

Penta

Using Data in Advocacy, Communications, and Public Affairs

May 2024

What is Penta?

Penta is the world's first comprehensive stakeholder solutions firm.

25M

Daily volume of global content analyzed

350+

Professionals

200+

Clients

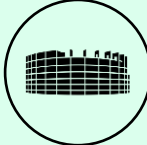


Flexible, Audience-Specific, Custom Qualitative Research

Policymakers



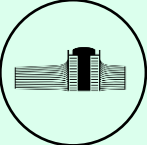
Capitol Hill
(e.g., Chief of Staff, Committee Staff, Legislative Director)



Parliament
(e.g., MEPs, Accredited Assistants, etc.)



White House
(e.g., Special Assistant, Policy Advisor)



Commission
(e.g., Policy Officer, Cabinet Member, Policy Assistant, etc.)



Federal agencies
(e.g., Deputy Secretary, Chief of Staff, Policy Advisor)



Council of the EU
(e.g., Federal Ministers, Minister, State Secretary, etc.)



Policy experts
(e.g., Senior Fellow, Economic Advisor, President / CEO)

Investors



Investment Banks
(e.g., Vice President, Senior Advisor, Specialist, Director, Partner)



Wealth Advisors
(e.g., Partner, Senior Research Analyst, Vice President)



Financial Analysts
(e.g., Senior Advisor, Vice President, Author, Correspondent)



Economists
(e.g., Senior Fellow, Economic Advisor, President / CEO)

Influencers



Media
(e.g., Author, Editor, Journalist, Host, Speaker)



Think Tanks
(e.g., Senior Fellow, President, Senior Advisor, Faculty)



Community Leaders
(e.g., Business Owner, Former Government Official)



Philanthropists
(e.g., Chairman, VP of Policy, VP of Communications)

Advocacy is only getting harder in Washington

Trust in Institutions—Including Corporations—Continues to Fall Across All Stakeholder Groups; Policymakers Are No Exception

“Generally, there’s more distrust for corporations on both sides of the aisle than I’ve seen at any time in my career.”

— Chief Policy Officer, Executive Branch

While Some Corporations Have Historically Chosen to “Lay Low” in Washington, Policymakers See That As *Part of the Problem*

“**The lack of corporate engagement in policy** has led to some of the populism that’s gone on, because **the business community has failed to engage in these discussions in a substantive way over the last decade**. Their ‘head in the sand’ approach has led to a lot of what’s coming around, rather than the other way around.”

— *Chief of Staff, Senate (D)*



Both Dem and Republican Policymakers Want Companies to Play A Productive Role in *Relevant* Policy Conversations



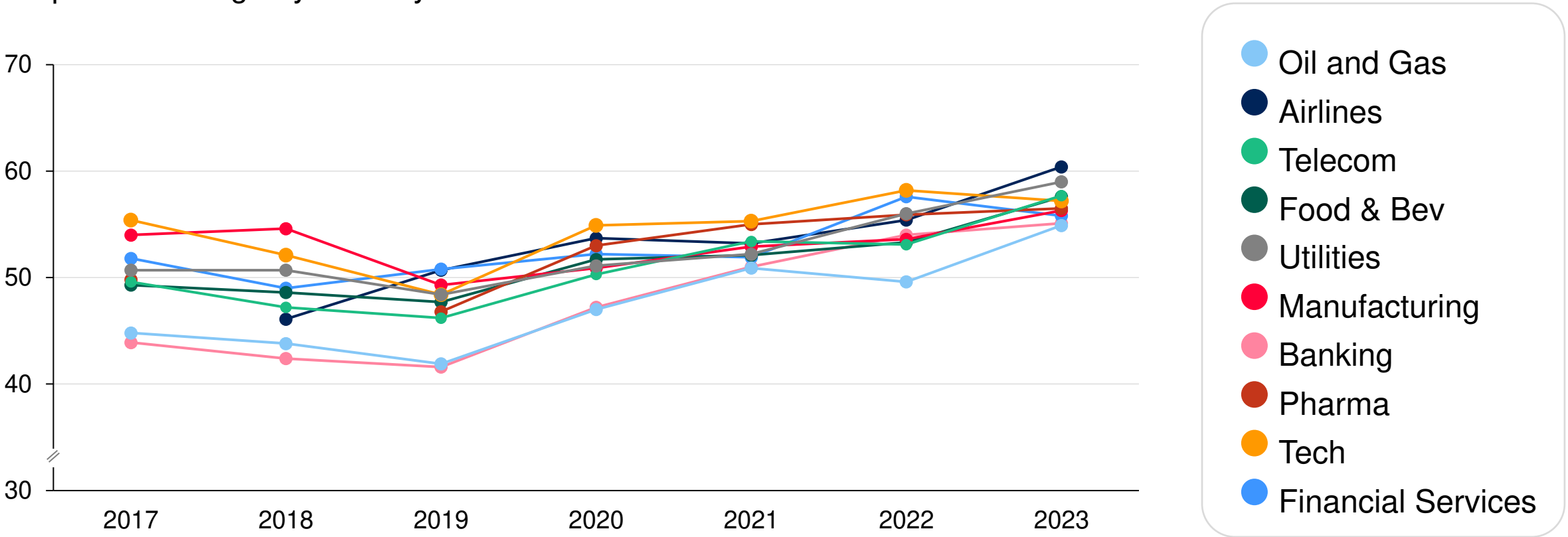
“There seems to be anger towards corporate America, and that’s everything from jobs going overseas to caring more about the relationship and business with China than their own country.

If you're a corporation and you're dealing with Republicans, **you have to focus on what you're doing to make this country better.”**

— Chief of Staff, House (R)

And the Best Companies Are (in General) Improving, Even in Industries that Have Struggled to Engage in Washington

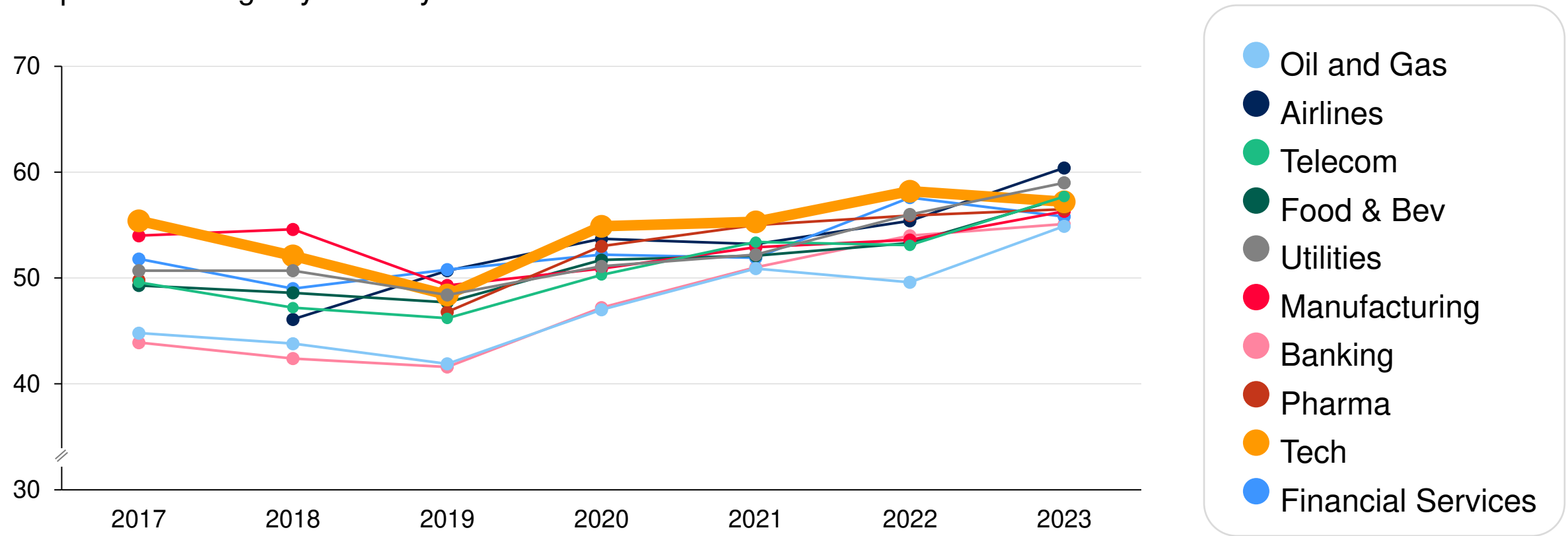
Corporate reputation of the most effective companies in Washington, by industry
Corporate average by industry from 2017 to 2023



Techlash and the Signs of Normalization...

Corporate reputation of the most effective companies in Washington, by industry

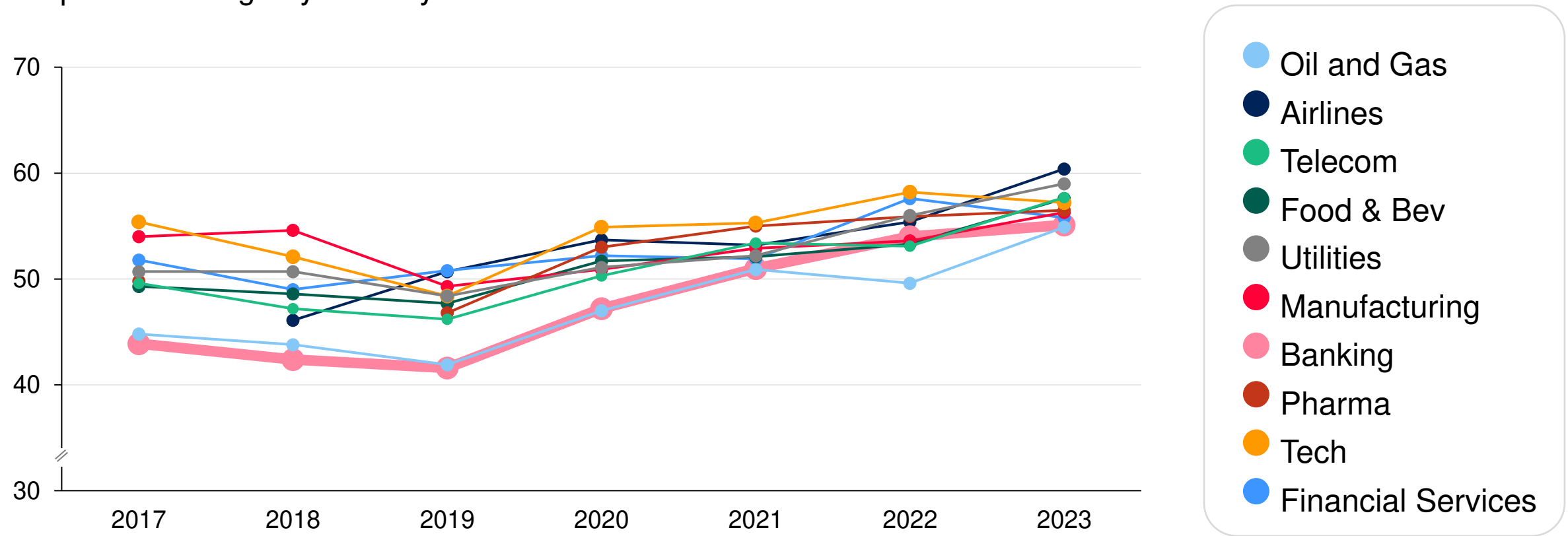
Corporate average by industry from 2017 to 2023



The Improved Engagement of Banking...

Corporate reputation of the most effective companies in Washington, by industry

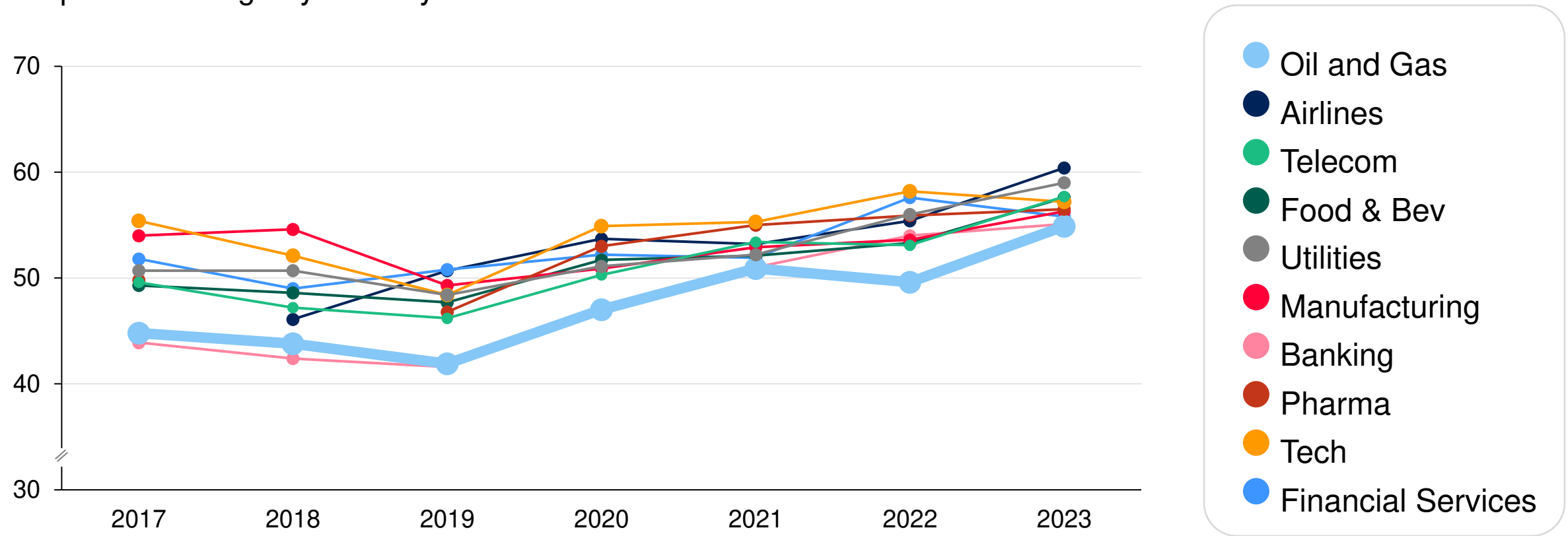
Corporate average by industry from 2017 to 2023



And By Oil and Gas...

Corporate reputation of the most effective companies in Washington, by industry

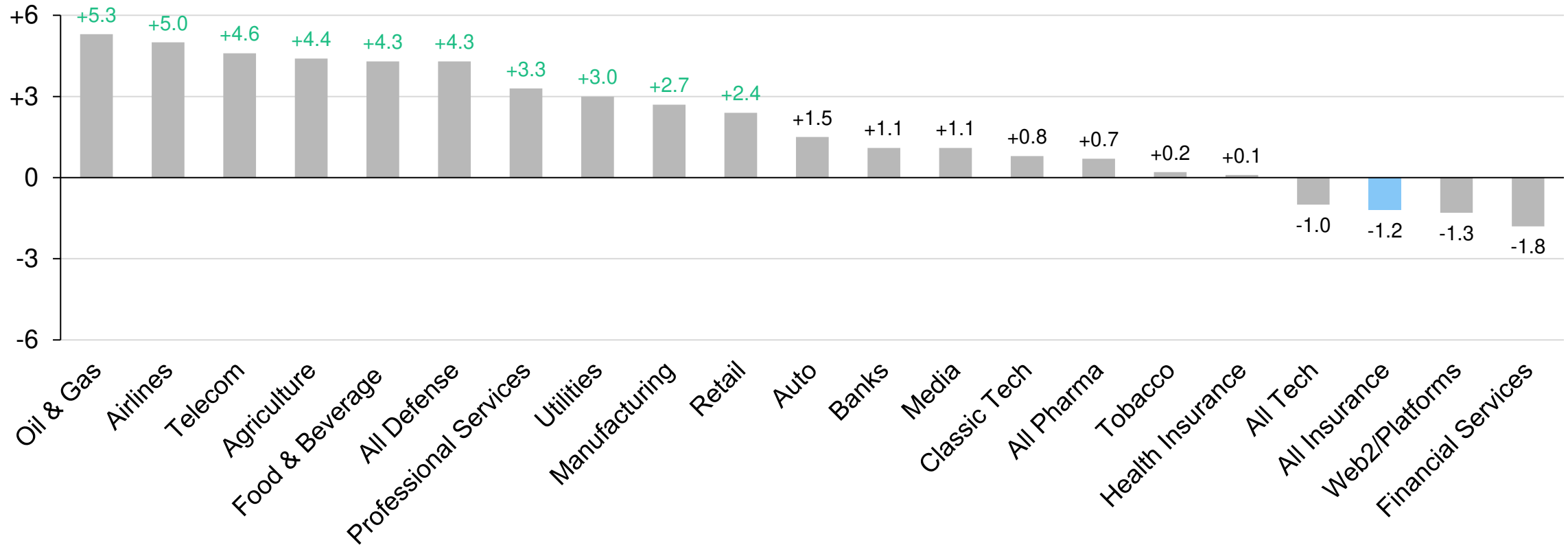
Corporate average by industry from 2017 to 2023



Not Every Industry Is Improving at the Same Pace

Overall reputation by industry

Difference from 2022 to 2023



Components of A Company's *Policy Brand* — What To Measure

A company's long-term reputation in Washington and “brand” among the policymaking audience is based on four specific measures.

Overall reputation (Policy Brand) is derived from:

Respect

How much do you generally **respect the company's role** in the public debate?

Access

How likely are you to **genuinely consider the company's position** on issues?

Influence

How likely are your views to be **favorably influenced by** the company's views?

Authority

How likely are you to **seek out the company's opinion** on an issue?

What Matters Most to Policymakers?

Advocacy tactics: quantifying the pieces that make up your organization's advocacy profile in Washington

Lobbyists

Does the company have effective lobbyists?

Executives

Does the company's senior leadership effectively participate in policy discussions?

Partnerships

Does the company participate in effective coalitions?

Grassroots

Does the company effectively mobilize individual stakeholders?

Communications

Does the company effectively use media, events, and/or public communications?

Framing

Does the company frame its advocacy in a relevant way?

Consensus

Does the company negotiate for consensus?

Research & Data

Does the company contribute accurate, reliable research & data to policy conversations?

Community Investment and Corporate Responsibility

Does the company make meaningful investments in social responsibility?

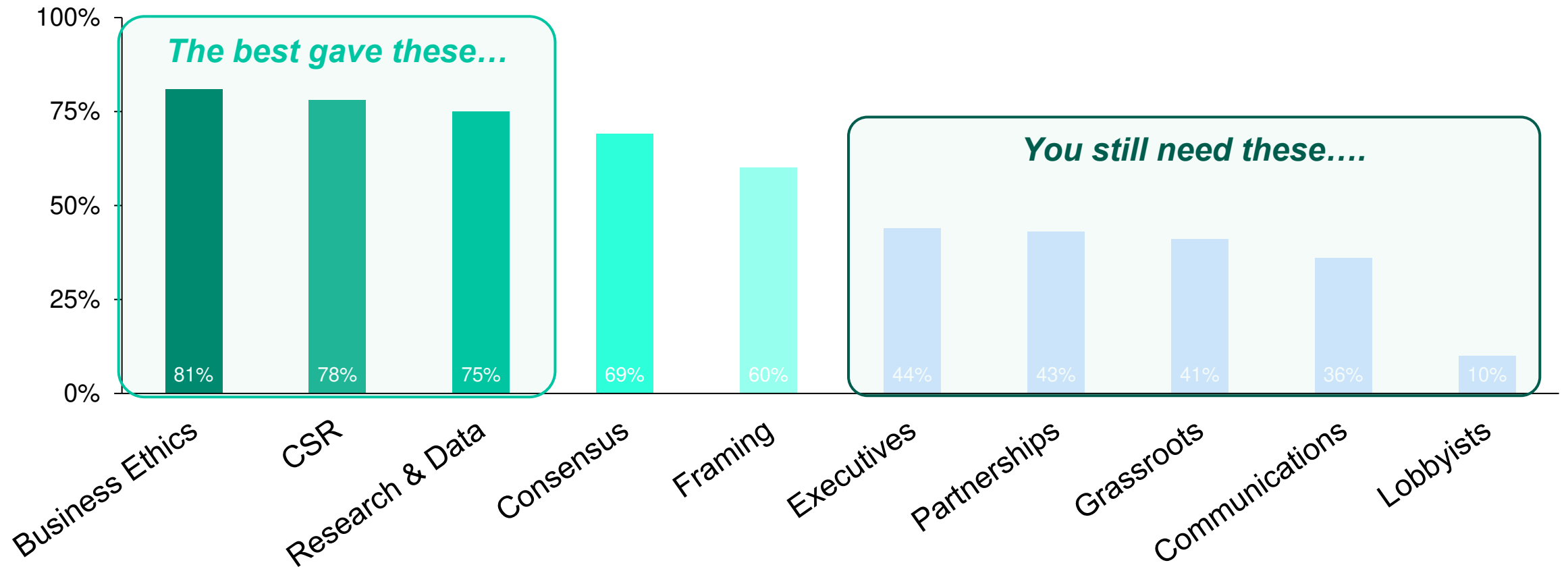
Business Ethics

Does the company engage in ethical business practices?

And What Most *Distinguishes* One Company From Another?

Where the best corporations distinguish themselves

Correlation between each advocacy tactic and overall reputation (r)



Research & Data: Case Study

Case study

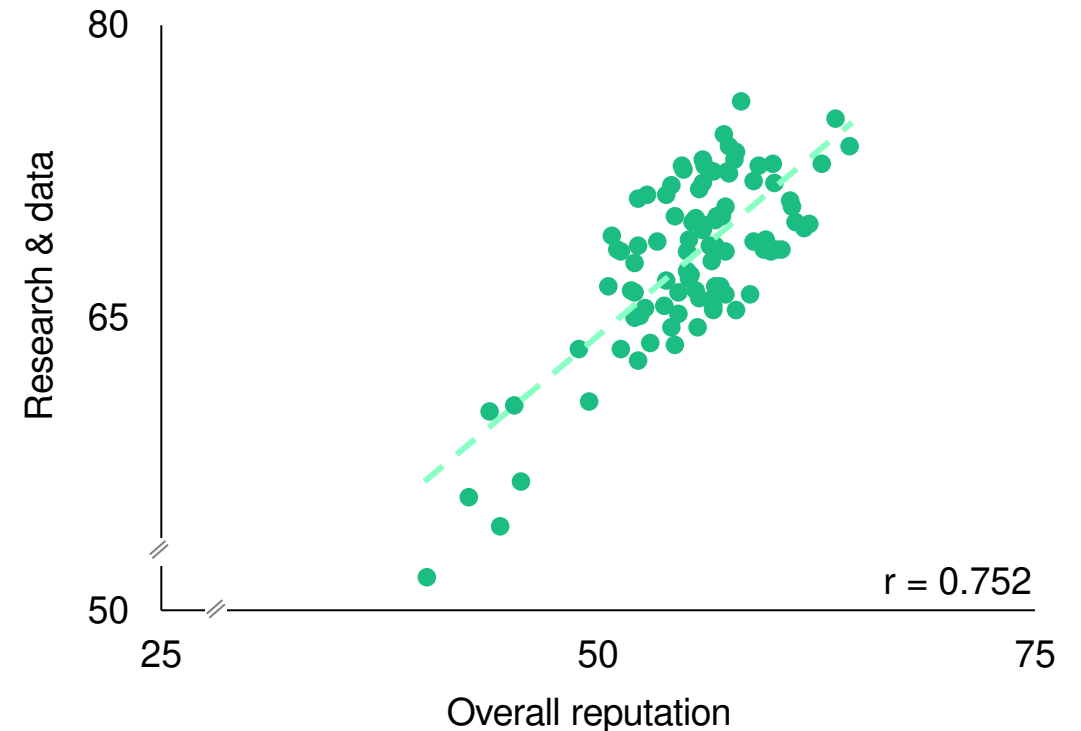


“Duke’s internal people are very good at being a resource for information for staff and for elected officials. They do a very good job of educating early on, and of establishing themselves as a point of contact for information and for data.”

— *Legislative Aide (R)*

Correlation between overall reputation and research & data

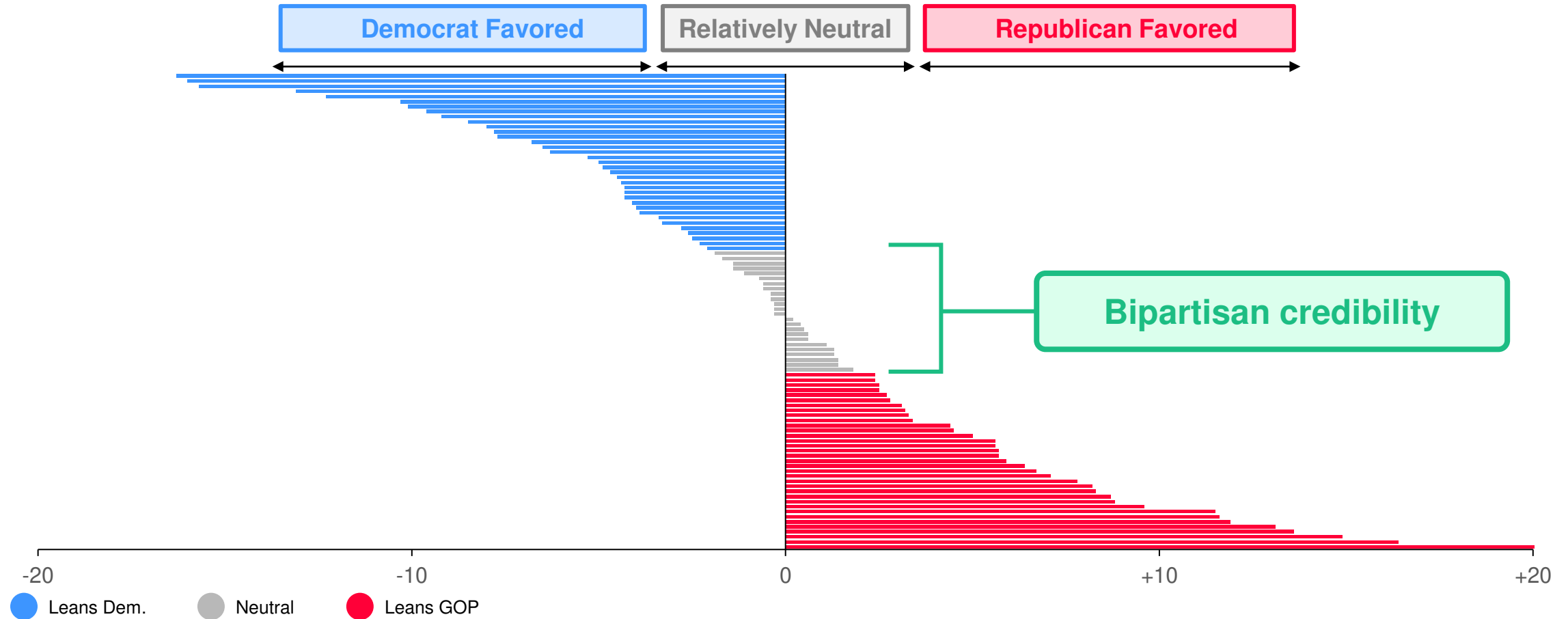
Across all corporations studied



An Increasingly Partisan Environment

Washington Policy Brand

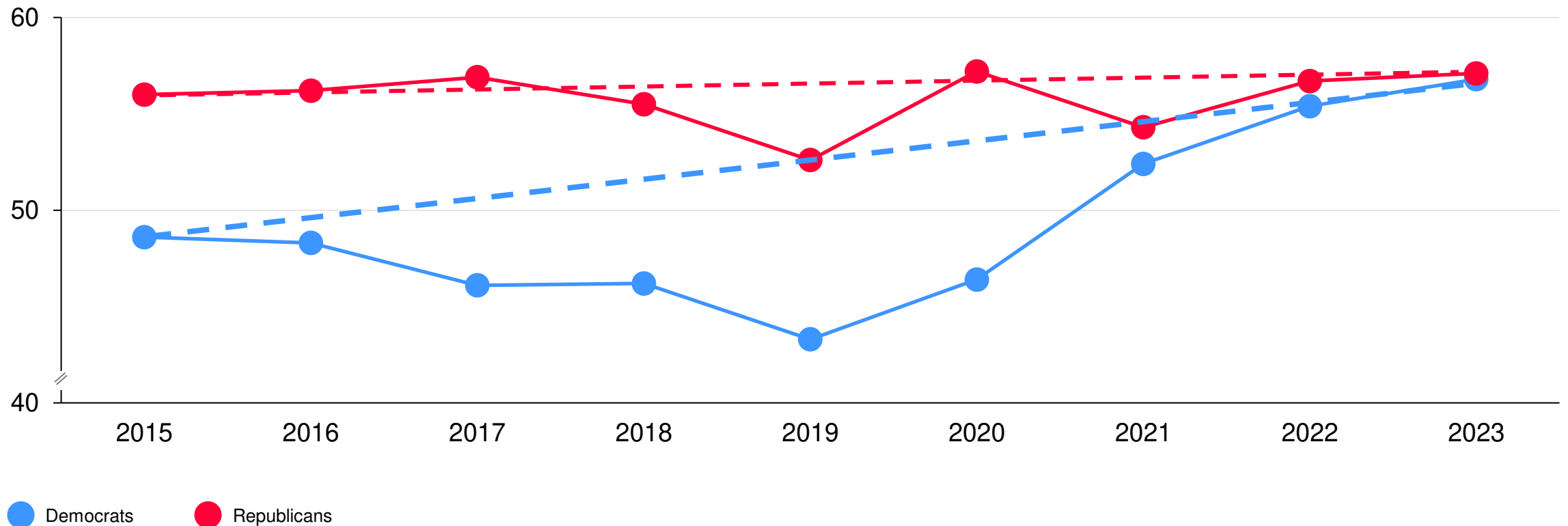
Difference in Democrat and Republican Assessments of Corporations



One Reason—Now Policymakers From Both Parties See the Same Relative Value in Corporate Participation....

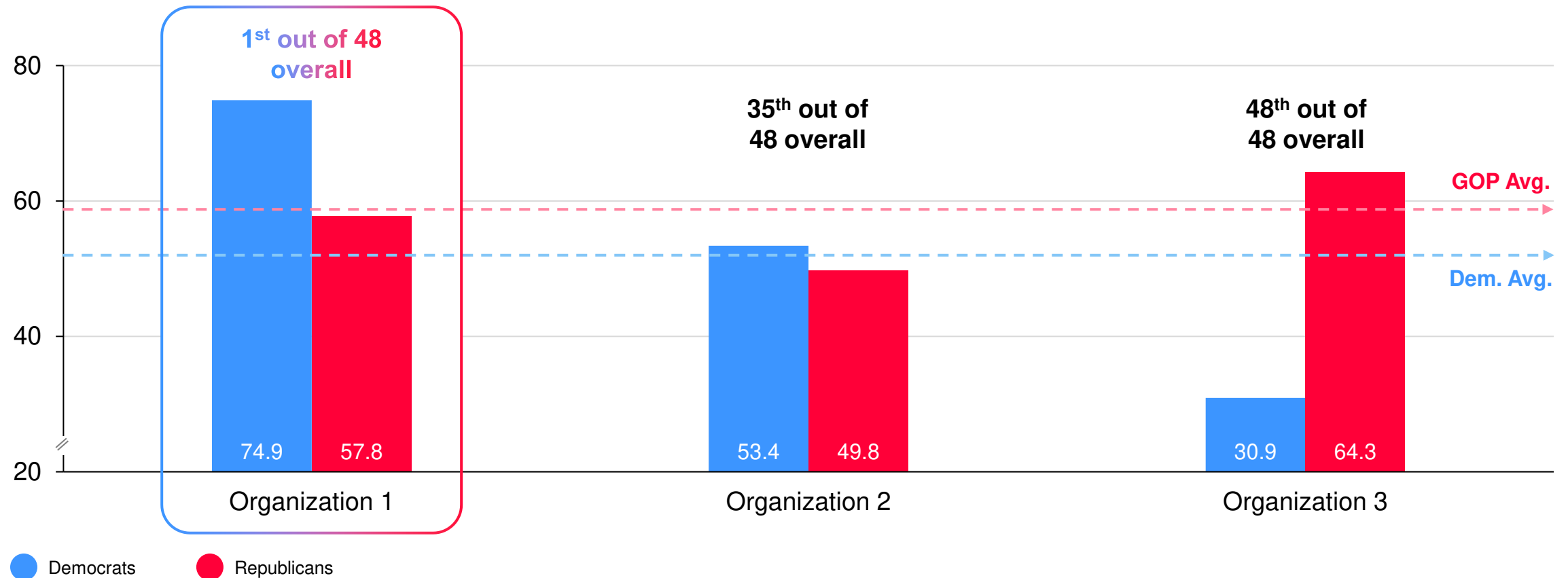
Overall reputation

Average score for all corporations studied from 2015 to 2023, Democrats vs. Republicans



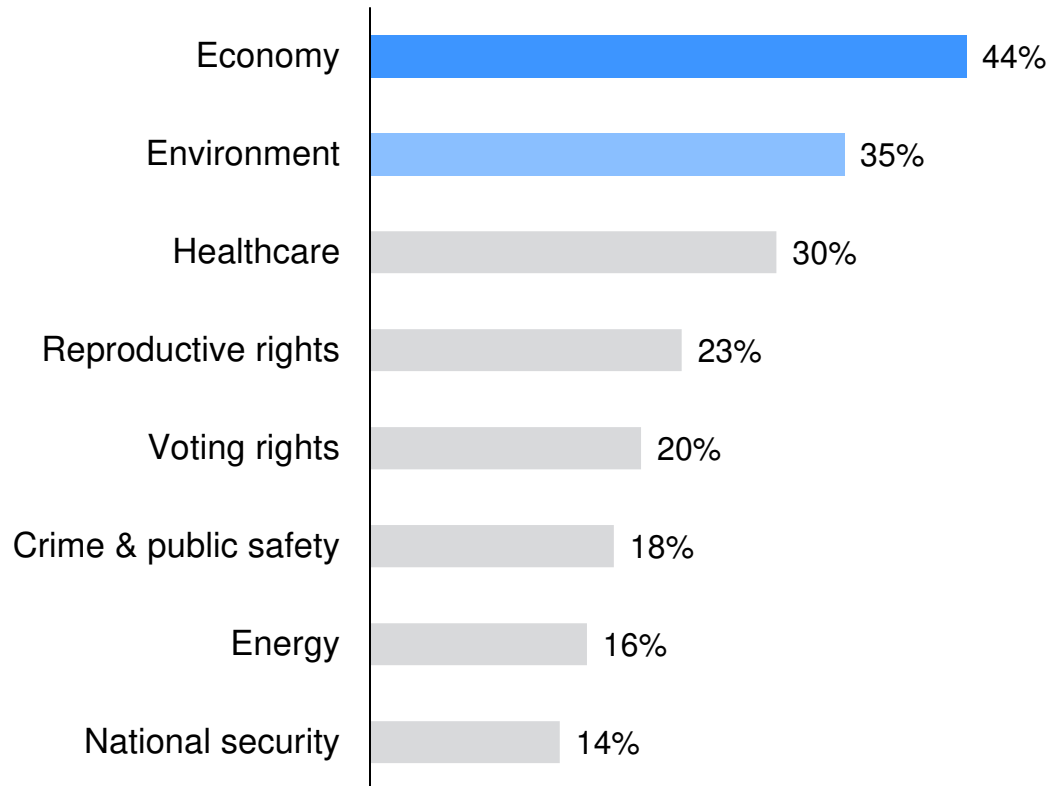
What's the Objective?

Democrat and Republican assessments of overall reputation Party comparison

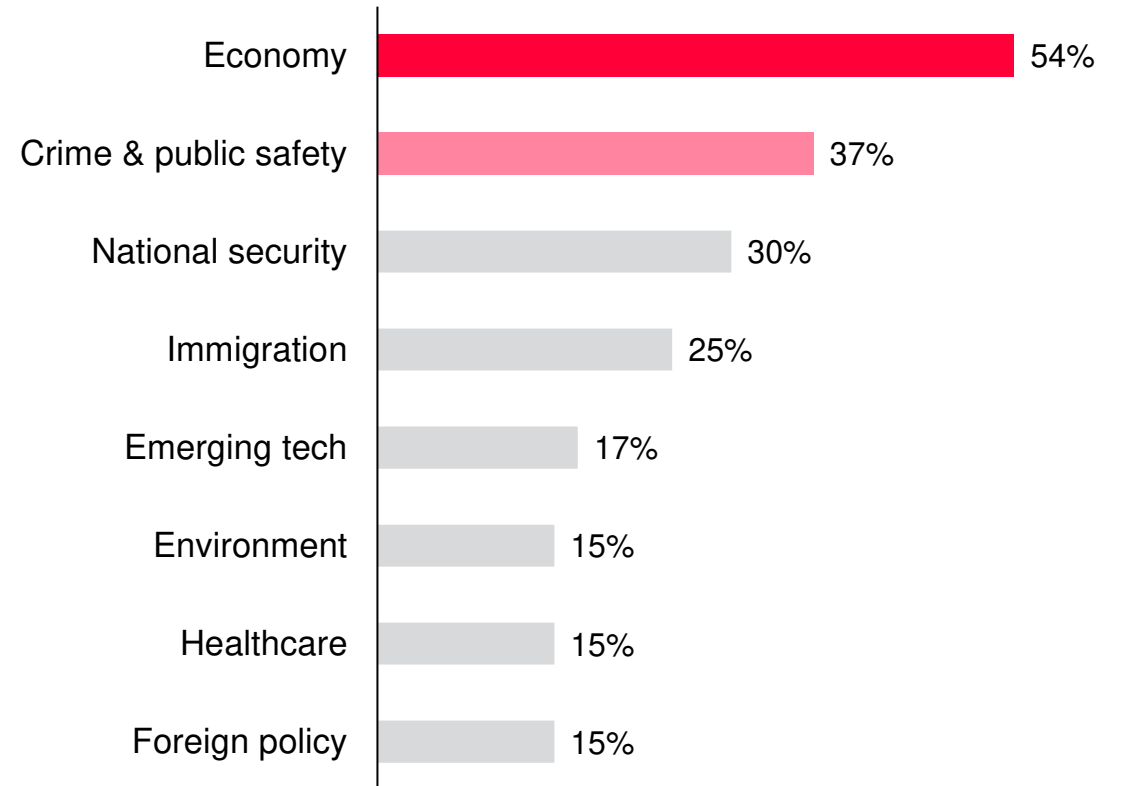


The Economy for the Foreseeable Future

Democrats



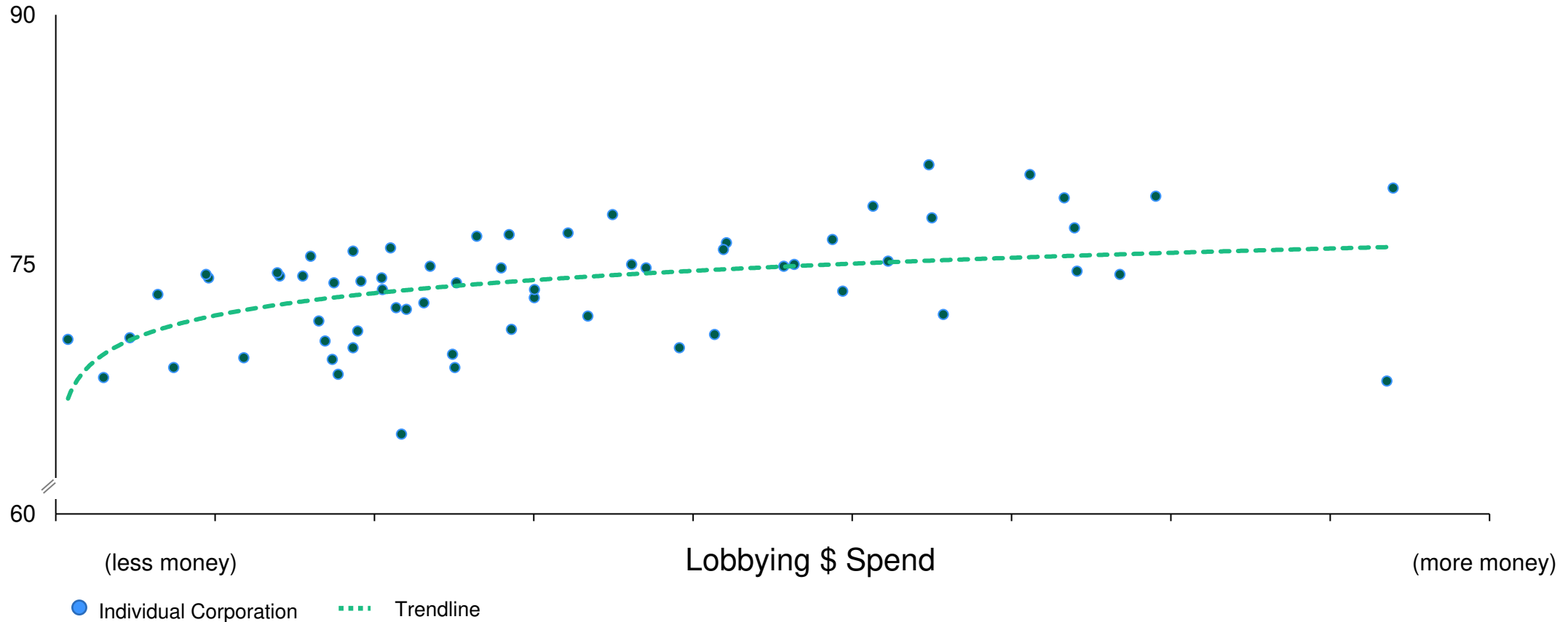
Republicans



Good News for the Lobbyists—You Get What You Pay For...

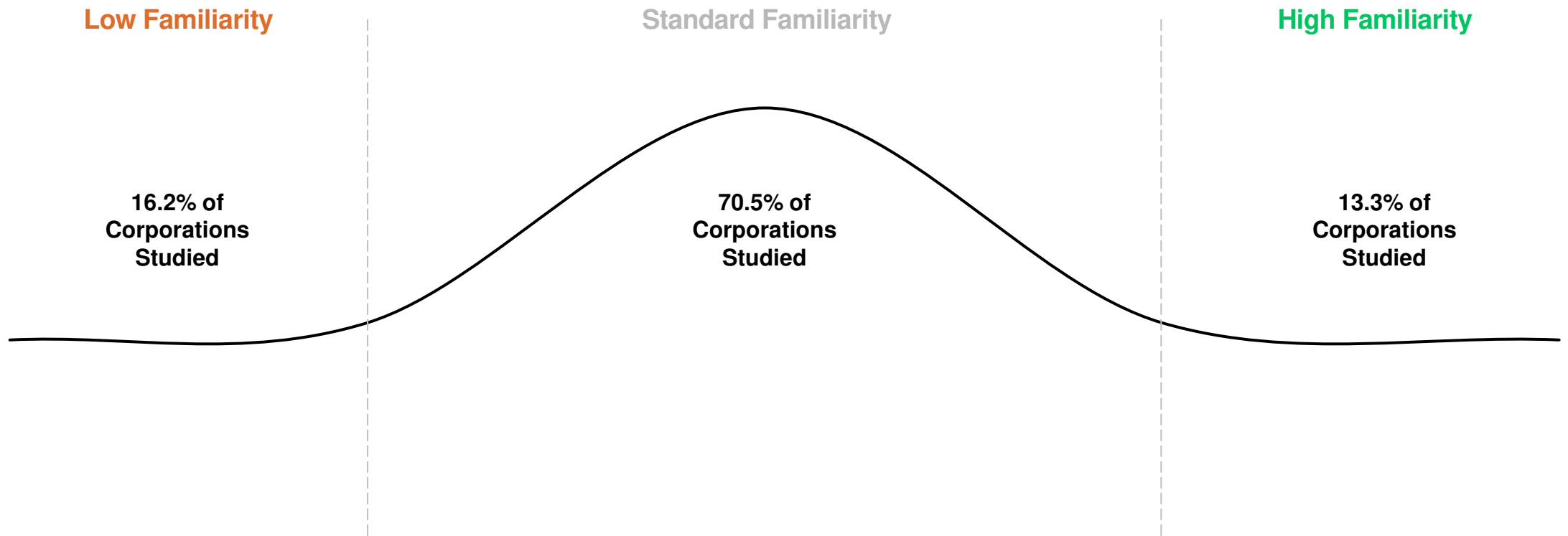
Lobby spending vs. lobbying reputation

Across all corporations studied



Good News for Comms Professionals—You Need to Land A Clear and Consistent Message in Washington

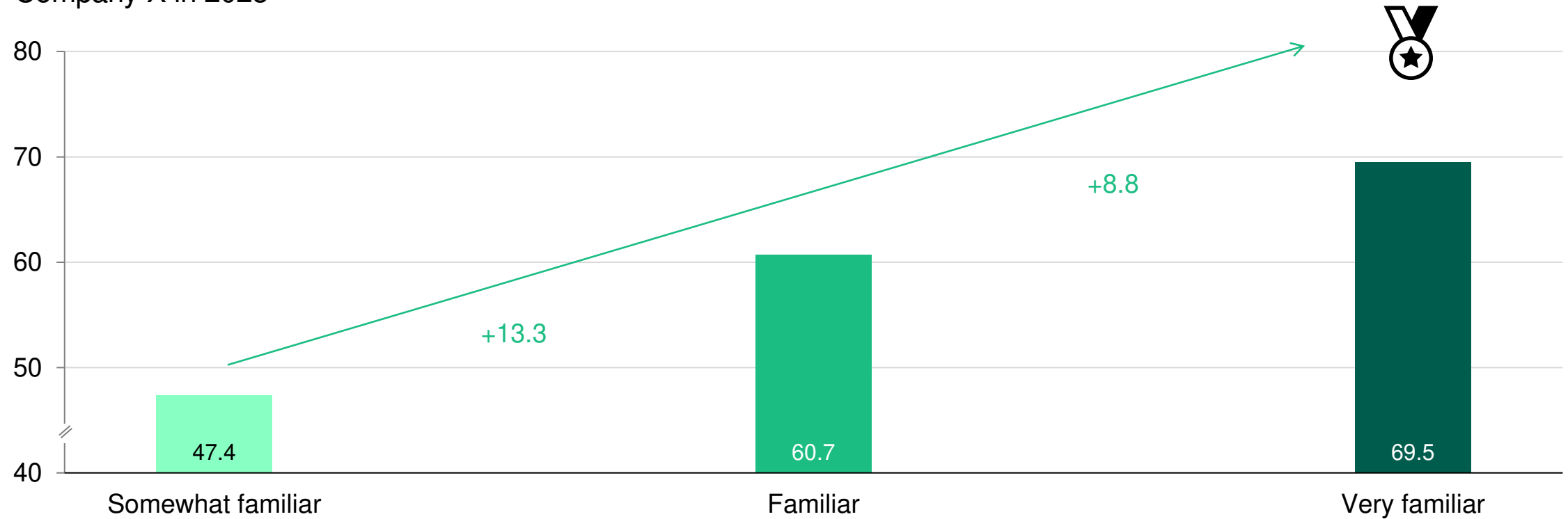
Policymakers' familiarity with individual corporations



For Many Companies, the Pay-Off is Clear

Overall reputation by level of familiarity

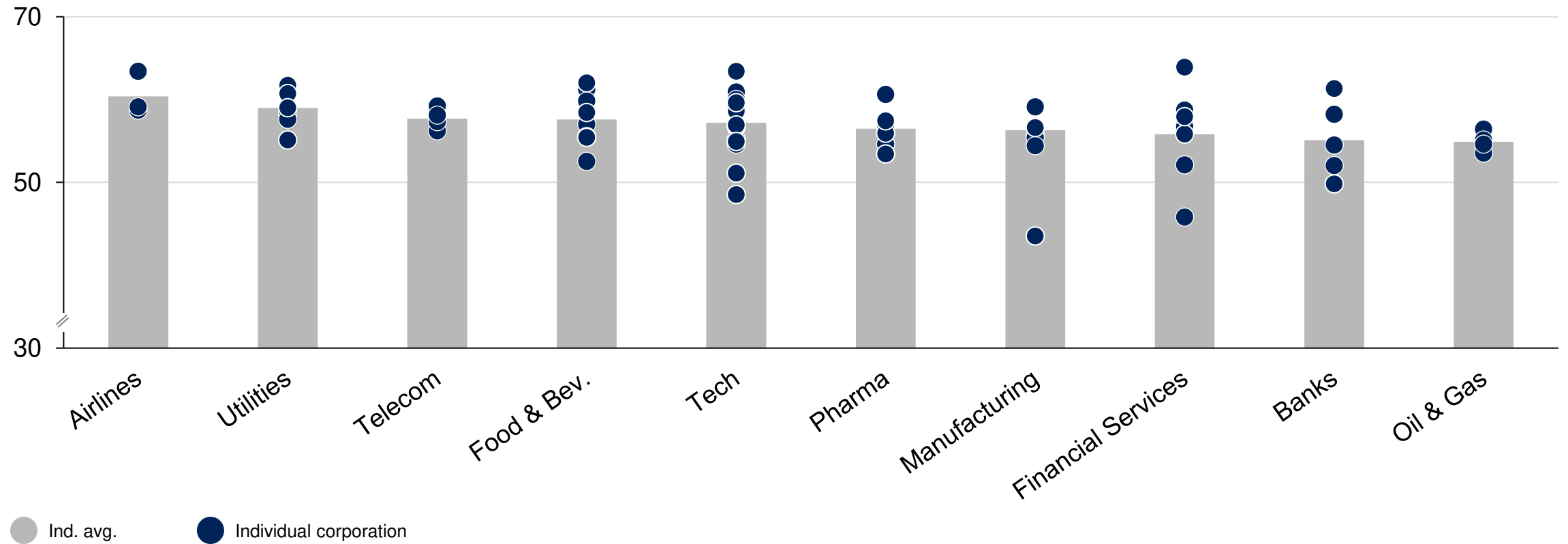
Company X in 2023



Attention: Consumer Brand is Not the Same as Policy Brand

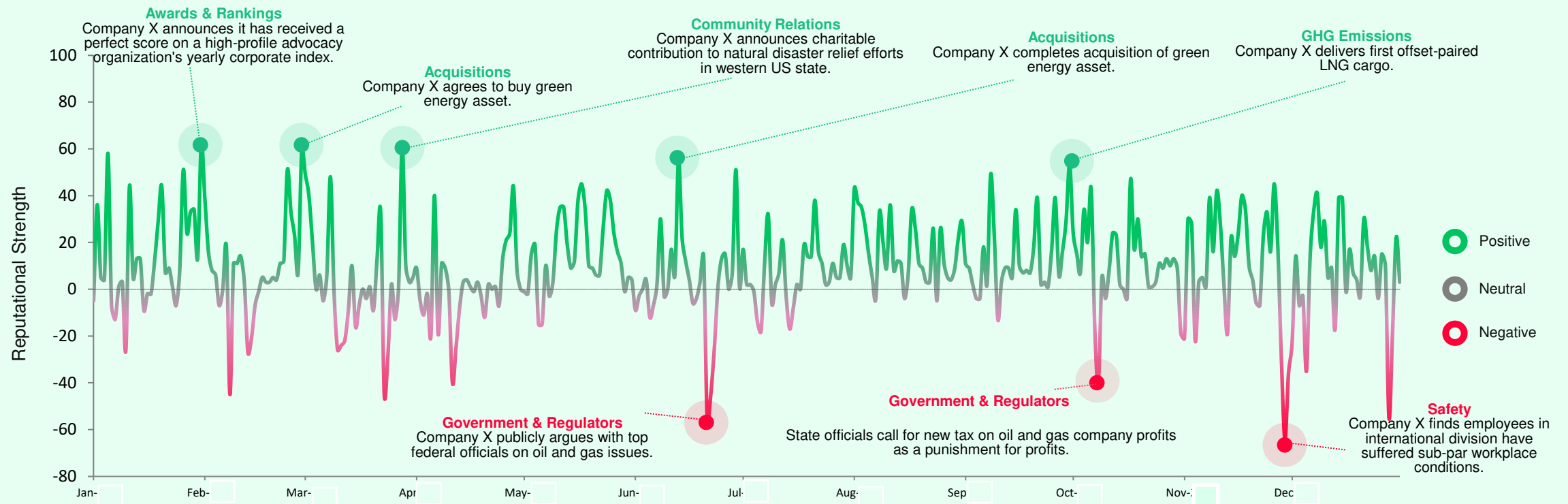
Corporate reputation by industry

Average scores across each industry studied in 2023



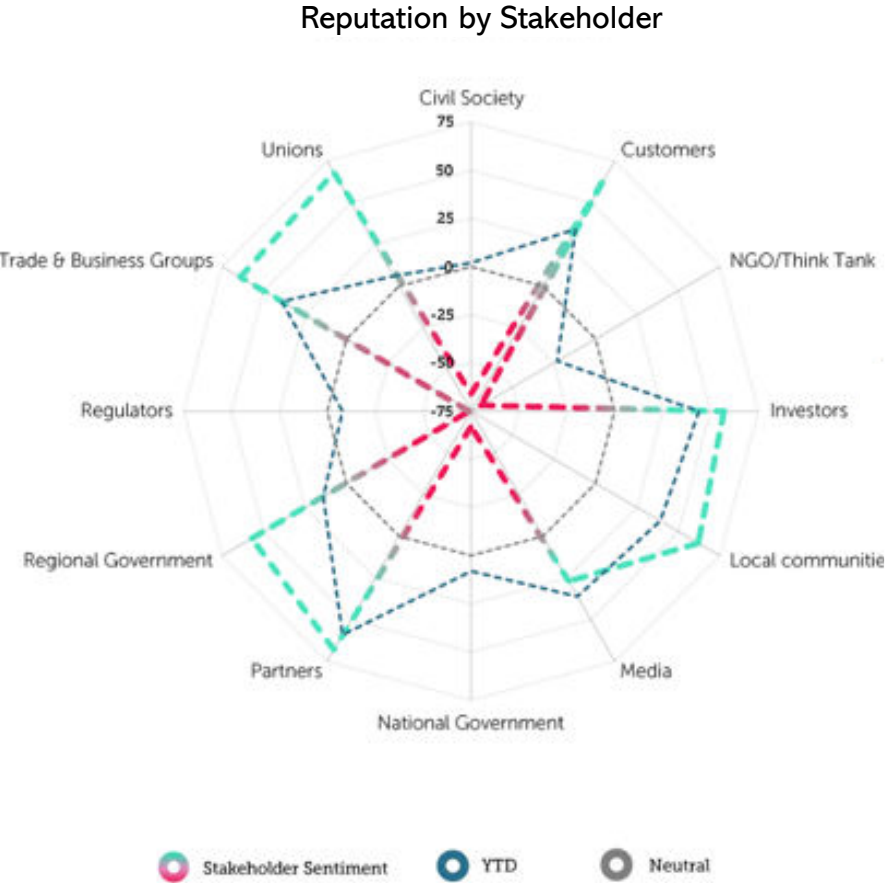
Immediate, Digitally-Led Reputation Research

The daily, weekly, monthly, and annual reputation of any studied company

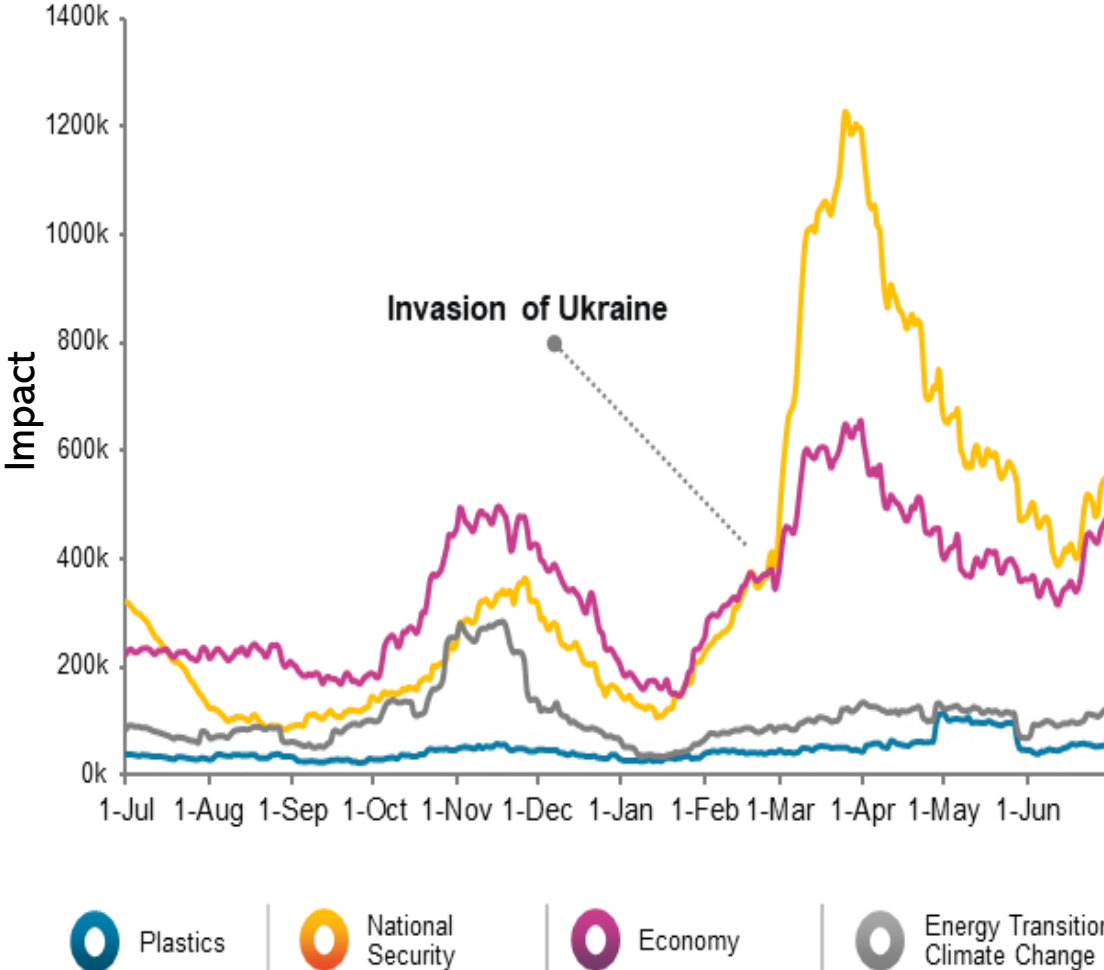


Reputation Research – Quick-Turn Quantitative Analysis

Real-time and longitudinal reputation by stakeholder group



Issue-specific impact analysis

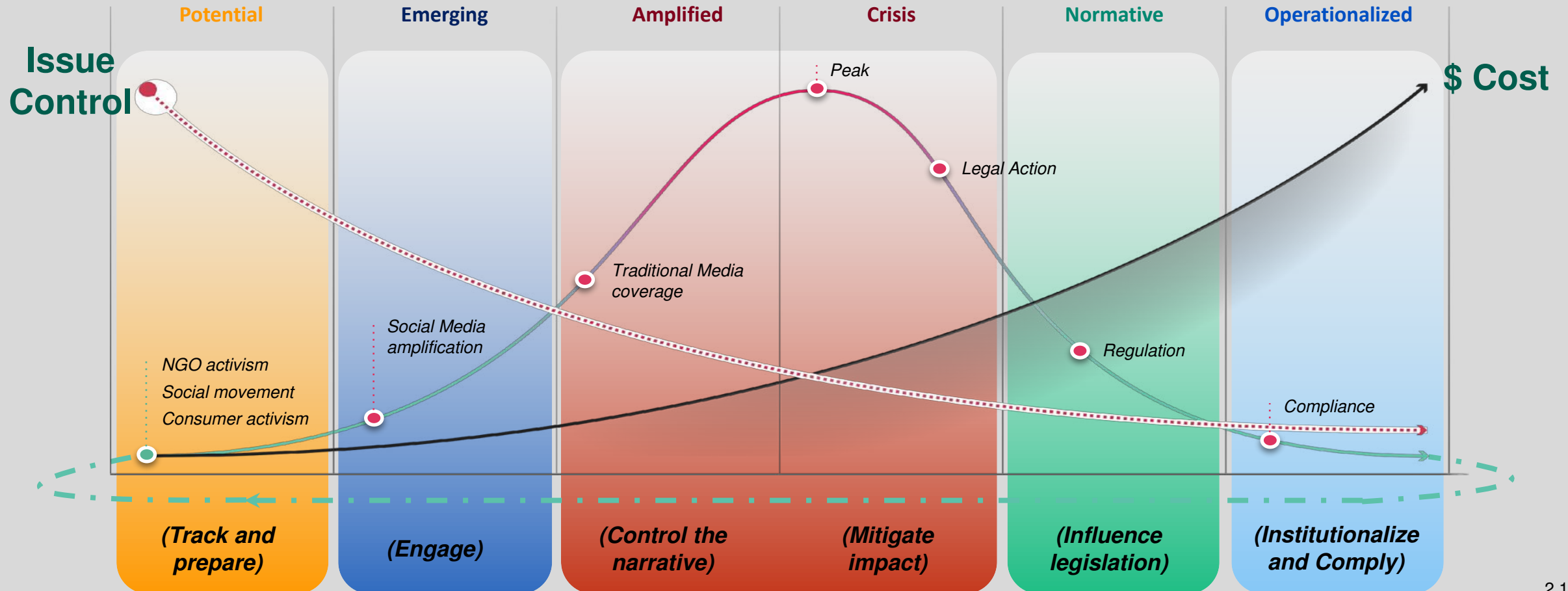


Media Monitoring

• **Control & Cost** Issue control decreases over time while cost increases; crises can be managed

• **Noise & Signal** It is critical to determine what issues will impact the company and what issues will not

• **Speed & Impact** Knowing "first" is important, but mere alerts without insights offer little strategic advantage



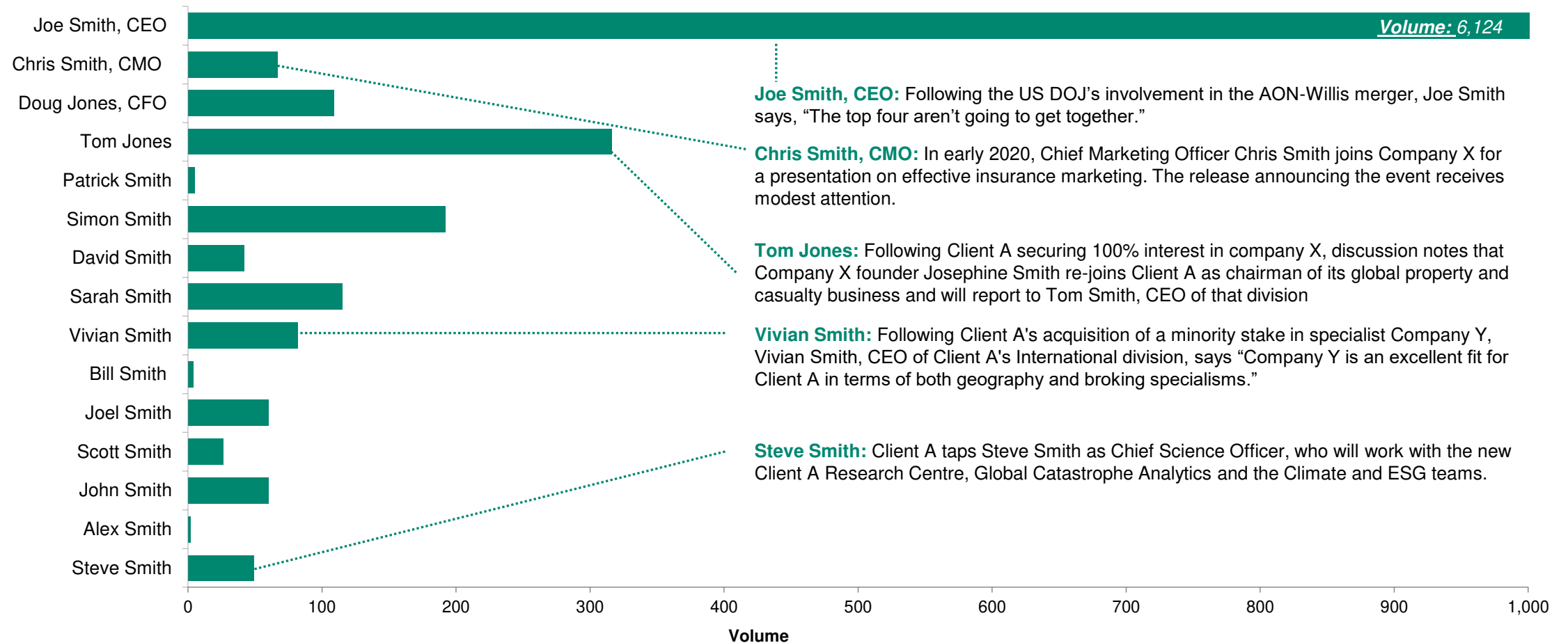
Multi-Stakeholder, Multi-Factorial Analysis

Company's performance on ESG issues with Stakeholders

ESG Issues*	Customers	Government & Regulators	Investors	Insurance Market	Employees	
Transparent Information & Fair Advice for Customers	26	0	18	0	5	Positivity among customers is generated by discussion in top-tier outlets about Company A's survey informing the aviation sector on corporate default as a result of the pandemic.
Incorporation of ESG Factors in Investment Management	42	3	37	14	36	Client A, a rugby league sponsor, launches a campaign to promote the work of eight UK businesses and a regional charity for their work during the pandemic.
Policies Designed to Incentivize Responsible Behaviour	40	-28	18	-15	-28	The US Congress investigates the refined coal tax credit program following a <i>Reuters</i> Special Report in December 2018 that reveals many power plants burning "clean coal" actually produced more pollution than previously. Discussion notes Client A as one of the beneficiaries of the tax credit program, which generates negativity among Government & Regulators.
Environmental Risk Exposure	40	57	-4	27	50	Positivity among customers, government and regulators and insurance market is driven by Client A partnering with London-based tech company to offer an innovative parametric flood insurance solution to its clients.
Systemic Risk Management	40	-16	22	15	41	Leaseholders at a complex hit with a £1,900 rise in their building's insurance discuss potential litigation against the property management group, who sent the bill and owns the freehold of the building. Discussion notes that the property management company used Client A to source buildings insurance for the complex, and that the government has attempted to beef up leaseholders' rights. This generates negative sentiment for Client A among government and regulators.
Workforce Diversity & Engagement	49	-22	39	28	42	Negative sentiment among Government & Regulators is generated by news that Client A agrees to pay an undisclosed sum and provide other relief to settle a lawsuit brought by the US EEOC over claims the company fired an employee over her religious practices. The settlement also notes Client A will provide anti-discrimination training to its managers in the US and will provide annual reporting to the EEOC.
Professional Integrity	43	-35	9	-21	2	Following Client A's lawsuit against Competitor C over employee poaching allegations, Competitor C responds that Client A's unfair treatment of women led to their resignation from the company.

Executive Comms Analysis

Chairman and CEO Joe Smith is Client A's most visible spokesperson



Penta

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