



Connecting trenchless across the world



International Society for  
Trenchless Technology

# Strategic Plan

5-Year Comprehensive  
Overview  
2026 to 2030



# Introduction



The trenchless technology industry is entering a decisive period of opportunity. Between 2026 and 2030, global demand for sustainable, efficient, and less disruptive infrastructure solutions is forecast to rise sharply. Two technologies in particular—Horizontal Directional Drilling (HDD) and Pipe Relining—will lead this expansion, with their combined global markets projected to surpass USD 26 billion by 2030.

This positive outlook is not only a sign of growth potential but also a clear call to action. To ensure the trenchless industry can meet this global demand, the International Society for Trenchless Technology (iSTT) has prepared its 5-Year Strategic Plan (2026–2030). The plan provides a roadmap for strengthening our network, supporting innovation, developing skilled professionals, and positioning trenchless solutions as central to global infrastructure development.

## Why now?

The next five years will be critical in ensuring the trenchless industry is prepared for this surge in demand. Without coordinated action, the industry risks falling short of its potential.

The iSTT Strategic Plan (2026–2030) has therefore been prepared to:

- Harness growth opportunities in HDD, relining and other trenchless technologies by supporting knowledge exchange across member societies.
- Develop capacity through training, certification, and professional development to meet the rising demand for skilled trenchless practitioners.
- Foster innovation by promoting collaboration between industry, academia, and technology developers.
- Advocate globally for the recognition of trenchless solutions as sustainable, cost-effective infrastructure methods.

# Welcome to ISTT

The International Society for Trenchless Technology (ISTT) plays a pivotal role in promoting trenchless technologies worldwide, fostering innovation and collaboration among industry professionals and stakeholders.

The International Society for Trenchless Technology (ISTT) was established in September 1986 as a United Kingdom private limited company with the object "to advance the science and practice of trenchless technology for the public benefit..." and "to promote education, training, study and research in the said science and practice for the public benefit, and to publish the useful results of the same." In the years that followed, ISTT affiliated with regional trenchless societies located throughout the world to advance these objectives globally.

ISTT has 28 [Affiliated Societies](#). All recorded members of an Affiliated Society are members of ISTT. In addition to Affiliated Society members, ISTT has a limited number of direct members who reside in regions where no Affiliate Society exists.



# Key Goals

The ISTT 5-year strategic plan sets **clear expectations** for our community, focusing on innovation, collaboration, and growth, ensuring we effectively meet the needs of our members and stakeholders.



# Current Status and Achievements of ISTT



The International Society for Trenchless Technology (ISTT) is an established and respected global organisation representing the trenchless technology industry through an extensive network of Affiliate Societies and industry stakeholders worldwide.

ISTT has played a long-standing leadership role in promoting trenchless technology through international collaboration, knowledge sharing, and advocacy. The Society is widely recognised for delivering International No-Dig Conferences and Exhibitions, which serve as key global forums for technical exchange, innovation, and industry engagement.

Through its publications, technical resources, webinars, and communication platforms, ISTT supports the dissemination of best practice and advances awareness of trenchless solutions across both mature and emerging markets.

ISTT operates as a stable and well-governed international association, providing a strong organisational foundation to support its members and future initiatives. The Society is also recognised for promoting trenchless technology as a sustainable approach to underground infrastructure, aligned with global environmental and social objectives.

These achievements position ISTT as a credible global voice for trenchless technology and provide a solid platform for continued leadership and industry development.

# Vision and Mission of the Plan



## ALIGNING OUR VISION WITH STRATEGIC GOALS

The 5-year strategic plan is vital for **guiding** ISTT toward achieving its mission. By aligning our vision, we ensure focused efforts and enhanced outcomes, benefiting our members and stakeholders.

### Vision

Leading trenchless technology throughout the world  
We are the global connection for trenchless technology

### Mission

Influence and support industry worldwide to realise the benefits of trenchless technology.  
Advocate trenchless as the standard method for underground infrastructure



International Society for  
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## Connecting trenchless across the world



# Key Values

The ISTT will promote the advancement of trenchless technology worldwide by being:

**Ethical  
Innovative  
Visionary  
Impartial  
Inclusive**

# SWOT Analysis: Strengths, Weaknesses, Opportunities & Threats



## SWOT ANALYSIS OUTLINE

As part of the process in developing the ISTT Strategic Plan an analysis of the organisations Strengths, Weaknesses, Opportunities and Threats (SWOT) was made utilising feedback from the ISTT member societies and strategic stakeholders.

This information was used to then form proposed actions in the Key Focus Areas and the strategies as outlined in this document.

# Key Focus Areas for ISTT



1. Our Members
2. Promotion
3. Training & Education
4. Industry Best Practice
5. A Sustainable Society

# Key Focus - Our Members



The Key Focus Items as identified for - Our Members

- **INCREASE AFFILIATE SOCIETY MEMBERSHIP GROWTH**
- **IMPROVE MEMBERSHIP BENEFITS FOR CORPORATE MEMBERS OF MEMBER SOCIETIES**
- **IMPROVE MEMBERSHIP BENEFITS FOR INDIVIDUAL MEMBERS OF MEMBER SOCIETIES**
- **PROVIDE SUPPORT FOR REGIONAL GROUPINGS OF MEMBER SOCIETIES**
- **IMPROVE MEMBER COMMUNICATIONS**
- **SUPPORT MEMBER EVENTS**
- **DATABASE MANAGEMENT**

# Key Focus - Promotion



## The Key Focus Items as identified for - Promotion

- WEBSITE
- ISTT BRAND
- INTERNATIONAL NO DIG CONFERENCES & EXHIBITIONS
- SECOND TIER ISTT TECHNICAL CONFERENCES
- E-NEWSLETTERS
- MAGAZINE
- VIDEO MEDIA CHANNEL
- NEWSLETTERS (INTERNAL)
- PROMOTE OTHER MEDIA
- ADVOCATE THE BENEFITS OF TRENCHLESS TECHNOLOGY

# Key Focus - Training & Education



The Key Focus Items as identified for -  
Training & Education

- **ESTABLISH A TRAINING BUSINESS UNIT**
- **PROMOTE TRENCHLESS RESOURCES ON WEBSITE**
- **WEBINARS**
- **CONDUCT TRENCHLESS FORUMS**
- **DEVELOPING & UPDATING TRAINING MATERIALS**
- **ENGAGEMENT WITH UNIVERSITY/TERTIARY INSTITUTIONS FOR TRENCHLESS LEARNING**

# Key Focus - Industry Best Practice



## The Key Focus Items as identified for - Industry Best Practice

- **PROMOTE ISTT AWARDS**
- **DEVELOP A MAP OF GUIDELINES, SPECIFICATIONS & STANDARDS**
- **DEVELOP AN INTERNATIONAL MAP OF TRAINING & EDUCATION PROGRAMS**
- **PROVIDE TOOLS FOR MEMBERS DELIVERING VALUE**

# Key Focus - A Sustainable Society



The Key Focus Items as identified for - A Sustainable Society

- **REVIEW OUR ORGANISATIONAL STRUCTURE**
- **MAINTAIN FINANCIAL EXCELLENCE & STRONG GOVERNANCE**
- **OPERATE IN AN ETHICAL AND TRANSPARENT WAY FOR OUR MEMBERS**
- **INVEST IN PROJECTS TO ACHIEVE OUR GOALS**
- **HAVE ROBUST BUSINESS & GROWTH PLANS**
- **CONSIDER PARTNERSHIPS WITH OTHER INDUSTRY SOCIETIES AND ASSOCIATIONS**

# Implementation Roadmap



## SHORT-TERM INITIATIVES



Launch awareness campaign to introduce the strategic plan and engage members and stakeholders in upcoming activities and goals. Develop associated plans, ie Marketing, Action, Training, Financial, etc. to allow implementation.

## MID-TERM INITIATIVES



Follow through on the various plans and ensure proper implementation. Conduct regular checks and reviews of the Strategic Plan to maintain currency. Adjust strategies and actions accordingly to achieve outcomes.

## LONG-TERM INITIATIVES



Ensure completion of the strategies and actions in the Plan. Achieve the Vision to be the "global connection for trenchless technology" Achieve the Mission to "influence and support industry worldwide to realise the benefits of trenchless technology".

# Contact Information



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