



Evaluating & Communicating your Public Affairs Work

25th April 2024, Athens

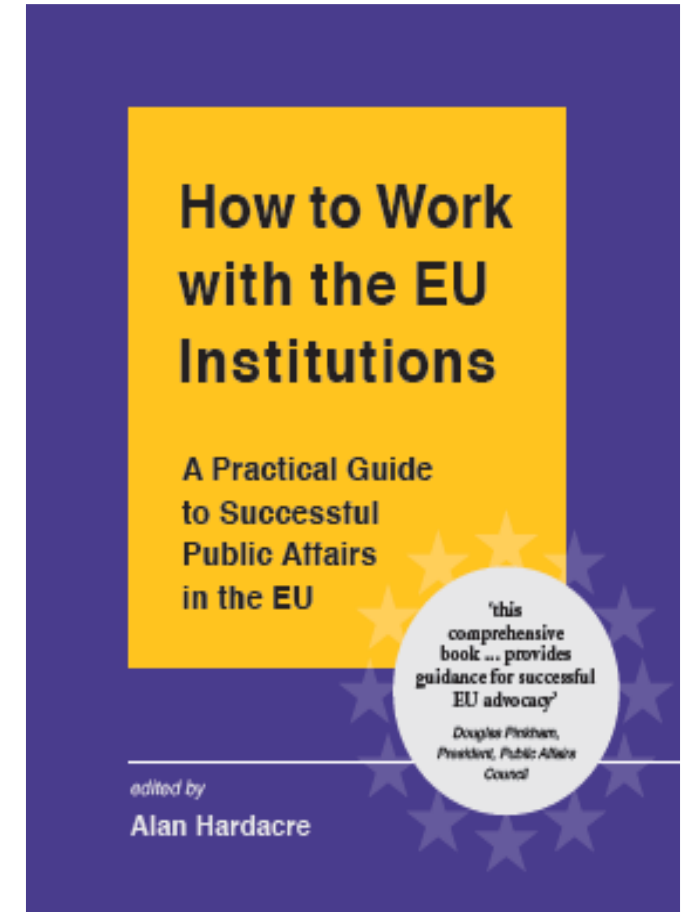
Dr Alan Hardacre



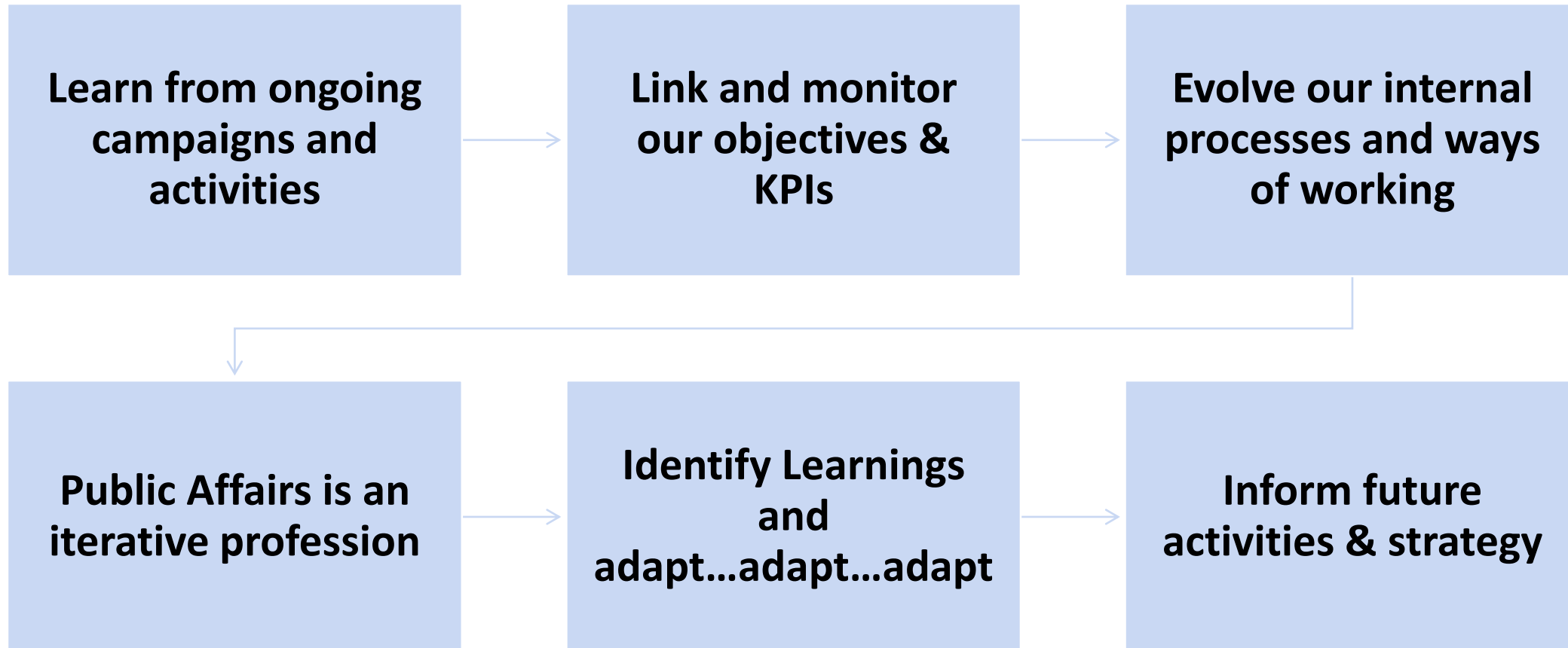
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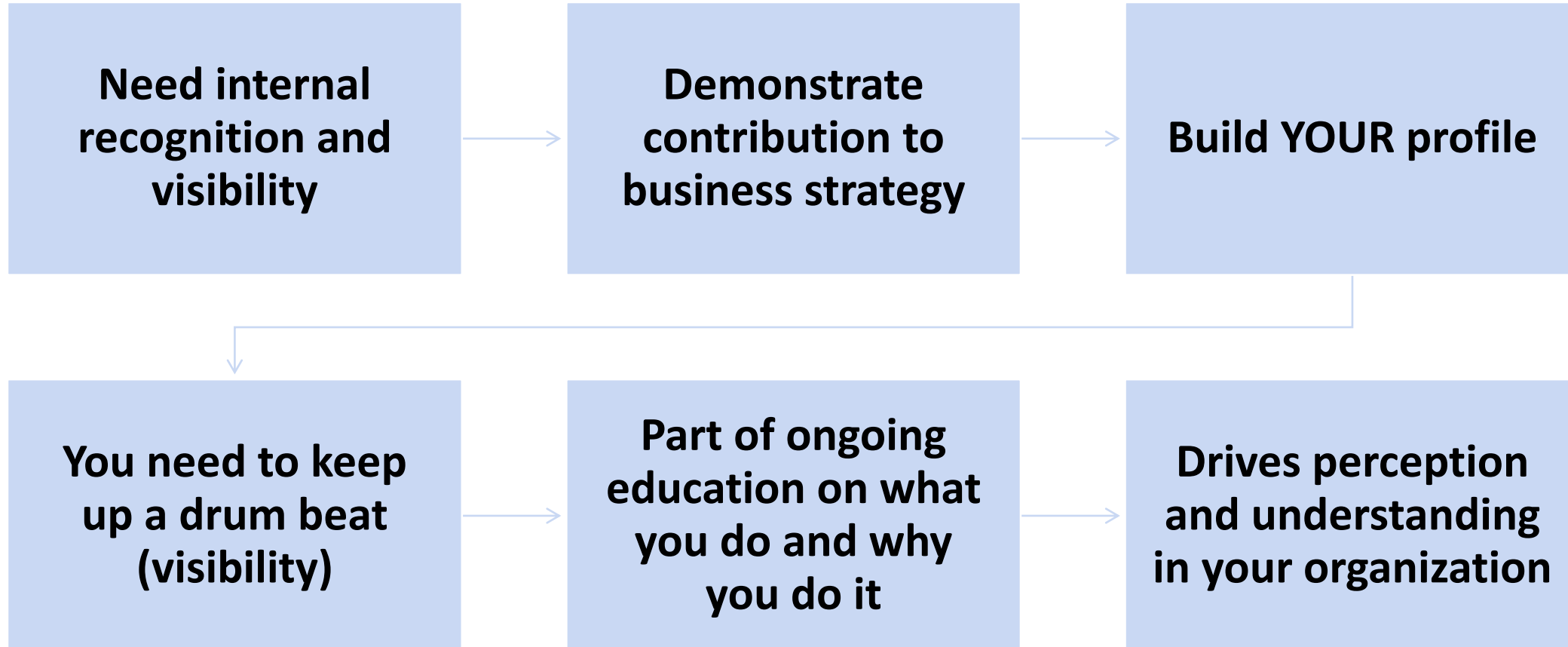
- ▶ Co-founder of www.Advocacy-Academy.com / www.AdvocacyStrategy.com
- ▶ Passionate about professionalizing Public Affairs
- ▶ Consulting, Teaching, Coaching on Public Affairs
- ▶ ex-Director of Corporate Affairs @ Imperial Brands
- ▶ Over 25 years Public Affairs experience
- ▶ Author of several articles & books
- ▶ Long time Board Member of Public Affairs Council
- ▶ Visiting Professor in UK, Thailand, Switzerland, Belgium, Netherlands



Why Evaluation?



Why Communicate your Public Affairs Work?



Evaluation

3 Keys to Evaluation Success



**Indicators (KPI); Baselines;
Metrics**



**What you evaluate:
campaigns, ways of working,
processes, memberships,
consultants etc. WHAT &
HOW**



**Evidence / Data / Supporting
Information**



How to Measure Influence

Process Tracking:

- Step-by-step identification of all relevant events and stakeholders in a given lobbying process.
- Outline detailed causal relationships between lobbying groups, their actions, and the actual policy outcomes.
- The result is a story about influence rooted in evidence.

Preference Attainment:

- Checking whether an organization's goals (the KPIs) have been achieved.
- Cheap and simple, it does not reveal much about influence.
- Need to link preference attainment to the lobbying activities

Perceived Influence:

- Which organizations are regarded as influential?
- Method is easy to apply, but it is subjective.
- By increasing sample (internal and external) you can neutralize these biases.

Types of Evaluation

- ▶ Reflection time (you book in time to sit back and evaluate)
- ▶ Team time (you book in team time to structure a discussion around evaluation)
- ▶ You survey key stakeholders / associations / others to gather data
- ▶ You engage consultants to run surveys and evaluations for you



You Evaluate the WHAT and the HOW

- ▶ The WHAT: Your outcomes / legislative outcomes
- ▶ THE HOW: Your events / your channels / your meetings / your reputation / your associations / your consultants ...

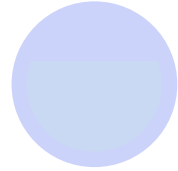
Most Common Measurement Methods for Public Affairs

External Stakeholder Perception



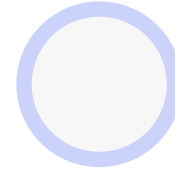
How to Use It:

Commission surveys of stakeholders to measure attitudes about the company's overall reputation and public affairs efforts.



When to Use It:

Companies frequently conduct external polls. Some firms survey thought leaders to see if their voice is being heard on public policy matters



Advantages:

Data is useful for benchmarking perceptions about the company's influence and reputation with specific audiences.

Legislative Wins/Losses



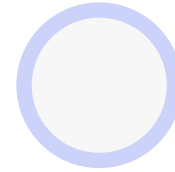
How to Use It:

Set legislative priorities with top management at the beginning of the legislative session and issue a report annually.



When to Use It:

This method is often used to evaluate government relations staff, but political gridlock can make it problematic.



Advantages:

Clear legislative goals provide clarity about success or failure of advocacy efforts.

Costs Avoided/Reduced



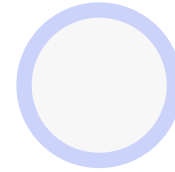
How to Use It:

Document cases in which public affairs saved the company money through effective advocacy and stakeholder engagement.



When to Use It:

Firms use this method to tally savings associated with actions taken to affect legislation, regulations or inefficient business practices.



Advantages:

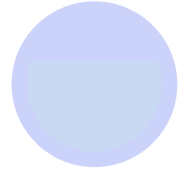
This approach can be particularly effective in heavily regulated and data-driven companies.

Revenue Created



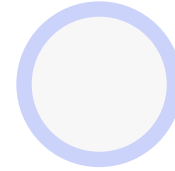
How to Use It:

Document cases in which public affairs earned the company money through effective advocacy and stakeholder engagement.



When to Use It:

Firms use this method to track new revenue associated with efforts to improve market access or directly support the sales function.



Advantages:

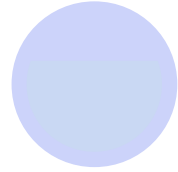
Public affairs teams that work globally or in support of government sales often have opportunities to create revenue.

Return on Investment



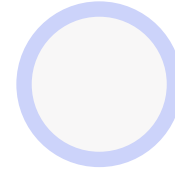
How to Use It:

Compute total gains (cost savings plus revenue created), subtract the fully loaded cost of public affairs and divide the total by the cost.



When to Use It:

If accurate data exist to support costs reduced/avoided or revenue created, then this method can be extremely useful.



Advantages:

Senior management understands ROI. Much of the time, however, public affairs teams lack data to prove ROI.

Evaluating Associations: Quantitative and Qualitative

▶ Effectiveness

- Does the association help the staff do their jobs better?
- Were leg. goals consistent with company goals?
- Did the leg. outcome meet expectations?
- Effort:
 - Did time spent on your needs meet expectations?
 - Did importance assoc. placed on your issues meet expectations?

▶ Quality

- Quality of work?
- Accuracy of strategic advice?
- Accuracy of leg. assessment?
- Timeliness of information
- Communications
- Staff skills, knowledge, contacts
- Leadership/representation
- Reputation

Evaluating Contract Lobbyists

▶ Criteria

- Legislative/regulatory outcome
- Amount of time spent lobbying
- Level of importance placed on your issue(s)
- Quality/accuracy of work
- Uniqueness of information/counsel
- Time management
- Responsiveness/communication/availability
- Skills, knowledge, contacts, reputation

▶ Scale

1 = exceeds expectations

2 = meets expectations

3 = did not meet expectations

Communicating Value



Critical to your Internal Success

Communicating Value is Critical



Internal stakeholders need to understand the role[s] we play and the roles we can play

We need to be embedded and aligned in the business [cross-functional / looking forward]

We need to be visible and leading in the organisation

We need to be making tangible and understandable contributions to the agenda (and seen to be making them)

We need to be driving support for the future of our organization

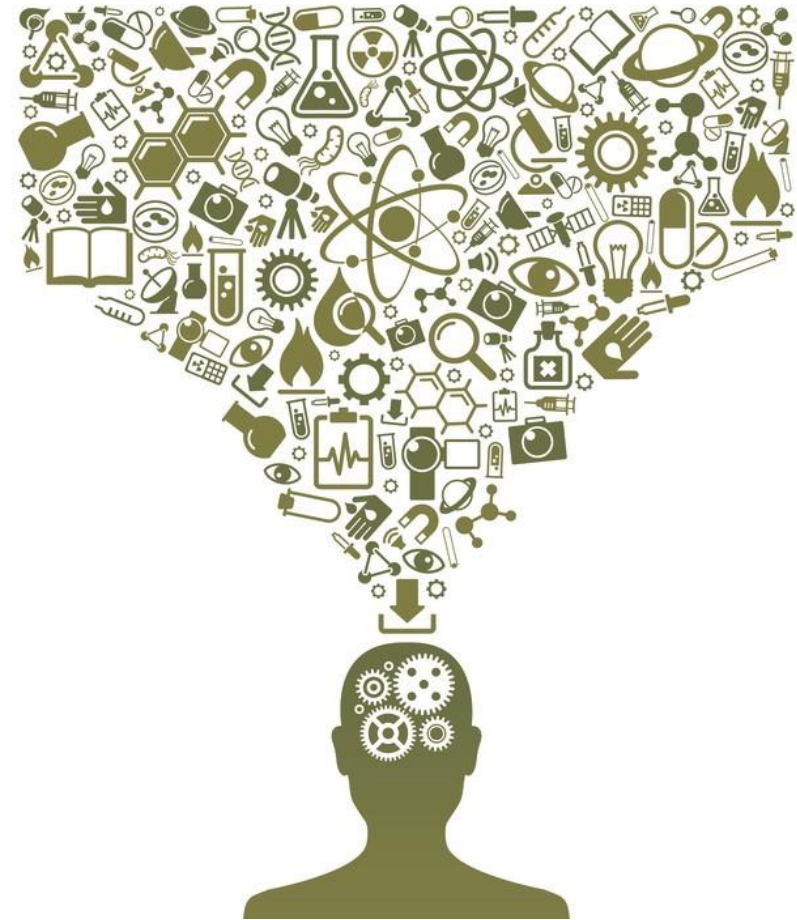
Communicating your Objectives



- People understand (and know) what you are trying to achieve
- They are bought into what success looks like (and what it brings them)
- You have joint objectives that improve their life (in some way)
- Your objectives are crafted in ‘their’ language (usually \$\$)
- You have communicated/updated against progress

Public Affairs Education 'Gap'

- How does Public Affairs impact your organization?
- How do you showcase your successes and your function?
- You need to agree on:
 - How best to record your successes
 - What needs to be quantified
 - How best to present this
- You need to build a system that fits your company culture.
- Differentiate between 'what' and 'how' success

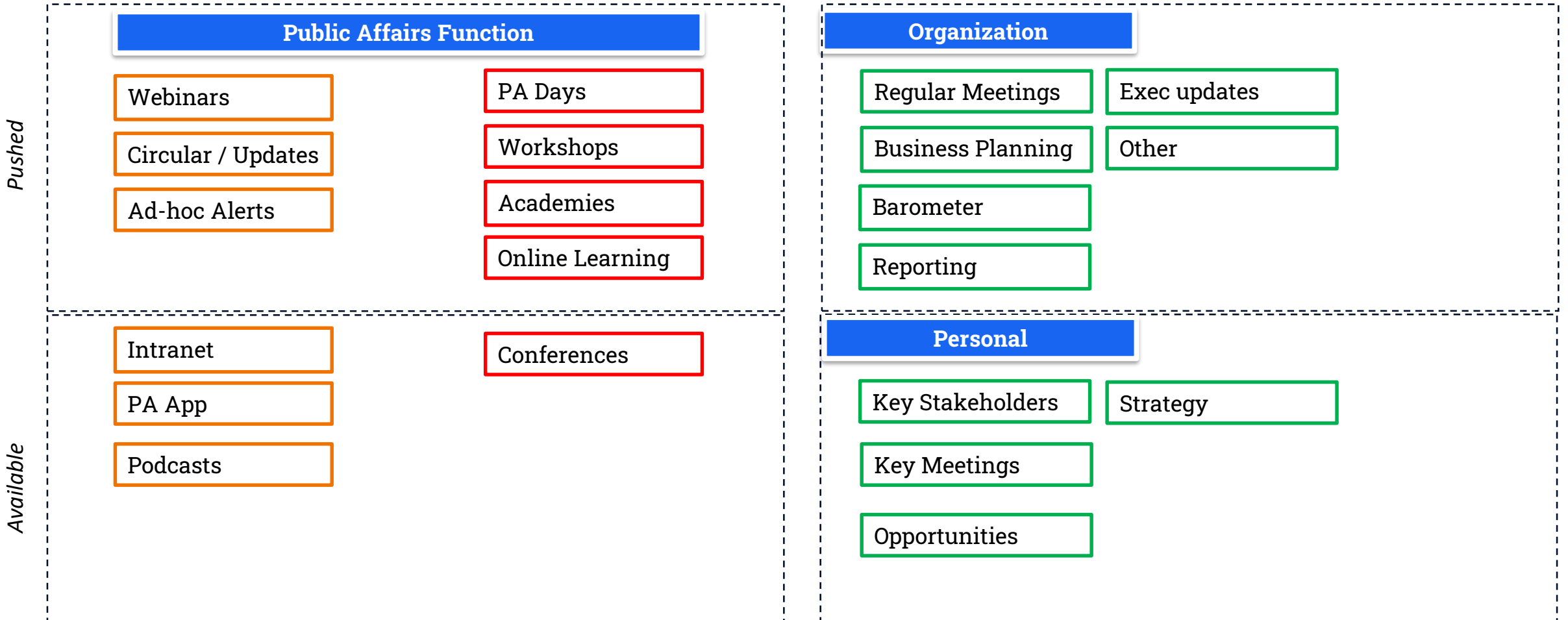


Public Affairs Education Strategy...



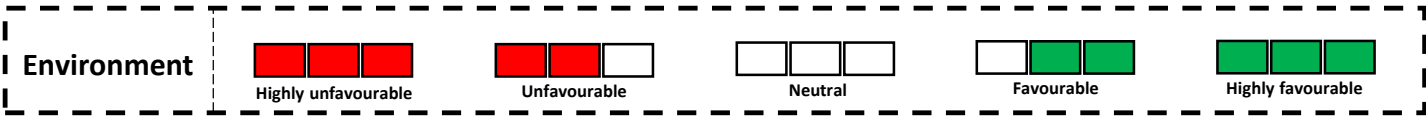
- Hard-wired to the organization strategy (through objectives) – you talk the same language...
- Present in key business meetings / reviews etc – you are in the same places...
- Ensuring all your people are in local management team meetings
- Supplying materials to all markets on who you are, what you do, what your strategy is
- Having internal ‘education’ campaigns i.e. everyone in their local market giving the same message
- Role of the function: Reactive or Proactive? Cost Centre or Investment?

Example Public Affairs Communication Framework

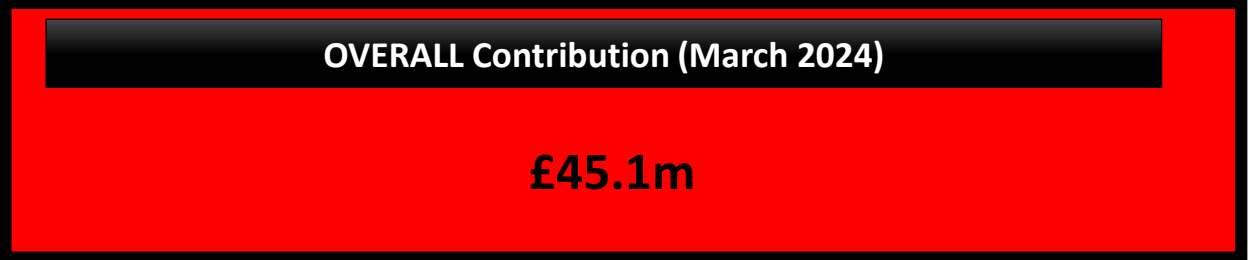


Public Affairs 2024 Dashboard Template

Updated: April 2024



Issues		Risks-Opportunities: £XX			
Country	Issues	Status			\$m Impact
Netherlands	A	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	£XX
	B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	C	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
UK	A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	TBC
	B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	C	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
France	B	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	£XX £XX
	C	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Belgium	A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	£XX
	B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	C	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Norway	A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	£XX
	B	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	C	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Finland	A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	£XX £XX
	B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	C	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sweden	A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	£XX
	B	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	C	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Denmark	A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	£XX
	B	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	C	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	




Issues Key Wins

Financial Contribution (What)

Future Foundations (How)

- ✓ **XX**: Delayed XX(£8m)
- ✓ **XX**: Tax ended (£6m)
- ✓ **XX**: Ban removed (£1.1m)
- ✓ X
- ✓ X

- ✓ Political outreach across spectrum in XX building for future
- ✓ New Trade Association created in XX country
- ✓ New key relationships built in XX country
- ✓ X
- ✓ X





Evaluation is an essential part of successful advocacy. It is the mechanism by which you improve and embrace learnings.

Communicating value is critical to your longer-term (internal and external) success in Public Affairs.

Evaluation should be constant. Set aside time dedicated to this. Evaluate as much as you can.

You should develop a clear plan for how you will communicate value (what, when, how and who).

Evaluate against objectives, campaigns, processes, providers, memberships, ways of working – anything that is part of your advocacy.

Communicating value needs to be premised on what your internal stakeholders want and understand (use facts / data).