

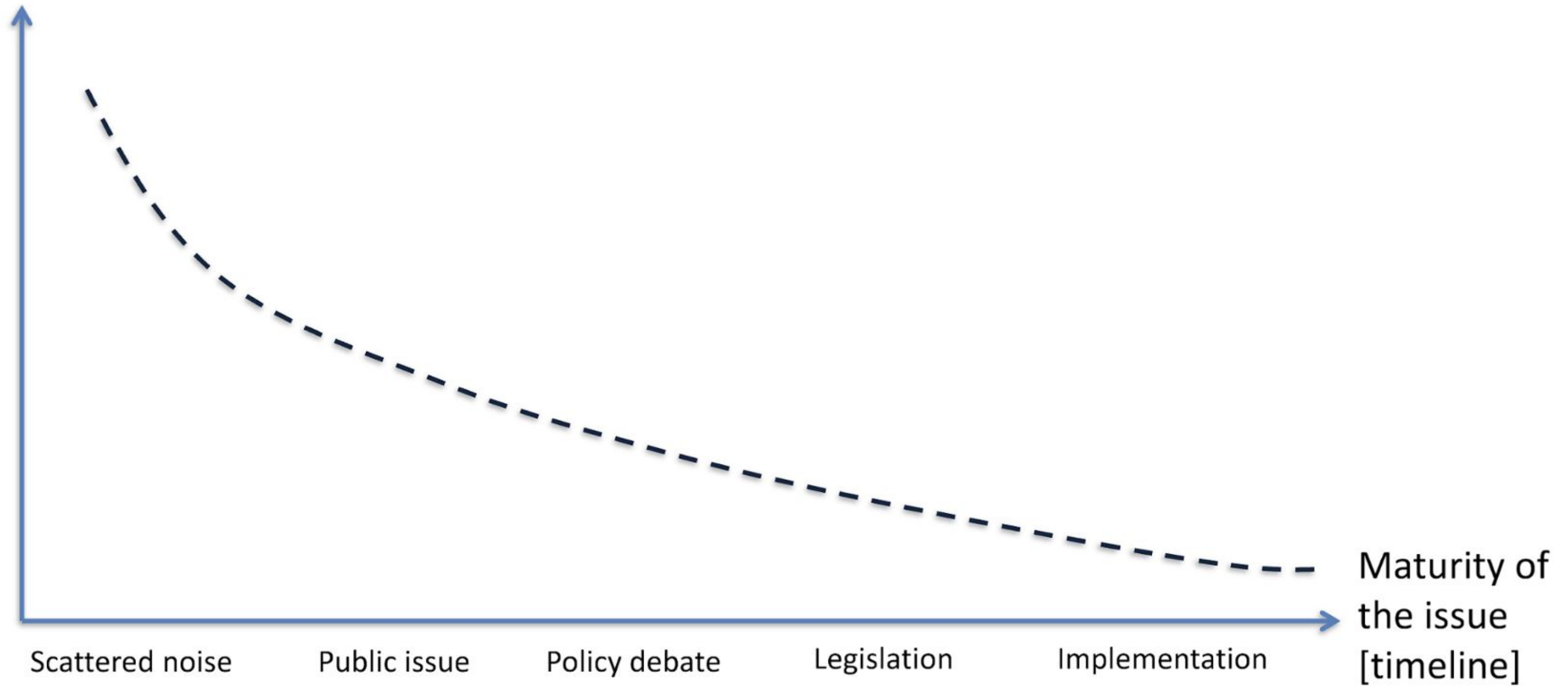


Strategic planning & engaging with stakeholders

JUNE 2023

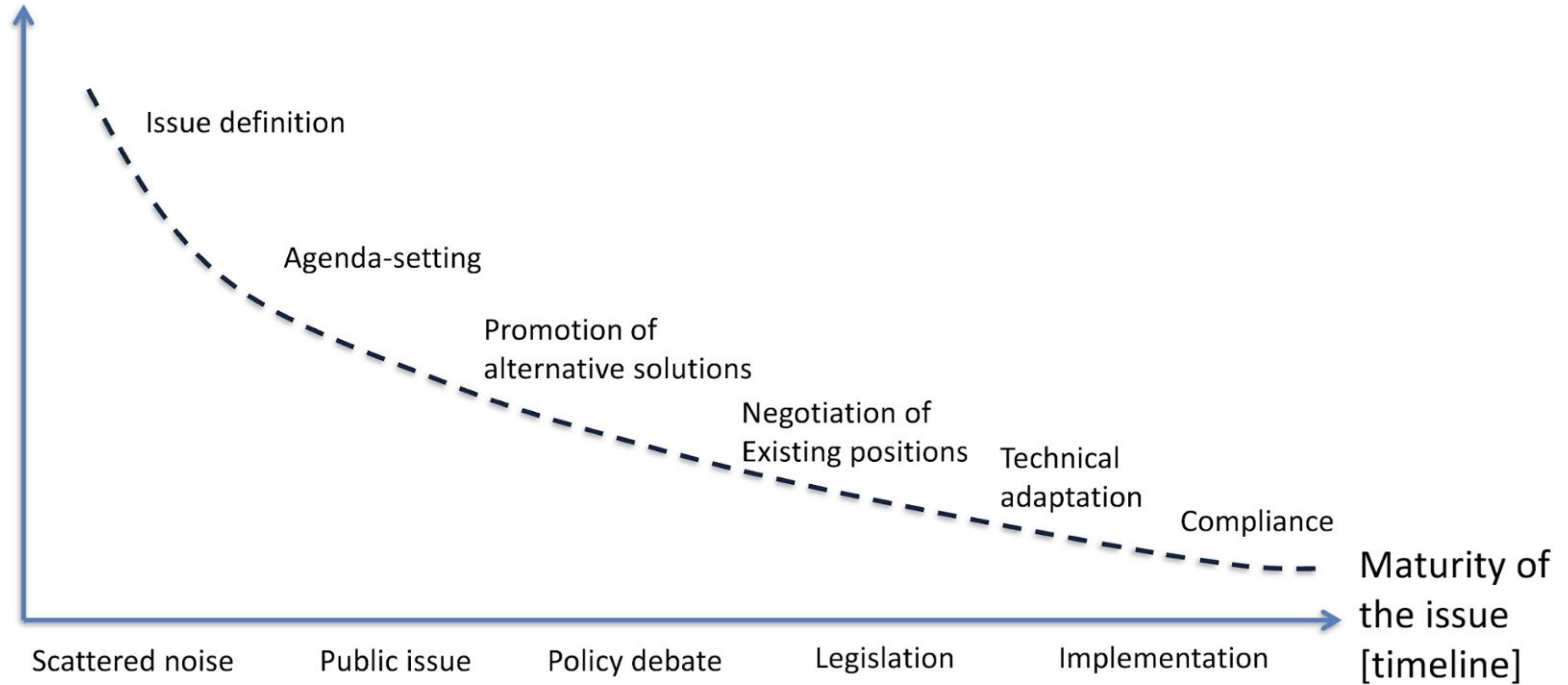
Andras Baneth
pac.org/europe

Potential influence



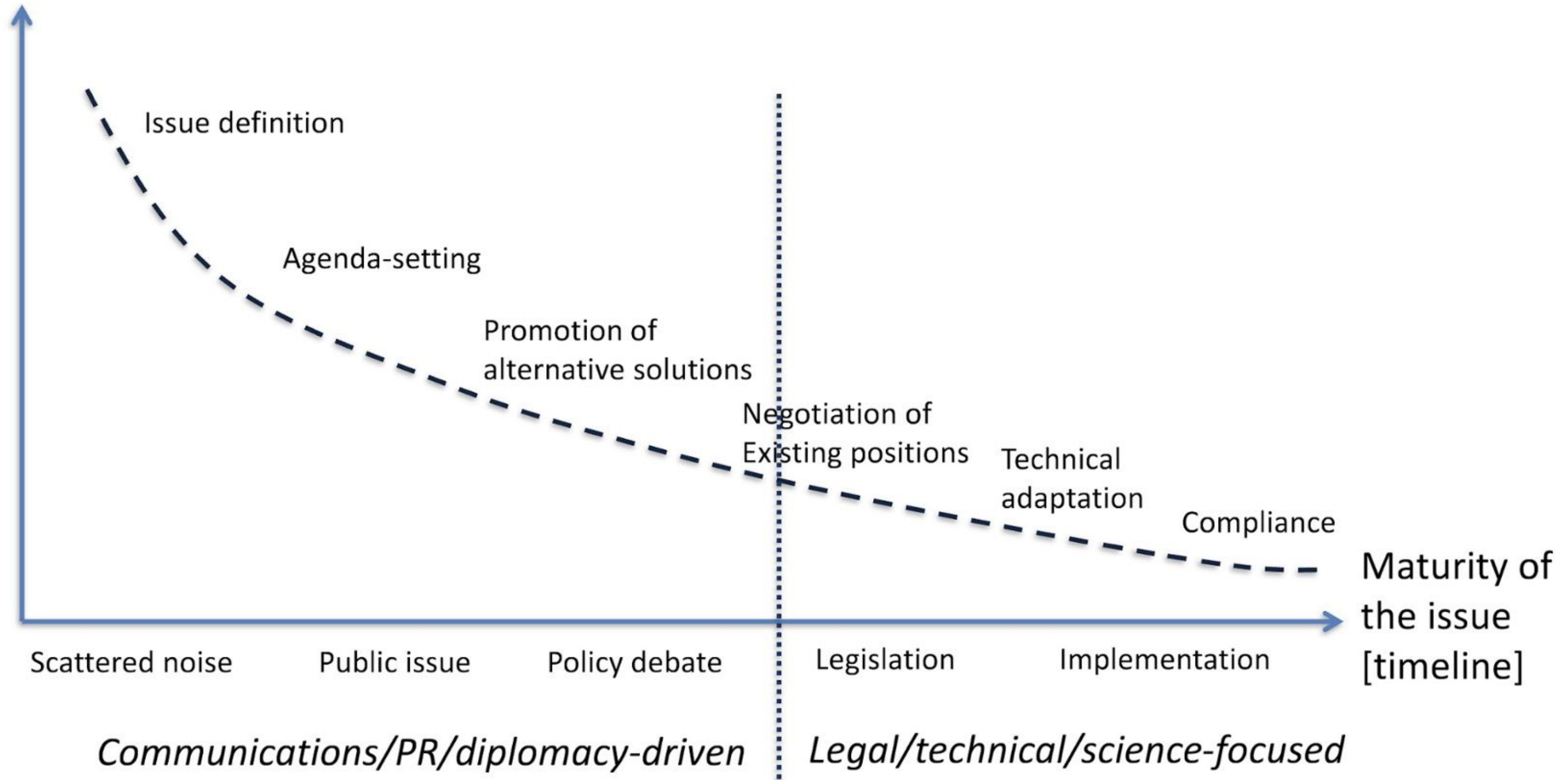
Inspired by Novo Nordisk's public affairs chart

Potential influence



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Public Relations

Brand's connection to public
Mostly broad, public campaigns
Influencers, media, opinion leaders are key
Aims to preserve/improve brand & reputation
Wants to control the conversation
Perception is key

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VS

Advocacy Communication

Aims to reach a specific advocacy objective
Mostly discreet, targeted, P2P / F2F efforts
Policy-makers and stakeholder peers are key
Aims to change policy/funding for an issue
Conversations, listening, nudging
Persuasion is key

#1 Value Proposition

“Decision makers will contact us before they draft rules, vote, write an article or otherwise make a choice that could impact our sector/institute/field.”

How to formulate an advocacy goal



Specific

- ✓ State what you'll do
Use action words



Measurabable

- ✓ Provide a way to evaluate
- ✓ Use metrics or data targets



Achievable

- ✓ Whithin your scope
- Possible to accomplish, attainable
- ✓



Relevant

- ✓ Makes sense within your job function
- ✓ Improves the business in some way



Time-bound

- ✓ State when you'll get it done
- ✓ Be specific on date or timeframe

Use Decisive Terms



Good

**Avoid, Ensure,
Secure, Defeat,
Minimise**

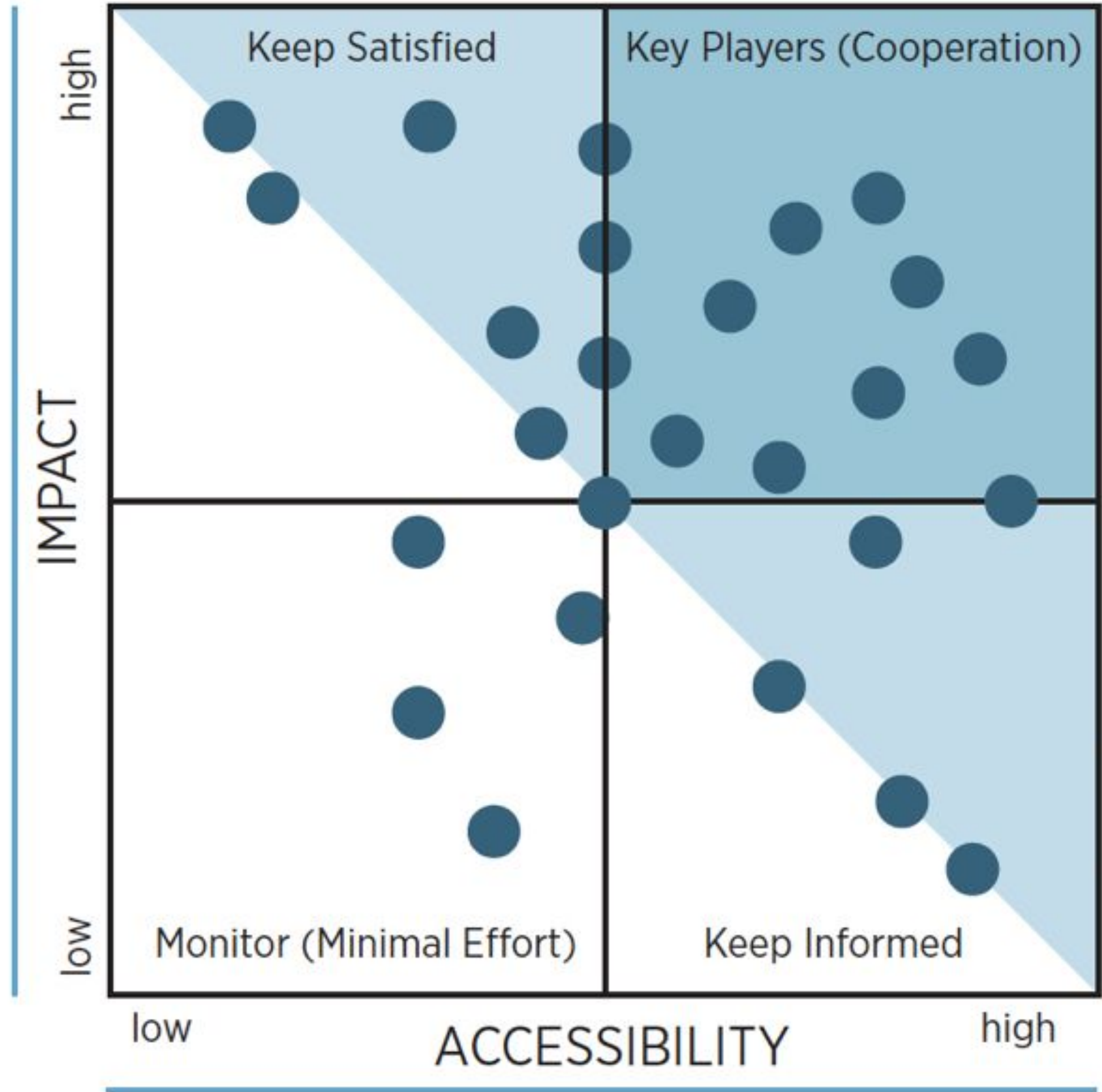
Bad

**Monitor, Position,
Influence,
Try to Shape etc.**

Sample Stakeholder Map

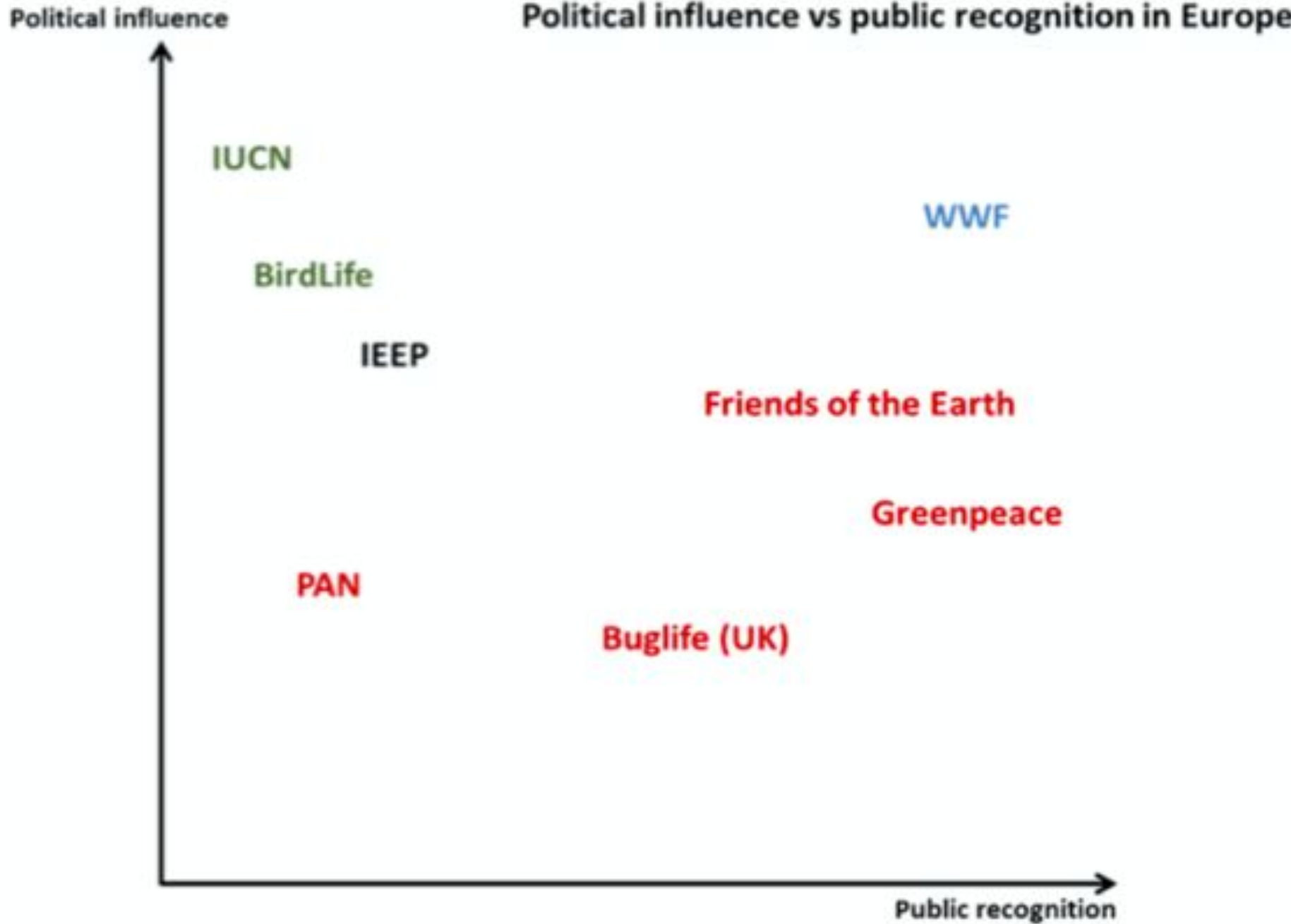
Johnson & Johnson

Impact | Accessibility
Influence | Interest

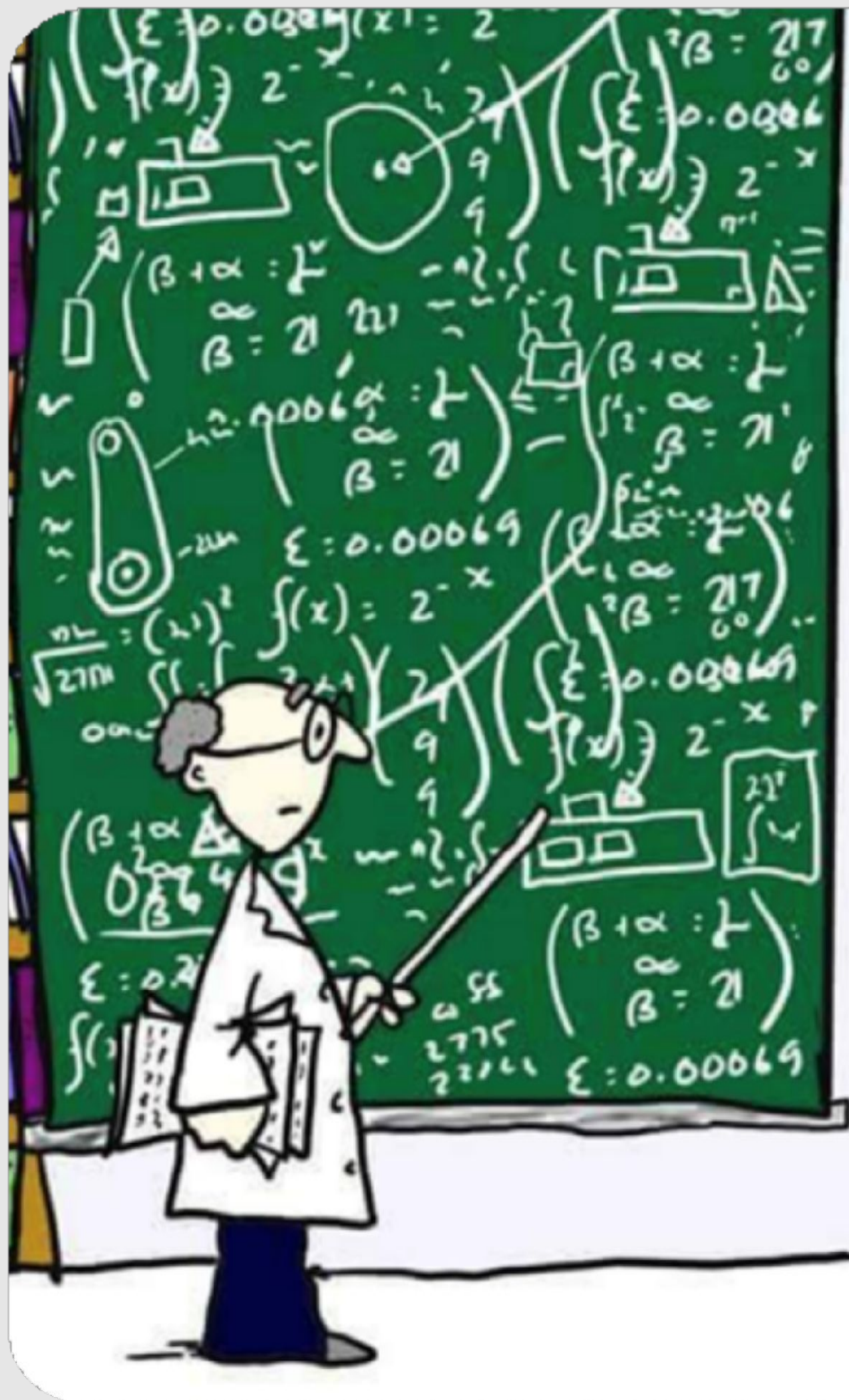


Source: Johnson & Johnson

Political/Public Influence



Key: Red=Difficult to engage; Blue=Usually engageable; Green=Known to be engageable on biodiversity issues; Black=Highly engageable.



NUH-UH. SOME GUY
ON TWITTER JUST
SAID YOU'RE WRONG.



MACLEOD

What are policy makers thinking?



What are policy makers thinking?

**What is the
problem and why is
it a problem?**



What are policy makers thinking?

**Why should we
[the government]
act?**



What are policy makers thinking?

What are the various options to achieve the objectives?



What are policy makers thinking?

**What should be
achieved?**



What are policy makers thinking?

What are the economic, social and environmental impacts and who will be affected?



What are policy makers thinking?

How do the different options compare in terms of their effectiveness and efficiency (benefits and costs)



What are policy makers thinking?

**How is the impact going
to be measured?**



Your advocacy



Vitamins

VS



Painkillers

Your communication



Proactive

VS



Crisis comms

**“You can’t
get a friend when
you need one”**

7 THINGS policy-makers are thinking before a meeting

1

#1 Why care?

Is this topic relevant to my (political/personal) interests?



#2 Why me?

Was this sent to others too? Am I a key player on this topic? If not, why do they contact me?



7 THINGS policy-makers are thinking before a meeting

3

#3 Context

Is this the right time to discuss this? Isn't it too early/late in the process?



7 THINGS policy-makers are thinking before a meeting



#4 WIIFM? What's in it for me?

Will I get new
information/data/perspective?
Do I *need* to meet you?



7 THINGS policy-makers are thinking before a meeting



#5 Cost of 'No'

If I decline the meeting, will it have any negative consequence? Will I look bad?



7 THINGS policy-makers are thinking before a meeting

6

#6 Logistics & Optics

Timing, platform,
pre-approval,
Transparency Reg., Media



7 THINGS policy-makers are thinking before a meeting

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#7 Expectations

How will the meeting run?
What will we discuss?



#1

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#3

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#4

WIIFM?

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#7

Expectations

How will the meeting run? What will we discuss?



The “Curse of Knowledge”

Terms that have different meanings for scientists and the public

Public Meaning Perception

Better Choice

Abstract

Vague, intangible

Summary

Alcohol

Booze

Preservative, Solvent

Anti-biotic

Scap, hand sanitizer, kitchen cleaner

Sterilizer, way to kill microbes

Assey

Judge, Essay

Analyze

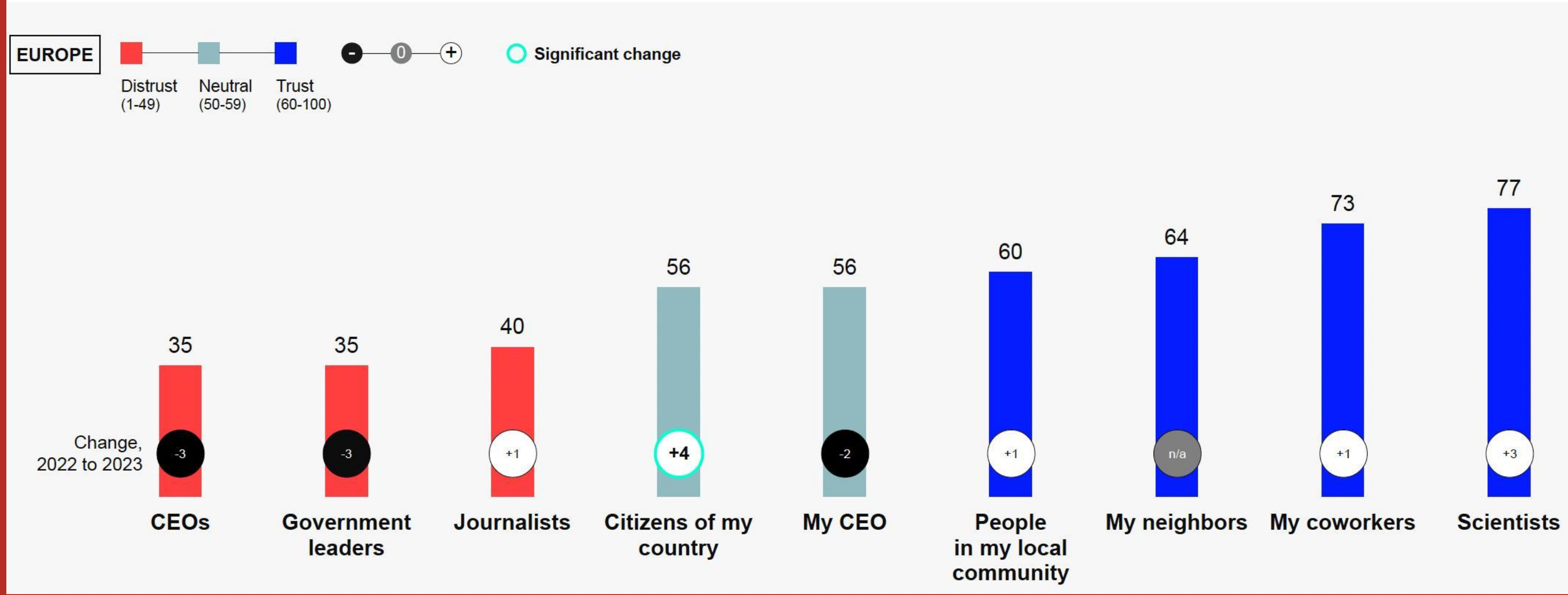
Chemical

Toxic Substance, Poison

Any Molecule

Institutional Leaders Distrusted

Percent trust, in Europe



Thank you.

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Let's connect on LinkedIn.