

# Stakeholder Mapping: Connecting the Dots

*Identifying, Mapping, and Measuring Success  
with Your Stakeholders*

Brian Donohue

Gary McElyea

*The Coca-Cola Company*

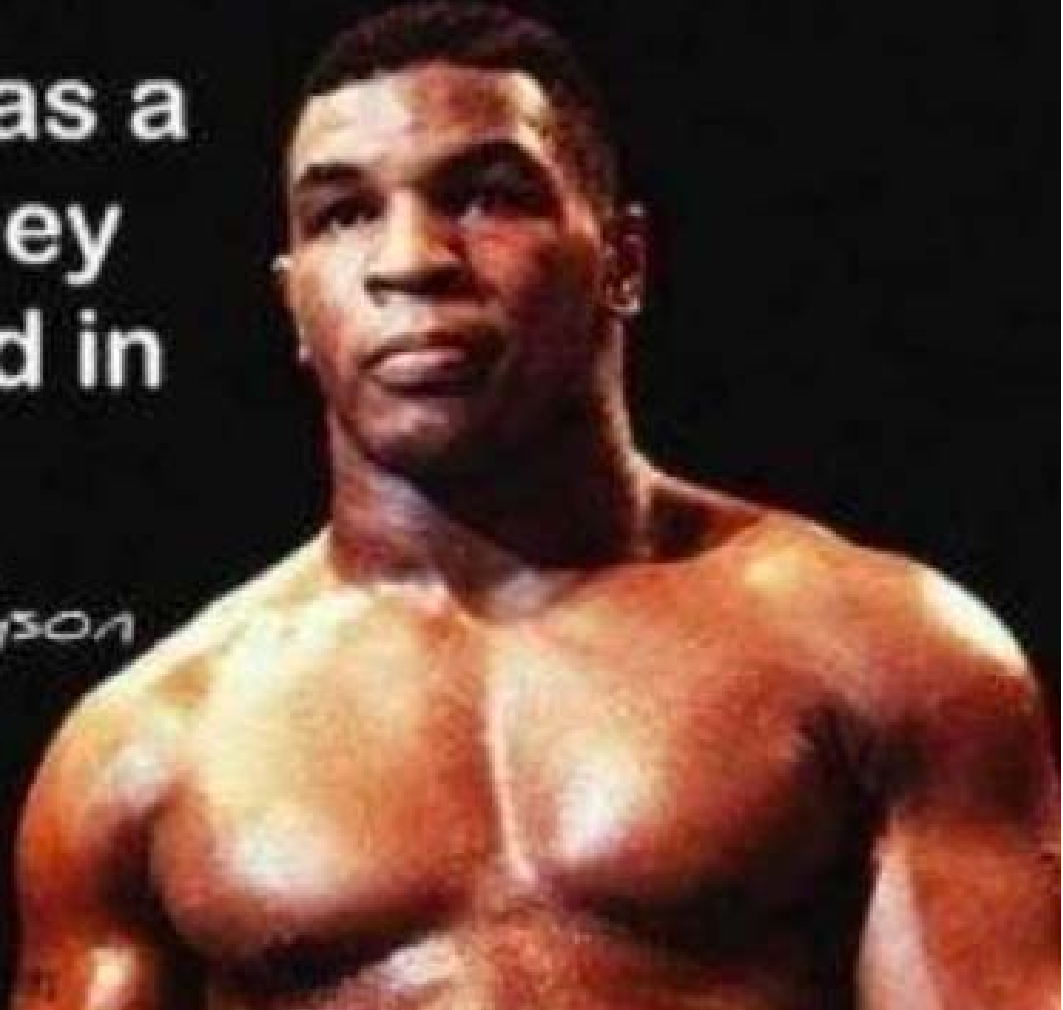


Public Affairs Council

“Why is stakeholder mapping so critical?”

Everyone has a  
plan until they  
get punched in  
the face.

*-Mike Tyson*

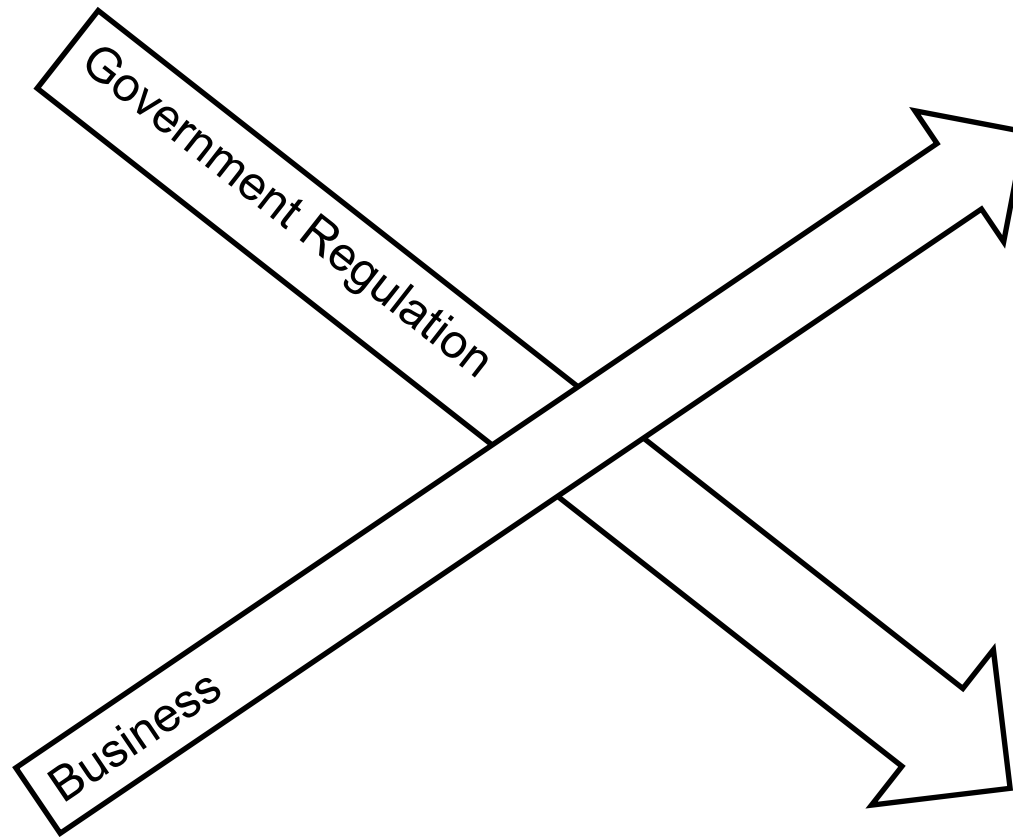


Public Affairs Council

**IF MOSES ONLY NEEDED  
10 COMMANDMENTS,  
WHY DOES THE GOVERNMENT  
NEED 10,000?**



Public Affairs Council



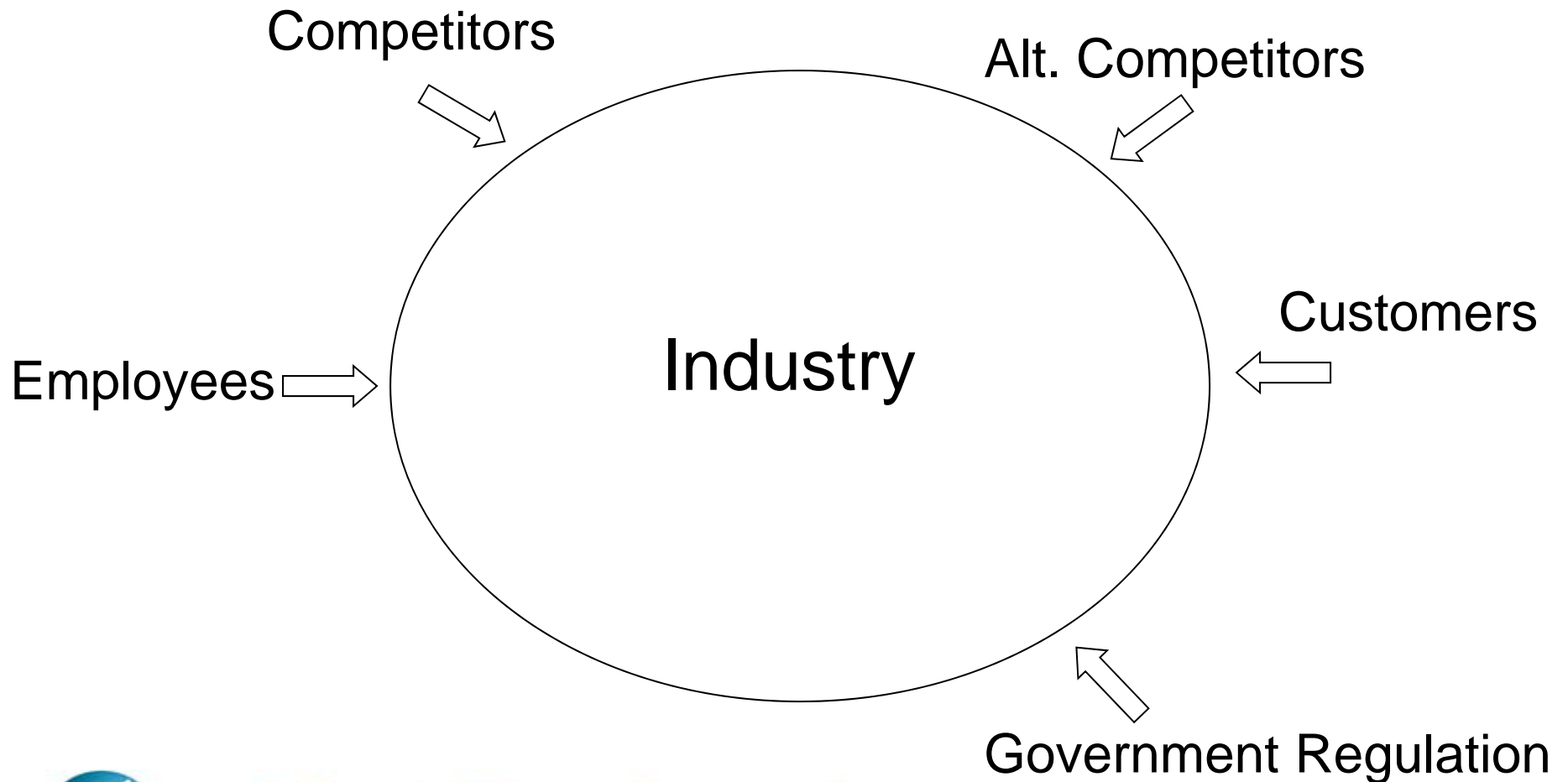
# The Scope of the Regulatory Challenge

- Total costs for Americans to comply with federal regulations reached \$1.806 trillion in 2012. It is more than the GDPs of Canada or Mexico.
- Last 20 years; 81,883 final federal rules have been issued. That's more than 3,500 per year or about nine per day.
- **A new rule every 2 ½ hours.**
- Regulatory costs amount to \$14,678 per family – 23 percent of the average household income.

*Source: US Chamber*



# Porter Analysis



“Execution without the direction of a strategy, without the choices of a strategy, is all over the place. You might win occasionally but you're probably not going to win consistently, reliably or sustainably.”

-A.G. Lafley, Executive Chairman, Proctor & Gamble



# The 360 Approach



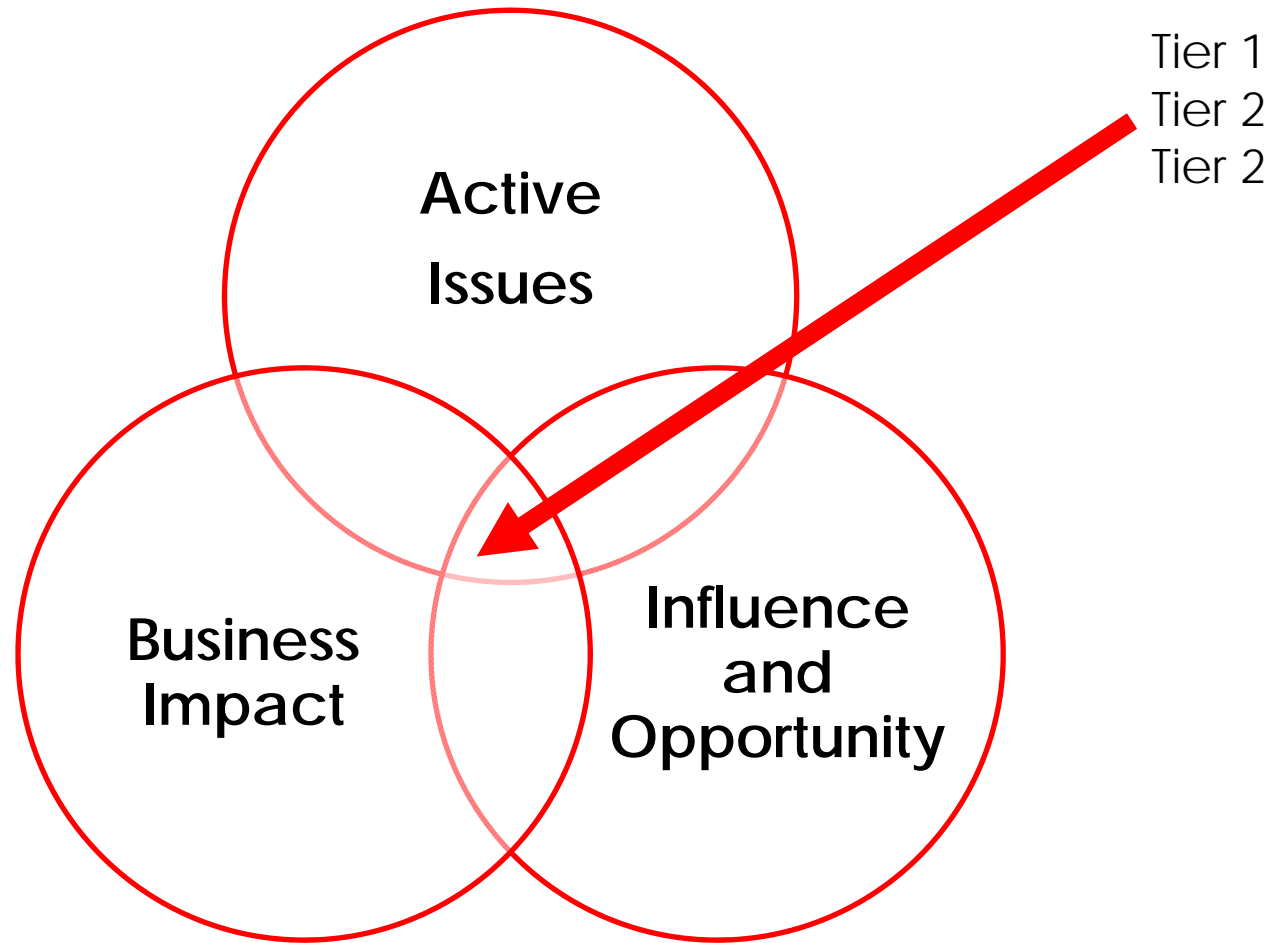
Public Affairs Council

# Mapping External Stakeholders

## Constituents, Allies, Opponents

- 1<sup>st</sup> tier, 2<sup>nd</sup> tier, 3<sup>rd</sup> tier
- How will they be impacted
- Resources
- Relationships
- Reputation

# Stakeholder Identification



Public Affairs Council

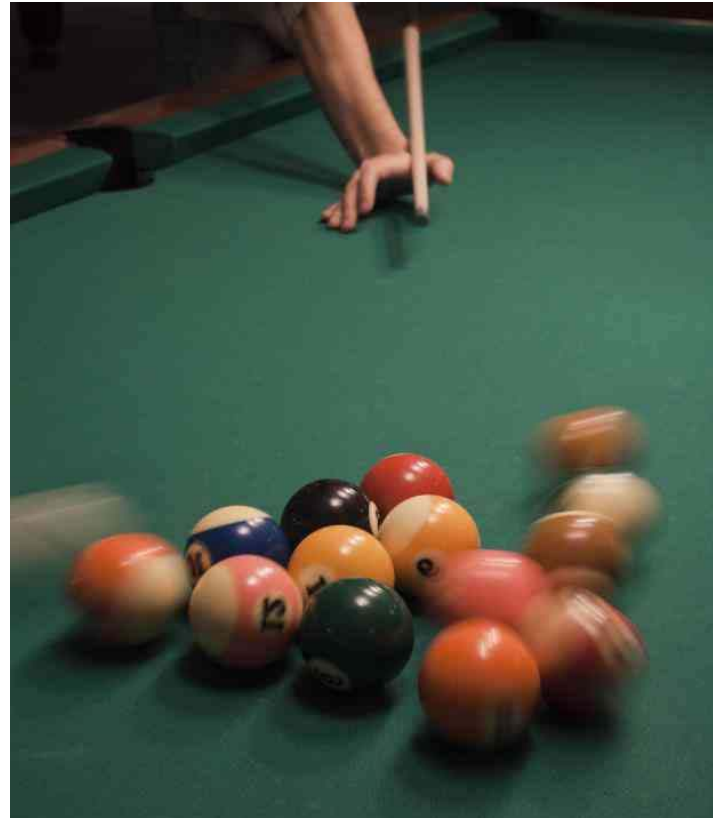
# Stakeholder Tracker: *A Living Document*

1	Type of Relationship	Organization Name	Issue Area	Title	first Name	Last Name	Title/Position	Email	Party	State	District	\$ Budget	\$ Given	Primary Relationship Owner	Secondary Relationship Owner	Engagements
2	Members of Congress		Corporate Tax													
3	Executive Branch		Trade & Governance													
4	NGO		Health & Wellness													
5	Diplomatic Community		Environment													
6	Media		Women's Empowerment													
7	Customer		Workplace													
8	Supplier		Labor													
9			Transportation													
10			Customer Issues													
11			Multicultural Relations													
12																
13																



Public Affairs Council

# Stakeholder engagement should be surgical, not scattered.



Public Affairs Council

# Pressure Test Your Stakeholder Engagement

*To defend everything is to  
defend nothing.*

-Frederick the Great



Public Affairs Council

# Stakeholder Engagement At Work

- Educate - complex issues
- Advocate - offense, defense
- Protect - commercial viability
- Promote – thought leadership, building good will

# Mapping External Stakeholders

- Constituents
- Allies
- Opponents



# External Stakeholders

## Constituents

- Who will be effected
- How will they be effected
- How can they influence the policy debate
  - Social media
  - Lobbying
  - Grasstops

# Mapping External Stakeholders

## Allies

- Who else would benefit
- How will they be impacted
  - How committed/engaged
- Coalition partner
- What resources can they provide
  - Funding, staff, facilities
  - Relationships

# Mapping External Stakeholders

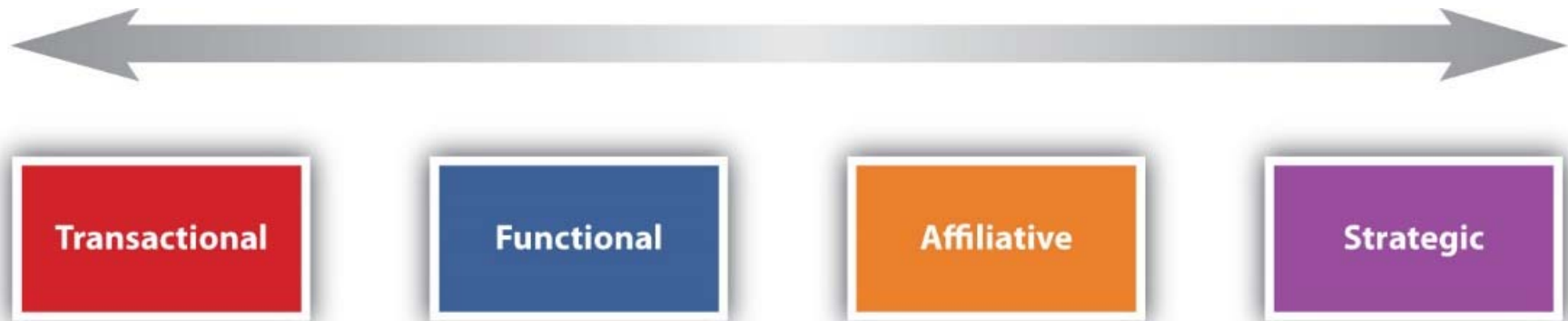
## Opponents

- How will this impact them
- Level of commitment
- Resources
- Relationships
- Reputation

# Internal Mapping

- How will the business be impacted
- Scale
- Risk to Reward
- Scenario Planning
- How you define a “win”
- Where you draw a line in the sand

# *Where are YOUR stakeholders?*



Relationship Continuum Model

“If you want to go fast,  
go alone.

If you want to go far,  
go together.”

African Proverb



Public Affairs Council

# Questions?

Brian Donohue

briandonohue@outlook.com  
(202) 617-4502

Gary McElyea

gmcelyea@coca-cola.com  
(917) 708-1254  
@garymcelyea

*The Coca-Cola Company*



Public Affairs Council