

FOUR-C experts®

CONSTRUCTION CONTRACTS CLAIMS CONCILIATION

Success
Lies in the
Details





OUR
VISION



OUR
VALUES

WHO WE ARE

We started operations in 2010 as CAA México, a branch of Contract Administration Associates Ltd UK. In 2020, following a spin-off from CAA Ltd, we began operating independently under the name FOUR C Experts.

As an international firm, we provide a comprehensive range of consulting services in contract management, expert analysis, advisory, and training for construction and infrastructure projects. We help our clients successfully complete their projects—even under challenging circumstances—while preserving key relationships among owners, contractors, and subcontractors without compromising their contractual rights.

OUR MISSION

Through the implementation of best practices in construction contract management, FOUR C promotes the timely handling of changes and potential disputes—thereby preventing the accumulation of unresolved conflicts, the deterioration of commercial relationships, and costly, protracted litigation.

In dispute resolution, we act with professionalism, independence, and impartiality as expert witnesses, helping our clients achieve fair outcomes for their disagreements. We develop and apply effective analytical processes that meet the evidentiary standards required by courts and tribunals.

We offer a full suite of consulting services covering contract management and administration, change orders and claims, as well as dispute resolution—including mediation, technical and financial expert reports, dispute boards, and construction arbitration.



OUR GENESIS

Our team comprises technical professionals who, before becoming consultants and expert witnesses, successfully delivered construction projects across Europe and Latin America in sectors including energy, oil and gas, process automation, and transportation. Our expertise in managing construction contracts was put to the test at the turn of the millennium, when we were entrusted with the technical defense of hundreds of claims in an international arbitration—an exceptionally complex, high-value case that spanned many years.

Over the nearly ten years this process lasted, we integrated our existing project and contract management knowledge with new procedural expertise for resolving complex, large-scale disputes. By developing standardized processes aligned with industry best practices, we built our recognized expertise—further refined through the more than 60 projects we have handled to date as expert witnesses and consultants.

OUR SPECIALISTS AND PARTNERSHIPS

The quality of our experts and specialists is widely recognized in alternative dispute resolution circles, including arbitration tribunals, mediation, expert determinations, and dispute boards. This reputation stems largely from our balanced experience in construction matters, having evaluated positions for both contractors and project owners.

Your consulting or dispute analysis needs typically require a multidisciplinary team with expertise that may extend beyond our core competencies. To address this, FOUR-C has established partnerships with specialists in geology, linear scheduling, geotechnical engineering, structural engineering, fluid mechanics, BIM technology, materials science, and more—ensuring a seamless, comprehensive, and effective service.

This is how we serve you—with experience, quality, and professionalism.



SECTORS SERVED BY FOUR-C

OUR CLIENTS

Our clients include project owners, contractors, subcontractors, government entities, PPP concessionaires, financial institutions, law firms, and more. Based in Mexico City, we serve clients throughout Latin America and Europe. Strategic alliances across Europe and South America enable us to remain close to our clients wherever they are.

YOUR PROJECTS

Our primary clients—whether owners or contractors—engage through private works, public works, or concession contracts. They utilize a variety of contract types in which FOUR-C has developed extensive expertise in both drafting and management. This experience is at your service across contract frameworks including FIDIC, NEC, public works legislation, turnkey, EPC, unit pricing, time and materials, PPP, and more.

FACTORIES AND INDUSTRIAL PLANTS

- Steel
- Automotive
- Glass
- Others



ROADS, TUNNELS, AND BRIDGES

- Toll highways
- Bridges
- Tunnels



TRANSPORTATION SYSTEMS AND AIRPORTS

- Urban mass transit systems
- Seaports
- Airport modernization

SECTORS SERVED

The types of projects FOUR-C has successfully supported—whether as consultant, independent expert, party-appointed expert, or trainer—include:

ENERGY

- Hydroelectric, nuclear, conventional thermal, wind, and solar power plants
- Electrical substations
- Transmission systems
- Turbines and heat recovery boilers
- Plant modernization

OIL AND GAS

- Refinery expansion and modernization
- Onshore and offshore platforms
- Gas pumping and compression stations
- Gas pipelines
- Oil pipelines
- LPG terminals
- Petrochemical facilities

MINING

- Gold mines
- Copper mines
- Mine infrastructure

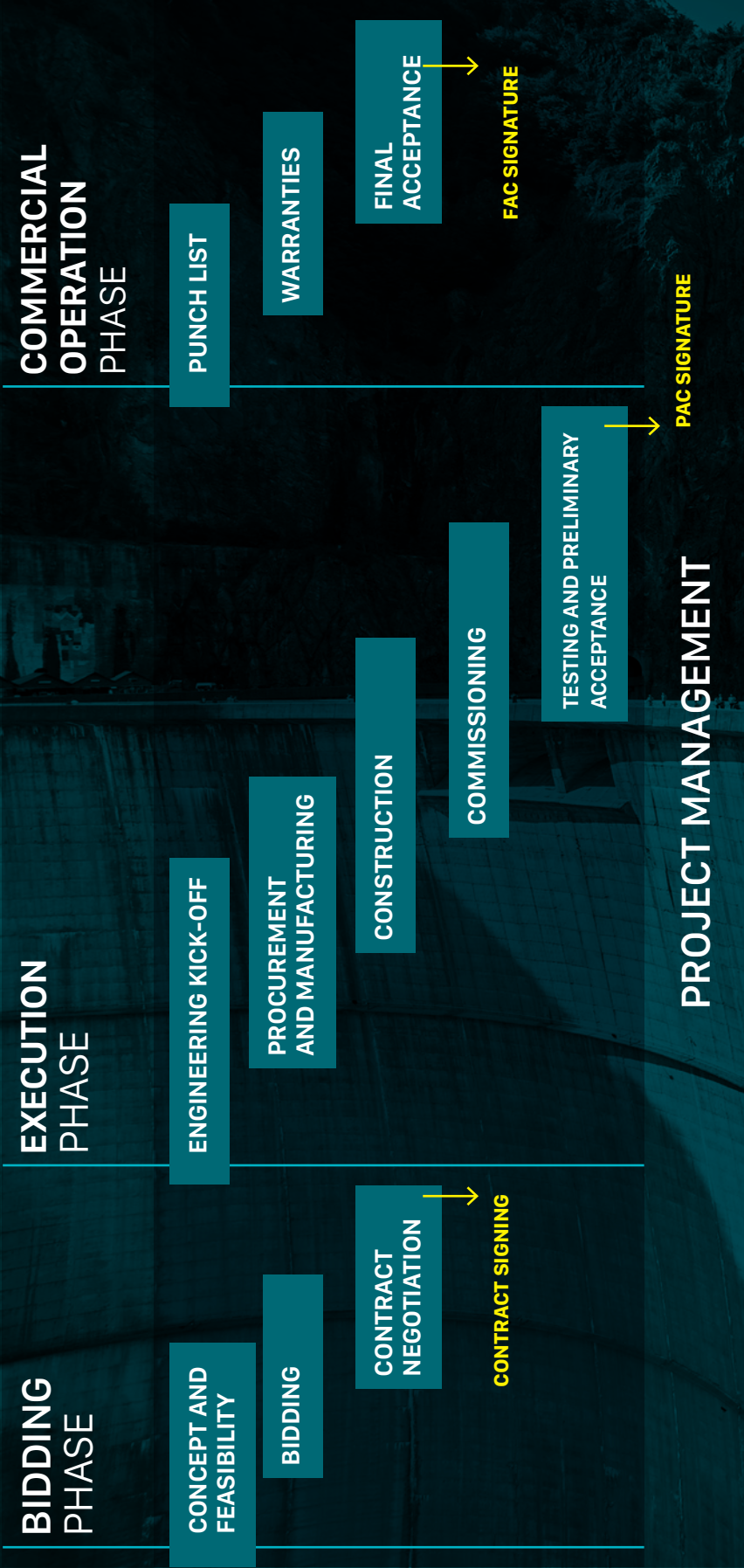
BUILDINGS

- Residential

COMMUNITY INFRASTRUCTURE

- Hospitals
- Water supply systems





Consulting, training, coaching, expert reports, and special studies for:

PRE-CONTRACT MANAGEMENT

- Review of the contract model.
- Technical effectiveness of contractual clauses.
- Elimination or reduction of grey areas.
- Clear and reasonable risk allocation.
- Clear process for change control and formalization.
- Effective dispute resolution clauses.
- Balanced responsibilities.
- Support in bid preparation.
- Adequacy of the contract schedule.
- Successful negotiation strategies.
- Prevention of contractual disputes.
- Ensuring a smooth sales-to-execution handover.

CONTRACT MANAGEMENT

- Workshops on contract familiarization (rights, obligations, and potential change scenarios).
- Evaluation and implementation of CM (Contract Management) processes and tools.
- Establishing collaborative practices between owners and contractors.
- Training for comprehensive contract management.
- Compliance with deadlines and formalities.
- Risk mitigation and opportunity capture.
- Professional contract monitoring.
- Preparation and evaluation of complex changes.
- Successful project handover processes.
- Ongoing support and advisory throughout the project lifecycle (CM Coaching).
- Specialized advice on specific conditions for your contracts.

CHANGE AND CLAIM MANAGEMENT

- An external perspective without blind spots.
- Building awareness of change situations.
- Workshops and training on contract and claim management.
- Strategy for managing changes and claims.
- Timely formalization of changes and claims.
- Clear demonstration of cause-and-effect relationships.
- Evaluation of change requests and claims.
- Preparation of documentation for change requests and claims.
- Risk management and mitigation in projects.

DISPUTE RESOLUTION, EXPERT REPORTS, AND SPECIALIZED STUDIES

- An external, independent perspective without blind spots.
- Timely dispute prevention and resolution / Avoiding dispute accumulation.
- Advisory on alternative dispute resolution.
- Preliminary claim assessments.
- Professional expert reports.
- Consulting on dispute resolution preparedness.
- Services as mediator, expert witness, arbitrator, or member of a Dispute Board (DB).
- Expert, objective, and impartial opinions.
- Multidisciplinary expert studies.
- Successful expert testimonies in hearings.

TECHNICAL ADVISORY FOR LAW FIRMS

- Pre-evaluation and technical-contractual guidance.
- Organization of supporting documentation.
- Preparation of question outlines for expert witness examination.
- Hearing support during expert witness examination.



LAYING THE FOUNDATION FOR A SUCCESSFUL PROJECT

A project’s success is often determined between the bidding phase and contract signing. This makes the pre-contract phase crucial for avoiding unbalanced terms that could expose your organization to risks over which the counterparty has greater control—risks that frequently lead to disputes. It is common for organizations to focus heavily on technical aspects before signing, while overlooking contractual considerations and potential risks.

ESTABLISH AN APPROPRIATE CONTRACTUAL FRAMEWORK

Construction contracts are often drafted by lawyers, with technical experts involved only in preparing annexes and specifications. It is no coincidence that one of the best contract templates was developed by engineers for engineers—the FIDIC suite. We see tremendous value in collaboration between technical experts and legal counsel when defining contract terms, establishing clear provisions on issues that frequently cause disputes, such as schedule management, variations, and other interferences.

Whether you are a bidder or a project owner, we support you during this phase to create or effectively negotiate a contractual framework that aligns technical, commercial, and financial considerations. Above all, we focus on proper change management to ensure the successful delivery of your project. Our experts will help you fully understand the implications of your contract, identify and mitigate risks, and capitalize on opportunities.

Don’t wait for problems to arise. Lay the foundation for your project’s success starting from the planning, bidding, and proposal stages.



Grey areas in a contract are where disputes originate. We help you identify and minimize them.



WHAT FOUR-C OFFERS IN THIS PHASE

For owners, we assist in drafting bid documents and formulating responses that clarify contractor responsibilities, achieving specifications that meet your objectives at the best price.

For bidding contractors, we help prepare your proposal and formulate targeted questions to limit risks and accurately define expected project costs.

We also accompany you through the negotiation process, clearly defining scope and seeking appropriate risk allocation—remembering that risks should be borne by the party best positioned to manage them, which helps prevent future disputes.

Another critical pre-contract element is establishing a clear, streamlined procedure for managing and formalizing changes during project execution. We have effective clause templates readily available for this purpose.

By supporting you in developing negotiation strategies, you can demonstrate to the counterparty the advantages of clear terms aligned with industry best practices, defining the rights and obligations of each party.

The greatest risk in a construction project is unresolved disputes that are not addressed promptly, potentially leading to project abandonment or contractor insolvency.



KEEPING THE PROJECT ON TRACK BY BUILDING CONTRACTUAL AWARENESS ACROSS THE TEAM

Contract management cannot be neglected in a construction project. A project succeeds only when both its technical objectives and commercial goals are achieved-and the key lies in the effective management of contractual rights and responsibilities.

Contracts establish a legal framework that is often rigid, unlike project execution, which is highly dynamic. Projects rarely unfold exactly as planned-every project faces changes and adverse situations that carry risks but also present opportunities.

The key is to recognize and address these conditions promptly and appropriately, without placing undue burden on any party. This requires timely formalization of contractual implications for the owner, contractor, and subcontractors alike.

DISTRIBUTED MANAGEMENT

Contract management achieves its greatest effectiveness when the entire project team-not just the contract administrator-is engaged. This ensures all participants understand the rights and obligations under the contract. With this understanding, potential adverse situations leading to deviations can be identified and addressed promptly.

FOUR-C helps build this contractual awareness across your team and advises your contract administrator or contract management department to orchestrate the strategies and actions necessary for the successful development and performance of your contract.

Ensure the success of your project with effective contract management.



FOUR-C SERVICES FOR YOUR PROJECT

Having participated in numerous dispute resolution processes and drawing on our extensive experience executing construction contracts—from unit price and time-and-materials contracts to turnkey arrangements-we offer comprehensive expertise in contract management, risk and opportunity assessment, and change and claim handling.

We adapt dynamically and flexibly to your organization's needs, always with the goal of helping your team achieve the highest standards in contract management. Our services in this phase focus on:

- Training your team
- Reviewing or developing change management procedures
- Supporting your contract management staff to ensure best practice compliance (Contract Management Coaching)
- Preparing complex claims (e.g., time extensions or productivity loss)
- Leading dispute resolution processes
- Through an assessment of your current contract management processes, we help identify areas for improvement and align your procedures with industry best practices.

Contract management achieves its highest effectiveness when the entire project team is involved.



AVOID THE ACCUMULATION OF DISPUTES

Even the most meticulous planning cannot prevent unforeseen events. In engineering and construction projects, changes are not the exception—they are the rule. However, a change need not be a problem; it becomes one when ignored, not detected in time, or not managed properly.

An unidentified, unsubmitted, or untimely change often becomes a belated claim—or results in forfeiture of the right to claim altogether, both financially and in terms of schedule.

Whether you are a contractor or an owner, ineffective change management will lead to disputes that are often costly, complex, and damaging to relationships. These disputes, however, can be avoided.

WE HAVE THE EXPERTISE AND KNOW WHAT TO WATCH FOR

We offer our experience, knowledge, and a proven methodology for professional change management—developed through executing international projects and participating in large-scale dispute resolution processes. We know what must be protected during project development to avoid disputes or, at minimum, safeguard your rights.

Events such as scope variations, interferences, changed conditions, work suspensions, and acceleration—whether constructive or directed—often result in productivity loss, delays, and associated additional costs. Our experience enables us to support contractors in preparing change requests or claims, and to defend project owners against unjustified claims, whether in their causation or quantification.

Changes in a project are not the exception; they are the rule.



Professional change management on your project helps prevent costly, difficult-to-resolve disputes.

WHY OUR FOCUS ON PROFESSIONAL CHANGE MANAGEMENT?

Preparing claims is certainly a useful—and sometimes necessary—tool. However, it is reactive, often untimely, polarizing, and typically damages the counterparty relationship. In contrast, professional change management fosters project-focused collaboration, maintains economic equilibrium, drastically reduces dispute potential, and preserves relationships between the parties. Rather than focusing on claims, we prioritize professional change management. This is the distinctive, hallmark approach to successful contract management that we offer our clients.

For success in future dispute resolution, detailed and thorough documentation of all event-related aspects is crucial—especially to address issues arising from interferences.

SOMETIMES DISPUTES ARE UNAVOIDABLE

When, despite all efforts to demonstrate that a recognition request or change order is valid (contractor’s position), or to prove it invalid (owner’s position), the parties cannot reach agreement, it becomes necessary to formally declare a dispute and ensure the resolution process begins without delay.

Disputes that parties cannot resolve promptly will eventually require a decision-maker to determine who is right, often long after the triggering event. To preserve your rights in these cases, there is only one recommendation: Document, document, and document.



**PRESERVE HEALTHY BUSINESS
RELATIONSHIPS WITHOUT SACRIFICING
CONTRACTUAL RIGHTS**

In recent decades, the number of construction project disputes-and projects ending in arbitration-has increased. This is driven by factors including growing technical complexity, highly competitive business environments, and increasing international participation in project execution.

This complex environment forces projects to be tendered and awarded under severe cost pressure and increasingly aggressive schedules. Successfully navigating these scenarios requires highly specialized expertise. While this cannot guarantee dispute avoidance, it ensures you are well-prepared to handle them effectively.

Fortunately, today’s business environment allows contractual disputes to be resolved not only through court proceedings-which can be lengthy and expensive-but also through alternative mechanisms such as conciliation, mediation, expert determination, arbitration, or dispute boards.

Major construction projects rarely unfold exactly as planned.



*Tackling the complexity
of accumulated delays.*

OUR EXPERIENCE MAKES AN IMPACT

Contractors and owners of major projects alike have trusted FOUR-C for successful dispute resolution in challenging scenarios. Our experts bring specialized knowledge and extensive experience to effectively resolve your disputes.

Wherever possible, we pursue practical, effective solutions while maintaining healthy business relationships-without compromising anyone’s rights. We avoid polarization and unnecessary dispute escalation.

FOUR-C OFFERS YOU

Our experience qualifies us to act as mediator, independent expert, arbitral tribunal member, or dispute board member in any alternative dispute resolution process. We have participated in ad hoc proceedings and those administered by institutions including the International Chamber of Commerce (ICC), Mexico Arbitration Center (CAM), Lima Chamber of Commerce Arbitration Center (CCL), Santiago Arbitration and Mediation Center (CAM Santiago), Inter-American Commercial Arbitration Commission (IACAC), National Chamber of Commerce (CANACO), German Arbitration Institute (DIS), and others.

As consultants in dispute resolution, we help you prepare the groundwork an expert needs to deliver professional, effective testimony-ensuring not only that you have a valid case but that you achieve a favorable outcome.

*Don’t abandon your rights.
We help you find effective
solutions to your disputes.*



THE SOLUTION LIES IN THE DETAILS

Disputes in major construction projects are often complex and interdisciplinary. A thorough specialized study and professional expert opinion can be decisive in negotiations or arbitration, providing an objective, expert, and impartial third-party perspective.

Our experience and international partnerships enable us to deliver interdisciplinary studies across topics that are difficult for any single expert to master. Particularly for complex matters such as forensic delay analysis and responsibility allocation, geological and hydraulic conditions, geotechnical issues, productivity loss, force majeure events and their impacts, financing costs, and more-FOUR-C teams provide comprehensive expert opinions without requiring you to engage a separate expert for each issue.

A SPECIALIZED STUDY AND TESTIMONY CAN BE DECISIVE

At FOUR-C, we have the experience and technical capability to provide independent expert opinions across multiple disciplines-whether serving as an expert in a specific matter within alternative dispute resolution (mediation, dispute board, or arbitration) or as an expert in an ad hoc initiative agreed between the parties.

A well-prepared specialized study and expert opinion can be decisive in arbitration or negotiation. Our multidisciplinary team is ready to advise you and provide expert opinions on a broad range of issues inherent to major construction project disputes.

Expert testimony at hearings is as important as the written report. Our experts have successfully appeared and defended their opinions before arbitral tribunals under various jurisdictions, in Spanish, English, and German.

We help you navigate the complexity created by accumulated disputes.



Robust analyses and adherence to industry best practices.

TECHNICAL SUPPORT FOR LAWYERS

When arbitration begins, law firms often face a vast volume of contemporaneous project documents-most of which are technical, financial, and administrative, with only a small portion being legal. Due to their training, lawyers inevitably tend to focus primarily on legal documents and issues, even though the core of most construction disputes is highly technical.

FOUR-C's extensive experience in these processes and infrastructure projects enables us to provide professional pre-assessments of disputes from a technical-contractual perspective-giving lawyers a much broader and more accurate case overview in minimal time.

FOUR-C helps lawyers transform the wealth of accumulated project information into a structured body of supporting documentation relevant to each dispute, claim, or underlying issue.

When FOUR-C is not engaged as an expert in arbitration, we support lawyers by preparing explanatory presentations on technical matters, developing question outlines for expert examination, and providing real-time hearing support on technical issues.

Build an unassailable position. We help you get there-remembering that success lies in the details.



CONTACT US



ERNST HECHENBERGER
FOUNDING PARTNER

An Austrian engineer, consultant, expert witness, and arbitrator specializing in all types of construction contracts, including public works, FIDIC, and PPP contracts. With over 40 years of experience in engineering, construction, project management, and contract management for international infrastructure projects—as well as all related dispute resolution processes—he is a Fellow of CIArb and a member of the ICC, CLAPEC, and DRBF.



JUAN CARLOS FIGUEROA
ASSOCIATE EXPERT

An administrator with over 35 years of experience in finance, international business, and construction project management. He serves as an independent expert witness and consultant specializing in contract management, dispute resolution, damages quantification, risk management, procurement, and financing. Member of CLAPEC and DRBF.



FRANCISCO VERA
**EXPERT (EXPERT WITNESS/
CONSULTANT)**

An engineer with over 25 years of experience in construction projects, contracts, and dispute resolution, including public and private infrastructure projects. His expertise spans power generation and distribution, oil and gas, and transportation systems. Member of the Mexican chapter of AACEI and DRBF.



AMAURY RUIZ
ASSOCIATE EXPERT

An engineer with over 25 years of experience in infrastructure project management, recognized for his strategic approach and ability to implement technical solutions on complex, large-scale projects. As an independent expert witness and consultant, he specializes in contract management, dispute resolution, and damages quantification.



WHAT OUR CLIENTS SAY

"We were impressed by the depth and rigor of FOUR-C's analyses, their extensive technical expertise in arbitration, and their ability to identify and synthesize highly complex relevant facts that proved crucial to the arbitration process."
— **Party Counsel, Chile**



"FOUR-C's work was characterized by their high level of independence and impartiality, which earned them credibility with the arbitrators."
— **Party Counsel, El Salvador**



"FOUR-C's experts quickly demonstrated a clear understanding of our project's challenges and grasped the essence of an immense volume of contemporaneous documents. The depth of their analyses left no doubt about the soundness and accuracy of their conclusions."
— **Party in an Arbitration, Mexico**



**FOUR-C'S ACTIVE PARTICIPATION
IN THE FIELD**
We are members of the International Chamber of Commerce (ICC), Chartered Institute of Arbitrators (CIArb), Dispute Resolution Board Foundation (DRBF), Mexican National Chamber of Consulting Engineers (CNEC), Fédération Internationale des Ingénieurs Conseils (FIDIC), Latin American Community of Construction Experts (CLAPEC), Association for the Advancement of Cost Engineering (AACEi), and Latin American Construction Law Association (ALDEC).

SUCCESS LIES IN THE DETAILS
In our experience, success in contract management, change and claim processes—and especially dispute resolution—is rooted in transparent communication that enables exhaustive, in-depth analysis with meticulous attention to detail. This is why our motto is: Success lies in the details.

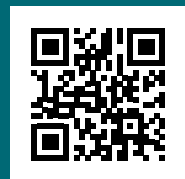


CONSTRUCTION CONTRACTS CLAIMS CONCILIATION

Contact Us
Phone: +52.55 5545 6918

info@four-c.com

Av. Ejército Nacional 418
Suites 303 & 304
Chapultepec Morales
11570, Mexico City, Mexico



WWW.FOUR-C.COM