

Key Messages: PROJECT NAME

<DATE>, Version <X>

Overarching position

- What does the business believe in / stand for? (*purpose / values – the attitude that will help get the business through a crisis*)
- What is the change / crisis that is occurring in your business?
- Why is the change / crisis occurring?
- What is the impact to your business?
- What is the impact to your:
 - Clients?
 - Employees?
 - Suppliers?
- Where can people get more information?

Client-focused messages

- Who is impacted?
- What does the change mean for clients?
- What do you want clients to do?
- How can they access products / services?
- What does this mean for different locations / online services?
- When are changes effective?
- Outline changes to service levels / agreements?
- Are there changes to product / service costs?
- Are there any client benefits of the changes to products / services?
- Where can clients get more information?

Employee-focused messages

- Which job roles are impacted?
- What do the changes mean for employees? (*may need role-specific information*)
- What do you want employees to do?
- What do you want employees to say to others?
- What support is available for employees?
- What do the changes mean for clients / service delivery / locations / opening hours? (*use above*)
- How does an employee escalate a client complaint?
- What does this mean for the future? (*longer-term strategy post crisis*)
- When will employees get more information? How do they communicate?