

What Growth Taught Us About Project Management



ERNESTO AGUILAR, PE
President & CEO, Ardurra Group, Inc.

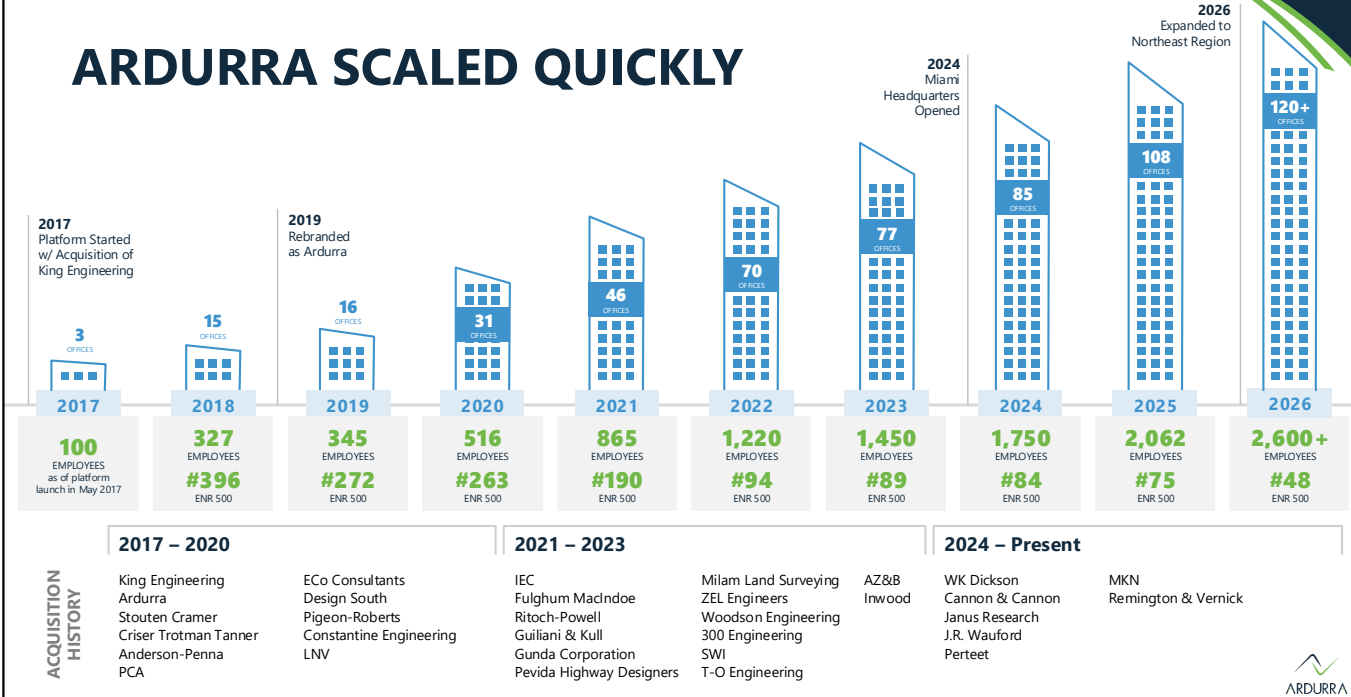


MY JOURNEY AS A PM

- Structural Engineer
- PM running small-large jobs
- Loved being a PM
- Became Operations/COO for large, publicly traded companies
- It's great to win work, but if you cannot run jobs, the business can lose money
- Learned to scale companies while still running good operations
- Decided to put it all together and start Ardurra



ARDURRA SCALED QUICKLY



Offering **ENGINEERING SERVICES** Since **1901**

2,600+
Employees

#48
2026 ENR 500

Two-pronged Growth Approach
TARGETING ORGANIC GROWTH + M&A

34%
Employee Owned

\$610M+
Gross Revenue



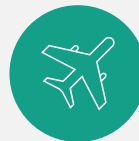
65%
Water/
Wastewater



26%
Transportation

\$89k
Average Job Size

120+
Offices

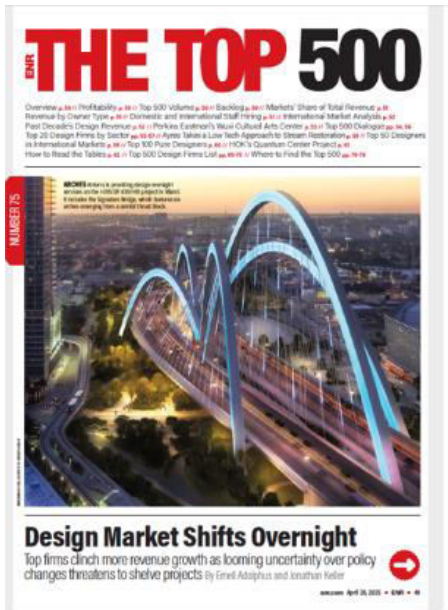


5%
Aviation



4%
Civil

MILESTONE ADVANCEMENTS IN ENR

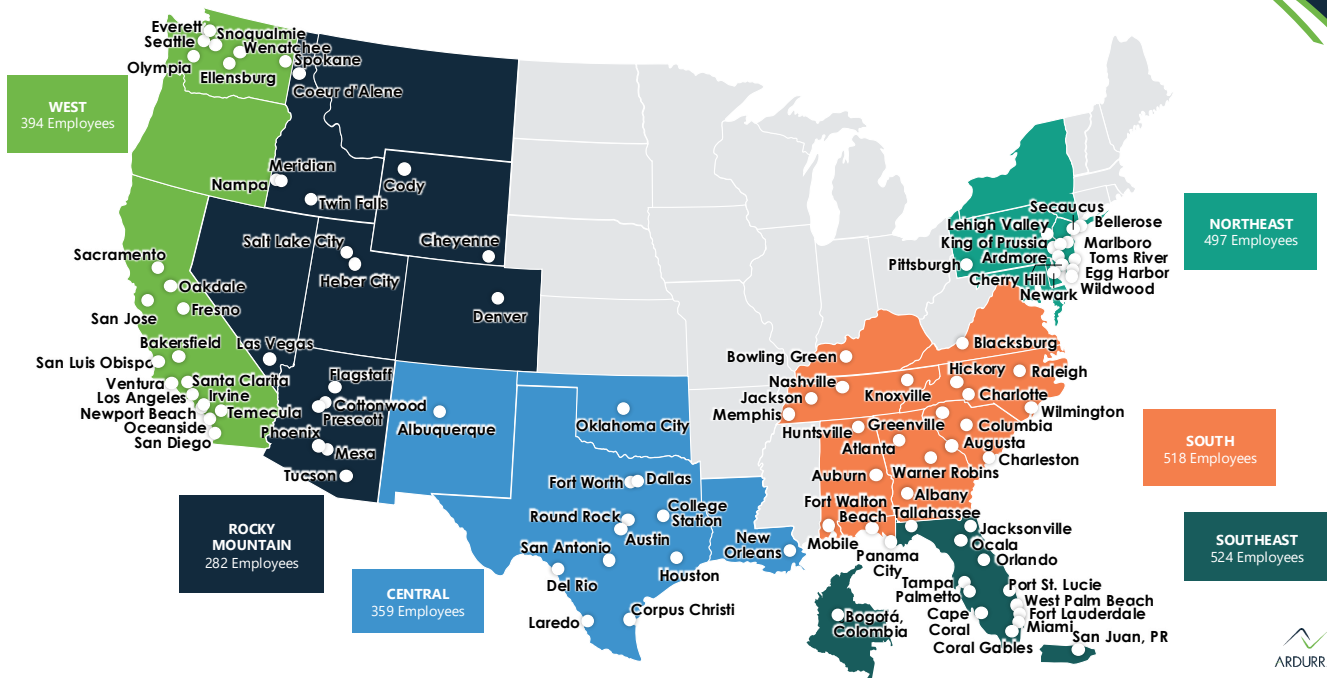


ENR SOURCEBOOK RANKINGS

	2026	2025
Water Supply	#11	#12
Wastewater Treatment Plants	#11	#11
Sewer & Waste		#13
Water Treatment & Desalination	Coming Soon	#11
Water Transmission Lines & Aqueducts		#13
Sanitary & Storm Sewers		#16



REGIONAL STRUCTURE & OFFICES





WHAT OUR GROWTH TAUGHT US

- ✓ We were **AMBITIOUS**
- ✓ We were **ENTREPRENEURIAL**
- ✓ We knew how to **BUILD MOMENTUM**
- ✓ **But** winning work and delivering it at scale are not the same thing

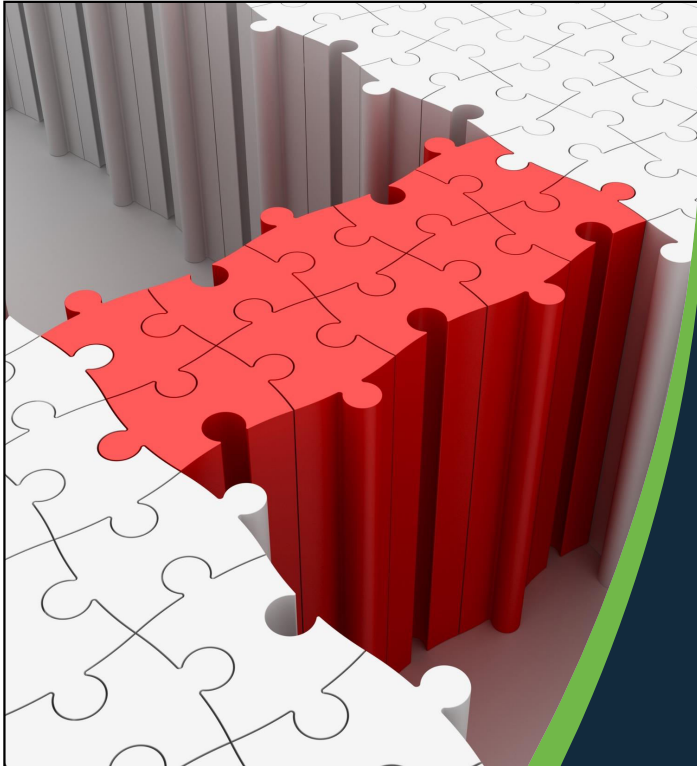


WHAT WE CHANGED

After running into problem projects, we made project management a strategic investment

- Established a Project Management Office
- Launched the APEX Program
- Strengthened project controls
- Increased early visibility into risk
- Built great accountability into delivery





THE LESSON

- ✓ Ran into **PROBLEM PROJECTS**
- ✓ Set up **A PMO**
- ✓ Now we are **WINNING SIGNIFICANT JOBS**
- ✓ More **FOCUS ON PM**
- ✓ At the end, you can **BUILD COMPANIES**, but it is **A BUSINESS**

KEY TAKEAWAYS

- Winning work is sexy
- The sexier the project, the higher the risk
- Losing money is not sexy
- Fast growth requires strong project management
- As a company gets larger, success or failure depends on Project Management





Questions & Discussions



AEC PM Connect New Jersey 2026