

How to market Internal Audit?

April 13, 2010

Setting the agenda

- About ASDA'A Burson-Marsteller
- Two critical insights
 - Brand building through storytelling
 - An evidence-based approach to communications
- Building blocks of successful communications-marketing campaigns

About ASDA'A Burson-Marsteller



ASDA'A B-M by the numbers

#1

Largest Middle East
PR Consultancy

#1

MEA Agency of
the Year 2009
IBA/Stevie Awards

#1

EMEA Agency of the year
Holmes Award 2008

#11

Owned offices

#8

Affiliates

#17

Countries Covered in the
Middle East

#6

Practice teams
across industry
sectors

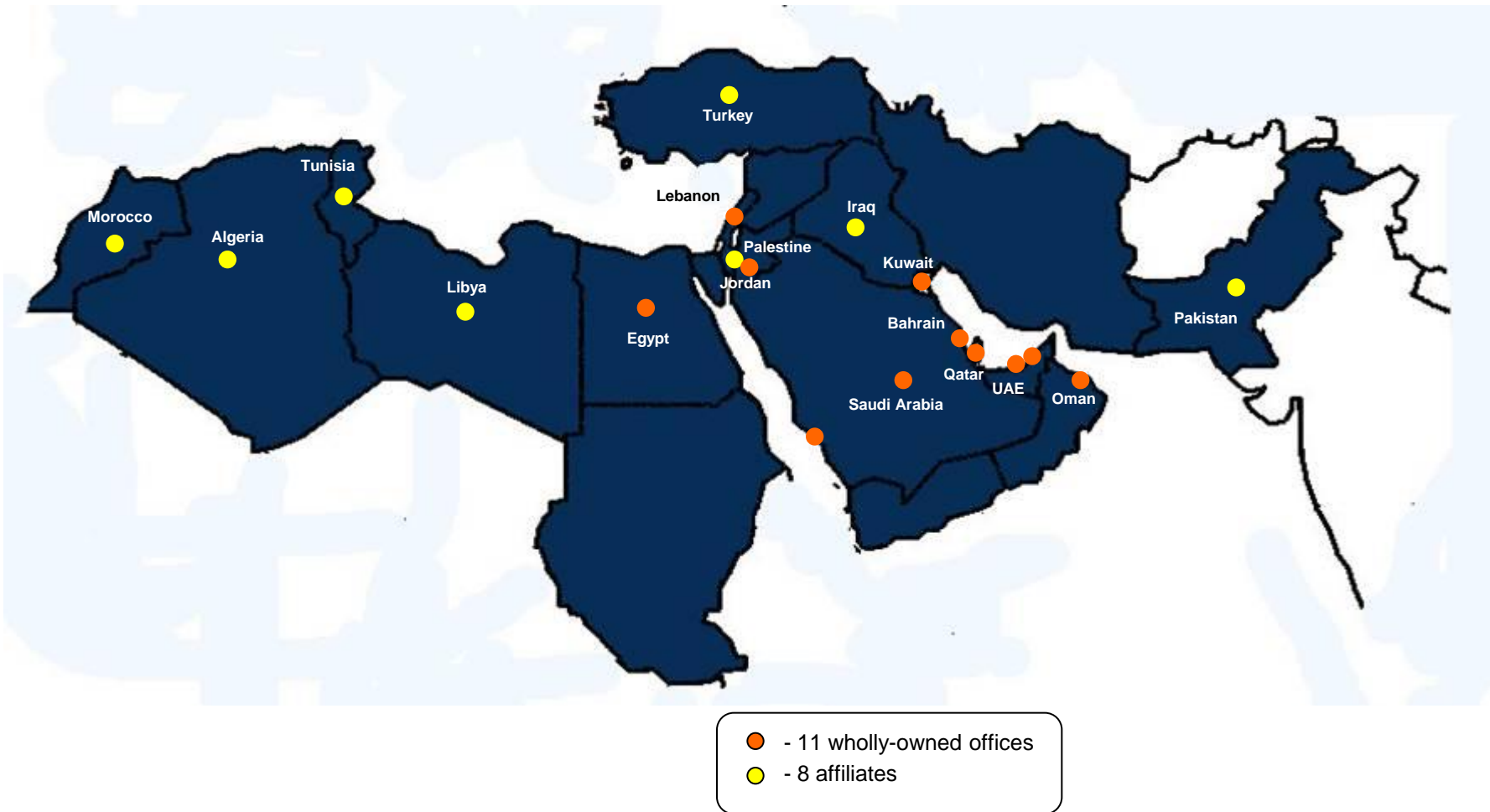
#130

PR professionals
across the region

#10

Years in the
Middle East

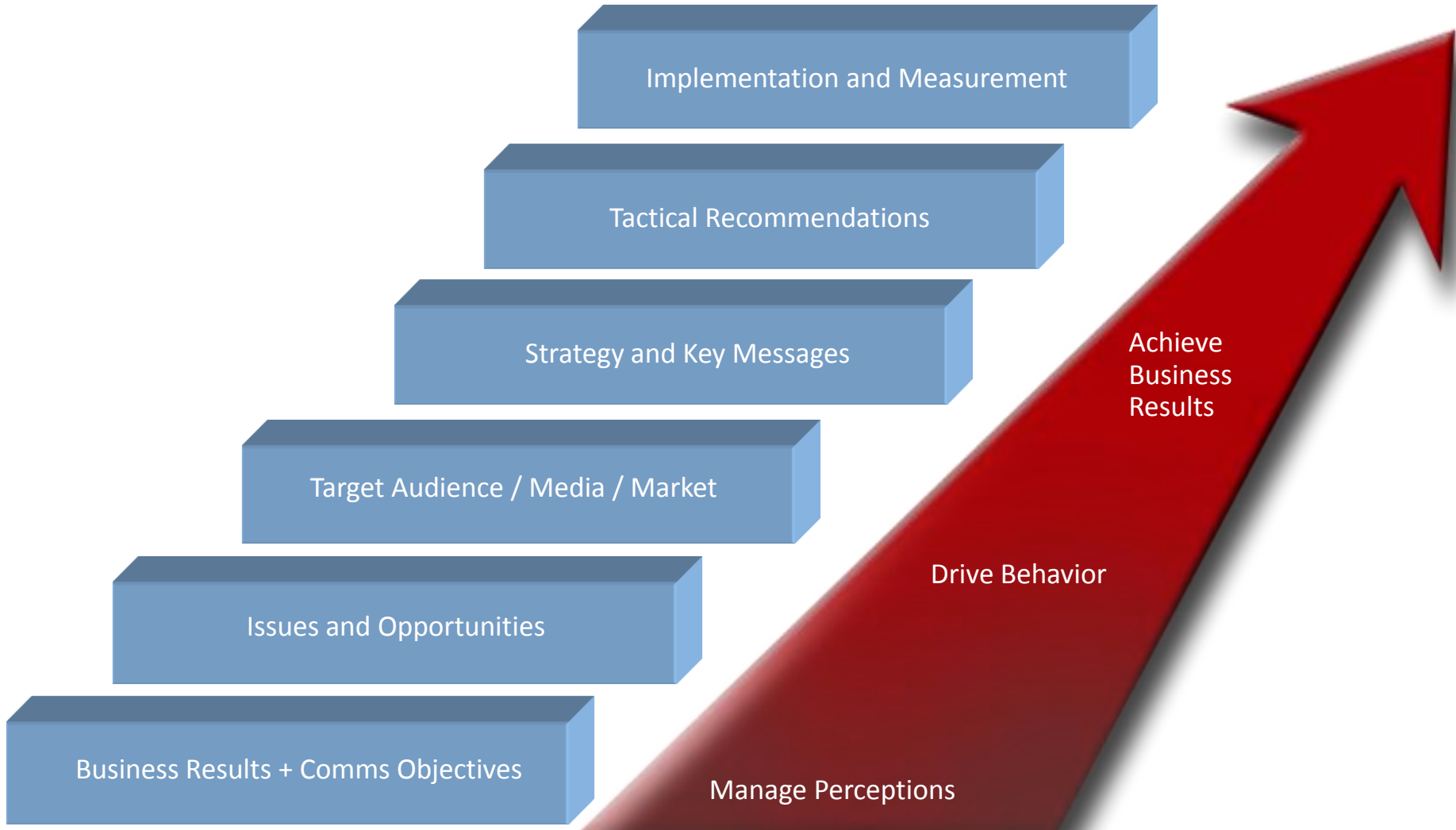
Regional reach



Critical insights

How to market Internal Audit?

Marketing roadmap



Two critical insights

- The story
- The evidence

Brand building through storytelling

- **Brands**
- **Companies**
- **Individuals**
- **Institutions**
- **Cities**

ALL TELL STORIES

Power of storytelling: Brand Abu Dhabi



Masdar City



Louvre Abu Dhabi



Formula 1

Today's headline is...

- Internal Audit isn't interesting!
- 0 news articles in UAE newspapers on Internal Audit over three weeks in Nov/Dec 2009



But the wider story is...

- **116** news articles in UAE newspapers on issues relating to corruption, fraud and corporate governance over the same period

US judge is wary of Saudi case

Wonders if New York is right venue

Al Gosalbi lawyer says a motion questioning court's jurisdiction is defendant's 'getaway car'

Asa Fitch

A New York judge has repeated his concerns that his court may not be the proper place for claims to be heard from a Saudi company alleging it was the victim of a US\$10 billion (Dh37.2bn) fraud by the Saudi businessman Mann al-Sanea.

The fraud claims, which Mr al-Sanea denies, stem from a case originally brought by the Dubai-based Mashreq bank last summer against Ahmad Hamad Al Gosalbi and Brothers, a Saudi conglomerate, over a default on \$150 million in foreign exchange transactions.

Al Gosalbi has acknowledged the default, but filed a third-party complaint pointing to the collapse of an alleged fund by Mr al-Sanea.

Mr al-Sanea has repeatedly argued that the case should be adjudicated in Saudi Arabia because most of the parties involved live there and speak only Arabic.

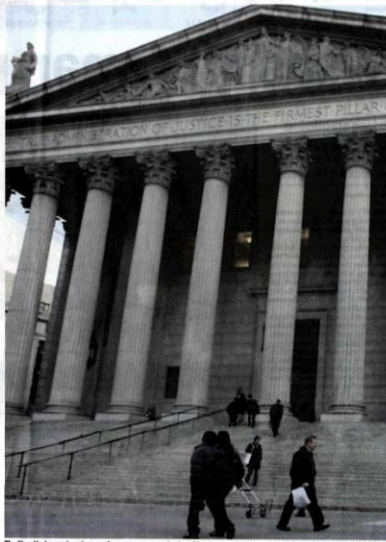
Many relevant witnesses, he has argued, are also subject to travel bans that would prevent them from attending hearings in New York.

Bruce Grace, a lawyer for the Al Gosalbi group, said at a hearing on March 25 that the motion to dismiss the case on jurisdictional grounds was Mr al-Sanea's "getaway car," according to a transcript of the proceedings.

"I've got to tell you, that car is fully gassed," said Richard Lowe, the New York State supreme court judge hearing the case.

Judge Lowe had earlier said he was "very, very concerned" about the appropriateness of his court as a forum for the case, but he had yet to make a final ruling on the jurisdiction issue.

The judge has not yet addressed the validity of the fraud claims, but a spokesman for the Al Gosalbi group said that where the allegations came to light, Mashreq and Mr al-Sanea "wanted to get out of a jurisdiction that allows for full disclosure and accountability."



The New York case is only one of numerous cases the Saudi businessman Mann al-Sanea is facing. Mary Al-Jaffer / AP Photo

on the web

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Damas fallout rattles banks

→ Lending, continued from 1

In fact, the inability to meet several margin calls led at least two banks – Scotiabank and HSBC – to convert more than \$400m worth of gold loans to a fixed price, meaning Damas has to pay them back in cash at prices set in November rather than in tonnes of gold, say sources familiar with the company.

The spot price of gold hit \$1,172.30 an ounce on November 30 and has since declined to \$1,096.52 as of late yesterday, Bloomberg reported. A Damas spokesman declined to comment on the gold loans yesterday.

The usual gold loan scenario requires the borrower to pay back the bank with an equivalent amount of gold, which cuts out the risk of fluctuations in price for the jewellery maker, said Alison Burns, the regional head of precious metals at Standard Bank.

But the agreements can include clauses that convert the loans into a fixed rate in the event of a default, said Mr Patni.

If gold drops in price from the date of the fixed price, then the company's precious metal assets are worth less than the debt it owes.

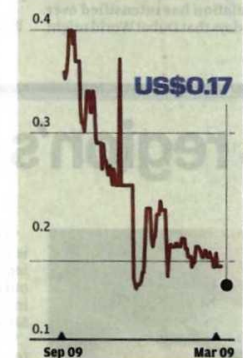
These fixed gold loans are another burden for Damas as it tries to negotiate with 20 lenders for a standstill of its obligations while it restructures. An agreement has been sent out to the banks for their approval and could be finalised within three weeks, sources said.

Trading of Damas shares was halted on Sunday ahead of the DFSA announcement, but resumed yesterday without any trades by the end of the day, according to data from NASDAQ Dubai.

aligaya@thenational.ae
bhope@thenational.ae

Losing lustre

Damas share price (Dh)



Source: Bloomberg

The National:
02/04/10

The National:
25/03/10

Story development...

What is the organisation's
function/role?
What's the history?

Why is it relevant, today?
What makes it different?

What are the challenges?
How are these being
overcome?

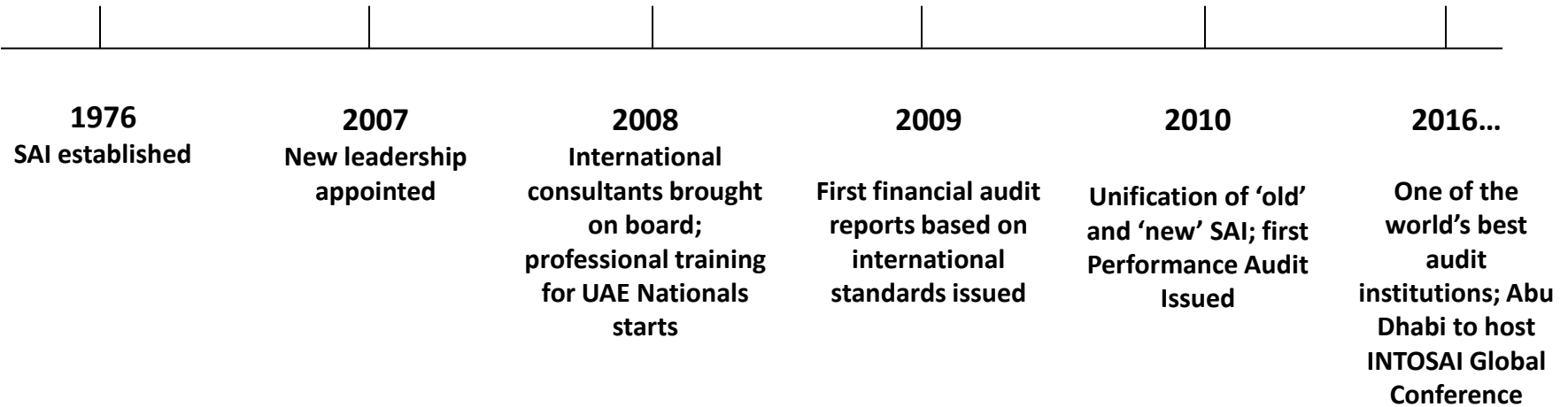
What does success look like
for the organisation?

Elevator pitch: State Audit Institution

“The State Audit Institution of the UAE is dedicated to improving transparency, governance and accountability in the UAE Federal Government. It follows international audit standards and aims to become one of the leading audit institutions worldwide...

“The work of the SAI is critical to the UAE’s ongoing modernisation. It is helping to ensure transparency and accountability in federal-level decision making, and helping young Emiratis to become future leaders in government, private enterprise and industry...”

Story development: State Audit Institution

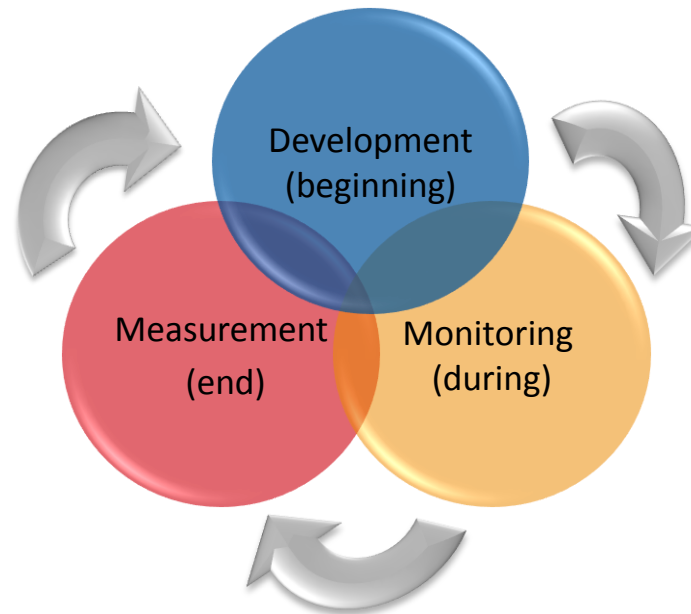


Evidence-based communications and insights

How to market Internal Audit?

What is evidence-based communications?

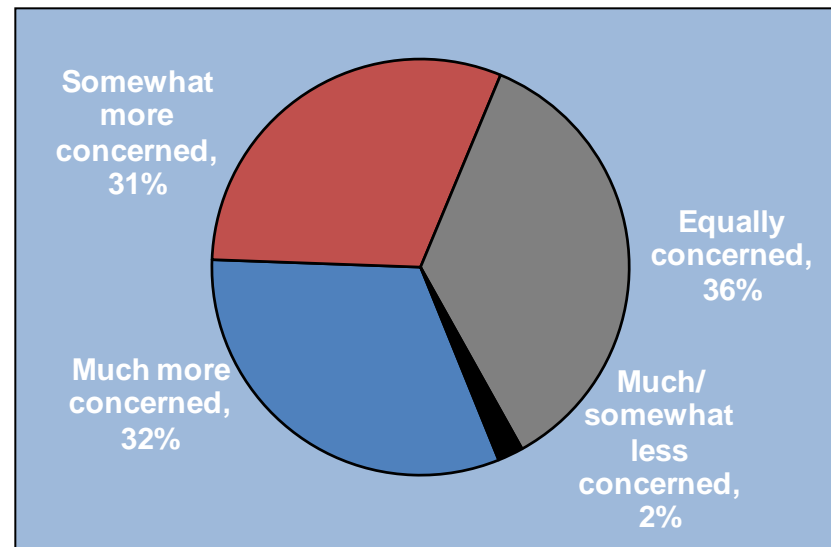
A scientific approach to communications, driven by data at the beginning, the middle and the end of client engagements.



Why evidence-based communications?

- Makes for a clearer understanding of target audiences and for marketing campaigns that address their needs more closely
- Starts a conversation: identifies unique insights that make marketing more campaigns more original, creative and relevant
- An evidence-based approach makes marketing campaigns more measurable

63% of CEOs are more concerned about PR ROI in 2009.



Source: Burson-Marsteller/PRWeek 2008 CEO Survey

Evidence-based approach to Internal Audit?

- An evidence-based approach can start ‘a conversation’ around your business/organisation, stimulating your marketing and communications effort

Download rankings in Excel.

Economy	Ease of Doing Business Rank	Starting a Business	Dealing with Construction Permits	Employing Workers	Registering Property	Getting Credit	Protecting Investors
Saudi Arabia	1	1	4	9	1	2	2
Bahrain	2	9	1	1	4	5	5
Israel	3	3	13	11	17	1	1
United Arab Emirates	4	4	2	4	2	3	12
Qatar	5	10	3	8	7	13	9
Kuwait	6	15	6	3	12	5	3
Oman	7	8	15	2	3	11	9
Tunisia	8	5	11	13	8	5	6
Yemen, Rep.	9	7	5	10	5	15	16
Jordan	10	13	7	5	13	11	12

Source: *Doing Business Report 2010*, The World Bank Group

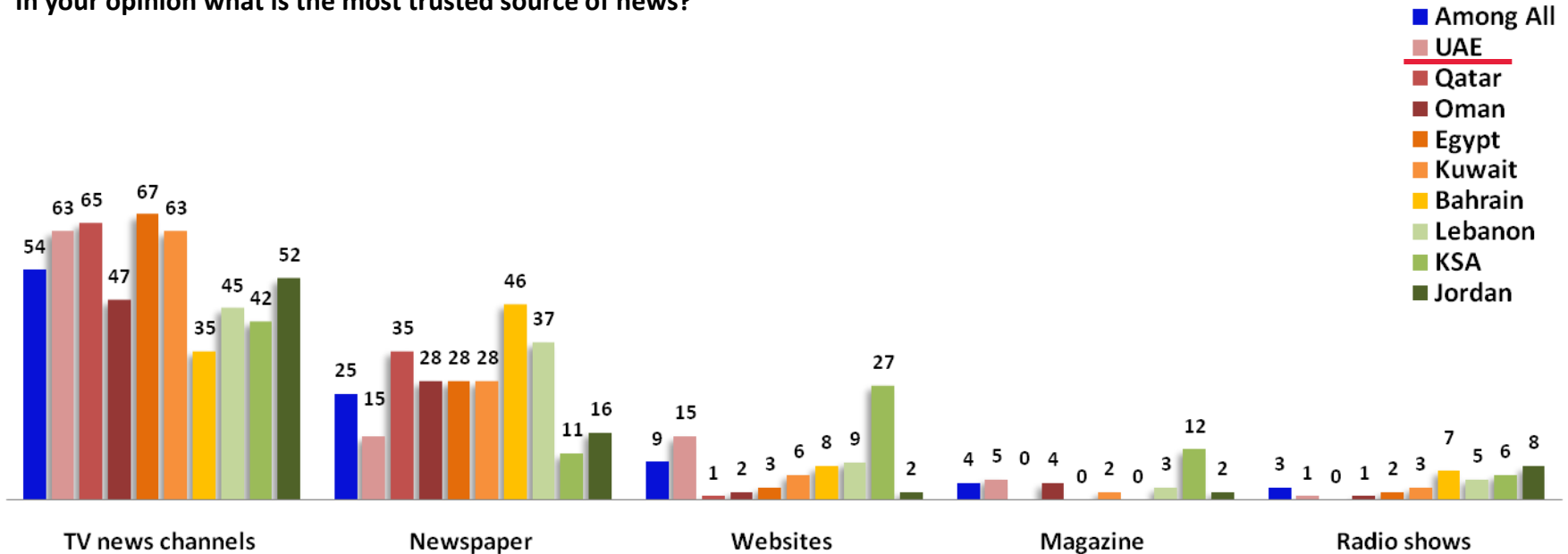
ASDA'A B-M 2nd Annual Arab Youth Survey

- ASDA'A Burson-Marsteller conducted the biggest ever study of young Arabs and their hopes, dreams and aspirations in October 2009
- 2,000 face-to-face interviews in nine countries
- Results announced March 7; panel discussion focused on the various issues related to Nationals



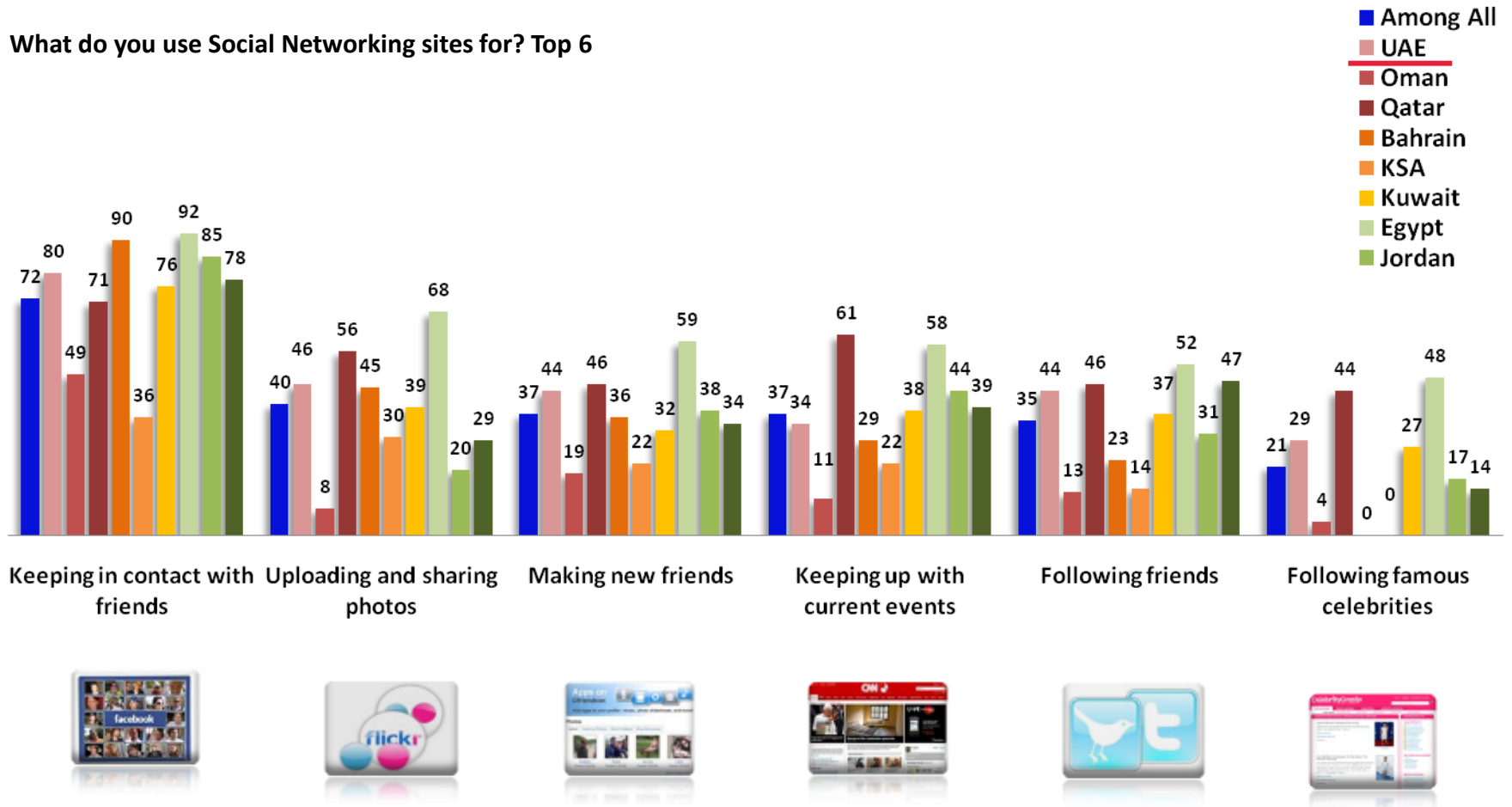
Importance of traditional media

In your opinion what is the most trusted source of news?



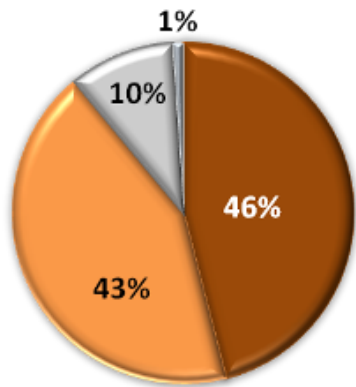
Growing influence of online media

What do you use Social Networking sites for? Top 6

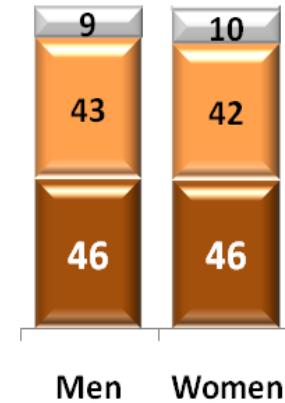
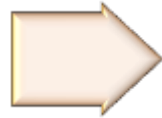






Barriers to joining the private sector

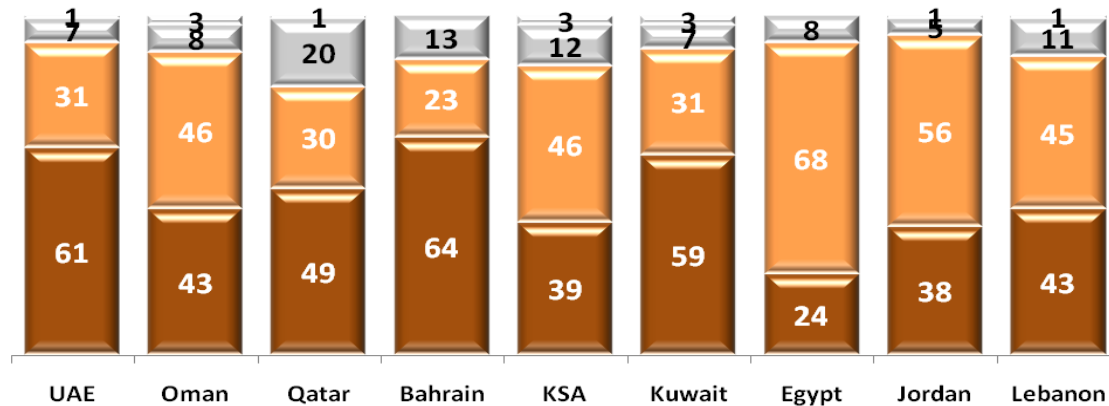
Among All 9 markets



Would you prefer to work for the Government or the private sector?



-  Government
-  Private sector
-  No preference
-  Don't know



Campaign building blocks

Marketing Internal Audit

Six essential tasks

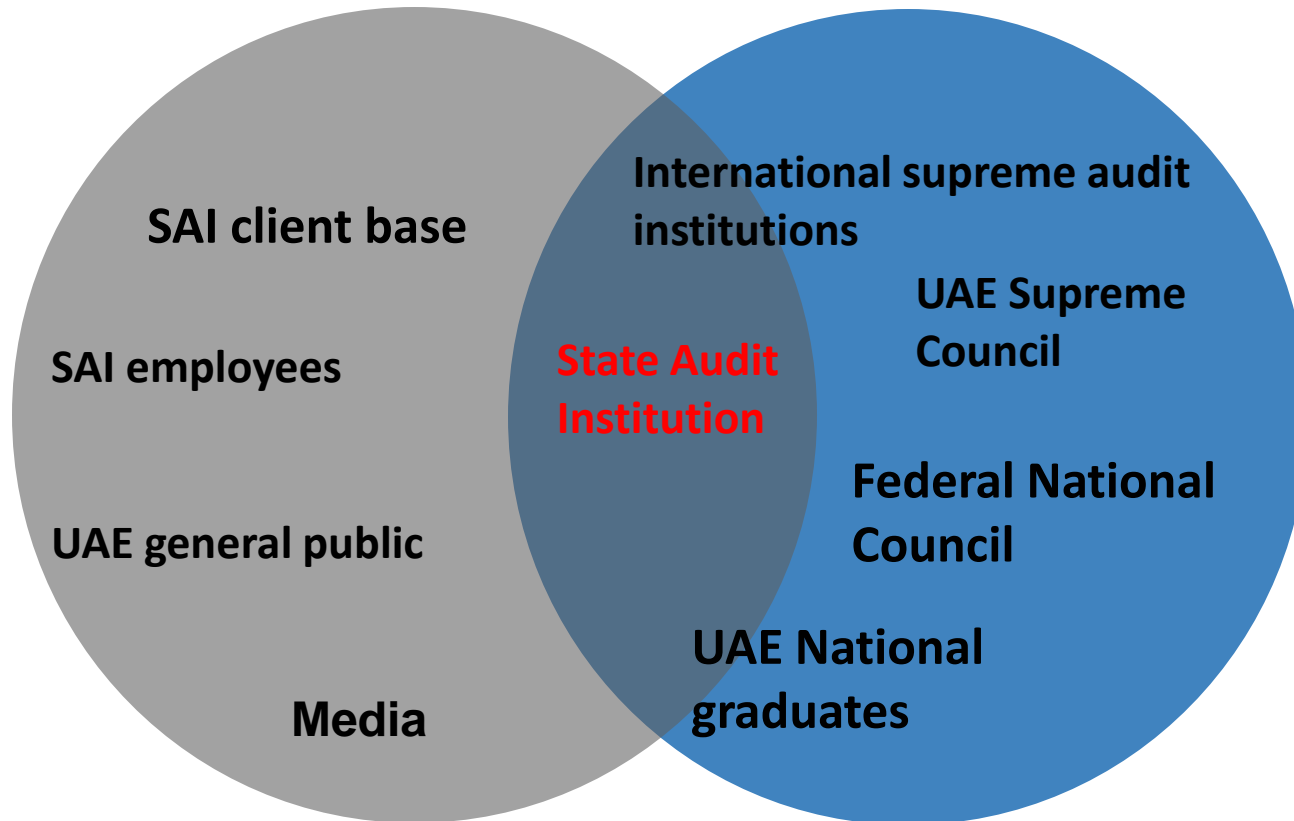
1. Link communications-marketing objectives to business result
2. Identify target audiences
3. Understand communications issues
4. Devise communications strategies to address issues
5. Develop actionable tactics from strategies
6. Deploy measurement tools

1. Communications goals + business objectives



- To position the UAE State Audit Institution as:
 - Dedicated to serving the public interest
 - Integral to improving standards of governance and accountability in the UAE Federal Government through the application of world-class standards

2. Audiences: State Audit Institution



Secondary audiences/influencers: media

Bloomberg

MONEYworks

الاقتصادية
www.aleqt.com



البيانات



GULF
business
INTERNATIONAL & MIDDLE EAST BUSINESS MAGAZINE FROM A NEW PERSPECTIVE

FINANCIAL TIMES

TheNational

الاقتصاد والأعمال
Al-Iktissad Wal-Aamal
ARAB BUSINESS MAGAZINE
نيسان / أبريل 2009 / السنة الواحد والثلاثون / العدد 352

GULF NEWS 

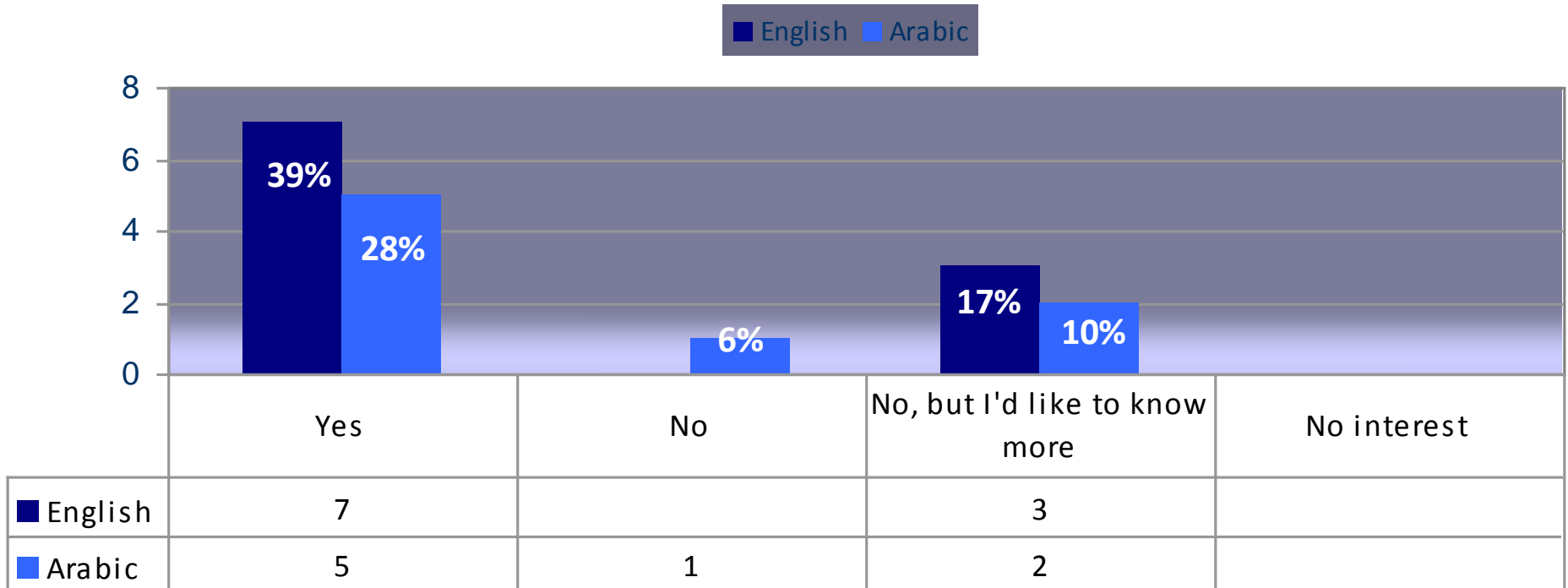
REUTERS 

arabian
Business

TRENDS
The international magazine on Arab affairs

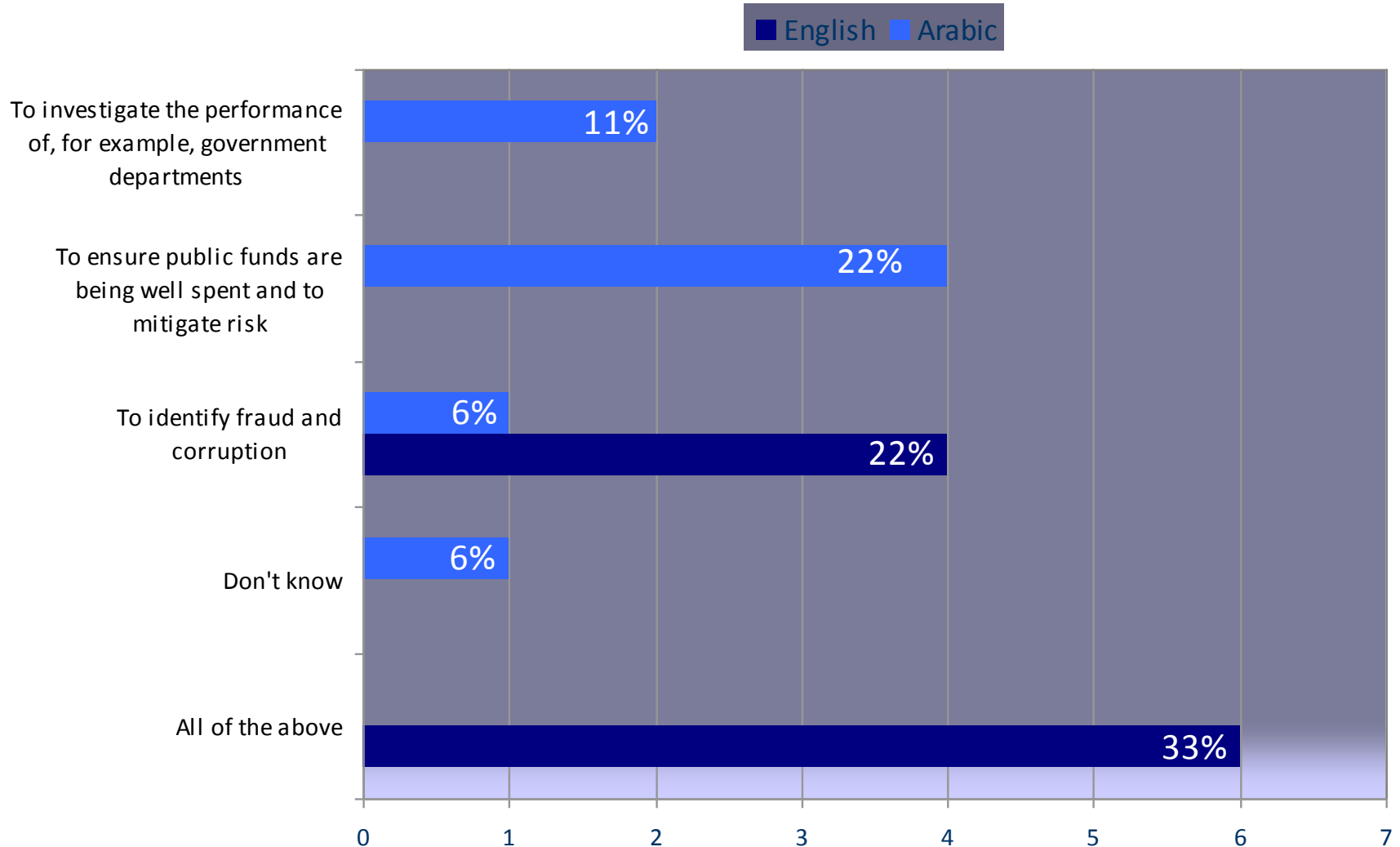
EMIRATES
Business247

Do you have any knowledge of IAS or IFRS?

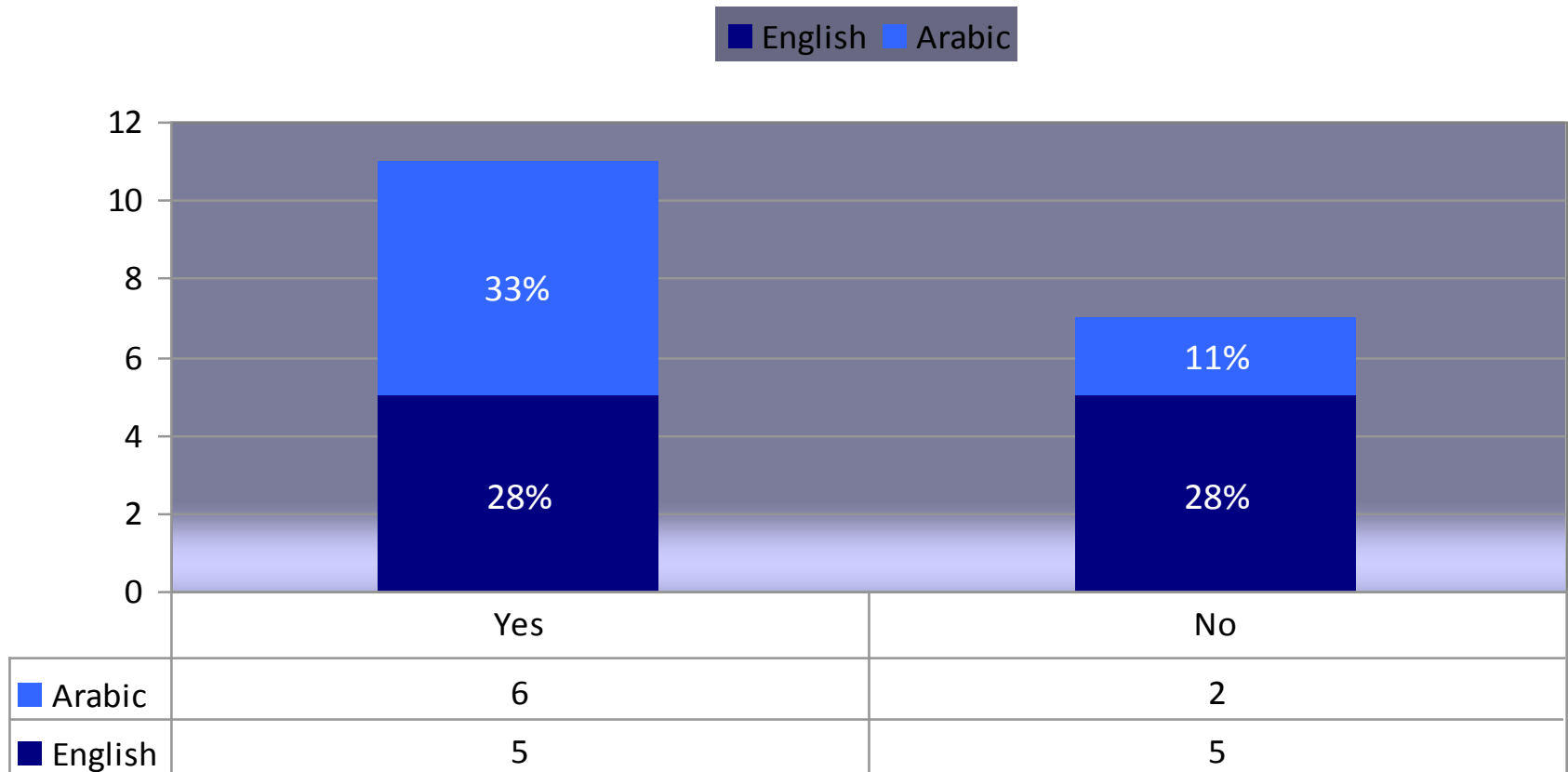


UAE media perception audit: April 2009

What is the audit profession's role?



Can the UAE introduce international standards in governance and accountability in the public sector?



Is auditing a desirable career choice?

“

At least since the fall of Arthur Anderson, the profession has had huge reputation problems. I wouldn't my kid to become an auditor, which also happens to be a very dull profession.

”

Leading business periodical

“It is a sector that will always see demand, in good times and bad. So it's very stable.”

Business newspaper

“The past year has been a tough one for the profession, but it's still a good career path. Auditors just have to reform themselves moving ahead.”

Financial newswire

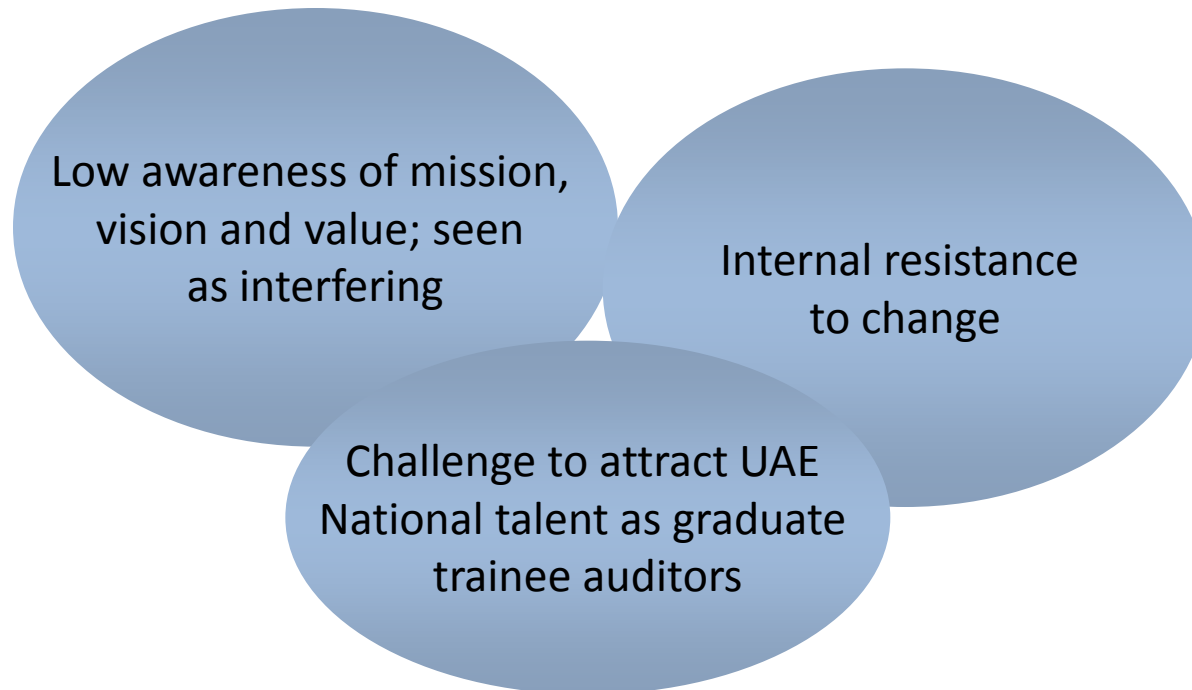
“The financial reporting system is under great pressure now, so there is a clear need for more and better people in the profession.”

Leading business portal

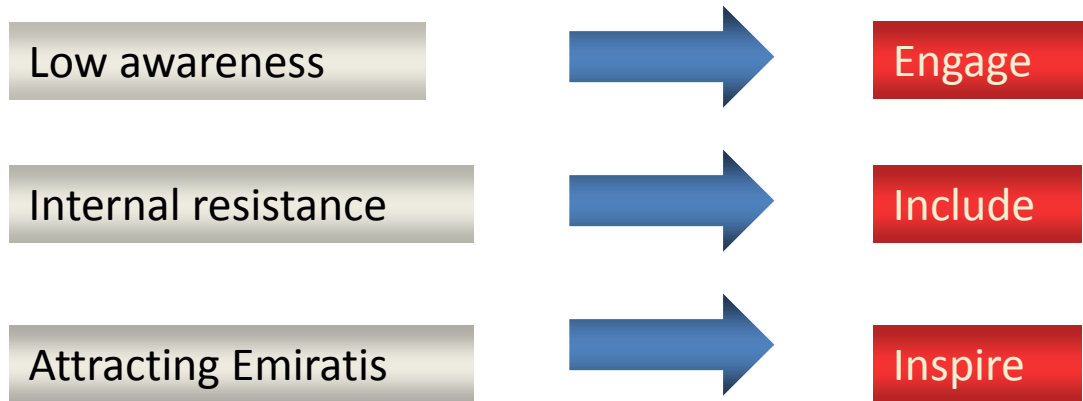
3. Understanding communications issues

- Effective communications strategy seeks to identify and address core communications issues...

Core communications issues: UAE State Audit Institution



4. Strategies from issues



5. Tactics from communication strategies

Issues

Strategies

Tactics

1

• Low awareness of mission, vision, value

• Engage with audiences directly

- Spokesperson policy, training
- Implement press office function
 - SAI workshop for clients
 - Newsletter

2

• Internal resistance to change

• Inclusion: connect with employees to gain endorsement, buy-in

- Education collateral for graduates
 - Student panel discussion
 - Digital outreach
- Sponsor internships

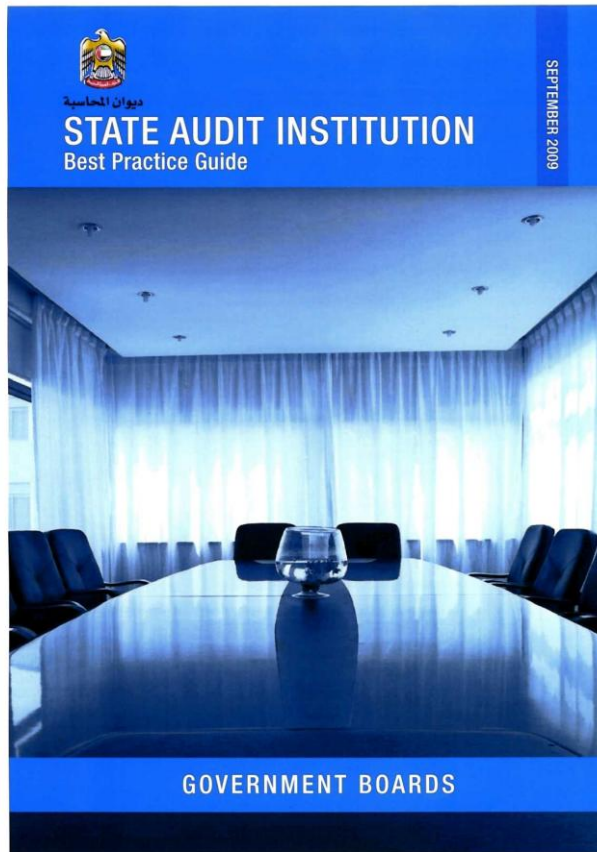
3

• Challenge to attract UAE National talent


• Inspire: raise profile of auditing profession, enhance prestige

- Employee town hall meetings
 - Employee charter
- Corporate Social Responsibility programme
 - Suggestions programme

Engage: educational literature




Engage: educational literature



دولة الإمارات العربية المتحدة

UNITED ARAB EMIRATES
STATE AUDIT INSTITUTION

Graduate Information



Protecting Public Welfare

<p>"I am provided with mentoring and on-the-job training by internationally qualified professionals and I am currently studying ACCA certification as part of SAI's graduate training programme." Mariam Al-Hammadi is an SAI auditor and graduate of UAE University.</p>	<p>"أعطيت في ديوان المحاسبة بالتوجيه والتدريب الميداني بواسطة نخبة من المهنيين الحاصلين على مؤهلات على المستوى العالمي، كما أحضرت في الوقت الحالي لنيل شهادة "جمعية المحاسبين القاترين المعتمدين" (ACCA)، في إطار برنامج التدريب للخريجين" مريم الحمادي، مدققة في ديوان المحاسبة وخريجة جامعة الإمارات العربية المتحدة.</p>
<p>Working at SAI means:</p>	<p>العمل في ديوان المحاسبة يعني:</p>
<ul style="list-style-type: none"> • A challenging working environment • Opportunities for personal and professional development • Clear performance expectations and recognition • Achieving your ambitious future plans • Being supported to become an internationally qualified accountant and auditor • Mentoring and training from internationally qualified professionals 	<ul style="list-style-type: none"> • بيئة عمل منافسة • فرصة للتطور على الصعيدين المهني والشخصي • توقعات وتقدير واضح للآداء • تحقيق الخطط المستقبلية الطموحة • الحصول على الدعم اللازم لتصبح محاسباً ومدققاً • حصولاً على مؤهلات على المستوى العالمي • التوجيه والتدريب بواسطة نخبة من المهنيين الحاصلين على المؤهلات على المستوى العالمي
 <p>STATE AUDIT INSTITUTION Level 20, Aseel Building (C2), Al Bateen Towers Al Bateen, Abu Dhabi UAE</p> <p>دولة الإمارات العربية المتحدة</p>	 <p>ديوان المحاسبة الطابق 20، بناء أصيل (C2) أبراج البطين البطين، أبوظبي دولة الإمارات العربية المتحدة</p> <p>دولة الإمارات العربية المتحدة</p>
<p>Recruitment Information Contact: Hajer Al Mansoori h.mansoori@sauae.gov.ae</p>	<p>استشارات التوظيف هاجر المنصوري h.mansoori@sauae.gov.ae</p>
<p>Graduate Information Contact: Shayma Al Hebsi s.alhebsi@sauae.gov.ae www.sauae.gov.ae</p>	<p>استشارات الخريجين شيماء الحبسي Shayma Al Hebsi s.alhebsi@sauae.gov.ae www.sauae.gov.ae</p>

6. Measurement

Levels of measurement	Key metrics	Methodology
Inputs	<ul style="list-style-type: none">•Quality of editorial content•Time efficiency•Turnaround of execution	<ul style="list-style-type: none">•Client/agency audit•Ongoing campaign review
Outputs	<ul style="list-style-type: none">•Volume of media coverage•Tone of voice•Comparative share of voice	<ul style="list-style-type: none">•Qualitative and quantitative analysis of media coverage
Outcomes	<ul style="list-style-type: none">•Awareness of key messages among stakeholders	<ul style="list-style-type: none">•Qualitative and quantitative research across target audiences

Conclusions

- Marketing and communications must align with core operational goals
- Identify and understand your target audience
- Focus campaigns at the core awareness issues
- An evidence-based approach is key to achieving maximum results

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