

## Assessment Task

### Objectives

- Ability to understand the numerous systems that effect a business and identify where the opportunities and threats (hitting the wall) might be for that company
- Show an in-depth and creative knowledge of the Framework for Sustainable Practice.
- Ability to use a range of tools for undertaking an assessment of a business
- Identify partnerships that KMS may need to create to become a healthy community member.
- A pro-active response to preparing for a Qualmark evaluation.

### **Kai Moana Scuba**

- KMS is a commercial scuba diving operation where people pay for the service of being taken to food gathering sites to collect kai moana, then to have people assist them in preparing the food with the objective of consuming it.
- In 2006 KMS established its office headquarters in the Invercargill CBD at the bottom of the South Island. The location of the scuba varies depending on whether, however they are often 10km off the coast of Bluff. Whilst the kitchen that they use to prepare the food at is at the Bluff Marae (29km from Invercargill).
- Nina is often fully booked of up to 3 tours a day. Included in the tour is transport from Invercargill, to Bluff and back to Invercargill.
- Nina currently employs 10 people – 4 instructors (who also double as van/boat drivers) and 6 in the kitchen/office.
- The number of visitors and customers to KMS tripled from their first to second season in operation.
- From customer surveys Nina is finding that most visitors are international visitors to New Zealand who want to experience ‘the 100% NZ taste’.

Nestled in the Deep South of New Zealand Kai Moana Scuba (KMS) is the newest in scuba-diving experience. KMS was set up by Nina Hopu as a commercial operation to allow people the experience of collecting and eating their own sea food, or kai moana.

Nina is a local Māori woman who has lived her whole life in Southland as a seafood restaurant owner and chef. Nina has always had a passion for the environment and living sustainably and is a new member of the Transition Towns group that has been established in Bluff. One of the main reasons that she set up KMS was that she wanted to educate people about how they can eat local whilst sustaining the local fish stocks. Nina explains the need for collecting shellfish of the right size and techniques for collecting in a non-destructive manner. Finally Nina also raises awareness for how to appreciate the unique New Zealand taste of local shellfish by learning traditional methods of serving them.

In Bluff, Nina has a huge amount of support from her whānau and the local community particularly because KMS customers also often spend time (and money) in Bluff. The Bluff

Marea is currently the largest structure in the Bluff Township and is the central social point of the community (equal to the local pub). The marae has a large amount of land but currently does little with it. There are only limited services in Bluff – no recycling, no composting and no unemployment services.

However Nina is experiencing a few problems. In the first two weeks of opening there was a complaint from a young man who reported “I almost drowned because the dive instructor had not told me the necessary emergency procedures”. Nina has had a warning from Occupational Health and Safety and Department of Labor about the incident and a formal warning has been laid.

Yesterday Nina heard that the Ngāi Tahu Tribunal was discussing her operation and were concerned that KMS customers were gathering kai moana from customary gathering areas without permission. This is correct however the reason KMS have to do this is to find kai moana of an accepted and legal size. Over harvesting of shell seafood in other areas around Bluff has depleted the stocks and legal shellfish can be very difficult to find.

Originally Nina had planned to expand the company to Dunedin Peninsular and Jackson Bay on the West Coast of the South Island. A survey taken four years ago when tourism was at its peak in New Zealand showed there was clear evidence that a business such as KMS would do very well in these places.

**You have gone to an interview with KMS applying for the position of Resilience Designer. As part of this initiative you have been asked to facilitate the companies move towards sustainability and its verification by Qualmark. Everyone is very excited about the process and they all want to be involved. Once this process is underway Nina would like you to present your findings and outcomes to the Southern Chamber of Commerce who are interested in financing similar projects. You have six months to complete the process.**

**Please indicate any assumptions that you may have made throughout the case study.**

#### **Points to cover**

- 1. What are your first impressions of the opportunities and threats for KMS? Where might the company hit the walls of the funnel?**
- 2. Articulate the purpose and vision statement for the company using the principles for sustainability as a guiding light. Identify the people who should be involved in articulating the vision.**
- 3. Within one area of the business identify the flow of resources and the systems they interact with (physical and process) through the business – what do they deliver? What do they depend on? and what is left?**
- 4. From each of the four well-beings brainstorm actions to move the company towards their vision.**
- 5. Strategically prioritise these actions into short and long term actions. Who would KMD need to collaborate with to make these actions happen?**
- 6. By the time you have the Qualmark assessor come to visit you in 12 months time, what level Qualmark do you hope to have reached and why?**
- 7. What are the main learnings from undergoing this process that you can pass onto other organizations?**

### **Presentation**

How this assignment is communicated is completely up to you. You may want to write it out in words, through the use of pictures, diagrams or audio devices. Please agree on the type of communication with the tutor before the assignment is underway.

- All written work must be word processed – and presented in a professional style
- All work must be referenced
- If you use a visual or audio presentation there must be an accompanying written explanation eg. Script or notes on a slide
- The work must be submitted on the date provided by your lecturer

### **Collaboration**

There is also an option to undertake this assignment with another person its your choice. Please advise the tutor who you are working with at the beginning of the assignment. You are both required to equally take part in the presentation.