

Measure & Communicate the Value of Public Affairs Work Internally

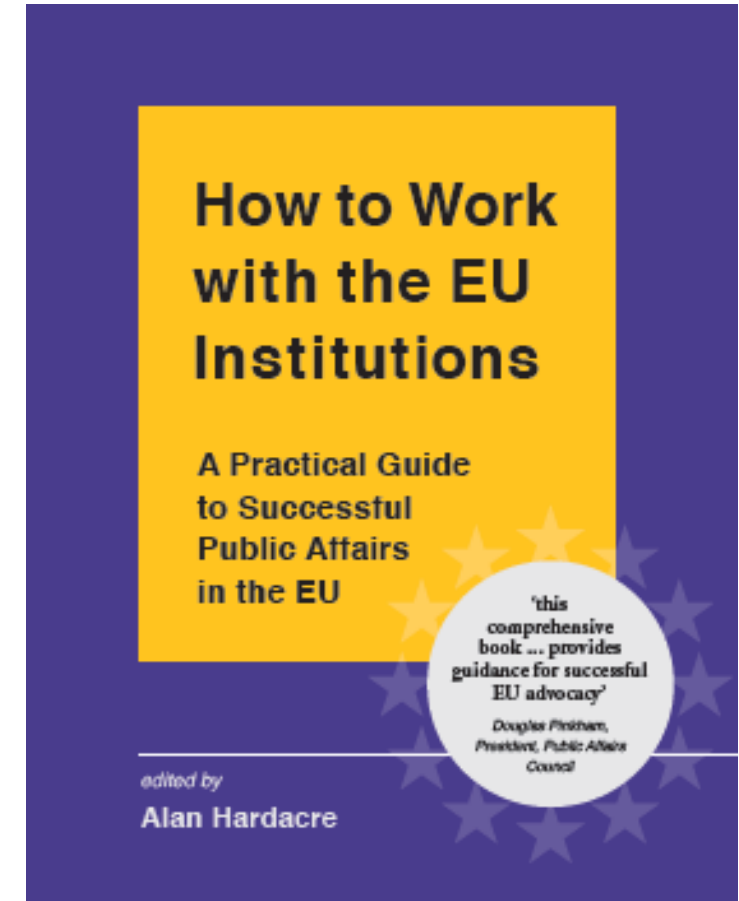
15th April 2025

Dr. Alan Hardacre, Co-founder of Advocacy Strategy & Advocacy Academy



Dr. Alan Hardacre

- Co-founder of www.Advocacy-Academy.com/
www.AdvocacyStrategy.com
- Passionate about professionalizing Public Affairs
- Consulting, teaching, coaching on Public Affairs
- Ex-director of Corporate Affairs @ Imperial Brands
- Over 25 years Public Affairs experience
- Author of several articles & books
- Long time board member of Public Affairs Council
- Visiting Professor in UK, Thailand, Switzerland, Belgium, Netherlands
- Focus on professionalizing Public Affairs



Public Affairs Council Skills Trainings 2025

April 15th

**Measure & Communicate the Value
of your Public Affairs Work
Internally**

Topics: Measuring Impact, Internal
Plans, Visibility, Education

September 18th

**Public Affairs Strategic Planning:
GOST**

Topics: Structure and Framework for
Public Affairs success in 2026

November 20th

**Mapping & Engaging EU
Stakeholders**

Topics: Stakeholder Identification,
Mapping, Segmentation and
Engagement



**ADVOCACY
STRATEGY**

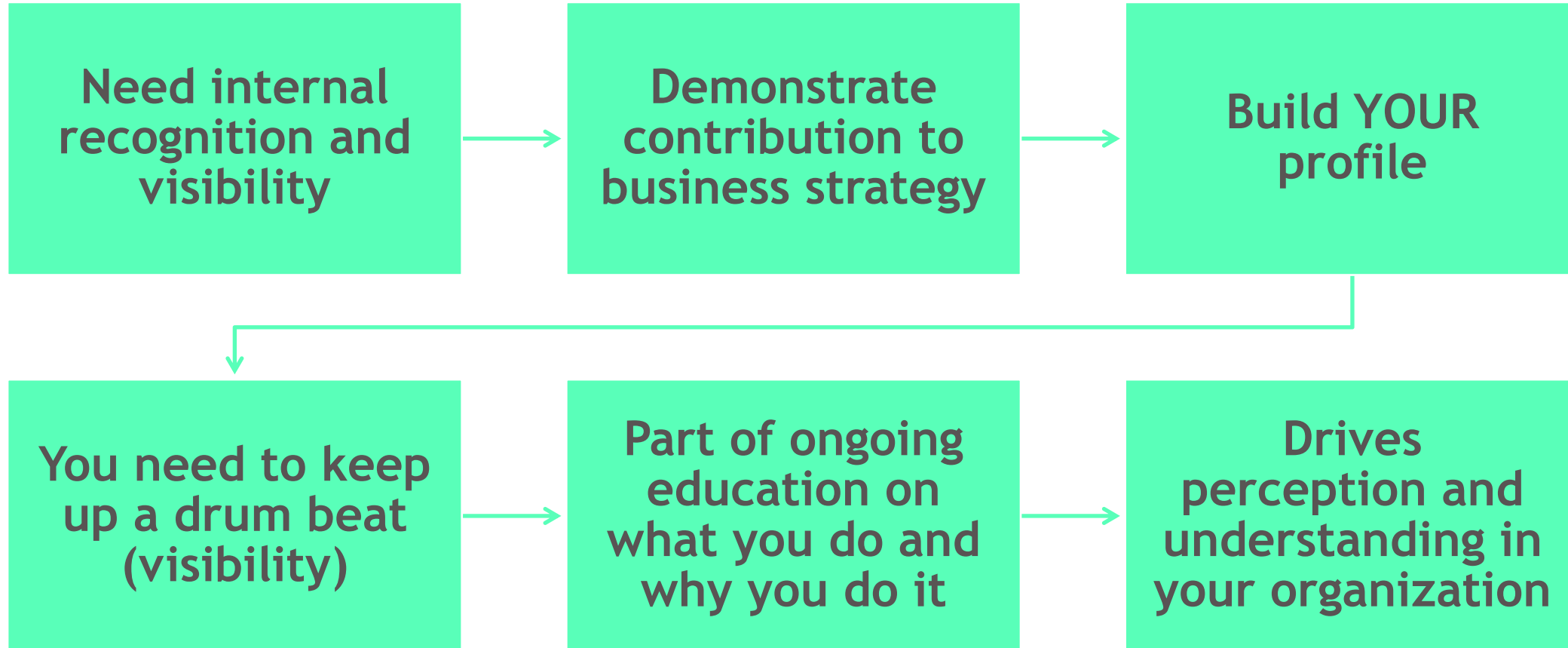
AdvocacyStrategy.com

Measuring &
Communicating
Public Affairs
Success is a
Challenge that
the Profession
is not meeting

From “Shape the Policy Environment”
“Improve Reputation”
“Manage External Risks”
Too vague...no tangible measurement...and no clear impact

To Demonstrate tangible value-impact
Results-driven performance
Measure impact
To thrive and grow as a function we need more data, more accountability and more measurement

Why Communicate your Public Affairs Work?



Tour de Table

What are your expectations for the programme and today?

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

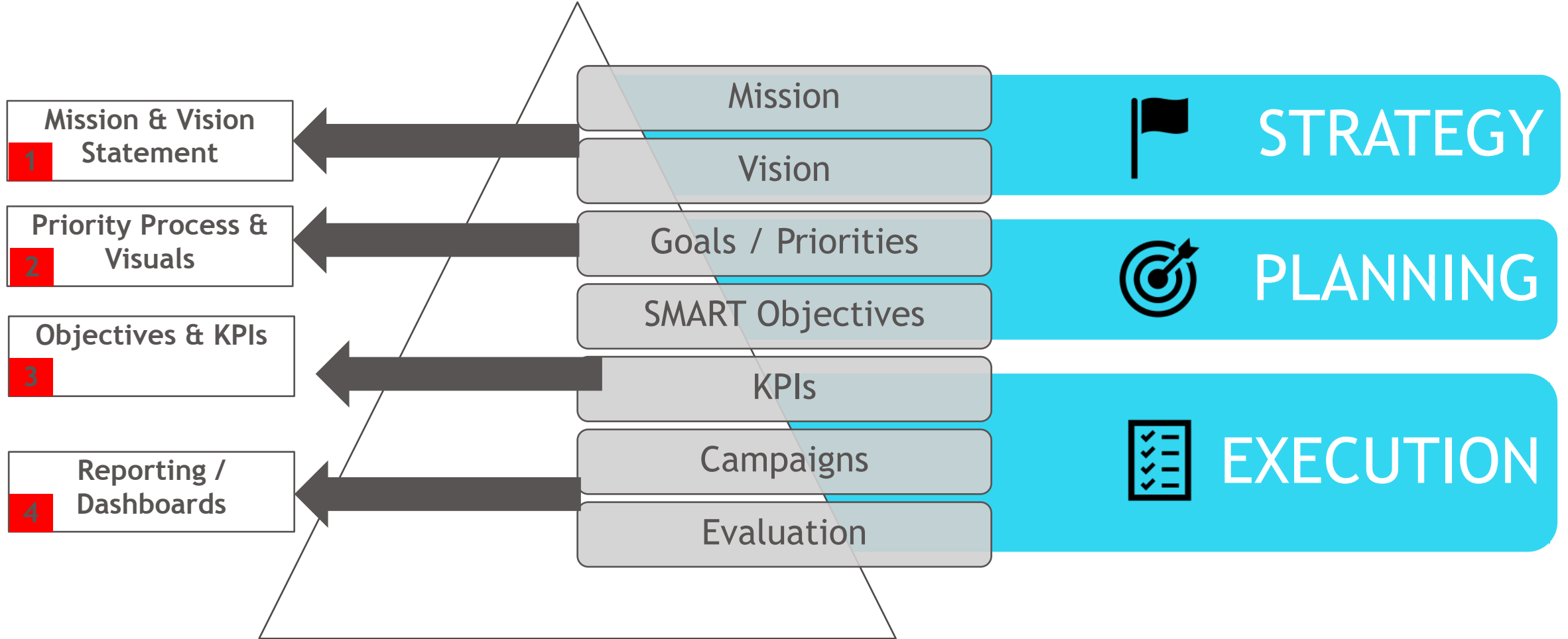
What challenges do you face?



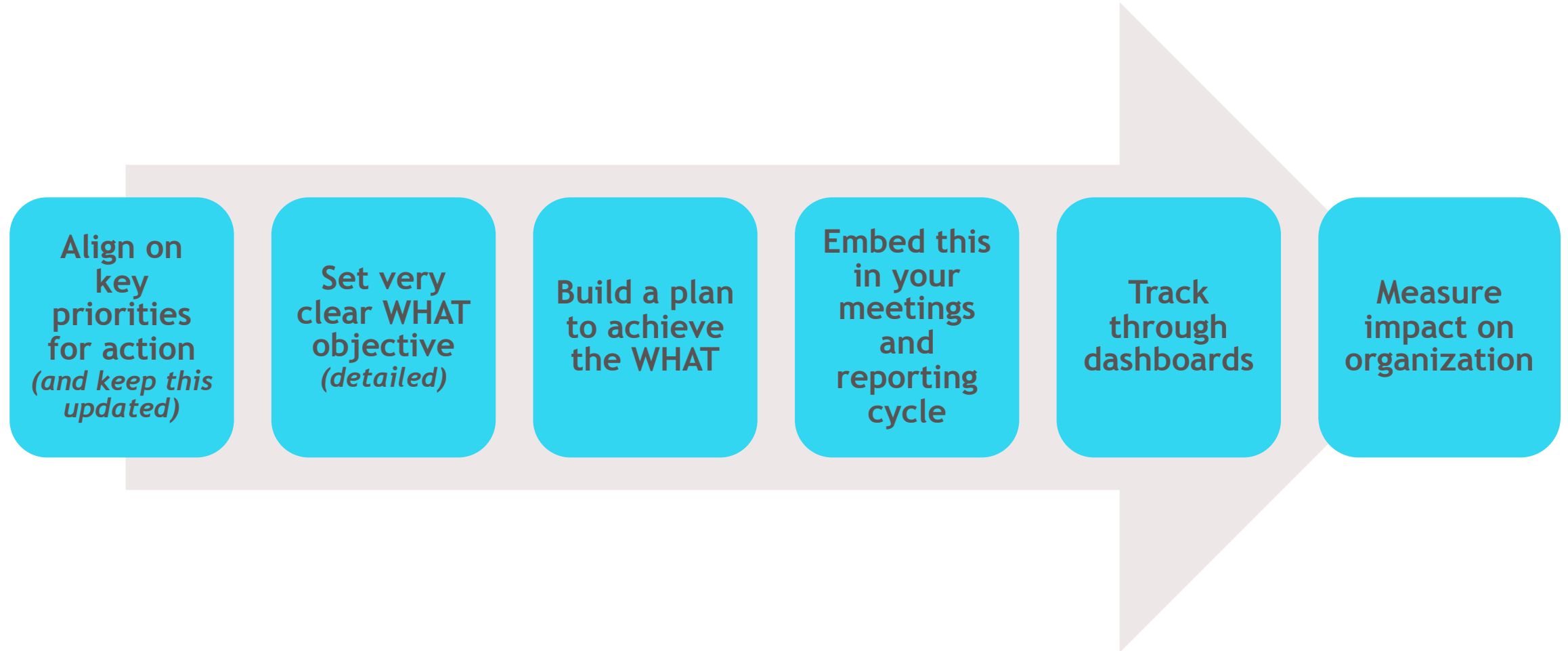
Outline of the session

Topic	Duration	Lead	Detail
Introduction	10 mins	Alan	Introduction to Measuring Public Affairs Success
Framework to measure WHAT in Public Affairs	30 mins	Alan	Review of key approaches and tools to measure the “What” in Public Affairs
Framework to measure HOW in Public Affairs	30 mins	Alan	Review of key approaches and tools to measure the “How” in Public Affairs
Some Examples	30 mins	All	Explore some examples of WHAT and HOW
Recommendations & Q&A	15 mins	All	Key Take-Aways and Q&A

Connecting Strategy, Planning, and Execution



Measuring success is critical to professionalize 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)



Your experience



Do you encounter challenges measuring or communicating your Public Affairs work & success?



Do you have any good / bad examples of objectives / alignment?

How do others measure success?

Performance measurement tools

Performance measurement tools used

Objectives achieved	<div></div>	93%
Internal stakeholder satisfaction	<div></div>	66%
Legislative wins and losses	<div></div>	65%
Costs reduced/avoided	<div></div>	63%
Revenue created	<div></div>	41%
Employee involvement	<div></div>	35%
External stakeholder satisfaction	<div></div>	28%
General public perception/attitude	<div></div>	28%
Return on investment	<div></div>	28%
Volume of activity	<div></div>	28%
Other	<div></div>	8%



Framework to measure success in Public Affairs

GOAL / PRIORITY

A goal is an ideal future state, a long-term **aspiration**

OBJECTIVE

An objective is a specific
intended **outcome**

Goal

A goal is an ideal future state,
a long-term **aspiration**

STRATEGY

A strategy is a specific
informed **choice**

Goal

A goal is an ideal future state,
a long-term **aspiration**

Objective

An objective is a specific
intended **outcome**

TACTIC

A tactic is a specific **action**

Goal

A goal is an ideal future state,
a long-term **aspiration**

Objective

An objective is a specific
intended **outcome**

Strategy

A strategy is a specific
informed **choice**

A SHORT RECAP: CLEAR OBJECTIVES

Overarching goal: “fill out a high level goal. Where do you want to go? What should the objective reflect?”

Specific <i>What are you trying to achieve?</i>	Measurable <i>How will you measure it?</i>	Attainable <i>Is it realistic, why?</i>	Relevant <i>Why is it relevant for Uniqlo?</i>	Timely <i>By when should the objective be achieved?</i>

Are there any possible risks you identified?

- Add in risks here



Strategy without tactics is the
slowest route to victory.
Tactics without strategy is the
noise before defeat

Sun Tzu

WHAT IS THE ROLE OF A STRATEGY?

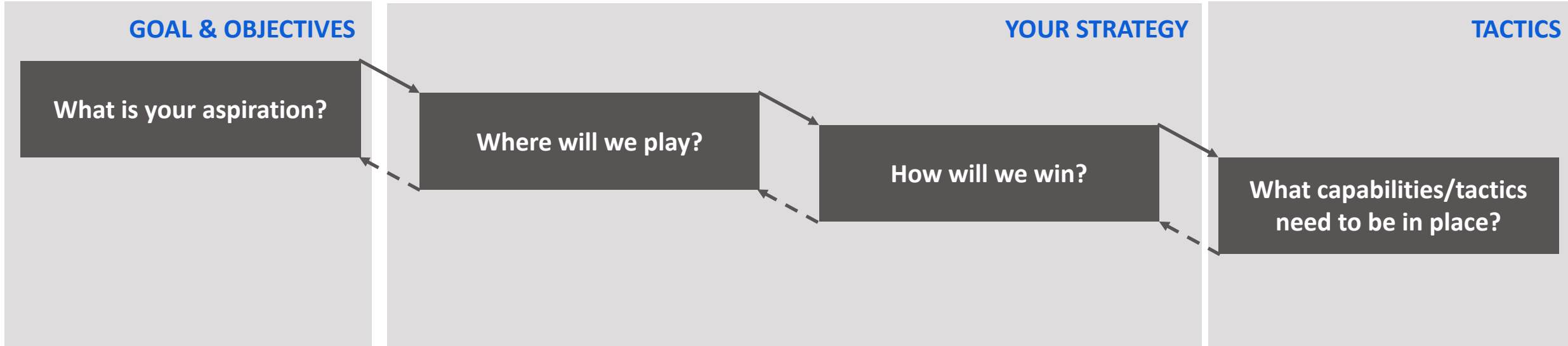
1. It provides a guiding framework for decision making, helping to navigate changes, complexity and uncertainty
2. It bridges between tactics and objectives
3. It helps to prioritize resource allocation
4. It facilitates communications and collaboration
5. It helps to measure success and provide more insight in effectiveness of campaigns and adapting to change.

WHAT IS A STRATEGY?

WHERE do we
play?

HOW do we
win?

STRATEGY, BRIDGING FROM OBJECTIVES TO TACTICS



STRATEGY, BRIDGING FROM OBJECTIVES TO TACTICS



ELEMENTS OF A GOOD STRATEGY

Well aligned with objectives or organizational goals.

Includes stakeholder perspectives, ideally based on data

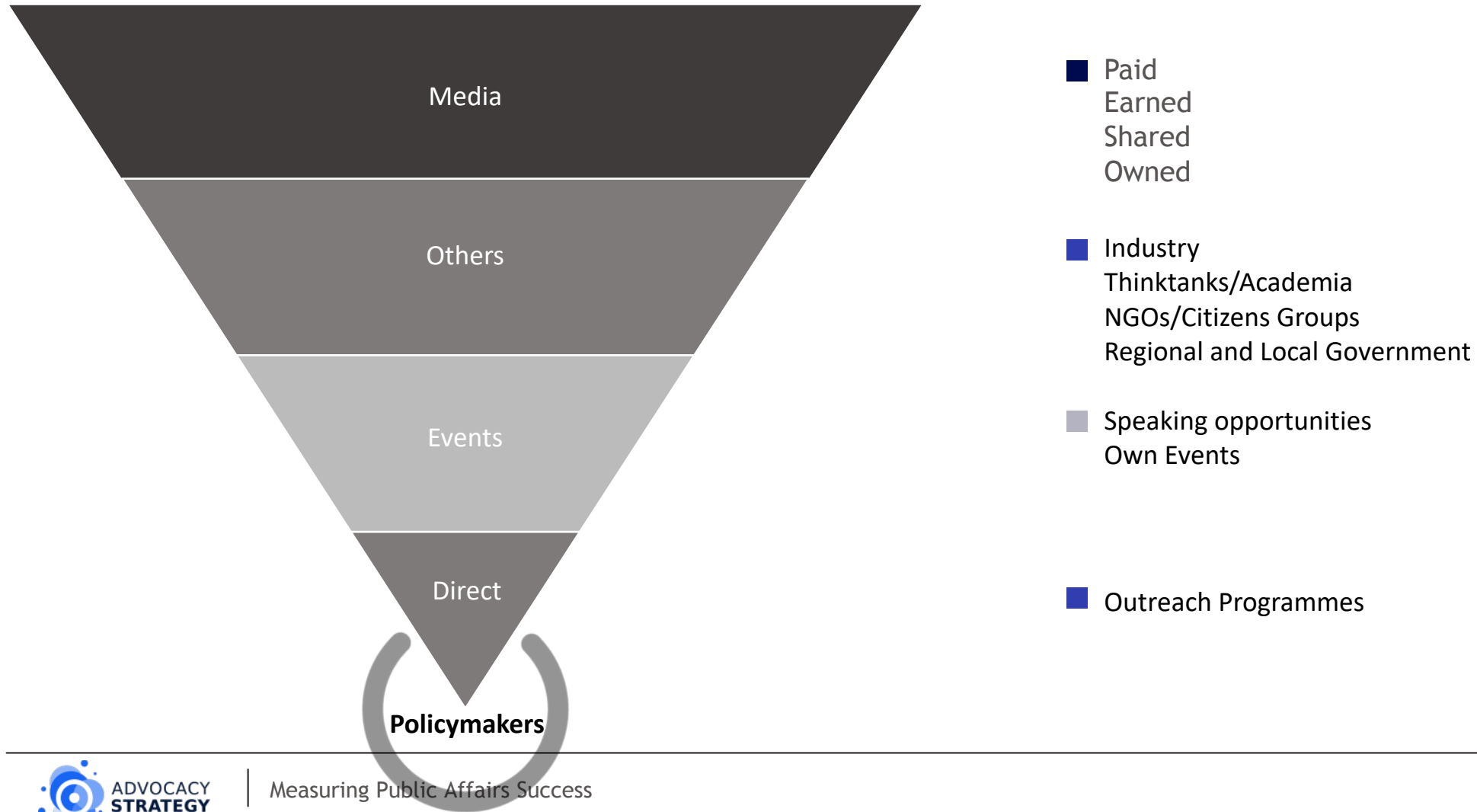
Multi channel or multi approach where needed

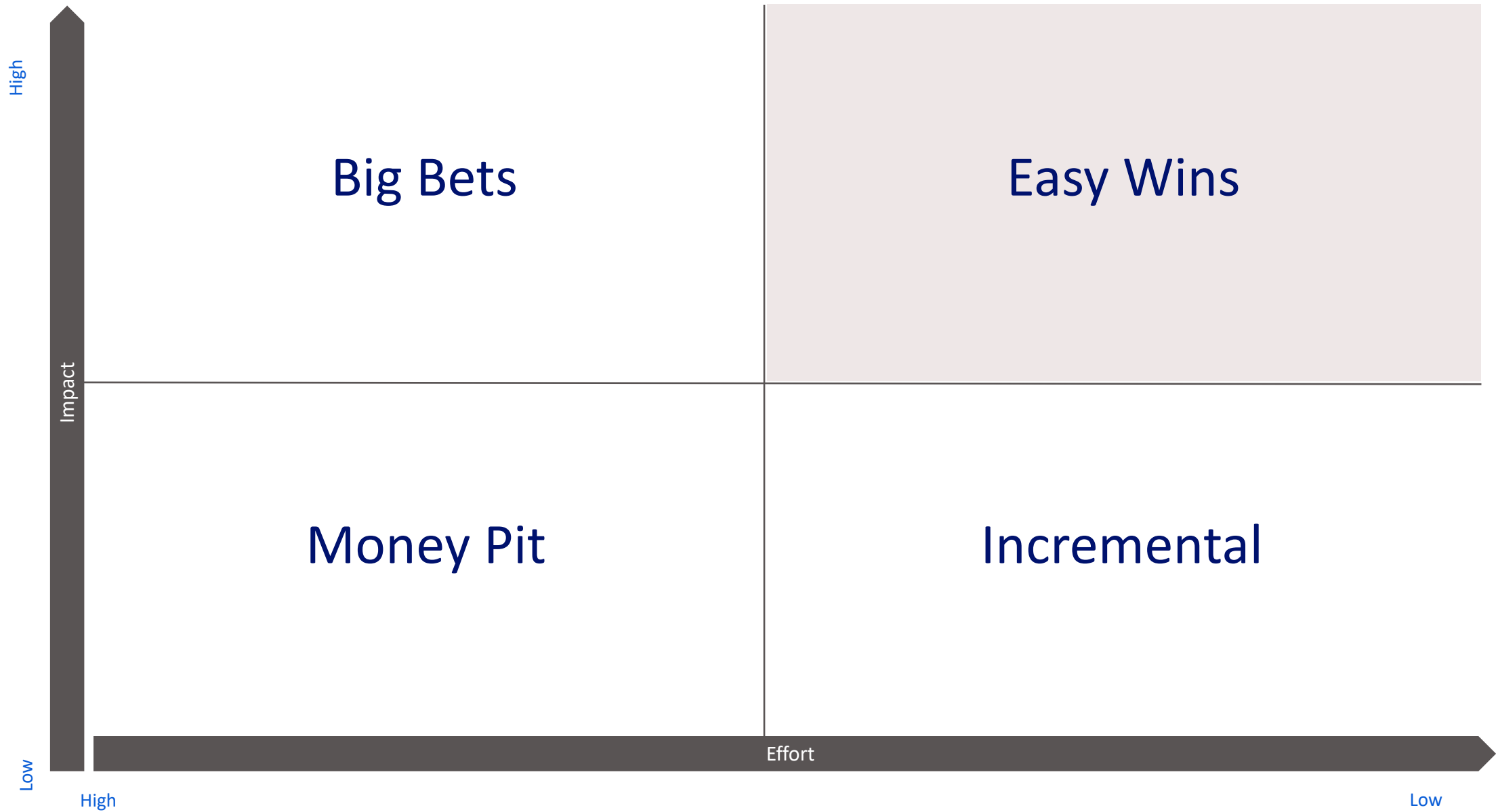
Flexible and **adaptable**

Combining short-term immediate gains with a **long-term** sustainable outcome

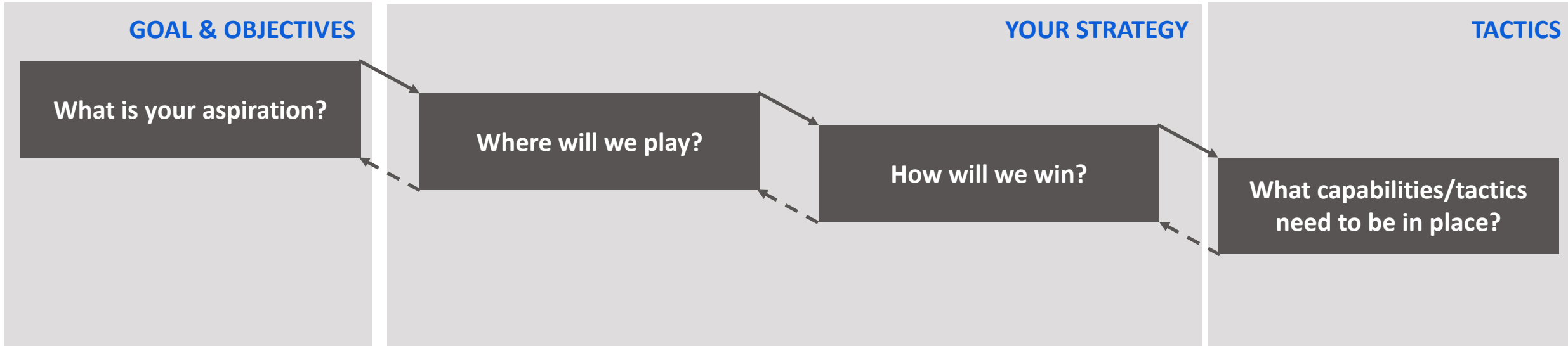
Considering ethical considerations and compliance

PUBLIC AFFAIRS FUNNEL





STRATEGY, BRIDGING FROM OBJECTIVES TO TACTICS



Public Affairs Mission Statement 1

Vision & Purpose

Vision

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

Example 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

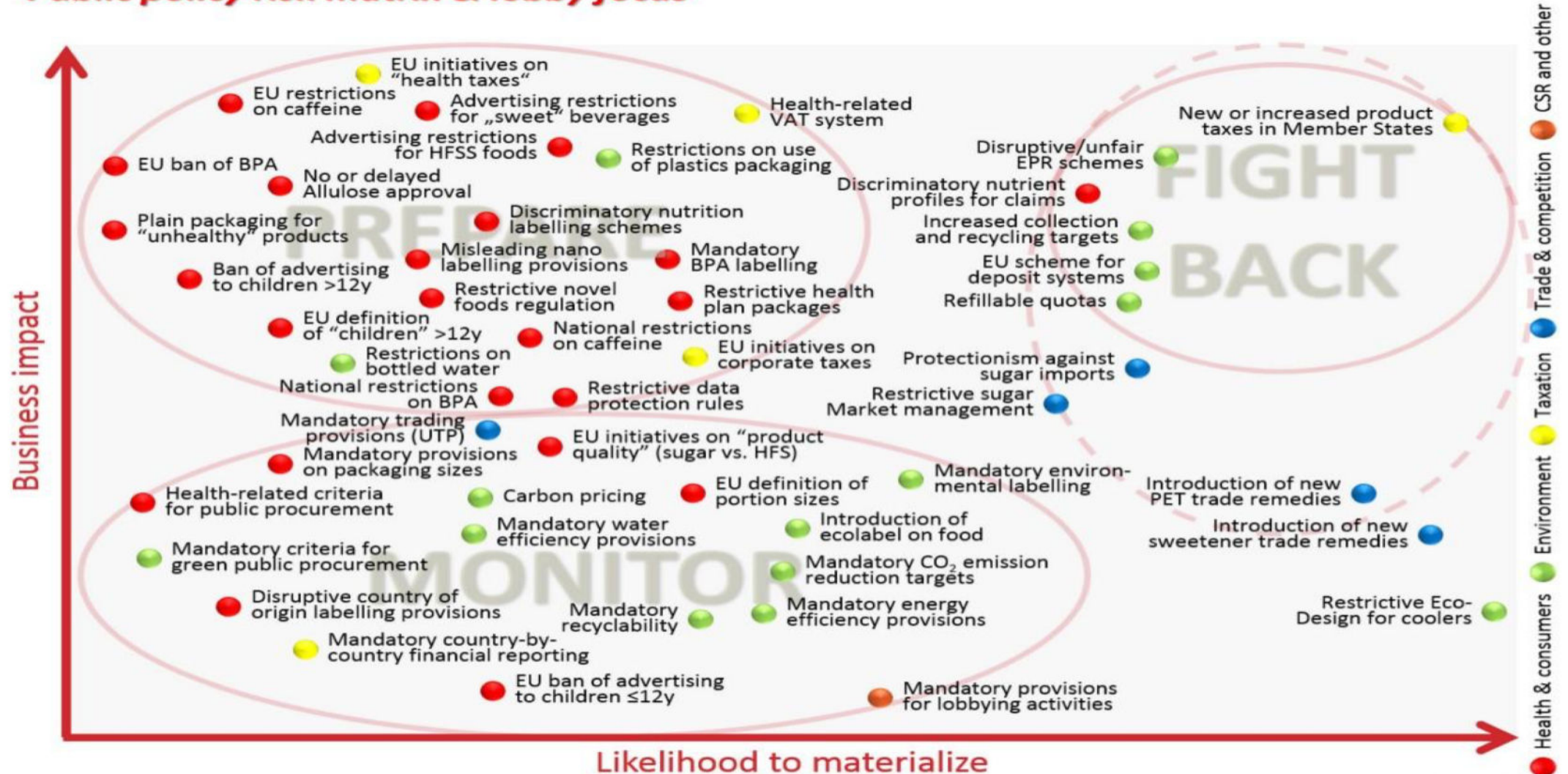
Competitive
comparison

Regulatory
pressure

2024 Focus

Case Study: Coca Cola

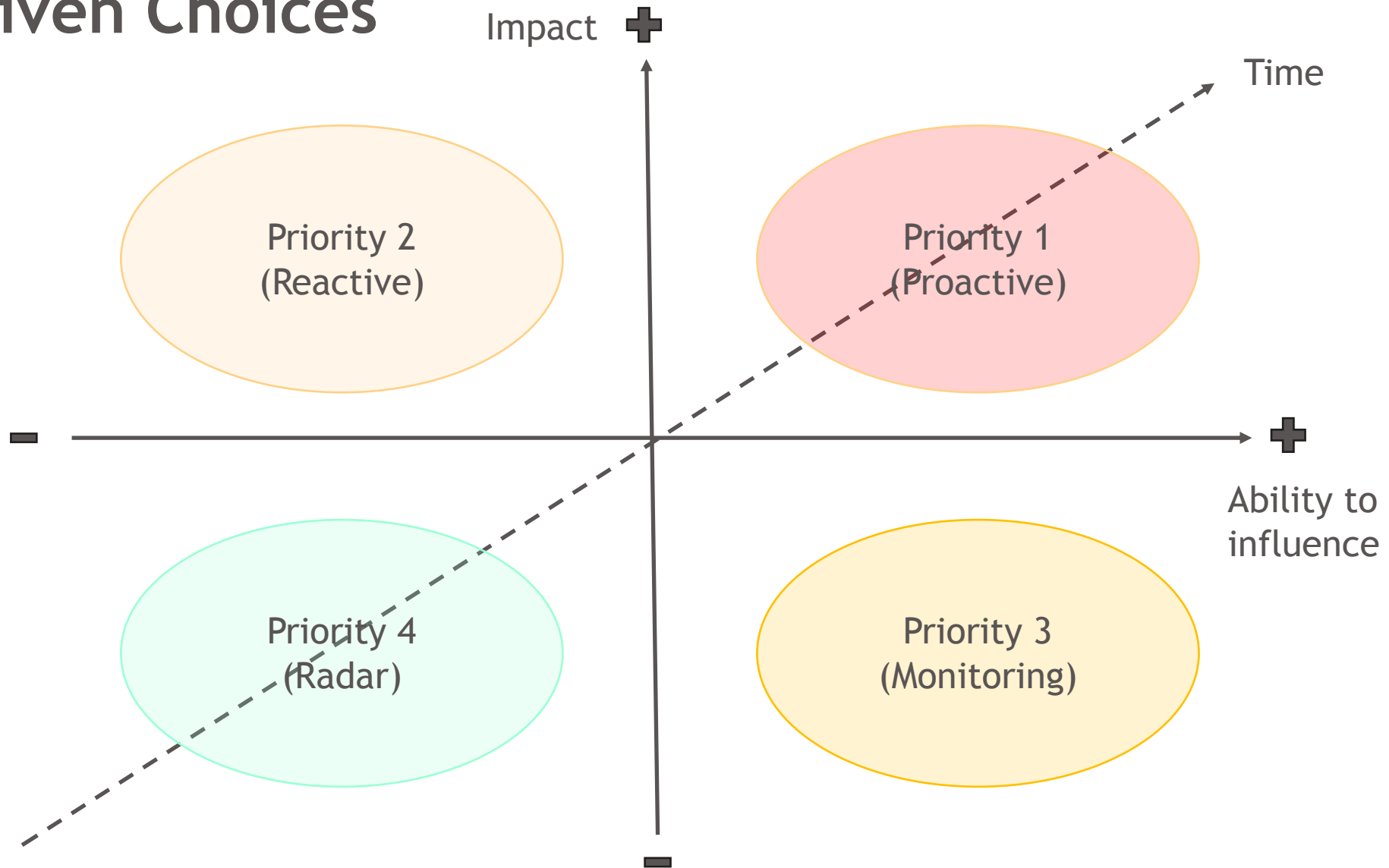
Public policy risk matrix & lobby focus



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

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.

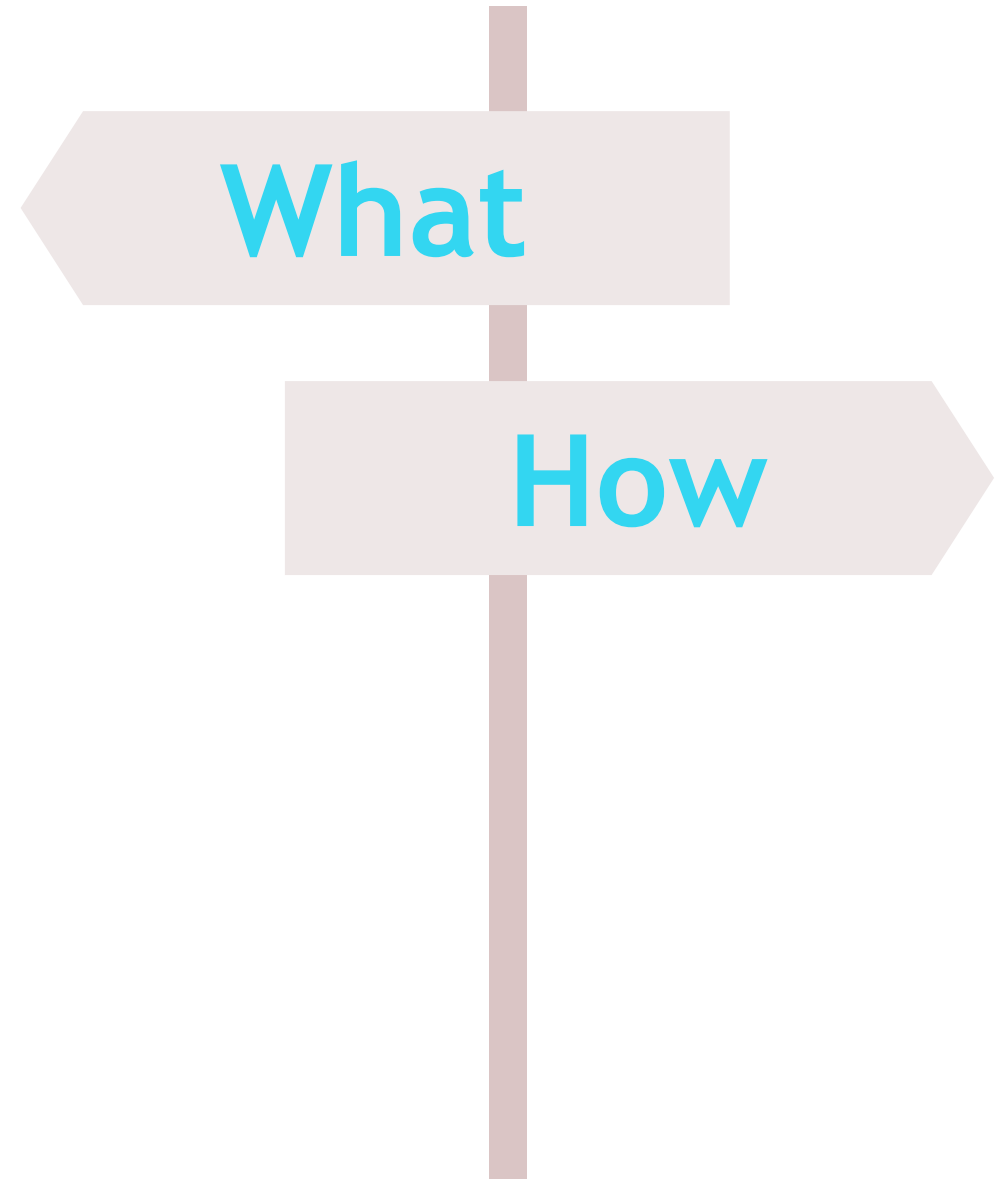
Manage media relations effectively

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.

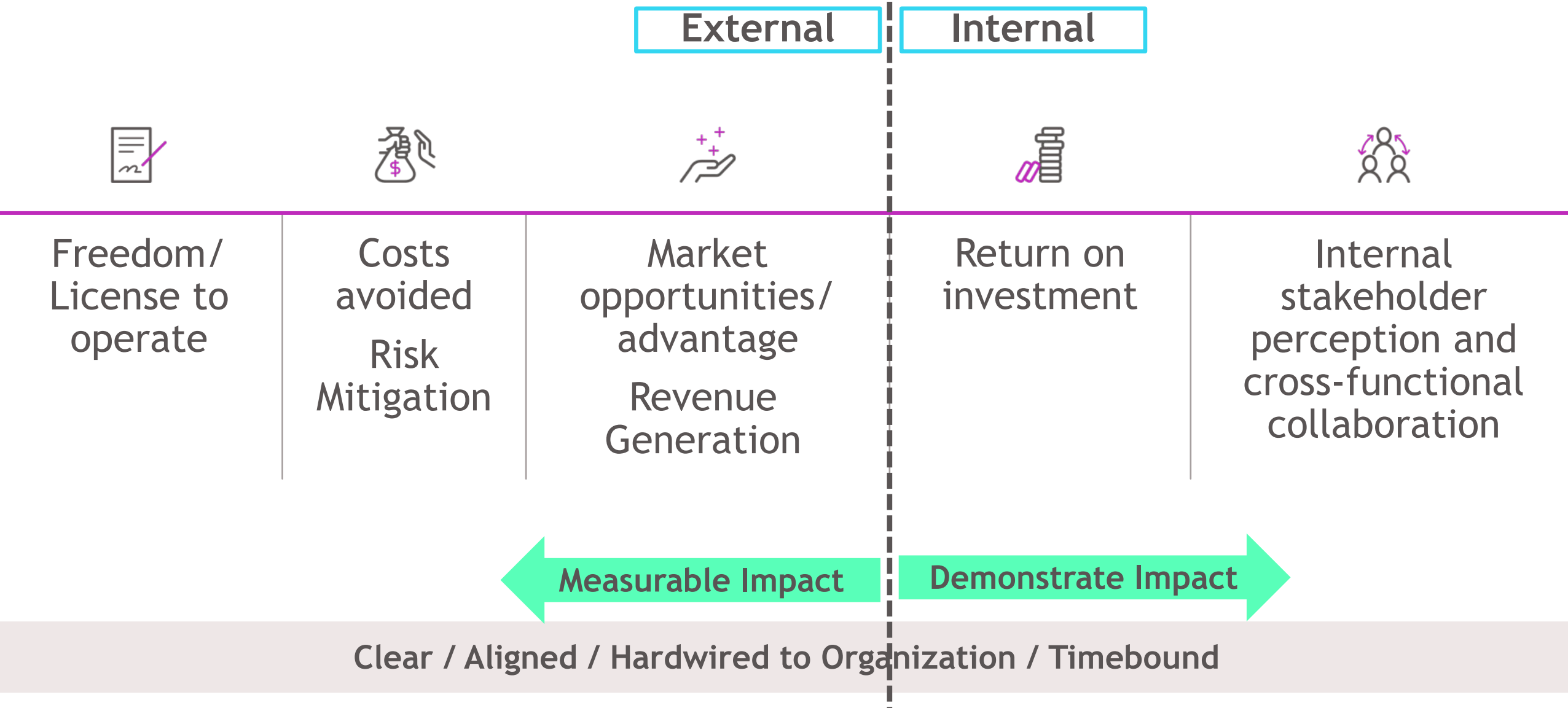
Hold 4 stakeholder events in 2025

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
Who: decision-makers, key influencers, advocates, potential advocates KPI: advocacy	Who: MPs (and wider stakeholders) identified in mapping as issues based targets KPI: immersion	Who: wider MPs and stakeholders KPI: knowledge and understanding	Who: public critics of organization KPI: minimising public opposition

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

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 GOST



- 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



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



- The WHAT: Your outcomes / legislative outcomes
- THE HOW: Your events / your channels / your meetings / your reputation / your associations / your consultants ...

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’

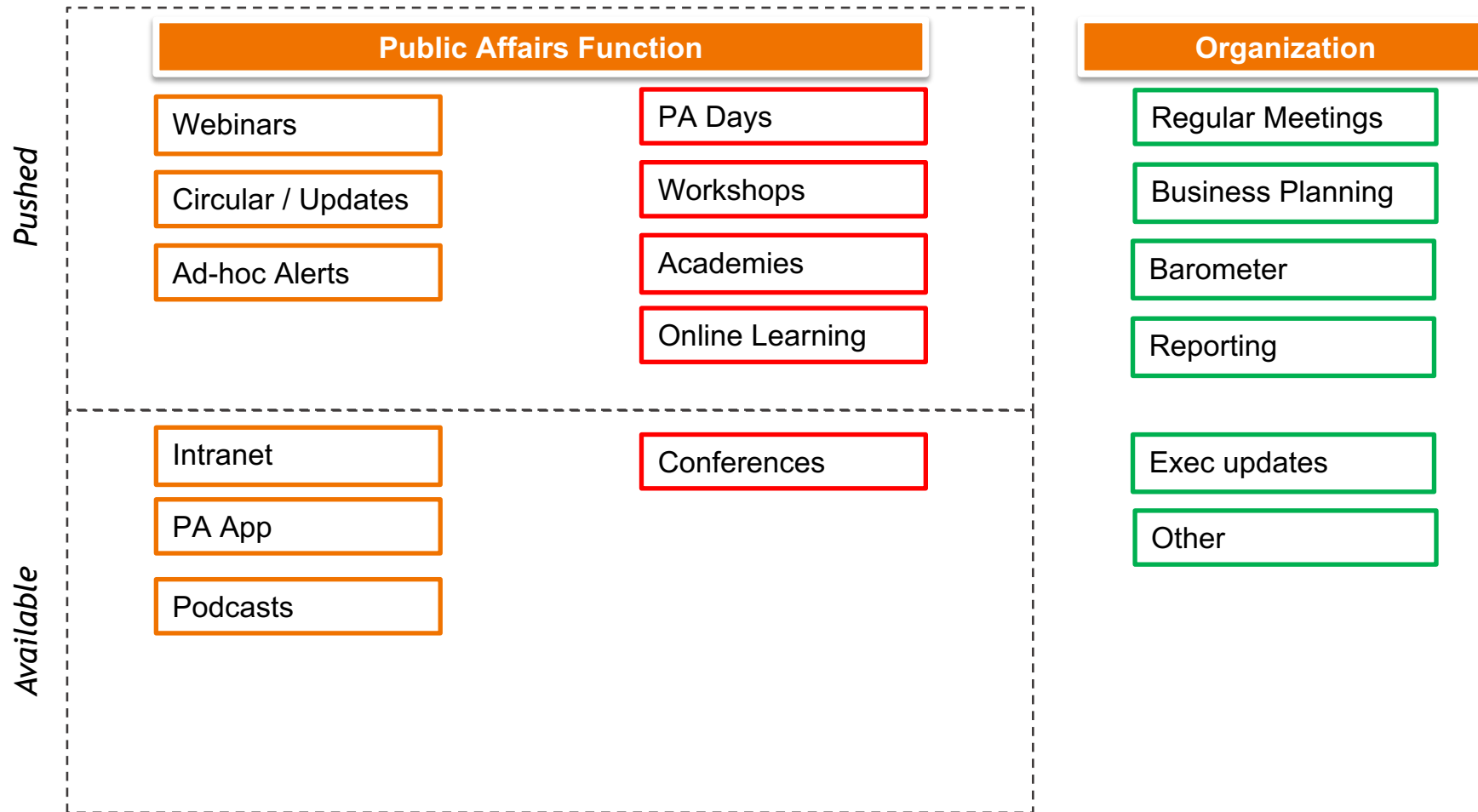


Communicating to Educate



- 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

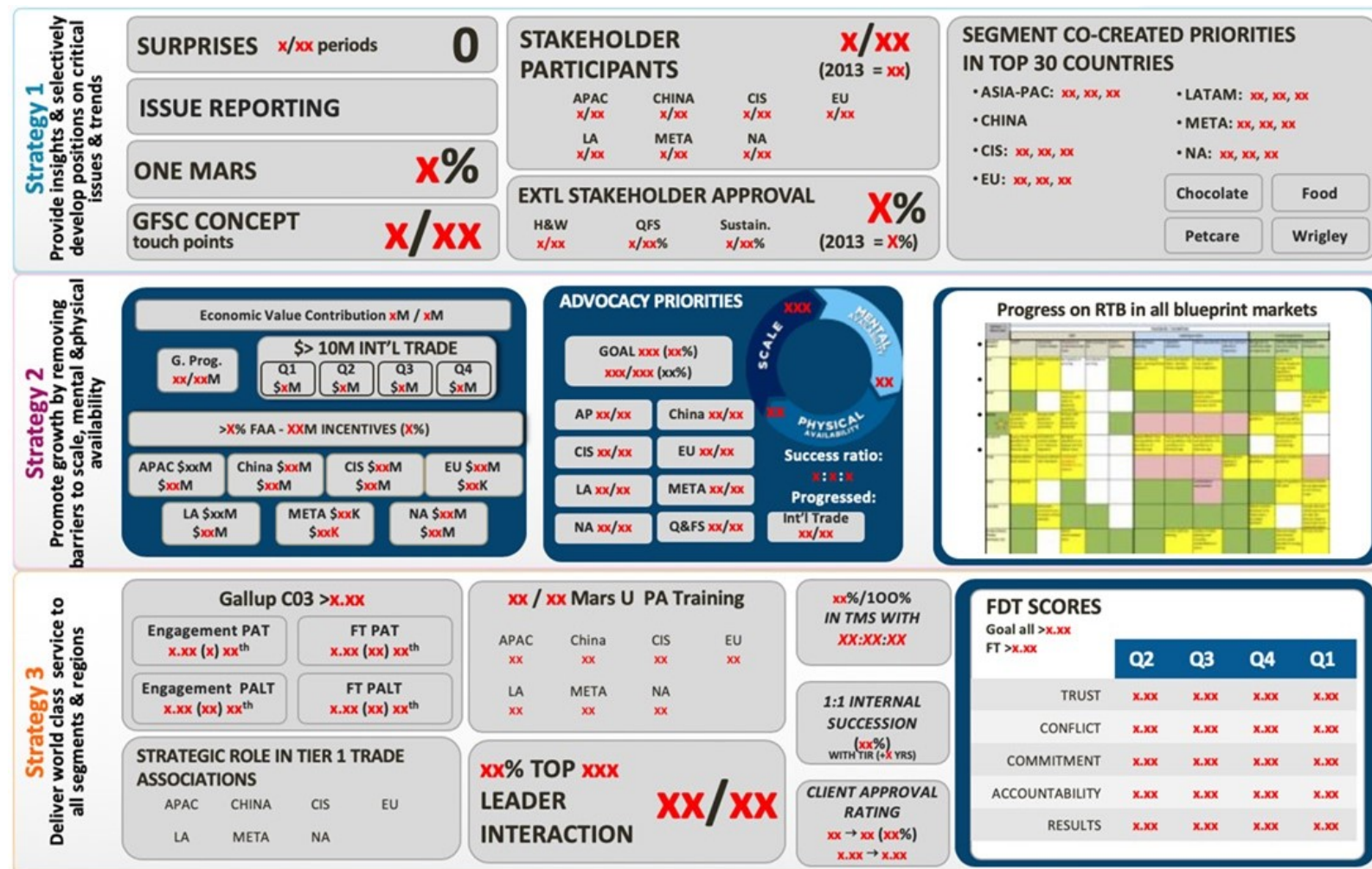
Estimated revenue gain or protection

- Estimated by reputable third-party/ internal stakeholders

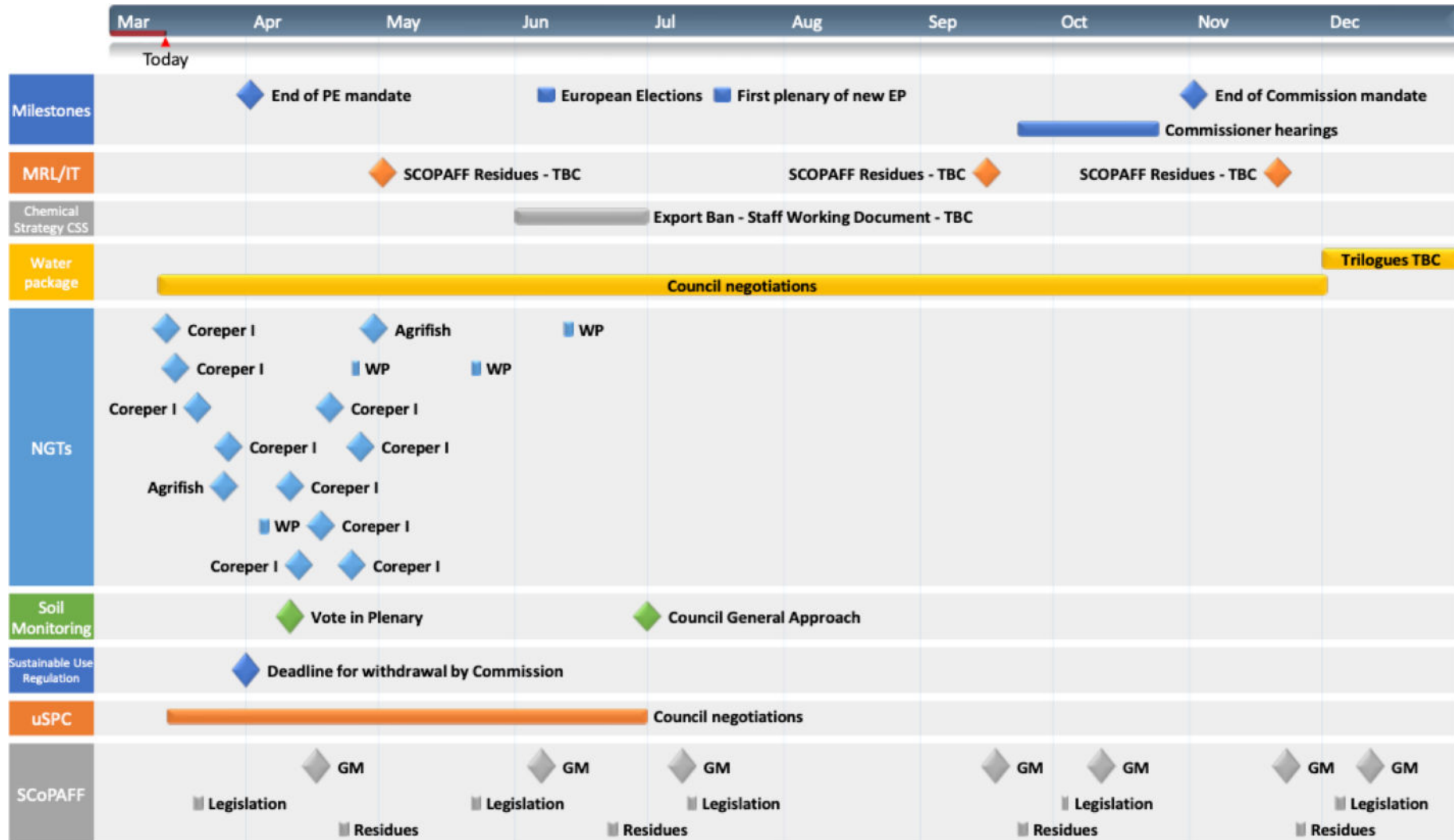


Tailoring the approach to measurement and tracking to the needs, culture and resources of the organization

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)
	<div><div>✓</div> XX: Delayed XX(£8m)</div> <div><div>✓</div> XX: Tax ended (£6m)</div> <div><div>✓</div> XX: Ban removed (£1.1m)</div> <div><div>✓</div> X</div> <div><div>✓</div> X</div>	<div><div>✓</div> Political outreach across spectrum in XX building for future</div> <div><div>✓</div> New trade association created in XX country</div> <div><div>✓</div> New key relationships built in XX country</div> <div><div>✓</div> X</div> <div><div>✓</div> X</div>

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

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