



B T I

Benchmarking Marketing and Business Development Strategies

2001



prepared by

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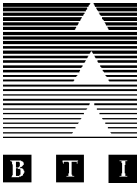


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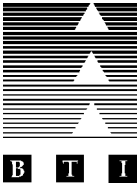


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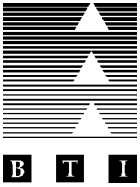


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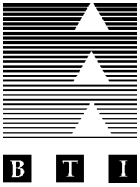


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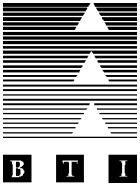


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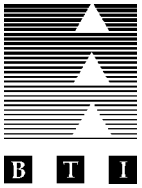
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Introduction

Benchmarking Marketing and Business Development Strategies: What You Need to Know

Benchmarking Marketing and Business Development Strategies 2001 is the only source available that enables you to understand exactly how environmental services firms market and sell their services. This analysis is based on more than 200 open-ended, unstructured interviews with top marketing and business development executives representing over 200 different environmental services firms, including small, medium and large firms serving all environmental services markets throughout the US and beyond. The firms we talked with ranged in size from \$10 million in revenue up to \$1.0 billion.

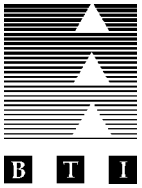
We recommend that you use this exclusive information to:

- Calibrate your business development budgets
- Pinpoint those areas of expenditure that bring the most return
- See how your competitors organize the business development function to drive success
- Find out who is doing account planning – and who is truly succeeding
- Assess which client-focus activities truly drive client satisfaction
- Calibrate your own “client focus”
- Learn to make your website work for you

Our clients use this document to calibrate, redesign and increase the effectiveness of their marketing and business development functions. Many ask their senior business development staff to comment on the issues, and compare their companies’ results to the industry benchmarks you find in this report. They find this facilitates an opportunity to coalesce the marketing team around steps to increase revenue and results.

We recommend that you use this report together with our companion guide to growing your business: BTI’s *Benchmarking Environmental Business Strategies: How Environmental Service Firms Compete 2000*. Calibrate how environmental services executives compete – their strategies, their new services, and their compelling business issues. Link this information together with their marketing and business development strategies and secure your own future road to growth.

As readers of our publications well know, the market is more competitive than ever, even while it remains strong and growing. Customer satisfaction is at an all time low, and environmental services firms are struggling harder than ever to differentiate themselves and grow their client base. In the midst of these challenges, environmental consultants continually look for ways to increase the effectiveness of their marketing efforts and bring in more revenue while spending less. BTI’s *Benchmarking Marketing and Business Development Strategies 2001* is the only authoritative source to understand how your competitors are responding to these sales and marketing challenges.



Introduction

BTI — Who We Are

The BTI Consulting Group offers the most compelling research, analysis, benchmarking and consulting to three main complementary constituencies:

Environmental Managers
Environmental Services Providers
Information Technology Companies

BTI boasts the largest knowledge base of environmental management practice, environmental information systems and environmental services market trends in the world. BTI's research and insight is based on more than 6000 interviews with key managers of environmental services.

BTI has benchmarked environmental management at more than 250 of the world's largest and best run companies, pinpointing their strengths and weaknesses, quantifying the benefits and delineating competitive position.

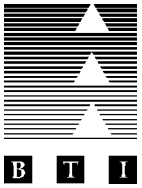
BTI has also advised virtually every major environmental consulting firm and information technology service provider serving these markets and is working with a growing number of Internet start up and spin offs serving the environmental management community.

BTI works with the world's leading industrial companies to provide research, insight and advice on:

- Environmental Management Strategies
- Environmental Information Strategies
- Improving Environmental Performance
- E-strategies for Environmental Management
- Benchmarking environmental and remediation management
- Best practices for environmental management
- Best practices for remediation management
- Strategic sourcing strategies
- Environmental cost definition
- Creating business value through environmental management

BTI helps the world's major environmental services consulting firms sell to these companies, and provides advice, assistance and market research for:

- Business development
- Customer satisfaction
- Client retention strategies
- Strategic planning
- Key account strategies



Introduction

- New service development and deployment
- E-strategies
- Market research and development
- Sales training
- Account planning
- Providing client education tools

BTI prides itself on a direct, no-nonsense delivery of critical, high-impact information that drives competitive advantage to allow its clients to thrive in the face of brutal competition and maturing markets. The BTI Consulting Group (BTI) is based in Boston, MA.



Benchmarking Marketing and Business Development Strategies 2001



Benchmarking Your Business Development Budget

Environmental consulting firms spend millions on business development every year. Find out just how many millions your competitors budget. Drill down and compare your budget line items and see how your budget stacks up.

Calibrate Your Client List

The typical environmental consulting firm has 3,500 clients. Only 6% of those clients are over \$1 million in revenue. Find out how many million dollar clients the truly client-focused firms have – and the economic benefits of this approach.

Business Development Staffing

Find out how many people are responsible for selling services; and how many are full time in sales and marketing. Benchmark your staff profile against these facts.

How Firms Spend Their Business Development Time

Compare how you spend your business development time to your competitors. Learn the value added activities, and how the best performing companies allocate their time.

Budget Processes and Practices

Uncover the processes and practices that drive successful business development. Rank your processes and approach to look for areas of leverage and improvement.

Tap Into the Strategic Spending Elements of Business Development

Learn What Business Development Activities Drive Results

Find out why many environmental firms are misallocating as much as 43% of their business development budget, and to which activities the strategic firms are shifting that available resource to get significantly more revenue – even by spending less! Use this to critique your own portfolio of business development activities and challenge your management team to find the ways to grow more business by spending less.

Environmental Service Firms Track Progress in Many Ways

Find Out What Really Gets Results

Half of firms use explicit goals that are proven to increase client satisfaction and ramp up sales results. A select group of firms use high-impact methods and approaches to track their progress. Those firms adhere to the maxim – you are what you measure. Apply their proven approach to your business development activities and watch your profits increase.

Dislike of Selling Tops the List of Biggest Obstacles to Get People to Sell

See How to Make This Challenge Work For You

The single largest obstacle is that people do not like to sell. Learn how other professional and technical service firms attack this problem and turn doers into sellers. See the elusive but pivotal link between selling and service delivery; train your people and use it to get and build the best clients.

Measure Your Client Focused Approach Against the Standard

43% of all environmental service firms say they are zealously focused on clients. Learn what the most successful of these firms are doing to truly implement client focus, and increase their revenue and their margins with their major clients.

How Environmental Service Firms Use Account Strategies to Drive Organic Growth

Learn How the Successful Firms Develop, Implement and Measure Account Strategies to Increase Revenue and Client Satisfaction

One of the proven best strategies for growing environmental services consulting (and all professional services), find out the secrets of account planning, and how the strategic few firms have used it to consistently drive growth. *Note: this is proven to work even when the market is slow.* Get the only research on how environmental service firms are developing, funding and measuring the success of their account plans. See where you are on the curve and how you might want to adjust your own strategy.

Learn How Environmental Service Firms Track Client Satisfaction

Most environmental services survey their clients for satisfaction. A much smaller subset gain true advantage, and increased satisfaction with the results of these efforts. Find out what they do to achieve this and see where the real opportunities lie to make your clients happy.

Ordering information on the other side.
Call (617)439-0333 for more information.
Or visit us at www.bticonsulting.com.



Benchmarking Marketing and Business Development Strategies 2001



Learn How Environmental Service Firms Develop and Implement Business Development Programs that Drive High Margin, Organic Growth

Get the only research on how environmental service firms spend their business development time, and how sales equal service delivery. See where you are on the curve and how you might want to adjust your own strategy and selling process.

Benchmarking Marketing and Business Development Strategies 2001 is the definitive guide to marketing and business development strategies in the environmental services industry. In its 6th year, it is based on more than 200 interviews with senior executives at environmental service firms. CEOs and top senior sales, marketing and business development executives read it, study it, and use it as their key reference tool for developing, assessing and evaluating their business development and marketing strategies. The vast majority of companies buy site licenses and give copies to their senior management and leadership teams as a key part of their preparation for developing their business development programs. Find new ways to get more sustainable business faster. Fax your order today!

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