

NationalJournalMembership



The New Sciences of Government Affairs

Essential New Competencies of Top Advocacy Practitioners

National Journal Membership Research Staff**Project Director**

Aaron Young

Principal Researchers

Abigail Kleva

Josef Kuhn

Alec Latimer

Ben Leiner

Robert Marshall

Jessica Sun

Practice Leader

J. Cliff Johnson, III

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Tracing Innovation's Origin

The NeoNurture Incubator



On a Crowded Agenda, One Topic Stood Out

2015 Topic Poll

2015 Agenda Setting National Journal Membership
TOPIC POLL

POLL INSTRUCTIONS
Please rank each of the 10 topics in order of interest to you (1 = Most Interesting, 5 = Least Interesting). Rank each topic on a scale of 1 to 5 (1 = Most Interesting, 5 = Least Interesting). Do not leave any blank.

A. _____ Highly Interesting B. _____ If You Really Hate C. _____ Not Interesting D. _____ Not at All Interesting E. _____ Not at All Interesting (If You Really Hate)

RANK TOPICS FOR AGENDA SETTING

Rank	Topic
1	Annual State of the Frontier: Best New Practices of the Top 100 Most Progressive Government Affairs Offices
2	Disruptive Communications Strategy: Crafting Persuasive Narrative and Messaging Campaigns that Cut Through the Clutter to Reach Legislators and Regulators
3	Annual Best Advocacy Campaigns: Best Practices from Most Successful Public Policy Campaigns
4	Demonstrating Value to Stakeholders: Best Practices in Right-Sizing Stakeholder Expectations and Articulating the Value of Government Affairs
5	Sustaining Grassroots Engagement: Lessons from Smartest Campaigns on Identifying, Recruiting, and Marshalling Grassroots Supporters
6	Digital Government Affairs Strategy: Profile of Emergent Tools and Techniques as well as Lessons from the Second Wave of Social Media Adoption
7	New Metrics and Best-in-Class Performance Dashboards: Achieving Operational Excellence Through Targeted Performance Measurement
8	Reorganizing the Government Affairs Function: Profiles of the Best New Models for Structuring the Government Affairs Office for Impact
9	Building Effective Coalitions: Identifying Novel Strategic Partnerships and Building Consistent, Multi-Stakeholder Consensus for Legislative Action
10	Integrating State, Federal, and Global Government Affairs: Coordinating Activities Across Advocacy Markets for Maximum Organizational Impact

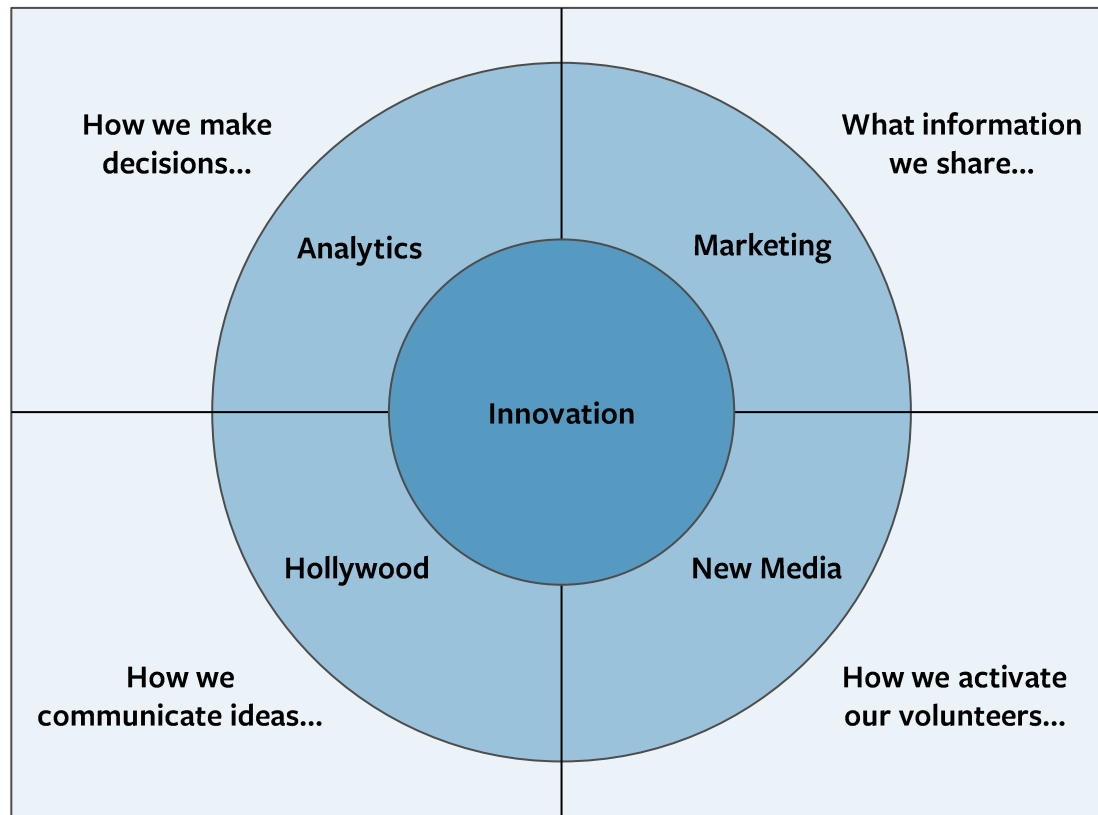
The form also includes a footer with the text: "The form is available at www.nationaljournal.com/agenda-setting." and a date stamp: "1/20/15 10:00 AM".

Topics Ordered by Percentage Graded an “A”

- 1. Annual State of the Frontier**
Best New Practices of Top 100 Most Progressive Government Affairs Offices
- 2. Disruptive Communications Strategy**
Crafting Persuasive Narrative and Messaging Campaigns that Cut Through the Clutter to Reach Legislators and Regulators
- 3. Annual Best Advocacy Campaigns**
Best Practices from Most Successful Public Policy Campaigns
- 4. Demonstrating Value to Stakeholders**
Best Practices in Right-Sizing Stakeholder Expectations and Articulating the Value of Government Affairs
- 5. Sustaining Grassroots Engagement**
Lessons from Smartest Campaigns on Identifying, Recruiting, and Marshalling Grassroots Supporters
- 6. Digital Government Affairs Strategy**
Profile of Emergent Tools and Techniques as well as Lessons from the Second Wave of Social Media Adoption
- 7. New Metrics and Best-in-Class Performance Dashboards**
Achieving Operational Excellence Through Targeted Performance Measurement
- 8. Reorganizing the Government Affairs Function**
Profiles of the Best New Models for Structuring the Government Affairs Office for Impact
- 9. Building Effective Coalitions**
Identifying Novel Strategic Partnerships and Building Consistent, Multi-Stakeholder Consensus for Legislative Action
- 10. Integrating State, Federal, and Global Government Affairs**
Coordinating Activities Across Advocacy Markets for Maximum Organizational Impact

Importing Innovation

Applying Lessons from Beyond Washington to Our Own Context



The New Sciences of Government Affairs

I

Sharpening Decision-Making Through Analytics

1) Champion Triage



Holland & Knight

2) Social Stakeout

podestaGROUP

II

Elevating Contributions to Policy Debates

3) Influencer Policy Lab

ebay

4) Shared Content Engine



P/RMA
RESEARCH • PROGRESS • HOPE

II

Engaging Audiences Through Stories

5) Storyteller Talent Agency



ebay

6) Story-Powered Community



IV

Revitalizing the Advocate Network

7) Digital “Listening”

8) Advocacy Marketplace



9) Unaffiliated Recruitment

Sharpening Decision-Making Through Analytics



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Sharpening Decision-Making via Analytics

Defining Our Terms

What is Analytics?

Analytics; an·a·lyt·ics

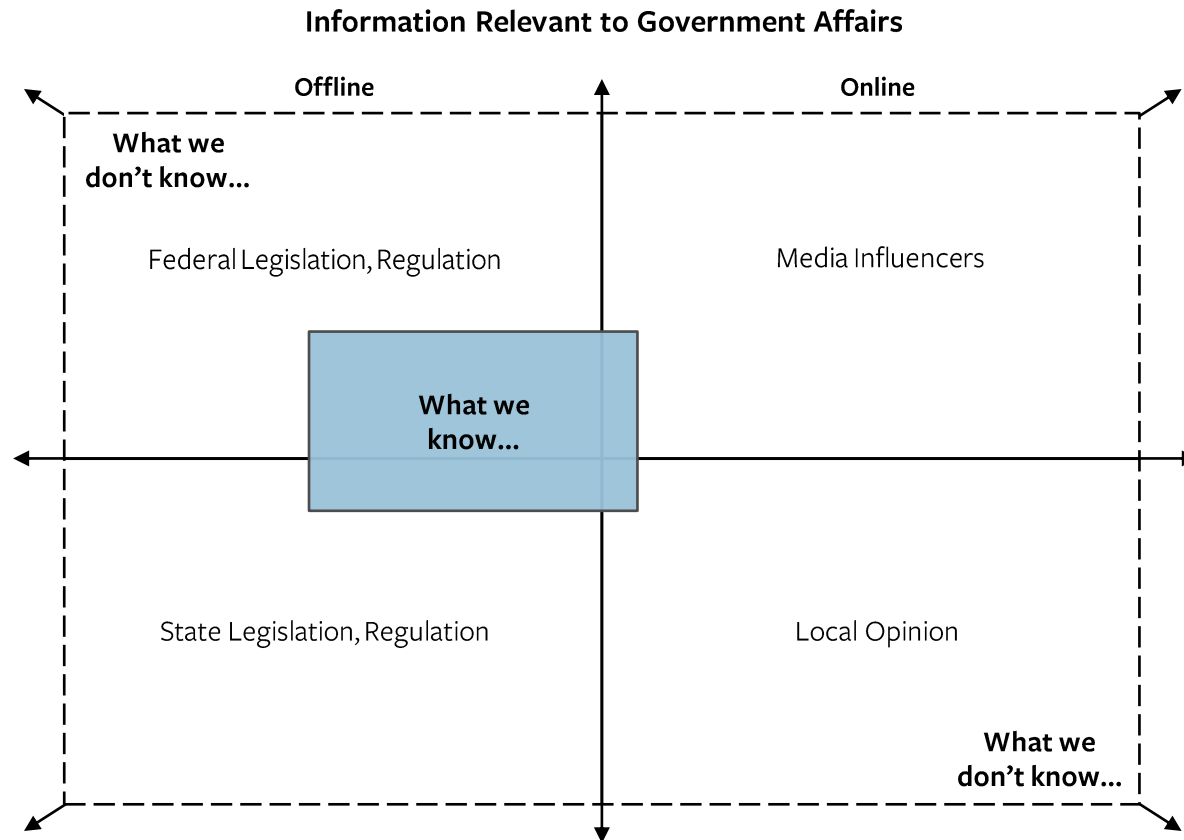
The search and discovery of meaningful patterns out of large volumes of data, enabling an individual to consider a series of options and recommend a principled path forward.

Hallmarks of Effective Analytics:

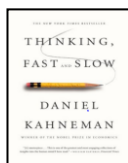
- ☑ Decision-Oriented – laser focus on finding answers to a specific question or set of questions
- ☑ Hypothesis-Driven – creative, iterative process for pressure-testing a professional's assumptions
- ☑ Frictionless – smooth interaction of a human and a powerful, usable analytic software
- ☑ Comprehensive – large quantity of relevant, accurate information sources aggregated for use
- ☑ Structured – organized with comprehensible logic, patterns, for easier access, sortability

Our Information Ecosystem Continues to Expand

Unable to Manage Volume Without Analytics Support



Borrowing from Behavioral Economics



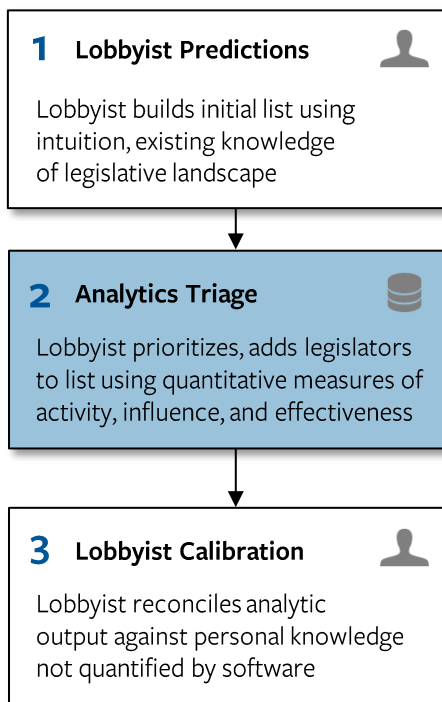
What You See Is All There Is Fallacy: The tendency to form impressions or make decisions on the basis of only the information that is visible or known, rather than what information is available.

The brain focuses on creating an explanatory story of the details available, rather than what may be missing.

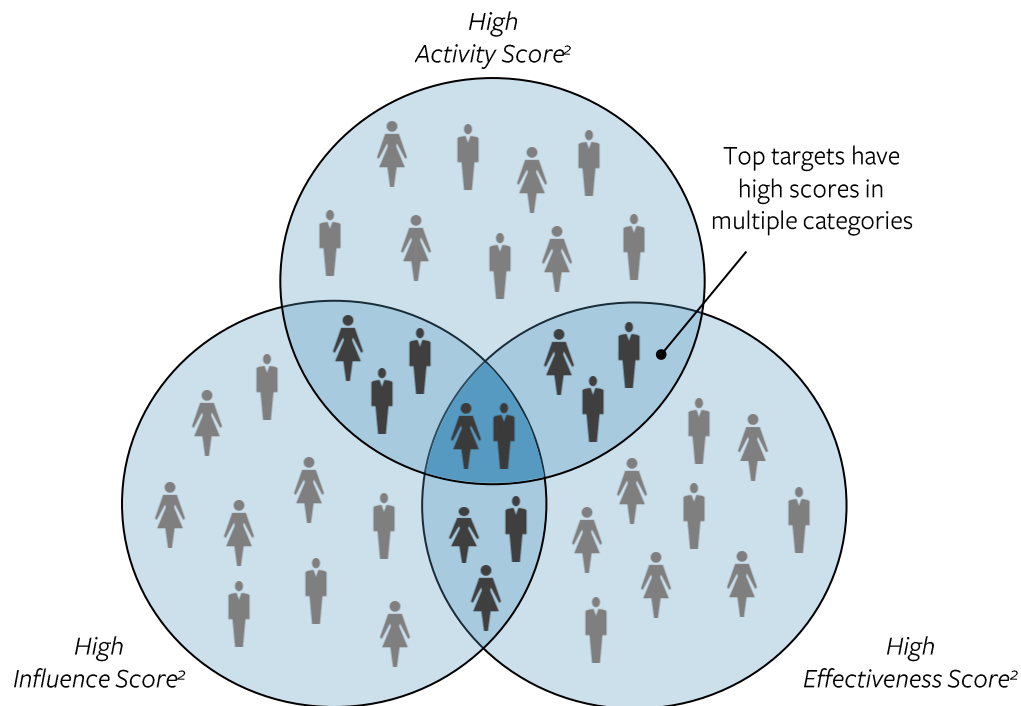
Tiering Congressional Champion Targets

Marshalling Legislative Data to Build a Better-Informed Strategy

Champion Selection Process



Software Analytics Scoring



Case in Brief

Holland & Knight



Profiled Organization: Holland & Knight and Archimedes Industries¹
Organization Type: Corporation

- Corporation partners with Holland & Knight to analyze legislative influences of Members of Congress on relevant issues
- Holland & Knight triages organization's delegations to rank states and Members of Congress, integrating Quorum analytics into champion selection process

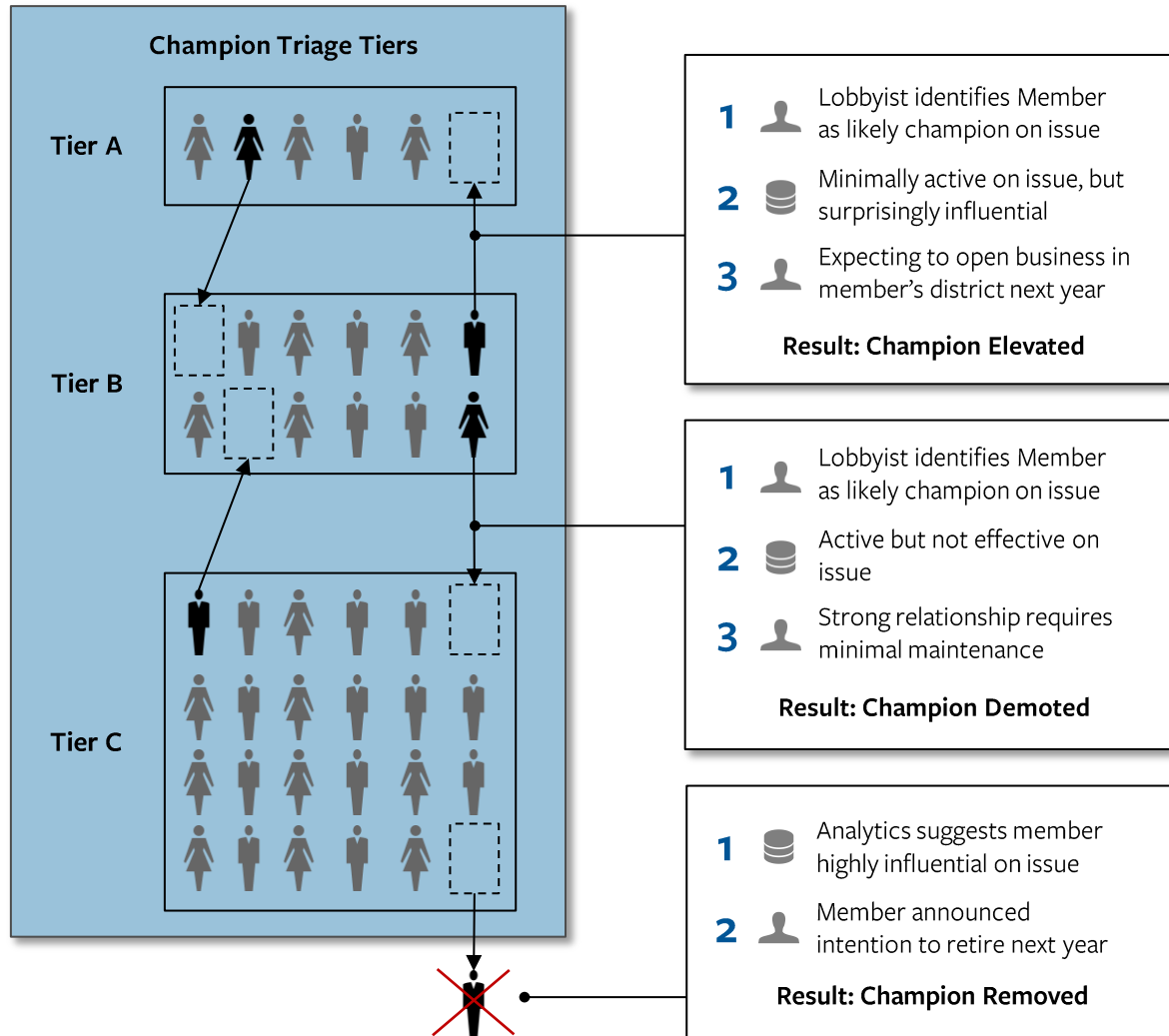
¹ Pseudonym.

² Definitions in brief. *Influence*: a quantitative measurement of co-sponsorship records and a variation of the Google PageRank algorithm to determine the degree to which a member brings other members on board with their legislation. *Effectiveness*: a quantitative measurement of the success rate of Members' own bills; *Activity*: a quantitative measurement of their involvement with bills.

Balancing Human and Computer Inputs

Not Taking Data at its Word

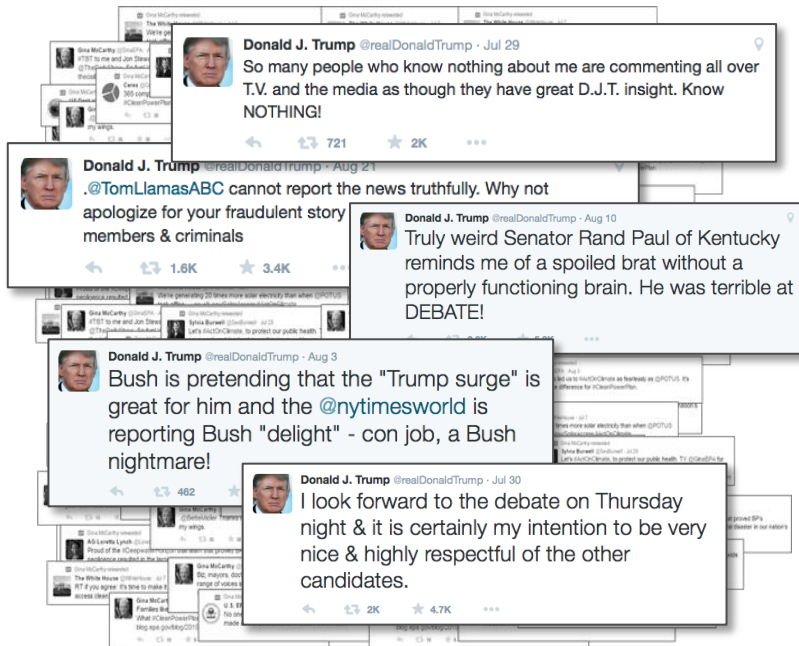
Seasoned Lobbyist Adjusts Tiering Suggested by Analytics



Two Portraits of a Man

Analytics Reveal Different Insights on Trump Campaign

Bull in a China Shop...



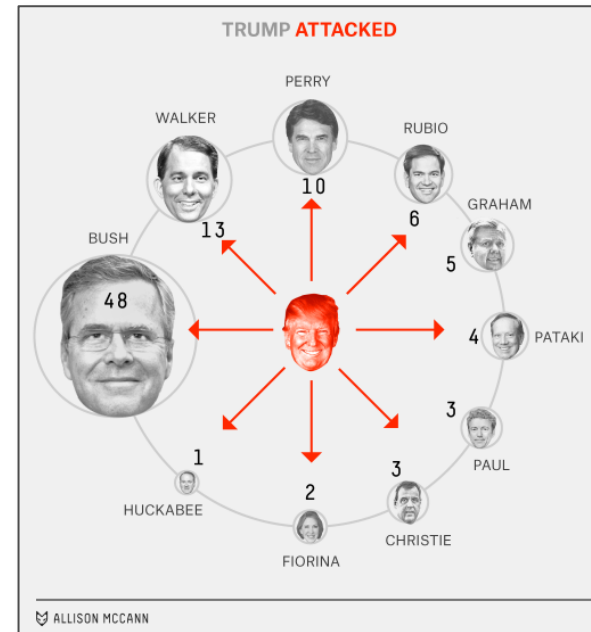
Insights

- Bombastic, aggressive approach ignores conventional political decorum
- Promotes poll numbers as evidence to legitimize, bolster own candidacy

...or Strategic Communicator

Number of (Re)Tweets by Trump Attacking GOP Candidates

June 16 – Aug 26, 2015



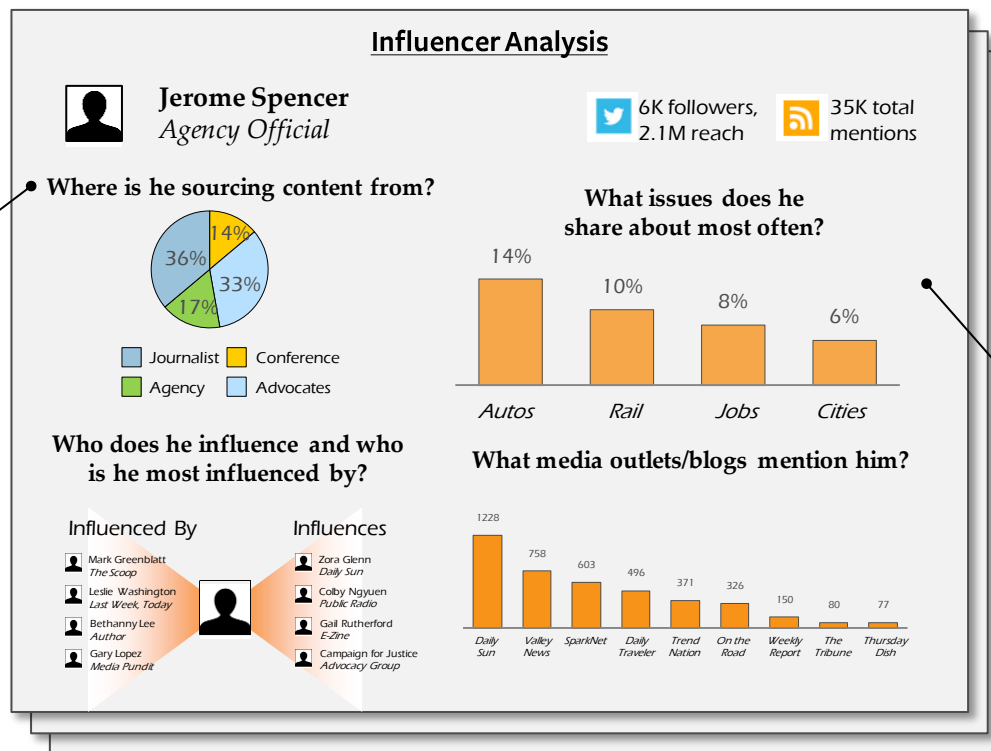
Insights

- Attacks top primary contenders, ignores “second-tier” candidates
- Avoids confrontation with candidates in pursuit of similar voters

Mapping Out Influencers’ Online Presence

Establishing a Baseline Understanding of Select Influencers’ Activity

Goals and key questions defined at outset determine which metrics are collected, analyzed



Influencer’s typical social media patterns help organization identify future changes in behavior

Case in Brief

podestaGROUP

B&F¹

Profiled Organization: Podesta Group and Bacon & Fresnel Solutions¹
Organization Type: Corporation

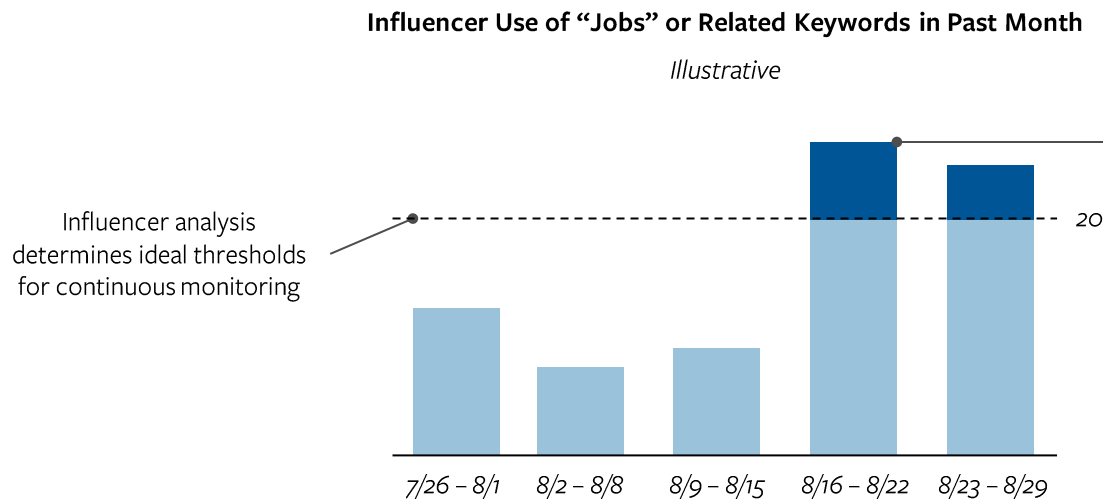
- Corporation partners with Podesta Group to conduct 12-month retrospective review of agency officials’ public online presence; analyst keyword-queries database of online documents pulled from Internet, including Facebook posts, tweets, blogs, news sites, forums
- Influencer analyses reveal trends in influencers’ publicly visible online activity and online coverage of influencer; metrics considered include content sources, type of content shared, relevant channels, influencers, influences, relevant groups, media outlet mentions
- Analyst continues to monitor influencer online to detect changes in behavior, as defined by influencer analysis

¹ Pseudonym.

Continuous Online “Stakeouts” Monitor for Unusual Activity

Alerts Trigger Diagnosis of Notable Deviations from Baseline Behavior

Exceeding Activity Baselines Triggers Response



Response Protocol

Organization responds to deviations from influencer activity baselines with additional analysis, actions

- ☑ Analyst performs deeper analysis of unusual influencer activity
- ☑ Analyst notifies director if activity reflective of change related to campaign goals
- ☑ Director creates, implements messaging strategy to respond to influencer activity
- ☑ Director creates, implements grassroots and grasstops advocacy strategy

Influencer Stakeout Monitoring Suggestions

- Where influencer sources content
- Outlets, individuals mentioning influencer
- Content types shared most often by influencer
- Changes in reach, shares, keyword relevance
- Types of groups most followed by influencer
- Changes in influencer’s topic rankings
- Direction of conversation between influencers
- Changes in connections to other influencers
- Changes in who is most influenced by influencer

Elevating Contributions to Policy Debates



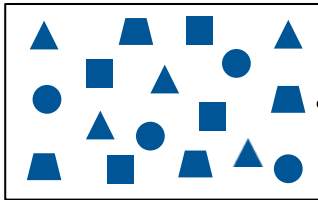
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Power Shifting From Producers to Consumers

Consumer Reviews Stratifying Dining Marketplace

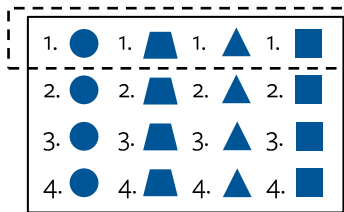
The Consumer Perspective

*Paralyzed by Choice,
Chooses Reliable Options*



Consumer struggles to differentiate among dining options, tends to rely on familiarity, brand, reputation

*Confidently Chooses
"Best" Quality Restaurants*



Trusted community, rating system curate top dining options

The Producer Perspective

New Winners and Losers

Best Restaurants in Philadelphia

1.	Barclay Prime	4.6	★ ★ ★ ★ ★
2.	Zahav	4.4	★ ★ ★ ★ ☆
3.	Parc	4.2	★ ★ ★ ★ ☆
4.	The Dandelion	3.9	★ ★ ★ ★ ★
5.	Tequila's	3.7	★ ★ ★ ★ ★
6.	Audrey Claire	3.5	★ ★ ★ ★ ☆
7.	Marathon Grill	2.8	★ ★ ★ ☆ ☆
8.	Doc Magrogan's	2.4	★ ★ ★ ☆ ☆
9.	Snockey's	2.3	★ ★ ★ ☆ ☆
10.	Charles' Plaza	2.2	★ ★ ★ ☆ ☆

Consumer ratings demote restaurants not meeting consumer needs, tastes

Yelp in Brief

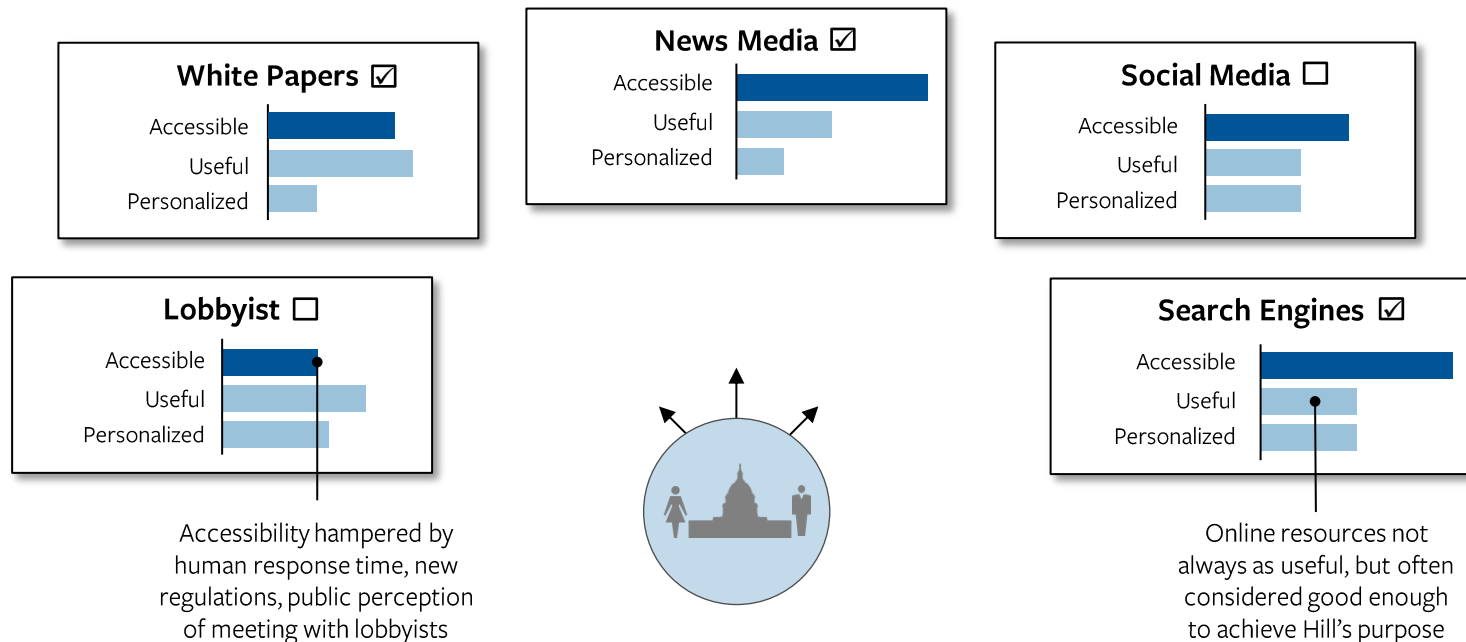


- Consumer evaluation platform founded in 2004 empowers 83 million unique visitors monthly to review local businesses with 5-star rating system and comments
- Platform curates confusing, overwhelming restaurant marketplaces for local consumers, in turn enabling consumers to choose and promote new winners and losers
- Winners of new restaurant marketplace dynamics respond to tastes of Yelp consumers

No Longer Guaranteed Credit for Our Expertise

Conceding Information Market Share to More Accessible Digital Resources

Channels Our Hill “Consumers” Consult to Inform Opinions



And Questioning the Utility When They Do Come to Us

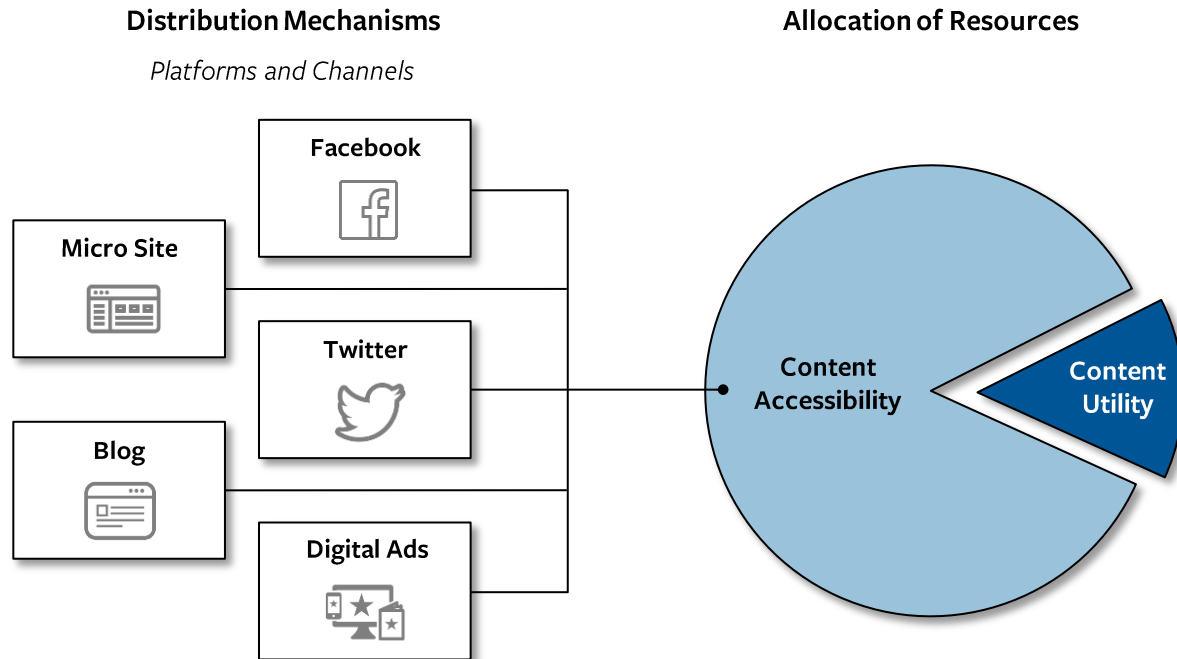
“Many advocacy organizations are doing a bad job with the actual tone and tenor and substance of their work these days. It should be a two-way street – they are looking for help from us, and we are looking for help from them, but I’m certainly not getting what I need.”

Deputy Chief of Staff
Capitol Hill, Republican

Our Response to Date

Investments Pursue Different in Degree, Not Different in Kind

Tendency to Prioritize Distribution Over Content Quality



Distributing What?

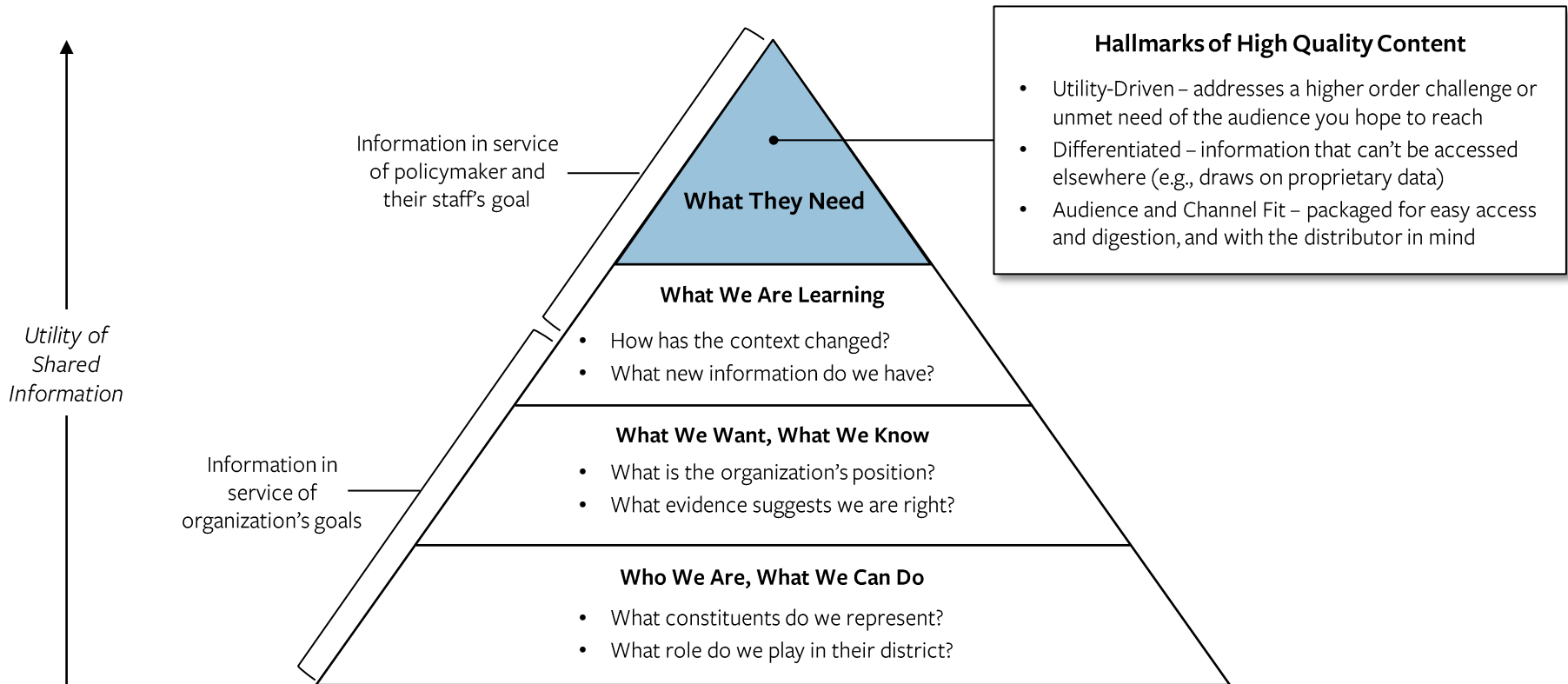
“Our capacity to distribute content had outstripped our capacity to produce content worthy of the capability we built. The messages we were sharing weren’t that useful to the people we were trying to reach.”

Digital Strategist
Trade Association

Investing in Higher Quality Content

Serving the Highest Order Informational Needs of Our “Customers”

Hierarchy of Organizational Messages to Policymaking Audiences



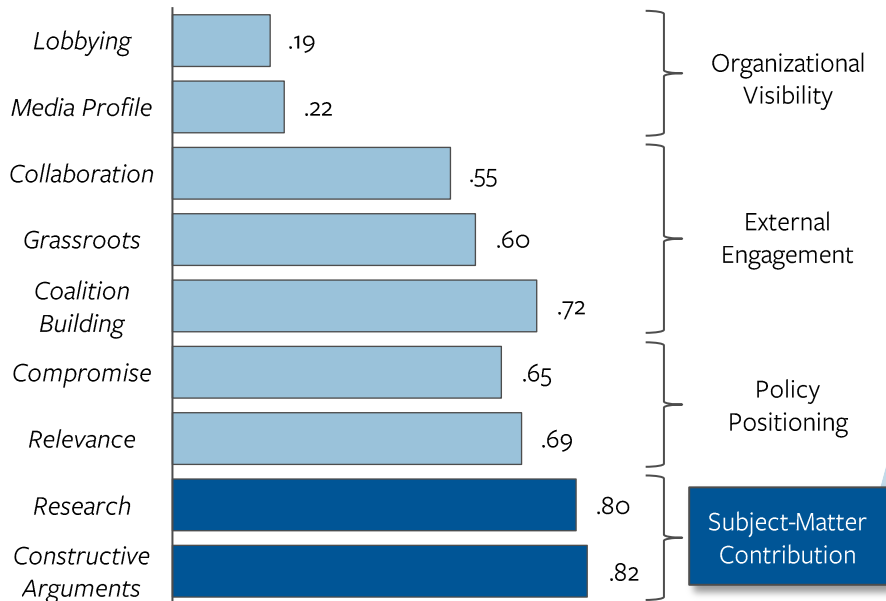
Imported Innovation: What is Content Marketing?

Content Marketing: Creating and distributing valuable, relevant content to your customers outside the direct act of selling to them. The purpose is to deliver information that makes the audience you are trying to reach more intelligent or effective and better prepares them to navigate the world they operate in today.

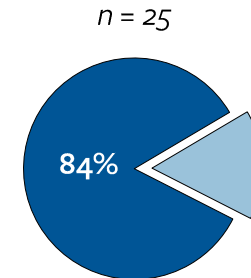
Strong Insights, Strong Washington Brands

Quality Contributions Correlated with Most Respected Policy Brands in Washington

Policy Brand Driver Correlation to Policy Brand Index Score



Percentage of Top Quartile Policy Brands Also in Top Quartile for Subject Matter Contribution



Policy Brand Driver Descriptions

Research: The organization contributes accurate and reliable new research and data that help to inform policy development.

Constructive Arguments: The organization provides powerful, constructive arguments that engage peers and advance relevant policy discourse.

Policy Brands in Brief



Policy brand refers to the way senior policy leaders perceive an organization's presence in Washington—specifically, the degree to which it compels attention and action on matters of national public policy. Policy brand strength is measured via the policy brand index score, a weighted average of four measures: respect, consideration, influence, and sharing.

Establishing a Policy Lab to Address Policy “Gaps”

Seeking Intellectual Collaborators in the Influencer Community

Sample Publications by eBay’s Public Policy Lab

eBay Public Policy Lab



Publication Objective: Jumpstart Conversation
Primary Audience: Influencers, Academics
Publication Outlook: Medium to Long-Term
Presentation Tone: Conversational, Not Definitive
Distribution Channels: Journals Articles, Conferences
Relationship with GR: Loosely Integrated



Case in Brief



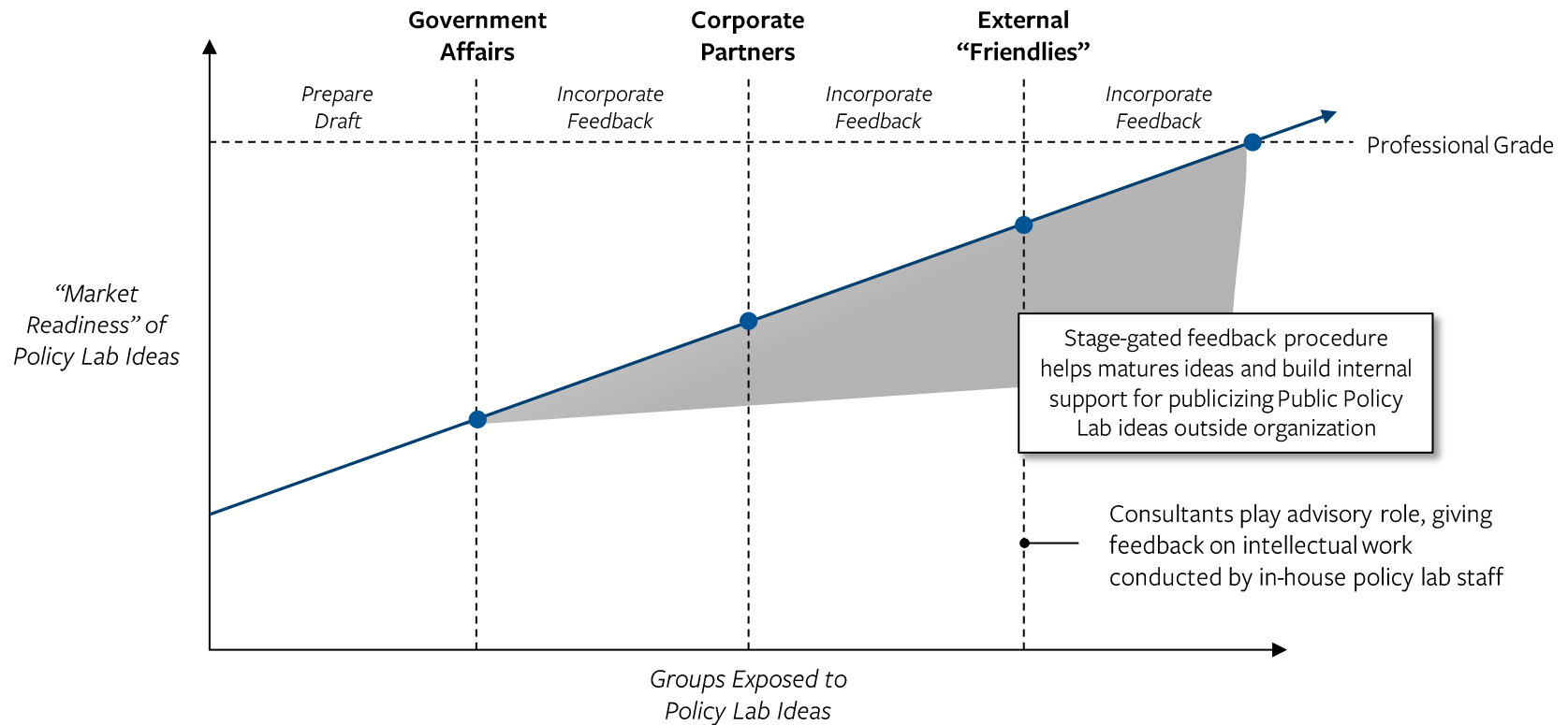
Profiled Organization: eBay
Organization Type: Corporation

- Organization establishes public policy lab to conduct frontier research and jump-start conversations about unknown or under-appreciated challenges that will have a significant impact on the long term health of the eCommerce industry
- Policy Lab develops “professional grade” ideas, first vetting them with internal and external experts, and then liaising with academics and think tank fellows in and outside DC to spur further discussion, research about the issue

Cultivating “Professional Grade” Ideas

Staged Sharing Matures Ideas, Builds Internal Support

Socialization and Feedback Sequence of eBay’s Policy Workstreams



What is Professional Grade?

“Our threshold is not everyone agreeing; we want to develop ideas that are smart enough that real experts say something like, ‘that’s interesting.’ Honestly, we really don’t want to get laughed at.”

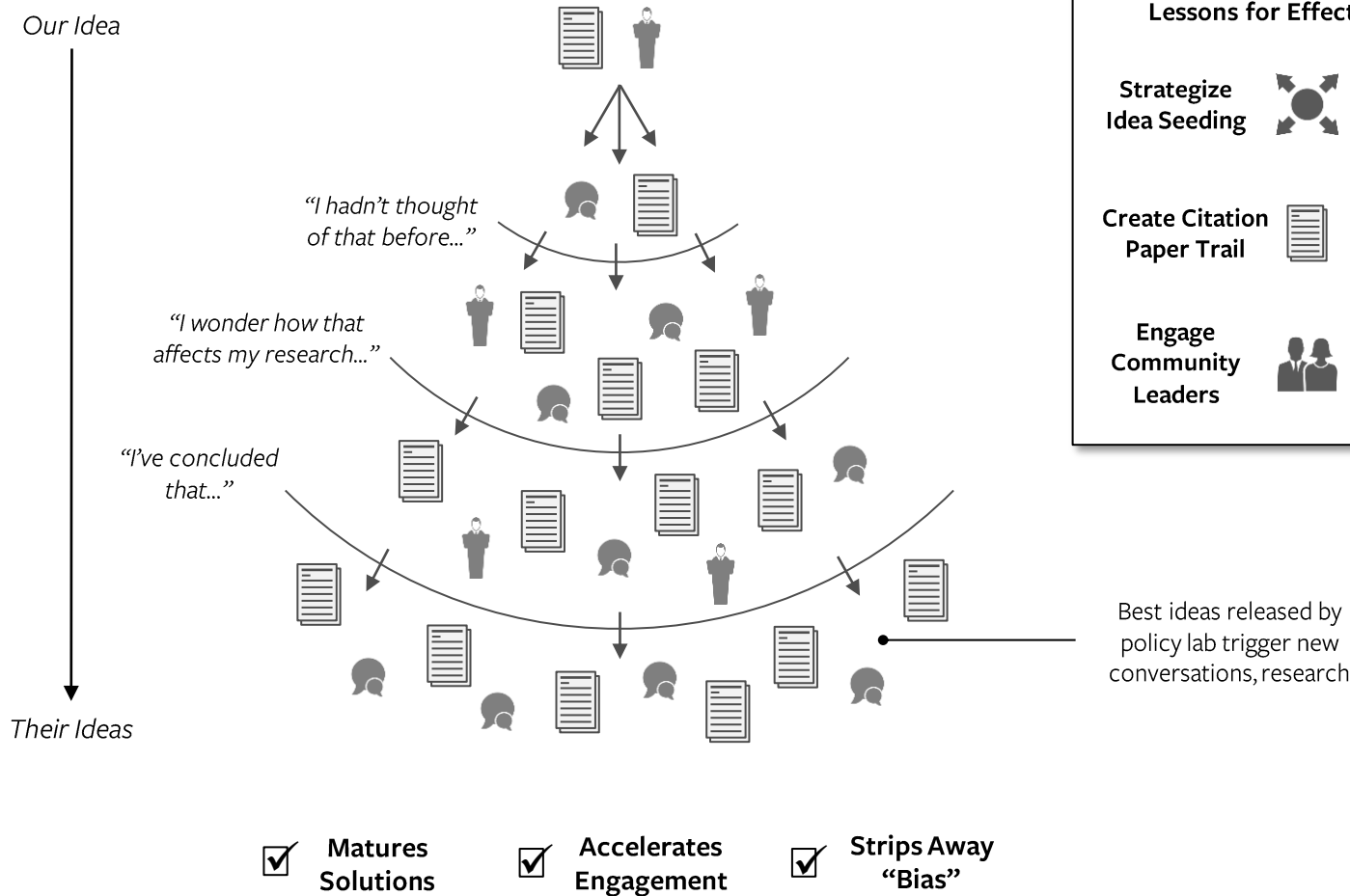
Brian Bieron, Director of Policy Lab
eBay

Adopting the Distribution Norms of Influencer Communities

Cascading Dialogue Matures Ideas, Strips Away Perceived Bias

Example Research Distribution

Conferences, Journal Articles, Private Dialogues



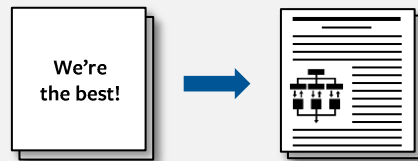
Developing a Differentiated Informational Niche

“Productizing” the Organization’s Proprietary Knowledge

Additional Examples of Information Products

News Bureau

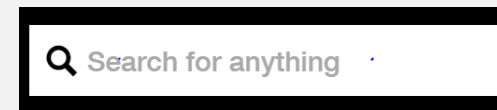
Producing Educational, Not Promotional Content



Organization hires experienced journalist to manage newsroom like content engine that produces and distributes articles for key lawmaking audiences. Content explains cutting edge technology.

Reference Tool

Replicating Wikipedia’s Appeal as a Go-To Resource



Organization builds leading online reference tool for lawmakers and their staff to learn about their industry, access data resources that can be used in developing opinions and in pitch materials.

Economic Indicator

Regularly Sharing Unique Data

Proprietary Data



Broad Appeal



Monthly Release



Organization develops branded economic indicator from analysis of a proprietary data set, communicating monthly on the state of the economy through the lens of their industry, membership.

Conversation Curator

Providing a 360° View of an Issue

“Medical Innovation Saves Lives!”



“Medical Innovation Provides Jobs!”

“Medical Innovation Raises Costs!”

Organization creates online forum where leading industry thinkers can contribute answers to a common question, quickly letting readers understand the issue from several angles or view points.

Respecting the Consumer's Role in Today's Distribution Model

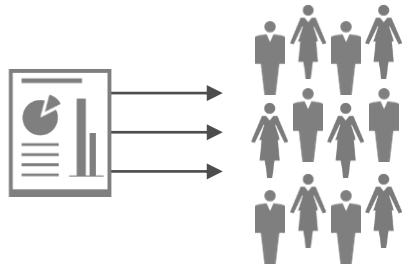
Developing Content with Spreadability in Mind

Changing View of Content Distribution

1 Broadcast View of Distribution

"One to Many"

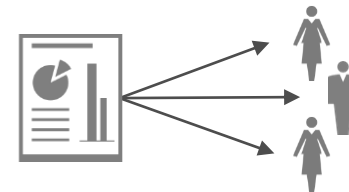
Content broadcasted to all via traditional media outlets, either paid ads or earned



2 Narrowcast Model of Distribution

"One to One"

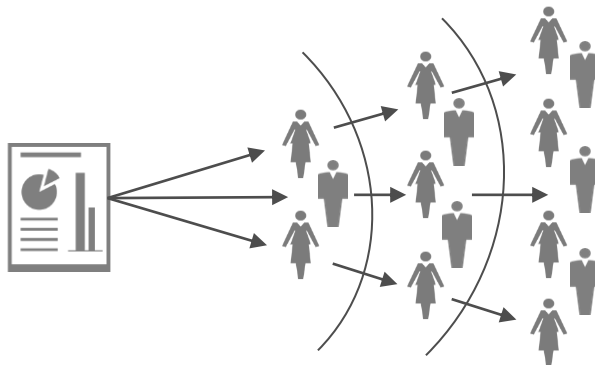
Increasingly sophisticated targeting techniques enable individualized distribution of content



3 "Spreadcast" Model of Distribution

"Many to Many"

Content packaged for spreadability, with recognition for essential role consumers play as content distributors



Attributes of Content that Spreads

- ☐ Simple in its purpose, educational value
- ☐ Contains a positive, uplifting tone
- ☐ Bestows social capital on the sender
- ☐ Appeals to its intended audience's emotions
- ☐ Gives readers an "insider" feeling
- ☐ Timely, feels relevant to the mood/ moment
- ☐ Has compelling visuals

Sharing the Load

Joint Content Production Drives Digital Content Quality

Content Production Models

Full Ownership by Policy Team



Strengths and Weaknesses

- ✔ Policy staff confident in accuracy of information, language, tone in digital content
- ✘ Policy staff lacks skills, technical knowledge, bandwidth to infuse digital quality into content
- ✘ Digital staff produces aesthetically engaging digital content, but policy ideas do not resonate in digital context

Balanced Ownership by Policy and Digital Teams



Strengths and Weaknesses

- ✔ Both teams confident product matches vision, information is accurate, framing is appropriate
- ✔ Policy staff understands their material through lens of digital content quality
- ✔ Digital staff able to produce high volume of content with limited input from policy staff
- ✔ Both teams develop sense of ownership over final product, invested in outcomes

Full Ownership by Digital Team



Strengths and Weaknesses

- ✔ Digital staff generates high quantity of high quality content
- ✘ Policy staff feels content staff misrepresents essential elements of their work
- ✘ Digital staff not properly equipped to convert raw policy content into digital-friendly material

Case in Brief



Profiled Organization: PhRMA

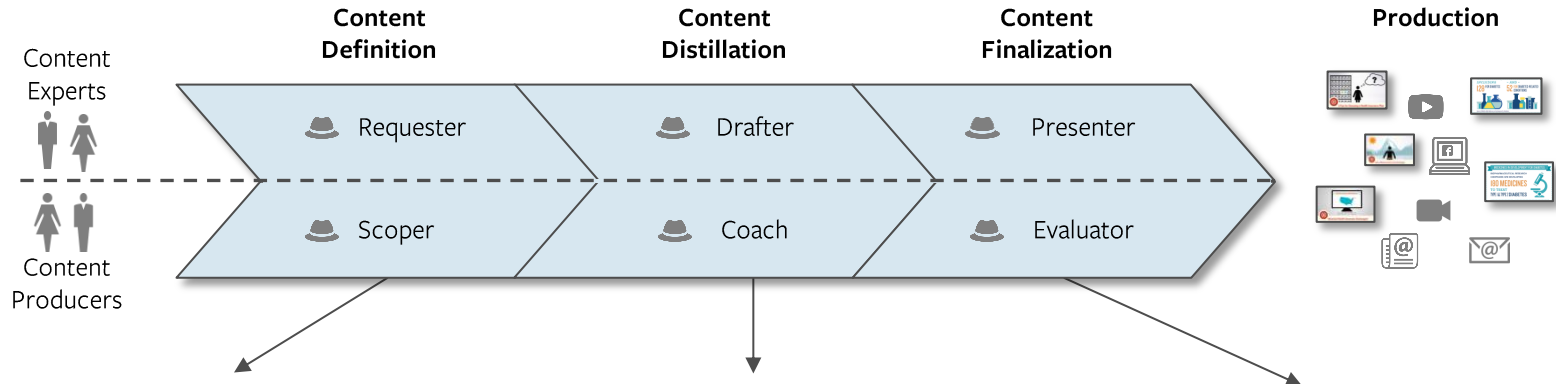
Organization Type: Trade Association

- 3-FTE digital content team manages digital content development, creation processes for communication campaigns
- In-house digital content director guides production process, heavily interfacing with internal “customers” to distill and translate insights into content more resonant for digital audiences

Redefining Roles

Both Teams Wearing Multiple Hats in Development Process

Roles in Joint Content Development Process



Proceduralized Content Requests

Request for Digital Content

1. What goal are you trying to accomplish with this content?
2. What story do you want to tell with this content?
3. What audience do you want to reach with this content?
4. What type(s) of content do you suggest (tentatively) we build?

Content producers scope experts' content expectations at outset with request forms or conversations

Idea Distillation Meetings

Producers' Coaching Questions

"How would BuzzFeed headline this article?"

"How would you script this as an elevator pitch?"

"What are 3-5 memorable ideas you want to communicate?"

Experts' Production Objectives

List of key takeaways in everyday language

Process map sketches

Tweets, Facebook posts, ad headlines adjacent to content

Digital Quality Audit

- | | |
|--|--|
| <input checked="" type="checkbox"/> Brevity | <input checked="" type="checkbox"/> Authentic |
| <input checked="" type="checkbox"/> Simplicity | <input checked="" type="checkbox"/> Audience fit |
| <input checked="" type="checkbox"/> Positive tone | <input checked="" type="checkbox"/> Constructive |
| <input checked="" type="checkbox"/> Conversational | <input checked="" type="checkbox"/> Platform fit |

Content production team evaluates experts' presented drafts, testing for learned "rules" of digital content success

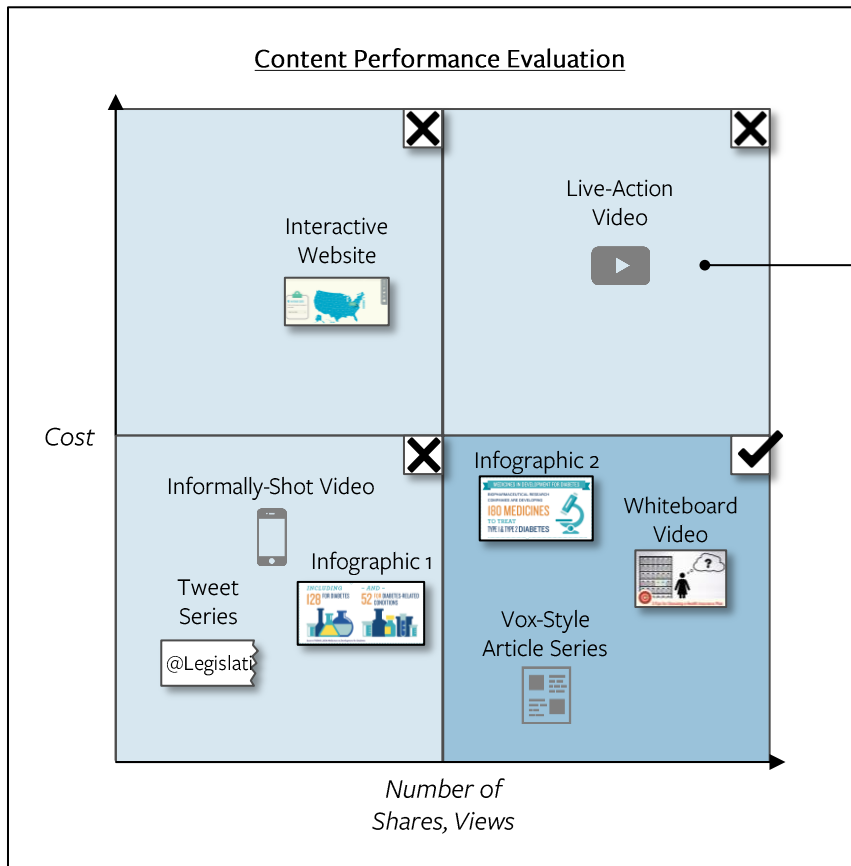
Experts also validate final product, developing sense of ownership

Finding Our Way in Digital

Principles of Digital Content Engine Efficiency

Balancing Effectiveness of Digital Content with Cost

Illustrative



Need for high quantity of digital content can limit utility of higher cost investments

Iterating to Consistent Quality, Value

Observational Rule Development

Lessons

1. Infographics with positive tone perform better than neutral or negative tone.
2. Whiteboard video explained this complicated subject well; resonated better than the website version.

Organization devises rules and lessons from each content distribution experience; rules are periodically reevaluated, retested as platforms, conversations evolve

Failures Embraced on Road to Success



Poor-performing content replaced with new content ideas; evaluation repeated, new lessons emerge

Continuous Labor Cost Refinement



Templates of most successful content standardized, reducing future labor needs



Relationships developed with highest value contract labor relative to projected original content needs

Engaging Audiences Through Stories



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Spoiler Alert...

Hollywood's Storytelling Formula

The Hero's Journey

THE STAGES OF THE HERO'S JOURNEY

The hero is introduced in his ORDINARY WORLD where he receives the CALL TO ADVENTURE. He is RELUCTANT at first to CROSS THE FIRST THRESHOLD where he eventually encounters TESTS, ALLIES and ENEMIES. He reaches the INNERMOST CAVE where he endures the SUPREME ORDEAL. He SEIZES THE SWORD or the treasure and is pursued on the ROAD BACK to his world. He is RESURRECTED and transformed by his experience. He RETURNS to his ordinary world with a treasure, boon, or ELIXIR to benefit his world.

Replaceable Parts

Harry Potter and the Philosopher's Stone.
Star Wars: A New Hope; synopsis

Harry Potter

Luke Skywalker is an orphan living with his uncle and aunt on the remote wilderness of Tatooine.

He is rescued from ^{muggles} ^{suburbia} ^{Hagrid} ^{aliens} by wise, bearded Ben Kenobi, who turns out to be a Jedi Knight.

^{Hagrid} ^{Wizard} ^{Harry} ^{Wizard} Ben reveals to Luke that Luke's father was also a Jedi Knight, and was the best pilot he had ever seen.

^{Harry} ^{Quidditch player} ^{a magic wand} Luke is also instructed in how to use the Jedi light sabre as he too trains to become a Jedi.

^{Harry} ^{Wizard} ^{Hogwarts} Luke has many adventures in the galaxy and makes new friends such as Han Solo and Princess Leia.
^{Ron} ^{Hermione}

In the course of these adventures he distinguishes himself as a top X-wing pilot in the battle of the Death Star, making the direct hit that secures the Rebels victory against the forces of evil, ^{Quidditch seeker} ^{Quidditch match} ^{catch} Slytherin.

^{Harry} ^{Gryffindor} ^{Lord Voldemort} Luke also sees off the threat of Darth Vader, who we know murdered his uncle and aunt.
^{Parents}

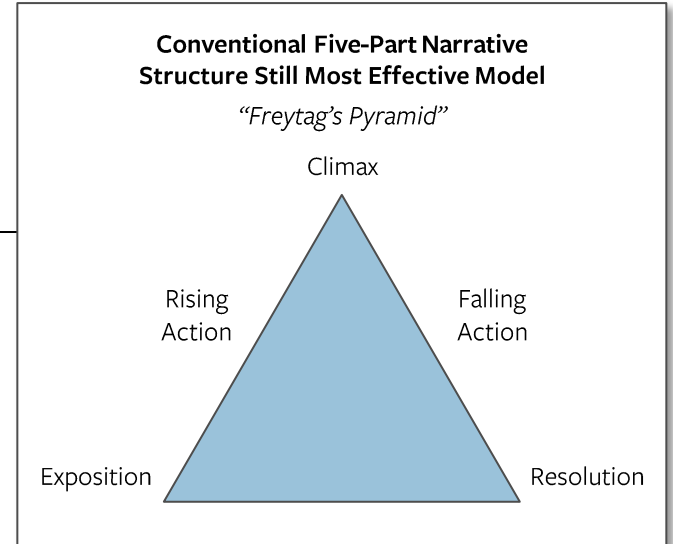
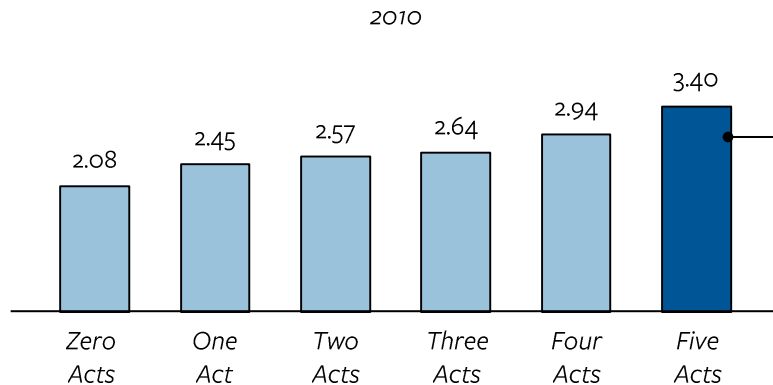
In the finale, Luke and his new friends receive medals of valour.
^{Harry} ^{win the House Cup.}

All of this will be set to an orchestral score composed by John Williams.

Unpacking Storytelling's Appeal

Audiences Rewarding More Developed Story Structure

2010 Spotbowl.com Mean Ad Favorability Rating Increased as the Number of Acts Present in the Ad Increased¹



Study in Brief



"What Makes a Super Bowl Ad Super?"

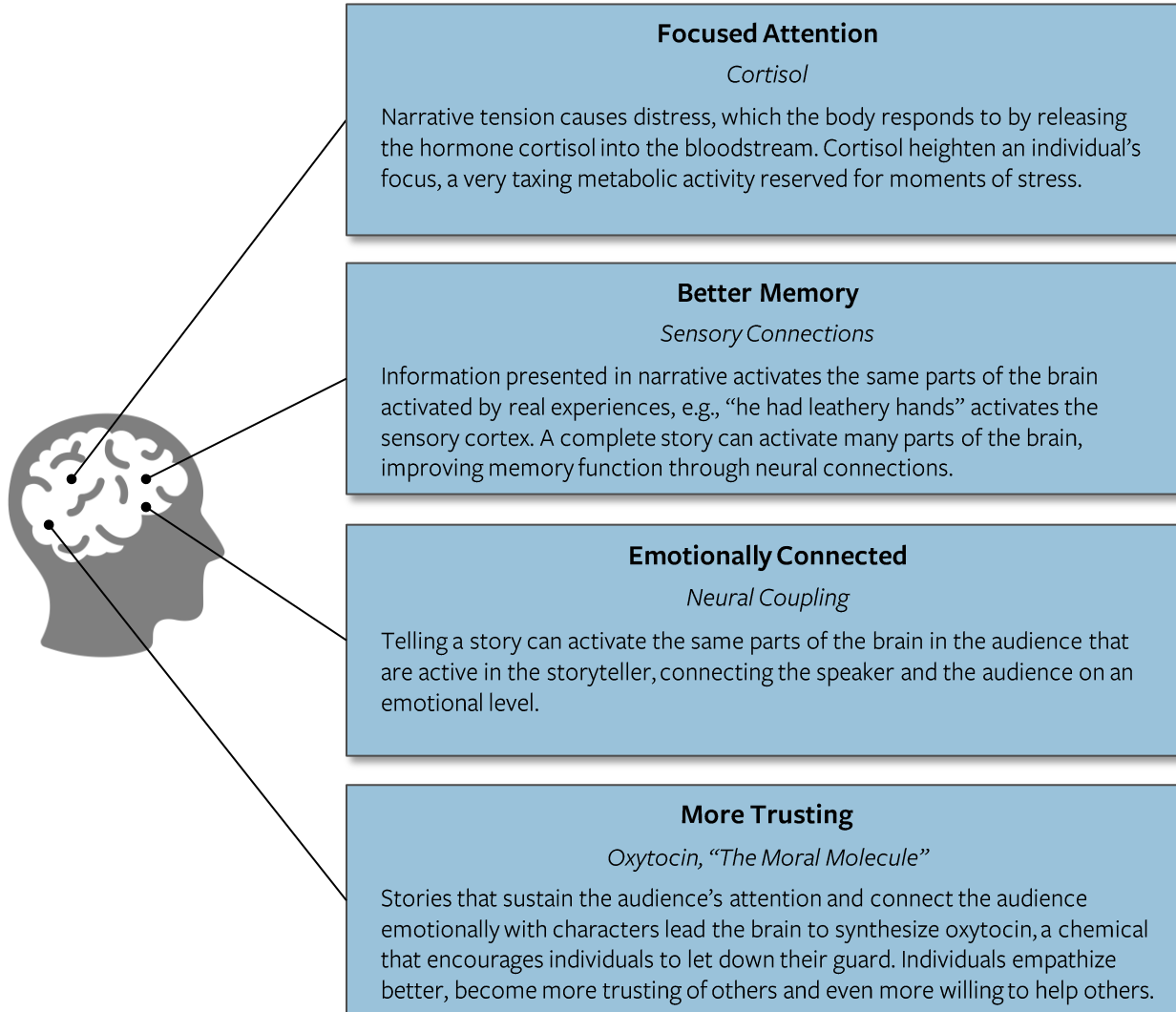
Five-Act Dramatic Form Affects Consumer Super Bowl Advertising Ratings¹

- Marketing researchers measured 100+ Super Bowl ads in 2010, 2011 for number of narrative acts and presence of humor, sex appeal, emotion, animals
- Higher number of acts correlated with higher ratings in SpotBowl.com and *USA Today* Ad Meter national ratings polls; other factors exhibited no discernable pattern

¹ "What Makes a Super Bowl Ad Super? Five-Act Dramatic Form Affects Consumer Super Bowl Advertising Ratings," Keith Quesenberry and Michael Coolen, 2014.

Brains Primed for Story

Neuro-economists Uncovering Story's Physiological Power



Bullet Points Beware

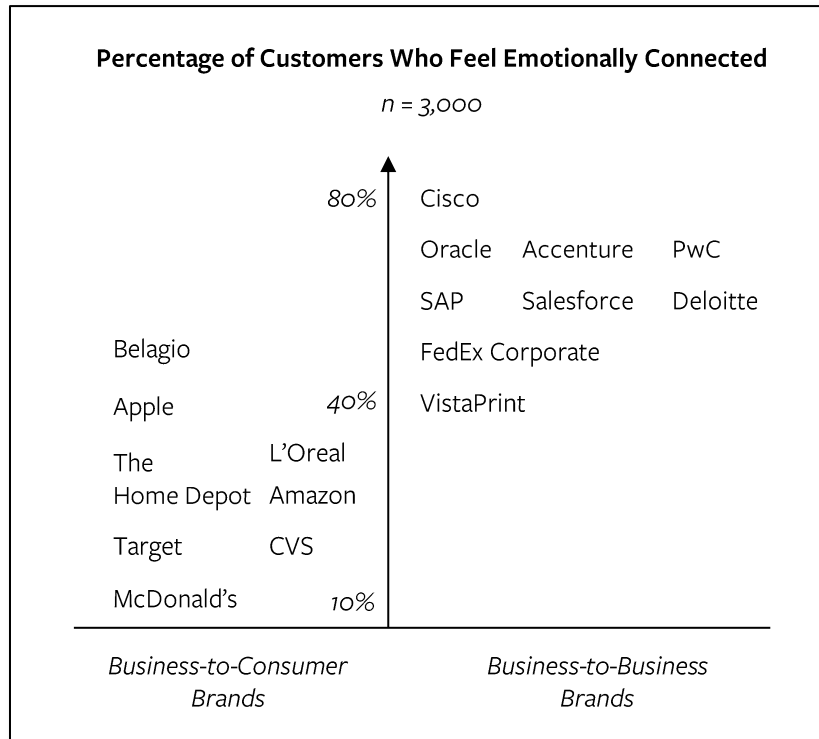


Audiences are not well-suited to remember information presented outside of a structured story narrative; they instead tend to remember just the first and last pieces of information.

Stories That Influence Not Far-Fetched

Toughest Workplace Decisions Driven by Emotion, Personal Value

B2B¹ Purchasing An Unexpectedly Personal Decision



Opportunity to Connect on Personal Value

“Digging deeper, the high level of emotionality in B2B is not so surprising. B2B purchases entail personal risks – far more than most B2C² purchases. B2B purchasers fear:

- Losing **time** and effort if a purchase decision goes poorly,
- Losing **credibility** if they make a recommendation for an unsuccessful purchase,
- Losing their **job** if they are held responsible for a failed purchase.

Moreover, the more personal risks a purchase entails, the more emotional buyers feel – and the more they attach to brands that can provide value and eliminate risk.”

Study in Brief



“From Promotion to Emotion: Connecting B2B Customers to Brands”

- 2013 study examines influence of brand on B2B sales preference, purchase, and premium pricing at large corporations
- Surveyed 3,000 B2B purchasers at 36 brands and 7 industry categories
- Brands successfully communicating business value to purchasers but fail to differentiate, creating difficult decisions for purchasers

¹ Business-to-business.

² Business-to-consumer.

Source: “From Promotion to Emotion: Connecting B2B Customers to Brands,” CEB and Google, <http://www.executiveboard.com/exbd-resources/content/b2b-emotion/pdf/promotion-emotion-whitepaper-full.pdf>.

Focusing Our Attention

Connecting Constituent Experiences to Policymaking Audiences

Greatest Opportunities for Government Affairs to Strengthen Storytelling

Specify Organization's Storytelling Needs

Pinpoint the intersection between an organization's message and a target audience's values and attitudes, and the characteristics of stories that will resonate.

Surface Most Resonant Constituent Stories

Gather and isolate qualified constituent stories that reflect the message the organization hopes to share and will be relatable to lawmaking audiences.

Refine and Package Relatable Stories

Identify and elevate the elements of each story that best signify constituent experience and package them in a narrative structure that engages the audience.





Match Each Story to a Compatible Audience

Consult portfolio of stories and identify the narrative that will relate best to the narrow audience you hope to reach, and within the medium you plan to share it.

More Than One Way to Find Stories

But Consistently Good Ones?

Survey of Story Intake Mechanisms

	Active Observation	Call for Submission	Partner Referral	Filtered Recruitment
				
Description	Government affairs monitors advocate activity, collecting best stories surfacing naturally	Government affairs staff actively solicits stories from advocates	Government affairs actively solicits stories from local affiliates, partner organizations	Government affairs vets storytelling ability of filtered list of candidates
Examples	<ul style="list-style-type: none"> Advocates offer stories to GA staff in-person Public stories collected from social media 	<ul style="list-style-type: none"> Microsite offers story submission mechanism Advocates asked to email stories, share on social media 	<ul style="list-style-type: none"> Local chapters share stories of individual member Plant manager puts employee in touch with GA 	<ul style="list-style-type: none"> Government affairs interviews filtered list of storyteller candidates
Keys to Success	<ul style="list-style-type: none"> ✓ GA staff regularly document stories shared by advocates ✓ Attentively monitoring social media 	<ul style="list-style-type: none"> ✓ Clear, transparent solicitation prompts ✓ Submission system minimizes difficulties for submissions 	<ul style="list-style-type: none"> ✓ Trusted partner involvement ✓ Expectation of in-the-moment story sharing 	<ul style="list-style-type: none"> ✓ Staff conduct candidate interviews ✓ Robust filtering mechanism to select highest-potential storytellers
Shortcomings	<ul style="list-style-type: none"> Relies on individuals electing to share stories Smaller story yields Stories often incomplete, lack crucial details 	<ul style="list-style-type: none"> Loudest voices not always most effective voices Limited ability to filter submissions on front-end Lower average story quality 	<ul style="list-style-type: none"> Stories shared on irregular, ad-hoc basis GA cannot control intake Limited reach, highly likely that great stories never reach GA 	<ul style="list-style-type: none"> Time and labor-intensive interview process Targeted recruitment is private, forgoes “me too” story sharing

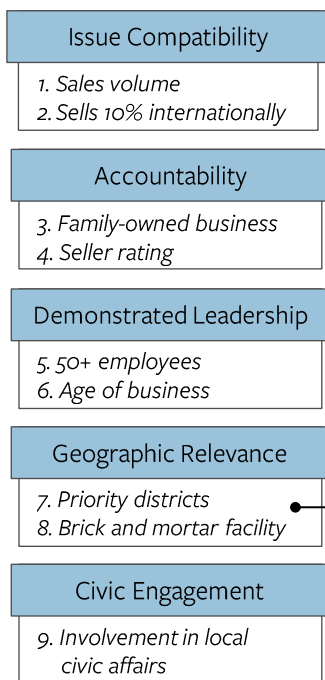
Casting a More Efficient Net

Filtering Interview Candidates Balances Storyteller Relevance, Quantity

Building an Interview Candidate List at eBay

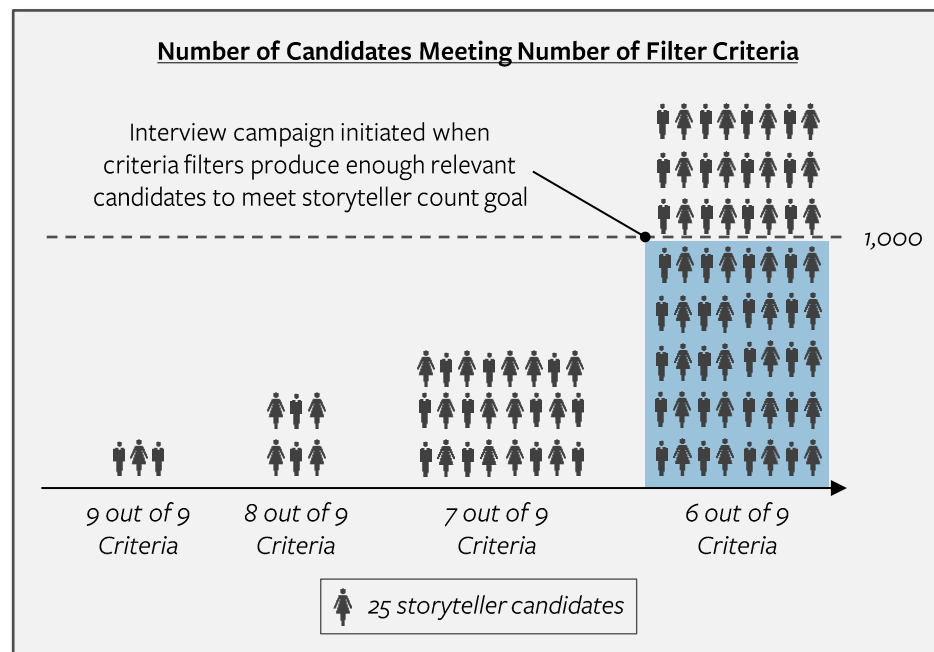
Seller Database Filtered for Indicators of Government Affairs Relevance

Illustrative



Number of indicators large enough to eliminate ostensibly poor fits, small enough to surface enough viable candidates

Filter Criteria Ratio Reduced to Surface Sufficient Quantity of Candidates



Case in Brief



Profiled Organization: eBay Inc.

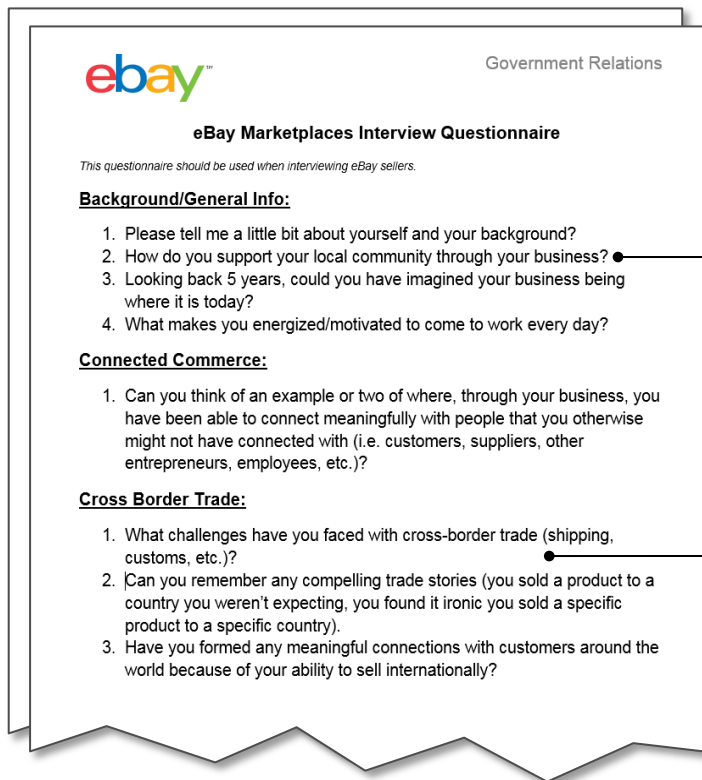
Organization Type: Corporation

- Grassroots director develops internal storyteller “talent agency” to meet rising demand of unique story requests emerging on the Hill; director takes inbound requests for storytellers from lobbyists, internal organizations
- 4-FTE Grassroots team builds storytelling talent roster through 4-month interview campaign of 1,000 individuals filtered out of company’s database of sellers; interviews surface issue-related stories (e.g., international trade), gauge candidates’ storytelling strengths

Evaluating Strengths of Qualified Storytellers

Questions Prompt Stories to Reveal Storytelling Abilities

Interview Questionnaire



ebay™ Government Relations

eBay Marketplaces Interview Questionnaire

This questionnaire should be used when interviewing eBay sellers.

Background/General Info:

1. Please tell me a little bit about yourself and your background?
2. How do you support your local community through your business?
3. Looking back 5 years, could you have imagined your business being where it is today?
4. What makes you energized/motivated to come to work every day?

Connected Commerce:

1. Can you think of an example or two of where, through your business, you have been able to connect meaningfully with people that you otherwise might not have connected with (i.e. customers, suppliers, other entrepreneurs, employees, etc.)?

Cross Border Trade:

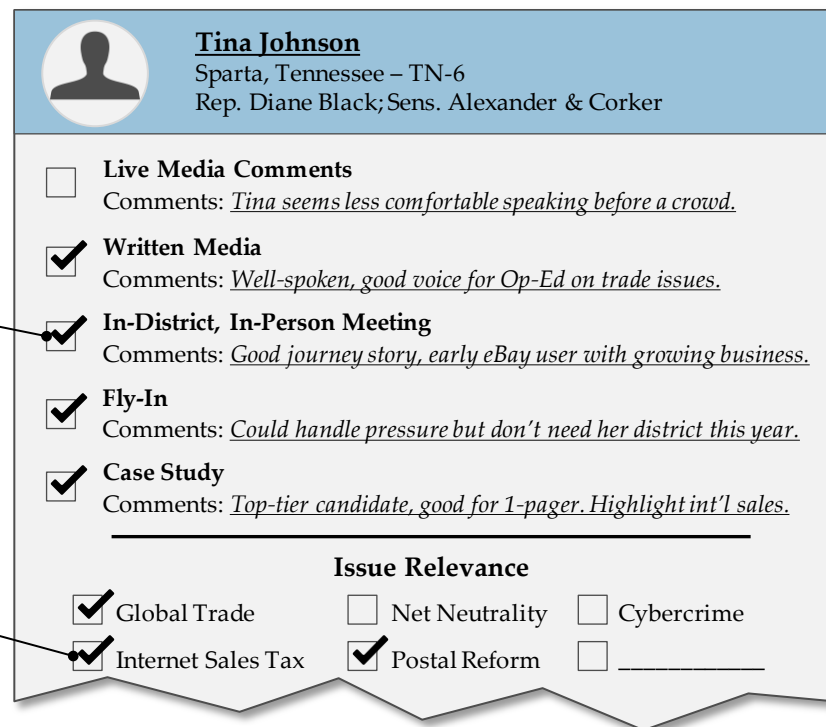
1. What challenges have you faced with cross-border trade (shipping, customs, etc.)?
2. Can you remember any compelling trade stories (you sold a product to a country you weren't expecting, you found it ironic you sold a specific product to a specific country).
3. Have you formed any meaningful connections with customers around the world because of your ability to sell internationally?

Questions framed to prompt story answers, unearth storytelling strengths

Open-ended questions reveal connections to other relevant issues

Storyteller Profile

Illustrative



Tina Johnson
Sparta, Tennessee – TN-6
Rep. Diane Black; Sens. Alexander & Corker

☐ **Live Media Comments**
Comments: *Tina seems less comfortable speaking before a crowd.*

☒ **Written Media**
Comments: *Well-spoken, good voice for Op-Ed on trade issues.*

☒ **In-District, In-Person Meeting**
Comments: *Good journey story, early eBay user with growing business.*

☒ **Fly-In**
Comments: *Could handle pressure but don't need her district this year.*

☒ **Case Study**
Comments: *Top-tier candidate, good for 1-pager. Highlight int'l sales.*

Issue Relevance

<input checked="" type="checkbox"/> Global Trade	<input type="checkbox"/> Net Neutrality	<input type="checkbox"/> Cybercrime
<input checked="" type="checkbox"/> Internet Sales Tax	<input checked="" type="checkbox"/> Postal Reform	<input type="checkbox"/> _____

Top Storytellers Sell Themselves

“You can tell when an interview is going to go well because the advocate sells his or her own story. A good storyteller thinks their story is cool and tells it in a way that makes me think so too.”

Federica Rabiolo
Manager, Global Government Relations

Tapping A Deep Talent Roster

The Company's Best Storytelling Asset

Match detailed requests...

Storyteller Request from: Govt. Rel.

Need: Annual fly-in

Preferred Characteristics:

- \$1,000,000+ annual sales
- Brick & mortar facility
- Exports/imports 5% of product

Storyteller Request from: Comms.

Need: News-Topic Op-Ed

Preferred Characteristics:

- Strong trade story
- Community leader
- Ideally veteran


Storyteller Request from: Marketing

Need: Local News TV Interview


Preferred Characteristics:

- Very comfortable on camera
- 50+ employees
- Accessible products


...with qualified storytellers¹...

 **Hank Jarrets**

- ☒ \$1,000,000+ annual sales
- ☒ Brick & mortar facility
- ☒ Exports 5% of products

 **Sophia Garner**

- ☒ Strong trade story
- ☒ Community leader
- ☒ Veteran

 **Teresa Lopez**

- ☒ Comfortable on camera
- ☒ 50+ employees
- ☒ Accessible products

...for diverse storytelling moments

Fly-In



Written Op-Ed



Live Television Interview



eBay Storyteller Talent Agency

520

Total
storytellers

5-8

Annual storytelling
moments per storyteller

1-3

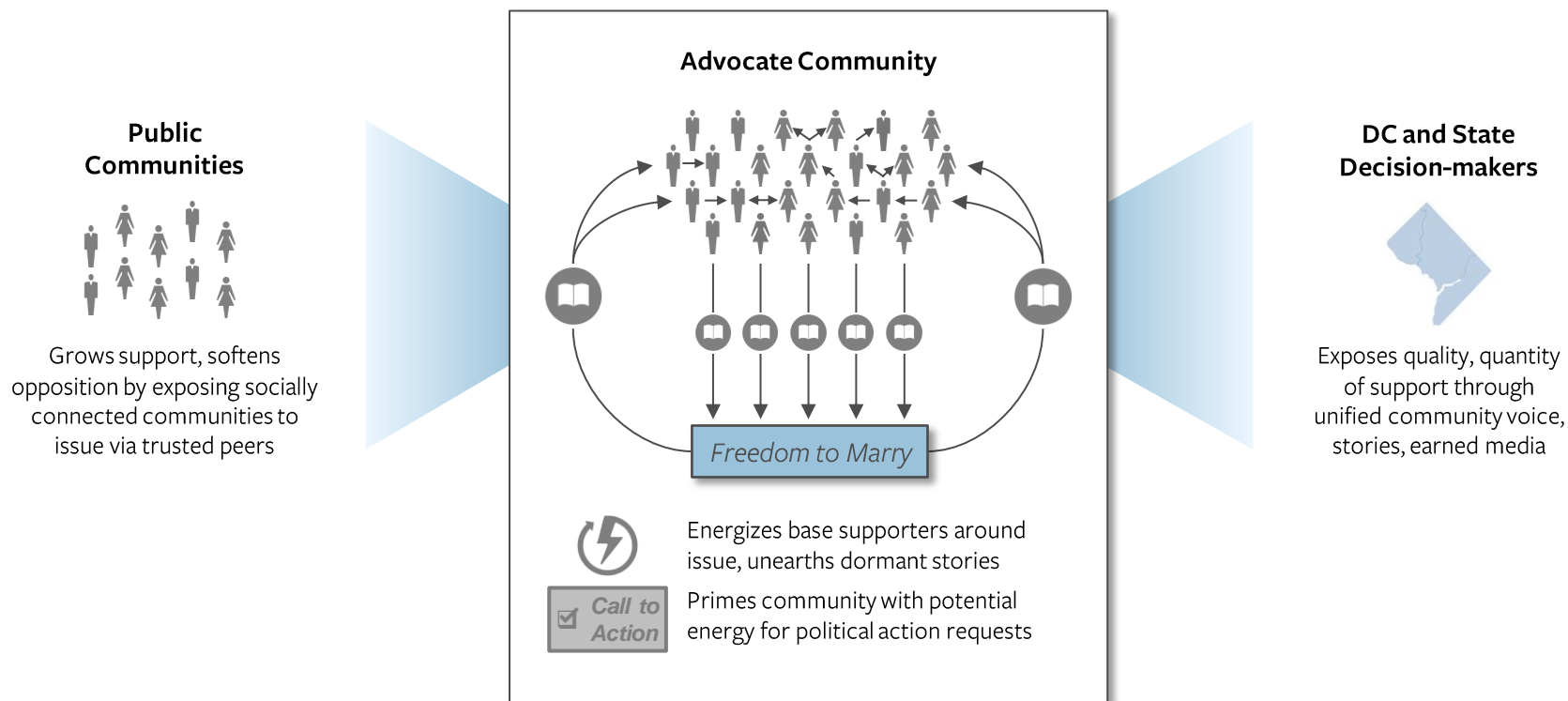
Weekly interdepartmental
requests for storytellers

¹ Illustrative.

Charging a Community with Its Own Stories

Projecting Strength at Key Audiences

Story Journeys at Freedom to Marry



Case in Brief



Profiled Organization: Freedom to Marry

Organization Type: Advocacy

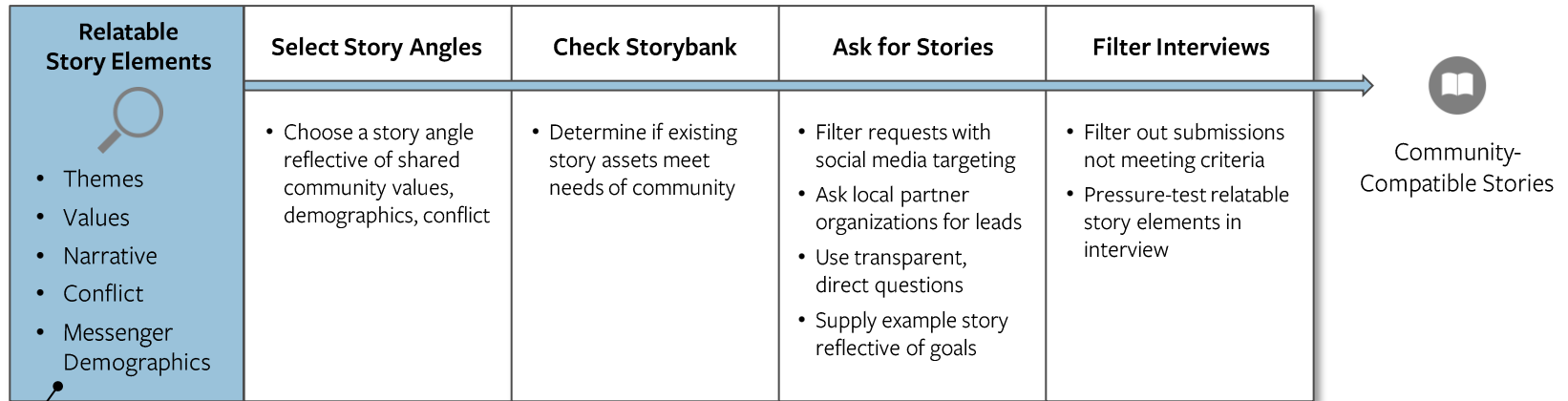
Partner Organization: Blue State Digital

- Organization collects, packages, distributes stories from advocate community back into community through social media, allies
- Community members identify with stories and share with others, building community energy around single issue
- Stories selected for shareability, relatability, relevance to political goals

Matching the Right Story to the Right Community

Story Collection Process Surfaces Relatable Stories

Story Collection Process



Relatable story elements informed by political goal, issue, community characteristics

Tagging System Surfaces Missing Relatable Elements in Storybank

Community Story Needs

- Female
- Military
- Southerner
- Family
- Narrative centered on love and commitment

Storybank

Illustrative

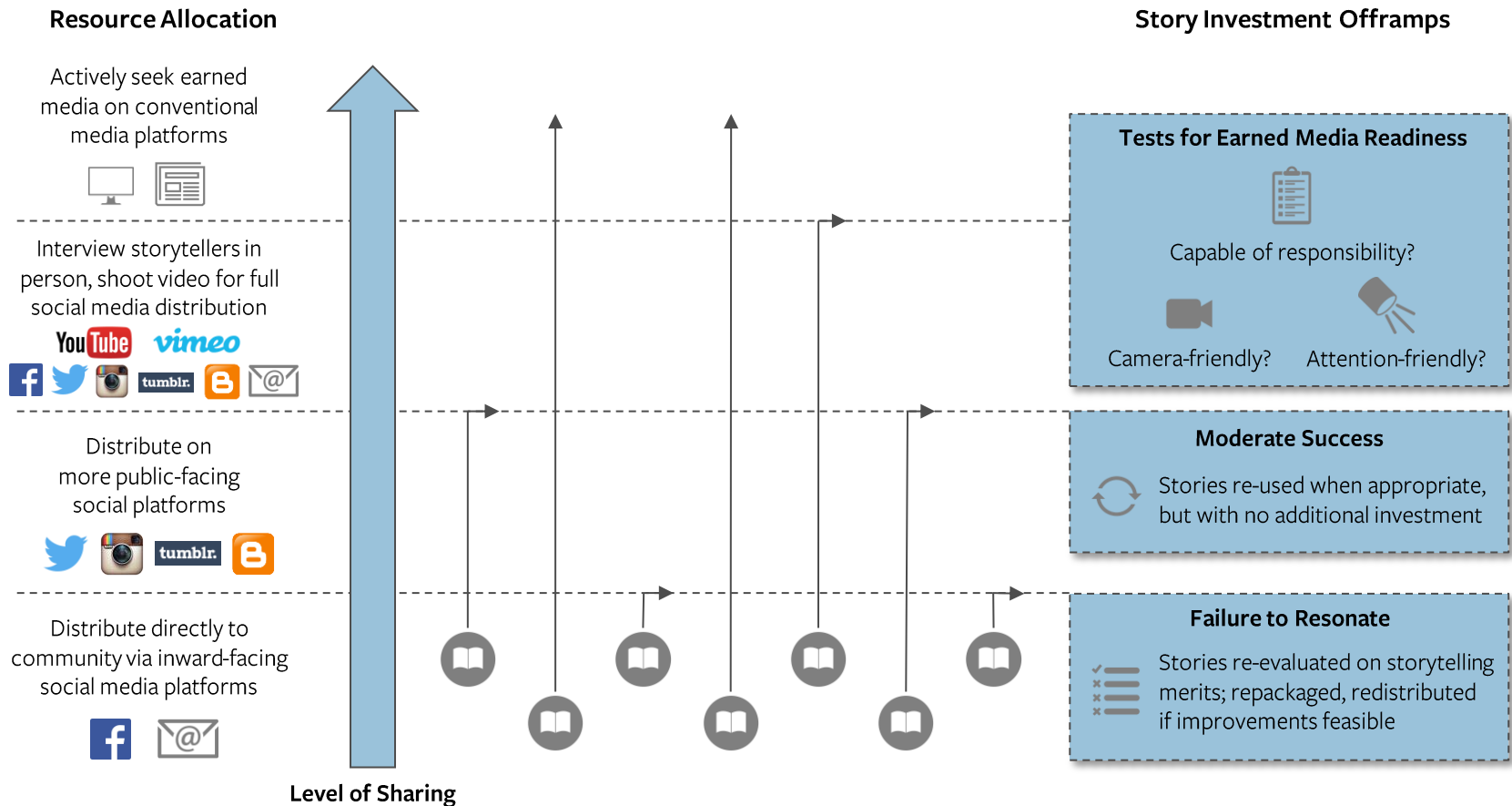
Story #47:	Female	Military	Michigan
Story #48:	Female	Military	California
Story #49:	Male	Military	Alabama

Checking storybank simplified by tagging system tailored to relatable story elements

Letting the Community Pick Winning Stories

Most-Shared Stories Earn Additional Resource Investment

Investment in Stories Based on Level of Sharing



Revitalizing the Grassroots Network

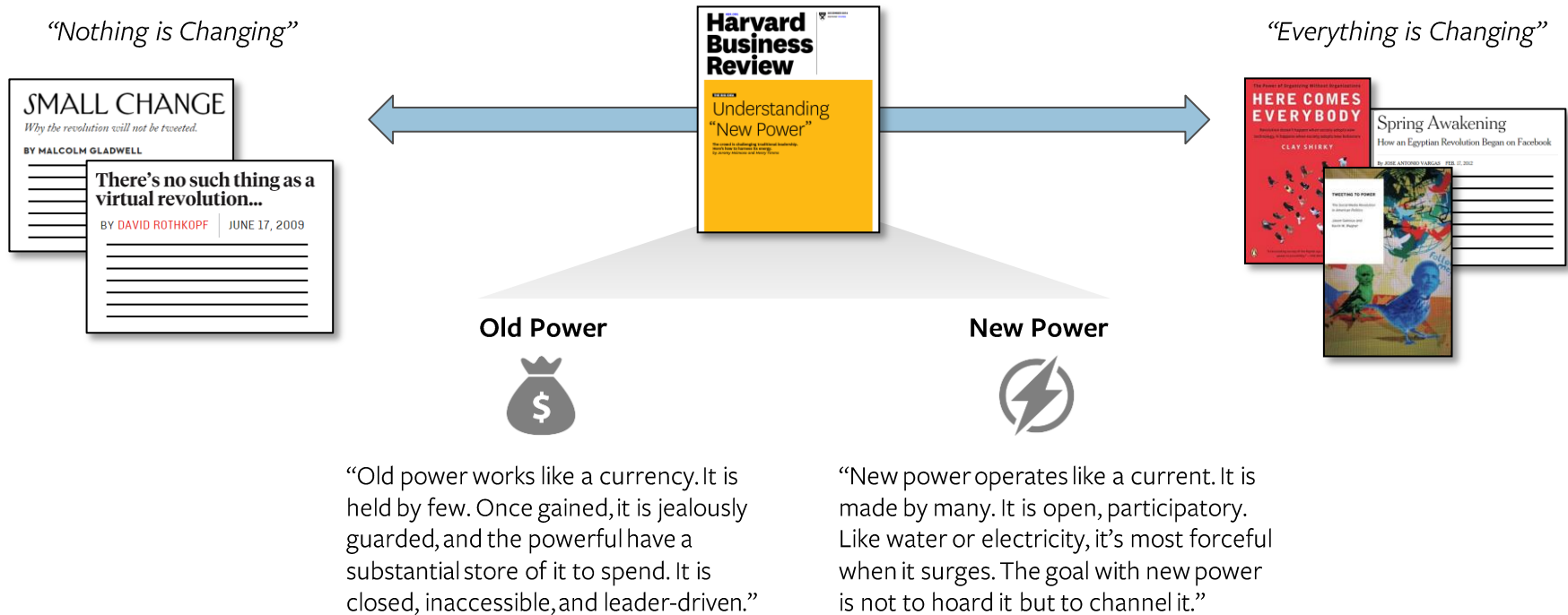


NationalJournalMembership

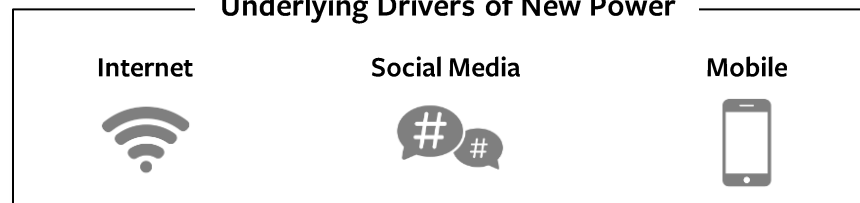
Understanding Impact of Digital Age on Advocate Empowerment

Drawing Lessons from “New Power” Movements

Interpretations of Advocate Empowerment



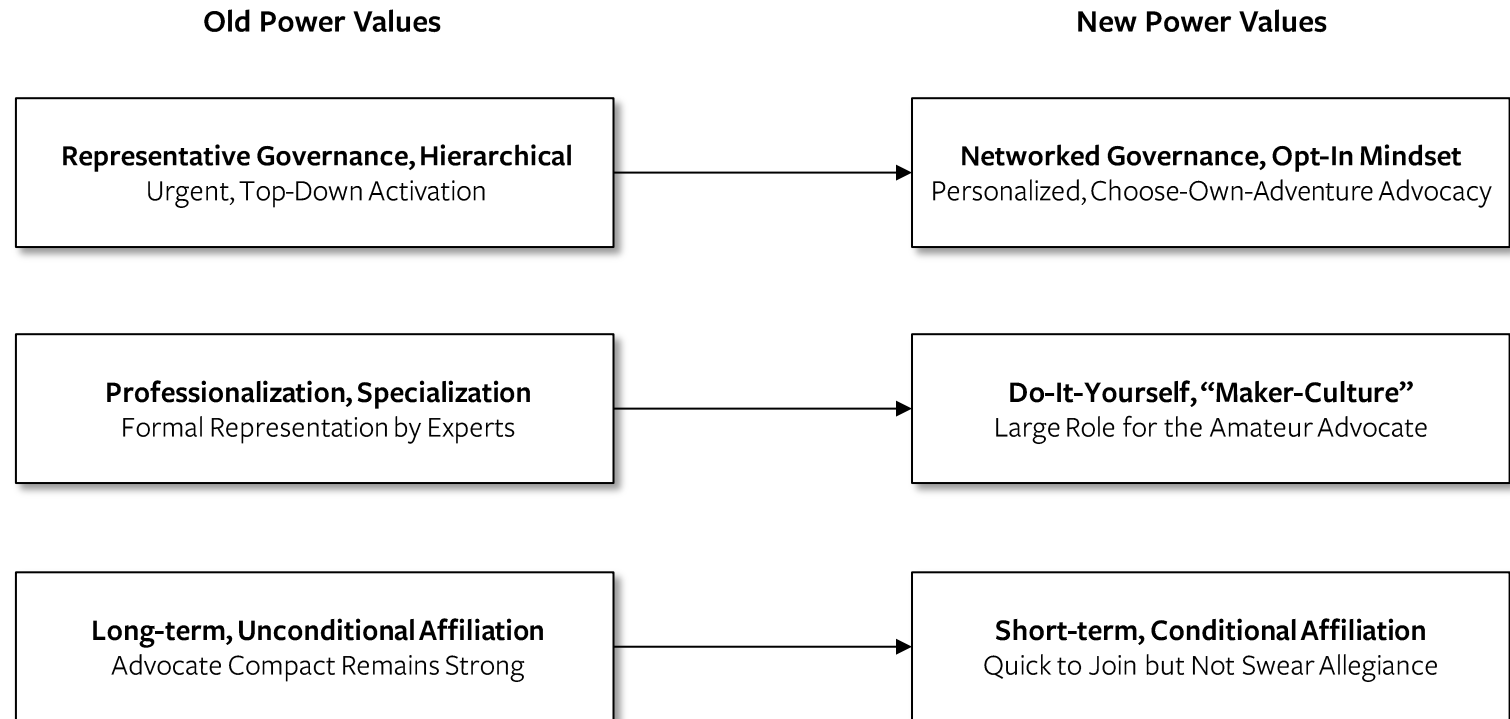
Underlying Drivers of New Power



Our Network's Changing Values

Advocates Expecting to Shape and Create Their Volunteer Experience

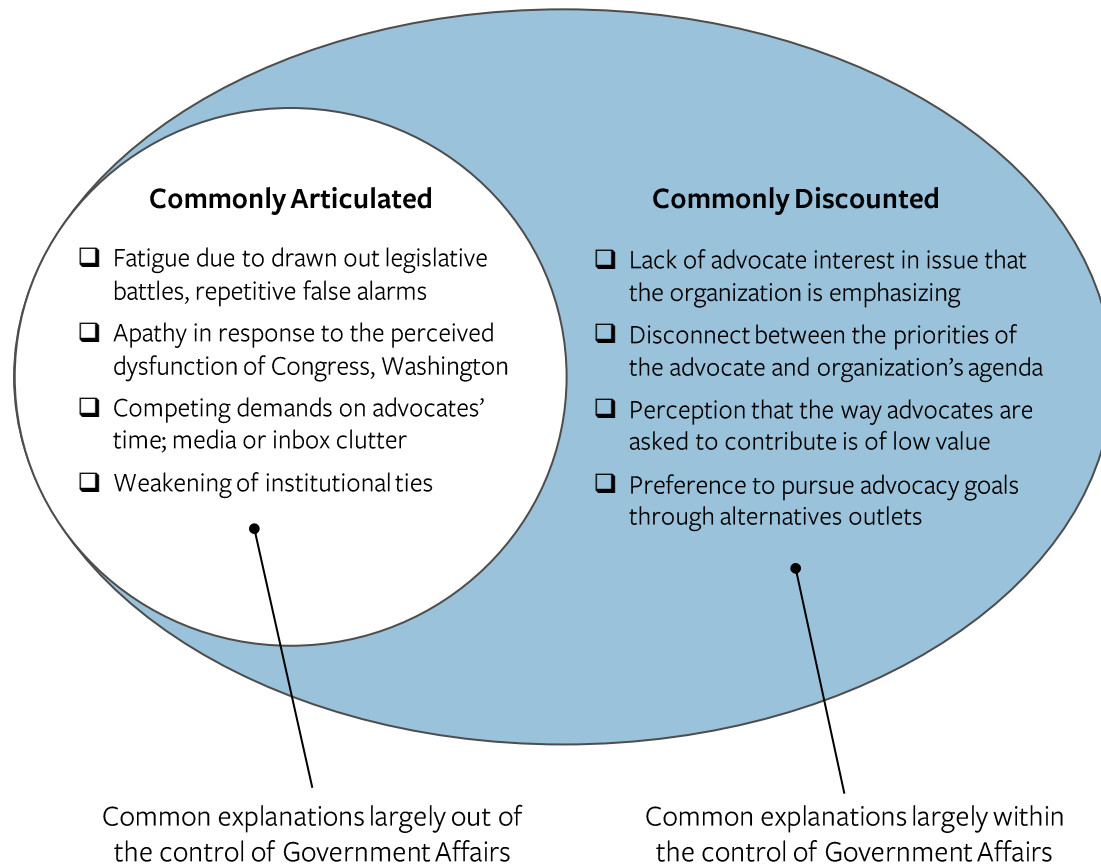
Comparison of Old and New Power Values *From the Advocate's Perspective*



Reevaluating Grassroots Underperformance

Distinguishing Between Reasons In and Out of Our Control

Common Reasons for Flagging Stakeholder Engagement *As Described by Members*



Adopting a Service Posture

Re-Engaging the Advocate Network

Observed Responses by Organizations Harnessing New Power

Response #1: Forge Network Alignment

Organization as a Listener



- Expand opportunities for advocates to share feedback, especially via indirect channels (i.e. web activity)
- Create action items around issues that may be 2nd or 3rd tier, but are of top interest to many advocates
- Personalize messages that you send to advocate via tailored content

Response #2: Streamline Network Participation

Organization as a Platform



- Provide advocates greater choice as to how they contribute, which issues they act on, the types of actions
- Simplify participation via web tools that make acting and seeing the impact of those actions very clear
- Position the organization as more of a conduit than a proxy for advocates

Response #3: Rebalance Network Composition

Organization as a Recruiter



- Strengthen, deepen relationships with affiliated advocates that do not require excessive effort to mobilize
- Leverage new recruitment tools (i.e. Facebook) to engage unaffiliated citizens that are naturally interested
- Embrace prospect of rebuilding communities online for each issue

Organization's Capacity to Harness New Power

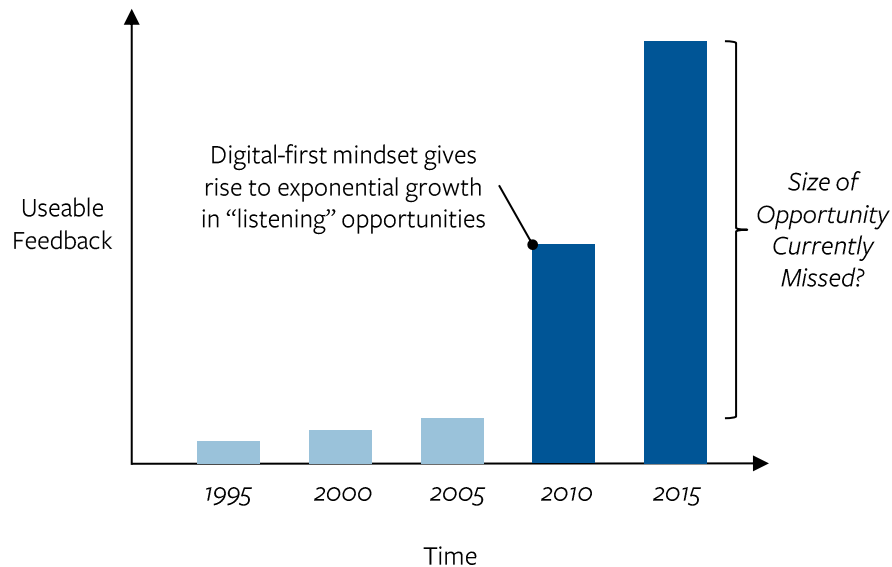


How Much Do We Know About our Advocates?

Seeking a More Complete Understanding of Our Advocates' Interests

As the volume of useable data proliferates...

Illustrative



...our listening habits often remain frozen in time

Feedback Mechanism	Shortcoming
Annual or Bi-Annual Membership Survey	<ul style="list-style-type: none"> • Infrequent; static view, snapshot. • Limited scope; feedback bound to short list of 15-25 questions
Legislative Conference or Governance Retreat	<ul style="list-style-type: none"> • Privileges most active supporters • Static view, snapshot based on the current policy environment
Ad-Hoc Interactions, Dialogue with Volunteers	<ul style="list-style-type: none"> • Privileges loudest voices over significant sample of volunteers • Recency bias

Changing Times

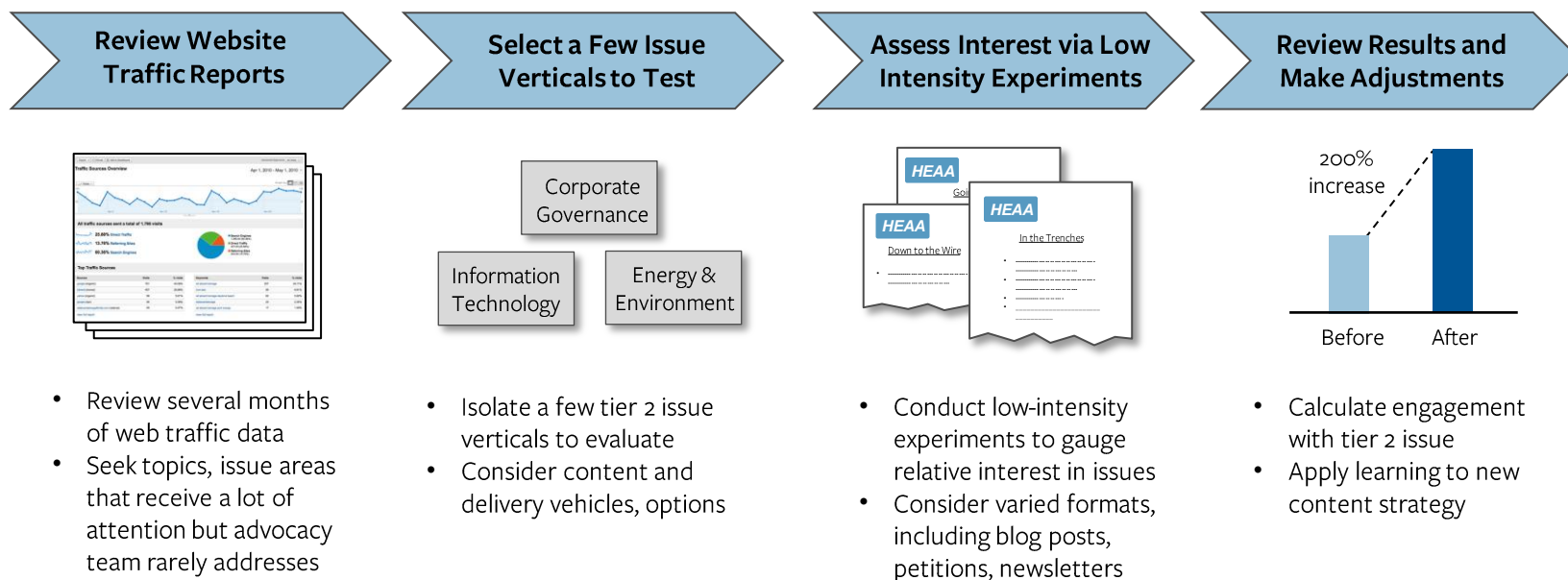
“For a long time grassroots was heavy. And then something happened. The apathy of our members and the public set in. I was traveling the country talking about things that only I cared about. They just didn’t care. I could get them riled up but it wasn’t connecting with them on a human level. And it certainly wasn’t connecting with them from an advocacy perspective on a point that they cared about.”

Vice President of Government Affairs
Trade Association

Teasing Out Advocate Preferences from Their Digital Footprints

Web Traffic Reports Inform Low-Intensity Content Experiments

Process for Surfacing and Assessing Member Interests



Case in Brief



Profiled Organization: Hutchison Energy Association of America¹
Organization Type: Association

- Collaborated with IT to make data-driven decisions about better engaging with their grassroots advocates
- Developed communication plan based on tailoring engagement of advocates to each member’s issue interests and unique demographic profile

1. Pseudonym

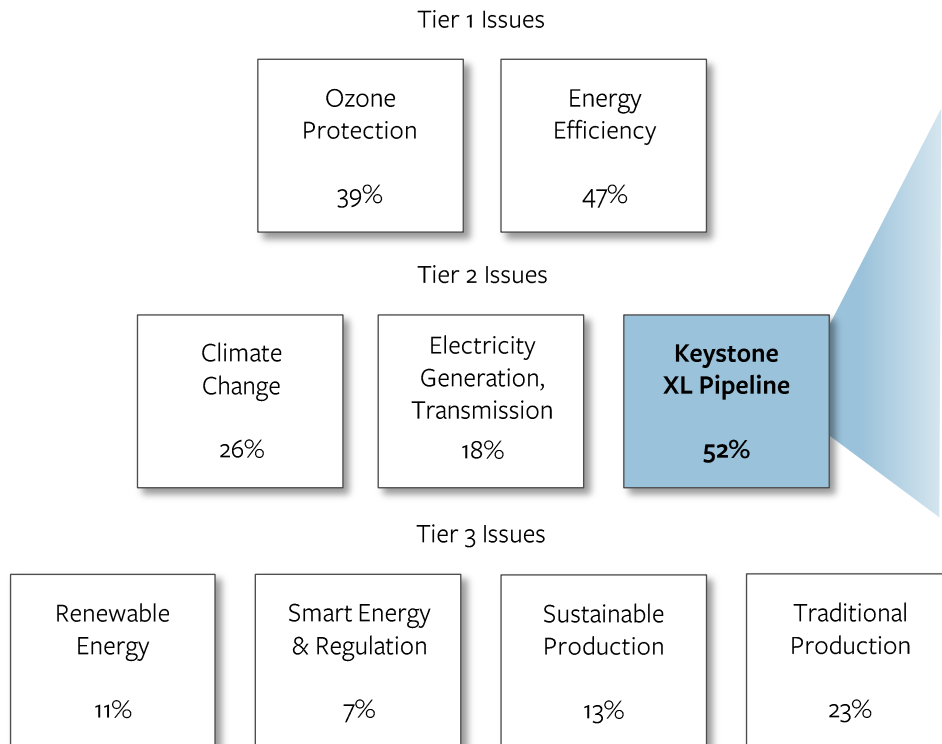
Personalizing Advocate Communication by Issue Area

Activating Advocates on Popular Tier-2 Issues

System for Distinguishing Issue Interests of Advocate Pool

Illustrative

Percentage of Organization's Advocate Pool Demonstrating Interest in Issue



Indicators Used to Sort Volunteer Advocates into Issue Interest Buckets

Sample Indicators of Issue Interest

- ☐ Clicks on three or more articles “tagged” with topic on the organization’s website
- ☐ Downloads PDF factsheet on topic
- ☐ Participates in a professional development webinar related to topic
- ☐ Attends an event or working group on topic
- ☐ Donates to the PAC through issue-related solicitation email
- ☐ Signs an advocacy petition on the topic
- ☐ Comments on blog post or social media message related to the topic

Pulled from
Organization
Data

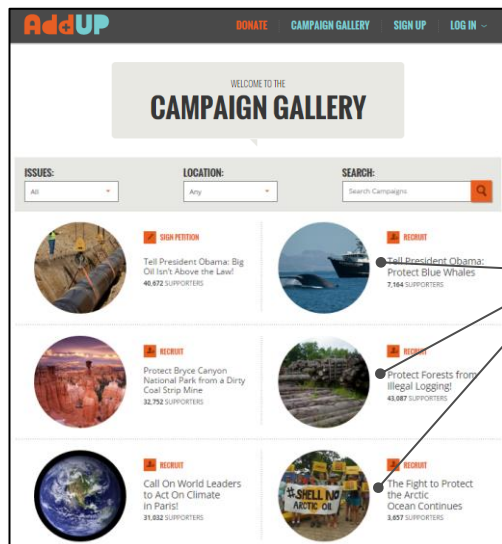
Pulled from
Government
Affairs Data

Performing one or more
action justifies inclusion
in an issue bucket

Offering Advocates Choice...

Menu of Options Gives Users More Control Over Their Advocacy

Choice of Issues



Advocate Agency Channeled Through the Organization



Choices empower users through the act of selection without completely sacrificing control over the organization's agenda

Choice of Actions



Case in Brief



Profiled Organization: Sierra Club
Organization Type: Nonprofit Advocacy Organization

Partner Organization: Blue State Digital

- Organization partners with digital consultancy to create engrossing digital “campaign shopping” experience
- Menu of options and customized campaign recommendations facilitate discovery and spillover into adjacent issue areas
- Personalized dashboard tracks user contributions, empowering advocates with greater choice of actions

...and Responding to Their Activity

Platform Actively Recognizes, Responds to User Initiative

Addup.org User Dashboard

A Platform that Stewards



Activity dashboard credits users for actions taken, encourages additional actions



A Platform that Listens



Platform suggests other campaigns, new actions based on previously taken actions

User activity informs recommendations

An Active Community

April 2015 (Launch) – August 2015

560 K Actions taken

32% Site visitors who become users

58% Visits lasting more than one page

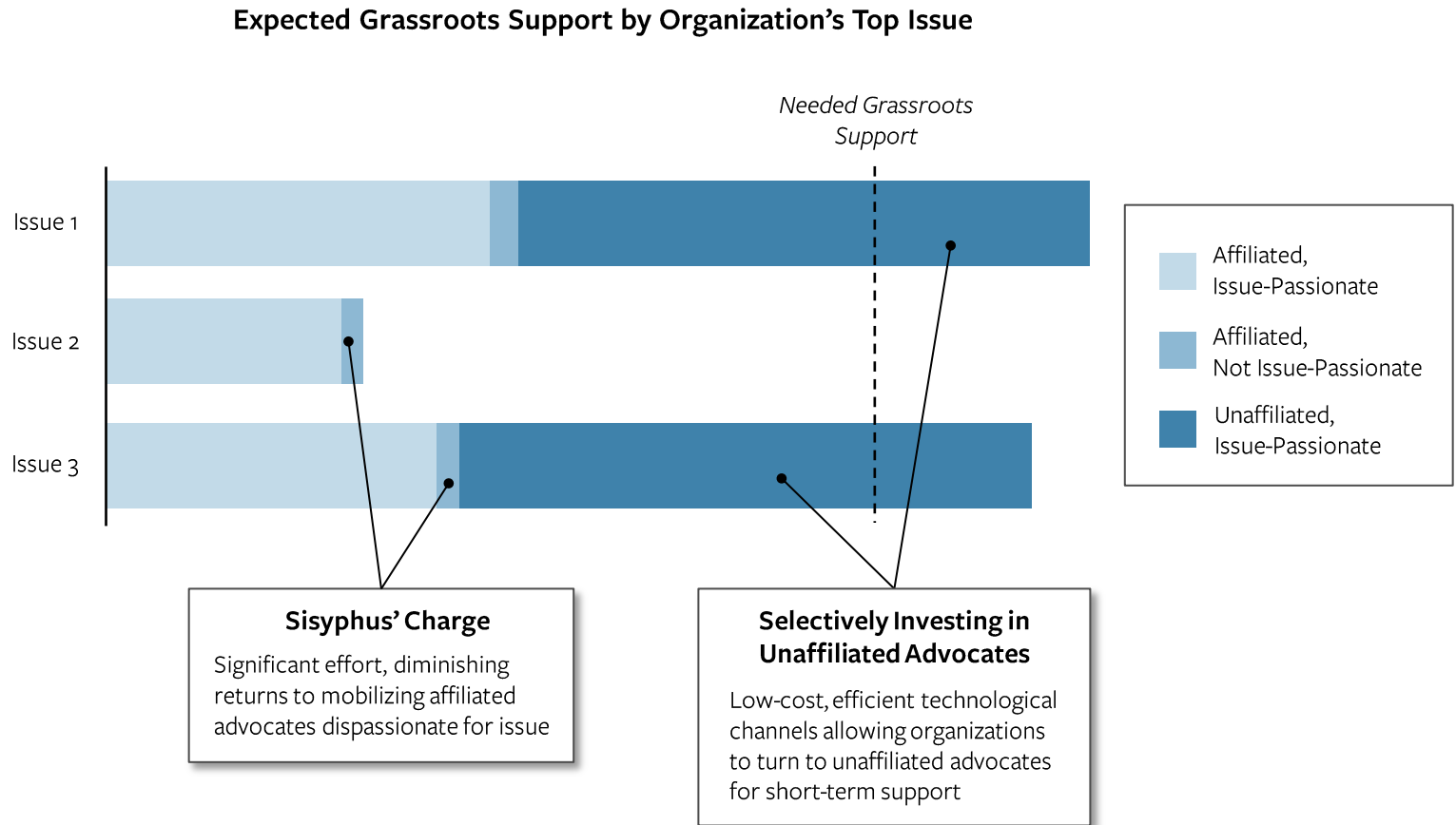
225 K Visitors perform actions

65 K User accounts created

33% Users returning to site to complete second action

Reevaluating Advocacy Pool Composition by Issue, Not Institution

Leveraging Short-Term, Unaffiliated Advocates for Issue-Based Advocacy



Recruiting Likeminded Supporters

Data-Driven Mechanisms for Surfacing Qualified Advocates

Observed Recruitment Models for Unaffiliated Advocates

Hunting for Top Advocate Lookalikes

Highly-Engaged Advocate Archetypes



Top Advocates

- Age 35-55
- Independent practitioner
- Member for 5+ years



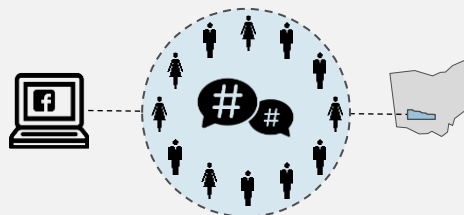
Organization studies profile characteristics of their most active volunteers, developing lookalike archetypes to help identify and recruit inactive supporters most apt to be committed advocates.

- 👍 Compels clear definition of top advocates
- 👍 Returns manageable list of advocates
- 🗨️ Requires outside expertise, IT support
- 🗨️ Works more effectively at larger scales

Using the Organization's Data

Building District-Level Groups

"Pop-Up" Virtual Community



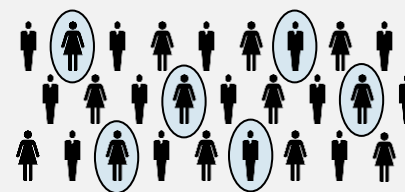
Organization builds and activates a virtual, district-level Facebook group using the social network's maturing targeting capabilities in days preceding a key vote.

- 👍 Efficient; cost of recruitment very low
- 👍 Can be built quickly, within a few days
- 👍 DIY friendly; no outside support required
- 🗨️ Does not scale easily, only a few at a time

Using Social Network Data

Isolating Sympathetic Constituents

Advocate Micro-targeting



Organization develop a model of constituents likely to support their position on a specific issue and then creates a targeted communications strategy to reach and activate this community.

- 👍 Efficient; cost of recruitment very low
- 🗨️ Relevant only for highly public issues
- 🗨️ Expensive, requires consultant support

Using Publicly Available Data

