

Māori Business Networks in Dunedin

Project Report
June 2007



Project Stakeholders

Dunedin City Council
Te Kupeka Umaka Māori ki Araiteuru
Te Rūnanga o Ngāi Tahu
Te Tapuae o Rehua
University of Otago

Executive Summary

This report is the result of a partnership and consequent research brief established between the University of Otago School of Business, Te Kupeka Umaka Māori Ki Araiteuru Inc. (KUMA), the Dunedin City Council, Te Rūnanga o Ngāi Tahu and Te Tapuae o Rehua. The brief is principally concerned with the collection and analysis of information involving the KUMA (Southern Māori) business network, its current issues and needs and its contribution to the Dunedin economy. This information is presented in the context of published work about Māori enterprise activities in general; including the 2006 Hui Taumata initiative, *Accelerating Māori Economic Development*.

Information was collected from nineteen Dunedin-based businesses in the KUMA network, using Kaupapa Māori principles that included face-to-face interviews. The interviews were tape recorded and then transcribed in ordinary English spelling for ease of reference. Over 20 hours of data was collected in this way. Apart from providing details about the businesses themselves, project findings focus on core issues and themes that are pertinent to successful business growth and development for network members.

Key findings include:

- The Hui Taumata call to develop people and enterprise for Māori business growth is emerging under the KUMA umbrella. Considerable social capital is evident in the network, but the connection between this capital and the development of Māori assets is an issue that requires significant attention.
- KUMA is a young and forward-looking network that has potential to offer regional and national leadership in assisting with the development of Māori business activities.
- Time, staffing and compliance issues were identified as the major barriers to current business development

- Areas of business weakness that could benefit from professional development activities in the network include research development, marketing, management practices and administration.
- The realisation that Māori must accept responsibility for their own actions is a key driving force behind the outcomes of Hui Taumata 2005. The project findings indicate that collective aspiration and the concept of ‘rangatiratanga’ (self-determination) are key motivating elements for launching Māori business start-ups.
- Māori network membership is desirable because of the long term commitment to ‘whanaungatanga’ (kinship), rather than for reasons of financial gain.
- The ability to network and to create successful businesses is not only about business success but also about the growing esteem and mana of a group of people who are clearly taking charge of their lives.

In order to ensure that the KUMA network can be strengthened and developed for both local and national benefit, the following actions are recommended:

- Mechanisms are explored to develop and strengthen the KUMA network, including financial support.
- The KUMA network reviews its activities in line with members’ suggestions.
- Appropriate encouragement and support is provided for senior Māori students to undertake further research in this field.
- Executive education opportunities are explored through ongoing dialogue between the School of Business and project partners.
- Funding for regional and national studies of other Māori networks is pursued in order to provide a more comprehensive profile of business values, needs and support mechanisms.
- Long-term planning for the future global development of Māori businesses is explored between project partners.
- The processes developed to generate this project are continued.

Acknowledgements

E ngā iwi, e ngā reo, e ngā karangatanga te iti me te rahi, tēnā koutou, tēnā tātou.

The research team would like to express their thanks for the advice and financial support provided by the University of Otago School of Business, Dunedin City Council, Te Kupeka Umaka Māori ki Araiteuru (Southern Māori Business Network), Te Rūnanga o Ngāi Tahu and Te Tapuae o Rehua. Special thanks to Dr Brendon Puketapu (Te Tapuae o Rehua) and Dr Graham McGregor (School of Business) for leading and managing the project and also to the project advisory group of Dr Robert Alexander, Mr Ron Bull, Mr Anake Goodall, Ms. Diane Ruwhiu, and Ms. Ronda Tokona for their constructive comments and assistance.

We would also like to acknowledge the particular support and assistance of the School of Business Dean, Professor George Benwell and Mr Graham Strong (Dunedin City Council).

Encouragement and support throughout the project were provided by Phil Broughton, Suzanne Spencer and Rachel Stephenson of KUMA. Not least, we are indebted to those individual members of the KUMA network, who so willingly shared their expertise, resources and opinions with us, and who have provided the data on which the report is based.

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1. INTRODUCTION

1.1 Background

Waiho i te toipoto, kaula i te toiroa

Let us keep close together, not far apart.

This report emanates from a research brief and partnership agreed between the University of Otago School of Business, the Dunedin City Council, Te Kupeka Umaka Māori Ki Araiteuru Inc. (KUMA), Te Rūnanga o Ngāi Tahu and Te Tapuae o Rehua. The partnership was developed following a series of hui initiated in June 2006 by Diane Ruwhiu, Ron Bull and Kirsten Rose of the University of Otago School of Business.

The research is based on the collection and analysis of information from Dunedin businesses that are part of the Southern Māori Business Network, otherwise known as KUMA. The research was undertaken in order to:

1. Collect and consolidate existing data and knowledge about the state of Māori enterprise activities in Dunedin;
2. Identify what such activities contribute to the Dunedin economy;
3. Investigate and analyse what, if any, issues are inhibiting Māori business development in the City;
4. Suggest ways these issues can be overcome;
5. Explore ways in which the University of Otago School of Business can identify and integrate Māori best practice enterprise and entrepreneurship initiatives into its strategic planning to 2012.

A successful application was made to the Dunedin City Council in December 2006 for Industry Support Project Funding. Further funding assistance was provided by the School of Business, KUMA and Te Rūnanga o Ngāi Tahu in early 2007. Research Assistant positions were advertised to undertake data collection and analysis and drafting of the final report. Three successful

candidates, including a current MBA student and two PhD students (Appendix 8.1), were employed for twelve weeks following interviews. The project was launched through a mihi whakatau on 9 March 2007 at the School of Business, where all parties were formally welcomed.

Dr Brendon Puketapu chaired a subsequent meeting of the project advisory group and researchers. A project plan and time frame was agreed, and thereafter managed on a day-to-day basis by Dr Graham McGregor.

1.2 Research Kaupapa

Kaupapa Māori research has developed its own life, and as an approach or theory of research methodology, it has been applied across different disciplinary fields, including the sciences. It can be argued that researchers who employ a Kaupapa Māori approach are employing quite consciously a set of arguments, principles and frameworks that relate to the purpose, ethics, analyses and outcomes of research (Tuhiwai Smith, 2005).

Kaupapa literally translated means ‘guiding principle’ (Marsden, 2003). The researchers view this approach as a way of structuring assumptions, values, concepts, orientations, and priorities in research (Smith, 2000 quoted in Battiste). These principles have brought together the research team described in the previous section and the Māori business community represented by KUMA and its members. As such, the project is aligned with Māori on topics of importance to Māori that address their economic development and well being as a people, as identified by Māori. Since there is a commitment to report back to the community concerned, the information presented here is not viewed as an end in itself, but as part of an ongoing partnership and journey.

1.3 Report Structure

In the following sections, Section 2 presents the context for the present study and reviews current issues facing Māori business development. It focuses particularly on the findings of the 2006 Hui Taumata initiative, *Accelerating Māori Economic Development*. Section 3 introduces the KUMA network and the regional context in which it has developed. Section 4 presents the research methodology used to identify the interview sample and to collect and analyse the response data. Quantitative and qualitative findings of the research are presented in Section 5. Finally, Section 6 offers concluding remarks and recommendations for stakeholder consideration.

2. THE RESEARCH CONTEXT

2.1 Introduction

The underlying principle of this report is that the contribution to and participation in the New Zealand and world economy is a critical component in the success of Māori aspirations of social equity, cultural affirmation and economic self-sufficiency (Durie, 2001 as cited in Broughton and Ruwhiu, 2006). Therefore, it is important that specific Māori indicators be identified and applied in combination with other indicators so that the actual Māori situation can be better understood (Durie *et al*, 2002).

The *Hui Taumata – Accelerating Māori Economic Development 2006* was used as a benchmark document from which to position the aims and objectives of the present research, which has as its focus the Dunedin KUMA business network. Information provided by the KUMA Business Network and particularly the unpublished report provided by Broughton and Ruwhiu (2006) has been instrumental in establishing the current situation and prospects for Māori business in the Dunedin region. Reports by Te Puni Kokiri (TPK) and the New Zealand Institute of Economic Research (NZIER) have also been useful reference points.

2.2 Māori Economic Development

Positive Māori development emerged as a key theme following the 1984 Hui Taumata, the Māori Economic Summit, and was later reinforced by a change in government structures in 1991 when the Ministry of Māori Development replaced the Ministry of Māori Affairs. The restructuring appeared to confirm a bi-partisan approach to Māori policy and endorsed the trend for policies that led to less dependency on the state, greater levels of autonomy, and improved opportunities for Māori advancement across all sectors (Durie, *et al*, 2002).

Māori are seen to have entered the modern market economy in three waves: from the early days of colonisation; to collectively-owned Māori assets strengthened by recent Treaty of Waitangi settlements, to the ‘knowledge economy’ in the last decade with the growth of Māori service industries. These waves are carrying Māori forward, with an emphasis on the second and third waves promoting Māori collective aspirations, which define the Māori economy: a space in which self-determined development can take place (NZIER, 2003: 6). A large part of the discourse on Māori development promotes self-determination (or self-governance) as the desirable end goal.

The 2003 report published by NZIER in collaboration with TPK, *Māori Economic Development Te Ohanga Whanaketanga Māori*, highlighted the positive contribution of Māori to the wider New Zealand economy and examined commercial opportunities that existed within the Māori asset base. The Report sought to set out a plan for action and to enhance the contribution of Māori to New Zealand’s economic growth. This was followed by the NZEIR report in September 2005, *Māori Business and Economic Performance*, which focused on the current situation in respect of Māori business and economic participation and the necessary actions required to facilitate Māori business in developing its considerable potential.

In 2003, the Māori economy equated to 1.4% of New Zealand’s economy. By contrast Māori account for 10% of consumption in New Zealand, making the Māori economy proportionately and significantly smaller than the overall role of Māori in the New Zealand economy. This situation derives from the fact that Māori ‘export’ labour and capital to the rest of the New Zealand economy in the form of salaries and wages earned with a small proportion coming from the Māori economy (NZIER, 2003). At the time of the 2006 Census, there were 565,329 people who identified with the Māori ethnic group and usually lived in New Zealand. In this group, 225,360 Māori aged 15 years and over were in full-time or part-time employment; an increase of 21.3 percent from 2001. The four most common occupational groups for Māori in the 2006 Census were ‘labourers’ (21.2 percent), ‘professionals’ (14.04 percent),

‘technicians and trade workers’ (12.4 percent) and ‘managers’ (11.6 percent) (Appendix 7.4).

The Māori business base is concentrated in primary production – agriculture, forestry, and fishing – and property and business services. The first three industries account for approximately 75% of the output of the Māori economy (NZIER, 2003). Māori assets in primary production are estimated to be worth around \$9.4 billion (NZIER, 2003) and are largely based in the North Island. At a regional level most of the growth has occurred in the tertiary or services sectors. The slowest growing Māori sectors are in manufacturing. Property and business services are expected to grow above the national average growth rate by industry for Māori and will further strengthen the primary production base which is a fundamental for sustained growth. Despite having a higher rate of up-skilling than non-Māori in the 1990s and increasing employment in the private sector – Māori employment in New Zealand’s knowledge-based industries remains relatively low. Knowledge-based businesses rely on intellectual property and innovation as their primary means of competitive advantage.

Although still relatively small in 2003, the Māori economy was deemed ‘robust’. Strong growth in the 1990s has laid a foundation for future growth and the Māori asset base is generally a sound one in terms of growth prospects (NZIER, 2005). The potential for converting cultural assets into commercial activities is anticipated to increase, giving rise to greater economic development within the Māori collective setting. The on-going improvement in Māori human capital (defined in terms of skills rather than formal qualifications) and the development of a ‘class’ of Māori entrepreneurs operating in both non-Māori and Māori economies is critical for business sustainability and growth. For Māori, culturally self-determined development will lift the aspirations of many Māori who are currently marginalised and under-motivated.

Investment in Māori human capital is critical to both Māori and the general economy. Challenges for Māori economic development include Māori taking

control of the structures that will enable Māori to succeed (NZIER, 2003). A major issue lies in the improvement of Māori institutions and organisations, in order to promote commercial success. There is room for government to do better, but the emphasis on Māori taking ‘control’ of their own economic development is critical to their future success.

Key areas for Māori business development include:

- Innovation
- Finance for development
- Governance, ownership and control
- Māori organisations and the quality of management
- Enhancing Māori business associations
- Labour market: skills
- Trade policy
- Regional and sector strategies (Source: NZIER 2003)

The 2005 NZIER report sought to define appropriate ‘pathways’ by which Māori could attain their potential from the present state of business and economic activity in New Zealand. These pathways were based around the following seven factors:

- Māori aspirations
- Ownership and governance
- Leadership and management
- Finance
- Innovation
- Marketing
- Internationalisation

It is these factors that formed the basis of a strategic direction for Māori economic development as part of the Hui Taumata held in 2005. The Hui Taumata 2005 was a national hui focused on accelerating Māori economic development. Its vision was ‘To expand Māori economic pathways. To

create, grow and succeed in our future together – ka hua, ka tupu, ka toa!’ (Hui Taumata Website, 2005). The realisation that Māori must accept responsibility for their own actions is a key driving force behind the outcomes of Hui Taumata 2005. Central to this action is the need to improve the Māori employment rate and the productivity of Māori workers. Hui Taumata also stressed the need to find ways to deal with fragmentation, to find new routes to tribal co-operation, to rationalise assets and to entertain joint ventures. A number of key guiding priorities were identified to help achieve these objectives.

2.3 Guiding Priorities

Hui Taumata identified eight key strategies for Māori development:

1. Create long-term planning for future development in a global framework
2. Shift the focus from improving access to high achievement and quality of outcomes
3. Seize opportunities for collaboration and new partnerships to drive economic advancement
4. Increase investment activity in Māori development and business as significant contributors to the New Zealand economy
5. Emphasise the importance of increasing Māori human capital to raise Māori average incomes and to drive economic growth
6. Focus on growing enterprise and entrepreneurial skills
7. Capitalise on the exploration of Māori identity, both as a point of difference for New Zealand and an inexhaustible source of innovation and creativity
8. Reinforce the importance of excellent leadership and governance that will share good practice and work cooperatively

(Hui Taumata Summary Report, 2006)

Building new partnerships in both the national and international spheres, and in the public and private sectors in New Zealand, was a strong theme at the

hui. Research on business partnership between Māori and non-Māori business revealed that while many Māori businesses appear to have engaged with a broad spectrum of mainstream organisations, they have typically failed to develop enduring relationships with those organisations. Themes that emerged as playing a significant role in the success or failure of collaborative engagement from this research included: organisational image, key people, relationship building, organisational processes and general dynamics of the business environment (Broughton and Ruwhiu, 2006).

The present project was launched to further investigate these issues in relation to the Dunedin business environment; taking as its premise the three guiding priorities of the Hui Taumata 2005:

- Developing People
- Developing Assets
- Developing Enterprise

2.3.1 Developing People

There are various characteristics of enterprise culture affecting enterprise development within a community. These include but are not limited to: cultural context, attitudes and social settings, levels of understanding, education and training on matters such as risk and levels of participation in enterprise, entrepreneurs, skills and knowledge, research and development, access to alternative markets, networks.

The goals of Māori enterprise are often two-fold – commercial and social. Growth trends in population/demographics, education, employment and self-employment, and asset ownership suggest that the enterprise culture of Māori communities could support significant growth. There has, however, been some criticism that the developing enterprise stimulus paper fails to differentiate between Māori collective enterprise and Māori individual

enterprise and the need to identify and understand the difference between the various enterprises (Gifford, 2006).

2.3.2 Developing Assets

The current situation of Māori in the workforce and what is needed to unleash the full potential of Māori in the NZ labour market is yet to be fully researched. Key questions need to focus on the development of young Māori in the achievement of skills and qualifications in the education system. How can Māori participation be increased across all sectors of education? How can Māori be encouraged into higher levels of education and their achievements effectively supported? How can investment in education be aligned with real economic opportunities? How can the skills of people already in the labour market be improved? How is it best to diversify jobs and move into industries in which Māori have been under-represented? How can appropriate training and employment support for Māori who are currently unemployed be provided?

Given the social capital that is evident in a network such as KUMA, the connection between this capital and the development of Māori assets is an issue that requires significant attention.

2.3.3 Developing Enterprise

Māori assets were defined as the tangible assets based primarily on the 3 F's – forestry, farming and fisheries that form the core of the tangible Māori asset base. Two main themes from the hui identified that: Māori need to move from passive to active participation in all levels of business; and Māori need to improve the quality of decision making and the quality of decision makers. There is a need to identify or develop modern financial and accounting tools that will support intergenerational asset management.

The hui concluded that:

Māori economic success is a portal through which our people and our culture will flourish as partners in New Zealand's future. (Hui Taumata website, 2005)

In order to facilitate the social, economic and political advancement of Māoridom, Hui Taumata recognised that “Effective leadership is the key for initiating advancements and driving them forward” (Mead *et al*, 2006).

While these issues are intrinsic to the research undertaken as part of this project they are not explored directly here as issues in their own right. Where appropriate these issues are considered as the need arises in findings section of the report (Part 5).

3. THE KUMA NETWORK

3.1 Introduction

The challenges, issues, and principles raised in the previous section have been taken up on a regional basis in the South of New Zealand through the establishment and leadership of the KUMA business network. This section provides details of the network and the context in which it operates.

3.2 *Te Kupeka Umaka Māori ki Araiteuru Inc (KUMA)*

Te Kupeka Umaka Māori translates in English to mean Māori Business Network, whilst *ki Araiteuru* refers to the coastline encompassing the Otago/Southland region¹. The network was established in 2005 with a vision *to bring Māori business people together to enhance their individual success through our collective support* (KUMA Website, 2007). Their catch phrase *Kia Tipua Tahi Ai - Let's grow together* - further emphasises the essence of a network with added value seen in development of their organisation and member listings.

The vision of the KUMA network is *to bring Māori business people together to enhance their individual success through our collective support*. The network consists of three geographic centres; Dunedin, Invercargill and Queenstown. With initial seed funding received from Te Puni Kokiri, establishment costs secured the formation of an establishment group of 12 business people drawn from the three centres. Market research was undertaken to investigate the development potential of the network and an incorporated society, responsible for governance and management was founded. The

¹ Personal Communication; Interview Respondent (2007)

KUMA Board is led by Phil Broughton and currently sustains a 12-member panel.

KUMA aims to provide a self-sustaining framework to support Māori business and accordingly contributes to the economic development of Māori. The goals of KUMA are aligned to the national strategies discussed further in this report. More specifically the role of KUMA as a 'network' for Māori is an important strategy that blends individual, collective and global aspirations with regard to cultural economic development.

Although relatively young the network maintains a registration database of over 200 members with 71 confirmed subscribing members at the project launch date (KUMA database records, 2007). Membership of the network is a key indicator of its strength and success and there is a need to increase the current list of subscribed members to ensure that it can deliver the services that members need to run a successful business.

The KUMA Chair and Board have instigated a number of achievements for members in its gestation period. These include: regional hui held every four months in either Dunedin, Invercargill or Central Otago, 2-day annual hui with guest speakers (held in Cromwell 2006, and Bluff 2007), monthly network breakfast hui, profiles of members and a database of member details, website and IT based services inclusive of an events calendar, photo gallery and discussion forum with 70 registered users, newsletter in electronic and hard copy, and library services. They have also secured key relationships with corporate and council sponsorships, a Memorandum of Understanding with the Otago School of Business and discussions with the Upstart organisation and local schools.

KUMA's leaders also recognise the growing importance of the Māori economy to the Otago/Southland region and the need to engage with mainstream networks for its future sustainability. Ongoing challenges will require strengthened engagement with the mainstream business community, meeting member demands, and obtaining and retaining support of key

groups/forums. Dunedin City is a key entity in this regard and provides the immediate context for launching the project that is reported here.

3.3 Dunedin City

The Economic Development Vision for Dunedin to 2010, as endorsed by the Dunedin City Council (DCC), is that of a *City that encourages strong local business and employment growth, and attracts increasing numbers of new businesses and tourists* (DCC, 2006). Recent statistics from the Dunedin City Council show increasing growth of businesses with a total of 8417 businesses in the Dunedin city region in 2005 (see Appendix 7.3). Māori businesses form an integral part of the overall business environment of the region. However, there is no distinction between Māori and non-Māori businesses in current statistics.

Recent research has highlighted the need for more collaborative engagement between Māori and non-Māori businesses (Broughton and Ruwhiu, 2006). Characteristics of Māori business organisations showed a preference for engaging with Māori business networks because these offer a supportive environment and act as conduits to mainstream organisations. There are variable levels of visibility and confidence in identifying as Māori businesses.

Successful relationships were often associated with: accepting diversity; commitment to building long term relationships; taking a holistic approach to business issues; and having personnel with appropriate knowledge and sensitivity to Māori people. Closer collaboration and partnerships between Māori and non-Māori will come through a perception (by Māori) of a 'value added' approach. Measuring Māori realities must take into account Māori values and perspectives. There are significant differences between the views of Māori and non-Māori and therefore specific methods are necessary to gauge those activities or states that are unique to Māori.

Apart from the work of Broughton and Ruwhiu there seems to be a paucity of research on Māori business development in the City; hence, the motivation for undertaking the present project, the details of which are presented in the following sections.

There may also be Dunedin City Council business initiatives that are relevant and appropriate for Māori participation. Māori participation in these initiatives could be usefully explored and encouraged.

4. RESEARCH DESIGN AND METHODS

4.1 Design overview

The interviews on which this report is based were designed to elicit information about the particular issues and barriers facing Māori enterprise activities in Dunedin. The tool used to collect this information was the semi-structured interview, based around questions and themes that had been identified from the literature reviewed in Section 2. A total of 19 interviews were conducted. All interviews were tape recorded and transcribed into ordinary English spelling. The data transcripts were subsequently analysed for information that included details about:

- (i) The participants themselves
- (ii) The organisation and structure of their businesses
- (iii) The value of belonging to a Māori business network
- (iv) The nature of any culture specific issues and barriers involved in being a Māori owner/operator
- (v) The day-to-day issues and barriers facing the business
- (vi) The future development of the businesses

Appropriate ethical and consultative processes were undertaken prior to undertaking the interviews. These included:

- (i) University of Otago ethical approval at departmental level of a proposal involving human participants (Category B) – 29 March 2007
- (ii) Notification of the project by the Ngāi Tahu Research Consultation Committee (19 April 2007).

4.2 Defining and Identifying the Sample

There is no official census data that specifically identify Māori Businesses in the Dunedin area. Since KUMA identifies itself as a ‘Māori Business Network’, all businesses registered as part of the network were considered to be ‘Māori Businesses’. Given that the network is dispersed across the Otago/Southland region, the decision to focus on the Dunedin cluster of businesses was made on practical and logistical as well as economic development grounds. The target sample for the project therefore comprised of owner/operators of businesses based in the Dunedin area (Appendix 8.2), that were registered and fully subscribed members of the KUMA Network. Twenty one businesses were identified in this way.

Initial telephone and e-mail contact was then made with the individual owner/operators in each business to establish their willingness to be interviewed as part of the project. Nineteen businesses or 90% of the sample agreed to take part.

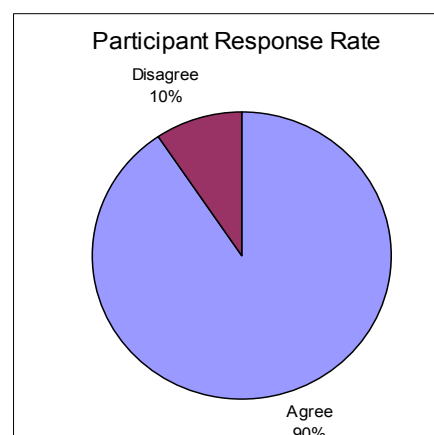


Figure 1: Survey Response Rate

This willingness to participate was partly influenced by KUMA’s public support for the project and partly by the presence of the research team at KUMA’s annual hui held on 23 February 2007 at Te Rau Aroha Marae in Bluff. The opportunity to be formally welcomed on to the Marae and then to present the rationale for the project to hui participants provided immediate entrée to the network of a kind that might not otherwise have been possible. The team was effectively accepted as ‘insiders’ rather than ‘outsiders’ and in a number of cases individual owner/operators simply volunteered their willingness to participate in the project on the spot. This contact also meant that ‘cold calling’ to establish appointments with would-be interviewees was largely unnecessary; since the

interviewers had already established that their motives for undertaking the research were bona fide. Here we have evidence of the kaupapa principles established for the project being put into practice.

4.3 Interview Process

An agreed range of questions was firstly identified from the extant literature about Māori economic development. These questions were then pilot tested with three members of the network over a period of 1.5 weeks. Following testing, interview guidelines were drawn up, including core questions about the respondent's personal background, their business, their membership in KUMA and other networks, cultural issues, barriers and problems facing their business and concludes with an outline of their perceived future vision. The interview guide is attached in full as Appendix 8.3.

In order to conduct the interviews in keeping with a Kaupapa Māori approach, *kanohi ki te kanohi* (face to face) meetings were arranged. *Kanohi ki te kanohi* is the basic litmus test of evidence in te ao Māori [Māori worldview] (Jackson, 1988). Conducting the interviews in this way also allowed for more spontaneous exchanges, particularly since the settings for the interviews were chosen at the convenience of the interviewees.

Interviews were conducted by the three research assistants, who worked independently and shared interview duties between them. Preceding the interview each respondent was guided through the University of Otago's consent process under the direction of Te Komiti Rakahau ki Kai Tahu regulations (Ngāi Tahu Research Consultation Committee). This process concluded by respondents being asked to sign a consent form; a copy of which was kept by the interviewer. They were also asked if they agreed to the sessions being tape recorded. The interviews typically lasted from approximately 40 minutes to one hour in duration.

The participants were interviewed in person at a location that was convenient to them during the period 29 March to 23 April. Locations included their homes, their place of business, public places such as a café and on two occasions the project office based in the Otago School of Business. These locations were selected to maintain a ‘comfort zone’ according to individual participant needs.

4.4 Data Analysis

Each interview was transcribed in ordinary English spelling for ease of reference. The transcripts were then used to:

1. Provide details about the personal profiles and business characteristics of the participants using the check list questions in the interview guide (Appendix 7.2).
2. Identify core themes and issues relating to business development and success, which could be benchmarked against the extant literature.

Analysis of the core themes and issues was generated by creating ‘a thick description’ (Geertz, 1973) of the data. Hence, for example, one of the redolent themes in the literature is the effective use of ‘time’ in the day-to-day management of small businesses. This issue appeared in the interviews with responses such as:

I never seem to have enough time to do anything

I’m juggling several roles and time is a real issue

Marketing can take a huge draw on energy and takes time

Working 50 hours a week and six years on, you kind of get tired and time becomes precious

These responses were then ‘lumped’ into the appropriate core theme that had been identified through the literature. In the case of ‘time’, this was allocated to the theme dealing with ‘Business Issues and Barriers’. The data findings

were then consolidated for each theme and form the basis of the discussion presented in the following section.

5. FINDINGS

5.1 Introduction

The participant responses from the interviews are divided into two parts. Part 1 presents findings concerning general background information about the participants and their businesses and are largely quantitative. Part 2 presents findings of a more qualitative nature including the core themes and issues identified from the extant literature. A summary of key findings is presented at the end of the section.

5.2 Personal and Business Profiles

Participant details are summarised in the following table.

N° of Participants	Iwi Affiliation	Male	Female	Businesses owned
19	7 Ngāi Tahu	12	7	25
	8 Non Ngāi Tahu Iwi			
	4 No particular Iwi			

Table 1: Participant Details

Business experience was mixed with 13 of the owner/operators having some business sector experience prior to starting their own business and 6 having no prior business experience. All the owner/operators had been involved in starting up the companies.

The Māori business facilitation programme run by Te Puni Kokiri had been taken by 10 of the 19 interviewees.

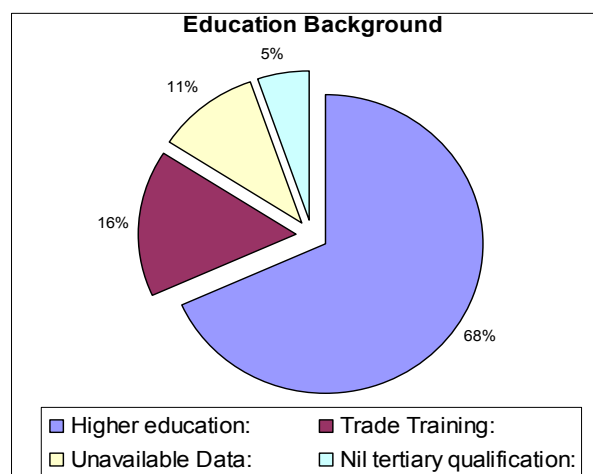


Figure 2: Education Background

Higher education opportunities had been pursued by 13 of the respondents (Figure 2). The most common type of business entity was Limited Company, as is evident in Figure 3 below.

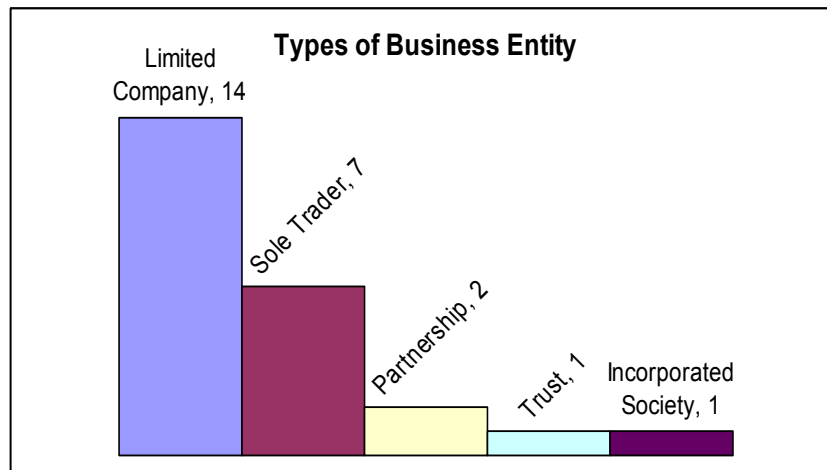


Figure 3: Types of Business Entity

Table 2 presents the mean and median characteristics of a typical firm.

	Annual Turnover (\$NZ)	N°. of workers full and part-time incl. owner	N°. of years business has been in operation
Mean	\$1, 200, 000	8	6
Median	\$348, 000	4	2

Table 2: Summary of Key Statistics

The median figures are much in keeping with the findings of Alexander et al. (2005) who report that a typical firm in their survey is ‘quite small’.

For example, the median firm employs only 4 effective full time workers (FTEs) including the owner and has an annual turnover of \$350, 000. (2005:41)

The mean figure is the result of two relatively large and successful companies who are part of the network. Virtually half of the sample comprised of start-ups that have been established in the last two years.

An indicator of business strength or weakness can be measured by annual turnover. Most respondents were happy to provide indicative turnover in bandwidths as indicated in Figure 4. Nine businesses produced less than \$100,000 per annum and 7 over the \$500,000 mark.

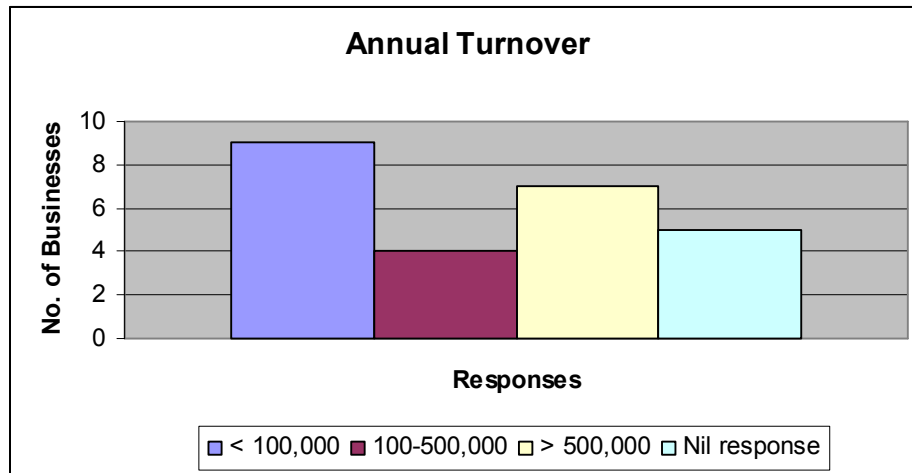


Figure 4: Annual Turnover

The respondents were also asked to indicate their use of marketing, research and advertising plans (Table 3).

Business Characteristics	Yes	No
Business Plan/Marketing Plan	18	7
Market Research (formal and informal)	16	9
Promotion/Advertising	15	6
Collaborations	5	13

Table 3: Business Characteristics

It is clear from the table that a significant number of the network members do not:

- have a current business plan
- undertake any formal or informal market research;
- do not undertake any sort of promotional activities

These findings are consistent with those of TPK report (2006) which provides a client profile of Otago and Southland Māori Businesses. As part of this profile, TPK presents a risk profile of these business based on the following

factors: research and development, marketing, people, management practices, production, market, resources, employees, other stakeholders, owners, business purpose, commitments, environment, organisation, administration, financial, future vision and customers. The report concludes that Otago businesses are weak in area of research development and marketing, while Southland businesses are weak in management practices and administration.

In the light of this reported weakness, one might expect the businesses concerned to rely on the use of outside expertise. However, this expertise was largely confined to the professions of accounting and law as detailed in Table 4.

Type of Outside Expertise	Yes	No
Accountant	24	1
Lawyer	24	1
Other	5	17

Table 4: Types of Outside Expertise

KUMA may well be perceived as the preferred supplier of various different types of business expertise for the network, since the only other named professional organisation that individuals indicated they belonged to was the Otago Chamber of Commerce (Table 5).

Business Network	N°. Enrolled
Otago Chamber of Commerce	5
Other Māori (outside Dunedin)	1
Other Non-Māori	1

Table 5: Business Networks

The potential for economic gain was the most commonly cited reason for joining the Chamber of Commerce. One respondent said:

It is purely for networking and to make some money.

Another respondent made a direct comparison between the Māori (KUMA) and non-Māori (Chamber of Commerce) network stating:

I don't know what it is, but its maybe the personal nature of it, the camaraderie of it, there's something really social and connecting about the way the KUMA organisation operates versus, for example me going and being a part of the Otago Chamber of Commerce which is the Pakeha equivalent.

This participant claimed that his opinion was common amongst other KUMA members. Perhaps it is the commitment to 'whanaugatanga' (kinship) that can help to explain this strong sense of preference.

5.3 Core Themes and Issues

Core themes and issues that were used to guide the qualitative stage of the project are presented in the Table 6 below. The kinds of research question that underpin these themes are also presented in the table. The responses for each category form the basis of the findings and discussion presented in this section.


Core Theme	Research Questions
1. Business Success	<ul style="list-style-type: none"> What are the strengths and weaknesses of the business?
2. Networking	<ul style="list-style-type: none"> Do you belong to any business networks and are they helpful? What are the advantages in belonging to a network like KUMA? Can the network be improved?
3. Māori identity	<ul style="list-style-type: none"> Is Māori identity important for the business and does it provide a point of difference?
4. Issues and Barriers	<ul style="list-style-type: none"> What are the issues or barriers facing the business? Do these issues or barriers differ from main stream business issues?
5. Business Aspirations	<ul style="list-style-type: none"> What are the aspirations for future development of the business? What barriers would prevent the business meeting these goals?

Table 6: Research Themes and Questions

The five themes identified in the Table are explored in more detail below. Key quotations selected from the interview data are highlighted to provide examples of participant responses.

5.3.1 Business Success

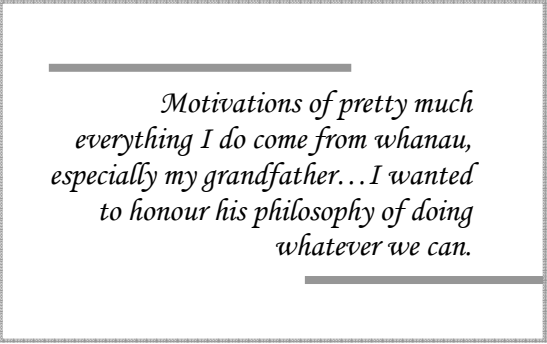
A key element to business success is the drive and motivation of individual owner/operators. Since 23 of the businesses were start-ups, the group demonstrated strong entrepreneurial characteristics. These characteristics included responses such as:



*personal drive/challenge, family ties,
upskilling, financial, and lifestyle.*

Selection of Participant Responses

There was also a strong sense of participant desire for self-determination in terms of Māori *rangatiratanga*. The importance of this concept is highlighted by the following comment;



*Motivations of pretty much
everything I do come from whanau,
especially my grandfather... I wanted
to honour his philosophy of doing
whatever we can.*

Participant Response

Apart from organisational strengths and weaknesses, participants also commented on their personal strengths and weaknesses. Strengths commonly identified included:

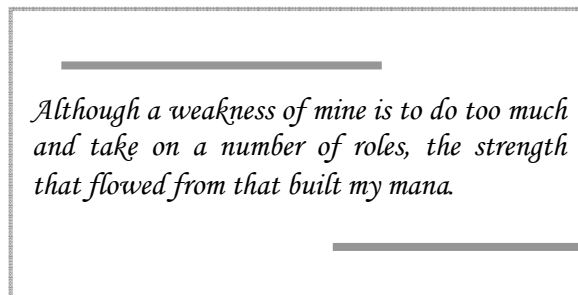
- customer relations
- selling ability
- people oriented ethos

- creativity
- ability to generate ideas
- networking skills
- good work ethic
- willingness to multitask
- opportunism

Weaknesses included:

- book-keeping ability
- being organised
- inability to delegate
- impatience
- lack of focus

However, one participant commented:



Although a weakness of mine is to do too much and take on a number of roles, the strength that flowed from that built my mana.

Participant Response

This comment shows that the categories can overlap, and can lead to positive rather than negative outcomes.

Comments on the strengths of the businesses themselves varied depending on the nature and history of the business. Common reported strengths were:

- Technology
- Brand equity
- Diversity of staff (multi-cultural)

Strengths noted by individuals included:

- a strong customer support base
- reputation derived from providing a quality product
- ourselves (owner)
- support of family/friends
- collaborative relationship

One participant highlighted the core reason for his business success in cultural terms.

...I see my Māori side as the backbone strength to me succeeding in business because of the industry I'm in. (hospitality)

Participant Response

Business weaknesses identified included:

- internal politics
- competition
- market fluctuations
- inability to converse in Te Reo

5.3.2 Networking

All the participants were members of the KUMA network, with only 7 individuals identifying membership with other network groups (Table 5, pg 29). The vision of the KUMA network is to *bring Māori businesses together to enhance their individual success through our collective support* (KUMA Website, 2007). The responses highlighted the fact that the motivations for joining the network were very much in line with KUMA's vision. Furthermore, participants emphasised the importance of the concept of *whanaungatanga* that the network provided, and suggested that because of this they would remain with the network long-term. To the best of our knowledge

the importance of this concept for business support and development has not been explored in the literature that was reviewed for this project

*Tautoko / Support idea of Māori network
Inclusiveness... wanted to be in the loop...
Social networks – Affinity
Personal connections with/through Phil &
Suzanne
Relating with Ngāi Tahu through the network*

Selection of Participant Responses

KUMA members appear to be ‘up with the play’ in terms of computer literacy and communication channels (e-mail and web-pages) were reported to be very satisfactory. The following ways of improving the network were suggested during the interviews:

*Cultural connections
...acquainted with things Māori...
...see Māori succeed...
...it's a state of being that has got a
quality about it that is symptomatic of us
and non-one else...*

Selection of Participant Responses

- *Preference for marae experience versus a hotel or other venue for annual hui;*
- *See more family activities;*
- *Alternative to breakfast option e.g. BBQ / more social events;*
- *More proactive approach to find out business needs i.e. drag us in rather than wait for us to initiate contact;*
- *Progression of business mentoring programme;*
- *Provide a Breakfast Register (log book) to re-contact people & business – follow up process.*

However, the key leaders in the KUMA network were unanimously seen to play an important role in recruiting people to the network (*Phil and them do a brilliant job in advising people*) and in organising many of the network

activities. They were also considered to be mentors and role models for some of the members.

5.3.3 Māori Identity

During the interviews, the participants were asked to characterise their definition of a Māori business. Responses included:

Holistic working as opposed to hardnosed business

I don't know really...I guess if it was totally run by Māori maybe

*A Māori business is anything that
encroaches on tikanga / kawa of our
people involves our people in any name,
shape or form.*

Participant Response

The concepts of *whanaungatanga* or *whanaungataka* were the predominant values that were identified by the participants as being particularly Māori and influencing individual owner/operators behaviours and action in the daily running of their businesses. One respondent acknowledged that these values were important to them and pointed to the fact that *for me, you can't switch off being Māori*.

Although 12 participants did not identify their business as a Māori business, several respondents viewed their Māori affiliation as a distinct point of difference:

Definitely it is. I think there are some certain advantages to be had.

While it was suggested that there may be value in capitalising on Māori identity for business profile and growth, participants were unsure how this might be achieved.

5.3.4 Issues and Barriers

The issues and barriers that participants reported for their businesses are consistent with the literature on Māori business issues (Section 2), and also the literature on small business issues in general (Wilson and Deane, 2000).

The table below lists the issues/problems that were identified by the participants that they perceived to be barriers for their business. These are presented in descending order of frequency, with ‘time management’ being the most frequently identified issue.

1. Time Management	9. Compliance (ACC)	17. Other: <ul style="list-style-type: none"> ▪ Lack of trades people ▪ Competition ▪ Sales fluctuations ▪ Obtaining credit ▪ Education system ▪ Internal Politics
2. Staff Retention	10. Compliance (OSH)	
3. Compliance (DCC)	11. Compliance (Local Govt)	
4. Staff Recruitment	12. Cultural Conflicts	
5. Staff Expertise	13. Childcare	
6. Compliance (IRD)	14. Stress	
7. Access to Finance	15. Fear of Risk	
8. Community	16. Personal Barriers	

Table 7: Respondent Issues

For purposes of discussion, the issues identified have been categorised into three main groups: staffing, compliance and personal.

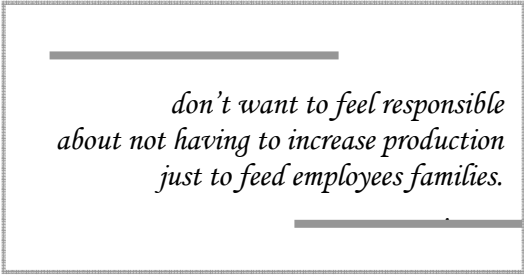
(1) Staffing Issues

Recruitment proved to be a common problem with six of the respondents identifying this as a major issue for their businesses. This was especially the case with regards to businesses seeking skilled trades-people.

There's a big gap in the quality of trades people around. There's a huge problem in New Zealand....Lack of tradesmen with good work ethic is a real issue

Participant Response

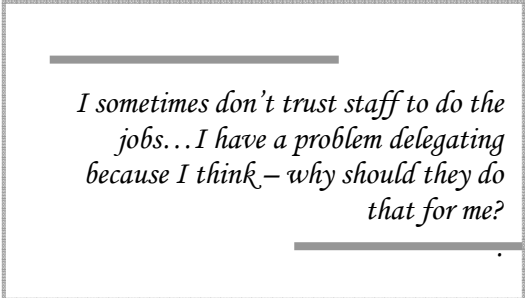
Finding staff to work weekends was also identified as a problem for several businesses. A few of the interviewees expressed reluctance at taking on any staff at all. In some cases this was due to adverse past experiences where they had personally experienced problems with staff (*I've been burnt by employees*). In other situations it was apparent that not having staff allowed greater flexibility. One respondent mentioned that they:



*don't want to feel responsible
about not having to increase production
just to feed employees families.*

Participant Response

Seven of the respondents stated that keeping staff was a problem for their business. Five respondents indicated that it was not finding staff per se that was the problem, on the contrary, it was finding qualified and experienced staff that proved to be a more pressing issue. Some respondents mentioned problems of trust and lack of confidence in their employees. For example one such comment made was that:



*I sometimes don't trust staff to do the
jobs...I have a problem delegating
because I think – why should they do
that for me?*

Participant Response

(2) Compliance Issues

Seven of the respondents expressed concerns in complying with aspects of Dunedin City Council regulations. These included the bureaucracy of the 'paper chase' required to obtain permits such as

liquor licenses and the application of food grading standards. Respondents expressed concern about the subjectivity involved.

You don't ever see the same person twice and every one of them have different standards. ... There is also contradictions, for example one rule they specify is that no one in the restaurant/café may have piercing on display at work, but the DCC person came in to do the inspection with double earrings in one ear.

Participant Response

One participant believed that they could not approach the DCC for help

It's the last place I would think of going for help... I see it as Telecom Services – very institutionalised... and a kind of old boys network. They control... and miss the bigger picture in terms of Dunedin community/business etc.

Another participant alleged that the DCC was

Very traditional and hard to break through.

Five respondents expressed concern about complying with tax regulations. The responses tended to be more about the time required and the complication of filling in the tax forms.

Tax is always an issue. They try and make it user-friendly but it's still a hassle.

Five of the respondents stated that complying with these regulations was an issue due to the time and cost involved. However, one respondent reported problems with what they considered to be a piece of *ridiculous legislation* that was enforced by Ministry of Foreign Affairs and Trade and was not appropriate at all for a small business of their size. A further respondent indicated their frustration with compliance with respect to health and safety.

Compliance is a big issue especially with our trade [building]... OSH is a big problem... it's an ongoing cost to us small businesses and sometimes it can be quite difficult to keep to them because they're so cost demanding and sometimes small business can't afford them.

Participant Response

(3) Personal Barriers

Time management was reported as a major issue for nine respondents. The following quote exemplifies this point:

I have big issues with time. I try and do everything. Sometimes I find myself doing menial things instead of doing the big things.

Participant Response

They've (government) taken the paper work away from the tertiary providers and put the responsibility back on the employer which I think sucks because we just don't have time, we're trying to run a business.

Participant Response

Respondents did however highlight the importance of maintaining a good balance of work and lifestyle.

Further personal issues that arose were childcare, stress and the fear involved in owning and running a personal business. One individual said:

...running a business is like a really serious game of monopoly...I often fear the worst is going to happen.

‘Keeping on task’ was also a common theme, with individuals reporting difficulty with adjusting to the *different headspaces required for work and family*. The following quote is a case in point:

I can't say that I'm 100% focussed on my business because of my other commitments.

There were a range of ‘other’ responses captured in the study. These included but are not limited to the following:

- competition
- sales fluctuations
- obtaining credit,
- education systems
- government regimes
- internal political agendas

Three participants had issues in their local community. For example, one participant expressed concern about the noise and rubbish from nearby food outlets. Another had been subjected to a direct attack which was perceived as racially motivated. A third participant revealed that a problem had arisen because of cultural differences between himself and his business partner. This problem eventually resulted in their falling out with the business partner involved and who opted to leave the business.

5.3.5 Business Aspirations

Nine of the participants stated they wanted to expand their businesses sometime in the future. The remainder seemed happy to maintain the

lifestyle that they have created. They were clear that they did not want to go back to being wage/salary workers, reporting to somebody else.

The aspirations of network members were not simply about becoming successful entrepreneurs. It is about their willingness to take charge of their lives and responsibility for growing their personal and collective capital. Individual growth in self-esteem and mana is evident from their reported awareness of their weaknesses as well as strengths, and their courage and pragmatic willingness to ‘have a go for themselves.’

5.4 Key Findings

5.4.1 Business Success

Individual motives for starting a business align with those of non-Māori businesses entrepreneurs. However, considerable emphasis was placed on collective aspiration and the desire for Māori self-determination ‘rangatiratanga’, as a critical end goal. Respondents identified that the ‘support of family and friends’ as well as ‘collaborative relationships with others’ was important, and that these factors were very much strengths of their businesses. Trust, shared vision and reciprocity were also key features, which network members felt were their strong points.

5.4.2 Networking

It is apparent that the KUMA network provides something quite different for its members compared to mainstream networks. While respondents joined mainstream networks for the economic opportunities they provided, and as a way to enhance the status of their business, the overwhelming response was that it was non-financial motives that lead businesses to join the KUMA network.

The concept of *whanaungatanga* was extremely important for all KUMA members and indicated their commitment to remaining in the network long-term.

Māori businesses tend to operate from a ‘values’ approach to managing and operating a business enterprise. The KUMA network has clearly enabled that values system to be nurtured and to prosper. The importance of key personnel in providing leadership as well as facilitating all aspects of the KUMA network was evident.

5.4.3 Identity

Although 63% of businesses did not identify as a Māori business, many did recognise that there was possibly value to be gained in using ‘Māori’ as a *point of difference*. For example, there appears to be much potential for business in Dunedin to better capitalise on the exploration of Māori identity, both as a point of difference for their products and services and as a source of innovation and creativity.

The extent to which Māori identity informs Māori business practices is a complex issue and needs to be more fully researched.

5.4.4 Issues and Barriers

The issues and barriers identified in the interviews were consistent with those cited in the literature on small businesses. There is however a need to recognise that distinct socio-cultural values influence Māori practice in different ways than non-Māori. In this respect it is important that specific Māori indicators be identified and applied so that the actual Māori situation can be better understood in the wider socio-economic environment of New Zealand’s business industry. For example, Māori businesses tend to operate from a ‘values’ approach to

managing and operating a business enterprise. Perhaps the most interesting finding of this study is that a Māori network such as KUMA clearly enables this Māori value system to be nurtured and to prosper.

6. Conclusions and Recommendations

6.1 Project Summary

This report is the result of a partnership that has been established between the University of Otago School of Business, Te Kupeka Umaka Māori Ki Araiteuru Inc. (KUMA), the Dunedin City Council, Te Rūnanga o Ngāi Tahu and Te Tapuae o Rehua.

- The report describes the KUMA network and uses culturally appropriate research methods and expertise to identify issues that its members face.
- By collaborating with the School of Business, a pathway has been opened where businesses may potentially be able to access resources and infrastructure, academic skills and expertise available at the University of Otago. For example, future collaborations may lead to a direct pipeline to business advice for local business.
- It has also strengthened external engagement by the School of Business with the local business community.
- In undertaking such a research project, the School of Business has shown its desire to strengthen commitment to Māori and Māori issues.
- Finally, the report provides recommendations that will assist stakeholders in evaluating future growth opportunities.

6.2 Outcomes and Benefits

The research has highlighted that the dynamics of the business environment are not always the same for Māori. It remains an ongoing challenge to consider how Māori businesses can obtain strengthened engagement with the mainstream business community. This section concludes with an outline of the project outcomes and benefits for key stakeholders and presents recommendations for future research and action.

This action may be considered in terms of both short and long-term project objectives. Possible short term initiatives include:

- A combined Dunedin City Council, Chamber of Commerce and KUMA workshop to explore ways in which Māori participation in business development can be increased.
- An annual business award for the most successful local Māori business.
- Dunedin City Council assistance in helping to lift the profile of Māori businesses.

The KUMA network offers practical benefits and support for its members. As such the network could and should be developed in the medium to longer term. While some suggestions have been made as to how this may happen, further research would be beneficial. Similar studies could be conducted with other members of the KUMA network who reside outside the Dunedin Area to establish whether specific geographical areas face similar or different issues, and whether or not there are geographical differences in the benefits that members received from the network.

A national study of the different Māori networks that exist in New Zealand and the similarities and differences between them is recommended, in order to seize opportunities for collaboration and new partnerships and drive economic advancement. It is important to consider the relationship these networks have with each other and with other mainstream business networks. There is preliminary evidence to suggest that an initiative to connect these networks on a national scale could lead to more business being leveraged, hence increasing the economic prosperity of not only the businesses involved, but the Dunedin area in general. For example, there appears to be potential in Dunedin to capitalise on Māori identity as a point of difference for their products and services and as a source of innovation and creativity. Such an initiative could be driven by KUMA, with the support of the Dunedin City Council.

There is also a need to recognise that distinct socio-cultural values influence Māori business practice. The unique nature of this practice could contribute to the way that indigenous assets are managed and developed on a global scale, but this would clearly require a much more ambitious research agenda.

6.3 Recommendations

This project can be used as a national exemplar and its future should be weighed accordingly. The following actions are strongly recommended:

1. Initiatives are explored to develop and strengthen the KUMA network, including mechanisms to provide appropriate financial support.
2. The KUMA network reviews its activities in line with members' suggestions.
3. Appropriate encouragement and support is provided for senior Māori students to undertake further research in this field.
4. Executive education opportunities are explored through ongoing dialogue between the School of Business and project partners.
5. Funding for regional and national studies of other Māori networks is pursued in order to provide a more comprehensive profile of business values, needs and support mechanisms.
6. Long-term planning for the future global development of Māori businesses is explored between project partners.
7. The processes developed to generate this project are continued.

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8. Appendices

Appendix 8.1 Profile of Research Team



CURRICULUM VITAE **Maria Amoamo**

1. **Qualifications:**
Travel Industry:

IATA-UFTAA Diploma	1985
IATA-UFTAA Advanced Diploma	1987
NZITT Certificate of Management	1997

Education:

NZQA Certificate in Adult Teaching	2005
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University of Otago, Dunedin NZ

Enrolled in full-time Doctorate	2005
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**(Recipient of Otago University Post-Graduate Scholarship)*

Master of Tourism (distinction)	2004
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**(Recipient of Otago University Post-Graduate Award)*

Graduate Diploma of Tourism (GDipTour)	2002
Batchelor of Arts (English Major)	2000

2. **Employment History**

2005-2007	University of Otago	Teaching Assistant, Department of Tourism <ul style="list-style-type: none">- Culture and Heritage Tourism- Tourism Development and Planning- Principles & Business of Tourism Management
2004-2005	University of Otago	Research Assistant, Department of Tourism <ul style="list-style-type: none">- NZ Trade and Enterprise and NZ Food & Wine Tourism 'Best Practice case study'- Nature Based Tourism Project
2004-2007	Sir George Seymour National College of Tourism & Travel	Tourism Tutor
1987-2001	Amo and Holmes Travel Ltd, Dunedin, NZ	Co-Owner/Director

3. **Research Expertise**

Doctorate of Philosophy	Māori Tourism: Representation and Identity a Regional Perspective. (to be completed March 2008)
Master of Tourism	Image Formation and its Contribution to Tourism Development in Canada's Northwest Territories
GDipTour	Searching for Authenticity: Cultural Tourism in Northwest Territories Canada.

Miranda Miroso



Education

2007, Otago University

Enrolled Full time in a PhD, studying community consumption and social movements

2006, Otago University

Completed a Bachelor of Arts, Majoring in French

2005, Lyon III University, France

(Exchange programme through Otago University)

2001-2004, Otago University

Completed Bachelor of Commerce with First Class Honours, Majoring in Marketing Management

2003, Otago University (Distance Learning)

First half of paper year towards the Masters of Tourism (MTour)

2002, Otago University, Hokkaido, Japan

International Marketing (exchange programme through Otago University)

Employment History

Tutor, *University of Otago, Dunedin*

(Jun 2004 – Current)

Key Responsibilities: Preparing and teaching first, second and third year tutorials as part of the Marketing and Tourism courses offered by the university.

Research Assistant, *University of Otago, Dunedin*

(Jun 2005-Aug 2005)

Key responsibilities: Conducting research for a project called ‘Willingness of Overseas Consumers to Purchase Genetically Modified Food Products’ conducted on behalf of AGMARDT. The project involved data collection in several European countries, setting up a company, being the buyer for the company in the largest professional food market in Europe. .

Social Campaigner, *for Greenpeace, Dunedin*

(Mar 2005-Jun 2005)

Research Assistant, *for Head Lecturer, University of Otago Dunedin* (Feb 2004-Dec 2004)

Key responsibilities: Conducted research for numerous projects (e.g. for the project ‘Tourism Networks and the America’s Cup’ I carried out 100 phone interviews with key people in tourism business that were based around the Viaduct Harbour in Auckland).

English Tutor, *SEED English School, Otago, Hokkaido Japan*

(Nov 2001- Nov 2002)

Key responsibilities included teaching groups and individuals, both adults and children as young as four.

Brief Resume

*Ko Ruapehu te maunga
Ko Murimotu te maungatapu
Ko Whangaehu te awa
Ko Ngāti Rangī te Iwi
Ko Rangituhia te hapu
Ko Raketapauma te marae*

Hiria Tutakangahau



Qualifications:

- NZIM, Supervisory Management 1996
- Te Whare Wananga o Awanuiarangi;
Te Reo Māori, Māori Leadership & Contemporary Māori Society 1997
- Waiariki Polytechnic; Masterclass Word Processing
Adult Teaching – Māoritanga in Education. 1997
- Waikato University; Tutor Training and Assessment 1998
- Open Polytech of NZ; Bachelor of Business (partial) 2001
- NZQA; Computing & Business Admin 2002
- University of Otago; Microsoft Office Expert Specialist 2004
- University of Otago; Bachelor of Arts Māori Studies (partial) 2005
- University of Otago; Diploma in Business Administration 2006
- University of Otago; Masters in Business Administration 2007

Work Experience:

- University of Otago; Research Assistant 2007
- Te Roopu Rangahau Māori o Ngai Tahu; Administrative 2005
- Te Kura Kaupapa Māori o Otepoti; Administrative 2005
- Te Runanga o Ngāti Awa; Personal Assistant to CEO 2005-06
- Te Roopu Whakaemi Korero o Ngāti Awa; Researcher 2003-05
- Te Kura o Matahi; Tutor 2002
- Te Runanga o Ngāti Awa; Computer Tutor 2000-01
- Whakatane High School; Computer Teacher 1999
- Whakatane Hospital Board; Administrative 1998
- Whakatane Board Mills; Administration 1995-97
- Department of Social Welfare; Administrative 1987-94

Research experience:

- Te Poutokomanawa Whanau Trust; succession plans 1990-2007
 - Mere Kuaohuwhenua Trust; management structures 1995-2007
 - Te Runanga o Ngāti Awa; WAI 46 Ngāti Awa Claim 2000-2002
 - Te Roopu Whakaemi Korero o Ngāti Awa ; WAI 46 2001-2002
 - University of Otago; Māori Business Network Project 2007
-

Appendix 8.2 DCC Area and Dunedin Businesses

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005
Businesses	6,731	7,009	7,035	7,329	7,348	7,494	7,713	8,190	8,417

Percentage change latest year: 2.8

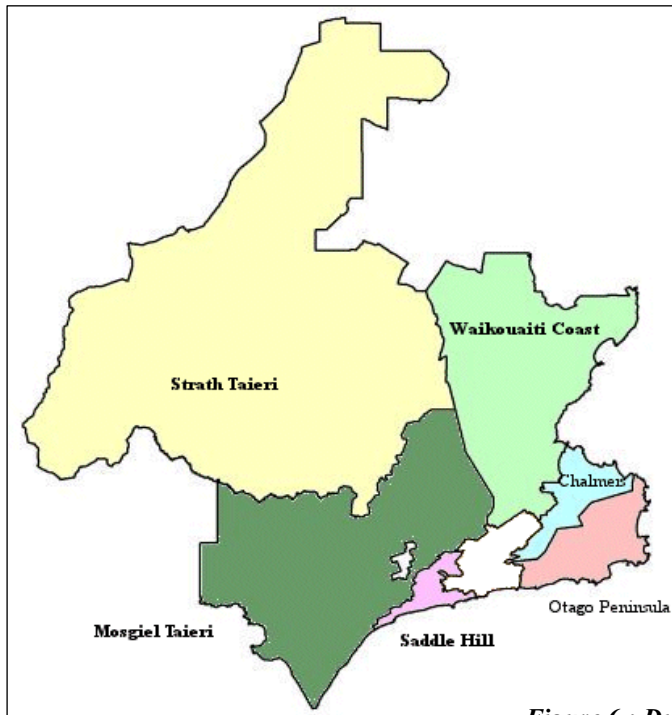


Figure 6 : Dunedin City Council Boundary. Source: DCC Website, 2007

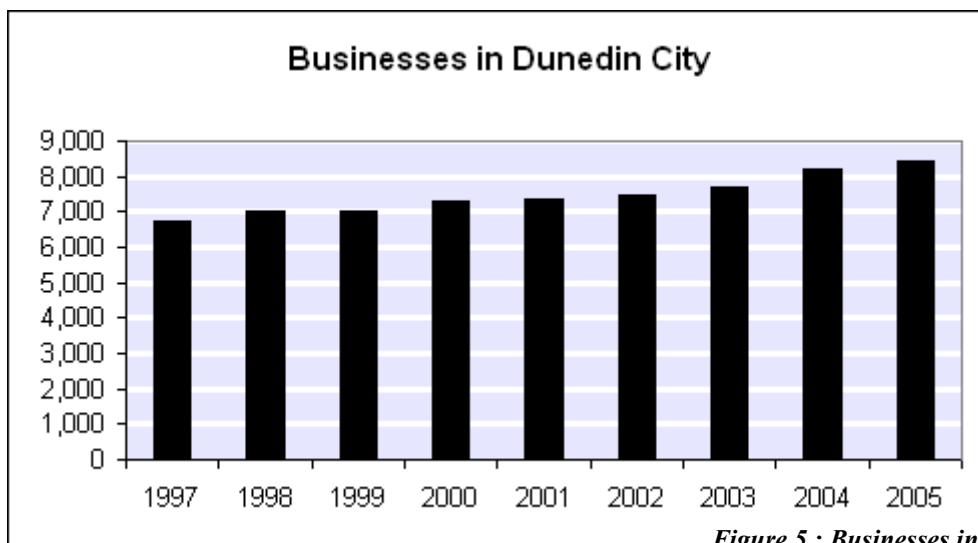


Figure 5 : Businesses in Dunedin Source: DCC Website, 2007

Appendix 8.3 Interview Guide

Interviewee:	Date:	Time:
CHECKLIST:	CORE QUESTIONS	
1. Business Trading Name / What is Business?	Tell me about yourself? <ul style="list-style-type: none"> • <i>Background – education, iwi affiliation</i> • <i>Previous business experience</i> • <i>Motivation for business start up</i> • <i>Personal strengths & weaknesses</i> 	
2. Type of Entity		
3. N ^o . years in operation		
4. Were you involved in business set up?		
5. Job Title	Business Organisation <ul style="list-style-type: none"> • <i>Do you use outside business expertise/advisors?</i> • <i>Sources of funding eg bank, TPK</i> • <i>Business strengths & weaknesses</i> • <i>Technology & innovation use / development</i> • <i>Do you access upskilling programmes incl staff development?</i> 	
6. N ^o . of employees full time / part time		
7. Previous experience in business		
8. Business Plan		
9. Marketing Plan	Kuma / Other Networks <ul style="list-style-type: none"> • <i>When did you join?</i> • <i>Why did you join?</i> • <i>How has Kuma assisted your business?</i> • <i>What value do you get out of the network?</i> • <i>What other services can Kuma offer to improve value?</i> 	
10. Do you undertake market research e.g. competitor analysis?		
11. Does your business undertake promotional activities? Collaborations?		
12. Annual Report		
13. Mission Statement / Vision	Cultural <ul style="list-style-type: none"> • <i>Do you identify as a Māori business?</i> • <i>Is Māori identity in business important to you?</i> • <i>What is your definition of a Māori business?</i> • <i>Do you think being a Māori business as a point of difference – nationally / internationally.</i> 	
14. Do you use outside business expertise/advisors, if so who? Accountant, lawyer.		
15. Do you belong to any other networks? Māori or non-Māori?		
16. Have you undertaken the Māori Business Facilitation Programme?	Barriers / Issues <ul style="list-style-type: none"> • <i>Have you faced any cultural barriers?</i> • <i>Compliance eg tax, acc, DCC regimes, govt</i> • <i>Recruitment / Retention</i> • <i>Accessibility to capital ongoing/future/development?</i> • <i>Local community</i> 	
	Tell me about your vision for the future <ul style="list-style-type: none"> • <i>Highlight main issues</i> • <i>What's stopping you getting there</i> • <i>Can you identify any other things that can help you to get there?</i> 	

Appendix 8.4 Statistics NZ (2006)

Work and Income / Ko ngā Mahi me ngā Whiwhinga Moni

- There were 225,360 Māori aged 15 years and over in full-time or part-time employment in 2006, an increase of 21.3 percent since 2001.
- In the census, the proportion of Māori stating they were unemployed fell from 16.8 percent in 2001 to 11.0 percent in 2006.
- Marlborough Region had the lowest unemployment rate for Māori, with an unemployment rate of 4.7 percent for Māori aged 15 years and over in the labour force.
- Northland Region had the highest unemployment rate for Māori at 13.9 percent.

Labour Force Status for the Māori Ethnic Group Aged 15 Years and Over
2001–2006 Censuses

	2001	2006
	Number	Number
Employed full time	141,597	175,545
Employed part time	44,223	49,812
Unemployed	37,497	27,876
Not in the labour force	106,482	112,173
Total	329,799	365,406
Labour force participation rate (%)	67.7	69.3
Unemployment rate (%)	16.8	11.0

- For Māori aged 15 years and over who were employed, the four most common occupational groups were 'labourers' (21.2 percent), 'professionals' (14.0 percent), 'technicians and trade workers' (12.4 percent) and 'managers' (11.6 percent).
- In 1986, 25.5 percent of Māori adults were working in the 'manufacturing' industry and over one-third were employed in 'community, social and personal services'. Twenty years on, the most common industries for Māori to be employed in were 'manufacturing' (14.7 percent) and 'construction' (9.6 percent).

Major Occupational Groupings for Employed Māori Ethnic Group Aged 15 Years and Over

2006 Census



- The median income (half receive more, and half receive less, than this amount) for Māori aged 15 years and over was \$20,900 in 2006. This is an increase of about 40 percent from 2001, when the median income for Māori was \$14,800.
- In 2006, the median annual income was \$25,900 for Māori men aged 15 years and over and \$17,800 for Māori women.

Note: The Māori ethnic population includes those people who stated Māori as being their sole ethnic group or one of several ethnic groups.

Figure 7 : Employed Māori Groupings. Source: Statistics NZ. 2006