

# Managing Global Consultants

Welcome! We will be getting started shortly.

- Audio will be streaming through your computer speakers. If you need to dial-in instead, please call the following number: 303.248.0285 Code: 7210911
- If you have questions, please type them in the chat box located in the lower left corner of the screen



Public Affairs  
Council



## Managing Global Consultants

Alan Hardacre

# Our Speaker



Alan Hardacre  
Director of Group Corporate Affairs  
Imperial Brands

# Was your webinar registration free?



That means you're a member of the Council! And in addition to free webinar registration, your membership includes other benefits like access to our **members-only professional networks**. Each network focuses on a different area of professional practice in the Public Affairs arena. Joining gives you access to quarterly **newsletters with helpful tips and tricks from experts** in the field, invitations to **exclusive networking events** and **roundtable discussions**, and a whole lot more. We have networks centered on the following areas:

- Associations
- Corporate Social Responsibility
- Emerging Leaders (Geared toward young professionals just starting in the field)
- International Public Affairs
- Political Involvement

Please contact John Kasander ([jkasander@pac.org](mailto:jkasander@pac.org)) if any of these appeal to you and you'd like to join, or if you have any questions about our networks.

# Set yourself apart from the crowd!



Lots of people are hard-workers, but only a handful are experts. The Public Affairs Council offers two professional certification programs geared toward making applicants experts in either PAC & Grassroots Management or Public Affairs Management overall. We seek to build better rounded Public Affairs professionals through skills-based training in best practices, a through education in compliance issues, and engagement with the professional community through mentoring and sharing experience with younger professionals. For a more thorough education on the programs and their requirements, please visit [www.pac.org/certificate](http://www.pac.org/certificate) or contact John Kasander ([jkasander@pac.org](mailto:jkasander@pac.org)) for more information.

Becoming a certified expert is closer than you think.



# Benchmarking and Consulting



Comparative analyses help our clients contrast their resources and activities against other organizations. In order to provide the most insightful analysis, we can compare organizations in several ways:

- By industry, revenue, employee base of similar organizations
- Comparing your organization to those considered “best in class” by survey respondents
- Executive interviews with “best practice” companies and associations, or those of specific interest to the client
- Internal interviews with client executives who can provide relevant function insights

We draw data from our *State of Corporate Public Affairs Survey*, PAC or *State Government Relations Benchmarking Reports* and other Council studies. The *Corporate Public Affairs* survey examines how public affairs functions operate, including staff, structure, budget, reporting relationships, functions housed within the department, integration of the function, consultant use, metrics and CEO engagement. We will be releasing our latest *State of Corporate Public Affairs* in 2019.

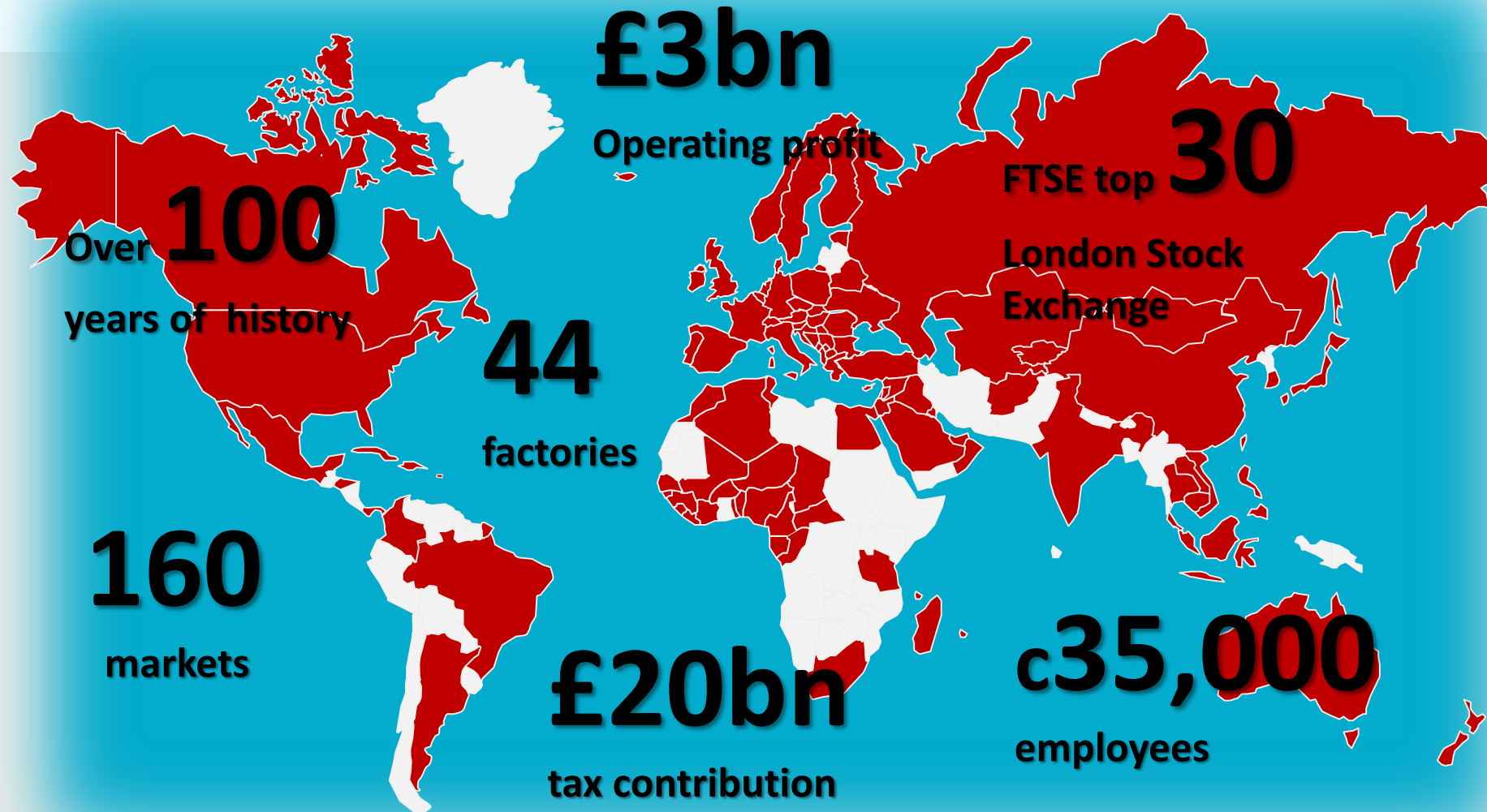
# Managing Global Consultants



**Dr Alan Hardacre**  
**Director Group Corporate Affairs**

# Imperial Brands Corporate Affairs

@ 120 Corporate Affairs  
@ 70 countries





# Our Imperial Brands Challenge

- Sales in over 160 countries around the world
- About 120 people in Corporate Affairs – all with local and regional roles
- Corporate Affairs is present in approximately 70 countries around the world
- Divided into two Global Sales Divisions, 13 Clusters, several individual business units (big matrix...)
- Ambitious Corporate Affairs agenda that is simultaneously local, regional and global
- **We constantly need to engage with consultants to get our work done**
- **We have learnt as we go along in terms of best practises...**



# Three Elements to Discuss



**I**

## Finding & Onboarding

1. Recommendations
2. People not names
3. Define Objectives
4. Set KPIs - timelines
5. Spend time upfront
6. Rolling contracts

**II**

## Managing

1. Regular check-ins
2. Make the time
3. Be clear on what is / is not working

**III**

## Divorcing

1. Understand when enough is enough

# Main Learnings



- Global agencies don't cover our needs everywhere so we **mix and match** our consultants
- The **people** are more important than company reputations – take the time upfront
- There is always **oversell**. Always
- We set **objectives** and **KPIs** into all contracts
- We look for 3 or 6 months **rolling contracts** – or contracts with 1-month breaking clauses to allow flexibility
- What we need from consultancies **evolves**. Sometimes the focus is monitoring, others its engagement or strategic sounding boards
- **State of Readiness**: As our needs evolve (quickly) we have built up a solid roster of consultancies who can help us as and when. This took time but is invaluable when we need to act quickly.
- **Projects not retainer**: We tend to see our consultancy work as project based – we have moved away from long-standing relationships because our needs change too much for one provider to deliver everything

# Three Take-Aways



**I**

**Find the right consultancy for your needs now but ensure you have identified others who can help should your needs evolve. Focus on the team you will work with and set clear objectives and KPIs.**

**II**

**Manage the relationship carefully, closely and constructively. Be very clear on your expectations and honest in your feedback to make sure you get exactly what it is you need.**

**III**

**Be quick to identify when either your needs are evolving or the delivery of the consultant is not what you need – and be prepared to change.**

**THE END!**  
**Thank you for your time**

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