Evaluating & Communicating your Public Affairs Work

10th November 2022, Brussels

Dr Alan Hardacre

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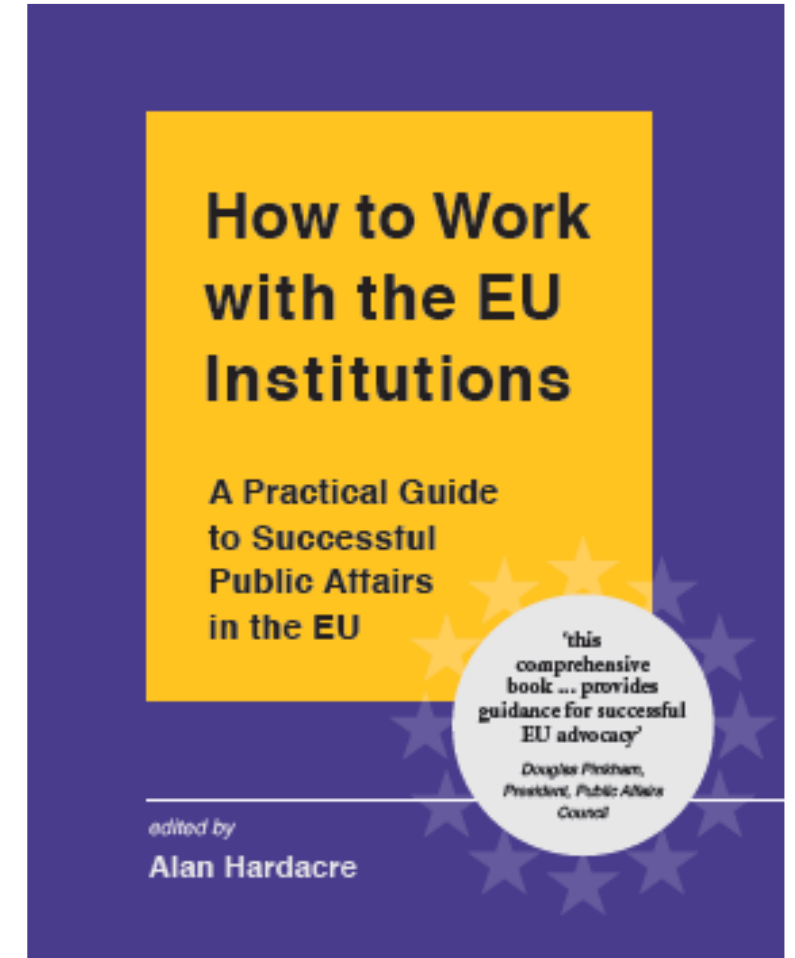
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- Owner Public Affairs Clinic / www.AdvocacyStrategy.com
- Consulting for Kindred, CropLife & others
- ex-Director of Corporate Affairs @ Imperial Brands
- 20 years Public Affairs experience
- Author of several articles & books
- Long time Member of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

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'

Douglas Pinkham, President, Public Affairs Council

edited by

Alan Hardacre

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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 22nd

Mapping and Engaging with Stakeholders Strategically

Topics: Stakeholder mapping & engagement

November 10th
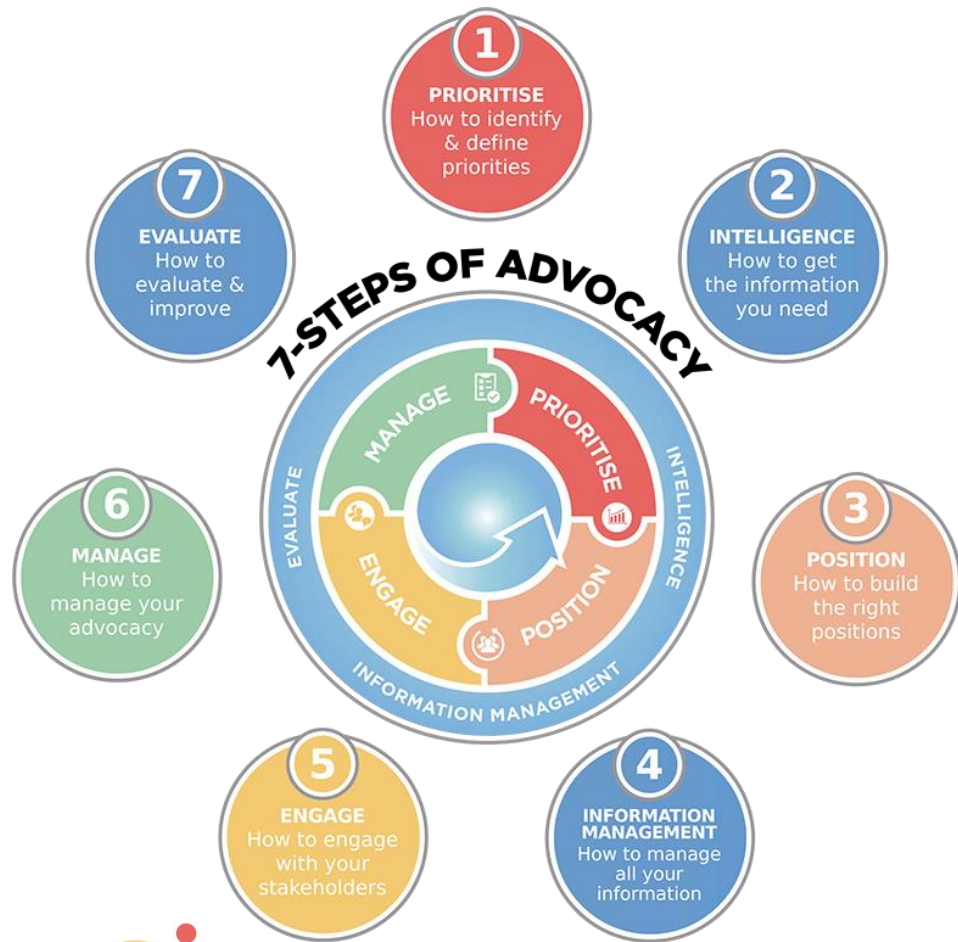
Evaluating and Communicating Your Public Affairs Work

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

ADVOCACY STRATEGY

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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 you expectations for the programme and today?

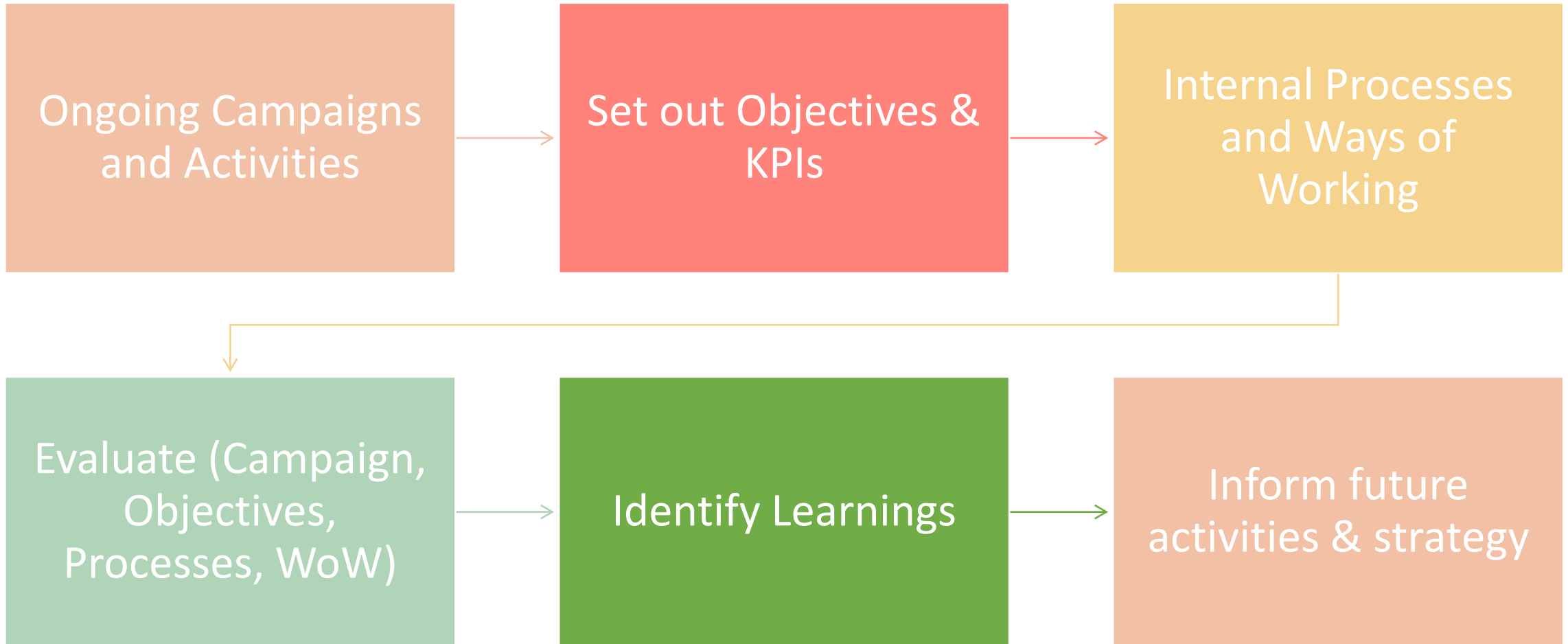## Do you undertake evaluation of your work? If so how?

How do you communicate the value of your PA work / success?

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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 Evaluation?

Ongoing Campaigns and Activities → Set out Objectives & KPIs → Internal Processes and Ways of Working → Evaluate (Campaign, Objectives, Processes, WoW) → Identify Learnings → Inform future activities & strategy

Why Communicate your Value?

Ongoing Campaigns and Activities	Linked to objectives and business strategy	Dashboard(s) to update on progress
Other means to keep a drum beat (visibility)	Helps Educate on what you do and why you do it	Drives perception and understanding in your organization

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What we are going to do today…

1. Evaluation

Review the types of Evaluation:

- Why evaluate
- When to evaluate
- How to evaluate
- Light to full options

2. Communicate Value

Review ways to communicate value:

- Why communicate value
- When to communicate value
- How to do it
- Dashboards
- Updates / Other
- Metrics / Evidence

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Evaluation

Pre & Post – Learning – Adapting – Internal/External

Why Evaluate Public Affairs?

- To monitor ongoing activities and progress;
- To evaluate and review projects / campaigns / ways of working / processes;
- To identify strengths and weaknesses (successes and failures);
- To demonstrate value to management;
- To build support within the organization;
- To build momentum and reward success within teams.

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Three Focus Areas for Evaluation

Indicators (KPI); Baselines; Metrics

What you evaluate: campaigns, ways of working, processes, memberships, consultants etc. WHAT & HOW

Evidence / Data / Supporting Information

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Prerequisite = Good Indicators

The Baseline

- i.e. the situation at the start of the campaign / project

The Target

- i.e. the situation at the end of the campaign / project

One (or more) Milestones

- i.e. the situation at specific points during the campaign / project

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How to Measure Influence

Process Tracking:

- Step-by-step identification of all relevant events and stakeholders in a given lobbying process.
- Outline detailed causal relationships between lobbying groups, their actions, and the actual policy outcomes.
- The result is a story about influence rooted in evidence.

Preference Attainment:

- Checking whether an organization's goals (the KPIs) have been achieved.
- Cheap and simple, it does not reveal much about influence.
- Need to link preference attainment to the lobbying activities

Perceived Influence:

- Which organizations are regarded as influential?
- Method is easy to apply, but it is subjective.
- By increasing sample (internal and external) you can neutralize these biases.

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Types of Evaluation

- Reflection time (you book in time to sit back and evaluate)
- Team time (you book in team time to structure a discussion around evaluation)
- You survey key stakeholders / associations / other to build up a picture
- You engage consultants to run surveys and evaluations for you

You Evaluate the WHAT and the HOW

- The WHAT: Your outcomes / legislative outcomes
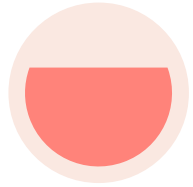- THE HOW: Your events / your channels / your meetings / your reputation …

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Most Common Measurement Tools

External Stakeholder Satisfaction

How to Use It:

Commission surveys of stakeholders to measure attitudes about the company's overall reputation and public affairs efforts.

When to Use It:

Major brands frequently conduct external polls. Some firms survey thought leaders to see if their voice is being heard on public policy matters
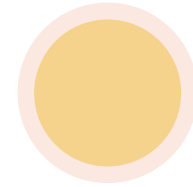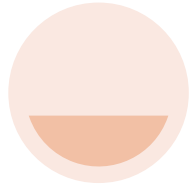
Advantages:

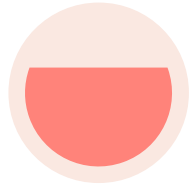Data are useful for benchmarking perceptions about the company's influence and reputation with specific audiences.

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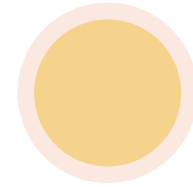AdvocacyStrategy.com

Legislative Wins/Losses

How to Use It:

Set legislative priorities with top management at the beginning of the legislative session and issue a report annually.

When to Use It:

This method is often used to evaluate government relations staff, but political gridlock can make it problematic.
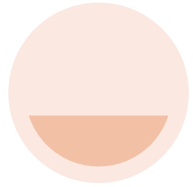
Advantages:

Clear legislative goals provide clarity about success or failure of advocacy efforts.

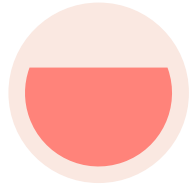ADVOCACY STRATEGY

AdvocacyStrategy.com
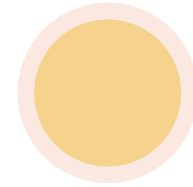
Costs Avoided/Reduced

How to Use It:

Document cases in which public affairs saved the company money through effective advocacy and stakeholder engagement.

When to Use It:

Firms use this method to tally savings associated with actions taken to affect legislation, regulations or inefficient business practices.
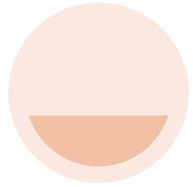
Advantages:

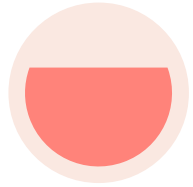This approach can be particularly effective in heavily regulated and data-driven companies.

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STRATEGY

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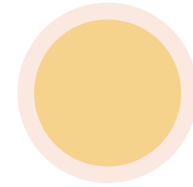
Revenue Created

How to Use It:

Document cases in which public affairs earned the company money through effective advocacy and stakeholder engagement.

When to Use It:

Firms use this method to track new revenue associated with efforts to improve market access or directly support the sales function.

Advantages:

Public affairs teams that work globally or in support of government sales often have opportunities to create revenue.

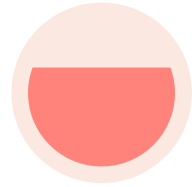ADVOCACY STRATEGY

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Return on Investment

How to Use It:

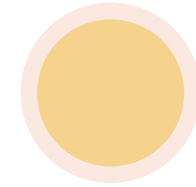Compute total gains (cost savings plus revenue created), subtract the fully loaded cost of public affairs and divide the total by the cost.

When to Use It:

If accurate data exist to support costs reduced/avoided or revenue created, then this method can be extremely useful.

Advantages:

Senior management understands ROI. Much of the time, however, public affairs teams lack data to prove ROI.

Evaluating Associations: Quantitative and Qualitative

Effectiveness:

- Does the association help the staff do their jobs better?
- Were leg. goals consistent with company goals?
- Did the leg. outcome meet expectations?
- Effort:
  - Did time spent on your needs meet expectations?
  - Did importance assoc. placed on your issues meet expectations?

Quality:

- Quality of work?
- Accuracy of strategic advice?
- Accuracy of leg. assessment?
- Timeliness of information
- Communications
- Staff skills, knowledge, contacts
- Leadership/representation
- Reputation

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Evaluating Contract Lobbyists

Criteria

- Legislative/regulatory outcome

- Amount of time spent lobbying

- Level of importance placed on your issue(s)

- Quality/accuracy of work

- Uniqueness of information/counsel

- Time management

- Responsiveness/communication/availability

- Skills, knowledge, contacts, reputation

Scale

1 = exceeds expectations

2 = meets expectations

3 = did not meet expectations

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Sample Internal Stakeholder Survey

Quality Indicator	Importance (1 to 5)	Performance (1 to 5)	Improvement Over Last Year (1 to 5)	Does What Well?	Improve What?
Policy knowledge	5	2	4	Outstanding command of corporate-level issues	Lack of familiarity with state regulations
Responsiveness to business needs	3	5	3	Easily reached via phone, email, Web	Frequently takes two days to get response
Ability to communicate effectively to business unit heads	5	5	3	Professional demeanor	Avoid "jargon" when discussing legislation

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Organization Name: _____ Date of assessment: _____ Conducted by: _____

Criterion	Low value description	Low	Medium	High	High value description
Success in influencing issues	Minimal	1	3	5	High visibility. Industry leader.
Timely intelligence	Poorly organized, may miss window of opportunity	1	3	5	Rapid reaction to breaking developments
Resource use	Similar to stand alone Deere effort	1	3	5	Able to represent industry as a group, takes leadership role on consensus building
Communications	Low quality, ineffective, lags behind	1	3	5	Leading edge information provided in a timely manner
Use of funds	Administration consumes significant resources	1	3	5	High percentage of funds collected applied directly to organization's stated objective
Issue management and analysis	May take positions not fully agreeable to Deere	1	3	5	Focused on areas critical to Deere business. Top quality staff
Business goal importance	Indirect business interests	1	3	5	Vital business interest
Competitor participation	None	1	3	5	All major competitors involved
Dues structure	Deere provides disproportionate share	1	3	5	Set fees are equal among Deere peer companies. Formula-based dues are fairly assessed on volumes, employee numbers or revenues.
Value received for dues	Similar cost to stand-alone Deere effort	1	3	5	Substantial cost savings compared to stand-alone effort
Impact of non-membership	No unfavorable impact	1	3	5	Significant loss of access to important business information
Management involvement	None	1	3	5	Extensive, including active senior executive involvement
Deere influence	Membership dominated by companies with different goals than Deere	1	3	5	Deere plays key/leadership role with major impact on policies and positions
Duplication of effort	Fulfills same purpose as another group, but less effectively	1	3	5	No other organization available to fulfill business purpose.
Perception	Unfavorable, positions/participation not sought	1	3	5	Always asked to participate, impact on media

Total Points:

Comments:

ASSOCIATION EVALUATION FORM

NAME OF ASSOCIATION _____ |

PART I
The following scale is used in this part of the evaluation form:
1= EXCEEDED EXPECTATIONS 2= MET EXPECTATIONS 3= DID NOT MEET EXPECTATIONS

EFFECTIVENESS:
Does the association help the company staff do their job better? (circle one) 1 2 3
Were the legislative goals consistent with company goals? (circle one) 1 2 3
Did the legislative outcome meet your expectation? (circle one) 1 2 3
If your goals were not met, does the association's current position for future action meet
your expectation? (circle one) 1 2 3

EFFORT
Did the amount of time the association spent on your needs meet your expectations?
(circle one) 1 2 3
Did the level of importance the group placed on your issues meet your expectations?
(circle one) 1 2 3

QUALITY
Did the quality of the work meet your expectations? (circle one) 1 2 3
Where did it fall short? _____
Did accuracy of the strategic advice meet your expectations? (circle one) 1 2 3
Where did it fall short? _____
Did the accuracy of the assessment of the legislative situation meet your expectations?
(circle one) 1 2 3
Where did it fall short? _____

TIMELINESS
Did the association management of the timing of priority legislative/regulatory events
meet your expectations? (circle one) 1 2 3
Where did it fall short? _____

COMMUNICATIONS
Did the association's response to your inquiries meet your expectations? (circle one) 1 2 3
Where did they fall short? _____
Did the association provide accurate/timely information specific to the industry or key
issues: (circle one) 1 2 3
Did regular communications/newsletters meet your expectations? (circle one) 1 2 3
Where did they fall short? _____
Did the staff availability meet your expectations? (circle one) 1 2 3
Where did it fall short? _____

PART II
The following scale is used in this part of the evaluation form:
1= SUPERIOR 2= GOOD 3= AVERAGE 4= POOR

SKILLS
Rate the association's strategic planning skills: 1 2 3 4
Rate the key staff's communications skills: 1 2 3 4
Rate the key staff's legislative/political skills: 1 2 3 4
Rate the association's educational opportunities for members: 1 2 3 4

KNOWLEDGE
Rate the association's knowledge of the legislative process: 1 2 3 4
Rate the association's knowledge of your key issues: 1 2 3 4
Rate the association's knowledge of hot button issues to the entire industry: 1 2 3 4

CONTACTS
Rate the value of the association's contacts with key decision makers? 1 2 3 4
Rate the value of the association in providing ample networking time for members? 1 2 3 4

REPUTATION
Rate the visibility of the association among the industry: 1 2 3 4
Rate the visibility of the association in Washington, DC 1 2 3 4
Rate the visibility of the association/chapters in state capitals: 1 2 3 4
Rate the visibility of the association in the media: 1 2 3 4
Rate the visibility of the association in the community/to the public at large 1 2 3 4
Rate the association's overall reputation: 1 2 3 4

Current membership dues paid: _____
Additional expenses incurred over past year (conference registration, educational
programs, travel, etc…) _____

OTHER COMMENTS
_____
_____
SHOULD THE MEMBERSHIP BE CONTINUED? _____
REVIEWER(S) _____

EUmatrix.eu

Helps you measure impact of PA work

TOPIC	ACTIONS
Use of animal testing	🔍 View results
Pharma trade	🔍 View results
Glyphosate	🔍 View results
CBAM	🔍 View results
Air quality	🔍 View results
Pharma IPRs	🔍 View results
GMOs	🔍 View results
International Trade	🔍 View results
Chemicals	🔍 View results
Due diligence	🔍 View results
Artificial Intelligence	🔍 View results
Pesticides	🔍 View results

EU MATRIX

➢ The method applies across topics

➢ EUmatrix.eu

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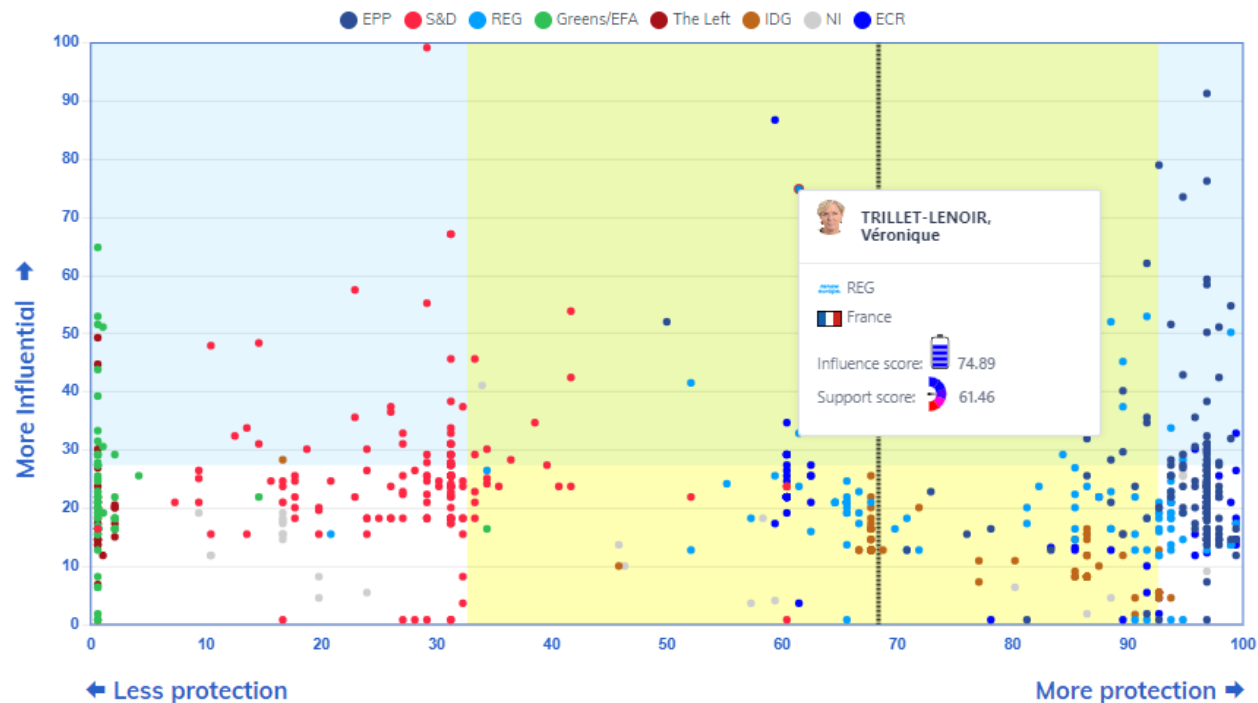
➢ The matrix that shows the current positions of MEPs, mapping their views (horizontal axis) and influence (vertical axis);

➢ Each dot is an MEP. This is the benchmark against which you can measure the result of a campaign.

➢ EUmatrix.eu

> For all paragraphs/amendments where MEPs expressed their votes, you can see which MEPs had atypical behaviour (compared to their regular behaviour).

> In other words, you can see which MEPs were lost and won in the communication campaigns;

> EUmatrix.eu

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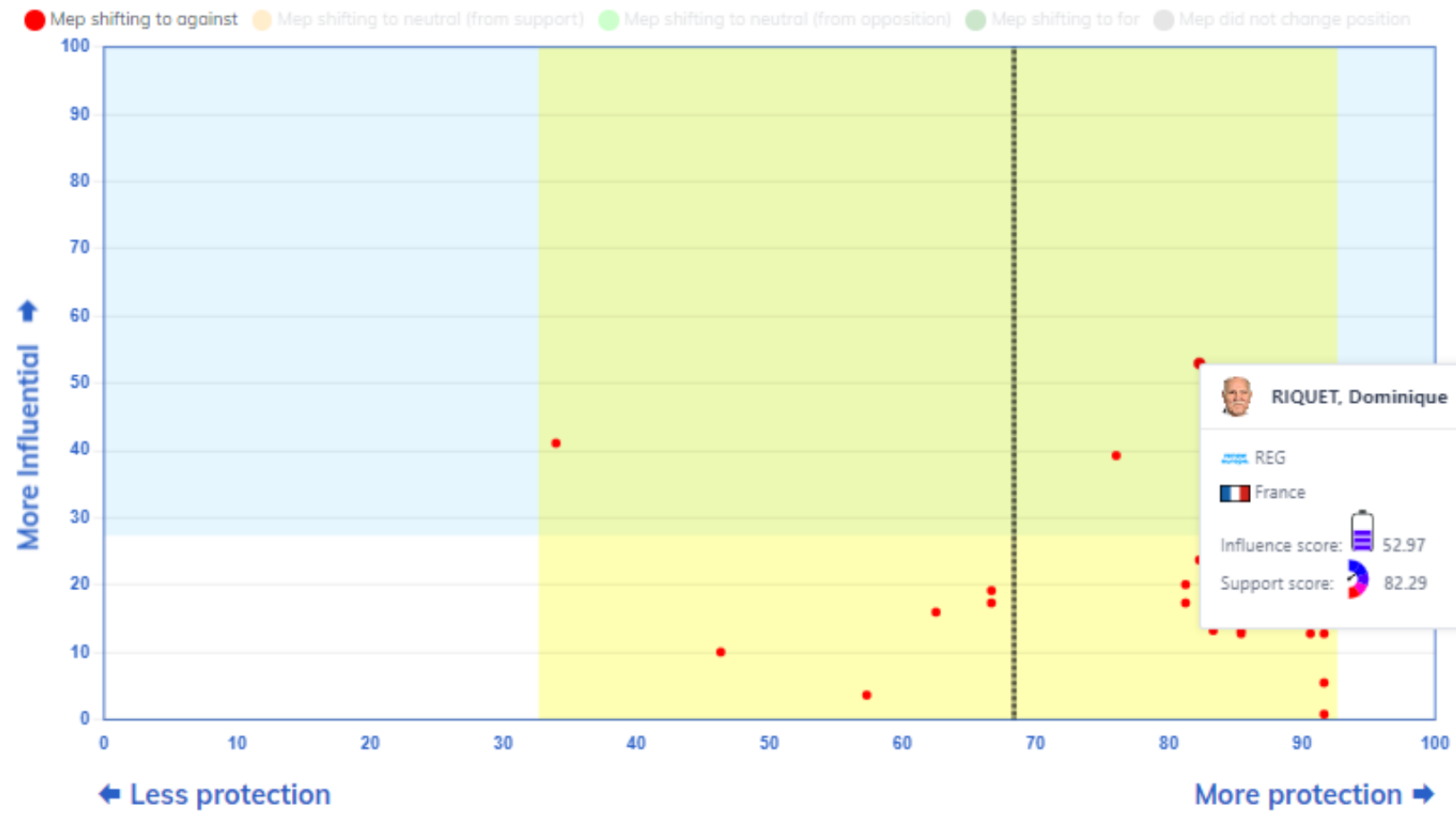| 24 Nov 2021	Multilateral negotiations in view of the 12th WTO Ministerial Conference in Geneva, 30 November to 3 December 2021	Calls on the EU to grant temporary waiver from certain provisions of the TRIPS agreement for COVID-19 vaccines, therapeutics and diagnostics	Amendment 4	48%
09 Jun 2021	Meeting the Global Covid-19 challenge: effects of waiver of the WTO TRIPS agreement on Covid-19 vaccines, treatment, equipment and increasing production and manufacturing capacity in developing countries	Calls for support for a temporary waiver of the WTO TRIPS Agreement with regards to COVID-19-related medical products	Amendment 9	47%

Mep shifting to against · Mep shifting to neutral (from support) · Mep shifting to neutral (from opposition) · Mep shifting to for · Mep did not change position

More Influential

Less protection ← → More protection

RIQUET, Dominique
REG
France
Influence score: 52.97
Support score: 82.29

➤ You can compare 2 votes on the exact same topic in 2 different time periods, to track which MEPs are changing views in either direction;

➤ EUmatrix.eu

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	DATE	REPORT NAME	QUESTION	LEGAL TEXT	PROPOSED BY	% IN FAVOUR
☐	15 Feb 2022	Strengthening Europe in the fight against cancer	Calls on the Commission to encourage the use of generic and biosimilar medicines	Paragraph 78/2	original text	90%
☐	15 Feb 2022	Strengthening Europe in the fight against cancer	Calls for the introduction of a strategic objective in the Europe's Beating Cancer Plan and the NCCPs to actively promote the use of off-patent and generic medicines and on the Commission to ensure easier access to biosimilar medicines	Paragraph 83/1	original text	95%
☐	15 Feb 2022	Strengthening Europe in the fight against cancer	Recommends patent linkage, banning intellectual property "evergreening" practices, single global development	Paragraph 83/2	original text	84%
☐	15 Feb 2022	Strengthening Europe in the fight against cancer	Calls on the Commission to discourage practices which extend market exclusivity and prolong intellectual property protection, such as the incremental patenting of existing products, and to promote generic competition for off-patent rare disease drugs	Amendment 19	The Left	41% ⓘ
☐	24 Nov 2021	Multilateral negotiations in view of the 12th WTO Ministerial Conference in Geneva, 30 November to 3 December 2021	Calls on the EU to grant temporary waiver from certain provisions of the TRIPS agreement for COVID-19 vaccines, therapeutics and diagnostics	Amendment 4	Greens/EFA	48% ⓘ
☐	24 Nov 2021	Multilateral negotiations in view of the 12th WTO Ministerial Conference in Geneva, 30 November to 3 December 2021	Calls on the EU to cooperate with other governments to grant temporary waiver of IPR protection for products used in treatment of COVID-19	Amendment 1	The Left	26%
☐	23 Nov 2021	A Pharmaceutical Strategy for Europe	Supports initiatives to faciliate compulsory licensing of medicines	Amendment 1	MEPs	22%
☐	20 Oct 2021	EU transparency in the development, purchase and distribution of COVID-19 vaccines	Calls on the Commission to guarantee that COVID-19 vaccines are considered a global public good and that this aspect must also be reflected in all related contracts signed with pharmaceutical companies	Amendment 6	Greens/EFA	51% ⓘ
☐	05 Oct 2021	The role of development policy in the response to biodiversity loss in developing countries, in the context of the achievement of the 2030 Agenda	Criticises intellectual property rights for their impact on access to medicine, production of generic drugs and farmers' access to seeds in developing countries	Paragraph 49	original text	58% ⓘ
☐	09 Jun 2021	Meeting the Global Covid-19 challenge: effects of waiver of the WTO TRIPS agreement on Covid-19 vaccines, treatment, equipment and increasing production and manufacturing capacity in developing countries	Claims that vaccines, medicines, equipment and diagnostics to fight COVID-19 pandemics must be treated as common goods and calls on the Member States to support at all levels of the WTO the proposal for a temporary waiver on IPRs for COVID-19 vaccines, medicines, diagnostics and equipment	Amendment 33	The Left	46% ⓘ

➢ You can measure the level of political traction achieved, issue by issue;

➢ The column "question" shows our interpretation of what was actually at stake in the respective paragraph / amendment that the MEPs expressed their views on;

➢ The exclamation mark "!" highlights topics where the change in views of just a handful of MEPs will result in the change of position of the EP as a whole.

➢ EUmatrix.eu

	Trends in support	
	July	**October**
Climate Targets	56%	49%
Assertiveness towards Russia	16%	25%
Free trade	74%	72%
Artificial intelligence	50%	48%
GMOs	93%	96%
Etc		

➢ You can measure the trends in the (re)orientation of an MEP's views over time on key topics (e.g. Ulrike Müller)

➢ EUmatrix.eu

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CDU

	Trends in support	
	July	**October**
Climate Targets	49%	42%
EU-Russia	8%	14%
Trade	84%	83%
Artificial intelligence	91%	93%
GMOs	100%	100%
Etc		

➢ You can measure the trends in the (re)orientation of a party over time on key topics (e.g. German CDU)

➢ EUmatrix.eu

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renew europe.

	Trends in support	
	July	October
Climate Targets	68%	63%
EU-Russia	17%	25%
Trade	62%	57%
Artificial intelligence	58%	45%
GMOs	59%	62%
Etc		

➤ You can measure the trends in the (re)orientation of a political group over time on key topics (e.g. Renew Europe)

➤ EUmatrix.eu

EU MATRIX

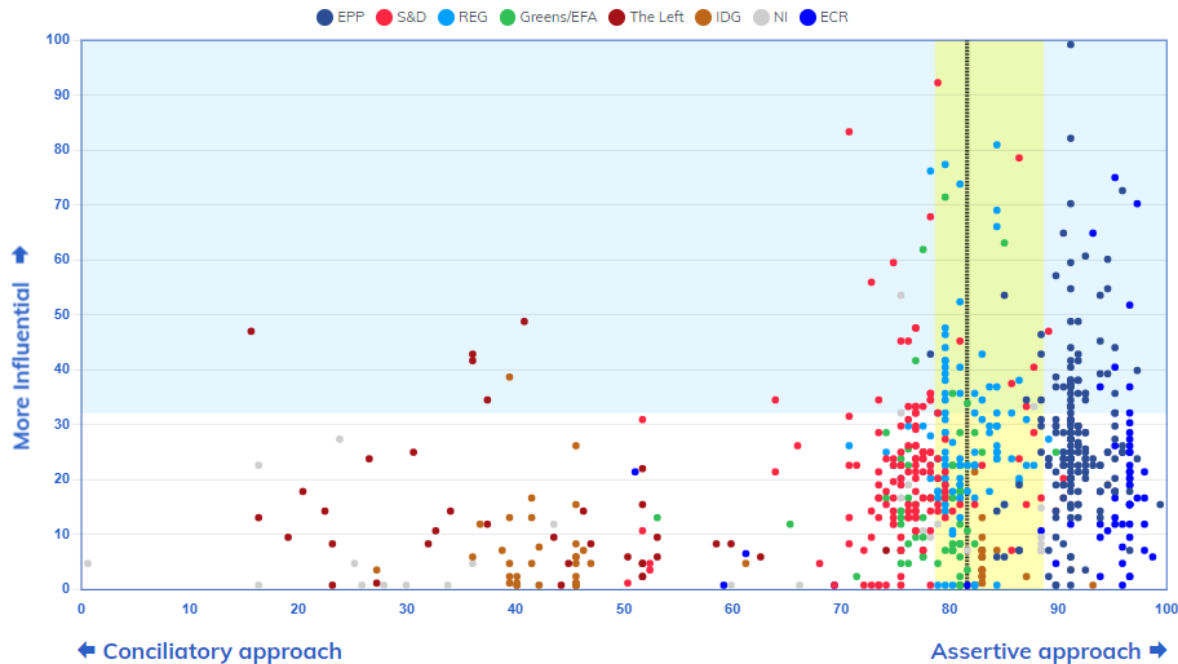**ADVOCACY STRATEGY**

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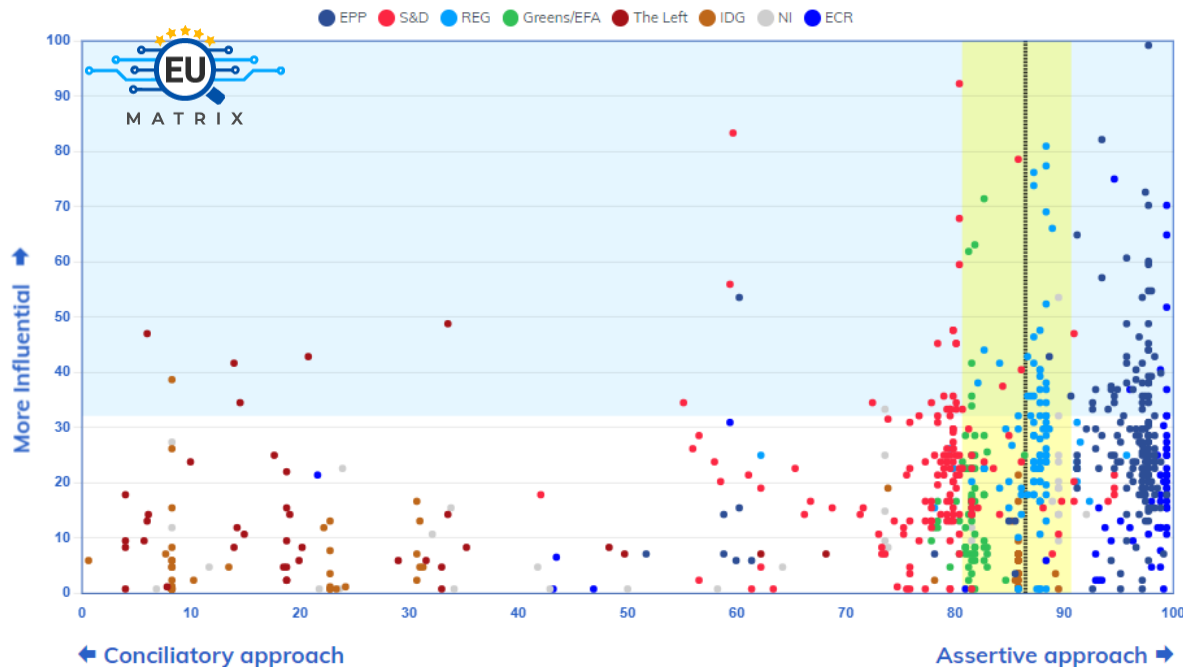
> You can measure the trends in the (re)orientation of the EP plenary as a whole over time on key topics

> (e.g. relations with Russia before and after the invasion)

> EUmatrix.eu

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DATE	SOURCE TYPE	SPECIFIC TOPIC	DIRECTION	SPEAKER	TEXT OF STATEMENT	▶	📄
02 Dec 2021	Institutional meeting	Nuclear energy	⬖	Roberto Cingolani Independent	I think the small reactors and nuclear fusion in the future have to be taken into consideration for our for our children and grandchildren.	▶	📄
04 Oct 2019	Institutional meeting	Nuclear energy	⬖	Sergio Costa Independent	Italy too thinks that it's not possible to call nuclear energy for commercial purposes sustainable. Nuclear energy is also very expensive, and it would eat up resources which we could be using to invest in really sustainable renewable resources.	▶	📄

	Trends in support	
	July	**October**
Climate Targets	66%	57%
EU-Russia	28%	23%
Trade	54%	71%
Artificial intelligence	38%	54%
GMOs	42%	70%

➢ You can measure the trends in the (re)orientation of a Government's position in the Council over time on key topics (e.g. Sweden, Italy, etc.)

➢ EUmatrix.eu

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Have
a
Break

Communicating Value
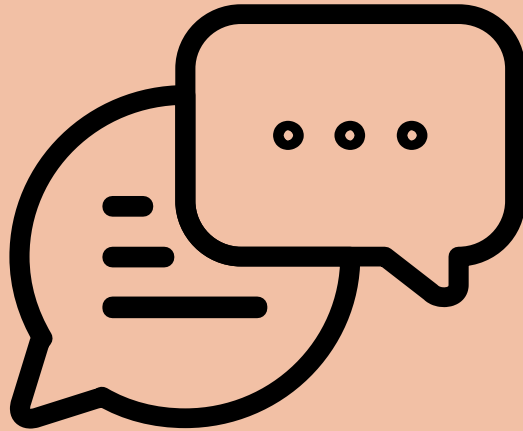
Materials – Timings – Dashboards

Communicating Value is Part of Your Job

Internal stakeholders need to **understand** the role[s] we do play and the roles we can play

We need to be **embedded** in the business [cross-functional / looking forward]

We need to be **visible** and **leading** in the organisation

We need to be making tangible and understandable **contributions** to the agenda (and seen to be making them)

We need to be driving support for the **future of our organization**

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Communicating your Objectives

- People understand (and know) what you are trying to achieve
- They are bought into what success looks like
- Your have joint objectives that improve their life (in some way)
- Your objectives are crafted in 'their' language (usually $$)
- You have communicated/updated against progress

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Communicating to Educate

- How does Public Affairs impact your organization?

- How do you showcase our successes and our function?

- You need to agree on:
  - How best to record your successes
  - What needs to be quantified
  - How best to present this

- You need to build a system that fits your company culture.

- Who do you need to educate?

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STRATEGY

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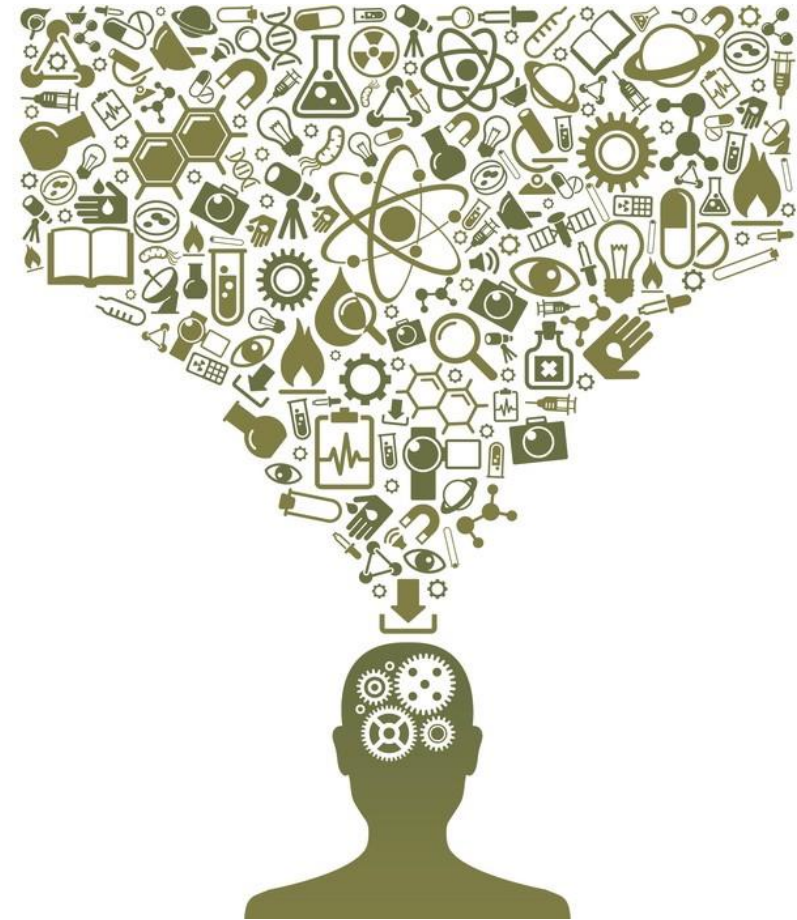
Communicating to Educate

- Hard-wired to the organization strategy (through objectives) – you talk the same language...

- Present in key business meetings / reviews etc – you are in the same places...

- Ensuring all your people are in local management team meetings

- Supplying materials to all markets on who we are, what we do, what our strategy is

- Having internal 'education' campaigns i.e. everyone in their local market giving the same message

- Role of the function: Reactive or Proactive? Cost Centre or Investment?

Example Internal Communication Plan

Pushed

Public Affairs Function		Organization
Webinars	PA Days	Meetings
Circular / Updates	Workshops	Business Planning
Ad-hoc HTMLs	Academies	Barometer
	Online Learning	Reporting

Available

Intranet	Conferences	Exec updates
PA App		Other
Podcasts		

ADVOCACY
STRATEGY

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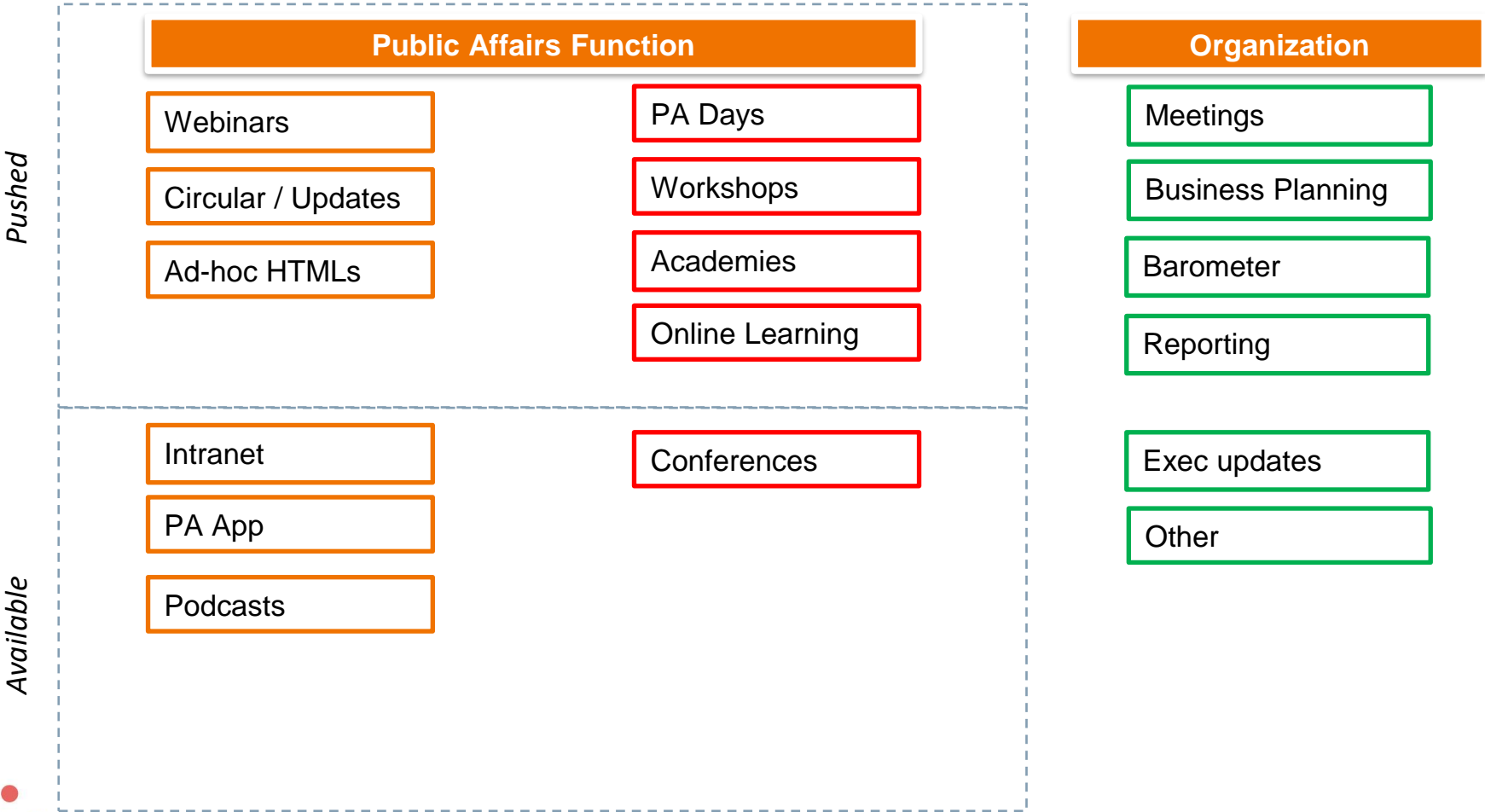
A Dashboard for your Organisation

Activity Measures

Measures that reflect the central tactical areas of engagement

- Strategic media relations
- Key influencer outreach
- Thought leadership / executive visibility
- Partnerships

Environmental Measures

Quantitative and qualitative measures to evaluate the volume and quality of media coverage and thought leadership

- Media placements
- Coverage tonality
- Coverage of platform themes/messages
- Executive mentions/quotes

Perception Measures

Stakeholder research to understand how engagement is shaping opinions

- Third-party reputation rankings and awards
- Proprietary research

ROI Measure (Essential)

Estimated revenue gain or protection

- Estimated by reputable third-party/ internal stakeholders

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PA COCKPIT 2014 – Q1

Strategy 1
Provide insights & selectively develop positions on critical issues & trends

SURPRISES x/xx periods **0**

ISSUE REPORTING

ONE MARS **x%**

GFSC CONCEPT touch points **x/xx**

STAKEHOLDER PARTICIPANTS **x/xx** (2013 = xx)

APAC	CHINA	CIS	EU
x/xx	x/xx	x/xx	x/xx

LA	META	NA
x/xx	x/xx	x/xx

EXTL STAKEHOLDER APPROVAL **X%**

H&W	QFS	Sustain.	
x/xx	x/xx%	x/xx%	(2013 = X%)

SEGMENT CO-CREATED PRIORITIES IN TOP 30 COUNTRIES

- ASIA-PAC: xx, xx, xx
- CHINA
- CIS: xx, xx, xx
- EU: xx, xx, xx
- LATAM: xx, xx, xx
- META: xx, xx, xx
- NA: xx, xx, xx

Chocolate | Food
Petcare | Wrigley

Strategy 2
Promote growth by removing barriers to scale, mental &physical availability

Economic Value Contribution xM / xM

G. Prog. xx/xxM

$> 10M INT'L TRADE

Q1	Q2	Q3	Q4
$xM	$xM	$xM	$xM

>X% FAA - XXM INCENTIVES (X%)

APAC $xxM	China $xxM	CIS $xxM	EU $xxM
$xxM	$xxM	$xxM	$xxK

LA $xxM	META $xxK	NA $xxM
$xxM	$xxK	$xxM

ADVOCACY PRIORITIES XXX

GOAL xxx (xx%) xxx/xxx (xx%)

AP xx/xx	China xx/xx
CIS xx/xx	EU xx/xx
LA xx/xx	META xx/xx
NA xx/xx	Q&FS xx/xx

SCALE — MENTAL AVAILABILITY — PHYSICAL AVAILABILITY — XX — XX

Success ratio: x : x : x

Progressed: Int'l Trade xx/xx

Progress on RTB in all blueprint markets

Strategy 3
Deliver world class service to all segments & regions

Gallup C03 >x.xx

Engagement PAT x.xx (x) xx[th]

FT PAT x.xx (xx) xx[th]

Engagement PALT x.xx (xx) xx[th]

FT PALT x.xx (xx) xx[th]

STRATEGIC ROLE IN TIER 1 TRADE ASSOCIATIONS

APAC	CHINA	CIS	EU
LA	META	NA	

xx / xx Mars U PA Training

APAC	China	CIS	EU
xx	xx	xx	xx

LA	META	NA
xx	xx	xx

xx% TOP xxx LEADER INTERACTION **xx/xx**

xx%/100% IN TMS WITH XX:XX:XX

1:1 INTERNAL SUCCESSION (xx%) WITH TIR (+X YRS)

CLIENT APPROVAL RATING xx → xx (xx%) x.xx → x.xx

FDT SCORES
Goal all >x.xx
FT >x.xx

	Q2	Q3	Q4	Q1
TRUST	x.xx	x.xx	x.xx	x.xx
CONFLICT	x.xx	x.xx	x.xx	x.xx
COMMITMENT	x.xx	x.xx	x.xx	x.xx
ACCOUNTABILITY	x.xx	x.xx	x.xx	x.xx
RESULTS	x.xx	x.xx	x.xx	x.xx

Dashboards
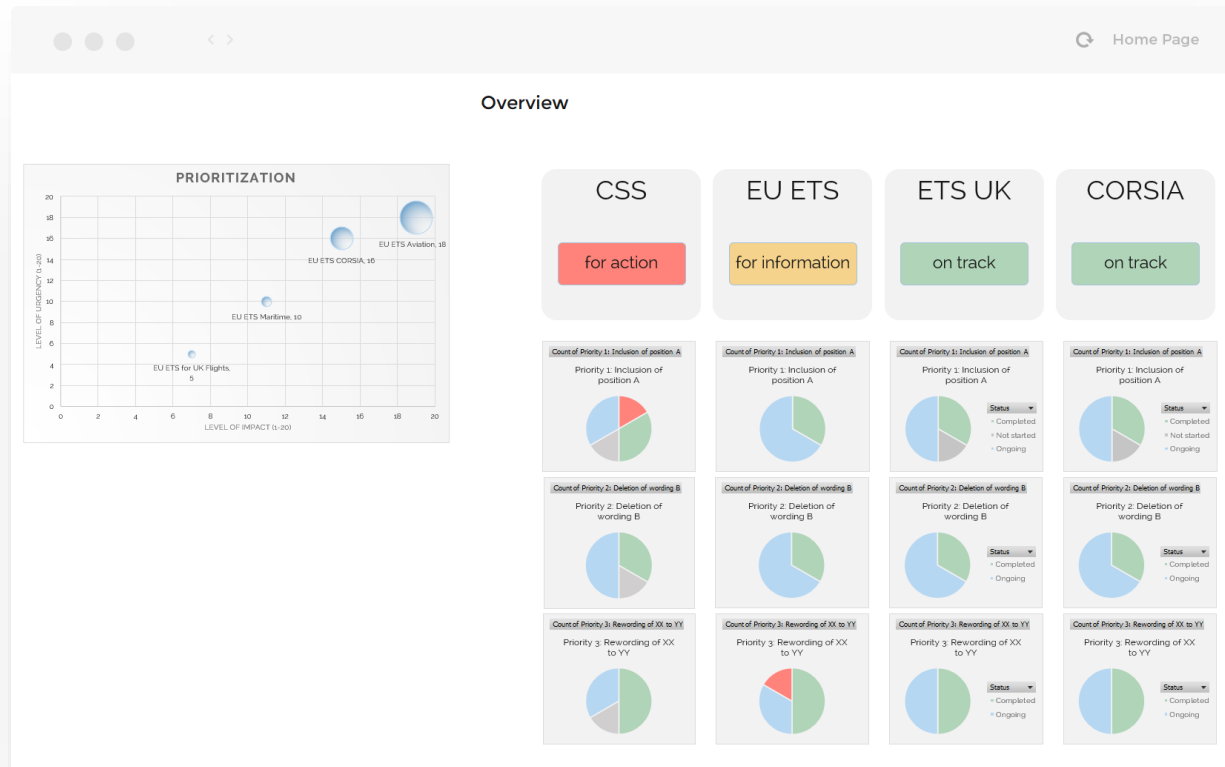
Dashboards

CSS	EU ETS	ETS UK	CORSIA

Priority 1: Inclusion of position A	Status
Majority of National delegations support	Ongoing
Majority of Executive body support	Ongoing
AGRI services support	Completed
ENVI services support	Not started
Key stakeholder 1 support	Ongoing
Key stakeholder 2 support	Completed

Priority 2: Deletion of wording B	Status
Majority of National delegations support	Ongoing
Majority of Executive body support	Completed
AGRI services support	Ongoing
ENVI services support	Ongoing
Key stakeholder 1 support	Ongoing
Key stakeholder 2 support	Completed

Priority 3: Rewording of XX to YY	Status
Majority of National delegations support	Completed
Majority of Executive body support	Completed
AGRI services support	Ongoing
ENVI services support	Ongoing
Key stakeholder 1 support	Ongoing
Key stakeholder 2 support	Completed

Priority 1: Inclusion of position A

■ Completed
■ Not started

Priority 2: Deletion of wording B

■ Completed ■ Ongoing

Priority 3: Rewording of XX to YY

■ Completed ■ Ongoing

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Dashboards

Performance measurement tools

Performance Measurement Tools Used

Objectives achieved	93%
Internal stakeholder satisfaction	66%
Legislative wins and losses	65%
Costs reduced/avoided	63%
Revenue created	41%
Employee involvement	35%
External stakeholder satisfaction	28%
General public perception/attitude	28%
Return on investment	28%
Volume of activity	28%
Other	8%

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7-STEPS OF ADVOCACY

1 PRIORITISE
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

MANAGE PRIORITISE INTELLIGENCE POSITION ENGAGE EVALUATE INFORMATION MANAGEMENT

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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

Evaluation is an essential part of successful advocacy. It is the mechanism by which you improve and embrace learnings.

Communicating value is key to your longer-term success in Public Affairs.

Evaluation should be constant. Set aside time dedicated to this.

You should develop a clear plan for how you will communicate value (what, when, how and who).

Evaluate against objectives, campaigns, processes, providers, memberships, ways of working – anything that is part of your advocacy.

Communicating value needs to be premised on what your internal stakeholders want and understand (use facts / data).

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