



“Hot Off the Press: Results of the Crystal Ball Workshop”

Held October 9th and 10th, 2013
Boston, MA

Invited “Subject Matter Experts”

- Applied Technology – Allen Marr, Geocomp
- Energy – John Doehring, John Doehring & Company
- Globalization/ Economics – Paul Fennelly, AECOM
- Human resources/ Talent – Dick Orton, Consultant
- Information Technology – John Kingsley, VHB
- Transportation – Rick Pilgrim, HDR
- Water – Tony Zuena, Kleinfelder

ASFE/GBA Participants

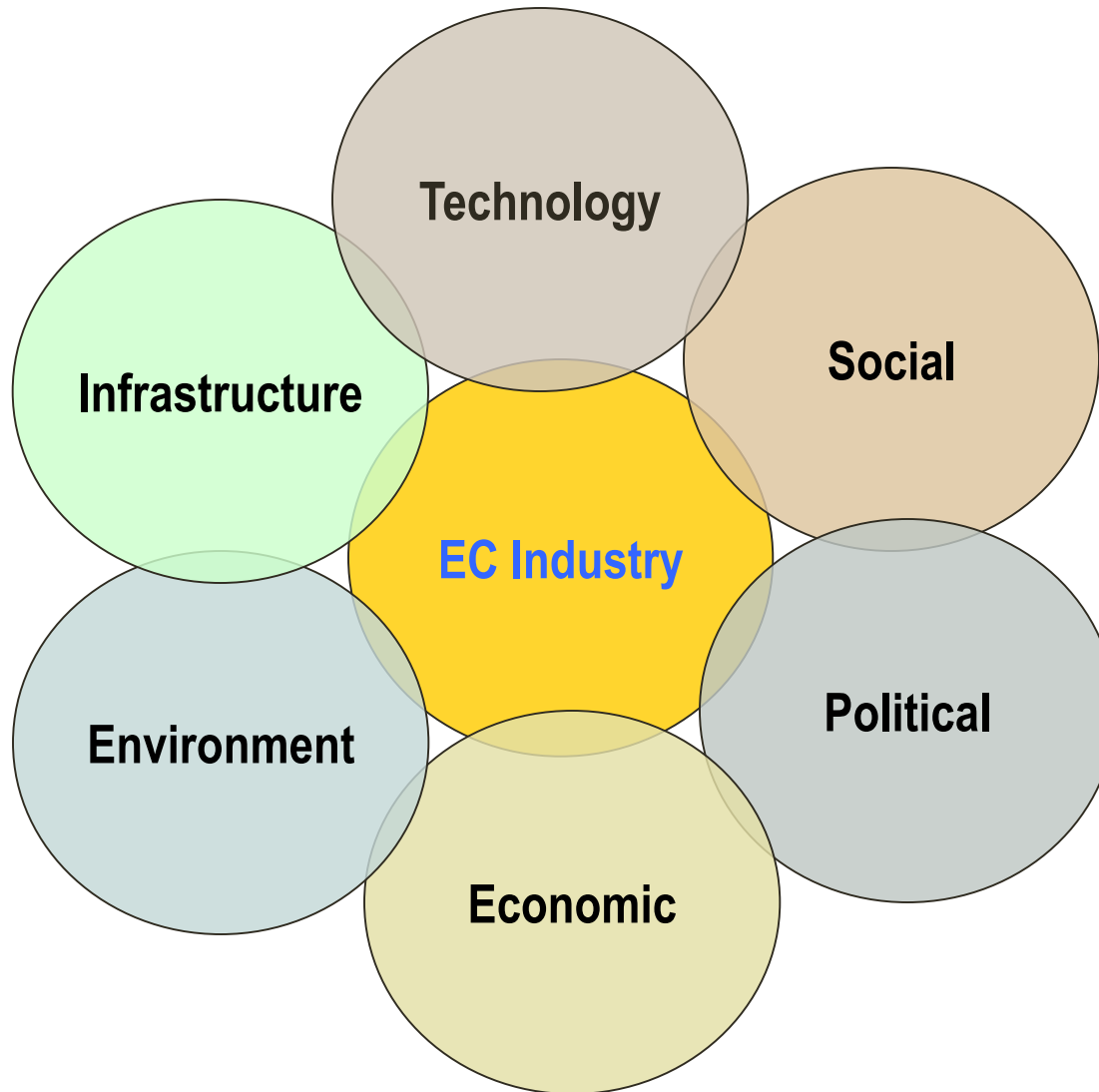
- Dave Adams – Sanborn, Head & Associates
- Joel Carson – Kleinfelder
- Joe Cibor – Joseph Cibor Consulting
- Ben Crawford – Crawford & Associates
- Kurt Fraese – GeoEngineers
- Chuck Gemayel – Soil and Materials Engineers
- Charlie Head – Sanborn, Head & Associates
- Art Hoffmann – Gannett Fleming
- Kevin Hoppe – NTH Consultants
- Rich Johnson – BSK & Associates
- Brad Melocik – DOWL HKM
- Gerry Salontai – Salontai Consulting Group
- Steve Thompson – Golder Associates

The Process

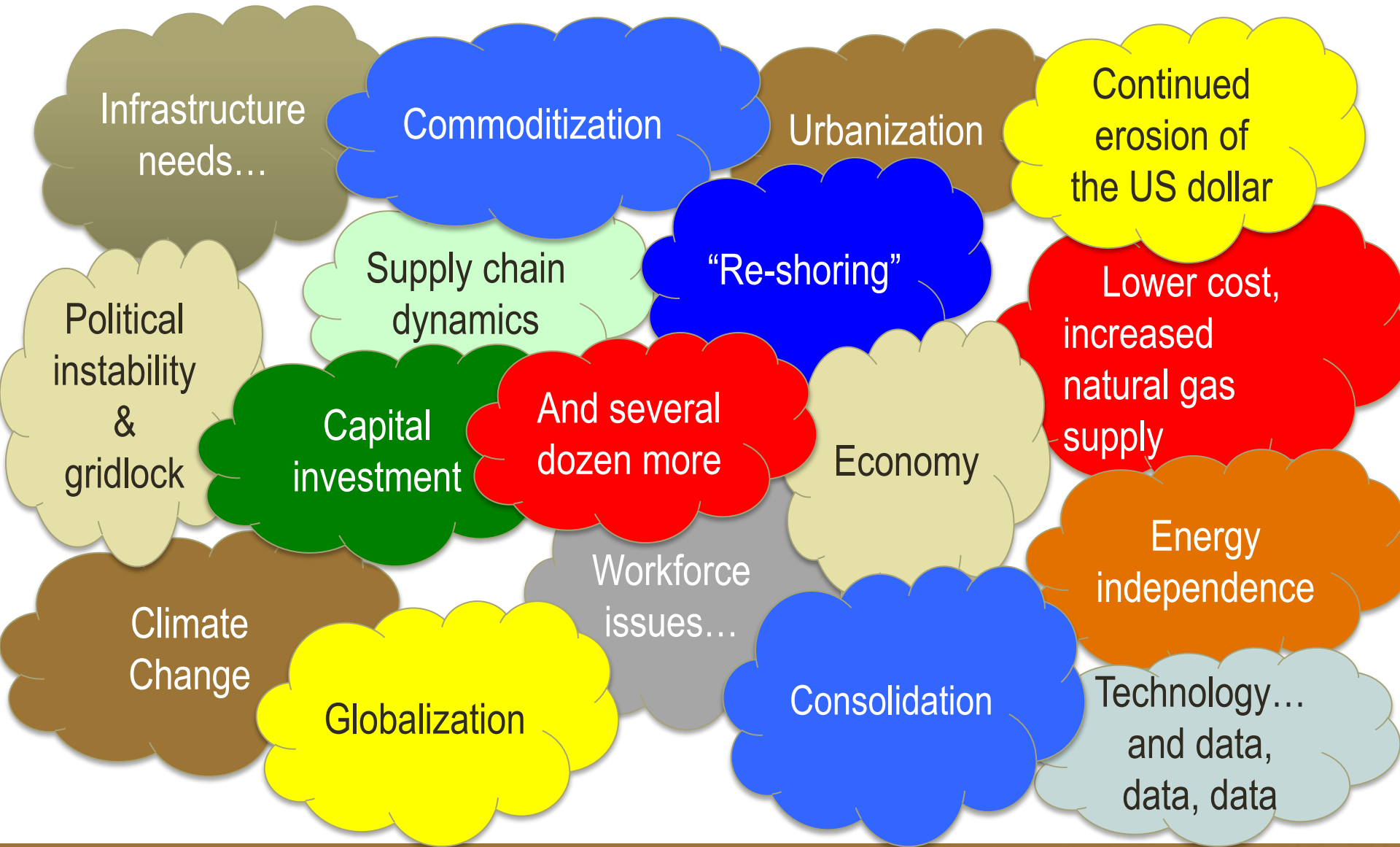
- ✓ Independent research by the committee attendees
- ✓ Review the issues and trends work of the past
- ✓ Invite and listen to “subject matter experts”

Compile, work and re-work the information to identify those trends that will “impact member firms over the next 3 to 5 years”

Trend “Buckets” Considered



Issues & Trends Considered



Trend No. 1

The *exponential growth in technology* is dramatically changing our business

Member Impacts and opportunities:

- Firms must invest in, adapt to technology and make it an integral part of the overall business strategy
- Current senior-most staff may be misaligned to the application of technology
- Applied technology opportunities is a differentiator and provides value-based revenue opportunities

Trend No. 2

The *divide between highly specialized and commodity services will grow*, causing companies to make business model choices

Member impacts and opportunities:

- Many of the core services provided have matured and thus been commoditized
 - Seeking out new capabilities will be essential for those who seek “grey matter” differentiation
 - Others will need to refine efficiency to maintain predictable margins
- Successful firms will recognize and exploit the difference in the business model of each

Trend No. 3

Climate change will provide enormous opportunity for our business... provided we accept the concept

Member impacts & opportunities:

- Emergency response to disasters
- Design & maintenance considerations in infrastructure
- Water resource management and control leads the pack
- Social awareness & regulatory pressure for mitigation will only grow

Trend No. 4

A *critical shortage of the “exceptional talent”* creates an imperative for firms to have *purpose driven/ employer of choice* environments

Member impacts & opportunities:

- Accelerated bifurcation of the workforce between professionals and paraprofessionals will occur
- Movement to *results-based productivity* will be essential
- The ability to *obtain* knowledge trumps *having* the knowledge
- Creativity, leadership and curiosity will increasingly become the most imperative traits for talent

Our “Wildcard” Trend

The frequency and severity of failures will substantially increase, resulting in *significant investment in infrastructure repair and expansion*

Member impacts & opportunities:

- Private sector capital will “gush” into this sector creating the largest opportunity in over 50 years for our industry
- A new set of clients and new methods of compensation will arise