



WHAT IS YOUR PUBLIC AFFAIRS STRATEGY?

NN'EMEKA MADUEGBUNA

CHAIRMAN, C&F PORTER NOVELLI
GT PRO MASTERCLASS ON GOVERNMENT
- BUSINESS RELATIONS & PUBLIC POLICY
STRATEGY

THURSDAY, JUNE 22, 2023



OUTLINE

- The Concept of Public Affairs
- The Scope of Public Affairs
- The Mechanics of Public Affairs Management
- Public Affairs Management in practice
- Looking Ahead
- Discussion

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THE CONCEPT OF PUBLIC AFFAIRS



➤ WHAT IS PUBLIC AFFAIRS?

“Public affairs is an organization’s strategy to monitor, manage and impact its business environment. It integrates government affairs; advocacy; communications; environmental, social and corporate governance; and issues management to influence public policy, build a strong brand and find common ground with stakeholders.”

The Public Affairs Council www.pac.org : The leading international association for public affairs professionals



Public Affairs Council

POLITICS & BUSINESS

- Influences almost every aspect of corporate life.
- Affects all organisations: large and small; commercial and not for profit.
- Businesses do not exist in a vacuum

➤ THE ESSENCE OF PUBLIC AFFAIRS

- Influencing public policy
- Building and maintaining strong relationships with government officials (legislative & executive)
- Engaging with and monitoring stakeholders

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THE SCOPE OF PUBLIC AFFAIRS

COMPONENTS OF PUBLIC AFFAIRS MANAGEMENT

Government Relations

Issues Management

Earned Media

Paid Media

Corporate and Social Responsibility

Strategic Communications Advisory

COMPONENTS OF PUBLIC AFFAIRS MANAGEMENT T CON'T

Component	Essence
Government Relations	Broad range of strategies designed to influence public policy.
Issues Management	Identification and appropriate response to emerging trends or changes in the socio-political environment
Earned Media	Publicity that is gained through promotional efforts other than paid media and cuts across traditional and social media
Paid Media	Publicity gained through a paid placement, such as advertising, paid influencers, paid content promotion, and social media ads.
Corporate Social Responsibility	Assessment and responsibility for the environmental and social impacts of operations and engagement of society in ways that serve the public interest.
Strategic Communications Advisory	Provision of counsel on why, when where and how to show up in the public square, and how to advance public affairs agendas in today's polarized environment .



PUBLIC AFFAIRS TOOLS

- Strategy
- Intelligence
- Outreach
- Mobilization



PUBLIC AFFAIRS TOOLS CONTINUED



PUBLIC AFFAIRS TOOLS CONTINUED



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PUBLIC AFFAIRS TOOLS CONTINUED



THE MECHANICS OF PUBLIC AFFAIRS MANAGEMENT



➤ IDENTIFICATION OF OBJECTIVES

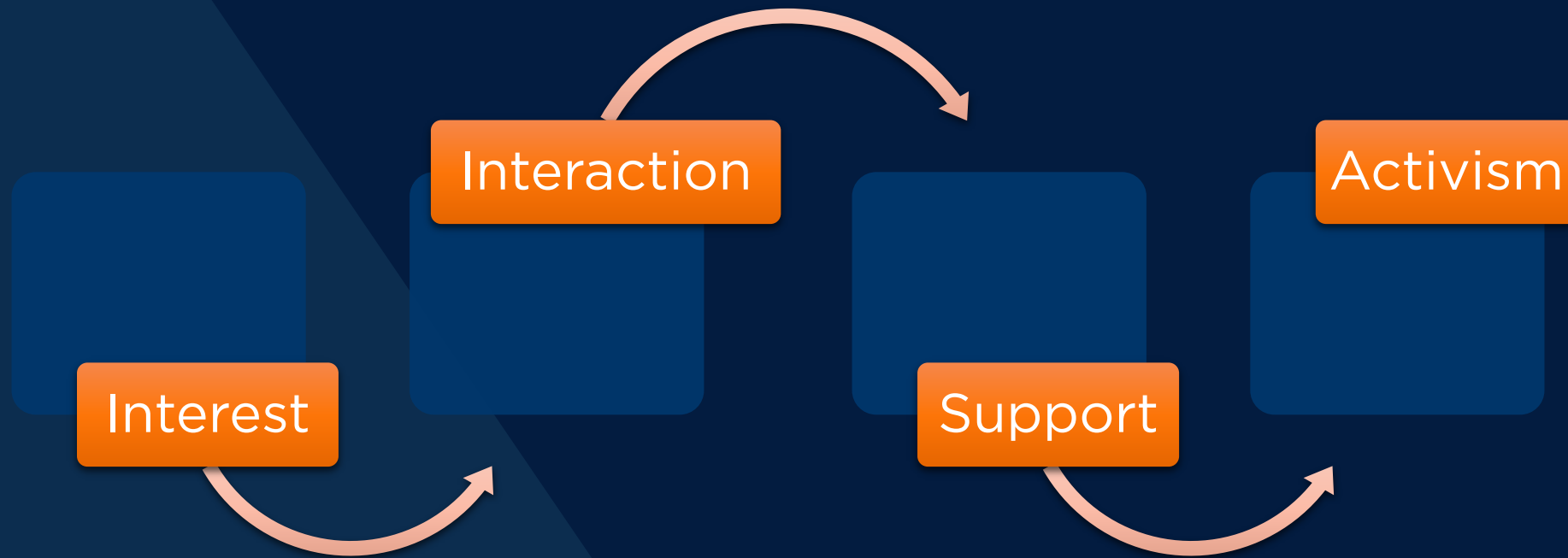
- Understand the challenges
- Establish key challenges: short term and long term.
- Identify elements of public policy that would be beneficial to change.
- Awareness of relevant government policy and priorities.

Objectives : Primary and Secondary.

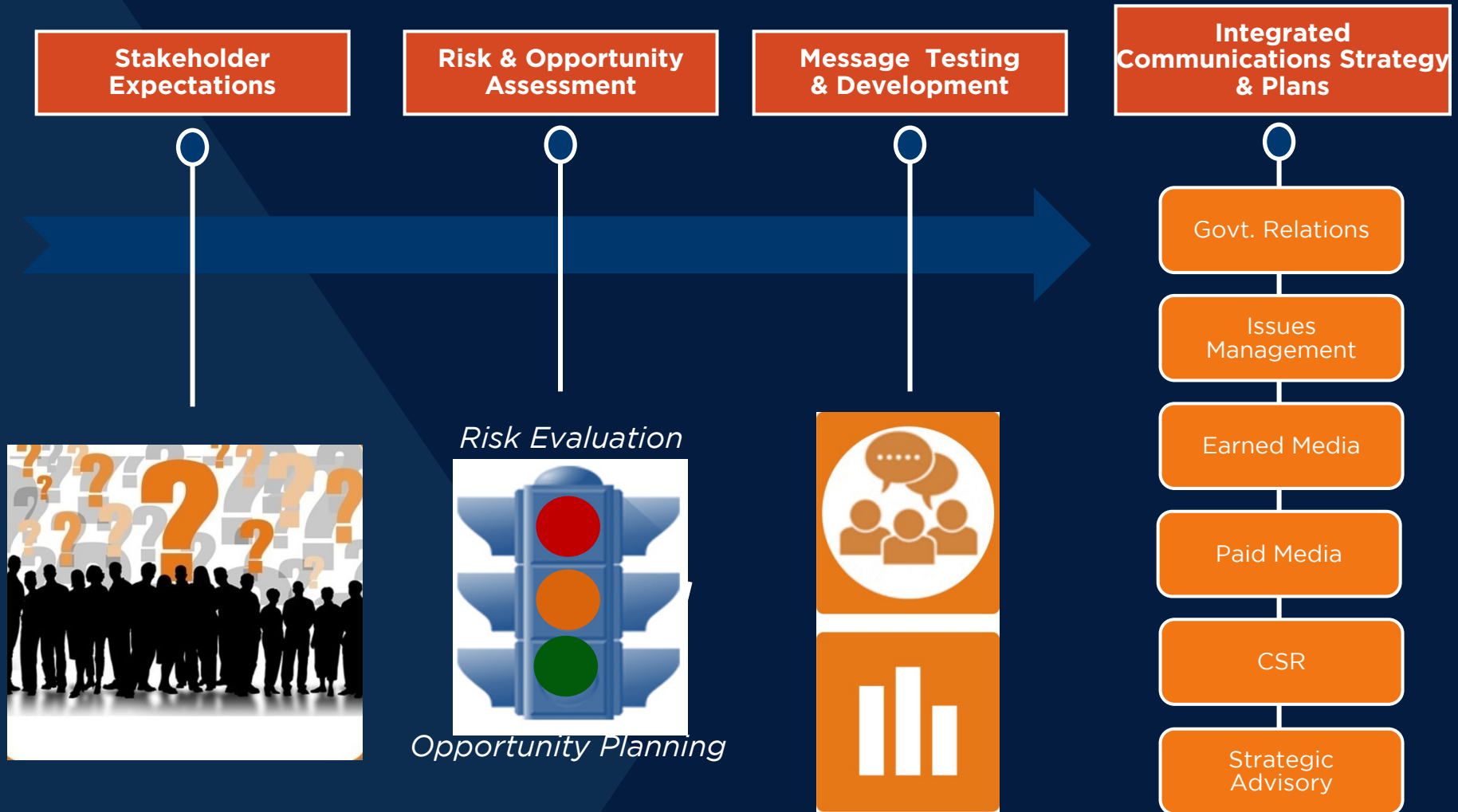
STAKEHOLDER MAPPING



➤ MOVING AUDIENCES FROM INTEREST IN ISSUES TO BECOMING SUPPORTERS

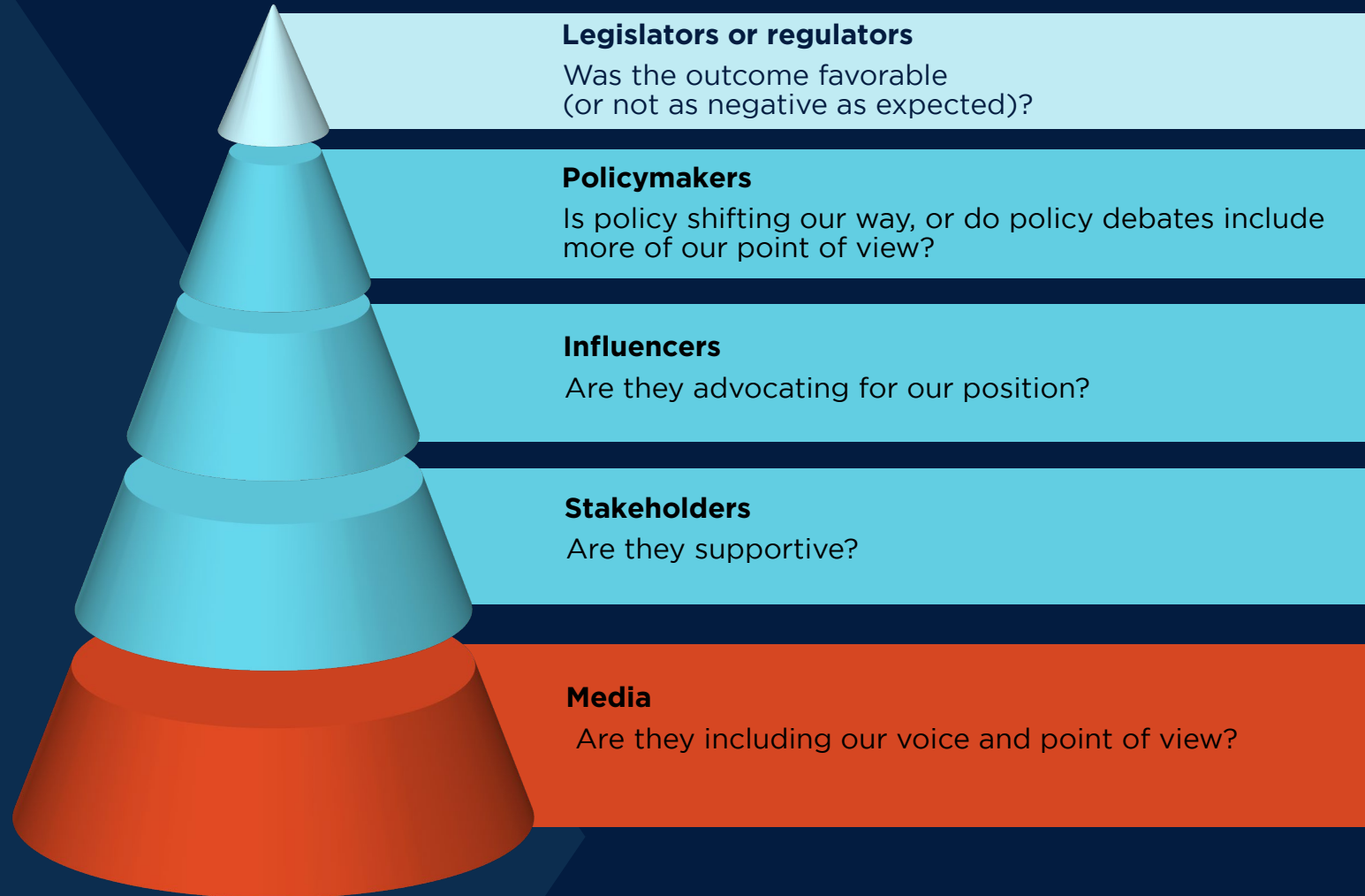


STRATEGY DEVELOPMENT





DRIVING BEHAVIOR CHANGE



PUBLIC AFFAIRS MANAGEMENT IN PRACTICE

Campaign to Secure Passage of
Demutualisation Bill

THE NIGERIAN
STOCK EXCHANGE

The Sustainable Exchange Championing Africa's Growth
EQUITIES · FIXED INCOME · ETFs

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Background

➤ The Brief

- **July 2017:** Nigerian Stock Exchange (The Exchange) mandated C&F Porter Novelli to serve as its adviser in securing passage of the Demutualization of The Nigerian Stock Exchange Bill, 2017 (the “Bill”)
- **Scope of work:**
 - Provision of technical and other assistance .
 - Dealing with lobbying and other public affairs issues .
- **Deadline:** By end of first half of 2018.

➤ THE SITUATION

- Navigation of several legal and regulatory hurdles.
- Private Member Bill most effective and time-efficient approach
- Second reading in both the House of Representatives & the Senate
- Next steps:
 - Committee work
 - Public hearing
 - Laying of committees' reports
 - Third reading and passage of the bill in both chambers
 - Executive branch assent.

A person is shown from the chest down, sitting at a desk. They are wearing a light blue button-down shirt and are writing in a notebook with a white pen. Their left hand is resting on the notebook. On the desk, there is a laptop with a red cover, a black and white coffee cup, and some papers. The background is a blurred green outdoor setting. The entire image has a dark blue overlay with a diagonal line.

CAMPAIGN PLANNING

IDENTIFICATION OF OBJECTIVES

Seek to create a positive legislative environment for expedited passage of the Bill within the life of the current National Assembly.

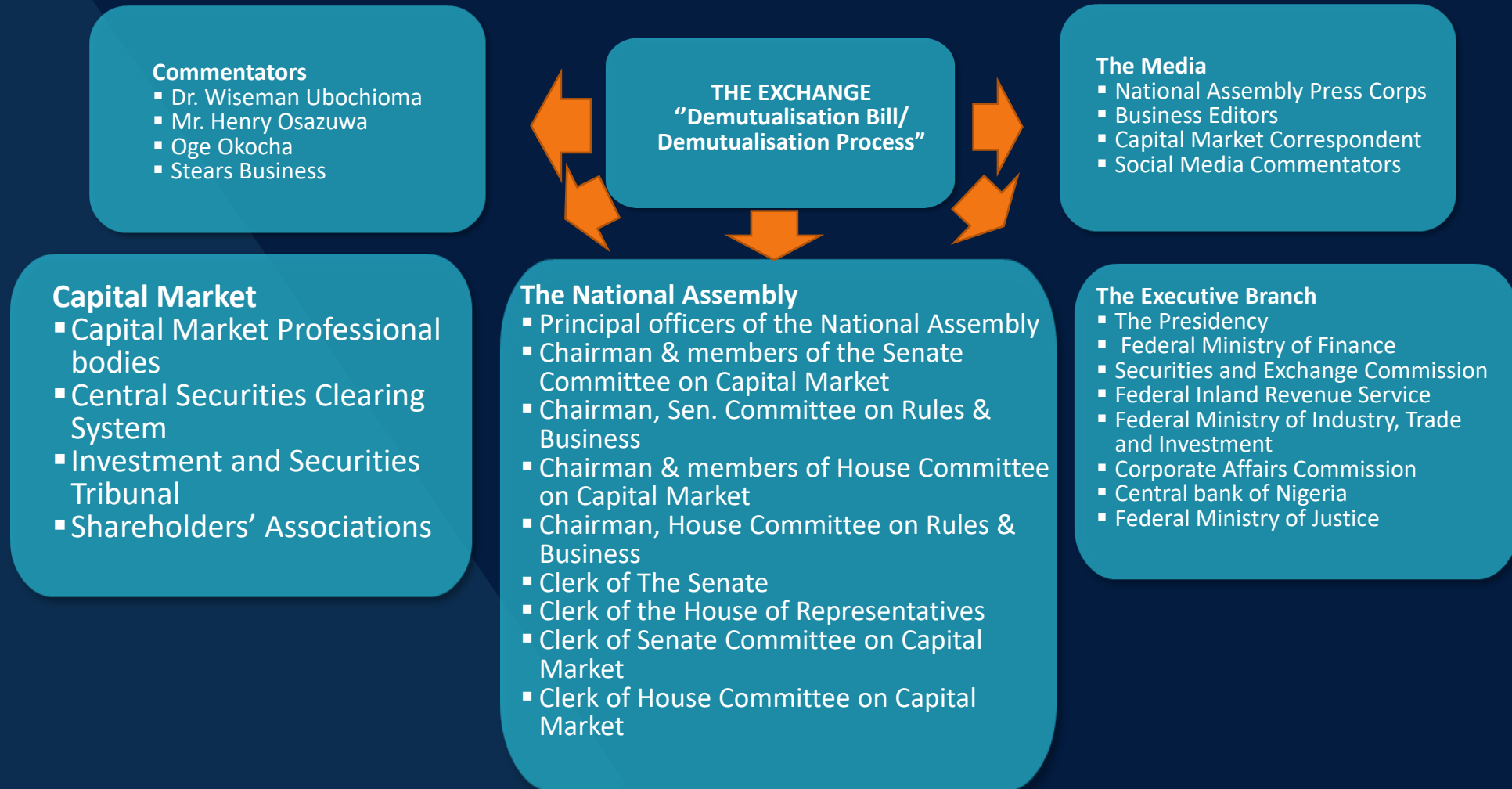
Indirectly address the broader Demutualization issues.

**KEY
ELEMENTS**

Facilitate the process of reaching common grounds between key members of the legislature and other key stakeholders.

Sell the process at all stages to stakeholders.

IDENTIFICATION OF STAKEHOLDERS



STAKEHOLDER MAPPING: BASELINE ASSESSMENT

**BASELINE
ASSESSMENT:**
Addressed four
Sets of
Interlocutors for the bill

Track 1: The Nigerian Stock
Exchange

Track 2: The National
Assembly

Track 3: Other Stakeholders

Track 4: Media Organisations
and Professionals

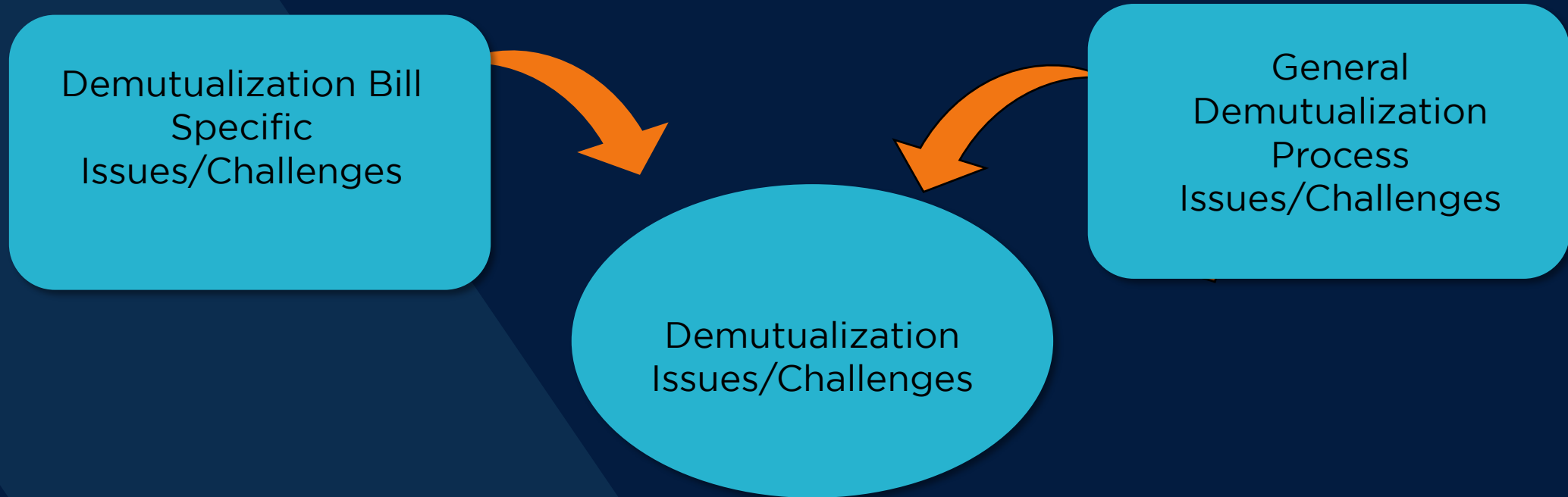
STAKEHOLDER MAPPING: RESULT OF BASELINE ASSESSMENT

Track	Findings	Next Steps
The Nigerian Stock Exchange	<ul style="list-style-type: none"> Awareness creation activities Consultations with : FMOF, FMITI, SEC, CIBN, etc 	<ul style="list-style-type: none"> Continuous creation of awareness/ understanding Intensify consultations
National Assembly	<ul style="list-style-type: none"> Bill progressed to second reading in both House of Reps & Senate Lawmakers from both chambers seem favourably disposed to the Bill 	<ul style="list-style-type: none"> Build on the favourable disposition that currently exists towards the Bill. Provide more information on the demutualisation process
Joint Public Hearing on Bill	<ul style="list-style-type: none"> Memoranda received from NSE, SEC, CSCL,, CIS, IST, CBN, FMOF, FMITI, etc. Widespread support for the Bill by participants , Some very vocal reservations 	<ul style="list-style-type: none"> Address the reservations

STAKEHOLDER MAPPING: RESULT OF BASELINE ASSESSMENT CONT'D

Track	Findings	Next Steps
Capital Operators & Commentators	<ul style="list-style-type: none"> • Demutualisation of The Exchange long overdue and a welcome development • Reservations: Transparency of the process; Ownership & board composition; Potential SRO/ Profitmaking conflict; Possible foreign takeover 	<ul style="list-style-type: none"> • Continuous creation of awareness/ understanding • Intensify consultations • Address the specifics of the reservations
Media Organisations & Professionals	<ul style="list-style-type: none"> • Reportage and commentary by stakeholders. • Reports reflect most of the concerns, relatively low level of understanding of the demutualisation process and the Bill. 	<ul style="list-style-type: none"> • Educate the media • Carry the media along

STAKEHOLDER'S EXPECTATION: ISSUES & CHALLENGES



➤ BILL-SPECIFIC ISSUES/CHALLENGES

ISSUES	STAKEHOLDER GROUPS
<p>Section 3 : Tax Obligation</p> <ul style="list-style-type: none"> Absolves The Exchange from any obligation arising from the demutualisation process. 	<p>The Executive Branch</p> <ul style="list-style-type: none"> Federal Inland Revenue Service Federal Ministry of Finance The Presidency
<p>Sections 5 and 6 : Dispute Resolution (Claims Review Panel & Claims Procedure)</p> <ul style="list-style-type: none"> Introduced by the Exchange at the hearing Creates an internal dispute resolution process to resolve claims that may result from the time of demutualisation. 	<p>Commentators</p>
<p>The So-called “Proper version” of the Bill</p> <ul style="list-style-type: none"> Another bill that was reportedly drafted and submitted to the National Assembly 	<p>National Assembly</p> <ul style="list-style-type: none"> Capital Market and Institutions Committee Chairmen . Leadership of the National Assembly. <p>Commentators</p>



GENERAL ISSUES/CHALLENGES

ISSUES	STAKEHOLDER GROUPS
<p>Ownership & Operation of The Exchange Post- Demutualisation</p> <ul style="list-style-type: none">• The provisions of the SEC Rules on the ownership of Demutualised Securities Exchange• Possible conflict of interest: The Exchange as an SRO versus The exchange as a profit-making entity.	<ul style="list-style-type: none">• Executive Branch Agencies• Capital Market Regulators• Capital Market Operators• Commentators• Media
<p>The Proposed National Assembly Capital Market Stakeholders' Conference</p> <ul style="list-style-type: none">• Plan by the Senate Committee on Capital Market and Institutions to hold the conference in October 2017.• Conference could not only delay passage of the Bill but could significantly affect the consequent legislation.	<ul style="list-style-type: none">• National Assembly• Capital Market Regulators• Capital Market Operators
<p>The relatively low level of understanding of the Demutualisation Process including the Bill by the media</p> <ul style="list-style-type: none">• The need to continuously educate and update the media on the process and the Bill• Managing the challenges of the media	Media

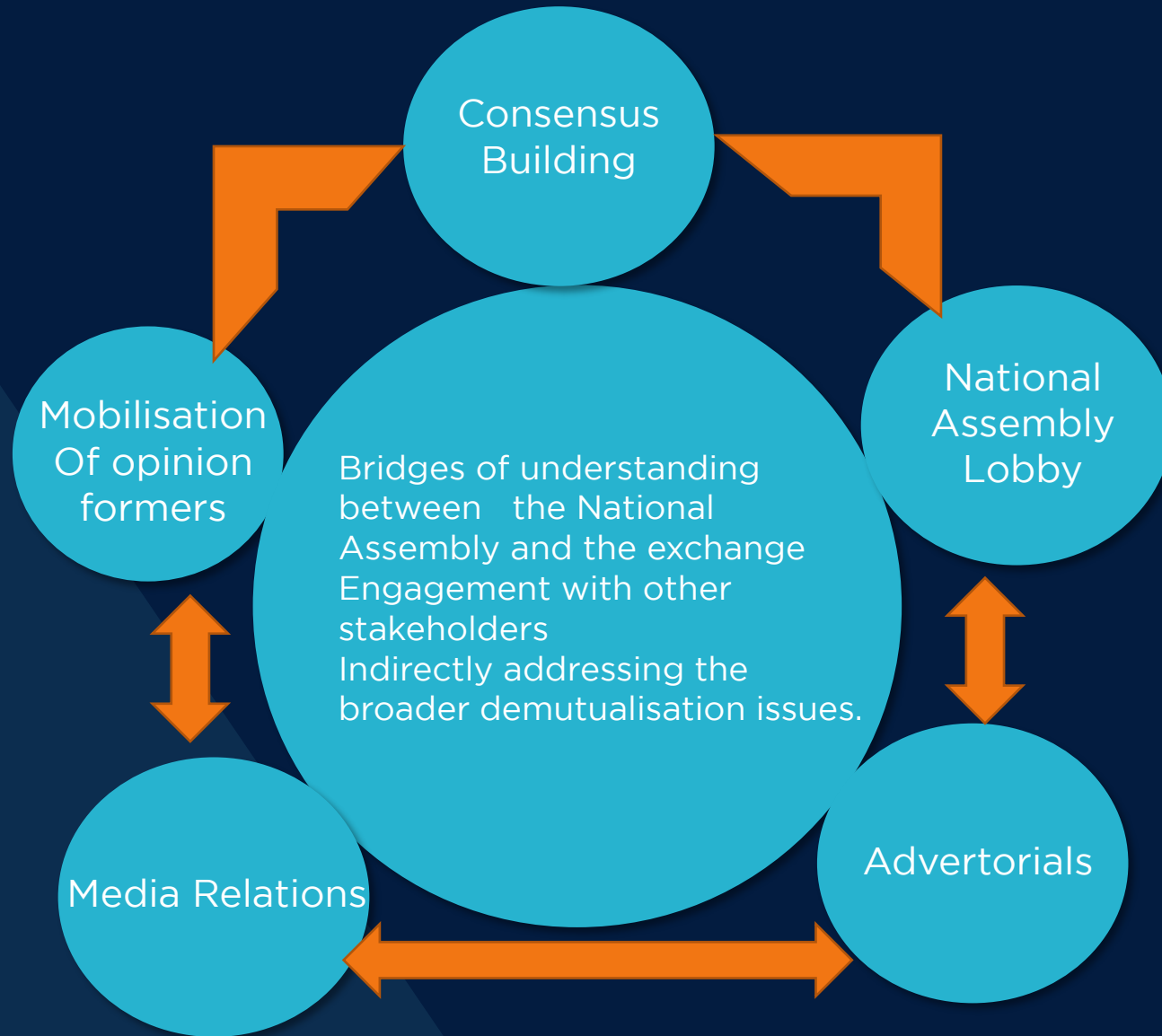
➤ STRATEGIC FRAMEWORK

- Two Major thrusts:
 - **Construction bridges of understanding:**
Primarily between members of the National Assembly, The Executive Branch and The Exchange.
 - **Engagement with other stakeholders:**
Capital Market players, the media and independent commentators.
- Execution within the context of the broader demutualization process thus addressing the identified issues in an indirect manner.

KEY MESSAGES

- *“The passage of the Demutualisation Bill is the most expedient route to demutualisation. ”*
- *“Demutualisation will result in an increased value of The Exchange, enabling it to compete favourably in the global market, open the doors for significant investment into Nigeria and ultimately enhance the nation’s Capital Markets”*
- *“Demutualisation of The Exchange is an integral element of the 10-year Capital Market’s Master Plan, and it underpins the rapid growth that is envisioned over the next decade. ”*

TACTICS



STRATEGIC FRAMEWORK

TACTICS

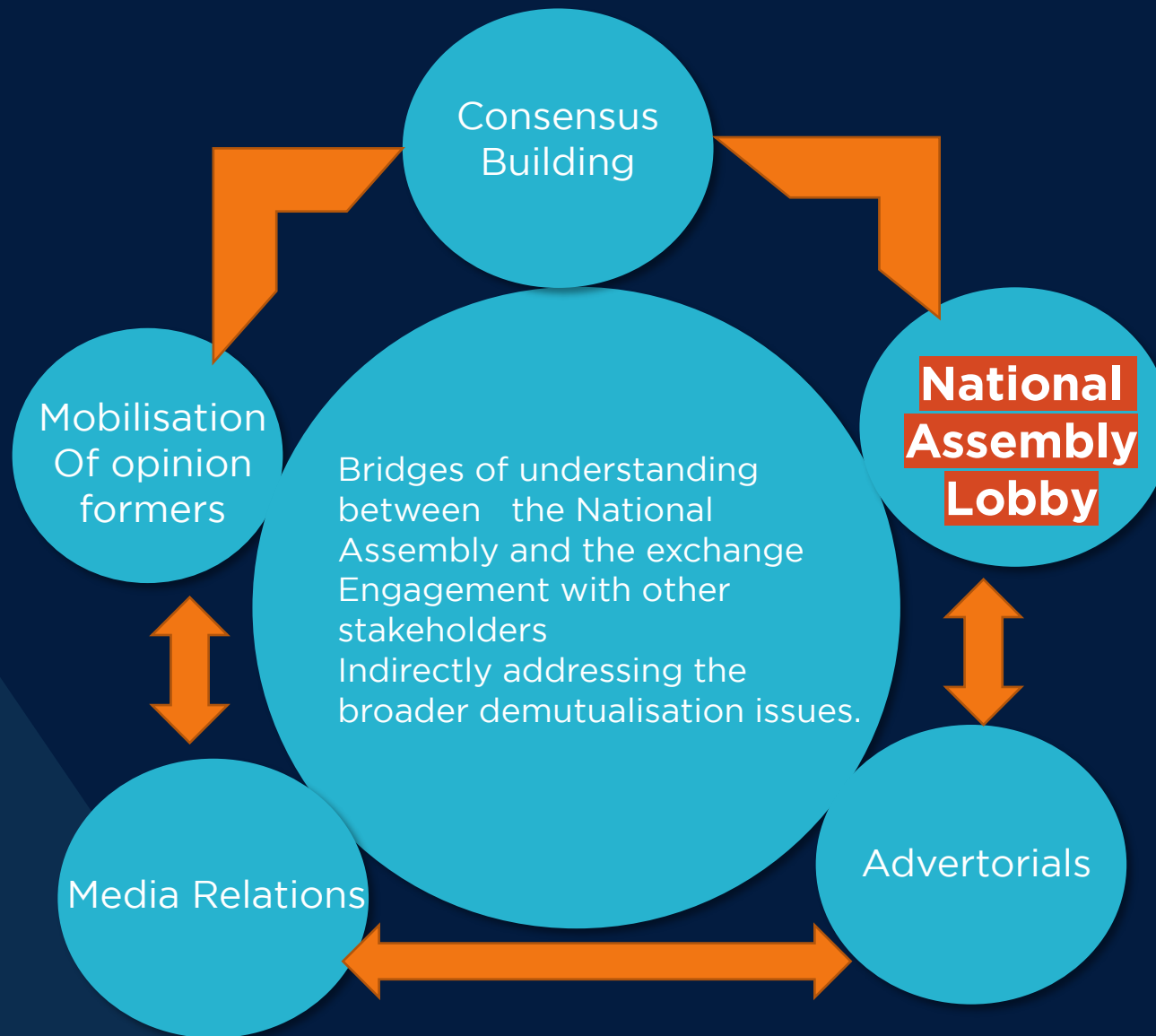
- Engagement with the national assembly
- Engagement with the executive branch agencies
- The presidency
- Capital market stakeholders



STRATEGIC FRAMEWORK

TACTICS

- Legislative coverage /monitoring and reporting strategies
- Legislative and grassroots support strategies



STRATEGIC FRAMEWORK

➤ TACTICS

- Key influencers to speak in support of the bill across all media platforms



STRATEGIC FRAMEWORK



MEDIA RELATIONS

Op Eds

Microsite on Demutualisation

Media Workshop (Demutualisation 101)

Media management during engagements with the executive branch

Integrated Approach

Feature Stories

Media management during visits to the leadership of the NASS

Interviews

Press release development and syndication

NASS correspondents' media briefings

Social Media Engagement

SAMPLE MEDIA REPORTAGE

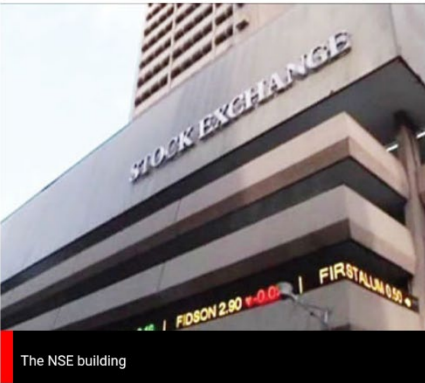
punchng.com/nse-demutuali

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NSE demutualisation bill passage excite stakeholders

26th August 2018



The NSE building

By Taiwo Ojoye

Kindly share this story:

businesspost.ng/economy/n

BusinessPost
...your financial hub

ECONOMY

NSE Demutualisation Bill Passed to Boost Stock Market—Reps

Published 5 years ago on January 30, 2018
By Modupe Gbadeyanka



By Modupe Gbadeyanka

Speaker of the House of Representatives, Mr Yakubu Dogara, has explained why the green chamber of the National Assembly passed the bill...

thisdaylive.com/index.php/2

Stakeholders Back Demutualisation of Nigerian Stock Exchange

Business | 6 years ago

By James Emejo in Abuja

Stakeholders have expressed support for the proposed demutualisation of the Nigerian Stock Exchange (NSE), describing it as a crucial step towards boosting liquidity and growth of the economy.

f t e w

NEXT ARTICLE >

thenewsnigeria.com.ng/2017

TheNEWS

Demutualization Bill for Capital Market scales second reading

Wednesday, July 26, 2017 6:20 am

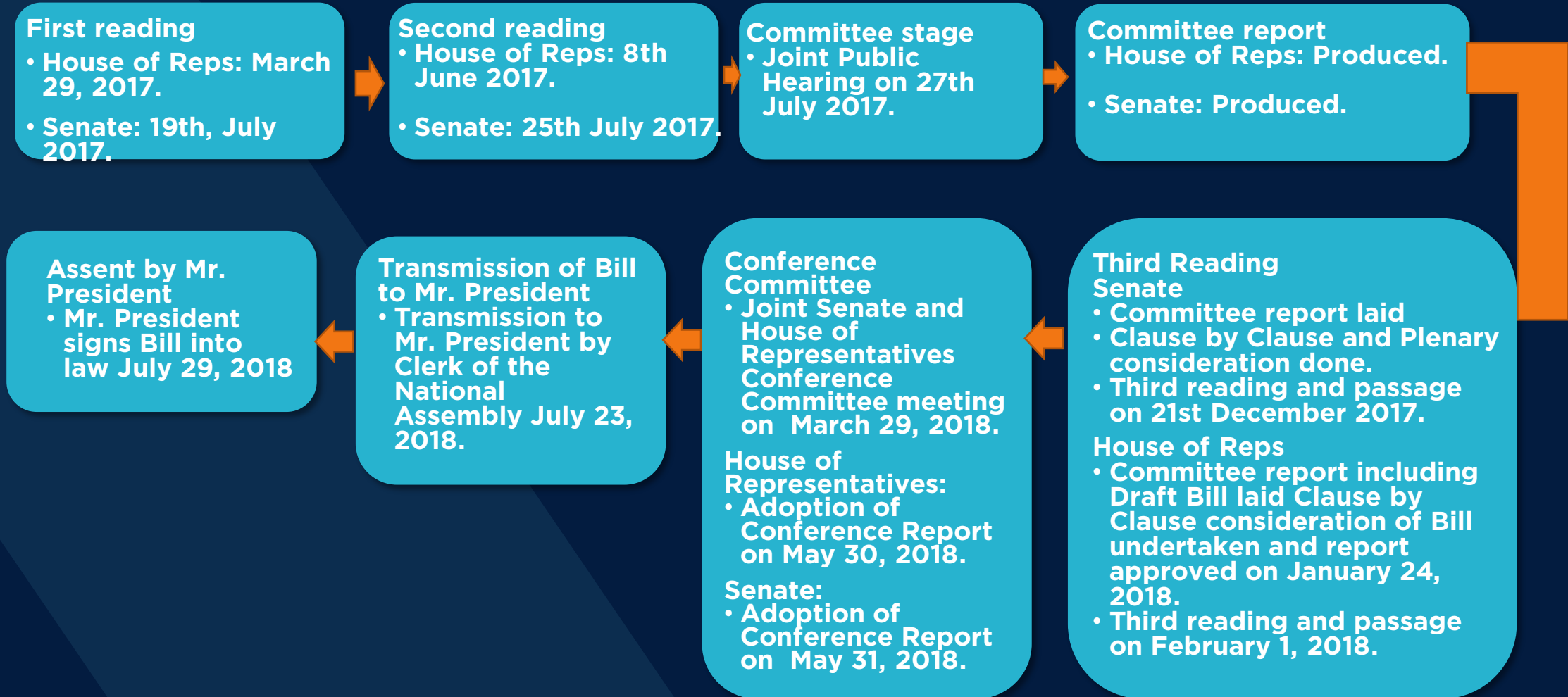


Senate President Bukola Saraki

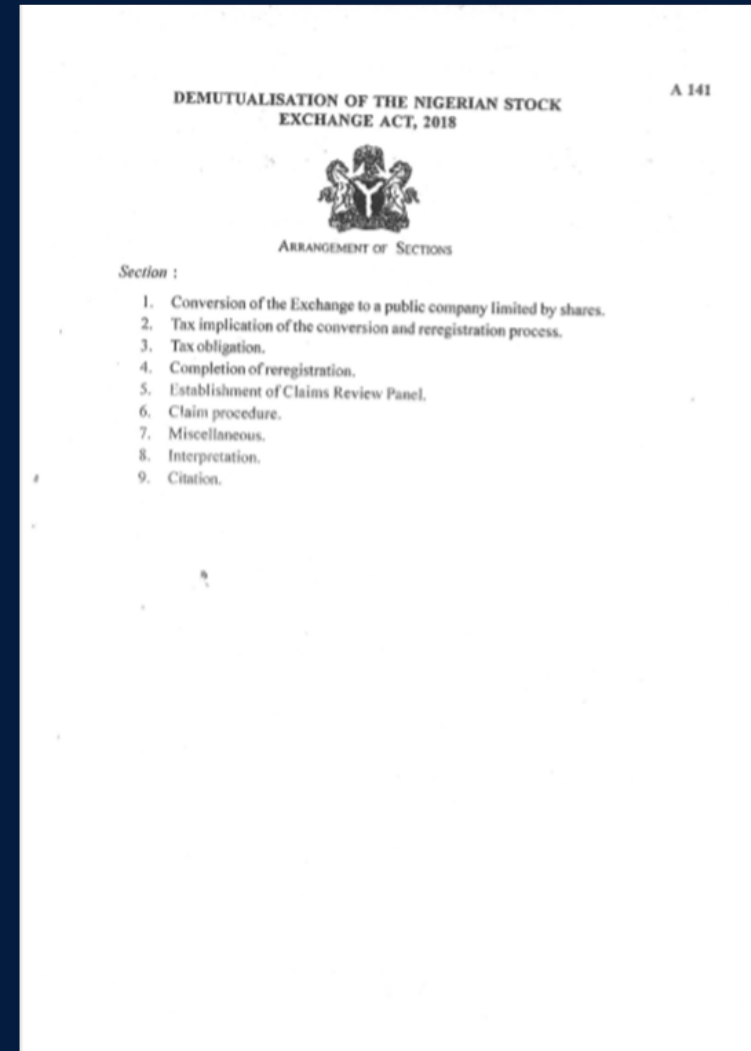
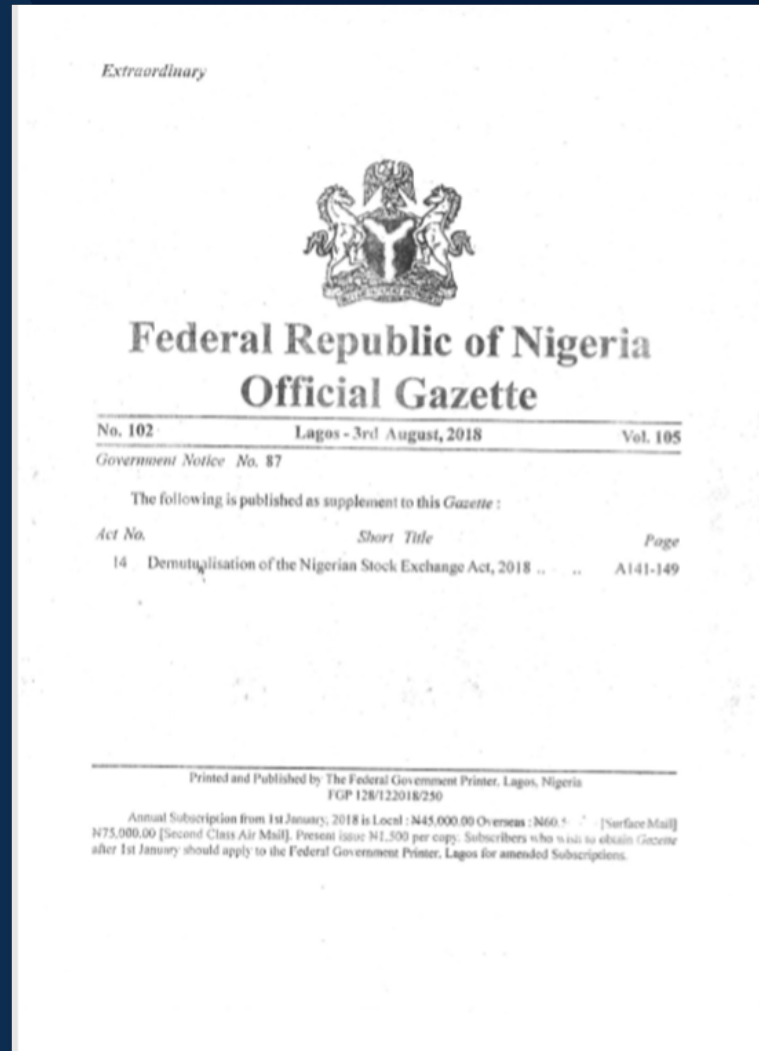


RESULTS

FROM DEMUTUALIZATION BILL TO DEMUTUALIZATION ACT



DEMUTUALISATION OF NIGERIA STOCK EXCHANGE ACT, 2018





DEMUTUALISATION OF NIGERIA STOCK EXCHANGE ACT, 2018 CONT'D

SCHEDULE TO THE DEMUTUALISATION OF THE NIGERIAN STOCK EXCHANGE BILL, 2018

(1) <i>Short Title of the Bill</i>	(2) <i>Long Title of the Bill</i>	(3) <i>Summary of the Contents of the Bill</i>	(4) <i>Date Passed by the Senate</i>	(5) <i>Date Passed by the House of Representatives</i>
Demutualisation of the Nigerian Stock Exchange Bill, 2018.	An Act to facilitate the development of Nigeria's Capital Market by enabling the conversion and reregistration of the Nigerian Stock Exchange from a company limited by guarantee to a public company limited by shares ; and for related matters.	<p>This Bill facilitates the expeditious conversion and reregistration of the Nigerian Stock Exchange from a company limited by guarantee to a public company limited by shares in order to adopt and efficiently implement the global practice of the demutualisation of stock exchanges.</p> <p>This Bill also develops and strengthens the Nigerian Capital Market and formation of capital for the expansion of the Nigerian economy for the major role the Nigerian Stock Exchange plays in Nigeria's Financial Market and its conversion and reregistration into a public company limited by shares.</p>	21st December, 2017.	1st February, 2018.

I certify that this Bill has been carefully compared by me with the decision reached by the National Assembly and found by me to be true and correct decision of the Houses and is in accordance with the provisions of the Acts Authentication Act Cap. A2, Laws of the Federation of Nigeria, 2004.

I ASSENT



MOHAMMED AYABA SANI-OMELORI
Clerk to the National Assembly
23rd Day of July, 2018.

MUHAMMADU BUIYARI, GCYR
President of the Federal Republic of Nigeria
29th Day of July, 2018.

LOOKING AHEAD

Implications for Public affairs
Management



NIGERIA TODAY

- A divided Nation
- Bruised Economy
- Security and Stability Challenges
- Failed Education Sector
- Health Crises

Presents public affairs management challenges for Corporate Nigeria.



SOME MATTERS TO CONSIDER

- Engaging in social issues
- Involving C-Suite in Public Policy

An aerial, high-angle photograph of a busy urban street. The street is filled with various vehicles, including buses, vans, cars, and a truck. Buildings with corrugated metal roofs line the street. The overall scene is captured in a blue-tinted, semi-transparent style. The text 'ENGAGING IN SOCIAL ISSUES (Lobbying for good)' is overlaid in the center in white, bold, sans-serif font.

ENGAGING IN SOCIAL ISSUES

(Lobbying for good)

➤ CAN CORPORATE NIGERIA STAY AWAY FROM SOCIAL ISSUES?

- The socio-economic and political environment has changed dramatically
- Developments have indirect and direct implications for Corporate Nigeria
- Corporate Nigeria should be ready to engage in social issues.

➤ MANAGING SOCIAL ISSUE ENGAGEMENT

- Form a Social Issues Engagement Team
 - Diverse and cutting across the entire corporate structure
- Establish Guidelines and Principles
 - Aligned with business mission statements and values, including operational practices and legislative/regulatory positions
- Make a Strategic Issue Assessment
 - Identify issues to lead on, issues to support as part of a group, and issues that require further monitoring.

➤ MANAGING SOCIAL ISSUE ENGAGEMENT CONT'D

- Map Key Stakeholders
 - Know where stakeholders stand: Employees, Customers and the Public, Policy makers, Advocacy Groups, Investors.
- Determine Level of Engagement
 - Supporter, Partner, Champion.
- Execute a Communications Plan
 - Key audiences, Strategies, Tactics, Timing, Spokespeople, Contacts, Talking points.



INVOLVING CORPORATE LEADERSHIP IN PUBLIC POLICY

(Taking it to the Top)

C-SUITE INVOLVEMENT IN PUBLIC POLICY

- Tangible influence arising from the gravitas and influence of the C-suite
- External engagement mandatory for building a company's reputation
- Not CEO celebrity, but CEO credibility that adds value inside and outside the organization.

Leaders of Corporate Nigeria must realize there are strategic, logical and ethical reasons why they should be involved in public policy.

➤ C-SUITE INVOLVEMENT IN PUBLIC POLICY CONT'D

- **Leveraging the Stature of the CEO**
 - Political (not partisan) involvement necessary ingredient for making a CEO truly successful
 - C-suite engagement in public policy communicates the importance of an issue
 - Encourages policymakers to personally engage in dialogue.
 - Articulation of company's public policy views at governmental and at public fora

➤ C-SUITE INVOLVEMENT IN PUBLIC POLICY CONT'D

- **Which Issues Merit C-Suite Involvement?**
 - Issues in which the outcome stands to have a major impact on a company's bottom line.
 - Impact can take the form of mitigating risk or paving the way for new business opportunities.
 - Assessment of potential impact should be short to long-term.

➤ C-SUITE INVOLVEMENT IN PUBLIC POLICY CONT'D

Engaging Through Associations

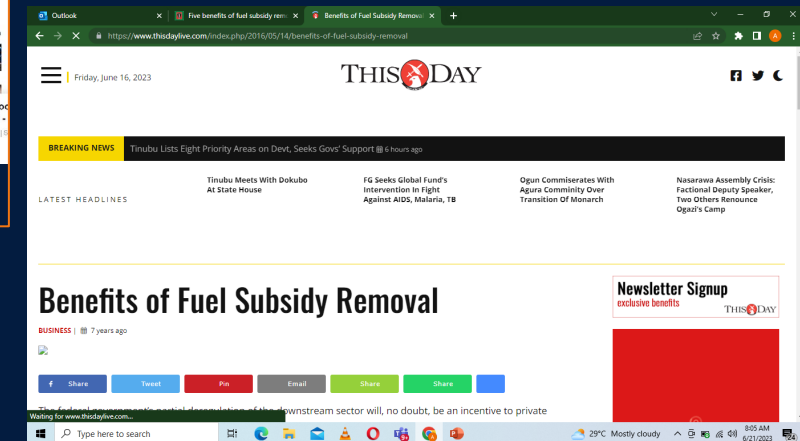
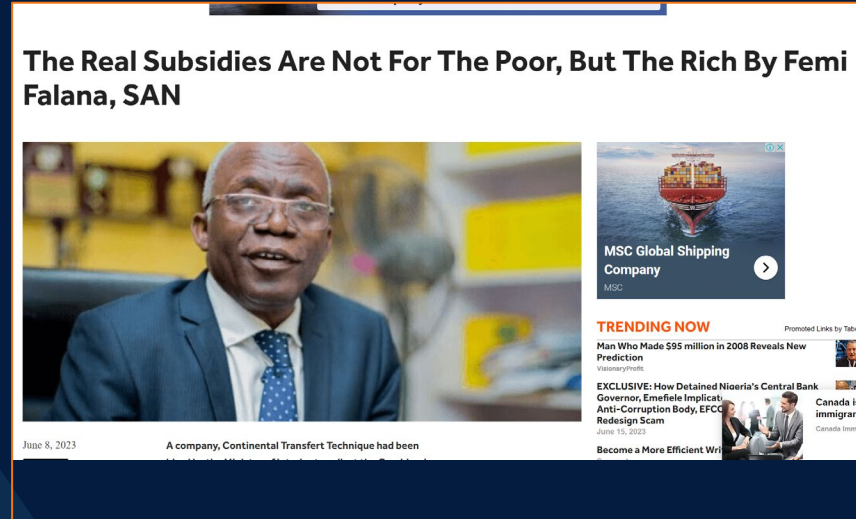
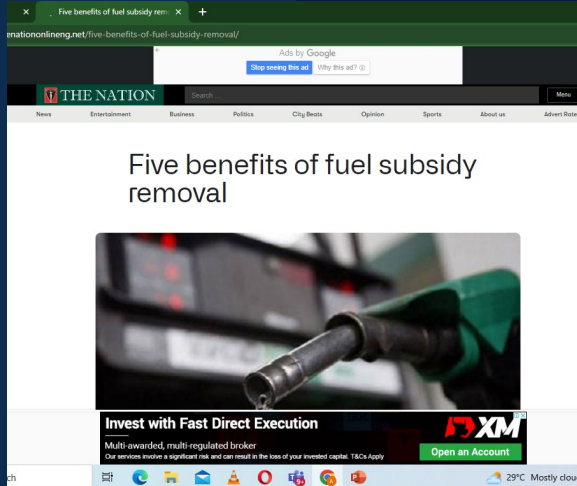
- Interests of members can be quite diverse.
- Focus on how an issue impacts the industry as a whole.
- Engagement with peers on a continual basis in order to achieve consensus.

FINAL WORD

CEO ACTIVISM

- Redefining public policy involvement role
- Speaking on hot-button issues.
- Leaders of Corporate Nigeria should be able to speak on these

THE FUEL SUBSIDY REMOVAL CHALLENGE



What are contributions of the leaders of Corporate Nigeria towards riding this challenge?



THANK YOU

THURSDAY, JUNE 22, 2023