



Public Affairs Council

# Selling the Value of Your EU Public Affairs Work and Function

18<sup>th</sup> April 2024, Brussels-Online

Dr Alan Hardacre



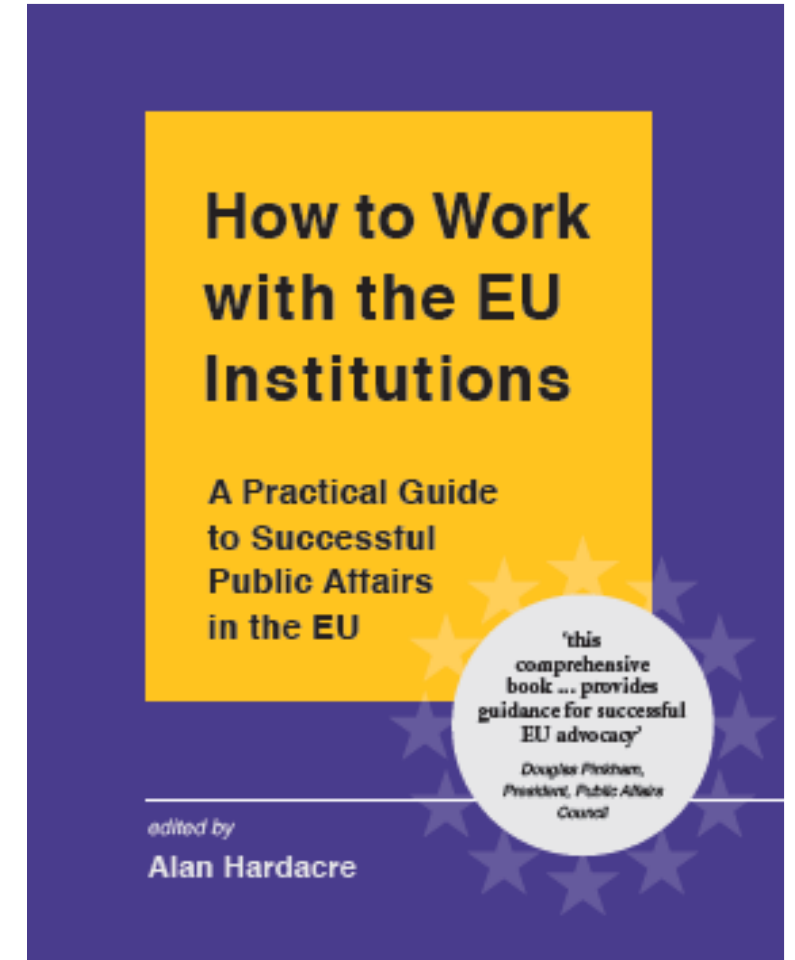
ADVOCACY  
STRATEGY

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

# Dr Alan Hardacre



- Co-founder of [www.Advocacy-Academy.com](http://www.Advocacy-Academy.com) / [www.AdvocacyStrategy.com](http://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

*February 8<sup>th</sup>*

## **Delivering a Successful PA Strategy in 2024**

Topics: Priorities, EU Change, setting objectives and structured plan

*April 18<sup>th</sup>*

## **Selling the Value of your EU Public Affairs Work & Function**

Topics: Measuring Impact, Internal Plans, Visibility, Education

*September 19<sup>th</sup>*

## **Mapping and Engaging with your New EU Stakeholders**

Topics: Stakeholder mapping & engagement

*November 14<sup>th</sup>*

## **Strategic Planning for Public Affairs – Key Steps for 2025**

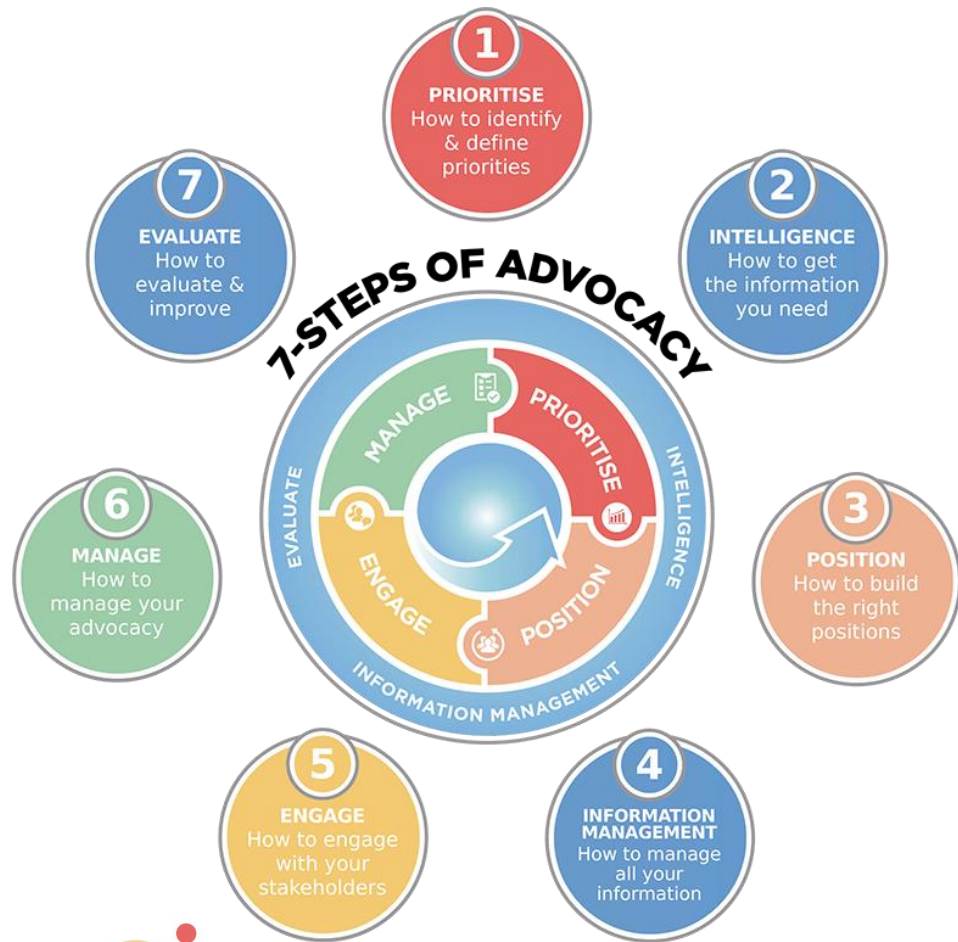
Topics: Measuring impact, evaluation and ROI, strategic planning



**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

How you sell this work is just as important as the work itself...

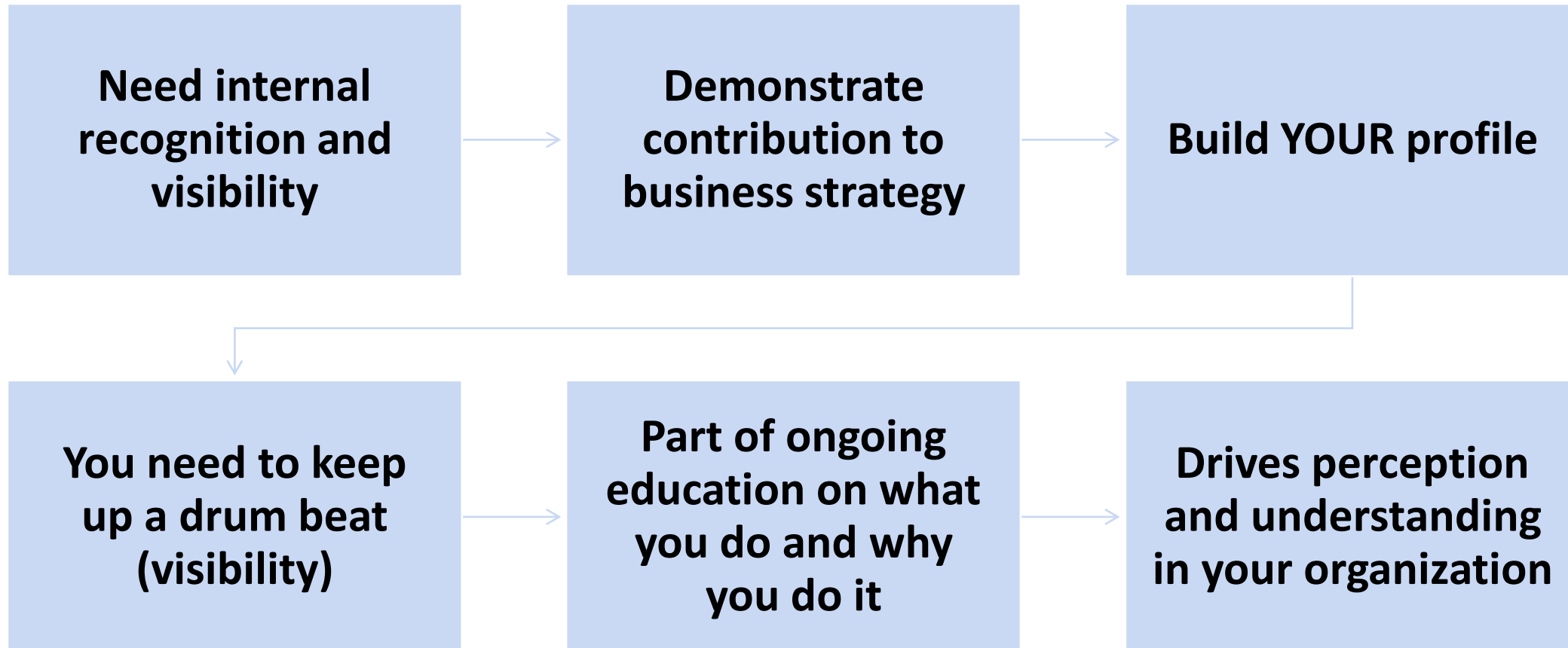
# Tour de Table

*What are your expectations for the programme and today?*

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

**What challenges do you face?**

# Why Communicate your Public Affairs Work?



# What we are going to do today...

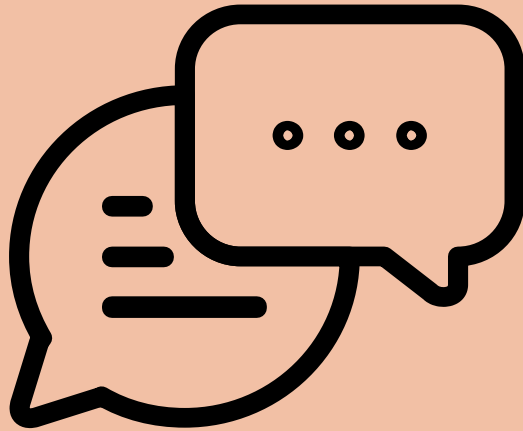
## 1. Communicate Value

### **Review ways to communicate value:**

- Why communicate value
- When to communicate value
- What value to communicate
- How to do it
- Dashboards
- Updates / Other
- Metrics / Evidence
  
- All with the challenge of 2024 in the EU....



# 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

# 3 Foundations to Communication Success



**Indicators (KPI); Baselines;  
Metrics**



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



**Evidence / Data / Supporting  
Information**



# 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.

# Time to reflect on communication

- ▶ 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 / others to gather data
- ▶ 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 / your associations / your consultants ...

# Most Common Measurement Methods for Public Affairs

# External Stakeholder Perception



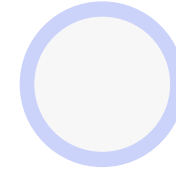
## **How to Use It:**

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:**

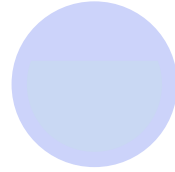
Data is useful for benchmarking perceptions about the company's influence and reputation with specific audiences.

# Legislative Wins/Losses



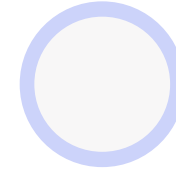
## **How to Use It:**

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.

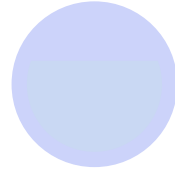


# Costs Avoided/Reduced



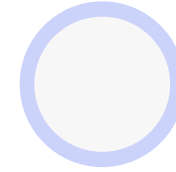
## **How to Use It:**

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



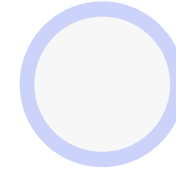
## **How to Use It:**

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:**

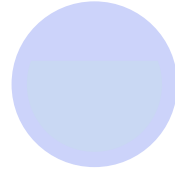
Public affairs teams that work globally or in support of government sales often have opportunities to create revenue.

# Return on Investment



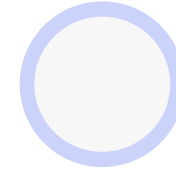
## How to Use It:

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

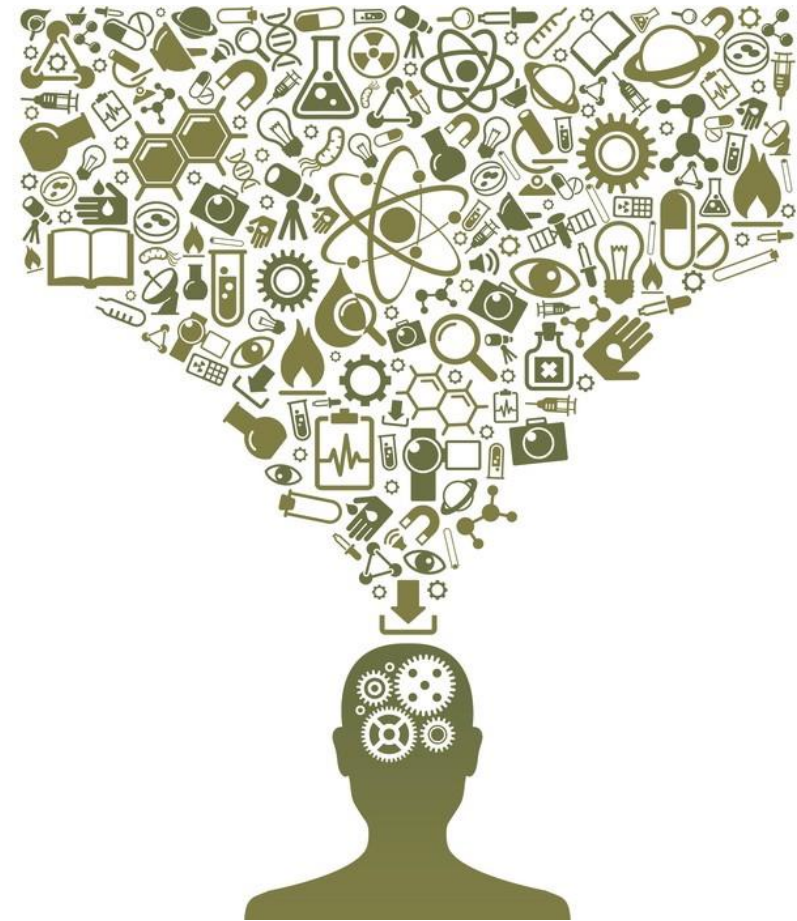
1 = exceeds expectations

2 = meets expectations

3 = did not meet expectations

# 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'

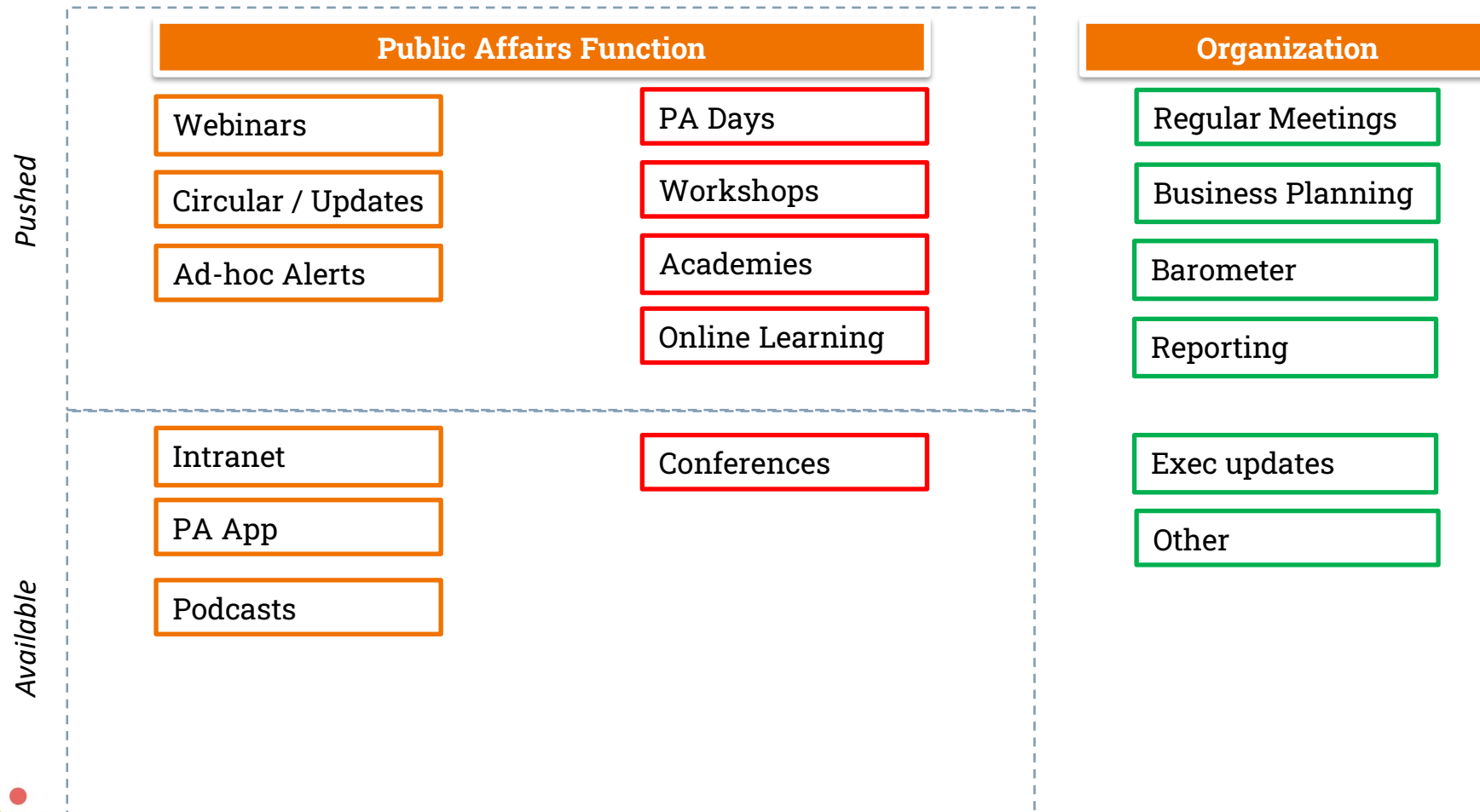


# Communicating to Educate



- 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

# 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  
x/xx

CHINA  
x/xx

CIS  
x/xx

EU  
x/xx

LA  
x/xx

META  
x/xx

NA  
x/xx

**EXTL STAKEHOLDER APPROVAL**

**x%**  
(2013 = x%)

H&W  
x/xx

QFS  
x/xx%

Sustain.  
x/xx%

**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  
\$xM

Q2  
\$xM

Q3  
\$xM

Q4  
\$xM

>x% FAA - xxM INCENTIVES (x%)

APAC \$xxM  
\$xxM

China \$xxM  
\$xxM

CIS \$xxM  
\$xxM

EU \$xxM  
\$xxK

LA \$xxM  
\$xxM

META \$xxK  
\$xxK

NA \$xxM  
\$xxM

**ADVOCACY PRIORITIES**

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



**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<sup>th</sup>

FT PAT  
x.xx (xx) xx<sup>th</sup>

Engagement PALT  
x.xx (xx) xx<sup>th</sup>

FT PALT  
x.xx (xx) xx<sup>th</sup>

**STRATEGIC ROLE IN TIER 1 TRADE ASSOCIATIONS**

APAC

CHINA

CIS

EU

LA

META

NA

**xx / xx Mars U PA Training**

APAC  
xx

China  
xx

CIS  
xx

EU  
xx

LA  
xx

META  
xx

NA  
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)

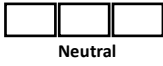
**CLIENT APPROVAL RATING**  
xx → xx (xx%)  
x.xx → x.xx

**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

Environment



Issues			Risks-Opportunities: £XX	
Country	Issues	Status	\$m Impact	
 Netherlands	A	<div><div></div><div></div><div></div></div>	£XX	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
 UK	A	<div><div></div><div></div><div></div></div>	TBC	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
		<div><div></div><div></div><div></div></div>		
 France	B	<div><div></div><div></div><div></div></div>	£XX £XX	
	C	<div><div></div><div></div><div></div></div>		
 Belgium	A	<div><div></div><div></div><div></div></div>	£XX	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
		<div><div></div><div></div><div></div></div>		
 Norway	A	<div><div></div><div></div><div></div></div>	£XX	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
		<div><div></div><div></div><div></div></div>		
 Finland	A	<div><div></div><div></div><div></div></div>	£XX £XX	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
 Sweden	A	<div><div></div><div></div><div></div></div>	£XX	
	B	<div><div></div><div></div><div></div></div>		
	C	<div><div></div><div></div><div></div></div>		
 Denmark	A	<div><div></div><div></div><div></div></div>	£XX	
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OVERALL Contribution (March 2024)

£45.1m

Issues

Key Wins

Financial Contribution (What)

Future Foundations (How)

✓ **XX**: Delayed XX( £8m)

✓ **XX**: Tax ended (£6m)

✓ **XX**: Ban removed (£1.1m)

✓ X

✓ X

✓ Political outreach across spectrum in XX building for future

✓ New Trade Association created in XX country

✓ New key relationships built in XX country

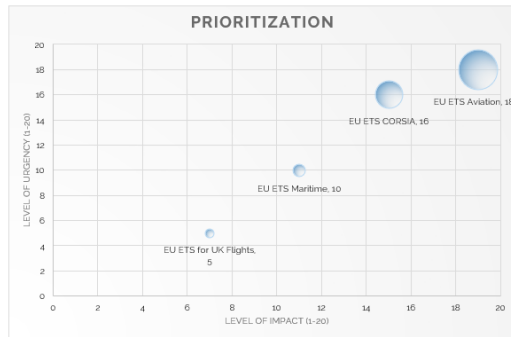
✓ X

✓ X

ADVOCACY STRATEGY

# Dashboards

## Overview



CSS

for action

EU ETS

for information

ETS UK

on track

CORSIA

on track

Count of Priority 1: Inclusion of position A

Priority 1: Inclusion of position A



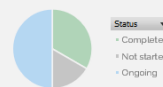
Count of Priority 1: Inclusion of position A

Priority 1: Inclusion of position A



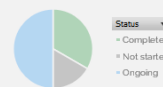
Count of Priority 1: Inclusion of position A

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



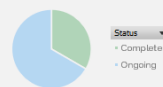
Count of Priority 2: Deletion of wording B

Priority 2: Deletion of wording B



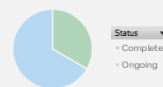
Count of Priority 2: Deletion of wording B

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



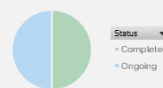
Count of Priority 3: Rewording of XX to YY

Priority 3: Rewording of XX to YY



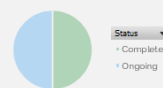
Count of Priority 3: Rewording of XX to YY

Priority 3: Rewording of XX to YY



Count of Priority 3: Rewording of XX to YY

Priority 3: Rewording of XX to YY



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AdvocacyStrategy.com

# 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**

Communication internally is an essential part of successful advocacy. It is the mechanism by which you build your internal presence.

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

Communication 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).