



Fluor Celebrates 100 - Connecting the Past with the Present Around the World

Fluor Corporation, Jan 1, 2013

Summary: 2013 Silver Anvil Award Winner — Events and Observances (Seven or Fewer Days) — Business to Business

On April 21, 2012, Fluor Corporation celebrated its 100th anniversary as an engineering and construction company. Fluor marked the milestone with a global event coordinated simultaneously in 14 locations across 10 different countries and six continents. The Fluor Centennial Celebration emanated from Dallas, Texas, and was broadcast via satellite and webcast around the globe. The event featured: a construction ballet; videos of employees, clients, projects and retirees; remarks from former Secretary of State Colin Powell; and a specially commissioned symphonic work performed by the Dallas Symphony Orchestra. More than 22,000 individuals took part at the global locations with some 2,000 others watching live via internet broadcast. It was the largest coordinated gathering of employees in company history.

Events and observances (seven or fewer days) includes programs or events scheduled for one to seven consecutive days (not including planning and preparation). Events may include commemorations, observances, openings, celebrations or other special activities, and must occur within a time span of one week.

Full Text: **SITUATION ANALYSIS**

When John Simon Fluor Sr immigrated to America in the late 1800s, he arrived with little else besides his engineering acumen and the building skills he learned in the Swiss Guilds. He pursued his own American dream, and with a meager \$100 investment founded his company that would grow into the modern day Fluor Corporation. One of the largest engineering and construction firms in the world, Fluor currently ranks #124 on the FORTUNE 500 list.

Beginning in 2010, the company began developing a plan to celebrate the 100th milestone with a global event that honored its long legacy of business excellence and community service.

Fluor's Centennial event was coordinated simultaneously in 14 locations in 10 different countries on six continents with an attendance of more than 22,000 people. Designed to reinforce the company's brand and to share the company culture across multiple generations of employees, the Fluor Centennial Celebration was held on April 21, 2012, at the Morton H. Meyerson Symphony Center in Dallas, Texas, and broadcast live via satellite and internet webcast around the world.

The Centennial event was the largest coordinated gathering of employees in company history.

Each of the 13 remote satellite locations infused their own unique local culture, which enabled Fluor to share its company culture on a local level. The attendees took part in the global celebration included employees, clients, retirees, vendors and civic and community leaders.

The Centennial event also coincided with the launch of a new integrated business approach called "One Fluor." This strategy was intended to better leverage services and expertise across

Fluor's business lines and geographic regions. The One Fluor theme would play a key role in the Fluor Centennial Celebration, which was titled "We are 100; We are One."

The 100th anniversary celebration culminated on Monday, April 23, 2012, when Fluor executives rang the Opening Bell on the New York Stock Exchange. Prior to the Opening Bell ceremony, Chairman and CEO David Seaton gave a live interview to CNBC to discuss the company's heritage and its future.

Objectives

Fluor determined the following objectives for its Centennial event:

- Educate current employees on the company's history and transfer the company culture of corporate citizenship to a new generation of employees, while quantifying community impact.
- Reinforce Fluor's brand in the engineering and construction industry.
- Highlight Fluor's role as a trusted partner in the communities where employees live and work.
- Position Fluor as a company of choice for future engineers and construction professionals.

Audience Analysis

Fluor's target audience for the Centennial Celebration comprised an internal audience of 43,000 employees as well as an external audience of clients, vendors and community stakeholders.

Company employees were spread across six continents in dozens of countries, and they varied in their years of experience with the company. An aging employee population emphasized the criticality of transferring the company culture and its legacy to the newer generations of employees.

The external audience would likely recognize Fluor's name as a global engineering and construction company, but not be fully versed in the company's brand as a 100-year-old trusted provider to diverse clients. The external audience knew only a few of Fluor's businesses and service offerings and may only be familiar with the company working in one particular geographic region.

RESEARCH AND PLANNING

In 2010, Fluor contracted an independent agency to conduct a thorough, formal Employee Engagement Survey in order to measure global employee experiences within the company. The survey identified four engagement drivers at the corporate level. Of those four, Fluor addressed two key factors – Employee Brand Alignment and Recognition – as opportunities for the Centennial Celebration.

In addition, the company determined a strategic list of clients, vendors, partners and community and civic leaders who would benefit from attending the global event to reinforce the company's brand in the engineering and construction industry.

Strategy

Fluor's 100th anniversary provided an excellent opportunity to reinforce the company's global brand while emphasizing the company culture on a local level. The primary strategy was to reinforce the company's four core values: safety, integrity, teamwork and excellence to internal and external audiences.

The 14 event locations incorporated the theme: We are 100; We are One. Fluor also made a live webcast available on its special Centennial website – www.fluor100.com – for a wide audience. The events were held in Vancouver, Southern California, Calgary, Santiago, Dallas,

Houston, South Carolina, London, Amsterdam, Johannesburg, New Delhi, Perth, Shanghai and Manila.

EXECUTION AND TACTICS

For the April 21 Fluor Centennial Celebration, the company utilized a number of key tactics to meet the campaign's objectives:

- **Highlighting Fluor's culture.** Fluor featured speaker U.S. Secretary of State Colin Powell as a highlight of the event night to discuss the company's impactful role in the world. Fluor also debuted stunning videos representing the company's core values of safety, integrity, teamwork, excellence. A construction ballet and a specially commissioned symphony performed by the Dallas Symphony Orchestra were also key component.
- **Maintaining focus on people.** Before and during the event, professional videographers filmed each location and uploaded video during the broadcast to incorporate the various cultures in a near real-time manner.
- **Emphasize commitment to corporate citizenship.** Fluor's Centennial Community Fund was featured and the 10 employee-led project winners of \$10,000 of philanthropic funding were announced.
- **Incorporating local cultures.** Each of the 13 satellite locations incorporated a part of their own local culture to engage employees and other attendees. For example, the attendees in Shanghai were treated to a dragon dance, while the Philippines enjoyed indigenous music and Chile celebrated with local dances.
- **Raising Fluor's global business brand.** Fluor executives rang the NYSE Opening Bell and the company CEO gave a live interview on CNBC.
- **Media outreach.** Fluor engaged PR firm Burson-Marsteller to pitch thought leadership pieces in media outlets Australia, China, Middle East & South Africa. Fluor also issued two Corporate news releases as well as media alerts for local Centennial events.

EVALUATION OF SUCCESS

Relevant success metrics include:

- More than **22,000 individuals participated** in the April 21 event with 2,000 people watching via a streaming webcast on Fluor100.com.
- Fluor's earned media outreach along with a modest investment with a PR firm netted more than **\$850,000 equivalent paid advertising value.**
- Fluor gained **positive media coverage in key geographic regions** around major offices (Dallas, TX; Greenville, SC; the Philippines) and also netted thought leadership features in the months following the event in four strategic geographic markets – Australia, China, the Middle East and South Africa.

At the conclusion of the Centennial year, Fluor also conducted an employee survey to ascertain the impacts of the important anniversary milestone. The survey of nearly 1,800 employees found:

- **86% of employees** agreed that the *"Centennial events and communications increased my knowledge of company history."*
- **84% of employees** said the Centennial *"increased my pride in working for Fluor."*
- **76% of employees** stated they felt *"more engaged as an employee."*

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