

# Value Without Capital

OLW Symposium  
Wellington April 2018

Shane Leath  
[Shane.leath@agresearch.co.nz](mailto:Shane.leath@agresearch.co.nz)

## Our Current Research Question ...

How can Māori Agri-Businesses optimise their  
**VALUE CHAINS** by **INCREASING THROUGHPUT**  
**VALUE** while **DECREASING INVENTORY** and  
**DECREASING OPERATIONAL EXPENSES**  
[without **CAPITAL**]

# One Māori Perspective of Value

Accounting Non-capital Value Driven by:	Throughput ↑	Inventory ↓ [ S E C E ]	Operating Expense ↓
Whanau & <u>hapu</u>	↑	Skills	Employment
<u>Kaitiakitanga</u>	↑	Riparian Strips	Native v exotic
<u>Toanga</u>	↑	Contemporary applications	
<u>Kanohi ki te kanohi</u>	↑	Just In Time	“Cups of tea”

# One Māori Perspective of Value

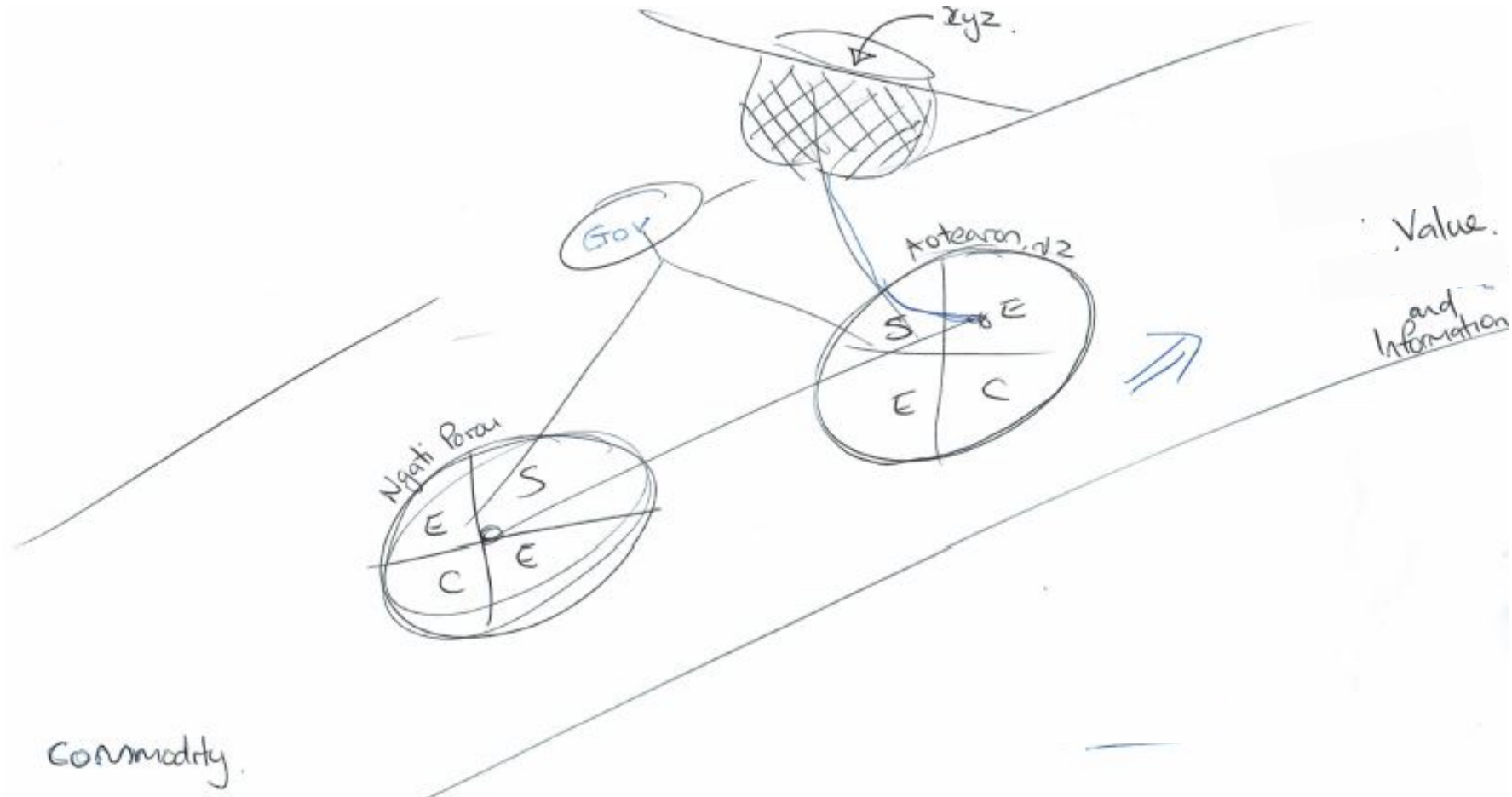
Accounting Non-capital Value Driven by:	Throughput ↑	Inventory ↓ [ S E C E ]	Operating Expense ↓
Whanau & hapu	↑	Skills	Employment
Kaitiakitanga	↑	Riparian Strips	Native v exotic
Toanga	↑	Contemporary applications	
Kanohi ki te kanohi	↑	Just In Time	“Cups of tea”

RELATIONSHIPS

PROVENANCE



# OLW .... Framework for Impact



## Research Questions

Leveraging the MAB experience, how could NZ Agribusinesses' value chains be designed to leverage the outcomes of OLW?

- What criteria could be used to evaluate these value chains without capital considerations?
- How can NZ agribusinesses design value chains that generate value from relationships, provenance and “Their Story”? [Credence attributes, environmental performance, “Edge Businesses”]
- How could Central Government assist transitioning to these Value Chains? [Incentives, subsidies, policies, governance]

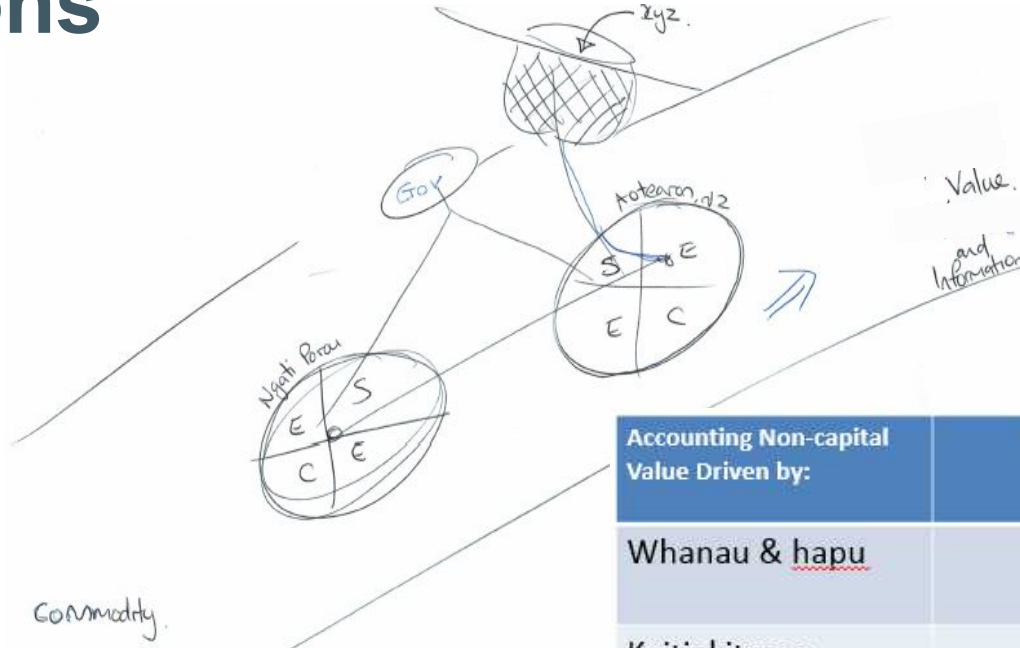
## Who Will We Co-innovate with?

- Ngati Porou
  - Pakihiroa Farms (beef, sheep, forestry)
  - Miere (honey)
  - Ngati Porou Seafoods (fisheries)
- PGG-Wrightsons

but also ...

- Open Invitation
  - Aligned OLW programmes
- 

# Questions



Accounting Non-capital Value Driven by:	Throughput ↑	Inventory ↓ [S E C E]	Operating Expense ↓
<u>Whanau &amp; hapu</u>	↑	Skills	Employment
<u>Kaitiakitanga</u>	↑	Riparian Strips	Native v exotic
<u>Toanga</u>	↑	Contemporary applications	
<u>Kano ki te kano</u>	↑	Just In Time	"Cups of tea"

RELATIONSHIPS

PROVENANCE