



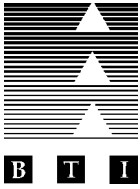
The BTI Survey of  
Environmental Consultant Business Strategies  
*How Environmental Consultants Compete*

2002

Prepared by

The BTI Consulting Group  
167 Milk Street, Suite 340  
Boston, MA 02109  
Tel: (617) 439-0333  
Fax: (617) 439-9174  
[info@bticonsulting.com](mailto:info@bticonsulting.com)  
[www.bticonsulting.com](http://www.bticonsulting.com)

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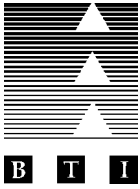
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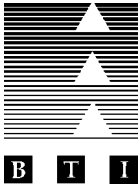
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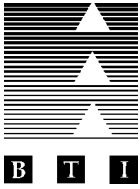
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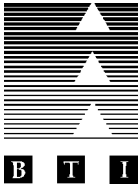
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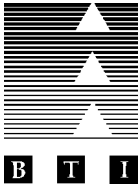
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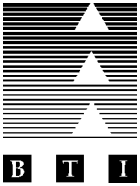
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## Introduction

### **The BTI Survey of Environmental Consultant Business Strategies: What You Need to Know to Thrive in Today's Marketplace**

*The BTI Survey of Environmental Consultant Business Strategies: How Environmental Consultants Compete 2002* is the only source that enables you to understand how environmental companies compete in today's exciting, challenging and highly competitive marketplace. Brand new for 2002, it is based on more than 70 open-ended interviews with top environmental executives at environmental consulting firms throughout the U.S, including small, medium and large firms.

We recommend you use this exclusive information to:

- Understand how environmental firms' executives perceive and deal with barriers to growth
- Delineate the compelling issues facing top environmental executives today
- See what new services your competitors are offering and plan to offer
- Assess the impact of strategic mismatches and disconnects between environmental service firms' offerings and customers' needs
- Evaluate the impact of information technology on service delivery and how that has changed
- Calibrate your strategy against other firms
- Help plot your next strategic and competitive moves

Our clients use this document as part of their business planning and self-analysis programs. A large number also ask their senior management team to comment on the issues and then compare their responses to the industry benchmarks in this report. This facilitates objective discussion and analysis of your firm's position and strategy, as well as its strengths and weaknesses.

The market for environmental services remains strong as we release this report, but it is also more challenging than ever. Client satisfaction is again at an all-time low; clients continue to develop strategic sourcing programs; and are pushing harder for improved quality control and uniformity across their consultants' staffs and offices. In the midst of these challenges, environmental service firms are focusing and trying to get more done with less resources, in light of an increasing shortage of qualified staff. They are trying to understand the impact of their clients' new buying strategies and information technology needs, while mapping out new services for the future. *The BTI Survey of Environmental Consultant Business Strategies: How Environmental Consultants Compete 2002* is the only authoritative source for delineating how environmental service firms are moving forward and responding to these challenges.

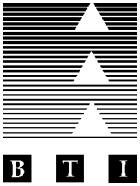


**B T I**

## **Introduction**

### **Unlimited Telephone Support**

Each and every *The BTI Survey of Environmental Consultant Business Strategies: How Environmental Consultants Compete 2002* 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 send us an email at [info@bticonsulting.com](mailto:info@bticonsulting.com). You will find us responsive, helpful, and to the point.



## Introduction

### *About BTI*

The BTI Consulting Group is the leading provider of high impact strategic information to the environmental services and environmental management community. BTI boasts the largest research knowledge base in the world on the buyers and sellers of environmental services. BTI has been continuously benchmarking environmental management practices for the last eleven years and draws on its database of more than 6,000 interviews with buyers and managers of environmental services to define best environmental management practices, information technology strategies and environmental management strategies.

For the last eight years, BTI has been benchmarking environmental business strategies (the business approaches, steps and strategies used by environmental service firms to grow and operate their businesses). We compare all aspects of environmental business strategies with customer needs and market trends to identify potential gaps and opportunities in the market.

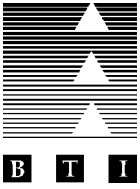
We conduct research for our own databases and conduct client-specific custom research designed to meet our clients' individual needs. Specifically, we help clients:

- Benchmark customer satisfaction
- Improve penetration of their client base
- Support new market entry and development
- Map out concrete steps to seize new opportunities

We also help large industrial companies learn about best practices and how to manage their consultant relationships.

In addition, we help environmental service firms with strategic planning, national and key account programs, and developing and improving all aspects of the client development process. Specifically, we help define the steps you can take to improve your client service on the front line and develop ways to sell work as part of project delivery. BTI benchmarks all of our client-specific research against our national database, offering unique insights into especially effective marketing tactics. BTI also provides broad-based strategic advice on positioning, repositioning, and strategies and tactics to help firms thrive.

For 12 years, BTI has been, and continues to be, the only market research firm to continuously track industrial companies' environmental services needs, priorities, spending, hiring criteria and overall decision-making. We also track market share performance and business strategies of more than 150 environmental companies. Our clients use this data as an early warning system to detect new service opportunities and critical changes in the market.



## Introduction

BTI also publishes the highly-acclaimed *Strategic Review and Outlook for the US Environmental Services Industry*. Completely updated every year, this definitive guide to the environmental industry reveals subtle and not-so-subtle shifts in management strategies, decision-making processes and organizational structures. Based on more than 600 open-ended, unstructured interviews, the *Strategic Review and Outlook* provides a bird's-eye perspective of the entire environmental services industry—analyzing what the market wants, identifying how customers pick and manage their vendors, and highlighting key changes in the market—before they happen.

### Other High-Value Publications

BTI publishes the most authoritative, comprehensive research on environmental management practices.

These publications include:

- *Market Opportunities in the Environmental Management Information Systems Market*
- *The Survey of Environmental Management Performance*
- *Market Opportunities in International Environmental Consulting*
- *E-Strategies for Environmental Management: Opportunities for Performance*
- *Benchmarking Remediation Management Practice*
- *Benchmarking Marketing and Business Development Strategies*

For further information, please contact Roanne Neuwirth, Principal, at (617) 439-0333, or visit our website at [www.bticonsulting.com](http://www.bticonsulting.com)



## The BTI Survey of Environmental Consultant Business Strategies: *How Environmental Consultants Compete 2002*

### **Opportunity in Changing Times and Uncertain Times**

#### *Position Your Firm to Thrive*

Business is still growing despite uncertain times. Client needs and goals—and the way environmental consultants do business—are changing more rapidly than ever. New opportunities exist in high value areas and spending is holding up.

Find out how to build client loyalty in this climate and position your firm to stand out from the competition, and build more business with happier clients.

### **Leverage the 14 Critical Success Factors**

#### *See the 2 New Strategic Success Factors*

Evaluate 14 key factors the environmental executives say drive success. Find out which provide the highest value—and where to go first. Use this to build your own strategic priorities and invigorate your management team's thinking.

### **Recruiting Dominates the List of Compelling Issues**

Recruiting is the top challenge facing environmental service firms. Get on top of this now dominant problem by learning how other professional service firms hire and retain the best and the brightest.

### **Compare Clients' Satisfaction Criteria With Your Key Differentiators**

You get BTI's exclusive analysis to help you match your differentiators (and your competitors' differentiators) against the factors that clients tell us are most important. Test your views—and your positioning—against the real market standard—client based client satisfaction criteria

### **Client-Focused Strategies are Surging**

The number of firms that want to sell new services to existing clients is double those selling existing services to existing clients. Client focus is developing as a core strategy. Get the facts and see how these firms are using this approach to build client strategies. Compare to the growing group of firms trying to implement multiple strategies at once.

### **See the New Services Environmental Firms Plan to Offer**

This is the only place where you can learn which services competitors are bringing into the market. Assess how this impacts you and your clients. Uncover new opportunities for your firm. See where you stand and how you will be different from other firms.

### **Get the Details**

#### **Behind the Client Focused-Strategies**

Get the details behind successful implementation of client-focused strategies. See what other firms are doing to truly change the way they do business. Benefit from our experience to increase your firm's client satisfaction and loyalty.

### **Almost Half of Environmental Consultants are Changing Work Processes**

#### *Learn How Firms Are Leveraging Information Technology to Change the Way They Interact With Clients and Perform Work*

Get the only research available on how environmental consultants are using information technology to change their approach to service delivery. See how consultants are changing their internal work processes as well. Compare your strategy and capture all the benefits.

### **Learn How Environmental Consultants' New Services Stack Up Against Clients' Unmet Needs**

Exclusive data to allow you to calibrate new services against clients' unmet needs. See where the real opportunities lie using the only continuous source of client research.

### **Examine Core Strategic Advantage: How Environmental Consultants Differentiate Themselves**

Learn how environmental consulting firms actively differentiate themselves. See how this is changing—in favor of client focus. Use this to help make your firm truly stand out. Map this to client needs and perspectives, and you will learn how to get the elusive edge in differentiating your firm from the pack. Research shows that differentiating your firm becomes critical in helping you secure those relationships to weather any broader market changes.





**The BTI Survey of Environmental Consultant  
Business Strategies:  
*How Environmental Consultants Compete 2002***



**Learn How Environmental Consultants Are Taking Advantage of Opportunities in Today's Lucrative But Competitive Marketplace**

Things have changed over the last 6 months—client needs, goals and the way environmental consultants do business. In some ways, we see more change in the last few months than we have over the last few years. In the midst of this change, there is also strong opportunity to grow, but clients are more demanding too as they respond to their own increased pressures. Get the only research on how environmental consulting firms are planning their firm's future in this rapidly evolving market. BTI's exclusive research helps you map your way to bigger and better opportunities, happier clients, better productivity and higher margins.

*The BTI Survey of Environmental Consultant Business Strategies: How Environmental Consultants Compete 2002* is the definitive guide to competitive strategy in the environmental services industry. In its 7th year, it is based on more than 70 interviews with senior executives at environmental service firms. CEOs and senior executives read it, study it, and use it as their key reference tool for developing, assessing and evaluating their business 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 without spending more. Fax your order today! Your satisfaction is guaranteed!

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