

MANAGING PUBLIC AFFAIRS AS A FUNCTION DURING UNCERTAIN TIMES

PLANNING, ALIGNMENT & IMPACT

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With some degree of variation, regions we are covering have **challenging characteristics** in the domain of public affairs to consider, which have a **ripple effect on business and profitability.**



Higher degrees of centralization (or not?)

Public policy is shaped by a concentrated set of senior decision-makers. Effective government relations requires knowing who holds real influence, how decisions flow, and how to engage at the right level at the right time.



Less opportunity for public consultation

Regulatory and legislative changes are often introduced with limited advance notice or stakeholder input. Proactive monitoring and early intelligence are essential to ensure organizations can respond – and engage – before decisions are finalized.



Indirectly influential stakeholders

The most consequential decision-makers and influencers are not always visible on an organisational chart. Mapping the full ecosystem of formal and informal influence is critical to ensuring engagement reaches the people who matter most.



Abrupt decision making

Policy directions can shift quickly and without clear precedent – sometimes contradicting existing frameworks. Organizations that have invested in government relationships are better placed to anticipate, absorb and respond to these shifts.



Preferential treatment

Governments across the region deploy both protectionist measures and targeted incentives for localization, FDI attraction and national champion development. Understanding these dynamics is essential for strategic positioning and bid competitiveness.



Fluctuating regulatory approaches

Public affairs activity must account for distinct regulatory philosophies at the federal, country and regional levels. Knowing the nuances across jurisdictions enables more precise engagement, better-timed outreach and stronger partnership positioning.

The regional and global operating environment is becoming **increasingly complex, creating new challenges and expectations** for companies



Localization
and in-market
value creation

Supply chain
resilience and
regionalization

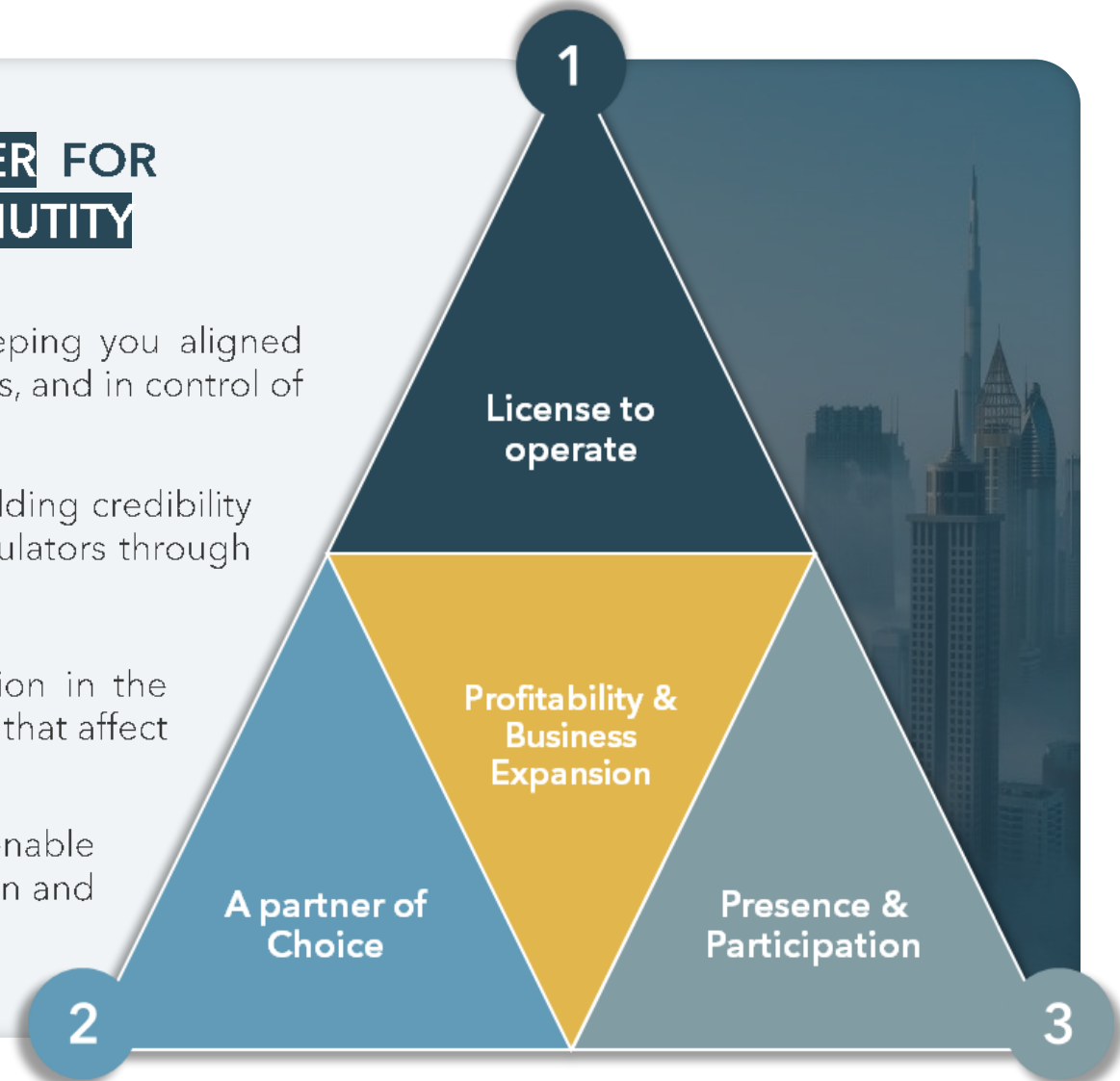
Public-private
collaboration
and
partnership
frameworks

Geopolitical
dynamics and
market
competition

Recalibration
of regional
dynamics

Which means that, as a public affairs practice, we need to operate with **very clearly defined objectives in mind**

PUBLIC AFFAIRS AS AN **ENABLER** FOR **BUSINESS GROWTH** AND **CONTINUITY**



And given the **limited resources** our teams operate with **impact-oriented engagements** that provide **early visibility** and **alignment with business priorities** is key



These **characteristics, dynamics, and set objectives** evolving are requiring companies to **look beyond traditional commercial considerations**

1

ANTICIPATE CHANGE

Understand how geopolitical and economic shifts could affect priorities, investment and operations

2

BUILD RESILIENCE

Plan for disruption across supply chains, infrastructure and critical dependencies

3

ALIGN VALUE TO SYSTEM PRIORITIES

Connect company value and investment to evolving government and system needs

4

PARTNER BEYOND THE PRODUCT

Engage across government and contribute to capability, innovation and long-term ecosystem development

5

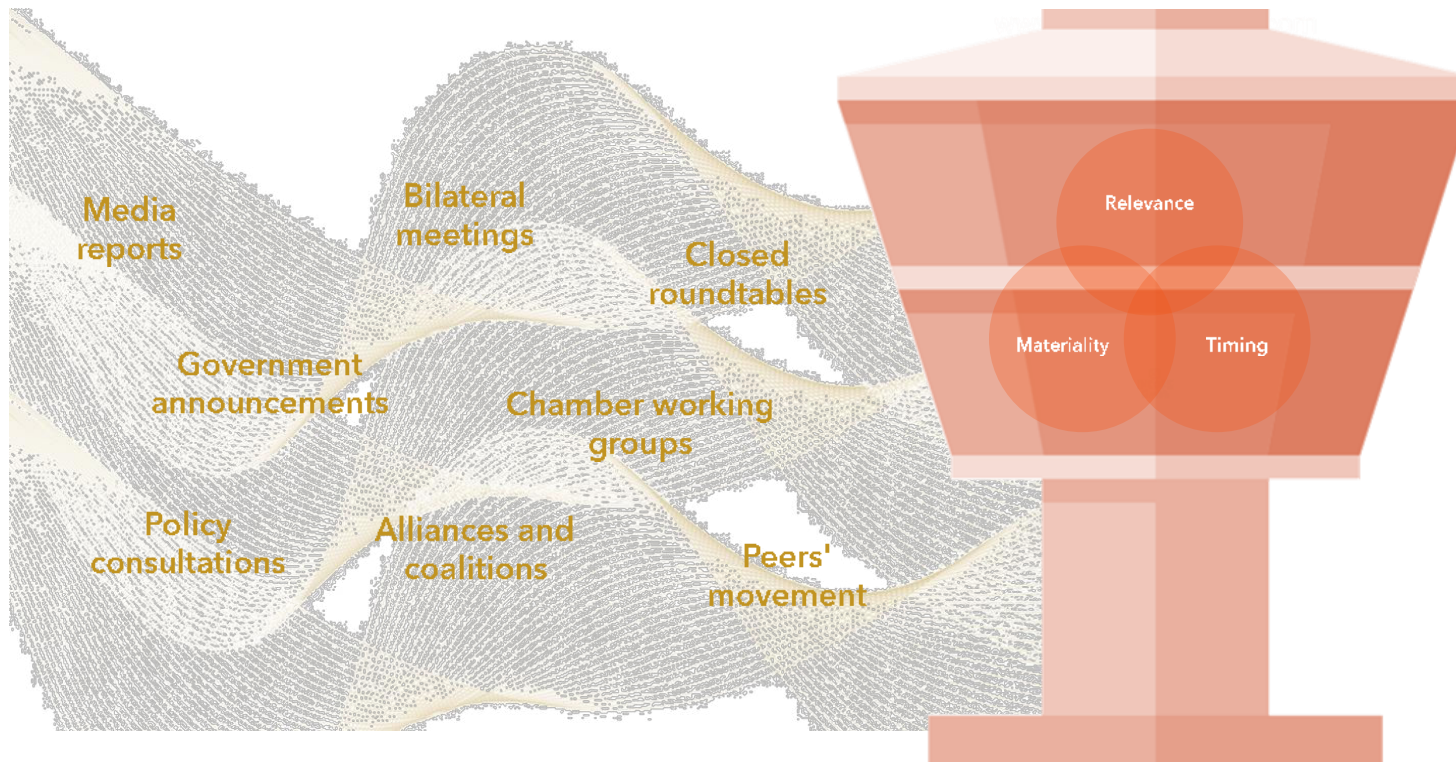
BALANCE RELATIONSHIPS

Ensure to balance relationships between different markets

Structuring operations in a **methodological manner** can help **maintain focus** and efforts on a **clear track to success**



Applying a control tower model to **filter signal from noise**, and ensure **executives are aware of what matters most**, and **best prepared to address it**



1

Opportunity & Partnerships: Where to engage and which partnerships to prioritize as stakeholder priorities shift.

2

Stakeholder Entry Points: The right moments, formats, and channels for reaching key stakeholders.

3

Positioning & Narrative: How we can frame your value as government expectations change.

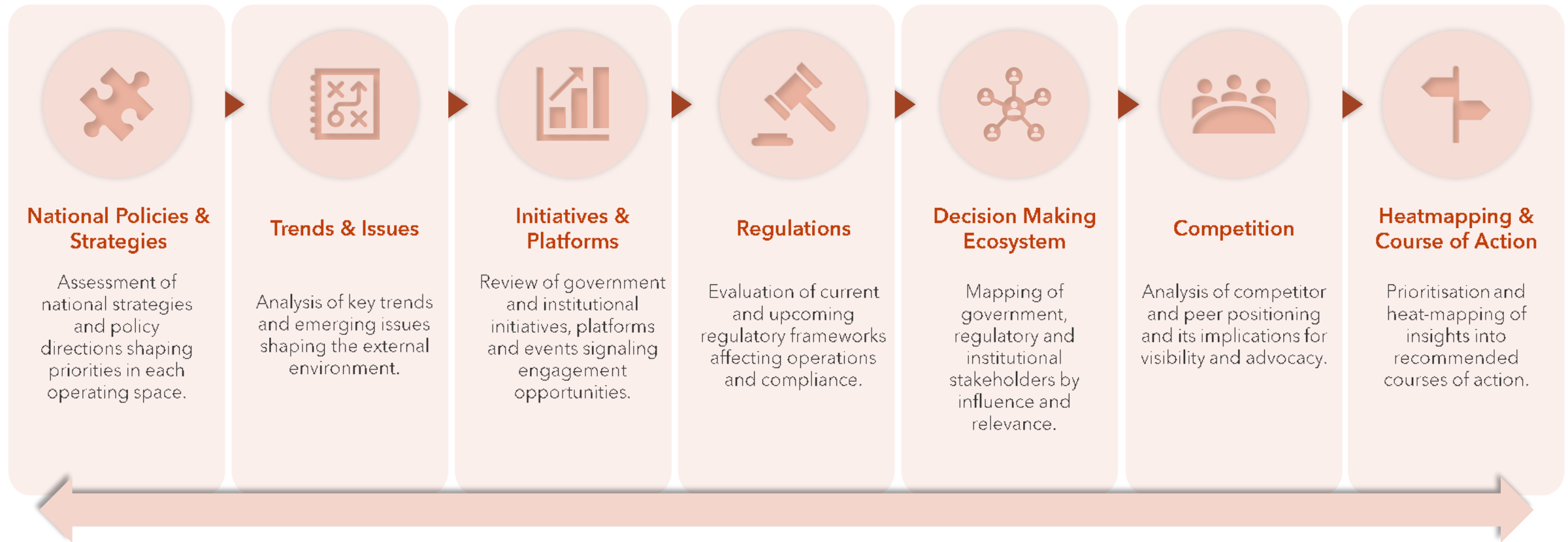
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Policies & Regulations: Early signals on policy direction and frameworks worth leveraging.

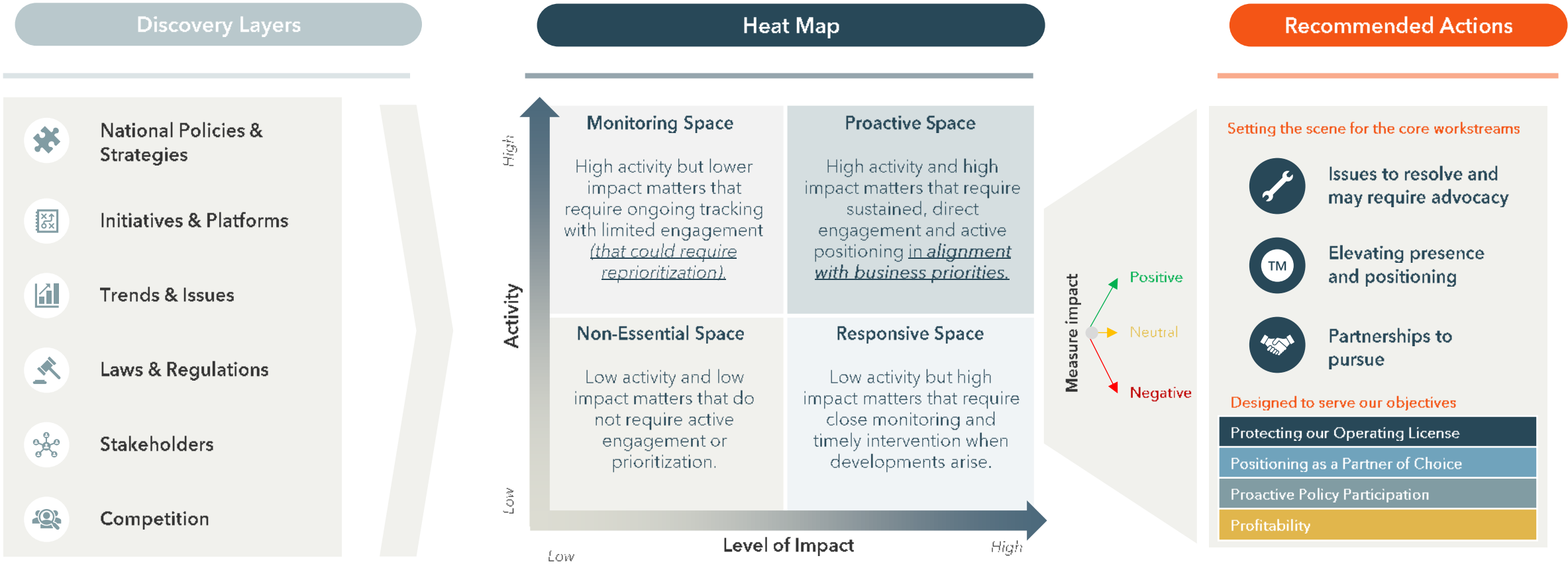
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Risks & Geopolitical Trends: Emerging risks, geopolitical shifts, and platforms that can speed engagement.

Building an **evidence base to inform prioritization** and strategic by examining **6 distinct components** covering the **full external environments**



Building an evidence base to inform prioritization and strategic by examining 6 distinct components covering the full external environments



There are somethings **AI cannot replace....Relationships.**

Structuring **recurring visibility touchpoints to reinforce presence and positioning across stakeholders**

Structuring visibility through dual-level activation

Executive and leadership visibility



Top-down engagement with senior decision-makers

Leadership engagement with ministers, senior officials, and high-level stakeholders is structured to ensure direct access to key decision-making circles, reinforcing positioning as a credible and engaged counterpart at the highest levels.



Bottom-up engagement across policy and regulatory layers

Complementary interaction with mid (director level) shapers to ensure leadership visibility extends beyond senior access, strengthening alignment, depth of engagement, and continuity.



Doubling down during high-convergence platforms

Securing intensified presence and invitations to flagship events, and VIP gatherings where stakeholders converge, amplifying visibility and positioning when attention and influence are at their peak.

Organisational visibility and presence



Institutional thought leadership contributions

Periodic development of position papers, economic impact studies, and studies aligned with national agenda priorities reinforces positioning as a contributor to policy and sector discourse.



Owned platforms and curated engagement moments

Hosting roundtables, VIP lunches, gala dinners, and targeted stakeholder engagements enables to create environments for interaction, strengthening relationships and enforce positioning.



Ecosystem leadership

Leading or actively contributing to chamber committees, working groups, and sector initiatives embeds within key ecosystems, strengthening influence through sustained institutional presence.

Thank You