



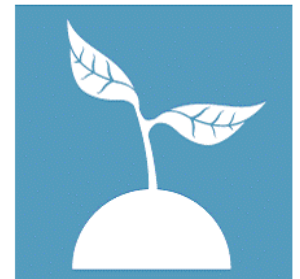
Sustainability Consulting 201

Emerging Growth Areas

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**STRATEGIC
SUSTAINABILITY
CONSULTING**



Sustainability Consulting Masterclass

101 – Introduction to Sustainability Consulting

201 – Emerging Growth Areas

301 – Building Client Relationships

401 – Creating Better Proposals



Agenda

- High-growth areas within sustainability consulting (green building, renewable energy, training/facilitation, etc.).
- Clients you can expect to see hiring in the next 12 months—and the ones that will drag you along forever and never commit.
- Key competencies that every sustainability consultancy should be able to provide.



High Growth Areas



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2009 State of the Industry Survey

Sustainability Consulting "2009 State of the Industry" [Exit this survey](#)

1. Your Experience and Your Organization

25%

We'll start with a few questions about your experience as a sustainability consultant, and the type of organization you're working for.

1. How many years of sustainability consulting experience do you have?

Less than 1

Between 1 and 2

Between 2 and 5

Between 5 and 10

More than 10

2. In 2009, how many clients did you personally work with?

0

1-2

3-5

6-10

11-20

21-50

50+

3. How many people work full-time in your sustainability consulting organization?

<1 - it's just me, and I do it part time

1 - it's just me, and I do it full time

2-5

6-10

11-20

21-50

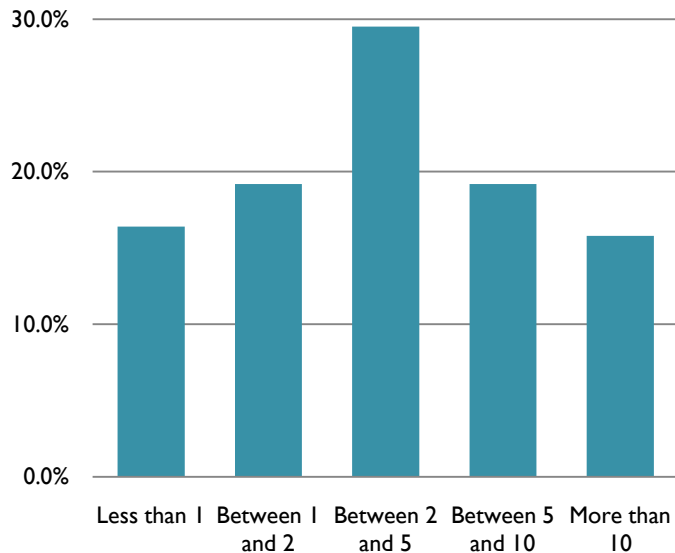
More than 50

- 14 main questions (all optional), 53 data points
- Advertised on Facebook, LinkedIn, Twitter
- 450+ people via SSC Consultant Network
- 148 respondents
- 82.4% completion rate
- 64% from the US
- Also represented: Australia, Belgium, Brazil, Canada, Colombia, Denmark, Finland, France, India, Indonesia, Mexico, Netherlands, New Zealand, Portugal, Sweden, Switzerland, Thailand, UAE, United Kingdom

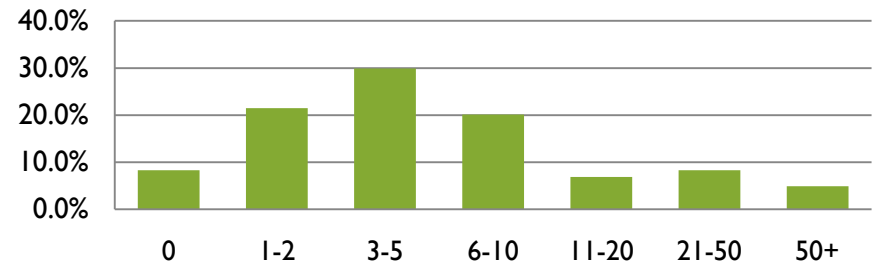


General Findings - Individuals

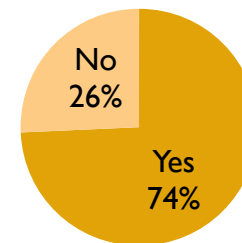
How many years of sustainability consulting experience do you have?



In 2009, how many clients did you personally work with?



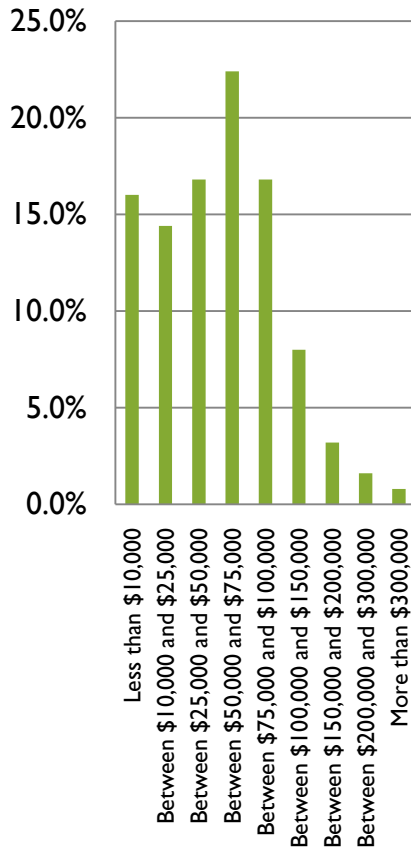
Are you the boss (or a principal) at your sustainability consulting practice?



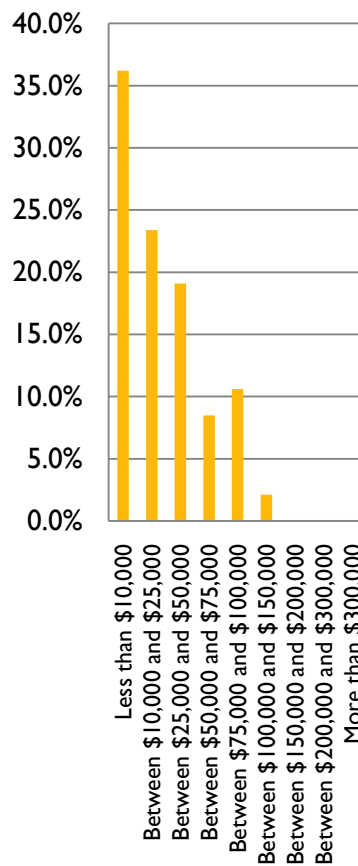


In 2009, how much will you (as an individual) make?

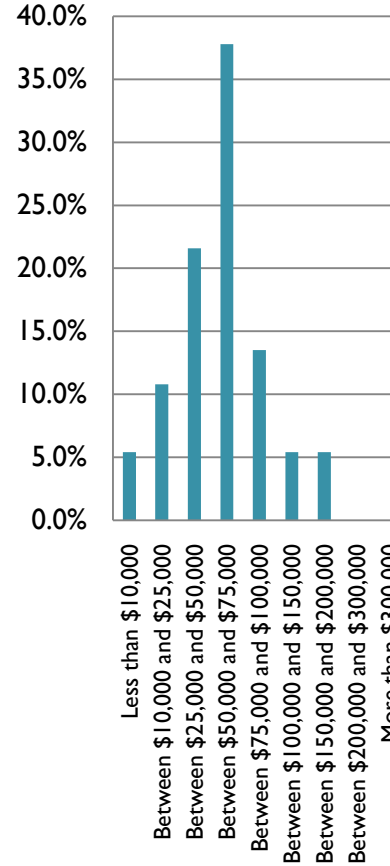
All Respondents



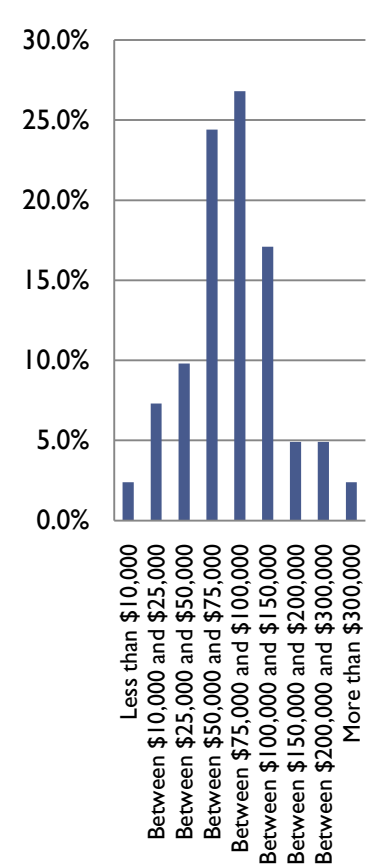
2 Years Experience or Less



2 - 5 Years Experience



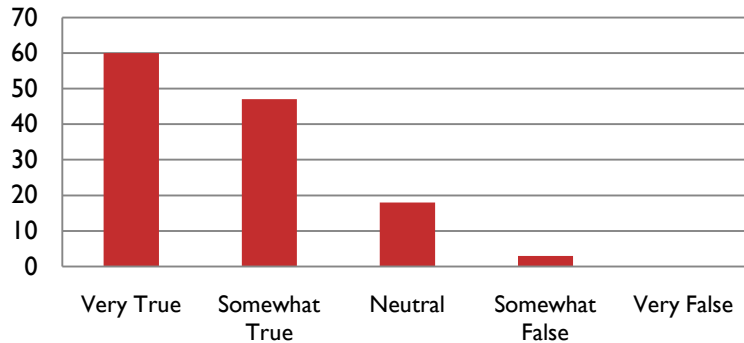
More than 5 Years Experience



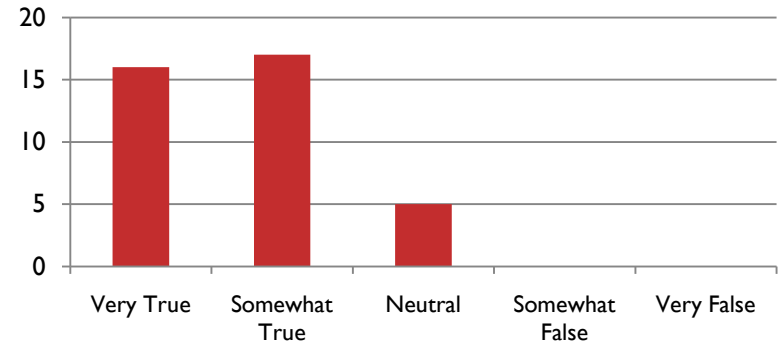


I expect to earn more from sustainability consulting in 2010 than I did in 2009.

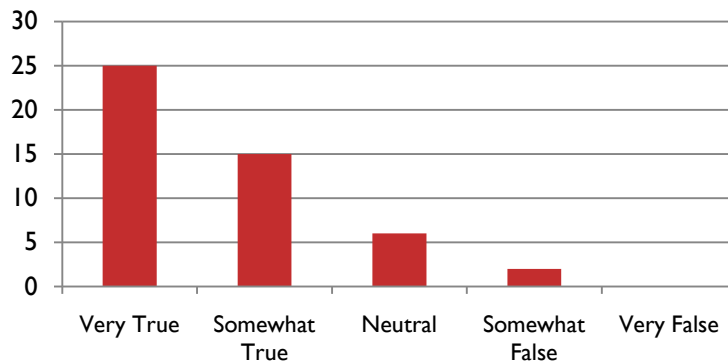
All Respondents



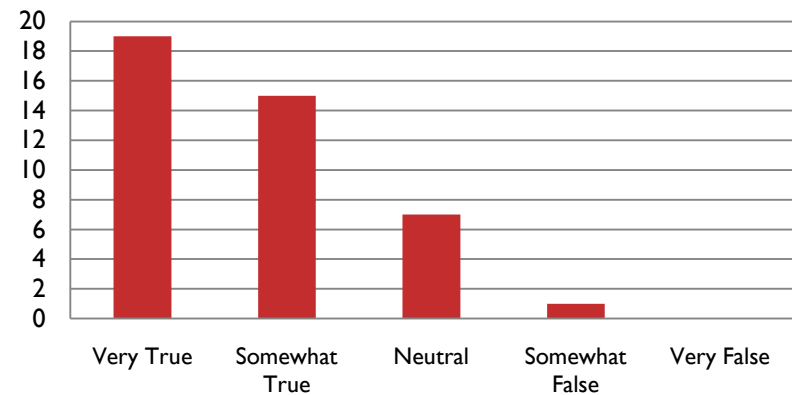
2-5 Years Experience



2 Years Experience or Less



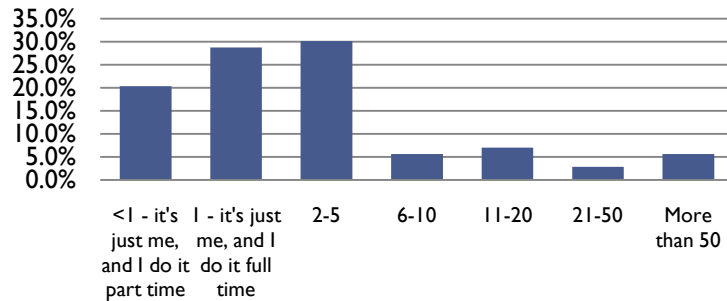
More than 5 Years Experience



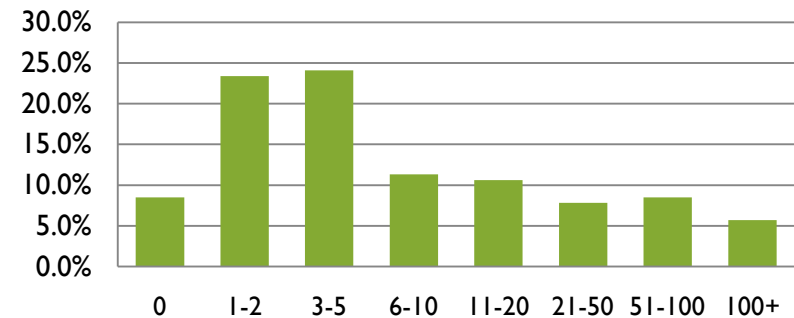


General Findings - Organizations

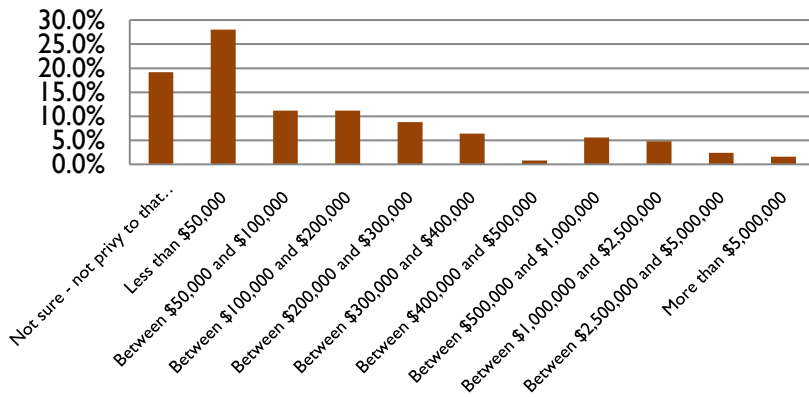
How many people work full-time in your sustainability consulting organization?



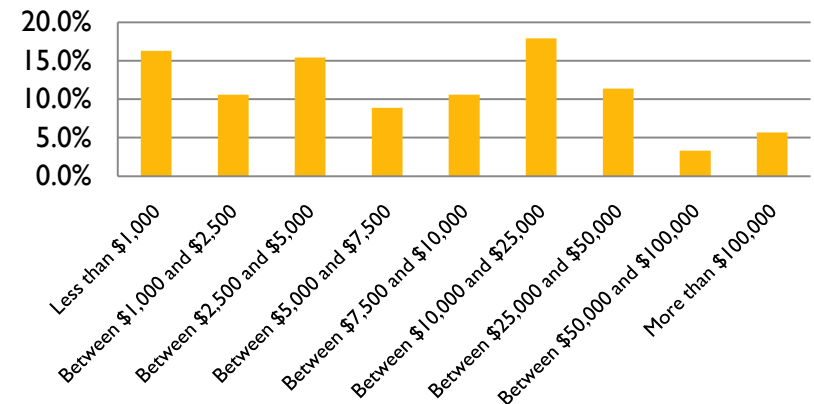
In 2009, how many clients did your entire sustainability consulting organization work with?



What is your sustainability consulting firm's expected total 2009 gross revenue?



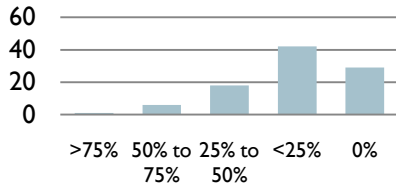
In 2009, what is the average cost of hiring your organization for a project?



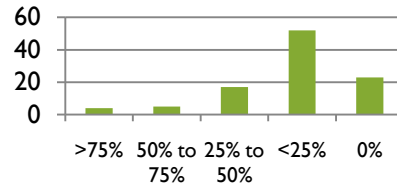


In 2009, how much of your time as a sustainability consultant was attributable to the following services?

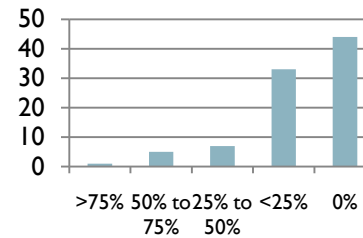
Stakeholder Engagement



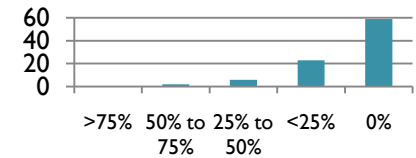
Marketing/ Communications



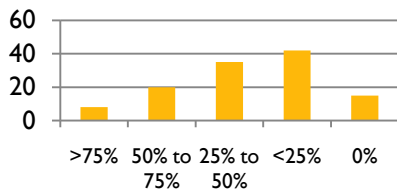
Waste



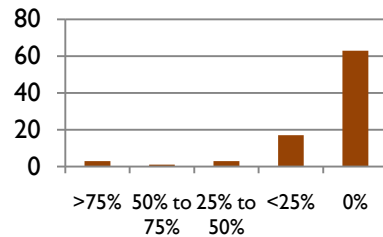
Residential/Lifestyle



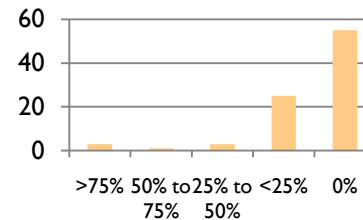
Business Planning/Strategy



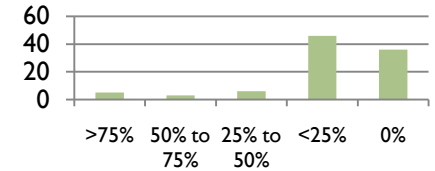
Green IT



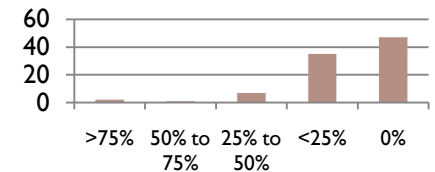
Product Design/LCA



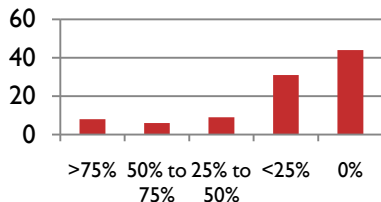
Supply Chain



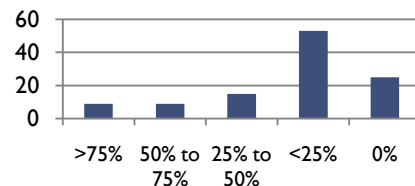
Water



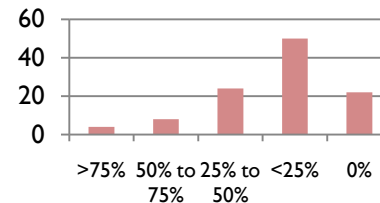
Green Building



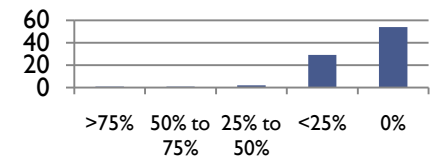
Energy/Carbon/GHG



Training/Facilitation



Labor/Human Rights





High Growth Areas

NOW

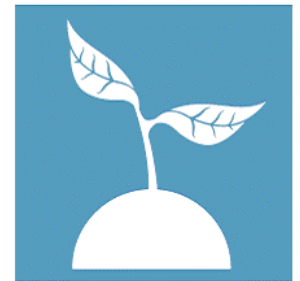
- Business Strategy
- Carbon/GHG Inventory
- Energy (Efficiency AND Renewable)
- Life Cycle Analysis
- Green Building

5+ Years

- Water
- Supply Chain
- Closed Loop Manufacturing



Who's Hiring?

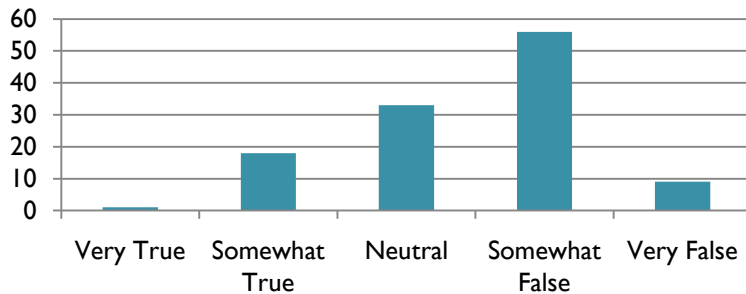


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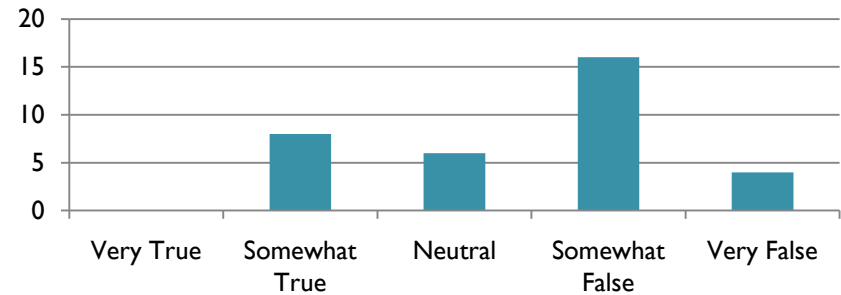


When I look at my *potential* clients, they know specifically what to look for in a "qualified" sustainability consultant.

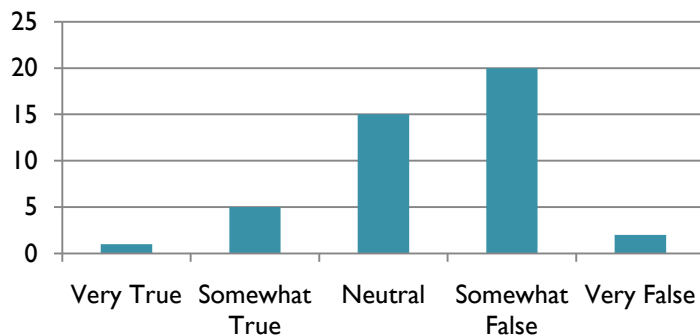
All Respondents



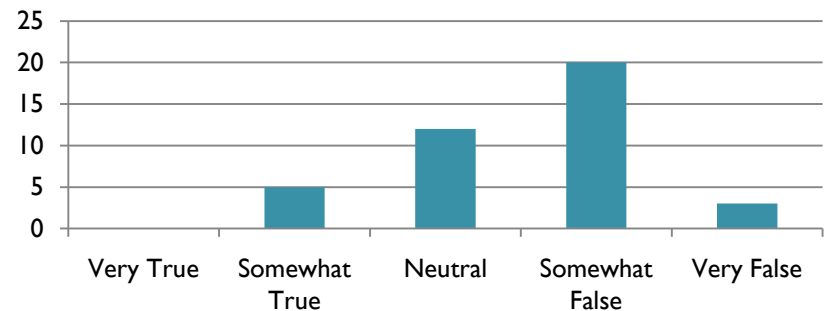
2-5 Years Experience



2 Years Experience or Less



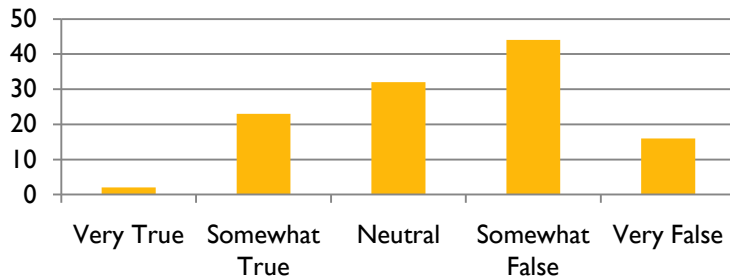
More than 5 Years Experience



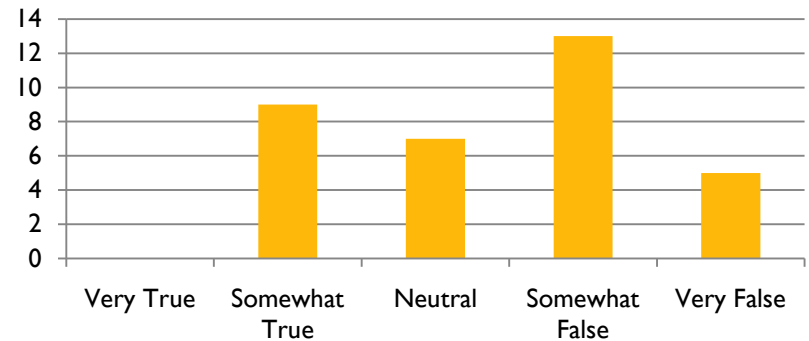


When I look at my *potential* clients, they can identify the scope of their engagement in great detail.

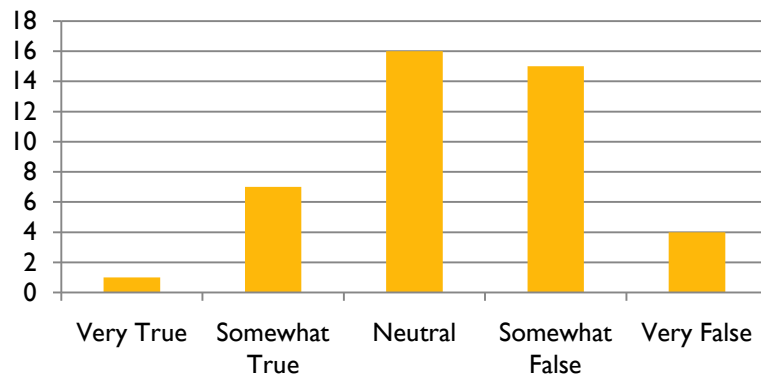
All Respondents



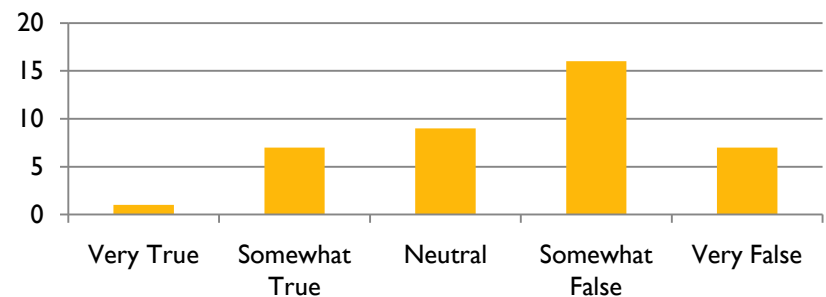
2-5 Years Experience



2 Years Experience or Less



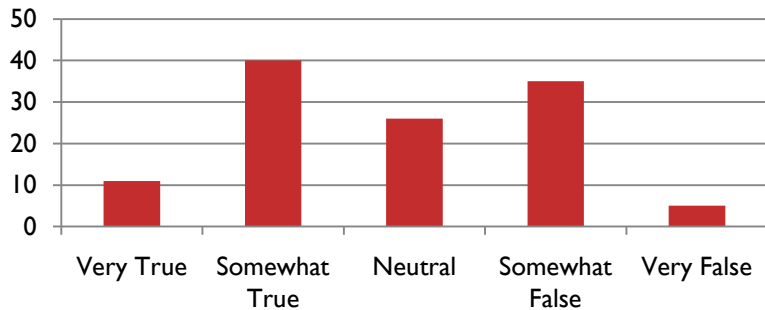
More than 5 Years Experience



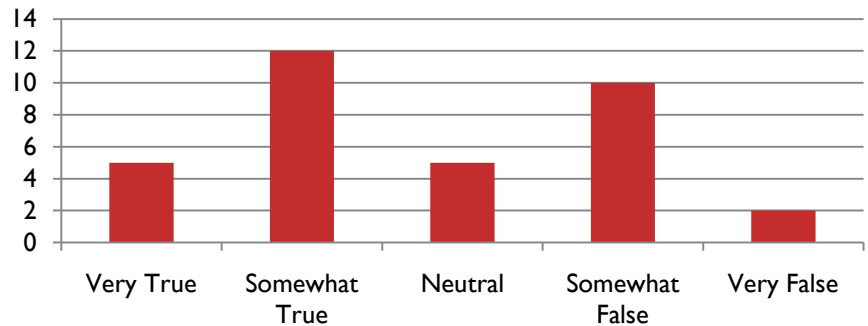


When I look at my *potential* clients, they have a budget in mind BEFORE they contact me.

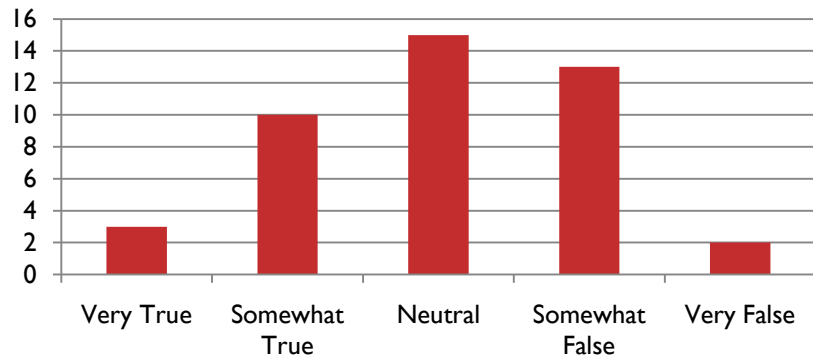
All Respondents



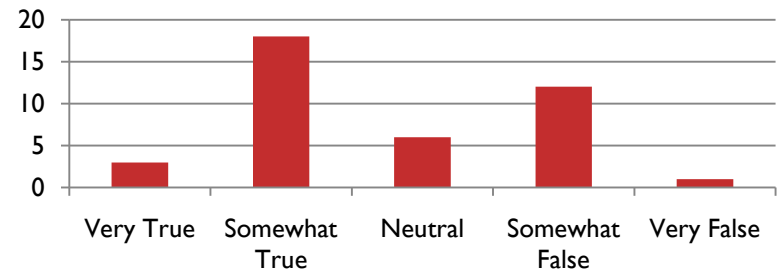
2-5 Years Experience



2 Years Experience or Less



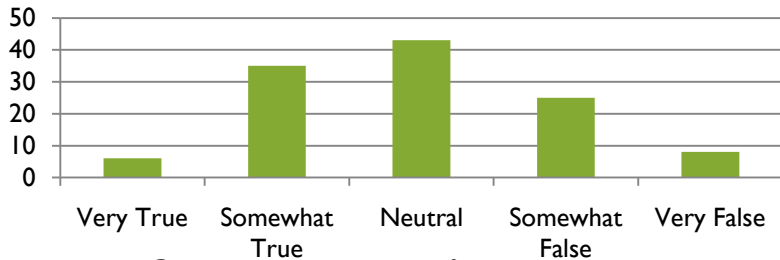
More than 5 Years Experience



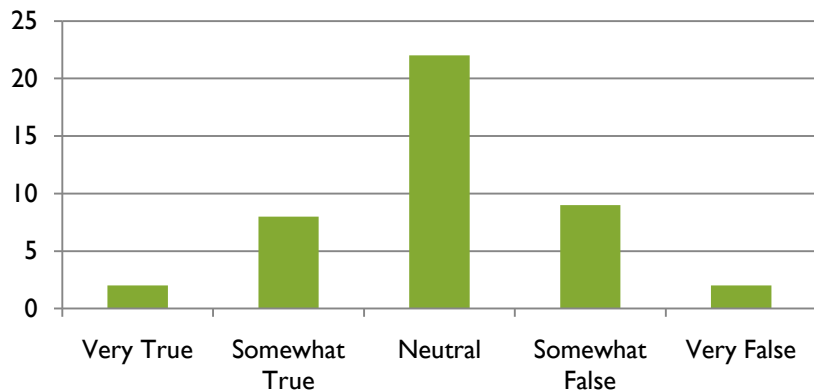


When I look at my *potential* clients, they are committed to hiring a sustainability consultant at the time they initially reach out.

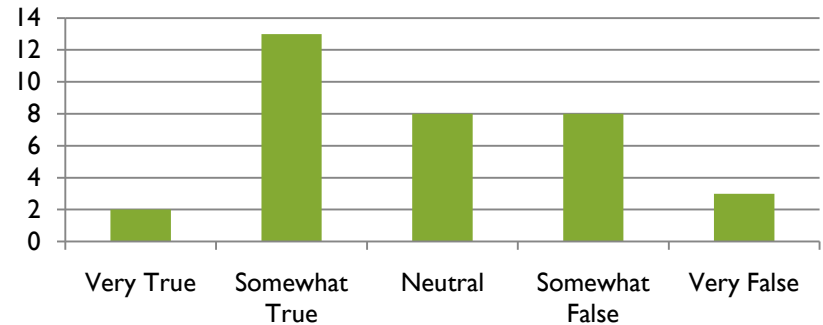
All Respondents



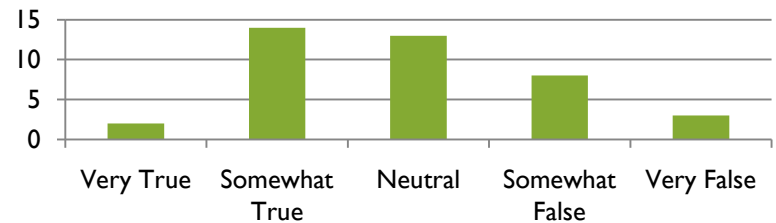
2 Years Experience or Less



2-5 Years Experience



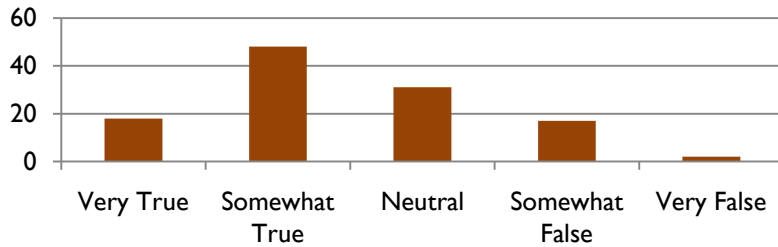
More than 5 Years Experience



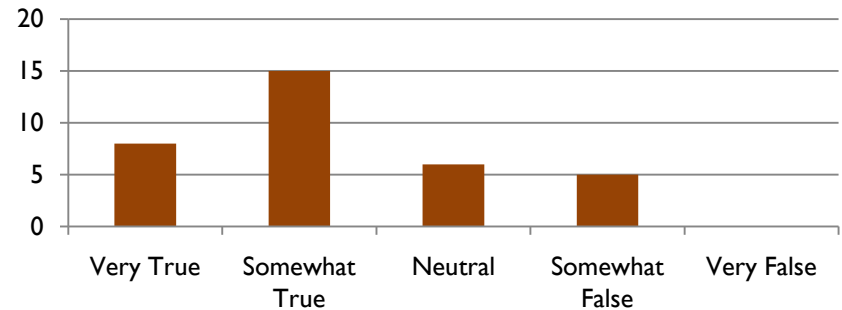


When I look at my *potential* clients, they are fishing for information--but not really committed to paying for professional consulting.

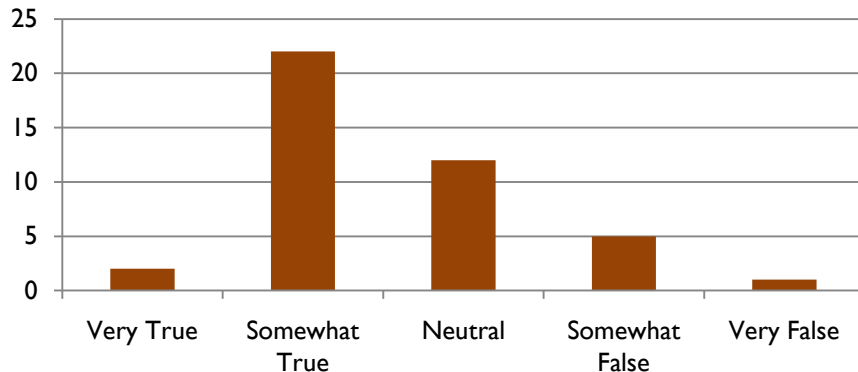
All Respondents



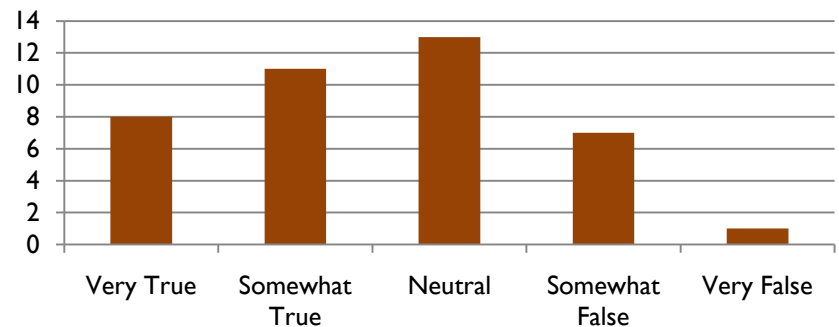
2-5 Years Experience



2 Years Experience or Less



More than 5 Years Experience





Lessons to Learn

- Still lots of uncertainty from clients:
 - What they want
 - How much to spend
 - What to look for in a consultant
- In our experience, the clients that are ready to hire:
 - Have executives involved in the consultant-seeking process
 - Are able to specifically explain their goals/motivations (think Wal-Mart!)
 - Have a clear deadline
 - Are able to ballpark a budget



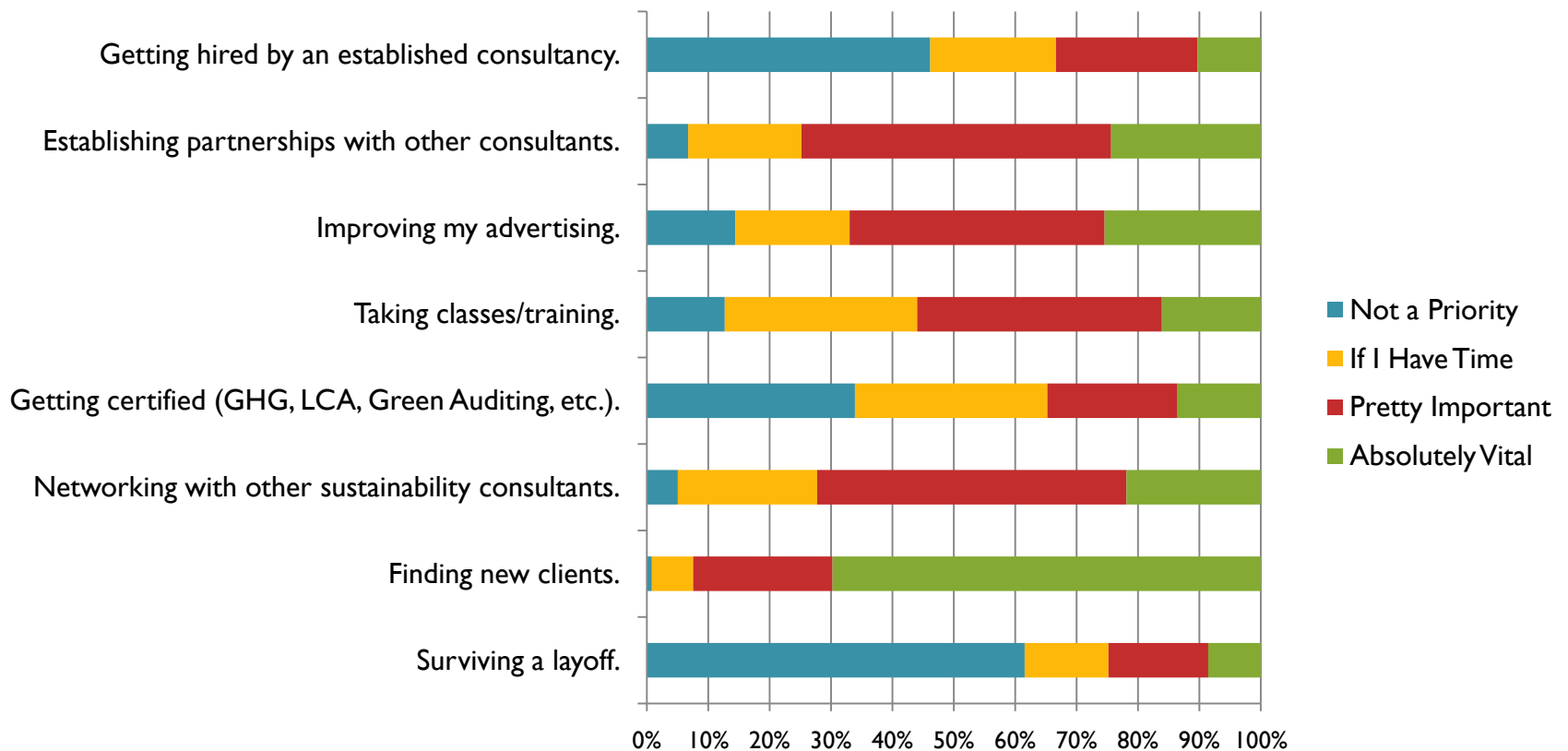
Key Competencies



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In 2010, which of the following will be most essential to your success as a sustainability consultant?





In 2010, which of the following will be most essential to your success as a sustainability consultant?

All Respondents



2-5 Years Experience



2 Years Experience or Less



More than 5 Years Experience





You Should Be Able To:

- Define your specialty – remember, you can't be all things to all people!
- Be able to make the business case for EACH project:
 - Upfront investment (hiring you + making changes)
 - Expected return on investment (how will you measure success?)
 - Impact of timing (how will a delay affect the process?)
- Employee Impact
 - Training needs (who needs to know what?)
 - Role of employees (create the strategy, or simply implement?)
- Manage the Process!
 - Client relationships covered in next week's webinar – Sustainability Consulting 301

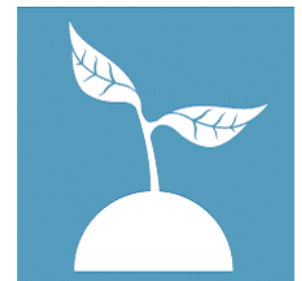


Certifications and Specialty Training

- **Business Strategy and Green Planning**
 - Vague and difficult to teach – many get an MBA
 - SSC Green Auditor Certification – Phase I skills/process
- **GHG/Carbon Inventory**
 - GHG Institute - www.ghginstitute.org
 - CSA – America - http://www.csa-america.org/personnel_certification/ghgquantifier_certification/
- **Life Cycle Assessment**
 - Dozens of possibilities – ranging in focus, scope, and budget
 - LCAP is the most recognized/respected
 - http://www.thegreenstandard.org/GGN_08_EcoLibrary_Matrix.pdf
- **Energy Auditors**
 - RESNET, BPI, AEE
 - Best Guide: <http://www.energycircle.com/learn/home-energy-audits/certification>
- **Green Building**
 - LEED - AP



Discussion



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