



**Discovery**

Multi-Iwi Approach to Innovation Strategy  
A different approach to Innovation and Technology Strategy

Chairman and Executive Management team  
Foundation of Research, Science & Technology  
15<sup>th</sup> December, 2008  
GISBORNE

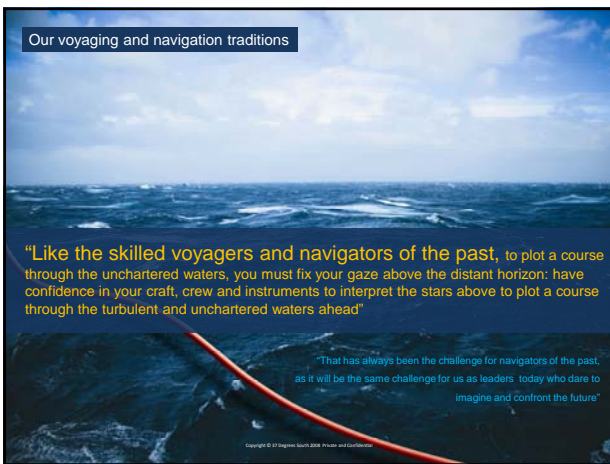
## Economic growth

*The driving goal of the new Government will be to **grow the New Zealand economy** in order to deliver greater prosperity, security and opportunities to all New Zealanders.....*

**Speech from the throne**  
**Prime Minister Hon. John Key**  
*(delivered by the Honourable Anand Satyanand, Governor General, 9 December 2008)*

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Our voyaging and navigation traditions



**"Like the skilled voyagers and navigators of the past, to plot a course through the uncharted waters, you must fix your gaze above the distant horizon: have confidence in your craft, crew and instruments to interpret the stars above to plot a course through the turbulent and uncharted waters ahead"**

"That has always been the challenge for navigators of the past, as it will be the same challenge for us as leaders today who dare to imagine and confront the future"

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- Assets of an estimated \$NZ16.4 billion and growing,
- 50% of Maori asset base in primary industries – including agriculture, forestry, fishing – versus 11% for whole economy
- Maori control 37% of domestic fishing quota
- Maori control around 25% (439,000 hectares) of land in exotic forestry, with much of this is under long term leases/rights/contracts. Set to grow around 40% (700,000 hectares)
- Maori own and control a further 23% (275,000 hectares) of private indigenous forests

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## Maori Land

- It is who we are
- We are not going anywhere
- The highest concentration of Maori land in New Zealand is here
- Is the foundation of the Maori economy
- Therefore, the Government 'benefit to all New Zealanders' investment objective is met

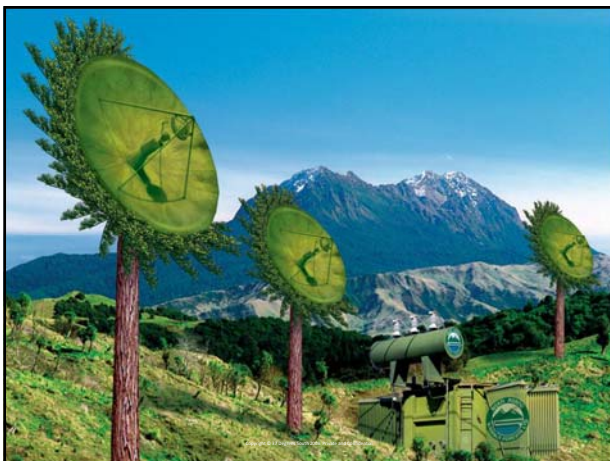
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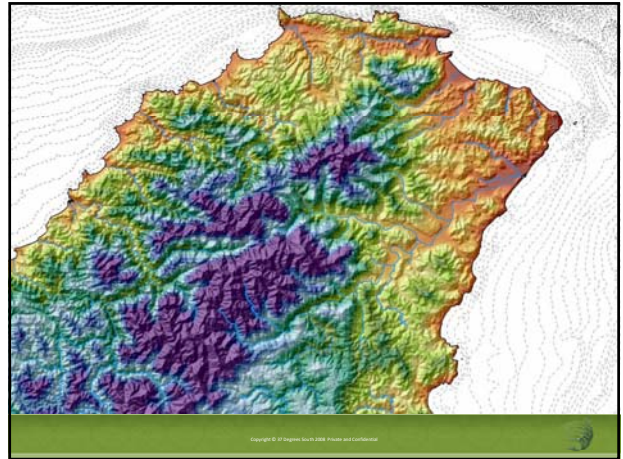
## Our medium to long term objective

- The creation of new technologies and products
- Launching new markets (as we have done with Maori carbon credits)
- Raising industry standards
- Redefining customer expectations
- Increasing pace of industry product cycles
- Forcing other firms to follow
- Changing the rules of the game

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# Discovery - A different approach





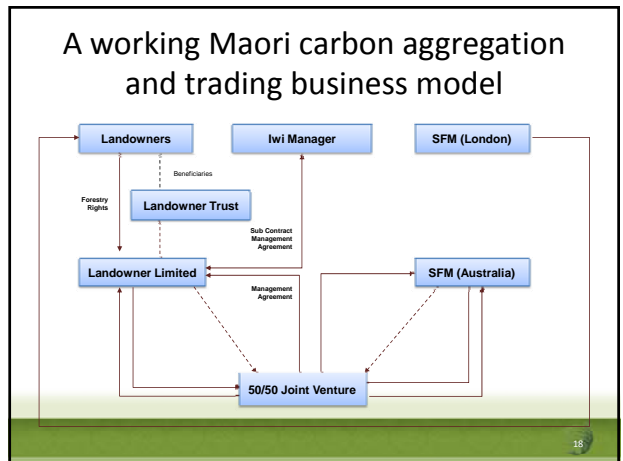
### Forest company priorities

- Creates and adds value
- Strategic fit
- Builds own research capability
- Builds/protects NPWFL brand
- Respects our cultural values
- Develops and protects our Intellectual Property
- Does a substantial new market exist?
- Technical difficulty

### High level Portfolio

- Energy production and use
- Wood quality (includes genetics)
- Supply chain optimization (including harvesting and processing technologies)
- By-products
- Land use under *P. Radiata*
- Non *P. Radiata* Forestry
- Non forestry Land uses
- Environmental and Social Sustainability
- Bio security

Large scale carbon sink  
**IWI RAKAU**



### Benefits

- Is real, designed by Ngati Porou, for Ngati Porou
- Conservatively estimate the value back to Ngati Porou of \$100 million at project maturity
- >100 new jobs over time as project matures
- Aggregation strategy of marginal lands (initial 10,000 hectares with option to increase)
- Shifting but complimentary landuse (farms to forests)
- Formed valuable European alliances to fast-track knowledge gain
- Will earn premium-value (assigned amount units) carbon credits
- Create the source of 'additional' new related climate change revenues streams (water and biodiversity credits, eco-tourism, potential new hard-wood industry on the coast)

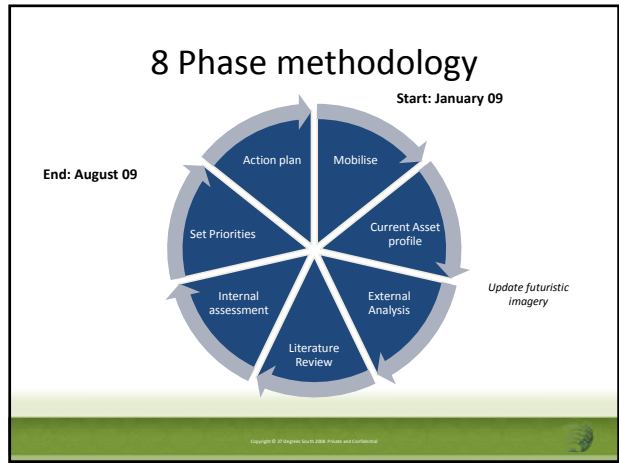
### Embedded enabling research

- FORST Collectives
  - Species study
  - Land Use Modelling tool

Rolling out our knowledge across the Iwi wide economy

## IWI STRATEGY

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Phase	Matters to Consider	Output	Estimate Time
<b>Planning, Research and Analysis</b>			
<b>Phase 1</b> Mobilise	<ul style="list-style-type: none"> <li>• Identify possible Ngati Porou stakeholders</li> <li>• Build on stakeholders roles</li> <li>• Maintain stakeholder input</li> </ul>	Communication Strategy	January 09
<b>Phase 2</b> Current and emergent Ngati Porou economy and key external drivers of consumer behaviour (1 to 2 generations)	<ul style="list-style-type: none"> <li>• Gather relevant qualitative and quantitative data</li> <li>• What are the key drivers of the future world economy</li> <li>• Identify Ngati Porou's positioning in the New Zealand economy by key sector (Farms, forestry, fishing, tourism, emergent sectors like bio prospecting, nutraceuticals, bio fuels, renewable energies, carbon sinks, emission reduction technologies etc)</li> <li>• Identify key drivers and stakeholders</li> </ul>	Key future global drivers Regional Ngati Porou Profile	March 09
<b>Phase 3</b> Vision - external analysis	<ul style="list-style-type: none"> <li>• Bring together relevant stakeholders and existing visions</li> <li>• Articulate a vision and high-level goals for all stakeholders</li> </ul>	Ngati Porou Vision and Goals Aligned research Vision and goals	March 09
<b>Phase 4</b> Literature review of existing relevant research	<ul style="list-style-type: none"> <li>• What is currently known in existing research?</li> <li>• Who holds this research and access to it?</li> <li>• What is the status of research within Ngati Porou?</li> <li>• What is not known in the research (where are the gaps)?</li> </ul>	Gap analysis	May 09
<b>Phase 5</b> Analysis - internal analysis	<ul style="list-style-type: none"> <li>• Ngati Porou strengths, weaknesses, opportunities and threats</li> <li>• Link in with other plans and planning processes</li> <li>• Seek stakeholder input and expertise</li> </ul>	Results of Analysis	May 09
<b>Phase 6</b> Prioritise	<ul style="list-style-type: none"> <li>• Identify possible strategic research objectives</li> <li>• Prioritise</li> <li>• Select your strategic objectives</li> <li>• Establish Research governance framework</li> </ul>	Ngati Porou Strategic Research Objectives	July 09
<b>Phase 7</b> Action Plan	<ul style="list-style-type: none"> <li>• Identify possible research activities</li> <li>• Establish clear IP policy</li> <li>• Schedule realistic and achievable activities</li> <li>• Identify and confirm strategic research partners</li> <li>• Communicate action plan to stakeholders</li> </ul>	Ngati Porou Research Action Plan	July - August 09
<b>Implementation</b>			
<b>Phase 8</b> Evaluate and Update	<ul style="list-style-type: none"> <li>• Appraise action plan Evaluate effectiveness in meeting goals</li> <li>• Provide feedback to stakeholder</li> <li>• Review and update action plan, including the profile</li> </ul>	Updated Strategy and Action Plan	OO (Annually)

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### Building our Science et al capacity

TE URUNGA ki NGATI POROU

Waiho i te taupapa kua i te taupapa  
Let us keep close together, not wide apart

Mihi | The Ngati Porou Businesses | Register with Te Urunga | Contact Us

Website: <http://www.teurunga.maori.nz/register.php>

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**Technology and Innovation**

An enabler of Ngati Porou economic development  
Pulling the threads together

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### Partner strategy

**Important partners**

- Government (MORST and FORST)
- Domestic (targeted CRI's and Universities)
- International (targeted researchers)
- Private sector investors (commercialisation)
- Other Iwi

**Our partnering philosophies**



- Will help us achieve our strategic goals and have the world-class capabilities that we lack, but value
- Are unlikely to try to opportunistically exploit the partnership for its own ends; that is to expropriate our know-how while giving little in return
- Share our vision for the purpose of the research partnership

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### Our approach

- Is durable (embedding research strategy within a broader long term economic development program),
- Is aligned with Governments objective of *economic growth*
- Is aligned with our settlement timeline
- Is focused, not science for the sake of science
- We have done it before
- A plea, please don't micro manage

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