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**Communication Plan**

**CMRL Project**

**Describe and manage**

**your communication strategy effectively**

**Communication Plan**

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| **Name / Project Code** | **SAP30/CMRL** | |
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| **Reference** | **Strategy 2022/CMRL** | |
| **[What strategy, strategic objective, portfolio, or program is the project affiliated with?]** | | |
| **Project manager** | **Chantal Dupont** | |
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| **Department/Organization** | **Confassis S.A.** | |

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## Presentation of the project and communication objectives

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| **Presentation and objective (s) of the communication** |
| *[What are the objectives of this project? What are the communication needs and objectives?]*  **Example:**  PROJECT:  Our Regional Assembly Center in Lille is the last entity in the group that has not installed yet the SAP system.  It produces seats for our car manufacturer customers.  Existing IT solutions are outdated, expensive, and no longer maintained.  In addition, the integration processes with the headquarters systems are mainly manual and generate errors  Monthly closing procedures are lengthy and often incorrect, creating additional work.  Finally, the lack of flexibility of current solutions ties up the setting up of necessary applications for our expansion strategy.  For all these reasons, the Management Committee approved the transition to the group's SAP systems, with a project start-up at the earliest...  **THE OBJECTIVE OF THIS COMMUNICATION PLAN:**  The purpose of this plan is to describe the communication strategies allowing the project to fully and transparently inform all stakeholders.  Particular emphasis will be placed on the benefits of this new system for the company and its employees.  All CMRL staff will have access, either directly or via our intranet site, to progress reports as well as to documentation describing the solutions implemented.  Regular campaigns will help us to collect good feedback to adapt the message or the solutions put in place.  Finally, a post-implementation study will help us to measure the satisfaction of each group of stakeholders. |

**Stakeholders Identification**

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| **Stakeholder register creation** |
| *[How are we going to identify stakeholders as comprehensively as possible and create a power-interest matrix?].*  **Example :**  We want to educate all CMRL staff as well as stakeholders involved in the project.  This list will be based on a human resources report and completed by members of the project team and members of the project management committees.  Next, we will group the resulting audience into four large groups:   * Key actors (decision makers who influence the project) * Project stakeholders (directly involved in the project) * “Attentive” actors (interested in the results of the project) * “Passive” actors (direct or indirect beneficiaries but not active)   For each of these groups, an appropriate communication strategy will be documented below.  **A first draft of the stakeholder register is attached to this plan.**  Please refer to your stakeholder register for the detailed analysis. |

## General communications messages and strategy

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| **Communication strategies adapted to audiences** |
| *[Describe the different communication strategies. First the general approach, then the communication strategies adapted to each group of stakeholders]?*  **Example:**  The Change Manager will establish the communication plan and provide the teams with the template communication documents that will be used throughout the project.  This includes the meeting minutes templates and the basic presentation templates. These templates will be available in a special section of the intranet site for download. These models will be continuously improved. So don't hesitate to download the latest versions during your documents' preparation.  The communication itself will take place through several channels:  • Information meetings  • A dedicated intranet site with a “questions and answers” section   * A monthly newsletter * Suggestion boxes   Change Agents will be selected by the department heads. Their role is to extend communication to all staff and to escalate questions and comments. By this, we will be able to improve and perfect our communication.  A strategy for training users in the new solutions implemented will be established.  This strategy will include the training of key users trained by the project team and possibly Human Resources trainers for non-technical aspects.  **Information meetings.**  These meetings will be organized in the CMRL canteen, especially equipped for this purpose. They will take place at the end of each major phase of the project and will begin at the end of the initiation phase of the project.  During this first meeting, the reasons why the project was decided, and the expected benefits will be communicated. This will clarify the context of the project.  After the planning phase, the detailed plan and the goals and objectives will be explained. It is essential that everyone understands the implications of the project and the expectations in terms of support.  After the realization phase, we will explain how the new system was set up and tested, with an emphasis on the involvement of key users. We will finally explain what will happen in the next phase and here also what the project team expects from each.  After the control and monitoring phase, we will take launch the training plan and explain what will happen in the following period as well as the measures of success that will allow us to declare the project as closed.  And finally, a closing information meeting will allow us to summarize the achievements and the benefits produced and expected. It is important here to thank all staff for their support during this transition period and to recognize their participation in the success of the initiative.  **Intranet site.**  The intranet site created for the project will be used both for intra-project communication and for internal communication with all staff.  To do this, it will be mandatory to protect certain sections with a password.  The sections planned from the start:  **Open to all:**   1. SAP at CMRL and in the company: everything about the SAP30 project 2. Questions and answers 3. User manuals and training manuals   **Reserved (with passwords):**  1. Project documentation - For the project team only  2. Project committees - For committee members only  3. Steering and management committees - Reserved for steering committee members  The creation of this intranet site will be carried out by the IT department at the head office under the coordination of the change manager and the project manager.  **Monthly newsletter.**  Each month, a summary of the progress of the project will be the subject of a paper publication intended for all those with little or no access to intranet sites - mainly workers, but also other members of internal staff or external.  Copies of this document may be communicated to the competition or certain customers. This will be taken into account when drafting the newsletter to avoid confidential information trade.  We have a competition organized for all staff to find a name for the monthly letter. This will involve all those who may be interested and maybe endowed with a small price for the name, which will be chosen with the agreement of the board of directors.  **Suggestion.**  To ensure anonymity, we will also make available to staff, in the administrative offices, in the canteen and in the factory, several "suggestion boxes" allowing anyone who wishes to comment or suggest ideas. |

## Key Stakeholders communication strategy

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| **Key stakeholders** |
| *[The communication strategy must be adapted to each type of audience. How will we communicate with the key players and when?]*  *Example:*  *The key stakeholders are decision-making partners in the project. Not only must communication be transparent, but it must also be detailed.*  *The key stakeholders have access to all the information available - starting with the register of problems and risks, as this will influence the decisions taken.*  *To prepare for the meetings with the various committees, a presentation summarizing the progress will be prepared.*  *This presentation will summarize the work done so far and the progress made since the last meeting.*  *Two essential sections will be part of this document:*   * *A summary of the residual risks and the problems encountered* * *A list of decisions and actions to be taken*   *As an appendix to the progress summary, all the documentation necessary for possible decision-making or a general understanding of the points discussed will be attached.*  *This presentation should be sent to the meeting members NO LATER THAN 24 HOURS before the start of the meeting.*  *These meetings are organized in advance and the schedule is known (see Governance).*  *However, there may be times when you need to organize exceptional meetings when issues need to be resolved or when moving from one major milestone to another.* |

## Communication strategy with Active Stakeholders

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| **Project stakeholders** |
| *[The communication strategy must be adapted to each type of audience. How will we communicate with the actors of the project and when?]*  *Example:*  *The active stakeholders of the project are mainly the project team and the coordinators, as well as key users.*  *Here communication will be daily, permanent.*  *Each day will begin with a “stand-up meeting” organized by the domain coordinators with their teams.*  *We will discuss the actions and completions of the previous day. We will also discuss expectations for the day ahead.*  *Furthermore, we will also talk about the problems encountered and their resolution. Residual risks that the coordinators will update in the register of problems and risks.*  *Finally, decisions affecting the area will be made together and documented after the meeting.*  *Each week, according to a regular rhythm and an established schedule, a technical committee, as well as a project committee, will meet.*  *The technical committee will be made up of the project manager, the integration manager, functional coordinators, and one or more members of their team. The purpose of this committee is to resolve any technical issue that could have an impact (negative or positive) on the execution of the project and to talk about progress status.*  *The project committee made up of the coordinators, the project manager, the integration manager, and the communication manager will discuss all aspects of integration between the domains as well as the project as a whole.*  The "Project documentation" section is protected by a password, which will be updated each month and communicated during the first project committee of the month.  In addition to the documentation necessary for each area in particular, this section of the site will contain all the official documents of the project: registers of issues and risks, deliverables, actions, workload plan, etc.  And of course, also the Project Charter, the Specifications, the progress reports, the communication plan, the minutes of meetings and any other official document of the project. |

## Attentive Stakeholders' communication strategy

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| **Attentive stakeholders** |
| *The communication strategy must be adapted to each type of audience. How are we going to communicate with those involved in the project and when?]*  *Example:*  *Attentive stakeholders in theory not involved in the daily work of the project team but who wish to follow its development out of curiosity, interest, or various reasons.*  *Department heads, for example, are part of this audience group.*  *Of course, the department heads have delegated key users who are responsible for representing and defending the needs of the different departments. It is very common for key users to meet with their managers regularly.*  *Despite everything, attentive stakeholders cannot be considered in the same way as passive stakeholders and require information and recognition through dedicated communication.*  *The strategy for this audience group is to have the integration manager organize official reviews with the community of attentive stakeholders to manage expectations and generate feedback.*  *These information meetings will take place monthly or on special request. They can be common or individual as needed.*  *It will present the progress of the project in general, with particular emphasis on the department or area concerned. The outline of the presentation remains the same, but the content is adapted for this meeting in particular.*  *This is an audience that should not be neglected because although their influence on the project is not always high, they are influential, and they could support the ongoing initiative or have negative impacts.*  *They deserve special attention without underestimating or overestimating it.* |

## Communication strategy Passive Stakeholders

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| **Passive stakeholders** |
| *The communication strategy must be adapted to each type of audience. How will we communicate with the passive actors of the project and when?]*  *Example:*  *Passive stakeholders make up the bulk of the audience and are also often grouped collectively in the stakeholder register.*  *It is for this audience that the above general strategy has been developed.*  *Therefore, we will communicate with this audience via information meetings and the intranet site, as well as the monthly newsletter.*  *Little specific, therefore, but two things should not be neglected:*   1. *Make sure that ALL stakeholders have access to the information. This is particularly tricky in a factory or depot* 2. *All employees must be allowed to give their opinion or ask questions.*   *This is why “suggestion boxes” will be set up. However, it is good to make sure that these are accessible to anyone who wants them.*  *The change manager and his agents' responsibility is to make sure if two-way communication is complete and fully transparent.* |

## Resources and their participation in communication

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| **Who will take care of the content of the communication?** |
| *[Here we will explain how the content of the different communication channels will be created and updated.]*  *Example:*  *Let's take the communication channels of our project:*   * *Informational meetings* * *These information meetings are prepared by the communications manager and his/her team* * *The content is given by the project manager and the coordinators* * *The presentations are approved by the steering committee* * *A dedicated intranet site with a “questions and answers” ​​section* * *The public part of the site is under the responsibility of the project manager and his/her agents* * *Documentation is jointly established by domain experts and their key users* * *Training material is created by change agents, human resources, key users, and competence center experts* * *We will reuse here part of the material already available during previous setups* * *The documentation part is under the responsibility of the project manager and all the coordinators* * *The confidential part is under the responsibility of the project manager and the integration manager* * *The Change Manager also has access to create or modify content* * *A monthly newsletter* * *Is created by the change manager with his agents* * *The project manager approves the content, so does the sponsor* * *Suggestion boxes* * *Created and installed by the change manager and his/her agents* * *They are also responsible for collecting information and analyzing it* * *An additional section can be created in the presentation to the steering committee to share the results of these and the proposals/suggestions to be discussed* |

## Training strategy

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| **How will the training go?** |
| *[Training is an important part of managing change. Explain here how the training will be organized and who will handle it. How will the training materials be prepared and by whom?]*  ***Example:***  *Statement.*  The training will be organized by the Change Manager and his/her agents, with the help of human resources and key users.  It will be a "train the trainer" approach, meaning we will first train a group of trainers who in turn will train the end-users.  The trainers will in most cases be key users who will be trained during the setup and testing of the new system.  **Training materials.**  The training materials will be based on the material already available at the head office and adapted to the needs of the CMRL by teams made up of a training representative of the HRD, a key user of the field concerned, an expert from the competence center, and a change agent. .  The supports will be validated by the change manager and/or communication manager.  They will be made available in a dedicated section of the intranet site and improved, when necessary, based on feedback from trainers or trainees.  **How will the training go?**  Classes by field will be organized on premises in the training center. The courses will be given by key users.  Groups will not exceed 12 people. The practice part will be done on a dedicated copy of the new system.  The training is estimated to take three days and will take place with the assistance of HRD and change agents.  **When will the training take place?**  As explained above, trainers will be trained during the implementation phase.  End users will be trained during the control and monitoring phase.  Priority may be given to selected users who will be asked to participate in integration and/or consolidation testing.  In any case, the training must be finalized before switching to production. |

## Governance

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| **How will the project be managed?** |
| *[Define here the organization of project governance, the various meetings, and committees that will control all stages of the project and implementation as agreed in the charter and specifications.]*  *Please refer to the project charter and specifications.*  **Example:**  Governance of the SAP30 / CMRL project has been defined as follows:  **Weekly project committee**  The mission of the project committee is to make the decisions necessary for the smooth execution of the project.  These decisions are taken based on detailed project progress reports drawn up by the various coordinators.  The project committee is authorized to make decisions in the technical, resource, integration, and application areas if these decisions do not negatively impact the agreements of the Project Charter.  The members of the weekly project committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Olivier ROBESPIERRE (Sponsor) * Bernard DUPUIS - To be confirmed (change manager and communication manager) * SAP process coordinators   **Weekly technical committee**  The purpose of the technical committee is to control all the technical aspects of the project, which means, the configuration but also all the infrastructure aspects that must call on the IT department.  This technical committee is responsible for reviewing risks and maintaining the risk register. This includes detailed actions to prevent or correct risks.  The committee will also define the technical solutions making it possible to deliver the project in line with the quality and deadline agreements.  The technical committee may have to escalate risks or problems to the steering committee.  The members of the weekly technical committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Denise ATTALI (Sales Coordinator) * Monique DAVANT (Finance Coordinator) * Éric DUTEIL (Logistics Coordinator) * Jean ALBERT (Purchasing Coordinator) * SAP experts from the IT department   Monthly steering committee  Each month, the steering committee (also called the Management Committee) will meet to talk about the progress of the project.  The Project Manager, Integration Manager, and change manager will report back to the committee in detail and summarize progress against the plan, residual risks requiring action, and any other important communication.  The steering committee is the ultimate body for any major problem that may impact the scope, deadlines, or costs of the project.  This committee is also the one that confirms the transition from one phase of the project to another and which can accept any change from the original agreements.  The Steering Committee may be invited to special meetings when passing milestones or when urgent decisions need to be made.  The members of the monthly steering committee are:   * Chantal DUPONT (Project Manager) * Jacques MEUNIER (CMRL integration and coordination) * Olivier ROBESPIERRE (Sponsor) * Bernard DUPUIS - To be confirmed (Change and communication manager) * SAP process coordinators * Gilles PUCCINI (Managing Director) * Thierry GAVEAU (Director of CMRL) * Daniel CHÂTEAU (IT Director) |