Breakout Forum Overview

Elizabeth Sandborn
ECC Board Member
Independent Project Analysis (IPA)

Year: 2021  Date: Sep  Location: Grapevine, TX
ECC Partnership Highlights

Kyle Lednicky
ECC Executive Board of Directors
Arion Blue LLC

Year: 2021
Date: Sep
Location: Grapevine, TX
2021 ECC Partners

1. Non-Profit Organizations
2. Media Outlets
3. Academia
4. Industry Associations
Academia and Workforce Recap

Dr. Linguang Song
University of Houston

Stephen Toups
Turner Industries

Year: 2021
Date: Sep
Location: Grapevine, TX
SOS Recap

Jason Kraynek
ECC Board Member
Fluor

Year: 2021  Date: Sep  Location: Grapevine, TX
PerspECCtive

Performing While Transforming: Executing Now, Evolving for Tomorrow

2021 ECC Conference Sponsors Only Session

Andras Marton, PhD, IPA
Christopher Howell, Shell
John Platt, Bechtel
Jason Kraynek, Fluor

Year: 2021  Date: Sept. 8  Location: Gaylord Texan Hotel, Grapevine, TX
ECC Conference Sponsors Only Session Workshop

- Workshop Theme: **Performing While Transforming: Executing Now, Evolving for Tomorrow**
  - Forum for ECC sponsor companies to share best practices in the capital projects industry
  - Sharing perspectives from multiple lenses from planning/prioritizing capital investments to completing complex/challenging projects during the pandemic

Andras Marton, PhD, IPA  
Christopher Howell, Shell  
John Platt, Bechtel  
Jason Kraynek, Fluor
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Timing (CDT)</th>
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<tbody>
<tr>
<td><strong>Welcome, Workshop Overview, and Introductions</strong></td>
<td>1:00 p.m.</td>
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<tr>
<td>• Featuring Shell’s PennChem Project: “Performing while Transforming”</td>
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<tr>
<td><strong>Capital Projects Industry Overview: Performing</strong></td>
<td>1:05 p.m.</td>
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<tr>
<td>• Andras Marton, PhD (IPA’s Business Manager for the Energy Sector)</td>
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<tr>
<td><strong>Pennsylvania Chemicals Project Overview</strong></td>
<td>1:30 p.m.</td>
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<td>• Chris Howell (Shell – Project Director)</td>
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<td>• John Platt (Bechtel – Senior Project Manager)</td>
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<tr>
<td><strong>Facilitated Breakout Session #1</strong></td>
<td>1:55 p.m.</td>
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<td>• “Performing”: taking care of the workforce and community</td>
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<td><strong>Break</strong> (10 minutes)</td>
<td>2:35 p.m.</td>
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<tr>
<td><strong>Capital Projects Industry Overview: Transforming</strong></td>
<td>2:45 p.m.</td>
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<td>• Andras Marton (IPA)</td>
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<td><strong>Facilitated Breakout Session #2</strong></td>
<td>3:05 p.m.</td>
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<td>• “Transforming”: prioritizing innovation/digitalization efforts and ensuring effective implementation (and that we’re solving the right problems)</td>
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<td><strong>Closing and Key Learnings from the PennChem Project</strong></td>
<td>3:45 p.m.</td>
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<td><strong>Workshop adjournment</strong></td>
<td>4:00 p.m.</td>
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Overall, Companies Have Adjusted Cost & Schedule Targets to Reflect Challenges of Pandemic

Question: How has the COVID-19 pandemic influenced cost and schedule targets in your system?
Capital Projects Industry—Digitalization Status
We Are Struggling to Get Our Digitalization Efforts Focused and Progressing

Digitalization Project Underway?
- Yes: 65%
- No: 35%

What Problem Are We Trying to Solve?
- Faster Execution: 13%
- Real-time Progressing: 47%
- Lower Costs: 27%
- More Production: 13%

Are Digitalization Objectives Clear?
- Clear: Objective has direct link toward business goals
- Defined: Outlined objective, but indirect links to business objectives
- Undefined: No specific objectives yet identified

Defined: 17%
Undefined: 58%
Clear & Defined: 25%
Strategy

See
- Full visibility of the activity in all parts of the construction site

Measure
- Measure performance and progress accurately

Predict
- Predict outcomes and adjust present actions accordingly

Foundation: ability to find project information quickly

“Continuous improvement is better than delayed perfection”
Mark Twain
Spirit of ECC Award

Justin Borchardt
ECC Executive Advisory Committee
S & B

Year: 2021
Date: Sep
Location: Grapevine, TX
Introduction

Kenny Manning
ECC Executive Advisory Committee
Zachry Group

Year: 2021  Date: Sep  Location: Grapevine, TX