

TE TIROHANGA WHĀNUI

THE ANZ PRIVATELY-OWNED BUSINESS BAROMETER

Māori Business Key Insights 2014

WHANGAIA TE IWI

*"He ao te rangi ka uhia
He huruhuru te manu ka rere"*

*"As clouds deck the sky
So feathers will enable birds to fly"*

The whakataukī (proverb) above has been contextually interpreted to mean:

"As clouds deck the sky

So resources will enable the people to go forward and succeed".

"Whangaia te iwi" was often quoted by the late Hon. Parekura Horomia in exhorting the people to use their resources wisely by attending to the needs of the people. If this is effected, there would be a greater good for the nation.





CONVERTING OPTIMISM INTO REALITY

It is no secret that the \$37 billion Māori economy¹ has been in growth mode. Even more exciting is the growing potential that stills exists for Māori businesses to unlock.

The over-arching theme from Māori business owners, managers and governors who responded to this year's ANZ Privately-Owned Business Barometer is one of strong optimism. This is driven out of a more proactive role in developing assets, a growing Māori talent base, increasing foreign interest in Aotearoa, and the emergence of more and more Māori success stories.

Having a long-term focus is also encouraging Māori business optimism as this brings greater confidence that cyclical downturns will be short-lived in the context of an intergenerational outlook.

So what needs to happen to see this high level of optimism convert into sustainable growth? The findings from the latest ANZ Barometer are evidence that Māori businesses are thinking differently about growth, and that people and collaboration are the keys to success.

We hope this report generates constructive discussion around the challenges and opportunities in front of Māori businesses, provides insight to where high-performing Māori businesses are focusing their energy, and allows people to benchmark their thinking against their peers.

We look forward to exploring what this could mean for you in your business, and helping you be better positioned to successfully ride this wave of optimism into a sustainable future.

Graham Turley
Managing Director,
ANZ Commercial & Agri

¹ The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy. Published by TePuniKokiri and BERL Economics.



FUELLING A GROWING ECONOMY

There's a healthy optimism evident in the Māori business sector, both for the immediate future and the longer term. The question is: is this broad sentiment well-founded, based on economic drivers and growing success, or is it just a reflection of people's aspirations and the latent potential of the Māori economy?

The ANZ Privately-Owned Business Barometer (also known as the ANZ Barometer) shows that 49 per cent of Māori business organisations are optimistic about the next 12 months, while an impressive 70 per cent are very optimistic about the next three years. Those in the sector have told us there are sound reasons for this positive outlook.

Many feel much of the hard work has been done in terms of settling grievances, and that destiny is now in their own hands. With this new-found mana motuhake, Māori are moving from passive to more active management of resources and becoming more assertive.

The development of young Māori talent, and growing foreign interest in Aotearoa – as a source of food and fibre, as well as a travel destination – is further fuelling the positive sentiment. However, there is also a touch of caution from some who feel that the hard work is still to come and that prospects for growth are high because the sector is coming off a low base.

Much of the optimism is based on the growing examples of success in all aspects of the wider Māori business community; in the privately-held enterprises that control two-thirds of the Māori asset base, and in the collectively-held sector where organisations are focussed on developing assets to provide long-term economic and social benefits.

Whānau-owned businesses and companies, and joint venture enterprises, are more optimistic than collectively-owned entities. Perhaps iwi, hapū, trusts and incorporations feel more restrained about their prospects because of the collective nature of their ownership – almost half cite the differing opinions of shareholders as a concern.

So what are Māori business owners and governors doing now to seize the opportunities markets offer, while at the same time building capacity to meet longer-term objectives?

The findings from the ANZ Barometer evidence three key areas that Māori businesses are focused on in order to build a sustainable growth platform:

1. [Thinking strategically](#)
2. [Finding the right people](#)
3. [Collaborating for scale and expertise](#)

We explore each of these themes in the following pages.

Traci Houpapa MNZM JP
Chair,
The Federation of
Māori Authorities

Jamie Tuuta
Māori Trustee,
Te Tumu Paeroa

Pania Tyson-Nathan
CEO,
New Zealand Māori
Tousim

Richard Jones
Chief Executive,
Poutama Trust



ABOUT TE TIROHANGA WHĀNUI MĀORI BUSINESS KEY INSIGHTS REPORT

“Te tirohanga whānui” means a broad view, including lofty insights attained from high vantage points or derived from a widened vision. This name has been chosen for this report to reflect the insights drawn from the many respondents and people who have contributed to its creation.

In 2013, the Federation of Māori Authorities, Te Tumu Paeroa, Poutama Trust, New Zealand Māori Tourism and ANZ agreed to collaborate together to gather and consolidate Māori economic intelligence. To share information to help improve Māori business performance and ultimately maximise the potential of the Māori economy and Aotearoa as a whole.

The first initiative under this collaboration was the distribution of the 2013 ANZ Barometer survey to Māori businesses. The ANZ Barometer is an annual in-depth study of privately-owned businesses conducted by Ipsos on behalf of ANZ.

This report looks at the responses provided by 172 survey participants who identified themselves as Māori business owners, managers or governors. The combined annual turnover of the organisations they represent is close to \$1 billion. Of the respondents:

- One-third (55) were whānau-owned businesses
- One-quarter (44) were Māori trusts and incorporations
- One-quarter (44) were companies, partnerships and joint ventures with Māori shareholders
- 17 percent (29) were iwi or hapū entities.

In this report we refer to the combined group of iwi, hapū, Māori trusts and incorporations as ‘collectively-owned enterprises’ or ‘collectives’.

The majority of businesses are in agriculture/forestry/fishing (35 percent), business services (16 percent), and tourism/hospitality (10 percent).

To interpret the survey findings, focus groups were held with a cross section of Māori business leaders. We have included some of their direct quotes.

This study is believed to be the only longitudinal survey of its kind focused on Māori business and will develop as an integral piece within the ANZ Barometer survey.

We have also developed two other reports covering the issues specific to Commercial and Agri businesses, called Commercial Key Insights and Agri Key Insights. More information on the ANZ Barometer and its findings can be found at anzbarometer.co.nz.





FINDINGS AT A GLANCE: THE ANZ BAROMETER POINTS TO GROWTH

Unless otherwise specified, the following results are based on responses from Māori business respondents to the ANZ Barometer.

Māori businesses are optimistic about the future.

70
PER CENT of respondents are very optimistic about their business over the next 3 years

49
PER CENT of respondents are very optimistic about their business over the next 12 months

To convert this optimism into tangible outcomes, there is an emphasis on strategic thinking to drive growth and deliver benefits for stakeholders. There is also a focus on finding the right people to drive that growth, and a willingness to work with others to attain the scale to create further opportunities for growth and people.

1. Thinking strategically – Māori businesses are well-organised and are looking to a broad range of factors to drive growth.

80
PER CENT of respondents have a goal that is written down

42
PER CENT of respondents closely follow a formal planning process

68
PER CENT of respondents have a board or similar governing body

59
PER CENT of non-farm respondents, with turnover greater than \$2m, say factors other than sales, will be the key drivers of their growth

36
PER CENT of respondents have aspirations to operate internationally

2. Finding the right people – Three of the top four concerns for Māori businesses are people-related.

46
PER CENT of respondents say access to skilled staff is a top concern

58
PER CENT of respondents say succession is an issue

31
PER CENT of respondents are struggling to balance work and family interests

22
PER CENT of respondents say access to expertise and advice is a top concern

3. Collaborating for scale and expertise – Of non-farm businesses, with turnover greater than \$2m:

26
PER CENT of respondents say partnerships and joint ventures will be a key factor in driving their growth

26
PER CENT of respondents are looking for mergers and acquisitions as a key factor in driving their growth

Of farm businesses:

26
PER CENT of respondents say business relationships will be a key factor in driving their growth

29
PER CENT of respondents see acquisition of more farmland as a key factor in driving their growth

RAPUA TE MEA KUA NGARO – THINKING STRATEGICALLY

“Me titiro ki ngā wā o mua, rapua te mea kua ngaro.”

When searching for direction, focus your eyes backwards and see where you have come from and what is yet to be revealed.

Given the wave of optimism, and all the opportunities that abound, it is essential to have a clear sense of direction and robust decision-making processes in order to see optimism become reality.

A BROADER, MORE CONSIDERED APPROACH

An intergenerational responsibility encourages many Māori organisations to project a future well beyond the usual planning horizons. This long-term focus means a broader, more considered approach to growth. Māori have a greater willingness to consider expansion by acquisition, whether that is additional farm holdings, or businesses that have the potential to create scale. There is also an acknowledgement that collaboration through joint ventures or other structures can be a step to gaining scale and in some circumstances is the clear way to obtaining a meaningful income stream from assets. Māori are also more engaged in research and development with a third of larger-scale businesses seeing research and development as a key driver for growth (four times the average of non-Māori businesses).

DOES YOUR STRUCTURE ENCOURAGE AND FACILITATE GROWTH?

Māori enterprises are generally well-structured to assess new opportunities. Two-thirds of respondents have a board or similar governing structure, with nearly 60 per cent having independent directors. The role of the board is clearly considered to be around formulating strategy, providing leadership and having a focus on value creation. These structures are recognised as necessary foundations of Māori business sector growth as its capability deepens and new directions are explored.

“When Māori think of long-term investment, we aren’t just thinking of ourselves. The actions we undertake today reflect on our future generations, as well as on our ancestors.” – Māori leader

DO YOU HAVE THE RIGHT INPUTS TO MAKE THE RIGHT DECISIONS?

In order to plan and evaluate opportunities there is a need to make use of a range of beneficial tools. Many Māori enterprises tell us they are familiar with, and make use of, budgeting, market research, financial analysis and forecasting tools. Advice is also likely to be sought from the board and external consultants.

Amongst advisers, accountants are seen as most beneficial, but there is a perception that too much weight can be given to the advice provided by advisers, particularly by those boards where there are fewer members with business skills. Some suggest that the governors of some organisations too readily defer to the opinions of their advisers rather than evaluate the advice given.

“Too many trusts leave it up to the adviser to make the decision, which may not be in their best interests. The issue is where trustees don’t have the business acumen to make those decisions, or ask the right questions.” – Partner, Advisory Firm

Despite the prevalent use of advisers, one in four collectively-owned Māori businesses say access to expertise and advice is a top concern – particularly among trusts and incorporations.

Of bigger concern for whānau-owned businesses, companies and joint venture enterprises, is how to fund their growth, with two in every five – twice as many as collective entities – saying access to capital is a concern.



EXPANDING MĀORI BUSINESS THINKING

In November 2012 the Māori Economic Development Panel released “He kai kei aku ringa” – the Crown- Māori strategy and action plan to grow a more productive, innovative and internationally-connected Māori economy. Key parts to this include improving export performance, increasing collaboration, and lifting the skills of Māori enterprise to compete offshore.

In August 2013, to help create the transformational change needed to achieve these lofty goals, 30 senior Māori business leaders attended a week-long intensive ‘boot camp’ at California’s famous Stanford University Business School – a world-renowned leader in empowering individuals to envision what is possible and make it happen through principled leadership and creative problem solving.

Here, they were exposed to current global best practices and also visited exemplary organisations in the area, like Google, to further expand their thinking. They have returned to New Zealand with the task of integrating these world-class perspectives with their own Māori world view to help Māori businesses better position themselves for growth.

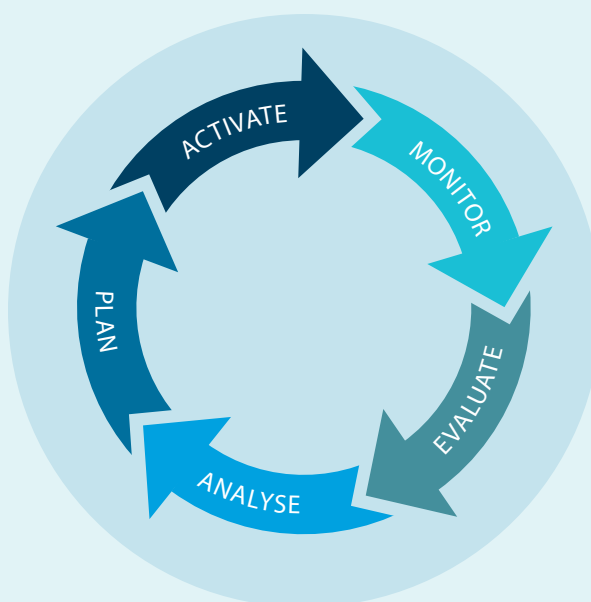
The initiative was a collaborative venture by public and private enterprises.

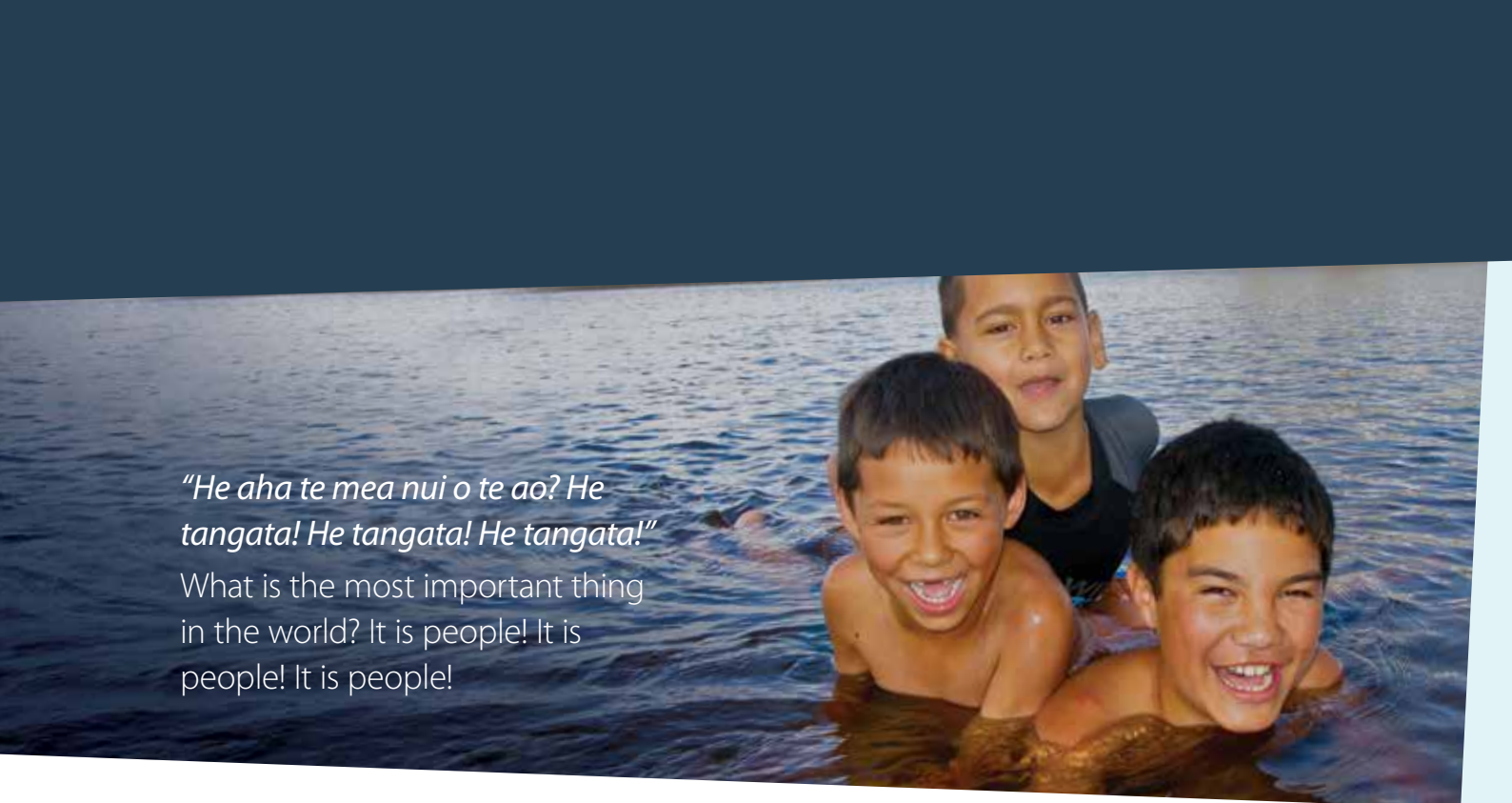
In his address to the group, Dr. Pita Sharples said “knowledge is key to our development. It’s important that our Māori leaders have access to international learning, so they can apply that learning in our own contexts in New Zealand.”

PLAN FOR SUCCESS

ANZ has found that organisations with their goals written down are more likely to succeed. Four out of five Māori organisations in the ANZ Barometer have written goals and three out of five follow a structured approach to planning which bears some resemblance to the elements of good planning in Diagram 1 below.

DIAGRAM 1: PLAN TO SUCCEED





“He aha te mea nui o te ao? He tangata! He tangata! He tangata!”

What is the most important thing in the world? It is people! It is people! It is people!

KIA TŪ TANGATA – FINDING THE RIGHT PEOPLE

Finding the right people is the most important concern identified by Māori in the ANZ Barometer. This has the knock-on effect of compounding other people challenges like succession planning, balancing family and work life, or finding enough time to work on building the business rather than operating it.

FIND THE BEST PERSON FOR THE JOB

The need for good people is spread right across the spectrum; workers, management, board members and advisers. Difficulties in sourcing the right people is a top-three concern for nearly half of Māori respondents in the ANZ Barometer.

“To become world-class businesses we need world-class expertise working in our operations. We need to attract greater talent. If they are Māori, kei te pai!”
– *Trustee, Lands Trust*

Whilst the long-term goal is to develop talent from within iwi (and more specifically from the relevant hapū and whānau themselves), Māori businesses tell us the immediate focus is on finding the best people in all roles – if they are Māori that is a bonus. There is also recognition there is a need to inspire more young Māori into careers linked to growing the Māori asset base.

² 2013 Census.

HOW ARE YOU IDENTIFYING AND DEVELOPING YOUNG TALENT?

The potential pipeline of talent is huge, with a quarter of all children in New Zealand under the age of 15 being Māori². Actions to address the skills deficit are being taken at many levels. For example, one iwi is identifying students in local schools with their specific whakapapa so that they can assist them with mentoring schemes to achieve the qualifications necessary for further training and tertiary education. There are no shortage of scholarships in place to assist those pursuing advanced education and skills training, and leadership qualities are being celebrated through awards such as the Ahuwhenua Young Māori Farmer Award.

Another example is the work of Te Pūtea Whakatupu Trust. Concerned at the lack of capability to manage and develop Māori fishing assets, the Trust has established the Rona Scholarship to encourage the next generation to develop their fisheries, aquaculture and marine science skills. The long-term aim is to support greater Māori control and involvement in decision making in the fisheries and aquaculture industries.

“We need to be celebrating the success stories of people who are doing well to bring others along. This is the only way we’re going to shift people’s mindsets from being passive, low-risk landowners, to more active, involved business owners.”
– *Director, Agribusiness*

STRENGTHEN THE BOARD TABLE

There is also a clear perception that to maximise shareholder and stakeholder value, Māori organisations need to build the capability and capacity of future board members. Some organisations are addressing the skill shortage by appointing advisory boards to bring in external expertise. Others are encouraging young people to participate in a governance role by appointing them to associate trustee/director positions to sit in on governance meetings to gain experience in the process. In the Bay of Plenty, the late Robbie Neilson had worked tirelessly with others to create a formal training programme to develop the expertise of those in governance roles.

ARE YOU TRAPPED IN 'THE DOING'?

The need for greater depth and capacity is reflected in the fact that one in four respondents say they are too busy managing the business on a day-to-day basis to give it the leadership and direction required. This, combined with the lack of availability of skilled staff, increases the difficulty they are having in balancing business and family life, which is an issue ranked as the third-highest concern.

Succession is also an issue for almost 60 per cent of Māori businesses, with a third of collectives rating it as one of their top three concerns.

The handful of examples here demonstrate there is already a clear understanding of the need to increase capability to achieve sustainable organisations.

INSPIRING MĀORI INTO CAREERS LINKED TO THE LAND

Te Rua o Te Moko, a 189-hectare dairy farm, created in 2009 as a joint venture between five Māori land blocks, very quickly achieved its aims of returning economic profitability and reuniting whānau. With the opening of an on-farm training centre in 2013, a further part of the dream became a reality.

Doug Brooks, trustee on one of the blocks and director of the company that runs the joint venture, says the aim has always been to get the young ones back on the land. "Ultimately, it's about having the skills to have our own running our farms," he says.

Rob Gollan, Managing Director of Land Based Training, says the course is set up for trainees to achieve a Level 3 National Certificate in Agriculture at the end of their full time year. "Farming is fully professional now, with career paths to roles like farm manager, stock manager, advisers and even sales reps."

Jamie Tuuta, who as Māori Trustee is responsible for three of the Te Rua o Te Moko blocks, says he is delighted to see trainees on the farm. "Right now there is a resurgence of Māori agribusiness and training is essential to make sure that we have the knowledge and skills to be full participants in the new agricultural economy, not just leasing out our land."

Trainee Roz Maraki (Ngāti Porou) says she has lived on "Aunty WINZ" too often and now really wants to take this chance to get skills she can use. "There's a mean career at the end of this and we've got everything right here at this centre to give us a boost to get there."



Te Rua o Te Moko, Taranaki.

TE HONONGA RANGATIRA – COLLABORATING FOR SCALE AND EXPERTISE

“Nāu te rourou, nāku te rourou, ka ora ai te iwi.”

With your food basket and my food basket, the people will thrive.

The Māori perspective is one which is anchored to traditional values and fosters a willingness to collaborate, as well as innovate, to reach outcomes that would otherwise be difficult to attain.

SIZE MATTERS

There is a recognition amongst Māori respondents to the ANZ Barometer that size is important – and on any scale most Māori entities are too small to deliver on business and community objectives on their own.

Collaboration is seen as a means to achieving the scale that generates more options, increases capability and accesses capital and markets. Collaboration is also very much about delivering sustainability.

Many Māori collectives and businesses understand that so much more can be achieved by finding the right partners to do business with, be it offshore parties that can provide capital and/or market access, or similar Māori businesses who by coming together can develop a unique offer to gain an effective market presence.

“Māori businesses are all about the long-term. That’s probably why you see more emphasis on research and development, looking at partnerships, joint ventures, and mergers and acquisitions. But, while that’s what we know we should be focussing on, the reality is we can only do those things when we have scale, pool resources, and develop our business skills.” – *Business Owner, Horticulture*

COLLABORATION IN ACTION

In 2012 a partnership involving 14 distinct Māori groups jointly acquired Port Nicholson Fisheries (PNF) – a Wellington-based crayfish processing and exporting business.

The joint venture included Ngāti Mutunga o Wharekauri Iwi Trust, Paranihi ki Waitotara (PKW) and the Iwi Collective Partnership (ICP) which is a grouping of twelve North Island iwi, namely: Ngāi Te Rangi, Ngā Rauru, Ngāti Awa, Ngāti Manawa, Ngāti Porou, Ngāti Ruanui, Taranaki Iwi, Ngaitai, Te Rarawa, Ngāti Tuwharetoa, Whakatohea, and Te Arawa.

In 2013 PNF exported over 200 tonnes of live lobster to China from its processing factory in Rongotai, the largest lobster processing facility in the Southern Hemisphere.

“Achieving scale is important,” PKW CEO and PNF Chair, Dion Tuuta says. “Scale creates value and opens the door to opportunity. When you combine scale with certainty of supply it enables us to participate in the value chain in our own right rather than remaining a passive lessee. Collective scale makes PNF greater than the sum of its parts. We could never achieve alone what we have together.”

“It’s not about the fish, it’s about us,” says ICP Chairman, Mark Ngata. “Collectivising our Annual Catch Entitlement (ACE) has provided economies of scale and made significant industry players notice our presence, enabling us to look at opportunities to participate and create value that as individuals seemed out of reach. This acquisition with other Māori entities has taken us from being just annual traders to being exporters of live lobster direct to China.”

Mark says, “The collaboration was founded on strong common values and Māori principles,” and that key elements of its on-going cohesion are “the importance placed on openness and transparency as well utilising whanaungatanga to maintain and strengthen unity among the members.”

WHO CAN HELP YOU IN YOUR INDUSTRY?

Farming, forestry and fisheries – the “three Fs” – form the cornerstone of a large proportion of Māori enterprises, and are important sources of food and fibre. While these largely encompass dairying, meat production, forestry products and extensive Māori fishing interests, there are also enterprises leveraging Māori knowledge of plants and resources to develop unique product ranges with international appeal.

The New Zealand Forest Research Institute Ltd (Scion) is working with a number of Māori forestry and land trusts. Together they are confident indigenous forestry can generate greater returns and also strengthen its role in protecting land. For example, some of their work with others has shown that kauri could potentially be grown to harvestable maturity in 60 years.

Another example is the Indigenous New Zealand Cuisine cluster (INZC), formed and project managed by Poutama Trust. The cluster is a collaboration between enterprises leveraging unique Māori knowledge who already export, or who have aspirations to. The benefits of working together has seen the cluster grow quickly from 12 to 30 members with combined annual turnover now close to \$80 million. They produce a wide variety of foods and beverages, some using traditional knowledge and kai like tuna and titi, and innovating with plant varieties such as mānuka, kawakawa and horopito.

COLLABORATION BRINGS OPPORTUNITIES

Larger-scale businesses also see greater scale as a key driver of growth and expect this to be achieved through joint ventures, partnerships, or merger and acquisition activity. The willingness to investigate and undertake these activities is twice the norm encountered in non-Māori businesses.

As with all businesses, government is the number one macro-concern for Māori enterprises. One intervention that could have important ramifications for Māori enterprise, and the economy as a whole, is the Te Ture Whenua review. It is proposing changes to the administration of Māori land to enable the large proportion that is currently under-utilised due to complex communal ownership structures to be productively managed. This may help greater collaboration among smaller land blocks to obtain economic scale.

Further driving collaboration are the ambitions of many enterprises to operate internationally. A quarter of Māori business respondents already do and a further third want to. These ambitions have been encouraged by trade delegations to China organised by Te Puni Kōkiri and New Zealand Trade & Enterprise and led by the Minister of Māori Affairs.

More collaboration across sectors is required, not just by Māori, but by Aotearoa as a whole. Māori, through whanaungatanga, have the unique opportunity to lead a more cohesive, collective approach to not only grow their own assets, but to lead key New Zealand industries through change.

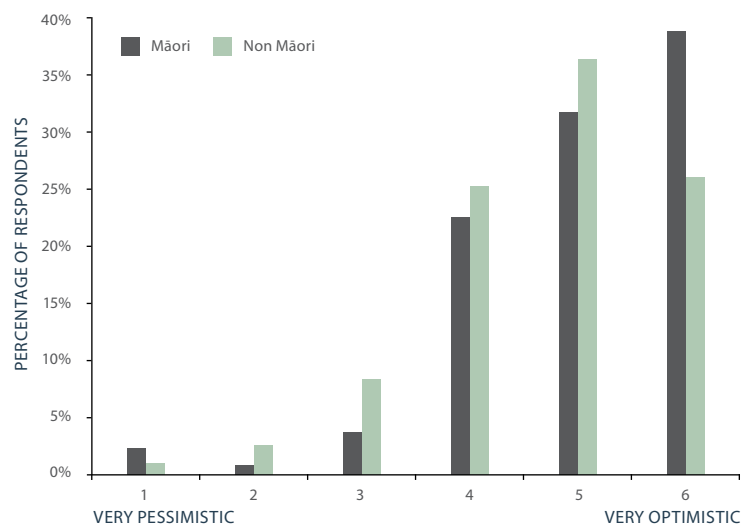


This waka is ‘Maniapoto Mōkau ki Runga’ being launched at Waitangi, Bay of Islands. The use of this image has been approved by the Maniapoto Māori Trust Board and members of the Mōkau ki Runga Regional Management Committee.

OFF THE CHARTS: WHAT MĀORI BUSINESSES SAID IN THE ANZ BAROMETER

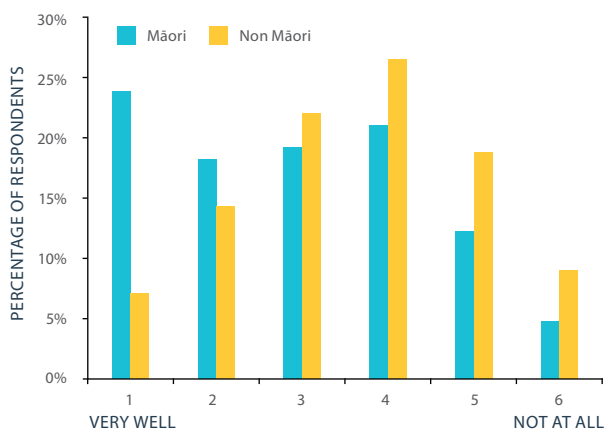
Māori businesses are optimistic.

PERFORMANCE EXPECTATIONS FOR YOUR BUSINESS FOR THE NEXT 3 YEARS

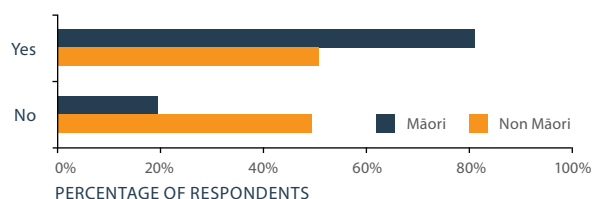


Māori businesses take a more formal approach to planning, seeking a wide range of inputs.

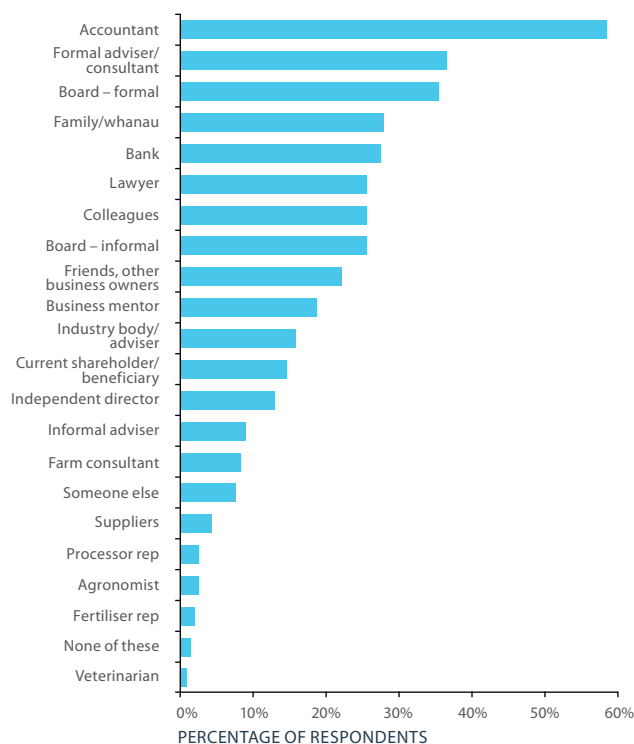
HOW WELL DOES A FORMAL PLANNING PROCESS REFLECT WHAT HAPPENS IN YOUR BUSINESS?



IS YOUR GOAL WRITTEN DOWN?

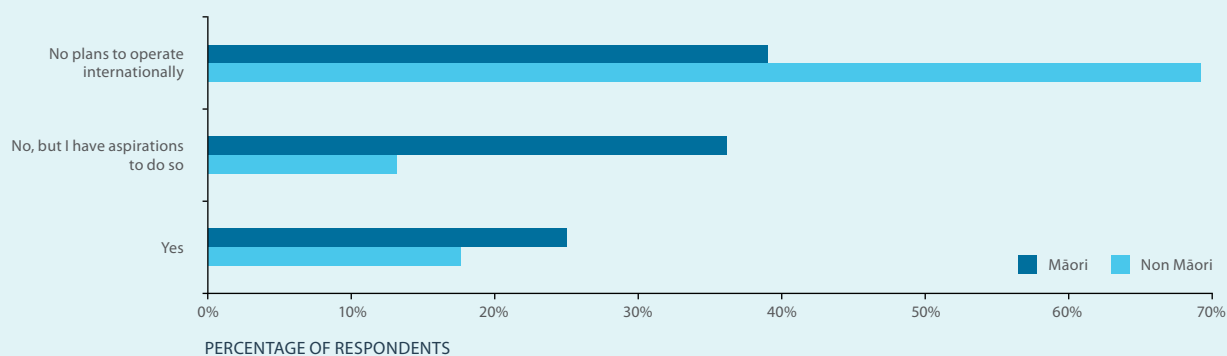


ADVISERS WHICH MĀORI BUSINESSES CONSIDERED BENEFICIAL



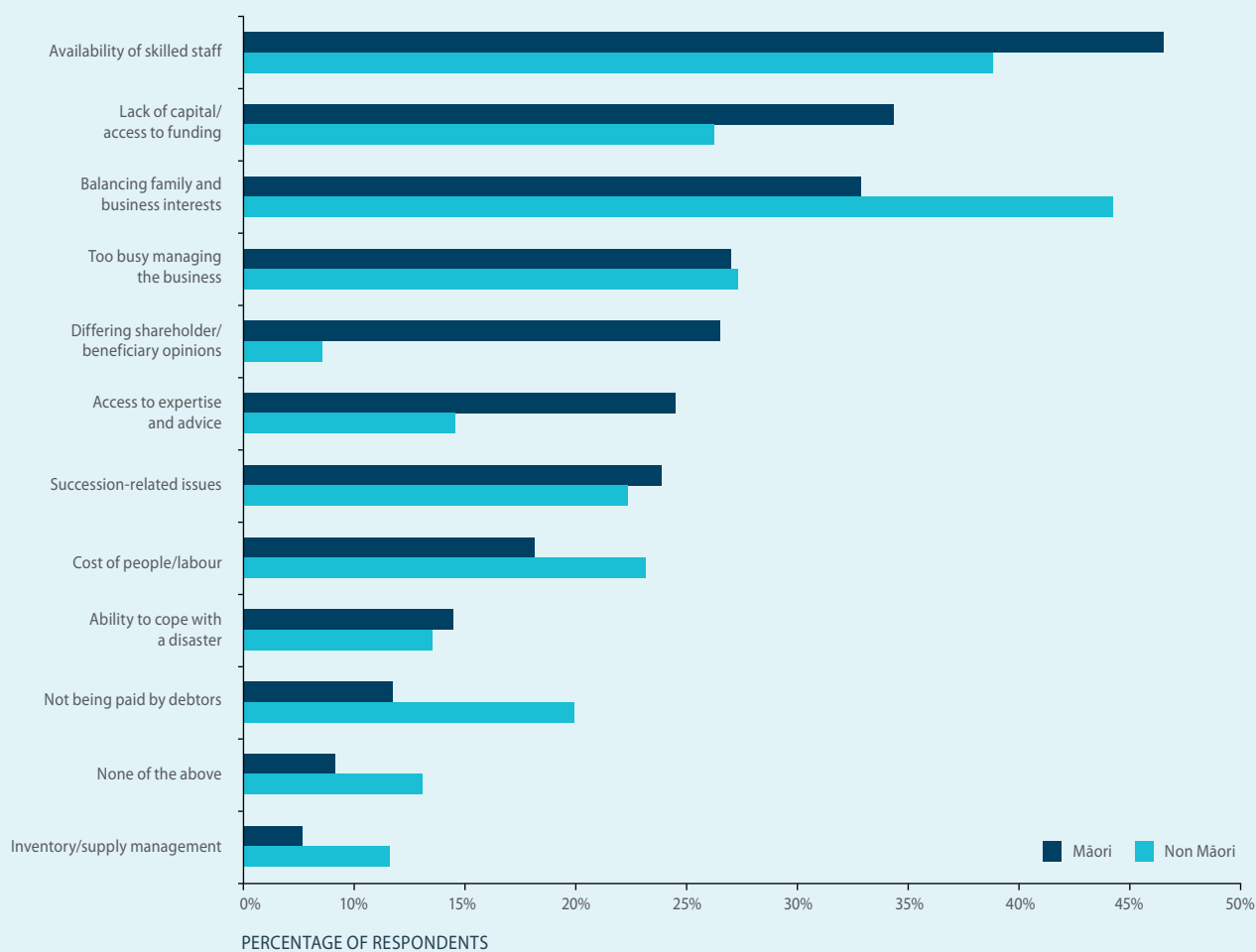
Māori businesses are looking offshore.

BUSINESSES OPERATING INTERNATIONALLY



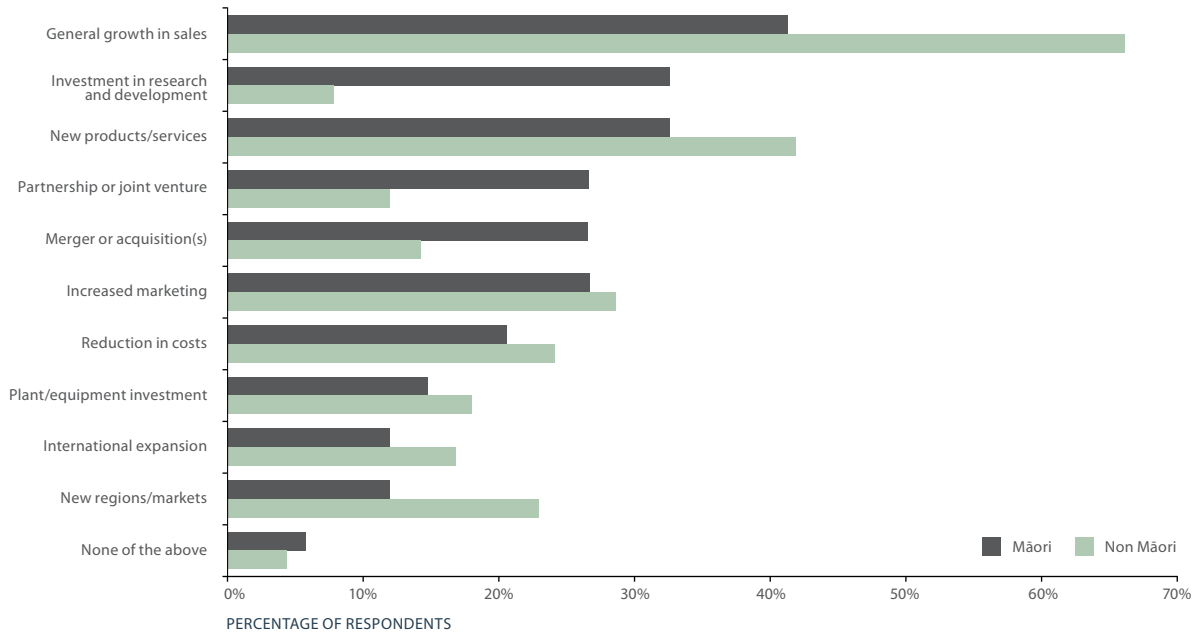
People and people-related issues are of most concern.

FACTORS OF CONCERN FOR YOUR BUSINESS

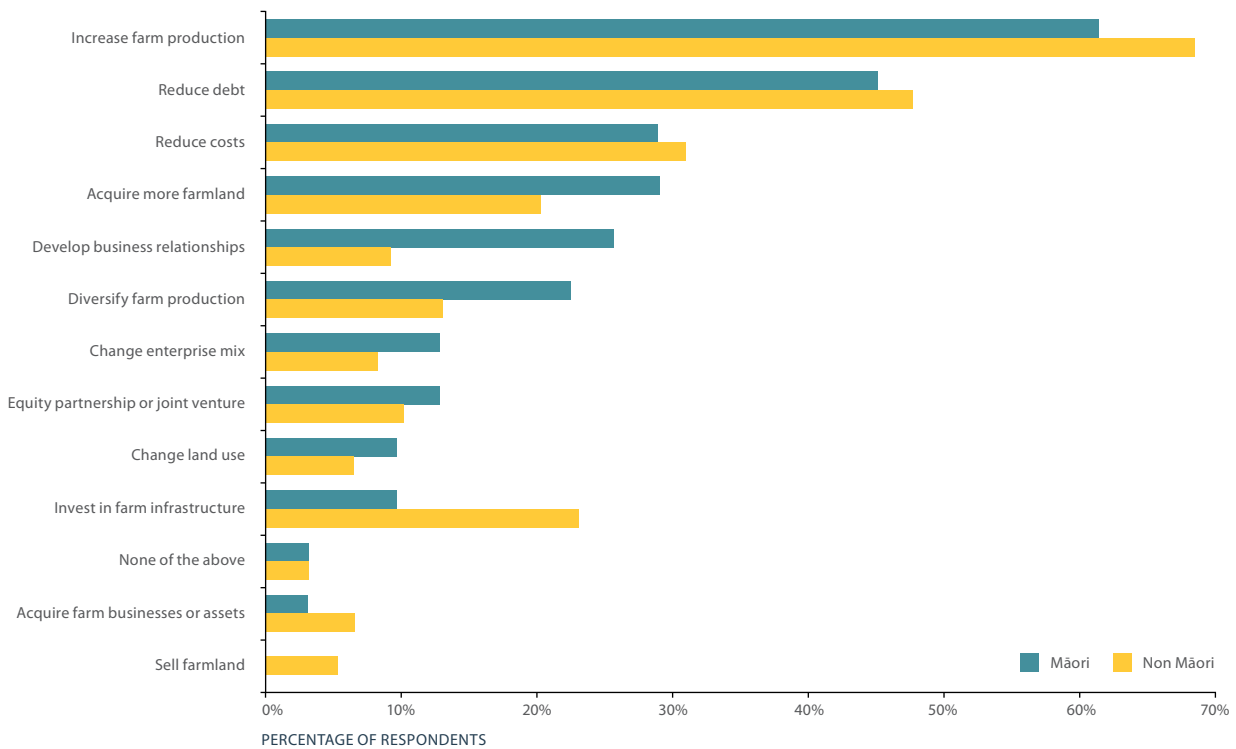


Māori businesses are looking to a wider range of factors to drive growth.

**FACTORS CONTRIBUTING TO BUSINESS PERFORMANCE –
>\$2M TURNOVER, NON-FARM BUSINESSES**

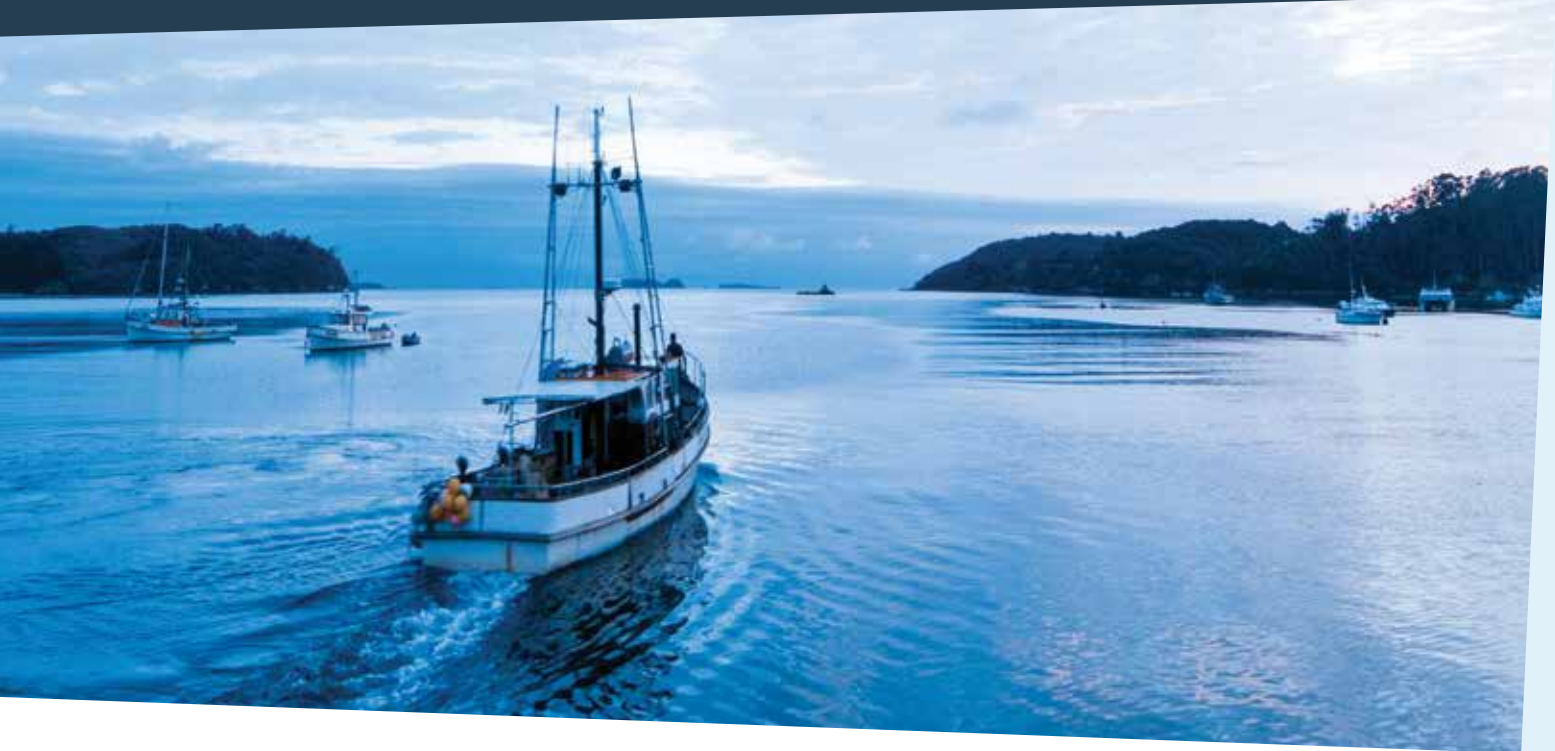


**FACTORS CONTRIBUTING TO BUSINESS PERFORMANCE –
FARM BUSINESSES**



More information on the results of the ANZ Barometer can be found at anzbarometer.co.nz or by emailing maoribusiness@anz.com.





WHERE TO NEXT?

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. If you:

- would like to join a discussion group to hear more about the findings,
- would like to be involved in the next survey, or
- need assistance in any of the topics covered in this report,

please contact your ANZ Relationship Manager, one of the organisations on the opposite page, or email maoribusiness@anz.com.

ABOUT ANZ

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

We recognise the important role Māori businesses play in contributing to the enhancement of whānau wellbeing and driving the growth of Aotearoa, which is why we support our Māori business clients with access to knowledge, insights and connections to help them grow.

Our Relationship Managers are active in communities nationwide, and through them our clients have access to the largest specialist banking teams in New Zealand. This means that we can contribute an in-depth understanding to the solutions Māori businesses need to manage their payments, mitigate their risks, fund their growth and manage their wealth.

As New Zealand increasingly looks to markets across the Asia-Pacific, we provide clients with access to banking knowledge and expertise in offshore markets to help Māori businesses achieve their growth aspirations.

For information see anz.co.nz or contact:

David Harrison

Head of Māori Relationships
David.Harrison@anz.com

ANZ HAS FORMED A STRATEGIC ALLIANCE WITH:

THE FEDERATION OF MĀORI AUTHORITIES

The Federation of Māori Authorities was formed in 1987 and represents over 100 Māori authorities with an estimated natural resource asset value of approximately \$7 billion dollars. Its members have enterprises in seafood, forestry, dairy, horticulture, property, agriculture, energy and investments both in New Zealand and abroad.

Their vision is simple: Sustainable economic prosperity, for their members, communities and Aotearoa New Zealand. 'Me Uru Kahikatea' is a whakataukāki symbolising strength of unity. This guides the Federation and is a philosophical anchor. Their purpose is to seek opportunities for their members to prosper and grow and is delivered through four strategic pillars: Kotahitanga (collaboration), Mātauranga (knowledge), Rangatiratanga (leadership), and Whaihua (innovation).

For more information see federation.maori.nz or contact: admin@federation.maori.nz or +64 4 474 1480.

Te Horipo Karaitiana

Chief Executive, Federation of Māori Authorities
TeHoripo@federation.maori.co.nz

TE TUMU PAEROA

Te Tumu Paeroa (the new Māori Trustee) is an independent, professional trustee organisation which protects and grows the assets for 95,000 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 70 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 phone 0800 WHENUA (0800 943 682).

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 or contact: poutama@poutama.co.nz or 0800 476 882.

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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 sector.

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

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