

# Considerations When Hiring a Public Affairs Consultancy/Agency

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# McKinsey's questions

✓1



**Does your strategy anticipate all the external issues that will demand action?**

✓2



**Do you know which external issues could largely change your profits?**

✓3



**Have you identified the stakeholders who can truly change the game?**

✓4



**Have you considered all the options before you determine your stance?**

✓5



**Can you identify arguments and create alliances to shape the debate?**

✓6



**Have you allocated responsibilities and resources to deliver measurable results?**

# Why do I need a consultancy (whether I have a PA department or not)?

- **Time** necessary for day-to-day business (monitoring, events..).
- **Network** already established.
- **Value added** by going through third party.
- **Knowledge** of political environment.
- **Implementation:** Agency can determine and execute specific strategy contingent on political landscape (PA department can determine and achieve overarching goals through proximity with business units)

# Where to find a consultant/agency

- Word of mouth
- Consulting firms
- PR or PA or Law firms?
- EPACA
- Peer-to-peer recommendation

# Desirable qualities in an agency

- **Experience**

- Ready network
- Consistent professionalism & years of experience
- Proven leaderships (e.g. Coalition building)
- Relevant knowledge & track record
- Understanding of goals

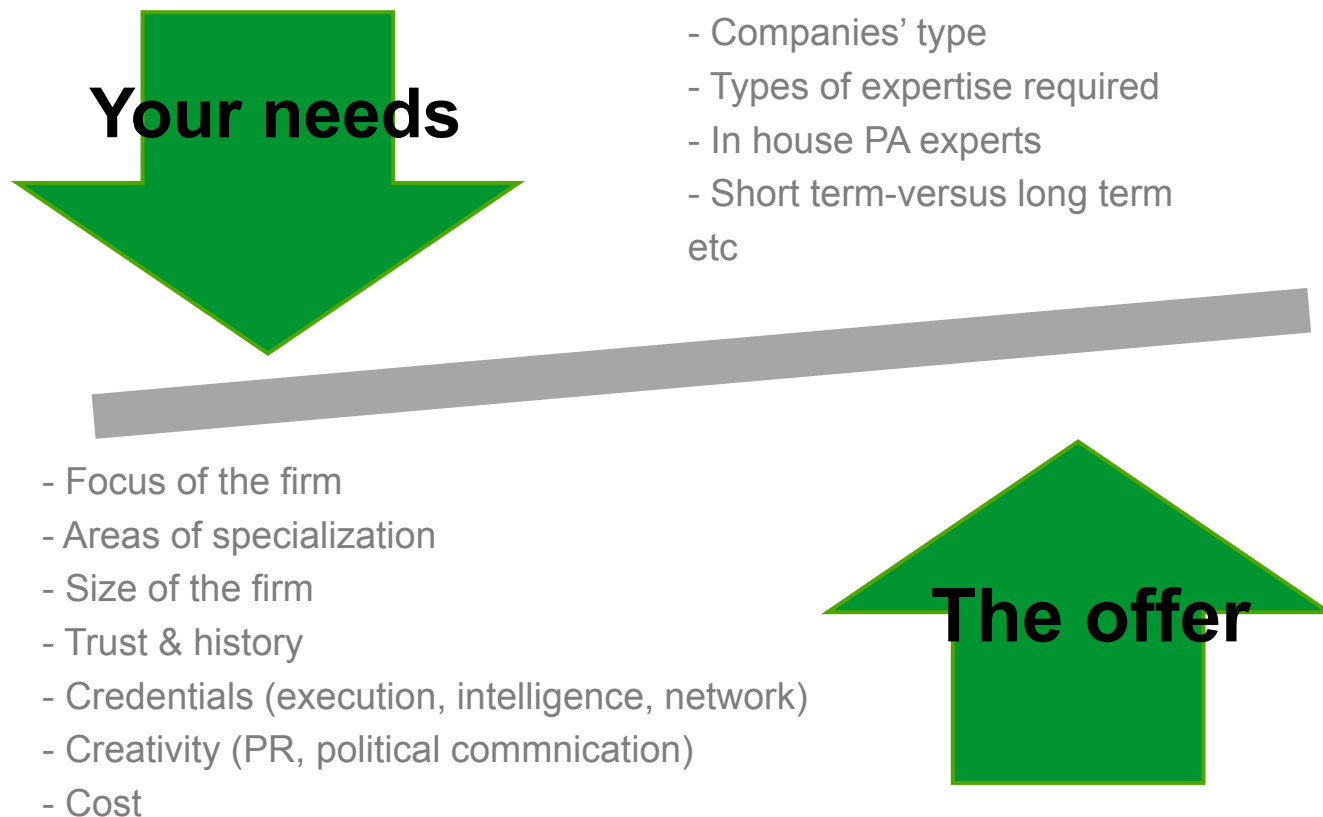
- **Flexibility**

- Adapting to institutional change
- Accepting needs of your industry and business model
- Workload
- Accessibility

- **Trust**

- Compatibility / Alignment of interests
- Discretion
- Consistency with company policy
- Ethics & integrity

# Looking beyond the consultancy reputation – judging by your needs vs the offer



# Be careful with the contract

- Duration
- Compensation (Fees, expenses, incentives, other benefits, methods of payment)
- Work scope (reporting relationships, tasks, deliverables, stewardship)
- Standard of conduct (legal compliance, conflict of interests, post-contract behavior)
- Disclosure & Confidentiality
- Breach of contract
- Termination of contract

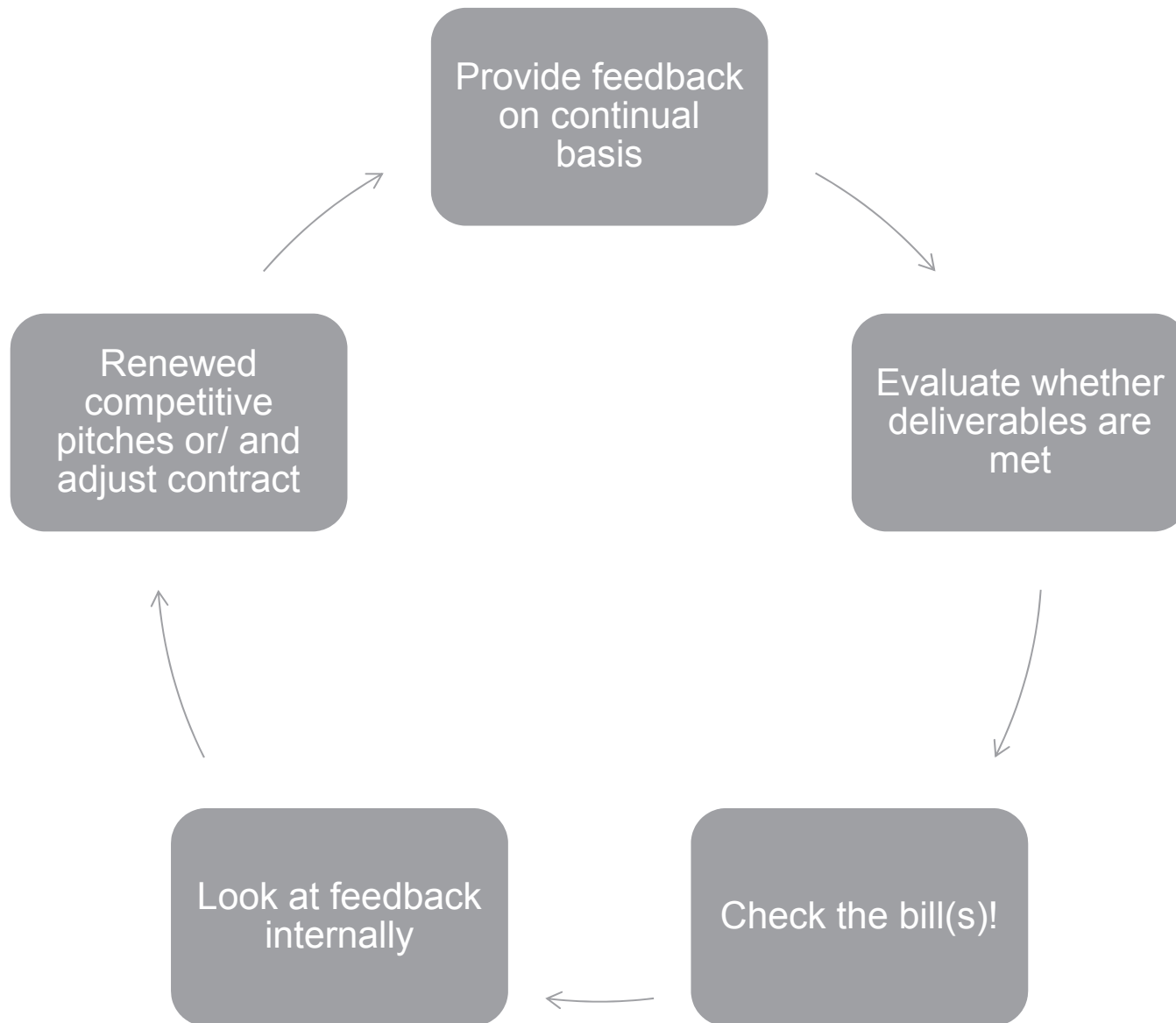
# Be clear on deliverables

KEY DELIVERABLES	FREQUENCY
Interact weekly with state government relations team and provide pro-active strategies to advance and achieve objectives.	Weekly
Telephone updates on issues to provide guidance and feedback on collateral materials used to support policy and procurement opportunities.	Weekly
Provide professional opinion on the best political strategies for each policy and procurement matter.	Weekly
Attend meetings with state officials and cover hearings as directed.	As they occur
Provide company immediate communications on critical developments as they arise.	As needed
Spend five hours interacting with state officials on behalf of the company; derive and communicate follow up actions from those meetings.	Monthly

*Copyright: Philips' approach (US)*



# Keys to longevity in the client-consultancy relationship



# In order to anticipate possible scenarios of relations with an agency

## The Good

- Balance between strategy and execution
- **Result:** Coherence in work, messaging and long-term vision

## The Bad

- A senior staff who delegates work to junior staff, who then fails to deliver
- **Result:** Breach of trust, lack of quality in work

## The Ugly

- Unneeded work focused in the wrong direction
- **Result:** Waste of time and money, deterioration of expectations

# Measuring results

- Did the contract lobbyist meet the goals and objectives set in the contract?
- Is the contract lobbyist and the company still welcomed to the table with the opposition?
- Did the company win the battle at the expense of losing the war?
- Contact reports of the contract lobbyist.
- Media coverage.
- Did the contract lobbyist offer creative solutions to the company's problem?
- Legislators' feedback.
- Was there "fit" with the corporation's culture?
- Did the contract lobbyist demonstrate an ability to establish effective coalitions?
- Did the contract lobbyist demonstrate ability to participate in various levels of the political/legislative process?
- Did the result jeopardize the company's status in the state capital?
- Is an ultimate "win " needed?