

Hospitality Insights

For a sustainable industry

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Hospitality Insights

Vision: To communicate hospitality research to practitioners in the hospitality industry in order to inform their thinking, processes and practices.

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Hospitality Insights contains concise and accessible summaries of AUT's hospitality research. Our publication is aimed at a practitioner/industry audience, with a focus on relevant issues to help build a more sustainable hospitality industry for the future.

This journal will operate as a tangible vehicle for meaningful outreach with local and international hospitality communities. Our objective is to stimulate dialogue between academic researchers and industry practitioners, as well as with other interested members of the hospitality community. We believe such a discourse can improve business practice, sustainability and workers' wellbeing, and lead to the creation of more healthy societies, whilst also engendering impact and uptake of academic research.

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Editorial

Tracy Harkison and Keri-Anne Wikitera

Kia ora, ngā mihi nui kia koutou katoa mo te tau hou.

Nau mai haere mai ki tenei hautaka, ko *Hospitality Insights*.

Greetings, and welcome to this issue of *Hospitality Insights* at a time when Aotearoa celebrates the Māori New Year. The new year welcomes in the star cluster Matariki, also known as Pleiades, and symbolises the time to reinvigorate and to advance knowledge for the year ahead.

This issue starts with an opinion piece related to Matariki and how Māori knowledge has and is influencing the hospitality industry in New Zealand. This is followed by another industry interview with an executive chef in Auckland on what makes New Zealand hospitality so unique. Other topics include how Kiwi hospitallers have responded to COVID-19, how family influences the career journeys of woman executive chefs in New Zealand, a summary of research on hospitality graduate career pathways from analysing LinkedIn profiles, and finally, the opportunity for using the Kiwi innovation A2 milk as a new way to offer a flat white.

There are no words that can capture the extreme challenges facing the world since the pandemic took hold. Our industry continues to be central to bringing people together, offering care and sustaining communities, be that in physical, economic, social or spiritual ways. This journal, through the dissemination of these research findings beyond academia, seeks to inspire dialogue that will lead to a healthier and more sustainable industry and hospitable workforce in the future.

In the spirit of Matariki, ngā Manaakitanga. Best wishes, The Editors.

Under the stars of Matariki...

Keri-Anne Wikitera

Dr Keri-Anne Wikitera is a lecturer/researcher working in the School of Hospitality and Tourism at AUT University. Her Māori tribal affiliations are Tūhourangi Ngāti Wahiao and Ngāti Whakaue of Te Arawa.



Tēnā koutou katoa, ngā mihi nui mo te tau hou

Greetings and happy new year.

Matariki, the Māori New Year, is a season when people, culture, language and the spirit of those beneath the stars of Matariki are celebrated. Also known as the constellation of Pleiades, Matariki is a star cluster that first appears in the night sky above Aotearoa during mid-winter. It is a time to remember those who have passed throughout the year and reflect on ancestral knowledge to guide us into how we can live our lives today.

When Matariki will appear is knowledge that comes from the maramataka – a calendar informed by the moon, the stars and our natural environment. Within it, navigation, planting, fishing and many other practices are determined by thousands of years of observation, recording and practice. According to the maramataka, Matariki brings the old lunar year to a close and marks the beginning of the new year [1]. Guided by such ancient knowledge systems, Māori hospitality for me is about connection, it is understanding, it is aroha, it is life. Life that embraces not just the person but also the natural world, for we descend from our sacred mountains, seas and ancestors.

With the recent announcement by the New Zealand Government of Matariki becoming a public holiday from 2022, the whole nation prepares for annual Indigenous celebrations [2]. This highlights the importance the nation places on Indigenous knowledge and is demonstrating, in a very real way, how Aotearoa New Zealand can engage with mātauranga Māori (Māori knowledge systems). For the hospitality and tourism industry, once the borders are re-opened, the Matariki celebrations will further enhance how Aotearoa New Zealand can showcase our uniqueness, our innovative spirit and recognise the lessons of our ancestors in providing important insights for the future.

At this time of the year, the nation is engaging in these Indigenous celebrations, boosting local economies as communities come together to have fun with a multitude of events. Dawn blessings welcoming the stars of Matariki, lightshows, manu aute (kite) days, special planting rituals, remembrance events, wānanga (educational) forums, workplace 'New Year' festivities, school events and many other gatherings that respectfully acknowledge the physical, cultural and spiritual significance of the maramataka, the Māori calendar. There are variations in how Matariki is celebrated throughout the country. Social media abounds with advertisements and promotions for many

different Matariki experiences, which are engaging whole communities in te ao Māori (the Māori world).

Perhaps due to the 2020 pandemic lockdowns or the impending 2022 public holiday, there is a real buzz to events this year. This season, more than any other it seems, Matariki is bringing together communities, imbuing the philosophy of manaakitanga, where hospitality extends beyond commercial transactions and focusses on reciprocity of kindness and care [e.g., 3]. A Māori cultural representation of hospitality that continuously seeks to uplift the mana (prestige, spiritual power) of individuals or groups of people. Regional Councils partnering with mana whenua (tribal customary authority of an identified area), a government Matariki advisory group, government agencies, educational facilities and private organisations are all getting involved in promoting relationships that reflect the essence of Māori culture.

How does this all relate to *Hospitality Insights*? Well, the past year has been extremely challenging for the industry around the world and continues to impact us here in Aotearoa via border closures affecting demand by keeping out international students, tourists and expatriate visits as well as supply, where workers from outside Aotearoa, essential staff for hospitality businesses, are not able to gain entry to the country.

Business sustainability has taken on a new meaning as the tourism and hospitality industries are now dealing with the uncertainty of travel bubbles, the potential for further lockdowns, and the inability to attract international staff. At a national level, having an extra public holiday in the winter will help the hospitality and tourism sectors as domestic markets plan more mid-winter travel.

The pandemic has also been a time to reflect on systemic challenges caused by the industry's acceleration in recent years. Overtourism turned into undertourism overnight, and with this dramatic unforeseen change came an opportunity to pause, to reflect and, in the words of Tourism NZ, 're-imagine' a new future for the nation. Under the stars of Matariki, within the philosophy of manaakitanga, we as a nation now have the opportunity to embrace change, to care for each other and to create a sustainable future that recognises the interwoven universe. A more sustainable, Māori-informed future for tourism and hospitality destinations, communities and tourists alike.

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An executive chef's insights into hospitality in New Zealand: Brent Martin

Tracy Harkison and Brent Martin

Tracy is programme leader for the Bachelor of International Hospitality Management at Auckland University of Technology. Her research passions are hospitality education and the co-creation of luxury accommodation experiences.



Brent Martin is executive chef at Park Hyatt Auckland. Prior to his time with Hyatt, Brent's extensive career included stints at the Park Royal in Wellington, Sheraton on the Park in Sydney and the Waldorf in London.



2020 was one of the most challenging years to date for the New Zealand hospitality industry. As part of a wider study, a series of interviews were conducted to gain insights into what New Zealand professionals faced through this challenging time with some of their philosophical and career overviews. In this second interview, conducted in November 2020, Tracy Harkison interviewed Brent Martin, executive chef at Park Hyatt Auckland. Questions asked ranged from his passion for hospitality and dealing with COVID-19 to his hopes for the future of hospitality in New Zealand.

Tracy Harkison

What do you love about working in hospitality?

Brent Martin

The biggest thing for me is the opportunity – the opportunities that hospitality has given me. I don't think there is another career that could have given me these opportunities to travel, to live in different cultures, meet different people, and just experience the world. You adapt a lot more and you learn a lot more about your own personality and your own way to deal with things in different cultures. I think hospitality work is a way to broaden people's lives.

Tracy

Are there unique aspects to the New Zealand hospitality industry?

Brent

We are an international brand and hopefully this brings a wealth of knowledge back to New Zealand, which we're starting to see – not just in hotels but restaurants who have had several really well-known chefs coming back. So the uniqueness of New Zealand is that we have a clean slate and a blank canvas on which we can create these experiences.

Tracy

Why start a career in hospitality?

Brent

There are a couple of components to this, it's the camaraderie and it's the family values that people have. I've been in the industry 30 plus years and the friends that I've gained along the way are my friends for life. The time that you spend working in hospitality is sometimes time spent with your best friend. People that come into hospitality really learn about that. Once those borders open, we're going to be inundated with hundreds of thousands of people coming to New

Zealand, and this is going to be very much an ongoing process in New Zealand. New Zealand is struggling for hospitality people and it's going to open up a lot of doors for people who may have different views of what hospitality is.

Tracy

When starting in the industry, what advice would you give?

Brent

You've got to come into the industry with an open mind. You need to have passion and you've got to understand the unsociable hours. But the rewards at the end of what can happen here are amazing. The reward of seeing people eating in your restaurant, eating your food, it is amazing. When somebody comes up to you and says, "That's the best meal I've ever had", it's instant gratification, whereas a lot of people won't be able to get that kind of gratification from a job.

Tracy

What has been your greatest leadership challenge?

Brent

The biggest challenge for me was opening a mega-resort in the Bahamas where I had to find 400 plus cooks/staff from a population of about 200,000. So, the biggest challenge for me was to find cooks who could actually cook. To open up this mega-resort with 26 different restaurants with different cuisines and different styles, there were days I thought I'd never get there, but I ended up with over 420 staff members by the time I left the property.

Tracy

The COVID 19 situation – what was your decision-making process?

Brent

The biggest thing for us was that we never wanted to lose an employee, and that was our commitment from day one: how do we keep every employee employed in this hotel throughout this pandemic? The team really focused on watching out for each other, helping each other and knowing what the end goal was. But we had to set a standard of what this hotel was going to be; the expectations of the owner, ourselves and obviously the public was the biggest hurdle that we had to really push. We have proper practices throughout the hotel – all the staff wear face masks; that is a corporate directive from our Hyatt Corporation.

Tracy

How would you change the New Zealand hospitality industry?

Brent

I wish that we had a lot more energy to be willing to service a guest right. We talk about hospitality in New Zealand and we're very open – you're a family house to guests, which is amazing. It's a refinement of what hospitality could be in New Zealand that is needed. It's the boundaries of how my service is... how involved am I with that person at a table; at the front desk, am I too overpowering, or am I attentive enough. So it's just refining that level of service to really understand who that customer is, and the ability to read the situation that you're in and have three or four talking points. The most important thing

is, how do we start a conversation and how do we stop a conversation with a customer; it's the hardest thing to do, but it's important.

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Responses to Covid-19 from Kiwi hospitaliers

Lindsay Neill and Nigel Hemmington

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Nigel Hemmington was formerly pro vice-chancellor at Auckland University of Technology. His research interests are in the areas of strategic hospitality management, consumer behaviour and consumer experience, and philosophies of hospitality.



The global impact of COVID-19 has been dramatic and research into that impact is beginning to emerge within the tourism and hospitality literature. The research reflects both theoretical and geo-graphical/regional perspectives. Some examples are as follows:

- an exploration of the impact of COVID-19 on the hotel industry in China considering disaster management [1];
- research into the nexus of COVID-19 and hospitality resilience [2];
- the impact of COVID-19 on the Indian tourism and hospitality industry [3];
- an analysis of how COVID-19 has impacted restaurant firms' stock market returns in the United States of America [4].

In Aotearoa New Zealand, during September 2020, we conducted research with 11 providers of hospitality who were responsible for a total of 105 food and beverage outlets. Those outlets comprised of 22 cafés, 4 restaurants and 79 takeaways. The longevity of our 105 participant businesses averaged 11 years and three months. Their locations ranged from Auckland, the Central Plateau, Christchurch, Dunedin, and Invercargill. Our participant businesses are detailed in Table 1.

Table 1: Details of the 11 participants and their businesses

Market segment	Participant's role	Number of outlets	Years in business	Company annual income (\$)
Cafés	Owner	1	7.5	900k – 1m
	Director	20	24	250k – 2m
	CEO/owner	1	13	No response
Restaurants	Owner	1	6	2.8–3m
	Owner	1	2	2.8–3m
	Owner	1	11	1.5–1.8m
	Owner	1	3	700–750k
Takeaways	CEO	1	22	No response
	Owner	1	3	270–300k
	Owner	1	13	2m
	Brand manager	76	17	4–4.5m

We located several themes that were important to our participants; four of them are discussed below.

Theme 1: The economic impact of COVID-19

Turnover was down, and businesses had experienced reduced spending per head. However, countering that was the realisation within some businesses that COVID-19 also represented opportunities for innovation. Those opportunities were driven by factors that included the increased business use of social media, and human contact (albeit at a distance). Because customers were socially distanced, ordering from home and consequent home deliveries represented opportunities for business growth and renewal. Additionally, COVID-19 changed the labour market from an employee-driven model to one benefitting employers. Key to that was the Government's wage subsidy scheme.

Theme 2: Government policy and COVID-19

There was not universal participant support for the Government's COVID-19 policies. For many respondents, working through policy proved stressful. Participant dissatisfaction was fuelled by comparisons to the Australian Government's hospitality initiatives. Yet, despite that, our participants also realised that New Zealand's 'severe' COVID-19 response placed the nation in a positive position for a quick business recovery.

Theme 3: Government COVID-19 recovery/assistance packages

Our participants anticipated that normal business would return with 18–36 months. However, they also noted that more government interventions were needed. Participants cited the helpful measures undertaken in the Christchurch earthquakes, and again cited the Australian Government's initiatives as being particularly helpful. Additionally, our participants were hopeful that a trans-Tasman 'bubble' was key in stimulating business growth. Labour-based initiatives were also mentioned, particularly the easing of visa restrictions for workers in the hospitality industry. Similarly, a directory matching potential employees and employers and giving new workers 'a go' within a 90-day trial period were popular options.

Theme 4: Business initiatives and recovery from COVID-19

COVID-19 highlighted the importance of hospitality's basic ethos: caring for others within acts of hospitality. Our participants recognised that consumer patterns were changing. Within those changes our participants re-evaluated and embraced menu change, fostered a sense of community with customers either in real or virtual time, and spent time in self-reflection. Those actions, particularly reflection, generated for our participants a new sense of 'self' within their business. That renewed sense of self included the disconnection of hospitality from international tourism. Simply put, the international tourist market was extinct: local Kiwis were 'the market'. That realisation enhanced our participants' sense of community and inspired them to create more local and long-term connections.

For many participants, COVID-19 realised a pragmatic renewed appreciation and understanding of something obvious: the local market. Consequently, our exploration of COVID-19's impact on our participant groups not only provides a unique insight into their business considerations of COVID-19, but also reflects positive attributes of our nation's wider socio-culture and psyche.

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Family influences on the career journeys of women executive chefs in New Zealand

Beverly (Shih-Yun) Chen

Beverly (Shih-Yun) is a lecturer at the Auckland Institute of Studies in New Zealand. Her research interests include the chef industry, food and beverage industry trends, gender and careers, and private training education performance.



Working in professional kitchens, women chefs face multiple challenges including gender segregation and stereotyping, unfair human-resource policies and procedures, exclusion from professional networks, lack of work-life balance and lack of support [1]. Under these circumstances, it is not surprising that few women chefs progress to prime positions in professional kitchens. Although many leave the industry, some women chefs have persevered and succeeded in attaining executive roles. These women's success stories, and how they have been achieved, are worth examining in order to benefit the growth of the chef sector.

The aim of the research reported in this article [2] was to explore the life histories of women executive chefs in order to understand how it has influenced their careers. Previous studies have described the working environments of chefs but have not captured women's perspectives [3, 4]. This study therefore aimed to understand how women chefs progress in the profession, what their experiences have been, and what influences their professional trajectories.

The study adopted a life-history research approach to allow participants' lives and experiences to be made visible [5]. The interview participants were 23 women executive chefs who were, or had been, managing commercial kitchens in New Zealand, with professional responsibilities including financial control, menu design, food production, and leading a team of kitchen staff. The participants had been in the industry between seven and more than 40 years. Most were executive chefs at their own establishments; six were employees of chained establishments or fine-dining restaurants; and three had since moved on to other paths in the industry, such as education or owning a food-related business.

When examining the women's trajectories into an executive chef position, a notable finding was that family was found to have strong influence on their career journeys, including changes in career direction and career length. Out of the 23 participants, 21 (91%) mentioned the influence of their family of origin on their career choices. It was clear that parents' opinions about the chef profession and families' expectations and needs had been a strong influence on the women's interest in becoming a chef and their resulting professional pathways. Further, participants particularly valued the support from their family throughout their professional careers. Being a chef is demanding, and the participants considered support from family had helped sustain their professional advancement.

Changes in family circumstances, such as getting married or becoming partnered, also influenced the women's career progression. In this research,

having children was identified as the main obstacle to women chefs' career advancement and the main cause of women leaving the chef profession. Furthermore, many participants expressed concerns about conflict between work and family responsibilities because, on top of the long hours and demands of their work environments, they were also the primary caregivers in their families and performed most of the household tasks. Different strategies were applied by the participants to resolve work–family conflicts. Some sought childcare help from family or professional services; in search of more flexible work schedules, some had left their jobs to work in other establishments in the hospitality industry or opened their own establishments; and some took a break from the kitchen to focus on childcare and domestic responsibilities. This finding explains the predominance in the participant profiles, mentioned above, of women executive chefs either owning their own establishments or having left their executive roles.

By revealing women executive chefs' stories, this research has contributed new insights into the challenges they encounter during their careers. The importance of parental support in the development and growth of women chefs in the professional kitchen is emphasised. At the same time, the study urges food and beverage establishments to provide a family-friendly environment and to develop policies and procedures that allow work–life balance for women within the industry.

The full research project can be accessed here: <http://hdl.handle.net/10292/14323>

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Hospitality graduates career pathways: An analysis of LinkedIn profiles

Mario Basnayake and David Williamson

Mario Basnayake is a lecturer in the School of Hospitality and Tourism at Auckland University of Technology. His research focuses on the progress of hospitality graduates' career pathways.



David is a senior lecturer in the School of Hospitality and Tourism, at AUT. He spent 18 years working in the hospitality industry as a hotel manager and restaurateur. His research includes work, employment and labour market issues in hospitality and tourism.



This article shares the results of research that explored the demographics and career pathways of hospitality graduates from Auckland University of Technology (AUT). The study [1] investigated graduates' employment during and after their studies; promotions; job mobility; tenure of employment; and other aspects of their career pathways. A small selection of the key findings are presented here.

The study analysed graduate profiles on LinkedIn, which is the world's largest professional, online social network. LinkedIn is an employment-oriented network service that provides a website and mobile app allowing both employers and job seekers to make profiles and build connections with each other. In 2019, there were more than two million New Zealand LinkedIn users. In this study, the researcher selected a sample of 130 profiles of New Zealand LinkedIn users who had completed a Bachelor of International Hospitality Management degree at AUT in 2008–2018.

A selection of the key findings

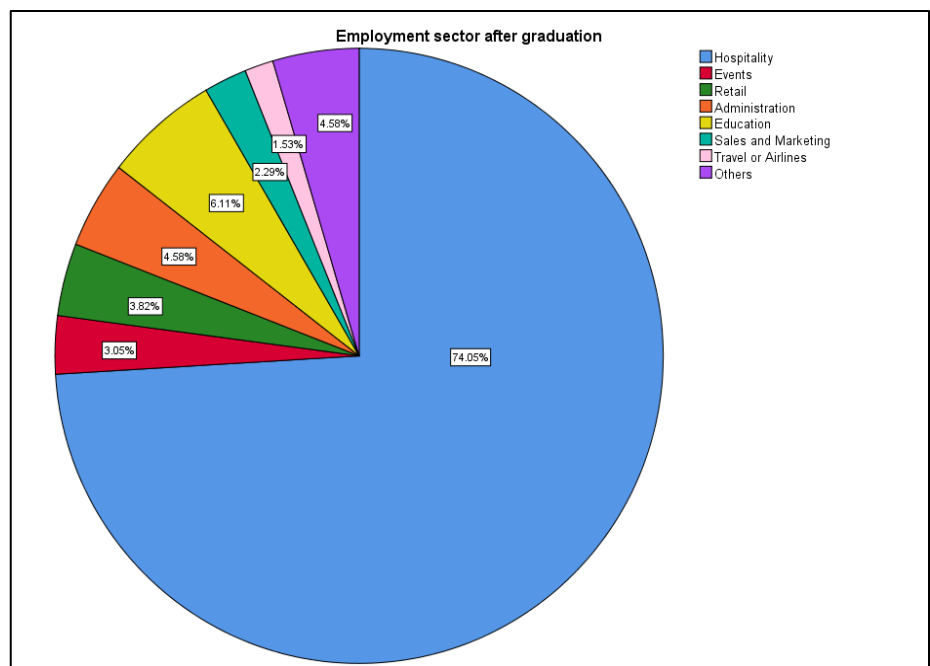
Of the study participants, 72% were women and 28% were men. This gender distribution broadly matches the results of previous studies worldwide [2, 3], showing that, internationally, most people studying hospitality management in universities are female. 62% of the LinkedIn participants were domestic enrolments and 38% were from overseas.

A key finding was that 80% of New Zealand's hospitality graduates were employed throughout their studies, and that 66% were employed in the hospitality sector while still studying. This finding informs the ongoing discussion between education providers and employers about how 'work ready' graduates are and the effectiveness of tertiary education in providing relevant skills [4, 5]. The finding shows that a clear majority of graduates had been working in the industry for several years before they graduated and therefore had experiences of 'real world' hospitality work in addition to theory.

After graduating, 74% of hospitality graduates decided to work in the hospitality sector (Figure 1), which is 8% more than the 66% of graduates who worked in the hospitality sector during their studies. This 8% worked outside of the hospitality industry as undergraduates but took hospitality work after graduating. Internationally, 74% of graduates finding work in hospitality is a high percentage compared to findings from other countries, e.g. Oman [6], where in 2017 this figure was only 41%; in contrast, research in Poland [7]

found a figure of 59%, which is nearer to the result in New Zealand.

Figure 1: Sector in which New Zealand hospitality students were employed immediately after their graduation (2008–2018)



A quarter (26%) of New Zealand hospitality students decided not to work in the hospitality sector after graduation and opted instead for work in other industries; three quarters of these graduates were male (76%). Of the 74% of graduates who entered the hospitality workforce, the results show that about two-thirds were female and one-third were male. While this is a pleasing result for tertiary educators, showing a good result for industry-specific employment outcomes for hospitality graduates, the gender imbalance raises some intriguing questions that would benefit from further research.

Further results show details of graduates' length of stay at their first workplace. While a quarter (24%) of the participants chose not to enter the hospitality industry after graduating, 34% of graduates left their first place of employment within one year and 22% decided to leave their employer within two years. With a total of 56% percent of graduates leaving their employer within two years, this finding raises serious questions regarding the effect of early employment conditions on hospitality graduates.

A possible contributing factor to this high turnover is the result that shows only 20% of graduates employed in the hospitality sector had any career advancement within their first place of employment. The data show that only 7% of graduates had job advancement in their first year, and 8% had a job advancement in their second year. Three percent had job advancement in their third and fourth years, combining to a rather lean 23% of graduates who were promoted within the first four years of their hospitality careers.

The data from this study provides a useful and original insight into New Zealand hospitality graduate work choices and raises some interesting questions about the quality of career pathways in the sector.

Further findings and discussion can be found in the original dissertation here: <https://openrepository.aut.ac.nz/handle/10292/14117>

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A2 milk: a new way to offer a flat white?

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This research sought feedback from professional baristas on their views and experiences of A2 milk use in café coffee production. Their views are important because Aotearoa New Zealand prides itself on its unique café and coffee culture. Reflecting that, in the 1940s, it was observed that for American tourists visiting Auckland, the coffee offered at the White Lady pie cart was an almost compulsory experience [1]. Key to that experience was the White Lady's coffee-making Goldie Convection Tripolator. Coffee making technologies and ingredients have changed since those times, including the diversity of milks used in espresso milk-based coffees. Today, four milks dominate café and coffee culture in Aotearoa New Zealand (Table 1).

Table 1. The four most popular milks used in coffee making in Aotearoa [2]

Type of milk	Benefit/description
Full cream milk	Full-cream cow's milk that is comparatively high in fat and calorie content.
Skim milk	Fat-free cow's milk. Popular with consumers who are trying to manage their weight and/or avoid fat in their diets.
Soy milk	Made from soybeans. Soy milk is a popular alternative to animal milk.
Almond milk	Made from almonds. Popular with consumers who wish to avoid the fat found in cow's milk.

Those top four milks are complemented by a further wide range of non-dairy milks (Table 2).

However, Tables 1 and 2 fail to list one milk that is popular in Aotearoa New Zealand: A2 milk. Our interest in A2 milk aligns it with another Kiwi icon, the flat white. We ask, why are baristas not offering A2 milk in our cafés as another signifier of Kiwi innovation, uniqueness, and identity? Within that notion our inquiry is an important consideration for café operators and others serving coffee, to create a unique 'Kiwi' point of difference in what can be otherwise described as a homogenised coffee marketplace.

In 'discovering' A2 milk, Dr Corran McLachlan observed that ordinary cow's milk contained two major casein (or protein) types – A1 and A2 – but that some cows do not produce A1. He then developed a method to identify milk that only contained the A2 protein. From that development, in 2018 the a2 Milk Company partnered with Fonterra, New Zealand's largest dairy co-operative

[4]. Today, A2 milk products have a 11.2% share of the New Zealand milk market [4].

Table 2. Non-dairy milks available in New Zealand [3]

Type of milk	Description
Coconut milk	Made by blending coconut flesh. Full-fat coconut milk is high in calories.
Almond milk	A mixture of finely ground almonds and water.
Soy milk	Made by grinding soybeans. A source of protein and essential fatty acids.
Oat milk	A cereal grain derived milk made by grinding oats.
Rice milk	Milled white or brown rice and water.
Cashew milk	A mixture of cashew nuts or cashew butter and water.
Macadamia milk	A combination of water and about 3% macadamia nuts.
Hemp milk	Ground seeds of the hemp plant, <i>Cannabis sativa</i> , and water.
Quinoa milk	Made from water and quinoa.
Seven-grain milk	A combination of oats, rice, wheat, barley, triticale, spelt, millet and water.

To explore the use of A2 milk, we asked five baristas, with an average career span of 25 years, their views on using A2 milk for making coffee. We were surprised by the results.

Firstly, our participant baristas looked overseas for their inspiration. Exemplifying that was their interest in latte art and nitrogen infused coffees. Interestingly, our participants held a cautious ‘wait and see’ attitude toward using A2 milk, despite their embrace of many of the milk types outlined in Tables 1 and 2. While our participants mentioned that they would provide A2 milk should consumers begin asking for it, none of them realised that by offering A2 milk they could self-create a temporary point of difference in an otherwise homogeneous coffee marketplace. Additionally, our participant baristas were waiting for the a2 Milk Company to take the lead and promote the use of A2 milk in Aotearoa New Zealand’s café/coffee culture.

Consequently, and while our sample size was small, we wonder if cafés are missing an important opportunity for distinction by not offering A2 milk within their milk menu offerings. We suggest that, by using and showcasing A2 milk, Kiwi cafés can enhance the distinctive reputation they already enjoy and in doing so promote the Kiwi cultural attribute of innovation.

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