



Māui Rau

From signal to action



June 2017

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Mihi

**Ko Meretūahiahi, māna te kahu nui o Hine e tākiri,
ia pō, ia pō kia tū mai ngā whetū kānapanapa i
te rangi e tū iho, kia ngāngā mai ngā whetū i te
kanohi ā-tangata i te papa e takoto ake nei.**

Tēnei te pō, nau mai te ao.

**Tahia te tau, he mate huhua kei te rangi. Ko te
whetū o te rangi e ngāngana ana ko koe, e Awa e.
Nāu a Māui Rau tuatahi i kaha tautoko, e moe, a,
whakamāramatia mai te ara ki mua i te iwi kua
waihotia ake ki muri nei. Okioki mai rā koutou.**

**Nō reira, kumea mai ngā whatu kia piri, kumea
mai te hinengaro kia tata kia werohia te pū, te
weu, te aka, te tāmōre e puta nei te whakaaro kia
whakahiko ake i te mahara, tūturu he uri tātau nā
Māui-tikitiki, ae, he uri tātau nō Te Kāhui Māui.
Tēnei te kupu e rārangi nei hei ngaungau mā te
whatumanawa kia eke ki ngā taumata e kīia nei:**

‘E kore e ngaro, he kākano i ruia mai i Rangiatēa’

Whākina! Whākina! Whākina!

Opening

The rising of Matariki signals fresh beginnings, a time to turn and prepare the soil ahead of planting for next season's bounty – the eventual harvest to sustain a whānau or hapū through the seasons until the next year.

In times where there was some consistency in the seasons from year to year, planning and responding to the natural elements could be done with reasonable accuracy in pursuit of feeding the people. The practice of preserving kai being an absolute necessity.

But what we have seen in the last twelve months is that the elements do not always behave in a predictable manner, causing upheaval in many lives. Furthermore the mindset around ensuring resources are saved so that they can continue to be used in perpetuity is being challenged.

Nature aside, cyclones of the social, geo-political, cultural, environmental and economic kind are both wreaking havoc and effecting transformation on society; the extent to which that is good or otherwise is a matter of opinion.

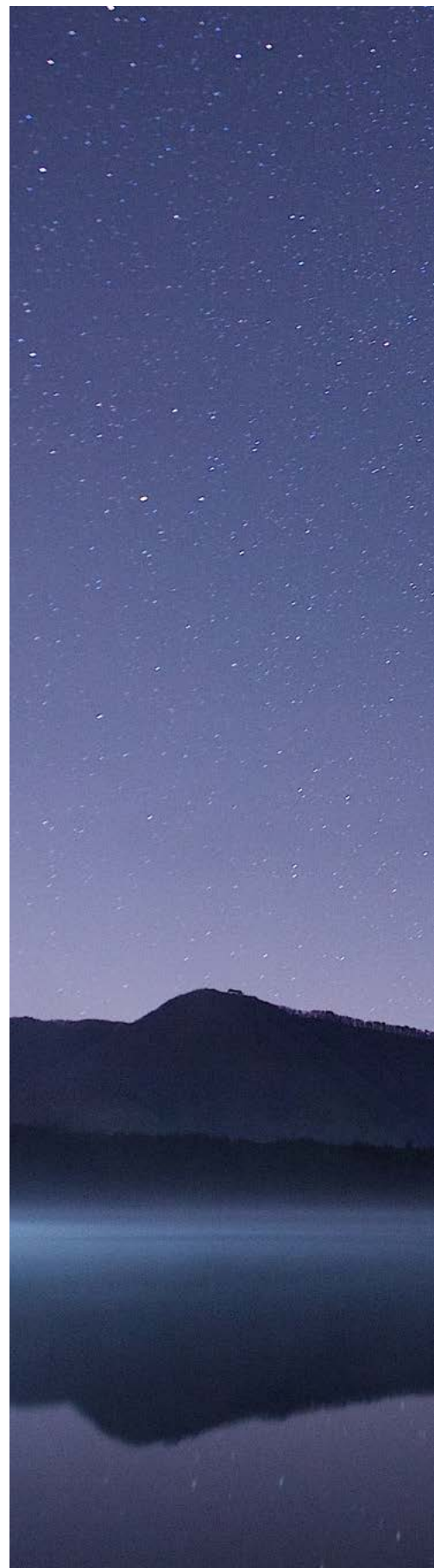
Such tumultuous times require people who can spot the challenges and opportunities, who can determine courses of action and have the courage to act amid uncertainty and incomplete information. Natural leaders do that while influencing, mobilising the masses, instilling confidence and empowering others. Entrepreneurs are leaders in their own right, and they inevitably do the same over time – whether that is to influence people to invest, to appeal to the masses to use or buy their product or service, or to trust in others to help build a business, the qualities are eerily similar.

It's our leaders and entrepreneurs that demonstrate what it means to have a mindset that says we can, we must, we will! We need people who can instill and foster inner belief in our ability to do the things we dream of and to iterate our way to self-determined success.

Not everyone is able to challenge norms or find new and better ways to solve problems and achieve results. Our tūpuna were forced to do this in order to survive, but now we must turn our heads to a much higher goal – to thrive. It is clear that conservatism in this day and age is not a quality that will serve this end; because for conservatism leads to comfort, and comfort leads to complacency. When we are complacent, we live in mediocrity and we become the victims of change rather than the drivers of it.

In order to thrive we need to exercise our Mana Motuhake and actively navigate our way through the changes. To do that, we need to be prepared to put our heads above the parapet, and have the courage and determination to move forward.

This will mean that our leaders need to be open to considering matters that they know little about, to acknowledge their strengths and weaknesses, and actively consider how they build complementary teams for success.





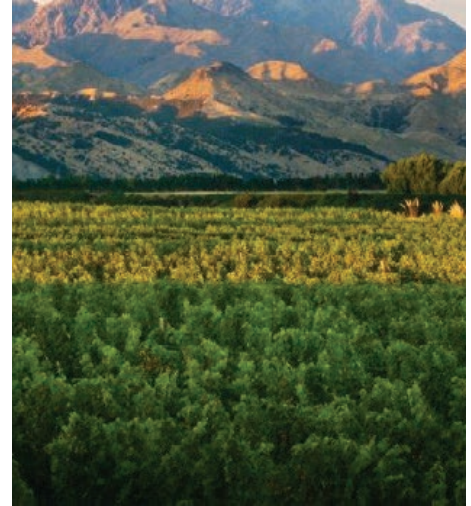
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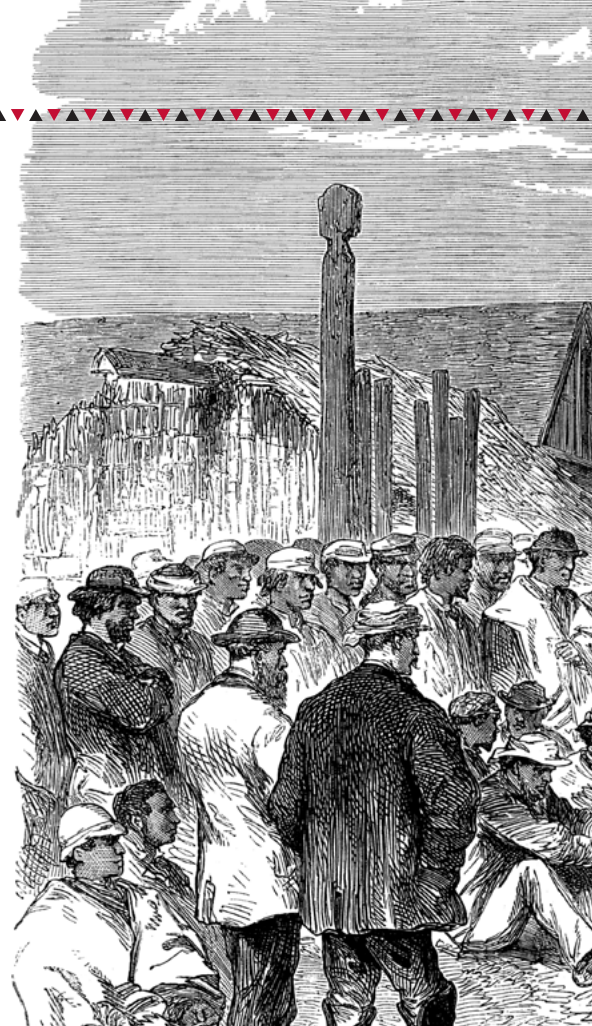
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Foreword

Imagine if our ancestors had accelerated their adoption of the new technologies of the Europeans when they first arrived. It is true that they did so in some areas – with examples of early adoption of trading and shipping practices, and of course the use of weapons used to settle centuries of feuds and spark new conflicts and resentment.



However what if our ancestors saw the arrival of European technology as an opportunity to innovate. To achieve firstly improved outcomes for their people, and secondly to move them ahead of these new immigrants into a position of power in the new country that was being formed.

It is a stretch of the imagination to suggest this, but if you are in the position of being an innovator you know that the dream of creating something new and the pursuit to achieve this over and over again is all that is needed.

Imagine if with the arrival of the first Europeans, Māori examined the new technologies of farming, medicine, construction, communication, retailing of goods and entertainment, and looked to rapidly adopt these technologies and even sought to improve on these latest models.

Obviously it needs to be considered that this expectation on our ancestors to respond in such an assertive and confident way is in the context of them struggling with the sudden and harsh change in the way that their societies were operating. It is fair to say that it would take exceptional ability and effort for our ancestors to consider this bold move; however there is evidence of the courage to innovate.

Prominent Māori leaders travelled to Europe and the United States completely against the flow of travel in those days. At a time when people were leaving the old world in search of new lands and opportunities, Māori were travelling to meet with Kings, Queens and heads of states so they could learn more about the societies with advanced technologies these arriving European settlers were coming from.

Importantly, they were doing this to see how new learnings and early adoption in New Zealand could benefit them. That would be very much like modern Māori travelling to the west coast of the USA to arrange to have meetings with Satya Nadella, Tim Cook, Elon Musk or Travis Kalanick and returning to New Zealand to establish the next Silicon Valley.

It is well known that Māori were early adopters of sea shipping and trade, and they posed a threat to the new settler traders at the beginning. Imagine if this scenario had played out and Māori had become the strongest traders, developers of settlements including ownership, controlled the processes around new agricultural developments, developed new forms of communications, and

harnessed traditional medicine with new technologies that exported health to the world.

Fast forward 200 years to modern-day New Zealand and the question that needs to be asked is: "Could Māori be early adopters of advances in technology that will accelerate outcomes for our people and also promote Māori forward as world-class leaders in innovation?" The answer in my opinion is definitely yes. Māori should plan to lead innovative action that moves us ahead of the bunch in New Zealand and positions us on the world stage as reliable producers of quality innovative technology services and products. How can Māori society become the Israel of the South Pacific? Israel have moved in the space of being a leading producer of quality innovation using digital technologies. They are achieving this in spite of the huge turmoil their region is in.

Last year I was part of the inaugural NZTE Māori Technology Trade Mission Te Tira Toi Whakangao (T3W) to the USA taking in San Francisco, Chicago and New York. On this trip were seven Māori-owned technology companies across a number of sectors covering social services, health, septic waste management, entertainment, electric vehicles and business support services.



Image restored by Adam Cuerden

In addition there were four individuals representing mainly iwi investment groups. This smart gathering of investors and tech start-up companies allowed both parties to explore the opportunities of working together to develop a response to the above question. This trip was a revelation for me and what we are wanting to do in the provision of innovative digital health services in New Zealand. It has lifted my gaze and aspirations for what is possible for Māori innovators looking to create innovative digital solutions for global problems; and taking not only our products but our culture to the world.

For a long time we have realised the value of our strong Māori culture and how that impacts on every overseas visitor to our shores. Experiencing Māori culture is just behind seeing our beautiful landscape as a reason to visit New Zealand for international visitors. Overseas people equally love to see our culture in their own lands and many travelling Māori groups who practice our tikanga would attest to this. On this trade mission, we exhibited our culture in the form of mihi, waiata, karakia and haka on many occasions; and in my opinion, it enhanced our business interactions with those groups.

Our business, Navilluso Medical, has grown from the grassroots of rural New Zealand Māori communities who are seeking better health services. Services that are more convenient to use, smarter at delivering the care, and most importantly allowing earlier access to care. The reason for our existence is that we had to innovate to address the dire issues that our people face. The usual ingredients for innovation are technology advances, timing and a need for change. Well the time has come, the technologies are here, and the need for change for our people is desperate.

Let all of us in the Māori sector pursue new industries, products and services that allow our people access to an accelerated level of prosperity. We need to do this not because it is easy but because it is hard.

I am excited about being included in Māui Rau 2017 and working with other Māori to retrace the tracks and courage of our tūpuna in the pursuit of innovation.



Dr. Lance O'Sullivan
CEO/Co-founder Navilluso
Medical Limited
New Zealander of the Year 2014

Te Rarawa, Ngāti Hau, Ngāti Maru

Looking back on Māui Rau 2016

Hindsight is a wonderful thing. When we set out to undertake Māui Rau last year, a number of questions constantly ran through our minds:

- **is this initiative relevant and meaningful?**
 - **what will people say and contribute?**
 - **is having a kōrero enough, or do we need to have solutions to share?**
 - **at the end of the day, will this initiative make a positive impact?**
-

The response to Māui Rau 2016 truly exceeded expectations, but it wasn't until the 2017 haerenga that we understood the true impact. Contributors continued to express their appreciation for the report, but more importantly shared their own Māui Rau stories about how they had used the report to provoke thinking, inspire change and engage with external stakeholders.

The most powerful impact was discovered a week after the Māui Rau report launch, where a kaiako at Te Kuiti High School printed one of the infographics from the report showing how average income increases with each qualification level. As she put it up on display, a few of the students asked what she was up to, so she told them to come and look – it revealed something

to them that they didn't already know (income rises with qualifications) and it kicked off a great conversation among them that maybe qualifications are worth staying at school for.

It is easy to forget that the simplest information in a visually appealing way can be really powerful when put in the right form, in front of the right people, in the right places. This sense of potential impact inspires us to continue the Māui Rau journey.

Reflecting on 2016, it was clear that most of the calls to action needed one of two levers pulled to generate the energy and momentum to act. These broadly fell into two kaupapa – leadership and entrepreneurship.

Your thoughts shared with us:

“Excellent mahi. Inspiring, strong and meaningful, as a young business owner Māui Rau has assisted with the direction of my business.”

“You've continued to inspire young people who may never have thought twice about tertiary education.”

“Just got around to reading this! Wicked, insightful stuff.”

“Thanks for creating space to wānanga. Having the chance to step out of the day-to-day and listen to like-minded people – and to see how many are working to get our organisations better aligned with the needs, hopes and values of our communities.”

“Well about time we all get on the same page, I second that!”

Leadership



Enable succession



Leverage talent



Build new-world education models



Demystify the picture



Seek inspiration



Embrace urban populations



Clarify the horizon

Entrepreneurship



Redefine success



Invest in prosperity



Be tech-enabled



Share the stories



Redefine our market opportunity



Be sustainable



Create connected enterprises

Introduction

Readers felt that their own thinking was reflected and articulated in a tangible form in Māui Rau last year. And so we left the formula relatively unchanged, other than welcoming Kirikaiahi Mahutariki to Team Māui Rau. Kirikaiahi joined ASB as Executive Manager, Māori Financial Solutions.

We had some slight adjustments in location for 2017 and were privileged to start our journey this year in Otepoti and end in Waitangi. We extend our immense gratitude to you all for hosting us and sharing kai and kōrero in the spirit of giving and contribution to a greater purpose. Lives these days are busy and time is precious, and we acknowledge your willingness to stand up and be heard on the two kaupapa that are the subject of Māui Rau 2017 – leadership and entrepreneurship.

Interestingly, there was a lot less focus during the kōrero on iwi organisations compared to the previous year. Perhaps that has something to do with the mindset of self-reliance displayed by the entrepreneurs we talked with.

When we looked at some of the key messages raised last year around courage, confidence and connectedness; these have been encapsulated by the two focus kaupapa this year. The areas of interest therefore warranted deeper attention as we consider how to effect uplift of Māori well-being.

The case studies feature people who are simply living their lives and playing their part as we work toward a Māori Utopia, a place where our people are simply well – as individuals, as whānau, as hapū, as iwi. The people we interviewed are leaders, they are entrepreneurs, they are doing

great mahi. They are examples that we are delighted to showcase so others can continue to add to their own kete.

We pay huge acknowledgements to Lance and Tracy O’Sullivan, Kate Cherrington, Ropata Taylor and Wakatū Incorporation, Erena Mikaere-Most and Te Pae Tata, Raewyn Tipene, Teresa Tepania-Ashton of MWDI, Ezekiel Rau, Terry Shubkin of Young Enterprise Trust, Titus Rahiri of Korum Legal, Sacha McDonald from Ārewa, and Serena Fiso from Connect Global for the great work they do and their willingness to share stories and inspire others.

We are extremely grateful to Harry Burkardt and Ngāti Kuri for allowing us the privilege of having their kaitiaki, the Pupuwhakarongo Taua (the snail that listens for war parties) on the cover. There is so much relevance for the Māui Rau kōrero. The Pupuwhakarongo Taua (also known as Pupu Harakeke) is the protector for Ngāti Kuri, warning them of approaching enemies by releasing a sound on a frequency only heard by the haukainga and allowing them to take the course of action necessary. We hope this report highlights the importance of having our own frequency to receive signals from our operating environments that allow us to respond rapidly in the interests of our people. This is a 3D printed version

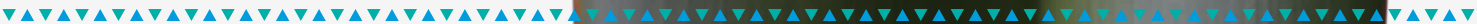
showing the innovation of Ngāti Kuri, their preparedness to embrace technology, and share the story of their kaitiaki with their own people while protecting the species.

It is translucent and sets off a beautiful glow... to represent the opportunity that only requires a shift in mindset to fully grasp.

Thank you to Che Wilson for again penning the mihi for this year’s report, and particularly conveying our respects to someone who made a huge contribution to Māui Rau in 2016 but is sadly no longer with us. We leave you with the words of the late Awanui Black:

**“How can we just stay Māori?
Let’s stay Māori and then
do stuff from that base.
Let’s not try and be anything
else; let’s just be Māori.”**

So as you read through Māui Rau 2017, let’s keep these words in mind. As we shapeshift to survive and thrive in this ever changing world, let’s consider how we do so in a way that keeps our uniqueness intact, enables our people to take flight, and sees the well-being of our people materialise in the not-too-distant future.



What is leadership?

From the front, from the back, off to the side or hidden from view... these are all of the places that leadership takes place.

Views on what leadership is, and what makes a leader, proved to be wide-ranging as opened conversations. There wasn't necessarily a common view about leadership as a term, but ultimately there was agreement that there is no such thing as a perfect leader.

For some, everyone is a leader. For others, it was those people who reach out to grow, nurture and empower others; while some saw the governors of iwi collectives as leaders. This latter topic evoked interesting responses where clear lines were drawn and statements made that sought to clearly distinguish leaders from those occupying positions within iwi governance structures. Many stated iwi governors were not necessarily leaders.

While it was not easy to land on a consensus view among the people we spoke to, there were some common themes as outlined on the following page that emerged about what they look for, or admire about people that they considered leaders. When we reflect on these characteristics, we quickly discover that they are just one layer within an interconnected and complex matrix that creates the fabric of a leader.

"It's recognising the leader in everybody, and that it can come in all sorts of shapes and sizes and packaging; and everybody will have a valid contribution to make. And so, their approach might be boisterous, loud, charismatic and enigmatic; and other people will be really staid and quiet. But if you nurture and develop that over time, you end up with this groundswell, and you end up with this range of choices, and diversity as well."

Roundtable participant

As one contributor expressed, there is no single definition of leadership, nor is there a manual for it. They also noted that it is a concept that evolves out of a situation:

"[Leadership is] undefined, fluid and to a large extent, it's doing whatever is needed at a particular point in time to achieve a particular outcome using whatever tools you might have."

It is this context within which we view leadership in this report.

"I think everyone's a leader; whether you're a leader of a whānau, or a leader of whatever; whatever you do, and whatever role you do. I think if everyone knew that they were a leader, then they would realise, oh actually, I am [a leader], and my destiny's in my hands."

Roundtable participant



Trust

To maintain authenticity and respect

Confidence

To understand the value you create and/or contribute to a vision

Integrity

To walk the talk and focus on action

Demonstrate values and principles

Connection

To grow others, be a follower and create a following

Humility

To be inclusive, quiet, reflective and selfless

Courage

To seek out opportunity, tackle risk, embrace change or the unknown and challenge the norm

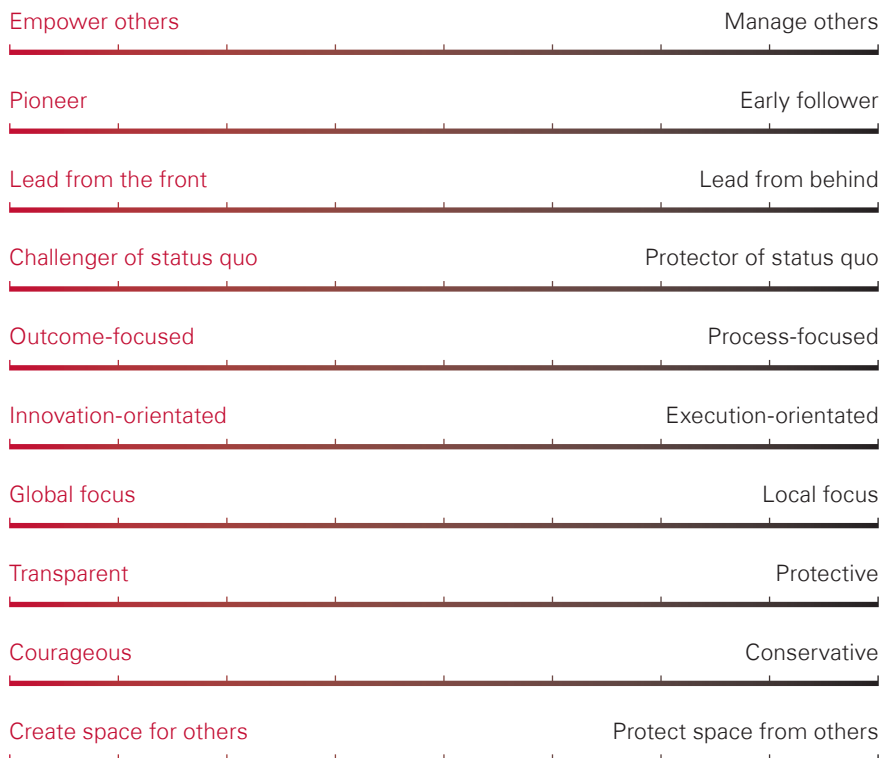
What does effective leadership look like?

Today's leaders are the immediate beneficiaries of the effective leadership of the 1970s and 1980s. To characterise the leadership of an era that preceded any notion of Māori democracy, we saw individuals who took up causes to fight for rights and the uprising of movements to give momentum to various kaupapa, including land rights and language revitalisation.

As we fast forward, there is a completely different landscape requiring a different type of leadership that takes account of today's complex environment. Our predecessors were fighting to retain our identity and footprint, but now the challenges have extended to those of a social, cultural, environmental and economic nature. These require many different skillsets working in complementary ways to give us the best chance at achieving goals on multiple fronts. It's difficult to see a world ahead where we will rely on single leaders such as those we have seen in our recent past.

The key will be for all leaders to understand their strengths, and those of others, as we find our way in these turbulent times. Diversity and balance will also be necessary as different strengths are brought to the fore at different times for varying purposes.

The continuums on the right provide some food for thought as we consider where on the different spectrums our leaders sit.





Hetet/Te Kanawa Collection

Reflecting on our leadership evolution, we can see deliberate traces of foresight where we have not just replaced leadership roles that already exist, but we have developed people who can fulfil new leadership roles created for a future time and place. Hence the emergence of technical leaders within the fields of education, health, law and commerce.

This leadership evolution is also seen with the widespread conversation globally regarding the desire for leaders to have high intellectual intelligence (IQ), emotional intelligence (EQ), and now cultural intelligence (CQ). This represents a balance of technical skill, soft or people skill, and cultural or contextual skill. From a Māori world view, we would suggest cultural intelligence (CQ) is not only about the awareness of and connection to your culture in a mental or physical sense, but also within a spiritual sense – ko te taha tinana, ko te taha hinengaro, ko te taha wairua – the body, mind and soul.

“It’s not about being tagged as a leader; it’s just about your influence, and your ability to influence others; the ability to create opportunity for others.”

Roundtable participant

To coin a phrase, spiritual intelligence (SQ) – or more commonly known to us as wairuatanga – is becoming more evident amongst many leadership circles. SQ can provide a means for deep reflection, deep connection, rejuvenation, creativity, confidence and courage, direction, guidance and purpose. The practice of meditation globally has grown exponentially as one example of how others embed wairuatanga in their daily practices. As Māori, we value our spiritual side and acknowledge the role it plays in our lives.

The leadership space will continue to evolve from generation to generation, but we must continue to inspire, mould and support the right mindset and development of our future leaders so as to unlock their leadership potential.

Our first case study of Kate Cherrington is an example of someone living and breathing their leadership style every day, and how it has become a norm within and among her networks and relationship circles.

“When I talk to managers I get the feeling that they are important. When I talk to leaders I get the feeling that I am important.”

Roundtable participant

A values based life

📍 CASE STUDY

Nearly 20 years ago, Kate Cherrington had an epiphany when listening to Sir Mason Durie outline his goals for Māori education. His words have shaped her style of leadership ever since – and on one memorable occasion, possibly saved her life.

As Kate recalls, she was at a conference in 2001 when Sir Mason delivered his life-changing message.

“They were three simple goals that beautifully captured how I want to live my life...what I aspire to for myself, my family and my community.”

The first goal was to have a strong sense of identity as Māori, and to live that authentically. When working in her many and varied roles, it’s something Kate has fully embraced.

“I might be sitting in a council meeting one day, and digging drains somewhere the next. But wherever I am in the world, and whatever I’m doing, I’m a Ngāti Hine woman 24/7. That never changes.”

Along with her husband Bentham, Kate helped the founders to build Te Wānanga o Aotearoa over a period of 20 years. They were also instrumental in founding the group, Advancement

of Māori Opportunity (AMO), which is part of a global indigenous leaders network. These days, Kate works for the Centre for Social Impact, sits on the Waikato Conservation Board and the Council for NorthTec, is a trustee for her marae Miria in Waiomio, and is involved with numerous other initiatives across Aotearoa and overseas.

It’s a hugely varied mix – and Kate prefers it that way. She is drawn to serve different causes that resonate at different stages of her life.

“I never for one minute believe that any one movement or organisation I attach myself to is going to be the single answer to all the issues we face in the world. Different realities require different solutions. I like to bounce in and out... and lead or contribute to organisations that I believe are contributing to the greater good.”

After 20 years in the education space, for instance, Kate recently felt compelled to “understand our connection back to whenua.” It was working at a food bank in Hamilton that provided a critical turning point.

“The focus was all on making people budget on their benefit – instead of helping them figure out how they can feed their families. That flicked a switch in me. Serving with Te Waka Kai Ora under the leadership of Percy Tipene has been a privilege, and helping to co-construct the amazing Kai Oranga programme with Te Whare Wānanga o Awanuiārangi, a joy.”

Another of Sir Mason’s goals, to see Māori act as global citizens, saw Kate and Bentham found the AMO network back in 2003. It’s an inspirational story that began when they befriended LaDonna Harris at a conference. A Comanche woman who married a State Senator, LaDonna became politically influential and founded Americans for Indian Opportunity (AIO) in 1970.

“To me, LaDonna is an expression of what it means to be values-based in your leadership,” says Kate.

After LaDonna visited Aotearoa in 2002, Kate, Bentham, their respected friends and kaumatua from Rangimārie Māori Culture group launched the sister organisation AMO, and so New Zealand became the first country to join the international ambassador programme.

“We became family...literally, because we’ve had several marriages and children between AIO and AMO ambassadors!”

Although AMO ended in its formal capacity in 2009, the relationships endure to this day.

“We held an AMO reunion a few years ago... and saw so many of our ambassadors had become chairs or CEOs of their tribes. And they still draw on each other from across the country or across the world. Organisations can come and go, they are just bricks and mortar...but it’s those deep, enduring relationships that we never let go of.”



**ON THE NEED FOR WISDOM
IN THE WORLD:**

Kate believes values-based leadership can provide a counterpoint to some of the reactive and volatile behaviour we're currently seeing around the world.

"There's a lot of noise in the world right now. It's become deafening, and where is the wisdom in it? What we need is less reaction, more reflection, and more purposeful expressions of leadership.

"My hope is that in 20 years' time, our children will be expressing themselves in that kind of way. And that we'll see our communities having slowed down a little, and taking time to build their values."

When asked to define values-based leadership, Kate says it is, "self-leadership, or leadership of others, that's driven by the values of your community and your own self-beliefs."

Similarly, the world would benefit from embracing tikanga-based models of decision-making.

"Making a decision based on a vote of 52% over 48% has never been a Māori way of thinking," says Kate.

"We've lost the ability to make our decisions by consensus, because we've been impacted by these other models for 200 years. But we're at a space now where we can say, actually our way works. And not just for Māori; it works for all."

**ON BEING GUIDED BY YOUR
VALUES:**

Kate's deeply-held leadership values are constantly guiding her on, 'what to do, where to go, and how to behave.'

Once, when travelling in Bolivia during a project for AIO and AMO, Bentham, Kate and the ambassadors were caught up in a tense confrontation with community leaders that was based on a lost-in-translation moment.

"We looked up and we were surrounded by militia. We knew, in that moment, that our leadership was being tested.

"We asked to be given a moment to pray, and then we just sang our intent for peace and unity in our own language... and suddenly that changed everything. They understood us. We were able to express ourselves through our culture and our values."

What came out of a moment of fear and misunderstanding transformed into a community exchange of mutual respect, celebration and solidarity between cultures.

Kate says that the same type of judgement can be used in any situation – or when dealing with any person or group.

"I've been confronted with obvious racism, and all sorts of difficult situations, and I just continue to carry myself. It's about knowing who you are; and letting your values frame up your response."

"They were three simple goals that beautifully captured how I want to live my life."

Kate Cherrington

Educator, company director, leadership advocate

Ngāti Hine, Ngāti Wai, Ngāti Pākeha

Māori leaders and global awareness

The global state of play is having an increasing impact on our lives in Aotearoa. Effective leaders understand how this is playing out, and the forces that bring us opportunity and cause us to confront challenges. Historically, there has been a stronger focus on the small micro, local issues that rightfully have prominence in respective communities. Now, it's important to find ways to continually feed in the macro, national and international information for consideration in decision-making.

Included in the forces referred to above are megatrends – significant long-term social, economic, political, environmental or technological changes that affect communities, societies, governments and economies permanently. While there are many voices shining a light on different megatrends, there is a core group of five megatrends that appear to have widespread prominence. Some of these may be more familiar to us than others – demographics, urbanisation, globalisation, accelerated innovation and technology and environmental impacts. An understanding of these megatrends will help our leaders better prepare for the future. In doing so, it may be timely to ask these questions of yourself and of your leaders.

What companies in our investment portfolios are taking advantage of these megatrends? How does our distribution policy reflect where the opportunities lie for our whānau?



DEMOGRAPHICS

The world's population is expected to grow to 8 billion by 2030. In developed countries, people are having fewer children and living longer.

Here in Aotearoa, the population is expected to reach 5 million by mid 2020s with the Māori expected to make up approximately 16% at that time. However, we will be joined by the Asian population who are also expected to make up a similar proportion of the population.

While growth in the Asian population will be driven by migration, the younger Māori population and higher fertility rates will contribute to the increase.

What opportunities will the ageing population present for us to consider?
How do our boards represent the demographics of our iwi membership?
How are iwi organisations segmenting their populations to target initiatives?
Do budget allocations reflect the demographic make-up?



URBANISATION

Almost two-thirds of the world's population will reside in cities by 2030¹. Similarly 68% of Māori live in those regions with the highest urban populations: Auckland, Waikato, Bay of Plenty, Wellington, Canterbury and Otago.

How do we take account of the well-being of our urban tribal populations? Should we be thinking about urban service centres? How are we considering our tribal members living in the urban areas and overseas when we develop our plans? How can we access tribal talent that live in urban areas?

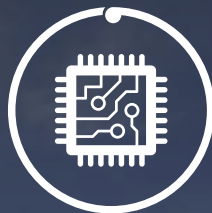
As part of developing a contextual view, today's leaders now have to have a much stronger level of global awareness than at any other time in our history. In traditional Māori society, the tūtei was responsible for manning the lookout and scanning the horizon for any threats or challenges to the pā. Even though times have changed and the setting is different, the nature of the role seems more critical than ever.



GLOBALISATION

Globalisation is shifting the economic power closer to Aotearoa, with the rise of the economies of both China and India. Yet, beyond Māori export business, the focus of our collective decision-makers is on local communities and regions.

How might we use this shift to our advantage? What are we doing to grow global citizens? How might globalisation impact us? What relationships are we building in markets where there is strong economic and population growth?



ACCELERATED INNOVATION & TECHNOLOGY

Advances in technology are changing the landscape and bring opportunities to those prepared to leverage it. It also brings threats to businesses who fail to adapt and therefore to the jobs those businesses provide. Leading Māori enterprises have identified this, and are taking advantage of this shift, but there is still some way to go to extend this to the masses.

What strategies do we have in place to embrace innovation and technology? How are we using technology to better engage with our customers and/or our tribal members? What opportunities does the rise of technology bring for our whānau, hapū and iwi? How will advances in science and technology affect our Māori primary sector interests? Which industries that employ our people are under threat of massive job losses?



ENVIRONMENTAL IMPACTS

Growth in the global population is placing pressure on the world's natural resources with demand for water, food and energy increasing. We are also experiencing climate change resulting in unpredictable weather patterns and rising sea levels. Māori activities and relationships include food production from farms and relationships with energy companies. Māori have always been staunch advocates for the protection of water in their role as kaitiaki. Whānau living around the coast are likely to be adversely affected by sea level changes and the need to relocate.

How might our own practices and relationships need to change in response, so we ensure we meet our obligations as kaitiaki? What is the net effect of our positive and negative impact on the environment? How could transport and climate change affect demand for our products from the land and sea? How might we influence the design of products, packaging and processes to have a positive environmental impact? How might Māori show leadership at the intersection of economy and environment?

Leadership styles and contexts

In opening the leadership kōrero, we expressed that leadership can be evident anywhere and everywhere. The stories shared by our contributors demonstrated that reality, as we have a complex environment with a vast matrix of leadership spaces and styles adopted over time. The particular leadership spaces and styles that were shared during our kōrero included:

Styles

Adaptive

A practical leadership framework that helps individuals and organisations adapt and thrive in challenging environments.

Representative

Elected or appointed to positions to represent a particular group of people. E.g. iwi or hapū leaders representing iwi or hapū members, or marae. With the advent of legal structures to govern, decisions are generally made by committee, where each person at the board table has a vote.

Values-based

Individuals who chose to lead based on their own personal values and beliefs. They base their decisions on their values. Values-based leaders within organisations also connect the values of the organisation to their own and those of other individuals involved in order to get things done.

Distributed

This is an informal style of leadership where leadership tasks are distributed among others, with everyone working towards the same goal. The focus is to nurture what happens naturally (for example, on a marae).

Collaborative

Organisations (or iwi/hapū/marae), through their leaders working together for mutually beneficial goals.

Kaumafia

A group of kaumātua taking a purposeful approach to selecting the next tier of leaders and making a way for them to come through into those positions accordingly. This recognises that new leadership challenges require a different set of leadership capabilities and experiences to overcome them. A more planned and designed approach to make room for this diversity will help the challenges to be overcome, and avoid being a drag on our development. We must continue to adapt and make room for diversity so that we don't act as leadership blockers.

Contexts

Consultative Authoritarian

In traditional Māori society, a chief of the marae or a chief of a hapū wasn't the person who told everyone what to do; they were the person who took the collective ideas and helped steer them in a positive direction. In essence they ultimately facilitated a decision from the collective through a form of consultative leadership which was followed by hapū members.

“Leaders identify those that make it happen, they're not the ones that have to make that happen.”

Roundtable participant

Our aspiration must be to build a diverse and deep bench of leaders as every situation or context will inform and determine what type of leadership is required. Therefore as we grapple with the requirements of leadership for a modern community, our next case study Te Pae Tata (on the following page), provides a wonderful example of individual, team and community leadership in action today.

Whānau

When asked what leaders they looked up to and took inspiration from as a child, almost all contributors named a whānau member first; whether it was a parent, a nanny, a koro or another whanaunga. First impressions on a child in their formative years seem to have lingered through to adulthood. The values those whānau lived instilled a high level of trust in them, and these whānau members seem to be the yardstick by which leadership was measured.

Political

On the whole, iwi organisations are driving towards a positive vision for their respective tribal members. Through the Treaty Settlement process, another form of leader has arisen. This leader sought to understand the Crown processes and legislation, could access the tribal history, and utilise that knowledge to negotiate a settlement with Crown officials; while also navigating the politics of Te Ao Māori and New Zealand society as a whole.

Our post-settlement governance structures look like Western structures, and many non-Māori assume that if you have a particular title then you are a leader, or you have a mandate similar to comparable roles in western structures. This isn't necessarily true. Contributors talked about the danger of assuming title equals leadership, as there is a plethora of leaders who lead in practice but without the title.

Invisible and Informal

We know that leadership can occur in the background, indirectly and quietly; yet have a significant influence and impact on others and/or outcomes.

This was illustrated by the example of the Wahine Toa series created by Nancy Gilbert, wife of the former U.S Ambassador. Most of the wahine featured in that series were, 'quiet, not known, and relatively faceless,' recognising that leadership can occur without the formality of titles and positions.

Another Roundtable contributor noted that: “the label of 'leadership' throws people. It's about how you influence and create opportunities for others. Your sphere of influence might be two people, or 500 or more.” This is effectively leadership by practice rather than position.

Marae

On the marae everyone has a particular function, and you lead in your function, whether that be the kaikaranga, the kaikōrero, or the kitchen boss. The marae model was held up as a successful application of collaborative leadership where functions and roles are clear and everyone does their job working together to achieve an overall goal of ensuring that tikanga is observed and respected, and ultimately that manuhiri are well looked after through manaaki. This model of leadership has worked effectively for centuries. To this day, certain whānau are still the lead for particular roles on the marae as it has been in their whānau for generations.



Tarnix Security – Ele Kelly (left), Tupaea Rolleston (middle), Nikau Nagels (right)

“Informal leadership is incredibly important, as there are more leaders who aren't the ones out the front. The challenge with that is it's not visible.”

Roundtable participant

Counting the real statistics

▶ CASE STUDY

If you're serious about effecting change in your community, the Ruapehu Whānau Transformation (RWT) project offers two key learnings. Firstly, it's important to engage your whole community – both Māori and non-Māori. Secondly, you need to unveil the real statistics and the stories behind them.

The idea for the RWT plan was first planted back in 2011, when Ngāti Rangi Trust held a rangatakapu hui to discuss their post-settlement aspirations. "In doing that, they prepared some surface-level statistics for the region – and what they found was a pretty stark reality," explains RWT project manager, Erena Mikaere-Most.

"The median income for Māori was around \$18,000 a year...our people were in survival mode."

Erena says while there was plenty of kōrero at the hui that focused on outcomes – launching a tourism business here, and another business over there – the underlying question of 'how are we actually going to get there?' remained unanswered.

"That's when we realised that if we're going to make meaningful change, we first need to understand our reality better."

And so they embarked on a comprehensive research project, led by then-Pou Ārahi Che Wilson. Kirikowhai Mikaere, a former senior Government statistician turned self-employed data adviser, was engaged to lead the research.

This involved a deep-dive into the statistics for the Ruapehu rohe (which includes the Raetihi, Ohākune, and Waiōuru communities). It was important to gather specific data on those communities, says Erena, because national statistics were simply too broad.

"If we were to work off national statistics, we wouldn't be having the impact we're having now, because we'd be looking at the wrong things."

The project used both quantitative and qualitative research. The statistical findings were presented to the Community Reference Group, who then provided the human stories behind the hard facts.

"While we needed to understand the black-and-white facts, we also needed to hear the stories around them...the kōrero from people actually living that reality."

Also, to gain insight into the investment Government was already making in the region, the researchers made 19 Official

Information Act requests across various Ministerial portfolios.

Armed with this all-important data, the RWT plan was drawn up. It includes 23 targeted solutions to improve outcomes across five key areas – employment, health, housing, education and social needs.

Although it's still early in the journey, the results are speaking for themselves. They opened the doors on Te Pae Tata, a brand new community-based technology hub in Ohakune, in June 2016.

"Te Pae Tata is a place-based education centre...and that's a concept that governments have been thinking about and writing strategies on for the past 20 years," says Erena.

"We're a real example of actually doing it. Despite having no money, and not having settled yet...we're just doing it, because we know we need to."

As well as being widely used by the community, the hub hosted a Silicon Maunga conference for Māori digital entrepreneurs prior to its official opening in May last year. And in another huge milestone, they have won a Ministry of Education contract to help build a national digital technology curriculum from 2018 onwards.

"After three years, we should be making enough income to sustain our activities, and then some. Those profits will be reinvested back into creating more opportunities for our people."



ON ENGAGING THE ENTIRE COMMUNITY:

One of the key factors in RWT's success is the way Ngāti Rangī inspired the whole community to share in their vision.

"Being a group of small towns, in a small area, we realised early on that we needed to look wider than just ourselves," says Erena. "We needed to involve the whole community...Māori, non-Māori, everybody."

When they called the very first Community Reference Group meeting, says Erena, "people didn't really know what they were walking into." What first got everybody into the room was the widely-held respect for iwi leader, Che Wilson. But what happened next was a revelation.

"Each person got up and talked about their relationship with our mountain, Koro Ruapehu, and how long they'd been in the area, and what they did."

And when the vision for the transformation plan was outlined – everyone instantly knew they'd found a shared purpose.

"They all realised what it would mean for this place that they love. And that's the beauty of it. We've got many different people, with different skills, contributing to a shared purpose. They all want their families to be happy and thriving, for the economy to be booming, and the environment to stay healthy. They all want, at a basic human level, the same thing."

ON CREATING A TRUE COMMUNITY SPACE:

The purpose-built Te Pae Tata building is located away from the central hub of Ohakune – and there's good reason for that.

Explains Erena: "People did ask us, why don't you build it downtown? But if we'd done that, our people might think it was a business for the tourists and skiers. It was really important to have a sense of whānau, and make it a place for us, first and foremost."

And the strategy has paid off – with whānau of all ages coming and going to use the space.

"We have some of the rangatahi coming up here to study after school. We ran a course for our kaumātua learning how to do techy stuff. Most of them wanted to learn how to set up their smartphone, or how to check Facebook for photos of moko that live overseas. Now they come back in for whatever they need."

Te Pae Tata also houses a recruitment agency that was developed through RWT, where clients use the technology to become work-ready.

"It's getting busier all the time – and it will be really humming when we develop our co-working space for entrepreneurs and digital businesses," says Erena.

"Hopefully we'll also have some rangatahi running their own companies. We might need another building by then..."

"We needed to involve the whole community... Māori, non-Māori, everybody."

Erena Mikaere-Most
Project Manager, Ruapehu Whānau Transformation Plan
Te Pae Tata
Ngāti Whakaue and Tūhourangi

How do we grow leadership capability?

We ultimately determine the success of the future generation by what we do today – and how we identify, nurture and groom them for tomorrow. A quote from a 4th-century Chinese leader shared by one of our contributors is worthy of reflection: “The things of the past give us strong tradition but they might not be enough to prepare us for the future.”

Enabling inter-generational leadership must happen by design through both formal and organic means. Our contributors shared several overarching ideas, thoughts and experiences on how we should grow leadership capability; enabling us to reflect our past but preparing us for the future.

Adopt a bespoke approach

Empowering talent does not happen overnight and it will take time. Therefore we need to plan and tailor what we do to reflect the stages of a person’s journey and the situation or environment. Our contributors believe that leadership development should start young, and any pathway (by formal design or natural occurrence) will require multiple touchpoints to allow a person to build self-identity, confidence and skill.

Create safe spaces to learn and explore

Essential to any development journey is the ability to have safe spaces to learn and explore. One contributor observed that safety in your own environment should be a given.

So how do we make this happen? Below are a few ideas:

- One contributor remembered a time where his uncles said, “get up boy, you can get up, because we want to correct you, we want to be alive and see how you whaikōrero” as a means to awahi and teach his generation.
- Another contributor shared the power of a leader who had the foresight to see an opportunity; who had the willingness to open the door and let them try something new that hadn’t been done before. “He said, ‘you can do it’ to our young people. It was an opportunity for them to practice being kaikōrero on the pae without the intricacies of dealing with those really tapu times like tangihanga; the times where you have to actually really concentrate on the tikanga that you’re following.”
- Another example was, “purposely running paepae wānanga regularly. They’re teaching all the younger ones who want to know it and come through; and so that’s how they’re doing their succession.”



Our contributors believe that these safe spaces are only created where like-minded people from both the older and younger generation come together to resolve any barriers that we develop for ourselves.

Have the courage and confidence to act and let go

Similar to the sentiments shared with us last year, it is believed that until we can get succession right – up, down and sideways – collaborate and share knowledge, share resources, and share expertise; we are failing the next generation.



One contributor believed that: “we’ve actually got a generation above us that is struggling; speaking as someone who’s trying to come through at the moment, I can tell you now any idea or new idea that’s put on the table – is quite quickly shut down. They’re shut down when we talk about iwi organisations; they’re shut down because of personalities; they’re shut down because of some historical matter that happened in the past. And while that stuff is all important as far as consideration goes, it’s blocking progress and advancement. It’s one of the most frustrating things that we deal with at the moment.”

One way to foster intergenerational collaboration is through understanding generational strengths. This was summed up in a kōrero about the two different styles of leadership: “You’ve got the ones that set you up and prepare you, and then you’ve got the ones who take it the next step further. The difference between the base set, being the ones who in this context take control of land or build that asset base; and the next ones are those who learn how to capitalise on that asset base. We need to allow leadership through to initiate those new ideas.”

Sit, watch, listen and learn

Many examples were shared with us about the impact of being around leaders and how through observational learning, inspiration can occur. One contributor noted that: “There’s one group that I know has a very clear succession plan for their governance board and they bring in a certain number of candidates

that sit. They don’t get paid; they sit and observe and they see good and bad governance practice, but they see it. They’re moulded and shaped. That used to be the way things happened on the pae. You bring in the younger ones to sit in the second or third row and observe and listen.”

Another contributor shared an experience and idea of: “the boys can just be on the pae and just watch their dad or watch their mum do a karanga; stand up and be a part of the waiaata in a safe environment.”

Utilise mentors, coaches and sponsors

There was a belief that these leaders need to be interested in the other person’s development, as well as challenging, supporting or encouraging them. One contributor described the natural selection process involved in choosing a mentor: “(a) do you like the other person; and (b) is there a genuine interest in me as an individual, that’s both ways; not just a mentor giving to the mentee and the mentee sucking it all up, but actually I might learn something from this other person and I can actually integrate that into my work and into my life.”

Another novel idea shared – and described by the contributor as one of the best mentoring programmes they had been involved with – was a type of reverse mentoring. “All of the new grads come in and they have a big networking event and at the end of the day the grads select who they want as a mentor.

So it’s a young person choosing the older person.” In this particular case the older person’s brief was to mentor their younger self: “You know now what you wished you’d known then and that’s the mentoring that you’re going to be doing.”

There are many instances of our tamariki mokopuna being raised by their nannies and koroua – a contributor noted that the writing of the early settlers were always referring to the freedom and involvement of children. “They’re an interesting bunch these Māori, they have their children right in their meetings.” Rangatahi exposed and involved in decision-making!!!

A sponsor within an organisation, network, iwi, hapū or whānau is another powerful enabler. “It’s having someone already in that leadership space dynamic enough to awahi that person through. And then make sure that the person that’s receiving the awahi doesn’t get lost in it all and continues that succession and continues that momentum.”

Identify and embrace natural talent

“I shoulder tapped him because I saw potential in him and I thought that if we placed him in there it would develop that potential.” When you see talent, what would you do? Another contributor suggested that, “even if they naturally have those talents they still need to be groomed in some sort of way so that they can utilise those talents to the full potential.”

We support this suggestion and would add that one of the most impactful actions someone could do for another is to provide an opportunity to grow.

How we grow leadership capability will be different for each person, each organisation and each community. We agree with the suggestion from one of our contributors that, “I would really encourage us to focus on, celebrate and be open to stuff we don’t know.”

And to quote Winston Churchill: “Success is stumbling from failure to failure with no loss of enthusiasm.” We will not know if something is going to work until we give it a go, learn, adapt and try again.

One organisation taking a deliberate approach to developing their future leadership is Wakatū Incorporation, the subject of the following case study.

Success in Succession

📍 CASE STUDY

For many organisations, succession planning can be a somewhat fuzzy concept. Not so for Wakatū Incorporation. When it comes to engaging their future generations of talent, the organisation brings a laser-like focus to both its objectives and the execution.

Rōpata Taylor, as Wakatū's GM of People & Culture, heads the succession programmes. He says these are managed in the same way as Wakatū runs its commercial businesses – with a well-considered strategy and a great deal of planning.

"We're very tactical and strategic about it. We don't hope for something to happen; hope is not a strategy. All our succession programmes are tailored to pre-determined outcomes we want to achieve."

There are four main platforms for Wakatū's succession strategy – a scholarship programme, associate directorship scheme, youth wānanga, and ahi kaa wānanga. Overlaying all this is a successful alumni programme which currently has more than 400 members.

Rōpata, who first joined the Nelson-based organisation in 2003, has seen a significant change in Wakatū's ownership demographics.

"When I first started to coming along to shareholder meetings, the vast majority in the room were retired people and elders. But if you come to our meetings today, well over a third of the people are under 30. And I think that's testament to the effectiveness of these programmes."

Similarly, it's showing up across Wakatū's most senior appointments in recent years.

"Both the CEO of the Incorporation and the CEO of our food and beverage business have come through our programmes; as have three of the seven current directors on the Board. So that's another test...when you go out to market, and find the people who have the best skills are actually those who have come through the process."

The purpose of Wakatū's Associate Directorship Scheme, which was first launched in 2003, is to grow the pipeline of governance talent. They identify a pool of successful professionals, aged between 30-45, and match them against the specific talent that the business will require in the next 2-3 years. It's a two-year programme – they sit on a subsidiary board before being elevated to the main board – as well as completing an independent project that utilises their skills.

But before they get into the boardroom, says Rōpata, there is something they must do first.

"We need them to fully understand the legacy of Wakatū. This means staying on a marae, and talking to our elders; so that when they join the commercial reality of the business, they have the right context and clarity."

Wakatū has recently launched an Associate Management programme, which is run along similar lines but applies to management roles. Wakatū's performance-based scholarship programme, which has been running since 2000, is also tightly aligned to the future needs of the business.

"Our scholarship programme is about growing talent for the future of the organisation, rather than simply distributing a benefit or a help towards fees."

And once the relationship has begun, adds Rōpata, "engagement is a critical success factor for us."

Participants get involved in a range of activities – including site visits, retreats, workshops, and social events – as well as networking with key Wakatū staff and Board members. Again, there is a strong sense of purpose behind this.

"These aren't just gatherings where we bring a bunch of people together. They are bespoke engagements, with a well-considered strategy behind every activity."

"When it comes to succession planning, design is everything. Decide where you want to land, and work back from that point."



ON THE IMPORTANCE OF EMOTIONAL CONNECTION:

Good succession planning is not just about strategy. It's also about capturing hearts and minds, and developing a deep emotional connection.

According to Rōpata Taylor, kaitiakitanga and a sense of 'reciprocity' lie at the heart of all Wakatū's succession programmes.

"Yes, these opportunities allow people to benefit personally and enhance their careers. But it's much more meaningful than that. It also allows them to connect to who they are as people...to contribute to things that were started before they were born, and build a legacy that will last beyond their lifetime. And that's really powerful."

It also starts at a young age. Wakatū's youth programmes, aimed at ages 10 to 18, provide guidance on traditional values, language and culture; as well as helping rangatahi navigate career choices.

Ultimately, says Rōpata, no-one can – or should – be bonded to their organisation.

"You can't force people to do things... then they'd just resentfully come on board. You need to inspire them, so it's something they aspire to do, and they won't be satisfied until they're here."

ON MEASURING THE IMPACT:

Unlike most corporates, the impact of Wakatū's succession programme is far from a simple tick-the-boxes exercise. For one thing, they need to look 500 years into the future.

"Most organisations develop metrics around things like engagement levels and communication and participant satisfaction – and we definitely utilise those," explains Rōpata.

"But they are obviously very short-term measures; and with the nature of our organisation, we need look at things in a far wider context. We have a five-year, 15-year, 25-year and a 500-year plan."

In fact, Wakatū is currently in the process of agreeing on its intergenerational outcomes.

"Other organisations might call it a balanced scorecard, but we don't use that term. These are the intergenerational outcomes that all our business units are contributing towards over time. It gives us clarity on all of the work that we're doing, and why."

"When it comes to succession planning, design is everything."

Rōpata Taylor

General Manager: People & Culture, Wakatū Incorporation

Ngāti Rārua, Te Ātiawa, Ngāti Tama, Ngāti Koata

New age leadership

To be disruptors and leaders of change, we must be prepared to continually adapt into the potential unknown.

We know that what may have served us well in the past will not be enough to enable us to reach our future aspirations. We have to take all tools available to us that are appropriate for the context we are in. It doesn't matter if it's a taiaha or a smartphone – if it's useful for current times and can help in our pursuit of well-being and advancement, we must put it in our leadership toolkit.

These sentiments require us to reassess some of our status quo, in particular:

Expectations of leadership

In today's society we have created these super leaders – a super Māui or a super Moana, where expectations are often far too high to attain, or they have been attained at the expense of the leader or their whānau. Their health and wellbeing suffer. When responsibility is not sufficiently shared, it results in a few individuals carrying the weight of the iwi or organisation, even if they don't officially 'work' for the iwi.

There is an expectation (whether from our people or self-imposed) that one has to be active on the marae – whether it's in the kitchen (arā ko te teatoweltanga tērā!), kaikaranga, or on the paepae or taumata. There is also an expectation that you should be immersed in tikanga and Te Reo Rangatira, while having the

mana and diplomacy of tribal leaders, together with the commercial nous required to be successful in business.

This works both ways to lay a heavy burden upon those already in leadership positions, and against those who want to contribute in some way but feel they can't because they either do not live in their rohe or do not have Te Reo and tikanga.

We don't want to find ourselves in the position of losing leaders unnecessarily as a result of this. Therefore we need to take a holistic view to ensure our leaders are fully supported – across their physical health, wairua, mental health and whānau – while they are leading. The responsibility of leadership is not something that an individual can carry on their own. Our leaders need support around them, whether from whānau, colleagues, friends and others.



Precious Clark, Te Kaa



Tall Poppy Syndrome

Kāore te kūmara e kōrero ana mo tōna ake reka.

The kūmara does not brag about its own sweetness.

This whakatauki has been interpreted in a number of ways over the years; primarily that a person should not talk about themselves, or celebrate their successes, as it's perceived to be boastful. There is a negativity associated with talking about yourself or celebrating your successes in life.

In that context, there is an expectation that our Māori leaders need to be 'humble' and 'meek'. However when we delve into our history for examples of leadership we see rangatira who challenged the status quo. They stood up for something, which in turn meant that they stood out. They weren't the 'humble and meek' leaders that today's society seem to be looking for. They

broke traditions and went against the tide. Waiata, mōteatea and haka were composed about them. Our people wanted them and their feats to be remembered and honoured.

One contributor agrees with this line of thinking and spoke of a tūpuna in Te Arawa: "We have tūpuna such as Te Koata of Tapuika from whom Te Heuheu requested a war party. Te Koata's response was Ahakoa teitei te maunga, ka piki. Ahakoa te nunui o te ngaru, ka pakaru e te ihu o te waka. Te Koata in essence was declaring his ability to conquer and be victorious in battle against the odds. That does not equate with 'humility and meekness'."

While many people state that they want their leaders to be humble, we suggest that, what they really mean is they want a leader who will be accepting of all people. Tall Poppy Syndrome is alive and well in New Zealand society as a whole. The expectation from society is that we

want people to be the same, rather than excel, to the point that, while it would not normally be spoken out aloud, people would rather you fail than succeed, because if you succeeded and they had not, that would reflect badly on them.

Another contributor put it this way: "You need to kill the tall poppy. Address it. You can enable them all, but if they don't have the mindset, they won't do it. You need a media campaign on killing the tall poppy, make it cool to win. Change the thinking, therefore change the outcomes." While this contributor was talking in the context of entrepreneurship and enterprise, this is equally applicable to leadership. New Zealand has an issue with tall poppies and that is exacerbated within Māori society. In order to address that, we need to cultivate an aspiration to win, and celebrate those who succeed. We need to start sharing our stories of success and encourage others to do it too.



Leadership for a modern age

We know that Māui possessed the ability to transform in order to thrive under a range of conditions and contexts while always holding on to his core values. Reflecting on the collective thoughts from the Roundtable discussions, we suggest the following faces of Māui would reflect and enable our immediate and medium-term journey moving forward.

We believe that we must aspire to achieve Maui Rau as a collective - and reflect the many faces of Maui across our various leadership contexts.

The importance of diversity - in experience, skills, knowledge and thought - is globally recognised as a driver of increased performance and improved outcomes. This will require us to be more inclusive, open and in some

cases, challenge our existing models to grow and nurture potential along with the appointment, selection and acknowledgement processes.

Our next case study Te Kāpehu Whetū is an example of successful adaption which ensured survival, the instilling of leadership values by design, and the creation of a movement, now 20 years old.





Māui Tutu

Curious in nature,
with the skills to
explore, build, test,
redesign, iterate.
Likes to challenge
and understand why.



Māui Ako

The learner, committed
to lifelong development,
grounded with a specialist
skillset but continually
exploring new knowledge
and information in the
endeavour of excellence.



Māui Hono

The super connector,
with the ability to
navigate, link, influence,
support and maintain trust
and confidence among many.



Māui Tiaki

The guide, mentor and
coach, with the ability to
observe, teach, facilitate
and provide opportunities
for others to come through,
within groups and one to
one over a long period of
time, potentially a lifetime.



Māui Hiranga

The achiever, with the
ambition to be the best and
to pioneer the advancement
of their field, they will set
the new status quo for
the future way of doing,
and create culturally
sustainable enterprises.



Māui Ao

The global warrior,
connected with our global
brothers and sisters, globally
aware, an advocate and at
the forefront of sustainable
indigenous development.



Māui Ora

Who keeps in mind the
well-being of their people
(iwi/hapū members,
employees, clients) and
leads by example through
looking after their own
well-being and that of their
whānau (taha tinana, taha
hinengaro, taha wairua)

Education for the real world

☉ CASE STUDY

Back in 1997, when a group of Ngāpuhi working mothers couldn't find day-care for their tamariki, they decided to set up their own centre. Twenty years on, that one centre has grown into a full-spectrum education movement – which includes one of New Zealand's flagship charter schools, and the extraordinary Leadership Academy.

Raewyn Tipene, chair of He Puna Marama Trust, still recalls that gathering of four friends 'over a cuppa and a muffin.'

"There were a lot of us coming home having completed degrees or worked overseas...and we found things were pretty tough here in Whangarei. We were sitting in my office one day, moaning there was no-one to look after our babies while we worked full-time. So when we set up that first centre; it was really about making the education landscape better for our own kids."

Today, Raewyn's children are all grown up – and so now is the education movement they helped to spawn.

The Trust now operates a string of early childhood centres in Auckland and Northland; as well as two kura catering for primary, middle and secondary school.

Today, around 550 whānau are involved with a Trust centre or school; and Raewyn says that level of buy-in is a big part of their success.

"A cornerstone of our kura is that we are Ngāpuhi...these are our children, we're all related – so on a very personal level we're committed to seeing them do well."

Throughout its 20-year history, the Trust has faced two critical turning points. Raewyn recalls that back in 2008, the initial Centre had been running for seven years and its small team of five – including volunteers – were struggling.

"I was working in Wellington and had to come back in weekends to work at the centre. My partner and I would be there literally cleaning out the sandpit... it was unsustainable. So I went to our little team and said, how about we hand this over to an organisation with a bigger infrastructure that can look after you guys better. And they all said no – they wanted the Trust to keep going."

"So we crunched the numbers, and decided that if we were going to survive, we'd have to have more centres. We now have five centres in Auckland and Northland, with a sixth on the way. So although it became a successful business model...it was originally driven

by the need to survive and think outside the box."

The Trust's other big turning point, in 2009, arose out of a different need. Raewyn attended a hui to discuss Māori student under-achievement in Northland; where ASB Bank was pledging a pool of funds, and invited people to submit strategies on turning things around.

"They probably expected us to do something in early childhood...but I'd read a Ministry report highlighting the terrible NCEA stats on our Māori boys. None of us had any background in secondary teaching – but we pitched the idea of the leadership academy, and it just grew from there."

Since its launch in 2009, the Leadership Academy of A Company (see story on the right) has grown from strength to strength. This success led to the Trust opening one of the country's first charter schools – Te Kura Hourua O Whangarei Terenga Paraoa – a Māori boys' secondary school in Whangarei.

Those boys are now achieving above-average in NCEA results; and there are thousands more about to follow in their footsteps through Te Kāpehu Whetū.

"We now have this pipeline of education right from early childhood, through to secondary; where our kids can experience both full immersion and bilingual teaching. Our strapline is, "Tū ki te Marae...Tū ki te Ao"...and our kids really personify that."



ON YOUNG MEN BECOMING LEADERS:

They could have called it the Leadership Academy of Ngāpuhi, or the Leadership Academy of Te Tai Tokerau. But in deciding on a name, says Raewyn Tipene, they were looking for ‘something bigger.’

And they found the perfect legacy in the courageous men from A Company of the 28th Māori Battalion. “Every Māori family in Northland has a connection to a father or grandfather or grand-uncle who was in the Battalion. We made it about these boys looking up to these men and emulating some of the qualities and values they had. It grew a life of its own and we had families lining up to accept their sons in the academy.”

The boys don’t become leaders overnight, says Raewyn. It’s a process that takes years of what they call ‘the daily grind’ of instilling military-based self-discipline and values. “After they’ve been with us 4-5 years, they just espouse those leadership qualities...and their families can see it in them too.”

And although all the original soldiers have now gone, their presence is very much alive. “We’ve always said the 28th have their hand on the Academy. Things beyond our influence are constantly happening, and difficulties disappear... we know it’s the men reaching through and helping us along. We often say, ‘the men are here!’”

ON NURTURING ENTREPRENEURSHIP:

The Trust’s educational philosophy is all about turning learning into an engaging process with real-world applications.

For instance, they were building a café at the school – and have tasked the Year 13 business students with designing it.

“That’s an example of how we can make education a real, living process,” says Raewyn.

“That’s far more valuable than just reading about it in a textbook.”

Rangatahi Inc is the entrepreneurial programme run through the partnership school, Te Kura Hourua O Whangarei Terenga Paraoa. Again, it provides practical support – providing networking, advice and back-office support – so rangatahi can focus on their breakthrough business idea.

The programme is currently supporting three former students, in their early 20s, who are launching a start-up. Called Native B&B, it’s a global portal linking up travellers with indigenous communities throughout the world.

“Our young people have got all the verve, ideas and the passion,” says Raewyn.

“Our job is to provide the processes and the networks to help them along.”

“Our strapline is ‘Tū ki te Marae... Tū ki te Ao.’ And our kids really personify that.”

Raewyn Tipene

Chair of He Puna Marama Trust/
Te Kāpehu Whetū

Ngāpuhi

Leadership by entrepreneurship

**Kia Māori
Kia Mātau
Kia Tu Rangatira ai!**

The articulation of these pou of Te Kura Hourua o Whangarei Terenga Paraoa/Te Kāpehu Whetū speak to the aspiration for the young people of this kura. There is emphasis on students leaving the kura with a strong sense of identity and high capability within Te Ao Māori; while also having the skills and knowledge to succeed in a globalised world, along with the character and mindset to apply themselves. The kura has developed an environment that is fostering a competent, capable, confident, inquiring and innovative next generation. Whether conscious or not, they are developing the traits of entrepreneurs and are an example for many to look to as we consider how to develop the pods of prosperity throughout the motu. This is an example of leadership, challenging a norm to set up a charter school at a time when there was an outcry against them.

We acknowledge that charter schools remain a topic of debate. Regardless, this is a story of leadership that is prepared to try different approaches in pursuit of a brighter future for our tamariki.

The Future

That future for Māori needs to include a stronger emphasis on entrepreneurial thinking and developing a mindset of self-reliant whānau. Our entrepreneurs are the ones who break free from the shackles of convention and display a willingness to explore, to hunt, to hustle, to be self-determining and responsible for their own success or failure.

They do not wait for the next pay day, the next government funding drop or the dividend round. They take their destiny

into their own hands, understand their strengths and weaknesses, understand their environment, pull a team together and then back themselves. They use their Māori superpower of instinct and relationship building.

None of it is easy; it requires hard work and sacrifice, and it is not for everyone. But the impact that entrepreneurs can have for their whānau and their communities goes well beyond simply being known as successful business people. They employ members of their communities and their families, they grow and develop people, they inspire others and they paint a real picture of what is possible with focus, dedication and hard work. They do so without the layers of bureaucracy that all too often stop us in our tracks.

Analysis of this simple quote suggests that there is a close fit between this definition of entrepreneurship and Māori.

a creative pursuit with the flexibility to adopt different approaches and techniques for a given context

the ability to explore, test, learn by doing and experiment again

“Entrepreneurship is the art of finding profitable solutions to problems.”

Brian Tracy

financially sustainable

a chance to bring learnings from history and different perspectives to bear in the pursuit of finding ways that work

for all of our history, Māori have consistently overcome some extremely tough problems





Inspiring Growth

Entrepreneurs come in all shapes and forms, from varied backgrounds and from all corners of the motu. They often have fantastic stories of their journey to date and are great at getting back up more times than they get struck down. They are resilient, they persist, and they don't take no for an answer. Instead they find a way over, around or under – rules are simply guidelines!

They provide a glimpse of a future where whānau are employing and inspiring their own and others across a range of industries and geographies. We look to a time where there are very low levels of dependence on the government, when our involvement in small business mirrors that for the country, and where the number of Māori small businesses employing more than 20 people grows.

Eventually, our entrepreneurs become a reference point for that young boy or girl considering their own future. Entrepreneurs leave lasting legacies and instill pride in their communities. They are recognised once they've made it, but often struggle for support along the way and have to rely on their own inner fire and close supporters to keep them going. We need to change this story if we are to grow Maori entrepreneurial success.

For some, 'profit' is a word that doesn't sit well. Yet from our perspective, profit is an essential means to a greater end – and is fundamental to organisational sustainability. Without profits, there cannot be any reinvestment and further job creation and in fact, the organisation will simply not survive. At its simplest, it's the fuel that keeps the engine running.

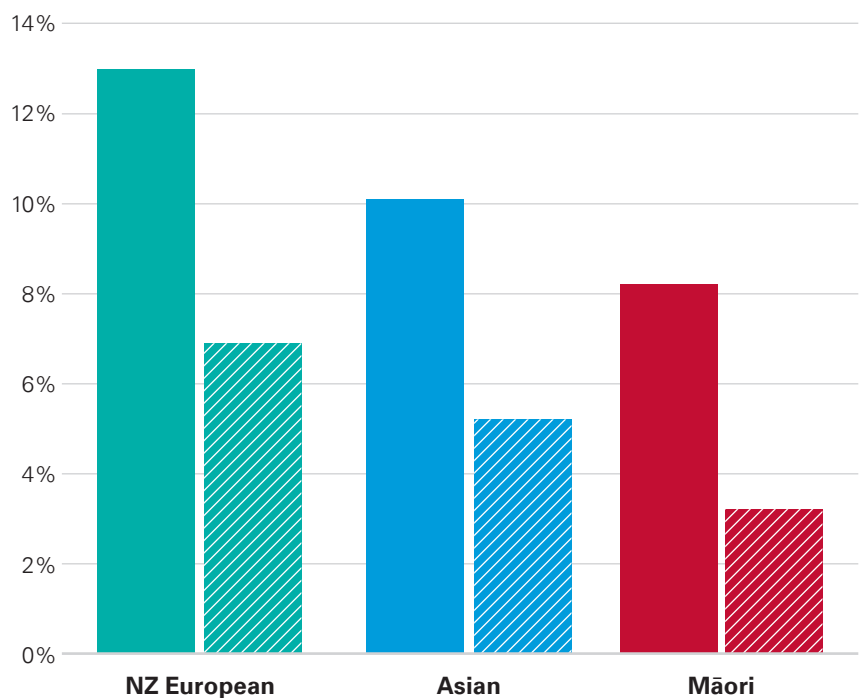
With over 70% of Māori assets sitting in private hands outside of the collective entities, there is significant potential if we are able to close the gap in business participation rates between Māori and Asian and NZ European populations.

As Māori are in the strongest economic position since pre-Treaty times, now is the moment to delve into the entrepreneurship kaupapa and consider its place for Māori within both the collective and whānau contexts.

Māori participation in small business is significantly lower than that for New Zealand.

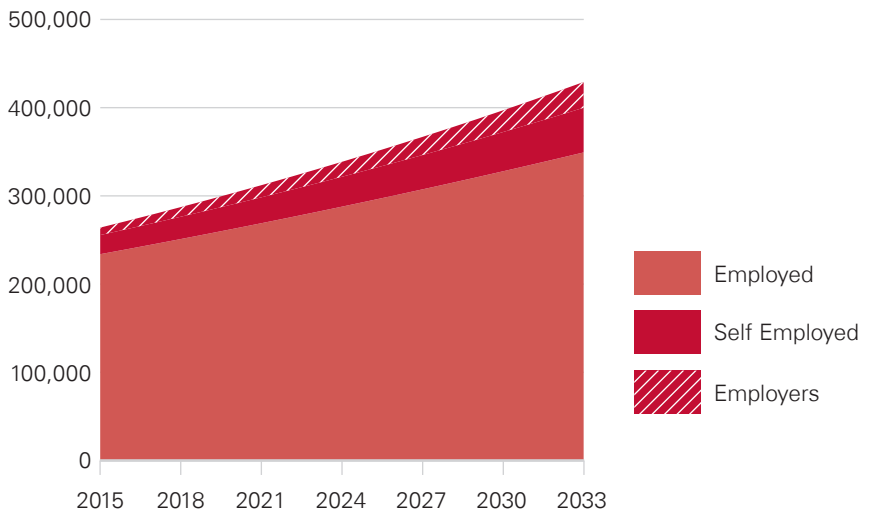


Percentage of Self Employed and Employers by Population Group

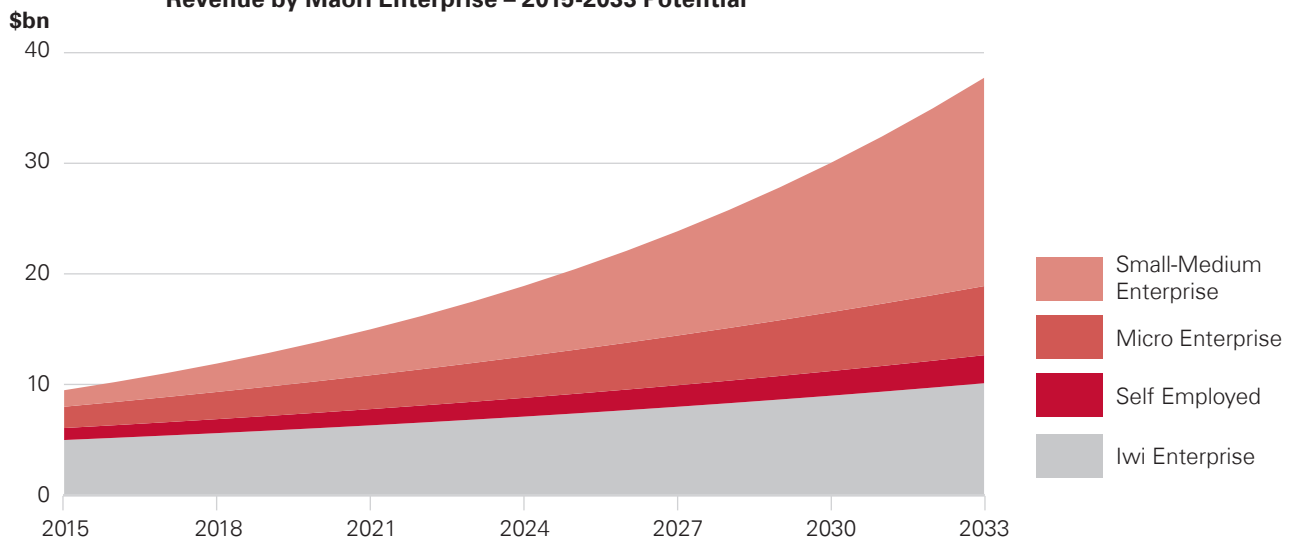


If we were able to increase the percentage of Māori who are employers or self employed, there could be significant uplift in both numbers of jobs created and the revenue associated with this growth.

Māori Workforce Projections – 2015-2033 Potential



Revenue by Māori Enterprise – 2015-2033 Potential





Why Enterprise?

Successful enterprises create jobs for employees, reward owners for their risk and contribute to society through taxes. As small businesses become medium sized businesses, they invest in expansion including further job creation. With many Māori collective entities having aspirations for higher rates of employment, there are multiple ways of achieving this. Most of the approaches we have seen to date focus on identifying opportunities for job seekers, rather than on developing systems to grow the number of Māori job and opportunity creators. Imagine the impact of our predictions noted on the previous page for whānau.

Every society needs both workers and job creators to function effectively, but our ability to effect improvements in household incomes will be driven by the extent to which businesses are highly productive, profitable and successful. An eye on growing the collective ambition, attitude and capability to participate in high-value industries is a must if we are to effect the transformation we seek at a household level, particularly those affected by today's poverty and inequality.

“The real solution to the problem of poverty consists in finding how to increase the employment and earning power of the poor.”

Henry Hazlitt

Stating Expectations

Decisions made in the 1980s saw the wave of Māori lawyers come through in the 1990s to help with the Treaty of Waitangi claims process. Soon after the accounting graduates followed with plans for them focusing on managing tribal assets that were to be received over the next 20 years. These were the direct result of forward planning. If we want to see a culture of entrepreneurship that is pervasive, it's time to set and state the expectation of what's important for the next generation.

“Culturally, if you compare us to say the Americans where they would expect their best and brightest people to be in business for themselves. They're encouraged to be great business people; not to become doctors and lawyers and accountants, which is what we tend to do.”

Roundtable participant

There is a wero or challenge in this quote which asks us to explore how we develop a culture of entrepreneurship, of problem solving, of pursuit rather than defence?

Entrepreneurship Culture

The long-term outcomes of proactively building a culture of entrepreneurship are that we will develop the collective mind sets necessary for our people to turn their talents and experiences into real opportunity, and move many from dependence thinking to a mode of self-reliant whānau and interdependent networks. This is no easy feat and one that requires intergenerational patience. Yet the benefits of such investment (in time and resource) to effect this shift in self-belief and achievement will be extremely rewarding for those individuals, their whānau and society as a whole.

If more whānau determining their own destiny is a positive thing, then developing systems to foster entrepreneurial thinking among whānau must be a priority. There are already pockets of this within our communities where we see examples of successful entrepreneurs who didn't fit the standard channels in life such as school and university. Their success compels us to explore how they did it and showcase their success, especially to those of our people who may have had similar backgrounds.

“In my experience, poor people are the world's greatest entrepreneurs. Every day, they must innovate in order to survive. They remain poor because they do not have the opportunities to turn their creativity into sustainable income.”

Muhammad Yunus



Below are some examples of Māori-owned businesses, who are showing the way for many others.



Top: 4MD Solutions
Middle: Tarnix Security
Bottom: Te Pae Tata – Ruapehu Community Hub



Top: Teneya Ngata Photography
Middle: Haka Boy Films
Bottom: Papa's Kombucha



Top: Kōtihi Reo Consultants
Middle: Body by Paris
Bottom: Te Kaa



Why enterprise?

Every entrepreneur we talked to had a different story about their motivations in starting their business. Some knew from very early on that they wanted to work for themselves, while others experienced the loss of employment forcing a change. There were also many references to pursuing business ideas while working for someone else (side hustles) before deciding to take the entrepreneurial leap.

Being in business takes courage, belief, resilience and a healthy dose of persistence. It isn't for the faint-hearted. When we posed the question, "why go into business" we had wide ranging responses and overall these were positive. Yet some reflected on their experience and shared they may have made different choices if they knew at the start of their business journey what they know now. Dealing with business partners and staff posed some of the toughest challenges in business.

Despite the hard work, risk and challenges that come with being in business, there are many different motivations behind why people took the plunge, persevered, and remain in business. We share some of the main reasons here.

To achieve their vision

Those who have a very clear idea of the impact they wish to make on the world see business as the way they can achieve that, through both commercial and social enterprise.

To build an intergenerational legacy

Some wanted to show their whānau that there is more to life than simply having and keeping a job. They wanted their businesses to be real life learning for their tamariki and mokopuna and to create a new norm and expectation. They wanted to show what is possible when you apply yourself.

Didn't know anything else

For those who had grown up in whānau business, it was the only way they knew and all they had expected.

Have more control over your destiny

Being able to call the shots and make the decisions that ultimately determine the success or failure of your business. Also being able to dial up or dial back your effort as you see fit.

Have more control over your time and workspaces

Entrepreneurs have the ability to adjust their schedules to spend more time with family or other hobbies. Some have more control over when and where they work.

Ability to turn your passion and beliefs into a business and earn a living doing what you love

These entrepreneurs go out on their own to pursue something they passionately believe in.

While money was important, the stronger motivator was the ability to do what they loved while earning a living: a win-win situation.

There is no age barrier

Unlike standard employment, there is no age barrier to becoming an entrepreneur. One contributor started a business while at high school, while others started later in life.

Satisfaction of being a business owner and serve as a role model

As an entrepreneur, people will look up to you. You have the ability to be a role model for family and friends, and your success can be a source of motivation and inspiration.

Creating a successful brand to the point where it leaves a personal legacy also serves as motivation for many entrepreneurs.

Opportunity to give back

Owning a business provides the opportunity to support local charities and not-for-profit organisations, local schools and your community.

Why enterprise for iwi collectives?

As well as the potential rewards for small businesses, there are also benefits for Māori collectives serious about economic well-being for their whānau.

Develop New Tribal Norms

By making it acceptable to talk about business, finance and money within the homes of whānau members, over time attitudes toward financial matters will shift. There will be a growing curiosity and interest in exploring business as an option.

Grow Tribal Business Literacy

Improved business literacy among whānau will lead to an increase in the pool of available people to help with managing and governing tribal entities. It will also bring a stronger lens on accountability as confidence and understanding in financial matters grows.

Inclusive

Entrepreneurship is an option that is not dependent on how well an individual has done in the formal education system. There are many stories of people who didn't fit the standard systems of education and employment, yet have gone on to achieve outstanding feats in business.

Te Oranga o te Whānau

Whānau can work together and use their collective resources astutely to achieve their goals faster, and provide the iwi with a growing body of insight and information about how to grow strong whānau businesses.

Mana Motuhake

Whānau develop a sense of self-reliance and freedom of choice, and understand that they are in control of their own destiny. They gain a deep understanding of how their own actions will determine their success.

Improved Access to Opportunities

The iwi can become a super connector for its tribal enterprise community and build deeper networks into the industries and businesses of iwi members. This provides iwi with more insight across a broader range of industries and potential access to further opportunities for its people. At a tribal level, the iwi will be more informed and better able to advocate for whānau business issues with the government.

Improved Access to Industry Information

Information and insights can be shared between the iwi entity and the iwi member businesses, in order to improve awareness of the trends affecting businesses.

Job Creation

More jobs are likely to be created through the network of iwi member businesses than those that would be directly created in the iwi entities themselves.

Reduce Risk

The iwi can enable and facilitate opportunities for iwi members to develop their business skills and experience over time, without necessarily being a direct investor in the businesses.

One organisation focused on growing Māori financial and business literacy is Māori Womens Development Inc, the focus of our next case study.

A youthful perspective

📍 CASE STUDY

They're inquisitive, innovative and bold – three key attributes needed to become an entrepreneur. That's why Teresa Tepania-Ashton is passionate about ensuring young Māori get a taste for business early.

Teresa is the CEO of Māori Women's Development Inc (MWDI), which has sponsored the MaiBiz youth business programme since 2007. She explains the original driver:

"Our trustees saw a gap in the market back then, particularly around business education for our youth. We're all about supporting wāhine Māori and their whānau in business...and we absolutely saw value in starting them earlier. The younger you get them inspired about business, the more appetite they'll have."

In fact, Teresa is a firm believer that you're never too young to start a business.

"Any idea is a good idea, as long as you have a market. When they're young, our kids don't see any barriers – and so they'll just keep going and exploring, if they're allowed to. We call them our Māui tiki-tiki...he was the intuitive one, the trickster, and challenger."

Today the MaiBiz programme is delivered to around 1,500 students (in at least 20 schools) each year. It is targeted towards low-decile schools or those with a high population of Māori students.

"We don't necessarily expect them to set up a business immediately after leaving school," says Teresa.

"But if they do have an idea in the future, MaiBiz has taught them how to write a business plan, and given them a good practical understanding of what's required to run a business. We're future-prospecting our youth, and helping them become business-savvy, so that avenue is always open to them."

Although MaiBiz is primarily aimed at Year 12 students, there is the ability to transition the programme to all age groups.

And for graduates of MaiBiz who show a real appetite for business, another level of challenge is provided by the week-long accelerator programme, Te Wero Pakihi. They work with a corporate organisation – the most recent one was The Coffee Club – to fulfil a business brief provided.

"The Coffee Club set a challenge around brand awareness, where our kids had to conduct research within a key demographic and report back. The feedback was that our kids were pretty much spot-on in terms of their recommendations; they were as credible and professional as anyone."

The ethos of all MaiBiz programmes is to encourage young people to embrace their innovative, creative and experimental side. It's the exact opposite of the theoretical book-learning of traditional business studies.

Says Teresa: "By the time you get to tertiary level, you're being forced to learn someone else's perspective on business; as opposed to finding your own footing. I'm a believer in the power of creativity... having an open wānanga where it's all about talking, sharing and exploring."

Another attribute that suits young Māori to a life in enterprise, believes Teresa, is their natural whānau whānui approach to learning.

"It's an innate part of being Māori – and collectivism is integral to being successful in business. No great enterprise was ever created by an individual working alone."



ON THE TIME-BANKING OF TALENT:

What if there was a way to match up rangatahi with experienced mentors in industry – and it didn't cost anyone a cent? Teresa Tepania-Ashton has thought of a solution.

MWDI already runs the Hine Timebank – which facilitates the trade of skills, knowledge and time with no money changing hands. Members earn 'timebank credits' by providing services to others, and can then spend their credits to get help with their own needs.

Teresa can see how a similar concept could work for youth. Rangatahi working on a business idea could swap their time with experienced mentors who can provide guidance and advice.

"We'd just need to bring a number of businesses together, who were willing to 'give-a-little' of their time, and form a network that we could make available to youth. The young people could credit their time back to the organisation with projects suited to their capabilities – such as research, or digital marketing."

Importantly, it should be the kind of mentoring that encourages a free-flow of ideas and exploration.

"It's more about empowering the students to bring their solutions to the table...instead of having adults telling them 'this is how it has to be'."

ENTREPRENEURSHIP THROUGH THE GENERATIONS:

Teresa first discovered the joys of entrepreneurship as a young girl. In 2016, she was recognised with a Queen's Honour for services to Māori and business.

Growing up, Teresa learned that business ownership was something to aspire to. Her Dad worked three jobs in order to fulfil his goal of starting his own tree-doctoring business, which quickly became a family affair.

"My brothers got involved in the more manual side, and I helped my mum with the paperwork. I was given a type-writer when I was about 11...I loved speaking with clients, taking orders, and being able to have that interaction with people at a young age.

"The business was part of our daily discussion; it was something we talked about around the table. I'd seen my Dad fulfil his own dream, which showed me that anything is possible." All Teresa's siblings later went into business themselves in some capacity. Similarly, her daughter launched her own part-time business at the age of 19. And it looks like her 4-year-old grandson could have what it takes to continue the family legacy into another generation. "His big word at the moment is 'why'," says Teresa. "And I tell my daughter and son-in-law to really encourage that...because that's his natural inquisitiveness shining through. That's where it all starts."

"The younger you get them inspired about business, the more appetite they'll have."

Teresa Tepania-Ashton (MNZM)

CEO, Māori Women's Development Inc; and sponsor of MaiBiz

Ngāpuhi, Ngāti Kahu ki Whaingaroa, Te Rarawa, Ngāti Kuri, Te Aupouri

Growing our enterprise footprint

We had some very stimulating and exciting kōrero around how to grow the Māori enterprise footprint.



The key themes that emerged were around educating, engaging and connecting entrepreneurs. Consistent feedback from contributors was that a one-size-fits-all approach was unlikely to succeed, and many of the support systems available were too rigid in terms of access and delivery models.

Early Exposure and Education is Key

As mentioned in last year's report, becoming more fluent in the language of business and exposing our tamariki and rangatahi to this at an early age is crucial to developing a pipeline of budding entrepreneurs. But knowledge on its own isn't enough, and practical experience will help embed the learning. For primary schools there are online programmes such as KidsCoin and Banqer. Organisations such as MWDI and the Young Enterprise Trust also facilitate programmes for schools through programmes such as MaiBiz and Te Wero Pākihi (see case study on page 44) and the Young Enterprise

Scheme (see page 50). This programme involves real life experience using real money, requiring real decisions and risk management conducted over the school year.

Startup Weekends and other condensed business competitions such as that run by Ārewa (see case study on page 56) provide a place to take your ideas, test them out through market validation and potentially start generating revenue over the weekend if the concepts test viable. These are all low-risk, immersive experiences that play a huge role in developing a taste for entrepreneurship early on.

Build Capability

Contributors mentioned the need to do more in developing business literacy, given this is a key skill that keeps people in business and underpins any growth aspirations. The problem to solve for Māori in this area is the access to, rather than the availability of business capability training. There are plenty of opportunities

to plug into the full range of training but we found there was a low level of uptake by Māori for two reasons:

- 1) low level of awareness of what is available; and
- 2) cultural competence and capability of some providers resulting in poor customer experience by Māori businesses.

We believe that consideration should be given to some integration mechanisms that help build the confidence of Māori to engage in existing programmes and initiatives. Furthermore, for those collectives focused on enabling economic growth for their people beyond the iwi organisational structures, developing close working relationships with business education and development organisations (such as Young Enterprise Trust, MWDI, accelerators, incubators and regional economic development agencies) will keep them connected with what is going on.



Address the Isolation through Connectedness

A common theme was that many of the business owners we talked to felt a sense of loneliness. They weren't comfortable talking with the people who they worked with (their employees), their whānau and even, at times, their business partners about some of the issues they were encountering. They often felt relief when they found other business owners experiencing similar issues and on occasions were able to work through things together within a safe and trusted environment.

Māori business networks are great examples of how these businesses find each other. However, they often rely on the energy of individuals rather than systematic approaches to sustain them. Where we saw sustainability of these networks in action was where the network extended beyond Māori businesses, and included entities such as tertiary institutions with the resources, funding and operational capacity to administer the network and run events.

The younger generation of entrepreneurs we spoke to were more inclined to catch up as a group in informal settings rather than be part of a formal network. In other areas we saw grassroots movements where cities, regions and communities are building 'ecosystems' of entrepreneurial innovation to generate new businesses and jobs within different areas of Aotearoa.

Open-source the Database

Many expressed interest in an open-source database of Māori businesses in their towns, cities and regions to facilitate direct contact between business owners. There are many databases that contain information that would help this purpose. However most are centralised with various government and non-government organisations, some of which are unable (or unwilling in some cases) to share information, citing privacy considerations.

Embracing the open-source peer-to-peer concept by both businesses and those organisations who hold their contact information is something to consider on a region-by-region basis.

Organic Approaches

The most successful networks were where the entrepreneurial environment had a more organic and dynamic quality, rather than having a planned linear progression adhering to a set formula. As in the context of entrepreneurship, diversity is crucial: in backgrounds, heritage, perspective, skills and experiences. It is the mixing of these attributes in unexpected ways that makes these ecosystems more dynamic. Furthermore, rather than meeting for meetings sake, people were forming teams to work on specific projects together and then disbanding once the projects were concluded. This meant that there were opportunities to learn from and support each other without the need to formally convene networks.

Locate the Mentors

Contributors were also unanimous about the positive impact of mentors for their businesses, but mentioned how difficult it is to find good mentors, especially Māori ones. Those mentors who had “been there and done that” offered great advice and guidance based on actual experiences (successes and failures included) providing value from a practical standpoint. Mentors acted as a sounding board and offered a different and fresh perspective, which was highly appreciated by the business owners.

Mentors facilitated introductions into their own networks and opened doors to potential business partners, customers and decision-makers, something very difficult to do without mentors. They were also called on to help directly or through referrals with some of the common issues encountered by businesses, such as employment issues.

A key role for the mentors was to help mentees develop their confidence and deal with doubts that were getting in the way of their progress.

Grow the Ambition and Attitude

On the global stage, Aotearoa is a very small market. If we are to truly fulfil our potential, we will need many more Māori entrepreneurs with growth ambitions. It’s fair to say we spoke with a lot of lifestyle business owners who were content and happy with where they are at, and understandably wish to remain there. However we also spoke with some who definitely have their eyes on the international scene as their marketplace.

The reason this is important is because we need increased employment levels

and higher value opportunities, and we will only get those if our businesses are serving markets of a size that facilitate business growth.

Think Market First then Business Model

Many entrepreneurs go into business with a product/service-first mentality and follow a push rather than a pull strategy. They develop products or services because they believe that the market will want what they have to offer, without having first understood the market opportunity before them and the demand. Unfortunately this lack of planning is one of the reasons that small businesses fail.

Spending time, effort and energy understanding the market and drivers of customer behaviour and how your business offering fits in the landscape will be time well-spent. The challenge then is to find a business model that will meet the needs of your market in a profitable way.

Summary

At the heart of it, entrepreneurs are simply problem solvers who are able to answer yes to four questions:

- 1) Desirable – Do enough people identify they have a problem to warrant them looking for a solution they are willing to pay for?
- 2) Feasible – Do I have a solution and does it actually work?
- 3) Viable – Can I deliver my solution profitably?
- 4) Believable – Do I believe in myself and my team to make this work?

Ultimately, they need time, resource, knowledge and support; and they often don’t have them all at the same time or in the right quantities. If we are to grow our footprint, it follows that we need to have access to all of these along with the mindset to push on through the inevitable tough times. A finely-tuned sense of intuition would be helpful too.

There are many parts to a functioning enterprise ecosystem as outlined on the next page. While we don’t have a say over government policy and the regulatory framework and infrastructure, these are reasonably enabling in Aotearoa but could be tweaked to be more effective for Māori. Our focus should turn to some of the other parts of the system, starting with culture.

The following case study outlines one opportunity for Māori to engage and connect with an organisation that is doing its part to grow the culture of entrepreneurship in Aotearoa, and at the same time achieving outstanding results for Māori participants. It’s a great reminder that we don’t have to do everything ourselves and there are systems outside of our own where tamariki are achieving excellent results.

Adapted from the Entrepreneurial Ecosystem Mazzarol 2014



The future of entrepreneurship

◉ CASE STUDY

Ezekiel (Zeek) Raui looks back at his old school, Taipa Bay Area School with pride and gratitude in his heart. Pride in knowing that he has helped changed the norm for the teina following in his footsteps, and gratitude for a teacher who paved the way for his entry into whole new area.

Zeek's social studies teacher knew little about business, but saw her students had some incredible ideas and felt there had to be a way to bring them to life. She reached out to the Young Enterprise Scheme (YES) to connect the students to the world of business – a completely foreign concept given that the students didn't grow up in homes where business was openly and regularly discussed.

"I thought business was all about making money and doing everything in your power to get where you want to go, sometimes at the expense of others, and it seemed at odds with the things that are important to me. It wasn't really something I had thought about because of that." But fortunately Zeek was able to broaden his view of business following his YES experience as one of the younger participants in the programme.

"What I discovered was that business is about helping improve any given situation through products and services, for people and for communities." That's what got Zeek excited about and involved in two businesses. The first running events for a local charity, and the second developing a peer-to-peer toolkit for mental health.

Zeek didn't set out to do 'social enterprise,' but admits that he can't do anything without thinking about how his product or service has a positive impact on the community in one way or another. He is also clear that sustainability and consistency in business is absolutely important. We must look after ourselves if we are to look after anyone else. Where people don't do this, their fire gets extinguished a little early or they run out of puff without considering their personal needs and health.

"Operating sustainably and consistently is definitely the difference between a business that does good and one that does great. It's important as Māori in business that we understand that we need to keep refilling the cup – or at least keep it half full!"

"The YES programme really taught me how not only a business operates but how to be a critical thinker. It gives insight into how business works and therefore where the opportunities to change things lie. We were taught both process and structure. I'm now able to use what I learned to find ways

to make improvements within business and non-business settings. It trains rangatahi Māori to be critical thinkers."

"One thing YES does so well, and the reason I believe in them is that they help transition ideas from your head, get them out on paper and then turn them into something." YES teaches action and what it looks like through strategy, marketing, production and finance from a 101 level. "They give us the tools to do something about any idea that pops into our head, whether that's in business or beyond."

"In our community, this interest in business is like a new found rongoa among the rangatahi. This kaupapa has pretty much blown up with our peers, our teina and those who followed us through kura. They saw how much we got out of it, how much we learnt and our ability to give back after creating a sustainable business or concept for ourselves."

Zeek is a role model for those in his community and following in the footsteps of his own role models and mentors – all people of purpose, using business as a vehicle to drive better outcomes for their communities.

In 2016, a total of 520 Māori students completed the Lion Foundation Young Enterprise Scheme – which saw them hatch a business idea, set up a company, and write a business plan. The numbers are expected to be even higher this year.



ON KEEPING IT REAL:

Terry Shubkin is the CEO of Young Enterprise Trust. Her title translates as 'Chief Excitement Officer', and it's easy to see why she loves her job. Each year, the Trust helps thousands of New Zealand kids – including many rangatahi – to unleash their creative talents in business through programmes like the Young Enterprise Scheme (YES).

"I think what makes YES so successful is that it's authentic and it's real," says Terry. "It's not just learning from a textbook; it's learning by doing. And it appeals to a whole spectrum of young people – from the really academic kids, to those who have the more practical smarts."

The not-for-profit has now been running for an incredible 33 years; and counts among its alumni the likes of Xero founder Rod Drury, broadcaster Mike McRoberts, and Ezekiel Raui (left).

The ability to connect students with real-world businesspeople, says Terry, is another ingredient in the programme's secret sauce. There are currently around 1,700 businesspeople who volunteer in some capacity – and the Trust would dearly love to boost the number of Māori mentors on board.

"To attract even more young Māori into our programmes, it's important we have role models they can look to and say, yep, I can be you."

ON STARTING THEM YOUNG:

Most people have heard of the Young Enterprise Scheme – it's the high-profile programme that gets media attention – but fewer realise that the Trust caters to all kids, from primary-age upwards.

In fact more than 100,000 New Zealand pupils are gaining business and financial skills annually via their full suite of programmes, games and curriculum-based teaching resources. (See Resources under youngenterprise.org.nz).

At primary-school level, the children also get to run a simplified business – owning companies, building products and taking them to market.

"We use the analogy that when you're five, you believe anything's possible," says Terry.

"There was a study done years ago, which showed that 33% of five-year-olds possess the traits and attributes to be entrepreneurial. But by the time they leave high school, it's down to something like 3%."

And although the education system hasn't always recognised entrepreneurship as a valuable area of learning, that is certainly changing. Every day, in classrooms across New Zealand, there are clusters of young entrepreneurs excitedly bringing their business ideas to life.

"Everybody needs to be exposed to entrepreneurial thinking."

Terry Shubkin
CEO, Young Enterprise Trust

Accelerating the pace

When we talk about accelerating the pace, we have to be clear about what it is exactly that we are trying to accelerate.

The journey of an entrepreneur

Commercialising a great idea takes the entrepreneur on a unique path

The image to the right outlines the journey of an entrepreneur, one that requires a healthy dose of determination, resilience and commitment. The pace of that journey is up to the individual or whānau and not something that can be quickly accelerated from the outside.

For Māori, our main job accelerating the pace has to be getting our people to the start line of this journey. Identifying, fostering and nurturing our young people will be critical. We need to do all we can to encourage the drive and passion at an early enough point in life and directing them into environments where their strengths can come to the fore. It's up to us to have direct input into the creation of spaces for this to happen on a daily basis.

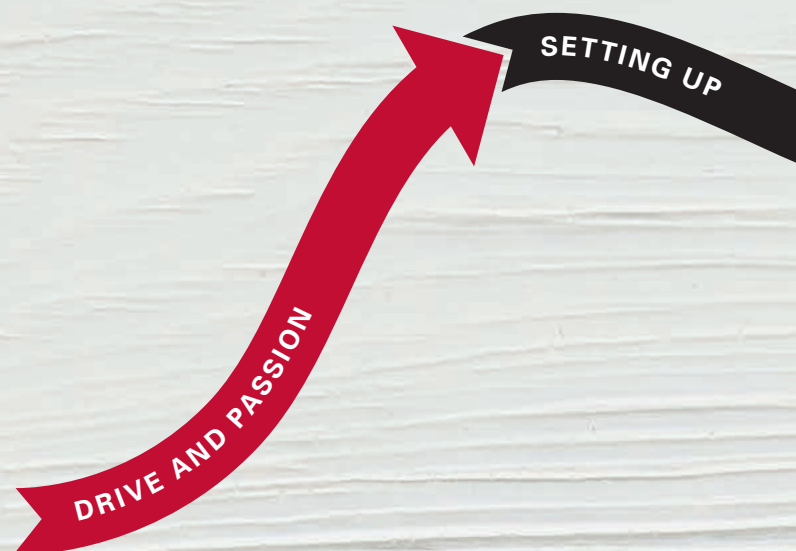
If they end up in environments where they conform and care too much about what others think, we may lose our natural entrepreneurs from the system before they even start. Others will have enough motivation, drive and confidence to discern helpful advice from pure opinion.

The Young Enterprise Scheme mentioned in the previous case study is one such organisation helping to inspire young people to discover their potential in business and life.

Key characteristics

DRIVE AND PASSION

- Innate drive to find out
- Innate drive to influence the world
- Transformers





Business stage 2

GROWING

- Surrounding yourself with good people
- Looking to advisors and mentors
- Learning not just management but leadership
- Trying new paths, but defining core competencies



New horizons

EXPLORING OTHER OPPORTUNITIES

- Mentoring, public speaking, consultancy
- Giving back
- Re-inventing self



NEW HORIZONS

LETTING GO

Business stage 3

LETTING GO

- Empowering the management team to make decisions
- Space to focus on new challenges
- Industry leadership and inspiring others
- Succession planning – ensuring the business can be maintained without you



Business stage 1

SETTING UP

- Turning ideas into action
- Learning curve – failing, and getting up again
- Realising limits to abilities, hiring others
- Enthusiasing others – staff, customers, funders



The long game

We believe anything is possible.

We see opportunity when others see impossibility.

We take risks. We're focused. We hustle.

We know that nothing is unrealistic.

We feel overwhelming love.

We embrace our childlike wonder and curiosity.

We take flying leaps into the unknown.

We contribute to something bigger than ourselves.

We create. We learn. We grow. We do.

We believe it's never too late to start living a dream.

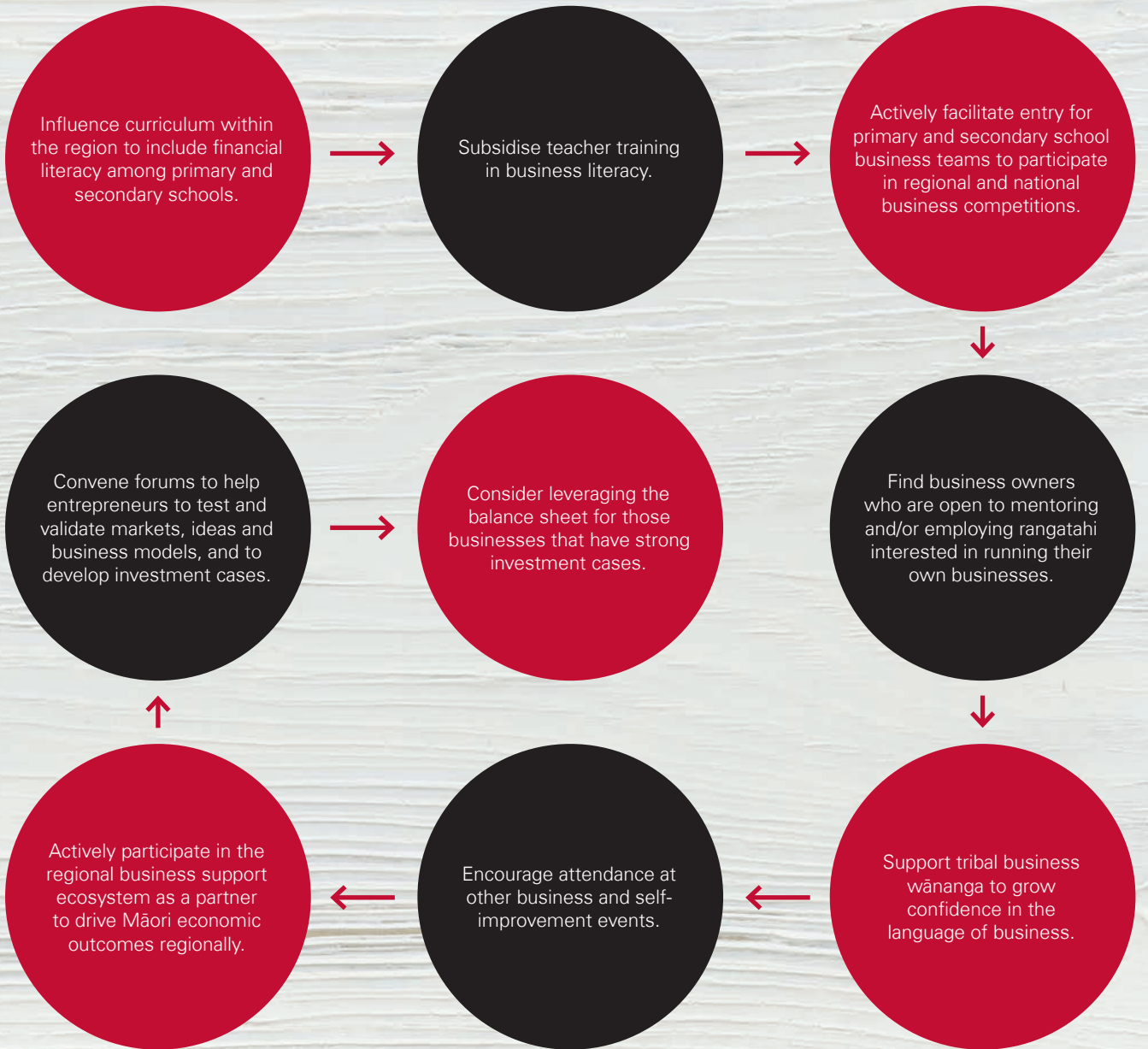
Anon (adapted)

One contributor noted that entrepreneurship, by its very definition is, individualistic. This need not be the case as Māori define what it is for them and their contexts. We have adapted the quote above (from "I" to "we") to reflect its application beyond an individual to whānau united in purpose. Embracing the sentiments reflected in the quote would help to grow the knowledge, confidence, resilience and perseverance required to take the plunge.

This is a long game, given that our mindset consists of attitudes and beliefs, accumulated over time, that largely reflect the experiences we have had and the environments we spend most time in. We therefore need to focus on changing the surroundings and the discussions that occur.

Those organisations charged with the long term well-being of their people may consider some ways they could support tribal entrepreneurship ecosystems.





The suggested initiatives above aim to identify points where iwi organisations in particular can enable, connect and facilitate opportunity for their people; by utilising partners and without the responsibility for actual delivery. We have seen a significant increase in the number of Māori-focused business training related events such as workshop training, pitching events and startup weekends. These will all have a positive impact on exposing participants to the concepts of business. However, it's also

important to remember the value of ongoing, frequent and continual focus on developing the mindset for entrepreneurship, particularly for those who don't have a whānau history of business.

The journey of growing an entrepreneurial population will reflect our journey to educate our people over the last three decades. As the first member of a whānau graduates from university, they make the impossible, possible for their whānau. They cut a path

and shine a light for others to follow, they kick off a new norm. They have different expectations for the next generation who will naturally pursue higher education. They are part of an exponential growth of Māori talent. We seek a similar effect for entrepreneurship.

A Māori business doing their part with others to help grow Māori entrepreneurship is Ārewa, which is the subject of our next case study.

Finding the big idea

◉ CASE STUDY

When budding entrepreneurs tell Sacha MacDonald about their idea, there are two key questions she will always ask next. What is the problem you're trying to solve? And how can that be commercialised into a viable business?

As organiser of the first Google Start-Up Weekend for Māori entrepreneurs, Sacha says that pressure-cooker environment allows aspiring business owners to test their ideas.

"Within a weekend you learn a lot about solving a problem, and whether you actually have a product. Finding your MVP [minimal viable product] is great for anyone who intends to launch a business – because you could spend thousands of dollars and unlimited time getting to something that, ultimately, won't take off. You can't start a business if there's actually no problem to solve."

Sacha is a Nelson-based business owner who also runs programmes to support Māori in launching their own business. Last year, her business approached Start-Up Weekend New Zealand and asked to use their platform – but adapt

it specifically for Māori entrepreneurs. The resulting event, says Sacha, was a successful "melding of the standard Start-Up format, but for a Māori audience and in a whānau setting."

"There are some things you can't change about the format; for instance, you can only have one minute to pitch your business idea. But we switched it up and brought in a few things that are uniquely us, and infused whanaungatanga in everything we did. We wanted to make sure that everyone felt safe and that they weren't being put in a box."

Held in April 2016, the inaugural He Tangata weekend attracted 55 participants. The key aim of the weekend, says Sacha, is to explore how a spark of an idea will translate into a commercially-viable product or service.

For example, one of the participants was a fluent Te Reo speaker who was frustrated at the mispronunciation of Māori words. Over the weekend, an idea was hatched to develop an app that could be used by visitors to national parks. By providing audio on local place-names, stories, whakapapa, and flora and fauna; visitors would be educated in correct pronunciation as they walked around the park.

Increasingly, says Sacha, business ideas are about responding to social or community need. Another He Tangata participant was worried that her grandmother was lonely. Her idea was

to set up a website that would match older people in each region with similar interests, and potentially sell tickets to events. Applying a commercial lens, the programme helped her identify another business angle.

"Imagine the valuable data you'd collect from doing that," notes Sacha. "If you could commercialise that information some way, that's how you'd fund your social enterprise."

Sacha says Start-Up thinking can also be used in non-commercial contexts as a powerful platform to frame up problems and scope out solutions.

"We can apply the same thinking to any social or cultural problem...maybe you're an iwi wanting to re-engage with your members, or you want to find more people to speak on the paepae.

"You can problem-solve any of those things using the same tools we use in the business context. It's amazing what happens when you get a whole bunch of people in the room and get them talking. There's that magic moment when something just sparks."



WHERE TO FROM HERE:

Once the excitement of the Start-Up weekend is over, how do you keep the momentum going?

Sacha says it's vital to provide that "next learning step they need to take...to actually get their business off the ground and start operating."

One initiative that aims to support that is the Co-Starters programme, which is jointly branded by Ārewa (one of Sacha's businesses) and Innovate Nelson. This nine-week programme is run after-hours, so participants can continue in their day jobs while working on their business idea. Sacha also facilitates the Start-Up School, a monthly Sunday workshop aimed at fledgling business owners.

As for future plans, Sacha is hoping to develop a "co-working space for Māori who are starting out in their entrepreneurial journey." This hub would provide everything a new business needs under one roof; including outsourced admin, HR, business and legal advice.

"I think it's very powerful to have that physical space...and provide a platform where entrepreneurial people can feed ideas off each other."

ON THE IMPORTANCE OF BEING RESILIENT:

Resilience is one of the key traits needed as a business owner - and Sacha MacDonald had it instilled in her at a young age.

"It was part of my upbringing. My father was a survivalist, and he taught us kids how to be resilient. He'd take us into the bush, give us a single match, and tell us if we didn't light a fire we wouldn't be eating that night."

Being willing to work hard is another important trait. It's seen Sacha grow her operation from being a one-man band, to running a stable of four businesses and employing a team of 12 people working across New Zealand.

Sacha launched her first business while balancing full-time work with a young family. She says launching a business requires knowledge, time and money – but in the real world, those three things are not always available at the same time.

"I got my first business off the ground with no money, but it took time. I'd be Mum during the day and work while the kids were sleeping at night. If anyone asked me how I did it, I'd answer, well there's 24 hours in a day. It doesn't finish at 5pm. Sometimes you just have to do those long hauls to get through."

To this day, that hard work continues to pay off as Sacha has recently been recognised as one of New Zealand's Entrepreneurial Winning Women™ for 2017.

"You can't start a business if there's actually no problem to solve."

Sacha MacDonald

Business owner and contributor/architect of He Tangata Start-up Weekend

Ngāpuhi, Ngāruahine

Regional business support system

	Tertiary/Research and Development Institutions	Government and Industry Networks
NZ Wide		
Auckland & Northland		
Hamilton & Waikato		
Central North Is.		
Wellington & Lower North Is.		
Christchurch/ Other South Is.		

Source: 2016 TIN100 Report

The graphic below is a helpful reference for iwi considering what the enterprise ecosystems look like in their respective regions and nationwide. Some of these will also have Māori-focused programmes and initiatives.

As mentioned earlier, there is much activity underway to help grow the Aotearoa enterprise ecosystem. There is an opportunity to work with various parties within the ecosystem to increase Māori participation within the system, and also increase the cultural competence

of third parties in working with Māori. Again, this is already happening in some places but a systematic change is required to accelerate the participation of Māori-owned businesses in high-value industries. This requires a partnership approach by many parties.

**NZ Angel and Seed Investors/
Venture Capital**

Angel & Seed Investors:



Venture Capital:



**Collaborative Spaces, Tech
Transfer Offices and Incubators**



Opportunity from change

**Our future will depend on our ability to think entrepreneurially,
and embrace change with this same mindset.**

The above statement resonated strongly with those present at one of the Roundtables, as it speaks to the qualities that help entrepreneurs navigate their way through an ever-changing world. They bring to bear a particular outlook on life that fuels their motivation to keep going. This approach is characterised by the following:

Lifelong student
and always learning
and improving self

Aware of
their operating
environment and
the trends that
affect them

Nimble, flexible
and able to pivot

Strong
communicators

Creative to find
alternative solutions

Courageous to
carve a new path

Persevere
and find ways
to overcome
obstacles

Resilient and use
failure to learn

Curious about
people in order to
identify needs

Focused and say
"no" more than
they say "yes"

Decisive and
prepared to
make decisions
with imperfect
information

Successful entrepreneurs look to find opportunity in change. For many of our people who have been adversely affected by change, it may be difficult to see how it can be something positive that we can benefit from. This has occurred because our people have been dependent on others to derive incomes in industries affected by movements in the marketplace. They were the workers on the frontline that suffered massive job losses in the freezing works and railways in the 1980s. They weren't the business owners who could see the signs coming and had opportunity to insulate themselves from the full impact.

This type of change is upon us again, and it is the decisions we make today that will determine if we thrive by taking advantage, or if we experience a repeat of the 1980s situation. There have never been as many entrepreneurial opportunities available as there are now. It's really a case of how we grow our awareness of these and position ourselves to grow our ability to capitalise on those opportunities.

Some of the megatrends mentioned on page 20 will help us identify changes that present future opportunities.

Demographics

Within Aotearoa, there are a large number of businesses started by the 'baby boomer' generation that are expected to change ownership in the next 5 years as the owners retire.

The biggest barrier for almost half of these, according to the ANZ Privately Owned Business Barometer 2015, is the difficulty in finding a successor, further complicated by over-reliance on the owner's expertise. There will therefore be a pipeline of acquisition opportunities; and now is a good time to grow an understanding of the due diligence process.

Urbanisation

With the significant population drift to metropolitan cities across the world, entrepreneurs can now target single cities or regions. This allows businesses to focus their operations and distribution (although increasing concentration risk) while having access to a market size that makes growth a more realistic proposition.

Accelerated Innovation & Technology

The world is in the grip of unprecedented change which is redefining entire industries, and creating new ones from scratch, due to ground-breaking advances in artificial intelligence, robotics, the Internet of Things, self-driving vehicles, 3D-printing, nanotechnology, biotechnology, blockchain (including cryptocurrencies) and quantum computing.

Technology has helped small businesses take on larger businesses and win. The graphic below sets out the time from founding to a \$1 billion valuation.

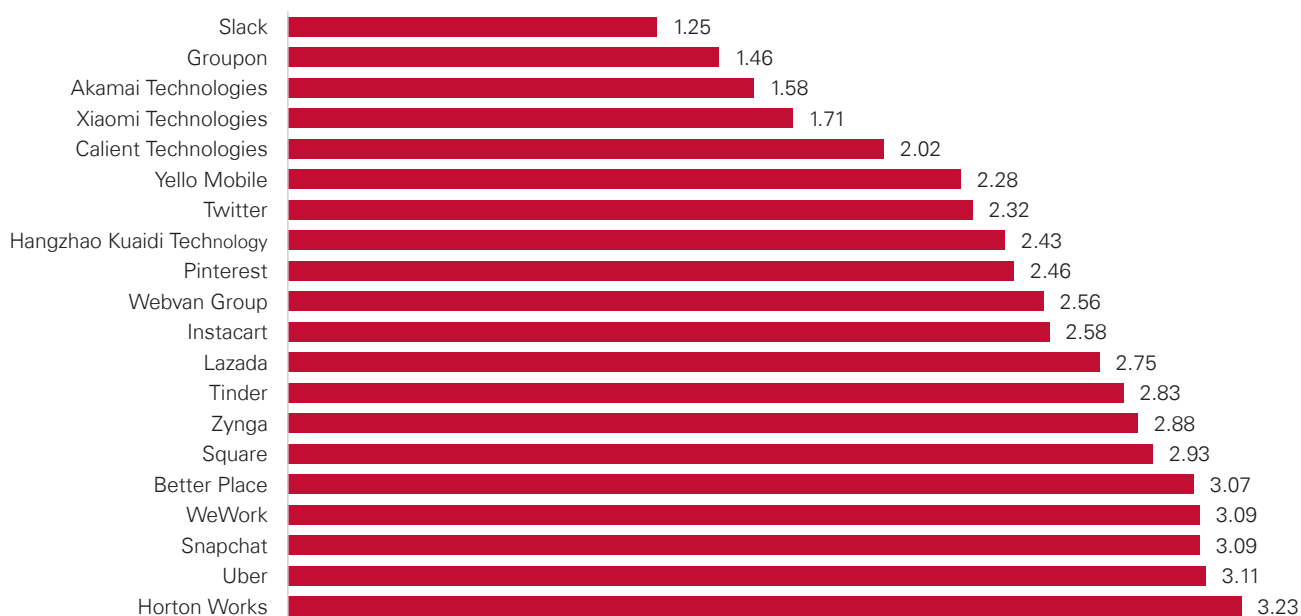
It is entrepreneurial thinking that is the difference between these companies and those that don't quite make it, and seeing the possible versus the impossible.

These companies took an average of 2.5 years to get to a \$1 billion valuation, highlighting the global potential of technology for our entrepreneurs. This reflects the sheer potential of the multi-faceted technology industry, which will play a significant part in helping to address some of the largest global challenges.

The earlier case study about Te Pae Tata highlights how one community has recognised the value of technology to the future of their community. A widespread uptake throughout the Māori landscape to seriously advance the collective technology development capability of our people would help us to capitalise on these changes. The Māori technology pioneers are leading the way in this field – and it's time to grow the movement as if our future depends on it.

We are heavily involved in the primary industries, and there is considerable potential within the technology revolution (as there is for all industries). Therefore, can we expand our focus to include the various technology industries? If that is something we are willing to commit to, we must navigate our way to occupy the right spaces on the network and across the value-chain.

Start-ups ranked by number of years from founding to \$1 billion valuation



Source: Loïc Le Meur

Technology

One of the key benefits of online technologies is the ability to communicate and engage with large audiences; using the power of the viral effect along with sophisticated algorithms to extend reach into untapped markets.

Most of us are familiar with the various social media channels used to engage and communicate with individuals; as well as the many e-commerce channels that enable us to shop and transact online.

'Social commerce' operates at the intersection of social media and e-commerce, where social media is used to assist with the buying or selling of goods and services. For entrepreneurs in New Zealand, the ability to reach a global audience for marketing purposes has never been greater.

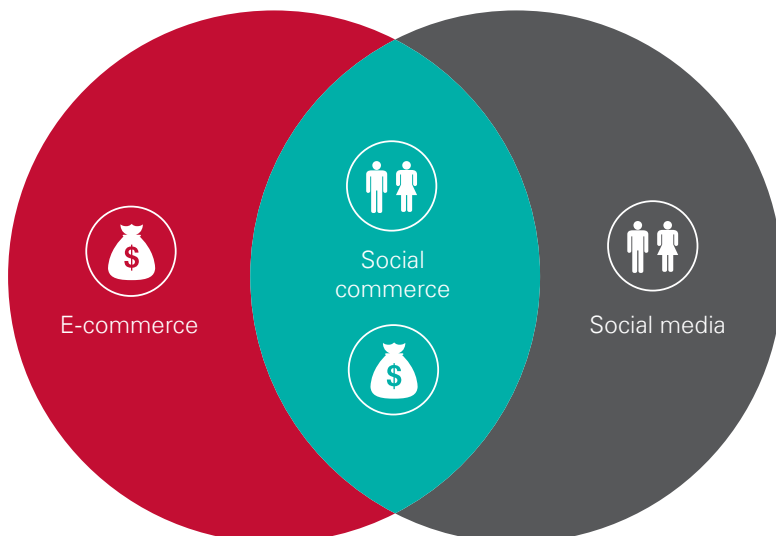
The real opportunity is for small Māori businesses to invest (either individually or collectively) in understanding the mechanics and application of social commerce in helping them match their product/service to markets.

For those who are regionally based, this is an opportunity to use the power of technology to grow local economies, particularly where there are no large industrial employers. This makes access to broadband critical, and worthy of strong advocacy where it is not available.

But while international reach for marketing purposes is something that will undoubtedly help Māori entrepreneurs, technologies extend well beyond the ability to promote products and services to the world.

Technology is also integral to the design of many products and services as traditional methods of delivering products and services to market are being disrupted. In fact, the 2016 Global CEO Outlook Study by KPMG international noted that one of the top three priorities of CEOs over the next three years is implementing disruptive technologies (with 77% concerned about whether their organisation is keeping up with new technologies). If a large proportion of international CEOs are planning to implement disruptive technologies, it is important that we understand what these are and how we plan to implement them into our businesses and organisations.

Two people bringing disruption to the delivery of health services are Dr Lance and Tracy O'Sullivan with their revolutionary app, iMoko, the subject of our next case study.





A healthy disregard for the status quo

◉ CASE STUDY

Earlier this year, Dr Lance O'Sullivan had a chance encounter with three young Māori boys in his Kaitia community. And that brief conversation on the side of the road beautifully illustrated just how the iMOKO™ programme is delivering transformational change.

Developed by the dynamic husband-and-wife team, Lance and Tracy O'Sullivan, iMOKO™ is a digital platform that empowers Māori communities to manage their own health outcomes. The centrepiece is the iMOKO™ app, which allows doctors to prescribe remotely for common children's health problems. There's also a free app, designed for parents, which lets them access their child's diagnostic and prescribing information.

One year after its launch, the roadside anecdote perfectly illustrates why the programme is succeeding. Lance was out driving the iMoko car, when "three Māori boys with big cheeky grins" approached him.

"They didn't recognise me, but they asked if I was with the iMoko team. Curious, I asked them what they knew about it. One of the boys says: 'three

weeks ago I had these hakiaki on my legs. I went to see Whaea Lisa and she used the iMoko iPad, and I got better'."

Reflecting on it later, Lance realised three significant things.

"Firstly, they didn't know who I was...and that's awesome, because we want our health workforce to have a light touch. We shouldn't have our fingerprints over everything. I just happened to be the doctor that had approved their prescription remotely, from wherever I was in the world at the time.

"Secondly, this child saw Whaea Lisa as his healthcare provider, not Dr Lance. She's a Mum in the community who's teaching them reading recovery one minute, then helping them get better the next. So we're empowering a layperson and member of their whānau to become more central to that community than the doctor is.

"And thirdly, those boys saw an iPad as a portal to healthcare...not just something to play games and videos on. Imagine in 10 years' time - we'll have this health-literate generation of young Māori who've grown up knowing they can access health services via an app or device."

Innovative thinking is nothing new to Lance and Tracy. After 15 years working in mainstream medicine, their idea for iMOKO™ grew out of a flaxroots initiative that came from the community. "Our people were in the frontline seeing this desperate unmet need," says Lance.

"Cleary, the current model is pakaru. And they were saying: we can't just tinker with change here - we need something radically re-designed. We're not going to accept what we've been force-fed in the past. We're going to reset the menu."

What's most exciting, say the O'Sullivans, is that iMOKO™ has been designed from the ground up to be fit-for-purpose for Māori. Instead of the Māori programme being the 'after-thought' from the mainstream solution, it's the other way around. "What we're developing in iMOKO also has huge implications for the mainstream population. But it's absolutely our communities that are the reason for embarking on this. We know this will work for Māori, and for indigenous communities...and hey look, it's a bonus if it works for everyone else. We'll just reinvest that into more disruptive and innovative approaches for Māori."

Not that being at the frontier of disruptive technology is an easy road. Even with a concept as brilliant as iMOKO™, Lance and Tracy have encountered plenty of nay-sayers along the way.

"Disruption threatens incumbent providers, because you're seeking to change what's made them comfortable. Disruptive leadership is about going around them, going over them, or going through them. Being brave and being creative are inherently Māori traits. Disruption is a form of protest for us. It's just that instead of waving flags and banners...we're waving APIs and Cloud."



ON GLOBALLY-CONNECTED RANGATAHI:

The MOKO Foundation is a charity started by the O’Sullivan’s to create opportunity for rangatahi in Northland. Part of its mission is to bring about a mindshift...from rurally-isolated to globally-connected.

“We’re really instilling this sense in our rangatahi in the North that geographical isolation is no longer a barrier,” says Lance.

“It’s about supporting them with IT and exponential technologies and innovative thinking; so they believe they’re just as capable of creating the next Uber or Air BnB as anyone living in any other part of the world.”

As Tracy explains, the Foundation also provides rangatahi with a range of life-changing opportunities in the global leadership space. They have visited the likes of Silicon Valley, Alaska, New York, San Francisco and Washington.

In 2015, the Foundation sent five young people to attend the Tribal Youth Gathering in Washington. It was hosted by the White House and Michelle Obama was a keynote speaker.

“We told them, you’re going to represent Māori on an international stage...go up there and leave a mark. And they absolutely did. We later got feedback from the Obama administration staff describing how inspirational they were.”

ON BEING NEW ZEALAND’S BUSIEST COUPLE:

Lance and Tracy balance three huge roles – each of which is a life’s mission on its own. They’re raising a family of seven children, running a high-profile business, and doing community work through the Moko Foundation. So what’s the secret to their enduring partnership?

Lance uses waiora as a metaphor for their relationship, with two rivers flowing into balance.

“We complement each other. I’m pretty high-intensity, while Tracy’s rangimarie approach brings that calming and sensible side. If I’m about to make a really heated decision, for instance, she’ll encourage me to process it and give it more thought.”

Away from work, Tracy says the couple are conscious about dialling it down to enjoy family time.

“Lance spends a lot of time away, so when we’re together, I memory-bank him. Whether we’re playing with the boys, or we’re at the beach, or just having a cup of tea...I’ll say to him, we have to remember this moment.”

“Disruption is a form of protest for us. It’s just that instead of waving flags and banners... we’re waving APIs and Cloud.”

Lance and Tracy O’Sullivan

Founders of the Moko Foundation, and the iMOKO™ programme

*Te Rarawa, Ngāti Hau, Ngāti Maru (Lance);
Te Arawa (Tracy)*

Technology and jobs

The technologies referred to have changed the way society interacts, socially and commercially, and we have only just begun to understand its full potential. They can help solve some of our most pressing problems, but also divide societies into those who embrace change and those who do not. Our response to and interest in understanding this area will either threaten our relevance, or position us well to take advantage.

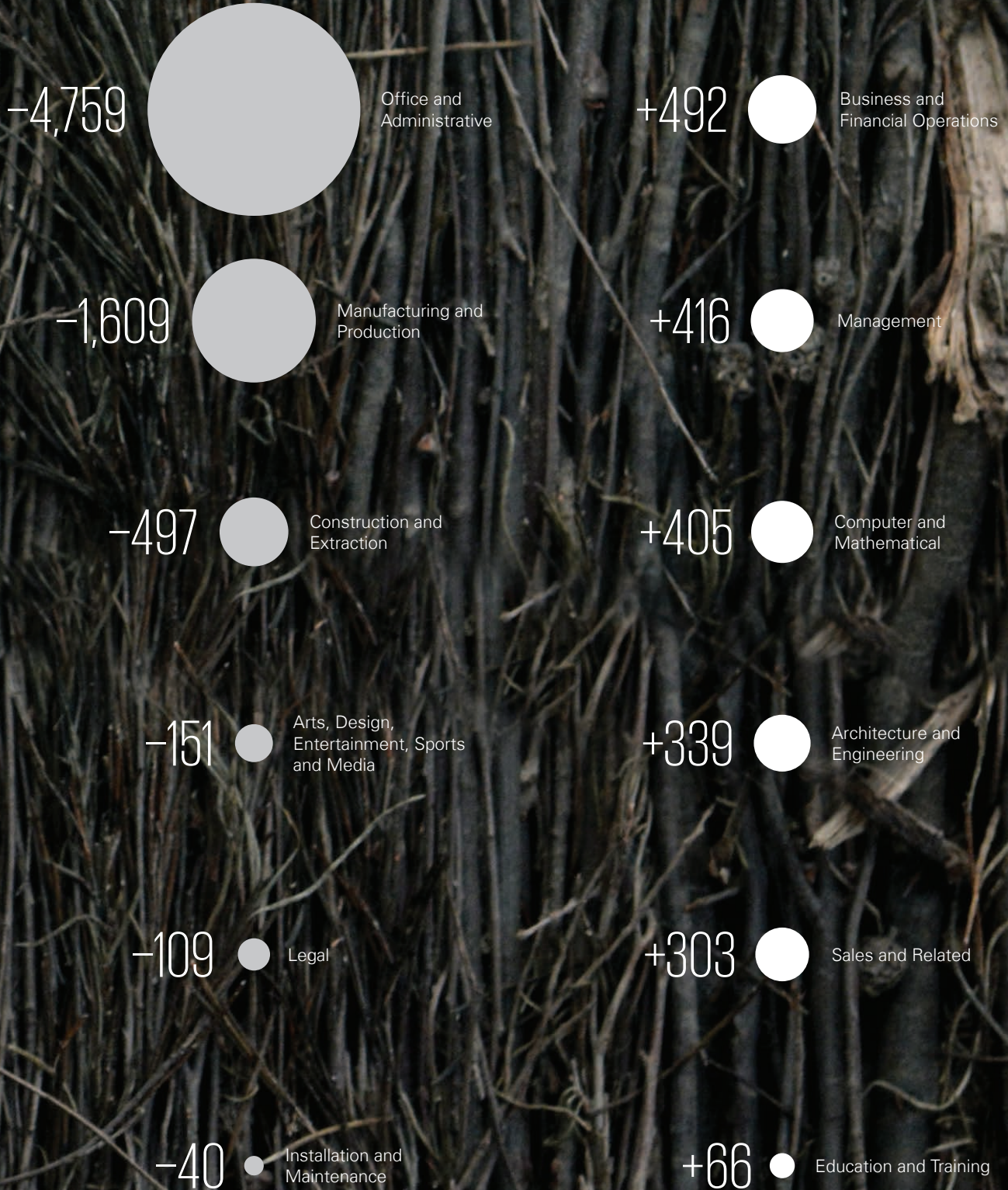
One of the most critical impacts of these future technologies will be the impact on Employment. The 2016 Future of Jobs Report by the World Economic Forum outlines where jobs are expected to be created and lost out to 2020.

Overall there will be more jobs lost than created, but those created will be higher paid jobs. At first read, most would look to the areas of job creation as areas of possible opportunity to start or grow a

business. But exclusively looking there may mean that other opportunities could be missed in areas where jobs are predicted to be lost. Of particular relevance to our next case study is the 109,000 jobs in the legal profession expected to disappear by 2020. Titus Rahiri has used his awareness of the changes to his profession, and turned the above trend into an opportunity for his business, KorumLegal.



Net employment outlook by job family, 2015-2020
Employees (thousands, all focus countries)



Challenging the new frontiers

o CASE STUDY

Corporate lawyer Titus Rahiri was working for a fintech unicorn company with a valuation of \$2.7 billion. He used that experience as a lesson on what not to do when it came to launching his own innovative start-up business, KorumLegal.

After starting his career in New Zealand, Titus was soon lured offshore to take up senior legal roles with multinationals. When the GFC started to bite, he was senior counsel for Expedia's European business – at a time when the squeeze was on companies to reduce their legal budgets. "As a team, we were seeking innovation and increased value from our legal spend," recalls Titus. "Despite that, law firms didn't seem to be adjusting how and what they delivered."

In 2011, Titus started an Executive MBA, and completed a final business project looking at innovation in legal services and the emerging NewLaw model. "Based on my experience as a buyer of legal services, I was already thinking, 'there must be a better way of doing this'. Then through my research, interviews and the gathering of data...I had the beginnings of a business model."

A few years later, Titus had moved from Expedia to work for a global fintech start-up company. With US\$200m in investment and a valuation of \$2.7 billion, it was a "classic start-up company with all the surface grandeur, but no delivery or execution underneath." That company went into administration, and eventually collapsed in March 2016. Noting the lessons learned on how not to run a start-up, Titus launched his own business shortly after.

Headquartered in Hong Kong, KorumLegal provides legal solutions under a lean law model. Their global client base ranges from start-ups and SMEs, to multinationals, financial institutions and law firms. One of their current assignments, for instance, is a digital transformation project for a major Hong Kong bank.

"The NewLaw model is about providing legal services in a way that's more accessible, flexible, and affordable for clients. We can provide legal services at up to 60% of the cost of a traditional law firm, without compromising on quality."

KorumLegal differs from the traditional law firm in several ways. It is a consultancy, rather than a traditional law firm partnership model, thus avoiding the big-firm overheads. It embraces the latest technology, in order to provide nimble and agile service to clients anywhere in the world. And for those working in the KorumLegal team, says

Titus, "it gives them the flexibility to still work in the law, but on different terms."

Globally, the United Kingdom is the country that's leading the charge in NewLaw. They passed legislation in 2008 that allowed non-lawyers to provide legal services, thereby opening up the market for liberalisation. The US and Australia are also growing rapidly in this space. Titus says those three countries are driving global change in the multi-billion-dollar legal services industry – while New Zealand is noticeably "lagging behind the rest of the world."

"The market in New Zealand still seems to be quite protectionist. We've actually looked to set up in New Zealand, but until the market there grows sufficiently, we are focusing on other Asia Pacific countries for now. But we are continuing our conversations with general counsel at several large organisations in New Zealand...it's those people who will slowly drive change."

Another big focus for KorumLegal is staying abreast of emerging technologies, many of which will radically change the delivery of legal services.

"Whether it's the blockchain, smart contracts, AI or robotics...technology is going to have a huge impact on the work that lawyers do. If you're not adapting to that, you're going to face a Kodak moment."



ON THE IMPORTANCE OF EXECUTION:

Titus recalls sitting on the marae as a young boy, listening to the kōrero of his elders, and wondering ‘why is it taking them so long to make a decision?’

Looking back 30-odd years later, he can see traits of his childhood self in the way he approaches business now.

“I grew up on the marae, I speak Te Reo, I understand tikanga. Collaboration and sharing of ideas is one of our values at KorumLegal...but I still want to shorten those long meetings! I think consultation is good, but it needs to lead to action and execution.”

He learned this from his former boss at Expedia, Dara Khosrowshahi, an Iranian immigrant who became the company’s CEO at 35.

“His mantra came down to two things: execution is key; and it has to be execution based on data.”

The other thing Māori entrepreneurs need to embrace, says Titus, is a willingness to risk failure.

“There is huge benefit in failing-fast, learning from that, and trying again. It’s all part of the challenger mentality.”

ON THINKING GLOBALLY:

Titus Rahiri has some advice for young Māori law graduates – embrace and understand technology, gain experience overseas, and harness those skills to help grow the Māori economy.

“There are already many good Māori lawyers in the ecosystem in New Zealand. A significant number of them are involved with Treaty settlement work, which is really important...but I also think it’s an exciting time for the Māori Economy in developing business and entrepreneurship.”

Titus believes the smart money for asset-rich iwi organisations includes investment in the global technology industries. Having worked alongside giant players such as Google and Facebook in the US – and Alibaba, Tencent and Baidu in China – he says the “sheer scale and customer base of these organisations is mind-boggling.”

“If there’s \$42b circulating in the Māori economy, some of that should be allocated to growing the technology capability. Because that’s where the future is going to be...in data analytics, AI, robotics and the like. I would urge iwi to start nurturing young talent via incubator programmes, as well as attracting global talent in that space.”

“If you’re not adapting, you’re going to face a Kodak moment.”

Titus Rahiri
 Founder/owner of KorumLegal
 Ngāti Ranginui, Ngāti Pāoa

Connecting collectives and enterprise

Is there an intersection?



In attempting to find the intersection between Māori collective organisations and Māori individual or whānau business, we posed the question, “how can iwi and hapū organisations enable and facilitate entrepreneurship among the iwi membership?” Those who ran their own businesses were taken aback, as they had not even thought about the possibility. Others felt that while there were already initiatives underway, it was being done in an adhoc way. This is not a bad thing as it demonstrates consciousness around the value of entrepreneurship within the collective landscape.

Non-Māori View

In contrast, some contributors alluded to a popular non-Māori view that the rise in economic power of our Māori collectives has had an impact on Māori in business. Some non-Māori assumed that if you are a Māori business looking for support or funding in some areas of the country, then you should simply look to the local iwi collectives. They believe that this is true even if you happen to live in an area that you don't whakapapa to. We found this ironic given that the Economic Development Agencies exist for all businesses.

Finding the Crossover

The question has to be: how do we find the crossover between the leadership of our collective organisations charged with improving economic wellbeing, and entrepreneurship which is largely an individual or whānau undertaking? The economic development approach by Māori collectives has largely been based on a centralised model where the assets sit centrally and a portion of the revenue stream is used to fund the non-economic collective priorities.

At the other end of the spectrum would be a situation where direct investment of capital into businesses of iwi members could occur. At this stage of maturity, that could present a series of financial and operating risks to the iwi entity.



We believe the crossover is where collective entities help business owners by:

- leveraging internal commercial expertise
- partnering to build business owner knowledge, capability and experience
- developing procurement policies and relationships that support iwi entrepreneurship.

Courage

It will therefore take a courageous and committed leadership to consider the place of an alternative model in the mix. One that seeks to enable and facilitate entrepreneurship on a distributed and decentralised basis, while continuing with the current approach. Yet it is a model where Tino Rangatiratanga and Mana Motuhake of whānau and hapū has more chance of being realised than under a solely centralised and bureaucratic model.

Models and People

A change of this nature will require different business and operating models; and potential changes in the mix of governance, management and operational capability from the many delivery models we currently see. It will also require strong links between whānau, businesses, collectives and the wider business support ecosystem; along with the technology and people capability that can leverage networks for value. This is a complex undertaking but is necessary in encouraging a self-reliance mindset and growing the volume through the pipeline of positive reference points.

Summary

The challenge in heading to this space will be to work through the attitudes, views and perspectives around the relationship of Māori and economic concepts. Enterprise is something that was a significant part of our pre-Treaty history as growers, international traders and bankers; so commerce and capitalism are not new to Māori. Yet conversations around business and finance can be much more sensitive, with many seeking to divorce any reference to finance from any Māori concepts. It is time to bring balanced perspectives to the conversation as we attempt to resource our aspirations in a sustainable manner and at a whānau level.

The call to action

We invite you to join a group committed to taking these ideas through to action as part of a collective effort to keep raising the bar of our businesses and organisations for our people.

The well-being of our Māori people: that is the end game, as we set up a great future for our generations to come. Māori, being successful as Māori, with all of our tikanga, values and ways of doing life. Māui Rau 2017 is a deep dive in to two key aspects that will help us navigate our journey to that destination – leadership and entrepreneurship.

We come from a legacy of fighters, warriors, and protectors. When Pākehā first arrived on our shores they brought with them their values, perspectives and ways of doing things. It clashed with our way of life, and our tūpuna found themselves fighting for their lands and ultimately their way of life. Since that time we have had leaders rise up to fight for our rights, our lands and resources, recognition of Te Tiriti o Waitangi, Te Reo me Ōna Tikanga, and we are grateful for the things we have today. Because of their stand we have Te Reo Māori recognised as an official language in legislation, we have a place to be heard in respect of Treaty breaches, we have Kōhanga Reo, Kura Kaupapa Māori, Wharekura, Whare Wānanga, all thanks to those who stood up to fight the injustices.

The fight continues today, but we have another platform upon which to advance the well-being of our people – being one of business and enterprise. This is not to replace the current fight against injustices, rather it is another platform we can leverage as we work towards

our well-being. And it will take the right leadership to re-channel our energy from fighting for rights to the pursuit of freedom, the freedom to be successful as Māori. That success will be how we define it for ourselves.

In shifting our fight to this new frontier, we need to be deliberate and purposeful about how we chart our course forward. Māui Rau 2017 has produced specific calls to action in the realms of leadership and entrepreneurship which we suggest is the starting place to focus our energy and resources. Drawing on the strength and feats of those before us, we can exercise our Mana Motuhake and Tino Rangatiratanga as we carve a new path towards our future.

The title and lyrics of composer and now Justice Joseph Williams, as recorded by his band Aotearoa, succinctly sum it up in this way:

Maranga, maranga, maranga ake ai! ...

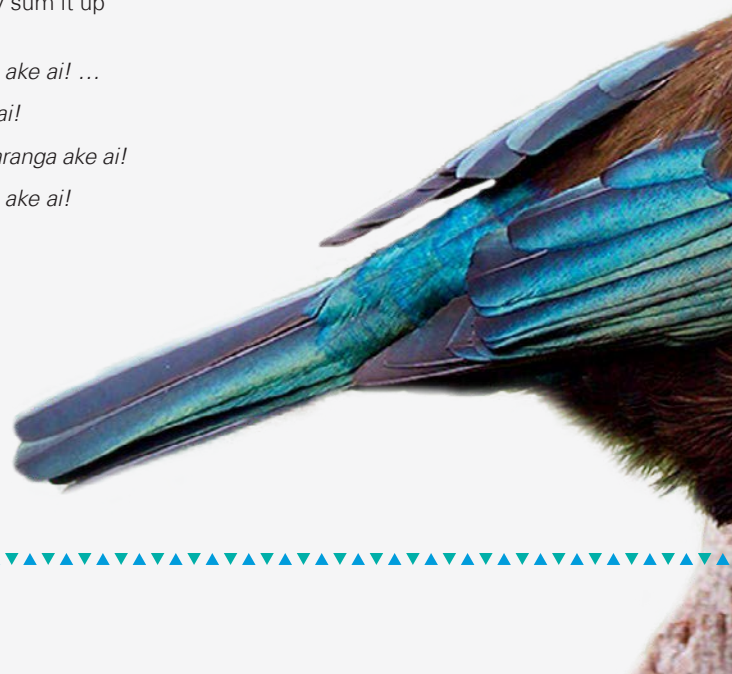
Tu ake, tu ake, maranga ake ai!

Whawhai kia whawhai kia maranga ake ai!

Maranga, maranga, maranga ake ai!

There are eight calls to action, but the major play is in capability-building. This is about giving people experience in the right form and context, and being alongside them as mentors. It means seconding people into and out of roles and constantly moving around the system helps to grow different capabilities. This capability-building can be applied to leadership, enterprise, technology or some other area altogether. The value is in growing the networks, experience and skills.

Anything that gives you an uplift in capability is worthy of pursuit.





ACTION 1

Lead with purpose

We have a proud history of servant leaders who, through their collective actions over generations, have continued to build the momentum in raising the health and well-being of our people and environment. As Western models of leadership are tested in today's climate, the value of our leadership DNA becomes clear. It's one that is fit for the future and cannot be easily replicated. Our natural sense of purpose, the connection to place, our emphasis on strong relationships and talent for humour all characterise something that is both valued internationally and difficult to copy.

Today's leaders stand on the shoulders of those who have gone before and can use this legacy to propel us forward to even greater things.

Our leadership today is doing a fantastic job of sharing the stories of success to inspire new action at a national level. The next challenge is to expand the circle so that this inspiration can flow through local and regional communities.

Share stories that highlight the value associated with the distinctive value of Māori leadership to remind and inspire the next generation.



ACTION 2

Proactively design succession

In this rapidly changing world, we will need many more leaders to cover a broader range of kaupapa. It's time for current leaders to enable and support more of the next generation to build their own leadership capability. They need to be nurtured, fostered and supported with extended opportunities for their own growth to occur. Find a mentor, or a mentee, and walk the road together. Take an opportunity for yourself as a leader but remember to also pass an opportunity on.

Let's design deliberate pathways so they have every opportunity to grow as cohorts of well-networked cultural ambassadors with extraordinary capability who are well networked. Continue to press on with building the future leaders' network that facilitates connection and collaboration (fuelling organic growth and deliberate proactive action) through all levels of society. Invest in rangatahi at an early age and capture the hearts, minds and souls of these young people so they will give good service in time.

Create safe spaces for them to serve, practice and contribute. Take note of the leading organisations and establish 'leader apprenticeships.'





ACTION 3

Think globally to serve locally

To best serve our people at home, we must understand what is going on globally and the forces that are likely to impact on us. Set aside regular time at board and leadership meetings to explore the impacts of identified megatrends and the associated threats and opportunities for our people. Ensure that strategy, practice and culture reflects the organisational agility that is required.

While we do that, let's keep in mind our place in the world and the mindset we need to take advantage of global opportunities, using our own uniqueness as the tool of enablement. This is not about replicating what is happening globally but about understanding the true value of our own approach in an international marketplace.

We need bold renewal in all forms of organisation and the ability to continually review and improve them for a dynamic environment.

Establish collective forums for action to identify and test the organisational models that balance execution through current operations with the innovation and change needed for the future.



ACTION 4

Assess your leadership team

Take the test as a governance group or leadership team on page 16 and consider where you sit as individuals and as a group. We need to regularly self-assess our contributions as individuals to governance groups and leadership teams to ensure we have the right balance of perspectives contributing to stronger decision-making.

This exercise will reveal some insights into how our operating models may need to adjust in order to access capability as and when needed for a particular purpose(s).

This is necessary so that we play our part to contribute to the leadership legacy; and therefore we will need leaders committed to a path of lifelong learning.

Invest time and resource into researching and developing what good practice for operating models looks like, in a climate where fit-for-purpose capability is in short supply.



ACTION 5

Celebrate, communicate, share

Our businesses have an advantage and can accelerate faster in international markets because they start from a story-based platform.

We need to bring forth the whakatauki that speak about excellence and achievement. It is possible to be humble yet determined. Be constructive rather than critical in your advice, and support people to take the step into the unknown if they have done their homework. Sharing both successes and failures and the resulting learnings are invaluable to those who have the fortune of learning from your experience. You have the power to empower others by your words, by your deeds, by your experiences – use them to inspire.

Part of this will be collectively sharing in the stories, the attributes, and the values for Māori-owned businesses to adopt and embed. Once embedded into the fabric of the businesses, these can be used to support the push into the international markets.

Celebrate, communicate and share the successes and failures, and kill the tall poppy syndrome.



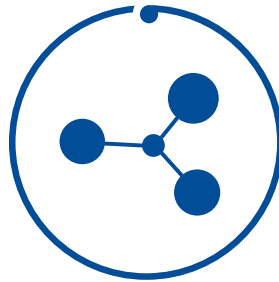
ACTION 6

Develop financial and business capability

Whānau can realise mana motuhake when they have choice in life. Historically, we have had a focus on education as the pathway to this choice. It's now time for enterprise to take its place beside education, but there is a long game to be played here.

Establish or connect to education programs in every school to increase the financial and business capability of our tamariki and rangatahi.

Partner with organisations to bring this to our people. Embed it in the programmes aimed at delivering well-being to our people.



ACTION 7

Plug into existing enterprise ecosystems

There is a full range of services across the spectrum aimed at growing enterprise in Aotearoa. These include financial and business capability programmes, workshops, training, incubators, accelerators, business competitions and many more interventions. Rather than reinvent the wheel for Māori, consider what integration mechanisms are needed to grow Māori participation and outcomes from those programmes.

If the objective is to increase the rate of new business establishment and growth, many hands are needed for the Māori enterprise ecosystem. Māori collective businesses and organisations of scale can play a very important role.

Within this group are collective experiences, networks, mentors and potential customers. If these organisations understand that they are part of the process of incubating and accelerating our SMEs, we can combine our collective power with entrepreneurial energy to achieve the lift we seek. Leverage this to grow the network and the health of the Māori economic ecosystem.

Connect with the existing ecosystems to develop the system to support whānau enterprise growth.



ACTION 8

Grow collective participation in technology

Technology will be all-pervasive, and require a new level of literacy for both users and creators. The industry will provide many opportunities to participate in a global economy from rural and regional bases. Therefore, it is important that strategies for the well-being of our people take account of their ability to participate in the new world. Many jobs will disappear. However new ones will be created, most of which will require literacy in technology.

Partner with organisations that grow technology capability to position our people for a prosperous future.

Leveraging tools for success

Māui Rau is about encouraging action, bringing to life our dreams. This action does not need to be done alone; we are here to inform, support and contribute to the journey ahead. While ASB and KPMG have a range of services, we have chosen to share those that have direct relevance to the report content.



We observe organisations and businesses grappling with many of the matters raised by our participants. Unpacking the actual issues and dealing with the root cause rather than the symptom is a very useful exercise for decision-makers as they aim to make operational improvements and consider strategic moves. The leaders within these businesses and organisations often find that simply having a sounding board to bounce the issues off or an independent facilitator to guide a group is a highly valuable. This is something that KPMG is here to help with.

Foresight and Innovation

Maintaining relevance today is more challenging than ever. New challenges require fresh thinking focused on the emergent future. It's imperative that organisations create a culture of innovation, capitalising on the thinking and insights of employees and stakeholders. In our view, ideation is more than a simple idea, it's the tacit knowledge in the minds of our people. Capturing this knowledge is key to establishing an open, transparent and collaborative organisation. Only by engaging in future-focused thinking can leaders ensure they can take advantage of emerging opportunities and avoid being surprised by underlying trends, uncertainties and disruptors.

Strategy, Organisation Design and Change

Many organisations are now reviewing the extent to which they are achieving intended outcomes. Changes in strategic direction and priorities or identified problems drive the need to critically review strategy or alignment of organisations to strategy. This may require changes to business and/or operating models. At KPMG, we work with organisations and businesses to help them reposition and refocus to better direct resources, and align the people, technology and processes needed to achieve desired outcomes.

We help to ensure strategy and organisational design is fit-for-purpose. Any adjustments to current practices are backed by a solid case for change, while ensuring the human aspect of any change is well-managed.



Cognitive Technology

As Māori organisations strive to strengthen engagement with their membership and improve internal efficiencies, cognitive technology will play an increasing role. This will help organisations to do more from current resource without the need to employ additional people.

Many organisations are looking to enhance the productivity of their organisations by freeing employees from routine administrative tasks and applying their skills and experience to other tasks such as engaging with users. This is possible through the power of cognitive technology and automation. It is predicted to become mainstream in 2-5 years and is already being embraced by forward-thinking organisations, both large and small. KPMG works with organisations to help them understand the application of cognitive technology.

Nurturing Enterprise – Small Business Accounting

As regional Māori enterprise ecosystems grow, it will be important to have the right supports in place to guide business owners through their growth journey.

Starting a business can be unknown territory for a new business owner, and turning your entrepreneurial ideas into business reality is much easier with great support. Our KPMG Enterprise division is dedicated to working with SME-sized businesses, to establish the right structures and systems for success.

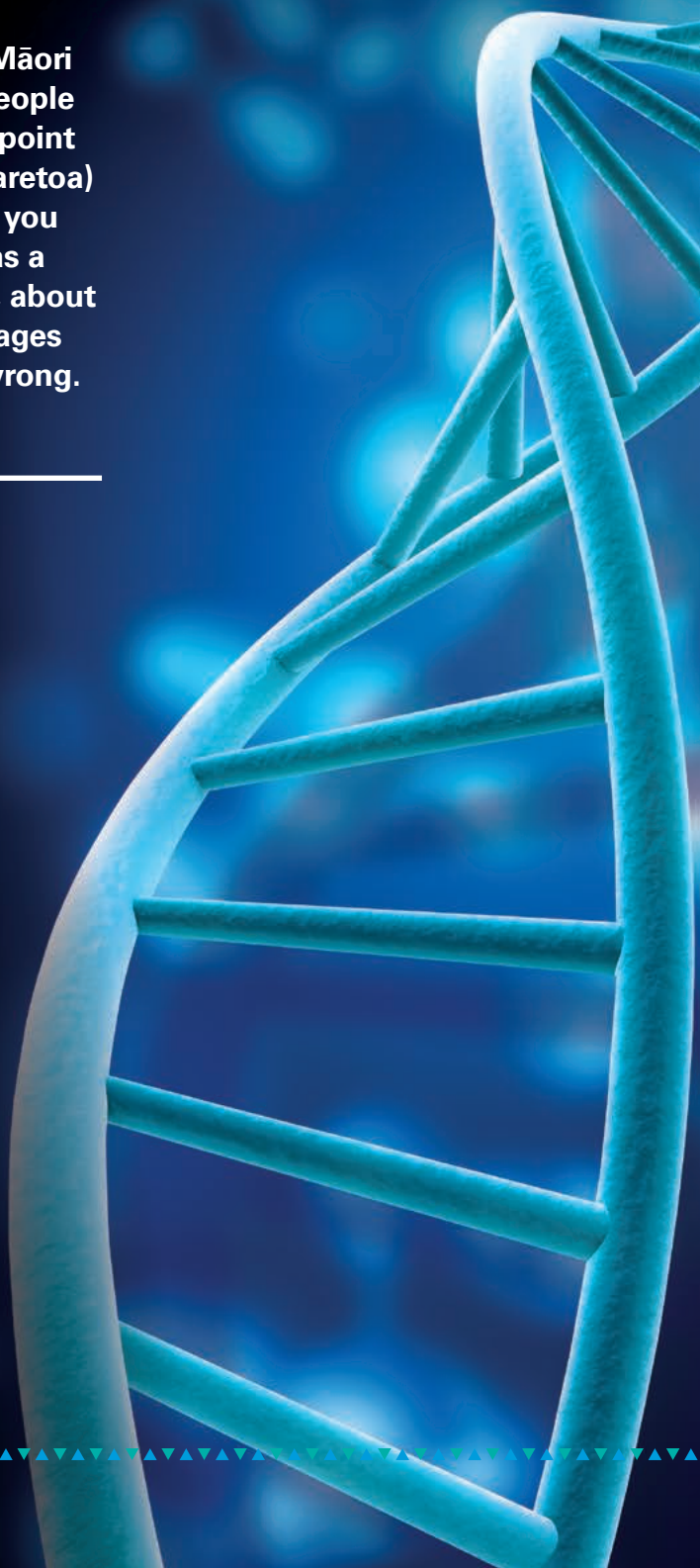
Enterprise DNA

As businesses become medium or large entities with ambitions to grow, new challenges and problems will be encountered. We understand these problems and are committed to helping businesses overcome these to fulfil their potential.

Our Enterprise DNA programme is based on eight identified traits that high performing businesses share. Over the course of the programme we'll work with you to help build and embed these traits into your business and enable a lift in performance. The account from one of our Enterprise DNA clients on the following page outlines the impact of the programme on the way they now view and conduct their whānau business.

The next level

There are countless examples of young talented Māori being steered off course by the most influential people in their lives – their teachers and whānau. At one point Serena Fiso (Nga Rāuru, Ngāti Ruanui, Ngāti Tuwharetoa) was told: “What’s the point of staying at school, you won’t get school C, you’ll be lucky to get a job as a cleaner at Griffins.” Fortunately for a young Serena, about to leave school in her fifth form year, these messages only fuelled her determination to prove them all wrong.





Inspiring future generations

After a successful sales career, Serena and her husband Siuai, started Connect Global, an award-winning outsource contact centre business, operating in Porirua, Ruatoria and Waverley. Their decision to leave the security of their careers and start a business came from a desire to show their children a different path to their own. Serena wanted her children to do better than they had and to create an environment where entrepreneurial thinking was the norm for her children, and the generations to come. And that thinking is filtering through, something Serena is very proud of as she talks about her children and their own business careers.

Siuai and Serena had always told their children to keep raising the bar, as what's best today is not necessarily the best tomorrow. They encouraged them to never be comfortable as growth always comes from discomfort.

Ironically, despite their advice to their children, they had found themselves in a comfortable position, after many business ups and downs. They were winning awards, the media attention was growing and yet they realised they were still operating as a small business and hadn't grown in their thinking - complacency had crept in.

Reflecting on why they weren't further ahead, they enrolled in KPMG's Enterprise DNA programme. "We liked the idea of understanding what top performing businesses do and what we needed to do and who we needed to become to get to the next level. The assessment process was really enlightening and this helped us to focus on the right areas.

"We were missing out on opportunities because we were head down running the business and spending too much time on day-to-day operations and not enough time promoting and bringing in new business. The programme helped us to focus a lot more on getting in front of our target market and understanding our clients more deeply. We were forced to understand our roles and get out of the places we shouldn't be in - we had to put ourselves in a different place rather than every place."

"As a whānau business, we were nervous about others knowing too much about our business but the programme helped us to see that the benefit of external accountability heavily outweighs our fears around having an advisory board.

"We are more courageous and prepared to actually do things we had been thinking about as we now have better systems, processes and accountabilities in place but ultimately we have grown as people and are now prepared for much more.

"We know what we need to do, where we need to focus and the disciplines we need to embed.

"Although participating in the programme has shaken me and made me feel uncomfortable, it has given me more confidence for a clearer picture and pathway to the destination - it's clearer and it's bigger. Our ambition has grown as a result of the programme as we realise just what is possible and the size of the opportunity."

When prompted Serena says "our greatest achievement is seeing that the next generation have a different picture forward, not just our family, not our kids but also the families that work for us."



Māori Financial Solutions, ASB

Māori Financial Solutions (MFS) is a team within the Specialist Industries division of ASB Bank. ASB's commitment to Māori business as a specific team was formally established in 2010 with the approach being to build long-term partnerships with iwi, hapū and Māori organisations. We partner with our clients to develop business solutions that make a difference for this generation and those to come, both within Aotearoa and globally.

Anthony Ririnui (Ngāi te Rangi, Ngāti Ranginui) is the head of our team, and our Executive Managers are Zane George (Ngāpuhi, Ngāti Wai, Te Arawa), and Kirikaiahi Mahutariki (Te Arawa, Mataatua, Tongareva (Kuki Airani), Tahiti). Our MFS team work with other business units across the bank in order to provide the best business solutions for our clients.

How can we help?

Pakaritanga – Supporting Māori wealth creation and investment aspirations.

We work with iwi and Māori organisations to provide tailored financial solutions in order to meet their strategic objectives.

Hononga – Building a group of trusted advisors around client needs and circumstances.

MFS has a great network of specialists across the bank, and we bring in specific experts to work with us in delivering the best business solutions.

Arahina – Working with clients to acquire and grow assets for future generations.

Growing the asset base and associated income derived is a key strategic objective of many of our clients and we work closely to create tailored solutions. A particular example in the Treaty settlement sector is assisting post-settlement governance entities in acquiring deferred settlement properties or right of first refusal properties.

We are passionate about accelerating Māori success and we enjoy contributing to that through our knowledge, skills and experience. Nā tō rourou, nā taku rourou, ka ora ai te iwi.

Further information on what our team do can be found online at:

<https://www.asb.co.nz/commercial-corporate-banking/maori-business-te-reo.html>

<https://www.asb.co.nz/commercial-corporate-banking/maori-business.html>

Organisational values

Adding value is consistent with our organisational values which reflect how we work together to better serve our clients. Living and breathing them every day is integral to achieving our vision.

MANAAKITANGA

Whakamiha me te tautoko



CARING

Respect and support

AWHERO

Okea ururoatia



AMBITION

Striving for the best

NGĀKAU TAPATAHI

Mahia te mahi tika



INTEGRITY

Doing the right thing

KOHARATIA

Pūngao me te matangareka



PASSION

Energy and enthusiasm

Puāwai – Finding high value, sustainable business opportunities for Māori.

We can connect iwi and Māori Organisations with commercial investment opportunities that meet their strategic objectives through strategic input and idea generation. By way of example we have provided revolving credit facilities to asset holding entities allowing them to execute quickly on commercial investment opportunities.

Protecting business and assets

We can help clients to protect their business against damage, liability and disruption or the financial consequences of a key person in the business becoming unable to work. We can also provide tailored insurance packages for individuals, family and staff.

Industry specific knowledge

We have either within our team or access to experts in specific industries, including the primary sector and agribusiness, seafood, technology and innovation, business ventures, Treaty settlement assets and entities, global markets and exports. Examples include:

- Providing debt financing secured against fishing quota;
- Funding against Māori Freehold Land to assist Māori Land Trusts to raise capital and increase productivity on their farms; and
- Providing fully unsecured financing to pre-settlement iwi Groups in order to fund their Treaty negotiation processes so they can concentrate on obtaining the best settlements for their iwi members.

Strategic partnerships

In addition to providing funding solutions to assist in business growth and development, we also bring our existing strategic relationships to the table. We connect our clients to our corporate partners (such as Kea, the Institute of Directors, Dairy Women's Network, Xero, Co.OfWomen, Food and Grocery Council, Figure.NZ, and Ranqx) in order to add value to their overall business growth.

ASB

ABOUT THE AUTHORS



Riria Te
Kanawa



Kirikaiahi
Mahutariki



Jamie
Rihia



Joe
Hanita

Joe Hanita and Riria Te Kanawa are both Sector Drivers for Māori in the Performance Consulting team at KPMG. They sum up their day-to-day role as empowering leaders, practitioners and decision-makers with the knowledge, ideas, tools and insights to design, develop, deploy and assess their organisations and businesses; so to do more for the collective benefit of Māoridom. Joe and Riria also see their role as bringing the best talent within KPMG to the table and to translate and contextualise their services to align with the Māori paradigm. "We want all our Māori organisations to be high performing, leaders within their respective sectors and industries, while intimately knowing they are directly impacting the daily well-being of their people."

Kirikaiahi Mahutariki is an Executive Manager in the Māori Financial Solutions team at ASB Bank. She has a legal and professional services background having advised various global and multi-national organisations across a range of industries, SMEs, and high net-worth individuals. For just over 12 years she worked closely with various iwi and hapū groups, and Māori businesses across the motu on a range of commercial, structuring, Māori land and Treaty of Waitangi matters. Her overall drive is to contribute to the development of Māori to be prosperous and successful, as Māori. She is currently doing that through her role at ASB by supporting and enabling Māori business development and growth at all levels and across all sectors. In addition to her Te Arawa and Mataatua heritage, Kirikaiahi's Tongareva (Cook Islands Māori) and Tahitian affiliations provide her with extra momentum to drive indigenous business success. "Māori have a vital contribution to make in this world, and our success will breed success across Aotearoa and wherever we chose to walk in this ever-changing globe. Ko te pae tawhiti, whāia kia tata; ko te pae tata, whakamaua ki tina!"

Jamie Rihia has worked for a number of large organisations within the professional services, banking and finance industries. The common thread in these multiple places is his involvement working with Māori organisations and businesses to bring the best people, thinking, solutions and networks those organisations could offer to support Māori success.

We would like to acknowledge the contribution of our industry leaders in preparing this report.

Our team and commitment to growing Māori business capability

Naomi Aporo
Aroha Armstrong
Missy Armstrong
Awhina August
Carol Berghan
Moera Brown
Timoti Brown
Karen Burnett
Andrea Carboni
Anna Carr
Precious Clark
Vanessa Clark
Jason Clarke
Miriam Cribb
Season-Mary Downs
Karllos Drinkwater
Kemp Dryden
Nicole Dryden
James Edwards
Craig Ellison
Rhys Faleafa
Janet Falwasser
Figure.NZ
Serena Fiso
Siuai Fiso
Mere George
Lillian Grace
Pauline Gray
Chelsea Grootveld
Uira Hall
Glenn Hawkins
Madison Henry
Ruth Heta
Kim Hill
Robett Hollis
Tracey Hook
Kiri Howell
Sharleen Howison
Grant Huwyler
David Johnston
Kerensa Johnston
Hera Kahpai
Ty Kahu
Jaydene Kana
Sampson Karst
Te Mauri Kingi
Te Kani Kingi
Christina Leef
Te Marino Lenihan
Eru Lyndon
Sacha MacDonald
Tipa Mahuta
Mona-Pauline Mangakahia
Martin Mariasouce
Rangitane Marsden
Henare Mason
Hori Mataki
Poaniora Matatahi
Edda McCabe
Lloyd McGinty
Sacha McMeeking
Raina Meha
Jymal Morgan
Ana Morrison

Erena Most
Takurua Mutu
Stephanie O'Sullivan
Deidre Otene
Ashley Patea
Julian Phillips
Teaho Pihama
Cortnie Pineaha
Lester Pohatu
Mere Pohatu
Keria Ponga
Waikatana Popata
Pita Pou
Willow-Jean Prime
Robyn Rauna
Kiriwaitangi Rei
Mark Revington
John Rigby
Sonia Rimene
Anthony Ririnui
Mita Ririnui
Keefe Robinson
Tupaea Rolleston
Annie Rolls
Dan Rolls
Jo-vanna Ropiha
Winton Ropiha
Kristin Ross
Diane Ruwhiu
Lily Stender
Miriana Stephens
Tracey Stoneham
Sean Stratton
Katie Tamanui-Thomas
Rachel Taulelei
Warwick Tauwhare-George
Ropata Taylor
Dan Te Kanawa
Renee Thomas
Maungarongo Tito
Glenn Tootill
Marae Tukere
Nadine Tunley
Te Hau Tutua
Frans van Boekhut
Wayne Vargis
Taylor Waenga
Ashley (Hine) Waitai-Dye
Warren Walker
Len Walker
Paranihia Walker
Puna Wano-Bryant
Alayna Watene
Paul White
Naomi Whitewood
Ray Wihapi
Warren Williams
Tamati-James Wilson
Damyian Windelborn-Rawiri
Francene Wineti
Tia Winikerei
Talesha Wood



Trevor Newland
Industry Leader – Māori
Hamilton
E: tnewland@kpmg.co.nz



Simon Hunter
Advisory
Auckland
E: simonhunter@kpmg.co.nz



Matt Prichard
Audit
Auckland
E: matthewprichard@kpmg.co.nz



Cowan Pettigrew
Ngāti Porou
E: cpettigrew@kpmg.co.nz



Ashleigh Leggett
Te Aitanga ā Mahaki,
Rongowhaka
E: ashleighleggett@kpmg.co.nz



Brylee Haapu
Ngāti Kahungunu
E: bryleehaapu@kpmg.co.nz



Jasmine Hudson
Whakatōhea
E: jasminehudson@kpmg.co.nz



Teri Kopa
Raukawa ki Wharepunga,
Ngāti Hine
E: tkopa@kpmg.co.nz



Makarini Andrews
Waikato Tainui
E: makariniandrews@kpmg.co.nz



Tracey Stoneham
Ngāti Maru,
Te Rarawa
E: tstoneham@kpmg.co.nz



Jesse Hamlin
Ngāti Porou,
Ngāti Kahungunu
E: jhamlin@kpmg.co.nz



Shanae Faletutulu
Muaupoko,
Ngai te Ao
E: sfaletutulu@kpmg.co.nz



Matt Mudford
Te Rarawa,
Ngā Puhī
E: mmudford@kpmg.co.nz



Jessica Wood-Waikari
Ngāti Porou
E: jwood-waikari@kpmg.co.nz



Chris Carrington
Whakatōhea,
Tainui
E: ccarrington@kpmg.co.nz



Arama Wakefield
Te Ati Haunui-a-Paparangi, Ngāi Tahu
Nga Rauru-ki-tahi, Te Iwi Morehu
E: awakefield@kpmg.co.nz



Bonnie Cookson
Te Arawa,
Ngāti Kahungunu ki te Wairoa
E: bcookson@kpmg.co.nz



Tamati Brooks
Te Āti Haunui-a-Pāpārangi,
Ngāti Rangī
E: tamatibrooks@kpmg.co.nz



Josh Lodge
Ngāi Tahu,
Ngāti Koata
E: arnakemp@kpmg.co.nz



Danielle Wilson
Ngāti Porou,
Te Aitanga ā Mahaki
E: daniellewilson@kpmg.co.nz



Hana Siilata
Ngāti Raukawa ki te Tonga,
Tuhourangi
E: hsiilata@kpmg.co.nz



Travis Manuirangi
Ngāti Ruanui,
Ngāti Tuwharetoa
E: tmanuirangi@kpmg.co.nz



Emma McGregor
Ngāi Tahu
E: emmamcgregor@kpmg.co.nz



Connor Chalmers
Ngāti Pu
E: connorchalmers@kpmg.co.nz



Māui Rau
is a story of
pride and purpose
that we are
proud to share.

**We are the leap-frog generation – we are
moving from settlement to something
vibrant and exciting – from Kea to Kārearea.**



Trevor Newland
Industry Leader – Māori
Partner – Audit
Hamilton
T: +64 7 858 6560
E: tnewland@kpmg.co.nz

Simon Hunter
Partner for Prosperity
Performance Consulting
Auckland
T: +64 9 367 5811
E: simonhunter@kpmg.co.nz

Riria Te Kanawa
Sector Driver – Māori
Performance Consulting
Wellington
T: +64 4 816 4730
E: rtekanawa@kpmg.co.nz

Joe Hanita
Sector Driver – Māori
Performance Consulting
Auckland
T: +64 9 363 3565
E: jhanita@kpmg.co.nz

kpmg.com/nz



Kirikaiahi Mahutariki
Executive Manager
Māori Financial Solutions
Auckland
T: +64 9 337 4548
E: kirikaiahi.mahutariki@asb.co.nz

Anthony Ririnui
Head of Māori Financial Solutions
Tauranga
T: +64 7 838 5897
E: anthony.ririnui@asb.co.nz

Zane George
Executive Manager
Māori Financial Solutions
Tauranga
T: +64 3 539 1633
E: zane.george@asb.co.nz

asb.co.nz