Pacific Prosperity through Social Enterprise

A Literature Review

MOANA RESEARCH

Acknowledgements

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Fa'afetai tele lava, Meitaki maata, Malo 'aupito, Fakaaue lahi lele, Fakafetai lasi, Vinaka vaka levu.

Introduction

The Pacific Prosperity through Social Enterprises project aims to understand how social enterprises can improve the economic outcomes of Pacific people and families.

Social enterprises and businesses have been shown to provide an important source of wealth not only for business owners and their families, but for communities and the national economy. The Ministry of Social Development (MSD) and the Ministry for Pacific Peoples (MPP) have recognised the need to support Pacific prosperity and improve economic outcomes, as outlined in their strategies - Pacific Prosperity: Our People, Our Solutions, Our Future (MSD, 2019) and Pacific Aotearoa Lalanga Fou (MPP, 2018a).

With the relatively youthful age profile of the Pacific population coupled with being one of the fastest growing population cohorts, Pacific peoples in New Zealand have the most potential to contribute to the fabric of New Zealand society not only via employment but through the ownership and management of businesses and social enterprises. Thus, Pacific peoples have an important role in New Zealand's current and future social and economic landscape (Tuatagaloa, 2017).

Central and local Government, including the wider private sector, play an important role in supporting and enhancing Pacific businesses and social enterprises from the initial start-up and planning phases to the implementation of their business plans ensuring sustainability and successful contribution to the overall New Zealand economy. To ensure the provision of appropriate and adequate support, it is important to understand current developments in Pacific social enterprises and businesses in New Zealand, and the barriers that hinder Pacific peoples from establishing successful social enterprises or businesses.
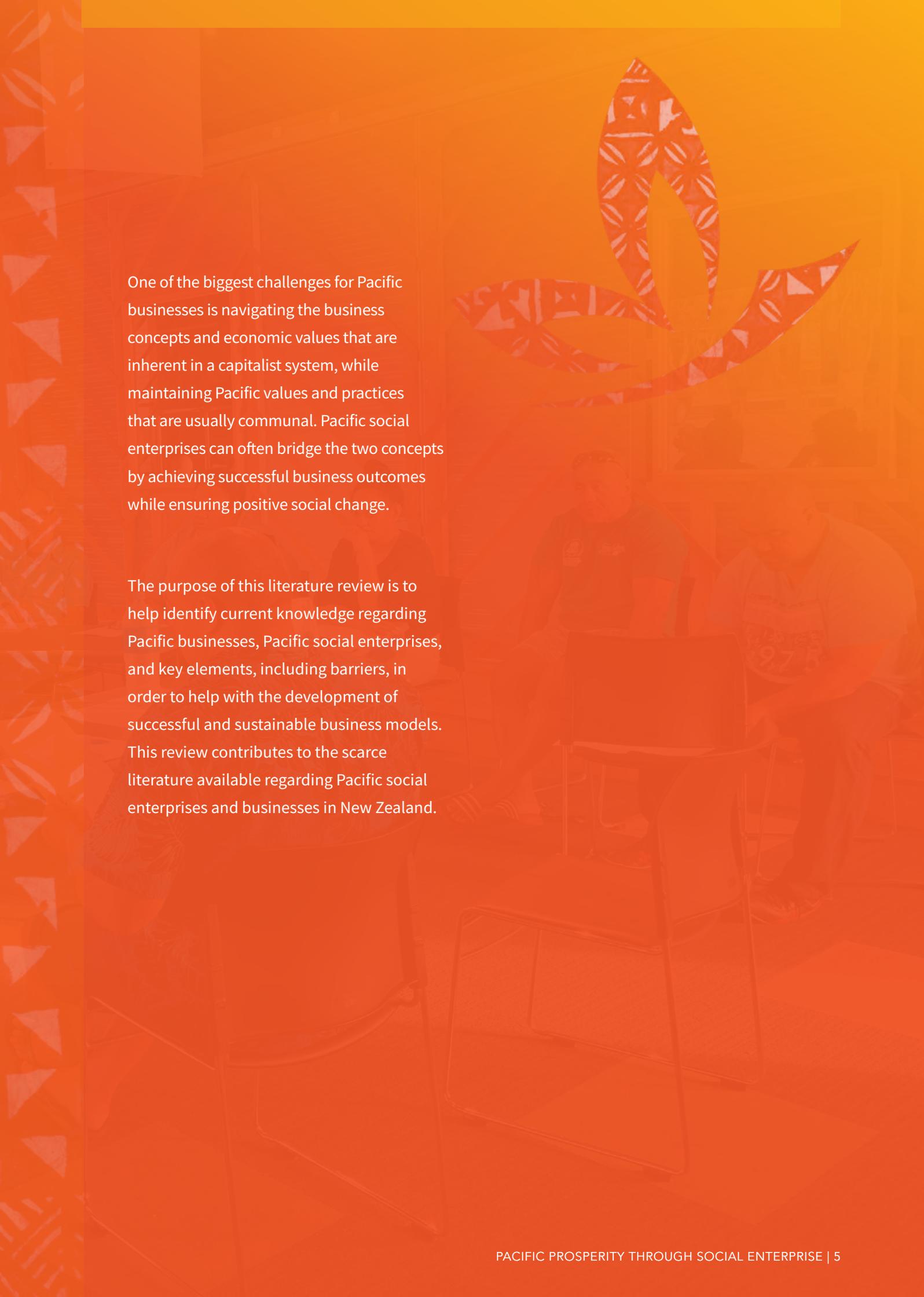
One of the biggest challenges for Pacific businesses is navigating the business concepts and economic values that are inherent in a capitalist system, while maintaining Pacific values and practices that are usually communal. Pacific social enterprises can often bridge the two concepts by achieving successful business outcomes while ensuring positive social change.

The purpose of this literature review is to help identify current knowledge regarding Pacific businesses, Pacific social enterprises, and key elements, including barriers, in order to help with the development of successful and sustainable business models. This review contributes to the scarce literature available regarding Pacific social enterprises and businesses in New Zealand.

Literature Review Methods

The literature review focused on exploring the status of Pacific social enterprises, Pacific businesses, and Pacific entrepreneurial activity in New Zealand.

There were three main objectives:

- To identify the enabling factors that support Pacific social enterprises / businesses

- To identify the hindering factors that discourage Pacific entrepreneurial activity or discourage the development or growth of social enterprises/businesses.

- To identify and explore the types of initiatives that can help support the sustainability of Pacific businesses/social enterprises in New Zealand.

A non-systematic approach was used for the literature review. Sources of information were selectively chosen to be included in this review. The inclusion criteria required documents to be written in the English language with relevance to Pacific social enterprises, businesses or entrepreneurial activity within the New Zealand context. Search terms used to identify documents included Pacific social enterprises in New Zealand; Pacific entrepreneurship in New Zealand; Pacific businesses in New Zealand; and Pacific economy in New Zealand.

Documents used for the search comprised of grey literature (Google search using questions such as "What are some examples of Pacific enterprises in New Zealand?); peer reviewed journal articles; literature reviews; and PhD and Master's theses.

Questions that were asked of the literature included the following:

- What is the current profile of Pacific social enterprises/businesses in New Zealand?

- How is Pacific social enterprise/Pacific business defined?

- What does the literature say about Pacific social enterprises?

- What factors have been deemed effective in creating successful Pacific social enterprises/businesses?

- What factors have been deemed ineffective in ensuring sustainability Pacific social enterprises/businesses?

An overview of the current profile of Pacific social enterprises in New Zealand can be found in the full report Pacific prosperity through social enterprise: A rubric for policy, planning and practice.

Key Themes

The literature review identified three key themes, which are summarised below and discussed in the following section:

Pacific interpretations of social enterprises or businesses:

The concept of Pacific business models in New Zealand is still relatively unexplored. What was evident, however, was the adoption of Pacific cultural values and worldviews, which is known to contribute to social cohesion and business sustainability. Key findings included:

- Understanding the Pacific definition of wealth and cultural context (holistic definition of wealth and the importance of collectivism and family values as important features in Pacific business success);

- Unalignment with Eurocentric business models in New Zealand (acknowledging the need to balance Eurocentric business models and Pacific values for business sustainability).

Barriers for Pacific social enterprise or businesses:

It was clear that Pacific businesses experienced barriers throughout the business life cycle that affected growth, which included:

- Limited access to business advice (or lack of readily available information for Pacific businesses);

- Lack of capital and funding (including planning for growth and sustainability); and

- Lack of support throughout the business life cycle (which goes against the Pacific value of collectivism).

Enablers for Pacific social enterprise:

Key levers that would contribute positively to Pacific businesses included the need to understand:

- Pacific cultural capital (leveraging off cultural and social capital for entrepreneurial activity);

- Strengthening the Pacific business ecosystem (to collaborate, maintain relationships and support other Pacific businesses);

- Growing the next generation of Pacific entrepreneurs (such as investing in our Pacific youth).

Pacific Interpretations of Social Enterprises or Businesses

> *Ko e pisinisi mo e kalatua*
>
> *He takanga ka kuo fesitu'a*
>
> *Itiolosia 'ena ia e taautaha*
>
> *Kae teoli e 'o e lukufua*
>
> *Toki vete, e he ta mo e va.*

Business and culture

They co-exist yet oppose

One, the ideology of individualism

The other, a theory of collectivism

Resolved only by time and space.

(Mahina, 2004b as cited in Prescott, 2008)

Entrepreneurial activity has been linked to self-determination, and self-sufficiency, and has been advocated as the most promising avenue for economic development in Indigenous communities (Furneaux & Brown, 2007). Compared to the general New Zealand population, Pacific people are less likely to take up entrepreneurial business activities, with wages comprising most of their income and wealth creation (MPP, 2018a). Of the relatively small proportion who do, the majority of entrepreneurs are second generation New Zealand-born Pacific who are also usually strongly connected to Pacific communities and use opportunities to seize niche markets within their community, bringing a Pacific point of difference to business activity (de Vries, 2009), namely, Pacific cultural capital.

Cultural capital is an important factor for understanding the Pacific economy in New Zealand. The Pacific worldview influences our perceptions and definitions of wealth and prosperity, which are vastly different to Western interpretations. Pacific people are most likely to perceive wealth in non-monetary and holistic forms, such the importance of fanau (family) feeling safe, happy, healthy, and productive, in addition to the importance of spirituality and involvement in the church. Other areas of importance also include fanau gaining qualifications, secure employment and work opportunities, good quality housing and developing businesses (Treasury, 2018a). In contrast, Western interpretations of wealth are often based on capitalist views, focusing on the individual, secular and monetary elements (Department of Internal Affairs, 2016).

In order to fully understand the Pacific economy, it is important to recognise:

> "Traditional economic measures may not fully capture the complexity of Pacific people's economic activity. Further research is needed to provide richer information on how best to uncover and leverage Pacific people's economic resources. What we do know is that there are large groups of Pacific families, Pacific cultural trusts and churches that use communal land, buildings, and financial assets as capital for a number of different, usually social, enterprises. Government contracting for services e.g. health education and social services, plays an important role in the development of many Pacific enterprises."
> (MBIE, 2015)

New Zealand has an estimated 3,500 social enterprises, contributing more than $1 billion to the local economy (Mandow, 2019). The number of Pacific social enterprises is unknown as it is still a rapidly evolving field. There is little literature related to social enterprises from a Pacific perspective, suggesting more work needs to be done in this area to highlight the many strengths Pacific people can offer, leveraging off cultural and social capital for entrepreneurial activity.

> "The concept of social enterprise however is poorly understood among business professionals, non-profit practitioners and politicians in the Pacific region, Yet, social enterprises are vital for achieving sustainable development in these nations."
> (Eti-Tofinga, Singh, & Douglas, 2017)

Social enterprises are businesses that trade to respond to social needs, and a review of Pacific social enterprises completed by Steward and Proud (2018), highlighted:

> "There is a need to bring Pacific social enterprise to the attention of the mainstream, highlighting their valued contribution, values and ways of working to support Pacific and wider New Zealand's social and economic and environmental outcomes." (Stewart & Proud, 2018).

Social enterprises provide an important leverage point to align both Eurocentric and Pacific paradigms of wealth. Pacific people have long contributed to improving the social, environmental, and cultural needs of their communities, so providing social impact is not a new phenomenon (McKernon & Bennett, 2011; Stewart & Proud, 2018). The social enterprise framework, however, fills a void where the social mission of Pacific communities (largely voluntary or not for profit) can be developed into economic return as highlighted by Ward (2017):

"Social enterprise is a Western paradigm way of articulating what happens inherently in indigenous societies. This is true in Aotearoa New Zealand, but also the rest of the Pacific. Where perhaps in Western societies people do business and hope that it has an impact on their community in New Zealand and the Pacific, in indigenous cultures, people work for the community and if it has a business outcome, then that's a plus" (Ward, 2017)

Understanding the Pacific cultural context, particularly the importance of collectivism and family values are important features in Pacific business success.

Balancing Eurocentric and Pacific business approaches

Pacific entrepreneurship differs conceptually from Eurocentric approaches. Pacific people commonly enter into business with the purpose of redistributing profits across a family or community network (Department of Internal Affairs, 2016). Families are well placed to contribute towards family businesses, becoming a powerful tool to overcome poverty at the family, community, and societal level. Families also provide important capital in the evolution and growth of social entrepreneurship, particularly during the start-up phase when financial capital is low. The strengthening of kinship not only adds value to one's business but also strengthens the ability of businesses to overcome adversities (Prescott, 2008). An unintended benefit for Pacific-owned businesses and social enterprises is that remittances can also be sent to family in their Pacific home countries, which contributes to their own Pacific economy. (New Zealand Institute of Economic Research, 2016). Government initiatives play a key role in supporting Pacific family businesses. As such it is important to understand the needs of Pacific family businesses and to identify the right initiatives to support Pacific business growth.

> *"Given that Pacific are communal and cultural and religious world views impact on the Pacific economy in significant ways, further research is required to understand how wealth is disseminated. For example, many Pacific families participate in gift giving which involves sharing and redistributing wealth (often described by its Samoan term – fa'alavelave). In addition, many Pacific families also send remittances back to their families in the Pacific Islands, which of course, contributes to the GDP of the recipient's country"*
> *(The Treasury, 2018a, p.4).*

There is acknowledgement that cultural tensions and differences can exist when Eurocentric representations of business do not align with Pacific worldviews (Tuatagaloa, 2017). Prescott (2008) describes these differences and notes in his study, that a small number of Tongan business owners preferred rapid profit growth over planning sustainable business and succession planning, attributing this to religious beliefs and contradicting the values of being faithful and not needing to plan for the future. However, when other Tongan business owners were able to manage these cultural tensions and prepared their business by following an annual planning cycle, they were more likely to be financially stable than their peers (Prescott, 2008).

This was also highlighted by Cahn (2008) who explored the sustainability of micro-enterprises and the relationship between indigenous entrepreneurship and Fa'a Samoa – the Samoan culture and way of life. Cahn's case studies highlighted two important points. The first was the use of social and cultural capital to develop successful micro-enterprises. The second was that when harmonisation occurred between Fa'a Samoa and small business practices, sustainability eventuated, achieving both economic and non-economic outcomes:

> *Where micro-enterprises blend well with Fa'a Samoa, an 'indigenous' style of enterprise develops. In indigenous enterprises Fa'a Samoa is a motivating factor, an important asset, and a support mechanism that enhances entrepreneurial activity. In such enterprises, Fa'a Samoa can reduce vulnerability (Cahn, 2008).*

Eurocentric models of business and entrepreneurial activity that define measures of success and measures of entrepreneurship limit levels of autonomy, ownership, power, and self-sufficiency. The Pacific collectivist culture does not align with the New Zealand business model of individual success and personal acquisition. Contradictorily, a collectivist culture of sharing can also lead to financial difficulties when it results in an inability to differentiate effectively between the individual and the collective good (Cahn, 2008).

This emphasises the importance of being able to navigate both Eurocentric and Pacific paradigms where elements of both perspectives can be acknowledged and applied to ensure business sustainability and success. Further exploration of this conundrum, framed using a non-deficit lens, is needed to understand how business owners can achieve an equilibrium (or some form of it) between meeting both individual and collective needs.

In order to balance these tensions, one approach includes aligning the delivery of guidance and advice with the Tongan value of mo'ui fakapotopoto (sustainable livelihood) (Fua et al., 2007), a holistic value rooted in Tongan culture. The value of sustainability framed from a Tongan perspective could be woven into business programmes, which become more value driven rather than profit driven, as the value of mo'ui fakapotopoto is not limited to the dimension of finances but is inclusive of other non-tangible operations and activities that help to sustain the life of the business (such as practicing respect and acknowledging and valuing customers, clients and staff members).

Human capital is not limited to purely formal skills or educational achievement. Knowledge of language, genealogy, myths and legends, the cosmos and the intimate relationship between people and the natural world are all valued skills and qualifications that are particularly important. Young Pacific New Zealanders are increasingly recognising the value of these skills and knowledge and adding them to their intergenerational identity and cultural legitimacy (Thomsen, Tavita & Levi-Teu, 2018).

Barriers for Pacific Social Enterprises

Past research acknowledges that Pacific businesses have not always had the right access to business advice and capital to build capacity and capability (Prescott, 2008; Solomona & Davis, 2012; Yusuf, 1995), particularly beyond the start-up phase (Tuatagaloa, 2017), with some also lacking the confidence to ask for assistance (de Vries, 2009; Prescott, 2008; Solomona & Davis, 2012). A review of Pacific social enterprise housing projects across New Zealand in 2011 also found some of the enterprises lacked key financial management skills and information systems, which related heavily to their small business size and budgets (McKernon & Bennett, 2011).

Poor capital and access to funding are barriers to entrepreneurial activity, principally due to individuals lacking access to capital (Furneaux & Brown, 2007; Tuatagaloa, 2017). Many Pacific business start-ups have difficulty raising seed funding and accessing loans (McKernon & Bennett, 2011) and often self-finance their own business venture (Tuatagaloa, 2017). Limited financial resources are often related to the lack of collateral available to secure financial services (Furneaux & Brown, 2007; Yusuf, 1995) and lack of time to plan for the future growth of businesses (Tuatagaloa, 2017) which in turn affects financial growth.

Most capital and labour for Pacific business start-ups is known to derive primarily from family and/or the social collective (Prescott, 2009).

In McKernon and Bennett's (2011) review of Pacific social enterprises, they collated a list of common risks, which included:

- Governance structure-not clarifying responsibility and accountability
- Management practices-not clarifying responsibility and accountability
- Leadership-poor distinguish between the business role and the person/family role
- Beneficiaries-not identifying beneficiaries clearly with corresponding outcomes
- Financial stability-not modelling financial flows and managing these over time
- Risks and failures-not allowing for these, and not accounting for individual and collective responsibilities
- Cohesion-fragmentation and loss of a collective vision and way of working

The lack of collaboration among Pacific businesses is particularly concerning, considering the high rate of failed start-ups (Prescott, 2008) and the difficulty in establishing and sustaining business ventures (Tuatagaloa, 2017). Strengthening Pacific business networks that uphold Pacific values such as collectivism and reciprocity have been recognised as important elements to enable high trust among future and existing Pacific businesses (Cahn, 2008; Prescott, 2008; Tuatagaloa, 2017).

"There is considerable business support information available in Auckland, but this is not effectively communicated to Pacific businesses, or accessible to them." (Tuatagaloa, 2017)

An area that frustrates many social enterprise owners in New Zealand is the legal entities and company structures that need to be considered when setting up. There is no single legal structure for social enterprises that operate as a not-for-profit (charity) or a for profit company. Many Pacific businesses are largely not for profit, delivering on a social mission. Exploring

other legal structures (limited liability company, limited partnership, charitable trust board, co-operative companies, incorporated society) will position Pacific not for profits into sustainable and alternative economic pathways, beyond traditional Government funding.

"Social enterprises that choose the company model do not get the tax advantages of a charity, find it hard to access philanthropic donations, and potentially face mistrust from donors and customers questioning their "for impact" credentials. They also have no default method within the structure to signpost and protect their mission. On the other hand, social enterprises which go the charity route can't give dividends to shareholders, are hit with onerous financial and performance reporting, and also face mistrust. Only this time the concern is about why a not-for-profit is selling stuff. They can also struggle to take on equity investment, and to secure debt." (Mandow, 2019)

Enablers for Pacific Social Enterprise

The development of financial, managerial, and business skills have been noted as key components leading to the development of successful Indigenous businesses (Furneaux & Brown, 2007; Yusuf, 1995). The following themes need to be encouraged at all stages of the life of an enterprise from inception through to planning for sustainability.

Leveraging Pacific cultural and social capital

The key difference between Pacific social enterprises and other forms of social enterprises is the role of culture (cultural capital) and cultural identity – values that play an important role for Pacific people and entrepreneurship, but have not been explored deeply in the literature. Values such as respect, hard work, love, reciprocity, and generosity have been motivating factors for many Pacific businesses and enterprises (Prescott, 2008; Tuatagaloa, 2017). While cultural capital is both complementary and inimical, balance is needed between business and cultural mindsets to ensure sustainability and success (Cahn, 2008).

> *"Pacific peoples' cultural capital is a treasure (physical and spiritual) that needs to be recognised and valued. It is unique to Pacific peoples and must be shown respect throughout the engagement process".*
> *(MPP, 2018b)*

Pacific people are well positioned to deliver social enterprises as they understand the needs of their communities and can leverage off the ability to convert different types of capital – such as land, human, social, environmental, cultural and financial capital – to improve the wellbeing of Pacific communities (Stewart & Proud, 2018; The Treasury, 2018a), an approach also seen among Māori and indigenous communities in Canada and America (Furneaux & Brown, 2009). Considering the overwhelmingly Eurocentric narratives about the economic prosperity of New Zealanders, the need to "optimise such 'capital' will be critical in providing Pacific communities with greater opportunities, capabilities and incentives to live a life that they value, and where they face fewer obstacles to achieving their goals" (The Treasury, 2018a, p.19).

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Strengthening the Pacific ecosystem for business capability

To strengthen Pacific social enterprise development, suggestions include the development of a centralised database that distributes information on available business support across government agencies, the need for mentoring, workshops, education, advocacy (Department of Internal Affairs, 2016), mutual support and collaboration across all Pacific businesses (Stewart & Proud, 2018; Tuatagaloa, 2017). Other suggestions also include having access to successful business role models (de Vries, 2009); Pacific business activity hubs (Tuatagaloa, 2017); targeted communications about available social enterprise development programmes (Department of Internal Affairs, 2016; Yusuf, 1995); the importance of nurturing and maintaining relationships over time; and adapting to change by identifying key stakeholders as the enterprise evolves and develops (such as a broad range of staff with mixed skills including paid and voluntary workers) (McKernon & Bennett, 2011). In order for Pacific businesses to feel supported, they need to know how to access investment and business development support confidently and comfortably.

> *"Resources obtained from the organization's external environment offer strategic benefits that generate value for the organization. Therefore, organizations target different kinds of resources depending on their needs"*
> *(Eti-Tofinga, Singh, & Douglas, 2018)*

Despite the relatively low number of Pacific businesses, there are benefits of Pacific businesses being able to support each other and to "leverage off each other to build scale and access bigger markets" (Tuatagaloa, 2017, p.iii). Pacific businesses that work alongside each other, locally and with government, can leverage the relatively small amount of public money to encourage Pacific entrepreneurship and innovation in New Zealand. However, the lack of collaboration, issues of mistrust and unhealthy competition found in Tuatagaloa's (2017) study can be detrimental to the collective effort to improve Pacific economies of scale, despite collectively being a shared Pacific value.

> *"When an organization such as a social enterprise operates in a complex environment with dual logics, leaders must ensure that the organization has the right set of capabilities to balance and integrate the cultures and processes underlying complex economic and social intentions. Cultural change, in particular, involves a long-term transition that requires an organization to implement inclusive and holistic processes strategically.*
> *(Eti-Tofinga, Singh, & Douglas, 2018)"*

Organizations such as the Pacific Business Trust (PBT) have been established for over 30 years to respond to the business needs outlined above. Although reviews (McKernon & Bennett, 2011; Stewart & Proud, 2018; Tuatagaloa, 2017) have found concerns around acceptability among Pacific businesses, there is recognition that over the past few years, PBT has been able to rebrand and transform its service and business offerings to remain responsive to the business market through its education, financial support and mentorship programmes. Organically, other Pacific business support networks have also emerged providing specialist and regional support, such as the Pacific Business Network, Pacific Business Hub in Manukau, Wellington Pasifika Business Network, Waikato Pacific Business Network, the Samoa Business Network and Rise2025 Hiwa Te Rangi.

A centralised network and collaborative approach is therefore needed for Pacific business owners covering relevant information from central and local Government agencies (such as MBIE, MSD, MPP, Treasury, Auckland Council) exploring all levels of business growth (from start-ups to high-growth businesses), capital (including human, social, physical, organizational and technological capital) and networks beyond business circles, irrespective of their level of growth or status.
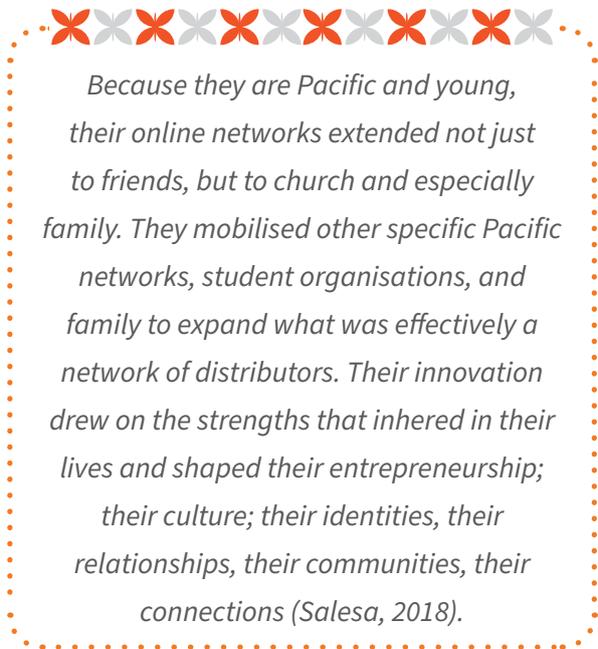
Because they are Pacific and young, their online networks extended not just to friends, but to church and especially family. They mobilised other specific Pacific networks, student organisations, and family to expand what was effectively a network of distributors. Their innovation drew on the strengths that inhered in their lives and shaped their entrepreneurship; their culture; their identities, their relationships, their communities, their connections (Salesa, 2018).

Investing in the next generation of Pacific entrepreneurs

Education is a key element for the development and sustainability of businesses or enterprises. Investing in our Pacific communities and young people provides an important opportunity to do this, especially since the Pacific population is the youngest and naturally one of the fastest growing populations in New Zealand (MBIE, 2015; MPP, 2016).

The Treasury (2018a) acknowledges that increasing tertiary educational attainment has a direct effect on economic prosperity, wealth and improved health and wellbeing, and increasing the "tertiary education qualifications of young Pacific, who in the coming years, will form a significant proportion of the population to facilitate movement into better paying jobs, will impact on income levels and wealth creation" (The Treasury, 2018a, p.4). Investing in Pacific people also includes investing in cultural and social capital to enhance education outcomes:

"Supporting more Pacific people into business and developing entrepreneurial skills, whilst also developing business acumen, will assist to develop financial, physical, human and social capital"
(The Treasury, 2018a).

The Pacific Economic Strategy developed by MBIE (2015) provides a platform for bringing together existing information about Pacific economic development to assess opportunities for growth and innovation, incorporating important Pacific perspectives and aspirations to contribute meaningfully to growing New Zealand for all by focusing on the following three areas (MBIE, 2015):

- More sustainable job opportunities for Pacific people

- More affordable and suitable housing for Pacific people

- More sustainable Pacific-owned businesses.

Investing in Pacific populations comes at an important time where New Zealand's recovery from COVID-19 has seen an investment of $22.1m towards the Auckland Pacific Skills Shift – an initiative that helps Auckland Pacific peoples in low-skilled precarious work, to transition into quality employment (Auckland Council,

2020). A further $320 million has also been invested into the Targeted Training and Apprenticeships Fund (TTAF), designed to support training across high-demand industries at no cost to any New Zealander (Hart, 2020). Between 20 February 2020 and 20 April 2020 alone, MSD reported a 44% increase in the number of New Zealanders applying for work-ready Jobseeker support as a result of COVID-19. An estimated 24,000 employees in small to medium businesses were also affected. Preliminary data show that industries with the largest expected job losses between March 2020 and March 2021 include accommodation and food services, retail and wholesale trade, construction, non-food manufacturing, and transport, postal and warehousing (Whiteford & Olsen, 2020).

The opportunity to reskill and train in areas to create a more engaged and skilled Pacific workforce, with the potential to become business owners and entrepreneurs, will yield benefits for Pacific individuals, their families and communities, as recognised in the Pacific Aotearoa Lalanga Fou report, Goal 2: Prosperous Pacific Communities - improving Pacific people's participation in the labour market; more Pacific people own productive or appreciating assets; and more successful and sustainable Pacific entrepreneurs and Pacific-owned business (MPP, 2018a).
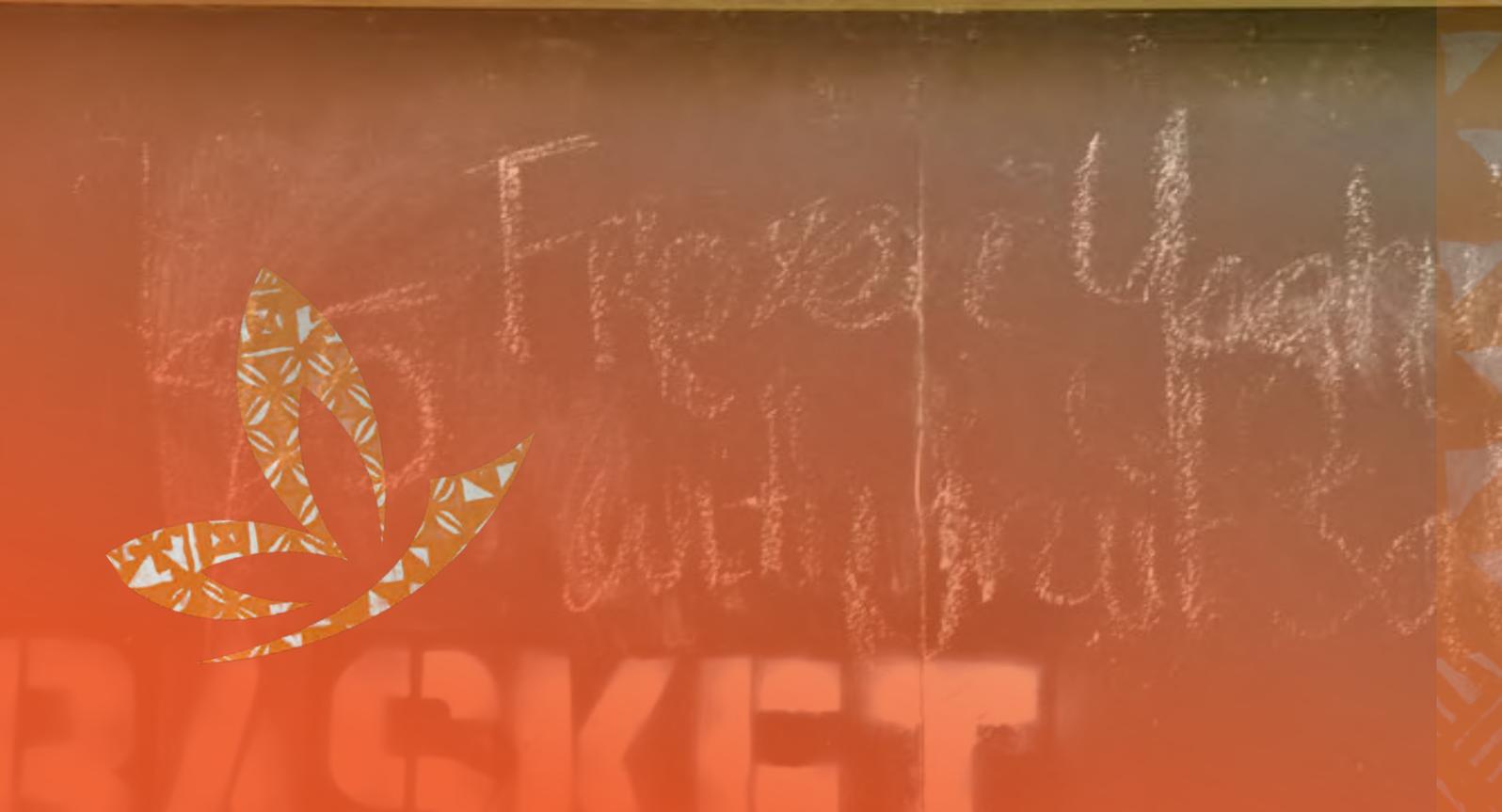
Conclusion

This review has explored literature related to Pacific social enterprises, businesses, and entrepreneurial activity in New Zealand. The concept of Pacific business models in New Zealand is still relatively unexplored, despite it contributing to social cohesion and community social need. Pacific communities have an important role in contributing to New Zealand's economy through an increase in sustainable Pacific enterprises and businesses. The literature identified several enablers and barriers for developing and establishing entrepreneurship among Pacific peoples as well as tensions in values and paradigms between enterprise (sometimes aligned with capitalism) and Pacific values.

Enabling factors included the incorporation of Pacific culture and values that are associated with sustainability, coupled with the values of cultural capital, family and relationships. Pacific businesses also become role-models and/or templates for future Pacific entrepreneurs. Barriers that discourage or disable the growth of Pacific enterprises and businesses include poor access to appropriate business support and education, poor capital funding and lack of collaboration with existing Pacific business networks.

Despite the limited literature available, Figure 1 provides an interpretation of the tensions that can occur when navigating between Pacific values and Eurocentric models of enterprise, recognising a fine balance is needed in order to maintain sustainability and ensure success within Pacific business. Further exploration of these tensions using a strengths-based lens provides an opportunity to understand how Pacific business owners can reach an equilibrium (or some form of it), aligning both individual and collective need so that sustainability can be achieved.

Further research needs to be undertaken to understand Pacific entrepreneurial activity in New Zealand and how central and local government, philanthropists and the private sector can help support and enhance Pacific entrepreneurship and innovation in New Zealand.

Figure 1: Pacific social enterprise - aligning values

Pacific Values   **Pacific Social Enterprise**   **Enterprise Values**
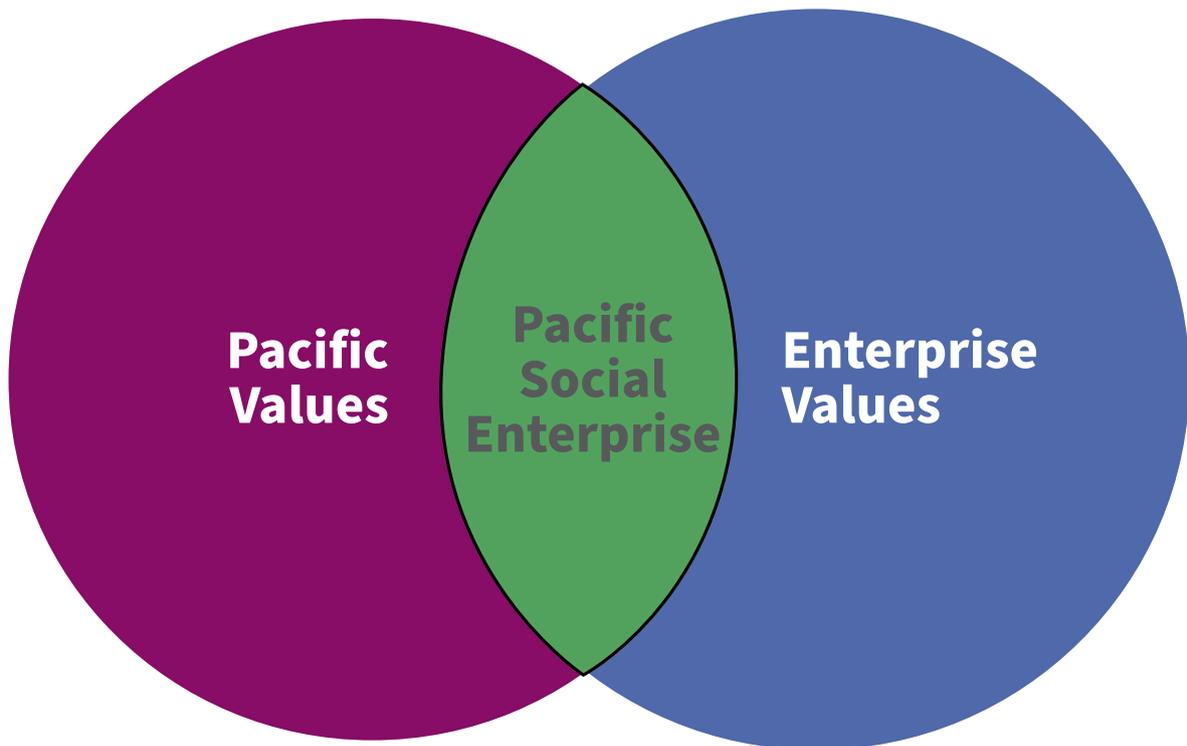
"Pacific values are our anchor, with each generation weaving the foundations for the next to stand on. Pacific communities are leading innovations within Aotearoa, the Pacific region and the world." (Hon Aupito William Sio, Minister for Pacific Peoples, MPP, 2018a)

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