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***Workshop on
“Reorganization of the Secretariat General of Commerce:
Enhancing SGC’s Function as CPB”***

***Sessions 5 and 6
Communication Strategy and Change Management***

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1. Why a Communication Strategy to Implement Reforms

2. Which Level of Communication

- a. Governmental level
- b. Practitioners level

3. Communication Strategy and Plan

- Concrete experience from Consip

4. Lessons Learned

1. Why a Communication Strategy to Implement Reforms

Need to communicate correct messages regarding the reform

Risk of misunderstandings and incorrect interpretations

Risk of generating resistance to the reform

Need to build confidence and trust towards the Government and State

Communication as a tool to be transparent, accountable and close to the citizen

2. Which Level of Communication

a- Communication at a high governmental level: state TV, press, street posters, websites ..

Example from the Italian Ministry of Public Administration and Reform

b- Communication from the single public entity involved in the reform. In the case of procurement the communication will be handled by the competent Minister, Agency, Authority or CPB entitled to implement the content of the reform, in this case the new public procurement system.

Example from Consip's communication tools, acting as a CPB

2. Which Level of Communication

a-Governmental Level example

Ministry for Public Administration launched, after 3 years of existence, a communication campaign in order to increase awareness on the reforms implemented within the public administration, to achieve level of perception from citizens and to highlight the value of the reform itself

How could that be achieved?

First step was the implementation of a graphic project that synthesized the vision of the reform, as a whole, and of each single initiative.

Object of the communication were all the actions made and the results achieved, in an integrated approach, converging into a new vision of the PA based on merit, transparency, simplification and digitalization.

The graphic line (brand) and claim were chosen by means of a **PUBLIC CONTEST**

a-Governmental Level example

What is a PUBLIC CONTEST?

An online competition, with a prize, aiming at awarding the best idea and solution presented by any citizen. Citizens submitted and voted for the best proposal

Why a PUBLIC CONTEST?

It acts as a communication process

It aggregates a multitude of people, especially young people

It is a transparent means

It is very participative

It allows new talents to emerge

It allows to get the citizen-user feeling and perception on the reform

AN INTELLIGENT WAY OF USING A COMPETITION IN ORDER TO COMMUNICATE A REFORM

b- Practitioners Level example

Italian experience of centralized Public Procurement through a CPB (Consip):

- New legal framework, centralized procurement system (only for central PA)

- Changes at the subjective level

 - New institutions involved-creation of a CPB

 - New users- mandatory use for some PA

- Changes at the objective level

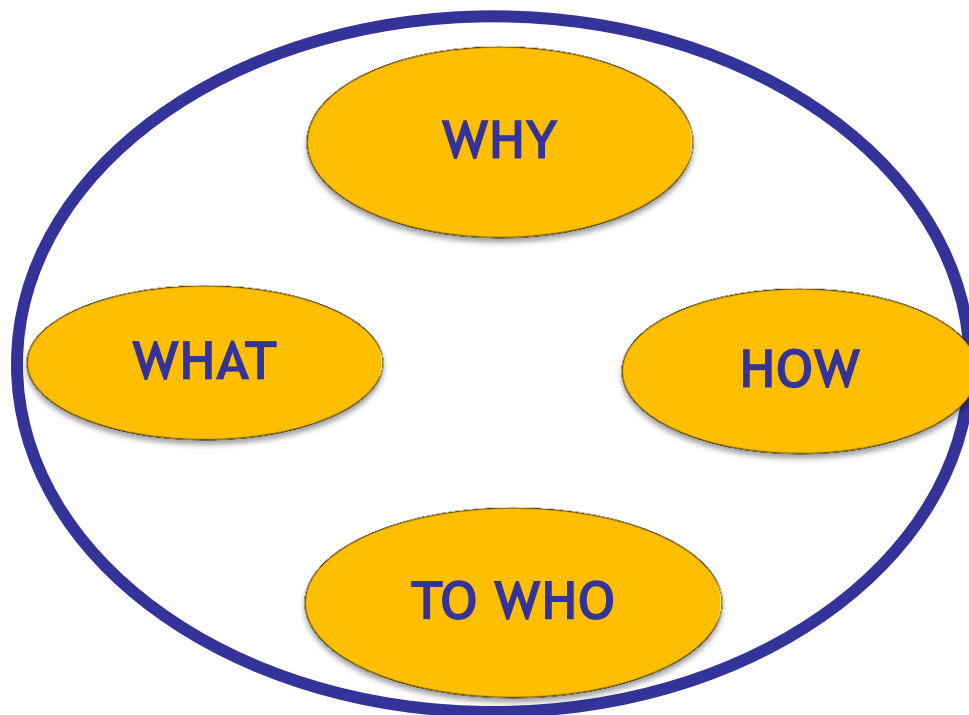
 - Some categories centralized

 - New procurement tools available

A “*REVOLUTION*” IN THE PROCUREMENT SECTOR

A HUGE AMOUNT OF INFORMATION TO BE COMMUNICATED APPROPRIATELY

3. Communication Strategy and Plan



3. Communication Strategy and Plan

**WE ARE DEALING WITH A REFORM
WE ARE PROVIDING A SERVICE**

WHY?

Need to communicate correct messages regarding the reform

New laws and rules

New system including new institutional players

Macroeconomic scenario

Need to build confidence and trust towards the Government and State

Communication as a tool to be transparent, accountable and close to the citizen

INFORMATION

Communication modality depends mostly on the maturity of the reform

A- brand on new reform



AWARENESS

B- consolidation of an existing reform



ASSISTANCE-SUPPORT



USERS FEEDBACK

TRAINING
SUPPORT



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3. Communication Strategy and Plan

WHAT?

INFORMATION

KEY MESSAGES

- Why the reform was implemented
- Why the new centralized system was set up
- New legal framework
- Which goals are expected to be achieved
- Which actions will be carried out
- Which duties and obligations for all stakeholders
- Benefits deriving from the system

More technical (EPROCUREMENT):

- How to use the new system
- How to use the new eprocurement tools
- How to ask for assistance

TRAINING
SUPPORT



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3. Communication Strategy and Plan Concrete example from a CPB

HOW?

INFORMATION
PROMOTION

Web Portal

- Mass communication
- News, newsletters, alerts, general documentation such as annual reports
- Tender documents

**Events
Workshops**

- Very effective tool
- Frequent and Spot
- For institutional communication (ex big national events)
- For targeted communication and for training
- Example: launch of a framework agreement or training event on how to issue an e-order

Account Manager

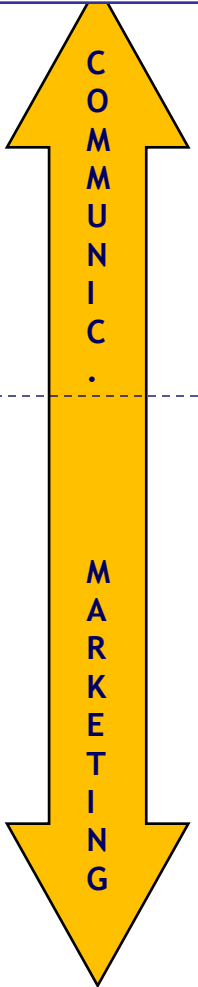
- Fundamental player to build collaborative relationship with the end user
- Communicate to promote (outbound)
- Communicate to achieve info (inbound)

Support tools

- Guide on how to use a specific framework agreement
- FA book- comprehensive
- Demos and videos
- Powerpoint presentations
- toolkits

Training

- obliged PA
- non obliged PA
- Suppliers, by size
- Internal personnel of CPB or of the Authority



TRAINING
SUPPORT

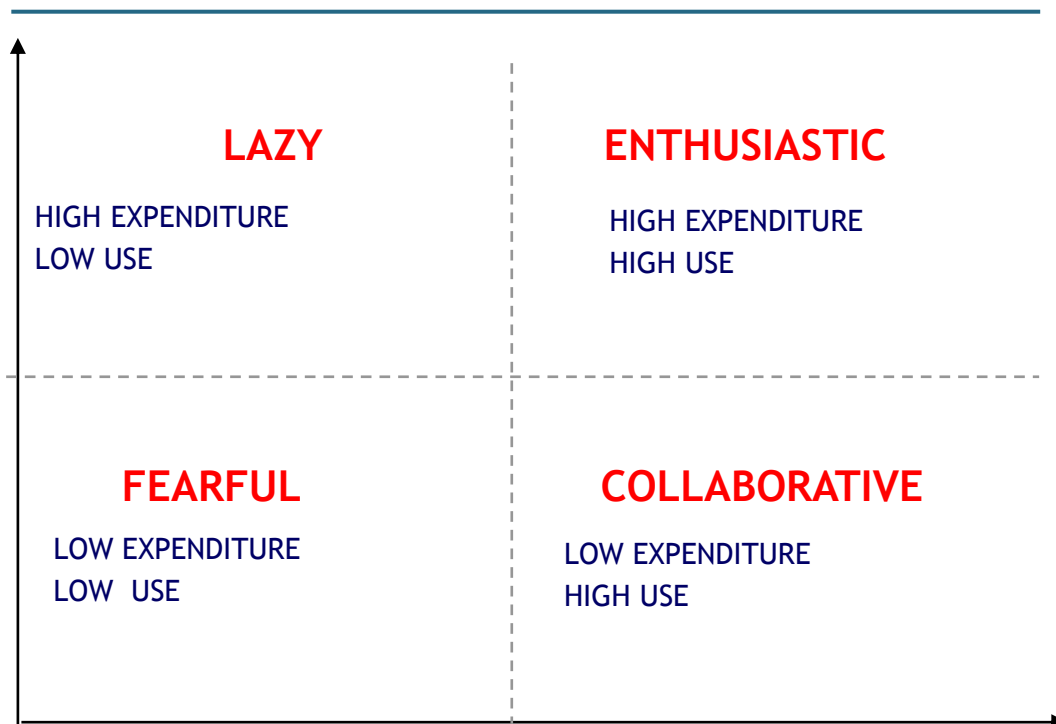
3. Communication Strategy and Plan

Concrete example from a CPB

TO WHO?

Target Cluster

Spending capacity
+
Dimension



Cultural problem

Account Manager Profile

The Account Manager creates, develops and manages relationship with Administration's users

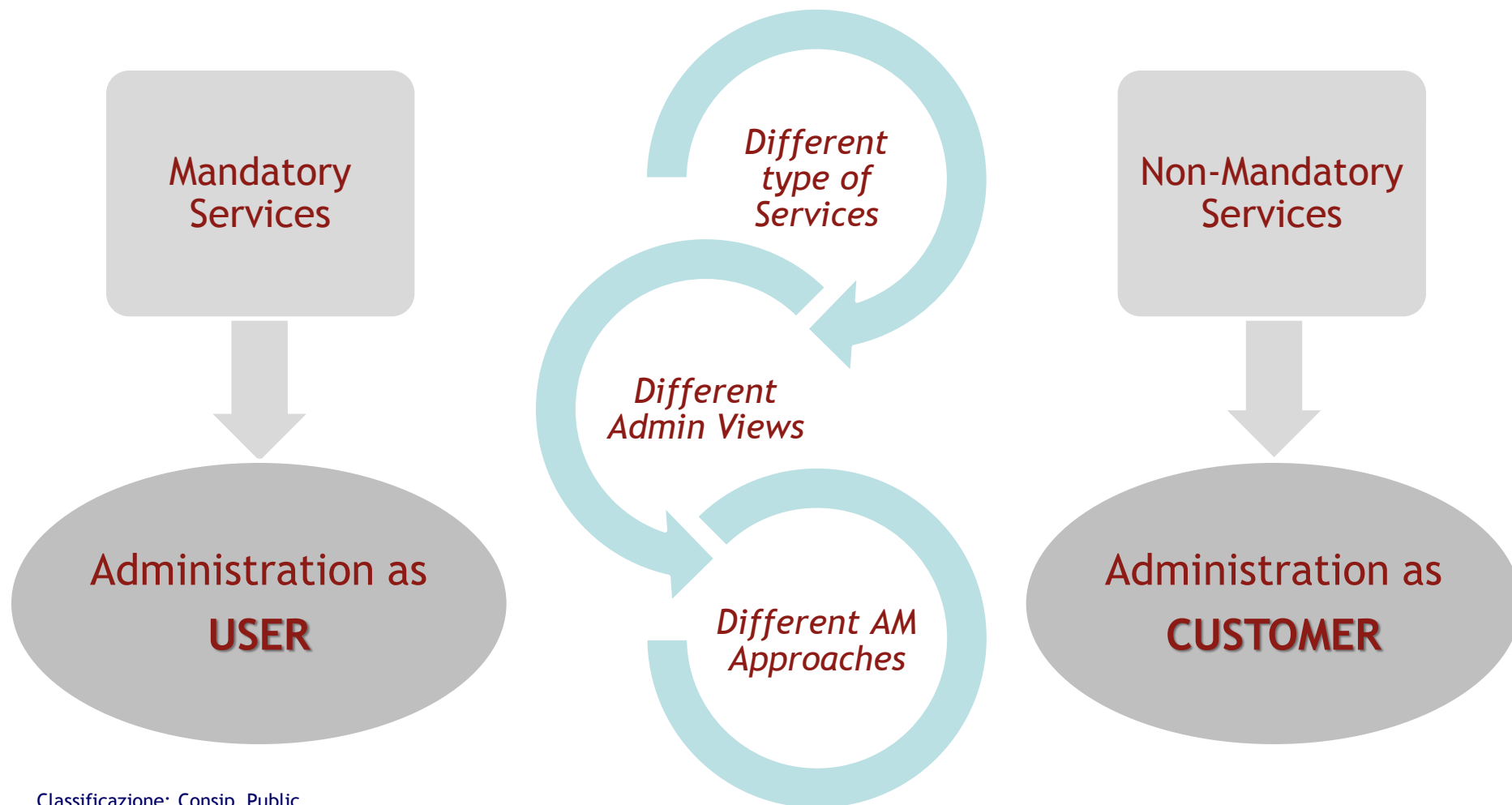
- Constant relation management with Administration's users, including top managers, intermediate and collaborators
- Promotion of Consip's services offer : frame contracts agreement and market place
- Identify specific user's requirements and special needs
- Training and user's support about purchasing process
- Consultancy for special projects
- Monitoring of user's feeling about quality provided by Consip services
- New development opportunity identification



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Developing the AM Approach

The Account Manager creates, develops and manages relationship with the Administration





Account Manager Responsibilities



USER

Supporting the use of the services

Training on the tools offered

Monitoring the perceived quality level

CUSTOMER

Relationship management

Promoting the CPB offer-services

Identifying opportunities and developing new initiatives

Consulting and organizational change



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Account Manager Guidelines

There are Guidelines always valuable

Overcome user's distrust

Support the Administration

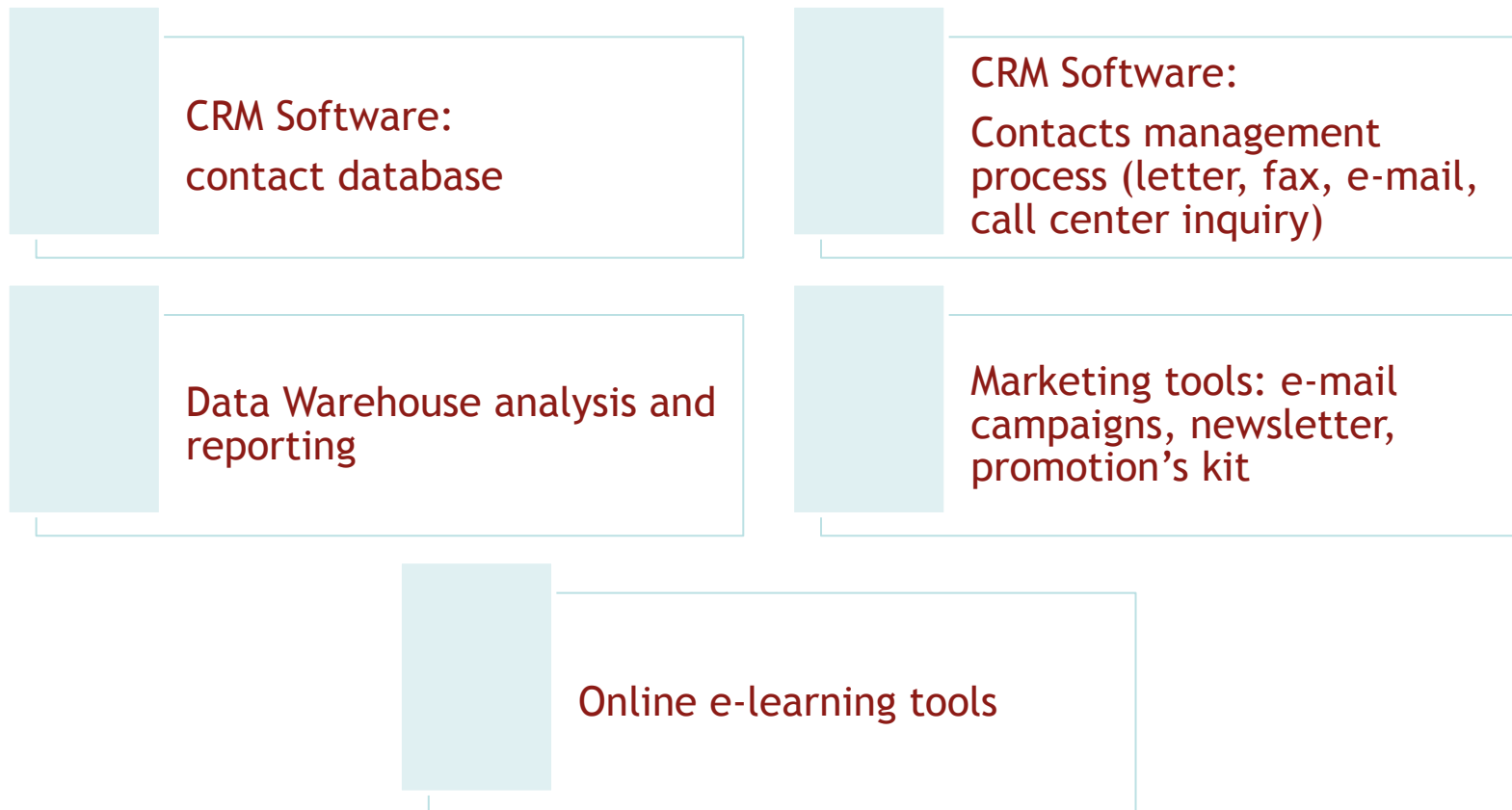
Take care of users education and training

Help users to simplify their purchasing processes

Best practices diffusion

Minimize and explain the impact of potential inefficiencies from CPB..

Account Manager Tools



HUMAN FRIENDLY RELATIONSHIP

3. Communication Strategy and Plan

Concrete example from a CPB

Additional Activities:

CPB IDENTITY:

- Brand
- Claim

INTERNAL COMMUNICATION

- Sal
- Intranet
- DWH sharing



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4. Key Success Factors for Procurement Reforms

Innovation/Efficiency

- Highly skilled and professional human resources
- Re-engineering of procurement processes
- Advanced e-procurement technologies
- Target oriented approach
- Positive and pro-active approach towards new challenges
- Capitalize on best practices (repetition, if possible)
- Learn from errors
- Institutional/political support
- Appropriate legal framework
- Sharing of the goals with all stakeholders
- Ensure the project is co-owned

Communication and Partnership

- **Effective communication strategy and campaign to**
 - **Endorse the reform**
 - **Transmit correct messages - prevent resistance**
 - **Sustain change management (public and private)**
 - **Build solid partnerships (public and private)**