



**Te Puni Kōkiri**  
REALISING MĀORI POTENTIAL



# Māori Tourism Capability Assessment Report 2014





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# FOREWORD

Māori tourism businesses want to expand and are looking to their future markets to understand what they need to do to develop and grow. It's now up to our organisations to help those businesses connect with the support that they need. Te Puni Kōkiri, Poutama Trust and New Zealand Māori Tourism are pleased to release, the Māori Tourism Capability Report.

We began this work in 2012 because, as Māori development agencies, we wanted to identify the development aspirations and needs of Māori tourism businesses, and to identify how we can collaborate to help those businesses to develop.

This is the first time we have tried to assess the capability of Māori tourism businesses and the results of the survey have given us a clear picture of the development needs of those businesses.

The survey has also given us a snapshot of the 105 businesses that responded and the results tell us that:

Most of these are small to medium sized businesses.

- 55% of them are seasonal businesses.
- Almost half (42%) are part time businesses.
- They mainly work with English speaking visitors but want to work with Asian visitors.

While the survey and report looks back on the capability aspirations and needs of Māori tourism businesses, we will use this information to support those businesses to build their futures in Māori tourism.

We want to thank the Māori tourism businesses that participated in the survey and we look forward to working with you.



*Michelle Hippolite  
Chief Executive Officer  
Te Puni Kōkiri*



*Pania Tyson-Nathan  
Chief Executive Officer  
New Zealand Māori Tourism*



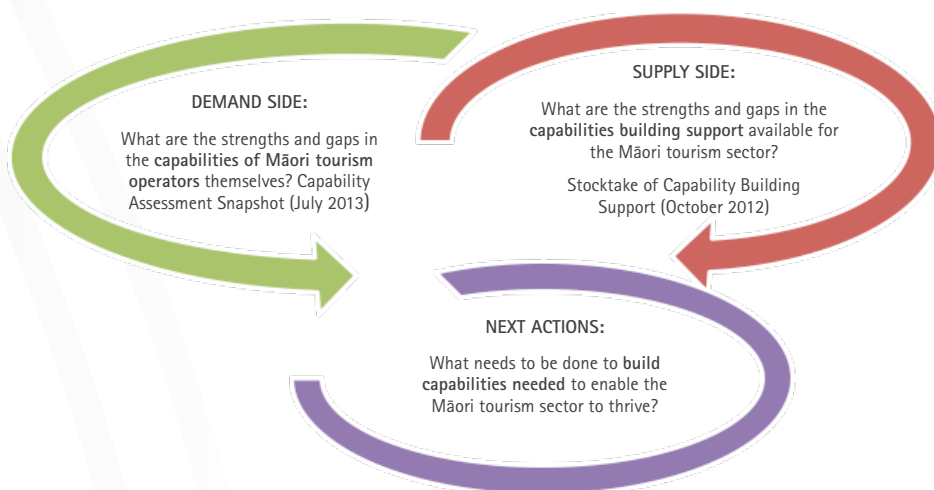
*Richard Jones  
Chief Executive Officer  
Poutama Trust*



## WHAT IS THIS REPORT ABOUT?

In October 2012, NZ Māori Tourism, Poutama Trust and, the Māori Business Facilitation Service at Te Puni Kōkiri summarised an initial 'snapshot' of the business capability support available for Māori tourism operators, relative to the overarching intent and focus areas of NZ Māori Tourism.

This analysis is of the 'supply side' – capability building support – which needed a complementary analysis of the 'demand side', i.e. what business capabilities Māori tourism operators most need to build in order to succeed. It is from this information that would shape the next actions as demonstrated below:



This report outlines the methods, and the results of the analysis that concentrated on the 'demand side'. A business capability assessment was conducted in 2013 to assess what capabilities are needed for Māori tourism operators.

## WHAT WAS THE CAPABILITY ASSESSMENT, AND WHO COMPLETED IT?

- An online assessment. This assessment was offered to 309 Māori tourism operators from the databases of Poutama Trust, New Zealand Māori Tourism, and the Te Puni Kōkiri Māori Business Facilitation Service.
- Overall 105 Māori tourism businesses responded from areas in Te Taitokerau, Tāmaki Makaurau, Waikato, Te Moana ā Toi, Te Arawa, Te Tairāwhiti, Takitimu, Te Tai Hauāuru, Te Whanganui ā Tara and Te Waipounamu.

## WHAT CAPABILITY AREAS WERE ASSESSED?

1. Know your customer and markets
2. Develop the right products and services
3. Connect and increase sales of products
4. Clear market positioning of products and experiences
5. Strategic, financial, leadership and business capability
6. A clear long term plan

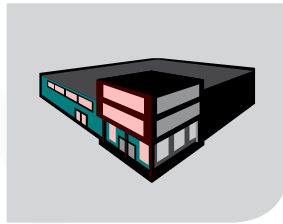
## HOW CAN I GET A CAPABILITY SNAPSHOT FOR MY MĀORI TOURISM BUSINESS?

The assessment tool is available online for any Māori Tourism Operator to use. It will assess the overall business capability of that operator. We will conduct further assessments annually using the same questionnaire to measure how businesses have progressed.



# WHAT DOES A TYPICAL MĀORI TOURISM OPERATOR LOOK LIKE?

Small to medium enterprise



Currently target the NZ domestic market, Australia and the UK



Want to grow markets in China, India, South Korea, South East Asia & Japan



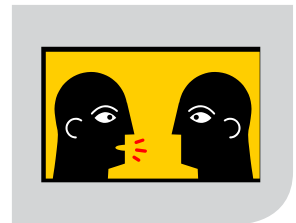
Offers activities & experiences



Lack the connections and sales channels for emerging markets



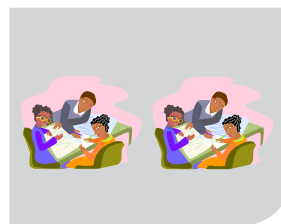
Unable to kōrero well with visitors from emerging markets



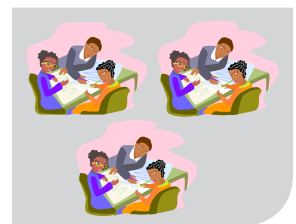
A seasonal business



Full-time employees: 4-5 paid, 1 unpaid



Part-time employees: 7 paid, 1 to 2 unpaid



# WHAT CAPABILITIES WERE ASSESSED, AND HOW WHERE THEY RATED?

Māori Tourism Operators owners rated the capabilities of their organisations on a 4 level scale. These are summarised in this report using a 'traffic light' colour coding system, as follows:

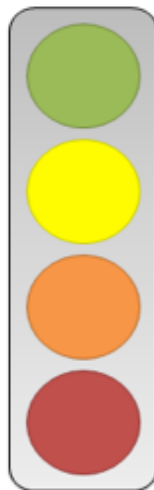
## KEY BUSINESS CAPABILITY AREAS

This snapshot covers six key capability areas:

1. Knowing your customers and market;
2. Developing the right products and services
3. Connections and strong sales of products
4. Clear market positioning of products and experiences;
5. Strategic, financial, leadership and business capability;
6. Clear long term plans

## RATING KEY

Ratings were on the following scale:



**Tino pai** (this is an area of strength for us)

**Ka pai** (we are generally OK, could improve)

**Āhua pai** (we survive, but definitely could be better)

**Auē** (we need major improvement on this!)

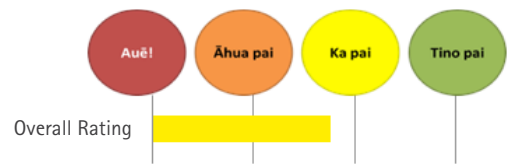
# WHAT ARE THE AREAS OF GREATEST NEED OVERALL?

Connections and sales into target markets is the greatest area of need, according to MTO owners

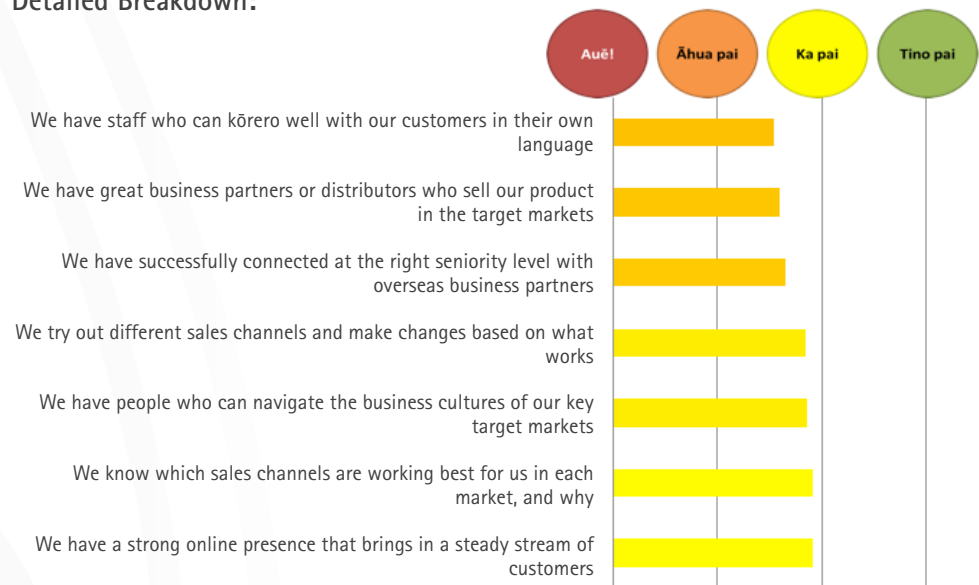


# CONNECTIONS WITH, AND STRONG SALES OF PRODUCT IN, TARGET MARKETS

How well are you able to connect with and generate strong sales in each of your target markets?



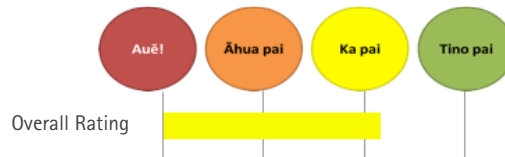
## Detailed Breakdown:



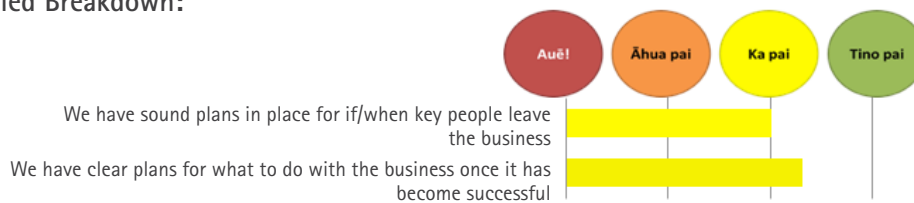


## CLEAR LONG-TERM PLANS

How clear are your long-term plans for the business?

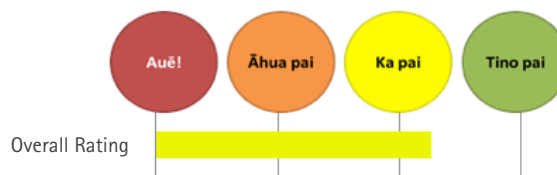


Detailed Breakdown:



## STRATEGIC, FINANCIAL, LEADERSHIP AND BUSINESS MANAGEMENT

How strong are your strategic, financial, leadership and business management capabilities

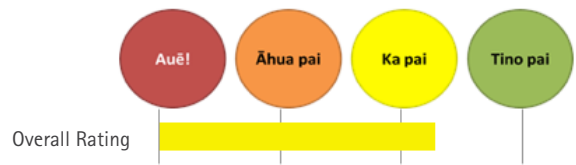


Detailed Breakdown:

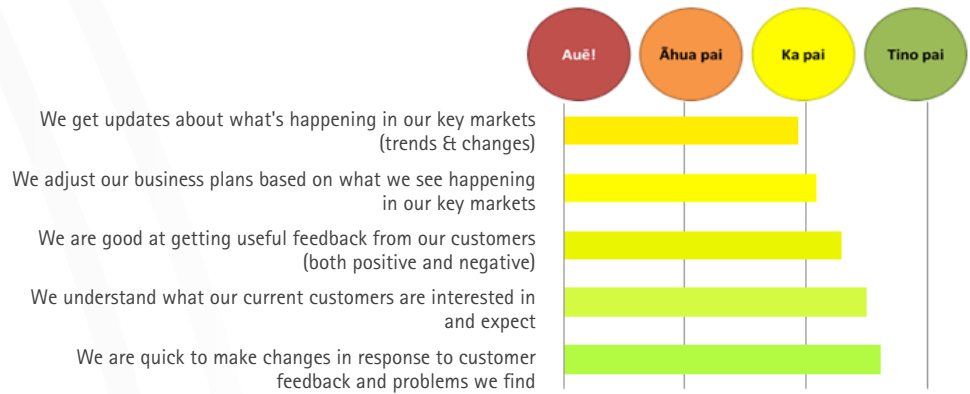


# KNOWING YOUR CURRENT CUSTOMERS AND MARKETS

How well do you know your current customers and markets?



## Detailed Breakdown:



# DEVELOPING THE RIGHT PRODUCTS AND SERVICES FOR EACH MARKET

How well are you able to develop the right products and experiences for each of your target markets?

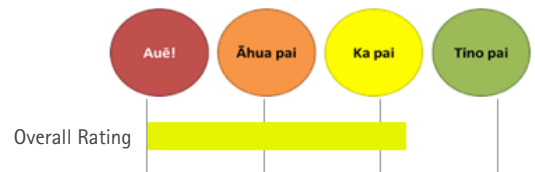


## Detailed Breakdown:

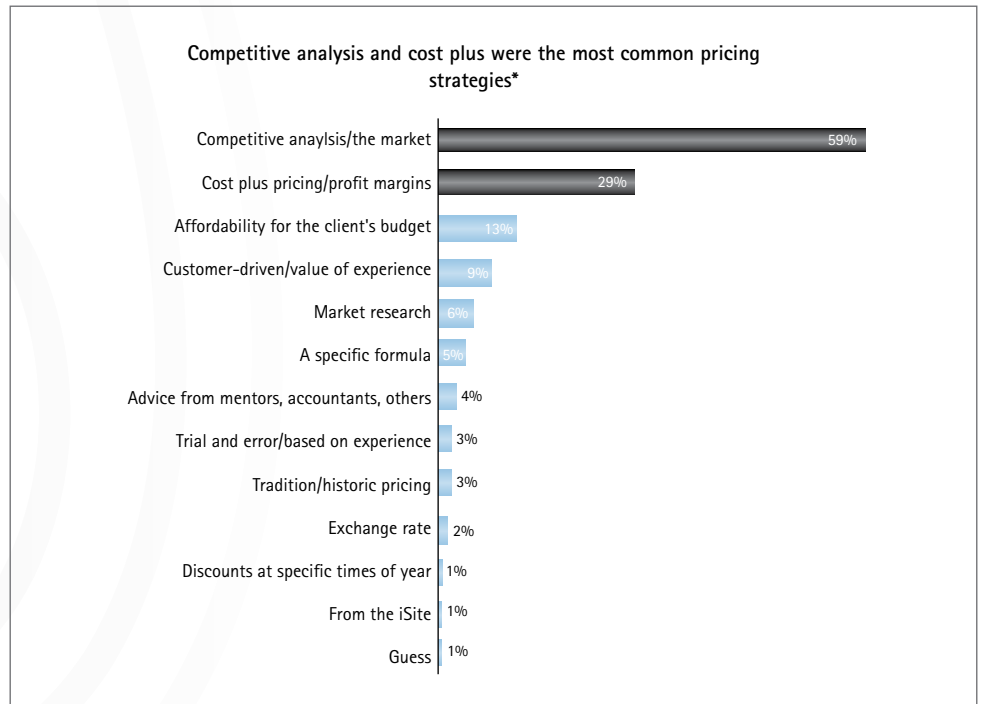
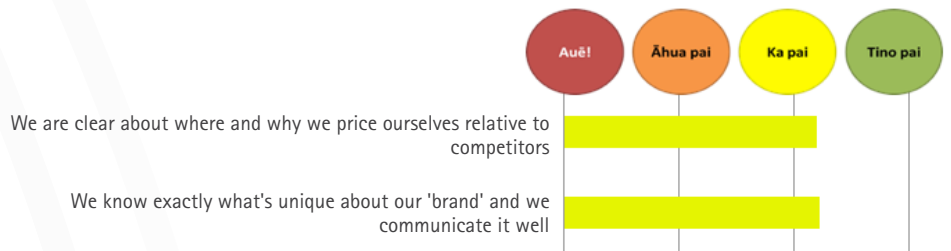


# CLEAR MARKET POSITIONING OF PRODUCTS AND EXPERIENCE

How clearly do you position your products and experiences relative to competitors?

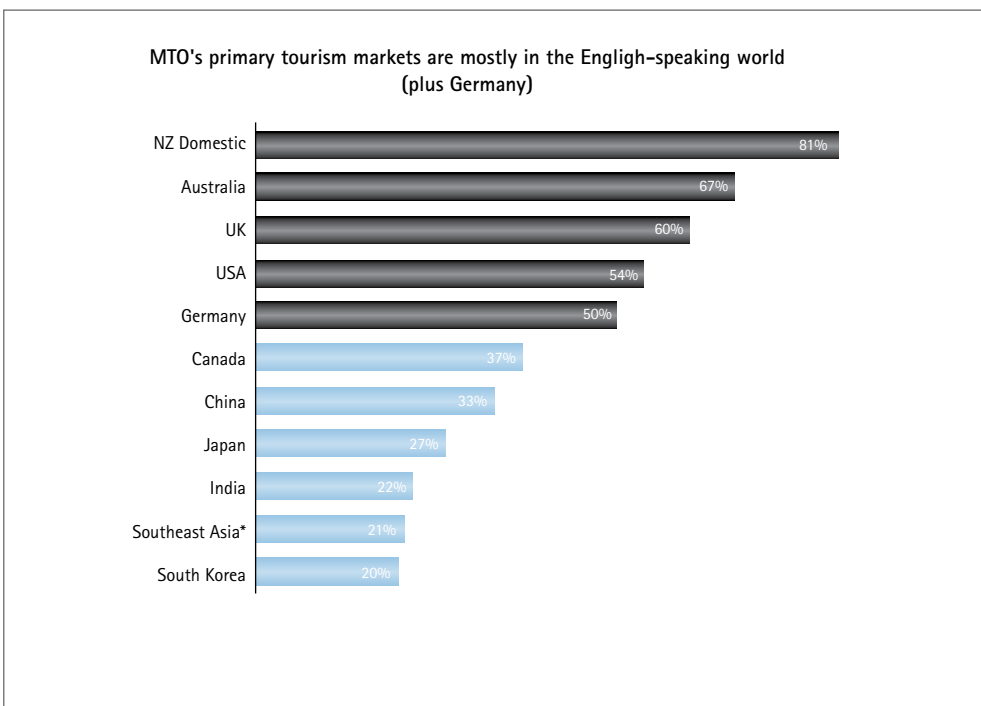
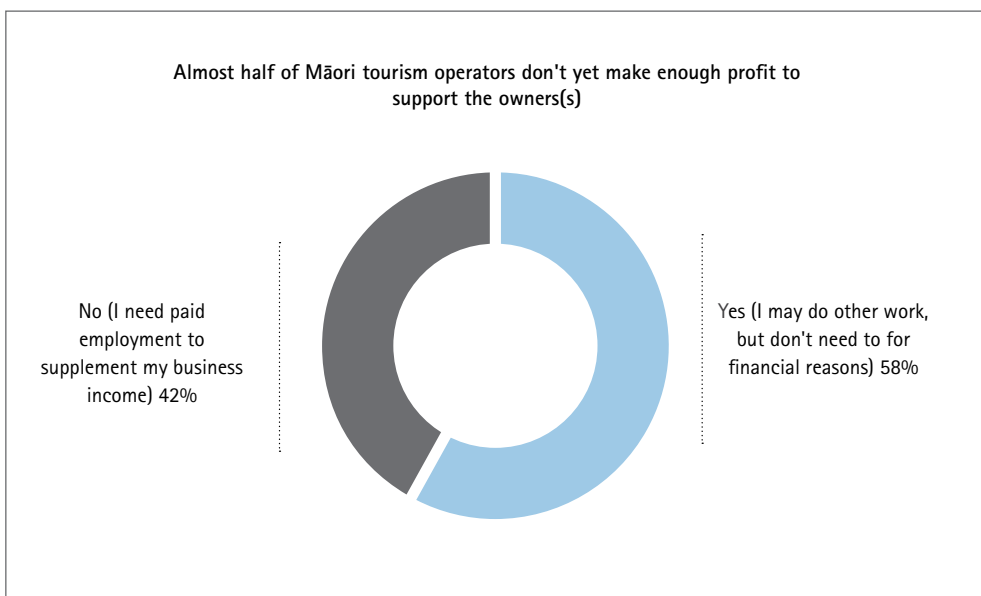


## Detailed Breakdown:



\* Coded responses to open-ended question: How did you determine how to price your products and experiences?

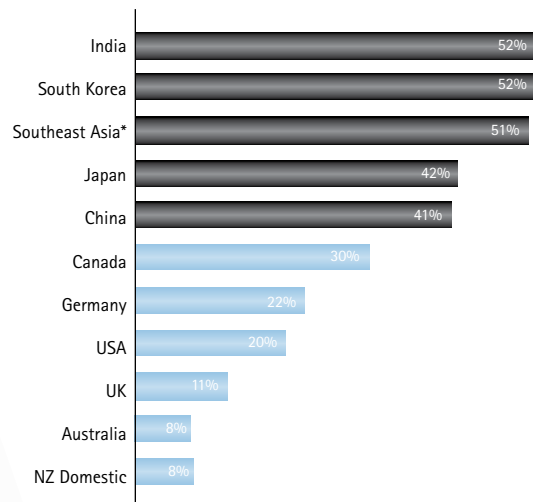
## WHAT WERE THE MOST IMPORTANT FINDINGS?



\* Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam



**But the strongest intention to grown is in the asian markets**

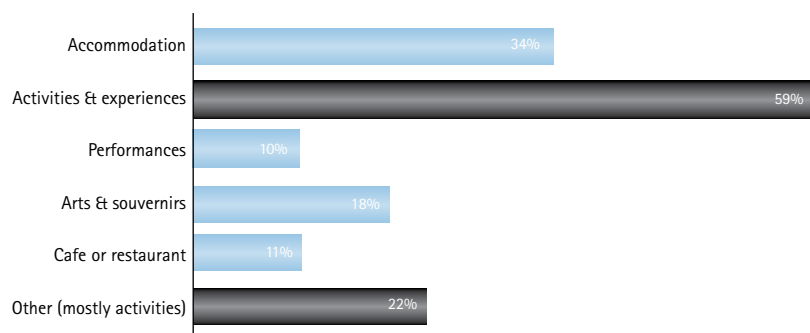


**MTO's are particularly keen to know more about making connections and sales in target markets**

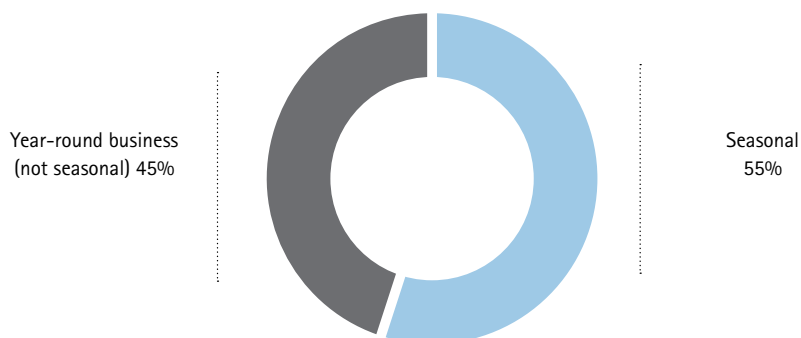


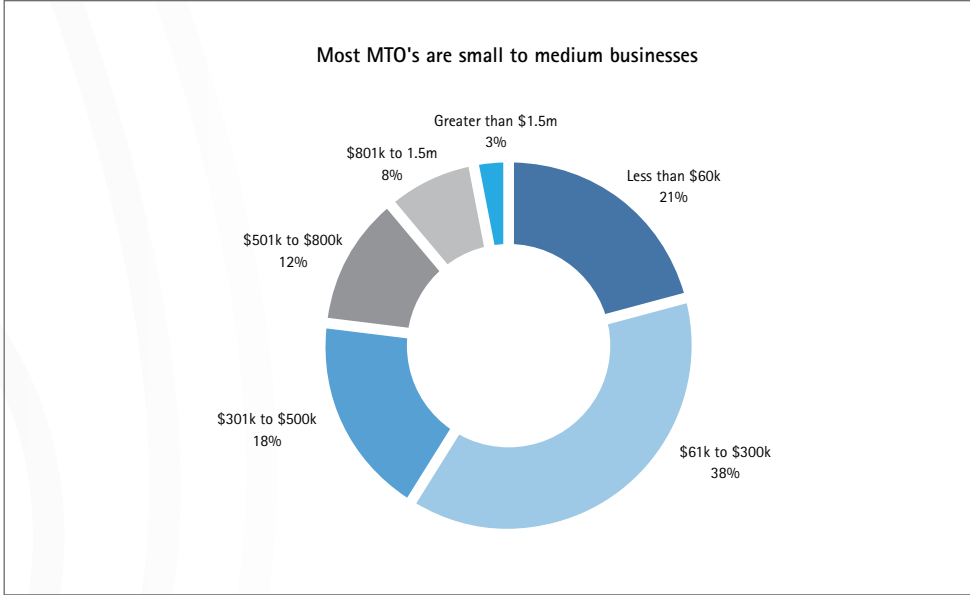
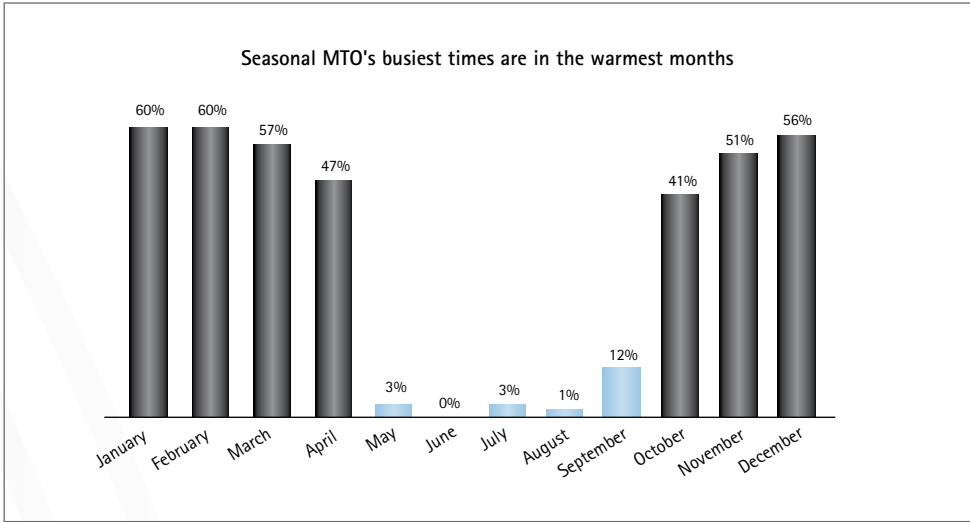
## WHAT ELSE DID WE FIND OUT ABOUT THE MĀORI TOURISM OPERATORS THAT RESPONDED

The majority of MTO's offer activities and experiences



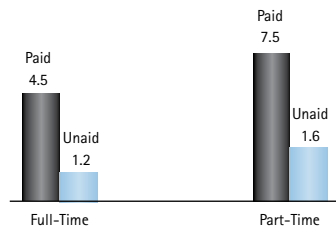
Just over half of MTO's are seasonal businesses



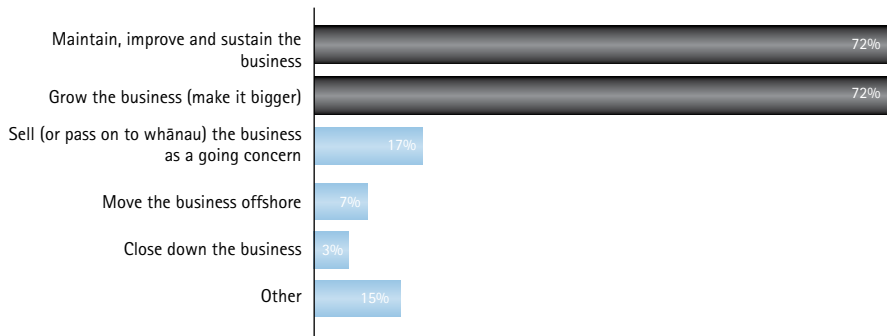




The average MTO has 12 people on the payroll, but has 3 more working for free



Most owners plan to grow and/or sustain the business



## WHERE TO FROM HERE?

Thank you for telling us what you need to help your business to develop. We now want to help you to find the right support to build your business. In September/November 2014 we will be coming out to the regions to host workshops on connections and sales in your target markets and will have some of your peers talk about what has worked for their business. Keep an eye out for invitations to workshops.

The partners in this project are:

### **New Zealand Māori Tourism**

New Zealand Māori Tourism was established as an Incorporated Society in 2004 and is contracted through Vote: Māori Affairs to provide leadership, support and advocacy for the Māori tourism sector.

New Zealand Māori Tourism has identified the key activities that will comprise its work programme over the coming years, organised under four key focus areas:

1. Building quality and capability: developing high quality Māori tourism businesses that make commercial gain from cultural engagement
2. Branding and promotions: reinforcing the NZ Inc. brand by promoting the cultural values of Brand Māori. Promoting our members and Maori tourism to the World.
3. Leveraging Māori Tourism and Trade: leveraging trade relationships to create tourism opportunities and maximising tourism relationships to leverage trade opportunities.
4. Regions and major centres: cultivating diverse Māori tourism businesses that produce unique cultural experiences.

### **Māori Business Facilitation Service**

The Te Puni Kōkiri Māori Business Facilitation Service provides advice and guidance to existing Māori businesses in particular business information, facilitation, brokerage, mentoring, coaching, problem-solving, networking and accessing resources and referrals to other relevant public sector agencies and business networks. The services is available for those of Māori descent; and are company directors or business owners; and are living in New Zealand and have or intend to have a New Zealand registered company; and have a business or business idea that seeks commercial gain in the open market.

If a business owner is interested in this service an Account Manager will work with the business owner to discuss the nature and viability of the business/business proposition, identify if and how Te Puni Kōkiri could help and then identify capabilities, business needs and other key issues. Once an initial assessment is complete, the business owner will complete a business mentoring plan with the Account Manager and may be referred to a Contracted Business Mentor.

The Mentor can assist the business owner to review and strengthen the business plan; provide advice about the commitments, regulatory requirements of the business; support the growth or recovery of the business and/or mentor the business to the completion of the business goals agreed in the business owners mentoring plan. The Māori Business Facilitation Service assists businesses to increase their business capability, sustainability and growth. For more details call 0800 949 997 or visit [www.tpk.govt.nz/en/services/business/](http://www.tpk.govt.nz/en/services/business/)

## Poutama

Poutama seeks to enable and accelerate economic growth for Māori and to create an environment where Māori entrepreneurs and businesses can flourish. Poutama has an entrepreneurial team who deliver a range of flexible and tangible business enabling services. The Poutama whānau have personal experience of operating businesses and clients will be talking to people who have faced similar issues. The Business Advisers cover specific geographical areas of Aotearoa including:

- Greater Auckland and Te Taitokerau (Northland);
- South Island and Global;
- Waikato, Bay of Plenty and the East Coast; and
- Lower North Island.

Team members can arrange a visit to assess a client's needs kanohi-ki-te-kanohi or face to face, wherever the business is based. Call 0800 4POUTAMA (0800 476 882) to speak to the Poutama team or check out our website – [www.poutama.co.nz](http://www.poutama.co.nz)



