

Measure & Communicate the Value of Your EU Public Affairs Work

Dr. Alan Hardacre, Partner, Advocacy Strategy | 28 May 2026

Dr. Alan Hardacre



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Public Affairs Council Skills Trainings 2026

28 May 2026 · TODAY

Measure & Communicate the Value of Your Public Affairs Work

Topics

- Measuring impact
- Internal plans
- Internal visibility
- Education and amplification

17 September 2026 · NEXT

2027 Public Affairs Planning

Topics

- Annual planning
- Public Affairs budget
- Business plan alignment
- Annual Plan best practise

The profession isn't meeting the measurement & communication challenges

FROM

“Shape the policy environment”

“Improve reputation”

“Manage external risks”

“We had a successful event”

Too vague. No tangible measurement. No clear impact.

TO

Tangible, quantified impact

Results-driven performance

Systematic measurement and communication

To thrive and grow, the function needs more data, more accountability, more measurement and a consistent narrative internally.

External success doesn't always translate internally

EXTERNAL SUCCESS

- Stakeholder engagement and policy wins
- Regulatory and political networks
- Reputation with policymakers and institutions
- Experienced, balanced teams with real credibility
- Making a real difference for the business

BUT...DOES IT TRANSLATE INTERNALLY?

- The business struggles to see what PA actually delivers
- No common language linking PA work to commercial outcomes
- Different teams plan and report differently — no shared framework
- External wins don't get the internal recognition they deserve

Today is about closing this gap.

Tour de Table

Before we begin — a quick round.

- 1** What are your expectations for the programme and for today?
- 2** How do you currently communicate the value of your PA work and success?
- 3** What challenges do you face in doing so?

Outline of the session

Topic	Duration	Lead	Detail
Introduction	10 mins	Alan	The challenge of measuring and communicating PA value
The GOST Framework	30 mins	Alan	A common framework to plan, communicate and report
Three Keys to Internal Success	60 mins	All	Prioritisation · Quantification · Internal Amplification
Recommendations & Q&A	20 mins	All	Key takeaways and discussion

Three Keys to Internal Success

A common framework underpins everything. Three keys then build the internal case.

1

Prioritisation

Decide what matters most.
Focus resource on the issues with
the biggest commercial impact and
where you can win.

2

Quantification

Translate PA activity into
commercial impact.
The data that gives the function a
voice inside the business.

3









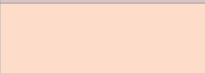


Internal Amplification

Make external success visible
internally.
Educate, embed and showcase —
systematically.

FOUNDATION

A common GOST framework — Goal · Objective · Strategy · Tactic

How others do this

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



Section 01

A Robust Internal Framework The GOST Model

01

Goal

An ideal future state — a long-term aspiration — the commercial link-ambition

GOAL

OBJECTIVE

STRATEGY

TACTIC

IN PRACTICE · Vivacore Consumer Goods

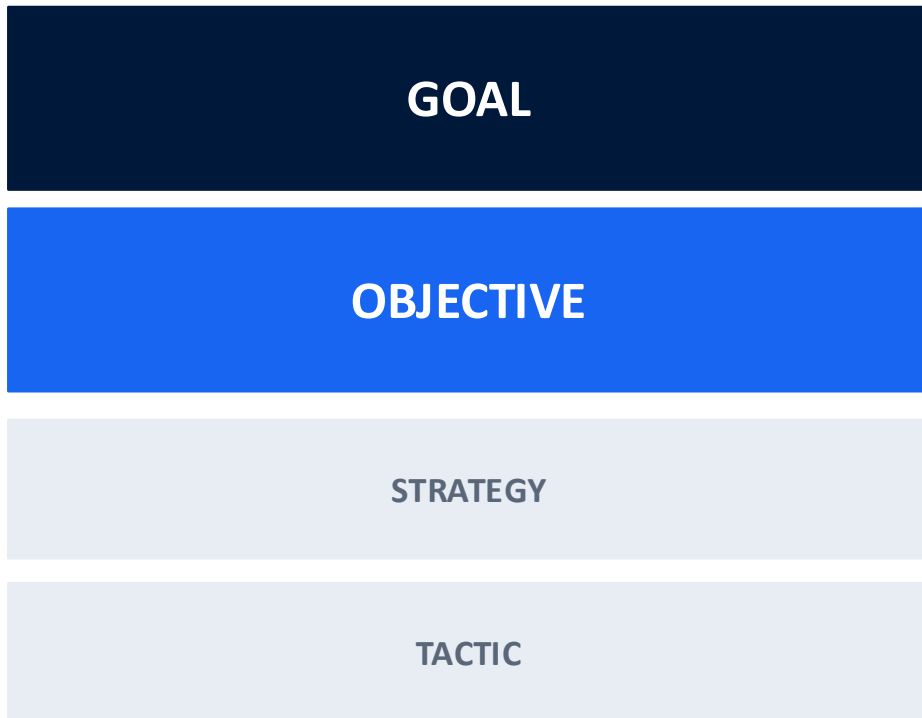
Commercial Goal

“Protect Vivacore's market access and growth across its EU portfolio by ensuring proportionate, workable regulation of food, packaging and product claims.”

One goal can drive multiple objectives — next slide.

Objective

A specific intended outcome — one Goal can drive multiple Objectives.



IN PRACTICE · Vivacore Consumer Goods

One Goal → Three Objectives

- Secure proportionate HFSS marketing rules in the EU Food Reformulation framework, protecting ~€120M annual EU revenue across snacks portfolio, by Q4 2026
- Achieve workable recyclability thresholds in PPWR implementing acts, avoiding ~€60M reformulation cost across own-brand SKUs, by Q3 2027
- Prevent restrictive interpretation of the Green Claims Directive on functional/health claims, protecting ~€40M premium positioning across personal care, by Q2 2027

Strategy

A specific informed choice — choose, don't do all.

GOAL

OBJECTIVE

STRATEGY

TACTIC

COMMON PA STRATEGIES · Vivacore example

Direct Engagement — Bilateral meetings with ENVI/SANTE rapporteurs on HFSS thresholds

Trade Association — Work through FoodDrinkEurope and AIM to consolidate the industry position

Coalition — Build a cross-sector alliance with retailers, recyclers and packaging suppliers for proportionate PPWR

Use of Scientists — Deploy independent nutrition researchers to brief MEP advisors on reformulation science

Use of Evidence — Commission a quantified impact assessment showing consumer cost and reformulation timeline

Tactic

A specific action — always traceable back to a Strategy.

GOAL

OBJECTIVE

STRATEGY

TACTIC

TACTICS LINKED TO THEIR STRATEGY

From Direct Engagement:

- Schedule 10 priority ENVI/SANTE meetings by March 2026
- Prepare a two-page briefing on HFSS thresholds for each meeting

From Trade Association:

- Submit Vivacore technical input to FoodDrinkEurope position paper by January 2026
- Attend three working group sessions to ensure priorities reflected

From Use of Evidence:

- Commission consumer impact assessment by February 2027
- Distribute findings to all EU market leads for localised deployment

GOST in Action · Vivacore Consumer Goods

GOAL Protect Vivacore's market access and growth across its EU portfolio by ensuring proportionate, workable regulation of food, packaging and product claims.

OBJECTIVES

Secure proportionate HFSS marketing rules in EU Food Reformulation — ~€120M revenue protected by Q4 2026 · Workable recyclability thresholds in PPWR implementing acts — ~€60M cost avoided by Q3 2027 · Block restrictive Green Claims interpretation on functional/health claims — ~€40M premium positioning protected by Q2 2027

STRATEGY

Direct Engagement with rapporteurs | Trade Association (FoodDrinkEurope) | Cross-sector Coalition | Use of Scientists | Use of Evidence

TACTICS

- 10 bilateral MEP meetings (Mar 2026)
- FoodDrinkEurope position paper input (Jan 2026)
- Consumer impact assessment commissioned (Feb 2027)
- Findings distributed to all EU market leads (Mar 2027)

One coherent line of sight — from commercial Goal to dated, deliverable Tactic.

SMART objectives — even more critical for Public Affairs

Setting KPIs at the outset is what allows you to measure success.

S

Specific

What exactly are you trying to achieve?

M

Measurable

How will you measure it?

A

Achievable

Is it realistic? Why?

R

Relevant

Why does it matter to the business?

T

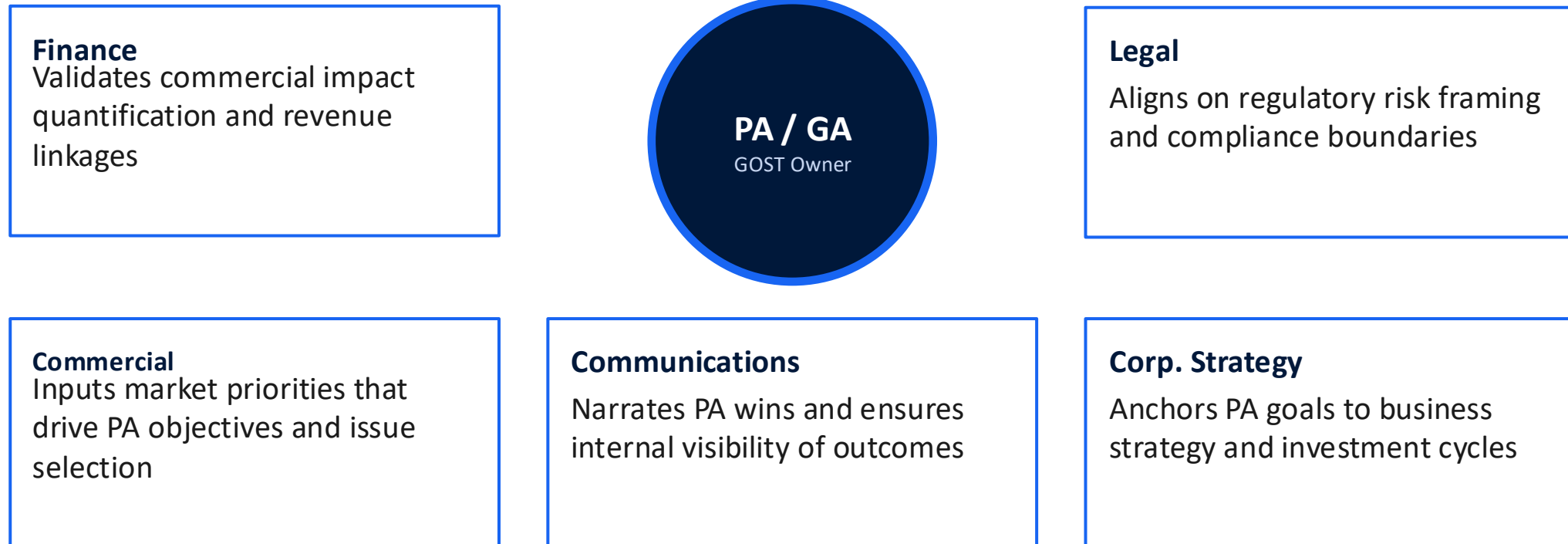
Timely

By when must it be achieved?

W E A K *“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 2026.

GOST is a cross-functional enabler — not just a PA tool

A shared GOST framework makes PA work legible, credible and actionable across the business.



Your experience

PAUSE & REFLECT

Do you have a common framework for goals, objectives, strategies and tactics inside your function?

Do you have any good or bad examples of objectives — or of alignment with the wider business?

What challenges do you encounter measuring and communicating your work and success?

Section 02

Key 1

Prioritisation

02

Why prioritisation matters

Limited time, limited people, unlimited issues. Prioritisation is what turns activity into impact.

Quantify risk & opportunity

Translate the policy environment into commercial numbers the business understands.

Align with the organisation

Connect PA priorities to commercial strategy and business plan cycles.

Protect freedom to operate

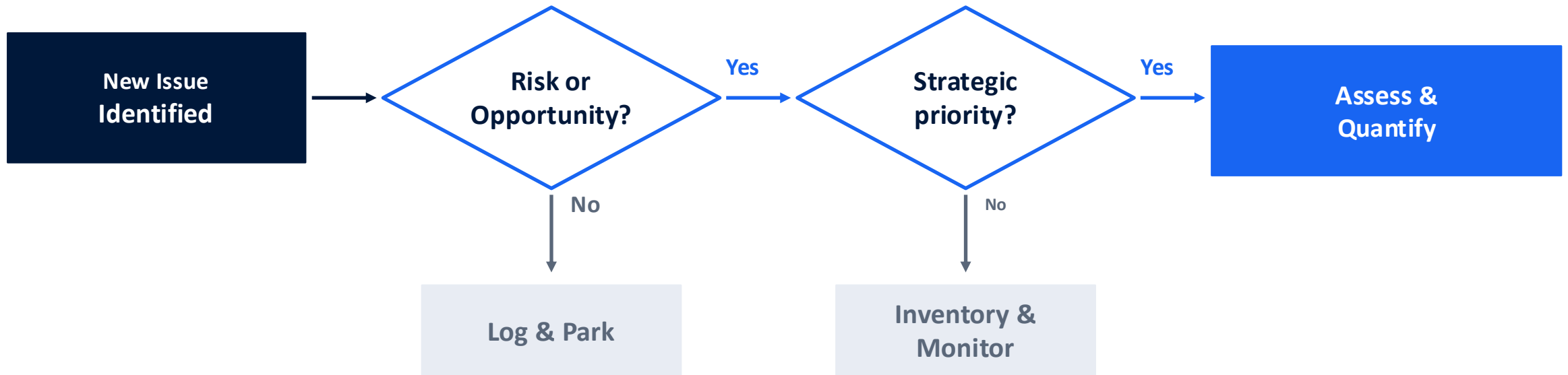
Eyes wide open: defend the licence and revenue base while spotting growth opportunities.

A roadmap for strategy

Without priorities, there is no strategy — only a list of activities.

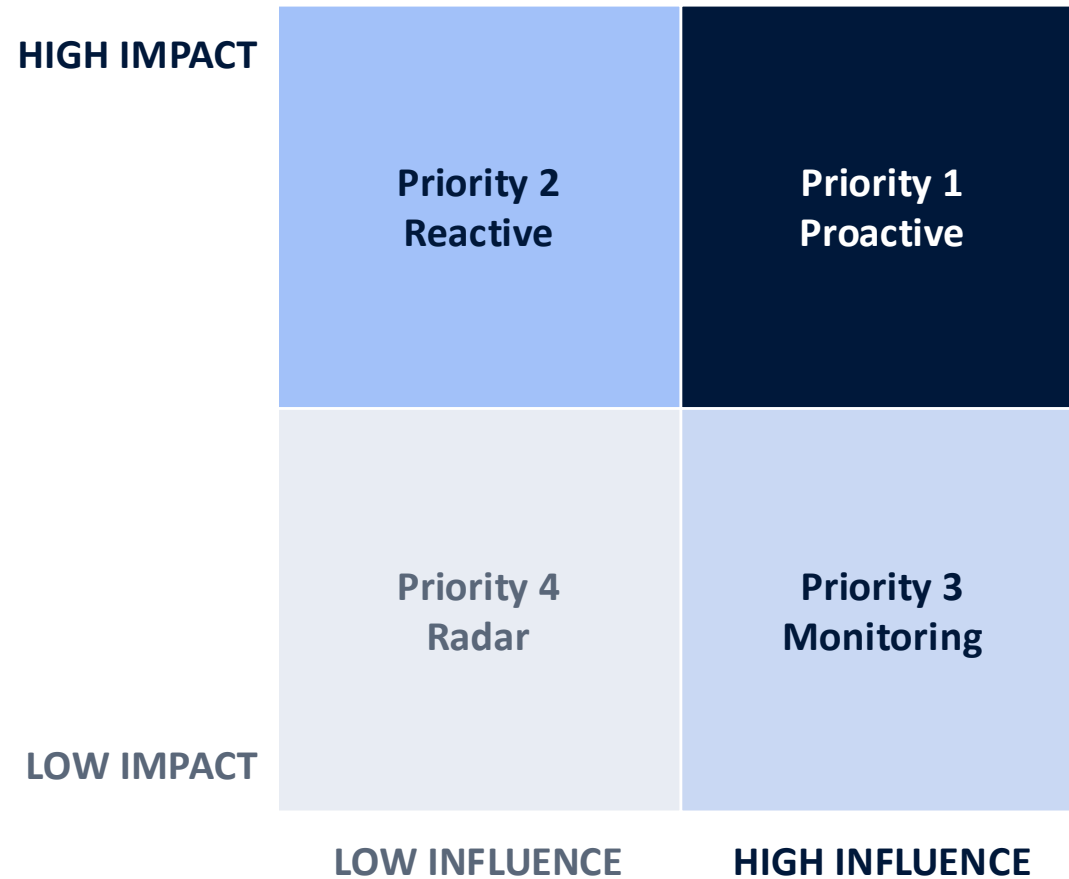
Issue Triage & Governance

A simple flow to govern what enters the priority list — and what doesn't.



OUTPUT Only issues that pass both gates enter the prioritisation matrix and the GOST framework. Everything else is logged or monitored — not ignored.

Prioritisation matrix — Impact vs Ability to Influence



Data-driven choices

Plot every prioritised issue on Impact and Ability to Influence.

- Tier 1 — lead from the front
- Tier 2 — stay responsive and ready
- Tier 3 — monitor; don't over-invest
- Tier 4 — keep on the radar only

What to Measure



Scored prioritisation · Vivacore Consumer Goods

Score issues against commercial risk, opportunity, competitive impact and ability to influence. Then tier.

Issue	Level	Est. Force	Comm. Risk	Comm. Oppty	Comp. Adv	Influence	Tier
PPWR — recyclability implementing acts	EU	2027	5	4	4.5	4	1 · Proactive
HFSS marketing rules — Food Reformulation	EU	2027	5	3	4	3	1 · Proactive
Green Claims Directive — interpretation	EU	2026	4	4	4	4	1 · Proactive
France — Nutri-Score reform	FR	2026	3	3	3	3	2 · Reactive
EPR scheme — textile fibres extension	EU	2028	3	2	2.5	4	2 · Reactive
Forced Labour Regulation — enforcement guidance	EU	2027	2	1	1.5	3	3 · Monitor

Illustrative scoring (1 = low, 5 = high). The scoring matters less than the discipline of doing it consistently.

Focus is key · engagement levels by tier

	Monitoring	Advocacy	Internal Comms	External Comms	Assets
Priority 1 Proactive	Active & daily	Proactive meetings, campaigns, comms	Weekly update, team meetings	PR, social, website	Position paper, deck, speaking pts, infographics
Priority 2 Reactive	Daily	Reactive	Monthly update / team meetings	Social media	Position paper, deck, speaking pts
Priority 3 Monitoring	Weekly	Passive	Quarterly review	—	Position paper
Priority 4 Radar	Monthly	—	Quarterly review	—	—

Discipline beats coverage. Don't run a Priority 1 cadence on a Priority 3 issue.

Section 03

Key 2

Quantification

03

Understanding the WHAT and the HOW

Two different things, two different ways of measuring — don't confuse them.

WHAT

The outcome.

What you set out to achieve and what landed: the policy change, the regulatory carve-out, the cost avoided, the revenue protected.

Measured against the **OBJECTIVE**.

HOW

The path you took.

How well you executed: the quality and reach of stakeholder engagement, the credibility of your evidence, the strength of your coalitions.

Measured against the **STRATEGY and TACTICS**.

Measuring the WHAT · outcome measures

Clear, aligned, hard-wired to the organisation, time-bound.

Freedom / Licence to operate	Costs avoided	Revenue generated / protected
Market opportunities / advantage	Risk mitigation	Return on investment

EXAMPLE WHAT · Vivacore HFSS objective

Specific outcome: Proportionate HFSS thresholds adopted in EU Food Reformulation framework

Commercial impact: ~€120M annual EU revenue protected across snacks portfolio

Time frame: Adopted by Q4 2026; commercial benefit from FY 2027

Proof of impact: Final regulatory text reflecting industry-proposed thresholds; tabled amendments adopted; public statements from rapporteurs

Measuring the HOW · stakeholder tiering with KPIs

Measure tactics against the strategy. Tier stakeholders. Set a KPI for each tier.

Tier 1	<p>WHO</p> <p>Decision-makers, key influencers, advocates</p>	<p>KPI</p> <p>Advocacy</p>
Tier 2	<p>WHO</p> <p>Issue-based targets from stakeholder mapping</p>	<p>KPI</p> <p>Immersion</p>
Tier 3	<p>WHO</p> <p>Wider policymakers and stakeholders</p>	<p>KPI</p> <p>Knowledge & understanding</p>
Detractors	<p>WHO</p> <p>Public critics of the organisation</p>	<p>KPI</p> <p>Minimise public opposition</p>

Example: 10 positive Tier 1 meetings in Q2, with amendments tabled, supporting the HFSS objective.

Measurement has challenges · and they can be managed

Attribution

Many actors influence outcomes.

TIP Seek tangible, credible proof points.

Long-term impact

Some wins take years.

TIP Break into milestones; show positioning for the final outcome.

Qualitative vs quantitative

Not everything is a number.

TIP Balance data with structured anecdotes and case studies.

External factors

Politics shifts under your feet.

TIP Be aware; manage expectations early.

Subjectivity

Self-assessment has limits.

TIP Use third-party surveys and reviews for objectivity.

One size doesn't fit

Generic metrics fail.

TIP Tailor metrics to the organisation and the issue.

Section 04

Key 3

Internal Amplification

04

Communicating value is part of your job

If the business doesn't see it, it didn't happen. If you don't explain it in their language they don't understand it. Three foundations underpin internal success.

1

Speak their language

Objectives crafted in commercial terms — typically money, market, risk. Translate policy into outcomes the business already cares about.

2

Show up where decisions are made

Be present in business reviews, planning cycles and market leadership meetings. Influence is built before it is exercised.

3

Communicate progress, not just wins

Update against milestones throughout the year. Build a track record the organisation can see and trust.

Internal visibility menu — EDUCATE

Help the organisation understand what Public Affairs is, what it does, and why it matters.

EDUCATE

<p>Public Affairs 101 sessions</p> <p>Foundational sessions for new joiners and adjacent functions.</p>	<p>Lunch & Learn series</p> <p>Bite-sized policy education tied to live issues.</p>	<p>What We Do one-pager</p> <p>Plain-English explainer of the function and remit.</p>
<p>Internal FAQs / glossary</p> <p>Demystify the jargon — acronyms, institutions, processes.</p>	<p>Animated explainer video</p> <p>Short film for onboarding and town halls.</p>	<p>PA onboarding module</p> <p>Mandatory or recommended module for new hires.</p>
<p>Behind the Policy stories</p> <p>Narrative case studies on how a win actually happened.</p>	<p>Annual PA Impact Report</p> <p>One document the business can point to.</p>	<p>Internal Newsletter / Updates</p> <p>Regular cadence; keep it short, keep it relevant.</p>

Internal visibility menu — EMBED

Wire Public Affairs into the operating rhythm of the organisation. Not optional, not occasional.

EMBED

<p>Business planning input</p> <p>PA as a standing input to annual planning and budgeting.</p>	<p>Cross-functional taskforces</p> <p>Issue-based teams — commercial, legal, regulatory, PA.</p>	<p>Slot at executive / board meetings</p> <p>Standing or rotating; not by request only.</p>
<p>Internal coordination groups</p> <p>Regular forums to align across markets.</p>	<p>Joint training sessions</p> <p>Train PA, commercial and comms together.</p>	<p>Internal ambassador programme</p> <p>Identify and brief allies across functions.</p>
<p>Site visits with stakeholders</p> <p>Bring policymakers to the business; bring the business to policymakers.</p>	<p>Crisis preparedness sessions</p> <p>War-game scenarios with cross-functional teams.</p>	<p>PA Policies & Principles</p> <p>Codify the standards; embed in compliance.</p>

Internal visibility menu — SHOWCASE

Make wins visible. Make the function celebrated. Make the data unignorable.

SHOWCASE

<p>Public Affairs dashboard</p> <p>Live tracker of priority issues, status and commercial impact.</p>	<p>PA in Action case studies</p> <p>Worked examples — problem, action, result, value.</p>	<p>Quarterly policy radar reports</p> <p>Forward look at what's coming and what it means.</p>
<p>Quantified risk-opportunity scores</p> <p>Numbers next to issues. Always.</p>	<p>Policy-country impact heatmap</p> <p>Visual map of where the heat is.</p>	<p>Annual PA gathering / town hall</p> <p>Function-wide moment to land the year.</p>
<p>Stakeholder perception surveys</p> <p>Internal sentiment data; track over time.</p>	<p>Senior leader meeting programmes</p> <p>Choreographed exposure to policymakers.</p>	<p>LinkedIn / internal social</p> <p>Make the work visible where leaders look.</p>

Your experience

PAUSE & REFLECT

Which of these are already part of your operating rhythm?

Which are missing — and which would have the biggest impact if you added one this quarter?

Where does internal amplification keep falling down inside your business?

A Dashboard for your Organisation

One page. One language. Updated regularly. Visible everywhere it needs to be.



Country	Priority Issues	Status	Impact (€m)
EU	PPWR · HFSS rules · Green Claims	On track	€28.0m
France	Nutri-Score reform	Watch	€4.5m
Germany	Packaging EPR	On track	€6.2m
Italy	Tax on sweetened beverages	At risk	€3.8m
Netherlands	Marketing restrictions	On track	€2.6m

Tailor the dashboard to your organisation's culture, cadence and resources. The structure matters more than the design.

Communicating Public Affairs success · recap

Six moves that turn external success into internal credibility.

1

Align objectives and outcome measures with the organisation at the planning stage.

2

Ensure the business buys into the chosen metrics before they're used to report.

3

Track progress against KPIs and update on milestones throughout the year.

4

Communicate WHAT (outcomes) and HOW (tactics) differently — don't conflate them.

5

Use the right channel for the audience: dashboards, newsletters, briefings, exec slots.

6

Regularly reassess and adjust — PA is a long game, the metrics evolve.

Thank you

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