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Strategy implementation in a cultural context

Whose strategy and in what cultural context are critical questions related to strategy implementation in indigenous cultural contexts. This paper discusses an emergent Māori approach to strategic thinking, planning and implementation through the Economy of Mana as a research programme, which is being developed through engagement with historic and contemporary collectivistic thinking about research methodology: both “looking beyond the sea”, as Te Ruki Kawiti urged in 1847, and meeting the requirements of a sustainability scorecard (Kaplan and Norton, 2004) developed by a group of Māori business managers and owners. This score card visually represents the research programme’s objectives, methodologies and programme scope via a kaupapa Māori collectivist dialogue with contemporary strategic thinking internationally, evidence of an overall aspiration for the research programme to provide scholarly, internationally linked insights, ideas and understandings that surpass any differences in language and culture (Walker, 2009).

Based within the quadruple bottom line of resilience or strong sustainability adapted to reflect the four well beings of historic and contemporary Māori society, this research programme encompasses the socio-cultural, economic, environmental and spiritual values that can create real points of difference for Māori trade and enterprise in a globalised world (Ta Tipene O'Regan, 2009). Strategy is defined (de Kulvyer and Pearce, 2009) as being about “positioning an organisation for competitive advantage” through industry or field choice, allocation of resources, and decisions on what kinds of products and services to offer.