

• SPEC PORTFOLIO PIECE — COMMUNICATIONS STRATEGIST APPLICATION

INTERNAL COMMUNICATIONS CAMPAIGN BRIEF

All In.

A Company-Wide Employee Ownership Culture Campaign

COMPANY

Burns & McDonnell

AUDIENCE

All 13,500+ Employee-Owners

DURATION

4-Week Launch Campaign

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01 SITUATION

THE EMPLOYEE'S REALITY

"I joined Burns & McDonnell two years ago. I know I'm an employee-owner — it's in my offer letter. But most days it just feels like a job. I'm not sure what ownership actually means for how I show up, or why it matters beyond the ESOP statement in my benefits packet."

THE STRATEGIC CHALLENGE

Burns & McDonnell has grown from **6,000 to 13,500+ employee-owners** across 75+ global offices in under a decade. That growth is the company's greatest achievement — and its greatest culture risk. When headcount more than doubles, the ownership mindset that drives performance **doesn't transfer automatically**. It has to be actively communicated, reinforced, and made real for every person in every location — or it becomes a line item in an onboarding packet and nothing more.

13,500+

Employee-owners across
75+ global offices

100%

Employee-owned since
1986 via ESOP

2x+

Headcount growth
in under a decade

90%

Employee satisfaction
(Great Place to Work)

02 CAMPAIGN OBJECTIVE

Make ownership feel **real, personal, and daily** for every Burns & McDonnell employee-owner — regardless of tenure, role, or location. The "All In" campaign doesn't explain the ESOP. It communicates what it **feels like** to be an owner: how it changes the way you work, the way you build relationships, and the standard you hold yourself to. Growth strengthens culture — but only if that culture is actively communicated.

03 TARGET AUDIENCE

PRIMARY — ALL EMPLOYEE-OWNERS

Every person across all 75+ offices and all roles — from craft professionals in the field to project managers to C-suite leadership. The campaign must work across all levels without feeling top-down or corporate. It speaks peer-to-peer, not organization-to-employee.

SECONDARY — NEW HIRES (0-24 MONTHS)

Employees who joined during the rapid growth period and may not have a lived experience of what employee ownership means culturally — only what it means financially. They know the ESOP number. They don't yet know the feeling. This group is the highest culture-dilution risk.

04 KEY MESSAGES

1

"When it's yours, you work differently."

You're not executing someone else's vision. Every project you touch, every client relationship you build, every decision you make — carries the weight of personal ownership. That's not a benefit package. **That's a different way of showing up.** And the people on the other side of that work feel the difference.

2

"Nobody here is just passing through."

People in employee-owned companies stay longer, go deeper, and build something that lasts. At Burns & McDonnell, your institutional knowledge doesn't walk out the door — **because you have a reason to stay.** Familiar faces. Lasting partnerships. A 90% repeat client rate that doesn't happen by accident.

3

"Create Amazing isn't a slogan. It's what ownership feels like."

When the work is yours, the standard you hold yourself to is different. Burns & McDonnell's commitment to **Create Amazing** isn't handed down from leadership. It's the direct result of 13,500 people who own a piece of this place and refuse to build anything they wouldn't put their name on.

05 COMMUNICATION CHANNELS

MacCentral Intranet Campaign hub. Houses all content, video embed, employee story submissions, and campaign analytics dashboard.	Internal Video 90-second culture film distributed via MacCentral and played at all-hands meetings across all locations.	Digital Signage Campaign visuals and key messages displayed across all 75+ office locations simultaneously at launch.
Leadership Email CEO Leslie M. Duke campaign launch message to all employee-owners. Sets tone and signals company-wide priority.	All-Hands Presentation Campaign deck supporting regional and company-wide town halls. Includes video, data, and employee stories.	LinkedIn Employer Brand External-facing campaign content amplifying employee ownership culture for recruitment and brand perception.

06 CONTENT DELIVERABLES

1	"All In" Culture Film — 90-Second Internal Video Motion graphics culture video built on B&M brand assets. Script written in employee voice — personal, direct, grounded in ownership identity. Distributed via MacCentral and all-hands meetings. <i>Portfolio sample included.</i>	VIDEO
2	CEO Launch Message — All-Employee Email AP-style leadership communication from Leslie M. Duke introducing the "All In" campaign to all 13,500+ employee-owners. Written from owner to owner — not organization to employee. <i>Writing sample included.</i>	COPY
3	Digital Signage Campaign — 6-Piece Visual Series Branded static graphics for display across all office locations. Each piece captures one dimension of ownership as felt by an employee: accountability, longevity, community, performance, pride, and legacy.	DESIGN
4	MacCentral Campaign Hub Page Intranet landing page housing the culture film, employee story submission form, campaign context, and live analytics. Designed for ongoing content beyond the 4-week launch window.	DESIGN
5	All-Hands Presentation Deck Supporting presentation for regional and company-wide town halls. Includes campaign context, culture film embed, employee ownership data, and discussion prompts for leadership facilitation.	PRESENTATION

07 SUCCESS METRICS

VIDEO REACH

Target: 80%+ of all employee-owners view the culture film within 30 days of launch via MacCentral and all-hands distribution.

EMAIL OPEN RATE

CEO launch message target: 75%+ open rate. Benchmarked against previous all-employee communications to measure lift.

MACCENTRAL ENGAGEMENT

Campaign hub page: 60%+ of employee-owners visit within launch month. Track return visits and time-on-page as depth indicators.

CULTURE SENTIMENT SHIFT

Post-campaign pulse survey: measure shift in employee responses to ownership identity questions vs. pre-campaign baseline. Target: 15%+ positive movement.

08 4-WEEK CAMPAIGN TIMELINE

WEEK 1	WEEK 2	WEEK 3	WEEK 4
Launch <ul style="list-style-type: none">- CEO all-employee email- Culture film live on MacCentral- Digital signage activates all offices- MacCentral hub page live	Amplify <ul style="list-style-type: none">- Regional town halls with deck- Employee story submissions open- LinkedIn employer brand posts- Mid-week engagement check	Sustain <ul style="list-style-type: none">- Feature first employee stories- Second digital signage rotation- Analytics review and optimize- Leadership reinforcement messages	Measure <ul style="list-style-type: none">- Pulse survey deployment- Campaign analytics report- Hub transitions to ongoing series- Recommendations for next phase messages