



Public Affairs
Council

Global Public Affairs in Practice

Transatlantic Campaigns, Insights and Lessons Learned

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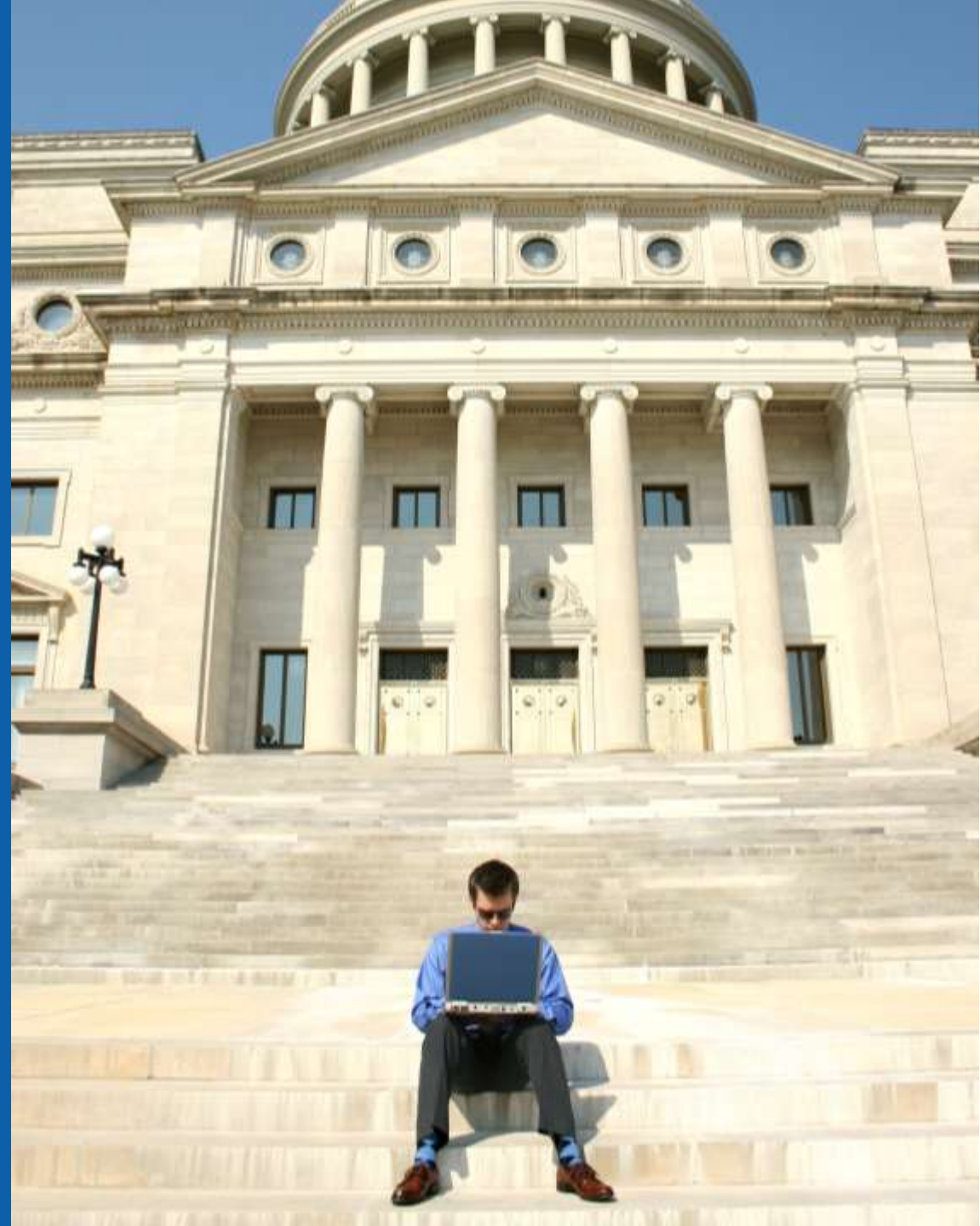
Major Topics We Will Cover Today

- How the practice of public affairs is evolving
- Changing public attitudes and expectations
- Management strategies
- Advocacy strategies
- Communications strategies
- “Best in class” attributes



How Practice of Public Affairs Is Changing

- Growing awareness of how political risk affects business success
- Relationship between reputation risk and political risk
- Dealing with negative partisanship
- Greater reliance on digital strategies
- CEOs playing larger role in advocacy
- Companies speaking out on social issues



Evolving Profile of Public Affairs Professionals

- The War for Talent is real
- Free agent mentality
- Remote/hybrid work is here to stay
- Prioritizing interpersonal and writing skills
- Organizations want people with subject matter expertise, management skills/experience, **AND** strong network of political and policy contacts
- The field of public affairs is more important — and more demanding — than ever



10 Public Affairs Core Competencies



1. Coaching and managing
2. Persuasive communication
3. Creativity and innovation
4. Collaboration and teamwork
5. Continuous learning
6. Political courage
7. Social sensitivity
8. Campaigns and strategies
9. Achievement orientation
10. Complexity orientation

We Are in a World of Trouble



Strategic Planning Environment

1. Rising Public Policy Risks
2. Shareholder Activism
3. Disinformation
4. Rising Reputation Risks
5. Negative Partisanship
6. Lack of Trust in Government and Business
7. Changing Expectations for Corporate Engagement

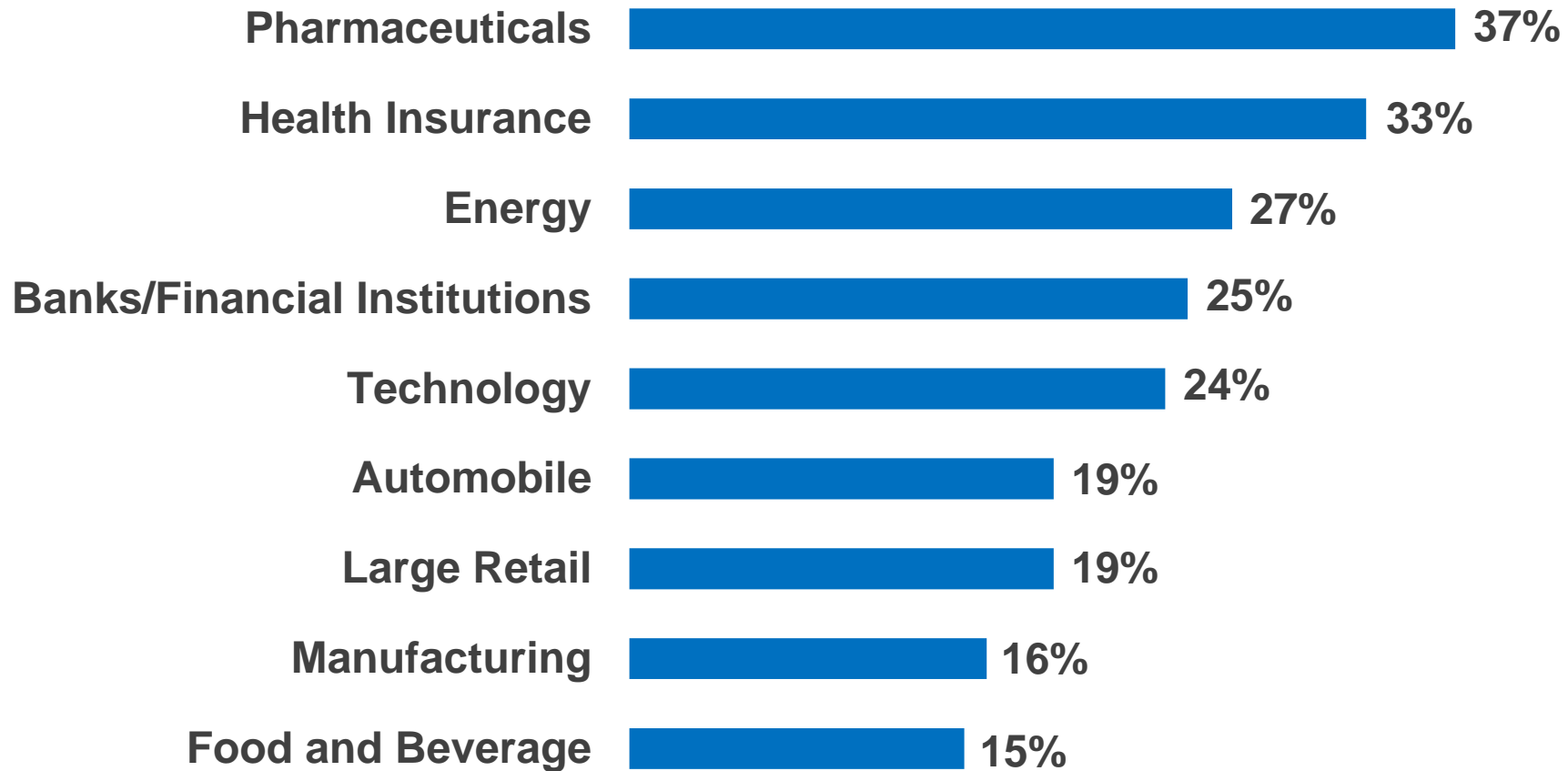
2023 Public Affairs Pulse Survey

- Annual poll of 2,219 adults
- Conducted in Sept. by Morning Consult
- Examines opinions and expectations for business, government and society
- Full report, top lines and cross-tabs available at <http://www.pac.org/pulse>



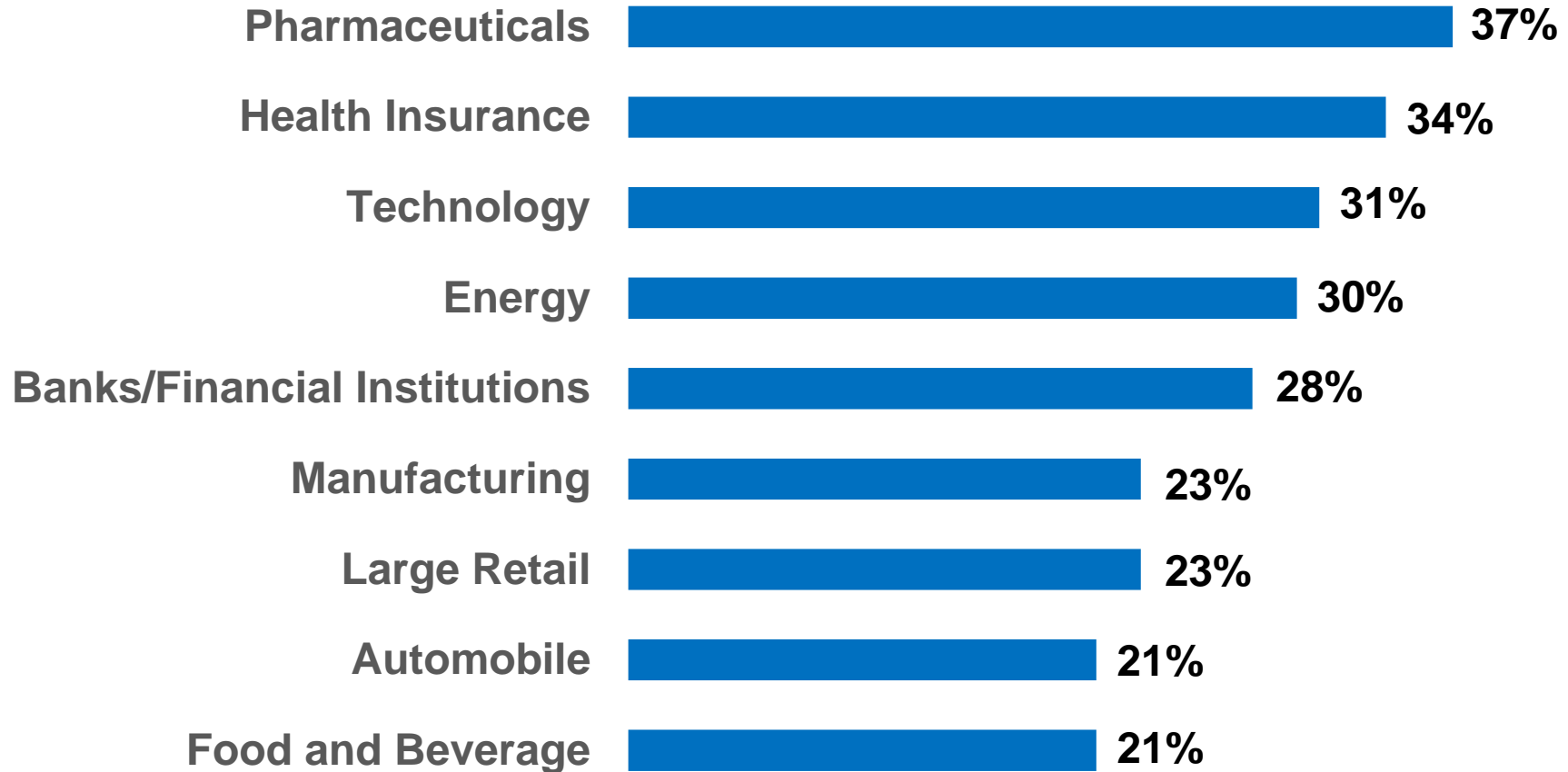
Which Industries Are Least Trustworthy?

Percentage saying an industry is less trustworthy than average



Who Needs More Oversight?

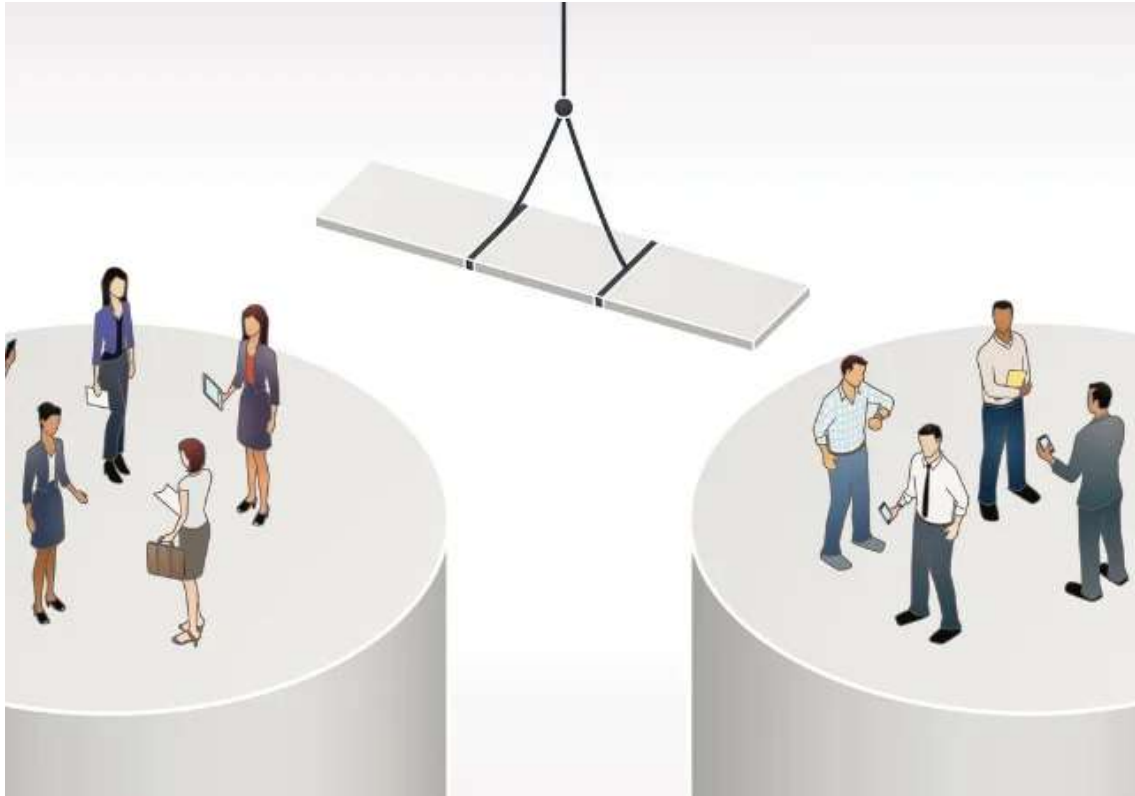
Percentage saying an industry is under-regulated



Key Management Strategies for a Noisy, Complex and Distrustful World

- Collaborate Across Functions
- Use Digital Advocacy Tools
- Engage Members and Employees
- Be Smart about Using External Resources
- Measure and Evaluate

The Value of Collaboration




- Coordinating issues management process
- Ensuring that messages are clear and consistent
- Leveraging relationships
- Finding right mix of strategies
- Avoid/prepare for crises

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Digital Advocacy

Permanent Campaigns



Tell Congress: I'm counting on you to protect my benefits!





113,013 supporters

250,000 goal

Medicare is more than a line on a budget balance sheet – millions of Americans rely on Medicare benefits to make ends meet.

Tell your members of Congress to work for the American people by protecting Medicare.

Send your letter right now:

MESSAGE

Personalized messages are especially effective -- please consider explaining why this issue is important to you!

Stand up for your constituents, and oppose any cuts to Medicare

As your constituent, it's important for you to understand what I want to see from my elected officials – and protecting Medicare is at the top of my list.

Medicare isn't just a line on a budget balance sheet – it's a lifeline for the tens of millions of Americans who rely on it to afford health care and make ends meet.

We've worked hard for our benefits, and it's simply not right to cut them and take away what we've been promised and paid into over our lifetimes.

I am asking you to keep Medicare's promise to the American people, and oppose any bill which would cut Medicare benefits.

Thank you.

CONTACT

* = required

Title*

FIRST NAME*

LAST NAME*

YOUR EMAIL*

PHONE NUMBER*?

ADDRESS 1

ADDRESS 2


CITY


State*

ZIP CODE*

SUBMIT

By taking action you will join AARP's online network and will receive urgent news and action alerts about the issues that matter the most to older Americans, as well as information about AARP activities, events, and member benefits.

 SHARE

 TWEET

Digital Advocacy

Data Visualization



Digital Advocacy

Digital Ads Promoting Calls to Action

actnow.io/recovery #RestaurantRecovery



The advertisement is a vertical rectangular graphic. The left half has a solid red background. At the top left of this red section is the National Restaurant Association logo, which consists of the words "NATIONAL RESTAURANT ASSOCIATION" in white, sans-serif, all-caps font, next to a white circular emblem containing a stylized fork. Below the logo, the text "Text RECOVERY" is displayed in a large, bold, white, sans-serif font, with "RECOVERY" being significantly larger than "Text". Underneath this, the text "to 52886" is shown in a bold, white, sans-serif font. At the bottom of the red section, the text "and tell Congress to support restaurants and our employees." is written in a smaller, white, sans-serif font. The right half of the advertisement features a black and white photograph of a chef in a kitchen, wearing a white chef's coat and a dark apron, holding a large metal pot.

NATIONAL
RESTAURANT
ASSOCIATION

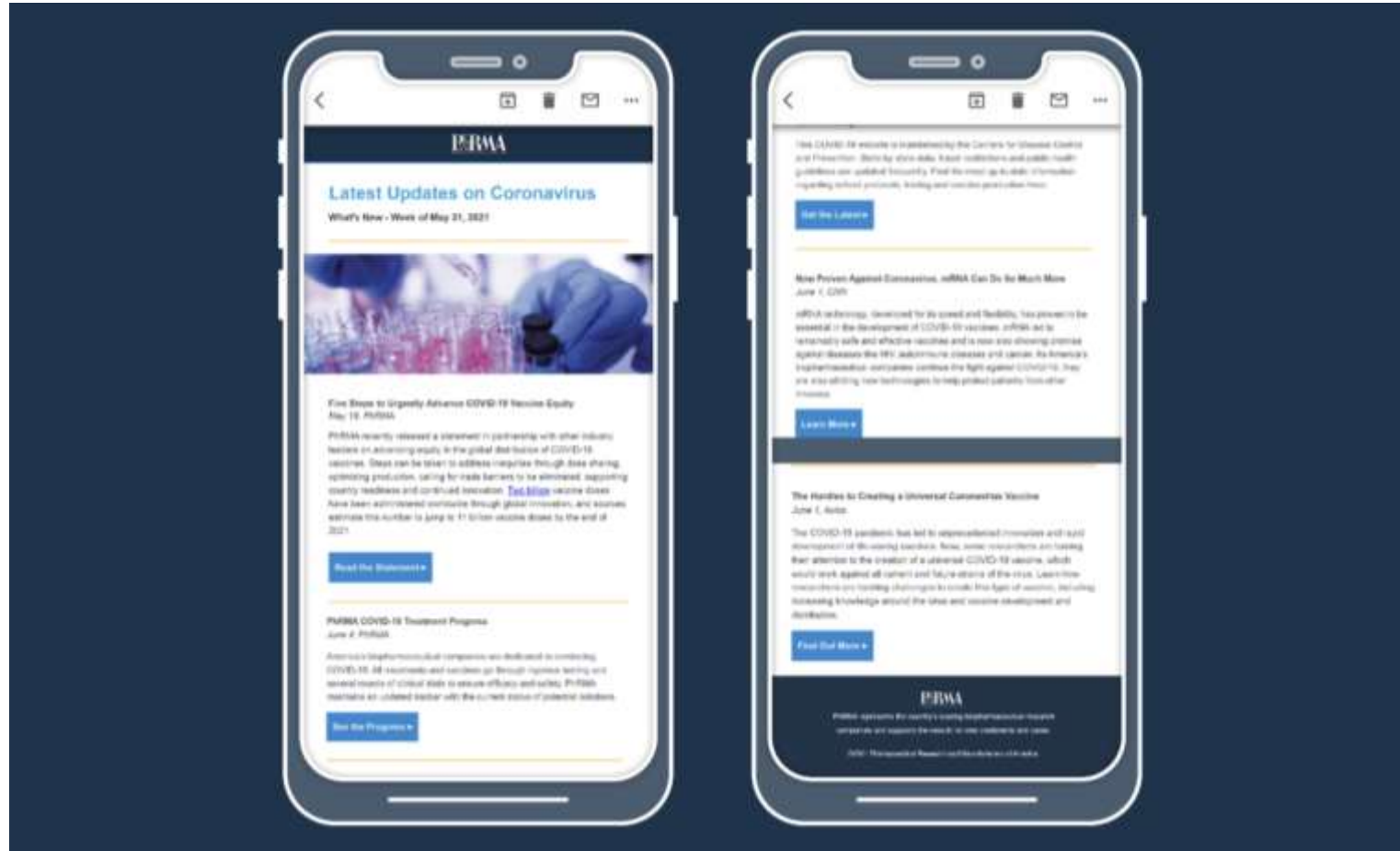
Text RECOVERY

to 52886

and tell Congress to
support restaurants and
our employees.

Digital Advocacy

Stakeholder Newsletters for Mobile Devices



Digital Advocacy

Public Policy Podcasts



Browse All Episodes

REFINE [Reset](#)

Series

- ☐ FinPoint
- ☐ Future Ready Through M&A
- ☐ Market Insights
- ☐ Partner Insights
- ☒ Policy30
- ☐ Thinking Outside the Portfolio

Contributors

SHOWING 4 RESULTS

Search within results



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Tips for Communicators and Advocates

1. Tell a story; go back to the basics of storytelling for advocacy
2. Find champions who are trusted by your stakeholders.
3. Understand how people perceive risk.
4. When speaking with an opponent, show respect, listen and find common ground — even on non-essential matters.
5. Your goal isn't always to convince people you are right, but to move them in the right direction.



Best in Class

1. CEO & Senior Management Involvement
2. Goal Orientation; Strong Linkage with Business Strategy
3. Forward-Thinking People in Leadership
4. Well-Developed Issues Management Process
5. Proficient & Integrated Public Affairs Activities
6. Effective Use of External Resources
7. Performance Measurement & Evaluation
8. Active Employee Engagement
9. Strong External Stakeholder Engagement



Contact Me



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MANAGE YOUR WORLD