

# Kaikoura, (New Zealand)

Kaikoura : Population 4000

Traditional farming and fishing

1987 - 3600 international visitors

2002 - 350 000 international visitors

2012 - 650, 000 international visitors

Tourism sector contributes \$67 million to the local economy.

1/3 of the town's full time jobs are in tourism, and another 1/3 rely on a proportion of the tourism income to make their job sustainable.

# Comparison - Kaikoura 1987 - 2012

	1987	2012	Variance %
Accommodation Complex	23	96	+ 317%
Guest Beds	386	1860	+ 382%
Coach Services	2 each week	112 weekly	+ 5,500%
Licensed Premises	4	43	+ 975%
Restaurants / Cafés	10	35	+ 250%
Tour Operators	5	58	+ 1060%
Taxi Services	0	1	New Service
Building Permits Issued	41	221	+ 439%



# Kaikoura Whale Watch

- ❑ Established in late 1980's by local Maori residents desperate to create employment and build a future for their children.
- ❑ Local Maori (over 90% unemployment rate) borrowed \$100,000 to initiate - used their homes as collateral.
- ❑ Only grant in their history - \$5000 for a feasibility plan.

# Kaikoura Whale Watch

## Today:

- ❑ Biggest employer in Kaikoura with over 250 staff- 77 fulltime staff
- ❑ Custom built marina and a fleet of 6 custom built boats
- ❑ Annual turnover of NZ\$10 million
- ❑ 100,00 customers per year
- ❑ Winner of-
  - New Zealand Tourism Operator of the of Decade
  - British Airlines Best Global Eco Tourism Award
  - International Virgin Responsible Tourism Award .

# Kaikoura Whale Watch

- Besides Whale Watch, the company has a wide range of businesses:
  - biggest Day Tour company operating operating on the South Island
  - chain of 9 coffee shops throughout New Zealand
  - Clifford Bay Marine Farm
  - technology investments.



# 4. Facilitating Collaboration and relationships



**'I can't  
save the  
world on  
my own...it  
will take at  
least three  
of us.'**

**(Bill Mollison, a founder of the  
Permaculture Movement)**





When spider webs unite they  
can tie up a lion.

African Proverb

# Importance of Relationships

'Relationship building is the fundamental action of community and economic building.'

Libby Ozinga  
- Creator of  
the Mainstreet Movement  
in Australia



# Beechworth, Victoria







# BAKERY









# Case Study Beechworth Bakery

- Employs 76 people
- Turns \$8 million plus per year
- Took \$30,000 over the counter on one day
- Attracts over 800,000 customers per year
- Offers 200 products
- Seats 300 customers
- Has won the most significant Regional Tourism Award in Victoria 3 times

Replicated the bakery in 5 other towns (255 staff and \$17 million in total turnover)





How do  
you make  
dough  
Tom's  
way?

**‘We are not in business  
to build products or  
services. We are in  
business to build  
relationships’**

(Michael Leboeff)

# 1. The Customer





*Australia's  
Greatest Bakery*

C O M P L I M E N T A R Y  
ONE VOUCHER PER CUSTOMER PER TRANSACTION ONLY

CS 31001

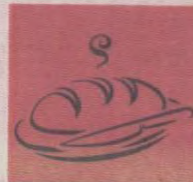


BEECHWORTH BAKERY  
27 CAMP STREET,  
BEECHWORTH VICTORIA 3747

C O F F E E S T O P

Your choice of...

Hot chocolate, cappuccino, coffee or tea



BEECHWORTH BAKERY









We hope you have  
enjoyed your visit  
to Beechworth Bakery.

How can we serve  
you better?

Your suggestions are  
most welcome.

*Thankyou.*

**BEECHWORTH BAKERY™**

*Australia's greatest bakery*

**Beechworth**  
**Echuca • Albury • Bendigo**  
**Healesville • Ballarat**

enquiries@beechworthbakery.com.au

*www.beechworthbakery.com.au*

Tel 03 5728 1132

Date

Time

*Comments:*

Name

Address

Postcode

Location visited

Tel

## 2. Staff

‘I spend a lot of money training my staff. Some locals think that I’m investing too much money in my people and they say to me: “Tom, what if you train them and they leave?”

To which I usually reply: “What if I don’t train them and they stay.’

(Tom O’ Toole,









# 3. The Local Community







# TOUR DE ALAUSTRALIA'S GREATEST BAKERY BEECHWORTH BAKERY

22-26 OCTOBER, 2014

## 5 FANTASTIC STAGES.

### RIDE ONE DAY. OR ALL FIVE!



And help us to Raise Funds  
and Awareness for the SES!

The Tour de Beechworth Bakery offers the chance to enjoy some of the most stunning scenery in Victoria whilst enjoying the pro-cyclist life. All you have to do is ride; we take care of luggage, meals, mechanics & accommodation. We really could not think of a better way to celebrate 30 years of the Beechworth Bakery really! Better still, we will be supporting the great work of the SES as we tour around, helping raise awareness and funds for this great service. For further information and entry, visit our website: [www.BeechworthBakery.com.au](http://www.BeechworthBakery.com.au)

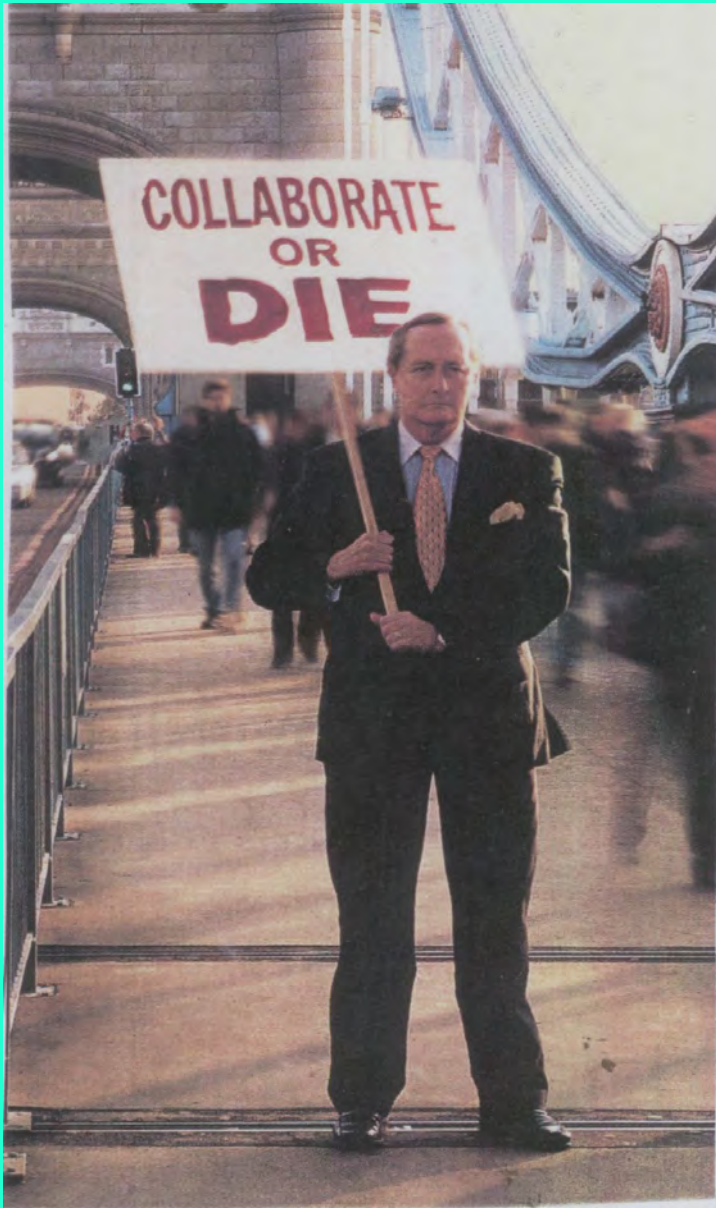
### AN EVENT WORTH CELEBRATING!



Healesville > Ballarat > Bendigo > Echuca > Albury > Beechworth

ENTER  
NOW!

[www.BeechworthBakery.com.au](http://www.BeechworthBakery.com.au)

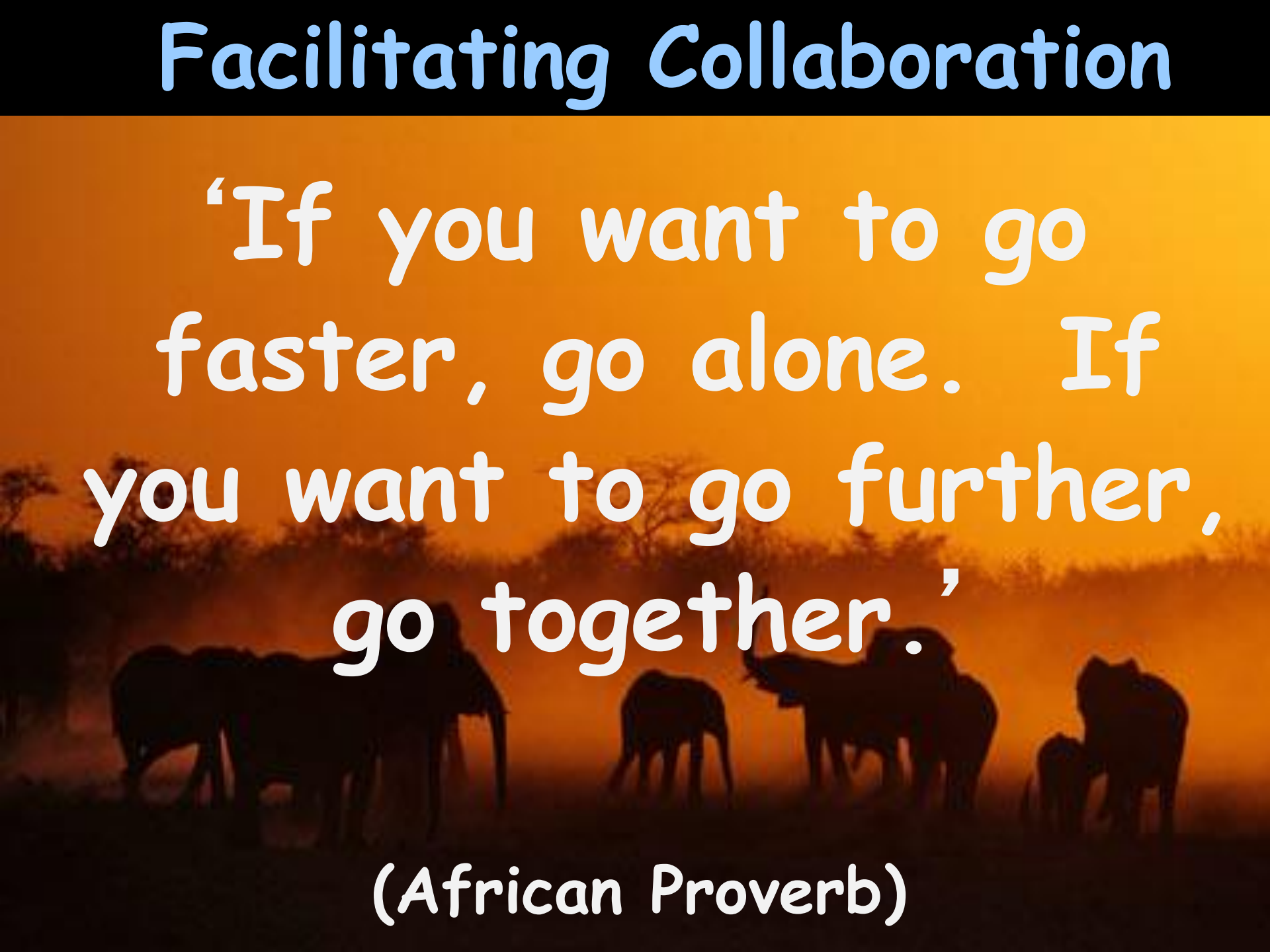


## 4. Other Businesses and Suppliers

# Facilitating Collaboration

‘If you want to go faster, go alone. If you want to go further, go together.’

(African Proverb)



# 5. Instilling Positive Mindset

The first duty of a leader is to  
instill optimism.'

(Field Marshall Montgomery)

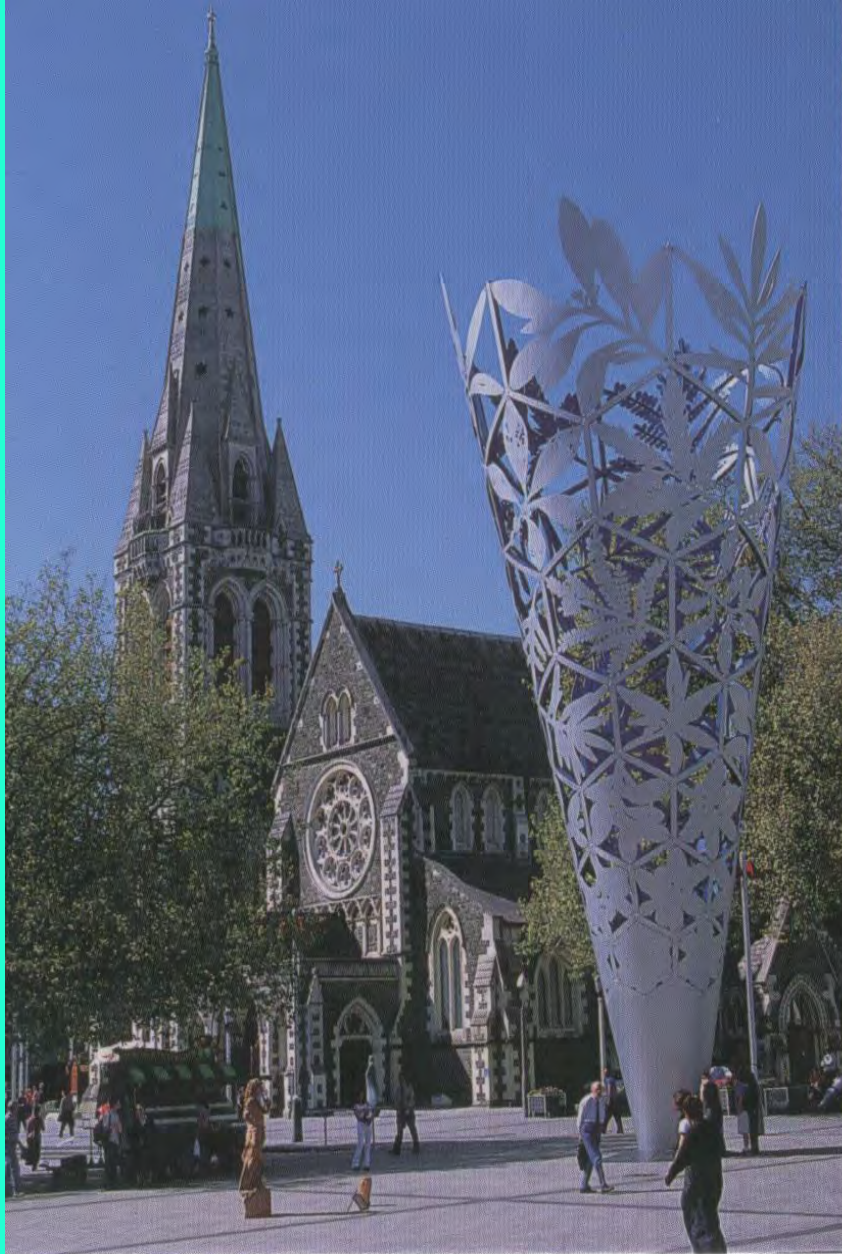
'A leader is a merchant of hope'  
(Napoleon)

*'Nowadays towns are really not so different from businesses, they need to keep recreating themselves. Not so many years ago country towns were subject to general trends. They would all do well or all do badly. The picture is now very uneven. The successful towns are likely to be driven by people who are passionate and creative, who see an opportunity and go for it. You need communities with a bit of get up and go spirit. Some have it, some don't.'*

*-Roy Powell*

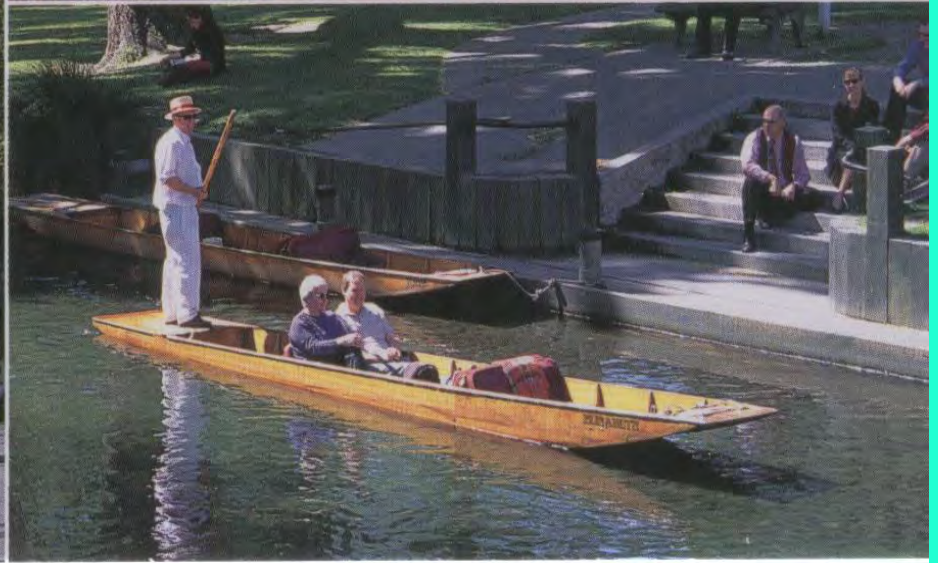
*'You can't move your town to a different location, you can move your town's attitude in a different direction'*

-Heartland Center for Leadership Development



# CHRISTCHURCH

NEW ZEALAND







*'I think negative people should be taxed. They require an incredible amount of energy. They're like corgis nibbling at your ankles and I'm sure they exist to show us the difference between heaven and hell.'*

(Vicki Buck, Deputy Mayor, Christchurch City Council)

'When facing a difficult task, act as if it is impossible to fail. When going after Moby Dick, bring along the tartar sauce.'

# 6. Fostering Leadership

**'A leader creates leaders  
who creates leaders'.**

**(Carol McCall)**

**'Leaders don't create  
followers - they create  
more leaders'**

**(Tom Peters)**

**‘If you want a year of prosperity, grow grass.**

**If you want ten years of prosperity, grow trees.**

**If you want 100 years of prosperity, grow people.’**

**(Scott’s Bluff Leadership)**

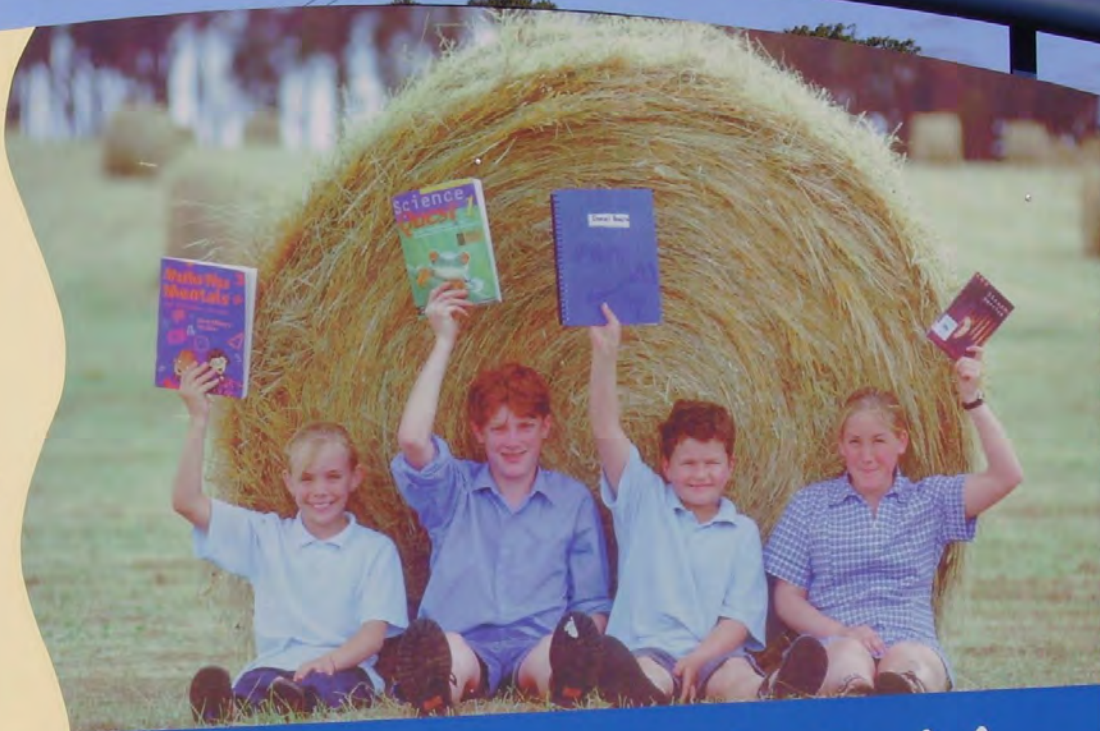


# TUMBARUMBA2KOKODA





Hawkesdale  
P12  
Small  
School  
Big  
Reputation



Hawkesdale



# Toilets to put town on the tourist map



Hawkesdale P-12 College students Scott Poynton and Erin Habel are behind the tourist initiative. *Illustration by [unreadable]*

By DANIELLE PERKINS

THE inclusion of the Hawkesdale public toilets on the south-west's list of tourist attractions does not seem likely — yet.

But if a group of energetic and community-minded Hawkesdale and district youth have their way, the town's toilet block will join the Twelve Apostles and the Grampians as a must-see for visitors to the area.

Under the banner of the Hawkesdale Youth Action Group, the town's young people have decided to build the world's "most funky, architecturally significant toilet block".

With the support of the Moyness Shire and the shire's Youth at the Centre initiative, the group realised they only needed to stop a small percentage of the huge number of travellers who passed through the town to increase economic growth.

Hawkesdale P-12 College year 12 student Scott Poynton said the group wanted to encourage

**"We're building the world's most funky, architecturally significant toilet block"**

travellers between the Grampians and the Great Ocean Road to stop and have a look at the community and maybe spend money at the local store.

"We did think about skate parks but everyone does (them). With a toilet you can stop people — it's a need and not a want," he said.

"And although this is our first project, hopefully in the years to come we can do other things for the community."

Fellow group member Erin Habel said although only seven students were involved, she hoped other children would see the group "going places" and join in.

Erin said the group would today present the preliminary

plans to Moyness Shire Council. "Hopefully, Moyness Shire can partly fund it plus other corporate businesses. We need to raise between \$75,000 and \$100,000."

Erin said the plans were designed by Sydney architect Dale Jones-Evan, who was enthusiastic about the idea.

"He thought it was really great that young kids wanted to be involved in their community so he came down and we told him what designs we wanted. We are really happy with what he came back with," she said.

Moyness Shire youth development officer Richard Gent said the project showed Hawkesdale youth were proactive and willing to make things happen.

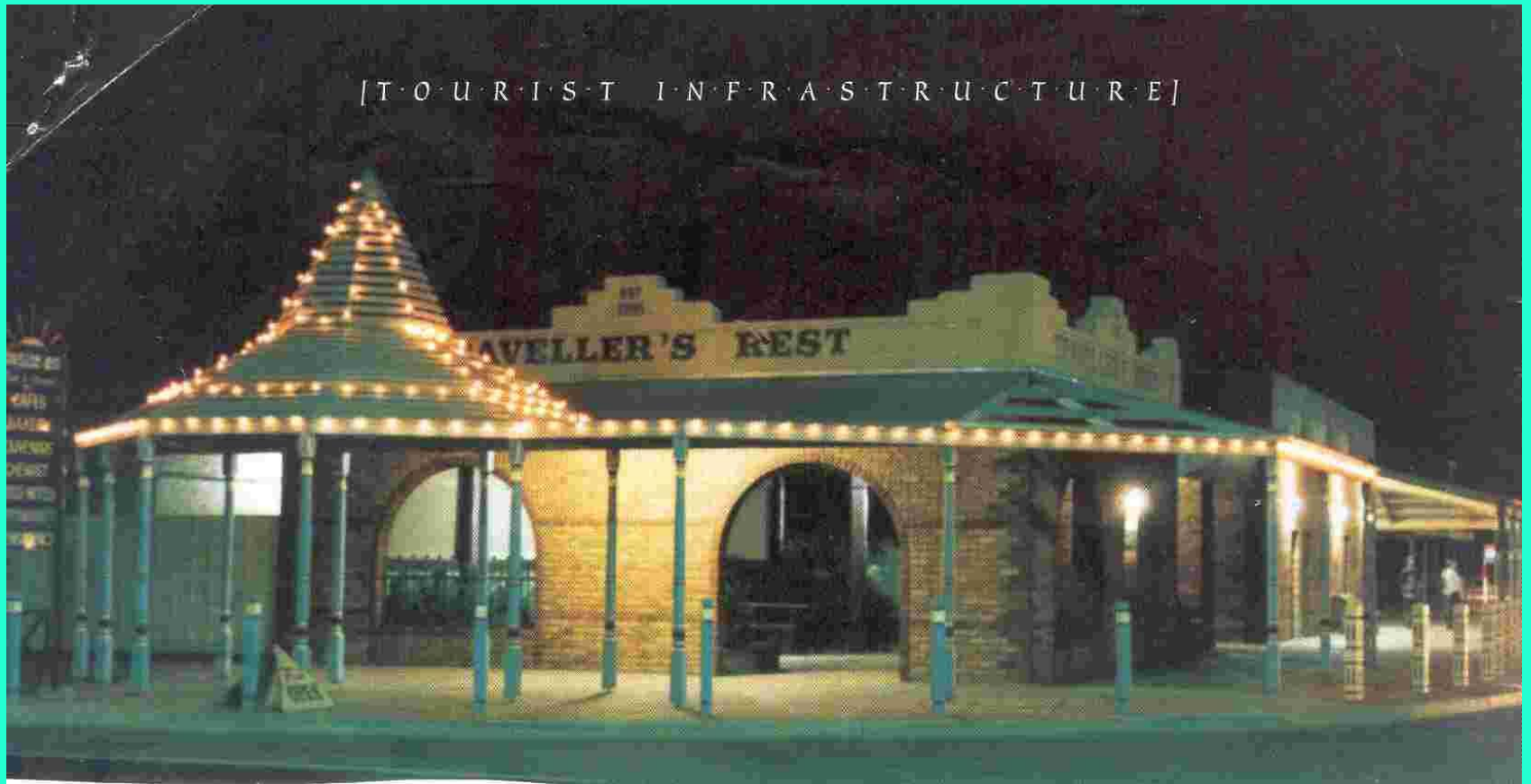
"It says a great deal about the role of young people in rural communities," he said. "Youth are (considered) passive and willing to do little more than give an opinion. This gives them a sense of community and makes them proud of their town."



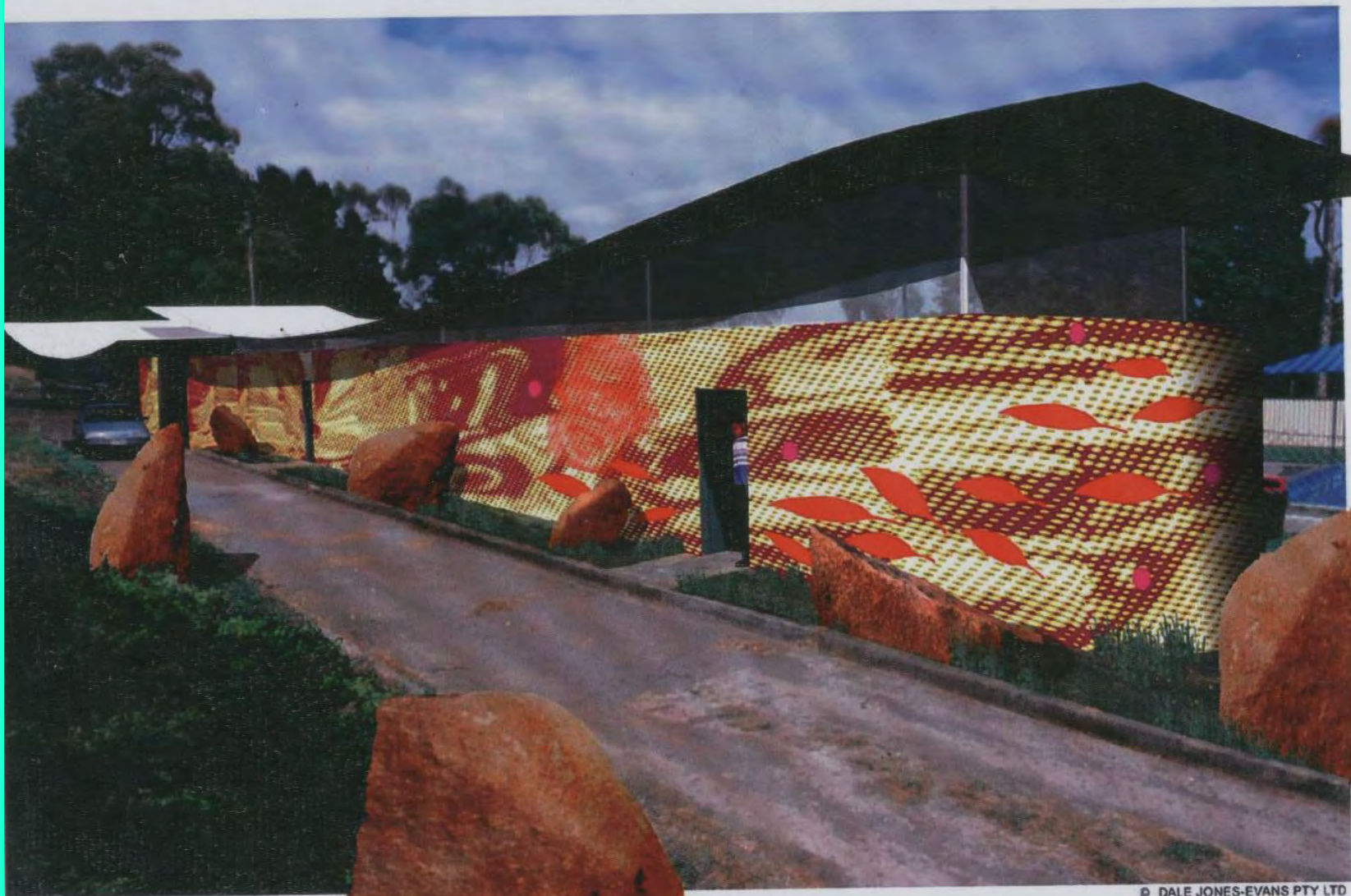


Kawakawa Bay of Islands

[T·O·U·R·I·S·T I·N·F·R·A·S·T·R·U·C·T·U·R·E]







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# **Six Key Community Leadership Functions**

- 1. Making Things Happen**
- 2. Creating Vision**
- 3. Inspiring Others**
- 4. Facilitating Collaboration and relationships**
- 5. Instilling Positive Mindset**
- 6. Fostering Leadership**

**Questions**

**&**

**Contributions**

**What are you going  
to do different  
tomorrow?**

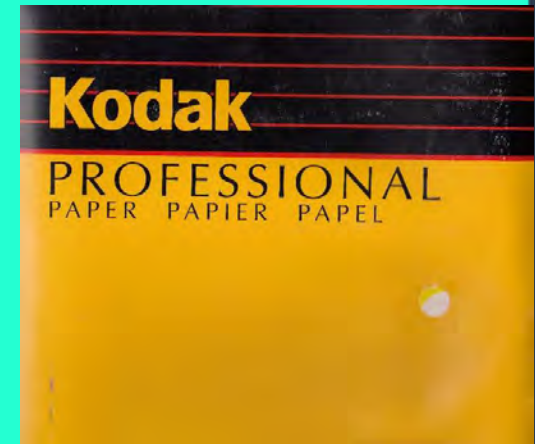
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# "The Future Ain't What it Used to Be"

In 1998, Kodak had 170,000 employees and sold 85% of all photo paper worldwide. By 2001, paper film was not being used again, and Kodak went bankrupt. Kodak did not see it coming and did not change their business model. Yet what is interesting is that digital cameras were invented in 1975.



Every morning in Africa a  
springbok wakes up.

It knows it must run faster than  
the fastest lion or it will be killed.

Every morning a lion wakes up.

It knows it must outrun the  
slowest springbok or it will starve  
to death.

But it does not matter  
whether you are a lion or a  
springbok;

When the sun comes up you  
had better be

*Running!*

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