

Te Taiōhanga Māori o Wairau

Māori Economy in Marlborough

2022



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Whakarāpopototanga - Executive Summary

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tae
E hī ake ana te atākura
He tio, he huka, he hau hū
Tīhei mauri ora

Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened
air.
A touch of frost, a promise of a glorious day.

The central purpose of this report is to create understanding and analyse how the economic development team at the Marlborough District Council (MDC) can better support Māori businesses (authorities and SMEs - small-to medium-sized enterprises) in a Māori economy in Marlborough. The Māori economy is currently extremely undefined in Marlborough and isn't acknowledged as a resilient and sustainable economic segment in Marlborough, like it should.

External change is an inevitable revolution to which organisations are required to adapt to in order to survive. COVID-19 has shown unprecedented conditions as Māori businesses are continuing to operate in VUCA (volatile, uncertain, complex, and ambiguous) scenarios. This report aims to explore supporting actions the MDC can take to assist local Māori businesses to recover and thrive in a Māori economy in Marlborough.

According to Stats NZ, the proposed definition of a Māori business is as follows: A business that is owned by a person or people who have Māori whakapapa (genealogy), and a representative of that business self-identifies the business as Māori.

The relative size of the Māori community present in Marlborough is shown through eight iwi who have tangata whenua status, including Te Ātiawa o Te Waka-a-Māui, Te Rūnanga a Rangitāne o Wairau, Ngāti Toa Rangatira ki Wairau, Ngāti Apa ki te Rā Tō, Te Rūnanga o Ngāti Kuia, Ngāti Kōata, Te Rūnanga o Ngāti Rārua, and Te Rūnanga o Kaikōura. Furthermore, businesses who are operated by people who identify as Māori from iwi a far.

The following report will be a research-based piece on the successes of Māori businesses in different industries across New Zealand, followed by emphasis on critically analysing what a Māori economy is. Further research is carried out via face-to-face discussion with local Māori businesses (both Māori SMEs and Māori authorities, who were willing to kōrero) in Marlborough, to gain an understanding of what Māori business owners desire from the council to support this untapped economy. This research is designed to fill the gap in the MDC's reach to Māori businesses, in a Māori economy, and the gap in the MDC's fundamental knowledge of assisting these businesses in Marlborough.

Following this will be a critical analysis of the research conducted, creating links through common themes. Specifically, providing recommendations based on these common themes as to how the MDC can best assist a Māori economy in Marlborough. Also, a relation to tikanga Māori (customs, protocols), particularly relating to best following Māori protocols during this process.

Rangahau – Findings/Research

Traditional Māori Economy

The most crucial element of this report is gauging a coherent understanding of what a Māori economy looks like and can be defined as. During my research, I analysed a PowerPoint slideshow presented by Dr Jason Mika, a professor, indigenous entrepreneurship researcher, at the school of management at Massey University. Titled: “Supporting Māori Economic Development in the region”, had a focus on three pou (pillars), including redefining economy and enterprise from a Māori perspective, Māori enterprise collaboration as an underutilised strategy, and supporting Māori entrepreneurship and innovation. Dr Mika defined a Māori economy in his own words as including:

- Post Settlement Governance Entities (PSGE’s)
- Land Corporations and Trusts
- Māori SMEs.

Emphasis was placed on a value-driven transformation of the economy, given that Māori act with mana (strength), whakaute (respect), and maintain mauri (life principle) in business and in life. This is directly related to tikanga Māori, around the way Māori behave to follow traditional protocols. The traditional Māori economy was based on reciprocity, the exchange of goods without money. Mana and whakaute were the currency during the pre-contact Māori economy. Maintaining mauri is spiritually intertwined in Māori to do right by their ancestors.

There were three exchange types, including:

- Hokohoko (immediate practical barter)
- Takoha (gifts with social obligations)
- Koha (gifts).

Hokohoko usually occurred between distant groups who had items the other group wanted, e.g., a coastal located iwi trading fish for feathers from an in-land located iwi. Takoha were the most common exchanges, where a gift was not only expected to be returned at a later date, but the gift was expected to be of greater value. Koha was an intimate gift that did not require a return gift. Mana and whakaute regulated exchange, if the gift was not seen as having more value, this could see a loss in mana. Mana and whakaute also act as the engine of the pre-contact Māori economy as the increasing value of gifts encouraged higher productivity. The traditional economy was embedded in Māori society. Exchange of goods and services help people to get what they need, but was a fundamental expression of Māori values and was subservient to the following values:

- Whanaungatanga – Coming together/Relationships
- Manākitanga – Hospitality/Support
- Rangatiratanga – Leadership/Independence
- Kaitiakitanga – Guardianship

These values are the drivers of Māori behaviour, hence why understanding traditional Māori protocol is important to understanding how Māori businesses operate, and how a Māori economy might look.

Māori Business Success in New Zealand

As of 2020, there were 1,230 Māori authorities and 471 Māori SMEs across a range of different industries that contribute to New Zealand’s economy (N., Stats. 2021, August 26). Māori authorities are businesses involved in the collective management of assets held by Māori, whereas a Māori SME are Māori businesses with fewer than 100 employees and are not Māori authorities. Māori authorities exported around \$755M

worth of goods, which is the largest value of goods exported by Māori authorities over the last 10 years. Total assets for Māori authorities reached \$24.3B, and Māori SMEs exported \$222M worth of commodities in 2020, which was the second-largest value of goods exported over the last 10 years (N., Stats. 2021, August 26).

Figure 1 shows 24% (1/4) of Māori authorities were in the primary industries, and 32% (1/3) were non-residential property operators. Māori authorities are growing at a faster rate than New Zealand businesses overall. The number of people employed by Māori authorities increased 25% over the last five years, compared with a 13% increase for all New Zealand businesses. The number of Māori authorities in the agriculture industry has remained steady over the last five years at around 200 enterprises. However, the number of employees has increased by 52 percent over the same period. (N., Stats. 2021, August 26). 62% of Māori authorities were deemed as essential businesses during COVID-19 restrictions in 2020 (N., Stats. 2021, August 26). Whereas 50% of Māori SMEs were deemed as essential businesses during the same period.

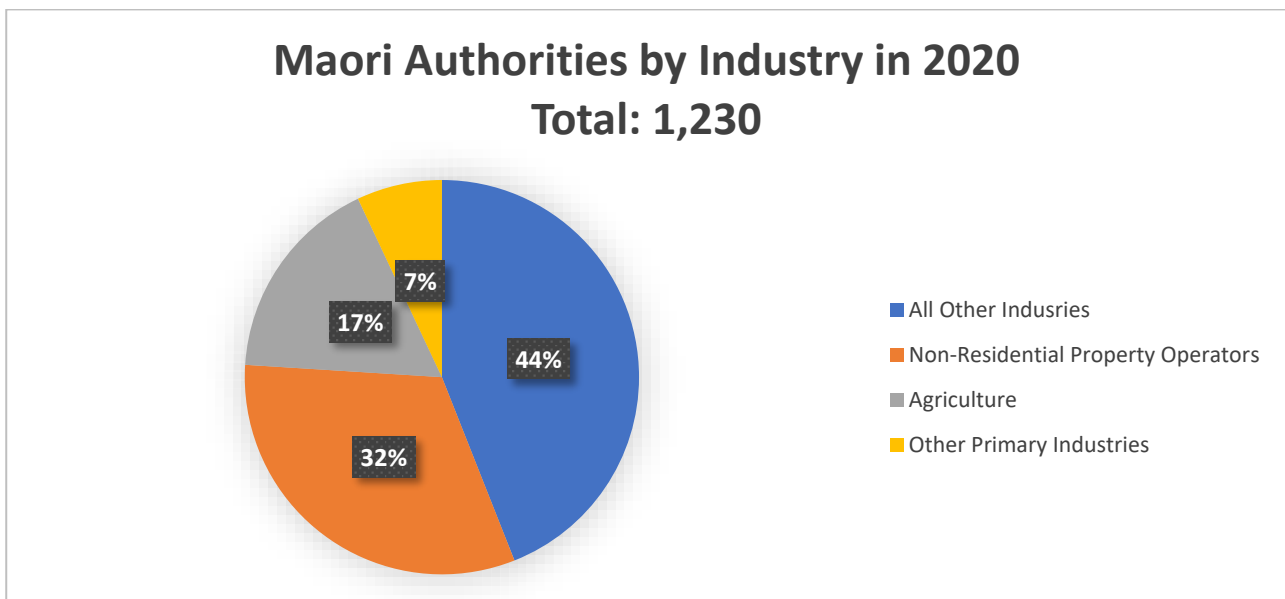


Figure 1. Graph showing Māori authorities by industry in 2020.

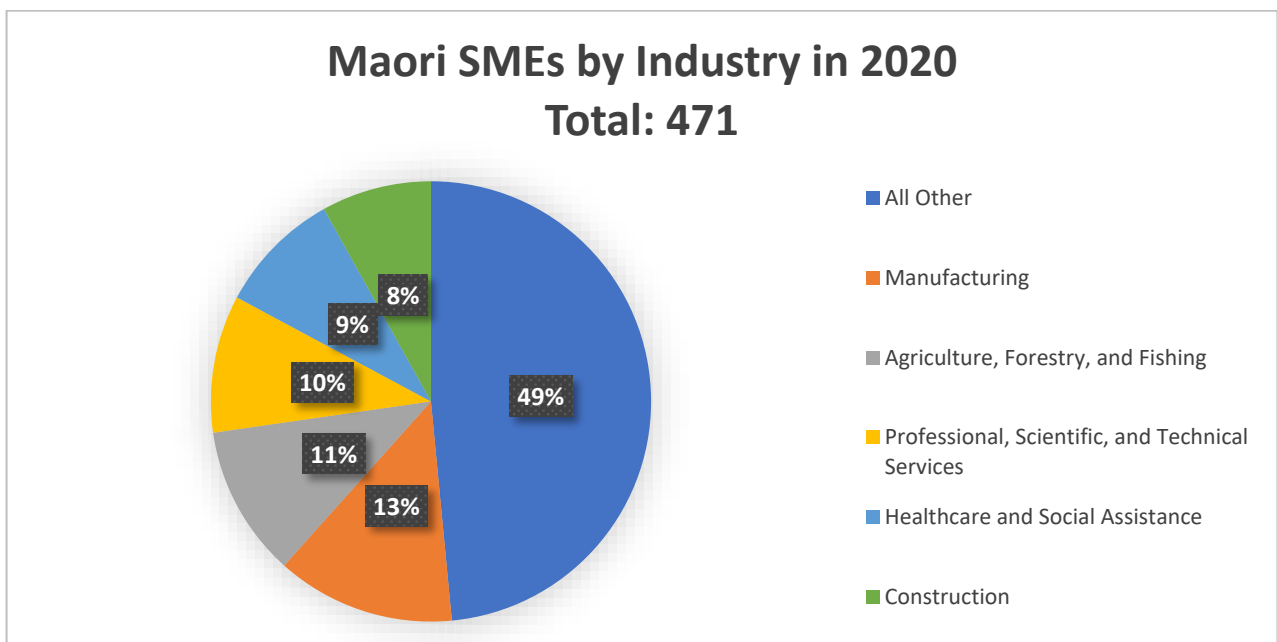


Figure 2. Graph showing Māori SMEs by industry in 2020.

According to N., Stats. (2021, August 26), the manufacturing industry is responsible for 63 Māori SMEs, with agriculture, fishing, and forestry sectors, the professional, scientific, and technical services sectors, healthcare and social assistance, and construction the next largest industries responsible for 51, 45, 42, and 39 Māori SME units respectively.

Given that most Māori businesses (Māori authorities and Māori SMEs) are concentrated in export industries - particularly in the fishing, forestry, agriculture, and tourism sectors, it is relevant to look at the relative comparisons of Māori business export statistics in New Zealand.

Māori businesses have erected into sustainable and successful businesses, some of whom operate in critical industries across New Zealand. According to N., Stats. (2021, August 26), Māori businesses (1,701) made up 0.3% of New Zealand's total businesses (562,524) in 2020. This is significantly low, however, Māori businesses account for 1.7% (\$977,000,000) of New Zealand's total value of goods exported (\$56,961,360,766) during the same period.

Triple Bottom Line Framework Regarding Māori

Regarding traditional Māori protocol, a triple bottom line framework is drastically important for supporting the Māori economy in Marlborough. Looking beyond profit (as this is typically the bottom line for the economy), planet and people aspects need to be acknowledged with equal value that is seen with profits. This is important when looking to establish and develop a Māori economy given cultural values and the way Māori operate.

According to Te Ōhanga Māori 2018 BERL report, there are five capitals linked to the three bottom lines, available to maintain and sustain future wellbeing. It is crucial the triple bottom line is analysed regarding the Māori culture as the MDC looks to support this economy. These are as follows:

Profit – Physical & Financial Capital

- These may be tangible, in the form of buildings, plant, or equipment etc. As well as intangible in the form of software, patents, databases etc. The stock of physical and financial capital of Māori is distributed across both households and enterprises, including business', trusts, and corporations. Capital among the enterprises includes considerable holdings of cash or industrial/commercial property, and investments in stocks and shares as well as PSGEs entering future development once treaty settlements are reached.

Planet – Natural Capital

- Natural resources such as land, water, fisheries, etc available to Māori. Natural resources exist in ecosystems, of which people are an integral part. It is these ecosystem services that contribute to mātauranga Māori (knowledge), to the safety and wairua (spirit) of communities, to whanaungatanga, and to health and wellbeing in the Māori culture.

People – Human, Social, and Cultural Capital

- Human capital is simply an organisation's greatest intangible asset, with elements such as loyalty, skills, education, knowledge, innovation etc, being essential and vital components of the economic value of labour.
- Social capital is the norms and values that underpin society. For Māori, social capital is embedded in cultural norms and behaviours, from how mana is respected and upheld, to collective actions supporting whānau and iwi members. Social capital also involves the connections between people, organisations, and communities – in this case, the Māori business community as an economy. While it may not be captured on balance sheets and in statistics, social capital is the thread that weaves through Te Ao Māori (The Māori world).
- Cultural capital includes the unique identities of whānau and iwi, expressed through different tikanga, mātauranga, dialects, and whakapapa.

Walker, K., Yu, X., & Zhang, Z. (2020) concluded through 10 years of empirical examinations that the three bottom lines were interrelated and could be achieved simultaneously. The three aspects move in tandem, rather than being mutually exclusive, where high performance in one dimension is related to high performance in the other two dimensions. Moreover, poor performance in one dimension is related to poor performance in the other two dimensions, regardless of the economic cycle. It is essential the MDC focuses on supporting all three bottom lines to drive high performance in the Māori economy in Marlborough. The three bottom lines are directly related to the drivers of Māori behaviour and decision-making, where whanaungatanga and manākitanga relates to the people bottom line and the connections people make. Kaitiakitanga relates to the planet bottom line and the mauri Māori share with the land/water, specifically as unique resources for such strong, thriving industries in Marlborough, and in New Zealand. Finally, rangatiratanga relating to the profit bottom line in leading whānau to generational success.

Face-to-Face Discussions with Māori Businesses in Marlborough

At a more focused glance, there are several Māori businesses in Marlborough across a range of industries/sectors, who “feel a disconnect between Māori and the Council”. I organised detailed discussions with Māori businesses in Marlborough (through a personal network) covering the viticulture/wine, iwi authority, healthcare, and arts industries/sectors. The purpose of this was to first gain an understanding on these businesses’ thoughts as to what a Māori economy looks like in Marlborough, and where they fit into it. Furthermore, questions following a SWOT analysis structure (strengths, weaknesses, opportunities, and threats) were created to gain deeper knowledge on current operations (Appendix A). These questions were designed to help the MDC to assess the best methods/actions to take to support a Māori economy in Marlborough.

With Dr Mika’s definition of a Māori economy as a guideline, local Māori businesses in Marlborough provided their own individual definitions. While some businesses didn’t have an answer to this question, others spoke about the wine and tourism industries in Marlborough owned by Māori, and whakawhanaungatanga (the coming together of relationships). Meanwhile, Rangitāne o Wairau spoke about any business being 50% or more owned by Māori. All these ideas/thoughts have merit, however, there is enough research to create an interim definition for the Māori economy in Marlborough.

Interim Definition for the Māori Economy in Marlborough

Iwi entities, as well as Māori businesses (A business that is owned by a person or people who have Māori whakapapa (genealogy), and a representative of that business self-identifies the business as Māori) including PSGEs, Māori land corporations and trusts, and Māori SMEs who contribute to producing goods, or providing services in Marlborough.

Rangitāne

According to Rangitāne o Wairau, their current organisational goals are to be profitable in their own right, helping whānau and hapū over a variety of aspects (education, housing, grants etc.), and long-term sustainability done culturally right. Their current strengths include the fact that they are a post settlement governance entity - they are a major landowner, have the ability to tell the oldest stories about Marlborough, and the right to first refusal opportunities for land development and use in Marlborough. Limitations include the capacity to engage with the MDC, and the limited amount of time the council provides them with when making decisions given that there is no clear Māori representative within the council to meaningfully engage with and have meaningful conversations.

Rangitāne stated a few ways/actions the MDC could take to support their organisational goals. Having someone within the council to meaningfully engage with – speedy, responsive, and supportive around getting to an outcome. Making resource consents, leases, and land acquisition/purchasing/selling processes more accessible, as well as support from council to simplify these for iwi and whānau. Continuously look to improve the overall quality and attractiveness of the Blenheim CBD to increase footfall counts – even introducing housing in the CBD. Supporting Māori businesses for projects and quote “having the courtesy to

provide enough time to allow iwi-whānau discussions before action is taken” – especially during such a VUCA external environmental state. Finally, what I think is the most important support method, creating a central network for Māori businesses in Marlborough. Rangitāne have a directory list on their website displaying businesses in Marlborough who identify as Rangitāne, however, connecting Māori businesses to bridge that gap of disconnect/networking is beneficial for both Māori businesses and the MDC.

Te Pā Family Wines

After talking to Te Pā Family Wines, a different perspective was gained from the wine/viticulture industry. As a successful seasonal business, Te Pā values good sustainable practice, quality manpower, and the ability to access and utilise water for fruit growth and development to grow their business. “The Marlborough region exports around 80% of New Zealand’s wine”, said Te Pā representative. Although water access is a unique resource to the business, there are also threats and limitations involved with water use. Inevitably, Māori land has been developed and used for vineyards by Te Pā – located at the Wairau Pā (Wairau Bar). “There’s been no water made available for Māori land out at the Pā”, he said. Alongside water allocation limitations, a potential threat is present in water assets falling into quote, “foreign hands” around the region.

Te Pā suggested the council support local NZ businesses (both Māori and non-Māori) before international corporates/overseas investors to support their operations – which supports the Māori economy in the bigger picture. On the other end of the spectrum, revamping the Blenheim CBD was another suggestion. “The Taylor River that flows through town is the CBDs biggest asset, and it’s not being utilised”, he said. “There’s potential for riverside cafes and shops – it’s just a bit boring”, was also said. Seeking improvement in the CBD, creating attraction for tourists, visitors, and even local families increases business-customer interactions and creates a friendly environment for people to invest in.

Manu Ora Health

It was insightful meeting with Manu Ora Health – a charitable, not-for-profit healthcare organisation. Firstly, their whakaaro (thoughts) on what the Māori economy should look like is whanaungatanga – an interconnected economy of local Māori businesses. Manu Ora’s current organisational goals are to provide healthcare for Māori and other vulnerable groups (unemployed, financially struggling, mentally ill) that the current system “doesn’t really” have space for. Their current strengths include providing a personal, friendly, affordable, and holistic experience for patients, the quality of staff on-board, and the fact that their service is unique – there is no other kaupapa (topic, purpose, programme) Māori service offering GP specialist care, alongside the partnerships they have with Te Piki Oranga, Nuku Health, and Rangitāne. Limitations include a shortage in youth nurses, and their dependency on grants/government funding – given that their service is not-for-profit, as well as the strength of their service, funding quality staff.

Manu Ora’s whakaaro on how the MDC can support Māori businesses and the Māori economy is reasonably similar to previous suggestions. Firstly, having Māori representation within council to facilitate networking – a plan to reach the Māori community and to generate the healthiest version of Marlborough. Given that Manu Ora is dependent on grants/funding, providing government funding for staff and operations. The ability to collaborate with the council on different programmes, e.g., exercise programmes in parks and access for transport to appointments. “We shouldn’t be working in silos, we should be promoting health and well-being”, said a Manu Ora representative. Establishing a central networking system through the council with Māori businesses allows connections to be made between Māori organisations, and the wider Marlborough community.

Neame Art

Neame Art collaborates with different art galleries and produces paintings of the Marlborough landscape as well as pieces with a Māori emphasis. When asked about his personal definition of the Māori economy in Marlborough, businesses like Te Pā Family Wines and Māori history tours in the Marlborough Sounds came to mind, followed by, “who else is there?”. “We need to connect everyone”, said Neame Art representative.

At this point in his career, close to retiring, he suggested bright ideas for the MDC to support youth artists in Marlborough.

Firstly, again, creating a network for Māori businesses and Māori artists to connect for future collaborations and projects. Putting aside a section in the new Blenheim library to showcase the best of Marlborough's art (paintings, film, carving, weaving, etc.), for both Māori and non-Māori artists. Māori art exhibitions telling old precious stories have gone forward in the past, however, a lack of advertising saw only Māori show support at such events. As such a huge part of this region, the Marlborough public can benefit from the MDC utilising their media channels to advertise future events. For a second time amongst this research, revamping the Taylor Riverbank was suggested. "There is potential to include art studios and cafes [along the riverbank] to liven up Blenheim", he said.

Ngā Tāhū – Common Themes

After conducting this research and analysing the information collected, four common themes arose. These themes are linked to the traditional values of the Māori culture (whanaungatanga, manākitanga, rangatiratanga, and kaitiakitanga). Although the number of Māori businesses discussing how the MDC can support a Māori economy is low, the themes that have emerged from these discussions are extremely strong among each business and may be solutions to the number of businesses the MDC has reach to. These common themes are as follows:

1. An absence of a Māori representative within the MDC
2. A need for creating a central network for Māori businesses in Marlborough
3. Improving/revamping the Blenheim CBD – specifically, utilising the Taylor Riverbank
4. Telling locally preserved Māori stories through various ways

Closely linked to manākitanga (hospitality/support) and rangatiratanga (leadership), an absence of a Māori representative within the council leaves a gap between the MDC and Māori businesses to meaningfully communicate. There is no clear Māori point of contact for iwi and whānau (inclusive of Māori SMEs) within the council for businesses to engage with and receive the support they need. There is an opportunity for the MDC to appoint a Māori leader within the council (working closely with the economic development team) to support and work alongside the Māori community in Marlborough. Supporting whānau and iwi with regulatory documentation, meaningfully discussing issues and/or potential future actions/projects, a point of contact for future collaborations between the council and Māori businesses to take place, etc., are all points brought up by local Māori businesses in which the council can provide support for.

Closely linked to whanaungatanga (relationships), a need for creating a central network for Māori businesses in Marlborough is essential. There are multiple reasons provided from the face-to-face discussions with local Māori businesses, including actually being able to identify local Māori businesses, having the ability to reach out to the Māori community, being able to support Māori businesses for work projects, and establishing genuine relationships for collaboration between Māori businesses and the MDC.

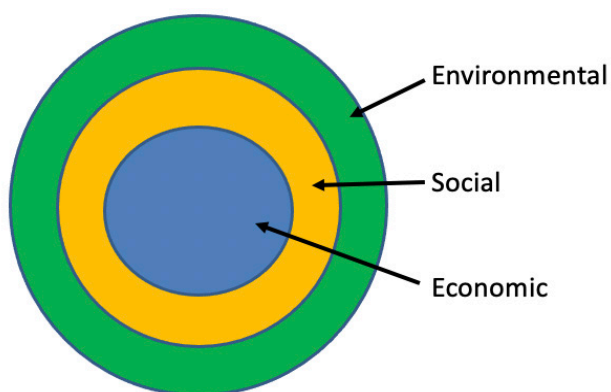
Linked to kaitiakitanga (guardianship), improving/revamping the Blenheim CBD was common among the discussions. Specifically, comments were made about revamping the Taylor Riverbank to showcase a "riverside" café setting, including art studios and shops. After getting the results from the Marlborough Town Centre Health Check survey, 73% of respondents said that the Blenheim CBD had not improved over the last two years, and comments were made about celebrating the Taylor River more.

Finally, linked to all four Māori values, telling the local stories of the Marlborough region. There is so much rich history and stories that can be told on a large scale through various ways, including carving, weaving, art, sculpting, and film. Some of these stories include but are not limited to the Te Rauparaha battle at the Wairau Affray in Tuamarina, Kupe and Te Wheke-a-Muturangi (Polynesian navigator), and Tuia 250 (Captain Cook's arrival at Meretoto/Ships Cove) which was a significant event held in Marlborough in 2019. It is these stories that define Māori, where Māori come from and who we are. They show connections that

Māori have to the land and are unique to Māori, and New Zealand. After talking with Māori representatives within the NZ film commission, I was informed that Māori story telling has been the most commercially successful in terms of the international market. “It’s like our pepeha/mihi, we never start with ourselves, we always start with our mountain, our river, our marae, our ancestors, our waka, before us”. This analogy describes the process of telling Māori stories, in whichever method, which defines Māori.

Going back to the triple bottom line and relating this to the common themes that arose from the research, they are to do with the planet and people bottom lines, and not the profit bottom line. An absence of a Māori representative within the council (common theme 1), and a need for creating a central network for Māori businesses in Marlborough (common theme 2) relates to the people bottom line – more specifically, the human and social capitals. Whereas improving/revamping the Blenheim CBD – utilising the Taylor Riverbank (common theme 3) relates to the planet bottom line, or natural capital. Whilst telling local Māori stories (common theme 4) relates to both the people and planet bottom lines.

This is called the Ecologically Dominant Logic.



The ecologically dominant logic is a sustainability logic utilised by organisations suggesting that to have all three bottom lines working in tandem, driving high performance, prioritisation is on protecting the environment and its natural resources (planet bottom line), then society (people bottom line), before considering profits. Economic and social (profit and people) bottom lines are nested within environmental issues. This is because environmental issues are now at the forefront of the global agenda. Natural resources are depleting, being delayed, and are becoming far less accessible at an alarming rate.

External environmental pressures on businesses require necessary resilience tactics to overcome and to achieve reaching the inner sectors of this matrix. Following this, the social (people) bottom line can be visited and prioritised. Finally, focus can be put onto profit generation, and eventually, all three bottom lines will be co-existing and working alongside each other to drive higher performance. Given that the Māori economy in Marlborough is not as visible/connected as it could be and is under-developed as a collective unit, it comes as no surprise seeing planet and people bottom line related needs from local Māori businesses. The current global business strategy is sustainability, whether that be reducing emissions, sustaining natural resources, or employee retention. Preparing for, and having the capability to respond to, and recover from environmental issues through sustainable, resilient practices is the direction that businesses are having to go towards. Hence the common themes found from local Māori business needs are leaning towards sustainable actions from the MDC to grow and support the Māori economy.

Ngā Taunaki – Recommendations

It would be impossible to expect major developments and extensive support to the Māori economy in Marlborough overnight – so to speak. Moreover, it would also be unreasonable to recommend every support method that local Māori businesses have stated. In saying that however, there are a few recommendations that can be made to the MDC to act on immediately, although they may be long processes.

The MDC Should Strongly Consider Appointing a Māori Representative within the Council

This was an extremely strong theme among the different discussions had with local Māori businesses. The underlying issue was that there was a disconnect between the council and Māori businesses. The

representatives of the Māori businesses interviewed wanted a direct point of contact within the council for a number of reasons. Looking through both manākitanga and rangatiratanga lens', appointing a leader within the council allows hospitality between the two parties to meaningfully communicate. Establishing a channel of meaningful engagement provides Māori businesses support through various aspects, including making consents and regulatory documentation accessible and easy to conduct/complete, supporting Māori businesses during projects/plans, as well having the ability to negotiate/discuss and compromise on any issues/disagreements present. A Māori representative within the council would also allow local iwi (listed above, pg. 2) to work alongside the council for the good of Māori businesses and the Māori community that contributes to the Marlborough community and the Marlborough economy.

Create a Central Network for Māori Businesses

An absence of a central network for Māori businesses was prominent among the discussions that took place. Quoted above, Neame Art representative said, "who else is there?", after naming a couple well-known Māori businesses. There is a genuine need for a networking channel for Māori businesses in Marlborough, connecting with the MDC and each other for several reasons. Looking through a whanaungatanga lens, creating this central network promotes connections in the Marlborough region for Māori businesses. Although Rangitāne o Wairau have their own list on their website of Rangitāne affiliated businesses, there are 7 other local iwi in Marlborough, as well as business owners with affiliations to different iwi in New Zealand who reside in Marlborough. The known Māori businesses in Marlborough are quite possibly a fraction of all, providing all the more motive to connect them and really develop a cohesive Māori network. The establishment of such a network will support collaboration opportunities with Māori businesses in the future, open up the Māori community to Māori businesses, and allows these businesses to genuinely support one another whether that be about any of the three bottom lines. Networking is crucial, and an exchange of information/services expands one network into another, and another etc.

Personal Note

I affiliate to Rangitāne, Te Ātiawa, and Ngai Tahu. Two of which hold tangata whenua status in Marlborough. What is interesting to me is the connective relationship inside and outside of politics between my iwi, and all Te Taihū iwi for that matter. An example of whakawhanaungatanga, collaboration between Marlborough/Te Taihū iwi striving to benefit all Māori in the region, which intern will benefit non-Māori, as well as the economy. My personal wishes for the future of the Marlborough region is cohesion, collaboration, and success. My aim is that this report will encourage meaningful conversations within the council that eventuate into positive, actionable outcomes that support Māori and their businesses.

Ngā Pātai - Questions

It is simply not feasible to recommend all wishes brought to light from local Māori businesses. With that being said, questions have arisen which can be directed at the council to further help support these businesses.

- Together, what can the council and iwi do about revamping the riverbank in the CBD, is it feasible? How can other aspects of the CBD be improved to increase customer interaction? Looking at the results of the Blenheim Town Centre Health Check survey that had 342 respondents, 73% said the Blenheim CBD had not improved over the last 2 years. It was stated that a riverside setting with cafes, shops, and art studios would support local Māori businesses. Maybe it's time we critically look at this.
- Are these recommendations and this approach to improving the Māori economy suitable for all businesses in Marlborough, and the entirety of the Marlborough economy? Do Māori and Pākehā businesses owners desire the same thing? Operate the same way? Need to be treated the same way? I tried to connect with the Whakatu Corporation to obtain perspective from larger-scale businesses, as Tohu Wines and Kono Wines are under their umbrella. Unfortunately, I was unable to gain any

traction from this due to the summer period of a summer student. Perhaps separate research would need to be undertaken to make a conclusion on this.

- Can government funding be made available to not-for-profit Māori organisations who operate in the healthcare sector? Is this feasible? How can the council help in this regard?
- How can the new screen Marlborough office incorporate Māori stories? Is this feasible? What resources are necessary for this? It is understood that there are collaborations in the pipe line, however, given the importance of Māori stories to Māori, to Marlborough, and to New Zealand, how can the council support an increasing showcasing of Māori story telling in different forms?

Mutunganga - Conclusion

Nā reira, ma tini ma mano, ka rapa te whai – many hands make light work, unity is strength. Meaningfully and effectively working together is how local Māori businesses need support. In order to support the Māori economy better, I suggest the Marlborough District Council work collaboratively alongside Māori businesses by strongly considering the appointment of a Māori representative within the council and supporting the creation of a central network for Māori businesses. The overlap of themes between the different discussions was extremely strong, illustrating the demand for these actions to come to life. In terms of aligning with both the MDC Economic Well-Being Strategy and the Te Tauihu Intergenerational Strategy (Tupuna Pono), the cross-over of values, and the emphasis placed on supporting response and recovery processes are similarities. Perhaps focusing on stronger collaboration are the next steps to fully align all strategies. The statistics show the established success of Māori businesses in New Zealand, however, given the current uncertainty of the external environment, Māori businesses need people and planet bottom line support. It is important for the MDC to understand rangatiratanga, kaitiakitanga, whanaungatanga, and manākitanga when moving forward with developing the Māori economy in Marlborough.

Ngā Tohutoro – References

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Ngā Tāpiritanga - Appendices

Appendix A – Questions used during discussions with Māori businesses in Marlborough

<p><u>Strengths-related Questions:</u></p> <ul style="list-style-type: none"> • Do you possess a sustainable competitive advantage? Explain this? • What unique resources do you have access to, and how does help you? • How can the MDC contribute to exploiting current strengths? 	<p><u>Opportunity-related Questions:</u></p> <ul style="list-style-type: none"> • Describe your organisational goals/needs and explain how the MDC can assist these should you see fit. • Explain any weaknesses that your competitors have that you could potentially take advantage of, and how the MDC could support this? • How can the MDC better support a Māori economy in Marlborough?
<p><u>Weakness-related Questions:</u></p> <ul style="list-style-type: none"> • Explain any limitations to your current operation(s)? • Is there any expertise you lack within your industry/sector? • How can the MDC contribute to rectifying current weaknesses? 	<p><u>Threat-related Questions:</u></p> <ul style="list-style-type: none"> • What are the negative aspects in the current market? • What does competition look like in the future?