



# Lobbying and relations management

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# 1. Introduction

- Experience and study of literature
- 100 different opinions
- Honourable profession / taboo atmosphere
- Between the lines
- Origin

## 2. Definitions

- Encyclopaedia Britannica

*“Any attempt by individuals or private interest groups to influence the decisions of government; in its original meaning it referred to efforts to influence the votes of legislators, generally in the lobby outside the legislative chamber. Lobbying in some form is inevitable in any political system.”*

## 2. Definitions

- Oxford English Dictionary (OED)

- **lobby** (noun)

- a group of people seeking to influence legislators on a particular issue.

- **lobby** (verb)

- seek to influence (a legislator) on an issue.

- **lobbyist** (noun)

- someone who seeks to influence legislators into supporting a cause.

## 2. Definitions

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- Stanley Crossick (lobbyist)

*“Lobbying is transferring the right information in the right format at the right moment to the right people.”*

## 2. Definitions

- Personal note
  - Often only political lobbying.
  - Lobbying is purely “influencing”.
    - ➔ Realising what one really wants.
    - ➔ Avoiding what one does not want.

## 3. Types of lobbying

- General
  - Broad understanding
  - The word 'lobbying' comes from the English word 'lobbies' = corridors
  - Environmental management and the right to be heard
  - Influencing with a clear goal in sight
  - Number of interest groups, each with their own finality
  - Reactive + pro-active
  - Lobbying forms part of balanced decision making
  - Weaker party no longer exists: interests too high

## 3. Types of lobbying

- Business lobbying
  - Gathering information
  - Importance of good relations
  - Keeping time path in sight
  - Importance of people involved changes constantly
  - Integrity and trust: a large dose of psychology
  - Danger of mistrust

## 3. Types of lobbying

- Political lobbying
  - USA: 80,000 registered lobbyists
  - European Union: 10,000-30,000 lobbyists, 2,000-3,000 interest groups in Brussels and rising
  - Combined turnover (BXL): 60-90 million Euros/year
  - 80% of economic law comes out of EU
  - “Nothing just happens in politics. If something happens you can be sure it was planned that way” - Franklin D. Roosevelt, President of the United States.

## 3. Types of lobbying

- Outside lobbying
  - From the Anglo Saxon world
  - Mediatisation: “Voice of the people” bigger impact
  - “Signalling” and “expansion of conflict”
  - 3 players for interaction:
    - Interest groups
    - Political decision makers
    - Citizens

## 4. Relations management

- Political and business world
- Relations management = crucial for lobbying
- Basis: detailed 'databank'
- Developing relations
  - respect
  - recognition
- Managing relations - network
- Personal

## 4. Relations management

- 6 principles from Dale Carnegie
  - Genuine interest
  - Smile
  - The person's name
  - Be a good listener and make them talk about themselves
  - Talk in terms of the other person's interests
  - Make the other person feel important
- Know who you are talking to
  - search engines

## 5. Types of lobbyists

5 types

- Professional or commercial lobbyists
- Pressure groups, interest groups
- Single interest groups
- One-man-shows
- 'Mr. Fix-its'
- Increasing importance of public opinion

## 6. Political lobbying

- Importance
  - Politicians are generalists
  - Lobbyists as sources of information
  - Transparent & public decision making
  - Importance of a broad basis

## 6. Political lobbying

- 3 basic principles
  - Knowing when to say “no”
  - Knowing the supporters of the politicians
    - “Politics is the maid to an elite that the lobbyist needs to identify.”
  - Politics functions like a dysfunctional family. A good mix of moral, immoral and amoral family members.
- Love of politics and a culture of debate

## 6. Political lobbying

- Different roles of political lobbyists
  - Influencing
  - Knowledge of files
  - Preparation
  - Relationship management
  - Grouping other lobbyists: creating support

## 6. Political lobbying

- Conditions for success
  - Constructive and positive attitude
  - Arguing
  - Ask for understanding
  - Offering alternatives
  - Being careful with criticising for the sake of criticising
  - Anticipating compromise: looking beyond own interests

## 6. Political lobbying

- Contacts
  - Nature
    - Formal: structured
    - Informal: incidental
  - Select target carefully
    - Not the highest-flying politician
    - rather cabinet office, civil service
  - Intervene as early as possible in the decision making process
  - Anticipate

## 6. Political lobbying

- Decision pyramid
  - Having insight in the pyramid
  - Never going to the 'top' in the first phase
  - Complexity & obscurity
  - 'The looks'
    - Image & appearance important
    - Cultural differences possible

## 6. Political lobbying

- Working in politics
  - Industry of party membership
  - Politics has a temporary character, evolves
  - Importance of the dossier, credibility and consistency
  - Politics has been professionalised
  - Surveillance from media

## 6. Political lobbying

- 6 golden rules
  - Be professional
  - Be alert
  - Be pro-active
  - Show solidarity
  - Be versatile
  - Be determined

## 6. Political lobbying

- 4 Commandments of the Euro lobbyist
  - Choose the right level
  - Choose the right administration
  - Choose the right nationality
  - Choose the right 'carrot'

## 6. Political lobbying

- Lobbying don'ts
  - Lying and threatening
  - Becoming angry
  - Overloading with information
  - Ignoring criticism and questions
  - Being inflexible
  - Forgetting to give thanks

## 6. Political lobbying

- Deontology and ethics
  - Code of behaviour
  - Honourable profession
  - Fine line between acting honestly and dishonestly
  - Boundary = subjective

## 6. Political lobbying

- Boycott
  - Dangerous and influential tool
  - From public opinion
  - Use as final resort
  - e.g.: French nuclear bombs
  - Blackmail
    - extreme form
    - conflict of interests

## 6. Political lobbying

- Regulation and self-regulation
  - 1946 in the USA: 'The Regulation of Lobbying Act'
  - Euro lobbyists: code of behaviour drawn up
  - Danger of non-deontological behaviour of 'lobbied party' ↔ general interest
  - In good faith by all parties
  - Thin line with bribery

## 6. Political lobbying

- Examples
  - Copyright directive
    - Copyright in the information society
    - Power struggle at European level
      - Consumer groups & hardware firms
      - Music and film industry
    - Result: outlawing piracy of sound and image

## 6. Political lobbying

- Examples
  - Tobacco industry
    - in the USA
    - In 1998 the tobacco lobby spent \$43 million on influencing
  - Chocolate regulations
    - Minimum cacao content
    - European Commission
    - Lobby from Belgium

## 7. Persuasiveness

- The essence of lobbying: persuasiveness
- Carnegie's principles:
  - Avoid discussion
  - Respect the other person's opinion
  - Admit mistakes
  - Always start by being friendly

## 7. Persuasiveness

- Try to get the other person to say yes straight away
- Let the other person do the majority of the talking
- Let the other person think that it is their 'idea'
- Try to genuinely see the problem from the other person's perspective

## 7. Persuasiveness

- Be sympathetic towards the ideas and wishes of the other person
- Call on noble motives
- Dramatise your ideas
- Set a challenge
- Danger of 'overdoing', don't push your ideas
- Success factor: interpersonal contacts

## 8. Strategy

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- Establish a battle plan
- Think strategically
- Provide alternatives

## 9. Food for thought

- To me, lobbying is...
- To lobby successfully, I think that...
- Ethical lobbying is necessary / unnecessary and to me means...
- I think that lobbying should be regulated...

## 9. Food for thought

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- Public opinion is an important factor in the lobbying process...
- Political lobbying is a question of money...
- Lobbying is inefficient occupational therapy...

## 9. Food for thought

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- It is only the result that counts in the lobbying process...
- Lobbying is already too abstract and the result is unclear...
- Meeting the right person in the right place is purely a matter of coincidence...

## 10. Conclusion

- No strict rules
- But there are points for success
- Honourable & good image
- Inform and convince constructively
- Everyone in contact with lobbying
- More balanced and more transparent decision making process

# 10. Conclusion

- US senator Mark Hanna:

“There are two things that are important in politics. The first is money, and I can’t remember what the second one is.”  
*(and he did not necessarily mean bribery)*

## 11. Things to read

- Carnegie, Dale, *“How to win friends and influence people”*, 1981, revised edition
- [Hawks](#), John K., *“For a Good Cause? : How Charitable Institutions Become Powerful Economic Bullies”*, 1997
- Kollman, Ken, *“Outside lobbying. Public opinion and interest group strategies”*, 1998
- Miller, Charles, *“Practical techniques for effective lobbying”*, 1998
- Souza, Corinne, *“So you want to be a lobbyist? The inside story of the political lobbying industry”*, 1998

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**Thank you for your attention!**