



Public Affairs Council

Evaluating & Communicating your Public Affairs Work

16th November 2023, Brussels-Online

Dr Alan Hardacre



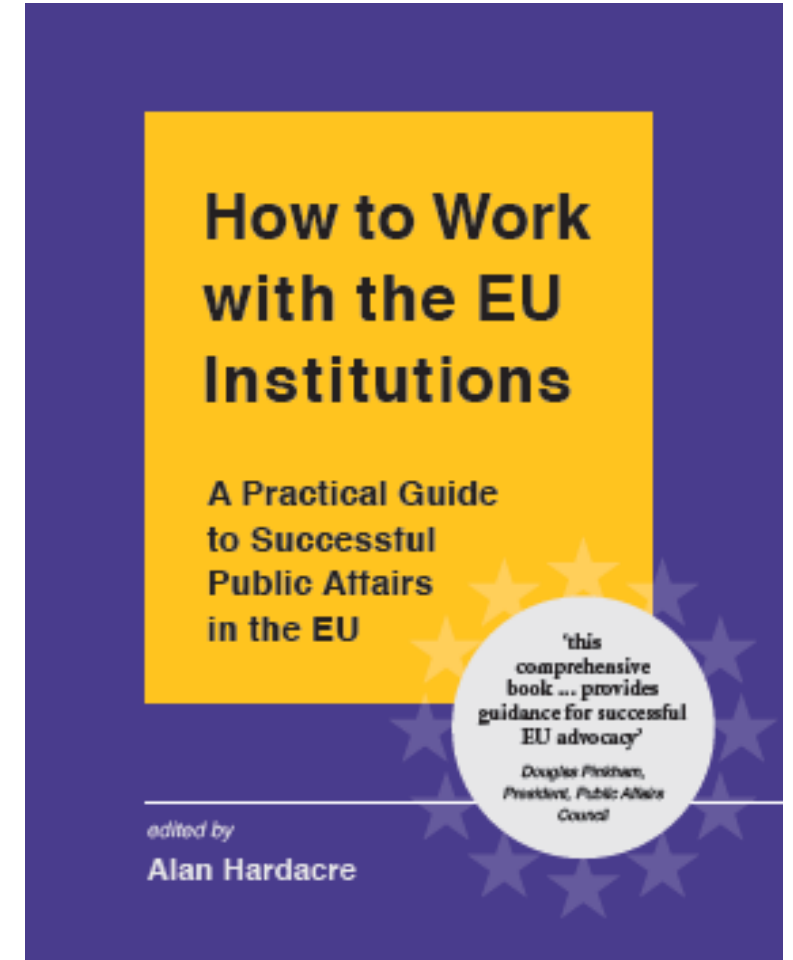
ADVOCACY
STRATEGY

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

Dr Alan Hardacre



- Co-founder of www.Advocacy-Academy.com / 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 2023

February 14th

Setting the Foundations for a Successful PA Strategy

Topics: Broad approach, setting objectives and prioritizing

April 27th

Quantifying Public Affairs Risks and Opportunities

Topics: How to build a clear overview of risks and opportunities

September 28th

Mapping and Engaging with Stakeholders Strategically

Topics: Stakeholder mapping & engagement

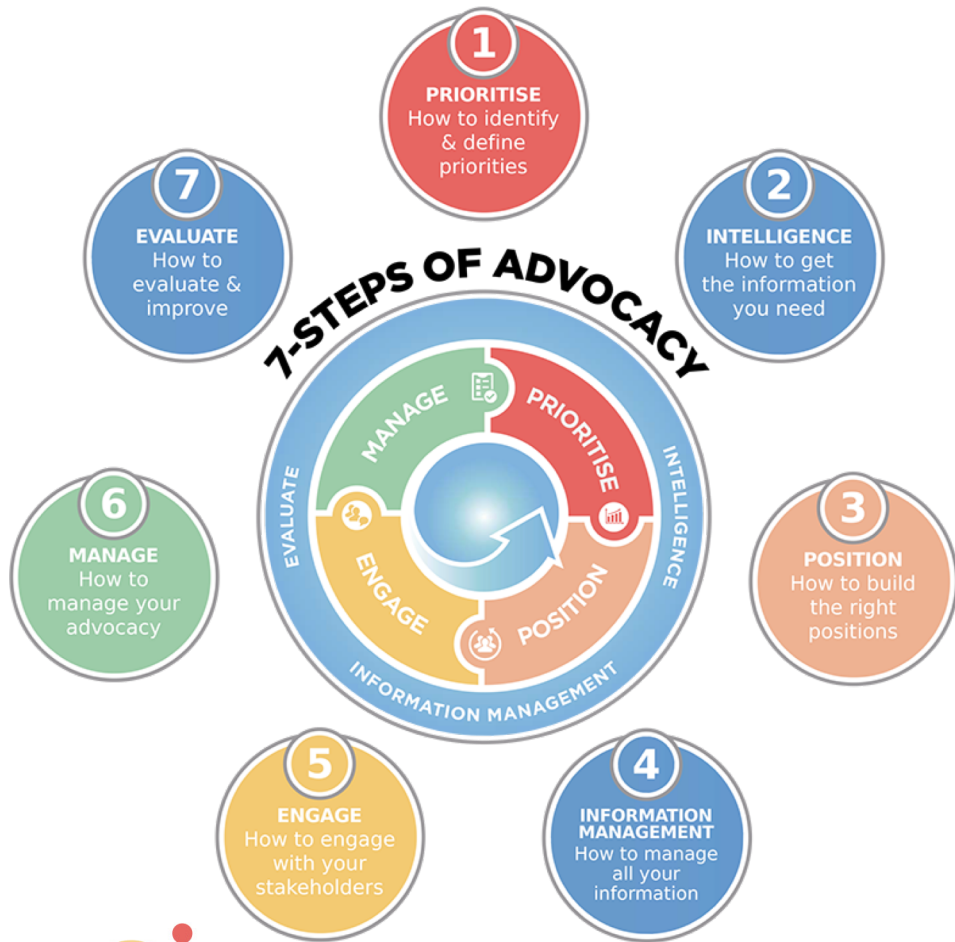
November 16th

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



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



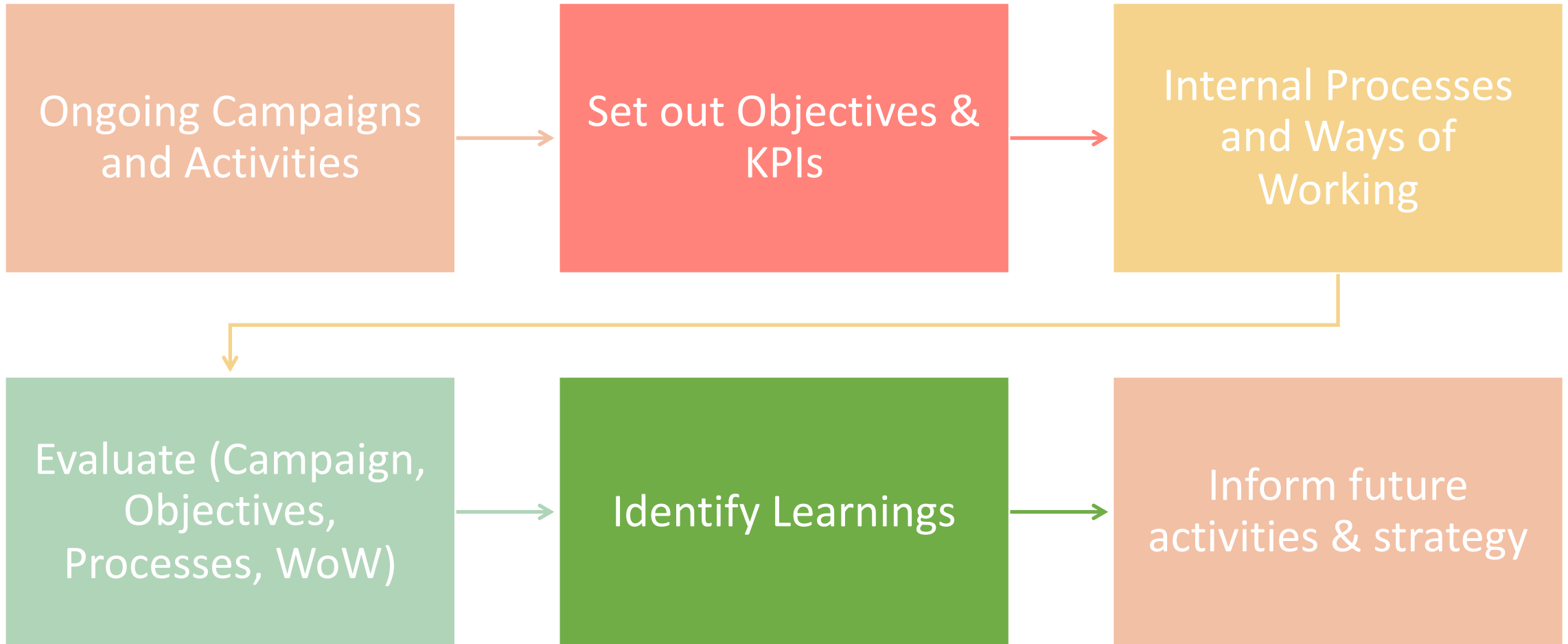
Tour de Table

What are your 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?

Why Evaluation?



Why Communicate your Value?



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



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.

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



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

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.

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

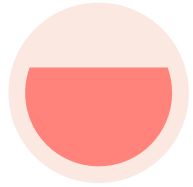
Most Common Measurement Tools

External Stakeholder Perception



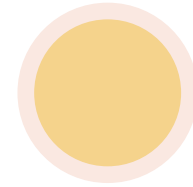
How to Use It:

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



When to Use It:

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



Advantages:

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

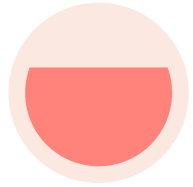


Legislative Wins/Losses



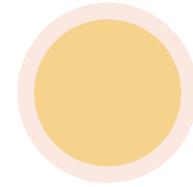
How to Use It:

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.

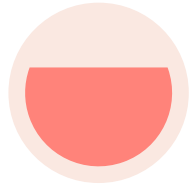


Costs Avoided/Reduced



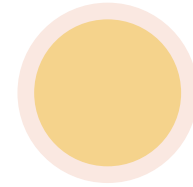
How to Use It:

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.

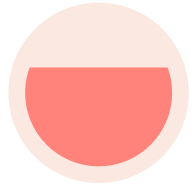


Revenue Created



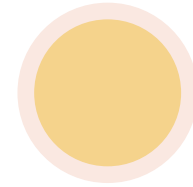
How to Use It:

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.

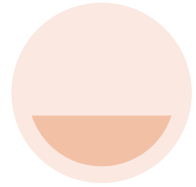


Advantages:

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

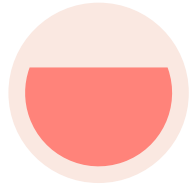


Return on Investment



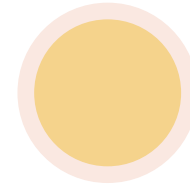
How to Use It:

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

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

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



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) _____

Step 1: Prioritise: In this first step you will need to check your practice for identifying issues, then translating these into objectives with KPI. Ask yourself:

1. When defining your advocacy priorities, do you:

- Use a robust process and/or tool to identify, analyse and order your priorities
- Have +/-2-4 top priorities from a list of at least 10 potential issues?
- Have a set of agreed indicators to analyze your issues (i.e. financial impact and year of impact)?
- Consult and collaborate within your organization when assessing the impact of your finance department or business units)?
- Align your advocacy priorities with your organization's priorities?
- Ensure objectives for the coming year derived from the organization's priorities?
- Have a visual to present your priorities?
- Create a timeline of the political / policy-making process for each of the priorities?

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

- Use a model such as SMART?
- Focus on outcomes only (i.e. impact such as policy change)?
- Focus on process (i.e. activities and actions such as planning a meeting or outcomes)?
- Use metrics or KPIs for measuring process / outcomes?

3. When you manage your priorities and objectives, do you:

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

Step 2: Intelligence: For Step 2 your team needs to check how you gather data, who you gather it from and how it is translated into alerts and strategic recommendations. Ask yourself:

4. As part of your intelligence gathering strategy, do you gather information using:

- Digital information services that monitor people and process;
- Consultants to gather and/or process intelligence;
- Trade Associations;
- Your network;
- Other.

5. As part of your advocacy intelligence gathering strategy, do you define and monitor review sources and targets across media, stakeholders, policy fields and/or jurisdictions?

- print media;
- social media;
- risk developments (i.e. relating to resources, technical elements, externals);
- macro political-economic trends and information;
- regulatory developments;

- internal and external stakeholders;
- one or several country(ies) or jurisdiction(s).

6. As part of your work how do you distinguish intelligence (non-publicly available) and intelligence gathering (non-publicly available)?

- Do you have a clear view on publicly available information you expect to get it (i.e. which monitoring services)?
- Do you have a clear view on which non-publicly available information you expect to get it (i.e. which monitoring services)?

7. When you analyse your intelligence, do you have processes to:

- Convert analysis into tailored internal updates and reports?
- Communicate your intelligence information?
- Create key visuals (timelines, updates, newsletters)?
- Translate your intelligence analysis into your priorities?

Step 3: Position: This is a complex step where you need to translate issues into positions - messages with calls to action and evidence into communication assets. It also concerns how you map your priorities.

8. When you do stakeholder mapping, do you:

- Make use of template or standardized tools to map stakeholders in governments, media and interest groups?
- Define key indicators and measurement methods and agreements?
- Store stakeholder mapping information (i.e. on a platform such as Quorum and/or via a SharePoint)?
- Log stakeholder interactions, for example, after a meeting (i.e. preference)?
- Create and keep updated visuals presenting stakeholder relationships (i.e. diagrams, networks)?

9. When you develop your messaging and positioning, do you:

- Have an organization and/or campaign brand, identity and tone?
- Have factual evidence, scientific data and/or technical evidence?
- Make use of AI tools such as Chat GPT or Bard to generate messages, or preparing advocacy assets?
- Make use of storytelling or framing devices in messaging?
- Test your messaging with key audiences?
- Make use of a message house or a similar tool to develop messages, calls to action, and proof points?
- Have top-line messaging and corresponding communication assets?

10. Do you have/create/use the following advocacy assets?

- Position Papers;
- 1-pagers;
- Q&A;
- Social media posts;
- Infographics;
- Videos;
- PowerPoint Presentations;
- Press releases;
- Media Lines / Speaking Points.

11. When drafting position papers, do you?

- Make use of a standardized process for drafting, approving, and finalizing position papers?

Step 4: Information Management: Step 4 is an often overlooked part of your advocacy practice, but it is essential to your success of your team and members. Step 4 concerns your practices around document management, collaboration on content creation as well as the adoption of public affairs software. Ask yourself:

12. When managing the flow of advocacy information (i.e. intelligence gathering, advocacy assets, stakeholder mapping and interaction etc.) in your advocacy work, do you:

- Use a dedicated public affairs platform?
- Use a dedicated online team working space such as SharePoint or OneDrive?
- Have a designated person responsible for data security and data privacy compliance?
- Have a strategy for ensure team engagement and use of the public affairs platform?

13. As part of your information management strategy, do you:

- Have an on and/or offline Advocacy Hub (i.e. one storage place for all key advocacy materials) for advocacy information, intelligence and knowledge such as position papers, presentations and infographics are easily available?
- Have desktop and mobile access to this Advocacy Hub?
- Use a clear protocol for version control to ensure that the most updated documents are being used?

EUmatrix.eu

Helps you measure impact of PA work



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AdvocacyStrategy.com

Search ... Search	
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



➤ The method applies across topics

➤ EUmatrix.eu

Pharma IPRs (show details)



- MEPs
- National Parties
- European political groups
- Data by country in EP
- Governments' positions
- Statements

Select data sources

Data source for OX(horizontal) axis

Plenary votes

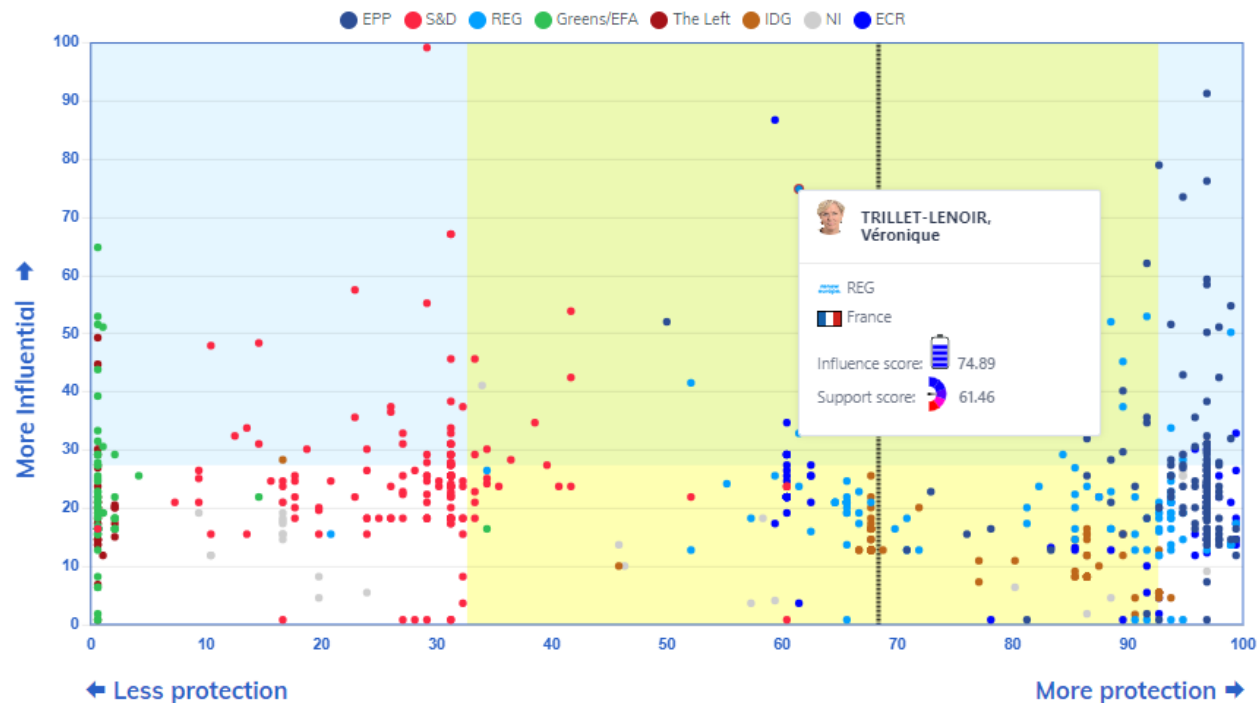
Data set for OY(vertical) axis

Health - legislative influence

Filter/search MEPs or political entities

- Country: Select...
- Parties: Select...
- Committee: Select...
- MEPs: Select...

- Chart / Table
- Close to PM
- Show only key MEPs



➤ 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

□	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%
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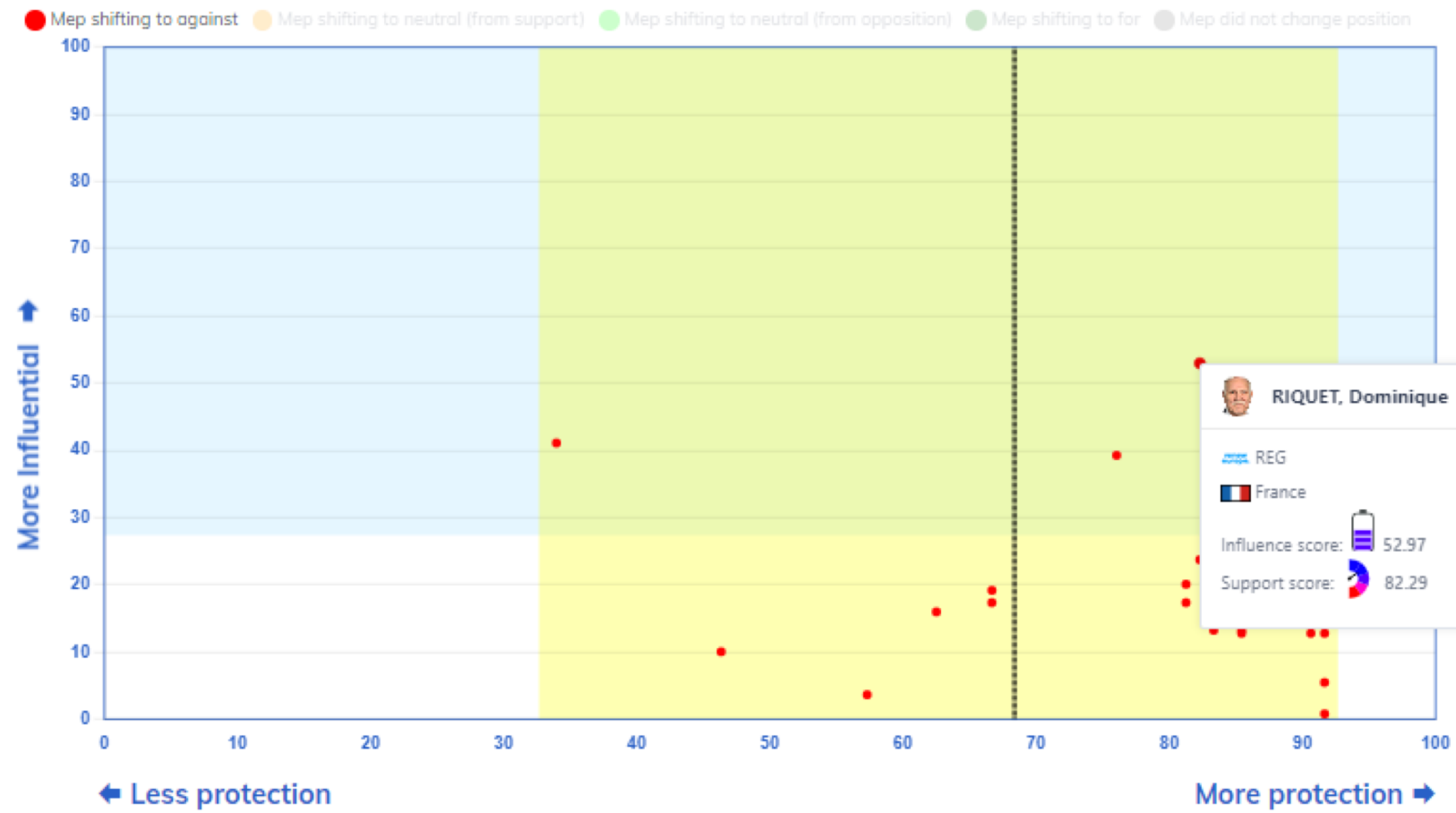


➤ For all paragraphs/amendments where MEPs expressed their votes, you can see which MEPs had atypical behaviour (compared to their regular behaviour).

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

➤ EUmatrix.eu

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%



➤ 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

Search by date: yyyy-MM-dd ~ yyyy-MM-dd

Report name:

Question:

Legal text:

<input type="checkbox"/>	DATE	REPORT NAME	QUESTION	LEGAL TEXT	PROPOSED BY	% IN FAVOUR
<input type="checkbox"/>	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%
<input type="checkbox"/>	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%
<input type="checkbox"/>	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%
<input type="checkbox"/>	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% !
<input type="checkbox"/>	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% !
<input type="checkbox"/>	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%
<input type="checkbox"/>	23 Nov 2021	A Pharmaceutical Strategy for Europe	Supports initiatives to facilitate compulsory licensing of medicines	Amendment 1	MEPs	22%
<input type="checkbox"/>	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% !
<input type="checkbox"/>	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% !
<input type="checkbox"/>	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



DE CASTRO, Paolo



VIEWS AND INFLUENCE

STATEMENTS

MEPS' EP NETWORK

Note: Click on the name of the topic to see full list of specific actions

Category

Health,(1)

Vote type

Select...


TOPIC	INFLUENCE SCORE	MEP SCORE	NATIONAL PARTY SCORE	GROUP SCORE	COUNTRY SCORE	ACTIONS
IPRs Covid vaccines	26.48%	28.71%	15.84%	35.64%	38.03%	QFull map
Pharma trade	26.48%	78.57%	78.57%	85.71% ←	0%	QFull map
Pharma transparency	26.48%	55%	45% ←	60% ←	0%	QFull map
Pharma IPRs	26.48%	23.96%	16.66% ←	31.25% ←	44.2%	QFull map
Pharmaceuticals regulation	26.48%	43.52%	34.26% ←	48.61% ←	16.04%	QFull map
Health - Market vs Regulation	26.48%	64%	48% ←	78.67% ←	0%	QFull map

Showing 1 to 6 Total: 6 rows

➤ You can measure if an MEP you communicated with starts deviating from the default position of his/her party and/or political group

➤ 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



	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

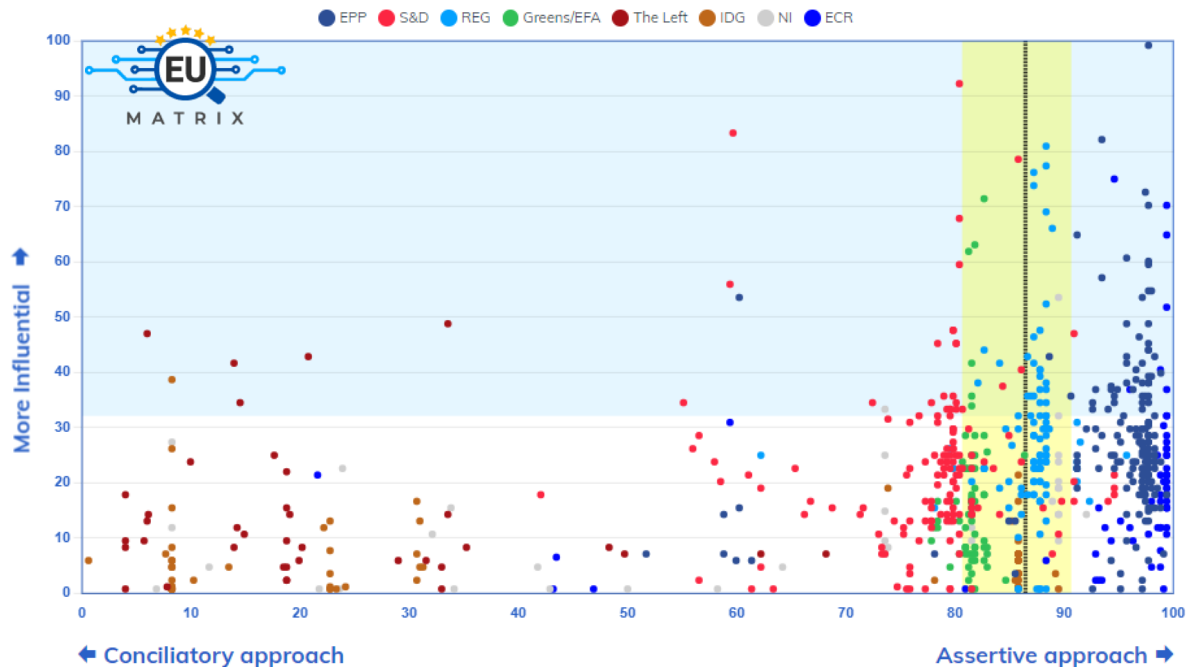
renew europe.



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

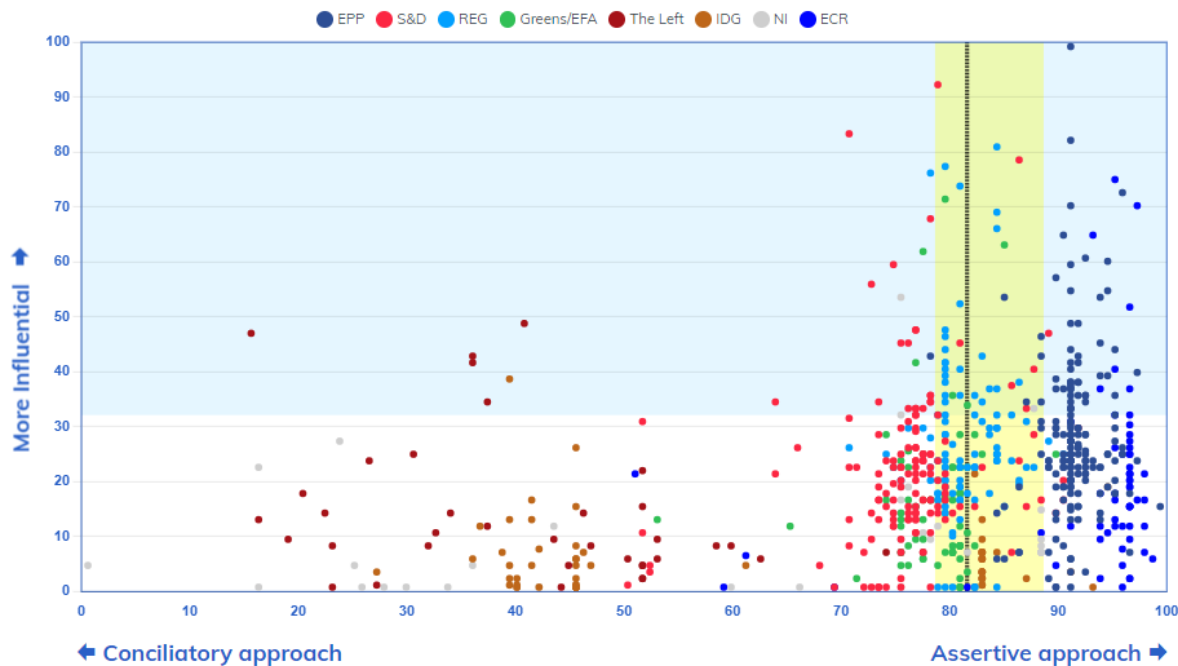
➤ You can measure the trends in the (re)orientation of a political group over time on key topics (e.g. Renew Europe)









➤ EUMatrix.eu



- 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



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%

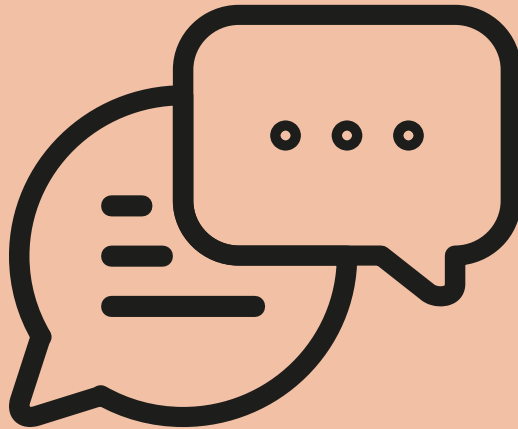
- You can measure the trends in the (re)orientation of a Government's position in the Council over time on key topics (e.g. Sweden, Italy, etc.)

➤ EUMatrix.eu



Have
a
Break

Communicating Value



Materials – Timings – Dashboards

Communicating Value is Part of Your Job



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

We need to be embedded and aligned 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

Communicating your Objectives



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

Communicating to Educate

- How does Public Affairs impact your organization?
- How do you showcase your successes and your 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.
- Differentiate between 'what' and how 'success'

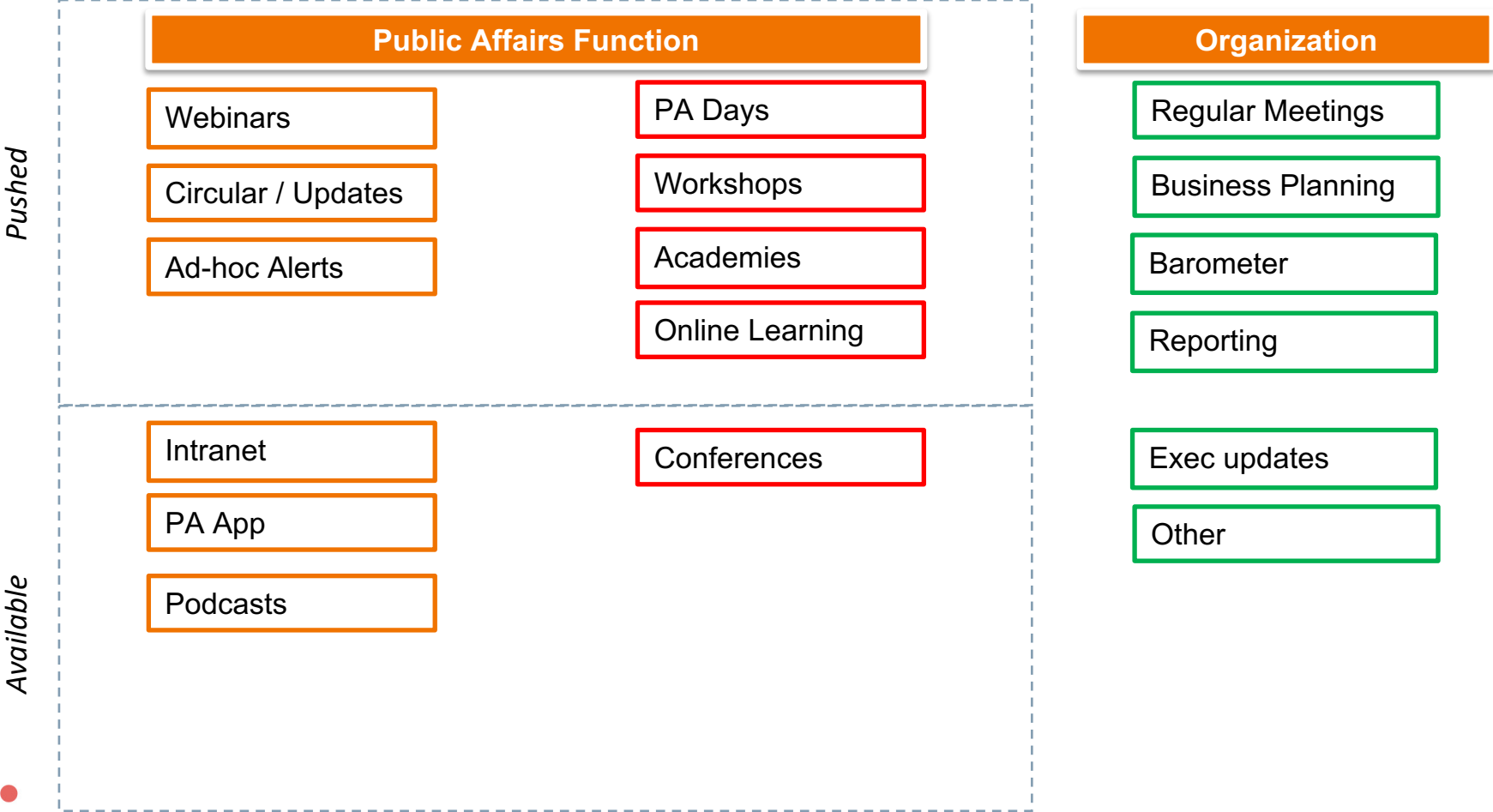


Communicating to Educate



- 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 you are, what you do, what your 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



A Dashboard for your Organization

Activity

Measures that reflect the central tactical areas of engagement

- Strategic media relations
- Key influencer outreach
- Thought leadership / executive visibility
- Partnerships
- Key Metrics of Success
- Contribution

Media

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

Stakeholder research to understand how engagement is shaping opinions

- Third-party reputation rankings and awards
- Proprietary research

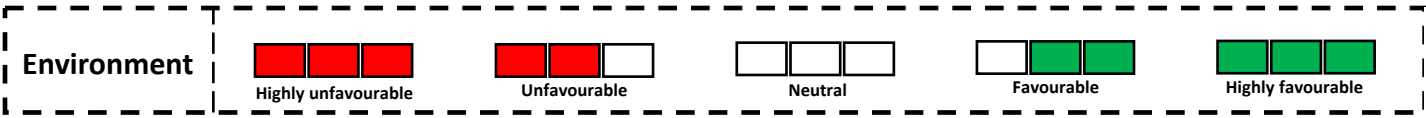
ROI

Estimated revenue gain or protection

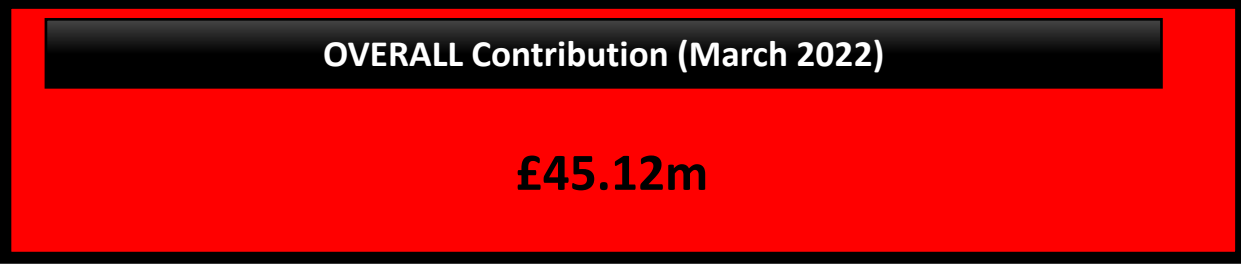
- Estimated by reputable third-party/ internal stakeholders

Corporate Affairs 2023 Dashboard Template

Updated: March 2022



Issues		Risks-Opportunities: £XX	
Country	Issues	Status	\$m Impact
Netherlands	Market Entry Gaming Tax Marketing Restrictions	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	£31.7m
UK	BBB	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	TBC
France	Online Casino Marketing & Advertising	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	£11.1m £110m
Belgium	Multiproduct Ban Deposit Limit Advertising	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	£76m
Norway	Deposit & Withdrawal TV Block DNS Block	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	£21m
Finland	Marketing Operations Sponsorship	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	£22.4m 1m
Sweden	Duty of Care Product Risk Classification Deposit Limits	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	£16m
Denmark	Sponsorship Operations Youth access	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	£19.5m
		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



Issues Key Wins

Financial Contribution

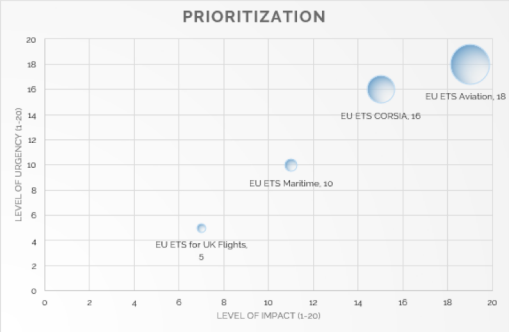
Future Foundations

- ✓ **XX**: Risk Classification not happening in 2022 (£8m)
- ✓ **XX**: Deposit Limits no extended (£6m)
- ✓ **XX**: Whistle to Whistle ban (taken out) (£1.1m)
- ✓ X
- ✓ X

- ✓ Political outreach across spectrum in XX building for future
- ✓ X
- ✓ X
- ✓ X
- ✓ X

Dashboards

Overview



CSS	EU ETS	ETS UK	CORSIA
for action	for information	on track	on track
Count of Priority 1: Inclusion of position A Priority 1: Inclusion of position A	Count of Priority 1: Inclusion of position A Priority 1: Inclusion of position A	Count of Priority 1: Inclusion of position A Priority 1: Inclusion of position A	Count of Priority 1: Inclusion of position A Priority 1: Inclusion of position A
Count of Priority 2: Deletion of wording B Priority 2: Deletion of wording B	Count of Priority 2: Deletion of wording B Priority 2: Deletion of wording B	Count of Priority 2: Deletion of wording B Priority 2: Deletion of wording B	Count of Priority 2: Deletion of wording B Priority 2: Deletion of wording B
Count of Priority 3: Rewording of XX to YY Priority 3: Rewording of XX to YY	Count of Priority 3: Rewording of XX to YY Priority 3: Rewording of XX to YY	Count of Priority 3: Rewording of XX to YY Priority 3: Rewording of XX to YY	Count of Priority 3: Rewording of XX to YY Priority 3: Rewording of XX to YY

Dashboards

Performance measurement tools

Performance Measurement Tools Used



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).



**ADVOCACY
STRATEGY**

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