



Communication Strategies of Competition Authorities as a Tool for Agency Effectiveness

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Introduction

- Competition authorities must balance transparency with the need to protect confidential information, preserve discretion and safeguard other enforcement interests
- Transparency and communication are key for:
 - Stakeholder understanding of competition authorities' work
 - Competition advocacy
 - International cooperation
- Developing an appropriate communication strategy is important for prioritizing and planning competition authorities' communications





The Canadian Approach

- The Competition Bureau promotes healthy competition through a balanced approach
- The Bureau's 2014-15 Annual Plan includes "increase competition promotion efforts to advance a culture of compliance and competition advocacy" as a top priority
- The Bureau is incrementally increasing the use of advocacy to broaden awareness of, and support for, competition principles
 - Market studies
 - Regulatory interventions
 - Enhanced collaboration and communication with stakeholders
- The Bureau engages in a variety of compliance promotion efforts





Transparency

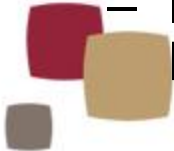
- The Bureau collaborates with its stakeholders – including the business and legal communities – to achieve more collectively
- The Bureau's ongoing *Action Plan on Transparency* promotes the development of a more efficient and responsive agency
- The Bureau recently published the Information Bulletin on *Communication during Inquiries*.
- The Bureau has issued 14 position statements and published 86 news releases and information notices during the 2013-14 year





Communication Strategies

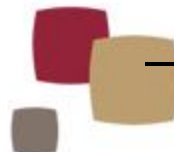
- Communication strategies are a tool for increasing agency effectiveness
 - The Public Affairs Branch is the Bureau's dedicated communications unit
- It is important to imbed communication into an agencies' organizational culture
- Competition authorities need to evolve and adapt communication strategies to remain connected with consumers, businesses, stakeholders and the media
 - Social media is becoming an integral part of the Bureau's communication strategy
 - In March 2013, the Bureau launched a Twitter account; the Bureau's Facebook page and YouTube channel followed





Communication Strategies Continued

- When developing a communication strategy it is important to establish measurements at the outset and track outcomes consistently – reporting frequently and regularly
 - The Public Affairs Branch performs daily and ongoing media monitoring on matters related to the Bureau's work
 - The Branch also maintains an extensive database that supports the development of regular media analysis reports
- Communication strategies must align with clearly articulated policy objectives from the outset
- Media monitoring and analysis leads to more effective communication tactics and better targeted outreach
 - Monthly web metrics analysis reports allow the Bureau to identify areas or information that should be improved or promoted





International Cooperation

- International cooperation is a critical aspect of competition enforcement and promotion
 - The Bureau engages in informal cooperation in advocacy by promoting competition and compliance in international events
 - In November 2013, participation in an international conference at the Indian Institute of Management
- Coordinating communication initiatives expands outreach to broader audiences
 - In March 2014, the Bureau and the United States' competition agencies issued best practices on cooperation in merger investigations
 - Canada issued a joint statement with agencies from the United States and the United Kingdom on caller identification spoofing in October 2013





Conclusion

- Finding the right balance between transparency and confidentiality is critical to preserving agency discretion and protecting other enforcement interests
- The Bureau aims to create a culture of greater openness while maintaining integrity in its enforcement work
 - Transparency initiative
 - Competition advocacy
 - International cooperation
- The Bureau's communication strategy is a key to establishing and promoting Canada's competition culture



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