**MODULE 2: UNDERSTANDING MĀORI CULTURAL**

**DIFFERENCES AND DYNAMICS**

**MĀORI RESPONSIVENESS IN BUSINESS**

Māori cultural responsiveness in a business or corporate setting is the way in which an organisation responds to the aspirations of their Māori partners, clients or consumers. They would do this by gathering cultural intelligence and then applying it to their policies or processes of engagement.

For example, cultural responsiveness is important in a Māori branding or marketing campaign, the development of an iwi engagement plan or a recruitment plan.

As you’ll hear shortly from Ward Kamo, the Māori notion of ‘profit’ isn’t just in the bottom line; it’s also in the development of Māori peoples’ potential and the guardianship of tribal assets for future generations.

**Creating a win-win situation**

Corporates can help iwi with business capability so that it’s a win-win investment for both sides. It can be done by identifying the iwi’s unique cultural drivers for economic development and transferring that knowledge into a business context.

For example, what are the natural resources that the iwi have a main investment in – is it water, land, fish or trees? These are natural resources that can be leveraged economically in a commercial environment. Showing them the business continuum and how to invest long term in this resource for long term pay offs is a great win-win.

Another example are eco-friendly or organic and pesticide free products which can turn Māori environmental kaitiakitanga or guardianship principles into an eco-friendly business system.

Corporates can also help iwi think strategically on how their natural resources or assets can be turned into a commercial resource especially for international trade.

Think about the honey industry, tourism ventures and solar powered housing.

It’s important to understand each other’s cultural, economic, social and environmental drivers to find common interests. You can then offer

co-partnering ideas on how to leverage off each other’s strengths.

Business relationships with Māori need to be viewed as a long-term arrangement. Māori think two to three generations ahead not just in a 3-5 year business cycle.

If you’re a corporate organisation it’s an added advantage if you have a long term local presence as well as global connections.

Take for example Emirates Team NZ’s long-term business relationship with Ngāti Whātua o Ōrakei in Auckland which has mutual benefits because of the respect they have for each other’s capabilities. Emirates offer Ngāti Whātua rangatahi (youth) sailing training and marina programmes while Ngāti Whātua offer cultural support at large local and international events.

Here are some important business tips to consider when working with iwi:

* Work towards each other’s strengths and once the relationship has developed further, identify the gaps or ‘weaknesses’ that you can help one another with
* Understand that this is a relationship as opposed to a business transaction. Therefore it’s a collaboration of co-partners especially at the decision making table; as opposed to Māori being dictated to or included in an advisory capacity only
* Important mutual values include goodwill, agreed long term benefits and willingness to learn and grow from one-another in a collaborative and mana-enhancing / empowering way.

Note that a majority of iwi, whilst in the negotiating treaty settlement phase, will have limited capacity and capability resources especially at leadership and management level. Corporates need to understand there may be certain resource limitations at the beginning of iwi engagement while they build their internal resources.

In module 4 and 5 of this programme, we’ll talk more about how to fulfil your cultural and social responsibilities in a Māori or iwi business relationship.

**So what tangible things can corporates offer in their business relationship with Māori?**

Offer a suite of corporate sponsorship packages (in education or employment).

* Be a major sponsor of any events that the iwi are involved in e.g education, cultural or social events.
* Scholarships for university students that align their course of study e.g. management, business or health - with the industry that your corporate organisation specialises in.
* Internships as part of the university scholarship where the student works for the company during the holidays in part time – paid employment.
* Cadetships or part time work for entry level roles.

Offer corporate leadership and management development

* Business mentoring opportunities.
* Leadership and management development.
* A seat at senior leadership level (CEO or senior management) to sit in on Executive Team Leadership meetings (corporate and iwi).
* Secondment opportunities into management and operational roles.

Offer business advocacy or advice

* Corporate advice on how to build organisational capability
* Corporate advice on how to work with other corporate organisations as a “win-win”
* Encourage entrepreneurship through funding mechanisms or co-partner events for Māori business start-up ideas e.g. Marae Den / Iwi Den (Dragon’s Den).

Investment partnerships and business opportunities

* Develop an investment strategy alongside iwi to help iwi identify innovative markets and economic investment return e.g investing in small Māori owned businesses where corporates can co-fund this partially or fully. The majority of Māori owned businesses don’t meet the criteria for government funding and this is an untapped area for large economic return especially within Auckland.
* This is an opportunity where iwi can also co-invest alongside corporates to support small business owners to come up with innovative ideas on how best to utilise iwi resources in economic opportunities through the ‘Marae Den’ idea.

I’ll end this session with a final comment from Crowe Horwath’s Māori Business Support Eco-System June 2016 Report:

Although iwi attract the lion’s share of media attention and government support regarding Māori economic development ($12.5 billion), the largest sector of the Māori economy is made up of Māori employers ($23.4 billion) and self-employed ($6.6 billion) such as Māori business owners and entrepreneurs.

Thanks for your attention, let’s head on over to listen to Ward Kamo. He has two pieces of audio and remember, there are transcripts for you to read just in case you want to check back on anything he said.

Finally, all of the audio in this programme can be downloaded for you to listen on your different devices whenever it’s convenient.