

Strategic Planning for Global Public Affairs

APRIL 21, 2021



1. Strategic Planning Distinctions

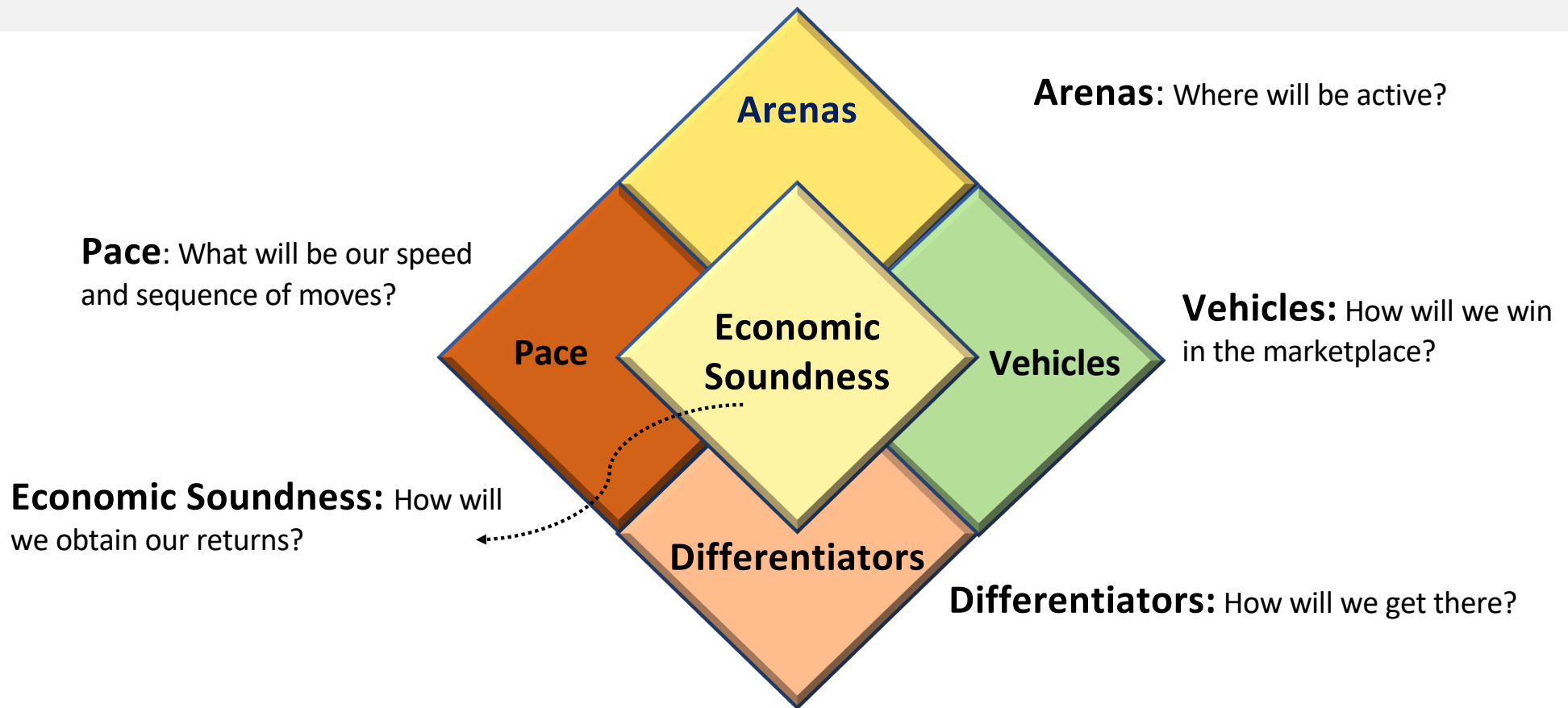
2. Process Points

3. Relationship Building

4. Toolkit Highlights

- **Linking Insights to Strategic Priorities**
- **Risk Identification and Mitigation**

The Strategy Diamond



Source: Adapted from C. Hambrick and James W. Fredrickson,
"Are You Sure You Have a Strategy?," Academy of Management Executive, 19, no. 4

Global Planning Distinctions

1. What country or region are we talking about?

2. The Play

- Shape the conversation
- Bolster corporate reputation and trust
- Cultivate strategic relationships
- Build third-party champions and amplifiers
- Reinforce messaging
- Help advocate for and realize shared goals



Process Points



1

Problem & Opportunity Recognition

- Issue Management
- Current/Future State Analysis

3

Market Insights & Landscape

- SWOT / TOWS
- Strategic Linkage

5

Strategic Priorities

- Risk Identification & Mitigation
- Implementation & Messaging

2

Stakeholder Identification & Mapping

- Insights and Intake
- Research Synthesis

4

Relationship Building

- Partnership Development
- Policy Shaping

Strategic Engagement



SWOT

- A strategic planning tool used to **identify** organizational threats, opportunities, weaknesses and strengths
- Through a **brainstorming** process, **internal and external** factors affecting are grouped for evaluation

VS

TOWS

- Identifies the **relationships** between threats, opportunities, weaknesses and strengths
- Situational analysis **linking internal and external** factors of a business for strategic direction

SWOT Analysis



Strength

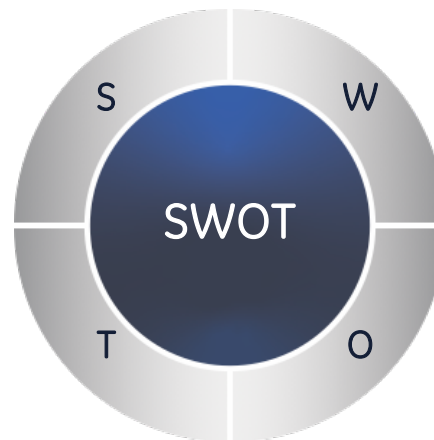
Capitalize

- S1** Unified coalitions and strategic alliances
- S2** Skilled in policy development and public affairs
- S3** Solid corporate image and trust in product quality
- S4** Long-standing regard by country officials

Threat

Identify

- T1** Complexity of foreign laws and increasing regulations
- T2** Evolving cyber and data privacy risks
- T3** Market confusion driven by competitive actions
- T4** Disconnected ecosystem



Weakness

Shore Up

- W1** Reliance on traditional messaging systems to delivery proof points
- W2** Lacking investment in market conditioning to build a policy platform
- W3** Bandwidth of staff
- W4** Misunderstood value proposition and core mission

Opportunity

Invest

- O1** Grassroots campaigns to amplify issue management goals
- O2** Data management and reporting systems for political leaders and NGOs
- O3** Establish partnerships and expertise for policy and license to operate purposes
- O4** Repurpose stakeholder engagement plans for relevancy

TOWS Analysis

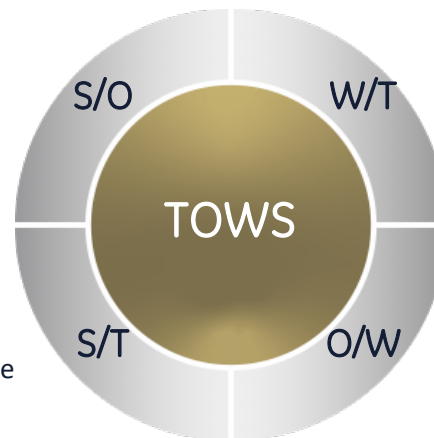


Strengths + Opportunities

- S2, O4** Redesign grassroots programs to elevate partner engagement and mission delivery.
- S4, O2** Use reputational advantage to deliver mission advancing events and programs to increase value proposition.
- S1, O1** Engage strong advocacy groups to maximize resources and increase competitive advantage.
- S3, O2** Tap into centralized resources to capitalize on new technology/software systems for influence management.

Strengths + Threats

- S1, S2, T3** Rebrand programmatic initiatives to mitigate social media influence and impacts on revenue generating programs.
- S2, T1, T3** Source and secure functional expertise to deliver on in-market requirements.
- S1, S2, T2** Re-constitute risk management oversight structure to improve visibility and mitigation on cyber impacts.
- S3, T2, T4** Perform STEEP analysis for risk identification and mitigation pertaining to key strategic priorities



Opportunities + Weaknesses

- W1, O2** Leverage organizational regard to increase and retain favorable market impacts.
- W4, O1, O4** Evaluate stakeholder engagement plan to determine effectiveness of current programs; and analyze new programs to address market needs.
- W2, W3, O3** Develop new staff accountabilities to improve resource allocation
- W1, O1** Create campaigns to foster a competitive advantage.

Weaknesses + Threats

- T3, W1, W4** Develop policy agenda with compelling messaging protocols for all stakeholders.
- T3, W2** Determine strategic priorities and develop financial and operational alliances.
- T1, W4** Develop partner specific impact strategies.
- T1, T4, W1** Address pain points associated with advancing company's brand and protecting reputation.

Strategic Priorities



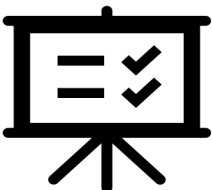
Priority One



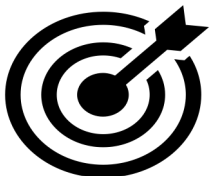
Priority Two




Priority Two



Priority Four



Risk	Mitigation
COVID-19 impacts. The likelihood of more virus-related cases domestically and internationally will hamper engagement efforts along with prolonged operating restrictions for businesses.	 Remedying Actions
Reputational challenge. A portion of of key stakeholders could oppose focus on matters of social discomfort, which could trigger additional flashpoints and negative noise.	
Revenue decline. Changes in the economy and political transitions could adversely affect financial position.	
Service delivery challenges. Failure to pivot from the historical service delivery model could negatively impact future profitability and viability.	

3

**Market Insights
& Landscape**

- SWOT / TOWS
- Strategic Linkage

5

**Strategic
Priorities**

- Risk Identification
& Mitigation
- Implementation
& Messaging

Tactical “Musts”

1. Define Your Issues
2. Identify Your Legislative Champions
3. Build Relationships with Stakeholders
4. Communicate Updates to Coalition Members
5. Integrate Grassroots Advocacy

Thank You



Roi@ewellandassoc.com

Strategic Planning for Global Public Affairs

Thomas F. (Tommy) Goodwin

Vice President, Government Affairs | Exhibitions & Conferences Alliance

21 April 2021





**EXHIBITIONS &
CONFERENCES**
ALLIANCE





Doing good well









Strategic Planning Process









**PROJECT
MANAGEMENT**

STANDARDS

FINANCE

RISK

INITIATE

EXECUTE

CONTROL

QUALITY

COST









The Strategic Divide



Agile principles

- **Rolling wave planning**
- **Iterative and incremental delivery**
- **Rapid and flexible response to change**
- **Open communication (teams, stakeholders, etc.)**



Waterfall

Requirements

Design

Development

Delivery

Maintenance

VS

Agile

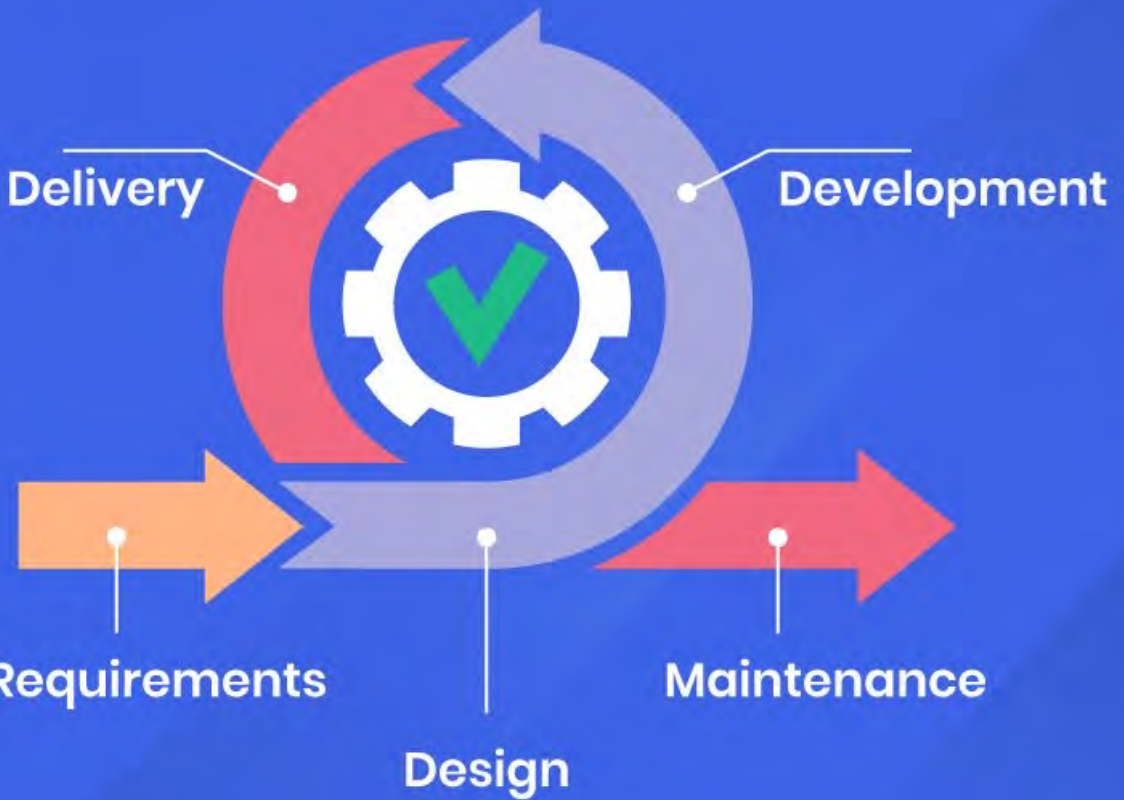
Delivery

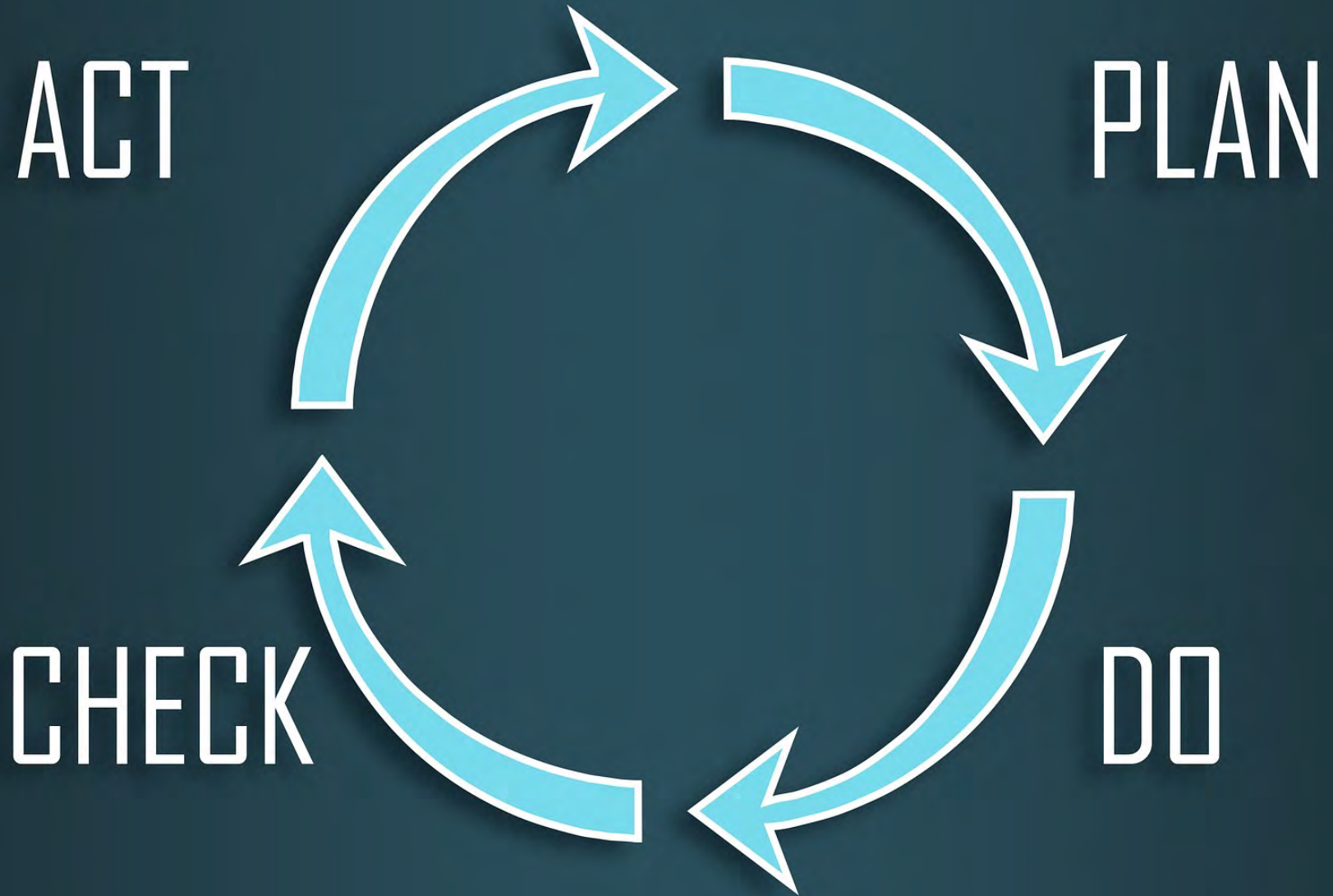
Development

Requirements

Design

Maintenance







Agile strategic planning benefits

- **Exploration focused**
- **Flexible approach**
- **Iterative process**
- **Many possible solutions**
- **Continuous learning**



Examples



STRATEGIC PLANNING

Planning Doesn't Have to Be the Enemy of Agile

by Alessandro Di Fiore
SEPTEMBER 13, 2018



***HBR* benefits**

- **Frameworks and tools able to deal with a future that will be different**
- **Ability to cope with more frequent and dynamic changes**
- **Opportunity for a true strategic conversation (vs. numbers game)**
- **Resources and funds are available in a flexible way for emerging opportunities**



**OUTCOME: Being beady for an
ever-changing world**





**EXHIBITIONS &
CONFERENCES**
ALLIANCE







Thank you!

Thomas F. (Tommy) Goodwin
Vice President, Government Affairs | Exhibitions & Conferences Alliance
21 April 2021



April 21, 2021



Public Affairs
Council

Strategic Planning for Global Public Affairs

Sean Callinicos

Vaccine Company Pandemic Policy Planning

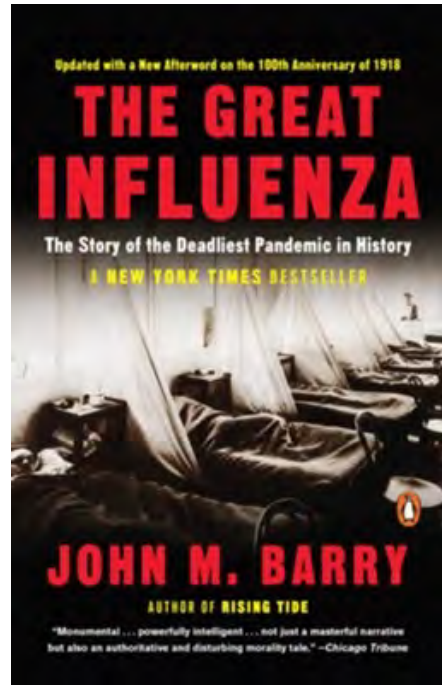
Background

- 2004-09: Sanofi Pasteur (Lyon, France), world's largest vaccine company, only domestic US flu vaccine producer
- Global avian flu trend line "ominous but not predicative"
- Range of other global pandemics possible
- Worldwide, public health officials extremely concerned, esp. due to the then recent SARS epidemic
- Media coverage, often sensationalist, reflects deep public concern

Vaccine Company Pandemic Policy Planning



Vaccine Company Pandemic Policy Planning



<https://abcnews.go.com/Politics/george-bush-2005-wait-pandemic-late-prepare/story?id=69979013>

Vaccine Company Pandemic Policy Planning

Key Pandemic policy issues facing company

- Liability protection, worldwide, but primarily US
- Anti-trust protection
- Funding for production expansion and purchases

Vaccine Company Pandemic Policy Planning

Liability Planning

1. Internal alignment

- Global/US
- Business/External Affairs
- Legal – US/international regimes
- Regulatory

Vaccine Company Pandemic Policy Planning

Liability Planning

2. Resources

- Internal government relations department
- External government relations firms
- External law firms
- Company vs. trade group vs. coalition?
- Which trade group to work with?
- Other externally-focused resources?

Vaccine Company Pandemic Policy Planning

Liability Planning

3. Administration/Hill Strategy

- Congressional timelines vs. business/production timelines
- Outreach to third party groups?
- Bipartisan or partisan?
- Legislative champions?
- Regular order or expedited procedures?

Vaccine Company Pandemic Policy Planning

Outcome – Public Readiness and Emergency Preparedness (PREP) Act

- In late 2005, the Act became law after being added to an appropriations bill.
- It provides “broad liability protection” for “the manufacture, testing, development, distribution, or use” of vaccines and other countermeasures,
<https://www.hrsa.gov/get-health-care/conditions/counter-measures-comp/cicp-antiviral-info.html>.
- Act invoked during the 2009 swine flu and 2020-21 Covid-19 pandemics.
- In both cases, the Act was crucial for the rapid invention, production, and distribution of vaccines.

Contact Information

Sean Callinicos

Head of Government Affairs

Sonova

sean.callinicos@sonova.com

Strategic Planning for Global Public Affairs

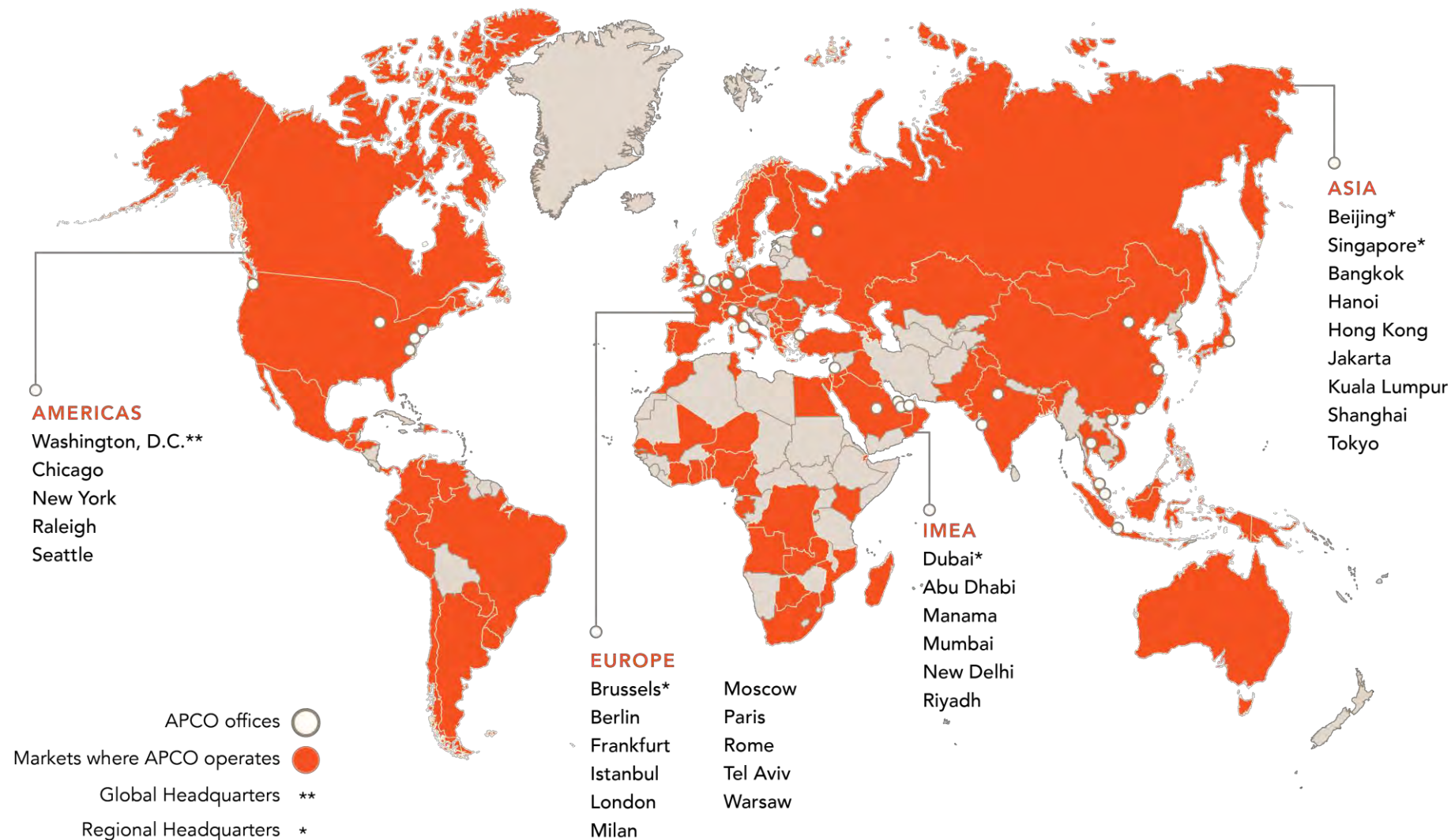
April 21, 2021

Dasha Iventicheva
APCO Worldwide





Our Global Capabilities



Strategic Planning Building Blocks

Defining the goal: what does success look like?

Research: landscape analysis (issues and stakeholders)

Activation: prioritization, tactics and engagement

Strategic Planning Priorities: *Building an Effective Stakeholder Engagement Strategy*

Example: Position client as an **influential and authoritative voice** in the conversation around future of work, education and workforce development, while **building positive relationships and creating engagement opportunities** with other stakeholders who will influence the course of labor, employment and education policy

- 1 Issues and stakeholder identification
- 2 Prioritization and internal alignment on a common vision
- 3 Engagement strategy development: aligning priority issues, stakeholders and tactics
- 4 Maintaining momentum – monitoring, reacting, adjusting and refining

Strategic Planning Priorities: *New Approach to Research*

Example: Help the client develop an **new global brand story to increase recognition** among current and future audiences in the United States and internationally; build a strategy that will **activate on the refined identity** to elevate and **increase global engagement**

- 1 Understanding internal stakeholders and priorities
- 2 Understanding the external environment – competitors, customers, influencers
- 3 Clearly define priority audiences and build a content strategy to differentiate in a competitive media landscape
- 4 Adopt a 360-degree approach to external engagement to build relationships with priority audiences

Strategic Planning: Best Practices



Define your goals: **specifics** matter



Define your priorities: 360-degree approach to **issues identification and prioritization**



Define your audience: differentiating between **internal and external stakeholders**



Define your tactics: activating on **priorities** and **strengths**



Define success: metrics, **measurement** and communication

Thank you!



Dasha Iventicheva

Associate Director

diventicheva@apcoworldwide.com