

Contents

About the author	vii
Introduction.....	1
So, words and what they mean in this area is key!	2
1 PUBLIC AFFAIRS – THE IMPORTANCE TO THE BUSINESS WORLD	7
Public affairs – its context in successful business	9
Public affairs issues are now international	10
International intelligence	11
Avoiding trouble	12
Vital building blocks	13
Reaching business goals	13
2 THE IMPORTANCE OF THE PUBLIC AFFAIRS PROGRAMME	15
Anticipate threats	16
Identify supporters	17
Set the agenda.....	17
Share agendas.....	17
Time waits for no man.....	18
Find a trade catalyst	18
Go it alone.....	19
A changing environment	19
The importance of timeliness	20
3 ISSUES MANAGEMENT	23
Ahead of the game.....	25
Issues management step-by-step.....	26
Intelligence needs	28

	The agreed position	28
	Political processes.....	29
	Deliver the message!	30
	Issues research is vital.....	31
	Think about communication.....	32
	Be innovative!.....	33
	People to do the job.....	35
	Issues to mull over	36
4	THREATS AND ISSUES IN A PUBLIC AFFAIRS CONTEXT	39
	How issues develop	40
	The variety of threats and issues.....	41
	So where do threats and issues come from?	42
	Groups to watch!	44
	Enabling legislation	45
	Know the enemy!	46
	Discovering what might be going on!.....	47
5	UNDERSTANDING WHAT TO DO AND PREPARING FOR WAR	49
	A chapter in three words – DO IT NOW!.....	50
	What is it all about?	51
	The people	51
	Parlez-vous?	52
	Others can help.....	53
	The intelligence system	53
6	AUDIENCE MANAGEMENT	55
	Do your research NOW!	56
	Get in first!.....	57
	Not just politicians are important	58

	Categorise and be flexible!	58
	Vital issues to consider	59
	Early warning systems	60
	Key factors to watch for!.....	60
	Data collection.....	61
	Trade associations.....	62
7	THE ROLE OF CONSULTANTS	65
8	THE IMPORTANCE OF ALLIANCE BUILDING	69
	Always argue positively	70
9	BACKGROUND BRIEFINGS AND POSITION PAPERS	73
	Be versatile!	74
	Vital rules for briefings	74
	Make the most of your work	75
	Gain maximum circulation	76
10	LOW-LEVEL ACTIVITY	79
	The principle of grassroots work.....	80
	The importance of political staff	81
	Interact with others!.....	82
11	POLITICAL SYSTEMS – THE IMPORTANCE OF SOUND APPRECIATION	85
	View enough but not too much.....	86
	Be flexible!	87
	Europe.....	87
	When to intervene	89
	Where laws come from	89

Where to make the contact.....	90
Lobby management preparation	91
Establish key relationships!	92
Making the move	92
12 THE CREATION OF THE POLITICAL MESSAGE	95
Making it relevant.....	96
Political timetables.....	97
Research	98
What do the target groups think?.....	99
Consequences to consider.....	100
13 THE PEOPLE TO INVOLVE IN ISSUES MANAGEMENT	103
14 TECHNIQUES FOR PROACTIVE CAMPAIGNS	107
Objectives	108
Strategy considerations	109
The key elements of a campaign	112
The vital questions to consider.....	114
Media relations	114
Alliances and coalitions	115
Lobby management	117
The key times.....	118
Important matters to resolve.....	118
Key areas to get right!.....	120
Things to consider afterwards!	121
The main guidelines.....	122

15	WHERE PR AND THE OTHER BITS FIT IN...	125
	Planned PR programmes	126
	How PR can help.....	127
	Getting the most from the media	128
	And don't forget the others in the media!	130
	... and the mail	130
	The party conferences	130
	Is anybody there?.....	131
16	CHOOSING EXTERNAL AGENCIES TO SUPPORT YOU	133
	The fundamental checklist	135
17	AN IMAGINARY PUBLIC AFFAIRS EXAMPLE	139
	The case	140
	So what do you do now?	141
	The plan	143
	Integration	146
	The importance of internal work	148
	Finally	149