



# Public Affairs in the European Union

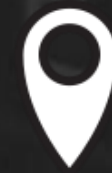
## *Strategy, Tactics & Tools*

May 29, 2024



# TODAY'S AGENDA

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**The Brussels Public Affairs “arena”**



**Implementation process – Setting yourself up for success**



**The 3 key areas of success:**

- **Defining priorities, key issues & objectives**
- **Mapping & engaging with stakeholders**
- **Measuring & communicating value internally**

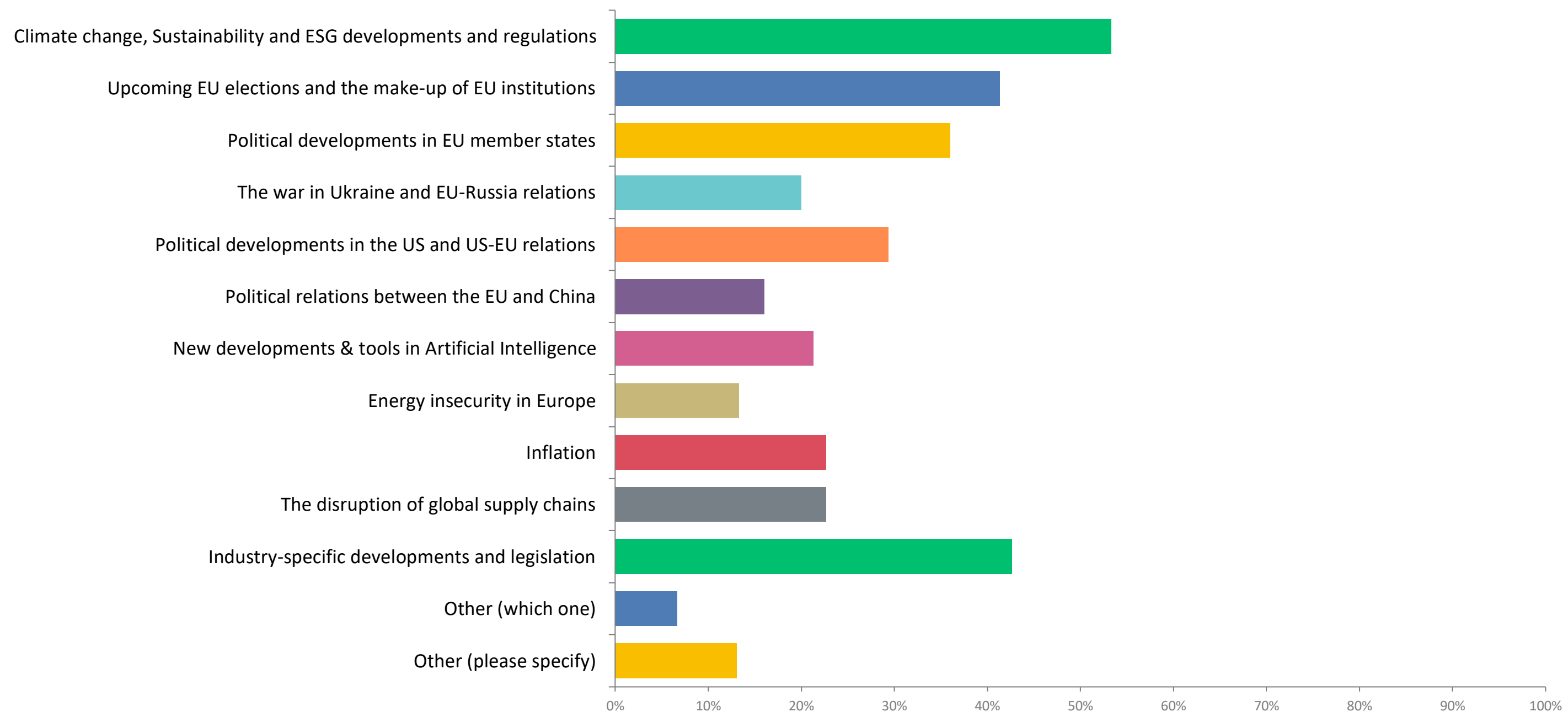


**Adjourn**

# *Defining context & concepts*

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# DEFINING THE CONTEXT – WHAT WORRIES PA LEADERS?



Source: Public Affairs Council, "Trends in European Public Affairs Survey 2023"

# PERCEPTIONS OF LOBBYING

From the following list, what would you say are the positive aspects of lobbying?

	All	AT	CZ	DE	DK	FI	FR	GR	HU	IT	NL	NO	PL	SE	ES	UK	EU
Raising the local & national importance of an issue	50	50	60	74	23	60	53	37	30	70	67	26	50	55	35	72	44
A constructive part of the decision-making process	48	63	50	48	32	40	53	53	67	67	53	61	3	45	45	38	52
Sharing expertise	47	50	50	61	39	63	40	17	30	43	50	61	63	52	48	22	60
Translating technical & scientific information into relevant information	40	50	30	48	29	60	40	53	20	30	17	39	37	39	29	44	58
Providing the right information at the right time	39	75	43	65	26	50	7	33	23	40	47	35	43	26	32	41	38
Other (Please specify)	8	6	7	10	23	3	7	0	3	13	10	10	3	10	16	6	2

Source: BCW, survey on public affairs perceptions, 2013

# PERCEPTIONS OF LOBBYING

From the following list, what would you say are the negative aspects of lobbying?

	All	AT	CZ	DE	DK	FI	FR	GR	HU	IT	NL	NO	PL	SE	ES	UK	EU
Interest not clearly outlined/lack of transparency	57	50	53	65	39	80	43	37	60	60	67	58	90	65	52	50	48
Not providing neutral information	55	44	73	65	68	47	60	53	30	60	57	58	37	55	45	56	67
An undue influence of the democratic process	23	28	20	58	16	30	30	23	10	20	13	3	10	13	39	41	12
Too many contacts/an annoyance	23	25	37	10	29	30	33	13	10	10	17	26	13	23	13	28	37
Reserved for the elite	20	28	7	23	16	17	20	17	37	27	7	23	10	29	32	22	12
Other (Please specify)	8	13	13	6	6	3	3	7	3	20	10	10	0	16	10	3	4

Source: BCW, survey on public affairs perceptions, 2013



# PERCEPTIONS OF LOBBYING

Which of the following factors influence your decision to speak to a lobbyist?

	All	AT	CZ	DE	DK	FI	FR	GR	HU	IT	NL	NO	PL	SE	ES	UK	EU
If the lobbyist is transparent about whom he represents	64	75	57	74	71	73	37	83	43	70	57	77	70	71	26	63	69
If the topic is in my field of expertise	59	69	53	71	68	53	47	53	37	63	53	48	53	74	32	84	73
If the topic is of interest to me	54	50	70	55	29	77	50	23	30	67	70	68	23	65	42	59	71
If the lobbyist is well prepared	40	56	20	71	48	47	23	17	17	47	40	45	50	48	10	47	50
If I know the lobbyist	32	50	23	29	48	57	27	50	0	30	30	39	7	23	13	44	35
I have an obligation to speak to anyone calling me	21	9	30	13	39	17	20	10	23	60	3	29	3	16	42	16	12
If the lobbyist or his organisation is listed in a public register of lobbyists	19	9	10	29	16	17	10	30	20	50	17	3	20	6	6	19	29
I never speak to lobbyists	2	0	0	3	0	3	0	0	3	3	7	0	3	0	0	0	2
Other (please specify)	6	6	10	6	3	0	3	0	7	13	7	10	3	10	3	9	2

Source: BCW, survey on public affairs perceptions, 2013



# Implementation processes – setting yourself up for success

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# Internal procedures that can make or break your strategy

## Validation

- Who has the authority to validate your strategy?
- Who has the authority to validate your messages?

## Consultation

- Which departments do you need to consult with?
- Who has information that can improve your chances of success?

## Representation

- Who can speak publicly on behalf of the organization (spokesperson/s)?
- Who can publish on social media?

## Influence

- Who can have a negative/positive impact on your strategy?
- Whose support would make your job easier (although not critical)?

# The R.A.C.I. Process

- R** Responsible
- A** Approval/Veto
- C** Consult
- I** Inform

	Person A	Person B	Person C	Person D
Task 1	R	A/C	C	I
Task 2	C	C	R	A
Task 3	I	I	A/C	R
Task 4	C	A	I	R

Source: Stacy Cook, workshop on "Project Management" for the Public Affairs Council, 2023



# **A 3-step approach to setting up a successful public affairs strategy**

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# Your 3 Arenas of Success



**1. Defining Priorities, Key Issues & SMART Objectives**

2. Mapping & Engaging with Stakeholders

3. Measuring & Communicating Value Internally



# Your 3 Arenas of Success



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# Your 3 Arenas of Success

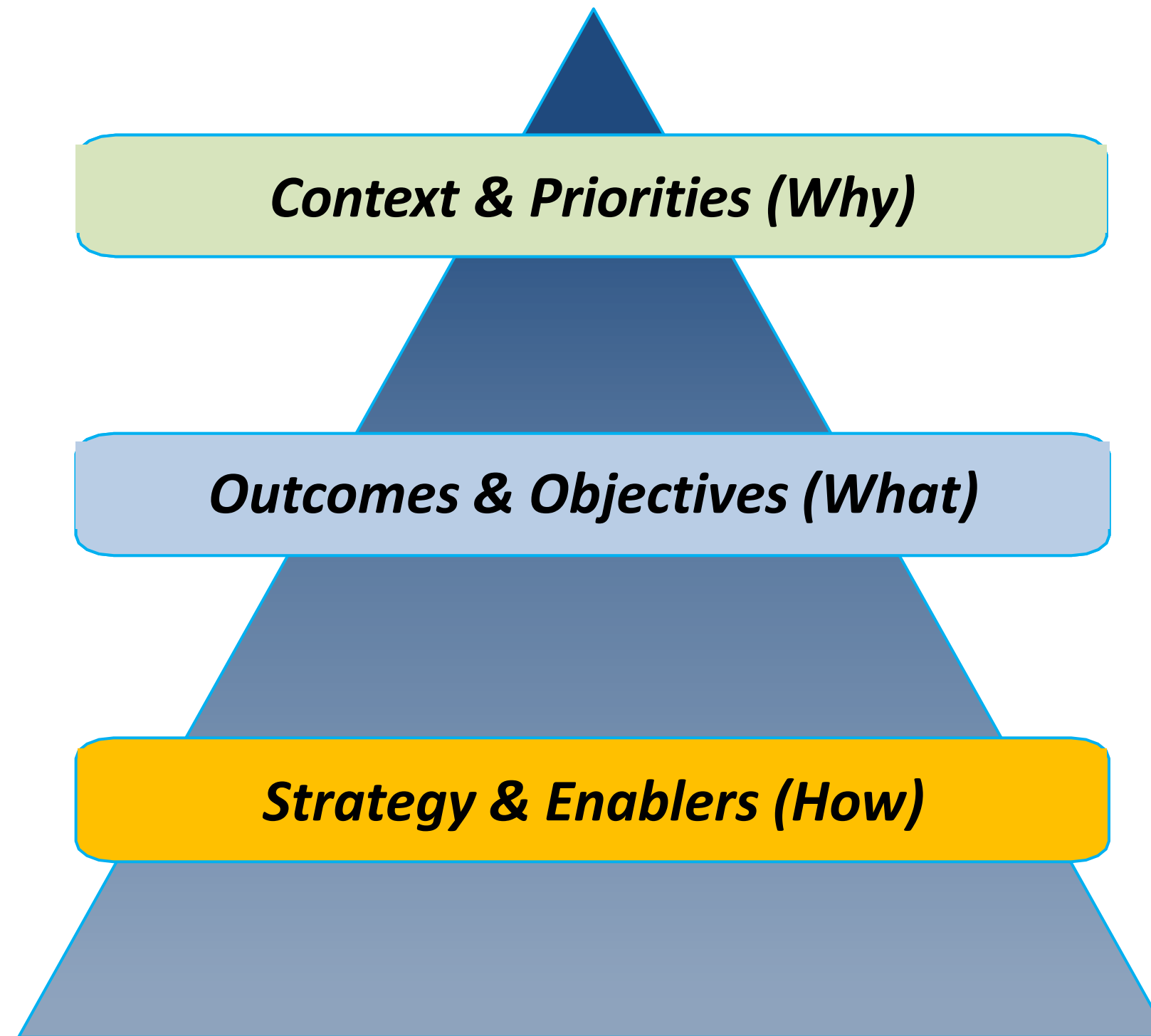
- 1. Defining Priorities, Key Issues & SMART Objectives**
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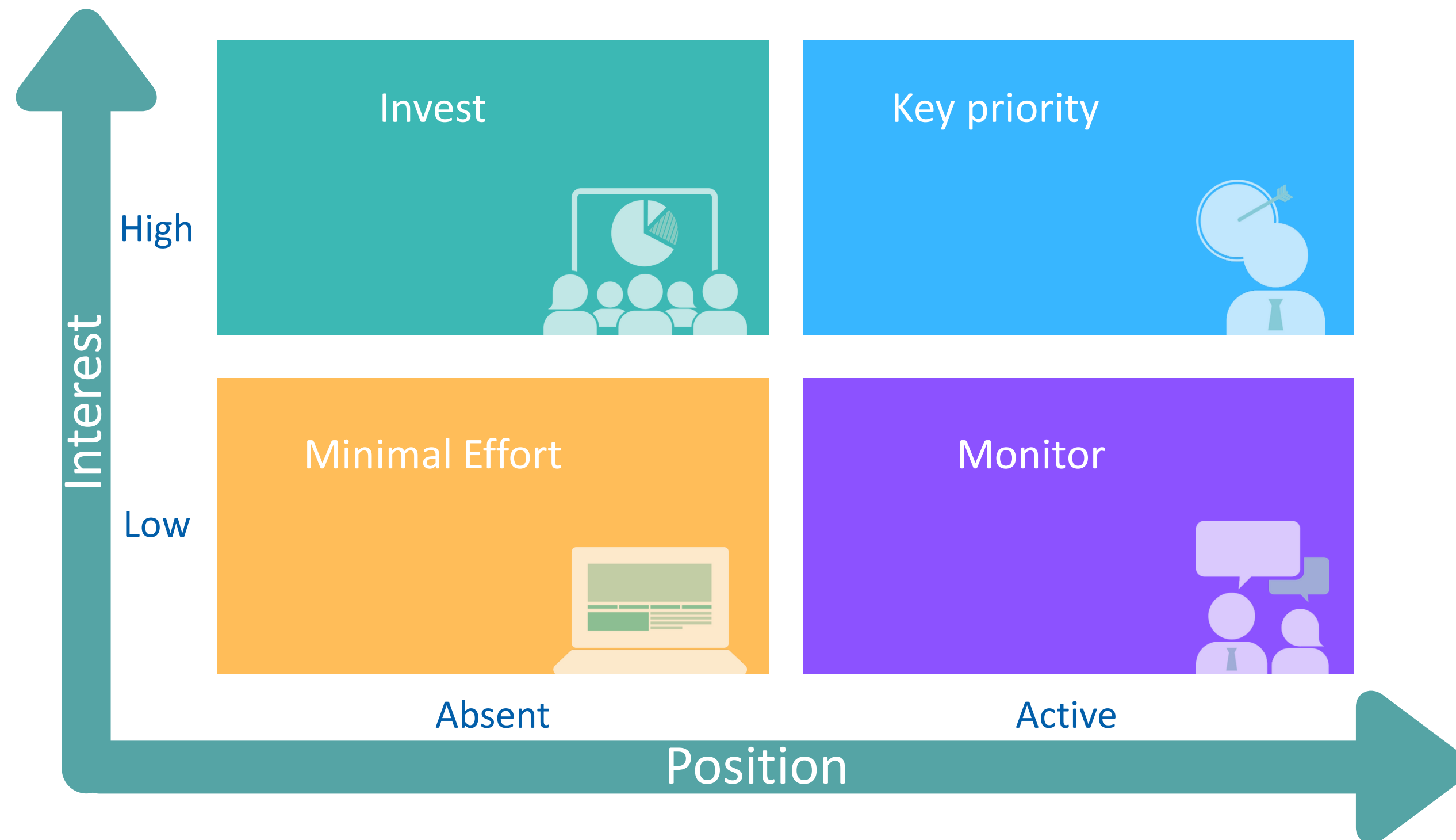
# 1. Defining your priorities, key issues & objectives

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# Why is prioritization so important?



# *How to prioritize – Relevance for your organization*



# Visualizing priority issues



# Defining S.M.A.R.T. objectives – Ask the right questions

## Specific

- Who is involved?  
Whose actions do you want to influence?
- What do you want the ensuing action to be?
- Which are the constraints or limitations on your actions?

## Measurable

- Describes objectives in terms that can be clearly evaluated
- Identify concrete outcomes expressed in figures
- "What can't be measured can't be improved" (nor accomplished)

## Achievable

- Identify an objective that focuses on achievable actions.
- Do you have enough financial resources?
- Do you have enough staff / expertise?

## Relevant

- Do your objectives align with your organization's mission and vision?
- How does it help your organization achieve its broader (business and lobbying) objectives?
- Objectives must be challenging, but not unrealistic

## Timebound

- 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?

## 2. Mapping & Engaging with Stakeholders

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# WHO ARE YOUR STAKEHOLDERS?

## Audiences & stakeholders in the EU

### INTEREST GROUPS

- Trade Unions
- Consumer organizations
- Trade Federations
- Professional Associations
- Companies
- Regional Representations
- Religious groups
- Think tanks
- NGOs
- Consultancies & Law Firms
- Media

### POLITICAL ACTORS

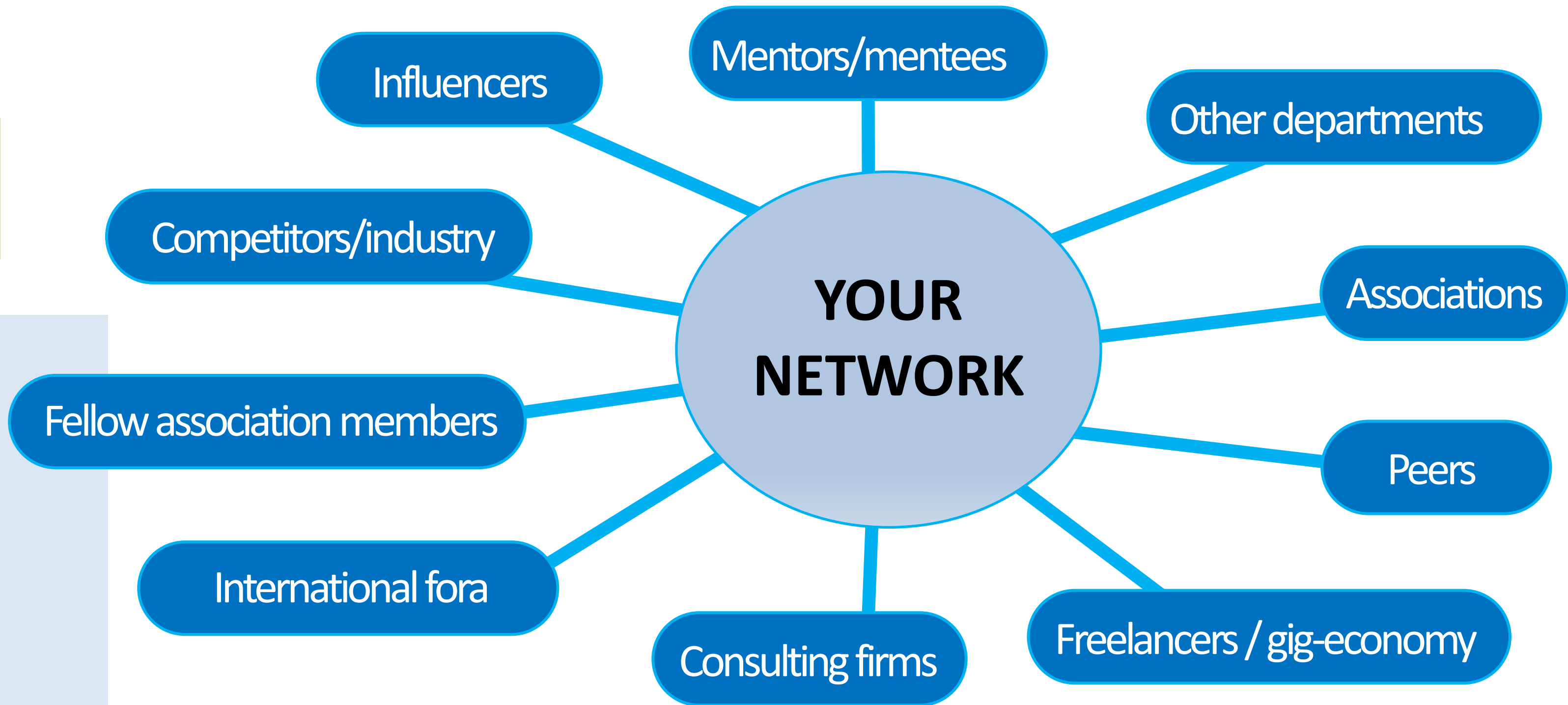
- European Commissioners & Commissioner Cabinets
- National Ministers & Senior Civil Servants
- European Parliamentarians

### TECHNICAL ACTORS

- Secretariats
- Civil servants in DGs
- Permanent representatives & Attaches
- National experts & political advisors
- Legal Services & Translation

*Source: Alan Hardacre "How to Work With the European Union"*

# WHO ARE YOUR GLOBAL ALLIES & MULTIPLIERS?

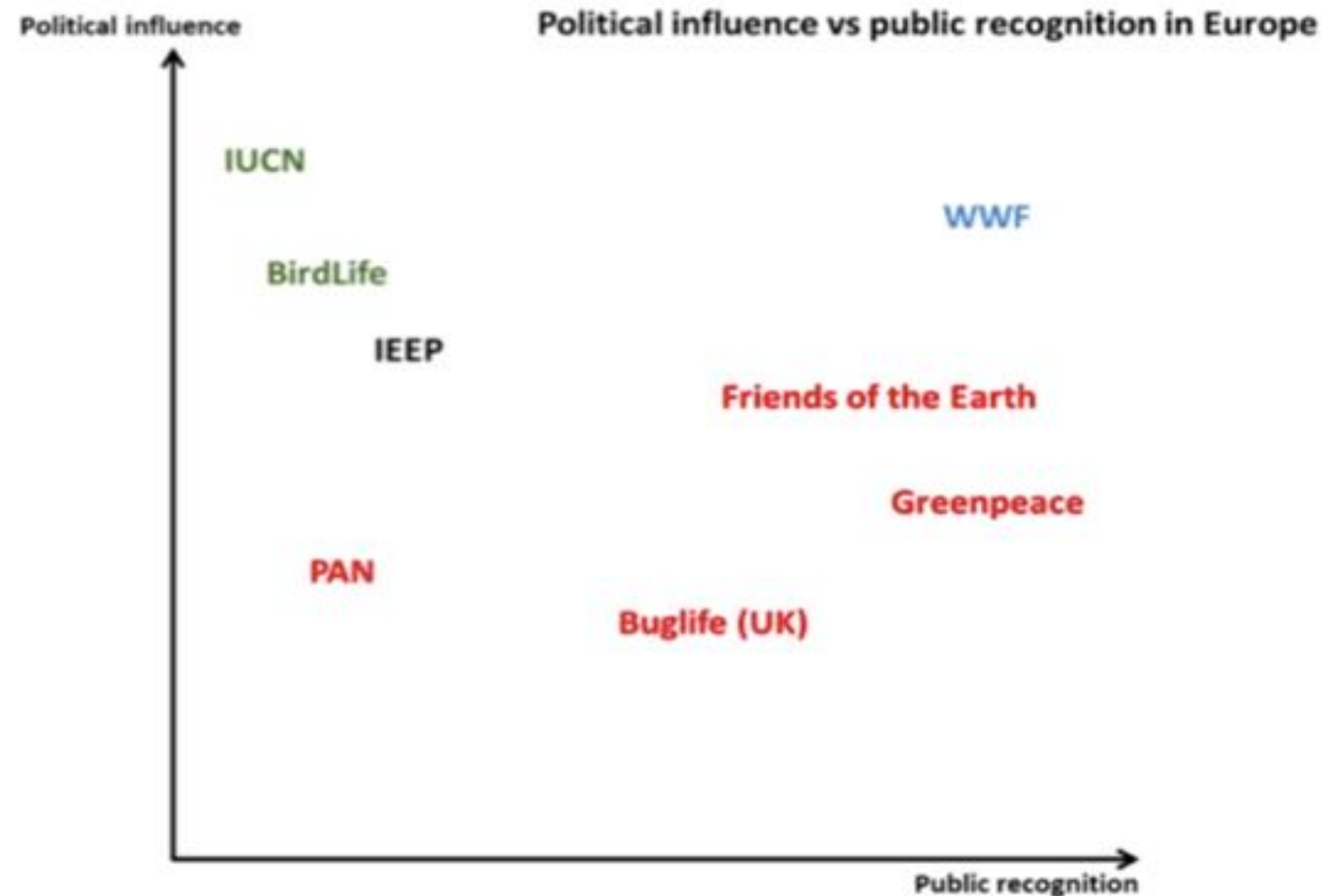


# MAPPING YOUR KEY STAKEHOLDERS

Stakeholder Name	Contact Person <i>Phone, Email, Website, Address</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
<i>EXAMPLE</i> <b>Nurses &amp; Midwives Union</b>		<i>High</i>	<i>High</i>	<i>Maintaining working conditions for nurses</i>	<i>Agree for union members to implement the new reforms</i>	<i>Going on strike</i>	<i>Monthly round-table discussions</i>
<b>Patient Advocacy Group</b>		<i>High</i>	<i>Medium</i>	<i>Maximising quality of care for patients</i>	<i>Communicate with other stakeholders to express their support for reforms</i>	<i>Making complaints about quality of service after the reports</i>	<i>Information and feedback meetings every 6 months</i>
<b>Sunday Times Newspaper</b>		<i>Low</i>	<i>High</i>	<i>Getting a good story</i>	<i>Print stories that support the new reforms</i>	<i>Printing stories that oppose the new reforms</i>	<i>Quarterly press meetings</i>

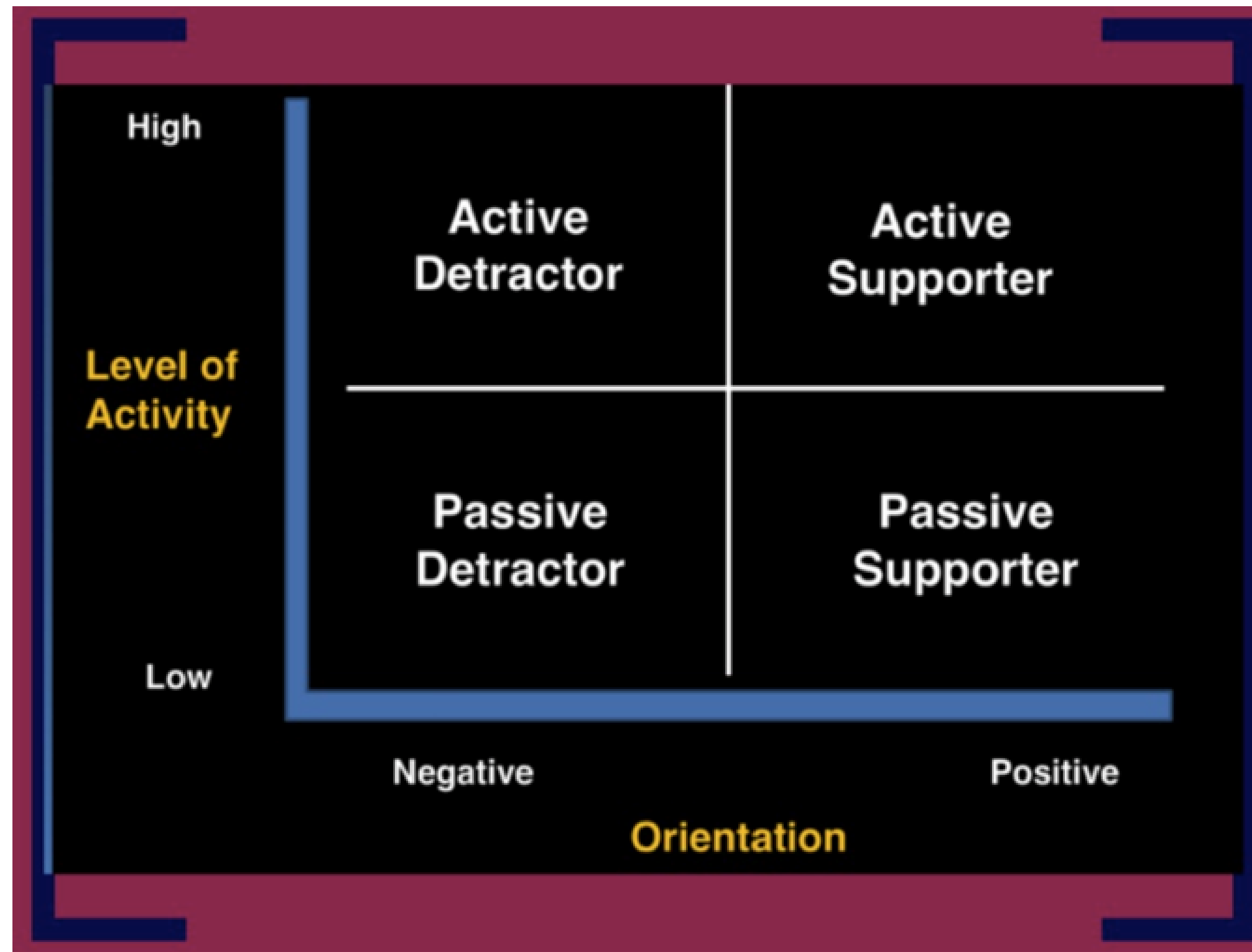
# VISUALIZING YOUR KEY STAKEHOLDERS

## Relative political / public influence



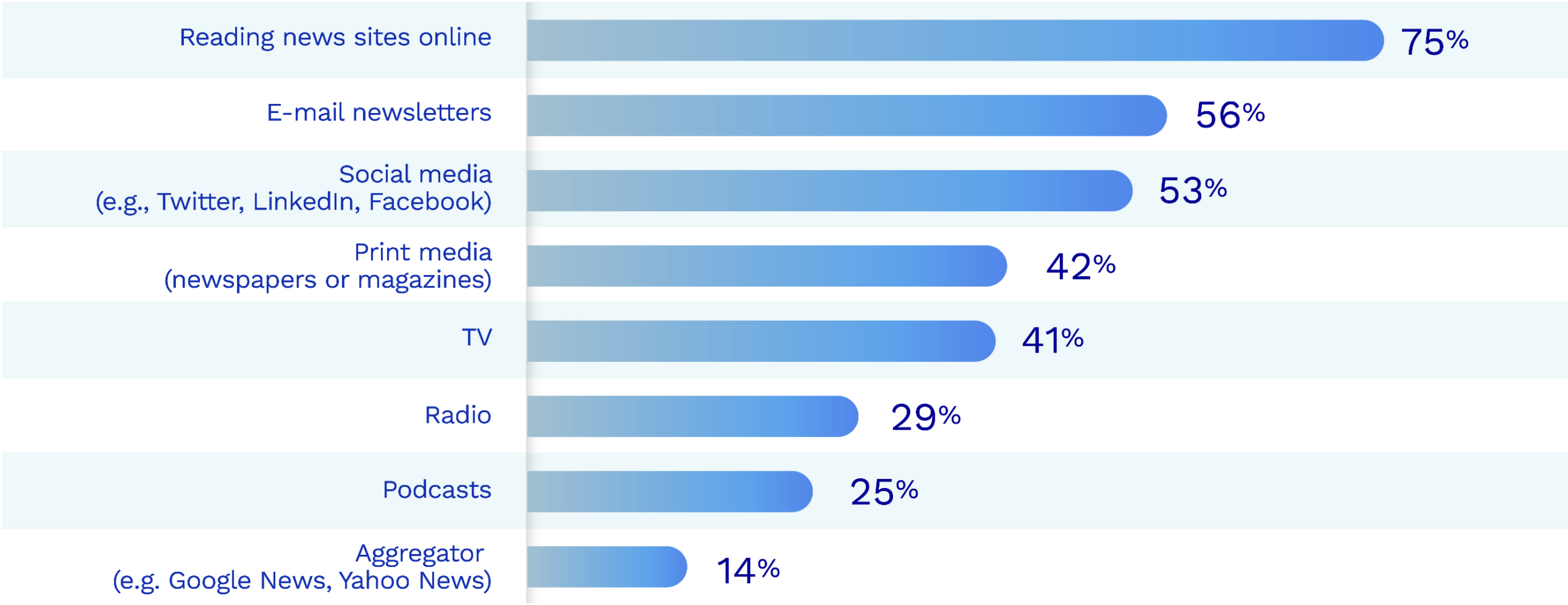
Key: Red=Difficult to engage; Blue=Usually engageable; Green=Known to be engageable on biodiversity issues; Black=Highly engageable.

# VISUALIZING YOUR KEY STAKEHOLDERS



# HOW DO YOUR STAKEHOLDERS CONSUME INFORMATION?

## Accessing EU news and information

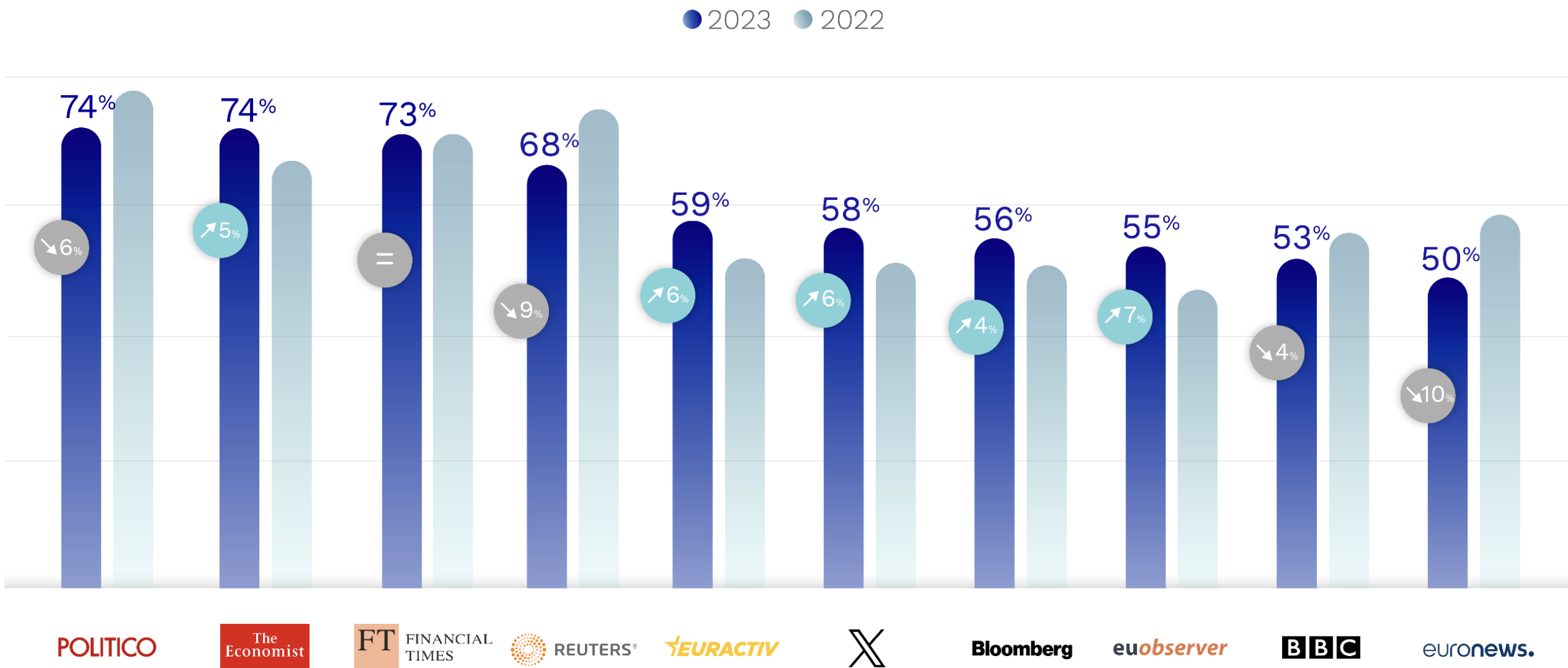


Source: BCW, EU Media Poll, 2023



# Traditional media – Most influential sources in Brussels

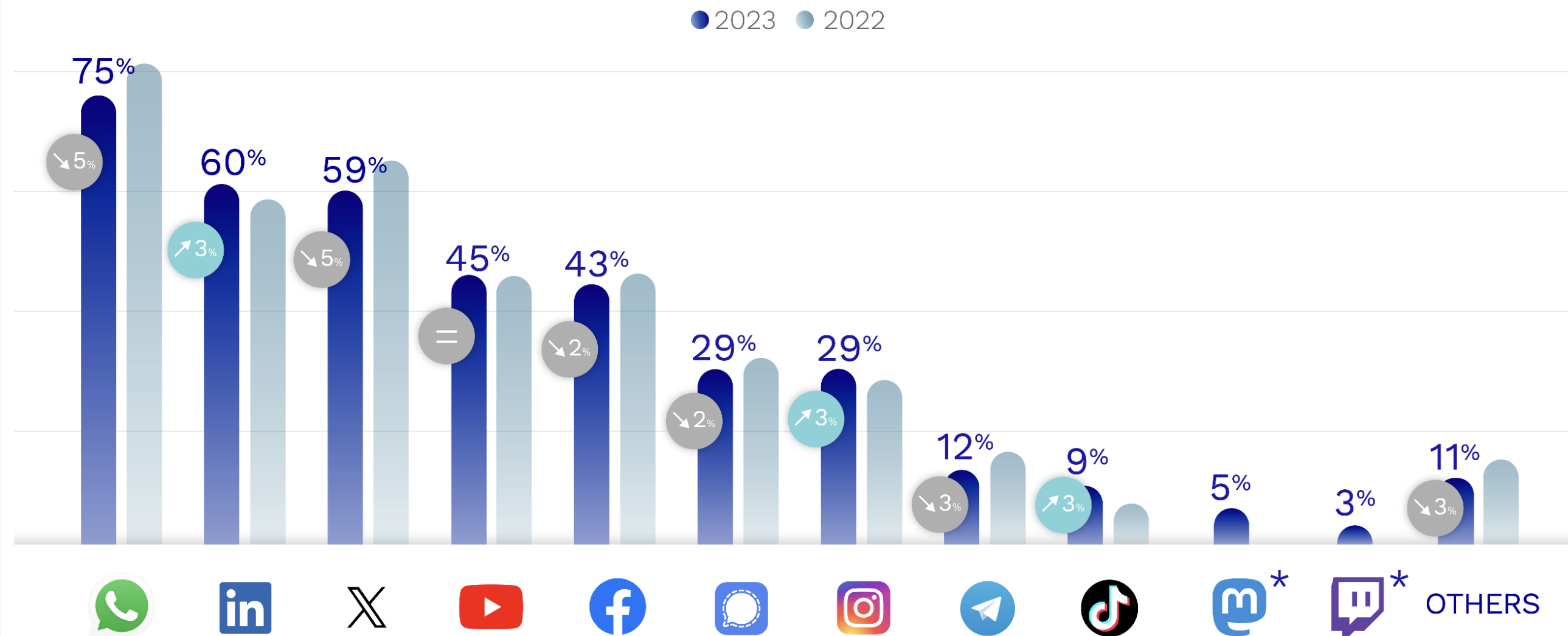
## Most influential news sources (comparison with 2022)



Source: BCW, EU Media Poll, 2023

# SOCIAL MEDIA – WHERE ARE YOUR STAKEHOLDERS?

## Most used social media apps on a weekly basis

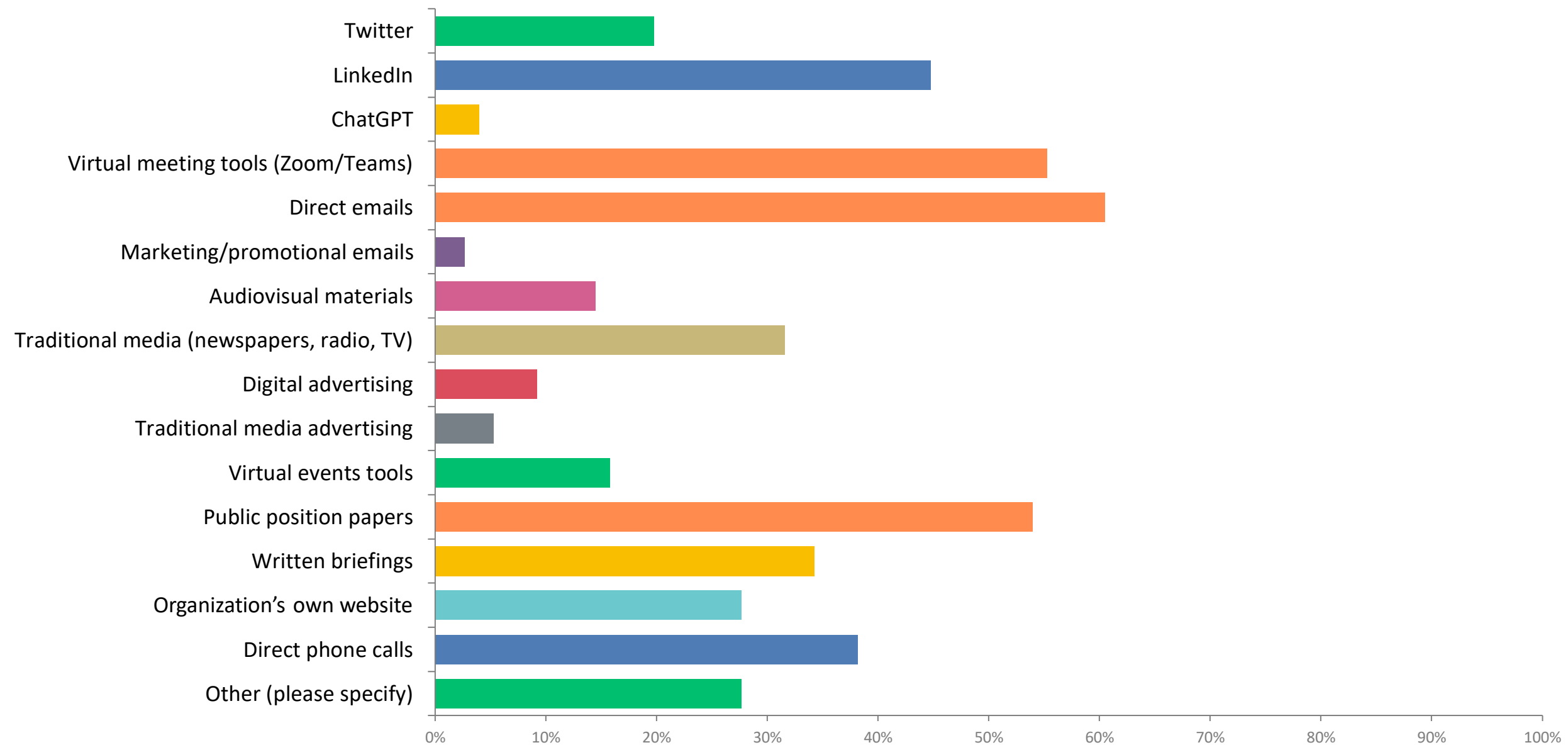


\*new entrants to the poll

Source: BCW, EU Media Poll, 2023

# TOP TOOLS FOR EXTERNAL ENGAGEMENT

Which of the following tools do you consider as the most critical for your organization's successful engagement with external stakeholders?



Source: Public Affairs Council, "Trends in European Public Affairs Survey 2023"

# *S.U.C.C.E.S* MESSAGING

the 6 ingredients

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SIMPLE  
CONCRETE  
EMOTIONAL

UNEXPECTED  
CREDIBLE  
STORIES





SIMPLE







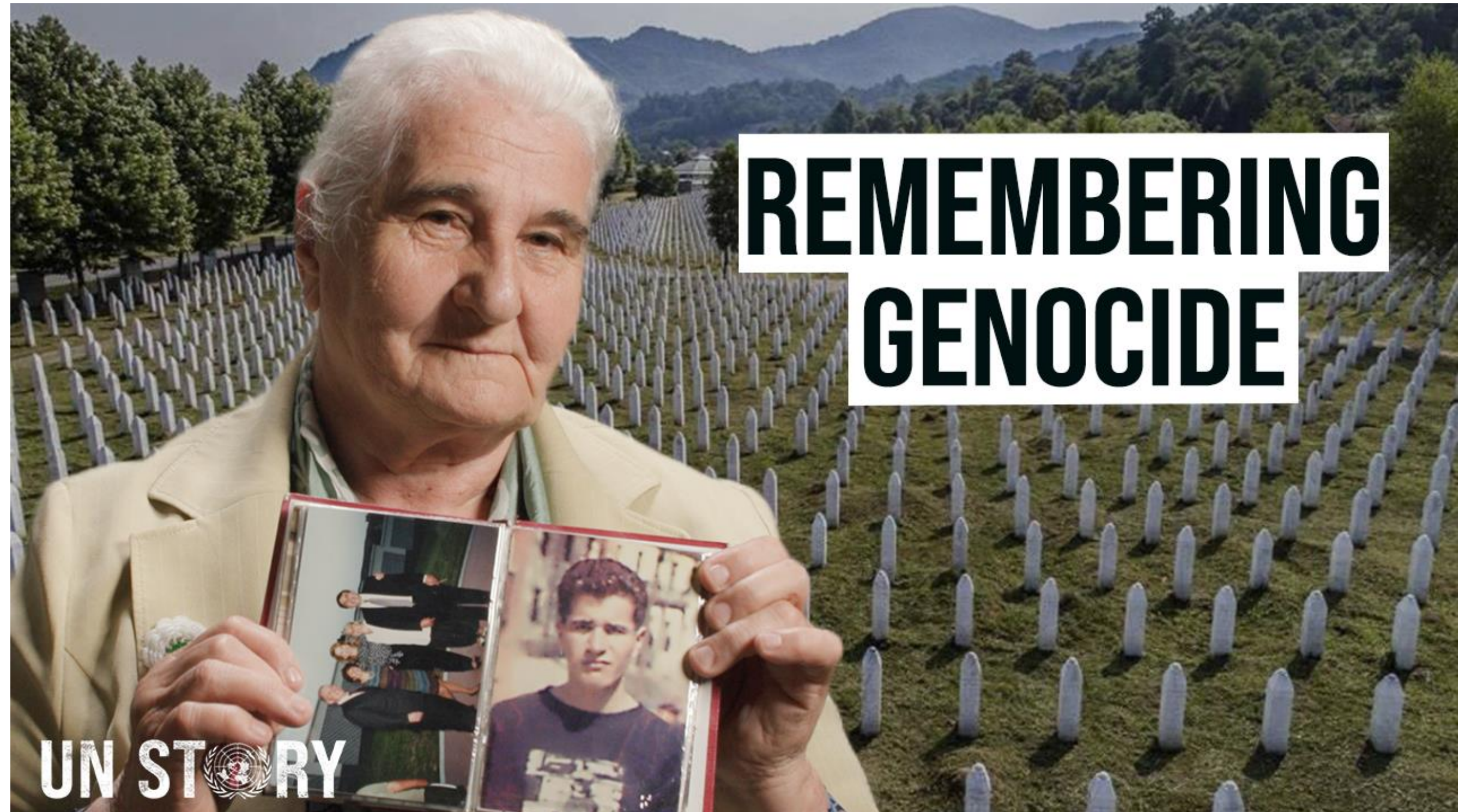


# CONCRETE



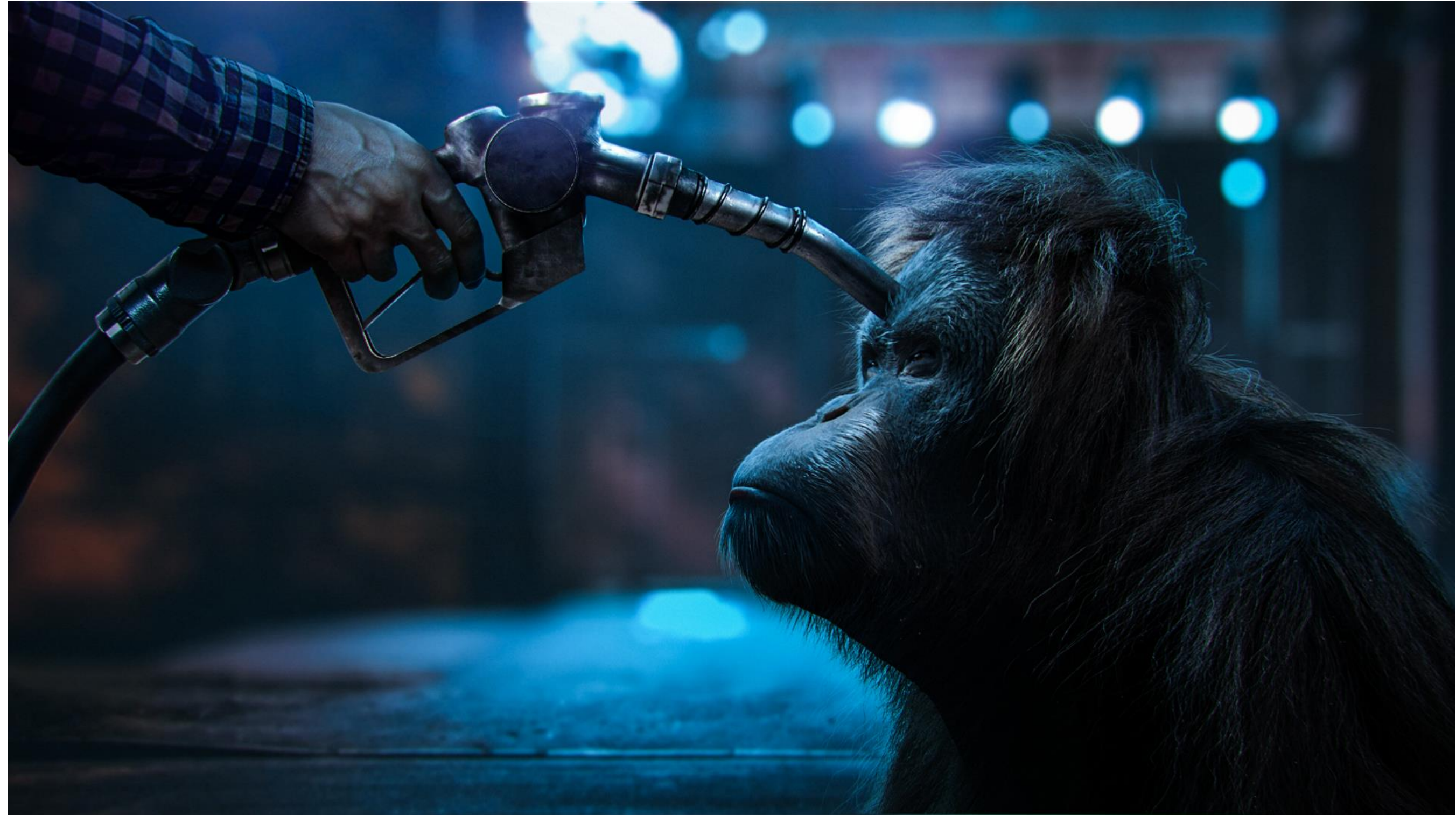


CREDIBLE





EMOTIONAL





# STORIES



### *3. Measuring and communicating value internally*

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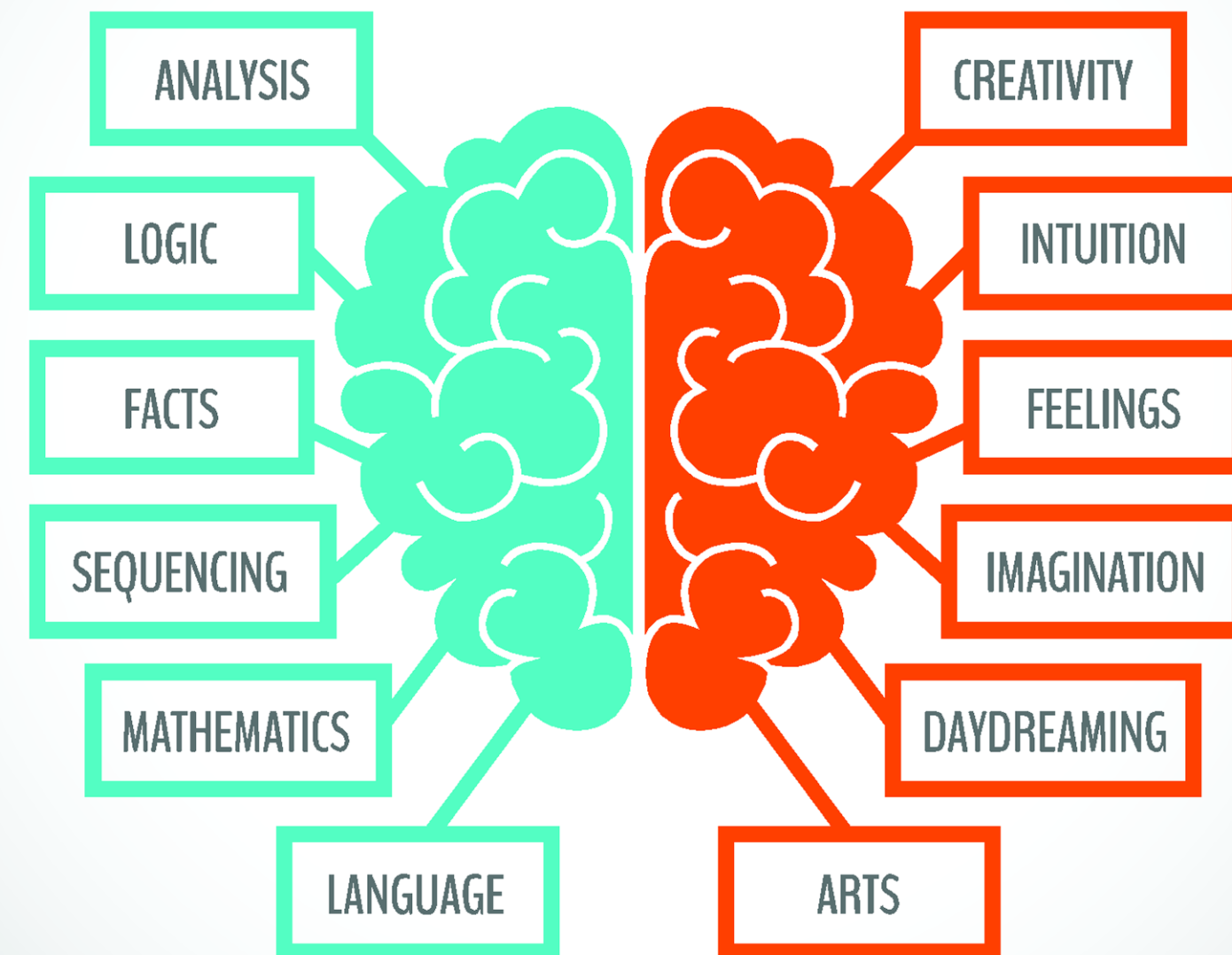
# Why measure public affairs impact?

1. *To monitor ongoing activities and progress*
2. *To evaluate and review projects / campaigns / processes*
3. *To identify strengths / weaknesses / successes / failures*
4. *To demonstrate your function / team value to management*
5. *To building support within the organization for your work*
6. *To better manage team's performance and reward success*

# Creating a measurement system

- Metrics should serve as a means to track improvement, not simply to justify the department's existence.
- Metrics should speak the language of senior management.
- Metrics should reflect an organization's culture.
- Metrics should focus on impact, but still measure actions and activities.

## LEFT BRAIN vs RIGHT BRAIN





# Focus should be on outcomes

Inputs	Outputs	Outcomes
5 newsletters; on time; on budget	Readership	Impact on behavior; increased understanding of issues
PA blog page up and current	Hits	Change in attitudes and awareness
# events organized	Attendance	Enhanced relationships
# news releases; placed stories	Coverage, recall	Changed opinions/ behavior of stakeholders
Develop sustainability report	Readership; awards	Impact on business behavior; reputation
# meetings with officials	Responses	Influence on policy

# Most used measurement tools

## Performance Measurement Tools Used



Source: Public Affairs Council, State of Corporate Public Affairs report 2023-24

# Measuring Value – the “What” and the “How” ?

## ***OUR ADVOCACY & COMMUNICATION DASHBOARD***

### ***What we achieved?***

- Improved external stakeholder relations (as measured by surveys, or similar)
- Legislative wins/partial wins
- Advocacy/communication objectives achieved
- Costs reduced/avoided
- Improved internal stakeholder relations (as measured by surveys, or similar)
- Tone of media coverage (as measured by media monitoring)
- ...
- ...

### ***How we achieved it?***

- Media articles/interviews
- Outreach to influencers
- Events/participants
- Meetings with policy-makers
- Social media metrics (number of posts, likes, stakeholders in your network)
- Employee involvement & satisfaction
- Website articles published and visits
- Executive mentions/quotes
- Reports and readership
- ...
- ...

# QUESTIONS?





# LET'S CONNECT!

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