

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

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**Jordan e-Government Communications Planning Methodology**

Final Report

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## 0 Document Control

### 0.1 Document History

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### 0.2 Changes From Last Issue

Ver	Date Updated	Revision Author	Summary of Major Changes Made	Reviewed by	Review Date
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### 0.3 Acknowledgements

N/A

### 0.4 Distribution List

Kendall Lott	EDS
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### 0.5 Referenced Documents

Number	Title	Reference	Note
1.	N/A		

### 0.6 Abbreviations

BPR	Business Process Reengineering
CI	Continuous Improvement
GOJ	Government of Jordan
MoICT	Ministry of Information Communication and Technology
PMO	Project Management Office
SME	Subject Matter Expert

### 0.7 Glossary

N/A

# 1 Introduction

## 1.1 Purpose

This document outlines the approach for the e-Government PMO to develop communications strategies. Using individualized strategic communication approaches and tested methodologies and tools; the Government of Jordan (GoJ) e-Government communications team can help organisation/initiatives leverage communications to create a shared understanding of the desired state. Communications planning becomes part of an integrated change management approach. It allows for information sharing and marketing influencing audiences to become educated or aware of certain topic areas. Communication planning can be used to address information gaps and the change process both internally to an organisation and externally. Depending on the need for the communications plan, both can use this methodology.

Internal communications planning is a proactive approach to a better and more directed workforce. As change becomes inevitable within organisations and Ministries to keep up with the knowledge economy, the people and organisation must be willing to accept change. Internal communications planning will allow the people within an organisation to follow a direction based on a set of common goals within which they can act every day in the context of their work. Starting with the vision, goals and objectives of the organisation or initiative and then bringing a coherent and coordinated communications action plan to the workplace allows the people working within that structure to be empowered. By providing clear and controlled communication, information is shared and ambiguity is lost. Once people have a clear understanding of the vision and goals provided to them through a communications plan, people are empowered to work to those vision and goals. This ultimately can have the effect of creating a common culture, by bringing the vision to life. Bringing the vision to life will be a result of the communications planning effort. This planning effort will take into account what should be communicated, when it should be communicated and how it will be communicated.

External communications planning can be used to educate and influence those who are the targeted audience of the plan. By providing clear, consistent and concise communications through a planning effort organisation can begin to bridge the communication gap that exists between the providers of information and those for whom the information is targeted. Ultimately, by strategically using communication planning the MoICT and the PMO can begin improving public relations and begin a movement towards the use of government services through the use of its messaging and information sharing.

Communications Planning should occur at the beginning of any initiative that will require information, buy-in or a change in the way people interact. This methodology can be used by each project manager for each e-Government initiative. As communications about each initiative will be necessary, each e-Government project manager should create a strategic communications plan following this methodology to support the initiatives visibility. The initiative's project manager can get subject matter expertise in the form of assistance from the Head of Change Management within the e-Government Project Management Office (PMO), residing in Ministry of Information Communications and Technology (MoICT).

## 1.2 Scope

The following sections outline the approach to strategic communications planning to be used by the GOJ e-Government PMO and Initiatives. The term strategic is used because, in all organisations, it is imperative that the goals and objectives of the organisation guide communications planning. Therefore, the approach begins with the development of communications goals and objectives. A communications audit and assessment analyses the organisation's current communications environment and measures it against its objectives, agreed-upon indicators of good communications, and industry best practices. Based upon the results of this assessment the communications team can help the organisation develop a focused communications strategy, identify appropriate communications vehicles to implement the plan, and determine mechanisms for performance measurement. After assisting in the implementation of these efforts, the communications team can help the organisation analyse the effectiveness of the communications efforts. Throughout this process it is essential that communications efforts are not performed in a vacuum — it must integrate with and facilitate the other processes of the organisation. The communications approach involves the following steps:

1. Initiate project
2. Determine communications goals and objectives
3. Identify and define audiences
4. Assess current communications environment
5. Develop message strategy
6. Determine appropriate media vehicles, strategy, and frequency
7. Develop communications plan

8. Get organisation buy-in for plan
9. Develop measurement plan and feedback mechanisms
10. Submit plan for input, consensus, and approval
11. Develop specific media plans
12. Implement action plan
13. Implement feedback mechanisms and improvement

## 2 Phase 1: Goals and Objectives/Situation Analysis

Communication can be simply defined as "the exchange of thoughts, messages, or information." In most organisations, however, "communication" is quite complex and encompasses a wide range of objectives, processes, functions, and systems. It includes the dissemination of information and the creation of understanding and encompasses both the process of conveying messages and the systems (mail, telephone, or print media, for example) used to send and receive these messages. Communications is an essential part of any organisations ability to maintain productivity and information sharing during a time of change.

Good communications planning involves more than just processes and systems—it also involves strategy. By developing a solid communications strategy that addresses the goals, objectives, and needs of the organisation and by integrating communications with the other business processes, an organisation can—

- Inform, persuade, educate, and motivate stakeholders
- Increase knowledge of an organisation, service, or initiative
- Build support from internal or external stakeholders
- Establish a shared culture, understanding, or lexicon among stakeholders
- Manage stakeholder or customer expectations
- Promote or market a service, or initiative
- Facilitate organisational transformation
- Foster a knowledge-sharing environment

### 2.1 Initiate Project

A Communication strategy can be initiated from anywhere in the organisation. Initiation it will depend on the need for clear communication of changes or key messages surrounding initiatives, projects or organisational change. The leadership establishing the communications strategy, must be in a position to be the sponsor for communications. The leadership must recognise the importance of communications and be committed to the implementation of the communication strategy. Most communication strategies are initiated to facilitate and increase knowledge sharing. Controlled and clear communications can eliminate confusion and educate various audiences to particular topic areas. When a communication strategy is initiated a sponsor must be identified from within the organisation undertaking the communications strategy.

Secondly, a communications planning team needs to be established. The team should include experienced strategic communications planners and any subject matter expert required for referencing specific content during the construction of the communications objectives and key messages.

### 2.2 Determine Communications Goals and Objectives

Whether using the communications strategy for the internal or external use, it must be based on the business objectives identified for the organisation/initiative. The communications strategy can not be built prior to a stabilised business or project plan being completed (to include objectives). The business or project plan and objectives drive the objectives for communications. The goals and objectives grow out of this mission statement. The communications goals and objectives should be measurable statements of what the communications project should accomplish. The objectives should be as specific as possible. Measurable objectives are critical to success. Only through tangible measurements can we develop appropriate strategies and perform accurate evaluations.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- Why is a communications effort needed now?
- Is the effort external (such as the deployment of a new product or service) or internal?
- What is the overall goal of this effort?
- What are the organisation's measurable service objectives as they relate to this communications effort?
- What are the objectives of the communication?
- What information is the plan trying to convey?
- What attitude are is the plan trying to change?

The steps to be taken to determine the communications goals and objectives include:

- Meet with the client for an initial discussion of communications and organisational objectives
- Research the organisation background, mission, and objectives
- Analyse communications objectives

- Determine measurable objectives

## 2.3 Identify and Define Audience

Identifying the people or groups with whom the organisation/initiative is trying to communicate is necessary in order to meet the project's communications objectives. The identified audience will need to participate to realize the communications plan objectives. After the audience has been identified, their characteristics, habits, experiences, and opinions that will affect how the communications is done will also need to be explored. This information will help in determining both the message and the vehicle.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- Who are the stakeholders?
- How important are they?
- How high-risk are they for the communications objectives to succeed?
- What do they want/need?
- What are the obstacles to communicating with them?
- What are the opportunities for communicating with them?
- Are there any negative perceptions to overcome?
- If your audience is external, what is the competition saying to them?
- Who can help you reach your audience directly or indirectly?

Steps taken to identify and define the audience:

- Define audience: The defined audience are the various audiences for whom the communication plan will be targeted.
- Prioritise audience: The defined audience need to be prioritised in order to provide full and targeted coverage of the messages to best communicate the ideas of the communication plan.
- Conduct surveys/interviews: For each of the identified audiences a survey should be done to determine the current perceptions each group has and the best way to communicate with this group.

## 2.4 Assess Current Communications Environment

In this step, analyse and assess current communications and review feedback from previous communications efforts to each identified audience. During the assessment of the current communication environment, an understanding of what kind of organisation, workplace or customer environment is desired. This will be created based on the kind of values, principals and procedures the leadership envisions for the organisation/initiative. This phase will also require the research of communications best practices and measures of effective communications in order to assess the results of your research. Several methods can be used to assess the communications environment, including surveys or questionnaires, interviews, field visits, document review, and best practice review.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- Address all aspects of communications—identity, culture, processes, feedback vehicles and tools, goals and objectives, expectations and measures, structure, and skills
- Get the lay of the land—are there any communications activities related to this project currently underway? What is the current environment into which this communications project will be initiated? How effective have current or past communications been?
- Determine how current communications environment meets audience needs and communications objectives
- What communications methods are currently used? How frequently? How effectively?
- Determine organisational constraints that may impede the communications process
- Is there "effective" communication?
  - Compare against "effective communication" criteria: symmetrical, multidirectional, strategic, structurally sound, valued
  - Compare against identified organisation goals
  - Compare against identified audience needs
  - Compare against established communications best practices

## 3 Phase 2: Strategy and Tactics

The development of a strategic communication strategy, and its implementation can provide a number of benefits to organisations. To achieve those benefits the organisation/initiative needs a coordinated, comprehensive, long term and appropriate communication approach.

### 3.1 Develop Message Strategy

The key messages are the themes that need to be communicated to each audience. The communication strategy's messages should be compelling, clear, and concise, and should take into account the audience's biases and perceptions. To illustrate the communications strategy look at it like this issue is like a picture and your messages create the frame around it. The frame is what sets a picture apart from its surroundings. It creates the boundaries for the picture. So too, do the messages frame the issue. Three or four strong messages should be identified that can be 'wrapped around' other facts or examples to get the point across. All the messages should complement each other, even if they are concerned with different issues or subject areas. By weaving messages together, an umbrella message, can be created for the organisation on any given issue."

Examples of questions to be asked and answered during this phase of the approach are as follows:

- What messages need to be conveyed to achieve the communications objectives and meet the audience's needs?
- What do you want your communications to accomplish?
- What do you want your audience to do?
- To whom are you addressing your message?
- What does each audience currently think or feel about the issue you are communicating?
- What do you want each audience to do or think as a result of your communication?
- What are the messages that will motivate each audience to the desired way of thinking?
- What tone will be most effective in motivating each audience?

Once the key messages have been developed, make sure they meet needs of the communications plan and the organisational objectives. Check to make sure the messages capture all facets of the organisation's personality. The communications team will also need to ensure the messages communicate the full value of the organisation/initiatives and are in the appropriate tone for the audience.

### 3.2 Determine Appropriate Media Tactics, Strategy and Frequency

Communication tactics are the methods and strategies used to carry your message to different audiences. This step is the identification of the most appropriate media for delivering the project message to each audience within the plan. To identify the most appropriate tactic and comparison of media options should be undertaken, to help in the understanding of the reach and impact of each tactic.

- **Paper-based:** memos (internal correspondence), newsletter, brochures, performance appraisal documents, graphics package/branding package, pay packet enclosures, etc.
- **Executive/Manager Oral:** general meetings, division and branch meetings, team addresses, one-on-one (face to face) manager to staff communication.
- **Electronic:** E-mail, on-line project management, web sites and intranets
- **Management Behaviour:** Any and all management/executive behaviour that sends messages, either intentionally or unintentionally about the values, principles and purposes of the organisation.
- **Staff To Management Forums:** surveys, other forums such as staff meetings, individual meetings etc. (yes, getting information from staff also sends messages!)
- **Policies & Procedures:** Policies and procedures need to reinforce and be consistent with the messages being sent by other "channels".
- **Training:** Training and learning settings are often used to teach specific skills and values (e.g. customer service).

To determine what tools are suited to which goals there will need to be an activity to match the tools that are available to the objectives that have been identified. Some tools are best suited to certain types of objectives and not to others. In general, though there is an aim to use all available communications tools to achieve of the objectives of the initiative. Consider cost, timeliness, and impact of each vehicle. Select the appropriate media for each message to maximise the effectiveness of communication. The choice of tactics should be tied to audience, to message, and to best practices.

The development of a Communications Tools Glossary (description of how each tool will be used) will assist the people "in charge" of the communication tools the ability to know both generally and specifically how all the tool fits into the larger context. For example, managers need to understand the tone and approach to writing internal memos that will be consistent with the "internal communication" objectives matched to that tool. Or more obviously, a corporate newsletter editor must be aware of the primary values, and information that needs to be conveyed to staff so the newsletter supports the creation of the desired culture. The Communications Tools Glossary will also allow for greater reach of the communications strategy, by creating specific tools for a geographically dispersed leadership teams to implement while staying within the context of the communications plan.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- Is your communications method innovative?
- What communications channels are not being used that could reach your target audience?
- How often must the material be updated? How should the material be distributed to each audience?
- What are the most effective means for reaching each audience?

## 4 Phase 3: Communication Planning

### 4.1 Develop Communications Plan

To develop the communications plan, begin with a calendar that tracks already scheduled program activities and communications projects. Then prioritise the audience groups and select strategies. "Weave the strategies for a single audience group together in a way that creates momentum and gradually gets the individuals within that group to take action or change their opinion or behaviour. Do the same thing with each primary audience group." Whenever possible, a single strategy or tactic should be used to reach several audience groups. Make sure the efforts don't contradict or hinder each other. Once the steps have been plotted, break down each project into tasks and plan to ensure that there is enough time, human, and financial resources necessary for each task.

The communications plan should answer the following questions: where, when how and how to measure success. The plan will need to convey the organisation/projects message strategy, the vehicles for conveying those messages and identification of benefits to be conveyed.

The plan should include:

- Communication key messages
- Description of the purpose for each message
- Frequency of use for each message
- The media vehicle for each audience/message
- Identification of stakeholders/audiences
- Establish quantity and cost for each audience segment

### 4.2 Get Organized Buy-in for the Plan

If a communications effort is to be successful, it must have buy-in from the entire organisation. People need to understand how communications will impact the organisation's mission, goals, and objectives. This is the process of gaining buy-in and approval from management, media owners, and potential audiences before dedicating resources to the production and distribution processes.

To ensure success the management should be met with, so that they understand the connection between communications objectives and the organisation's objectives. Conduct a presentation for internal stakeholders. Actively recruit staff for the action team, to help implement the plan and ensure its success. "Finally, communicate to the entire organisation the reasons for including communications in its overall program strategy and how each of them can help reinforce and create momentum for the organisation's message with different constituencies."

### 4.3 Develop Measurement Plan and Feedback Mechanisms

A measurement plan is a statement of the specific steps you will use to measure the effectiveness of the communications against the project's defined communications objectives.

Establishing and using metrics can assist in the feedback on key messages and the tactics used to communicate those messages. When metrics are taken and used for analysis, they provide the communications team with the ability to continuously improve or evolve the communications plan. As the plan evolves over time and through feedback it better meet the needs of the organisation/initiative.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- How will you know if you've been successful?
- When do you expect to see results?
- What type of feedback is needed to assess the impact of your efforts?

How to measure effectiveness:

- Breadth of organisation involvement
- Depth of organisation involvement
- Push vs. pull communications distribution
- Feedback (questionnaires, surveys)
- New customers, new business, or increased sales
- Number of visits to an Internet/Intranet site

## 4.4 Submit plan for Input, Consensus and approval

The key to any change management activity, including communication planning, is to get the buy in of the leadership for whom the plan has been created. Since the success of the communication plan's usage and appropriateness relies on the people that have been identified to carry out these messages, it is crucial to their input on the appropriateness of the messages and the medium in which they will be delivered. This series of activities of getting approval and consensus on the messages and the medium will ensure the communication plan is aligned with the strategic vision of the organisation.

Examples of questions to be asked and answered during this phase of the approach are as follows:

- Has your leadership reviewed the strategy to ensure it is consistent with current business strategies under development?
- Have you obtained commitment on your recommended actions?
- Who in the organisation needs to review the communications during its development?
- If appropriate, have you reviewed your strategy with media owners to ensure your messages are appropriate for the medium and obtained commitment for future action?

## 4.5 Develop Specific Media Plans

Each key message will be conveyed to the segmented audiences through the various media (paper-based, oral or electronic). A plan outlining a combination of communication tactics and the timing of those activities will enable the key messages to be integrated and powerful.

Each media can use an assortment of tactics to meet the communications objectives:

### **Paper-based:**

- Print media (flyers, reports, newsletter, news releases, case studies, internal correspondence, brochures)
- Graphics package/branding package
- Policies and Procedures

### **Oral:**

- Staff meetings
- Talking points
- Training
- One-on-one communication
- Interviews, input sessions
- Focus groups
- Radio, TV
- Conferences
- Briefings/presentations

### **Electronic:**

- Web site or Intranet site
- Email or fax
- On-line project management

## **5 Phase 4: Implementation**

### **5.1 Implement Action Plan**

Implement the communication strategy, by using the key messages, tactics and timeline outline in the plan.

### **5.2 Implement Feedback Mechanisms for Improvement**

Implementing the communications is not the only important part of all the communications strategy, the outcomes of the communications activities are monumental to the organisation or the initiative. In order to ensure that communications activities are providing the correct outcome, they must be reviewed for success using established feedback mechanisms and measures. Evaluate how successful the messages and tactics been in the communications effort, by collecting and analysing information produced from your establish metrics. Why did some efforts work? Why did other efforts not work? Answering these questions will help you fine-tune and refocus your efforts so that they become more effective.

Over time, new communication tools may become more obvious, or it is may be discovered that some tools are ineffective. So consistent with a continuous improvement approach there will need to be an assessment effort to see the effects of what is being doing, and "re-steer" as needed. A tool may be an annual survey to assess whether progress is being made, and solicit additional ideas.

## 6 Communications Planning Template

This template should be used when an organisation or an initiative decides to plan and implement a strategic Communications Strategy.

### EXECUTIVE SUMMARY

Executive Summary should be no longer than one or two pages and should highlight the most

important points found within the Communications Planning Document.

### INTRODUCTION

The introduction should provide a brief overview of the project, purpose of the plan, why the plan exists

and what are the benefits of the plan to the organisation or initiative.



### COMMUNICATIONS PRINCIPALS

This section should outline the communications principals driving this plan. An example of the communications principals might be:

- Two way communication
- Communication should be equally accessible to all staff regardless of position, geographic location, or available technology
- Breadth and Depth of communication is essential for success of communications
- Accurate content and timeliness of information during communications campaign

This section needs to be made specific to the originating organisation/initiative and the target audiences. Communication principals guide the communications efforts providing a baseline from which the communications objectives, key messages and chosen media can be derived.

This section may contain a brief analysis of the past communication efforts and the reasons for success or failure.

### COMMUNICATIONS OBJECTIVES

Communications objectives drive the communication effort and provide an end point upon which the communications plan can be measured. The communication objectives allow the communications team to see an end point and determine their success. The communications need to be inline with the strategic plan and vision of the organisation using the communications plan. The objectives provide the planners with a baseline of knowledge of what it is they are trying to convey.

Some examples of communications objectives are as follows:

- Increase awareness of, and support for the e-Government architecture throughout the MoICT and with priority GOJ stakeholders.
- Assist the MoICT in driving change by positioning e-Government as a vehicle to help establish new policies, procedures and standards.

## STAKEHOLDER AND AUDIENCE SEGMENTATION

To effectively design communications messages and tactics, target audiences with like characteristics and needs must be identified. This section should be used to identify stakeholder groups and provide a definition for each group. A clear understanding of the target audiences will provide the ability to focus communications activities for the greatest effect. Market segmentation provides insight into the characteristics, perceptions and priority issues of various audiences.

Audience categories are clusters of people and how they will use the communicated materials in different ways for different reasons. The audience categories represent separate entities that need to work in an integrated fashion. This section should identify the audience segments for the reader and their relationship to the communications plan. The audience segments can then be used to categorize large groups the communications plan is trying to reach. This further clarification will help to identify key messages for these groups and the appropriate media.

For the purposes of change the audience can be broken down into four audience categories.

<b>Overseers</b> – Overseers are concerned with legal compliance and resource allocation.	<b>Change Implementers</b> – Change Implementers take policy and process and bring them to life.
<b>Change Drivers</b> – Change Drivers devise policy and set direction for the organisation.	<b>Learners</b> – Learners are new to the organisation or to technology.

Within the audience category are two distinct types of market segments: large stakeholder groups and individual opinion leaders. The large stakeholders groups are market segments comprised of four or more people. Opinion leaders are individuals who have power and influence by virtue of their formal position, or because of person style and sphere of influence.

### Large Group Segmentation

For example given the audience segmentation provided previously some specific large groups may be identified. The segments identified within the Audience Categories will find differing uses and value for the Communications plan.

Audience Category	Segments	Use of the Large Group Segmentation and Participation in Initiatives
<u>Overseers</u> : are concerned with legal compliance and resource allocation.		
<u>Change Drivers</u> : devise policy and set direction for the organisation		
<u>Change/IT Implementers</u> : take policy and bring it to life		
<u>Learners</u> : are new to the organisation or information technology		

Once the large group segmentations have been identified and broken down into audience categories these should be a brief discussion to accompany the table to further explain the impact of the segmentation.

The opinion leaders segment is important to the communications plan success because of the power and influence held by each individual. Each opinion leader has a specific sphere of influence in which to communicate their support and understanding of the initiative. In order to

### Opinion Leaders Segmentation

build support for the communications initiative it is necessary to understand the role each leader plays within the big picture.

This section should identify the specific opinion leaders by name or by job title/role and outline each opinion leaders influence to the communications initiative (why they are important). Also, if possible or appropriate

the opinion leaders may be broken down into the audience segments. Once an opinion leaders is named, it is important that communication plan identify why that opinion leader is critical to the communications initiative, how they can be used and whom they have influence over or interaction with.

**KEY COMMUNICATIONS MESSAGES**

The key messages outlined in this section should be the messages to be repeated and reinforced with concrete examples specific to the business needs. The messages need to increase awareness and show relevancy to the strategic initiative. The key messages are the core messages to describe the initiative and highlight the information that is most

relevant and important to the audience and the stakeholders.

**STAKEHOLDER PERCEPTIONS**

Stakeholders at all levels within the organisation have perceptions about the strategic initiative that is being communicated. Emphasizing key messages repeatedly in all communication activities should

begin to shift perceptions from those held today, the “now think,” to the perceptions that initiative sponsors want to establish in stakeholders’ minds, the “want to think” perceptions. For example:

Now Think

The e-Government Architecture is an interesting document but it has no real impact on our ability to deliver technology to our customers products and services

Key Message

The e-Government architecture provides a context for making effective, consistent decisions and setting priorities for resource allocation to increase the business value and quality of customer

Want to Think

The e-Government Architecture affects how GOJ does business and improves the ability to meet customer needs to achieve its mission

**COMMUNICATIONS TACTICS**

A variety of communication tactics are included in the communications plan. Two communication distribution methods are utilized for the tactical mix in this plan: “push” and “pull.” “Push” mechanisms; including e-mail and print materials describes communications that are sent to target audiences by the IT Architects. Pull distribution occurs when target stakeholders request information.

The combination of media should be used to target different audiences or carry different key messages. Each tactic/media should be identified and associated with a target audience, the purpose for communications with that form of media and the

time frame for the expected use of that media. For example:

**Printed Flyers [tactic]**

These will be hardcopy documents designed to be mailed or distributed during meetings and briefings. *Purpose* – the purpose of the flyers is to communicate specific, current but not time-sensitive architecture information. The topics for these flyers will come from critical issues and will be focused on one theme per flyer. The flyers will

provide GOJ staff of varying levels with instant reference material about the architecture.

*Timeframe* – Fall 2002.

## MEASURING IMPACT

It is important to measure the impact of communication activities. The “doing” of communication is not what matters most. The outcomes of communication activities are what matters to the initiative. Early measures can focus on the successful execution of communication activities as described in the plan. More valuable indicators are those that show organisational

response to, or involvement with, the targeted initiative of the plan.

## SUMMARY

The summary should provide a high level summarization of the key points within the plan.