



Sprint®

WALK. RUN. SPRINT.

INTERNAL COMMUNICATIONS CAMPAIGN



NEW WAVE

COMMUNICATIONS



Sprint is currently in the midst of a corporate comeback due to falling behind their competitors and losing money at an alarming rate. As part of a corporate overhaul, they changed much of their internal organization and strategies.

To communicate with their frontline employees, Sprint uses their company intranet as well as a playbook that delivers information from corporate. However, these methods do not resonate with their frontline employees due to lack of interaction and access to the intranet. Sprint cares about who their employees, both professionally and personally, and wants to provide their employees with engaging information necessary to become a brand advocate.

This campaign focuses on understanding employees' needs and who they are as a person before any message can be communicated to them. From this data, Sprint can create messaging using various tactics designed to reach all of Sprint's employees as a better alternative to the current way they deliver information.

The campaign will run over the course of two years and is currently under budget by under \$100,000.

EXECUTIVE SUMMARY

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NEW WAVE

COMMUNICATIONS

New Wave Communications is challenging the way people look at public relations. While the world focuses on external, we focus on building a company internally first.

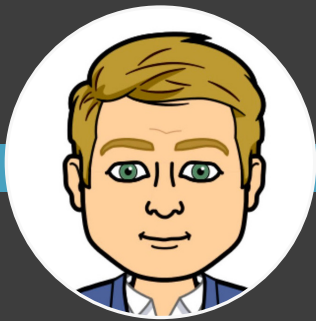
Each member of our team rolls up our sleeves to understand where the communication is lagging between corporate and the front line. Through thorough research, multiple chains of communication and innovative ways to utilize a budget, New Wave delivers effective messaging that resonates with the heart of the company: the employees.

New Wave is driven by the connections and relationships built by genuine interactions.

Coupling the relationship-driven approach with a litany of skills and attributes creates work that would benefit any client. Each one of the founding members of this unique firm brings a strong set of skills that would rival any large firm.

Combining design skills with knowledge of millennial thought-processes generates material that is catered to the most difficult generation to reach. Other founding members bring law experience coupled with strong writing skills and creativity. Backing all of the traits of the group is a strong backbone and a head for corporate communications. New Wave Communications brings the most effective combination of family values, creativity and corporate know-how to any organization. There are many who settle for old school communications.

Only the most innovative organizations benefit from New Wave thinking.



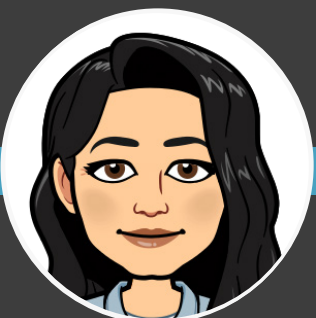
Josh Pedersen's unique blend of public relations experience mixed with his multi-cultural knowledge makes an impact for New Wave. He has managed social media profiles for student associations and small businesses, as well as worked in internal communications for a global automotive manufacturer. Josh's communication skills derive from his understanding of diversity. He has spent time abroad learning the language and culture of Mexico and continues to have ties to communities in other parts of the world. Josh's eagerness to have a sincere connection derives from the relationships he's formed with his wife, siblings and anyone else who lets him in. His easy-to-network mindset and strong education helps him to stay relevant in upcoming trends and theories.



Nickey Buzek enjoys the management aspect of public relations. She gained experience creating status reports, budgets, objectives and strategies through her work with clients as an account specialist for Innovative Public Relations. Her leadership style stems from her position as president for Public Relations Student Society of America (PRSSA). PRSSA allowed her to manage while staying up-to-date in news relevant to the PR industry. From entertainment to food products, her passion for public relations shines through with each challenge she takes on. Nickey's motivation and optimism stem from what she calls the three "F"s: Family, Friends and Faith. Regardless if the task is professional or personal, the three "F"s influence her to do it with passion and humility.



Kelley Brandecker specializes in the legal sector of public relations as well as internal and external communications. She has experience working alongside a team of attorneys assisting in the client services department. Through her work with both large and small companies, she has learned the value of healthy business communication. She loves to help companies prosper by narrowing focus, sparking innovation and igniting growth. Her excitement for her clients can be clearly shown in her skilled writings. In addition to writing, her media training has allowed her to easily identify areas of opportunity for organizations and individuals alike in the realm of media relations. She values leadership, teamwork, creativity and the power of maintaining relationships. At the end of the day, she is all about setting goals that will deliver quality results. Kelley's work is encouraged by her husband and golden retriever puppy.



Adriana Vivas is a graphic designer and creative who specializes in branding. Her experience as account coordinator for Innovative Public Relations taught her that strategic research is the key to effective graphic design. She uses this key to create award-winning work for the University of Central Missouri, LAUGH Foundation and other freelance clients. From event planning to social media, she is detail oriented and focused on gaining the best results for her clients. Adriana's experience traveling the world has lead her to create with a worldly perspective. She values diversity, multicultural messaging and authenticity.

BACKGROUND RESEARCH

Sprint Corporation is a communications services company that serves 55 million connections. Sprint is recognized for developing and engineering innovative technologies including the first wireless 4G service from a national carrier in the United States. Additionally, Sprint leads no-contract brands; Virgin Mobile USA and Boost Mobile.

Sprint's primary way of communicating with frontline employees is through the company intranet. This platform works like the BuzzFeed of Sprint. It includes stories, videos and surveys designed to engage employees. According to Sprint documents, 57 percent of the stories are employee-driven and the surveys generate 68 percent company-wide participation.

Previously, Sprint attempted to use an app to reach employees. However, they encountered legal issues with labor laws. Currently, there are no legal issues when sending text messages since they do not require a response. If there was action required outside of work hours by the message, there would be a need for compensation. If a message is purely informative and does not require action, it does not require compensation.

Information given by Sprint Internal Communications Manager, Steven Spears, indicates there are currently seven Employee Resource Groups (ERGs). These groups contribute to Sprint's culture. They are open to all employees without limitations to the number of groups an employee can join. They are voluntary and employee-lead, and serve as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices and objectives. If utilized, the support groups, as well as other key influencers such as management, friends and icons like Call Me Mr. Sprint, could play a key role in communicating with frontline employees.

In the United States, companies implementing internal communications are using similar tactics and strategies as Sprint. Across all channels, there is a corporate-to-employee communication issue (see appendix A).

MARKET RESEARCH

The current attitudes and opinions pertaining to the internal communication problem are negative. Indeed, a worldwide job search engine, revealed that most Sprint complaints stem from poor management, the position responsible for relaying information.

Management struggles with communicating in an effective way that reflects company culture. When employees take it upon themselves to find information, they use Sprint's Intranet, email, texts and quarterly "Town Hall" meetings. However, front line employees who work in the Sprint stores are unable to receive information unless they are on the clock due to labor laws. Additionally, storefront employees do not see corporate information as pertaining to their position.

Companies with over 2,500 employees attribute their high turnover rates to employee burnout, according to Daniel Chawbel's article published by Fortune. Sprint employing a significant amount of Generation Y workers could be a factor in their employee burnout. According to the article, this generation of workers is being recognized as being unloyal to their company, a factor that contributes to the previous statistic.

Across all industries in the United States, the average rate of turnover through all generations is 46.1 percent as of 2016 (see appendix 1b). According to Sprint's records, they experienced a 60 percent turnover on sales employees and a 40 percent turnover on care center employees. While their care center numbers align with the average, their sale's turnover rate is significantly higher.

Sprint Corporation has annual surveys that employees are asked to participate in anonymously. It was reported by Sprint that participation in these surveys is at 76.3 percent. These results (eSPS scores) reflect Sprint employee dissatisfaction with their job and how unlikely they are to recommend Sprint as a place to work throughout the years (see appendix C).

SWOT ANALYSIS

STRENGTHS

- Sprint intranet, creating a central hub for information
- Direct communication with CEO through Town Hall
- Willing to try new/innovative approaches
- Inhouse legal team
- Utilizes representatives that relate to frontline
- 57 percent of intranet stories are employee driven
- 68 percent participation in company-wide surveys

WEAKNESSES

- Messages don't reach audience
- Messaging strategy
- Does not specify target audience for messaging
- 60 percent turnover on sales employees
- 40 percent turnover on care center employees
- Disconnect between corporate culture and frontline
- Frontline lack of trust in management
- Plummeting frontline morale

OPPORTUNITIES

- Evolving corporate culture can be extended to frontline culture
- Improve turnover rates, raise employee morale
- Sprint's financial situation is getting better

THREATS

- Average turnover rates for other companies in the industry are 20 percent lower
- Legalities, ie. wage laws
- Internet/platform malfunctions
- Competitors are performing better internally and externally

SITUATIONAL ANALYSIS

According to Sprint's internal communication department, it is difficult to reach all of their employees with innovative and creative communications and content. Sprint has both hourly and salaried employees that total over 29,000. These employees are located at corporate offices, call centers, and retail stores nationwide. Sprint wants employees to be engaged with content, excited to learn more and equipped to be brand advocates.

Sprint's disconnect between corporate and their frontline workers has created an opportunity for Sprint to recreate how they reach their diverse audience.

WALK. RUN. SPRINT.



This campaign is made up of three phases, each building off the other. In order to Sprint, one must first learn how to **walk**. By getting back to the basics and understanding Sprint employees from care to the frontline, creative content can be dispersed based on employees' wants, needs and values. Once Sprint gathers the necessary information, they can "**run**" with it. From different tactics such as increasing employee-sourced content and creating an Employee Committee, employees can receive information in a way that engages and excites them. This will be done through Sprint's mass text messaging system, a messaging platform designed to help communicate effectively with employees from corporate to care to retail. Once employees are equipped with necessary information, they can become "Sprinters" or brand advocates for the company. As a Sprinter, a culture centered around morale and employee identity will ensure they keep **Sprinting**.

The primary target audience is employees outside of Sprint Headquarters. These employees do not have access to the Sprint intranet or emails on their phones and can not do anything work related unless clocked in. These employees are both male and female, and their ages range from 18 to 40. These employees typically have high school education and little to no college experience. They get paid between \$10 and \$14 an hour and work an average of 40 hours a week. The store employees are influenced by management and icons like "Call Me Mr. Sprint."

The secondary target audience is the corporate employees. Over the years, these employees have lost trust concerning Sprint management due to layoffs. These employees are divided into two groups, one being older employees that have been with the company for over seven years and the second group is the newer employees that have only worked at Sprint for about a year. Their ages range from mid 20's to lower 50's. These employees have a college degree. The average salary for workers is \$35,000 to \$65,000 and management positions are \$75,000 to \$120,000. These employees typically work an average of 40 to 45 hours a week. They are primarily caucasian.

We care about who you are as a **Sprint** employee and as a person.

We want to provide you with engaging information necessary to become a brand advocate for **Sprint**.

We want to acknowledge those that embrace the **Sprint** culture.

**TARGET AUDIENCE/
KEY MESSAGES 6**



Objective 1: Gain sociographic data on 50 percent of Sprint employees by the first quarter of 2019.



Objective 2: Increase employee engagement with digital content by 10 percent by the fourth quarter of 2020.



Objective 3: Increase employee satisfaction by five points on the eSPS score by the fourth quarter of 2020.



Strategy: Understand employees' needs more so we can better meet those needs.

Tactic 1.1: Create a survey that includes sociographic questions (employees values, attitudes, hobbies, passions, and influences)



- This survey is five multiple choice questions with one comment section.
(See appendix for sample survey)
- This survey is to be implemented during the first weekly manager meeting of the first fiscal year of the campaign.
- All employees hired after the initial survey will complete the survey during their onboarding training.
- The Sprint internal communications team is to have access to responses to be used as the employee source for intranet content.
- The Employee Committee is to have access to responses (see Tactic 1.2).

Tactic 1.2: Develop an Employee Committee



- The Employee Committee comprised of regional care and frontline representatives (8), corporate representatives (1) and multicultural support group representatives (9).
- Employees within each category will send their sociographic survey to their respective Employee Committee member.
 - Ex. All frontline employees from Region 1 will send their sociographic surveys to the Employee Committee member associated with Region 1.
- Employee Committee hosts virtual meetings amongst themselves every quarter to discuss feedback given in the comment section of the sociographic survey, while also providing feedback and suggestions on content for intranet stories written about SprintLife and SprintCommunity.





Strategy: Drive Sprint employees to content on the Sprint intranet.

Tactic 2.1: Use the sociographic data previously collected to create content tailored to employees' interests.



Tactic 2.2: Use Sprint's already established text messaging system to send teasers about intranet content.

- All employees will receive the text message at 10 a.m. Eastern Standard Time.
- Once a week, the internal communications team will send out a text message to all employees. (See appendix for sample text.) The text message will act as a catalyst to drive employees to the intranet during slow periods of their designated work shift.
- Managers are responsible for discussing the text message teaser and creating conversation around intranet content at the weekly meetings.



Strategy: Establish and recognize employees that hold the title of a Sprinter.

Sprinters are employees who are proactive in reading intranet material. They are thoroughly engaged with Sprint content and create conversation about Sprint culture in the workplace.



Tactic 3.1: Managers will be briefed and reminded of what a Sprinter embodies through an email at the start of every quarter.

Tactic 3.2: Managers may nominate as many Sprinters as they see fit.

- Sprint's Internal Communication team will initiate the nomination process with a text message.

Tactic 3.3: Incentive

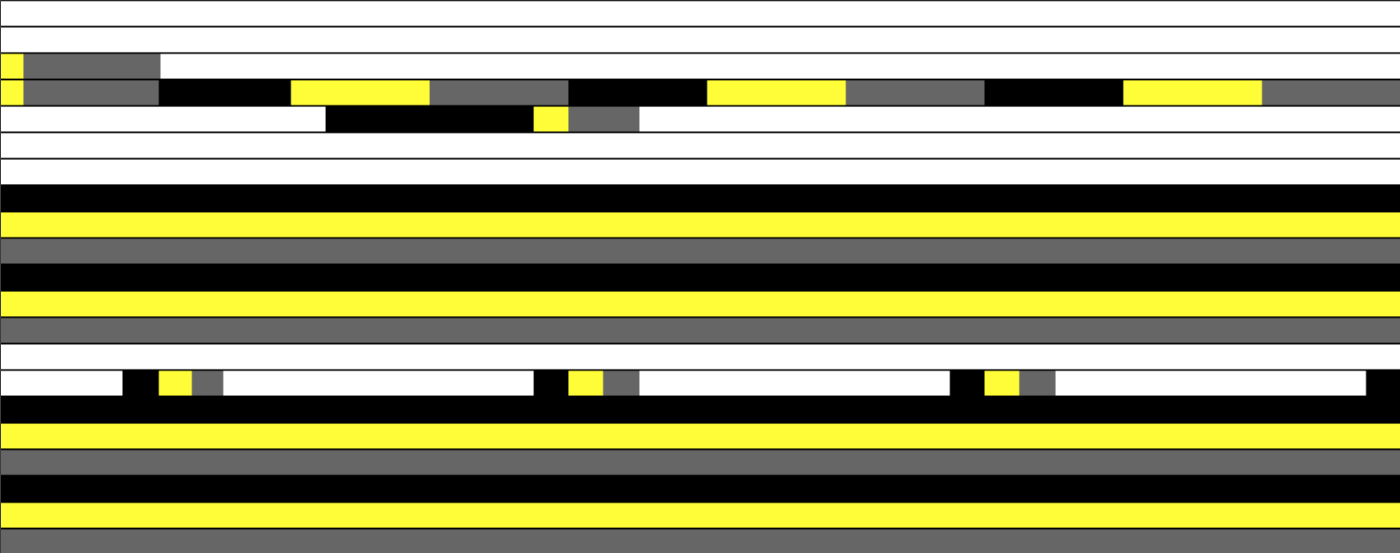
Every nominated Sprinter will receive a "Sprinter" pin to attach to their uniform. "Sprinter" pin says, "I'm a Sprinter. Ask me what that means." This creates a dialog between employees, customers, friends and family about what a Sprinter is and what it means.



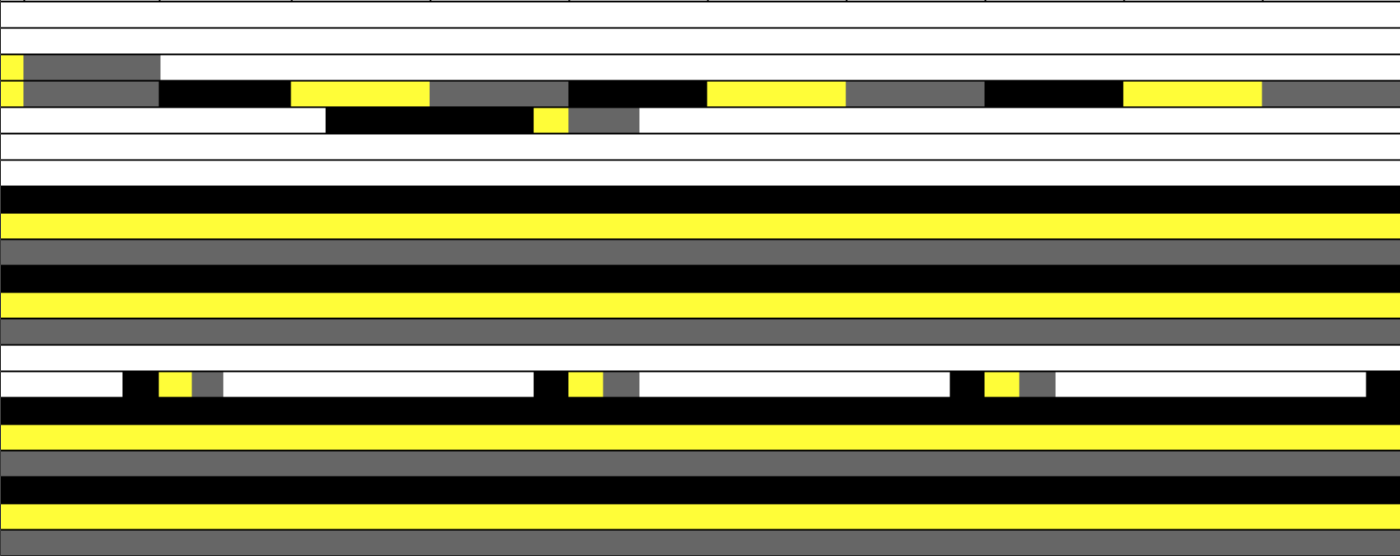
9 CALENDAR

2019

					Q2												Q3												Q4											
4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4



2020

[illegible]

		Travel Expenses	Quantity	Cost Per Item	Total Cost for Hardware
Key public: Sprint Employees					
Strategy 1: Provide a review of newly established communication methods to determine improvement areas.					
Tactics:	1.1 Develop the Employee Committee				0
	1.2 Virtual meetings				0
	1.3 Employee Committee meets in person: Food, travel, transportation, employee payment	\$2,700	17		\$45,900
Strategy 2: Find more sociographic data about employees.					
Tactics:	2.1 Create a sociographic survey				0
	2.2 Analyze the data collected.				0
Strategy 3: Using word-of-mouth to drive employees to content					
Tactics:	3.1 Text messaging system				0
					0
Strategy 4: Equipping Sprinters with the support and resources they need to continue Sprinting					
Tactics:	4.1 Managers will be briefed and reminded				0
	4.2 Managers may nominate as many Sprinters				0
	4.3 Incentive		35000	1	35000
	- Shipping Costs		35000	3.75	35003.75
	Total Column Costs				115903.75
				Total Cost	413263.75

Number of Employees	Time Alloted Per Employee (Hours)	Cost Per Employee	Total Cost for Services					
			0	*These employees are salaried				
17	32	30	16320	*Virtual meeting total excludes internal communications team due to salary				
17	24.00	30	12,240					
			0	*These employees are salaried				
			0	*These employees are salaried				
			0	*These employees are salaried				
			0	*These employees are salaried				
			0	*This information will come with existing managerial information				
7000	1.28	30	268800					
			0					
			297360					



Objective 1: WALK

Criteria: The Sprint IC team implements a sociographic survey that reaches 50 percent of Sprint employees.

Tool: The internal communications team will evaluate the increase in employee-driven content based off of the 2017 benchmark.

Objective 2: RUN

Criteria: There will be a 10 percent increase in employee engagement with digital content by fourth quarter of 2020.

Tool: Using an analytics tool, compare the pre-campaign engagement with the post-campaign engagement.

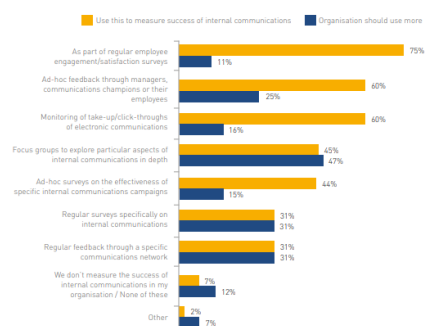
Objective 3: SPRINT

Criteria: 25 percent of the employee base will be converted into Sprinters by the fourth quarter of 2020.

Tool: Measure the amount of current Sprinters by the end of the fourth quarter of 2020 against the total number of Sprint employees.

A

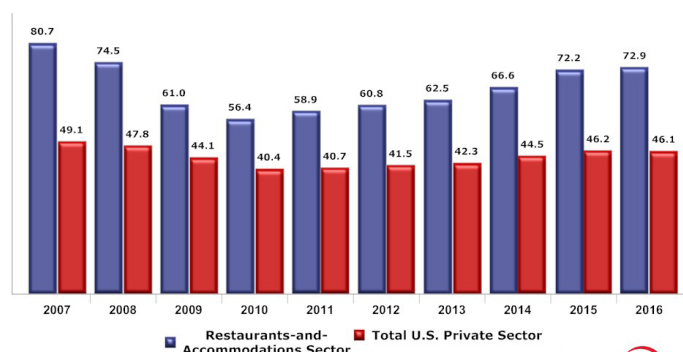
Showing % who say their organisation uses each method to measure the success of internal communications vs. % who say their organisation should use each method more



B

Annual Employee Turnover Rates (%)

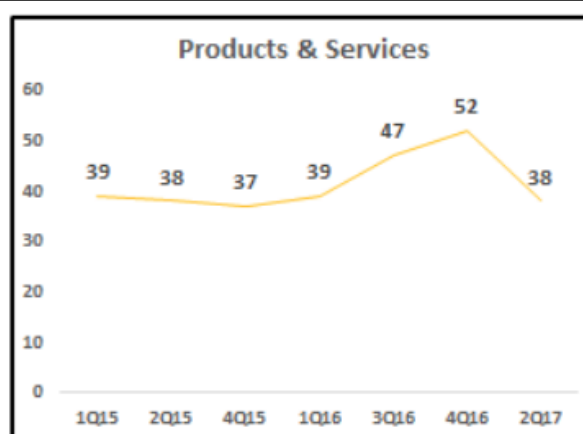
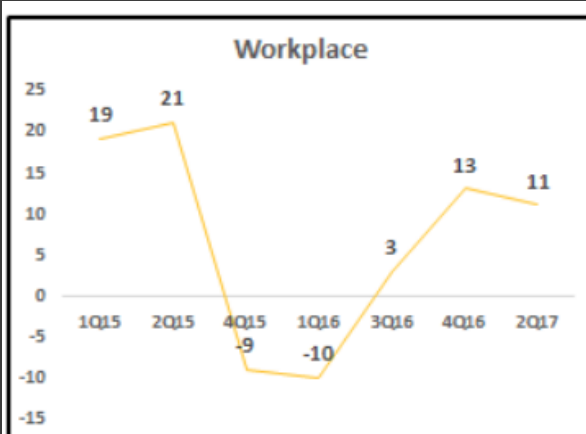
Restaurants-and-Accommodations Sector vs. Total Private Sector



Source: Bureau of Labor Statistics



C



eSPS Questions	1Q15	2Q15	4Q15	1Q16	3Q16	4Q16	2Q17
How likely are you to recommend Sprint as a place to work to friends or family?	19	21	-9	-10	3	13	11
How likely are you to recommend Sprint's products and services to friends or family?	39	38	37	39	47	52	38
How likely are you to recommend your direct manager as a person to work for to friends or family?	45	42	44	41	42	52	46

SPRINT SOCIOGRAPHIC SURVEY - EMPLOYEE

What motivates you most?

- ☐ Friends
- ☐ Family
- ☐ Rewards
- ☐ Self

Which of the following do you place the most value on?

- ☐ High-energy environment
- ☐ Workplace relationships
- ☐ Mobility within the company
- ☐ Excellent customer service

What kind of material do you prefer to read?

- ☐ Humor
- ☐ Informational
- ☐ Heart-felt
- ☐ Thought-provoking

What do you need to be fulfilled in life?

- ☐ Love
- ☐ Success
- ☐ Championship
- ☐ Security

What are you most passionate about?

- ☐ Culture/Heritage
- ☐ Causes and/or helping others
- ☐ Health/Fitness
- ☐ Work and/or Education
- ☐ Environment and/or Nature

Any additional information we should know about you?