

MAKING SENSE OF THE NUMBERS

Precis
Māori Exports,
current and potential trade
with Pacific Alliance
countries

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1 Introduction

Te Puni Kōkiri is working with the Ministry of Foreign Affairs and Trade (MFAT) to achieve maximum benefits for Māori from the Pacific Alliance Free Trade Agreement. This includes the potential for negotiating specific commitments in the form of an indigenous chapter or texts, ongoing liberalisation of market access post the negotiation and ensuring the negotiations themselves focus on access for goods, services and investment that most align with both the current and future capability of the Māori export economy.

BERL investigated the current Māori export capability and interests using desktop research, supported by qualitative phone interviews with a range of Māori enterprises and representative groups. We attempted to gather as much information and data as possible within the time constraints. Lastly, the focus was on the Māori services market, current situation and future potential. A completed report was provided to Te Puni Kōkiri.

This report is a precis of the completed August 2018 report, to protect commercial sensitivity of entities and activities.

2 Pacific Alliance

The Pacific Alliance is a grouping of countries on the Pacific seaboard of Latin America. The four countries in the Pacific Alliance are Mexico, Chile, Peru and Colombia. New Zealand is intending to begin negotiations leading to a Free Trade Agreement (FTA) with the Alliance.

What do the Pacific Alliance countries import?

New Zealand's top exports to the Pacific Alliance countries are set out in Table 1. The Pacific Alliance countries are not substantial trading partners of New Zealand. The main exports from New Zealand to the Pacific Alliance countries are primary products, especially dairy produce.

Table 1: New Zealand selected exports to Pacific Alliance countries 2017

Product group	Mexico	Chile	Peru	Colombia	Pacific Alliance
	(\$ million FOB NZ)				
Dairy produce, honey, etc.	304.4	96.0	76.6	0.7	477.7
Cereals, starches etc.	76.4	4.5	3.7	1.1	85.8
Meat	19.7	0	0.	0.	19.7
Fish and crustaceans	1.7	0.	1.6	1.1	4.4
Electrical machinery etc.	12.8	35.7	4.9	2.0	55.4
Medical instruments etc.	4.1	3.5	0.9	5.5	14.0
Sample total	419.1	139.7	87.6	10.4	657.0
All export goods	436.5	167.2	90.9	14.0	708.6

Source: Statistics NZ, BERL

These export values are still small in comparison to total imports to the respective Pacific Alliance countries. For example, total imports into Mexico per year are about US\$420 billion, meaning that the New Zealand proportion of their imports is very small. In addition, the top imports into these countries do not include products from New Zealand. As shown in Table 2, the top imports are concentrated in machinery and fuels.

Table 2: Top five imports per Pacific Alliance country

Mexico	Chile	Peru	Columbia
<ul style="list-style-type: none"> Electrical machinery, equipment Machinery including computers Vehicles Mineral fuels including oil Plastics, plastic articles 	<ul style="list-style-type: none"> Mineral fuels including oil Machinery including computers Vehicles Electrical machinery, equipment Plastics, plastic articles 	<ul style="list-style-type: none"> Petroleum and petroleum products Chemicals Plastics Machinery Vehicles 	<ul style="list-style-type: none"> Machinery including computers: Electrical machinery, equipment: Mineral fuels including oil Vehicles Pharmaceuticals

The Pacific Alliance countries are not substantial trading partners of New Zealand.

It is evident from Table 1 that the main exports from New Zealand to the Pacific Alliance countries (except Columbia) are primary products. These products also make up a significant proportion of the Māori economy and Māori exports.

Table 3: New Zealand share of imports of selected commodities by country

Product group	Mexico (2017)	Chile (2017)	Peru (2017)	Colombia (2016)
Dairy produce, honey, etc	11.8	22.3	2.6	0.2
Cereals, starches etc	5.8	2.4	2.4	0.6
Meat	0.4	0.0	0.0	0.0
Fish and crustaceans	0.2	0.0	0.5	0.2
Electrical machinery etc	0.0	0.4	0.1	0.0
Medical instruments etc	0.0	0.2	0.1	0.2

Source: *Tradingeconomics, BERL*

The Pacific Alliance countries do not feature strongly in New Zealand's overall export of primary produce. In the recent publication by New Zealand's Ministry of Primary Industries of the *Situation and Outlook for Primary Industries June 2018*, the top 10 destination countries for each of the 6 main categories (Dairy, Meat and Wool, Forestry, Horticulture, Seafood and Arable) were given. There was only mention of one Pacific Alliance country in one category; Chile as seventh largest importer of arable commodities. Looking into the detail, most of that was for pasture seeds, a relatively minor export from New Zealand with a total value of export of \$NZ86 million.

Within dairy exports, Mexico was sixth largest destination for Butter, Anhydrous Milk Fat, and Cream, and was fifth largest destination for Casein & Protein products.

The implication for Māori exporters looking to send product to markets in the Pacific Alliance countries is one of logistic difficulties. Because the current trade with these countries is not large, there is little in the way of regular shipping services to carry Māori businesses' export products. One possible exception is the export of Bonita bananas from Ecuador to New Zealand. Presumably the shipping capacity carrying these westbound could be available for carrying fresh produce from New Zealand eastbound.

3 Size and value of the Māori export economy

3.1 Māori value-add to the economy dominated by land and resource based sectors

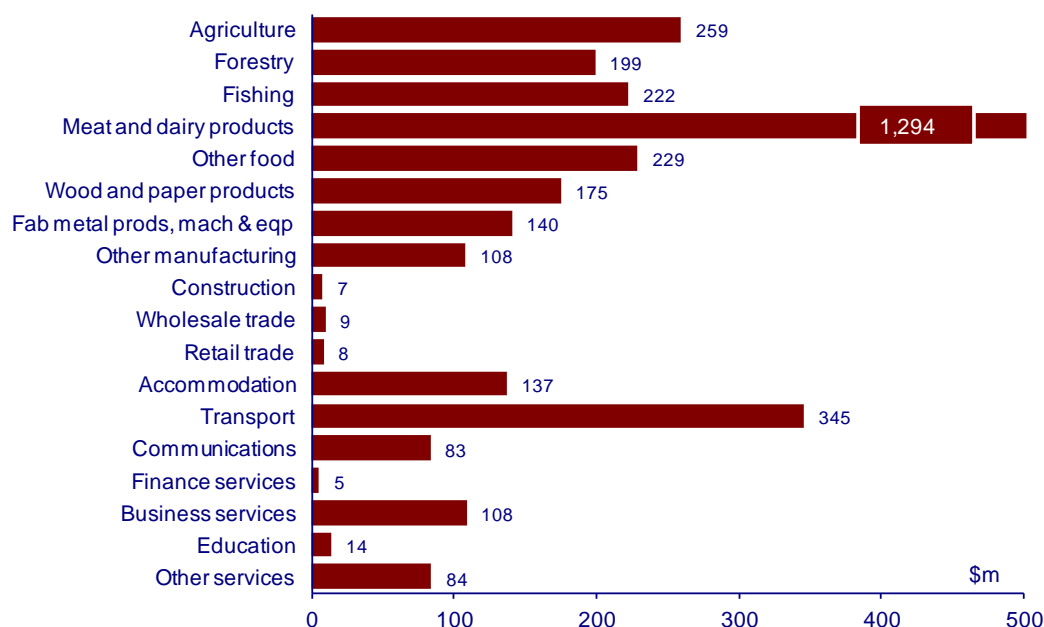
The Māori value-add to the economy is dominated by the \$1.8 billion arising from the land and natural resource-based primary sector. Following closely are manufacturing (\$1.3 billion), equipment hire and property services (\$1.3 billion), and business services (\$1.1 billion).

Primary sector GDP contributions result predominantly from trusts, incorporations, and other collectively-owned Māori organisations. In contrast, the manufacturing sector GDP contribution is mainly from enterprises of individual Māori employers and self-employed Māori entrepreneurs. In addition, contributions to GDP from the construction and transport sector arise largely from enterprises of individual Māori employers and self-employed Māori entrepreneurs.

3.1.1 Meat and dairy exports lead the Māori export economy

Determining the size and value of Māori exports, BERL estimated that *Māori economy exports are about \$3.4 billion, or 5.6 percent of New Zealand's total exports, with meat and dairy exports totalling \$1.3 billion*, as shown in Graph 1. These estimates are based on an extension of our earlier (2011) report *The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy*.¹ Consequently, the provisos and caveats associated with that report also apply to these estimates. In particular, the definition of the Māori economy and Māori enterprises remains a point of conjecture.

Graph 1: Māori economy export estimates by industry, 2012



Meat and dairy product exports are substantially larger than the rest of the export products. These figures include the export share from Māori interest in Fonterra. The Māori economy is well integrated into the current export markets through its supply and shareholding in these companies.

¹ BERL. (2011). *The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy*. Wellington: BERL and Te Puni Kōkiri. Available from: <http://www.tpk.govt.nz/en/in-print/our-publications/publications/the-asset-base-income-expenditure-and-gdp-of-the-2010/>

With the growth and diversification of the Māori asset base, Māori enterprises are set to play an increasingly important role in New Zealand's exports and trade, and contribute to value-add across most sectors of the economy

3.2 Māori entities that export

3.2.1 Māori Authorities - exports focussed on the Chinese market

The Statistics New Zealand (StatsNZ) Business Register covering the 2013–15 period identified some 1,200 Māori authorities. The definition of a Māori authority according to StatsNZ is:

- Business with a collectively managed asset, which uses current Inland Revenue eligibility criteria to be a Māori authority (irrespective of whether the enterprise elects to be a Māori authority for tax purposes)
- Commercial business that supports the Māori authority's business and social activities, and sustains or builds a Māori authority's asset base
- Businesses that are more than 50 percent owned by a Māori authority.

In 2015, Māori authorities exported goods worth \$485 million to 65 countries. By comparison Māori-owned SMEs exported goods to 53 countries worth \$44 million, up 15 percent from 2014. More than 50 per cent of Māori exports were food and beverage, 25 per cent were manufactured goods, and 20 percent were in ICT.

Forty four percent of Māori authorities sampled in the 2015 Business Operations Survey sold goods and services to overseas markets. All of them considered that staff experience, a unique intellectual property (mana whakairo hinengaro) or valuable brand (waitohu whaipanga), and quality or customisable goods and/or services, were the key factors for competing in overseas markets. Price was the least important factor.

For those marketing goods and services overseas (Authorities and SMEs), the United States of America (USA) and Australia were the most common markets they accessed or engaged with. Australia and USA were markets for 44 percent of Māori authorities that marketed goods or services overseas, while the European Union (EU) and United Kingdom (UK), China, and Japan were not far behind, at 33 percent.

Commodities exported by Māori authorities were worth \$485 million in 2015, down \$41 million (7.8 percent) from 2014. China remained the top export market in 2015, receiving 41 percent of Māori authorities' total exports by value. *Kaimoana (seafood) was the top export commodity in 2015, and accounted for \$304 million, or 63 percent of all merchandise exports by Māori authorities.*

Federation of Māori Authorities (FOMA)

FOMA was established in 1987 to foster and advance the economic interests of Māori authorities. It is the largest national Māori economic network representing around 150 Māori Authorities with a collective asset base of around \$11 billion and with interests largely in the primary industry. Many FOMA members are established exporters to Asia, North America and Europe. FOMA provides pathways and tools for members to develop profitability, performance and sector specific skills.

3.2.2 Māori-owned small-to-medium enterprises (SMEs)

Some 97 percent of enterprises in New Zealand are small-to-medium enterprises (SMEs). These 459,300 firms include 326,000 businesses with no employees, 97,400 micro businesses (1–5 employees), and 35,900 small businesses (6–19 employees). The number of employing enterprises in New Zealand has not changed noticeably over the past decade and the high proportion of all enterprises that are small businesses is similar to the pattern found in most OECD countries².

Māori business is dominated by SMEs, and forms a small but growing proportion of total SMEs in New Zealand, representing 4.7 percent of the total SMEs. According to Census 2013 there were:

- 14,900 with no employees; and
- 6,800 with employees, including micro and small businesses.

Māori-owned SMEs are represented in all industries and across the whole of New Zealand, with the majority operating in agriculture, forestry, fishing and construction.

Smaller Māori businesses are stretching their nets to dozens of countries around the world as they come up with new ways to grow. Statistics New Zealand published *Tatauranga Umanga Māori 2016: Statistics on Māori businesses* (2016), looking at the performance of 660 Māori-owned SMEs³. Despite their relatively small individual size, they reeled in exports worth \$44 million in 2015. The UK was the biggest single market in 2015 for Māori-owned SMEs, worth \$13.4 million.

² The Small Business Sector Report, 2014. Retrieved from <https://www.mbie.govt.nz/info-services/sectors-industries/sectors-reports-series/pdf-image-library/the-small-business-sector-report-and-factsheet/The%20Small%20Business%20Sector%20Report%202014.pdf>

³ Statistics NZ retrieved from http://archive.stats.govt.nz/browse_for_stats/people_and_communities/Māori/tatauranga-umanga-2016-sme-mr.aspx

4 Māori exporters of goods

4.1 Snapshot

Current situation

As set out in Table 1, exports from New Zealand to Pacific Alliance countries in 2017 in order of size were dairy, cereals/starch, electrical machinery, meat, medical instruments, and fish and crustaceans. These exports represent \$657 million FOB New Zealand of a total of \$709 million. Mexico is the largest recipient of New Zealand exports at \$437 million followed by Chile (\$167m), Peru (\$91m) Colombia (\$10m). Chile has a very similar production profile to New Zealand.

Dairy

Dairy is the major component of New Zealand exports to Pacific Alliance countries and represents a measurable portion of imports by both Mexico and Chile. The majority of Māori-owned milk producers deliver milk to the supply chain through Fonterra. Independent North Island-based Māori dairy processors are not currently exporting to the Pacific Alliance countries, and are not planning to. Consequently for the time being Māori export exposure is represented by Fonterra.

Meat

Meat exports are worth approximately \$20 million, all of which goes to Mexico and which equates to less than 1% of Mexico's meat imports. We found no activity from Māori-owned brands or distribution. Therefore, if it exists, Māori exposure will be present in other exporting companies' supply chains.

Seafood

Seafood equates to approximately \$4 million New Zealand exports and at the same time equates to less than 1% of Pacific Alliance imports of seafood. Trade between New Zealand and the Pacific Alliance is not significant from either exporter or importer party's view.

Chile is in fact a significant competitor in seafood (as identified in the Coriolis analysis for MBIE) and we note zero imports of either seafood or meat from New Zealand. Given there are at least some exports to other Pacific Alliance countries, we question whether this is due to unassailable regional competition or a trade barrier.

Low level of interest in the Pacific Alliance countries

Overall, whilst our study was not exhaustive, our discussions with Māori exporters revealed a low level of current or even medium-term interest, in the Pacific Alliance markets. Māori export entities marketing under their own brands are currently focused on China, Japan, South East Asia, Western Europe and North America, where they are experiencing rapid expansion in demand and enjoying a comparative advantage – i.e. they have established go-to-market capability and logistics, and have years of investment in relationships and growing brand awareness.

It would appear that tariff reductions alone, as in the case of Chile, has not increased exports significantly to these specific markets, and it will be interesting to see if the tariff reductions in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) will entice Māori exporters to take advantage of these markets. With a lack of clear exporter intent to focus on, we were unable to identify any niche opportunities based on specific HS codes⁴ with which to guide goods access negotiations any more specifically.

⁴ The Harmonized Commodity Description and Coding System, also known as the Harmonized System (HS) of tariff nomenclature is an internationally-standardized system of names and numbers to classify traded products.

4.2 Future opportunities - goods

Māori export capacity is currently absorbed in meeting growing demand from existing markets. To satisfy this demand, some Māori-owned entities are establishing joint-venture activities, many with Asian partners to produce goods within overseas markets.

There is no doubt that joint venture production potential in Pacific Alliance countries exists but this has yet to be fully assessed. Either way, such entities note concerns around language barriers, lack of relationships, and in some instances, the rule of law.

This represents a “view in time” and we should assume that leveraging investments in awareness raising could encourage further market exploration. Establishing new or improved market access leads to export growth. We cannot however underestimate the demand from existing markets and the opportunity cost of exploring emerging ones that Māori-owned businesses face.

Perceived barriers to Māori businesses exporting to Pacific Alliance countries

From the interviews conducted, it is evident that there are perceived barriers to entering the Pacific Alliance countries as potential new markets. Most barriers apply to exporters in general as well. These barriers are:

- Relationships – takes a long time to build trust and strong relationships – very important for Māori entities in doing business
- There are no well-established trade routes to these countries
- Rule of law in some of these countries might not be to the level that is acceptable
- Corruption levels in specific Pacific Alliance countries
- Language barrier – no Spanish speaking experts as part of the NZ businesses or their supply chain partners.

Māori-owned entities that currently export indicated that it takes a long time to build relationships to be able to trade with a country, region, business or entity. In one instance, relationships in China had been developed over 10 years.

4.3 Māori meat exports

Māori meat exports are mainly through established export channels, with limited unique Māori branding of products. However there are a few Māori-owned entities, predominantly Māori authorities, who export directly.

There are two significant Māori meat exporters; one has existing investments in North America with a focus on delivering to the North American market, and the other uses a third party to export. *Neither expressed an interest in expanding into the Pacific Alliance markets.*

4.4 Kaimoana (Seafood) exports

The majority of Māori seafood exports are exported through two significant New Zealand seafood export companies. Both of these companies have significant existing markets, with established value chains, export markets and supply agreements. *Neither of the seafood export companies interviewed expressed an interest to expand exports to the Pacific Alliance countries.*

4.5 Dairy exports

Most Māori dairy farmers provide milk to Fonterra that is sold under the Fonterra brand. Fonterra products represent more than 25 percent of total New Zealand merchandise exports and seven percent of the country's Gross Domestic Product (GDP).

There is one independent Māori milk processing plants in New Zealand at present with another coming online in 2019. The plant currently operating has established export markets with international partnerships. *They have no intention to explore new markets such as the Pacific Alliance countries in the near future.*

4.6 Integrated foods' exports

This group includes Māori businesses producing and exporting a range of food, beverages and fresh produce into international markets, usually targeted to high-end high-yield value-add. As with other Māori producers and exporters, their cultural values and story are seen as integral to the value of their products.

At the same time, these Māori producers and exporters have attended to the core fundamentals of successful trading by substantial initial research to ensure that they are exporting to markets of a scale they can supply, and with logistics developed to ensure reliable, timely supply. They have also partnered with businesses and people of local ethnicity, and language in their target markets.

Māori-owned entities that export, focus on Australia, Southeast Asia, China, Western Europe, USA, and Canada. *The Pacific Alliance countries are not a high priority for these business.*

4.6.1 Poutama Trust

Poutama Trust is an independent charitable trust established in 1988 to provide business development services to Māori. Poutama supports businesses to grow and develop. Income generated from its investments enables Poutama to engage in activities and provide services that support and facilitate Māori business development. Poutama has developed a cluster of Māori exporters for food and beverages, wine, and honey.

The cluster currently exports to North America, EU and China. It cannot supply enough for the demand from existing markets and will continue to focus on these markets for the near future.

5 Does culture matter in exports?

In 2013, BERL profiled eight successful Māori businesses that were exporting goods. The eight profiles provide a valuable insight into Māori-owned businesses that export. Each business recognised that they participate in an economy that does not have “special rules” just because they are a Māori business. However, almost all of the participants used culture as an advantage in building relationships, brand development, and entering competitive markets.

From the interviews conducted, the businesses stated that culture matters in the international market. Some businesses said that cultural distinctiveness is a significant competitive advantage in their export market. What was also prevalent in all of the export businesses was the story or narrative about a product is equally as important as the product.

It was also apparent that the principles of kaitiakitanga (custodianship or guardianship of resources), pono (integrity), auahatanga (innovation) and whanaungatanga (relationships), are relevant in the international marketplace, and consumers want to know how a company applies principles of sustainability and guardianship in their daily operations.

All of the Māori-owned businesses interviewed stated that Māori values make a difference in the success of their business, and their unique story of being a Māori business makes a big difference in the international marketplace. From the interviews it was clear that values and culture are a strength in establishing and maintaining relationships globally, and there was a strong focus on giving back, social development emphasis and whānau / hapū workforce development.

We may need to consider and explore if the Pacific Alliance countries will be receptive to the Māori story (or other indigenous stories).

6 Services sector export potential

6.1 Snapshot

Current situation

The international footprint of the Māori service sector is still extremely small. However, there are pockets of activities, especially in indigenous capacity and capability building, business management consultancy, indigenous film industry, and tourism services. These service sectors also have substantial future potential for growth and expansion. At present there are hardly any services being provided by Māori entities to the Pacific Alliance countries, although various Māori service providers have expressed interest in working with and in the Pacific Alliance countries if the opportunity presented itself.

Indigenous capacity and capability building

Providing culturally safe capacity and capability building services for Māori entities is a growing sector in New Zealand. One such organisation has expanded their business and established offices in Canada and Hawaii in order to provide culturally safe capacity building services to governments, NGOs and indigenous populations in those locations. We could find no similar indigenous Māori capacity and capability entities active in the Pacific Alliance countries at present. However, there may be potential for these services in the Pacific Alliance countries.

Business management consultants

Interestingly, the majority of indigenous business consultancies have been set up to service government agencies within their respective countries. However, in New Zealand we have seen the development of indigenous business consultancy services that provide services beyond government agencies to include private sector, NGOs, iwi and other organisations. There is a high level of synergy with other indigenous groups, especially on issues such as indigenous-to-indigenous business opportunities and on specific indigenous issues, such as collective land ownership, and the management and economic utilisation of collective land. One Māori consultancy group based in Wellington has successfully expanded their business management services to other countries and is in the process of negotiating work in Chile. They are, however, the exception to the rule, and we are not aware of any other business management groups that are active in the Pacific Alliance countries. There is potential to expand or set up a virtual consultancy group to create opportunities for indigenous business in collaborative tendering or contracting, and sharing knowledge and networks.

Indigenous film industry

The indigenous film industry is a growing sector with increased importance globally. New Zealand, as well as the Pacific Alliance countries, has a significant presence in the Indigenous film sector. Exploring ways in which indigenous filmmakers could pitch their work to interested producers, expand their industry network, and access collaborative opportunities and mentoring, could significantly enhance the industry.

6.2 Future opportunities - services

Skills transfer and knowledge sharing has significant potential for future service sector in the Pacific Alliance countries. Setting up of a virtual consultancy business comprising of indigenous entities and entrepreneurs could be explored as part of the FTA.

Building new export markets takes a long time to establish. It might be worth exploring options to develop some form of indigenous chapter where Māori and other indigenous service providers can have special dispensation in setting up subsidiaries in respective countries and sharing of knowledge on what works, as well as access to culturally safe service providers to support indigenous economic development.

The potential lies in:

- Indigenous capability and capacity building
- Economic development models (especially collective land and enterprise development)
- Business models (tourism, indigenous film industry).

6.3 Indigenous capacity and capability services

At present, the indigenous capacity and capability services industry is small with a strong domestic focus. However, there are some entities providing international consultancy services. One Māori-owned business focuses on building capacity and capability with government and indigenous organisations, in order to enable them to contribute effectively and meaningfully in the development of their indigenous communities. This business has successfully set up offices in Canada and Hawaii. They provide culturally safe services and supports that contribute to building capacity in indigenous communities. Interestingly, they found it very difficult to set up their business in these countries, and had to show that their expertise could not be sourced locally. It was an expensive exercise to establish the business as a legal entity in these countries, and they had to jump through hoops with immigration rules to establish their expertise. Their skills and expertise are highly valued and they have been extremely successful with strong demand for their services.

Business management consultancies

Business management consultancies are a small but growing sector, with limited international exposure. We were able to locate one Māori business management consultancy who are in the initial stages of working with clients in Chile. This consultancy is comprised of corporate, legal and investment experts, and has clients across public and private sectors as well as Māori, Pacific and indigenous groups and organisations. Apart from Chile, they have not engaged with the other Pacific Alliance countries. However, they do see a high level of synergy with the work that they do with the other Pacific Alliance countries.

The synergies are specifically with:

- Indigenous-to-indigenous business engagement
- Land – collective land ownership models have a high level of relevance to other indigenous groups, including indigenous peoples in the Pacific Alliance countries.

The consultancy would be interested in exploring opportunities to do business, including sharing and increasing collective research opportunities with the Pacific Alliance countries.

A senior lecturer at Massey University who specialises in indigenous and Māori entrepreneurship, indigenous and Māori management as well as indigenous entrepreneurship research methods, has stated that a significant proportion of indigenous consultants globally are normally contracted to government, and/or supporting government programmes and projects. In New Zealand we have an advantage in that a significant proportion of our indigenous businesses are mature and are working business-to-business, moving away from only government contracts.

He would like to see an informal virtual consultancy – a global network of indigenous businesses across the globe that can tap into networks, tender collectively for projects, and share knowledge and networks, as well as creating opportunities for indigenous-to-indigenous procurement. This will allow indigenous business to retain their mana and focus on doing global business.

He sees potential in exploring inter-indigenous trade but recognises that it will take a lot of time and effort, and imagines any platform or virtual consultancy will be built on:

- Cultural empathy
- Mutual understanding of each other's histories
- Commonalities in culture.

6.4 Film industry

Internationally and in New Zealand, long-term investment strategies by public funding agencies aimed at the Indigenous production sector has led to an Indigenous film renaissance. This strategy has proliferated an entire generation of Indigenous filmmakers who have put New Zealand on the map by winning international festival awards in recent years at Cannes, Berlin and Sundance, as well as reaping domestic box office success.

The Māoriland Indigenous Film Festival (in Otaki) is on a circuit of indigenous film festivals around the world. Filmmakers from as far away as the Arctic Circle and Canada are in Ōtaki for a week to show their films and interact with audiences and other film-makers. Māoriland screened over 120 films in 2018, from shorts of a few minutes through to full-length features.

The festival director said the event was a chance to share ideas and stories from indigenous peoples around the world. They have previously had films from Mexico and Peru at the festival (none in 2018). The biggest issue is that these films are normally in the Indigenous dialect, with no subtitles.

Māoriland were approached by a Chilean resident in Otaki and was a venue for the 17th annual Latin America and Spain Film Festival in September 2018. The Māoriland “hub” also offers various programmes to support indigenous film makers to grow their presence locally and internationally.

6.5 Tourism

Tourism numbers from the Pacific Alliance countries are still small as can be seen from Table 4 below. Most visitors are from Chile, followed by Mexico, with significantly smaller numbers from Colombia and Peru.

Table 4: Visitor arrivals per country to New Zealand

	Chile		Colombia		Mexico		Peru	
	Business	Total	Business	Total	Business	Total	Business	Total
2007	336	4,062	27	537	222	3,242	42	421
2008	386	4,839	48	843	137	3,258	46	397
2009	327	4,369	0	776	82	3,060	44	325
2010	362	4,938	20	765	25	2,923	45	419
2011	191	5,382	20	1,026	82	3,043	16	366
2012	320	4,848	32	848	144	3,152	0	432
2013	416	5,728	32	1,184	192	3,552	32	416
2014	192	5,680	16	1,168	80	3,440	16	480
2015	256	6,160	0	1,520	128	3,984	64	576
2016	176	8,048	32	1,712	96	4,048	16	736
2017	352	9,072	32	1,936	96	4,784	32	1,024

In general, Māori tourism covers a wide range of experiences from walking tours through ancient forests to seaside meanders, wildlife encounters, hunting and fishing, dining and art experiences to the classic cultural shows found in Rotorua – the traditional centre of Māori tourism since the days of early European settlement and fascination with the culture. The Ngāti Whare and Tūhoe iwi (tribes) in the Central North Island offer walking tours through the Whirinaki rainforest – one of the world’s most spectacular rainforests, and home to ancient species of flora and fauna. Local Māori guides provide tales of tribal history and explain the medicinal purposes of the plants. The active volcanic landscape of Rotorua frames the cultural activities on the ancient village site at Whakarewarewa, while in Kaikoura the local iwi operates one of Aotearoa New Zealand's most successful marine wildlife tour companies.

The potential lies in sharing tourism business models, especially in sustainable cultural and eco-tourism businesses. Sustainable cultural tourism presents a unique opportunity to use culture and creativity to link

tourism and culture, and to promote more sustainable forms of tourism consumption and production. All of the Pacific Alliance countries have a strong cultural tourism sector that could be used to connect, grow and develop further tourism ventures between the countries.

New Zealand Māori Tourism is a government-funded entity that is committed to working with the Māori tourism sector to contribute to our economy, to provide compelling visitor experiences, and to build a strong commercial and cultural leadership. They support leaders and partnerships that generate value in the Māori and wider tourism sector. The focus is on positioning Māori tourism to allow Māori to take a leadership role in how visitors experience our country. New Zealand Māori Tourism has indicated that they do not have a specific focus on the Pacific Alliance countries at present.

At present there are no Māori tourism operators active in the Pacific Alliance countries.

7 Conclusion

In conclusion, there is a mismatch between the goods New Zealand produces and exports, and what the Pacific Alliance countries import, as seen from the low volumes of exports from New Zealand to the Pacific Alliance countries. This applies especially to the goods Māori enterprises predominantly produce and export. A further consideration is that Chile, the second largest market, has a similar production profile to New Zealand.

Māori-owned enterprises are currently more-or-less fully occupied in serving existing markets, including Australia, China, the EU and USA. Therefore, they do not see Pacific Alliance countries as being high priority markets. If they did, they would still face logistical difficulties in exporting as shipping routes don't necessarily have enough capacity and go the wrong way, and there are real or perceived capability and non-tariff barriers.

Māori service exports to the Pacific Alliance countries are extremely small, but there is potential for growth, especially in the area of cultural consultancy and related services.