

To: Richard Adie, General Manager of Statler Hotel  
From: Euna Hur  
Subject: Communication Plan for the Taverna Banfi Bar  
Date: September 15, 20xx

Good Morning Mr. Adie,

I have attached a plan to communicate the transformation of the wine bar to a liquor bar at Taverna Banfi. A communication plan is critical when it comes to change within organizations; communication is the only way to ensure our audiences hear the right information from the right sources. Because communication reduces resistance, informs the audiences, creates trust, reduces uncertainty, and prevents crises, having a plan for the delivery of this complex information is paramount to its success.

I have chosen our audiences for this communication by examining who will be most strongly affected by this change and moving outwards. The Taverna Banfi management and employees will be interacting with the Banfi bar during day-to-day operations, so communication to them is key. Regent Lounge management and employees will likely resist this change the most, so we must communicate to them carefully the value of a bar at Banfi and ensure they respect the decision. We will inform frontline employees of the Statler, who will need to have knowledge about the change to inform returning guests and new guests.

I chose face-to-face communication for the audiences who are most directly affected by the change and will likely have many questions. These include the managers of Banfi and Regent and the employees of Banfi. I then chose emails, flyers, and informal face-to-face communications for those less affected, like the frontline employees of Statler Hotel and guests. For Regent employees, I thought an email introduction and then a face-to-face meeting (if there was dissent and confusion) would suffice.

From you, Mr. Adie, I would appreciate any feedback or changes you would like to make to the plan. I would also like you to communicate to the managers of Banfi and Regent the plans to change Banfi's bar. Speaking with you will instill confidence and trust in them, and I hope you will remain positive and receptive to suggestions, comments, and concerns.

Once we have communicated our plans for Banfi's bar's transformation, it is just a matter of creating the change. The Banfi management team will be able to source the materials and hire the employees needed to make this change happen. With the right communication, our employees will be ready to inform guests of and direct them to Banfi's new bar, and our management and Banfi employees will be ready to receive them as gracefully as they have in the past.

I look forward to your feedback and any changes you would like to make.

Thank you,  
Euna Hur

## Change Communication Planning Template

**Topic: Diversifying Taverna Banfi's wine bar**

**Date: September 13, 2017**

Audience	Communication Objectives	Potential Reactions	Messenger	Timeline	Form of Media
<b>Banfi Management</b>	<p><b>Cognitive:</b> (1) Understand why Banfi is changing to have a more accessible liquor bar            (2) Learn steps to transform the wine bar to become more accessible to bartenders            (3) Analyze existing staff for potential trainees/external labor market  <b>Emotional:</b> (1) Accept that Banfi should modernize            (2) Feel confident about the transformation, including process, cost, and training  <b>Behavioral:</b> (1) Make changes in plans if necessary            (2) Purchase materials needed for the transformation            (3) Recruit bartending staff            (4) Build confidence in and support from employees</p>	<p>(1) Doubt the cost-effectiveness of a new bar            (2) Resist the change, especially in investing for new materials and training</p>	<p>General Manager of Statler Hotel</p>	<p>1 year before opening</p>	<p>Face-to-face meeting</p>
<b>Banfi Staff</b>	<p><b>C:</b> (1) Understand the decision to create a liquor bar            (2) Learn how the bar will operate, its role, and how it relates to day-to-day operations  <b>E:</b> (1) Feel excited about the bar opening            (2) Accept the bar's new, larger role in the restaurant</p>	<p>(1) Resist the creation of the bar            (2) Feel confused about the bar's role in the restaurant</p>	<p>Banfi Management</p>	<p>10 months before opening</p>	<p>Face-to-face meeting</p>

Audience	Communication Objectives	Potential Reactions	Messenger	Timeline	Form of Media
	<b>B:</b> (1) Volunteer to be trained to be bartender (2) Follow new procedures for operations				
<b>Regent Management</b>	<b>C:</b> (1) Understand Banfi's reason for creating a bar (2) Learn to recommend Banfi's bar when guests ask to bring drinks to Banfi <b>E:</b> (1) Not feel threatened by new competition (2) Accept the bar's presence (3) Respect the decision <b>B:</b> (1) Continue serving guests as usual (2) Encourage and reassure Regent employees (3) Recommend Banfi and mention its bar when guests ask for dinner options	(1) Resist the change (2) Feel angry because Banfi will "steal" revenue	General Manager of Statler Hotel	1 year before opening (right after Banfi Management)	Face-to-face meeting
<b>Regent Staff</b>	<b>C:</b> (1) Understand reasons for a new bar at Banfi (2) Learn to recommend Banfi's bar when guests inquire <b>E:</b> (1) Not feel threatened by new competition (2) Accept the Banfi bar presence (3) Respect the decision <b>B:</b> (1) Serve guests as normal (2) Recommend Banfi's bar	(1) Resist the change (2) Feel angry towards Banfi for "stealing" revenue	Regent Management	10 months before opening (right after Banfi Staff)	Email and face-to-face meeting as needed

Audience	Communication Objectives	Potential Reactions	Messenger	Timeline	Form of Media
<b>Frontline employees of Statler Hotel</b>	<b>C:</b> (1) Learn of new options at Statler Hotel in Banfi's bar (2) Understand the reasons for the change <b>E:</b> (1) Feel excited about the change (2) Accept the decision <b>B:</b> (1) Explain and/or recommend new food and beverage options to guests	(1) Feel surprised and confused regarding Banfi's role in Statler Hotel (2) Feel unaffected and indifferent	General Manager of Statler Hotel	5 months before opening	Email
<b>Returning Statler Hotel Guests</b>	<b>C:</b> (1) Learn of a new option at Statler Hotel for dining and drinking <b>E:</b> (1) Feel excited for the change <b>B:</b> (1) Visit Banfi and have drinks at the bar	(1) Feel surprised (2) Feel excited (3) Feel indifferent	Statler Hotel front desk attendants, all Statler Hotel management and employees	1 month before opening	Face-to-face communication and flyers and signs around the hotel
<b>New Statler Hotel/ Taverna Banfi Guests</b>	<b>C:</b> (1) Learn of a new dining and drinking option <b>E:</b> (1) Feel excited and interested in the opening of the new bar <b>B:</b> (1) Visit Taverna Banfi and have drinks at the bar	(1) Feel excited (2) Feel indifferent	Statler Hotel front desk attendants, all Statler Hotel management and employees	1 month before opening	Face-to-face communication and flyers and signs around the hotel