

Reform Privatization of SOEs

Communication Strategy

July 2020-2021

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ФОНД
ДЕРЖАВНОГО
МАЙНА
УКРАЇНИ



МІНІСТЕРСТВО РОЗВИТКУ ЕКОНОМІКИ, ТОРГІВЛІ
ТА СІЛЬСЬКОГО ГОСПОДАРСТВА УКРАЇНИ



Content

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2. Key stakeholders and priority communication areas (8-15)
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Vision: goal, objectives, risks

Reform goal:

- combating corruption
- attracting direct investments and investors
- additional budget revenues

Privatization objectives:

- significant reduction of the number of state-owned enterprises in a transparent and fair way
- sale of unprofitable, non-core and non-strategic assets
- small-scale privatization via the e-trading system Prozorro Sale
- large-scale privatization via public competitions involving investment advisers

Communication goal

**form public trust in the reform: transparent and fair
privatization is possible!**

Objectives:

provide communication and awareness-raising for positive perception and risk mitigation

Risks:

- negative perception from society and enterprises' employees
- outright sabotage of procedures and performance
- political risks (negative impact of privatization on political ratings of parties)

Map of stakeholders

Stakeholders	Description
Citizens of Ukraine	<ul style="list-style-type: none"> • Population of Ukraine by communication instruments: <ul style="list-style-type: none"> - 18-30 y/o - 30-55 y/o - 55-85 y/o • Potential investors (small-scale privatization) • Residents of territories with large and medium enterprises, city-forming SOEs
Employees of enterprises	<ul style="list-style-type: none"> • Employees of large and medium state enterprises • Family members • Labor unions
Investment and international community	<ul style="list-style-type: none"> • Reform supporters (international institutions) • State representative offices • Donor organizations • Business and investment associations • Investment companies and potential investors
Civil society	<ul style="list-style-type: none"> • Experts • Opinion leaders • NGOs (anti-corruption, social and environmental) • Public activists
Decision makers	<ul style="list-style-type: none"> • Public authorities (influencers) <ul style="list-style-type: none"> - Office of the President of Ukraine - Cabinet of Ministers of Ukraine - Ministry of Economic Development and Trade - State Property Fund of Ukraine - Prozorro Sale - Verkhovna Rada of Ukraine • Regional authorities • State enterprise management • Investment and reform agencies

Key communication priorities

Communication goal: form public trust in the reform since transparent and fair privatization is possible!

Objectives: provide communication and awareness-raising for positive perception and risk mitigation

Stakeholder	Objectives	Priority in communication
Ukrainians as investors	Form public trust, present attraction tools, provide confirmation	1. Form public trust 2. Provide information and interaction 3. Provide success confirmation
Civil society (Opinion leaders, NGOs)	Form interaction and support, provide confirmation	
Decision makers - Office of the President of Ukraine, Cabinet of Ministers of Ukraine - Verkhovna Rada of Ukraine - Judicial and law enforcement agencies	Provide information, interaction and support	
SOE employees	Provide information, clarification and form public trust	
International and investment community	Form public trust, present tools, and provide confirmation	

Communication channels for stakeholder groups

Stakeholders	Target audiences	Communication channels
Ukrainians as investors	<ol style="list-style-type: none"> 1. Active citizens as potential investors 2. Citizens aged 18 to 45 3. Citizens aged 45 to 80 	<ul style="list-style-type: none"> • Media (online publications, TV, media projects) • Internet (digital support, video content) • Direct advertising • Investment events
Civil society	<ol style="list-style-type: none"> 1. Opinion leaders, experts 2. Public associations (NGOs) 3. Bloggers, media 4. Opponents 	<ul style="list-style-type: none"> • Media • Expert events, public discussions, round tables • Direct communication, provision of up-to-date information
Decision makers/reform ideologists and enthusiasts, supporters	<ol style="list-style-type: none"> 1. Office of the President of Ukraine 2. Cabinet of Ministers of Ukraine 3. Verkhovna Rada of Ukraine 4. Regional authorities 5. Judicial and law enforcement agencies 	<ul style="list-style-type: none"> • Direct communication • Public events, expert meetings/round tables • Seminars • Media (media projects, press events) • Provision of periodic process information, listing

Communication channels for stakeholder groups

Stakeholders	Target audiences	Communication channels
Citizens and SOE employees	<ol style="list-style-type: none"> 1. SOE employees and their family members 2. Labor unions 3. Opponent groups among employees 4. Residents of SOE city-forming areas 	<ul style="list-style-type: none"> • Direct communication (meetings, internal PR tools) • Public discussions, offer acceptance • Direct advertising/posters (process and prospects in detail) • Media (stories, materials, media projects)
International and investment community	<ol style="list-style-type: none"> 1. International financial and political institutions 2. Business associations 3. Investment community as potential buyers 	<ul style="list-style-type: none"> • Direct communication • Investment events, round tables • Media (explanation, up-to-date information) • Road shows and direct advertising

Timing of communication activities

Timing by Road map of SPFU and Prozorro.Sales

Instruments	4Q 2020	1Q 2021	2Q 2021	3Q 2021
Need and prospects in detail				
Media project (national media, Internet and printed				
Media project (national media, Internet and printed				
Support the website privatization.gov.ua				
Advertising				
Promo materials				
Digital project support				
Action plan, present activities				
Investment conference*				
Regional workshops for the public and media**				
Round tables				
Practical workshops for judicial, law enforcement agencies				
Meetings with employees				
Success confirmation				
TV and Internet video of successful cases				
"Success Stories", media project				

* optionally

** partnership with Institute War&Peace Reporting (IPWR)