Plenary Session One

Same Storm, Different Ships
Will Owners Plot a New Course

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Senior Vice President
Foster Wheeler

Owner’s Panel

Session Moderator
Program Co-Chair

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The Perfect Storm
Navigating Through the Turbulence of Risk and Change
Owner’s Panel

• **Same Storm, Different Ships:**
  Will Owners Plot a New Course

Contractor’s Panel

• **Same Storm Different Ships:**
  How Will Contractors Respond to the Winds of Change
Owner’s Panel

Robert W. Patterson
Manager, Deepwater Projects
Shell Exploration & Production

Mike Lowder
Director, Process Engineering
Eastman Chemical

Jack Hartung
Manager, Project Assurance
Chevron Project Resources Company

Jeff Reilly
Manager, International Downstream Projects
ConocoPhillips
Discussion Themes

- Macro Economics
- Corporate Strategy
- Tactical Responses to Strategic Changes
- Business Cycle Lessons Learned
Discussion Themes

- Macro Economics
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In what market segments do you expect to see the US stimulus package working?

1. Infrastructure (civil & construction) - 63%
2. Small Business - 5%
3. Heavy Industry - 0%
4. Too Early to tell - 14%
5. None - 18%
Discussion Themes

- Macro Economics
- Corporate Strategy
- Tactical Responses to Strategic Changes
- Business Cycle Lessons Learned
Audience Response Question

In this current market, which contracting strategy are you seeing (using) more?

1. Open competitive bidding 37%
2. Selective competitive bidding 49%
3. Single source negotiation 3%
4. Growth under existing master contracts 10%
5. Owner 23%
6. Contractor 56%
7. Supplier or Other 20%
In this economy, are you bracing for the long term, waiting to see or preparing for the upturn?

1. Bracing for the long term - 33%
2. Waiting to see - 17%
3. Preparing for upturn - 45%
4. Owner - 0%
5. Contractor - 20%
6. Supplier or Other - 57%
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### Audience Response Question

Are we over-reacting or under-reacting to the current business uncertainty...and who is most impacted?

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<thead>
<tr>
<th>First Digit</th>
<th>Second Digit</th>
<th>Response</th>
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</thead>
<tbody>
<tr>
<td>Over-reacting</td>
<td>49%</td>
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</tr>
<tr>
<td>Under-reacting</td>
<td>48%</td>
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</tr>
<tr>
<td>Owner</td>
<td>0%</td>
<td>16%</td>
</tr>
<tr>
<td>Contractor</td>
<td>3%</td>
<td>66%</td>
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<tr>
<td>Supplier or Other</td>
<td>0%</td>
<td>16%</td>
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