2025 AEC Industry Outlook

The third annual analysis of trends and challenges within the AEC Industry.

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Introduction

The AEC industry faces unprecedented challenges due to demographic, technological, and economic shifts.

The Stambaugh Ness 2025 AEC Industry Outlook represents the third annual analysis of trends and challenges within the Architecture, Engineering, and Construction (AEC) sectors. With 197 firms participating, data was collected between November 7 and November 25, 2024.

This year the survey utilized a refined weighting system, ranking the level of concern for various issues from 1 (not concerned) to 5 (extremely concerned). This report compares findings from 2024 and 2025 to highlight evolving challenges and current trends impacting AEC firms. The enhanced weighting system enables more granular comparisons and a better understanding of industry concerns.

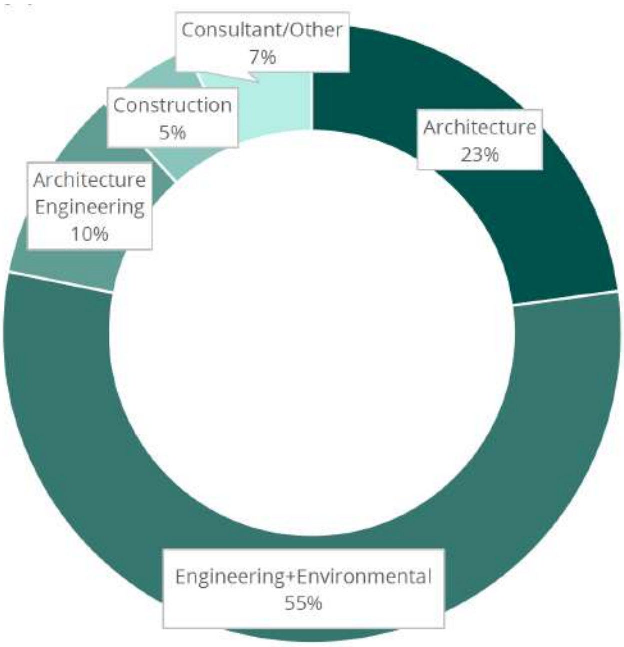
The AEC industry faces unprecedented challenges due to demographic, technological, and economic shifts. Successfully navigating issues such as operational efficiencies, inflationary pressures, workforce challenges, and digital transformation is becoming increasingly critical, yet firms often do not have the right knowledge base to set direction.

By understanding the significant issues facing the industry – as well as those impacting other firms of comparable size or service offerings – companies can look inward and develop strategies to position them for a vibrant future. Or choose to ignore these issues at their own peril.

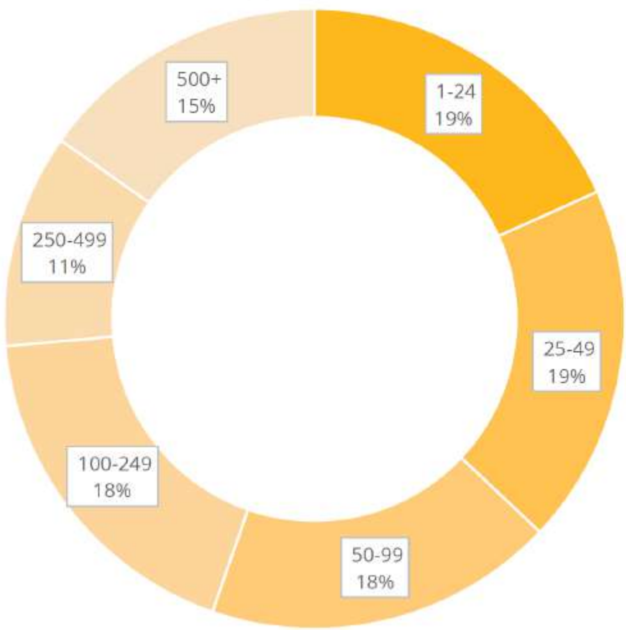
Participant Demographics

Survey participants included architecture firms (23%), engineering/environmental firms (55%), architecture/engineering firms (10%), construction firms (5%), and consultants/others (7%). In terms of size, firms were well-dispersed across all size categories, which is helpful when looking at segmented data. This diversity also offers in-depth insights into issues affecting organizations of varying types and sizes.

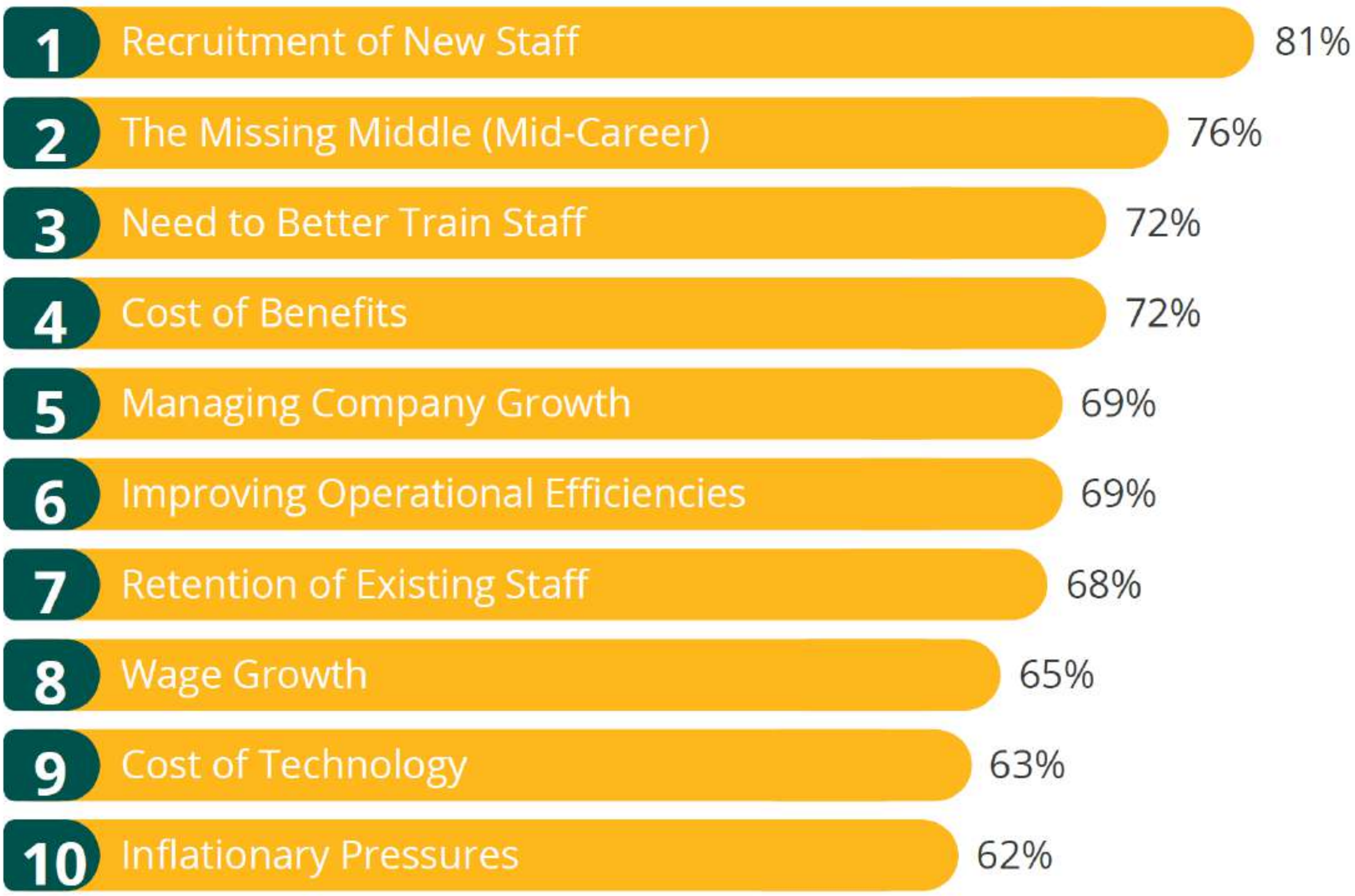
Type of Firm



Size of Firm



Top 10 Critical Issues of AEC Firms



The annual industry outlook exists to not only identify the challenges currently facing AEC firms, but also to gain an understanding of how significant those challenges really are.

Under the new weighting system, we asked firms to rank their level of concern with 35 specific issues. Respondents ranked their level of concern on a scale of 1 (not concerned) to 5 (extremely concerned). Our tallies only include firms scoring an issue 4 (moderately concerned) or 5. We've also included comparisons with last year's findings; however, the 2024 outlook did not include a weighting system. Instead, firms were asked to identify whether the defined issues were a current challenge or not.

Elsewhere in this report, we break down the top 10 critical issues by type of firm and size of firm. Overall, when looking at the full data sample, talent issues are clear and present across AEC firms right now. This continues a trend from prior years but seems more urgent this year. Six of the top 10 issues relate to people, whether it is recruiting, retaining, training, or paying for them.

A number of additional issues were included this year, and two of them immediately rose to the Top 10: managing company growth and improving operational efficiencies. Most of the "external" issues – like finding work, interest rates, and regulatory concerns – do not appear in the top 10, although many are in the second 10. Inflationary pressures, however, are still a major concern for many firms because of the direct impact on construction costs, which results in projects being postponed or cancelled. The cost of technology is also a growing concern for AEC firms, as there is a never-ending cycle of required updates and new equipment.

The Top 10 issues of AEC firms include:

01 Recruitment of New Staff (81%)

Talent acquisition remains the foremost concern, underscoring the sector's reliance on skilled professionals. Unemployment rates in specialized AEC roles are at historic lows, driving fierce competition and prompting firms to rethink their recruitment strategies. Furthermore, declining birth rates have created a college enrollment cliff with a 6% decline in undergraduate programs, according to the National Student Clearinghouse, while engineering school enrollment experienced a double-digit decline over the past five years before rebounding this spring.

02 The Missing Middle (76%)

Firms report difficulties in hiring and retaining mid-career professionals, critical for developing future leadership and executing projects. This gap reflects broader demographic trends, including an aging workforce as Baby Boomers continue retiring at record rates. Furthermore, the industry is now experiencing a byproduct of The Great Recession, which lasted from 2008 until after 2010 in the AEC industry. Many younger laid-off staff, as well as college students targeting careers in the built environment, pivoted away from the industry and never came back. They would represent the mid-career professionals in the field today.

03 Need to Better Train Staff (72%)

Last year only 34% of survey participants identified this as a challenge, so the urgency of training staff has more than doubled. Much of this is related to the prior trend, the "missing middle"; however, firms are also concerned about junior staff members not learning the required skills, whether from an educational institution, prior on-the-job training, or even a lack of development when working remotely during Covid. Furthermore, as automation and artificial intelligence experience increased usage in the AEC market space, the need to provide enhanced communication and soft skills training to staff is growing.

04 Cost of Benefits (72%)

Rising employee benefit costs exert significant financial pressures, exacerbated by inflation and increasingly competitive labor markets. Firms are exploring innovative benefit packages to attract and retain talent. The Society for Human Resource Management (SHRM) is projecting that the costs of health benefits will rise by more than 5% for the third consecutive year, creating a pinch point for AEC firms. In turn, firms are deploying cost-reduction strategies for health benefits, even while trying to enhance their overall benefits package to aid with recruitment and retention.

05 Managing Company Growth (69%)

According to research from PSMJ Resources, net revenues per total staff increased by 4.9% in 2024 at architecture and engineering firms, yet operating profits per total staff declined by 7.6%. Many firms have expanded too rapidly, and they don't have the proper organizational structure or infrastructure to effectively scale. The challenges with recruiting and the lack of mid-career professionals, coupled with the issue below – improving operational efficiencies – have left many firms struggling to effectively manage their growth and maintain quality standards and project profitability.

06 Improving Operational Efficiencies (69%)

Streamlining workflows to maintain or improve profitability is vital amidst rising competition and shrinking margins. Lean construction practices and technology-driven process improvements are gaining traction, but too many firms are failing to revisit age-old processes and relying on yesterday's technologies to squeeze out efficiencies. Automation and artificial intelligence, coupled with proper processes and training, offer a solution to drive efficiencies.

07 Retention of Existing Staff (68%)

Last year, headlines promised that "The Great Resignation is Over." And based upon overall government turnover statistics, it is. But that is across all industries. Unfortunately, the data for architecture and engineering firms shows a 12-year decline in employee loyalty. In 2012, the average employee stayed with a firm for approximately seven years. The most recent data from the US Bureau of Labor Statistics, released in Fall 2024, shows tenure dropping to slightly under five years. When firms are struggling to find staff and trying to upskill junior staff to advance them into "missing middle" roles, they cannot afford to have significant voluntary turnover. On the construction side, however, employee loyalty is relatively unchanged, continuing to hover around four years.

08 Wage Growth (65%)

When companies cannot find people, they offer more money to make their openings attractive. And when they are trying to keep people from leaving, they often offer higher salaries. Of course, both of these actions change the overall compensation structure, and as increasingly transparent staff learn about the salaries of their co-workers, they demand higher salaries to remain with their company. Wage growth is a vicious cycle, further exacerbated by the combination of inflationary pressures and some AEC firms being wary to raise fees due to competitive pressures.

09 Cost of Technology (63%)

Technology investments are a growing expense, driven by the need for advanced tools such as Building Information Modeling (BIM), AI-powered platforms, and digital collaboration software. Progressive AEC firms are developing their own applications, while firms that are underfunding technology continue to fall further (and further) behind. On the architecture and engineering side of the business, productivity gains from the evolution from drafting boards to CADD, then from CADD to BIM, did little to drive operational efficiencies and profitability, as much of any achieved savings were passed on to clients. The industry cannot afford to do that with automation and AI. Technology costs need to be incorporated into professional services fees to offset the growing expenses and firms need to consider a value-pricing approach, taking into account the role of technology.

10 Inflationary Pressures (62%)

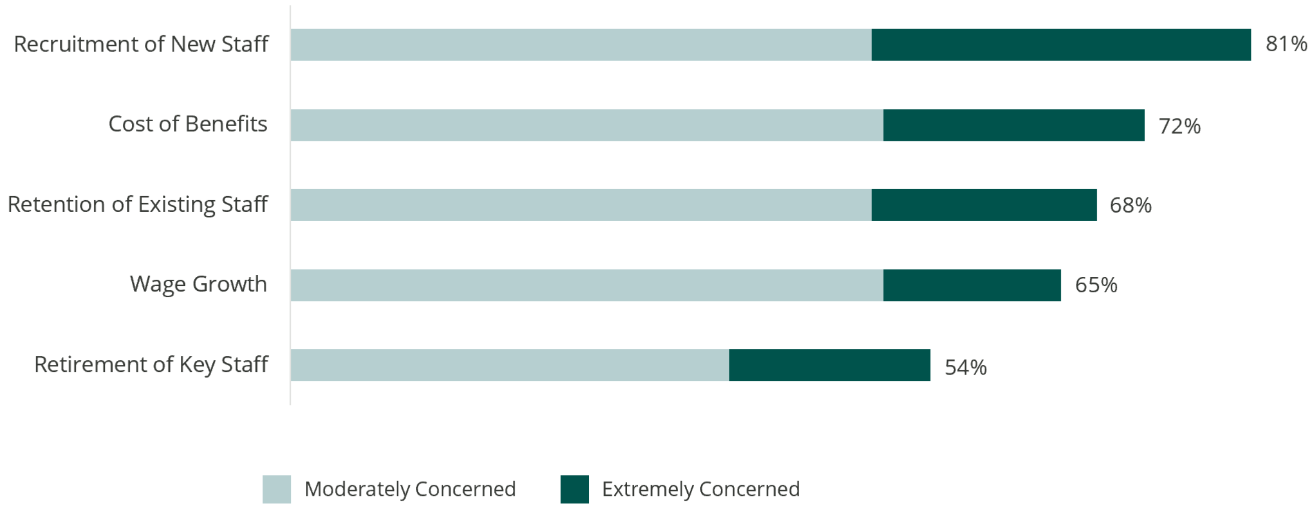
Persistent inflation pressures continue to impact project costs and firm profitability, with AEC companies focusing on cost control measures, renegotiating contracts, and including price escalation clauses – where allowed. From March 2024 through September 2024, the annual inflation rate declined; however, during the fourth quarter the rate began ticking up. Some owners have delayed projects hoping for lower project costs while others have cancelled projects altogether. Unfortunately, the producer price index for construction inputs remains stubbornly high, down slightly from its peak in May 2022, but still up significantly when compared to January 2020, just prior to Covid's major impacts on the economy.

AEC Firm Challenges

The 2025 AEC Industry Outlook survey identified thirty-five issues currently facing AEC firms, broken down across seven categories, including:

- Staffing Issues
- Economic Issues
- Project Delivery Issues
- Ownership/Leadership Issues
- Professional Development Issues
- Technology Issues
- Additional Issues

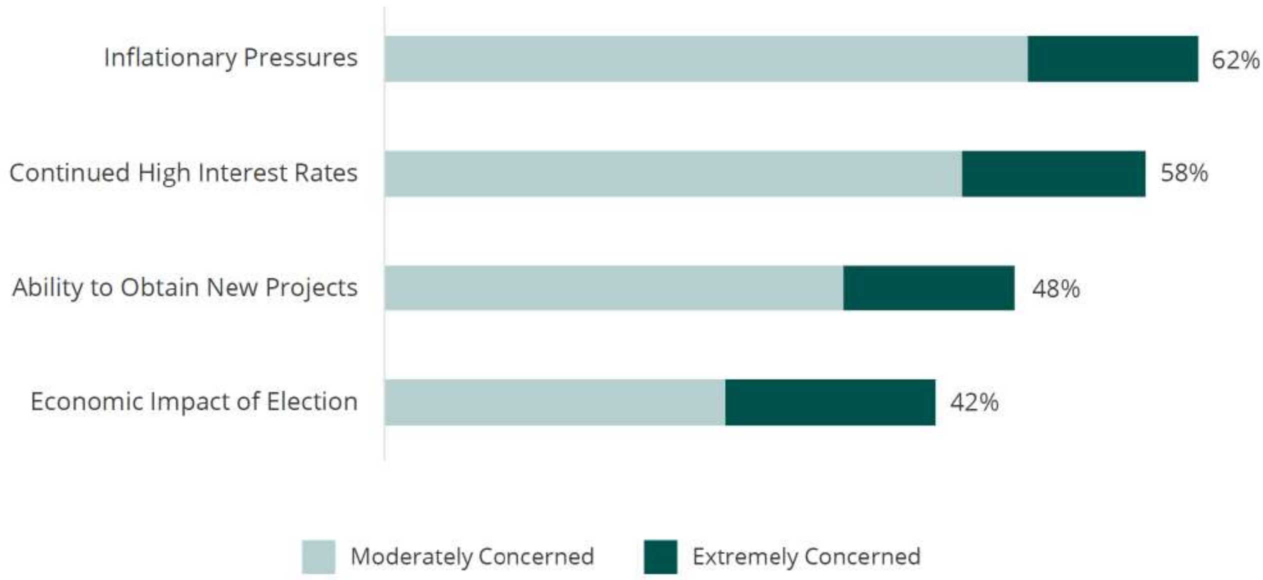
Staffing Issues



More than any other category, Staffing Issues rose to the top of the greatest concerns of survey participants.

Four of the five identified issues made the overall top 10 critical issues this year, and retirement of key staff was not far behind – largely due to "Peak 65," the period our economy just entered with 11,000 Baby Boomers turning 65 every single day. This trend will continue in the coming year. Firms are incorporating higher compensation, flexible work arrangements (with varied levels of success), enhanced professional development opportunities, and employee wellness programs as potential solutions to these staffing challenges. At many firms, an increased emphasis on Diversity, Equity, and Inclusion (DEI) or broader Environmental, Social, and Governance (ESG) initiatives has become the norm.

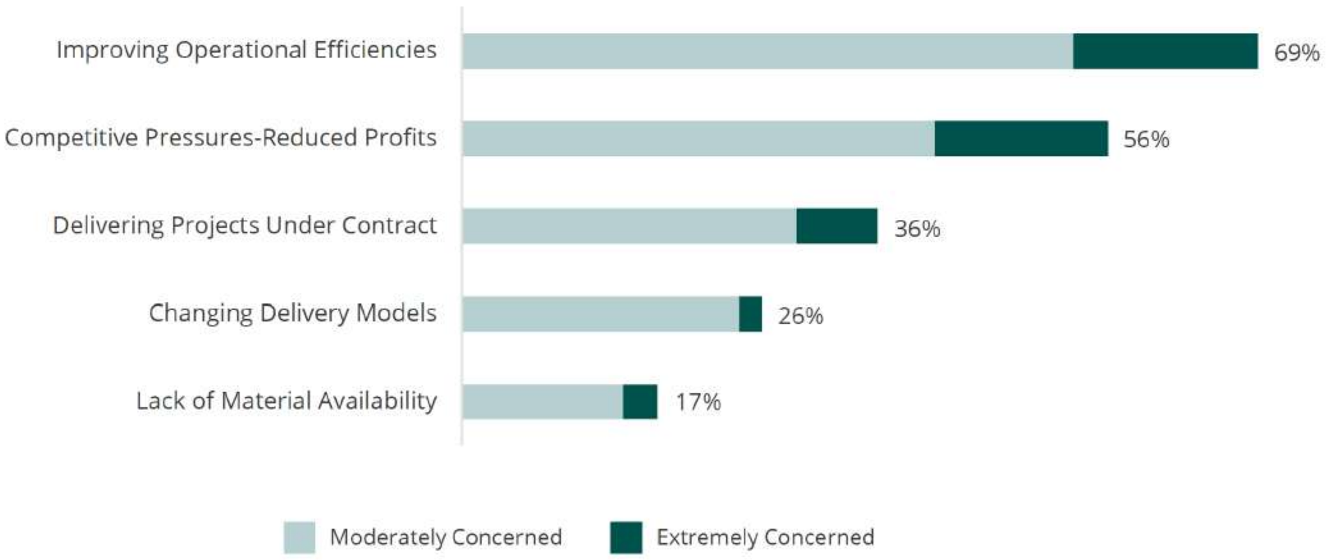
Economic Issues



Inflationary pressure is the only issue from this category that made the overall top 10; however, high interest rates was close behind. Market sectors that are traditionally more sensitive to interest rate fluctuations – like commercial and multi-family residential – have not experienced the same level of growth as other market sectors. In 2024 there were three interest rate cuts; however, the forecast for future reductions is in flux. There was an expectation that 2025 would see additional reductions from the Federal Reserve; however, the economic indicators are generally positive, and some of the economic plans put forth with the new administration may impact rate decisions. This is probably why 42% of firms demonstrated a concern around the economic impact of the election.

The ability to obtain new projects is a concern identified by almost half of survey participants, up significantly from last year's 22%. The AIA/Deltek Architectural Billings Index has mostly been in decline over the past two years, although it did slightly climb into positive territory in the fourth quarter 2024. Conversely, the ACEC Business Sentiment Index for the fourth quarter of 2024 was very positive for current business conditions, and generally positive for future business conditions, although slightly less so than the prior quarter. The ACEC report was published prior to the 2024 US national election.

Project Delivery Issues



69%

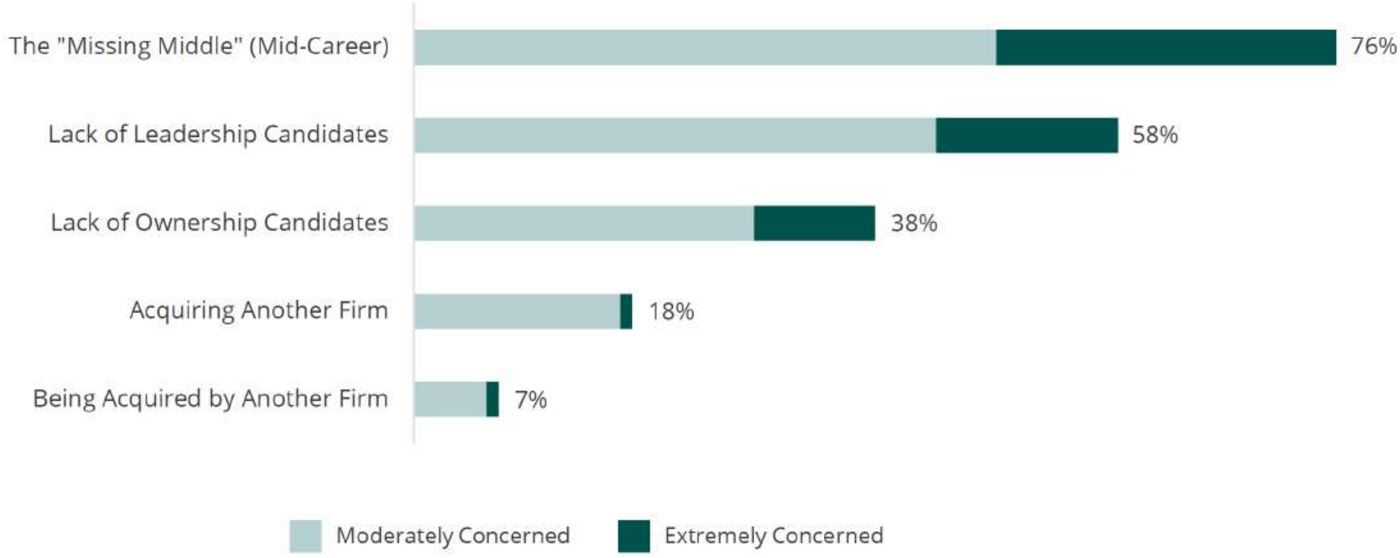
Of firms are concerned with improving their operational efficiencies.

Four of the five identified issues under Project Delivery are new for this year. Improving operational efficiencies warranted a ranking in the overall top 10, and competitive pressures reducing profits scored just outside of the top 10. As evidenced by other issues outlined above, many firms feel that they are facing challenges from every direction, even if they are operating in growth markets, like those benefiting from Infrastructure Investment and Jobs Act (IIJA) funding. Wherever money flows, the competition goes. Add to that the high rate of merger & acquisition activity, and once-smaller competitors may become part of much larger firms.

Slightly more than one-third of firms noted that they are concerned about delivering projects currently under contract – up from last year's reading of 25%. These firms are most likely having trouble recruiting staff, seeing higher rates of turnover than they would like, and/or struggling with the lack of mid-career professionals – all which have a negative impact on their ability to get work out the door.

Only one-quarter of firms are concerned about the changing delivery models in the industry, even though design-build and construction management at risk continue to grow in popularity as the traditional design-bid-build model continues to decline in usage. One of the lowest scores in the outlook survey was the lack of material availability – something that was very prevalent during and immediately after Covid-related shutdowns. Firms are still reporting exceptionally long lead times on certain construction materials, but in general this is not a major concern across the industry.

Ownership/Leadership Issues

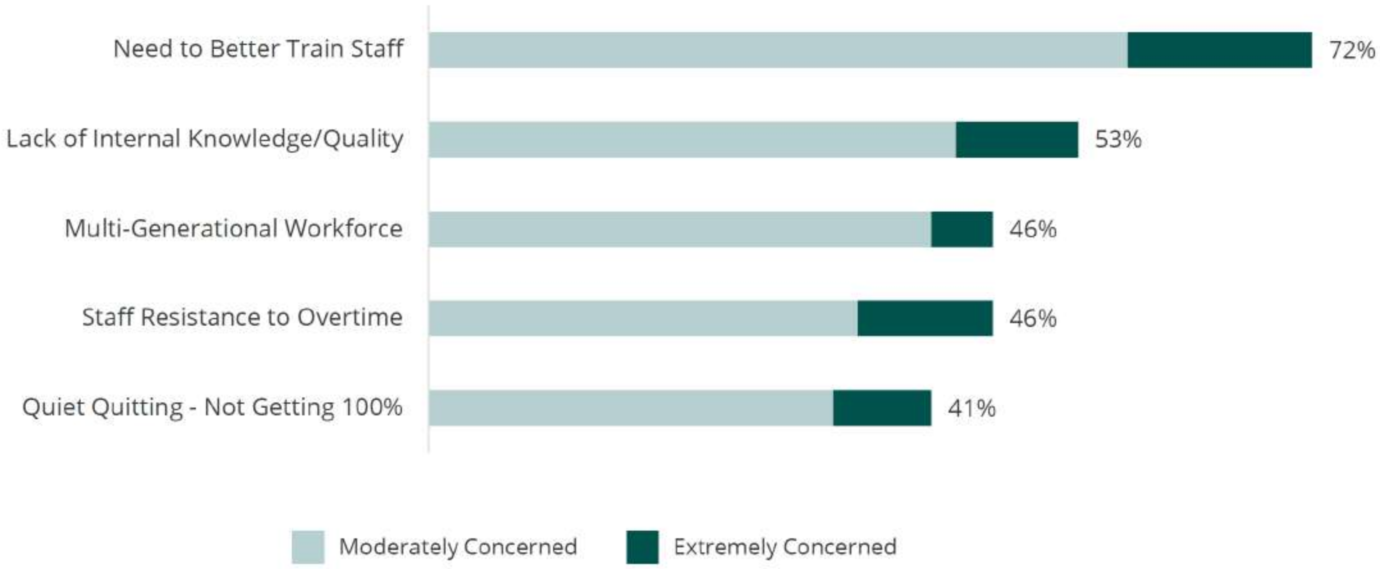


The “missing middle” is one of the single most disruptive trends impacting firms right now, and it will not be solved anytime soon. As noted in the Top 10, there are several drivers of this trend. Another one is the fact that, according to the Society of Women Engineers, 70% of women who earn a degree in engineering are not practicing engineering within 20 years. Again, these are the mid-career professionals that should be moving into leadership positions at their firms. There are several issues driving this, like female engineers (and architects and construction managers) earning less than their male counterparts. Beyond that, however, the industry is just not attractive to a lot of women and US Department of Labor data proves it: just 8% of mechanical engineers and construction mangers are women, and only 9% of electrical engineers and 15% of civil engineers.

The “missing middle” in turn creates a dry pipeline for leadership candidates, something that almost 60% of AEC firms are struggling with. Fewer firms are concerned about ownership candidates in the pipeline right now – 38% in our survey – but that is still more than one in three and may grow in the coming years as Baby Boomers look to retire and sell their firms or their shares. An Employee Stock Ownership Plan (ESOP) is one work-around here, and so is selling to another company. Although only 18% of firms are concerned about acquiring another firm and 7% are concerned about being acquired, these are not reflective of the actual demand for either in the marketplace – just whether it is a current concern.

***60%** of Firms are struggling with the “missing middle” - a dry pipeline of mid-career professionals and leadership candidates*

Professional Development Issues

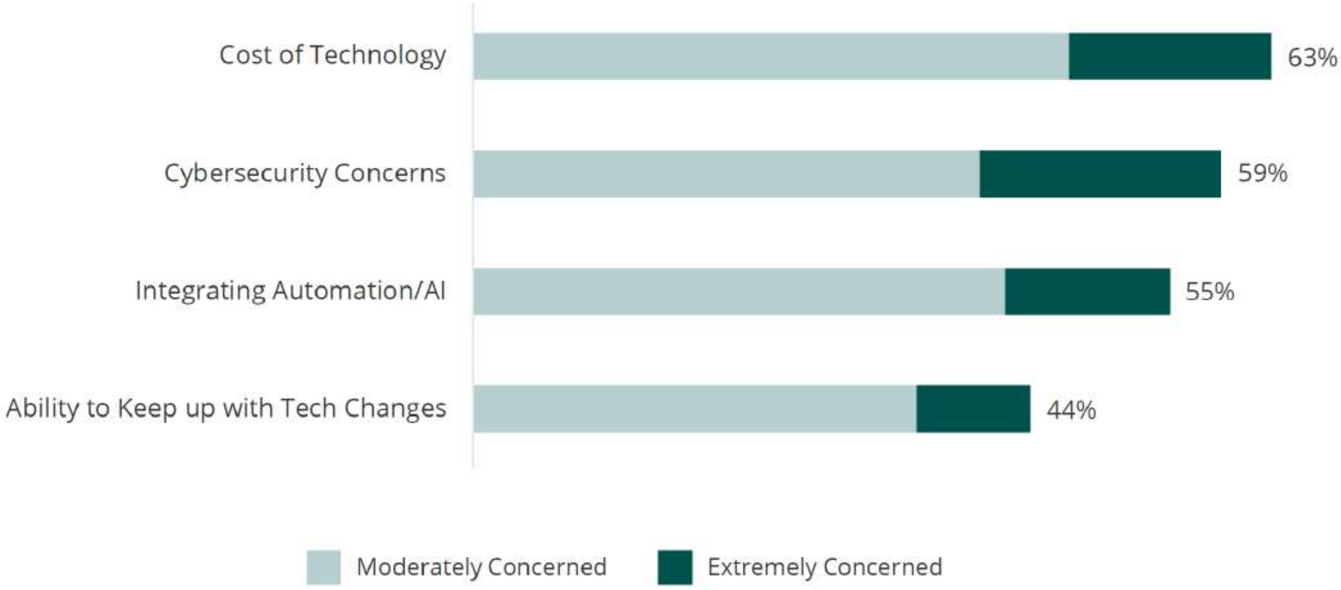


With Baby Boomers retiring, and a declining lack of loyalty, experienced talent is walking out the door.

Upskilling and reskilling staff are critical to a firm's long-term success, and necessary when firms are struggling to fill key positions and deal with the growing influence of automation and artificial intelligence. Another driver of this – and one that also leads to operational inefficiencies – is the lack of internal knowledge. With Baby Boomers retiring, and a declining lack of loyalty, experienced talent is walking out the door. Firms are struggling with knowledge transfer, and very few have implemented formal programs. As a result, increased quality issues are arising, whether in the design model or on the construction site. More than half of firms identified this is an issue, significantly up from the 19% challenged by it in last year's outlook.

The multi-generational workforce is a concern of 46% of survey participants. Although it is always a broad brush to paint an entire generation in a single way, the reality is that the work needs and expectations of Baby Boomers and Gen Xers are different than Millennials and Generation Z. One of the areas where we are seeing this happen is the forty-hour work week. While the more senior generations in the workplace were brought up on a mentality of working until the work is done, younger generations highly value work-life balance. This comes up in almost every strategic planning commission that Stambaugh Ness leads, and just under half of survey participants identified this as a concern. It is another reason that firms may be struggling to deliver work already under contract. And even though the concept of "quiet quitting" – not giving 100% effort during one's work hours – is no longer in the headlines, more than four in ten firms in our survey are concerned about this.

Technology Issues



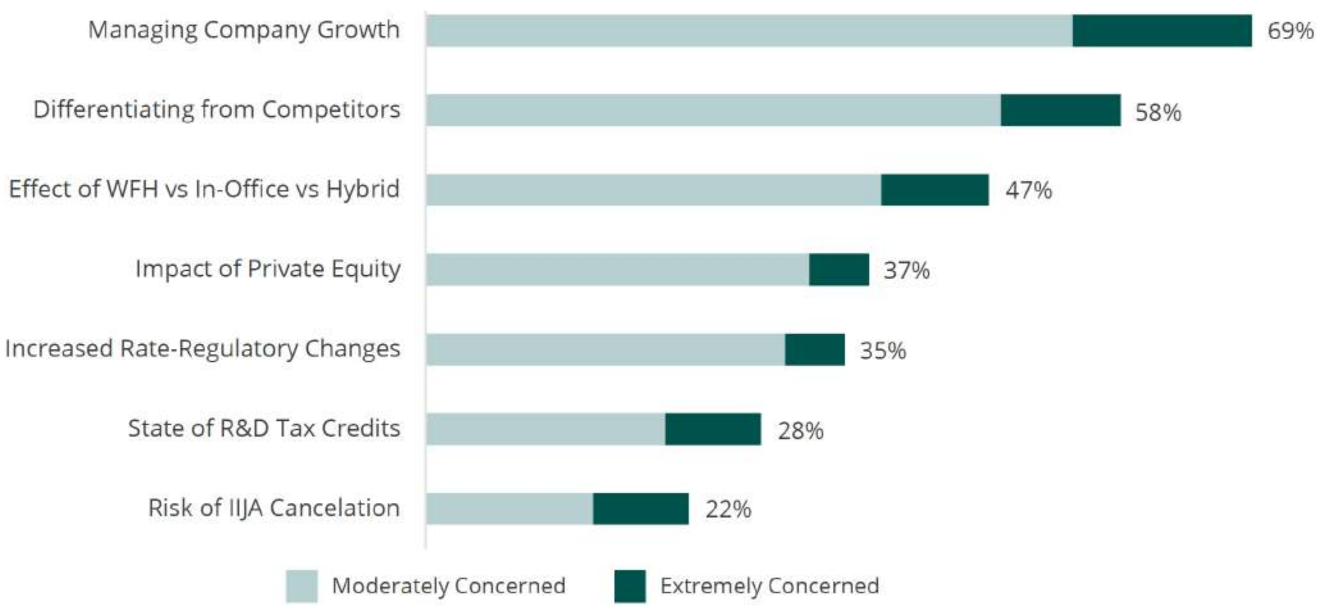
55%

Of firms are concerned with integrating automation/AI.

Keeping up with technological changes is difficult for most businesses, yet less than half in our survey identified this as a concern. Almost two-thirds of participants are worried about the increasing costs of technology, with 59% concerned about the need for cybersecurity, and more than half concerned about implementing automation and artificial intelligence. There have been a number of recent highly publicized cyber attacks, including a major one involving AI deepfake video that resulted in a global engineering firm being victimized in a $25 million fraud. Additionally, firms in the industry must increasingly comply with Cybersecurity Maturity Model Certification (CMMC) for public and private clients alike.

Newer technologies employing automation and artificial intelligence seem to launch daily and have the very real potential to significantly disrupt the AEC industry. For instance, Bentley's AI-powered OpenSite+ software is promising to deliver projects 10 times faster without sacrificing quality. Early adopters of these newer technologies face inherent risks, but the rewards can be far greater than those experienced by the later adopters – with the non-adopters potentially becoming non-survivors in the near future.

Additional Issues



Of the identified Additional Issues, one rose to the Top 10 Most Critical Issues list. Managing company growth saw a three-fold increase in firms identifying it as a challenge or issue of concern. Many firms have grown rapidly over the past few years, and simply don't have the organizational structure or required talent to effectively manage that growth. Differentiating from the competition was just outside of the top 10 at 58% of respondents. One of the ongoing challenges in the AEC industry is that so many firms tend to look like one-another. Their marketing approaches, websites, and proposals all seem interchangeable. And when that is the case, clients base hiring decisions on price.

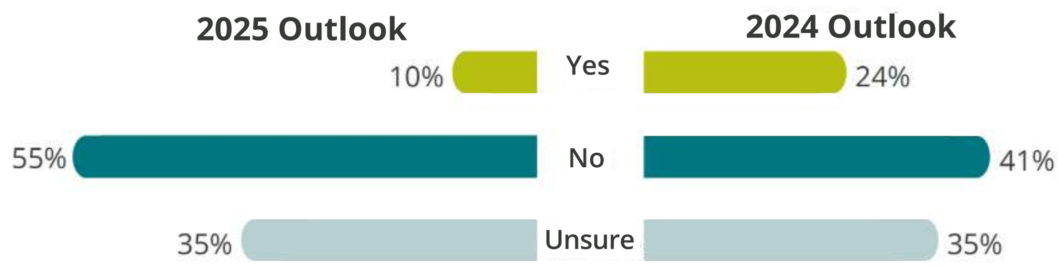
No other Additional Issue scored more than 50%, although the effect of work from home versus in-office versus hybrid saw 47% of participants having some level of concern. Building and maintaining corporate culture, developing junior staff, and operational inefficiencies are all challenges that companies typical express when dealing with hybrid or remote work models, although some firms certainly get it right. (In full transparency, Stambaugh Ness is a remote company with staff across 30 states.)

Slightly more than one-third of survey participants are concerned about the increasing rate of regulatory changes – which may accelerate at the federal level due to the change in administrations – as well as impact of private equity in the industry. Private equity is certainly a major factor behind the high rate of merger and acquisition activity in the AEC market space. However, most firms have not yet experienced this trend directly.

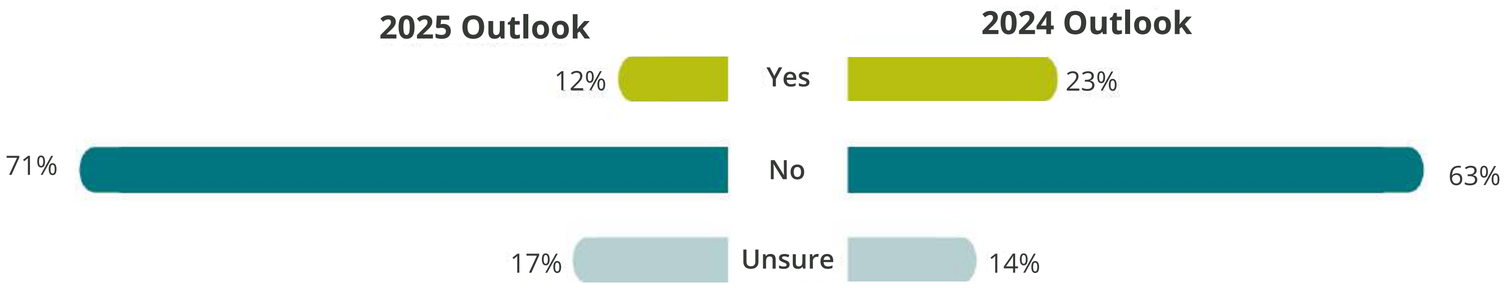
Many architectural and engineering firms have been able to take advantage of Research and Development Tax Credit in the past, but proposed changes and general uncertainty have been an issue the past year, and slightly more than a quarter of survey respondents are concerned about what is happening. Only 22% of firms represented in the industry outlook are worried that the Infrastructure Investment and Jobs Act (IIJA) will be rescinded and the non-committed funds cancelled. Although there are billions of outstanding dollars and the new administration had spoke of canceling and repurposing these funds on the campaign trail, most industry watchers do not believe this will occur.

Predictions for 2025

Do You Expect a Recession Within the Next Year?



Do you Anticipate a Downturn in Firm Revenues Over the Next Year?



Only 10% of participants expect a recession in 2025, down from 24% in the 2024 outlook and a staggering 57% in the 2023 outlook. Furthermore, just 12% of survey respondents are anticipating a downturn in firm revenues during 2025. In last year's outlook, that figure was 23% and the year before it was 18%. When comparing the 2025 survey with prior years, note that these questions in prior years were based upon a six-month outlook, not a full year.

Overall, our data indicates that AEC firms are generally ending the year with more optimism than in prior years, at least in terms of the macro-economic situation as well as their revenue projections for the coming year. This optimism is also reflected in the continued bullish performance of the stock market as well as year-end gains in consumer confidence, so it is a belief held both inside the AEC industry and beyond.

What Steps Are You Taking to Position for a Downturn?

This year only 17% of survey respondents indicated that they were expecting a recession within the next year, anticipating a downturn in revenues, or both. In the 2024 outlook, this figure was 50% of participants. The data below represents the 17% who responded yes to either question.

For those firms feeling less optimistic about the coming year, the top action they are taking is to pursue more work in their existing markets, leveraging their current strengths to drive more opportunities. Slightly more than half of respondents identified this tactic, while 49% are seeking to improve the financial performance on their projects. This corresponds with the 69% of all participants who are concerned about improving operational efficiencies. For firms losing money on projects, or not meeting their budgets or profitability goals, improving processes, leveraging technologies, and enhancing the skillset of staff are common approaches to drive financial performance.

Forty percent of firms are also expanding their marketing efforts to drive name recognition, build brand, find new audiences, and generate more opportunities. Engaging more staff in the seller-doer approach is targeted by 37% of survey participants and is a significant trend right now. The recent *AEC.BD: Building Business Development Success in a Post-Pandemic World* research and report published jointly by Stambaugh Ness and the Society for Marketing Professional Services (SMPS) Foundation found that 89% of AEC firms utilize seller-doers, with 47% of firms adding seller-doers over the past five years.

Two additional approaches were recognized by at least one-third of participants: 35% of firms are pursuing work in new market sectors and 33% are strategically hiring staff to drive more opportunities and growth.

Among actions that firms anticipating a downturn are trying to avoid include reducing staff (18%), eliminating bonuses (18%), and reducing salaries (2%). As previously established, the top concern of firms in the industry right now is finding talent, so companies in this situation do not want to lose their people, or create an environment where staff begin looking for alternative employment options. The Zweig Group *2024 Recruitment & Talent Report* found that 66% of firms are finding that it takes at least five months to fill open positions, so firms certainly want to keep staff during lean times.

Top Concerns by Type of Firm

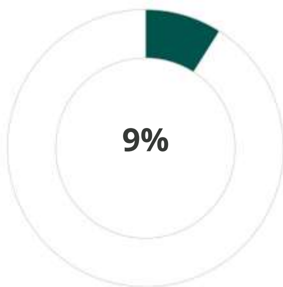
When segmenting the survey data by type of firm, we focused on three categories: architecture firms, engineering and environmental firms, and architecture engineering firms.

The sample sizes for other categories were too small for individual breakouts. For all three segments, the top three concerns were related to talent, although the specific issues are slightly different for each.

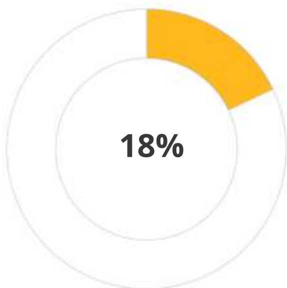
Architecture Firms

(23% of Participants)

Percentage of Firms Expecting a 2025 Recession



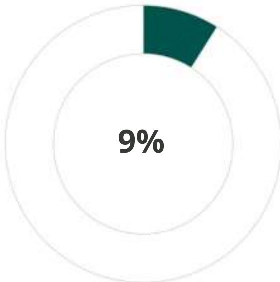
Percentage of Firms Anticipating Downturn in Revenues



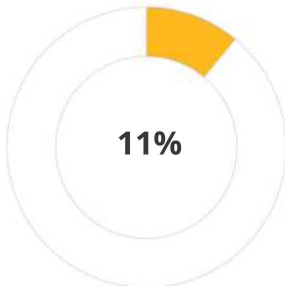
Engineering/Environmental Firms

(55% of Participants)

Percentage of Firms Expecting a 2025 Recession

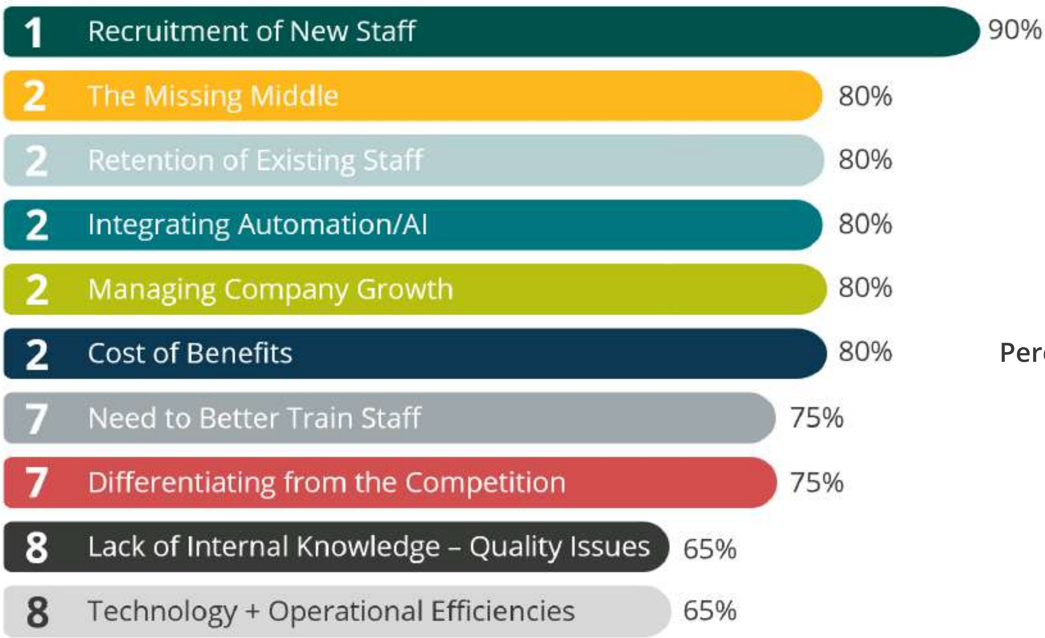


Percentage of Firms Anticipating Downturn in Revenues

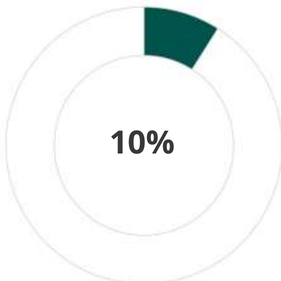


Architecture/Engineering Firms

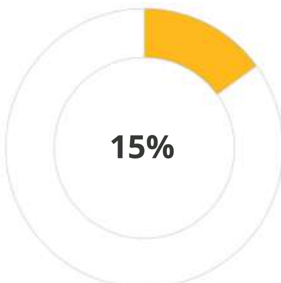
(10% of Participants)



Percentage of Firms Expecting a 2025 Recession



Percentage of Firms Anticipating Downturn in Revenues



Top Concerns by Size of Firm

When looking at the data collected for the 2025 AEC Industry Outlook, it is important to understand that experiences and concerns of firms vary by size of firm.

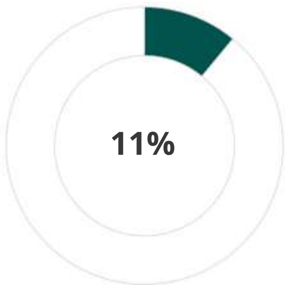
While most size categories saw recruitment of new staff rank as the top concern, for those firms in the 250-499 employee range, a whopping 95% identified the need to improve operational efficiencies, more than 25% higher than the broader survey sample.

Conversely, 25% of the smallest firms represented are anticipating a downturn in revenues over the next year. For firms in the 250-499 size category, that number is just 5%. Here are the individual size breakouts.

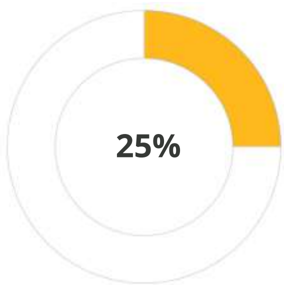
1-24 Employees

(19% of Participants)

Percentage of Firms Expecting a 2025 Recession



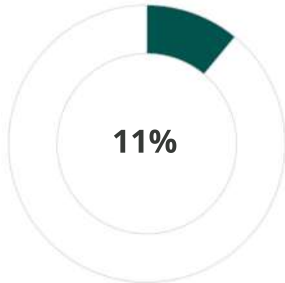
Percentage of Firms Anticipating Downturn in Revenues



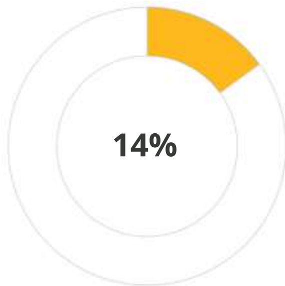
25-49 Employees

(19% of Participants)

Percentage of Firms Expecting a 2025 Recession

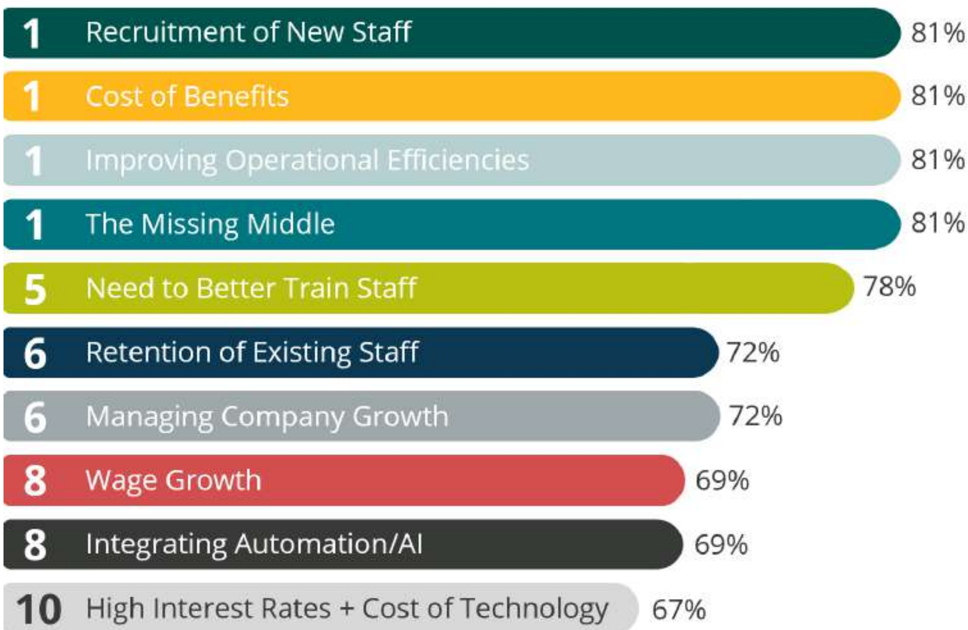


Percentage of Firms Anticipating Downturn in Revenues

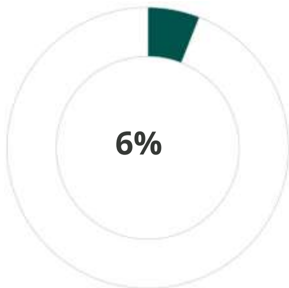


50-99 Employees

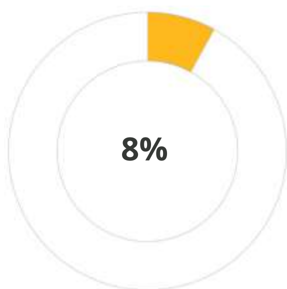
(18% of Participants)



Percentage of Firms Expecting a 2025 Recession



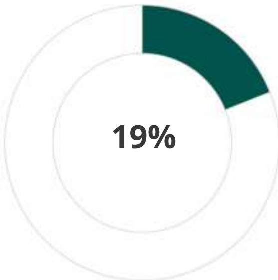
Percentage of Firms Anticipating Downturn in Revenues



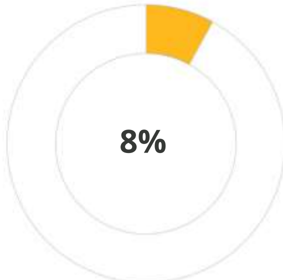
100-249 Employees

(18% of Participants)

Percentage of Firms Expecting a 2025 Recession



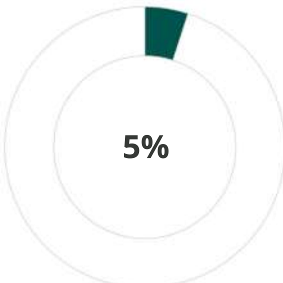
Percentage of Firms Anticipating Downturn in Revenues



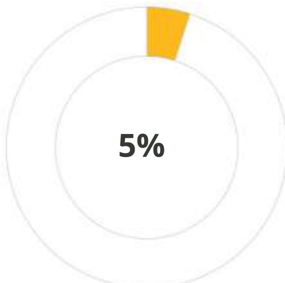
250-499 Employees

(11% of Participants)

Percentage of Firms Expecting a 2025 Recession

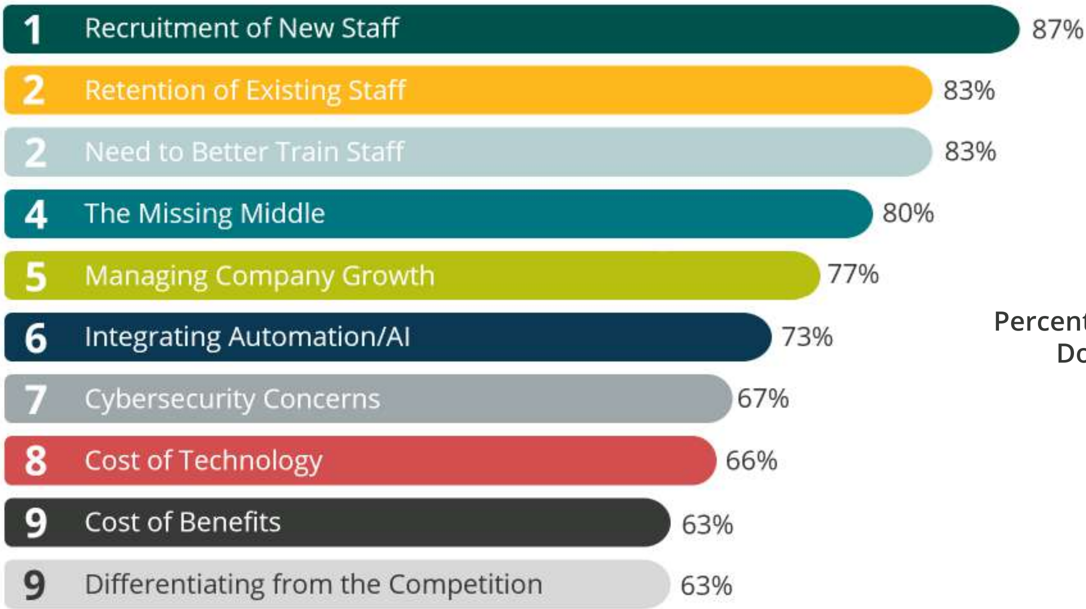


Percentage of Firms Anticipating Downturn in Revenues

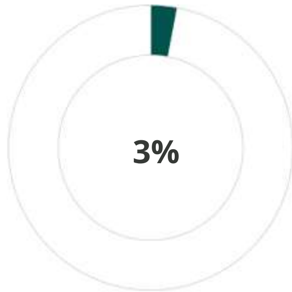


500+ Employees

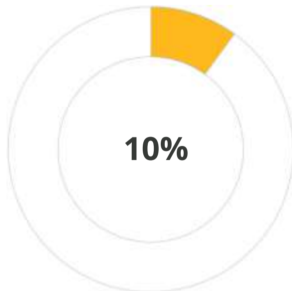
(15% of Participants)



Percentage of Firms Expecting a 2025 Recession



Percentage of Firms Anticipating Downturn in Revenues



Recommendations for AEC Firms

01 Focus on the Business

The identified concerns will not just magically disappear. Firms need to become more strategic and intentional. Until this happens, these concerns will be front-and-center. Taking time to focus on the business aspects of your business through developing or updating your annual and strategic plans will better position your firm to deal with these challenges.

02 Enhance Talent Strategy

Build stronger recruitment pipelines through repeating and scaling those approaches that are currently working while also trying new strategies. Some firms offer internships or co-ops with institutions to create a strong pipeline while others create robust staff development programs to attract and retain talent. Identify skill gaps and determine strategies to bridge those gaps, whether leveraging internal resources or relying on external expertise.

03 Prioritize Operational Efficiency

Implement lean methodologies and leverage advanced technologies like AI and automation to optimize workflows. Regularly assess project management processes to identify bottlenecks and inefficiencies and adopt predictive analytics tools to improve project planning and resource allocation. Also understand evolving technologies and determine how they can drive greater efficiencies – or the disruptions they may cause.

04 Expand Leadership Development Initiatives

Develop formal mentorship and training programs to prepare employees for leadership roles. Create career paths with defined steps for advancement to address mid-career shortages and leadership gaps. Integrate succession planning and ownership transition into long-term business strategies to ensure leadership continuity – all key roles need an identified successor.

05 Stay on Top of Technology and Cybersecurity

Create or assign a position or committee to understand ever evolving technologies and determine how newer technologies can integrate with 3D and BIM and how automation and AI can help offset the talent shortage and minimize the impact of the “missing middle” in your firm. Prioritize cybersecurity measures to protect sensitive data and systems and provide ongoing technology training to staff to stay abreast of industry changes. Understand that just like other industries, firms operating in the AEC space are being targeted by bad actors.

06 Focus on Financial Resilience

Diversify revenue streams by expanding into new geographic markets or sectors or even adding new services. Maintain a balanced approach to cost management by strategically investing in high-impact areas while cutting unnecessary expenses. Consider adopting a value pricing approach – where possible – to ensure financial stability as technological advancement creates the potential for further fee reductions if you are not careful.

07 Optimize Client Relationships

Focus on building long-term relationships with existing clients through personalized service, transparent communication, and consistent delivery of high-quality projects. Consider developing customer experience programs to strengthen loyalty. Focus on cross-selling and upselling to drive more work with your key clients and help mitigate the impact of economic fluctuations. Balance these relationships with the diversification of your revenue streams.

08 Reconsider and Redefine Growth

Understand that not all growth is good growth, and if firms are not structured for growth, or do not have the necessary processes, tools, and leadership, growth can be disruptive to the health of a firm. Focus on the areas you can control, and leverage talent strategies, operational efficiencies, and client relationships to grow strategically and not haphazardly – not growing beyond your firm's ability to manage the growth.

About Scott Butcher

Scott is an AEC industry veteran with 30 years of experience in strategy, marketing, and business development. As a former Vice President and Chief Marketing Officer for a mid-sized engineering firm, Scott brings a unique perspective to his client work, delivering first-hand industry insight and knowledge.

Scott is a sought-after national speaker who has presented for numerous industry organizations including ACEC, AIA, ASCE, NCSEA, PSMJ, ROG, SDA, SMPS, and USGBC. A prolific writer, Scott has authored 15 books, written numerous ebooks, white papers, and blogs including his Marketropolis blog for Engineering News-Record. He is a past president of the SMPS Foundation, an AEC research-focused nonprofit organization, and has served on the national board of directors for the Society for Marketing Professional Services (SMPS). In addition to being a Fellow of SMPS, Scott is also a Certified Professional Services Marketer.

Prior to joining Stambaugh Ness, Scott was the owner/principal of Aecumen, LLC, a firm providing consulting, facilitation, and training for AEC companies.

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