

WE SPEND A LOT

Peddling influence

European Union, biggest corporate in-house lobby organisations, 2020 or latest

Lobby	Industry	Budget, €m
Google (US)	Technology	5.75
Facebook* (US)	Technology	5.50
Microsoft (US)	Technology	5.25
Shell (Netherlands)	Oil & gas	4.25
Bayer (Germany)	Pharmaceuticals	4.25
Apple (US)	Technology	3.50
BP (Britain)	Oil & gas	3.50
ExxonMobil* (US)	Oil & gas, chemicals	3.25
Huawei (China)	Technology	3.00
Volkswagen (Germany)	Automobiles	3.00

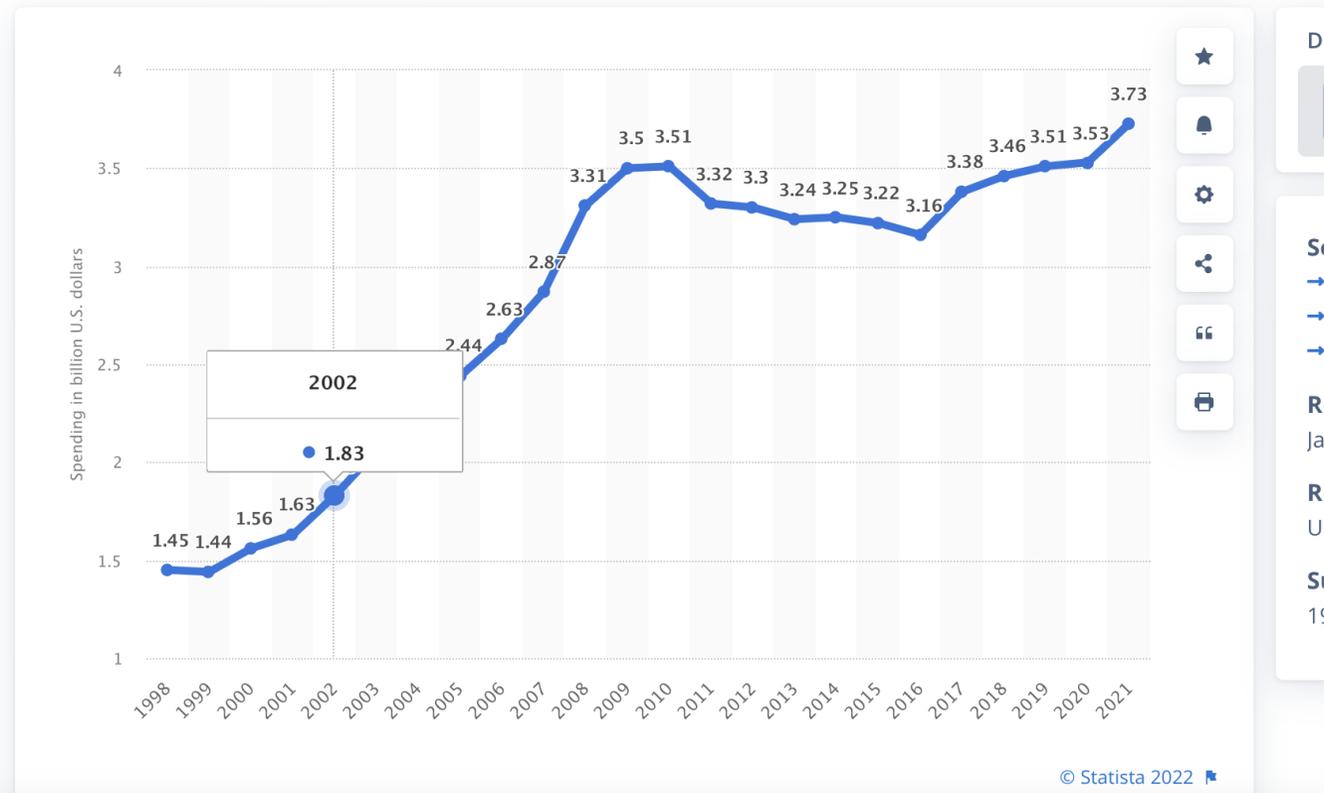
Source: Transparency International EU

*Through European subsidiary

The Economist

Economy & Politics › Politics & Government

Total lobbying spending in the United States from 1998 to 2021 (in billion U.S. dollars)

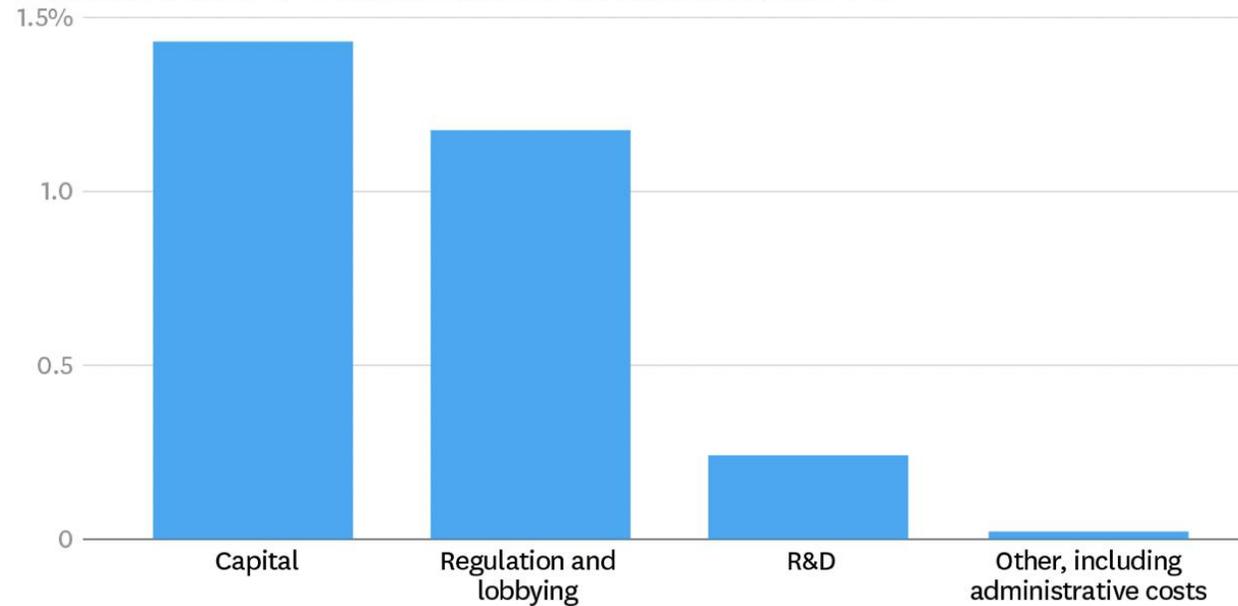


IS THERE A PAYOFF –22,000%

What's Driving Companies' Increased Profitability?

Lobbying and regulation are significant factors.

ESTIMATED IMPACT ON OPERATING MARGIN IN PERCENTAGE, 1971–2013



NOTE UNEXPLAINED VARIATION IN CORPORATE PROFITABILITY IS NOT INCLUDED.

SOURCE "ACCOUNTING FOR RISING CORPORATE PROFITS: INTANGIBLES OR REGULATORY RENTS?" BY JAMES BESSEN

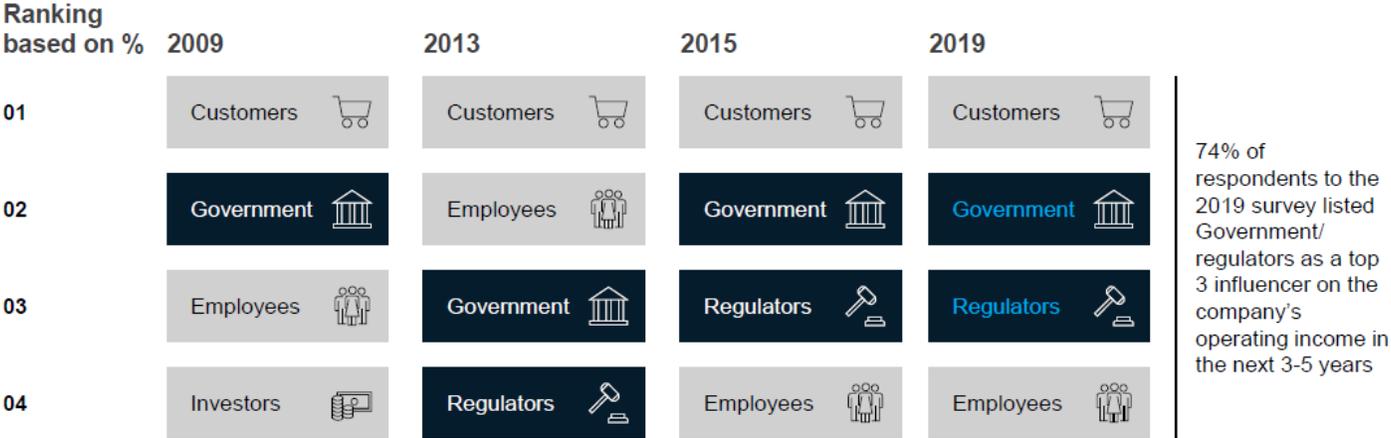
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DOES GOVERNMENT ACTION IMPACT YOU?

Government and Regulators remain the top influencers on company's operating income

Which of the following stakeholders do you expect will have the greatest effect on your company's operating income in the next 3-5 years?

% of respondents ranking as top 3 issue



Source: 2019 McKinsey Quarterly survey of 1,418 executives; 2015 McKinsey Quarterly survey of 1,334 executives, 2013 McKinsey Quarterly survey of 2,186 executives, 2009 McKinsey Quarterly survey of 1,167 executives

HOW TO MEASURE –SOME METRICS

STANDARD

1. Meetings with politicians
2. Meetings with officials
3. Position papers published
4. Press coverage
5. Advertising pick up
6. Social media pick up
7. Parliamentary Questions
8. Events hosted
9. Attendees at events
10. Attending events/receptions
11. Speaking slots at events
12. Your research mentioned by politicians/officials
13. Amendments tabled
14. Money spent.

MY OWN

1. Did your actions directly change policy/ direction of travel/thinking
2. Did your actions change the law
3. Did the law get implemented as you intended on the ground with the desired outcome?
4. Is your client happy?