

The Role of Lobbyists & Advocacy Strategy in Business

Washington Campus Program

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Bryce Harlow Foundation

“... dedicated to enhancing the quality of professional advocacy and increasing the understanding of its essential role in the development of sound public policy.”

Goals of this Session

- To familiarize you with the role of lobbying and advocacy in supporting business strategy
- To persuade you that lobbying and advocacy have an essential role in the development of sound public policy
- To engage you in discussing issues concerning the lobbying profession and business-government relations

Public Affairs/Government Relations

What is it?

Public Affairs is “the management function responsible for monitoring and managing a corporation’s external business environment.”

It always includes **government relations**, and sometimes community relations and communications.

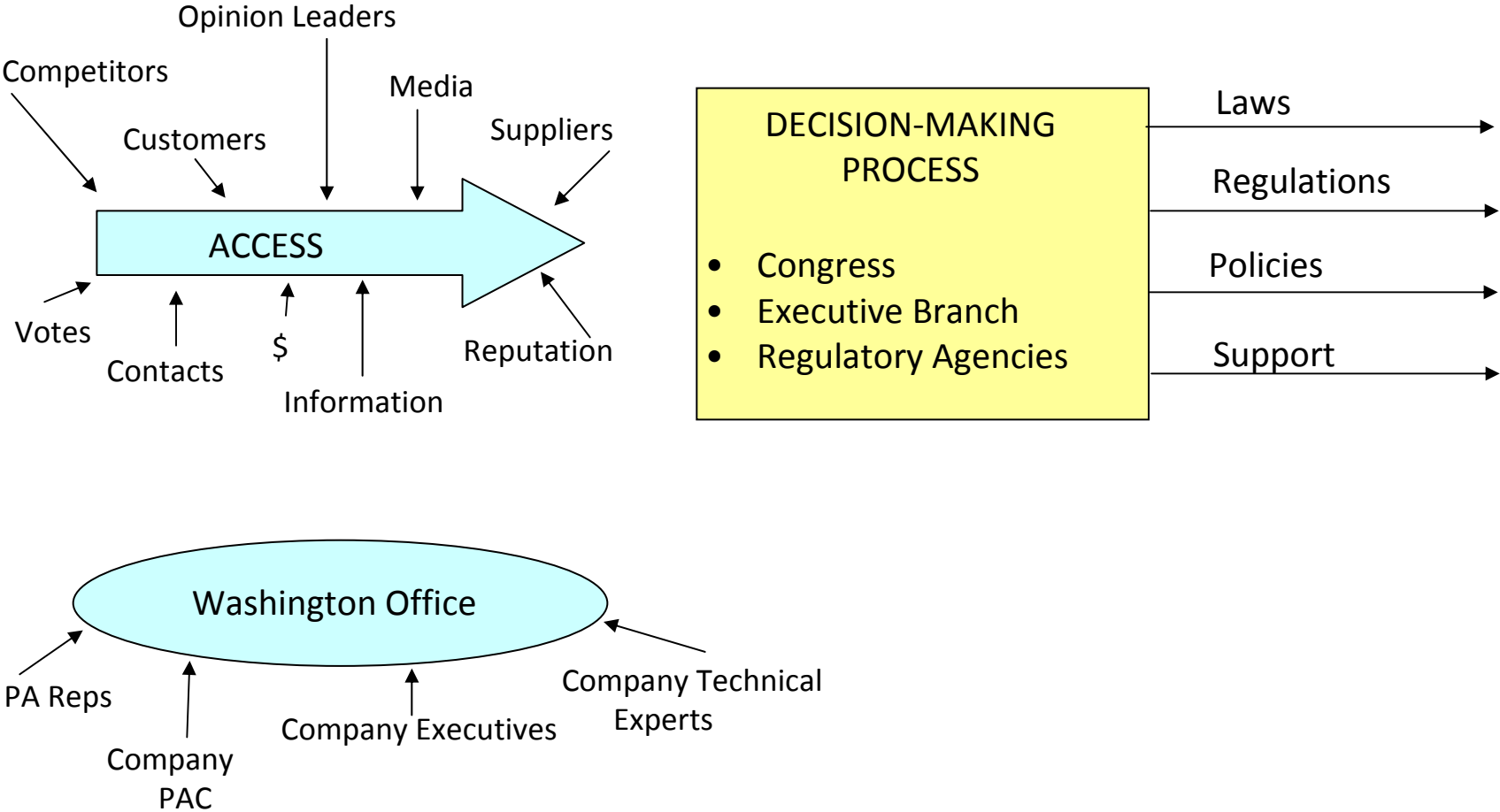
Lobbying and advocacy are government relations sub-functions. Source: Public Affairs Council

Definition of Lobbying and Lobbyist

Lobbying: 1. to promote or secure the passage of (legislation) by influencing public officials; 2. to attempt to influence (a public official) toward a desired action (Merriam-Webster)

Lobbyist: “Any individual who is either employed or retained by a client for financial or other compensation whose services include more than one lobbying contract; and whose lobbying activities constitute 20% or more of his or her services’ time on behalf of that client during any three-month period. (LDA)

How We Work in Washington





Government Affairs and Business Strategy

The purpose of government affairs is to enhance the profitability and reputation of the corporation by advocating for its interests in the public policy process.

Specifically, the role of this function is to *shape* public policy proactively in order to open markets and create business opportunities and to *defend* against punitive legislation and regulatory initiatives.

Fighting Fires Building Relationships Shaping Policy

Political Activities Policy

INTENT

The intent of this Policy is to ensure that XX International Ltd. and its subsidiaries, affiliates, and operating units, wherever incorporated, chartered, organized or located (collectively, “XX” or the “Company”), comply with all applicable laws governing its political activity and maintain a unified voice on public policy issues of a civic or business interest to the company.

RESPONSIBILITY FOR IMPLEMENTATION

Management, general counsels, and communication leaders at each XX business segment are responsible for the implementation of and compliance with this Policy within the respective units.

XX’s International’s Vice President, Global Public Affairs and the General Counsel are responsible for the maintenance and revision of this policy.

XX’s Vice President, Global Public Affairs in consultation with the General Counsel is authorized to form committees and develop and implement programs within XX to carry out the purposes of this policy.

Questions on interpretation of this policy should be referred to XX’s Vice President, Global Public Affairs.

SCOPE

This Policy applies to XX worldwide.

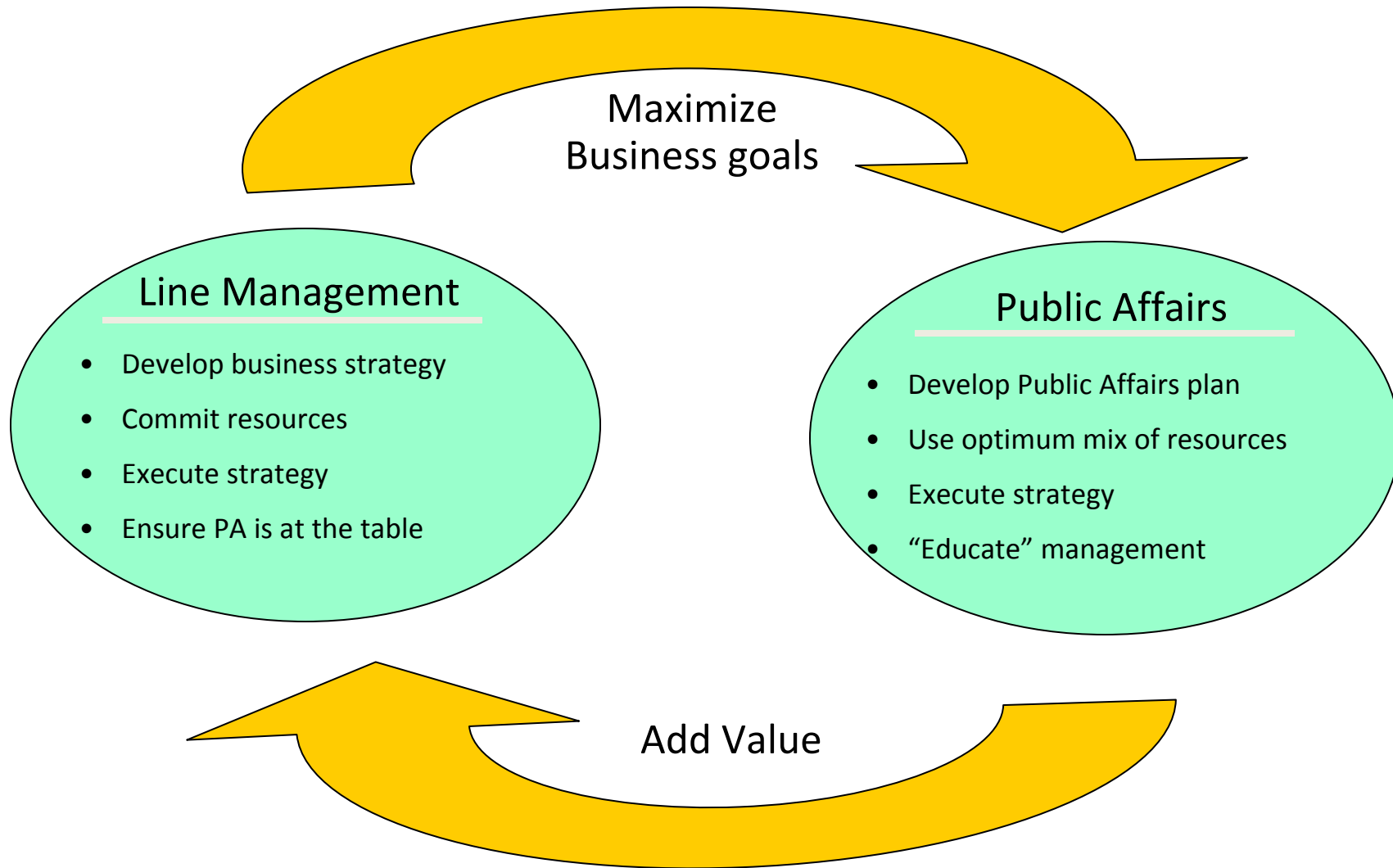
BACKGROUND

Laws, regulations, programs and policies developed and administered by government officials have an impact on our business and on our methods of operating. They can present obstacles by restricting our activities or adding to our cost or they can improve our competitiveness by opening markets, reducing barriers to commerce, and providing a variety of political and financial resources. As a corporate citizen in many jurisdictions around the world, XX and its employees have the right and responsibility to be informed about government decisions, to communicate our interests to government officials, and to participate actively in shaping public policy. In all jurisdictions, XX will comply with the laws and behave according to the highest ethical standards.

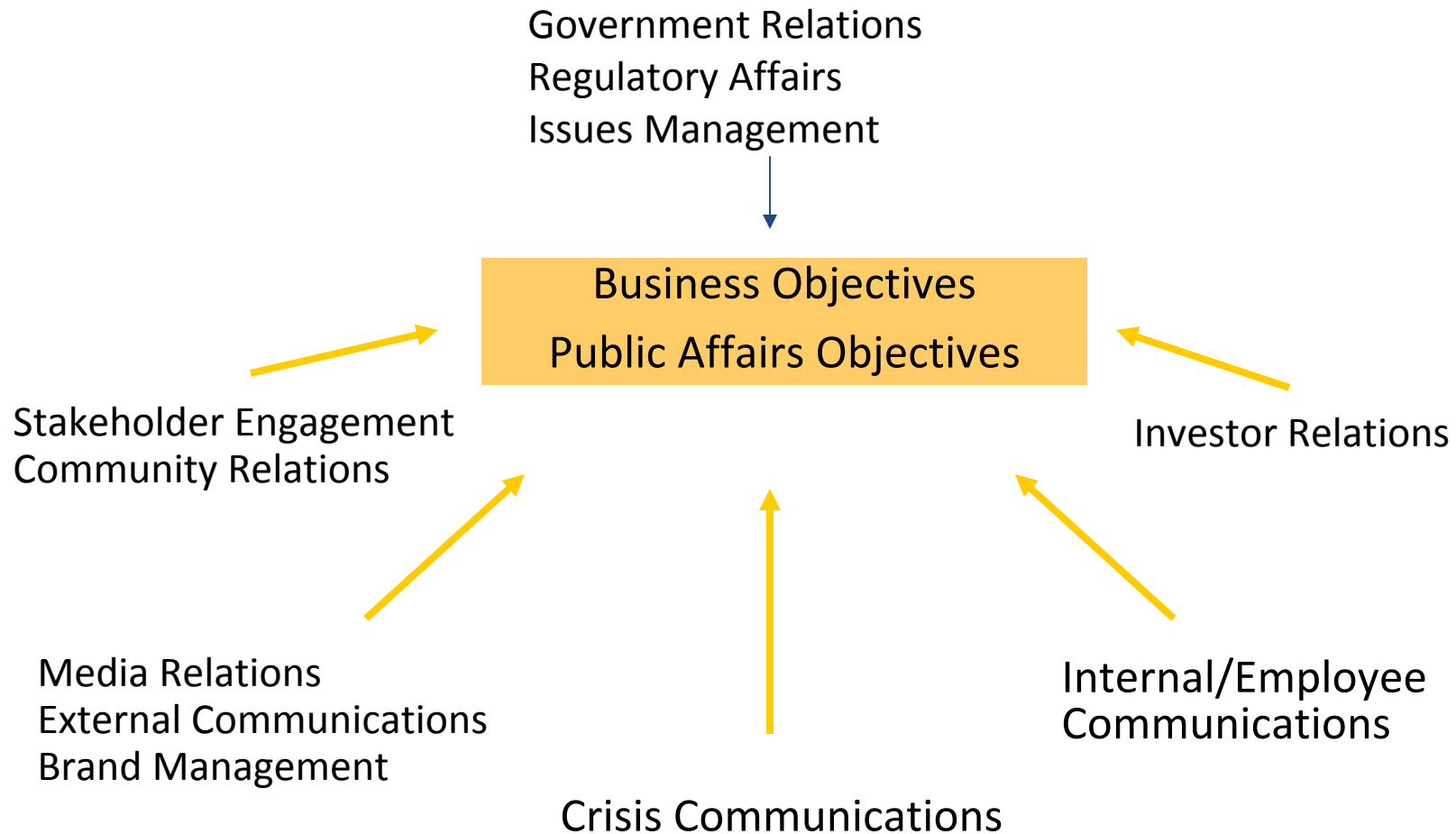
Government Relations Goals

- Connect government relations goals to business strategy
 - Know the business
 - Add value and measure it
- Build the company's reputation in the public policy arena
 - Not what you sell, but who you are
- Position the company as a leader on priority issues
 - Be part of the policy dialogue
 - Technical expertise
- Build ongoing relationships with legislators and executive decision-makers

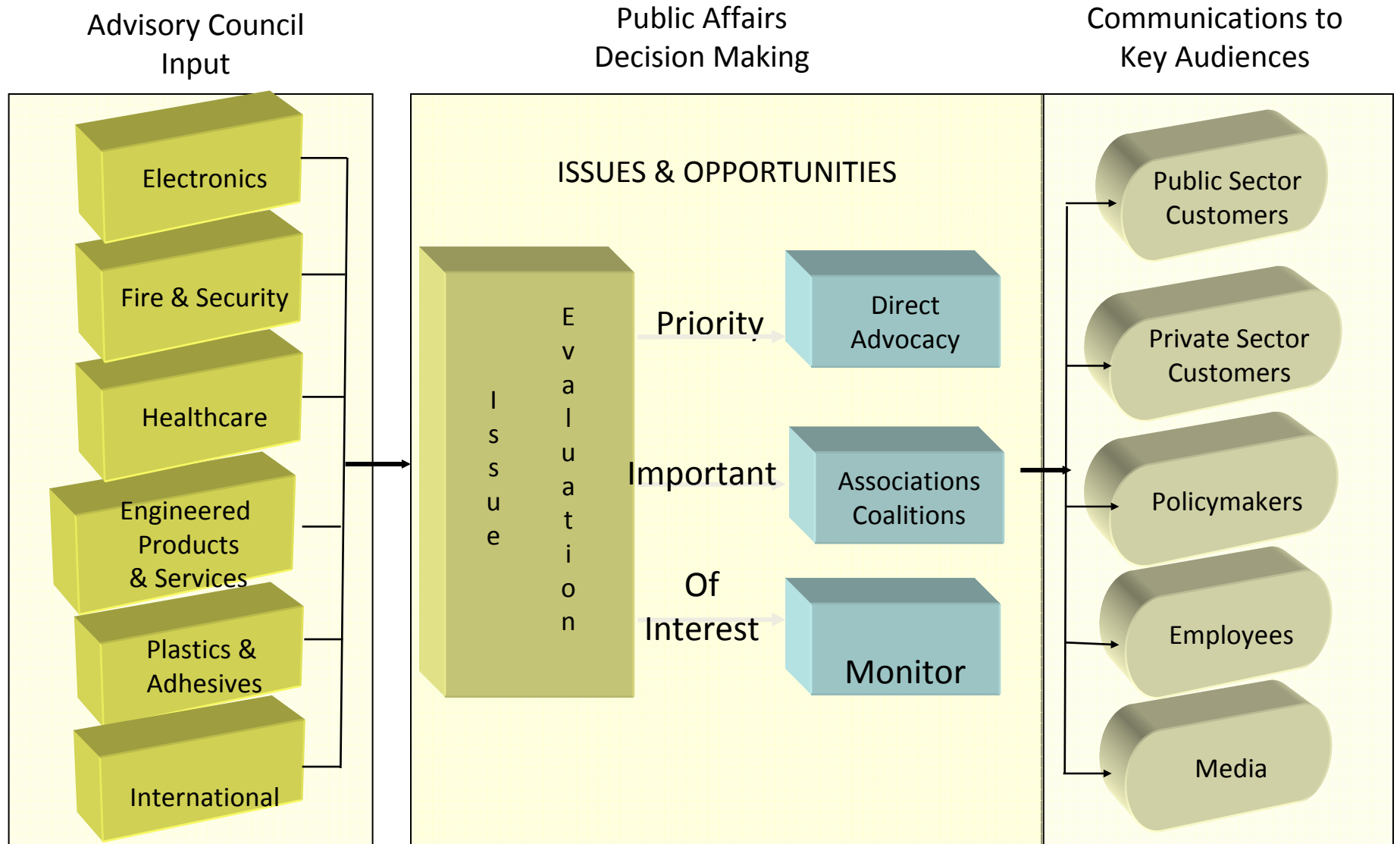
Develop the Plan and Execute: A Continuous Conversation



An Integrated Public Affairs Plan



Issues Management Model

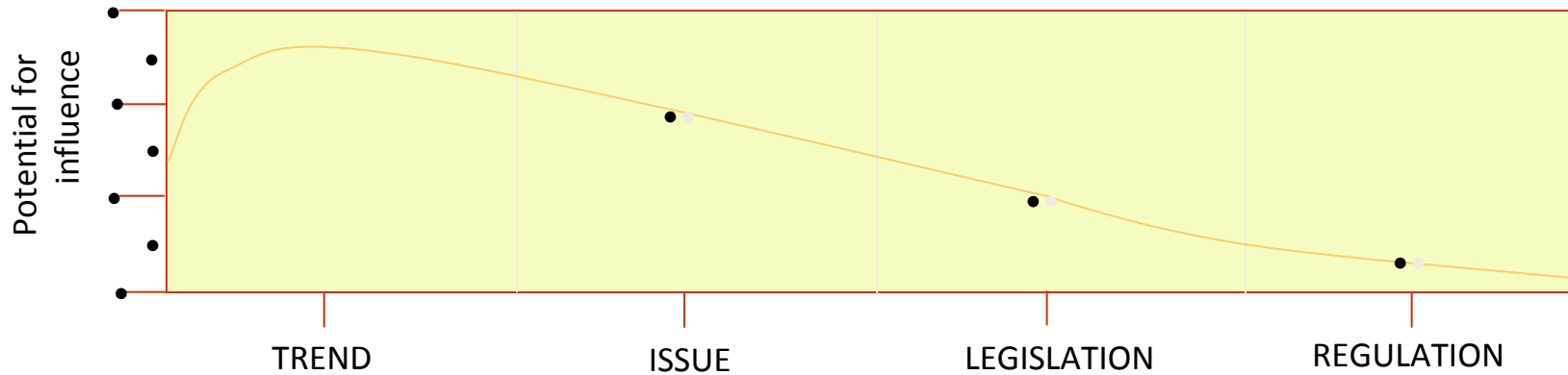


How to Identify, Prioritize, and Track Issues

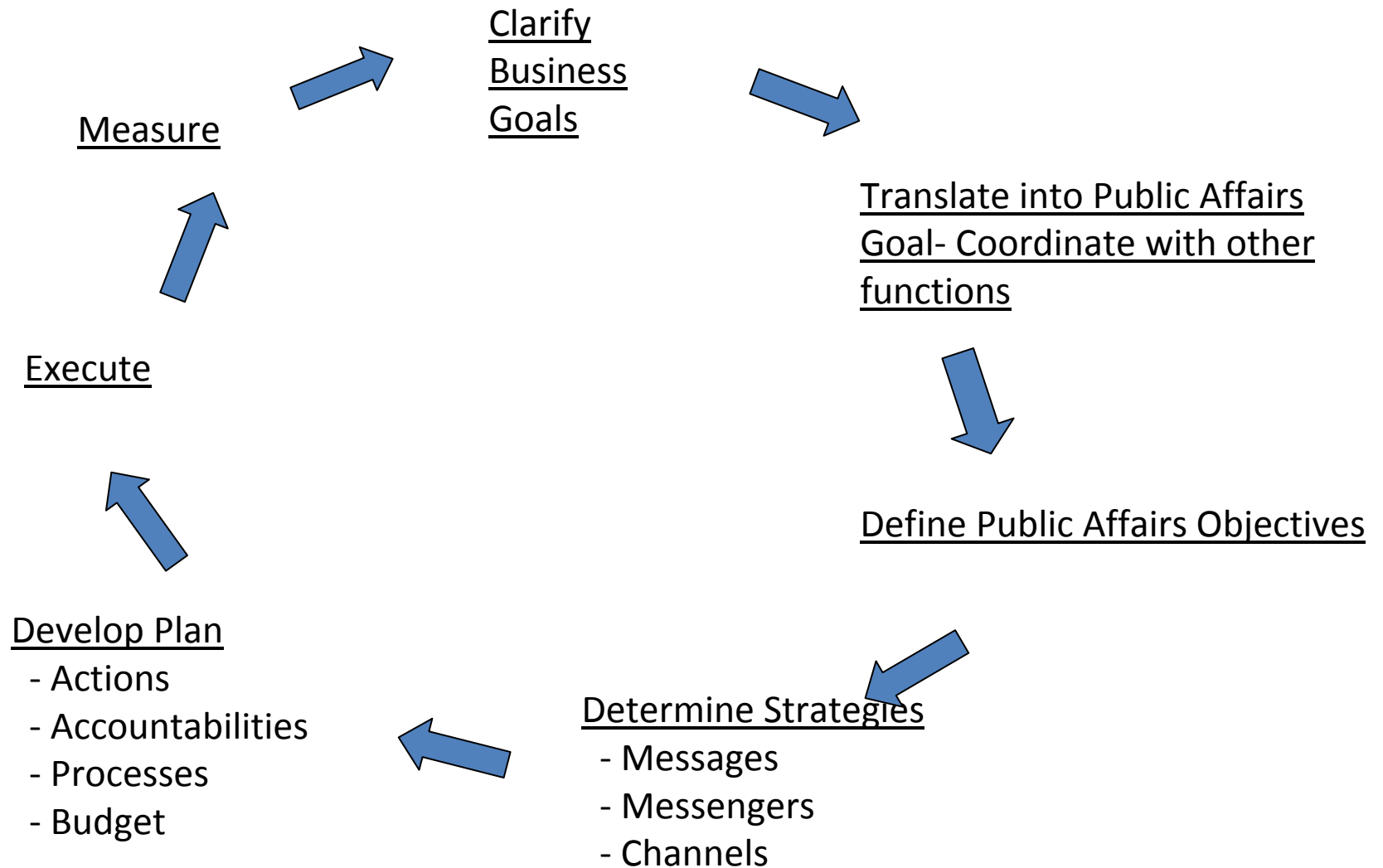
- Forecast - Provide advice on emerging issues and business impact
- Gather Information - Develop an understanding of the legislative and regulatory issues of interest to the businesses
- Set Business Priorities - Review issues and assist in setting priorities and developing positions
- Set Advocacy Priorities – Lobby
- Reporting Systems- Status reports, updates

Issue Advocacy

Forecasting – Trend analysis and communication of developing issues internally will assist in business decisions and strategic planning



Steps in the Planning Process



Government Relations Tools

- Grassroots
- Political Action Committee
- Trade Associations
- Coalitions
- Company executives
- Company technical experts
- Washington staff

Lobbying to prevent harm-example

Company Goal:	Grow federal government contracting business
Public Affairs Goal:	Prevent legislation that prohibits company from contracting
Primary decision forum:	Congress
Influencers:	Administration, constituents, reputation
Public Affairs Strategy:	Message: <ol style="list-style-type: none">1. Relate your concern to legislator's concern2. Offer concrete solution3. Know pros and cons4. Request action

Lobbying to prevent harm (cont'd)

Public Affairs Strategy:	Messengers: Company, special voices, legislators, constituents, third parties Channels: Direct lobbying, print campaign, sponsorships
Public Affairs Plan:	Processes, resources, accountabilities, “define success”
Evaluation	Metrics

Lobbying for government support

- Identify project
- Understand commercial plan
- Develop government relations plan
 - Identify decision-making forum
 - Identify who is for and against
 - Messages and messengers
 - Resources
- A dynamic process

Lobbying on public policy from company perspective

Lobbying industry issues and business-wide
issues from a company perspective:

- Where does your company stand?
- Do you have credibility?
- Do you have a stake?
- Do you have something to contribute?

Benefit of lobbying from the decision-maker's perspective

Issues are huge, complex, and protracted

- Nobody has all the answers or all the time
- Sound public policy depends on:
 - diverse sources of information
 - accurate, relevant, and timely
 - delivered by a trusted messenger
- Consistent with ethical and legal prescriptions for behavior

Ethics and Regulations

- Regulations:
 - LDA
 - HLOGA
 - FEC
 - Obama Executive Order
- Ethics
 - What is the right thing to do?

Concluding thought

Lobbying: an 18th century right
a 21st century responsibility!