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- Second, such studies presume that environmental enforcement by state governments will be predictable and comprehensive. This may not be a valid assumption, as enforcement authorities are often over-burdened with responsibilities, yet under-funded and under-staffed. State enforcement is also described as loosening somewhat during periods of economic slowdown. At the federal level of enforcement, some sources have stated that "the EPA has never once conformed to an original target", implying that ambitious targets and target slipping is part and parcel of the U.S. environmental scene.
 - Third, such studies are quite costly and may encompass a number of activities that Canadian firms could best undertake on their own. Conducting these steps themselves will allow Canadian firms to acquire more of an on-the-ground sense of their U.S. market potential.

Thus, rather than becoming overly dependant on existing market statistics, Canadian firms can assume that their niche markets are substantially larger in the United States and will likely be growing for several years to come. A firm's marketing efforts should be directed toward making new contacts, developing existing contacts, conducting on-the-ground research, identifying partners and competitors, meeting potential clients, and honing current expertise.

Recommendations

There is no one market penetration strategy that will suit all firms. The particular strategy that a firm ultimately chooses to follow should be based on a number of factors including the firm's experience and knowledge of the U.S. market, the resources (both financial and personnel) at the firm's disposal for market expansion into the U.S., and the objectives that the firm wishes to achieve in selling its services to the United States market.

In previous chapters of the report, we have suggested a number of documents that could assist Canadian firms in quantifying the market size, identifying specific companies of interest, detailing trends, and researching other matters. Conducting such "homework" will allow Canadian firms to either develop projects themselves or bring added "clout" to any local partnership they may choose to enter.

The following documents might be particularly useful for those firms, governments and associations that are seriously interested in the U.S. environmental engineering market. The names and numbers where such documents can be obtained are presented earlier in the report.

- Manufacturing USA - \$US 169
- ACEC-US Annual Directory - \$US 140
- Environmental Engineer Selection Guide - free