Capitalizing on the Velocity of Change

ECC SAFETY CRED

Alliance members: Our key partners who exemplified the safety culture looked for new networking opportunities.

ECC SPONSORSHIP OPPORTUNITIES

ECC Association's Pulse of the Industry newsletter

Recap of the 2011 Conference

The ECC 2011 Conference was a huge success and the Board wishes to thank each and every one of you who supported it. We work all year to organize and deliver the best possible event, and we are glad that you were there. And a special thanks to all those who were not able to attend this year.

ECC Association's 44th Annual Conference

Welcome to the 2012 Spring edition of ECC's Pulse of the Industry newsletter

First of all, I would like to congratulate Mike Londer and the 2011 ECC Executive Board and Executive Advisory Committee for their many accomplishments and successful leadership of ECC this past year. Our 43rd Conference in Phoenix was a huge success, including a record number of program sponsors and attendees. And importantly, last year’s conference received a record level of positive feedback from conference participants.

It's a pleasure and honor to have the opportunity to chair this year's Executive Board and Executive Advisory Committee. These individuals serve strictly on a volunteer basis and there is a common desire to advance the mission of the ECC Association, which is to improve capital project results and global competitiveness of member companies, and endeavors to provide industry leaders with one of the best and most relevant conferences each year.

Our 43rd conference will be held at the luxurious JW Marriott San Antonio Hill Country Resort & Spa, located in San Antonio, Texas. September 5-8. The Marriott’s 50,000 square feet of meeting space, 36-hole golf course, numerous fishing ponds and ranch life will serve as all inclusive to the conference attendees and provide your organization with a unique and productive environment.

Please mark your calendars today and plan to attend this year’s conference — and invite your associates to join us. CONTINUE TO THE NEXT PAGE.

ECC TRENDS IN ENGINEERING

John E. Nobles, Burns & McDonnell

Chairman’s Note
Mr. Ian Bremmer shared his outlook on the world economy and its impact on the current and future capital projects industry to overwhelming responses from attendees at the 2011 ECC Conference. We asked Mr. Bremmer to share some additional insights on how different countries around the world are affected as they move to plan and execute global capital projects, and touch on what has changed since he joined us in September 2011.

Brazil, Turkey, and Indonesia have the economic assets to maintain a diverse range of commercial relationships. None of them is overly dependent on the power of one particular market—as Mexico is tied to the United States or Ukraine is tied to the Russian Federation. Mr. Ian Bremmer shared his outlook on the world economy and its impact on the current and future capital projects industry to overwhelming responses from attendees at the 2011 ECC Conference. We asked Mr. Bremmer to share some additional insights on how different countries around the world are affected as they move to plan and execute global capital projects, and touch on what has changed since he joined us in September 2011.

Mr. Bremmer is the President of Eurasia Group, the world’s premier global political risk research and consulting firm. Eurasia Group’s clients include companies with a need for a better understanding of the political environment in which they operate, including many of the world’s largest companies and banks. Mr. Bremmer is also the author of the books “The End of the World As We Know It” and “The Great Night Out: An Insider’s Guide to 21st Century Global Politics.”

**INTERVIEW WITH IAN BREMMER, PRESIDENT OF EURASIA GROUP, THE LEADING GLOBAL POLITICAL RISK RESEARCH AND CONSULTING FIRM**

**What have you seen as the most significant changes in the corporate sponsorship market over the last several years?**

Mr. Bremmer: More now has strategist manipulated in Latin America, particularly in Brazil, Argentina, Colombia, and Mexico; and less now is being spent on Africa because of the economic conditions in those countries. Today, the major theme is corporate strategic sponsorship, which allows companies to create good relationships with anchors to regions where their customers are located or where they have operations. The idea is to build a long-term advantage in those regions, and to have existing relationships with those regions, and to have existing relationships with those regions.

**Which three countries do you believe are the best positioned to attract the most FDI in the next five years?**

Mr. Bremmer: Brazil, Turkey, and Indonesia. Brazil is in the top tier of Latin America, and has a very strong economic growth rate, particularly in the manufacturing and services sectors. It is a major player in the United States market, providing unique advantages for the medium- and long-term investment picture. Turkey is a major player in Europe, and its economy is expected to grow at about 5 percent per year. Indonesia is a major player in Southeast Asia, and is expected to grow at about 6 percent per year. These countries have strong economic growth rates, and are attracting a lot of FDI from foreign non-oil companies. Iraq, Brazil, and Indonesia are leading the way in terms of economic growth, and are expected to be among the top ten in the world in terms of economic growth.

**What are some of the key factors that have contributed to the growing trend of global capital projects?**

Mr. Bremmer: One of the key factors is the growing trend of corporate sponsorship. Companies are increasingly using corporate sponsorship as a tool to build relationships with anchor organizations in different regions, and to have existing relationships with those regions. The idea is to build a long-term advantage in those regions, and to have existing relationships with those regions.

**What do you think the future holds for the global capital projects industry?**

Mr. Bremmer: The future of the global capital projects industry will be shaped by a number of factors. One of the key factors is the increasing trend of corporate sponsorship. Companies are increasingly using corporate sponsorship as a tool to build relationships with anchor organizations in different regions, and to have existing relationships with those regions. The idea is to build a long-term advantage in those regions, and to have existing relationships with those regions.

**What are your thoughts on the role of the government in the global capital projects industry?**

Mr. Bremmer: The role of the government in the global capital projects industry will continue to evolve. Governments will continue to play a major role in the development of infrastructure projects, and will continue to provide support to the private sector through subsidies and other forms of assistance. However, governments will also need to be mindful of the potential risks associated with investment in these projects, and will need to ensure that they are not creating undue risks for the private sector.

**What can companies do to prepare for the changes in the global capital projects industry?**

Mr. Bremmer: Companies can prepare for the changes in the global capital projects industry by developing strategies and plans that will allow them to take advantage of the opportunities that arise, and by being prepared to deal with the challenges that may arise. Companies should also continue to monitor the political and economic conditions in the regions where they operate, and should be prepared to adjust their strategies as circumstances change.

**What advice do you have for companies looking to enter the global capital projects market?**

Mr. Bremmer: Companies looking to enter the global capital projects market should be prepared to take the long view, and to be patient. They should also be prepared to develop a deep understanding of the political and economic conditions in the regions where they operate, and should be prepared to adjust their strategies as circumstances change. They should also continue to monitor the political and economic conditions in the regions where they operate, and should be prepared to adjust their strategies as circumstances change.

**What are your thoughts on the future of the global capital projects industry?**

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