



The Future of Envirocom

Developing socially responsible and environmentally sustainable growth strategies for Envirocom's consulting services

Section I: Introduction, Methods and Overview



Executive Summary

This report is a five year strategic plan for Envirocom (NZ) Ltd. The company has enjoyed extensive growth over the past three years and is in a market which continues to expand. The Mainland Consulting Group has been commissioned to provide the five year strategic plan and evaluate the major opportunities and threats present for Envirocom.

The main objectives of the report are:

- **To develop team consulting skills.**
- **To apply theoretical knowledge in a real-world situation.**
- **To add-value to the local business community.**
- **To add-value to the reputation of MBA 31 and The Otago MBA.**

The report has four sections. The first outlines the strategy tools used: the 12-Step Model and the paradoxes of strategy. The second section is a situational analysis which uncovers the main issues the strategy must address and introduces the major themes of the recommendations which will be investigated and potentially drive strategy:

- **Appropriate Business Structure and Succession Plan**
- **Market value and education**

A third area, sustainability has been commissioned at the request of Envirocom with a view to potential business opportunities and general good corporate citizenship.

Section III is a theoretical investigation into various aspects of each of these themes, specifically including sustainability.

The final section involves recommendations, a strategic vision statement, an execution timeline, and a summary of the links between the recommendations and the theoretical tools. The specific recommendations are extensive. While there are many different elements to the strategy all aspects of what Envirocom does for the next five years should be focused on:

1. Growth within the South Island.
2. Broadening the variety of services offered.
3. Systemising processes.
4. Excellence in customer service.

These four things must be kept in mind, whatever day to day issues may arise and are the critical factors which will determine the success or otherwise of Envirocom over the next five years.

Table of Contents

Executive Summary	2
Table of Contents	4
Mainland Consulting Group Profiles	5
Envirocom profile	7
Introduction	8
Report Structure	9
Section I: Introduction, Method, Overview	9
Section II: Situational Analysis – “The What”	10
Section III: Theoretical Background – “The Why”	10
Section IV: Strategy, Execution, Timeline – “The How and When”	11
Strategy Tools: The 12-Step Model	11
Introduction	11
Step One: Management	12
Step Two: Industry Structure	12
Step Three: Products and Markets	13
Step Four: Generic Strategy	14
Step Five: Culture and Strategy	15
Step Six: Dominant Logic	15
Step Seven: Core Competencies and Strategic Intent	16
Step Eight: Competency Gaps	17
Step Nine: Stretch	17
Step Ten: Innovation	17
Step Eleven: Balance	18
Step Twelve: Evolution	19
Overview	19
Strategy Tools: The Paradoxes of Strategy	20
Introduction	20
Strategy Process: Formation	20
Deliberateness and Emergence	20
Strategy Content: Business Level	21
Markets and Resources	21
Strategy Context: International	22
Globalisation and Localisation	22
Strategic Purpose	24
Profitability and Responsibility	24
Summary	25