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THE MARKETING OF IDEAS OF THINK TANKS AS THE COMMUNICATION STRATEGY ON THE POLITICAL ARENA

Summary

Think tanks undertake communicative actions with the aim of making their research public, so that other private and public bodies can take into account the studies conducted according to their own particular spheres of interest. Thus, documents and reports would be the principal tools of marketing strategy of these organizations. This capacity for communication would extend into the organization of workshops and seminars, with the aim of making direct contact with individuals who are interested in the topic. Nevertheless, one of the main areas in which they work is gaining access to the media, especially by means of webpage, in order to spread their ideas-marketing of ideas- given that this opens up the possibility reach a wide audience, and confers social presence and influence.

Introduction

Think Tanks are defined as the entities, which by means of research and analysis, put forward any kind of proposals of political action to the institutional bodies applying both direct and indirect communication strategies, in order to gain access to and influence public opinion. With the help of this concept the definition may be broadened to describe think tanks as organisations formed by diverse intellectuals and analysts, who receive contracts or commissions (from public and private organisations) in order to perform researches on ideas and projects and propose forms of possible implementation of various government or industrial activities. Finally, it's appropriate to point out the three elements which contextualise the activities of a think tank:

1. Research for generating ideas and proposals.

2. Concrete propositions, detailed and practical, made for the authorities.
3. The creation of communication strategies for public opinion and for institutional bodies. Implicit in this is the use of the essential term, as in how is the effect on intellectuals, politicians, business people, ordinary citizens, organisations, etc.

In any social organization, pressure groups appear as an inseparable element of the political structure with a representation in the long and complex process of forming decisions, either integrating the demands or by setting the hierarchy and the order of propositions or requests, which may be addressed in the political dialogue.

The starting point of the analysis of social groups and political life has been initiated with the research conducted by Bentley, in his study of the different social manifestations. Thus, it included his famous statement that implies recognition of the significance of associations in contemporary societies: „The main work while studying all forms of social life is the analysis of the groups, which can be classified in multiple manners. If only groups are defined properly, everything is already set. And when I say everything, I mean each and every one of the things”¹.

The diversity of interests, according to Burdeau², is multiplied, as far as the more complex a society becomes, facilitating the increasing development of more specific interests that are, simultaneously, contradictory to each other.

Lobby and interest

The notion of group, as outlined above, shall not be separated from the interest, so for Bentley³, group and interest are invariably linked. However, the term „interest”, which covers both situations and material as intangible and indeterminate peculiarities, has been limited to indicate an economic interest. Nevertheless, that finds no justification for having an unduly restricted sense.

Throughout these pages, the broad concept of interest will be used and it will be considered part of the social process that covers specific and intangible situations away from the perceptual monodirectionality of economic interest.

¹ A.F. Bentley, *The process of government. A study of social pressures*, Chicago, Chicago University Press, 1908. It has been used Italian translation by de Giuseppe Buttà: *Il Processo di Governo. Uno studio delle Pressione Sociali*, Giuffrè, Milano 1983, p. 256.

² G. Burdeau, *Traité de Science Politique*, Tom III (La Dynamique Politique), Vol. I (Les Forces Politiques), Librairie Générale de Droit et Jurisprudence, Paris 1982, p. 164.

³ *Ibidem*, p. 259.

The political suitability of creating groups is especially advocated in the United States, as underlined by Mathiot⁴, since it is admitted that there are many minorities, which, in a democracy, have the right and even duty to come together to defend their interests and make their views explicit.

All definitions elaborated by the specialists include the fact of appearance of peaceful confrontation and opposition of groups as well as the existence of a common interest among its members. Bobbio and Matteucci⁵ define the interest group as following: „Any group that, based on one or more shared attitudes, carries out certain claims against the other groups in society, the establishment, maintenance or expansion of forms of behaviour that are inherent to the shared attitudes”.

The different definitions (Bobbio and Matteucci, 1966; Ferrando Badia⁶, 1977) admit, as a measure and social situation, the fact of competition between different social groups. Bobbio and Matteucci talk about other groups of society and Ferrando Badia about other groups in society.

By contrast, Almond and Powell⁷ pursue a more intrinsic vision, as they point out to the connection between individuals without any external connotation, compared to other social actors. For Meynaud⁸, the public is also considered an aggregate of individuals reacting to the same stimuli, but individuals must necessarily find themselves in a state of psychic proximity.

Thus, the common interest is the mean of union between individuals of a group. The interest is used to identify the collective attitude of this group of individuals, as a psychological reaffirmation of interaction between its members or as external identification towards other groups or social communities.

Meynaud⁹ establishes a typology of the collective interests that is described as common interest, in which it is specified and pointed out the following:

1. The distinction between groups that seek material advantages for its members against those that defend immaterial causes such as moral or philanthropic.

⁴ A. Mathiot, *Les <Pressure Groups> aux Etats-Units*, „Revue Française de Science Politique”, 1952, No. 3, p. 429–473.

⁵ N. Bobbio and N. Matteucci, *Diccionario de política*, Traduction and Study of Juan Ferrando Badia, Tecnos, Madrid 1966, p. 751.

⁶ F. Badia, Juan, *Grupos de interés, de promoción y de presión. Institucionalización de los Grupos de Presión*, in: “Revista de Estudios Políticos”, 1977, No. 213–214, p. 9–44.

⁷ G.A. Almond, G.B. Powell, *Política comparada*, Editorial Paidós, Buenos Aires 1972, p. 71.

⁸ J. Meynaud, *Nouvelles études sur les groupes de pression en France*, Armand Colin, Paris 1962, p. 8.

⁹ *Ibidem*, p. 15–21.

2. Groups that are based on objective characteristics and based on the promotion of moral or ideological views.
3. Groups seeking an endogenous function to provide satisfaction to its members in the community and which are directed outward in order to achieve the common interests of the members.

For Ehrlich¹⁰, pressure groups follow only one goal, embodied in the intention of obtaining favourable political outputs to their demands and aspirations, in order to achieve the goals set by these organizations. Furthermore, all its actions are indirect because they never consider exercise the power directly, since its objectives are based on the influence that they can exert on individuals, bodies and institutions in the political ecosystem.

Mackenzie¹¹ is a follower of the same thought, assuring that pressure groups' efforts are aimed at influence the decisions of policy-makers, without assuming responsibility for the society management.

Thus, the pressure groups are characterized by few variables that differentiate them from other associations, as the authors dedicated to the studies of these groups claim, the following three specifications appear to be mandatory:

1. Existence of an organization that allows articulating the interests of members and is able to maintain a stable and continuous relation. The group generated is characterized by a combination of individuals and property, coordinated for purposes of the achievement and implementation of predetermined goals, by uniting the members in pursuit of common interest. This internal organization is responsible for managing and controlling the activity of the association. For a scholar McFarland¹², who investigates groups' typologies that develop social and political influence, the centres of power are likely to become customized, differentiating on the basis of its internal functions: one leader unites the organization members, while another is responsible for establishing endogenous monitoring (including sanctions if needed).
2. Group cohesion due to certain values, concerns, thoughts, positions, etc., what creates the presence of a common interest that unites them, simultaneously differentiating them from other social groups. Such

¹⁰ S. Ehrlich, *Le pouvoir et les groupes pression. Étude de la structure politique du capitalisme*, Mouton, Paris 1971, p. 30.

¹¹ W.J.M. Mackenzie, *Pressure Groups. The conceptual Framework*, „Political Studies” 1995, No. 3, p. 247–287.

¹² A.S. McFarland, *Interest Groups and Theories of power in America*, „British Journal of Political Science” 1987, Vol. 17, No. 2, p. 129–147.

common interests build the connections among group members as well as the relationships that may be very specific. However, the paradox must be taken into consideration, that there can be more reasons to separate members than the reasons to unite them.

3. Carrying out an action outside the group, which is defined by the majority of authors as pressure, and trying to influence public institutions and people that embodied the authorities, with the intention that their demands would be taken into account in the moment of adopting imperative decisions. A fundamental aspect of the group's activities is the teleological intent to influence, since it appears as the premise for introducing any requests. This relationship between two or more actors that convey certain values consists of, for Nagel¹³, relations between one or more actors, singled in a series of intentions, needs, preferences, etc., affecting predispositions and intentions of others. Thus, the attempt to exercise influence by pressure groups is presented as a one-sided communication.

In the United States, the lobbies' home country, the action of this kind of business organizations is very intense and there were attempts to regulate it under two principles: the right of the public to know the funds and the mode of action of lobbyist, and simultaneously, the equality of opportunities should guarantee to all individuals and all groups to have the possibility to communicate petitions to public authorities.

Ernest and Wittenberg¹⁴ emphasize this perceptual shift, showing the example of receptions held in the embassies in the past: if the person was asked about his profession, he never identified himself as a lobbyist, but as a specialist in legislative relations. Currently, there is no longer any fear or reluctance to be defined and presented as a lobbyist, and also the functions they perform have been tried to be shown as positive, occasionally replacing them with the term of political education, as it was the case of the creation of a Committee on Political Education by the Congress of Industrial Organizations in the 40's.

Lobby and political marketing

In order to escape from extremism, Meynaud¹⁵ tries to combine the meaning of lobby as intermediary or as pressure groups, claiming that the terms lobbying

¹³ S.S. Nagel, *Political Party Affiliation and Judges Decisions*, „The American Political Science Review” 1961, Vol. 54, No. 3, p. 29.

¹⁴ E. Ernest, E. Wittenberg, *How to win in Washington: very practical advice about lobbying, the grassroots and the media*, Basil Blackwell Publishers, Oxford 1989, p. 7.

¹⁵ *Ibidem*, p. 141–142.

or lobbyist do not cover all the activities that the so-called pressure groups perform, but they only work with public figures (members of the government, administration, legislators and lawyers) and often it is a work done by specialists. Others, such as Almond and Powell¹⁶, as well as Sauvy, still limit more the function of the lobby and place it only among the actions taken on the legal system.

Nevertheless, there are no differences in the functions performed by pressure groups and lobbies, i.e. concrete position in election campaigns, education of the population, the organization of mass events such as demonstrations, strikes, etc.

Techniques used by lobbyists have been systematized by Ziegler and Dye¹⁷ in four categories:

1. Access to the power to communicate the relevant information to the public decision-makers. A fundamental requirement is to access to the political system. The lawyers, Public Relations agencies or consultants offer connections and potential customers, really becoming these companies that perform the activity of lobbies without having the consideration by right, but conducted de facto.
2. Information. The good lobbyist knows the legislative process, is an expert in political debate, and gives information on the group's position in different situations. In order to do his job, he should be able to use the right language, know the relevant people, know how to process different subjects, etc.
3. Mobilizing the base (grass-roots mobilization) through letters, telegrams or phone calls from citizens, directed to the appropriate people, always pretending to be spontaneous.
4. Campaigns in support based on all the above mentioned, and concerning any issue.

This support is given with the intention of creating a favourable public image of groups or individuals in order to create a specific public claim.

The work of Finer¹⁸ was the one that, with the most significance and depth, identified lobby with pressure group. For the British author, the lobby is an organization that indirectly influences the political system.

¹⁶ *Ibidem*, p. 80.

¹⁷ H. Ziegler, T. R. Dye, *The irony of Democracy. An Uncommon Introduction to American Politics*, Cole Publishing Company, Belmont 1990, p. 227–230.

¹⁸ S.E. Finer, *El imperio anónimo. Un estudio del Lobby en Gran Bretaña*, Translation and former study by Juan Ferrando Badia, Tecnos, Madrid 1966, p. 98.

Routes of origin of the professional lobbyists are diverse: a former Member of Parliament or Government, which has close relations, as main shareholder or beneficiary, with private interests¹⁹, employees of firms or managers of private associations, as well as advertising and public relations²⁰ specialists, and finally journalists²¹.

However, specialists are describing different backgrounds, such as Berry²², who emphasizes law firms and public relations offices. By contrast, Hrebenar-Scott²³ also added the former congressmen and ex- members of the administration. The latter source is distinguished in the high administration officials outgoing, who become part of the management of business or lawyers (revolving door).

Good lobbyists should be able to run and demonstrate a range of features to complete their activity satisfactorily. All these actions and activities can be summarized in ten points expressing the main features:

1. He must know how to advise, inspire, prepare and coordinate the activities of organizations that represent groups in the different branches of government (legislative, executive and judicial), as well as actions on the public.
2. The relationship between the people who achieve the goals at work should be deep, friendly, private and fruitful, especially with the key characters. He also must have wide network of contacts at the principal levels.
3. The contacts that he maintains should be enabled in his activities in order to get quick and easy access.

¹⁹The law firms are necessary due to complex legislative process, full of technical and legalistic regulations marked, what raise the necessity of the existence of legal professionals in order to defend the interests of their constituents as best as possible. The best known are Covington & Burling (with 225 lawyers in 1987) and Arnold & Porter (which employs 198 lawyers).

²⁰As far as the public relations offices are concerned, they offer more services than legal firms and direct themselves towards changing public perception about the group's image. The most important offices are: Burson-Marsteller and Hill & Knowlton (office was moved in late 1992 to Spain in order to try to introduce legislation favourable to the activity of these groups). With regards to this, the newspaper *El País* reports that the Secretary of State for Communications has hired the multinational public relations Burson-Marsteller to offer interviews to various German media during the visit of Prime Minister José María Aznar in Germany (*El País, The Government 'privatized' information about Aznar's visit to Germany*, February 5, 1997, p. 18).

²¹The origin of the world of journalism is significant for Liedling (quoted by Dion, 1967: 134), and especially for the Washington Press correspondents, who have opened offices in the federal capital, partly for prestige reasons and partly for purposes related to pressure on the region's representatives in the place where the newspaper is published.

²²J. Berry, *The interest group society*, Scolt Foresman/Little, Illinois 1989, p. 91–93.

²³R. Hrebenar, K.S. Ruth: *Interest groups politics in America*, Englewood Cliffs, Prentice Hall 1990, p. 71–88.

4. He should know and be able to communicate the views of his constituents in the various processes at the most appropriate time, prepare more appropriate judgments timely and accurately, and get positively highlighted circumstances. He must always use the truth, because is essential if the data and arguments are not valid, otherwise any future action will be doomed to failure.
5. He must be aware at all times, and apply quickly the judicious techniques as well as be likely and ready to generate, in any case, the optimal and appropriate solution.
6. He must be able to act as an inspiration and even produce a large number of petitions, letters, and telegrams in series that would reach public decision-makers, as well as being able to define the best moment for performance (grassroots lobbying).
7. He should possess sufficient scholar knowledge to define appropriate advice on the quantity and quality of pressure exerted on a given political actor.
8. His knowledge of public relations techniques, information and advertising, should be maximized in order to improve the image of his constituents. He must dispose of easy access to means of communication that enable the publication of information favourable to the most of the represented interests.
9. He should be inspiring for publications and information for best pro-players in the political process.
10. He should have the appropriate training and expertise knowledge in organizing conferences, visits, etc., of public figures and stakeholders, in order to increase the knowledge about them.

The new approach of the political mechanism exhibits a growing demand of knowledge concerning the stages and processes through which social petitions must be submitted in order to reach a place in which imperative decisions are adopted. Thus, the decision-making study focus on exogenous factors (on the issues such as: how to enter the process, or more specifically on the collective inputs) and endogenous ones (development and production of outputs).

Lobbying and political process

These perceptive mutations about the reality and political dynamics led Almond and Powell²⁴ to affirm the need to bestow more complexity to the tradi-

²⁴ G.A. Almond, G.B. Powell, *Política comparada*, Editorial Paidós, Buenos Aires 1972, p. 19.

tional model of Separation of Powers (Legislative, Executive and Judicial), simultaneously, adding other features such as: joint interests, aggregating interests and political communication.

The new features convert the political system to be a part of modern conversion processes, e.i., proceedings that transform the flow of demands and support to the political system, in a stream of extraction, distribution and regulation in the context of society.

1. The articulation of interests is the process through which individuals and groups present demands on those responsible for making political decisions. This feature is important as it marks the boundary between society and the political system. If the groups that are part of society find no channels to express their interests and needs, it would be possible that their demands are not met, causing the situation of losing support and legitimacy by a system.

The demands and aspirations formulated by the groups can be classified in four following ways:

- a) Manifested claims (in case of the explicit formulation of a group claim) or latent petitions (when an entreaty is being asked implicitly, such as to keep a schedule or to enforce strictly the rules of operation of services).
- b) Diffused declarations that clearly show the group's demands and claims. In this situation, decisional bodies cannot determine the means and procedures to address the issue.
- c) General claims (affecting social community) or specific demands.
- d) Peaceful claims or by means of violent actions (demonstrations, strikes, etc.).

The accumulation of numerous petitions, which are often contradictory, creates an overload on the system, either quantitative (material accumulation of the number of demands with which the system cannot cope) or qualitative (complexity of claims).

Every system is equipped with a certain elasticity which allows it to resist, up to a certain limit, a particular tension. Among the mechanisms of the system, there can be found the following ones: fulfilment of particular demand (if having a problem in working with limited resources), reducing the overload of claims by selecting petitions or compensating the petition excess with the development of social support.

D. Easton²⁵ has defined pressure groups as well as political parties as "regulators of volume of structural demands", as they are the entities that control the access of the claims to the political system. This control takes the form of reducing the volume and diversity of the entreaties, through the combination of two or more in one single demand.

The reduction process allows channelling the flow of claims, ordering and reducing them to a limited number of alternatives that are presented to the public decision-makers. In addition, it may be also the process of collecting similar petitions, presented in a dispersed manner. The reduction is not only the aggregation of requirements, since it also must meet specific requirements in a global demand.

The synthesis and standardization facilitates to simplify and select the multiple requests in order to perform an action set and in accordance with system resources. This regulation of the conversion of social needs into the political demands is conducted by two mechanisms: structural regulation (which can turn a necessity into a demand) and cultural regulation (which may need to be socially accepted as a demand)²⁶.

Through the use of implementing these endogenous and exogenous regulations, any political system can respond, in whole or in part, to claims and demands that come from the social ecosystem.

The structural regulation of the conversion of needs into demands needs the notion of guardian and barrier. Access to the system is restrained by structural barriers protected by some guardians.

The guardian function is a specialized function in developing political demands: at a first level, highly specialized structures (social associations, trade unions, employers' organizations, etc.) transmit the demands; at a second level, politicians and political parties with a function of identifying the needs and transforming them into political demands; and, at a third stage, there is the withinput (self-feeding political system) in which the authorities turn needs into demands, either to satisfy their customers or to improve their own image.

Cultural regulations allow formulating entreaties as requests that are inserted into the cultural framework of society. Any demand perceived as ease of access to the political system is inversely proportional to the distance of the

²⁵ D. Easton, *Esquema para el análisis político*, Amorrortu Editores, Buenos Aires 1965, p. 116.

²⁶ Offe talks about *social control institutions* in terms of agencies responsible for regulating the establishment and maintenance of standards of social aspirations as well as cultural and political values (*Political Parties and New Social Movements*, Ed System, Madrid, 1996).

cultural patterns. One of the essential factors of group activity is to adapt their requests to the political culture of the society on which they want to act²⁷.

2. Integration function as transparent expression from which the pressure groups derive a function of claim and a latent function of integration, since they are subjects of political socialization or channeling claims and finally the instrument of political communication between individuals and governments.

The communication flow that is established from societal system towards political authorities has been defined by Meynaud²⁸ as the action performed by pressure groups, which collect the information from society and transmit it to the policy-makers. In such a way, the aspirations of individuals who, without these organizations, would not possess formalized channels apart from political parties (with the consequent threat of disorder or violent demands), are becoming integrated.

Political parties and, to a lesser extent, pressure groups are the instruments, politically accepted, to collect social demands and bring them to the political system. This channel allows the control to be realized by political institutions, over the processes of access to the internal structure of the political bodies. In the absence of this integration of social aspirations into the political dynamics, the claims could materialize into too expeditious actions. Thus, political parties and pressure groups can integrate and channel social entreaties through the paths that have been established by the political environment, and therefore, they are not harmful to that.

Function of acceptance and inclusion of the demands introduced by society, thereby ensuring the acceptance of decisions by stakeholders. Thus, it contributes to social and political consensus.

These features of the groups in the political system are the tools which help to reduce social demands, aiming at integrating the system requests and implement the decisions of public authorities.

²⁷ R. Rose has established a taxonomy about the relations that can be established between a pressure group and the cultural norms of a society:

- a) Harmony between the demands of the group and general cultural norms.
- b) Gradual increase in acceptance of political values that support the demands of the pressure group.
- c) Negotiating with floating support by cultural norms.
- d) Work of promotion against cultural trends in the long-term perspective.
- e) Activity of promotion against cultural indifference.
- f) A conflict between cultural values and objectives of the group (*Politics in England*, Little Brown & Company, Boston 1974, p. 269–271).

²⁸ *Ibidem*, p. 116–118.

All claims to establish inferences between groups and public policy-makers aim to reduce societal demands, with the intention of reducing or eliminating systemic overload. Nevertheless, the political system develops procedures not only reductive, but also performs such a variant of activity, of antagonistic nature, that affects the increase in state productive capacity.

In this swap, power operates at two levels: from one point of view it is improving administrative efficiency and from the other, through the creation of formal channels of interconnection between groups and decision-makers.

In terms of administrative course of action, it is intended to extend, through quantitative fiscal means, the space available to the State. Parallel to this, there is attempted the progress through a qualitative organizational actions, the regulatory capacity of governments to achieve greater efficiency and performance in political and administrative proceedings.

The political side affects the increase in production through the institutionalization of partnerships and coordination mechanisms between policy-makers and pressure groups. This situation causes the increase in a partnership between public authorities and groups. The collaboration takes the form specific to each one of the countries with different features and characteristics, which can vary depending on different political systems.

This cooperation may take a variety of options as the official contact between government agencies and social groups (audiences, obligation of listening to opinions prior to the decisions adoption, etc.), regulation with the recognition of its role and mechanisms of concurrency, and finally legislative regulation (overall regulations on pressure groups and ordinary associations, mediate a law on associations, or specific regulations regarding certain groups such as professional associations).

Lobby and media

In a social reality that appears as a system of relationships and processes of power, by depriving the individual of his responsibility and placing him as a substitute for a multiplicity of groups, the media act as real social actors. Media have become the backbone upon which individuals interact socially and impose their political will.

This constellation of groups, that might be distinguished quantitatively and qualitatively, consists of different types of instruments of control, which are stratified according to its sizes. Moreover, they execute the control through

possessed strength, by teleology of group, and with the help of the form and mode in which they influence the behaviours of others.

In its modern form, the political game is increasingly organized and structured, both by public opinion and symbolic political struggle. The latter tends to get reduced, significantly, to the battle for winning a public opinion. Lobbyists seek to capture the intentions of the public in order to report them to public authorities as the representatives of the public opinion and the advocates for the claims of society.

One of the key points of political domination is based on the mechanisms occurring mainly in a symbolic order, since the most important political action is shown surreptitiously and in the overlapping manner, as well as it mostly consists of the enforcement of the world rating systems.

Nowadays, there occur significant struggles for getting an access to the activity of selection and placement of the subjects in agenda-setting. Truman²⁹ himself has noted that the phenomenon of intervention on public opinion had been important already in the XIX century. This action managed to change the past performance of lobbyists (old lobby, based on corruption and bribery), since the one of its principal activities is to conduct its actions on public opinion in an attempt to raise awareness of issues defended by the group (new lobby). Thus, every group seeks to obtain a certain degree of social support, explicit or tacit, in order to elicit favorable reactions, or as less unfavourable as possible, to the groups' interests.

It seems evident, that the groups try to exert influence on public decision-makers and to shape public opinion on a wide range of subjects and issues. Teleology here means the establishment of channels of social authorities that allows them to include their own interests, likely to be resolved, in the agenda for public discussion, as it is stated by the sociologist Janowitz³⁰: groups do not pursue "a spectacular conversion of public opinion, but are rather fixing or establishing the limits within which public controversy takes place on arguable matters."

In democracies, the media develop the role of a genuine forum for claims of various groups. The mass media act as spokesmen making the problems visible,

²⁹ D.B. Truman, *The governmental process political interest and public opinion*, Alfred A. Knopf, New York 1968, ch. 8.

³⁰ R. Janowitz, *Preference Aggregation in Political parties and Interest Groups: A Synthesis of Corporatist and Encompassing Organization Theory*, „American Journal of Political Science”, 1988, Vol. 32, No. 1, p. 105–125.

since the issue indicates either no presence, or rather scarce social and political existence, unless is reflected in the communicative ecosystem.

All lobbyists rely on the media, at a certain point, and in their proceedings for a number of reasons:

1. To gain notoriety within the social collectiveness, since before the proliferation of multiple social groups, it is essential to assume a place in the social system (information, political, social, etc.).
2. To specify certain features, presented in a favourable manner, in order to facilitate differentiation from other groups in the individual perception.
3. Changing social habits and behaviours as a primary function of public education in relation to those concepts that are advocated by the association.
4. To create, maintain and enhance the positive image of the group with the aim to increase the number of members and supporters.
5. Raising awareness of society on issues that are considered most relevant and interesting to the group. Each association will seek to obtain the highest degree of social awareness for two reasons: achieving that the opinion would mutate towards its claims and concerns, as well as developing social support for its political demands.

Any strategy on public opinion is impossible to be pursued under maximizing aspirations, as there are factors that influence the achievement of the objectives:

1. The presence of other groups with conflicting interests and objectives. It is recurring factor in a society characterized by great number of social partnerships that integrate concurrent interest groups, but simultaneously there are emerging other groups with divergent and contradictory claims.
2. The existence of several possibilities of actions that allows developing the most appropriate activities to the intrinsic characteristics of the group, according to its objectives with regards to the subjects of interest.
3. Limitation of available resources requires that the group pursues an endogenous analysis prior to setting the diligences in order to exercise the influence in the most favourable way.

Many varieties of action regarding media and the inability to get all and each one of the possibilities contribute to the situation in which the existence of general action plans (strategies) becomes quite essential. Similarly, it also works for the establishment of short, medium and long term objectives, and specific actions, what permit, in a concatenated and sequential manner, achieving the targets set as the goals.

In exerting the impact on public opinion, the use of media is an unavoidable and inherent factor, because the socially privileged channels are the power of evolution of media and they also lead to all areas of society. For the great importance of media in society nowadays, lobbyists pay particular attention to the media illation with such mediatic instances, establishing a series of relations that can be classified into two categories:

1. Direct or endogenous actions on the media posing either as advocates or as supporters of these media. The most common way is self-introducing in the ownership of these private companies or getting involved in management, what allows, discretely and to some extent, disposing of the communication space that this medium radiates.
2. Indirect action or exogenous to the media, developing various strategies in order to penetrate the logic of the media system. Hence, such access can be obtained:
 - a) Thanks to a coercive aspect of a generic manner (on the medium itself through the pressure of an advertising investment) or individual (executed on the professionals of communication through blackmail or bribery).
 - b) Due to negotiations, by adapting its proposals to the own productive logic of the media (similarities with the criteria of newsworthiness, as the organization performing spectacular actions, conducting demonstrations, etc.) or journalistic elaboration of activities or of groups' proposals (press conferences, press, etc.).

Conclusion

All contemporary political society is a system composed of many relationships and processes of power, in which individuals are no longer the main support but rather a multiplicity of associations that measure its strength according to the controlled instruments, its social presence, to the purposes advocated and to the media of influence possessed, etc. These groups have become trully important political actors in developing one continuous action towards the whole society, in general, and towards public authorities, in particular.

The importance attached to groups of interest or to pressure groups (according to the field of its activity) is beyond question in the actual society alike the mechanisms to channel the demands generated in society and aimed at public authorities, with the intention to implement and execute the appropriate decisions in favour for and according to the interests of the groups. Associative tax-

onomy of lobbyists may be susceptible to distinguish between groups that defend material interests and those groups of interest advocating for intangible and moral ideas or causes.

The first type of associations is manifested by the groups that have a single material teleology such as the defense of one particular social position, the demand for economic goods or the request for social improvements. This type of organization has been present permanently in Spanish society, as it can be demonstrated by the examples of employers' and managers' associations, professional organizations or chambers of commerce, etc.

MARKETING IDEI OŚRODKÓW EKSPERCKICH W STRATEGII KOMUNIKACYJNEJ NA POLITYCZNEJ ARENIE

Streszczenie

Ośrodki eksperckie (think tanks) podejmują różnorodne akcje komunikacyjne w celu promocji oraz upublicznienia ich prac i analiz, zwłaszcza tym publicznym i prywatnym instytucjom, które są nimi zainteresowane ze względu na zakres swojej działalności. Dlatego też publikacje dokumentów i raportów będą głównymi narzędziami komunikacji strategii marketingowej, tzw. marketingu idei tych organizacji. Ponadto eksperci poszerzają swoją działalność komunikacyjną poprzez organizację konferencji, seminariów i warsztatów, które umożliwiają bezpośredni kontakt z zainteresowanymi osobami. Niemniej głównym obszarem komunikacyjnych zainteresowań instytucji eksperckich w obszarze marketingu są media, zwłaszcza Internet, i dostęp do nich, dzięki czemu mogą dotrzeć do szerokiej publiczności, jednocześnie zdobywając odpowiednią uwagę otoczenia i zapewniając sobie społeczne oddziaływanie.

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