

September 27, 2019



Public Affairs
Council

Winning Before Tipoff: Stakeholder Mapping and Engagement

2019 State and Local Government Relations Conference



Today's conversation

Public affairs strategy and partner choice

- Making strategic, business-anchored decisions

Audience development

- Building trust and establishing a broader context for the partnership

The unexpected actor

- Surprises matter

Q and A





Key takeaways: Shifting expectations require a more thoughtful approach

- Identifying partners requires strategic, not tactical, choices and an approach
- Trust and authenticity matter first, social issues matters come next – *then* come policy issues
- Partners may not want to solve a business problem. They may want to solve a societal one.
- Unexpected actors are essential

Part I: Creating a strategic imperative

Philosophy and approach: Engaging partners *is* strategic first, tactical second

Strategy is choices.

We have made thoughtful, data-driven decisions to arrive on the partners that matters.

We picked them because they will help us achieve the organization's bottom-line goals.

We can prove it.

Best practices: Anchor partner approach in your PA strategy



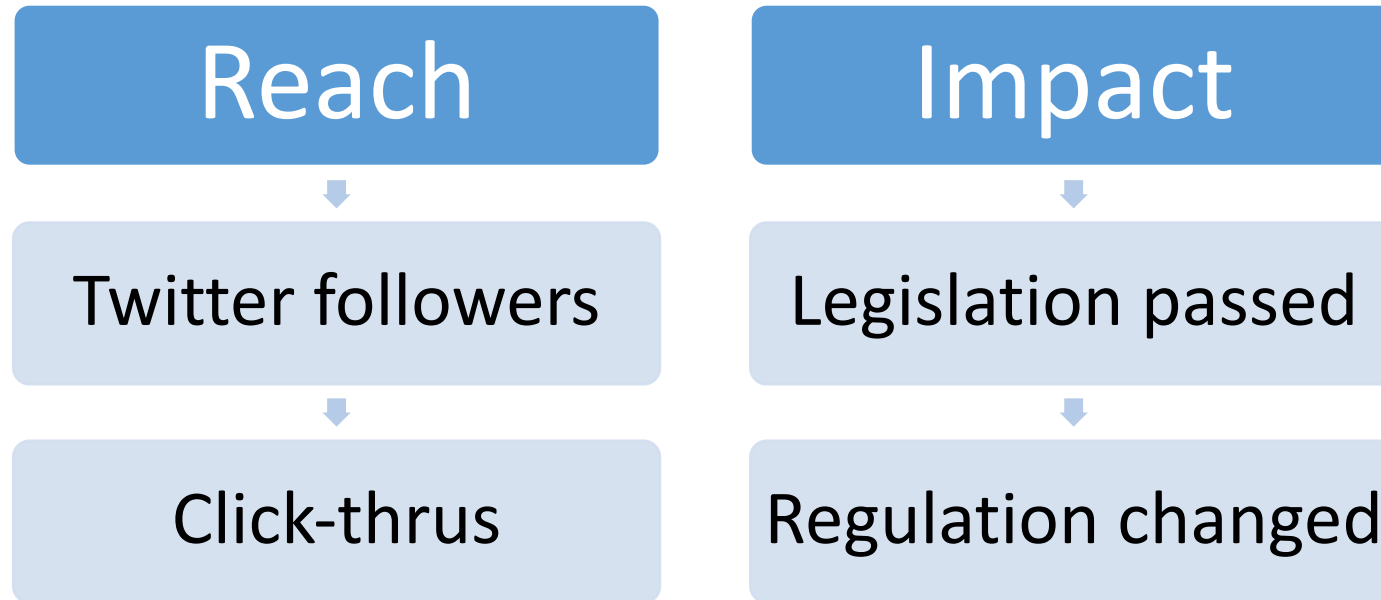
Summarize, quantify partners with metrics

Stakeholder	Impact area			Score	Comments
	Core business	Suppliers	Investors		
NGOs	5	2	4		Main motivator is donations
World Wildlife Foundation	3	5	3	3.6	Best understanding of core issues
Friends of the Earth	5	5	3	3.6	Most friendly to our business
Category				3.6	

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

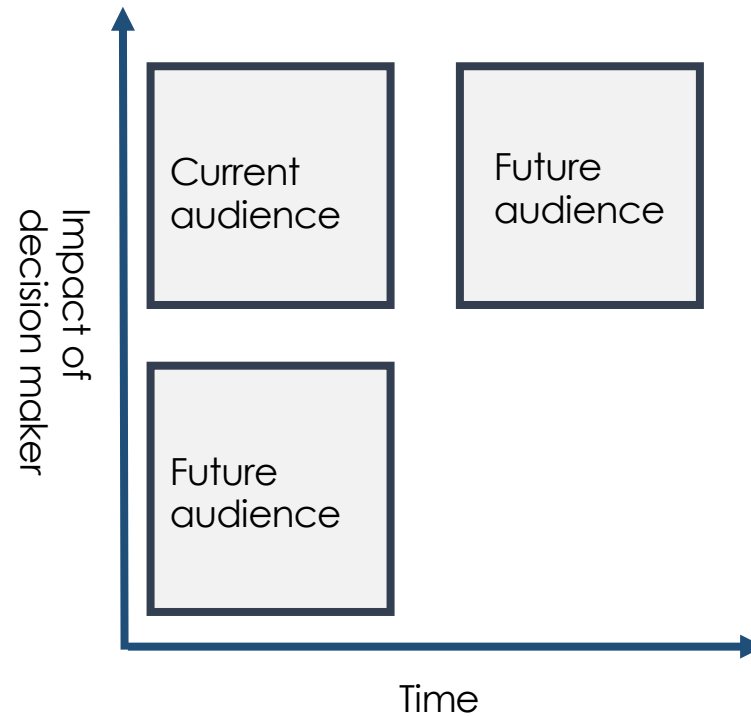
Don't measure reach. Measure impact.

- **Reach:** Number of people to see an action or ask
- **Impact:** Amount or type of change based on the action or ask



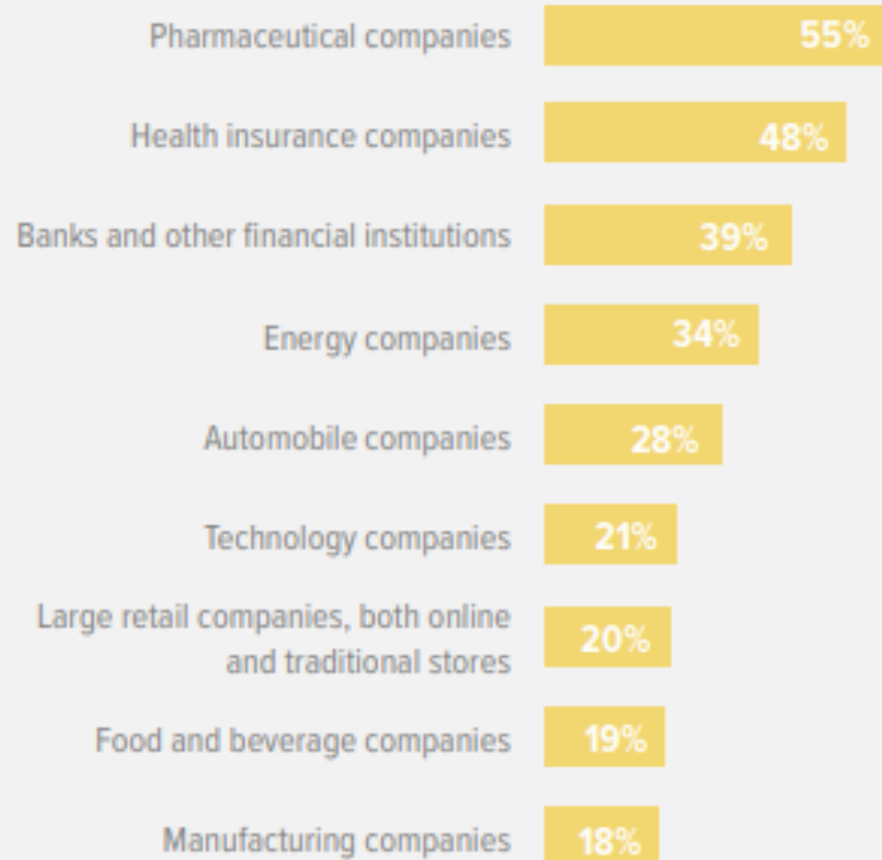
Part II: Trust and authenticity

Emerging audiences have different drivers



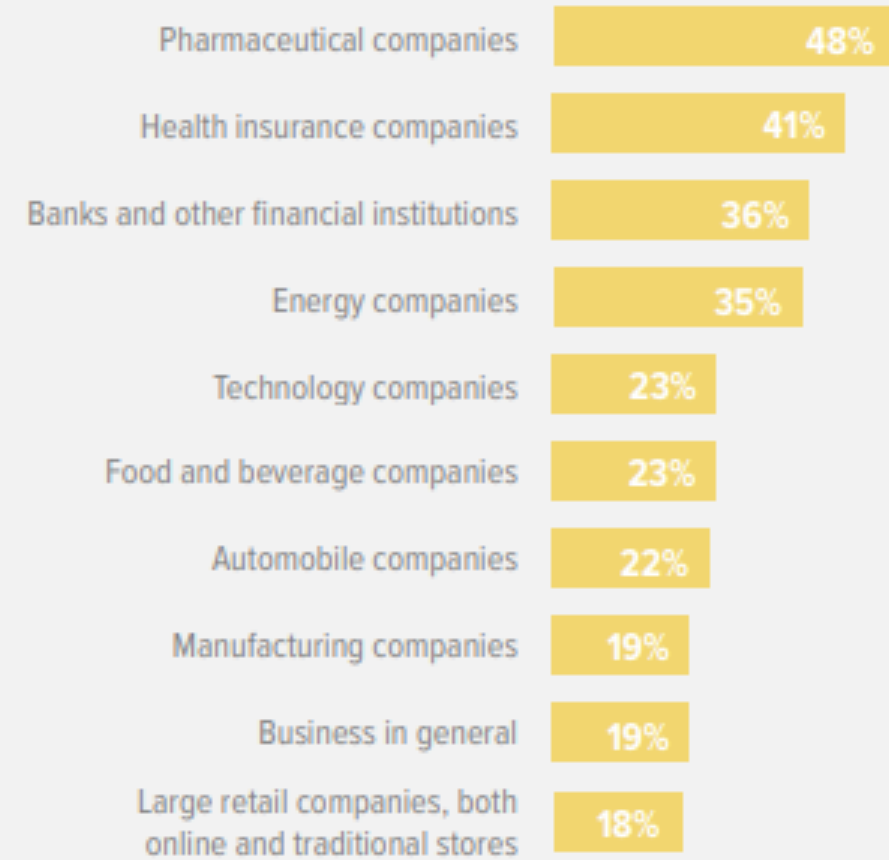
Can Big Companies Be Trusted?

(Percentage of public saying an industry is less trustworthy than average)



Who Needs More Oversight?

(Percentage of public saying an industry has too little regulation)

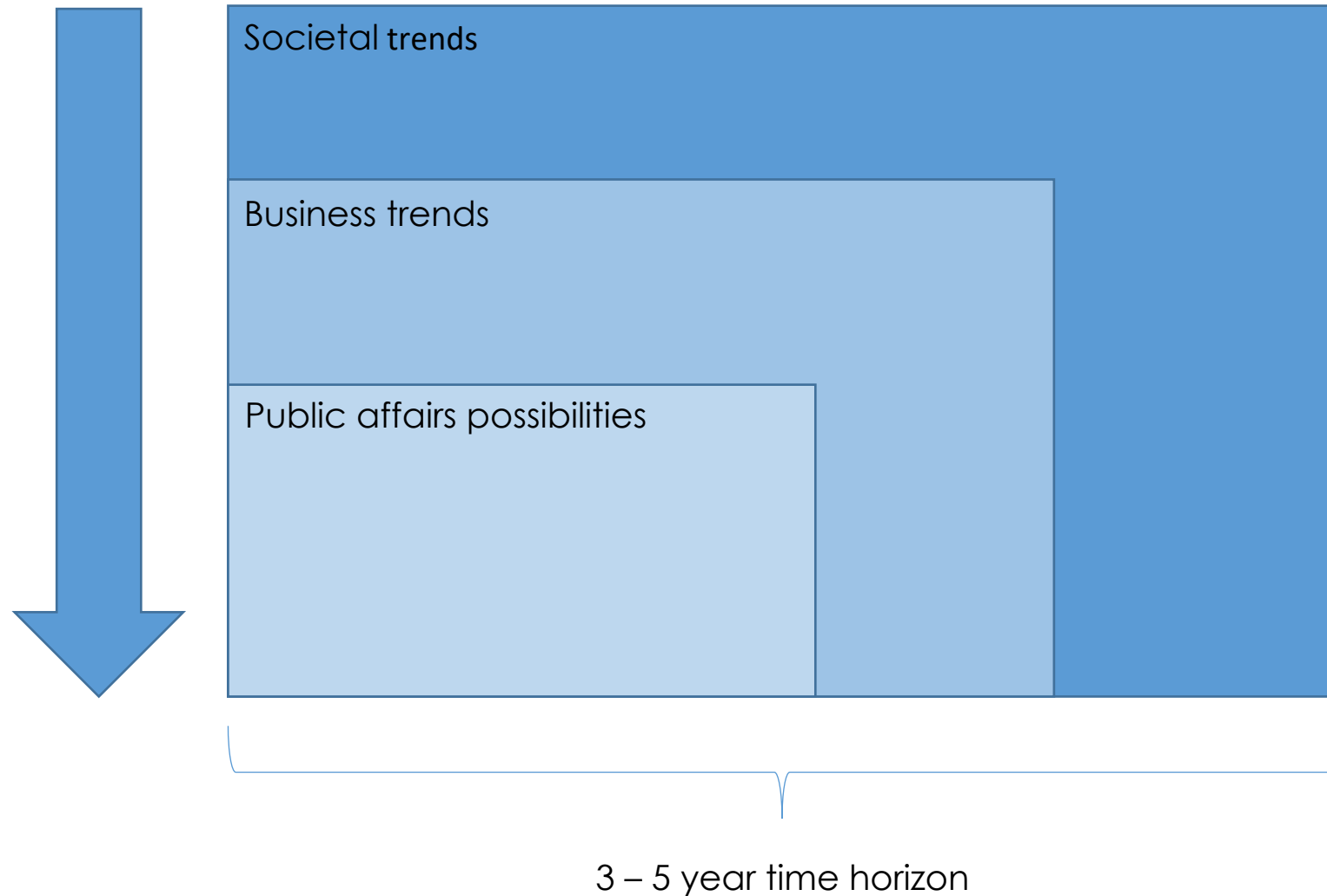


Source: Public Affairs Pulse Survey, 2018

Three keys to building trust: You are doing *each other* a service

- **Admit need**
 - If you're vulnerable, say you're vulnerable. Vulnerability creates a response.
 - If you can't get it done without the potential partner, tell them.
- **Share power**
 - Let the partner take the lead during portions of the engagement.
- **Give more credit than you take**
 - What matters is the policy, regulatory, political or public perception outcome.

Using societal trends to identify the right partners



Part III: The unexpected actor



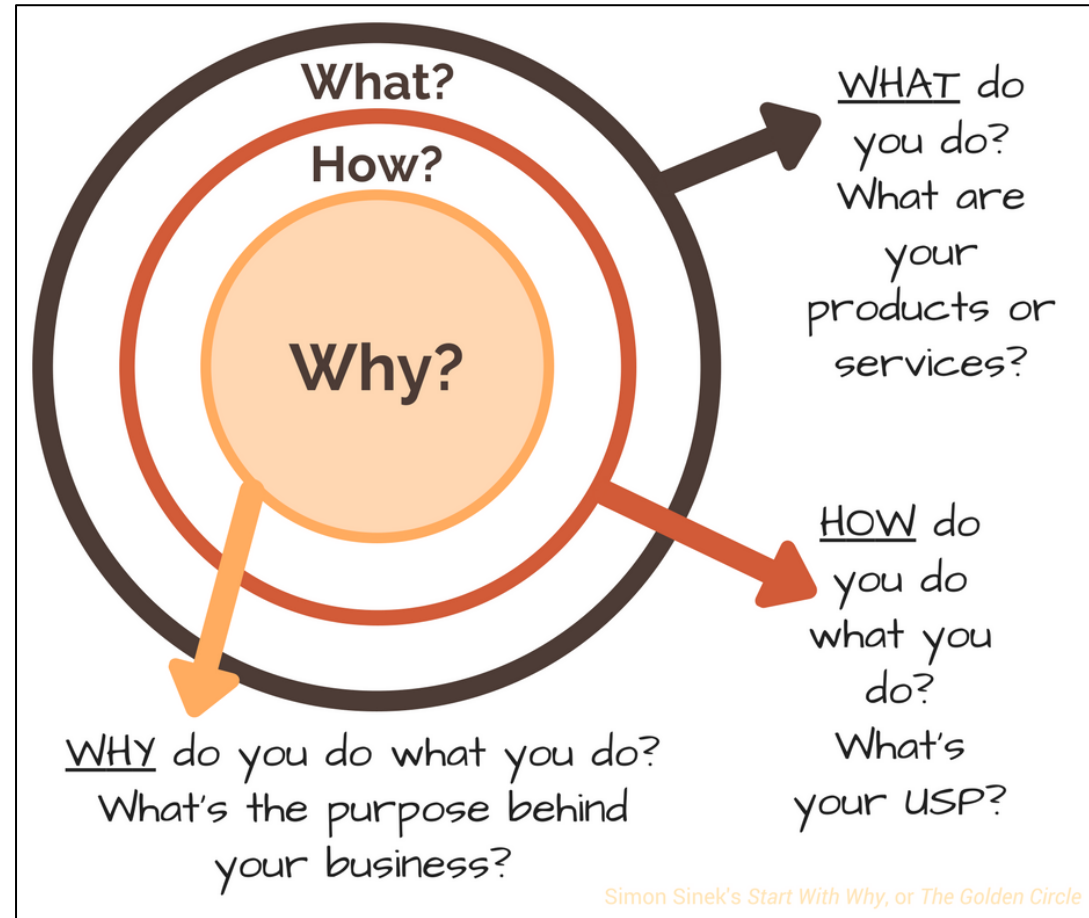
Animal crackers have been caged for 116 years. Pressure on Nabisco helped free them.



“Given the egregious cruelty inherent in circuses that use animals and the public’s swelling opposition to the exploitation of animals used for entertainment, we urge Nabisco to update its packaging in order to show animals who are free to roam in their natural habitats,” the letter read.

PETA pointed to other companies — Lucky Brand Jeans and American Eagle — that had also recently dropped products that used circus imagery. A few months later, after correspondence with Mondelez, PETA even sent a mock-up of a cage-free design, with a classic group of animals in a natural setting, in a style consistent with the original product.

Strategy: frame and deploy a cause-driven narrative



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