



Executive Summary 2023



- Survey of **policy leaders** in Washington, D.C., conducted July to August 2023.
- Participants work in policy-oriented and communication positions in **Congress**, the Federal **executive branch** and **private sector**.
- Assess perceptions regarding the public policy effectiveness of **50 associations** in Washington, D.C.

| Government | | Influencer |
|--|---|---|
| <p>Congress</p> <ul style="list-style-type: none"> • Chief of Staff • Staff Director • Chief Counsel • Legislative Director • Communications Director • Senior Policy Advisor • Senior Legislative Assistant | <p>Executive Branch</p> <ul style="list-style-type: none"> • Chief of Staff • Deputy Chief of Public Affairs • Director of Communications • Senior Policy Advisor • Congressional Relations Officer • Legislative Affairs Specialist | <p>Private Sector</p> <ul style="list-style-type: none"> • Partner • Principal • Senior Vice President, Federal Public Affairs • Vice President, Public Policy • Managing Director and Senior Lobbyist • Senior Director, Government Affairs |

An Elite Reputation Research Program

A comprehensive evaluation of the Washington landscape:

- How to be considered a highly effective association.
- Evaluate key drivers of effectiveness and how these characteristics impact desired public policy outcomes: issue consideration, engagement, etc.
- Identify the sectors that lead the way and recognize leaders on key characteristics.

Industries included in the study:

- Retail & General Business
- Financial Services
- Healthcare
- Energy & Extraction
- Manufacturing
- Food & Beverage
- Technology & Telecommunications
- Transportation & Travel

**MODEL
HYPOTHESIS &
VALIDATION**

Q4 2012

Informing the hypothesis

BENCHMARK

2013:

Model Development

TRACKING

2015 - PRESENT

Model Confirmation /
Tracking Research

Model Hypothesis & Validation

- 30+ years of experience measuring trade association effectiveness
- Interviewed policy leaders about key characteristics of effective associations
- Developed testable hypotheses through conversations with partners
- Identified 52 distinct characteristics
- Isolated the 15 characteristics that are valid predictors of association public policy effectiveness (using advanced statistical analysis)

Benchmark Study 2013

- Surveyed more than 400 DC policy leaders
- Rated 50 associations on the 15 characteristics
- Included evaluation only from policy leaders familiar with assessed associations
- Uncovered likely engagement with an association based on its perceived effectiveness

2013 Analysis

- Developed the TradeMarks Model – what is the impact of each characteristic on an association’s effectiveness rating – through advanced statistical analysis
- Calculated TradeMarks Index (TMI) for the Model – a summation of perceived effectiveness
- Determined the relationship between TMI and desired outcomes

2015 – 2023 Studies

- Same questionnaire and sampling principles as in 2013 – allows us to look at what has changed
- Most associations the same – some new, some replacements
- Flex questions to measure timely issues

TradeMarks Index Process

Step 1

Ask Directly About Perceived Effectiveness

How effective is X association in achieving the public policy priorities of its members?

Scale 0-10
(0=not at all effective, 10=very effective)



Step 2

Assess Performance on 15 Validated Characteristics

How well do you think X association performs on Y characteristic?

Scale 0-10
(0=performing very poorly, 10=performing very well)



Step 3

Perform Advanced Analysis

Factor analysis to determine proportional impact of each characteristic in describing association effectiveness.

Dependent Variable = association effectiveness (direct measure)

Independent Variables = 15 characteristics



Step 4

Calculate TradeMarks Index

A number between 0 and 100 that takes into account both the performance scores and the impact of each characteristic.

TMI Score = (performance on each characteristic x proportional impact of each characteristic) x 100



The Washington Landscape

1.

COVID-19 bump fades: association effectiveness softens, will be interesting to see if TMI settles into more familiar territory

2.

Manufacturing has its moment: for the first time in nine surveys, this sector is collectively rated the most effective

3.

Members in the spotlight: increased expectations for associations to bring a diverse set of members into the conversation and to speak with a unified voice

TradeMarks Indices

All Associations

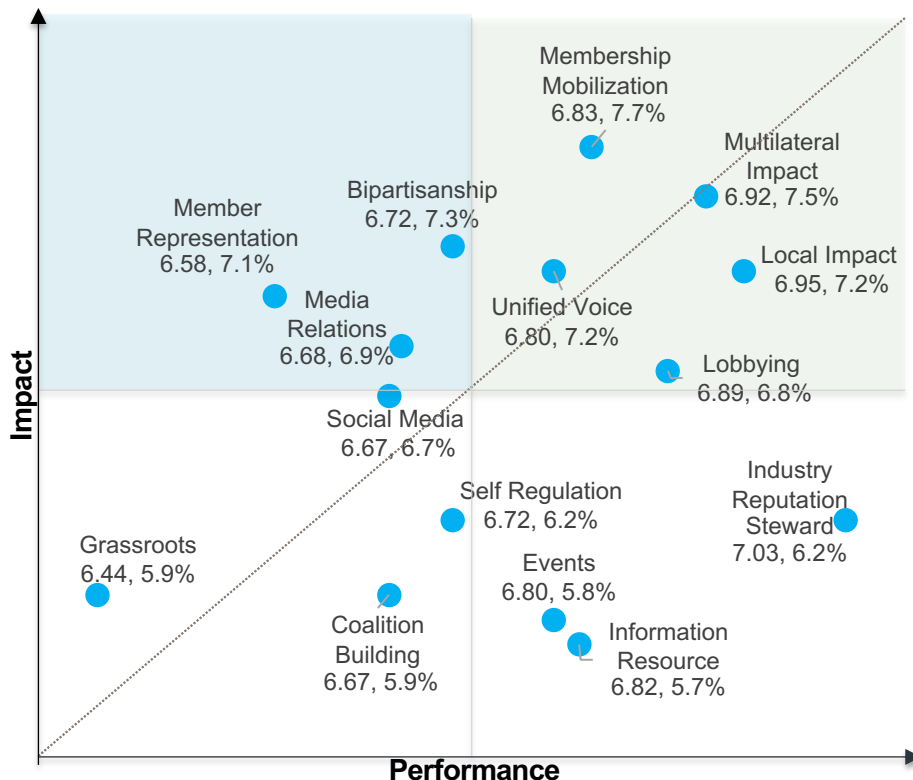


TradeMarks Model: Characteristics

| Characteristic | Statement |
|-----------------------------|---|
| Lobbying | "Has effective lobbying representation and builds direct relationships with policymakers" |
| Multilateral Impact | "Works effectively across the executive, legislative and regulatory branches" |
| Unified Voice | "Represents the voice of the entire industry and the interests of all its members" |
| Local Impact | "Impacts policy at both local and state levels" |
| Social Media | "Uses current technology, including online and social media, to communicate and engage with key audiences" |
| Membership Mobilization | "Members actively support the association's positions and mobilize to directly contact policymakers" |
| Bipartisanship | "Works effectively and is viewed favorably by policymakers from across the political spectrum" |
| Media Relations | "Attracts positive media coverage for the industry and its issues" |
| Events | "Sponsors events and conferences that help generate substantive dialogue – if not a unified voice – for the industry" |
| Industry Reputation Steward | "Protects the reputation of the industry it represents" |
| Coalition Building | "Builds effective coalitions with other groups on issues" |
| Information Resource | "Produces accurate and reliable information, including new research and data, to help inform policy" |
| Grassroots | "Mobilizes grassroots campaigns to influence policy and legislation" |
| Member Representation | "Balances the interests of corporate members as well as state associations" |
| Self-Regulation | "Promotes high standards in the industry it represents by establishing and enforcing industry codes of conduct" |

TradeMarks Model: Total Matrix 2023

TradeMarks Index = 67.7



- **Association effectiveness is relatively stable, softening only slightly since 2022.** Despite the decline after the COVID-19 bump, overall performance remains higher than all years surveyed prior to 2021.
- **Interest in meeting with association members escalates after the full reopening of Congress.** Membership Mobilization, Member Representation and Unified Voice all rise in prominence in 2023 indicating the growing impact of communicating association and member interests.
- **Buoyed by a split DC and new issues being sent back to the states, Local Impact grows in impact.** Policy Elites' focus on a higher level of state and local activity places a growing impact on and performance expectation of Local Impact to be considered an effective policy advocate.
- **Renewed emphasis on stakeholder identification and relationship development.** Multilateral Impact and Bipartisanship continue to be essential for associations to be considered effective advocates. While relatively lower in importance, Lobbying remains a core association asset.

Effectiveness Trend - Total

- The Lobbying, Membership Mobilization and Multilateral Impact characteristics remain core strengths this year as in every past wave of the study. Unified Voice and Local Impact are also core assets for associations.
- For the first time ever, Membership Representation arises as high impact driver, yet continues to have below average performance – indicating a key area of vulnerability.
- Performance across media platforms (Social Media and Media Relations) continues to be a challenge for associations.

Matrix Key

**Key Efficacy
Vulnerability**
(lower performance &
higher impact)

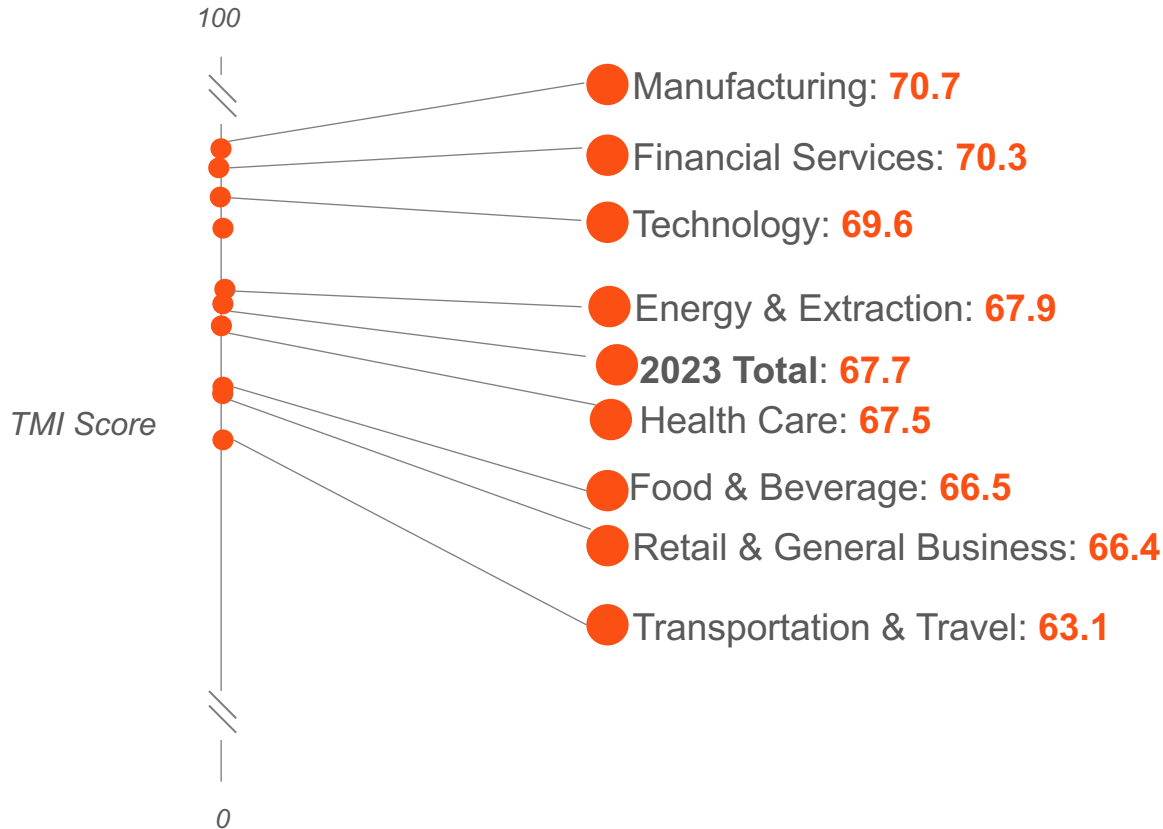
**Core Efficacy
Asset**
(higher performance &
higher impact)

**Efficacy
Vulnerability**
(lower performance &
lower impact)

Efficacy Asset
(higher performance &
lower impact)

| | 2013 | 2015 | 2016 | 2017 | 2018 | 2019 | 2021 | 2022 | 2023 |
|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Lobbying | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset |
| Membership Mobilization | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset |
| Multilateral Impact | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset |
| Unified Voice | Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset |
| Industry Reputation Steward | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Efficacy Asset |
| Local Impact | Core Efficacy Asset | Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset | Efficacy Asset | Core Efficacy Asset | Core Efficacy Asset |
| Social Media | Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability |
| Events | Key Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability | Core Efficacy Asset | Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Asset |
| Media Relations | Efficacy Vulnerability | Core Efficacy Asset | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability |
| Information Resource | Efficacy Asset | Efficacy Asset | Core Efficacy Asset | Efficacy Vulnerability | Efficacy Asset | Efficacy Asset | Efficacy Asset | Key Efficacy Vulnerability | Efficacy Asset |
| Bipartisanship | Core Efficacy Asset | Key Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Asset | Efficacy Asset | Efficacy Vulnerability | Key Efficacy Vulnerability | Key Efficacy Vulnerability |
| Self-Regulation | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability |
| Coalition Building | Key Efficacy Vulnerability | Core Efficacy Asset | Core Efficacy Asset | Key Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability | Efficacy Vulnerability |
| Grassroots | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability |
| Member Representation | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Efficacy Vulnerability | Key Efficacy Vulnerability |

Top Performing Sectors: Overall



- For the first time in our survey, Manufacturing is collectively the most effective sector, with a TMI of 70.7. It is likely that the Bipartisan Infrastructure Law, a growing emphasis on domestic production and increased efforts to combat supply chain issues are boosting effectiveness perspectives.
- The Financial Services and the Technology sectors each maintain their 2nd and 3rd positions. Both sectors have seen encouraging legislation in recent years but also face concerns around new technology regulations. In general, these sectors may be considered resilient to volatile environments, exhibiting stable scores over the past few years.
- While Health Care held the highest position in 2022, the sector is ranked 5th in 2023 as TMI decreases by approximately 3 points – a possible reflection of continued high costs, HCP recruitment & retention issues and dissonance within the industry.
- Transportation & Travel, Retail/General Business and Food & Beverage have each seen prolonged challenges since the pandemic and are particularly vulnerable to the uncertainty of the current economic environment.

Top Performing Sectors by Characteristic

| Characteristic | Top Rated Sectors |
|-----------------------------|---------------------------------|
| Lobbying | Financial Services |
| Membership Mobilization | Manufacturing |
| Multilateral Impact | Technology & Telecommunications |
| Unified Voice | Financial Services |
| Industry Reputation Steward | Technology & Telecommunications |
| Social Media | Technology & Telecommunications |
| Events | Financial Services |
| Media Relations | Financial Services |
| Information Resource | Financial Service |
| Local Impact | Manufacturing |
| Bipartisanship | Technology & Telecommunications |
| Self-Regulation | Manufacturing |
| Coalition Building | Financial Services |
| Grassroots | Financial Services* |
| Member Representation | Manufacturing |

- The following industry sectors are top-rated for effectiveness on each characteristic in the TradeMarks Model.
- In 2022 Healthcare dominated as the leading sector for most characteristics yet, in 2023, the sector is notably absent.
- Financial Services grabs nearly half of the top spots including two key areas – Lobbying and Unified Voice.
- Manufacturing performs well, ranking first for Membership Mobilization, the overall most impactful characteristic in 2023.
- The Technology & Telecommunications sector takes the remaining top spots.

**indicates second year in a row as top-ranked*

Top Performing Associations by Characteristic

| Characteristic | Top Rated Association |
|-----------------------------|---|
| Lobbying | National Shooting Sports Foundation (NSSF) |
| Membership Mobilization | National Shooting Sports Foundation (NSSF) |
| Multilateral Impact | Computer & Communications Industry Association (CCIA) |
| Unified Voice | IHRSA, The Global Health & Fitness Association |
| Industry Reputation Steward | National Shooting Sports Foundation (NSSF) |
| Social Media | TechNet* |
| Events | Business Roundtable |
| Media Relations | IHRSA, The Global Health & Fitness Association |
| Information Resource | IHRSA, The Global Health & Fitness Association |
| Local Impact | PhRMA |
| Bipartisanship | Credit Union National Association (CUNA)* |
| Self-Regulation | IHRSA, The Global Health & Fitness Association |
| Coalition Building | IHRSA, The Global Health & Fitness Association |
| Grassroots | American Council of Life Insurers (ACLI) |
| Member Representation | Credit Union National Association (CUNA)* |

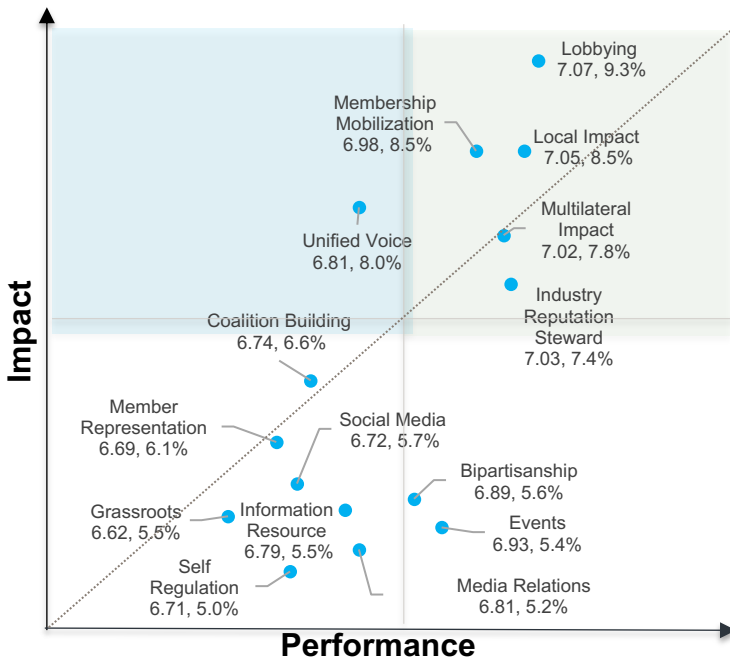
- The following associations are top-rated for effectiveness on each characteristic in the TradeMarks Model.
- IHRSA grabs the top spots on one-third of the 15 characteristics including Unified Voice, a highly prioritized area in 2023.
- NSSF earns three top spots – Membership Mobilization, Lobbying and Industry Reputation Steward.
- CUNA performs best with Bipartisanship as well as Member Representation – both high impact characteristics in 2023.
- TechNet continues to score top marks on the Social Media characteristic.

**indicates second year in a row as top-ranked*

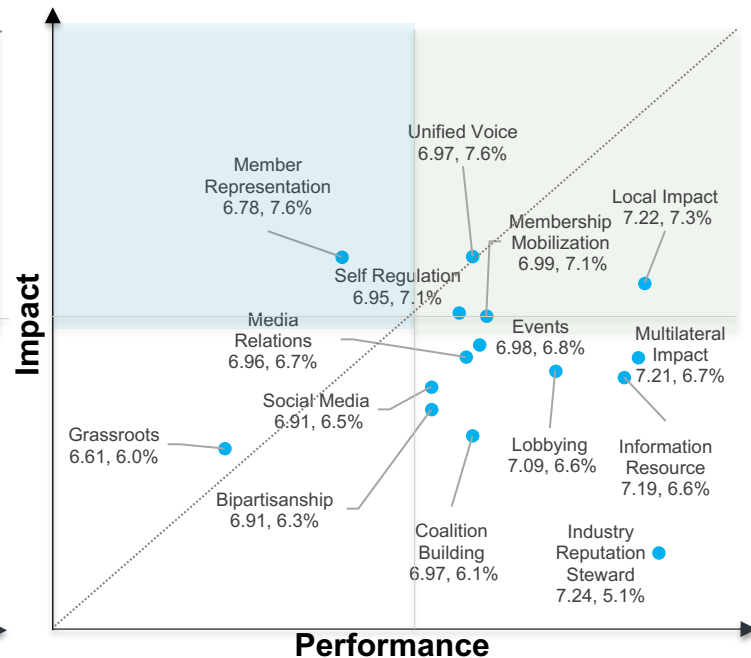
Total Matrices: Political Party 2023

- In 2023, TMI drops by 1.1 points among the Democratic Policy Elite audience while increasing by 2 points among Republicans, resulting in a closing of the gap between partisans.
- Trends in 2023 indicate strong alignment between the impact and performance of key characteristics among Democrats.
- Alignment is not as clear among Republicans. Here, signs of consensus like Coalition Building and Bipartisanship has dipped among Republicans after regaining control of the House.
- Democrats place substantially higher value on the way associations protect the reputations of their industries while Republicans tend to feel this is less important and already being accomplished.

Democrat Total TradeMarks Index = 69.0



Republican Total TradeMarks Index = 69.8





Contact information

Bill Dalbec, Managing Director

bdalbec@apcoworldwide.com

202-778-1032