

22. Communication plan

Pilot

For a full overview of the tools see:

Stentoft, J., Freytag, P. V. & Mikkelsen, O. S. (2019), *Improved Competitiveness through Implementation of Sales & Operations Planning*, Department of Entrepreneurship and Relationship Management, University of Southern Denmark.

Purpose, participants and application

- **Purpose**

- To secure that all relevant internal and external stakeholders are informed about the Sales & Operations Planning (S&OP) project with respect to the company's overall communication strategy.

- **Message and timing**

- To ensure that there internally and externally continuously is informed about major milestones in the S&OP project.
- To align messages with top management objectives with respect to different groups of stakeholders.

- **Stakeholders**

- Adjust messages with respect to the different stakeholders' influence and involvement in the S&OP process.



Components of the communication plan

Stakeholder (target group)	Content and objective with the message	Media communication channel	Who has the responsibility for the communication?	How much time and resources can be used?
Who do we wish to communicate with?	What do we want to communicate and what do we want to achieve?	Which media should be used for the communication?	How do we ensure that the communication take place as planned with the desired result?	How do we ensure that the necessary resources are allocated and are used most efficiently?

Comments

- Targeted and continuous communication is of vital importance during the whole S&OP process.
- It is important that communication plan is effective and simple to implement.
- It is necessary that there continuously is a follow-up on the communication plan and it is adjusted according to the S&OP process and the different stakeholders.
- It is of vital importance that responsibilities and resources/time is delegated with respect to the responsible for communication.

