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An Integrated Communications Strategy

The Egypt Capital Markets Development Project

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EXECUTIVE SUMMARY

Capital markets promise to be an important vehicle for economic development and prosperity in Egypt. Egypt's capital markets have already seen one period of tremendous growth—700 percent between the enactment of the Capital Markets Law in 1992 and early 1997. However, the future growth of the country's capital markets depends on advancements and improvements in their operations, as well as on expansion and long-term investment by domestic and foreign investors. This report outlines an integrated communication strategy designed to promote increased investment in the market by (1) improving the information and public affairs capabilities of the Capital Markets Development (CMD) project's institutional partners (IPs) and the Egyptian media, (2) improving the interaction and flow of information between the IPs, media, and public, and (3) utilizing public relations techniques to raise interest, awareness, and willingness to participate in Egypt's capital markets.

This communications plan is framed around three strategic themes:

- *Benefits/Value* Develop and provide training and education to institutions, the investor community, and the general public on the value of economic reforms and new market opportunities.
- *Stability* Strengthen capital markets institutions' educational and outreach capabilities, so as to enable them to better convey the increasing stability of Egypt's markets and that which will be generated by upcoming developments.
- *Access* Assist capital markets institutions to enhance their capacity to convey new avenues for investment in and information about Egypt's capital markets, as well as to generate internal pride in these markets.

This report outlines an integrated set of tactics aimed at the CMD project's core audiences (target groups) that will help to realize the three strategic themes. The communications strategy's primary audiences are the following: the project's IPs, Egyptian investors, the general public, the media, and foreign investors. It also advises that a small number of core messages be developed and tested to target these groups.

The section on tactics specifies all of the tasks that are recommended as part of the communications strategy. A number of these tactics should be implemented early in the project:

- Conduct a rapid strategic assessment of the competitive features of Egypt's capital markets compared to those of other emerging markets,
- Perform a rapid 'pulsing' of current perceptions, attitudes, and behaviors of domestic and foreign audiences, as well as pre-test and refine the core messages,
- Designate public spokespersons and identify public affairs staff for each of the IPs,
- Establish channels for information flow between the IPs and the media, providing the former with appropriate media training and the latter with professional-development seminars, and

- Begin to develop a series of events, in coordination with the media “pitching” campaign, to raise the profile of and increase the amount of information available about Egypt’s capital markets

The communications plan is designed to establish benchmarks and undertake other groundwork tasks as quickly as possible, while allowing time for the IPs to expand their communications capacities before undertaking additional tasks. By promptly initiating the communications strategy in a carefully-sequenced approach, rapid progress toward increasing interest and investment in Egypt’s capital markets can be made.

AN INTEGRATED COMMUNICATION STRATEGY

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A Introduction

This communications strategy was developed in November 1998 during a two-week needs-assessment visit by Matthew Roberts of Hill and Knowlton. The purpose of the assignment was to assist in developing an integrated communication strategy for the CMD project. This report delivers an outline of the tasks that can be undertaken to develop and implement an effective communication strategy, incorporating specific actions and levels of effort that will be required. Roberts worked closely with the CMD project's communications specialist, as well as with other members of the CMD team. Throughout his visit, numerous interviews were conducted with the project's IPs, representatives of the financial community, and the media.

B Situation

Egypt's capital markets potentially have a promising future, as one of the world's leading emerging markets. The country's macroeconomic indicators and capital market fundamentals are essentially solid and steadily growing stronger. The health of the Egyptian economy is reflected in a number of indicators:

- Real GDP is growing at 4.5 to 5.0 percent annually,
- Inflation is running at less than 5 percent,
- Foreign exchange reserves exceed US\$20 billion,
- The budget deficit is 0.9 percent of GDP,
- Investment and savings rates relative to GDP are rising at 2.5 percent annually, and
- Stock market capitalization exceeds US\$22 billion, with over 60 actively-traded companies and several local and international mutual funds.

Though Egypt's capital markets have experienced one period of tremendous growth—the EFG index grew 700 percent between 1993 and early 1997—there are a number of challenges to increased investment and growth. Some of these challenges are related to Egyptian-specific factors, others are related to external factors, and still others are related to both internal and external factors. Both domestically and internationally, investors may be reluctant to increase their investments substantially until the regulatory environment, sophistication of investment instruments, and level of market technology have progressed further. In addition, there is some concern that the growth of the number of publicly-traded companies and equities is slowing. This perception results from the fact that after privatizing nearly 100 companies between 1992 and 1997, the Egyptian Government's privatization program has slowed during the last year. In addition, large family-owned, and other privately-held companies have been relatively slow to go public.

On the domestic front, the general public, potential investors, and even many current investors have a limited awareness and understanding of how capital markets operate and the investment opportunities they afford. This lack of understanding and awareness is compounded by inadequate and frequently poor communication and information sharing between capital markets institutions and the media. The IPs' limited ability to provide market information and data to the media and other key information disseminators on a routine basis is a significant factor driving the lack of

information generally available to the public.¹ The public awareness and education program proposed below will serve to substantially increase and improve information flow and educational efforts. Such an increase in the availability of information should result in increased participation in the markets by the public.

In terms of attracting foreign investors, some situational factors are outside of the control of Egyptian institutions. For example, Asia's market decline and global market turbulence have significantly reduced emerging-market investments since 1997. However, a public relations campaign can aim to increase foreign-investor interest by highlighting Egypt's unique investment opportunities and comparative advantages over Asian markets. Capital markets institutions can also exert more control over other factors that are important to foreign investors. Most importantly, insufficient attention has been given to utilizing public relations instruments to increase positive attention from international financial journalists. The plan outlined in this report is designed to bring Egypt's capital markets the kind of positive attention from the international press that it needs and deserves—the kind of attention that will increase investment.

C Key Issues

As will be discussed later in this report, there are three primary issues that are being addressed by the project's activities and with which the public education and awareness strategy is designed to assist:

- The *benefits*—to investors, economic development, and the nation as a whole—of capital markets and the efforts being made to advance their operations
- The *stability* that Egypt's capital markets currently offer, and that which will result from their improvement, and,
- The increased *access* to Egypt's capital markets that will result, in part, from what the CMD project plans to accomplish

These issues can be further delineated in relation to the CMD project's primary audiences (target groups). These groups are (a) Egyptian investors, (b) the Egyptian public, (c) Egyptian capital market institutions and the media, and (d) foreign investors. Utilizing this framework, the project's *Highlights of the Technical Proposal* report (October 1998), and the findings of this subcontractor's two-week assessment visit, the following key issues have been identified as related to benefits, stability, and access for investors:

Benefits issues for

1 Egyptian investors

- a) There is a lack of understanding of the benefits that accrue from participating in capital markets, and from their improvement.

¹ The CMA has an information center, but it was established to collect, rather than disseminate, data. While the CMA has a public relations staff specifically assigned to handle requests for information from the media, it needs to better coordinate its activities and consider new methods of reaching the media. The CASE has only recently established and staffed a public affairs office. The remaining IPs—MCS, CBE, ECMA, and the newly-formed Egyptian Investment Management Association (EIMA)—currently do not have in-house public affairs staffs or sufficient public affairs capabilities.

b) There are few institutional investors

2 General public

a) There is a lack of knowledge about market financing and apprehension about public reporting and disclosure. In addition, capital markets are seen as overly complex, and there is little experience in their operations

b) The benefits of economic reforms are not understood

3 Institutions and the media

a) There are significant organizational and staffing needs

b) The value of the IPs' goals needs to be fully conveyed

4 Foreign investors

a) What distinguishes Egypt's capital markets from other emerging markets is not clearly conveyed

b) Why Egypt's markets are a ripe investment opportunity is not properly emphasized

B Stability issues for

1 Egyptian investors

a) Before planned improvements are implemented, inadequate and inconsistent laws and regulations, underdeveloped accounting standards, and inefficient technologies create the potential for instability

b) The lack of investor experience creates a short time horizon for market expectations

2 General public

- A lack of knowledge and experience results in sporadic public interest and involvement, affecting market stability

3 Institutions and the media

a) The inability to communicate regular, routine information, as well as to react to significant market developments, fosters a perception and climate of instability

b) Irregularities and the lack of ethical standards among some brokers and investment managers undermines investor confidence

4 Foreign investors

- Lack of transparency, an insufficient regulatory framework, market illiquidity, and price trends in emerging markets have lowered the willingness to invest

C Access issues for

1 Egyptian investors

- The variety of investment instruments or vehicles and the number of issues need to be increased

2 General public

- There is insufficient understanding of how to engage in transactions

3 Institutions and the media

- There are poor channels of communication between capital market institutions and the media, and inadequate dissemination of market information by the partner institutions

4 Foreign investors

- a) Little profiling of Egypt as an investment opportunity exists, and the means by which to invest in its capital markets are unclear
- b) Improved technologies for remote trading are needed

D Outcomes/Objectives

The following outcomes, or objectives, are established with an understanding of the current situation, as well as a recognition of the key issues that must be addressed by the CMD project as a whole. The public education and awareness strategy is designed to support the CMD project's efforts to address the following outcomes and objectives:

- Create new wealth and growth potential for all investors
- Maintain honest and efficient markets with access to valued information
- Protect investors with stable trading platforms, and transparent, accessible markets
- Set the stage for more offerings and launch a strong new platform for secondary trading

E Strategies

The following strategies are proposed for the CMD project's public education and awareness program and are designed to help the project to achieve the outcomes and objectives identified above. These strategies take into account the current situation and key issues discussed above and are designed to be implemented through a series of tactics that will be outlined in the next section of this report:

- *Benefits/Value* Develop and provide training and education to institutions, the investor community, and the general public on the value of economic reforms and new market opportunities
- *Stability* Strengthen capital markets institutions' educational and outreach capabilities, so as to enable them to better convey the increasing stability of Egypt's markets and that which will be generated by upcoming developments

- *Access* Assist capital markets institutions to enhance their capacity to convey new avenues for investment in and information about Egypt's capital markets, as well as to generate internal pride in these markets

F Audience Identification

Preliminary identification of key audiences, or target groups, will facilitate planning and may be adjusted later to suit various institutions or viewpoints. These audiences include current and potential investor, who should be targeted to increase investment in the Egypt's capital markets, as well as members of the general public, who should be targeted to increase support for those markets and the market-liberalization process. Within the preliminary strategic-planning framework, the preliminary key audiences for the CMD project's public education and awareness activities are as follows:

- 1 Current Egyptian investors, and those who could potentially be investors (the professional or 'white-collar' class)
 - a) Large-scale retail investors
 - b) High-net-worth individuals and business people
 - c) Institutional investors
- 2 General public
 - a) Small-scale savers
 - b) Low-income public
 - c) Youth
- 3 Institutions and the media
 - a) The CMD project's IPs
 - b) Journalists (print, television, and radio)
- 4 Foreign investors
 - a) U.S., U.K., and possibly other Western European countries
 - b) Middle Eastern countries (particularly Saudi Arabia)
 - c) Visiting tourists (possibly)

G Core Messages Targeting Each Audience

Developing core messages is at the heart of any strategic communications plan and is central to whether listeners accept that plan (not to mention the institutions). Core messages are those that cross all audience differences and resonate with listeners as the key objectives of market development. To maintain a cohesive and manageable image and set of messages, the CMD project should have only three or four core messages. At the same time, certain messages may resonate more strongly with certain audiences and, hence, should be emphasized with those audiences. When it is useful, sub-messages and supporting data can also be used with the core messages, in order to underscore the importance of a particular aspect.

Within the strategic framework outlined above, the project should draft core messages related to the three strategic themes—benefits/value, stability, and access. These messages should be formulated

to suit Egypt's historical and cultural environment (preferably with the assistance of local media experts) and then pre-tested and refined in the initial stages of the outreach campaign

H First Year Tactics/Tasks and Recommendations by Strategy

The tactics, or tasks, proposed for the first year are built upon the three principal strategies, and are designed to assist the CMD project accomplish its objectives. These tactics should be reviewed annually, or sooner as needed, and adjusted as the project evolves. Some of the tactics reinforce more than one of the strategies, reflecting the integrated nature of the proposed plan. To assist the project's work-planning process, approximate, recommended timelines are offered for each tactic. Indications of the likely resources are also given where significant subcontractor involvement is anticipated. For those tasks that appear in more than one strategic category, the resources are indicated only for the primary strategy.

H1 Tactic for the Benefits/Value Strategy

As noted above, the benefits/value strategy is as follows:

- *Benefits/Value* Develop and provide training and education to institutions, the investor community, and the general public on the value of economic reforms and new market opportunities.

The following section lays out the steps needed to implement this strategy, as well as their estimated costs.

H1a Primary Tactics for Benefits/Value Strategy

- 1 Conduct a rapid, strategic analysis of the competitive features of Egypt's capital markets as compared to other emerging markets. This will help refine key messages to attract foreign investment.
 - a) Recommended timeline: November to December 1998
 - b) Resource estimate: [2 senior-consultant days, 3 consultant days]
- 2 Conduct a rapid review (or "pulsing") of the current perceptions, attitudes, and behaviors of domestic and foreign target groups (e.g., U.S., U.K., and Saudi Arabia), and pre-test and refine the initial core messages of the public awareness and relations campaigns. This assessment should include a review of the available benchmark information and data. Establishing these benchmarks is critical to refining the public awareness and relations approach and measuring the success of the project's activities. Focus groups, intercept surveys, and phone surveys should be the principal methods used. The assessment should also be used to refine, eliminate, and/or add to the principal audiences of the campaign. [This activity will also serve the "access" strategy].
 - a) Recommended timeline: November 1998 to January 1999
 - b) Resource estimate: [6 senior-consultant days, 12 consultant days, 15 junior-consultant days]²

² A U.S.-based subcontractor, with a local partner, can manage and conduct the activity. The subcontractors should work as closely as possible with the IPs to build local, sustainable capacity.

- 3 Announce the launching of reform initiatives and first year goals for the capital markets at a joint press conference of the IPs held in late January or at a date when the partners can publicly address their goals in coordination with the messages Key domestic and foreign correspondents, as well as high-level government officials, should be invited In similar press conferences, the accomplishments of the past year and the objectives of the coming year should be announced annually
 - a) In Year 2 or 3—depending on the scale and pace of the project’s accomplishments—a “coronation” event can be held to announce substantial improvements and the future of the capital markets In addition to inviting domestic and foreign correspondents and government officials, foreign media representatives and senior representatives from the stock exchanges of target countries (e g , the U S , U K , Middle East) should be invited (with possible sponsorship) Special invitational events can be attached to these press conferences (e g , receptions, lunches/dinners with speaker, and tours of the exchange and other interesting sites)
 - b) If sufficient progress has been made, a group of foreign journalists might be invited to visit Egypt for the week prior to the “coronation event ”
 - c) Recommended timeline Annual press conference held at the same time each year special “coronation” event held in Year 2 or 3
 - d) Resource estimate (Year 1/two events) [6 senior-consultant days, 15 consultant days, 15 junior-consultant days]
- 4 Launch a media “pitching” campaign with key financially-oriented domestic and foreign media designed to increase coverage of and financial-education content about Egypt’s capital markets To encourage local training and sustainability, “pitching” of the Egyptian press should be done hand-in-hand with the IP’s public affairs/relations appointees ‘Pitching’ will also be timed to coincide with the development of annual features that the financial press already produces on Egypt (e g , the *Financial Times* feature that appeared in May 1998 and the *International Herald Tribune* feature that appeared in September 1998) [This activity also serves the “access” strategy]
 - a) The campaign aimed at the Egyptian press should work to establish a weekly column or article on capital markets focusing both on financial education and institutional developments CMD-project or corporate sponsorship of the column may help facilitate its introduction
 - b) Among others the targeted campaign should include
 - (i) Domestic press *Al Ahrām* (daily 750-800 thousand circulation) *Akhbar Al Youm* (weekly 1 million circulation), *Al Ahrām Al Sharq Al Awsat* (weekly 100 thousand circulation in Egypt and Kuwait), *Al Ahrām Al Iqtisadi* (weekly, 30 thousand circulation, leading Egyptian economic magazine) and *Al Alam Al Youm* (daily, 50 thousand circulation in Egypt and Saudi Arabia, economic focus)
 - (ii) Foreign press *New York Times*, *Wall Street Journal*, *Bloomberg Business News* *Barron’s*, *Institutional Investor*, *International Herald Tribune*, *Financial Times*, *Money*, *Business Week*, and *the Economist*,

- (iii) Television Egypt Television (ETV), CNN
 - (iv) Radio Egyptian radio stations and appropriate stations in the U S (e g , NPR), U K , and Middle East
- c) Recommended timeline January 1999 and then ongoing
- d) Resource estimate (Year 1) [18 senior-consultant days, 32 consultant days, 18 junior-consultant days] The estimated cost provides for media-list preparation and prioritization, as well as monthly media pitching
- 5 Organize a series of domestic roadshow events (in addition to the annual and special press conferences) to highlight market developments and the growing opportunities to participate in Egypt's capital markets. These may be held approximately every 2 months, with some regional variation to ensure national coverage. The events should work to leverage existing organizational activities that are likely to raise press coverage and/or access potential investors. Possible organizations include the American Chamber of Commerce in Egypt, Rotary Club International, and Cairo and Alexandria sporting clubs. [This activity will also serve the "access" strategy.]
- a) Recommended timeline Approximately quarterly, beginning in February 1999
- b) Resource estimate (Year 1) [6 senior-consultant days, 12 consultant days, 20 junior-consultant days]
- 6 Provide appropriate media training for the IPs' public spokespersons and public-affairs staffs. Media training for spokespersons should probably be done individually and emphasize press conferences and interview techniques. Media training for administrative staff can probably be done in small groups and emphasize daily media relations involving telephone calls, written information bulletins, and other low-profile media interactions.
- a) Recommended timeline February 1999
- b) Resource estimate (Year 1) [12 senior-consultant days, 8 consultant days, 1 junior-consultant day] The estimated cost includes one-day sessions for two spokespersons and one full-day session for four public affairs staffs, and will need to be adjusted based on the number of persons to be trained.
- 7 Conduct a regular series of professional-development workshops for selected journalists who have the potential to report effectively and accurately on capital markets. [This activity also serves the "access" strategy.]
- a) The workshops should provide training on a variety of subjects, including an overview of the functioning of capital markets, financial terminology, investigation and reporting techniques, and writing improvements.
- b) The strengths and weaknesses of previous workshops should be reviewed in the process of planning the new ones. Initial reviews indicate, for example, that previous workshops have been too technical in nature. Steps should also be taken to coordinate these workshops with other projects and organizations that are planning similar activities.

- c) Foreign journalists should be invited to participate in these workshops, serving as co-facilitators with their Egyptian-trainer counterparts
 - d) Recommended timeline Organize one- to three-day professional-development workshops for journalists semiannually (or perhaps quarterly), beginning in June 1999
 - e) Resource estimate (Year 1) [10 senior-consultant days, 10 consultant days, 4 junior-consultant days]
- 8 Create an awards or incentives program for journalists Recommended possibilities include an annual writing award, opportunities to intern at a foreign press, and journalist missions to the U S
- a) Recommended timeline Awards and incentives programs can be staggered and offered on an annual basis, beginning no sooner than the third quarter of 1999
 - b) Resources To be determined (optional for Year 2)
- 9 Organize foreign missions for representatives from Egypt's capital markets institutions, by selecting government officials and several investment managers to conduct roadshows in New York, London, and possibly other cities In order to build media interest and raise the likelihood of coverage of the annual announcements, the roadshows should be timed to precede the annual press conference in January
- a) These missions could be developed in cooperation with other organizations interested in promoting foreign investment For example, with the American Chamber of Commerce in Egypt and the Exports and Imports Development Center These missions could also be developed to "piggy back" on economic and trade missions by senior Egyptian officials
 - b) Recommended timeline Beginning in the fourth quarter of 1999 and annually thereafter
 - c) Resource estimate (Year 1) [2 senior-consultant days, 4 consultant days, 4 junior-consultant days] The cost estimates are related to venue and event coordination, as well as design and management, for one mission in 1999 and two missions annually thereafter

H1b Secondary Tactics for Benefits/Value Strategy

- 10 Conduct a brief investigation of how other successful capital markets—particularly stock exchanges and regulatory bodies—have structured their communications staffs and functions This review might include NASDAQ the New York Stock Exchange and exchanges in other Middle Eastern and emerging markets [This activity primarily serves the access strategy]
- Recommended timeline November 1998 to December 1999 (priority item)
- 11 Hold special press conferences during the year for domestic and foreign correspondents to announce the accomplishment of specific objectives Ideally, special conferences should take place every four to six months and include site tours/visits or other events that lend themselves to televised and written news coverage Special press conferences should also be held to respond to significant unexpected market events Promising events for coverage

include (a) opening of the new MCSD office (March to April 1999), (b) opening of the new CASE trading floor (late-Summer 1999), and (c) introduction of the Guarantee Fund and/or other new instruments [This activity primarily serves the "stability" strategy]

- Recommend timeline Approximately every four to six months, beginning in April 1999

H2 Tactics for the Stability Strategy

As noted above the "stability" strategy is as follows

- *Stability* Strengthen capital markets institutions' educational and outreach capabilities, so as to enable them to better convey the increasing stability of Egypt's markets and that which will be generated by upcoming developments

The following section outlines the tactics that the project should follow in order to implement this strategy

H2a Primary Tactics for the Stability Strategy

- 1 Prepare response to query statement(s) to enable the CMD project to respond appropriately and promptly to requests for information about the project Develop procedures for handling media requests and capital markets-related crises that may require media attention
 - a) Recommended timeline November 1998 (draft prepared)
 - b) Resources Preparation of an initial draft has begun
- 2 A database of authoritative domestic and foreign experts in such areas as financial journalism, emerging market investment, and media training should be developed This database will serve dual purposes (1) provide a list of expert resources that can be called upon to provide training seminars and presentations, and (2) serve as authoritative sources for comments, quotes, etc for the media. [This activities also serves the "access" strategy]
 - a) Recommended timeline November 1998 to January 1999
 - b) Resource estimate (Year 1) [1 senior-consultant day, 2 consultant days, 4 junior-consultant days]
- 3 A targeted foreign and local media list for press and other information releases should be developed for use by the IPs and CMD project The IPs should be encouraged to produce a monthly press release on capital market developments [This activity also serves the 'access" strategy]
 - a) Recommended timeline December 1998
 - b) Resource estimate (Year 1) [2 senior-consultant days, 4 consultant days, 4 junior-consultant days]
- 4 Hold two special press conferences during the year for the domestic and foreign press to announce the accomplishment of specific objectives Ideally, special conferences should take place every four to six months and include site tours/visits or other events that lend themselves to televised and written news coverage Special press conferences should also be held to respond to significant market events Promising events for coverage include (a)

opening of the new MCSD office (March to April 1999), (b) opening of the new CASE trading floor (late-Summer 1999) (c) introduction of the Settlement Guarantee Fund and/or other new instruments³ [This activity also serves the “benefits/value” strategy]

- a) Recommend timeline Approximately every four to six months, beginning in April 1999
 - b) Resource estimate (Year 1) [6 senior-consultant days, 8 consultant days, 8 junior-consultant days] The estimate assumes that the subcontractor produces the turnkey service
- 5 Promote regular joint seminars for ECMA and EIMA to cover various issues and professional development When appropriate, and as often as possible, the IPs and other representatives from the financial community should be invited
- Recommended timeline Approximately every two to three months, beginning in April 1999

H2b Secondary Tactics for Stability Strategy

- 6 Encourage the appointment of a person at each of the IPs to be the public affairs spokesperson for their respective organizations Ideally, the spokespersons should be high-level individuals who have the potential to be effective public speakers [This activity primarily serves the “access” strategy]
 - Recommended timeline November 1998 to January 1999 (priority item)
- 7 Assist the IPs to develop routine meetings and information-sharing systems for each of their public affairs staff persons Public affairs administrators should probably meet on a quarterly basis (perhaps more frequently in the beginning) Public affairs spokespersons may not need to meet on a regular basis, but should be prepared to meet when there is a pressing public affairs issue requiring a coordinated response At a minimum, information sharing should involve providing press releases and other significant announcements to counterparts at the time of, or when appropriate before, their public release [This activity primarily serves the “access” strategy]
 - Recommended timeline Beginning in January 1999, and then ongoing
- 8 Review and refine the image of the IPs as reflected in existing logos, publications, and other materials Produce new materials, in collaboration with the IPs, for the various target groups Materials should be produced in both English and Arabic (and translation into French, German and other languages should be considered in Year 2 or 3) [This activity primarily serves the “access” strategy]
 - Recommended timeline January to May 1999

³ Recommendation As the CMD project team plans its work schedule each year it should look for opportunities to coordinate and announce completion of activities at the IPs, with the intent of maximizing the potential for positive news coverage

- 9 Establish systems for communicating market information to the media on a regular basis, as well as responding promptly to media requests for information. At a minimum, this should include providing daily information on stock market activity and weekly press releases on significant market events [This activity primarily serves the “access” strategy]
 - Recommended timeline Beginning in February 1999, and then ongoing

H3 Tactics for the Access Strategy

As noted above, the “access” strategy is as follows

- *Access* Assist capital markets institutions to enhance their capacity to convey new avenues for investment in and information about Egypt’s capital markets, as well as to generate internal pride in these markets

The following sections outline the activities and tactics recommended to implement this strategy

H3a Primary Tactics for Access Strategy

- 1 Conduct a brief investigation of how other successful capital markets—particularly stock exchanges and regulatory bodies—have structured their communications staffs and functions This review might include NASDAQ, New York Stock Exchange, and other Middle Eastern and emerging markets [This activity also serves the “benefits/value” strategy]
 - a) Recommended timeline November 1998 to December 1999 (priority item)
 - b) Resource estimate (Year 1) [3 senior-consultant days, 4 consultant days, 2 junior-consultant days]
- 2 Encourage the establishment of a public affairs office within the CMA (The project has already established offices at the CMA) Coordination of the roles of the CMA information office and the CMA public affairs office will need to be clarified early on This will ensure that the two offices do not become competitive and that the media will know where to direct its requests for information To develop and sustain the capacity of the information office to meet the media’s needs, it may be advisable to have information staff rotate into the press information office (perhaps on a quarterly basis)
 - Recommended timeline January 1999 to March 1999 (priority item)
- 3 Encourage the appointment of a person at each of the IPs to be the public affairs spokesperson for their respective organizations Ideally, these should be high-level individuals and have the potential to be effective public speakers [This activity also serves the “access” strategy]
 - Recommended timeline January to March 1999 (priority item)

- 4 Encourage the appointment of public affairs administrators at the MCSD, CBE, ECMA, and EIMA to handle information requests for their respective organizations (in some cases the spokesperson and administrator may be the same person) Because these organizations do not have to provide capital markets information to the media as frequently as the CMA and CASE, it is probably not necessary to establish a formal public affairs office within each of them ⁴
 - Recommended timeline January to March 1999 (priority item)
- 5 Encourage the development of job descriptions for each public affairs staff person and mission statements for each organization regarding their public affairs function Each of the public affairs offices and staffs should be clear as to what their duties and responsibilities are, as well as those of their IP counterparts Written referral instructions and points of contact should be prepared so that any public affairs person will be able to refer external requests to the appropriate IP counterpart All staff persons should be directly involved in the preparation of these guidelines, in order that they will fully understand and accept their designated functions
 - a) Recommended timeline January to February 1999
 - b) Resource estimate (Year 1) The CMD project may wish to manage this activity internally but the subcontractors can provide assistance if desired [2 senior-consultant days]
- 6 Encourage routine meetings and information-sharing systems for each of the IP's public affairs staff persons Public affairs administrators should probably meet on a quarterly basis (perhaps more frequently early on) Public affairs spokespersons may not need to meet on a regular basis, but should be prepared to meet when there is a pressing public affairs issue that requires a coordinated response Information sharing will involve, at a minimum, providing press releases and other significant public affairs announcements to counterparts at the time of, or when appropriate before, their public release [This activity also serves the stability' strategy]
 - Recommended timeline January 1999 and then ongoing

⁴ Recommendation Discussions during this public affairs assessment visit revealed that there is considerable suspicion among media persons as to the credibility of the information provided them by IPs—they do not want to have information “spun” to them Thus it is recommended that the public affairs staff work to make sure what information they provide is objective data versus efforts to raise public interest in the markets Furthermore as many organizations globally have come to recognize, external assistance may be required to undertake a sophisticated public relations campaign For these reasons it is recommended that the public relations components of the project—intended explicitly to raise interest and awareness in Egypt's capital markets—be undertaken separately from the IPs' public information functions Sustainability of the public relations initiatives will be assured by working closely with local counterparts The CMD project may also wish to consider establishing a PR department or task force later in the project (Year 3 or 4) that is comprised of special staff from each of the IPs

- 7 Review and refine the image of the IPs as reflected in existing logos, publications, and other materials. Produce new information, in collaboration with the IPs, for the various target groups. Materials should be produced in both English and Arabic (and translation into French, German, and other languages should be considered in Year 2 or 3) [This activity also serves the "stability" strategy]
- a) The broad range of materials required for all target groups should be reviewed, refined, and/or developed, including
- 1 A brochure describing what is attractive about Egypt's capital markets, the IPs (as appropriate), and ways to access the market as an investor⁵
 - 2 Fact sheets for each of the IPs
 - 3 Press kits and press-release templates
 - 4 Unifying folder to hold brochures, fact sheets, press kits, etc
 - 5 Video spots/programs (30 sec -1, 3-5, and 20-30 minute versions)
 - 6 Audio programs (30 sec -1, 3-5, and 20-30 minute versions)
- b) Materials required for presentations to foreign and domestic investors should be reviewed, refined, and/or developed, including
- 1 Presentation overheads and templates to conduct roadshows
 - 2 Technical audience booklet that details regulatory features (Years 2 and 3)
- c) Recommended timeline January to May 1999
- d) Resource estimate (Year 1) One subcontractor can manage, with contributions from other subcontractors for video production and managing television coverage [4 senior-consultant days] The estimate provides for review and recommendations. Resource estimates for actual design, printing, production, etc are yet to be determined
- 8 Encourage and assist in the establishment of a systems for communicating market information to the media on a regular basis, as well as responding promptly to media requests for information. At a minimum, this should include providing daily information on stock market activity and weekly press releases on significant market events [This activity also serves the "stability" strategy]
- Recommended timeline Beginning in February 1999, and then ongoing

⁵ In Year 2 it may be worthwhile to produce a booklet which explains in general terms what a capital market is, how Egypt's capital market works, how capital markets contribute to the nation's development, how to make an investment, and how to decide what type of instrument(s) to invest in (e.g. based on investor time-lines and risk considerations)

- 9 Encourage and provide technical support for establishment of a capital markets website that includes, among other things, hotlinks to all of the IPs, information on each IP, current market data, lists of upcoming events, selected press clippings, downloadable photos, lists of accredited brokers and investment managers (possibly), the opportunity to join a list server for monthly updates, and the means to send requests for further information, etc
 - a) Recommended timeline Launch by March 1999, and then ongoing
 - b) Resource estimate (Year 1) [2 senior-consultant days] Estimate relates to website audit and review/recommendations

H3b Secondary Tactics for Access Strategy

- 10 Conduct a rapid review (or "pulsing") of the current perceptions, attitudes, and behaviors of domestic and foreign (e.g., U.S., U.K., and Saudi Arabia) target groups, then, pre-test and refine the public relation campaign's initial core messages [This activity primarily serves the "benefits/value" strategy]
 - Recommended timeline January to March 1999
- 11 A database of authoritative domestic and foreign experts in such areas as financial journalism, emerging market investment, and media training should be developed This database will serve dual purposes (1) provide a list of expert resources that can be called upon to provide training seminars and presentations, and (2) serve as authoritative sources for comments, quotes, etc for the media. [This activity primarily serves the "stability" strategy]
 - Recommended timeline January to March 1999
- 12 A targeted foreign and local media list for press and other information releases should be developed for use by the IPs and the public affairs campaign The IPs should be encouraged to produce a monthly press release on capital market developments [This activity primarily serves the "stability" strategy]
 - Recommended timeline February 1999, and then ongoing
- 13 Launch a media "pitching" campaign with key financially-oriented domestic and foreign media designed to increase coverage of Egypt's capital markets [This activity primarily serves the "benefits/value" strategy]
 - Recommended timeline January 1999, and then ongoing
- 14 Organize a series of domestic roadshow events (in addition to annual and special press conferences) to highlight market developments and the growing opportunities to participate in Egypt's capital markets [This activity primarily serves the "benefits/value" strategy]
 - Recommended timeline Approximately every two months, beginning in February 1999

15 Conduct a regular series of professional development workshops for a select number of journalists who are potentially able to report effectively and accurately on capital markets [This activity primarily serves the "benefits/value" strategy]

- Recommended timeline Organize one- to three-day professional development workshops for journalists on a quarterly basis, beginning in June 1999

I Success Measurement

Follow-up benchmarking should be performed at year-end, throughout the project, in snapshot surveys, and in a comprehensive analysis at the end of the project Press clippings are being collected routinely by the CMD project, and a brief report on media coverage should be produced quarterly Brief focus groups, intercept surveys, and phone surveys should be performed intermittently, if and when there is reason to believe that the strategy, core messages, or other public outreach elements need to be reviewed or revised

Newsworthy capital market and project outcomes and results should be announced to the media annually in January, and the media should be encouraged to publish an annual review of financial news to coincide, as appropriate, with the annual joint press conference