

# Kaitiaki-centred business models

The report introduces an analytical framework for kaitiaki-centred business models, which consists of several interrelated domains: environment (kaitiakitanga), economic (whai rawa), social (whanaungatanga and manaakitanga) and political (rangatiratanga, mana whakahaere and kotahitanga). Case studies are presented, and the framework is then used to examine the case studies in terms of the extent to which they demonstrate the domains.

*Kaitiaki-centred business models: Case studies of Māori marine-based enterprises in Aotearoa New Zealand.*  
Rout, M, Lythberg, B, Mika, J. P, Gillies, A, Bodwitch, H, Hikuroa, D, Awatere, S, Wiremu, F, Rakena, M, Reid, J. (2019)



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# Case studies of Māori marine-based enterprises in Aotearoa New Zealand

**A kaitiaki-centred business model is one that focuses on the environmental, economic and social, not as individual, competing components but rather as three interconnected pillars of mauri sustainment, or well-being.**

[p10]

## Whai Rawa

**Develop kaitiaki business models that embed Māori commercial activity within sustainable ecosystem processes.**

There is one relational network that seems most common and most effective when it comes to understanding the kaitiaki-centred business model: kaitiakitanga is facilitated by rangatiratanga and mana whakahaere and leads not only to whanaungatanga and manaakitanga but also to whai rawa.

[p10]

Whai rawa is a guiding force in the case studies, with joint venture companies existing primarily as a means of making their quota economically viable. All the businesses discussed have a focus on economic performance, generally delivering this through innovation, supply chain control, adding value and a long-term focus. The joint venture companies provide an excellent mechanism for lower risk while increasing profit, making the most of a legislative restraint by turning a weakness into a relative strength.

[p10]

## Whai Mana

**An integrated value chain where as many elements as possible are owned by Māori.**

The measures of success as articulated by the informants are cemented in firstly, increasing the quota and asset base of the iwi. Second, retaining their mana and authority over their assets and investing in the social objectives of the iwi and hapū.

[p46]

A benefit for collectivising assets is that the Iwi Collective Partnership (ICP) has an aggregate voice for their shared interests. Collectivising also involves collective decision-making. To uphold the mana (prestige, honour) and authority of each iwi member of ICP, all iwi members retain their individual status in their respective asset holding companies, while ownership of any assets is at the iwi level and therefore collectivised.

[p38]

Having brought so many like-minded iwi together, one of ICP's key principles was to ensure that the use of those assets would:

1. Remain within the collective
2. Retain its mana and authority
3. Derive a benefit
4. Be retained for future use.

[p40]

## Whai Oranga

**Regulatory and policy tools to embed mātauranga Māori in sustainable commercial and customary fishing activities.**

The way Māori values interact in mutually supportive ways is evident in the case studies... they work in tandem to deliver outcomes that are positive across the environmental, economic and social spheres, as guided by tika political decision-making.

[p110]

All the case studies reveal the emphasis these entities put on whanaungatanga and manaakitanga, with a key focus on the welfare of their workers and the wider whānau expressed across the case studies. The provision of customary harvest for tangi and other events is central to the expression of these values, so too is working in a collective nature with all shareholders and stakeholders.

[p110]

*Poster Photo:*

*Geographically, Ngāti Kahungunu has the second largest tribal rohe in the country and an equally impressive coastline, from the Wharerata Ranges in the Wairoa District extending to the Remutaka Range in South Wairarapa. Case studies from Kahungunu Taiwhenua o te Wairoa are covered in the report.*