



Communication Strategy

Draft version: September 20, 2021

Communication Strategy

In general: A communication strategy expresses the goals and methods of AAE's outreach activities, including whom stakeholder and target groups AAE is trying to address, what AAE wishes to share with these groups and how AAE is planning to communicate it.

The key elements of a communications strategy are:

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2	Organisational objectives and communications objectives	4
3	Identifying audience, stakeholders (internal and external)	5
4	Identifying message and its language	6
5	Key communications methods	7
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Disclaimer: The current document of the AAE Communication Strategy is developed based on the AAE Strategy (Vision and Strategic objectives in force as at September 29, 2021); in case if AAE Strategy is revised then the Communication Strategy must be updated accordingly

1 Statement of purpose

AAE Communication Strategy

The Communication Strategy is designed to help AAE communicate effectively and to contribute to fulfill AAE's vision to ensure that actuaries throughout Europe are **to be recognized** as the leading quantitative professional advisers in financial services, risk management and social protection (SO 3), contributing to the well-being of society (SO 2), and for **European institutions to recognize the valuable role** that the AAE plays as leading source of advice on actuarial and related issues (SO 1).

«**To be recognized**» means:

- Clear focus on topics which are important for society;
- Strong communication with key messages in high frequency
- Active use of modern online tools and formats
- Regular contact to media

«**European institutions to recognize the valuable role**» means:

- Ensure access to these institutions: how to make sure that we are heard?
- Be a reliable partner for consultations

A communications strategy shows how effective communications can:

- help us achieve AAE objectives
- engage effectively with stakeholders (internal and external)
- demonstrate the success of our work
- ensure people understand what we do
- enlarge professional spaces (wider fields)

Organisational objectives and Communications Objectives

AAE Communication Strategy

The Communication Strategy is an integrated part of AAE's strategy and is directly connected with the AAE Board

The Communication Strategy is developed according to the following figure:



Identify reason to believe (Why?);
 Identify key message (What?);
 Identify audience segment (Who?) and
 Identify the most appropriate channel (How?)

Communication Objectives (or an answer to the question «**Why?**» (*reason to believe*)) are developed to support AAE's Vision and Strategic Objectives in relation **to coordinate and improve communication**, both to internal and external stakeholders:

AAE's Vision	To be recognized as leading quantitative professional advisors	Contributing to well-being of the society	European institutions to recognize AAE valuable role
AAE's Strategic objectives (SO)	SO3 - Promote a European community of actuaries	SO2 - Promote Professionalism	SO1- Enhance relations with European institutions
AAE's Communication Objectives (CO)	CO1: To be visible (topic seen), to increase peak of readers of publications/work done CO2: To monitor trend of visibility and re-implement results of evaluation CO3: To maintain and extend AAE's Institutional Network		

3 Identify audience, stakeholders

AAE Communication Strategy

The Communication Strategy is developed according to the following figure:

Identify reason to believe (Why?);
 Identify key message (What?);
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 Identify the most appropriate channel (How?)



Who? (audience) – internal and external audience/ stakeholders were identified for each of the AAE’s strategic objective (SO1, SO2 and SO3)

Example:

SO2: Promote professionalism – stakeholders are:

- internal audience - member association of AAE,
- external audience – EIOPA.

For details refer to Frame document developed by AAE Communication WG

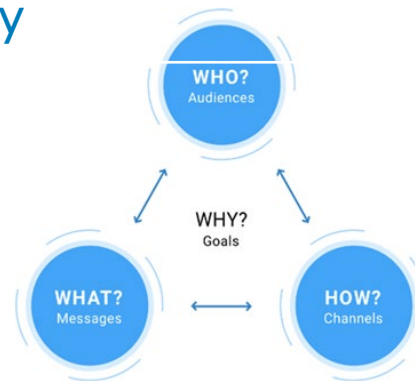
A complete list with contact information of AAE’s stakeholders is maintained by AAE’s secretariat, and it is developed in collaboration with AAE's Advisory Panel and Member Associations.

4 Identification of messages

AAE Communication Strategy

Communication strategy is developed according to the following figure:

Identify reason to believe (Why?);
Identify key message (What?);
 Identify audience segment (Who?) and
 Identify the most appropriate channel (How?)



What? (message)– key messages identified from detailed description of the AAE’s strategic objectives (SO1, SO2 and SO3), including audience mentioned in the previous point

Example:

SO2: Promote professionalism - key message is:

- *Exchange knowledge of Core Syllabus (internal audience - member association of AAE),*
- *Make aware of AAE as a organization with Core Syllabus, Code of Conduct and standards (external audience – EIOPA).*

For details refer to Frame document developed by AAE Communication WG

The content of the messages is to be developed by the AAE’s Board, committees, subcommittees, task forces and working groups. Key priority topics are defined by AAE’s Board in collaboration with AAE's Advisory Panel.

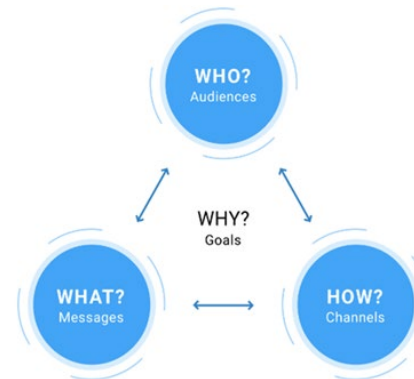
The messages should be relevant and the language appropriate to the audience. AAE Communication WG has developed suggestions for style of language to be used for different types of stakeholders.

5 Key communication methods

AAE Communication Strategy

Communication strategy is developed according to the following figure:

Identify reason to believe (Why?);
Identify key message (What?);
Identify audience segment (Who?) and
Identify the most appropriate channel (How?)



How? (channel/ communication method)– AAE’s existing channels for communication were summarized and linked to each AAE’s strategic objectives (SO1, SO2 and SO3), including audience, message mentioned in the previous points

Example:

SO2: Promote professionalism –communication channel is:

- *AAE’s Presidents forum – message: exchange knowledge of Core Syllabus; internal audience - member association of AAE;*
- *Physical/ online meetings – message: make aware of AAE as a organization with Core Syllabus, Code of Conduct and standards; external audience – EIOPA.*

For details refer to Frame document developed by AAE Communication WG

A complete list with AAE’s communication channels is maintained by the Communication WG, and it is developed in collaboration with AAE's Advisory Panel and Member Associations.

6 Work plan

AAE Communication Strategy

With audiences/stakeholders, messages and key communications methods identified (for details refer to Frame document developed by AAE's Communication WG), the next step is to **identify the key communications activities**, budget, and resources allocated to delivering the strategy.

AAE's Communication objectives (CO)	CO1: To be visible (topic seen), to increase peak of readers of publications/ work done	CO2: To monitor trend of visibility and analyze a reason	CO3: To maintain and extend AAE's Institutional Network
Key Communication Activities	<ul style="list-style-type: none"> Identify communication key needs and develop Frame document 	<ul style="list-style-type: none"> Set up measures and analyze negative trend (less readers; what is the reason?), positive trend (new topic, new channel) 	<ul style="list-style-type: none"> Secure regular contact to relevant AAE external stakeholder institutions
	<ul style="list-style-type: none"> Summarize key communication activities prepared (Catalogue of activities) 	<ul style="list-style-type: none"> Evaluate a need for external support on communication 	<ul style="list-style-type: none"> Maintain regular communication: scheduling of meetings, information to AAE's contacts (press release, blogs, etc)
	<ul style="list-style-type: none"> Other activities: blogs, TEA, actuview, developing internal guidelines (e.g., checklist as helping tool for developer of AAE material) 		



AAE Internal resource



AAE Internal resource with external support

Blue circle icon: Budget could be required

Measures to evaluate various activities of AAE's communications (qualitative and quantitative):

- **Catalogue** of AAE communication activities – a number of activities performed for AAE's priority topics
- KPIs defined for AAE's **communication channels** which are actively used
 - AAE's website – KPI goal for named sub sites on publications, news and consultations (clicks per week);
 - AAE's mailings – delivered and open rates
 - AAE LinkedIn account – KPI goal for number of followers, impressions/posts and click through rate
 - actuvview – KPI goal for clicks on AAE videos and – in future – numbers of subscribers to AAE channel as well as how long videos are watched (view through rate)
- **Reporting:** Planned communication activities performed inline with defined timeline by AAE Communication WG and AAE Board

Glossary

Communication strategy

AAE	Actuarial Association of Europe
CO	Communication Objective
EIOPA	European Insurance and Occupational Pensions Authority
KPI	Key Performance Indicator
SO	Strategic Objective
TEA	The European Actuary (magazine)
WG	Working Group

Appendixes

Communication strategy

Frame document	
List of internal/ external audience/ stakeholders of AAE	
Contact information of AAE's stakeholders	
Checklist, including Language	
AAE's communication channels	
AAE's key priority topics	
KPIs for AAE's communication channels	
Catalogue of activities	
AAE Communications WG Terms of reference	