

CASE STUDY

McGettigan's
UAE
Dubai based Irish
Gastro Pub Group

McGETTIGAN'S



OVERVIEW

McGettigan's is a well-established Gastro Pub group headquartered in Dubai with several international venues and several existing franchises.

My remit was to take on the group's ambitious expansion plans through franchise and partner opportunities by developing trend setting industry standards suitable for a global introduction.

As interim Director of Business development , I took charge of all matters pertaining to franchise development as well as some other projects : menu engineering, the group's HQ and new concept development.

The Issues

Whilst the group had organically grown with international venues in New York, Singapore and the UK beyond its Irish roots and initial UAE based venues, the expansion had resulted in significant brand drift with several partners veering off with regards to brand standards and product offering.

Previous attempts to self manage international outlets had proved difficult as the geography and approach to replicate without adaptation had led to several local situations that negatively effected profits and revenue.

For the group to successfully expand and maintain reputation , major changes would be required.





CHALLENGES

The group had 15 years of operation under its belt which brought positives along with unique challenges.



Challenge 1

Aversion to change management from some of the existing senior team.



Challenge 2

Little to no marketing for franchising as the previous partners had approached the CEO directly and organically.



Challenge 3

Brand standards were poorly disseminated, uniform SOPs and brand integrity was a low priority.

FUTURE PLAN

To develop systems, practices and procedures that would lay the foundation for future expansion and help market the brand as a serious player, globally.

- ▶ Develop digital assets that would entice potential partners such as video content, screening questionnaires and an enquiry form.
- ▶ Map out the partner onboarding journey including all stages of negotiations to screen potential partners and ensure values are aligned.

Bring current partners back inline by introducing clear SOPs and on trend methods for cascade such as webinars.

What was done

With the hire of a native Mexican chef, the menu was revamped along with all brand collateral. The Staff re-trained on the new menu and the service structure adapted to focus on the guest experience.



Phase 1

Analyze current partners across the GCC and determine outlets with significant brand drift.



Phase 2

Develop initial SOPs, standards deemed brand critical to be re-addressed with in person visits.



Phase 3

Identify weak partner managers and invite them for re-training at flagship outlet.

RESULT

After 6 months the group had, under my consultancy, developed a solid digital presence that attracted significant new enquires from international operators.



Brand Compliance

Partners progressively improved brand compliance through the introduction of a mystery diner and audit schedule.



Several New Openings

Several new openings were scheduled across the GCC with new partners and more in the pipeline.



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