

Meeting the EMEA Challenge

Webinar, 19 May 2015
3-4pm (GMT+2)

Today's speakers



Stephanie Lvovich,
Global Public Affairs Chair



Omar Qirem,
Middle East Head of
Public Affairs



Francois Baird,
Chairman, Africa

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Edelman

Public Affairs Council

Meeting the EMEA Challenge

Presentation by:

Stephanie Lvovich, Global Public Affairs Chair

Francois Baird, Chairman, Africa

Omar Qirem, Middle East Head of Public Affairs



Attributes of the EMEA public affairs paradigm

GREATER
GOVERNMENT
IMPACT ON
BUSINESS

1



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A 'BORDERLESS'
REGULATORY
ENVIRONMENT

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GLOBAL NGO
ACTIVISM

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ISSUES DRIVEN BY
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DIVIDEND AS WELL
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'INSTANT' ISSUES
DEFINED AND
DRIVEN THROUGH
SOCIAL
NETWORKS

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EMEA public affairs functions trends

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Teams are relatively small globally

Need to balance limited resources with large number of geographies and issues



Doing public affairs in EMEA entails a number of imperatives

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Opaque decision-making demands deep local insight



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- 2 Complexity requires tailored approaches



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- 1 Opaque decision-making demands deep local insight
- 2 Complexity requires tailored approaches
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- 4 Sensitivity to local dynamics calls for team diversity
- 5 Partnership and collaboration are increasingly the norm
- 6 Global oversight brings efficiency and an institutional response





The Middle East and Africa are two very different public affairs environments

that are **not homogeneous** in themselves, with different issues, requiring different strategies and approaches

There are **69 countries** in the Middle East and Africa regions

The political environment in the region varies from the most **authoritarian regimes**, to **countries torn by civil war**, to **emerging and well established democracies** and **everything in-between**

The region includes the country with **one of the world's highest GDP/capita**, Qatar (100,900 USD), and the one with **the lowest**, Malawi (242 USD)

7 of the 10 countries with the lowest possible rating* for political rights and civil liberties are in the region

**In the Freedom in the World 2014 Report*

Imagine using the same approach to influence...



Chancellor
Angela Merkel,
Germany



King Salman bin
Abdulaziz Al
Saud,
Saudi Arabia



President
Muhammadu Buhari,
Nigeria



The changing faces of Africa...



Paradox of
7/10 fastest growing economies,
and poorest on earth



Democracy
dividend is
growing



Increasing
regionalisation for
Continental challenges



What does this mean
in terms of required
approach?



How decisions are taken in Africa

1

Wide consultation – everything takes longer



How decisions are taken in Africa

- 1 Wide consultation – everything takes longer
- 2 The end of secrets: Increasing transparency



How decisions are taken in Africa

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- 3 Relationship driven, not transactional



How decisions are taken in Africa

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4 South-South expertise preferred



How decisions are taken in Africa

- 1 Wide consultation – everything takes longer
- 2 The end of secrets: Increasing transparency
- 3 Relationship driven, not transactional
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- 5 New stresses: strong man vs party vs bureaucracy vs people



How decisions are taken in Africa

- 1 Wide consultation – everything takes longer
- 2 The end of secrets: Increasing transparency
- 3 Relationship driven, not transactional
- 4 South-South expertise preferred
- 5 New stresses: strong man vs party vs bureaucracy vs people
- 6 Circles in a spire: consensus style of decision-making requires commonly accepted alternatives



Do's of doing business

BUILD COALITIONS
& REMEMBER
YOUR HOME
GOVERNMENT

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REGIONALISATION:
SOMETIMES THE
BETTER ROUTE TO
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– AU, SADC,
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CAREFULLY:
TRADE UNIONS,
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**LOCAL IS LEKKER:
DEEP DIVE FOR
EACH MARKET**

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CASE STUDY:

Policy Response:

Protecting Press Freedom



The diversity of the Middle East...



Divided into
**developing and
wealthy markets**



Political systems
vary immensely



Regional
pressures

What does this mean
in terms of required
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How decisions are taken in the Middle East

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Decisions are made by a closed group of individuals



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How decisions are taken in the Middle East

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- 5 Appropriateness of lobbying in the Middle East
- 6 Lots of people responsible, very few accountable



Do's and don'ts of doing business

AVOID OPENLY
CRITICIZING
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2
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TAKE A
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CASE STUDY: Saudi Ministry of Health



What this means for the EMEA Public Affairs managers

Lighthouse markets
within EMEA setting
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Need to understand core drivers in each market that define the PA environment

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Combine understanding to create tailored approach by market



Questions?

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