

The Trade Association Perspective



February 28, 2008

Roadmap

- ➔ Introduction
- ➔ Trade association challenges
- ➔ The perception audit exercise
 - Objectives
 - Sample
 - What were heard
 - Outcomes
- ➔ Q&A

About EICTA

- 58 major multinational company members and 40 national trade associations from 28 European countries
 - Representing over 10,000 businesses and three million men and women building digital Europe
 - Generating revenues of over 1,000 billion euros
 - **Accounting for 7% of European GDP**
- Participate in the formulation, adoption and implementation of European public policy, legislation and regulation for Information and Communications Technologies and Consumer Electronics Industry sectors
- Representative and spokesperson of the dynamic European Digital Technology Industry vis-à-vis the European institutions and governments, media, and other organisations and institutions where relevant

About EICTA

We are the advocates of the:

- iPhone maker
- Blu-ray DVD inventors
- 3G and 4G network innovators

Just to name a few...

Simply put, we are the voice of the
European digital technology industry

Brussels – a myriad of organizations



EUROPEAN CHEMICAL TRANSPORT ASSOCIATION



European Private Equity & Venture Capital Association



Trade Association Challenges

- ➔ Hundreds of trade associations, NGOs, consultants and law firms competing for share of voice in Brussels
- ➔ Confusing acronyms cloud the playing field
- ➔ Self-perception does not always match the view of institutions and media
- ➔ Need for broad industry consensus can lead to watered-down positions

So how do we cut through the clutter?

Perception Audit Objectives

- ➔ Understand stakeholders' perceptions & expectations in order to build a stronger profile for EICTA
- ➔ Position EICTA as listening to and engaging with key stakeholders
- ➔ Build solid foundations for:
 - Targeted & focused strategic positioning
 - Appropriate advocacy & communications strategy
- ➔ Provide benchmark for future measurements

Audit Sample

➔ 41 key policy & media stakeholders

➔ Commission:

- DG INFSO, ENTERPRISE, Trade, MARKT, Research, TAXUD, ENVIRONMENT

➔ Parliament:

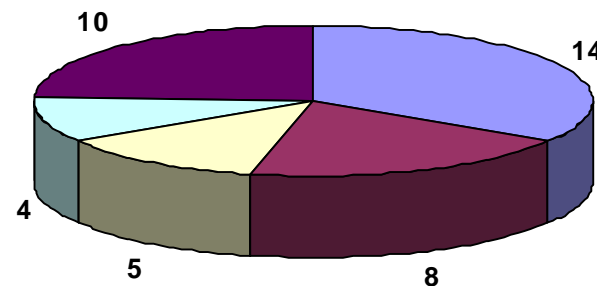
- 5 MEPs + 3 staff/political groups

➔ Perm Reps:

- UK, France, Germany

➔ Media:

- Pan-EU, national dailies, audiovisual, trade



Talk of the town

EICTA was really in the driver's seat in the ICT Task Force. That is how they should always be.

DG Enterprise

EICTA communicates very well.

DG Enterprise

EICTA is able to understand what the Commission is doing.

DG Enterprise

EICTA had very convincing arguments on copyright levies.

Journalist

EICTA is a representative actor, important in its field.

DG Enterprise

If the industry does not have a common position, EICTA should clarify where differences lie

MEP

I am fully satisfied with their work.

DG TAXUD

EICTA defends its interests with great clarity.

NGO

EICTA is excellent in providing information. They are accessible and answer in due time

Secretariat, EP

Talk of the town

I have never received a press release or any information from EICTA

Journalist

They claim to be big (and they are big). But this is often not reflected in their concrete actions.

DG Enterprise

The speed of reaction could be improved.

DG Enterprise

There is no effective global association for the ICT sector. The dream would be to have a body able to have a dialogue on common interests.

Industry association

EICTA does not go sufficiently beyond the usual suspects within the Commission.

DG Research

EICTA should do more marketing around its activities.

DG INFSO

EICTA represents the technology industry but is not very visible.

Industry association

It is not clear to me what EICTA does and represents

MEP

Benchmarking – what we heard

	GOOD CONTRIBUTION/ROLE MODELS	NEGATIVE CONTRIBUTION
European Parliament	<p>§All very similar – quite good & present</p> <p>§ETNO, GSME, Bitkom, US & British Chamber of Commerce: provide good input on tech issues</p> <p>§ETNO: very present and focused – picks up anything re to telecoms</p> <p>§ECTA: present, clear mission & objectives</p> <p>§IFPI: very good, professional, focused, sensible – broad coverage & good input with limited internal resources</p> <p>§EICTA one of the best</p>	<p>§Need to identify general interest (common to trade associations)</p> <p>§All associations face same problem of getting common view</p> <p>§BEUC: too rigid, unflexible</p>
European Commission	<p>§Business Software Alliance, ETNO, ECTA: targeted</p> <p>§ESA: better quality compared to size/resources. Active, fast, involved, regular interaction</p> <p>§ESIA, CompTia, Cable Europe: good representatives of their sector</p> <p>§Orgalime and VDMA (Germany): good quality of analysis</p> <p>§EICTA: best representative of EU ICT sector for member relevance & broad issue coverage; good staff, fairly active, responsive, carries lots of weight</p> <p>§IFPI, European Banking Federation, Sport Goods Federation: short & sharp info sent on regular basis</p>	<p>§ BusinessEurope (too general)</p>
Perm Reps	<p>§General consideration: need for trade associations to provide new angles to look at issues</p> <p>§ECTA, ETNO: clear positions, circulate ideas, support own positions with strong arguments</p> <p>§Some small associations able to convince their members to change their original positions</p> <p>§ECTA, ETNO, GSMA: knowledgeable, provide statistics, success stories</p>	<p>§EICTA: lack of concrete proposals</p> <p>§All trade associations: not proactive</p>
NGOs/associations	<p>§ETNO, ETSI: higher profile, more visible, vocal, proactive, regular interaction</p> <p>§EICTA: more reasonable & objective</p> <p>§EBU: reliable, good members' representation & coordination, understanding of issues & context</p>	<p>Gap: no effective & comprehensive global association for the ICT sector. Missing a body able to have a dialogue on common interests for the industry</p>

**So what do policymakers and media
expect from a trade association like
EICTA?**

Overview – policy & media expectations

- ➔ Visible player; open and transparent
- ➔ Proactive/ early stage contribution
- ➔ Long-term/ trustworthy & regular dialogue partner/ info provider
- ➔ Need to emphasize European profile/ contribution to EU
- ➔ Voice of European innovation in sector
- ➔ Bridge ICT to other sectors
- ➔ Need to strengthen coordination role – get members' commitment to action
- ➔ Link industry to EU agenda
- ➔ Reliable source of information
- ➔ Economic reference for electronics sector
- ➔ “Think tank role” - at the forefront of latest tech developments

Contribution & performance – Expectations (EC/Media)

Inform

- § Economic studies & impact assessment of ICT on other sectors/policies
- § Broad issue coverage
- § Consistent positions & messages
- § Opinions & statements supported by data, facts & figures on industry, market & products
- § Pros & cons
- § Technical evidence & political views
- § National perspective/impact

Coordinate

- § Complement Brussels with national strategy & contacts
- § Collect & channel industry differing standpoints/divergent views
- § Get members to sign actions & committ
- § Drive working groups, platforms
- § Raise industry profile in market-oriented programmes

Interact

- § Tied to EU agenda & priorities
- § Proactive, long-term, on-going exchange
- § Flexible & open to change position
- § Few, short & sharp info on regular basis
- § Fast feed-back
- § Formal & informal channels
- § Strategic targets/political sensitivities (e.g. culture, consumers)
- § Concrete solutions & analysis

Anticipate

- § Timely intervention - leading industry position in policy development
- § Prospecting/propose a vision for the future
- § At forefront of latest tech developments
- § Lead cooperation with other associations/stakeholders

Innovate

- § Beyond “classical” lobby – promote events, symposiums, PR (good model: music & cinema industry)
- § Bring innovative thinking/new angles to the debate
- § Ideas for promoting European innovation

Contribution & performance – Expectations (EP)

Improve communication

- § Clarify divergences among members' positions
- § Ensure message consistency towards different stakeholders
- § Clear, simple & concise messages – one pager with: industry strategic objective, concise summary, link to website for more info, EICTA responsible, targets of the message
- § Broad issue coverage

Enhance dialogue & interaction

- § Long-term & regular exchange (good example: OS community)
- § Yearly assessment on policy makers' contribution
- § Targeted people
- § Prepare the ground/early stage involvement (create the right atmosphere over time)
- § Flexible & open attitude (don't stuck to initial positions)

Enhance profile & visibility

- § Out of the narrow “lobby” box (events/seminars with industry & policy makers to discuss impact on business)
- § Increase visibility & clarity of objectives & mandate
- § Highlight difference/added value compared to other associations (esp. ETNO, ECTA)
- § Leverage participation in platforms/working groups (e.g. STOA)
- § Bridge Commission – EP

Leverage role of industry representative

- § Enhance national component/coordinate inputs from national associations
- § Initiate the debate
- § Put issues on the agenda/pave way to industry contribution
- § Provide sector position backed up by facts and figures/impact assessment

Outcomes

- ➔ Perception audit feedback is eye-opening and valuable
- ➔ Increased dialogue, clear positions, and accessibility are keys to future success
- ➔ As number of players increases, concrete actions are necessary to stay active and relevant
- ➔ Questions?

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EUROCONFERENCE

Taking your association to the NEXT level!

Added Value for membership

Jeffries Briginshaw - TABD

Michel Baumgartner – Kellen Europe



TRANSATLANTIC
BUSINESS DIALOGUE



Mediator background

Jeffries Briginshaw

- § Service sector – lawyer in private practice
- § Industry – Head of Political and Regulatory Affairs, British American Tobacco
- § Business Organisation – Director TransAtlantic Business Dialogue (TABD)



Mediator background

Michel Baumgartner

§ Association Management professional

§ Cross-industry experience:

§ European Rental Association

§ International Federation of Exhibitions and Event Services

§ European Hydrogen and Fuel Cell Technology Platform



Content

How to we add value?

- § Creating value
- § Delivering value
- § Communicating value



Case Study 1

British American Tobacco

§ Managed membership of 100+ membership organisations

Sectoral – horizontal – civil society

§ Demand side

Value 1 = external risk management (eg regulation) or business opportunity (eg investments) linked to bottom line

Value 2 = Corporate/CEO reputation

§ What didn't work?



Case Study 1

What didn't work?
What not to do.



Case Study 2

TransAtlantic Business Dialogue

§ EU/US CEO lead organisation which advocates a barrier free transatlantic market place

§ Supply side

Value 1 = High level horizontal policy access

Value 2 = CEO reputation

§ Limits of the possible



Case Study 2

Limitations and frustrations



Creating value

- § Clarity on the proposition
- § A focused proposition
- § A defined service
- § Feedback, communication
- § Relevant and current strategic planning



Delivering value

§ Win for your members

§ Be professional

§ Apply professional public affairs skills and tools eg campaigning

- what are the issues and their solutions?

- who are the stakeholders?

- what's the compelling case to move or hold the stakeholders?

- what's the plan?



Delivering value

- § Be disciplined and organised,
 - § learn how to say no- to allow you to focus on what can be done
 - § Logistics, diaries, follow ups, relationships, consistency
 - § Manage expectations on resources
 - § Maximise on available skills and tools



Communicating value

- § Let the record speak for itself
- § Provide visibility and transparency
- § Make sure to have regular communications with your membership on the activities and achievements of the association
- § Use the right communications tools: not always the most complex- but target to your membership
- § Use marketing judiciously