

CASE STUDY

Alison Nelson Chocolate Bar
Doha Qatar
Brand Development / New
Opening

ALISON NELSON'S **chocolate bar**



OVERVIEW

Alison Nelson Chocolate bar was an early entry to the franchise market in Qatar and had been operating on the Pearl Island for over a decade.

The brand had been very successful at first but over time and with lack of investment from both the operator and franchisor, the concept had become just another location with dwindling guests and no innovation.

After speaking with Alison herself, it was clear this was a case of brand drift, the franchisee had no real feel for hospitality and though, buy the name and the people will come.

With the help of Alison we agreed to open two more off site cafes. Redevelop the food menu and re-focus on the chocolate offering.

The Issues

Brand drift in the GCC is an all too common phenomenon, it is often the result of senior management with expertise in other sectors who believe that hospitality is an easy investment option.

As any experienced operator can purport to, running any eatery is a 24/7 onboarding that requires knowledge, patience and skill.

The original chocolate bar had not launched a new menu for 3 years and the food was an over ambitious mess that didn't take into account the small kitchen or the skill set of the cooks. Offering full steaks in a café then diluting the menu to include Arabic dishes, detracted from the core offering and strained the team.

The proposal was to bring the brand back to core offerings and avoid dilution of concept.



CHALLENGES

The brand had drifted so far away from the original and was facing pressure from an entity claiming to have bought the master franchise for the region.



Challenge 1

Reduce the menu to a café & bakery offering.



Challenge 2

Re-focus on chocolate products – it was in the name!



Challenge 3

Re-train the teams to offer a superior experience
Project manage the two new openings in line with this “exceeding expectations” approach.

FUTURE PLAN

Account managers were given a number of follow up projects to further develop their ability and mindset to transition from salesy people to trusted consultant style advisors.

- ▶ Suggest to partners a full digital audit of their venue / brand including enhancing their google business page to include a 360 tour.
- ▶ Provide downloadable tools for operators (through the Guru website) to help improve operations.
- ▶ Develop detailed SOS for partner visits outlining how to approach offering advise and further , volunteer to work a busy shift in a partner outlet BOH & FOH to deepen the bonds and gain insight as to the realty of F&B Ops.

What was done

Over a year – a new menu was engineered to bring the focus back to the core offering . Keeping a close line of communication with the founder and ultimately separating from the master franchise claim from the UAE.



Phase 1

A simpler , more appealing menu was engineered and launched



Phase 2

The service experience was re-written and launched to compliment the core concept.



Phase 3

2 additional openings in Doha Festival city and The Mall of Qatar were opening

RESULT

The original outlet on the Pearl saw a 300% increase in revenue and became the go to place for many residents and tourists..

New Openings



Both were in good locations in new malls and on opening gained strong media attention.



Chocolate focus

The concept saw increased revenue from custom-made confectionary and cake orders.



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