



The Brazen Head

Business Plan

## Executive Summary

### **1. The Concept:**

The Brazen Head is a high-quality authentic venue, providing a unique Irish atmosphere and service to its clientele. The Restaurant and Pub will be designed and operated under the guidelines of the "Irish Restaurant and Pub Concept" (IPC) a highly successful program that has established 2000 Irish restaurants and pubs around the globe. While they're all related, no two pubs look exactly alike, and virtually all of them are successful. With this concept, the pub's design and fixtures (the bar, tables, wall treatments, etc.), will be manufactured by top quality craftsmen.

Beautiful, authentic Irish restaurants and pubs are the end product. In addition to the authenticity of the design, real Irish drink and food are also central to the concept. Incorporating all of these things, The Brazen Head is unlike anything yet seen in South Africa. Patrons who walk in will genuinely feel as if they have entered one of the many great restaurants and pubs of Ireland.

The authentic Irish Restaurant and Pub concept is extremely successful. For example, Irish Restaurant and Pubs in the United States boast average sales of \$1,7 million per annum. At The Brazen Head we have placed a greater emphasis on food and hence our sales revenues are higher.

### **2. THE BRAZEN HEAD IS WELL-POSITIONED TO SUCCEED FOR THE FOLLOWING REASONS:**

- ❖ South African consumers are migrating to high quality products, including beers like Guinness and Kilkenny.
- ❖ Irish Culture has become remarkably popular worldwide. For example, note the success of bands like U2 and the Cranberries; dance shows like "Riverdance" and "Lord of the Dance"; movies like "Michael Collins" and "The Commitments"; and actors like Liam Neeson and Gabriel Byrne.
- ❖ The Irish Restaurant and Pub Concept appeals to a broad consumer target, ranging from 25 to 44 years old.
- ❖ Guinness has substantially increased its marketing budgets for Guinness, Harp and Bass over the past several years to support solid growth rates in excess of 20% worldwide.

### **3. THE LOCATION:**

- ❖ The Brazen Head will be located in all major demographic and geographic parts of South Africa.
- ❖ The Restaurant and Pub's locations will be AAA sites.
- ❖ The locations will be ideally suited to the authentic concept.

## Irish Restaurant and Pub Concept

### 1. Concept Overview:

After visiting Ireland, people say that one of the most enjoyable parts of their trip was the time spent in the local pubs. In the traditional Irish Restaurant and Pub there is a special ambience and charm, where people seem to relax and be themselves: they enjoy the art of conversation, tune into Irish music and indulge in wholesome food and distinctive Irish drinks. Based on its annual visitor surveys, The Irish Tourist Board (Bord Failte) ranks the most popular tourist attractions in Ireland as:

- ❖ **Irish Scenery**
- ❖ **Irish People**
- ❖ **Irish Restaurant and Pubs**

Irish Restaurant and Pubs are a popular attraction because Ireland has the ultimate pub culture. The pub is the centre of Irish social life and almost 90% of all beer consumed in Ireland is drunk in its pubs. In fact, the Irish drink more in this environment than do any other nation in the world.


While Irish Restaurant and Pubs have been set-up in many different countries over the years, albeit with varying degrees of success, it was only in the early 1990's that a structured, research-driven approach was taken by Guinness Brewing Worldwide to develop a formula that would maximize the potential of Irish restaurants & pubs abroad.

This research shows that there are four key elements, which make Irish restaurants & pubs so successful:

- ❖ **Authentic Irish Restaurant and Pub Décor** - to create the right ambience
- ❖ **Friendly & Efficient Staff** - who provide hospitality and humour
- ❖ **Irish Food & Drink** - with Guinness and hearty food at the center of every authentic restaurant & pub
- ❖ **60's, 70's and Irish music** - always there (CD only)

Roughly 1,850 successful authentic, Irish-built Irish Restaurant and Pubs have been developed around the world and subscribe solely to these four fundamentals. Guinness Brewing Worldwide has played the role of consultant, providing mainly research-backed guidance to entrepreneurs, but no financial investment. This new wave of Irish Restaurant and Pub is known as the Irish Restaurant and Pub Concept.

Initially, the concept was successful in Western Europe, and later in Eastern Europe, Asia-Pacific and the Middle East. It was introduced to the U.S. in 1996 and has proved hugely popular with the American culture. Over 200 pubs have opened in the United States - with **no closures!**



## Four Critical Success Criteria

### 1. Authentic Irish Restaurant and pub décor:

Establishing authentic Irish décor is the first of four critical success criteria. To make this possible, an Irish architectural company that specializes in designing and building pubs was commissioned to develop five styles of authentic Irish Restaurant and Pubs that can be exported from Ireland. The styles are Victorian, Country Cottage, Pub Shop, Gaelic and Brewery. Within the parameters of one of the five styles, each pub is individually designed and crafted. No two pubs are alike. Everything is authentically Irish and built to feel comfortably worn and aged. These restaurants and pubs generate sales that are **four times** higher than those generated by average Irish bars that are built anywhere else in the world.

## The Design

### 1. The Traditional Irish Restaurant and Pub Shop

Here, we have chosen to recreate the warm and charming atmosphere of the traditional Irish Restaurant and Pub Shop. In small Irish rural communities the grocer, draper or even the undertaker would often double as the local publican, with both businesses running side-by-side under the same roof. Customers stopping by for supplies would quickly revive their flagging spirits by engaging in conversation with other shoppers over a pint of beer. One corner of the shop would be set aside for this purpose, furnished with simple wooden tables or benches arranged around a black potbellied stove that burnt non-stop through the winter. The planked wooden shelves were cluttered with every conceivable foodstuff and commodity. The white-aproned "Publican" (or "Master of the House"), who was also the shopkeeper, would pour pints of beer for his customers, most of them having forgotten what it was they had come in for. Oil lamps suspended from wood-panelled ceilings would send shadows flickering across the uneven walls and over tea containers, hardware, boiled sweets, binder twine, and barrels of Guinness and whiskey. The Brazen Head will duplicate some of this decor and mood.

## **2. Victorian Style Pub**

Here, we have chosen to recreate the rich atmosphere of the Victorian Pub. The Victorian Pub was born of meticulous and painstaking attention to ornate decorative detail and an insistence on quality craftsmanship characteristic of nineteenth century artisans. This style, common to Dublin, harks back to the days when it was as vital to please the eye, as it was to please the palate. The interiors are warm, rich and lavish. These pubs commonly incorporate elaborate mosaics and terracotta tiles, decorative brass and finely turned timbers. Also included might be elaborately carved, fine-grained hardwood twisted into fantastic barley-sugar shapes. An enameled clock might be poised over the well-polished wooden bar or behind a cashier's booth, which is modeled from panels of curved and filigreed glass. Framed prints may have hung from the dark-wood walls above the tables. The Brazen Head will duplicate some of this decor and mood.

## **3. Brewery Style Pub**

Here, we have chosen to recreate the warm and charming atmosphere of the Brewery Pub. Reflecting brewhouse traditions as old as Ireland itself, the style found its proud inspiration at St. James Gate in Dublin where Arthur Guinness first began brewing his renowned black beer. Inside an Irish brewery pub you're transported back to the 18th century when breweries had cobbled courtyards and vaulted ceilings crafted of stone or brick, and cast iron lamps hung from the walls lined with row upon row of solid oaken barrels. The Brazen Head will duplicate some of this decor and mood.

## **4. Country Style Pub**

Here, we have chosen to recreate the warm and hospitable atmosphere of the Irish Country Cottage Pub. These wayside rustic country cottages were so welcoming that, as generations passed, they became the hub of community life - the local "public" house. Originally, to become a publican, the master of

the house would erect a sign bearing his name over a brightly-painted front door. The atmosphere in these pubs was friendly, the decor white-washed and minimal, with exposed beams, stone floors and dressers filled with pewter tankards and bric-a-brac. The Brazen Head will endeavor to duplicate some of this mood and decor.

## 5. **Gaelic Style Pub**

Here, we have chosen to recreate the warm and charming atmosphere of the Gaelic pub. The far-flung Gaelic tribes of Europe, widely renowned for their love of music and song and for their fine craftsmanship and fiery tempers, left a legacy of merry-making in Ireland that remains undiminished to this day. Pubs in the Gaelic tradition make extensive use of natural materials, allowing the intrinsic character and texture of timber to speak for itself. Hefty wooden bars, furniture, doors and beams are usually rough-hewn. Walls are adorned with the distinctive decorative patterns and earthy colors unique to Gaelic art.

The new generation Irish Restaurant and Pubs, like The Brazen Head and others around the world, often incorporate a segment of all these pub styles. This adds to the ambience and creates a certain uniqueness.

Jacobs Joinery has built the first few Brazen Head outlets and understands the concept fully.

## **Irish Food and Drink**

One of the great attractions of Ireland is the freshness and purity of its food: few countries enjoy such a high reputation for quality of homegrown produce. Food is now a very important part of Irish Restaurant and Pub life and likewise will be important to the success of The Brazen Head.

The concept's food offering features hearty, wholesome, reasonably priced Irish and South African fare that will appeal to the local palate. The concept

encourages large portions at moderate prices in order to keep people coming back.

Extensive research has been done on Irish Restaurant and Pub food and, likewise, authentic Irish beverages are central to the Irish Restaurant and Pub concept. Great Irish brands (like Guinness, Harp and Caffrey's), famous Irish whiskeys (like Tullamore Dew and Jameson's) along with Bailey's are the big sellers in the Irish Restaurant and Pubs around the world.

The Brazen Head will sell a greater percentage of food (approximately 60% food and 40% beverage) and this, we believe, is our 'Unique Selling Proposition' (USP) within the concept.

## Irish Music

Music is one of Ireland's chief expressions of cultural heritage. In Ireland, music and pubs go hand in hand.

Like in the great pubs of Ireland, The Brazen Head will play its music subtly enough so that people can enjoy the warmth of a great conversation. The sound of many voices will fill the room, with the music softly enveloping it all to create a warm, convivial atmosphere that the Irish call 'Craic'.

Therefore, only recorded Irish music will be another key element of success. In terms of recorded music, The Brazen Head will also feature a wide variety of 60's & 70's music.

Live music does not work, as it detracts from the ambience. 'The Hero' of The Brazen Head must be the menu.

## The Migration to Quality Restaurants

The Brazen Head will be part of the rapidly growing food-service industry in South Africa.

With more women in the workforce and less leisure time, value-oriented restaurant sales have increased substantially. Couple this with plentiful real estate and capital availability, and the result is an expansion of The Brazen Head chain throughout South Africa. The expansion of chains inversely creates a big opportunity for atmosphere-oriented concepts.

Out of necessity, many South African consumers have put up with mass-marketed food served in a predictably bland 'chain environment'. People do not have time to cook and want a quick, healthier meal that is convenient and easy. Many fast-serve chicken and pasta concepts have been successful because of these trends.

However, the South African consumer is tiring of the standardization of the dining experience. Consumers are increasingly looking for real atmosphere, real food and beverage, and real environment. Therefore, when they go out to enjoy themselves, they are looking for a quality experience like the Irish Restaurant & Pub concept. The attitudinal shift by the South African consumer toward higher quality and more distinctive products is responsible for this.

## The Irish Restaurant and Pub Target Consumer

In Ireland, pubs and restaurants are central to community life. They are the great equalizers, bringing together people from all walks of life. While the concept might evolve into this in South Africa, initially it will appeal to an upper-end demographic target comprised of people who are interested in distinctive food and beer.

We define the target consumer for the concept as someone who is: 25-44 years old, educated, professional, earning an above-average income, who likes to go out to eat and drink and who enjoys distinctive imported and domestic beers. Specifically, we define the consumer as follows:

### **1. Demographic Profile**

- ❖ 25-44 years old
- ❖ Educated - 70% university or higher
- ❖ 40% - professional / managerial
- ❖ 32% - Never married / single

### **1. Brand Usage Profile**

- 2.1 Predisposed to imported and micro beers.
- 2.2 Consume at least 20% more of the following distinctive beers than the average consumer:
  - ❖ Stout
  - ❖ Ales
  - ❖ Guinness
  - ❖ Bass
  - ❖ Harp

A key success factor for The Brazen Head will be our ability to attract South African consumers who meet the above criteria.

## **The Location**

The Brazen Head will be strategically located throughout South Africa, which is a strong market for the Irish Restaurant and Pub concept. Overall, the area is ripe for an authentic Irish Restaurant and Pub concept.

In short, because there are many thriving, wealthy communities with an intellectually alive and culturally active population, we feel that many areas in

South Africa are ideal sites for an Irish Restaurant and Pub such as The Brazen Head.

Many establishments have succeeded because of location, food quality, service and décor. The Brazen Head will aim to be of a higher quality than all of these and will surely become a leading restaurant and pub concept in South Africa.

# THE OPERATION

## THE BUILDING AND ITS DESIGN:

### 1. Design Construction

The Brazen Head will be a restaurant and pub based on the highly successful Irish Restaurant and Pub concept, as described earlier in this document. Close attention will be given to every detail of both the interior and the exterior to ensure that we achieve complete authenticity. In addition, the restaurant and pub will be crafted to feel comfortably aged so that it has the same charm as a 200-year-old pub in a rustic Irish village. Everything that a customer can see or touch (including the floors, ceiling, bar, tables, walls, etc.) is authentically Irish. Distinctive elements of the pub include a uniquely charming store front, sectioned-off seating areas called "snugs", special flooring, authentic Irish bric-a-brac (artifacts) and a magnificent bar and "shop"-style back bar.

### 2. Building Layout/Lease

The building layout will be  $\pm 400\text{m}^2$  with 75% in the front of the house. It will seat 200 patrons, including 70 seats on the deck, and the rent will be 8% -10% of revenue.

## **FOOD AND BEVERAGE:**

### **1. Food**

The food will be geared to the South African palate. The average ticket price will be R110.00 (excl. VAT). This includes food and liquor.

### **2. Staff**

As discussed previously, friendly staff is critical to the concept. The staff will help expose the South African consumer to culture and Irish service practices through superior training techniques.

## **OUTLINE OF THE ROLES OF KEY STAFF AT THE BRAZEN HEAD:**

### **3. General Manager (1 x person)**

This person will be responsible for the following:

- ***Manager***
  - Managing The Brazen Head according to the standards set out by the owner and the franchisor.
  - Ensuring good relations with the police, authorities and the community.
  - Adhering to all state and local laws regarding serving alcohol.
  - Maintaining a friendly, courteous and professional relationship with all restaurant and pub customers and employees.

□ **Staff Management**

- Structuring the personnel policy
- Interviewing and recruiting staff
- Managing the training of all staff
- The evaluation, discipline and termination of staff if required
- Managing employee work schedules
- Ensuring all employees adhere to health, safety and security procedures

□ **Food and Beverage**

- Overall responsibility for ordering, receiving and managing all inventory
- Managing food and beverage pricing and control of profit margins
- Ensuring the excellent quality and presentation of all food and beverage
- Managing product supplier contracts and working relationships
- Controlling liquor stocking policy and menu development

□ **Music**

- Ensuring that appropriate background music is played

□ **Operations Management**

- Establishing the customer service policy
- Ensuring that all customers receive excellent service
- Maintaining excellent operational standards throughout the pub
- Handling customer complaints that employees cannot resolve
- The overall interior and exterior cleanliness of the restaurant and pub
- Ensuring operations are in compliance with all applicable health codes

- Ensuring compliance with all liquor commission regulations
- Arranging for maintenance and/or repair work as necessary
- Providing a safe environment for both customers and employees

□ ***Financial Performance***

- Monitoring and recording levels of sales and profitability
- Generating all necessary management reports accurately and on time
- Managing accounts payable and accounts receivable functions
- Handling and accounting for all cash
- Making bank deposits as necessary
- Managing the business efficiently and protecting the company assets

□ ***Bartender***

The role of the bartender is primarily to serve beverage and food products to customers. The bartender is also responsible for extending hospitality to everyone in the pub and ensuring that the pub service standards are adhered to at all times. They will be "the conductors of the craic". In addition, they will be responsible for the following:

- Performing opening duties to ensure that the pub is ready to open on time.
- Serving food and beverage products to pub customers, while adhering to:
  - Correct food and beverage specifications
  - Specified glassware, crockery and cutlery
  - Correct pouring, recipes, measures and garnishes for all beverages
  - Correct presentation and service for all food served at the bar
- Ensuring high standards of cleanliness in the bar and throughout the pub.
- Working to re-stock and maintain bar supplies throughout the session.

- Performing all closing duties and ensuring that all bar supplies are restocked and that the bar is properly cleaned and closed down.

- **Chef**

The main functions of the chef are to establish the maximum possible operational efficiency of the kitchen, while insuring that customers get excellent food, beverage and service. The chef will be responsible for the following:

- **Kitchen Staff**

- Overseeing all staff that work in the kitchen
- Managing the staff schedule to ensure that the kitchen is correctly staffed at all times
- Training all kitchen personnel

- **Food**

- Ensuring that kitchen opening procedures and food preparation procedures are followed
- Ensuring that all food orders are correctly served within time limits
- Ensuring that food is always served to specification and quality standards
- Ensuring kitchen-closing procedures, food storage and that the cleaning schedule is followed

- **Controls and Procedures**

- Maintaining a clean and safe kitchen
- Ensuring health and safety regulations are followed
- Ordering, receiving and storing all food products
- Controlling waste and effectively managing the food gross profit margins

- **Prep Staff**

- Receiving and storing all food products

- Preparing all food products according to menu specifications
- Maintaining a clean and safe kitchen
  
- **Dishwashers**
  - Cleaning dishes, pots, pans and utensils throughout the shift
  - Keeping the dishwashing area clean and organized at all times
  - Re-stocking supplies as necessary
  
- **Waiters**
  - Ensuring that the service stations are fully stocked and kept clean and tidy
  - Setting the tables and preparing the restaurant before opening
  - Meeting and seating customers when the host/hostess is not on duty
  - Serving customers by:
    - Giving advice on menu selections
    - Taking the food and beverage order
    - Assembling the food and beverage order
    - Serving tables
    - Clearing tables
    - Presenting the bill and collecting payment
  - Clearing tables after service and re-setting for the next customers
  - Ensuring the dining area is kept clean and tidy at all times
  - Closing and cleaning the dining area and ensuring that it is ready for the next session
  - Helping with opening procedures and setting tables
  - Re-stocking waitron station
  - Maintaining the efficiency and cleanliness of the dining area and waiter stations
  - Helping with closing procedures

□ ***Host and Hostess***

- Ensuring that the bar and dining areas are kept clean and tidy
- Greeting all arriving customers in a professional and welcoming manner
- Seating customers and maintaining the operational efficiency of the restaurant
- Ensuring that all customers receive prompt and attentive service
- Dealing with incoming telephone calls and bookings
- Assisting customers whenever appropriate
- Thanking outgoing customers and inviting them to return

□ **Recorded Music**

The following artists will be featured in the specified categories:

<b>Reflective</b>	<b>Traditional/Folk</b>	<b>Contemporary</b>
Derek Bell	The Dubliners	Christy Moore
Phil Coulter	Sharon Shannon	Dolores Keane
Marie Breathnach	Paddy Reilly	Van Morrison
The Carolan Album	The Furey's Fin	Mary Black
Liam O'Flynn	Clannad	Moving Hearts
Anuna	De Danann	The Saw Doctors
Michael O'Suilleabhain	The Chieftains	The Pogues
Michael & Eilish	The Bothy Band	Cranberries
John Feely	Planxty	Corrs
Celtic Moods	Stockton's Wing	Enya
Shaun Davy	Altan	Davy Spillane
Sinead O'Conner		U2

The Brazen Head will also use the MP3 sound system.

□ **Marketing**

We will proactively market The Brazen Head, spending 3% of operating income in this area. We will focus our marketing to achieve the objectives indicated below. First, we need to get our target customers to know about us. Second, we build our reputation. Third, we need to get people to visit us frequently. Finally, we need to build our business in all-day parts.

**Objective 1: Get the word out to our target consumers**

Strategy 1 Do pre-opening publicity;  
Send out press releases to local media (radio and newspaper);  
Leaflet drops.

Strategy 2 Hold a grand opening party;  
Hold a party two weeks after opening.

**Objective 2: Build customer awareness and pub reputation**

- Strategy 1 Ensure excellence in all areas of the concept to ensure good 'word of mouth';  
Achieve highest standards in decor, food, beverage, entertainment and service from day one; make peoples' first impression a good one.
- Strategy 2 Court restaurant critics;  
Send restaurant critics coupons for a free meal for two that they can present after an anonymous visit.
- Strategy 3 Advertise in the lifestyle section of the local paper each Thursday and Friday for one month in order to build awareness quickly and start 'word of mouth' recruitment.
- Strategy 4 Develop branded merchandise business.

**Objective 3: Build traffic and repeat visits**

- Strategy 1 Ensure that every customer who visits The Brazen Head experiences 'craic' (atmosphere). This will keep them coming back.
- Strategy 2 Ensure customers feel they have received good value for their money. This is accomplished by stressing the large volume of food per serving; this approach keeps people coming back for good value.  
Keep portions large - make sure that they are the best value for money in town.  
Keep prices of alcohol competitive with other establishments in the surrounding area.
- Strategy 3 Advertise in the lifestyle section of the local newspapers once a month to keep The Brazen Head 'top of mind' with consumers;  
Advertise special events.

**Objective 4: Maximise business by day part**

- Strategy 1 Develop quick service, low ring lunch;  
Fax and e-mail menus to local businesses every day.
- Strategy 2 Develop take-out delivered lunches for local businesses to maximize kitchen utilization.
- Strategy 3 Develop a local neighbourhood marketing program imported from the United States.

# CONCLUSION

1. Proven concept
2. Niche market
3. Superior marketing strategy
4. Strong management
5. Exceptional service
6. Excellent food