

Webinar, 25 Feb 2021



# Creating Your Public Affairs Strategy from Scratch

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András Baneth

# About PAC

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Our mission is to advance the field of public affairs and to provide members with the executive education and expertise they need to succeed while maintaining the highest ethical standards, since 1954.

The leading international association for public affairs professionals

700+ member organizations globally

Nonpartisan & nonpolitical

Washington D.C | Brussels

# Agenda

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- 14:00 Welcome and intro
- 14:15 How to draft a public affairs strategy
- 14.45 How to effectively map stakeholders
- 15.00 Short break
- 15.05 Best practices in issue management
- 15.25 Measuring the value and ROI of public affairs
- 15.45 Q&A
- 16.00 Ends

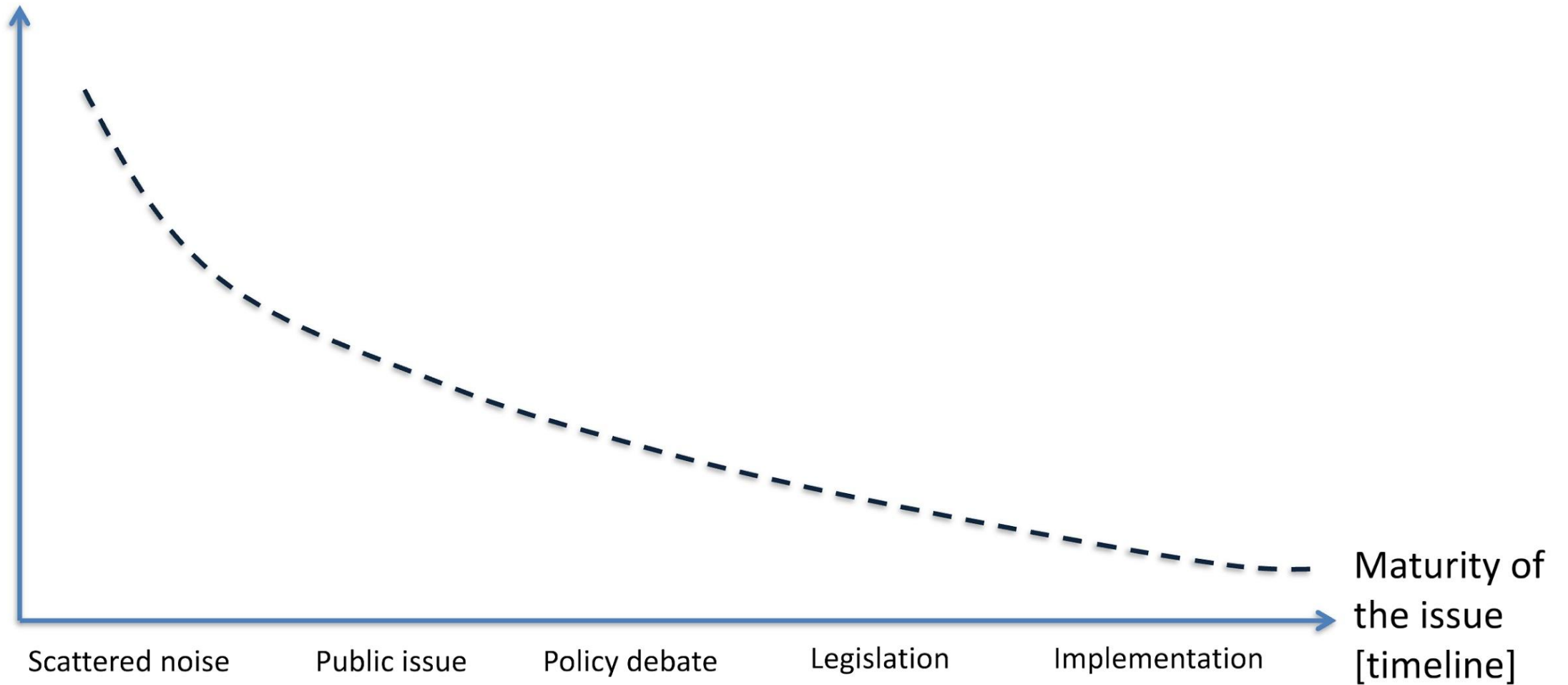
*\* note that timing is only indicative*

**THOUGH THIS  
BE MADNESS,  
YET THERE IS  
METHOD IN 'T.**

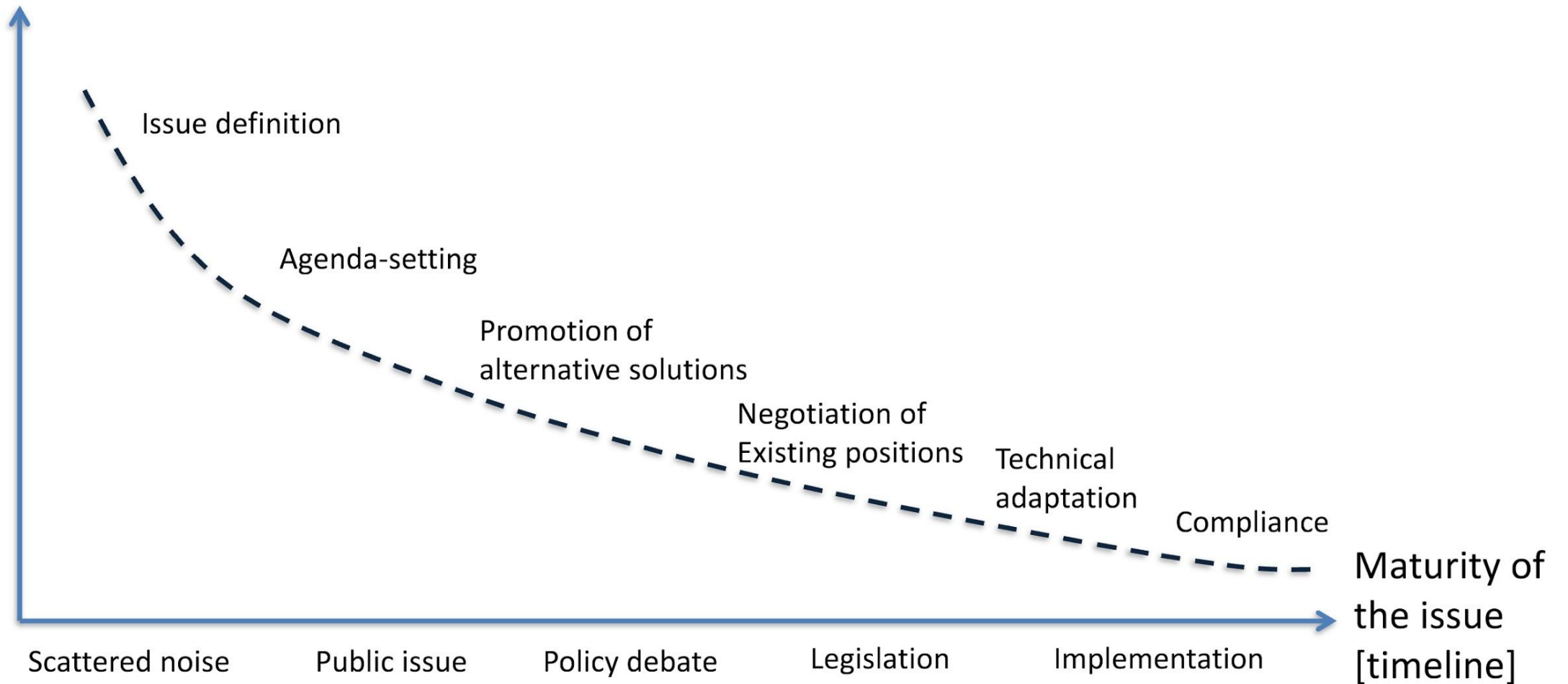
Hamlet, Act 2, Scene 2



Potential  
influence

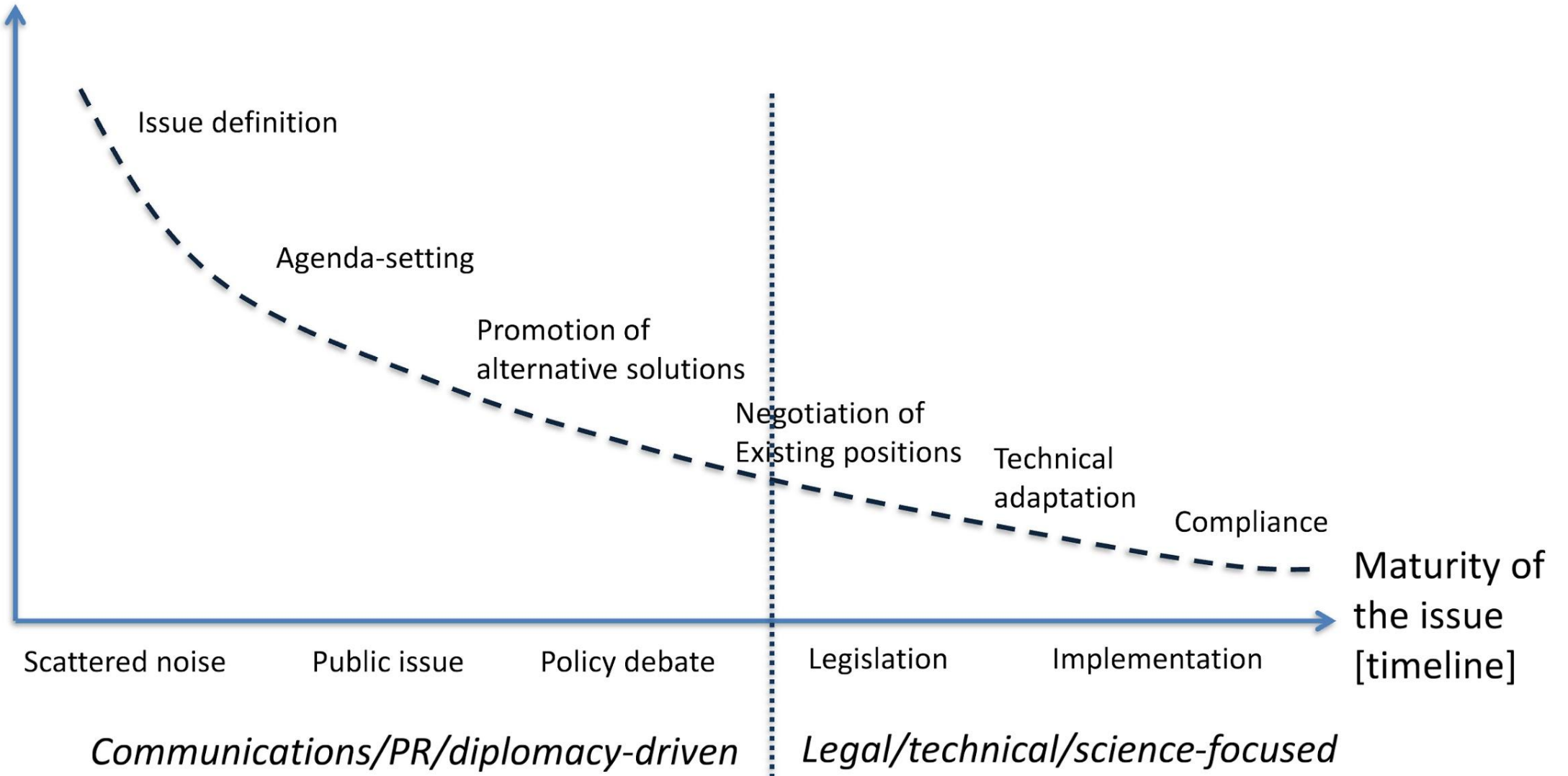


Potential  
influence





Potential  
influence



An underwater photograph showing various pieces of plastic waste, including bags and fragments, floating in clear blue water. Some debris is tangled with seaweed and sticks. The scene illustrates the environmental impact of plastic pollution.

# Consider plastics: how it became a global issue







● **microplastics**  
Search term

+ Compare

United States ▼

Past 5 years ▼

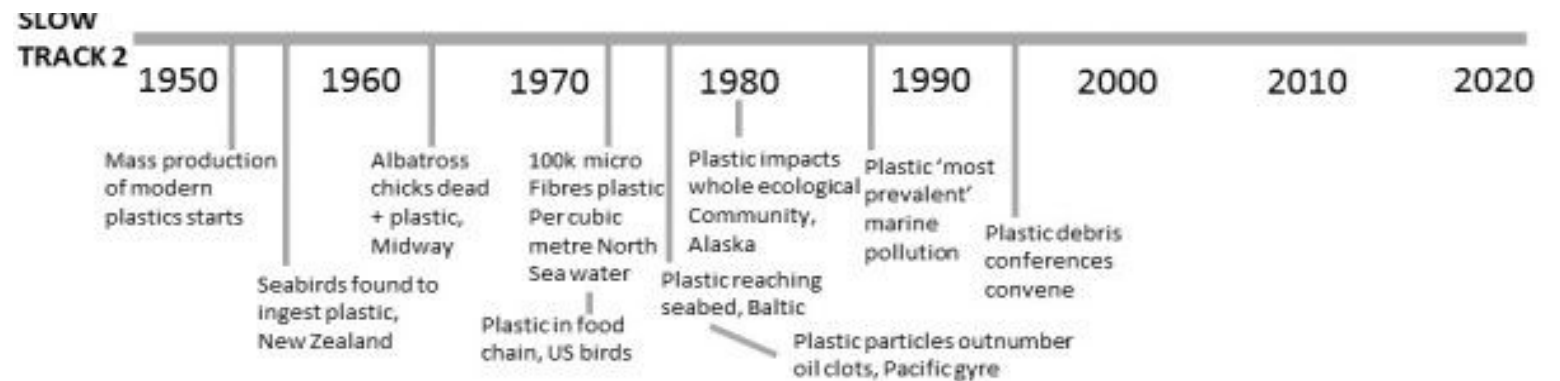
All categories ▼

Web Search ▼

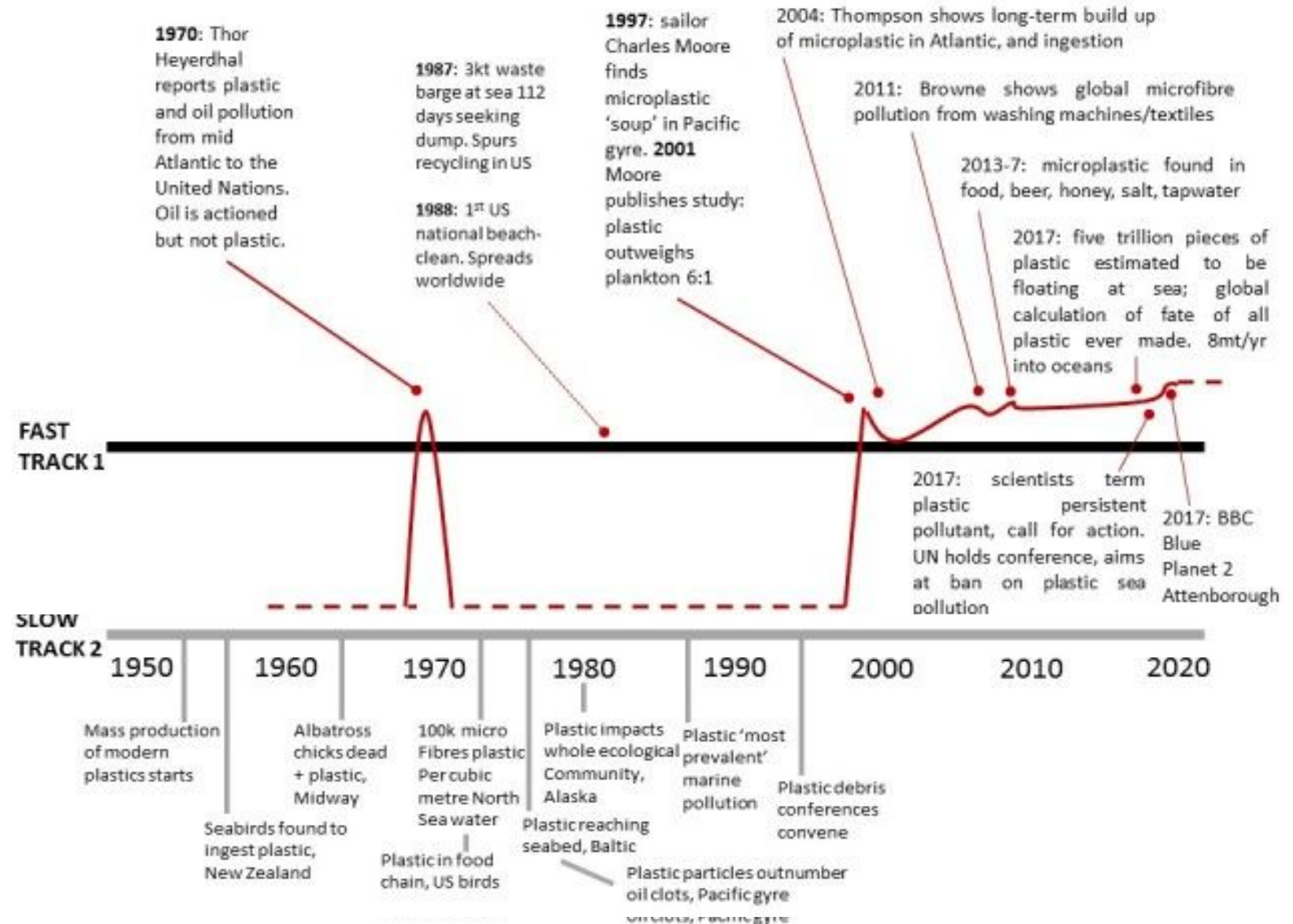
Interest over time 



# How plastics got on the agenda



# How plastics got on the agenda







Competition for attention

Policy-shaper

Agenda-setter

Issue (policy)



# The advocacy process

1.  
Political Context &  
Risk  
(Horizon scanning)  
what the major  
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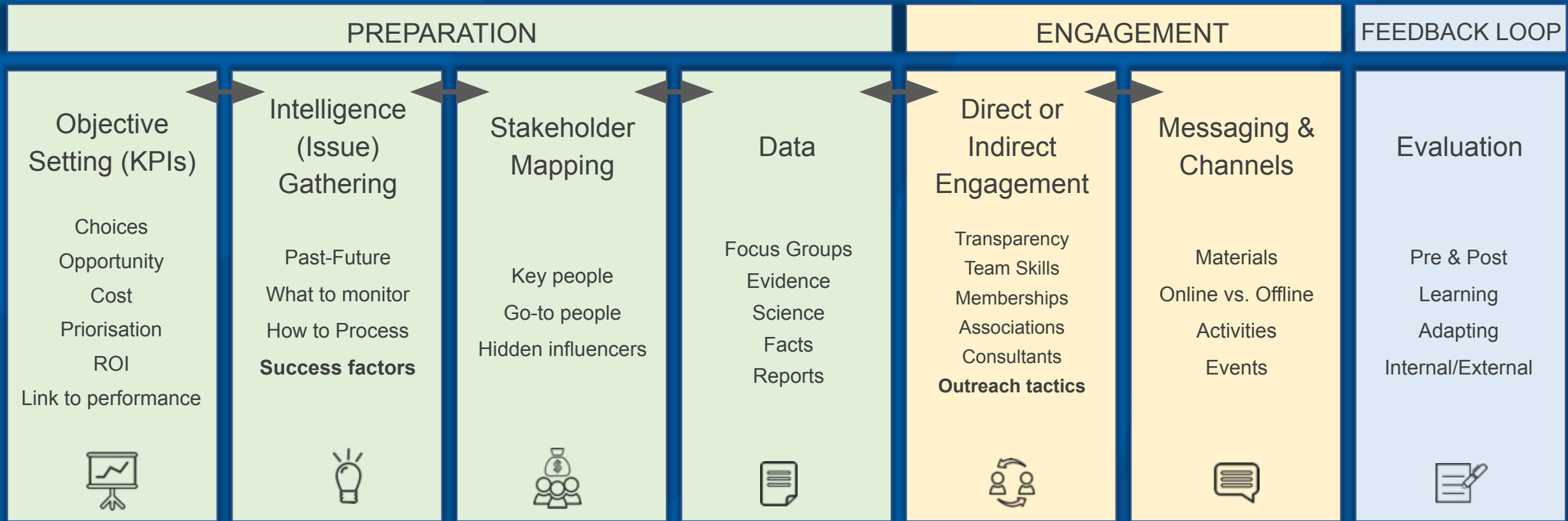
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6.  
Persuading Your  
Stakeholders  
methods to  
overcome  
tribalism and  
cognitive biases

# Public affairs strategy



© Quorum Analytics



# Public affairs strategy



via Aaron McLoughlin & Iskander De Bruycker

What does  
success look like  
to you?

# Start with....



- + what's the current situation (political, legislative, key players, influencers)

# What are policy makers thinking?

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What is the problem and why is it a problem?

Why should we [the government] act?

What should be achieved?

What are the various options to achieve the objectives?





# What are policy makers thinking?

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What are the economic, social and environmental impacts and who will be affected?

How do the different options compare in terms of their effectiveness and efficiency (benefits and costs)?

How will monitoring and subsequent retrospective evaluation be organised?



# Managing issues

What does your organisation consider an “issue” from a PA perspective?

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Type in the chat box.



# What is an Issue (in public affairs) ?

## Short term

a (potential) external threat or opportunity beyond the discretionary authority of management.

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## **Short term**

a (potential) external threat or opportunity beyond the discretionary authority of management.

## **Long term**

the gap between organizational actions and stakeholder expectations.

# The ultimate goal

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The process used to help your [client's] organization conduct public affairs “on purpose” rather than “by accident.”

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The process used to help your [client's] organization conduct public affairs “on purpose” rather than “by accident.”

This also requires a detailed understanding of the process (workflow) through which an issue is “decided”.

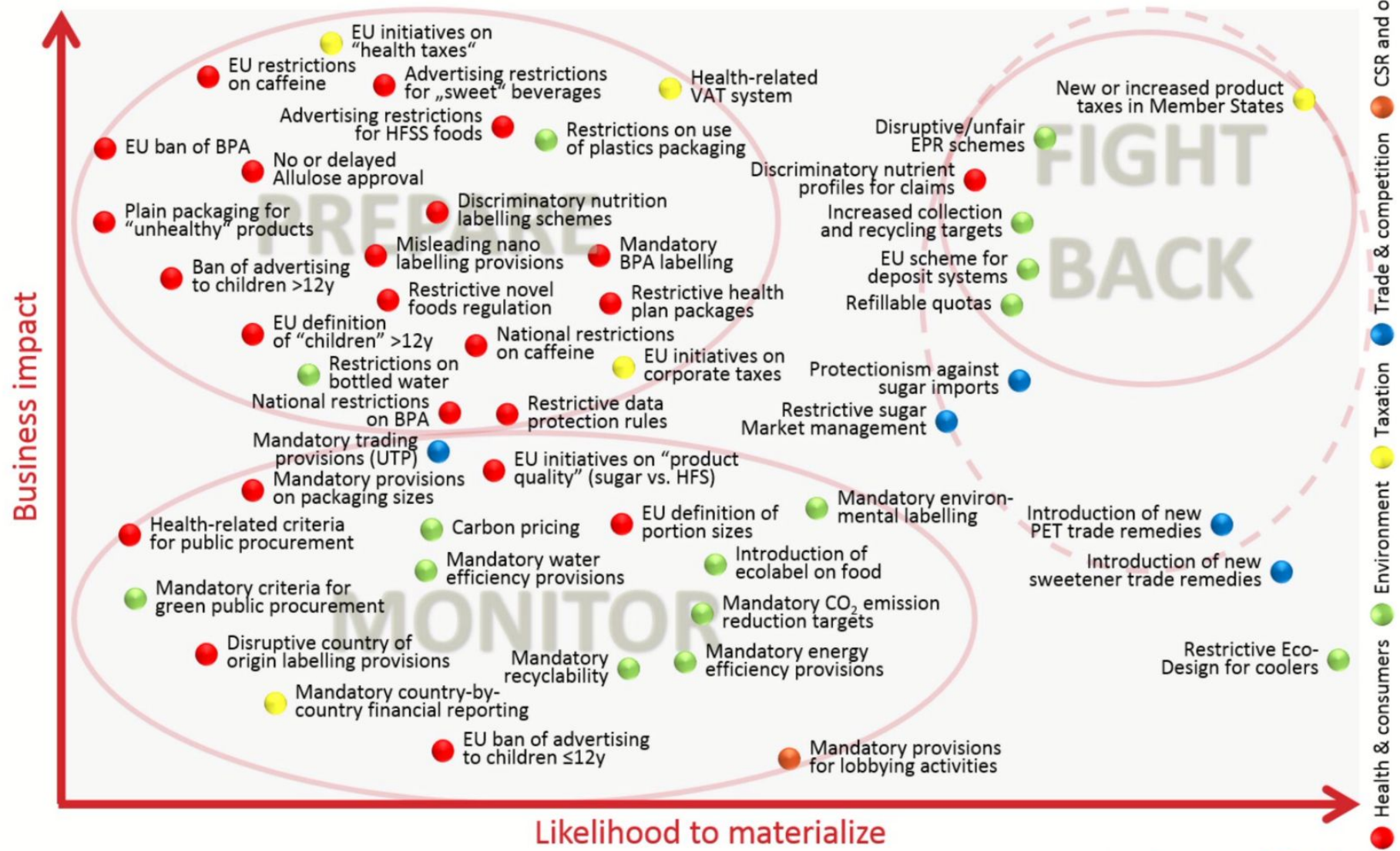


# Scenario Planning

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Scenarios are made up of a set of issues pointing to alternative outcomes (“what if?”).

## Public policy risk matrix & lobby focus





# Issue Management Questions

1. Is the issue reputation or policy-related? Is it both?
2. Has everyone in the organization with a stake in the issue been asked for input?
3. Can you predict/quantify the issue's impact and trajectory?
4. Have you created a grid based on
  - a. importance/impact
  - b. affectability (your or allies' level of influence on the issue)?
5. Is your key goal/objective for each issue clear?
6. Do you have a practical/tactical plan in place to reach this objective?
7. What is an acceptable outcome ("how do you define success")?



# Sample Issue Tracking Chart

Issue/Topic	Objective	Estimated Savings; Revenue; Averted loss	Outlook (e.g. next 3 months)	People involved	Status
	Definition(s) of Success	Financial impact – earnings &/or savings	Chance of success; mitigating circumstances; likelihood of opponents' success	Who: issue owner; GR staff; associations; coalitions, etc.	Milestones, progress reports, final outcome
<i><b>Issue 1</b></i>					
<i><b>Issue 2</b></i>					
<i><b>Issue 3</b></i>					
<i><b>Issue 4</b></i>					

# Why manage stakeholders?

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“The quickest way to destroy shareholder value is to ignore stakeholders”



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“The quickest way to destroy shareholder value is to ignore stakeholders”

“Win business, protect and enhance your [clients’] position, build your brand”

-CH2M Hill Corporation

# Stakeholder strategy: 4 main reasons

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- Practical reasons (license to operate)
- Strategic planning reasons  
(identifying opportunities and threats)
- Preparing for crisis management
- Moral or philosophical reasons (CSR)

# Who are considered typical stakeholders for your organisation?

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Type in the chat box.

## Directly involved

- Investors
- Employees
- Suppliers
- Customers

## Directly involved

- Investors
- Employees
- Suppliers
- Customers

## Policy stakeholders

- Government
- Political Parties
- Trade Unions
- Community groups
- NGOs
- Production site local community





# Stakeholder Mapping

## **GOVERNMENT, LOCAL AUTHORITIES AND AGENCIES/ASSOCIATIONS**

- Ministries
- Government Agencies within the specific sector
- Regulatory authorities
- Patent/Intellectual property Authorities
- Local Government (Municipalities, province, state etc.)
- Other Government Institutions (Credit Agencies, Tax Authorities etc.)

## **BUSINESS AND COMMERCIAL ORGANIZATIONS**

- Relevant companies
- Chamber of Commerce
- Unions
- Trade Associations

## **OTHERS**

- Multilateral Organizations
  - EU
  - UN
  - WTO
  - World Bank
  - NATO
  - Others
- Academia and Research communities
- NGOs
- Media (Online and offline)
- Key opinion leaders, Lobbyists, Experts etc.
- General Public

# Keep in mind...

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Stakeholders are generally linked to 'issues'.

Each issue may have its unique cohort of stakeholders.

# Questions?

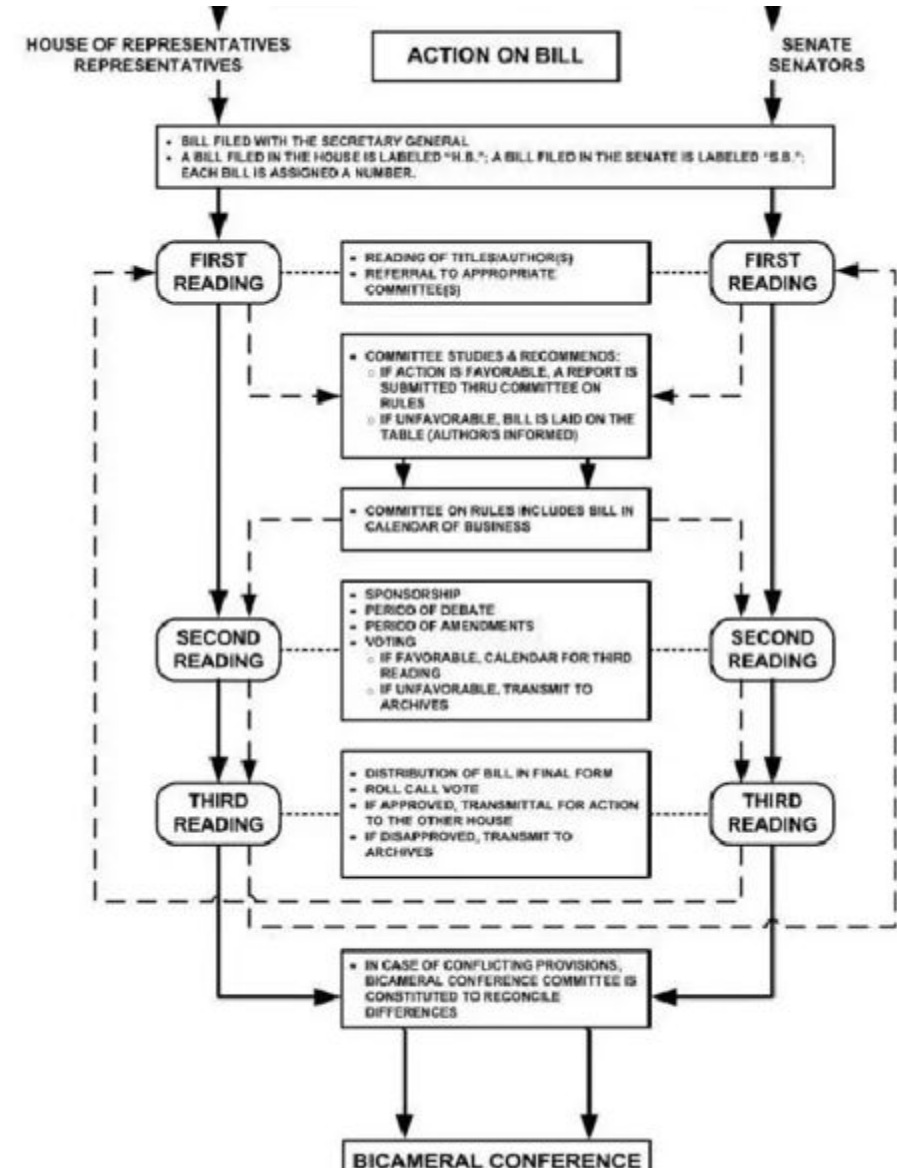
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5-minute break

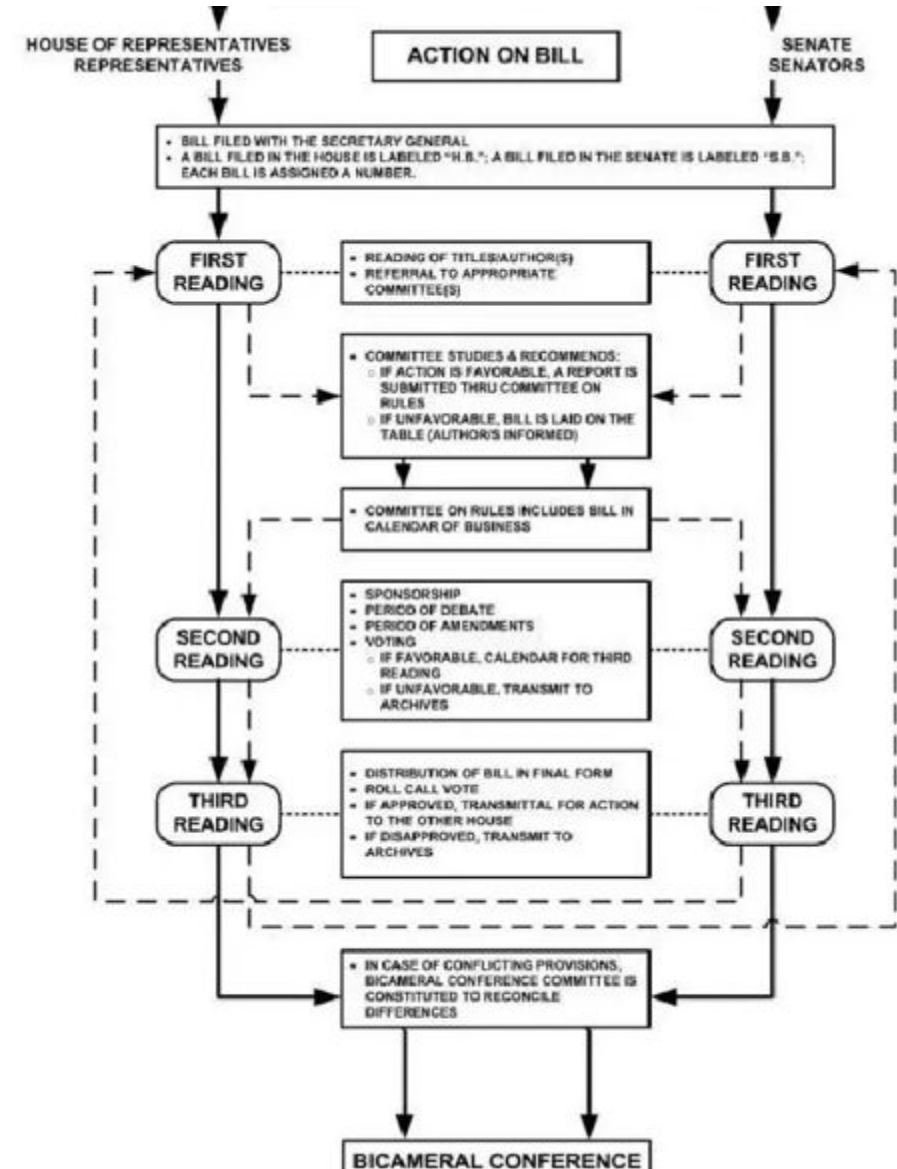
# Stakeholder Identification

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# Mapping out the decision-making workflow



# Mapping out the relevant stakeholders in each phase





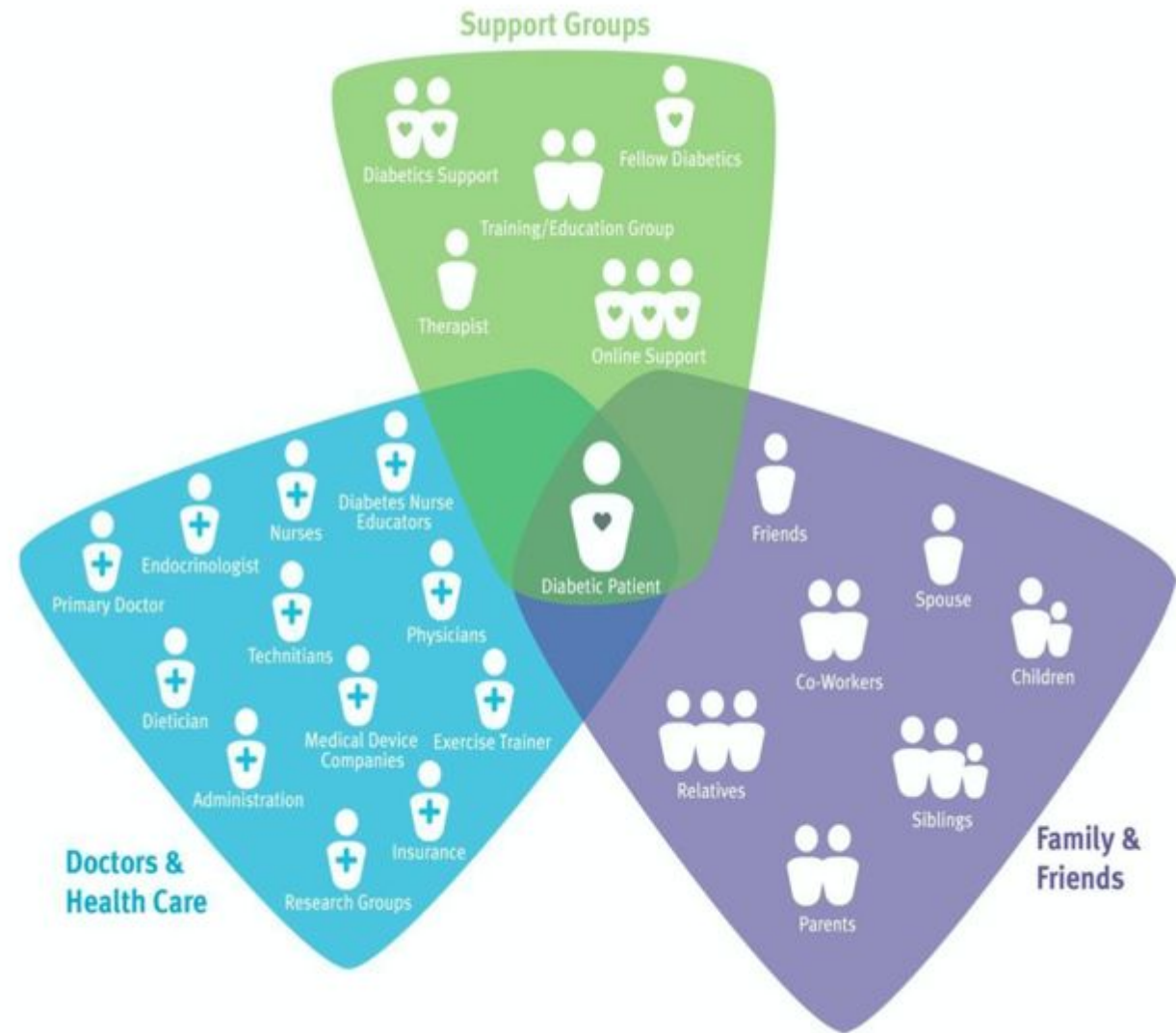
# How do you currently identify relevant stakeholders?

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Choose one or more options.

- A. We (or our clients) usually know all relevant stakeholders.
- B. We use our political networks and local knowledge.
- C. By monitoring press and social media.
- D. We use software to identify policy and non-policy stakeholders.
- E. Other means (please specify in the comment box)

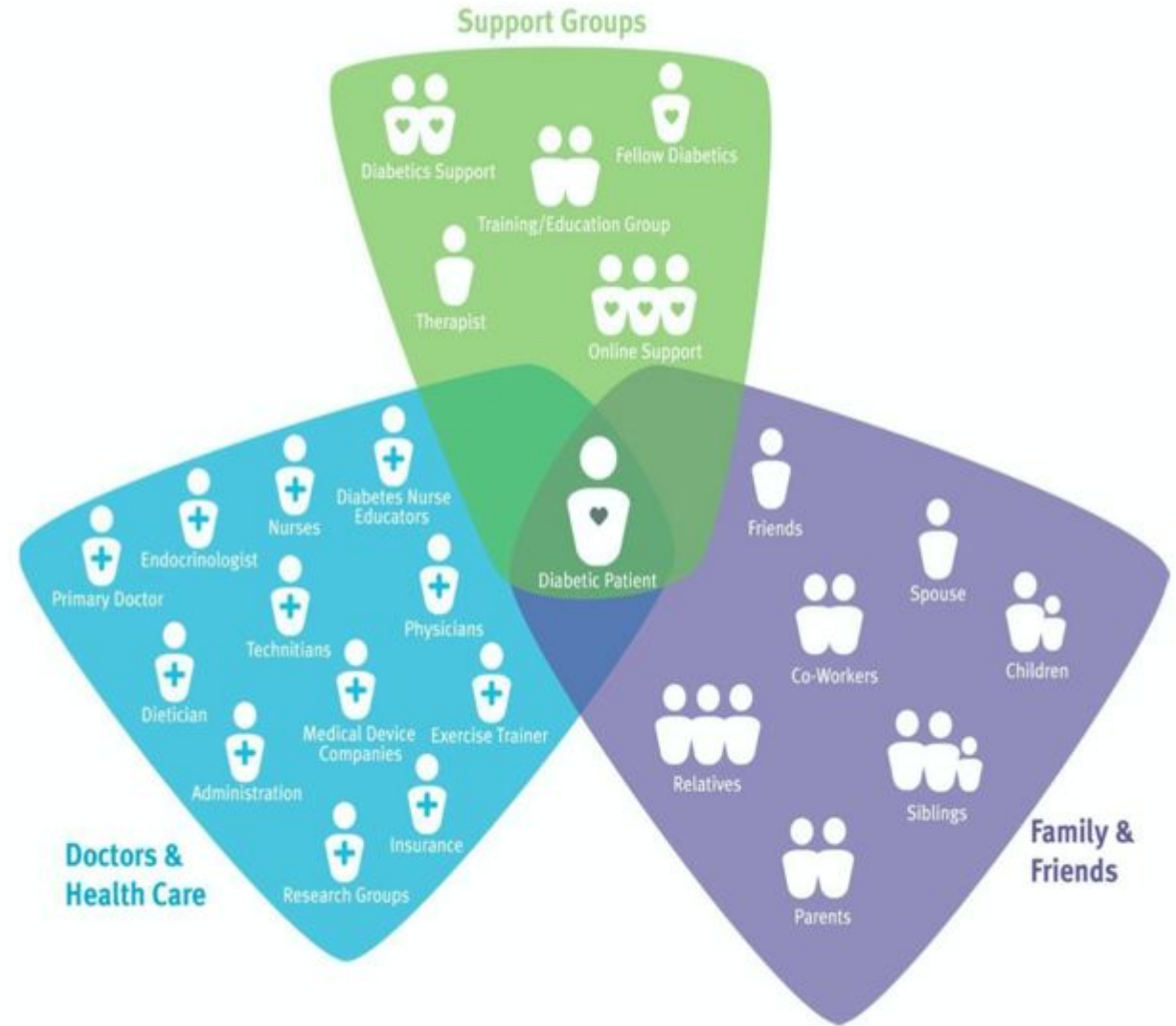
# Mapping Stakeholders (Medical)



# Mapping Stakeholders (Medical)

For which *issue*? E.g.:

- Patient awareness
- Access to medicine
- Drug pricing



# Example:

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## Marathon divides stakeholders into 6 categories

- Investors
- Governments
- Communities
- Employees
- NGOs
- Industry

# Example:

---



## Marathon divides stakeholders into 6 categories

- Investors
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## For each category, it tracks engagement and priorities

- Top [business] priorities
- Corporate engagement
- Operations engagement

	INVESTORS	GOVERNMENTS	COMMUNITIES	EMPLOYEES	NGOs	INDUSTRY
Top Priorities	<ul style="list-style-type: none"> <li>• Business strategy and continuity</li> <li>• Risk and reputation management</li> <li>• Financial performance</li> <li>• Net reserves</li> <li>• Nature of operations</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Taxes and royalties</li> <li>• Energy demand</li> <li>• Economic development</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Local employment</li> <li>• Environmental footprint</li> <li>• Local supplier opportunities</li> <li>• Impacts of shale development</li> <li>• Land Access and compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Business continuity and success</li> <li>• Professional development</li> <li>• Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights</li> <li>• Water impacts</li> <li>• Hydraulic fracturing</li> <li>• Air emissions</li> <li>• Revenue transparency</li> <li>• Sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>• Shale exploration and development</li> <li>• Contractor management</li> <li>• Technology innovation</li> <li>• Health and safety</li> <li>• Public policy positions</li> </ul>

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# Stakeholder Classification & Prioritization

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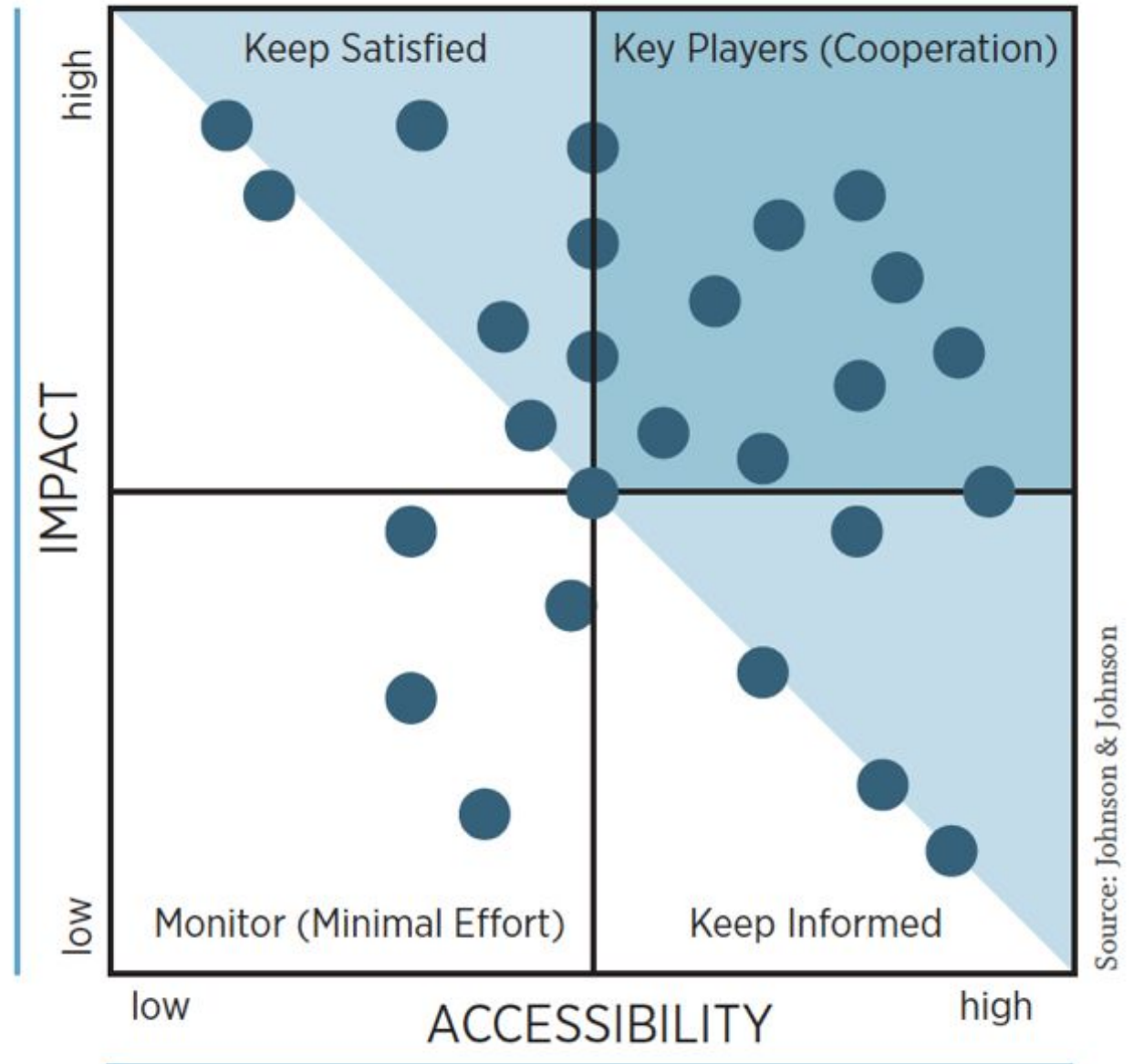
# Key questions to ask

- How do you identify stakeholders?
- How interested/legitimate are those stakeholders?
- What is their agenda?
- To what extent should you pay attention to each:
  - Which stakeholders are most important?
  - How do we set priorities?
  - Do we need separate strategies for different groups?
  - How do we balance stakeholders' (conflicting) interests?

# Sample Stakeholder Map

*Johnson & Johnson*

Impact | Accessibility  
Influence | Interest



Source: Johnson & Johnson

# Satisfy

## High Influence, Low Interest

These stakeholders are highly influential but they don't have a lot of interest, nor are they actively engaged Project.

Consider their objectives and keep them satisfied to ensure they remain strong advocates. Getting them off side poses a risk.

### Examples

- Regulators (eg. EPA, FDA, Tax)
- Administrators (ie. With discretion over budgets)

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## Monitor

### Low Influence, Low Interest

These stakeholders sit on the periphery of the Project. They are neither interested or have much influence. Monitor their activity from time to time to stay on top of their involvement. Their relevance may change over time. Communicate to keep them informed and encourage their interest.

#### Examples

- Support/Complementary Services



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## Inform

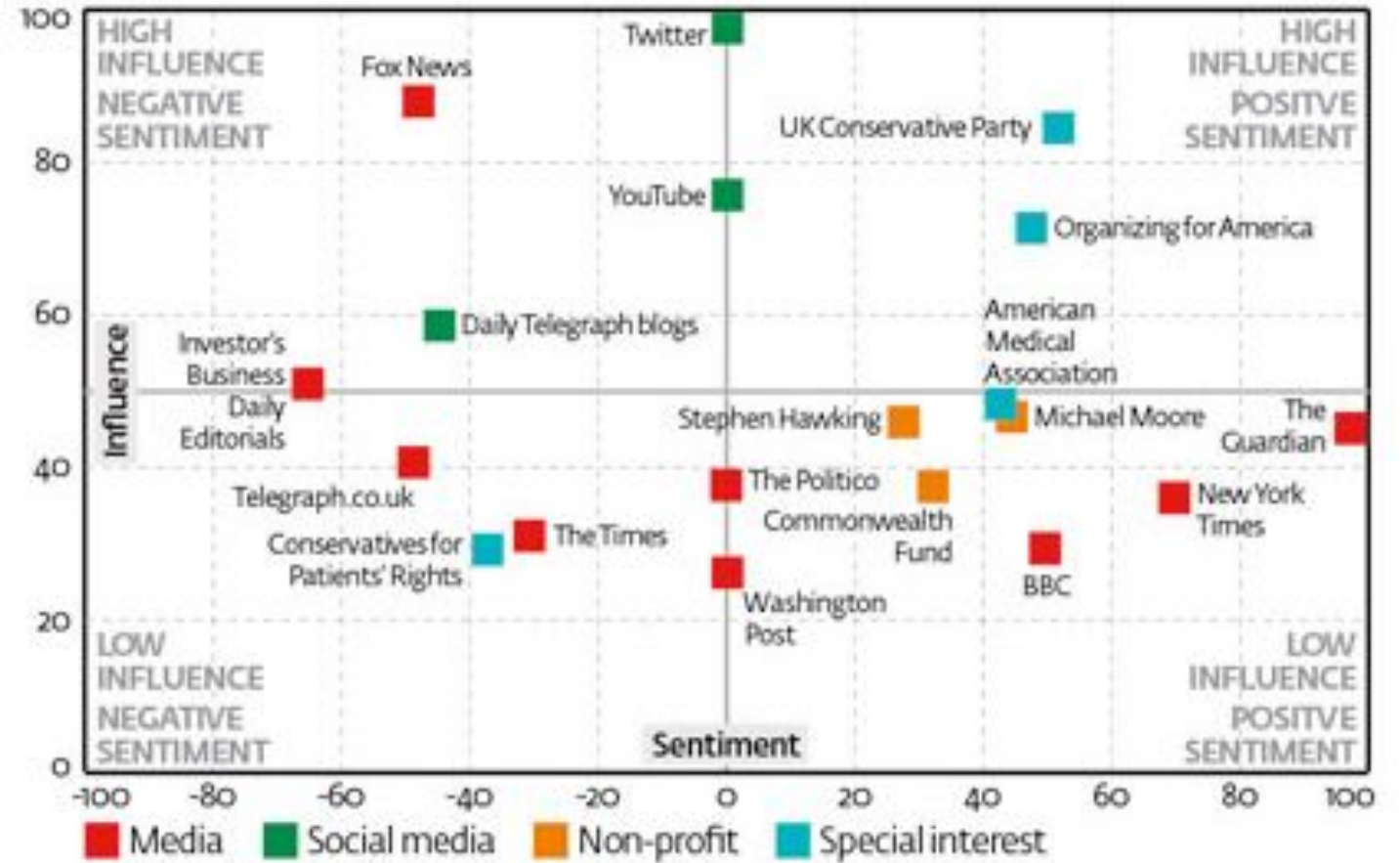
### Low Influence, High Interest

These stakeholders have a strong interest in your Project but very little power to influence it. Anticipate their needs and keep these stakeholders informed to ensure their continued support. Consult on their area of interest and use their input to improve your chances of success

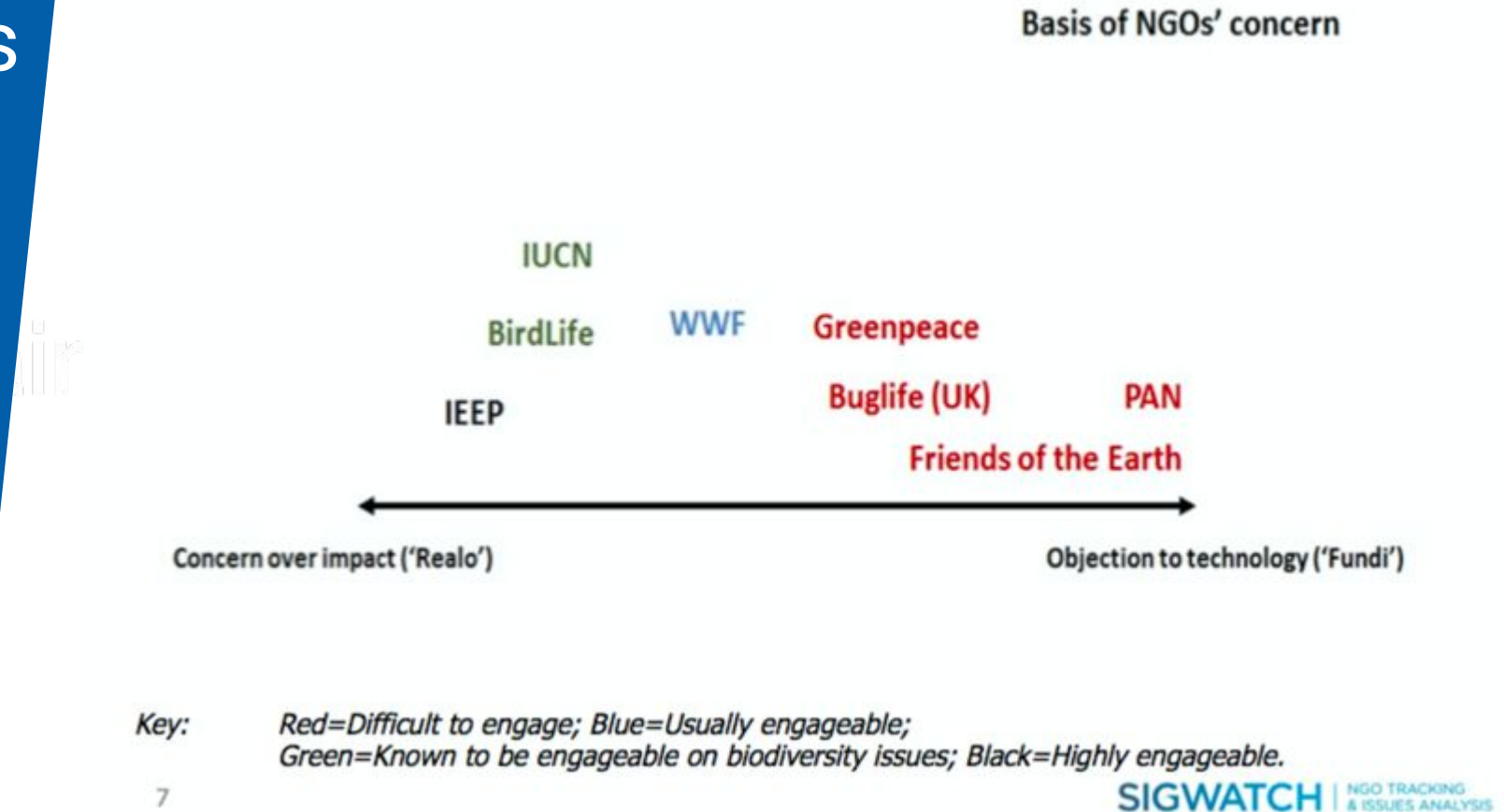
#### Examples

- End users of program or product
- Members of the community
- Community Action groups
- Media outlets

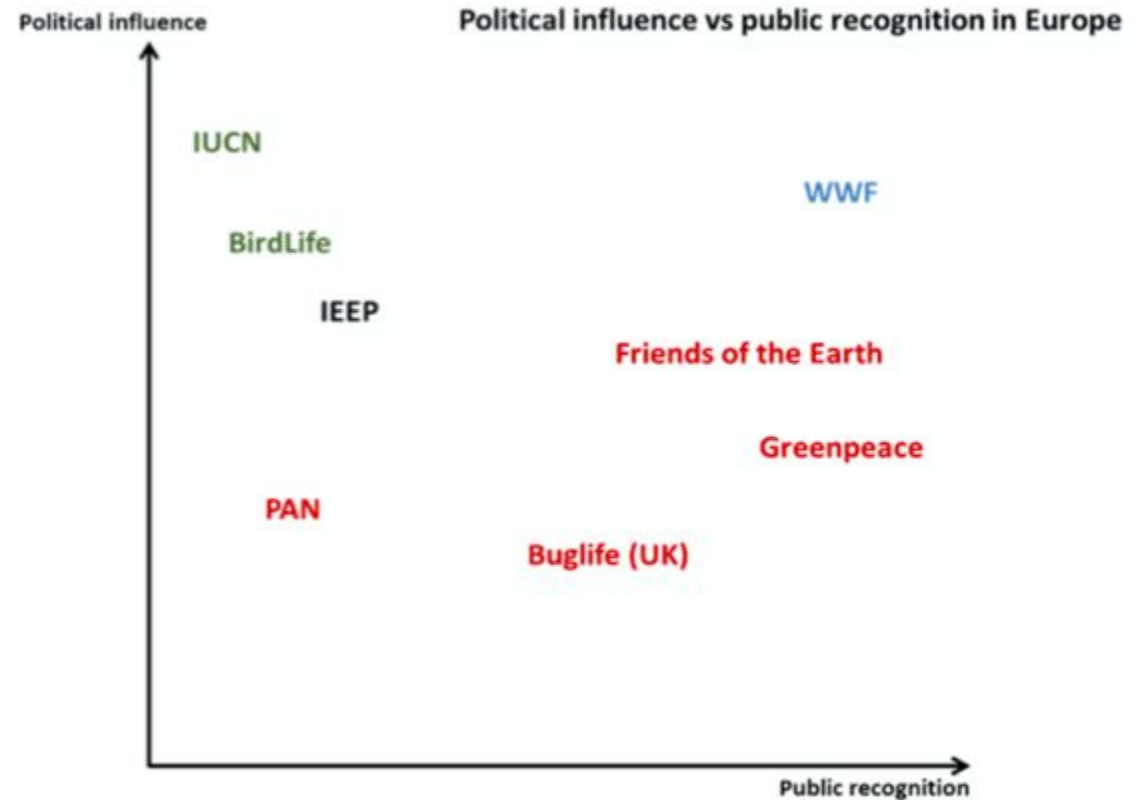
# Example: Media and the UK's NHS



# Example: Identifying EU NGO Engagement Partners on Pesticides



# Political/Public Influence



Key:

Red=Difficult to engage; Blue=Usually engageable;  
Green=Known to be engageable on biodiversity issues; Black=Highly engageable.

8

SIGWATCH | NGO TRACKING & ISSUES ANALYSIS

Stakeholder	Impact area			Score	Comments
	Core business	Suppliers	Investors		
<b>NGOs</b>					Main motivator is donations
World Wildlife Fund	3	5	3	3.6	Best understanding of core issues
Friends of the Earth	5	5	3	4.3	Most friendly to our business
<b>Category</b>				<b>3.6</b>	

# Another approach

Expertise		Willingness		Value	
Stakeholder	Contribution	Legitimacy	Willingness to Engage	Influence	Necessity of Involvement
SH1	High: Knowledge in X issue is of value to the company	High: Directly affected by our company's activity	High: Proactive group that is already engaging	Low: Relatively unknown group	Low: Not an outspoken stakeholder
SH2	Medium	Medium	High	Medium	Medium
SH3	Low	Low	Medium	Low	Medium
SH4	Low	Medium	Low	Medium	Medium
SH5	High	Medium	Low	High	High

# How to choose allies?

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## Six Considerations

1. Influence on the issue (or on other stakeholders)
2. Knowledge of / contribution to the issue
3. Legitimacy of claim on issue
4. Willingness to engage
5. Necessity to legitimize process
6. Cost of engaging



# Messaging and communications

# What it takes to be an effective 'shaper'

What is the difference between persuasion vs. manipulation?

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Type in the chat box.



## With or without pesticides?



Up to  
**40%**

of global crop yields  
are lost to pests and  
diseases every year.

These losses could  
double without  
pesticides.

Consider the facts.

**[ecpa.eu/with-or-without](http://ecpa.eu/with-or-without)**

**#WithOrWithout**

Source: <http://www.ecpa.eu/with-or-without-fruit-salad>







# more with less

**More** targeted ways to protect crops,  
**with less** inputs.





# Chemical industry & NGOs joint letter in the FT on Brexit and REACH

Allowing the UK to remain within (and bound by) REACH and participating in ECHA is the best solution, as long as the UK accepts the conditions set by the EU-27. This solution makes sense irrespective of the outcome of broader discussions on the UK's position with regard to the EU single market. Remaining within REACH will help to maintain high standards of protection of citizens and their environment, and ensure continuity and consistency for companies. A strong REACH is in everybody's interest.

Thank you for taking our concerns into consideration.

Yours sincerely,

**Marco Mensink**

Director General  
Cefic



**Stephen Elliott**

Chief Executive  
Chemical Industries  
Association



**Michael Warhurst**

Executive Director  
CHEMTrust



**Jeremy Wates**

Secretary General  
European  
Environmental Bureau



# KPIs & Measurement

- **Use Decisive Terms:**
  - **Good = Avoid, Ensure, Secure, Defeat, Minimize**
  - **Bad = Monitor, Position, Influence, Try to Shape, etc**



# Measuring success: KPIs

Inputs	Outputs	Outcomes
5 newsletters; on time; on budget	Readership	Impact on behavior; increased understanding of issues
PA blog page up and current	Hits	Change in attitudes and awareness
# events organized	Attendance	Enhanced relationships
# news releases; placed stories	Coverage, recall	Changed opinions/ behavior of stakeholders
Develop sustainability report	Readership; awards	Impact on business behavior; reputation
# meetings with officials	Responses	Influence on policy

## Helps You Determine Outcomes From Process



- Clear cost avoidance
- Market opportunity/access
- Delaying tax/legislation
- Stopping a proposal
- Changing regulation
- Brand image/reputation
- Building relationships
- Positive media coverage
- Stimulating debate
- Mobilize 3<sup>rd</sup> parties



Measuring success: KPIs

# of surprises per year

# **#1 value proposition**

**Decision makers will contact us before they draft rules, vote, write an article or otherwise make a choice that could impact our industry [or members].**

# 21

## ingredients for effective “shaping”

- 1- A short description of what the issue is about.
- 2- Know the background to the proposal
- 3- Understand the legal format and implication of the proposal
- 4- Know the process (and where you are right now)
- 5- Know who's involved & influential from the government side
- 6- Why does it matter to you (your client) and quantify it
- 7- Have a realistic political goal
- 8- What is your reasonable worst case scenario
- 9- What is the voting history (to help prediction)
- 10- Have “deep” facts backed up by scientific evidence
- 11- Have a devil's advocate

from Aaron McLoughlin <https://www.aaronmcloughlin.com/>

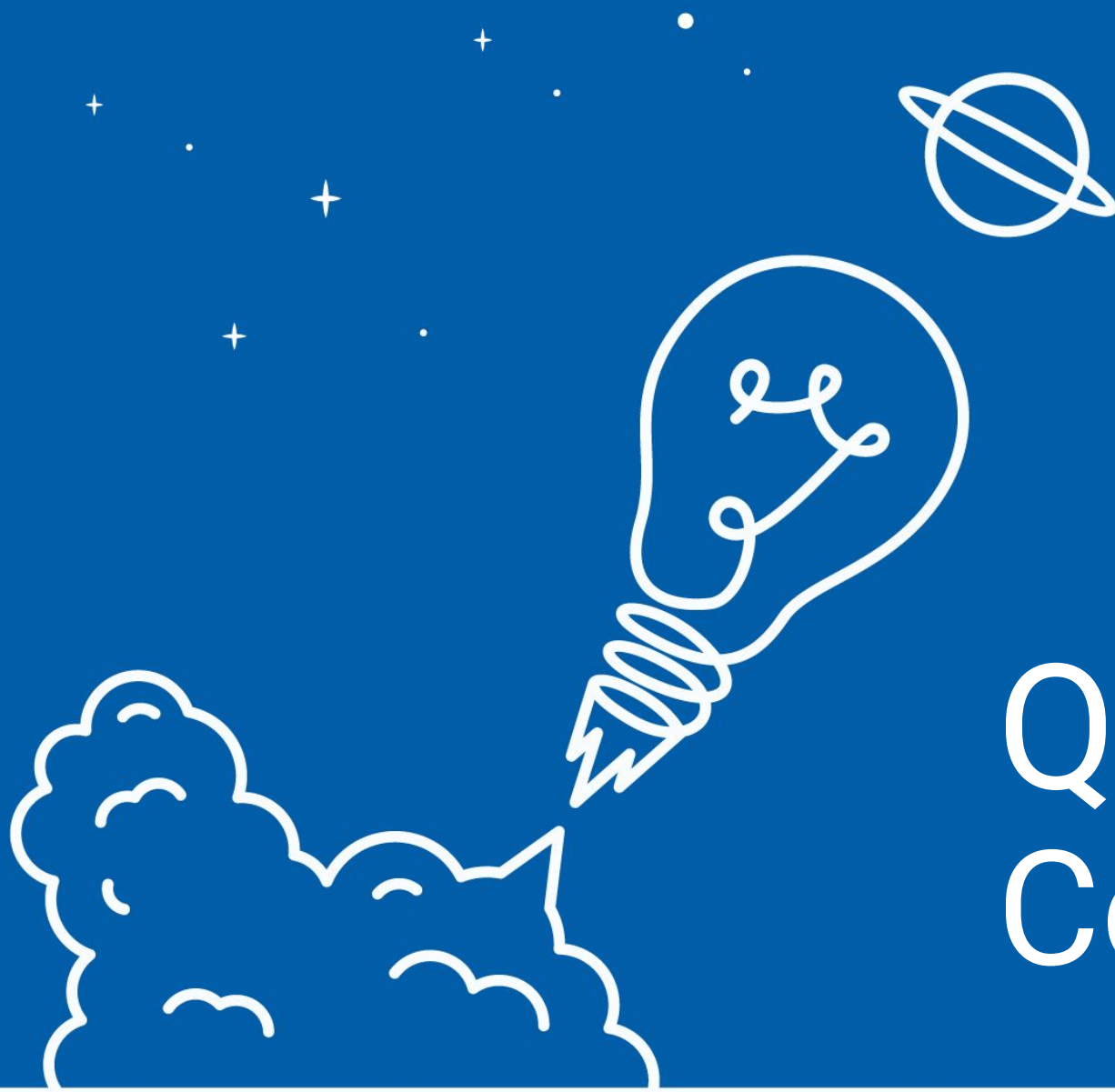


# 21

## ingredients for effective “shaping”

- 12- Be transparent about what you don't know
- 13- Have new research done (in time)
- 14- Have the ideal draft legislative text ready
- 15- Who is the true decision-maker
- 16- Know who your allies are
- 17- Have an appropriate budget
- 18- Have a media and social media plan
- 19- Sometimes old school, face to face communication is best
- 20- Track your efforts in a software application
- 21- Get going





# Questions & Comments?