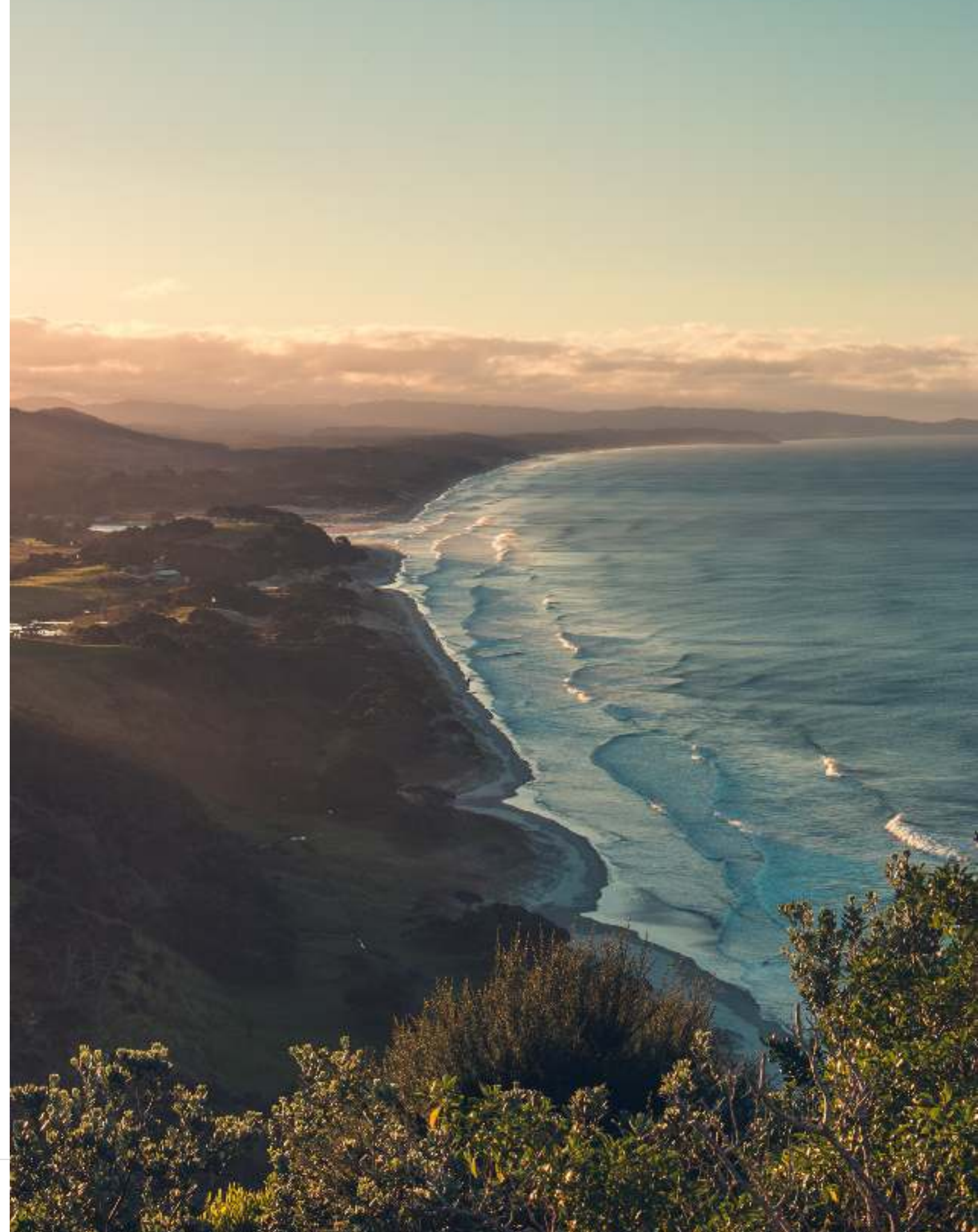




# Entrepreneurship Manifesto 2023

Version 2.0

[genglobal.org/new-zealand/manifesto](https://genglobal.org/new-zealand/manifesto)



To create a diverse and more resilient foundation for intergenerational economic and social prosperity, Aotearoa New Zealand needs more people who have a bias for action, creating new ventures that use innovative processes, technologies, and business models. These people are entrepreneurs, engaged in commercial, social, and impact ventures that improve people's lives.

# We believe the conditions to increase entrepreneurship in New Zealand can be improved.

We anchor this belief in our practice as entrepreneurs and champions of entrepreneurship.

We have come together to highlight themes and initiatives we know will help New Zealand realise the value entrepreneurship delivers, building on work that entrepreneurs and supporters, including government, are already doing.

We invite policymakers to consider these recommendations, and to engage with the Global Entrepreneurship Network Aotearoa New Zealand (GEN NZ) community to work together efficiently to grow a cohesive, productive, inclusive, and ever-strengthening innovation ecosystem that produces better entrepreneurial outcomes for all New Zealanders.

Our ecosystem reflects Aotearoa New Zealand's multicultural society. We acknowledge and respect the bicultural foundation of Aotearoa New Zealand as set out in Te Tiriti o Waitangi, and strive to work with Tāngata Whenua and Tāngata Tiriti to create equitable outcomes for all. We can make this taonga a superpower that we take to the world.

This manifesto sets out areas for development, and demonstrates our commitment to collaboration. We'll know we're successful when New Zealand is a more entrepreneurial society, with more diverse and resilient entrepreneurs.

Now we need our Government and wider society to join us to lead change under the following themes:

- 1) Policymaking and Government Relationships
- 2) Entrepreneur Support and Networks
- 3) Founder Education and Capability Building
- 4) Commercialisation of Research, Science, and Technology
- 5) Immigration
- 6) Enhancing New Zealand's connections with the rest of the world

# 1

## Polycymaking and Government Relationships

Collaborate with NZ entrepreneurs to create policies and structures that raise our entrepreneurial capacity as a country, and greatly increase the number and quality of new ventures solving commercial, economic, social, and environmental problems.

We can do this together by:

**Initiative 1:** Creating a multi-party national entrepreneurship vision and roadmap that identifies key areas for development.

**Initiative 2:** Engaging and collaborating widely with entrepreneurs and support organisations in the policymaking process.

**Initiative 3:** Encouraging intrapreneurship within government to provide better, more innovative citizen-centred services.

**Initiative 4:** Redesigning government procurement processes to provide greater access to local innovative businesses, and reduce compliance costs by increasing collaborative work agreements and high-trust contracts.

We'll know we're successful when:

- There are significantly increased numbers of entrepreneurs in Aotearoa.
- The sector and government have a formally agreed, open and continuing engagement process that allows them to co-design future policy structure that will continue to build NZ's entrepreneurial capability.
- Government agencies have shared understanding of entrepreneurship and workers exhibit more entrepreneurial behaviour.
- A significantly higher proportion of government procured goods and services are sourced from innovative New Zealand businesses.

# 2

## Entrepreneur Support and Networks



**Support NZ entrepreneurs in all regions across the motu with strong, local community-building and educational activities that are well-resourced and led by their respective communities.**

Resources from both government and the private sector are currently concentrated on highly scalable tech businesses located in the main centres. In an online post-pandemic world, this comes at the expense of the regions and more diverse demographics, where there is untold, untapped, unappreciated, undervalued talent. We believe more resources should be directed online where everyone can access them, as well as to regional centres and more diverse demographics.

We can do this together by:

**Initiative 1:** Significantly increasing funding and support for local, regional, and diverse entrepreneurship support organisations, their community leaders, and entrepreneurs in each region.

**Initiative 2:** Supporting the establishment of local entrepreneurship hubs and districts in cities and regions in collaboration with local and global entrepreneurship support organisations.

**Initiative 3:** Creating an online toolkit of validated methods for building thriving entrepreneurial ecosystems and measuring impact using a community-driven set of metrics. This includes sharing data to inform collaboration between emerging ecosystem-building approaches and longstanding economic development strategies.

**Initiative 4:** Provide better support for entrepreneur mental health

We'll know we're successful when:

- Surveys (and eventually, Statistics NZ) show a significantly increased density of new entrepreneurial ventures, especially outside the main centres and within diverse demographics.
- Entrepreneurs have equal access to the people and resources they need to thrive locally and globally, no matter where they reside in Aotearoa New Zealand.
- Robust mental health support networks exist that enable an entrepreneurial mindset, so that entrepreneurs can feel comfortable striving for success without unduly sacrificing wellbeing and mental health.

# 3

## Entrepreneurial Education and Capability Building

Provide NZ entrepreneurs and organisations with the mindset and skills that enable an “innovation nation”.

We can do this together by:

**Initiative 1:** Adopting the above definition of *entrepreneur* (“people who have a bias for action, creating new ventures that use innovative processes, technologies, and business models”) to create a common understanding so our focus can be on building entrepreneurial talents and mindsets.

**Initiative 2:** Supporting the development of an “entrepreneurial mindset” among students by including entrepreneurial capability through experiential learning from an early age in the revised New Zealand Curriculum.

**Initiative 3:** Aligning initiatives between education providers by co-designing and delivering entrepreneurial initiatives in partnership with MOE, TEC and NZQA, including building on impactful existing initiatives with experiential, student-led projects and internships.

**Initiative 4:** Assessing academics and tertiary education institutions on teaching impact, research impact, societal impact, interconnectivity, and collaboration with the entrepreneurial ecosystem.

We'll know we're successful when:

- A culture of entrepreneurship permeates the education system.
- Entrepreneurship is recognised as a valid career choice.
- New Zealanders are applying their entrepreneurial mindset to whatever path they choose.

# 4

## Commercialisation of Research, Science & Technology

A lack of entrepreneurial motivation and capability amongst our researchers, and a focus on exclusively rewarding academics for publication of papers, has caused commercialisation efforts at our tertiary institutions and CRIs to produce inconsistent results. We need to completely rethink how we motivate our public research institutions and researchers, and better support them to collaborate with their local entrepreneurial ecosystem to turn these ideas into thriving businesses.

Government acknowledges high-tech innovation as a driver for high value, low emissions economic returns, but incentives both from external funders and within the research organisations do not align well with the aim of successful commercialisation, meaning highly valuable ideas wither on the vine.

We can do this together by:

**Initiative 1:** Reconfiguring science funding allocations to include rewards for potential commercial outcomes of scientific research, entrepreneurial collaboration, early partnerships with the private sector, easy transfer of intellectual property, demand-driven innovation, and researcher commercialisation capability development.

**Initiative 2:** Providing programmes for researchers, particularly early-stage researchers, that support the development of an entrepreneurial mindset and encourage them to maximise the commercial and social impact of their research.

**Initiative 3:** Fully funded, embedded incubation programmes within at least one university in each region that have a degree of autonomy from university bureaucracy, that are highly connected locally and globally, and engaged with local entrepreneurs and funds.

**Initiative 4:** Measuring and publicly showcasing outcomes from commercialisation programmes across universities and CRIs, as part of building an “innovation nation” mentality.

**Initiative 5:** Championing cleantech and climate tech innovations that directly impact environmental degradation, the most pressing problem of our time.

We'll know we're successful when:

- NZ Universities and CRIs produce funded science and technology ventures of comparable quantity per capita per year as our major trading partners.
- Researchers can achieve career progression through successful commercialisation of their research as well as publication.

# 5

## Immigration

**Attract global entrepreneurial talent and ventures that have the capacity to grow our economy and make NZ more competitive.**

We have a marked skill shortage in Aotearoa New Zealand, and it has the potential to get worse as we compete with other countries who offer better opportunities and more open immigration policies for people with demonstrated entrepreneurial and technical skills. We need to be more attractive to, and welcoming and supportive of global talent and ventures to credibly compete on the world stage. We should offer easily accessible working visas to people with in-demand qualifications to attract them to our shores.

We can do this together by:

**Initiative 1:** Increasing the quality and quantity of incoming entrepreneurial talent and ventures by broadening and diversifying visa policies, cutting red tape and humanising the immigrant experience.

**Initiative 2:** Better integrating immigrant entrepreneurs and ventures with our local entrepreneurial ecosystem.

**Initiative 3:** Developing programmes to promote, attract, enable, and connect refugee and migrant entrepreneurs, especially entrepreneurial foreign students.

We'll know we're successful when:

- Aotearoa New Zealand is seen globally as a highly desirable place to establish, run or contribute to an entrepreneurial venture and to be involved in the local entrepreneurial ecosystem.
- We have a high retention rate for immigrant entrepreneurial talent.
- Our entrepreneurial ventures do not report a talent shortage as one of their most pressing problems.
- We see significantly increased numbers of new entrepreneurial businesses being started by refugees and migrants.
- We see that migrants are helping to export to their countries of origin, and that they are facilitating cross-border R&D collaboration.



# 6

## Enhance New Zealand's Connections With the Rest of the World

To position Aotearoa New Zealand as a global player in entrepreneurship and innovation and reap the benefits of global trade, it is crucial to enhance our connections with the international community and leverage global networks and opportunities. The following initiatives focus on re-establishing New Zealand's presence on the global stage and expanding its reach in the entrepreneurial ecosystem.

Because of New Zealand's isolation from the rest of the world, entrepreneurs elsewhere have a head start compared to Kiwis, in that they have a heightened awareness of global issues, are closer to main markets, better connected, and have access to more funding options. Especially post-pandemic, we need to become much more highly connected with our target markets.

We can do this together by:

**Initiative 1:** Increasing the visibility of our entrepreneurial ecosystem, both locally and globally, by doing a much better job of telling our stories.

**Initiative 2:** Developing strong international connection platforms and programmes for improved access to talent, capital, and markets.

**Initiative 3:** Attracting more global investors and mentors with specific programmes aimed at them.

**Initiative 4:** Establishing a Kiwi innovator exchange programme, fund market study trips, and encourage entrepreneurial students to study and train abroad.

**Initiative 5:** Developing an Entrepreneurial Ambassador Programme to provide better global access to our entrepreneurial companies and people.

We'll know we're successful when:

- New Zealand entrepreneurs feel that they have the same or better opportunities in Aotearoa as they would have overseas.
- New Zealand's entrepreneurial ecosystem has a respected international profile with distinct competitive advantages.
- Our entrepreneurs are well connected with their target markets.

# How can you support this manifesto?

Please share this with your workmates, colleagues, local government officials, local MPs and candidates to encourage conversation about entrepreneurship.

For each of these themes, we have defined a big vision and clarified what needs to be addressed. We know what success looks like and have identified the potential collaborators who have started work on these initiatives.

Contact [nz@genglobal.org](mailto:nz@genglobal.org) for detailed information on any or all of the themes listed.

if you're interested in joining our network and helping advance this work, check out: <https://q5.nz/join-gen>

We've already started making change happen, but we need your help to extend this work further. It is urgent that we rebuild our economy for the prosperity of New Zealand. We've identified the priorities that will best support our entrepreneurs and we'd like to start by collaborating to create a national entrepreneurship vision and roadmap.

Now is our unique chance to grow entrepreneurial success as an engine for innovation, growth, and job creation. As these benefits spill over into the broader economy and society, entrepreneurship will help drive economic prosperity and vibrancy for entire communities.

By coming together as representatives of the grassroots entrepreneurship ecosystem, we have taken a first step.

By engaging with us we can make change happen faster.

# Acknowledgements

We believe that active collaboration between ecosystem members is critical to the success of our endeavours. This document was compiled by members of the Global Entrepreneurship Network New Zealand (GEN NZ), which comprises a wide variety of organisations supporting entrepreneurship in Aotearoa New Zealand. Our members include representatives from entrepreneurial ventures, incubators, accelerators, entrepreneurship support organisations, coworking spaces, economic development agencies, local government, central government agencies, investment syndicates, venture capital firms, academia, and NGOs. See the following page for members of our network.

## About GEN NZ

GEN NZ is the New Zealand chapter of the Global Entrepreneurship Network. The Global Entrepreneurship Network (GEN) operates a platform of projects and programs in 200+ countries aimed at making it easier for anyone, anywhere to start and scale a business.

Founded in 2019 GEN NZ exists to:

- Connect entrepreneurs in Aotearoa New Zealand with the people and resources they need to thrive locally and globally.
- Grow the Entrepreneurial Ecosystem in New Zealand through building long lasting partnerships with and between our member organisations.

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