

School of Built Environment > Faculty of Design, Architecture & Building >

University of Technology Sydney

The development of a conceptual framework of the competitive strategies used by consulting engineering companies in New South Wales

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A thesis submitted in fulfillment of the
requirements for the degree of
Doctor of Philosophy
2020

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CERTIFICATE OF ORIGINAL AUTHORSHIP

I, Daren Maynard, declare that this thesis is submitted in fulfilment of the requirements for the award of PhD Built Environment, in the School of Built Environment, Faculty of Design, Architecture & Building at the University of Technology Sydney.

This thesis is wholly my own work unless otherwise referenced or acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

This document has not been submitted for qualifications at any other academic institution.

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DEDICATION

I dedicate this PhD degree to my parents: Mr Wayne (deceased) and Mrs Earlyn Maynard. They have always encouraged me to study even if it took me far away from Trinidad and Tobago. Thank you for the love and support over the years as I pursued my studies and dreams of becoming Dr Maynard.

ACKNOWLEDGEMENTS

The author wishes to thank the following persons for their involvement with this PhD research thesis.

My PhD research supervisory team who provided constant support and provided guidance throughout this journey. I thank Adjunct Professor Dr Karl Göran Runeson for his persistence, patience and wit in dealing with my journey through the PhD research and writing. He has surely put up with my journalistic style of writing as I transform it into a research style of writing.

I thank Associate Professor Dr Grace Ding, who was there from the start of the PhD when I joined in 2016. She has been a consistent presence who always asks me what I am trying to say – she ensures that I kept on point with the writing.

Also, I thank Dr Peter Livesey for joining the team in the 3rd year after being on my 2nd year doctoral assessment panel. He has been helpful in ensuring the material made sense from an applied point of view bringing his many years of industry experience.

Additionally, I thank Dr Brad Carey, who was my initial supervisor before he returned to Western Australia – we kept in touch on this journey to the PhD.

I thank the anonymous interview participants who gave up their time to be interviewed for this research. They were very busy people but answered the call for the interviews.

Additionally, I thank Mr Tim Wheeler (Property Council of Australia – New South Wales), Mr Matthew Trigg (formerly of Consult Australia – New South Wales), Mr Greg Ewan (Engineers Australia – New South Wales), and Mr Samuel Baldwin (formerly of University of Technology Sydney) for the assistance they provided me to arrange the various interview participants.

The University of Technology Sydney was instrumental in my ability to do the PhD degree with an award of a UTS International Research Scholarship and a UTS President's Scholarship. I say many thanks for this opportunity to come to Australia to study for this degree. Through the Graduate Research School and Faculty Research Management Office, I was given adequate training and support on my research journey.

I acknowledge the assistance of Mr Chris Marcatili, Editor from Ellipsis Editing. He provided proofreading services of the thesis before submission for examination.

STATEMENT OF THE THESIS

This thesis is a conventional thesis as defined by section 9.1.1 in the UTS Graduate Research Candidature Management, Thesis Preparation and Submission Procedures (2019 version).

This thesis was edited using the Australian Standards for Editing Practice. The editing practice was limited to proofreading. The Australian Style Manual 6th Edition, the Macquarie Dictionary and Harvard (UTS) Reference Style were applied in the editing of this PhD submission.

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LIST OF ABBREVIATIONS

AEC	Architecture, Engineering and Construction
ANZSIC	Australian and New Zealand Standard Industrial Classification
B2B	Business-to-business
B2C	Business-to-customer
CEC	Consulting engineering companies
CIA	Comparative institutional analysis
CIT	Critical incident technique
D&C	Design and construct
FTE	Full-time equivalent
HIT	Historical institutional analysis
GDL	Goods-dominant logic
M&A	Mergers and acquisitions
NSW	New South Wales
OSI	Open source information
PSF	Professional services firms
SDL	Service-dominant logic

ABSTRACT

Consulting engineering companies (CECs) compete to be selected for various built environment projects. These CECs have various competitive strategies, which are governed by economic theories. The relationship between the CECs and their client firms is a business-to-business (B2B) one. The research investigates what economic theories are applicable to the competitive strategies used by CECs in New South Wales in their B2B relationships. The research explores how economic theories can explain the commercial behaviours of the CECs in the marketplace. The research questions are answered using a positivist research paradigm applying a mixed methodology. The mixed methodology consists of quantitative and qualitative data collection and analysis methods. The research developed a multidimensional conceptual framework, which explains the competitive strategies used by the CECs. The framework incorporates micro-economics, institutional economics, strategy, value and pricing theories.

Keywords: consulting engineering company, micro-economics, institutional economics, competitive strategies, value.

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