



Public Affairs Council

Mapping & Engaging with Stakeholders Strategically

22nd September 2022, Brussels

Dr Alan Hardacre



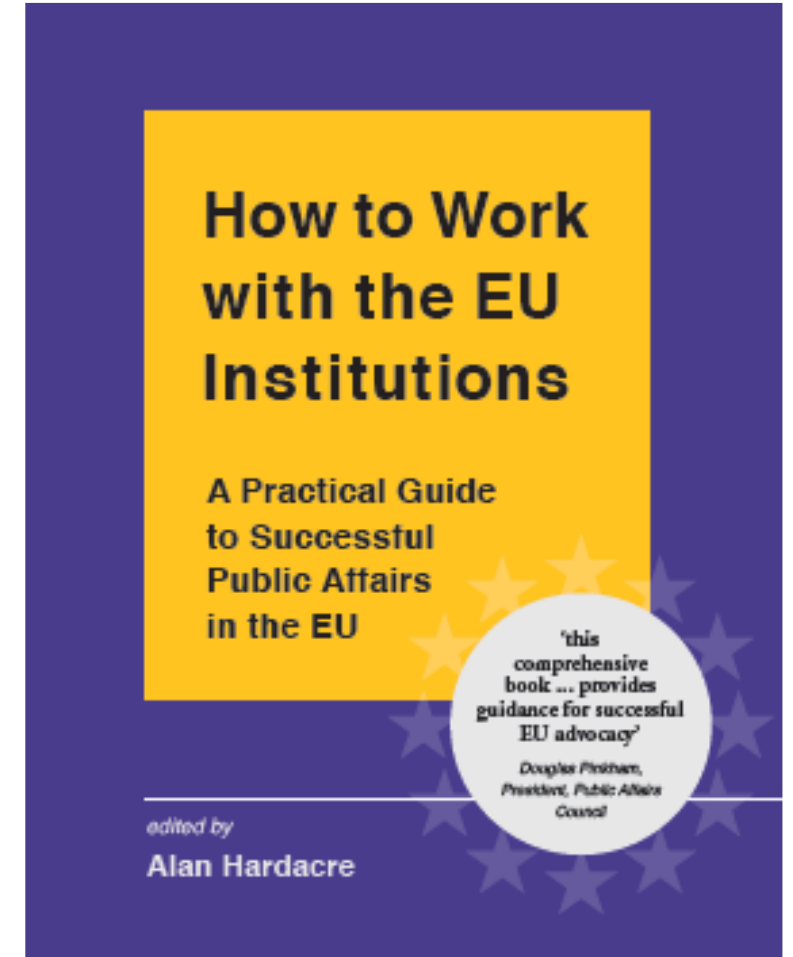
ADVOCACY
STRATEGY

[AdvocacyStrategy.com](https://www.advocacystrategy.com)

Dr Alan Hardacre



- Owner Public Affairs Clinic / www.AdvocacyStrategy.com
- Consulting for Kindred, CropLife & others
- ex-Director of Corporate Affairs @ Imperial Brands
- 20 years Public Affairs experience
- Author of several articles & books
- Long time Member of Board of Public Affairs Council
- Visiting Professor in UK, Thailand, Switzerland, Belgium, Netherlands



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 22nd

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



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



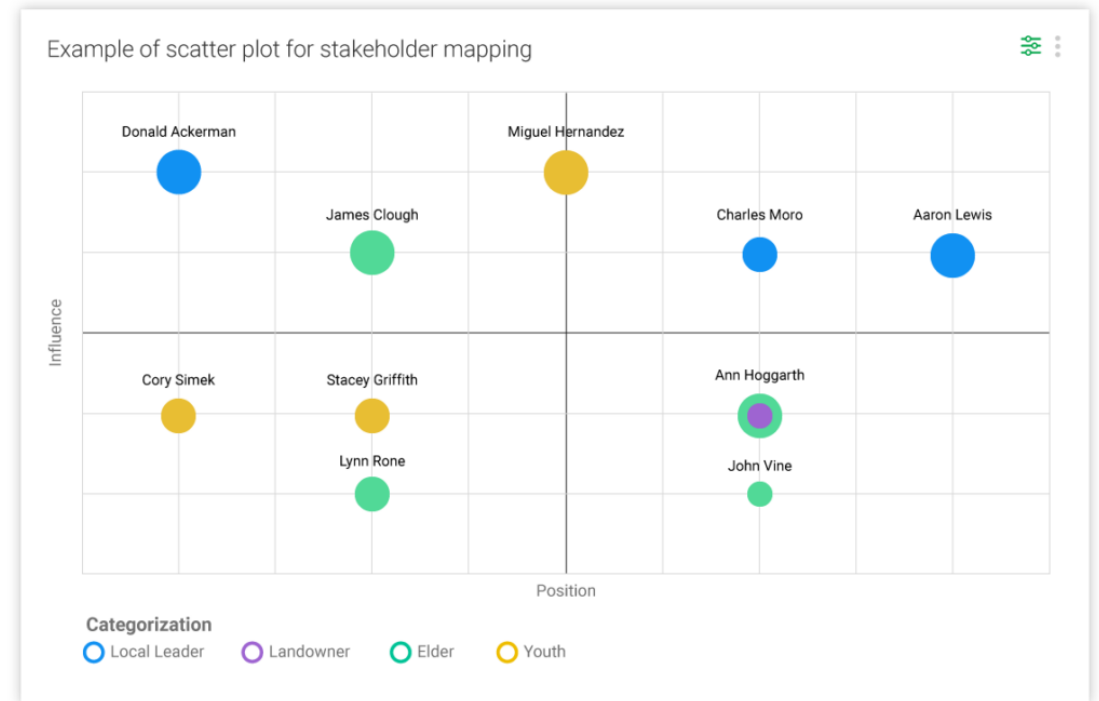
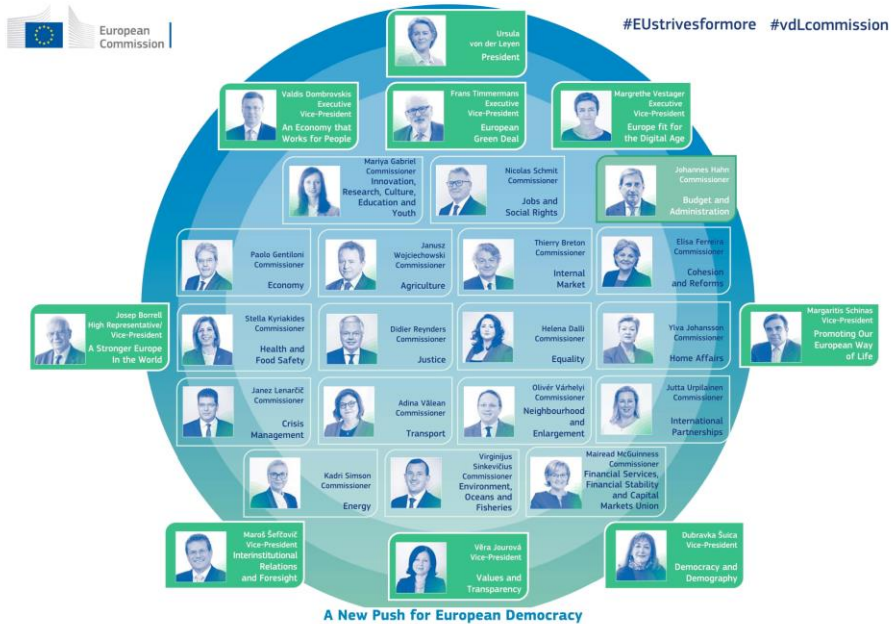
Tour de Table

What are your expectations for the programme and today?

How do you currently do your stakeholder mapping?

How do you manage your engagement with stakeholders?

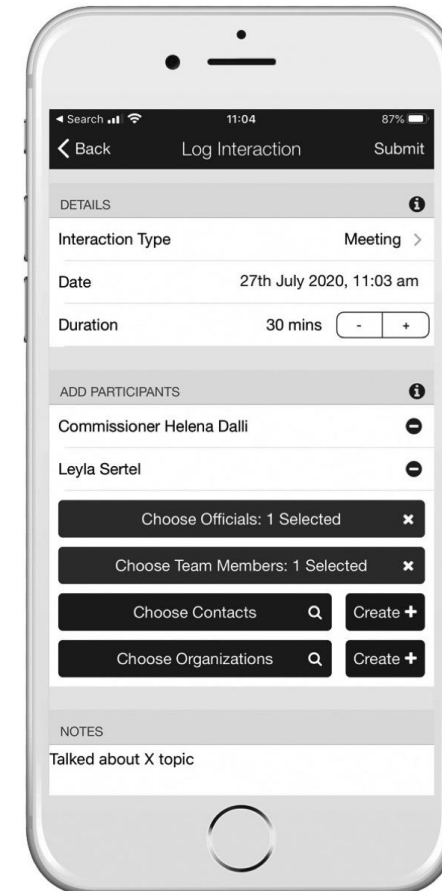
Static to Dynamic Mapping



Static to Dynamic Management

Stakeholder Analysis Template

Group	Key Representative	Stakeholder Type				Stakeholder Impact			Internal/External	Priority (High/Med/Low)	Direct/Indirect Involvement	Relationship with / Interest in project
		Accountable	Responsible	Consulted	Informed	Outcome Accountable	Outcome Impacted	Output End User				
VP Product Development	Cheryl Lynn	*				*	*		Internal	High	Direct	Project Owner
IT Team	Michael Lee	*	*			*	*		Internal	High	Direct	Manager

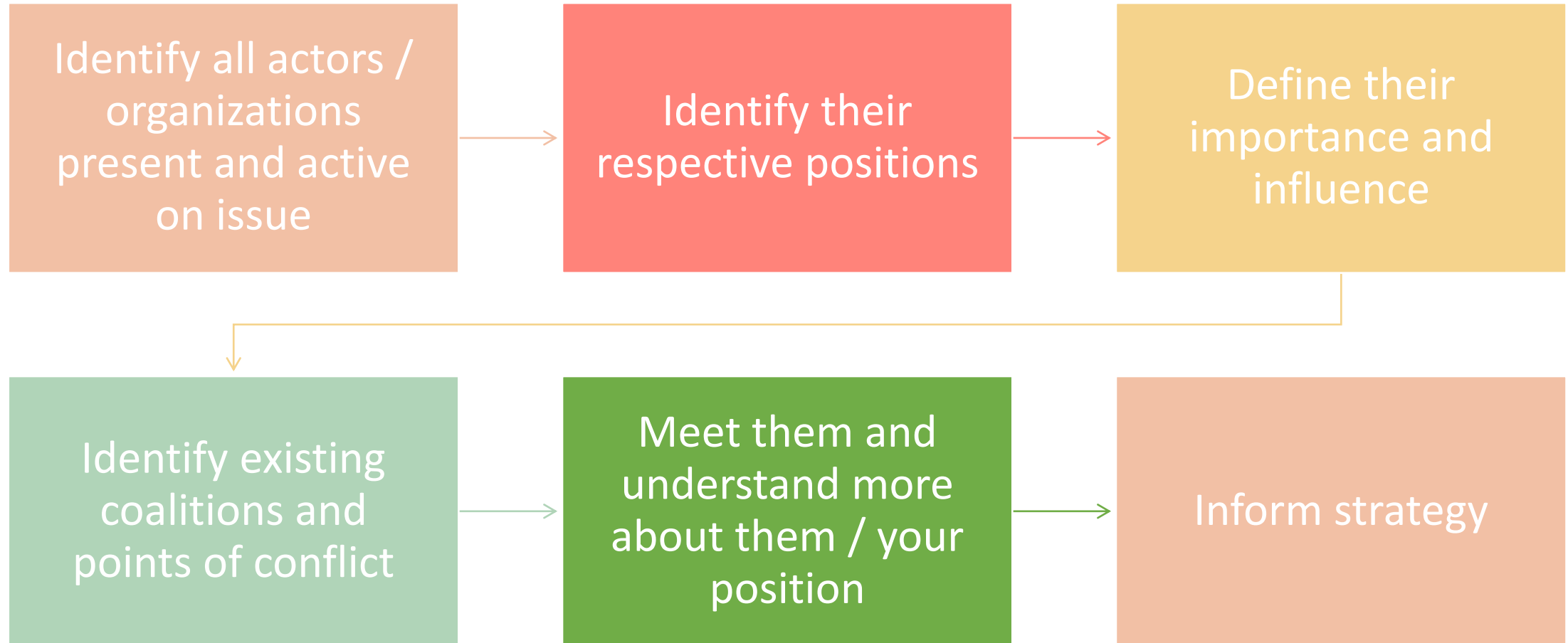


Advocacy is Inter-dependent

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



Why Stakeholder Mapping/Management?



What we are going to do today...

1. Preparations for Stakeholder Mapping

Who and what to map:

- Sources
- What to cover
- Open source
- Non-public

2. Visual Mapping

How to visualize & read your map:

- Choice of map
- Choice of axis
- Choice of tool
- Analysis
- Opportunities
- What next

3. Manage your data

How to manage your stakeholder data:

- What to record
- Where to record it



Phase 1. Preparations for Stakeholder Mapping

Stakeholder Mapping



Who and What to Map

Who to include in your stakeholder map?

Interest groups (stakeholders)

- Trade Unions / Consumer organizations
- Trade Federations / Professional Associations
- Company (in-house) representatives
- Consultancies & Law Firms
- Regional Representations / Religious groups / Think tanks / NGOs / Media

Political Actors

- European Commissioners & Commissioner Cabinets
- National Ministers & Senior Civil Servants
- European Parliamentarians

Technical (civil servant) actors

- Civil servants in DGs
- Secretariates
- Permanent representatives & Attaches
- National experts & political advisors
- Legal Services & Translation



Sources

Organigrams and databases of institutions

Transparency register

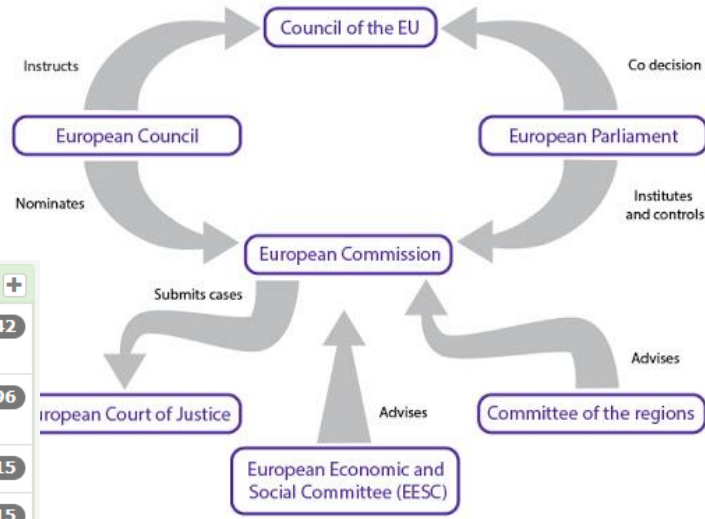
Consultation responses

Events and hearings

News, media & social media

Ideally you build up to having 50+ stakeholders in the analysis

Sources



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



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

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

Local & regional government

Twitter

Ryan Heath @PoliticoRyan · 12.1K Tweets

Social distancing during a pandemic saves lives. Stay home.

Ryan Heath @PoliticoRyan · 15.7K Following · 82.7K Followers

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

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/campai...

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

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 · [Share](#)

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 · [Share](#)

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 · [Share](#)

Bruno Waterfield Retweeted

George Parker @GeorgeWParker · 2h

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

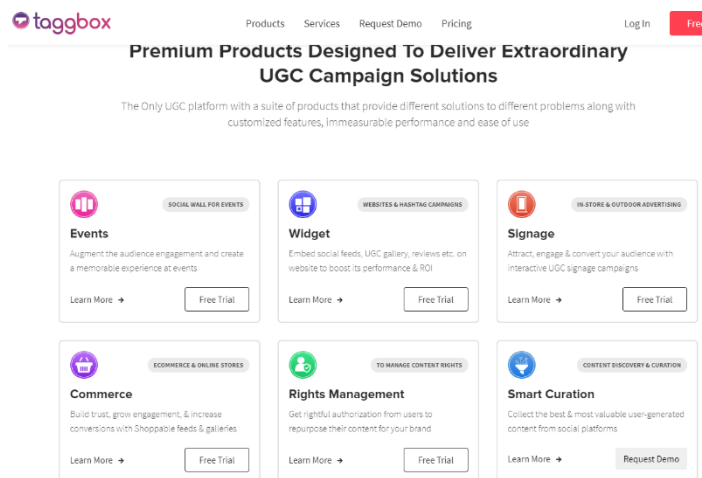


Head of UK government legal department quits over Brexit

Jonathan Jones said to be 'very unhappy' about decision to overwrite

Tools for Online Information

- Website monitoring for [changes](#) i.e. Wachete
- RSS feeds & news aggregator i.e. Feedly
- Social media aggregator i.e. Taggbox



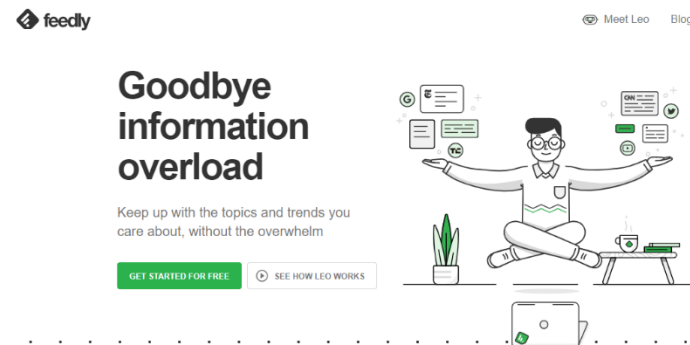
taggbox

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 Augment the audience engagement and create a memorable experience at events Learn More → Free Trial	Widget Embed social feeds, UGC gallery, reviews etc. on website to boost its performance & ROI Learn More → Free Trial	Signage Attract, engage & convert your audience with interactive UGC signage campaigns Learn More → Free Trial
Commerce Build trust, grow engagement, & increase conversions with Shoppable feeds & galleries Learn More → Free Trial	Rights Management Get rightful authorization from users to repurpose their content for your brand Learn More → Free Trial	Smart Curation Collect the best & most valuable user-generated content from social platforms Learn More → Request Demo



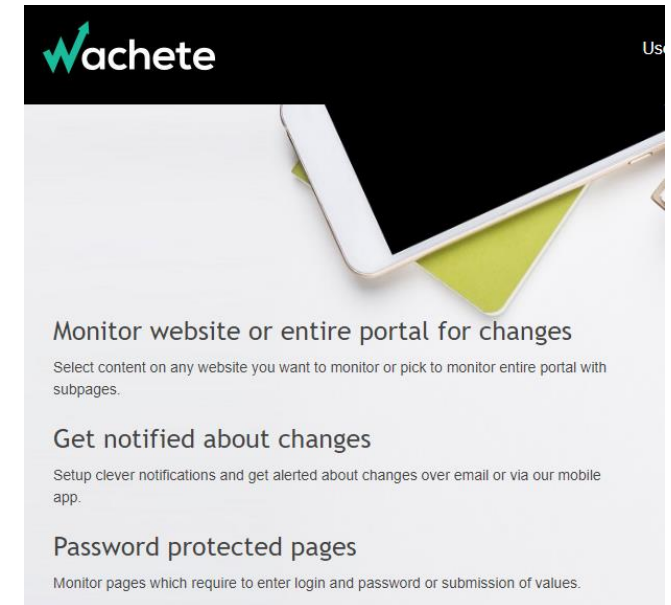

feedly

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GET STARTED FOR FREE SEE HOW LEO WORKS



wachete

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.

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

The Economist World politics Business & finan

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 fi

All Newspapers	Search Archive	Search the Web
A	A	A
A Propos 164 issues Sep 16, 1973 - Aug 17, 1974	A'tome 23 issues Feb 14, 1974 - Dec 19, 1974	A
L'Abeille de la Nouvelle 275 issues Dec 31, 1862 - Dec 31, 1870	L'abeille de la Nouvelle-Orleans 14,981 issues Jan 1, 1846 - Dec 28, 1929	A
Acadian Recorder 128 issues Nov 18, 1854 - Dec 28, 1861	L'Acadien 922 issues Dec 31, 1819 - Aug 13, 1929	A
L'Action Conservatrice 2 issues Jun 21, 1935 - Oct 11, 1935	L'Action des Deux Montagnes 70 issues Oct 4, 1962 - Aug 25, 1965	A
L'Action Québec 534 issues	L'Action Sociale 1 333 issues	A

Please note that you may also subscribe to our audio fi

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

Alerts

Monitor the web for interesting new content

Q Create an alert about...

My alerts (5)

- circular concrete
- Circular Economy Action Plan
- circular economy construction
- construction recycle reuse
- Green Deal

Open Source Tools for Online Information

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

<https://www.integritywatch.eu>

<https://twitter.com/explore>

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

<https://tweetbeaver.com/>

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

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

The screenshot shows the VoteWatch Europe website. The main heading is "EU POLITICAL DATA" with the tagline "The best data - based overview of EU politics". Below this, there's a section for "Influence Index 2020: Most influential MEPs by policy area" dated August 19, 2020. The page lists various policy areas like Digital Single Market, EU Trade, European Green Deal, Foreign Policy, Health, Migration, Recovery Fund, and Rule of Law. A large graphic titled "Influence Index" asks "Who has influence in the European Parliament?" and features the bcw logo.

The screenshot shows the TweetBeaver website interface. It prompts the user to sign in with Twitter. Below this, there is a grid of 12 tool options:

- Convert @name to ID
- Convert ID number to @name
- Check if two accounts follow each other
- Download a user's favorites
- Search within a user's favorites
- Download a user's timeline
- Search within a user's timeline
- Get a user's account data
- Bulk lookup user account data
- Download a user's friends list
- Download a user's followers list
- Find common followers of two accounts
- Find common friends of two accounts
- Find conversations between two users

The screenshot shows the TweetDeck website. The main text reads "Tweet like a pro." followed by "The most powerful Twitter tool for real-time tracking, organizing, and engagement. Reach your audiences and discover the best of Twitter."

The screenshot shows the Twitter Advanced Search interface. It includes a search bar and several filter options:

- Words: All of these words, Example: what's happening - contains both "what's" and "happening", This exact phrase, Example: happy hour - contains the exact phrase "happy hour", Any of these words, Example: cats dogs - contains either "cats" or "dogs" (or both), None of these words, Example: cats dogs - does not contain "cats" and does not contain "dogs"
- These hashtags: Example: #ThrowbackThursday - contains the hashtag #ThrowbackThursday
- Language

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



Attend
receptions!

Pick up the
phone!

Listen to
People!
Meet them.
Build Trust.

Rating Stakeholders

1. Lobbyist Predictions

Lobbyist builds initial list using intuition, existing knowledge of legislative landscape.

Subjective

2. Analytics Triage

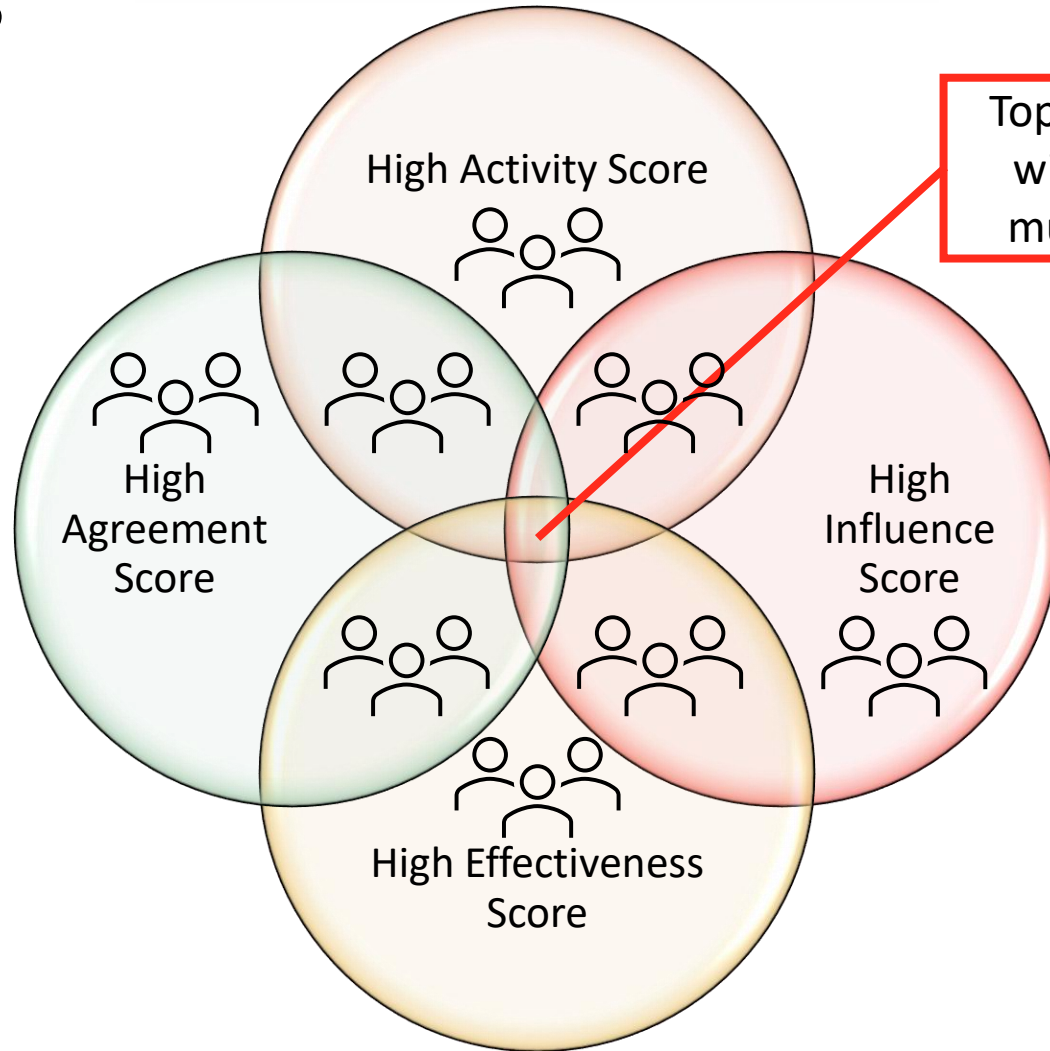
Lobbyist prioritizes, adds legislators to list using quantitative measures of activities, influence, effectiveness, and agreement.

Objective

3. Lobbyist Calibration

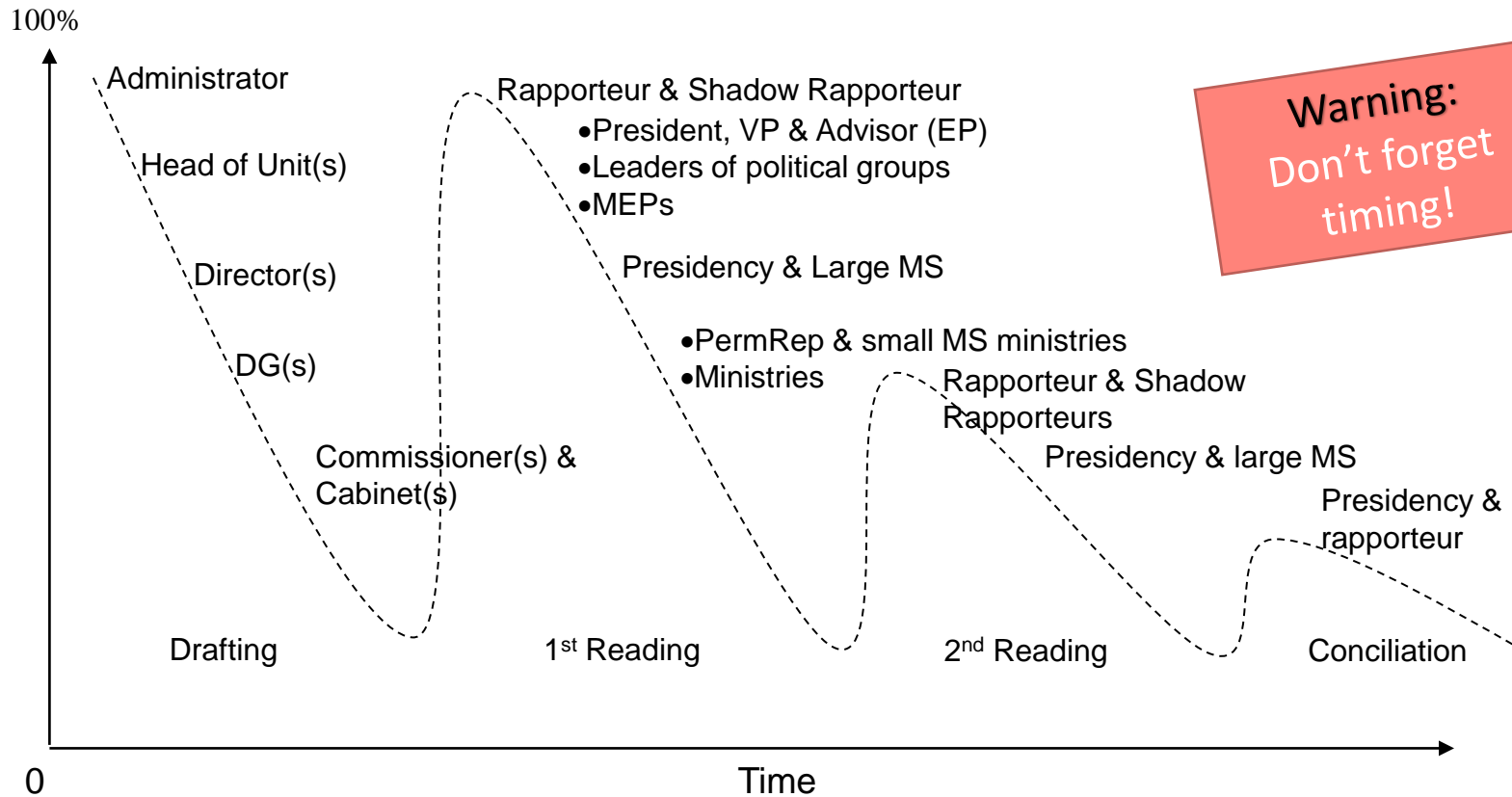
Lobbyist reconciles analytic output against personal knowledge not quantified by software.

Software Analytics Issue Score



Top targets are those with high scores in multiple categories

Timing: Influence Curve & Policy Cycle



Warning:
Don't forget timing!



Information Capture – be sure to set up right

Influence of Stakeholder	Importance of Stakeholder			
	Unknown	Little/No Importance	Moderate Importance	Significant Importance
Unknown				
Little/No Influence				
Moderate Influence				
Significant Influence				

Stakeholder Engagement Matrix

Stakeholder	Risk	Influence Project Level	Interest Project Level	Project Phases					Engagement Level
				Initiation	Planning	Execution	Control	Close	
Ricky Point				RESPONSIBLE	CONSULTED	CONSULTED	INFORMED	CONSULTED	
Martin Keg				CONSULTED	RESPONSIBLE	INFORMED	INFORMED	CONSULTED	
Zeher Ram				CONSULTED	RESPONSIBLE	RESPONSIBLE	INFORMED	CONSULTED	
Zucker Tag				CONSULTED	RESPONSIBLE	CONSULTED	INFORMED	CONSULTED	
Suman Meher				CONSULTED	CONSULTED	ACCOUNTABLE	INFORMED	CONSULTED	
Mohan Tashe				RESPONSIBLE	ACCOUNTABLE	CONSULTED	RESPONSIBLE	RESPONSIBLE	

= High
 = Medium
 = Low
 = High
 = Medium
 = Low

Phase 2. Visual Mapping

Stakeholder Mapping



How to Visualize & Read your Map

Stakeholder Analysis Checklist

Do you have all the stakeholders?

- political levels of government (i.e. elected representatives MEPs, commissioners, ministers etc.)?
- technical levels of government (i.e. civil servants, national experts, commission officials etc.)?
- across the interest group spectrum (i.e. unions, consumers, employers, think tanks, consultancies, multinationals, business federations, etc.)?

Be confident in your assessment (or leave it blank until you are)

- For example: government databases, news & media?

Did you select the right axis for your needs (influence-agreement or other)

Did you visualize effectively?

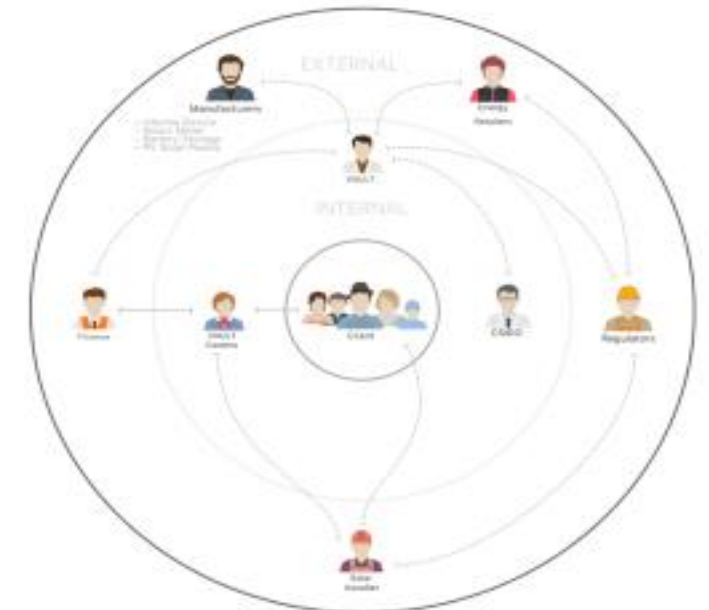
Review the recommendations that come from the visual.

First **Key** = AXIS

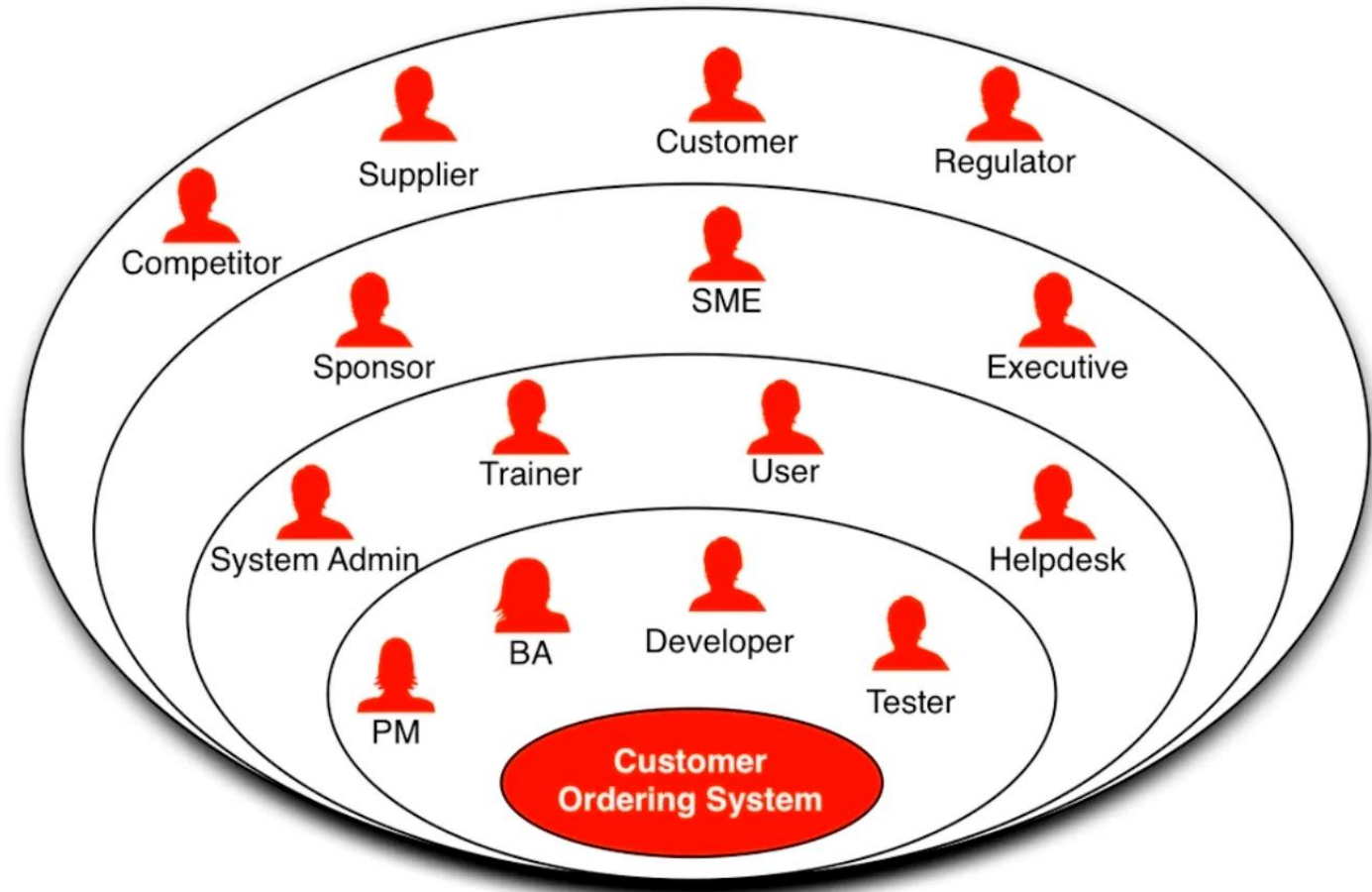
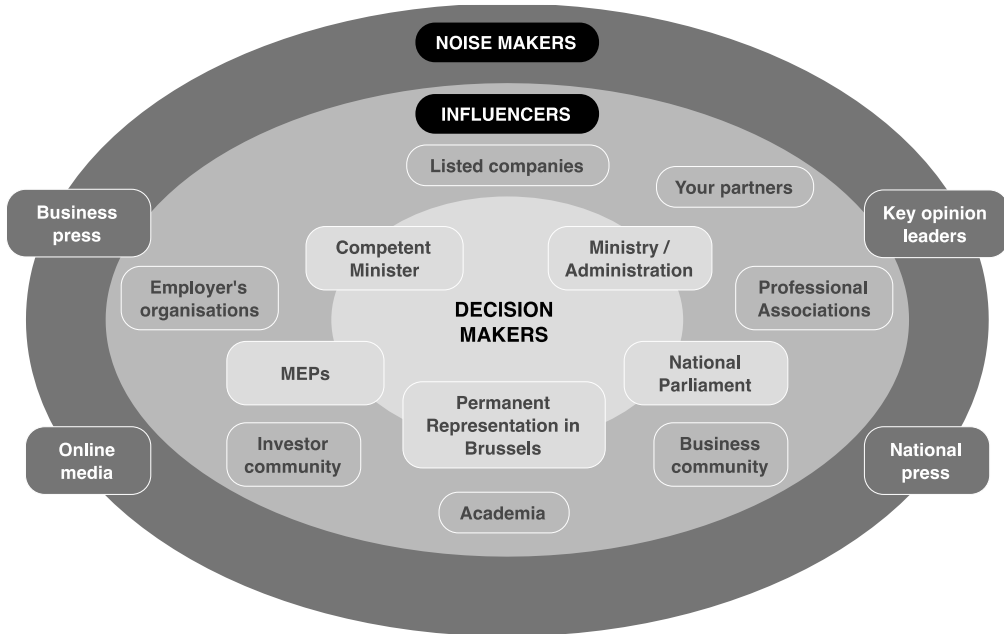
- The first thing to do is to build out templates
- The axis and scale are key
- The standard axis are (with scale 1-10):
 - Influence (Vertical)*
 - Agreement with your position (Horizontal)*
- You can deviate from this to assess alignment on issues (only 2) or influence and interest – or other...

Second Key = Type of Map

- Your map is all about the story you want to tell
- We have focused on the 'arena' map where you survey the key actors
- You can also have an 'influenced by' map of one individual or actor



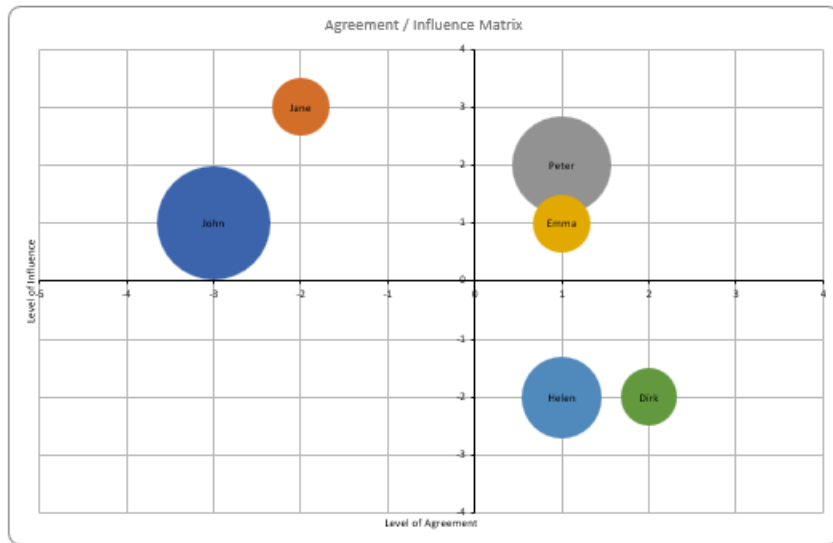
Example: Influenced by map



Stakeholder Mapping Tool

Stakeholder Mapping

First Name	Last Name	Institution (i.e. European Commission, European Parliament)	Sub-unit (i.e. Which unit, committee, ministry, department within the institution?)	Telephone	Email	Country of origin (or represented)	Other (i.e. social media, website)	Level of agreement (Low = -3, Medium = 0; High = +3)	Level of Influence (Low = -3, Medium = 0; High = +3)	What is the stakeholder's level of urgency on the issue? (Low = 1, Medium = 2.5; High = 5)	What could the stakeholder do to contribute and/or block to the campaign?
John	Doe	European Commission	Deputy Secretary-General - Policy Coordination	322295000	John.Doe@ec.europa.eu	France	JohnDoe2022	-3	1	4	Withdraw proposal
Jane	Smith	European Commission	Deputy Secretary-General - Policy Coordination	322295000	John.Doe@ec.europa.eu	Bulgaria	JaneDoe2022	-2	3	1	Withdraw proposal
Peter	Blogs	Council of Ministers	Environment Attache - French PermRep	322298000	courrier.bruxelles-dfra@diplomatie.gouv.fr	Germany	JohnSmith2023	1	2	3	Support an EP / Council compromise
Emma	Money	European Parliament	ENVI Committee Rapporteur ETS	322295000	John.Doe@europarl.eu.int	Spain	JaneSmith400	1	1	1	Table an amendment
Helen	Penny	CEFC	Head of Public Policy	322295000	John.Doe@ec.europa.eu	Ireland	PaulJones600	1	-2	2	Join an ad hoc coalition
Dirk	Vermeulen	World Wildlife Fund (WWF)	Director	322295000	John.Doe@ec.europa.eu	Germany	Pauls205Jones	2	-2	1	Oppose priority 1 amendment



Instructions:

Method

1) The first step in Stakeholder Mapping is to brainstorm about who your stakeholders are. Use the template to list all stakeholders that may be affected by the project, who may exert influence or power over it in a positive or negative sense, or who show an interest in the successful or unsuccessful conclusion of the project.

2) After having identified the stakeholder environment, it is essential to work out their relevance to the project. In the provided table you are asked to assess the stakeholder level of agreement towards the project and their ability to influence the project success on a scale from -3 (very negative/low) to +3 (very positive/high).

The indicators used for stakeholder mapping include: agreement; influence; power; interest; urgency

3) Based on your assessment, stakeholders will be automatically mapped on a corresponding matrix. The combination of stakeholder level of agreement with your position (x-axis) and their ability to influence the project success (y-axis) determines their position in the matrix.

In this case the stakeholder's level of urgency on the issue is linked to the size of the bubble on a scale from 1 (very little urgency) to 5 (very high urgency).

Note: To thoroughly understand who exactly your stakeholders are and what their attitude towards a given project or topic is, it is important to include perspectives from a diverse group of people within your organization. The quality of information and the assessment may be further improved, if additionally external experts, or the respective stakeholders themselves are directly consulted. This may include the necessity to publicly disclose a preliminary project plan.

Stakeholder mapping may need to be repeated whenever the project or the environment undergoes changes which might significantly improve or threaten the project's success.

How to read this visual

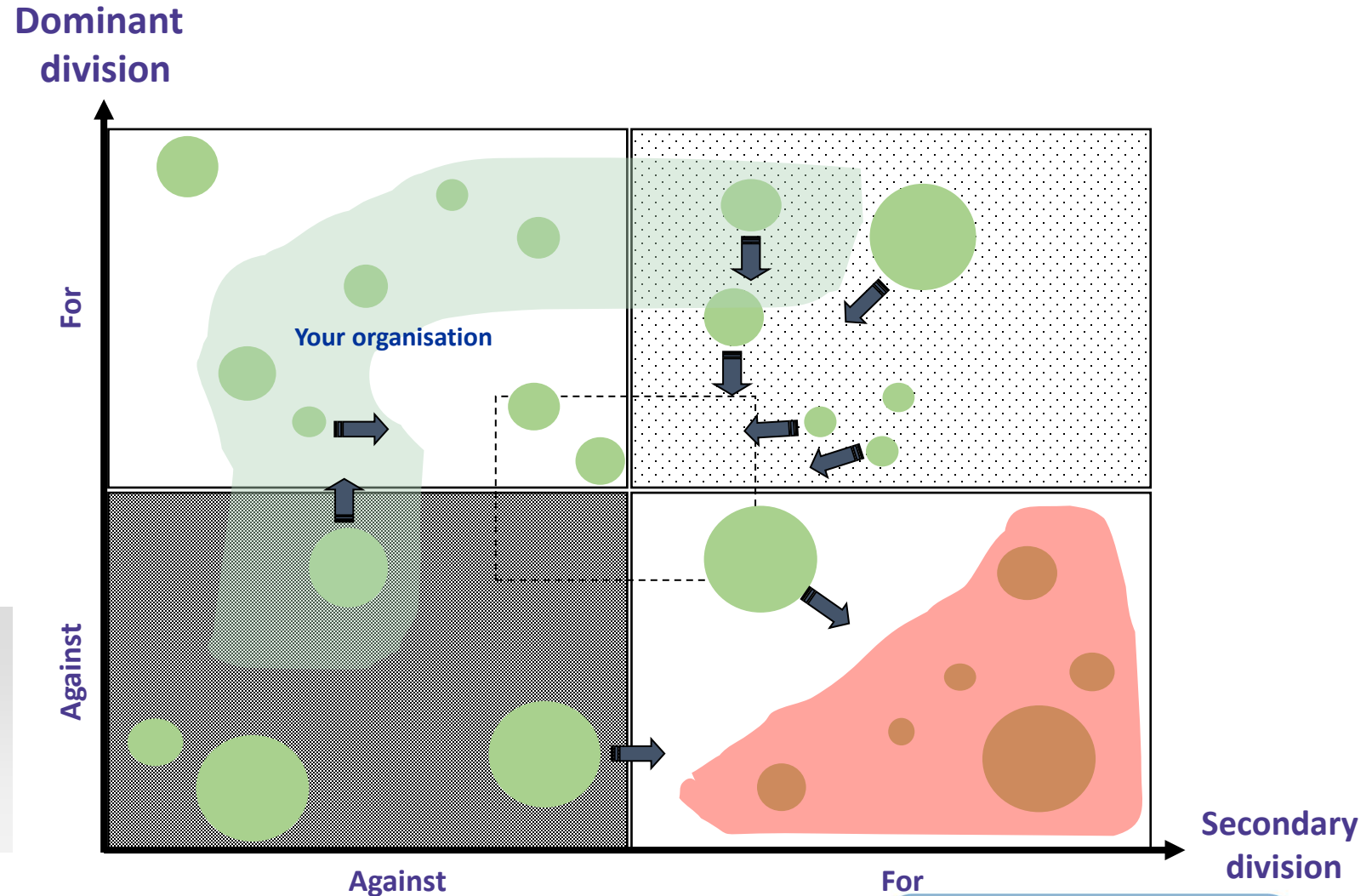
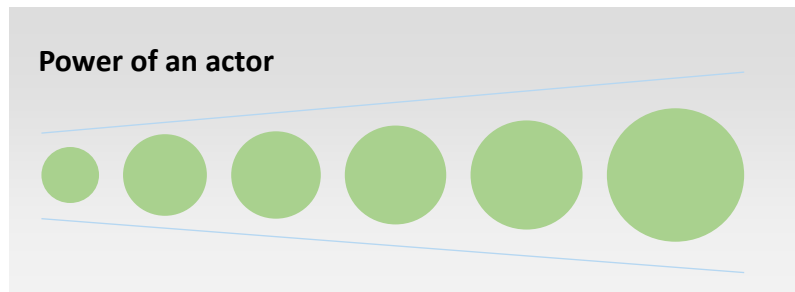
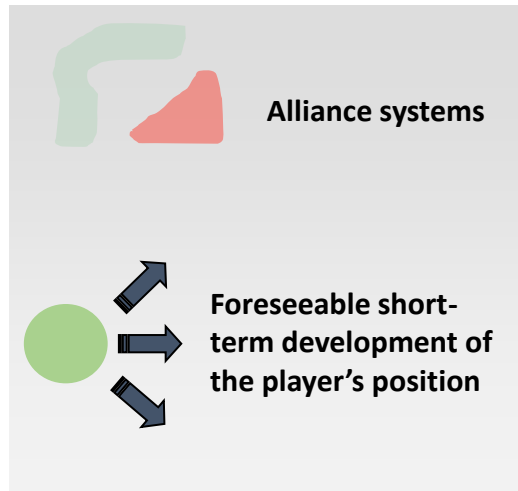
Based on your assessment, your identified stakeholders were automatically mapped inside the matrix below. The combination of stakeholder level of agreement towards the project (x-axis) and their ability to influence the project success (y-axis) determines their position in the matrix. The visualization will allow you to categorize stakeholders into focus groups such as supporters, opponents, and 'swing voters' (those stakeholders, which lack either a positive attitude or the necessary influence but who may be mobilized through focused strategic engagement).



Stakeholder Tracker

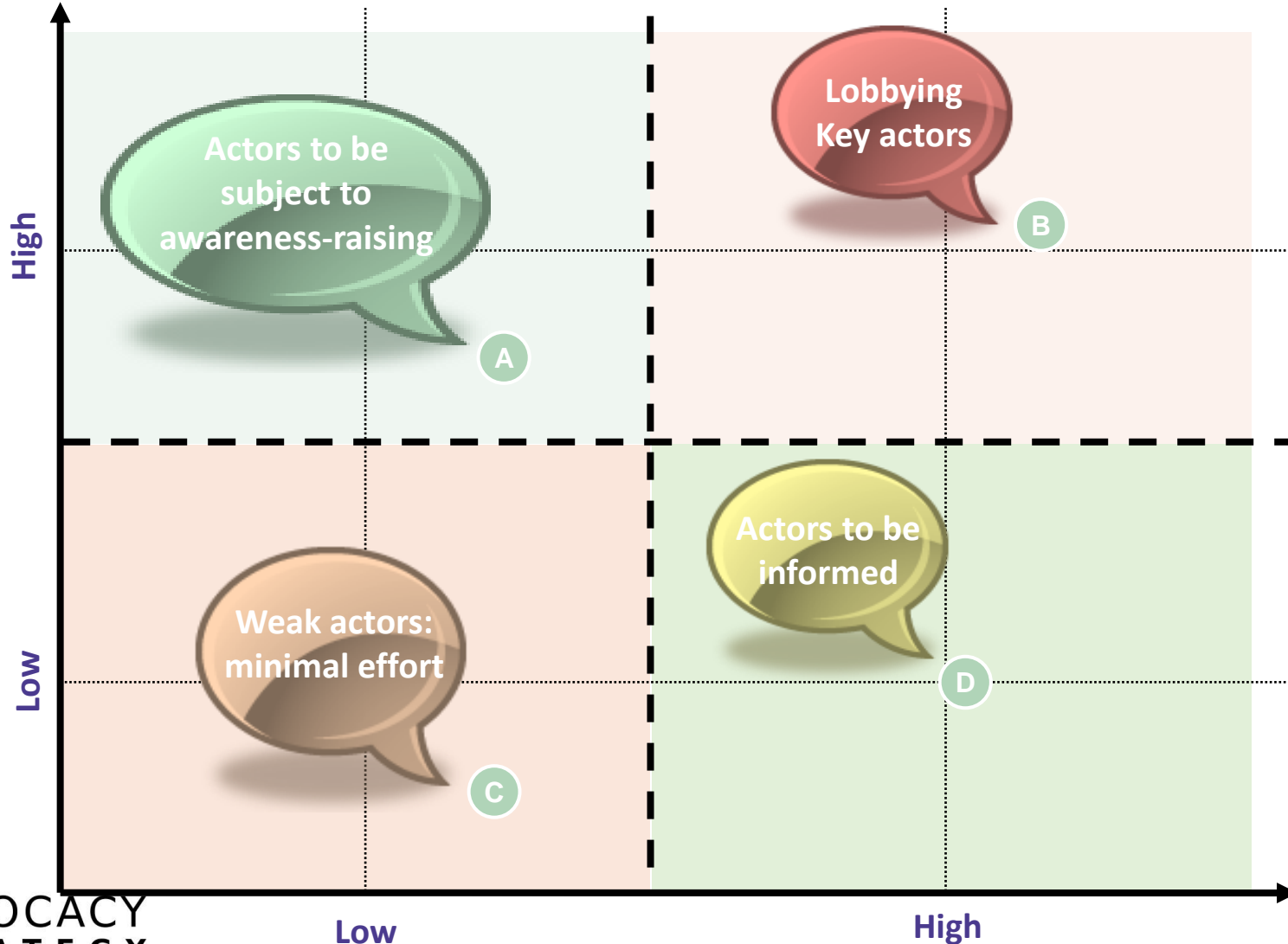
Stakeholder Meeting Tracker																
Position... Interaction... Dossier... Meeting... Level of agreement (Low = -3, Medium = 0; High = +3)																
Count of Assigned to Sum of Level of Influence (Low = -3, Medium = 0; High = +3)																
Meetings per institution / Level of Influence																
Values ■ Count of Assigned to ■ Sum of Level of Influence (Low = -3, Medium = 0; High = +3)																
Institution / ...																
Meeting date	Institution / Org	Position Function	First name	Last Name	Interaction Type	Assigned to	Dossier(s)	Timing of Dossier	Data Logged	Level of agreement (Low = -3, Medium = 0; High = +3)	Level of Influence (Low = -3, Medium = 0; High = +3)	What is the stakeholder's level of urgency on the issue?	What could the stakeholder do to contribute and/or block to the campaign?	Champion?	Follow-up	Key outcomes
20/03/2022	European Commission	Director	John	Doe	Meeting	Consultant A	CSRD	First Reading	Yes	3	3	3	Withdraw proposal	Yes	New meeting	Shared document
20/03/2023	European Commission	Head of Unit	Jane	Doe	Videocall	Consultant B	EU ETS Aviation	First Reading	No	-3	0	0	Withdraw proposal	No	Send document	Shared document
20/03/2024	Council of Ministers	Attache	Paul	Doe	Email	Consultant A	CSRD	First Reading	Yes	0	3	3	Support an EP / Council compromise	TBC	Update Stakeholder Map	Detail on position
20/03/2025	Council of Ministers	Ambassador	Pieter	Doe	Telephone	Consultant B	CSRD	First Reading	Yes	2	-2	-2	Table an amendment	TBC	New meeting	Detail on position
20/03/2026	Council of Ministers	Minister	Raif	Doe	Telex	Consultant A	EU ETS Aviation	First Reading	Yes	3	-3	-3	Join an ad hoc coalition	TBC	Send document	Detail on position
20/03/2027	European Commission	Attache	Jesus	Doe	Twitter	Consultant A	CSRD	First Reading	Yes	0	0	0	Oppose priority 1 amendment	No	Update Stakeholder Map	Detail on position
20/03/2028	European Commission	Head of Unit	Helen	Doe	Meeting	Consultant A	EU ETS Aviation	First Reading	No	1	1	1	Withdraw proposal	No	New meeting	Shared document
20/03/2029	European Commission	Head of Unit	Vladis	Doe	Videocall	Consultant A	EU ETS Aviation	First Reading	No	-2	-1	-1	Withdraw proposal	Yes	Send document	Shared document
20/03/2030	European Parliament	MEP	Didier	Doe	Email	Consultant A	CSRD	First Reading	No	-3	3	3	Support an EP / Council compromise	Yes	Update Stakeholder Map	Commitment to submit amendment
20/03/2031	European Parliament	Assistant	Helen	Doe	Telephone	Consultant B	CSRD	First Reading	Yes	-1	2	2	Table an amendment	Yes	New meeting	Commitment to submit amendment
20/03/2027	European Commission	Attache	Jesus	Doe	Meeting	Consultant C	CSRD	First Reading	Yes	0	0	0	Join an ad hoc coalition	No	Update Stakeholder Map	Detail on position
20/03/2028	European Commission	Head of Unit	Helen	Doe	Meeting	Consultant C	CSRD	First Reading	No	0	1	1	Oppose priority 1 amendment	No	New meeting	Shared document
20/03/2029	European Commission	Head of Unit	Vladis	Doe	Meeting	Consultant C	CSRD	First Reading	No	-3	2	2	Table an amendment	Yes	Send document	Shared document
20/03/2030	European Commission	Head of Unit	Helen	Doe	Meeting	Consultant C	CSRD	First Reading	No	-2	3	3	Join an ad hoc coalition	Yes	Update Stakeholder Map	Commitment to submit amendment
20/03/2031	European Commission	Head of Unit	Vladis	Doe	Meeting	Consultant C	CSRD	First Reading	No	-3	0	0	Oppose priority 1 amendment	Yes	New meeting	Commitment to submit amendment

Example: Advanced Mapping



Example: Prioritising Targets

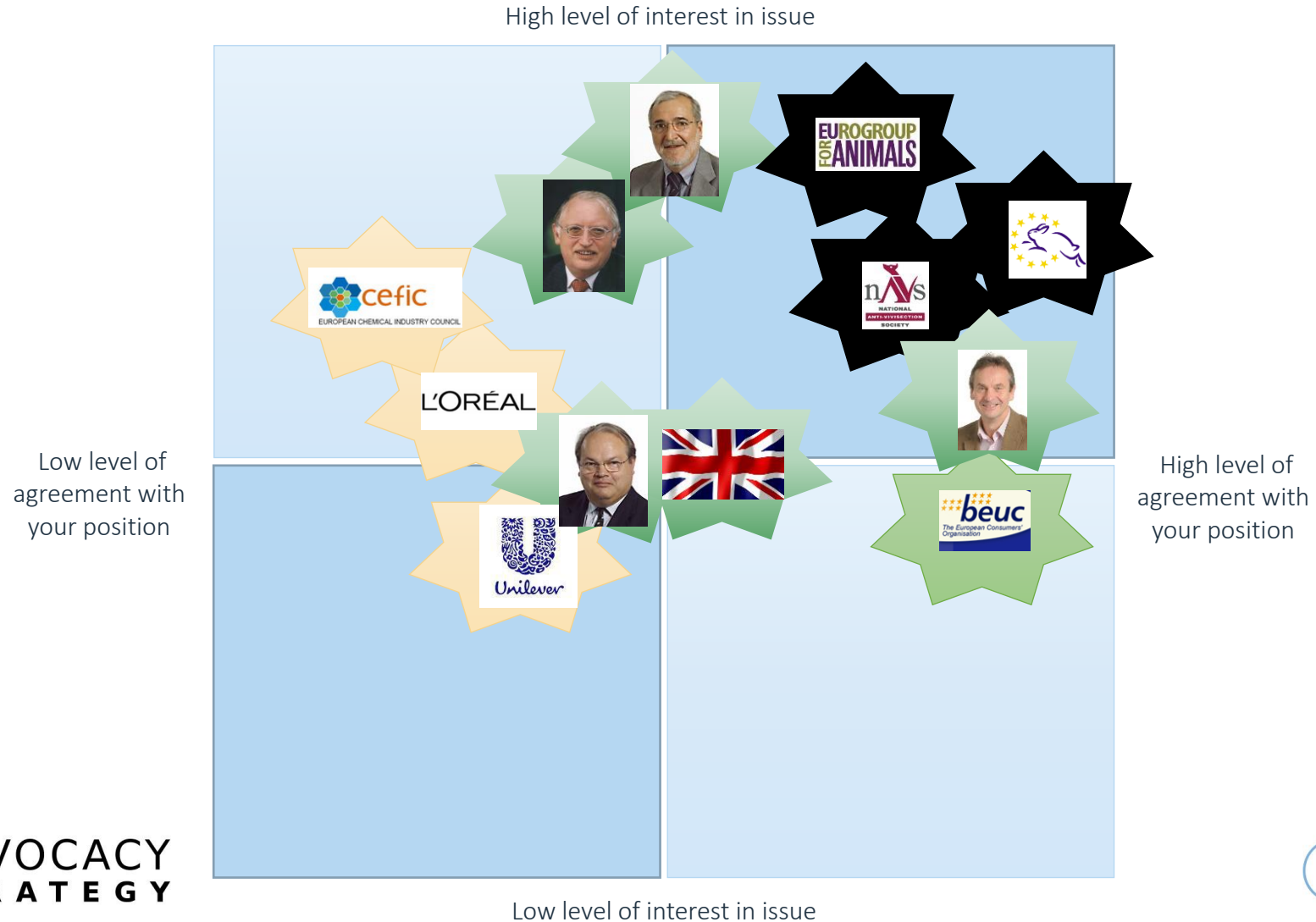
Level of influence



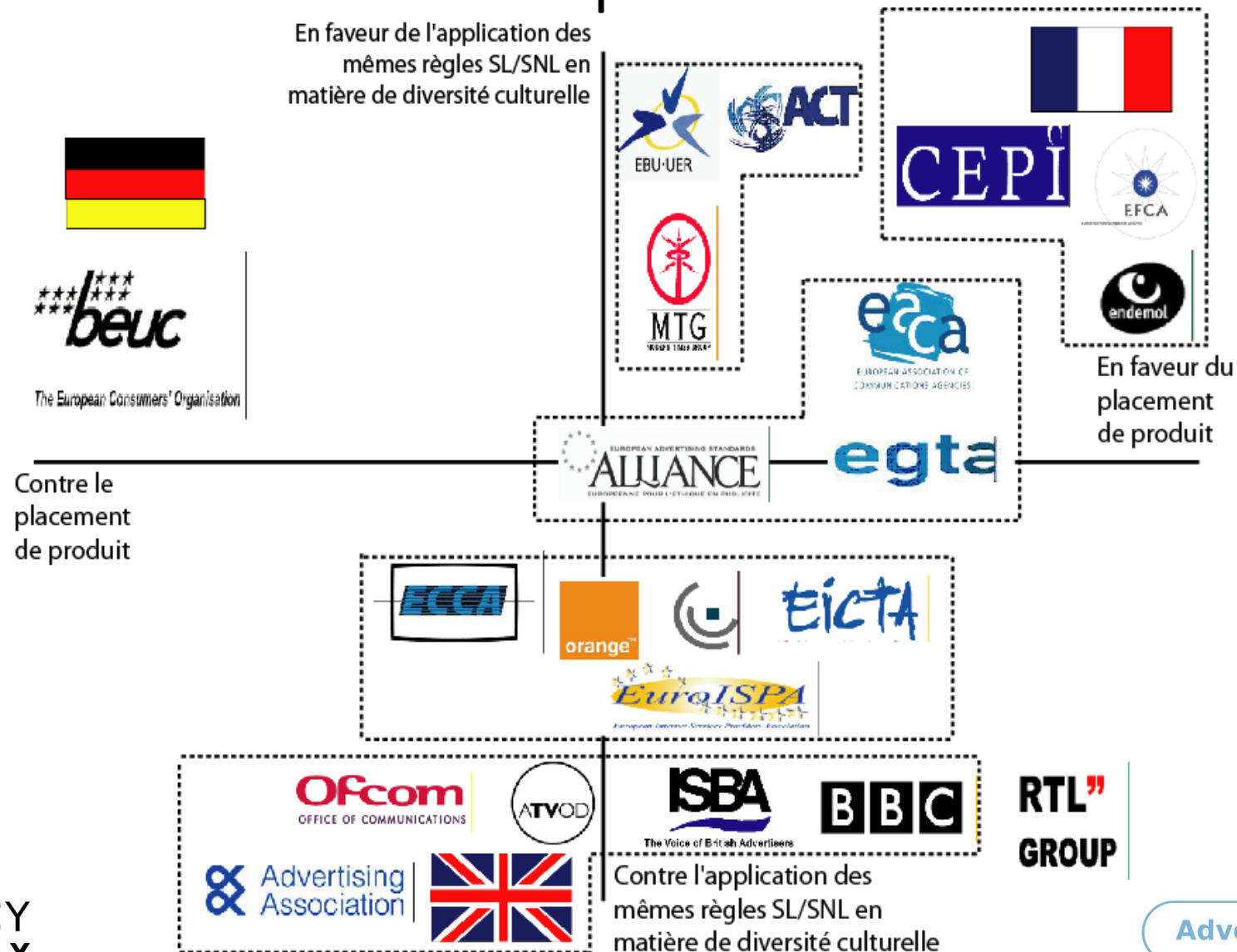
ADVOCACY
STRATEGY

Interest for
the dossier
AdvocacyStrategy.com

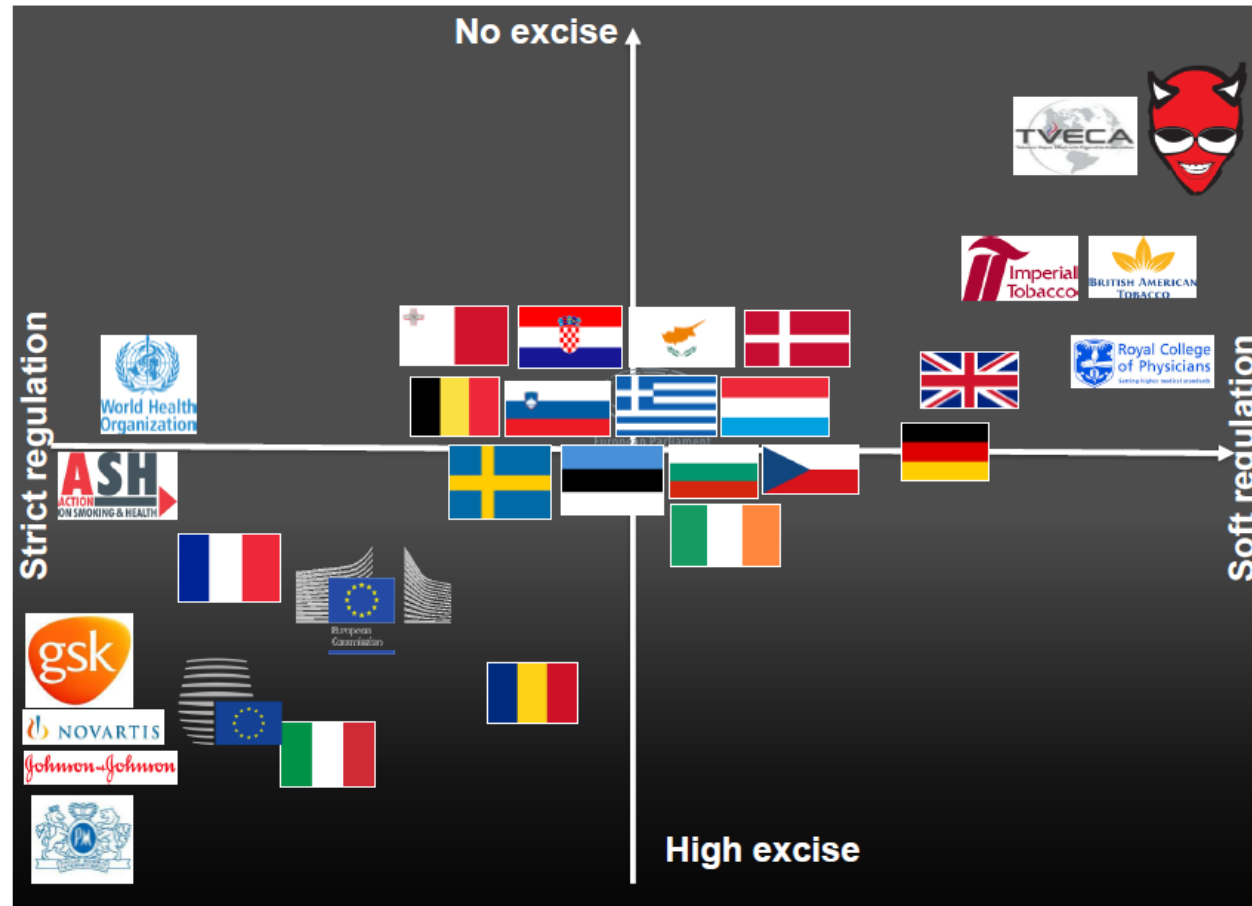
Example: Stakeholder Map



Example: Stakeholder Map



Example: Stakeholder Map





Have
a
Break

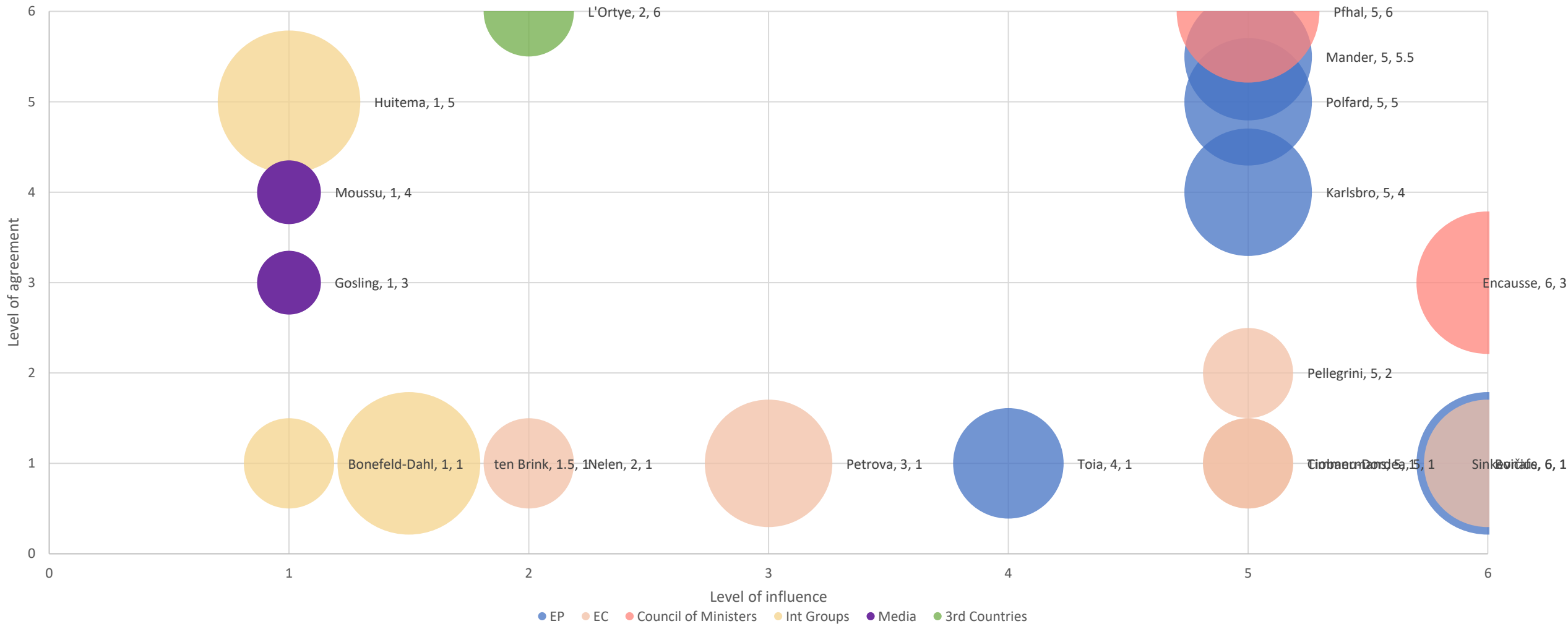
Case Study Stakeholder Assessment

First Name	Last Name	Institution (I.e. European Commission, European Parliament)	Sub-unit (I.e. Which unit, committee, ministry, department within the institution?)	Telephone	Email	Country of origin (or represented)	Other (I.e. social media, website)	Level of agreement (Low = 1, Medium = 3; High = 6)	Level of Influence (Low = 1, Medium = 3; High = 6)	What is the stakeholder's level of urgency on the issue? (Low = 1, Medium = 2.5; High = 5)	What could the stakeholder do to contribute and/or block to the campaign?
Simona	Bonafe	EP	ENVI Rapporteur S&D	3222845595	simona.bonafe@europarl.europa.eu	Italy	@simonabonafe	1	6	5	
Jessica	Polfard	EP	ENVI Shadow EPP-ED	3222845514	jessica.polfard@europarl.europa.eu	Sweden	https://twitter.com/jessicapolfard	5	5	4	
Karin	Karlsbro	EP	ENVI Shadow Renew	3222845385	karin.karlsbro@europarl.europa.eu	Sweden	https://twitter.com/KarinKarlsbro	4	5	4	
Patrizia	Toia	EP	ITRE Rapporteur S&D	3222845127	patrizia.toia@europarl.europa.eu	Italy	https://www.facebook.com/ToiaPatrizia	1	4	3	
Antonius	Mander	EP	IMCO Rapporteur EPP-ED	3222845412	antonius.manders@europarl.europa.eu	Netherlands	https://twitter.com/ToineMandersEP	5,5	5	4	
Virginijus	Sinkevičius	EC	Commissioner Environment	3222955511	Simonas.SATUNAS@ec.europa.eu	Lithuania	@Vsinkevicius	1	6	4	
Razalina	Petrova	EC	Sinkevicius Cabinet	3222994792	rozalina.petrova@ec.europa.eu		@PetrovaRozalina	1	3	4	
Franz	Timmermans	EC	First Vice President of the European Commission (Green Deal)	3222960521	diederik.samsom@ec.europa.eu	Netherlands	@TimmermansEU	1	5	2	
Sarah	Nelen	EC	Timmermans Cabinet	3222957696	sarah.nelen@ec.europa.eu		@NelenSarah	1	2	2	
Aurel	Ciobanu-Dordea	EC	Director DG ENV.B	3222999871	Aurel.CIOBANU-DORDEA@ec.europa.eu			1	5	2	
Mattia	Pellegrini	EC	Head of Unit DG ENV B3 From Waste to Resources	3222954138	Mattia.Pellegrini@ec.europa.eu		@MPellegriniEC	2	5	2	
Nicolas	Encausse	Council of Ministers	French PermRep Environment attache	3222298651	nare.baghinyan@diplomatie.gouv.fr	France		3	6	5	
Stephanie	Pfhal	Council of Ministers	German PermRep Environment Head	3222891306		Germany		6	5	5	
Patrick	ten Brink	European Environmental Bureau	EEB EU Policy Director	3222891090	Patrick.tenBrink@eeb.org		@tenBrinkPatrick	1	1,5	5	
Eric-Mark	Huitema	Association des Constructeurs Européens d'Automobiles	ACEA Director General	3227387354	mo@acea.auto		@ACEA_DG	5	1	5	
Cecilia	Bonefeld-Dahl	DigitalEurope	DigitalEurope Director General	32493405613	cecilia.bonefeld-dahl@digitaleurope.org		@BonefeldCecilia	1	1	2	
Tim	Gosling	Politico	Journalist Politico	3225409090	tgosling@politico.eu		@TGosCEE	3	1	1	
Nelly	Moussu	Euractiv	Journalist Euractiv	3222265810	nelly.moussu@eurativ.com		@NellyMoussu	4	1	1	
Thibaut	L'Ortye	AmCham	AmCham Director of Public Affairs	3222891039	thibaut.lortye@amchameu.eu		@ThibautLor	6	2	2	

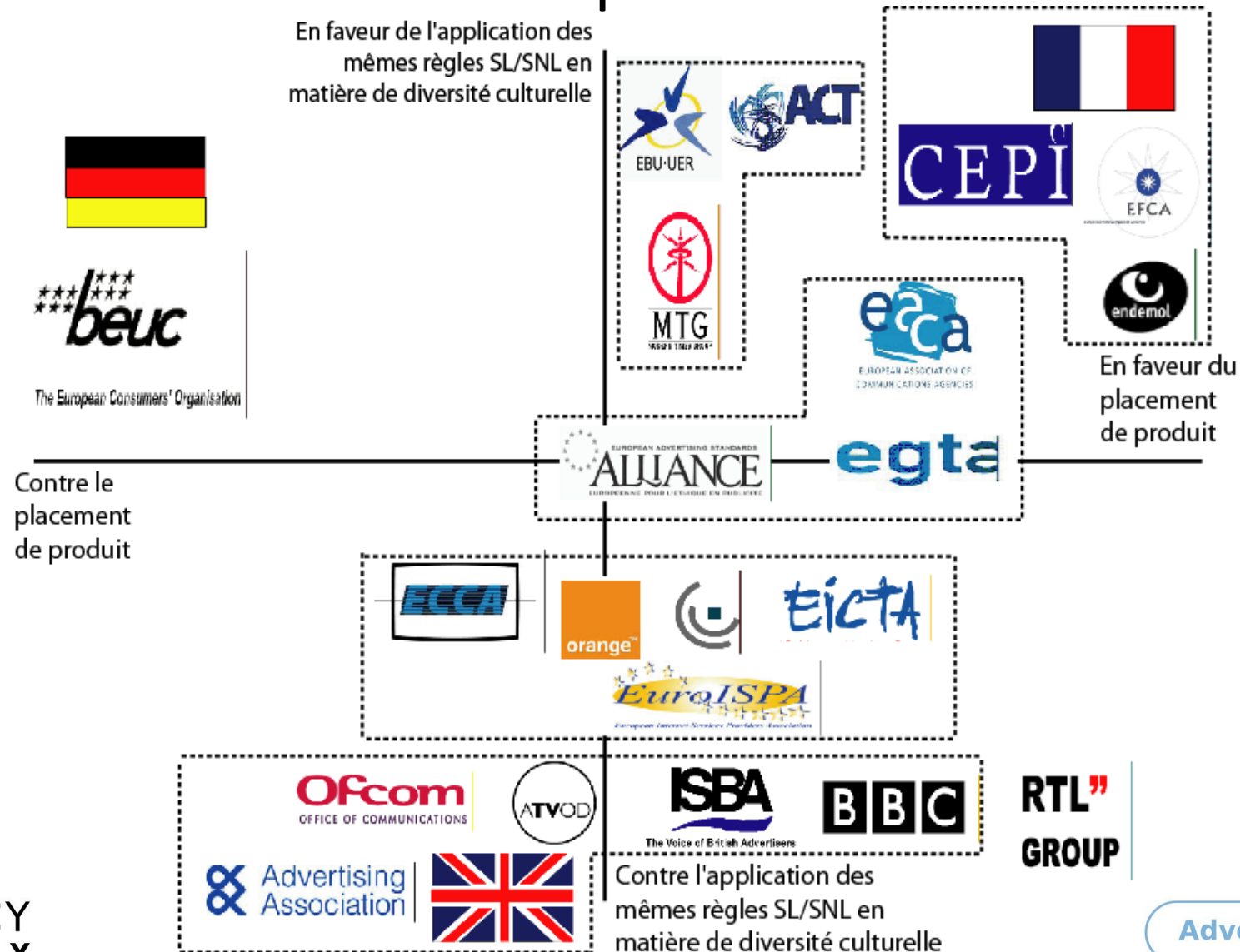


Case Study Stakeholder Map

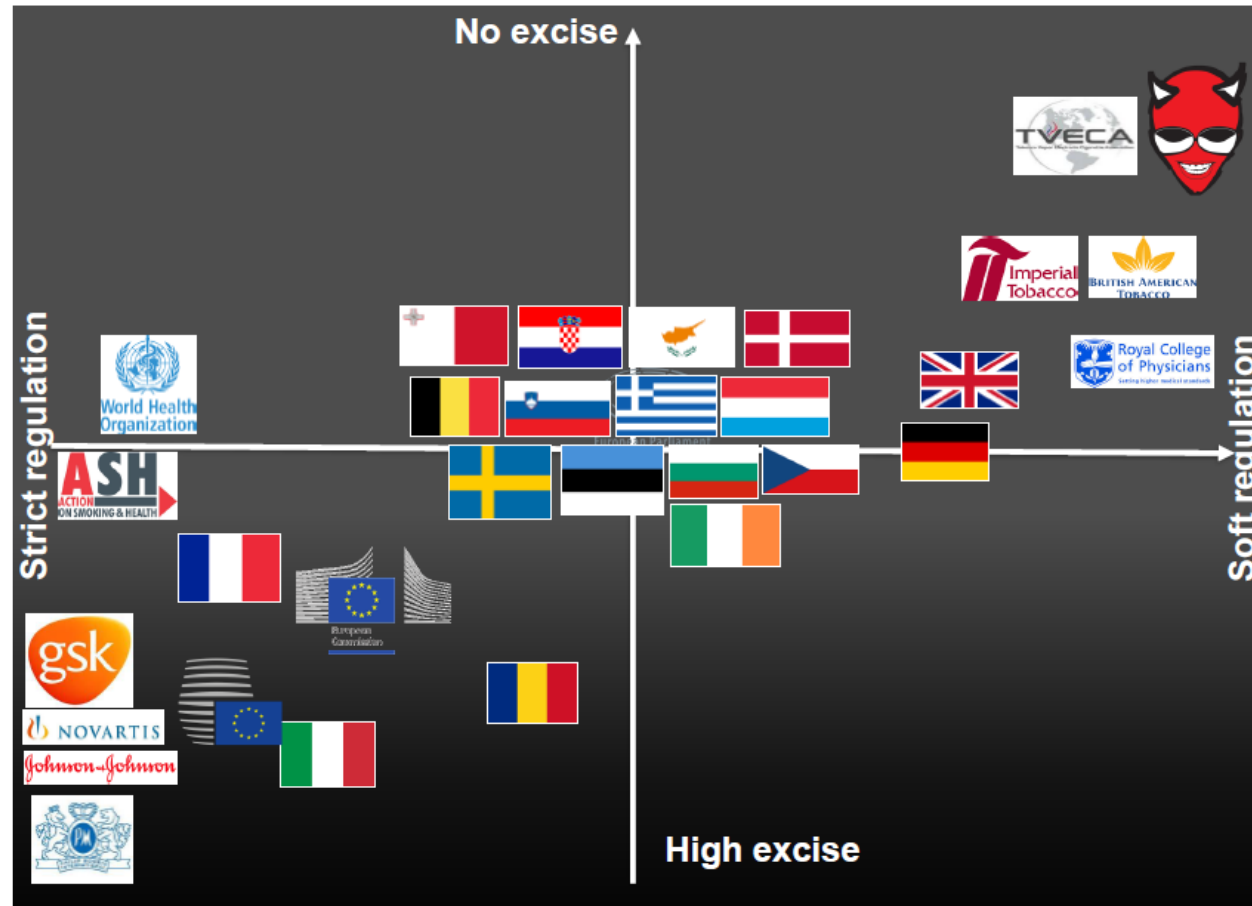
Agreement / Influence Matrix



Example: Stakeholder Map



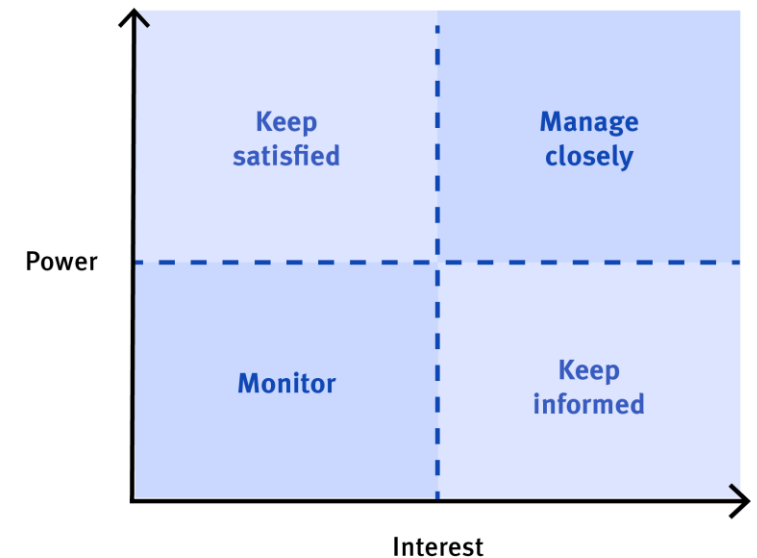
Example: Stakeholder Map



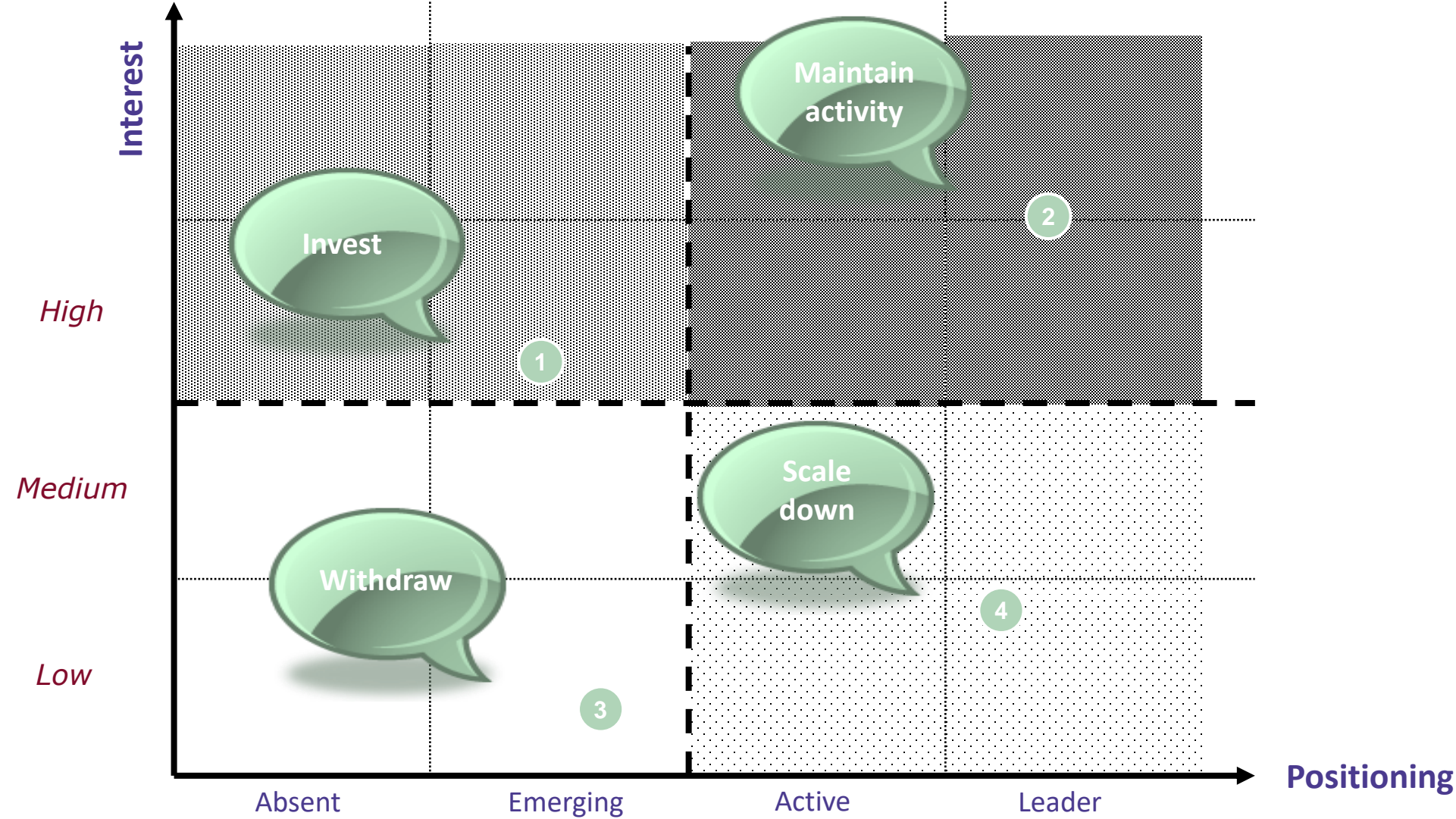
Read your Stakeholder Map

- How to analyze depends on axis and type of map
- You can build recommendations from some basic formula

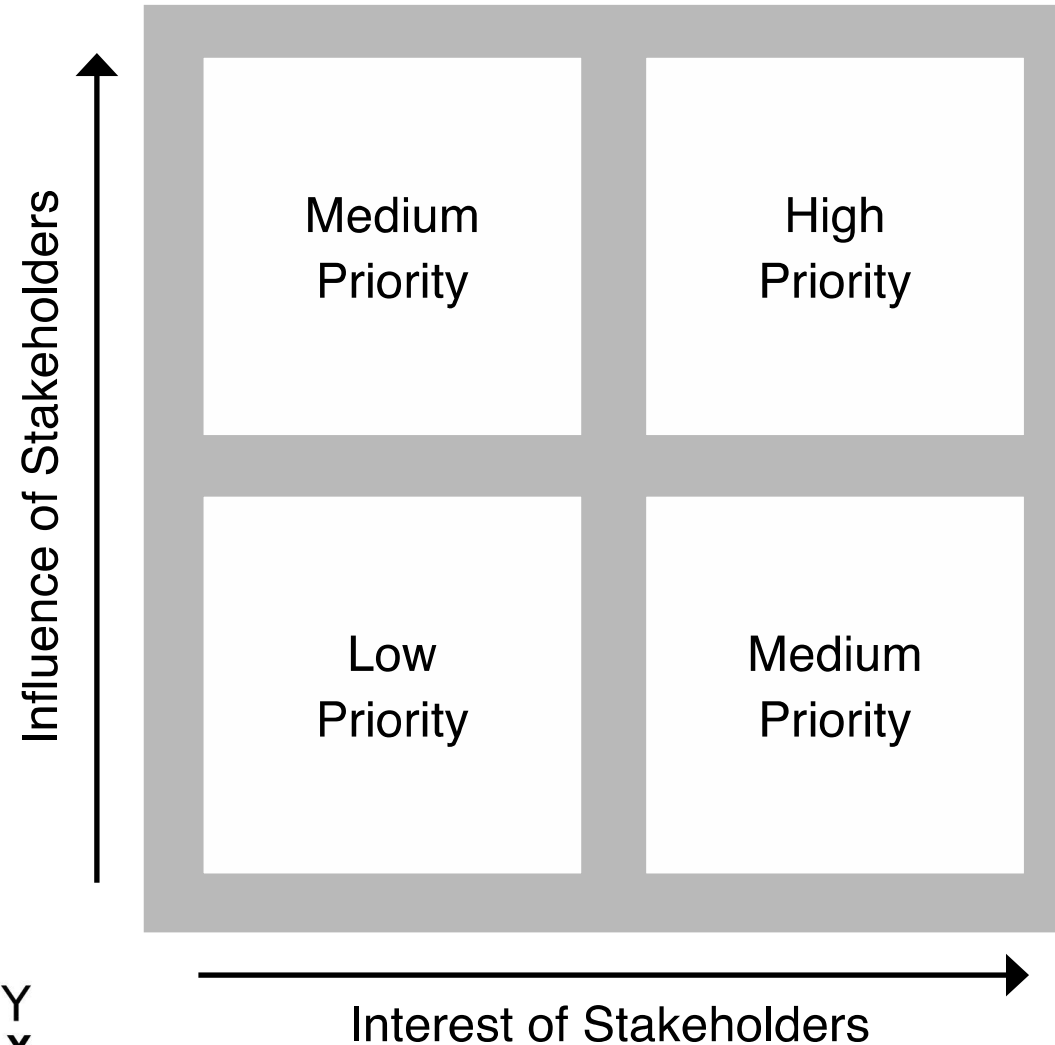
The Power-Interest Matrix



Visualizing Priorities



How to Classify Stakeholders



Phase 3. Using your Stakeholder Map

Stakeholder Mapping

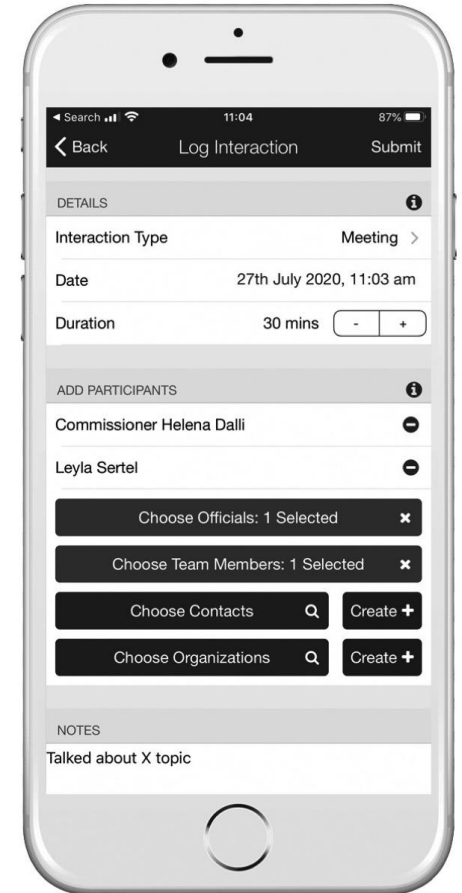


How to Manage your Stakeholder Data

Manage your Stakeholder Data

- Excel the most common
- Use CRM system
- Use dedicated Public Affairs technology

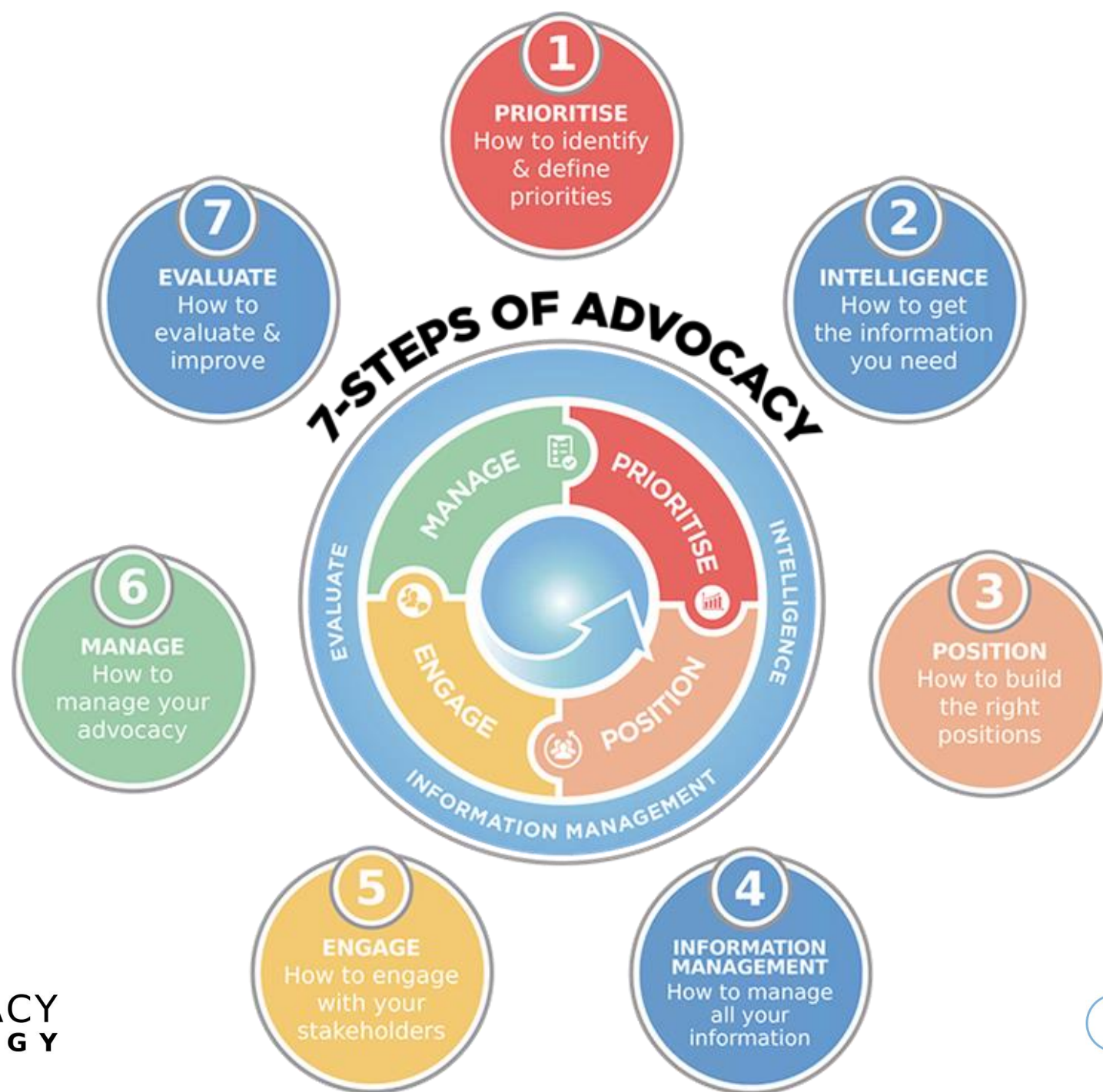
- Key is to use something



Storage is Key

- Institutional Memory
- Handover(s)
- Professionalism
- Your memory
- Follow-up and effectiveness





How to Work with the EU Institutions

A Practical Guide to Successful Public Affairs in the EU

'this comprehensive book provides guidance for successful EU advocacy'

*Doug Pinkham, President,
Public Affairs Council*

edited by

Alan Hardacre

Stakeholder Mapping Sweet Spot is balance between public and non-public information. It is also (increasingly) time dependent.

In the EU you should start with key roles and work out. You should have circa 25 key people-actors on a map (sometimes more).

You have several formats of visual to choose from – which will depend on the needs of your client.

To ensure you add 'value' be sure to make recommendations and basic analysis.

Choose your axis carefully – it will make all the difference.

Stakeholder maps are fluid – consider (file by file) when you might want to offer updates?

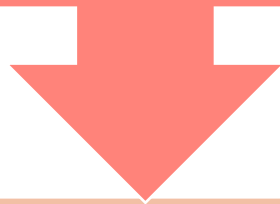


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Stakeholder Mapping Exercise: Step 1

1. Brainstorm your stakeholder categories.



List all stakeholder roles

Which EU institutions ?

What roles in the Institutions?

Who is affected by the project?

Who may exert influence or power (positive or negative)?

Who shows an interest in the successful or unsuccessful conclusion?

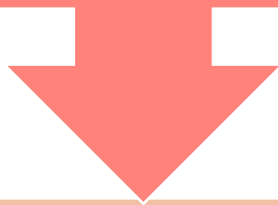
Stakeholder Mapping

First Name	Last Name	Institution (i.e. European Commission, European Parliament)	Sub-unit (i.e. Which unit, committee, ministry, department within the institution?)	Te
John	Doe	European Commission	Deputy Secretary-General - Policy Coordination	
Jane	Smith	European Commission	Deputy Secretary-General - Policy Coordination	
Peter	Blogs	Council of Ministers	Environment Attache - French PermRep	
Emma	Money	European Parliament	ENVI Committee Rappporteur ETS	
Helen	Penny	CEFC	Head of Public Policy	
Dirk	Vermeulen	World Wildlife Fund (WWF)	Director	



Stakeholder Mapping Exercise: Step 2

2. Define their influence and agreement.



Rank the stakeholder

Do they agree with you?

How influential are they?

How urgent is this issue for them?



ADVOCACY STRATEGY

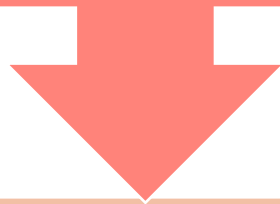
Start with a subjective measure, but consider possible objective measurements

Assess level of agreement and influence the project success on a scale from -3 (very negative/low) to +3 (very positive/high).

	Level of agreement (Low = -3, Medium = 0; High = +3)	Level of Influence (Low = -3, Medium = 0; High = +3)	What is the stakeholder's level of urgency on the issue? (Low = 1, Medium = 2.5; High = 5)	
022	-3	1	4	Wi
022	-2	3	1	Wi
023	1	2	3	Su
100	1	1	1	Tal
500	1	-2	2	Joi
res	2	-2	1	Op

Stakeholder Mapping Exercise: Step 3

3. Map stakeholders on a matrix and visualize.

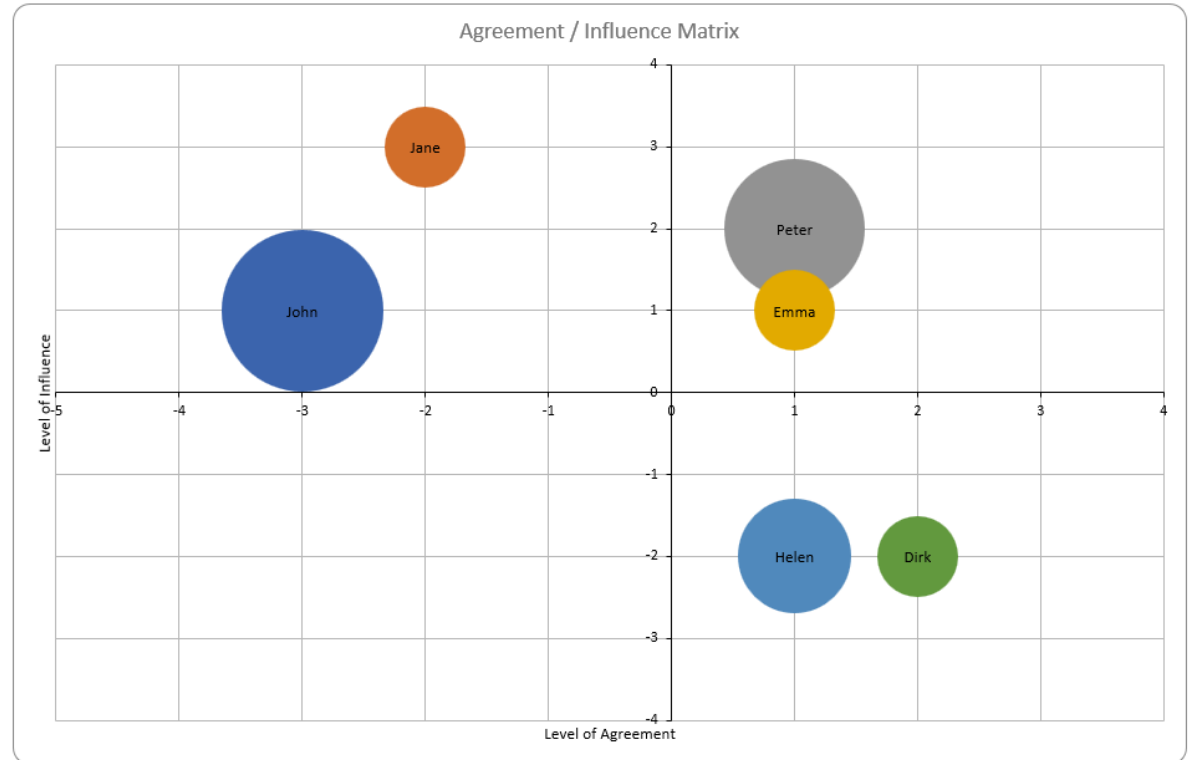


Analyse the Visual

Who is an Ally?

Who is an opponent?

Who is undecided?



Stakeholder Mapping Exercise: Step 4

4. Draw recommendations for advocacy actions.

Advocacy actions

Who is your highest and lowest priority?

Who do you keep informed?

Who do you handle with care?

Who needs to be encouraged to participate?

