Objective: Formulate a change management communication plan.

Learning Outcomes

- Identify stakeholders affected by a change to an existing system.
- Think through how a change will impact those stakeholders.
- Craft a plan to communicate the change to them.

Instructions

Recall the two scenarios below from earlier in the course:

**Scenario 1: Wawa Changes their Supply Chain**

*Key points*

- Wawa consolidated product lines and created a uniform look-and-feel for its stores.
- They shifted store control from the local manager to the corporate office.
- They created a single, large distribution center in New Jersey that consolidated its supply chain.
- They added a Commissary that would make and deliver fresh, pre-made food to its stores. This would enable them to grow this part of their business and not overload the new distribution center.

**Scenario 2: CVS Changes their Prescription Fulfillment Process**

*Key points*

- CVS changed its prescription fulfillment process to improve customer service, a chronic problem for them.
- The data entry was now done while the customer was present, instead of allowing them to drop off the prescription and leave.
- The drug utilization review (including a check for interactions) was moved into the quality assurance process – after the script had been filled.
- They implemented an online virtual queue showing all unfulfilled scripts, allowing them to manage their work.

You will now create a change management plan for one of the scenarios. In groups, perform the following tasks:
Part 1: Identify and Assess Stakeholders (15 minutes)

Create a list of the stakeholders that are affected, in some way, by the changes described in your chosen scenario.

Assess how each stakeholder will react to each change, keeping in mind that not all changes affect all stakeholders. It might be helpful to make a table:

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<thead>
<tr>
<th></th>
<th>Stakeholder 1</th>
<th>Stakeholder 2</th>
<th>Stakeholder 3</th>
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<tbody>
<tr>
<td>Change 1</td>
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<td>Change 2</td>
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<td>Change 3</td>
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Part 2: Create a Plan to Address the Stakeholders (20 minutes)

Create a plan to address the “rider,” “elephant,” and “path” aspects for each affected stakeholder. For example, consider the Wawa case and a key stakeholder, the store manager. Craft the message you’d deliver to them:

• Explain to them why the changes were taking place (rider).
• Create a message that would get them on board with the change (elephant).
• Explain the changes to their environment and processes (path).

NOTES:

• Consider each stakeholder as a distinct audience. Think about how they will react to the messages you create. The same message may not work for all stakeholders.
• Be specific. Don’t just say “we’ll get them in a room and explain how this is good for them.” What would be the content of the communication?

Part 3: Debrief and Discussion (20 minutes)

As a class, we’ll discuss your change management plans for the two scenarios. In addition, we'll address the following questions:

1) How did you decide whether a stakeholder was affected by, or would react to, a change?
2) Do you anticipate it will be more difficult to explain the change to some stakeholders than others? What about the “difficult” stakeholders makes them difficult?
3) Which aspect of the message should be constructed with the most care: rider, elephant, or path? Why?