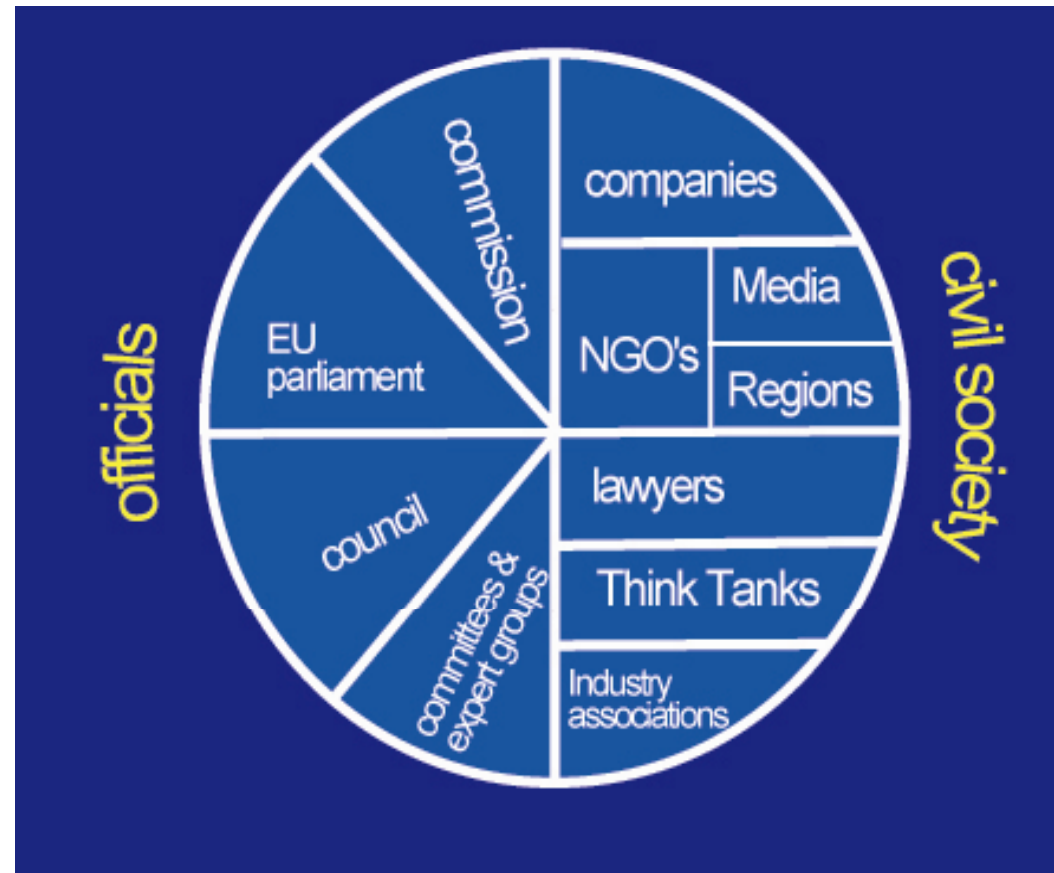
➤ Business associations	5.000
➤ NGOs	4.000
➤ Companies	2.500
➤ Lawfirms	2.500
➤ Consultancy firms	1.000
➤ Regional bodies	2.500
➤ Press	1.000

- Fragmented
- Reactive
- No dialogue
- No communication

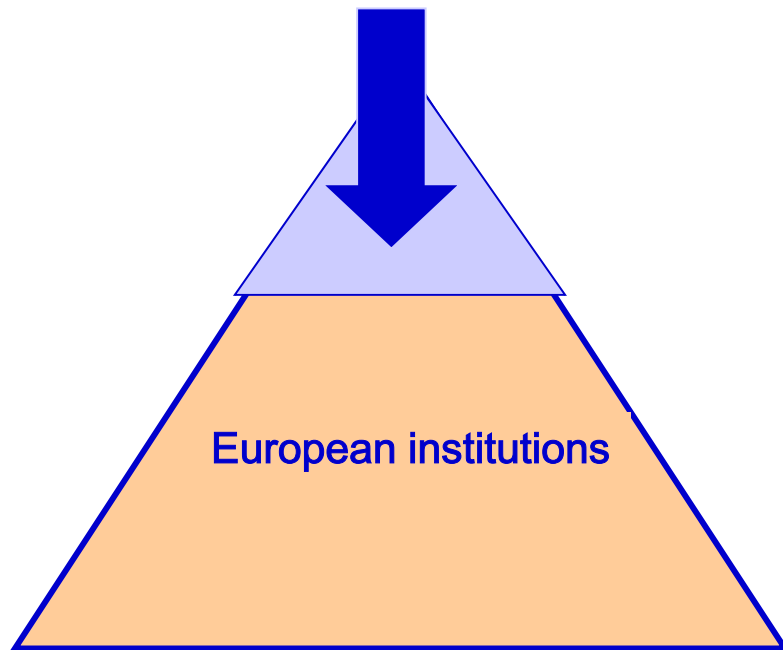
17.500 stakeholders involved  
in the EU decision-making process

# A global network

[www.e-t-i.be](http://www.e-t-i.be)

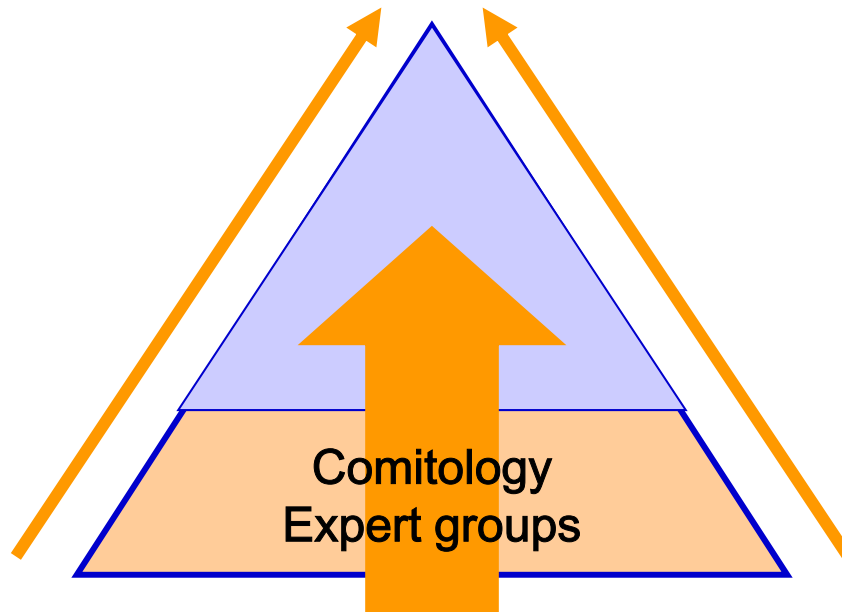


# The old way to lobby: 'top-down'



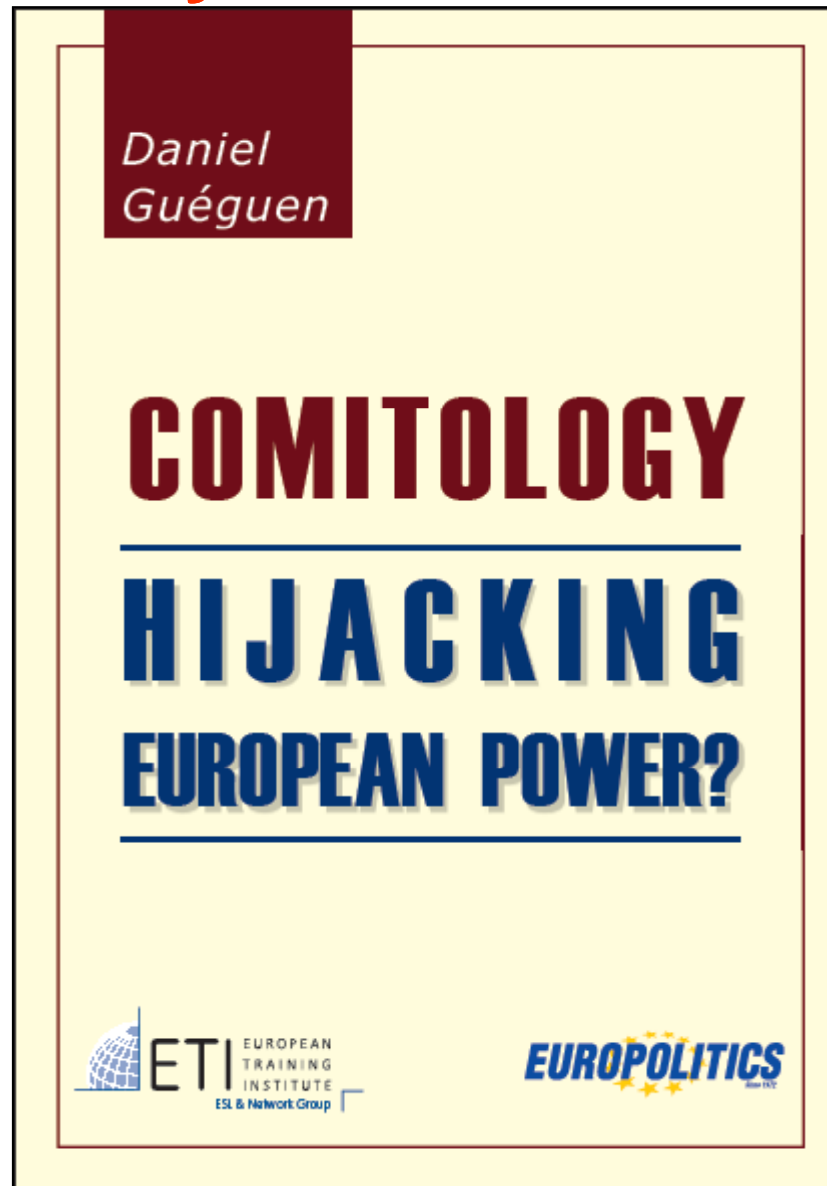
- Hierarchical approach with decision makers at the highest level
- Technical experts on the sidelines
- Late intervention
- Debate too politicised

## The successful way : 'bottom-up'



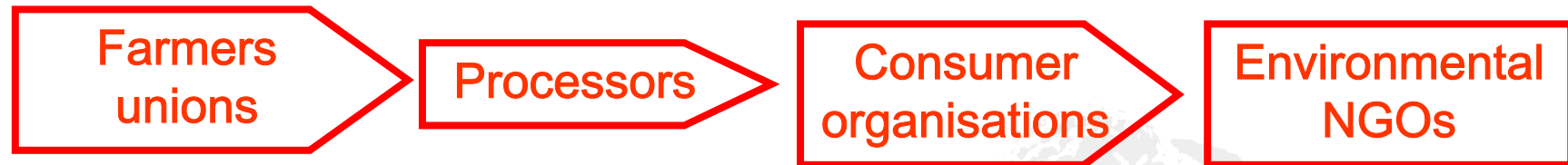
- Working with experts behind the scenes
- Intervention at a very early stage
- Still possible to modify proposals
- Intervention is based on expertise

## My new book



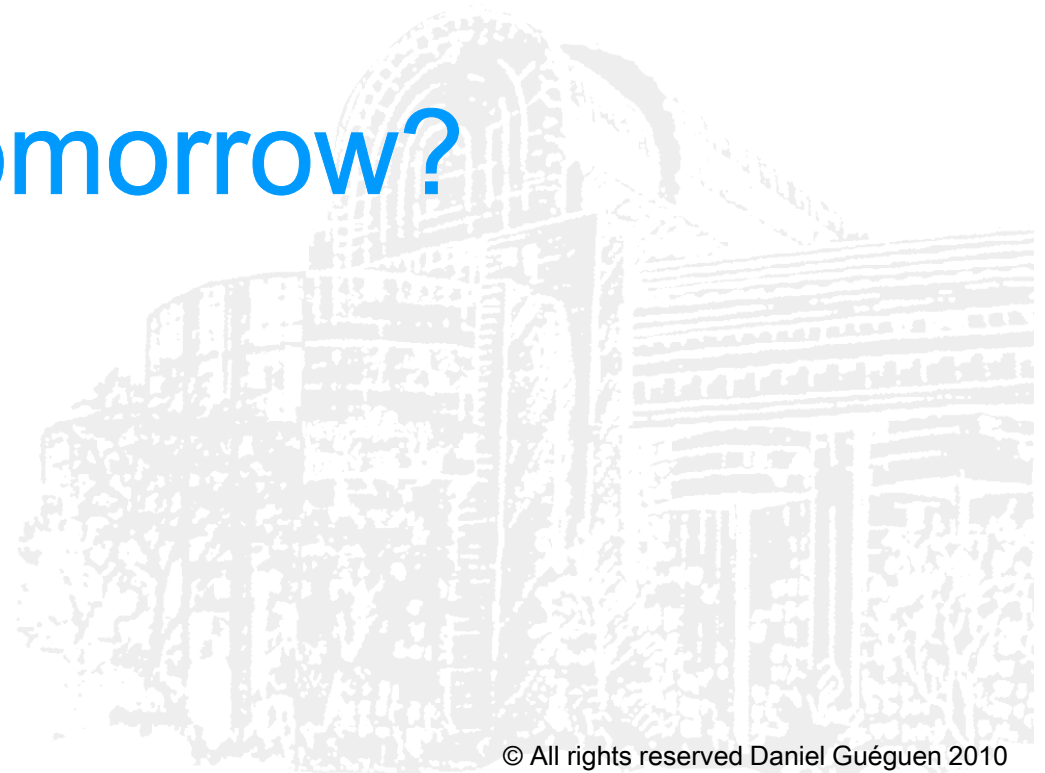
# Lobbying today

Horizontal lobbying actions:  
different stakeholders working together  
along the value chain



Transversal dialogue &  
being part of the solution

# What about tomorrow?



# What about tomorrow?

- ➔ More frame directives
- ➔ More Comitology
- ➔ More technicality
- ➔ More credibility
- ➔ More communication

# What about tomorrow?



The margins of influence will remain and even increase



No room for amateurism



In Brussels, influence will remain personal



Add a prospective dimension to your lobbying strategy

Thank you  
for your attention

[dg@clanpa.eu](mailto:dg@clanpa.eu)