

Enterprise ERP System Rollout

A Composite ADKAR-Based Communication Plan Drawn From ERP and System Rollout Experience

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Program: Enterprise ERP System Implementation, Release 2

Audience: 3,000+ co-workers across four main operating locations

Note: This plan is a composite example drawn from change communication work across multiple ERP and enterprise system rollouts. It is not tied to any single employer or engagement. Structure, methodology, and approach reflect actual experience.

1. Purpose and Scope

This plan guides communication and engagement activity supporting adoption of a new enterprise resource planning (ERP) system, replacing manual, paper-based, and spreadsheet-driven processes with a single platform. It uses the Prosci ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement) as the backbone for sequencing messages, channels, and training support from pre-launch through sustained adoption.

In scope:

- Awareness and readiness messaging for all impacted roles
- Persona-based communication for field, dispatch, back-office, and leadership audiences
- Training support materials, including quick-reference toolkits and one-pagers
- Go-live and hypercare communication, including a real-time issue-reporting channel
- Change champion network coordination and feedback loops
- Post-go-live reinforcement and adoption measurement

Out of scope:

- Technical system configuration and testing (owned by IT and the system integrator)
- Formal Prosci certification training for leaders (owned by the OCM lead)

2. Program Overview

The new system replaces a legacy process built on paper forms, spreadsheets, and disconnected tracking tools. Release 1 piloted the system with a limited group to surface issues before broader rollout. Release 2, the subject of this plan, extends the system to all remaining locations and user groups. Communications supports both phases but carries primary responsibility for building the governance framework, style guide, and standard operating procedures that did not exist before this project, so that messaging stays consistent as the program scales.

3,000+

co-workers across 4 locations

6+

distinct user personas messaged separately

5

ADKAR stages mapped to specific tactics

3. Audience and Persona Map

Messaging is built persona by persona rather than as a single company-wide announcement. Each group hears about the change through the lens of what changes in their day-to-day work first.

Persona	What Changes for Them	Primary Concern	Preferred Channel
Field technicians	Work orders move from paper	Will this slow me down in the	Text alerts, toolbox

Persona	What Changes for Them	Primary Concern	Preferred Channel
	to mobile app	field?	talks, mobile app prompts
Frontline supervisors	New approval and scheduling workflows	Can I still get my crew's work done on time?	Team huddles, supervisor briefing packets
Dispatch and planners	New scheduling and routing logic	Will the system match how we actually plan work?	Dedicated planner working sessions, FAQ doc
Back-office and admin staff	New reporting and data-entry screens	Will my reports still tie out correctly?	Email updates, recorded walkthroughs
IT and support team	New ticketing categories and escalation paths	Are we ready to support this at scale?	Runbook, Teams hypercare channel
Senior leadership and sponsors	Accountable for adoption and budget outcomes	Are we on track, and where are the risks?	Executive briefings, dashboard summaries

4. ADKAR Framework Applied to This Rollout

Each ADKAR stage has a distinct communication goal. Messaging only moves to the next stage once the current one has enough traction to support it.

- Awareness: Co-workers understand why the current process is changing and what problem the new system solves.
- Desire: Co-workers see a personal reason to support the change, not just a mandate to comply with.
- Knowledge: Co-workers know how to do their specific job in the new system.
- Ability: Co-workers demonstrate that knowledge under real working conditions, not just in a training environment.
- Reinforcement: Adoption holds after go-live, with recognition, coaching, and course correction as needed.

5. Communication Objectives and Tactics by ADKAR Stage

ADKAR Stage	Objective	Key Tactics	Timing
Awareness	Explain why the current process is changing	Leadership kickoff message; "what's changing" one-pager; FAQ document; posters at main work locations	T-90 to T-60 days
Desire	Build motivation to engage rather than resist	Leader roadshow visits to each location; peer stories from Release 1 pilot users; change champion kickoff	T-60 to T-45 days
Knowledge	Teach co-workers how to use the new system	Persona-based training guides; quick-reference toolkits; recorded walkthroughs; office hours	T-45 to T-14 days
Ability	Support hands-on use under real conditions	Go-live command center; Teams hypercare channel; on-the-floor coaching; daily fixes and enhancements update	T-0 to T+30 days
Reinforcement	Sustain adoption after go-live support tapers off	Adoption dashboard review; recognition for early adopters; lessons-learned survey; refresher toolkits	T+30 to T+90 days

6. Channel and Cadence Matrix

Channel	Audience	Frequency	Owner
Leadership email update	All co-workers	Biweekly through go-live	Communications lead

Channel	Audience	Frequency	Owner
Toolbox talks	Field technicians, supervisors	Weekly during Knowledge phase	Frontline supervisors, with comms-provided script
Change champion network meeting	Champions from all locations	Biweekly, weekly during go-live	Communications lead
Teams hypercare channel	All users, IT support	Real time, T-0 through T+30	IT support, monitored by comms
Quick-reference toolkits	All personas, tailored by role	Published once, updated as needed	Communications lead, with SME input
Executive briefing	Senior leadership and sponsors	Monthly, weekly during go-live	Communications lead and program manager

7. Key Messages by Audience

Field technicians:

- Work orders and updates now live on the mobile app you already carry, so there is no separate device to manage.
- Training is built around your actual routes and job types, not a generic walkthrough.

Supervisors:

- Approval workflows are faster once you know where to look, and the change champion network exists to catch problems early.

Leadership and sponsors:

- Adoption is tracked weekly through go-live, with a clear escalation path if any location falls behind.
- The reinforcement phase includes a formal lessons-learned review before the next release begins.

8. Change Champion Network

One champion is selected from each shift at each of the four locations, based on peer trust and day-to-day familiarity with current processes, not seniority alone. Champions meet biweekly before go-live and weekly during go-live and hypercare. Their job is twofold: carry accurate information back to their crews, and surface what is not working before it becomes a wider problem. Every issue a champion raises gets a response within one business day, even if the answer is "still working on it."

9. Timeline and Workback Schedule

Milestone	Timing	ADKAR Focus
Leadership kickoff and awareness campaign begins	T-90 days	Awareness
Leader roadshow visits all four locations	T-60 days	Desire
Change champion network launches	T-55 days	Desire
Persona-based training rollout begins	T-45 days	Knowledge
Quick-reference toolkits published	T-30 days	Knowledge
Final readiness check and FAQ refresh	T-14 days	Knowledge / Ability
Go-live and hypercare command center opens	T-0	Ability
Daily fixes and enhancements update begins	T-0 to T+30	Ability
Adoption dashboard review with leadership	T+30	Reinforcement

Milestone	Timing	ADKAR Focus
Lessons-learned survey and recognition	T+60 to T+90	Reinforcement

10. Governance and Approval Process

All communications follow a shared style guide and standard operating procedures built specifically for this program, since none existed before it. Content moves through subject matter expert fact-check, then manager review, then a final send approval. Anything touching pay, safety, or job responsibilities also routes through HR before it goes out.

11. Measurement and Feedback Loops

- Weekly hypercare ticket volume and resolution time, tracked by category
- Newsletter and update read rates, reviewed monthly against an 80% benchmark
- Change champion feedback log, reviewed at each biweekly meeting
- Adoption survey at T+30 and T+90, measuring confidence and daily use, not just awareness

12. Risks and Mitigation

Risk	Likelihood	Mitigation
Field crews revert to paper workarounds under deadline pressure	Medium	Toolbox talks paired with supervisor coaching; hypercare support visible on the floor, not just online
Message fatigue from too many updates before go-live	Medium	Cadence capped at biweekly outside of go-live week; content consolidated by persona
Inconsistent messaging across four locations	Low	Shared style guide and SOPs; single communications lead owns all send approvals
Support tickets outpace IT capacity at go-live	Medium	Command center staffing scaled for T-0 through T+5; daily triage meeting with IT

13. Appendix: Referenced Templates

- "What's Changing" one-pager, tailored by persona
- Quick-reference toolkit, one per major workflow
- Leader talking points for roadshow visits
- Change champion onboarding packet
- Weekly fixes and enhancements update template