



We mean business

**Working with Leadership and
Business Units to Advance
Policy**

**Public Affairs Council
The Advocacy Conference**

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Public affairs/Sustainability is a business function.

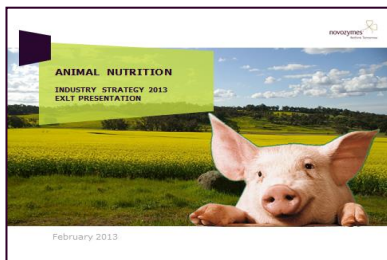
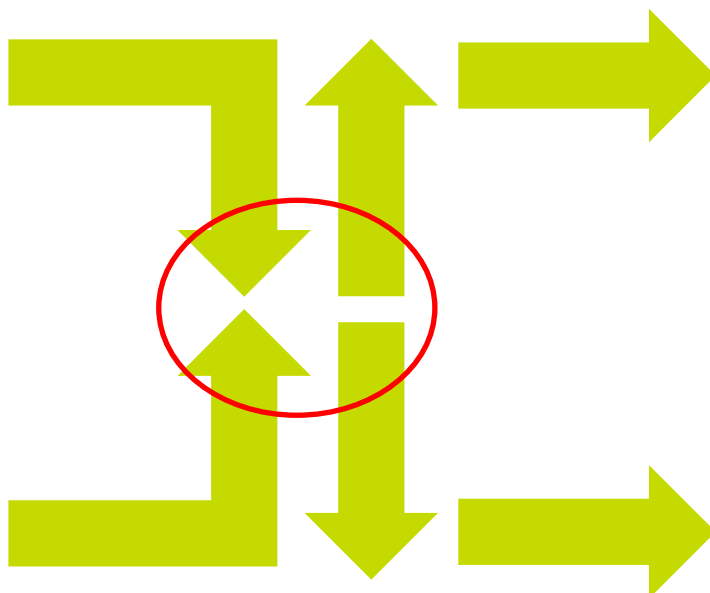
Together with you, we influence the politics and shape conversation to generate or maintain pathways for our solutions.

We drive business by influencing policy makers, industry leaders, political decision makers, thought leaders and the general public towards a favorable view of our technology (or biotechnology) and company, leveraging that sentiment for policy and regulatory pathways with low market barriers.

Goal: Partner with LoB to close the strategy gap

Current state: Parallel strategies

- PA/Comm strategy separate from Industry strategy
 - Opportunity lost
- ISG/LoB call on PA/Comm in threat environment
 - Defensive mode of operation

[illegible]

Bull state: Unified strategy

- PA/Comm strategy drives Industry strategy
 - Greater business opportunity via certainty in approach
- ISG/LoB, PA/Comm plan ahead for potential threats
 - Defensive as needed, not way of working

[illegible]

POLITICAL SCENARIOS

ELECTION CREATES NEW OPPORTUNITIES, THREATS FOR INDUSTRY

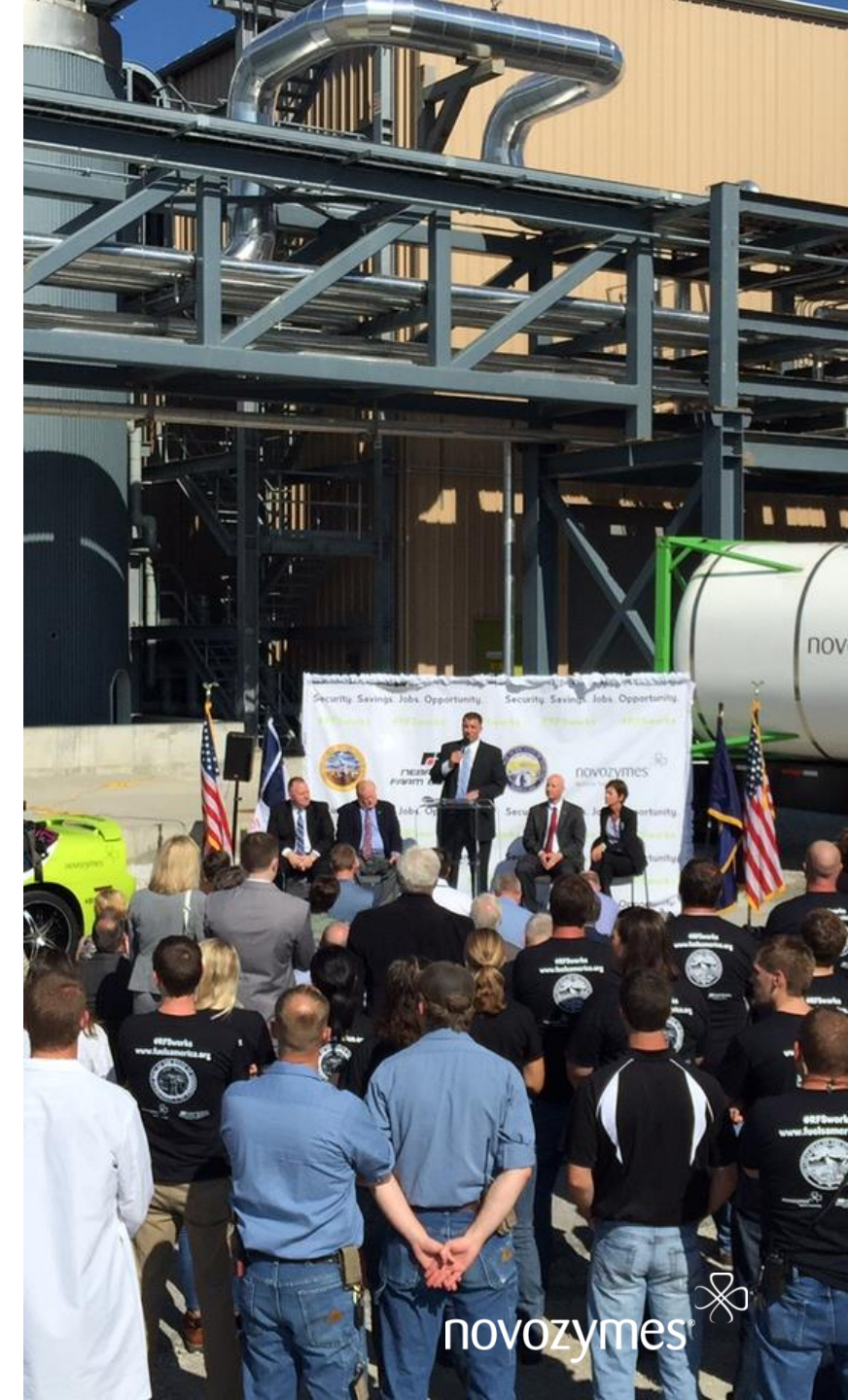
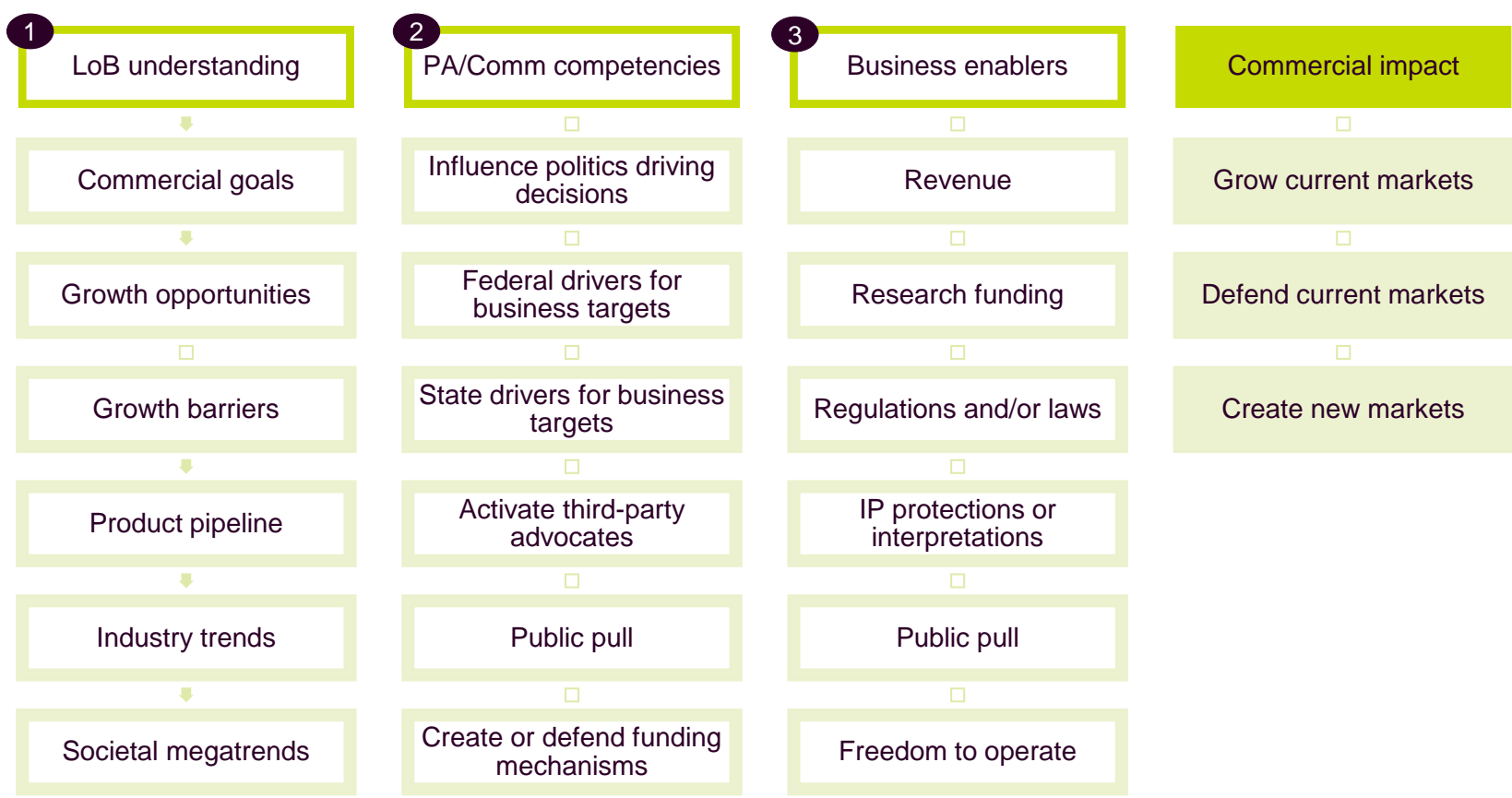
	Key characteristics	Opportunities	Threats
1 D President R Congress	Ongoing disagreement between White House and legislative branch on priorities. Congress will push anti-big government agenda; WH will use rulemaking and Executive Orders. Congress will try and operate under “regular order” (see below).	<ul style="list-style-type: none"> ▪ Manufacturing focus ▪ Tax reform ▪ STEM education 	<ul style="list-style-type: none"> ▪ RFS; higher blends ▪ Climate change/green economy policy
2 R President R Congress	White House and legislative branch will seek to undo many Obama-era executive actions and rulemakings (eg: Clean Power Plan) as well as legislative accomplishments (eg: Affordable Care Act). Agenda more likely to delve into social issues. Congress will try and operate under “regular order” (see below).	<ul style="list-style-type: none"> ▪ Tax reform ▪ Product regulation/market access ▪ National security 	<ul style="list-style-type: none"> ▪ RFS; higher blends ▪ Climate change/green economy policy
3 D President D Senate	White House and Senate will jointly pursue economic fairness policies (eg: minimum wage, equal wage, Wall Street responsibility). House will resist measures that raise taxes, attack business. President, Senate will pursue Big Labor-friendly policies.	<ul style="list-style-type: none"> ▪ Climate change/green economy policy (eg: carbon tax) ▪ RFS, RVP and higher blends ▪ STEM education ▪ Labor (manufacturing) focus 	<ul style="list-style-type: none"> ▪ Product regulation/market access ▪ Trade policy
4 R President D Senate	Ongoing disagreement between White House and legislative branch on priorities. House will try and pursue anti-regulation, pro-business policies.	<ul style="list-style-type: none"> ▪ Product regulation/market access 	<ul style="list-style-type: none"> ▪ RFS; higher blends ▪ Climate change/green economy policy

Regular order. Congress will try and move legislation:

- Policy makers can offer amendments to legislation.
- House and Senate complete budgets on time.
- Federal programs that are not authorized are not funded.
- Congress pays for emergency spending requests.

PA/Comm is a business function

We drive commercial success by growing, defending or creating markets.



Public relations is a tool to drive policy, political outcomes

We use public relations activities (live events, media placements, digital engagement, advertising) to drive policy, regulatory, political or public pull outcomes. PR for general branding and name ID is a different type of work.

What we do

PA: “Let’s get in the *New York Times*”

LoB: “Why?”

PA: “Because the people we need to influence read it. We’ll use the *Times* to apply public pressure and move the audience in our direction to get the policy how we want it”

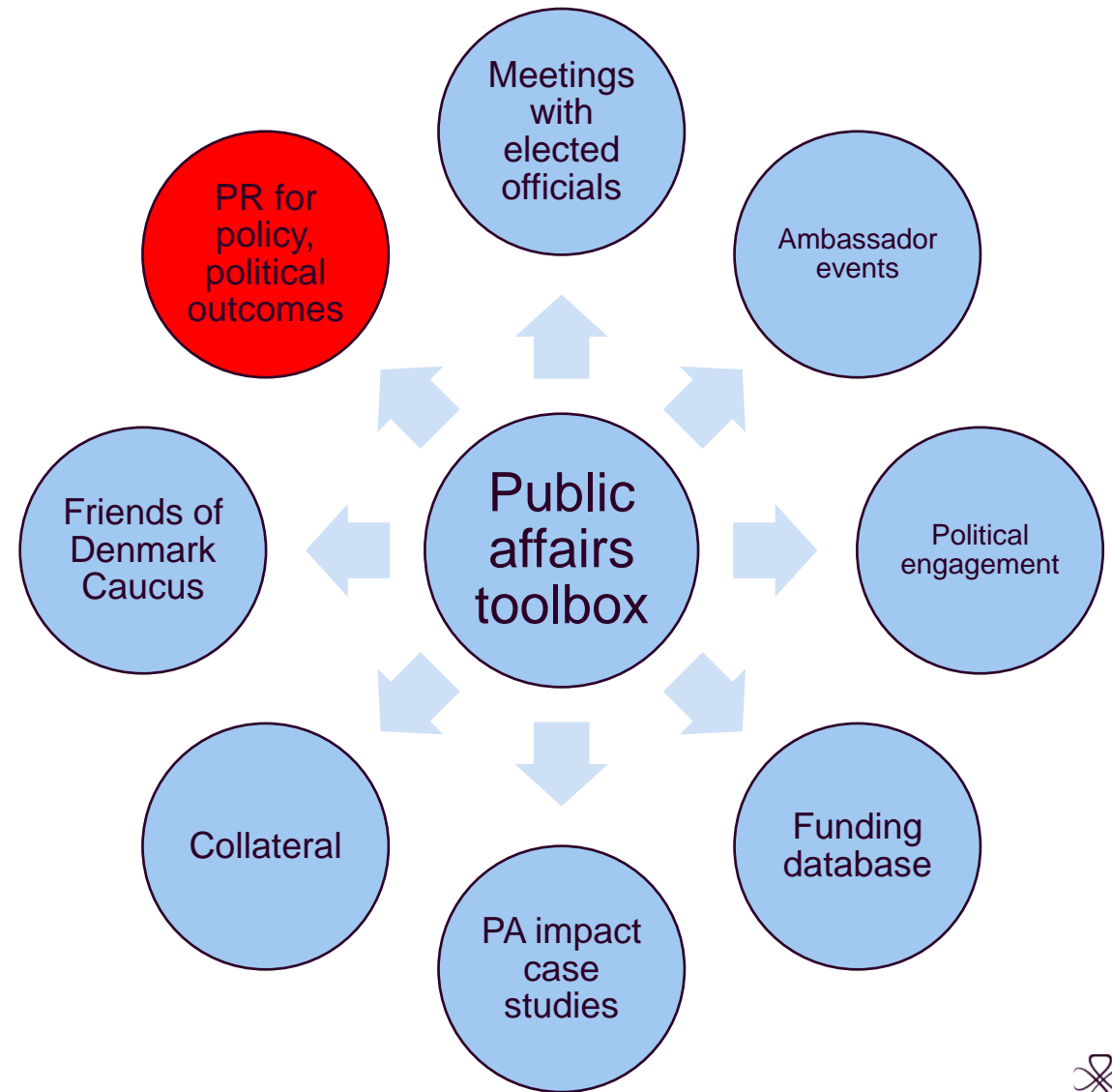


What we don’t do

PA: “Let’s get in the *New York Times*”

LoB: “Why?”

PA: “Because it’s the *New York Times*”



Sustainability and PA ROI

Value	Item
	Tax credit
	Revenue gained
	Revenue protected
	Funding received
	Capital created
Total	

Internal investment	Item
	Travel cost
	External resource cost (memberships, sponsorships, consultants, etc)
Total	

Value	Item
	Tax credit
	Revenue gained
	Revenue protected
	Funding received
	Capital created
Total	

Internal investment	Item
	Novozymes man hour required
Total	

	% Probability of achieving value

Questions