Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

GROWTH AND DIVERSIFICATION IN NEW ZEALAND'S AGRISERVICE INDUSTRY

A Thesis Presented in Partial Fulfilment of the Requirements for the Degree of Master of Arts in Geography at Massey University

Colin Terence Campbell
1979

ACKNOWLEDGEMENTS

I would like to dedicate this thesis to my wife Nan and thank her for her support and encouragement throughout my university studies.

I thank my Supervisor Richard Le Heron for his forthright direction and his ability to lead by example. Also to the Geography Department Staff who have assisted me in many ways in the past, especially Patricia Driscole, my typist, on whom I have relied heavily to complete this research.

I owe special thanks to the Companies for their ready assistance to supply information and spend long periods of time with me in interviews.

TABLE OF CONTENTS

H .	PAGE
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER 1	
INTRODUCTION: AIMS AND HYPOTHESES	1
The Agriservice Industry	4
CHAPTER 2	
FRAMEWORK AND METHODS	7
Corporate Growth and Strategy	7
Nature of Diversification	9
Structural Changes: A Response to Diversification and Growth	10
A Behavioural Approach: Spatial	10
Consequences	14
The Development of Agribusiness The Agriservice Industry	17 19
CHAPTER 3	
SPATIAL EXPANSION	28
1840-1874	28
1875-1899	33
1900-1924 1925-1949	38
1950–1977/78	43 47
CHAPTER 4	
RESULTS OF GROWTH OF THE AGRISERVICE INDUSTRY IN NEW ZEALAND	53
Section 1: Corporate Growth and Strategy Change	53
Section 2: Diversification Section 3: Structural Changes and Responses to	58
Section 3: Structural Changes and Responses to Diversification, Growth and Strategy	60
Section 4: Agriservice Industry in New Zealand	70
CHAPTER 5	
CONCLUSION	74
APPENDICES	81

PAGE

BIBLIOGRAPHY

84

LIST OF TABLES

TABLE		PAGE
2.1	Organisational Category of Firms	11
2.2	Firm Categories Compared	13
2.3	Chronology of Fluctuation 1840-1914	22
4.1	Generalised Growth Strategies of Agriservice Companies	62
4.2	Agriservice Firms that have Moved into the Capital Market	64
4.3	Firm Activities as a Percentage of Annual Turnover	66
4.4	Company Structure, a Limit to Growth?	68
4.5	Hindrances to Company Activities in Agricultural Sector	72

LIST OF FIGURES

FIGURE		PAGE
1.1	Model: Illustrating Spatial Growth of Firms	2
2.1	Estimated Percentage of Firms in Each Organizational Class, 1949-1969	12
2.2	Spatial interaction, organizational growth and thresholds to development	16
2.3	Export Receipts 1910-1946	24
2.4	Export Receipts 1947-1976	25
3.1	Spatial Expansion of Agriservice Firms Pre 1875	31
3.2	Spatial Expansion of Agriservice Firms 1875-1899	36
3.3	Spatial Expansion of Agriservice Firms 1900-1924	42
3.4	Spatial Expansion of Agriservice Firms 1925-1949	46
3.5	Spatial Expansion of Agriservice Firms 1950-1978	51