



Lobbying in the European Union

How can we have influence ?

September 27 2011

How can we influence?



Monitoring

- We need the relevant information



Lobbying

- We need to convince the policy makers



Stakeholders management (one to one)

- We need to influence the other stakeholders



Communication (one to many)

- We need to influence the public opinion

Don't forget!

The politicians and policy makers need your input



Monitoring

Monitoring: what ?

Inventarisation of all relevant information:

- Strategic plan Commission (EU), annual work plan Commission (EU), work plan presidency (EU)
- Press
- Stakeholders: opinion, initiatives...
- Political and social trends
- Studies (universities, think tanks, associations)

Monitoring: information sources

- Europe:
 - Official journal: C & L series
 - Website Commission, Council
(www.consilium.europa.eu), Parlement
(www.europarl.europa.eu)
 - Info point: EU reports, publications
 - Online sources: Euractiv
(www.euractive.com), Ellis On-line
(www.ellispub.com),
 - European press

Monitoring: information sources

- The art is to get non public information in a preliminary phase: more possibilities to influence the process
- How?: informal network and contacts
 - Industry associations
 - The commission(start)
 - Civil servants of the permanent representations in Brussels
 - Eco. en Soc. Committees, advisory bodies....
 - Ministerial cabinet, political parties (start)
 - MP's (national/EU), Mp secretary
 - Administration
- Determine in advance **the key players** with whom you should develop a structural work and trust relationship

Monitoring: impact analyse

- **Impact analyze**: Which information is relevant for my company?

THE PROBLEM IS NOT IN OBTAINING
THE INFORMATION BUT IN ANALYSING
IT!

Daniel Gueguen



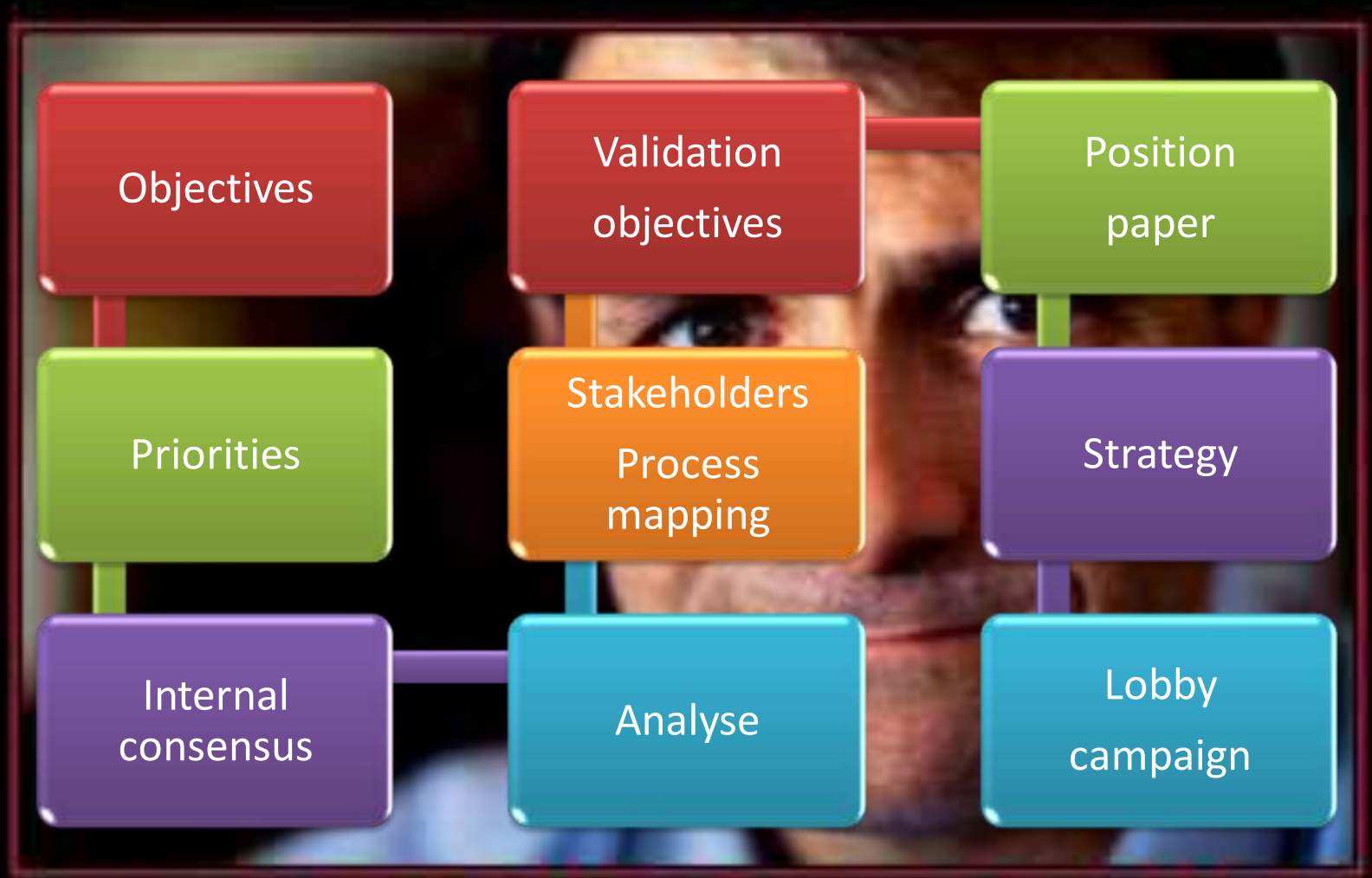
How?

Risk matrix

Monitoring

Impact	Probability			
	High	Medium	Small	Negligible
Catastrophic / Great opportunity	XXXXX	XXXXX	XXXX	XX
Big	XXXXX	XXXX	XXX	XX
Small	XXXX	XXX	XX	X
Negligible	XX	X	X	X

The lobby campaign



LOBBYISTS

Because it's hard for politicians to decide stuff on their own.

Analyze

■ Stakeholdersmapping:

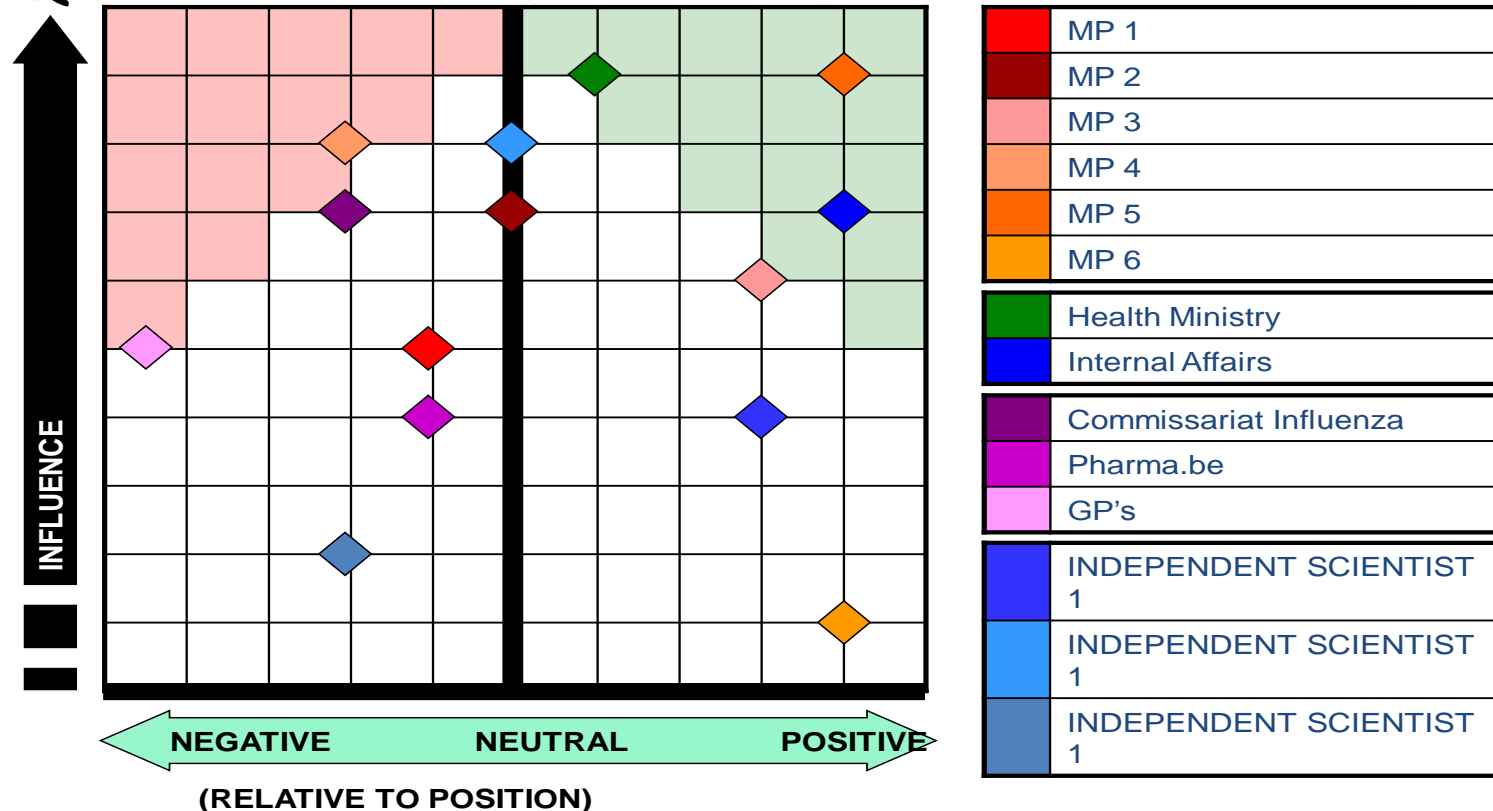
- Identification: who is who?
- Influence and involvement ?
- Position? Positive/negative?
- Ally / opponent ?

■ Procesmapping:

- Which minister/administration / advisory board is involved ?
- Who can be and should be contacted?
- The next steps in the procedure?

Stakeholders analyze

QUALITATIVE STAKEHOLDER MAPPING



Stakeholder Matrix

www.12manage.com

Power / Interest Matrix (Gardner et al. (1986))

		Level of Interest	
		Low	High
Power	Low	A Minimal effort	B Keep informed
	High	C Keep satisfied	D Key players

Process mapping

- Inventory of key players political level:
 - Competent commissioner
 - Case worker
 - Involved other commissioners
 - Involved MEP's
 - Involved national MEP's
- Inventory key players administrative level: Commission(DG/Units) ,
Permanent delegation, expert groups,
national administration

Process mapping

- Analyze of the process:
 - Draft at the DG level
 - Approval by Commissioners
 - Discussion & vote EU parliament:
commission (rapporteur/members)
plenary
 - Council: coreper I or II, competent
council, Belgian competent
minister....

Analyze of the environnement

- Monitoring and analyze of **facts**, **trends** who can be an opportunity or a treat for the lobby campaign
- **Long term**: trends
 - Political trends
 - Economical climate
 - Technological innovations
 - Demographic trends
 - Hypes

Analyze of the environment

■ Short term:

Example: nuclear energy.

- Increase of the oil price
- Nuclear disaster Japan
- Refugees: Lampedusa crisis

The constraints: What can we expect to achieve?

- Critical analyze of the constraints:
 - Available time / budget
 - Never start a war if you don't want to fight until the end (Machiavelli)
 - Consensus about the objectives within the company
 - Your mandate: are you master of the game or not?
- If necessary reconsider the objectives taking in account the constraints

Position paper

Useful

- Fit in political point of views member states (council), strategic plan & work plan of the Commission, Parliament
- Technical correct
- New interesting point of view

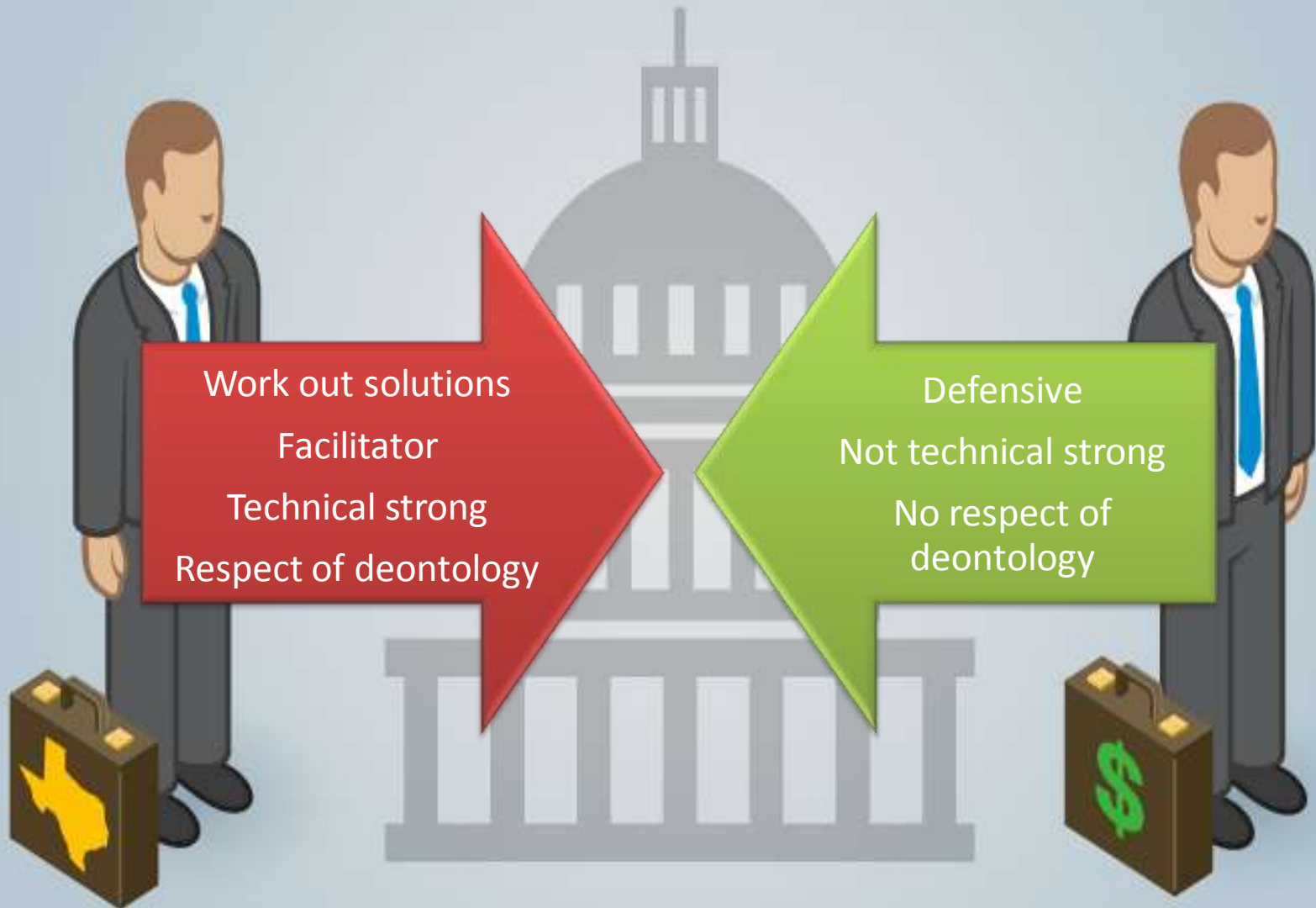
Concrete

- The text of the paper is ready made with concrete arguments, figures and propositions

feasible

- Budget, resources
- Timing
- Politically feasible

Good / bad lobbyist





Strategy

Approach

Style/image

Arguments

Arguments

Partners

**Coalition
building**



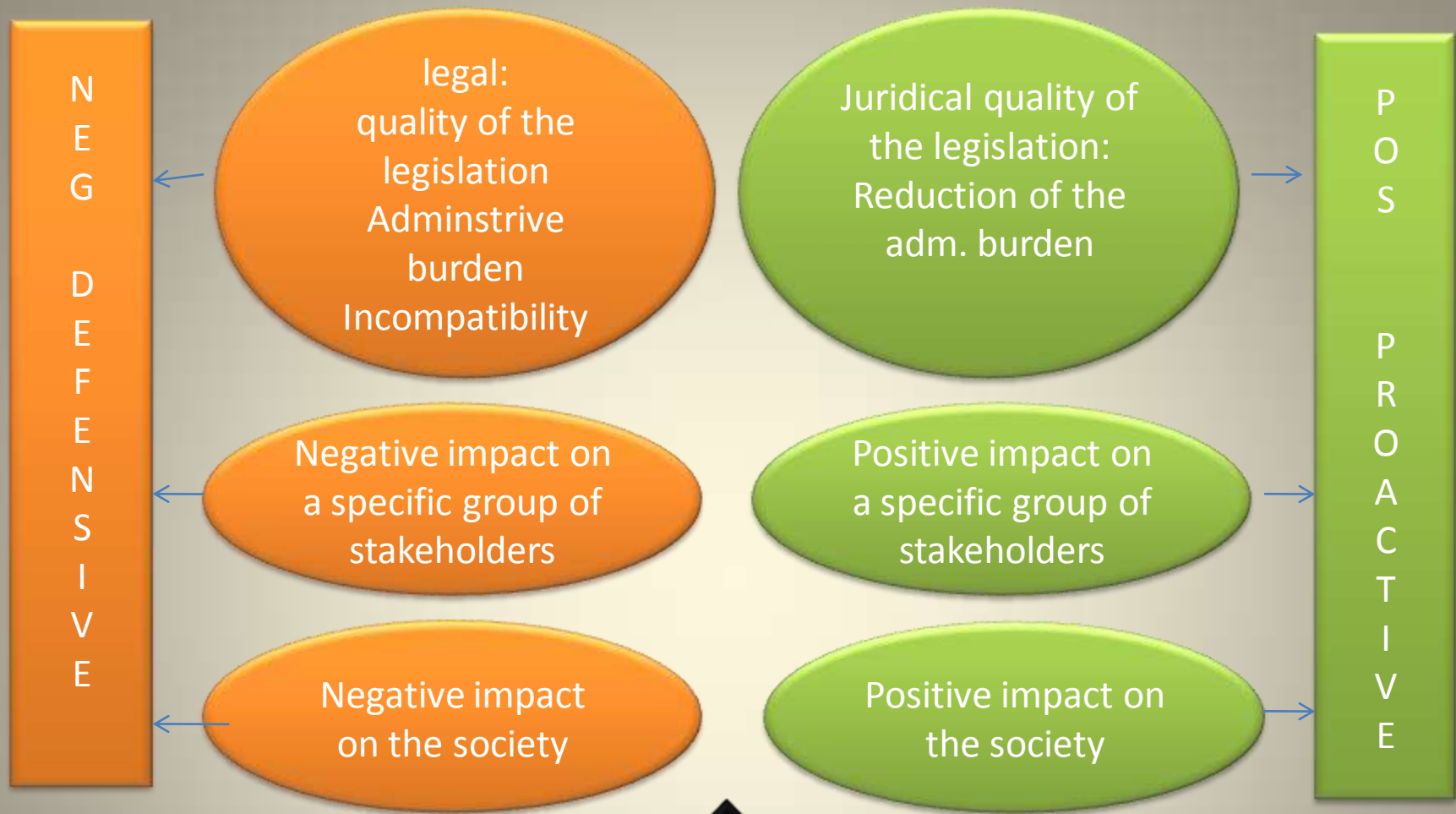
Approach

Strategy: Approach

Options	Negative Defensive	Reactive	Pro active Constructive
Flexibel			
Hard			



Arguments



Impact ass.

Surveys
Consultations

Testimonials
images/Emotions

Opinion makers/
Authority arguments



Coalitions


Coalition

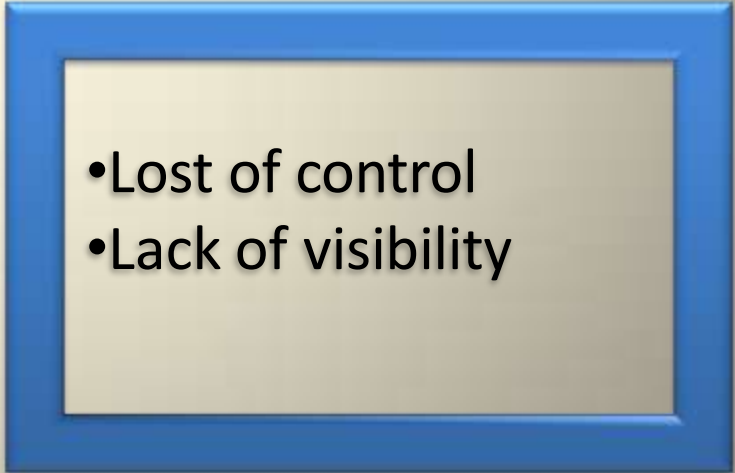


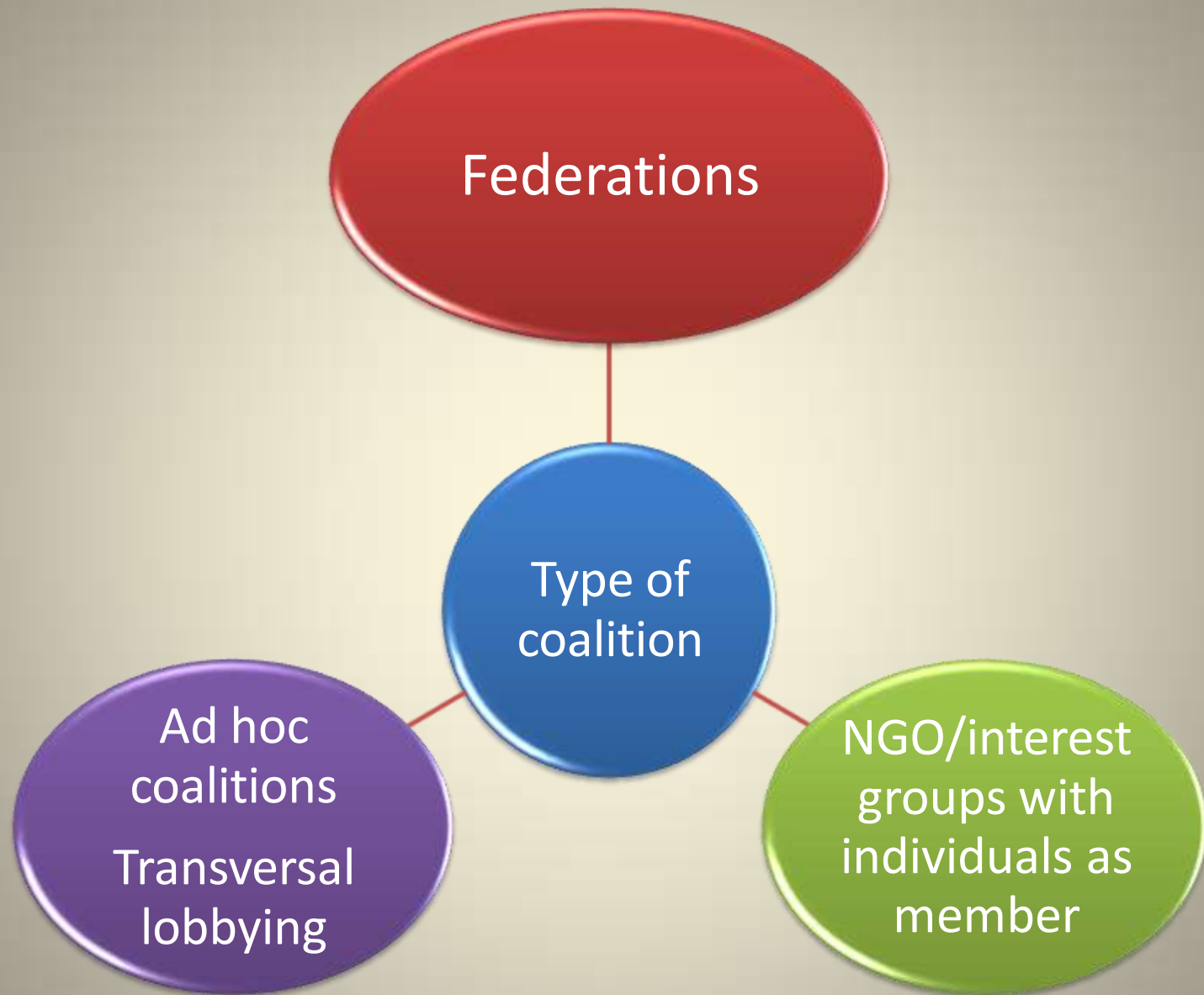
Positive



Negative

- 
- Large representativity
 - Position is supported by different stakeholders

- 
- Lost of control
 - Lack of visibility



Lobby campaign: points of attentions



Provide the necessary budget



HR

- Do we have the necessary resources?
- Outsourcing?
- Which profile do we need (political / technical / communication



Who will do what: monitoring, spokesman, contacts...



Validation process

Lobby campaign: points of attentions



Always keep an eye on the timing: Elections EU parliament/ term of the commission....



Keep the delegation small (1/3 max)



Do what you have promised

- Ex. Providing additional information
- Confidentiality of the received information



A permanent evaluation and monitoring is necessary during the campaign

Communication

Press campaign

What does a journalist want ?



Scoop



A strong story

- Emotion testimonials



Strong images



Controversy

Tips & tricks



1 spokesman

1 press contact person



Keep the validation process simple



Daily press monitoring

Tips & tricks



Be always accessible



Always give liable and correct information to the press

Media
Training

Working with the press is something that can be learned

Tips & tricks



Develop your network
with the press



Serve the press in
good and bad times





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