



Public Affairs Council

Delivering a Successful EU Public Affairs Strategy in 2024

8 February 2024, Brussels

Dr Alan Hardacre



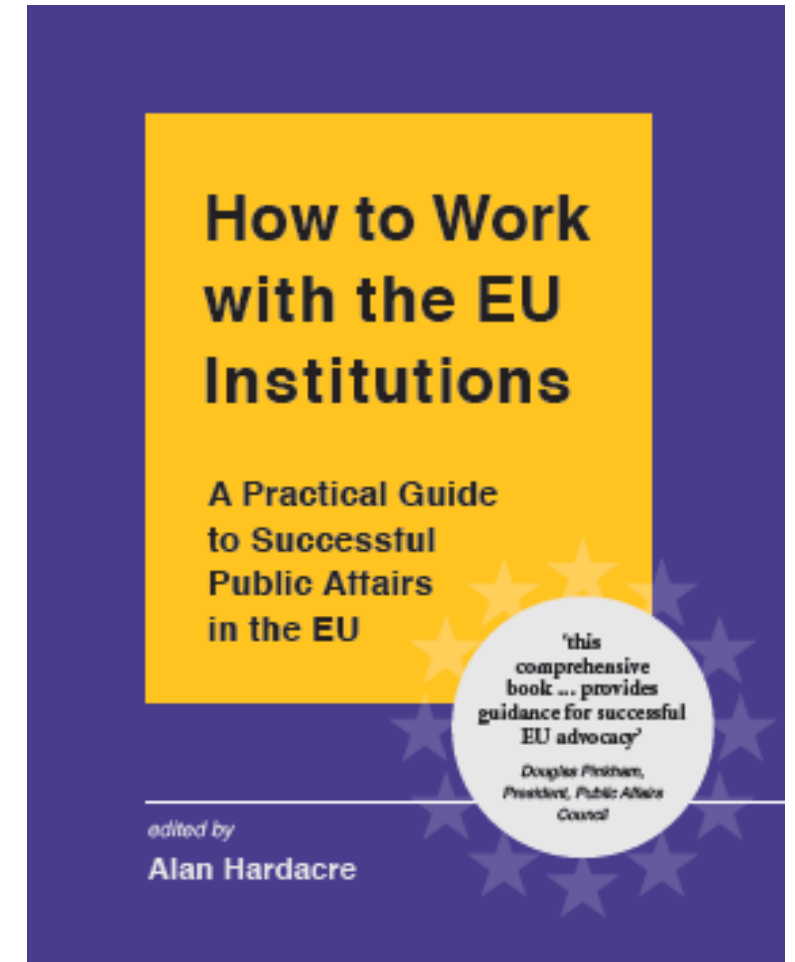
ADVOCACY
STRATEGY

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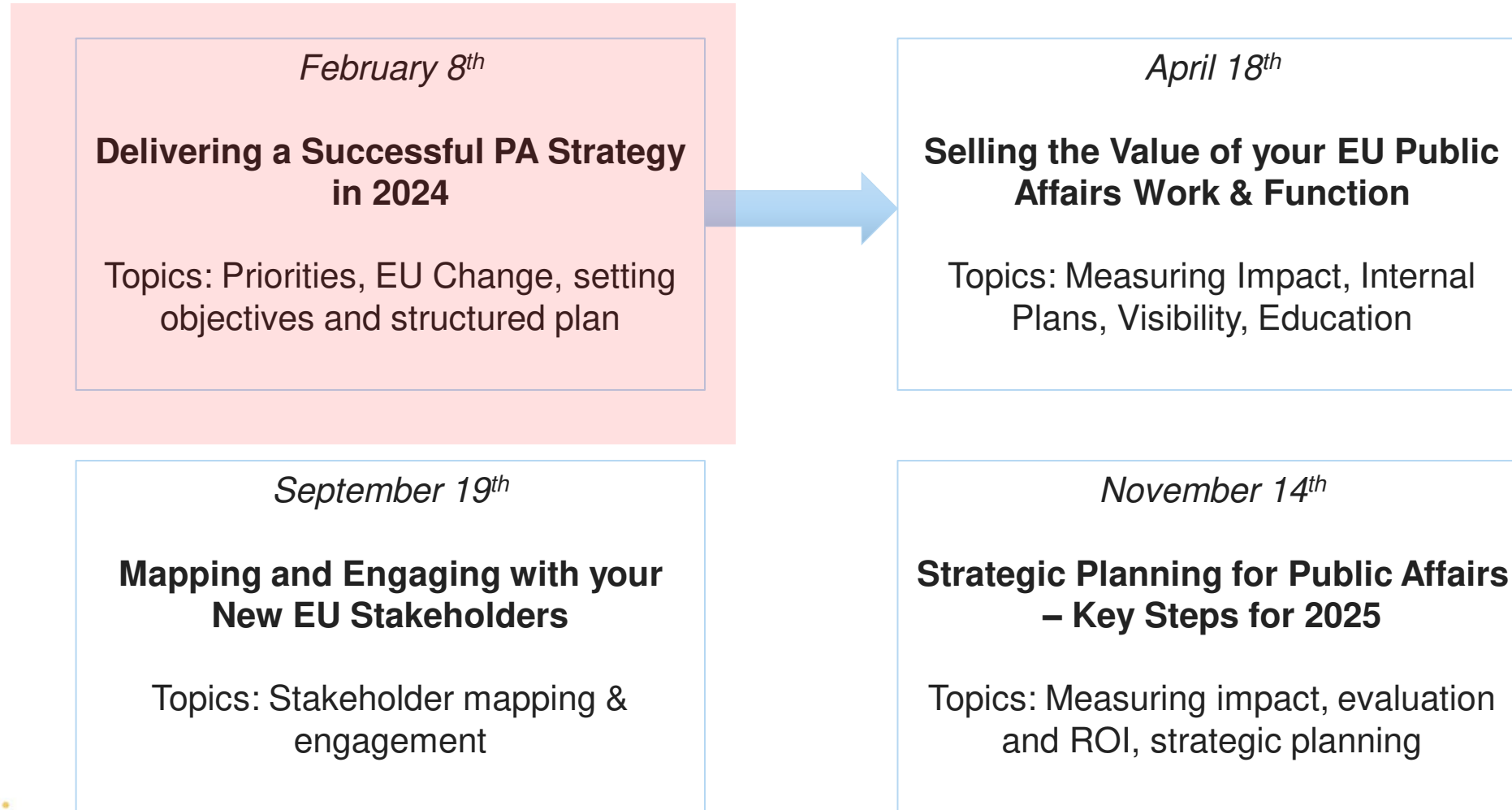
Dr Alan Hardacre



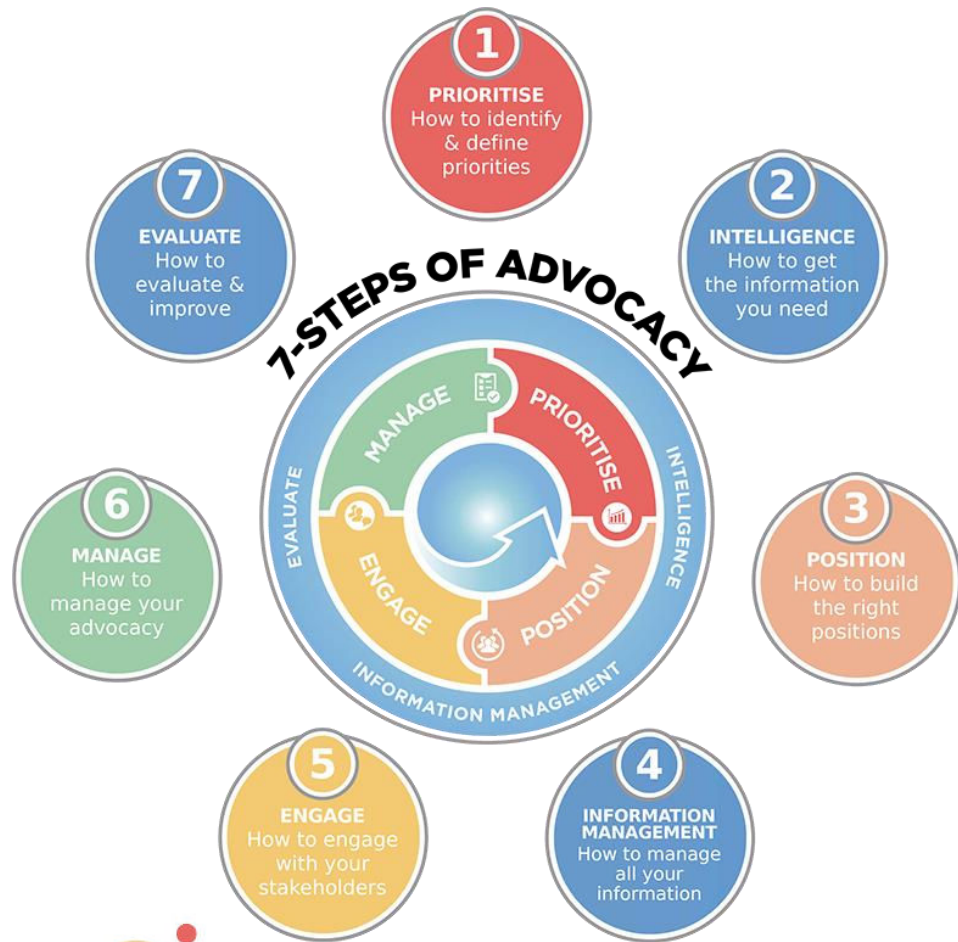
- Co-founder of www.Advocacy-Academy.com / www.AdvocacyStrategy.com
- Consulting for CropLife Africa, ETRMA & others
- ex-Director of Corporate Affairs @ Imperial Brands
- 20 years Public Affairs experience
- Author of several articles & books
- Long time Member of Board of Public Affairs Council
- Visiting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



Public Affairs Council Skills Trainings 2024



AdvocacyStrategy Model: A Winning Advocacy Process

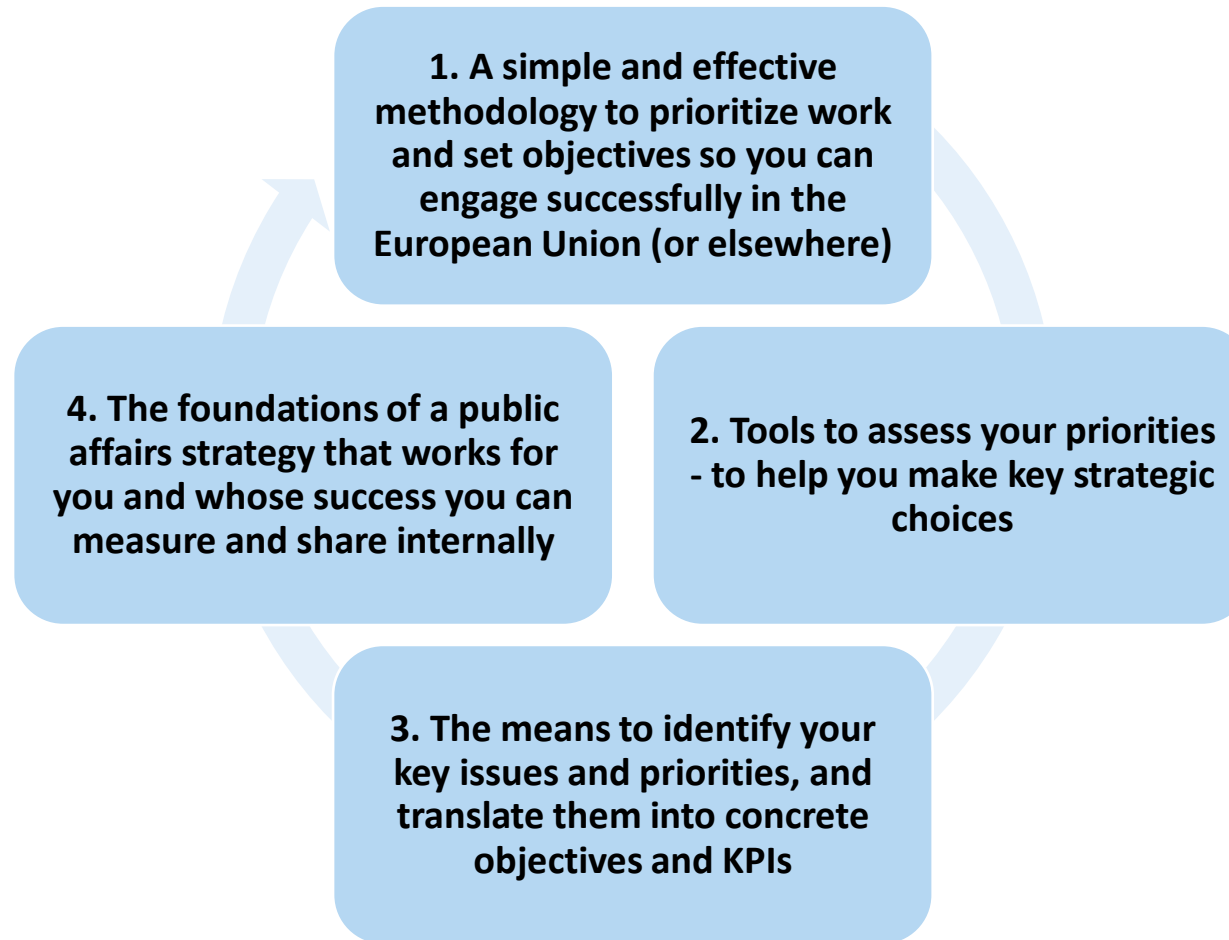


N°	STEP	FOCUS
1	Prioritize	How to identify & define priorities
2	Intelligence	How to get the information you need
3	Position	How to build the right positions
4	Information Management	How to manage all your information
5	Engage	How to engage with your stakeholders
6	Manage	How to manage your advocacy
7	Evaluate	How to evaluate & improve

Tour de Table

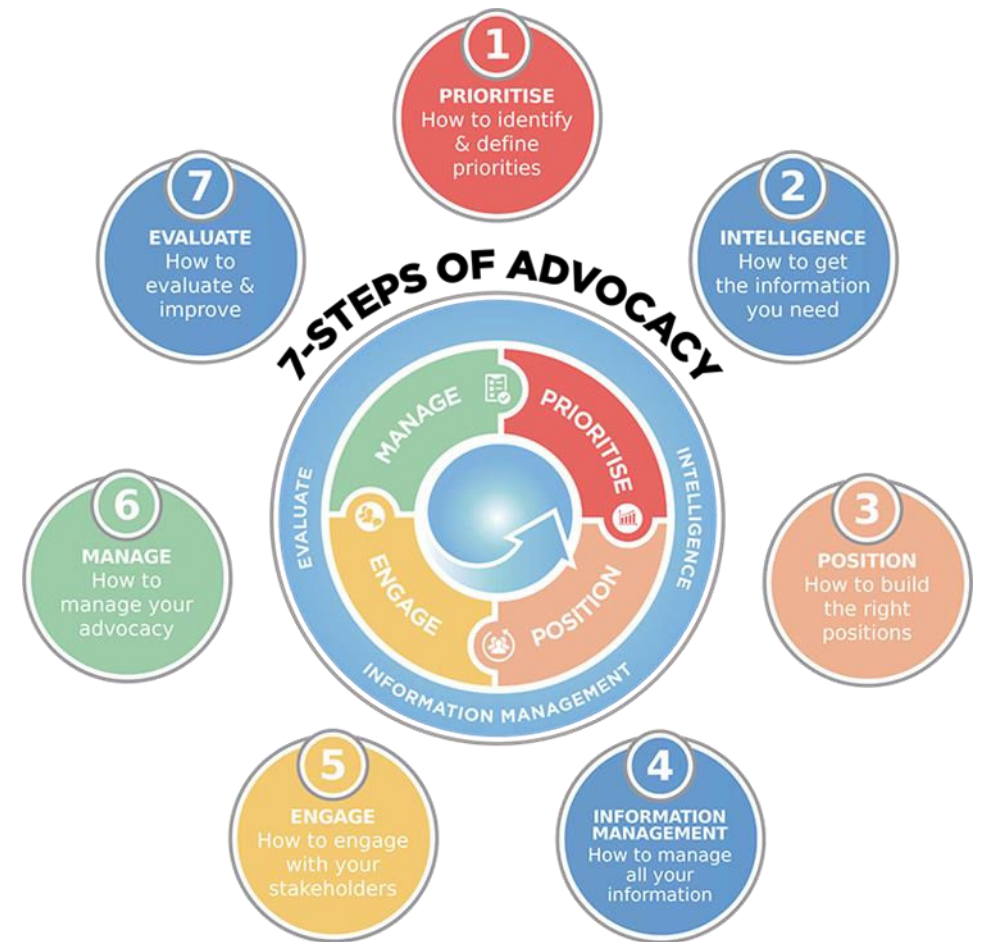
What are you expectations for the programme and today?

Foundations for a Successful Public Affairs Strategy in 2024



Advocacy is Inter-dependent

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



What we are going to do...

1. Setting Priorities & Planning

When defining your advocacy priorities, do you:

- Use a robust process and/or tool to identify, analyze and order your priorities?
- Have a visual to present strategic considerations?
- Have +/-2-4 top priorities from a list of at least 10 potential issues?
- Create a timeline of the political / policy-making process for each of the priorities?

2. Defining Objectives for 2024

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

- Use a model such as SMART, 4DX and/or OKR?
- Define a list of key performance indicators?
- Focus your objectives on the campaign's final outcomes and/or also on the advocacy activities?
- How do you integrate institutional change?

3. Managing your 2024 Plan

When you manage your 2024 plan, do you:

- Review it weekly, monthly, quarterly or annually?
- Discuss and confirm them with your client / management team?
- Incorporate 'horizon scanning' in order to explore future developments, emerging issues and focus on 'things to come?'

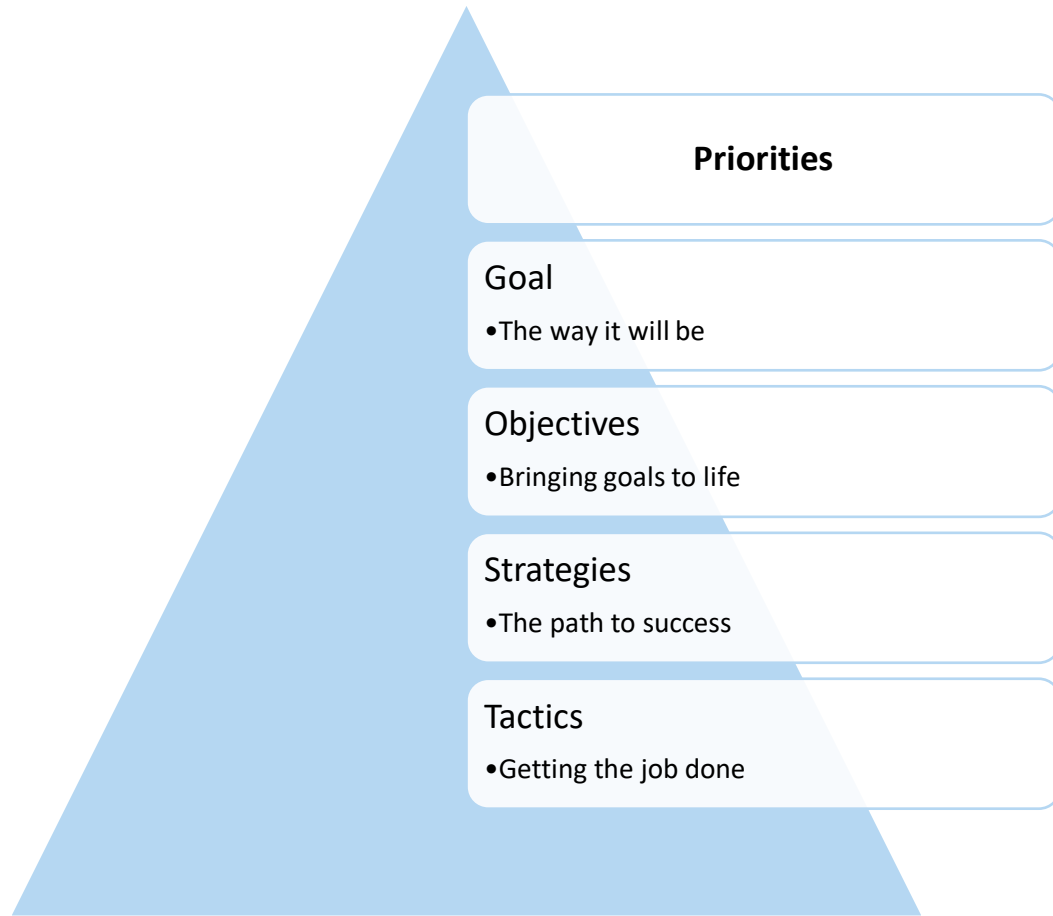
2024 Public Affairs Strategy

Setting Priorities



Choices – Opportunity – Cost – ROI – Link to performance

Why Prioritization is SO Important in 2024?



- Priority setting is a planning process
- Important aspect of self-management
- Sets positive (and realistic) expectations
- Puts meaning and focus into work
- Defines how you will channel all your resources/energy to accomplish your priorities
- Helps link you to your organisation
- Can help with visibility

How do you currently determine your advocacy priorities for 2024?

What issues do you face?

Can you name your top 3 or 5 priorities for 2024?

Quantified Priorities and Must Win Battles

Develop a light (but effective) process to gather business feedback on all policy risks-opportunities that you face/see

Create a dashboard to show the key identified policy risks, the quantified financial risk associated with each, the anticipated timeframe

Support key discussion groups around the quantified Must-Win Battles to develop one clear set of priorities and expectations

Advise on the selection and ranking of commercial / Public Affairs priorities

Support in keeping the dashboard updated, track progress and build out reports on key priority choices and public affairs ROI

2024 is a special Year



- What are good objectives for 2024?
- Strategic Priorities / Work Programme 2025 / Stakeholder Mapping & Management
- What do you have and how do you bring it to life?

Key dates: political events		Kyto - institutional support		selection of office holders, nominations for committees, including Chairs		President, VPs, Committee chairs and other office holders elected	process	
	European Council (Strategic direction)	Last week to reach provisional agreement with Council for the 10- to be published before summer 2024 (5-9 Feb)		Last week to reach provisional agreement with Council for the 10- to be published in autumn 2024 under the corrigendum procedure		Commission President nominee meets political groups		
	Council of the EU (Presidency/legislation)	Start of Belgian Presidency of the Council of the EU		Handover to Hungarian Presidency		Start of Hungarian Presidency of the Council of the EU		
	European Commission					Internal development of Commission structures and portfolios (President + services)	Commission nomination process (President + services)	
Outreach to institutions: Key moments / (Members + ETIRMA)	European Parliament					European Parliament President, VPs, Committee chairs and other office holders elected	Meet new MEPs / re-engage returning MEPs	Meet new MEPs / re-engage returning MEPs
	European Council	Meetings with DGs	Meetings with DGs	Meetings with DGs	Final analysis of the list of likely returning MEPs	Commission SecGen preparing briefings for incoming president	ETIRMA outreach to MEPs with questions for consultation hearings	ETIRMA outreach to MEPs with questions for consultation hearings
	European Commission	Meetings with DGs	Meetings with DGs	Meetings with DGs	Commission SecGen preparing briefings for incoming president	Meetings with DGs	Internal development of Commission structures and portfolios (President + services)	Commission nomination process
	European Council					European Council meets: Commission President nominated, probably European Council President and High Rep / Commission VP selected		

How to Prioritize

- Prioritise your issues
 - Is this a core or peripheral issue?
 - How consistent is this issue with your goals?
- How many resources should we commit to this issue?
 - Limited resources: Is this 'the' issue
 - Is this worth engaging on?
- Is this issue Technical or Political?

SEVERITY	5	Medium	High	Very High	Very High	Very High
	4	Medium	Medium	High	Very High	Very High
	3	Low	Medium	Medium	High	Very High
	2	Low	Low	Medium	Medium	High
	1	Low	Low	Low	Medium	Medium
		A	B	C	D	E
		LIKELIHOOD				

What to Prioritize

Understand what parameters for prioritization work for you / your business

Commercial

Reputational

Impact

Volume of media

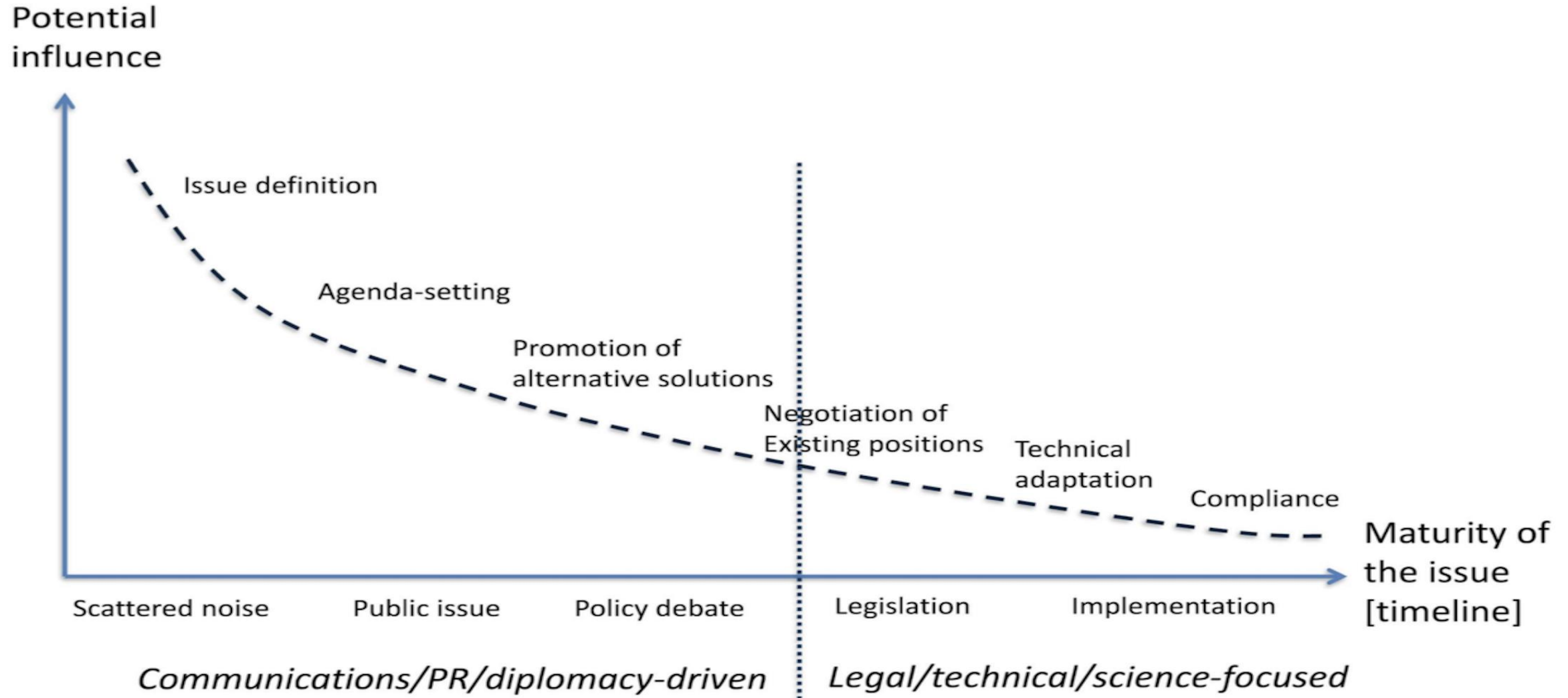
NGO
response/activity

Competitive
comparison

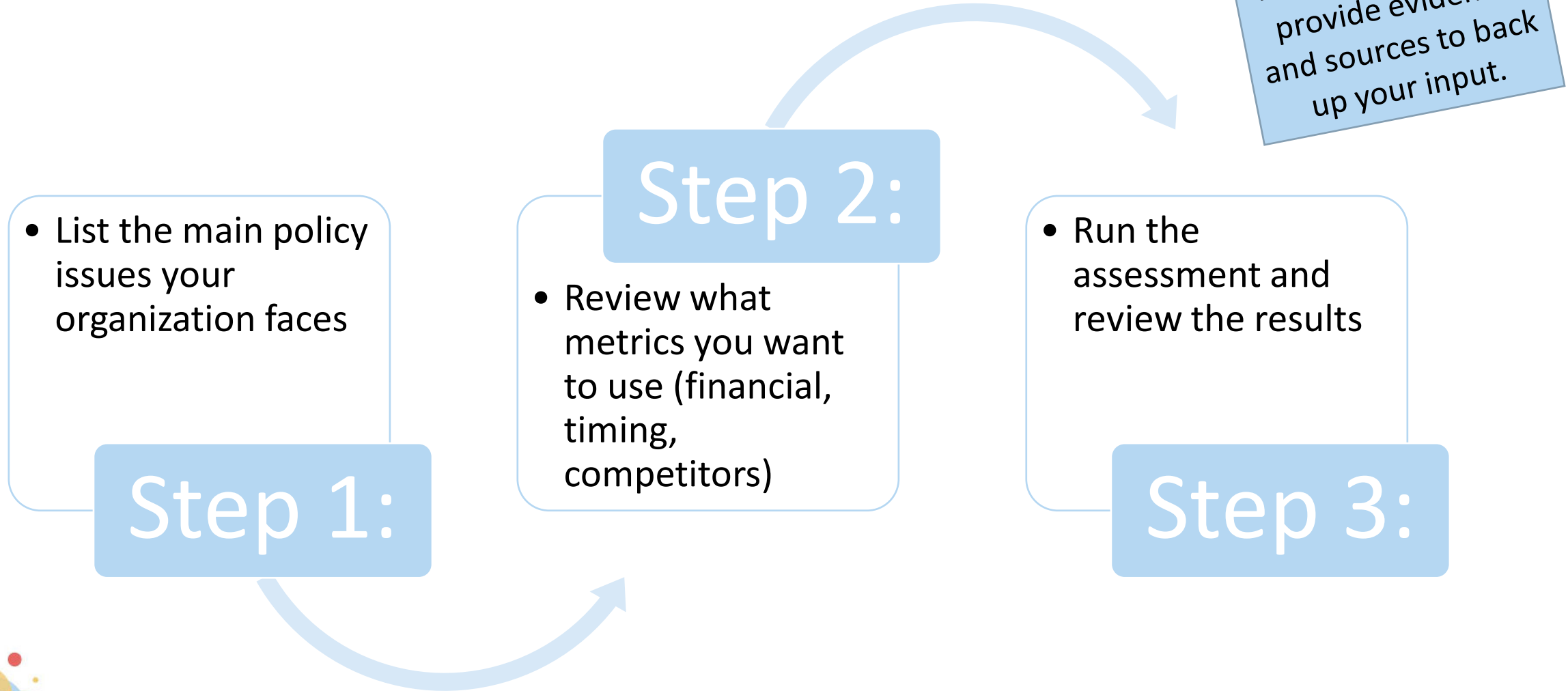
Regulatory
pressure

2024 Focus

Prioritize in Time



What to Prioritize



Setting Priorities

European issues		Interests of your organisation																				Positioning in the EU today			
		Image				Commercial				Financial				Professional				Legal / Other				Absent	Emerging	Active	Leader
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1	Subject #1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Subject #2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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n	Subject #n	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 Low importance

2 Medium importance

3 High importance

4 Essential

Absent

Emerging

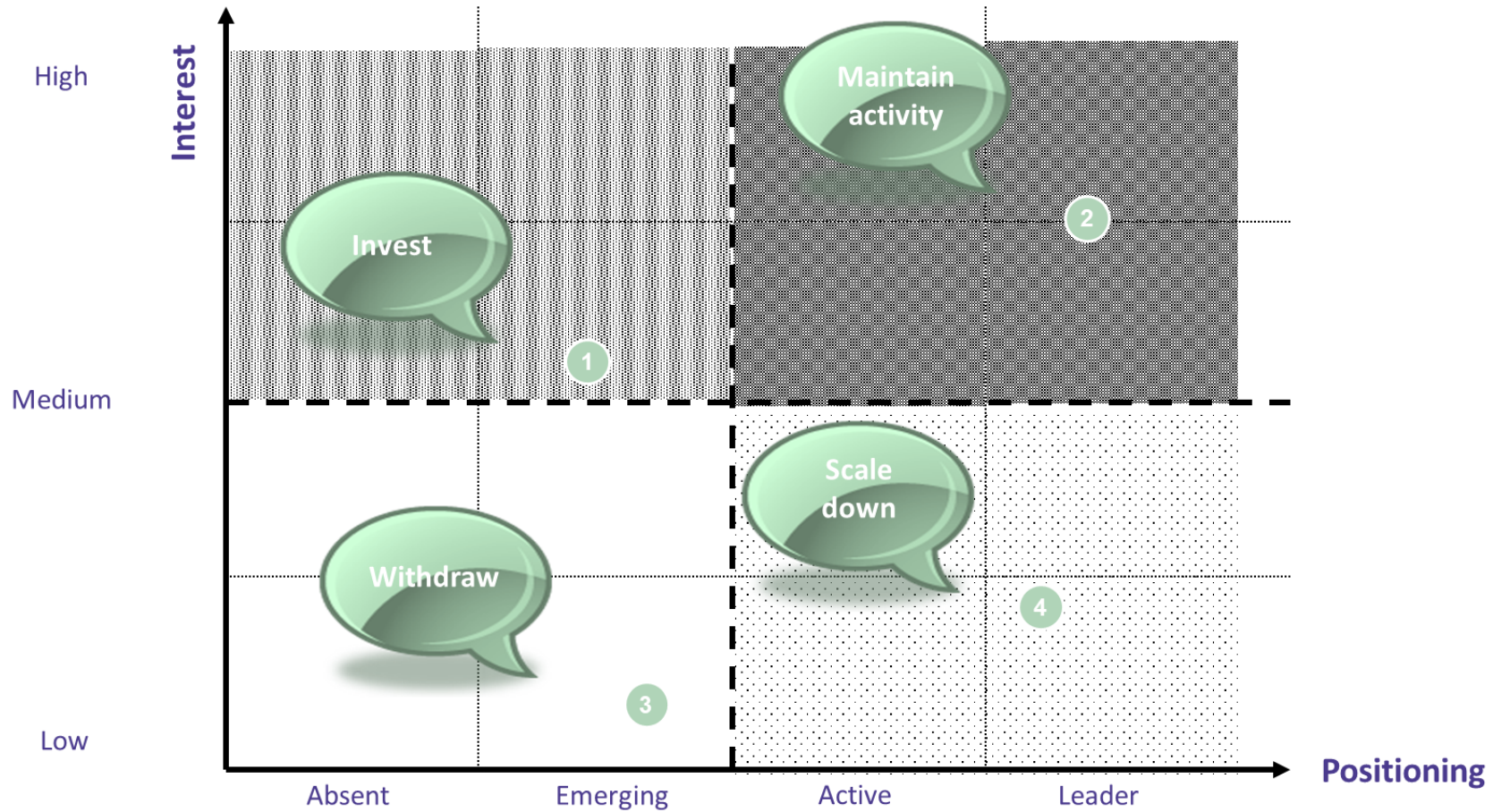
Active

Leader

-

+

Visualizing Priorities





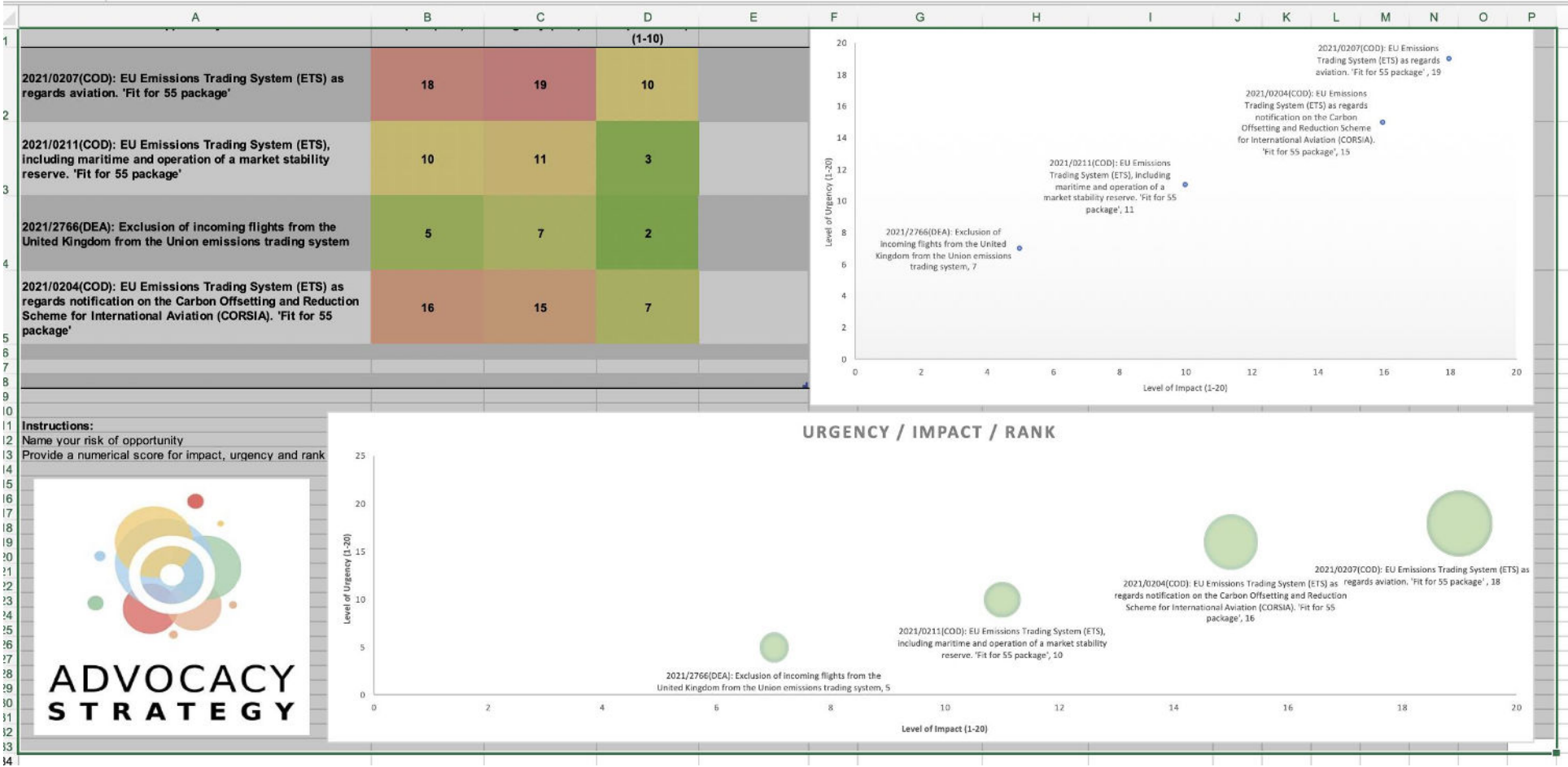
Have
a
Break

General Mills Issues Prioritization System

General Mills Issues Prioritization System			
Issue			
“Public Sensitivity”		“Strength of company position”	
Volume/tone of media/social <small>Fusce posuere, magna sed pulvinar ultricies, purus lectus males</small>	5 ↑	Position established/communicated <small>Fusce posuere, magna sed pulvinar ultricies, purus lectus males</small>	4 ↑
NGO/Investor <small>Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.</small>	5 ↑	Weight of science <small>Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.</small>	3 ↔
Consumer <small>Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac/customer turpis egestas. Proin pharetra nonummy pede. Mauris et orci.</small>	5 ↑	Strength of solution options <small>Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac/customer turpis egestas. Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑
Regulatory Pressure <small>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. uada libero, sit amet commodo magna eros quis urna.</small>	5 ↑	Mission alignment <small>Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. uada libero, sit amet commodo magna eros quis urna.</small>	4 ↑
Competitive comparison <small>Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑	Potential \$ impact <small>Proin pharetra nonummy pede. Mauris et orci.</small>	4 ↑
Total/5	4.8	Total/5	3.8

Source: Naamua Sullivan, General Mills, 2013

Free Advocacy Strategy Tool



Template MUST WIN BATTLES Form

OPPORTUNITIES & RISKS

Country	Issue	Product Category Business Unit	Likelihood (See note 1)	Likely Timing (See note 2)	Annualised Impact (£\$) (See note 3)	Is impact a one off or recurring? (See note 4)	Notes
MUST WIN Core							
FR	AS A		High	01/10/2023	12,000,000	Recurring	
BE	AS B		Med	01/01/2023	400,000	Recurring	
DE	SUD		Low	01/03/2022	1,000,000	One-off	
SWE	MRLs						
MUST WIN Transition							

Notes:

1. Likelihood of issue materialising in calendar or financial year
2. Likely date that impact could first be felt i.e. law enters into force or grace/transition period ends
3. Include an approximate financial impact if the issue materialises (red font for a negative impact, green font for a positive impact).
 - Where a commercial opportunity involves others outside of public affairs (e.g. a product launch), use the annual impact of the whole opportunity to indicate the impact. However, you should also make this clear in the notes
4. State whether the event has a one off impact (such as a fine) or is recurring (such as annual tax or product ban)

Things to
Map Out

Market
Issue
Product Category

Likelihood

Timing of Impact

Annualised Impact

One off or
recurring

To be updated
every quarter

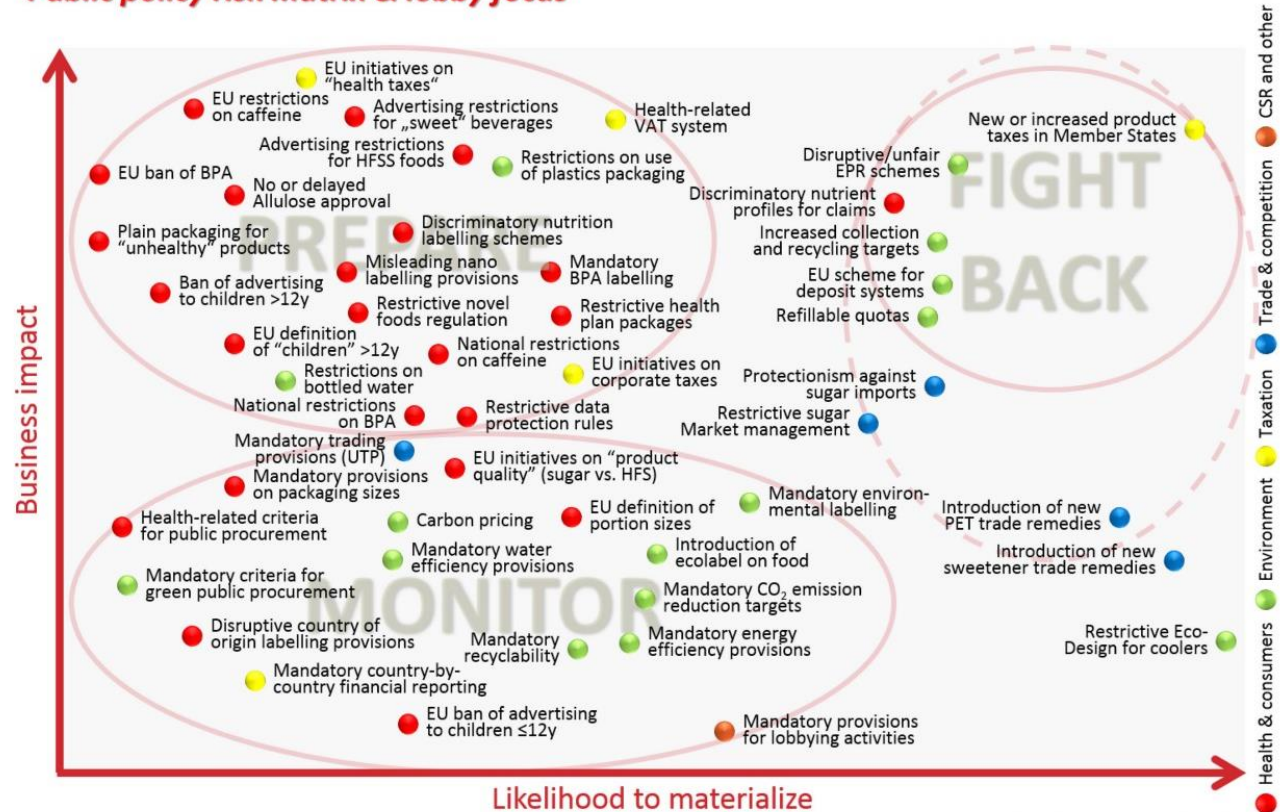
Visualizing Priorities

<



Example: Priorities

Public policy risk matrix & lobby focus



Classified - Internal use

Coca-Cola Europe

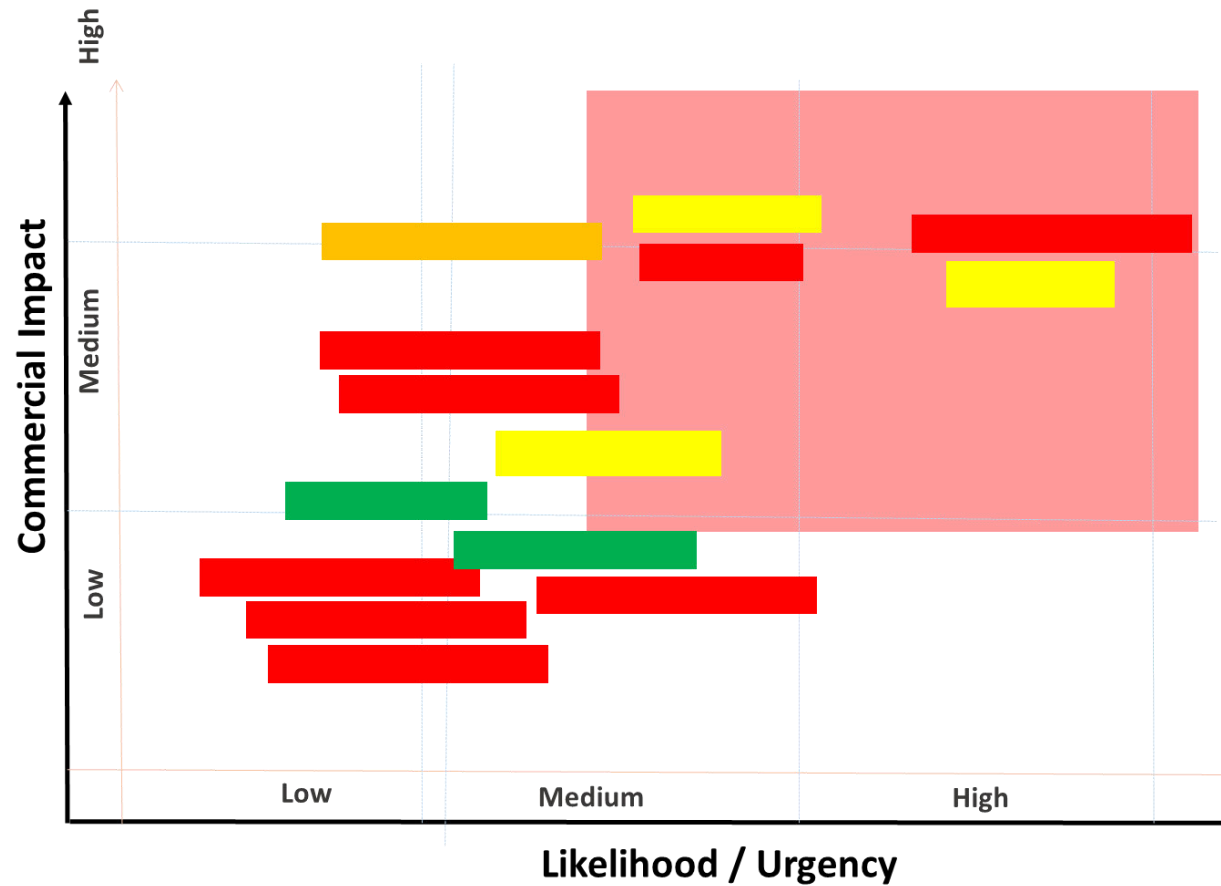
Example: Priorities



Commercial Impact vs Urgency Matrix

Total \$\$
Impact:

Focus Zone
\$\$ Impact:



Regulation

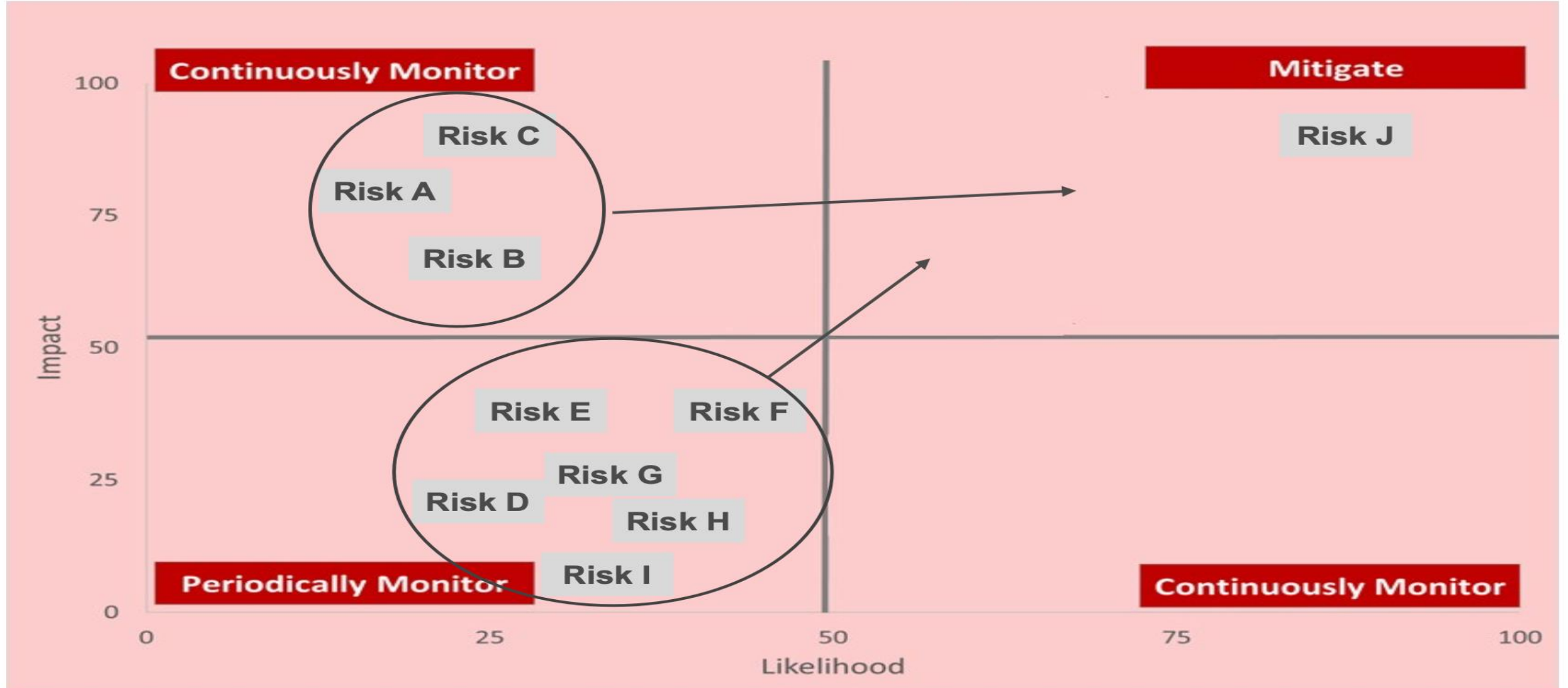
Excise

Manufacturing / Supply Chain

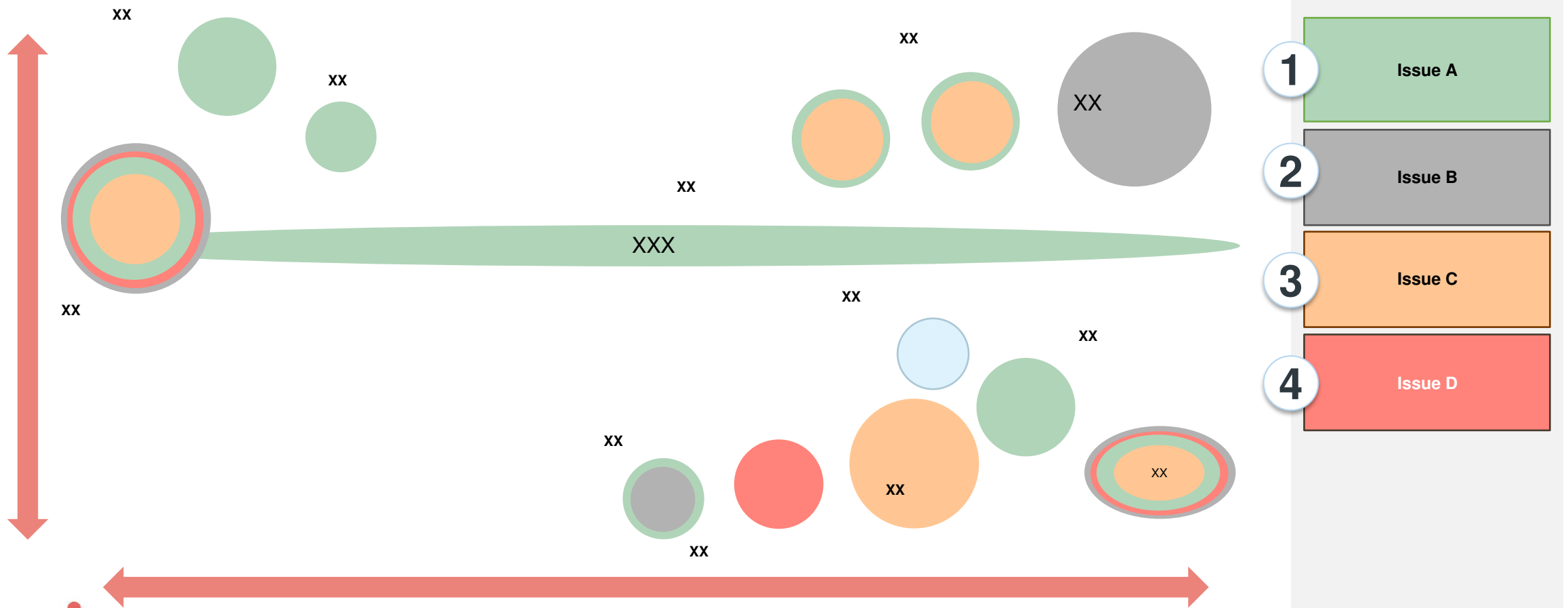
Legal

Other

Monitor-Action Map



Opportunities and Risks Heatmap



High	11		D			A		Issue Z
	10							
	9							
	8							Issue X
	7							
	6							
	5		C			B		Issue Y
	4							
	3							
	2							
1								
Low								

Preparedness Score ¹	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
	No Discussions of issue	Occasional Mentions of issue	Media & Public Attention on issue	Active engagement on issue	Clear Govt. Plan on issue	Legislative proposal on issue
Threat ² (Legislative)	No Immediate Threat			Immediate Threat		

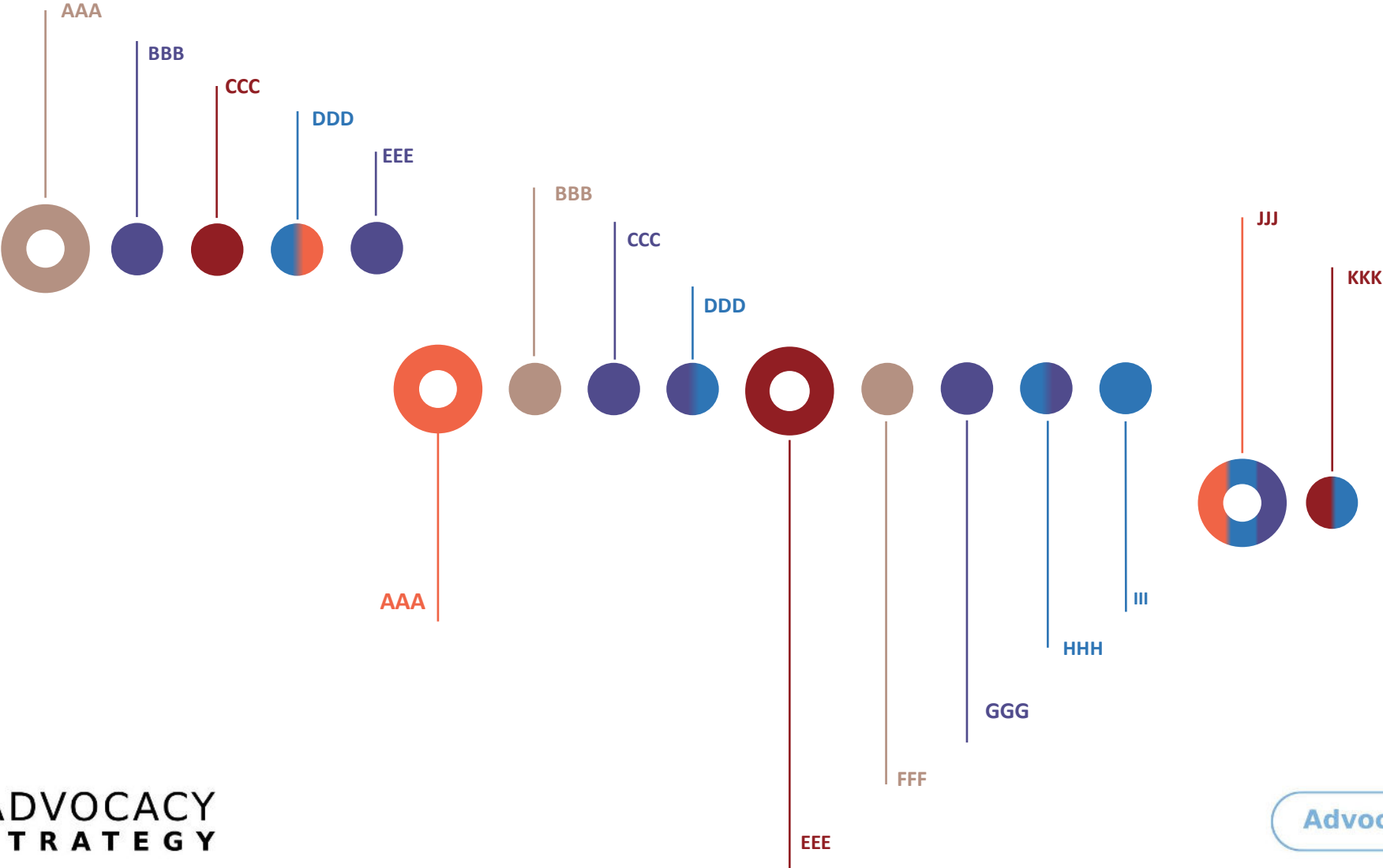
² **Input Threat level** – in which Stage is the issue you are looking at



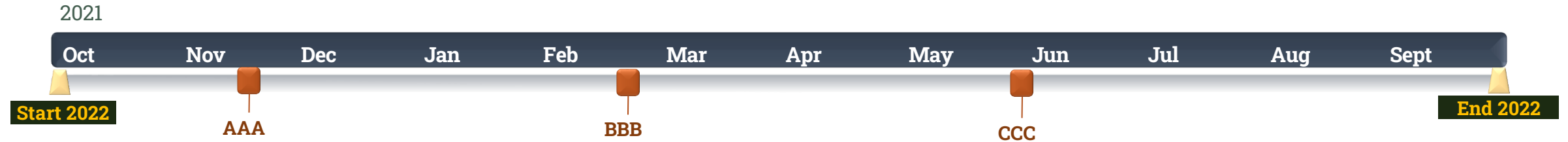
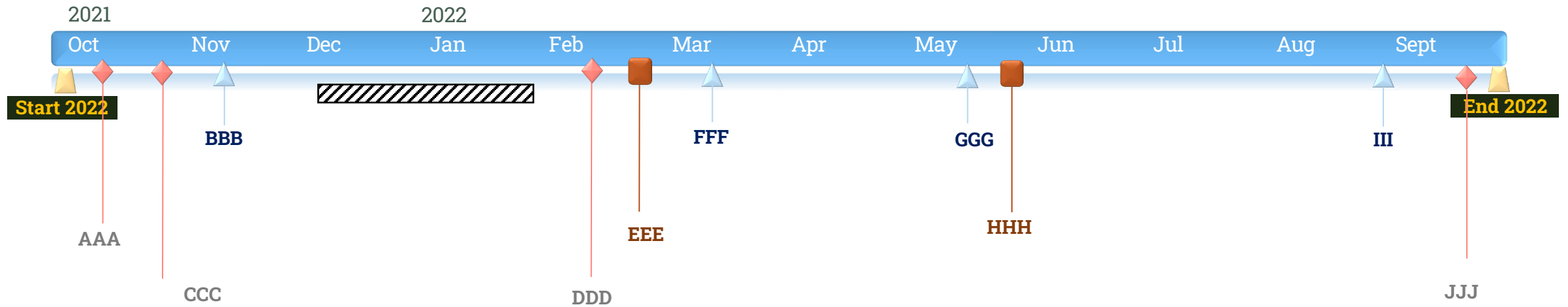
ADVOCACY STRATEGY

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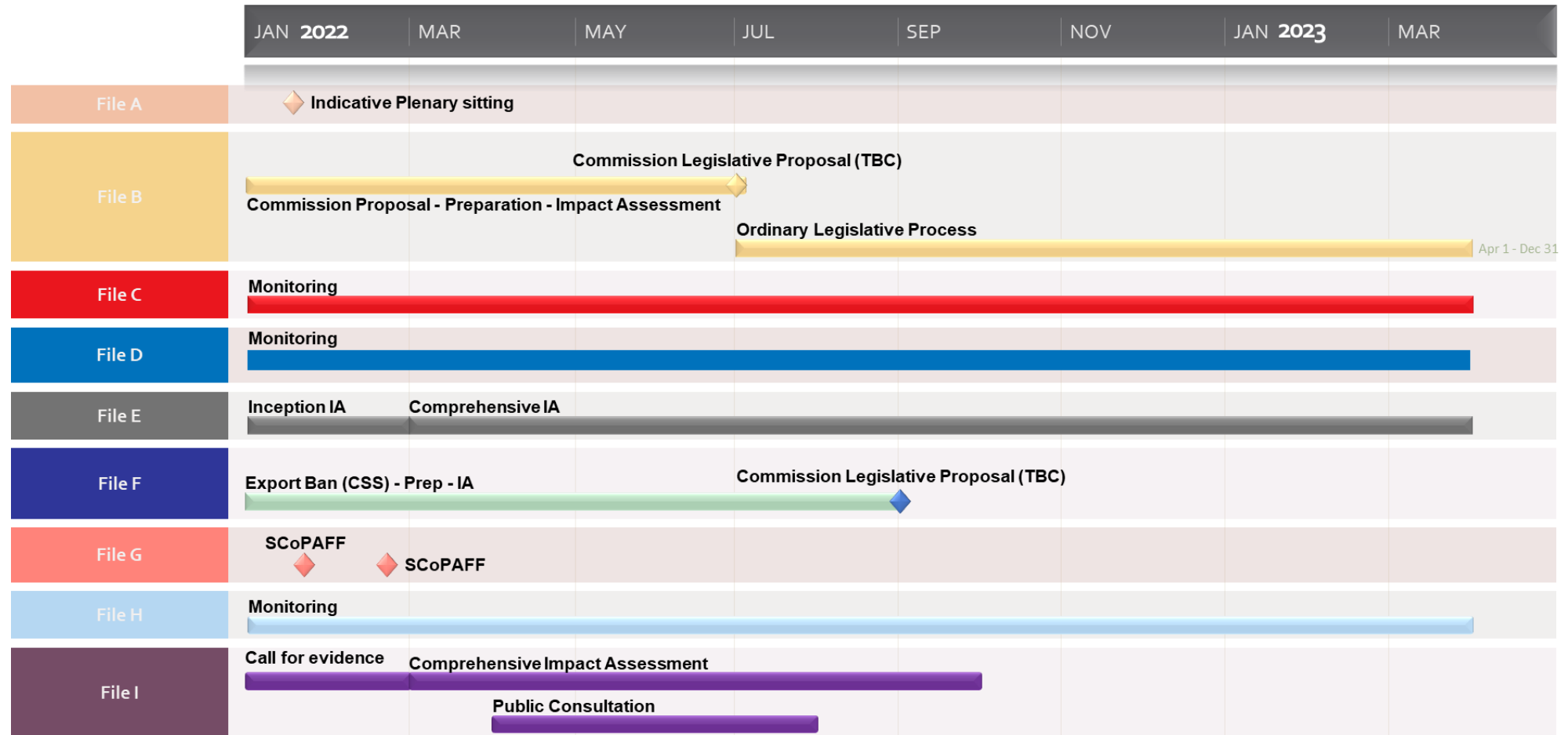
TIMELINE A



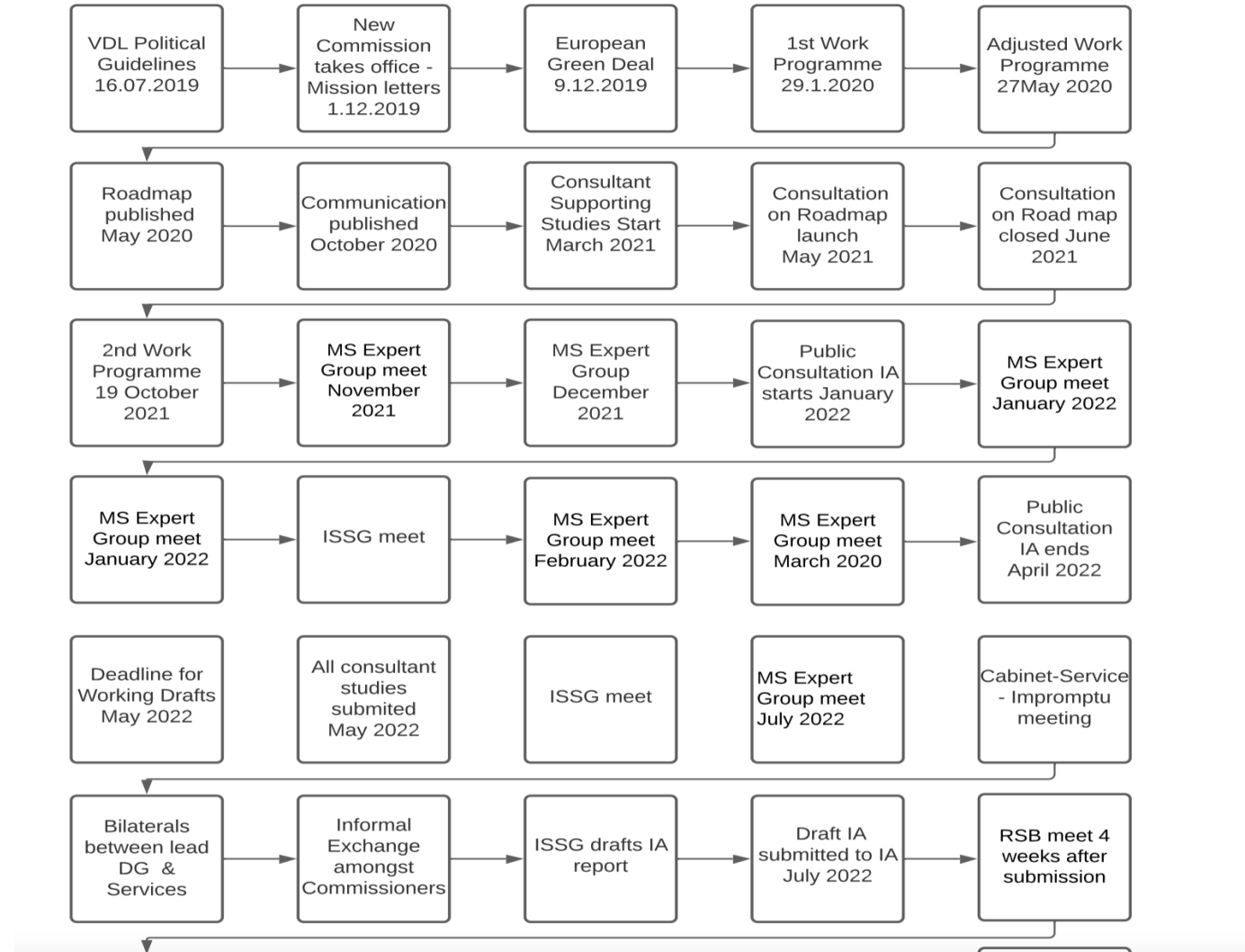
TIMELINE B



TIMELINE C



TIMELINE D



OBJECTIVES & KPIs

Defining Objectives



SMART – Clear – Realistic – Link to organisation

How do you currently determine your advocacy objectives?

Do you focus on outcome or process?

Can you share 1-2 of your objectives?

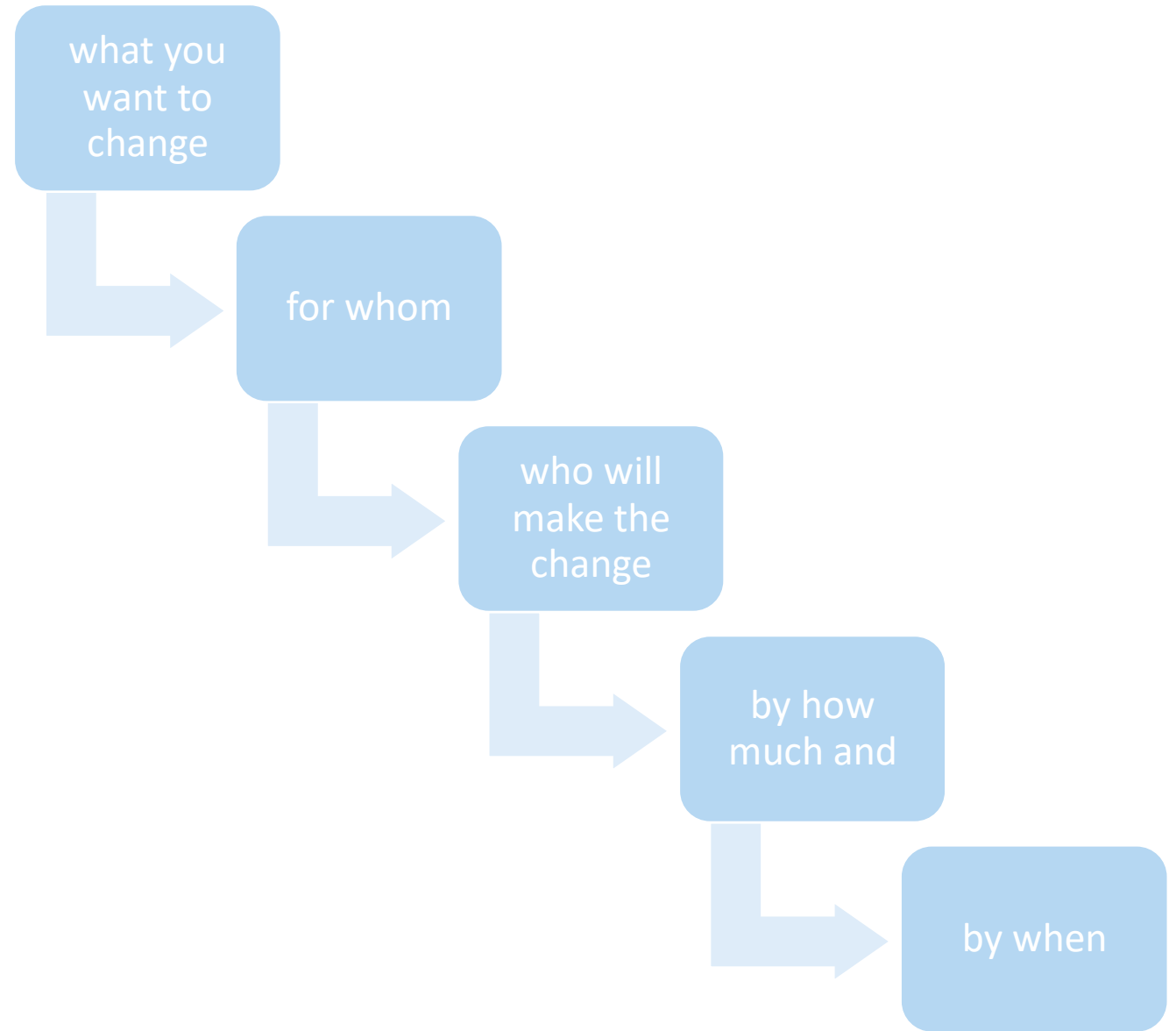


Have
a
Break

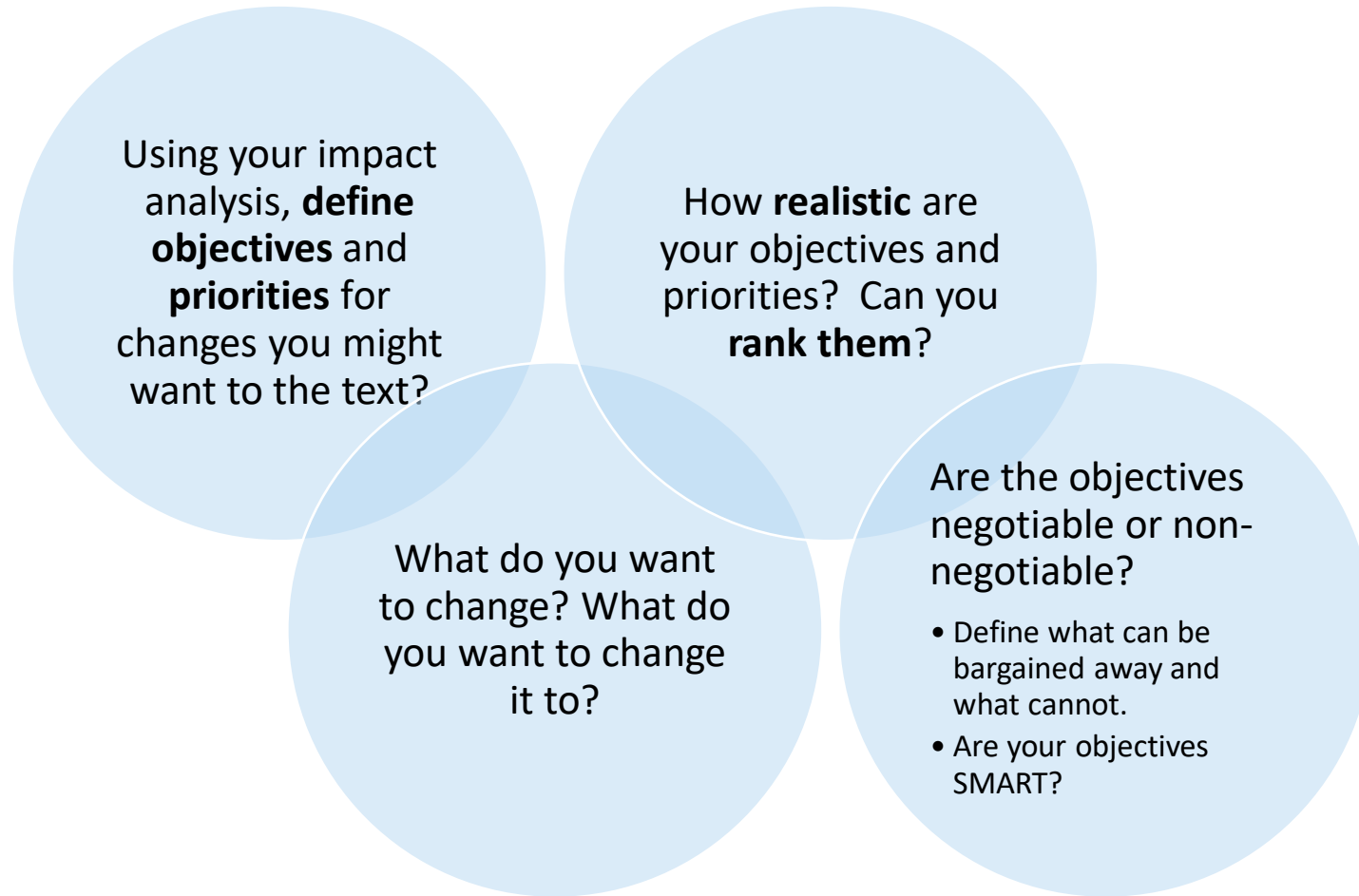
Strategic & Specific

An advocacy objective aims to change the policies, programmes or positions of decision-makers (at any level).

Your advocacy objective is determined by:



Defining Objectives



S, M, A, R, T Objectives (with variations)

1. Specific (Stretching)

Is description
clear and
detailed?

It is stretching
but
achievable?

2. Measurable

Does it say
what success/
progress looks
like?

Does it say how
success will be
measured?

3. Achievable (Agreed / Attainable)

Is it realistically
achievable, but
not too easy?

Have you
agreed
objective with
manager?

4. Relevant (Results Orientated / Realistic)

Is it relevant to
business goals?

Can it be
achieved?

5. Timebound (Tangible)

Does it have a
completion
date?

Is the deadline
relevant to the
objective?

Setting SMART Objectives

Specific

Change-oriented language and avoid activity-focused language

Avoid Jargon & Rhetoric

Avoid words with multiple meanings

Measurable

Who, What, Where, When, How. Who affected, geographic scope.

Manageable numbers to ensure concept understood.

Achievable

Be clear about your 5Ws and 1 H

Results Orientated

Goals should be achievable in timeframe and with available staff

Include interim outcomes. Steps towards the goal

Time bound

Provide a clear timeframe



Specific Objective Setting

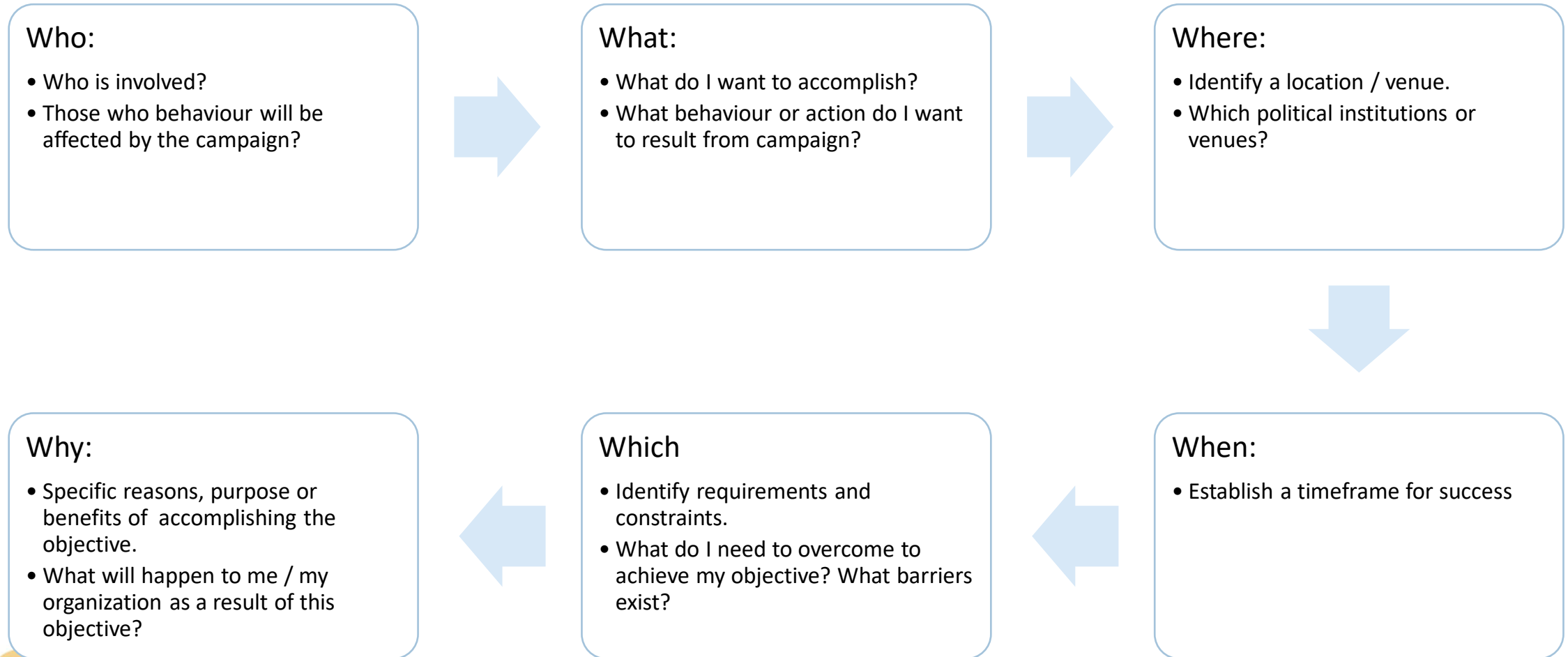
- Describes what you want to accomplish with as much detail as possible
- Vague objectives lessen the possibility of attaining them e.g.:

I want to win a campaign

I want to have a good regulatory environment

I want to improve my reputation

Creating Specific Objectives (6Ws)



Measurable Objective Setting

- Describes objectives in terms that can be clearly evaluated
- No measurement means that task, objective or goal will never be attained e.g.

I want to campaign on the circular economy

I want the European Parliament to set minimum recycling requirements for concrete at 40% for construction products within the revised CPR.

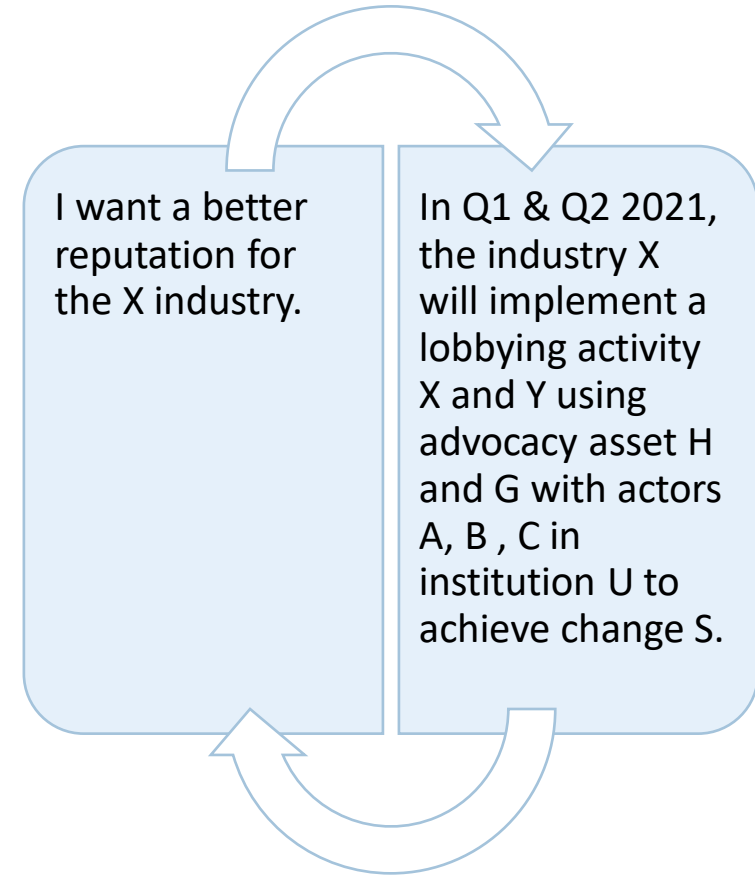
If it can't be expressed in figures, it is not science; it is opinion

Achievable Objective Setting

Identify an objective that focuses on achievable actions.

- Can you deliver within the expected timeframe? Is it too easy?
- Do you have enough financial resources?
- Do you have enough staff / expertise?

Objective must have an achievable action in order to complete it:



Relevant Objective Setting

Do your objectives align with your organization's mission and vision?

Do your objectives align with your organization vision of its future and its long-term objectives?

Does your objective improve your organization in some way?

Extra (Realistic): Objectives and goals must be challenging, but not unrealistic

Creating Relevant Objectives

Questions to determine if your objective is relevant:

Will this objective secure my organization's long-term future?

Why is this objective significant?

It is worthwhile?

Is this the right time?

Does it align with other efforts / needs?

Timebound Objectives



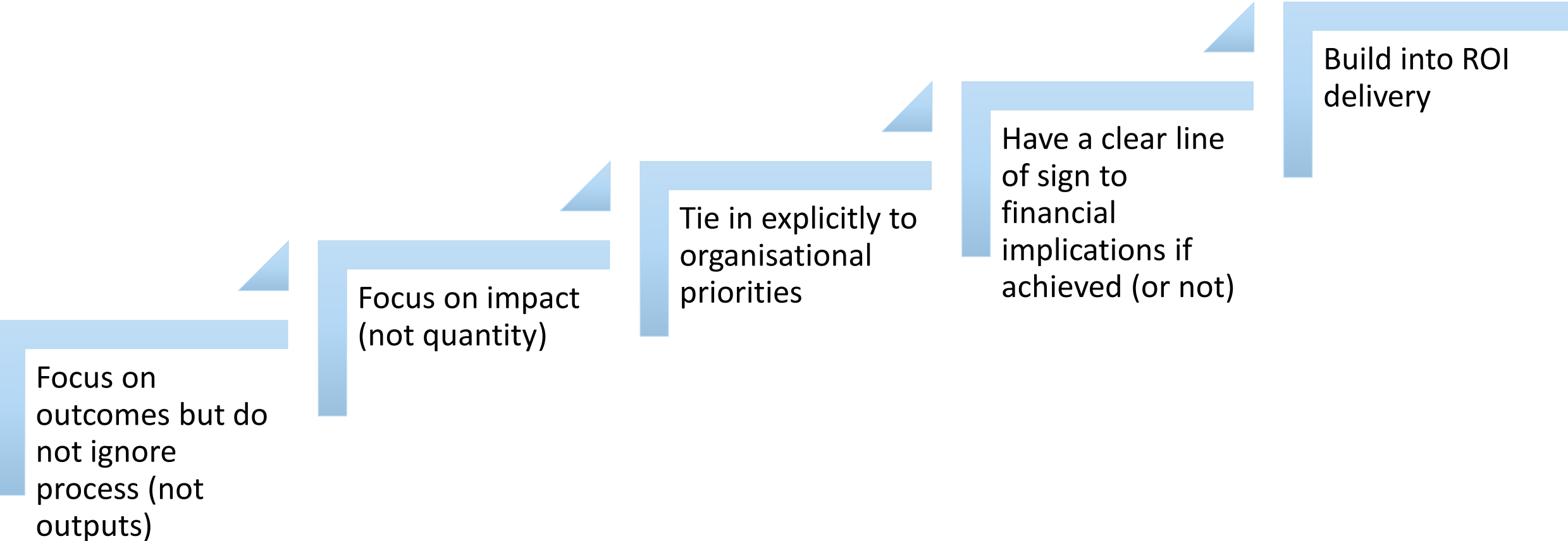
The timber industry will implement a meeting programme...



In Q3 & Q4 2024, the timber industry will implement a meeting programme for the its 25 tier one identified targets

- Identifies objectives that break a longer-term goal into shorter term objectives and clearly specifies a completion date.
- An objective should be grounded within a timeframe. With no time frame tied to it, there is no sense of urgency.
 - When will I achieve this objective?
 - When will the activities be undertaken?
 - When can I expect to see outcomes?
 - How do the activities align with the policy process?

Good Public Affairs Objectives



Focus on outcomes but do not ignore process (not outputs)

Focus on impact (not quantity)


Tie in explicitly to organisational priorities

Have a clear line of sign to financial implications if achieved (or not)

Build into ROI delivery

Example

Original Objective: Build good relations with key new stakeholders in 2024.



SMART Objective: In Q3 2024 identify the 25 key stakeholders for my interests. In Q4 2024 set up meetings with at least 15 of them to understand their positions.

2024 Specific Objectives

- Ensure Issue A is (is not) in Work Programme 2025
 - KPIs on process of doing this
- Identify and Meet top 25 key stakeholders post election on issue(s) X (y)
 - KPIs on identification / meetings / meeting success
- Increase visibility around issue A for incoming MEPs and Commissioners
 - KPIs around level of visibility (baseline being now)
- Others?

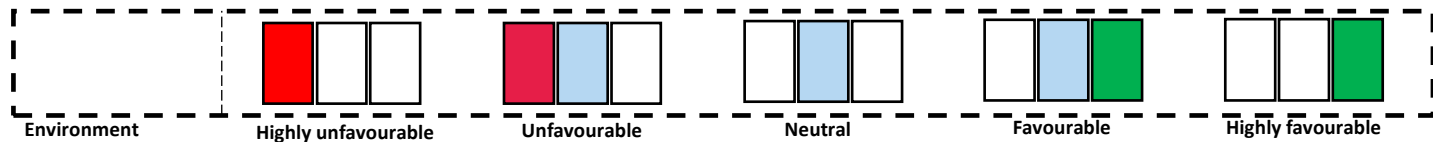
OBJECTIVES & KPIs

Managing Priorities & Objectives in 2024



SMART – Clear – Realistic – Link to organisation

2024 Dashboard



Public Affairs Priorities				Risks-Opportunities: \$XX	
Overall Objective: XXX					
Issue	Sector / Business Unit	Status			\$m Impact
Issue A	AAA				1
Issue B	BBB				2
Issue C	CCC				3
Issue D	DDD				4
Issue A Issue...	EEE				5
	FFF				6
	GGG				7
	HHH				8
	III				9
	JJJ				10
	KKK				11
	LLL				12
	MMM				13

2024 Contribution

\$XXm

2024 FOCUS	✓ EP:	✓ X
	✓ Council:	✓ X
	✓ Commission:	✓ X
	✓ Work Programme 2025	✓ X
	✓ X	✓ X
		Total: \$XX

Dashboard Template

[illegible]

Executive Summary – Template

- 1. **Total PA Risks under management:** identified year by year and total
- 2. **Total PA Opportunities:** identified year by year and total
- 3. **2021 Focus:** Risks XX Opportunities YY
- 4. **2022 Focus:** Risks XX Opportunities YY
- 5. **Longer-term 2022+:** Commercial Risks =
- 6. **XX** is the biggest issue to manage across our footprint; **YY** is the country most at risk / with the most opportunity ... highlight key themes and any major items

Public Affairs Opportunities and Risks



		Total	Europe	RoW	US
2021	Total Risks	-£615m	-£305m	-£310m	-
	Total Opportunities	£120m	£60m	£60m	-
2022	Total Risks	-£214m	-£0.5	-£113m	-£100m
	Total Opportunities	£19m	£0.5m	£4m	£14m
2023+	Total Risks	-£540m	-£25m	-£15m	-£500m
	Total Opportunities	-	-	-	-

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

**Framework for
how to think about
2024 Strategy**

**Tools to help you
structure the work**

**Visuals to bring
2024 Strategy to
life**

**Timelines to
structure priorities
in time**

**Objectives and
KPIs to deliver
priorities**

**2024 is a key year –
you can prepare
for success!**