

# Establishing Your European Public Affairs Practice

Brussels, 3 Dec 2015



FLEISHMANHILLARD

*The power of true*

# FLEISHMANHILLARD IN BRUSSELS



**75 staff**  
17 nationalities  
15 languages



Highly qualified  
Issue expertise  
**Political** know-how



Strategically  
Important  
A real window onto  
Europe



Government relations &  
public affairs expertise



# SOME OF THE PEOPLE THAT TRUST US

## HEALTHCARE



## MANUFACTURING & INDUSTRIALS



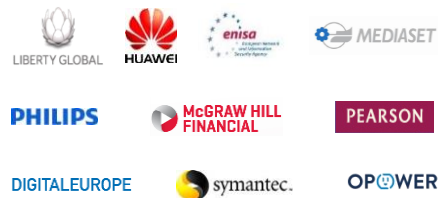
## FINANCIAL SERVICES



## FOOD & AGRICULTURE



## TECHNOLOGY



## ENERGY & UTILITIES



## CONSUMER PRODUCTS



## PUBLIC SECTOR





**Perhaps you are thinking**

They all speak funny.

Their system is complex.

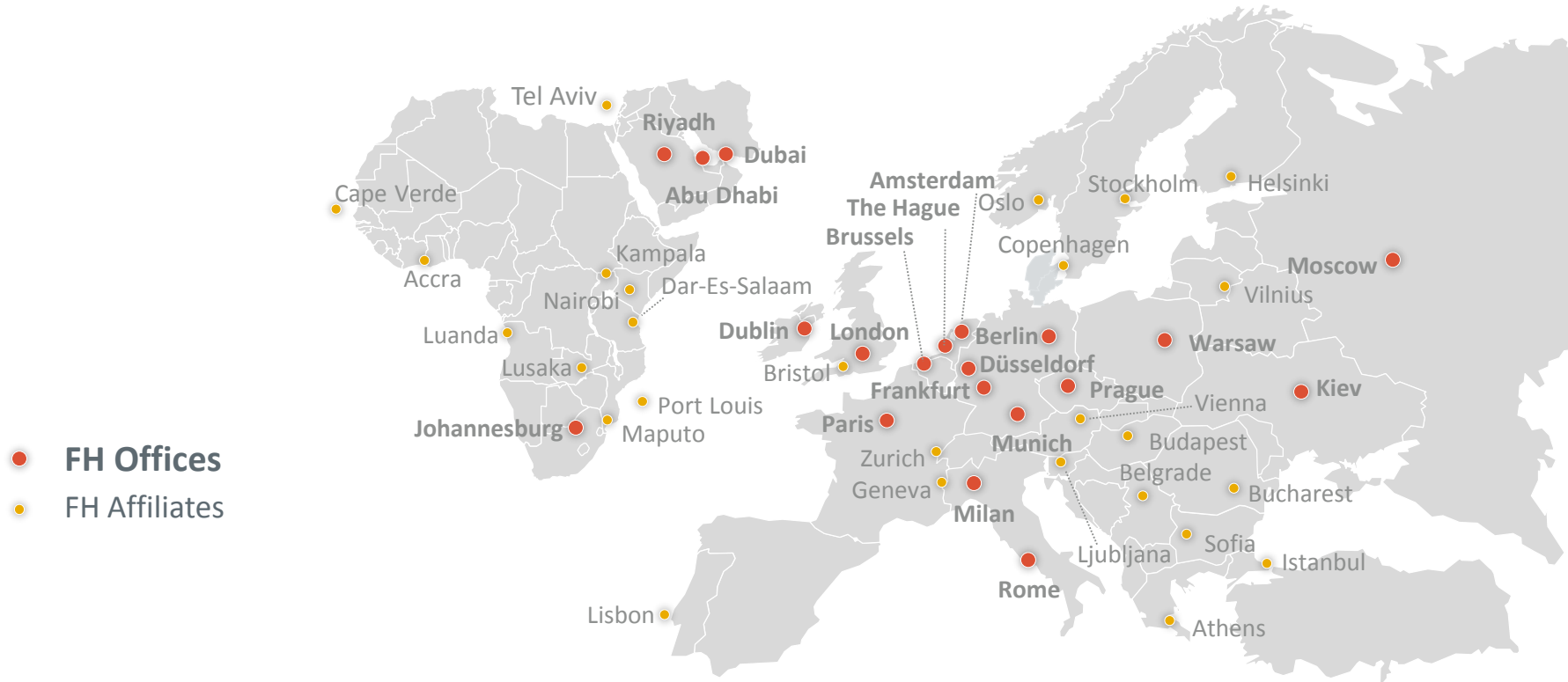
They need to learn how to do it our way.

They take forever to do anything.

There's no one person I can call.

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# WHICH EUROPE?







The diagram illustrates the EU legislative process cycle, set against a background of the European Union flag (blue with yellow stars) and the national flag of the United Kingdom (red, white, and blue). The cycle is represented by four rounded rectangular boxes connected by arrows in a clockwise direction. The top-left box is light blue and contains the text 'EU action either formally or informally inspired by national level views'. An arrow points from this box to the top-right box, which is also light blue and contains 'EU legislative process sees national level involvement in all three institutions'. An arrow points from the top-right box to the bottom-right box, which is light red and contains 'National governments implement and enforce EU law'. An arrow points from the bottom-right box to the bottom-left box, which is also light red and contains 'National debates feed into Brussels debates'. Finally, an arrow points from the bottom-left box back to the top-left box, completing the cycle.

EU action either  
formally or informally  
inspired by national  
level views

EU legislative process  
sees national level  
involvement in all  
three institutions

National debates feed  
into Brussels debates

National governments  
implement and  
enforce EU law





**Elections Selections**

**Politics Policy**

**Emotion Facts**

**Confrontation Consensus**

**Fast Slow**

**Public Elite**



## **FORMULATION**

(3-5 years)

National measures

Media coverage

Stakeholder events

EP questions/OI  
reports

Green Paper/White  
Papers

Stakeholder  
consultations

Commission Work  
Programme



## **LEGISLATIVE**

(1-3 years)

Pre-lex

OEIL

Events

In person



## **IMPLEMENTATION**

(2-5 years)

National  
consultations

National processes

EU level best  
practice sharing

EU level review

**90% of MEPs think national newspapers are important or very important in informing their thinking on policy**

[www.epdigitaltrends.eu](http://www.epdigitaltrends.eu)

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# THE MEDIA ENVIRONMENT

Bubble

**POLITICO**



FINANCIAL TIMES

Specialist

**ENDS***Europe*

**EUROPEAN**  
ENVIRONMENT & PACKAGING LAW  
WEEKLY

Where Politics and Markets Meet  
**EUROPEAN ENERGY REVIEW**

National

**Frankfurter Allgemeine**  
ZEITUNG FÜR DEUTSCHLAND

**B B C**

**BERLINGSKE**

**la Repubblica.it**  
il mondo in diretta 24 ore su 24

**Le Monde**

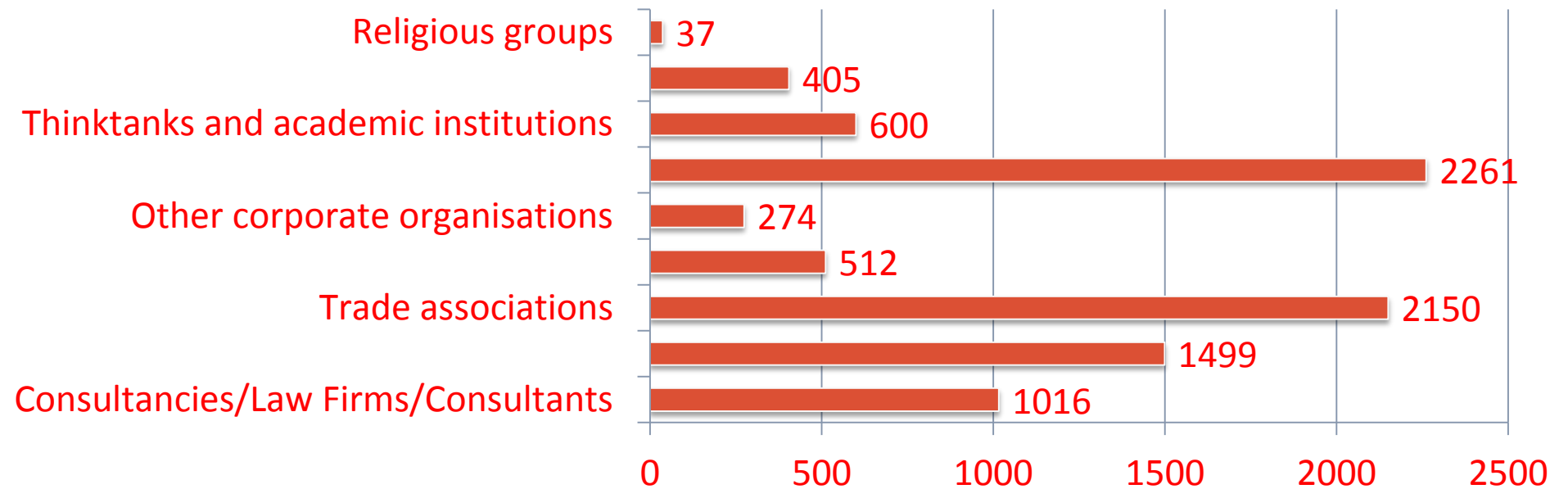
**EL PAÍS**

**34% of MEPs use Twitter to  
communicate**

**67% use Wikipedia at least once a  
week to inform policy thinking**

[www.epdigitaltrends.eu](http://www.epdigitaltrends.eu)

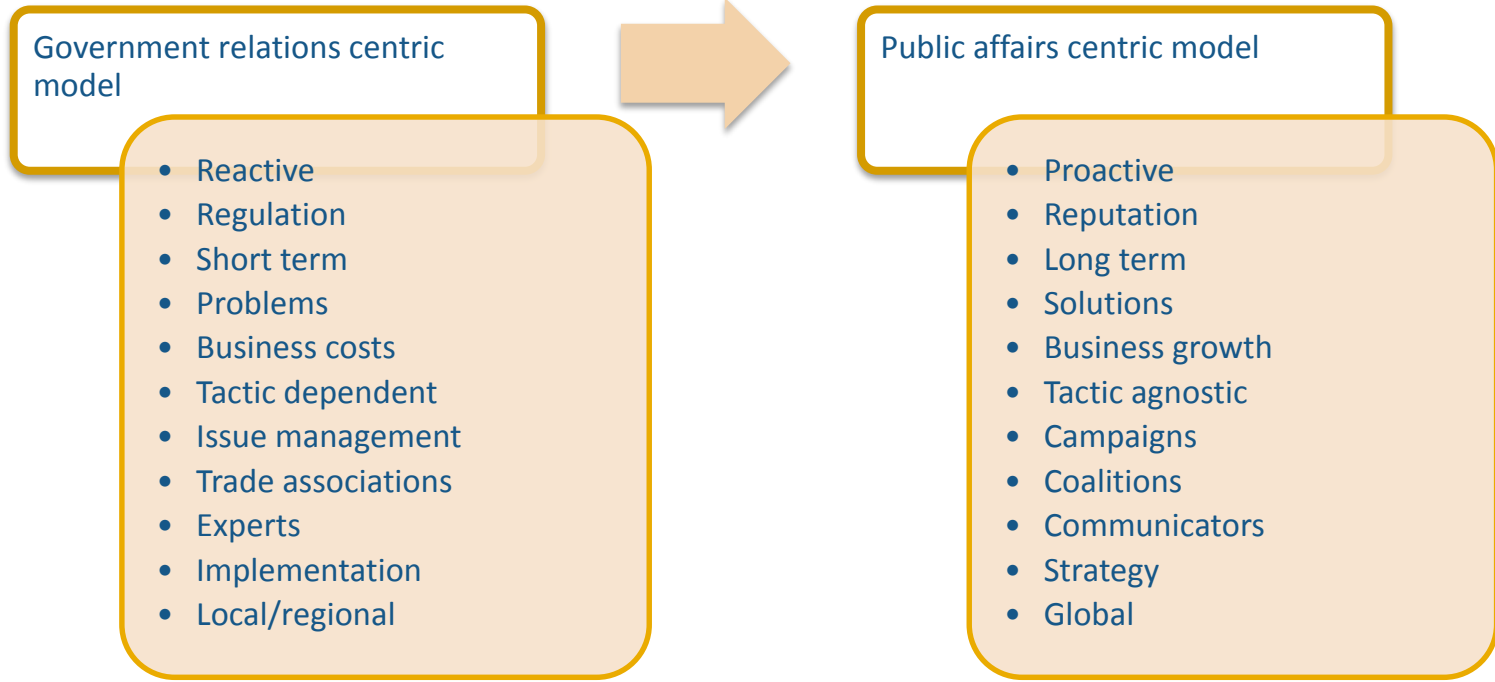
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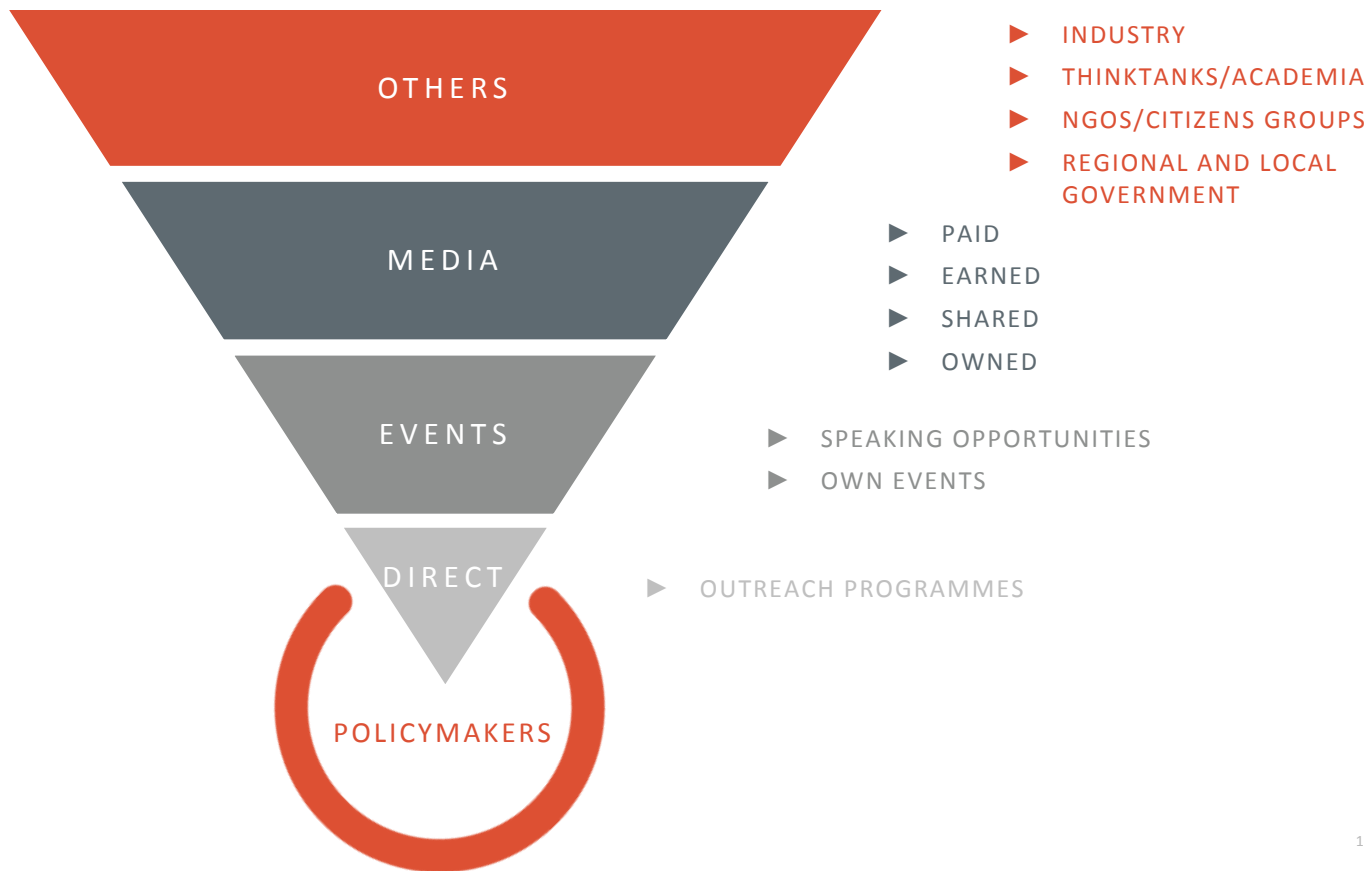
8,754 organisations registered  
on European Transparency  
Register



# A CHANGING ENVIRONMENT



# CHOOSING TACTICS THAT WORK

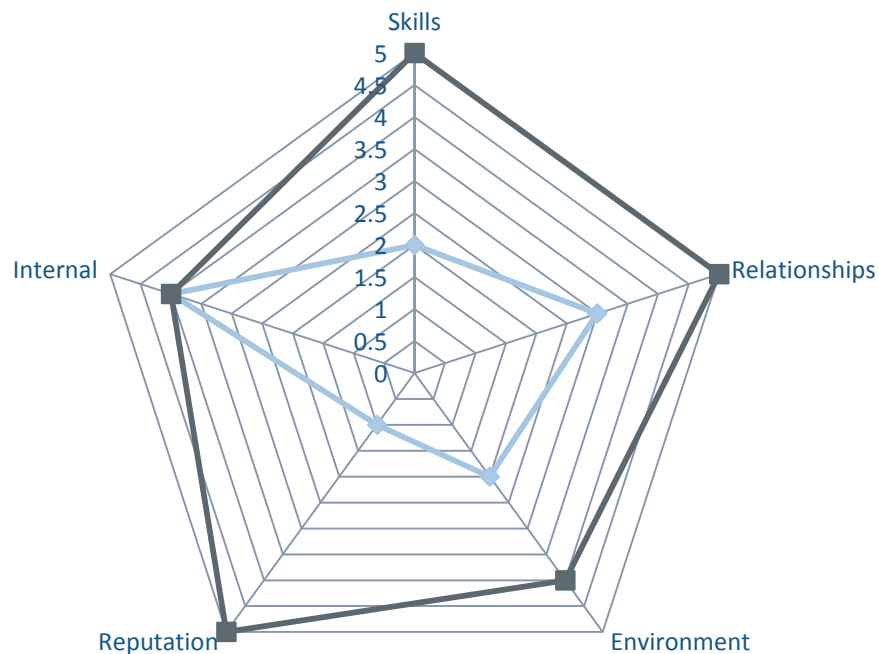


*What does all this mean for your PA function?*

# THAT DEPENDS

- Where does the *competence* lie?
- At what stage are your *issue lifecycle*?
- How important is the *external environment*?
- What level of *maturity* does your organisation possess?

# CAPABILITIES



## 5 public affairs foundations



FLEISHMANHILLARD

	silver	gold	platinum
<b>ENVIRONMENT</b>			
<b>Identification &amp; Prioritisation</b>	Focuses on the key issues affecting the organisation and has issue management documents for each issue	Focuses on key issues but has systems in place to flag emerging issues	Undertakes systematic and regular reviews of the issues affecting the organisation with other relevant functions
<b>Trends/Drivers</b>	Understands the broader trends and drivers that affect the issues dealt with in Brussels	Uses the broader trends to inform advocacy on specific policy issues	Seeks to shape the views of the audience on the broader trends and illustrates how the organisation is helping to address them
<b>Monitoring &amp; Intelligence Gathering</b>	Follows the policymaking process step by step through formal monitoring	Uses a mixture of formal monitoring and ongoing intelligence gathering Brussels to inform activities	Complements formal monitoring and intelligence gathering with social and traditional media listening to provide broader picture
<b>Message Testing</b>	Checks the messages on any issue with trusted others for their coherence before use	Uses research to test how the messages selected resonate with the audience	Uses qualitative research to test what arguments will move the audience and the people they care about
<b>RELATIONSHIP</b>			
<b>Planning</b>	Builds relationships on an ad hoc basis depending on issue needs	Maintains a core group of stakeholders who are champions for the organisation and its views	Prioritises stakeholders and develops long term engagement plan with multiple touching points
<b>Nature</b>	Communicates the challenges facing the organisation and the action required	Responds to requests for insights and expertise from the audience	Works together as partners to find common solutions to the challenges society faces
<b>Breadth</b>	Holds relationships through the Brussels office/core team	Brings other functions/geographies into the relationship with audiences	Nurtures relationships on an ongoing basis at all levels of the company from the CEO down to the technical expert
<b>Depth</b>	Communicates directly through one on one meetings	Engages in multilateral fora as well as one on one meetings	Uses a full range of communications channels from direct meetings and site visits to media relations and online interaction to maintain and grow relationships
<b>REPUTATION</b>			
<b>Alignment</b>	Aligns public affairs activity to ensure no dissonance with corporate positioning	Leverages corporate initiatives to build reputation with public affairs audiences	Drives reputation of the organisation, industry or product as a primary goal of function
<b>Measurement</b>	Understands from anecdotal evidence the perception of the organisation, industry or product	Measures the perception of the organisation, industry, product over time amongst audiences	Leverages the difference between the expectations and experience of the organisation, industry and product to inform public affairs activities
<b>SKILLS</b>			
<b>Messages</b>	Creates messages that clearly explain the organisation's views and what it wants the audience to do	Focuses messages on the audience, their interests and the benefits to the principles, people, policies and politics they care about	Places messages in a narrative arc that allows the audience the ability to move beyond facts and towards an emotional appeal that ensures action
<b>Processes</b>	Understands basic steps and roles within legislative and regulatory processes	Understands the roles and influence of different actors within the processes	Understands the influence points within the process and what will motivate changes in behaviour and/or action
<b>Third parties</b>	Participates in sector based trade associations	Takes a leadership role in trade associations depending on advocacy priorities	Deploys a mixture of coalitions of the willing from other companies to NGOs and trade associations resources as and when required
<b>Channels</b>	Relies on direct outreach (or other single channel) as a means to reach audience	Understands the role of different channels and when their use is appropriate	Ability to deploy full range of advocacy channels when appropriate
<b>INTERNAL</b>			
<b>Role</b>	Implements activities to manage business risks arising from EU policy	Interacts with business units to assess and manage business opportunities and risks from policy	Regularly provides senior public affairs counsel (c-suite) to inform business strategy
<b>Functional responsibility</b>	Responsible for the interface with institutions	Responsible for stakeholder relations	Responsible for all advocacy and communications that influences policymaking
<b>Geographical coverage</b>	Limited to the confines of the EU quarter with ad hoc access to Member State resources	Able to deploy public affairs resources in Brussels and across the Member States	Able to deploy in a coordinated manner in Brussels, Member States and across key centres of influence around the world
<b>Access to insights</b>	Access to internal expertise in times of crisis/severe threat	Calls upon network of expertise to provide input for development of insights in reaction to policy issues arising	Generates points of view about the development of public policy to shape the debate
<b>Measurement</b>	Sets KPIs relating to outputs and outcomes relating to the function and the issue	Establishes measurement process to track movement of stakeholders overtime from awareness, understanding, belief to action as a result of function's activities	Able to measure the impact of the activities on key organisational goals (financial/commercial)

# PEOPLE

	<i>Eminence Gris</i>	<i>Up &amp; Coming</i>	<i>Transplant</i>
+	<p>Standing</p> <p>Visibility</p>	<p>Policy knowledge</p> <p>Working level contacts</p>	<p>Knowledge of business</p> <p>Advocacy skills</p>
-	<p>Technical/low level engagement</p> <p>Cost</p>	<p>EU speak</p> <p>Business understanding</p>	<p>Brussels know-how</p> <p>Relationships</p> <p>Culture</p>



Typical job title and salary band			
Consultancies	Associate Director €70,000 - €120,000	Director €90,000 - €180,000	Managing Director €180,000 - €400,000
NGOs	Policy Director €50,000 - €100,000	Director of Communications €50,000 - €100,000	Director/Head of Office €60,000 - €120,000 +
Business	Director €125,000 - €150,000	European Head of Communications €100,000 - €260,000	European Head of Public Affairs €140,000 - €400,000 +
Trade Associations	Manager €70,000 - €100,000	Director of Public Affairs or Communications €90,000 - €220,000	Secretary-General €150,000 - €400,000 +
EU Institutions	MEP €126,000 +/-	AD16 Director-General €200,000 - €217,000	Commissioner or President €240,000 - €300,000

# COSTS

	<i>ExxonMobil</i>	<i>Aviva</i>	<i>Huntsman Corporation</i>
FTEs	8		0
Annual Costs	4.75 – 5 million Euro	700,000 – 799,999 Euro	N/A
Trade Associations	<p>CONCAWE/FuelsEurope, IOGP, CEFIC, Plastics Europe, COGEN Europe, AmCham EU, BusinessEurope, OCIMF, Transatlantic Business Council, British Chamber of Commerce Belgium</p> <p>- European think tanks / other organizations: CEPS, EPC, Friends of Europe, CERA, Council for Multilateral Business Diplomacy</p>	<p>European Financial Services Roundtable (EFR); Pan-European Insurance Forum (PEIF); Chief Finance Officers Forum (CFO Forum); Chief Risk Officers Forum (CRO Forum); the Geneva Association (GA); Confederation of British Industry (CBI); Association of British Insurers (ABI); Investment Market Association (IMA); European Fund Managers Association (EFAMA); CityUK; International Regulatory Strategy Group (IRSG). In addition, we work with Fleishman Hillard as our Brussels-based consultancy.</p>	<p>CEFIC, PlasticsEurope</p>

# Where do you need to be?

- Large Member States
  - Leading Member States
  - Brussels
-

## *Structure*

- HQ/FIFO
- Brussels
- Brussels+National
- Brussels+Network

## *Reporting*

- GR to legal
  - PA as Comms
  - Embedded
-

# OPTIONS FOR LOCATION

- FIFO
  - Rented space
  - Local Belgian Office
  - European HQ
  - Dedicated EU Office
-

# FIVE RULES FOR THE BRUSSELS PARTY

1. Find some like-minded souls
  2. Talk about things others are interested in
  3. Ensure you're in tune with the mood music
  4. Be open about who you are and what you're trying to achieve
  5. Don't leave after five minutes
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**FLEISHMANHILLARD**

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# Questions?

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