

BCG – B2B-Horizon

Procurement & Supply Chain

Oracle Change Communication
Strategy Implementation Plan

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Overview

Communication planning is the identification of impacted people and the development and distribution of ongoing two-way exchange of information involving the right people at the right time in the right manner. An interactive communication process is key to successful change management. It is unlikely that employees will change their behaviors in support of the change imperative until they are given sufficient time and information both to understand and believe in the need for change.

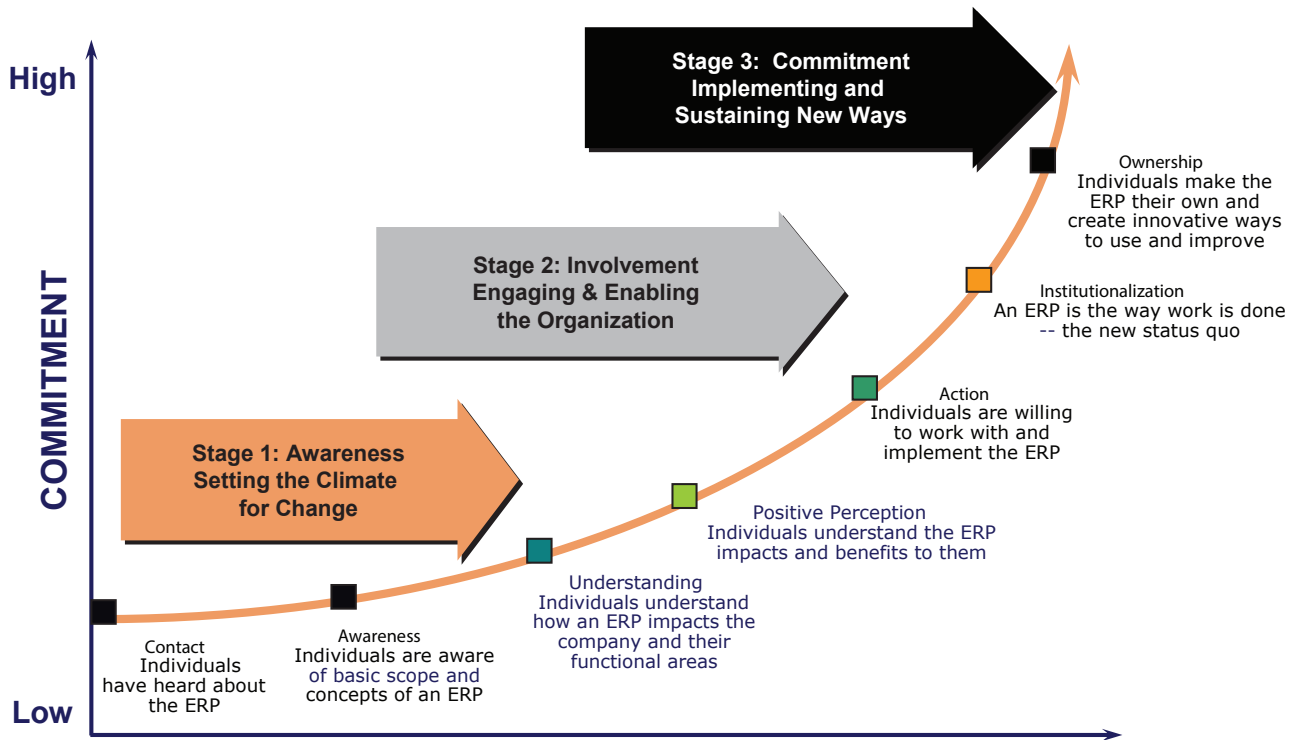
Objectives

The overall goal of communications is to:

- Inform and engage key stakeholders by creating awareness and commitment to the bt2 vision, objectives, plans, expected results, and specific impacts
- Improve management of stakeholder and influencer expectations
- Increase willingness of managers and employees to perform job in new environment and acceptance of role and task changes resulting from the changes in processes and technology
- Enhance understanding of the challenges and opportunities of BCG's transformation – “making the unknown known”
- Build manager and leader capability around communication by providing resources and tools to drive ownership of consistent dialogue with stakeholders
- Increase project awareness and buy in among stakeholders
- Reduce resistance, fears, uncertainty, and rumors
- Minimize confusion and misunderstanding
- Monitor and measure feedback

Stages of Change – Building Personal Commitment

Impacted stakeholders will go through a curve of learning and understanding before acquiring skills to understand and to use the SAP solution – communications will enable and expedite their movement up the Commitment Curve.



Each stakeholder group will go move upwards though the Commitment Curve at a different pace. Recognizing the needs of each stakeholder group and where they are on the curve will help the MDCPS Change and Communications Team to plan the appropriate messages, vehicles for sharing information and the timing of communications to best meet the needs of each group.

The benefits of effective communications include:

- Communications tailored to the specific needs and preferences of schools, departments, vendors and the community
- Employees that understand what is expected of them in the new environment and what they can expect from the organization
- Increases employees acceptance of changes
- Employees feel more comfortable and do not put up as much resistance
- Employees think and act like owners of the business

Risks of ineffective communications include:

- Confusion
- Resistance and rejection of the project by all stakeholders
- Negative perception of the project
- Decision not to implement
- Loss of support
- Project aborted

Guiding Principles

The communication plan was developed according to the following principles:

- Key business leaders should deliver the “business or general awareness” messages while supervisors/managers deliver the “individual awareness” messages (messages delivered to managers and then ‘cascaded’ to employees)
- The desire for employees to change is built through communications to convey the importance of changes to the business, the positive and negative consequences for employees, and the expected improvements the employee can expect

Post implementation communications will help reinforce the changes and will build support for the project
 Communication should be face-to-face where possible
 Messages should be customized to the intended Stakeholder
 Communications should be open, honest, and consistent
 Enable communications to be two-way; allow for feedback and question/answer sessions
 Communications should be frequent and constant throughout the entire program
 The Leadership Team and Management team should receive messages first
 Repeat, repeat, repeat!

Communications Scope

The communications scope for the People, Change, and Learning team is outlined below. For communication activities identified as out of scope for the team, the owner has been identified in parenthesis.

| In Scope | Out of Scope |
|---|---|
| Communications to <u>internal</u> stakeholders about the process/technology changes documented as "in scope" per the SOW. | Project team communications (PMO) |
| Provide support to the PMO for project team and Steering Committee meeting communications, as time permits | Materials for Steering Committee Meetings (PMO) |
| Provide support to BCG Marketing to help them understand the changes impacting <u>external</u> stakeholders (i.e., Vendors, Suppliers, and Customers), including identifying communication needs to this Stakeholder. | Communications to external stakeholders (i.e., Vendors, Suppliers, Customers) (BCG Marketing) |

Overall Communications Approach

The overall communications approach includes the following activities:

Identify all Stakeholder groups to determine their level of criticality to the success of the bt2 program and the level of impact on their future jobs

Define the key communications goals and Guiding Principles for the bt2 program

Define the key messages to be delivered to each Stakeholder group that will best enable the group to move upwards along the commitment curve

Conduct a media analysis to better understand which vehicles deliver the greatest impact to each Stakeholder group

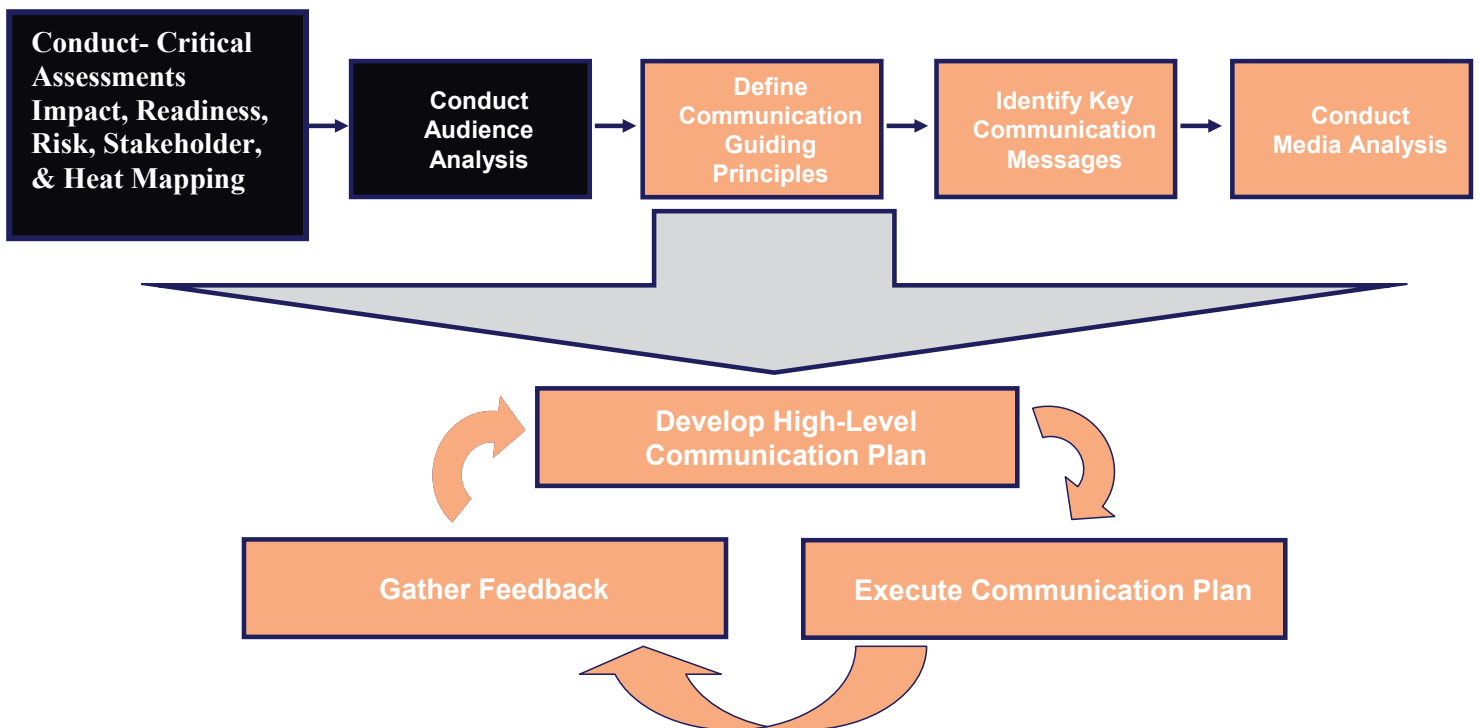
Develop a Communications Plan based on the following goals:

- o Provide clear and consistent communications for each phase of the project
- o Deliver clear, simple, and consistent messages across the organization communicating the “what’s in it for me” to stakeholders

Execute bt2 business transformation Communications Plan

Gather feedback to ensure the effectiveness of the communications

A multi-step approach is used to build a Communications Plan which is illustrated below:



Stakeholder Analysis

A Stakeholder analysis is one of the key inputs to a communication plan. The Stakeholder analysis focuses on identifying the groups of individuals (aka, stakeholders) who will be directly or indirectly impacted in some way by the BT2 project. Stakeholders can be internal or external to the organization. For example, Plant and Branch employees are internal stakeholders and Customers, Vendors, and Suppliers are external stakeholders. A Stakeholder group is a collection of stakeholders that have common information needs. Just as a man can be a husband, father, son, little league coach, and a Plant Manager; a stakeholder may have more than one role, and therefore, may belong to one or more stakeholder group.

The Stakeholder analysis allows for a better understanding of who the stakeholders are and how to communicate most effectively to them. A key benefit of conducting an Stakeholder analysis is that identification and analysis of Stakeholder groups allows for targeted messages to each group, making communication more efficient and effective and accommodating the respective needs of different groups through customized communications. Tailoring communications accordingly shows a commitment to the stakeholders and a sincere interest in their understanding and acceptance of the new Oracle system, further helping stakeholders up the Commitment Curve and ensuring in the overall success of the implementation.

The stakeholder groups identified on the BCG project include:

| Stakeholder Groups | Description |
|---|--|
| Steering Committee/ Executive Sponsors | |
| Project Team | Core project team members |
| BCG Leadership | VP's, Managing Directors, Directors |
| BCG Management | Plant Managers, Branch Managers, Corporate Managers |
| Plant/Branch Staff | Managers, Supervisors, Team Leaders |
| Extended Team Members/ Change Agents | SME's, Testers, Change Liaisons, Trainers, Super Users |
| External Stakeholders | Customers, Vendors, Suppliers, Other |

Guiding Principles

Guiding Principles are the rules of the road which guide communication efforts across the organization and clarify expectations. These principles apply to project team members, employees, managers, and leaders.

| Guiding Principles | Key Activities and Behaviors |
|---|---|
| Be Visible and Accessible | <ul style="list-style-type: none"> • Leaders take the opportunity to actively and visibly support the ERP project • A face-to-face approach is used as much as possible |
| Be Direct, Honest, and Open | <ul style="list-style-type: none"> • Communications are direct, reflecting honesty and integrity at all times • Messages are streamlined so they are simple and to the point |
| Be Frequent, Repetitive, and Timely | <ul style="list-style-type: none"> • Messages are frequent and delivered in a timely manner to maximize effectiveness • Messages should answer the five "W"s...what, who, where, when, and why • Messages should precede key events and milestones |
| Communicate the Lasting Nature of this Change | <ul style="list-style-type: none"> • Reinforce that this is not a short-term change • Focus on ingraining these changes in our culture |
| Use Most Effective Communication Media | <ul style="list-style-type: none"> • The most effective communication methods are used to deliver a variety of messages • Messages should be consistent, regardless of the source or the media used |
| Measure Success | <ul style="list-style-type: none"> • Feedback regarding communication effectiveness is solicited to ensure that the methods and media being used are effective for audiences • Success measured through periodic surveys |
| Involve employees | <ul style="list-style-type: none"> • Provide opportunities to involve employees in the change • Employees actively pursue opportunities to give feedback, be involved, and take ownership |
| Leverage Current Channels and Opportunities | <ul style="list-style-type: none"> • Existing channels are utilized as much as possible |
| Integrate Messages | <ul style="list-style-type: none"> • Messages and issues are consistent and linked with other efforts |

Key Communication Messages

Defining the key messages for each stakeholder group is a critical component to developing a communications plan. Based on the analysis of the Stakeholder assessment, the needs of the identified groups can help form the key messages. Identifying key messages allows us to understand "what" each group needs to know before they buy-in to the new processes and system and embrace the changes.

A key benefit of targeting Stakeholder groups with tailored key messages maximizes impact and enables them to move upwards along the Commitment Curve.

HIGH -LEVEL KEY MESSAGES



Communications Vehicles

Communication vehicles are the channels by which the Change and Communication team will communicate with the various stakeholder groups. One of the key guiding principles of communications is that we use the most effective communications media to deliver a variety of messages to the intended Stakeholder groups. Though certain media types will be more suitable for particular groups or messages, generally, effective communication involves employing a combination of media types, based on the communication needs of target Stakeholder.

This following table is an overview of the different types of media and communication vehicles that will be leveraged for each stakeholder group. This list is not intended to be exhaustive, but rather serve as guidance for assembling the communication planning matrix and drafting additional project communications.

| Stakeholder Groups | Communicator/ Responsible Party | Communications Vehicle | Frequency |
|---|------------------------------------|--|--|
| Steering Committee/ Executive Sponsors | PMO/Project Leads | Steering Committee Meetings Leadership Conference National Sales Meetings Newsletter MBIZ HR Attitude Survey Strategic Engagement Index BT2 Satisfaction Survey | Monthly /As Scheduled Annual ly Annual ly Bi-monthly Bi-Monthly Updates ??? ??? Quarterly |
| Project Team | PMO/Project Leads | E-Room Status Meetings | Daily Updates Weekly |

| | | | |
|--------------------------------------|--|---|---|
| | | Update Meetings Phase Kick-offs BT2 Satisfaction Survey Steering Committee Preparations HR Attitude Survey Strategic Engagement Index | Bi-weekly Per Project Plan Quarterly Monthly ??? ??? |
| BCG Leadership | PCL Team | Leadership Conference National Sales Meetings Communications Toolkit Town Hall Meetings Karen Updates and Blog Newsletter MBIZ Email Updates HR Attitude Survey Strategic Engagement Index | Annual ly Annual ly Quarterly Quarterly Bi-monthly Bi-monthly Bi-monthly updates As Needed ??? ??? |
| BCG Managers | PCL Team | National Sales Meetings Regional Sales Meetings Branch Manager Meetings Communications Toolkit Town Hall Meetings Karen Blog Manager Training Newsletter MBIZ Drip Campaign Email Updates Lunch with Karen HR Attitude Survey Strategic Engagement Index | Annual ly ??? ??? Quarterly Quarterly Bi-monthly Per learning path Bi-monthly Bi-monthly updates Monthly As Needed ??? ??? ??? |
| Plant/Branch Staff | PCL Team | Leadership Update Meetings Newsletter MBIZ End User Training Drip Campaign Email Karen Blog Lunch with Karen HR Attitude Survey Strategic Engagement Index | Varies by Function Bi-monthly Bi-monthly updates Per learning path As Needed Monthly Bi-monthly ??? ??? ??? |
| Extended Team Members/ Change Agents | PCL Team | E-Room Status Meetings Update Meetings PCL Training Events /Updates Newsletter MBIZ Email Phase Kick-offs BT2 Satisfaction Survey HR Attitude Survey Strategic Engagement Index | Daily Updates Weekly Bi-weekly Bi-weekly Bi-monthly Bi-monthly As Needed Per Project Plan Quarterly ??? ??? |
| External Stakeholders | BCG Marketing – Primary PCL Team – Provide content and review | BCG External Websites Inside Track Partners First Price Increase Letter New Product Intro Mail Regional Product Action Team Customer Forum Trade Shows | Bi-Monthly updates 8 Times/Year 6 Times/Year Annually Bi-annually Periodic Periodic Periodic |

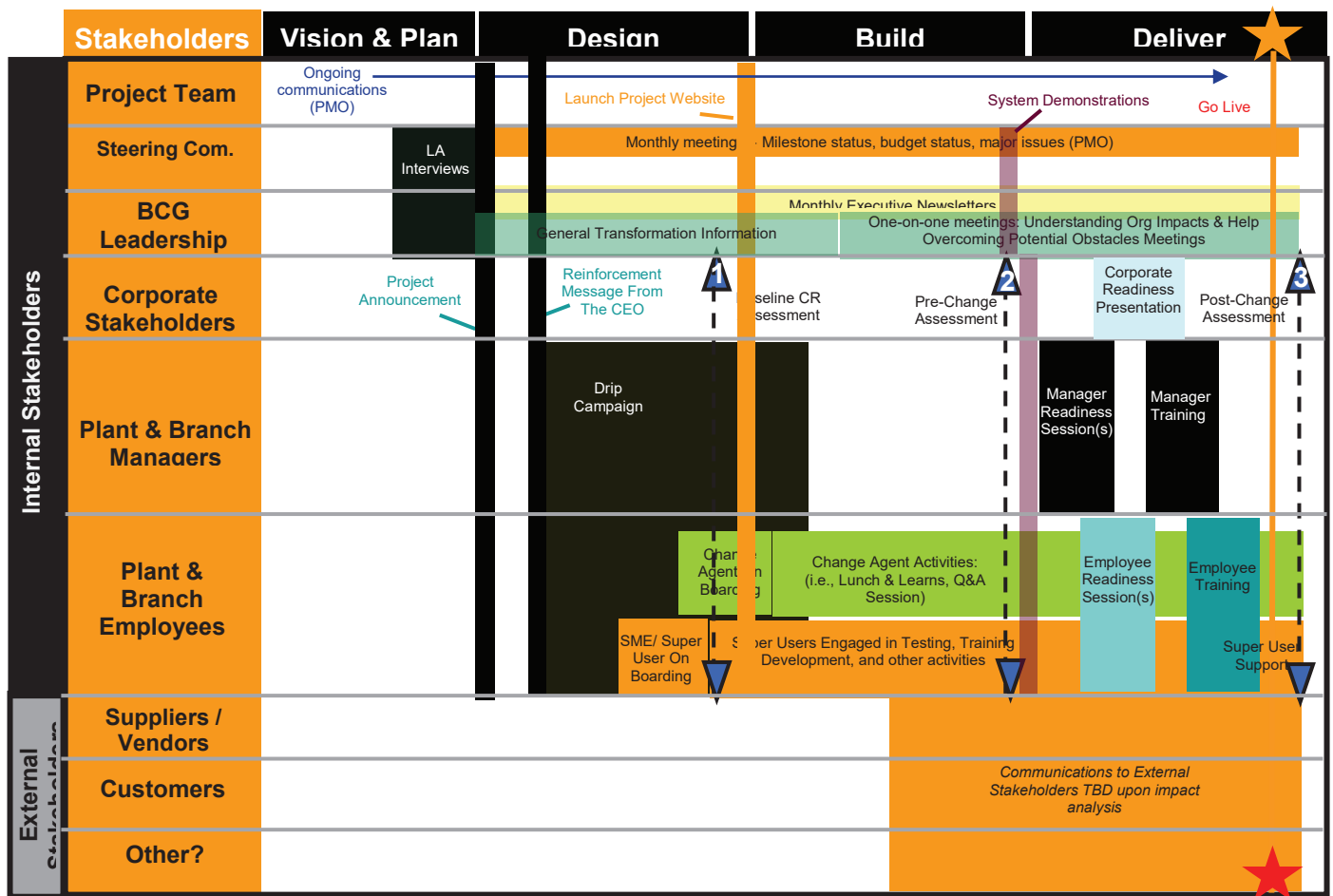
Communications Plan Overview

The Communication Plan serves as a framework for the management and delivery of information. It outlines the messages, when those messages will be delivered, and to whom. During periods of change, people desire extensive information; particularly if they are directly affected by it. The Communication Plan is designed to map out the target Stakeholder groups in an effort to provide accurate, consistent, and timely information to each group offering the right information at the right time.

The Communication Plan is a living document and will change throughout the course of the bt2 project based on stakeholder needs and the effectiveness of communication vehicles. For example, during the Design phase, we aim to drive our key Stakeholder groups from Awareness to Understanding on the Commitment Curve. As we move closer to "Go -Live," we want to enable our Stakeholders to move closer to Institutionalization and Ownership.

The Communication Plan lays the foundation for communication during each phase the bt2 project and considers where each Stakeholder group is relative to the Commitment Curve. The Communication Plan serves as a template for communication efforts; and as the target Stakeholder proceeds through the Commitment Curve, their information requirements will differ.

The People, Change, and Learning team has identified the initial key communication and change management activities noted by phase in the image below. These activities will be confirmed upon approval of the team's Vision and Plan deliverables. Additionally, the communication plan activities will be updated appropriately to anticipate and respond to the evolving impacted stakeholder needs.



Feedback Mechanism

Collecting feedback and measuring the effectiveness of communication efforts validates that messages are received and understood by the stakeholders. This allows the Communications Team to assess whether our development and deployment strategies are effective in achieving stated goals. In addition, feedback from stakeholders will help the Team assess the timeliness and appropriateness of messages, improve communications by updating the communication strategy and plan to incorporate what was discovered during the feedback process, and assist in identifying key deployment issues, stakeholder concerns, and possible resolutions.

Feedback mechanisms will be put in place to support two-way communication, stakeholder engagement, and communication effectiveness.

The following mechanisms will be used to gather, monitor, and respond to stakeholder feedback:

- **Online Surveys** – Conduct surveys on the project website
- **Project Emailbox** – Allow employees to ask questions to be answered by the project team
- **Project Website FAQs** – Allow visitors to post questions
- **Feedback Form** – Utilize forms to solicit informal feedback at various points in time

The following key themes will be used to derive the feedback questions that will measure communication effectiveness:

- **Communication** – Length, timing, frequency, content relevance, accessibility
- **Role Understanding** – Understanding of expectations of employees and leadership
- **PM's/Project Team** – Accessibility, responsive, distribution of information

Communication Development Process

The cooperation of all individuals involved in the development process is critical to the successful implementation of the team's communication plan. The proposed development process for the majority of planned and ad-hoc communications is outlined as follows:

1. The writer (People, Change, and Learning team member) develops communications with input from the process owner & other content providers as appropriate.
2. The communication distribution list is obtained/updated by the process owners.
3. The writer submits the drafted communication to the reviewers identified to validate the content/messages for accuracy. Reviewers provide feedback within a 12-24 hour turn around.
4. The writer incorporates feedback received from reviewers and re-distributes to the review team for a final review (depending upon the significance of changes).
5. The writer submits the final draft to the approver(s). The approvers validate the messages, Stakeholder, and timing of the message. If the approver(s) have additional feedback or changes, the writer makes the changes and then re-submits the communication to approver(s) for approval (target 24-48 turn around).
6. The sender distributes the approved communication to the intended Stakeholder.
7. The communication recipients provide feedback or ask questions through feedback channels noted in communication (i.e., project mailbox, contact person, etc.)
8. The recipients' feedback is incorporated into future communications as appropriate. Questions are directed to the appropriate individual for a timely response and considered for the FAQ document.

Communication Roles & Responsibilities

Communication development is a collaborative effort among the Process & Package team members; the People, Change, and Learning team; the PMO; and other resources participating in the development, approval, and distribution of communications. Roles and responsibilities are summarized for the key participants below:

PMO - The PMO is responsible for confirming the proposed communication review and approval process and reviewing/approving communications as necessary

Process & Package Team Leads – Project team leads are responsible for communicating the need for important “ad hoc” end user communication needs. The team leads are also responsible for provide project updates to their respective functional areas on a bi-weekly or monthly basis. Additionally, the team leads may be required to review/approve communications and provide content when necessary

Process & Package Team Members – Team members are responsible for working with the People, Change, and Learning team to provide content for communications

People, Change and Learning Team Members – Responsible for developing and maintaining the BT2 communication plan. The team members are also responsible for developing communications and helping the project teams to identify additional communication needs

People, Change and Learning Team Lead – Responsible for overall execution of the BT2 communication plan, helps team leads identify additional communication needs, reviews communications, and assists in communication development as needed. Additionally, the lead assists the team in escalating/resolving any obstacles encountered during the review/approval process Headed By Rich Fierson