



## **Indigenous Branding- Creating an emotional connection.**

Kellogg Rural Leadership Programme

Course 37 2018

Ashleigh Phillips

I wish to thank the Kellogg Programme Investing Partners for their continued support:

# NZRLT PARTNERS

## Strategic Partners



## Programme Partners



## Media Partners



## Table of Contents

1.0 Executive Summary.....	2
2.0 Introduction .....	3
2.0 Methodology .....	4
4.0 Review of Literature.....	5
5.0 Case Studies .....	8
5.1 Case Study 1 Pakihiroa Farms Limited .....	8
5.2 Case Study 2 Miraka.....	10
5.3 Case Study 3 Kai Ora Honey .....	13
5.4 Case Study 4 Kono.....	15
6.0 Common Themes from Case Studies .....	17
7.0 Insights offered by other Industrial Participants .....	18
8.0 Conclusions .....	21
9.0 Recommendations .....	21
10.0 References .....	22

## 1.0 Executive Summary

Global customers are increasingly demanding authentic products and services, and indigenous branding has been recognized as a natural fit to deliver on this. Global trends observe a shift away from traditionally produced premium foods to more sustainable alternatives. This consumers is increasingly concerned of where their product comes from, the impact growing this product has had on the environment, that these people and lands are being looked after and what the indigenous stamp means.

Indigenous branding creates huge opportunity for Maori who consider that land is a living and breathing thing and part of your identity as Maori. It is an intergenerational culture with a 150 year plan, “we are a whakapapa, we are both the past, and the future’. Maori need to wrap this up in a meaningful way as resonates with the consumer to make an emotional connection, and the whole company needs to align with these brand values.

The purpose of this study was to evaluate two things, 1) what a consumer expects when presented with an indigenous product. 2) How do we give confidence that this product is genuine. This research is carried in two parts. The first is a review of literature published between the 2005 and 2013 period and key themes that come through from this. Part two is a case study evaluating four successful Maori businesses regarding the work they are carrying out around consumer expectations and authenticity.

There was a considerable amount of literature published between 2005 and 2013 regarding indigenous branding and how it could be used to create a point of difference. A key finding of this review is that Maori branding focused on presenting a product that encompassed a set of values as important to the Maori business. The case studies determined that this focus has since been reversed, and is now focused on expressing value as determined by the consumer.

The recommendations of this report are that further research is required to position an indigenous experience to make the consumer feel good and create an emotional connection, and Maori brands need to collaborate more to ensure the market insight work is done to avoid risking market position.

## 2.0 Introduction

Understanding the emotional drivers of your preferred consumer enables business to target promotional material that connects with those emotional drivers. The attributes that speak to consumers' consciousness and emotional drivers extend well beyond the immediate functional attributes of the product. These emotional drivers are often reflected in the customers willingness (assuming they earn enough to pay) to pay a premium.

These emotional drivers are now better understood and include various themes including:

1. Sustainability,
2. Social "good"
3. Social License and
4. Indigenous people

Indigenous branding has been recognized as an effective way to create a distinctive offering when coupled with the right product and consumer. This is critical as we compete in the rapidly evolving premium foods market which shifts away from traditionally produced and presented commodity foods to high value and sustainable alternatives. New Zealand's food production is insignificant on a global scale, so we do not aspire to feed the world, producing enough food for only 40M people. *The goal is not to feed 35M people, but to provide a small part of the diet to a much larger group of people for which they will pay a premium price* (Proudfoot, 2017).

The success of the – brand Maori is largely reflective of the values Maori live by in terms of the Maori connection to the land, people and the surrounding environment. The Maori view is all things in the physical world are living and interconnected. When Maori formally introduce themselves, they begin first by talking of their maunga or mountain , their awa (river), their iwi (region), their hapu (sub tribe) and their marae (sacred meeting house) before they introduce their name.

*'Indigenous branding is a unique cultural association of stories, images, names and symbols which serve to differentiate competing products or services, and to provide with the physical and emotional trigger to create a relationship between consumers and the product* (Thomson, Indigneous Branding-Creating a point of difference to the New Zealand Primary Sector, 2015). There has been no formal definition of what a Maori brand is, however the common assumptions suggest a Maori brand is a Maori owned and operated business under a Maori style of governance and reflecting Maori values. At times, this will provide employment opportunities for Maori and with a focus on kaupapa Maori (Harmsworth, Incorporation of Traditional values/ tikanga into contemporary Maori business organisation and process, 2005).

Maori branding is an effective means of crafting a compelling market narrative to enhance the value proposition. It must be understood that any brand is secondary to functional and quality product and provenance attributes. Indigenous branding here in Aotearoa is being used by both Maori and non-Maori businesses alike. This report aims to evaluate what consumers expect when presented with an indigenous product and how we might give confidence that this product is authentic.

There has been extensive research carried out on this topic between 2005 and 2013. More recently there has been very little published. This report has two parts, the first will look at literature published throughout this period to represent key findings. Part two is a case study looking at four successful Maori brands/ businesses to allow a comparison for key trends in the way indigenous branding is evolving over time. These case studies include Pakihiroa Farms Ltd (sheep and beef), Miraka (dairy), Kai Ora Honey (apiculture) and Kono (horticulture & viticulture).

## 2.0 Methodology

Research methodology for this report comprises two parts. Part 1) is a literature review of work published between 2005-2013 period. Part 2) is a case study looking at four successful Maori brands as case studies to represent more recent data for comparison.

The four brands that participated in the case study included Pakihiroa Farms Ltd (PFL), Miraka, Kai Ora Honey and Kono. An interviewee was selected to represent each company which tended to be the CEO and/ or employees from their marketing teams. The interviews were reasonably informal, and using the below questions as a general guideline for discussion.

1. Company background and history and why / how it was established
2. Product range and target market segments
3. Brands and brand stories - the latter is very important as it can be difficult to replicate if done well.
4. What market and consumer research have they done regarding their products and brands? What did they find out?
5. How do they portray brand authenticity? How do they protect this?

## 4.0 Review of Literature

There has been a considerable amount of resource focused at evaluating indigenous branding through 2005-2013 period. This is driven by an increasing demand from overseas consumers for authenticity and cultural distinctiveness. This favours countries such as New Zealand which has a unique Maori identity and culture. I will look at key themes from literature carried out during this period to include the value branding, collaboration, whakapapa, sustainability and the influence these factors have on indigenous branding.

Indigenous branding can create a distinctiveness within a crowded market where products are in danger of becoming hard to tell apart (Harmsworth, 2005), and consumers are demanding more value for their money. 'We are moving from a world of selling to a world of buying' (Henderson & Thomson, 2003). This signifies that large companies are moving away from high volume commodity products toward brands that better align with specific consumers, and must demonstrate authenticity founded on sound principles, values and standards (Harmsworth, 2008).

McMillan (2002) stated simply that a brand name is a device for providing information around a product. (Forbes & Dean, Consumer perceptions of wine brand, 2014). Indigenous branding is much more than this. It's about sharing your product story with an international audience, it's about your values and what's important to Maori as the proud indigenous culture of New Zealand (Forbes & Dean, Consumer perceptions of wine brand, 2014), and the people who share in this journey. It's about building trust and relationships which takes time and perseverance. (Thomson, Indigenous Branding- Creating a point of difference to the New Zealand Primary Sector, 2015).

Brand equity is the measure of enhanced value from promoting these relationships and building product loyalty as a result of your brand name. It's about bringing the consumer closer to the business. (Harmsworth & Tahi, 2008, p. 2) This value is reflected in consumer loyalty and the price premiums that the consumer is willing to pay. '*Products are produced in the factory, but brands are produced in the minds of the consumer*'. (Forbes & Dean, Consumer perceptions of wine brand, 2014). This cultural distinctiveness can provide a competitive advantage in certain markets, particularly where it is based strongly on values, integrity and ethics (Harmsworth & Tahi, 2008).

Maori branding is founded on Maori cultural values, ethics and principles, and are incorporated into the way they do business- it's about more than just profits. (Harmsworth & Tahi, 2008, p. 2). Maori business people understand the importance of building strong relationships to do business, rather than the "winning a business deal" focused approach (Increasing Exports, 2011). While Maori are fully assimilated into NZ society as equals under one law, they like to express themselves as having a different set of views based on their beliefs, knowledge, values and aspirations which may digress from mainstream. It is the whakapapa (ancestral lineage) that provides an origin and common bond for all Maori, linking them to each other and their environment. (Harmsworth & Tahi, 2008).

Harmsworth (2005) noted that all Maori brands acknowledge that producing a quality product of New Zealand takes priority over being an indigenous brand. Maori retain a strong sense of cultural identity and pride, and demonstrated a high level of commitment to excellence and quality in their operations, relationships, and activities. And although not well defined or documented, Maori values are very central to the way Māori organisations operate (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005).

The Maori language is now an official language of New Zealand, although only four per cent of the total population have an understanding of it. Interestingly enough, Forbes & Dean (2014) suggested that it does not appear to dissuade consumers from attempting to pronounce Maori brand names. Whilst Indigenous and International brand name categories scored the least pronounceable, consumers were still comfortable to ask for these brands whilst dining out. These studies show that consumers are more concerned about associating to cheap, low quality brands at a social level, than by the potential for embarrassment caused by the mispronunciation of Indigenous brand names. This implies indigenous brands are implicitly, higher quality and consumers are willing to pay a premium for this in preference to 'animal' and 'humorous' brand names

There is strong cultural empathy between Maori and Asian business interests, and the measured and respectful way in which Maori firms conduct business in Asia is acknowledged and recognized (increasing exports). Asia share our strong values around hierarchy, respecting elders, hospitality and a long-term intergenerational relationships. (Thomson, Indigenous Branding- Creating a point of difference to the New Zealand Primary Sector, 2015). Whilst the opportunity to grow market share in regions such as Asia, the capacity to sell more once it's here also becomes more accessible as tourist numbers from these regions visiting New Zealand and experiencing our culture rises.

On a world scale, Maori indigenous branding is insignificant. Findings presented by Harmsworth (2005) revealed that all businesses participating in his study preferred to market their own products and brand, and develop independent marketing and branding strategies. (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p. 108). This lack of collaboration may limit the impact and influence of Maori brands in the market place.

Maori are intergenerational and governed by concepts including rangatiratanga (governance), whakapapa (relationships) and wairua tapu (the values that shape and guide us). We say – *"come on the journey of our ancestors and experience our world"*. As Maori, we are much greater than a brand, we are a whakapapa, we are the past and the future, our identity is ever evolving and changing (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p. 60).

Maori business shareholders have an emotional attachment to their brands, the company represents their lifeblood through whakapapa (ancestry). Everyone is emotionally tied up in the business. "People are the most important part of our business – they have to be proud of it". (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p. 88). The brand represents Identity. For the people of Ngati Porou, the brand is represented in the pepeha. *Ko Hikurangi te maunga, ko Waiapu te Awa, Ko Ngati Porou te iwi*. The mountain is Hikurangi, the river Waiapu, and Ngati Porou is the people. The sun, the land and its people. Its more than a logo, it represents who we are as a people. (Thomson, Indigenous Branding- Creating a point of difference to the New Zealand Primary Sector, 2015)

Maori people have a long legacy as conservationists, operating within a framework of traditional values, guided by cultural protocols. Many of the business' interviewed recognised the values of manaakitanga and kaitiakitanga and as applied in everyday business. While nothing is formalised or documented, it is a natural expectation by whānau, the shareholders of the way things happen. (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p. 29).



Manaakitanga is often defined as hospitality in tourism, however it is much more than this. It is about looking after all living beings, showing thoughtfulness and caring for both whānau and friends. It is central to our identity as Maori as we value people above all other things, and in respecting others, our own mana is strengthened. Being family based business' there is a responsibility to be successful for the whānau, (our shareholders). 'Our focus is to look after and generate a return to whānau, to nurture our whenua, staff, customers, and owners in all we do. We achieve this by providing employment, training, education grants, and caring for the land to produce healthy and safe food'. (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p.28)

Kaitiakitanga is the deep connection between the people and their surrounding environment. It is *'the exercise of guardianship by the people of an area in accordance with tikanga Māori in relation to natural and physical resources, and include the ethic of stewardship'* (Royal, 2007). Ngai Tahu Seafood's demonstrate kaitiakitanga by ensuring long-term sustainable value for the benefit of its shareholder. As an intergenerational business 'we're looking after the resource for the long term, so we're not interested in over fishing for short-term benefits'.

These two philosophies work hand in hand. We translate it into respect. It's respect for what we need to do for our stakeholders as shown through manaakitanga. It's respect for the environment as expressed through kaitiakitanga. It translates into respect for the customers and what they demand, so that we can maximise that return at the other end (Gavin Holley 2004) (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005, p. 38).

Tikanga symbolises the Māori body of rules and values used to govern or shape Maori people's behaviour and some of the key values include:

- Tino Rangatiratanga and Mana Motuhake – self-determination, independence or inter-dependence.
- Whānaugatanga – family connections and family relationships.
- Kaitiakitanga – guardianship of the environment.
- Manaakitanga – reciprocal and unqualified acts of giving, caring, and hospitality.
- Arohatanga – the notion of care, respect, love, compassion.
- Awhinatanga – assist or care for others.
- Whakakoha – the act of giving.
- Whakapono – trust, honesty, integrity.
- Whakakotahitanga – respect for individual differences and participatory inclusion for decision making; Wairua – the spiritual dimension to life (Harmsworth, Report on the incorporation of traditional values/ tikanga into contemporary Maori business organisation and process, 2005).

## 5.0 Case Studies

### 5.1 Case Study 1 Pakihiroa Farms Limited.

#### 1. Company background and history and why / how it was established

After almost a century of private ownership, Pakihiroa Station was purchased in 1992 by Te Runanga o Ngati Porou. Pakihiroa Farms Limited (PFL) was established in 2006 and now comprises 5,246 ha over three sheep and beef properties, Pakihiroa and Makarika which are located in Ruatoria, and Puanga near Gisborne. Pakihiroa Farms Limited are producers of premium wagyu beef, lamb meat and mid-micron wool and aspire to provide a range of higher value products to key global markets. The company is owned and managed by Ngati Porou for Ngati Porou.

Balancing agricultural output with good environmental management has been a fundamental consideration for Pakihiroa Farms. The company recognises the need for replicating natural systems that can provide multiple benefits, and aims to be an exemplar of agriculture focusing on both food quality and profitability for East Coast farmers and partners in market. In 2011 Pakihiroa Farms was a finalist in the Ahuwhenua Maori Farming Awards (Maori Agribusiness- Pakihiroa Farms, 2016).

PFLs vision is to influence critical parts of the value chain, to be a market leader employing industry best practice, working collaboratively with other Ngati Porou land owners to expand their business and to use science and innovation to maintain our competitive advantage. *'This will often mean, performing outside the boundaries of traditional farming practices and doing things most farmers won't, such as farming Merino Cross sheep in the North Island. We recognize a lot of industry advice and practice has been developed for the average farmer. We can't afford to be the average farmer'* (Collier, 2018)

#### 2. Product range and target market segments

As with surrounding properties in the region PFL produces high quality lamb , Wagyu beef and both cross bred and mid micron wool for overseas consumers. Key export markets are lamb, principally to Europe, and Wagyu beef, which is mostly exported to the United States. They are also exporting cross-bred and mid micron wool products to East Asia, the United States and Canada. *Positioning product and telling our story resonates with consumers we are trying to connect with in the US and Europe* (Adams, 2018). PFL produces mid micron wool for the active sportswear market attracting world class athletes. 70% of skiers in the US are now wearing Smartwool, preferred for its premium-quality, the fact that the animals are farmed on cultural land and efforts directed into breeding out foot-out, which is good for everyone (Lambourne, 2018).

PFL produces grass-fed Wagyu beef for those wanting consistently tender grass fed beef, into NZ, USA and Europe. The product is consistently tender and preferred for its taste. Biggest issue with NZ beef is lack of consistency in tenderness. PFLs target wagyu customer are a couple earning \$150-200K, they own 2 vehicles and are in their 40s, with children, and are extremely health conscious particularly as it relates to their diet. They are willing and able to pay \$80-90/kg wagyu (Collier, 2018).

Our target markets also millennials, who are doing things very differently. They are not buying cars or having families as we have done traditionally, their substitute for a family are pets. Millennials have consciences and have a different sense of fairness and whats right. They are more concerned with sustainability and reducing wastage and prepared to pay a premium for products that align with these values. For example, a French lamb rack is an easy sell. The rest of the carcass may be processed into jerky as a health improving dog food. Globally people are spending more on their pets than themselves. The pet food industry is \$74 billion and growing at 4% per annum.

### 3. Brands and brand stories

*Ko Hikurangi te maunga,  
ko Waiapu te awa.  
Ko Ngati Porou te iwi.*

The PFL brand is hugely important to the people of Ngati Porou, as culturally Maori are connected to their environment, it is part of their identity. 'Whats drives us is knowing who we are, we operate within the boundaries of our tribal area, we invest in future generations and we do things not necessarily within the interest of the PFL group, but in the interest of our wider community. It's about values, practices and long-term strategies rather than short term gains' Hilton Collier (2018).

The PFLs brand is their promise to aspire to achieve excellence in everything they do. They associate only with premium behaviors and performance as they build relationships with their customers and the behavior they demand. We are willing to do the things that need to be done to give them that premium experience. Indigenous branding is about trust and as an intergenerational business, we have time to build this, focusing on relationships first. Those relationships are beyond the traditional transactional model, it's a relationship between tangata whenua and our customers overseas who demand something more (Collier, 2008).

### 4. What market and consumer research have they done regarding their products and brands?

Research targets regions of world where customers are aligned with PFLs values, who share a similar belief in the importance of good food, good animal welfare, the importance of being socially responsible and who are able and willing to pay higher prices. PFL has aligned their farming operation to contribute to an enhanced consumer experience, investing in environmental rejuvenation, animal wellbeing and people happiness as part of their brand. The challenge is being able to continually demonstrate this to consumers and ensure all parts of the business model consistently achieve this.

PFL are conscious that every 10-15 years, product offering needs to be re-freshed, to ensure they remain relevant to consumers and avoid risking brand position. Pakihiroa Farms have partnered with other reputable NZ brands using an insights approach, to understand their extreme consumers. 'It's about understanding what drives key behaviors in a certain way in order to re-define our offering to overcome the problems they perceive, and take this away as an opportunity to add value. Market Insight research is defining why people behaved or didn't behave as was expected and turning that into a value proposition to increase sales and extract more money. Once you understand who you're selling to, you change your angle. A pitch may appeal to kids, kids are more willing to try new things. They will then convince their parents to test the product (Collier, 2018).

### 5. How do they portray brand authenticity? How do they protect this?

PFL demonstrates its authenticity every time it hosts customers or channel to market partners to ensure business convenience does not replace tikanga. Manaakitanga for Maori mean we must look after people, we are naturally hospitable and building solid relationships comes natural to Maori. Our business structure is intergenerational and based on heritage assets which are rarely sold. We have the advantage of building long term relationships which takes priority over the deal, mainstream farming doesn't have this same advantage.

PFL travels into market to support store promotions, an initiative they hope to explore further. The experience allows farmers to communicate first hand with consumers who buy their product. This way the customer can directly interact with the farmers, and have confidence that what's being communicated is genuine.

Long term projects consider partnering with AgResearch, collaboration and tourism. PFL are working alongside AgResearch to better define how to present Ngati Porou values in communications through supply chains to consumers. The project aims to better define what an authentic experience looks like. PFL will work alongside people with similar values to create new categories of product to take to market. In future we will change land-use from livestock to people (tourism). What does tourism look like at Pakihiroa? How might we better monetise this experience and do better for our community.

## 5.2 Case Study 2 Miraka

### 1. Company background and history and why / how it was established

Miraka is the Maori-owned and operated dairy processing company located in Mokai, 40mins northwest of Taupo, Miraka is central to its 100 dairy farms suppliers. The Miraka vision grew from Wairarapa Moana's board review in the year 2000, as a strategy to go beyond the farm gate and is now exporting premium milk powders and UHT (ultra-heat treated) milk direct to 23 companies around the globe (Lambourne, 2018).

Miraka is owned jointly by several Maori entities trusts and strategic partners. Wairarapa Moana Incorporation and Tuaropaki Trust are the majority shareholders, with a 54% stake. Other strategic partners include the Maori Trustee, Global Dairy Network, Vietnam Dairy Products (Vinamilk) and the Te Awahohonu Forest Trust and Waipapa 9 Trust.

Miraka is an intergenerational business- 'we're here for the long term and have a shared vision of sustainable business practices that ensure our future generations enjoy the benefits we do today. We are kaitiaki (guardians) of our land which will not be sold but passed on through the generations. This is demonstrated both on farm where happy animals and happy people are imperative to the way we do business, and at the factory level where our plant is powered by renewable geothermal energy to process 300M litres of milk annually (Miraka, 2015).

### 2. Product range and target market segments.

Miraka produces two main product lines being commodity (Vinamilk powder) and consumer brands (Whaiora and Taupo Pure). **Whaiora** meaning the pursuit of health and wellness is a powdered smoothie comprising the finest fruits, vegetables, oats, milk and honey (Miraka, 2015). Whaiora is the pursuit of wellbeing, it's a lifestyle brand. We believe good food choices are essential to a naturally balanced lifestyle. That's why we set out to create an authentic, real food smoothie blend. This product is currently sold locally here in New Zealand and in Singapore with plans to export to Malaysia, Vietnam, Taiwan, China, Hong Kong in the near future being high wealth and early adopter regions. Looking after our resources, kaitiakitanga, looking after the people and land sustainably aligns with Asia's cultural values, therefore it feels natural for them (Te Brake, 2018).

**Taupo Pure** is a tasty and nutritious concentrated premium milk powder telling a provenance story. Taupo talks about its serene landscape, the lovely mountain ranges and clean lakes compared to other regions. It is a brand play targeting Asia who want to drink pure milk and develop a deeper connection to those making the milk (Te Brake, 2018). Its' milk of world-class quality, rich in calcium and other nutrients to support a growing and healthy family. Miraka is already exporting milk powder, Taupo Pure is simply an opportunity to differentiate from other kiwi brands and broaden product offerings in the market.

Miraka's consumer brands target the 5-10% of Asia that can afford and will pay for the premium product range. This consumer does yoga, is a gym goer, and fine dines in high end restaurants, so the focus is understanding the consumer and getting in front of them to influence their lives. Key is figuring out where to position product to reach segment market. Our consumer tends to be the 25-45 year old woman conscious about her health and wellness, she potentially has a family that she needs to make decisions for. She is busy with a career so her family need to eat what she eats. She gets the kids ready in the morning, drops them off at school early then goes to work. She's also doing a half marathon, so she's limited for time. It is important to her to eat well, she seeks natural products that are quick, convenient and shelf stable. This range is sitting in a can as powder form in the cupboard of her kitchen, she adds water in blender and good to go (Te Brake, 2018).

Miraka's state of the art factory has the capacity and to deliver **whole and skim milk powder** at large scale for the commodity market. Miraka is producing 8-10MT of milk powder per hour. Annually, 37,000 tonne per year is destined for Vinamilk, a large scale Vietnamese milk company (Miraka, 2015). Milk powder for Asia was a logical fit considering Asia has limited refrigeration and liquid milk is not readily available. Vinamilk were keen to engage in business with Miraka due to their mutually aligned values. Sustainability and social good are very important to Vinamilk who feed an entire continent (Lambourne, 2018).

### 3. Brands and brand stories.

*'The Miraka brand is our opportunity to tell our story, represented by the face of kaitiaki (guardian), body of Papatuanuku (Earth mother) and Ranginui (Sky father), which highlighted our connected relationship with one another and our natural world. This symbolises the strong emphasis Miraka places on its responsibility as a guardian of resources. The Tahuihiu (prow) of the waka, is symbolic of our seafaring ancestors who set out into unchartered waters through the Pacific and onto Aotearoa/NZ, leads the way to new business opportunities and networks around the world'* (Miraka, 2015). The vision of nurturing the world, reflects a global outlook, and is founded on a strong set of values that will ensure sustained prosperity for present and future generations (Miraka, 2015).

### 4. What market and consumer research have they done regarding their products and brands?

Miraka invests heavily into consumer markets, initially spending 2-3 years researching Asia as they share a lot of Miraka's values, so they feel more comfortable with the way Maori do business. This market was the best fit as Asia is a high growth region, they are more relaxed on trade, and it is more accessible logistics wise. In comparison, the US milk tariffs make access harder due to regulatory barriers. Market research is carried out in partnership with NZTE (NZ trade + enterprise). Miraka representatives spent 4 months in Asia on the ground talking to people and trialing new products themselves. NZTE initiated the first point of contact to meet distributors and retail customers. The next task is to understand the customer we want to target selling to, what they're wanting to buy etc.

Research focused on Miraka's core values and how they resonate with the consumer, and how to shape the Miraka story. Feedback was focused on the taster preference for the Whaiora brand as the whole milk powder division was already established. Miraka talked about brand, values and whakapapa, however consumers were most interested in understanding how Miraka operate and carry out business, and what they're doing for the environment.

Vietnam has huge activity with yoga and health and wellness and aligns well with the Whaiora brand, so Miraka went and spent time in this market, however a fruit smoothie in the shop was worth \$1.50 NZ so purchasing power is not there. It was evident they needed to spend time in those markets to understand this. They look at trends around the world and try to keep an entrepreneurial approach as they lack capacity when compared to dairy giant, Fonterra, to understand research and build relationships in market. They find they are more respected for their more personal approach to this.

#### 5. How do they portray brand authenticity? How do they protect this?

Miraka are mindful that somewhere along the line they will be challenged with brand authenticity. Patagonia is a high-end lifestyle brand which come under fire for compromising values (animal welfare) in sourcing materials for its woolen clothing range. They donated 20% of profits to charity and had an impressive brand story, but become exposed for cutting corners with suppliers. 'We are aware that everyone is a walking reporter with phones and cameras, and so brand authenticity is at the forefront of everything we do' (Te Brake, 2018).

'For Miraka, brand authenticity starts with who and why we are, we tell our story, show pictures of our factory, geothermal plant, we make business decisions based on our values, we hold an annual powhiri to welcome new suppliers and staff. An introduction into the relationship starts with a powhiri. We strive to carry our values through in everything we do and the way we do business' (Te Brake, 2018).

Miraka use Assure Quality for certification in appropriate markets only. The Taupo Pure program works with the Governments verification agency Assure Quality which certifies the authenticity of the supply chain, product and manufacturing techniques to confirm they comply with claims made.

Whaiora is a lifestyle brand that is trendy quirky and has fun. Having a Government agency associated with this brand makes it too formal and takes away the entrepreneurial feel. Consumers do a lot of research themselves and like it to be their thing that only they've discovered and that no one else knows about yet.

Miraka is currently looking into what block chain is and as a means of giving greater consumer confidence going forward. Miraka needs to explore options on the best use of this technology and how to best utilise whats available.

### 5.3 Case Study 3 Kai Ora Honey

#### 1. Company background and history and why / how it was established.

Kai Ora Honey Ltd is a small whanau owned business operating 3,000 hives in the Far North, producing some of New Zealand's highest Active Manuka Honey. Kai Ora Honey is a family business extending beyond generations, it is the result of a vision, of Saana Waitai Murray, the late grandmother of the Murray whanau. Saana was a Ngati Kuri kuia and mother of 13. She and her son, Rapine Murray had a dream to utilise the natural resources of the Far North to create job opportunities for whanau. Today Kai Ora is owned and operated by the Murray family, whom pride themselves on producing and manufacturing Kai Ora's range of manuka honey products (Murray M. , 2018).

The Murray family have over ten years of beekeeping experience. After being spread wide and far across the country, they came back together as a family in 2014 with the intention of being self-employed, living at home and utilising the rural resources. They aspire to use this opportunity to lay a solid foundation for future generations, so they can live, work, educate and raise families positively in Te Tai Tokerau (Murray M. , 2018). Kai Ora Honeys' CEO and winner of the Young Maori Business Leader award, Blanche Morrogh first launched the business in 2012. Kai Ora is exporting 50 tonne Manuka honey into the United States, Australia, United Kingdom, Kuwait and Asia with plans to increase this to 90 tonnes by 2020 (Stock, 2017).

#### 2. Product range and target market segments.

Kai Ora's product range is various blends of Manuka Honey, licensed under the New Zealand Made brand. The active compound of the honey ranges from 80-150 MGO (methylglyoxal) and is exported to the UK, USA, Singapore, Japan, Kuwait and Hong Kong (Murray J. , 2018). The East Asian market is significant as they share similar cultural values, they are supportive of the people behind the operation and they are willing to pay a premium for this.

Only a fraction of the honey is marketed under the Kai Ora brand. Most of it is exported as a component of other products or under other premium brands (Lambourne, 2018). Honey exported under the Kai Ora brand generally targets high end restaurants, such as the Ritz Carlton in Hong Kong.

#### 3. What is the Kai Ora brand story - very important as it can be difficult to replicate if done well.

Kai Ora in Maori means food for our well-being. Kai Ora aspire to demonstrate Kaitiakitanga (guardianship) of their whenua (land), while delivering positive economic outcomes for the people of Te Tai Tokerau. The Kai Ora brand is about whenua ora, wai ora, tangata ora- our land and people flourishing together. 'It's about adapting to the environment we are operating in, being bold in our thinking, confident in our actions and disciplined with our values!' (Murray M. , 2018). The very same values as passed onto us from our grandmother, Saana, who served the role of mana wahine in every court of Maori society.

"She had that much mana she was regarded as a living taonga (treasure) by everyone she encountered. She lived her life in a way that left no room to doubt her pride for the people of Te Hiku o Te Ika. That pride extended to the land, driving the Murrays proactive leadership in conservation of the local bee populations by both setting up the 'Save our bees' Charitable Trust aiming to educate people about the importance of bees to the New Zealand economy and in the home garden, with hopes to run seminars and workshops on Top Bar Beekeeping around New Zealand and to provide ongoing support for new beekeepers.

#### 4. What market and consumer research have they done regarding their products and brands?

Kai Ora have identified that research and development are imperative to a successful business. Marketing manager, Mabel attends several conferences on the insights of Market Realities globally, with a particular focus on the East Asia market. Due to the cost involved in carrying out consumer insight and brand strategies, Kai Ora does not invest heavily into independent research, especially considering a large proportion of the honey is exported under other brand names.

Kai Ora see their product in the health and wellness segment. This area tends to be occupied by millennials who are more health orientated and select food on this basis. They expect transparency around the ingredients and sources and are committed to educating themselves on the benefits of various food options. They seek foods that are healthy, convenient and sustainable (Murray M. , 2018).

A study conducted by the University of Arkansas noted that millennials are eating out at a rate of 43.5% today compared to 25.9% for their counterparts in 1970 (Patel, 2017). This trend emerged as more woman have now entered the workforce, and so they simply don't have the time to prepare a home cooked meal and are prepared to pay for the healthy convenient alternative This has been the main driver behind reusable/resealable packaging, meal kits, grocery delivery services, food trucks and online ordering (Rosenbloom, 2018).

These customers are also re-defining healthy food options, as natural, organic, locally sourced and sustainable options as opposed traditional say low-fat or high-fibre diet. 52% of organic consumers are millennials who also consume 52% more vegetables than their older counterparts. As a result, this shift in diet has seen 40% of millennials take on a plant based diet. They want to know how their food is sourced and grown, the effect it had on the carbon footprint, animals raised and people raising them (Patel, 2017).

#### 5. How does Kai Ora portray brand authenticity? What is Kai Ora doing to manage brand authenticity?

Kai Ora market from the land to their brand, so traceability is paramount in connecting the end consumer to the bee farming operation (Murray M. , 2018). With counterfeit Manuka Honey in the market, Kai Ora will introduce QR codes and tagging in their labels to ensure consumers can see where the honey was produced, how it was produced, its certification and ultimately authenticity (Murray J. , 2018). This aligns seamlessly with MPIs new Honey Testing regulations as announced 5th February 2018. We can ensure that our Manuka Honey is Authentic from Aotearoa (New Zealand). It is Kai Ora's commitment to earning the consumers trust and ensuring they confident that the product is genuine (Murray M. , 2018).

*"Our clients will be able to put their smartphone over a jar of honey and it will pop up with the health certification of where the honey came from, it will give them a batch number traced to our system,"* Blanche said. They have 2000 hives in different parts of Northland.



## 5.4 Case Study 4 Kono

### 1. Company background and history and why / how it was established.

Kono is a whanau owned producer of high quality food and beverages. Formed in 2012 by the Wakatu incorporation, Kono was the vision of bringing all their businesses under the one authentic Maori brand (Taulelei, 2018). The Nelson based operation farms over 500ha of land and sea throughout the Tasman and Marlborough regions. Kono maintains control over most of the supply chain as specialists across all aspects of its operations, from farming and harvesting, to processing and the marketing of seafood, beverages, fruit, hops and natural fruit bars (Kono, 2015).

We have a geographic spread of export partners across the world. With an intergenerational perspective, Kono prides itself on its strong cultural identity and living its values of instilling practices our ancestors would recognise and that our children will one day be proud of. Kono aspires to be the world's best indigenous food and beverage provider, Kono has a global consumer focus, particularly in Asia where we have successfully established a wholly-owned trading entity in Shanghai.

*Our connection to the land and sea is at the heart of our identity as Māori. Food and hospitality underpin our way of life. Sharing food is a traditional way of bringing people together (Kono, 2015).*

### 2. Product range and target market segments.

The cultural wealth of Maori tribes/ hapu was traditionally measured by their capacity to provide kai (food). The ability to feed both whanau and manuhiri is a strong part of our cultural heritage. Appreciated locally and worldwide, Kono's product range comprises horticulture, seafood, beverages and fruit bars which are exported to a diverse range of customers in more than 28 countries around the globe, the UK, the US and the Asia being our principle markets. 'Food lies at the heart of everything we do. We place value on healthy sustenance and the joy of a meal shared'.

- Horticulture- apples, pears, kiwifruit and hops sold locally in fresh form
- Seafood- Green shell mussels + Rock Lobster SE Asia
- Beverages- Tohu Wine + Tutu Cider targets high end wine consumers in Japan.
- Fruit Bars- Annie's

#### **Greenshell™ Mussels**

Greenshell mussels are unique to New Zealand. The Kono mussels are hand raised in the remote waters of the Marlborough Sounds, and grown on a suspended rope system which has been rated by the Monterey Bay Seafood Watch Programme as one of the most sustainable seafood products in the world. These mussels are harvested at 18-26 months with a higher meat to shell ratio than any other mussel, and providing a great source of iron, protein and omega-3. Kono's mussels are individually snap frozen on the half shell within hours of harvest to capture that fresh, straight from the water taste.

#### **Tohu Wines**

The sun-soaked heart of Marlborough in the fertile Moutere Hills on tribal land is home to our vines. True to our winemaking history, Kono are committed to growing exceptional grapes and exceptional wines. Internationally acclaimed, their range of premium quality wines each reflect their philosophy to create styles of wine that best reflect their surrounding environment, and the very essence of their Awatere Valley. First established in 1998, as New Zealand's first Māori owned wine brand, Tohu wines has developed a reputation for producing premium wine in a range of varieties with multiple accolades for our Sauvignon Blanc, Chardonnay, Riesling, Pinot Noir and Methode Traditionnelle.

## **Fruits**

Kono's 224ha of orchard is grown on tribal land with views of the areas cherished maunga, awa and marae, serving as a reminder to place, people and events. Nelson has long been recognised as a fruit flourishing region, renowned for producing fruit of premium colour, texture and flavour. The Motueka orchards grow apples, kiwifruit, pears and hops.

## **Annie's Fruit Bars**

Annie's fruit bars are a healthy and convenient snack option, hand-made using Kono's' very own selection of summer fruits and vegetables. The fruit bars are both natural and contain no traces of added sugars, preservatives, additives or synthetic colours. Annie's fruit bar range includes Fruit Bars, Fruit Wiggles, Fruit Bar Pieces and Apple Rings. All of which are gluten, nut, dairy, sulphite and yeast free.

Kono were not able to comment on target market segments as they considered this information to be commercially sensitive.

## **3. Brands and brand stories.**

The Kono brand is a basket weaved from flax as traditionally used by Maori to present food as offered to guests in the Maori tradition of hospitality, our products flow from our culture (Thomson, Indigenous Branding- Creating a point of difference to the New Zealand Primary Sector, 2015). The Kono brand represents an offering of only the best quality foods and beverages as produced by whanau. The basket is filled with natural, wholesome ingredients from the same earth and sea which once supported their tupuna (ancestors) and will continue to nourish our children for generations to come.

The people of Wakatu migrated here in Te Tau Ihu (Northern South Island) from the north in a series of epic migrations, between 1820 and 1832. These people were voyagers, innovators and explorers. They were natural fisherman and farmers, these skills were inherited from our ancestors who were also hunters and gatherers on these very same lands and water. Kono is a family business, it's OUR orchards, our wine, our boats and our people taking our product through to market. They have a huge respect for the land as passed on by their ancestors and it is an unwritten expectation that they are the caretakers for it. Whanaungatanga is one of the businesses' key values, which is about bringing everyone together as an extended family, be it whanau, and business partners alike. Love for the land and respect for the sea is Kono's promise to the world.

## **4. What market and consumer research have they done regarding their products and brands?**

*'Our consumer wants a product that's good for them, transparency they want to know that this product won't have any detrimental effect on anyone else. People are loyal to sustainable trusted brands'* (Taulelei, 2018)

Kono have identified that their consumers and partner seek long-term relationships and trust in the people they are working with, and want to know they won't disappear over-night. Kono has a 500 year business plan called *Te Pae Tawhiti*, or the long horizon, to make sure that doesn't happen. It's centred around their promise to the world *'love for the land and respect for the sea'* and together with their commitment to innovation, diversification, and strong relationships, it means they're here for the long haul (Unique Maori Values Drive International Success, 2018).

## 5. How do they portray brand authenticity? How do they protect this?

At Kono, we portray brand authenticity as delivering on our promises. Our clients do not want to be tricked. We are an intergenerational business, and we have time to build trust and enduring relationships which comes naturally to us as Maori. Kono communicates their authenticity through technology and websites and quality assurance programmes.

Our winery situated in Marlborough's Awatere Valley has consented capacity to process 6000 tonnes of both Tohu and Aronui wines. Ownership of the state of the art, fit-for-purpose facilities ensures our team maintains complete control over the wine-making process and optimising the quality of all wines. It is our belief that wine should encapsulate a place and a time. As a product it doesn't play by the same rules as mass-produced consumer goods, it varies from year to year, place to place.

Kono vineyard sites and winery facilities are accredited by Sustainable Winegrowing New Zealand (SWNZ). SWNZ is managed by New Zealand Winegrowers, the national wine industry body. The programme was developed to provide a best-practice model for environmental sustainability in the industry. Displaying the SWNZ logo guarantees that environmentally sustainable practices have been used from the vineyard to the bottle.

To ensure best agricultural practices, our orchards are certified to or members of Tesco Nuture, BRC Global Standards, EurepGAP, Sedex

Our physical isolation from other countries provides a unique and natural advantage for quality assurance. Kono seafood is grown in cool, remote and nutrient rich waters. New Zealand operates one of the strictest quality assurance programmes for shellfish in the world, testing both the shellfish and the water in which it grows for bio toxins, bacteria and heavy metals. Testing is carried out to specifications and standards set by both the **U.S Food and Drug Administration, European Union** and **NZ Food Safety Authority**. Under this stringent programme, no product can be harvested from farms without confirmation that water testing and product testing has declared it as safe.

## 6.0 Common Themes from Case Studies

Key themes that were consistent across the four case studies interviews were

- Quality is priority. The product needs to be functionally fit for purpose.
- Commonly aligned set of values such as manaakitanga and kaitiakitanga with reference to people, the environment in which they are operating in and profitability.
- Maori brands are intergenerational legacies, with an inherited respect for the land as sea which once supported ancestors, dating back to pre-colonial times, and with long terms visions to support generations to come. We are talking long term strategies, we are talking identity.
- All Maori brands are involved in active market insight work to some extent, whether it be independent or as partners in joint venture programmes as led by industry.
- Demonstrate a strong sense of who their target client is iThey are not concerned with a broad region, they are focussing on a narrow market segment. Eg the top 43.2% income earners in China with an annual income in excess of NZD \$500K. They're concerned with well-being and diet, despite their busy lifestyle. Looking for authenticity and convenience, and ethical products.
- Repeat sales are built on brand equity driven by an emotional connection with consumers.
- Supply chains need to enable a connection between producer and consumer to share information and provide transparency.

## 7.0 Insights offered by other Industrial Participants.

As part of this study, I conducted interviews with three parties who were independent of my case study subjects, but had relevant knowledge of my subject area. The interviewees were Craig Adams, Riria Te Kanawa and Nic Lees.

### **Craig Adams, Development Manager- The NZ Merino Company,**

Craig is employed by Merino New Zealand (MNZ), a wool marketing company widely regarded as saving the fine wool sector and be instrumental in developing the premium, woolen active wear category. Insights offered by Craig were:

1. A quality product (the consumers view) and how it performs takes priority, and the story follows.
2. Consumers expect authenticity. Authenticity is about getting things right throughout the supply chain starting on farm and how the product is produced.
3. Social media is hugely influential so there is no room to hide anymore. The more successful the brand the greater the scrutiny that brand will come under.
4. Consumers want to know the provenance of the product, where it comes from and how it was made.
5. There is a significant opportunity for indigenous (Maori) branding is huge. Land, and water and their interconnectedness with all things that live within are represented in the Maori world view and represented in the concepts of kaitiakitanga and manaakitanga. Land is a living and breathing thing and part of who we are as Maori. Equally Maori natural connect with people when expressing manaakitanga, this is valuable when hosting customers. The key is to package and present this to consumers.
6. If an indigenous mark was used then what this means needs to be communicated to consumers. It needs to be more than a design slapped on a product. Equally the opportunity offered by indigenous branding is being recognized globally.
7. It is a 150 year business plan, this aligns well with Maori businesses enabling crucial long term relationships to be built
8. Merino New Zealand are a partner with Icebreaker. It is MNZ job to facilitate and to maintain the relationship between suppliers and growers, to add value by telling the story of where wool came from, who's growing it, the environment and history to give confidence that the product is grown in an ethical and sustainable way.
9. Globally consumers are more focused on buying natural products, wanting to know where it comes from, impact this has on the environment, who has grown it, how it is grown, are the workers and land being looked after. The more clearly we tell that story, the greater the connection with consumers, the better the product will sell. That's where the value is.
10. Craig attended Stanford University which is formally opened with a cultural performance. This set the tone for the meeting. It was hugely powerful in terms of Maori branding. We have nailed that element and touched on NZ Inc. There is so much more untapped potential in terms of the cultural dimension.
11. The markets NZ Inc. needs to target is the luxury end. Target top end restaurants as opposed to bulk supermarkets. As an example grass fed beef from Maori farms handed down from generation to generation. People are prepared to pay for that.
12. Alternative proteins are targeting the bulk commodity markets.

### **Riria Te Kanawa, Director Maori Business- KPMG**

Riria Te Kanawa (Ngati Porou, Ngati Maniapoto) heads KPMGs Maori Business Unit. An accountant by training, she has worked with various Maori businesses involved in exporting. More recently she has lead facilitated a group of Maori businesses who are looking to create an appropriate Maori mark to represent authenticity.

Riria observed:

1. There are already many Maori brands in market. Most are “small” scale and lack critical mass to offer impact or invest in market insights. Branding development requires a clear strategy first then the brand comes from that. Branding requires significant investment. Everyone wants their own brand. A regional brand maybe fine domestically, but offshore people barely know where NZ is let alone the regions.
2. Marketing on provenance is not necessarily adding value. It is only part of a range of attributes being offered.
3. We need to define what being Maori is! What is Maori ownership? Does it mean Maori own 1% of the company?
4. With Maori branding there seems to be a lot of rhetoric. The story that is presented and being re-inforced is not always aligned or backed up. This is not well recognized or understood by Maori as we do have the capacity to invest in Market Insight research. As a result, we miss opportunities or invest scarce resources in the wrong place.
5. The need for collaboration is obvious and logical and would provide scale to enable proper research. However we as Maori, operate more politically than commercially hence we miss this opportunity as politics dominate.
6. We should leverage our scale in the seafood industry. Maori collectively have 50% of NZ fishing quota. However, in terms of the sectors profitability, performance is less than that. The problem is Maori are working independently except for the Iwi Collective Partnerships. The ICP is doing comparatively well by combing their assets for the good of all.
7. In order to collaborate commercially, Maori would require one shared vision. This may require government intervention initially, with the option to levy subsequent products to fund further projects for Maori economic development by interested parties. The NZ Super Fund is a good example of this - independently it started as an idea and then came the proposition to participate.
8. Marketing and brand development are hard work, expensive, time consuming and can be challenging when company’s realise what they are learning does not necessarily align with their beliefs. Companies can be myopic and do not realise the work involved beyond design and the story. The whole organization must be aligned to fulfill the brand promise or risk being exposed.
9. Maori can leverage our Intergenerational ownership. Maori can go back pre-settlement and no one else can. Pakeha businesses can go back 5 generations. We need to align this longevity with the consumer.

**Nic Lees, Senior Lecturer – Lincoln University.**

Nic emphasised the need to understand the consumer. He gave examples of work carried out and how an indigenous brand strategy might be sequenced using the wine and tourism sectors as examples.

1. Asia is most concerned with food safety, long term health and well-being. Chinese are employing a whole lot of things as proxies for food safety
  - a. They are washing their vegetables 3x before use.
  - b. They follow people who care for staff and the animals as they are more likely to produce good food.
2. New Zealanders over-estimate our relevance in the world
3. In developing a brand, it takes up to 5 years for it to become well established and regarded in its market. Maintaining a brand requires an annual investment of around 6% of turnover on marketing and advertising. McDonalds and Coca Cola do this well.
4. New start-ups need to be investing around 10-12% of turnover.
5. The reality of start-up branding is that the cost is upfront but benefits are long term, and with no guarantee of results. You are spending money on an uncertain future.
6. Without investment, you remain a commodity supplier.
7. Zespri and the NZ wine industry are both now in a premium position. This allows them to now invest in new varieties.
8. The advantage of Maori is their long term perspective, more open to long term investment.
9. NZ Tourism- NZ has a strong brand as a tourist destination, with assistance from films such as Lord of the Rings. The government also invest NZ \$100M/ year into Tourism to promote NZ as a tourist destination. There is no similar investment in NZ Agriculture, so no coordinated promotion of NZ food as a brand or image. Does this mean it is too hard?
10. Wine Industry has NZ Sauvignon Blanc which is promoted as best in world, then Marlborough Sauvignon which is considered the best in NZ.
11. Wineries have own individual brands, however these are supported by the larger NZ image and consumer experiences of NZ wines. That's what we lack in the food space.
12. Realistically we have some of the best foods in the world, wine, kiwifruit, apples and meat. We have the ingredients, but we don't promote a brand of image to the world relevant to this.
13. This means that the cost to an individual company to promote their brand is really hard as the promotion they spend, other companies will benefit from.
14. It can be difficult for individual companies to capture the benefit from their investments and there is a place for government to address what is a market failure. This will give us a coordinated approach to get business' to start collaborating.
15. We require a NZ brand or image around NZ food, inside this we then have Maori and organics and other brands. Regional brand fall out of this and then individual companies.
16. Haven't developed a NZ food story. EATNZ- Org that's working around developing the NZ food story, established very recently.
17. Brand authenticity has to be managed by individual companies. It needs to make sure you it connects with consumers so they know what the authenticity is behind the brand.
18. Ice Breaker good example as Nic recalls visiting a store in the US. The stock assistant approached him, so he introduced himself. It became evident that store managers weren't convinced on the Ice Breaker story. Need to start by being authentic, only need to slip up once to lose credibility. Everything on social media moves so fast now. Social media is an effective way to connect with customers and also lose credibility.

## 8.0 Conclusions

It is very clear as demonstrated in both the literature reviews and case studies that Maori associate strongly with qualities of manaakitanga, caring for people and all living things, and kaitiakitanga, caring the environment. This research suggests that Maori businesses are moving away from presenting a brand that encompasses these values as important to Maori, to become more consumer focused in where they see value.

Indigenous branding, however expressed can contribute to an enhanced value proposition where there is an alignment between the consumer and producer values, and where this is clearly articulated through the supply chain. Where successful, that customer is willing to pay a premium that food of service. The key is maintaining this value and relationship with the consumer and ensuring all components of the business model consistently align.

A challenge for Maori is to act collaboratively to tell a consistent and aligned story that resonates with consumers to add value to NZ inc firstly, and the indigenous brand secondly, otherwise we lose our story. The Maori value of manaaki means this should happen automatically as opposed to being acted on selectively.

These Maori business' make a conscious effort to ensure they live and breathe authenticity. Consumers are educating themselves on products, as there is no room to hide anymore as everyone is literally a walking reporter armed with a record and camera phone. There is considerable effort targeted towards giving confidence that product offerings are authentic, however, there is still work to be done. Block chain could be a short term answer going forward.

## 9.0 Recommendations

The Maori brands as per the case studies now have a very clear picture of what their consumer segment looks like. Further research is required to position an indigenous experience to make the consumer feel good and create the emotional connection.

Maori brands often lack capacity and capital to invest in market insight work, therefore collaboration is essential, Maori tend to operate more politically than commercially. Need to find a way to get around this, as it would be irrational to think Maori are the only ones who can leverage from the value of indigenous branding, we need to brand it first!

## 10.0 References

- (2015). Retrieved from Kono: <https://www.kono.co.nz/our-products/#our-products-1>
- Adams, C. (2018, March 12). (A. Phillips, Interviewer)
- Collier, H. (2018, March 27). (A. Phillips, Interviewer)
- Forbes, S., & Dean, D. (2013). *Consumer Perceptions of Wine Brand Names*. 7th AWBR International Conference.
- Forbes, S., & Dean, D. (2014). Consumer perceptions of wine brand. *Wine & Viticulture Journal*, 55-58.
- Harmsworth, G. (2005). *Incorporation of Traditional values/tikanga into contemporary Maori business organisation and process*. Landcare Research.
- Harmsworth, G. (2005). *Report on the incorporation of traditional values/tikanga into contemporary Maori business organisation and process*. Landcare Research.
- Harmsworth, G. (2005). *Report on the incorporation of traditional values/tikanga into contemporary Maori business organisation and process*. Landcare Research.
- Harmsworth, G., & Tahī, M. (2008). *Increasing Exports*. (2011). Retrieved from Te Puni Kokiri.
- Jones, K., Gilbert, K., & Morrison-Briars, Z. (2005). *Maori Branding*. Auckland: Mana Taio Limited.
- Kanawa, R. T. (2018, March 16). (A. Phillips, Interviewer)
- Lambourne, T. (Director). (2018). *Gate to the Globe* [Motion Picture].
- Maori Agribusiness- Pakihiroa Farms*. (2016, March 7). Retrieved from Iwinomics: <http://iwinomics.blogspot.com/2016/09/maori-agribusiness-pakihiroa-farms.html>
- Miraka. (2015). *Miraka Nurturing our World*. Retrieved from <https://www.miraka.co.nz/>
- Murray, J. (2018, February 11). *Kai Ora Honey - people over profit*. Retrieved from Radio NZ: <https://www.radionz.co.nz/national/programmes/teahikaa/audio/2018631318/kai-ora-honey-people-over-profit>
- Murray, M. (2018, April 23). (A. Phillips, Interviewer)
- Patel, D. (2017, August 26). *Food Leaders Take Notice: How Millennials Are Changing The Way We Eat*. Retrieved from Forbes: <https://www.forbes.com/sites/deepapatel/2017/08/26/food-leaders-take-notice-how-millennials-are-changing-the-way-we-eat/>
- Proudfoot, I. (2017). *Agribusiness Agenda*. KPMG.
- Rosenbloom, C. (2018). *9 ways millennials are changing the way we eat*. Washington: The Washington Post.



- Royal, T. (2007, September 24). *Kaitiakitanga – guardianship and conservation*. Retrieved from Te Ara: <http://www.environmentguide.org.nz/issues/marine/kaitiakitanga/what-is-kaitiakitanga/>
- Stock, R. (2017, May 12). *'Maui-preneurs' recognised in Maori business awards*. Retrieved from Stuff: <https://www.stuff.co.nz/business/money/92518615/mauipreneurs-recognised-in-mori-business-awards>
- Taulelei, R. (2018, March 7). (A. Phillips, Interviewer)
- Te Brake, J. (2018, March 17). (A. Phillips, Interviewer)
- Thomson, S. (2015). *Indigenous Branding- Creating a point of difference to the New Zealand Primary Sector*. Kelloggs Rural Leadership .
- Thomson, S. (2015). *Indigenous Branding-Creating a point of difference to the New Zealand Primary Sector*.
- Unique Maori Values Drive International Success*. (2018, April 18). Retrieved from New Zealand Story : <https://www.nzstory.govt.nz/stories/kono-unique-maori-values-drive-international-success/>