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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

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## **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.

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“Whāia e koe te iti kahurangi, ki te tuohu koe he maunga teitei -

Strive for honourable goals despite its challenges”

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## Glossary - Māori Terms

<b>ahurei</b>	uniqueness
<b>Aotearoa</b>	New Zealand
<b>ara ake</b>	pathway, upwards
<b>aroha</b>	love, compassion, empathy, caring for others
<b>auaha</b>	creativity
<b>ea</b>	satisfaction
<b>haka</b>	Māori war dance
<b>hapū</b>	sub tribe
<b>hau</b>	vital essence, cosmic power, wind
<b>he māori tēra, i a tātou, i a tātou</b>	“That’s us, we are Māori, all of us”
<b>he kanohi kitea</b>	a face that is often seen
<b>hui</b>	meeting or gathering
<b>Hui Taumata</b>	Māori economic development meeting
<b>ingoa pai</b>	reputation
<b>iwi</b>	tribe, people
<b>ka mau te wehi, te ihi, te wana</b>	awesome, spectacular, wonderful
<b>kaitiakitanga</b>	protection, taking care of natural resources and taonga
<b>kanohi ki te kanohi</b>	face-to-face
<b>kapa haka</b>	Māori song and dance team
<b>kaumātua</b>	elders
<b>kaupapa</b>	plan, topic, protocol, guiding principle, strategy
<b>kaupapa Māori</b>	Māori based methodology, themes or strategies
<b>kia ora! (or tēnā koe!) ko wai koe?</b>	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).
<b>no hea koe? – (Māori greetings)</b>	
<b>Kei te pai!</b>	Good!
<b>kiwi</b>	slang for New Zealander
<b>koha</b>	gift (to be reciprocated), contribution
<b>kōrero</b>	speak, news, narrative
<b>koru</b>	fern frond, spiral pattern
<b>kotahitanga</b>	partnership
<b>kuia</b>	old lady
<b>Kura Kaupapa Māori</b>	Primary schools
<b>mahakī</b>	humble
<b>mana</b>	authority, prestige, religious power
<b>manaakitanga</b>	care for, entertain, show respect, hospitality
<b>Manatu Māori</b>	Ministry of Māori Affairs
<b>Māori</b>	Tangata whenua – local people of the land, or indigenous (native) people of New Zealand
<b>Māoritanga</b>	Māori culture
<b>marae</b>	ceremonial courtyard, village, meeting place and buildings

<b>matatau</b>	fish hook
<b>mātauranga Māori</b>	traditional Māori knowledge
<b>mauri</b>	life force, unique power
<b>ngā ohanga</b>	economics
<b>Ngāti Whatua</b>	Māori descendents from the Auckland to Dargaville region
<b>Ngāti Porou</b>	Māori descendents from the East Coast of New Zealand
<b>ora</b>	life
<b>pa</b>	Māori fortress
<b>pai o ngā mea</b>	quality
<b>Pākehā</b>	A person of predominantly European descent in New Zealand
<b>paua</b>	shellfish, abalone
<b>pepeha</b>	proverb, saying
<b>pounamu</b>	greenstone, jade
<b>puāwai</b>	expansion
<b>puipui</b>	grass skirt
<b>putaiao taha tangata</b>	technology
<b>rāpumentary</b>	documentary
<b>rōpū</b>	community groups
<b>taha wairua</b>	spirituality
<b>tangata whenua</b>	local people, aborigine, native, Māori people of the land
<b>taonga</b>	treasures, valued resources, assets, prized possessions
<b>taonga puoro</b>	musical wooden flute
<b>taonga tuku iho</b>	treasures that have been passed down (from the ancestors), precious heritage
<b>tapu</b>	potential power, sacred, forbidden
<b>tau utuutu</b>	reciprocity
<b>Te Ao Māori</b>	the Māori world and its principles
<b>Te Kohanga reo</b>	Māori preschools
<b>te reo Māori</b>	the Māori language
<b>Te Tiriti o Waitangi</b>	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.
<b>tika</b>	appropriate behaviour, good grace
<b>tikanga</b>	Māori customs, practices, protocols and values
<b>tiki</b>	neck pendant
<b>tino rangatiratanga</b>	self-determination
<b>tipu</b>	growth
<b>tohu kairangi</b>	doctorate
<b>Toi iho</b>	Māori made
<b>Toi Māori Aotearoa</b>	Māori Arts Council
<b>tohu</b>	symbol
<b>tohu kairangi</b>	doctorate

<b>tōtara</b>	tōtara tree
<b>tūmanako</b>	hope
<b>tupu</b>	growth
<b>tupuna</b>	ancestors
<b>tutū</b>	meddle
<b>tūturu Māori</b>	authenticity
<b>urunga-tu</b>	participation
<b>utu</b>	reciprocity, revenge
<b>Wānanga Māori</b>	Tertiary institutions
<b>wairua</b>	soul, spirit
<b>wānanga</b>	seminars
<b>whakapapa</b>	genealogy, family links
<b>whānau</b>	family, extended family
<b>whanaungatanga</b>	relationships, kinship
<b>whakahīhī</b>	arrogant
<b>whakataukī</b>	proverb, motto
<b>whakatoī</b>	impolite, rude
<b>whakatupatotanga</b>	being cautious, protecting and preserving
<b>whakawhanaungatanga</b>	networking, the act of building relationships
<b>whenua</b>	land, ground

## Abbreviations

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