

**Challenges of a
Brussels Office:
Getting it, Keeping it
and Developing it**



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SO YOU WANT A BRUSSELS OFFICE

How do you get it....keep it...develop it...(and more)



1. **Commercial relevance / alignment**
2. **Visibility of Office**
3. **Role and value added of the office**
4. **Quantifying the value of the work**
5. **Quality long term growth**

OUR OFFICE IN BRUSSELS

THE ROLLERCOASTER



1. From 2 people...to 7 people...back down to 2 again and on the rise to 5...
2. Changed from a Brussels Office to an EU Affairs Office
3. One major file...through to several concurrent serious issues...to a period of relative calm...
4. Not involved with our EU markets to getting involved in EU markets
5. Its an ever-evolving story...



COMMERCIAL RELEVANCE / ALIGNMENT

COMMERCIAL PLAN AND BUY-IN



The Brussels Office needs to be aligned to the commercial business

EU [commercial] priority interests need to be identified and agreed

A clear EU plan needs commercial validation [+ regular check-ins]

Senior Leadership need to understand, in their language, the value and potential of the office + the time scales for EU success

- 1. Business sign-off of clear EU plan**
- 2. Set up EU Steering Group**
- 3. Mechanism to validate EU plan every 3/6 months**
- 4. Expectations & Understanding**



Commercial irrelevance
Own bubble agenda
Lack of buy-in/visibility/understanding

VISIBILITY OF THE BRUSSELS OFFICE

PERCEPTION & REALITY



You need to make sure the Brussels Office gets the right visibility at HQ and across the business

You need to generate business relevant updates and news and communicate success and risks

The staff of the office need to be visible outside of Brussels [i.e. in HQ or markets]

Senior leaders need to be seen to be in Brussels & endorsing your work

1. EU Circular / Updates

2. Regular HQ visits

3. Make the office a hub for colleagues from all functions across the EU

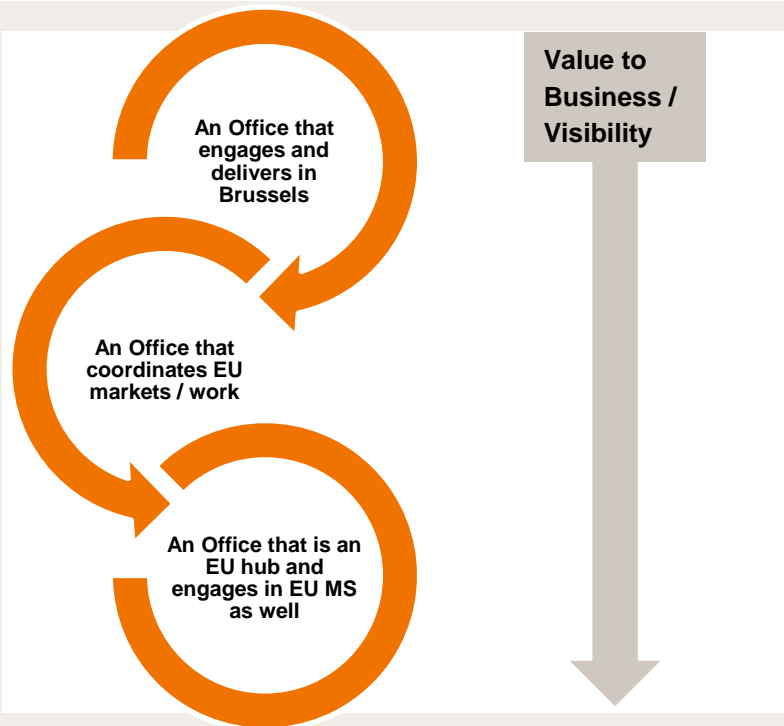


Isolated Outpost - invisible
Stuck in the bubble
Not seen as commercially relevant
A 'nice to have'

ROLE AND VALUE ADDED OF THE OFFICE

WHAT'S IN A NAME?

What's in a
Name?



1. Brussels Office or EU Office?

2. Taking on a bigger role to have bigger impact

3. Considering the options to expand the remit of the office



More singular the role the more risk
Brussels often not seen as 'positive'
No active files = no rationale to keep

QUANTIFYING THE VALUE OF THE OFFICE

KPI & \$£€



The Office needs to show success to survive

Success can be shown in two ways:

- 1. \$£€**
- 2. Against objectives**

SMART Objectives with easy to understand KPIs are essential

The Office needs to be open and transparent about its objectives

1. Clear objectives & KPIs with business buy in and support

2. Quantifying [where possible] all EU risks and opportunities + any success

3. Linking all office objectives to a business objective



**Seen as a cost center [not generator]
Objectives opaque / dark art
[meaningless]**

QUALITY LONG TERM GROWTH EXPANSION & EXTENSION



The Office can seek to grow and expand in ways other than simple headcount

Expanding gives visibility and helps better position the office

Working with talent from around the business helps improve the image of the office

1. Have satellite workers [50% FTE]

2. Build EU project teams [cross-functional]

3. Build an intern programme that can link to elsewhere in the business = pipeline

4. Offer training/networking for GMs

WARNING

Isolation or siloing is risky



KEEP
CALM
AND
LET'S
RECAP

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5. **Quality Long Term Growth**