

Exploring Pacific Entrepreneurship: the Characteristics and Experiences of Pacific Entrepreneurs in Auckland

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Exploring Pacific entrepreneurship: the characteristics and experiences of Pacific entrepreneurs in Auckland

May 2017

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Auckland Council

Lulu ma loimata ae selesele ma le olioli

‘Sow in tears will reap with joy’

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Executive summary

Pacific people have an important role in Auckland's current and future social and economic landscape. They are the third largest ethnic group in Auckland (194,958 people) representing 15 per cent of the total Auckland population. The comparative youthfulness of this broad group suggests that continued strong population growth is likely to remain in the years to come. Statistics New Zealand projects that by 2038, the Pacific population will increase to 373,100 and will make up 18 per cent of the Auckland population.

Analysis of the 2013 Census data suggests that the current young age structure, relatively low labour participation rate, lower educational levels and over-representation in employment in low-skilled jobs highlight both challenges and opportunities for the economic and social prospects of present and future Pacific generations (Auckland Council, 2015b). Over the last decade, casualisation of the workforce and other changes in the broad economy, technology and labour market regulations have allowed greater levels of flexibility in employment, but this has resulted in fewer full-time and permanent jobs, and has changed the nature of employment for many, including Pacific workers. This changing nature of work, coupled with the growing and youthful Pacific population in Auckland, signifies the potential gains that promoting Pacific entrepreneurship and businesses might achieve. Pacific businesses have positive social and cultural benefits such as reinforcing knowledge and pride in Pacific cultures and presenting a positive image to a wider community (Cave et.al., 2003). Pacific businesses also play an important role in providing economic opportunities for the aiga (extended family) and more broadly for the community. This in turn raises the economic and social well-being of Pacific people and community in Auckland and the economy as a whole.

Local and central government recognise that businesses drive economic growth and build a more successful economy with more employment opportunities. Understanding the dynamics of businesses in Auckland is a key aspect of Auckland Council's ability to work effectively with stakeholders and partners. The Auckland Plan goal is an economy that is equitable, inclusive and built on innovation: 'A prosperous, culturally diverse city, that is innovative and capitalises on its knowledge, skills and creativity is attractive to entrepreneurial workers and enhances liveability' (Auckland Council, 2012). Specifically in relation to Pacific entrepreneurs, the Thriving Communities Action Plan states for council to 'improve our support for professional development opportunities for social entrepreneurs, including young, Māori and Pasefika social entrepreneurs' (Auckland Council, 2014). Auckland Tourism, Events and Economic Development (ATEED) believes there are a number of priorities that can significantly impact Auckland's economic growth and one of them is for Auckland to be seen as 'an innovation hub of the Asia-Pacific rim offering a world leading eco-system for the establishment of innovation based entrepreneurs, attracting talent from across the region, including the creation of new opportunities for Māori and Pacific Island business start-ups' (ATEED, 2014).

Research on Pacific businesses and entrepreneurship in New Zealand provides insights into the issues, practices and outcomes for Pacific businesses in order to enhance the efficacy of initiatives aimed at promoting Pacific businesses in New Zealand (Prescott, 2009). A literature review to inform this study (Gooder, 2016) indicates that more is needed to encourage Pacific engagement in entrepreneurship and innovation.

For the purposes of this research any Pacific business owner was defined as an 'entrepreneur', and the terms are used interchangeably throughout this report.

An online survey completed by 64 Pacific entrepreneurs, as well as talanoa conversations with eight Samoan entrepreneurs have contributed to this study. The analysis showed Pacific businesses were similar to New Zealand businesses overall in some respects namely that they were mostly registered companies and small in size (less than 20 employees). However, a lower proportion of Pacific businesses exported goods and services to other countries compared to New Zealand businesses overall, and they exported mainly to Australia and the Pacific Island countries. A noted difference is the tendency of Pacific businesses to employ Pacific people - 90 per cent of Pacific employers who participated employed Pacific people as staff. Half of all employees by Pacific businesses were Pacific people (a total of 326) and, one in five of these Pacific staff was a family member. As noted by Gooder (2016) employing family can have drawbacks as well as benefits. Employing Pacific people meant fulfilling social obligations and having people with similar cultural values, and sometimes language, in the workplace, however a downside was that family employees could sometimes 'take liberties' in a way that outside employees would likely not. Similarly, employers can also take advantage of their employees.

A higher proportion of Pacific businesses with employees were a registered company, have been in operation longer (over five years) and have a higher annual turnover (over \$500,000 per year) compared to Pacific businesses without employees with a higher proportion who have been in operation for less than five years and have an annual turnover of less than \$100,000 per year. The majority of Pacific businesses were in the services sectors and one in four Pacific businesses with employees (employers) were located in Waitematā Local Board area, where the Auckland central business district is located. A higher proportion of Pacific employers worked full-time in the business, were male and older (40 to 64 years) compared to Pacific sole operators who were largely female and younger (aged 25 to 39 years old). Pacific entrepreneurs were more likely to have a bachelor degree or higher (67%) compared to the Auckland Pacific population (8%). Just over half of the respondents (53%) were born overseas, the majority of those born overseas have lived in Auckland for 10 years or more (88%). The data shows that when compared to Pacific self-employed, Pacific employers were older, had been in business for longer and has a higher annual turnover. This suggests that younger non-employer Pacific entrepreneurs might become employers in time, and have a greater annual turnover. These characteristics of Pacific entrepreneurs and businesses highlight areas for central and local government to focus on such as policy targeted at addressing structural inequalities such as education and income disparities to help get Pacific people into businesses and those without employees to grow and become employers, or become 'opportunity entrepreneurs', who are seen to be more innovative and their businesses generate wealth (Frederick & Chittock 2005).

The majority of the online participants agreed or strongly agreed that having a successful business is important, that they are committed to growing their businesses and that culture is an integral part of their business. Two main barriers to growing their businesses were observed by both Pacific entrepreneurs with and without employees; namely, a general lack of time to plan for the future and growth; and limited financial resources. Of note is that half of Pacific entrepreneurs disagreed or strongly disagreed that they were aware of the business support programmes provided by Auckland Council and/or ATEED. The lack of awareness among Pacific businesses of available business support programmes is of concern and suggests there is a need for more effective communication including accessibility of such programmes to Auckland's diverse populations, including Pacific people.

Participants in the talanoa conversations noted a gap in targeted support for start-up businesses, as well as the lack of a centralised database of all business support and finance assistance available to businesses. This is of particular concern given the high failure rate of start-ups,

especially for Pacific businesses (Prescott, 2009). Capital and funding (both the lack of and access to) was the most commonly mentioned issue amongst the talanoa participants as was the lack of collaboration between Samoan and other Pacific businesses. While being respectful and humble was noted by some as a factor that could hinder business growth, the same qualities were recognised by many as their key strengths in doing business in Auckland. The majority of Samoan entrepreneurs in the talanoa sessions were 'opportunity entrepreneurs'. That is, their businesses were set up because they saw a gap in the market, and for many they offered unique Pacific products and services. Local and central government can help opportunity entrepreneurs through more specific business-related policies such as tax policy that support small businesses and entrepreneurs. As noted by one of the participants, such tax incentives could target businesses that have reached a certain threshold (e.g. have been in existence for five years), while another mentioned increasing the GST threshold to help small businesses in the initial years of starting up.

During the analysis, three key themes emerged from the survey results and from what our participants told us. Firstly, while there is a need for an organisation such as the Pacific Business Trust (PBT) to promote and encourage Pacific entrepreneurship, and the research indicates that this organisation is usually the first point of contact for a Pacific person wanting to go into business, many participants had experienced a lack of support and service provision at the start-up phase. Issues raised included inadequate response to queries, as well as poor communication of their products and services. There was a desire that PBT be more accessible and responsive to Pacific businesses of all sizes and types.

Secondly, Pacific businesses seeking assistance should not be limited to the services of PBT. There is considerable business support information available in Auckland, but this is not effectively communicated to Pacific businesses, or accessible to them. Participants in our study noted the need for a centralised database of all business support and capital funding that is available (from start-ups to high growth businesses) and easily accessible to aspiring and established Pacific businesses. Local and central government agencies such as the Ministry for Pacific Peoples (MPP), PBT, Ministry of Business, Innovation and Employment (MBIE), Auckland Council and ATEED could collaborate to make this happen by collating this information, having it available in a centralised place and ensure it is effectively communicated and easily accessible by all.

Thirdly, the onus for business development and support is not solely on local and central government. Pacific entrepreneurs also need to play their part to grow and promote Pacific businesses. As reported in the study, the participants experienced a sense of distrust and competition amongst Samoan and other Pacific entrepreneurs in Auckland and a lack of collaboration and mutual support. This is at odds with the collective 'Pacific' way of doing things, the valuing of the communal over the individual. Participants noted that as a small community, there were benefits for Pacific businesses to work together, to support each other and to leverage off each other to build scale and access bigger markets. Pacific entrepreneurs need to be proactive to establish their own area of expertise, where they can come together to share ideas, to network and to grow their businesses. By working together, Pacific entrepreneurs and businesses would be in a stronger position to access the bigger markets and to work alongside local and central government to leverage the small amounts of public money available to encourage Pacific entrepreneurship and innovation in Auckland.

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1.0 Introduction

1.1 Overview

This research project explores Pacific entrepreneurship in Auckland. The research investigates and documents detailed information on Pacific entrepreneurs including insights into their experiences of establishing and running their businesses. By better understanding the characteristics and experiences of Pacific entrepreneurs, it is hoped that local and central government will be better placed to work with communities and businesses to find ways to increase the levels of entrepreneurship among Pacific people in Auckland, and to help them to succeed.

Two background publications were developed to inform this research; firstly a literature review on Pacific entrepreneurship and secondly, a report on Pacific people aged 15 years and over in Auckland who stated they were either self-employed and not employing others (self-employed), or were an employer of other persons in their own business (employers), using 2013 Census data.¹

The results described in this report are from an online survey completed by 64 Pacific entrepreneurs, as well as from *talanoa*² conversations with eight Samoan entrepreneurs, which was conducted over September to November 2016. The project was exploratory in nature, and aimed to investigate the following aspects:

- Demographics of Pacific businesses (with and without employees) in Auckland including business structure, size, age, location and industry sector.
- Demographics of Pacific entrepreneurs (with and without employees) in Auckland including age, place of birth and qualification levels.
- Experiences of Pacific entrepreneurs in Auckland, including the barriers they encounter to growing their business, and organisations they have dealt with for business development advice and funding assistance.
- Samoan entrepreneurs' experiences of starting up a business in Auckland, their strengths as entrepreneurs, and key business support needs.

There is a general perception, reinforced through media profiles of entrepreneurs and government reports promoting entrepreneurialism, that entrepreneurial activity is positive for growth, innovation and the economy, creating new jobs and generating social benefits.³ New Zealand has high levels of entrepreneurship and both central and local government view entrepreneurship as a key area of economic growth.⁴ However, as observed in an earlier study on entrepreneurship in New Zealand, there is a lack of clarity about how 'to foster and encourage New Zealand entrepreneurial activity' (De Vries, 2007). The socio-cultural diversity amongst New Zealand entrepreneurs results in a range of entrepreneurial profiles, with different motivations and contexts. De Vries (2007) posited that 'The answer to understanding the New Zealand entrepreneur and developing effective means to support and encourage entrepreneurial behaviour may lie in New Zealand's diversity.'

¹ Gooder, 2016; Tuatagaloa & Huang, 2017.

² *Talanoa* is a popular and preferred means of communication that captures the traditions and protocols of the Pacific Islands (Prescott, 2008).

³ See for example Kidd (2008).

⁴ New Zealand ranked fourth in a 2005 study of entrepreneurial activity prevalence (Frederick & Chittock, 2005). For a government perspective of the role of entrepreneurship and enterprise in the New Zealand economy see Kidd, 2008.

Research on Pacific businesses and entrepreneurship in New Zealand provides insights into the issues, practices and outcomes for Pacific businesses in order to enhance the efficacy of initiatives aimed at promoting Pacific businesses in New Zealand (Prescott, 2009). A literature review to inform this study (Gooder, 2016) indicates that more is needed to encourage Pacific engagement in entrepreneurship and innovation. Pacific businesses can have positive social and cultural benefits such as reinforcing knowledge and pride in Pacific cultures and presenting a positive image to a wider community (Cave et.al. 2003). Pacific owned businesses also play an important role in providing economic opportunities for the aiga (extended family) and more broadly for the community. This raises the economic and social well-being of Pacific people and community in Auckland and the economy as a whole.

For the purposes of this research a 'Pacific business' is defined simply as a business owned by a person who identifies as Pacific⁵. We defined any Pacific business owner as an 'entrepreneur'⁶, and the terms are used interchangeably throughout this report.

1.2 Significance of the research

It is recognised by local and central government that businesses, including Pacific businesses drive economic growth and build a more successful economy with more employment opportunities. This research contributes to the evidence base for a number of Auckland Council plans and strategies, specifically the Auckland Plan and Thriving Communities Action Plan, and as outlined in the Auckland Tourism, Events and Economic Development's (ATEED) Statement of Intent⁷.

Understanding the dynamics of business in Auckland is a key aspect of Auckland Council's ability to work efficiently with stakeholders and partners. More specifically, the Auckland Plan includes a goal to develop an economy that is equitable, inclusive and built on innovation: 'A prosperous, culturally diverse city, that is innovative and capitalises on its knowledge, skills and creativity is attractive to entrepreneurial workers and enhances liveability' (Auckland Council, 2012). Currently however, 'prosperity and opportunity are unevenly distributed' and the Auckland Plan recognises the need for these economic benefits to be enjoyed by all. The Thriving Communities Action Plan focuses on social entrepreneurs, and ways of supporting them to use their innovative projects to deliver better outcomes. The plan states for council to 'improve our support for professional development opportunities for social entrepreneurs, including young, Māori and Pasefika social entrepreneurs' (Auckland Council, 2014).

ATEED's role is to deliver on the Auckland Plan and to support the growth of a 'vibrant and competitive economy'. This includes building a culture of innovation and entrepreneurship – as key drivers to growing the economy. The priorities in ATEED's Statement of Intent all have the potential to relate to Pacific entrepreneurship, but the most directly relevant priority is for Auckland to be seen as 'an Innovation Hub of the Asia-Pacific rim offering a world leading eco-system for the establishment of innovation based entrepreneurs, attracting talent from across the region, including the creation of new opportunities for Māori and Pacific Island business start-ups' (ATEED 2014).

⁵ This definition excludes businesses that service the Pacific community but are owned by a non-Pacific person.

⁶ An entrepreneur is defined as one who organizes, manages, and assumes the risks of a business or enterprise. Extracted from <https://www.merriam-webster.com/dictionary/entrepreneur> 1/5/17 at 4.15pm.

⁷ ATEED is the economic growth agency for the Auckland region and is one of six Auckland Council-controlled organisations (CCOs). ATEED is tasked with driving innovation and transforming the local economy, so that Auckland is a desirable place to visit, live, work, play, invest and do business.

Central government's Business Growth Agenda aims to build a more competitive and productive economy for New Zealand by ensuring the Government stays focused on what matters to business, to encourage confidence and further investment. The Pacific Economic Strategy developed by the Ministry of Business, Innovation and Employment (MBIE)⁸ aims to improve Pacific people's involvement and contribution to the New Zealand economy through: more sustainable job opportunities for Pacific people; more affordable and suitable housing for Pacific people; and more sustainable Pacific-owned businesses.

The Ministry of Pacific Peoples (MPP)⁹ is working towards its vision of 'Successful Pacific Peoples', is focusing on education, qualifications and skills, employment and entrepreneurship, language, culture and identity as work programme priorities for 2015-2019. The Ministry also funds the Pacific Business Trust (PBT), which provides business advice, information, support and education relating to Pacific business development.

PBT is a 'not for profit' charitable trust. It was set up in 1985 and has an experienced team of qualified business consultants providing a variety of business programmes to both improve training and employment opportunities for Pacific people, and to assist them with their business aspirations¹⁰. The services they offer include mentoring, coaching and support, access to business tools and resources and free access to workshops and selected NZQA recognised courses. They also celebrate Pacific business success through various events, celebrations and initiatives and encourage young Pacific entrepreneurs through joint initiatives with secondary and tertiary education providers¹¹.

⁸ MBIE develops and delivers policy, services, advice and regulation to support business growth and the prosperity and well-being of all New Zealanders

⁹ MPP is the Crown's principal advisor on policies and interventions that improve outcomes for Pacific Peoples

¹⁰ Extracted from <http://www.mpp.govt.nz/employment-and-entrepreneurship/pacific-business-trust/> 8/03/17 at 9.26am

¹¹ Extracted from <https://www.govt.nz/organisations/pacific-business-trust/> 8/03/17 at 9.23am

2.0 Literature review

This section summarises the Pacific entrepreneurship literature review undertaken by Dr Claire Gooder (2016) which framed this research project. The key themes in the entrepreneurship literature are highlighted, including entrepreneurship theory and the interconnection between an opportunity entrepreneur and a necessity entrepreneur. This is followed by a discussion of the literature on Pacific entrepreneurship and current gaps in the literature.

2.1 Entrepreneurship theory

The 'entrepreneur – a risk taker' was first constructed as a category within economic theory by the economist Cantillon in 1734. This category was later expanded with risk, uncertainty and innovation included as fundamental characteristics of an entrepreneur.¹² These categories have been expanded and contested since this time, resulting in diversity rather than consensus about what constitutes an entrepreneur.

Attempts to understand entrepreneurial activity comes from the recognition that innovation and entrepreneurship help drive viable and thriving economies. The literature identifies an 'opportunity entrepreneur' as someone who sees a gap in the market/a perceived business opportunity whereas 'necessity entrepreneur' is described as someone who starts a business because other work options are absent or unsatisfactory (Frederick & Foley, 2006). These categories are related to the 'pull' and 'push' factors of entrepreneurship. The 'pull' factors include a desire to be financially or managerially independent and autonomous, and the latter include high unemployment rates; low pay and employment discrimination; lack of educational qualifications or lack of recognition of qualifications; and job dissatisfaction or inferior job conditions. These push and pull factors are not exclusive – both may be factors in an entrepreneur's decision to go into business. Being a successful entrepreneur depends on the historical, cultural and social context and much of the literature focuses more on entrepreneurship as a process, rather than trying to determine set traits of an entrepreneur.

The literature recognises that entrepreneurs' experiences differ depending on ethnicity, age, gender, and education levels as well as business stage. In Dawson's (2012) study of Māori entrepreneurs, all of the participants felt that the maintenance stage was the hardest of the four stages in the entrepreneurial process: pre-start-up; start-up; maintenance; and growth. Another study suggested that the goals and objectives of small medium enterprises (SME) owner-operators are temporal – so those in a new venture have different goals than those 20 years in the business (Newby, et.al. 2003). The Global Entrepreneurship Monitor: Aotearoa New Zealand (GEM report 2005)¹³ illustrated differences in age and gender on entrepreneurial activity for Māori. For example, it showed the most entrepreneurial years are between 35-44 years old which might be influenced by other factors such as income generation, risk-taking, or family stage. The GEM data also indicate that gender plays a role in entrepreneurship rates and that these rates are complicated by ethnicity or cultural factors. The literature indicated also that there are cultural elements – based on values and worldviews – that may influence what motivates an entrepreneur, and how they define success or failure. Recognising this can affect how governments plan to support and encourage entrepreneurial activity.

¹² For an overview of entrepreneur theory see de Vries, 2007: 23–4.

¹³ This report is part of an international study gathering data to determine entrepreneurial activity and the connections between it and national economic growth.

2.2 Pacific entrepreneurship

Research on Pacific entrepreneurs found that independence was a 'low desire' for Pacific peoples in general, and that this possibly influenced lower levels of Pacific entrepreneurial activity (De Vries, 2007). Research on Pacific businesses and entrepreneurship in New Zealand generally comes from a desire to provide insights into the issues, practices and outcomes for Pacific businesses in order to enhance the efficacy of initiatives aimed at promoting Pacific businesses in New Zealand (Prescott, 2009).

Pacific businesses cover a range of different areas, sizes, and customers. In the literature review, studies have identified some common elements within Pacific businesses such as being predominately service-oriented, having a strong ethnic community focus, little to no international activity, and many starting small with a focus on growth through strong relationships and customer orientation. Prescott (2009) observed that Pacific business development is slower than that of the general population and has a high failure rate for small medium enterprises (SMEs). The De Vries (2007) study rated Pacific people the lowest in terms of immigrant entrepreneurship of the four groups studied in New Zealand (Pacific, Indian, Dutch and Chinese). This was seen as 'a reflection of Pacific People's predisposition to employment, the need to build stronger foundations of business activity within the broader Pacific community, and a general lack of business knowledge and confidence'.

Some studies have observed Pacific entrepreneurs do not necessarily fit the more general profile of Pacific people in Auckland. They may live in areas that are not predominantly Pacific (De Vries 2007), and tend to have qualifications that are significantly higher than the general Pacific population. A profile of Pacific 'immigrant entrepreneurs' in New Zealand from the De Vries (2007) study found that entrepreneurs generally came from large families, were deeply religious, were well-travelled and had strong sports interests. Other shared attributes included migration history, strong family and community networks in New Zealand and a strong work ethic. Placing Pacific businesses in New Zealand within the context of Pacific values, experiences, networks and culture is essential to gain deeper understanding of business processes, drivers and motivations, as well as challenges and barriers. A central and consistent value is that of family, social relationships and community.

The literature on Pacific entrepreneurship emphasises the importance of Pacific values and how they 'play a significant role in defining Pacific people's sense of place, identity, and being in contemporary New Zealand society' (New Zealand Health Research Council, 2014). These values differ slightly in how they are articulated but generally focus on the valuing of the communal over the individual (the importance of family and community, social unity and strength) and reciprocity, relationships and religious faith. Pacific epistemologies – ways of doing and being – inform the way Pacific people conduct their lives, including approaches to business, and can provide 'alternative ways of approaching economic and social development' (Huffer and Qalo, 2004). Recognizing these systems includes valuing them as different but not lesser paradigms to mainstream or Western models, and incorporating them into policy making. Huffer and Qalo (2004) wryly observe that economists looking at the Pacific have tended to 'see Pacific attitudes as a constraint or barrier'. This is not to say there is a singular Pacific way of doing things, but rather it is important to recognize plurality in all things, and the advantages that can be gained by viewing things from different perspectives.

Despite acknowledgement that Pacific value-systems and worldviews inform Pacific businesses, the literature still articulates ‘cultural values’ and ‘business values’ as two different worlds. The literature raises the issue of trying to balance social and Pacific commitments to community and family alongside with business commitments, in order to stay viable. These two worlds or two pressures can come into conflict, as they sometimes require opposite approaches – one individualistic, one communal (Gough, 2006). As business concerns can represent a departure from traditional cultural values, navigating this discrepancy can cause tension for Pacific entrepreneurs. However, ways can be found to honour both these worlds, as opposed to an expectation of foregoing cultural values for business imperatives (Cocker, 2011). He argues that this area of compromise between cultural and business mind-sets warrants further research.

Entrepreneurship literature is concerned with identifying motivations and drivers for entrepreneurs as a way of understanding the entrepreneurial process. Much of the literature on entrepreneurship also compares the challenges, barriers or impediments to the enhancements, benefits or advantages of a business style. The literature on perceived enablers and barriers to Pacific entrepreneurship in New Zealand shows that for the most part they do not fit into neat categories of ‘good’ and ‘bad’ or ‘strengths’ and ‘weaknesses’. Perception, on the part of the entrepreneurs as well as the researchers, plays a part in how these attributes are interpreted. As such, the literature review listed the following as issues that were raised in the literature as requiring consideration.

- Creating job opportunities for family and community is a common consideration raised by Pacific entrepreneurs in the literature.
- Pacific values are shown in the literature to impact on Pacific businesses – in terms of motivations, structures, and practices.
- For Pacific entrepreneurs, family and community provide financial, emotional and cultural support.
- Pacific entrepreneurs cite a lack of confidence in business skills and mind-set as a potential barrier to entrepreneurship, and one that can be addressed through training and education.
- Role models are seen as an important factor in promoting entrepreneurship.
- Seminal in the area of ethnic entrepreneurship, Agrawal and Chavan’s research recommends tailoring training and business opportunities for the expected outcome, as well as by ethnicity – to establish and use community connections. This way, cultural differences are framed as advantages, rather than hurdles, in business.¹⁴
- The issue of access to financial support is one that faces all entrepreneurs. Accessing money from financial institutions has proven difficult for Pacific entrepreneurs (de Vries, 2007).
- Gender plays a part in entrepreneurial activity, as does the combination of gender, ethnicity, and migrant status. Women immigrants are internationally one of the fastest growing groups of entrepreneurs but in New Zealand only five per cent of employed Pacific women are ‘self-employed’, compared to 18 per cent of employed Asian women, 19 per cent of employed ‘Other’ women, 17 per cent of employed European women and 9 per cent of employed Māori women (Verheijen, et.al. 2014).

¹⁴ Agrawal and Chavan (1997) *Entrepreneurship development amongst the ethnic community*, cited in Gooder (2016).

2.3 Gaps in the literature

There are some gaps in the literature on Pacific entrepreneurship in New Zealand. Most studies use very small numbers of participants, which prevents meaningful quantitative analysis. Studies using larger numbers of entrepreneurs could help address this gap. Alongside this quantitative analysis is the need for more qualitative research, particularly using Pacific methodologies, such as talanoa. Women entrepreneurs in general, and Pacific women and entrepreneurship specifically, are gaps in the literature, including an examination of women-based enterprises (Solomona and Davis 2012).

There are critiques about research that takes a pan-Pacific approach and with ethnic specific research, there is a dominance of research on Tongan entrepreneurship over any other Pacific ethnic group and. Tracie Mafile'o (2005) argues for the importance of ethnic specific research – to break down assumptions about a 'one-size-fits-all' approach to Pacific peoples. As such, there are gaps in research that considers Pacific peoples as a heterogeneous group, considers the differences and commonalities between the different Pacific ethnicities, and covers a wider range than just Tongan ethnicities.

A range of studies have highlighted that Pacific entrepreneurs perceive that business and cultural values are sometimes at odds and can act as barriers to success (Cocker, 2011). Research investigating compromise between cultural and business mind-sets and the effects of these perceived incongruences on entrepreneurs' decisions and performance could be elucidating. There is also a recognised a gap in research looking at how Pacific and Western economies meld within a New Zealand context – given the dominance of second and third generation New Zealand-born Pacific peoples in Aotearoa. This 'two world' or dual culture impacts worldview, practice, and can inform a methodological approach – where a mix of Western and Pacific methodologies might be most appropriate (Vaioliti, 2006 and Solomona, 2013).

New Zealand literature does not emphasise the distinctions between transnational and ethnic entrepreneurs and further research on this could 'provide insight into the kinds of capital immigrants rely on, the extent of their agency in setting up and running their businesses, and the forms and extent of transnational ties' (Meares et.al., 2015). Transmigrants are those who create and sustain links (cultural, linguistic, physical) with both their country of origin and their country of residence, and the research shows that they are more likely to be entrepreneurs and have business success (Drori, 2009). Pacific peoples in New Zealand retain and sustain links with their country of origin, but are not labelled as 'transmigrants' in the literature, and are shown to not engage in large numbers with international economic networks. However, there is evidence that Pacific entrepreneurs in New Zealand expect that they will expand their business or invest in business in their Pacific (ancestral) homeland. Further research into Pacific entrepreneurs' relationship to ethnic and transnational entrepreneurial patterns would be insightful.

Research into Pacific entrepreneurs in New Zealand revealed that there may be some negative perceptions about Pacific peoples or Pacific businesses by non-Pacific peoples in Auckland. There are also some negative perceptions by Pacific entrepreneurs of some Pacific values identified in the literature. Research into the perceptions, by both Pacific peoples and non-Pacific peoples, of Pacific business and entrepreneurship may identify important areas for change or focus for policy and education.

3.0 Pacific people in Auckland

3.1 Overview

'Pacific people' is defined broadly to mean anyone who self-identifies with a Pacific ethnicity. Pacific people in New Zealand include those who identify as both New Zealanders and Pacific people, other ethnicities and Pacific people, and those who identified with more than one Pacific ethnic group. They may be migrants, but equally they may be second or third generation New Zealand-born Pacific people.

Pacific communities in New Zealand represent relatively recent migration. In the 1945 New Zealand Census of Population and Dwellings (Census) only 2000 people (one tenth of 1% of the total population) were recorded as of Pacific origin (Cook et. al., 1999). At the 2013 Census, there were 295,941 Pacific people making up seven per cent of the total New Zealand population. This increase represents both on-going migration from the Pacific islands and natural increase.

Although Pacific communities have settled throughout New Zealand, most have made Auckland their home (194,958 Pacific people representing 15% of the total Auckland population) with large numbers living in the southern and western parts of Auckland. Together Pacific people, Māori (11%) and Asian (23%) made up half of the Auckland population in 2013.

Over half of Auckland's Pacific population live in the Southern Initiative (TSI) area (101,940 people or 52%).¹⁵ The largest group live in the Māngere-Ōtāhuhu local board area (39,045 persons, or 20% of Auckland's Pacific people) followed by the Ōtara-Papatoetoe (31,671 or 16%) and Manurewa local board areas (25,020 or 13%).

Auckland's Pacific population is predominantly made up of people who identify as Samoan (95,916 persons or 49%), Tongan (46,971 or 24%) and Cook Islands Māori (36,549 or 19%). Niuean (18,555 or 10%) and Fijian (8,493 or 4%) make up the fourth and fifth largest Pacific groups in Auckland. Tokelauan (1,959 or 1%) and other smaller Pacific groups (5,586) altogether make up four per cent of Auckland's Pacific population.¹⁶

The Pacific population in Auckland is now predominantly New Zealand born (60%) and are younger than all of the other main ethnic groups, including Māori. The median age for Pacific people is 22.6 years, compared to 39.4 years for European and 35.3 years for the Auckland population overall.

Pacific people have an important role in Auckland's current and future social and economic landscape. The comparative youthfulness of this group suggests that continued strong population growth is likely to remain in the years to come.¹⁷ Over the last decade, casualisation of the workforce and other changes in the broad economy, technology and labour market regulations have allowed greater levels of flexibility in employment, but this has resulted in fewer full-time and permanent jobs, and has changed the nature of employment for many, including Pacific workers. This changing nature of work, coupled with the growing and youthful Pacific population in Auckland, signifies the potential gains that promoting Pacific entrepreneurship and businesses might achieve.

¹⁵ TSI is one of two significant place-based initiatives in the Auckland Plan. It covers the four local board areas of Māngere-Ōtāhuhu, Ōtara-Papatoetoe, Manurewa, and Papakura. See Auckland Council (2012) for more information.

¹⁶ Note that these groups are not necessarily exclusive: some people may have identified with more than one ethnicity in the census.

¹⁷ Statistics New Zealand projects that by 2038, the Pacific population will increase to 373,100 and will make up 18 per cent of the Auckland population (Stats NZ sub-regional projections).

3.2 Diversity of Pacific people

Pacific people refers to a diverse group that hail from some 20 Pacific island countries and territories and comprise distinct populations with diverse political structures, socio-economic status, language and culture. The social organisation that governs Pacific cultures differs between countries of origin and while there may be some commonalities that can be termed the 'Pacific Way', the diversity within Pacific cultures needs to be recognised. An Auckland Council report on Pacific economies in Auckland states that 'Failing to differentiate between Pacific population groups could marginalise some Pacific groups by failing to account for their specific circumstances and making their experiences and practices less visible. In turn, this could inadvertently be detrimental to the financial and socio-cultural outcomes of some Pacific families in Auckland' (Auckland Council, 2015a).

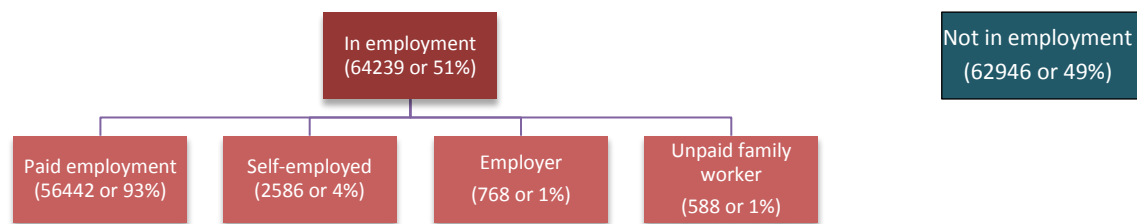
Gooder (2016) noted also that studies need to be mindful of the nuances and diversity within Pacific people's migrant experiences. Differences might arise when comparing first generation migrants' experiences in business with those from the second generation and longer. A research on Tongan entrepreneurs in New Zealand (Cocker, 2011) for example, found that culture was an inextricable part of how Tongan-born and raised entrepreneurs understood themselves, but that New Zealand-born or raised Tongan entrepreneurs saw their identity, while influenced by being Tongan, as more malleable. The literature also indicated that migrant populations can be fluid; as strong connections are retained with the migrant's home country even when settled in another country. One study (de Vries, 2007) found that almost two thirds (64%) of New Zealand Pacific entrepreneurs had plans for a future business in their Pacific home country, or to invest in business there. These international links are important for a sense of belonging and well-being, but also can play an important role in understanding and developing economic strategies for Pacific businesses in New Zealand.

3.3 Socio-economic factors

The employment status of Pacific people aged 15 years and over as at the 2013 Census is depicted in Figure 1. Just over half of the Pacific working age population (those aged 15 years and over) in Auckland are in employment, compared to 62 per cent for Auckland overall. The majority of Pacific workers are involved in the labour force as paid employees (93%) - a similar trend across all ethnic groups and the overall Auckland region. Pacific workers are significantly less likely than the overall working population of Auckland to be self-employed without employees, at 4 per cent compared with 13 per cent, or to be an employer, at 1 per cent compared to 6 per cent overall.¹⁸

¹⁸ According to Statistics New Zealand, self-employed and without employees describes a person who operates their own economic enterprise or engages independently in a profession or trade (including partnerships) and hires no employees. The self-employed can be defined in terms of the criteria of economic risk and control. Most or all of the following characteristics are indicative of self-employed people: they control their own work environment; make decisions on when, where and what hours they work; how much they get paid and when they take holidays. They invest their own money in the enterprise and provide the major assets and equipment for the job. An employer is a self-employed person who hires one or more employees.

Figure 1: Employment status of Pacific people aged 15 years and over in Auckland, 2013



Source: Statistics New Zealand, Census 2013

Factors such as age-structure and migration status can provide explanations for difference in skill and education levels as well as income discrepancies between Pacific and non-Pacific people in Auckland. When the Pacific population in Auckland are compared to the Auckland population as a whole, differences are shown in a number of areas. An analysis of 2013 Census data shows the age structure of the Pacific population in Auckland is relatively young – over a third of Pacific people were children aged 15 years and under, compared to 21 per cent of the Auckland population. Of Pacific people aged 15 years and over (the working age population), 30 per cent had no formal educational qualification, which is relatively high when compared with 17 per cent for Auckland overall. Lower levels of educational qualifications can affect job opportunities, and Pacific workers were generally over-represented in the lower-skilled and often lower-paid occupations, particularly labourers (18%, compared to 7% for Auckland) and machinery operators and drivers (14%, compared to 5% for Auckland). This had the flow-on effect of lower reported personal income levels with median personal income for Pacific peoples of \$18,900 per annum, compared with \$29,600 for the total Auckland population (Auckland Council, 2015b). A low net worth for Pacific people affects their ability to engage in entrepreneurial activities or investment opportunities that wealth accumulation allows (NZIER, 2007).

Recent years have seen small, but positive trends among Pacific peoples including increasing levels of formal education, lower rates of unemployment, trends away from traditional blue-collar jobs in secondary industries, increasing representation in white-collar jobs in the growing service industries, greater levels of self-employment, increasing levels of real personal and household incomes, less crowded living conditions and greater access to motor vehicles (Joynt et. al., 2016). A 2016 NZIER report also noted a very promising sign, although small, of the wage gap closing between Pacific people and the total New Zealand population (with Pacific people experiencing a compound annual growth rate of 3.1% compared to 2.7% for the total population between 2008 and 2015). As wages continue to be the main source of income for Pacific households, closing the wage gap further is important for Pacific people to improve their net worth and thus their ability to engage in entrepreneurial activities.

4.0 Methods

The literature identified the need for more qualitative research, particularly using Pacific methodologies, alongside studies using robust sample size of entrepreneurs, to address the gap in the small number of participants in Pacific entrepreneurship research. It is proposed that learning from Pacific peoples' experiences and understanding the issues relating to business and entrepreneurship from Pacific perspectives using methodologies such as talanoa will help develop relevant strategies. The literature also indicated that ethnic-specific research rather than pan-Pacific research should be the goal.

Taking this into account, two methods of data collection were carried out for this study.

- an online survey to get a robust sample size to develop baseline data on Pacific entrepreneurs in Auckland, and
- talanoa conversations with an ethnic-specific group. As the largest Pacific group in New Zealand and Auckland Samoan entrepreneurs were chosen for our study to share their experiences of running a business in Auckland.¹⁹

A number of Pacific leaders and organisations were consulted in scoping out the research design and research questions including the PBT²⁰, MBIE, MPP, the Pacific Research and Policy Centre at Massey University, Auckland Council's Pacific Peoples Advisory Panel, the Southern Initiative Unit and ATEED.

4.1 Online survey

An online survey was created using the Ubiquity platform. This was sent out to Pacific businesses on 29 August 2016 to fill in over a period of four weeks. Primary methods used to identify Pacific businesses in Auckland included online searches of Pacific business networks, New Zealand Companies registry and social media as well as utilising the research steering group's networks. Those invited to fill out the survey were identified from different areas in Auckland and across the different Pacific groups.

The survey was sent out with a personalised email from the steering group members to about 300 Pacific businesses. A total of 64 Pacific business survey responses were received.

Of the 64 Pacific entrepreneurs who completed the online survey:

- 40 (or 63%) had employees (employers) and 24 (or 38%) had no employees²¹.
- 26 businesses were located in central Auckland, 26 in south Auckland, 9 in west Auckland and 1 in the north. Two businesses did not specify their Auckland address.
- 50 were of Samoan ethnicity, 9 Tongans, 7 Niueans, 3 Fijians, 1 Cook Island and 1 Tuvaluan. Some entrepreneurs identified with multiple ethnicities.

¹⁹ The literature review also noted a dominance of research on Tongan entrepreneurship.

²⁰ The Pacific Business Trust were consulted in the initial stage of the research however further attempts by the research team for on-going discussions during the course of the research were unsuccessful.

²¹ In a 2016 report by New Zealand Institute of Economic Research (NZIER) to MBIE, 57 per cent of Pasifika businesses in New Zealand did not have employees.

As observed from the above the responses were somewhat skewed towards Samoan entrepreneurs and businesses located in central and south Auckland. More detailed analysis of the characteristics of the online survey respondents is provided in Section 5.

4.2 Talanoa sessions

The ethnic-specific group selected for our study to share their experiences of running a business in Auckland is Samoan, the largest Pacific group in Auckland.

The selection of Samoan entrepreneurs for the talanoa sessions was straightforward. Online respondents of Samoan ethnicity were asked to indicate if they would like to participate in a talanoa session (interview) for this study.

From the 50 Samoan entrepreneurs who completed the online survey, 29 responded that they would like to be considered for a talanoa session. Twenty were invited by email to participate in a 45 minute talanoa session. In the end a total of eight talanoa sessions were confirmed and undertaken during the month of November. All eight sessions were undertaken by the lead researcher, and author of this report, who is of Samoan ethnicity. This enabled free and frank discussions with Samoan entrepreneurs about their experiences of running a business in Auckland.

The eight Samoan entrepreneurs who participated in the talanoa interviewees included:

- Two sole traders, a partnership and five companies;
- An even split between employers and those without employees;
- Two working part-time in their business and five working full-time;
- Three businesses operating in TSI area, three in central Auckland and two in West Auckland area.

The talanoa sessions were audio-recorded with the participants consent and transcribed for analysis. The transcribed notes were sent back to the participants to check and confirm. The online survey and interview schedule used for the talanoa sessions are included as Appendix A. Both the online survey and talanoa questionnaire were approved by the Auckland Council's Human Participants Ethics Committee.

5.0 Results from online survey

This section presents findings from the online survey of 64 Pacific businesses. Demographics of Pacific entrepreneurs, including their business structure, business size, age and industry sectors are described first. This is followed an overview of the respondent characteristics including their age, highest levels of qualifications and place of birth. The analysis describes Pacific businesses with employees and without employees. Comparisons with total New Zealand businesses will also be made where available²².

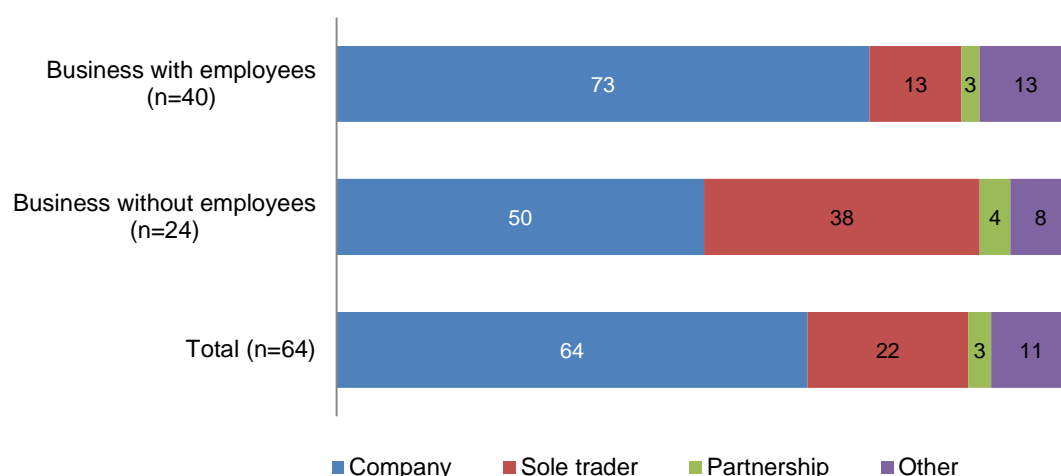
5.1 Pacific business demographics

This section presents the demographics of the 64 Pacific businesses who participated in the online survey. Forty of these businesses (or 63%) employed other people (are employers) and 24 (or 38%) have no employees. In New Zealand, 30 per cent of total businesses employed other people, and 70 per cent had no employees. In terms of Pacific people who were employers and self-employed without employees in the Census, the split was 77 per cent to 23 per cent respectively.

5.1.1 Business structure

Respondents were asked to select the type of structure of their business. Regardless of whether the business employed staff, the majority of businesses who responded were registered companies. A greater proportion of Pacific employers were registered companies (73%) compared to businesses without employees (50%). The proportion of New Zealand businesses with employees and businesses with no employees who were registered companies were similar to Pacific businesses, between 69 per cent to 82 per cent depending on the number of employees and 45 per cent respectively. A third of Pacific businesses without employees who participated were sole traders.

Figure 2: Structure of Pacific businesses, with and without employees (%)

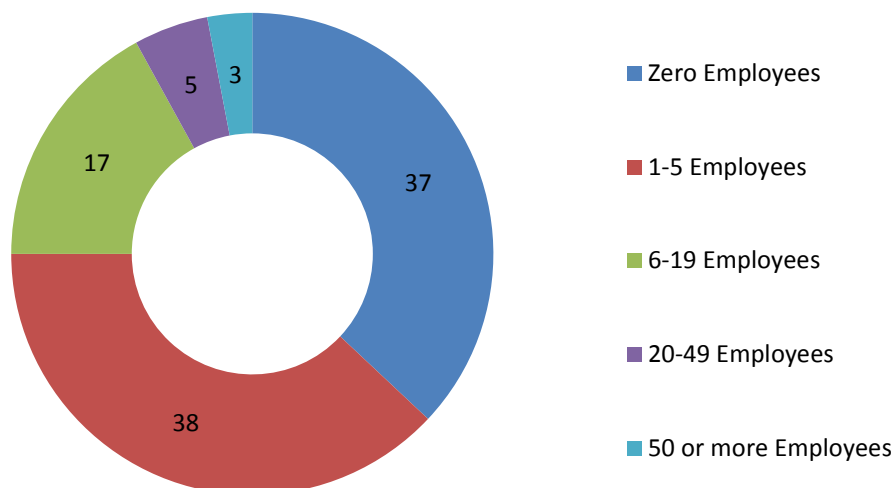


²² MBIE (2016).

5.1.2 Business size

About 92 per cent of Pacific businesses who participated in the online survey were small businesses (fewer than 20 employees)²³. In New Zealand 97 per cent of all businesses were small businesses. The breakdown of Pacific businesses by employee numbers is provided in Figure 3. Micro businesses (1 to 5 employees) made up 38 per cent of Pacific businesses who participated, and small and medium businesses (SMEs) with 20 to 49 employees made up five per cent. Two Pacific businesses who participated in the online survey were medium and large companies with 50 or more employees. In New Zealand, 19 per cent of businesses were micro businesses and 2 per cent were SMEs.

Figure 3: Percentage of Pacific businesses by employee size (n=64)

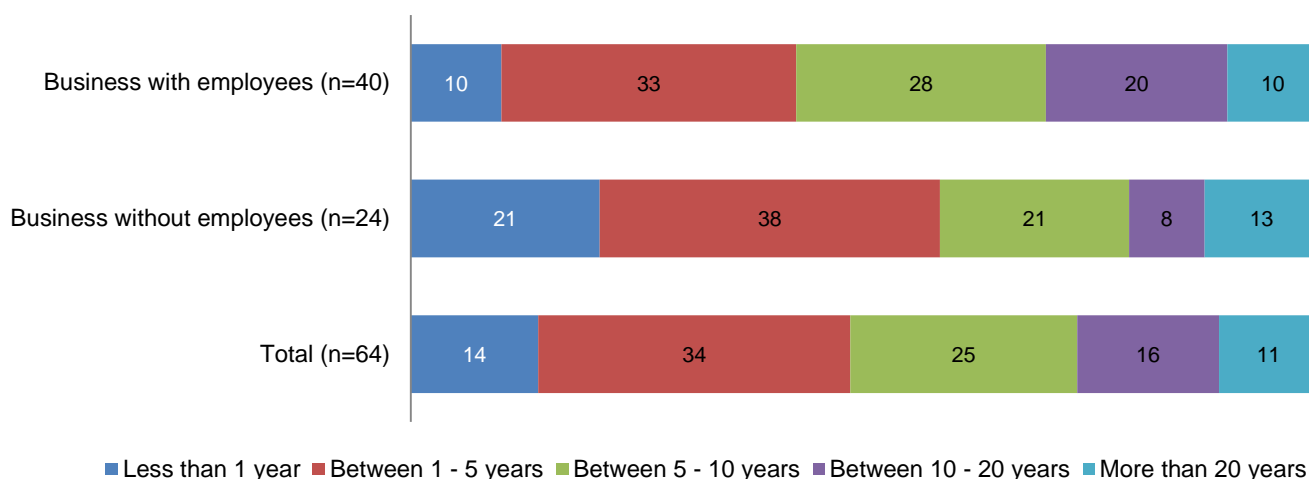


5.1.3 Age of the business

Participants were asked to state how many years their business had been operating in Auckland. The majority of Pacific businesses with no employees (59%) had only been in business for five years or less whereas the majority of Pacific employers (58%) had been in business for five years or more. For New Zealand businesses with employees the number of years a business had been operating increases with the number of employees. For example half of businesses with 50 plus employees had been operating for over 21 years compared to 19 per cent of businesses with one to 19 employees.

²³ A 'small business' is any type of enterprise or firm with fewer than 20 employees. This includes: 'zero' (no employees); 'micro' (businesses with one to five employees); 'small' (businesses with six to 19 employees). 'Small to medium' businesses have 20 to 49 employees, 'medium' businesses have 50 to 99 employees, and 'large' businesses are those with 100 or more employees (MBIE, 2016).

Figure 4: Age of Pacific businesses, with and without employees (%)



5.1.4 Business location by local board area

Pacific businesses who participated in the online survey were based in 13 of the 21 local board areas in Auckland, as presented in Table 3. One in four Pacific business with employees (employers) were located in the Waitemātā local board area where the central business district is located. Forty per cent of Pacific businesses who participated were located in TSI area.

Table 1: Location of Pacific businesses, with and without employees, by local board area

Local board area	Business with employees	Business without employees	Total	Per cent of total
	<i>Number</i>			<i>%</i>
Upper Harbour	-	1	1	2
Henderson-Massey	5	2	7	11
Waitākere Ranges	-	1	1	2
Whau	-	1	1	2
Waitemātā	9	3	12	19
Albert-Eden	3	1	4	6
Puketāpapa	2	-	2	3
Maungakiekie-Tāmaki	4	4	8	13
Māngere-Ōtāhuhu	5	7	12	19
Ōtara-Papatoetoe	4	2	6	10
Manurewa	3	2	5	8
Papakura	2	-	2	3
Franklin	1	-	1	2
Total	38	24	62	100

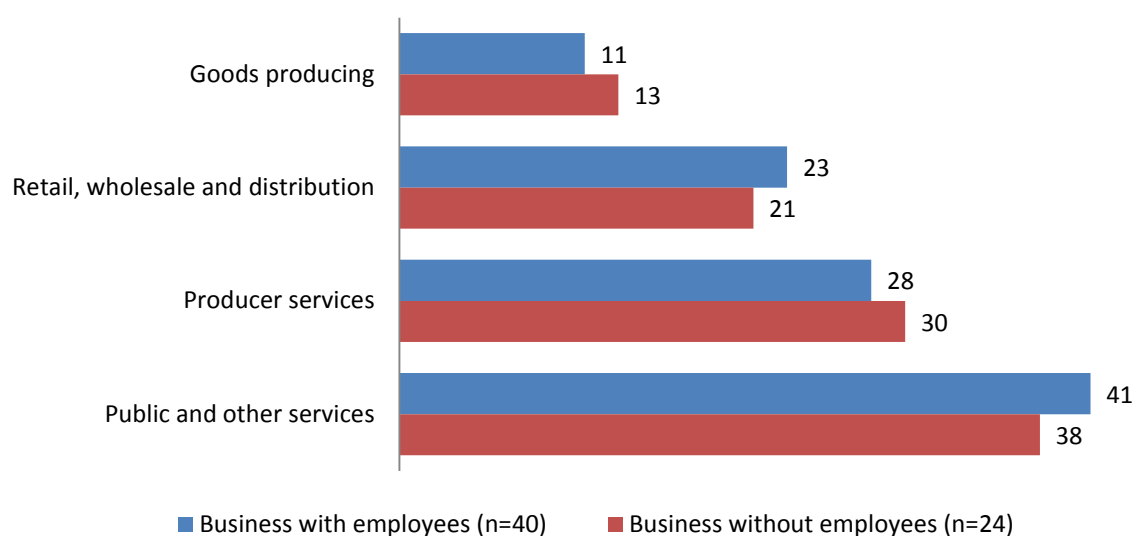
Note: Two of the respondents did not give a specific Auckland address.

5.1.5 Industry sectors

Pacific businesses who participated in the online survey featured across most industry sectors with strong representation across the services industries (see Figure 5).²⁴ Over two thirds of both businesses with employees and without employees were in public and other services and producer services industries. The majority of New Zealand small businesses with 0-19 employees were also in the services industries, namely in producer services industries (44%).²⁵

A slightly larger proportion of Pacific businesses without employees were in the goods producing industries compared to businesses with employees, driven largely by the those in the construction industry (13% of Pacific businesses without employees compared with 8% with employees). The opposite was observed for the retail, wholesale and distribution industries with a larger proportion of Pacific businesses with employees compared to businesses without employees, largely the result of the accommodation and food services industry (with 10% of Pacific businesses with employees compared with 4% for without employees). Some notable differences were that the agriculture, forestry and fishing industry was in the top three industries for New Zealand and education and training was in the bottom three.

Figure 5: Industry sector of Pacific businesses, with and without employees (%)



5.1.6 Number of employees

Forty Pacific businesses who completed the online survey employed other staff. A total of 640 employees were employed across these 40 businesses, an average of 16 employees per Pacific employer business. This is slightly higher than New Zealand businesses with an average of 14 employees per employer. The majority of these employees (74%) were employed on a full-time basis (work 30 hours or more per week), a similar proportion to New Zealand businesses.

²⁴ Given the small sample size, industries were combined into four broad sectors; goods producing, retail, wholesale and distribution, producer services and public and other services in some parts of the report. The corresponding ANZSIC Level 1 sectors are provided in Appendix 2.

²⁵ MBIE (2016).

The distribution of employees by business size for Pacific businesses is provided in Figure 6. As shown, over half (56%) of total employees worked within medium and large business. A similar pattern is observed for New Zealand businesses with 57 per cent of employees employed in medium and large businesses, 14 per cent in SMEs, 18 per cent in small businesses and 11 per cent in micro businesses.

Figure 6: Percentage of employees in Pacific businesses by employee size (n=40)

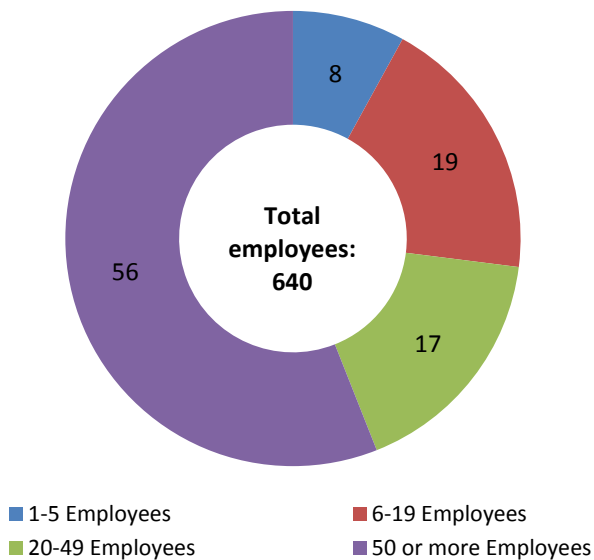
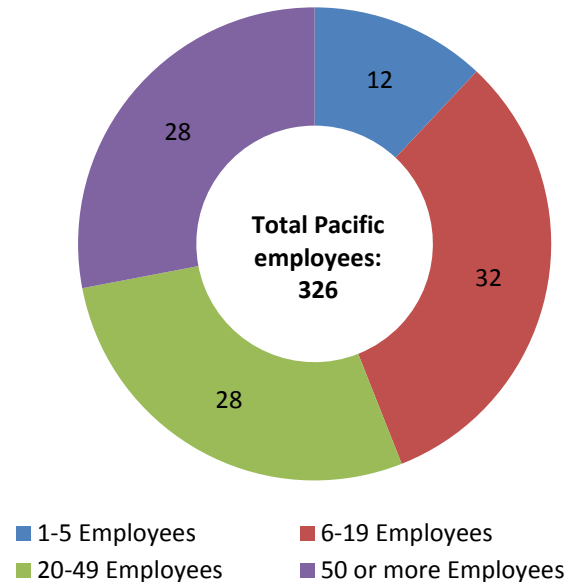


Figure 7: Percentage of Pacific employees in Pacific businesses by employee size (n=36)



In the literature, creating job opportunities for family and community is a common consideration raised by Pacific entrepreneurs. The same reasons were also evident here:

- Ninety per cent of employers who participated in the online survey employed Pacific people (36 of the 40).
- A total of 326 Pacific people were employed by these 36 Pacific businesses, an average of nine Pacific persons per employer. Pacific people made up half of total employees of Pacific businesses who participated.
- The majority (60%) of Pacific employees are provided by small and medium Pacific businesses (see Figure 7).
- A significant proportion of employees in small and medium Pacific businesses and micro Pacific businesses are Pacific people, 85 per cent and 75 per cent respectively; compared to only a quarter of employees in medium and large businesses.
- Half of Pacific businesses who employed Pacific people (18) had family members as staff. They were mainly immediate family members such as partners, parents, children, siblings, nieces and nephews.
- A total of 67 family members were employed across these 18 businesses, equally split between full-time (54%) and part-time (46%) employment.

- The majority (91%) of these family members were paid for the work they did in the business.

Employing family can have drawbacks as well as benefits, as noted in Gooder (2016). Employing Pacific people meant fulfilling social obligations and having people with similar cultural values, and sometimes language, in the workplace, however a downside is that family employees could sometimes take advantage of this in a way that outside employees would likely not.

Pacific businesses who responded employed 640 workers. Half of the workers (320) as shown in Table 2 were employed in retail and a quarter were employed in education and training (77 or 12%) and other services (76 or 12%).

Table 2: Top five industries by number of employees in Pacific businesses (n=640)

Industry	Number	Per cent
Retail trade	320	50
Education and training	77	12
Other services	76	12
Accommodation and food services	60	9
Construction	54	8

5.1.7 Annual business turnover

Respondents to the online survey were asked to state the approximate annual turnover of their business. Figure 10 shows a higher proportion of Pacific businesses with employees (employers) earned a higher turnover than Pacific businesses without employees. Over half of the Pacific employers (53%) who participated in the survey had a turnover of over \$200,000 per year, a third with more than half a million a year. Pacific businesses without employees on the other hand the majority (58%), had a turnover of less than \$100,000 a year, with a quarter of the participants earning less than \$30,000 a year.

Figure 8: Approximate annual turnover of Pacific businesses, with and without employees (%)

Annual business turnover	Business with employees (n=40)	Business without employees (n=24)
More than \$500,000 per year	15	1
Between \$200,001 - \$500,000 per year	6	1
Between \$100,001 - \$200,000 per year	3	2
Between \$30,001 - \$100,000 per year	6	8
Up to \$30,000 per year	5	6

Note: Five businesses with employees and five businesses without employees preferred not to state their business turnover and one business without employees did not know their annual business turnover.

5.1.8 Exporter

Participants were asked to state if their business exported goods or services overseas. Only 11 (17%) stated that they were an exporter of goods and services – seven employers and four

businesses with no employees. For New Zealand, 25 per cent of businesses with 6 to 19 employees and 30 per cent of businesses with 20 or more employees were exporters.

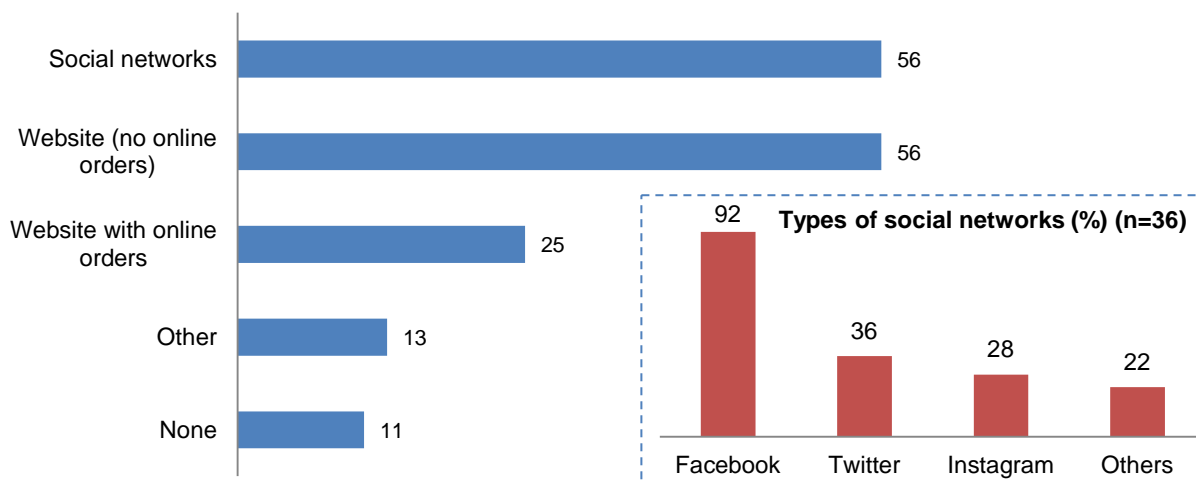
Half of Pacific exporter businesses expected their annual sales from exports this year to be less than 25 per cent of total sales, and the other half between 25 and 50 per cent. The main places they exported to were Australia and countries within the Pacific islands.

5.1.9 Online platforms

Respondents were asked to select the online platforms their business used, from a list of five possible options. The two most popular online platforms were social networks such as Facebook, and websites (with no online orders) (see Figure 9). Seven Pacific businesses who responded did not have any form of online presence, and eight had other forms such as sector-specific websites, blogs, online newspapers and apps.

The 36 businesses who stated they utilised online social networks were further asked to specify which networks they were a part of. Facebook was the most popular (33, or 92%) and a third had a Twitter account. The other social networks included LinkedIn, Pinterest, and eighbourly.

Figure 9: Percentage of Pacific businesses with online business platforms (n=64)



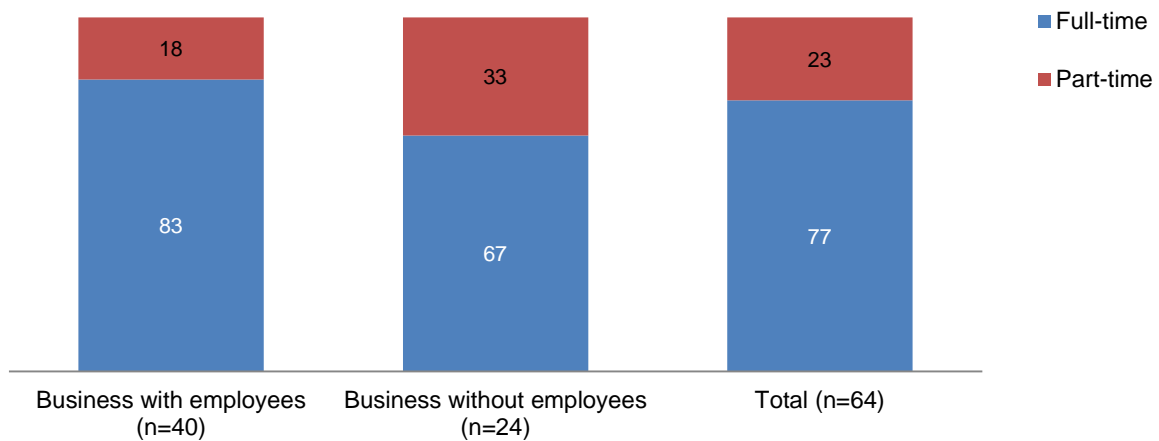
Note: Multi-response question. Percentages will total more than 100%.

5.1.10 Worked full-time or part-time in the business

Participants were asked to state if they worked full-time (for 30 hours or more) in their business or part-time (for fewer than 30 hours per week). The majority of those who participated in the online survey (over three quarters) worked full-time in their business.

A much higher proportion of employers who participated worked full-time in their business (83%) compared with businesses with no employees where two-thirds worked full-time in their business. For New Zealand self-employed businesses, the split is about three quarters full-time and a quarter part-time, similar to total Pacific businesses.

Figure 10: Percentage of Pacific entrepreneurs working full-time or part-time in the business, with and without employees



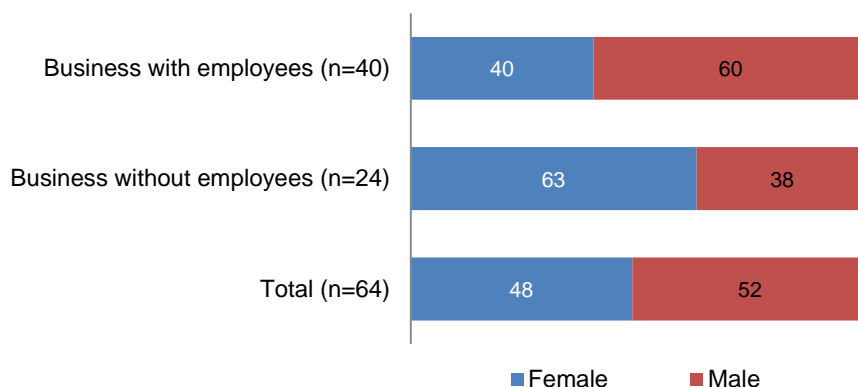
5.2 Demographics of Pacific entrepreneurs

This section presents results on the demographics of the 64 Pacific entrepreneurs who participated in the online survey. Again, separate analysis is provided for Pacific entrepreneurs with employees, and those without employees.

5.2.1 Gender

The sample was almost evenly split between females (31) and males (33). However, a higher proportion of entrepreneurs without employees were females (63%) whereas a higher proportion of entrepreneurs with employees were males (60%).

Figure 11: Gender of Pacific entrepreneurs, with and without employees (%)

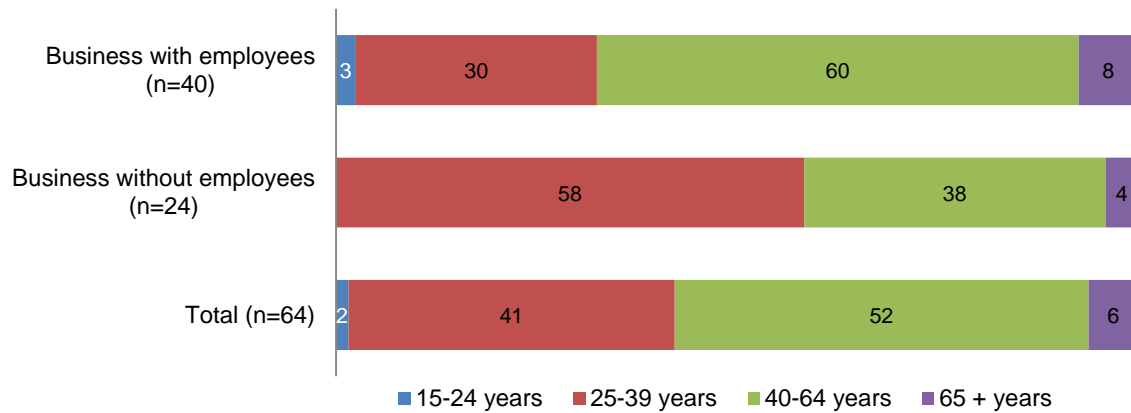


5.2.2 Age

The majority of Pacific employers who participated in the online survey were in the older age bracket of 40 to 64 years (60%) whereas the majority of those with no employees (58%) were in the lower age group (25 to 39 years). In total, just over half of Pacific entrepreneurs who

participated were aged 40 to 64 years, 26 were aged 25 to 39 years, one younger person (aged 15 to 24 years) and six older people (aged 65 years and over).

Figure 12: Age of Pacific entrepreneurs, with and without employees (%)

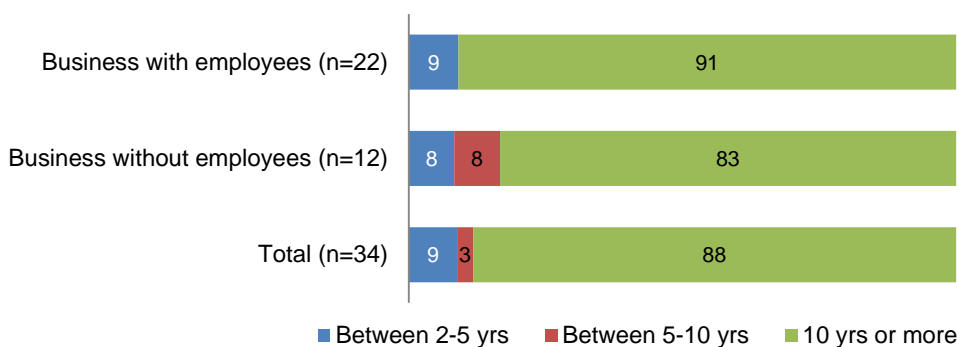


5.2.3 Place of birth

Pacific entrepreneurs who participated in the online survey were asked to state whether they were born in New Zealand or overseas. Just under half (30) were born in New Zealand and 34 were born overseas. The majority of those born overseas (88%) have lived in New Zealand for 10 years or more. None of the overseas born participants had recently arrived in New Zealand (i.e. have lived in New Zealand for less than 2 years) and three had lived in New Zealand for two to five years.

This pattern was similar for both Pacific entrepreneurs who are employers and those without employees. Over half of overseas born Pacific entrepreneurs who have lived in New Zealand for 10 years or more were aged 40 to 64 years old, and 30 per cent had an annual business turnover of over \$500,000 per year.

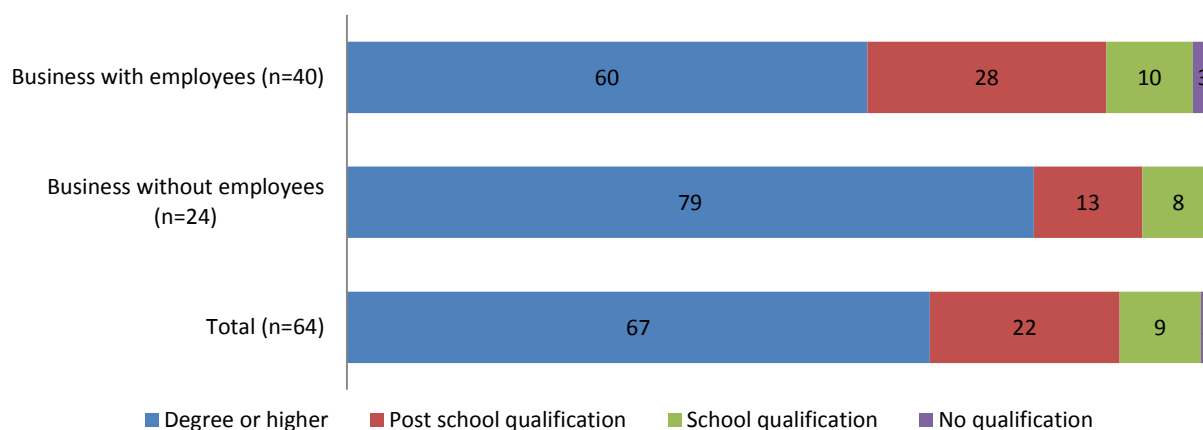
Figure 13: Number of years Pacific entrepreneurs born overseas have lived in New Zealand (%)



5.2.4 Highest educational qualifications

Respondents were asked to state their highest educational qualification. As shown in Figure 14, over two thirds (67%) have a degree or higher qualification. It is interesting to note that a greater proportion of Pacific entrepreneurs without employees had a degree or higher qualification (79%) compared to 60 per cent of Pacific employers who took part in the survey. However the smaller number of entrepreneurs without employees who participated in the survey means that the actual number of degree or higher qualification holders were higher for Pacific employers (24) than Pacific entrepreneurs with no employees (19).

Figure 14: Highest qualifications of Pacific entrepreneurs, with and without employees (%)



5.3 Perceptions of doing business in Auckland

The rest of this section presents results relating to participants' perceptions and experiences of doing business in Auckland. Their responses to a set of statements relating to their business is presented first, followed by information on the main barriers they had experienced in growing their businesses, organisations they had dealt with for business development advice, and funding assistance in the previous 12 months. The single most important advice a Pacific entrepreneur would offer another Pacific person wanting to go into business is then analysed and the results presented.

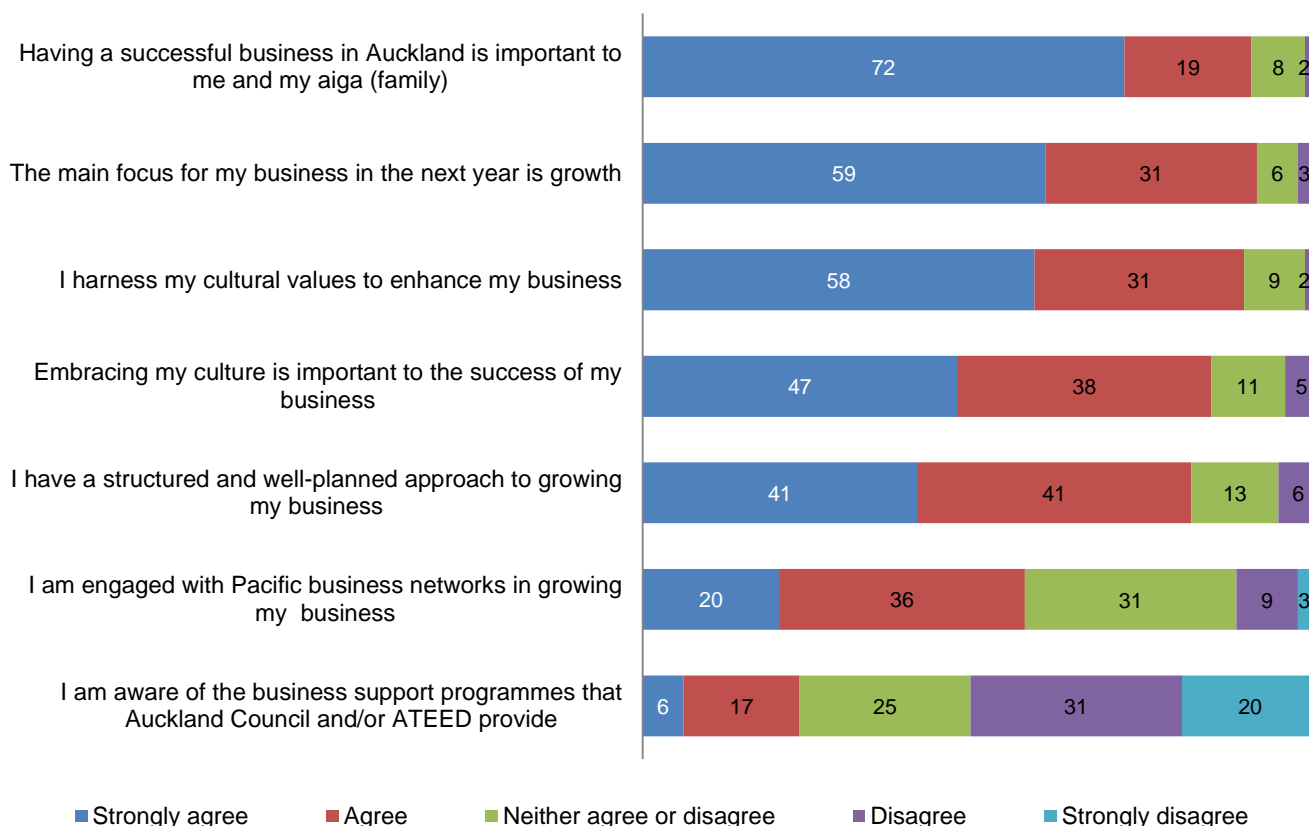
5.3.1 Doing business in Auckland

Pacific entrepreneurs were asked to indicate how much they agreed or disagreed with a set of broad statements about their business, the results of which are presented in Figure 15. Large proportions agreed or strongly agreed on three broad areas:

- success - *having a successful business is important to me and my family* (91% agreed or strongly agreed with this statement)
- growth – *the main focus for my business in the next year is growth* (90%); and *I have a structured and well planned approach to growing my business* (82%)
- culture – *I harness my cultural values to enhance my business* (89%); and *embracing my culture is important to the success of my business* (85%).

In addition, just over half (56%) of respondents agreed or strongly agreed that they were engaged with their Pacific Island business networks in growing their business.

Figure 15: Statements about my business (%)...



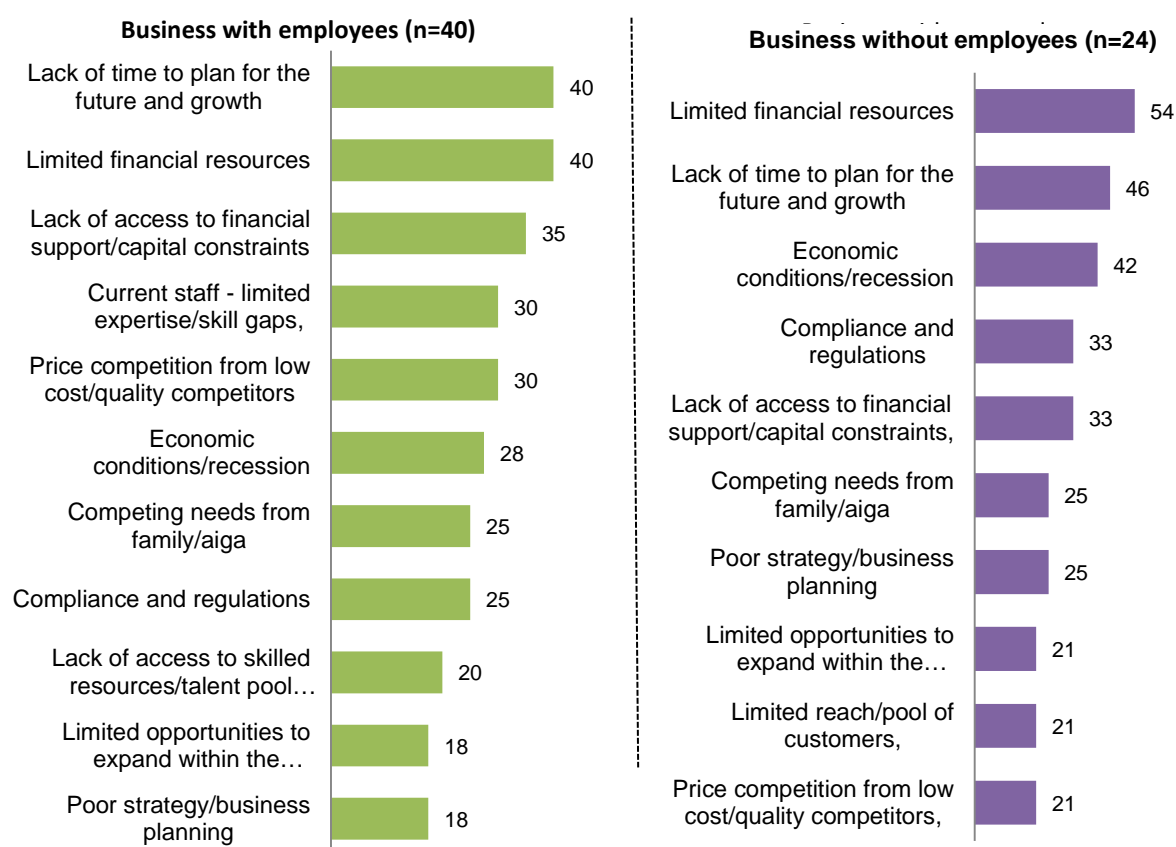
On the flipside however, half (51%) disagreed or strongly disagreed that they were aware of the business support programmes provided by Auckland Council and/or ATEED.

5.3.2 Barriers experienced to growing the business

The online survey asked participants to select the barriers to business growth they had experienced, from a list of 22 possible barriers. The top 10 barriers for both Pacific entrepreneurs with employees and those with no employees is shown in Figure 16. The same top two barriers were experienced by both Pacific employers and Pacific entrepreneurs with no employees who participated in the online survey; lack of time to plan for the future and growth; and limited financial resources.

Three of the top 10 barriers experienced by Pacific employers did not feature in the top 10 barriers experienced by Pacific entrepreneurs with no employees, or were lower in the scale; current staff have limited expertise or skills gaps; the lack of access to skilled resources/talent pool within New Zealand; and price competition from low cost/quality competitors. Two of these barriers related to staffing issues.

Figure 16: Top 10 barriers experienced by Pacific entrepreneurs with and without employees to growing their business (%)



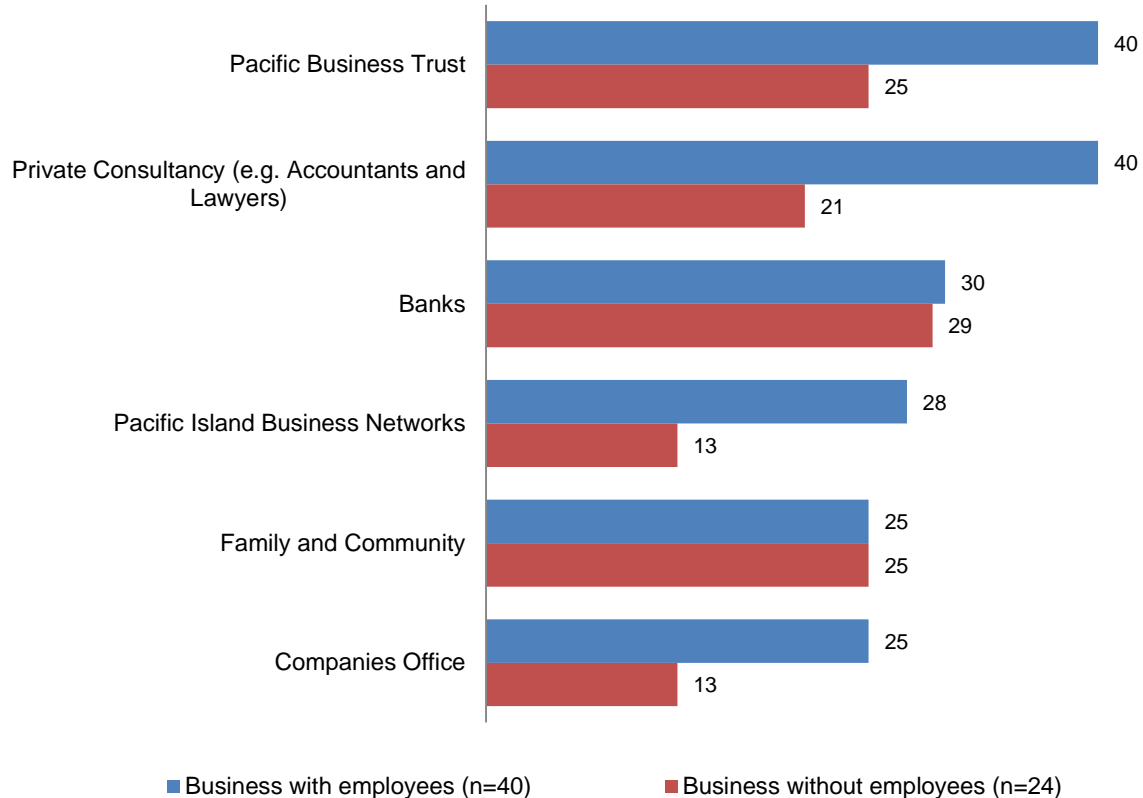
Note: Multi-response question. Percentages will total more than 100%.

5.3.3 Experience with support services

Respondents were asked to select all organisations they had dealt with for business development advice in the previous 12 months, from a list of 14 possible options.

The top six organisations were the same for both Pacific employers and Pacific entrepreneurs without employees. These organisations included government (PBT and Companies Office), private companies (consultancy and banks) and families and networks (family and community and business from these organisations networks). A higher proportion of Pacific employers had sought business development advice compared to Pacific entrepreneurs without employees, across all these organisations.

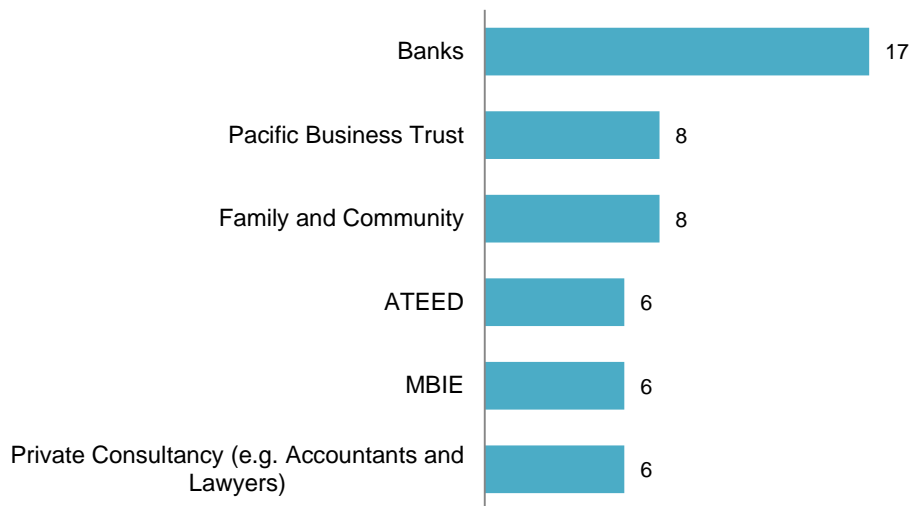
Figure 17: Top 6 organisations Pacific entrepreneurs with and without employees have dealt with for business development advice in the last 12 months (%)



Note: Multi-response question. Percentages will total more than 100%.

In addition to business development advice, respondents were also asked to select all organisations they had dealt with for funding assistance in the last 12 months, from the same list of 14 organisations. Not many Pacific entrepreneurs had sought funding assistance in the last 12 months, particularly for entrepreneurs without employees. Figure 18 shows the top six organisations Pacific employers had sought funding assistance from in the last 12 months. As expected, banks were the most popular source, however only 17 per cent of Pacific employers who participated (11) had dealt with banks for funding assistance in the last 12 months. In contrast to business development advice, most of the organisations in the top six for funding assistance were central and local government or government supported (Pacific Business Trust, ATEED and MBIE). This showed that in terms of finance assistance, most Pacific entrepreneurs sought help from central and local government and government related organisations, whereas for business advice they had sought help from a variety of organisations; government (local and central), private companies and family and friends.

Figure 18: Top 6 organisations Pacific entrepreneurs with employees have dealt with for funding assistance in the last 12 months

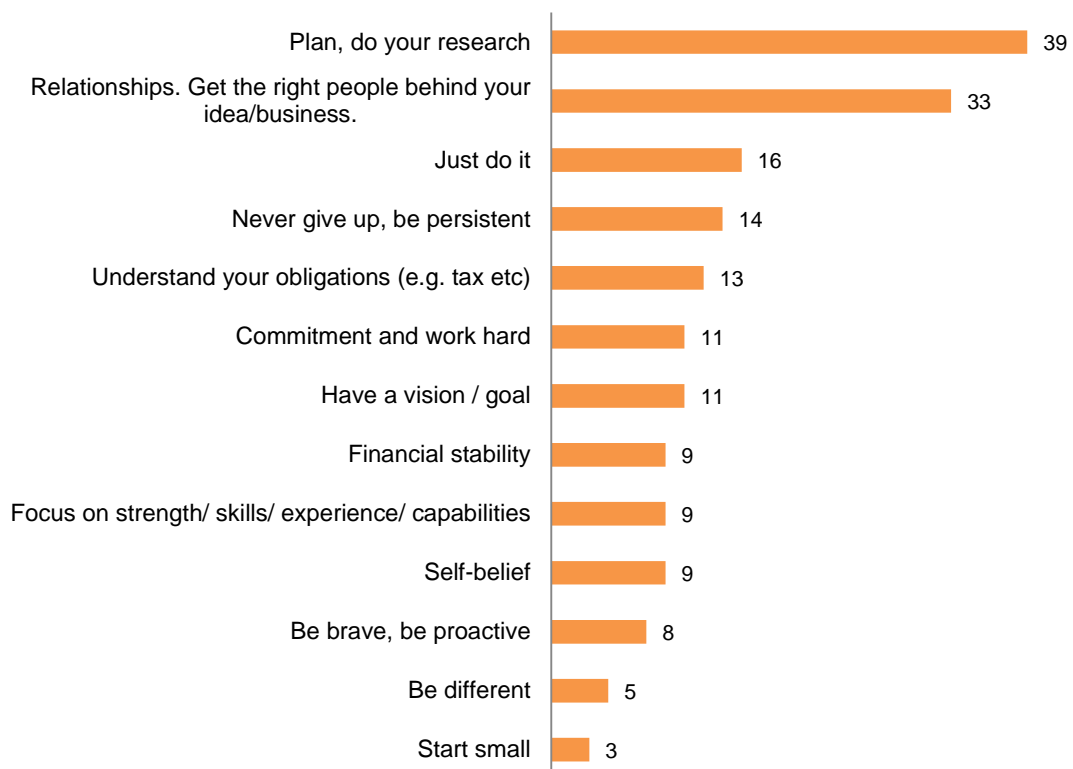


Note: Multi-response question. Percentages will sum to more than 100%.

5.3.4 Most important advice for Pacific person wanting to go into business

Participants were asked to write down ‘the single most important advice’ they would offer ‘a Pacific person wanting to go into business in Auckland’. Participants’ responses were analysed and coded, and the results by themes is presented in Figure 19.

Figure 19: Single most important advice to a Pacific person wanting to go into business in Auckland



Note: Multi-response question. Percentages will sum to more than 100%.

The most common advice 39 per cent of Pacific entrepreneurs respondents would offer a Pacific person wanting to go into business in Auckland was to 'plan, do your research'. Some commentary on this from participants are as follows:

My advice for any Pacific person before going into business here in Auckland is to have a strategic plan first. Do a SWOT analysis and a little bit of research in that business you wished for to start.

Please please please, do your research before you start anything. Especially with our people who have their own catering businesses, please go about it the right way. Meaning applying for licenses, registering your business with companies office, and dealing with the council to get necessary licenses needed in order to operate your business within the public sector.

Don't limit your aspirations & ambitions because you are a Pacific Islander. Do your homework. Plan, Plan, Plan. If the numbers keep looking good, then go for it. You will always come up against all sorts of obstacles. Don't let your race or skin colour hold you back. There's always going to be naysayers.

Speak to an advisor specific to your industry to gauge the feasibility of your idea/concept. We first spoke to a property lawyer regarding our concept to ensure it was relevant. He then gave us all the advice we needed to start up including getting tax advice on the structure of the business which was very important.

The second most popular advice, a third of the respondents would offer a Pacific person wanting to set up a business in Auckland was to get the right people behind your idea or business. For most people this included getting a good accountant, business mentors, as well as reliable and trustworthy staff.

5.4 Summary

Analysis of the results from the survey of 64 Pacific businesses who participated in the online survey shows that Pacific businesses were similar to total New Zealand businesses in some respects, namely that they were mostly registered companies and were small in size (less than 20 employees). However, a lower proportion of Pacific businesses exported goods and services to other countries compared to New Zealand businesses overall, and they exported mainly to Australia and the Pacific Island countries. A noted difference is the tendency of Pacific businesses to employ Pacific people - 90 per cent of Pacific employers who participated employed Pacific people as staff. Half of all employees by Pacific businesses were Pacific people (a total of 326). A significant proportion of employees in small and medium Pacific businesses and micro Pacific businesses were Pacific people, 85 per cent and 75 per cent respectively; compared to only a quarter of employees in medium and large businesses. One in five of these Pacific staff was a family member. As noted by Gooder (2016) employing family can have drawbacks as well as benefits. Employing Pacific people meant fulfilling social obligations and having people with similar cultural values, and sometimes language, in the workplace, however on the downside, family employees could sometimes 'take liberties' in a way that outside employees may not.

Those with employees were more likely to be a registered company, to have been in operation longer (over 5 years), to have a higher annual turnover (over \$500,000 per year) and to work full-time in the business compared to Pacific businesses without employees. Pacific businesses

without employees were more likely to have been in operation for less than five years and to have an annual turnover of less than \$100,000 per year. The majority of businesses who participated in the survey were in the public and other services and producer services industries. A higher proportion of Pacific businesses without employees were in construction compared to Pacific employers, who had a higher proportion in accommodation and food services. One in four Pacific business with employees (employers) were located in Waitematā, the central business district area.

A higher proportion of Pacific entrepreneurs with employees (employers) worked full-time in the business, were male and older (40 to 64 years) compared to Pacific entrepreneurs without employees who were largely female and younger (aged 25 to 39 years old). Pacific entrepreneurs were more likely to have a bachelor degree or higher (67%) compared to the Auckland Pacific population (8%). Just over half of the respondents (53%) were born overseas, the majority of those born overseas have lived in Auckland for 10 years or more (88%).

The data shows that Pacific employers were older, have been in business for longer and have a higher annual turnover thereby suggesting that younger non-employer Pacific entrepreneurs might become employers in time, and also have a greater annual turnover. These characteristics of Pacific entrepreneurs and businesses highlight areas for central and local government to focus on such as policy targeted at addressing structural inequalities such as education and income disparities to help get Pacific people into businesses and those without employees to grow and become employers, or become opportunity entrepreneurs who are seen to be more innovative and their businesses generate wealth.

The majority of the participants agreed or strongly agreed that having a successful business is important, that they are committed to growing their businesses and that culture is an integral part of their business. The same top two barriers to growing their businesses were observed by both Pacific entrepreneurs with and without employees; the lack of time to plan for the future and growth; and limited financial resources. A higher proportion of Pacific entrepreneurs with employees sought business development advice and financial assistance from organisations such as central and local government, private consultancies and family and friends than Pacific entrepreneurs without employees. Most Pacific entrepreneurs identified 'planning and research' as the most important advice they would offer a Pacific person wanting to go into business. Of note is that half of Pacific entrepreneurs disagreed or strongly disagreed that they were aware of the business support programmes provided by Auckland Council and/or ATEED. The lack of awareness Pacific businesses have of business support programmes that are available is of concern and suggests a need to look at the effective communication including accessibility of such programmes to Auckland's diverse populations, including Pacific people.

6.0 Analysis of results from talanoa sessions

In this section, the findings from the talanoa sessions with eight Samoan entrepreneurs are presented. Participants' experiences of establishing a business in Auckland, including resources they had access to and the challenges they experienced are described first. This is followed by an outline of what they considered as their most important strengths as an entrepreneur. Insights about the key business support needs of Samoan entrepreneurs, including the types of intervention they regard as making the biggest difference to their businesses are also presented.

6.1 Setting up a business

Results from the talanoa sessions including participants' experiences of establishing a business in Auckland, how their business ventures were financed, what resources they had access to and the challenges they experienced are outlined here.

6.1.1 Financing

Setting up a business in Auckland was not easy for the Samoan entrepreneurs who participated in the talanoa sessions. It required a lot of planning and hard work. All the participants self-financed their business ventures either using their own savings, by pooling together resources, getting a loan from family and friends, or borrowing against their mortgage. Some of the talanoa participants kept their full-time job and ran their business on the side to ensure a regular source of income for their family, while for others one partner worked on the business and the partner had a full-time job outside the business. It was important for the participants to have some financial stability such as savings, or owning their own home when starting the business, as discussed below.

I've just kind of done it myself. It hasn't been easy but, you know that's kind of part of being in business. You've got to, you know, to make money, you've got to kind of use your own money and then hopefully, money will come that way.

So, our resources, we started ourselves. We just went out there and when we first started it was just me cos, we couldn't both start on the business.....and those initial years were really hard and we were learning ourselves, you know and obviously, there's a lot of trials that we went through but, you know, usually start-up businesses, the majority of them fail in the first couple of years so for us to get to [...] years has been a real good milestone.

We had some savings which helped us out and, I guess with resources we were also quite lucky that we owned a property so we were able to borrow against our house.

At the end of the day, I found that we do it ourselves. Don't depend on anyone. If we've got to make work, we've got to do it ourselves.

Keeping the business afloat and operational, it's my wife cos she's the only one working full-time.

6.1.2 Start-up support

Talanoa participants were further asked if they got help from any organisation when they first started out in business. PBT the organisation set up to provide business advice, information, support and education relating to Pacific business development (see Section 1.2), was identified by all participants as the first organisation they approached for help when they thought about setting up a business or when they established their business. PBT was also the most common

organisation, noted by Pacific entrepreneurs who participated in the online survey, for business development advice and funding assistance (see Section 5.3).

Most of the talanoa participants had unsatisfactory experiences with PBT when they first started out in business. For some this is mainly in the early stages of 'testing an idea' and 'starting up' a business. However as the business became recognised in the market and successful, participants found that PBT were more forthcoming and willing to help.

In particular participants noted a lack of information or a database of business support that is available, especially for those looking to start up a business. From their experience, Samoan entrepreneurs noted a gap for dedicated support for start-ups and also a lack of information (in a centralised place) about business support services that were available for those wanting to go into business or who were already in business. This is of concern given the high failure rate of start ups, especially for Pacific businesses (Prescott, 2009).

We did approach Pacific Business Trust in the beginning. But, I found it really, they had a negative response in regards to the idea and also they weren't encouraging. They weren't encouraging but, how do you say it? They were sort of like they used every chance to try and put the idea down instead of saying, "If you don't have this, maybe this is this way. Maybe we can help with this or maybe talk to this person in regards to work because we don't do funding or grants anymore."

No support from the government. To be honest it doesn't look like they have much in place for start up's, but with our growth and now we're seen out there in the market and they've seen us around, we're starting to get tapped on the shoulder now and more opportunities are opening up. Now people wanna help. Suddenly, you know they wanna be partners with us and all of our networks that we are involved in. But, in the initial stages, no. You know there was nothing out there for us. You know, there's the likes of PBT when we first went there, there you know what they were set up to do was help the start-up. They didn't. No, well they didn't help us. Yeah, so, no we did it ourselves.

So, now I'm currently talking to Pacific Business Trust because, you know everybody knows that's who you go to in terms of a Pasifika person in business. So, last time I went to them and it didn't go anywhere but this time, you know there's a bit of movement there which is good and I know that was all because I had to prove myself

As a business person, I found that going to established business 'support' have been not very user friendly and they didn't have a good understanding of my needs as a Pacific person. I also feel that their interest in is more established SMEs and businesses with strong backing. There really should have been or at least have support for start ups.

So, they don't really help us...you know there's really nothing for small to medium businesses. And, if there is, it's not very well publicised. You have to go into deep research to find out what you are entitled to as a business. Or what's out there available to you. If they make it more accessible, you know, have some guidelines obviously but if you put it out there maybe we'll find these other businesses and say, "Cool, we've got some capital funding, we've got some help with some mentors and stuff."

One participant in the talanoa sessions stated that PBT was very useful:

I went straight to Pacific Business Trust and I did the Business 101 class with them, First Steps to Business. I found that really useful. Like, that was a free business course that ran for, I think it was 3 months, once a week and the resources were limitless which was really

good considering it was for free. So, yeah a lot of DVDs, textbooks, like calculators. So, yeah textbooks, working books so, yeah I was really impressed by that.

6.1.3 Challenges

Challenges in running a business in Auckland, as experienced by Samoan entrepreneurs who took part in the talanoa sessions, mostly mirrored the barriers to growing a business identified by Pacific entrepreneurs who participated in the online survey (Section 5.3.2). The main challenges are discussed below.

Capital/Funding

As with most businesses, the lack of capital and funding, and access to it, was a common challenge amongst Samoan entrepreneurs in running their businesses in Auckland. Talanoa participants stated they struggled with getting capital or funding that is needed to grow their businesses to the next level or even to expand (e.g. employ people). Even where capital funding was available their businesses did not have the scale requirements or accessing them was hard and time consuming. Issues identified with funding were their short time frames which were usually not long enough for a program or organisation to get established or get some results. As a result the participants noted that it was hard and time consuming as they were always looking for more funding.

I think one of the biggest is access to capital funding, you know unless you've got funds behind you or you've got access to a funder or backer, you know you have to work hard to grow that income base. But, when we're looking for growth, that's gonna require capital investment so for a small business that's looking to grow, you know it does cost money and capital investment is, you know something that they don't look at unless you have big turnovers or potential to make millions.

*The conversation I've had with **– his team have tonnes of money to hand out for investment, but it has to be... the minimum that they can invest in is one hundred million. Now we don't even have sixpence to get to that... and these guys, they really want to help. There's a rationale behind this. So it's all about scale and I totally understand that... the thing is the investment value has to hold so that's why they've got to operate at that level. And the important thing here is scale but there isn't any.*

..and just trying to get funding has been so hard so I've been talking to the different MPs ...but at the end of the day, funding always comes with an expiry date so then you've got to look for more funding and I've spoken to a lot of Pasifika organisations and they said that, "Oh, wow this ... is fantastic for our people. We need this." But, no-one will fund it. So, they keep on saying, "Go talk to this person. Go talk to this person." And, it's like never ending.....

Lack of collaboration

Talanoa participants also stated a challenge that they experienced was a sense of distrust and competition amongst Samoan and other Pacific entrepreneurs in Auckland and the lack of collaboration and supporting each other. This was disappointing for some because Pacific people

are known for their communal and collective way of working together (also observed in the next section), yet this is not always reflected in the way Pacific people conduct their businesses. As noted by the participants there were much greater benefits for Pacific and Samoan entrepreneurs to support each other and collaborate together to build scale to access the bigger markets, such as government jobs.

Even if it was just can you point me in the right direction. It was like, "Nah, nah don't wanna talk to you cos you're a potential competitor." It's kind of really not nice but I know that's business but surely, because we're Pasifika, you know we still have really big hearts for our people, for our community. So, why are we not helping each other and leveraging off each other because surely, there's benefits both ways.

Yeah, if we can get our Polynesian people to believe in the other way, we can still have business but we've got to support each other and not steamroll each other. There's got to be a real code of ethics amongst ourselves. And, if you don't like things, don't do it

I'm part of quite a few business networks here and I don't know, I kind of just feel like because it's such a small market here and Pasifika people, you know we're still small here in business. It's very cut throat and it's very much who you know which I know is all part of business and it's part of networking but ...I'm actually also part of the [...] Association and to be honest, this is really sad but it kind of has a better feel than the Pacific ones that I'm part of...I just find the Pacific ones we're just so ...I don't know what's with our Pacific people like why can't we work together? I just feel more welcome when I go to the non-Pasifika ones which shouldn't be the case.

Yeah, and I think the reason with our Pasifika people we're not really getting the help is because they're trying to get the help themselves, you know cos we're all fighting that same fight. So, that's why we kind of keep our projects close to each other but I just kind of believe in collaborations will make everyone reach that final destination that we're all trying to reach. I think it is time that we start collaborating together.

Local and central government

Local and central government's regulatory services and sector policy were also identified by talanoa participants as challenges they experienced in running their businesses in Auckland. These included the number of compliance and regulations for businesses which further added to the high cost of running a business in Auckland.

Some participants also noted that their business was not in one of the government's priority sectors. This was a challenge as they did not receive the same status or recognition for funding or support as businesses who were in the emerging or up and coming industry sectors. Also as observed from the online survey (see Section 5.2.4) half of the Pacific entrepreneurs disagreed or strongly disagreed that they were aware of the business support programmes provided by Auckland Council and/or ATEED.

You know if government provides a good environment for them to grow and do well that will help a lot in sort of getting the whole economy, you know grass roots level grow because at the moment, it's just really, you know red tape. It's a real burden. There's so much, you know that the young micros are facing that I feel it's just not giving them enough, they

suffocate. And, not given enough room to grow and if we're gonna have, you know a high wage community, these people have to sort of flourish.

You know but you have to jump through hoops with government and local government bodies, you know you have to tick these boxes, fill out these forms and if you're a small business owner, you've got no time. It's hard.

There's a lot of money in like the tech space and sort of other areas of business that we're not in. So, people aren't really investing in [...] businesses. But, if we had some cool as App or you know something like that, I'm sure people will be all over it. So, that's been quite difficult for us is that people don't really look at our industry as an up and coming or emerging even though we're doing really cool stuff and we're Māori and Pacific that's still quite difficult.

Further concerns with PBT's role in supporting Pacific businesses were observed from the talanoa conversations. Participants felt that there was a disconnect between PBT and grassroots Pacific businesses, that there was a lack of clarity on their strategic direction and focus, and some also questioned the quality of their services and advice.

To be honest, I think sometimes they were quite isolated. They didn't really know what was happening, you know in the grass roots and out in the community.

I think they shouldn't be trying to hire consultants who have absolutely no clue whatsoever, you know? Who've never actually run a business. Cos, to me, that's like if you've never done something how can you advise? It's really bad risk management especially, I guess, what people who've not been in business don't realise that if you are a small business, so much falls on your shoulders. And, it can be, you know the make or break whether they can pay their rent, pay their mortgage, it's their livelihood. You know it's a really sensitive thing, I guess. And, if you've not been in that position before, then you don't actually understand and they don't realise that actually giving wrong information can be detrimental to their business and actually cost a lot of money, if that information is incorrect.

.. and so they say that they're all about Pacific businesses yet on the other hand, they're not doing that in all aspects and that's bizarre. I just think actually walk the talk, talk the talk. Do what you actually say you're gonna do. You know, if you're there to support Pacific businesses, actually support Pacific businesses.

Being Samoan

Personality traits commonly ascribed to Samoans (and Pacific people in general) eg., being kind-hearted and humble, was also identified by some of the participants as a challenge in running a business in Auckland. Observations from the talanoa sessions were that Samoan/Pacific people needed to change their mindset to be successful in business. However as noted in the next section, these same attitudes and qualities were also identified by the participants as their key strengths in doing business. As a small community in Auckland, the participants also noted that they had to prove themselves and their voices had to be twice as loud as every other in business.

for Pasifika people to succeed in business in Auckland is we really need to change our mindsets. Like, because by nature the kind of people we are, we have big hearts and we are community people but at the same time, in order to succeed, we do have to push

certain, you know boundaries. Otherwise why are you in business for? You know, otherwise we all just flatline and no-one succeeds so we definitely have to change the way we do business as Pasifika people.

Cos, I think as a young sort of Pacific [..], the biggest hurdles is your voice has got to be twice as loud as every other because there's not many of us in this industry.

But, you know ideally you get to tap into the bigger ocean, you know and get more fish in a bigger market but being small and Pacific Island, you struggle. I hate to say it but there's still a bit of stigma for the Pacific Island. Ah, yeah, he's Pacific Island. I mean I have to face it cos I've faced it in my profession but that's fine. Unfortunately, that's the nature. I'll probably wait for the next two generations. But, you know, I've come along way so I must be doing something right.

6.1.4 Running a business in Auckland

In terms of whether running a business in Auckland was different to running a business elsewhere, most of the talanoa participants did not operate a business outside of Auckland, so they could not comment on this. Most thought that it would be similar in terms of what you needed in starting up a business for example, capital. One participant who had operated a business elsewhere however noted that.

It was completely different, new environment, new people, and unfamiliarity with how the system worked here (tax/ legal side of business) but biggest difference was the absence of my support network.

6.2 Strengths

In this section the findings from the talanoa sessions on whether the participants considered themselves as entrepreneurs and if so, what they considered as their most important strengths as a Samoan entrepreneur operating a business in Auckland are presented.

6.2.1 Identity as an entrepreneur

The participants were first asked if they considered themselves as an entrepreneur, and why. All, except one, said they considered themselves as entrepreneurs. The most common reason for that was because they had taken the risk of setting up a business. For others it was because they were always trying to evolve, find ways to be different, or because they were constantly exploring new ideas.

The literature review identified two types of entrepreneurs; an 'opportunity entrepreneur' (someone who sees a gap in the market/a perceived business opportunity); and a 'necessity entrepreneur' (someone who starts a business because other work options are absent or unsatisfactory). Based on these definitions, most of the Samoan entrepreneurs who participated in the talanoa sessions would be considered opportunity entrepreneurs; their businesses were set up because they saw a gap in the market and for many by offering unique Pacific products and services. Some however, would fall under both categories. For example, one participant graduated from university in the middle of the recession and jobs were very scarce at the time. Because he couldn't find a job and

Community

A strength mentioned by many of the talanoa participants as their most important as a Samoan entrepreneur or business owner in Auckland was their community focus. For most of these businesses, their goal was about supporting their aiga, other Pacific people and their communities. This was either by employing family members or Pacific people as staff, by mentoring Pacific youth and helping Pacific youth to establish businesses of their own, and/or by giving back to the community in other ways.

We're very community focused. Our staff like working for us and one of the things that they say is they like that we are community focused and they also do stuff in the community and also our clients they see what we're doing out in the community through social media and our website and us just being out there and so they are also drawn to us because of that.

Yeah, so, I guess for us our business is about reaching our specific goal and that's, I guess tied in to what we do personally and that's about how can we give back to our communities, helping to empower [them] to be better, you know to inspire to be more than what they are now. So, I think what we're trying to do, I guess, encourage our youth, you know to choose business as another subject matter that they can take. You know they don't have to work for someone, you know they can develop their own businesses out there.

...you know we pour a lot of our time and effort into here but we do have a purpose. It's not about the money. We could actually go to work and make a normal wage. A lot of money if we work in mainstream but we have a goal and we have a vision of where we want our business to go but also in helping our communities.

Pacific way

As mentioned above, some participants regarded the typical Samoan or Pacific traits such as being humble and respectful as a challenge when running a business in Auckland. On the other hand, being Pacific (with associated cultural and traditional values and upbringing) was also noted by many participants as their most important strengths as an entrepreneur or business in Auckland. This was because it allowed a different perspective, being authentic, creative and innovative. This was further supported by Pacific entrepreneurs in the online survey (see Section 5.3.1) with the majority agreeing that embracing their culture was important to the success of their business and that they harnessed their cultural values to enhance their businesses. This could be reflective of Pacific entrepreneurs successfully bridging two worlds - operating a mainstream business while holding tightly on to important cultural values.

Of course, I mean, we've got so many influences being Pasifika. So, you're either born here, first generation or second generation born in New Zealand and then your influences are, you know your culture, your traditional upbringing, cultural values and belief and then, you know you're kind of walked into this western society that we live with. So, I think Pasifika but not only that, we get on really well with our tangata whenua, our indigenous people. So, with all of that in one, we've got the ability to be really creative which we see that on so many different platforms, creative and innovative and that's our strength against, our palagis to be honest.

I think just really owning the authenticity. You know, we are different. Different is good. No, don't go and try and copy, you know other people, you know just be you ..

People are buying our service. And, even [] are saying you know, there's just something about us that makes us different, you know we've got something that's marketable that we can sell.

Collective

Most Samoan people (including Samoan entrepreneurs) regard their family, their aiga and their community as fundamental and paramount to their well-being. Having that support was seen as a key strength for many. This was also mentioned in the resources available when setting up a business, as participants looked to family and friends for support such as pooling together resources or taking out a loan. It was interesting therefore to note that participants noted a lack of collaboration amongst Samoan entrepreneurs in business (from previous section) given that a key strength of Pacific people is their collective/communal way of doing things.

Most of our staff are Pacific or Māori. And, we've just done that because we're just trying to help them basically get a foot in the door. They're also our biggest cost but we believe that if we can get the right staff and they believe in what we believe in then they will help drive our business growth.

Going back to one of the strengths is my family. I've got to mention it because they are our number one supporter. And I think also our communities...

6.3 Business needs

In this section talanoa participants' perceptions about their key needs in terms of business support are outlined. Most of the business support needs identified by the talanoa participants addresses the challenges they experienced in running their businesses. These are grouped as those relating to government support and those that require Pacific businesses to work together. The types of intervention that would make the biggest difference to the success of Pacific businesses as identified by talanoa participants are also presented.

6.3.1 Government support

While the participants noted concerns with their experience with the Pacific Business Trust (PBT), they see a key role for an organisation (such as PBT) that is set up to support and grow Pacific businesses in Auckland. Central and local governments also play a key role in supporting not just Pacific businesses but all businesses to grow the New Zealand economy. Examples of government support identified by the participants were: capital funding or incentives for businesses; a centralised database of all business support and funding assistance that is available to businesses (and how to access them); business trainings and business mentoring programmes and internships or staff support for businesses.

Capital/incentives

A common challenge experienced by Samoan and Pacific entrepreneurs with regard to growing their businesses was the lack of capital or funding. It is therefore not surprising that capital and incentives was identified by participants as one of their key needs. Some of the participants noted

their key business need was for some form of capital funding or support for (Pacific) businesses who have reached a certain threshold (e.g. 5 years) and who would like to go global but do not have the scale requirements for most of the investment funding. Other participants suggested some incentives to help small businesses to grow such as tax incentives (e.g. increasing the GST threshold).

So, I think for us, there could be a lot more opportunities that we could see from local government or even government to look at these businesses that have reached this milestone of 5 years and yet still in business and looking at really expanding out to that next level cos they talk about it all the time, about New Zealand, you know once you get to a certain point, you just buy your bach, your boat and then that's it, they're happy with that. What about those businesses that are saying, "We wanna go global. We wanna take this business out to the world and we wanna grow it so we can bring our people along with us." So, yeah, for me, a lot of it's around that capital

It's micro small business, you see I always feel like I'm being overtaxed or overpaid now let's give an example, like ACC. Right? When you're a small person, you can't afford to be sick. I can't remember the last time I was sick but you still pay quite a bit, \$2500/\$3000 it just depends on your income. And, you're still lumbered with that big amount of ACC. But, yet, you know? And, you talk about tax. There is a threshold for GST returns. I think that GST threshold is too low. At the moment, it's 60. To be honest, we talk about New Zealand being a low wage economy and that's for that very reason. I mean, for it to be a high wage economy, you know it's all got to start right from the grass roots. This is my general observation, until these small businesses or the micros start doing well for themselves, we could never sort of So, I think like if we raised that to say, like \$100,000 that will really give air for the micros and the small business, you know to really getting themselves organized and to run a good business and you look at it, New Zealand is an aged population, the workforce is getting older. Some of those people will probably retire. It would be nice for them to still continue on going to business, you know when they retire or something to give them some incentive to, you know to really get themselves organized and I'm looking at the young small businesses coming through ...

Centralised database of business support programmes

The lack of awareness of business support programmes was identified as a challenge for many Pacific businesses hence, participants identified one of their key business needs as having a centralised database of all available capital funding and business support that businesses can access.

I get that there has to be some sort of process and they don't wanna just chuck money at anybody, I get that. But, even just saying here, these are what you have access to. Just having that information readily. But, it's not.. I mean, MPP or PBT should have somewhere a list of all of the grants, you know support that you should be able to get. MPP should be able to say, where we can get some money from. Who can help us? Just somewhere we can go to. It's not in one place... readily accessible. That should be their first thing and supposedly the middleman to get Pacific businesses up there. Cool, these are the lists of, you know of funders and it has all these requirements and also connections to if you need a good accountant. Lawyers, you always need a lawyer.

Business training and business mentoring

The business environment is always evolving and entrepreneurs need to be on top of their game in their specialised areas but they also require basic business skills. Nearly two thirds of the talanoa participants identified the need for better business training courses and more effective and hands-on business mentoring programmes that government provides or can subsidise. Participants mentioned some useful business courses they had undertaken (both locally and overseas) but which were very costly and whether government could subsidise these or replicate similar training in New Zealand. Others also suggested using Pacific businesses, who were established in their professions and were highly regarded by their peers, to provide some of this training to Pacific businesses. They also felt that having Pacific people provide this service to Pacific people would be more effective.

I think probably, cos I know with PBT, you know every business is assigned like an account manager and they do look after each customer but I kind of feel like sometimes they need to get involved - really need to get more involved with what the business is doing. Like, give us some kind of monthly either timeline or a schedule or a checklist to make sure we are meeting, you know all the steps that we need to in order to grow our businesses. Yeah, the support system needs to be stronger, I think.

I actually did a course [...] which cost me an arm and a leg because I just felt like what they were offering was more suitable to my needs in terms of the business. ... you know, like there are courses available ... but everything seems kind of, there's nothing new.

So, we just think that if they wanna cut costs, then they should save getting all of these people that don't know what they're talking about and draw on the expertise of those who are actually in those fields. Cos, if their mantra is about helping Pacific businesses, why don't you use a Pacific business? That are already in the field.

Internships or staff support

Most of the talanoa participants could not afford to employ other staff and some depended on volunteers (family and friends) to help the business in specialised areas such as marketing, accounting etc. A third of the participants identified the need for some form of government support to provide students or part-time staff to help with specific areas of need for the business such as internships. Participants noted this need especially for start-ups and small businesses wishing to expand but couldnot afford to hire extra staff. Some of the specialised areas of need included marketing, particularly social media marketing and how businesses can make better use of this resource.

It's actually they will provide experience but also money for young people that are at University that are doing probably 3rd year, 4th year students. So, they'll come and do some internship or part-time throughout the year. So, for example like for myself, I've got a small business, I can't afford. So, if government can pay for their wages or Pacific Business Trust and say, "Okay, you've got 20 hours allocated for a month to [...]" And, then they'll have whatever guideline or criteria that they need to meet. But, the government will cover it but we'll provide the experience. So, instead of giving us the money directly. And, at the same time it's building their CV.

6.3.2 Pacific businesses working together

Talanoa participants also noted a need for Pacific businesses and entrepreneurs to work together in a formal setting like the Pacific Business Networks and to leverage off each other to build scale and access the bigger markets.

Pacific Business Networks

The lack of collaboration amongst Pacific entrepreneurs was identified as a challenge by some in the talanoa sessions. Formal networking forums for Pacific entrepreneurs to come together and to share ideas, to grow and to encourage Pacific entrepreneurship was therefore identified by half of the participants as a key need. Such networks could be sector-specific, or ethnic-specific such as Samoan, Tongan or Fijian networks. Establishing these networking groups would provide a good base for an overarching networking platform for all Pacific business such as a Pacific Chamber of Commerce or similar entity to promote and encourage Pacific entrepreneurship.

But, for Pacific people, we've got to set up our own support services, specialised sector ones. ... networking ... meetand ..interlink and find out who's doing what and of course, work is shared around and just to let our own ... I mean, for the Pacific Island, just get those people to start their own business and then networking in those. Because there is enough work. I believe that the Pacific Island community is big enough, you know to provide work...

People need to be excited and need to know that if they're gonna put their funds into something and trust someone, then they've got to have all the benefits that we're after or, you know they've got to have good business plans.

There was a Chamber and then yeah. You know the Chamber being, it's like a whole mixture of different professions. You know what I mean? It's a slightly bigger beast to tackle. But, I'm talking about the [...] sector. If we can do our own sector and develop it and let it grow. And, another sector, I don't know, finance or insurance, you know? And, then as they grow, we can all mix together to form the Chamber. But, at least we've got that grass roots, we've got the numbers to grow and be affiliated but I think people who are specialized in their own field, they need to grow you know their own sector industry because they're experts in their own and provide the service and whatever and they become more effective in terms of helping government or whatever. Or have input into policy...

Scale

In addition to the need for government support through capital funding/incentives, business trainings and mentoring and internships to grow their businesses, talanoa participants also noted the need for Pacific businesses to leverage off each other to build scale and to access bigger markets. As a small community in Auckland many see the importance of working together and supporting each other, particularly for small businesses who would like to access some of the government works.

I mean, when I first started, I was really struggling. I mean, it's just your own community close to that sort of help you along. But, in terms of access to government work, I mean even now, I reached on the tender thing, I've given up on that because, every time I put, you know nobody rings so it's a waste of time. So, for a Pacific Island business trying to get into that market is very, very hard. So, you know, I mean, it would be nice, I mean

admittedly they probably look at the big boys but you know for a small business, you've got to give them some work for the little ones to grow.

At the moment, we still seem to have that village mentality with a lot of our Pacific business out there. Oh, nah I only sell to this crowd here. I don't talk to them. I'm not sure that there were the numbers either. You're better to pull everybody together and utilise everybody's resources than to limit themselves, I guess.

6.3.3 Interventions

Talanoa participants were further asked about their perceptions of the types of intervention that would make the biggest difference to the success of Pacific businesses. Interventions identified by the participants were:

- Establish a community-focussed venture capital fund.
- Establish a centralised database of all funding and business support that Pacific businesses can access.
- Access to hard advice and soft resource/soft capital which means not having to go through all the compliance but having an active investor working with each business.
- Provide clarity on what business support programme or initiatives are available for Pacific businesses from established business support organisations, and what others offer
- Undertake regular monitoring and evaluation of business support programmes and initiatives to ensure they meet the current needs of Pacific businesses.
- Ensure business support programmes are run by people who have cultural competency in the lived experiences and challenges faced by Pacific entrepreneurs.
- Create a culturally appropriate platform to launch businesses.
- Create or liaise with groups who offer more practical short courses or events that promote entrepreneurship (e.g. universities) or successful Pacific businesses for basic business training (e.g. accounting, administration).
- Create a social media campaign that encourages Pacific people with that great idea to get out of their comfort zone and start up something.
- Identify champions in the Pacific space (business) who can mentor and share their story of success.
- Focus on Pacific women entrepreneurs and youth.
- Trial a tailored Young Enterprise Scheme for Pacific people outside of school leaver age.

In addition, participants also noted a key intervention as strategic partnerships to encourage and grow entrepreneurship. Three main partnerships identified were with:

- Māori who have a massive multi-billion dollar resource and were willing to trade with Pacific interests;
- Universities (in particular their Pacific research units) as an active research mechanism to develop real-time knowledge and understanding of Pacific businesses; and
- Auckland Council – in a unique position of being close to, not just the community, but also to employers, by leveraging off council's relationships and expertise (such as RIMU).

I think 'chop it off at the pass' and do exactly what those universities have done with Māori research and collaborate together so that they have this massive resource but it's backed up by all this knowledge that's available to them. My thing would be, do the same... attach the PBT to the universities, the five universities and use it as a research mechanism so it's an active research mechanism. It's all there you know, it doesn't need money. ...It is about venture development and working those ideas. You know what would be really good is if the Universities offered something as well.

6.4 Summary

Establishing a business in Auckland required a lot of planning and hard work for the Samoan entrepreneurs who participated in the talanoa sessions. Participants had to self-finance their own business venture and received little or no support from the PBT when they first started out. As a result participants identified a gap in targeted support for start-up businesses and also a lack of a centralised database of all business support and finance assistance that is available to businesses. This is of concern given the high failure rate of start-ups, especially for Pacific businesses (Prescott, 2009).

The challenges faced by Samoan entrepreneurs in running their businesses (as discussed in the talanoa sessions) were similar to those identified by Pacific entrepreneurs in the online survey. Capital and funding (both the lack of and access to) was the most commonly mentioned issue amongst the talanoa participants. The need for capital ranged from capital needed to expand the business and hire staff, to capital required to grow their business to the next level by expanding business offshore. The lack of collaboration amongst Samoan and other Pacific businesses was also a challenge noted by the participants. This was disappointing for some because Pacific people are known for their communal and collective way of working together, yet this is not always reflected in the way Pacific people conduct their businesses. As noted by the participants there were much greater benefits for Pacific and Samoan entrepreneurs to support each other and collaborate together to build scale to access government jobs and the bigger international markets. While being respectful and humble was noted by some as sometimes hindering growth, the same qualities were recognised by many as their key strengths in doing business in Auckland.

The majority of Samoan entrepreneurs in the talanoa sessions were opportunity entrepreneurs; their businesses were set up because they saw a gap in the market and for many by offering unique Pacific products and services. Local and central government can help opportunity entrepreneurs through more specific business-related policies such as tax policy that support small businesses and entrepreneurs. As noted by one of the participants, such tax incentives could target businesses who have reached a certain threshold (e.g. have been in existence for five years), while another mentioned increasing the GST threshold to help small businesses in the initial years of starting up. Other needs included business training and mentoring, business networks, access to markets and internships or staff support. and central

7.0 Discussion and conclusion

Entrepreneurship is a complex and multi-faceted endeavour. As noted in the literature, entrepreneurs' experiences differ depending on their ethnicity, age, gender, and education levels as well as business type and stage. There are also cultural elements – based on values and worldviews – that can influence what motivates an entrepreneur, and how they define success or failure. Recognising this can affect efforts by local and central government to support and encourage entrepreneurial activity.

As stated in the introduction, this research was largely exploratory in nature. During the analysis, three key themes emerged from the survey results and from what our participants told us, as outlined below.

Firstly, while there is a real need for an organisation such as the PBT to promote and encourage Pacific entrepreneurship, and the research indicates that this organisation is usually the first point of contact for a Pacific person wanting to go into business, it found that many had experienced a lack of support and service provision at the start-up phase. Issues raised included inadequate response to queries, as well as poor communication of their products and services. There was a desire that PBT be more accessible and responsive to Pacific businesses of all sizes and types.

Secondly, Pacific businesses seeking assistance should not be limited to the services of PBT. There is considerable business support information available in Auckland, but this is not effectively communicated to Pacific businesses, or accessible to them. Participants in our study noted the need for a centralised database of all business support and capital funding that is available (from start-ups to high growth businesses) and easily accessible to aspiring and established Pacific businesses. Local and central government agencies such as MPP, PBT, MBIE, Auckland Council and ATEED could collaborate to make this happen by collating this information, having it available in a centralised place and ensure it is effectively communicated and easily accessible by all.

Thirdly, the onus for business development and support is not solely on local and central government. Pacific entrepreneurs also need to play their part to grow and promote Pacific businesses. As reported in the study, the participants experienced a sense of distrust and competition amongst Samoan and other Pacific entrepreneurs in Auckland and a lack of collaboration and mutual support. This is at odds with the collective 'Pacific' way of doing things, the valuing of the communal over the individual. Participants noted that as a small community, there were benefits for Pacific businesses to work together, to support each other and to leverage off each other to build scale and access bigger markets. Pacific entrepreneurs need to be proactive to establish their own area of expertise, where they can come together to share ideas, to network and to grow their businesses. By working together, Pacific entrepreneurs and businesses would be in a stronger position to access the bigger markets and to work alongside local and central government to leverage the small amounts of public money available to encourage Pacific entrepreneurship and innovation in Auckland.

This study of Pacific entrepreneurs in Auckland provides insights into their experiences, challenges and key business needs in terms of setting up and running a business in Auckland. It is hoped that this information can enable local and central government to develop or target policy and funding to encourage Pacific engagement in entrepreneurship and innovation. It also provides a baseline for progress to be monitored.

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Appendix A: Online questionnaire and talanoa questions

PACIFIC BUSINESSES IN AUCKLAND – SURVEY

What is the aim of this survey?

Pacific businesses are an important part of the Auckland economy. The broad objective of this survey is to establish a baseline understanding of Pacific entrepreneurs (business owners) in Auckland and their experience of starting up and growing a business in Auckland. This will help inform existing and future strategies to enhance the wellbeing of Pacific people and how Auckland Council and central government can better support Pacific businesses in Auckland.

Understanding the dynamics of businesses, including Pacific businesses in Auckland is a key aspect of Auckland Council's ability to work efficiently with stakeholders and partners to deliver the Mayor's vision of Auckland as 'the world's most liveable city'.

Who are being surveyed?

Pacific entrepreneurs (business owners) in Auckland who are either employers or self-employed.

What will you be asked to do?

We ask you to please fill out the attached survey which should only take 15 minutes. Your participation is entirely voluntary and you can choose not to answer any particular question(s).

How will your identity and information be protected?

Your responses will be de-identified. This means that your business name and address will be removed from your responses in order to protect your identity. The collected responses will be securely stored and password protected, and will not be shared with anyone beyond the research team at Auckland Council.

How will the data be used?

Your answers to this survey will be analysed alongside the responses from other participants in order to identify themes, and key examples. We will produce an Auckland Council technical report that outlines the purpose, method and findings of the study of Pacific businesses in Auckland.

In addition, the findings will be shared at conferences, with Pacific business networks and community in Auckland and/or published in an academic journal.

Thank you for participating in this survey

Your involvement in this survey is valued and appreciated. Each business that completes the survey will enter a draw to win a NZ\$100 fuel voucher.

Participation in this survey will close **5pm on 23 September 2016**.

Who are the organisations involved in this study

This study is led by Auckland Council's Research and Evaluation Unit (RIMU) with support from the Ministry for Pacific Peoples (MPP), Ministry of Business, Innovation and Employment (MBIE), Council's Southern Initiative, Local Board Services and Auckland Tourism, Events and Economic Development (ATEED).

This research has been reviewed and approved by the Auckland Council Human Participants Ethics Committee, Application: 2016-004. If there are any concerns about the conduct of this research the Chair of the committee, Dr Carina Meares can be contacted at carina.meares@aucklandcouncil.govt.nz

OPENING QUESTIONS ABOUT YOUR BUSINESS

Q1. Please enter your official business name in the space below.

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Q2. Please enter the physical address of your main business location in Auckland in the space below.

IF THERE ARE MULTIPLE SITES IN AUCKLAND, STATE THE LOCATION OF YOUR HEAD OFFICE I.E THE SITE THAT PROVIDES MOST SUPPORT SERVICES TO THE REST OF THE BUSINESS.

--

Q2a. Please select the types of online services that your business provides.

PLEASE SELECT ALL THAT APPLY

Website (no online orders)	
Website with online orders	
Social networks, (please specify)	
Other (please specify)	
None	

Q3. Please select the type of structure of your business.

PLEASE SELECT ONLY ONE RESPONSE

Sole trader	
Partnership	
Company	
Other (please specify)	
Don't know	

Q4. For the various sectors provided in the 1st column (Industry Level 1), please select which corresponding sector from the 2nd column (Industry Level 2) best describes your business.

PLEASE SELECT ONLY ONE RESPONSE

IF MORE THAN ONE SECTOR, STATE SECTOR WOULD REGARD AS MAIN SECTOR.

Industry Level 1	Industry Level 2	
Agriculture, Forestry and Fishing	Agriculture	
	Aquaculture	
	Forestry and Logging	
	Fishing, Hunting and Trapping	
	Agriculture, Forestry and Fishing Support Services	
Mining	Coal Mining	
	Oil and Gas Extraction	
	Metal Ore Mining	
	Non-Metallic Mineral Mining and Quarrying	
	Exploration and Other Mining Support Services	
Manufacturing	Food Product Manufacturing	
	Beverage and Tobacco Product Manufacturing	
	Textile, Leather, Clothing and Footwear Manufacturing	
	Wood Product Manufacturing	
	Pulp, Paper and Converted Paper Product Manufacturing	
	Printing (including the Reproduction of Recorded Media)	
	Petroleum and Coal Product Manufacturing	
	Basic Chemical and Chemical Product Manufacturing	

	Polymer Product and Rubber Product Manufacturing	
	Non-Metallic Mineral Product Manufacturing	
	Primary Metal and Metal Product Manufacturing	
	Fabricated Metal Product Manufacturing	
	Transport Equipment Manufacturing	
	Machinery and Equipment Manufacturing	
	Furniture and Other Manufacturing	
Electricity, Gas, Water & Waste Services	Electricity Supply	
	Gas Supply	
	Water Supply, Sewerage and Drainage Services	
	Waste Collection, Treatment and Disposal Services	
Construction	Building Construction	
	Heavy and Civil Engineering Construction	
	Construction Services	
Wholesale Trade	Basic Material Wholesaling	
	Machinery and Equipment Wholesaling	
	Motor Vehicle and Motor Vehicle Parts Wholesaling	
	Grocery, Liquor and Tobacco Product Wholesaling	
	Other Goods Wholesaling	
	Commission-Based Wholesaling	
Retail Trade	Motor Vehicle and Motor Vehicle Parts Retailing	
	Fuel Retailing	
	Food Retailing	
	Other Store-Based Retailing	
	Non-Store Retailing and Retail Commission-Based Buying and/or Selling	
Accommodation and Food Services	Accommodation	
	Food and Beverage Services	
Transport, Postal and Warehousing	Road Transport	
	Rail Transport	
	Water Transport	
	Air and Space Transport	
	Other Transport	
	Postal and Courier Pick-up and Delivery Services	
	Transport Support Services	
	Warehousing and Storage Services	
Information Media & Telecommunications	Publishing (except Internet and Music Publishing)	
	Motion Picture and Sound Recording Activities	
	Broadcasting (except Internet)	
	Internet Publishing and Broadcasting	
	Telecommunications Services	
	Internet Service Providers, Web Search Portals and Data Processing Services	
	Library and Other Information Services	
Financial and Insurance Services	Finance	
	Insurance and Superannuation Funds	
	Auxiliary Finance and Insurance Services	
Rental, Hiring and Real Estate Services	Rental and Hiring Services (except Real Estate)	
	Property Operators and Real Estate Services	

Professional, Scientific and Technical Services	Professional, Scientific and Technical Services (Except Computer System Design and Related Services)	
	Computer System Design and Related Services	
Administrative and Support Services	Administrative Services	
	Building Cleaning, Pest Control and Other Support Services	
Public Administration and Safety	Public Administration	
	Defence	
	Public Order, Safety and Regulatory Services	
Education and Training	Preschool and School Education	
	Tertiary Education	
	Adult, Community and Other Education	
Health Care and Social Assistance	Hospitals	
	Medical and Other Health Care Services	
	Residential Care Services	
	Social Assistance Services	
Arts and Recreation Services	Heritage Activities	
	Creative and Performing Arts Activities	
	Sports and Recreation Activities	
	Gambling Activities	
Other Services	Repair and Maintenance	
	Personal and Other Services	
	Private Households Employing Staff and Undifferentiated Goods- and Service-Producing Activities of Households for Own Use	

Q5. Do you work full-time or part-time in your business?

PLEASE SELECT ONLY ONE RESPONSE

Full-time (30 hours or more per week)	
Part-time (fewer than 30 hours per week)	

Q5a. Do you have other people working in your business (excluding yourself)?

YES? Please go to Q5b.

NO? Please go to Q6.

Yes	
No	

Q5b. Please enter how many people you have working in your business below (excluding yourself).

Number of full-time workers (30 or more hours per week)	
Number of part-time workers (fewer than 30 hours per week)	

Q5c. Please enter the number of Pacific people who work in your business, if any (excluding yourself).

Q5d. Do any members of your family work in your business?

YES? Please go to Q5e.

NO? Please go to Q6.

Yes	
No	

Q5e. Please enter information below for staff who are members of your family

How many of your staff are also members of your family?	
What is their relationship to you (such as wife, uncle, daughter, nephew)?	
How many family members work in your business full-time (30 or more hrs per week)?	
How many family members work in your business part-time (less than 30 hrs per week)?	
How many of your family members are paid for their work in your business?	

Q6. Does your business export goods or services overseas?

YES? Please go to Q6a.

NO? Please go to Q7.

Yes	
No	

Q6a. Please enter the primary overseas countries that your business exports to.

--

Q6b. Approximately what percentage of your annual sales do you expect your business to earn from exports this year?

PLEASE SELECT ONLY ONE RESPONSE

Less than 25%	
Between 25% to 50%	
Between 51% to 75%	
More than 75%	
Don't Know	

Q7. Do you import goods or services from overseas for your business?

YES? Please go to Q7a.

NO? Please go to Q8.

Yes	
No	

Q7a. Please state the primary countries your business imports from.

--

Q8. How many years has your business operated in Auckland?

PLEASE SELECT ONLY ONE RESPONSE

Less than 1 year	
Between 1 – 3 years	
Between 3 -5 years	
Between 5 – 10 years	
Between 10 – 20 years	
More than 20 years	
Don't know	

Q9. What is the approximate annual turnover of your business?

PLEASE SELECT ONLY ONE RESPONSE

Up to \$30,000 per year	
Between \$30,001 - \$50,000 per year	
Between \$50,001 to \$70,000 per year	
Between \$70,001 – \$100,000 per year	
Between \$100,001 – \$150,000 per year	
Between \$150,001 - \$200,000 per year	
Between \$200,001 - \$500,000 per year	
More than \$500,000 per year	
Prefer not to state	
Don't know	

ENREPRENEURSHIP AND BUSINESS SUPPORT

We want to know what it is like doing business in Auckland as a Pacific entrepreneur.

Please indicate how much you agree or disagree with each statement below.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Q10. Having a successful business in Auckland is important to me and my <i>aiga</i> (family)					
Q11. Embracing my culture is important to the success of my business					
Q12. I harness my cultural values to enhance my business.					
Q13. I have a structured and well planned approach to growing my business					
Q14. I am engaged with my Pacific Island business networks in growing my business					
Q15. I am aware of the business support programmes that Auckland Council and/or ATEED provide					
Q16. The main focus for my business in the next year is growth					

Q17. Have you experienced barriers to growing your business?

PLEASE TICK ALL THAT APPLY

Price competition from low cost / quality competitors	
Economic condition / recession	
Limited opportunities to expand within the domestic market	
Limited opportunities or high barriers to enter into international markets	
Limited financial resources	
Limited reach / pool of customers	
Current staff – limited expertise / skill gaps	
Lack of access to skilled resources / talent pool within NZ	
Difficult to attract skilled resources / talent from overseas	
Compliance and regulations	
Restricted access to financial support / capital constraints	
Lack of time to plan for the future / growth	
Lack of personal confidence	
Outdated processes or technology	
Speed of internet / broadband	

Poor strategic / business planning	
Access to raw materials / supply chain constraints / logistics / infrastructure	
Value of the NZ dollar	
Availability of suitable business land for expansion	
Traffic slowdowns / costs	
Competing needs from family/aiga	
Other (please specify)	

Q18. In the last 12 months have you dealt with any of the following organisations for business development advice or funding assistance? **PLEASE TICK ALL THAT APPLY**

	Business support	Funding Assistance
Pacific Business Trust		
Auckland Tourism Events and Economic Development (ATEED)		
Business associations or local Business Improvement Districts (BIDs)		
Ministry of Business Innovation and Employment (MBIE)		
New Zealand Trade and Enterprises (NZTE) services		
Young Enterprise Scheme		
Business.govt.nz		
Work and Income		
Companies Office		
Banks		
Private Consultancy (e.g. Accountants and Lawyers)		
Family and Community		
Other (please specify)		
None (I have not dealt with any)		

Q19. What is the single most important advice you would offer a Pacific person planning to begin a business in Auckland?

CLOSING DEMOGRAPHIC QUESTIONS ABOUT YOURSELF AS A BUSINESS OWNER

Q20. Which age group do you belong to? **PLEASE SELECT ONLY ONE RESPONSE**

15-24 years	
25-29 years	
30-39 years	
40-49 years	
50-64 years	
65-69 years	
70 years or over	

Q21. Were you born in New Zealand? **YES? Please go to Q22. NO? Please go to Q23.**

Yes	
No	

Q22. How many years have you lived in New Zealand?

PLEASE SELECT ONLY ONE RESPONSE

Less than 1 year	
Between 1-2 years	
Between 2-5 years	
Between 5-10 years	
10 years or more	

Q23. Please tick below all the Pacific groups you belong to.

Samoan	
Tongan	
Cook Islands	
Niuean	
Fijian	
Tuvaluan	
Tokelauan	
Kiribati	
Papua New Guinea	
Solomon Island	
Vanuatu	
Other (please specify)	

Q23a. Please indicate below if you would like to participate in a *talanoa* (interview) session for this research project.

PLEASE SELECT ONLY ONE RESPONSE

NO	
YES	

Q24. What is the highest qualification you hold?

PLEASE SELECT ONLY ONE RESPONSE

Degree or higher	
Post school qualification	
School qualification	
No qualification	

Q25. Are you....

PLEASE SELECT ONLY ONE RESPONSE

Male	
Female	
Gender diverse	

Q 26. Reusing the information you have provided

We recognise that participating in any research takes time and energy and the information you provide is used to benefit others in our communities. We also recognise that it is important not to impose too often on communities to provide information for researchers.

The information you give us will be used for this research project as stated at the beginning of this survey.

However, we would also ask your permission to re-use the information you have provided for other research projects. Any permission granted is subject to the approval by the Auckland Council Research Ethics committee

that the information to be re-used will benefit either yourself or others, and any identifiable material that indicate your identity are removed.

However, if you prefer that your information NOT be made available for any other research project, please indicate below.

I allow my de-identified responses to be re-used for future research projects:

NO	
YES	

Thank you for completing this survey.

Your business will now be entered into the draw for a NZ\$100 petrol voucher.

If you have any questions about the survey please contact Penelope Tuatagaloa on 021 718 673, Mon -Fri or email penelope.tuatagaloa@aucklandcouncil.govt.nz

Talanoa Schedule

Project name: Pacific Entrepreneurship in Auckland

Research team: Penelope Tuatagaloa, Senior Research Economist, Research and Evaluation Unit (RIMU)
Dr Penny Lysnar, Researcher, RIMU.

Date last updated: 27 October 2016

Introduction

Start the talanoa session with Pacific salutations and express thanks to the participant for their time.

Your experience as a Pacific entrepreneur (business owner) in Auckland

Have you run or owned a business outside of Auckland or outside of New Zealand?

- *If yes, where?*
- *Was it different to running a business in Auckland?*
- *If so, in what ways?*

What resources did you have access to?

- *Prompt: How did you finance your business venture?*
- *What other help did you get, if any?*

What do you consider as your most important strength as a business owner in Auckland?

- *What do you consider are your business' most important strength?*
- *Are any of these specific to being a Pacific business?*

Support

Tell me where would you go (or in the past where did you go) if you wanted to get some business support?

- *Prompt: Why?*
- *What about financing? And why?*

Do the current programmes/support available to businesses meet your needs?

- *Prompts....if yes, which ones?*
- *Are these specific to Pacific businesses?*
- *If not, why?*
- *What suggestions/recommendations would you make to improve current programmes?*

Can you tell me in terms of business support, what are your key needs (please limit to three)?

Challenges

Have you experienced challenges in running a business in Auckland? If so, can you name three key ones?

Have you been able to mitigate or address these?

- *Prompts....*What worked well?
- What didn't work well?
- Are these specific to being a Pacific business?

Opportunities

As an entrepreneur/business owner, what type of intervention do you think would make the biggest difference to the success of your business?

In your experience as an entrepreneur/business owner, do you think there is the potential to grow Pacific businesses in Auckland?

- *Why?*
- *Where?*

Final comments

Do you see yourself as an entrepreneur or a business owner? Why?

Is there anything else that you would like to add that would help us understand more about (the needs) of Pacific businesses in Auckland?

Wrap up

Researcher to inform the participant of next steps:

- Would they like to be sent a copy of the transcript of their interview as soon as it is complete.
- They have the right to review it and to request changes or to add comments, and we request this is undertaken within a week.
- Interview notes, electronic interview transcripts and digital recordings will not be shared with anyone beyond the research team.
- Reiterate that they can get in touch with any queries to the research team at any stage.
- They will be sent a copy of the final research report when it is complete.

Convey blessings and good health to the participant. Express thanks and our appreciation of their time and offer them the \$50 voucher.

The questions will be broadly based on those above, however, they will be subject to change following the piloting stage and/or as new themes and categories emerge from the earlier sessions. This evolving process will allow the researchers to react to potential new lines of enquiry and build on emerging themes from the data.

Appendix B: Broad industry sector with corresponding ANZSIC Level 1

A. Goods producing
Agriculture, forestry, and fishing
Mining
Manufacturing
Electricity, gas, water, and waste services
Construction
B. Retail, wholesale and distribution
Wholesale trade
Retail trade
Accommodation and food services
Transport, postal, and warehousing
C. Producer services
Information media and telecommunications
Financial and insurance services
Rental, hiring, and real estate services
Professional, scientific, and technical services
Administrative and support services
D. Public and other services
Public administration and safety
Education and training
Health care and social assistance
Arts and recreation services
Other services

Find out more: phone 09 301 0101, email
rimu@aucklandcouncil.govt.nz or visit
aucklandcouncil.govt.nz and knowledgeauckland.org.nz