

# Communications Planning in a Vendor Project Environment

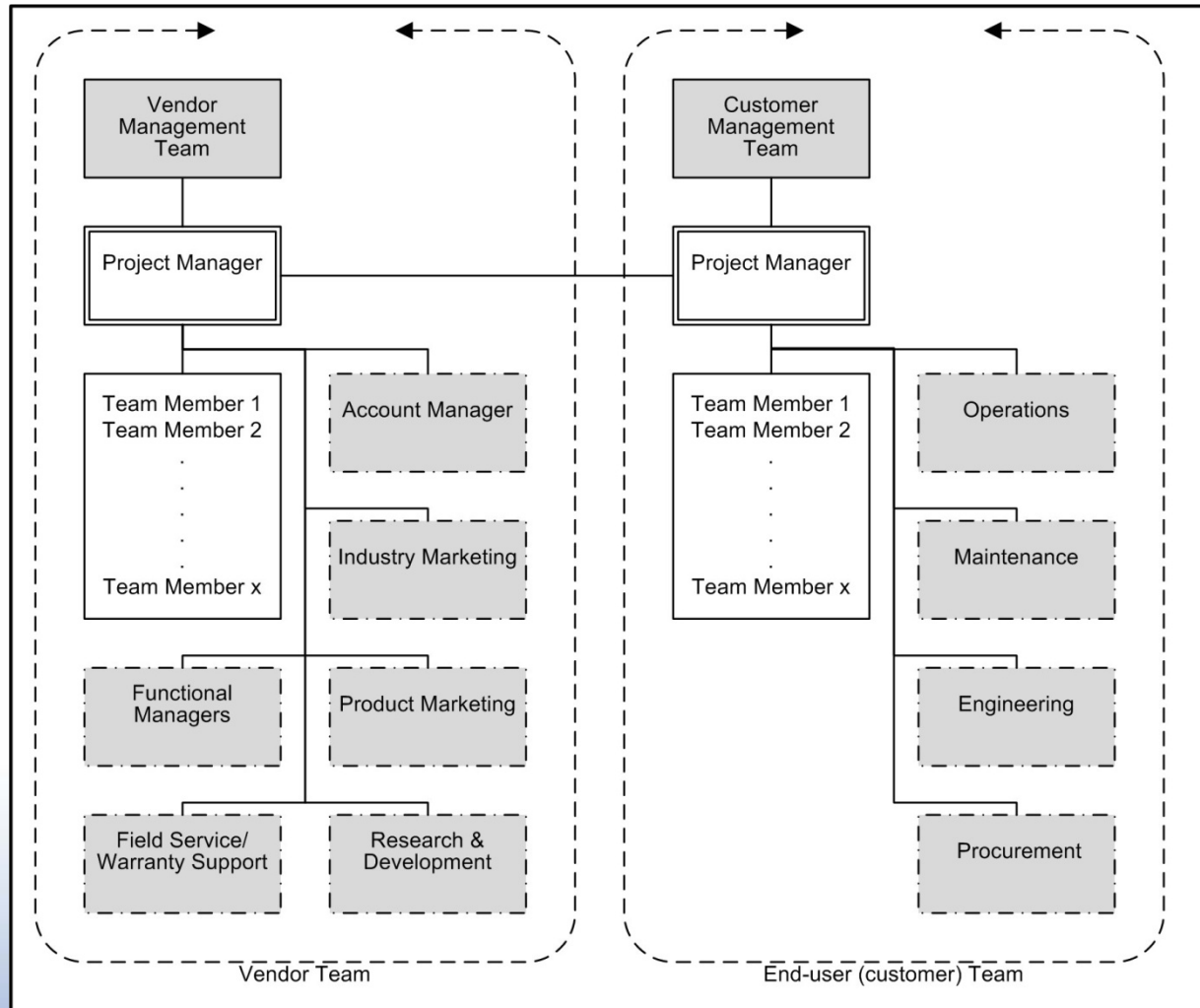
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Session #ADV18

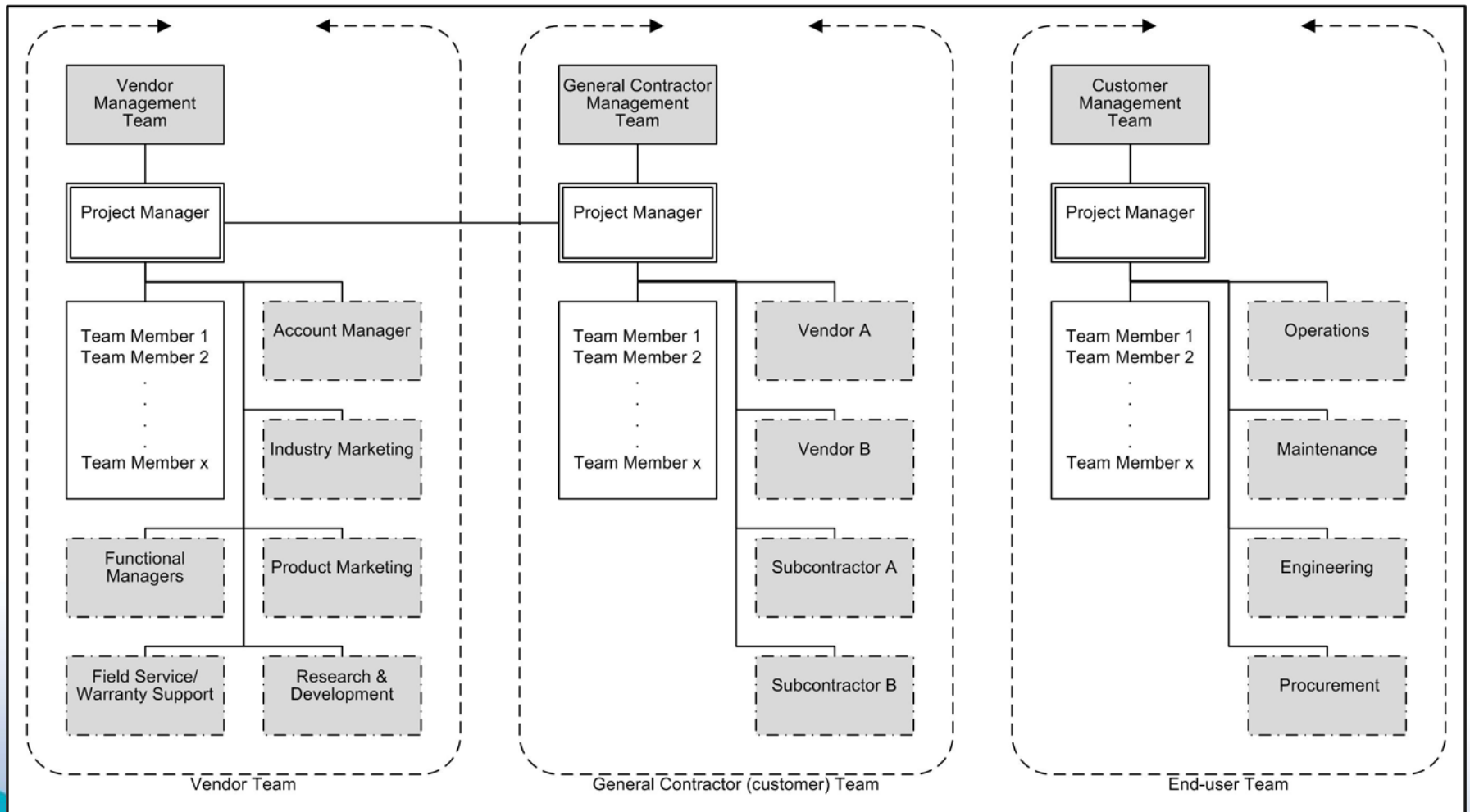
# Project Organization

- Project organization can be complex
- End user may not be customer
- General contractor may be involved

# Project Org w/o GC



# Project Org with GC



# Identifying Stakeholders

- End-users
- General Contractor
- Internal Vendor Team

# End User Stakeholders

- Four groups in typical industrial project
  - Operations
  - Management
  - Engineering
  - Maintenance
- Other groups possible, depending on industry

# Contractor Stakeholders

- Overall project manager
- Project execution team
- Other vendors

# Internal Vendor Stakeholders

- Management
- Functional managers
- Sales
- Marketing
  - Product
  - Industry
- Technology/R&D
- Warranty/Support Services
- Project Team

# Preparing the Plan

- Contractual obligations
- External communications
- Project team communications
- Internal communications

# Contractual Communications

- Verify contract documents
  - Depending on order, project specifications may or may not apply
- Verify change control process
  - Requirements for submission
  - Who can approve

# External Communications

- External communications should serve three purposes:
  - Getting the project completed
  - Protection of project assets
  - Enhancement of company status
- Provide information, not data
  - Don't rely on e-mail, subject to overload

# Project Team Communications

- There is no better communication tool than a fully developed work breakdown structure
- The project team can provide better value if they understand the customer's goals
- Meetings are important
  - But make certain that they have a purpose and an agenda

# Project Team Communications

- Define who may communicate with external project participants
  - Technical information may need to be exchanged further down the org chart
- Don't confine your project team membership to traditional limits

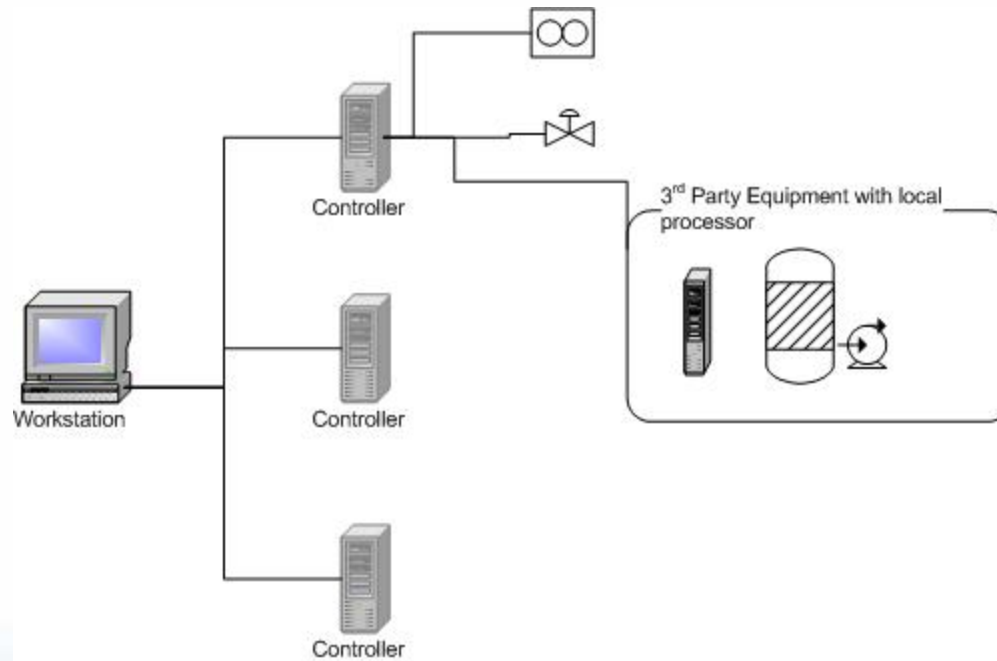
# Internal Communications

- What needs to happen to strengthen the company's market position?
- Project successes
- Project problems

# Integrating vendor?

- Some vendor deliverables are stand-alone while others integrate deliverables from other vendors
- Integrating vendor will have additional communications responsibility

# Example



# Cost Reporting

- Earned value measurement may need adjustment
  - Fixed price projects
    - Internal reporting done in cost
    - Limited need for external cost reporting
  - Time & Material
    - External reporting done in sales revenue
    - Limited need for internal cost reporting

# Schedule Reporting

- SPI may be irrelevant
- Critical path and float are usually more important
- End user may have “hard” end dates

# Summary

- Know who the stakeholders are
  - You may have more than you thought
- Understand integration responsibilities
- Add value to your organization
  - Get appropriate information to the right people

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