



Public Affairs Council

Mapping & Engaging with your NEW EU Stakeholders

12th September 2024, Brussels

Dr Alan Hardacre



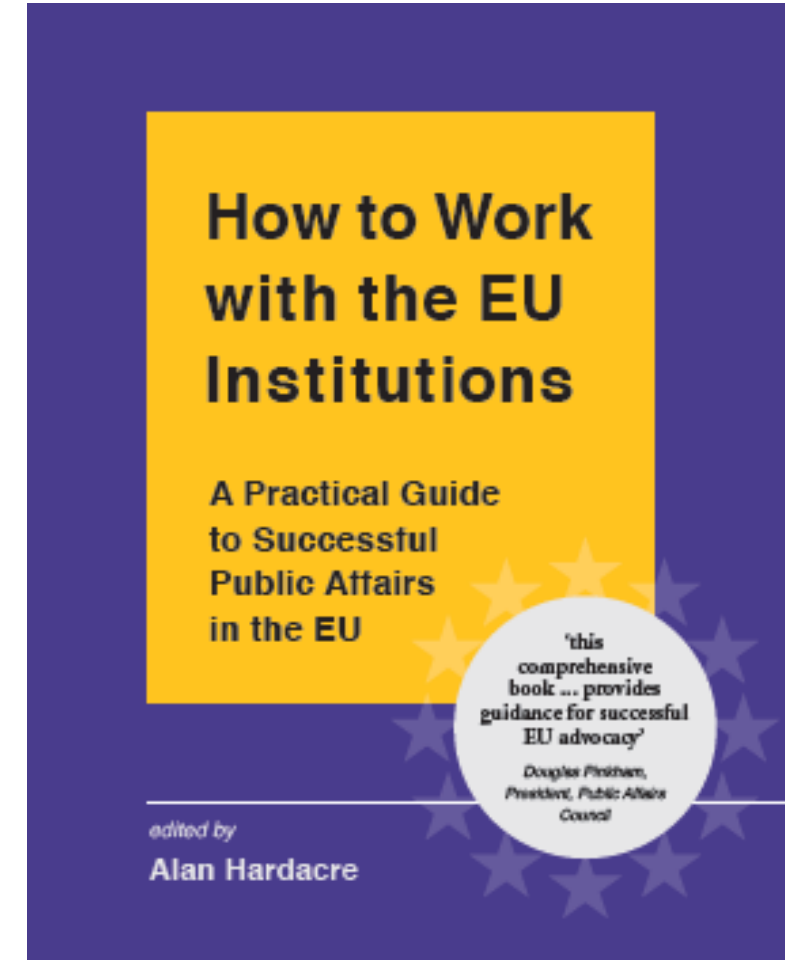
ADVOCACY
STRATEGY

AdvocacyStrategy.com

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

February 8th

Delivering a Successful PA Strategy in 2024

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

April 18th

Selling the Value of your EU Public Affairs Work & Function

Topics: Measuring Impact, Internal Plans, Visibility, Education

September 12th

Mapping and Engaging with your New EU Stakeholders

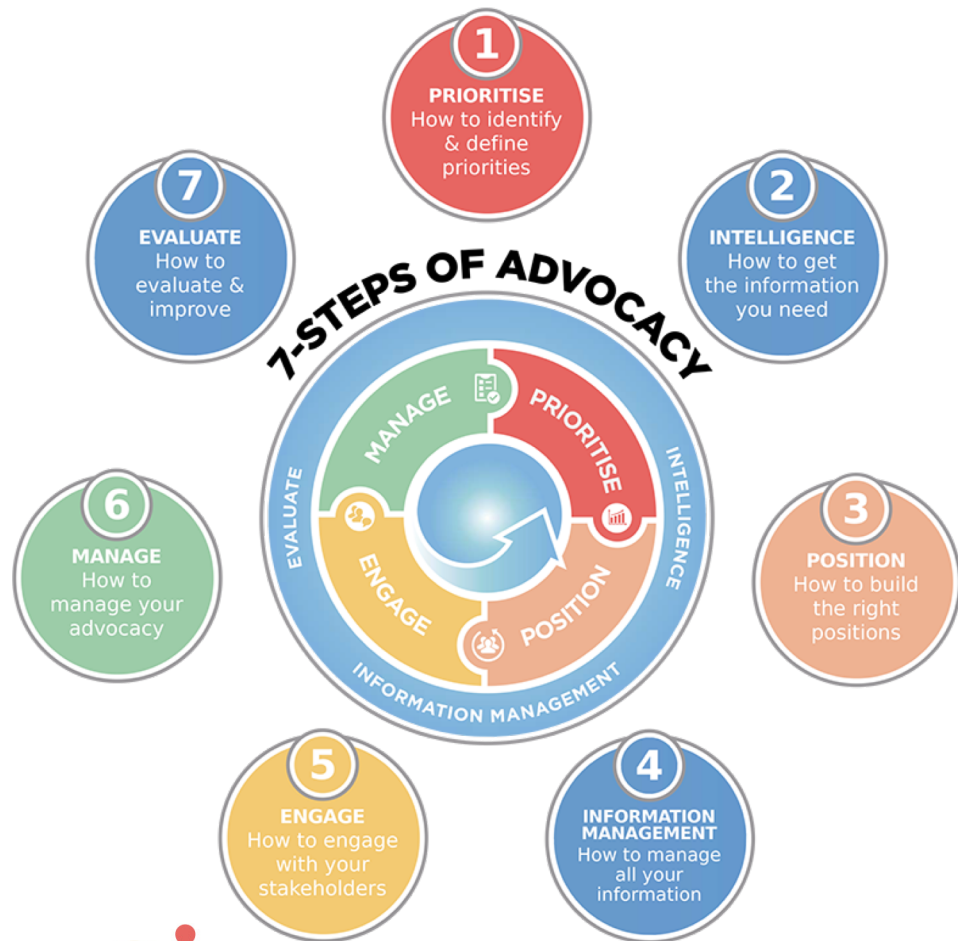
Topics: Stakeholder mapping & engagement

November 14th

Strategic Planning for Public Affairs – Key Steps for 2025

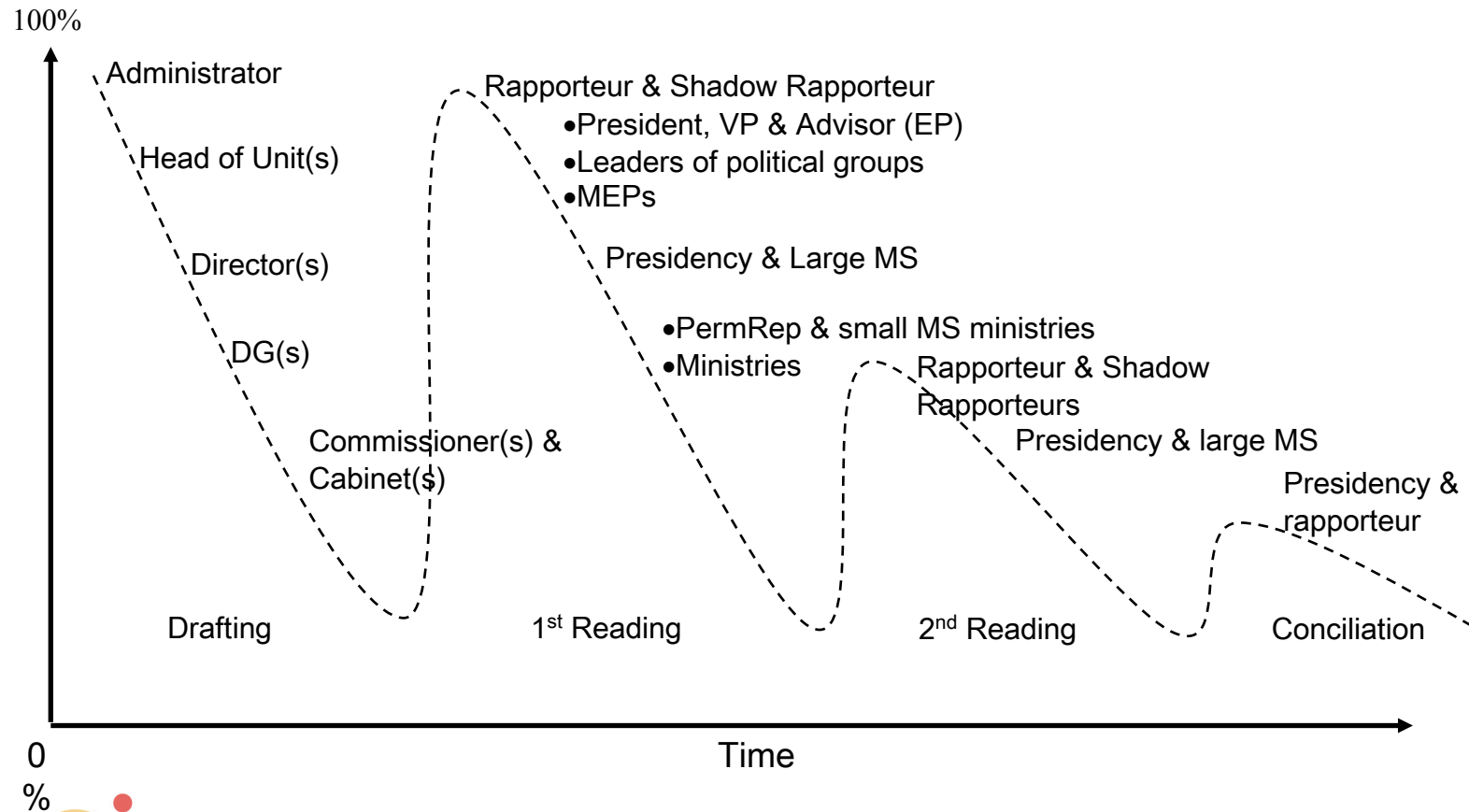
Topics: Measuring impact, evaluation and ROI, strategic planning

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

Timing: Influence Curve & Policy Cycle



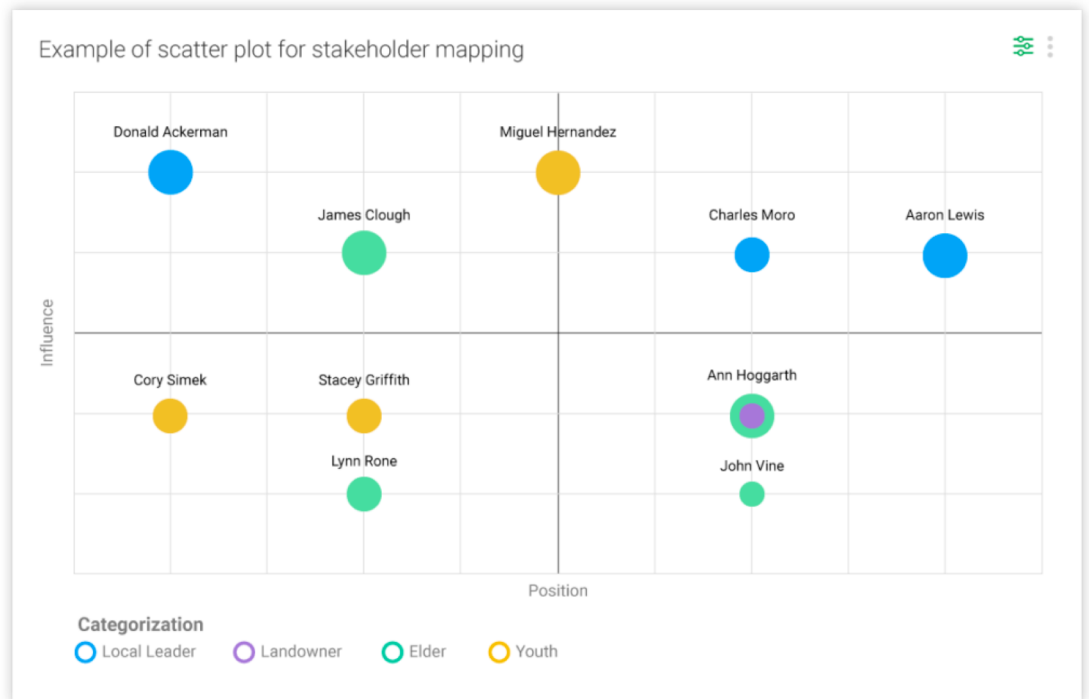
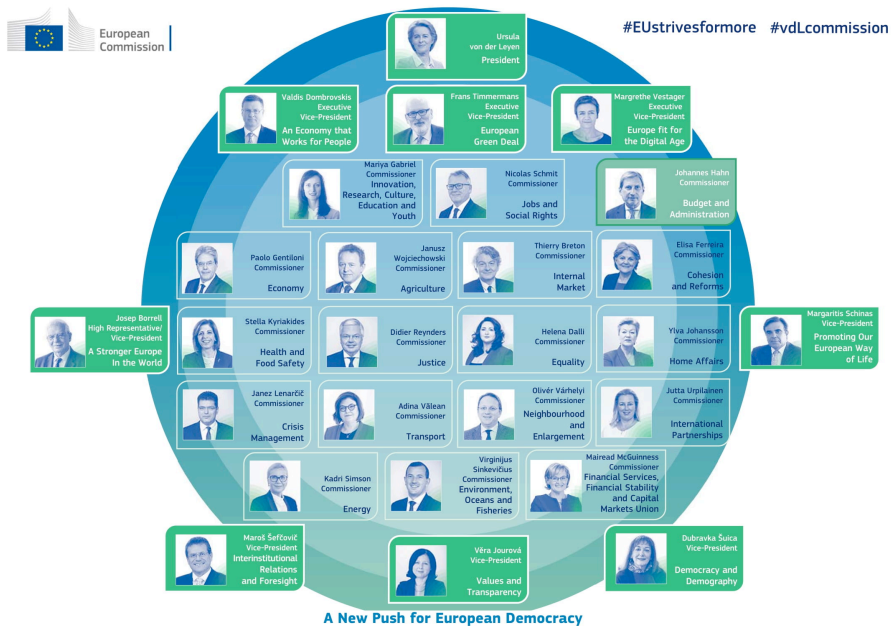
Tour de Table

What are your expectations for the programme and today?

How do you currently do your stakeholder mapping?

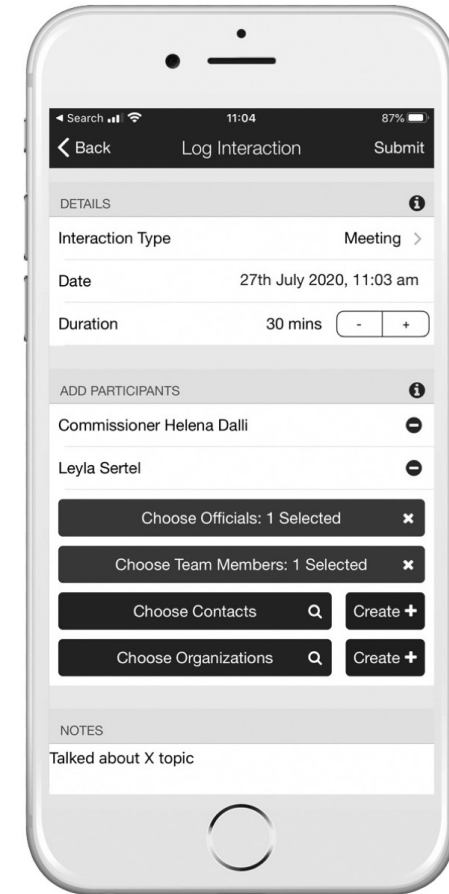
How are you planning to engage with all these new stakeholders?

Static to Dynamic Mapping



Static to Dynamic Engagement

Stakeholder Analysis Template

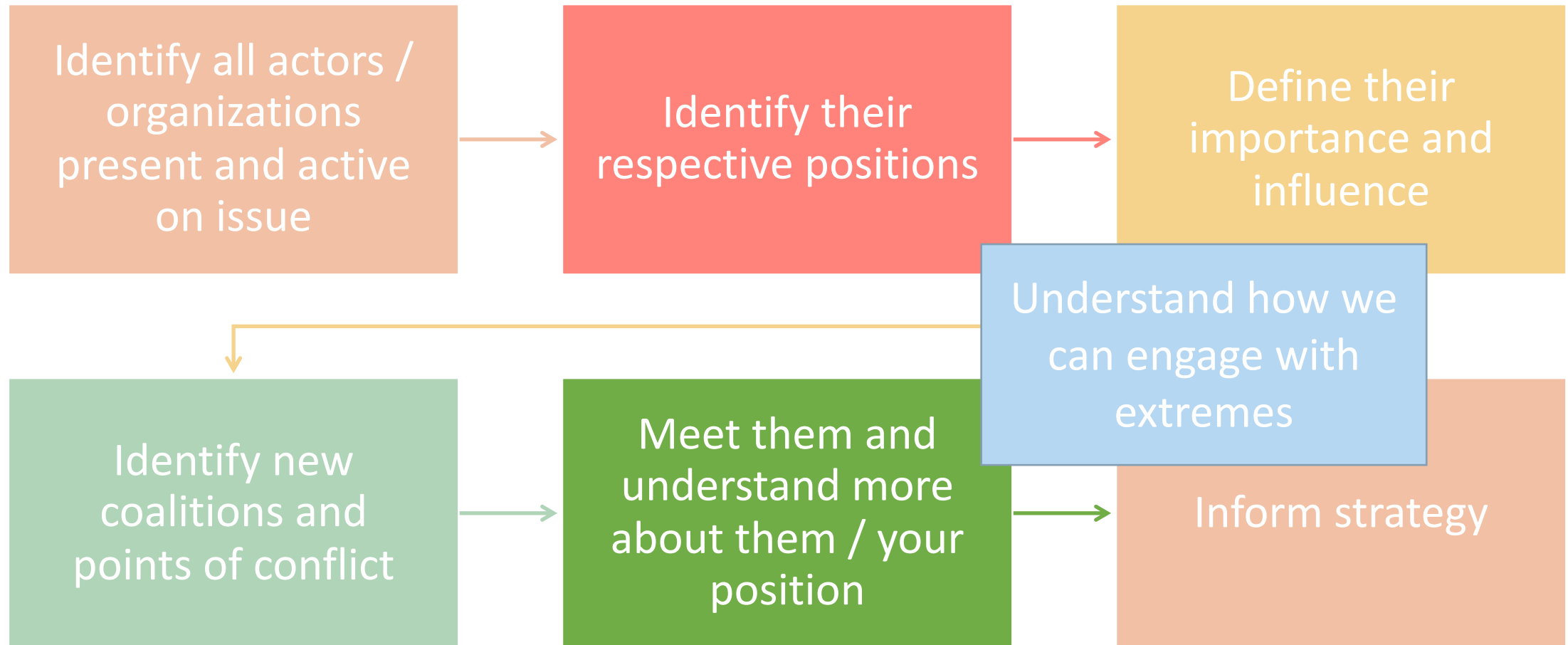
[illegible]

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



Stakeholder Mapping/Engagement in 2024?



What we are going to do today...

1. Mapping your New Stakeholders

Who and what to map:

- Sources
- What to cover
- Open source
- Non-public

2. Visual Mapping

How to visualize & read your map:

- Choice of map
- Choice of axis
- Choice of tool
- Analysis
- Opportunities
- What next

3. Engagement

How to engage your new stakeholders:

- Best practice
- What you need
- Managing extremes



Phase 1. Preparations for Stakeholder Mapping

Mapping New Stakeholders in 2024



Who and What to Map

Who to include in your stakeholder map?



Interest groups (stakeholders)

- Trade Unions / Consumer organizations
- Trade Federations / Professional Associations
- Company (in-house) representatives
- Consultancies & Law Firms
- Regional Representations / Religious groups / Think tanks / NGOs / Media

Political Actors

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

Technical (civil servant) actors

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

Sources

Organigrams and databases of institutions

Transparency register

Consultation responses

Events and hearings

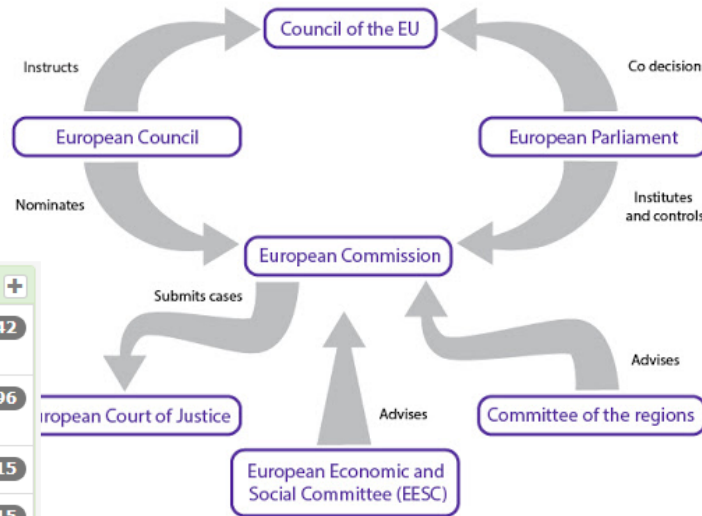
News, media & social media

Ideally you build up to
having 50+
stakeholders in the
analysis

Sources

They are from the following (sub)sections: +

+ I - Professional consultancies/law firms/self-employed consultants	842
+ II - In-house lobbyists and trade/business/professional associations	6,296
+ III - Non-governmental organisations	3,215
+ IV - Think tanks, research and academic institutions	915
+ V - Organisations representing churches and religious communities	58
+ VI - Organisations representing local, regional and municipal authorities, other public or mixed entities, etc.	578



POLITICO

EurActiv



alamy stock photo

C03B8Y
www.alamy.com

#EU:influencer 2019 CATEGORY WINNERS



ZN

TEURACTIV

TOP 40 #EU:influencer LIST



Online Public Information

European Commission:

- College meetings, agenda, minutes, future items
- Register delegated/implementing acts
- Consultations
- EC Press, daily news, work programmes
- DG press & media
- Commissioner & DG Twitter
- Agencies: agency agendas, minutes etc.

European Parliament:

- Legislative Observatory
- Legislative Train
- Plenary agenda
- EP Watch Live
- Parliamentary Questions
- EP Press Service
- Committees: agenda, minutes, documents, newsletter, voting records etc.
- MEP Twitter

Council:

- European Council Agenda
- Working party agenda,
- COREPER, agenda, voting records
- Configurations
- Press service

European Court of Justice

- Press service
- Register of documents

Online Public Information

News & Services

- FT
- Politico.eu/ .com
- Euractiv
- ChemWatch, ENDS Europe, Agence EUROP

Think-tanks

- European Policy Center (EPC)
- Notre Europe
- Centre for European Policy Studies (CEPS)
- Chatham House Europe

Trade Associations

Companies

NGOs

Local & regional government

Twitter

Ryan Heath @PoliticoRyan · 12.1K Tweets

Social distancing during a pandemic saves lives. Come.

Ryan Heath @PoliticoRyan

I have a lot of Qs. Senior editor @politico: Politico Minutes host (sign-up below), Global Translations author, Politico Nightly contributor 🇪🇺 + 🇫🇷 in 🇬🇧

politico.com/minutes/conven... Joined April 2009

15.7K Following 82.7K Followers

Tweets Tweets & replies Media Likes

Pinned Tweet

Ryan Heath @PoliticoRyan · Sep 1

The Perfect Storm 🌪️

How bad actors and human error risk a pile-up of election problems in November, in this week's Campaign Confidential #podcast with @vermontgmg @lisackaplan @EllenLWeintraub #USElections2020 politico.eu/podcast/campai...

Florian Eder Retweeted

Thierry Breton @ThierryBreton · 31 Aug

It's back to 📅 season!

Join me tomorrow at 8:30 AM for a (virtual) fireside chat with @florianeder 🔥💬

Streaming politi.co/32qWpB

Dave Keating Retweeted

Jack Schickler @jackschickler · 1h

BREAKING: Sean Berrigan won't have to resign as head of @EU_Finance if @MaireadMcGMEP gets the job, @EU_Commission spokesperson says.

Convention that the two can't have same passport only applies "when you need to choose a new director general," says @MamerEric.

(News to me.)

2 12 17

Berlaymonster @Berlaymonster · 4h

Boris/Brexit headlines start to make so much more sense if you swap the word "deal" for the word "trousers".

Reuters UK

UK ramps up no-deal preparations as EU trade talks stall

Britain began a fresh round of Brexit trade talks by warning the European Union that it was ramping up preparations to leave the bloc without an ...

40 mins ago

Daily Express

Brexit no-deal latest: No backing down! PM is defiant in the face of EU walkout threat

Boris Johnson vowed 'I will not back down' in an angry Brexit standoff with Michel Barnier last night. Tensions worsened ahead of the ...

1 hour ago

3 9

Alice Stollmeyer @StollmeyerEU · 4 ...

100+ EU lawmakers:

*Urge INTERNATIONAL investigation of #Navalny poisoning, as Russia can't be trusted to investigate its -likely own- crime

*Urge swift implementation EU #MagnitskyAct 'so we can hold accountable the people who are behind those attacks'

lagodinsky.de/wp-content/upl...



15 222 441

Jean Quatremer @quatremer · 3h

Jusque-là les services financiers étaient directement traités par le vice président exécutif @VDombrovskis qui supervise toutes les questions économiques (et marque à la culotte le social démocrate @PaoloGentiloni). Ce Letton membre du PPE hérite en direct du commerce.

1 1 1

[Show this thread](#)

Bruno Waterfield Retweeted

George Parker @GeorgeWParker · 2h

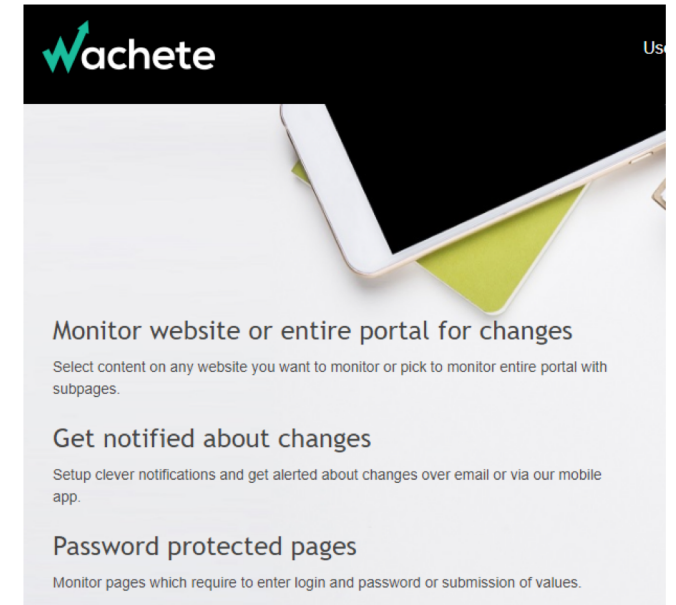
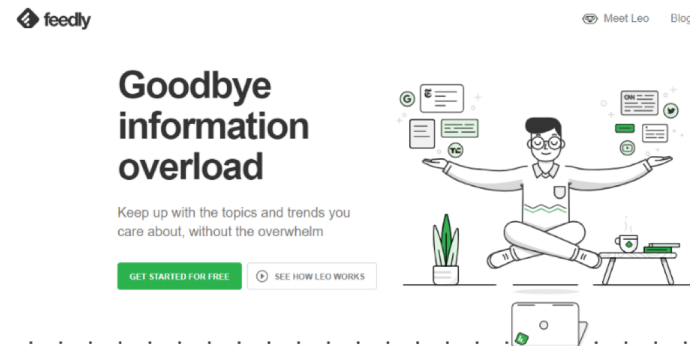
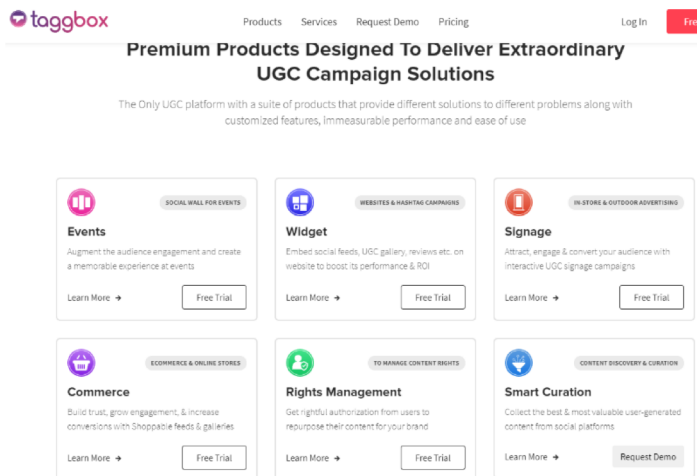
NEW - Massive ructions at heart of Govt over Brexit. Another permanent secretary quits..

Head of UK government legal department quits over Brexit

Jonathan Jones said to be 'very unhappy' about decision to overwrite

Tools for Online Information

- Website monitoring for [changes](#) i.e. Wachete
- RSS feeds & news aggregator i.e. Feedly
- Social media aggregator i.e. Taggbox



Open Source Tools for Online Information

Customised
Searches (site,
filetypes, date etc.)

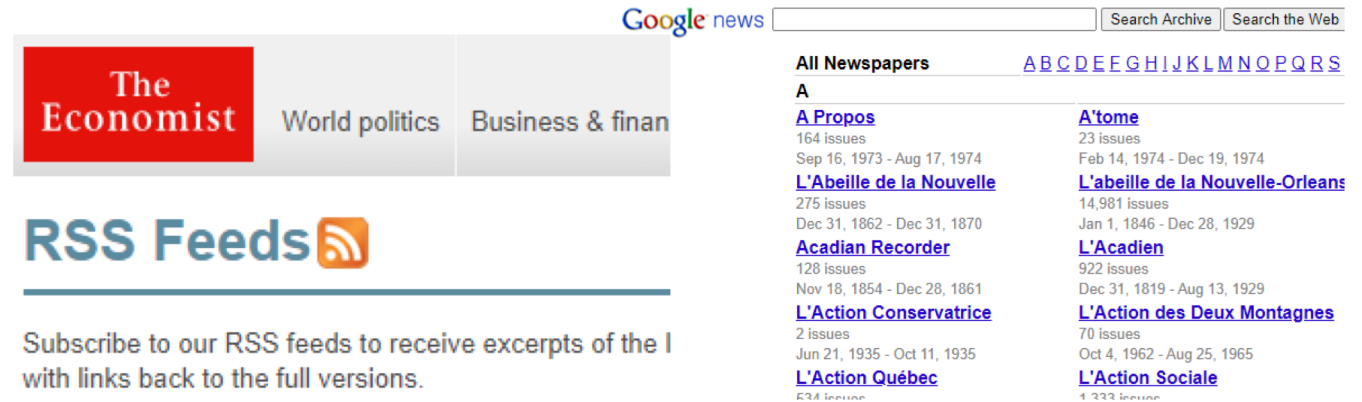
Google Cache (old
webpages)

Google Groups
(Usenet
discussions)

Google Alerts
(Email add, names,
keywords)

Google News &
Newspapers

Keyword tool:
Autocomplete
data



The image shows a screenshot of the Google News website. At the top, there's a search bar with "Google news" and buttons for "Search Archive" and "Search the Web". Below this, there's a section for "All Newspapers" with a list of newspapers including "The Economist", "World politics", and "Business & finan". To the right, there's a list of "RSS Feeds" with titles like "A Propos", "L'Abeille de la Nouvelle", "Acadian Recorder", "L'Action Conservatrice", and "L'Action Québec".

Subscribe to our RSS feeds to receive excerpts of the I
with links back to the full versions.

Please note that you may also subscribe to our audio fi

Blogs

Bagehot's notebook
Bartleby
Buttonwood's notebook
Charlemagne's notebook
Democracy in America
Erasmus
Free exchange
Game theory
Gulliver
Kaffeeklatsch
Prospero
The Economist Explains

Print edition

The world this week
Letters
Leaders
Briefings
Special reports
Britain
Europe
United States
The Americas
Middle East and Africa
Asia
China

Alerts

Monitor the web for interesting new content

Q Create an alert about...

My alerts (5)

circular concrete

Circular Economy Action Plan

circular economy construction

construction recycle reuse

Green Deal

Open Source Tools for Online Information

<https://www.eumatrix.eu/>

<https://www.integritywatch.eu>

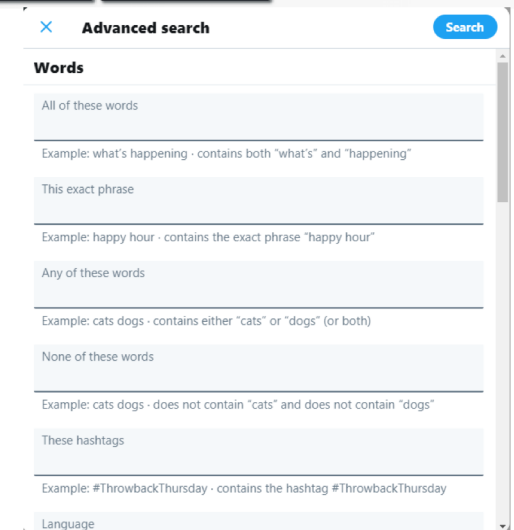
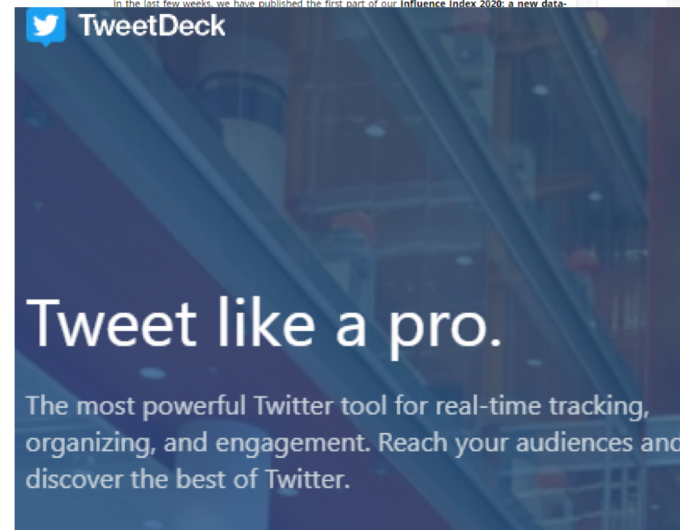
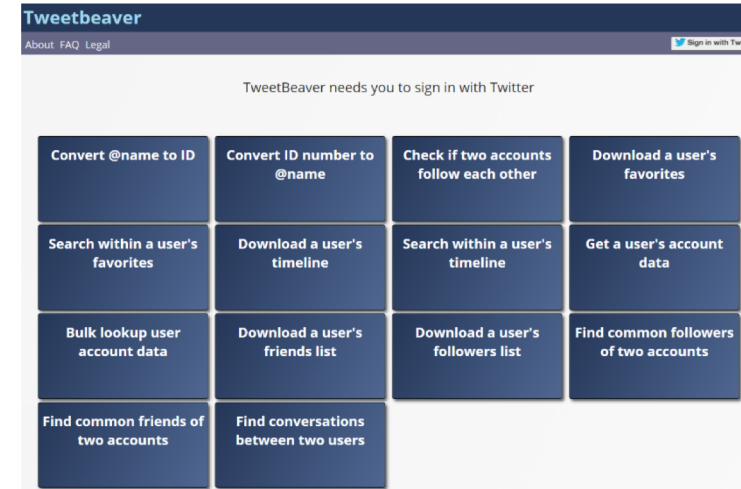
<https://twitter.com/explore>

<https://twitter.com/search-advanced?lang=en>

<https://tweetbeaver.com/>

<https://tweetdeck.twitter.com/>

<https://www.social-searcher.com/>



Non-public Information

EC, EP & Court of Justice:

- Attending / watching meetings
- Talking with officials

Member states:

- Talking with officials in Permanent Representations
- Talking with National Administrations & Institutions

Think tanks, Industry associations & NGOs

- Direct contact
- Attending sessions
- Breakfast briefings

Media (EU & national):

- Talking with journalists & media
- Attending briefings



Attend
receptions!

Pick up the
phone!

Listen to
People!
Meet them.
Build Trust.

Rating Stakeholders

1. Lobbyist Predictions

Lobbyist builds initial list using intuition, existing knowledge of legislative landscape.

Subjective

2. Analytics Triage

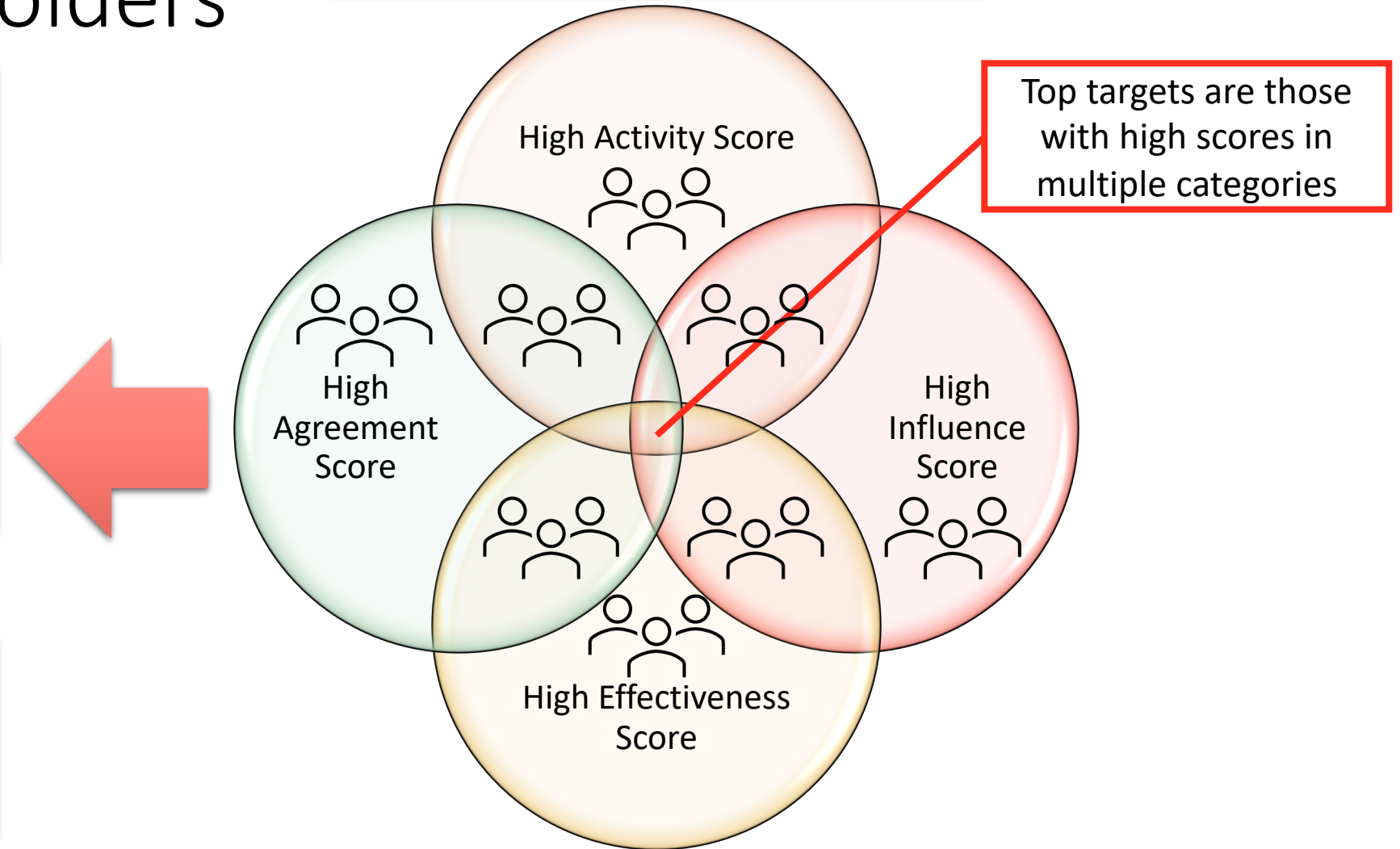
Lobbyist prioritizes, adds legislators to list using quantitative measures of activities, influence, effectiveness, and agreement.

Objective

3. Lobbyist Calibration

Lobbyist reconciles analytic output against personal knowledge not quantified by software.

Software Analytics Issue Score



Information Capture – be sure to set it up right

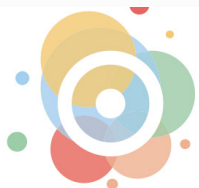
Influence of Stakeholder	Importance of Stakeholder			
	Unknown	Little/No Importance	Moderate Importance	Significant Importance
Unknown				
Little/No Influence				
Moderate Influence				
Significant Influence				

Stakeholder Engagement Matrix

Stakeholder	Risk	Influence Project Level	Interest Project Level	Project Phases					Engagement Level
				Initiation	Planning	Execution	Control	Close	
Ricky Point				RESPONSIBLE	CONSULTED	CONSULTED	INFORMED	CONSULTED	
Martin Keg				CONSULTED	RESPONSIBLE	INFORMED	INFORMED	CONSULTED	
Zeher Ram				CONSULTED	RESPONSIBLE	RESPONSIBLE	INFORMED	CONSULTED	
Zucker Tag				CONSULTED	RESPONSIBLE	CONSULTED	INFORMED	CONSULTED	
Suman Meher				CONSULTED	CONSULTED	ACCOUNTABLE	INFORMED	CONSULTED	
Mohan Tashe				RESPONSIBLE	ACCOUNTABLE	CONSULTED	RESPONSIBLE	RESPONSIBLE	

= High = Medium = Low

= High = Medium = Low



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Phase 2. Visual Mapping

Stakeholder Mapping



How to Visualize & Read your Map

Stakeholder Analysis Checklist

Do you have all the stakeholders?

- political levels of government (i.e. elected representatives MEPs, commissioners, ministers etc.)?
- technical levels of government (i.e. civil servants, national experts, commission officials etc.)?
- across the interest group spectrum (i.e. unions, consumers, employers, think tanks, consultancies, multinationals, business federations, etc.)?

Be confident in your assessment (or leave it blank until you are)

- For example: government databases, news & media?

Did you select the right axis for your needs (influence-agreement or other)

Did you visualize effectively?

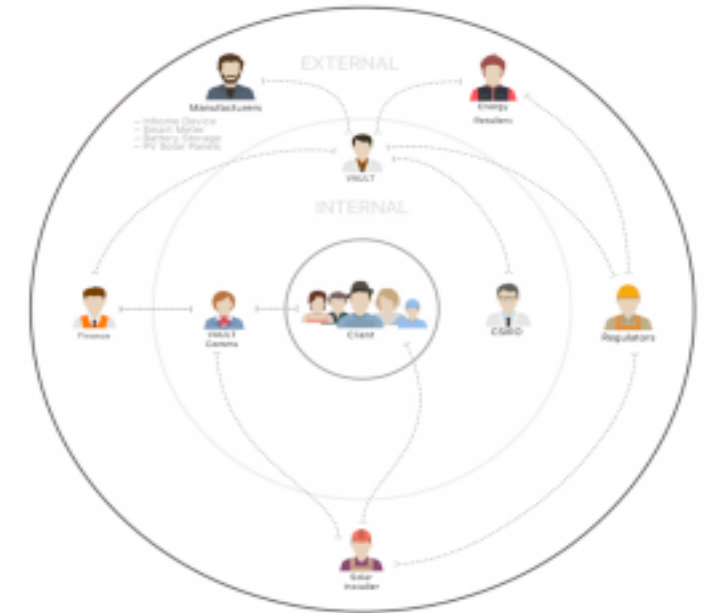
Review the recommendations that come from the visual.

First Key = AXIS

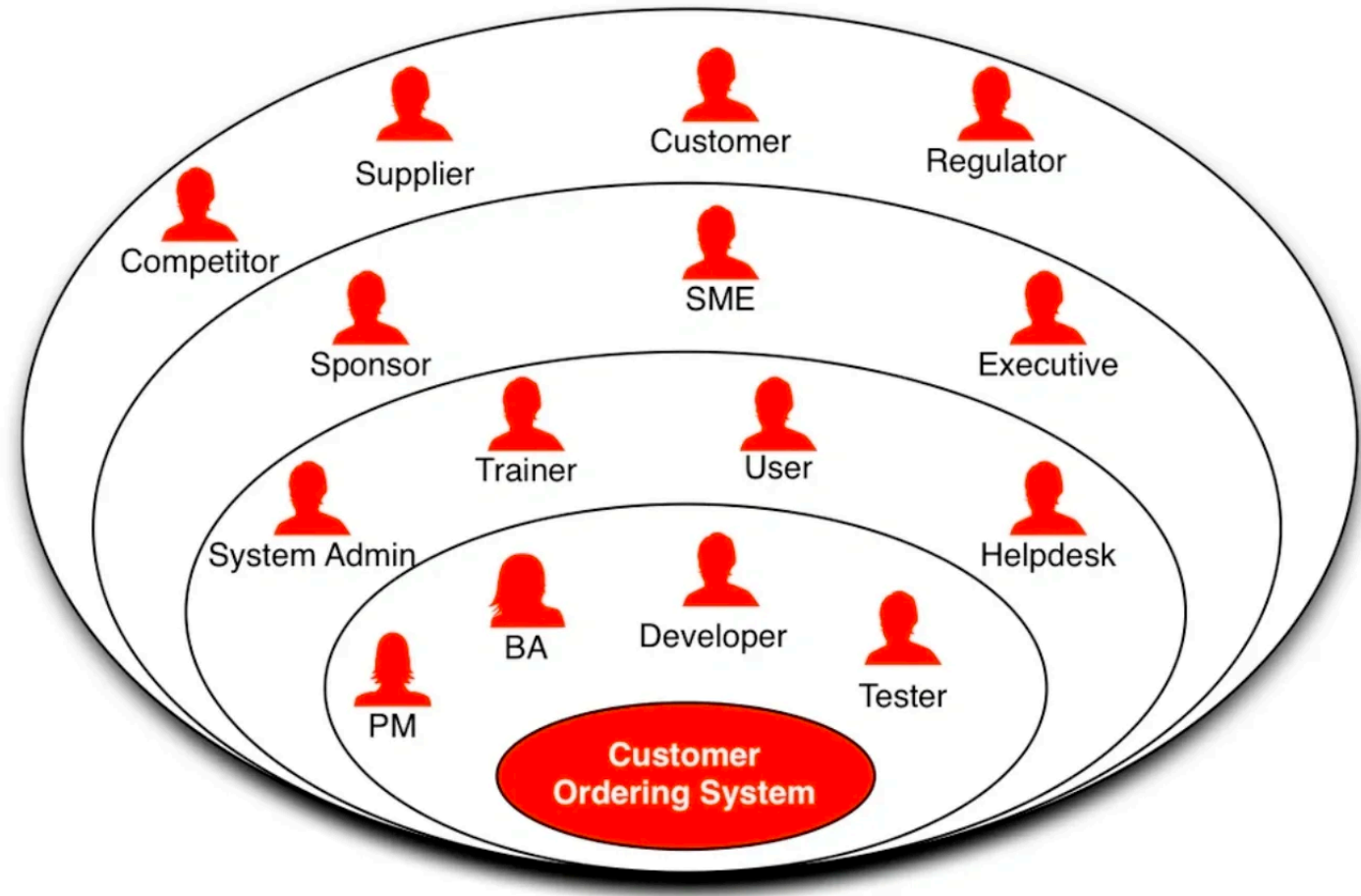
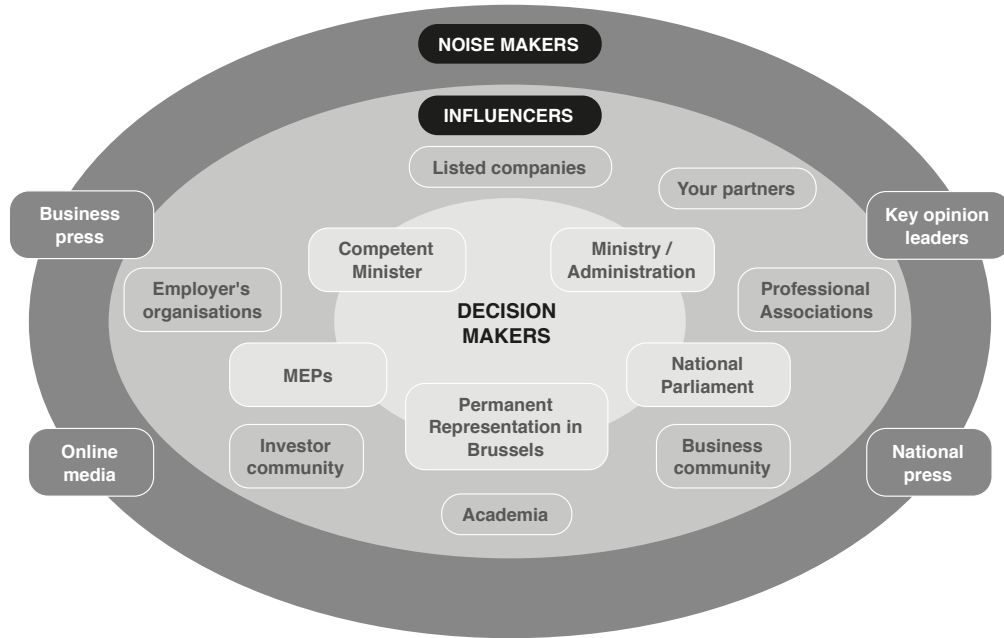
- The first thing to do is to build out templates
- The axis and scale are key
- The standard axis are (with scale 1-10):
Influence (Vertical)
Agreement with your position (Horizontal)
- You can deviate from this to assess alignment on issues (only 2) or influence and interest – or other...

Second **Key** = Type of Map

- Your map is all about the story you want to tell
- We have focused on the 'arena' map where you survey the key actors
- You can also have an 'influenced by' map of one individual or actor



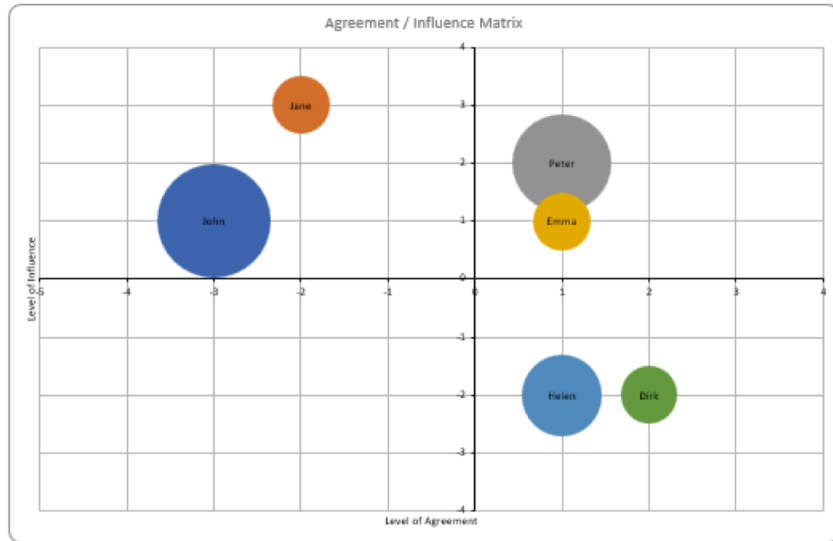
Example: Influence by map



Stakeholder Mapping Tool

Stakeholder Mapping

First Name	Last Name	Institution (i.e. European Commission, European Parliament)	Sub-unit (i.e. Which unit, committee, ministry, department within the institution?)	Telephone	Email	Country of origin (or represented)	Other (i.e. social media, website)	Level of agreement (Low = -3, Medium = 0; High = +3)	Level of Influence (Low = -3, Medium = 0; High = +3)	What is the stakeholder's level of urgency on the issue? (Low = 1, Medium = 2.5; High = 5)	What could the stakeholder do to contribute and/or block to the campaign?
John	Doe	European Commission	Deputy Secretary-General - Policy Coordination	322295000	John.Doe@ec.europa.eu	France	JohnDoe2022	-3	1	4	Withdraw proposal
Jane	Smith	European Commission	Deputy Secretary-General - Policy Coordination	322295000	John.Doe@ec.europa.eu	Bulgaria	JaneDoe2022	-2	3	1	Withdraw proposal
Peter	Blogs	Council of Ministers	Environment Attache - French PermRep	322298000	courrier.brunellez-dfra@diplomatie.gouv.fr	Germany	JohnSmith2023	1	2	3	Support an EP / Council compromise
Emma	Money	European Parliament	ENVI Committee Rapporteur ETS	322295000	John.Doe@europarl.eu.int	Spain	JaneSmith400	1	1	1	Table an amendment
Helen	Penny	CEPIC	Head of Public Policy	322295000	John.Doe@ec.europa.eu	Ireland	PaulJones600	1	-2	2	Join an ad hoc coalition
Dirk	Vermeulen	World Wildlife Fund (WWF)	Director	322295000	John.Doe@ec.europa.eu	Germany	Pauls205Jones	2	-2	1	Oppose priority 1 amendment



Instructions:

Method

1) The first step in Stakeholder Mapping is to brainstorm about who your stakeholders are. Use the template to list all stakeholders that may be affected by the project, who may exert influence or power over it in a positive or negative sense, or who show an interest in the successful or unsuccessful conclusion of the project.

2) After having identified the stakeholder environment, it is essential to work out their relevance to the project. In the provided table you are asked to assess the stakeholder level of agreement towards the project and their ability to influence the project success on a scale from -3 (very negative/low) to +3 (very positive/high).

The indicators used for stakeholder mapping include: agreement; influence; power; interest; urgency.

3) Based on your assessment, stakeholders will be automatically mapped on a corresponding matrix. The combination of stakeholder level of agreement with your position (x-axis) and their ability to influence the project success (y-axis) determines their position in the matrix.

In this case the stakeholder's level of urgency on the issue is linked to the size of the bubble on a scale from 1 (very little urgency) to 5 (very high urgency).

Note: To thoroughly understand who exactly your stakeholders are and what their attitude towards a given project or topic is, it is important to include perspectives from a diverse group of people within your organization. The quality of information and the assessment may be further improved, if additionally external experts, or the respective stakeholders themselves are directly consulted. This may include the necessity to publicly disclose a preliminary project plan.

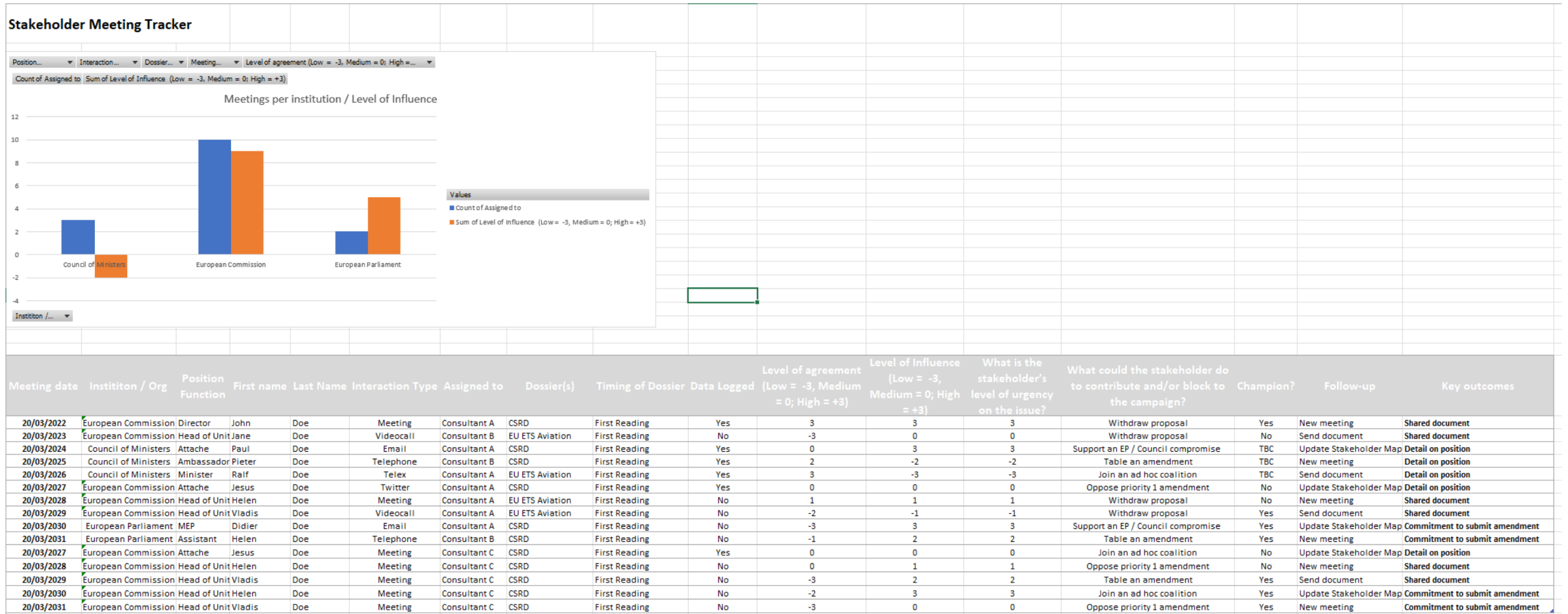
Stakeholder mapping may need to be repeated whenever the project or the environment undergoes changes which might significantly improve or threaten the project's success.

How to read this visual

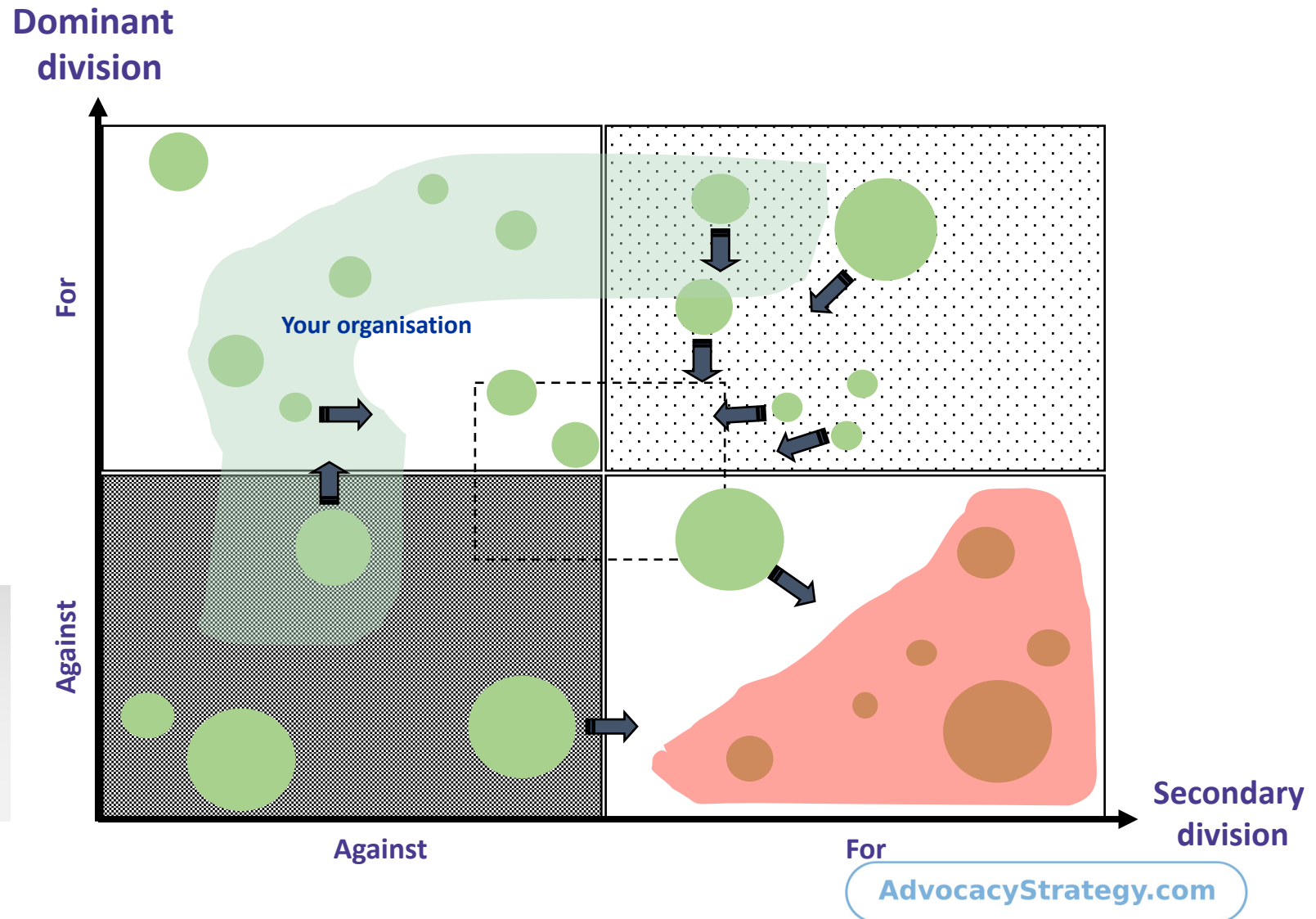
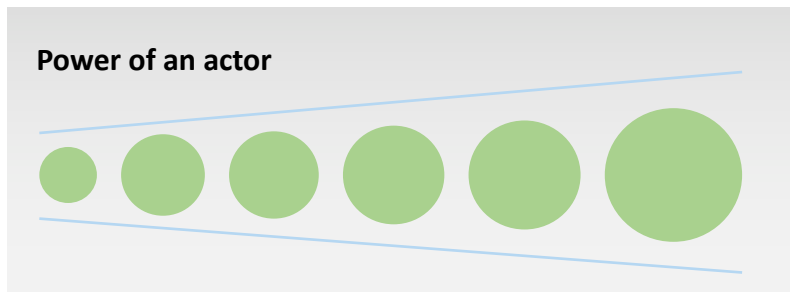
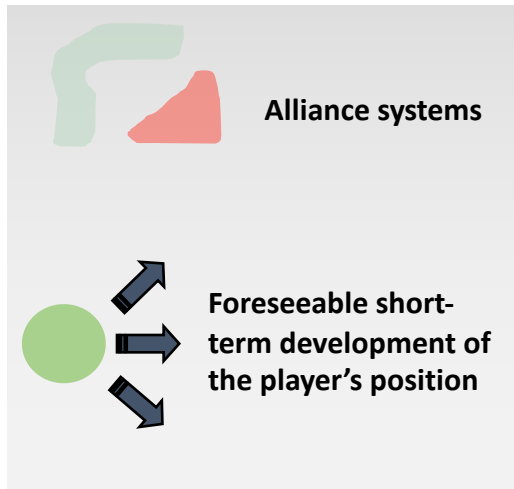
Based on your assessment, your identified stakeholders were automatically mapped inside the matrix below. The combination of stakeholder level of agreement towards the project (x-axis) and their ability to influence the project success (y-axis) determines their position in the matrix. The visualization will allow you to categorize stakeholders into focus groups such as supporters, opponents, and 'swing voters' (those stakeholders, which lack either a positive attitude or the necessary influence but who may be mobilized through focused strategic engagement).



Stakeholder Tracker

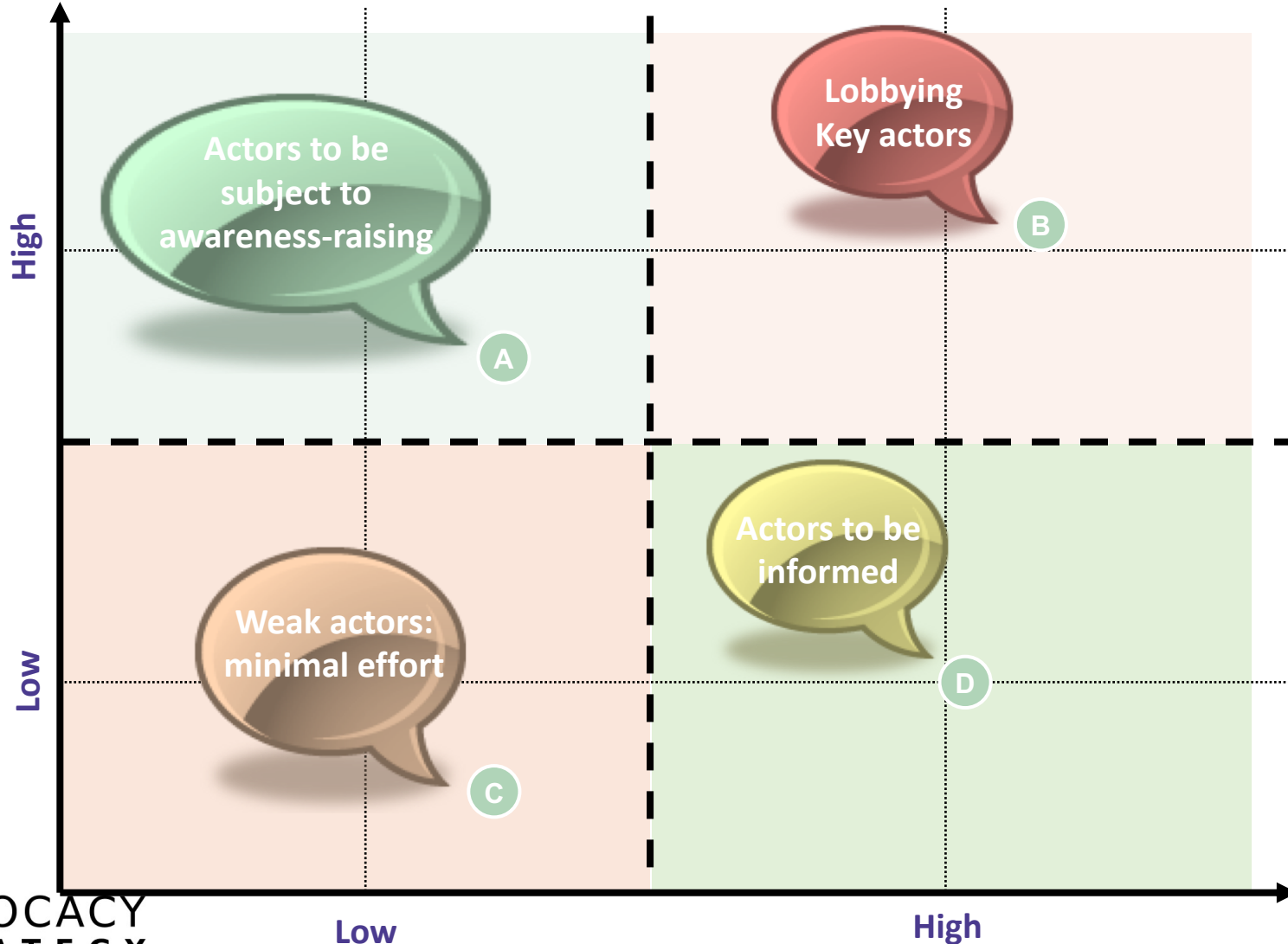


Example: Advanced Mapping



Example: Prioritising Targets

Level of
influence

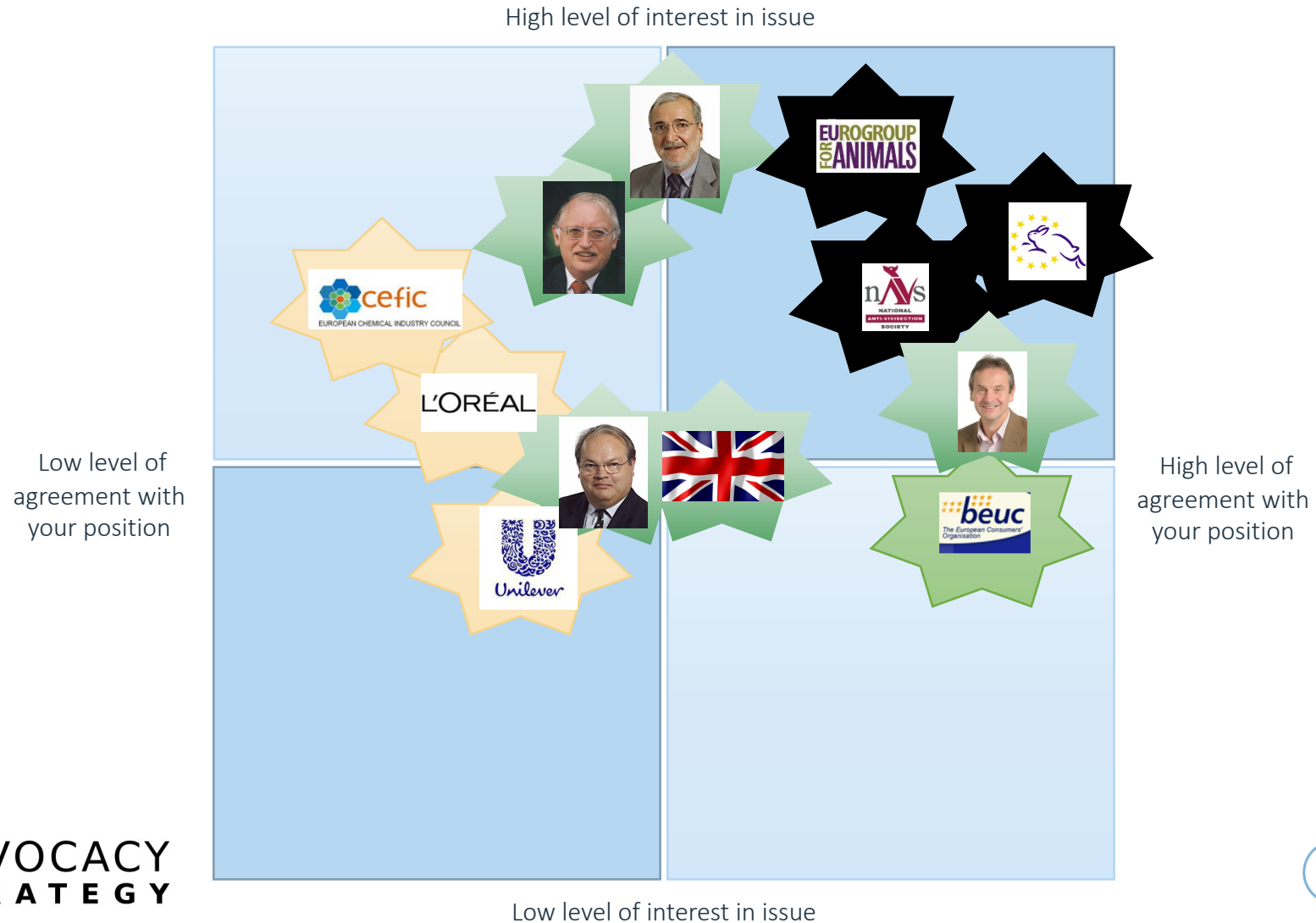


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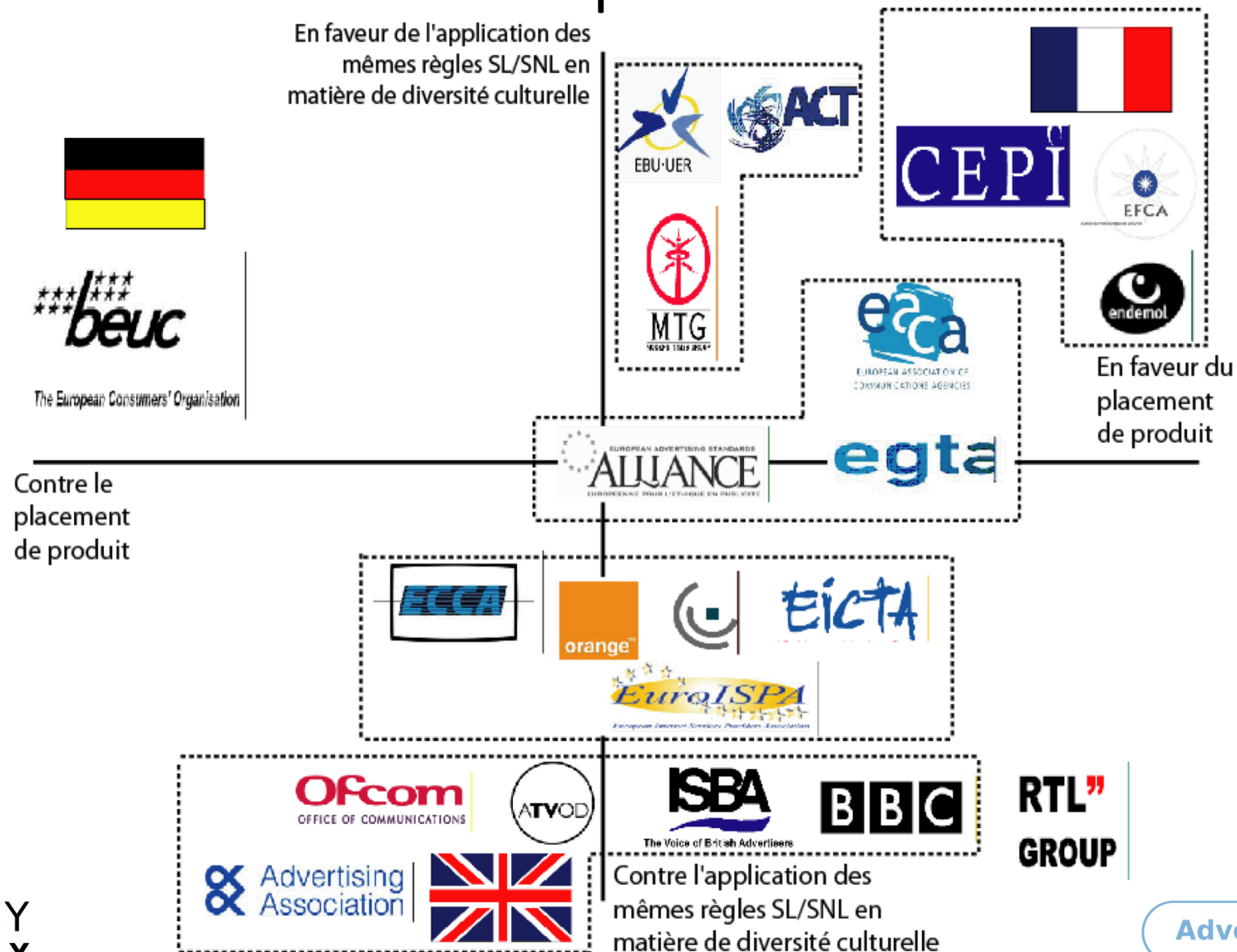
Interest for
the dossier

AdvocacyStrategy.com

Example: Stakeholder Map



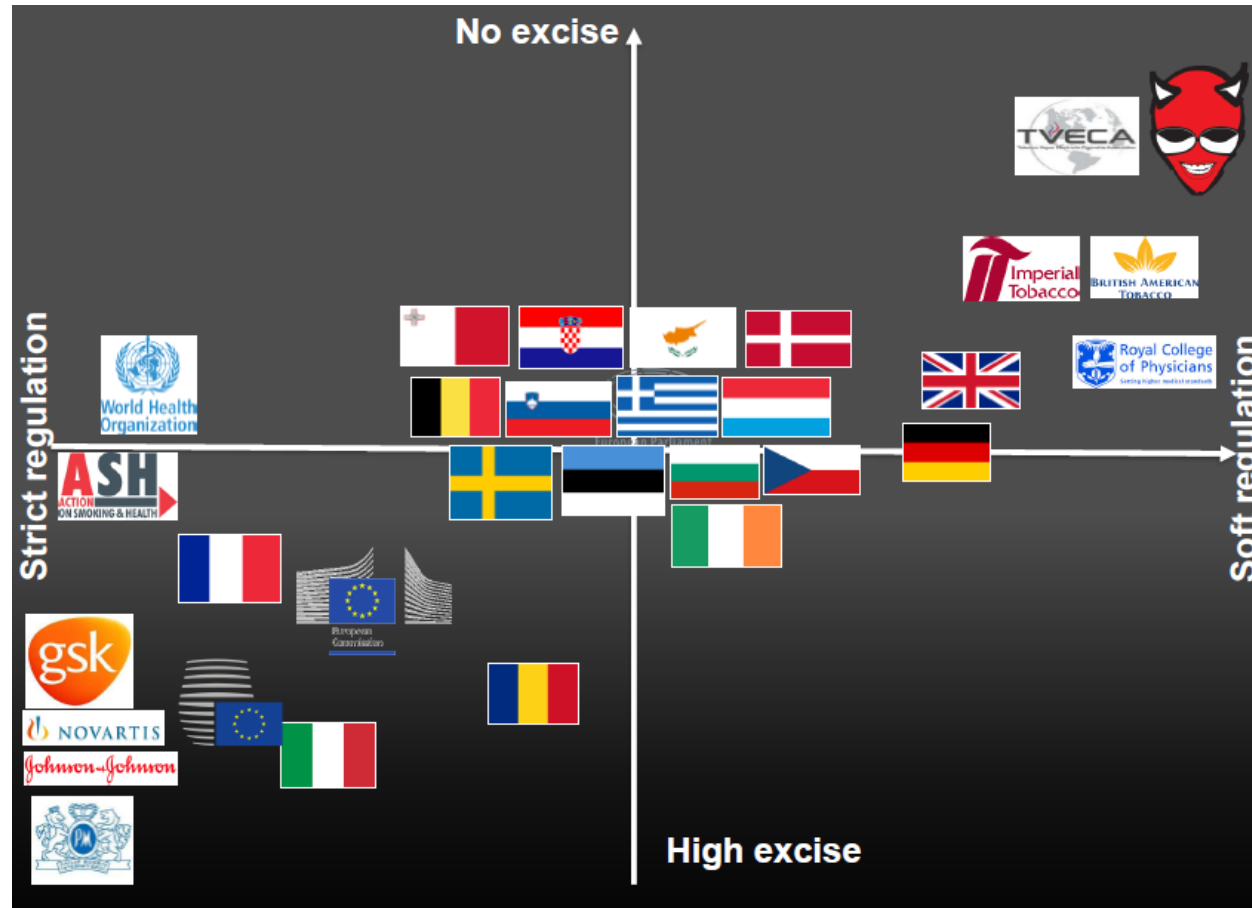
Example: Stakeholder Map



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Example: Stakeholder Map



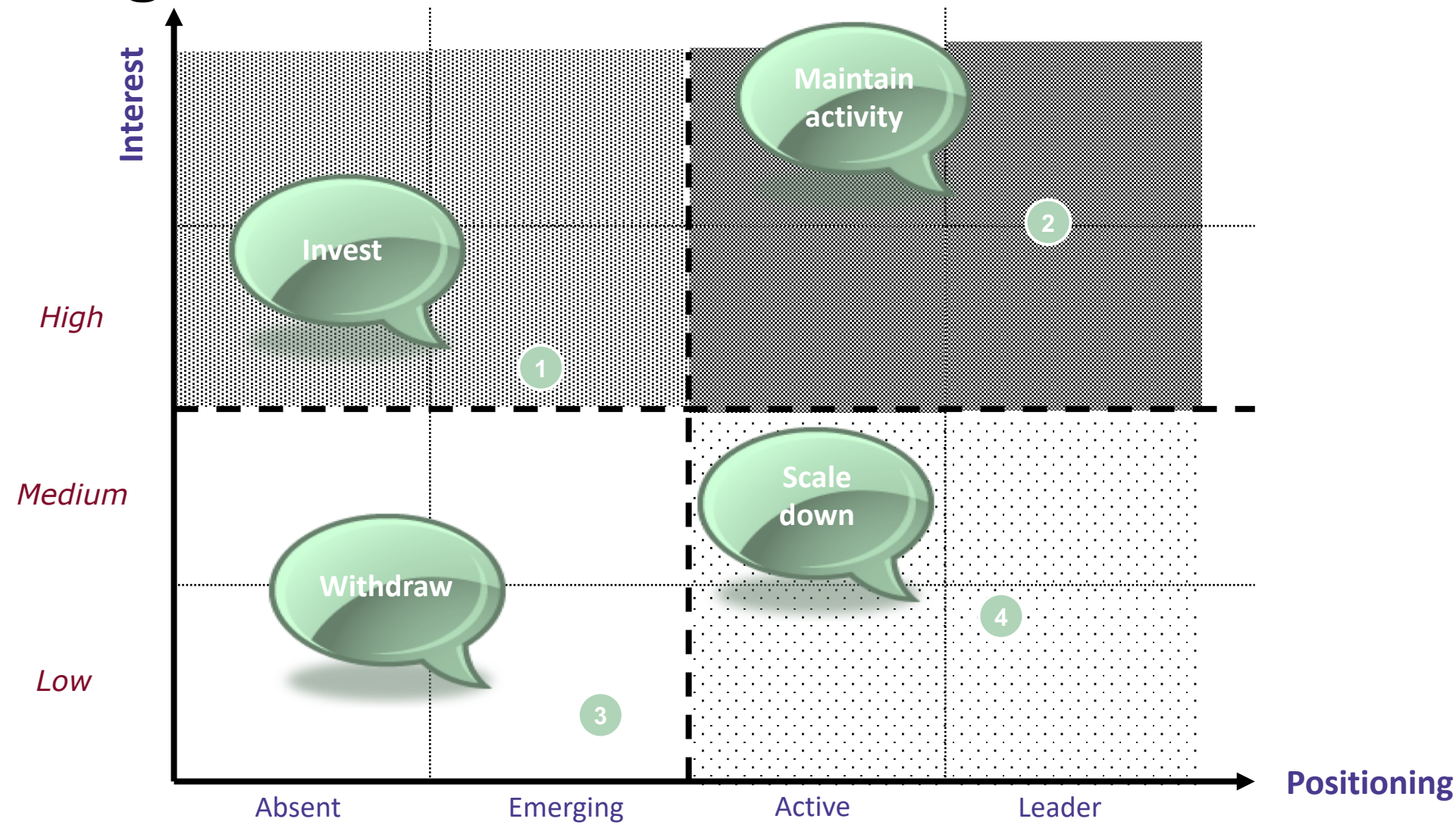


Have
a
Break

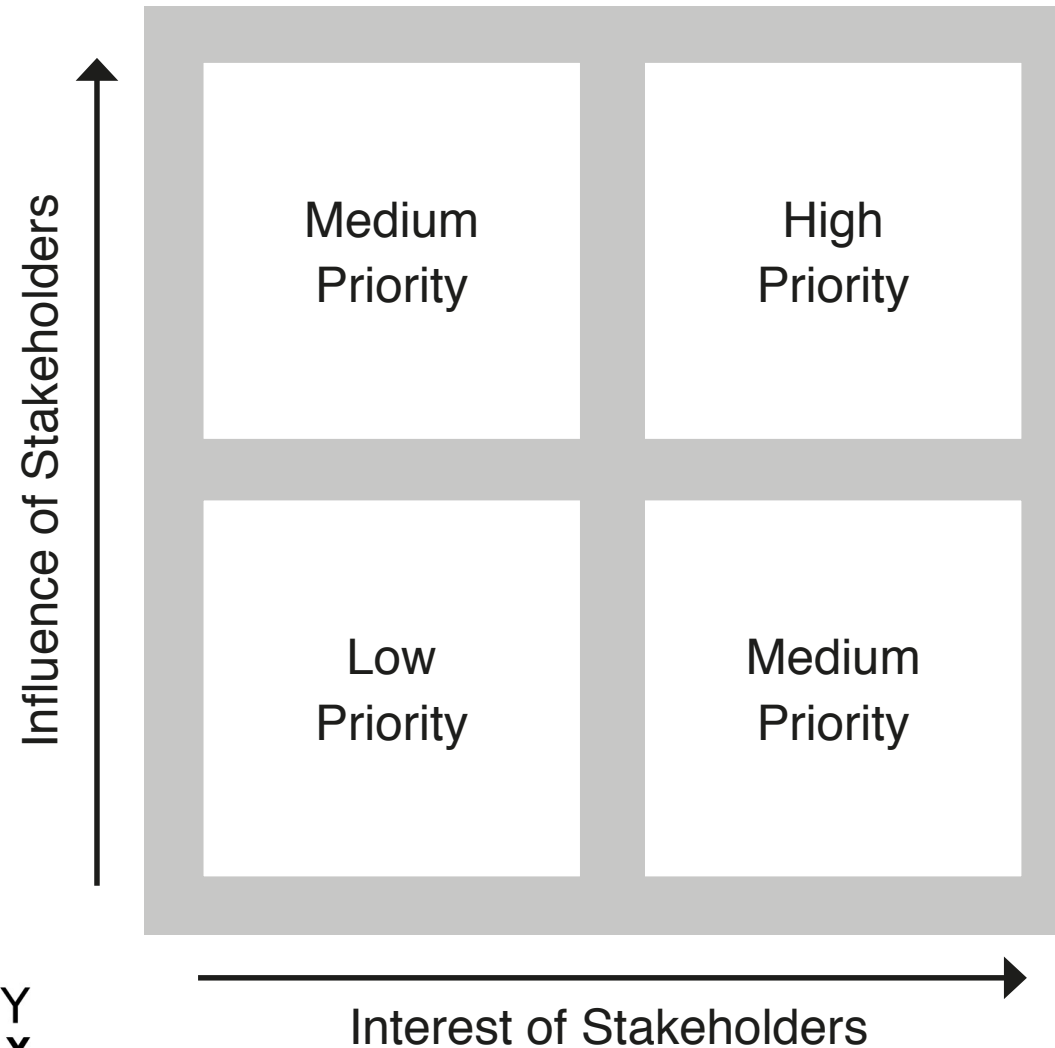
Example Stakeholder Assessment

First Name	Last Name	Institution (i.e. European Commission, European Parliament)	Sub-unit (i.e. Which unit, committee, ministry, department within the institution?)	Telephone	Email	Country of origin (or represented)	Other (i.e. social media, website)	Level of agreement (Low = 1, Medium = 3; High = 6)	Level of Influence (Low = 1, Medium = 3; High = 6)	What is the stakeholder's level of urgency on the issue? (Low = 1, Medium = 2.5; High = 5)	What could the stakeholder do to contribute and/or block to the campaign?
Simona	Bonafe	EP	ENVI Rapporteur S&D	3222845595	simona.bonafe@europarl.europa.eu	Italy	@simonabonafe	1	6	5	
Jessica	Polfard	EP	ENVI Shadow EPP-ED	3222845514	jessica.polfard@europarl.europa.eu	Sweden	https://twitter.com/jessicapolfard	5	5	4	
Karin	Karlsbro	EP	ENVI Shadow Renew	3222845385	karin.karlsbro@europarl.europa.eu	Sweden	https://twitter.com/KarinKarlsbro	4	5	4	
Patrizia	Toia	EP	ITRE Rapporteur S&D	3222845127	patrizia.toia@europarl.europa.eu	Italy	https://www.facebook.com/ToiaPatrizia	1	4	3	
Antonius	Mander	EP	IMCO Rapporteur EPP-ED	3222845412	antonius.manders@europarl.europa.eu	Netherlands	https://twitter.com/ToineMandersEP	5,5	5	4	
Virginijus	Sinkevičius	EC	Commissioner Environment	3222955511	Simonas.SATUNAS@ec.europa.eu	Lithuania	@VSinkevicius	1	6	4	
Razalina	Petrova	EC	Sinkevicius Cabinet	3222994792	rozalina.petrova@ec.europa.eu		@PetrovaRozalina	1	3	4	
Franz	Timmermans	EC	First Vice President of the European Commission (Green Deal)	3222960521	diederik.samsom@ec.europa.eu	Netherlands	@TimmermansEU	1	5	2	
Sarah	Nelen	EC	Timmermans Cabinet	3222957696	sarah.nelen@ec.europa.eu		@NelenSarah	1	2	2	
Aurel	Ciobanu-Dordea	EC	Director DG ENV.B	3222999871	Aurel.CIOBANU-DORDEA@ec.europa.eu			1	5	2	
Mattia	Pellegrini	EC	Head of Unit DG ENV B3 From Waste to Resources	3222954138	Mattia.Pellegrini@ec.europa.eu		@MPellegriniEC	2	5	2	
Nicolas	Encausse	Council of Ministers	French PermRep Environment attache	3222298651	narc.baghinyan@diplomatie.gouv.fr	France		3	6	5	
Stephanie	Pfhal	Council of Ministers	German PermRep Environment Head	3222891306		Germany		6	5	5	
Patrick	ten Brink	European Environmental Bureau	EEB EU Policy Director	3222891090	Patrick.tenBrink@eeb.org		@tenBrinkPatrick	1	1,5	5	
Eric-Mark	Huitema	Association des Constructeurs Européens d'Automobiles	ACEA Director General	3227387354	mo@acea.auto		@ACEA_DG	5	1	5	
Cecilia	Bonefeld-Dahl	DigitalEurope	DigitalEurope Director General	32493405613	cecilia.bonefeld-dahl@digitaleurope.org		@BonefeldCecilia	1	1	2	
Tim	Gosling	Politico	Journalist Politico	3225409090	tgosling@politico.eu		@TGosCEE	3	1	1	
Nelly	Moussu	Euractiv	Journalist Euractiv	3222265810	nelly.moussu@eurativ.com		@NellyMoussu	4	1	1	
Thibaut	L'Ortye	AmCham	AmCham Director of Public Affairs	3222891039	thibaut.lortye@amchameu.eu		@ThibautLor	6	2	2	

Visualizing Priorities



How to Classify Stakeholders



Political Monitoring

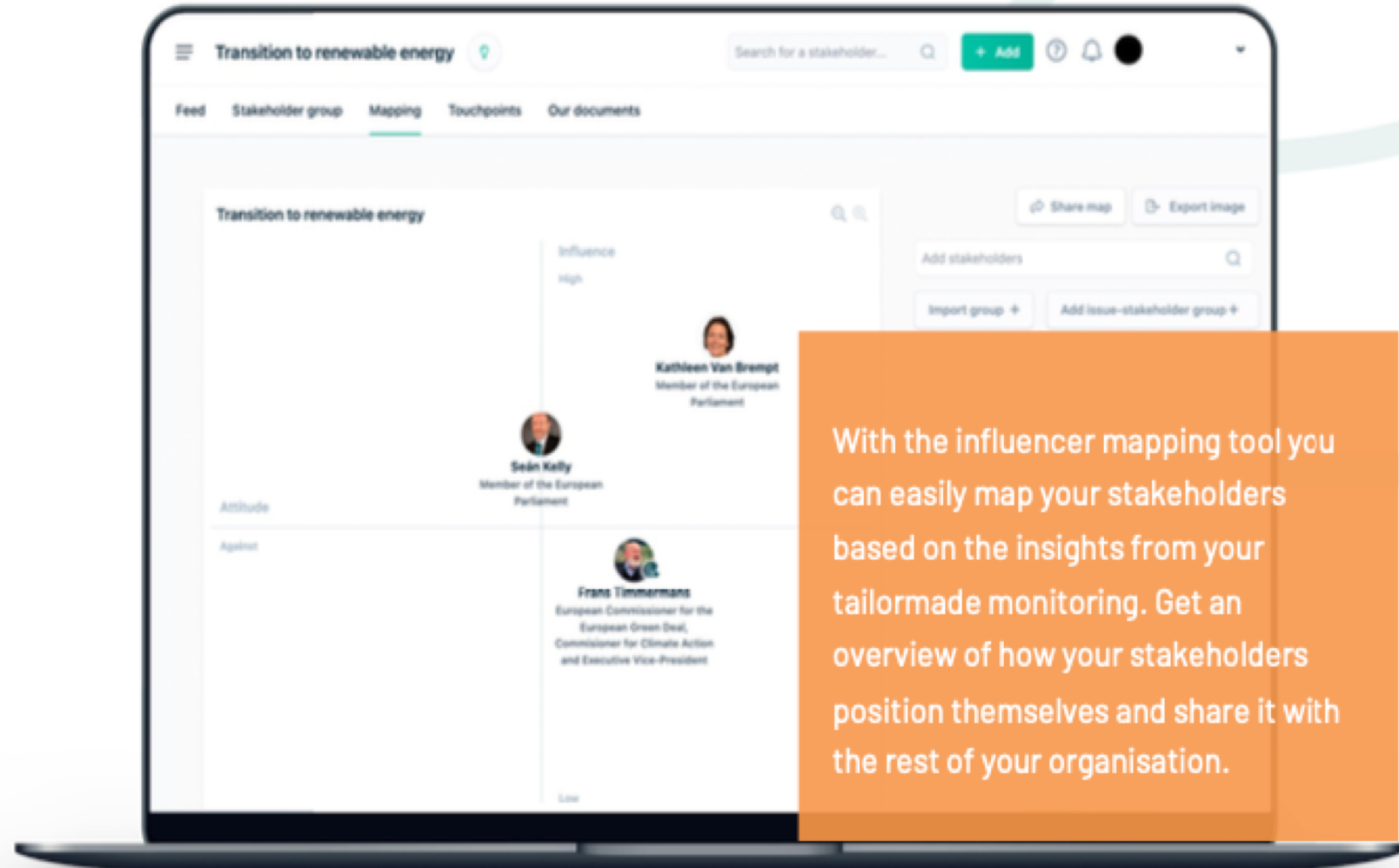
Instant updates on your critical issues

Stay up to date on any topic with all the relevant content from:

- Web-sources
- Social media
- Podcasts
- EU-Institutions (Bxl), Folketinget (Denmark), Riksdagen (Sweden) and Stortinget (Norway)

Ulobby Political Monitoring gathers information on political issues critical for your organisation - easy to access, continuously updated and without "noise".

Get notifications about your issues via email, SMS or on the mobile app.



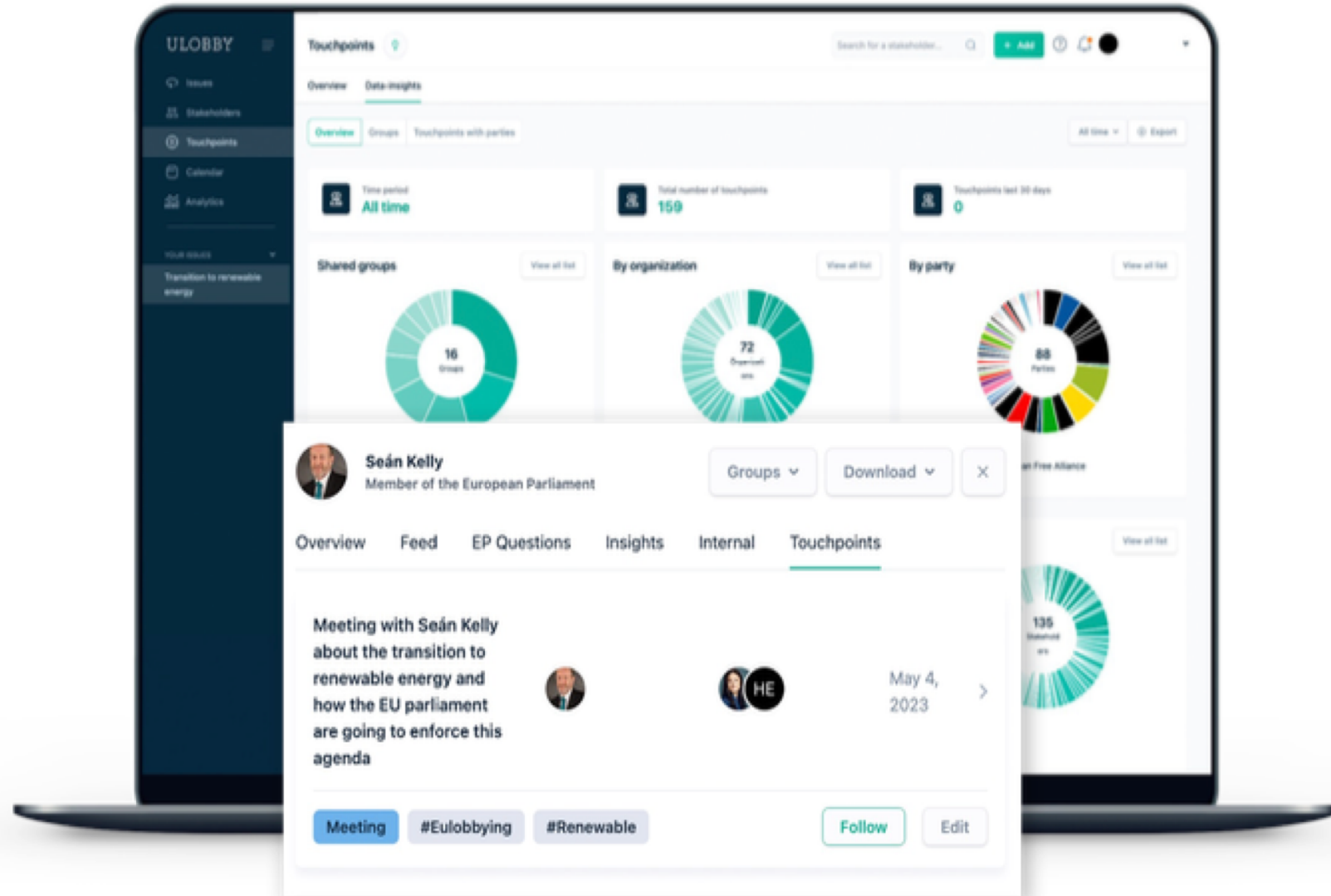
Stakeholder Management

Identify stakeholders, measure your work and track the progress on all your Public Affairs activities

Ulobby Touchpoints makes it easy to manage and coordinate all stakeholder interactions - both internally and externally.

Integrated with Microsoft Outlook/Gmail, Ulobby Touchpoints can track all your stakeholder interactions automatically, making it easy to measure and visualize progress.

Forget all about time-consuming excel spreadsheets, power points, or CRM systems and unlock an effortless tool for your organisation.



Data Insights powered by AI & machine learning

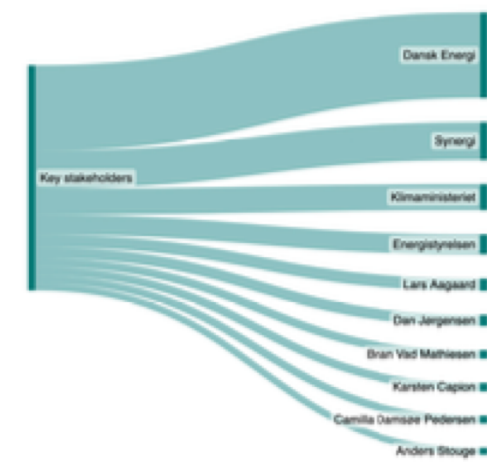
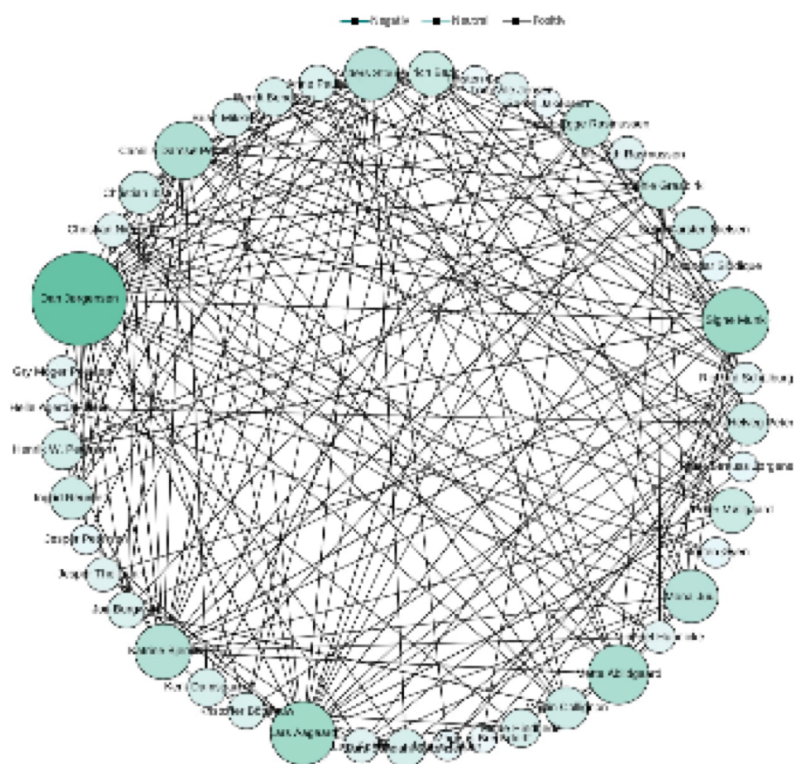
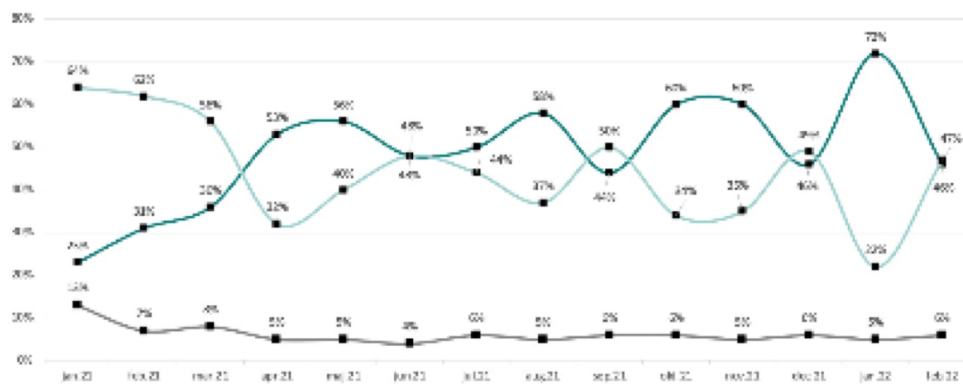
Generate new unique insights and gain a competitive advantage with Ulobby

Ulobby Data Insights provides you with a deep dive on your political topic or current SoMe-crisis.

The insights can reveal new patterns about your issues and stakeholders or measure progress as you launch new campaigns or initiatives.

Ulobby offers unique insights such as:

- 🔍 Sentiment analysis
- 🔍 Polarization analysis
- 🔍 SoMe data insights
- 🔍 Betweenness centrality



Phase 3. Engage your Stakeholders

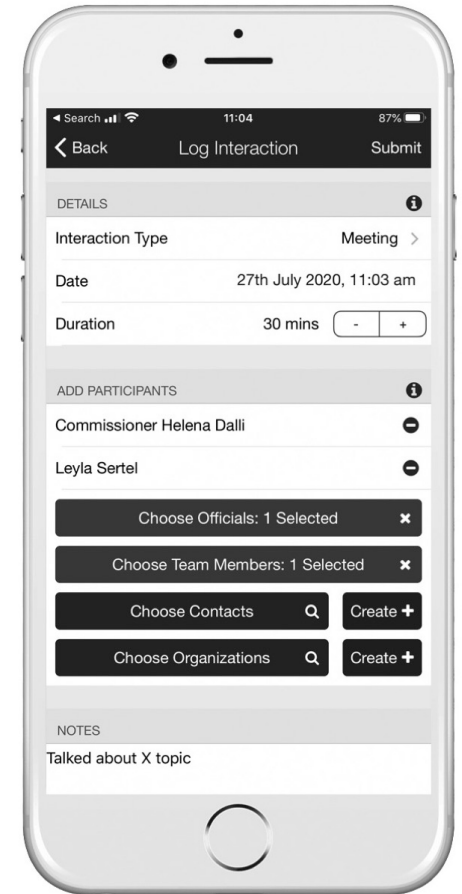
Engagement



How to Engage your New Stakeholders

Stakeholder Engagement Strategy

- Ensure you have a systematic view of your stakeholders
- Identify priority stakeholders
- Build a plan to meet them (over months)
- Start to execute – but keep your monitoring active
- List will change as i) you meet people ii) things develop
- Key is to use have a plan



Professional Approach

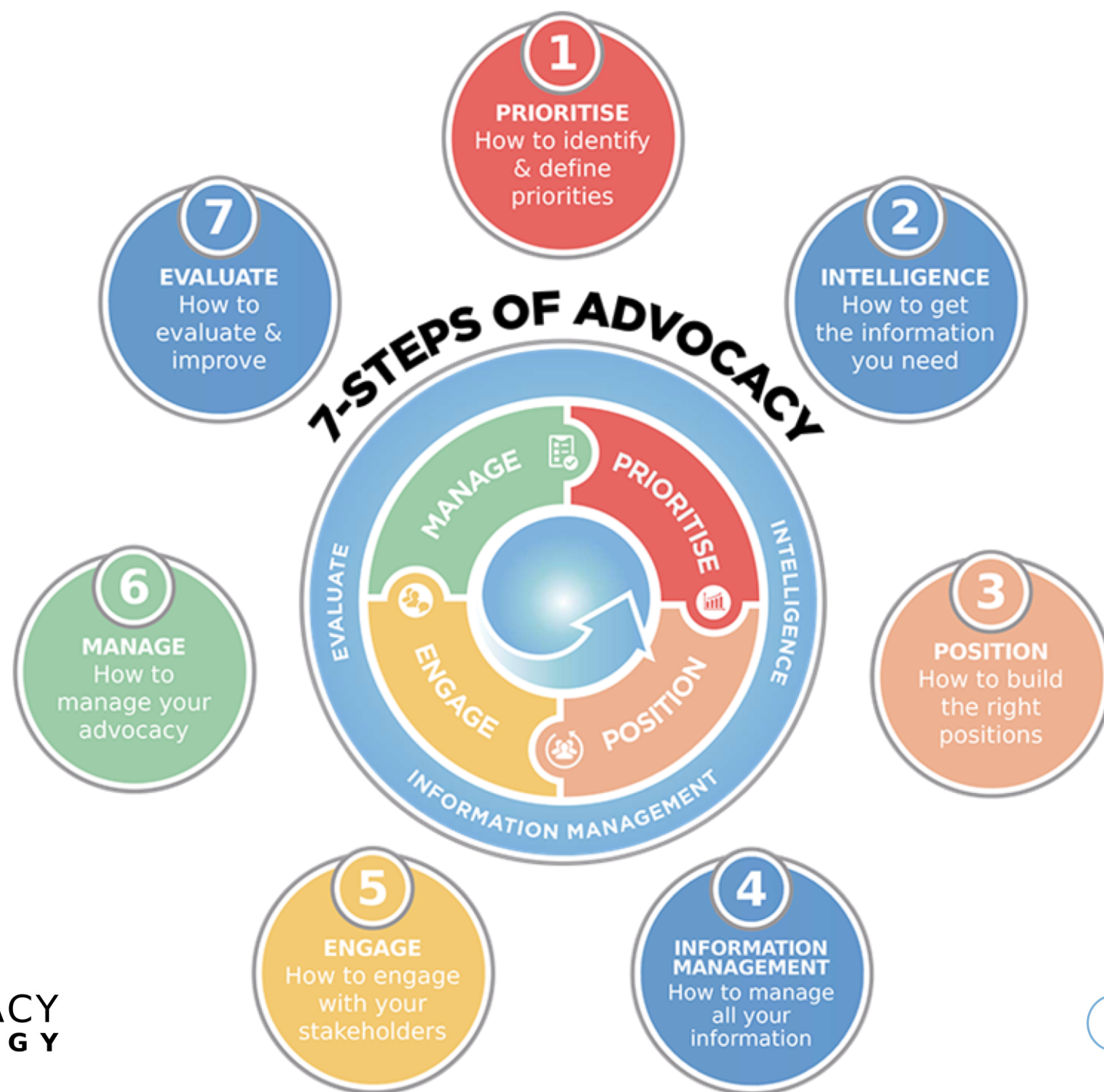
- Have a clear reason for meeting
- Do your homework on the stakeholder in advance
- Have a solid leave behind and/or information pack
- Follow-up
- Have a 'stay-in touch plan' for post meeting



How to Manage Extremes

- More so than ever before you will need to work with extremes to get your work done
- Set your values in stone and be clear what lines you have (and will not cross)
- Learn how to work with people with whom you will not agree on everything
- Focus on shared interests / values
- KNOW WHO YOU ARE TALKING TO (their politics / ideology)
- Tread with caution – build up slowly in this engagement





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'this comprehensive book provides guidance for successful EU advocacy'

*Doug Pinkham, President,
Public Affairs Council*

edited by

Alan Hardacre

Stakeholder Mapping is critical right now. Sweet Spot is balance between public and non-public information. Get the right service / support.

In the EU you should start with key roles and work out. You should have circa 25 key people-actors on a map (sometimes more).

You need to manage and visualize your stakeholder data. This allows you to prioritize and build an engagement plan.

Prepare for your meetings. Have a template bio. Have a meeting pack for every meeting. Follow-up.

Your stakeholder mapping will be dynamic for 6 months while you get to know the new people / politics and context.

Have a plan to engage with extreme MEPs. Know exactly who they are and what they stand for. Identify potential common ground but do so very carefully.