

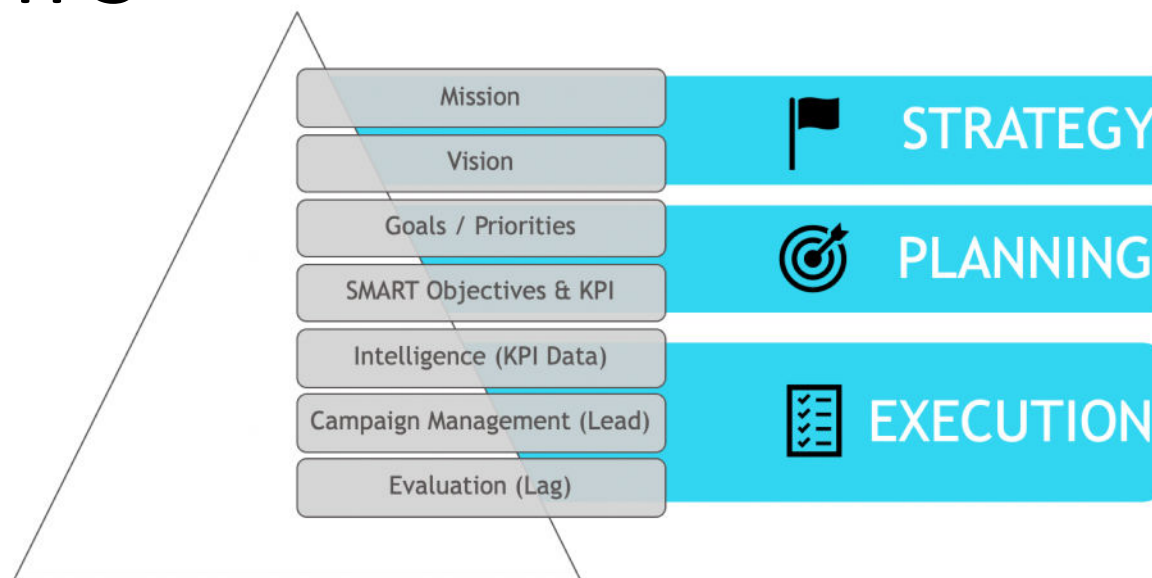


Public Affairs Council

Strategic Planning for 2025 Public Affairs Success

14th November 2024, Brussels

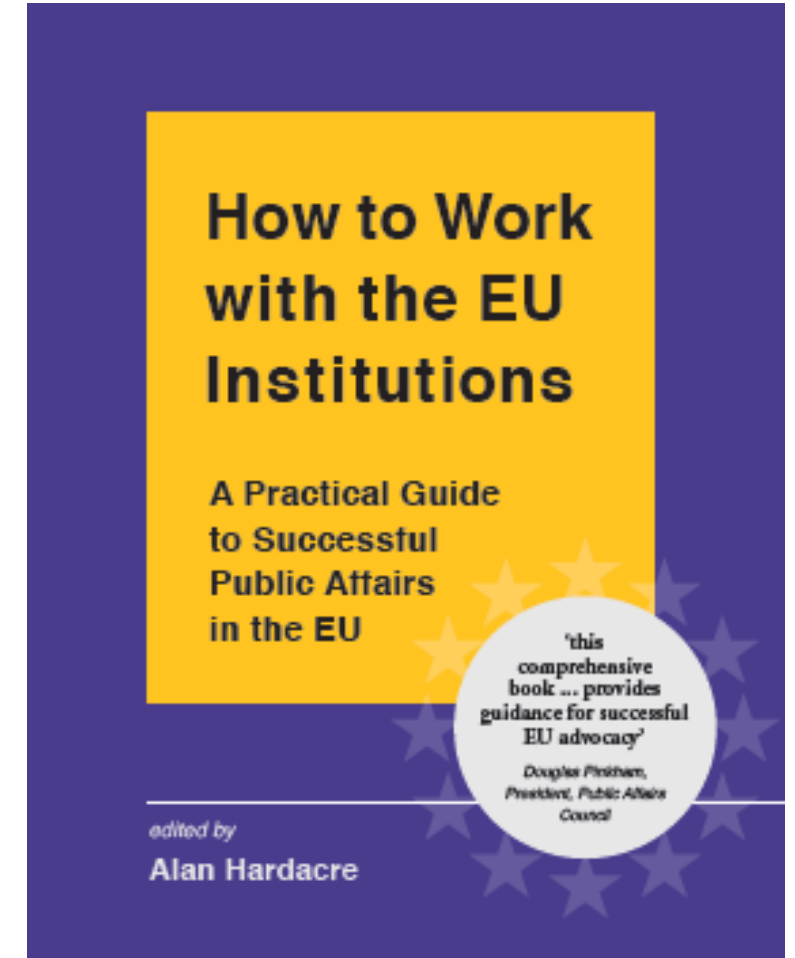
Dr Alan Hardacre



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



Your experience

Tour de Table

What are your expectations for the programme and today?



How do you currently do your strategic planning for 2025?



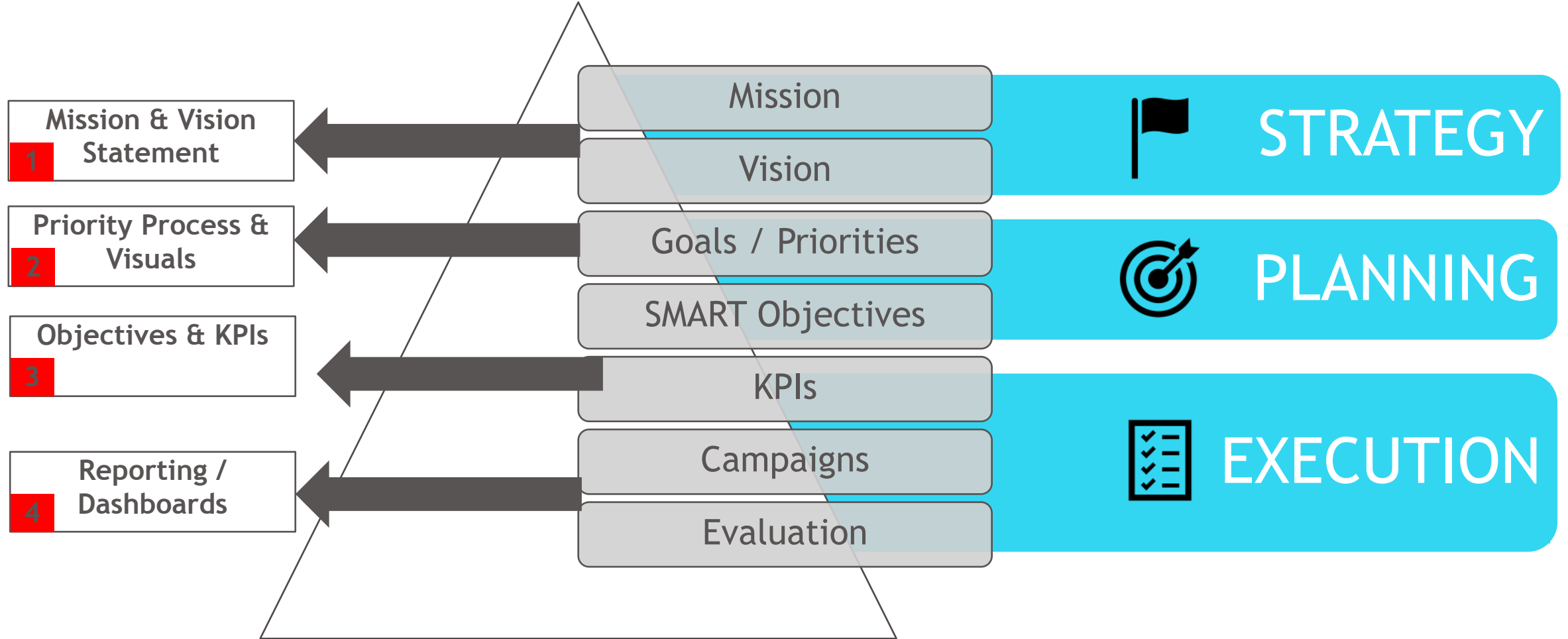
How much engagement and alignment do you have with your organization?



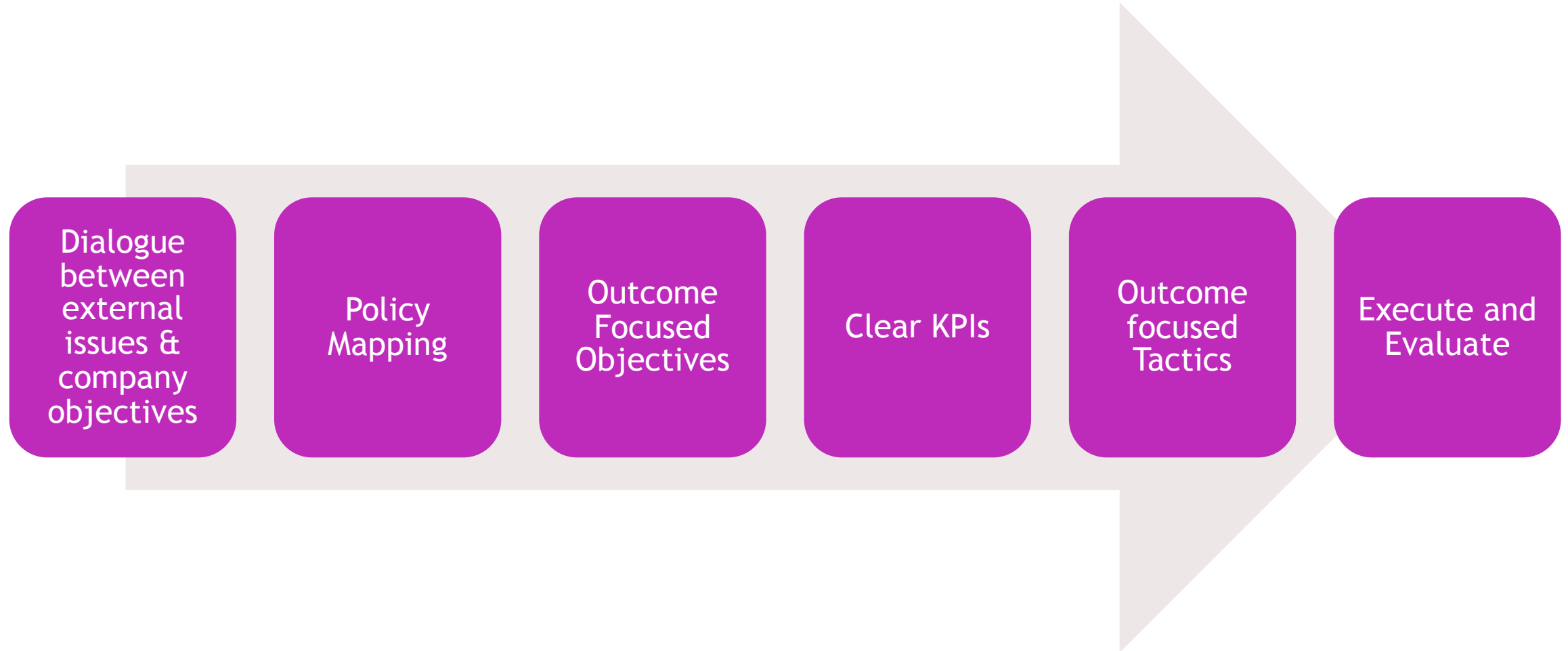
Outline of the session

Topic	Duration	Lead	Detail
Introduction & Tour de Table	15 mins	Alan	Introduction to Public Affairs Strategic Planning
Framework for Public Affairs Strategic Planning	45 mins	Alan	Review of key approaches and tools to strategically plan for 2025 Public Affairs
Outcome based Public Affairs objectives	45 mins	Alan	Discussion of how to draft SMART outcome based Public Affairs objectives
Outcome based Public Affairs tactics	45 mins	All	Discussion of how to draft SMART outcome based Public Affairs tactics
Recommendations & Q&A	45 mins	All	Key Take-Aways and Q&A

Connecting Strategy, Planning, and Execution



Process to Develop Outcome Focused Objectives & Tactics



Strategic Framework for 2025 Public Affairs

Ideal Scenario

1. **Process to align and set Public Affairs objectives** hard-wired to commercial strategy
2. The **impact of each objective** is quantified = impact statement
3. **Internal meeting and reporting cycle** has these priority objectives at their core
4. Develop a **practice of systematic outcome measurement** for both the WHAT and the HOW
5. Align on the best **trackers / dashboards** to communicate progress & success to your organization
6. **Framework for when/how to present WHAT success and HOW success**
(two different things that need to be done differently)

Policy Mapping - The Foundation

- To engage in a robust dialogue over objectives you need to start with a broad understanding of the policy environment
- Once you have established exactly what the business wants to achieve - within the realms of external possibility - you need to dive deeper into the external environment with a full policy mapping
- You need to look at the exact ways in which you can bring about change - the final outcomes that you need to achieve to be successful (the law you need to change / bring into existence)

Public Affairs Mission Statement 1

Vision & Purpose

Vision

To support commercial success whilst ensuring we build for a sustainable & responsible future

Purpose

Creating optimum policy and tax conditions for products for commercial success

Leading a sustainable and responsible policy-tax strategy that ensures greater societal licence to operate

Providing advice, guidance and strategic input across the organization and its markets in areas / on matters of key strategic importance

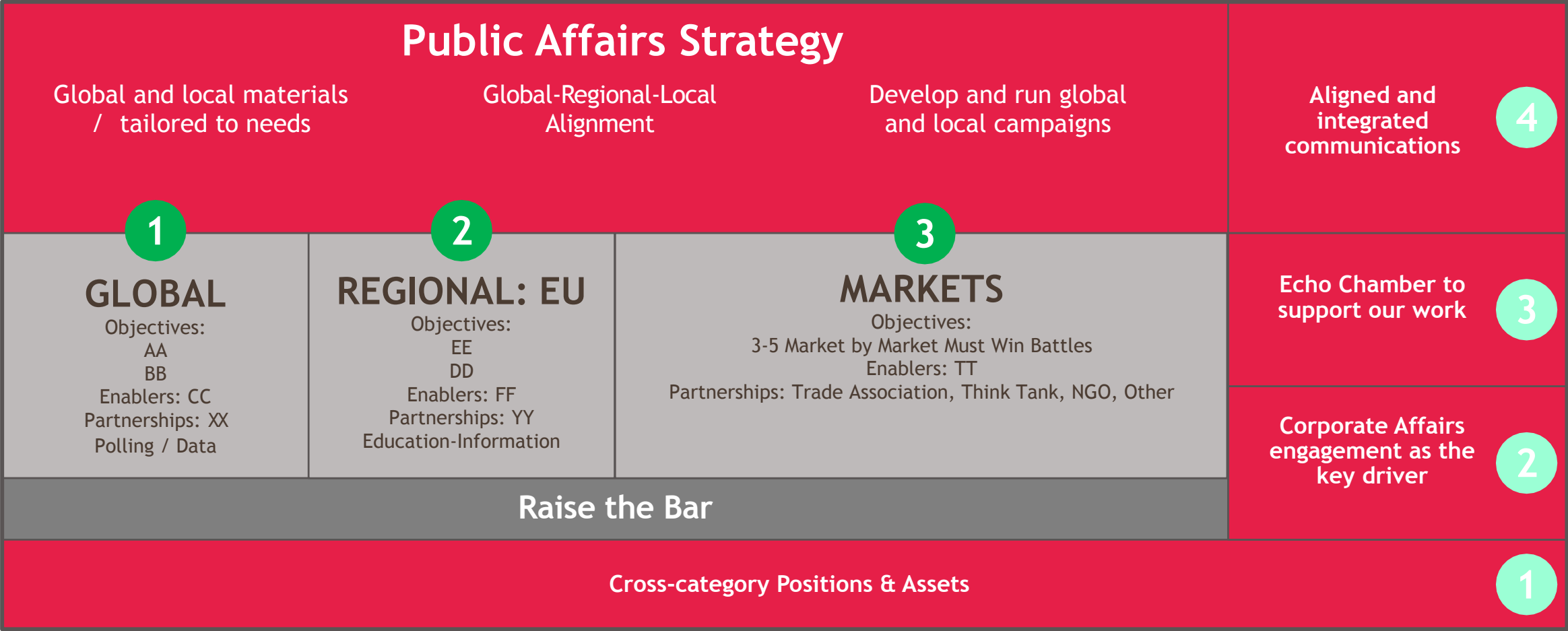
Strategy

- Building and resourcing an agile, responsive, technology-driven and fast-paced Public Affairs team able to work across multiple categories and geographies
- Building strong Public Affairs capabilities to drive policy and tax agendas (within a clear strategic framework)
- Building and leveraging the right echo chamber of trade associations, alliances, think tanks and consultants to influence our commercial operating environment
- Leveraging and landing our sustainability and ESG narratives

2025 Must Win Public Affairs Battles

1. A
2. B
3. C
4. D
5. E

2025 Strategy Overview



Why Prioritization is SO Important? 2

1. Quantify Policy Risks & Opportunities **and then** Set Priorities
2. Alignment with your organization
3. Ensure Business Sustainability - Freedom to Operate - Eyes wide Open
4. A Roadmap for a targeted Public Affairs Strategy



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

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

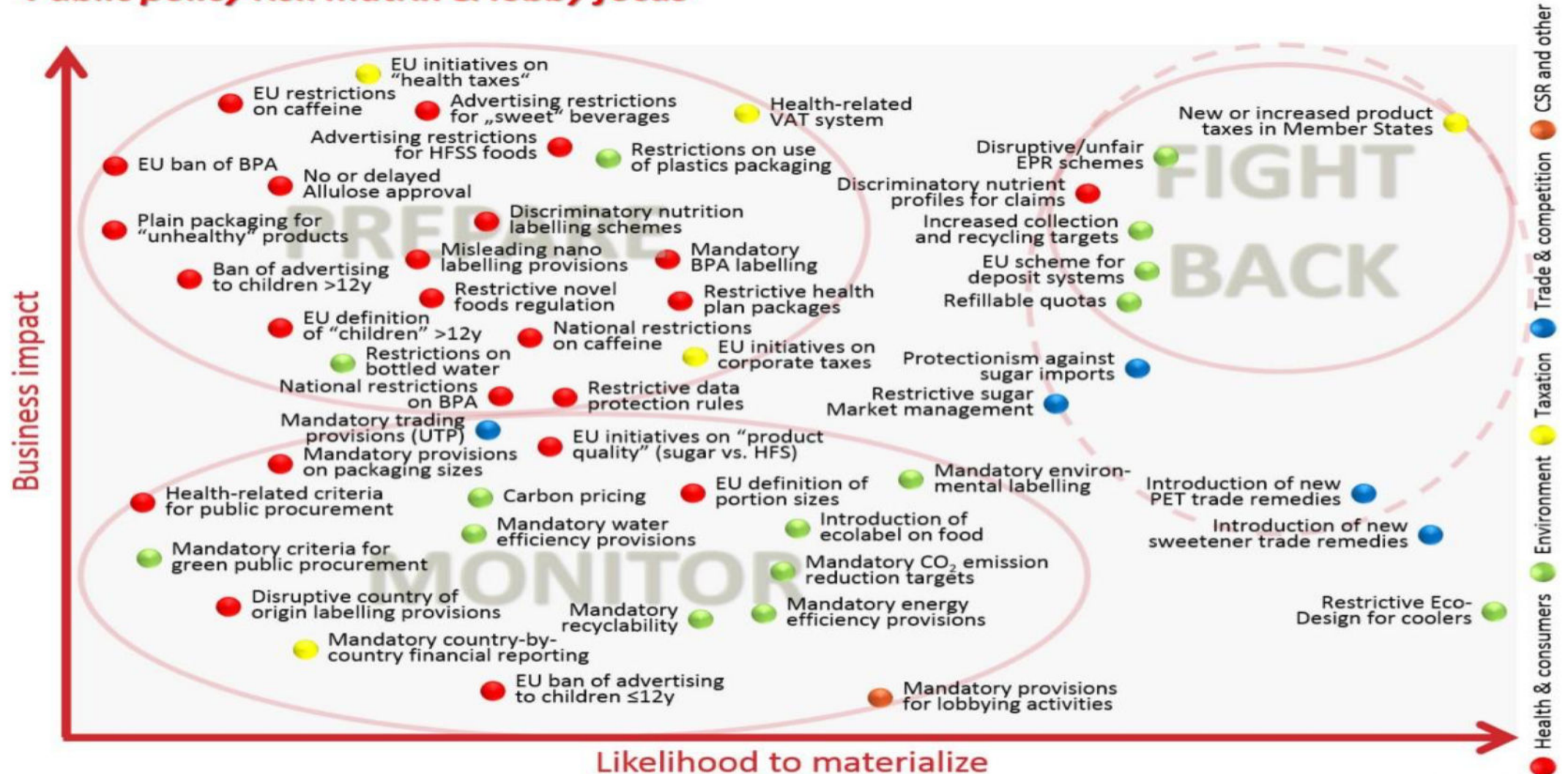
Competitive
comparison

Regulatory
pressure

2024 Focus

Case Study: Coca Cola

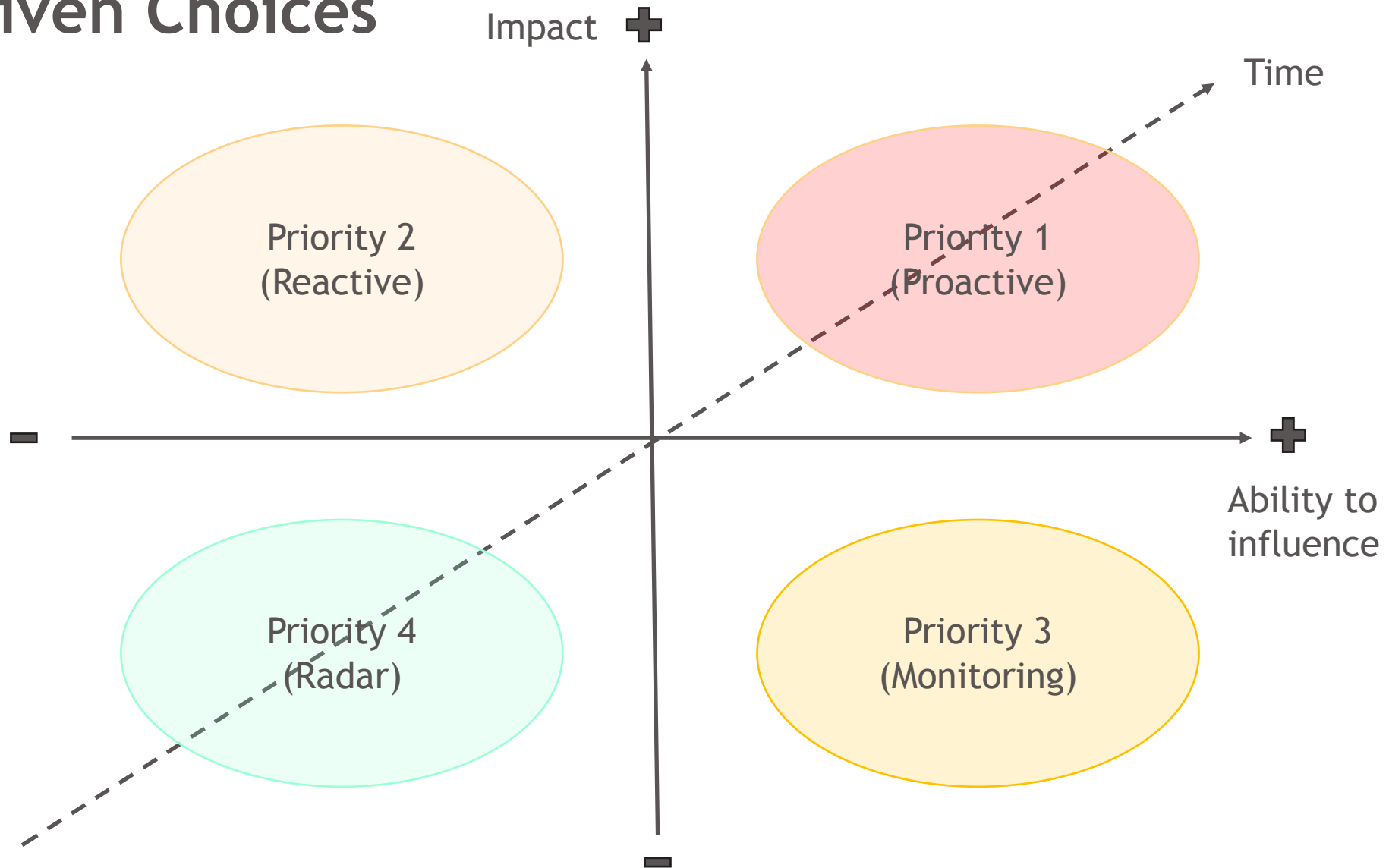
Public policy risk matrix & lobby focus



Policy Legislation (Overall Impact)

Priority Issue	Impact on organisation / members	Financial Impact	Advocacy Timing:	Likelihood:	Ability to Influence:
List of Issues	4.7	2.7	3.0	4.0	7.0
	4.7	2.6	7.0	7.0	4.0
	4.4	2.6	4.0	7.0	6.0
	4.1	2.3	7.0	5.0	1.0
	3.9	2.2	6.0	5.0	7.0
	3.8	2.1	4.0	6.0	1.0
	3.8	2.5	4.0	7.0	6.0
	3.8	2.4	4.0	4.0	5.0
	3.7	2.4	3.0	5.0	1.0
	3.4	2.0	4.0	7.0	1.0
	3.2	1.8	7.0	7.0	2.0
	3.1	1.6	1.0	4.0	2.0
	3.0	2.1	3.0	4.0	3.0
	3.0	1.4	7.0	7.0	2.0
	2.9	1.4	7.0	7.0	2.0
	2.9	1.4	7.0	7.0	5.0
	2.9	1.7	3.0	6.0	2.0
	2.9	1.7	6.0	7.0	2.0
	2.9	1.8	2.0	5.0	1.0
	2.9	1.3	6.0	7.0	6.0
	2.8	1.9	3.0	4.0	3.0
	2.7	1.3	7.0	7.0	1.0
	2.6	1.7	7.0	4.0	1.0
	2.6	1.9	7.0	7.0	1.0
	2.3	1.2	4.0	1.0	1.0
	1.7	1.3	6.0	7.0	1.0

Data Driven Choices

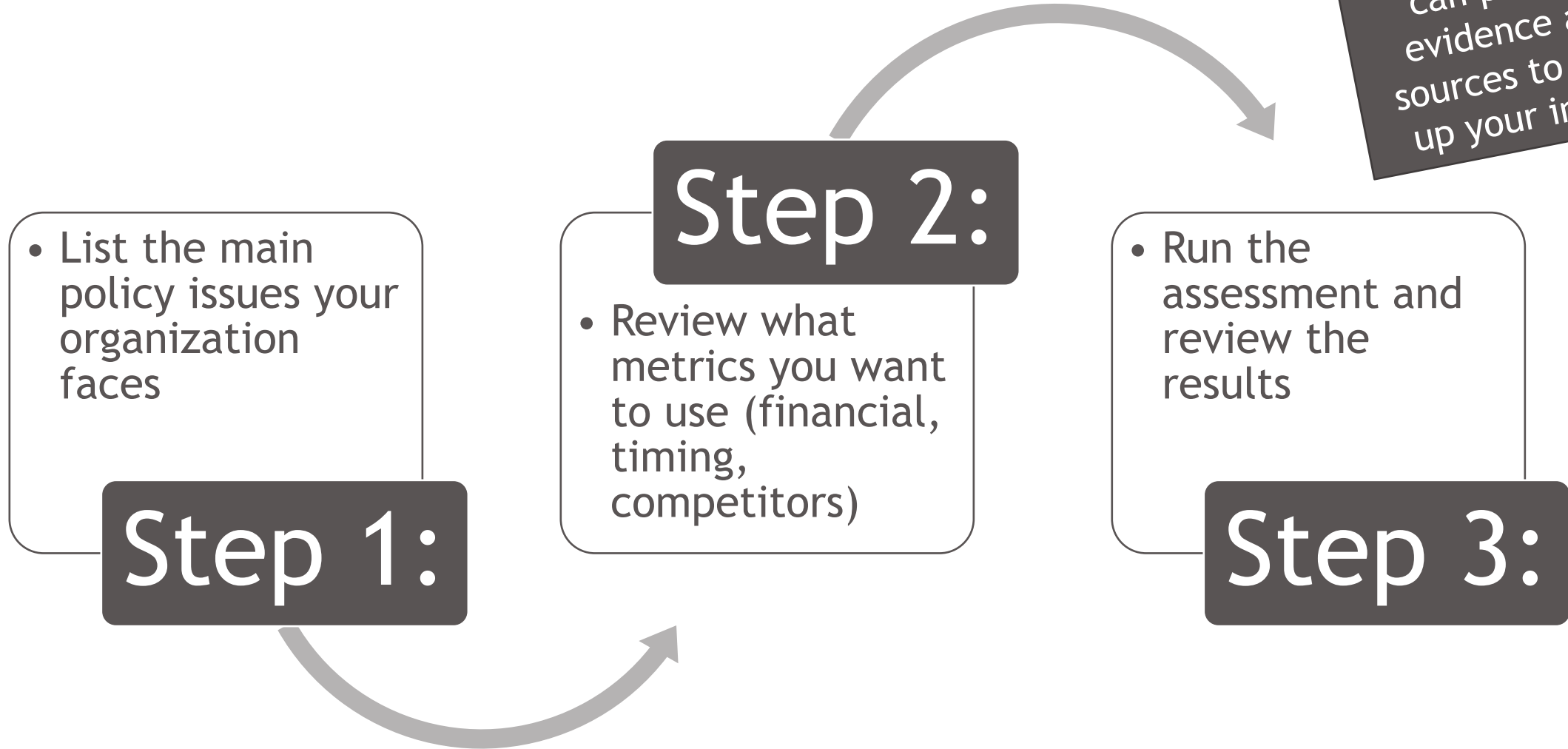


Focus is KEY

	Monitoring	Advocacy	Internal Comms	External Comm	Assets
Priority 1 (Proactive)	Active & Daily	Proactive Meetings Campaigns Comms	Weekly update Team Meetings	PR Social Media Website	Position Paper PPT Speaking Pts Infographics
Priority 2 (Reactive)	Daily	Reactive	Monthly updates / team meetings	Social media	Position Paper PPT Speaking Pts
Priority 3 (Monitoring)	Weekly	Passive	Quarterly Review	No	Position Paper
Priority 4 (Radar)	Monthly	No	Quarterly Review	No	None

What to Prioritize

Note:
Make sure you
can provide
evidence and
sources to back
up your input.



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

- +

SMART objectives even more key for Public Affairs 3

Strategic objectives

S	Specific
M	Measurable
A	Achievable
R	Relevant
T	Timely



Setting KPIs at the outset allows you to measure your success



Example Objectives

Improve the company's reputation

Revised: Increase positive media mentions by 20% and improve customer and partner sentiment scores by 15% in annual reputation surveys by Q4 2025.

Engage with key stakeholders

Revised: Organize quarterly meetings with at least 10 priority stakeholders and achieve a 90% participation rate by the end of 2025.

Increase public awareness of our issues

Revised: Launch a public awareness campaign across three social media platforms, aiming to increase follower engagement by 25% and achieve at least 5 million impressions by mid-2025.

Build better relationships with government officials

Revised: Hold at least 15 individual or group meetings with government officials at various levels, achieving a 70% success rate in follow-up actions and policy engagement by Q3 2025.

Manage Policy Risks / Shape the Policy Environment

Revised: Identify and engage with policymakers on three key legislative issues, aiming for policy shifts or amendments on two out of three issues by Q4 2025.

Enhance our corporate social responsibility (CSR) efforts

Revised: Increase participation in CSR initiatives by 30% and publish a CSR impact report by Q2 2025, demonstrating clear outcomes in two targeted communities.

Manage media relations effectively

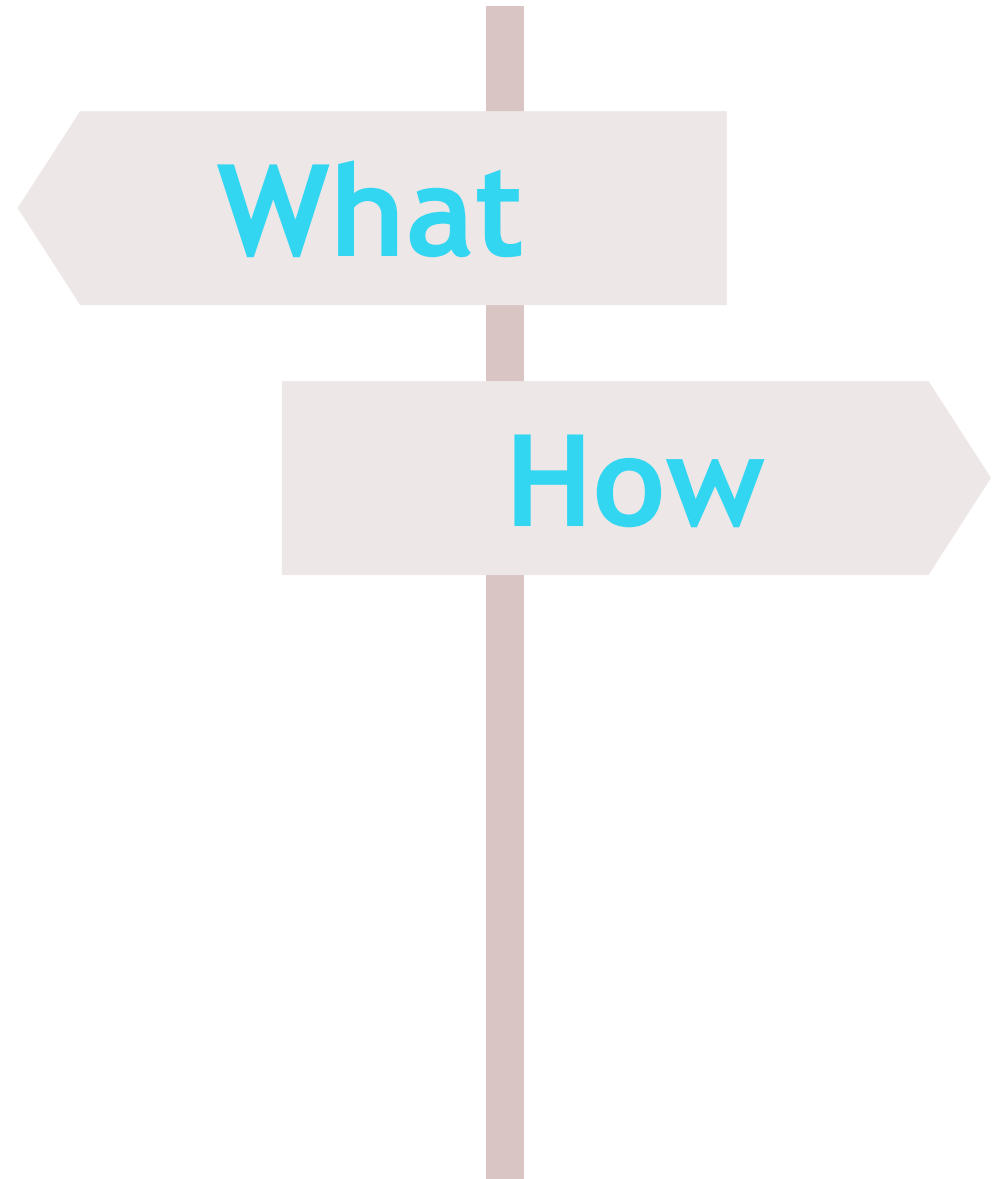
Revised: Secure at least 10 positive press placements in major industry or national media outlets and maintain a media response time of less than 24 hours for inquiries by Q3 2025.

Hold 4 stakeholder events in 2025

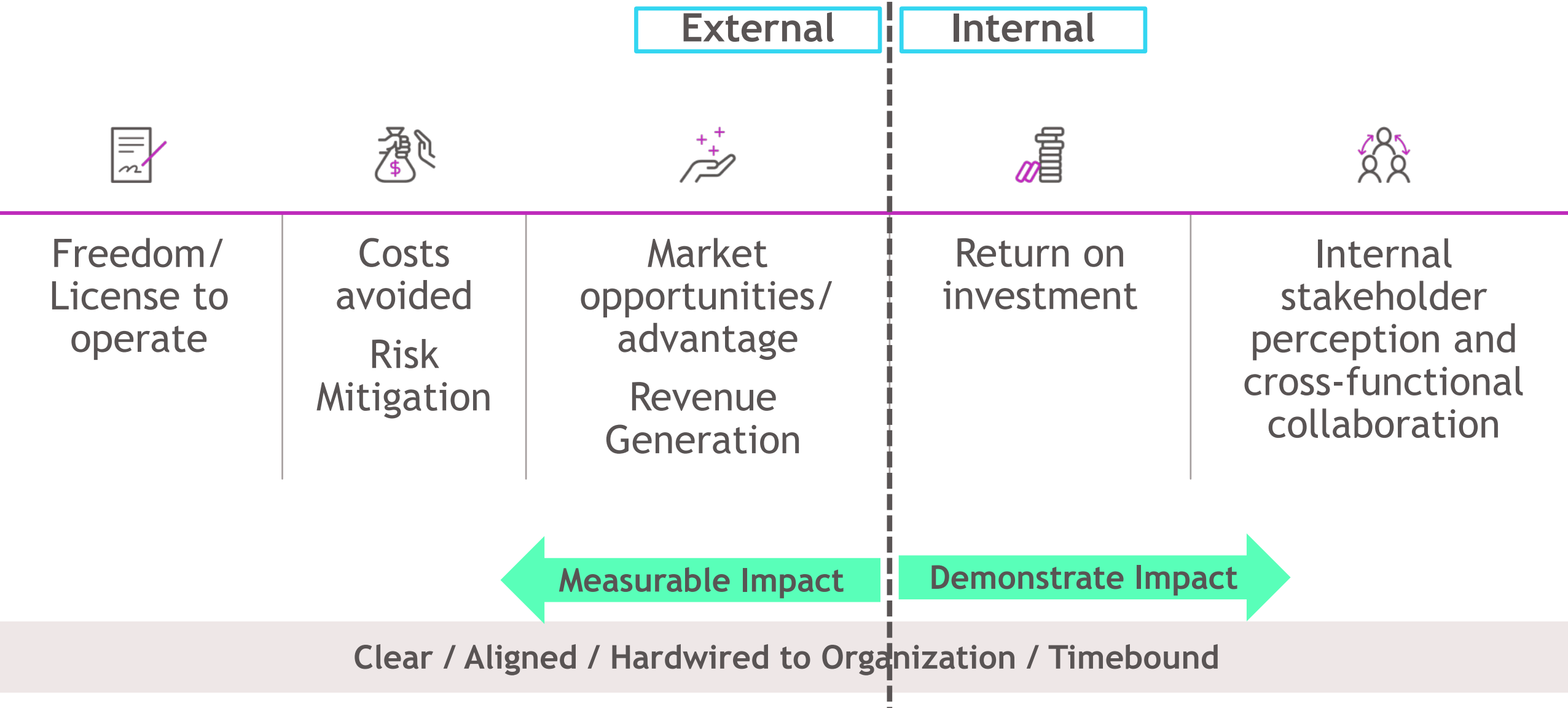
Revised: Plan, execute, and complete four stakeholder events by December 2025, with at least 80% positive feedback from participants and 60% achieving follow-up actions.



Understanding the “**What**” and “**How**” of measuring Government Affairs success



Measures of outcomes in Government Affairs (What)



Example WHAT

01

Achieve a **specific policy outcome** (*detailed outcome*)

- KEY: Ensure A / B / C product are included in the list of those exempted from the requirement for X / Y / Z
- SECONDARY: Ensure greater predictability through clearer process for updating the exemption list

02

In a **specific time frame** (*mapped out in advance*)

- Inclusion of A / B / C products in the exemption list in **FY 2025** for financial impact in FY 2026

03

With a **clear and measurable outcome for the business** (*positive/negative/neutral*)

- Quantify the impact of exemption and also of delay (against first proposed timeline)
- Impact statement in addition to / where no quantification is possible - the impact of this change on the business will be D / E / F

04

And able to **show your impact** (*tabled amendment/key meeting/other*)

- Show the final exemption list with your products in it
- Concrete government policy changes / delays in line with your proposals
- Public statements/positions by government officials reflecting your proposals and policy asks

Measurements of Government Affairs tactics (How)

Increased influence/
credibility/reputation

Improved external
stakeholder perception

Media coverage and
sentiment analysis

Successful events / reports /
campaigns

Effectiveness of contracted
consultants

Effectiveness of associations

Clear / aligned / hardwired to your priorities / timebound

Example HOW: Stakeholder outreach

01

Measure number of meetings(*in year/ campaign/period*)

02

Assessment of quality/influence of the stakeholder you were meeting (*mapped out in advance*)

03

Assessment of meeting (*positive/negative/neutral*)*

04

Follow up on what happened (*tabled amendment/asked question/other*)

Held 10 positive meetings with tier 1 stakeholders in Q2 with a view to tabling, and getting support for amendment XX

* Done in accordance with EU GDPR

Example HOW: Stakeholder outreach

Tier 1	Tier 2	Tier 3	Detractors
<p>Who: decision-makers, key influencers, advocates, potential advocates</p> <p>KPI: advocacy</p>	<p>Who: MPs (and wider stakeholders) identified in mapping as issues based targets</p> <p>KPI: immersion</p>	<p>Who: wider MPs and stakeholders</p> <p>KPI: knowledge and understanding</p>	<p>Who: public critics of organization</p> <p>KPI: minimising public opposition</p>

Example HOW: Detailed Measurement

	Tier 1	Tier 2	Tier 3	Detractors
Outputs	<ul style="list-style-type: none"> 1 meeting per half Attendance at one event or visit a year Engaged once a quarter on issues (mail outs, etc.) 	<ul style="list-style-type: none"> 1 meeting per year Attendance at one event or visit per year Engaged once per half on issues (mail outs, etc.) 	<ul style="list-style-type: none"> Engaged once per year on issues (mail outs, etc.) 	<ul style="list-style-type: none"> Reactive response to public criticism of the business Number of responses to criticism and how quickly we've responded
Outcomes	<ul style="list-style-type: none"> Better understanding of the business: measured through meeting sentiment Number of positive mentions in Parliament, media and social media 	<ul style="list-style-type: none"> Understanding, and visibility of activity Number of times organization positively engages with key stakeholders on priority issues Number of public interventions from key stakeholders on priority issues 	<ul style="list-style-type: none"> Better understanding of the business: measured through levels of engagement 	<ul style="list-style-type: none"> A reduction in negative sentiment experienced in engagement A reduction in the number of negative mentions in Parliament, media and social media
Impact	<ul style="list-style-type: none"> Permissive business environment Avoidance of punitive regulatory action 	<ul style="list-style-type: none"> Seen as a leader on priority issues 	<ul style="list-style-type: none"> More balance in the debate as more key stakeholders are neutral or balanced in their opinions of the organization 	<ul style="list-style-type: none"> Fewer public incidences of opposition to or criticism of the organization

Measurement has Challenges

1. Attribution challenges (due to simultaneous advocacy efforts by different stakeholders)

Tip: seek to identify tangible and credible proof demonstrating impact

2. Long - term impact

Tip: break down longer-term outcomes into meaningful milestones and show how those position you for achieving the final outcome

3. Qualitative vs quantitative measures

Tip: balance data with anecdotes, stories and other qualitative metrics

4. Influence of external factors

Tip: be aware and manage expectations

5. Subjectivity

Tip: seek external validation to ensure objectivity

6. Tailoring metrics vs one size fits all

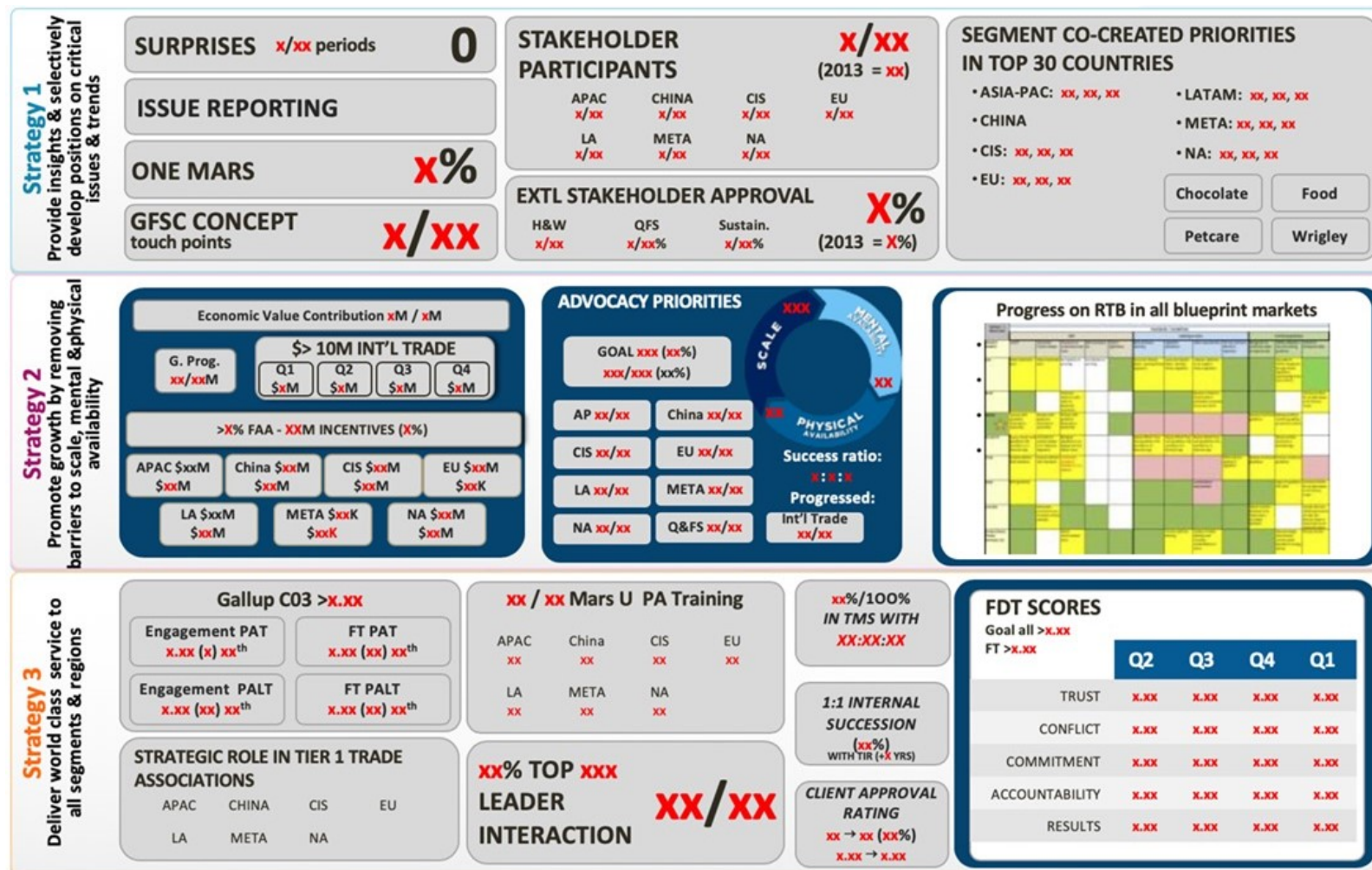
Tip: tailor your metrics to the context and your organization

Communicating Success

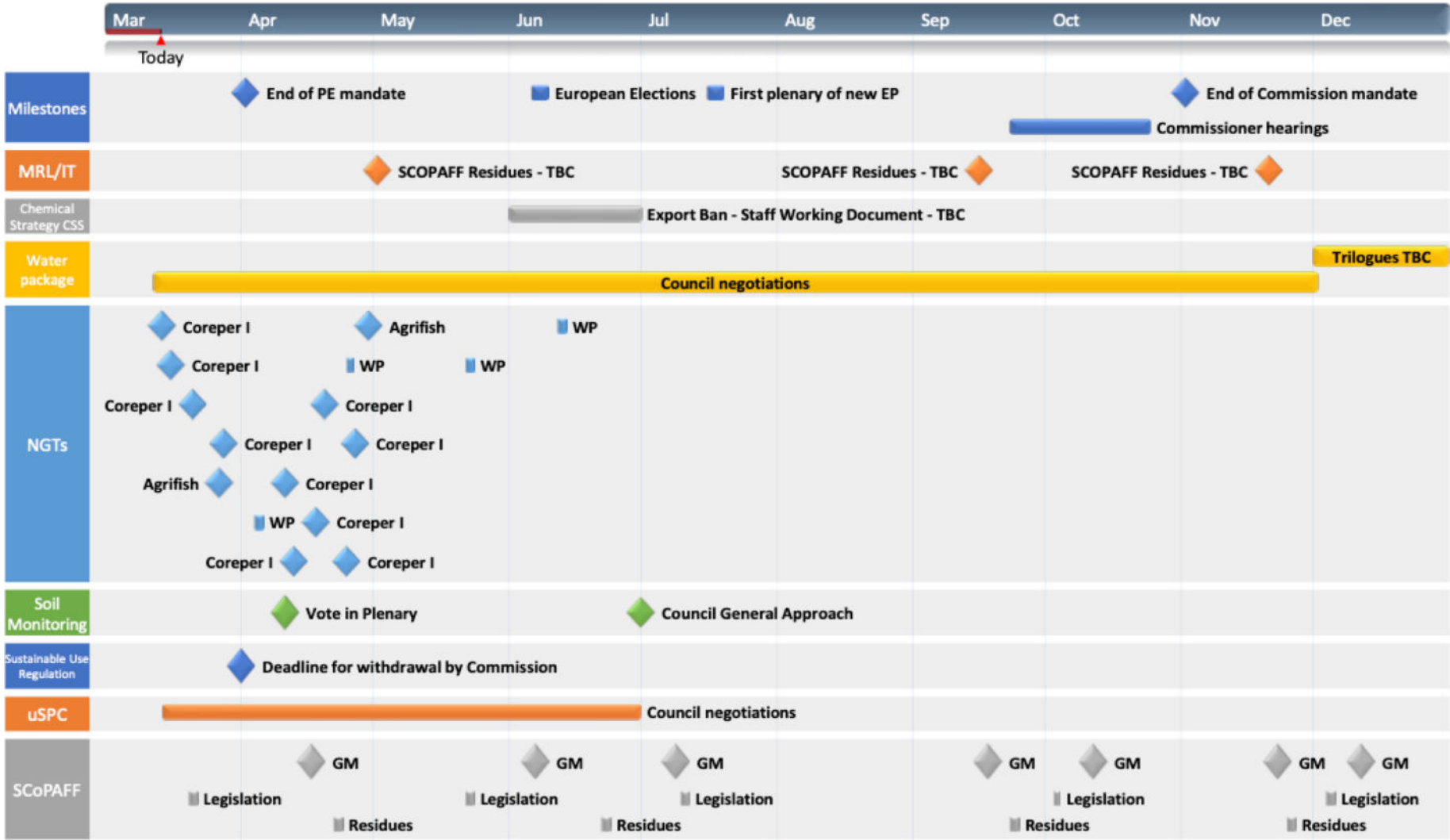


Tailoring the approach to measurement and tracking to the needs, culture and resources of the organization

Example: Mars CA dashboard











Example: Timeline



Example: Dashboard template

Updated: April 2024



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>		
 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>		
 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>		
 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	
	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>		

Overall contribution (March 2024)		
£45.1m		
Issues Key wins	Financial contribution (What)	Future foundations (How)
	✓ XX: Delayed XX(£8m)	✓ Political outreach across spectrum in XX building for future
	✓ XX: Tax ended (£6m)	
	✓ XX: Ban removed (£1.1m)	✓ New trade association created in XX country
	✓ X	
	✓ X	✓ New key relationships built in XX country
		✓ X
		✓ X

Communicating Public Affairs Success

- Align objectives and outcome measures with the organization at the planning stage
- Ensure the organization buys into the chosen metrics
- Track your progress against your KPIs
- Communicate milestone achievements and major evolutions on key priorities throughout the year
- Regularly assess and evaluate progress against KPIs to adjust strategy or adjust objectives (e.g. for long-term advocacy efforts)

Tools to be leveraged

- Presentations in internal forums (townhalls, business meetings, team meetings etc.)
- Newsletters
- Trackers
- Internal Reporting
- Dashboards
- Blogs / Videos
- Ad-hoc email updates

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

Strategic Planning is based on an ability to align with your organisation on their priorities, match these to the external environment and then build a process to deliver.

Be sure to only accept outcome-based objectives and tactics as they help you explain and measure.

Policy Mapping is the foundation. Outcome based objectives are the driver. Dashboards are the shop window to your organisation.

Be sure to tailor what you build to the specifics of your organisation (language / visuals).

This process takes time and effort to create but the investment will be worthwhile.

This process is the backbone of successful Public Affairs.