



**ARETERA**

PUBLIC AFFAIRS



**GR INFLUENCE STRATEGIES:  
FROM GLOBAL BEST PRACTICES TO LOCAL CASES**

*Astana, 2025*

# ➤ A (NOT) SHORT INTRODUCTION

A leading independent public affairs & reputation management consultancy specialised across CEE/SEE, Turkey, Central Asia, South Caucasus & Mongolia.

Experienced team across the region with a strong pedigree supporting major international companies to enter the markets, manage their reputations & engagement with key stakeholders.



➤ We help major international clients better understand and navigate political, policy and regulatory environments

➤ International & local experience: a dedicated team of senior consultants across all key markets in our region

➤ Trusted by leading international clients across multiple industry sectors in complex markets

➤ Fully integrated counsel across public policy, government relations and strategic communications / reputation management

➤ Strong FMCG & tech sector experience & related local regulatory trends

**Business and industry associations**

**Competition and tax cases, intellectual property protection, technical regulation, industry-specific and general legislation, etc.**

**NGOs**

**Advocacy for ensuring compliance with the rights of certain social strata, environmental protection, reform of socially significant areas.**

**Private persons**

**Organization of private meetings and negotiations with representatives of the establishment or big business.**

**Foreign governments**

**On February 28, 2024, the Kazakh Ministry of Justice signed a contract with Brown Rudnick – advisory support, preparation of documents, media monitoring and identification of cases.**

**International organizations**

**Promoting the signing (ratification) of agreements between the country's government and an international organization or development agency.**

**Predictability  
and planning  
(see and hear)**

- Status quo overview
- Public affairs monitoring
- Regulatory impact analysis
- Reputation management

**Participation  
in rulemaking  
(speak and act)**

- Legal drafting
- Involvement of experts and media
- Grassroots campaigns
- Grasstops advocacy

**Business maintenance  
support  
(keep it alive)**

- Anti-crisis work
- Background check
- CSR & ESG portfolio support

	COOPERATION	MANIPULATION
Format	Direct communication aimed at conveying a point of view, its significance, and relevant arguments	Hidden or distorted communication, psychological techniques, us of emotions and fears
Goal	Seeking a balance of interests and harmonizing positions	Gaining an advantage at the expense of others sides
Effect	Building long-term trust	Solving a situational problem

**Ethics**

Ethical standards must be developed in industry companies, agencies, associations, and among stakeholders.

**Legal**

Legislation is formalized ethics that have been accepted as generally accepted. There must be rules that ensure a balance between the interests of business, society, and the state.

**Institutions**

Government and public institutions, expert platforms, etc. must be independent and objective so that they cannot be exploited.

**Culture eats strategy for breakfast.  
And institutions eat policies for lunch.**

## Situation

One of the key members of the parliamentary working group asked for alternative or compromise regulatory options and international experience overview (asked for analytical support).

## What has been done

The company decided to ignore this request because it considered this stakeholder to be low priority and the issue to be insignificant.

## What happened

Some time later, in the context of another issue, this stakeholder became the head of a working group on a more significant bill, and he stated directly that he remembered what had happened.

**There are no insignificant people,  
there are different situations.**

## Situation

A representative of the government agency's middle management acted as a focal point and did not provide feedback for +3 weeks regarding the organization of a meeting between the head of the government agency and the company.

## What has been done

We contacted the minister's office and learned that focal point had never raised this issue and that the minister was not aware of it, but was fully ready and agree to meet.

## What happened

The focal point person was punished, the meeting took place, but relations with focal point person were ruined.

**Not everyone can separate  
personal and professional relationships.**

**Situation**

The company faced the fact that the government agency plans to introduce new regulations and bases its rhetoric on the research results of its subsidiary.

**What has been done**

The company turned to the same subsidiary to develop analytics on the negative impact of this regulation.

**What happened**

The company used these arguments, referring to the developers, which frustrated the stakeholder, worsened relations between him and the subsidiary, but did not help resolve the issue.

**The direct route is not always the shortest and most reliable.**

**1**

Identify and map stakeholders

**2**

Find out their expectations, interests and fears

**3**

Develop and implement a plan/strategy

**4**

Keep track of their relationships with each other

**5**

Collect feedback and evolve

**6**

Monitor crises and conduct audits



**Aziz Iskakov,**  
**Project Co-Lead,**  
**Country lead for Kazakhstan**

**Aziz** is strategic consultant with 10+ years of experience in leading and executive positions in government and private think tanks.

As Aretera's senior advisor, Aziz provides analytical support for clients on regulatory developments across the Central Asia and the South Caucasus as well as handles outreach and engagement projects with public authorities to ensure favourable conditions for doing business and its growth. Aziz is an economist by training with strong project management skills.

Prior to joining Aretera's team, Aziz worked at the Qazaqstan Institute of Social Studies where he conducted more than 30 socio-political analytical projects as an Executive Director, the Economic Research Institute, the Institute of Eurasian Integration, and the Kazakhmys Mining Corporation.

Also, Aziz headed the Project office of the Ministry of Industrial and Infrastructural Development and participated as an expert in good governance, monitoring and evaluation issues on projects of the EBRD, WB, UNDP and UNICEF in Kazakhstan and Uzbekistan.



# FURTHER DISCUSSION

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