



## Te Oniao – ‘Te Mauri o Te Wai’ Conference



## Māori World View(s) Connectedness of all things

- Cosmology
- Cosmogony
- Whakapapa
- Wairua: Mauri: Mana: Tapu: Noa
- Ritual



## Māori Economic History

### Prosperous – Poverty - Prosperous

- International Traders – pre 1830's

Māori Enterprise prospered - 1830-1860

Māori Enterprise - R.I.P

Māori Enterprise Prospers - 2000

International Traders – 2000 & beyond



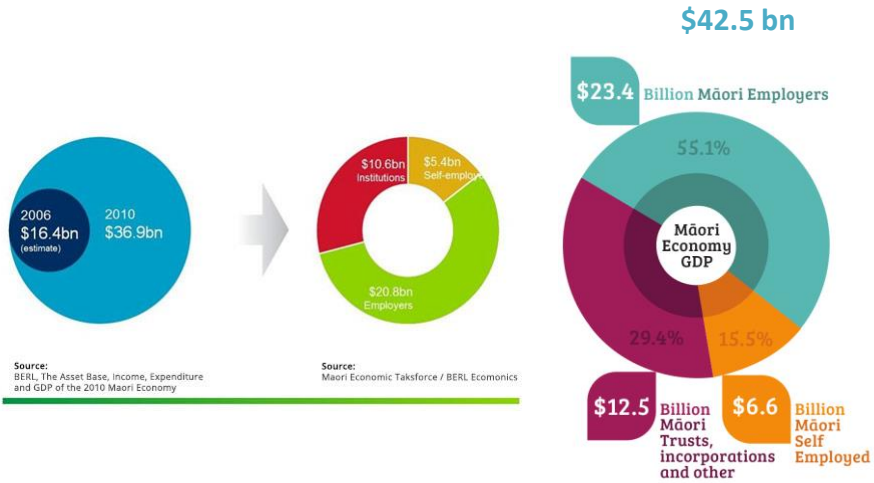
## Modern Māori Economic History

### Two parallel streams

- From Treaty of Waitangi 1840 to Waitangi Tribunal 1975.
- Crown Forest Rental Trust 1989
- Waikato-Tainui 1995 Deed of Settlement
- Ngai Tahu 1998 Deed of Settlement
- Māori Fisheries Act 2004
- Meanwhile Māori freehold land orgs have been rapidly progressing with low profile



# “The Māori Economy”



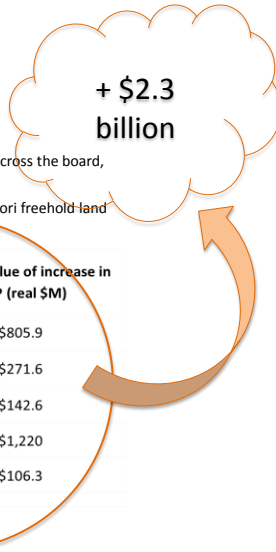
## Māori freehold land potential

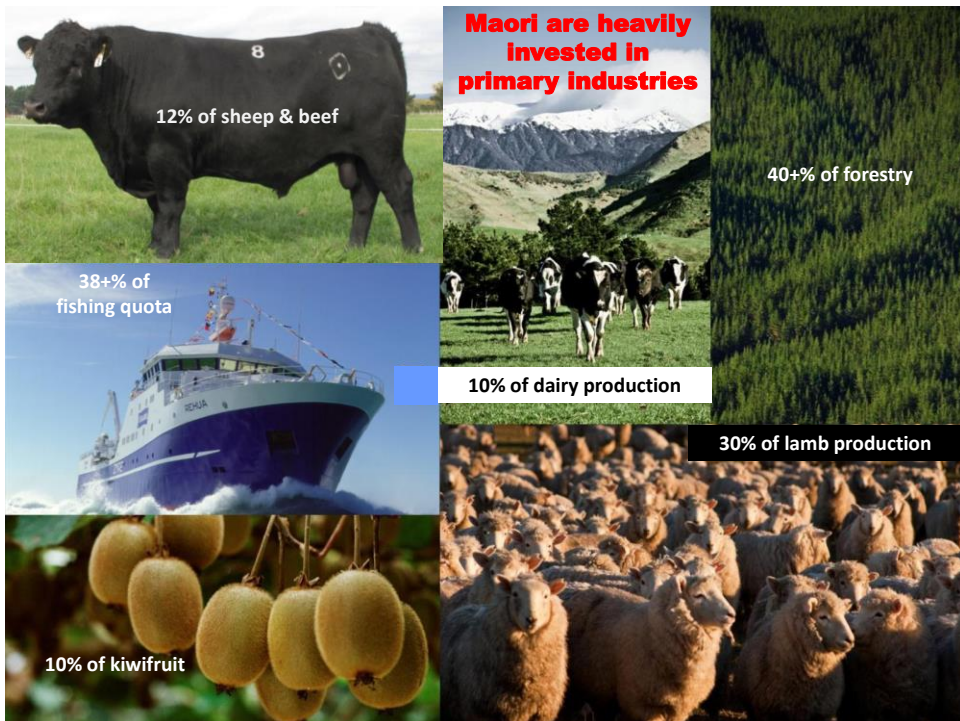
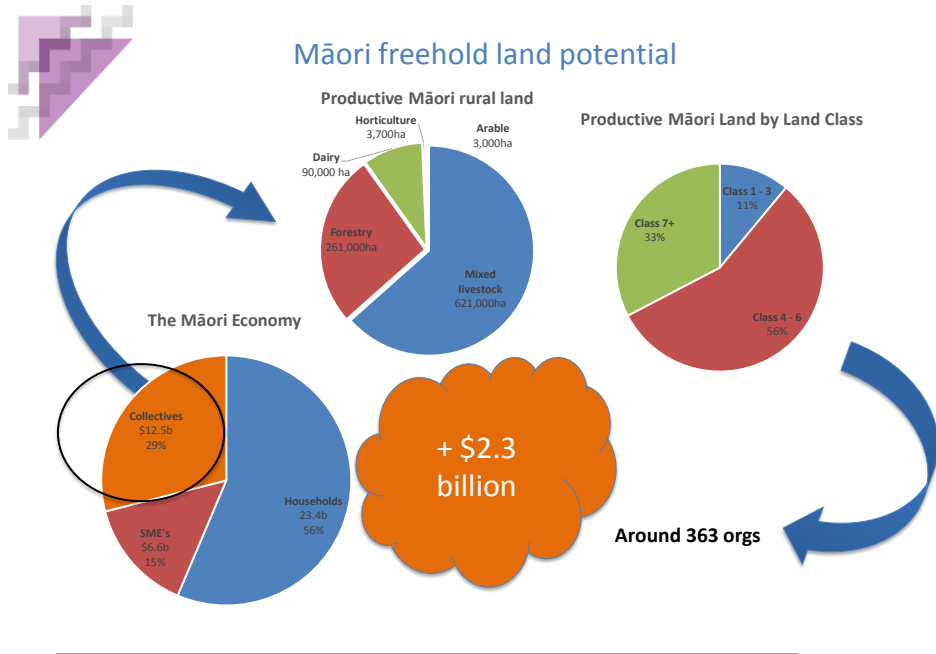
PwC has estimated the effect of raising productivity of Māori freehold land across the board, under a rapid development scenario.

Table 1: The real undiscounted value added potential from improving the Māori freehold land resource over the 2013-2025 period.

Sector	Evaluation period	Accumulated increase in GDP (real \$M)	Present value of increase in GDP (real \$M)
Dairy	2013-2025	\$1,511	\$805.9
Sheep and beef	2013-2025	\$506	\$271.6
Horticulture	2013-2025	\$268	\$142.6
<b>Agriculture subtotal</b>	2013-2025	<b>\$2,285</b>	<b>\$1,220</b>
Forestry	2013-2055	\$1,170	\$106.3

Source: PwC estimations







## Māori Trade & Export

- Goods exported by Māori authority-owned businesses \$543 million
- Seafood 50%
- China was the leading destination
- Māori Exporters:
  - Aotearoa Fisheries Ltd (AFL) - seafood;
  - Integrated Foods Ltd/ Fresh Meats - red meat;
  - Miraka Ltd - whole milk powder;
  - Ngāi Tahu Seafood Ltd - seafood;
  - Sealord Group Ltd - seafood;
  - Wakatu Inc - seafood, wine, fruit; and
  - Port Nicholson Fisheries LLP – seafood primary lobster.

Source: Tatauranga Umanga Māori 2014: Statistics NZ



## Māori economic sector characteristics

*‘Making decisions now for your great-grandchildren’*

- Māori land does **not have an open market**, land retention is critical and there are restrictions on selling land (under Te Ture Whenua Māori Act 1993)
- An outlook that is **ultra-long term** often referred to as **‘inter-generational’**
- Consideration of the duality of **wealth and wellbeing** creation
- Development and operation of **sustainable business models** to fulfil the role not only as directors/governors but also as Kaitiaki (guardians)
- A trend towards more Māori land being controlled by **fewer and larger entities**
- Interest in developing and maintaining **international markets** among Māori agribusiness
- Entities with **multi-sector interests & multiple hat wearers**
- Diversity, **next generation** culturally and commercially savvy
- **‘Operational performance source of wealth generation’** - capital gain having less importance than improving land utilisation, increasing productivity and cash yield while being environmentally sustainable, socially responsible and maintaining inter-generational accountability
- **Distribution of** cultural and social **benefits**.



## Māori Organisational Constructs

### Collective and commercial focus

- Te Rūnanga o Ngāi Tahu established under their own legislation, Wi Pere
- Post Settlement Governance Entities (PSGE's) – *making, spending the money*
- Aotearoa Fisheries Ltd owned by all Iwi
- Ahuwhenua Trusts and Māori Incorporations established and operating under the Te Ture Whenua Act (Māori Land Act) 1993
- Trust Boards under their own legislation eg Whakatohea Maori Trust Board, Maniapoto Māori Trust Board
- Companies formed under the Companies Act 1993 such as Miraka Ltd, which are controlled or majority owned by other Māori entities
- Limited Liability Partnerships eg Port Nicholson Fisheries LLP, Iwi Collective Partnership (ICP)



## Māori Regional Clusters/ Organisations

### large scale clusters exist already

Māori primary sector focus

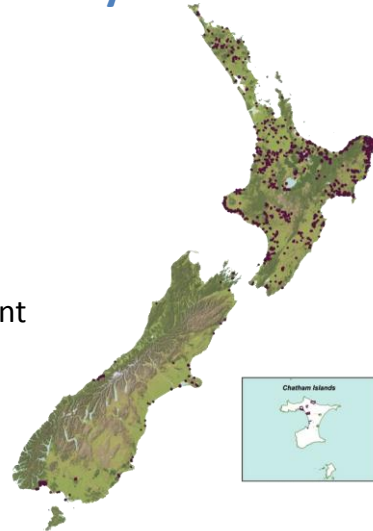
- Miraka Ltd emerged from the central North Island cluster Awhina Group
- Iwi Collective Partnership
- Te Awanui Huka Pak Limited
- Te Arawa Primary Sector group
- Taranaki and Ikaroa Rāwhiti Māori Dairy Farmers' Discussion Groups
- Maniapoto Agribusiness Forum
- Tai Rāwhiti Land Development Trust (2004)
- Te Taitokerau Māori Agribusiness Forum



## National Māori Organisations Primary Industry Focus



- Statutory Trustee
- 2,000 trusts, companies, joint ventures
- 95,000 owner accounts
- \$81m client funds



*"Ko te Kahikatea he rakau tu ki te repo engari, kahore e matotoru te tu kei te repo ke hoki nga pakiaha. No reira, kawhakaritea e Tane me whiriwhiri nga pakiakapakari ana te tu torohika ana. E ai ki, te korero nei "Me Uru Kahikatea". Tera pea, keite repo tatou e te iwi ma tenei korero tatou e ara ake"*

***FOMA was established in 1987 to foster and advance the economic interests of Māori authorities.***

FOMA delivers on this purpose by keeping it's members informed and connected. FOMA provides pathways and tools for members to develop profitability, performance and sector specific skills.

FOMA represents members interests and gives the organisation a strong national voice by regular communication with the government on issues of national importance.

The purpose of this publication is to present FOMA's purpose, services, and the benefits and privileges on offer to FOMA members. It also profiles the organisations key people, and outlines the FOMA network - including Industry and Delivery partners.



# AHUWHENUA TROPHY

BNZ Māori Excellence in Farming Award



THE AHUWHENUA TROPHY  
**RoundUp**  
NOVEMBER 2015

» AHUWHENUA TROPHY  
COMPETITION LAUNCHED IN STYLE





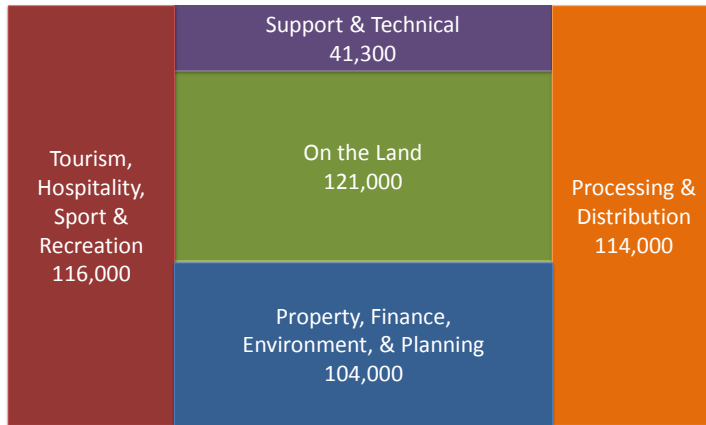
*"The Ahuwhenua Trophy competition gives a great focus to Māori working in the agricultural sector"*





## NZ's land-based sectors

**496,000 people; 20% of workforce**



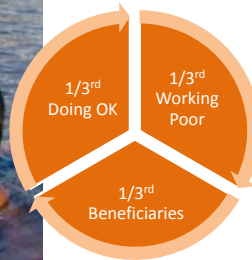




## Our People : Our Place : Our Future



Māori work age labour profile



## “We work with NZ Inc... to deliver Māori growth”





The most dangerous phrase in the language is

“We have always done it this way”

Grace Hopper – US Naval Officer and Computer Programmer



IF IT'S NOT SUSTAINABLE - IT'S NOT STRATEGY



**GREENPEACE**  
**\$441m**

  
**WWF**  
**\$295m**

  
**\$30m**

The Nature Conservancy   
**\$662m**



## LOHAS

\$546 billion worldwide market of consumers hungry for natural goods and services focused on health, the environment, social justice, personal development and sustainable living.

**TARGETED MARKETS**





## Māori Land Opportunities

### Contemporary Issues



## Māori Land Opportunities

### Contemporary Issue: What does Kaitiakitanga mean in practice today and tomorrow?





## WAIRARAPA MOANA

*nurturing our taonga*



WAIRARAPA MOANA  
*nurturing our taonga*

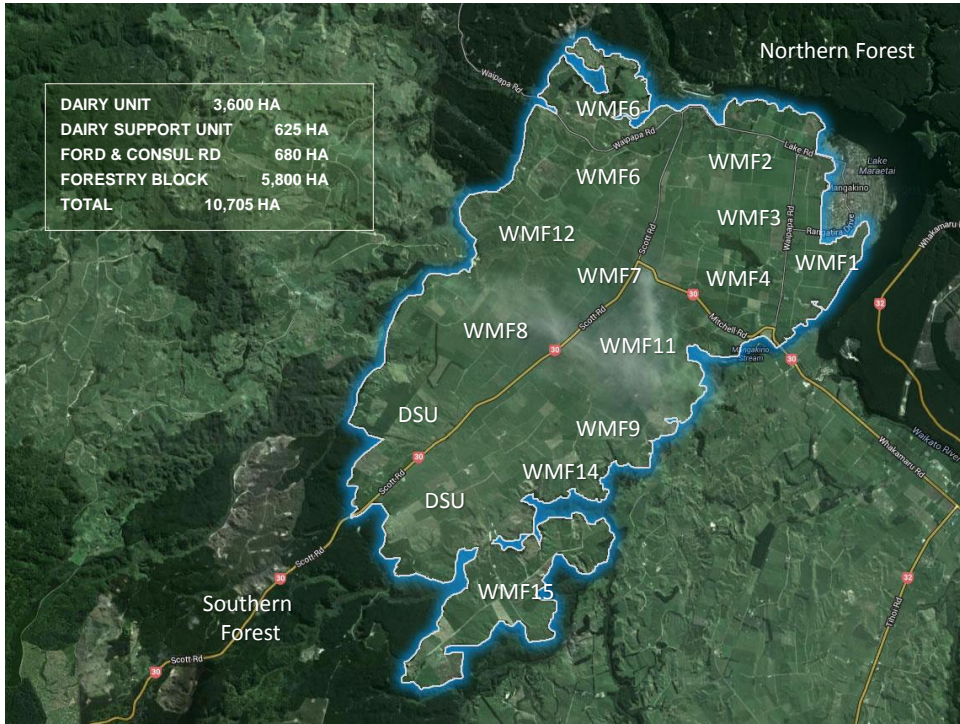
### OUR VISION

To nurture our people, our place, our future.

### OUR VALUES

Value	Behaviour	Outcome
Tika / Integrity	People behave in an open, honest and respectful way. They do the right thing and build trust.	Trusted Relationships
Whanaungatanga / Communication	Effective communication is encouraged throughout all levels of WMI and is accurate, informative and timely.	Everyone is on the same page
Rangatiratanga / Courage	Provides vision and leadership to achieve excellence in everything we do for our collective whanau.	Success in what we do
Wānanga / Knowledge	Explore, encourage and lead in an environment that shares knowledge at all levels of WMI.	Talented Team
Whanaungatanga / Working Together	The working environment is positive and collaborative so that all people are valued and have pride in themselves and WMI.	Proud People





Most primary sector companies will have or be seeking partnership with Māori... and vice-versa

**Innovation is growing**

**Significant assets**

**Working in partnership**

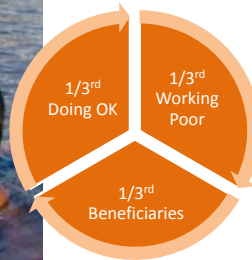




## Mobilising Māori youth and young people



Māori work age labour profile



**“Toitū te whenua, toitū te tangata” - Together, through our land we grow our people**

**“Let’s not let their tomorrow be our today”**



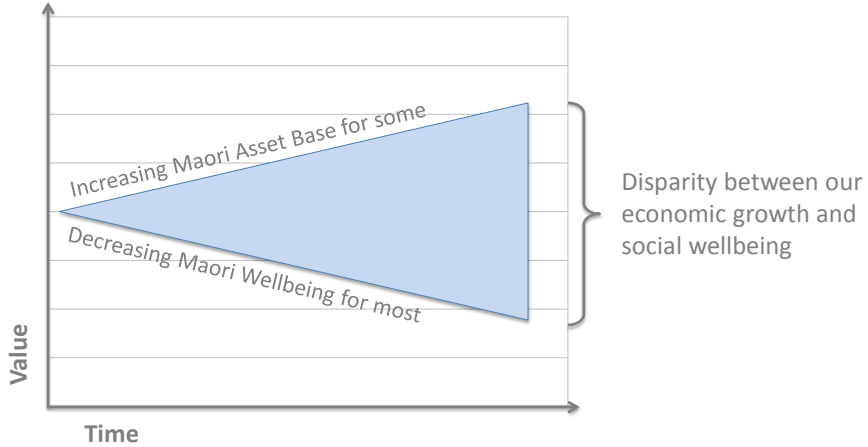
## Māori Land Opportunities

**Contemporary Issue**  
 Modern day concept of Iwi/ Tribe





## Māori have Larger Asset Bases but... “Rich vs poor”



Source: Rawinia Kamau



## Māori Economic Leadership Stanford Bootcamps – building Leadership & Collaboration

### What happened?

- 5 agency investment in Maori Leadership – a 1<sup>st</sup>!
- Focus international business models, China, design, negotiation, communicating, customer insights, innovation, strategy.
- Collaboration – what will we do together, and with others?
- Visits to Google, Ideo, Paypal



### Outcomes

- Collaborations forming – amongst Maori and with major primary sector firms
- A long-list of ideas/ projects
- Outward looking, global perspective
- Better connection – Maori, Crown, Silicon Valley



## What's different about Māori business? And who does that connect with?

- **Tikanga** (customs) – a Māori cultural approach
- **Whanaungatanga** – relationships, family, face-to-face
- **Kaitiakitanga** – guardians, inter-generational, sustainability
- **Manaakitanga** – taking care of visitors

*Māori are here to stay*

*Māori succeeding as Māori*

*Collective asset bases and models*

*Economic, Social, Environmental, Cultural drivers*

*Investment measured by benefits to communities and people*

*Inspirational leaders, 'Creating cultural pathways to commerce'*

*Age, collective decision making and structures, lack of international marketers*



*"Guizhou is where  
our heart is"  
Hon Dr Pita Sharples, 2012*



## Māori Land Opportunities

**Contemporary Issue**  
**Evolution of Tinorangatiranga**





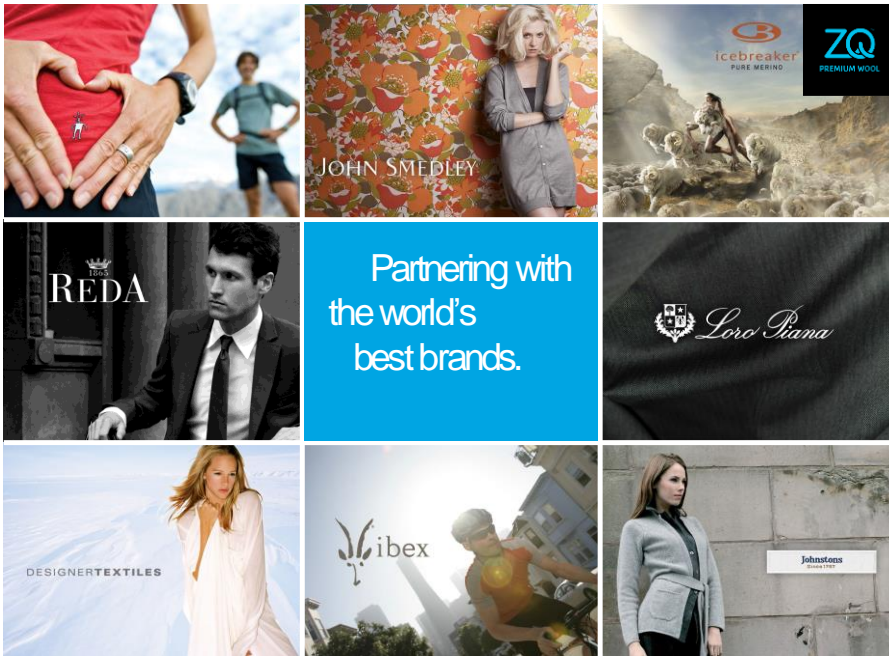
## Māori Land Opportunities

Miraka Ltd













WOOL..SUNSET INDUSTRY



**18,473**  
Kg's per day of wool lost to the  
New Zealand Wool Industry since 1990

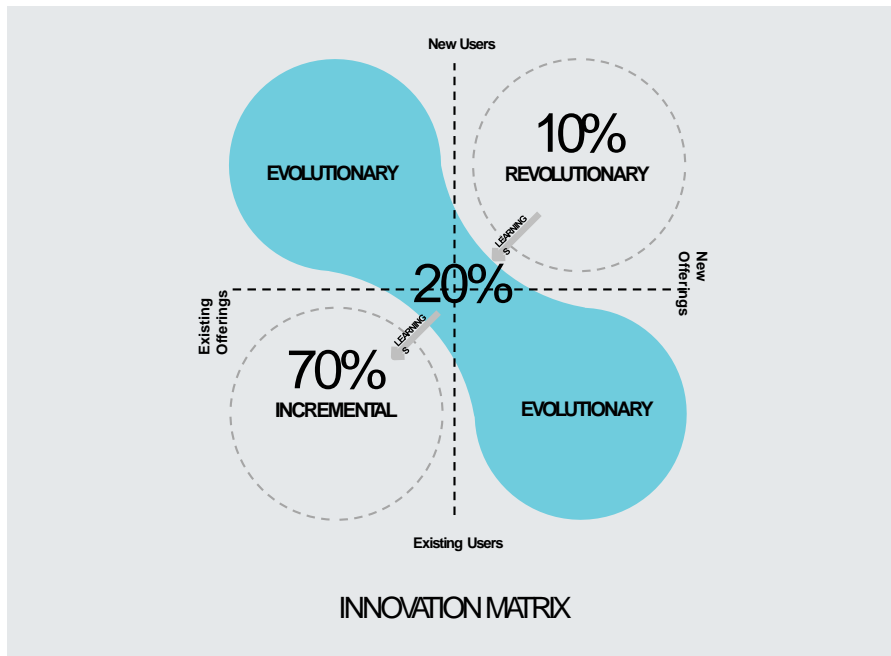


# THE SHEEP

## INDUSTRY FIGHTS BACK

BRINGING BACK SOME  
BALANCE TO NEW ZEALAND  
PRIMARY INDUSTRY





## Māori Land Opportunities



- Plant variety rights licenced to HNFC
- Unique proposition, small apple in a tube, targeted brand food, healthy snack food positioning, value add.
- 17 million of investment in two and a half years
- 120 ha of Rockit planted in NZ (including 60 ha of Maori land)
- Licenced to grow 18 countries (12 month supply strategy)
- Marketed in 31 territories (backed into Zespri Asia marketers)
- Specialised Pack Facility opened 2015
- Rockit brand trade marked globally
- 15 million turnover 2015, 30 in 2016 and 60 in 2017
- Full vertical integration model (single desk type structure like Zespri).



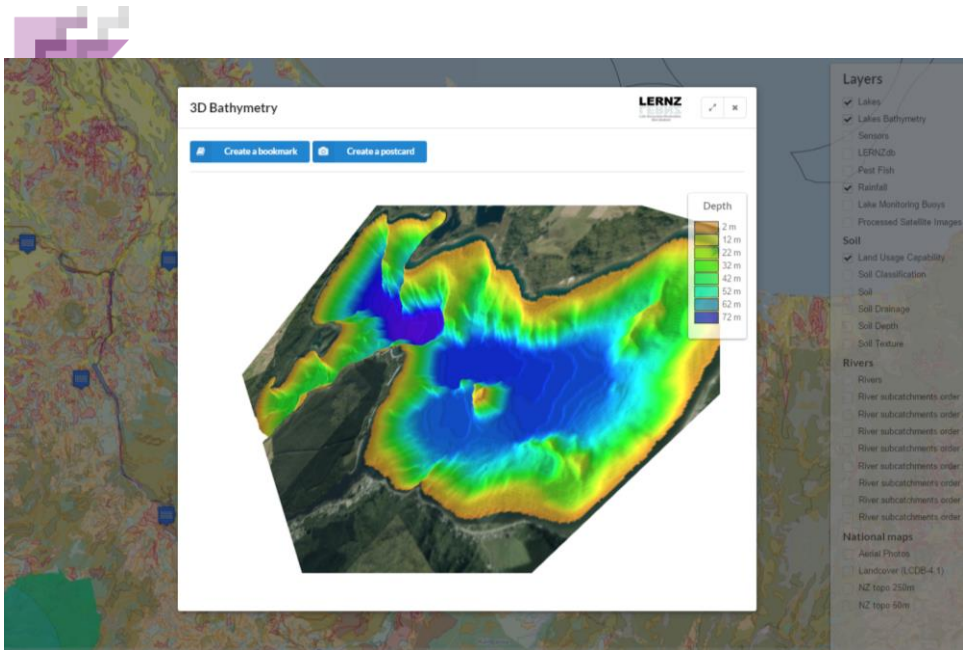
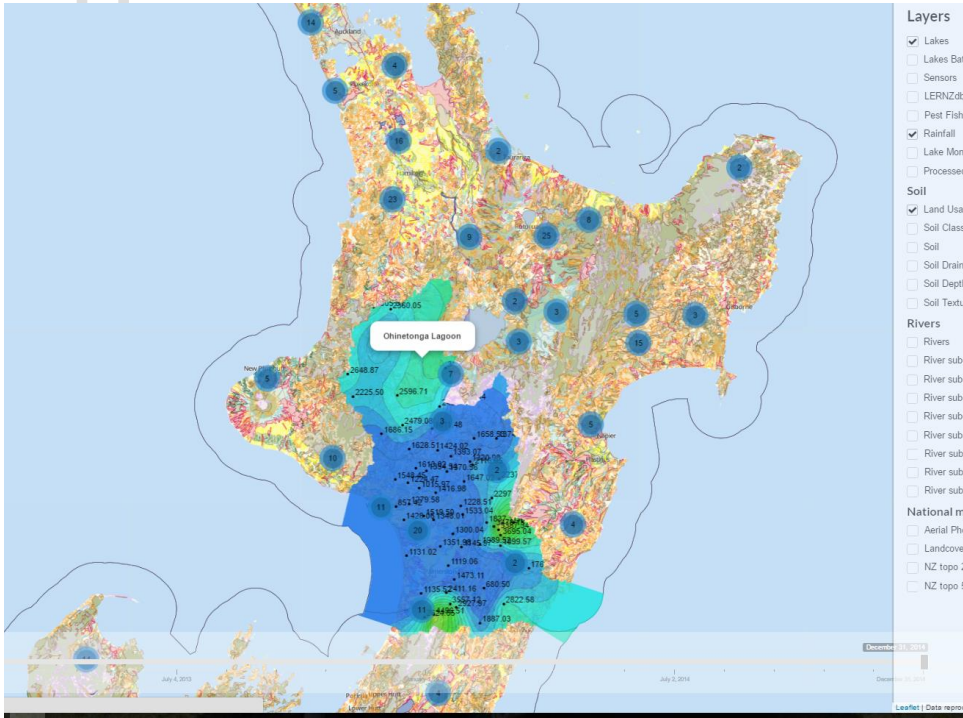


## Māori Land Opportunities



## Māori Land Opportunities









## Māori Land Opportunities



**Ma te matau ka ora**

Creating shared value through understanding our land and its potential

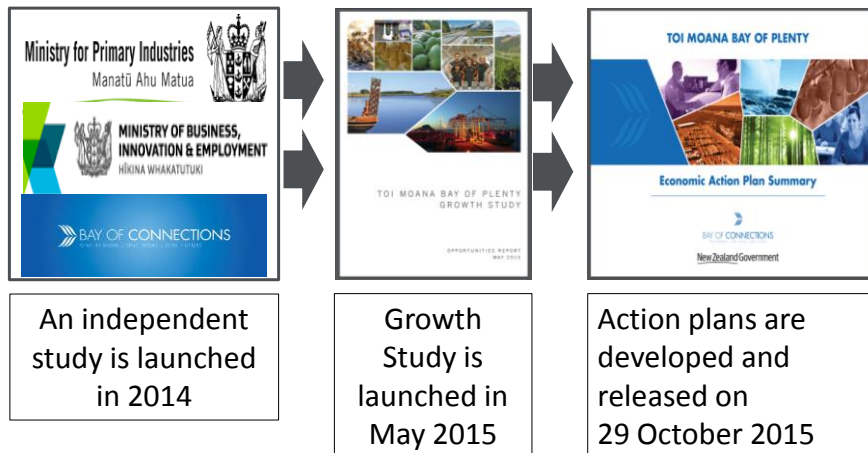


## Vision Mātauranga - Overview

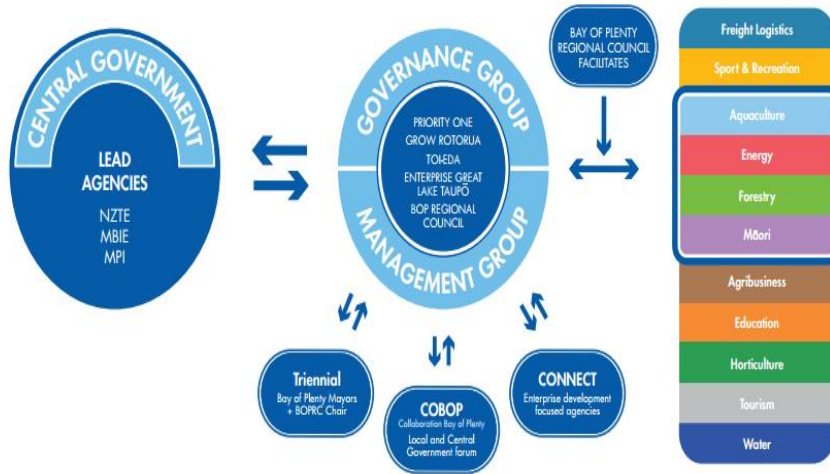


- A better understanding of the land and environment on which to grow kiwifruit
- Optimised use of inputs such as water, fertiliser and sprays to maximise profit, while continuing to minimize impact on the environment and the whenua.

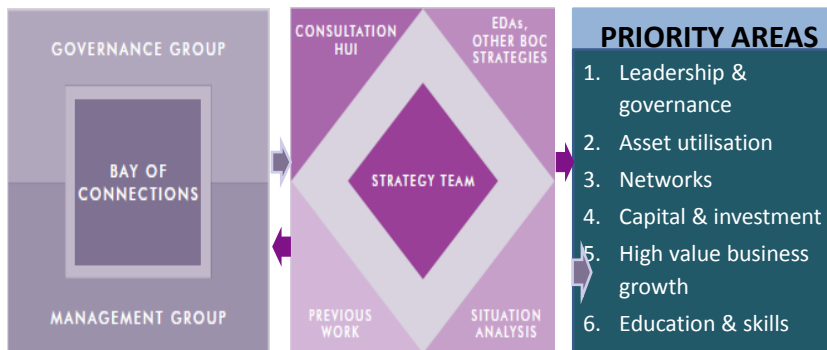
## REGIONAL GROWTH STUDY



## THE BAY OF CONNECTIONS MODEL



## HE MAURI OHOOHO – STRATEGY



### PRIORITY AREAS

1. Leadership & governance
2. Asset utilisation
3. Networks
4. Capital & investment
5. High value business growth
6. Education & skills



## MĀORI LAND UTILISATION ACTION PLAN

1. Māori Ecosystem	4. Water Dynamic Spatial Model	7. Land-Use Optimisation Toolkit
2. Māori Land Clusters	5. Sector Benchmarking	8. Lifting the performance of underutilised land
3. Accelerating Māori Governance Capacity	6. Matching Co-Investment	9. Māori Youth in Skills, Capability & Employment



## MLU: CURRENT PROJECTS

Māori Ecosystem	<ul style="list-style-type: none"> <li>• Management and enabling project implementation.</li> <li>• The project team also provide support to Māori organisation in developing applications to secure government funding/ investment into the region.</li> </ul>
Māori Land Clusters	<ul style="list-style-type: none"> <li>• Horticulture cluster – based in Te Puke, in partnership with Tūhono Whenua and led by Hinga Marsh.</li> <li>• Dairy – based in Opōtiki, in partnership with Dairy NZ and led by William McMillan.</li> </ul>
Māori Youth Projects	<ul style="list-style-type: none"> <li>• Taiohi Discovery Tour – delivered in March 2016 with great success.</li> <li>• Youth Summit – to be held 29 June 2016 @ Trinity Wharf, Tauranga Moana.</li> </ul>



# Mauri-ohooho, Mauri-tu, Mauri-ora

