



# Communication Strategy & Plan

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< Project Name > *Insync Supply Chain Management*

## Document Control

### Changes History

Issue Number	Date	Author	Change

### Authorised by

Role	Name	Signed	Date

### Distribution

Name	Organisation

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## Background

*<Provide a very brief background to the project – this could be from the Project Brief or Business Case>.*

## Purpose and Scope

The <name> Project Communication Strategy & Plan (This Plan) provides a framework for managing the exchange of information both within the project, and with all stakeholders. The Plan focuses on formal communication channels.

In addition to the formal communication channels, other channels exist on informal levels and enhance those discussed within this Plan. This Plan is not intended to limit, but to enhance, communication practices. Open, ongoing communication between stakeholders is important to the success of the project.

The aim of this document is to identify stakeholders who are key to the project, to assess and document the communication needs of each stakeholder, and to implement the documented communication methods for each stakeholder.

It is imperative that communication channels are set up, as stakeholders require ongoing communication to keep them interested and committed to the aims of the project. Without this support, there will be ineffective feedback and lack of involvement from stakeholders, thereby increasing the risk of reducing the effectiveness of the project.

It is the responsibility of the <named role/person> to ensure that all key stakeholders have been correctly identified, and are kept adequately briefed on the project according to their communication needs.

The <named role/person> will take responsibility for the overall communication strategy, with input from the Project Manager.

## Stakeholders and Key Audiences

The first critical steps in developing and delivering effective communication for the project are those of identifying, classifying and understanding the various stakeholders, their information needs, and their ability to influence and affect outcomes.



A stakeholder analysis has been carried out by the project, and the results documented in <document name>. This will be revisited on a <regular basis/every six months> by the project, with the next review scheduled for <date>.

The stakeholders identified from stakeholder analysis are listed below. Some of these groups will need to be kept informed of progress towards, and the achievement of, key milestones as well as findings and decisions that may indirectly impact their relationship to the project. However, other stakeholders require very detailed and frequent communication because their organisations or job functions may be directly affected by the implementation of the <named> Project.

The primary communication requirement for all stakeholders is to keep the project informed of any issues and concerns that may impact the scope, schedule, quality or cost of the project. Note that specific Project Issues should be raised using agreed procedures, and this may have to be completed by the <Project Office> through liaison with, and on behalf of, the stakeholder.

### Principal Stakeholders

- *<state the reasons why they are a principal stakeholder>.*
- *<state the reasons why they are a principal stakeholder>.*
- *<and any other principal stakeholders identified by the project, noting that above stakeholders should be deleted if not relevant to the project>.*

### Secondary Stakeholders

- *<state the reasons why they are a secondary stakeholder>.*
- *<state the reasons why they are a secondary stakeholder>.*
- *<and any other secondary stakeholders identified by the project, noting that above stakeholders should be deleted if not relevant to the project>.*

## Objectives

The objectives of the <name> Project Communication Strategy & Plan are: -

- To inform internal and external stakeholders:
  - ✓ Provide stakeholders with timely, factual and appropriate information about the project development and implementation process;

- ✓ Communicate with stakeholders in ways that directly respond to their information needs;
  - ✓ Formalise a process that will allow the project team to provide project information, strategy and status updates to interested and affected parties, as the project evolves;
  - ✓ Communicate implementation schedules;
  - ✓ Document achievements as well as barriers;
  - ✓ Increase acceptance of the project through open, honest communication regarding the status of the project.
- To enlist the participation of stakeholders:
    - ✓ Clearly communicate the benefits and challenges that the project will present, and the stakeholders' roles in making it successful;
    - ✓ Acknowledge the importance of stakeholder involvement in, and contribution to, a successful implementation thereby ensuring continued use of <named products> by <named users>;
    - ✓ Strengthen project partnerships.
  - To prevent misdirected communication and to curb rumours:
    - ✓ Clarify the roles and responsibilities of various project partners in decision making, project activities and communication;
    - ✓ Manage stakeholders' perceptions and expectations of the project requirements and outcomes;
    - ✓ Reduce fear, uncertainty and rumours through comprehensive, timely and accurate communication.
  - To obtain feedback from stakeholders:
    - ✓ Develop a mechanism through which all stakeholders can provide feedback, communicate concerns and discuss issues relating to the project development and implementation;
    - ✓ Provide a forum for, and encourage, two-way communication;
    - ✓ Evaluate, direct and escalate issues to appropriate arenas for resolution.

The following factors are critical to the success of project communication:

- **Awareness** – Communication about the project must occur. If stakeholders are not informed of the objectives, constraints and outcomes, they will not be prepared for the changes; nor will they understand or support the changes they observe and experience.
- **Content** - Communication must be relevant, meaningful and at an appropriate level of detail for the target audience. The message should convey realistic expectations by dealing openly with the impact of change. The communication strategy must address stakeholders' needs and feedback.
- **Timeliness** - Information must be shared in a timely manner to allow stakeholders the opportunity to process project-related information, and to react to it.
- **Communication Flow** - In order to curb mis-information and rumours, official project communication will flow through formal communication channels as described in this Plan.
- **Format** - All communications must be developed and delivered in a format that is efficient, understandable, easily accessible, and presents a unified and consistent image of the project.

## Communication Issues / Risks

*Risk 001: Risk Title and Brief Summary* – state the agreed countermeasure(s).

*Risk 002:*

*Issue 001: Issue Title and Brief Summary* – state the agreed action(s) for resolution.

*Issue 002:*

Full details of all project risks and issues can be found in the Project Risk Register and Project Issue Register, respectively.

## Key Messages

The following statements are key to the programme:

- <statement – probably from the business case>

## Information Brief

The Information Brief is a critical document for project communications, and contains brief background information about the project and its current status. It is imperative that the



Information Brief is true, easy to understand, and up to date to within 24 hours at the time of writing.

The Information Brief is an essential information tool used by Corporate Communications to manage the flow of information to your company's most influential stakeholders. It can be accessed through the your company's intranet site by all staff and is used for the following purposes:

- Information source for corporate monthly updates to key stakeholder segments including <named segment> and <named segment>.
- Information source for corporate features and news releases to stakeholders including media, newsletters/websites and internal communications channels.
- To brief Directors, CEO, and other staff on projects.

<Named role/person> will be responsible for updating the Information Brief, as frequently as necessary, but no less than once a month on behalf of the <name> project. By supplying this information to Corporate Communications, it will ensure the current status of the project is clearly conveyed and the information is deployed to its best advantage to all stakeholders.

## Method of Communication and Frequency

The Communication Matrix at Annex A shows the type, purpose, owner and frequency of project documents used to communicate information to stakeholders.

The types of communication identified as necessary for the successful development and implementation of the project are as follows:

- Communication Strategy and Plan – The Project Manager will review and publish to stakeholders this Communication Strategy and Plan every six months.
- Project Plans – The Project Manager will maintain, publish and update at pre-determined dates all project, stage, resource and cost plans for use by the Project Board and Project Team.
- Forward Activity Plan (see Annex B) – The Project Manager will publish and update at regular (at least monthly) intervals a schedule of the high-level project activities and upcoming events. This will identify key stakeholder involvement of the specific events relevant to them.
- Feedback Requests – surveys, questionnaires, interviews, and focus groups will be used when necessary to solicit information from project stakeholders.



- General Project Information – The Project Manager will arrange to have general project information readily available to all stakeholders.
- General Updates – regarding the project status, implementation schedules and other information will be distributed to stakeholders as necessary through inclusion in project briefings or upon request. [Also, see section 7 above.]
- Status Reports – outlining project status, will be issued regularly to the SRO and the Project Board. These will include significant accomplishments, anticipated accomplishments, significant issues/risks raised and resolved, and deliverables recently completed or upcoming.
- Risk and Issue Registers – The Project Manager will maintain all risks and issues on the appropriate Risk and Issue Registers. Key risks and issues will be reviewed <weekly/monthly> at project meetings.

Communication Media is the actual method by which messages will be delivered to the target audiences. Though not an exhaustive list, the following will be used during the life of this project:

- Electronic Mail (e-mail) – will be used as means for informal and ad-hoc communication between the <name> Project and stakeholders. Outgoing e-mail will not be used as official correspondence, but as a method for alerting the recipient that a correspondence is forthcoming. It should not be used as a means of official correspondence itself. Official outgoing correspondence will always be in the form of a letter, memorandum or document. Appropriate use of e-mail includes scheduling meetings, forwarding documents or other information, and general questions and answers. Incoming e-mail should not be used as official correspondence; however, if the e-mail contains pertinent or historical information, the e-mail should be properly identified (with a reference number) and archived in the project library.
- Documents – all deliverables will be provided to appropriate parties in electronic copy; paper copies can be provided on request.
- Meetings – an important vehicle for the <name> project team to communicate to, and receive feedback from, stakeholders, users and project team members. A minute of the meeting should be kept and be available for the information of relevant persons, as may be required. In addition, project team members will attend meetings hosted by other parties, as and when required.
- Status Reports – see section 8.2.
- Presentations – the <named role/person> will identify opportunities, and respond to requests, to make formal and informal presentations at <name User Group meetings, Road Shows, etc.> as well as other < your company's> partners.





- Briefings – the <named role/person> and Project Manager will be responsible for formulating and issuing briefing notes on project status and project issues as required and requested by the Project Board, SRO or otherwise to support presentations, meetings with other parties.
- Promotional Material – such as slides and handouts for use at presentations and briefing sessions.

## Information Sources / Co-ordination

The <named role/person> will be responsible for formulating and delivering messages to the target audiences. Not all messages or methods are appropriate for all audiences and, depending upon the length or format of the message, some channels will not be effective or viable.

The Project Board will be given prior information about major communications, and be invited to contribute to, and/or approve, them wherever possible.

The <named role/person> will be the first point of contact for information (e.g. statistics, reports, etc.) about the project. This will include requests from <key stakeholders and so on>. The above named Point of Contact will ensure that requests for information are specific, focused and will not interfere with the ordinary business operations of the project. All such requests will be dealt with in a timely and appropriate manner.

The Project Manager will provide regular project updates to the Project Board.

All information issued will be stored within the project library.

## Key Contact Points

Project Point of Contact <i>&lt;contact name&gt;</i>	Telephone e-mail	
SRO <i>&lt;name&gt;</i>	Telephone e-mail	
Project Manager <i>&lt;name&gt;</i>	Telephone e-mail mobile	



Project Support Office <i>&lt;contact name&gt;</i>	Telephone e-mail mobile	
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Communications Address for Correspondence:

*<name>* Project

Company Address

Street, City

## Annex A. Communication Plan

TITLE	DESCRIPTION	PURPOSE	OWNER	FORMAT	RECIPIENTS/ FREQUENCY
<b>Project Documents</b>	Vision Statement, Mandate, Brief	Documents illustrating the aims, objectives, scope & strategy	Project Manager	Word documents	Project Board members, After Major Review
<b>Business Case</b>	Links an investment to the achievement of <your company's> objectives	Provides a justification to proceed with planning, delivery, business change management and benefits realisation	Project Manager	Word & Excel documents	Project Board members, Stakeholders After Major Review
<b>Communication Strategy &amp; Plan</b>	Strategy and plan for the communication activities	Identifies stakeholders' communication needs and frequency	Project Manager	Word document	Monthly Review
<b>Forward Activity Plan</b>	Detailed list of project activities and events	To ensure that appropriate information reaches all primary and secondary stakeholders at the agreed frequencies	Project Manager	Excel	Monthly Review
<b>Project Plans (Including Implementation Plan &amp; Next Stage Plans)</b>	Comprehensive set of plans scheduling project events, work packages, deliveries, rollouts, costs, risks, etc.	Facilitates the control and management of the project and each project stage	Project Manager	MS-Project	Monthly Review
<b>Risk Register</b>	The log of all risks identified during the	Records, tracks and assists in the management of risks	Project Manager	Excel	Monthly Review



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TITLE	DESCRIPTION	PURPOSE	OWNER	FORMAT	RECEIPIENTS/ FREQUENCY
	project				
<b>Issues Log</b>	The log of all issues during the project	Assists in management and intervention regarding issues and queries, etc.	Project Manager	Excel	Monthly Review
<b>Project Board Meeting</b>	Formal meeting to review project progress and status	Review and approve key documents Approve plans and budget for next stage activities Review and approve project exceptions Review and approve project change requests	SRO	Meeting	Project Board Every 3 months
<b>Minutes of Project Board Meetings</b>	Formal minutes	To provide an accurate record of proceedings, decisions and actions	Project Board	Word document	14 days following relevant meeting
<b>Highlight Report</b>	Highlighting project progress	Provides information on the progress and status of the project	Project Manager	Word document	Project Board Monthly
<b>&lt;your company's&gt; Website</b>	Provides information regarding project	To inform wider customer, supplier and public interests	Project Support Office	Website	After Major Review Content to be reviewed bi-monthly



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<b>TITLE</b>	<b>DESCRIPTION</b>	<b>PURPOSE</b>	<b>OWNER</b>	<b>FORMAT</b>	<b>RECIPIENTS/ FREQUENCY</b>
<b>User Group Meeting</b>	Meetings to gather information from users and review project progress and issues	To ensure requirements are identified and agreed, project outputs are reviewed and accepted, and issues discussed	Project Manager	Meeting	User Group Every 3 months
<b>Briefings &amp; Presentations</b>	Promotion of project, activities and events	To promote project and inform various stakeholders and other interested parties	Project Manager	Various	On demand
<b>Briefing &amp; Presentation Material</b>	Various electronic and documentary material	To support briefings and presentations	Project Manager	Various	Prior to event or upon request



## Forward Activity Plan

The Forward Activity Plan will be held as an Excel spreadsheet and maintained by the <Project Manager/Project Office>. It will be updated and distributed to stakeholders on a <weekly/monthly> basis.

The plan will note that all communication is presumed to be the responsibility of the Project Manager unless the 'box' indicates otherwise.

All stakeholders raising any comments and queries on the Forward Activity Plan should be asked to address them to the <Project Point of Contact/Project Support Office>.

An example of the Forward Activity Plan is shown below.



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	Key stakeholders	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Project Board	Project Team	Suppliers	Other related projects	All staff	Media
	<b>Project Events</b>											
Jan-15	7 Project 'kick off'											
	9 Project briefing to stakeholders											
	22 Project briefing to users											
Feb-15	26											
	6 Preparation Meeting											
	18 Dependency Mgt											
Mar-15	1 User group meeting											
Apr-15	17 Supplier briefing day											
	20 Project update											
May-15	15 Project Board Meeting											

Key:

- Face to face
- Newsletter
- Brief
- Event
- Web

All communications is presumed to be the responsibility of the Project Manager unless box is initialed otherwise

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