Session 2: Reactions to the Changing Landscape: Gaining Advantage

GARY BERMAN
GREYHAWK
BOARD MEMBER
1. What type of company do you represent?

1. owner 33%
2. contractor 46%
3. other 21%
Reactions to the Changing Landscape: Gaining Advantage

Theme #1 – Operating in an Environment of “Unusual Uncertainty”

Theme #2 – Rethinking Strategy

Theme #3 – Improving Project Execution
Reactions to the Changing Landscape: Gaining Advantage

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Reactions to the Changing Landscape: Gaining Advantage

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President and COO
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Theme #1

Operating in an Environment of “Unusual Uncertainty”
Theme #1

Operating in an Environment of “Unusual Uncertainty”
ARS #1 - How would you describe the level of uncertainty you are dealing with in developing plans and making decisions in your industry?

1. Level of uncertainty is **same** as always
   - 14%
   - 8%
   - 10%

2. Our level of uncertainty is **less** than usual
   - 3%
   - 4%
   - 6%

3. We are experiencing a **somewhat greater** level of uncertainty but not a cause for concern
   - 32%
   - 36%
   - 48%

4. We have a **much greater** level of uncertainty and this is a real concern
   - 35%
   - 50%
   - 54%

- owner
- contractor
- other
“How is the current level of uncertainty in national and world economics impacting your business model?
What techniques are you using to address this period of “unusual uncertainty” when making key decisions around investing in or bidding on major projects?”
Theme #2

Rethinking Strategy
ARS #2 - To what degree has your organization changed its strategic business goals (such as revenue or profitability targets) in the past year?

1. Our goals are **unchanged**

   - Owner: 43%
   - Contractor: 18%
   - Other: 15%

2. Our goals are **less ambitious** than they were

   - Owner: 42%
   - Contractor: 42%
   - Other: 14%

3. Our goals are **more ambitious** than they were

   - Owner: 39%
   - Contractor: 36%
   - Other: 33%

4. We are now **less willing** to set and commit to business goals

   - Owner: 4%
   - Contractor: 4%
   - Other: 10%
“How, if it all, have your organization’s goals changed?

Are you reaching higher, lower, or just hunkering down for a while?
How has your response to “business as unusual” affected your approach to investing in or executing capital projects?
Theme #3

Improving Project Execution
ARS #3 - How would you compare the current and near-future level of difficulty of project execution with projects 5 or more years ago?

1. **About the same as before**
   - Owner: 13%
   - Contractor: 20%
   - Other: 19%

2. **Somewhat greater than before**
   - Owner: 34%
   - Contractor: 52%
   - Other: 45%

3. **A lot greater than before**
   - Owner: 24%
   - Contractor: 50%
   - Other: 36%

4. **Same as before**
   - Owner: 3%
   - Contractor: 4%
   - Other: 0%
What are the most significant new challenges you are facing, and how are you dealing with them?
Questions
from the Audience

Please wait for the microphone