

An Appraisal of Hospitality Culture In Rotorua.

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for
The Inner City Focus Group
Rotorua District Council

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1. The Brief

1.1 Commission

As someone with wide experience of the hospitality industry, Ray McVinnie (see appendix I) was engaged by the Inner City Focus Group, under the auspices of the Rotorua District Council, to make an appraisal of the hospitality culture in the Rotorua CBD.

1.2 My understanding of the brief;

The Inner City Focus Group has concerns with

- the quality of service in general in Rotorua
- the perception that Rotorua has a negative reputation with regard to the quality of restaurants and foodservice
- there being a generally negative reputation of Rotorua as a city among locals.

1.3 Scope of Appraisal

To assess claims that there is a problem with hospitality culture in Rotorua, offer advice and recommendations relevant to the nature of the problem and to conduct a workshop where the appraisal can be examined and discussed.

1.4 I did this by

- conferring with councillor, Karen Hunt, the Inner City Focus Group, the Raising the Bar group and with local residents and stakeholders who attended the meeting held on 16th June 2014.
- being given a guided tour of the CBD by some of the Raising the Bar members and by the Rotorua District Council Liason Officer
- conferring with the judges of the Rotorua Hospitality Awards
- observing and experiencing the food and service in the Rotorua CBD
- talking to as many people as possible and getting them to tell me about restaurants, service in Rotorua, and what they thought about Rotorua as a place to live and as a tourist destination.
- conferring with hospitality lecturers and students at Waiariki Institute of Technology.

- conferring with the Consumer Marketing Manager of Destination Rotorua Marketing and with the Rotorua District Council marketing advisor, governance and partnership
- conferring with Judith Thompson, former head of design at New Zealand Trade and Enterprise and now an independent consultant with expertise in using design approaches to identify customer needs and future customer trends.
- conferring with Lily Frederickse, former Senior Exhibition Developer at Auckland War Memorial Museum and now an independent exhibition consultant.

2. What I thought I knew about Rotorua

2.1 I didn't know of any nationally famous or prizewinning restaurant there.

Someone (not a local) described it to me as a culinary desert. I didn't know of any food products produced in the Rotorua region. It was famous as a centre of Maori culture and for thermal attractions.

I thought of it as a clichéd tourist town – Rotovegas!

I knew there is a lake and a grand old building in the Tudorbethan style set in large gardens.

3. What some of the locals told me about Rotorua

3.1 There is a feeling that service can be amateur and unsophisticated.

I was told of many examples of bad service

Some locals thought the way a number of service staff spoke was as an example of bad service. Eg; the way diners were often addressed as “yous” by waitstaff

3.2 I was also told there are too many food outlets, that some were out of balance with regard to ambience, food, service and price. Ironically, everyone I asked (including those who thought there was a problem) had a favourite food outlet that they thought served good food with great service.

3.3 With regard to Eat Streat, I was told of problems with licensing rules, and that there was not much cooperation among operators there.

3.4 I was also told that Rotorua has a bad reputation in the rest of New Zealand for having high crime statistics.

3.5 Locals also reported that nearby centres have better shops and facilities than Rotorua, and that therefore they prefer to eat and shop elsewhere.

4. My thoughts on this.

4.1 Two words came to mind here: perception and taste. Both terms are loaded with meaning and imply subjectivity. While service can always be improved, personal taste might also play a part in deciding what good service is. Some people complained that an example of bad service was being addressed by service staff as “yous”. Being called “yous” by a waiter who is otherwise delivering efficient, friendly service doesn’t make it necessarily bad service for me. I just think of it as interesting or quaint dialect, something I like when overseas.

4.2 I wondered if some locals were over emphasising negative hype about crime in the city. It also occurred to me that local perceptions of Rotorua’s shopping and dining sectors were about the grass being greener in the rest of the country.

5. What I learnt about Rotorua

5.1 A very important aspect of Rotorua is a Council with the resources and drive to get things done and a willingness to listen to and collaborate with residents in enhancing the Rotorua experience. The importance of this cannot be underestimated.

5.2 The idea that Rotorua has a problem with crime didn't equate with the fact that statistics show the town is no more crime-ridden than anywhere else in New Zealand.

In fact the Bay of Plenty region has seen a decrease in crime with Rotorua leading the way in 2013 with a drop of 11.2%, the greatest reduction in the region. See Appendix II BOP Crime statistics

5.3 A common perception among locals is that the service area is tired and unsophisticated and could benefit from stimulation.

My own experiences of service were quite good, but I found it inconsistent and generally lacking confidence and sophistication.

5.4 There were plenty of places providing information on attractions for tourists but no comprehensive and dedicated hospitality or shopping guides, and no website drawing this information together.

5.5 I was impressed by the large choice of food outlets of all kinds and how many different ethnic groups they represented.

5.6 While there was a number of empty shops, something common to many towns and cities in New Zealand, I found many interesting specialist shops and food outlets re-tenanting the CBD as sophisticated as those in our largest cities.

For example;

- Ahu, clothes by local designer Adrienne Whitewood

- The Living Room Collective, specialising in gifts, furniture and childrens' wear

- Vetro, specialising in Mediterranean and artisan New Zealand foods

- Specialised Asian food shops in Amohau St.

- The Thursday Night Market which while small, ranked in quality and interest with any I have seen

- Brew Craft Beer Pub, the restaurant in Eat Street owned by boutique producer, Croucher Brewing

- Capizzi, a very good pizzeria that could hold its own in Italy.

- Leonardo's an Italian restaurant of an equally high standard.

5.7 I was impressed by the Museum building and gardens which for me rated along with many monuments and grand houses I have seen in Europe. Stunning!

5.8 Rotorua's big attraction, Maori culture, including food, seemed to be ticking along very well, although this was not an area of examination for me.

5.9 Rotorua is a centre for outdoor sports such as mountain biking

6. My thoughts on this

6.1 It would seem from the way specialist shops are repopulating the CBD that there is a process of regeneration happening. This should be encouraged.

6.2 Eat Street, although not finished is a convenient cluster of food outlets with a beautifully designed central roof. But the area needs to be finished in a way that reflects it as a dining precinct rather than as a group of independent outlets that just happen to be near each other. A unified and cohesive design could give it a unique character which could benefit business.

6.3 The Night Market was popular and authentic and should be expanded if possible - on a cold winter night it was busy.

6.4 The tourist publications I looked at were not comprehensive in their description of what was available for diners and shoppers and featured too much distracting advertising. I wanted an independent, well written publication or online presence that had up to date information on dining and shopping in Rotorua.

6.5 There is a need for a city-wide wifi system. Wifi is now one of the most important services a city can provide to locals and visitors alike.

6.6 The Museum building and grounds are stunning, and the museum is interesting. However the café while adequate could be made more interesting with food and décor that reflects the region.

6.7 Ethnic communities are a big resource for learning with regard to food and for providing interesting vitality.
This resource should be used more.

6.8 I know from my own teaching experience that there is a problem training hospitality students who are not familiar with restaurants and how to deliver confident service.
I spoke to a class of food service students at Wairiki and found them keen but lacking in experience of restaurants.

6.9 I wondered if locals were aware of the great resources Rotorua already has, and if they had a coherent idea of their identity as a city.

7. Understanding good service delivery - points to consider.

7.1 A useful way to define good service is as something which delivers a satisfying, personalized and customised experience to national and international visitors and local residents, in all varieties of service establishments.
Whether buying clothes or groceries or dining in a restaurant, customers are not just consuming but having an experience.
The customer experience is the business opportunity.

7.2 Delivery of service is about human interaction.
Customers are no longer passive consumers simply buying products.
Good service delivery will engage them emotionally in a positive way because it delivers an experience and experiences involve emotions.

7.3 Customers and service providers are in it together for the same outcome, a good experience.
If that outcome is reached, then everyone is satisfied, the customer has a good experience, the provider understands and enjoys the job and the stakeholder makes a profit.

7.4 Stakeholders are also in it together.
Many can feel threatened by what they term their competitors, but a sense of solidarity strengthens the industry for everyone.

Another way of looking at this is that the better the experience delivered in all service establishments, then the number of people using them will increase and the more people will use them.

7.5 The best experiences are not scripted by head-office but delivered on the spot by skilled service providers who have had input into how delivery is to be implemented – spontaneity and improvisation are essential to good service delivery. Providers need to feel confident enough to respond to a variety of unexpected situations in an appropriate way that will ensure a satisfying experience for the customer. Service is all about people in many different situations who often require different approaches.

7.6 A customer experience that feels authentic, genuine and compelling is likely to be delivered by employees at home in the culture themselves. In order to be effective service providers these individuals need to have plenty of firsthand experience of great service from the customer's point of view. They need to feel confident in their given area of service delivery and proud of what they do. Many people who are working or want to work in the food service sector have little previous experience of it. If you have seldom eaten in a restaurant, delivering service in one can be baffling and scary.

7.7 If employees have a good understanding of the culture in which they are working, then they can achieve the other two essential elements for delivery of good customer experiences: attention to detail and pride.

8. Attention to detail

8.1 Implementation of good service delivery is crucial. The experience as a whole must be as finely crafted as, for example, a precision timepiece or the production of food by a highly skilled chef. Every link in the chain is important because each contributes to the experience.

8.2 Repetition is important as it builds confidence, teaches when improvisation is appropriate and gives experience of different situations that may arise.

The more you practise such skills, the better you get and the more you understand it.

8.3 Service delivery is like a theatrical production.

A great dining experience is not just about the food.

8.4 If you think about how you plan a successful dinner party, while the food should be good, it is only one element.

The lighting, the music, the table setting, the seating plan etc. all need to be considered.

In other words the staging, the props and the actors must all receive detailed attention.

8.5 Every touch point of a service experience must be executed with thoughtfulness and precision, in other words, attention to detail.

This is not necessarily about large amounts of money being thrown at the experience, it is more often about providers and stakeholders using their imaginations.

Perhaps one of the biggest investments should be in stimulating Rotorua service providers and stakeholders to do this, as some already are.

One way to do this is to widen horizons and gain insights into how other cultures, cities or countries do this.

Use these insights in your own way and give the resulting mix a Rotorua stamp.

8.6 For example, Capizzi Pizzeria, 1198 Tutanekai St, which delivers a very good Italian-style experience in its attention to detail.

It has perfect pizzas, some served on pizza stands like they do in Italy, the place looks like those I have seen in Italy – the drama of the wood fired oven out front and the carefully decorated and cosy Italian-themed dining room behind.

But this pizzeria is not in Italy, it is a Rotorua interpretation of an Italian pizzeria.

This establishment is not about an expensive fit-out or “fine dining” but a great example of a delightful, original, unexpected and high quality experience, delivered by staff who are proud of their establishment.

9. Pride and Rotorua's Identity

9.1 Good service cannot exist as an isolated or merely scripted entity. It needs to be connected with something bigger which will motivate service providers.

The most obvious thing is pride, not just in the work of delivery but also pride in the place of employment, the community, and in one's identity.

People care passionately about the things they are proud of and they are proud of things they are good at.

9.2 Cynicism is not productive.

Go into the process of invigorating Rotorua hospitality culture with a feeling that it will work and that it will be enjoyable.

It needs to be a conscious effort to build a new and more positive image for the town which could grow out of a more integrated and appealing service industry.

9.3 If good service and its motivation are connected to something bigger then pride in one's job and in Rotorua are the obvious things that would be their expression.

9.4 If Rotorua is not Parnell by the mudpools, what is it?

It is not for me to impose an identity on Rotorua, you may already know what it is, or it will evolve as you look at what you already have, what you are good at and what is distinctive about the town. It may just be a matter of having the confidence to be yourself and being determined to upgrade the image of the city.

9.5 Rotorua is already famous for Maori culture and thermal attractions, and as I found out, outdoor sport attractions.

But the shopping and dining sectors and the service required to go with them have lagged behind.

9.6 Satisfying dining and shopping are now expected.

They can enhance the experiences of both locals and tourists so need to be taken seriously, and be a source of pride.

9.7 The hospitality industry is essential to tourism, so food and food service of a high standard are essential to Rotorua as a revenue-generating tourist destination.
Food and beverage is a huge and potentially much larger spending market for tourists.
See appendix III, 2014 January. Tourism Fact Sheet, p2. no.4
Rotorua's Biggest Spending Markets

9.8 All tourists must eat and their eating experiences will colour their memories of Rotorua.
Food and food service are important to Rotorua's reputation as a destination.
This also applies to locals' day to day experiences of and regard for their city.

10. Suggestions for stimulating Rotorua's Hospitality Culture - training service providers.

10.1 Foodservice is important because it is an intricate and highly developed form of service delivery and can set an example in all service areas. Therefore it is worth getting it right.

10.2 Service providers also need a chance to practise, learn and become good at what they do.

10.3 What needs to be encouraged is a efficient but relaxed, friendly, confident Rotorua style of great service delivery.
This doesn't mean being sloppy or lazy.
It means casual and appropriate to the local and visitor market, but efficient and sincere.
Service at this level takes just as much effort and attention as, for example, the intricate service in a formal fine dining restaurant.
When Air NZ needed a makeover, one area the airline put its energy into was a very distinctive kiwi style of service delivery, casual and relaxed but also friendly, sincere and efficient.
It was a very successful approach to marketing as their awards show.
See careers.airnz.co.nz/about-us/our-awards/home.

10.4 Apart from professional training perhaps the most direct and efficient way to introduce hospitality staff to high standards of service is to have them receive it from expert providers.

10.5 This could be done by;

Regular experiences as diners at their place of work and possibly as a cooperative exercise in other operators' establishments.

A pop up restaurant staffed by expert service providers working together for the good of the hospitality sector, serving students and anyone else who wants to learn how to deliver good service.

Apart from that providing examples of what constitutes good service, this would provoke stimulating discussion of what good service is.

10.6 Experienced service deliverers able to mentor less experienced workers with workshops to analyse and explain the dynamics of a satisfying service experience.

10.7 Hospitality institutions could be enlisted to run special classes and workshops on service, food culture and gastronomy for non students, ie for managers, proprietors or anyone wishing to upskill or enter the industry.

10.8 Workshops for stakeholders in the hospitality area to hone their staff training skills and help them more fully understand hospitality culture.

10.9 Raise the standard of service in motels by a cooperative network of motel operators who can experience other motel service by, for example, being given a free night in other motels. This shouldn't be a competitive exercise but one done with goodwill. Like food outlet stakeholders, motel owners are in the business together and what benefits one is likely to benefit all.

10.10 Training only goes so far.

Providers need be motivated to do their best by being proud of what they do and seeing it as a professional and valuable contribution to the community.

Building pride overlaps with stimulating the service sector and building community.

11. Bring the world to Rotorua

11.1 Being exposed to other ways of doing the job among other New Zealand and international service providers is one way to stimulate pride and motivation.

Obviously not everyone can travel, but the world can be brought to Rotorua and this could be done as a tourist-attracting, revenue-generating event

11.2 For example,

A Rotorua food festival

While I am not a Maori speaker, this festival could have a name like “Hakari Rotorua” which literally translates as “Feast Rotorua”, given the main attractions in Rotorua, a Maori title seems appropriate.

11.3 This would need to have:

Cooking demonstrations and master classes by kiwi and international chefs to inspire and upskill Rotorua chefs, service staff and diners.

A series of branded hospitality events similar to the very successful Hawkes Bay Food and Wine Classic or FAWC (see www.fawc.co.nz) and those of the recent Gizzy Food Month in Gisborne.

(I have had first hand experience of these both as a customer and as a participant)

They range from ticketed small themed lunches to big events, cooking demonstrations, wearable food art, food events done by visiting chefs, wine and food events, artisan demonstrations, food workshops and many more.

Rotorua has many stunning venues for such events.

For example the museum, the Bath House, the tearooms, the Museum gardens, the lake, Mokoia island (if it is allowed) –a ticketed long lunch (100 pax?) under umbrellas in the gardens on a summer’s day would be a show stopper!

11.4 Bring national and international guest chefs, mixologists and service staff to Rotorua restaurants to do menus and guest appearances. This is good for inspiring staff, not to mention attracting customers.

The amount one can learn by interacting with other experts or simply seeing the way someone else operates cannot be underestimated.

11.5 An ethnic food festival.

You have many ethnic cooks in Rotorua, use them to participate in events and demonstrations.

They will also bring the world to Rotorua and allow locals and tourists to enjoy the authentic tastes of other cuisines.

Such events also ensure that ethnic communities are part of the wider community by helping people get to know each other.

Palmerston North has the Festival of Cultures which culminates in a day of ethnic food demonstrations and many stalls from each community proudly selling their national food.

11.6 A film festival with relevant films to stimulate an interest in food and hospitality, to entertain and to get people thinking about the role food and the shared table plays in a society's life.

It also shows the way other providers have done, and now do things.

Movies like "Dinner Rush", "Babette's Feast", "Gosford Park" and "Big Night" are all examples of the genre.

There could be food events associated with the screenings.

11.7 Appropriate sponsorship is a way to offset costs in implementing much of this.

12. Competitions to stimulate hospitality service.

12.1 The format of the annual Rotorua Hospitality Awards has been inherited and needs modification.

These awards should be judged by people with expertise in the hospitality sector, preferably with at least one imported judge.

Voted "People's Choice" awards should be kept to a minimum, because these types of awards can be largely about popularity not skill.

A good consultant can show you how to organise these and decide on judging criteria.

Prizes need to be useful to the industry. For example: sending a winning chef or service person to a famous restaurant or hotel for a short internship, or to somewhere like the Melbourne Master Classes to see international chefs perform.

12.2 Simple, regular competitions where the public could nominate the best service provider in different categories, with publicity in the local newspaper, are also valuable.

For example

A “Smile Campaign” competition with a photo of the best service providers’ smiles.

Rotorua’s best service ambassador, built around the idea that everyone has a job to do to showcase Rotorua service.

The best barista, barperson, waitperson, concierge, maitre d’, or retail service provider.

12.3 Put good service delivery on show by taking shopping and dining tours of the places that deliver the best or most original and interesting customer experience.

These tours could be conducted by what I remember Rotorua being famous for, guides.

The guides would not need to be Maori, but they would need to be good service deliverers.

Like those used in art galleries and airports, these people could be volunteers.

Such tours would be good for stimulating good service in Rotorua and a great attraction for both locals and tourists.

There could be a competition among venues to be selected to be part of a tour.

13. Publications

13.1 There needs to be one dedicated publication with an online presence, independent of advertisers and written by a skilled writer who (perhaps in consultation with locals), selects who is included.

It should include informed short descriptions, but not necessarily full reviews, of the best hospitality outlets at all levels, from takeaway bars to fine dining restaurants. All are important and should deliver a great customer experience in their own terms.

Any interesting retail outlets could also be highlighted.

In this publication there could also be picks and favourites from informed locals.

13.2 This publication should be a conveniently small and attractive object that people would want to keep. In other words owning it would be a satisfying and worthwhile experience in its own right.

13.3 The Wallpaper City Guides and the Auckland Insider's Guide are good examples of this sort of publication.

The Wallpaper guides include selections of everything about a city; landmarks, hotels, dining, how to enjoy the city in 24/48 hours, (the average time spent by tourists in Rotorua is 2.4 nights) architectour (architecture of note), shopping, sports and escapes (places of interest close to the city).

These guides are also available as apps.

The Auckland Insider's Guide was written by a professional writer who used material from six locals who each covered their favourite dining, shops, sights, hidden gems and a day in the life of the local visiting his/her favourite places.

13.4 There need to be more articles placed in local, national and international publications and online written by professional travel and food writers.

These are the people who know how to make sure such articles are interesting, well-written and engaging.

The writers are brought to Rotorua to write either specifically about a vibrant dining and shopping scene or on the same theme as part of a wider Rotorua article.

The dining and shopping sector should not be ignored, and it needs to be made very clear that Rotorua is not just about thermal attractions, Maori culture and sports.

13.5 Use the local newspaper to publish regular, constructive restaurant reviews by informed reviewers and articles about the hospitality sector to keep up interest in hospitality in Rotorua. For example there could also be ongoing short articles on things like the best quick Asian meal in town, where do you go in Rotorua when you want to go to Italy? To India? Where do you get the best burger? These articles could have reader input and will benefit locals and tourists.

Articles on new or original specialist shops should be included in the newspaper's reporting.

13.6 Make sure such publications are disseminated to all tourist information outlets, motels and hotel concierges.

14. Expand the Night Market.

14.1 Markets are not just about shopping and food, they are social places that build community.

A market is like a natural community centre.

You meet friends there, learn about products from the people who produce them and you eat there, so enjoying the whole sensory and social experience of food.

It is also an easy way for tourists to meet the locals.

They are the opposite to impersonal malls and supermarkets - you can talk to the people selling their products.

The Night Market is like a version of Rotorua in miniature with every aspect of its people represented. Great for locals, great for tourists, expand it!

14.2 There is no reason why there can't be other regular or special occasion markets.

There could be a Chinese market as part of Lantern Festival celebrations, an Indian market for Diwali, a Polynesian market, a Matariki market, a Farmer's market, a kids market, an after-work Dinner market for people to buy dinner or the makings of it, a hawkers' market selling Asian street food, a Christmas market like the European ones that sell Christmas food, decorations and gifts - the choices are endless.

They all stimulate good food and service, build community and attract tourists.

15. Eat Streat.

15.1 There needs to be consensus on what the Council and stakeholders want Eat Streat to be.

15.2 While the roof appeals to me because of its unifying and aesthetically appealing design, there is a disconnect with the rest of the complex. At present the outlets there only have location and a roof as a unifying factor.

Finishing it needs a careful approach by a skilled designer. This is because what has already been done determines what can be done to finish it.

It needs to be further unified if it is to be a dedicated dining precinct, although it shouldn't be described as "the" dining area in publications as this is not the only area with hospitality outlets

15.3 A sense of community needs to be encouraged among operators to attract customers for the benefit of all.

Eat Streat events could encourage a community spirit and attract customers.

Perhaps the rules about liquor in this area need reviewing so that it can have some sort of common liquor policy that doesn't restrict consuming alcohol to the place it is purchased.

A system whereby there are Eat Streat vouchers or "Eat Streat dollars" that can be redeemed anywhere in Eat Street could be examined.

15.4 Or it could be left as it is, as a series of independent outlets, and the name "Eat Streat" disestablished, which seems a shame when so much money has already been spent to make it one entity.

15.5 While Eat Streat needs more money and attention, any resources from the Council need to be distributed as fairly as possible amongst the entire hospitality sector in the CBD.

16. The Museum Café

16.1 Ticket sales to museums are declining worldwide.

A museum may not by itself be enough of a drawcard to attract people.

The preeminent reasons people go to museums are social, as an outing with family and friends or for spiritual reasons, to commune with the past. The old idea of going solely to learn has been eclipsed.

But museums cannot rely solely on funding. They need to be effective revenue generating entities to survive.

Museums must now compete in the leisure market for customers time, which is why all parts of them must deliver a great experience.

People may feel fleeced by high museum entrance prices so simply raising them isn't the answer.

But they may not mind spending money on food and gifts.

Dining and shopping are essential in association with the museum itself because they help attract people to the museum and generate revenue.

Not only will other facilities attract people but putting them together with the museum means more sustainability with regard to financial organisation and human resources.

The Pataka complex in Porirua is a good example of this idea.

See www.pataka.org.nz.

The more activities that can be centred around a museum the better.

16.2 A successful museum also has benefits for the wider community.

“There is a strong and documented connection between the success of art and culture, and regional economic success. museums are drivers of economic growth and community revitalization in a way that goes far beyond traditional economic impact analysis.”

See appendix II. Themed Entertainment Association, 2012 Museum Index,

While this extract also says that reinvestment in museums by nonprofit funding sources is a way to support them, anything which makes the museum economically successful, such as the other facilities associated with the museum, is surely just as essential.

That is why the museum needs a café which delivers an experience as distinctive as the museum itself.

The present café occupies a prime site in the Museum Building and presents an opportunity to create a unique food outlet.

16.3 At present the cafe is not making a profit which seems a waste. For such a prime site the café is unremarkable and could be made a real drawcard by redecoration. It should be as attractive as the building it is housed in.

Profitability depends on careful planning of all aspects of its operation.

It must be remembered before visualising ideas for the café, that it will only be as good as its operator. So the right operator is crucial.

16.4 It could be left as it is and its operation could be given an overhaul to look at ways to make it profitable.

If given a makeover, there would need to be regular monitoring of its operation.

16.5 The café should not only be an attraction for those visiting the museum but also a food destination in itself, a venue for anyone wanting to eat well.

16.6 One suggestion for achieving this is a contemporary interpretation of traditional kiwi tearoom décor and food . It could serve simple, but up-dated traditional kiwi food. For example modern, high quality versions of pies, savouries, sausage rolls, club sandwiches, as well as traditional kiwi baking (banana cake, ginger crunch etc), real fruit ice creams and milk shakes carefully made from good ingredients that reflect the region, showcasing the local beef, venison, blueberries and honey. Good tea and coffee would also have to be part of this café. It could also sell local food products.

16.7 Décor could recall kiwi tearooms without being overly quaint or kitsch. This may sound ordinary but with careful planning, a creative style consultant and operator this could be unique and successful. It would have great appeal to tourists and locals appreciative of good quality food and an interesting atmosphere.

17. Conclusions

17.1 There are problems with Rotorua's hospitality culture regarding its consistency and level of sophistication but these can be fixed.

17.2 There is a negative perception by locals that Rotorua is a lot worse than it is with regard to crime in the area. Building community will make this perception fade.

18.3 Don't eliminate the naturalness, creativity and spontaneity from Rotorua's service providers, but do give them pride, confidence, experience and training. Tourists remark on what is distinctive and different about a destination, not on what makes it the same as anywhere else.

17.4 Stimulate the service sector of Rotorua with events, competitions, the use of the press, dedicated publications and other associated activities.

17.5 Continue building community and identity in Rotorua with a coordinated programme that will keep the momentum up to reach and maintain an international level of hospitality culture.

17.6 Careful planning is essential

A consultant or consultants with expertise in the area of event planning need to be used to work with the council and interested stakeholders to devise and implement a coordinated programme of training activities, events, competitions, media, and other activities designed to stimulate the hospitality service sector as recommended.

Appendices

Appendix I

Ray McVinnie Career Profile

Ray McVinnie M.A.(Hons), C&G Dip CA has been a foodwriter and advisor at Cuisine magazine since 1992. (Cuisine was judged best food magazine in the world at the 2006 Gourmet Media World festival in Cannes, France).

Now Cuisine Magazine Food Editor, he also writes a weekly food column in the Sunday Star Times, Sunday magazine.

Ray has always had a passion for food. Even while studying for his Master of Arts in History at Auckland University he cooked part time.

A professional chef for many years at some of Auckland's best restaurants, he was Executive Chef at Auckland's Metropole Restaurant for 6 years.

He is an experienced food judge, judging the Corbans Food and Wine Challenge, the New Zealand Cheese Awards and the Cuisine Restaurant of the Year for many years.

He was on the International Jury for the Italy-based Slowfood Awards, and has also twice been on the panel of judges for the World Food Media Awards.

Ray is also an award winning food and travel writer and was winner of the

- Air New Zealand Food and Travel Award in 1992,

- the Buttermark Best Writing Award in 1994 and 1997,

- the New Zealand Guild of Food Writers Visuals Award in 2001.

- In 2005, he won 3 awards, the New Zealand Guild of Foodwriters Gastronomy Award, the Recipe Award and the Foodstyling Award.

In 2009 he again won the best recipe feature award.

- He won the 2005 20th Singapore Tourism Awards Best Singapore Travel Story- Print Category.

- In 2006 he won the New Zealand Magazine Publishers Association award for Journalist of the Year, Home and Food Category

- In 2009 he again won the New Zealand Guild of Foodwriters, TuiFlower Recipe Award

Ray has travelled extensively in Asia as well as in Italy, Spain.

Germany and France researching food and as a professional chef.

Ray was guest chef at the Taipei Hilton in 1994 and worked for the New Zealand Meat Producers Board in Singapore at Food Asia in

1996, 1998 and 2000, and in Hong Kong at Hofex 1997, 1999 and 2001 where he presented original recipes for New Zealand beef and lamb to chefs and the Asian public.

Ray lectured in Gastronomy at the Auckland University of Technology for many years.

In 2008 he was invited to present his paper on kumara at the prestigious Oxford Symposium on Food and Cookery at Oxford University UK.

He has had five cookery books published The New Zealand Fish Cookery Book 1986 (revised and published as "Cooking the Catch" 1997), "The Chicken Cookbook for New Zealanders" (1994), "The Modern Cook" (New Holland 2001), and "Eat" (New Holland 2003) "Everyday Sunday" (3 Times a Day Publishers 2010)

Ray was also one of the judges in all series of Masterchef New Zealand screened on TVNZ

Crime falls across the whole of Bay of Plenty District

Bay of Plenty Police believes a focus on victims and prevention is having an impact on the level of record crime, with another significant reduction recorded in 2013.

Official crime statistics released today show recorded crime fell by 7.4 percent in the 2013 calendar year, following on from a 7.1 percent reduction in 2012, and bringing the District crime rate to the lowest since electronic records began in 1995.

On another positive note all four Areas within the Bay of Plenty District recorded a reduction, for the first time since 2008. Rotorua led the way in 2013 with a reduction of 11.2 percent, followed by Eastern Bay of Plenty with 7.9 percent, Taupo with 6.6 percent and Western Bay of Plenty with 4.2 percent.

The District has seen reductions in almost every crime category including:

- Acts intended to cause injury - 7.6 percent reduction (291 offences)
- Sexual assault and related offences - 23 percent reduction (73 offences)
- Burglary - 5.4 percent reduction (263 offences)
- Theft - 3.7 percent reduction (391 offences)
- Public order - 10.2 percent reduction (381 offences)

A 3.3 percent rise was recorded for 'robbery, extortion and related offences' and when broken down this equates to 4 blackmail or extortion offences and 1 additional robbery in the District during the year. A 20.2 percent increase was also recorded for 'abduction, harassment and other related offences against a person' entirely attributed to harassment and threatening behaviour.

Bay of Plenty District Commander, Superintendent Glenn Dunbier said: "The results are very pleasing and I believe they reflect the significant work that we are doing to prevent crime. It is particularly important that we never lose sight of the fact that there are victims linked to most of these recorded crimes, so reduction in the crime means a reduction in the number of people suffering trauma and that is at the heart of what we are working to achieve.

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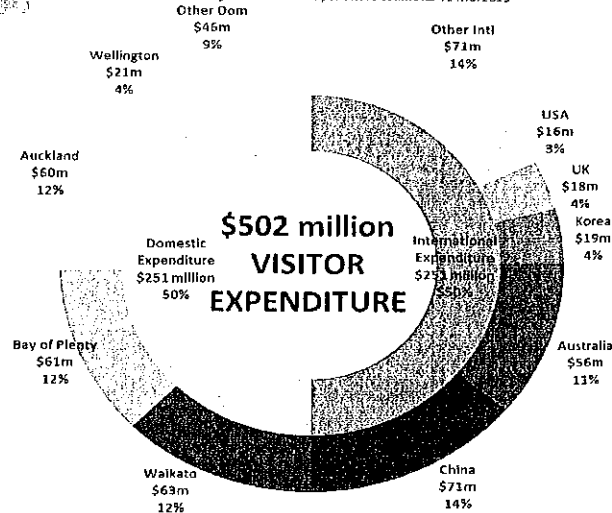
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Appendix III, 2014 January. Tourism Fact Sheet, p2. no.4

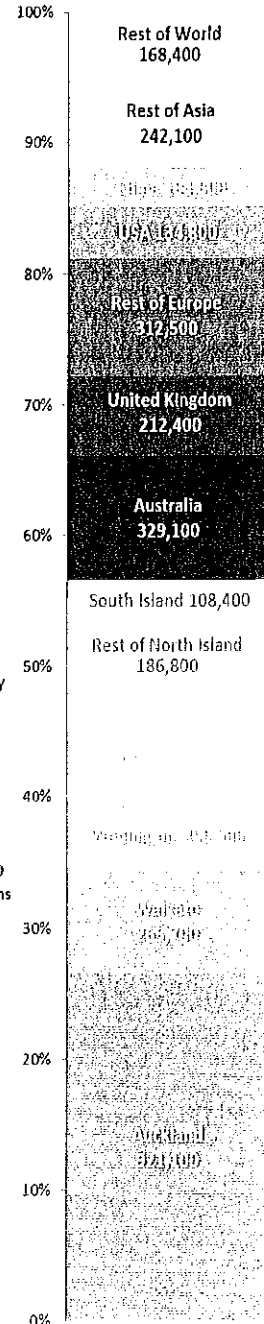
3 ROTORUA VISITOR EXPENDITURE BY MARKET

Source: MBIE, New Zealand Regional Tourism Expenditure Estimates YE Mar2013



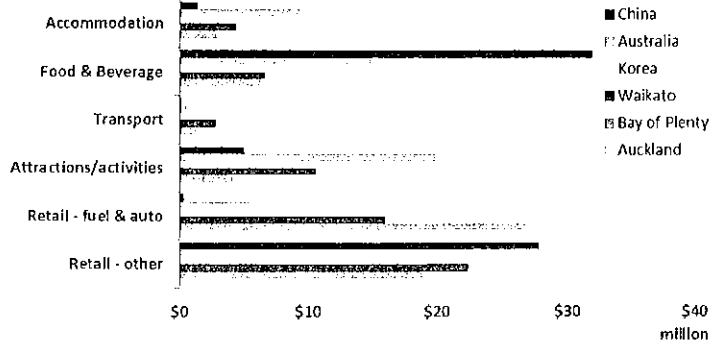
6 ROTORUA VISITOR NIGHTS BY ORIGIN

Source: MBIE, New Zealand Regional Tourism Estimates YE Dec2011



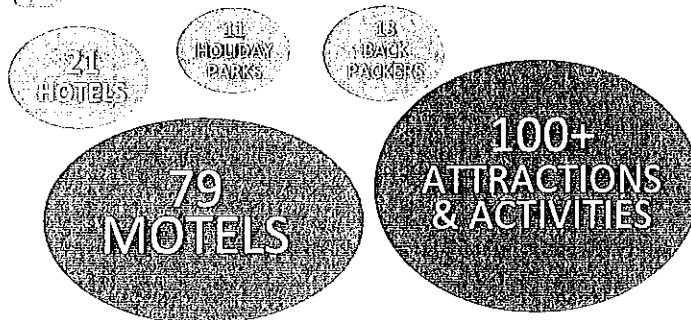
4 ROTORUA'S BIGGEST SPENDING MARKETS

Source: MBIE, New Zealand Regional Tourism Expenditure Estimates YE Mar2013



5 ROTORUA TOURISM INDUSTRY

Source: Destination Rotorua Marketing, Tourism Contacts Database Dec2013



More Info: New Zealand & Regional Tourism Statistics & Research
<http://www.med.govt.nz/sectors-industries/tourism/tourism-research-data>

Appendix IV

Themed Entertainment Association,
2012 Theme Index 2012 Museum Index, PDF, pp 55, 56.
www.aecom.com/Internet/Capabilities/Economics_documents

“Tell us more about the positive economic impact of museums and your research findings.

Reinvestment is a key factor in fostering attendance at museums just as it is for commercial attractions, and so museums must call on their nonprofit funding sources to reinvest. There is plenty of motivation to do so when one takes into account their value to the local community as an educational force, local economic engine and development catalyst. Everyone stands to benefit from a fuller understanding of just how much museums contribute. Museums are powerful generators of cultural capital. Cities and local communities and their elected officials look to museums and other cultural anchors as a way of revitalizing neighborhoods, and recent studies confirm their social and economic impact. They spend locally, and they help make cities more attractive for broader economic efforts.

There is a strong and documented connection between the success of art and culture, and regional economic success. We found that museums are drivers of economic growth and community revitalization in a way that goes far beyond traditional economic impact analysis. Museums support creative industries, and also play an important role in helping cities attract a well-educated work force — the “creative class,” and the kinds of businesses that employ them. We are increasingly being asked by our clients to help measure economic impact and the museum’s role in revitalization of their neighborhood and supporting their city’s economy.

Many recent publications and research support the link between museums and the economy. In her book, *The Warhol economy*, Elizabeth Currid identifies the culture and arts industry, the fourth largest employer in New York city, as New York city’s true competitive advantage, with a more important role than the finance industry in supporting the

local economy.

The recently published World Culture Report 2012 states:

“cultural prowess and economic success are increasingly seen as interlinked. Those cities with historically strong cultural offers, such as London, New York and Paris, see culture as a vital part of their economic strength. This is expressed in two ways. Firstly, the commercial forms of culture — the creative industries — make up a large and growing share of the economies of large cities. Given the challenges facing some other sectors of the economy ... the creative industries represent a large source of employment, exports and tax revenue that needs to be better understood by policymakers in both the cultural and economic fields. The second contribution of culture to urban economies is, if anything, more fundamental. Culture in all its diverse forms is central to what makes a city appealing to educated people and hence to the businesses which seek to employ them. In the globalized knowledge economy, having a well-educated workforce is the key to success ... A rich and vibrant culture thus also becomes an indirect source of economic success.”