
The Lobby Monitor

May 31, 1999

Volume 10, Number 15

In this issue

Planning and decision-making in many organizations are becoming much more systematized. Information on many facets and from many sources is merged together to be assessed by managers and functional experts who are often aided by computer models. One of the concerns of any staff function such as public affairs is how well it is integrated into the planning and decision-making structures of the organization. This is not to suggest that PA/GR issues should drive the agenda, but that sufficient weight be given to the advice tendered by specialists in these areas. LM continues its exploration of the fit between competitive intelligence and public affairs through a review of a recent article on this subject by Craig Fleisher. (2)

Consultant registrations (3)

Organization registrations (5)

Corporate registrations (6)

Lobby notes (6)

Consultant registrations in this issue

Client organizations

Alcan Aluminum
Andersen Consulting
Asea Brown Boveri
Assn des Man de Bois de Sciage/QC
Children's Parliament Inc
Civil Service Coop Soc
Coal Valley Investment Corp
Cogeco
Credit Suisse First Boston Can
Greyhound Canada Trans
Interact Wood Prod
Iron Ore Co of Canada
Jasper Visitor Service Assn
Logistec Corp
Marconi Marine (VSEL)

Matthew McAvan Enterprises
Miziwe Biik Abor Emp & Trg
Newbridge Networks Corp
Norbois Inc
Oshawa Harbour Commission
Prairie Plants Systems Inc
R.D. Koeneman Lumber
Rohm & Haas Canada
Telezone
TMPW Canada
Transalta Corp
United Biscuits PLC
University of Saskatchewan
Westaim

Lobby organizations

Brian Hetherington & Assoc
CFN Cons
Communication et Strategie
Felesky Flynn
Fraser Milner
Goodfellow Agricola Cons
GPC Gov't Policy Cons
Industry Gov't Relations Grp
Jerome Michaud & Assoc
McKercher & Co
McMillan Binch
National PR
Policy Insights
SAMCI
Temple Scott Assoc

GR meets CI

Within weeks of LM commenting on the possible links and obvious disconnects between CI and GR, comes an article on that very subject in the *Competitive Intelligence Review*. The article, Public Policy Competitive Intelligence (PPCI) was written by someone well known in public affairs circles, **Craig Fleisher**, a prof in the business school at Sir Wilfred Laurier.

Fleisher, who happens to be a member of the editorial board of CI Review, is also president of the Canadian Council for Public Affairs Advancement (CCPAA) and a director of the Centre for Public Affairs Management (CPAM) in Washington, D.C.. His article, not coincidentally, is to be the subject of the session he is giving at the CCPAA Annual Management Institute (June 7 to 9th at Langdon Hall).

Fleisher starts out by saying that the importance of public policy decisions on the firm are widely accepted. However, in order to make his case more compelling to the more traditional CI practitioner, he wisely provides examples such as awarding of licenses in newly-evolving sectors; establishing new product, label or packaging standards; approving (or encouraging) new site locations; granting exclusive control to professional groups; and awarding contracts.

He brings in others to argue the point further. "Public policy decisions made by government can be the source of the largest cost of doing business; consequently, corporations must manage the business-government relationship with uncommon skill and vigor." (Mack) That means monitoring and managing the four I's — information, institutions, issues and interests. (Baron) He concludes his admonishment of the value of the public policy environment (PPE) to the CI audience with the following observation:

"If a company does not compete with its products in the marketplace, it ceases to exist in that market. Similarly, if a company does not compete in the PPE, it and its point of view will cease to exist for stakeholders. Companies without active PPE strategies will find themselves threatened by agitated groups, ignored by the media and the general public and faced with economic, political and social neglect."

The CI model

Having made his argument on its importance, Fleisher next ties GR to the components of the standard CI model (see next page). When drawing the links from CI to the public policy environment (PPE), the thing that emerges is the wide scope one must give to the GR function. It is not only small sections within government that matter, but all those things that link to government and could effect the outcome — government, activists, interest groups and the general public — that must be assessed.

Planning

The first order of business in any PPCI effort, however, is defining the overall purpose of the exercise. What *business issues* need to be addressed? The answers to this are derived from the strategic plan, interviews with senior managers and so on. The success of this stage will be governed by the access PA practitioners have to senior management or, put another way, how plugged in PA is to the overall decision-making process.

Fleisher does not address the implications flowing from this stage with respect to the integration of any outside GR consultants used to gather and assess information, but as the model progresses and information is transformed into

The Lobby Monitor is published 20 times per year by ARC Publications.

63 Sparks Street, Suite 800, Ottawa, Canada K1P 5A6.

Phone (613)230-3029 Fax (613) 237-9617 E-mail arc@arcpub.com Subscription: \$519 plus GST

Editor: Dr. John A. Chenier

No part of this publication may be reproduced or transmitted by any means, electronic or mechanical, without written permission from ARC Publications. Permission is hereby granted to reviewers or reporters to quote brief passages, with proper attribution to The Lobby Monitor, in connection with news or commentary, with the stipulation that a copy of the story where the passages appear is provided to ARC Publications under similar conditions.

Please Note: Subscribers receiving the electronic version are allowed to print one copy for personal use or distribution. Printing of more than one copy, the copying and distribution of the electronic file or posting to an intranet or internet site is prohibited unless a site license has been obtained from ARC Publications. ©ARC Publications 1999

knowledge, the importance of this relationship becomes more pronounced.

Given a knowledge of the business purposes, the next question that needs to be answered is what one needs to achieve or what is expected from the PPE.

Data Collection

While there are several data sources that can be “mined” for intelligence, the primary stock-in-trade of the GR community is human interaction (HUM-INT in CI language). “Data collection will occur through the connections established between the organizations’ public or government affairs staff members and PP makers and influencers built up in personal networks.” (Fleisher does not refer to the use of consultant lobbyists to collect this information directly in the text, but he does refer to these in a table of sources included in the article.)

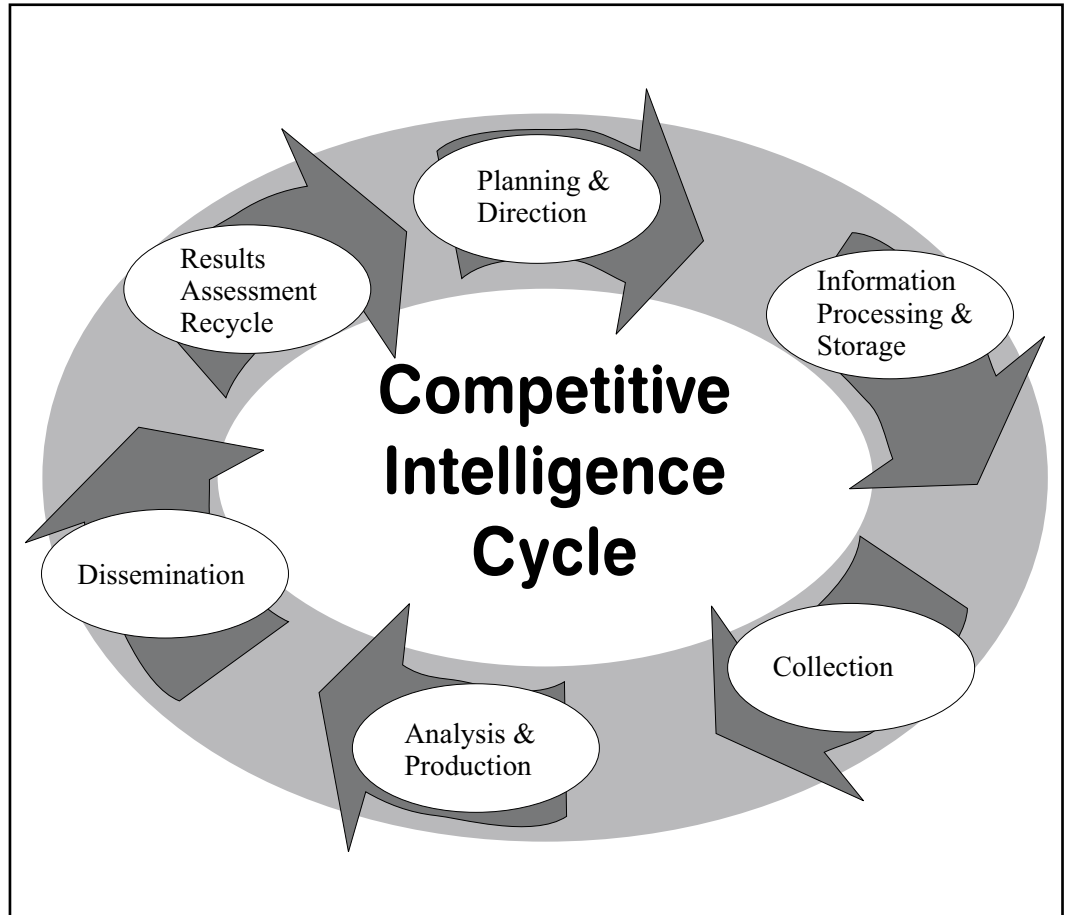
Analysis

Collecting information isn’t always that easy, but no matter how hard it might be, it is always less complex than the next phase, analysis. It is here where countless bits of information are transformed into knowledge, where the effects of the many factors involved on the business results being pursued are deciphered, where all the intelligence gathered from various streams is assessed. Using the example of a business takeover, intelligence on the possible actions of competitors will have been gathered by other CI operatives, perhaps assessing the probability that the competition might approach government seeking to block the venture. What, in these circumstances would the intelligence collected on the GR side suggest is the best way to proceed, and so it goes.

Problems

What Fleisher article shows is that the integration of a multi-faceted CI effort into the strategic decision-making of a firm is

not an easy or simple process. While it does not deal with these explicitly, it shows where the gulfs are that need to be bridged between those with expertise in GR/PA and more traditional CI. It also sheds light on the amount of knowledge of strategic corporate objectives that must be provided to those analyzing the information (and the understanding which they, in turn must have of



these) and, in doing so, suggests limiting the role of most (but not all) external consultants to collecting information.

Finally, it should be noted that Fleisher assumes an ideal model of CI. In fact, however, practitioners of CI often suffer from problems similar to many a GR campaign — too late a start, too short a time frame, too high expectations and a reliance on the silver bullet.

There is no doubt, however, that developments in information mining techniques and software programs to assist high-level, strategic decision-making will have an impact on the way the high-end GR work develops. LM will be looking at some of the changes to the world of GR in coming issues.

LM

Additions to the Lobbyists Registry

<i>Lobby Firm</i>	<i>Lobbyist</i>	<i>Client</i>	<i>Issue</i>
			Consultant Registrations
Brian Hetherington & Assoc	Jacobson, John	Assn des Man de Bois de Sciage/QC	Jasper Park plan, Jasper community plan, outlying commercial development
Brian Hetherington & Assoc	Hetherington, Brian	Jasper Visitor Service Assn	Jasper Park mgt plan, Jasper community plan, outlying commercial development
CFN Cons	Sturgeon, Raymond	Marconi Marine (VSEL)	Through-life support for Upholder calss subs
Communication et Strategie	Paquette, Serge	Norbois Inc	Softwood export quota
Felesky Flynn	Flynn, Gordon	Coal Valley Investment Corp	Reinstatement of Subsection 129(3.2) of The Income Tax Act (Canada) relating to dividend refunds
Fraser Milner	Smith, David	Greyhound Canada Trans	Banff buss terminal
Fraser Milner	Smith, David	Matthew McAvan Enterprises	Peanut butter export quotas to US
Goodfellow Agricola Cons	Goodfellow, Randal	Prairie Plants Systems Inc	Offering of growing space for specialized plants
GPC Gov't Policy Cons	Bhamjee, David	Alcan Aluminum	climate change, energy policy, taxation
GPC Gov't Policy Cons	Byatt, Jeremy	Alcan Aluminum	climate change, energy policy, taxation
GPC Gov't Policy Cons	Saker, Michael	Andersen Consulting	Contractiing opportunities in IT, Out-sourcing and re-engineering
GPC Gov't Policy Cons	Slemko, Ken	Civil Service Coop Soc	Bank Act, Financial Services Reform, Cooperatives Policy
GPC Gov't Policy Cons	Zelikovitz, Evan	Civil Service Coop Soc	Financial services reform, Bank Act, Co-op legislation
GPC Gov't Policy Cons	Byatt, Jeremy	Iron Ore Co of Canada	metal mining liquid effluent regulations MMLER) mining policy (
GPC Gov't Policy Cons	Bhamjee, David	Transalta Corp	CEPA, climate change, environmental policy, energy policy
GPC Gov't Policy Cons	Byatt, Jeremy	Transalta Corp	CEPA, climate change, environmental policy, energy policy
GPC Gov't Policy Cons	Lindale, Stewart	Transalta Corp	CEPA, climate change, energy policy
GPC Gov't Policy Cons	Murdock, Bruce	Transalta Corp	CEPA, climate change, environmental and energy policy
Industry Gov't Relations Grp	Schiller, Francis	Asea Brown Boveri	export financing, tax credits/incentives for R&D
Industry Gov't Relations Grp	Schiller, Francis	Cogeco	Broadcst regs, futre of CBC, LMCS
Industry Gov't Relations Grp	Schiller, Francis	Interact Wood Prod	Softwood lumber exports
Industry Gov't Relations Grp	Schiller, Francis	Logistec Corp	, transportationPort divestiture
Industry Gov't Relations Grp	Schiller, Francis	Newbridge Networks Corp	telecom, TPC, SR&ED funding
Industry Gov't Relations Grp	Schiller, Francis	Oshawa Harbour Commission	Port divestiture
Industry Gov't Relations Grp	Schiller, Francis	R.D. Koeneman Lumber	Softwood lumber quota
Industry Gov't Relations Grp	Schiller, Francis	TMPW Canada	Govt advertising contracts
Jerome Michaud & Assoc	Michaud, Jerome	Children's Parliament Inc	Open House Can., citizen engagement, int'l youth forum funding for project
McKercher & Co	Richardson, Douglas	University of Saskatchewan	Income tax and GST provisions
McMillan Binch	Hanly, Kathleen	Credit Suisse First Boston Can	Branch banking; conversion from bank to branch
National PR	Mezzanotte, Rita	Miziwe Biik Abor Emp & Trg	Restoration of funding
National PR	Mezzanotte, Rita	Telezone	PCS Licensing
Policy Insights	MacKay, Ken	Westaim	Technology Partnership
SAMCI	Pearson, Michael	United Biscuits PLC	Potential target for trade retaliation with EU
SAMCI	Rachlis, Chuck	United Biscuits PLC	potential target for trade retaliation in dispute with EEC
SAMCI	Tubridy, Laura	United Biscuits PLC	Possible imposition of tariffs due to EU ban of beef
SAMCI	Wigdor, Ted	United Biscuits PLC	potential target for trade retaliation in dispute with EEC
Temple Scott Assoc	Moors, Don	Rohm & Haas Canada	maximum residue limit of tubenfenozide on grapes & kiwi fruit

Additions to the Lobbyists Registry

<i>Organization</i>	<i>Lobbyist</i>	<i>Issues</i>
Assn of Cdn Distillers	Westcott, Jan	finance,excise,taxation;cost recovery prog food manufacturers &advertisers;int'l trd:right to advertise;trade mark act (NAFTA); enforce smuggling;labelling, market access
Barreau du QC	Gauthier, Pierre	criminal law; immigration; family law;criminal code; Bankruptcy Act; competition laws; ethics
Boys & Girls Clubs of Grtr Van	Ryan, Richard	grant employment/ training,intellectual property legislation on client base served by agency.
Brewers Assn of Canada	Morrison, RA (Sandy)	(AIMS) Bill C-231 (warning labels alcohol), Bill C-383, taxa policies/rates, Cdn enviro protection act [CEPA], Bill C-308 (container deposit) (impaired driving)/ Health promotion, Taxes, review of drug strategy
Cdn Auto Dealers Assn	Gauthier, Richard	submission to house finance commitee on financial institutions; submission to senate finance commitee on financial institutions; pre-budget submission on technicians tools
Cdn Centre for Ethics in Sport	Lachance, Victor	funding for 99-2000, centre for ethics in sport. submissions on continued ethics in sport (athlete welfare, violence, drugs, justice), awards, recognition for sports
Cdn Energy Pipeline Assn	Kanik, Myron	bill c-339; Indian tax adv brd;prop tax iss;ccme; neg salvage - tax & fin; landowner rel; econo reg; y2k issue; endang spec act; pipeline integrity manag; cdn enviro asses act [ceaa]
Cdn Fed of Humane Societies	Rodenburg, Frances	amend crim code (cruelty to animals);trap standards;endangered species leg;sealing, marine mammals in captivity, livestock and fish derived from biotech
Cdn Gas Assn	Cartwright, Edward	2000 budget;kyoto agree climate change; CEPA; VCR, energy efficiency, trade, legal merology
Cdn Pharmacists Assn	Fevang, Leroy	Ongoing work on national pharmacare. Work with HCCI and NIHB on drug use strategies. Respond to questions from Health Canada. Participation in HPB consultations. Participation consumer advertising
Cdn Society of Customs Brokers	West, Carol	Work with members, partners and Revenue Canada to provide internet-based alternative to cadex system for transmission of information to and from Revenue Canada to members.
Chamber of Shipping of BC	Cartwright, Ron	TBS review of direct costs concepts, Y2K, labour eng, AIS, marine pollution, development of the Transportation Appeal Tribunal of Canada. CTA pilotage review, monetary penalties.
Chambre Commerce du Mtl Metro	Lacharité, Luc	Financial services, R&D tax credits, R&D financing, Ports and airports, Taxes, TPS, e-commerce
Coal'n to Renew Canada's Infra	Facette, Jim	natl highway renewal strat;infrast&highway investment;fdl/prov natl highway agreement
Edible Oil Foods Assn Canada	Lima, Ileana	NAFTA/GATT review tariff margarine; health can consultation on margarine standards; food and drug reg; nutrition labelling; interprovincial trade ontario quebec colour edible oil products act; oleomargarine act
Info Tech Assn of Canada	Duncan, Gaylen	federal budget sr&ed review access to information highway procurement reviews: common purpose procurement, contract terms & conditions standards intellectual property trade, Y2K
Japanese Auto Mfrs Assn	Worts, David	fair, non-discrimatory trade policies;lower MFN tariffs on motor vehicles
North West Cruiseship Assn	Hanson, John	marine navigation services fees; nomination of chairman for Vancouver port Assn
Ont Corn Producers Assn	Daynard, Terry	bills, reg, policies, progs relevant to corn & corn producers
Petro Services Assn of Canada	Soucy, Roger	dangerous goods, transportation regulations, continuation of contracts: ias-0177 oilfield service industry competency prog; aa230-7-1820 industrial research assistance
Railway Assn of Canada	Ballantyne, Robert	regulations pertaining to railway safety act/Canada labour code amendments/Canadda transporation act/Transportation of dangerous goods act
Toronto Human Society	Slibar, Jack	Tansfer of Beluga Whales from Canada

Organizations & Associations

Additions to the Lobbyists RegistryOrganizationLobbyistIssues

Molson Breweries	Joslin, Barry	monitor leg, regs, and proposals related to labelling, taxation, health, trade, R&D
National Hockey League	Bettman, Gary	Tax and finance issues affecting sport
Newbridge Networks Corp	Albinson, Chris	R&D tax credits; funding for progs from Industry Canada & NRC; repayable CIDA grants, IRAP, NFI
Newbridge Networks Corp	Black, Kent	R&D tax credits; funding from Industry Canada and NRC progs; CIDA grants
Newbridge Networks Corp	Ghent-Mallett, Jocelyn	R&D tax credit regs; funding from Industry Canada and NRC progs; CIDA grants
Newbridge Networks Corp	Greiner, Andrew	R&D tax credits; prog funding from Industry Canada and NRC; CIDA repayable grants
Newbridge Networks Corp	MacLeod, Amy	tax credit regs for R&D; Industry Canada program funding; trade promos through CIDA
Rothmans, Benson & Hedges	Boudreau, Louis	regs re: tobacco control; int prop rights; tax matters; health policy; labelling
Rothmans, Benson & Hedges	Bowen, Larry	tax policy; ways & means motions pertaining to tobacco; health policies, Labelling
Rothmans, Benson & Hedges	Broen, John	regs re: tobacco control; int prop rights; tax matters; health policy; labelling
Rothmans, Benson & Hedges	McDonald, John	tax credit regs for R&D; Industry Canada program funding; trade promos through CIDA
Rothmans, Benson & Hedges	Rancourt, Yvon	Taxes. Health
Suzuki Canada	Collins, William	Motor Vehicle Safety Act; fuel related iss; CEPA; trade duties; Competition Act

Corporate Registrations

Registration Notes

On the registration front, many people are updating the activities on old registrations, some new faces register for existing clients and a couple of new firms enter the picture. All in all, it adds up to a quiet time on the registration front as the short Ontario campaign winds down and the slide into summer gets underway.

There are two interesting things to note in the data, however. The first is the appearance of the NHL president, Gary Bettman, who has joined the NHL teams in the Canadian cities lobbying for tax relief.

The other is the strength of the lobby from Newbridge Networks. The company has a number of people out looking for procurement and sponsored sales opportunities.

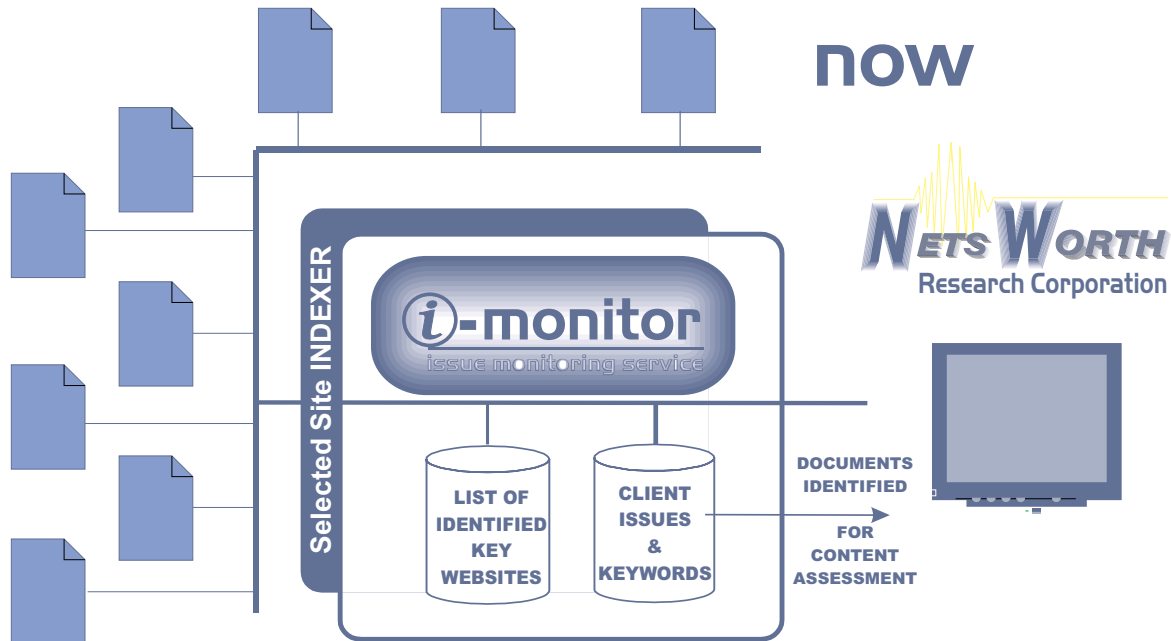
In future issues

LM looks at the impact of recent developments in technology as H&K joins the electronic era with the addition of new client services based on the Internet.

What will the results of the Ontario election mean to the GR community?

More and more lobbyist registrations identify the PCO as a target in a lobby campaign. How is the concentration of power influencing the world of advocacy?

Issue monitoring for the 21st century.. available now



NetsWorth Research Corporation

**Issue and reputation and management employing the power of technology
and the information resources of the Internet.**

**Internet monitoring services specifically designed for public affairs specialists
who need to spend more time responding to concerns and less time researching them.**

For information contact NetsWorth
(613) 230-5244 info@i-monitor.com

THE FEDERAL LOBBYISTS 1999

The Federal Lobbyists 1999 is a unique and invaluable reference on public policy advocacy in Canada. This annual volume from the publishers of The Lobby Monitor is a must for those who want to know who's who among lobbyists and who's working for whom.

In this edition of The Federal Lobbyists, you'll find:

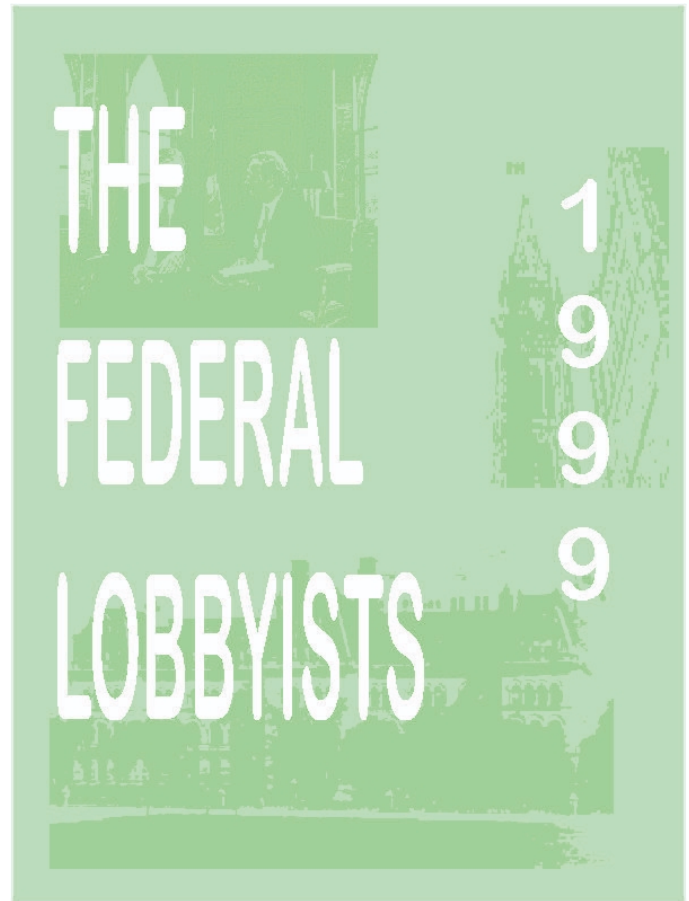
NEW Names - There's some new faces in the business

NEW Firms - The moving and repositioning continues

NEW Feature - Short bios on most major lobbyists

NEW Price - before February 12, only \$89. After \$99

Plus, you'll find articles on the state of government relations, charts and graphs on industry structure as well as a ranking of the top government relations, law and accounting firms.



The Federal Lobbyists 1999

Please send me ___ copy(ies) of
The Federal Lobbyists 1999 at the
prepublication price of \$89 + \$5 p&h +\$6.58 GST
(only on orders received before Feb. 12, 1999).
After Feb. 12, cost is \$99 + \$5 p&h +\$7.28

Name _____

Title _____

Organization _____

Address _____

City _____

Province _____ Postal Code _____

Phone (____) _____ Fax (____) _____

Cheque or Mastercard or AMEX or VISA

Name on card _____

Card # _____

Expiry date ____/____/____

Signature _____

Please mail or fax your order to:

63 Sparks St. Suite 800, Ottawa, ON K1P 5A6

Phone (613) 230-3029 Fax (613) 237-9617