

March 7, 2023



Public Affairs
Council

EUROPEAN MEMBERSHIP ORIENTATION

YOUR HOSTS



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INTRODUCTION

who we are

TODAY'S AGENDA



RESOURCES & SERVICES

expertise education community



HOW TO GET INVOLVED

PUBLIC AFFAIRS COUNCIL PROFILE



EUROPEAN MEMBERSHIP ORIENTATION

1954
founded

12 000
individuals

730
total members

≈ 140
events/year

**WASHINGTON
BRUSSELS**
office locations

**NONPARTISAN
NONPOLITICAL**
politics

23
total
staff



YOU'RE IN GOOD COMPANY



A DIVERSE COMMUNITY

Association ...

28%

Consultant ...

15%

Non Corporate ...

7%

Corporations ...

50%



OUR MISSION

**To advance the field of public affairs & provide tools and resources
that enable public affairs executives and managers to achieve
their business and professional goals.**

MEMBERSHIP BENEFITS IN EUROPE



EXPERTISE



**EXECUTIVE
EDUCATION**



COMMUNITY



MEMBERSHIP BENEFITS IN EUROPE

EXPERTISE

KNOWLEDGE AREAS

EUROPEAN UNION

How the EU works, trilogues,
comitology

POLITICAL DEVELOPMENTS & TRENDS

Advocacy at the EU and member
state level, Brexit

Transatlantic public affairs

The impact of COVID19 on PA
management & practice

PUBLIC AFFAIRS MANAGEMENT

PA strategy & management
best practices

Issues management

KPIs, measurement & evaluation

STRATEGIC COMMUNICATION & DIGITAL

Digital & social media advocacy

Strategic communications
for public affairs

Communicating science

STAKEHOLDERS, NGOs, EMERGING TOPICS

Transparency, social trends

Sustainability, Global Governance,
DEI, AI in Public affairs

QUESTIONS WE CAN ANSWER

How can we optimize the use and benefits of **digital tools** in PA?

Can you recommend **public affairs consultancies** in Europe?

Can you suggest best practices in **managing remote teams** and coordinating their work?

What are best practices for **public affairs campaigning** in Europe & the U.S.?

How can I create and implement a **Europe-wide public affairs plan**?

Can you recommend **speakers** in Brussels or other European countries?

How can I **measure and effectively report** on our public affairs efforts?



WE'RE AVAILABLE AS GUEST SPEAKERS FOR YOUR MEETINGS

- Corporate public affairs **best practices**
- Effectively using **social media** for public affairs
- Public affairs and **corporate citizenship**:
Finding common ground
- **Mapping** issues and stakeholders
- **Strategic planning** for public affairs teams
- Managing **political risk** through communication and
public affairs
- **Key trends** in European public affairs

2022 Trends In European Public Affairs Survey Report



How is the European public affairs community addressing some of the biggest challenges facing business, society and the profession today?

EXECUTIVE SUMMARY

The Public Affairs Council's European office conducted an online survey between July and August 2022 to learn how the public affairs community in Europe is looking at some of the biggest challenges facing the profession today. These included the uncertainty of the post-COVID-19 era, the global debate around Sustainability and ESGs, the war in Ukraine, and Diversity, Equity and Inclusion (DEI) in Public Affairs. Here is what we found.

Virtual lobbying is here to stay. COVID-19 restrictions have brought about a decline in traditional engagement and communication, with virtual meetings with policymakers remaining the norm, even after restrictions have been lifted. Public affairs teams believe they have weathered the pandemic well but have a less positive assessment of the EU's and national governments' handling of the crisis.

The war in Ukraine has had limited reputational impact in European organizations. Disruptions caused by the war have been primarily operational, with organizations believing nonetheless that European businesses have adapted well to EU sanctions against Russia adopted as a result of the war. Most organizations expect a limited impact of the war on their public affairs work until the end of the year.

European organizations are facing rising public and government expectations on their ESG performance. But despite the critical importance of sustainability and ESG-related issues when crafting messages and engaging with external stakeholders, public affairs teams struggle with a wide range of challenges when lobbying on these topics. These challenges include measuring and communicating impact, addressing external misconceptions, translating corporate strategy into concrete activities and messages, and managing unclear regulations.

The public affairs profession still has a long way to go when it comes to DEI. One in every four describes the profession as "not at all diverse." On a more positive note, most respondents report their organizations incorporate DEI considerations into strategic planning and are optimistic about the future: most believe the profession will become more diverse and inclusive in the years ahead.

10 Things to 'Remember' When WORKING WITH EU COMMISSION STAFF

1. COMPLIANCE

• COM staff value and need transparency with financial, ethical, and other issues and guidelines. These are relevant above all else, and may limit COM staff's flexibility regarding your project, even when they personally would wish to be more flexible.

2. HIERARCHY

• Be mindful that the multiple layers of hierarchy in the COM can make a major impact on the success of your work.

• **Approval:** The multiple steps and layers of approval within the COM can be a major hurdle. Be sure to understand the process and get the necessary approvals from the relevant managers. Report back to your team and keep them informed of the progress. Do not expect a quick turnaround for issues involving significant budget implications or internal political considerations. It may take longer.

• **Chain of command:** Communicating a request through the chain of command is a key to success. Be sure to understand the hierarchy and get the necessary approvals from the relevant managers. Report back to your team and keep them informed of the progress. Do not expect a quick turnaround for issues involving significant budget implications or internal political considerations. It may take longer.

3. UNEQUAL PARTNERSHIP

• You are an external stakeholder who is expected to follow the COM's procedures, even if your organization is an equal partner. Don't try to assert yourself above your client, but do not hesitate to question and provide a proper counterpoint.

4. DIVERSITY

• COM staff come from 28 countries (even after Brexit). At least 10 languages are spoken, and the cultural background of the staff is a major factor in their work. Communication style, attitudes, and expectations may vary significantly. Be prepared to adapt to the "COM Culture" to be successful.

5. MOTIVATION

• In the back of every mind, the question is: "What's in it for me?" Be sure to understand the core motivations of your COM counterparts, and always try to link your work to their interests. Be sure to provide a clear value proposition. Be sure to provide a clear value proposition.

6. MINIMIZING RISK

• COM staff place great emphasis on risk reduction. For instance, a major concern is the risk of reputational damage. They will go to great lengths to avoid any risk of reputational damage. They will go to great lengths to avoid any risk of reputational damage.

7. VISIBILITY

• While it is important to be visible to COM staff, it is equally important to be visible to the public. Be sure to understand the process and get the necessary approvals from the relevant managers. Report back to your team and keep them informed of the progress. Do not expect a quick turnaround for issues involving significant budget implications or internal political considerations. It may take longer.

8. TRANSPARENCY

• If you are not transparent, you will not be successful. Be sure to understand the process and get the necessary approvals from the relevant managers. Report back to your team and keep them informed of the progress. Do not expect a quick turnaround for issues involving significant budget implications or internal political considerations. It may take longer.

9. LEGITIMACY

• The COM is an organization with a long history of legitimacy. Be sure to understand the process and get the necessary approvals from the relevant managers. Report back to your team and keep them informed of the progress. Do not expect a quick turnaround for issues involving significant budget implications or internal political considerations. It may take longer.

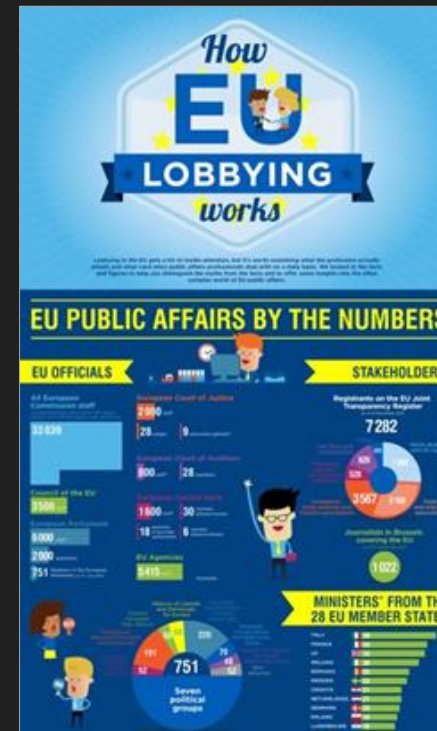
10. MESSAGING

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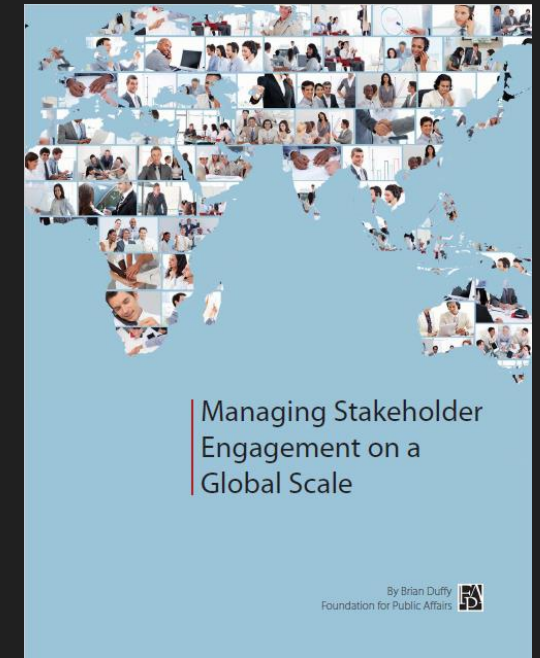
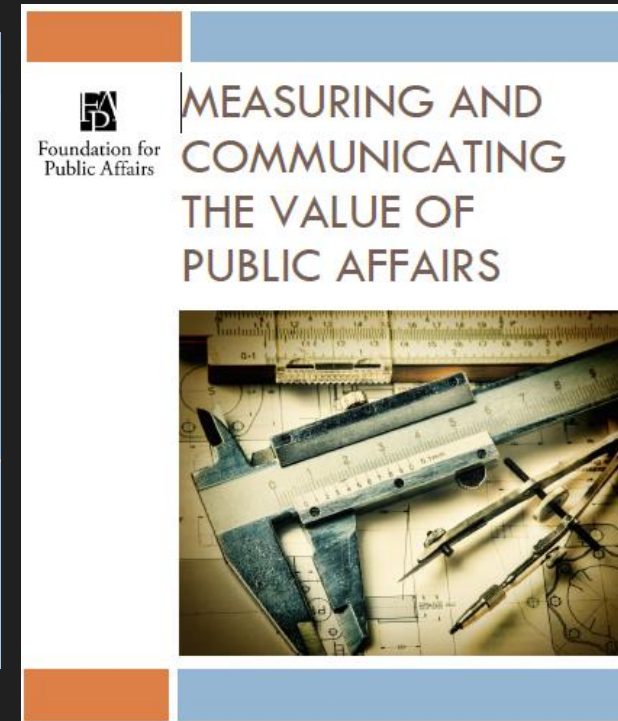
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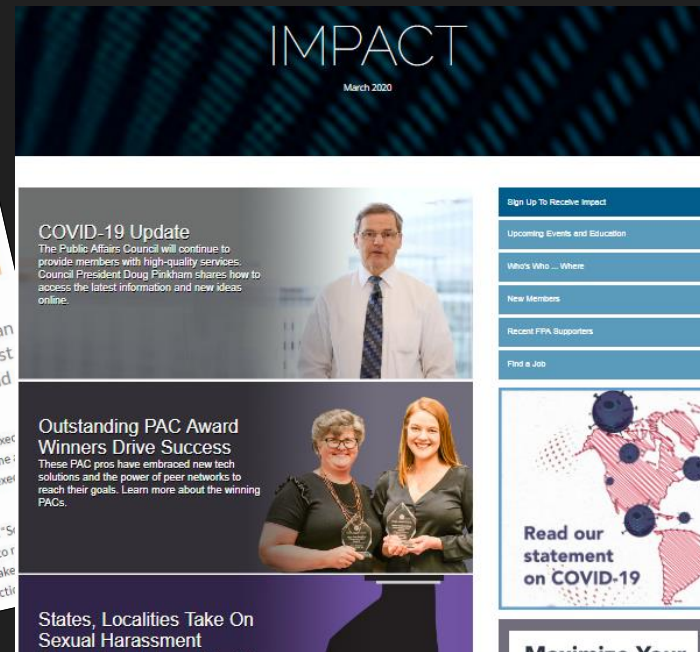
RESEARCH, SURVEYS & RESOURCES IN EUROPE

See pac.org/europe for complete list



GLOBAL BENCHMARKING & REPORTS

See pac.org/europe for complete list



NEWS & ANALYSIS

See pac.org/europe for complete list



MEMBERSHIP BENEFITS IN EUROPE

EXECUTIVE EDUCATION



HALLMARKS of COUNCIL EVENTS



- Conferences & signature events
- Workshops, webinars and roundtables
- Training seminars
- Customized trainings

- ✓ Peer-to-peer learning
- ✓ Diverse & knowledgeable community
- ✓ Practical advice you can implement immediately
- ✓ Benchmarking opportunities with best in class
- ✓ Resource materials to continue your learning
- ✓ Best in-class speakers
- ✓ Free webinars for members

SIGNATURE EVENTS IN EUROPE



Brussels Public Affairs Forum

- June 2023, Brussels



European Digital Advocacy Summit

- December 2023, Brussels





Recent workshops, discussions & webinars

STRATEGY & BEST PRACTICES

- Setting the Foundations of a Successful Public Affairs Strategy
- Country briefings – Public Affairs in European capitals
- Quantifying Public Affairs Risks & Opportunities

POLICY, REGULATORY & TRENDS

- Artificial Intelligence for Public Affairs
- EU Masterclass: Influencing EU Decision-Making
- Sustainability and ESG for EU Public Affairs Teams

COMMUNICATION & REPUTATION

- Digital Narratives and Campaigns in the EU
- Communication for European Public Affairs
- Negotiation Techniques for PA Professionals

DEVELOPMENT & SKILL-BUILDING

- Writing and Storytelling for Advocacy in the EU
- Mastering Meetings with EU Decision-Makers
- Working with the European Parliament

pac.org/upcoming for complete list



CUSTOMISED TRAINING

- How to lobby the EU — in general and from your industry's perspective
- The use of social media for advocacy
- Measuring the value of public affairs
- Advocacy at the EU and member state level
- Best practices across all areas of public affairs, including procedures and comitology
- Thought leadership and content creation through public affairs
- Strategic communication for public affairs



US-BASED SIGNATURE EVENTS

NATIONAL PAC CONFERENCE

March 4-7, 2024 in Fort Lauderdale, Florida

SPRING EXECUTIVE MEETING

April 17-18, 2023 in Washington, DC

DIGITAL MEDIA & ADVOCACY SUMMIT

June 12, 2023 in Washington, DC

STATE AND LOCAL GOVERNMENT RELATIONS

September 20-22, 2023 in Washington, DC

THE ADVOCACY CONFERENCE

January 28-31, 2024 in Austin, Texas

PUBLIC AFFAIRS INSTITUTE

January 2024

A top-down photograph of many hands of various skin tones stacked together in a circular pattern on a grassy surface. The image is dimmed with a dark overlay. A solid blue square is located in the top-left corner.

MEMBERSHIP BENEFITS IN EUROPE

COMMUNITY

NETWORKING OPPORTUNITIES

More than 50 European events & trainings attended by 1,500+
of your peers per year

More than 200 member organizations, based (or with
offices) in Europe, with whom you can connect

European Advisory Group

And more...



PROFESSIONAL NETWORKS

- GOVERNMENT RELATIONS

- POLITICAL INVOLVEMENT

- INTERNATIONAL NETWORK

- SOCIAL IMPACT

- PROFESSIONAL DEVELOPMENT



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Public Affairs Council

MANAGE YOUR WORLD