



International Context and Playbook of Campaigning

Sun City

7th June 2024

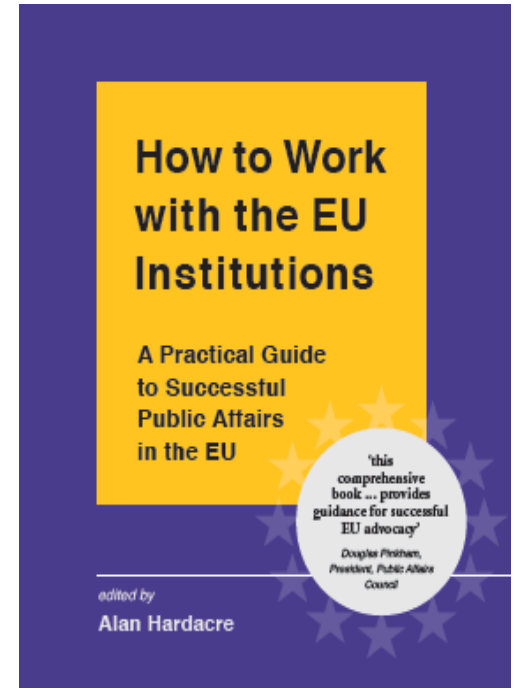
Dr. Alan Hardacre



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- ▶ Co-founder of www.Advocacy-Academy.com / www.AdvocacyStrategy.com
- ▶ Working for Crop Life (Africa Middle East & South Africa)
- ▶ 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



Lets go out of our comfort zone

Now...

1. Short overview of how industry and activism work differently
2. Look at the Activist Play Book
3. See where this lands us today

And then after...

1. Share some examples of what success looks like
2. Outline what we need to do to get better





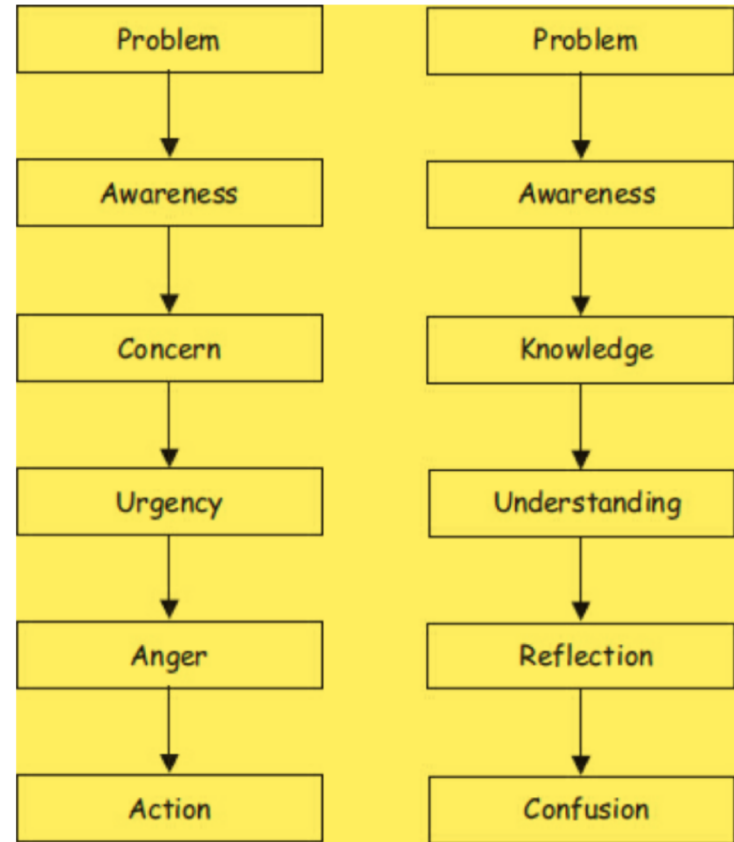


Why go out of our comfort zone

1. The most powerful form of influence is delivered through common ground
2. To get change or to better manage stakeholder relations you need a relationship
3. Politics has changed and you need to engage grassroots otherwise you will be excluded

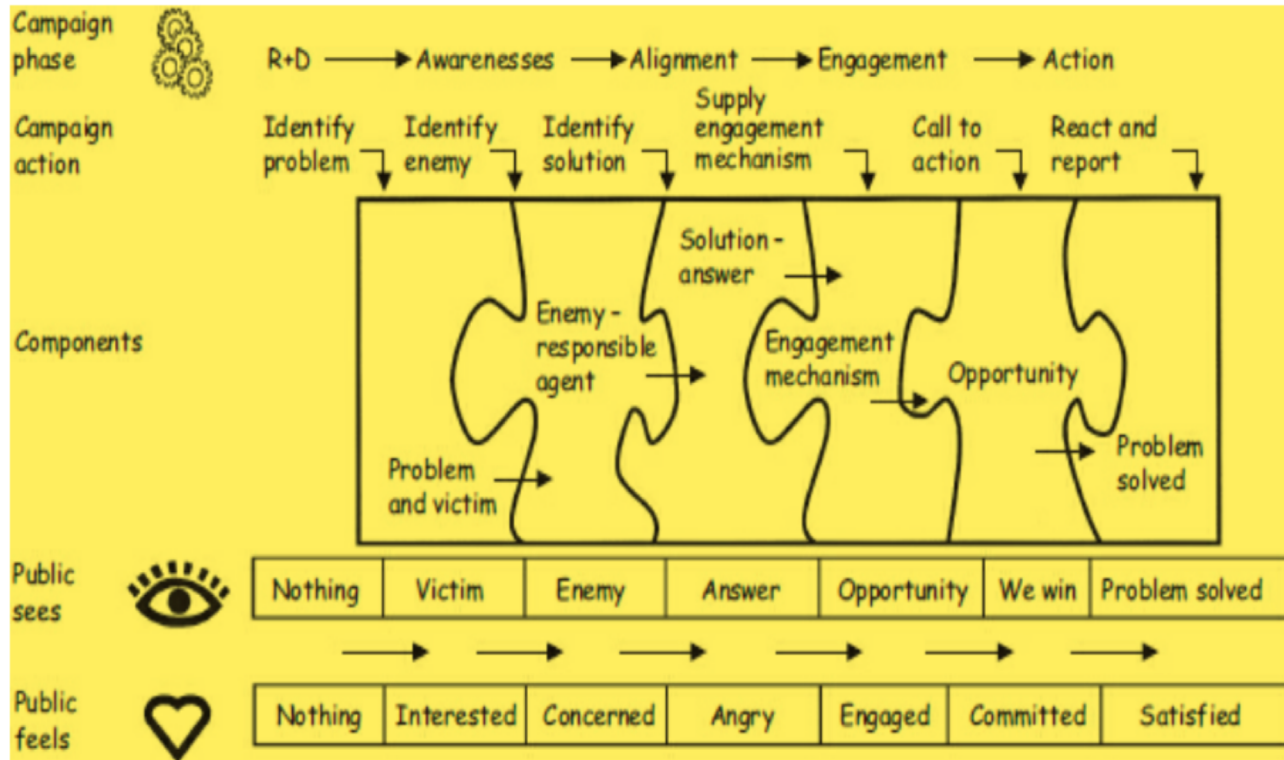
But no wonder we have an issue

- Two different ways to engage
- We need to understand and bridge this
- Adopt the 'others' thinking or create a new track for finding common ground



What we need to Bridge

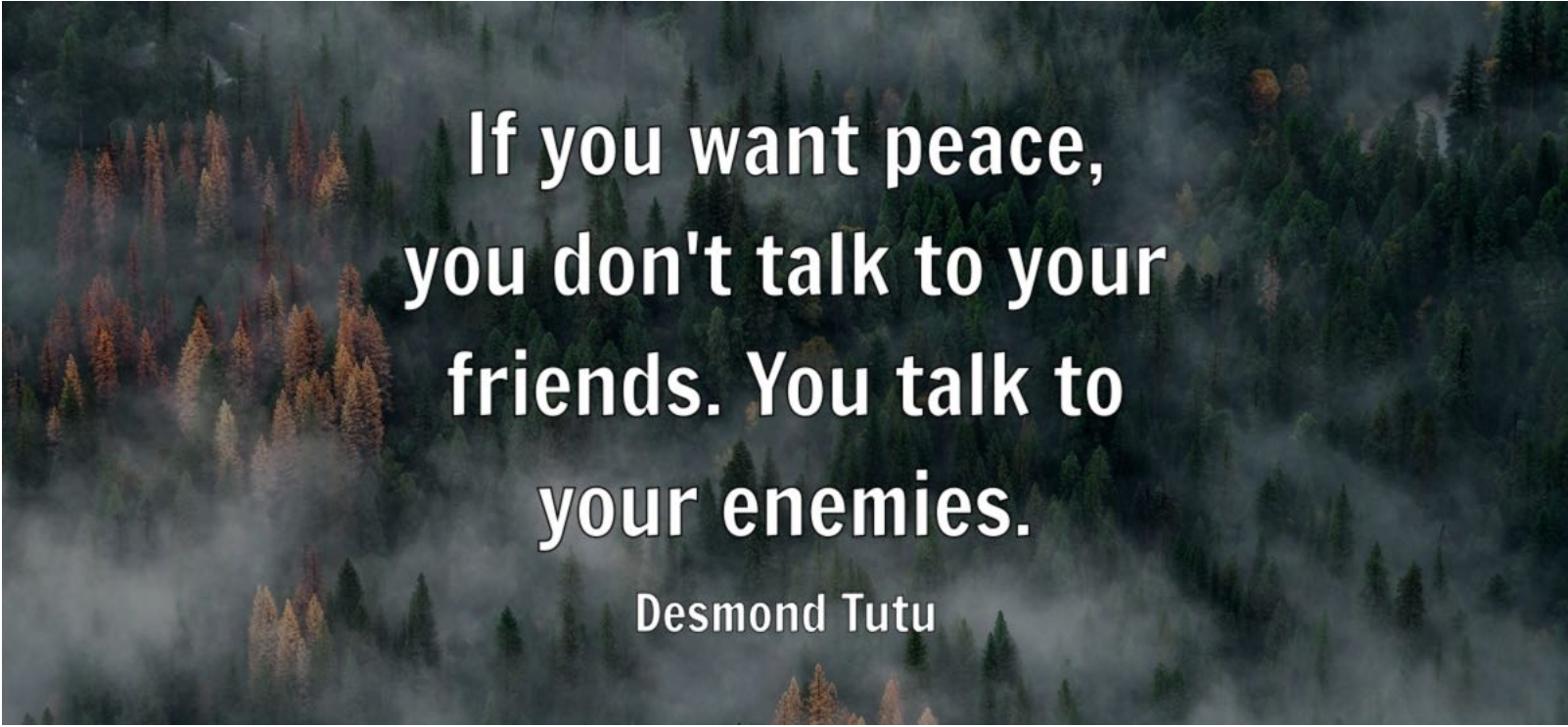
- There are opportunities in here
- To seize them means going out of our comfort zone



So, where are we today

1. Dialogue of the deaf / silos
2. Lack of trust – building towards hate
3. View that there is no common ground and no win-win (only zero sum)
4. Difficult for policymakers to reconcile – always win-lose
5. Difficult for public to see what is true / reasonable / needed





**If you want peace,
you don't talk to your
friends. You talk to
your enemies.**

Desmond Tutu

Bridging Playbook

1. Identify who you want / need to talk with
2. Set up a first meeting
3. Listen...listen more...and listen more
4. List their concerns / points / common ground / action points / requests
5. Reflect on this list and assess what you can do / don't do / can't do
6. Set up a second meeting and create dialogue (key is continued)

7. You need to address concerns
8. You need to be transparent
9. Actions speak louder than words
10. This all take time...

Not without Obstacles

1. Internal

- Lack of buy-in / support from leadership
- Lack of willingness to engage process of change
- Lack of patience
- No agreement to make changes / accept change is needed

2. External

- Partner with whom there is no consensus or dialogue
- Partner breaks trust / promises
- Events overtake the attempt to build the relationship

Lets go out of our comfort zone

1. This is not easy – but the payoff is significant
2. Influence can be delivered through common ground
3. There are many other benefits of finding some common ground – for everyone
4. You need to reach out to grassroots today if you want to successfully manage your external environment



Bridging Agricultural Industry & Activism

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