

# Introducing a Relatively Unknown Heavy Weight into a Major Fight For a \$2.5 Billion Federal Contract



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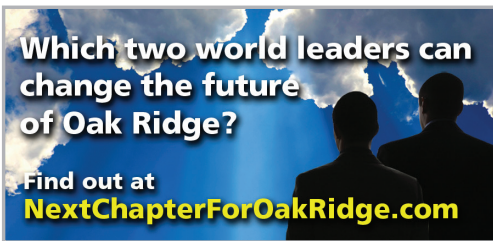
## THE CHALLENGE:

Fluor Corporation, based in Irving, TX, is the world's largest publicly traded engineering, procurement and construction company. Fluor needed a sophisticated community, government and media relations campaign to support its pursuit of a contract with the U.S. Department of Energy (DOE) to clean up the East Tennessee Technology Park (ETTP) in Oak Ridge, TN. The ETTP is the site of the former Manhattan Project which developed America's first nuclear bomb. Today, America's nuclear arsenal is manufactured near ETTP at the Y-12 National Security Complex. Oak Ridge is also home to the Oak Ridge National Laboratory (ORNL), a preeminent U.S. research facility helping to lead development of next generation energy technologies. In the Oak Ridge pursuit, Fluor partnered with Babcock & Wilcox (B&W).

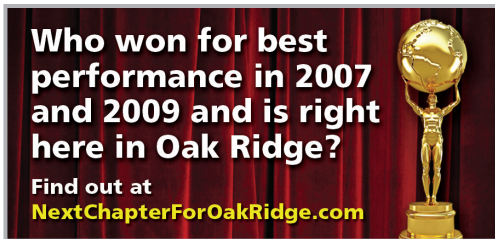
The goal of the Oak Ridge campaign was to generate awareness of the relatively unknown Fluor with key Oak Ridge decision makers and create buzz and excitement about the Fluor-B&W team by demonstrating their community commitments and exceptional experience and qualifications.

## THE SOLUTION:

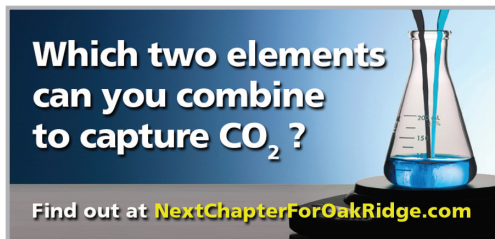
CK Communications (CKC) was retained by Fluor to help manage the overall marketing/advertising campaign strategy and implementation. To help manage the community relations and stakeholder engagement component of the campaign, CKC brought its strategic partner Sextant Public Affairs onto the campaign team to provide on-ground support. Sextant is a Washington, D.C. based grassroots consultancy that operates a 50-state network of public affairs and community relations experts with deep ties to community leaders and elected officials. CKC's Eric Cote and Sextant Founder Patrick Ahearn are long time colleagues.



This first ad kicked off the consistent teaser element of the campaign while also positioning Fluor and B&W's global experience as a major benefit for Oak Ridge. When visiting the campaign website, the headline question was repeated along with the following answer: Fluor and B&W. Additional copy provided further detail on the global experience the two companies would bring to Oak Ridge.



This second ad of the campaign was timed to coincide with the Oscar Awards show which was broadcast the night this ad first ran in the Knoxville News Sentinel. The teaser element led the reader to wonder about an Oscar Award winner living in Oak Ridge, TN. When following the link to the website, the answer revealed was once again Fluor and B&W. Rather than Oscars, the headline referenced the many awards Fluor and B&W had won for their top notch safety and overall performance records on numerous other contracts.



This ad appealed to the strong interest among community leaders in having Oak Ridge develop breakthrough technologies in carbon sequestration, a key advancement that would lessen the environmental impact of fossil fuel generated power. Both Fluor and B&W are leaders in advancing carbon sequestration technologies and this headline was a clever play on the two company's respective work in this field. Upon arriving at the campaign website, the answer to this question was, of course, Fluor and B&W.

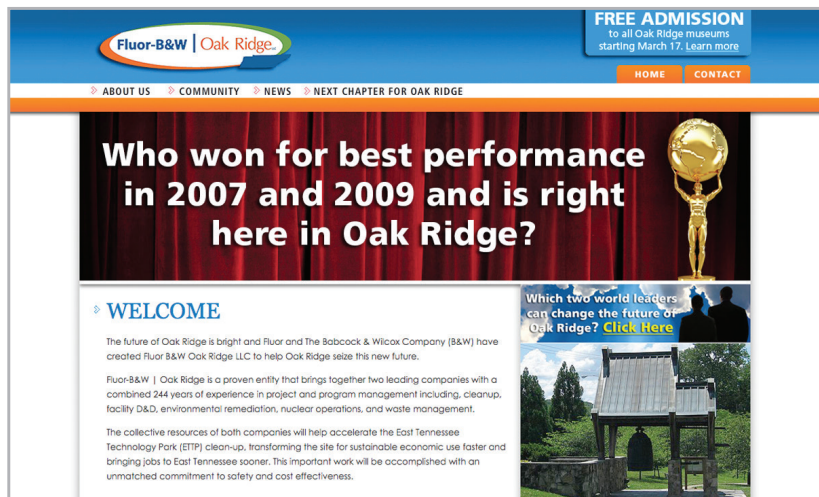
## Setting the Stage

To provide research to help guide message development for the campaign, two focus groups were held in the Oak Ridge area to gauge community attitudes about the longstanding project to turn the former Manhattan Project site into a thriving industrial park (East Tennessee Technology Park).

## Building and Executing the Campaign Plan

Armed with focus group research, the CKC team developed a comprehensive campaign strategy and messaging that included the recommended website URL, extensive paid advertising, the website itself, collateral material, a campaign video that introduced the key leadership team for the project and a direct mail piece. A parallel community and government relations program engaging local, state and federal thought leaders and officials was implemented to generate support among elected officials for the Fluor-B&W pursuit.

Since Fluor was relatively unknown to the Oak Ridge community, and the proposed Project Manager, Otto Kjos, had primarily international project management experience, the campaign's paid advertising sought to position the team's global, award-winning project management expertise as an important benefit to Oak Ridge. The advertising also leveraged other Fluor-B&W capabilities that were critical to the pursuit and the community. These included the companies' unmatched commitment to safety, their respective alternative energy expertise and their environmental protection capabilities. The campaign was launched in mid-February 2011 and concluded at the end of April upon the DOE's contractor selection. Paid advertising included billboards, print newspaper ads, online banner ads and static and electronic billboards. A common element used in the campaign's seven print and billboard ads was a teaser device that asked an intriguing question related to a critical Fluor attribute. The answer to the question was only revealed on the Fluor website, an effective technique that drove consistent traffic to the website ([www.NextChapterforOakRidge.com](http://www.NextChapterforOakRidge.com)). Samples of the campaign's ads are shown at left.



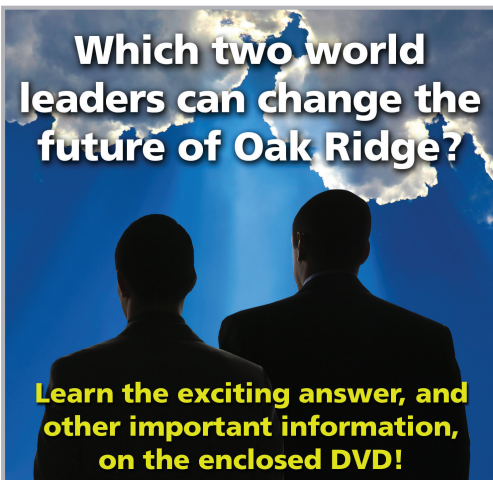
Screen shot of [www.NextChapterforOakRidge.com](http://www.NextChapterforOakRidge.com) website



A key concern for Oak Ridge residents was environmental protection, especially given the high level of nuclear contamination around Poplar Creek, an important water source abutting the former Manhattan Project site. CKC helped highlight Fluor’s successful environmental clean-up work at a nuclear facility in Ohio with this clever ad that suggested a pending physical connection between the aquifers in Ohio and Tennessee. The “connection”, explained in greater detail when arriving at the website, referred to the potential role of Fluor in Oak Ridge that would “connect” its experience in Ohio to its work tackling a similar challenge protecting the Poplar Creek in Oak Ridge.



This final ad of the campaign series was timed to coincide with Earth Day celebrations around Oak Ridge and a Fluor-B&W community event in which 1,000 saplings were given away along with a large Japanese Maple that was planted with community leaders at a prominent local park. The answer to this question revealed on the campaign website was, “Deeper Roots”, a perfect wrap up to the campaign that underscored Fluor’s desire to become a part of the community as the DOE contractor in Oak Ridge.



This interactive DVD, including the video introducing the Fluor-B&W leadership team, was mailed to over 300 key opinion leaders in Oak Ridge, triggering the campaign’s largest spike in web traffic.

Fluor augmented the paid advertising with a website, a brochure that provided an overview of the Fluor/B&W team, and a 7-minute video that introduced the key project leaders from Fluor-B&W. The video was posted on the campaign website and was mailed to over 300 key opinion leaders in the Oak Ridge area.

## Engaging the Community

Under the leadership of Sextant’s Patrick Ahearn, two major community relations events were implemented during the campaign. The first was a Free Museum Admission program sponsored by Fluor and B&W. To coincide with the Oak Ridge school vacation schedule, Fluor and B&W underwrote free admission to the Oak Ridge Children’s Museum and the American Museum of Science and Energy. The program was highly successful as the free admission offer generated 10 times the amount of traffic during the vacation week. Front page news coverage of the event and plaudits from museum officials helped advance Fluor’s integration into the community.

The second community relations initiative was planned around Earth Day. Fluor and B&W launched a tree sapling giveaway that provided nearly 1,000 free saplings to area residents. This initiative was capped off by a tree planting ceremony in conjunction with Oak Ridge’s celebration of Earth Day. Extensive media coverage was generated.

## THE RESULTS:

While the ETTP pursuit was not ultimately successful, the Oak Ridge campaign had significant impact on the selection process and won plaudits from the client. David Marventano, Fluor’s Senior Vice President for Government Relations, and the client project leader said of CKC’s efforts, “While we were disappointed with the outcome, we were very happy with the campaign. It was flawless and we wouldn’t have changed anything about it. Thanks for the great effort.”

Through detailed web analytics and tracking, we were able to measure spikes in web traffic fueled by each new ad within the campaign. The release of the DVD containing the video introducing the Fluor-B&W team also registered a sharp spike in traffic. A key part of our analytics showed that we were attracting the very people Fluor sought to influence.

At the height of the campaign, Julie Doering, Fluor’s Oak Ridge-based community relations leader, was being approached at nearly every event by community members who offered praise for the campaign. Several employees of Fluor competitors also made inquiries about employment with Fluor.

# Let the CK Communications team produce measurable results for you.

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If you would like to leverage the vast experience and skills of the CK Communications team, contact one of our representatives today. We look forward to discussing the challenges you face, and the solutions we can develop that will produce measurable results. After all, measurable results is what we're all about.

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