HOW BRUSSELS WORKS?
Kellen Europe

Introduction to lobbying in Brussels

The EU decision makers

The role of associations

Coalition building

National focus

Conclusions
Formerly Ernst & Young Association Management – acquired by the Kellen Company in 2004

Premier professional services company for associations and the foremost global one

Offices in Atlanta, Beijing, Brussels, New York City, Singapore and Washington DC

Alliance partners in India, Japan & Middle East
Association Management Concept

- Our staff supports association’s leadership
  - to run the day-to-day operations of the association within the scope of a well-defined mandate of activities and responsibilities
  - in close cooperation and with regular reporting to the leadership
  - allowing the leadership to focus on those association’s activities that create added value for the members
Kellen’s Service lines

- Association Management
- Government Affairs
- Strategic Advice
- Benchmarking
- Meeting Management
- Kellen Creative
- Kellen Interactive
- Kellen Communications & PR
LOBBYING IN BRUSSELS
Role of industry lobbying in EU politics

- Considerable amount of national legislation comes from Europe
- Advocacy is the way business interests gain influence among the national and EU decision makers
- Business can’t afford to be silent while others dominate the debate
- Many lobbyists active in Brussels (10,000?)
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The EU Decision Makers

- **Common goal = legislate**
  - Meetings are not always formalised
    - Commission desk officer
    - EP rapporteur
    - Presidency representative
  - MEPs are in regular contact with their governments
  - Nationality issue will make informal meetings easier
  - Institutions & Member States lobby each other

- **EU policy**
  - Commission
  - Parliament
  - Council
  - Member States
THE EU DECISION MAKERS

- **Drafting of proposal** for a Directive or Regulation
  - **European Commission**

- **Legislative power**
  - **European Parliament (representing EU citizens)**
  - **European Council (representing Member States)**
Co-decision procedure (simplified flow chart)

1st reading

- Commission → EP → Council

2nd reading

- Council → EP
  - 3 months

Conciliation/3rd reading

- Conciliation Committee → EP Delegation → Council Delegation → European Commission
  - 6 weeks
THE EU DECISION MAKERS

COMMISSION

- Factual & technical discussions ➔ desk officer
  - get in there early
  - offer your expertise and advice: Commission officials might know the dossier better than you but not your industry/products sector

- Political discussions ➔ higher up the hierarchy
An MEP is an elected politician – get info on:
- Constituency
- Political history
- Biography

Can your objectives be aligned with the interests of the MEP?
The assistants also play a crucial role
Focus should be on:

- Council Working Group
- Presidency
- Key-countries
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THE ROLE OF ASSOCIATIONS

Advisors/Influencers

Legislators/Regulators

International Organisations

Member States, PermReps, National Administration

Council of Ministers

European Parliament, EP Committees

Commission’s Directorate Generals

Commissioners/ Cabinets

Think-Tanks

Trade Associations

Interest

Employers

Media

Trade Unions,

Consumer Groups

Interest Groups

Commissioners/Cabinets

Member States, PermReps, National Administration

Council of Ministers

European Parliament, EP Committees

Commission’s Directorate Generals

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Council of Ministers

European Parliament, EP Committees

Commission’s DirectorateGenerals
Associations have an important role to play in lobbying the decision makers:

- Representation of an industry sector
  - technical expertise
  - statistical data

- Strong messaging

- Receptive for decision makers (frequency of visits)
Lobbying through associations – 2 important aspects:

**Internal**
- Need for appropriate internal structure
- Rapid decision making

**External**
- Implementing lobby strategy
- Outreach to decision makers
THE ROLE OF ASSOCIATIONS

- **Lobby check list**
  - Clearly define strategy
  - Target the right officials
  - Establish an ongoing relationship
  - Be timely: present information early in the legislative process
  - Be objective – provide credible, balanced information
  - Tailor your message
    - creative and focused
    - sensitive to the needs of the interlocutor
THE ROLE OF ASSOCIATIONS

- Lobby check list
  Tailor your message
    ➔ creative and focused
    ➔ sensitive to the needs of the interlocutor

Powerless for once

www.epbaeurope.net

EPBA
Avenue Marcel Thiry 914,
B-1200 Brussels, Belgium
Tel: +32 2 774 8652
Fax: +32 2 774 9690
epba@kellen-europe.com
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Coalition building is a joint lobby approach among different stakeholders on selected issues.

- Advantage: strong message towards decision makers
- Downside: time intensive & need for compromise
- Not only horizontal but also up & downstream stakeholders
Open Letter to European Heads of State on the Occasion of the June European Council’s Discussion on EU 2020 Strategy

EU Energy Saving Target Key to Achieving the New Europe 2020 Objectives

As representatives of a range of business and professional associations and civil society interests, we are firmly convinced of the multifaceted benefits of energy saving and consider that the EU must urgently step up its action in this regard.

We regret that the European Council did not pay more attention to energy saving this week, as it gathered in Brussels to endorse the Europe 2020 strategy for steering the EU toward a smart, sustainable and inclusive economic future. Improving energy efficiency to help meet the EU’s target of lowering energy use by 20% by 2020 is a win-win solution, which should be acknowledged as lying at the heart of the new 2020 objectives.

Meeting the existing 20% target could generate million new, local jobs, greatly reduce imported energy dependency, and help Europe and its businesses take the lead in the global race for innovative and sustainable products. It is also integral to the EU’s climate and energy objectives. Yet, all current policies-while laudable and essential-are insufficient. They fail to deliver on the scale required to achieve the target set in the White Paper.

The current approach of financing energy savings, i.e., by adding a fee to energy bills, is flawed. It is expected to cost consumers of 70 billion Euro annually at a time of severe budgetary constraints. This in turn calls for harsh and unpopular austerity measures, undermining the achievement of Europe’s strategic goals.

Practical and technologies to achieve the necessary savings are already available. We call on you to urgently take the steps necessary to see that these solutions are acted upon. This means taking on a higher level of commitment and accountability for delivering on the existing 20% target.

Overcoming the barriers to energy saving requires a new impetus for targeted efficiency policies and programmes, alongside strengthened price signals. We consider that binding targets would help to establish this impetus, as has been demonstrated for other priority policy areas—for example in the case of renewable energy and air quality. We note that the European Parliament again called for such a target in its Resolution on the Europe 2020 Strategy, voted this week.

Spain is the first Member State that has transposed the new EU batteries Directive. The battery industry and operators that place equipment containing batteries on the Spanish market, welcome that a country has finalised its transposition responsibilities a significant time before the actual deadline of 25 September 2008, since this allows sufficient time to ensure full compliance with the new requirements of the national legislation.

However, the battery industry and operators that place equipment containing batteries on the Spanish market are of the opinion that some of the provisions of the Royal Spanish Decree are not fully in line with the EU Batteries Directive as it does not comply with the internal market principles included in the EC Treaty that are re-inforced in the new Battery Directive.

In particular, Article 8 of the Spanish Decree which deals with Integrated Management Systems requires in paragraph 6 that “The identification symbol for the Integrated Management System must visibly appear on each sales unit which may be purchased by the consumer or user”.

This requirement is not in line with the new EU Batteries Directive for the following reasons:

I. Article 8(6) Spanish Decree contains a marking requirement which exceeds what is foreseen in article 21 of the Battery Directive. The latter only contains 3 marking requirements for batteries: (1) crossed-out Auburn, (2) the chemical symbol and (3) capacity marking.

II. The Battery Directive explicitly states in Recital 1 that “(...) it is also appropriate to take measures at Community level on the basis of Article 95(1) of the Treaty to harmonise requirements concerning [...] labeling
National focus in lobbying is important:

- Identify and assess possible impacts for a region or group of Member States
- Make use of the national/local link of an MEP
- Use national contacts from your organisation

E.g. EU Presidencies:
<table>
<thead>
<tr>
<th>QMV voting</th>
<th>10</th>
<th>27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linked to ARGE Membership</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>QMV:</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>- 255/345 votes</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>- 14 MS</td>
<td>29</td>
<td>13</td>
</tr>
<tr>
<td>ARGE members</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Represents: 253</td>
<td>12</td>
<td></td>
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<td>29</td>
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DG Enterprise has listed on its website several stakeholders in the construction area.

ARGE does not appear in the list of 16 industry associations:

- This does not mean that ARGE will not be heard;
- It is a sign that the 16 associations have established good contacts with the Commission.
CONCLUSIONS

- There is a big opportunity for ARGE to approach various associations active in the construction sector.

- Difference needs to be made on issue of discussion:
  - horizontal vs. vertical
  - general vs. specific

- A joint approach with other associations is an easy way to increase visibility.
Thank you!

Hans Craen
Tel: +32 2 761 16 00
E-mail: hcraen@kelleneurope.com