

**An Exploratory Analysis of the Issues in Accessing Local Food Products among
Relais & Chateaux Chefs**

by

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AUTHOR'S DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

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ABSTRACT

This study is an exploratory examination of the perceptions of chefs affiliated with Relais & Chateaux properties in Canada with respect to their relationships with suppliers, the importance of local ingredients in menu design, and other issues associated with their work as chefs in some of the top restaurants in Canada. Their understanding of the concept of “culinary tourism” is also explored. For the purpose of this study, culinary tourism is conceptually defined to be “any tourism experience in which one learns about, appreciates, or consumes branded local culinary resources” (Smith and Xiao, 2006, p. 4).

Data for this study were obtained from three sources: (1) a closed-ended questionnaire, which inquired about acquisition, production and consumption issues associated with restaurant chefs (2) in-depth personal interviews with chefs that enabled the researcher to gain a holistic view of the role and results of chefs interaction with local food producers, and (3) a content analysis of Relais & Chateaux menus that served as a template to how chefs brand producers in their restaurants. A total of 11 chefs completed the survey and were interviewed between the months of June, 2007 and August, 2007. The comments by the chefs in the interviews were classified into 9 themes. The themes that emerged include producer relationships, producer communication, local ingredients, cuisine, restaurant staff, culinary tourism, knowledge of clientele, culinary products and Relais & Chateaux brand.

The interviews resulted in a number of insights into chef relations with local food producers as well as the potential of culinary tourism as a tourism experience provided by Relais & Chateaux chefs. Chefs spend considerable time and effort facilitating relationships with local producers in order to create quality. These chefs expressed the importance of quality and relationships with local producers while highlighting the need for communication among properly trained waiters. Chefs used both menus and guests’ interaction with waiters to communicate the use of local ingredients in their restaurants. The chefs focus on local affiliations to products as a way to promote local producers. However, once relationships with a local producer are developed, some chefs maintain that relationship even if the move out of the area.

Many chefs reported that increased interaction among culinary tourism stakeholders, at a regional level, was needed in order for regional producers to brand their products in the market place. With this it was recommended that bi-yearly meetings involving restaurateurs, producers, farmers and artisans is needed to better network their product offerings. In each case, the goal of the Canadian Relais & Chateaux chef is to improve upon the branding of Canadian food ingredients. The research revealed the positive impact that this group of chefs has had in promoting grass roots food products for an increasingly popular tourism market. Findings of this research suggest that chefs are involved in the production, education, facilitation and communication of local ingredients in the restaurant setting which raises issues of their role in the branding of local food ingredients for the culinary tourist in order to promote a healthy culinary tourism product. The study concludes with suggestions for further research in this area.

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DEDICATION

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TABLE OF CONTENTS

CHAPTER ONE	1
1.0 INTRODUCTION AND OVERVIEW	1
1.0.1 <i>Culinary Tourism Supply Chains</i>	3
1.1 <i>Problem Statement</i>	6
1.2 <i>Purpose of Study</i>	9
1.3 <i>Research Objectives and Questions</i>	9
CHAPTER TWO	11
2.0 LITERATURE REVIEW	11
2.1 <i>Culinary Tourism and Related Terms</i>	11
2.1.1 <i>The Culinary Tourist</i>	13
2.1.2 <i>Culinary Tourism's Raison d'être</i>	14
2.1.3 <i>The Experience of Culinary Tourism</i>	16
2.1.4 <i>Developing Culinary Tourism</i>	21
2.1.5 <i>The Culinary Tourism Regional Product</i>	23
2.2 <i>Supply Chain</i>	33
2.2.1 <i>The Restaurant Purchasing Function</i>	36
2.2.2 <i>Restaurant use of Local Food Ingredients</i>	40
2.2.3 <i>Accessing Local Food Ingredients</i>	44
2.3 <i>Branding</i>	46
2.3.1 <i>Issues Involved in Using Local Ingredients and Menu Branding</i>	52
2.4 <i>Summary</i>	54
CHAPTER THREE	56
3.0 METHODOLOGY	56
3.1 <i>Setting of the Study: Relais & Chateaux</i>	58
3.2 <i>Survey Procedures</i>	59
3.2.1 <i>Self-Administered Questionnaires</i>	62
3.2.1.1 <i>Descriptive Statistics</i>	64
3.2.2 <i>Semi-Structured Interviews</i>	65
3.2.2.1 <i>Content Analysis</i>	69
3.3 <i>Supplementary Resource</i>	72
3.3.1 <i>Restaurant Menu Content</i>	72
3.3.2 <i>Content Analysis</i>	73
CHAPTER FOUR.....	75
4.0 RESULTS	75
4.1 <i>Written Survey Results</i>	75
4.1.1 <i>Supplier Selection Characteristics</i>	75
4.1.2 <i>Production Related Topics</i>	77
4.1.3 <i>Important Communication Media</i>	79
4.1.4 <i>Survey Summary</i>	80
4.2 <i>Chef Interview Results</i>	81

4.2.1 Description of Chef Interviews.....	81
4.2.2 Theme Distribution	83
4.2.3 Theme Results	85
4.2.2.1 Producer Relationship.....	85
4.2.2.2 Producer Communication	87
4.2.2.3 Local Ingredients	90
4.2.2.4 Cuisine	92
4.2.2.5 Restaurant Staff.....	94
4.2.2.6 Culinary Tourism	95
4.2.2.7 Knowledge of Clientele	96
4.2.2.8 Culinary Products	97
4.2.2.9 Relais & Chateaux Brand.....	98
4.2.4 Interview Summary	98
4.3 Menu Coding Results.....	99
4.3.1 List Item description and results	101
4.3.2 Menu Coding Summary.....	108
CHAPTER FIVE	109
5.0 DISCUSSION	109
5.1 Chef survey results.....	110
5.2 Perspectives on Issues in Accessing Local Food Products.....	111
5.2.1 Producer Relationships	111
5.2.2 Producer Communication	114
5.2.3 Local Ingredients	117
5.2.4 Cuisine	120
5.2.5 Restaurant Staff.....	122
5.2.6 Culinary Tourism	124
5.2.7 Knowledge of Clientele	125
5.2.8 Culinary Products	126
5.2.9 Relais & Chateaux brand.....	127
5.3 Menu Content	128
5.4 Summary.....	129
CHAPTER SIX	130
6.0 CONCLUSION	130
6.1 Significance of the findings.....	133
6.2 Limitations	134
6.3 Future Research.....	135
6.4 Conclusion	136
REFERENCES.....	138
Appendix A.....	146
Appendix B.....	149
Appendix C	150
Appendix D.....	151
Appendix E.....	153

LIST OF FIGURES

Figure 1: The conceptual model of the tourist experience.....	18
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LIST OF TABLES

Table 1: Tourism and Food Interactions	31
Table 2: Influence of printed material and restaurant characteristics on respondents' choice of restaurant when on holiday	40
Table 3: Representation regarding sex, provincial location, type of community location, experience as a executive chef, length of time at the property, previous experience as a chef at a Relais & Chateaux property , and property classification.....	68
Table 4: Description of themes for coding unit classification.	71
Table 5: Category description and meaning for appropriate menu coding.....	73
Table 6: Supplier characteristics and their importance to the chefs' choice of supplier ...	77
Table 7: Chef issues in menu production related to suppliers	78
Table 8: Communication media and their importance to the guest experience	80
Table 9: Number of statements attributed to categories of chefs.....	82
Table 10: Themes Addressed by Chefs (n=286)	83
Table 11: Theme Distribution by Province (n=286).....	84
Table 12: List Items and Frequency throughout items	100

CHAPTER ONE

1.0 INTRODUCTION AND OVERVIEW

Food and beverage expenditures represent a significant portion of most visitors' trip spending, 40% of average trip expenditures, is a common estimate (Belisle, 1983; Hudman, 1986; Waterhouse et al., 1995). The provision of food and drink, that is, food service, is not only meeting a basic human need but an integral part of the tourism experience (Fox and Sheldon, 1988; Getz and Frisby, 1988). Richards (2002) also notes that a large proportion of most tourist experiences are devoted to consuming food and drink, or deciding what and where to consume. During a study of holiday-makers to Bornholm, Denmark, Gyimothy, Rassing and Wanhill (2000) found that 54% of tourists cited restaurants as "very important" or "important" in their decision to visit Bornholm. In a nationwide survey of American interests in dining, the San Francisco Convention and Visitor Bureau (CVB, 1999) found that 38% of adult Americans identified themselves as "foodies". Foodies according to this study are people who "have a high degree of interest in foods and enjoy dining."

Restaurants are not only a place to eat, they can be an experience (Muler, 1999b) and an attraction within the tourism sector (Apfel, 1998). Because of the importance of restaurants to the tourism sector, many restaurateurs search for ways to make their establishments more appealing to visitors by enhancing the experience. Strategies aimed at enhancing the experience include marketing campaigns and product design, such as theme development. Planet Hollywood, Hard Rock Café, and the Rain Forest Café are well-known examples of mid-market restaurants that serve as a tourist attraction aimed at enhancing the experience of dining.

A similar strategy can be seen at high-end restaurants – haute-cuisine restaurants – that offer patrons the “magic of discovery” and where cooking is considered an art form. Haute-cuisine restaurants in Europe are featured in the *Red Guide*, formerly the Michelin guide that utilizes the “Michelin Star System”. This particular guide plays a key role for gourmets of French cuisine as the guides “Star” system has a major impact on restaurants’ turnover and profitability (Surlmont and Johnson, 2005). Research completed on food in tourism as an attraction found the menu is a principal means of food presentation and that menus guide prospective customers through the fare being offered (Cohen and Aviele, 2004). An increasingly important tactic for chefs of both “star” and other restaurants is to base menus on local ingredients that are branded or positioned as “authentic” and high quality thereby offering a distinct gastronomic experience, typically by implying associating a place with the local ingredients.

Sourcing ingredients locally has become a critical issue for better-quality restaurants in maintaining quality food tourism products (Jones and Jenkins, 2002). During the 2005 Ontario Symposium on Culinary Tourism, emphasis was placed on local ingredients when defining culinary tourism. Culinary tourism is defined as “any tourism experience in which one learns about, appreciates, or consumes branded local culinary resources” (Smith and Xiao, 2006, p. 4). Examples of destinations that offer a culinary experience to culinary tourists include New Orleans where you can sample Cajun cuisine or travel to destinations such as Stilton or Cheddar to enjoy their distinctive cheeses.

Hjalager and Corigilano (2000) contend that a region’s food traditions are determined by its natural and climatic resources. The various dishes traditionally prepared are based on the types of crops that can be grown in the soil, the type of fish that

can be caught in the seas or lakes, and the type of livestock that the land is suited to. The desire to experience culture through cuisine is a major reason why a culinary tourist travels – particularly traditional ingredients and styles of preparing local dishes (Corigliano, 1996). In essence, eating a typical local dish or drinking a local wine is a means for the tourist to come into contact with a local culture. Local styles of preparation, local ingredients, and the presentation of a food item on menus are often indigenous to a particular area and help in completing the entire cultural culinary experience. This is not to say that every ingredient in a meal or dish is local, rather the majority of the meal or dish is locally-based. Food, as an element of tourist development at the local level, serves as an identity marker of a region, and is considered a means of promoting farm products, local producers, and local markets; in communities and their restaurants, menus can serve as a way of promoting identity.

1.0.1 Culinary Tourism Supply Chains

The linkage between restaurants and their suppliers is referred to as a supply chain or more precisely, it represents one link in the overall supply chain that moves food from the growers and producers to the final consumer - the diner. Traditionally, supply chains are concerned with three components: (1) the supplier; (2) consumer; and (3) the distributor who delivers supplies to the consumer (that may, in turn, be a producer for another consumer) (Erenguc, et al., 1999). A key goal of supply chain management is the efficient integration of the various links, specifically, the various enterprises of the chain (Lambert, et al., 1998). There is an opportunity at each link to add value to the overall product; if the product is a restaurant meal, the supply chain can be managed in such a

way to make the meal memorable (Richards, 2002). For instance, the promotion of Welsh tourism products through *The Taste of Wales* – a culinary tourism initiative – shows that the hospitality industry tends to establish locally based networks that rely on personal contacts to acquire and sustain the supply of quality food products (Jones and Jenkins, 2002). Supply chains benefit business through “specialization, speed and agility in responding to a changing environment, and cost savings through negotiating outsourcing contracts” (Smith and Xiao, 2006, p.4).

The ability of food providers to brand their products as “local” or “authentic” is just one of the many benefits that arise from the proper use of supply chains. The use of local ingredients prompted Ravenscroft and Westering (2002) to explore how intellectual property law can be extended over regional gastronomy. This research was prompted by the need to protect the names of items such as Chablis, feta, and cheddar. Branding products, much like authenticating a product’s background, can benefit culinary tourism in two ways: it protects the product image and it creates familiarity for the consumer.

One way that a chef can reassure the guest about food being offered is to highlight a specific supplier or region of origin in the menu. Associating a food product with a specific supplier or region is a form of branding. Branding food items has the potential to indicate dependable product quality. Richards notes that “as more destinations develop gastronomic experiences for visitors the issue of intellectual property becomes more acute” (Richards, 2002, p. 12).

Destinations such as Italy and France have a long-standing heritage in culinary tourism, which has led to protecting regional products by legislation. These laws include the Common Agricultural Policy (CAP) in Italy, through the European Union

(Corigliano, 2002) and L'appellation Montagne and Les certificats de conformité in France, which certify the authenticity of regional food products (Bessiere, 1998). In a study of visitor and non-visitor images of Mediterranean destinations, Baloglu and McCleary (1999) found that Italy scored significantly higher on "appealing local food [cuisine]" than destinations such as Turkey, Egypt, or Greece. The authors attributed this to Italy's rigorous food branding and the country's ability to position food production within federal legislation. If local products are to assert their reputation as an expression of a regional food culture, more attention will have to be paid to ensuring consistent and controlled quality (Hjalager, 2002). Products are branded with respect to the authenticity of their origin because consumers know that when a food item is from a specific place, it carries with it specific characteristics. The search for authentic cuisine is central to tourism and gastronomy provides the motivation for many authentic encounters with different cultures (Fields, 2002).

Bessiere (2001) found that, with respect to cuisine as a tourist attraction, consumers expect a close relationship with the producer of their food. Food consumers, such as tourists, buy their products directly from farms or farmer markets ensuring freshness and implying higher product quality. Labeling also creates a sense of a relationship when the consumer can relate to the region or area that the food item is purchased from. Studying the French product quality accreditation, Bessiere (2001) notes that labeling imparts guarantee or quality and gives consumers a feeling about the history, identity and nature of the products, whether it is real or imaginary. Furthermore, "symbolically, branding represents imagined qualities that help compensate for the distance between the source of the food and the consumer of the product" (Bessiere,

1998, p. 25). This type of consumer education is also accomplished with the restaurant menu and reflects the amount of work that is put into accessing local suppliers and maintaining supplier relationships, restaurant chefs want to utilize this resource by communicating it to the customer through menu branding.

1.1 Problem Statement

Boyne, Williams and Hall (2002) identified four categories of linkages between tourism and food in their study of the *Isle Arran Taste Trail*. Their classification was designed to illustrate direct and indirect relationships between food production related and food consumption related activities (Boyne, et al., 2002). One section in the researchers' classification contains conditions that affect food production and processing in the context of supply for tourism consumption that highlights the need for strategic alliances and proper supply chain management of tourism food relationships. Boyne et al., acknowledged that the literature relating to the linkages in this section lag behind current practical developments, because tourists' access to local agricultural systems and the supply chains that facilitate linkages, has not been properly documented.

Research on Welsh tourism products highlights deficiencies between food producers and the tourist industry (Jones and Jenkins, 2002). An example from Jones and Jenkins emphasize the relationships among the Wales Tourist Board, the Welsh Development Agency, the new food directorate, and the *Taste of Wales* initiative as unclear and functioning with channels that are weak and with poor co-ordination among key stakeholders. In particular, the key stakeholders involved in the supply chain did not take into account the emerging tensions between the capacity of a local area food

distribution system and the initiative of marketing strategies of food producers.

Moreover, limitations in the capacities of local food production and distribution systems (Jones and Jenkins, 2002) were ignored. Furthermore the relationship between food producers and the hospitality industry remains largely informal, often poorly structured, and ill-defined (Jones and Jenkins, 2002). Once relationships are arranged with local producers, maintaining the relationships tends to be time-consuming, often unreliable and often subject to last minute changes or cancellations (Jones and Jenkins, 2002).

Investigating how supply chains affect the role of culinary tourism, Smith and Xiao (2006, p. 2) emphasize that, “supply chains should be viewed as more than just the movement and storage of tangible commodities; they should be seen as encompassing the flow of information, diffuse communication and marketing efforts, and access to talent”. The importance of information – broadly defined – can be seen in the cachet of location in products such as Parma ham, Dijon mustard, and Alberta Beef. In each case, the use of the origin conveys important information – not just about the origin – but the quality and flavor of the product.

Successful management of supply chains is achieved when all the enterprises involved in chain are able to co-ordinate their activities to achieve maximum added value, cost-savings, or efficiencies through their collaborated efforts (Smith and Xiao, 2006). In the case of culinary tourism, one of the key groups of actors is chefs. The functioning of relationships between chefs and suppliers remains largely under researched. As Fields (2002) has highlighted, there is a need for further research in understanding how alliances work and the consequences for destinations, segments of tourists, and providers of gastronomy services.

The increased attention to regional cuisine has prompted researchers to investigate the processes by which goods and services are branded. In a study on consumer evaluation of brand portfolios in the lodging industry, Kwun and Oh (2007) explored the role of brand associations and brand portfolio effects. Their findings indicate that brand image has the strongest effect on consumer attitudes toward extended brands. The application of brand image towards extended brands has not been attempted in the restaurant food setting. However, during a study of preferences of Alberta beef versus US beef in Quebec restaurants, Unterschultz et al. (1997) noted that there is potential for strengthening an Alberta beef brand image because beef from Alberta is preferred by restaurateurs, wholesalers, and retailers. These authors confirmed that the importance of the beef's origin strongly suggests that Alberta beef already has a strong image in this market segmentation.

In order for branding to work effectively as a gastronomic motivator for a destination, it is important to link gastronomy to the image of the destination and the experiences it offers (Fields, 2002). The development of gastronomic and tourism experiences may also help regions or nations to differentiate themselves in the globalization tourism market as well as supporting local gastronomic culture. Branding mechanisms aid in not only the survival of the product but help enhance the product image and desirability (Boyne et al., 2002). Researching viable branding opportunities that emerge from successful restaurant supply chain management will offer insight into presenting local culinary tourism products.

1.2 Purpose of Study

This study explores the relationships involved in the procurement of local supplies and how these supplies shape menu offerings for the culinary tourist. This particular study will focus on restaurants in the Canadian properties of the Relais & Chateaux group. Relais & Chateaux properties are independently owned but, through the organization, share in marketing and reservations services. Membership in Relais & Chateaux conveys a guarantee of excellent accommodation and food services. Thus, the focus on Relais & Chateaux properties is important because of their brand image in the restaurant industry. The research explores how Relais & Chateaux chefs acquire, produce, and communicate local ingredients to their clientele. More specifically asking what characteristics are sought in suppliers, what are the cooking philosophies or themes the chefs use in the production of food, and how are ingredients communicated to restaurant guests? The general goal of this research will be to explore Relais & Chateaux chefs' interactions with suppliers and how this interaction is reflected on the restaurant menu.

1.3 Research Objectives and Questions

This general goal will be pursued through the following objectives:

- To address producer-to-chef relationships in order to build a clearer understanding of the limitations faced by chefs when providing locally produced ingredients to restaurant guests.
- To deepen our understanding of supply chain management within culinary tourism, particularly through an examination of issues involved in how chefs develop and maintain relationship with suppliers.

- To contribute to our understanding of issues related to the highlighting, positioning or branding of local ingredients on menus at upscale restaurants, using Relais & Chateaux restaurants as examples.

The research will answer the following questions:

1. Why do chefs wish to feature local ingredients in their menus? How do they define “local”?
2. What are the factors that determine where chefs buy supplies?
3. What are the perceived benefits and difficulties in accessing local food ingredients (including price, quality, and dependability of supply)?
4. How do chefs manage difficulties in accessing local ingredients or in working with suppliers of locally-produced/grown food?
5. In the experience of the chefs, do guests perceive value in the use of local ingredients?

CHAPTER TWO

2.0 LITERATURE REVIEW

A review of the literature on the term, “culinary tourism”, revealed many related concepts that encompass food and wine, as well as a more holistic investigation of culinary tourism. The first part of the following review examines different terms and definitions, many of which are used interchangeably or imprecisely in the literature. In defining culinary tourism, food as an experience, food as a motivator and food as a product are examined. Case studies and regional culinary tourism initiatives with “culinary tourism” themes will be explored to examine the meanings and forms of culinary tourism. The literature review also explores challenges associated with the logistics of developing a culinary tourism product, more specifically the purchasing function of supply chain management. Approaching the literature in this manner builds a foundation for examining literature related to the concept of branding.

2.1 Culinary Tourism and Related Terms

The terms related to “food tourism” include gastronomy, culinary, food, and cuisine tourism. Gastronomy, according to the Oxford dictionary is “n. 1. the practice, study, or art of eating and drinking well. 2. cuisine” (Allen, 2000). Food tourism is defined by Hall and Mitchell (2001) as, “visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and/or experiencing the attributes of specialist food production regions are the primary motivation factor for travel” (p. 308). For the purpose of this analysis, culinary tourism is defined as “any

tourism experience in which one learns about, appreciates, or consumes branded local culinary resources” (Smith and Xiao, 2006, p. 13).

Food and wine are significant components of contemporary lifestyle and have become an important part of tourism (Hall and Mitchell, 2000). Gastronomy, being a type of cultural consumption of a local area, as characterized by Csergo (1996), is a vital component of the total tourist experience and can be related to a wide variety of motivators (Fields, 2002). According to Csergo (1996, p. 116, as cited in Bessiere, 2001), since the end of the 19th century the culinary element of cultural consumption has become one of various affirmations of local identity along with postcards, placed-based novelties and geographic itineraries. Further as Richards describes:

As competition between tourism destinations increases, local culture is becoming an increasingly valuable source of new products and activities to attract tourists. Gastronomy has a particularly important role to in this, not only because food is central to the tourist experience, but also because gastronomy has become a significant source of identity formation in post-modern societies.
(Richards, 2002, p. 3)

Tourism is defined by the World Tourism Organization as the activities of persons temporarily away from their usual environment for not more than one year for virtually any activity except the pursuit of remuneration from within the place visited (UNWTO, 1994). In her research on the role of rural gastronomy in tourism, Bressiere notes that “food is an ingredient of the holiday and the meal and its elements reinforce the process of identification during the holiday” (Bressiere, 2001, p. 116). Quan and Wang claim that “tourists choose travel as a way to experience something different from their daily lives” (Quan and Wang, 2004, p. 298). Labels of food tourism include gastronomy tourism, culinary tourism, cuisine tourism, and gourmet tourism. Literature that relates to

food as a tourism product refers to different interchangeable terms, so it is important to define and underscore the subtle differences.

2.1.1 The Culinary Tourist

Ignatov (2003) researched the culinary tourist using data from the 1999 Travel Activity and Motivation Study (TAMS). Her aim was to: (1) compare Canadian culinary tourists with the rest of the Canadian travel population and (2) develop profiles on three *a priori* segments of culinary tourists (those interested in food only, those interested in wine only, and those interested in both food and wine). Ignatov arranged culinary activities from the TAMS survey into three groups: (1) farmer's fairs/markets, (2) restaurant dining featuring regional or local cooking, and (3) touring a region's wineries where one stays one or more nights. Through factor and cluster analysis, Ignatov identified four groups of cuisine travelers: "rural", a group that participated heavily in rural-related activities such as visiting farmers markets; "sophisticated", a group that participated heavily in fine dining, wine tasting, shopping for gourmet foods; "indifferent", a group that did not participate in culinary activities; and "true cuisine", a group that combined elements of the "rural" and the "sophisticated" groups. The groupings provide a clear distinction between different types of cuisine travelers.

Ignatov's (2003) concluding observations were: (1) culinary tourism is not a homogenous activity; (2) culinary tourists are not a homogenous market; segmentation of the different markets is appropriate and needed for effective marketing; and (3) the culinary tourism market (defined as a participation in a range of culinary activities) is a substantial portion of the Canadian travel market. The segments revealed strong

similarities between the “food” and “rural” segments and between the “true cuisine” and the “food and wine” segments.

Using the operational methods provided by TAMS, Ignatov (2003) concluded that 45% of Canadian travelers can be considered to be engaged in some form of culinary tourism and that the profiles of these people are significantly different from other tourists. Her research indicates that food and not wine is what motivates culinary tourists in Canada. This coincides with Hall (1996), who states that wine tourism is a subset of food tourism. In her research Ignatov concluded that 45% of Canadian travelers can be considered to be engaged in some form of culinary tourism and that culinary tourism is not a homogenous activity, thus revealing that the definition of a culinary tourist is vague. The TAMS survey allows the categorization of travelers’ activities and although some activities can be associated with culinary tourism, there is a void in the rationale behind the motivations associated with the culinary tourism product.

2.1.2 Culinary Tourism’s Raison d’être

The demand for culinary tourism has led researchers to investigate motivational factors for culinary tourism. Fields (2002) explores the role of food in tourist motivations for travel with McIntosh et al., (1995) four-part category of motivations. Using information gained from extensive research on tourism motivators, Fields provided a base of culinary tourism motivational factors, which he stated, is an area that is currently under researched. In an effort to link different gastronomy tourism motives with social aspects of tourism, Fields cites Gilbert (1993) in his research, who argues that understanding motivation is important because it has an influence on tourism demand patterns (Gilbert,

1993, as cited in Fields, 2002, p. 36). He also cites Hudson (1999), who states that “push factors are those that make you want to travel and the pull factors are those that affect where you travel” (Hudson 1999, p. 9, as cited in Fields, 2002, p. 36). Fields rationalizes his approach to food as a tourism motivator by arguing that food fulfills both push and pull functions, and defines it as such: “food pushes people away from their familiar foods while at the same time pulls them towards new and exciting foods” (Fields 2002, p. 37).

McIntosh, et al’s (1995, as cited in Fields, 2002) typology includes physical motivators, cultural motivators, interpersonal motivators and status and prestige motivators. Fields (2002) utilizes the typology to bridge the gap between why travelers partake in the culinary tourism product and the role of food for travelers in a new environment. The first motivator that the research examines is the physical motivator of food. This motivator includes the basic human senses that serve to entice the travelers’ wants and needs for indulging in the culinary tourism product. Fields states “the mouth waters at the smell or thought of food” (Fields, 2002, p. 37), underlining the use of our senses: sight, smell, and taste.

The second motivator that is examined with relation to culinary tourism is the cultural aspect of food, emphasizing its strong push factor potential. The research notes that culture and food are intertwined as part of the travel experience. Experiencing culture through local cuisine enables travelers to interact with a destinations’ culture, in some cases providing an authentic cultural experience as opposed to a staged cultural experience. Many authentic encounters are provided to travelers through the use of culinary tourism as a cultural motivator (Fields, 2002). The third motivator emphasizes the social act of eating within a group while on vacation as travelers often eat within a

group. This culinary tourism motivator is defined as an interpersonal motivator and allows travelers to increase social interactions through the participation in food and drink (Fields, 2002). This motivator describes the act of holiday meals as a way to build social relationships and build social bonds. Finally, Fields (2002) examines the status and prestige motivator, the last category within McIntosh et al's topology. This motivator stems from travelers expressing their identity by eating at the "right" restaurant or traveling to a distinct culinary destination like Tuscany or Provence (Fields, 2002).

The topic of culinary tourism contains a wide variety of motivations as seen by Fields (2002) use of McIntosh et al's (1995, as cited in Fields, 2002) motivator typology. This, coupled with a diverse culinary tourism market, as concluded by research performed by Ignatov (2003) offer insights into the diverse nature of the culinary tourism market. A shortcoming of Fields (2002) examination of culinary motivators is his failure to recognize whether the motivators are primary or secondary to the overall tourist trip. Although an important point arises from Fields (2002) research; culinary tourism motivators play a role in the overall tourism experience, therefore a brief examination of the role of culinary tourism in the overall experience.

2.1.3 The Experience of Culinary Tourism

Many senses are involved in a tourism experience; according to Urry (2002), these senses involve sensescapes, such as soundscapes, smellscapes, tastescapes, geography of touch, in addition to landscapes. Urry (2002) recognized that all the senses are at one time or another involved in the tourism experience. Culinary tourism has the potential to satisfy all the senses, creating an opportunity for food to become a factor in the overall tourist

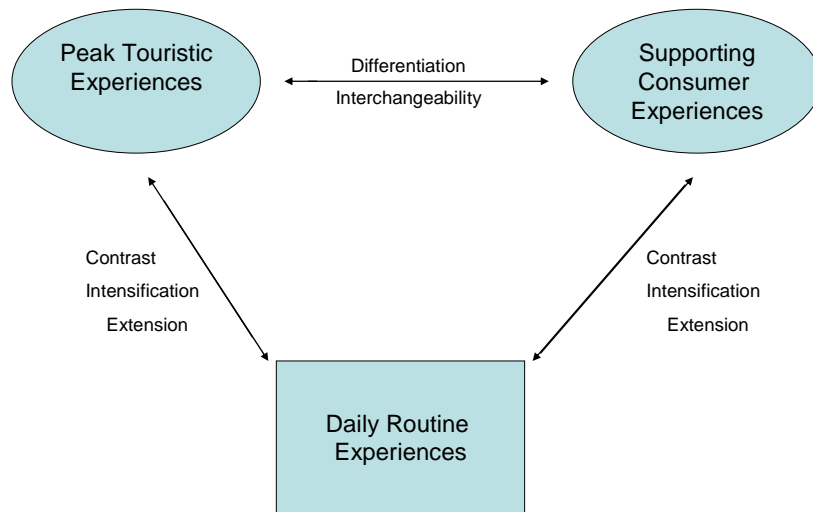
experience. According to Fields (2002), culinary tourism motivators are extensive and food serves various purposes during a tourist trip.

In an effort to understand the role of food in the overall tourism experience, Quan and Wang (2004), attempt to build a conceptual model of the structure of the tourist experience utilizing academic literature. This conceptual model illustrates the importance of food in the overall tourist experience and encompasses three types of experiences: the peak experience – the experience that the travelers choose in order to travel (major motivator); the consumer experience – defined as supporting experiences (lodging, restaurants, souvenirs); and the daily experience – activities that mirror basic everyday activities (eating and sleeping). Through the examination of tourism literature from social science and marketing management perspectives, Quan and Wang set out to differentiate between the peak and consumer tourist experience. Quan and Wang define the peak experience as an experience that is different from the traveler's daily life and the consumer experience as tourism that encompasses accommodation, hospitality, and transportation. The research underlines the importance of the consumer experience as it supports the peak experience. Quan and Wang note that the peak experience can also be considered a consumer experience, as they are, in some instances, interchangeable. The research does emphasize the consumer experience as the service aspect of tourism encompassing accommodation, hospitality, and transportation in the marketing/management literature.

The relation that the researchers attempt to make with regards to the function of food is that it can be considered a peak experience when travelers indulge in the culinary, cultural aspect of tourism and a consumer experience when the travelers eat or participate

in a restaurant experience during their travels. The conceptual model in Figure 1 was implemented by Quan and Wang (2004) in order to bridge the gap between the peak tourist experience and the supporting tourist experience presented in their research. The model consists of two dimensions: (1) the peak tourist experience and (2) the supporting consumer experience that links each to daily / routine experiences. The dimensions of the consumer and peak experience, according to the researchers, should be integrated as a whole because their research places intangible value, benefits that are not quantifiable, on experiences such as eating, sleeping, and playing. The authors note that no matter how wonderful the peak experience is, if supporting experiences such as transportation, restaurants, and lodging are inadequate, then the entire experience is in jeopardy.

Figure 1: The conceptual model of the tourist experience.



(Quan & Wang, 2004, p. 299)

Quan and Wang (2004) note, food consumption in tourism can at times be an extension of traveler's daily routine, while also stating that tourism marketers should not ignore the importance of everyday experiences. Quan and Wang's model and concluding discussion reinforce the importance of food in the tourism experience even when food is merely an extension of daily activities, and so it could be considered a determinant to the overall satisfaction of the tourism experience. Unfortunately, the research failed to comment on or make use of restaurants in the conceptual model. In most cases, food is transformed before it is presented to the tourist.

Food and its transformation before the tourist eats, has prompted Cohen and Avieli (2004) to look at impediments related to food consumption in a tourism context. Their research challenges the role of food in tourism as an encounter with foreign cultures by examining barriers related to hygienic standards, health considerations, communication gaps, and the limited knowledge of tourists concerning local cuisine. The research is derived from observations of Western Europeans and Israelis traveling individually or in tour groups in China, Thailand, and Vietnam. By comparing the lack of body involvement in a tourist activity such as sightseeing with the participation in culinary tourism, where the whole body is involved through the ingesting food and drink products, the authors try to underscore culinary tourism as a determinant to travel alongside other dangerous travel activities.

Their study approaches the literature by first highlighting local food as a attraction to a destination. Cohen and Avieli (2004) acknowledge that although a tourist seeks novelty and strangeness in his/her travels, he/she also needs a degree of familiarity to enjoy their experience. This association is mirrored in the model proposed by Quan and

Wang (2004), in that their design of the tourist experience included functions of the daily routine, including: eating, sleeping, and playing. The approach of food novelty and strangeness, presented by Cohen and Avieli (2004) differs from the simple classification of peak and supporting experience proposed by Quan and Wang (2004). The former research examines food in tourism based on the distinction made by Fischler (1988) between the “neophobic” and “neophylic” tendencies in taste. Basically, Cohen and Avieli (2004) approach food through a look at the traveler’s willingness to experiment with a destination’s culture through the ingestion of food underlining the researchers’ need to point out the possible impediments of food in tourism. These impediments include; health and hygiene aspect of food and foods unfamiliar preparation methods, local eating habits and table manners, communication gaps, and local versus tourist culinary establishments. Through participant observation, Cohen and Avieli emphasize the importance of culinary establishments that cater directly to tourists. Culinary establishments that cater directly to tourists highlight product authenticity when preparing and presenting food products. Cohen and Avieli concluded that even the most adventurous traveler may not indulge in a destination’s food due to the unfamiliar aspect of food and its methods of preparation.

The research highlights the many ways in which culinary tourism can be linked to a wide range of motivating factors but concludes that it is important to link gastronomy to the image of the destination and the experiences it offers (Fields, 2002). The link between food and destination creates an opportunity to promote local agricultural destinations, create an authentic experience, brand local products and enable restaurants to establish

relationships with local entrepreneurs. Therefore, it is necessary to outline the development strategies for developing culinary tourism.

2.1.4 Developing Culinary Tourism

Developing a culinary product for a destination has prompted Hjalager (2002) to address driving forces and barriers in the creation of culinary tourism. Hjalager's (2002) aim is to develop a general typology for how value is added to a culinary tourism chain. This culinary tourism value chain typology begins with the value added in the raw material production and continues throughout, including the ability of tourism providers to share culinary tourism 'best practice' information as a value added function. Hjalager (2002) highlights each level, or order, as she terms them, of development in the food value chain as an opportunity for value creation. The food value chain, as described by Hjalager, is characterized as a "typology of value added in gastronomy tourism" (Hjalager, 2002, p. 33). The typology consists of: (1) first order - indigenous development, (2) second order - horizontal development, (3) third order - vertical development and (4) fourth order - diagonal development (Hjalager, 2002, p. 33).

The first order of the typology, the indigenous, is the basic development of culinary tourism in a region. Hjalager (2002) underscores the importance of adding value to an already established culinary tourism resource and cites the following examples: (1) including gastronomic aspects in promotional materials of the region/country, (2) campaigns for particular products, connected to a region or season, (3) introducing food trade marks with regional features/names, (4) creating tourism

appeal for existing food fairs and events, and (5) public/private planning for the restaurant sector such as signs, parking lots, walking trails, and picnicking areas.

The second order stresses the need for quality and is characterized as horizontal development. According to Hjalager (2002), improving quality can be accomplished by (1) implementing and marketing quality standards, (2) certification and branding of food providers and restaurants, and (3) reinventing, modernizing and commoditizing historic food traditions. Implementing quality standards, certification, branding opportunities and commoditizing historic food traditions will result in higher revenues.

The third order, the vertical development, includes activities such as establishing food and wine routes, visitor centers and museum. This development stage attempts to add value by telling the story of local food and the creation of events based on food and tourism. At this stage, Hjalager (2002) proposes that food is only one part of the larger tourist experience and linking activities that include culinary tourist will add value to the overall experience.

The final order, diagonal integration or added value development, is the final stage of the typology. This order requires culinary tourism establishments to transfer knowledge between all actors involved in the culinary tourism experience. Value is created at this stage through knowledge, as a result of communication between shareholders.

Hjalager (2002) outlines four stages in which a destination can add value to its culinary tourism product. The higher the movement in the typology, the higher the level of difficulty concerning the amount of communication and work associated with assembling community partners. For example, it is much easier to introduce culinary

tourism marketing materials than co-ordinating a group meeting with shareholders regarding culinary tourism infrastructure. Therefore investigating how destinations promote, establish and create culinary tourism products is important to understanding the relationships involved in understanding locally produced food items.

2.1.5 The Culinary Tourism Regional Product

A number of studies have been conducted on culinary tourism as a tourism product. A review of culinary tourism studies reveals multiple themes that include sustainable tourism, food tourism, and food production promoting tourism. These culinary tourism examples offer insight into the promotion of local ingredients and relationships with food tourism providers. The culinary tourism literature examining rural tours, direct purchasing from the farm and specialized restaurant menus with an emphasis on strategic rural food development provide insight into culinary tourism product development.

Telfer and Wall (1996) examined the relationship between food production and tourism with regards to competition over land, labour and capital. The body of their research focuses on the agricultural and tourism industry by examining a small resort on the island of Lombok, Indonesia. This particular destination was of interest to the researchers because, at the time, an increase in local food products used in restaurants and tourism was documented as a source of conflict with Lombok's agricultural industry, because tourism competed with agriculture for land, labour and capital. The research examined two projects set out by the resort's Executive Chef, one which included relationships with local fisherman and the second project incorporated relationships with local vegetable and herb farmers. Results from both projects underline the importance of

communication between farmers and fisherman with the restaurant's Executive Chef. The research suggests that because the second project failed with the departure of the founding Executive Chef, relationships between producers and restaurant chefs need to be encouraged continually. The main conclusion from this research is that if tourism is to contribute to the local economy, backward economic linkages, linkages initiated by the chef through contacting a local farmer, need to exist. The relationships created between the chef and the agricultural industry provides insight into how, with time and proper communication, relationships can be long lasting.

In an attempt to determine the image of food for tourists, Hjalager and Corigliano (2000) compared core elements of food as a cultural symbol between Denmark and Italy. The research compares Italy, a country steeped in culinary heritage to Denmark, a country with a weak food image. The purpose of Hjalager and Corigliano's research is to determine the characteristics of a healthy tourism food image. The two countries were selected because each has different traditions, attitudes, and practices. The two-country comparison involved characteristics related to cuisine, food and economic policies, food regulations and the role of consumers in a restaurant setting. Hjalager and Corigliano concluded that the agricultural and food industry plays a stronger role than tourism in the development of food policies. The research also notes that a high concentration of tourists is correlated with a decrease in the quality of food offerings. This suggests there may be capacity constraints with regards to the agriculture industry and its ability to keep up with demand.

As a result of food accreditation systems, local interest in the historic preparation of food and a national cuisine that is monitored by the government, researchers concluded

that Italy has been far more successful in developing culinary tourism. The results of the comparison suggest the need for accreditation system to be in place and proper development of culinary tourism infrastructure the tourism industry, agriculture industry and food safety industry must work together to instill confidence in the culinary tourism market. Creating relationships between industry partners can be time consuming and difficult, yet a strong relationship between the tourism and agricultural industry would enable the development of a strong culinary image supported by local and regional stakeholders. In an attempt to understand the importance of culinary tourism partnerships, Scarpato (2002) examined three gastronomic tourism products (GTPs). The research attempts to describe culinary tourism as a sustainable tourism product. Scarpato acknowledges that these GTPs represent “a new breed of gastro-attractions within established tourist destination: they enhance the local tourism and offer not only by promoting the local gastronomic culture but also by building diversity, multi-ethnicity, international connections and global exposure” (Scarpato, 2002, p.47).

The GTPs used by Scarpato (2002) are culinary tourism examples of regional and local resources used to promote local food ingredients, regional styles of food preparation. The examples Scarpato examine included:

1. *Bologna 2000 – Slow Food Award*: The award is an initiative of the Italian-based International Slow Food Movement that commends the work of farmers, artisans and caterers, and encourages those who defend wine and food heritage. The award itself is intended to reward those anywhere in the world who defend, promote or enhance produce, knowledge of flavor, with public recognition, cash

prizes and promotion of their activities. By hosting the award, the city of Bologna increased its profile as a culinary tourism destination.

2. *The Melbourne Food and Wine Festival*: The festival is a way to promote Melbourne as a prime gastronomic destination. The aim is to promote the quality produce, talent and lifestyle of this city and state, and to reinforce Melbourne as the pre-eminent culinary city of Australia. In time, the festival's management team intends to grow the event to appeal to a broader audience, to include increased national and international visitors. The program includes thematic dinners, lunches and breakfast, chef cooking classes, seminars and workshops.
3. *Singapore's New Asian Cuisine*: this product is featured in the Singapore Tourism Board's Official Guide to the city. Among the wide array of cuisines that is offered in Singapore, one section mentions a New Asian-Singapore Cuisine. In an attempt to develop a new cuisine as a result of market needs of both the hospitality industry and agencies promoting tourist destinations, the cuisine is described as:

The ability to combine the best of Oriental styles of ingredients, cooking processes, flavours and, yes, a good amount of Western presentation techniques, which is universally the standard of delivering the food to one's place of intake.

(Knipp, 1998 as cited in Scarpatto, 2002, p. 134).

As a result of proper marketing and successful industry partnerships the *New Asian-Singapore Cuisine* is now used in many restaurants, mainly in five-star hotels, as a promotional tourist attraction tool.

Similarities across the three examples as cited by Scarpatto (2002) include; (1) gastronomy is recognized as a form of cultural tourism, (2) cuisine offers new

opportunities for tourism, (3) added value to the tourism experience, and (4) culinary tourism products have the potential to attract media attention that, in turn, offers opportunities to educate potential visitors about the destination. Scarpato concluded that the three GTPs contribute to alternative purchasing policies (buy local), waste management and recycling, ending old industry practices (replacing old `a la carte menus when they do not coincide with the availability of local produce), ethical and responsible marketing, and educational programmes for tourists. Individual restaurants can benefit from Scarpato's conclusion by implementing effective supply chain management. Fields (2002), in an attempt to link culinary tourism to a range of motivators, notes that there is a need for further research into collaboration efforts of travel agencies, food producers, and other major stakeholders. Although literature is limited regarding best practices of food alliances and the consequences for destinations, the following GTPs offer insight into the importance of supply chain management and the use of industry contacts.

Despite growing research as well as best-practiced examples, some destinations have not utilized their agricultural, cultural and restaurant foodstuff resources to their full advantage. As a result of research on the tourist product that was conducted in the Republic of Croatia on the country's foodstuff market, the country's food offerings did not meet needs of the tourist (Meler & Cerovic, 2003). For instance, the motivation for travel to the Republic of Croatia includes rest and relaxation, while the motivation characterized as food was not mentioned. The research identified the need to promote food, as 48% of respondents bring their own food and beverages with them, due to the poor quality and under marketed potential of food as a tourism product. Research concluded that the motivation of food was not a significant factor in relation to the

Republic of Croatia's tourism industry. Meler and Cerovic observed that the tourism industry and agriculture industry were not a priority of strategic directives. If importance were to be placed on the economic development of these industries in the Republic of Croatia, it would contribute to the country's economic revitalization. Information gained from the example of the Republic of Croatia underscores the potential for the agriculture industry to work in tandem with the food industry in order to promote a sustainable culinary tourism product.

In an effort to understand the relationship among tourism, environment, and cultural resources, Jones and Jenkin (2002) used the *Taste of Wales* initiative to identify five challenges that relate to culinary tourism. The GTP, *Taste of Wales* initiative by the Wales Tourist Board (WTB), links the growth of tourism with the distinctive cultural food of a region. The country's resources include natural landscape, floral and fauna, built heritage, small-scale settlements, arts and cultural attractions, cultural events, local private business, and distinctive local and cultural attractions, which include food and local cuisine (WTB 2000). The *Taste of Wales* mission is to promote standards of excellence in the preparation, presentation and sale of Welsh produce with a supporting aim of enhancing the reputation of Welsh catering (WDA 2000a).

The initiative utilizes an accreditation system with annual inspections that encompasses 370 establishments out of a possible 8000 (rising by approximately 30 each month (WDA 2000b, p. 3, as cited in Jones and Jenkins, 2002). The first challenge Jones and Jenkins faced was assessing the measurable benefits of having such a gastronomy product. Jones and Jenkins note that hard evidence of tangible benefits from implementing a policy that uses food products to promote tourist destinations is scarce.

The second challenge is policy malaise that arises from the ambiguous directives of the *Taste of Wales* policy and the problems associated with implementing food tourism objectives. Third, branding Welsh identity is challenging in the sense that the country does not have the same clout that haggis has to Scotland and Guinness has to Ireland. According to Jones and Jenkins, the fourth challenge related to culinary tourism is the use of local supply chain networks – specifically the problem that sourcing locally has become a critical issue in maintaining quality food tourism products. The final challenge is that of inclusivity and exclusivity. For example, Welsh supermarket chains have also become involved in marketing food as local and tying it to heritage and culture. The researchers were concerned with the lack of co-ordination and organization between stakeholders groups and noted that *Taste of Wales* has yet to move beyond the first order set out by Hjalager. The researchers conclude with the identification for the need for a culinary expert who would exercise a role similar to that of the Chef in Tefler and Wall's (1996) research, that is an expert who would bring the binding ingredient among stakeholders.

The *Isle of Arran Taste Trail* is a GTP whose aim is to promote Arran as a niche destination based on the quality of local catering and produce. In a report on the *Isle of Arran Taste Trail*, Boyne, Williams and Hall (2002), view the Taste Trail as “a gastronomic initiative which embodies a strongly bi-directional approach to regional tourism development” (Boyne et al., 2002, p. 92). In an effort to encourage visitors to stay longer, the trail itself features those who grow, make, sell, or cook with the best island produce and encourages co-operation among these sectors towards both enhancing the visitor experience and stimulating back-linkages in the local economy from gate to

point of sale. Due to the strong linkages that already exist between food producers and catering suppliers, the researchers selected the Isle of Arran in order to explore linkages that benefit locally based food and tourism industries.

In an attempt to highlight tourism and food, Boyne et al. (2002) carried out a literature search for material relating to tourism, food, and food production and devised a framework involving both food production-related and food consumption-related interrelationships. Within these two themes, sub-themes relating to direct and indirect relationships were then created. Their classification was designed to illustrate direct and indirect relationships between food production related and food consumption related activities (Boyne, et al.). The classifications included in table 1 originated from the authors using *CAB Leisure, Tourism and Recreation Abstracts* in a search for material relating to tourism, food and food production. The analysis of themes from papers generated a fourfold classification and the division in the framework (shown in Table 1) is between food production-related and food consumption-related interrelationships; within these, direct and indirect sub-themes have further been identified.

Table 1: Tourism and Food Interactions

Production-related	Consumption-related
Direct	Direct
Production of the food that tourist eat including aspects such as: <ul style="list-style-type: none"> ➤ Agri and horticultural food production. ➤ Agricultural management systems. ➤ Food processing. ➤ Supply chain management ➤ Impact of tourism on destination areas' food production 	Tourist consumption of food including aspects such as: <ul style="list-style-type: none"> ➤ Tourists' food choices ➤ Service sector management studies ➤ Food safety issues ➤ Impacts of tourism on destination areas' food consumption
Indirect	Indirect
<ul style="list-style-type: none"> ➤ Land, labour and capital: competition and complementary between the tourism and food production sectors. ➤ Creation and maintenance of landscapes and settings. ➤ Creation of facilities, <i>e.g.</i>, farms parks and farmhouse bed and breakfast. ➤ Mutually beneficial transport improvements (<i>e.g.</i>, tourism related transport improvements can enhance distribution opportunities for agriculture). 	<ul style="list-style-type: none"> ➤ Tourists' consumption of agricultural landscapes and settings; ➤ Food as a destination image component or marketing/promotion tool; ➤ Consumption of agri-tourism products and services such as farm parks and visitor attractions

(Boyne et al., 2002, p. 93)

The four categories of examined literature encompass the following interrelationships: (1a) direct production-related (DPR) that include issues of agri- and horticultural food production, food processing, supply chain management and impact of tourism on destination area's food production, (1b) indirect production-related (IPR) that include creation and maintenance of landscapes and settings, creation of facilities, and mutual beneficial transportation systems, (2a) direct consumption-related (DCR) that includes tourists' consumption of food such as tourists food choices, food safety issues, and impacts of tourism on destination areas' food consumption, and (2b) indirect

consumption-related (ICR) relates to food as a destination image, tourists' consumption of agricultural landscapes and consumption of agri-tourism products. The authors suggest that the fourfold classification that has been developed through the use of literature lags behind practical development (Boyne et al., 2002). Using the *Isle of Arran Taste Trail* as a backdrop of linkages between local tourism stakeholders, the researchers conclude that future research should focus on culinary related tourism development described in the DPR and ICR domains. Boyne et al. reminds the reader that although many culinary tourism practical developments are in existence, little attention paid the importance of interrelationships in the DPR and ICR domains.

The exchange of goods and information has been identified as important functions of culinary tourism (Boyne et al., 2002). The goods being exchanged include food items that reflect a region or culture. The information pertaining to food items that are being exchanged include when, where and how the food was procured. The flow of goods and information is of particular interest to restaurants as chefs need to identify the quality and turn forward this on to the customer. All the GTPs outlined rely heavily on the resources of a destination in order to promote a healthy culinary image. Boyne et al.'s examination of different production and consumption relationship domains, reveals that the direct production-related tourism research literature related to this domain, lags behind practical developments. At its most basic form, the movement of food from the farmer to the restaurant is facilitated through supply chain. Supply chains and its management can impact the facilitation of goods and information pertaining to the culinary tourism product.

2.2 Supply Chain

A supply chain is a set of firms that pass material forward (La Londe and Masters, 1994), an integrated process wherein raw materials are manufactured into final products, then delivered to customers (Beamon, 1999). The structure of a supply chain is composed of potential suppliers, producers, distributors, retailers, and customers. These entities are interconnected by material, financial, information and decision flows (Fiala, 2005) and they function together moving tangible goods, accessing supplies, arranging transportation and handling inventory (Chopra and Meindl, 2003).

Supply chains can also be observed in the food service industry. For example, a restaurant chef brings together many different ingredients in order to meet menu requirements. A chef's responsibility includes the procurement of ingredients, the transformation of those ingredients into meals and finally, the presentation to customers. Mentzer, DeWitt, Keebler, Min, Nix, Smith and Zacharia (2001) definition of a supply chain would be more appropriate for the functions of a restaurant; Mentzer et al. defines a supply chain as, not only the flow of products but also the flow of services, finances and information from a source to the customer. Information from a restaurant supply chain is essential to a restaurant menu, as information on a menu guides the customer through the food that is offered at a restaurant (Cohen and Avieli, 2004).

Restaurant relationships with food suppliers have been known to be initiated and managed by the Executive Chef, much like the case highlighted in Lombok, Indonesia by researchers Telfer and Wall (1996). According to Tracy and Tan (2001), effectively selecting and evaluating suppliers, and managing their involvement in the supply chain, are capabilities that enable manufacturers to achieve the four dimensions of customer

satisfaction: competitive pricing, product quality, product variety, and delivery service. Partnerships within a supply chain can lead to an increase in information flows, reduced uncertainty, and a more profitable supply chain; ultimately the consumer will receive a higher quality, cost-effective product in a shorter amount of time (Fiala, 2001). A difference between the manufacturing and restaurant supply chain is that restaurant products are perishable and thus have a short shelf life. These two criteria, the perishable nature of the product and product shelf life underscore the importance of the chef's ability to manage supply.

Supply chain literature suggests that chains are initiated by forecast demand, and this literature has largely overlooked chains that are initiated by the supply source. Demand-driven chains (when the customer activates the supply chain flow) and supply-driven chains (when the supplier activates the chain) are two different types of supply chains, the latter being described by Hull (2006) as been overlooked in recent literature. Hull (2006) cites that one problem associated with a demand-driven supply chain is that it does not always address the possibility that supplies may be unavailable when needed, as is the case with the seasonality of produce availability to restaurants. The demand-driven structure is associated with a well-known problem, the "bullwhip effect" (Lee et al., 1997), which manifests itself when members of the chain, fearful of limited supply, over-order to ensure that they receive adequate supplies (Hull, 2006). Many perishable products are supply driven, since they cannot be stored while awaiting customer orders. Extreme supply variability can compound the issue because customers must be found during periods of oversupply (Hull, 2006). Whether a supply chain is demand- or supply-driven, it does need to be managed in the sense that the restaurant chef would need to

orchestrate the production and movement of raw ingredients before they arrive at the restaurant. In some cases, the supply chain that a chef might engage would not be as complicated or involved as a manufacturing supply chain, but it does adhere to the same rationale that is associated with a demand-driven supply chain. Therefore, a chef would engage in some form of supply chain management.

The term, supply chain management (SCM), encompasses a wide variety of definitions throughout various industries. SCM was initially used in wholesaling and retailing to describe the integration of logistics and physical distribution functions with the goal of reducing delivery times (Wisner and Tan, 2000). In reference to business functions, SCM been used to describe integration and partnership efforts with first-and-second-tier suppliers to reduce cost and improve quality and delivery timing (Wisner and Tan). Mentzer defines SCM as the “systematic, strategic coordination of the traditional business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole” (Mentzer, 2001, p. 2). The importance of logistics and SCM has been increasingly recognized in the manufacturing environment (Samaranayake, 2005). A restaurant supply chain places importance on the function of logistics, as is the case in Ireland’s catering industry. Research revealed that the catering industry placed high importance on the availability on fresh ingredients over pre-packaged ingredients. The overall objective of SCM is to increase the competitive advantage of the supply chain as a whole, rather than to increase the advantage of any single firm (Nix, 2001). Benefits of supply chain management include: (a) improved coordination from supplier to customer (b) reduced lead time (c) greater productivity in

the firms operations (d) lower inventories and (e) increased reliability in delivery, creating improved efficiency with reduced costs (Nix). The benefits of properly managed supply chain coupled with the nature of a supply driven chain underscore the importance of a chef's ability to purchase, initiate suppliers and build relationships.

2.2.1 The Restaurant Purchasing Function

Purchasing has been regarded as an important functional activity in hotel and restaurant operations (Gee, 1975). In an early study on hospitality purchasing approaches, Riegel and Haywood (1984) interviewed purchasers at operating units of Canadian hospitality firms. The respondents noted that the chef was known as having responsibility for the purchasing decisions over the three other positions cited in the research (purchasing agent/manager/buyer, food service director/manager and administrative dietician). The research concluded that chefs, for the most part, were responsible for product-related decisions and that the most important purchasing criteria for the respondents were timing and accuracy. The study also revealed the importance of supplier selection, which according to Leenders, Fearon and England (1980), is the most important activity within the function of purchasing. Riegel and Haywood (1984) also reveal how restaurant purchasing is supply driven. Their research notes that due to menus and items on the menu require a different buying procedure. The purchaser (1) determines what is needed; (2) specifies what is desired; and (3) selects the vendor. This uncovers an important aspect of restaurant purchasing, as it does not follow a traditional demand driven chain. Demand driven chains (when the customer activates the supply chain flow) and supply driven chains (when the supplier and not the customer activates the demand chain flow)

are two different types of supply chains, and the latter, as referred to by Hull (2006) has been overlooked in recent literature. Hull (2006) cites that one problem associated with a demand driven supply chain is that it does not always address the possibility that supplies may be unavailable when needed, as is the case with the seasonality of produce to restaurants as they may not always be in season. The implications associated with seasonal, unavailable produce is that the chef may be forced to look elsewhere to get the inventory, thus seeking out non-local produce.

In 1988, Riegel and Reid examined food-service purchasing at a corporate level. The association with a “corporate level” in this particular study involved chain restaurants and companies that utilized a purchasing department. The research was prompted by an interest in the impact of supplier relations and the effect that reliable and consistent sources of supply have on firm’s competitive position. This study utilized purchasing departments at a corporate level, which consisted of seven to eight employees, and it was a department that was doing the purchasing for a chain of restaurants. Reigel and Reid’s study resulted in similar findings to that of Balazs (2002) findings of purchases of restaurant chefs. The departments in Riegel and Ried’s (1988) study suggest that on time delivery and order accuracy are paramount among supplier selection criteria.

A more recent study on the leadership role of France’s great chefs by Balazs (2002) revealed that suppliers are the lifeblood of restaurants. She underlined the importance of the chef – supplier relationship, stating that suppliers constitute a critical part of the success of top restaurants. In her study of leadership, chefs identified suppliers as essential to the final product because the raw product that a chef will

transform into a dish and then serve to clients, is crucial, as a top quality dish begins with top quality ingredients. Balazs went on to state that chefs pay close attention to how supplier relations are set up. In this particular sample, chefs chose their suppliers by traveling around to find the best produce and then went on to build strong, long-term relationship with that particular supplier. The important of supplier relationships that was uncovered in Balazs' research has also been identified by Pratten (2003) as a factor needed to progress as a top chef.

Using comments of top chefs, food writers and others within the industry, as well as lengthy discussions with, and observations of, those working within the sector, Pratten (2003) identified stock control, ordering, budgeting and other factors of commerce to be just as important as the food put out to the client. The research also revealed that the purchasing function of a restaurant rests with the chef (Pratten). Both Pratten (2003) and Balazs (2002) highlight the role that the chef plays in procuring restaurant ingredients. It is important to note that both studies identified the chefs as belonging to top rated restaurants and that this is not the case with chain restaurants as their access is limited to purchasing departments. The sample for the research at hand includes Relais & Chateaux restaurants, which hold Four and Five Diamond ratings by the Canadian Automobile Association. Using this sample, the research will be able to describe the purchasing that takes place between the chef and supplier, this may not be the case with chain restaurants as they would have a purchasing department.

An effective purchasing function is one of the competencies essential to supply chain success (Porter and Millar, 1985; Reck and Long, 1988; Day, 1994; Fawcett and Fawcett, 1995; Giunipero and Brand, 1996; as cited in Tracey and Chong, 2001). Reigle

and Reid (1990) note that, “effective purchasing has long been regarded as a critical success factor for food-service firms” (Reigle and Reid, 1990, p. 20).

Research conducted by Wisner and Tan (2000) on a group of senior supply and materials management professionals from manufacturing industries in the United States examined the breadth and impact of SCM on purchasing practices. Over 78% of the respondents stated they practiced some form of supply chain management and included reducing response time across the supply chain, increasing trust among supply chain members, improving activity integration across the supply chain and searching for new ways to integrate these activities, establishing more frequent contact among supply chain members and increasing the firms just-in-time capabilities as important objectives. The research also reported a number of important conformance issues that include purchases adequately conformed to their (the respondent’s firm’s) purchase specifications, suppliers investigated nonconformance causes and took corrective actions, suppliers implemented quality policies, suppliers established and documented their quality systems and suppliers maintained adequate inspection and testing equipment.

When selecting key suppliers, respondents placed a high level of importance on: the ability to meet due dates, the commitment to quality, suppliers’ technical expertise, the commitment to continuous improvement and product prices. The research revealed once the relationship was established, the respondents placed a high level of importance on: product quality, customer service, on-time delivery, response time and delivery flexibility. Gee (1975) cited shortages, higher prices, delivery lag times, inventory imbalances, inconsistent quality, technological or market obsolescence and increasing

competition and the economic cycle as key problems associated with hotel and restaurant purchasing.

The general consent of the research reviewed here is that the purchasing function is very important but criteria must be met and procedures must be fulfilled in order for the relationship to work. Wisner and Tans (2000) results are more indicative to the manufacturing industry and yet resemble similar problems in the hotel restaurant industry.

2.2.2 Restaurant use of Local Food Ingredients

Using exploratory research Sparks et al. (2003) explores consumers' perceptions, values and opinions of restaurants in a tourist destination in an effort to investigate the role played by restaurants in tourist destination attractiveness. The sample of the research included six Australian regions with 459 respondents. Approximately 60% of all respondents reported that they perceived the role of restaurants as important in their decision process.

Table 2: Influence of printed material and restaurant characteristics on respondents' choice of restaurant when on holiday

Restaurant Characteristics	Printed Materials
Wide Variety of Food — 53.9%	Advertisements — 18.9%
Attractive Décor — 55.4%	Chefs Reputation — 14.8%
Looking Busy — 42.3%	Review – Food Magazines — 11.5%
Local Food Products — 31.1%	Review – Food Guides — 16.2%
Display of Menu — 58.8%	Review – Local Paper — 16.8%

(Sparks et al., 2003, p. 11)

The research conducted by Sparks et al. suggests that tourists make their decision on restaurants once they have actually seen the restaurant and that the decision making with respect to restaurant choice is left to the last minute. Situating the menu as a display in the window of a restaurant gave tourists the ability to view the variety of food, which was an important influential factor, rating 58.8%. The results offered insight into information sources used in selecting restaurants. Restaurant characteristics exerted a stronger influence on consumers' restaurant selection than printed materials.

The research results of Sparks, Bowen, and Stefanie (2003) is comparable to earlier research completed by Sparks, Wildman and Bowman in 2000. The earlier research was aimed at developing a better understanding of the contribution that restaurants make to destination attractiveness. Sparks et al., (2000) interviewed 22 leading Australian wine and food experts that concluded that the culinary experience is important in the overall interest for the general traveler. They noted that restaurants were not the only area of interest, as food and wine festivals, and visits to wineries rated high for the general traveler.

In a study on the restaurants in Bornholm, Denmark, Gyimothy, Rassing and Wanhill (2000) discovered that restaurants were rated by visitors as either very important or important in their decision to visit Bornholm. The Las Vegas Convention and Visitor Authority also provided support for the proposition that food restaurants can increase the dollars spent by tourists in a destination. Between 1998 and 2001, on average, by tourist, the amount of spending on food and beverage average went from \$85 to \$213. The researchers concluded that the increase in spending was due to the ability to attract chefs to the city.

As restaurants play an increasingly important role in the overall tourist experience, the business function of purchasing and managing suppliers at a restaurant is an area of research that has been overlooked in tourism literature. The chef places importance on supplier relationships due to the quality that is represented in the final product, the dish being served. Keeping in mind that restaurant ingredients are perishable, a chef demands quality and will often attend a local market in order to purchase locally produced food items (Gee, 1975). Purchasing locally produced items allows a chef to foster relationships and also creates a link with his clientele, the culinary tourist.

Smith and Xiao (2006) note that the essence of culinary tourism is the use of local ingredients in the preparation of culinary experiences and the ability to access the right quantity and quality of ingredients and resources from suppliers whose credentials are verifiable and whose delivery is reliable. A key motivator for the development of culinary tourism is the tourist's ability to link the culture of a destination with local food. Food prepared with local ingredients allows travelers to experience a culture through a variety of senses. As Bressier explains:

Through the incorporation and assimilation of products originating from soil, a land and an expertise both local and rural, the 'culinary tourist', finds in the gastronomic element a place of attachment outside his or her everyday eating experience which is both physiological and symbolic.
(Bessiere, 2001, p. 116)

Bessiere (2001) acknowledges that the consumption of local cuisine forms part of a tourist's break with everyday reality. Food provides the tourist with knowledge of the destination culture and links the tourist to the destination's physical surroundings. The link between culture and culinary tourism is noted by Scarpato (2002):

The meal is a cultural artifact, the industry that produces it is a cultural industry in which are involved not only cooks – although cooking is a central activity – but all the gastronomy professionals who participate in the conception, preparation, promotion and presentation of the meal.
(Scarpato, 2002, p. 147)

The product used in the presentation of culture through food can be provided to tourist's right from the producer via farms, festivals, restaurants or markets. The outlet of the restaurant in providing a culinary tourism experience moves beyond the culture link to local food items to including a style of preparation and presentation indigenous to a specific area. Smith (2001) emphasizes this point by stating “the quest for experiential authenticity, on-site preparation and consumption motivates many travelers to incorporate culinary experiences into their travel plans” (Smith, 2001, p. 8).

Preparation and presentation are also culturally distinctive, as Beer, Edwards, Fernandes and Sampaio (2002) noted in a study on regional food cultures in Northern Portugal. They found a potential for increasing traditional Portuguese food products. The products would be marketed as “artisanal”, meaning they follow some form of traditional production methods (Beer et al. 2002). The intention is to use culturally-based food products in order to instill a sense of belonging to culinary tourists, presents a challenge. When a commodity such as food becomes part of the tourist experience, the increased demand can put a strain on the region's capacity for a particular food item (Richards, 2002). The use of local ingredients in the presentation of culinary tourism relies on local food relationships between the agriculture and the restaurant sector. Restaurants' reliance on locally produced food products reveals relationships between restaurants and agricultural resources, more importantly the relationships between a chef and a farmer.

2.2.3 Accessing Local Food Ingredients

The use of local food ingredients provides culinary tourists with a link to the local culture. The link between food and culture using local ingredients for the culinary tourist utilizes more than one sense at time. It also meets the primary need of feeding oneself, which, in turn, is a basic necessity while traveling away from home. The link between the tourist and the restaurant, with regards to locally produced food items is essential to providing the culinary tourist with a cultural experience. The acquisition of local ingredients has not been overly documented in academic research. However there have been studies that address the purchasing activities of food providers, the documented cases involve food producers accessing local ingredients.

Research in nine Iowa restaurants and institutions explored direct purchasing procedures from local food producers (Strobehn and Gregoire, 2003). Concerns noted by buyers were: uncertainty of product availability, quality, and pricing. The researchers also discovered that managers have multiple duties and responsibilities, and that purchasing is only one function. Purchasing has to be efficient and effective, and integrated with other responsibilities. Several buyers identified drawbacks to utilizing local food producers: buyers typically have to deal with multiple vendors, more time is spent arranging for timely delivery of product, work must be conducted within tight budgets and the existence of rigid organizational payment procedures to local food producers. The author suggests that there is strong interest by food buyers for commercial and institutional foodservices to support local farmers, provide fresher and higher quality food, and achieve lower associated transportation costs. The researchers also found that when food service operators have information about package size, production cost, and

availability there is increased openness to purchasing locally. Local growers/producers should emphasize freshness and quality when communicating with potential buyers.

Smith and Xiao (2006) conducted interviews with representatives of enterprises related to culinary tourism who distribute their services directly to consumers. Their sample included establishments categorized as farmers' markets, food/beverage festivals and restaurants (both free standing as well as those in hotels/inns). The authors examined the inputs needed for each product category, how products were distributed to customers, the nature of those customers and key issues or problems experienced in accessing supplies or distributing products. These exploratory interviews revealed that farmers' markets and festivals are generally not managed from a supply chain perspective.

According to Smith and Xiao (2006), restaurants chefs were found to have a more in-depth understanding of an interest in the supply chains for their ingredients. When chefs were asked about their supply chain experiences they revealed that local ingredients were difficult to incorporate because of the inconsistency with their delivered supplies (quantity and quality). The issue of inconsistency was noted as a result of the seasonal aspect of supplies, contracts with larger conglomerates and government health standards. Smith and Xiao (2006) revealed that several chefs believed local supplies could be made more accessible at acceptable prices, supply levels and quality. The feedback on determinants of accessibility was underlined by the need for proper communication and information sharing. For example it is necessary for a chef to communicate to potential growers and producers the need for specific quantities of food products, and in doing so receive information concerning availability of those products, especially when the he/she is in charge of menu design and co-ordination with other suppliers.

The management of the restaurant supply chain, more precisely the purchasing function is the responsibility of the executive chef. This function can be time consuming; however it does allow a chef to control the ingredients that are being manifested into dishes. Utilizing local ingredients and building local supplier relations has further implications than those reasons listed above. As mentioned, accessing local ingredients allows a chef to use fresh ingredients, which he/she can then control every aspect of the food creation. One area of research that has yet to be addressed is how the chef relates this information to the end user, the client. Implications for the tourist accessing origins of food would provide the culinary tourist with a learning opportunity. The farmer on the other hand could take advantage of menu placement as a branding opportunity. The next section will make sense of branding and authentication.

2.3 Branding

A brand is a word or words that denote the quality or characteristic of a product or service of a particular supplier (Tepeci, 1999) that represents all that is known, thought, felt and perceived about a company service of product (Thoma, 2007). As Kapferer notes:

A brand is both the memory and the future of its products. The brand memory that develops contains the program for all future developments, the attributes of later models, the characteristics they will have in common, and their family resemblance as well as their individual personalities.
(Kapferer, 2004, p. 10)

Brand awareness allows companies to introduce stability into business, help guard against competitive imitation and allow consumers to shop with confidence in an increasingly complex world (Aaker, 1991, as cited in Tepeci, 1999). Muller (1998) suggests that

consumers love brands because they offer levels of service delivery and product quality that are personalized, imply quality and are dependable. Once a brand is established, consumers support premium prices and companies sustain increasing revenue because of the consumer tendency towards long-term brand loyalty.

The perceived quality of a brand, according to Aaker (1990), is one of the most influential factors in purchase decisions. Kotler and Armstrong (1991) define brand image as “the set of beliefs held about a particular brand” (p. 197). A brand can further encompass a guarantee of quality and a promise of a relationship (Perry, 2003). As chefs guide the culinary tourism through the food that they offer at restaurants, it is important that the use of key words on the restaurant menu fulfill the same function as a brand.

Muller (1999b) identifies three types of brand management strategies that work in a multiunit restaurant industry: (1) simple brand strategy, which allows each independent brand to stand alone (e.g. Tricon – Pizza Hot, TacoBell, and KFC), (2) a monolithic strategy in which the strength of the corporate brand will add value to an entire company’s product offerings (e.g. Sony with products lines that include televisions, CD players and camcorders) and (3) an endorsed brand strategy with its goal of providing an umbrella of products or services in a general product category (e.g. Taco Bell using PepsiCo, a well accepted brand to improve image). After considering the different branding models used in other industries, Muller (1999b) discusses a three-step model for restaurant branding:

1. Deliver quality products
2. Guarantee flawless execution
3. Create meaning through symbolic imagery

Muller (1999b) presents a three-step model that enables restaurants to build a positive brand image. The three step model compliments earlier findings on the importance of the restaurant supply chain and how chefs access local ingredients. The exploratory research proposed here will study how particular brands use local ingredients in their menu offerings. It is important to highlight that the restaurants in the sample population would subject to the monolithic branding strategy as all restaurants are part of the Relais & Chateaux brand image.

When a chef highlights a particular region or area of a food item on the restaurant menu, the chef is, in effect, branding that item, and potentially, creating symbolic imagery. For example, identifying a scallop as being from the Bay of Fundy is essentially branding one particular type scallop and setting it apart from other scallops. In doing so, the chef has used the simply brand strategy – the Bay of Fundy scallop is unique, monolithic brand strategy – a traveler has had seafood from the Bay of Fundy, so all seafood meets tourist expectations, when visiting the east coast of Canada and a endorsed brand strategy – all seafood from the east coast of Canada is unique and of a particular standard. Utilizing a particular destination to highlight food ingredients can ultimately meet all three brand strategies.

As the chef attempts to use the menu as a branding outlet, the chef is also attempting to brand his / her style. Chefs attempt to work within Millers (1999b) three step model for branding. According to Miller, a restaurant chef must guarantee that quality products are delivered to guests, as well as the flawless execution of those products. The chef then tries to create meaning through symbolic imagery. In doing so

the restaurant chef is essentially branding the style in which the food is being prepared and presented.

Kwun and Oh (2007) explore how consumers evaluate lodging brand portfolios and show the important role of brand-specific association. In a randomly selected sample of students, 800 out of 3725, at a large Midwestern university, were selected for the study and although the sampling frame was somewhat narrow, the general profile of the sample corresponded to that of a typical lodging customer, as stated by the researchers. The research suggests that product quality had a positive impact on consumer attitudes towards brands and service quality was found to impact neither brand image or extended brand image. The results supported the claim that a brand's favorable evaluation is important to its extended brands. Kwun and Oh state; "a brand image has the strongest effect on consumer attitude towards extended brands, this followed by product quality and brand awareness" (p. 93). As travelers move throughout a particular destination, they begin to experience different restaurants and different forms of food presentation. Often, food dishes are created differently by each individual chef, therefore creating brand loyalty towards a particular food item could be one of the reasons that chefs highlight the food ingredient origin on a menu. This is one of the issues that the research at hand will attempt to uncover.

In an effort to bring together the factors that contribute to brand loyalty, Tepeci (1999) examined loyalty programs in terms of their ability to create brand-loyal customers. Tepeci identified factors that create brand loyalty, the following is a list of those factors, followed by a brief description of each.

1. Awareness – at this stage the customer knows the brand exists, but the bond between customer and product is low.
2. Reputation – selling high quality products and commanding premium prices increases the reputation of a firm and in order to build reputation the promised quality of goods or services must be delivered.
3. Image – The brand image distinguishes one product from another and does not necessarily have the same name. The image also includes slogans, colors, symbols and words.
4. Promotion – This factor can be used not only to attract new customers but also retain current customers by promoting deals, incentives and new features of a product or service.
5. Perceived quality – this factor is extremely important. It is the guarantee made to the customer that the brand they have purchased offers what they expect; if this meets their needs they will stay with this particular brand.
6. Innovation – This factor is increasingly important to increasing brand loyalty as consumer tastes are changing and a successful brand must remain up-to date, thus demonstrating attentiveness to customer tastes.
7. Brand extension – this factor is increasingly important as the brand image can compliment similar goods and services that compliment the current brand.
8. Satisfaction – a drop in satisfaction will result in a drop in loyalty, thus highlighting the importance of keeping customer satisfied resulting in brand loyalty.

9. Customer background – This factor is important as higher income earning customers may stick to one premium brand because they see it as contribution to their social status, also cultural background, gender etc.

Tepeci's (1999) research was conducted because acquiring new customers is more expensive than retaining current customers. Frequent-guest programs allow firms to: (1) increase of market share, (2) understand the customer needs by tracking information – anticipating future desires and (3) provide customers with immediate rewards.

Tepeci (1999) concluded by offering several strategies to help firms retain customers. First, offer added value features and consistently provide high quality service. Second, managers can stay in touch with the customer, segmenting customers by their buying habits, selecting service-orientated employees, using relationship (database) marketing, offering frequent guest programs and building an organization that facilitates organization-wide planning and implementation. The third strategy involves the ability of managers to segment customers by their buying habits, as this helps managers understand the customers' needs. Fourth strategy deals with human resources, the selection of service orientated front line staff, as front line employees play an integral part in gaining loyal customers. The next strategy includes the implementation of a customer loyalty program enabling firms to understand the behaviors and attitudes of their customers. The final strategy involves the building of systems that involves organizational wide planning as brand loyalty is not the sole responsibility of the marketing department. According to Tepeci (1999) the research and its strategies highlight the importance and the amount of involvement of an entire organization has to make in order to build a strong, loyal brand image. He also noted that in the end, brand

loyalty is one of the most important competitive survival tools because loyal customers provide repeat business.

Despite the importance of branding, literature on branding food ingredients on restaurant menus is scarce. Gaining insight into food branding on restaurant menus, particularly through the perspective of a restaurant chef would be a starting point in understanding the involvement of menu branding. The research proposed here explores the involvement that a chef has in procuring food ingredients and how the chefs portray local foods on a restaurant menu.

2.3.1 Issues Involved in Using Local Ingredients and Menu Branding

“Authentic meals provide communion or closeness to not only culture ... but also other persons ... and the various aspects of the natural world” (Symons 1999, p. 334, as cited in Scarpato, 2002). With respect to food and culinary tourism, authentic food is based on the types of crops that can be grown in the local soil, the type of fish that can be caught in local seas or lakes, and the type of livestock to which the local land is suited (Hjalager and Corigliano, 2000). Every destination has its own unique climate, which is considered an important indicator of authenticity because it determines the species of animals, the types of crops and even the type of preservation methods (Hjalager and Corigliano, 2000). Van Westering (1999) went so far as to argue that the culinary experience and memories (produce, recipes, and traditions) accumulated from that experience are the most powerful souvenirs of a holiday. While Van Westering suggests that memories of recipes and traditions in which they can be associated with the learning

aspect of cultural tourism, Richards (2002) argues that learning is a main characteristic of cultural tourism.

As the link between culture and culinary tourism is better understood, so is the need to offer for culinary authentic experiences – a culinary tourism that reflects authentic food products. In search of authentic food products, accreditation system reinforces background and authenticity. An accreditation system is intended to protect the name and place of origin of food and wine products. French regional products are protected by labels defining quality. These labels certify that the product satisfies national regulations and norms. They include Appellation d'Origine Controlee (AOC), Le label rouge, Le label regional, L'appellation Montagne, Les certificats de conformite and Le label biologique. This product quality accreditation allows a certain guarantee and gives the consumer a comfortable feeling about the history, identity and nature of the product.

Boyne, Williams and Hall (2002) in their examination of the *Isle of Arran Taste Trail* noted that such a product demarcation may have aided the survival of the product thus far and / or helped enhance the product image. Jones and Jenkins (2001) in their conclusion of the application of the *Taste of Wales*, using Hjalagers typology of gastronomic tourism added value, cited the lack certification, quality standards and commoditization, in the lack of advancement past the first and second order phases. Spain has made use of geographical indicators by using Denominacion de Orgin (D.O.) and has furthered the system by accrediting a green star, denoting products of superior quality. In the case of Spain the accreditation systems convince the customer that the product not only looks good but has superior flavor as well (Ravenscroft and van

Westering, 2002). The system also allows the consumer to view the products guarantee. The product guarantee offers information on the producer, the date of harvesting and the packer of the produce (Ravenscroft and van Westering, 2002). Understanding accreditation and the need for accreditation is important to chefs but research on the topic is sparse. Accreditation literature is important because the literature reviewed underlines the point that an accreditation system will encourage consumers to value and feel comfortable trying a food or drink item that has been accredited. In brief, accreditation adds value to a product that enhances its worth to a consumer, increasing the consumers' willingness to buy the product.

2.4 Summary

As restaurants increasingly utilize local resources in the preparation of food, the menu information provided to their guests reflects the time and effort put into their creations. The study of utilizing local ingredients and managing suppliers of culinary tourism has received little attention, though the restaurant is a key motivator for travel. The importance of this research is mirrored in the amount of supply chain literature that has been provided in the manufacturing environment. Early research has examined the purchasing function in the restaurant industry, both at the individual chef level and the corporate level. Much has changed recently, especially with increased attention to chefs and culinary tourism. The research on the relationships between a restaurant chef and suppliers of local food ingredients has been limited. The incorporation of specific food origins on restaurant menus has raised issues of branding and authenticity, but questions

remain about why the chef chooses particular suppliers, how he/she forms and nurtures the business relationship, and why some work and others do not.

CHAPTER THREE

3.0 METHODOLOGY

A mixed method approach is used for this exploratory research with an emphasis placed on manifest content analysis. The general purposes of mixed methods may either be additive, with different methods addressing different sub-topics (often sequential), or interactive, with the same basic topic being approached from different angles. In the current case, different methods are used to address the topic of supply chain management generally and use of local ingredients in recipes and menu design specifically. Data collection for the purpose of this exploratory analysis includes both self-administered questionnaires and open-ended semi-structured interviews with the weight placed on the latter.

A major purpose of many social scientific studies is to describe situations and events (Babbie, 1986). Mixed methods are employed to collect data about activities, events, occurrences, behaviors and to seek an understanding of some of the limitations and problems associated with accessing local supplies in the restaurant industry. The exploratory analysis used semi-structured interviews supplemented with a self-administered questionnaire to evaluate the impediments to and benefits of accessing local ingredients of eleven Relais & Chateaux chefs in Canada.

This exploratory study will utilize the method of manifest content analysis to systematically identify keywords and communication content. According to Holsti (1969) content analysis is “any technique for making inferences by objectively and systematically identifying specific characteristics of messages. Although the later definition is somewhat broad, Babbie (2004) defines content analysis as the “study of

recorded human communications, such as books, websites, paintings and laws”. More specifically content analysis can be applied on manifest content; that is, the words, sentences, or texts themselves, rather than their meanings.

According to Holsti there were 15 uses of content analysis in which he grouped into three basic categories that include: (1) make inferences about the antecedents of a communication, (2) describe and make inferences about characteristics of a communication and (3) make inferences about the effects of a communication. As the exploratory research took place six questions were addressed in this content analysis. These questions were formulated by Krippendorff (2004) and include: (1) Which data are analyzed?, (2) How are they defined?, (3) What is the population from which they are drawn?, (4) What is the context relative to which the data are analyzed?, (5) What are the boundaries of the analysis?, and (6) What is the target of the inferences?.

This particular study employed eleven chefs, essentially comparing eleven different cases. Comparative research as identified by Ragin (1987) focuses on diversity, using a moderate number of cases that are studied in a comprehensive manner. Hase (2004) states that rather than trying to explore ‘common’ features, many researchers report their findings in terms of a typology or even a contrast, which will be the case in this study. This research is also characterized as exploratory. Generic goals of exploratory research, as outlined by Neuman (2000) include:

- Becoming familiar with the basic facts, setting and concerns.
- Create a general mental picture of conditions.
- Formulate and focus questions for future research.
- Generate new ideas, conjectures, or hypotheses.

3.1 Setting of the Study: Relais & Chateaux

Founded in France in 1954, Relais & Châteaux is an association of independently owned hotels and restaurants representing the highest benchmark of hotel accommodations and fine dining. Each year, a select few properties are invited to join after meeting the associations' high standards of quality. These standards are based on the founding values defined by the 5 Cs: Courtesy, Charm, Character, Calm, and Cuisine. Courtesy refers to the quality of welcome and attentive service. Charm must be found in the well-appointed properties and elegant interiors while each property must have its own unique style (character) and guarantee a tranquil setting for quiet and relaxation (calm). Finally, Relais Gourmand properties include “the finest contemporary signatures in the culinary world” (Relais & Chateaux Press Kit, p. 3) and represent the “haute couture” of fine dining.

In order to become a Relais & Chateaux property stringent guidelines have to be met and maintained. Clientele therefore have expectations of a memorable food experience when they patronize a Relais & Chateaux restaurant. There is much emphasis put on uniqueness, the individual atmosphere, charm and authenticity of each property. To achieve this uniqueness a property must stay true to its own culture and heritage. Although many of the properties have very different styles, ranging from lodges to castles, to very contemporary spaces, all share the highest standards of excellence. They have an average capacity of 30 rooms and are attentive to the tiniest of details in both the accommodation and dining. The quality controls set out by the Relais & Chateaux Association include several tactics for monitor standards in member's hotels: (1) quality audits – each hotel regularly undergoes an anonymous quality control visit, (2) guest comment forms – the guest forms are very important and are evaluated at the

Associations Head Office, which are then passed on to the associated property so that the necessary steps can be taken, and (3) letters and emails from guests – these may contain complaints or suggestions which are then passed on to the appropriate properties where they can be then studied and when necessary, appropriate action will take place (Relais & Chateaux Press Kit, p. 3).

Relais & Châteaux was chosen for this case study for several reasons. These establishments are well known for their exceptional level of hospitality and gastronomy. Secondly, researchers have cited that a restaurant is a determinant of travel, as such the case in Bornholm, Denmark where visitors rated restaurants as “important” or “very important” in their decisions to visit (Gyimothy et al, 2000). In a similar study Sparks et al (2003) found that approximately 60% of respondents reported that they perceive the role of restaurants as important in their decision making process. Further, culinary travelers set out to explore culture and heritage, all of which are associated with Relais & Châteaux properties. Third, the restaurants that are part of this particular association function as an individual identity, allowing chefs to control aspects of purchasing and managing suppliers, a different scenario than chain restaurants. Finally the restaurants that are used in this exploratory study strive to produce the finest quality dishes and in doing so the chefs seek out the freshest, top quality ingredients.

3.2 Survey Procedures

As described in Chapter 1, the goal of the research is to gather information on the management of supply chains at Relais & Chateaux restaurants. Access to the chefs for data collection was accomplished through direct contacts, facilitated by a letter of

introduction provided by one of the owners of a Relais & Chateaux with whom the researcher has worked in the past. Considerations for qualitative interviews include the use of a “gate-keeper” that enabled the researcher to establish rapport with the respondent (Jenning, 2005). Entering the field with a gatekeeper is very important with regards to the sample that is being used in this particular case study because a chef’s time is valuable. Jennings (2005) notes that a gate-keeper enabled the researcher to gain access to people who may not want to be interviewed. The sample population is governed by a board of directors; the gatekeeper for this particular case study is a recent member of the Relais & Châteaux Canadian Board. In order for the interview to be successful the interviewer needs to establish rapport with the participant (Jenning, 2005). This can be accomplished by allowing additional time during an interview, in order to establish a social relationship, as well as trust and respect.

As Borden and Abbott (1991) state, in order for a mail questionnaire to be successful, it should include pre-contact of subjects including a request for participation. Pre-contact helped in establishing rapport with the sample population. According to Borden and Abbott (1991), follow-up is also very important in administering mail questionnaires. With respect to this particular study, follow-up was necessary due to the impending semi-structured telephone interview. The use of the fax machine was used in order to gain a higher response rate, Babbie (2004) notes that in one particular study, those who ignored a mail questionnaire were sent a follow-up fax, increasing the response from 35% to 83%.

Babbie (2004) highlights the importance of testing the questionnaire, stating that no matter how careful researchers design a questionnaire, there are always errors. A pilot

test of the survey, both self-administered questionnaire and a semi-structured interview, took place with an accredited five diamond chef that has had previous experience at a Relais & Châteaux property. This test was undertaken in order to clarify and streamline questions. Performing a test limited any confusion and misinterpretation that can be uncovered before being administered the survey to the sample population.

In this exploratory study the survey (self administered questionnaire), was carried out with nine Relais & Châteaux Chefs. The semi-structured interviews were completed over the telephone with eleven Relais & Châteaux chefs, due to the cost of traveling to properties across Canada. Upon the completion of the semi-structured interviews, the respondents were asked, for a restaurant menu via fax, e-mail or mail for the final stage of research, the menu content analysis.

The data was collected at two different points in time, first when the chef received the survey and the second when the semi-structured interview took place. In order to establish rapport, the respondent was first contacted via telephone and e-mail with a brief introduction. During this time a package containing the gatekeeper letter of acknowledgment and the self-administered questionnaire was sent to respondent via mail. The purpose of the self-administered questionnaire was to give the respondents a chance to familiarize themselves with the research topic while providing the researcher with information regarding the respondent's general knowledge of the study. The respondent package included the self administered questionnaire, gatekeeper letter and instructions on ways it can be returned to the researcher (a self-addressed envelope was provided as well as a fax number). During this time the researcher opened dialogue with the

restaurant chef via e-mail and/or telephone in order to establish an appropriate time for the semi-structured interview.

3.2.1 Self-Administered Questionnaires

A self-administered questionnaire is designed to solicit information appropriate for analysis (Babbie, 2004). The questionnaire utilized a Likert Scale, a question format that includes a series of statements with a standard set of responses (Babbie, 2004). Benefits to a Likert scale include the efficient use of space, respondents find it faster to complete and they increase the comparability of responses given to different questions (Babbie, 2004). Some of the drawbacks associated with the Likert scale is that it can foster a standard response with the respondents. In other words, respondents may fall into a routine of checking of all boxes in a particular column without giving serious attention to differences in their feelings or answers. Further more the respondents may assume that all the statements represent the same orientation, thus not taking the time to respond correctly (Babbie, 2004). The Likert scale is widely used in attitudinal measuring; it provides a series of statements to which a subject can indicate a degree of agreement or disagreement (Borden and Abbott, 1991). The questionnaire included a standardized set of closed-ended response categories that were used to answer several questions. This format can facilitate the presentation and completion of items (Borden and Abbott, 1991). Open-ended questions are of limited use in the self-administered questionnaire because subjects may not understand exactly what the researcher is asking or that they may find it takes too much effort to think of an answer and then write it out in a coherent fashion (Bordens and Abbott, 1991). More importantly because the self-administered

questionnaire was followed by a semi-structured interview, the use of open-ended questions was deemed unnecessary. Quantitative research methods are designed to establish statistical relations of similarities and differences among members of the population, but they can lack exploratory power (Bradshaw and Stratford, 2005). For the purpose of this study the self-administered questionnaire served as a method to inform respondents and prepare the respondents for the qualitative semi-structured interviews. The three following themes were formulated as a result of the literature review:

Acquisition Themes

These themes are dealing with behaviors, logistics, attainment, purchase, possession, buying decisions, and social interactions with immediate suppliers. This also includes statements that address the type of immediate supplier or benefits of the immediate supplier.

Production Themes

These themes deal with information pertaining to ingredients received from a suppliers and the progression of the relationship that is built. These statements address supplier cooperation, quality of product, inventory, interactions and benefits of the ingredients themselves will be categorized as production themes.

Communication Themes

Communication themes are those statements that underline how information is being transferred from the chef to the restaurant guest concerning supply chains, ingredients, farms, farmers, supplier, and regions. Statements also dealing with training, staff knowledge, menu design, menu description, advertising and marketing are viewed as communication themes. This allowed the researcher to gain an understanding of the

quantitative magnitude or nature of issues that could be explored in more detail during the semi-structured interviews.

- Acquisition – The first category solicited responses that are directed on the respondents views on what they feel are important aspects to supplier selection factors (See Appendix 1). Factors include: ability to meet due dates, commitment to quality, and knowledge of product characteristics.
- Production – this category is associated with the production aspect of the respondent’s role in the production of the local ingredients into menu items. The respondent will be asked to state the seriousness of an issue. Some of the issues include: product quality, supplier inventory, and competition from other buyers. (See Appendix 1)
- Communication – the last category included questions that pertain to the importance of different outlets of that the respondent uses in communicating the origin of the products. The importance of the following factors will be examined: front line staff, menu description, theme of restaurant, etc. (See Appendix 1)

3.2.1.1 Descriptive Statistics

Due to the size of the sample population, only descriptive statistics were performed on the quantitative data derived from the self-administered questionnaire. The questionnaire was assembled using three general categories that include acquisition, production and communication as this mirrors the structure of the semi-structured interviews. The quantitative data derived from the self-administered survey was analyzed

two different ways. The data was analyzed using descriptive statistics as a whole group, employing means and standard deviations.

The result of the survey information was used to supplement information gained from the semi-structured interviews. The chefs' initial views of three categories; acquisition, production and communication using the survey questionnaire enabled the researcher to gain a more holistic view of the chefs' understanding of the concepts that were examined later in the research. Furthermore the information allowed the researcher to probe and explore issues that have been deemed important as a result of the self-administered survey. Due to the structure and use of the three categories (acquisition, production and communication) used in data collection; the researcher was able to enhance the dialogue of the semi-structured interview.

3.2.2 Semi-Structured Interviews

An interview is described by Jennings (2005) as a face-to-face interaction (sometimes voice-to-voice) rather than interactions mediated via written text (questionnaires) and is an alternative method of collecting survey data which can be conducted face-to-face or via telephone (Babbie, 2004). Babbie (2004) notes that an interview survey is typically completed face-to-face encounter, but a telephone interview follows the same guidelines. Semi-structured interviews include a set of questions that are developed in advance from earlier research (Rothe, 1993). Rothe (1993) stated that "wherever and whenever more information is required we use probes to follow-up questions" (pg 97). Probing during an interview for responses generally decreases the number of "don't knows" and "no

answers” (Babbie, 1986). According to Jennings (2005), appropriate probes include “How is that?” or “In what ways?” and the most general “Anything else?”.

Semi-structured interviews have a flexible agenda or list of themes to focus the interview (Jennings, 2005). Guidelines for interviewing include active listening (interacting and engaging with the participant), interpretive listening (probing in order to understand the meaning of terms) and process listening (monitoring the timing) (Jennings, 2005).

The semi-structured interviews for this study followed guidelines similar to those set out by Jennings (2005). The goal of the semi-structured interview was to gain insight into each chef’s knowledge of issues related to the acquisition, production and communication of food products related to culinary tourism. Chefs located at fourteen Canadian Relais & Chateaux, were identified from the Relais & Chateaux 2007 World Wide guide book and only eleven were interviewed for this study. Information regarding the sex, rural vs. city setting, length of time at their current occupation and age were recorded in order to assess any demographic differences. For ethical purposes, names of those interviewed were not provided and the restaurant name and location were not explicitly mentioned to protect the identity of those people interviewed.

The summary of information on the sources can be found in table 3. The majority of chefs are male (91%, n=10) and from the province of Quebec (45%, n=5). The chefs varied in executive chef experience, property experience and previous experience at a Relais & Chateaux property as an executive chef.

The Relais & Chateaux chef property type in this exploratory research was based on three different types of properties. The first characteristic that sets the properties apart

is the community the property is located in. The majority of chefs, eight were located at rural properties that is, those located outside a city setting, include and only three of the chefs were located at urban properties, those located in a city setting. The second type of property in this research distinguishes between Relais & Chateaux chefs and Relais Gourmand chefs. This type varied as seven chef's fall under the Relais & Chateaux classification of properties and four chefs are associated with Relais Gourmand properties. Relais Gourmand properties is merely an extended brand of Relais & Chateaux, these properties are know for having an exceptional culinary presence, with the highest possible standards. The final distinguishing property feature of the chefs in this research is chefs that operate a restaurant and those that operate restaurant located in a hotel. The majority of chefs, nine reside in a restaurant / hotel setting while the remainder two chefs, reside in a restaurant setting.

Table 3: Representation regarding sex, provincial location, type of community location, experience as a executive chef, length of time at the property, previous experience as a chef at a Relais & Chateaux property , and property classification.

Variable	N	%	Variable	N	%
Sex			Current Property Experience		
Female	1	9%	0 - 5 years	6	55%
Male	10	91%	6 - 10 years	2	18%
Total	11	100%	11 - 15 years	2	18%
Province			16 - 20 years	0	0%
NB	1	9%	21 - 25 years	0	0%
QC	5	45%	25 - 30 years	1	9%
ON	2	18%	Total	11	100%
AB	1	9%	R & C Experience		
BC	2	18%	Yes	5	45%
Total	11	100%	No	6	55%
Community			Total	11	100%
Rural	8	73%	Type of Property		
Urban	3	27%	Relais & Chateaux	7	64%
Total	11	100%	Relais Gourmand	4	36%
Executive Chef Experience			Total	4	100%
0 - 5 years	4	36%	Property Classification		
6 - 10 years	2	18%	Restaurant	2	18%
11 - 15 years	1	9%	Hotel & Restaurant	9	82%
16 - 20 years	3	27%	Total	11	100%
21 - 25 years	0	0%			
25 - 30 years	1	9%			
Total	11	100%			

3.2.2.1 Content Analysis

Content analysis can be used as a practical tool to uncover facts, ideas, and intents (Rothe, 1993) and is one of the fastest growing methods in social research (Neuendorf, 2002). Content analysis is used to uncover different understandings of conceptual issues (Hall and Valentin, 2005) and is based on the assumption that communication both affects and is affected by the social environment (Rothe, 1993). Most content analysis has been focused on advertising and images (Hall and Valentin, 2005) and also entails the examination of written text (Babbie, 2004).

Strengths in this type of research lie in the ability of a researcher to observe, because the document is not influenced by the researcher's presence (Rothe, 1993). Babbie (2004) notes that the advantages of content analysis include safety, economy and the ability to study large amount of content at one time (Babbie, 2004). Content analysis is purely descriptive and cannot establish causal relationships among variables (Bordens and Abbott, 1991). Bordens and Abbott (1991) also note that the durability of the findings become invalid over time. Furthermore researcher bias has been deemed a potential drawback to content analysis (Hall and Valentin, 2005). Neuendorf (2002) states that bias, with regards to content analysis, is the result of manipulating the research so that it might be in favor of the hypothesis.

Responses and notes recorded from the interviews with chefs were recorded. Once recorded, data was broken down into statements and each statement counted as one item. All of the chefs related statements in the data were identified and then subject to initial coding and each statement was asked the same two questions.

- What does this statement represent?

- What is the issue this statement is addressing?

During the first list of categories, 43 categories emerged. After a 48 hour period the researcher returned to the statements and re-analyzed and combined into 29 categories. From the 29 categories nine themes emerged. Table 4 outlines the themes and provides a description of each.

Once the statements were recorded with regards to the themes listed in table 4, the statements were then recorded with the related chef data such as sex, province, property type, community setting, property classification, executive chef experience, property experience and previous experience at a Relais & Chateaux property as an executive chef.

Table 4: Description of themes for coding unit classification.

Theme	Description
Producer Relationships	This theme is made up of comments related to characteristics the chef seeks in producers and discusses relationships that the chef's have with their producers. These comments also relate to the development of relationships with local suppliers and identify the how local suppliers / producer are classified.
Producer Communication	Statements in this theme outline how the chef communicates the use of local ingredients to restaurant guests. The theme further discusses any changes that could be made in the branding of local ingredients in order to be better marketed and includes statements which address whether or not the producer of ingredients is communicated to the guest.
Local Ingredients	Statements in this theme discuss several issues associated with the use of local ingredients. These issues relate to associated costs of using local ingredients, the possibility of local ingredients becoming a trend, chef's involvement with local artisans and their products, the chefs' views of local ingredients, and benefits that arise from the use of local ingredients.
Cuisine	Statements in this theme discuss what the chef values most in his/her cuisine. This theme is further made up of statements which discuss the type of cuisine that the chef offers and in doing so addresses the definition of haute cuisine.
Restaurant Staff	This theme reflects the chef's views on the front staff (waiters') knowledge of restaurant ingredients and discusses the training of waiters thus identifying specific traits that waiters possess.
Culinary Tourism	Comments related to this theme discuss impacts of culinary tourism on their restaurant and reputation. This theme is comprised of statements that define culinary tourism and identify the impact that the chef has on the environment.
Knowledge of Clientele	Statements grouped in this theme discuss the chef's knowledge about the guests that frequent their restaurant. The statements in this theme also offer the chefs interpretation on how the guest views their restaurant.
Culinary Products	This theme is comprised of statements addressing different culinary products that a chef may or may not offer at their particular restaurant.
Relais & Chateaux Brand	This theme is comprised of statements that involve the brand Relais & Chateaux.

Once the coding and organization of the chef's statements was complete information was compiled into written format under key themes and was discussed. This information is presented in the following chapter.

3.3 Supplementary Resource

For many restaurants the menu is a form of advertising and serves as a guide for customers (Sparks et al., 2003). Content analysis is an unobtrusive form of research and has been adopted in recent years in the evaluation of new media, such as websites (Hall and Velentin, 2005). Rothe (1993) notes that the media represents a means by which experiences are selected and organized, so with respect to restaurants menu information pertaining to the use of ingredients would be helpful in understanding a chef's supply management decisions. Content analysis was performed on restaurant information obtained from a restaurant menu from the corresponding chef. This supplementary resource helped make comparisons between field notes and written documents. This supplementary resource sparked insights about relative congruence – or lack of it – between information gained from the self administered survey and semi-structured interviews with actual menus being used in the restaurant setting.

3.3.1 Restaurant Menu Content

In Sparks et al. (2003) research, the menu is described as a map of the restaurant's offerings; in a larger context, where local ingredients are highlighted, the menu can even be interpreted as a type of guide to the food the area has to offer. The menus used at

Relais & Chateaux properties use brief descriptions to explain the ingredients being used; the style of preparation and in some cases the origin of the ingredients for each particular menu offering. Each chef at any given time may have more than one menu in use, as some restaurants use breakfast, lunch, dinner, bar, tasting and room service menus. For this particular study menus provided to the researcher from the chefs were used for the content analysis.

3.3.2 Content Analysis

Menus were examined to identify how frequently the origins of ingredients are noted and how these origins are described. List items were derived from an overview of all the menus received from the Relais & Chateaux chefs. Table 5 describes the meanings of categories in order to allow for coding units to be classified appropriately. Information regarding the list items was coded and counted based on the predetermined description.

Table 5: Category description and meaning for appropriate menu coding

List Category	Description
Seafood	This category contains words that identify what type of seafood a chef uses in a particular dish
identification	The second part of this category includes words that identify the origins or other qualities of the seafood
Meat	This category relates to the type of meat being used in a particular dish either as the main focus of the dish or as a secondary ingredient
identification	Additional terms that further characterize the meat, these words could relate to how the meat was processed, where the meat was from, and the habitat in which it was raised
Vegetable	The identification of specific vegetables was noted, such as beans, turnip, mushrooms, corn, and leeks

identification	This category included words that further characterized the vegetable being used. These identification words included information about the origin of the vegetable, a specific type of vegetable, or how the vegetable is cooked
Fruit	The fruit category includes fruit ingredients such as apple, pineapple, watermelon, and strawberry.
identification	This category included words that further characterized the fruit being used. These identification words included information about the origin of the fruit, a specific type of fruit, or how the fruit is cooked
Cheese	Words classified in the cheese category referred to specific types of cheese used in a dish or as a cheese course.
identification	This secondary category includes words that further characterize cheese on the menu.
Spice / Herb	Words in this category identify the kinds of spices or herbs used.
identification	This secondary category includes words that further characterize spice / herb on the menu.
Local ingredients	Words or phrases that identified a sub- area within the province in which the producer is located were noted
Regional ingredients	This category of terms includes words or phrases that identify an origin of an ingredient that is located in another province
International ingredients	Phrases and words in this category identify menu items as having an international origin, or that contain an ingredient that carries an international brand or connection
Ingredient habitat	The ingredient habitat category consists of words that describe how a particular item was farmed or harvested, the ingredient's natural habitat, or season of harvest.
Method of preparation	This category includes words about how a dish is prepared, such as seared, roasted, smoked, grilled, or poached

As a supplementary resource, the analysis of the restaurant menu will enable the researcher to address current issues of communication to the restaurant guest. The list is applicable for the analysis of the restaurant menus, as each food item description may include key words and phrases that refer to the restaurant supply chain.

CHAPTER FOUR

4.0 RESULTS

This chapter consists of the exploratory research results and is divided into three sections; chef interview results, chef survey results and menu content results.

4.1 Written Survey Results

Surveys were mailed to sources in July of 2007; nine sources returned the completed surveys out of a possible fourteen. The survey consists of three sections: acquisition, production and communication. The sections were comprised from research that was reviewed from the field of supply chain management and research underlying restaurant chefs' responsibilities and job descriptions. Respondents were asked to complete the self administered survey and return it, with the consent form, to the researcher.

4.1.1 Supplier Selection Characteristics

Table 6 represents of number of characteristics attributed to supplier selection criteria. Respondents were asked to signify the importance of a number of supplier characteristics using a five-point Likert scale (1 = critical, 2 = important, 3 = moderately important, 4 = not very important, 5 = not at all important).

Characteristics viewed by the respondents as being critical / important to selection include:

- Product quality
- Knowledge of ingredients

- Ability to meet delivery deadlines
- Commitment to customer service
- Response time to questions or problems

Three characteristics that were deemed important (ability to meet delivery deadlines, product quality, and response times to questions or problems) all share the same standard deviation (± 0.5).

Characteristics that seem less important to respondents include: the market share of the suppliers, product prices financial stability and willingness to share information with suppliers. The four characteristics which were deemed the most un-important, all had high standard deviations, which highlights the fact the sources perceive the importance of these characteristics differently.

Table 6: Supplier characteristics and their importance to the chefs' choice of supplier

Supplier Characteristics Involved in Supplier Selection	Supplier Selection Importance	Std. Dev.
Ability to meet delivery deadlines	1.67	0.50
Commitment to continued improvement	2.00	0.71
Knowledge of ingredients	1.56	0.53
Commitment to customer service	1.78	0.67
Product prices	2.44	1.01
Financial stability	2.78	1.09
Ability to satisfy changing requirements	2.00	0.71
General restaurant knowledge	2.11	0.78
The market share of the supplier	2.89	1.27
Product range	2.00	0.87
Product quality	1.33	0.50
Response time to questions or problems	1.67	0.50
Willingness to share information with suppliers	2.22	0.97

4.1.2 Production Related Topics

Table 7 reports on a number of performance indicators, related to suppliers, that the sources may perceive as a problem. Respondents were asked to highlight the performance indicator as a problem, based on a five-point Likert scale (1 = not a serious

issue, 2 = not an issue, 3 = undecided, 4 = a problem, 5 = a serious problem). Based on the mean responses of all the performance indicators, there was not one response that posed as a problem with regards to chef recipe production.

Delivery flexibility, willingness to share sensitive information, and ability to satisfy changing requirements are the three performance indicators most important for the chefs. Product quality was the one performance indicator that had the largest standard deviation ($\Sigma = 1.67$) and underlines the respondents' variation in their assessment of this particular performance indicator. Willingness to change product / service to meet the restaurant needs was one indicator that produced the lowest average, indicating it is the most unproblematic issue, while having the lowest standard deviation, indicating that it is also the most agreed upon response among the respondents.

Table 7: Chef issues in menu production related to suppliers

Performance Indicators Related to Suppliers	Problems / Issue Related to Performance	Std. Dev.
Product quality	2.56	1.67
Willingness to change product / service to meet the restaurants needs	2.44	1.01
Willingness to participate in new product development	2.56	1.42
Supplier certification	2.67	1.22
Willingness to share sensitive information	2.78	1.48
Delivery flexibility	2.78	1.30
Ability to satisfy changing requirements	2.78	1.20
Supplier restaurant knowledge	2.56	1.01

4.1.3 Important Communication Media

Table 8 identifies several communication media that a restaurant chef can utilize. The respondents were asked to signify the importance of a number of possible media and rate their importance using a five-point Likert scale (1 = not important, 2 = slightly important, 3 = undecided, 4 = important, 5 = extremely important). Communication media and how the respondents viewed their importance to the guest experience as being important were:

- Reputation of the restaurant
- Reputation of the executive chef
- Staff knowledge of the ingredients
- Front line staff training

The top two media as related to the guest experience also had the smallest standard deviation indicating that the respondents were in general agreement.

Menu description, identification of the origins of ingredients on the menu and highlighting specific ingredients in the menu description were three media that chefs deemed least important in communication. It should be noted that they still rated as important by the respondents. Furthermore these three media have the highest standard deviation underlying the respondents' variation in their responses.

Table 8: Communication media and their importance to the guest experience

Communication Media Related to the Restaurant Guest	Communication Media Importance	Std. Dev.
Menu description	4.33	1.00
Identification of the origins of ingredients on the menu	4.22	0.97
Highlighting specific ingredients in the menu description	3.89	0.93
Staff knowledge of ingredients	4.56	0.53
Front line staff training	4.56	0.53
Theme of the restaurant	4.33	0.50
Reputation of the restaurant	4.89	0.33
Reputation of the executive chef	4.78	0.44

4.1.4 Survey Summary

This section summarizes the findings from the completed chef surveys. The analysis of the surveys provides a brief synopsis as to important characteristics in relation to the acquisition, production and communication of restaurant ingredients.

Choice of Supplier

- Product quality, ability to meet delivery deadlines, knowledge of ingredients and commitment to customer service ranked the four most important characteristics in supplier selection.

Production of Recipes Related to Suppliers

- Delivery flexibility, willingness to share sensitive information and ability to satisfy changing requirements are the three top performance indicators.

Communication

- All the communication characteristics rated were, overall, rated as important.
Reputation of the restaurant and reputation of the executive chef rated the highest.

4.2 Chef Interview Results

Interviews conducted during August of 2007 were transcribed and statements related to the use of local ingredients were pulled from the transcripts for further analysis. Eleven of fourteen Canadian Relais & Chateaux chefs responded. The statements related to chefs attitudes towards culinary tourism, reflection of the state of the culinary tourism market, attributes of local suppliers, expression cooking styles, communication towards restaurant guests and staff relations.

4.2.1 Description of Chef Interviews

The responses of each chef, based on a personal interview, were compiled into the data set that will be referred to as **chefs' data** set throughout this document. Once the coding process was complete, a total of 286 statements were grouped into 29 categories, where nine themes emerged. These items were coded on three different occasions in order to capture all relevant statements. Themes were formed only when two or more statements were grouped together in a category. Each statement was then coded according to the chef in order to capture demographic information for further quantification.

The number of statements attributable to each category of chef (based on the profile categories shown in Table 3, such as sex and province) were tabulated to examine

whether there were any significant differences related to any of the characteristics of the chefs.

Table 9: Number of statements attributed to categories of chefs

Variable	n	%	Variable	n	%
Male / Female			Current Property Experience		
Male	258	90.2	0-5years	172	60.1
Female	28	9.8	6-10years	49	17.1
Total	286	100	11-15years	37	12.9
			26-30years	28	9.8
			Total	286	100
Province			R & C Experience		
NB	24	8.4	Yes	158	55.2
QC	131	45.8	No	128	44.8
ON	62	21.7	Total	286	100
AB	34	11.9			
BC	35	12.2			
Total	286	100			
Community			Type of Restaurant		
Rural	249	87.1	Relais Gourmand	65	22.7
Urban	37	12.9	Relais Chateaux	221	77.3
Total	286	100	Total	286	100
Executive Chef Experience			Property Classification		
0-5 years	114	39.9	Restaurant	37	12.9
6-10years	49	17.1	Hotel & Restaurant	249	87.1
11-15years	30	10.5	Total	286	100
16-20years	65	22.7			
26-30years	28	9.8			
Total	286	100			

A total of 91% of all chefs are male (Table 3) and were also responsible for 91% of the coded statements (Table 9). The one female chef (9% of the sample) was responsible a proportionate number of coded statements. In terms of provincial distributions, Quebec chefs (45% of the sample) accounted for 46% of all statements. Chefs in British Columbia and Ontario (18% each) generated different percentages of statements: 20% came from British Columbia chefs compared to 14% from Ontario chefs. With respect to the geographical situation of each property (rural versus urban), the 70% of chefs working in rural areas generated 82% of the coded statements.

4.2.2 Theme Distribution

Each statement was examined to assess the general theme addressed. Table 10 highlights the theme along with the number of statements associated with each and the corresponding percentage.

Table 10: Themes Addressed by Chefs (n=286)

Theme	N	%
Producer Relationships	56	19.6
Producer Communication	39	13.6
Local Ingredients	38	13.3
Cuisine	36	12.6
Restaurant Staff	35	12.2
Knowledge of Clientele	27	9.4
Culinary Products	21	7.3
Culinary Tourism	19	6.6
Relais & Chateaux Brand	15	5.2
Total	286	100

A total of 56 (19.6%) of statements addressed producer relationships, the largest of all coded themes. The smallest coded them was Relais & Chateaux Brand having only 15 (5.2%) of the statements.

Table 11: Theme Distribution by Province (n=286)

Theme	Province					Total
	NB	QC	ON	AB	BC	
Producer Relationships						
Observed	4	28	14	5	5	56
Expected	4.7	25.7	12.1	6.7	6.9	56
Producer Communication						
Observed	3	19	10	3	4	39
Expected	3.3	17.9	8.5	4.6	4.8	39
Local Ingredients						
Observed	4	14	4	5	11	38
Expected	3.2	17.4	8.2	4.5	4.7	38
Cuisine						
Observed	3	20	7	4	2	36
Expected	3	16.5	7.8	4.3	4.4	36
Restaurant Staff						
Observed	3	12	9	7	4	35
Expected	2.9	16	7.6	4.2	4.3	35
Culinary Tourism						
Observed	2	9	3	2	3	19
Expected	1.6	8.7	4.1	2.3	2.3	19
Knowledge of Clientele						
Observed	1	14	6	4	2	27
Expected	2.3	12.4	5.9	3.2	3.3	27
Culinary Products						
Observed	3	9	4	2	3	21
Expected	1.8	9.6	4.6	2.5	2.6	21
Relais & Chateaux Brand						
Observed	1	6	5	2	1	15
Expected	1.3	6.9	3.3	1.8	1.8	15
Total						
Observed	24	131	32	34	35	286
Expected	24.0	131.0	32.0	34.0	35.0	286.0

The proportion of statements made regarding theme distribution by province (Table 11) highlighted the province of Quebec having the most statements overall. The province of Quebec had fewer statements regarding local ingredients than

expected, more cuisine statements than expected. Although Ontario and British Columbia both had two responding provinces the province of Ontario had more statements regarding the theme producer relationships and producer communication while the province of British Columbia had more statements regarding local ingredients.

4.2.3 Theme Results

The overall goal of the interviews was to determine chefs' views of the current state of culinary tourism, issues relating to the communication of the use of local ingredients to restaurant guests, relationships and issues associated with local suppliers, acquisition challenges, and chef expectations of producers. Statements made by the chefs were reviewed and the statements were grouped into nine general themes. Table 10 presents the frequency and percentage for each category regarding all the statements. The following discusses the results of each theme.

4.2.2.1 Producer Relationship

This theme is made up of comments related to characteristics the chef seeks in producers, relationships that the chef's have with their producers and the importance of ongoing interaction of the chef producer interaction.

Characteristics related to the producer relationship include issues of quality, integrity, passion, timeliness, dedication, and service, "*quality is the first characteristic that I look for in a producer*" while another chef expressed "*cost, quality, what day it was picked, harvested, then shipped*". These statements address the importance of

information and complications that arise from lack of communication. The restaurant chefs concede that in order for producers to create quality ingredients, there needs to be a considerable investment in time *“I know what it has been fed because I am out networking with the producers – it also has a more distinct taste”*.

Comments revealed that relationships with chefs and the development of those contacts were important to the overall relationship. Development of relationships began with doing basic footwork where the property is located, for instance, *“Research – going to the market”* and as another chef stated *“Can be through word of mouth – doing research – finding out where the local markets are – take it upon yourself to make contact with food producers”*. This category includes general comments on how to go about making initial contact with local suppliers. Comments include speaking with colleagues (other chefs), attending the market, speaking with locals and doing research *“When I come to the property ask the local people where the farmers markets are or where the farmers associate”*.

Coinciding with the development of producer relationships chefs expanded with statements including interactions that the chef has with his/her producer once the relationship has been established, *“provide us with their ingredients to taste, quality, ethics, price. Usually one-on-one tasting”*. Another chef noted the importance of being in regular contact *“one thing that is very important for a chef is to be in a regular with a supplier”*. The chefs also revealed that the producer is very proud of their product *“The suppliers are very proud of there product, they will tell you how it has been raised or made, a key is when they invite you to their property, that is always a big deal, they want to show it to you”*, revealing ongoing interactions with producers. They also underline

the reason for the interaction, as one chef noted the importance of consistency “*a week of great products and then the next week all the products are no longer available. I really want consistency*”.

This theme included 56 statements in total, 24 of which originated from Quebec, 14 Ontario, five Alberta and British Columbia, and four from New Brunswick. Statements related to this theme were predominantly made by younger chefs, those with 0-5 year’s experience as both an experienced executive chef and current property experience.

4.2.2.2 Producer Communication

The statements in this theme outline how the chef communicates the use of local ingredients to restaurant guests and whether or not the producer of the ingredients is actually communicated to the guest. While the chefs statements in this theme revolve around communication this theme further expands on the chefs views on any changes that could be made in the branding of local ingredients in order for ingredient to be better marketed to the public.

Chef’s statements under this theme relate to their effort in highlighting a region on their menu “*A few things that are particular to the region are important to highlight on the menu. People are also important to highlight because they deserve credit*” and note the importance of giving credit where it is deserved. The statements also address the benefits and concerns of highlighting a specific producer on the restaurant menu. For instance one chef noted:

Yes (we advertise producers), well we do a aged pristine beef, it gets attention. Some guests like a cheese so we let the guest know who our supplier is because the supplier can handle customers but if I feel that the farmer who cannot sustain customers it is not worth putting his name on the menu, maybe yes.

The use of both the menu and the waiter was highlighted in the communication of local ingredients “*We use the menu as much as possible*” and another chef more specifically states “*for instance salmon or Bison – I would highlight where these are from*”. The statements included in this theme also discuss the role of the waiter as a communication median for restaurant ingredients “*I rely on waiters because during service as I do not have time to go out to the restaurant to visit with guests because the menu descriptions are brief*”.

Included in the theme, producer communication, the statements were generally made up of comments which discuss any changes that could be made in the branding of local ingredients in order for food, farmers, producers and suppliers to be better marketed. Statements include issues of encouragement of suppliers, formal organizations, less outsourcing, and increased media interaction.

Organizations that would bring farmers together, there is no organization that brings farmers together. It is difficult to know what is available when its available and where it is available so if there was some central organization that farmers were into where they could go and show there wears [product] to the local restaurants.

One chef in particular noted that change in the way chefs communicate is needed, “*We need more original local communication, I think when it is local you have more*

opportunity to reach chefs, each chef, what the chef knows, then they can put it on the menu". This theme encourages grass roots communication of producers in order to brand ingredients "I think something like change and communication exchange and a consultation table where people can talk, Cuisine Canada, is good but too big, slow food movement, sometimes it is difficult reaching all the chefs".

While taking the opportunity to communicate the producer of ingredients to restaurant guests the statements eluded to expectations related to organic produce, process's involved, and accountability *"Food, you need to pay what is cost, good food has a price attached"*. This theme outlines the importance and involvedness of communication, with the end result being a local brand-able product. A key to this success, as stated by chefs in this research is the need for partnerships and alliances in rural areas. These statements include the formation of organizations in order to advocate local products.

In the 90's we made a re-groupment to have meetings with producers – I have been on a board and assisted so many of them in facilitating – now I know most of them – I have been with them since the 1980 – it is a movement – one that is picking up speed or clout but you have to realize the investment of time with these producers that is why as chefs or myself – we stick them and continue to grow.

Chefs with more experience as an executive chef and with more current property experience made more statements in this category compared to other chefs. Rural chefs also had more statements than urban chefs regarding this particular theme.

Thirty-nine statements were grouped into this theme. The bulk of the statements related to the branding of local ingredients and how the chef communicates the use of local ingredients to the restaurant guest.

4.2.2.3 Local Ingredients

Statements in this theme discuss several issues associated with the use of local ingredients to restaurant guests. These issues related to the associated costs of using local ingredients, the possibility of local ingredients becoming a trend, chefs involvement with local artisans and their products, the chefs views of local ingredients, and benefits that arise from the use of local ingredients.

This theme is made up of comments that discuss how the chef views local ingredients *“I base my menu around the most in season ingredients because they are fresh, abundant, and of the best quality, but this is not always the case. Just because an ingredient is local does not mean it is the best quality”*. The statements describe issues that relate to local ingredients such as history of local ingredients, the emergence of local ingredients in the media and the impacts of local ingredients, for instance on chef notes *“you (the chef) get people from all over the world, what is Toffino, it is seafood and all that fun stuff, It helps people appreciate what is grown near buy and they know it will be fresh and seasonal”*. The chefs also conceptualize what constitutes local ingredients and how the restaurant’s guests view them.

Chefs acknowledge that using local ingredients to promote restaurants in general, could be considered a trend in the marketplace, *“local ingredients are trendy right now, it is why we are doing it, the way to go, and we are part of that trend. It is certainly a*

healthy trend". Statements indicate that the trend of using local ingredients is not used honestly in promoting the restaurants and that chef should try to ensure the future viability of the local economy, *"local ingredients are helpful only if it is truthful, because I think about organic it has been a trend for a while and it has been used as a commercial tool for a while"* and as another chefs states *"Every four years there is a trend and now I do not want terror or the region as a product to become a trend"*.

As the chefs recognize the current trend of using local ingredients the statements identify the benefits of using local ingredients. These statements include freshness, quality, price, abundance and information *"Getting a fresh product, ripened close by, good price, plentiful, helping the local economy because you are promoting and giving the farmer clout when approaching other chefs at other restaurants"*. Statements discuss the associated cost that accompanies the use of local products. Issues such as increased cost due to the accompanying time and manpower it takes to produce organic products *"I think using local and everything, they can afford it, it is buying the best, fresh picked that day, if you can have that relationship with your suppliers than that is good but it is really expensive, only those that can afford it"*.

When the chefs spoke about local ingredients their statements included the chef's involvement and understanding of artisans and their products, as one chef states *"We work with artisans and then I have the potential to shape them to the way I like them"*.. Statements underline the importance of artisanal products to the culinary experience and distinguish between artisans and other producers, for instance *"every time I buy, I initially look for organic, artisan producers. If they are not available then I will go mainstream / USA or out of province, first choice is organic, artisan"*.

Of the thirty-eight statements include in this theme, fourteen of the statements related to the image of local ingredients. Issues related to the benefits and trends of local ingredients together were coded twelve times within this theme.

4.2.2.4 Cuisine

Statements in this theme discuss what the chef values most in his/her cuisine. This theme is further made up of statements which discuss the type of cuisine that the chef offers and in doing so addresses the definition of haute cuisine.

Statements discuss what the chef values most in his/her cuisine. Values include honesty, integrity, quality of ingredients and the presentation of ingredients, as one chef states *“Integrity respect and honesty with the customer, I try to make my own philosophy with my approach to cooking but at the same time I respect, I try to show them my philosophy or approach to food”* and another acknowledges his style of cooking *“Simpler style of cooking, I do not blacken with BBQ sauce or spices”*. The statements reflect the chefs’ daily presentation of food ingredients to the restaurant guest.

The statements in this theme build upon the chefs values by discussing the type of cuisine that the chef offers *““Panache”, meaning we serve French Canadian Cuisine with a twist, so the tourist comes to our restaurant to experience local cuisine”*. The chefs’ statements in this category identify the type of cuisine presented. The statements describe technique, the country where they have been influenced and their career background *“Regional / Canadian based on French from training, a little taste of the West Coast because I was there but more or less it is contemporary, Canadian”*.

As the chefs discussed their cuisine the statements in this theme also address the definition of haute cuisine. Statements provide opinion's on the phrase and how it relates to their specific style of cooking. As on chef comments on haute cuisine, *“Yes I do (create haute cuisine), I consider this phrase(haute cuisine) the use of top quality ingredients and the way it is transformed, this also includes above top products, top service, craftsmanship”* and as another chef states *“Not as much as I would like to, we are in a stage where we are progressing, we have that appeal (haute cuisine), people will tell you it is very haute cuisine and others will be a little more reserved about it, ask the customer”*.

Included within the statements of cuisine chefs outlined the outcome of time spent training in France with other Relais & Chateaux chefs. As a result of their training in France the chefs expressed the importance of the quality of ingredients; where to find ingredients; and how to instill pride in producers as related to their cuisine.

20 years ago in Quebec you could not find good quality, consistent produce, so when I first came back after spending time training in France my first focus was not on recipes or books or something new, my first focus was on the produce and where to find it and how to find.

The statements in this category are equally distributed between issues revolving around, chefs' value, the cuisine the chefs prepares and their classification of haute cuisine.

4.2.2.5 Restaurant Staff

This theme reflects the chef's views on the front staff (waiters) knowledge of restaurant ingredients and discusses the training of waiters thus identifying specific traits the waiters possess.

Statements in this theme reflect the chef's views on the waiters' knowledge of restaurant ingredients. These statements outline what the waiters' level of knowledge, the role they play in communication, the waiters expectations of restaurant guests, and their understanding, or lack of understanding of local ingredients in the restaurant setting *“The staff always tastes [food] so they know the differences and I try at different points through out the season to educate and train but most often the staff has to want to know – they have to be interested otherwise it is just a waste of my time”*. Statements also make reference to possible characteristics that waiters could possess in order to make their job more rewarding *“[waiters] they do not necessarily know much about food service and because of the turnover, we are always training – more questions the better – they want to relate to the food that we create in the kitchen – so then they can explain to the guest as much as possible what they are going to eat”*.

Overlapping the chef's views of waiter knowledge in this theme, statements also discuss the training of waiters and identify specific traits that waiters possess, as one chef notes, *“they have to be curious to be a waiter, they need to go in the fridge and ask questions. I ask them questions, try to trick them. Menu tasting and information sessions with the staff weekly”*. Comments identify when the training takes place and what goes on during training sessions, for example on chef remarks *“Servers that have passion that are here for a career are curious to know and that helps, always before service”*.

Out of a total of thirty-four statements made within this particular theme, nineteen statements addressed waiter knowledge while the remainder fifteen statements encompassed the training of restaurant waiters.

4.2.2.6 Culinary Tourism

Comments related to this theme discuss impacts of culinary tourism on their restaurant and reputation. This theme is comprised of statements that define culinary tourism and identify the chefs understand of the impact that culinary tourism has on their restaurant.

Chefs discuss the impacts of culinary tourism on their restaurant and reputation; one chef observed that “*culinary tourism is our trademark. We definitely strive and work towards keeping the tourists coming and coming back*”. While the chefs discussed the impacts of culinary tourism they also offered a more holistic definition of culinary tourism, from their perspective. One chef conceptualized culinary tourism as “*People who travel around eating – food and wine – very important – it is appealing to the customers of the restaurant*”. The chefs also conveyed a more holistic awareness of culinary tourism and conveyed a genuine understanding of the culinary tourism concept.

Two statements worth noting include:

Culinary is an experience of what I cook and what I prepare how you prepare it and how you cook for customers, it is very important, when you go somewhere that you have local ingredients to cook with Culinary tourism means traveling for food, experiencing food in different settings and in all aspects of creation – farm to restaurant.

I think it is really important it makes it all well-rounded people come here not just for food but the ocean surfing and storm whale watching, it is just a bonus to the experience – as for those others food and what we offer is a way to bring all those experiences together because those shape what food is grown and or produced – yes, for sure –well I think it is because it is a different part of BC on the mainland – but on the island it is a different experience.

Of the thirty statements made to make up the theme of culinary tourism, eleven of those statements revolved around the chefs awareness of culinary tourism. The remaining statements were distributed between issues involving the impact of culinary tourism and the chefs understanding of culinary tourism.

4.2.2.7 Knowledge of Clientele

Statements grouped in this theme discuss the chefs knowledge about the guests that frequent their restaurant. The statements in this theme also offer the chefs interpretation on how the guest views their restaurant. Statements express chefs' views of their guests' interest in culinary themes, appreciation for organic ingredients, regional ingredients and local history behind ingredients served. One chef viewed their clientele as *“People come here and they are very interested and curious about the specific produce where it is from and ask a lot of questions the customer is very interested”* while another conceptualized their clientele as *“I feel the customer knows a lot about food, but also they want to learn more, they associate their trip with the food because we represent the region”*.

Statements discuss how a restaurant is viewed and how the client perceives the experience they receive from a Relais & Chateaux property, for example one chef noted

“A lot of clients that are loyal and always come back to visit – the word of mouth with or particular property is also good – well the commitment to quality and service – word travels fast”.

The majority of statements in this theme revolve around the chef’s knowledge of their clientele, while only five statements allude to how the restaurant is viewed through the eyes of their clientele.

4.2.2.8 Culinary Products

This theme is comprised of statements addressing different culinary products that a chef may or may not offer at their particular restaurant. statements discuss seminars, cooking classes and demonstrations that the chef provides. The statements also make note of products such as house jams and honey, for example one chef states *“we have a seminar, people come in the kitchen it is an integration for a few days, one or two people at a time, every weekend”* while another includes demos and cooking classes, *“we do offer cooking classes, a demo on a item that the guest requests. It lasts about an hour, yes, this a popular request, people are always asking for them”*. Statements included in this theme encourage the use of onsite gardens and the added value it brings to the guest experience *“Herb garden, small vegetable, what ever is possible where ever I go I try to accommodate some sort of garden”*. Statements also express concern for the time involved, the cost, the seasonal aspect, and space for an actual garden.

No (gardens on-sight) because of where we are. In the past at properties I have worked at gardens where they were an important aspect of the experience. Now I work very close to gardeners on the outskirts of the city, I have them

prepare ingredients to my specifications. A large number of these gardeners have been working with me for over 10 years.

The chefs' statements within this particular theme revolve around the issue of chefs views of gardens located on the property.

4.2.2.9 Relais & Chateaux Brand

This theme is comprised of statements that involve the brand Relais & Chateaux, one chef acknowledges *“I do not think the brand necessarily implies the use of local ingredients but rather it means experiencing different styles of culinary food from different regions or that particular area where the restaurant is located. (Culinary styles from that region”*. The chefs commented on the Relais & Chateaux brand and its implications regarding quality, service, association with the region and its implications to the tourism industry in general, as one chef puts it, *“Relais & Chateaux markets themselves in guest services, and organic local ingredients go along with that service aspect of the R&C brand. Guests come to Relais & Chateaux for that kind of service”*.

A total of fifteen statements make up the theme Relais & Chateaux brand.

4.2.4 Interview Summary

The following is a brief summary of the characteristics of the chefs interviewed. The tabulations reflect

Chef locations and situations

- Most chefs were from the province of Quebec.

- Most statements were made by chefs from a rural setting.
- Chefs were separated by province, community, chef experience, property experience, Relais & Chateaux experience, type of restaurant, and property classification.

Themes and codes

- Nine themes emerged from the data: producer relationships, producer communication, local ingredients, cuisine, restaurant staff, culinary tourism, knowledge of clientele, culinary products and Relais & Chateaux brand.

4.3 Menu Coding Results

Menus examined in this analysis were obtained from Relais & Chateaux properties in the month of August, 2007. A total of 11 properties were contact, providing a total of 17 menus. Menus varied from property to property and included breakfast, lunch, dinner and tasting menus. Each menu item was coded in order to gain information concerning how chefs presented ingredients to their clientele. Examples of menu items that were coded include the following:

BC Apple & Nanoose Greens

Crumbled Moonstruck Blossom's Blue, Crushed Toasted Hazelnuts, Roasted Apple Dressing

(BC, Lunch, appetizer)

Braised Atlantic Halibut

Globe Artichokes, Yellow Chantrelles, Pine Nuts, Smoked Paprika Marmalade,

Anise Emulsion

(ON, Dinner, main)

The coded information consisted of menu items that include an opening ingredient followed by a brief description. Each menu item was coded in relation to the where the ingredient was produced or grown (habitat), method of preparation, whether local or regional ingredients were highlighted, use of labeled/branded imported (international), types of fish, types of meat, vegetables, types of fruit, types of cheese, and types of spices or herbs. A total of 245 menu items were coded.

Table 12: List Items and Frequency throughout items

List Item	N	%
Seafood	60	24%
identification	24	10%
Meat	63	26%
identification	37	15%
Vegetable	150	61%
identification	41	17%
Fruit	24	10%
identification	5	2%
Cheese	14	6%
identification	9	4%
Spice / Herb	20	8%
identification	4	2%
Local ingredients	42	17%
Regional ingredients	14	6%
International ingredients	10	4%
Ingredient habitat	13	5%
Method of preparation	85	35%

4.3.1 List Item description and results

Seafood

This category contains words that identify what type of seafood a chef uses in a particular dish, such as salmon, scallops, or halibut. Words can identify the seafood that is used in the dish either as a main focus of the dish or as part of the dish.

Braised sea scallop

morels mushrooms and Xeres, arroche and stonecrop with coral powder

(QC, Dinner, appetizer)

The second part of this category includes words that identify the origins or other qualities of the seafood.

Pan Roasted Wild Pacific Waters Salmon

Warm spinach, local bacon salad, hard boiled egg, red onion, David Wood's feta & tomatoes, warm balsamic vinaigrette

(BC, Lunch, main)

Black caviar from Abitibi

(QC, Dinner, appetizer)

Petonzles Princess de la Nouvelle-Ecosse marines a l'eau de pomme et huile de coriander, mouse au wasabi

(Nova Scotia scallops)

This category coded 60 words that identified a type of seafood and 24 words that further characterized the seafood. Seafood words were found in 24% of all coded menu items; 10% included terms that further characterized the seafood. Examples include *Atlantic*

Lobster, Digby Scallops, Ahi Tuna, Manhattan Clams, Dungeness Crab, Sea Scallop, Market Salmon, and Local Oysters.

Meat

Words coded in this category relate to the type of meat being used in a particular dish either as the main focus of the dish or as a secondary ingredient. Key words include beef, lamb, cornish hen, ham, and foie gras.

Seared quail breast & leg confit

Fig wine & pear fondant, fresh truffle & root vinaigrette

(BC, Dinner, appetizer)

As with seafood, additional terms that further characterize the meat were also coded.

These words could relate to how the meat was processed, where the meat was from, and the habitat in which it was raised.

Walchester farm venison

Roasted squash & celeriac pine mushrooms, game jus

(QC, Tasting, main)

Roasted Cowichan chicken breast

Sage potato cake, shimeji mushrooms

(BC, Dinner, main)

Breast of duck from la ferme Goulu

Pureed of cauliflower and horseradish, leeks

(BC, Dinner, main)

In total, 63 words were identified in the menus, accounting for 26% of total menu dishes.

Overall, within the 63 words identified as meat 37 characterization words were noted

(37% of menu meat dishes). Identification words that were uncovered include *Langdon sausage, pristine beef, Hillier's ham, Angus beef, duck fois gras, Muscovy duck breast, and Spring Creek flat iron steak.*

Vegetables

The identification of specific vegetables was noted, such as beans, turnip, mushrooms, corn and leeks.

Chilled tomato gazpacho

Kimch'i salad

(AB, Lunch, appetizer)

Warm lemon grass & cauliflower milk

Pink crusted baja scallop, vegetable salad

(QC, Tasting, appetizer)

The second part of this category included words that further characterized the vegetable being used. These identification words included information about the origin of the vegetable, a specific type of vegetable, or how the vegetable is cooked.

Pan roasted grouper

Langdon fine beans, petit purple onion, shaved summer truffle, tarragon nage

(ON, Lunch, main)

Braised sea scallop

morels mushrooms and Xeres, arroche and stonecrop with coral powder

(QC, Dinner, appetizer)

This category coded 150 words as having an association with vegetables, covering 61% of all menu dishes. Of the 150 words that identified vegetables only 41 were specifically

characterized as a specific type of vegetable. Identification words include *morel* mushrooms, *le puy* lentil, *Medicine Farms micro* greens, tomatoes *provincial*, and *Saskatchewan* chickpea.

Fruit

The fruit category includes fruit ingredients such as apple, pineapple, watermelon and strawberry.

Fragoli and Gala apple granite

(QC, Dinner, appetizer)

Parfait of poached king prawns

mascrapone & lime beignet, maui pineapple & celery broth, lovage leaves

(AB, Dinner, dessert)

This category contained 34 coded items that described a type of fruit. Of the 34 items only five words characterized a specific type of fruit.

Cheese

Words classified in the cheese category referred to specific types of cheese used in a dish or as a cheese course. Characterization terms referred to specific types of a common cheese, the producer, or the location/habitat where the cheese was produced.

Vancouver island free range egg omelet

Pan fried potatoes, asparagus, wheat toast, prosciutto & Vancouver Island brie

(BC, Lunch, main)

The cheese category contained 14 words related to cheese with nine different words characterizing cheeses.

Spices/Herbs

Words in this category identify the kinds of spices or herbs used.

Sun gold tomato soup

Piquillo pepper tapenade, opal basil

(ON, Lunch, appetizer)

Spices and herbs were mentioned 20 times in the menus examined. The further characterization of spices/herbs was occurred only four times in the menus.

Local identification

Words or phrases that identified a sub-area within the province in which the producer is located were noted. These terms included specific towns, farmers, producers or municipalities.

Back of rabbit from Stanstead farm in porchetta, spinach and tomatoes Provencal caramelized pie

(QC, Dinner, appetizer)

Young half pigeon from Miboulay farm, candied rilette and fig perfumed with Acacia honey, blackcurrant sauce

(QC, Dinner, appetizer)

Strawberries tartine from Ile d'Orleans

Rhubarb and parfait glace with parmesan

(QC, Dinner, dessert)

Local origins were mentioned 42 times in the menus examined, representing 17% of all the dishes.

Regional identification

This category of terms includes words or phrases that identify an origin of an ingredient that is located in another province.

M. Venne Mont-Laurier Lamb's

Cooked in two manners, sauce pinot noir summer zucchini, eggplant and tomato

(NB, Dinner, main)

Blue cheese "Benidictin" from L'Abbaye of St Beniot

Apple jelly with cocoe grue from Valrhona

(ON, Dinner, appetizer)

Rack of Quebec's lamb in sage crust

(ON, Tasting, main)

In total, 14 menu items carried a regional identifier, eleven Quebec, two British Columbia and one from the province of Ontario..

International identification

Phrases and words in this category identify menu items as having an international origin, or that contain an ingredient that carries an international brand or connection – such as Xeres – Spanish sherry.

Battered veal sweetbreads

Shanghai bok choy with Chinese five spice and orange zest

International identifiers were the least frequent qualifier with only 10 occurrences.

Ingredient habitat

The ingredient habitat category consists of words that describe how a particular item was farmed or harvested, the ingredient's natural habitat or season of harvest.

Tagliatelle

Cultivated and wild mushrooms, boar bacon, arugula, veal jus

(QC, Dinner, Main)

This category contained 13 different words, appearing in only 5% of the menu dishes.

This category was the second smallest of all the categories.

Method of preparation

This category includes words about how a dish is prepared, such as seared, roasted, smoked, grilled, or poached.

Pan-fried foie gras

Reduction of spiced juice and apple, turnip, gouganis and daikon

(QC, Dinner, appetizer)

Roasted apples with praline crust

Caramel and salted butter ice cream

(NB, Dinner, dessert)

Ravoilis de pigeon confit

Petits tomatoes at bouillon de pivron

(QC, Dinner, appetizer)

This category contained the largest number of terms, 85 different words, occurring in 35% of all menu items.

4.3.2 Menu Coding Summary

The above patterns can be summarized briefly in the following way:

- Chefs feel that describing the method of preparation of a dish is the most important characteristic to convey in their menus. Terms referring to methods of preparation, such as confit, roasted or seared are the most frequent common qualifiers appearing in menus.
- Qualifiers relating to the origin of an ingredient appear in 27% of the dishes listed. Local ingredients are the most frequently cited at 17%. The dominance of local identifiers reflects the emphasis Relais et Chateaux chefs place on local ingredients.
- In terms of ingredients, vegetables appear in 61% of menu dishes. Meat is a distant second at 26% and seafood nearly as frequent as meat, at 24%.

CHAPTER FIVE

5.0 DISCUSSION

The previous chapter reported the results of the survey of chefs, the personal interviews, and the content analysis of menus. This chapter discusses these results, with a particular focus on the role chefs play in culinary tourism, their use of local ingredients, the nature of chef-supplier relationships and chefs' guest communication tactics.

Relais & Chateaux restaurants are known as exclusive, high-end destinations that pride themselves on food quality and the guest experience. A total of 14 properties are located in Canada; data were obtained from chefs at 11 of these. Scheduling conflicts and work load were cited by the three chefs that did not participate. Of the properties that did participate, five were located in Quebec, two in Ontario, two in British Columbia, one in Alberta, and one in New Brunswick.

There was substantial variation in the interest in and understanding of the concept of culinary tourism. Generally, chefs with more experience had more comments and insights into culinary tourism; chefs with less experience had less to say about the concept. This could be partly due to the amount of knowledge gained from working alongside destination management organizations in promoting tourism, more recently culinary tourism. Also because of their long standing role in their region they tend to make appearances on television, often to discuss culinary books attached to their name. In doing so they become more aware of the niche market that is culinary tourism.

The chapter briefly presents key findings from the survey and highlights the conclusions of the menu content analysis. The major discussion in this chapter is devoted

to the results of the personal interviews, these interviews provided the richest information related to the objectives of the thesis.

5.1 Chef survey results

The purpose of the survey was to solicit information concerning practices and characteristics related to the supply acquisition, food production and guest communications. The questionnaire also served to get the chefs thinking about the topics to be pursued in the personal interviews.

With respect to characteristics sought in suppliers, ingredient quality was the most important, as expected. Additional criteria considered important are, in decreasing order, ability to meet delivery deadlines, knowledge of ingredients and commitment to quality service. Relais & Chateaux chefs have high expectations of their suppliers not just in terms of the quality of ingredients but also for information concerning product quality. Information concerning product quality ranges from weather information, seasonal changes, size, quantity and delivery schedules. The chefs again rated issues related to information in the production section of the self administered survey as important. The results underline the importance of the chef relationship to a producer and the maintenance of that relationship. This is a result of the amount of information that Relais & Chateaux chefs require on a daily basis.

Unexpectedly, the chefs cited their own reputation and that of their restaurant as the two most important factors that communicate messages of quality (including the use of local ingredients) to clientele. The chefs felt that their history (and that of Relais & Chateaux) of using local ingredients and working with regional producers was

understood by most of their guests. The chefs' reputations do not develop overnight; they are built over time and the fact the chefs acknowledge that local ingredients is synonymous with their name, underlines the value of their use of local ingredients.

5.2 Perspectives on Issues in Accessing Local Food Products

The interviews with Relais & Chateaux chefs yielded 286 statements and each individual telephone interview took approximately thirty minutes to complete. A review of statements from the interviews with chefs led to the conclusion that the statements could be grouped into nine themes: producer relationships, producer communication, local ingredients, cuisine, restaurant staff, culinary tourism, knowledge of clientele, culinary products, and Relais & Chateaux brand. The following will discuss each individual theme.

5.2.1 Producer Relationships

The chefs were asked to comment on specific characteristics that they look for in a supplier. Unanimously, quality and freshness were the two top characteristics. Other characteristics mentioned were service, passion, consistency, availability, integrity, honesty, and respect.

Balazs (2002) observed that chefs pay close attention to how supplier relations are set up and noted that chefs travel around to find the best produce and then go on to build strong, long term relationships with that particular supplier. The chefs in this research clearly indicated that a very important aspect of restaurant supply is the interaction

between them and the producer. One chef described his experience in these words:

“once we first initialize contact we taste and try food together and talk about the product and our needs and what they can do, that is the first contact one of the most important things.”

Furthermore, recognition of the importance of ingredient taste testing and one-on-one meetings were important aspects of producer relationships that all the chefs shared. Chefs also state that their interaction with suppliers should mirror their own values of quality and passion. They noted regular contact with the producer is essential to maintaining a good relationship. A solid relationship is particularly important in order for the chef and supplier to deal with any problems in quality of produce supplied. Chefs can sense when producers are proud of their product. One commented, *“When a producer is proud of their product, they will tell you how it has been raised or made. A key is when they invite you to their property.”*

The chefs take time to interact with producers in order to keep their pulse on quality and the changing market environment. In particular, they want to get a sense of the qualities and personalities of the producers. However, this process can be very time-consuming. The chefs would like to visit the farms, partake in an ingredient tasting and be in contact several times a week.

Chefs develop relationships with supplier in ways that depend on one-to-one contact. For instance, some chefs spend time at local markets and speak with the locals about farms. The relationships are often long-standing. Indeed, some could not recall how their initial contact was made because some suppliers have stayed with chefs for over ten years. This suggests that chefs are very loyal to producers, with the time spent

nurturing the relationship considered valuable by both sides. Indeed, some chefs continue to use a supplier with whom they have formed a positive relationship even when the move to another property. The chefs help establish suppliers, working with them to develop products while helping them facilitate their services, such as distribution, with other restaurants and chefs. For instance one chef noted the lengthy process, “I would then have to befriend producers and really talk to them and train them, telling them there is a market for top quality artisan (they did not understand artisan at that time although they were border line artisans themselves), they would argue saying no one would buy high quality time consuming products (they had to charge more), but after lengthy discussions and meetings with myself and other chefs, they finally were convinced.”

During the interviews, comments were made concerning the infancy of the use of local/regional ingredients. Chefs were quick to note that sourcing locally has only recently been regarded as a common practice among chefs. They attributed the success of many producers and suppliers to the relationships encouraged by the Relais & Chateaux community. Chefs acknowledge the increased importance of sourcing regional producers due in part to the historic nature of outsourcing. They maintain that ten years ago quality products were imported from outside Canada and through their own experiences, apprenticing as sous chefs, it was learned through time, that chefs need to train and promote producers locally in order to have quality regional products.

5.2.2 Producer Communication

Relais & Chateaux chefs stressed the importance of educating their guests about the ingredients in the dishes through various communication channels. Communication is fundamental for helping the guest anticipate, understand and appreciate the meal being served, especially when local ingredients are used. Good communication can enhance the experience and add value to the restaurant product. Communication to guests should be based on two mutually supporting channels. The first is the menu. Chefs use the menu to highlight specific ingredients, producers, and methods of preparation. Chefs also use the menu to communicate their philosophy and style of cooking. Chefs who are successful at educating their guests link the menu to the interaction between guests and waiters: *“I do rely on front staff, but the menu does describe the item briefly, but the staff also has the ability to highlight ingredients, communicate the story.”* The chefs discussed the relationship that waiters have with guests and their role in *“telling the story”*, but note that two chefs expressed concern about the potential of waiters going too far and becoming a nuisance: *“the waiter should not be intrusive; they should not come across as lecturing the guest on menu items.”*

Chefs indicated during the interviews that opportunities arise that enable a particular producer or region to be highlighted on the restaurant menu. The chefs viewed such opportunities differently. One chef highlights the producer because he feels that they deserve credit while another feels that highlighting a producer enables the producer to *“actually sell to more people and other restaurants.”* Other chefs feel that it offers reassurance for the guest, creates interest and enhances the dining experience. One chef

feels that by advertising a producer, his clientele appreciates the fact that he has taken the time to locate the producer and create a relationship. In general, the chefs believe that suppliers benefit from having their name on the menu through greater sales and name recognition. However, one chef notes that, in most cases, producers can not handle an influx of tourists and only certain producers, who can accommodate tourists, can truly benefit from menu advertising beyond just increased name recognition.

One of the more significant findings from the interviews is that chefs have diverse views on how to better brand local ingredients and their producers. Chefs reported several possibilities for local suppliers to play a more prominent role in the restaurant industry. One chef acknowledges that laws and bureaucracy often frustrate small producers trying to grow their operations in order to have a larger presence throughout the restaurant industry. He stated that in order for some producers to create a brandable product their operation needs to grow in order to reach a larger demographic and laws often hamper this growth. Lack of growth, according to this chef, has a negative affect on the product and service of a local producer.

The issue of collaboration and cooperation between groups of chefs and producers appeared to be an area where several chefs acknowledge a need for improvement in order to brand local ingredients. To do this, a coordinating organization would be needed, at a regional/provincial level, to facilitate the exchange of information and ideas: *“I think something like change and communication exchange and consultation table where people can talk, Cuisine Canada is good, but to big, difficult in reaching all chefs and producers”*. This chef feels that a smaller organization would be better suited in creating relationships and opportunities for small producers. Other chefs feel that in order for a

region to have products or a product that is brandable, the product itself needs to be communicated throughout several restaurants in the same way. In creating a brand, such as Cooks-town Greens in Ontario, an exchange of information between regional restaurants is important. Exchange of information with a consultation table or regional group for the purpose of branding would also alleviate fraud, as one chef mentions, fraud plays a predominant role in the branding of local ingredients *“branding food in Canada, there is no repercussion of fraud for food, labeling food for appeal (local). That is fraud. If it is not true, you are defrauding your clients and customers. In France, you would be held accountable.”*

Through a grass roots movement at a regional/provincial level, several chefs want group conferences and meetings twice a year. When probed on the topics to be explored at these meetings, chefs mentioned tasting sessions, new product launches, and awareness of artisanal characteristics (the story behind the product). In the end, these types of get-togethers allows groups to discuss opportunities to brand and distinguish their products from others. Meetings are also valuable for chefs to build their professional network.

One chef made two statements related to partnerships that included her historic background in facilitating relationships and forming organizations which brought together several restaurants and producers. She expressed her long standing involvement in facilitating partnerships in the region of Quebec, *“In the 90’s we made a re-groupment to have meetings with producers. I have been on a board assisting so many of them in facilitation, now I know most of them, thinking back I have been with them since the early 1980’s, it is a movement, one that is picking up speed or clout. You have to realize the investment of time with these producers that is why, as chefs, we stick with them and*

continue to help them (producers) grow". She views the partnerships with producers as a relationship, one that is made possible by an investment in time. Her views are proactive in the sense that partnership and information need to be exchanged among partners in order to sustain the continuing growth of restaurants and their positive economic impacts in their region.

5.2.3 Local Ingredients

A majority of chefs emphasized the benefits of using local ingredients. Many of these benefits were intangible: *"I think you create a micro economy. A local micro economy is certainly a benefit."* and *"You have more control and information on how the product was raised and so on."* One chef commented that the local ingredients not only benefited his property but also benefits the local economy: *"using local ingredients means that I am helping the local economy because you are promoting and giving the farmer clout in the industry."* A majority of the chefs realize that the benefits can extend beyond the restaurant setting. Four chefs thought that the use of local ingredients enabled them to showcase the region for their clientele in order to enhance the dining experience.

Showcasing a region in order to enhance the dining experience is not be confused with promoting the region, in a tourism sense, rather some chefs cited that showcasing the region exemplifies the amount of work that has been put into the food being prepared.

Several chefs noted the rising popularity of local ingredients: *"local ingredients are trendy right now"*. However, several chefs noted trends – fads – that have come and gone: *"a few years ago it was fusion cooking and before that California cooking, I do not want my terrior or region to become another trend."* Some chefs seemed to express

jealousy arising from the fact that local ingredients have long been a part of their cooking philosophy, but now many lower quality restaurants are advertising their use of local ingredients.

The chefs exchange information with each other regarding their sources of ingredients and their experiences with different producers. Those chefs working in proximity together sometimes, in effect, help establish a regional brand for local ingredients. This trend is strengthened through efforts, in some cases to create grassroots organizations that exchange information. The chefs interviewed in this study feel that they have been the pioneers of sourcing local and regional products. They have brought rural farms a long way, in the sense that the farms were once a generic property and now farms have their own identity, special products and have thus created a niche for themselves in the restaurant community. The Relais & Chateaux chefs have helped shape many food and farm businesses throughout Canada and only recently, the past three years according to some chefs, has Canadian food gained prominence. The chefs realize that in order to have a structured, healthy, food industry where restaurants can depend on rural farms, the entire Canadian restaurant culture will to start promoting the benefits of rural producers from within the restaurant industry through annual, seasonal and regional stakeholder meetings.

When the chefs spoke of producers, they referred to them, throughout the interviews, as artisans. The word “artisan”, according to the 2001, Oxford English Dictionary, fifth edition, is *a skilled manual worker who uses tools and machinery in a particular craft* (Allen, 2000). Artisanal producers provide the chefs with the quality products they are looking for because of the attention and care given to the products by

the producers. The chefs also believe they have directly contributed to the success of many artisanal producers: *“we work with artisans, I have the potential to shape them to the way I like them.”* The chefs also believe that it is the passion that makes a producer an artisan, the drive to make the best possible product organic and hand-picked.

Two chefs raised the subject of government involvement in culinary tourism, more specifically how the government promotes culinary tourism and how farmers go about producing goods and services for restaurants. For one chef it was their lack of involvement in promotion of culinary tourism and for the other it was their involvement in the production and procurement of both produce and livestock. The first chef made an observation on the current state of affairs in the culinary industry, in the sense that he believes that he has done more for the provincial government with regards to promotion of culinary tourism, than the government has done for him. The second chef was even more pointed. He noted that the government’s involvement increases the cost of many goods that he uses. When the national government steps in and puts conditions on how food is cultivated in the agricultural industry, the cost is passed on to the restaurant chef (which is passed on to the consumer), ultimately affecting the profit margin:

“government involvement is a case of policy creating unwanted costs associated with accessing local ingredients.” This chef has touched on an important aspect of the trend of using local ingredients. It links the agricultural industry and the tourism sector, and this includes the impact of rising costs arising from growing provincial and national intervention in the agricultural sector.

The chefs are aware of the potential environmental impacts of agriculture and tourism. When chefs use or promote ingredients from a particular location, their actions

can increase awareness of that destination and its products, sometimes resulting in an increase of visitors and can possibly increasing demands on the producer. Two chefs noted that they are aware and keep a close eye on the effects they have on the environment. The key word both chefs used was “*sustainability*”. *However*, few chefs did not mention this issue and could be due to the relatively new prominence that local food has in culinary tourism.

As chef’s demands for high quality increase, costs increase. Also, many of the ingredients chefs look for must be hand-picked, which also raises costs. The chefs are more concerned with quality than price and fortunately for them, their guests are usually willing to pay higher prices for that quality than the guests of many other restaurants.

Regional difference arose from the discussion of local ingredients. The provinces of Quebec and British Columbia were more in tune with their natural surroundings and artisan producers. For Quebec this could be attributed to their long standing heritage with the French culture, while the climate in British Columbia (more specifically Vancouver Island) allows restaurateurs a longer season for ingredients.

5.2.4 Cuisine

During the interviews some chefs spoke about the values that they put into their cooking. This was sometimes expressed to a point where some chefs became emotional; they pointed out that their passion for food drives their cooking and that they do not want disguise the ingredients. They want to showcase the local and regional flavors. The “minimalist” approach that chefs have regarding their food suggests that the chefs want

to let ingredients stand on their own and speak for themselves: *“I try not to disguise the taste too much, do not go crazy with flavor, let the food speak for itself.”*

The chefs were given the opportunity to discuss the type of cuisine that they offer. Half of the statements had a Canadian association, such as, *“my cuisine would be Canadian in the sense that I am now using more and more Canadian ingredient”*. Chefs, in general, were modest in the sense that they described their cuisine simple, modern, contemporary and fresh.

Chefs were specifically asked whether or not they perceive their cuisine as ‘haute cuisine’. The catch phrase has been used in literature within the food industry to classify food as elaborate or skillfully prepared. The phrase helps distinguish a chef’s cuisine by positioning it as a superior product. When asked about the phrase, the chefs expressed opinions ranging from not knowing what the phrase meant to being well aware of all the connotations. A skeptic answered, *“what does that phrase even mean? We do not have to prove anything. That phrase to me is top quality and we are the top.”* A different opinion was expressed as: *“yes, we are haute cuisine, although it is a European term. Our food is skillfully prepared and presented elaborately.”* The chefs’ mixed feedback on the connotations of haute cuisine can be attributed to the fact that this group of chefs have been preparing this type of cuisine for their entire careers, so when a catch phrase is made popular, chefs tend to view it as a fad. Some chefs went so far as to comment that this type of cuisine is a way of life for them and that because they already buy top quality ingredients from the top producers, and have the highest standards, their cuisine could be considered “haute” whether or not they use the term.

Two chefs spoke of their involvement in training and seminars early in their career. In both cases, the training took place in France with the Relais & Châteaux association. Both chefs that were involved have over 20 years experience with their perspective restaurants and both are from the province of Quebec. More importantly, both chefs contribute their success of not only their restaurant, but to that of their producers to the values and lesson learned during this training period. One of the lessons learned, that the chefs shared, was the importance of associating an ingredient with its place of origin. This is seen as an important aspect an initial stage of branding. For instance, the chefs noted that in France when a product is highlighted on a menu it is usually followed by the origin of that product. The intangible ripple effect from this particular France training period, for one chef, yielded positive attributes that could affect how Canadian ingredients are presented.

5.2.5 Restaurant Staff

The chefs acknowledge that training is very important, so they report taking time to lecture staff on ingredients and answer questions “*the waiter has to know everything. Our waiters know what specific area the food is from and special characteristics about the product*”. However, one chef stated, “*they (waiters) can be annoying sometimes with their questions*”. The chefs also noted challenges in dealing with the fact that many of their waiters are only seasonal and typically leave about the time they are becoming proficient at service.

Augmenting the staff in the peak season to deal with an influx of clientele presents a problem. For some staff, their employment at the restaurants is a second job

and for others it is a summer job; as a result, the chefs claim that the front of the house personnel often lack passion and interest: *“they just take the food to the table”*. One chef compared European service standards to those of North American: *“European waiters understand. It is sad to say, but in Canada there is no apprenticeship for a waiter, which means no passion.”* The chefs that responded to problems with staff were generally associated with properties that experience seasonal aspects of tourism as compared to those properties that were stable throughout the year. However, the chefs revealed that even when they spend more time with staff, it does not necessarily translate into interest in the profession.

As is recognized that communication was important to the chefs interviewed, staff training was also mentioned. This was partly due to the amount of detail the chefs expressed in the actual training of staff and because the chefs specifically acknowledged that they are responsible for training front staff. *“Talk to them (servers) as much as possible, servers that have passion that are here for a career are curious to know and that helps – always before service”*, is an example of the time and interest that chefs have in training their staff. The training to which chefs refer is an ongoing challenge and involves weekly meetings and tastings. Objectives of the training are to raise awareness of the special qualities of a particular menu item and interest in the food that is being offered. The chef ultimately wants to pass on his / her passion for quality to the front staff. In order to do so, chefs want the staff to know from where the ingredients come and offer a brief lesson on the characteristics and preparation of ingredients. This is a special challenge for chefs with seasonal staff, but they all agree that having the staff being familiar with the ingredients enhances the guest experience: *“we get together and*

discuss all products, they (servers) want to look informed and functional, they ask the right questions, most learn as they go, and at the end of the day they do not want to look dumb or unknowledgeable in front of the guest.”

Overall, the chefs want to control every aspect of the table service. For instance, the role of training front staff is traditionally left to the food and beverage department or restaurant management, yet every chef acknowledged that the training of front staff was a function of their role and their responsibility.

5.2.6 Culinary Tourism

The chefs' views of culinary tourism and its impacts on the industry and their restaurants were explored. They realize that culinary tourism affects the restaurant industry because the interest in local ingredients by guests is another dimension of visitors seeking food experiences. Furthermore, culinary tourism has the potential to further enhance the chefs' prominence in the broader food service industry.

The chefs interviewed are well aware of culinary tourism. They note their restaurants could be considered to be culinary tourism destinations. Recognizing that their guests are better educated in term of ingredients than previous generations, chefs often view their role as to, *“broker that experience”*. With Canadian culinary tourists traveling to foreign destinations to experience cuisine, many chefs acknowledge that clients travel to their properties for many of the same reasons. These reasons include quality, service and a taste of the region.

Statements in this theme also relate to the chefs' perceptions of how culinary tourism impacts their restaurant. The chefs are certainly all aware of the culinary tourism phenomenon, but due to the complexity of culinary tourism, as cited by one chef, they do

not understand the impacts that they have on culinary tourism or culinary tourism has on them. A few chefs felt culinary tourism is a focal point of the success of their restaurant; however, some Relais & Chateaux chefs responded to the issue of culinary tourism by stating that they do not work for a general industry or tourism goal. They are tied to the success of a particular establishment and they tend to view themselves as artists who demand perfection. They generally have little regard for market or product segmentation.

5.2.7 Knowledge of Clientele

An important issue in the eyes of chefs is the need to know their clientele – what they are seeking in a dining experience. As one chef expressed it: *“people are more aware of what goes in the food; they want to know what they are eating. It also gives them a sense of place, they can relate after driving in the region.”* Chefs that use local ingredients in preparing dishes for Relais & Chateaux guests clearly understand what the guests are looking for and what influences the guests’ overall satisfaction with their dining experience. Another chef states, *“local clientele knows that it is (local produce) around most of the time, they know what they are expecting every year”*.

Chefs can instill trust and create a relationship with their guests by understanding that the guest wants food that expresses the region and that by identifying the region, *“they (guests) want to trust the chef and the food they are eating, the ingredients, you can mark filet or beef tenderloin, take it one step further you would mark the region”*. Many of the chefs interviewed acknowledge the importance of understanding changing market tastes and expectations. These chefs seem to have developed an almost-intuitive understanding of their guests without resorting to formal surveys. As one respondent put it, *“I suppose so, I have never really asked them, although I assume that if they are with*

us then they might expect that we are not shopping for ingredients from the US or Europe”.

Understanding guests’ expectations for local ingredients also allows chefs to promote the region through the food that they offer. They realize that their guests, not only have a desire to learn about the visited region using food as part of that experience, but are also knowledgeable about local cuisine even before visiting the restaurant. Perhaps most importantly, the chefs acknowledge the fact that the guests to their restaurants have a deep interest in local and regional ingredients and are knowledgeable about gastronomy.

The chefs felt they understood attitudes and expectations of their guests. Many also expressed the view that their guests come to their restaurant because it is the top restaurant in the province or country. Three chefs specifically noted that clientele attend their restaurant because of its quality and commitment towards fresh local ingredients. With reputations like this, it is no wonder that Relais & Chateaux chefs are driven to achieve excellence, requiring them to oversee all aspects of production. Although there is no Michelin-starred restaurant in Canada, the chefs share a commitment to quality, and a belief that being a Relais & Chateaux chef marks the chef as being among the best in the country.

5.2.8 Culinary Products

Culinary tourism includes potentially many different products. For the most part, chefs faced the reality that time was a constraint and due to demanding schedules, developing additional products was often not feasible. The chefs did make time for special requests,

such as providing one-on-one cooking sessions for guests: “*we do not (normally) offer extra products, (but for) special occasions or by request, we will do it and have in the past*” and “*we do have seminars by request, people come in the kitchen it is an integration for a few days*”.

Some chefs plant gardens on the property to have control over the quality, consistency, and production of ingredients in the restaurant. The growing and use of herbs is a special source of pride to many chefs. While all chefs share an interest in controlling the production of ingredients, many chefs also understand that a garden on the property enhances the guests’ experience. In Canada, even successfully developed gardens can not sustain an entire menu or supply the kitchen year-round. Another chef cautions that a garden at his property was not feasible because of the volume of people coming through the restaurant while another chef pointed out the fact “*a chef is a chef, that is my profession; I leave the growing up to the farmer*”.

5.2.9 Relais & Chateaux brand

The Relais & Chateaux brand is particularly important to the chefs interviewed. Respondents stressed the importance of high standards and top quality when referring to the brand and their restaurant: “*the brand does imply quality, so to some extent quality and local ingredients are linked*”. Another issue on which the chefs agreed was that the brand was associated with local ingredients, more specifically, the quality and freshness of ingredients. Respondents also noted that branding allowed the chefs the opportunity to charge premium prices. Several chefs stated that producers who service Relais & Chateaux properties sometimes stay at the property, or even as guests of the executive

chef. Furthermore, the chefs noted that the strength of the Relais & Chateaux brand often caused the producers to seek an explicit connection with Relais & Chateaux. The brand offers the chefs an edge over other restaurants as their brand image provides benefits such as first access to suppliers, price point (due to the type of clientele) and the association with top quality and high standards.

5.3 Menu Content

A simple content analysis was conducted on menus to examine how the chefs promoted producers and regions on their menus. Two hundred seventy-three terms were coded. Sixty-three items were meat related with 37 of these (59%) providing additional qualifications about the nature or origin of the meat. Sixty seafood terms were coded, with 24 (40%) of these terms characterizing the basic product. Fruit and vegetable terms were the most frequent, with a total of 150 noted. Of these, 41 (27%) were more precise characterization of the ingredient.

The chefs noted in the interviews that they use the menu as tool for communication. The chefs explicitly mentioned that they consider the waiter as having the responsibility to comment on the individual menu items or specific ingredients to help the guest to decide, if asked by the guest. This could be attributed to the low number of local, regional and international associations throughout the menus that were coded or the need of the restaurant guest for more information pertaining to the food.

The content analysis revealed that the chefs put more emphasis on the method of preparation than specifying the origin of the ingredients. The chefs generally believe that the style of preparation is more important in determining the final taste of the dish than

the origin of the ingredients. The limited space available on menus requires the chefs to be quite selective in what information they convey about the ingredients. As a result, the chefs must rely on the knowledge, training, and communication skills of their staff to help tell a fuller story about their menus.

5.4 Summary

The study's findings provide evidence that Canadian Relais & Chateaux chefs value quality ingredients while spending a considerable amount of time fostering relationships with local and regional suppliers. The chefs revealed that the current state of using local ingredients is nothing new to them and that they hope that this trend, as seen through their experience, will soon be considered a way of life. For the general public, proactively seeking information about local food use in restaurants is still relatively new. For instance in 2002, Halweil argued the importance for local food in a global market. Halweil (2002) stressed the importance of sustainability and eating locally produced food. He cited examples of communities that would only use food that was located in a predetermined radius of their home. According to the authors McKinnon and Smith who published the book *The 100 Mile Diet: A Year of Local Eating*, they coined the phrase 100-mile diet, which encompasses eating food that was grown or produced in a 100 mile radius of their home. The idea of eating locally has rapidly become popular and chefs in this study fear that it may quickly lose its popularity. However, the chefs do note that whatever happens in popular culture they feel that using local ingredients, which are associated with quality, will always be a standard in their restaurants.

CHAPTER SIX

6.0 CONCLUSION

The final chapter of this study summarizes the key findings and discusses the significance of the research. The implications, limitations and recommendations for future research are also discussed in this chapter.

Few studies have focused on how chefs access local food ingredients and the relationships with suppliers that are fostered between chefs and suppliers. The goal of this research is to explore the relationships by gaining a better understanding of the chefs' function in their profession and their role in culinary tourism. This academic analysis of the chefs' role in developing local relationships with food producers highlights the potential role that the restaurant chef plays in promoting culinary tourism.

The role of this research is not to judge individual chefs but to provide a critical analysis of Relais & Chateaux chefs' role when accessing local ingredients. The goal of this study is to describe the role that chefs play in brokering culinary experiences when they access local ingredients. It also evaluates how interactions with local producers are presented to restaurant guests allowing for a better understanding of the impacts that chefs have on the guest experience.

Findings and discussions based on this research indicate that the role of the chef is diverse. The chefs provide local rural food producers with knowledge of best manufacturing practices, market information, advice on promoting and marketing their products, and constant feedback in order to raise the standard of quality of their products. This allows the chef to mentor the rural producer by exchanging information to better allow the producer to create an image for his/her product, which in the long run will

promote a Canadian product brands. The interactions between a restaurant chef their food producer often results in the creation of high quality menu items that are then described to, and possibly consumed by, the restaurant guest. Two mediums outlined in this research that are used for this chef-guest communication include the printed restaurant menu and verbal communication between the restaurant guest and the waiter.

Menus are important guides for a guest to explore what a restaurant has to offer as well, in some cases, what a region has to offer in terms of distinctive ingredients or styles of food preparation. The first objective that the menu is to explain what the restaurant has to offer and to describe the preparation of the dishes. While the chefs in this study use the menu as an information tool, they also position the menu as a means of introducing their cooking style, providing a connection to the surrounding area, and communicating their cooking philosophy to the guest.

The second communication vehicle is the waiter. This research finds that the chefs spend considerable time with their front staff educating them about products and training them on service techniques. The chefs are responsible for making sure the front staff knows the history and background of local area food resources. The research did find that frustrations emerge with chefs due to the lack of front staff enthusiasm and link this frustration to the seasonal aspect of culinary tourism.

The chefs interviewed indicated they felt that their actions in the kitchen promoted local producers and encouraged a move towards greater quality of produce. However, the chefs felt they sometimes had to convince local producers at the outset of their purchasing relationship that there would be a market for their product. When the producers became convinced of the existence of sufficient demand for a product, the

chefs helped promote their products, not only through the menu and the waiters, but by introducing the producer to other chefs in the area. This networking is the driving force behind the chefs' need for a local organization and more co-ordinated grass roots promotion of local ingredients. For the Relais & Chateaux chefs to have products available to them, they often have to create a market for the products. In doing so, the products that the Relais & Chateaux chefs use become better known to customers and to other chefs. Due to the chef's exclusive access to regional products that are typically only available through high end restaurants, the chefs create a niche for their producers and their products. The Relais & Chateaux chefs have first access to these products because they were part of the process leading to the products promotion and emergence in the market place.

One of the major issues facing the chefs in sourcing local food products is producer knowledge and the quality of their product. Researchers, such as Bessiere (2001) have found that countries with a rich culinary heritage have more opportunities to promote and market culinary tourism. These same researchers have noted that government's agricultural agencies and government heritage agencies play a prominent role in the promotion of culinary tourism. Improving the identity of Canadian culinary tourism should not be the sole role of restaurant chefs, but at this moment in time, it is the chef that is taking the time to educate rural producers and promote their products to a receptive audience.

The research has produced several questions as well as answers. For example, the examination of the interaction between chefs and producers raised several questions not explored in this project: who else is interacting with the producer on a constant basis?

Should restaurant chefs be promoting local food producers? Should the chefs provide “responsible tourism” messages? Such as only branding and promoting supplier that can facilitate culinary tourists, Should they be providing advice and guidance regarding best practices to producers and farmers?, If the role of mentor and facilitator to procurers is not appropriate for chefs, who should take responsibility?, Government, industry associations or academia? This thesis recognizes the need for future research into the relationships between restaurant chefs and food producers with regards to culinary tourism.

6.1 Significance of the findings

The research is significant to tourism studies and the culinary tourism market in a number of ways. Firstly, this study is one of only few studies that looks at restaurant supply chains and the relationships between food producers and restaurant chefs. Secondly, this study provides analyzes how information is communicated to tourists concerning food products and food producers in the contest of restaurant meals. Thirdly, food producers can profit from this study by gaining an understanding of the characteristics that chefs consider important and what is involved in branding their product to restaurant guests. This could lead to more open discussion between the tourism, agriculture and small business industry in Canada. Lastly this research highlights the important role of restaurant chefs as advocates for Canadian food ingredients, whether it is local, regional or provincial.

6.2 Limitations

This study looked at only chefs associated with the Canadian Relais & Chateaux brand and their relationships with their producers. Experiences of chefs at other Relais & Chateaux properties and at other restaurants and resorts were not explored. For practical reasons, the study was limited to the summer season, 2007. Although not likely, it is possible that somewhat different perspectives might have been heard in other seasons.

The researcher suspects there may have been a bias in responses to certain questions. One question asked interviewees to discuss whether or not the brand Relais & Chateaux was of any benefit to their establishment. A person who facilitated access of the researcher to the chefs via a letter to the chefs is highly influential in the organization and a former Relais & Chateaux board member. Chefs may have felt that any negative comments would come across as impolite or insulting. Chefs were generally appreciative and spoke highly of the Relais & Chateaux benefits; they highlighted its importance to their success. Therefore, the chefs' responses may have had a positive connotation due to the use of the gatekeeper letter.

The seasonal aspect of the tourism industry could also have been a limitation to the outcome of the results of this research. As the data was collected in the summer months, a peak tourist period of the year, it could affect the outcome of the results. For instance the results may have been different if the data collection had been administered in the fall, winter, or spring.

This researcher has a background in food service with Relais & Chateaux properties as well as other restaurants. As a result, he has a certain perspective on the responses of chefs that a person without a hospitality background would not have.

This study was hindered by time constraints and difficulties in reaching a few Relais & Chateaux chefs across Canada. As the researcher was located in Ontario, interviews were conducted by telephone, which limited the length of interviews and did not allow for more personal interaction. This study did not consult producers, waiters, food and beverage managers, or guests at Relais & Chateaux properties.

6.3 Future Research

As previously identified, this study is based on interviews with chefs - this represents only one link in a much larger supply chain associated with food production. A different approach to examining supply chain issues in restaurants would be to research restaurants that utilized a purchasing department – such as many chain restaurants – as well as to interview the suppliers about their supply chain issues. An understanding of the multiple links in the supply chain would be useful to restaurant organizations seeking to improve food quality, efficiency and cost control.

Another research objective would be to examine the demand for artisan food products in the food industry. Many rural food producers are reluctant to produce time-consuming specialty products because of the financial risk involved. It would be beneficial to research the degree to which culinary tourists or consumers in general would be interested in artisan food products.

Previous studies such as that of Hjalager and Corigliano (2000) comparison of Italy's and Denmark's food image, linked a strong tourism food image to that of a healthy agriculture and food industry and Bessiere's (2001) study of cuisine as a tourist attraction, found that in France, tourists link a strong culinary image to their culinary

tourism market. Research regarding the link between Canada's culinary image and the current state of culinary tourism would help academics, destination management organizations and private business better promote culinary tourism in Canada.

From a producer standpoint, it would be useful to determine why some food producers want to work directly with restaurant chefs. This will assist producers with respect to expansion of their product and possible opportunities to create a brand image for their farm or product.

Finally, future studies should examine the impact the restaurant experience has on the culinary tourist. This would prove useful in determining whether there are linkages between restaurant branding and purchasing decisions of culinary tourists, as well as between branding and satisfaction levels with the dining experience.

6.4 Conclusion

This study explored the chefs' role in accessing local ingredients and how they present these ingredients to the restaurant guest. The study confirms that the Relais & Chateaux chef is responsible for all aspects of purchasing and having a specific role apart from corporate hospitality field purchasing agent, thus adding value to the experience of the culinary tourist. Analyzing the time chefs spend with local producers revealed that they educate, train, mentor and promote local producers. Moreover, several producers' characteristics were identified by chefs that include customer service, on time delivery, knowledge of ingredients, and most importantly, their commitment to quality. This finding, commitment to quality, led the researcher to explore the outcomes to the chefs' interaction with local food producers. Based on the analysis, it becomes clear that the

chefs create unique relationships with local producers, which in turn creates opportunities for branding through the restaurant menu and interaction with waiters. The research concluded that the chefs' investment of time with producers would be of greater benefit if producers and restaurant chefs could meet, at a local level, on a bi-yearly basis. The end effect is a positive experience for the culinary tourist.

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Appendix A

Information Consent Letter for Interview

University of Waterloo

Date

Dear (insert participant's name):

This letter is an invitation to consider participating in a study I am conducting as part of my Master's degree in the Department of Recreation and Leisure at the University of Waterloo under the supervision of Professor Stephen Smith. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

Over the years, the use of local food ingredients has played a role in culinary tourism and research in the past decade suggests that the use of local food ingredients in dining is rapidly increasing. Coincidentally, the relationships between restaurant chefs and suppliers are becoming more complex and involved due to the seasonality of local supplies. The purpose of this study, therefore, is to explore issues related to accessing local ingredients from local suppliers; in other words assessing how easy or difficult it is for chefs to interact and manage local suppliers.

This study will focus on factors involved in the acquisition, production, and communication of local food ingredients in Canadian Relais & Chateaux restaurants. When faced with decisions on supplier integration, it is important to understand how a restaurant, that uses local ingredients, such as the one you are currently employed at, may react. Therefore, I would like to include your restaurant as one of several restaurants to be involved in my study. I believe that because you are actively involved in the management and operation of your organization, you are best suited to speak to the various issues, such as acquisition of local produce, the production and use of local ingredients, and the communication of local suppliers to restaurant guests.

Participation in this study is voluntary. It will involve a five minute questionnaire followed, at a later date, an interview of approximately 30 minutes in length to take place in a mutually agreed upon time over the telephone. The questionnaire is to be completed upon agreement to this particular study and returned to the interviewer via mail or fax. You may decline to answer any of the interview and survey questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. Shortly after the interview has been completed, I will send you a copy of the transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. All information you provide is considered completely confidential. Your name will not appear in any thesis or report resulting from this study, however, with your permission anonymous quotations may be used. Data collected during this study will be retained for 1 year in a locked office in my supervisor's office and all electronic data will be stored on a secure University of Waterloo server which will also be retained for one year. After one year the data will be erased and destroyed. Only researchers associated with this project will have access. There are no known or anticipated risks to you as a participant in this study.

If you are interested in participating then please complete the enclosed consent form and questionnaire and return using the enclosed self-addressed, stamped envelope. Please provide me with suitable contact information and suggested days/times for the telephone interview.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at (519) 888-4567 ext 3894 or by email at j2murphy@ahsmail.uwaterloo.ca. You can also contact my supervisor, Professor, Dr Stephen Smith at 519-888-4045 or email slsmith@healthy.uwaterloo.ca.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes of this office at 519-888-4567 Ext. 36005.

I hope that the results of my study will be of benefit to those restaurants directly involved in the study, other restaurants not directly involved in the study, as well as to the broader research community.

I very much look forward to speaking with you and thank you in advance for your assistance in this project.

Yours Sincerely,

James D. Murphy, Student Investigator

CONSENT FORM

I have read the information presented in the information letter about a study being conducted by James Murphy and Dr Stephen Smith of the Department of Recreation and Leisure Studies at the University of Waterloo. I have had the opportunity to ask any questions related to this study, to receive satisfactory answers to my questions, and any additional details I wanted.

I am aware that I have the option of allowing my interview to be tape recorded to ensure an accurate recording of my responses.

I am also aware that excerpts from the interview may be included in the thesis and/or publications to come from this research, with the understanding that the quotations will be anonymous.

I was informed that I may withdraw my consent at any time without penalty by advising the researcher.

This project has been reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the Director, Office of Research Ethics at 519-888-4567 ext. 36005.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

YES NO

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

YES NO

Participant Name: _____ (Please print)

Participant Signature: _____

Witness Name: _____ (Please print)

Witness Signature: _____

Date: _____

Appendix B

Feedback Letter

University of Waterloo

Date

Dear (Insert Name of Participant),

I would like to thank you for your participation in this study. As a reminder, the purpose of this study is to identify the issues and concerns of Relais & Chateaux chefs related to accessing local food ingredients and the relations that exist within a restaurant supply chain.

The data collected through the questionnaire and interview will contribute to a better understanding of the relationships between restaurant chefs and local food suppliers and information necessary for the development of healthy, beneficial relationships.

Please remember that any data pertaining to you as an individual participant will be kept confidential. Once all the data are collected and analyzed for this project, I plan on sharing this information with the research community through seminars, conferences, presentations, and journal articles. If you are interested in receiving more information regarding the results of this study, or if you have any questions or concerns, please contact me at either the phone number or email address listed at the bottom of the page. If you would like a summary of the results, please let me know now by providing me with your email address. When the study is completed, I will send it to you. The study is expected to be completed by September 30, 2007.

As with all University of Waterloo projects involving human participants, this project was reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes in the Office of Research Ethics at 519-888-4567, Ext., 36005.

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Appendix C

Gatekeeper Letter

Langdon Hall

June 1, 2007

This letter is to introduce James Murphy to you and to request your co-operation in providing him with information related to culinary tourism at your property. James is a Masters student at the University of Waterloo in the Tourism Planning and Policy Program. His thesis - Culinary Tourism Case Study: The Implications of Accessing Local and Regional Food Products at Relais & Chateaux Restaurants - will offer insights into how Relais & Chateaux work with local suppliers and how resort-supplier relationships might be strengthened.

James has been employed with Langdon Hall for over two years; he has recently taken a leave of absence to complete his Masters Degree. His background includes an undergraduate degree from the University of New Brunswick in Applied Management in Hospitality and Tourism and work experience at properties such as the Wedgewood Hotel, Vancouver, BC; The Shadow Lawn Inn, Rothesay, NB; and the Sherwood Inn, Muskoka, ON. His passion for the resort industry has led him to pursue a greater understanding of culinary tourism, more specifically how chefs manage their supply chains.

Relais & Chateaux sets the standard for haute cuisine in Canada and plays a significant role in culinary tourism. James' research will assist the Relais & Chateaux brand in understanding important aspects of restaurant supply chain management. Furthermore his research will shed light on best practices concerning how chefs access ingredients and work with their suppliers.

In closing, I would appreciate your time and input into James' thesis endeavor and I have been assured that information obtained will be kept confidential. Thank you in advance for taking the time to complete the questionnaire and speak with James concerning issues related to culinary tourism.

Sincerely,

Bill Bennett

Appendix D

Self Administered Survey

Acquisition of Food Ingredients

Different chefs are interested in different issues when selecting suppliers. Please indicate the relative importance of each of the following.

	Critical	Important	Moderately important	Not very important	Not at all important
a. Ability to meet delivery deadlines	1	2	3	4	5
b. Commitment to continued improvement	1	2	3	4	5
c. Knowledge of ingredients	1	2	3	4	5
d. Commitment to customer service	1	2	3	4	5
e. Product prices	1	2	3	4	5
f. Financial stability	1	2	3	4	5
g. Ability to satisfy changing requirements	1	2	3	4	5
h. General restaurant knowledge	1	2	3	4	5
i. The market share of the supplier	1	2	3	4	5
j. Product range	1	2	3	4	5
k. Product quality	1	2	3	4	5
l. Response time to questions or problems	1	2	3	4	5
m . Willingness to share information with suppliers	1	2	3	4	5

Production of Food Ingredients

Listed below are various issues related to performance of suppliers and how It relates to the production of recipes.

- 2 Please circle the listed concern as to whether you perceive it as an issue or a problem.

	Not a serious issue	Not a issue	Undecided	A problem	A serious problem
a. Product quality	1	2	3	4	5
b. Willingness to change product / service to meet the restaurants needs	1	2	3	4	5
c. Willingness to participate in new product development	1	2	3	4	5
d. Supplier certification	1	2	3	4	5
e. Willingness to share sensitive information regarding food	1	2	3	4	5
f. Delivery flexibility	1	2	3	4	5
g. Ability to satisfy changing requirements	1	2	3	4	5
h. Supplier restaurant knowledge	1	2	3	4	5

Communication of Food Ingredients

When communicating supply chains to your restaurant guests, please indicate how important the following are to the guest experience.

- 3

	Not important	Slightly important	Undecided	Important	Extremely important
a. Menu description	1	2	3	4	5
b. Identification of the origins of ingredients on the menu	1	2	3	4	5
c. Highlighting specific ingredients in the menu description	1	2	3	4	5
d. Staff knowledge of ingredients	1	2	3	4	5
e. Front line staff training	1	2	3	4	5
f. Theme of the restaurant	1	2	3	4	5
g. Reputation of the restaurant	1	2	3	4	5
h. Reputation of the executive chef	1	2	3	4	5

Appendix E

Semi-structured Interview Questions and Probes

I would like to ask you several questions about your restaurant supply chain. You can refuse to answer any of the questions or terminate the interview at any time. All your responses will be kept strictly confidential.

Restaurant Background:

My first questions are about your restaurant background.

How long have you been an executive chef?

How long have you held your current occupation at this particular property?

Do you have previous experience at a Relais & Chateaux property?

Knowledge of issues related to culinary tourism:

I would like you to think about how restaurants market themselves using local ingredients and the implications of this. Do you think the term local ingredients are helpful in marketing your restaurant? Why? Do you think the restaurant brand Relais & Chateaux implies the use of local ingredients?

What does the phrase, “culinary tourism”, mean to you?

PROBE: Does the phrase include food, wine, or food and wine? How important are local ingredients to a culinary tourism experience?

Is this something you believe is relevant to your restaurant?

PROBE: How does culinary tourism pertain to your restaurant specifically?

How important is culinary tourism as a tour experience or theme to you?

PROBE: Would you consider your restaurant an important aspect of the culinary tourism experience?

Acquisition:

How do you initialize contact with local/regional/national food producer?

PROBE: Do you identify local food producers?

What types of characteristics do you look for when you select a supplier?

Tell me about distinct supplier features that you have encountered?

What types of information do suppliers provide you with before you make an initial purchase?

PROBE: Is information concerning product size, availability, or production cost provided?

Production:

Could you tell me briefly about the nature of the food you create?

PROBE: What types of cuisine do you offer?

Do you have a particular philosophy or set of values that shape your cooking style?

PROBE: How would you classify your specific cuisine?

Do you consider your restaurant to be “haute cuisine”?

PROBE: Why or why not? Is the food prepared in an elaborate fashion or skilfully prepared?

Do you cultivate any onsite gardens at your property?

PROBE: Can you give me any examples of gardens that you cultivate onsite, such as herb gardens or vegetable gardens?

Beyond your menu items, does your restaurant offer other culinary products?

PROBE: cooking lessons, classes, and food items sold outside the restaurant setting?

(If the chef uses local ingredients) Tell me about the benefits of basing your menu around local, seasonal ingredients?

Communication:

Do your guests appear to have a particular interest in menu items that feature local ingredients?

How do you communicate the use of local ingredients to guests who patronize your restaurant?

PROBE: Do you rely on front staff, like waiters or on the menu?

Do you think that highlighting a particular origin of an ingredient on your menu helps promote that particular destination or supplier? Do you think the supplier benefits from this? Does this add to the perceived value of the food?

Do you think the customer want to know the origins of ingredients?

PROBE: Why?

Do you rely on front staff (waiters) to communicate the origin of ingredients used in food preparation?

PROBE: Is it the front staff (waiters) job to expand on the menu description?

In your experience, are the front staff (waiters) knowledgeable on how you access local/regional/national ingredients?

Tell me how you would go about communicating the use of local/regional/national ingredients to the front staff (waiters)?

PROBE: Do you hold regular team meetings? What is discussed during those meetings?

PROBE: Do you have a menu tasting or information sessions for your staff?

Based on your experience, what changes could be made in the branding of local ingredients in order for ingredients to be better marketed?