




TE TIROHANGA WHĀNUI

THE ANZ
**PRIVATELY-
OWNED
BUSINESS
BAROMETER**

MĀORI BUSINESS KEY INSIGHTS 2015



“Tūngia te ururua,
kia tupu whakaritorito te
tupu o te harakeke.”

“Clear the undergrowth so the new
shoots of the flax will grow.”

This proverb encourages adaptation
and innovation to overcome barriers
which hinder progress.

Design on cover created by Kereama Taepa (Ngāti Whakaue, Taranaki Whānui). The whakairo depicts the separation of Ranginui and Papatūānuku and the creation of the world of light we live in today. The seven pāua eyes reference Matariki – a time to reflect on the past, celebrate the present, and plan for the future.



HE HURINGA, HE URUTAUNGA ADAPTING TO CHANGE

In a world that is changing faster than ever before, adaptability is perhaps the most important skill of all.

E ngā mana, e ngā reo, e rau rangatira mā, tēnā koutou, tēnā koutou, tēnā koutou katoa.

Commerce can be brutal, and success requires clear focus, willingness to act and the ability to adapt and change in response to shifts in your market and in the wider economy.

In a world that is changing faster than ever before, adaptability is perhaps the most important skill of all.

The ability to manage through change is not new to Māori and this year's Te Tirohanga Whānui report shows that Māori businesses are continuing to adapt and find new solutions, to add to old techniques, to address today's challenges and opportunities.

This year we've drilled deeper into key areas – like how Māori are collaborating, where Māori are showing leadership, and how Māori are adopting new technology. And we asked what respondents were doing to successfully attract skilled staff.

At ANZ we're committed to helping Māori businesses achieve their ambitions. Our support for this report into Māori business is just one of the ways we can help the sector to succeed.

We look forward to exploring what the themes from this year's report could mean for your business, helping you manage through change, and build sustainable prosperity.

Graham Turley

Managing Director – ANZ Commercial & Agri





MAHIA TE MAHI TIME FOR ACTION

We are at a tipping point and the opportunity to accelerate our growth is reliant on our ability to take the next steps.

E ngā iwi o te motu, e ngā hau e wha, tēnā koutou katoa.

We are delighted for a second year to be a part of Te Tirohanga Whānui which builds on the learnings from 2014 around the very high levels of optimism about the Maori business sector and the opportunities ahead.

This year's survey highlights succession as a key challenge and the need to enable our emerging leaders to develop and grow. Importantly, there is a shared optimism and a willingness to identify new and innovative ways to achieve greater participation amongst our people and with strategic partners.

Te Tirohanga Whānui also demonstrates that there is real value in driving commercial and economic development through Māori branding and market positioning.

Greater collaboration will help us to achieve stronger brands, market position and ownership. Consolidation will give us greater market share and a stronger market presence. And we need more investment in innovation to keep us relevant in a competitive global market.

We know it's now time for action!

We are at a tipping point and the opportunity to accelerate our growth is reliant on our ability to take the next steps identified in this year's report.

We discuss these findings in three key themes in the report that follows:

- **Changing mindsets – It's Māori and it's exciting!**
- **Doing things differently – Māori leading the way**
- **People capital – Realising the demographic dividend**

Richard Jones
Chief Executive
Poutama Trust

Traci Houpapa MNZM JP
Chair
The Federation
of Māori Authorities

Jamie Tuuta
Māori Trustee
Te Tumu Paeroa

Pania Tyson-Nathan
CEO
New Zealand Māori Tourism



ABOUT TE TIROHANGA WHĀNUI

MĀORI BUSINESS KEY INSIGHTS

“Te Tirohanga Whānui” has been chosen as the name of this report as it is both reflective of the current Māori business environment, and future focussed on what could influence Māori business success going forward.

Source: Kono NZ

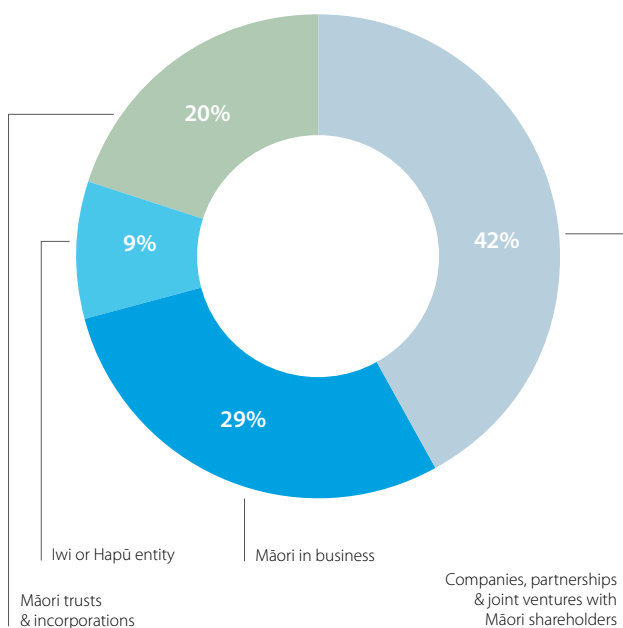
Te Tirohanga Whānui is an annual snapshot of the achievements, aspirations and ideas of the Māori business sector, and the pivotal role Māori have in the future prosperity of Aotearoa New Zealand.

This is the second annual Te Tirohanga Whānui report, produced as part of the ANZ Privately-Owned Business Barometer (the Barometer). It is a collaboration between Poutama Trust, the Federation of Māori Authorities, Te Tumu Paeroa, New Zealand Māori Tourism and ANZ. The purpose: to gather, consolidate and share Māori economic intelligence and ultimately help maximise the potential of the Māori economy, and Aotearoa New Zealand as a whole.

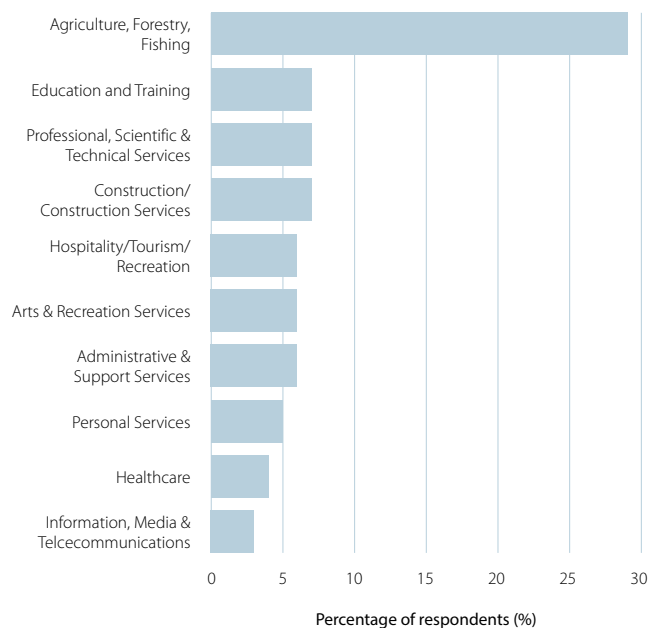
A SNAPSHOT OF RESPONDENTS

From a total response to the Barometer of around 3,500 business owners, the data for Te Tirohanga Whānui was provided by 336 respondents to the survey who self-identified themselves as Māori in business, or people owning, managing or governing Māori businesses (up from 172 in the 2014). They represent organisations with a combined annual turnover of greater than \$1 billion and a range of business types.

MĀORI RESPONDENTS BY TYPE



TOP 10 MAIN INDUSTRIES OF MĀORI RESPONDENTS



In this report we refer to iwi, hapū, and Māori Trusts & Incorporations together as ‘collectively owned enterprises’.

As in 2014, the most prominent main industry among Māori business respondents was Agri/forestry/fishing (29%), followed by education/training (7%) and professional services (7%).

Turnover of businesses ranged from very large to very small, with 31% having annual turnover under \$100,000.

To help interpret the survey data, Focus Group discussions and interviews were held with a cross section of Māori businesses.

As in 2014, Māori respondents remain upbeat about the future. 72% are very optimistic about the prospects for their business over the next three years, compared with 51% of non-Māori businesses. In fact Māori businesses are even more upbeat than last year when 70% reported being very optimistic about the next three years.

It's pleasing to note that this optimism is reflected in the bottom lines of many respondents. 54% of Māori businesses recorded an increase in profit over the last 12 months, compared with 46% of non-Māori businesses, with 16% recording a profit increase of more than 25%. 72% of Māori businesses expect profit to increase over the next 12 months.

“Am I a ‘Māori business’? – this raises
an interesting point of self perception.”
Owner, Māori owned business

A romantic couple is silhouetted against a vibrant sunset sky. The woman has long, dark hair, and the man is wearing a dark shirt. They are standing on a sandy beach, with the ocean and distant hills visible in the background. The overall mood is peaceful and intimate.

HE HURINGA WHAKAARO CHANGING MINDSETS

INSIGHT ONE: IT'S MĀORI
AND IT'S EXCITING!

Source: Kono NZ

A focus on relationships and long-term sustainability, rather than short-term gain, is fundamental to the point of difference Māori business possesses.

FROM THE PAST TO THE FUTURE - AOTEAROA INC.

This year's Barometer highlights the changing perspectives among respondents, from a focus on survival to a focus on future prosperity. It's a more forward-looking focus that reflects in part a wider shift in both Māori and non-Māori from an adversarial process of righting historical grievances, to figuring out how we can all work together to realise the opportunities in front of us. There's a growing awareness that Māori businesses are part of the wider community, and what is good for Māori is good for Aotearoa New Zealand.

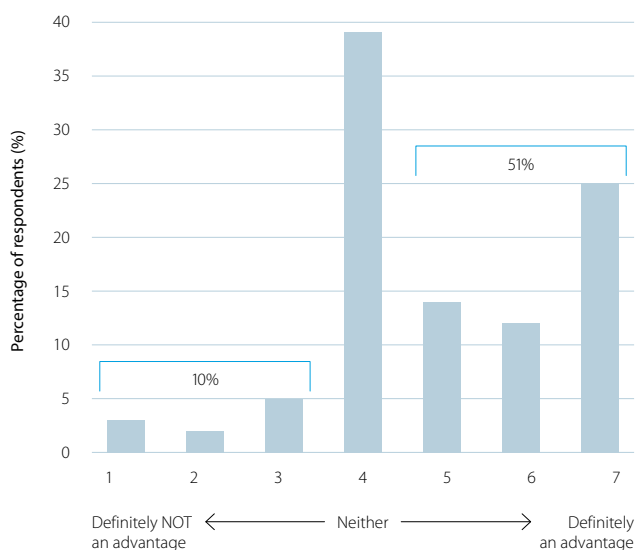
OUT OF THE SHADOWS INTO THE LIGHT - BEING MĀORI

There's also a growing awareness amongst Māori businesses that being Māori can be a significant benefit, if it can be leveraged effectively. In this year's Barometer, 51% of Māori business respondents saw being a Māori business as some degree of advantage – in Focus Groups some people questioned why more Māori didn't see this as an advantage.

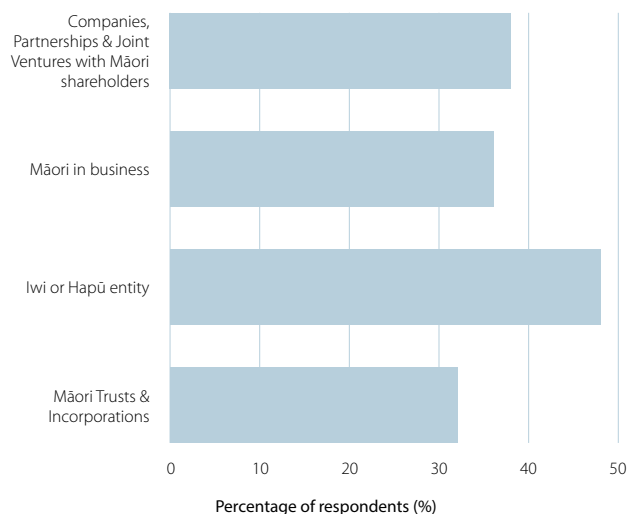
“Business is about culture – and our
Māori culture has a global appeal.”

Advisor to Māori businesses

IS BEING A MĀORI BUSINESS AN ADVANTAGE?



PERCENTAGE OF RESPONDENTS WHO FIND BEING A MĀORI BUSINESS A BIG ADVANTAGE¹



“Is being Māori an advantage in the mirror or in the market?”

Owner, Māori owned business

In some sectors, being a Māori business has long offered a unique selling point – Māori tourism businesses have been successful over many generations, and tourists are demanding more authentic Māori experiences – but it's now being leveraged in different ways. For example, being Māori can be a real differentiator in exploring overseas opportunities. The Māori business culture – a focus on long-term sustainability for future generations, rather than short-term gain – is fundamental to that point of difference.

And Māori and Māori culture is still what makes NZ truly unique, and as a country we should leverage ‘brand Māori’ better as we market ourselves on the global stage.

However, being Māori does not guarantee success. It may help you get in the door, but Focus Group participants were quick to reinforce that being Māori must be accompanied by the requisite skills in order to be an advantage.

Ten percent of respondents saw being a Māori business as some degree of disadvantage. Some of the Focus Group participants expressed the view that in the past, many business owners did not advertise (or actively disguised) the fact that they were Māori – but there has been a big shift in the awareness and perception of Māori businesses over time.

This year, for example, there was also a group of respondents who elected to complete the Te Tirohanga Whānui survey but did not identify themselves as a ‘Māori or Māori-owned business’, but rather considered themselves to be ‘Māori in Business’.

Whilst this group did not consider anything about their business to be distinctly Māori, they themselves were proudly Māori, and their survey responses were mostly in line with those who self-identified as being Māori businesses.

Being a Māori business in itself can create a sense of optimism and positivity. As already noted, the percentage of Māori businesses that are very optimistic about their prospects for the future is much higher than for non-Māori businesses. Māori respondents noted a growing talent pool, increased opportunities and a sense that Māori are in charge of their own future as some of the factors that make it an exciting time to be a Māori business.

Focus group participants also noted a greater willingness amongst the wider community, including financial institutions, the corporate sector, and local and central government to engage with Māori businesses.

¹ Those who rated at least a 6 or 7 when asked “Is being a Māori business an advantage?”

“We have the land, but we don’t have all the expertise or resources we need – collaboration is the only way for us to grow.”

General Manager, Māori Trust

THE WAY FORWARD: COLLABORATION

The 2014 Te Tirohanga Whānui report pointed to the need for collaboration as a means of creating scale and accessing expertise and resources. It was again a major topic in this year’s Barometer and Focus Groups.

The survey results indicate that Māori businesses are collaborating almost twice as much, in almost all areas, than non-Māori businesses, and 40% of Māori respondents said partnerships and joint ventures would be a key driver of their growth.

Focus Group participants cited whakapapa, a greater openness in sharing success, and the principles of collaboration that underpin Māori-Crown relationships, as drivers of this high level of collaboration across Māori business types. In this year’s Barometer, key areas of collaboration reported by Māori businesses include business development and sales, training, and research & development.

However, some respondents felt more could be done in the area of collaboration. For example, pooling of ‘back office’ functions such as IT and HR is an opportunity to achieve greater efficiencies and assist businesses to build their business infrastructure more

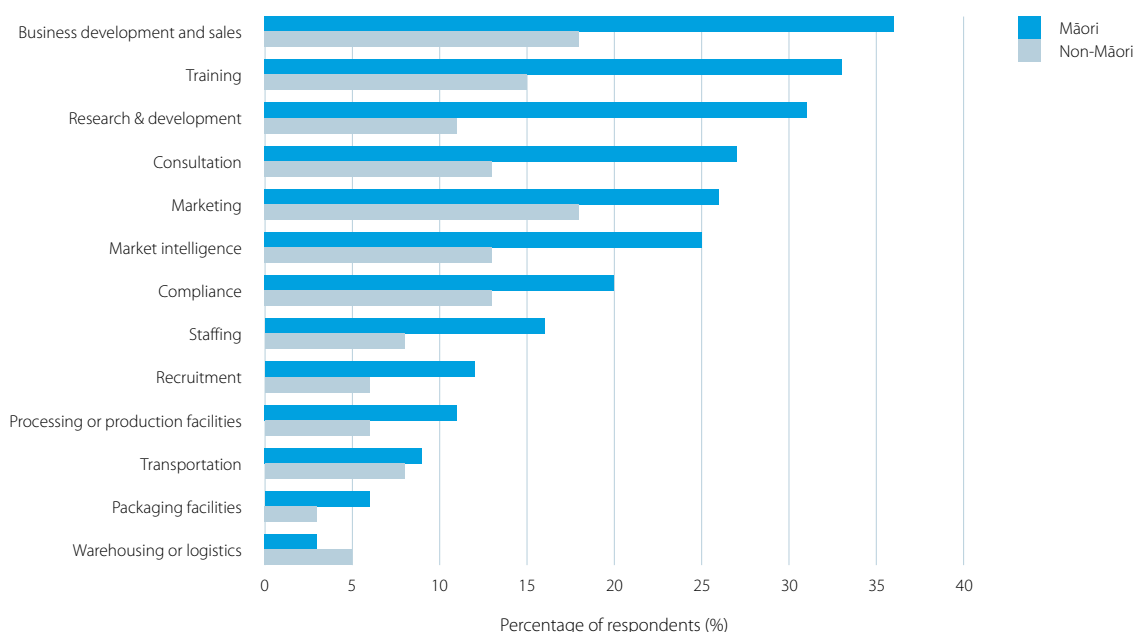
effectively. There are also opportunities for Māori businesses to collaborate in adding value to existing activities by taking more control over the supply chain.

A great example of this is the ‘Miere Coalition’ – a collaboration between Māori landowners, Māori beekeepers, Māori investors and Poutama Trust, who have all agreed to co-ordinate effort in order to enable Māori to become more involved and engaged with the New Zealand honey industry.

It is interesting to note, however, that some Māori-owned SMEs (small and medium-sized enterprises) had a different view on collaboration. Some felt isolated from the emerging Māori economy, with little visibility of other Māori businesses, and how to find potential partners. Regional Māori Business Networks were acknowledged as one important vehicle for collaboration at SME level. Other Māori SMEs mused at the opportunities possible if there was some way for them to attract iwi investment.

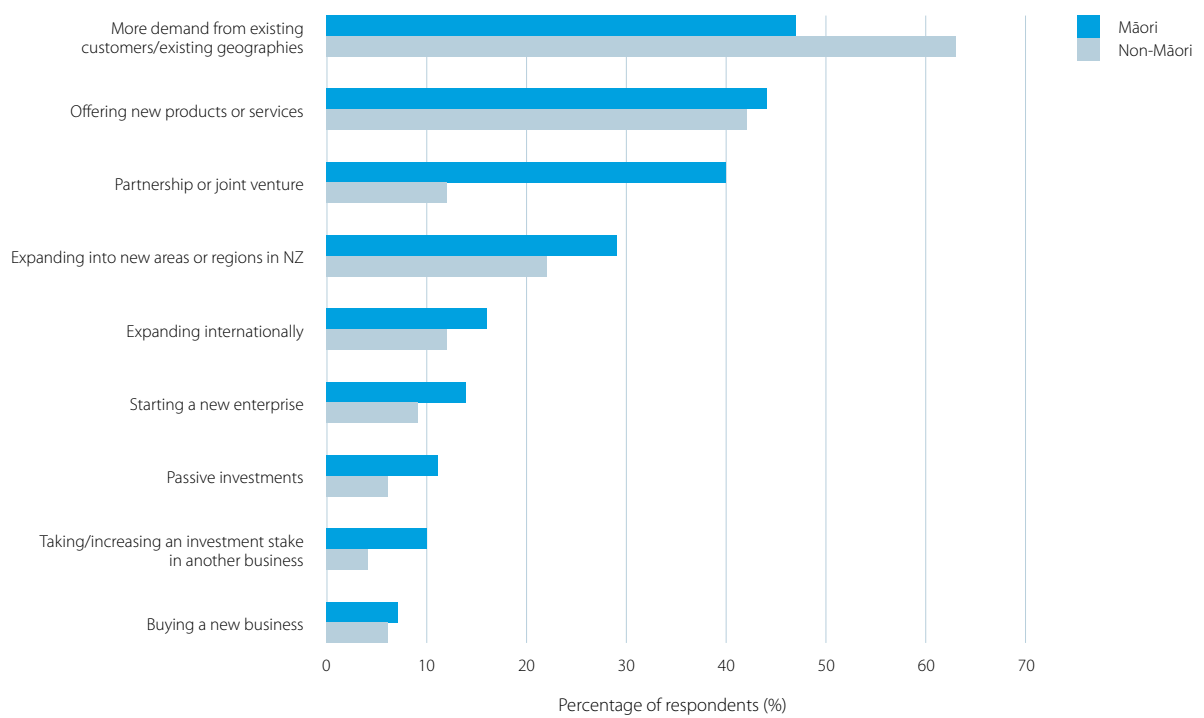
There were some signs that greater connections between iwi businesses and SMEs are being forged. One iwi reported that they are considering putting aside money to fund Māori SMEs, as a means of creating employment opportunities for their people and fuelling whānau economic development.

AREAS OF COLLABORATION WITH OTHER BUSINESSES





KEY FACTORS THAT WILL DRIVE GROWTH





HE ARA HOU DOING THINGS DIFFERENTLY

INSIGHT TWO: MĀORI LEADING THE WAY

Source: Parininihi Ki Waitōtara and iStudios Photographer, Quentin Bedwell

In an increasingly competitive global marketplace,
we need new solutions that incorporate the best
of Te Ao Māori and Te Ao Whānui

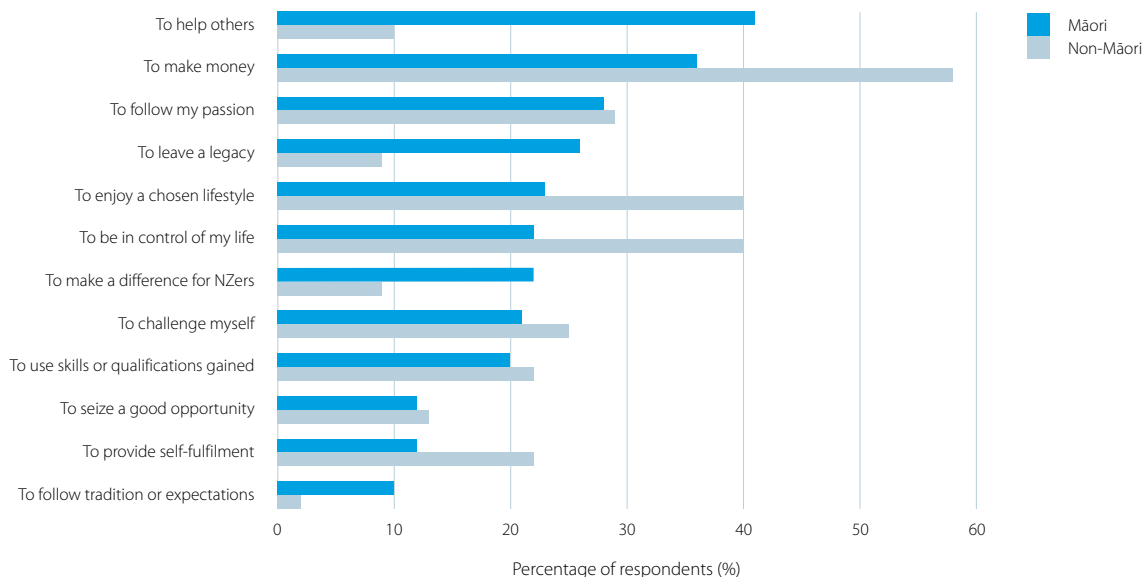
Aotearoa New Zealand is a small nation at the edge of the world. To succeed in an increasingly competitive global marketplace, we need new solutions that incorporate the best of Te Ao Māori and Te Ao Whānui.

This year's Barometer showed that there are a number of areas where Māori are leading the way.

BUILDING SUSTAINABLE BUSINESSES

Taking a quadruple bottom line approach to business where success is measured against not just financial results but also social, environmental and cultural objectives is already a part of Māori business culture, as a means of building sustainable businesses. This year's Barometer shows evidence of this, with clear contrast to how non-Māori businesses are thinking.

TOP REASONS FOR BEING IN BUSINESS



The desire to support wider social objectives is evidenced by 'helping others' being the number one reason why Māori respondents are in business. Helping others reflects the collective ownership of many Māori businesses, the role as intergenerational custodians and a focus on whānau and social commitment.

But making money is important too!

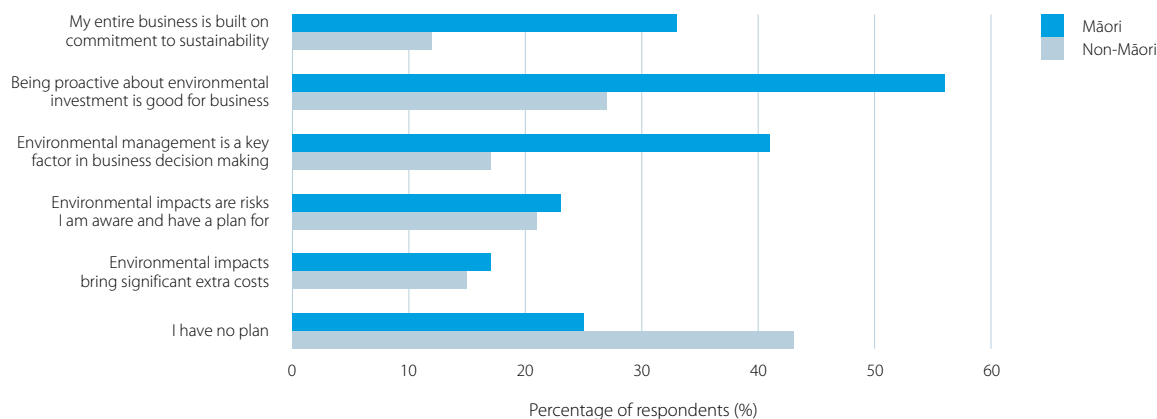
The focus for Māori businesses is also on driving profit and cash flow from their asset base. Most will never sell culturally significant assets like land, so unlike non-Māori businesses capital gain is much less of a focus. The primary consideration is on creating more resilient, cash-focused business models that will generate as much profit as possible out of their operations for the benefit of their stakeholders.

It was notable in the Barometer that a number of Māori business respondents listed their biggest success as achieving improved performance in profit, sales and production.

Another area of leadership by Māori businesses is the acknowledgement that proactive investment in environmental and sustainability considerations is good for business. This was particularly evident among the predominantly farming/land-based collectively owned Māori enterprises, who take a long-term view in which protecting the environment is fundamental to protecting future generations, and a firm expectation of their stakeholders.

Whilst this is positive, some Focus Group participants were still concerned that 25% of Māori businesses had no plan to manage environmental impacts.

ATTITUDES TOWARDS THE ENVIRONMENT & SUSTAINABILITY



EARLY ADOPTERS

Perhaps the best demonstration of the ability of Māori businesses to adapt and innovate is in the way they have adopted new technology. 46% of respondents said mobile technology had 'significantly changed' their business, and 63% were using social media for business purposes – a reflection in part of how Māori businesses have adapted to the youth demographic of their stakeholders.

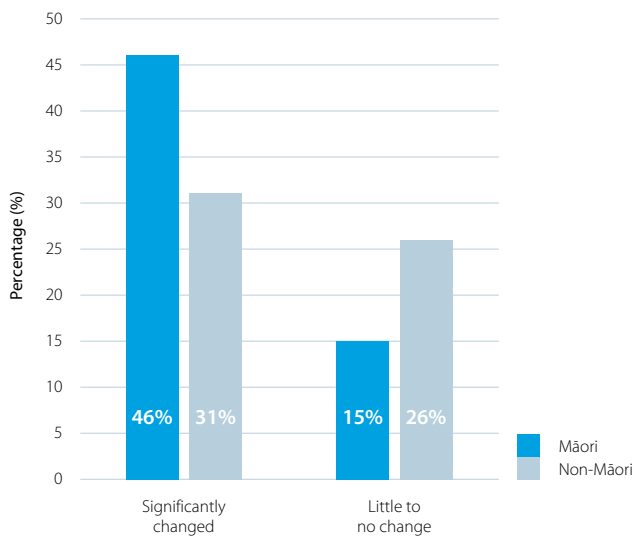
Increased use of mobile technology has made working from anywhere a major benefit for 64% of Māori business respondents, as well as improving access to information for decision making and increasing productivity. Some Focus Group participants talked of the need for their business to be up to date with technology in order to attract younger talent.

The use of social media has allowed collectively owned Māori enterprises to connect more easily with their members who are often widely dispersed. Technology has also changed the nature of the conversations with stakeholders.

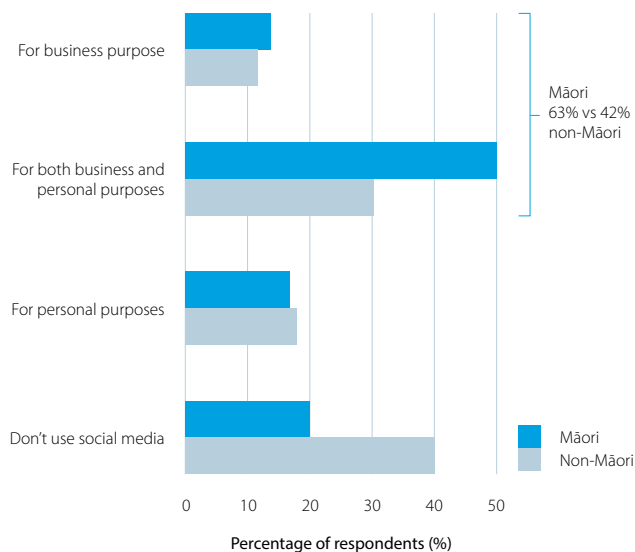
Some Focus Group participants commented that those living away or overseas have found it harder to influence decisions about land and resources in the past because of that distance. Technology was now enabling more connections and opinions to contribute to discussions ensuring a broader and more diverse input to decision making.

Some Māori enterprises are using these new communication channels as another means of helping to re-vitalise the use of te reo Māori, whilst many smaller Māori-owned businesses have also seized the opportunity technology provides to live in their iwi rohe/tribal areas while serving a client base that may be elsewhere, nationwide or overseas.

EXTENT TO WHICH MOBILE TECHNOLOGY CHANGED YOUR BUSINESS



USES OF SOCIAL MEDIA



"We have a pre-disposition to manage through rapid change – it's in our DNA"

Owner, Māori business



Sunset over Shanghai

“Doing business overseas is tough, you need scale and people on the ground”

Director, Iwi/hāpu entity

GLOBAL AMBITION

In our work supporting businesses of all kinds, we have found that attitude plays a very large part in business success. In our experience having an aspirational mindset, a willingness to take on big goals, and a willingness to invest time and resources in achieving them, are common characteristics of the most successful businesses.

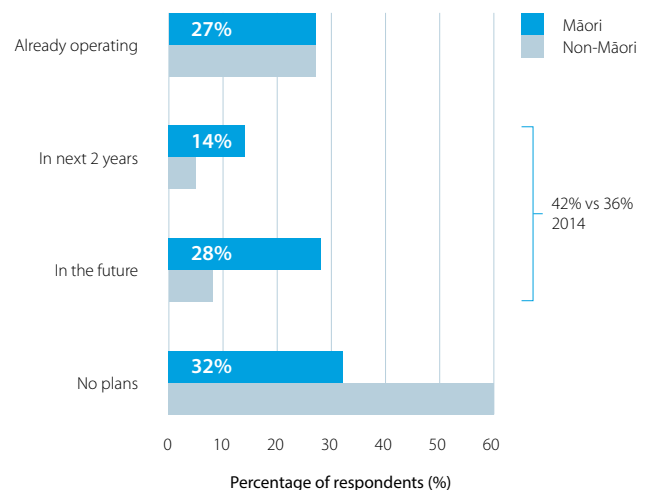
As we have already noted, Māori businesses were significantly more optimistic about the future than the average in this year's Barometer. That optimism is also accompanied by an intention to act:

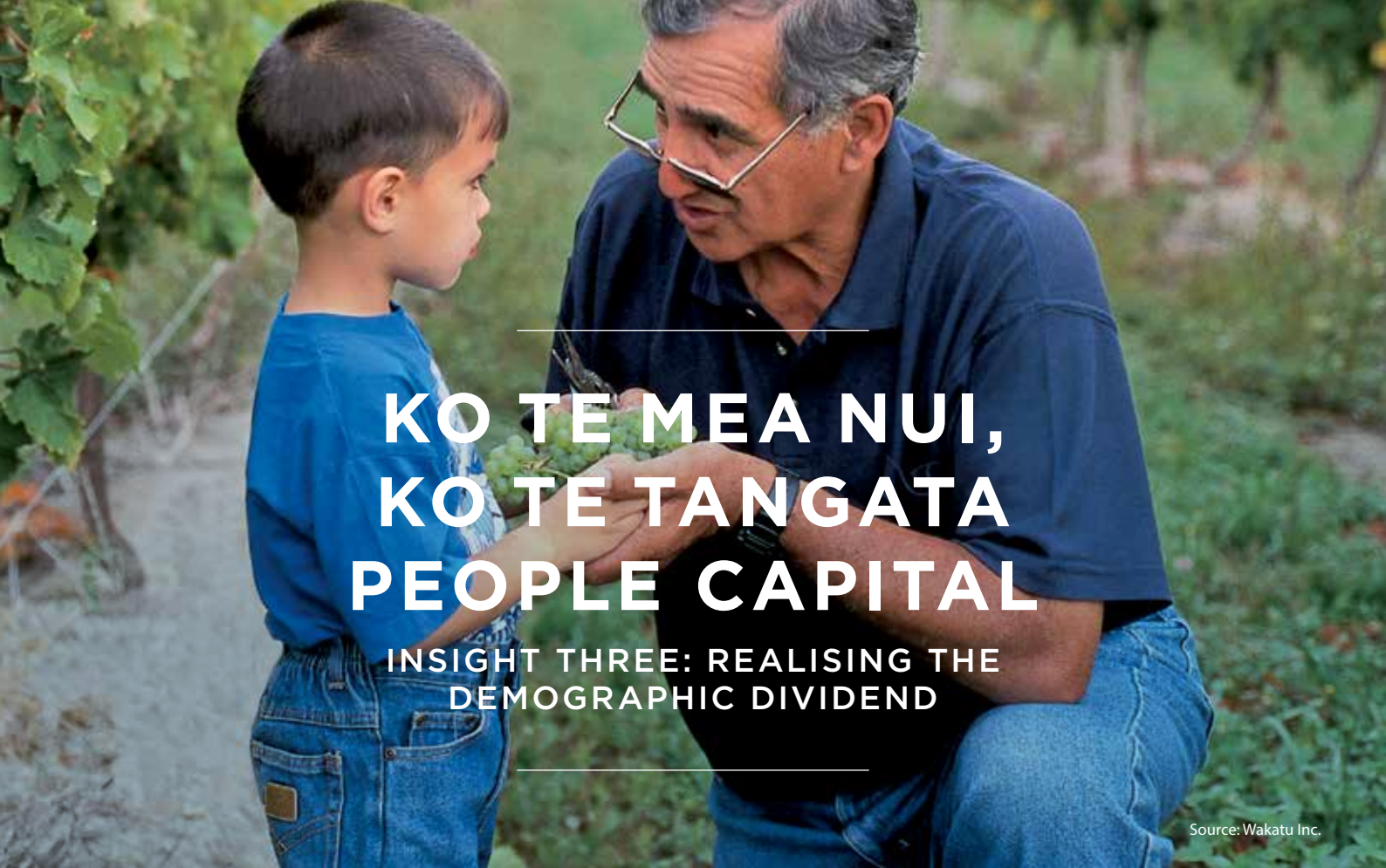
- Māori businesses are leading the way in aspirations to pursue new markets overseas. 14% said they were planning to operate internationally in the next two years, compared with 5% of non-Māori respondents.
- Another 28% said they had aspirations to operate internationally in the future – more than three times the average of non-Māori respondents.

Some Focus Group participants challenged the readiness of the one in every seven Māori business that say they intend operating their business internationally within the next 2 years. They commented that, in their view, these aspiring businesses are either very far down the path of implementing their strategy or are yet to discover the realities of how difficult international business can be.

Nonetheless Māori businesses are setting their sights high. While this in part reflects the fact that many are relatively young, with youth also comes energy, confidence and boldness – characteristics that helping Māori lead the way and will be vital to achieving a step change in performance.

ASPIRATIONS TO OPERATE INTERNATIONALLY





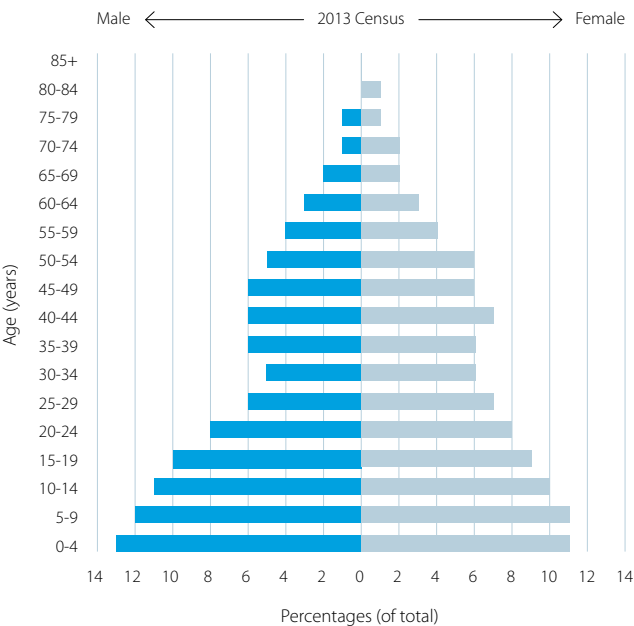
Source: Wakatu Inc.

KO TE MEA NUI, KO TE TANGATA PEOPLE CAPITAL

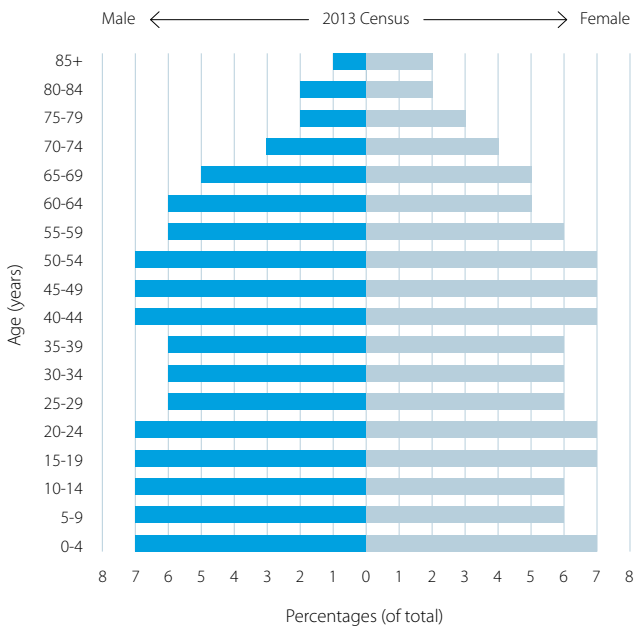
INSIGHT THREE: REALISING THE DEMOGRAPHIC DIVIDEND

The Māori population is large, growing and young – a huge demographic opportunity if it can be nurtured and developed effectively.

**MĀORI HAVE A YOUTHFUL
POPULATION**



**IN COMPARISON TO THE TOTAL
NZ POPULATION**



In the 2013 Census, one in seven people living in New Zealand were of Māori ethnicity – up nearly 6% from the 2006 Census and an increase of 40% since the 1991 Census.¹ The Māori population is large, growing and young – a huge demographic opportunity if it can be nurtured and developed effectively.

GENERATION MĀORI

New ideas and innovation are the key to the success of both the Māori economy and the wider Aotearoa New Zealand – and youth is a key driver of this innovation. The New Zealand

population as a whole, however, is comparatively old, and getting older. The Māori population, on the other hand, is heavily skewed towards young people – one third of New Zealanders of Māori descent being under 15 years of age.¹

We think this youthful population represents a huge opportunity for Māori and Aotearoa New Zealand as well. The key is making sure the wave of young Māori coming through have the right skills to make a difference – both in terms of continuing the growth of Māori business but also ensuring there is improvement in overall Māori household income and wellbeing measures.

“We need to shift the focus from talking about the size of our asset base, to talking about the potential of our people base.”

Director, Māori owned business

CHANGING LEADERSHIP

While the Māori economy is growing and developing, the next phase will require a new generation of leaders with the right skills and experience to take things to the next level. That’s an issue highlighted in the Barometer – 53% of Māori respondents to this year’s Barometer identified succession as an issue for their business, and this figure is even higher for collectively owned Māori enterprises at 72%.

For collectively owned Māori enterprises, there have been significant barriers to the emergence of new leaders. Election processes have historically seen board composition reflecting a representative model rather than necessarily attracting the right skills and experiences required. ‘Lifetime (tenure) policies’ have also hindered the introduction of new ideas and innovations.

Focus group participants did note that boards are displaying an increased willingness to engage with young people – and young people are becoming more engaged with them.

With the help of charitable organisations, rising Māori leaders can access support and opportunities. The Sir Hugh Kawharu Foundation, as one example, assists the development of Māori leadership through the provision of tertiary scholarships, business fellowships and sponsorship of Māori participation in leadership programmes.

Anecdotal evidence collected also suggests that more and more highly qualified young whānau are returning from overseas, or ‘from the cities’ either specifically headhunted as part of succession plans, or drawn by ‘invisible, umbilical ties’ (as one Focus Group participant described it) and the desire to be part of an exciting, viable future.

Many of those young people have world-class skills and experience at the highest levels of business overseas, and an increasing number are successfully standing and winning positions on boards. Many of these returnees are also culturally capable (i.e. speakers of te reo Māori, understanding of tikanga etc). Some Focus Group participants expressed the view that we may be at the start of an evolutionary change in the leadership of Māori businesses.

Māori business respondents identified a number of key skills needed to strengthen boards, with strategy, finance, industry expertise and business development at the top of the list – a reflection of the developing life stage that Māori business is in.

SKILLS MĀORI RESPONDENTS WANT TO STRENGTHEN THEIR BOARD



¹ Source: Statistics New Zealand

“But succession does not necessarily mean young – it means finding new, right, skills.”

Trustee, Māori Incorporation

GOOD PEOPLE ARE HARD TO FIND

Significant investment in education and training has lifted qualification levels amongst young Māori. Figures from the 2013 Census show that the percentages of Māori aged 15 and over with level 1-4 certificates, level 5-6 diplomas and bachelor's degrees or higher have all increased from the 2006 Census, while the percentage with no qualifications has decreased.³

However, lack of skilled staff continues to be an issue for Māori businesses, even more so when compared to NZ as a whole. 35% of Māori respondents said it was having an impact on their business, compared with 25% of total respondents. This may again reflect the developing life stage of Māori business and the expansion mode they are in compared with the mainstream economy, but the question may also be asked as to whether New Zealand's investment in education and training could be better targeted to achieve better outcomes for Māori.

Māori business respondents highlighted a range of approaches they had found successful in attracting and retaining skilled staff. Building a good reputation in the community; having clear values and a clear strategy; paying well; and using scholarships to identify talent were common techniques being used. But perhaps the biggest focus was on training and developing people. This was the number one area of reinvestment for Māori businesses with 62% of those making a profit identifying this as the key focus of re-investment (compared with 50% of non-Māori business).

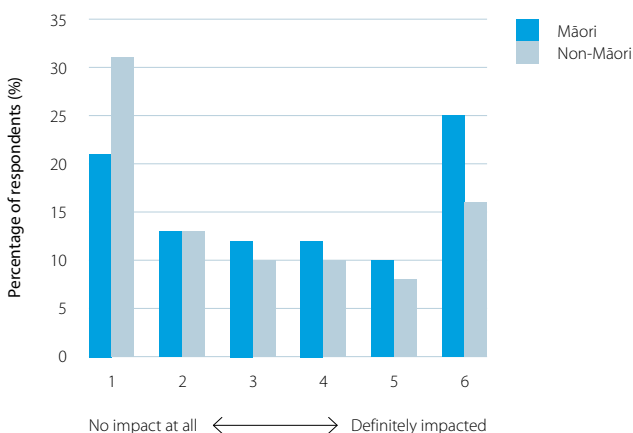
Māori businesses are also actively pursuing diversity strategies as one way of addressing staffing issues. Almost half of Māori businesses have some form of focus on diversity, compared with 28% of total respondents. Māori businesses are strongly embracing age, gender and ethnic diversity within their workplaces.

Some 40% of respondents also said they were actively recruiting Māori staff. The ease of finding Māori staff varied – 23% said it was very hard, 22% said it was very easy and around half were neutral. Some Focus Group participants noted that being a Māori business can make it harder, as there is an assumption that staff must be Māori adding another criterion to the list of skills required.

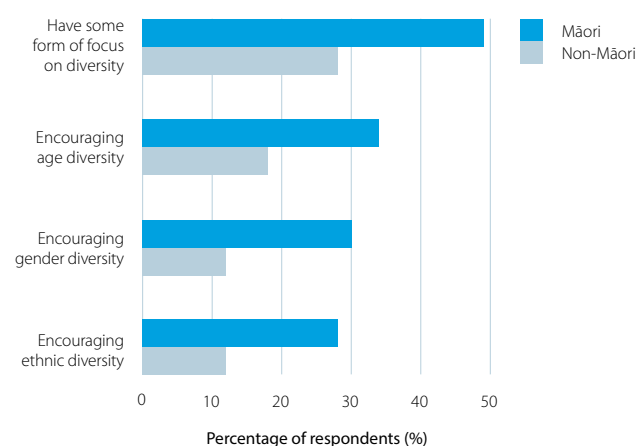
Perhaps what these figures suggest is that for Māori businesses finding the right people with the right skills for the business need is the key consideration. But cultural fit is crucial too. Māori businesses look for people who share their values and philosophy, and being Māori, or from a particular iwi or hapu, often made this easier.

The lack of skilled staff is an issue that will not be resolved over night, although many Focus Group participants felt confident that the increasing pool of emerging Māori talent would see this issue begin to reduce over time.

DEGREE OF IMPACT OF LACK OF SKILLED STAFF ON MĀORI RESPONDENTS' BUSINESSES



STRATEGIES TO BUILD DIVERSITY AMONG STAFF



³ Source: Statistics New Zealand





TE AHUNGA KI HEA WHERE TO FROM HERE

As the focus shifts from optimism to action, Māori businesses can leverage off all that is great about Māori business culture – a long-term outlook, an ambition and ability to innovate, and openness to working with others.

However with opportunity abound, comes distractions, and so staying committed to the core objectives and maintaining strong business discipline will be important.

Along the way, Māori businesses will need quality support from their key partners, advisors and networks as they ensure good due diligence of opportunities is undertaken and that the right decisions are made to succeed.

We hope Te Tirohanga Whānui – ANZ Māori Business Key Insights Report has been thought-provoking and useful. We will discuss the results in more depth across the coming year through special forums and directly with customers.

If you would like assistance in any of the topics covered in this report, please contact your ANZ Relationship Manager, or one of the organisations on page 19, or email maoribusiness@anz.com.

SPECIAL THANKS TO KEY SUPPORTERS OF TE TIROHANGA WHĀNUI

ANZ would like to thank the parties below for their valuable ongoing contribution and commitment to this important kaupapa.

POUTAMA TRUST

Poutama is an independent charitable trust established in 1988 to provide business development services to Māori.

Poutama strives to create an environment for successful business ventures and economic growth for Māori. Income generated from its investments enables Poutama to engage in activities and provide services that support and facilitate Māori business development.

For more information see poutama.co.nz, poutama@poutama.co.nz or 0800 476 882

TE TUMU PAEROA

Te Tumu Paeroa (the new Māori Trustee) is an independent, professional trustee organisation which protects and grows the assets for 85,000 Māori landowners. They manage 2,000 trusts, companies and joint ventures across 100,000 hectares of Māori land throughout New Zealand.

Te Tumu Paeroa has a team of 80 people across New Zealand who are committed to standing strong alongside the landowners of today, and working together to create a legacy of growth and prosperity for future generations.

For more information see tetumupaeroa.co.nz or 0800 WHENUA (0800 943 682)

THE FEDERATION OF MĀORI AUTHORITIES INC

The Federation of Māori Authorities (FOMA) was formed in 1987, guided by the whakatauaiki 'Me Uru Kahikatea' symbolising strength of unity. It represents around 150 Māori and iwi authorities with an estimated natural resource asset value of approximately \$8 billion. FOMA's members have enterprises in seafood, forestry, dairy, horticulture, property, agriculture, energy and commercial investments both in New Zealand and abroad.

FOMA's vision is simple: Sustainable economic prosperity, for its members, communities and Aotearoa New Zealand. FOMA exists to help its members prosper and grow.

For more information see foma.org.nz or admin@foma.org.nz

NEW ZEALAND MĀORI TOURISM

New Zealand Māori Tourism (NZMT) is an incorporated society, the full members of which are either Māori regional tourism organisations or Māori tourism businesses.

The kaupapa/purpose of the NZMT is to position Māori as leaders of the Aotearoa New Zealand tourism experience. In doing so, NZMT seeks to provide members with opportunities to grow their business; increase earnings; create employment; protect, develop and present Māori culture; and enter value-generating partnerships with all segments of the tourism, trade and investment sectors.

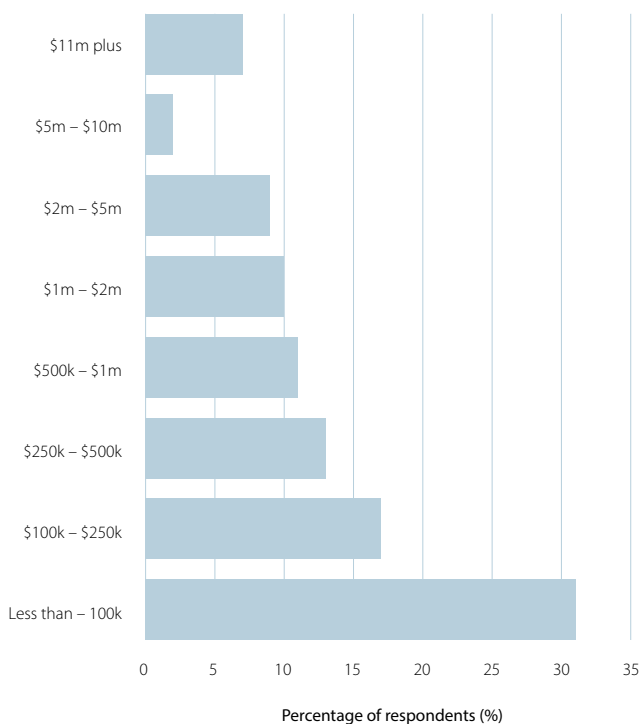
For more information see maoritourism.co.nz, info@maoritourism.co.nz or +64 4 474 4682



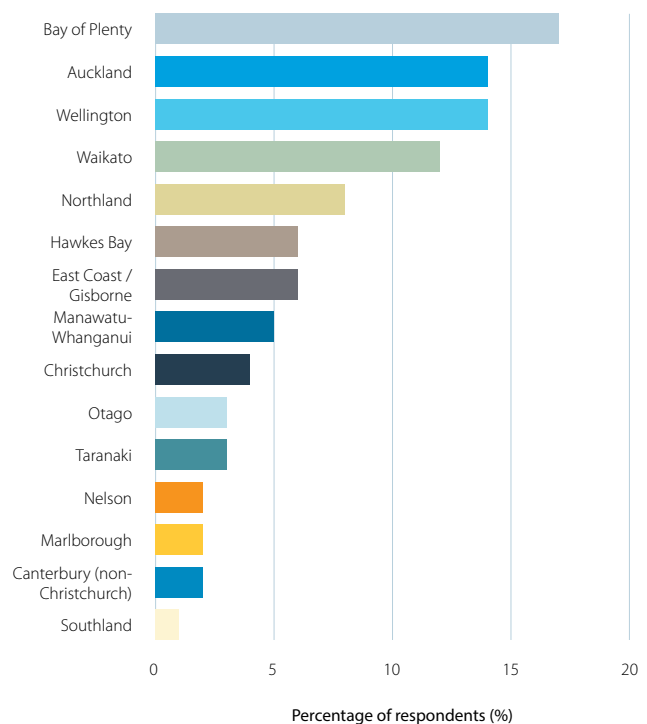
ADDITIONAL CHARTS

Te Tirohanga Whānui holds a richness of data and information that's collected to benefit everyone. We invite readers to get in touch if they feel this data can help inform their thinking.

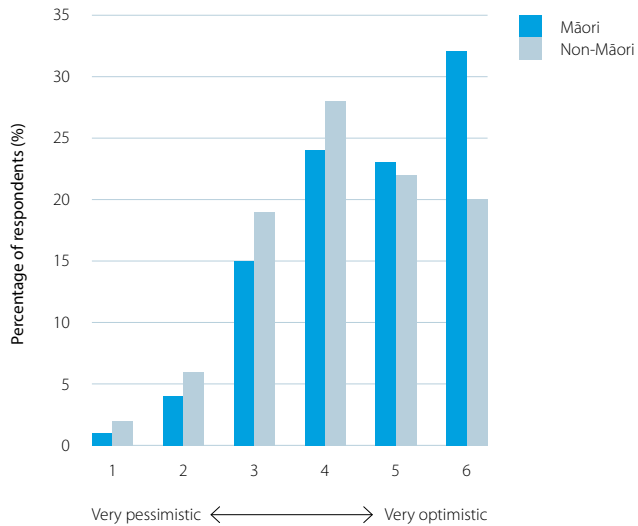
**TURNOVER OF
MĀORI RESPONDENTS**



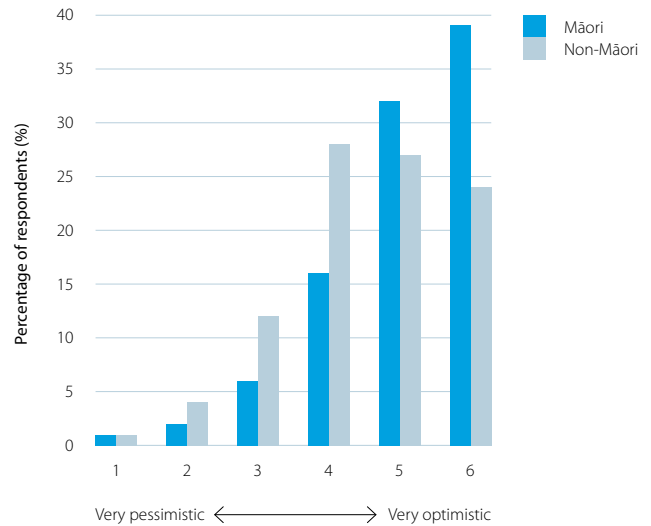
**LOCATION OF
MĀORI RESPONDENTS**



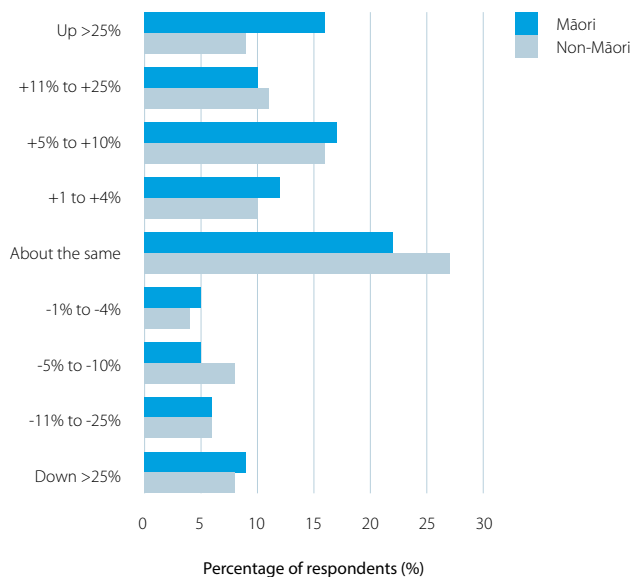
MĀORI RESPONDENT'S EXPECTATIONS FOR THEIR BUSINESS IN THE NEXT 12 MONTHS



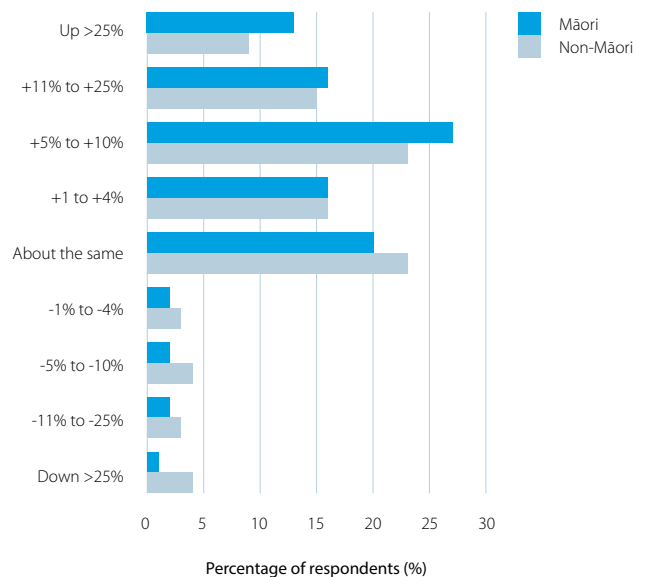
MĀORI RESPONDENT'S EXPECTATIONS FOR THEIR BUSINESS IN THE NEXT 3 YEARS



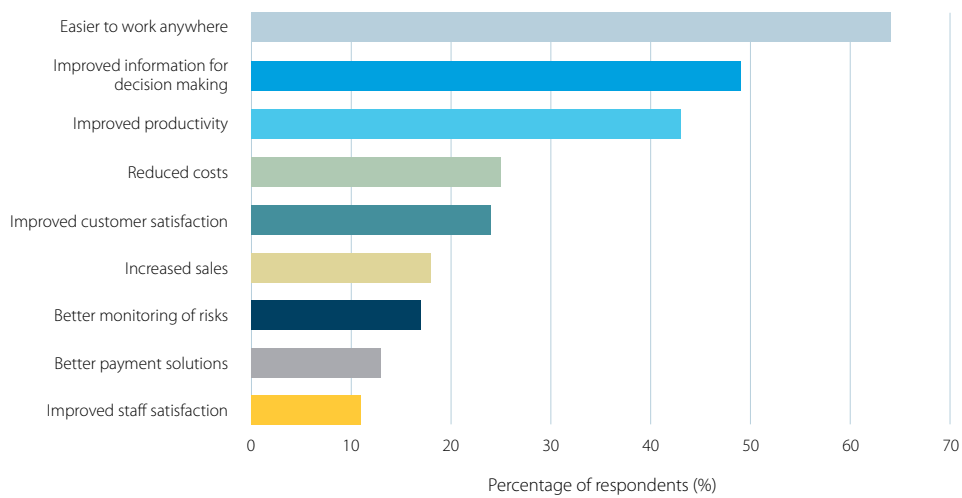
MĀORI BUSINESSES PROFIT CHANGE OVER THE LAST FINANCIAL YEAR



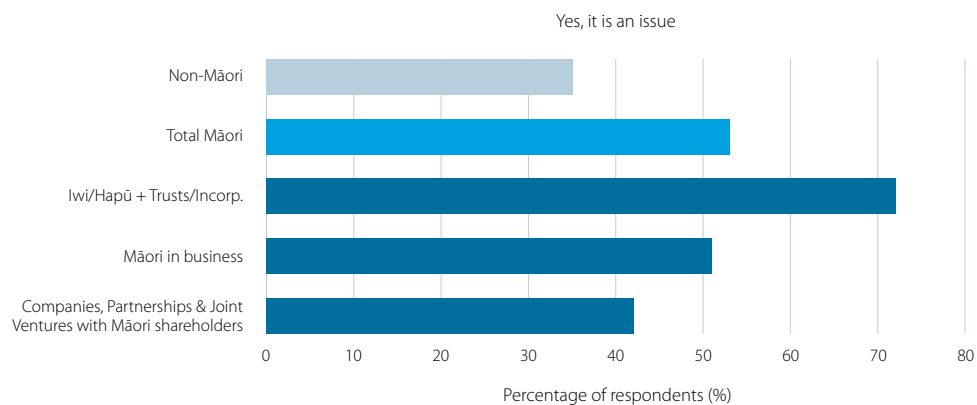
MĀORI BUSINESSES EXPECTED PROFIT GROWTH FOR THE NEXT FINANCIAL YEAR



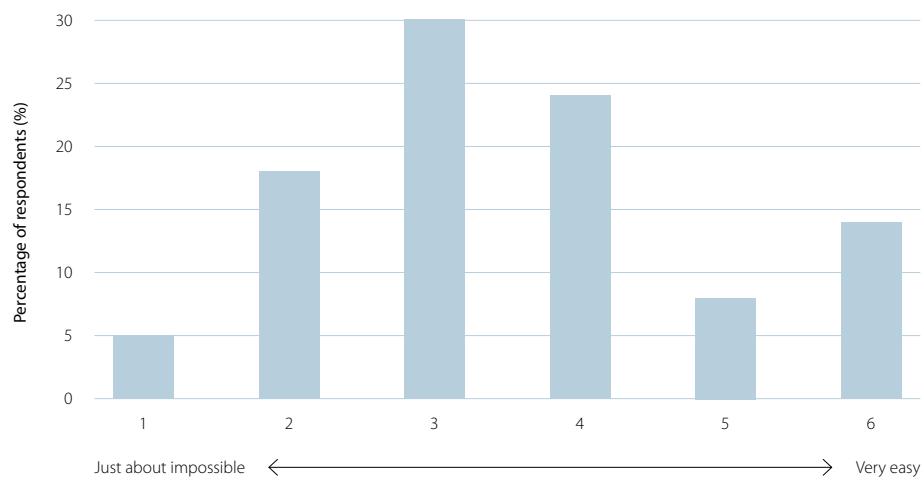
BENEFITS MĀORI RESPONDENTS EXPERIENCE FROM MOBILE TECHNOLOGY



SUCCESSION AS AN ISSUE FOR MĀORI RESPONDENTS



HOW EASY MĀORI RESPONDENTS FIND IT TO RECRUIT MĀORI STAFF



ABOUT ANZ

We recognise the important role Māori businesses play in contributing to the enhancement of whānau wellbeing and driving the growth of Aotearoa New Zealand.

ANZ is proudly New Zealand's largest financial services provider, with almost half of all New Zealanders having a banking relationship with us.

As New Zealand's oldest bank, we have over decades been fortunate to establish and grow many relationships with Māori entities. This experience has allowed us to develop an in-depth understanding of the intergenerational aspirations of Māori enterprises and the communities within which they operate.

To better serve the needs of Māori businesses we have 18 local Māori Business specialists situated across the country who help our clients access the largest specialist banking teams in New Zealand – enabling us to assist Māori businesses to manage their payments, mitigate their risks, fund their growth and manage their wealth.

As Māori increasingly look to markets across Asia-Pacific, we can provide access to banking knowledge and expertise in offshore markets to help Māori businesses achieve their growth aspirations.

To find out how we can help support your organisation, contact a Māori business specialist in your area.

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Together we can help connect you to people, information and opportunities, as well as the global ANZ Banking Group network.



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