



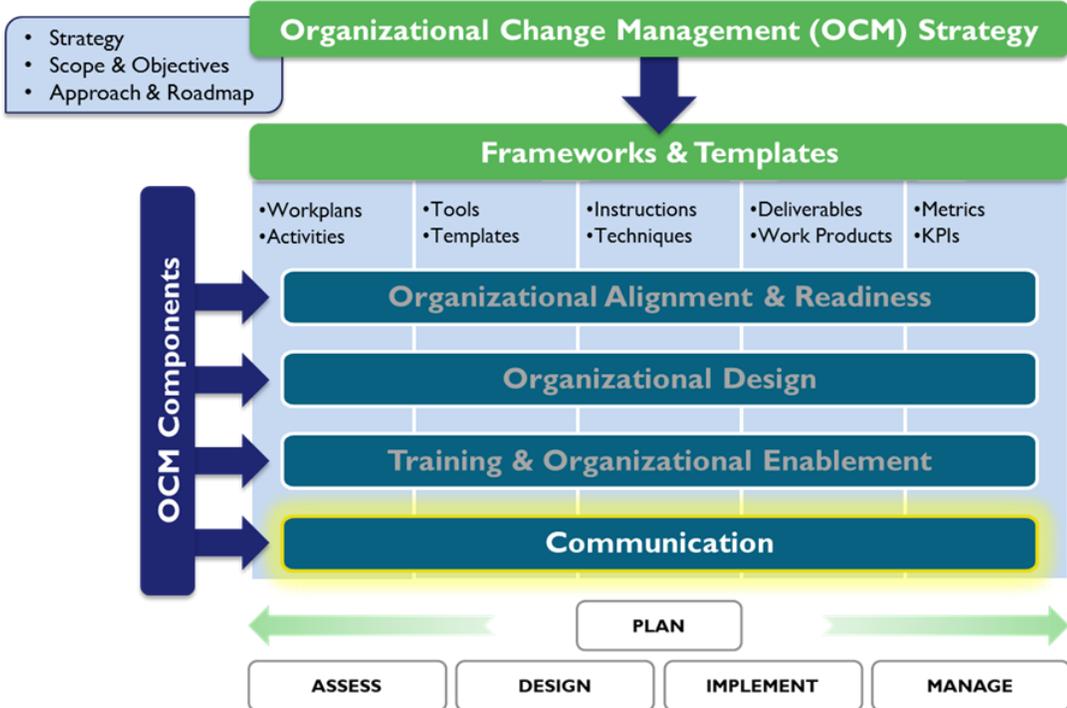
# Spinnaker’s Approach to Communication

## Why Communication?

Business transformations only succeed when affected employees know that change is coming, understand the change and its benefits and are on board and motivated to see it succeed. All this starts with a well-crafted Communication Strategy that articulates the change at the enterprise level while relating it to employees individually and personally. Such a strategy underlies the entire change process, moving in synch with the program timeline.

A solid Communication Strategy communicates the right messages in the right way, to the right stakeholders at the right time. Pairing the strategy with an effective set of communication tools and a solid Change Agent Network ([see Spinnaker’s White Paper on Organizational Alignment & Readiness](#)) provides a complete recipe for communication that promotes program success.

## Spinnaker’s Solution



Spinnaker Organizational Change Management methodology leverages Communication Strategy in every facet of driving change.

## Our Communication Strategy Methodology

Spinnaker's Communication Strategy (CS) methodology plans deliberate, structured content and events. It identifies themes, messages and information relevant to the phase of the program, customized to the concerns and interests of each audience.

A Communication Strategy appreciates the hierarchy of information needed to support the project, from the strategic enterprise level to the operational and individual. Key to maximizing the value and credibility of themes and messages, is **consistency** and **persistence**. Enterprise, departmental, and individualized instances of information must complement, not contradict, each other. Information should be tailored to the need and level, but the Communication Strategy relies on underlying concepts, intent, and implications always remaining the same.

### Enterprise-level themes are:

- Foundational messages directed to all project stakeholders
- Strategic or organizational in nature
- Related to the overall project effort: vision, business case, future state benefits

### At an Operational level, messages are typically:

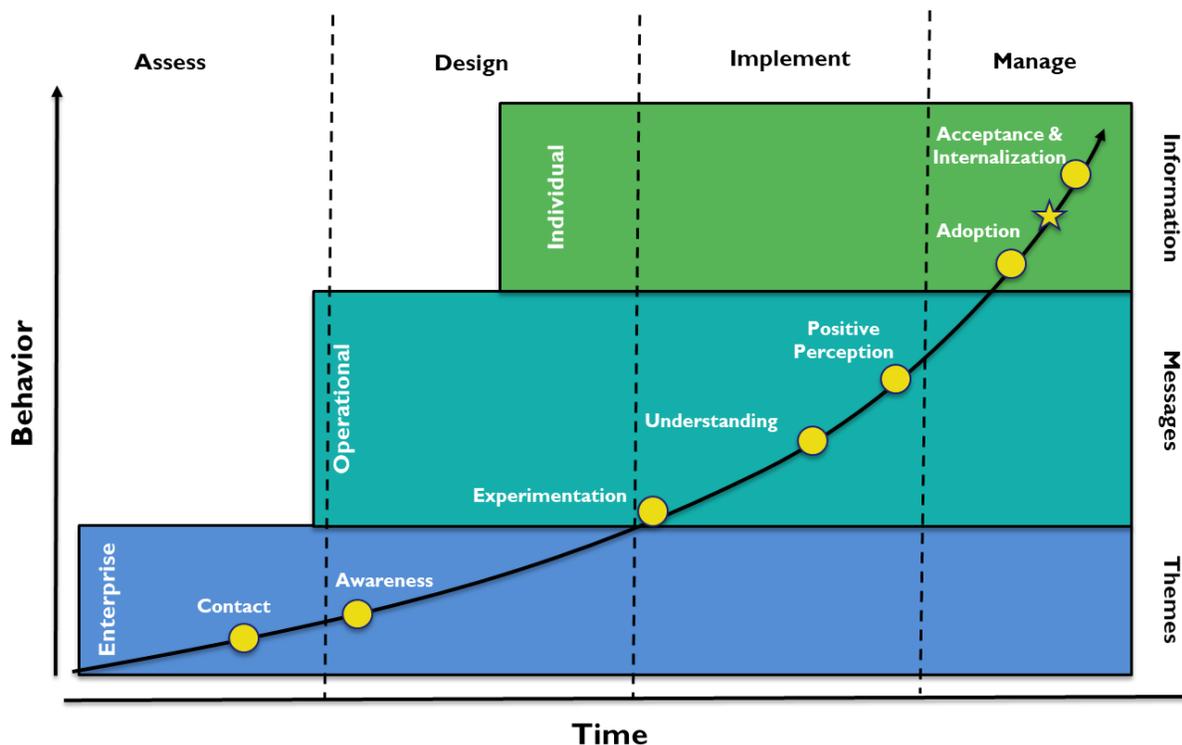
- Supportive messages directed to associates by business unit, location, process or function
- Functional in nature, supporting the themes, while addressing more specific changes and impacts
- Related to the overall impact of the project on the company, business unit or operational site

### Individual-level Information may include:

- Specific, detailed information directed at individual associates or small groups
- Tactical or transitional in nature
- Related to the impact and implications of the project or individual

This alignment of the Communication Strategy moves stakeholders along the Change Curve shown below. Change starts with initial contact and moves onto awareness, experimentation, understanding, receptiveness, and ultimately to adoption, acceptance and internalization. Stakeholders' behaviors change in correspondence with the project timeline, while themes, messages, and information become more detailed and specific.

## Spinnaker’s Communication Components



To maintain well-synchronized communications from an Enterprise-level to individuals, Spinnaker’s Communication Strategy leverages two key tools: (1) **Theme-based Message Map** and (2) **Tactical Event-based Communication Plan**.

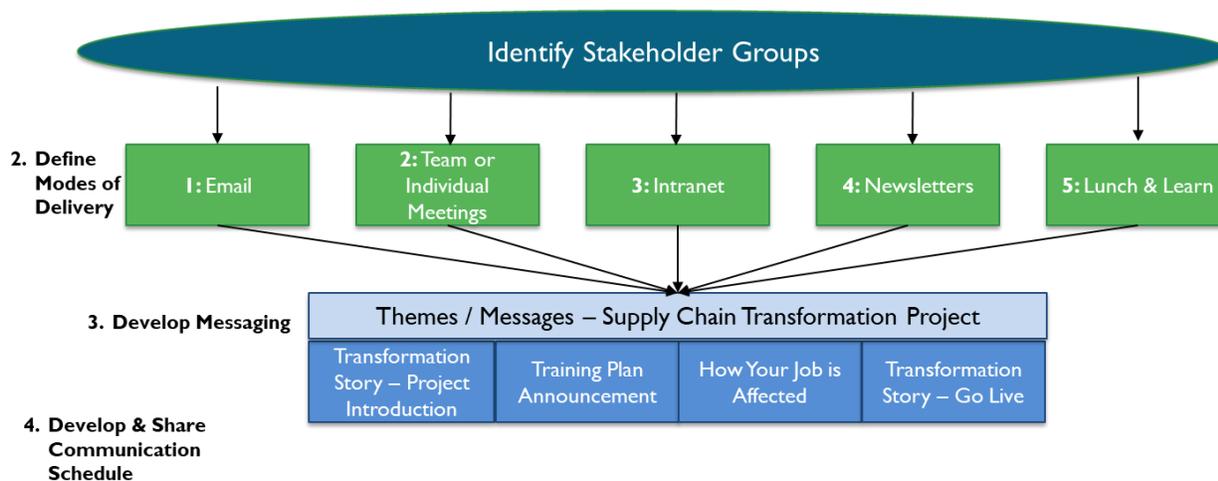
### Theme-based Message Map

Theme-based Message Maps are an effective communication tool which describe the most pertinent topics throughout the project’s lifecycle. Project leaders and sponsors define the key themes at the onset of the project. Regardless of how many phases or stages there are in a project, there is a continuum as the project matures and develops.

The benefits of communicating over a continuum are:

- *Staging the delivery of information*
- *Demonstrating leadership commitment*
- *Reinforcing ideas and messages*
- *Building trust*
- *Minimizing confusion*
- *Promoting acceptance*

**I. Stakeholder Groups:** executive team, directly impacted, indirectly impacted & customers



Communication Schedule													
Themes / Messages	Stakeholder Group	Mode(s) of Communication	Delivery Dates										
			Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
The Transformation Story - Project Intro.	All Groups	2,3,4,5	X										
Training Plan Announcement	All Groups	1,2		X									
How Your Job is Affected	Directly Impacted	2					X						
How Your Job is Affected	Indirectly Impacted	2						X					
The Transformation Story - Go Live	All Groups	2,3,4,5								X			

## Tactical Event-based Communication Plan

The Tactical Event-based Communication Plan is a tool designed to manage, execute, and track all communication activities and events throughout the life of the project. The tactical communication plan provides the specific communication events to occur over the course of a business transformation. The tool serves as a means for planning, executing, and tracking what has been communicated to whom and when.

### Tactical Communications Plan Elements

Communication Goal	Message	Audience	Delivery Mechanism	Messenger	Frequency	Target Delivery Date	Status
Specific goals by constituency	The content to be shared	To whom information is being shared	How information is disseminated	Who shares the information	How often communication is disseminated	Date message is to be delivered	Progress of the communication activity

Theme-based Message Maps and Tactical Event-based Communication Plans are most successful when these Critical Success Factors (CSFs) are considered:

### Critical Success Factors in Communication

- Distribute credible messages by trusted individuals on a timely basis (e.g., line managers, not just executives, change agents)
- Deliver consistent messages across the organization
- Repeat and reinforce messages over time to demonstrate that the initiative is “staying the course”
- Leverage existing channels for communication when possible
- Diversify the delivery of communication through a variety of channels and vehicles to meet the needs of diverse stakeholders (e.g. emails, intranet, brochures, newsletters, town halls)
- Focus on project successes and progress to fit with the results-driven culture
- Emphasize that leadership understands the transformation and associated communications and use techniques that reinforce the message
- Collect feedback opportunities to assess communication effectiveness (e.g. message boards, change agent feedback, meeting scorecards)
- Implement an internal project communication process to coordinate messaging tightly
- Manage the changing communication needs of stakeholders proactively over time (different project phases and implementations)
- Measure the effectiveness and credibility of communications and messages delivered by leadership teams and change agents via feedback surveys
- Adjust, when and where necessary, the communicated messages based upon feedback results

### About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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