

Tourism Tasmania Awards 2005

Submission

**Category 18
Tourism Restaurants and Catering Services**

Andy's Bakery and Licensed Café

Westbury



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Submission to Tourism Tasmania Awards 2005
Category 18, Tourism Restaurants and Catering Services
Andy's Bakery and Licensed Café
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Executive Summary of Key Application Points

Question 1: Overview/History

- 24 hour 365 day a year bakery and licensed café providing overnight on-site parking and services for motor homes, caravans, coach and car travellers.

Question 2: Product

- Free on-site overnight parking with free toilets, waste disposal and water, plus fruit, vegetables, groceries and 24 hours/365 days a year meals service.
- Complete range of eat in and take away value for money fresh meals, fully prepared on site, including local products.
- Innovative products such as Italian Gelato made on site.

Question 3: Business Plans

- Consolidation following opening of Westbury by-pass then plans for growth.
- Viable business, growth strategies based on improving services and targeted allocated marketing budget.

Question 4: Marketing

- Target market of commuters, motor homes/caravans and mini buses/coaches.
- Target markets identified and serviced through market research, customer feedback and personal travel experience.
- Word of mouth, referral and web based information marketing channels.

Question 5: Customer Service

- Creation and maintenance of strong customer service culture throughout the business from hands-on leadership, training and mentoring.
- Highly Commended achievement in RACT Warm Welcome Award.
- Provision for special needs.

Question 6: Professional Development

- Employing 4 permanent and 20 casual staff, training is focused on continuous improvement of customer service and safety.
- Introduction of new services and product innovation, for example, Andy's Gelato.

Question 7: Risk Management

- Internal and external risks have been identified, including food and staff safety, customer safety and business continuity.
- Training and contingency plans in place to manage and minimise effects.

Question 8: Environmental Sustainability

- "Environmentally friendly" park site, use of recycling and recycled products and minimum energy use.
- Local products from environmentally sustainable production systems.

Question 9: Cultural and Social Responsibilities

- Product support for local clubs and organisations.

Question 10: Involvement in the Tourism Industry

- Membership of regional tourist development groups, local community and sporting clubs.
- Employment of local staff and local trades people and utilisation of local ingredients where possible.

Question 1: Overview/History

Andy's Licensed Café and Bakery commenced trading in 1980 as Andy's Bakery, a fresh bread and bakery products wholesale and retail site on the original Bass Highway, then the main road of Westbury, northern Tasmania. Westbury is a town of 1400 people 36 km west of Launceston and 14 km east of the regional centre of Deloraine. The Bass Highway is the major arterial link between Launceston and the North West coast and Devonport, entry and exit point for the Bass Strait ferry services (see Fig.1).

The applicant is the sole proprietor, Andy Oliver, who has 20 years experience in the food and tourism industries, including smallgoods, meat, bakery and more recently, hospitality and specialist ice cream.

In 2002, the Westbury/Hagley bypass was completed, resulting in the Bass Highway by-passing Westbury, approximately 1 km to the north. Like many towns by-passed by major through roads, this resulted in considerable decline in passing trade. To successfully meet the challenge that this presented to the business, the development and application of a range of innovative solutions to re establish and position the business was required so that it could both consolidate and grow.

It was recognised that only by providing innovative products and services that differentiated the business and by exceeding customer expectations, would we be able to recover and actually prosper from the introduction of the by-pass.

The bakery business was expanded and enhanced to include a licensed café; Andy's Bakery and Licensed Café. We have expanded the operating hours of the business to 24 hours, 365 days a year; *we never close*. We have developed a motor home and caravan park, providing free overnight parking and services for travellers.

Along with expanding our bakery lines and café menu, we have introduced a new, innovative product, home made gelato, as an eat-in or take away experience. A fresh fruit and vegetable outlet also providing basics grocery lines has been added as part of the recovery strategy to add value to the site and provide a complete range of services for tourists and people on the move.

Our success has been achieved through the recognition and understanding of the needs of customers, both local travellers and the touring visitors to our State. The range of innovations, services and products that have been introduced has resulted in Andy's Bakery and Licensed Café becoming a significant tourist venue, achieving "must visit" status on the itinerary of motor home and caravan travellers from around the country and travellers from across the State.

This application details how our business provides a unique tourism experience through value for money and innovative product offerings and services. This combination enhances the experience of tourists and travellers in the State and highly qualifies Andy's Bakery and Licensed Café for consideration in the category of Tourism Restaurants and Catering Services.

Figure 1
Andy's Bakery and Licensed Café location on UBD Regional Touring Map



Question 2: Product

(2a) Enhancing visitor experience

Andy's Bakery and Licensed Café provides a total package for the tourist on the move. For both local and visiting travellers, Andy's Bakery and Licensed Café provides value for money food and comfort facilities **24 hours a day, 365 days a year**, a unique service in Tasmania.

For tourists visiting the State in motor homes and caravans, Andy's Bakery and Licensed Café offers **FREE** serviced parking licensed by the Meander Valley Council. The site provides a dump point (for emptying on board toilets, black and grey water), skips for rubbish disposal, water points for tank fills and toilets; all at no charge and with 24 hour access. Stays are restricted to 48 hours but there is no restriction on return visits, allowing visitors to the region to use Andy's Bakery and Licensed Café as a base for touring the region.

To support travellers and tourists, Andy's Bakery and Licensed Café is open 24 hours a day, serving breakfast menus, a full range of bakery products and an a la carte menu. The complex also provides a gas bottle refill service and the fruit and vegetable and basic grocery line outlet ensures that the complete needs of travellers are met at a "one stop shop".

All weather picnic facilities with tables and chairs are provided for travellers and tourists staying on-site. Free barbeque facilities will be provided in 2006.

Andy's motor home/caravan park is the only licensed site in Westbury and is the only site in Tasmania supported by full 24 hour service, a unique product offering that allows travellers and tourists' complete flexibility. The focus of this service is to meet the needs of the travelling customer.

Figure 2
Andy's Bakery and Licensed Café Motor Home Park



Travellers are not time bound by the normal trading hours of traditional service providers, a factor that significantly adds value to the experience. This also supports the sense of freedom that is very much part of the motor home and caravan owners' values.

The provision of free and safe parking with free services such as 24 hour clean toilet facilities, black water waste and large rubbish disposal, is highly valued by travellers and significantly enhances Tasmania as a "welcoming" and friendly state that values independent travellers.

(2b) Andy's Bakery and Licensed Café Menu.

Menu and tourism experience.

Details of Andy's Bakery and Licensed Café menus are provided in the Appendix of supporting information. The menus are designed around 3 key criteria;

Freshness. All Andy's products are prepared and baked on the premises. Andy's Bakery and Licensed Café does not buy in any finished product. This means that products go straight from the oven to the shop shelves. Our specialist bakers and pastry cooks are baking continuously 16 hours a day.



Value for money. Andy's recognises that travellers and tourists are looking for value for money in catering and food. Many motor home and caravan tourists are on budgets and recognise and appreciate good value in food services. Andy's Bakery and Licensed Café has recognised the opportunity to provide this service with good value meals and snacks using high quality ingredients and generously portioned meals that are priced to meet the tourists' and travellers' means.



Local produce. Andy's Bakery and Licensed Café operates in a regional community and recognises the benefits of supporting local suppliers who are able to meet our high quality standards. Ingredients are sourced from local suppliers where possible and all ingredients are produced in Australia. Local produce such as 41 Degrees South Aquaculture smoked salmon and Christmas Hills Berry Farm berries are featured in products such as foccacias, fruit tarts and our berry gelati ice cream. Both these suppliers have tourism sites value adding to their production operations.

Visitor experience is enhanced through referral and the opportunity to experience local food products at Andy's Bakery and Licensed Café. Tasmanian scallops are also featured in season.

(2c) Set apart features.



Clearly being open 24 hours a day, 365 days a year and providing free motor home and caravan parking and services sets Andy's Bakery and Licensed Café apart. These features are unique in Tasmania and are highly valued by tourists and travellers.

Our high level of customer service, reflected in high repeat sales, tourist visits and word of mouth referrals, and our commitment to value for money product offerings also set us apart from our competition.

The range of products provided on our site is unique. In addition to Andy's Bakery and Licensed Café, the site offers Andy's gelato, prepared on the site, and an outlet supplying a range of fresh fruit and vegetables, featuring local produce, and basic grocery lines. Gas bottle refilling is also provided to complete the service for travellers.

(2d) Innovations.

Recent innovations for Andy's Bakery and Licensed Café site are the introduction of the free motor home and caravan parking with accompanying services and the provision of our home made gelato, available both in the café as part of a meal and from a separate adjoining take away outlet. The provision of the park services has required significant capital expenditure in land, the provision of safe, all weather sites and hygienic waste disposal services and water points.



Our specialised gelato equipment has been imported from Italy and a separate manufacturing and sales outlet has been built adjoining our bakery and café.



Both these initiatives reflect the high degree of innovation that is constantly applied to the business, not only in major works but also in the continuous improvement of our products and services. This level of innovative investment also reflects our commitment to providing what our customers want and our confidence in the future of the tourism industry in Tasmania when this philosophy is put into practice.

Future innovations planned recognise the needs of our customers as travellers on the move and the importance of web based information systems. From this season, we are introducing a FREE internet station for downloading and printing emails.

In the past 12 months our innovation of 24 hour/365 day service has been recognised in negotiations with the Department of Infrastructure, Energy and Resources (Roads and Transport) and Tourism Tasmania regarding the erection of Tasmanian Visitor Information Signs on the Bass Highway approaches to Westbury, with supporting signs on the Meander Valley Highway in Westbury.

Question 3: Business Plans

(3a) Business Vision

Our Vision is a staged development of Andy's Bakery and Licensed Café.

Stage One of our development will consolidate the business and provide secure and increasing employment for our staff following the recovery of trade since the opening of the bypass. This Stage will be completed by June 2006.

Stage Two will then grow the business, building on the initiatives of the past 12 months. Our aim is to have Andy's Bakery and Licensed Café recognised as an icon site for travellers, renowned nationally and internationally.

(3b) Key strategies

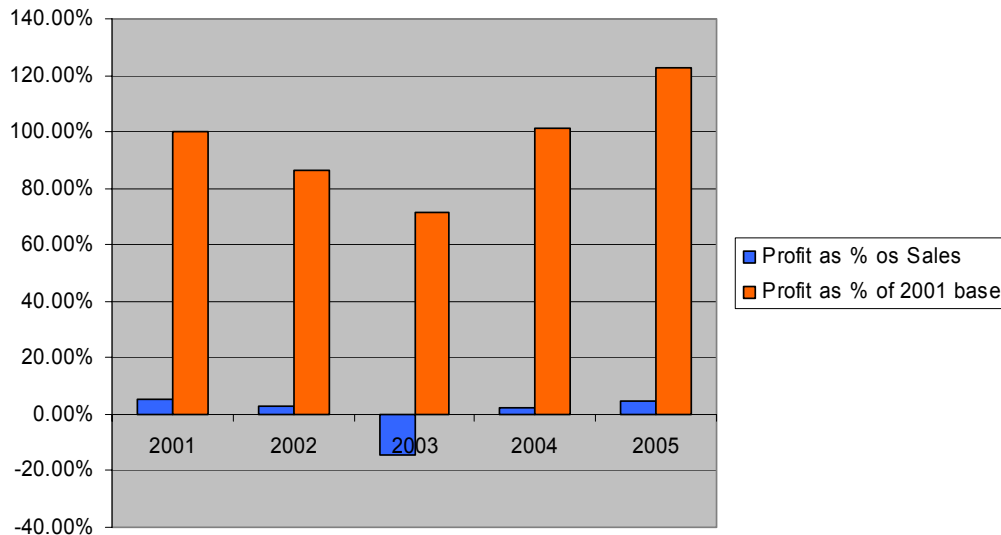
Our site has significant potential for growth built on direct and word of mouth promotion to increase throughput and turnover. Our strategies are:

- To add further value to the site as a travel stop through the provision of additional FREE and LOW COST services such as BBQs, Internet access, powered sites, laundry and shower facilities.
- Improving the standard and presentation of our existing facilities.
- Increasing the local content of our product offerings, particularly in our range of gelati (honey, blueberries, fortified wines etc.)
- Positioning and marketing Andy's Bakery and Licensed Café as a value for money service provider for travellers and tourists.
- Targeted promotion and advertising with a 3% of turnover spend.

(3c) Financial viability

Andy's Bakery and Licensed Café is a profitable and viable business. Figure 2 demonstrates the recovery of the business from the deficit position in 2003 following the opening of the Westbury by pass.

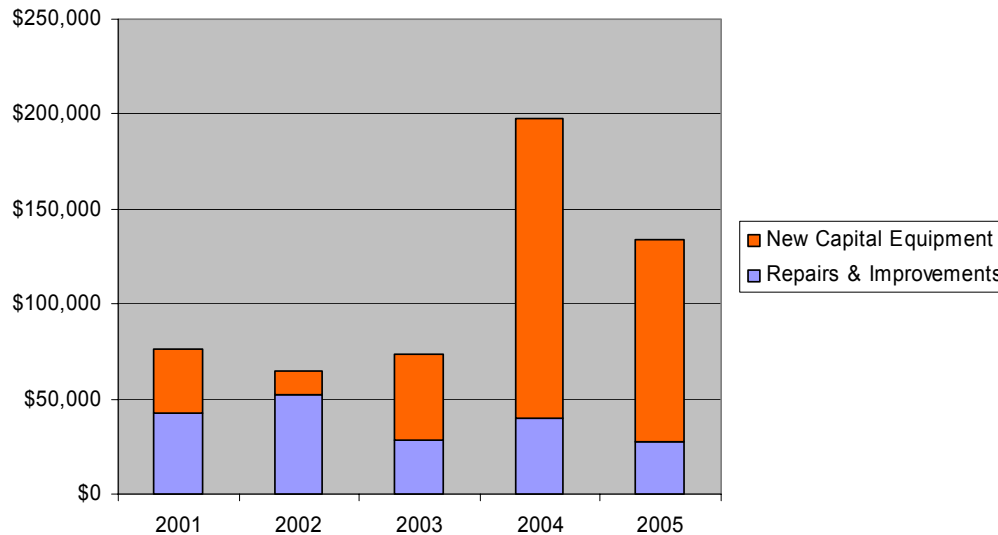
Figure 2
2001- 2005 Profit Comparison



Andy's Bakery and Licensed Café has demonstrated commitment to continuous investment in improving the site and through capital expenditure on new

infrastructure and equipment, as indicated in Figure 3. These include the establishment of the motor home park site, the construction of the adjoining Andy's gelato outlet and the purchase of gelato making and retailing equipment, all since the opening of the Westbury by-pass.

Figure 3
Repairs, Improvements and Capital Expenditure, 2001 - 2005



Question 4: Marketing

(4a) Target market

Andy's Bakery and Licensed Café recognises that we have a range of markets and potential markets;

1. Day travellers and commuters on the Bass Highway seeking coffee, snacks, quality local fruit and vegetables.
2. Local (Westbury and district) patrons.
3. Tourists en route and touring the district utilising self contained motor homes and caravans, self drive cars , coaches and mini buses.

These markets have been targeted because:

- Feedback from visitors and our experience shows that there is a significant gap in the market for quality bakery and meals produced on site.
- Through our market research and travelling experience, we have identified and provided the services that travellers and tourists require. These services are unique and highly valued.
- Based on our research of similar towns that have been by-passed, we are confident that local tourism will continue to improve, increasing the time that visitors spend in Westbury. The Meander Valley Council is developing strategies with other local tourism operators to increase the time tourists spend in Westbury and to promote Westbury as a day visit centre from the large regional centres such as Devonport and Launceston.
- The Tasmanian Visitor Survey estimated 693,700 visitors arrived through scheduled air or sea transport for the year ending December 2003 (up 20.5 percent from 575,700 visitors in the year ending December 2002).

- Increasingly, these tourists are travelling independently and in self contained accommodation and are sensitive to value for money services as their travelling itinerary is restricted by budget rather than time.
- The Introduction to Tourism Tasmania's Caravan and Holiday Parks Strategy states that caravan and holiday parks (including cabins) supply almost half of all commercial accommodation outside the major centres of Hobart and Launceston, accounting for 16% of all holiday visitor nights. The Strategy reports that anecdotal evidence suggests that travellers using their own motor homes are increasing and that they stay longer in the State.
- The demographics of the Australian population indicate that as the "baby boomers" retire, the number of these self sufficient long term travellers (occasionally referred to as the "grey nomads") will increase.
- We are geographically well positioned to service these markets, being on the main arterial link across the north of the state. DIER Transport Department Road Traffic Surveys have shown increasing traffic on the new Bass Highway and significant traffic flows returning to the now Meander Valley Highway through Westbury. (see Table 1)

Table 1
DIER Road Traffic Counts

Year	Position	Movements/day
2003	Bass Hwy bypass	7,070
2004	"	7,300
2003	Meander Valley Hwy Westbury	2,600

(4b) Marketing strategies

Our marketing policy is to spend 3% of turnover on marketing and promotion activities.

Andy's Bakery and Licensed Café's marketing strategies and channels:

- Tourism Tasmania Accreditation and Listing.
- Tourism maps eg UBD regional touring map.
- Television, radio and print media promotion.
- Web site www.andystasmania.com and links to and from other web sites eg http://www.around-oz.com/best_in_oz/bakeries/andys_westbury.htm (currently acknowledged as "Truly the best bakery in Australia for motorhomers").
- Word of mouth referral.
- Travelling publications eg listing in "Camps Australia Wide" (listings by recommendation and word of mouth only).
- Member Great Western Tiers Tourism Association.
- Investigate joining newly formed Caravan Industry Association of Tasmania and link with Caravan Industry Association national marketing.
- Direct feedback through continuous interaction with customers and responding with changes to services and products.

(4c) & (4d) Attracting target markets and describing the expectation

As Andy's target markets are people on the move or planning their travel, Andy's Bakery and Licensed Café marketing strategy emphasis web based channels, tourism symbols on maps, clearly stated signage and the encouragement of word of mouth referral.

Once on site, clear menus, counter signage and product display are used to attract our target market.

The combination of these strategies has seen a reversal in our profitability since the opening of the Westbury by-pass.

Our web based referrals and links have been a successful element in our marketing strategy. Pages from the Around_Oz.com web site are provided in our Appendix of supporting information.

Question 5: Customer Service

The business recognises that we are a service business, dependant on repeat, new and referred business. Because of the nature of the markets identified above, personal experience and referral is a powerful tool in both maintaining customers and generating new business.



Andy Oliver's personal business philosophy is to provide what the customer wants not what others perceive to be their wants or needs to be. This philosophy has been built up through his experience travelling overseas through 36 countries as well as extensive travel across Australia. Interaction with other tourists and travellers and gauging their needs and requirements has lead to a very personal understanding of what travellers and people on the move are looking for. Andy travels extensively each year bringing back new ideas to enhance our customer service, for example "Andy's Gelato", introduced following a visit to Italy.

The nature and the structure of the business allow Andy to maintain a very "hands on" leadership role in the business where his philosophy can be observed in action by staff.

Andy's Bakery and Licensed Café's commitment to customer service is demonstrated by our 24hours/365 days opening. Our facility offers full credit card and Eftpos service 24/365.

We have continuous in-house training in place and our trainees are externally assessed to meet industry standards.



Our customer service is enhanced by fully qualified food preparation staff such as pastry cooks and bakers, ensuring the consistent high quality of our products. Our staff constantly encourage feedback which is consolidated, assessed and acted upon as appropriate. We are currently planning a more formalised feedback system for our onsite parking and food services, both in hard copy and web based form.

(5b) Achieving and maintaining customer service

Andy's Bakery and Licensed Café achieves and maintains quality customer service through policies that have developed a culture of service and good work place practices that enhance customer service. As an indication of our success in achieving a high level of customer service standards, the business recently achieved a **Highly Commended Warm Welcome Award**, awarded to businesses "enhancing a culture of visitor hospitality". This award cannot be nominated for but is awarded

on the basis of departure surveys of tourists' hospitality experiences. This Award is proudly displayed in our service area.

Our customer service policies include:

- Documentation of Standard Operating Practices and Procedures
- Creation of atmosphere that is welcoming and friendly (recognised with a Highly Commended independently nominated achievement in the RACT Warm Welcome Awards).
- Exhibiting local artist to extend service delivery to other areas of business.
- Traineeships externally monitored and accessed (100% success rate to date).
- In-house policies and incentives to maintain staff morale and satisfaction, encouraging and supporting a high level of customer service. Our 24/365 opening allows for flexible working hours to allow staff to meet both family and workplace commitments, improving workplace morale and job satisfaction.
- Induction training and mentoring for new staff.
- Continuously updating staff with product knowledge and marketing strategies so that our staff know the products they are offering and who they are offering them to.
- A complaints resolution and customer satisfaction policy of replacement or cash refund if not fully satisfied with our products.
- Empowerment of staff to make decisions that will result in meeting or improving customer expectations, managing Jan Carlzon's "moments of truth" when staff first have contact with customers.
- High standard and clean uniforms and continuous cleaning of customer and service area and facilities.
- Supportive staff policies (human resource management, safety)
- Registered Work Place Agreements.
- Business skills training.
- Customer surveys are planned for the 2005/06 season.

(5c) Meeting special needs

Special needs catered for by Andy's Bakery and Licensed Café include:

- wheelchair access.
- disabled toilet facilities.
- baby/high chairs for families.
- gluten free and vegetarian products.
- low fat products
- out side smoking area.

All these services are offered 24 hours/365 days a year.

Question 6: Professional Development

(6a) Staff numbers

In addition to the principal Andy Oliver, Andy's Bakery and Licensed Café employs 4 full time staff and 20 casual staff employed on registered Work Place Agreements.

(6c) Commitment to professional development and programs.

The staff management and training philosophy at Andy's Bakery and Licensed Café is to link our staff development with our focus on customer service. Our business is in the hospitality and tourism sector where customer service is the basis on which our business is built and grown. Professional development is therefore focussed toward developing a safe and comfortable working environment in which staff are encouraged and supported to express and extend themselves.

The policies and programs included in 5c above describe the programs we undertake and indicate our commitment to staff professional development.

We believe that by improving the self esteem, skills, knowledge and confidence of our staff, they will be able to positively engage and interact with our customers.

As a measure of our success in creating this environment, we have high staff retention rates with many staff having 15 years service with Andy's Bakery and Licensed Café. Many of our staff have moved on to develop their own successful businesses and keep in contact on a regular basis to seek advice and catch up as personal friends.

Andy Oliver's regular international and national travel provides ideas and stimulation for further innovation and professional development. As an example, as a result of introducing gelato manufacturing to the site, Andy has become an expert in ice cream manufacturer to the extent that he is now consulting to a chain of ice cream retail outlets in Indonesia.

Question 7: Risk Management

(7a) Risk issues identified

Practices and physical infrastructure identified as posing risks to the business, staff and the public include:

- food handling and product safety
- wet areas
- lighting (external and internal)
- site access (from road and parking area)
- equipment (knives, machinery operation, heat, eg ovens, oil, movement eg mixers, vehicles and pedestrian movement)
- hygiene eg toilets and waste disposal
- emergency procedures eg planned meeting point
- continuity of business following impairment or disability of the principal
- continuity of business following impairment of production facilities on site

Andy's Bakery and Licensed Café is committed to a safe working environment and achieves the management of the on site risks through in house training and appropriate signage. As an indication of our commitment, we have had no workers compensation claims and no time lost through accidents in the past 12 months.

All these safety issues and hazards have been identified and addressed through modification of facilities or practices. As an example, 24 hour opening assists the business to maintain high standards of hygiene as cleaning can be structured into low volume time periods. The continual presence of staff minimise security risks and provides continuous lighting at the same standard.



In the case of the disability of the principal Andy Oliver, Andy's elder daughter (25 years old) is qualified in hotel and business management, and although not currently employed in the business, would be available to manage the business in the event of the disablement of Andy Oliver. Andy's younger daughter (21 years old) is currently studying hospitality and tourism. Both these daughters have worked in the business and are in touch with current developments.

Staff are also fully trained to manage the business in the absence of Andy Oliver. The capacity to undertake this currently is demonstrated by Andy's ability to travel for extended periods.

The business accountant is also fully briefed on the business plans and operations and provides financial and management reports for monthly meetings.

Electronic documents are regularly backed up and copies stored off site.

Short term business interruption, for example through fire, would be managed in a limited extent through supplementary supplies from external wholesalers and use of a smaller scale oven stored in a separate building.

Andy's Bakery and Licensed Café is a leader in the tourism and service industry and is therefore subject to copying and mimicking of products and services by competitors. Andy's Bakery and Licensed Café will rely on our ability to continually innovate and our strong customer focus to maintain our position in the industry.

(7b) Compliance

Staff compliance is achieved through:

- training, particularly induction training for safety issues
- documentation of workplace incidences and remedial action
- mentoring of fellow staff members practices (important where there is moving equipment and bakery operations) and
- external assessment of skills and knowledge standards which are independently set.

Question 8: Environmental Sustainability

Andy's Bakery and Licensed Café has identified a range of practices and programs that we have either implemented or are planning that minimise the environmental impact of our operations, reduce waste, maximise recycling, improve the environment surrounding our site and support other environmentally sustainable suppliers. These include:

- Planting over 200 trees around our park site.
- Plan to minimise plastic carrier bags by 2006 and replace with bio degradable and recyclable bags.
- Products sourced from environmentally sustainable production systems eg 41 Degrees South Aquaculture, Christmas Hills Raspberry Farm.
- Recycling spent cooking oil.
- Recycled paper and packaging products.
- Water and energy conservation eg light globes, insulation, energy efficient dishwashers and refrigeration.
- Waste disposal by professional waste management operators.

Question 9: Cultural and Social Responsibilities

Andy's Bakery and Licensed Café recognises the importance of maintaining vibrant and diversified local communities. As one of the major tourism employers in the district, we contribute directly to employment and economic activity through the employment of local staff in full time and casual positions and traineeships. We have a policy of engaging local trades people for construction, repairs and maintenance unless the skills and knowledge are not available locally.

Andy's Bakery and Licensed Café supports local social and sporting clubs through the donation of product for catering and raffle prizes etc upon request.

The site provides an Information Counter as a centre for other local tourism operators and service providers, both as a service to our customers and to promote local business, endeavouring to lengthen visitor time spent in Westbury and the district.

By providing services that attract traffic from the through highway and by providing facilities that hold tourists for up to 48 hours at a time, we increase the visitor spend on ancillary services such as petrol suppliers and supermarkets.

Previous headings have indicated how we utilise local produce which is identified where possible in product descriptions.

Andy Oliver is a past foundation member of Lions Club and past secretary and treasurer of the Westbury Football Club.

Question 10: Involvement in the Tourism Industry

Andy Oliver recognises the value of contributing to the development of the tourism industry through contributions to development bodies' events and participation in awards such as this. Industry involvement provides for synergies in business development, achievement of critical mass for industry initiatives and networking to provide information and skills exchange.

Andy has contributed through:

- Inaugural member and past Treasurer of Westbury Business Development Group.
- Inaugural member and past Treasurer of Westbury St Patrick's Day Festival
- Supporter of the Great Western Tiers Tourism initiative.