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PA&N Corporate Affairs Advisory Services

Helping organisations build stronger
Corporate Affairs functions

Strategic advisory services for
organisations seeking to establish,
strengthen or transform their
Corporate Affairs function.



Corporate Affairs Has Become a Strategic Business Function

Corporate Affairs has evolved into a core business function.

In an environment shaped by geopolitical uncertainty, increasing regulation, stakeholder expectations and reputational risk, organisations require a Corporate Affairs function that is strategically aligned, clearly structured and capable of creating measurable business value.

Yet many organisations continue to rely on structures, responsibilities and ways of working that have evolved over time rather than being intentionally designed.

Some are establishing a Corporate Affairs function for the first time.

Others are seeking to strengthen an existing team, clarify its mandate or prepare it for a more strategic role within the organisation.

In each case, the challenge is the same:

How do you build a Corporate Affairs function that is fit for today's business environment—and ready for tomorrow's challenges?

At Public Affairs & Networks, we help organisations answer that question through two complementary advisory services designed specifically for Corporate Affairs leaders and executive management.

Building stronger Corporate Affairs functions requires structure, clarity and a proven methodology.



Our Advisory Services

Every organisation is at a different stage in the development of its Corporate Affairs function.

Some are building a function from the ground up.

Others have an established team but need an objective assessment of its effectiveness, structure and future direction.

To address these different needs, Public Affairs & Networks offers two complementary advisory services.

Corporate Affairs Audit

Understand where your Corporate Affairs function stands today—and where it should go next.

A structured diagnostic of your Corporate Affairs function, benchmarked against international best practice and delivered as a practical roadmap for improvement.

Ideal for organisations seeking an independent assessment of their Corporate Affairs capability, operating model and strategic effectiveness.

Building a Corporate Affairs Team

Design and build a Corporate Affairs function that delivers impact from day one.

A comprehensive advisory service supporting organisations in establishing or redesigning their Corporate Affairs function—from defining its mandate and operating model to designing roles, governance and implementation.

Ideal for organisations creating a new Corporate Affairs function or transforming an existing one.

Two complementary services.

One objective.

Building stronger Corporate Affairs functions that create lasting business value.



Corporate Affairs Audit

See Clearly. Improve Confidently.

A high-performing Corporate Affairs function is defined by the clarity of its mandate, the effectiveness of its operating model and its ability to create measurable value for the business.

The Corporate Affairs Audit provides an independent, structured assessment of your Corporate Affairs function, benchmarked against international best practice.

Working closely with senior leadership and key stakeholders, we assess how the function is organised, how it operates and how effectively it supports the organisation's strategic objectives.

We use a proven assessment framework, tailored with the organisation's leadership to reflect its priorities, operating environment and key concerns.

Typical situations

The Corporate Affairs Audit is particularly valuable when:

- the role of Corporate Affairs has evolved without a clearly defined mandate;
- leadership is seeking an independent assessment of the function;
- responsibilities, governance or reporting lines require clarification;
- the organisation wishes to benchmark itself against international best practice;
- a new Corporate Affairs strategy or organisational redesign is being considered.

The first step towards building a stronger Corporate Affairs function is understanding where you stand today.



Our Approach

A structured diagnostic. A practical roadmap.

Every Corporate Affairs Audit follows a clear and proven methodology, designed to provide senior management with an objective assessment and a practical plan for improvement.

1 Define the Scope

Together with the organisation's leadership, we define the scope of the review, the business priorities and the questions the Audit should answer.

2 Assess the Function

Through interviews, document review and stakeholder discussions, we assess the current Corporate Affairs function, including its mandate, organisation, capabilities, governance, stakeholder engagement and ways of working.

3 Benchmark Against Best Practice

We compare the function against recognised international Corporate Affairs practices, identifying strengths, capability gaps and opportunities for improvement.

4 Develop the Roadmap

The findings are translated into a prioritised, practical roadmap, providing leadership with clear recommendations for strengthening the function over time.

Deliverables

Each Corporate Affairs Audit concludes with:

- An independent assessment of the current Corporate Affairs function
- A benchmark against international best practice
- A prioritised roadmap for improvement
- An executive presentation of findings and recommendations

The result is greater strategic clarity, clearer accountability, stronger capabilities and a Corporate Affairs function better equipped to demonstrate its value to the business.



Building a Corporate Affairs Team

A strong Corporate Affairs function needs to be intentionally designed around the organisation's strategy, priorities and stakeholder environment.

Building a Corporate Affairs Team is a comprehensive advisory service for organisations establishing a new Corporate Affairs function or redesigning an existing one.

Working closely with senior leadership, we help define the function's mandate, determine the capabilities it needs, design the appropriate operating model and governance, and translate these choices into clear roles and responsibilities.

Typical situations

Building a Corporate Affairs Team is particularly valuable when:

- A Corporate Affairs function is being established for the first time;
- An existing function needs to be redesigned or strengthened;
- The organisation needs to clarify the mandate, structure or reporting lines of Corporate Affairs;
- New capabilities or roles need to be introduced;
- Senior Corporate Affairs leadership needs to be identified or assessed.

Where required, we can also support the identification and assessment of senior Corporate Affairs leaders needed to build or strengthen the function.

Designed for Impact. Built for the Organisation.

The objective is to build a Corporate Affairs function capable of becoming a strategic partner to the business.



Our Approach

Every organisation requires a Corporate Affairs function designed around its own business strategy, operating environment and stakeholder priorities.

From mandate to organisation. From organisation to capability.

1 Define the Mandate

Together with senior leadership, we clarify the purpose of the Corporate Affairs function, its strategic priorities and the value it is expected to create for the organisation.

2 Design the Operating Model

We define the appropriate structure, governance, reporting lines, interfaces with other functions and ways of working.

3 Define Roles & Capabilities

We identify the roles, responsibilities and capabilities required for the function to deliver against its mandate.

4 Build the Team

We translate the organisational design into a practical implementation plan and, where required, support the identification and assessment of senior Corporate Affairs leaders.

Deliverables

Each Building a Corporate Affairs Team engagement may include:

- A clearly defined Corporate Affairs mandate
- A recommended operating model and organisational structure
- Role profiles and capability requirements
- Governance and reporting recommendations
- A practical implementation roadmap
- Support in identifying and assessing senior Corporate Affairs leadership, where required



Why Public Affairs & Networks?

Corporate Affairs is a specialised business function.

Advising organisations on how to design, assess or strengthen that function requires a deep understanding of how Corporate Affairs operates in practice—how it supports business strategy, manages stakeholder relationships and creates long-term organisational value.

Public Affairs & Networks combines practical Corporate Affairs leadership experience with internationally recognised advisory methodologies developed specifically for the Corporate Affairs profession.

Our approach is collaborative, independent and tailored to the needs of each organisation.

We do not offer generic organisational consulting.

We help organisations build Corporate Affairs functions that are strategically aligned, operationally effective and designed to deliver measurable business impact.



In Partnership with Advocacy Academy

Bringing international expertise to Greece.



Public Affairs & Networks delivers these two services in partnership with Advocacy Academy, one of Europe's leading organisations specialising in Corporate Affairs capability development.

This partnership combines internationally recognised Corporate Affairs expertise and proven advisory methodologies with Public Affairs & Networks' extensive knowledge of the Greek business, policy and regulatory environment.

Together, we provide organisations with practical, evidence-based advisory services that combine international best practice with local insight and implementation.



Meet Our Advisory Team



Alan Hardacre, PhD

Co-Founder and Director, Advocacy Academy and Advocacy Strategy

Alan is one of Europe's most recognised public affairs practitioners and executive educators, with 25 years of leadership experience across the European institutions, multinational companies, consultancy and executive education. He specialises in public and corporate affairs management, leadership development and organisational capability building.



Paul Shotton, PhD

Co-Founder and Director, Advocacy Academy and Advocacy Strategy

Paul is a public affairs management expert, practitioner and executive educator with 25 years of international experience. He specialises in campaign design, data-driven public affairs, the application of artificial intelligence in public affairs, and corporate affairs capability building.

International expertise. Local relevance. Executive learning designed for today's Corporate Affairs leaders.

Let's Start the Conversation

PA&N Executive Education

Helping organisations build stronger Corporate Affairs functions

In partnership with



Investing in people is the most sustainable investment an organisation can make.

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