



WINTER 2015

PULSE OF THE INDUSTRY

PROMOTING THOUGHT LEADERSHIP | ENGINEERING & CONSTRUCTION CONTRACTING ASSOCIATION

A LOOK BACK AT THE 46TH ANNUAL ECC CONFERENCE

Manuel Junco,
46th Conference Chair

We would like to express our sincere thanks to all attendees of the 46th Annual ECC Conference in Orlando, Florida and to the Board of Directors for organizing another thought provoking conference. Continuing the tradition, record numbers of attendees, sponsors, and future leaders participated this year. Your positive feedback in the post-conference survey indicates that you continue to find increasing value in the sessions, forums, and keynote speakers.



Our theme in 2014 was "Aligning the Stars – Connecting People, Projects & Performance". With capital spend continuing to grow and abundant natural resources, investments, and project opportunities, the stars were aligned for success. We focused on aligning opportunities with talent and leadership, aligning expectations among owners and contractors, and aligning engineering, procurement and construction for excellence in project delivery.

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From The Chair



Mahesh Thadhani,
ECC Board Chair

The 46th Annual Conference in Orlando was a tremendous success! We had record breaking attendance of more than 870 registrants sharing their insights, networking, and interacting with industry professionals from around the world. Registrants included individuals from North and South America, Australia, Europe and Asian countries, reinforcing the globalization of our industry. Our Chairman, Manuel

Junco, along with the Executive Board, the Executive Advisory Committee, and the events production team delivered an outstanding conference consistent with the theme of "Aligning the Stars – Connecting People, Projects and Performance."

It is truly an honor to be the Chair of this year's ECC Executive Board and have the privilege of working with such an esteemed group to build on our previous successes. Our 2015 Annual Conference will take place in San Antonio at the JW Marriott Hill Country Resort September 9-12. The board is already hard at work to produce another thought provoking conference highlighted by world class keynote speakers and stimulating breakout sessions focused on the current market conditions. As we have heard from many of our participants, we will continue to focus on providing an atmosphere to build relationships and network within the engineering and construction industry.

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Interview with 2014 ECC Keynote Speaker Stephane Garelli

We recently followed up with Professor Stéphane Garelli, 46th Annual ECC Conference Keynote, to get his perspectives on some global trends and drivers around Global Competitiveness and the factors that are (and will be) affecting how we do business.

ECC: Regarding re-shoring, do you see that as a long term trend or just empowered by the energy renaissance in the U.S.?

Stephane Garelli: Re-shoring will be a long-term trend in the US and also in Europe. The cost advantage of operating in emerging economies, such as Asia, is gradually disappearing as the cost of operation, such as labor and transportation, is increasing. In addition, the complexity of managing a global value chain extended over several countries is an issue for many companies. However, when re-shoring occurs many of the jobs created “back home” are performed by robots and not by blue-collar workers. We should anticipate an increase in automation and more technology in factories.

ECC: Will there be a time when Western Europe starts accessing their regional resources (i.e. Shale Gas)?

SG: Countries like France or Poland enjoy huge potential reserves of new energy. The key issue in Europe is not so much the availability of new energy sources, such as shale gas or shale oil; the problem is that many of these resources are in density populated areas such as the region of Paris and where the basic infrastructure such as pipelines are not available or hardly feasible. Other regions are subject to intense environmental protection activities which will make it very difficult to conduct such new exploitation. In Europe the motto seems less “do you have it?” and more “do you want it?”

ECC: How do you see the sub-sovereign debt issue impacting the global markets?

SG: The drop in oil price will have a “spill over” effect on the sovereign funds and the currency of many emerging economies. For

example, Russia can only balance its budget with a price of oil around \$120 a barrel. We should thus expect that a cheaper price of oil will have a dramatic impact on the public and private finance of many emerging economies and their capacity to invest at home and also overseas.

ECC: The Middle East has been a region with conflict for decades. Do you see any of the recent developments in this region as having a significant impact on the world economy and how?

SG: Unfortunately, we should not expect that the situation in the Middle East will dramatically improve in the near future. On the contrary, we should anticipate more turbulence in the region and hope that the turmoil will not affect the oil producing countries in the Gulf region. Perhaps, an agreement with Iran will mean that the country will resume again its export of oil on the international market.

ECC: Any thoughts on how the global tax situation will develop regarding multinational companies?

SG: The reform of global taxation is certainly going to have a dramatic impact on international companies. We should expect more transparency, more attacks on loopholes, on tax havens, and on all kinds of deductions. A certain harmonization of tax rules (but not of tax rates) is likely to be driven at international level. In the end, the basic principle will be to tax companies where they make their revenues and not where they are registered.

ECC: Will there be a strain for companies trying to borrow funds to invest based on banks being borrowers of money (to be in line with the new capital requirements)?

SG: Indeed, banks have become more reluctant to lend money for capital investment. A number of regulations have been imposed to increase their financial strength, for example through more tier one capital requirements. On the other hand, banks have been rather shy to lend money to smaller enterprises. At the moment, money remains within financial markets and does not flow in the “real” economy. My conviction is that the recovery in many countries will remain fragile as long as cheaper loans to small and medium size enterprises will not resume.

ECC: Regulation and complexity is a big issue for our industry. The new regime of compliance threatens significant expense for companies trying to compete in the global markets. Is there a region of the world that has an advantage in this area?

SG: Compliance will become a nightmare not only for the financial industry but also for the energy sector. Regulations, health and





safety standards, environmental rules will create an increased burden on business. The consequences will not only be felt in terms of cost but also in terms of management time and corporate liability. In many countries, politicians believe that a zero-risk society can be achieved. Unfortunately, risk cannot be avoided, it can only be managed.

ECC: *With all the complexities and challenges that you described during our conference, do you see us going back to the pre-2008 cycles of rapid growth or is what we are experiencing today here to stay?*

SG: In many countries, the old paradigm of a strong growth interrupted from time to time by short periods of recession is over. We are entering a model of softer growth interrupted by short burst of activity. I believe however that the US economy will remain more buoyant than Europe or Japan. In this type of environment, the priority for enterprises is to be cost efficient at all time and resilient when the business picks up.

ECC: *The Energy renaissance in the U.S. will make North America very competitive. What should this part of the world do different to take advantage of this opportunity?*

SG: The Energy Renaissance in the US will significantly reduce the cost of energy for US companies. The International Energy Agency estimates that, in 2020, the cost of energy in the US could be 50% cheaper than in Europe or Japan. Such a situation creates a huge competitive advantage for American companies that they should fully exploit over their international competitors.

ECC: *How will the cultural mindset of youth today (i.e. “wait and see”) impact the industry in the next two decades? In the West and in Asia?*

SG: In advanced countries, we are in a “replacement economy” where consumers mostly replace an old product by a new version. On the contrary, in emerging economies, consumers are in a “first buy

economy” and often acquire a product for the first time. The psychological difference is considerable: we are moving from an economy of “I need it” in the emerging markets to one of “I want it” in the advanced countries. In such an environment, emotions and the intangible part of business prevail. It also means that consumers can stop buying non-essential goods for a certain period of time without experiencing a drop in their standard of living. The new generation epitomizes this attitude. They live in a highly protected environment where their parents have already accumulated a minimum of capital to ensure their future. But will they still be hungry enough to succeed and to compete?





ECC AND FIRST



For the past two years, the ECC Association has sponsored FIRST Tech Challenge and FIRST Robotics leagues in the cities where the Annual Conference is held.

As ECC's primary mission is

to promote thought leadership and develop programming to ensure a healthy and competitive industry into the future, this partnership with FIRST is a perfect fit.

Once again this year, we welcomed local teams to our Welcome Reception to help kick off the Annual Conference. This year, 30+ students and several mentors from Central Florida's Tesla League were onsite to demonstrate their ingenuity, hard work and boundless enthusiasm. Several of the robots they brought were the result of the competitions they enter. Under strict rules, limited resources, and time limits, teams are challenged to raise funds, design a team "brand," hone teamwork skills, and build and program robots to perform prescribed tasks against a field of competitors. It's as close to "real-world engineering" as a student can get. Volunteer professional mentors lend their time and talents to guide each team. ECC attendees enjoyed this lively interaction and hands on experience with this amazing group of young people who we are fortunate to have as the future of our industry.

FIRST was founded in 1989 to inspire young people's interest and participation in science and technology. Based in Manchester, NH, the 501 (c) (3) not-for-profit public charity designs accessible, innovative programs that motivate young people to pursue education and career opportunities in science, technology, engineering, and math, while building self-confidence, knowledge, and life skills. For more information on FIRST, visit <http://www.usfirst.org>





Managing The Second Circle: Catching The Unexpected In The Making

by Greg Sills, Cobalt International

Well-managed projects generally have sophisticated risk management tools and processes – risks are identified, the probability of their occurrence is assessed, and the magnitude of their impact is calculated. Mitigations are identified, risk owners are assigned, and a regular process is established for keeping the whole risk management system up to date and relevant. It's a great approach for anticipating and planning for all of the harmful events we've been able to think of – the events inside our circle of vision.

But the 9/11 Commission Report cited “lack of imagination” as the single biggest failure, which prevented us from anticipating and avoiding that tragedy. What can we do about the events in the “second circle” of risks – the surprises we haven't thought of, the outcomes we didn't predict? During the 2014 ECC Conference, we presented a Forum on “Managing the Unexpected.” Based on the work of two professors at the Ross Business School at the University of Michigan – Karl Weick and Kathleen Sutcliffe (Dr. Sutcliffe is now at Johns Hopkins University) – the Forum focused on managing this second circle of risks. Following is the essence of that Forum.

HIGHLY RELIABLE ORGANIZATIONS

It is striking just how many project team members on complex mega-projects tend to treat surprises as an interruption to their job. In a book called *Managing the Unexpected: Assuring High Performance in an Age of Complexity* (Jossey-Bass, 2001), authors Karl Weick and Kathleen Sutcliffe evaluate “high-reliability organizations” – operations such as aircraft carrier and nuclear power plant crews and emergency room medical teams. High-reliability organizations (HROs) share three essential characteristics: 1) They constantly confront huge surprises; 2) they operate in unforgiving, high-risk environments; and yet 3) they operate with remarkable consistency and reliability. The attributes of these organizations enable them to create a mind-set shift – that surprises are to be expected, and especially when you are operating in a high-risk environment, perhaps on the frontier of technology, they are your job. Detecting them early – when they are harder to see, but easier to deal with – that's the winning way. ECC members who attended this forum at the conference in 2014 were introduced to the following five ideas that characterize Highly Reliable Organizations, and that can be applied to any project environment:

BE PREOCCUPIED WITH FAILURE

- Obsess over the smallest errors, lapses, and deviations
- React early and quickly to anything that falls outside your expectations
- Foster an atmosphere of listening for faint signals
- Preoccupation with failure is hard – it contradicts our preference for celebrating successes, but it's essential for catching fires when they are small (harder to detect, but easier to put out). Make it safe for staff to speak up, question assumptions, and point out errors that they or others have made.

RESIST OVER-SIMPLIFYING THE CHALLENGE YOU'RE FACING

- Recognize aspects of what you are doing that are “cutting edge” to the industry, to your team, or to you; if it's a first for you, it's “experimental” for you.
- The Columbia Accident Investigation Board said “...NASA had begun to treat the space shuttle like a 747” that you could take off, fly around, land, and do it again – when in fact it was still experimental.
- Cultivate skeptics, encourage a diverse set of interpretations of the situation that is unfolding

LISTEN TO YOUR EXPERTS AND FOCUS ON THE FRONT LINE

- Most organizations tend to defer to authority more than to expertise. HRO's have flexible decision structures that allow decisions to migrate to where the expertise resides – especially in a crisis situation

- Leaders have “a picture,” but not necessarily the big picture in terms of more data
- Workers on the front line know what works, where the vulnerability is
- Focus on operations – what is the most critical activity occurring right now? Leaders should be accessible and attentive to the here and now, especially when a situation is changing and evolving

RESILIENCE – EXPAND YOUR RESPONSE REPERTOIRE

- When Apollo 13's oxygen tank exploded, Gene Krantz already knew how his team would respond – frequently simulated crisis situations
- Dress rehearsals, drills, and training can help team members compensate for each other, communicate, and evaluate data more quickly and reliably

CREATE CERTAINTY EVERYWHERE IT'S POSSIBLE

- Follow standard procedures – but not mindlessly – when something changes, adapt your approach
- Plan – but beware the limitations of planning; plans can't anticipate the unexpected
- Planning is critical, but can lead to the fallacy of pre-determination – seeing only what we expect to see

2014 SPIRIT OF ECC AWARD



Engineers Without Borders

EWB-USA's mission is to support community-driven development programs worldwide by collaborating with local partners to design and implement sustainable engineering projects, while creating transformative experiences and responsible leaders.

EWB-USA works to achieve a vision of a world in which all communities have the capacity to meet their basic human needs. This vision is actively pursued by engaging in community-driven development programs. EWB-USA's development approach requires that all program proposals come directly from the communities themselves. They've found that this increases the likelihood of a project's success by ensuring that the needs addressed by our chapters are both identified and supported by the community. With the community's input, chapters design and implement low-cost, small-scale, replicable and sustainable engineering solutions to the problems identified by the community. Programs encompass water purification and delivery, sanitation, transportation and infrastructure projects, and sustainable and renewable energy systems.



EWB-USA's mission also addresses gaps in the STEM education system. The United States ranks 52nd in the quality of STEM education and 27th in college students receiving engineering degrees. EWB-USA offers members transformative experiences that enrich global perspectives and produce better students and, ultimately, better leaders. This engagement also supplements traditional engineering curricula by focusing on the teaching of professional skills such as leadership, project management, cross-cultural communication and systems thinking.

Thank you to EWB for their commitment to our industry and their service to communities around the world



2015 SPIRIT OF ECC NOMINATIONS ARE NOW OPEN!

The ECC is proud to announce that nominations are now open for the 5th Annual Spirit of the ECC Award. This year's recipient will be recognized at the 47th Annual ECC Conference at the JW Marriott Hill Country in San Antonio on September 10, 2015. The award will recognize an exceptional organization, project or project team that exemplifies the true spirit of the ECC.

This annual Spirit of ECC Award, initiated in 2011, recognizes an outstanding exemplar of an owner, contractor or supplier in the global energy, process, industrial, general manufacturing or related industry (at a national or international level), that unequivocally demonstrated a unique and significant:

- **Commitment to Global Competitiveness;**
 - **Improvement to the Outcome of a Capital Project;**
- **Strategic Response to a Fundamental Challenge or Opportunity;**
 - **Application of Thought Leadership;**
 - **Implementation of Value Creation for all Stakeholders**

Nominations will be accepted online on the ECC Website (www.ecc-association.org) through May 2015. The recipients will be chosen by the ECC Board of Directors and Executive Advisory Committee based on the criteria above. Self-nominations or third party nominations are welcome...we just ask that all nominated are available to accept the award at the conference in September. If you have questions about the nominations process or award itself please feel free to contact:

Tara Wilson
twilson@EventsiaGroup.com
713-337-1600.

FOLLOW UP

Strategic Issues Management Workshop at the 2014 ECC Conference

The 2014 ECC Conference featured a new, thought provoking special session held the day before the formal ECC Conference. The one-half day Strategic Issues Management Workshop was limited in attendance to participants from Sponsor companies. This created an open forum to provide a safe, non-commercial environment in which owners, engineering contractors and suppliers could freely exchange ideas and experiences related to Engineering Management.

*Feedback from this special session
was universally positive.*

This goal of the Workshop was to provide a starting point for collaboration on solutions to resolve issues and improve engineering predictability, productivity and performance. Two specific issues that were addressed:

- ❶ The cost and time required to complete engineering often exceeds the estimate, *and*
- ❷ Management of change processes are ineffective.

Each topic included a discussion of the situation as seen from the lens of owners, contractors, and suppliers, complications as perceived by the three groups, and suggestions for resolutions.

Feedback from this special session was universally positive. The majority of participants highlighted that the value of this session was in the opportunity to have open discussions presenting various diverse perspectives related to an industry-wide challenge. Through open discussions such as these, we hope that the ECC can help the engineering and construction industry develop collaborative solutions to problems affecting the industry at large.

ECC is planning to offer a similar event for Sponsor companies at the 2015 Conference. Stay tuned for what topics will be covered this year!

A Note From The Chair

CONTINUED FROM PAGE ONE

A key component to supporting our mission of promoting thought leadership in our industry is the Future Leader Program. Now in its 10th year, the program consists of more than 200 participants from nearly 100 sponsoring organization. The Future Leaders are actively involved in developing the conference content, and benefit from this through networking and developing long term relationships with industry leaders and peers that they would not otherwise be exposed to early in their career. To learn more about the Future Leader Program, please visit the Future Leader website (<http://ecc-conference.org/future-leaders-the-program.php>).

On behalf of the Executive Board and the Executive Advisory Committee, I would like to thank our sponsors for their continued commitment to the ECC. We had another record number of sponsors for the 46th Annual Conference. With the support of our sponsors, we will continue to develop a stimulating and successful conference and enhance programs such as the Future Leader Program.

I look forward to seeing you in San Antonio, September 9–12.

Best Wishes,
Mahesh Thadhani
ECC Chair, 47th Annual Conference

A LOOK BACK AT THE 46TH ANNUAL ECC CONFERENCE

CONTINUED FROM PAGE ONE

I hope that no one missed a second of the thrilling Keynotes from Ben Stein, Stéphane Garelli, and Adam Steltzner. Ben and Stéphane used their unique gifts of wit and intellect to entertain and inform us in a way that few can. Adam took us on a journey to Mars with his team that pioneered the landing system for NASA's Curiosity rover. All of the speakers, panelists, and presenters throughout the conference provided valuable insights and perspectives that we will continue to contemplate for quite some time.



Richard Tucker, Founder of the Construction Industry Institute, received the ECC Achievement Award for his vision and impact on our industry. The Spirit of ECC Award was presented to Engineers Without Borders, whose passion and commitment to implement sustainable engineering projects inspired us all.

In closing, I want to express my sincere gratitude to the Executive Board and Executive Advisory Committee for the privilege of serving as the 2014 ECC Chair. Thank you to the speakers, participants, and sponsors for your continued support and engagement. Your passion and commitment to this conference and our industry are making a lasting impact. I hope to see you all in 2015 at the 47th Annual ECC Conference, held at the JW Marriott Hill Country Resort in San Antonio, Texas, September 9-12



The Future Leaders Program Continues to Grow and Flourish.

By 2015 ECC Future Leader Board Liaisons Brian Davis, Day & Zimmermann; Jonathan Rennie, WorleyParsons; and Jason Riggs, Ford, Bacon & Davis

First, we would like to congratulate the 2013-2014 Future Leaders on a successful year. The midyear meeting jump started the group into the planning for the conference as well as offered opportunities for networking and the take-away from our Speakers on “Gaining Alignment As An Access

to Gaining Results” by Joanne Graf and “Leading From The Heart” by Dr. Jeff Evans. The Wednesday Session at the Conference was a full day with four top notch speakers: Mark Guadagnini’s “Project Execution & Leadership”, Brooks Kimmel’s “Safety in a Zero Tolerance Environment” from NASA, Author Bill Courtney’s “Character of a Leader”, and Greg Hales’ “Safety and the Magic of Disney”. To close out the day, we had

an interactive session with some of the ECC Board Members discussing TED Talks . The Future Leaders also led two forums at the conference. The “Multicultural Effects on Projects” forum as well as “Romancing the Future Work Force in America” forum presented innovative solutions to challenges we face in the industry today.

This year, we are again planning thought provoking leadership activities and development training, as well as creating new ways that the Future Leaders can participate in the conference and other networking activities throughout the year. Our first social event was held in December in Houston, with over 40 Future Leaders and ECC Board members in attendance for a friendly session at Top Golf. The Mid Year meeting in March will kick off the Future Leader planning activities for the 2015 ECC Conference, where the ECC Board will challenge us to push the bar even higher. We have a preliminary agenda for this meeting and have started to contact potential speakers.

FUTURE LEADER PARTICIPATION IS A KEY BENEFIT OF SPONSORSHIP

Don't forget that 1st, 2nd, and 3rd year Future Leaders are provided a registration discount as well as special opportunities reserved just for them. Don't miss out!

INTRODUCTION OF BOARD AND EAC

This year's Board of Directors and Executive Advisory Committee has been hard at work developing not only the Annual Conference but also working on initiatives including the Future Leader Program and programs to better link our industry to academia. Below are the colleagues leading the ECC Association this year.

ECC Board of Directors

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Amec Foster Wheeler

ECC Vice Chair
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Future Leader Liaisons

Brian Davis -
Day & Zimmermann

Jonathan Rennie -
WorleyParsons

Jason Riggs -
Ford, Bacon & Davis





WHY ATTEND ECC?

Of course, we think you should attend the 2015 ECC Annual Conference, but don't take our word. . .listen to how some past attendees have described the Annual ECC Conference. . .

OWNER

★★★★★

"This is the only conference that I attend because it is a great interaction between owners and contractors"

CONTRACTOR

★★★★★

"Highly collaborative event with a mix of networking, valuable workshops and latest industry trends"

OWNER

★★★★★

"Excellent networking opportunities, overall good presentations with several high energy/informative sessions. Provides some good takeaways for personal and professional application"

OWNER

★★★★★

"The ECC is a conference for owners, contractors and vendors to get together to network and share relevant experiences. This year's conference exceeded my expectations."

SUPPLIER

★★★★★

"A great medium to interact and learn from representatives from all portions of EPC - Owners, Contractors, and Supplier"



COMMITTED TO SAFETY

We know that while risks exist, incidents are avoidable. Each individual has a personal responsibility for their own safety and the safety of others. As leaders we are accountable for driving this safety culture.



COMPLEXITY, AMBIGUITY

47TH ANNUAL

AND

VOLATILITY

ECC CONFERENCE

LEADING IN THE NEW NORMAL



SEPTEMBER 9-12, 2015 • JW MARRIOTT HILL COUNTRY RESORT, SAN ANTONIO, TEXAS

SNEAK PEAK FOR 2015

After another record year for ECC with 870+ attendees, the planning is well underway for the 47th Annual ECC conference. The theme of 2015 conference will be Complexity, Ambiguity and Volatility...Leading in the New Normal and will be held Sept 9-12, 2015 at the JW Marriott Hill Country Resort in San Antonio, TX. Please plan to join us for a very valuable, collaborative forum focused on providing real takeaways for owners, contractors and suppliers in the capital projects community.

MARK YOUR CALENDARS FOR FUTURE ECC CONFERENCE DATES

September 7-10, 2016 – JW Marriott Desert Springs, Palm Desert, CA



ECC ASSOCIATION

23501 Cinco Ranch Blvd., Suite H220
Katy, TX 77494

www.ecc-association.org

ECC SPONSORSHIP OPPORTUNITIES

Before we look forward to the 47th Annual ECC Conference at the JW Marriott Hill Country Resort, we would like to ask each of you to take a look back at the 46th Conference in Orlando which would not have been possible without the unwavering support of our Corporate Sponsors – for this support we would like to express our tremendous gratitude to each and every one who continues to support the ECC. We would like to ask that you continue your support in 2015 and welcome any comments you may have to increase the value you receive from participation. We welcome the opportunity to support each and every organization trying to assess the opportunity and resulting value to your organization as an ECC Sponsor. Please feel free to contact any Board member for additional information regarding either general sponsorship of the ECC or hosting an event during the conference. Whereas we make every attempt to minimize commercialization, sponsorship is an opportunity for your company to be recognized for its support and participate in the ECC Future Leader Program. We welcome your participation.

Thank you to our 2014 sponsors who supported the 46th Annual Conference and our 2015 sponsors who have already committed to the 47th Annual ECC...these organizations are part of the reason the quality of the ECC Conference remains so high.

ABB	Brock Group	Ford, Bacon and Davis	Lauren Engineers & Constructors, Inc.	Rockwell Automation
Accenture	Burns & McDonnell	Fugro	Leidos	S&B Engineers and Constructors
AECOM	Cain & Associates Engineers & Constructors, Inc.	Hargrove Engineers + Constructors	Lyondell Chemical Company	Saulsbury Industries
Air Liquide	Cajun Constructors	Hinman Consulting Engineers	Mammoet	Shell
Albemarle Corporation	Catamount	HOK	McKinsey & Company, Inc.	Siemens
Ambitech	CDI Engineering	Honeywell	Middough	SK E and C USA
Amec Foster Wheeler	Century3 Inc.	Hunt, Guillot & Associates	Mitsubishi heavy Industries	Team Industries
Anixter Inc.	CH2M HILL	IHI	Mitsubishi Polysilicon	Technip
APS, Advanced Project Solutions	Chemstress Consultant Company	Ineletra	MMR Group	Thompson Construction Group
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Bentley Systems	Eastman Chemical	ISC Constructors, LLC	PCE Constructors Inc.	Willbros
BHP Billiton	Eli Lilly and Company	Jacobs	PCL Industrial Construction Co.	Wood Group Mustang
Bilfinger	Emerson	JV Driver Group, Inc.	Performance Contractors	WorleyParsons
Boh Bros. Construction Co., L.L.C.	Endress+Hauser	KBR	Petrocor AG	Y&V Engineering and Construction
BP	ExxonMobil	Kentz	Phillips 66	Yates
Brace	Flowserve	Kiewit Energy	Richard Industrial Group	Zachry
Brierley Associates	Fluor	KPMG	Robins Morton	

If you are interested in becoming a corporate or event sponsor for the 2015 Annual Conference, contact: Jay Diefenderfer at jason.diefenderfer@accenture.com