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THE FIVE FUNDAMENTAL TASKS OF LOBBYING

1. Conveying the right message

This refers to the specific information that the group needs to get across to a policy maker. Sometimes this might be advocacy at other times simply some fact or statistic. The skill is in gauging what is most appropriate to be effective.

2. Delivering the message to the right people

This involves knowing the key decision maker(s) and focusing on that person or group. This may not necessarily be the head of a government department or legislator. It may be a mid-level manager or a legislative aide.

3. Presenting the message in the right form

This necessitates knowing how policy makers want information presented or what is the most appropriate way to present it at the time, written or oral, presented by a consultant or the principal of a group.

4. Delivering the message at the right time

This means that the message will be less effective, even lost if it is not delivered at the most crucial time that it is needed and when most appropriate during a communication with a public official.

5. The message must be on the right issue

This indicates that, even though the first four factors may be present, if the issue is not one capable of being affected by the group because of all sorts of factors—such as whether or not it is in the group's general area of lobbying, the resources brought to bear, salience of the issue to policy makers and the public, etc.—success may not be achieved however successful the group might be in general and however much effort it puts into lobbying.

Source: Developed by the author from an interview with Stanley Crostick of Crostick & Associates, Brussels, Belgium, July 2000.