

CAFII

External Communications Strategy
Presented to Board, April 10, 2012,
Updated with Direction from Board and
Communications Committee (Slide 10).

Context and Considerations

- The development of a strategy for external communications is in response to a request from the CAFII Board of Directors.
- This process has included reviews with the Media and Advocacy Committee and the EOC.
- This document is meant to facilitate discussion with the Board. Some questions to consider in this discussion include:
 - Is the range of options broad enough?
 - Each member has a different appetite for risk. Are we striking the right balance in being proactive versus reactive?
 - Are there risk concerns with the proposed strategy? Where do we need to detail and plan for any risks emanating from each Phase of the Plan?
- This document is meant to facilitate achieving consensus on strategic direction. More detailed analysis of resource requirements and cost to implement will need to be developed.

Broad Objectives that our External Communications Strategy Should Achieve

- CAFII wants to ensure that regulators and consumers are informed about the benefits of Creditor Insurance protection and the benefits to Canadians of easy, widespread access to a product that meets the needs of most Canadians.
 - Our research has good news that we want to share.
 - Example: there is a high level of satisfaction among purchasers of Creditor Insurance.
 - CAFII wants to leverage the positive messaging available from objective consumer research and new capabilities such as a newly designed, more consumer friendly website.
 - We want to be in a better position when the media calls. Less defensive.
- Enhance the perception of CAFII among key stakeholders so that:
 - CAFII is the “go to” resource for credible information related to Creditor Insurance.
 - CAFII and it’s members are seen to be advocates for multiple distribution channels and easy access to insurance products for consumers.
 - CAFII and it’s members value simple and convenient processes to meet consumer needs.
- CAFII wants to move from a largely reactive communications strategy to being more proactive, especially related to regulators and consumers.
 - CAFII wishes to be selectively more proactive with media and potentially, advisor/agent groups.
- CAFII wants to be better positioned to deal effectively with misinformation regarding Creditor Insurance products.

Current Situation: External Communications Approach

Strengths	Weaknesses	Opportunities	Threats
CAFIL has completed research that reinforces the benefits of Creditor Insurance.	CAFIL does not have a clear consensus from members for a well articulated strategy related to external communications, except for media contact contingencies.	Research with positive messages can be leveraged in the short term. More frequent reinforcement of messaging to regulators utilizing a variety of approaches: in person meetings, website content and webinars.	Existing research has a limited shelf life.
CAFIL has additional capacity to deal with adverse media developments.	CAFIL does not control the communications agenda related to Creditor Insurance.	New website provides a rationale for introducing CAFII and our key messages to a broader audience.	Being more public with positive research results provides opponents with new “intelligence.” Being more proactive may attract more negative attention.
Respect from most regulators. CAFII is a “go to” resource for regulators on issues related to Creditor Insurance and in many cases, insurance distribution.	CAFIL is not a “go to” resource for the public or the media when issues arise related to Creditor Insurance.	Developing relationships with some consumer groups and media outlets better protects us for the future.	Lack of more visible messaging may make CAFII a target for opponents.
New web site initiative provides better communication potential.	Without a strong advocacy position, CAFII member employees may not be as confident in Creditor Insurance as they should be.	Enhanced advocacy may facilitate a better public awareness of the product and support member sales efforts.	Unexpected media or regulatory action.
The external environment related to Creditor Insurance has been relatively quiet.	Intelligence gathering on emerging media issues.	Potential to engage with advisor groups.	International developments with similar products may stir regulators and the media.

Current State: Who are CAFII's Stakeholders for our External Communications Activities? Current Approach?

Regulators and Governments

Strong relationships, good reputation, regular interaction.

Selected sharing of CAFII research.

The Media

Little or no interaction. Prepared to be reactive with media.

Selected use of CAFII research in "defence" scenarios currently contemplated.

The Public

No specific current objective or strategy.

New website contemplates some content designed for the public.

Future State: What is CAFII's Vision for External Communications?

Regulators and Governments

Regulators are fully aware of the needs of Canadians regarding Creditor Insurance and the role CAFII members play in providing this valuable service. CAFII represents ease of access for consumers.

CAFII interacts more frequently with regulators through a variety of approaches.

Research is leveraged. Messages for other stakeholders can be tested.

The Media

The benefits of creditor insurance are clearer.

Myths regarding Creditor Insurance are dispelled.

CAFII is seen to be a consumer advocate related to easy, convenient access to a straight forward product.

CAFII (and not others) is the go to place for credible information related to Creditor Insurance.

Information relies on fact based research.

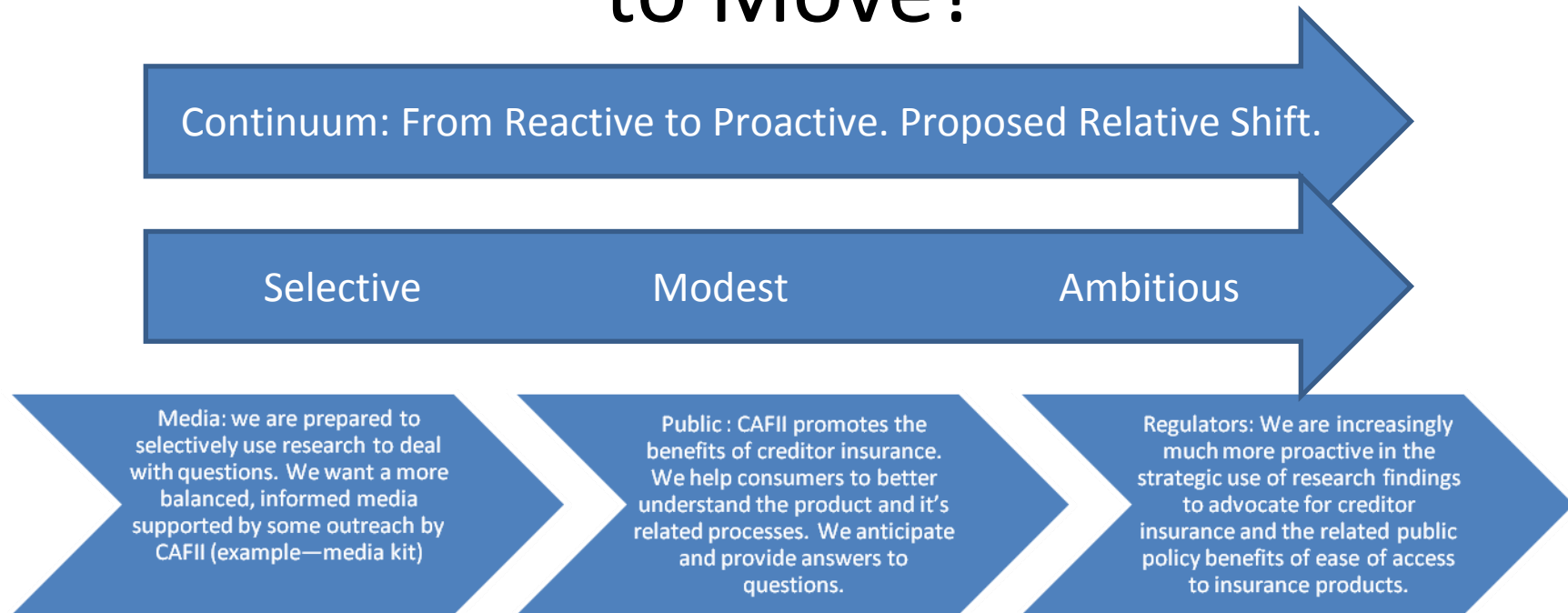
Where possible, detailed research findings are available to support public information.

The Public

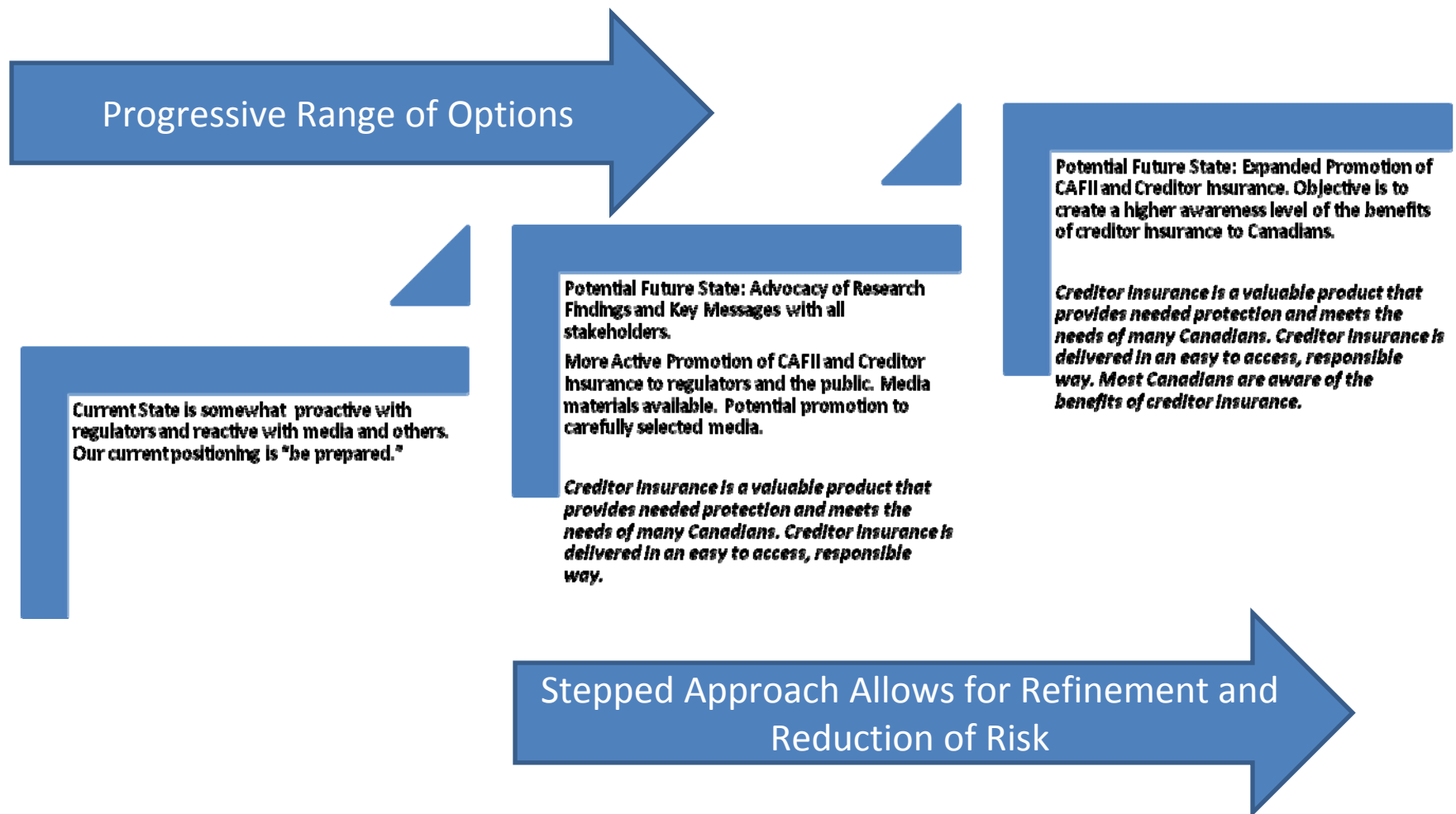
We are very proud to serve Canadians with a product that meets their needs both in terms of protection and availability.

Better information and facts are available regarding Creditor Insurance and CAFII in general.

From Reactive to Proactive; How Far to Move?



Future State: A Proposed Stepped Approach



Future State: CAFII's External Communications Approach for Message Delivery.

Governments and Regulators

In person meetings.
Regulator events.
Webinars.
Enhanced web content.

Initial, cross Canada tour with refined messages.

The Media

Media section on website.
Create "About Creditor Insurance" media kit.
Promote media kit to targeted test outlets .
Test other outreach approaches, such as releases to selected media.

The Public

Largely reliant on new website.
Consideration of a "contact us" capability for questions.
Outreach presentations to consumer and advisory groups.
Collection of more human stories that capture the impact of creditor insurance (video and/or printed story modes) for CAFII website.

Future development of social media capability such as proactive use of Twitter.

Summary of Strategic Direction (April Board Meeting and Subsequent Communications Committee Meeting of June 4, 2012)

- Our communication priority is to focus on regulators. This priority includes being more proactive with regulators when we should provide them with information due to adverse media coverage.
 - Our focus will include creditor insurance, broadened with more emphasis on CAFII being an advocate for access to alternative distribution, particularly for the underserved market. More messaging will be developed regarding the underserved market. CAFII will develop a “tag line” to reflect our focus. Members will be asked to support the development of testimonials for use on the CAFII website.
- Our media focus is to continue to improve our own preparedness. This will include the ongoing development of potential story scenarios, a broad inventory of updated stock answers and key messages. These will be shared with members for their own potential use.
- A more detailed Action Plan is available in a separate document.