



BAR.CELONA

Authentic Spanish Cuisine

An Introduction and Business Model

2018



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Introduction

We are pleased to introduce you to the first authentic Spanish restaurant in Macau.

BAR.CELONA Gastro Lounge is a medium-sized restaurant specializing in the gastronomy of Spain and the Catalan region. Established in Macau in July 2014, Bar.Celona has earned a reputation for serving authentic cuisine in an appealing and very relaxed surrounding.

At BAR.CELONA Gastro Lounge we spend a good part of our life searching for the right product from the most appropriate region or producer.

You will find small and medium-sized portions of authentic tapas as all our dishes have been designed to share with friends, so diners are able to taste a greater variety of flavours and textures.



Our Mission:

To grow a sustainable and profitable international brand that will create and add value to stakeholders and partners, while delivering an authentic and unique contemporary dining and entertainment experience either as a free standing restaurant/lounge or within an international hotel group.

Objectives:

To open two new outlets per annum within Asia and, most specifically, the major cities in China; either as an independent stand-alone restaurant or partnering with an international hotel brand by way of adding value to the hotel's F & B offerings. This is done with a dynamic, modern and increasingly popular all-day dining proposition that will retain in-house guests whilst also attracting non-hotel guests to a relaxed dining and leisure destination.

Philosophy:

Bar.Celona. The name alone evokes an image of a great city, steeped in tradition with a rich culture. It is our mission to bring that heritage to the corners of the globe, introducing people to the warmth of Catalan hospitality and the delights of its varied cuisine.

It is our philosophy to ensure we go beyond just providing good food. We want our guests to enjoy the meal experience – to leave not only with a full stomach but also with a full heart and the best of memories.

We like to believe that we don't see a customer just once; rather that it is the first of many visits and we become like family.



A 'home from home' is always the most comfortable place to be, and we at Bar.Celona strive to provide that personal touch.



Keys to Success:

1. A modern, versatile and lifestyle-focused dining concept that meets today's consumer dining wants and needs, while offering value for money for a quality dining experience and surrounding.
2. If located within a hotel will add value to the variety and diversification of the hotel offerings with an all-day dining menu that can accommodate guests' needs at any time of the day, seven days a week.
3. Maintaining the quality and integrity of the original source of the ingredients, with a seasonal product-driven menu presented in a modern, informal and appealing fashion.



4. An extensive range of cocktails, fresh juices, organic beverages and affordable premium wines are always available, thus capturing the non-dining market for those guests who just wish to have a relaxing drink or casual meeting.



5. Concept, interior design, menu, lighting and layout is extremely appealing to the Y and Millennial generations for all-day dining or as a social meeting point (66% of Barcelona's social media followers are women aged 25 to 45 years old)



6. Exceptional personalized service ("from the heart") with in-depth product knowledge, attention to detail and effective communication are fundamental to the Bar.Celona success story. All of our staff are trained to explain to guests the source of the products and what items may best complement a diner's meal experience. Getting to know our customers this way ensures they receive service satisfaction and will most likely become a repeat customer as well as promoting the restaurant by word-of-mouth.

Bar.Celona Gastro Lounge - Profile & Fact Sheet:

- The #1 independent restaurant in Macau outside Hotels and Resorts as rated on TripAdvisor year-after-year:
https://www.tripadvisor.com/Restaurant_Review-g664891-d6844445-Reviews-Bar_Celona_Tapas_Rice-Macau.html
- On average 66% of our guests are females age 25 to 45.
- 60% local guests, 20% TripAdvisor followers and tourists, 20% corporate and hospitality industry professionals.
- 95% of our product is sourced and imported from Spain or Southern Europe.
- As an integral component of our philosophy of serving classical traditional and artisanal cuisine we insist all recipes are created 'in-house' and freshly-made.



- Due to our menu engineering, our rostering of kitchen & service brigade workflow and process system we manage to achieve a higher productivity and labour cost efficiency than any other equivalent restaurant operation, with the speed and flow of dishes regulated by the Head Chef.
- Bar.Celona's menu, concept and service appeals so highly that it creates loyal ambassadors and followers with a guest satisfaction rating of 97%.

Chef Hector Costa and the Macau Team:

Chef Hector Costa is a believer in the importance of classical cuisine as the basis for all innovation and contemporary dining.



Chef Costa is a craftsman in the culinary world of Spanish cuisine. He has worked in Spain's richest culinary regions, the Middle East and Asia for the last 20 years, including a long-standing relationship with Relais & Châteaux in Spain and Macau.

He is passionate about the history and the art of cooking and has a high respect for tradition and the integrity of products and flavours which he uses to create "authentic dining experiences".

He enjoys surprising guests with what he describes as a "symphony of flavours" in his dishes, which is what brings guests back again and again.

Staff are a key component of any dining experience and at Bar.Celona we pride ourselves on the warm, friendly and familiar service which we provide to all our guests. We don't wish to create a formal atmosphere – our food is designed for dining in comfort – so our personnel ensure that they are familiar with all the items on the menu and can assist customers with their choices.



A smile, a greeting, good manners and great service cost nothing, so with true Spanish hospitality we ensure our guests leave with a wonderful memory of not only delicious food but also delightful service.



The proprietor, Antonio Guijarro, has over 36 years experience in the International Hospitality & Tourism industry, including Europe, Australia and S.E Asia. He has held various corporate executive positions within hotels and resorts since 1986.

Antonio is Founder and CEO of Australasian Hotel Services (AHS Macau), a Boutique Hotel and F & B Management company dedicated to enhancing small to medium sized hotel and resort operations region-wide. AHS has worked with clients in Hong Kong, Macau, Laos, Singapore and Spain and is now developing a collection of mid-range and fast casual dining concepts to establish a platform for licensing & franchising opportunities in the region from the 3th Quarter of 2017.

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Why Choose Bar.Celona Gastro Lounge?



Research shows that the days of traditional three course dining in a Western restaurant between the hours of 12-3 and 6-10 pm or fine dining (special occasion) where guests are charged above average prices per person are either reserved for a flagship hotel restaurant or are elsewhere quickly diminishing and being replaced with a more friendly, relaxed and flexible experience, where the guests needs are met at any given time of the day; be it just a cup of coffee or a fresh juice while meeting a friend in the late morning, an uncomplicated yet sophisticated and tasty selection of dishes for a quick lunch, a light afternoon tea selection to choose from, a relaxed drink after work with colleagues, or sitting with family and friends to share eight or ten dishes over dinner, or simply a late night round of drinks and some music after midnight.

Bar.Celona Gastro Lounge provides all of the above in a sophisticated yet unpretentious venue, with its attention to service, ambience and food and beverage menus.

Bar.Celona Gastro Lounge is a concept that can either be located as an independent destination as a standalone outlet, or within an international hotel to attract and retain guests, thus adding a revenue source as a new and vibrant concept that will still be relevant a decade later.

The seating layout with a mixed variety of tall tables, loungers, casual dining seating and coffee table style is arranged to welcome guests at any time of day, while replicating a European contemporary lifestyle with modern amenities.

There is not just one label for Bar.Celona. It's a lounge, a café, a bar and a restaurant all under one roof. Bar.Celona Gastro Lounge is a destination with appeal for today's social and dining needs.

Market Trends

The hospitality industry, in particular the restaurant trade, has witnessed some major changes over the past few decades. Gone are the days of occasionally going out for a formal meal in an expensive restaurant with suited waiters and starched napkins.



The consumer nowadays – in particular the Y Generation and New Millennial - has more spending power and more leisure time, coupled with immediate access to online resources where reviews can be quickly read and considered. Therefore the 'occasional' diner has now become the 'regular' diner, so restaurants have had to change their approach in how to meet this new market, aiming at repeat business whilst keeping the average check in the range of affordability.

Diners too have become more aware of the choices available to them, with the ongoing spread of international cuisine to every major city. Thus they become spoiled for choice, so it is incumbent on the restaurateur to provide his customers with new and exciting ways of sampling cuisine whilst not over-inflating prices. A repeat customer is far more valuable than a one-off who spends a large sum, thus the relationship between business and consumer has never been more important. It is from this philosophy that Bar.Celona was born; an oasis in a desert of familiarity, bringing diners a new experience with its offering of exotic dishes, friendly service and cosy atmosphere.



Brand Recongition

This topic is really multi-layered. Firstly there is the name, Bar.Celona, which is immediately synonymous with Spanish cuisine and a bar/lounge setting. Guests or passers-by will be in no doubt as to the fare on offer, plus the venue can attract not only diners but also those wanting nothing more than a casual drink – ideal in a hotel environment where guests wish to rendezvous.

Secondly the already established Bar.Celona in Macau which in its relatively short history (est. July 2014) has already received hundreds of plaudits from very satisfied customers. The goodwill alone from the many positive reviews – easily accessible online (see appendix) – will ensure an immediate demand from eager consumers. Lastly there is of course the famed Spanish cuisine, which has gained so much recognition over recent years and is the fastest-growing sector for international restaurants in Asia. Perhaps it is the combination of fresh European produce coupled with the Asian concept of shared dining which makes Spanish cuisine so popular these days.



Flexibility

The variety found in Catalan dishes – covering all meat types, seafood and fresh seasonal vegetables – along with the hot and cold servings, kitchen layout and skill of the chef allow for great flexibility when compiling the menu. Tapas are all about variety, so the kitchen is very capable of making adjustments according to customers' demands or seasonal availability of produce. The informal lounge style of the restaurant lends itself to 'daily specials' and 'chef's menus', offering customers greater choice whilst also keeping wastage/spoilage to a minimum thus saving costs.

Restaurant Profile

Layout

The design and layout of Bar.Celona is simplicity itself, adopting a lounge theme for ambience and comfort. Versatile use of tables, chairs and sofas allows for easy reconfiguration to accommodate either intimate dining or large groups. Décor is kept minimalistic, with use of bare walls and floors with some exposed brickwork. This lends a very rustic atmosphere to the restaurant – keeping it within theme - whilst also reducing construction and fit-out costs. Subdued lighting, coupled with unobtrusive music and delicious aromas from our open kitchen create the perfect ambience for casual dining or drinks.



Cuisine

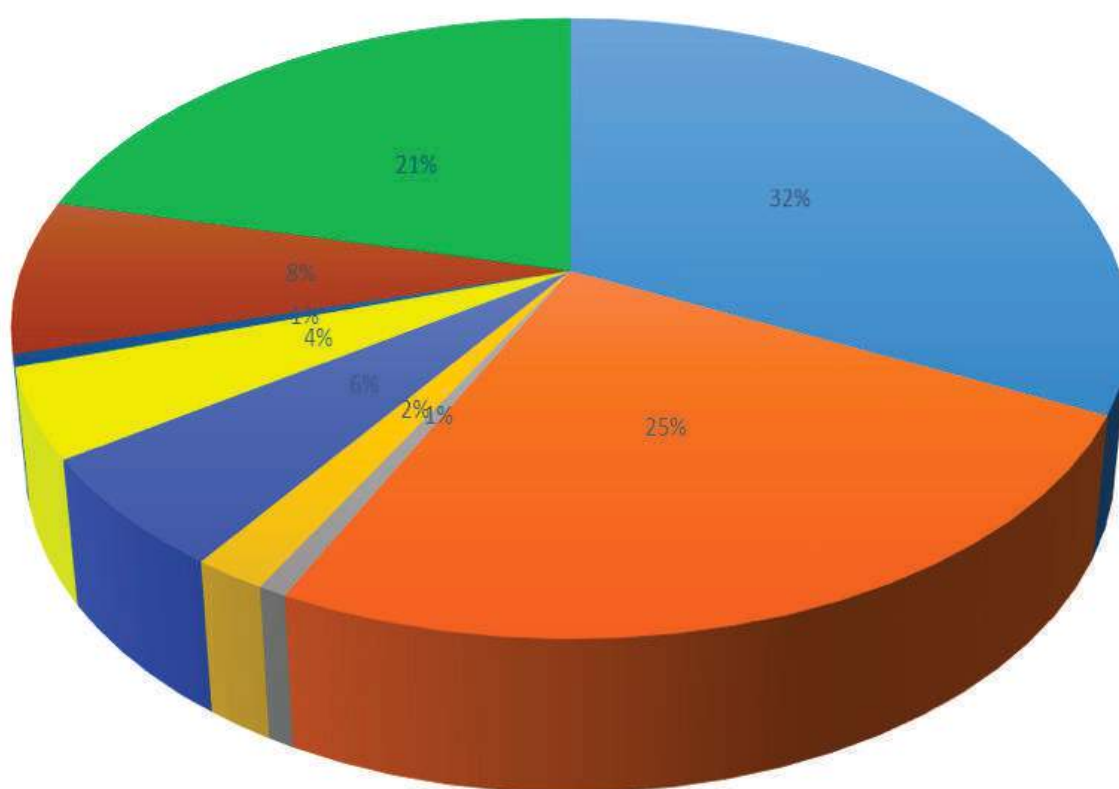
The cuisine served in Bar.Celona is truly authentic Spanish, with an emphasis on the Catalan region. Diners will not only have a wide selection to choose from on the menu, there will also be house specials offered by the kitchen depending on the freshest ingredients that could be obtained that day.

To meet the needs of all our customers, choices range from small plates of tapas for tasting or sampling, up to whole roast joints of meat and family-sized paellas to cater to larger parties. There will not be a diner who cannot find something he or she likes as we endeavour to encompass all tastes and flavours on our comprehensive menu.

Financials Fact Sheet:

- Average Check = US\$60.00 per cover
- Average daily occupancy in current Macao venue = 90%
- Yearly average Revenue per seat = US\$15,663 (US\$ 15,663 to US\$ 25,000 subject to opening hours and location).
- Year-on-year EBTDA = 21-26% of turnover
- ROI based on EBTDA = 3-4 years
- Revenue Source Breakdown = 75 % Food 25 % Beverage

Expenses and EBITDA



- | | | |
|-------------------------|--------------------|-------------------------------------|
| ■ Cost of Goods Sold | ■ Payroll Expenses | ■ Direct Operating Expenses |
| ■ Marketing Expenses | ■ Utility Expenses | ■ General & Administrative Expenses |
| ■ Repairs & Maintenance | ■ Occupancy Costs | ■ EBITDA |



Set-Up cost and cash flow allowance:

- Cost of outlet development = US\$14,000 per seat, or US\$300per sq ft.
- 4 months rent in advance + construction development stage if applicable.
- 2 months preopening and 1 month post opening staff and Project development cost.
- Legal, government and associated compliance & applicable licensing fees.
- Initial preopening stock cost (equivalent to 35% of two months projected revenue).

Preferred Specifications & Business Model:

We believe that the Bar.Celona Gastro Lounge concept has the potential to add value as a brand and revenue source either by replacing an existing outlet in need of refurbishment, or as an additional outlet.

The recommended size and layout is for 80 to 120 seats, an open kitchen plan linked to a central bar with semi low counter. An al fresco terrace for an additional 30 to 50 seats would be a welcome inclusion.



We are looking to grow and expand the brand in major cities by either licensing the brand to an existing hotel chain, or to private investors/operators.

We can either license the brand or manage the outlet under a management contract (a sample Management Contract is available upon request). Also a Joint Venture with brand equity participation is available for consideration.

Fees (Name, Concept, Training & Know-how):

A negotiable fee depending on owner, location and restaurant size will be payable for all (yet not restricted to) the following:

- The Bar.Celona name and brand, including all designs, markings and logos.
- A full set of Operating Manuals.
- Consultation with Chef on the kitchen design and layout.
- Consultation with Senior Personnel on the front-of-house F,F & E procurement.
- A set-up team to oversee fit-out up to the point of turnkey operation.
- The Bar.Celona menus, including recipes.
- A full list of suppliers and prices.
- Staff training prior to Grand Opening.
- Staff appraisal during operation.
- The existing goodwill and reputation of the Bar.Celona Gastro Lounge.

* The above list may be tailored to suit the owner's budget and/or requirements.

Venue and Product:



Reviews and Listings:

http://www.macao.com/en/macao-videos/Deliciousness/Have-You-Eaten-Yet---BarCelona/0_08k9mpim

https://www.youtube.com/watch?v=NDHo8R_-dZE

<https://www.youtube.com/watch?v=ZYXRExUBn9I>

https://www.tripadvisor.com/Restaurant_Review-g664891-d6844445-Reviews-Bar_Celona_Tapas_Rice-Macau.html

<http://www.alexischeong.com/2014/09/macao-hidden-find-bar-celona-tapas-and.html>

<https://hk-magazine.com/restaurant/16601/barcelona-tapas-rice>

<https://foursquare.com/v/bar-celona-tapas--rice/53ad53e5498e1cdd0e9f9b25>

<http://www.vkeong.com/best-food-places-macao/>

<http://www.openrice.com/en/macao/r-bar-celona-tapas-rice-areia-preta-spanish-r193686>

<https://www.facebook.com/Barcelonatapasandrice>

<https://www.macaucentral.com/restaurant/16702-bar-celona>