

**National Journal Research**  
**Washington's Most Influential Brands**

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*SVP of Corporate Strategy and General Counsel*

*May 4, 2012*

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# Road Map for Our Time Together

Occasion for the Research

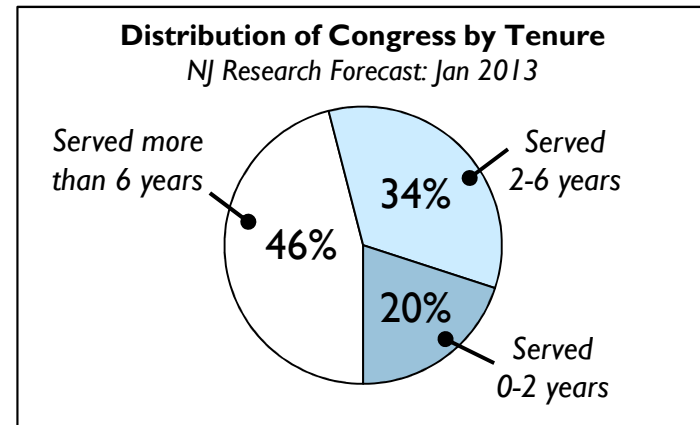
Washington's Most Influential Brands

## The New Normal?

Policy executives must cope with 24/7 news cycles and a nonstop social media blitz...



...with a Congress that is enormously polarized and filled with new Members...



...and find the nature of the day-to-day job has changed significantly

### ACTING AS INTERNAL "STRATEGIC ADVISOR"

"While I still like to refer to myself as the company's federal lobbyist, it is more accurate to describe my role as the company's federal strategist – managing internal clients and external constituents."

Richard Buckley, Vice President  
Federal Government Affairs, AstraZeneca

### A GOLDEN ROLODEX IS NO LONGER SUFFICIENT

"Shoe-leather lobbying on Capitol Hill has morphed into surround-sound communication campaigns that target lawmakers in Washington and at home."

National Journal, Apr 7, 2012  
"Paid to Juggle," Chris Frates

## The New Model of Policy Advocacy: “Surround Sound” Campaigns

*Many policy executives are supplementing old tools with new ones...*

### Elements of “Surround Sound” Campaigns

- Traditional Lobbying Activities
- Multi-Platform Marketing Campaigns
- Harnessing Grassroots and Political Campaigns to Define the Policy Agenda

*...adopting social media and other tools to organize and mobilize constituents...*

**The Washington Post**

Jack Gerard, the force majeure behind Big Oil



YouTube

LinkedIn



facebook

tumblr

*...whose feedback and support drives legislative and policy outcomes*

—BACK TO THE FUTURE—

“Public sentiment is everything. With public sentiment, nothing can fail. Without it, nothing can succeed.”

Ottawa, Illinois, Aug 21, 1858  
Abraham Lincoln

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# Road Map for Our Time Together

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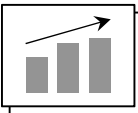

Washington's Most Influential Brands

## Perceptions from Public Policy Influentials

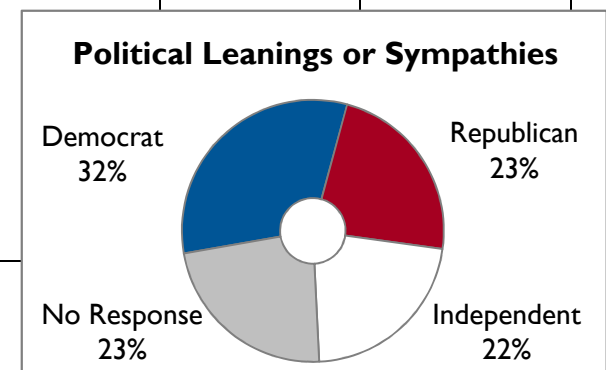
National Journal Research sought to uncover the primary drivers of influence...

...gaining insight from a robust sample of Washington opinion leaders

### Washington's Most Influential Brands

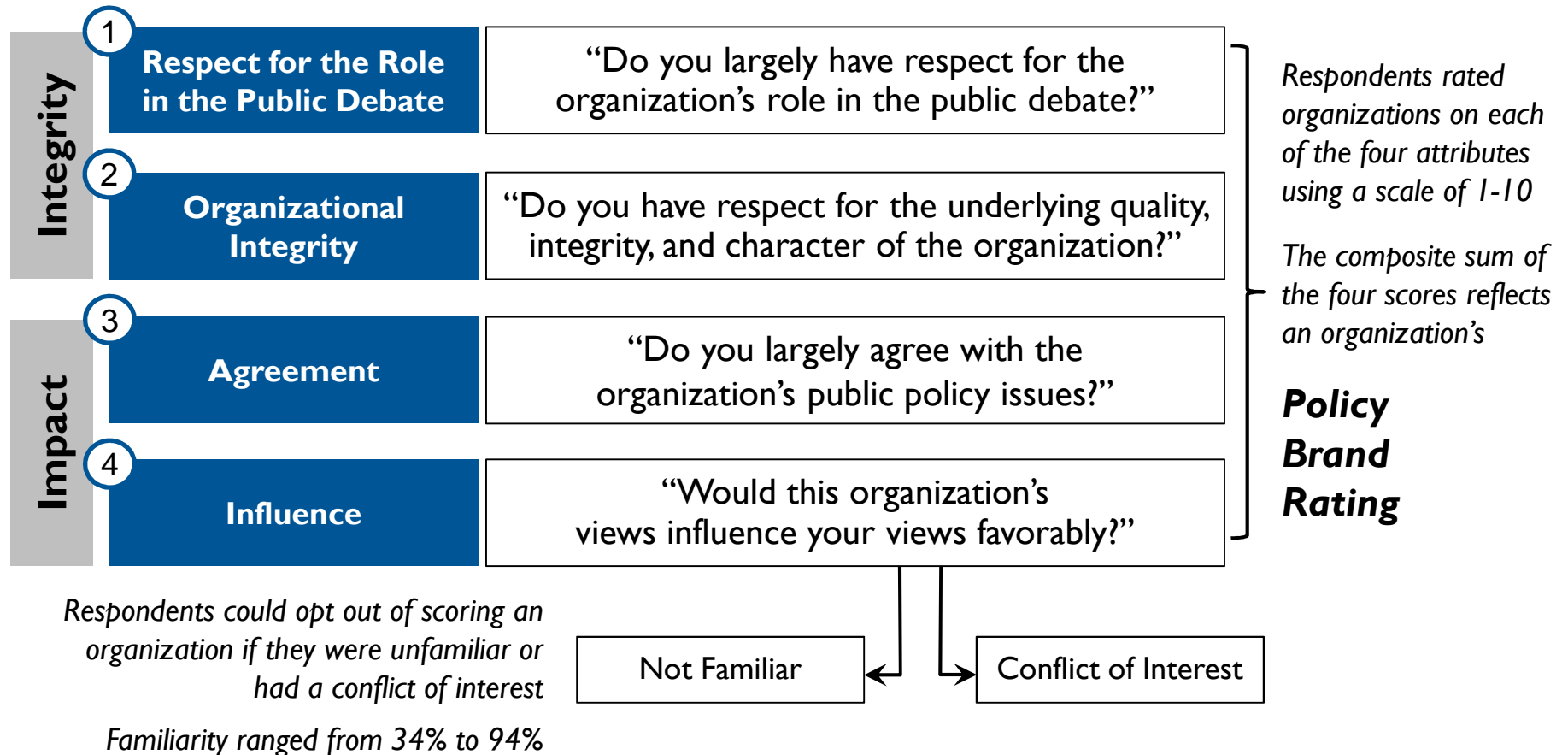
- 71 organizations selected by the National Journal Editorial Team 
- Sample included some of the most active Corporations, Associations, and Advocacy Groups in Washington
- Representative industries included Defense, Energy, Environment, Financial Services, Health Care, Technology, Telecommunications, Manufacturing, and Transportation 
- Using proprietary and third-party databases of Washington influentials, 1,501 respondents participated in the survey via e-mail
- 220 follow-up phone interviews with respondents and National Journal members yielded further insight 

Workplace Experience (all respondents, n = 1,501)	Current	Previous
<b>Capitol Hill</b> <ul style="list-style-type: none"> <li>• U.S. Senate</li> <li>• U.S. House of Representatives</li> </ul>	119	233
<b>Executive Branch Officials</b> <ul style="list-style-type: none"> <li>• White House</li> <li>• Federal department or agency</li> </ul>	343	225
<b>Political, Advocacy and Policy Professionals</b> <ul style="list-style-type: none"> <li>• Corporations</li> <li>• Associations</li> <li>• Advocacy Groups and PACs</li> <li>• PR or Political Consulting</li> <li>• Think Tanks</li> <li>• Media Organizations</li> </ul>	1,039	380



## Benchmarking Influence in Washington

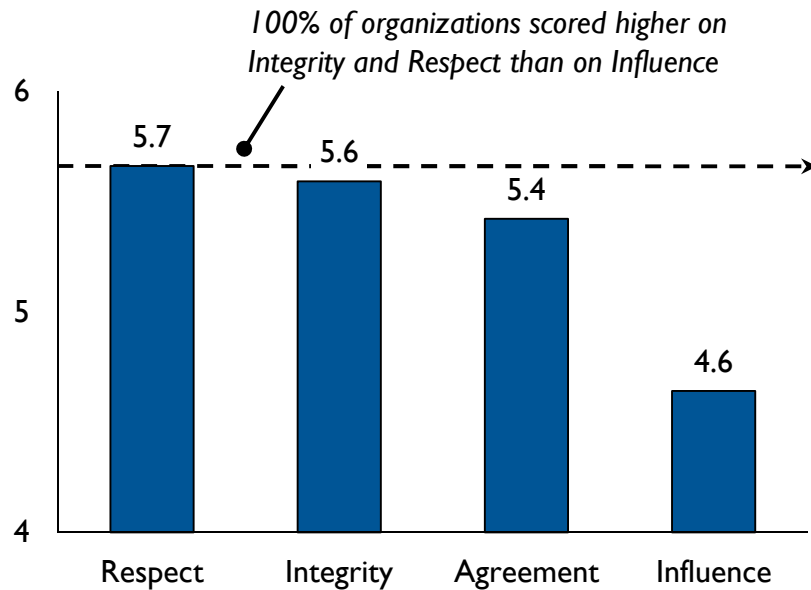
*Data-Driven Approach Uncovers the Drivers of Policy Brand Strength*



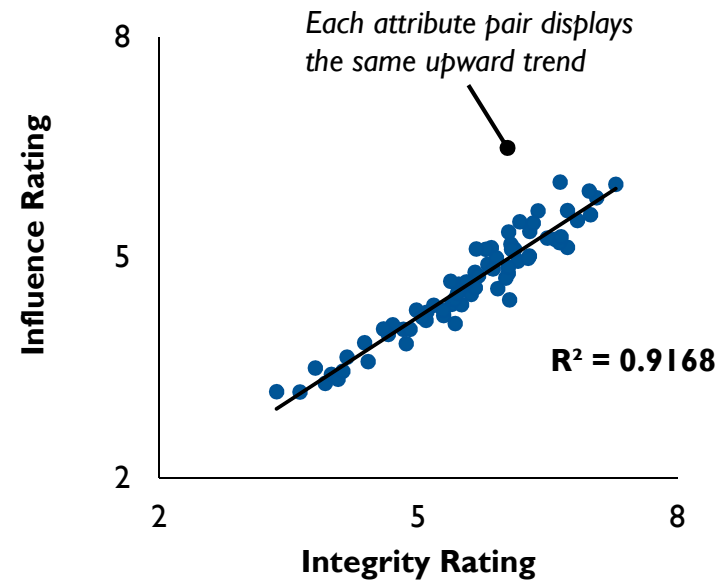
## Policy Brands Built on Respect and Integrity

*Organizations' Influence Ratings Never Outpace Their Scores for Integrity and Respect*

Average Scores by Brand Attribute



Integrity vs. Influence Ratings

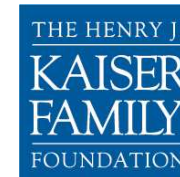




## Washington's Most Influential Brands

*A Diverse Set of Winners*

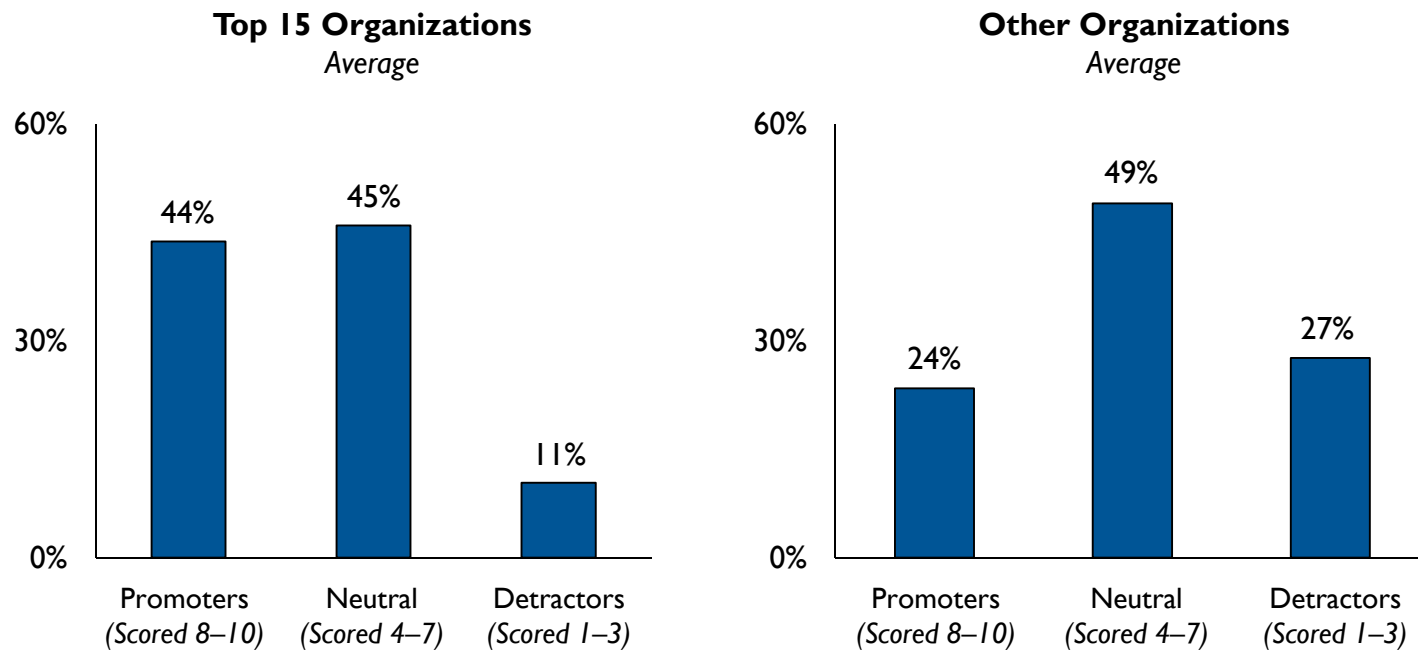
**Top 15 Most Influential Brands**  
*Based on Composite Score of Four Attributes*



## Favor Without Disfavor

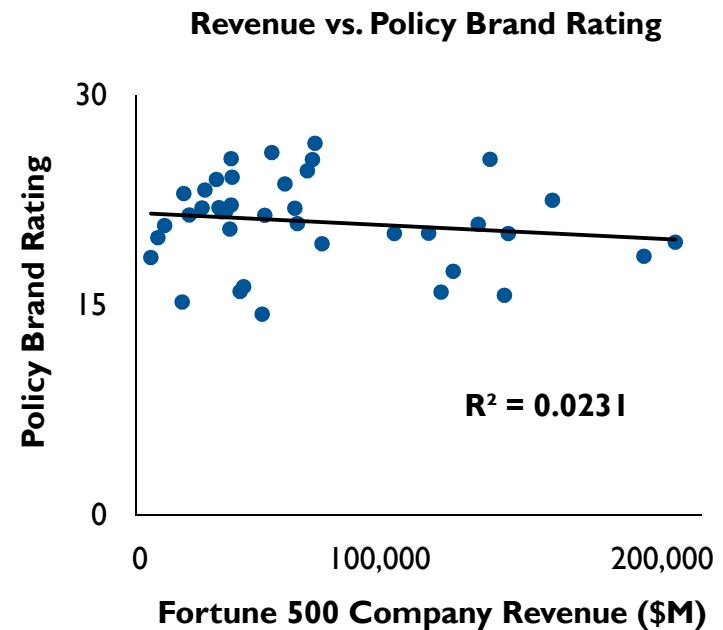
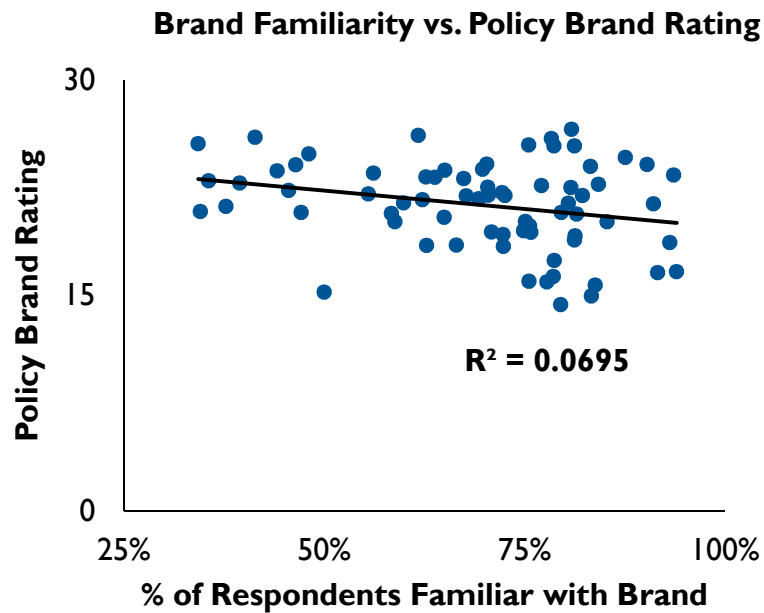
*Winners Have Twice as Many Promoters, Half as Many Detractors*

### Distribution of Respondent Scores on Agreement



# Neither Fame Nor Size Explains Policy Brand Strength

*Brand Strength Doesn't Correlate with Familiarity or Revenues*

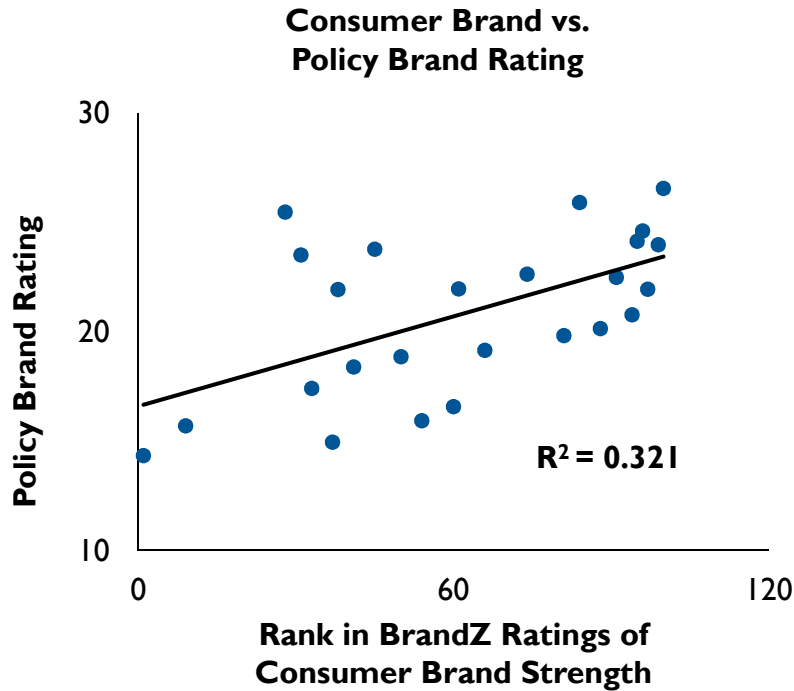


### What the List Is NOT

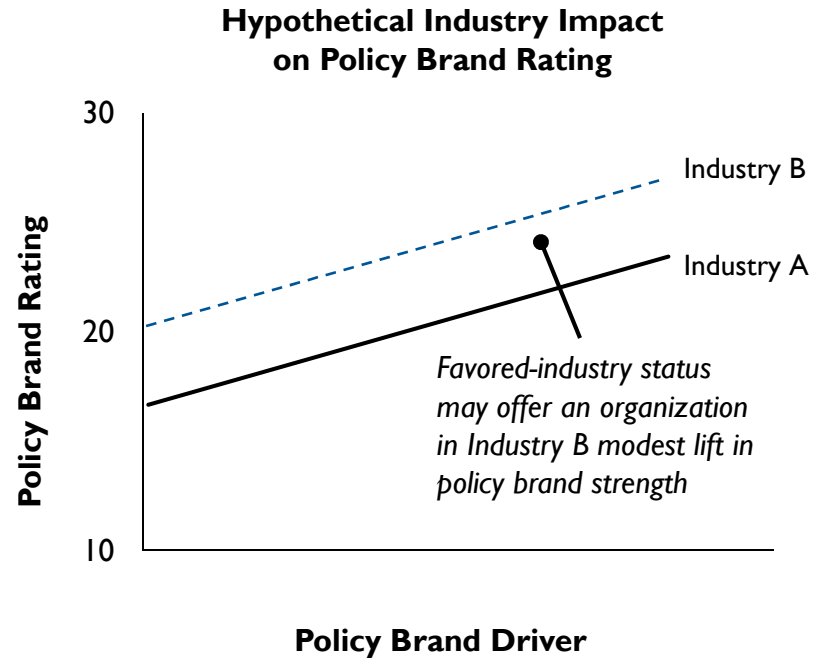
- Size of the D.C. Office
- Amount of PAC Spending
- When the D.C. Office was Established

## Consumer Brand and Industry Sector Affect Policy Brand—But Aren’t the Whole Story

Top policy brands tend to score well on consumer brand measures...

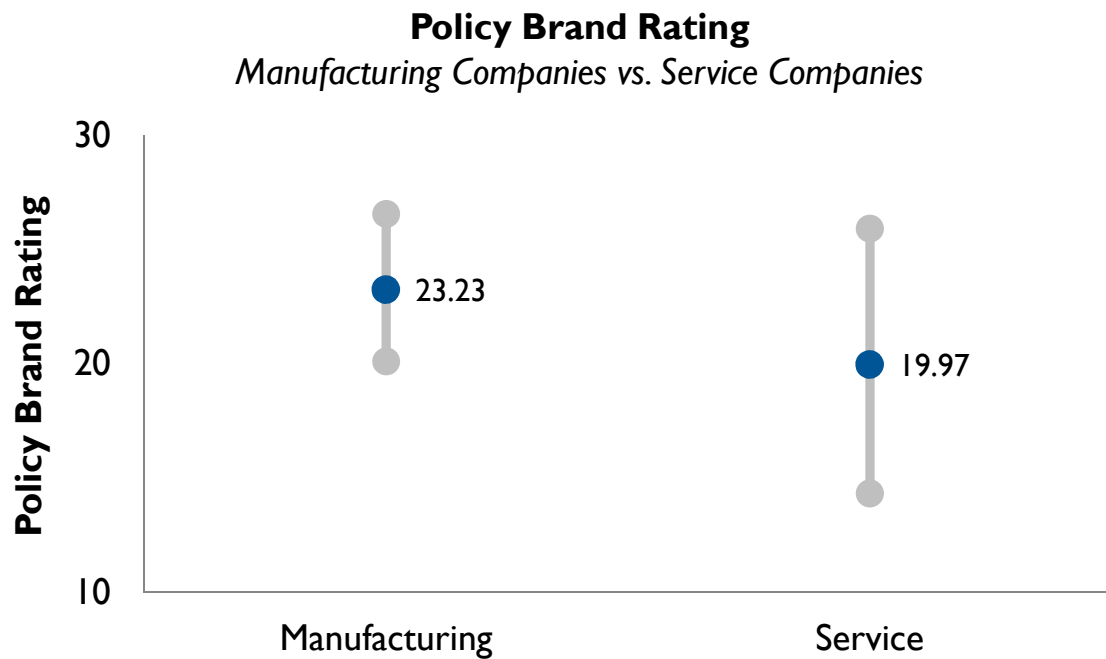


...and sector also influences policy brand ratings—even more than consumer brand



## Another Take on “Favored Industries”

*Companies in Manufacturing Sectors Outperformed Service Companies*



## **Key Takeaways**

### **Brand Building Is Different Than Lobbying**

Organizations with a strong policy brand among the broad range of Washington opinion leaders are not necessarily the traditional lobbying powerhouses.

### **Integrity Matters**

A widely-held perception of integrity is the single strongest predictor of widely-reported influence.

### **Many Friends, Few Enemies**

Attracting many promoters and few detractors is a key ingredient to achieving policy brand success—as distinguished from winning individual policy battles.

### **Free Will, not Determinism**

While consumer brand perceptions and industry sector establish a baseline, organizations can escape their roots—in both directions.