

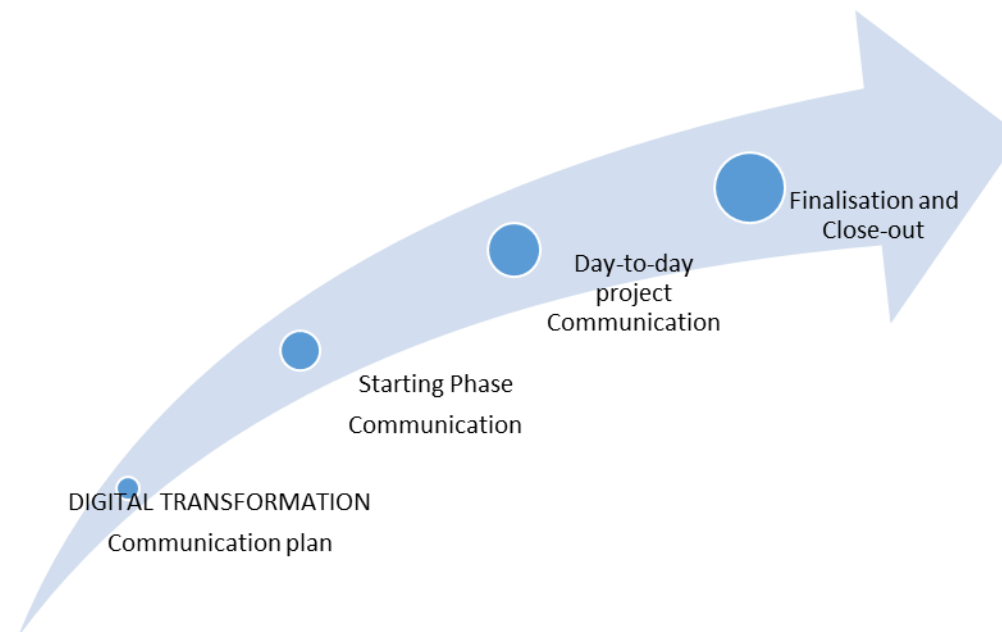
DIGITAL TRANSFORMATION COMMUNICATION PLAN



Preparing a **detailed communication plan**

determines all key messages, milestones and communication mediums and activities, guiding all employees along the digital transformation process. It supports coordination and timely communication of key messages to all employees and relevant stakeholders throughout the project. The Communication Plan is developed based on the Change Management and Communication Strategy and can be a section within the Organizational Digital Change Management Plan.

In the following section, there are identified several tables- templates, that can be used as general guidelines for developing communication plans for every stage of the digital transformation roadmap.



1. DIGITAL TRANSFORMATION COMMUNICATION PLAN GUIDELINES

	What is the content of the communication? Provide clear definition and messages.	How information will reach the employees? Set the right media channels.	When the messages will reach the target audiences? Timing and periodicity of communication	Who takes part in the target groups? Who is responsible for communication process? Communication responsibilities and target audiences
Define key communication messages: <i>What do you want that employees know about digital transformation process of your company?</i>	Determine several key messages, the content of the communication;	How the messages will reach the employees? Select all media channels that can be used, including electronic media, offline media, newsletters, social networks and others.	When the employees should receive the messages? What is the periodicity of the information?	Identify all target groups – who are your audiences and what are their main characteristics- age, educational level, expertise in the field and others. Set communication responsibility: who shall transfer the messages - all level managers, formal and informal leaders, marketing department, PR department etc.
Set the right attitude <i>What do you want them to think?</i>	What do you want that the employees think about digital transformation in your company and what will be their role in the process?	What media formats you can use to help employees to change their attitude – video, storytelling techniques, case studies and statistic data?	How often will you organize these messages and events? Determine the schedule of the events.	Who should provide and transfer content: – external sources: messages, examples, case studies, learning content; - internal sources: messages, examples, best practices etc.
Action plans <i>What do you want them to do?</i>	What do you want that the employees do for digital transformation?	How do you expect that employees react on communication messages? How the company will enable and encourage employees to become more pro-active, to look for additional information, training, and to take active role in the transformation action plans.	When do you expect that the employees react on the communication campaign? What are the milestones of the company transformation process?	Who is expected to have the leading role in the transformation processes? Who are the most important employees for facilitating the company change?
KPIs <i>What will be the indicators for success?</i>	How you will measure the communication process for facilitating digital transformation?	How to measure the effectiveness of the selected media channels?	How will you measure the communication schedule?	How will you measure the effectiveness of the campaign regarding target groups, communication messages and others.



2. STARTING PHASE

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
INITIAL COMMUNICATION				
Justification for digital transformation strategy; Define the needs for Digital transformation Initiative;	Define the need for the Digital transformation initiatives in the company and the need to bring everybody on board;	Responsible: Management board, Digital transformation leader (DT leader); Target audiences: Executives, Decision-Makers, Managers on all levels; Employees;	As early as possible, updated with changed and/or approved status;	Discussion; Informal or Formal Report; Design of communication materials. Select symbols, names, or slogan of the initiative; Communicate it through social media.
Kick-off or Starting Event	Define the start of the initiative to build a strong and committed team.	Responsible: DT Leader, managers and leadership Team. Target audiences - Team Members	Day one of initiative, or of each sub-component	Event; Discussion, teambuilding exercises
Discussions and communication of Initiative, Strategy or Approaches	Identify, discuss in the teams, evaluate and recommend alternative approaches, timings, staging, or delaying options, with strengths and weaknesses of the best alternatives	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Team Members; Interested Parties	As early as possible, updated at major review points or milestones, or upon changes in plan	Two-way communication models: Meetings; Structured Discussion, Informal Report, questionnaires;
Risk Assessment Plan	Identify and manage risk opportunities and threats, responses, and responsibilities for working with risks them	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Leadership Team, Sponsor, Decision-Makers, Team Members; Executives, Interested Parties	As early as possible, updated at major review or risk realization points	Meeting; Structured Discussion, Informal Report
Stakeholder Expectations	Communication with all stakeholders – clients, suppliers, third parties, get commitment to support digital transformation changes and collaboration models;	Responsible: Leadership Team, Sponsors, Decision-Makers, Team Members; Executives Target audiences: customers, suppliers, Interested Parties	As early as possible, updated with changed and/or approved status	Meetings, phone calls, Interviews, discussions; summary report
Periodical Presentations or Briefings for the management board	Maintain executive awareness, retaining support	Sponsor; Executives, Interested Parties	Very early, and then ongoing as needed	Presentation, Videocast or Briefing



3. DAY-TO-DAY COMMUNICATION

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
RECURRING COMMUNICATIONS				
Roadmap Plan	Identify timings, resources needed for every phase(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	At phase start, updated with approved changes	Meeting or collaboration with informal report
Work Package Assignment	Delegate and understand assignments well enough to estimate them accurately	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Phase start or within phase for work package details	Meeting or collaboration with informal report
Team Meetings	Regular meetings, helps to correlate multiple data or information points, and drill down to details, where needed, to see true status	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	On a regular basis, depending on projects urgency; weekly or bi-weekly	Meeting with discussion, informal minutes; summarized in report
Conflicts, issues and problems resolution	Resolve open Issues before they impact the initiative and discuss conflict situations;	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When Issues Occur, and before they impact the project	Formal report and impact of issues resolved too late
Status Report, with performance analysis, updated forecasts	Identify current status and planned end date and cost; includes open issues, accomplishments, and a high level schedule	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Regular reports in a cycle identified in the roadmap plan	Formal report, with briefing for decision-makers
Discussions of risk realization point or when Risk Trigger occurs	Implement or identify Risk Responses to mitigate impact or recover	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	As Risks are Realized	Discussion, analysis, action, informal or formal report
Presentations or Newsletters for internal target audiences and targeted stakeholder	Information about DT progress and organizational change impacts	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Monthly, or as identified in Communication Plan	Electronic or paper newsletters, reports, or video/podcasts
Press Releases, Newspaper Interviews or Articles for external audiences	Identify public messages and interested parties, to maintain popular support and interest	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	If needed, every 4-6 weeks	Electronic or paper updates sent to appropriate media newsletters, reports, or video/podcasts, Social media campaign, tweets or blogs;



4. FINALIZATION AND CLOSE-OUT

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
CLOSE-OUT COMMUNICATIONS (closing specific projects, stages or roadmap initiatives)				
Milestone or Stage-Gate Review	Approve results to date, and approval to proceed, revise or cancel	Responsible: DT Leadership Team, Management board Target audiences: Team Members; Decision-Makers, Interested Parties	At all major milestones or Stage-Gate get official approvals; no more than 2-3 months apart in most projects	Meeting with decision and a Formal report to document the outcome
Progress Report	Promote the initiative, recognize accomplishments	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Every 4-6 weeks	Electronic / paper publication of project accomplishments
Lessons Learned	Capture and apply the most important Lessons Learned for later in this initiative, and for later initiatives	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and subset; summary at end of initiative	Solicitation, then discussion, of Lessons Learned; analysis and then informal reporting
Team Celebration	Reward all stakeholders for phase and initiative results	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and sub-set; major celebration at final end	Best left undocumented, except to identify who approved it
Project Closure	Formally end the initiative and accept its product(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each project in an initiative; end of program for those that do end (some have an ongoing portion)	Meeting with discussion and agreement that the effort has or has not delivered to needs; Formal report produced
Post-Project Evaluation	Evaluate process and products, assuring intended benefits are being captured; adjust if not	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Within a predefined period after initiative end, usually at least one business cycle, and often at least 25% of the initiative's duration after	Meet to evaluate process and results, identifying any adjustments needed to achieve benefits; Formal report produced
Benefits Profits Realization	Evaluate results to assure promised benefits realized	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Predefined period after initiative end, usually at least one business cycle	Formal report evaluating the extent to which promised benefits met or exceeded Promote in newsletters, PR campaign; public announcement;
Bonuses & Rewards;	Reward all who contributed to success, to encourage future successes	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When promised initiative benefits have been realized	

