



The Strategic Review and Outlook for the US Environmental Services Industry

2001

Prepared by

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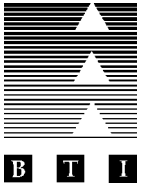


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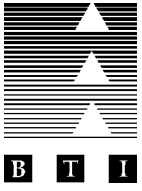


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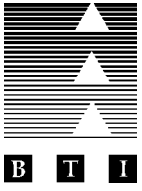


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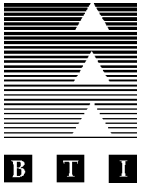


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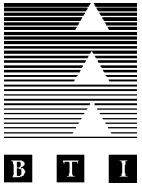


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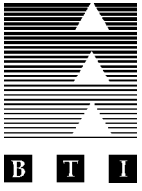


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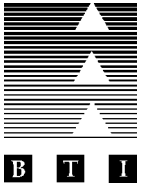


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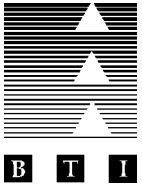


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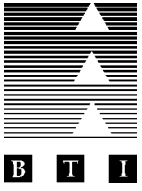


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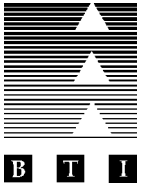


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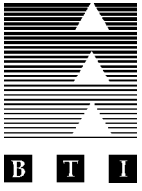


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Introduction

The Only Industry Analysis Based on Customer Data

The Strategic Review and Outlook for the US Environmental Services Industry 2001 is the only industry analysis that is based on customer research. Drawing on more than eleven years of meticulous research, our analysis and outlook draws on the most extensive continuing research effort in any environmentally related market. This gives you direct insight into how things have changed, and more importantly, how they are going to change again.

Open-Ended, Unstructured Techniques Ensure the Market Drives Conclusions

Market needs and vendor management are based on more than 600 personal interviews with key buyers of environmental services. We conduct these interviews using open-ended, unstructured techniques so that the market defines their needs and priorities according to their own understanding and perceptions. Our interview team has an average of over 12 years' experience in unstructured interviewing techniques. We conducted our interviews through the period ending November 1, 2000. We analyze the data using proprietary techniques and conduct confirming interviews to check our conclusions and observations.

Forming a Weighted Decision Matrix, Tested with Customers

Statistically, open-ended, unstructured answers provide a weighted decision matrix that helps the user distinguish decisive factors from other less important factors. Tactically, we look for two or three categories that are decisive, i.e., 51%, to increase focus on getting decisions made in your favor. This approach enables you to devote your resources to the factors that can impact the outcome of decisions.

All the Data You Need to Design and Implement a Strategic and Tactical Plan to Increase Revenue and Market Share

The *Strategic Review and Outlook* provides virtually all the data you need to develop and implement strategic and tactical plans to increase revenue and build market share. This data includes:

- Competitive Performance and Strategies for the Major Players
- Overall Market Performance
- Market Share Gains and Losses for Major Environmental Consultants and Insights into their Strategies

You can understand how the acquisition-minded companies are performing versus the organic growth companies. Gain insight into why some of the early market leaders have faltered and where they stand now. The competitive landscape has never looked like this.



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Strategic Outlook for Every Segment of the US Environmental Services Industry

See where each and every market segment is headed—and why, including:

- Remediation Consulting
- Remediation Construction
- Consulting
- Capital Program Management
- Air
- Industrial Water Quality
- Environmental Management Information Systems
- Management Consulting
- Training
- Outsourcing

See where each segment of the market is headed and understand why. See which services are growing and are seen as value-added and which ones aren't. Get the details on how key services areas are changing and how you can stay ahead of the curve.

Pinpoint Needs and Priorities

Delineate Specific Market Needs and Priorities. Consulting tops the list of most important services for the second year in a row. This service area represents extraordinary opportunity. See what clients need in this arena and have the market trend work for you.

Understand the Impact of the 11—Year Low in Customer Satisfaction

Customer Satisfaction is at a eleven-year low as the market is surging—even lower than last year's all time low. See how customers have changed their definition of good service. Learn how this plays into the new vendor optimization programs.

Customer Goals Continue to Change

Customer goals have changed dramatically over the last three years. Customers face unrelenting pressure to add business value and help improve their companies' competitive position. Customers' goals reflect these new business-oriented realities. Use them to not only calibrate your own understanding of customer goals, but engage with customers about how they will reach their goals. Environmental firms will ignore these goals at their direct peril.

Mission Critical Activities: What Drives Customers' Success

New for this year, find out what activities environmental managers say are critical to drive their success. See what managers say, and what this means for consultants. Use this information on mission critical initiatives to understand what will guide your clients' actions and decisions for the next two to three years.



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How Clients Want to Improve Environmental Performance

A new section for 2001, find out what environmental managers see as the best ways to improve environmental performance. Examine the 12 activities they see as playing a role in improving performance. Uncover which are the 8 most compelling and strategic actions you can help them with now to drive results and add value.

How Environmental Services Firms are Using the Web

Also new for 2001, find out how environmental services firms are collaborating through the web, and how they are using the web to change the way they deliver service to their clients. See how firms are using their websites, and which are gaining client advantage and why.

Specifics on How to Take Advantage of Unmet Needs and Market Trends

An exclusive element of *The Strategic Review and Outlook for the US Environmental Services Industry 2001*, we include key positioning and analysis on how you can better sell into the lucrative area of customers' unmet needs. See how companies successfully change their approach to tap these lucrative customer service needs.

Strategic Sourcing and Vendor Optimization Continue to Dominate

We found 70% of customers are thinking through major strategic sourcing initiatives. These move well beyond the current wave of vendor optimization programs. See what you can do to take advantage of this trend today, instead of waiting for your customers to tell you (which puts you at a strategic disadvantage). This is increasingly critical in light of companies' moves to reduce the number of consultants they work with overall.

Unequivocal Recommendations, Innovative Yet Proven Strategies and Tactics Proven to Increase Margin Revenue and Market Share

Your *Strategic Review and Outlook for the US Environmental Services Industry 2001* is chock full of recommended actions, strategies and tactics. You also get our unequivocal viewpoint on the current strategies and what the impacts of customers' changes and market trends will be. BTI has been anticipating the most compelling changes and trends in the industry for over eleven years. Put these proven recommendations to your immediate, tangible advantage.



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How to Use This Report (Please read this, it's worth it.)

We cover a broad range of issues and analyses in *The Strategic Review and Outlook for the Environmental Services Industry 2001*. To help you get maximum value from the information, we offer the following analysis:

Customer Satisfaction

This section pinpoints why customers are generally unhappy. Use this data to assess where you might stand with your clients, and uncover the honest truth of your own perspective and viewpoints. See what your clients say drives good service. Calibrate this with your client service team's understanding. It is difficult to prove value when you focus on things that are not important to customers.

Conversely, a number of competitors are gaining significant benefit by using new drivers of good satisfaction to their advantage. These firms stand out to customers as high-value and customer-focused firms, and are winning the strategic sourcing wars. These companies continue to steal market share at competitor expense, and are actively aware of the advantage they bring to new and existing clients.

Competitor Analysis

Our goal is to present a picture of the strategies in use today, and how they have evolved. Some work, some don't—some used to work and don't anymore. We also paint a picture of the industry structure. Use this exclusive BTI analysis to assess the different strategies companies use. This will help you understand and plan for competitor behavior, and help give you a perspective on elements to consider when developing your own strategy. A large number of subscribers catalogue the different strategies in our analysis to look for themes and patterns.

Clients' Unmet Needs

Unmet needs are services customers want, but can't find. They define clients' new priorities and concerns that go beyond the day-to-day issues. When customers say "go above and beyond," they want you to focus on issues beyond regulations and waste streams—and they are usually referring to unmet needs. Our experience shows that unmet needs are the extras that build true relationships around the more traditional and commodity-like services. They are excellent new business development and displacement tools because they offer the dual advantage of providing high value and proving you can exceed clients' expectations. Other industries live on meeting unmet needs as a source of key competitive advantage. This strategy is rapidly and increasingly becoming a source of strategic advantage in the environmental consulting business.

Most Important Services and How They Will Change

This section documents customers' key service priorities now, and three years from now. This is effective in helping you to plan for your service offerings, mapping them into clients' priorities. It illustrates how these priorities will change based on your customers' own forecasts. This helps you plan future offerings and stay ahead of customers' needs and expectations.



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Customer Goals

Find out what your clients' goals are, and how they are changing. When delivering professional services, your ability to understand and anticipate customer goals is one of the most important success factors a service provider faces. Use these goals to guide your communications with your clients to let them know you understand and can help them. Customers interpret silence on such critical issues as goals to be a lack of understanding — or worse — an indication that the service provider is not interested. Challenge your staff to find ways to incorporate goals into proposals and work product.

Mission Critical Initiatives

Start mapping out your client strategies using your clients' mission critical activities. Mission critical activities represent an action or set of actions that clients see as crucial to drive their success. Use these to understand what will make your client succeed, now and for the next two to three years, and help your client get there.

Environmental Services Firms' Web Strategies

Find out who is collaborating with clients over the web, and what strategies successful firms are implementing to leverage the web. Use this section to assess your firm's website, and your client strategies for the web. See where you stand, and what steps you can take to use the web to your distinct market advantage.

Telephone Support

Each and every *Strategic Review and Outlook* comes with unlimited telephone support. We encourage a dialogue with all our clients, and are dedicated to helping them get maximum benefit from this report. Please call us at (617) 439-0333 or email us at info@bticonsulting.com. You will find us responsive, helpful and to the point.

The opinions expressed in *The Strategic Review and Outlook for the US Environmental Services Industry 2001* are based on The BTI Consulting Group's analysis of objective data, combined with our extensive experience. Any perceived criticism is offered in the spirit of constructive input and is not intended to offend any company. Our analysis is designed to identify strengths, weakness, opportunities and threats for all BTI clients and subscribers.



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Introduction

The BTI Consulting Group, Inc.—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 knowledgebase 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 ups 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
- New service development and deployment



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- e-strategies
- Market research and development
- 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. To find out more about us, visit our website at www.bticonsulting.com, or call us at (617) 439-0333.



The Strategic Review and Outlook for the US Environmental Services Industry 2001

Market Size and Growth for 11 Key Service Segments

See which segments are commanding more customer spending — based on industrial companies' actual budgets and spending plans.

Strategic Outlook for These 11 Key Service Segments

We see major shifts in the outlook for key service areas. Avoid the lower priorities. Pinpoint where to invest your business development dollars to tap the growing markets. Understand the drivers behind the changes in market segments for the following key segments:

- Industrial Water Quality
- Treatment, Storage & Disposal
- EMIS
- Capital Project Management
- Remediation Construction
- Consulting
- Remedial Consulting
- Training
- Management Consulting
- Air
- Outsourcing

Competitive Analysis of the Key Players

See who's gaining share and who is losing. Organic growth is still driving a number of firms while some former leaders change their business models. Understand why the former consolidators are changing their tunes. It's all spelled out in BTI's no-holds-barred analysis.

Understand Customers' Specific Goals and How They Impact You

Customers' goals change as they seek business value. At the same time, customer satisfaction is plunging to an 11-year low. See what your clients are trying to accomplish and help yourself by helping them get there.

Proven Insight, Recommendations, and Tactics

Put our proven recommendations, strategies, and tactics to immediate benefit. Tap into the issues and get the most far-reaching and experienced perspective on what it means and what you can do about, long term and short term.

This is the only source of more than eleven years of continuing, systematic benchmarking of customer needs, priorities, spending, customer satisfaction, and management strategies. We added 250 new interviews to our database for the most compelling, hard-hitting, insightful outlook available.

Customer Satisfaction Plunges as the Market Grows

As business gets better, satisfaction continues to plummet. Learn what's behind the dissatisfaction. Use the clients' definition of good service to restore past satisfaction to loyalty.

Consulting Tops Clients' Service Priorities for the 2nd Time in 11 Years

Consulting tops the list of customers' most important services for the only the 2nd time in 11 years. Understand the impact and target your growth for the new priorities first.

Customers' Unmet Needs

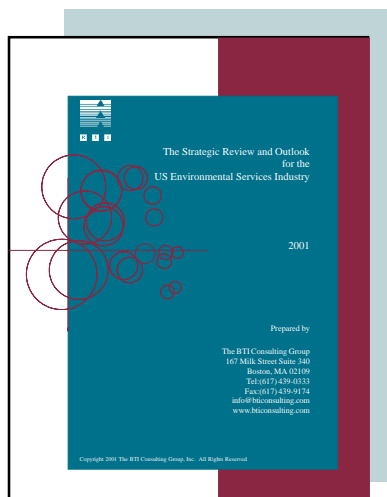
The tight economy is changing unmet needs—creating new, easier-to-fill unmet needs. Don't be left out. See how customers' unmet needs are your opportunity.

Clients' Newest Challenge: Environmental Performance

Clients are under pressure on all fronts to improve environmental performance. Learn about the 12 specific activities clients see as the best way to improve environmental performance and how they impact you, your service offerings, and client strategies.

Consultant's Internet Strategies

Dot coms may be dead and dying, but the Internet and Web strategies are here to stay. Clients are looking at consultants' Web and Internet strategies as part of their evaluation process. See how consultants are using the Internet, and where the real value and advantages lie.





The Strategic Review and Outlook for the US Environmental Services Industry 2001

Get the Customer-Based Facts Now

BTI's *Strategic Review and Outlook for the US Environmental Services Industry 2001* is the only customer-based insight into where the environmental services market is headed, what customers want, and why. Widely considered the defining standard for tracking the Environmental Services Industry, BTI's *Strategic Review and Outlook for the US Environmental Services Industry 2001* is the must-have reference guide for your strategic planning, business development, industry programs, new service initiatives, client satisfaction and client focus programs. This report is the topic of many senior management team meetings.



Full Unlimited Telephone Support

Your *Strategic Review and Outlook* comes with full, unlimited telephone support. We'll personally make sure you get the maximum value out of every aspect of your report.

Satisfaction Guaranteed

If *The Strategic Review and Outlook for the US Environmental Services Industry 2001* does not exceed your highest expectations, return it for a full refund — no questions asked.

Compelling Insights

Track Client Priorities, Customer Spending, Unmet Needs, New Service Opportunities, Customer Goals, Changes in Customer Satisfaction, 15 Ways to Add Value to Your Clients Now, and more. Fax Your Order Today.

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