



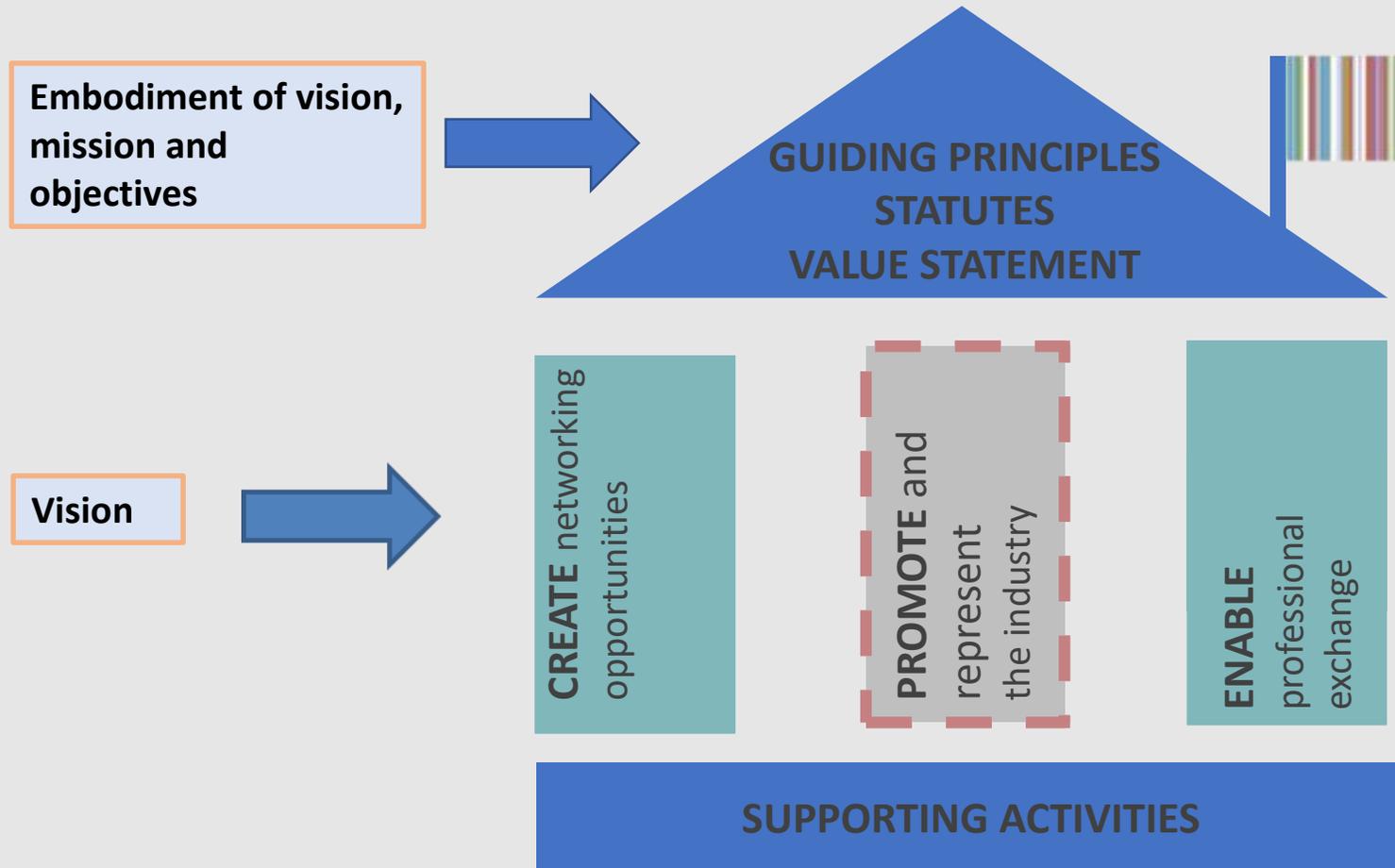
BU Strategy 2025

Vinco David

Berne Union Secretary General

Berne Union: Current state

Berne Union direction, adopted in 2014



Vision:

To be the leading association of the international credit and investment insurers for the purpose of information exchange, sharing of expertise, and networking among its members

Mission:

To support and grow trade and investment globally

Current objectives



Networking

Enrich members
networking experience



Information and data exchange

Enrich information and
data exchange among
members



Visibility and influence

Strengthen visibility and
influence of the Berne
Union as the most
relevant association in our
industry



Improve members experience



Future generations

Facilitate the integration
of future generations

Current objectives: Networking



Networking

Enrich members
networking experience

What we are doing now

- Member meetings
- Outreach meetings with DFIs and DLIs
- Meetings with banks – ICC Export Finance Forum
- Individual contact details on website member pages
- Digital platform for internships
- Young professionals initiatives

What we could do more

- Stimulate more interaction on Berne Union digital platforms
- Hub (=Berne Union) and spoke model with other export finance stakeholders
- Specialist meetings with ICISA, ITFA, banks, others?
- Regional meetings

Current objectives: Information and data exchange



Information and data exchange

Enrich information and data exchange among members

What we are doing now

- General meetings
- Specialist meetings
- Data project and exchange
- Occasional webinars
- Annual industry survey (with ICISA)
- Digital platform for regulation (under development)

What we could do more

- Stimulate more interaction on Berne Union digital platforms
- Hub (=Berne Union) and spoke model with other export finance stakeholders
- Specialist meetings with ICISA, ITFA, banks, others?
- Regional meetings

Current objectives: Visibility and influence



Visibility and influence

Strengthen visibility and influence of the Berne Union as the most relevant association in our industry

What we are doing now

- Speaking at industry events
- Press releases, mainly on statistics
- Publications: Newsletter and yearbook
- Reactively Providing data to others, including the media
- Social media posts: meetings, outcomes, statistics
- Education of regulators including Legal and Regulatory Task Force

What we could do more

- PR: we may need more content and expertise for this
- Proactively look for events to speak
- More social media activity
- More thought-leadership through research publications, white papers, synthesising of available information
- Regulatory education and awareness: more in-depth and proactive approach

Berne Union: Assessment of future direction

Strategy reevaluation: Information gathering sources

Management

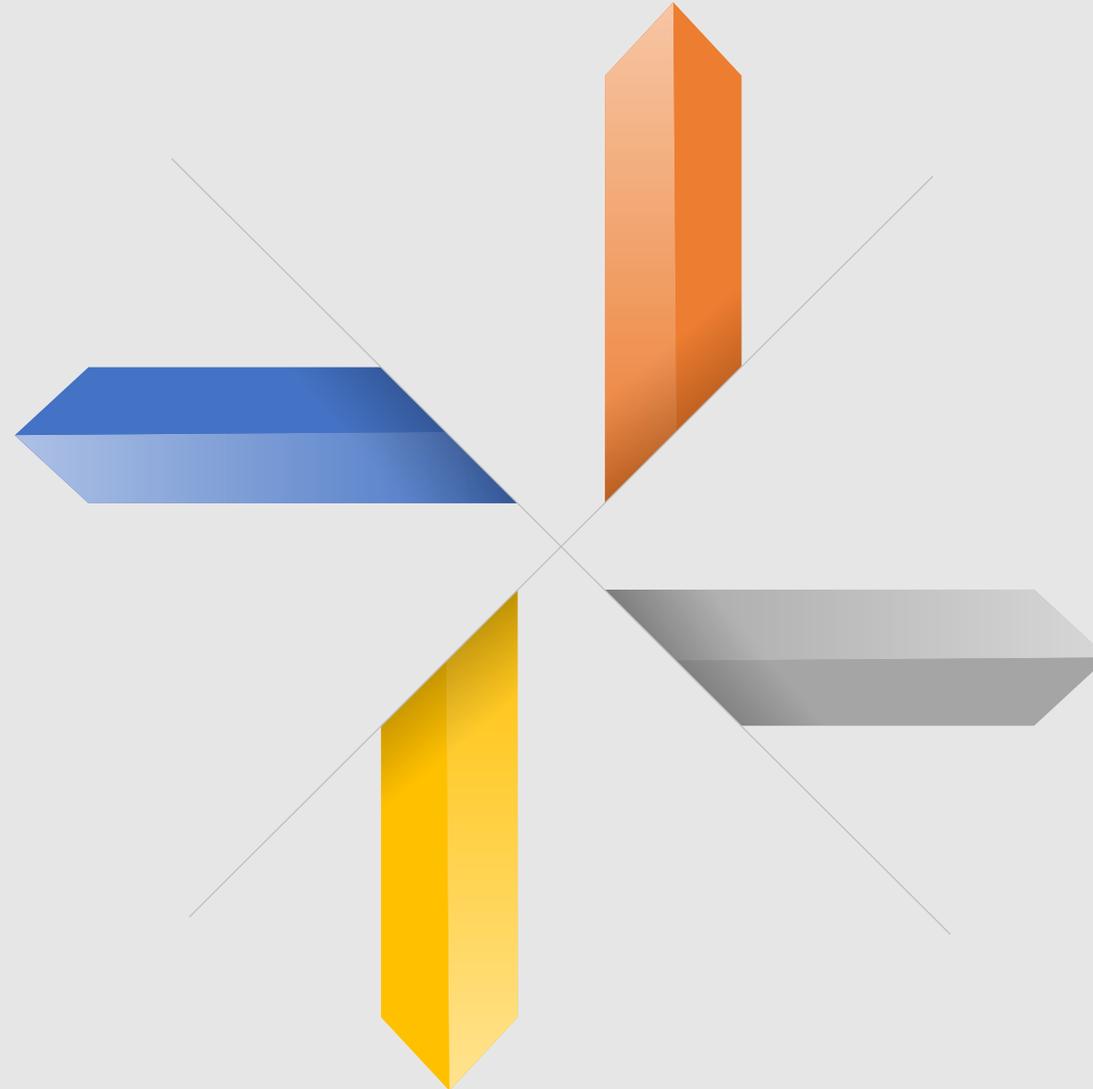
Committee brainstorm

Based on information gathered by the BU Secretariat and guided by the discussion facilitator – BU Management Committee provides a list of ideas of a plan for strategic reevaluation

Research of other industry associations

/BU Secretariat/

Interviews with various industry associations on their practice servicing their members and representing industry externally



Berne Union members

survey /BU Secretariat/

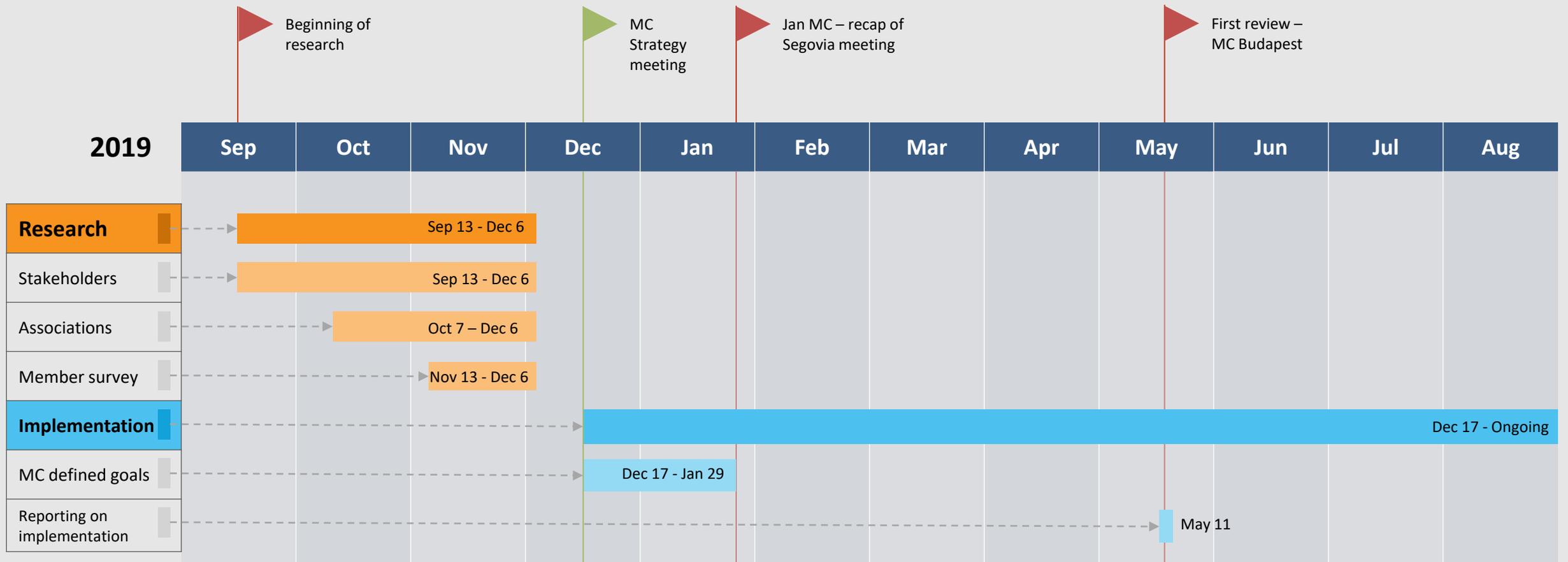
Full scale member survey on various topics related to future development and current perception of BU

Interviews with stakeholders

/BU Secretariat/

BU Secretariat within a period of two months executed series of interviews with industry thought leaders, outside stakeholders and experienced members within the industry

Implementation timeline



Assessment of interviews with outside stakeholders and thought leaders

Objectives of the exercise

CRITERIA	Stakeholders should possess good knowledge of the industry and the activities of the Berne Union
AIM	To have a open minded opinion outside the communnity and see how Berne Union is percieved externaly
GROUPS OF QUESTIONS	<ul style="list-style-type: none">- Perception of the Berne Union- Comparison to counterparts- Internal VS External focus

Most repeated words



Quoting thought leaders

BU data are essential for the industry, but not well disseminated. Send more email shots to non-members, in addition to BULLETIN and Yearbook

-- Stakeholder

Primarily at the moment we see BU as a tool for data and professional exchange, for example, and less as a instrument of advocacy.

-- Member

Considering the impact of BU members on the international trade and size of membership, it could be much more significant – in ideal scenario content produced by BU should be much more visible.

-- Stakeholder

Quoting thought leaders

BU needs to be more active towards bank regulators. It is not good enough to hide behind the banks' advocacy. The interests of insurers and banks are aligned when it comes to supporting trade. BU data are a great help.

-- Stakeholder

More external focus is needed: Provide thought-leadership on and input to OECD matters, sustainability, digital transformation.

-- Stakeholder

More coordination and participation should be sought by other relevant organisations such as UNCTAD, WTO, multilaterals etc. Let them participate more at our events, both globally but also in regional meetings.

-- Member

Comparison to counterparts

What's better

BU stands out with its holistic view. This may be due to the great variety and large spread of members.

BU is unique and comes across as pretty effective.

Its data are a pre-eminent source for the industry.

The fact that BU is not seen as an aggressive lobbyist adds to its moral authority.

BU is a respected body with governments and financial institutions. 'semi-official' halo adds to its reputation.

It is an forum of exchange of technical expertise and that is what separates Berne Union from other – the technical discussion, rather than being just simply a forum for advocacy.

What's common

Overlap with ICISA. Why not merge to be truly representative. The two merged factoring associations have set the right example.

Seeing many similarities between BU and ICISA, is a proponent of merging of these two organisations.

What's different

Even though now output is not much visible, does not see much more than Yearbook. ICC Banking Commission and EBF publish more output, such as white papers and studies.

Not publishing about efforts towards regulators comes across as inaction.

One example is sustainability – BU does not speak out, while others such as BIAC, ICC etc. do.

BU could learn from the LMA (Lloyd's Market Association) who is much more active in regulation. A good example would also be IACPM (Association of Credit Portfolio Managers) which does a lot in fintech and climate risk.

Advantages of Internal VS External representation

External representation

Invite other stakeholder to meetings and task forces, e.g. on regulation

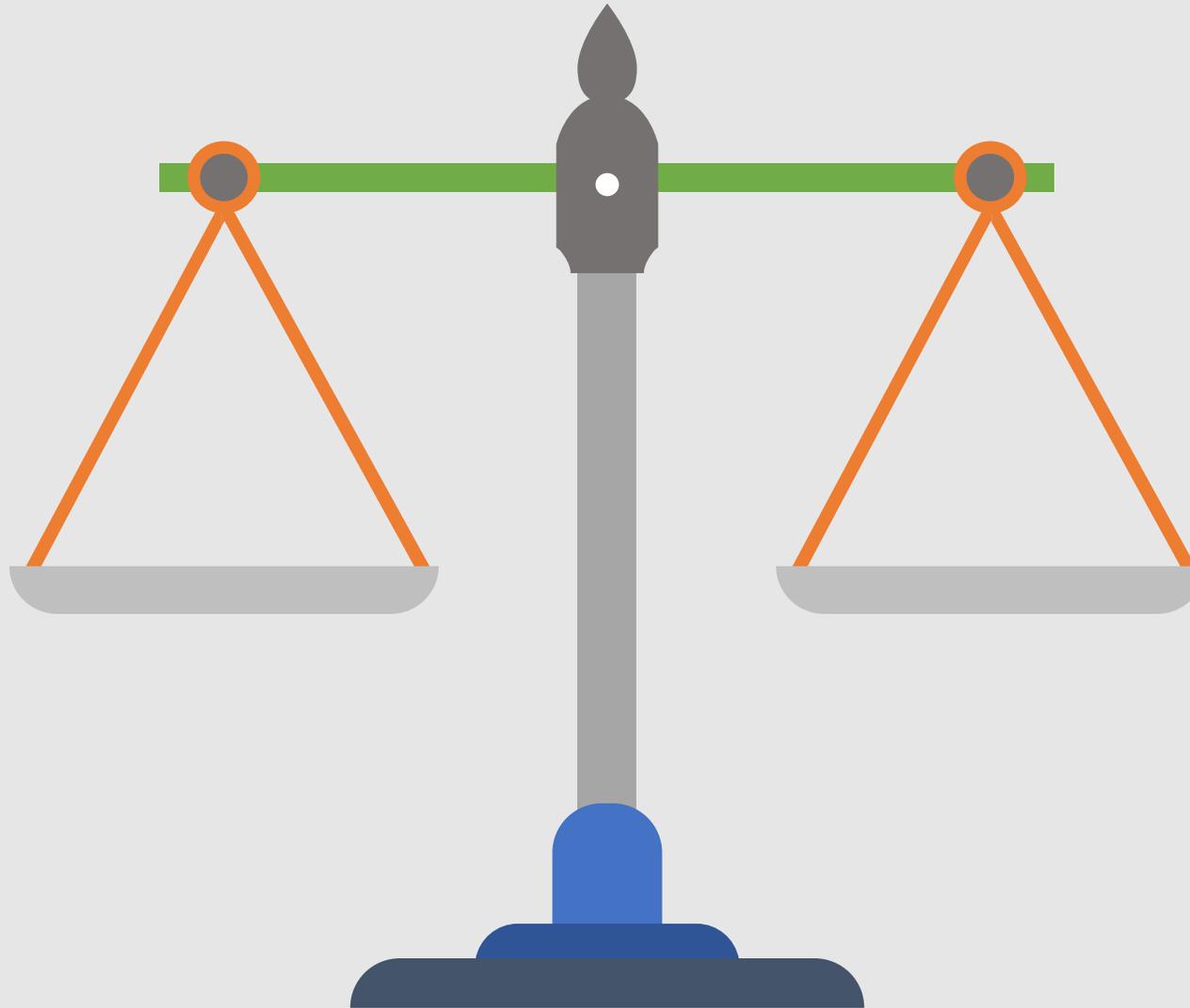
More external focus gives BU more credibility

Important that the Berne Union acts on advocacy, even if this is not unanimously supported

BU needs to be more active towards bank regulators. It is not good enough to hide behind the banks' advocacy. The interests of insurers and banks are aligned when it comes to supporting trade. BU data are a great help

BU should be more externally focused, but not at the cost of its internal focus. This means a broader scope of work altogether

BU is too much concentrated to internal discussions of its members



Internal representation

BU inward focused activities have a lot of value and the BU does a great job on that

BU is a tool for data and professional exchange

BU diverse membership (ECAs and private) is a strength and it allows not to have one dimensional discussions

Invite other stakeholder to meetings and task forces, e.g. on regulation

BU is not that diverse when it comes to finding common interests for its members (public/private), even though for public institutions narrow national interests can be a challenge – but for BU it should not be about finding every individual members needs but to look at the common things for all of its members and address those.

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