

Public Affairs Strategic Planning 2026

18th September 2025 Brussels Dr. Alan Hardacre





Planning and Alignment is a challenge that the Profession is not meeting

From "Shape the Policy Environment"

"Improve Reputation"

"Manage External Risks"

"We held a successful cocktail"

Too vague...no tangible measurement...no
clear impact...hard to communicate success

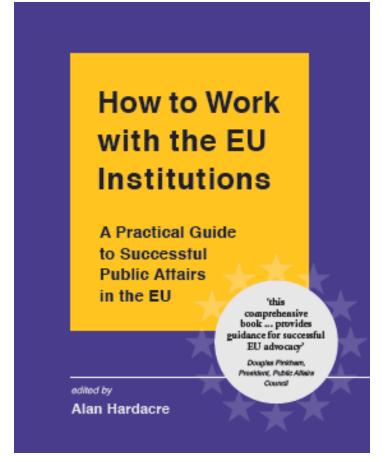
To Demonstrate tangible value-impact
Results-driven performance
Measure & Quantify our impact
To thrive and grow as a function we need
more data, more accountability, more
measurement and better communication



Dr. Alan Hardacre

- Co-founder of Advocacy Strategy / Advocacy Academy / Lanzcape
- 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







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



Why are we not meeting the challenge?

	Business	Politics
Metrics	Revenue & Profit	Votes & Influence
Language	ROI, market share, competitive advantage	Social Justice, policy framework, multi-annual budgets
Decision-making speed	Quick	Follows electoral and legislative timelines





Outline of the session

Topic	Duration	Lead	Detail
Introduction	15 mins	Alan	Introduction to Public Affairs Strategic Planning
Goals-Priorities Objectives	45 mins	Alan	Review of goals - objectives - priorities in Public Affairs Work
Strategies & Tactics	45 mins	Alan	Review of key strategies and tactics to deliver Public Affairs Success
How Dashboards & Timelines	45 mins	All	Review How to work together for success Example Dashboards
Discussion & Q&A	15 mins	All	Key Take-Aways and Q&A

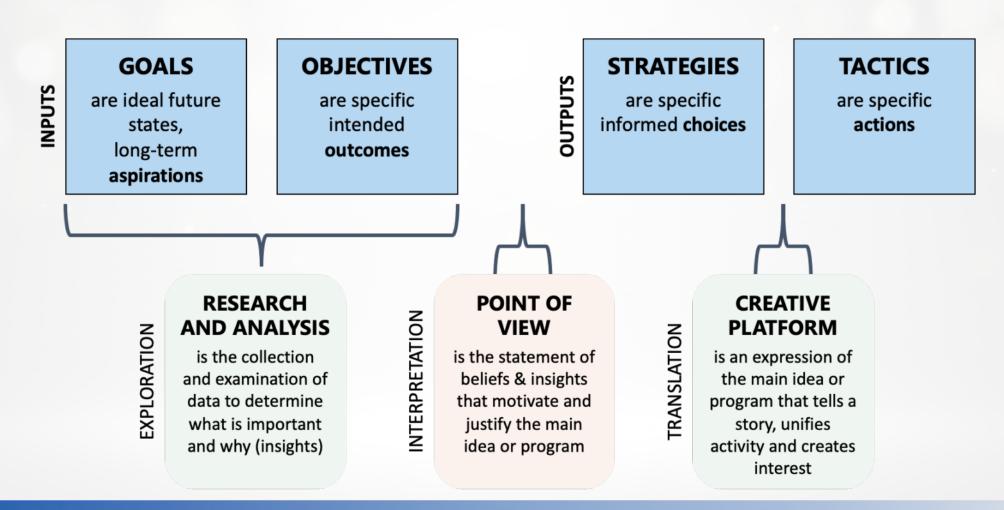
Plenary Questions

What challenges do you encounter with your internal strategic planning?

Do you have any examples of things you have done that have changed this / been successful?



G.O.S.T FRAMEWORK



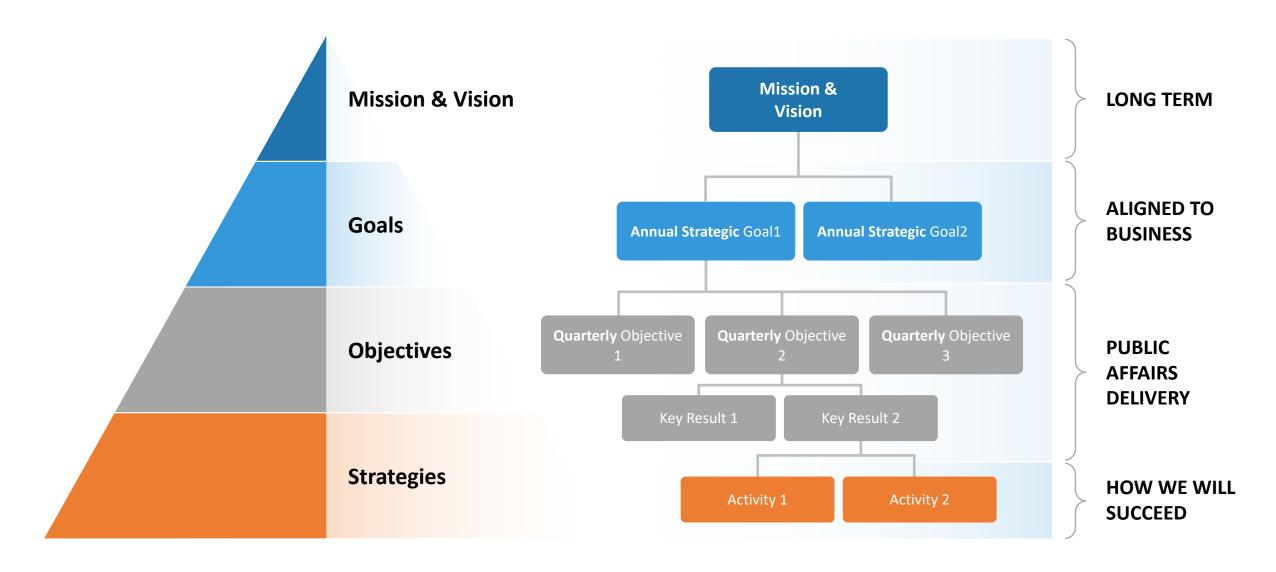


Objectives Goal How **Tactics** Strategy ✓ ABC



Public Affairs Overview 2026







Public Affairs Best Practice

Internal Alignment

Mission-Vision Org Chart Ways of Working Internal R&R

Business Input / Coordination

Steering Group Process to get info

/ (Annual) Public Affairs Plan - Strategy

Annual Plan template Sign-off

Internal Position Statements

Internal Policy Papers Process to develop & sign-off

Monitor & Intelligence

Capture Timelines Issue Sheets Alerts Reports Trackers

Messaging

Position Paper Message House Messages Speaking Points Meeting Prep Focus Groups

Alliances / Trade Associations

Leverage Coordinate Govern Evaluate

Evaluation

Monthly Biannual Annual Format-Structure



Public Affairs Priorities & Objectives

Identify
Capture
Quantify
Prioritize
Tiers
Objectives
KPIs

Public Affairs Budget

Annual Planning Structure Tracking Link to Objectives-KPIs

Internal Reporting

Weekly Monthly Quarterly Annual Ad-hoc Structure - Format Dashboards

Information Management

Storage Access Platform Structure Use of Al Al Policy

Stakeholder Mapping & CRM

Identify Mapping CRM Visuals

(In)direct Engagement

Mapping Choices Leverage Meeting Preparation

Internal Leverage Coordination

Market Coordination Internal Mobilization Governance



Ways of Working R&R Team Meeting Agenda / Minutes



Public Affairs
Team



Quarterly Team
Meeting Agenda
Off-Site-Strategic Sessions
Development Plans
Succession





GOALS / PRIORITIES & OBJECTIVES





"We're picking our objectives for the year."

Public Affairs Objectives: Many Ways to get it WRONG

Setting too many objectives

Making objectives too broad

Putting all objectives on the same time horizon

Making objectives too easy

The objective is a tactic



Plenary Question

How do you determine your high-level PA objectives for the year?

We make them for ourselves

In a yearly discussion with the business

We are given objectives by the Executive

We don't really have a clear process

Step 2: Set your Priorities Why does it matter?



In public affairs, you're constantly bombarded by new regulations, policy shifts, and stakeholder demands. If everything feels urgent, nothing truly is, and you risk diluting your impact. Here's why setting clear priorities is essential:

- **Strengthen strategic alignment:** When you target the right priorities, your PA activities naturally support overarching business goals and stakeholder needs.
- **Use resources wisely**: Time, budget, and expertise are finite—focusing on the issues that matter most helps you drive real results.
- Cut through the noise: By intentionally deciding what not to tackle, you protect your resources from scattershot efforts.
- Know what to say no to: Knowing what your focus is allows you to say no to anything outside this allowing you the
 dedicated focus needed to deliver results.

Effective prioritization keeps you proactive, laser-focused, and prepared to seize high-impact opportunities—even amid constant change. Obviously, prioritization needs constant attention, and it's up to the PA professional to keep prioritization matrices updated on a constant basis. Try to consistently look out for potential changes in the political landscape, this will allow you to anticipate potential threats or opportunities before they escalate.



Start Point: Your Issue Inventory



Issue Name	Description	What is the issue?	What could go wrong (risk)?	What could go well (opportunity)?	Should we focus on it?
SBTi Net-Zero Standard v2.0	The Science Based Targets initiative (SBTi) Corporate Net-Zero Standard is a global voluntary framework that defines what it means for a company to achieve net-zero greenhouse gas emissions in line with limiting global warming to 1.5°C	A new version of the rules for how companies set climate targets. It may change what kinds of carbon credits or certificates they can use.	Some of CLIENT products might no longer be accepted, so fewer clients might want to buy them.	If CLIENT products are accepted, more companies will need them — and may ask CLIENT for advice too.	Yes – Many clients use these rules, and CLIENT can help shape what's allowed.
IMO GHG Fuel Intensity Standard	The IMO GHG Fuel Intensity (GFI) Standard is a new binding international regulation being developed by the IMO to reduce the greenhouse gas intensity of marine fuels used by commercial vessels.	A new global rule for shipping companies that sets a carbon limit on ship fuels and allows trading of surplus certificates.	If CLIENT fuels or certificates don't meet the rules, clients might stop using them.	If the rules support CLIENT fuels, there's a chance to help shipping companies comply and to trade new certificates.	Yes – It's a new market and CLIENT can take a leading role if the rules fit.



Prioritization Indicators

Issue:

 Any legislation, policy, or decision significant to your organization, broken down into detailed sub-issues (e.g., specific provisions or articles).

Impact on Organization/Clients:

 Assesses both financial and non-financial threats and opportunities for ACT and its clients.

Financial Impact:

 A focused evaluation on quantifiable financial metrics affecting the organization or its members.

First Year of Impact:

 Identifies the compliance start year for policies and legislation, with nuanced assessments for different effective dates.

Likelihood of Impact:

 Evaluates the probability of the issue being enacted into legislation.

Ability to Influence:

 Measures your organization's capacity to access key decisionmakers and exert influence on legislation.



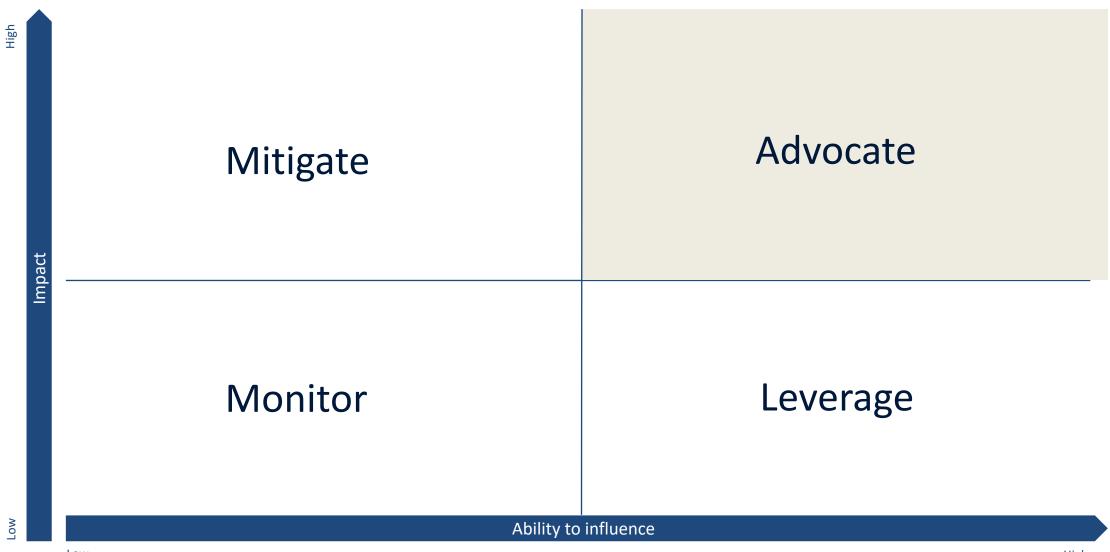
Issue Prioritization: Scoring Matrix



Issue Title	Region	Est. Entry into Force	Commercial Risk	Commerical Opportunity	Ability to Influence
SBTi Net-Zero Standard v2.0	Global	2025	4	5	3
IMO GHG Fuel Intensity (GFI) Standard	Global / EU	2027	3	4	3

Issue Prioritization: Barriers Matrix





Tiered Priorities

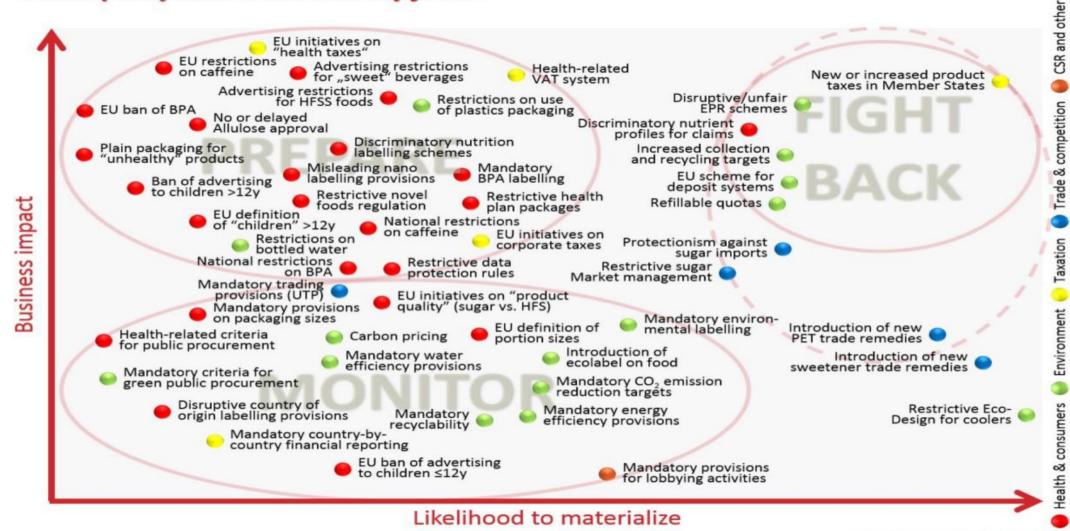


Issue Title	Region	Est. Entry into Force	Commercial Risk	Commercial Opportunity	Combined Score	Ability to Influence
	Japan	2026	5	5	5	3
	USA	2025	5	5	5	2
	USA	2024	4	5	4,5	5
	EU	2026	5	4	4,5	3
	EU	2025	3	3	3	3
	Japan	2026	3	1	2	2



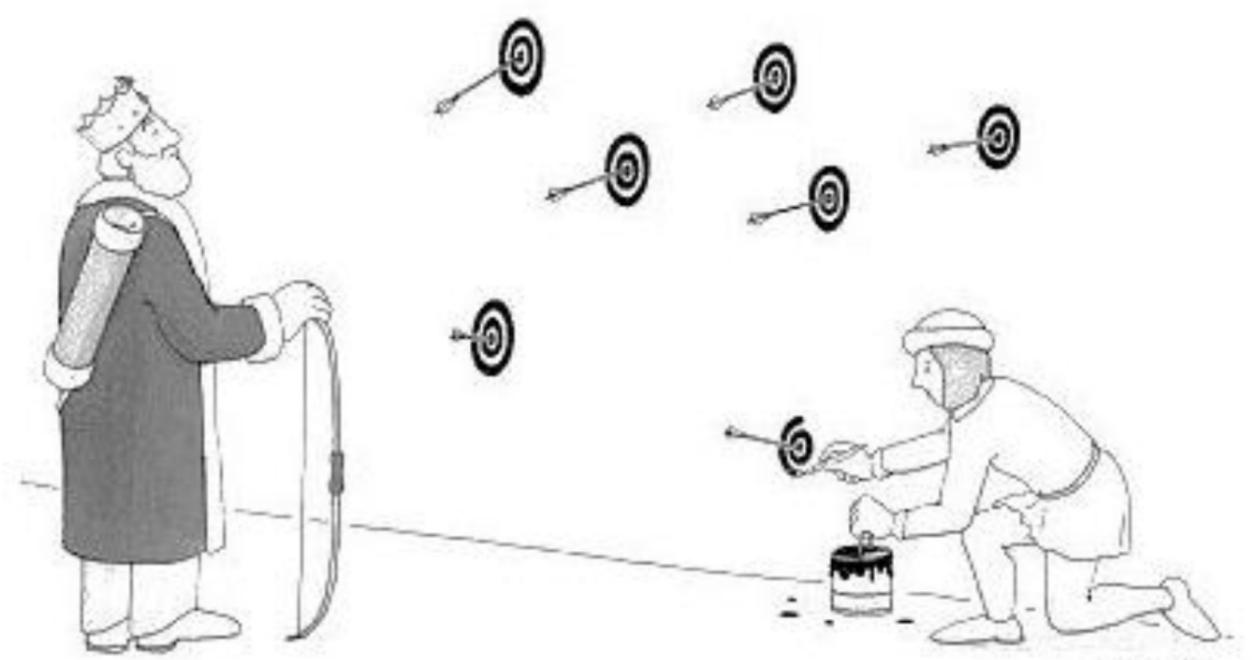
Case Study: Coca Cola

Public policy risk matrix & lobby focus



Plenary Question

What makes a good Public Affairs Objective?



- Giankle

Objectives: Example of an outcome-focused objective

Achieve a specific, detailed policy outcome

Generate political support for the future proofing of the regulatory system

Protect the 8-year Regulatory Data Protection term

With a clear outcome for the business – positive, negative or neutral

Positive: robust RDP system limits risks of patent infringements and provides greater predictability; avoids price erosion and maximizes revenue

Positive: regulatory sandbox facilitates local approval of new complex innovations that do not fit within the existing legal framework, in a timely and efficient manner, minimizing constraints and costs

In a specific time frame mapped out in advance

Final outcome to be achieved by 2026 and effective in 2028

2024 milestones: 1st reading in Parliament includes 7-year RDP, provides patient-centric definition of unmet medical need, and retains regulatory sandbox; progress of text according to legislative priorities

And able to show your tangible impact

Number of inspired amendments adopted by legislator

Public statements, positions by MPs or representatives of national governments reflecting proposals and policy asks

SMART objectives even more key for Public Affairs

Strategic objectives

S Specific

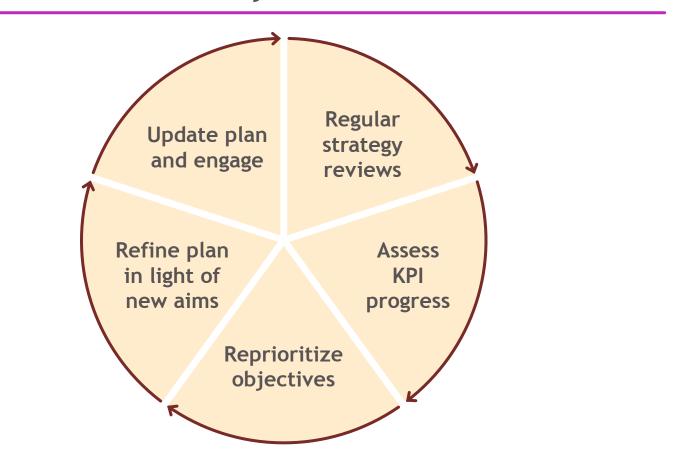
Measurable

Achievable

Relevant

T Timely

Setting KPIs at the outset allows you to measure your success







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

Are there any possible risks you identified?

• Add in risks here

Plenary Question

Share examples of your Public Affairs Objectives? Select good and bad examples.



STRATEGY





Plenary Question

What are your main strategic categories in Public Affairs?

What is the role of a strategy?

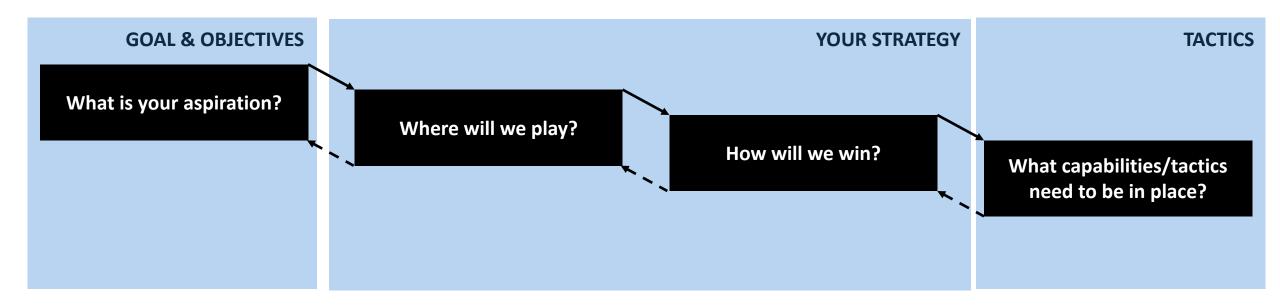
- 1. It provides a guiding framework for decision making, helping to navigate changes, complexity and uncertainty
- 2. It bridges between tactics and objectives
- 3. It helps to prioritize resource allocation
- 4. It facilitates communications and collaboration
- 5. It helps to measure success and provide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

What is your aspiration?

- What's your aspiration (goal) & envisioned outcome (objective)
- Your SMART objective? What are you trying to achieve?

YOUR STRATEGY

Where will we play?

 Choose the right playing field, where will we compete?

Where:

- Which part of the legislative institutions are you targeting?
- Which stakeholders are critical, convincible and should be prioritized?
- what is the best timing, when should we engage?

Have a clear idea on where, with whom and when you want to engage on the file.

How will we win?

 What's your value proposition, your message? What's your advantage versus others?

How:

- what message are we using?
 What data and evidence do we need to back this up?
- Will we go for a broader public campaign or series of 1-1 meetings?

Determine how you will convey your argument, what you are trying to say and how you will say it.

What capabilities/tactics need to be in place?

- Your tactical execution & organizational readiness
- Your conclusions from the previous two questions will feed directly in your tactics when you decide what you are going to create and how you are going to disseminate it.

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



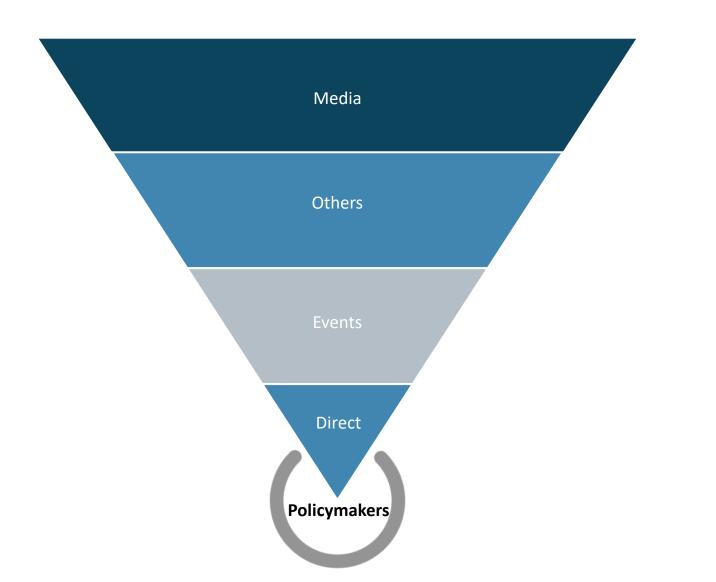
TACTICS



Plenary Question

What are your main tactics in Public Affairs?

The External Affairs Funnel



Paid
Earned
Shared
Owned

Industry
 Thinktanks/Academia
 NGOs/Citizens Groups
 Regional and Local Government

Speaking opportunities Own Events

Outreach Programmes

Identify Outreach Tactics How do I do it?

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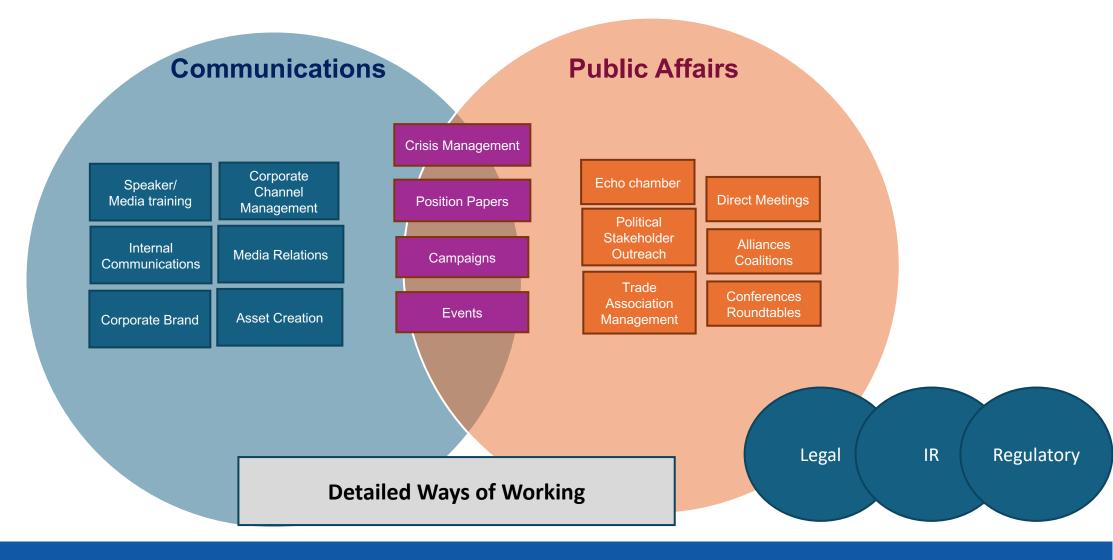
Plenary Question

What are the main ingredients of internal success in delivering Public Affairs Objectives?

How you build for success

- 1. Public Affairs Team Roles and Responsibilities / Ways of Working
- 2. Clarity with Adjacent Functions (Venn Diagram)
- 3. Project Clarity / Approach
- 4. Buy-in / Support / Objectives Cascade from Global-Regional-Market
- 5. Training and Support for GMs and other non-PA colleagues
- 6. Managing and Coordinating Internal networks-resources-markets
- 7. ...

Public Affairs & Communications Venn Approach







DASHBOARDS TIMELINES



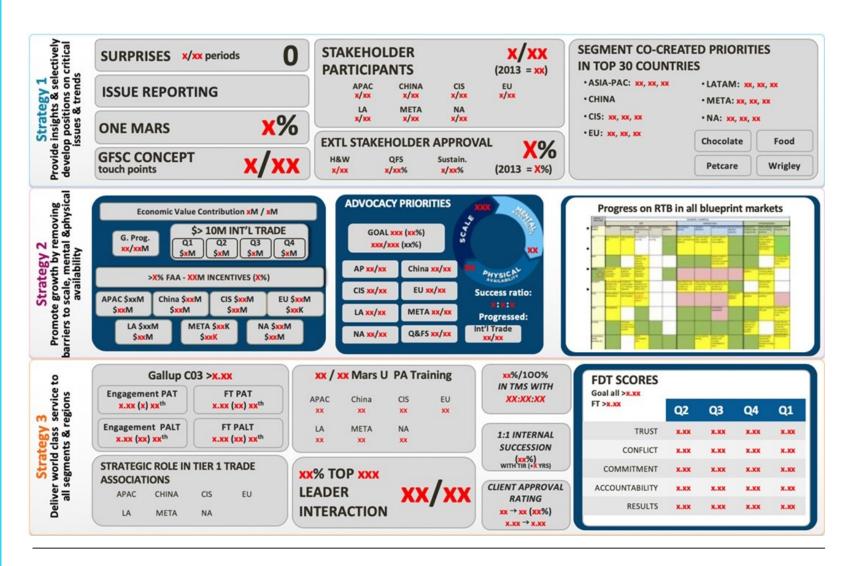
Plenary Question

Do you have PA Dashboard? What is on there?



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

Example: Mars CA dashboard



Example: Dashboard template

Updated: April 2024



Issues		Risks-oppo	rtunities: £XX
Country	Issues	Status	\$m impact
Netherlands	A B C		£XX
ик	A B C		ТВС
France	B C		£XX £XX
Belgium	A B C		£XX
Norway	A B C		£XX
Finland	A B C		£XX £XX
Sweden	A B C		£XX
Denmark	A B C		£XX

£45.1m	Overall contribution (August 2025)								
L45, IIII									
Financial contribution (What) XX: Delayed XX(£8m) XX: Tax ended (£6m) XX: Ban removed (£1.1m) XX New trade association created in XX country New key relationships built in XX country XX XX		Financial contribution (What) ✓ XX: Delayed XX(£8m) ✓ XX: Tax ended (£6m) ✓ XX: Ban removed (£1.1m) ✓ X ✓ X	 ✓ Political outreach across spectrum in XX building for future ✓ New trade association created in XX country ✓ New key relationships built in XX country ✓ X 						



2026

Public Affairs & Communications

Financial Contribution



Size of Team How we work



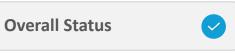
Trade Associations Learning & Development Biggest Win **Projects** Influence Relationships What Next 2027 2027 2027

PA Objective

Details



Name	Description
Strategy 1	Echo Chamber
Strategy 2	Trade Associations
Strategy 3	Communications
Strategy 4	Direct Meetings
Strategy 5	Events-Conferences



Overall Progress





Top 5 Issues

Rank	Issue
#1	Insert your text here.
#2	Insert your text here.
#3	Insert your text here.
# 4	Insert your text here.
# 5	Insert your text here.



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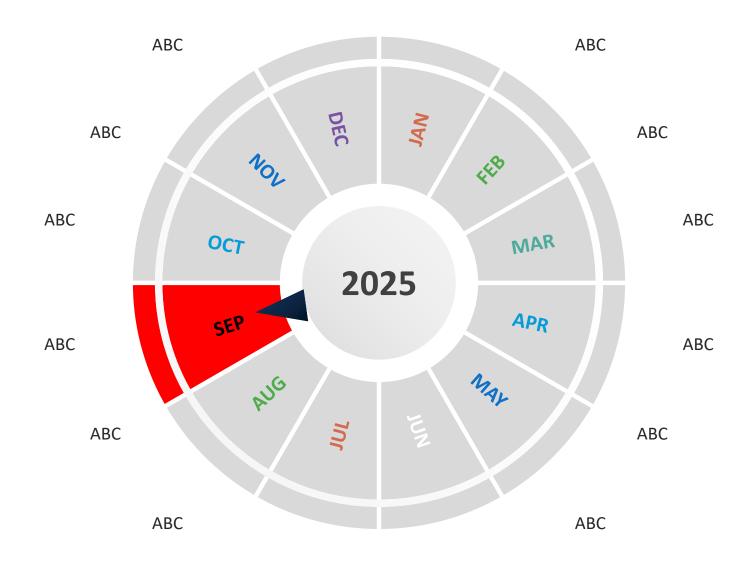
Risks

Risk Name	Impact	Probability
Risk 1	Low	Medium
Risk 2	Medium	High
Risk 3	High	Low
Risk 4	Low	Medium
Risk 5	Medium	High



Public Affairs 2025

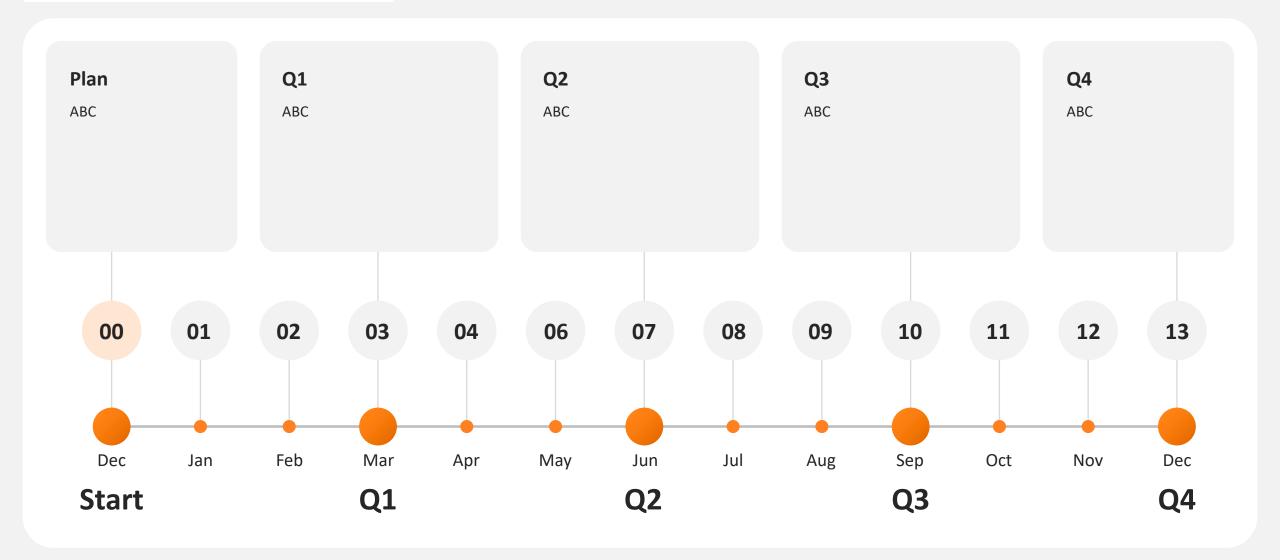






Public Affairs 2025







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 outcomebased 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.

