



Public Affairs Council

Setting the Foundations for a Successful PA Strategy

24th February 2022, Brussels

Dr Alan Hardacre



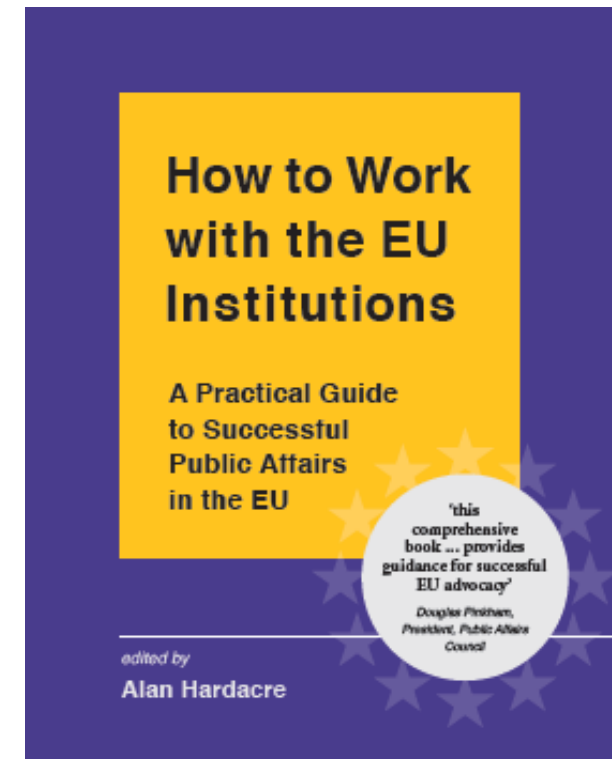
ADVOCACY
STRATEGY

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Public Affairs Council Skills Trainings 2022

February 24th

Setting the Foundations for a Successful PA Strategy

Topics: Broad approach, setting objectives and prioritizing



April 28th

Maximizing Intelligence & Data for Your Public Affairs Strategy

Topics: Understanding your context, intelligence gathering & using data

September 27th

Mapping and Engaging with Stakeholders Strategically

Topics: Stakeholder mapping & engagement

November 10th

Evaluating and Communicating Your Public Affairs Work

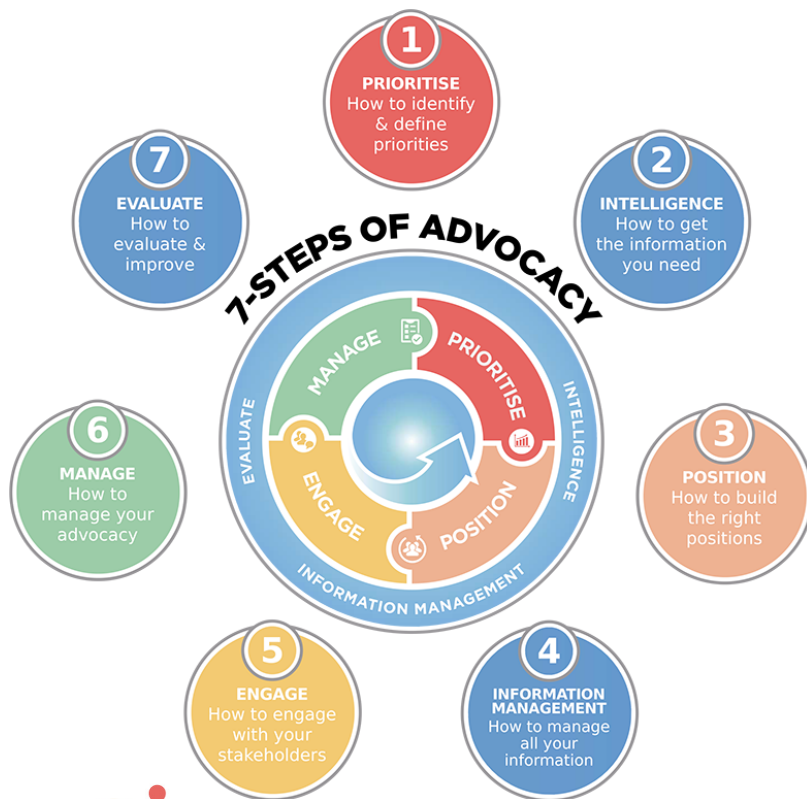
Topics: Measuring (and communicating internally) impact, evaluation and ROI



**ADVOCACY
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AdvocacyStrategy Model: A Winning Advocacy Process

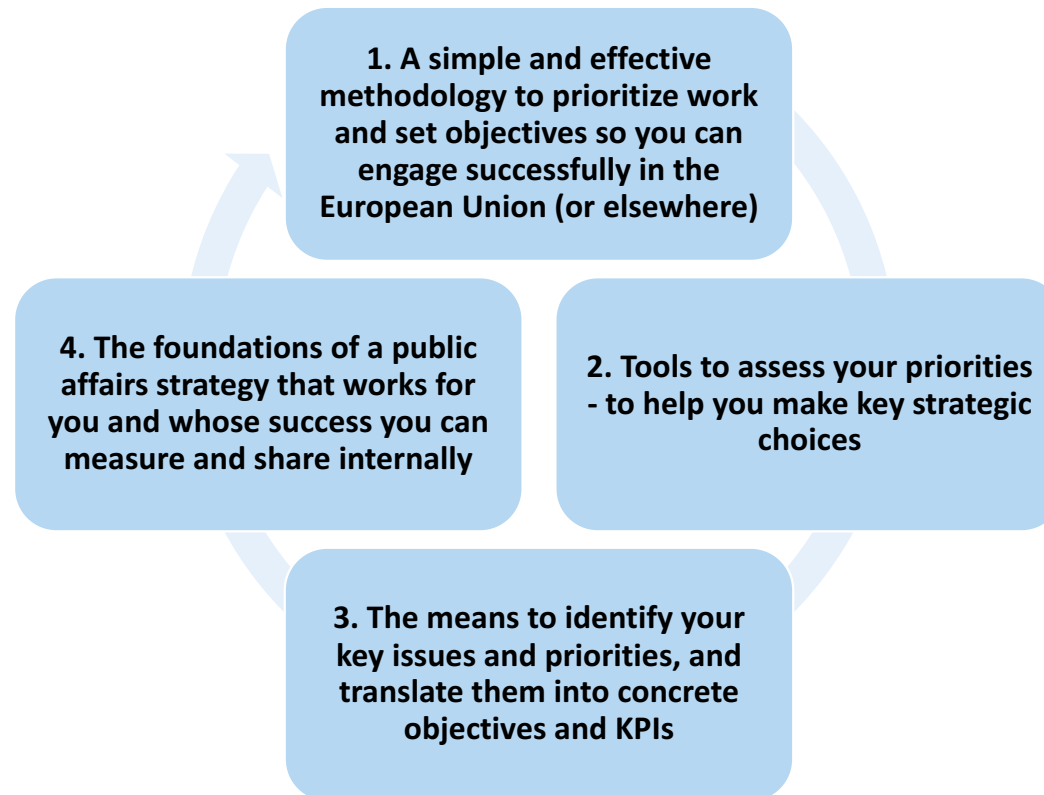


N°	STEP	FOCUS
1	Prioritize	How to identify & define priorities
2	Intelligence	How to get the information you need
3	Position	How to build the right positions
4	Information Management	How to manage all your information
5	Engage	How to engage with your stakeholders
6	Manage	How to manage your advocacy
7	Evaluate	How to evaluate & improve

Tour de Table

What are your expectations for the programme and today?

Foundations for a Successful Public Affairs Strategy



Advocacy is Inter-dependent

- Link between prioritise and other steps is key
- Changes in one step require changes to many-all steps
- Everything in here is interlinked



What we are going to do...

1. Setting Priorities

When defining your advocacy priorities, do you:

- Use a robust process and/or tool to identify, analyse and order your priorities?
- Have a visual to present strategic considerations?
- Have +/-2-4 top priorities from a list of at least 10 potential issues?
- Create a timeline of the political / policy-making process for each of the priorities?

2. Defining Objectives

When you translate your advocacy priorities into the objectives, do you:

- Use a model such as SMART, 4DX and/or OKR?
- Define a list of key performance indicators?
- Focus your objectives on the campaign's final outcomes and/or also on the advocacy activities?

3. Managing Priorities & Objectives

When you manage your priorities and objectives, do you:

- Review them weekly, monthly, quarterly or annually?
- Discuss and confirm them with your client / management team?
- Incorporate 'horizon scanning' in order to explore future developments, emerging issues and focus on 'things to come?'

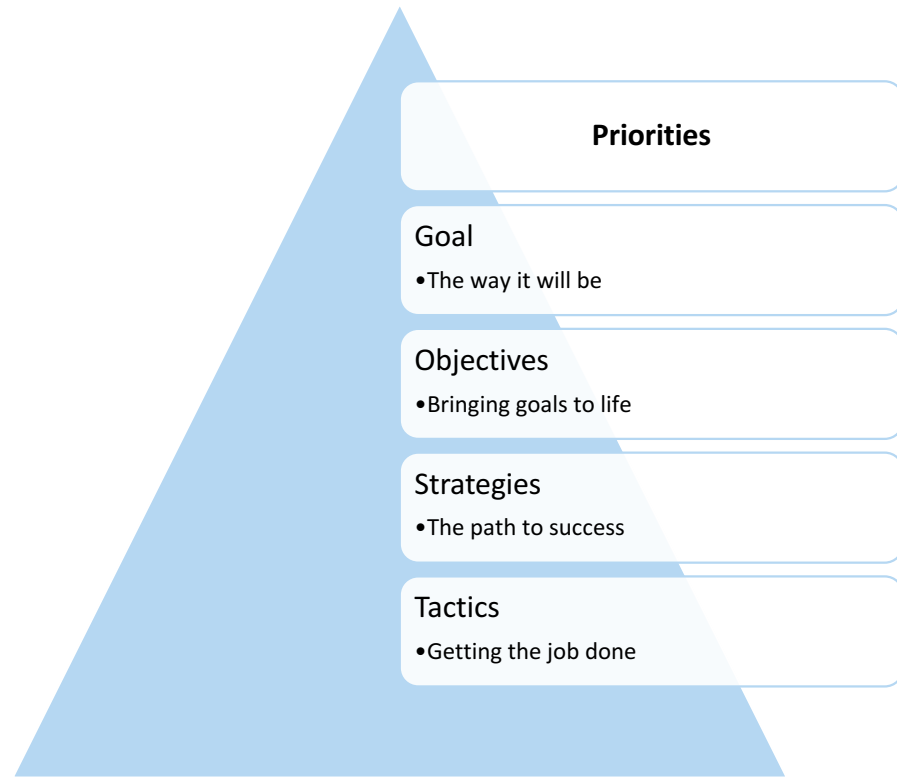
PRIORITIZATION

Setting Priorities



Choices – Opportunity – Cost – ROI – Link to performance

Why Prioritization is SO Important?



- Priority setting is a planning process
- Important aspect of self-management
- Sets positive (and realistic) expectations
- Puts meaning and focus into work
- Defines how you will channel all your resources/energy to accomplish your priorities
- Helps link you to your organisation
- Can help with visibility

How do you currently determine your advocacy priorities?

What issues do you face?

Can you name your top 3 or 5 priorities?

Quantified Priorities and Must Win Battles

Develop a light (but effective) process to gather business feedback on all policy risks-opportunities that you face/see

Create a dashboard to show the key identified policy risks, the quantified financial risk associated with each, the anticipated timeframe

Support key discussion groups around the quantified Must-Win Battles to develop one clear set of priorities and expectations

Advise on the selection and ranking of commercial / Public Affairs priorities

Support in keeping the dashboard updated, track progress and build out reports on key priority choices and public affairs ROI

How to Prioritize

- Prioritise your issues
 - Is this a core or peripheral issue?
 - How consistent is this issue with your goals?
- How many resources should we commit to this issue?
 - Limited resources: Is this 'the' issue
 - Is this worth engaging on?
- Is this issue Technical or Political?

5	Medium	High	Very High	Very High	Very High
4	Medium	Medium	High	Very High	Very High
3	Low	Medium	Medium	High	Very High
2	Low	Low	Medium	Medium	High
1	Low	Low	Low	Medium	Medium
	A	B	C	D	E

SEVERITY

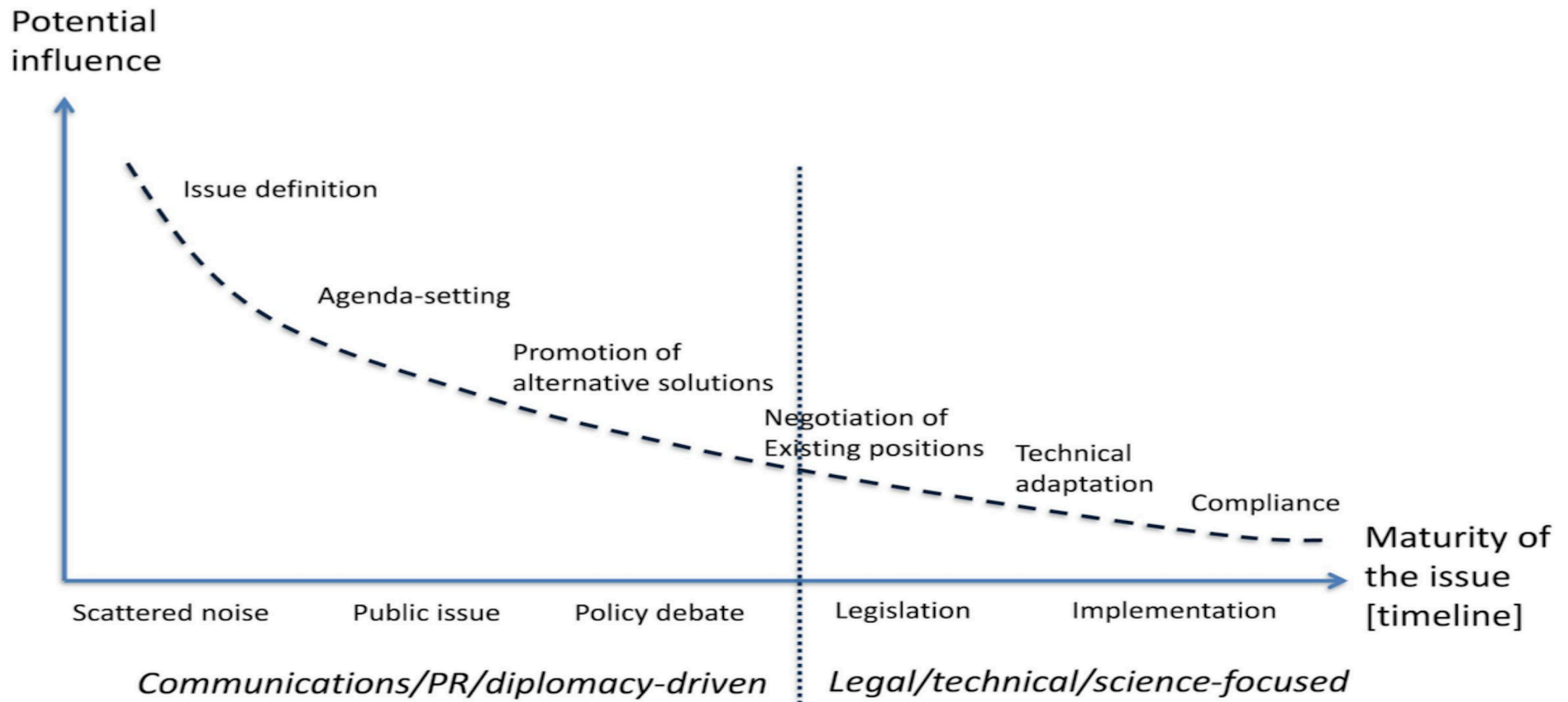
LIKELIHOOD

What to Prioritize

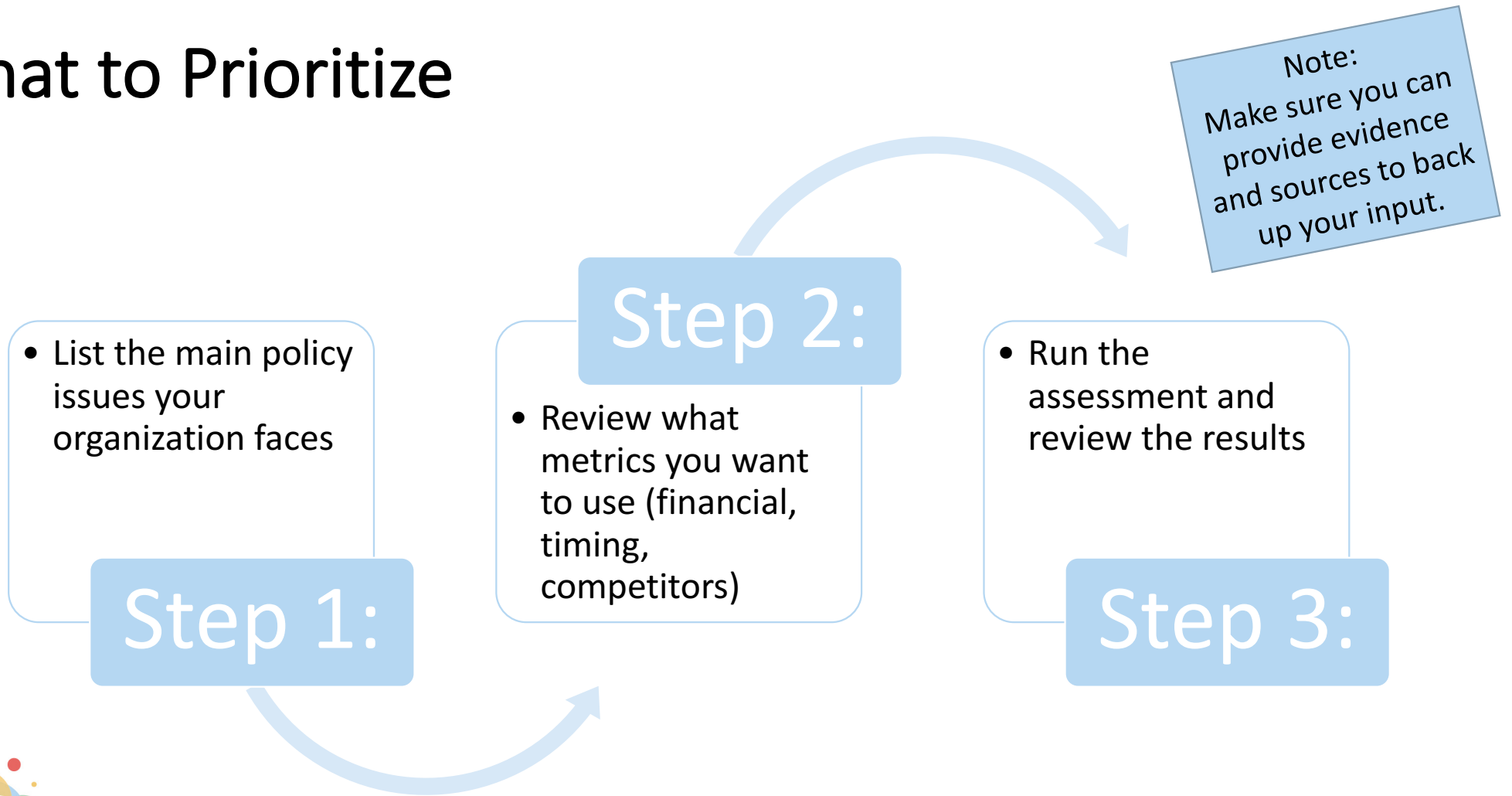
Understand what parameters for prioritization work for you / your business



Prioritize in Time



What to Prioritize





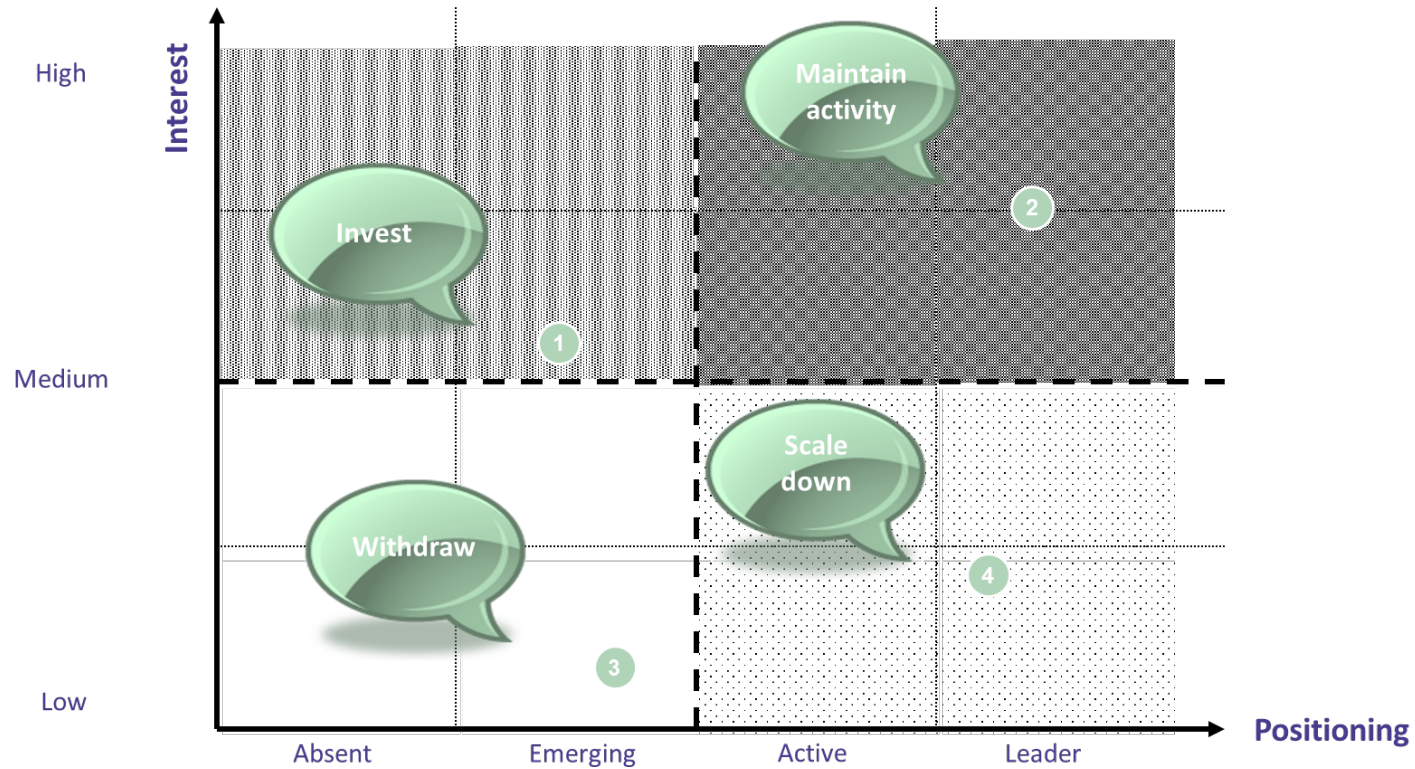
Setting Priorities

European issues		Interests of your organisation																				Positioning in the EU today			
		Image				Commercial				Financial				Professional				Legal/ Other				Absent	Emerging	Active	Leader
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1	Subject #1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Subject #2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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n	Subject #n	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 Low importance 2 Medium importance 3 High importance 4 Essential

- +

Visualizing Priorities

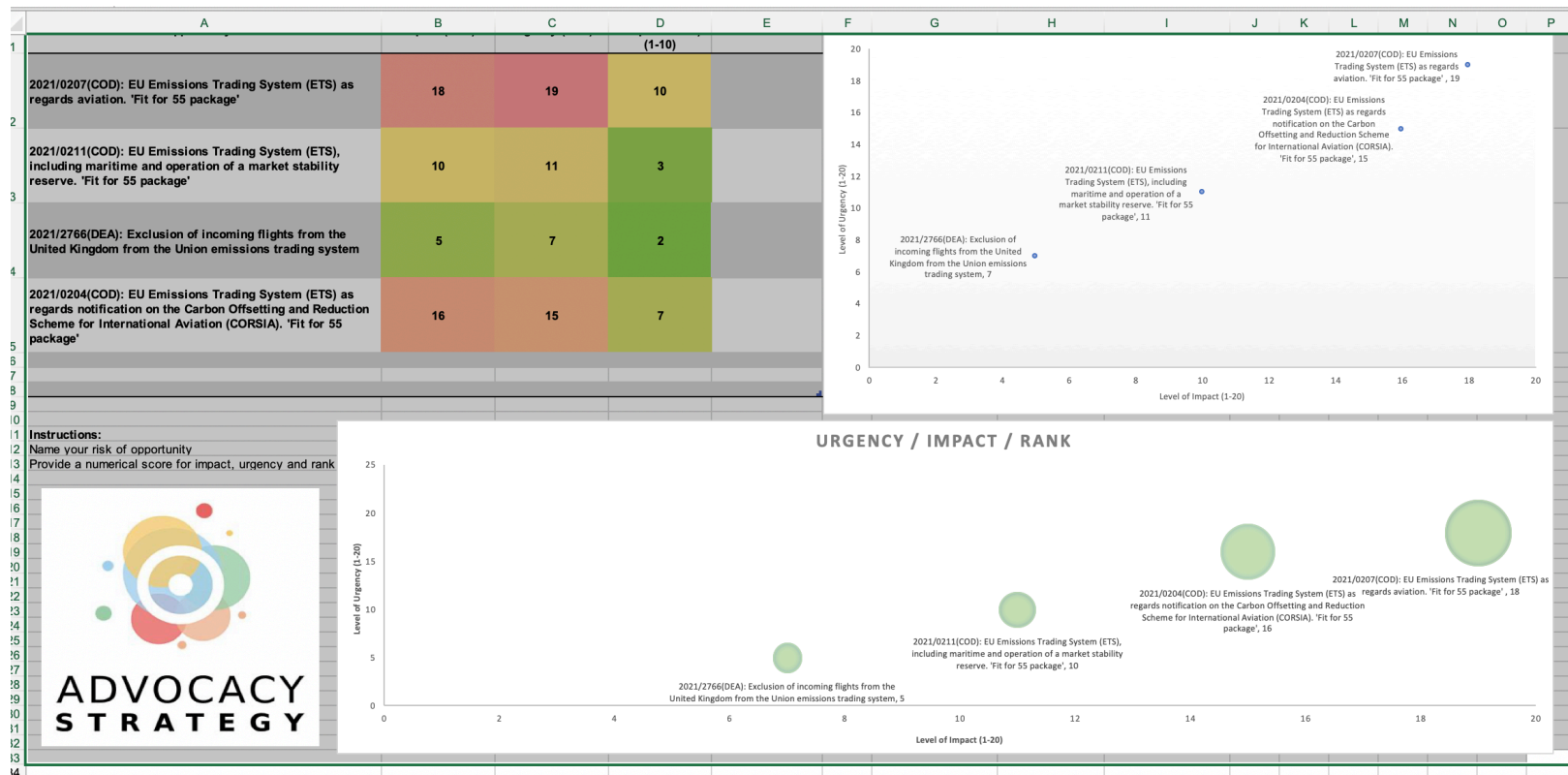


General Mills Issues Prioritization System

General Mills Issues Prioritization System			
Issue			
“Pubic Sensitivity”		“Strength of company position”	
Volume/tone of media/social <small>Fusce posuere, magna sed pulvinar ultricies, purus lectus males</small>	5 ↑	Position established/communicated <small>Fusce posuere, magna sed pulvinar ultricies, purus lectus males</small>	4 ↑
NGO/Investor <small>Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.</small>	5 ↑	Weight of science <small>Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.</small>	3 ↔
Consumer <small>Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac /customer turpis egestas. Proin pharetra nonummy pede. Mauris et orci.</small>	5 ↑	Strength of solution options <small>Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac /customer turpis egestas. Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑
Regulatory Pressure <small>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. uada libero, sit amet commodo magna eros quis urna.</small>	5 ↑	Mission alignment <small>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. uada libero, sit amet commodo magna eros quis urna.</small>	4 ↑
Competitive comparison <small>Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑	Potential \$ impact <small>Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑
Total/5	4.8	Total/5	3.8

Source: Naamua Sullivan, General Mills, 2013

Free Advocacy Strategy Tool



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Template MUST WIN BATTLES Form

Things to Map Out

Market Issue
Product Category

Likelihood

Timing of Impact

Annualised Impact

One off or recurring

OPPORTUNITIES & RISKS							
Country	Issue	Product Category Business Unit	Likelihood (See note 1)	Likely Timing (See note 2)	Annualised Impact (£\$) (See note 3)	Is impact a one off or recurring? (See note 4)	Notes
MUST WIN Core							
FR	AS A		High	01/10/2023	12,000,000	Recurring	
BE	AS B		Med	01/01/2023	400,000	Recurring	
DE	SUD		Low	01/03/2022	1,000,000	One-off	
SWE	MRLs						
MUST WIN Transition							

Notes:

- Likelihood of issue materialising in calendar or financial year
- Likely date that impact could first be felt i.e. law enters into force or grace/transition period ends
- Include an approximate financial impact if the issue materialises (red font for a negative impact, green font for a positive impact).
 - Where a commercial opportunity involves others outside of public affairs (e.g. a product launch), use the annual impact of the whole opportunity to indicate the impact. However, you should also make this clear in the notes
- State whether the event has a one off impact (such as a fine) or is recurring (such as annual tax or product ban)

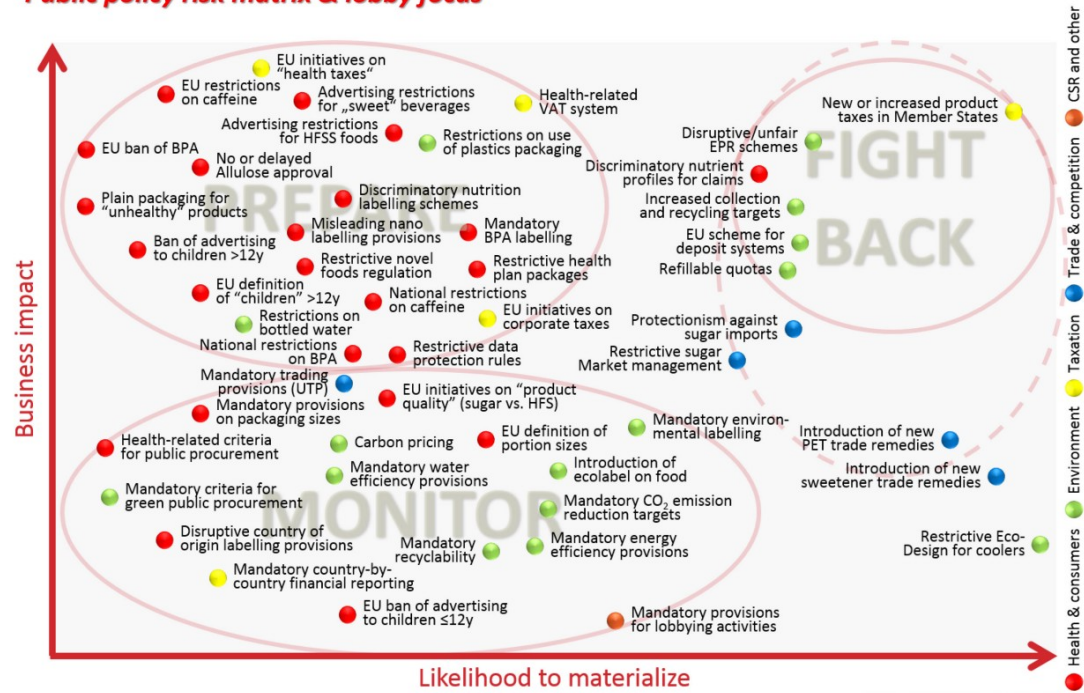
To be updated every quarter

Visualizing Priorities

European Union								Search for campaigns, contacts, issues, and more...		?	Q	🔍	Help	👤
Issue Influence Evaluation								Visualize	Settings	Download	+ New Column			
	Issue	Image	Commercial	Impact to Business	Positioning in EU ...	Advocacy Chann...	Scope							
1	Agriculture	1	4 ██████████	High	Emerging	Consultancy Only								
2	CO2 emissions - California	4 ██████████	1	High	Emerging	Associations	All motor vehicles.							
3	CO2 emissions - EU	2 █████	3 ████████	High	Leader	Consultancy only	Targets set for 2030							
4	CO2 emissions (Global)	3 ████████	4 ██████████	Medium	Active	In house team, consultancy, associations								
5	COVID-19 - Germany	3 ████████	4 ██████████	High	Active	Associations, Local Team								
6	Energy	2 █████	3 ████████	Medium	Active	Consultancy Only								
7	ePrivacy	4 ██████████	2 █████	High	Leader	In house team								
8	Glyphosate - EU	1	2 █████		Active	In house team								
9	GMOs	2 █████	3 ████████		Absent	In house team								

Example: Priorities

Public policy risk matrix & lobby focus



Classified - Internal use

Coca-Cola Europe

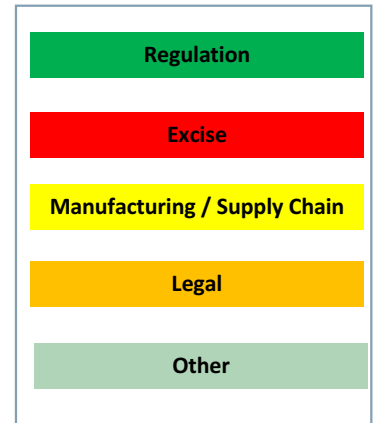
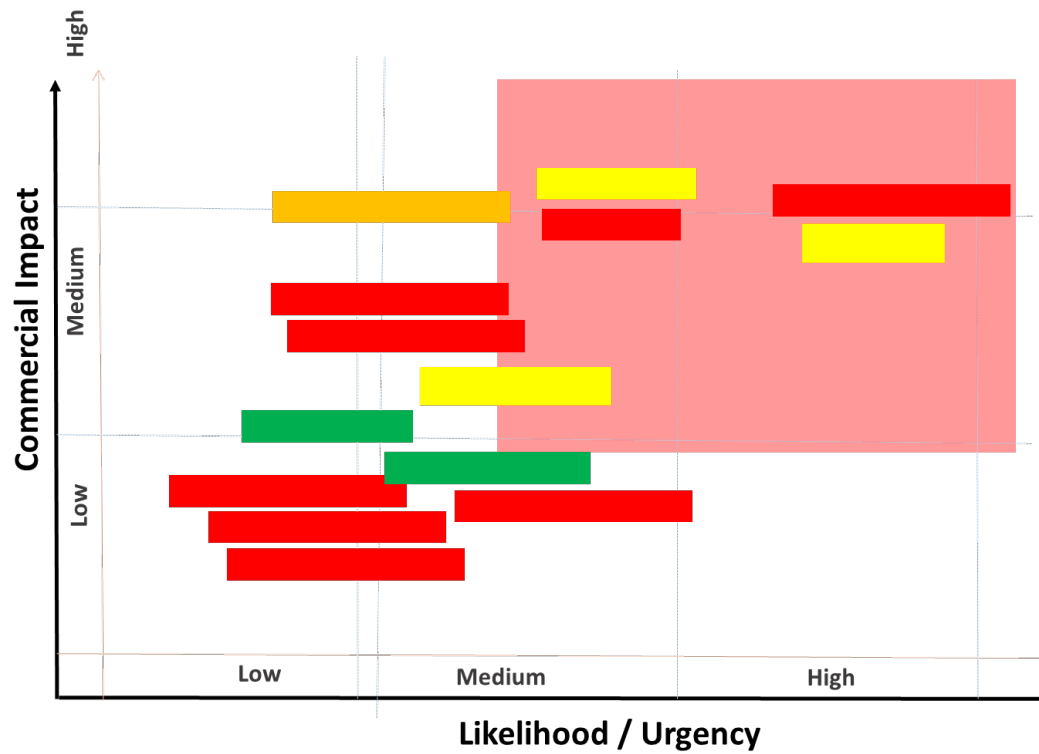
Example: Priorities



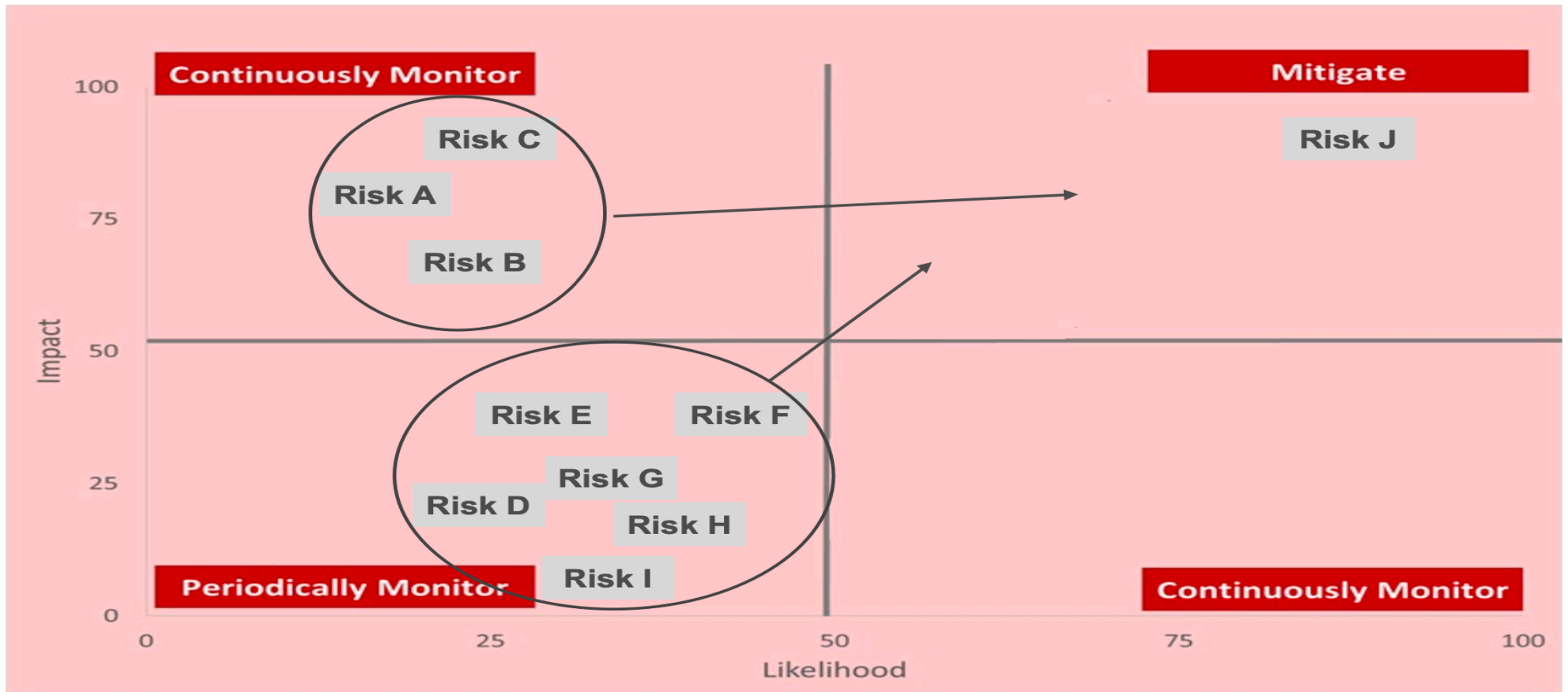
Commercial Impact vs Urgency Matrix

Total \$\$
Impact:

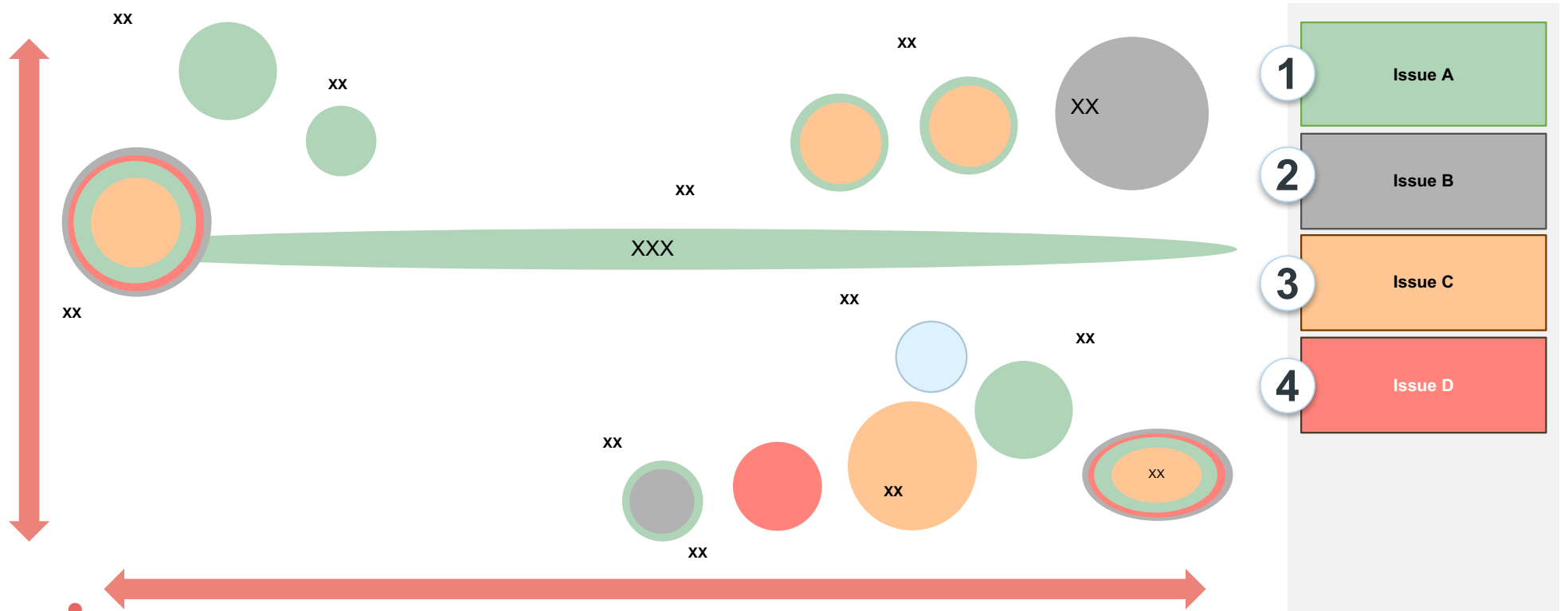
Focus Zone
\$\$ Impact:



Monitor-Action Map



Opportunities and Risks Heatmap



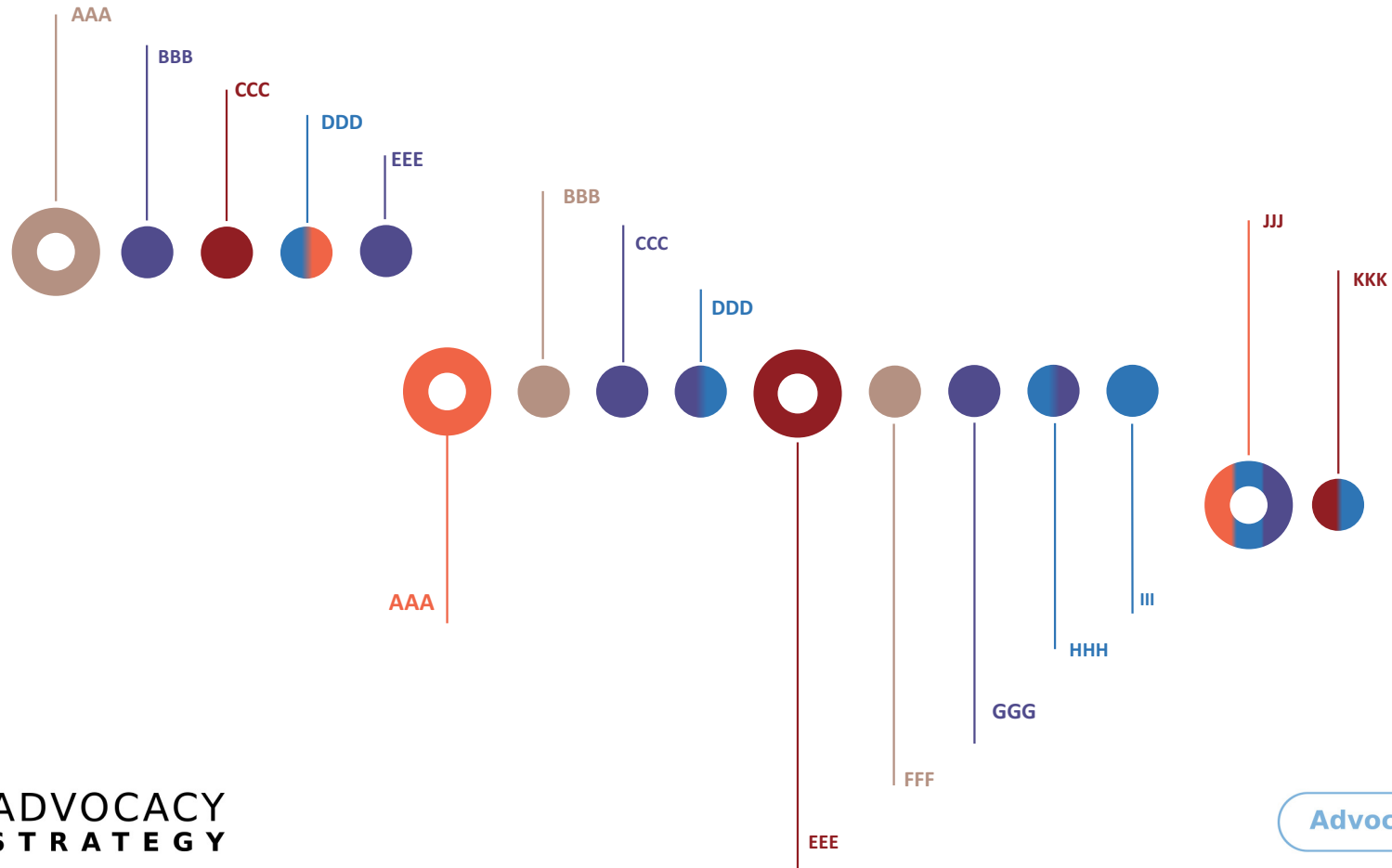
Preparedness / Threat Matrix

High	11	↑						
	10			D			A	Issue Z
	9							
	8							
	7							
	6					Issue X		
	5			C		Issue Y	B	
	4							
	3							
	2							
Low	1							
Preparedness Score ¹			Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
			No Discussions of issue	Occasional Mentions of issue	Media & Public Attention on issue	Active engagement on issue	Clear Govt. Plan on issue	Legislative proposal on issue
Threat ² <i>(Legislative)</i>			→					
			No Immediate Threat					Immediate Threat

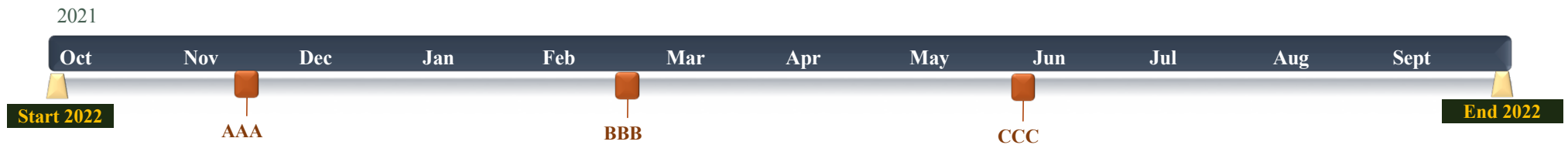
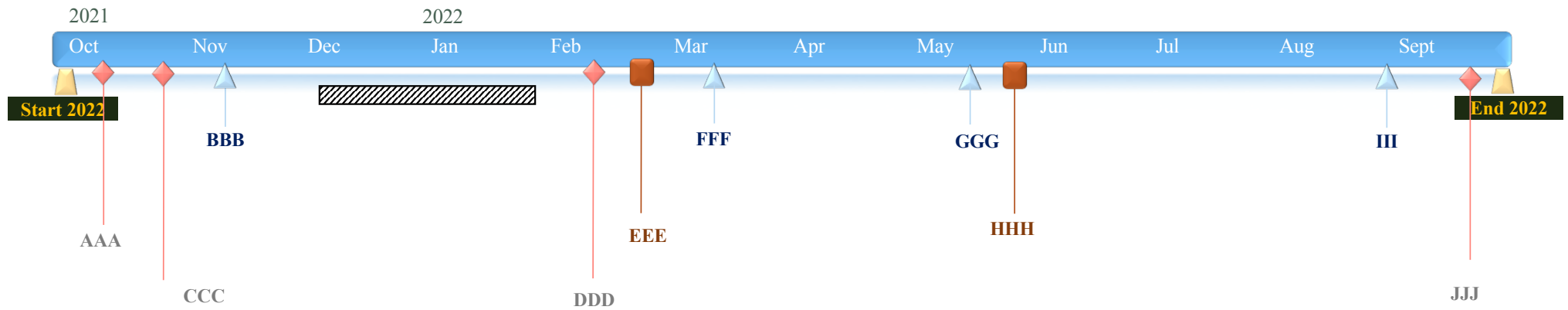
¹ **Input Preparedness score** – how prepared are you as an organization on this issue. 1 = nothing prepared 11 = full strategy, plan, materials ready

² **Input Threat level** – in which Stage is the issue you are looking at

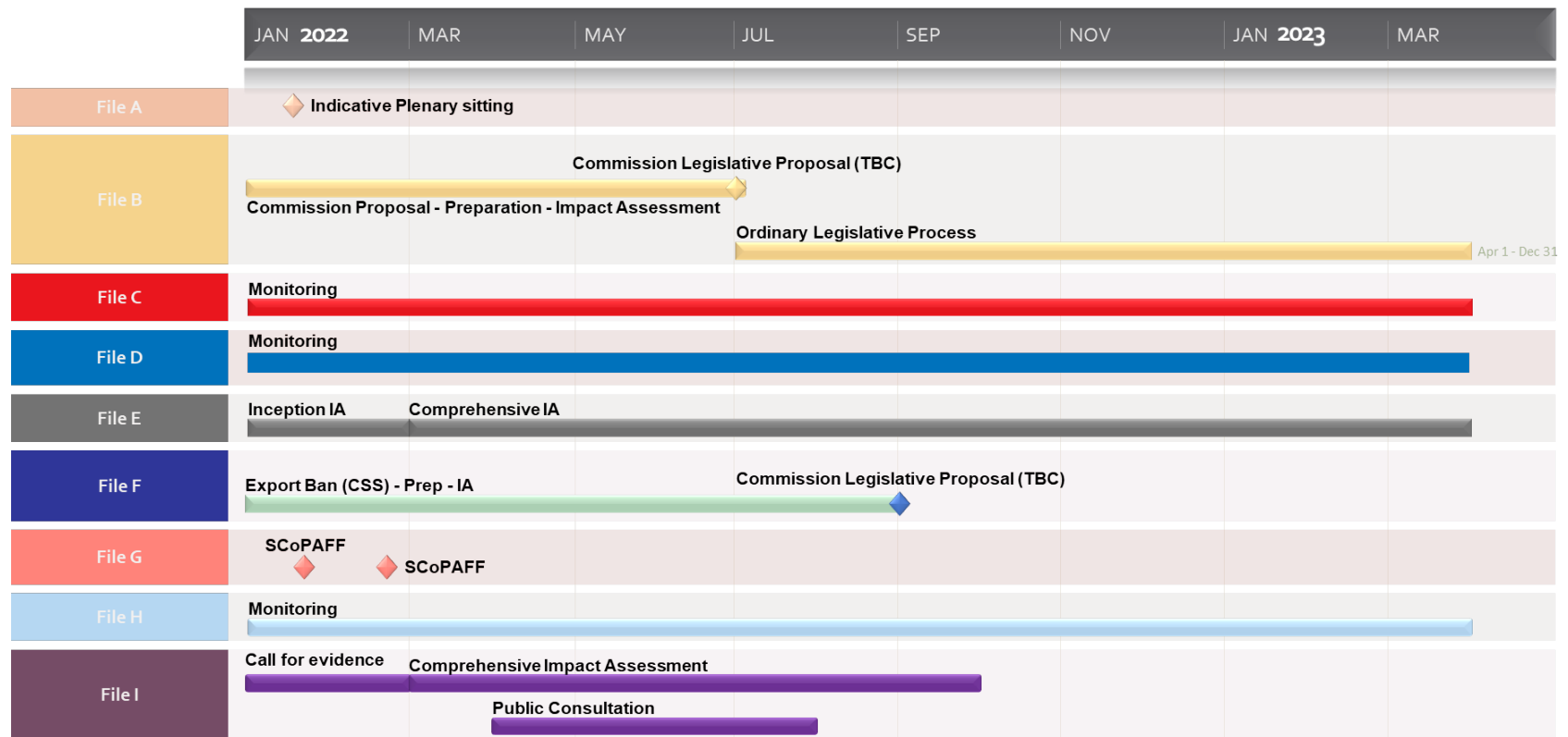
TIMELINE A



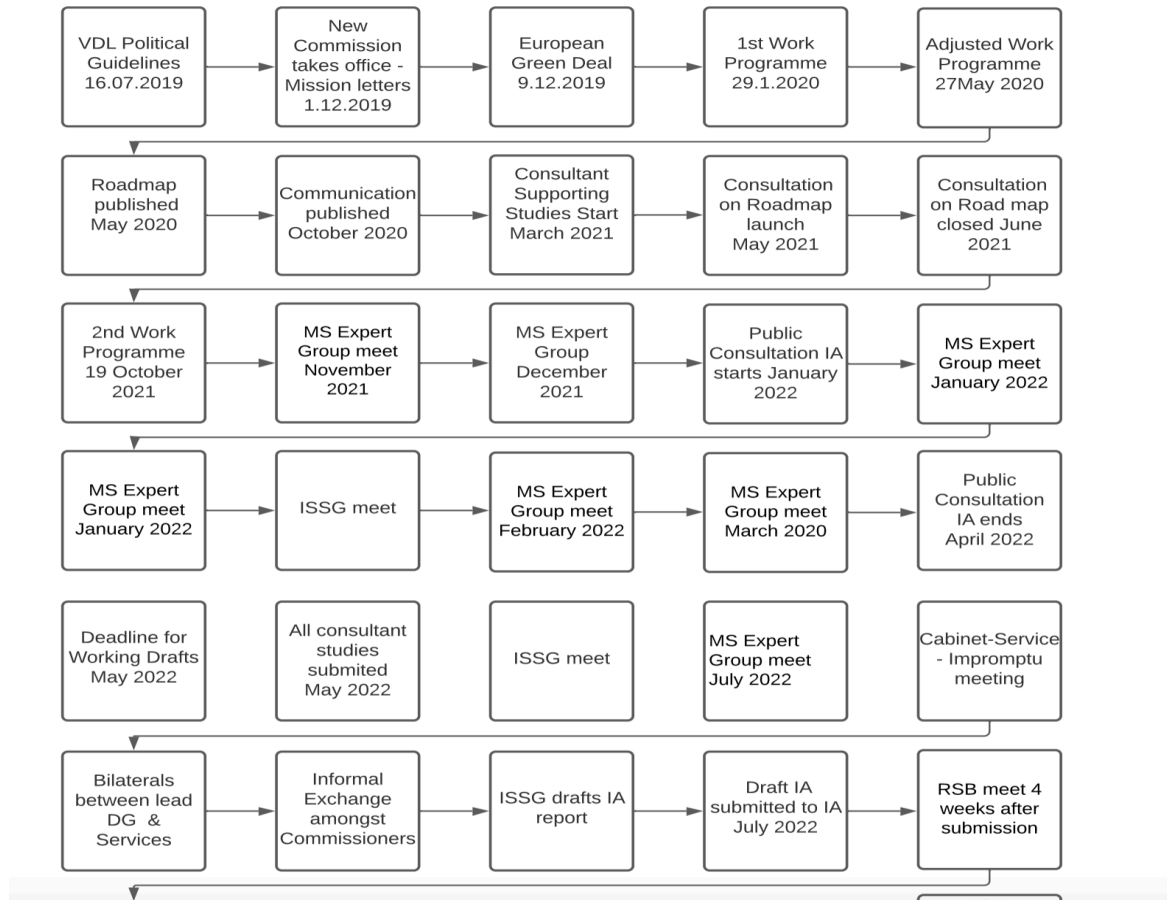
TIMELINE B



TIMELINE C



TIMELINE D



OBJECTIVES & KPIs

Defining Objectives



SMART – Clear – Realistic – Link to organisation

How do you currently determine your advocacy objectives?

Do you focus on outcome or process?

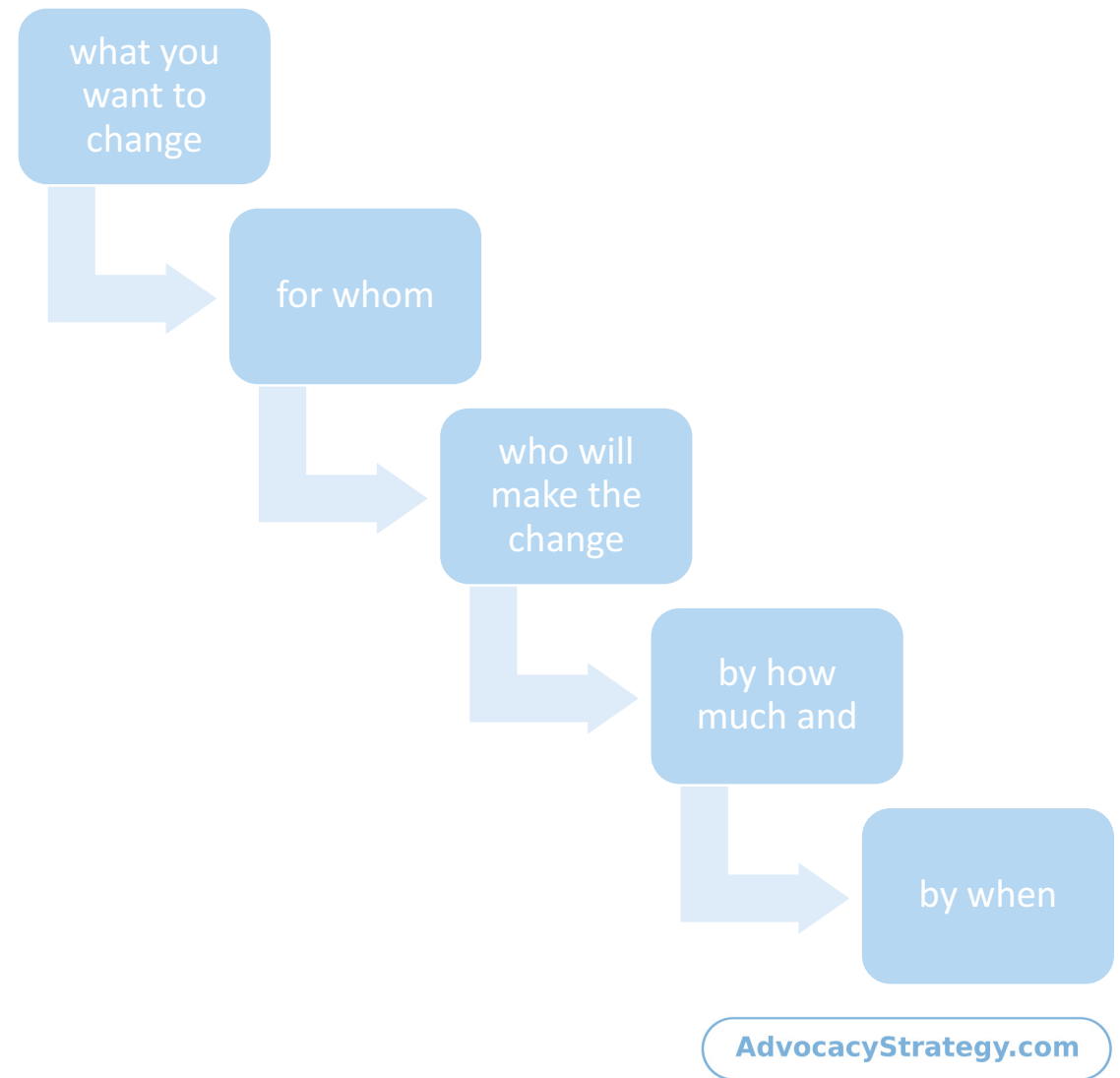
Can you share 1-2 of your objectives?



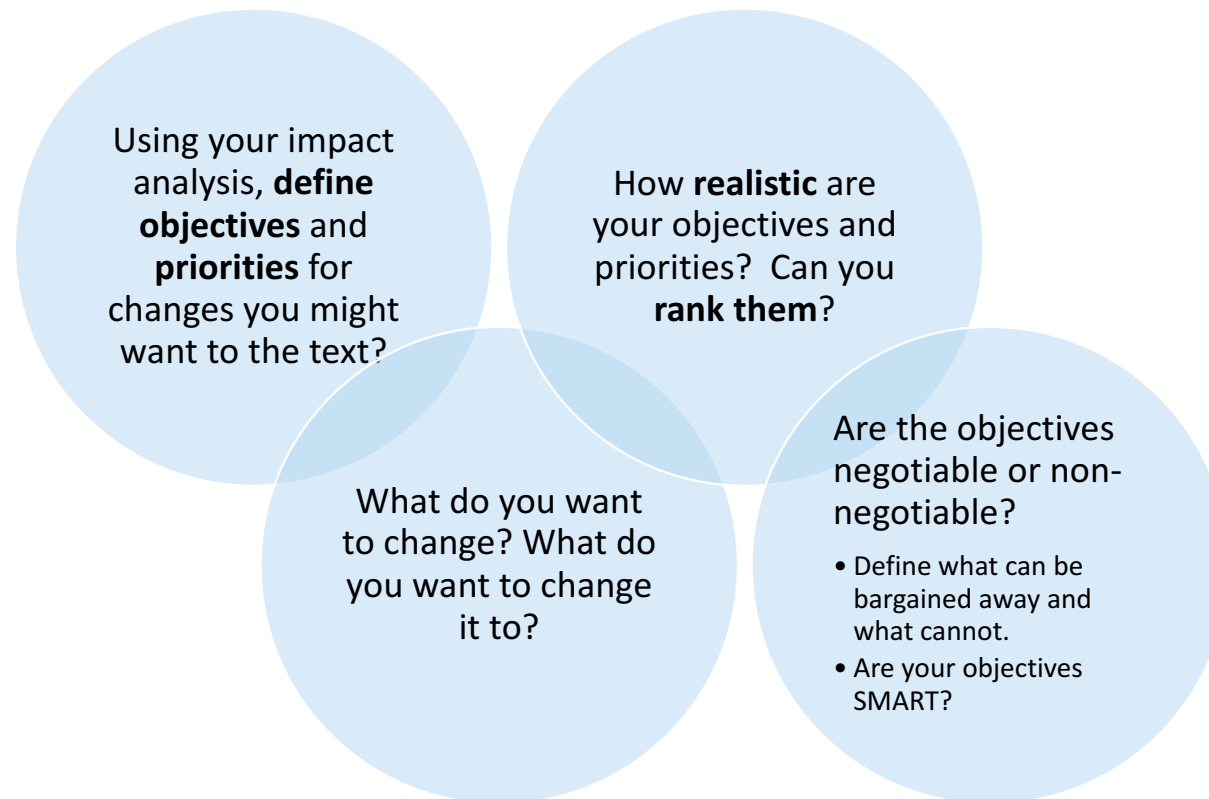
Strategic & Specific

An advocacy objective aims to change the policies, programmes or positions of decision-makers (at any level).

Your advocacy objective is determined by:



Defining Objectives



Setting SMART Objectives

Specific

Change-oriented language and avoid activity-focused language

Avoid Jargon & Rhetoric

Avoid words with multiple meanings

Measurable

Who, What, Where, When, How. Who affected, geographic scope.

Manageable numbers to ensure concept understood.

Achievable

Be clear about your 5Ws and 1 H

Results Orientated

Goals should be achievable in timeframe and with available staff

Include interim outcomes. Steps towards the goal

Time bound

Provide a clear timeframe

Specific Objective Setting

- Describes what you want to accomplish with as much detail as possible
- Vague objectives lessen the possibility of attaining them e.g.:

I want to win a campaign

I want to have a good regulatory environment

I want to improve my reputation

Creating Specific Objectives

To set a specific objective you must answer the six "W" questions:

Who: Who is involved?

What: What do I want to accomplish?

Where: Identify a location / venue.

When: Establish a timeframe.

Which: Identify requirements and constraints.

Why: Specific reasons, purpose or benefits of accomplishing the objective.

Measurable Objective Setting

- Describes objectives in terms that can be clearly evaluated
- No measurement means that task, objective or goal will never be attained e.g.

I want to campaign on the circular economy

If it can't be expressed in figures, it is not science; it is opinion

I want the European Parliament to set minimum recycling requirements for concrete at 40% for construction products within the revised CPR.

Creating Realistic Objectives

To determine if your objective is realistic.

Ask questions such as:

Do I truly believe that it can be accomplished?

Have I accomplished anything similar in the past?

Can I identify the conditions that would have to exist to accomplish this goal?

Timely Objective Setting



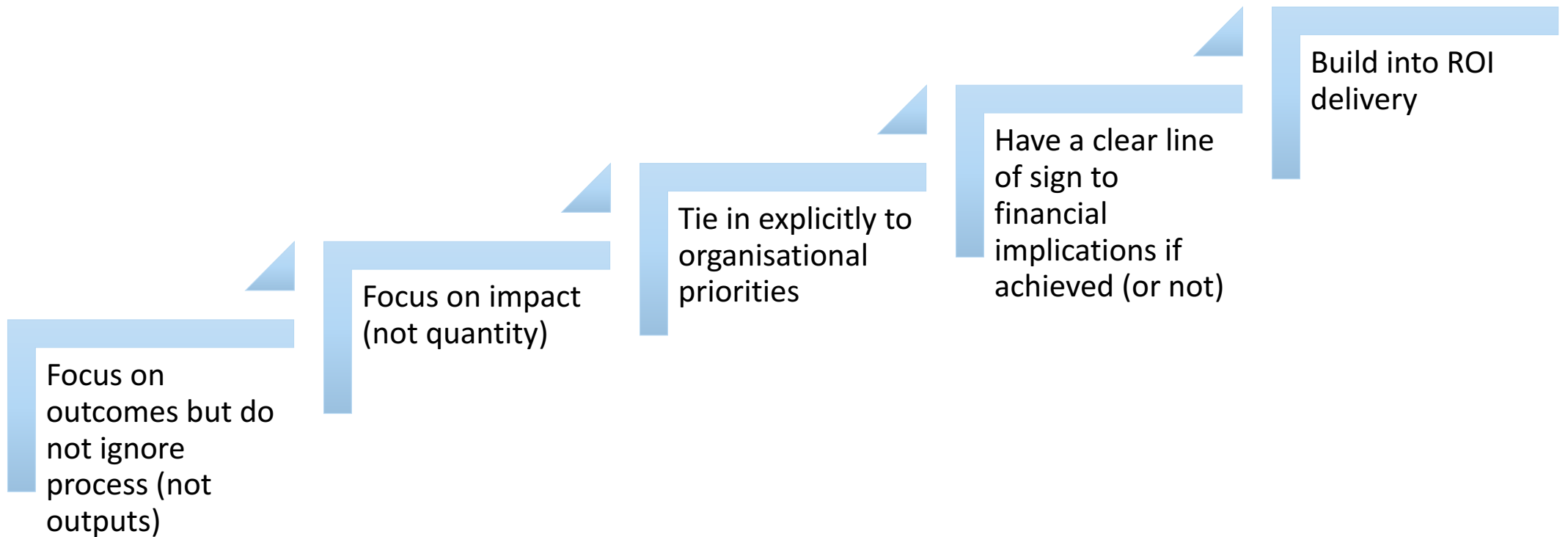
In Q1, the timber industry will implement a meeting programme...



In Q1 & Q2 2021, the timber industry will implement a meeting programme...

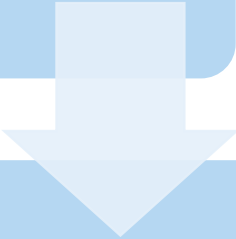
- Identifies objectives that break a longer-term goal into shorter term objectives and clearly specifies a completion date
- An objective should be grounded within a time frame. With no time frame tied to it, there is no sense of urgency.

Good Public Affairs Objectives



Example

Original Objective: Change the legal text to improve health services in rural areas to reduce child mortality.



SMART Objective: Ensure the legislation states that by 2023, 50 per cent of children will be covered by high-quality essential health services, with the components of these services clearly defined and agreed benchmarks used consistently to assess quality.

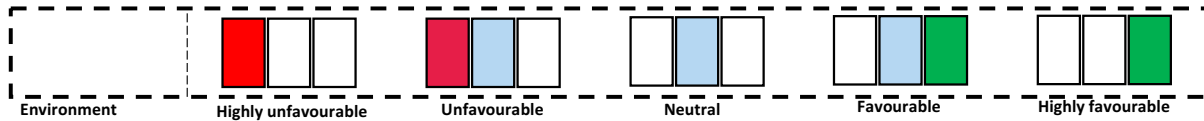
OBJECTIVES & KPIs

Managing Priorities & Objectives



SMART – Clear – Realistic – Link to organisation

2030 Dashboard



PA Priorities		Risks-Opportunities: \$XX	
Overall Objective: XXX			
Issue	Sector / Business Unit	Status	\$m Impact
Issue A	AAA	[Red][Blue][White]	1
Issue B	BBB	[White][Blue][Green]	2
Issue C	CCC	[White][Blue][Green]	3
Issue D	DDD	[White][Blue][Green]	4
Issue A Issue...	EEE	[White][Blue][Green]	5
	FFF	[White][Blue][Green]	6
	GGG	[White][Blue][Green]	7
	HHH	[White][Blue][Green]	8
	III	[White][Blue][Green]	9
	JJJ	[White][Blue][Green]	10
	KKK	[Red][White][Green]	11
	LLL	[White][Blue][Green]	12
	MMM	[White][Blue][Green]	13

2030 Contribution
\$XXm

Issue	Key Wins		Total: \$XX
✓ Issue A: (\$XX)		✓ X	
✓ Issue B: (\$XX)		✓ X	
✓ X		✓ X	
✓ X		✓ X	
✓ X		✓ X	

Executive Summary – Template

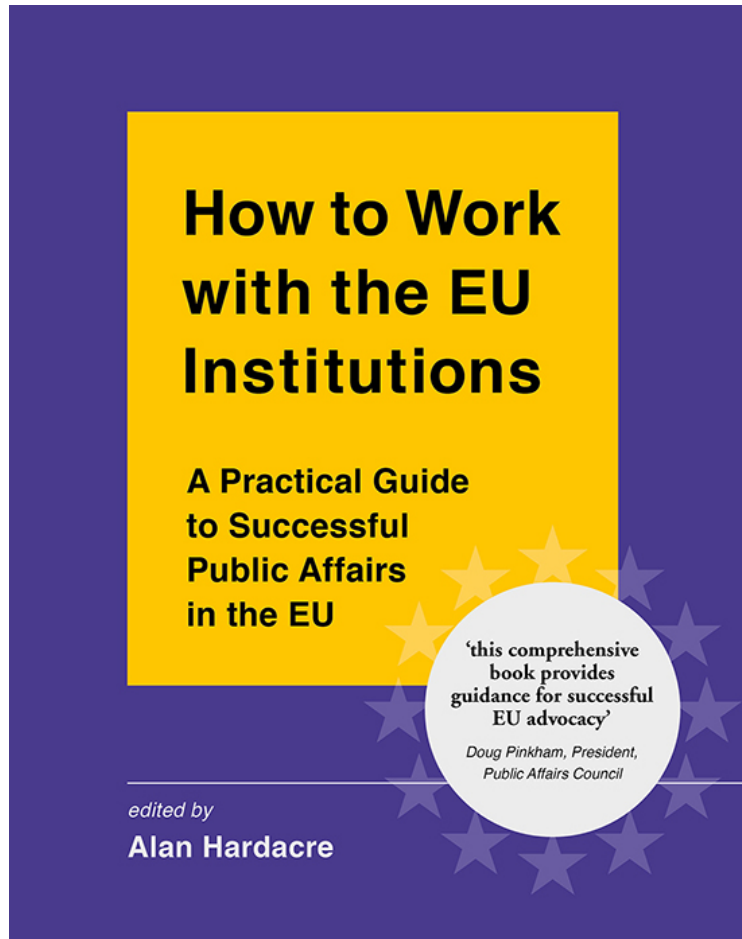
1. **Total PA Risks under management:** identified year by year and total
2. **Total PA Opportunities:** identified year by year and total
3. **2021 Focus:** Risks XX Opportunities YY
4. **2022 Focus:** Risks XX Opportunities YY
5. **Longer-term 2022+:** Commercial Risks =
6. **XX** is the biggest issue to manage across our footprint; **YY** is the country most at risk / with the most opportunity ... highlight key themes and any major items

Public Affairs Opportunities and Risks



		Total	Europe	RoW	US
2021	Total Risks	-£615m	-£305m	-£310m	-
	Total Opportunities	£120m	£60m	£60m	-
2022	Total Risks	-£214m	-£0.5	-£113m	-£100m
	Total Opportunities	£19m	£0.5m	£4m	£14m
2023+	Total Risks	-£540m	-£25m	-£15m	-£500m
	Total Opportunities	-	-	-	-





Framework for how to think about prioritization

Tools to help you do the work

Visuals to bring priorities to life

Timelines to structure priorities in time

Objectives and KPIs to deliver priorities

With plenty of examples and ideas