

Intelligence Gathering and Data Mining for EU Lobbying

Training in collaboration with the Public Affairs Council EU
September 2020



Who are you?
What are your expectations?

1. Name?
2. Position / Employer?
3. What do you expect from today's workshop?

Main Topics

During the webinar we will discuss:

- The development & purpose of intelligence gathering;
- 'Smart' practice in collection & analysis;
- Key considerations in acquiring intelligence services or developing in-house intelligence analysis.

Webinar Overview

Webinar 1 (2 x 40 minutes + 10-minute break):

Part 1: Introduction: What is Intelligence Gathering? What is the Purpose of Intelligence Gathering?

- Introduction to strategic intelligence gathering.
- Evolution of intelligence gathering practice & its purpose.
- Legal & ethical implications of intelligence gathering.

Part 2: Identifying & Gathering Intelligence.

- Information sources & challenges relating to source selection.
- Intelligence gathering techniques & risk of information overload.
- Guidance on building a custom source database for issue analysis.

Webinar Overview

Webinar 2 (2 x 40 minutes + 10-minute break):

Part 3: Analysing & Communicating Intelligence

- Established & emerging practices in the processing of intelligence & data (AI & computer analysis).
- Packaging & communicating intelligence analysis.
- Guidance on building or acquiring an intelligence dashboard.

Part 4: Intelligence led Decision-Making

- Strategies to ensure optimised translation of analysis into campaigns & communication strategies
- Dissemination of intelligence within network, coalitions & alliances.
- Selecting an intelligence dashboard service provider & /or developing an in-house framework.

Part 1

What is Political Intelligence?

Contents

- Introduction to strategic intelligence gathering.
- Evolution of intelligence gathering practice & its purpose.
- Legal & ethical implications of intelligence gathering.

“

**"POLITICAL INTELLIGENCE"
THE COLLECTION & USE OF NON-
PUBLIC INFORMATION DERIVED
FROM POLITICAL INSTITUTIONS.**

Warning: Is this a Comprehensive
Definition?

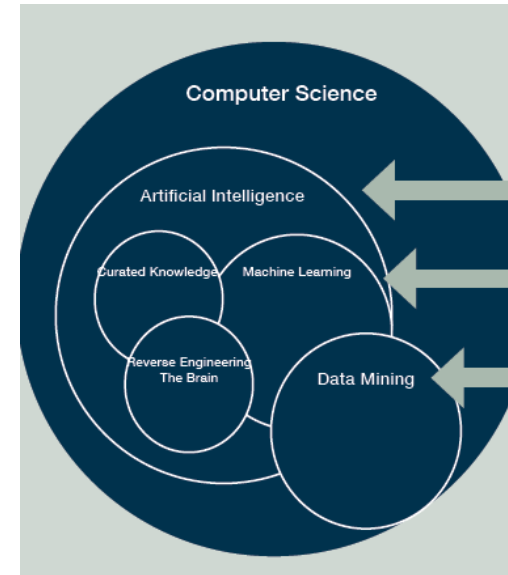
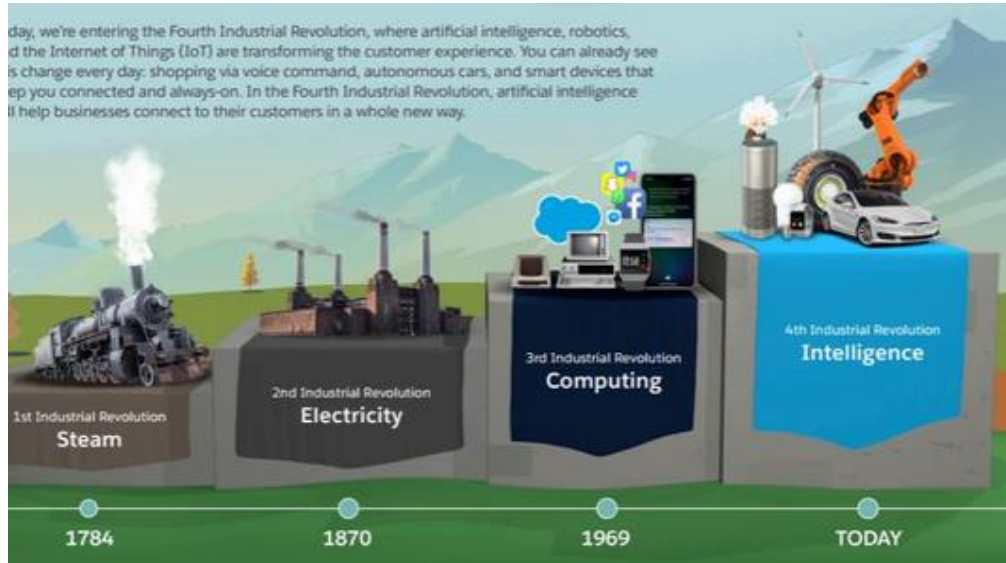
Why (Digital) Intelligence Gathering?

- Increase access to data
 - Save time & build efficiency.
- Inform strategy:
 - Select, assess & manage issues;
 - Map & engage with stakeholders;
 - Inform strategic choices & activities;
 - Measure activities & actions;
 - Measure impact & evaluate performance.
- Demonstrate productivity:
 - Show value to organization (ROI);
 - Motivate team.
- Security
 - Centralise & share knowledge;
 - Guarantee institutional knowledge & maintain a historical record.

Reliability & Validity of Political Intelligence

- Reliability and Validity
 - Reliability is about the consistency
 - Validity is about the accuracy
- What of the data?
 - Inaccurate information & data.
 - Personal opinions on persons / issues (subjectivity)
- What of the analysis?
 - Digital vs human analysis
 - Forecasts, trends & patterns
 - Visualisations

Warning: Anything you write down
about stakeholders could be
accessed & scrutinized!



A Fourth Industrial Revolution (Klaus Schwab)

“

**A TIME OF GREATER PROMISE, OR
ONE OF GREATER POTENTIAL PERIL.**

”

Klaus Schwab WEF

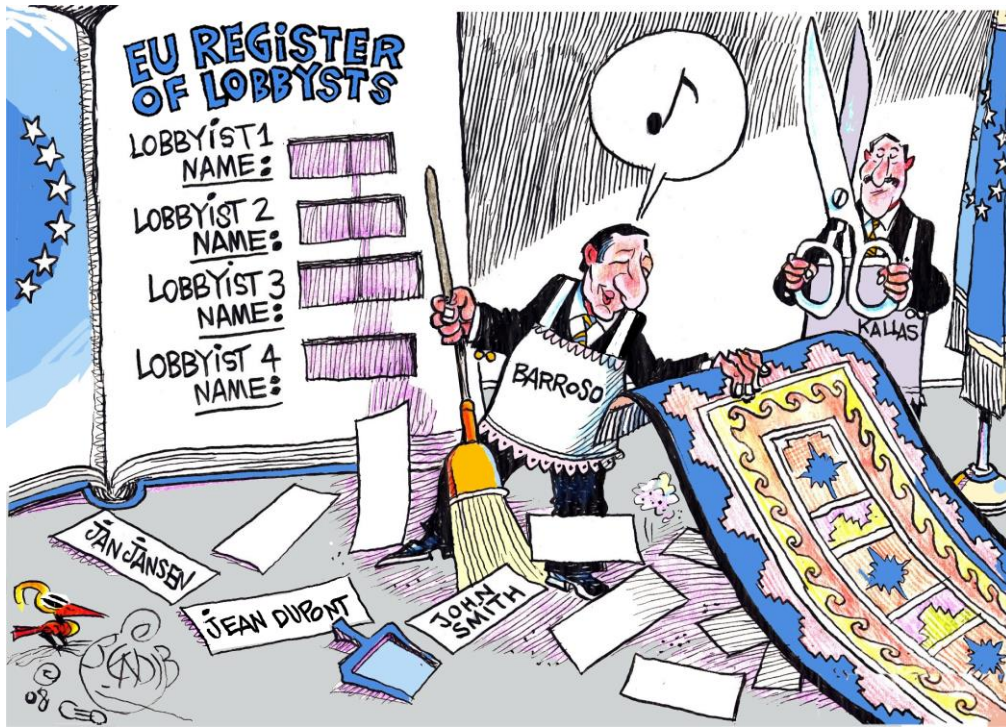
“

**WEB SCRAPING, ESPECIALLY
SMART, AI-DRIVEN, DATA
EXTRACTION, CLEANSING,
NORMALIZATION & AGGREGATION
SOLUTIONS, CAN SIGNIFICANTLY
REDUCE THE AMOUNT OF TIME &
RESOURCES ORGANIZATIONS HAVE
TO INVEST IN DATA GATHERING &
PREPARATION RELATIVE TO
SOLUTION DEVELOPMENT &
DELIVERY**

Question: How close are we to AI
driven public affairs campaigning?

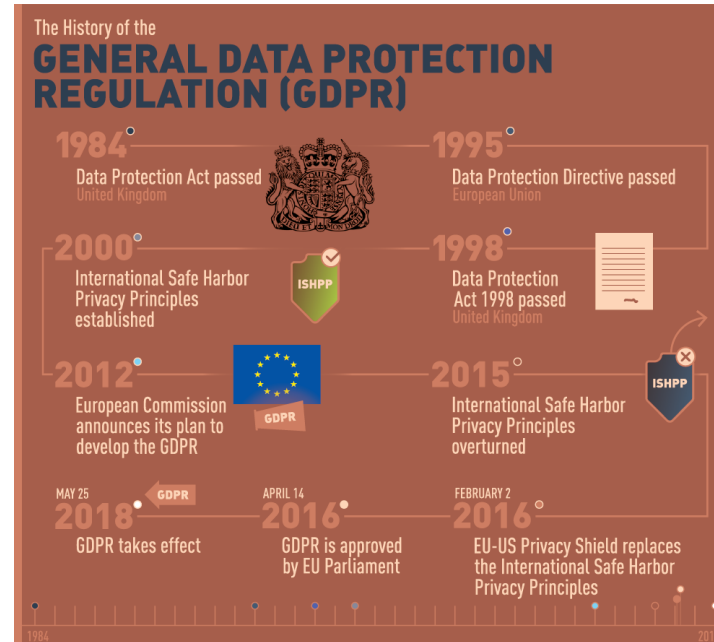
Question: Should AI driven public
affairs campaigning be regulated?

Julia Wiedmann Director



Transparency & Ethics

Transparency



The Monsanto Case

French newspaper Le Monde & broadcaster France 24 filed a complaint with French prosecutors alleging that the list broke several laws:

‘Implementation of the processing of unlawful personal data’;

‘Collection of personal data by fraudulent, dishonest or unlawful means’;

‘Computerized storage of personal data revealing the political & philosophical opinions of a person without his consent’; and

‘Unlawful transfer of personal data which is or is intended for processing to a State not belonging to the European Union or to an international organization’.

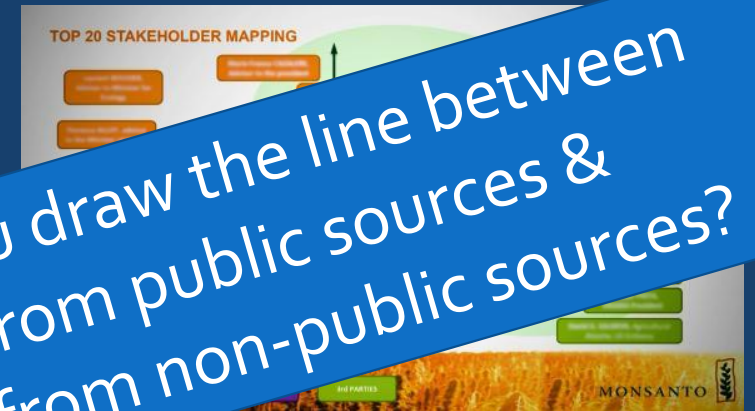
« Fichier Monsanto » : des dizaines de personnalités classées illégalement selon leur position sur le glyphosate

« Le Monde » a eu accès à un document établi fin 2016 par un cabinet de lobbying pour l'agrochimiste américain Monsanto, en plein débat sur le renouvellement de l'autorisation du glyphosate.

Par Stéphane Foucart et Stéphane Horel - Publié le 09 mai 2019 à 20h46 - Mis à jour le 19 juin 2019 à 12h54



Question: Where do you draw the line between information obtained from public sources & information obtained from non-public sources?



Right of Access (Art. 15 GDPR)

- Data subjects can ask you to give them access to the information that you are keeping on them (Art. 15 GDPR)

- Explain

- why you are collecting it

- what it is for


Question: What non-public data would you gather?

Question: What would be the impact on you & democracy if you must get specific consent from every politician / journalist / client?

- If you are a public authority, they have a right of access to your data.

- If you use automated logic to make decisions, you must be able to explain how the logic works.

Ethics



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Code of Conduct




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The Code of Conduct in Annex 3 of the 2014 [Interinstitutional Agreement](#) on the Transparency Register sets out the rules for all those who register and establishes the underlying principles for standards of behaviour in all relations with the EU institutions.

"The parties hereto consider that all interest representatives interacting with them, whether on a single occasion or more frequently, registered or not, should behave in conformity with this Code of Conduct.

In their relations with EU institutions and their Members, officials and other staff, interest representatives shall:

- (a) always identify themselves by name and, by registration number, if applicable, and by the entity or entities they work for or represent; declare the interests, objectives or aims they promote and, where applicable, specify the clients or members whom they represent;
- (b) not obtain or try to obtain information or decisions dishonestly or by use of undue pressure or inappropriate behaviour;
- (c) not sell to third parties copies of documents obtained from EU institutions;
- (h) if employing former officials or other staff of the European Union, or assistants or trainees of Members of EU institutions, respect the obligation of such employees to abide by the rules and confidentiality requirements which apply to them;

Key documents

[Code of Conduct](#)  PDF



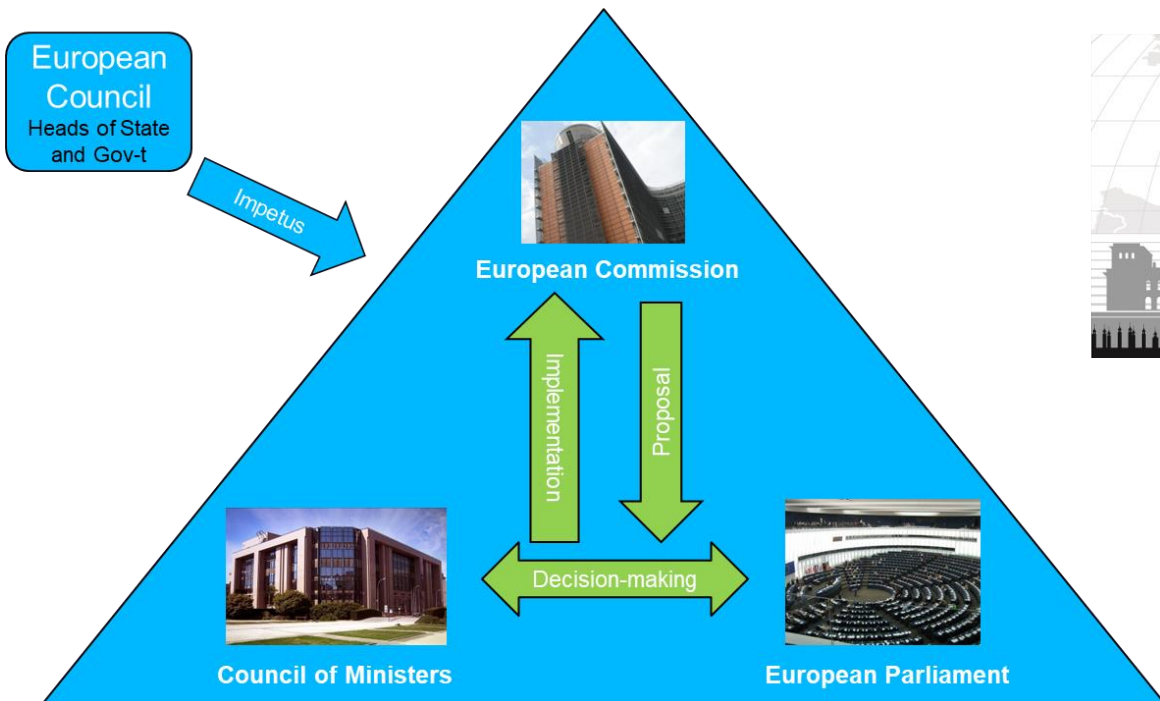
10 min Break

Part 2

Identifying & Gathering Intelligence

Contents

- Information sources & challenges relating to source selection.
- Intelligence gathering techniques & risk of information overload.
- Guidance on building a custom source database for issue analysis.



They are from the following (sub)sections: +

+ I - Professional consultancies/law firms/self-employed consultants	842
+ II - In-house lobbyists and trade/business/professional associations	6,296
+ III - Non-governmental organisations	3,215
+ IV - Think tanks, research and academic institutions	915
+ V - Organisations representing churches and religious communities	58
+ VI - Organisations representing local, regional and municipal authorities, other public or mixed entities, etc.	578



TOP 40 #EU:influencer LIST



Online Public Information

European Commission:

- College meetings, agenda, minutes, future items
- Register delegated/implementing acts
- Consultations
- EC Press, daily news, work programmes
- DG press & media
- Commissioner & DG Twitter
- Agencies: agency agendas, minutes etc.

European Parliament:

- Legislative Observatory
- Legislative train
- Plenary agenda
- EP Watch Live
- Parliamentary Questions
- EP Press Service
- Committees: agenda, minutes, documents, newsletter, voting records etc.
- MEP Twitter

Council:

- European Council Agenda
- Working party agenda,
- COREPER, agenda, voting records
- Configurations
- Press service

European Court of Justice

- Press service
- Register of documents

Question: Anything missing?

Online Public Information

News & Services

- FT
- Politico.eu/ .com
- Euractiv
- ChemWatch, ENDS Europe, Agence EUROPE
- Votewatch

Think-tanks

- European Policy Center (EPC)
- Notre Europe
- Centre for European Policy Studies (CEPS)
- Chatham House Europe

Trade Associations

Companies

NGOs

Churches

Local & regional government

Question: Anything missing?

Twitter

 **Ryan Heath** @PoliticoRyan · 12.1K Tweets

Social distancing during a pandemic saves lives.

Home.

I have a lot of Qs. Senior editor @politico: Politico Minutes host (sign-up below), Global Translations author, Politico Nightly contributor 🇬🇧 + 🇫🇷 in 🇺🇸
politico.com/minutes/conven... 📅 Joined April 2009
15.7K Following 82.7K Followers

Tweets Tweets & replies Media Likes

★ Pinned Tweet


 **Ryan Heath** @PoliticoRyan · Sep 1

📢 The Perfect Storm 📺 📺
How bad actors and human error risk a pile-up of election problems in November, in this week's Campaign Confidential #podcast with @vermontgmg @lisackaplan @EllenLWeintraub #USElections2020
politico.eu/podcast/campa...


POLITICO

 **Berlaymonster** @Berlaymonster · 4h

Boris/Brexit headlines start to make so much more sense if you swap the word "deal" for the word "trousers".

 Reuters UK

UK ramps up no-deal preparations as EU trade talks stall
Britain began a fresh round of Brexit trade talks by warning the European Union that it was ramping up preparations to leave the bloc without an ...
40 mins ago

 Daily Express

Brexit no-deal latest: No backing down! PM is defiant in the face of EU walkout threat
Boris Johnson vowed 'I will not back down' in an angry Brexit standoff with Michel Barnier last night. Tensions worsened ahead of the ...
1 hour ago

🗨️ 3 ❤️ 9 📤

Florian Eder Retweeted

 **Thierry Breton** @ThierryBreton · 31 Aug

It's back to 📁 season!

Join me tomorrow at 8:30 AM for a (virtual) fireside chat with @florianeder 🔥💬

Streaming politi.co/32qWpB

 **Alice Stollmeyer** @StollmeyerEU · 4 ...

100+ EU lawmakers:


*Urge INTERNATIONAL investigation of #Navalny poisoning, as Russia can't be trusted to investigate its -likely own- crime

*Urge swift implementation EU #MagnitskyAct 'so we can hold accountable the people who are behind those attacks'

lagodinsky.de/wp-content/upl...



🗨️ 15 🔄 222 ❤️ 441 📤


 **Jean Quatremer** @quatremer · 3h

Jusque-là les services financiers étaient directement traités par le vice président exécutif @VDombrovskis qui supervise toutes les questions économiques (et marque à la culotte le social démocrate @PaoloGentiloni). Ce Letton membre du PPE hérite en direct du commerce.

🗨️ 1 🔄 1 ❤️ 1 📤

[Show this thread](#)

Dave Keating Retweeted

 **Jack Schickler** @jackschickler · 1h

BREAKING: Sean Berrigan won't have to resign as head of @EU_Finance if @MaireadMcGMEP gets the job, @EU_Commission spokesperson says.

Convention that the two can't have same passport only applies "when you need to choose a new director general," says @MamerEric.

(News to me.)

🗨️ 2 🔄 12 ❤️ 17 📤

Bruno Waterfield Retweeted

 **George Parker** @GeorgeWParker · 2h

NEW - Massive ructions at heart of Govt over Brexit. Another permanent secretary quits..



Head of UK government legal department quits over Brexit
Jonathan Jones said to be 'very unhappy' about decision to overwrite

Non-public Information

- EC, EP & Court of Justice:
 - Attending / watching meetings
 - Talking with officials
- Member states:
 - Talking with officials in Permanent Representations
 - Talking with National Administrations & Institutions
- Think tanks, Industry associations & NGOs
 - Direct contact
 - Attending sessions
 - Breakfast briefings
- Media (EU & national):
 - Talking with journalists & media
 - Attending briefings

Question: Which of these
have the greatest ROI?

Attend
receptions!



Pick up the
phone!

Listen to
People!
Meet them.
Build Trust.

The Power of Gossip!

“Great minds discuss ideas. Average minds discuss events. Small minds discuss people.” ~ Eleanor Roosevelt

“If you have nothing nice to say, don’t say anything at all.”

Question: what are the advantages and disadvantages of political gossip?



Question: Is gossip always negative / salacious?

Networking for Information

Build an institutional network

Member states (Council), EC & EP

Build a organisational network

Trade associations,

Professional bodies etc.

Build a private / personal network

In-house,

Institutions,

Stakeholders,

Competitors etc.



Don't just
observe!
Participate!

Pass intelligence
through your network

Information Overload!



How many
email alerts?

How many
issues to
track?

How many emails to
send to stakeholders?

Questions

Where can I find the latest public and non-public information?

- Imminent public consultation construction products regulation?
- Brexit negotiations: UK tabling new legislation on Irish backstop?

How do you prioritize issues / sources?

- Relevance of data
- Impact upon organization / campaign
 - Costs for organisation
- Resources required / available to engage

taggbox Products Services Request Demo Pricing Log In **Free**

Premium Products Designed To Deliver Extraordinary UGC Campaign Solutions

The Only UGC platform with a suite of products that provide different solutions to different problems along with customized features, Immeasurable performance and ease of use

Events

SOCIAL WALL FOR EVENTS

Augment the audience engagement and create a memorable experience at events

Learn More → Free Trial

Widget

WEBSITES & HASHTAG CAMPAIGNS

Embed social feeds, UGC gallery, reviews etc. on website to boost its performance & ROI

Learn More → Free Trial

Signage

IN-STORE & OUTDOOR ADVERTISING

Attract, engage & convert your audience with interactive UGC signage campaigns

Learn More → Free Trial

Commerce

ECOMMERCE & ONLINE STORES

Build trust, grow engagement, & increase conversions with Shoppable feeds & galleries

Learn More → Free Trial

Rights Management

TO MANAGE CONTENT RIGHTS

Get rightful authorization from users to repurpose their content for your brand

Learn More → Free Trial

Smart Curation

CONTENT DISCOVERY & CURATION

Collect the best & most valuable user-generated content from social platforms

Learn More → Request Demo

feedly Meet Leo Blog

Goodbye information overload

Keep up with the topics and trends you care about, without the overwhelm

GET STARTED FOR FREE SEE HOW LEO WORKS

Wachete Us

Monitor website or entire portal for changes

Select content on any website you want to monitor or pick to monitor entire portal with subpages.

Get notified about changes

Setup clever notifications and get alerted about changes over email or via our mobile app.

Password protected pages

Monitor pages which require to enter login and password or submission of values.

Tools for Online Information

Website monitoring for changes i.e. Wachete
RSS feeds & news aggregator i.e. Feedly
Social media aggregator i.e. Taggbox

Open Source Tools for Online Information

Customised Searches (site, filetypes, date etc.)

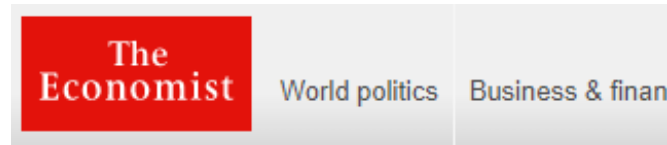
Google Cache (old webpages)

Google Groups (Usenet discussions)

Google Alerts (Email add, names, keywords)

Google News & Newspapers

Keyword tool: Autocomplete data



RSS Feeds

Subscribe to our RSS feeds to receive excerpts of the I with links back to the full versions.

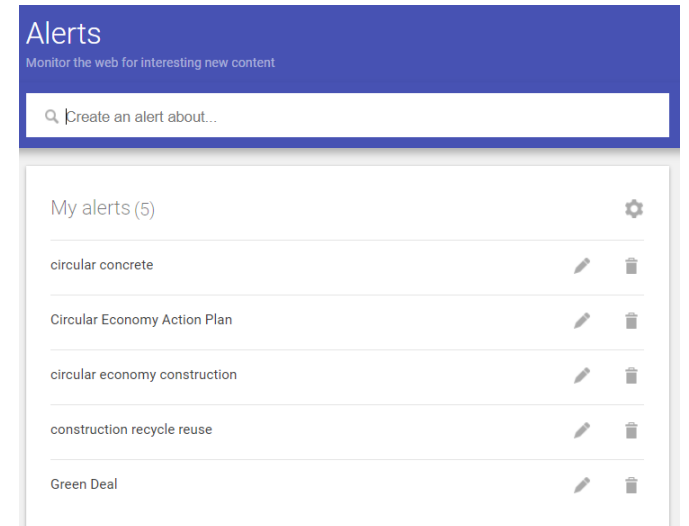
Please note that you may also subscribe to our audio f

Blogs

Bagehot's notebook
Bartleby
Buttonwood's notebook
Charlemagne's notebook
Democracy in America
Erasmus
Free exchange
Game theory
Gulliver
Kaffeeklatsch
Prospero
The Economist Explains

Print edition

The world this week
Letters
Leaders
Briefings
Special reports
Britain
Europe
United States
The Americas
Middle East and Africa
Asia
China



Open Source Tools for Online Information

<https://www.votewatch.eu/>

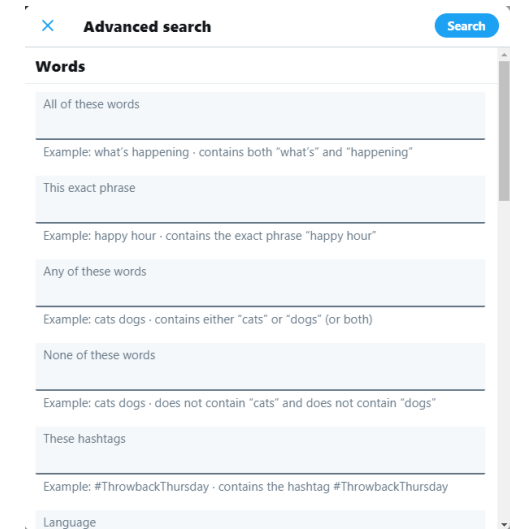
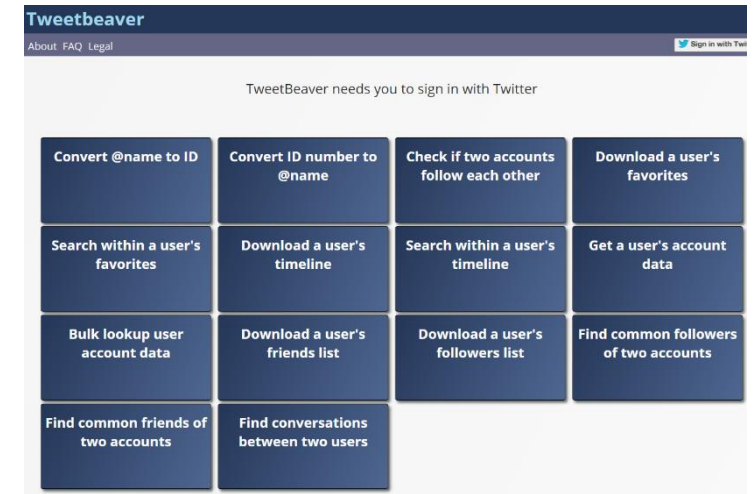
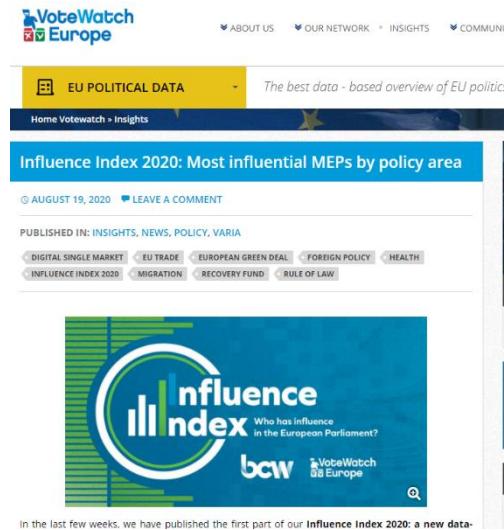
<https://twitter.com/explore>

<https://twitter.com/search-advanced?lang=en>

<https://tweetbeaver.com/>

<https://tweetdeck.twitter.com/>

<https://www.social-searcher.com/>



Building a Dashboard

- Integrating the data into issue analysis & stakeholder mapping
- Select medium / platform
 - Pen & Paper: Wall Chart
 - Excel
 - Software Platform i.e. Quorum / FiscalNote
- Define the goals for the dashboard i.e. an advocacy campaign
- Define the right KPIs for the campaign i.e.
 - Resources / inputs
 - Activities i.e. content creation
 - Outputs i.e. issue salience
 - Outcomes i.e. voting



Part 3

Analysing & Communicating Intelligence

Contents

- Established & emerging practices in the processing of intelligence & data (AI & computer analysis).
- Packaging & communicating intelligence analysis.
- Guidance on building or acquiring an intelligence dashboard.

A Fourth Industrial Revolution

- Fusion of technologies blurring lines between the physical, digital & biological spheres.
- Regulators must adapt to fast-changing environment, reinventing themselves to understand what they are regulating.
- Distinct due to velocity, scope, & systems impact.
- Revolution could yield greater inequality & disrupt labour markets.
- 4 effects on business:
 - I. on customer expectations,
 - II. on product enhancement,
 - III. on collaborative i
 - IV. on organizatio

Question: How resilient is your organisation / client towards 4th industrial revolution?

Collecting & Processing Data

Simple bots might get the job done, but more sophisticated bots use AI to find the appropriate data on a page & copy it to the appropriate data field to be processed by an analytics application.

Machine learning (ML) is the study of computer algorithms that improve automatically through experience. Machine learning algorithms build a mathematical model based on sample data, known as "training data", in order to make predictions or decisions without being explicitly programmed to do so.

See slides
regarding
GDPR



data mining

noun COMPUTING

the practice of examining large pre-existing databases in order to generate new information.

sentiment analysis

noun

the process of computationally identifying and categorizing opinions expressed in a piece of text, especially in order to determine whether the writer's attitude towards a particular topic, product, etc. is positive, negative, or neutral.
"companies have key lessons to learn about harnessing the power of social media and sentiment analysis"

Collecting & Processing Data

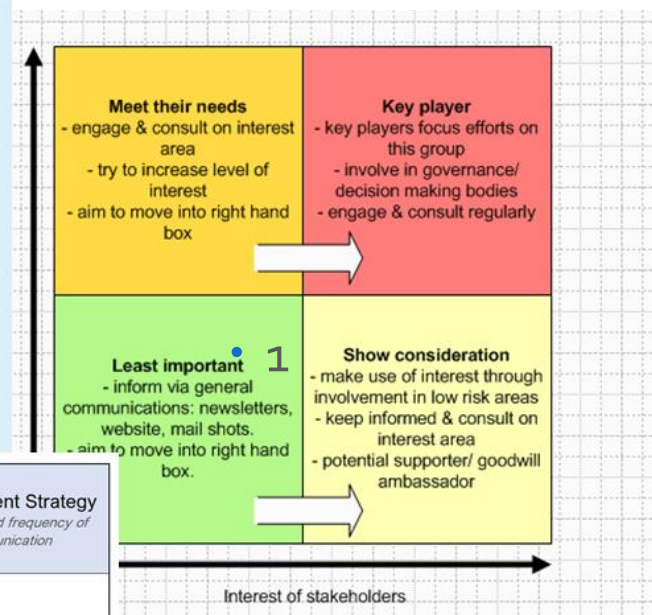
Question: Machine or Human? Who does what better?



Location: Lusaka, Zambia
Evaluators: Laura Hanson, Lai Ly, Joseph Scarpelli, Joy Sylvester

Stakeholders	Involvement in Evaluation	Interest in Evaluation	Influence/ power	Resources	Position
Barefeet, leadership and staff	<i>High:</i> Directly involved in collection of data. Leadership has expressed eagerness for more internal M&E capability.	<i>High:</i> Evaluation will provide valuable evidence of program impact and effectiveness. Results will affect future programming and funding	<i>High:</i> Authorizes evaluation Responsible for all data collection relevant to evaluation Responsible for implementing recommendations of evaluation	<i>High:</i> Key source of information for the evaluation because staff will be collecting data Staff will partake in FGD to assess effectiveness / gaps in program	Promoter: B... high investment... outcome of the evaluation and... power to impl... recommended
Children participating in the program	<i>High:</i> OVC in the program will be a main source of information through completion of survey, including SDQ	<i>High:</i> Outcome of evaluation directly affects future programming / their ability to participate	<i>High:</i> Responses of OVC and willingness to partake in survey in will directly affect the outcome of the evaluation	Key source of information of impacts of the program	Defenders: C... Stakeholder

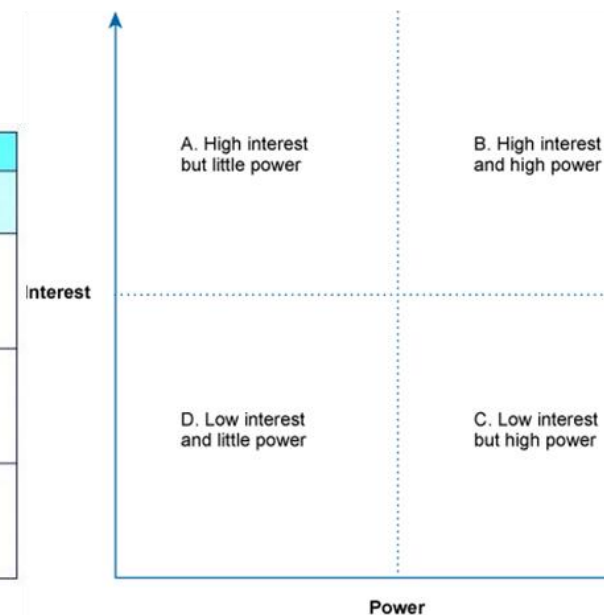
INTEREST of STAKEHOLDER → +



Stakeholder Communication Plan Template

[illegible]

		Opposition			Support	
		Active opponents	Passive opponents	Fence-sitters	Passive supporters	Active supporters
Stakeholder Power	High					
	Medium					
	Low					



e via footnote

“

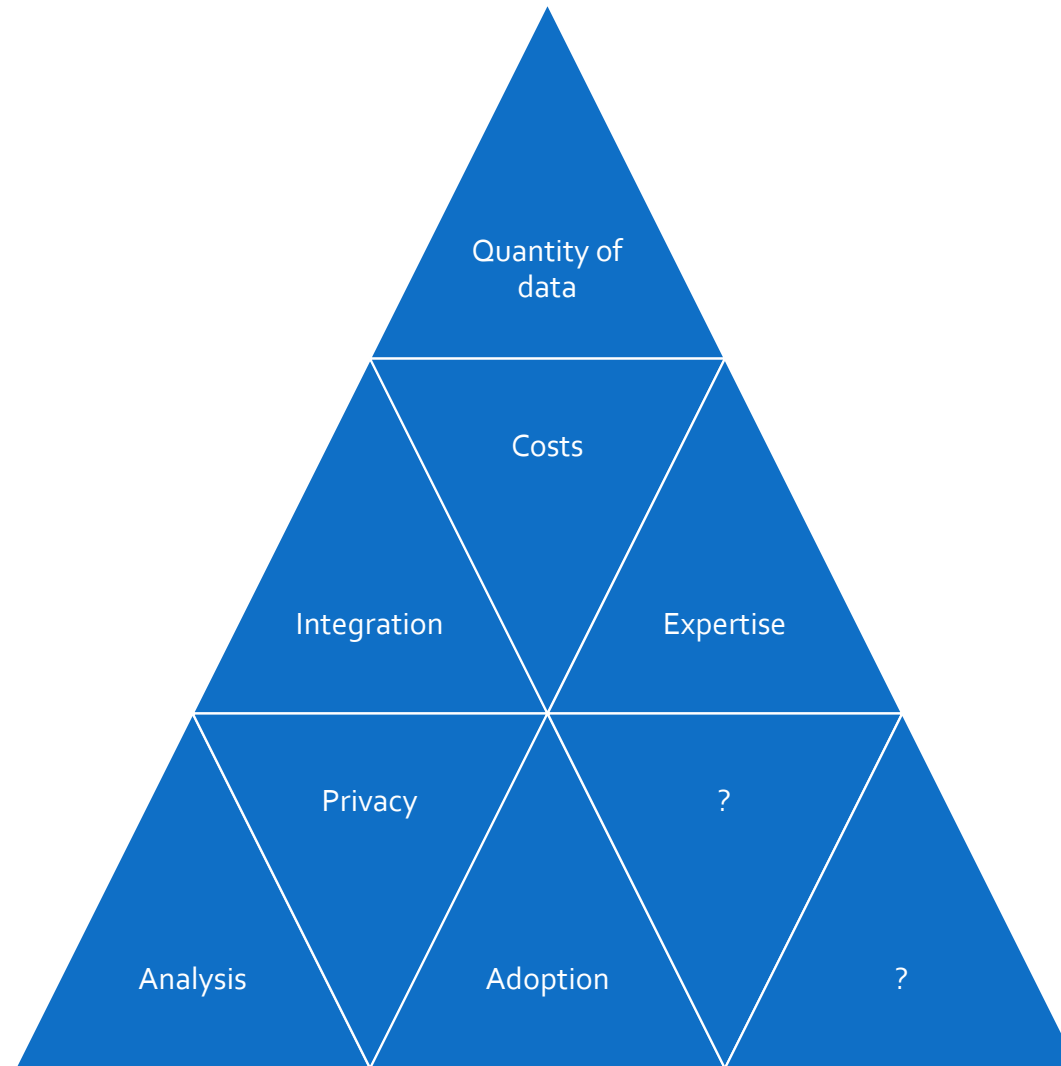
**FORECASTING CAN BE DEFINED AS
"MORE OR LESS LINEAR
SYSTEMATIC ESTIMATIONS,
STATEMENTS, EXTRAPOLATIONS,
PROJECTIONS, OR PREDICTIONS OF
HIGHLY PROBABLE FUTURE
EVENTS" (KUOSA, 2014)**

”

- Note: tips and tricks monitoring report last slides



Building or Buying a Dashboard?





10 min Break



Part 4

Intelligence led Decision-Making

Contents

- Strategies to ensure optimised translation of analysis into campaigns & communication strategies
- Dissemination of intelligence within network, coalitions & alliances.
- Selecting an intelligence dashboard service provider & /or developing an in-house framework.

Who does the Intelligence Gathering?

- In-house or out-sourced monitoring? Mixed?
 - Inhouse: Do you have junior staff?
 - Consultancy: Is it cost-effective?
 - Software Platform: What type of tool?
 - Online: Do you know the sources?
- How much resources to invest?
 - Staff,
 - Time,
 - Money,
 - Expertise.

Who should
build the
knowledge?

Who should
build the
network?

Do you
understand the
limitations?

Can you
interpret the
data?

Utilization of Intelligence

- Campaigns & communication
 - Trends for issues
 - Analysis stakeholder engagement
 - Inform Strategic choices
- Link to the steps of a campaign
 - Issue / impact analysis
 - Stakeholder Mapping
 - Campaign implementation
 - Impact evaluation
- Link to a theory of change
 - Explain phenomena / change

Utilization of Intelligence

- Mobilise & inform team, organization & client
 - Within organization
 - Within network
- Assess using Public Affairs metrics
 - The indicators / KPI;
 - The data & trends;
 - What are you seeing / measuring:
 - Engagement per issue, per party;
 - Positive / negative meetings;
 - Social media impact.

What are the indicators you
would define? Influence,
interest, impact,

What do you measure?

Intelligence for Sharing with...

- Team;
- Leadership;
- Other departments;
- Clients;
- Champions;
- Gatekeepers i.e. political elites;
- Coalitions & Alliances;
- Media;



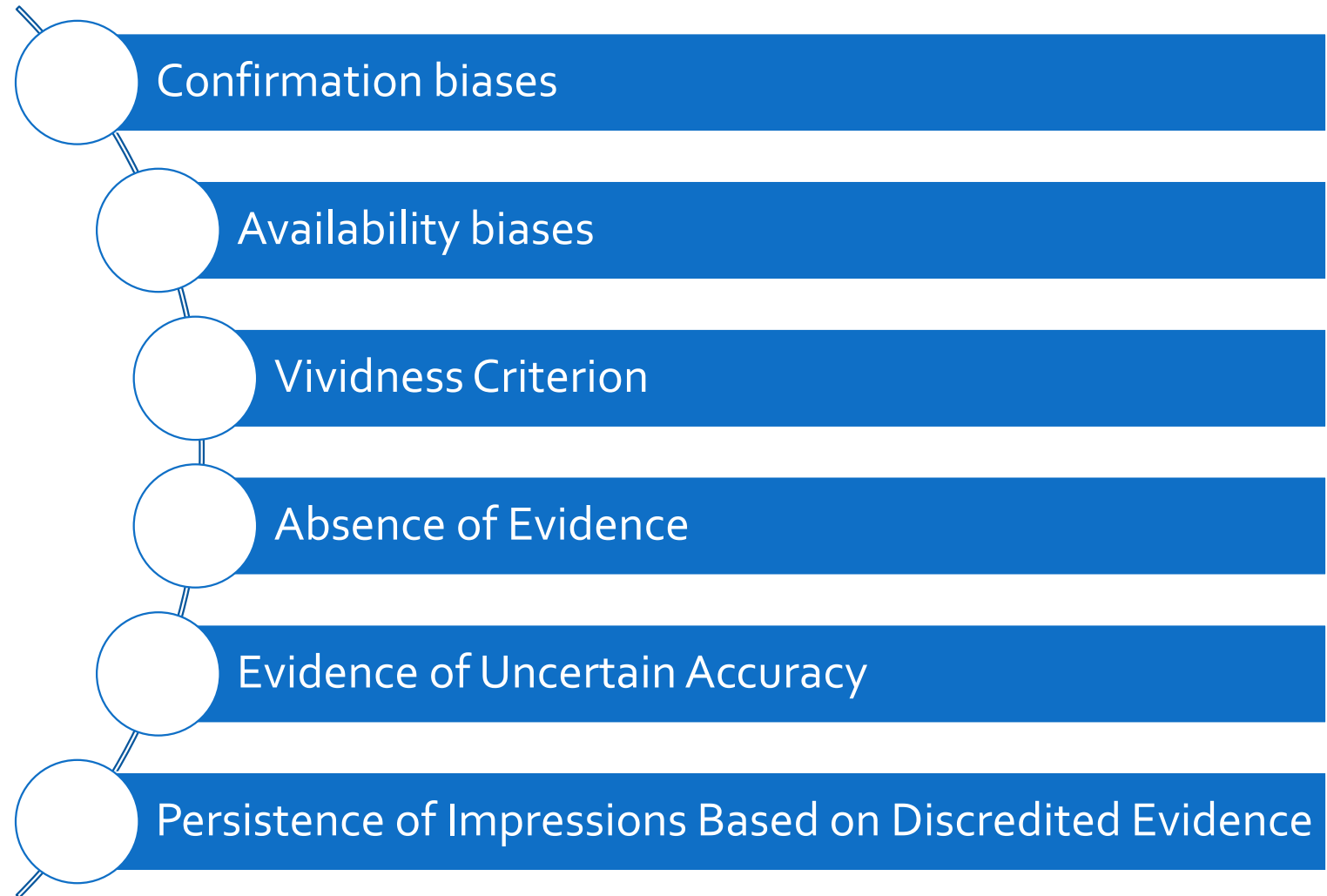
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**ARTIFICIAL INTELLIGENCE (AI)
SYSTEMS ARE ONLY AS GOOD AS
THE DATA WE PUT INTO THEM**

”

IBM

Analysis is only as good as the Analyst: Bias & Weaknesses



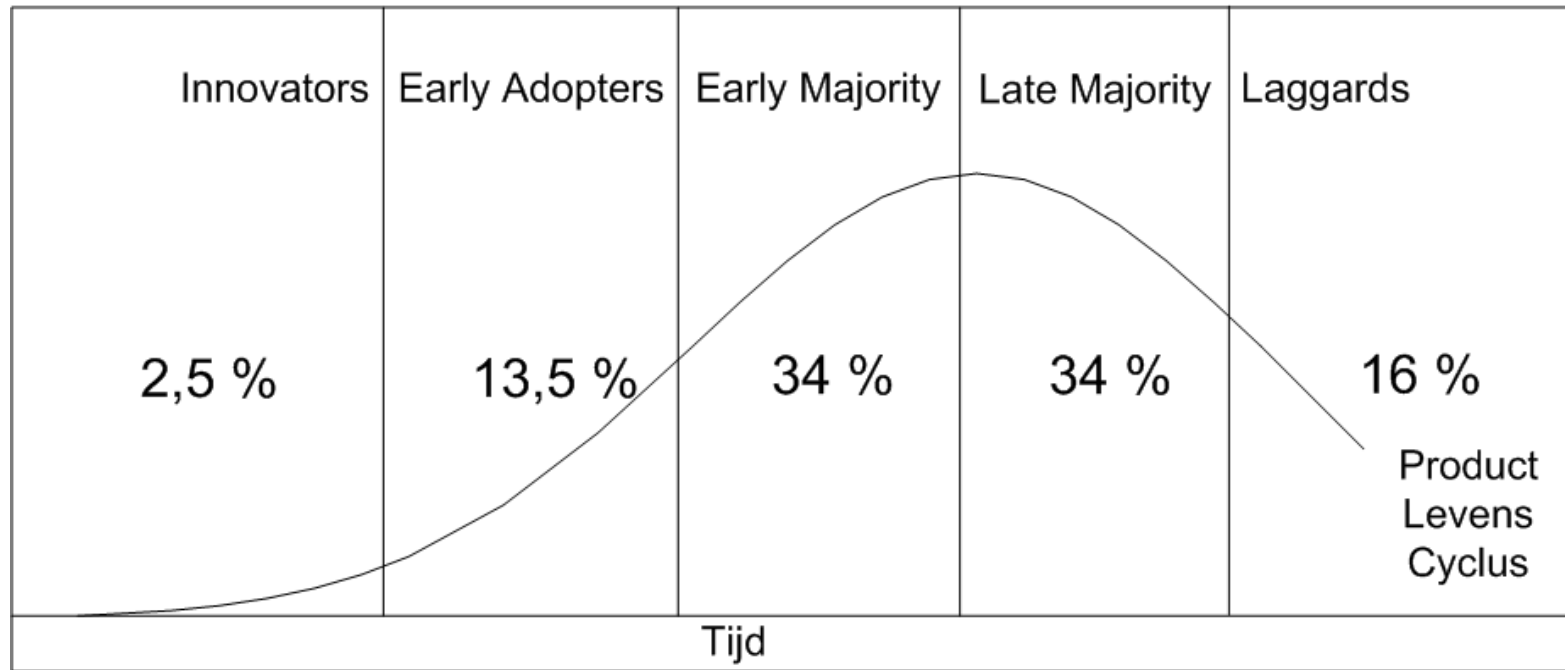
Guidance on Selecting Tools

- Do you want a Public Affairs only system, to piggyback on a CRM / PR system, one tool or a toolbox?
- Consider how much time needed to set up system
- How much time to invest in maintaining system
 - Managing alerts, linking to issues, selecting issues
- Define Power Users who hold institutional user knowledge
 - More tools = more power users
- Consider GDPR implications
 - How much risk?

The platform is only as
good as the use you make
of it

Guidance on Selecting Tools

- What level of support do you need: Hotlines / Support
- What type of analysis do you need:
 - Parliamentary / event summaries
 - Document summaries
 - Commentary
 - Number and range of analysts
 - Trends, Visualisation, sentiment
- What degree of detail do you want on stakeholders?
 - Stakeholder documents
 - Stakeholder events
 - Stakeholder contact details
- Events and timelines
 - Event calendar
 - Legislative timelines
 - Forecasting
- Customisation
 - Adding notes
 - Tagging to issues
 - Grouping stakeholders



Uptake Barriers

Resistance to change in ways of working

Systematic data entry

Comprehensive & sustained adoption

Cost

Competing Platforms

paul shotton
Consulting.

The image displays three overlapping website headers, each representing a different platform. The top header is for 'humind data intelligence solutions', featuring a blue background with a network diagram and a navigation bar with links: Home, Solutions, Clients, Blog, About us, and Contact. The middle header is for 'FiscalNote', with a white background and a navigation bar including SOLUTIONS, PRODUCTS, CASE STUDIES, RESOURCES, WEBINARS, ABOUT, REQUEST DEMO, and SIGN IN. The bottom header is for 'POLITICO PRO', with a dark background and a navigation bar with Policy, Newsletters, Calendar, DataPoint, and a user icon. The main content of the POLITICO PRO header features the text 'Subscribe to Europe's premium policy intelligence service' and 'EMPOWER YOUR TEAM WITH POLITICO PRO.' with a 'REQUEST A DEMO' button and a link for 'Already a PRO ? Login'.

humind
data intelligence solutions

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FiscalNote

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WITH POLITICO PRO.**

REQUEST A DEMO Already a PRO ? [Login](#)

STAY ONE STEP AHEAD MAXIMIZE YOUR IMPACT SAVE TIME

Comparing Public Affairs Service Providers

PA only or
business wide

All-in-one /
Separate tools

Legislation &
Documents

Stakeholder
database

Timeline &
Future Watch

(Social) Media
tracker tool

Alerts

Weekly,
monthly
updates

Briefings

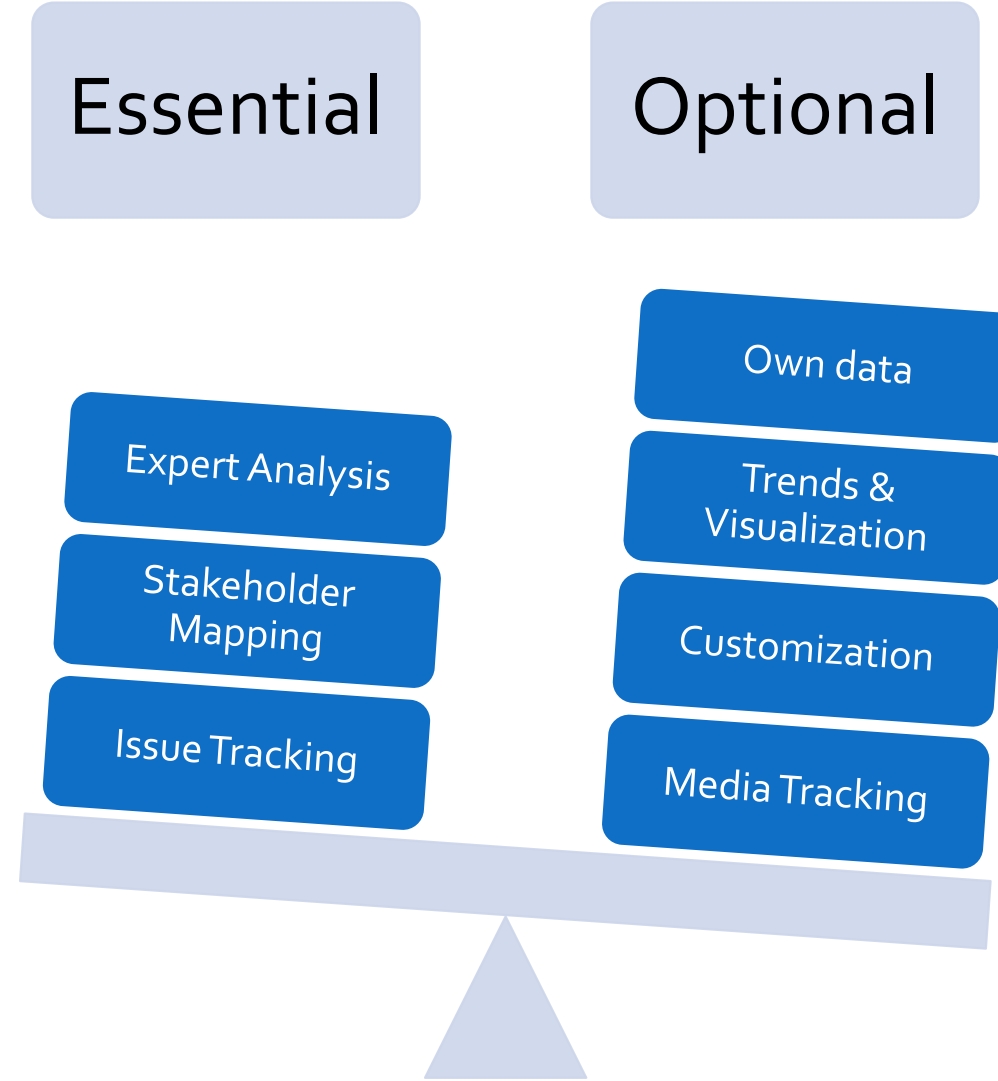
Size / type of
Analyst team

Visualizations:
Trends

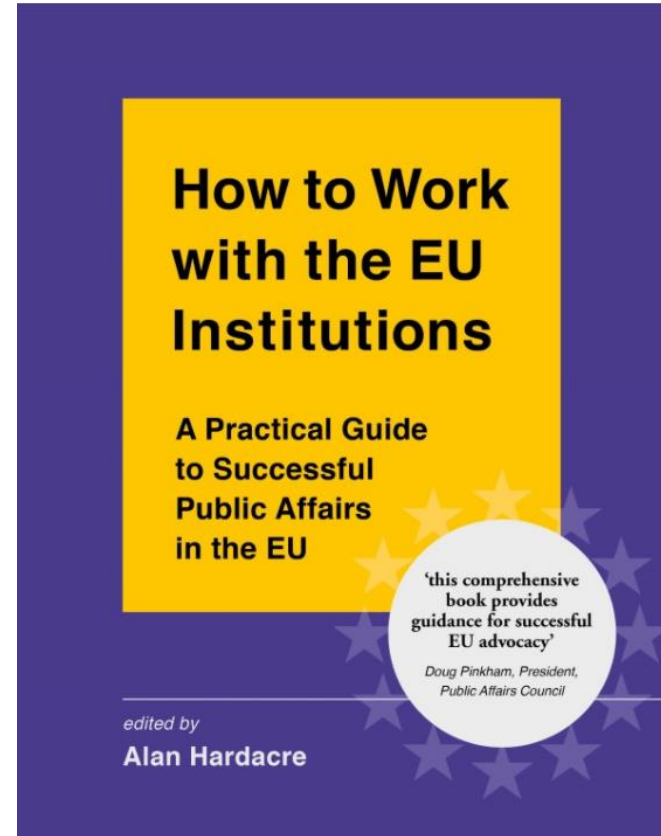
Customizable
– Own data

Interface and usability
matter!

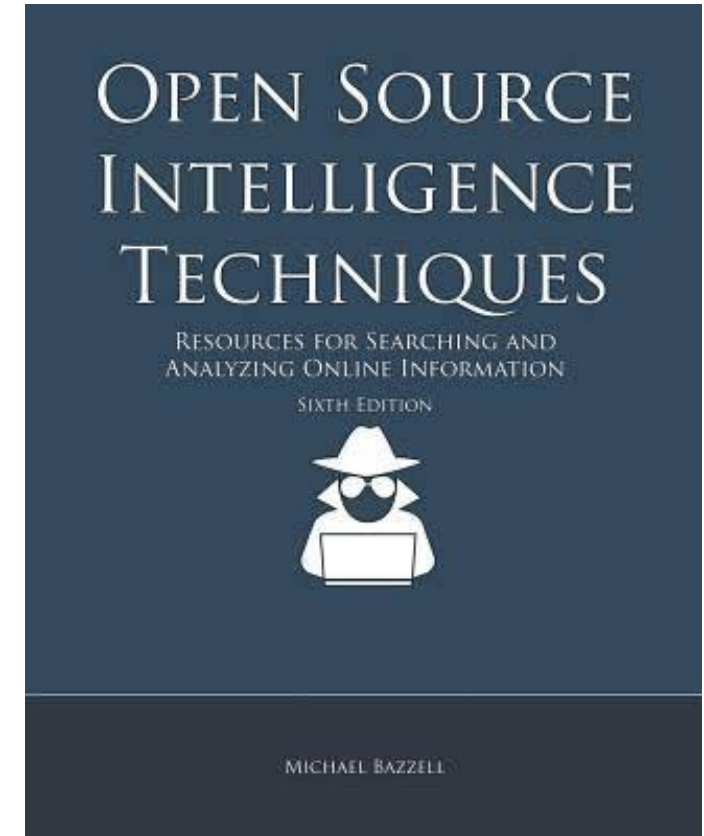
What Does your PA Business Need?



Some Reading



<https://www.johnharperpublishing.co.uk/how-to-work-with-the-eu-institutions-a-practical-guide-to-successful-public-affairs-in-the-eu/>

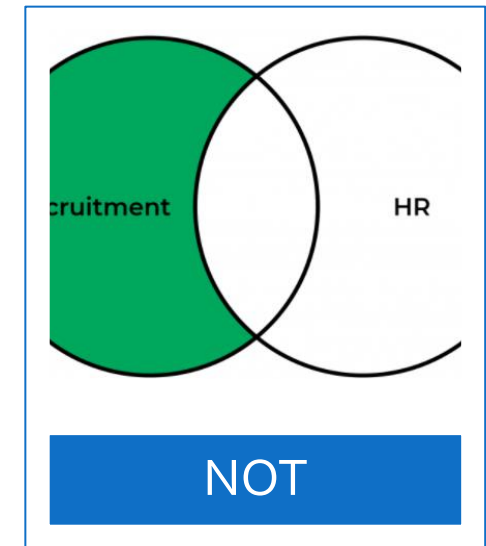
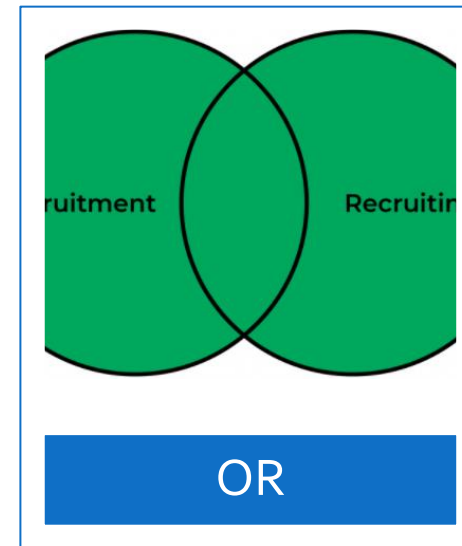
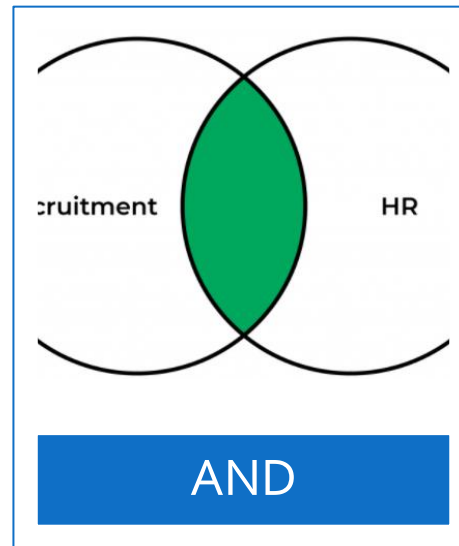


<https://www.bol.com/nl/f/open-source-intelligence-techniques/9200000024771223/>

Key Takeaways

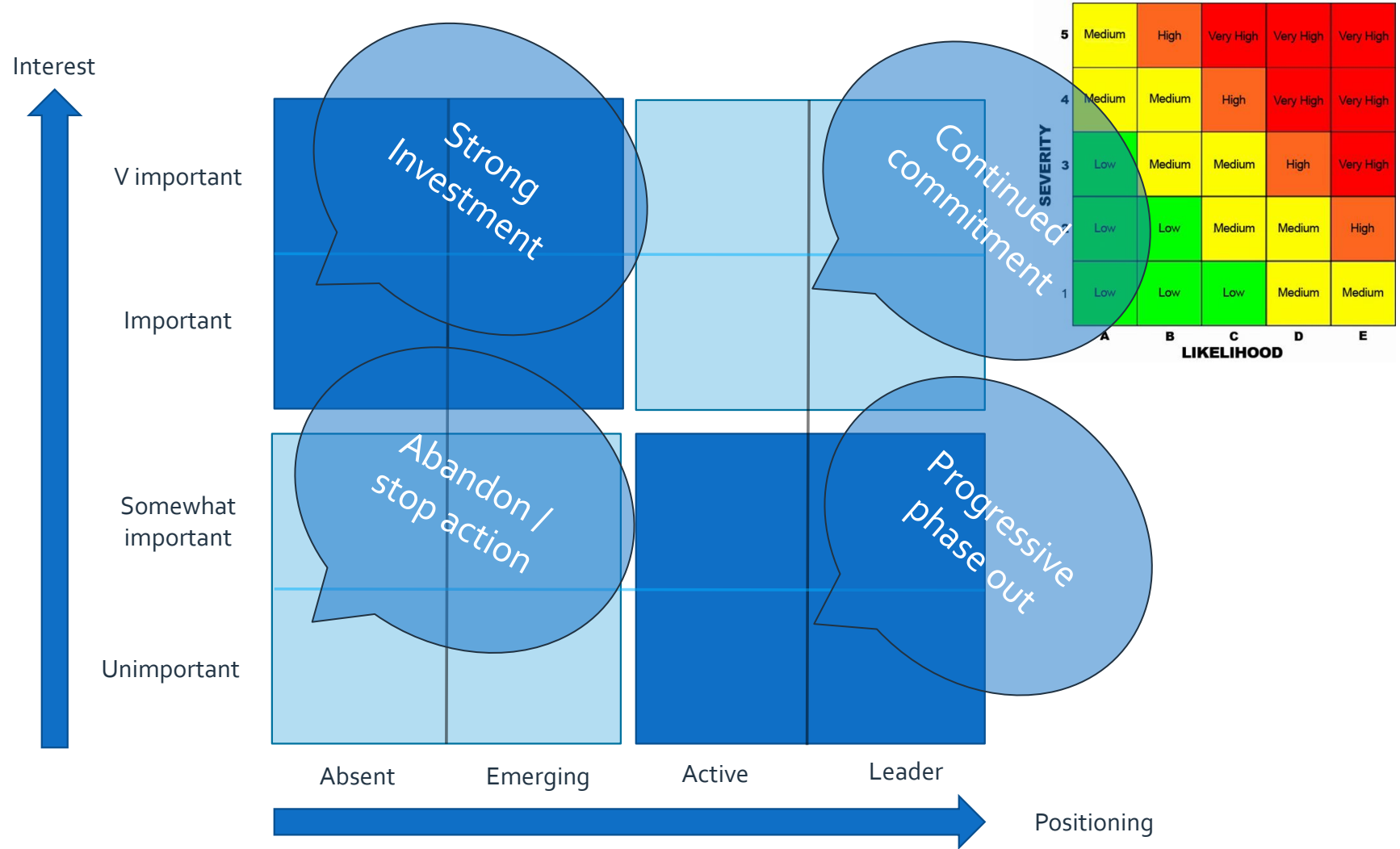
- Quality of information is becoming harder to determine & quantity of information is increasing exponentially.
- Strategic consumption of information requires specific strategies & technological assistance to ensure it is filtered & packaged effectively.
- To remain competitive in the 'Brussels Bubble' requires updating & optimizing your collection, analysis & use of intelligence.

Boolean Searches



(talent OR hr) AND recruitment
talent OR (hr AND recruitment)
"Human Resources" or "Information Technology"

Interest / Positioning Matrix



Monitoring Report Tips

- Title clearly identifies the issue
- First line is a short summary. Emphasis key development.
- Body of text covers the 5 Ws
- If relevant recommend follow-up action
- Links to the documents used to produce the report.

Warning:
**Choose your
development
wisely!!**

Monitoring Report Tips 2

Monitoring report could include:

- Background of the legislative proposal
- Objectives of the legislator
- Impact on the organization
- Action-plan and schedule
- Type of legislative procedure
- Stage in the legislative process
- Upcoming events
- Key decision-makers in each institution
- Link to key documents / news articles

CONTACT

paul@shotton.nl
0031(0)624221664

Any Questions ?

Participants

1. Marialessandra Carro, ADL Consulting SRL
2. Geraint Edwards, FiscalNote Europe
3. Silvia Alunni, Hague Belgium BVBA
4. Martin Vodnansky, CEC Government Relations
5. Wei Qian, Amway Corporation
6. Julie May, McDonalds Corporation