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Internationalisation of Māori Businesses in the Creative Industry Sector:
Ko te rerenga o te toki a Tū, he whare oranga.

A thesis presented in partial fulfilment of the requirements for the degree of

Doctor of Philosophy
in
Management

at Massey University, Albany, New Zealand.

Virginia Carolyn Ann Warriner

2009
Abstract

The aim of this thesis was to study how Maori businesses in the creative industries internationalise products and services. Sub-topics also investigated were the motivators and drivers, the types of support received and the challenges associated with exporting. The exporter, not yet exporter and non-exporter formed the three groups for this study. A mixed-method approach utilising a postal survey and in-depth face-to-face interviews provided the data and results for the main findings. Ten themes emerged from the survey results and assisted with interpreting the interviews. An original koru framework was presented throughout the thesis to portray the findings as they evolved.

Networking was identified as the preferred internationalisation approach in this study. Of the ten themes, the uniqueness of a product was the most important driver to exporting. Māori tikanga was also relevant as a Māori business driver and presented challenges when Māori principles were incorporated with everyday mainstream practices. Māori tikanga was the only theme specific to the Māori participants, whereas the other nine aspects are likely to pertain to non- Māori businesses in this sector.

“Strong” and “weak” ties were integral to the participants’ support infrastructure. However, government and its agencies were considered as being unhelpful to the smaller firm. Finance and exporting costs, followed by a lack of government assistance and incentives were the main export challenges for the participants. Another challenge for exporters were in finding suitable agents, contacts and distributors, whereas fluctuating exchange and interest rates were a problem for the not yet exporting group.

A recommendation for Māori businesses is to continue creating unique products and to target international niche markets. Government needs to reassess their support policies and provide initiatives especially appropriate to micro and small businesses in the creative industries. There is also a need for government export agencies to better understand and market the uniqueness that Māori and their products offer to the international arena.
Acknowledgements

“Whāia e koe te iti kahurangi, ki te tuohu koe he maunga teitei -
Strive for honourable goals despite its challenges”

This thesis has been a journey of discovery – academically and personally. With hindsight the journey began with a mix of innocence and enthusiasm; as I reach the end of this journey I am aware of the dogged determination and unwavering support that has sustained me in these latter stages.

Particularly towards the end, I am aware of the debt of gratitude I owe to so many who believed in me, and selflessly committed time, energy, love and encouragement to see this work completed.

I would like to thank my husband Rob, our children Sian and Wiri, my uncle Professor Tamati Reedy, whānau and extended whānau, colleagues, workmates, and my friends for their patience, support and encouragement in enabling me to complete this piece of work. In particular I must especially thank my mum for her inspiration, wisdom - and for popping over to help with the vacuuming, doing the washing, cooking tea…….

My supervisors John Monin and especially Anne de Bruin who has been essential to this work; it would not have been completed without Anne’s optimism, challenge, sensitive support, and the occasional strategic chastising. More than one person has commented on how fortunate I was to have Anne supervising this thesis. They were so right.

My appreciation must also go out to the people who so willingly participated in this project, and shared so much of their time, successes, their struggles and their aspirations. I only hope this work does justice to their invaluable contribution.

I thank my family for giving me space; my employer for being so generous and flexible in giving me time; my father for giving me determination; and my mum for giving me the inspiration to follow in the footsteps of my tupuna.
## Contents

Abstract ii  
Acknowledgements iii  
Table of Contents iv  
List of Tables viii  
List of Figures viii  
Glossary of Māori Terms ix  
Abbreviations xii

### Chapter 1: Introduction 1

1.1 Aim and Scope of the Study 1  
1.1.1 Research Objectives 3  
1.1.2 My Koru Framework 4  
1.1.3 Major Literature Streams 5  
1.1.4 My Motivations 6  
1.1.5 Chapter Overview 7  
1.2 Background to the Study 8  
1.2.1 The Knowledge Economy 9  
1.2.2 Māori Economy 10  
1.2.3 Entrepreneur and Entrepreneurship 11  
1.2.4 Māori Entrepreneurs and Entrepreneurship 13  
1.2.5 Defining a Māori Business 15  
1.2.5.1 Defining a Māori Business for this Thesis 17  
1.2.6 New Zealand and the Creative Industries 17  
1.2.7 Defining the Creative Industries 18  
1.2.7.1 Defining the Creative Industries for this Thesis 21  
1.2.7.2 Māori and the Creative Industries 21  
1.2.8 Drivers of Internationalisation 23  
1.2.9 Challenges for Exporters 24  
1.2.9.1 Challenges for Māori as Exporters 25  
1.3 Contributions of the Study 25  
1.4 Delimitations of this Thesis 26  
1.5 Chapter Outline 27

### Chapter 2: The Road to Exports: Literature Review 29

2.1 Introduction 29  
2.2 Global Economy: Exploring the Environment 30  
2.3 Internationalisation Process 32  
2.3.1 The Stages Approach 33  
2.3.2 The Born Global Approach 35  
2.3.3 The Networking Approach 37  
2.3.4 Other Approaches 40  
2.4 Drivers to Exporting 41  
2.4.1 Motivators 41  
2.4.2 Opportunities – Push and Pull 43
2.4.3 Strategies
2.4.3.1 Niche Markets
2.4.3.2 Creativity
2.4.3.3 Authenticity
2.4.3.4 Technology
2.4.4 International Entrepreneurship
2.5 Support Infrastructure
2.5.1 Government
2.5.2 Government and the Creative Industries
2.5.3 Family, Friends and Foolhardy People
2.6 Māori Business Drivers
2.6.1 Māori Values/Māori Tikanga
2.6.2 Motivators/Opportunities
2.6.3 Strategies
2.6.4 Support Infrastructure
2.7 Challenges to Exporting
2.7.1 Industry Challenges
2.7.1.1 Industry Challenges for Māori Businesses
2.7.2 Firm Specific Challenges
2.7.3 Market Challenges
2.7.3.1 Market Challenges for Māori Businesses
2.7.4 Financial Barriers
2.7.4.1 Financial Challenges for Māori Businesses
2.7.5 Managerial Challenges
2.7.5.1 Managerial Challenges for Māori Businesses
2.7.6 Māori Values/Māori Tikanga
2.8 Conclusion

Chapter 3: Research Approach
3.1 Introduction
3.2 Research Considerations
3.2.1 Mixed-Methods Approach
3.2.1.1 Interviews
3.2.2 Research Pathway for Māori
3.2.2.1 Indigenous Knowledge
3.2.2.2 A Māori Worldview
3.2.2.3 Kaupapa Māori
3.2.2.4 Mātauranga Māori
3.2.3 Research Approach Framework for this Thesis
3.3 Ethics and Māori Values
3.3.1 Māori Values and Protocols
3.3.1.1 Research Ethics Approval
3.3.2 Informed Consent
3.3.3 Ethics and Interviewing
3.4 Research Procedures
3.4.1 The Survey
3.4.1.1 Piloting the Survey
3.4.1.2 Selection Criteria
3.4.1.3 Sample Search
3.4.1.4 Survey Documents
List of Tables

Table 4.1: Gender and Business Profile 107
Table 4.2: Creative Industry Sector: Gender and Exporters 108
Table 4.3: Business Operations: Gender and Creative Industry Sector 109
Table 4.4: Products and Services Summary 111
Table 4.5: Ownership Structure: Gender, Age and Exporting Status 112
Table 4.6: Motivations for Set-Up in Creative Industry: Gender and Age 114
Table 4.7: Support Networks: Gender and Exporters 117
Table 4.8: Support Networks 119
Table 4.9: International Markets Summary 121
Table 4.10: Principal Markets Summary 122
Table 4.11: Entry Modes Summary 125
Table 4.12: Motivations and Opportunities to Exporting 127
Table 4.13: Road to Exporting 129
Table 4.14: Challenges to Exporting 141
Table 5.1: “Not Yet” Exporters 155
Table 5.2: Internationalisation: Drivers, Support and Challenges 156
Table 5.3: “Yes” Exporters 186
Table 5.4: Internationalisation: Drivers, Support and Challenges 187
Table 6.1: The Internationalisation Approach 208

List of Figures

Figure 1: Koru Framework 4
Figure 2: Koru Framework: Literature Review Topics 30
Figure 3: The Research Approach Framework 87
Figure 4: Relevant Aspects of the Koru Framework 147
Figure 5: The Koru Framework – Final Version 219
### Glossary - Māori Terms

<table>
<thead>
<tr>
<th>Māori Term</th>
<th>English Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ahurei</td>
<td>uniqueness</td>
</tr>
<tr>
<td>Aotearoa</td>
<td>New Zealand</td>
</tr>
<tr>
<td>ara ake</td>
<td>pathway, upwards</td>
</tr>
<tr>
<td>aroha</td>
<td>love, compassion, empathy, caring for others</td>
</tr>
<tr>
<td>auaha</td>
<td>creativity</td>
</tr>
<tr>
<td>ea</td>
<td>satisfaction</td>
</tr>
<tr>
<td>haka</td>
<td>Māori war dance</td>
</tr>
<tr>
<td>hapū</td>
<td>sub tribe</td>
</tr>
<tr>
<td>hau</td>
<td>vital essence, cosmic power, wind</td>
</tr>
<tr>
<td>he māori tēra, i a tātou, i a tātou</td>
<td>“That’s us, we are Māori, all of us”</td>
</tr>
<tr>
<td>he kanohi kitea</td>
<td>a face that is often seen</td>
</tr>
<tr>
<td>hui</td>
<td>meeting or gathering</td>
</tr>
<tr>
<td>Hui Taumata</td>
<td>Māori economic development meeting</td>
</tr>
<tr>
<td>ingoa pai</td>
<td>reputation</td>
</tr>
<tr>
<td>iwi</td>
<td>tribe, people</td>
</tr>
<tr>
<td>ka mau te wehi, te ihi, te wana</td>
<td>awesome, spectacular, wonderful</td>
</tr>
<tr>
<td>kaitiakitanga</td>
<td>protection, taking care of natural resources and taonga</td>
</tr>
<tr>
<td>kanohi ki te kanohi</td>
<td>face-to-face</td>
</tr>
<tr>
<td>kapa haka</td>
<td>Māori song and dance team</td>
</tr>
<tr>
<td>kaumātua</td>
<td>elders</td>
</tr>
<tr>
<td>kaupapa</td>
<td>plan, topic, protocol, guiding principle, strategy</td>
</tr>
<tr>
<td>kaupapa Māori</td>
<td>Māori based methodology, themes or strategies</td>
</tr>
<tr>
<td>kia ora! (or tēnā koe!) ko wai koe?</td>
<td>Hello! (Hello! formal greetings to one person) Who are you? (who do you belong to, your connections, iwi, hapū). Where are you from? (place of abode).</td>
</tr>
<tr>
<td>no hea koe? – (Māori greetings)</td>
<td>Kei te pai! Good! Good!</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>kiwi</td>
<td>slang for New Zealander</td>
</tr>
<tr>
<td>kohia</td>
<td>gift (to be reciprocated), contribution</td>
</tr>
<tr>
<td>kōrero</td>
<td>speak, news, narrative</td>
</tr>
<tr>
<td>koru</td>
<td>fern frond, spiral pattern</td>
</tr>
<tr>
<td>kotahitanga</td>
<td>partnership</td>
</tr>
<tr>
<td>kuia</td>
<td>old lady</td>
</tr>
<tr>
<td>Kura Kaupapa Māori</td>
<td>Primary schools</td>
</tr>
<tr>
<td>mahakī</td>
<td>humble</td>
</tr>
<tr>
<td>mana</td>
<td>authority, prestige, religious power</td>
</tr>
<tr>
<td>manaakitanga</td>
<td>care for, entertain, show respect, hospitality</td>
</tr>
<tr>
<td>Manatu Māori</td>
<td>Ministry of Māori Affairs</td>
</tr>
<tr>
<td>Māori</td>
<td>Tangata whenua – local people of the land, or indigenous (native) people of New Zealand</td>
</tr>
<tr>
<td>Māoritanga</td>
<td>Māori culture</td>
</tr>
<tr>
<td>marae</td>
<td>ceremonial courtyard, village, meeting place and buildings</td>
</tr>
</tbody>
</table>
matau
mātauranga Māori
mauri
ngā ohanga
Ngāti Whatua
Ngāti Porou
ora
pa
pai o ngā mea
Pākehā
paua
pepeha
pounamu
puāwai
puipui
putaiao taha tangata
rāpumentary
rōpū
taha wairua
tangata whenua
taonga
taonga puoro
taonga tuku iho
tapu
tau utuutu
Te Ao Māori
Te Kohanga reo
te reo Māori
Te Tiriti o Waitangi
tika
tikanga
tiki
tino rangatiratanga
tipu
tohu kairangi
Toi iho
Toi Māori Aotearoa
tohu
tohu kairangi

fish hook
traditional Māori knowledge
life force, unique power
economics
Māori descendents from the Auckland to Dargaville region
Māori descendents from the East Coast of New Zealand
life
Māori fortress
quality
A person of predominantly European descent in New Zealand
shellfish, abalone
proverb, saying
greenstone, jade
expansion
grass skirt
technology
documentary
community groups
spirituality
local people, aborigine, native, Māori people of the land
treasures, valued resources, assets, prized possessions
treasures that have been passed down (from the ancestors), precious heritage
potential power, sacred, forbidden
reciprocity
the Māori world and its principles
Māori preschools
the Māori language
Treaty of Waitangi – is a document signed in 1840 between Queen Victoria’s representatives (the Crown) and the indigenous people of New Zealand at that time, namely Māori.
appropriate behaviour, good grace
Māori customs, practices, protocols and values
neck pendant
self-determination
growth
doctorate
Māori made
Māori Arts Council
symbol
doctorate
<table>
<thead>
<tr>
<th>Māori Word</th>
<th>English Translation</th>
</tr>
</thead>
<tbody>
<tr>
<td>tōtara</td>
<td>tōtara tree</td>
</tr>
<tr>
<td>tūmanako</td>
<td>hope</td>
</tr>
<tr>
<td>tupu</td>
<td>growth</td>
</tr>
<tr>
<td>tupuna</td>
<td>ancestors</td>
</tr>
<tr>
<td>tutū</td>
<td>meddle</td>
</tr>
<tr>
<td>tūturu Māori</td>
<td>authenticity</td>
</tr>
<tr>
<td>urunga-tu</td>
<td>participation</td>
</tr>
<tr>
<td>utu</td>
<td>reciprocity, revenge</td>
</tr>
<tr>
<td>Wānanga Māori</td>
<td>Tertiary institutions</td>
</tr>
<tr>
<td>wairua</td>
<td>soul, spirit</td>
</tr>
<tr>
<td>wānanga</td>
<td>seminars</td>
</tr>
<tr>
<td>whakapapa</td>
<td>genealogy, family links</td>
</tr>
<tr>
<td>whānau</td>
<td>family, extended family</td>
</tr>
<tr>
<td>whanaungatanga</td>
<td>relationships, kinship</td>
</tr>
<tr>
<td>whakahīhī</td>
<td>arrogant</td>
</tr>
<tr>
<td>whakataukī</td>
<td>proverb, motto</td>
</tr>
<tr>
<td>whakatoi</td>
<td>impolite, rude</td>
</tr>
<tr>
<td>whakatupatotanga</td>
<td>being cautious, protecting and preserving</td>
</tr>
<tr>
<td>whakawhanaungatanga</td>
<td>networking, the act of building relationships</td>
</tr>
<tr>
<td>whenua</td>
<td>land, ground</td>
</tr>
</tbody>
</table>
## Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AV</td>
<td>Aspirations Vector</td>
</tr>
<tr>
<td>CER</td>
<td>Closer Economic Relations (between New Zealand and Australia)</td>
</tr>
<tr>
<td>DHL</td>
<td>Dalsey, Hilblom and Lynn (founders)</td>
</tr>
<tr>
<td>DCMS</td>
<td>Department for Culture, Media and Sport</td>
</tr>
<tr>
<td>EDANZ</td>
<td>Economic Development Agency New Zealand</td>
</tr>
<tr>
<td>EEO Trust</td>
<td>Equal Employment Opportunity Trust</td>
</tr>
<tr>
<td>EMA</td>
<td>Employers Manufacturing Association</td>
</tr>
<tr>
<td>ENV</td>
<td>Entrepreneurial New Venture</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product (per capita)</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investment</td>
</tr>
<tr>
<td>FOMA</td>
<td>Federation of Māori Authorities</td>
</tr>
<tr>
<td>FTEs</td>
<td>Full-time equivalent employees</td>
</tr>
<tr>
<td>IMS</td>
<td>International market selection</td>
</tr>
<tr>
<td>MED</td>
<td>Ministry of Economic Development</td>
</tr>
<tr>
<td>MINE</td>
<td>Mentor Investor Network</td>
</tr>
<tr>
<td>MWWDI</td>
<td>Māori Women’s Welfare Development Incorporation</td>
</tr>
<tr>
<td>MOV</td>
<td>Market Offering Vector</td>
</tr>
<tr>
<td>NZTE</td>
<td>New Zealand Trade and Enterprise</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
</tr>
<tr>
<td>SBECNZ</td>
<td>Small Business Enterprise Centres of New Zealand</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and medium-sized enterprises</td>
</tr>
<tr>
<td>TPK</td>
<td>Te Puni Kōkiri</td>
</tr>
<tr>
<td>TNZ</td>
<td>Technology New Zealand</td>
</tr>
</tbody>
</table>