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## **The Gordon Ramsay success story: from a name to a multimillion pound brand**

How did Gordon Ramsay build his restaurant empire  
and become a household name?

A handwritten signature in black ink that reads "Gordon Ramsay". The signature is written in a cursive, flowing style.

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## Introduction

The restaurant industry is one of the fastest growing industries in the sector of international services. A restaurant is a combination of art, traditions, marketing campaigns, the art of service and management, and many other components. Restaurants are not just about going out to eat. They have always played an important role in people's social, artistic and business life. Restaurants are a place where major events of life take place.

The restaurant business is a rapidly developing industry. It is also an overly competitive sphere, and this factor forces top managers to think through to the smallest detail the development strategy of their establishments, in order to give them uniqueness and originality. The restaurant industry constantly attracts entrepreneurs, and the number of places to eat out in different price and assortment categories is constantly growing, especially in large cities. In 2018 there were 88,846 businesses operating in the restaurant and mobile food service industry in the UK<sup>1</sup>. But starting this business can become a tough struggle for survival in the sphere. This market segment is already quite oversaturated, but with a competent approach, the right strategy and the consistent implementation of all components of the restaurant business, one can succeed and stay afloat in such a competitive niche.

There are some countries in particular which are considered as being more "food" countries than others. The list always includes Italy with its pasta and spaghetti, France with its cheese and pastries, Spain with its paella and other countries with outstanding cuisine. Great Britain does not appear on the list. Despite this, speaking about the most famous chefs of our time, it is impossible not to mention Gordon Ramsay, a British chef born in Scotland. Gordon Ramsay has become a cult figure in world cooking. Starting from scratch, he is today a successful restaurateur and businessman, owner of 35 restaurants around the world, 15 of which are in London. His establishments have been awarded 16 Michelin stars in total and currently hold seven of them.<sup>2</sup>

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<sup>1</sup> LUTY, Jennyfer, "Number of restaurants and mobile food service enterprises in the United Kingdom (UK) from 2008 to 2018", November 27<sup>th</sup>, 2019, <https://www.statista.com/statistics/298871/number-of-restaurants-in-the-united-kingdom/> [ref. January 2020]

<sup>2</sup> Gordon Ramsay Restaurants website, <https://www.gordonramsayrestaurants.com/restaurants-and-bars/michelin-starred/> [ref. December 2019]

The versatility of Gordon Ramsay's skills, his talent and passion for cuisine, the pursuit of excellence combined with his eccentric behavior have made him one of the most famous chefs of our time and definitely one of the richest. Many people around the world know him as the host of British television shows about food and cookery such as *Hell's Kitchen* and *Ramsay's Kitchen Nightmares* and their American versions.

It is obvious that achieving success in the restaurant industry is quite a challenge, especially in such a competitive time and when the restaurant failure rate is so high. So how did Gordon Ramsay build his restaurant empire and become a household name?

I will give the answer to this question in this work, divided into three parts. I will start by an overview of the restaurant industry, in which I will study how it has been changing over time, its modern trends and the state of the restaurant industry in the UK today. I will then focus on Gordon Ramsay's personal example – starting from how the chef launched his cooking career to examining the factors that played a crucial role in his achievement of success. Finally, in the third part, I will look into Gordon Ramsay's business focusing on the Gordon Ramsay Holdings activity.

So, in this case study work I will analyze how Gordon Ramsay achieved this level of success in the restaurant sector and which factors have contributed to the building of a restaurant empire on such a huge scale.

## **PART I. An overview of the restaurant industry internationally**

In order to examine a particular industry, it is important to know where its roots come from. That is why in this part of my work, I will look into the history of restaurant development in different parts of the world. I will then analyze the most important trends that have been formed in this industry; and finally I will examine the restaurant sector in the UK.

### **A. The development of the restaurant industry over time**

Food service dates back to ancient times. Even in the ancient Greco-Roman world there were public eateries, which had a slight resemblance to the public eateries of today.<sup>3</sup> As Davidson wrote in his *Oxford Companion to Food*, “according to contemporary dictionaries, a restaurant is simply an eating place, an establishment where meals are served to customers. By this definition, restaurants, – by whatever name they have been given – are almost as old as civilization.”<sup>4</sup> But can we say that those ancient eateries had a lot in common with our modern restaurants? Not really. The restaurants in the form that we know today emerged with the French Revolution, and these new types of establishments had a completely different vocation than those that had existed before. They started offering the visitor a choice, and this changed everything.

So how did it all start? The advent of eateries has long been associated with travel and business trips. The travelers’ goals were different: some of them went on long journeys seeking adventures, some were away for the sake of profit and trade, and some were seeking knowledge. But all the people who were far from their homes had one thing in common – they needed to eat. So, taverns and inns started to appear in medieval times. They were mostly for poor travelers and religious pilgrims, as at that time noble Europeans traveled in several carriages, having food, servants and cooks with them.

These establishments cannot be called restaurants. Basically they were eateries where very simple food was served, the design was unpretentious, and the quality of the service was not something of great importance. These places were not particularly attractive; their main task was simply to provide the visitor with food. The atmosphere and the people attending such

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<sup>3</sup> ALEX. A., “Take-out restaurants existed in ancient Rome and were called “Thermopolia””, *the Vintage news*, November 26<sup>th</sup>, 2017, <https://www.thevintagenews.com/2017/11/26/take-out-restaurants-in-ancient-rome-called-thermopolia/> [ref. January 2020]

<sup>4</sup> DAVIDSON, Alan, *Oxford Companion to Food*, Oxford University Press, 1999, p. 660.

establishments made them unattractive to high society. The issue of opening higher-level eating places became increasingly relevant.

The owners of European eateries, called taverns, really wanted to see wealthy people as guests, and they started looking for solutions that could help them attract a better public. Therefore, prototypes of modern establishments started to emerge. In southern Europe, for example, there were places in which the guest could order his/her favorite dish, and then watch it being cooked. One of the first establishments like this was the Madrid restaurant Sobrino de Botín, which opened in 1725. Officially, the title of the oldest operating restaurant in the world now belongs to this place. It is listed in the *Guinness Book of World Records* as the oldest restaurant that still exists today.<sup>5</sup>

Still, there are several theories that regarding where and when exactly the first restaurant in the form that we know it today was founded.

The French are directly related to the creation of European restaurant history. According to the *Larousse Gastronomique*, the French culinary encyclopedia, it was Boulanger, a broth seller, who opened the first restaurant. The Parisian restaurateur was the first to write the word "restaurant" on the signboard of his establishment. To be more precise, he put a phrase in Latin at the entrance, in which the words "restorade vos" can be interpreted as "restore you" or "satisfy your hunger"<sup>6</sup>.

A real revolution in the history of the restaurant business was made by the chef Antoine Beauvilliers who transformed an English tavern in the very heart of Paris into a stylish gourmet restaurant, *La Grande Taverne de Londres* in 1782. It became the first luxury restaurant. Beauvilliers knew well the tastes of the aristocracy and knew how comfort and excellent quality of dishes were important. In his establishment there were mahogany furniture and crystal chandeliers. Guests sitting at tables covered with expensive tablecloths were served dishes and wines on fine china and silver. In the *Larousse Gastronomique*, *La Grande Taverne de Londres* has the title of the "first Parisian restaurant worthy of the

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<sup>5</sup> Oldest operating restaurant, *Guinness World Records*, <https://www.guinnessworldrecords.com/world-records/73615-oldest-operating-restaurant> [ref. January 2020]

<sup>6</sup> BEDNARZ, Christine, "Who Invented the First Modern Restaurant?", *National Geographic*, March 13<sup>th</sup>, 2015, <https://www.nationalgeographic.com/culture/food/the-plate/2015/03/13/who-invented-the-first-modern-restaurant/> [ref. January 2020]

name”, as Beauvilliers “introduced the novelty of listing the dishes available on a menu and serving them at small individual tables during fixed hours.”<sup>7</sup>

It is believed that it was after the French Revolution in 1789 that the modern restaurant industry was launched. At that time, the chefs were displaced from aristocratic homes, and many of them opened their own establishments where they could master their skills. What is called “fine dining” started appearing then. Little by little restaurateurs realized what income the restaurant business could bring them. They started thinking through the smallest detail of their businesses. Comfort, coziness, service and choice became their priorities. The simplicity of the first restaurants, which served only broth and omelets, was left behind.

In the establishments of the new type, people no longer sat at the common tables as they did in taverns. Now diners sat at their own tables, and they were provided with a bigger choice of dishes to choose from. “By 1804 Paris had more than 500 restaurants, producing most of the great chefs of history and creating many famous dishes.”<sup>8</sup>

In the 19th century, the number of restaurants in Paris continued to grow. After Napoleon’s defeat, wealthy Europeans started coming to Paris to visit gourmet restaurants. Towards the end of the 19th century, traveling became easier thanks to steamboats, railways and cars. An increase in tourism resulted in an increase in the need to eat away from home. Often it was not just about eating, but also about trying local delicacies. People turned food into art. In 1804 the first restaurant guide called *Almanach des Gourmandes* was published

The experience of the French was adopted by many Europeans. The food served changed according to local peculiarities and the menu included dishes that were traditional to the area. Outside Paris, restaurants did not immediately find their place, but thanks to the migration of Parisian chefs who traveled around the world, this process was irreversible. Gradually, London hotels and clubs fell under French influence, and towards the end of the 19th century, haute cuisine, which came from France, became rooted in Britain. By the beginning of the 20<sup>th</sup> century restaurants were the new center of public life in Western countries. Thanks to this, French cuisine won the high gastronomic position that it still holds to this day.

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<sup>7</sup> BEDNARZ, Christine, “Who Invented the First Modern Restaurant?”, *National Geographic*, March 13<sup>th</sup>, 2015, <https://www.nationalgeographic.com/culture/food/the-plate/2015/03/13/who-invented-the-first-modern-restaurant/> [ref. January 2020]

<sup>8</sup> Restaurant, *Britannica*, <https://www.britannica.com/topic/restaurant#ref97639> [ref. January 2020]

In the 20<sup>th</sup> century the French restaurant went global. It spread not only in Europe but reached further continents such as North America. Moreover, restaurants in the United States started their own evolution, which soon led to the creation of fast food restaurant chains.<sup>9</sup> Also, since America became “a melting pot”, American cuisine was enriched by the immigrants’ cuisine and started to adapt and offer Italian, Greek, Chinese and other cuisines to their clients.

France strongly influenced the advent of the restaurant industry in Russia as well. It was in the early 19<sup>th</sup> century, at the peak of the popularity of French culture, that the first restaurants appeared in the Russian Empire. Russian restaurants were a copy of European restaurants in terms of service and interior design. Even the signboards with the word “restaurant” were written in French for a long time, despite the difference in alphabets.<sup>10</sup>

At the same time as Europe, Asia was also developing its eating establishments. By some accounts, Ma Yu Ching’s Bucket Chicken House in Kaifeng, China, is considered as the world’s oldest operating restaurant, opening in 1153 AD during the Jing Dynasty. It still offers takeout food, having survived numerous wars, invasions, and dynasty changes.<sup>11</sup> Earlier, during the reign of the Tang Dynasty, from 618 to 906, there were already catering establishments in China, which looked very much like modern restaurants. A distinctive feature of the Chinese eateries of those years was the specialization of each on a particular dish or product: for example, dumplings or soups, meat or fish. A little later, in the 13<sup>th</sup> century, under the reign of the Song Dynasty, the idea of public catering was transformed into hospitable tea houses that remain the specialty of China today.

The modern restaurant industry represents a wide variety of eating establishments from chain restaurants with hundreds of locations to unique artisan Michelin starred eateries. Different types and levels of the restaurant are designed for different groups of visitors. Despite the obvious big differences between them, there are certain trends that change with

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<sup>9</sup> MEALEY, Lorri, “The History of Restaurants, part 2”, *The Balance Small Business*, October 17<sup>th</sup>, 2019, <https://www.thebalancesmb.com/the-history-of-restaurants-part-2-2888665> [ref. January 2020]

<sup>10</sup> “History of catering in Russia”, *Antenna Daily Saint Petersburg*, January 11<sup>th</sup>, 2018, <http://antennadaily.ru/2018/01/11/food-in-russia/> [ref. January 2020]

<sup>11</sup> MAGNUM, Mee, “World’s Oldest Chinese Restaurant - Ma Yu Chang’s Bucket Chicken House”, *The Chinese Quest*, <https://www.thechinesequest.com/2014/01/worlds-oldest-chinese-restaurant-ma-yu-changs-bucket-chicken-house/> [ref. January 2020]

time, and the entire restaurant industry is dependent on these trends. I will talk about them in more detail in the next part of this chapter.

## **B. Trends of the modern restaurant industry**

Over time, the restaurant industry has undergone great changes. Today there are certain trends that were not topical a few years ago and that may now be a factor that determines the success of a restaurant. The establishments that do not keep up with the times and ignore the trends take the path of extinction. Even though every region has its peculiarities that cannot be the same all across the world, there are still some things that are fairly common internationally.

Of course, business digitalization is very important nowadays. The most important thing for marketing is the presence of the business on the Internet. If the business is not present on the Web, it does not exist for the majority of the population. This also applies to the restaurant industry. Any communication channel may be used. The most important thing is that the consumer is to be able to get the information about the establishment with just a few taps on his/her phone.

The process of automation of the restaurant business is also inextricably linked with the era of digitalization. Trying to keep up with current trends, restaurateurs choose to use modern technologies in order to make things more efficient: to speed up the process of serving visitors and at the same time to improve the quality of service. It also allows them to increase profits, reduce costs and optimize all the operations in the establishment. Such things as online reservations may be considered as one of the easiest and cheapest ways for restaurants to get started with automation.<sup>12</sup> Another example of automation familiar to everyone is ordering kiosks, though it is now mostly a common thing for big fast food chains such as McDonald's or Burger King.

One of the main trends of recent years is online food delivery, and its popularity is constantly growing. Modern society is highly connected and the use of smartphones is increasing. The food delivery apps such as Uber Eats, Just Eat and Deliveroo have become a part of our daily life. They attract those who prefer to save their time and to have their meal delivered at home or at work. These apps help restaurants to expand their client base and

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<sup>12</sup> ANDREWS, Ryan, "How Automation Changes the Way Restaurants Do Business", August 28<sup>th</sup>, 2019, <https://restaurant.eatapp.co/blog/automation-in-restaurant-industry> [ref. January 2020]

they allow people to eat restaurant quality dishes while staying at their place. Some sources indicate that “*the global food delivery mobile application market size was valued at \$3,120 million in 2016, and is estimated to grow at a Compound Annual Growth Rate of 27.9% to reach \$16,605 million by 2023.*”<sup>13</sup> That is why a modern restaurateur should consider a partnership with a food delivery app in order to provide his/her clients with a possibility to try the food cooked in his/her restaurant at their own place.

To understand the importance of delivery, such things as “ghost kitchens” should be mentioned. It is “delivery-only” restaurants that became “*the biggest trend by far, both for 2019 and going into 2020*”<sup>14</sup>. These restaurants do not have a physical location to receive the visitors, they just offer a certain menu to choose from and deliver the cooked dishes after. This economic model seems to be a real success, as it allows saving on rent, on employees who would be engaged in servicing guests and on many other things.

Consumer behavior is not constant. It varies with time, and this behavior shapes trends in dishes proposed in restaurants. Thus, another important trend nowadays is the rise of health-consciousness, which has led to a growing popularity of healthy meals. There are restaurants whose main feature is exclusively clean products from local farmers. There is even a social movement called “farm-to-table” or “farm-to-fork”, which “*promotes serving local food at restaurants and school cafeterias, preferably through direct acquisition from the producer*”<sup>15</sup>. It allows consumers to know where their food comes from. People strive for a healthy lifestyle; they are ready to pay more to dine with confidence in quality and purity of the products they eat.

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<sup>13</sup> SAHOO Soumya Swarup, SONAWANE Kalyani, “Food Delivery Mobile Application Market Statistics – 2023”, *Allied Market Research*, May 2017, <https://www.alliedmarketresearch.com/food-delivery-mobile-application-market> [ref. January 2020]

<sup>14</sup> TOBIN, Taylor, “The 10 Biggest Restaurant Trends We Saw In 2019”, *HuffPost*, April 12<sup>th</sup>, 2019, [https://www.huffpost.com/entry/biggest-restaurant-trends-2019\\_1\\_5de128ebe4b00149f72dffbe?guccounter=1&guce\\_referrer=aHR0cHM6Ly93d3cuZ29vZC2xILmNvbS8&guce\\_referrer\\_sig=AQAAAQJJPjgnhj1CDBJpUasbUWmR8WoTzgNoWFQZ3yKvbatlp4T-XMibpbW\\_vY3uQdorOvEVuNPTThRasvjfvynLVJVMUHVtPgdoooleVrhuCWOZUTsP02ZtSC4zE2rqkXRhAr5kSLg6NaX0n2h5TkvyNObXrzpXov3q58jwMjZ11D67t](https://www.huffpost.com/entry/biggest-restaurant-trends-2019_1_5de128ebe4b00149f72dffbe?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZC2xILmNvbS8&guce_referrer_sig=AQAAAQJJPjgnhj1CDBJpUasbUWmR8WoTzgNoWFQZ3yKvbatlp4T-XMibpbW_vY3uQdorOvEVuNPTThRasvjfvynLVJVMUHVtPgdoooleVrhuCWOZUTsP02ZtSC4zE2rqkXRhAr5kSLg6NaX0n2h5TkvyNObXrzpXov3q58jwMjZ11D67t) [ref. January 2020]

<sup>15</sup> Farm-to-table, *Wikipedia, the free encyclopedia*, <https://en.wikipedia.org/wiki/Farm-to-table> [ref. January 2020]

People strive not only for their health, but for the whole environment. That is why sustainable consumption has become highly topical too. What is sustainable consumption? It is “*the consumption of goods and services that have minimal impact upon the environment, are socially equitable and economically viable whilst meeting the basic needs of humans, worldwide*”<sup>16</sup>. In other words, its main idea is to reduce the amount of waste produced, as well as the rejection of disposable and low-quality items. More and more people adhere to this lifestyle, trying to minimize the amount of waste they produce and giving preference to the establishments that stick to the same “environmentally-friendly” policy. Thus, there are many eating establishments that have refused plastic, polyethylene and other disposable packaging. Some of them find alternative substitutes for some items such as pasta instead of straws for drinks.

There are also a lot of new schemes that can help actors in the food industry reduce the amount of food waste produced. A good example is the application called Too Good to Go. It allows people to enjoy meals while paying just about one third of the real price. Grocery stores, cafes and restaurants put their products on the application because their ‘best-before’ date has passed or their appearance has been damaged, so they are not subject to sale anymore and would otherwise go to waste.

A more personalized approach in restaurants is highly appreciated. What does this mean? An increasing number of people now tend to give up consuming animal products. So, the transition from animal products to their plant-based alternative products has become very widespread. Vegetable meat and other veggie food are on the wave of popularity. In order to let absolutely everyone eat at the restaurant and potentially expand the clientele, vegetarian and vegan dishes should definitely be added to the menu. In addition, not only vegetarians are interested in these kinds of dishes, but also ordinary people who want to take a break from meat and try something new. Even such fast food chains as McDonald’s and KFC have started to introduce plant-based items to their menus in certain regions.<sup>17</sup>

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<sup>16</sup> Sustainable Consumption, *The Global Development Research Center*, <http://www.gdrc.org/sustdev/concepts/22-s-consume.html> [ref. January 2020]

<sup>17</sup> WATERFIELD, Sophia, “Meat-free fast food: McDonald’s, KFC, Starbucks and more restaurants are selling plant-based foods – but are they vegan?”, *Newsweek*, February 19<sup>th</sup>, 2020, <https://www.newsweek.com/mcdonalds-kfc-starbucks-plant-based-foods-are-they-vegan-1487819> [ref. January 2020]

The number of people who refuse some products due to food intolerance and allergies is also increasing. People can now easily ask for a dish that does not contain a certain ingredient. Visitors should have an opportunity to specify which ingredients cause an allergic reaction and ask to replace it. Some establishments even provide a gluten-free menu or a special allergy-friendly menu.

With such a huge selection of restaurants for all tastes, it is becoming increasingly difficult to stand out from the rest. It is necessary to strive for perfection in order to prevent your competitor from surpassing you. Therefore, the standards in the restaurant business are extremely high, and for a successful restaurateur, the smallest details that make up his/her business are important. A good restaurateur should think about adding one or more unique features to his/her restaurant to give it a competitive advantage over others.

What can really make the time spent in a restaurant unforgettable for the clients, except for the food itself, are well trained employees. Staff are the face of a restaurant, and good employees are one of the keys to the business' continued success. It is highly important to have a competent and professional staff, which is a great investment to a business. Successful restaurateurs know it. This is why employees' training has become a common thing. It allows them to have more professional and more loyal staff who will be able to provide a better experience to the guests and who will increase the overall efficiency of the restaurant.<sup>18</sup>

### **C. The state of the modern restaurant industry in the UK**

The restaurant industry plays a big role in the UK's economy. This sector is one of the most important employers in the UK. The full-service restaurants<sup>19</sup> market in the UK is worth £22bn.<sup>20</sup> Strong competition, rising costs, weakening consumer demand – these are the main

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<sup>18</sup> “10 Reasons Why You Need to Properly Train Restaurant Employees”, May 26<sup>th</sup>, 2016, <https://blog.chefworks.com/uniforms/10-reasons-why-you-need-to-properly-train-restaurant-employees/> [ref. January 2020]

<sup>19</sup> A full service restaurant is defined as a sit down eatery where food is served directly to the customers' table.

<sup>20</sup> “Full-Service Restaurants in the UK – Market Research Report”, *Ibis World*, March 2020, <https://www.ibisworld.com/united-kingdom/market-research-reports/full-service-restaurants-industry/> [ref. March 2020]

tendencies that the restaurant industry in the UK has been seeing over the last several years, according to the *UK Restaurant Market Report 2019*.<sup>21</sup>

The industry saw an important decline in the number of restaurants and other food service enterprises in 2009 after the financial crisis of 2007-2008, and since then the number of eating establishments had been increasing. It reached the number of 88,846 enterprises in the UK by 2018.<sup>22</sup>

If we take a look at the period of the last five years (2015-2020), we can see that the first half of the period showed a growth in the industry. However, due to economic and political uncertainty, notably connected with Brexit, the trend changed in the second half of the period. Apart from the industry being less profitable, we see some changes in customers' behavior. Now it is less likely to see consumers accompany their dinner with an alcoholic or a non-alcoholic drink compared to previous years.

In 2019, the restaurant industry in the UK saw the fastest decline in seven years. There was a fall of 8.3% in visit frequency to independent restaurants per month.<sup>23</sup> It is curious to note that comparing to the British restaurant sector, the French one has been flourishing recently. According to the results of 2019, out-of-home catering in France recorded a growth of 1.7% in spending and a growth of 0.8% in visit frequency.<sup>24</sup> This is quite a good result for the sector, especially taking into consideration the protest movement of the end of the year that obviously affected negatively the attendance of dining out establishments.

There was also a rise in restaurant insolvencies in 2019. Their number increased by 25%, and it is the highest number of insolvencies seen in the country since the year 2014. So, almost 1,500 restaurants were closed in the UK during the period from June 2018 to June

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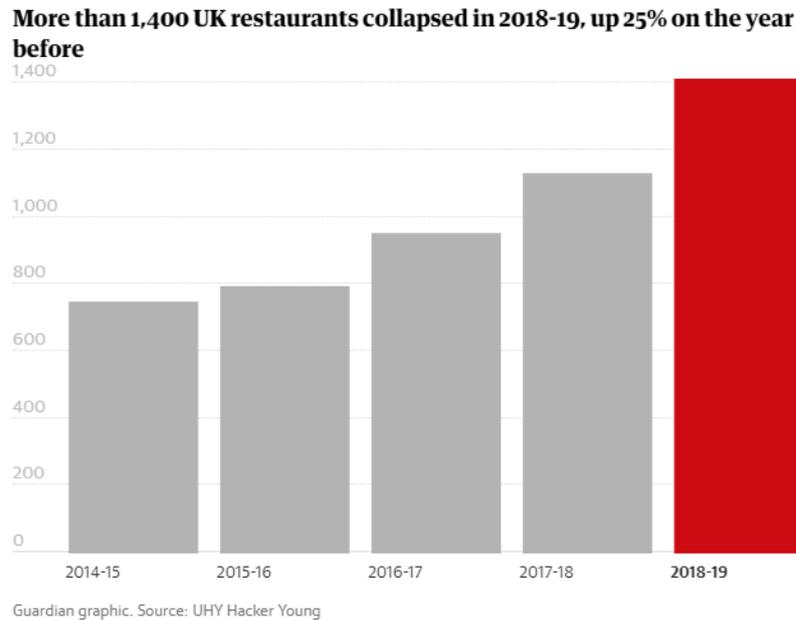
<sup>21</sup> UK Restaurant Market Report 2019, *MCA*, September 10<sup>th</sup>, 2019, <https://www.mca-insight.com/market-reports/uk-restaurant-market-report-2019/597394.article> [ref. March 2020]

<sup>22</sup> LUTY, Jennifer, "Number of restaurants and mobile food service enterprises in the United Kingdom (UK) from 2008 to 2018", November 27<sup>th</sup>, 2019, <https://www.statista.com/statistics/298871/number-of-restaurants-in-the-united-kingdom/> [ref. January 2020]

<sup>23</sup> UK Restaurant Market Report 2019, *MCA.*, September 10<sup>th</sup>, 2019, <https://www.mca-insight.com/market-reports/uk-restaurant-market-report-2019/597394.article> [ref. March 2020]

<sup>24</sup> BERTRAND, Cécile, « 2019, un bon cru pour la restauration hors domicile », *La Croix*, February 4<sup>th</sup>, 2020, <https://www.la-croix.com/Economie/France/2019-bon-cru-restauration-hors-domicile-2020-02-04-1201076132> [ref. April 2020]

2019. On the graph below, we can see how the rate of restaurant insolvencies changed from 2014 to 2019.<sup>25</sup>



The current problems of the sector are well known, which does not allow banks to be generous with the restaurant businesses and give loans to them. That means that these businesses should not count on banks too much to help them cover their losses. As some experts predict, after the hard times are over, only the restaurants that have strong loyal clientele and “*a differentiated offering*” will stay afloat.<sup>26</sup>

Customers have already turned their back on many successful chains of restaurants. One of the examples that can demonstrate to what extent the industry has been struggling with difficulties is Jamie Oliver, a famous British chef and a restaurant business owner. The restaurant empire of one of the best chefs in the UK collapsed after numerous problems it had been facing for several years. In 2015, the chef closed the last of his cookery shops, and from 2014 to 2017 four of his pizza-specialized restaurants were closed as well. Also in 2017, after almost ten years of publishing, Jamie Oliver closed his self-titled food

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<sup>25</sup> NEATE, Rupert, “More than 1,400 UK restaurants close as casual dining crunch bites”, *The Guardian*, September 16<sup>th</sup>, 2019, <https://www.theguardian.com/business/2019/sep/16/more-than-1400-uk-restaurants-close-as-casual-dining-crunch-bites> [ref. March 2020]

<sup>26</sup> *ibid.*

magazine.<sup>27</sup> He saw 22 out of 25 establishments in his UK restaurant group closed at the beginning of 2019. The group included Jamie's Italian chain, Barbecoa and Fifteen. In 2019, the company went under administration, with more than a thousand people losing their jobs. However, Jamie Oliver's overseas restaurants operating under franchises were not affected.<sup>28</sup>

Despite the tough conditions in the restaurant industry in the UK, another outstanding British chef Gordon Ramsay, to whom this work is dedicated, managed to have a £0.5 million pre-tax profit in 2019. This is considered a good result. His restaurant group showed a strong performance as sales rose by 4.3% since the previous year.<sup>29</sup> He also successfully opened new establishments across the world in the years 2015-2018. Gordon Ramsay's example is quite an exception, as the overall decline of the UK restaurant market is evident.

As of April 2020, in the context of the sanitary crisis due to the Covid-19 pandemic that is affecting the whole world, the restaurant sector in the UK is facing difficulties. This is the case of any other country; this industry is experiencing a recession all over the world. The revenues are likely to decline in the coming months as customers stay at home and do not eat out anymore. This problem together with the Brexit issue will definitely negatively affect the economic situation in the UK, which, in turn, will then impact the whole restaurant industry in the country.

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<sup>27</sup> BUTLER, Sarah, "Jamie Oliver's business empire to post £20m loss this year", *The Guardian*, September 27<sup>th</sup>, 2018, <https://www.theguardian.com/food/2018/sep/27/jamie-olivers-business-empire-to-post-20m-loss-this-year> [ref. April 2020]

<sup>28</sup> BUTLER, Sarah, "Jamie Oliver's empire collapses as 22 UK restaurants close", *The Guardian*, May 21<sup>st</sup>, 2019, <https://www.theguardian.com/food/2019/may/21/jamie-oliver-jobs-administrators-restaurants-jamies-italian> [ref. April 2020]

<sup>29</sup> BUTLER, Sarah, "Gordon Ramsay defies restaurant industry struggles with rise in sales", *The Guardian*, May 28<sup>th</sup>, 2019, <https://www.theguardian.com/food/2019/may/28/gordon-ramsay-defies-restaurant-industry-struggles-with-rise-in-sales> [ref. April 2020]

## **PART II. A case study of Gordon Ramsay**

What do we think about when we hear the name of Gordon Ramsay? We think about a rough man we are used to seeing as a host of cooking TV shows. But we should not forget that what we see on our screens is often just a well-thought-out image. This image has contributed a lot to the success that Gordon Ramsay has achieved. He is not only a chef now; he is a successful businessman, showman and writer. How did he manage to achieve what he has today? What helped him to stand out and leave many of his rivals far behind him? We will examine these issues in this part of my dissertation.

### **A. How did the chef start his cooking career?**

Gordon James Ramsay was born in 1966 in Johnstone, Scotland and spent the majority of his childhood moving from town to town with his family until they finally settled up in Stratford-Upon-Avon in 1976. He did not have a very happy childhood, as his father had problems with alcohol and was often physically violent toward his wife.

The biggest passion little Gordon had was soccer. He was a very talented young player and aspired to have a career as a professional footballer. At the age of 19 he even got an invitation to join a Rangers Football Club, but had to give up his ambitious plans because of a knee injury. He then returned to school and got a degree in Hotel Management in 1987.<sup>30</sup>

After graduating from college, Gordon Ramsay moved to London, where he got a job at the prestigious Harvey's restaurant, whose chef was the culinary master Marco Pierre White. Over the next few years, Ramsay went from only being allowed to perform the simplest tasks to being responsible for the entire kitchen. White taught Ramsay everything about the business of cooking and helped him to become a competent chef.<sup>31</sup> After having gained his first experience, Gordon Ramsay changed the restaurant and the mentor. He started working in the first British three-star restaurant Le Gavroche, where he learned the basics of classical French cuisine under the supervision of Albert Roux, a high-skilled French chef living and working in Britain. In the late eighties Ramsay decided to continue perfecting his skills in

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<sup>30</sup> Gordon Ramsay Biography, April 27<sup>th</sup>, 2017, <https://www.biography.com/personality/gordon-ramsay> [ref. February 2020]

<sup>31</sup> TODAY I FOUND OUT, *From soccer hopeful to world's angriest chef*, <https://www.youtube.com/watch?v=6BvaNnfrsSI> [ref. February 2020]

France. He spent three years in Paris working under the mentorship of such outstanding French chefs as Joël Robuchon and Guy Savoy. Savoy, whose restaurant in Paris bears the title of the best restaurant in the world, taught Ramsay how to run an elite restaurant.<sup>32</sup>

After the three years in France, Ramsay accepted a proposition to spend a year working as a chef on a private yacht. After a year spent in Bermuda, he returned to London and got a position as a head chef in La Tante Claire. However, he soon received an invitation from his former mentor Marco Pierre White to become a chef in his restaurant Rossmore. With Gordon Ramsay, the restaurant was renamed Aubergine, and the establishment's rating soared: thanks to him, it received 3 Michelin stars in 4 years. In order to taste the chef's dishes, people had to reserve a table at Aubergine one or two months in advance. Ramsay became the owner of a 25% stake in the restaurant, but due to some disagreements with the rest of the owners, he had to leave the restaurant. The whole staff – from waiters to cooks – followed him, leaving the restaurant without any employee.<sup>33</sup> A lawsuit to the amount of 1 million pounds was filed against Ramsay for the damage caused, as the restaurant had to be closed for three months because of the absence of the staff. It was resolved amicably, but the details were never disclosed. According to Ramsay, the decision to leave Aubergine was one of the most difficult for him throughout his career, but it was this decision that provoked the birth of Ramsay as an entrepreneur. He described this decision as “*the most important day of my entire cooking career; the most important decision of my life*”.<sup>34</sup>

In 1998, Gordon Ramsay opened his first brand new self-named restaurant Gordon Ramsay at Royal Hospital Road in Chelsea. He hired the entire staff that had quit Aubergine with him. The restaurant soon got the attention of the culinary world, and by 2001 got three Michelin stars, which made Ramsay the only British chef at that time with such a high Michelin rating and the first Scottish chef to hold three stars.<sup>35</sup> In 2011, Restaurant Gordon

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<sup>32</sup> La liste 2020, *The world's best restaurant selection*, <https://www.laliste.com/fr/laliste/world> [ref. February 2020]

<sup>33</sup> SIMPSON, Neil, *Gordon Ramsay: On Top Of The World*, John Blake Publishing Ltd, 2009.

<sup>34</sup> DAILY MOTION, *Kitchen Nightmares Season 3 Episode 7 – Rococo*, 2006, <https://www.dailymotion.com/video/x22rtx5> [ref. February 2020]

<sup>35</sup> “Gordon Ramsay: chef terrible”, *BBC news*, July 20<sup>th</sup>, 2001, [http://news.bbc.co.uk/2/hi/uk\\_news/1448742.stm](http://news.bbc.co.uk/2/hi/uk_news/1448742.stm) [ref. February 2020]

Ramsay was listed as the second best restaurant in the UK after The Fat Duck restaurant in Berkshire by The Good Food Guide.<sup>36</sup>

The next restaurant Ramsay opened in 1999 was Pétrus. The restaurant got its first Michelin star before its first birthday, and got the second one in 2007. An interesting fact is that according to *Harden's*, a UK restaurant guide, Restaurant Gordon Ramsay had been London's top restaurant for eight years after its opening, but was pushed into the second place by Pétrus, whose head chef at that time was Marcus Wareing, Ramsay's former protégé.<sup>37</sup>

After the establishment of Ramsay's first restaurants, his restaurant business started growing exponentially. He then opened his first restaurant called Amaryllis in Glasgow, which he was forced to close later. This was followed by another restaurant called Gordon Ramsay at Claridge's. The first restaurant Ramsay opened outside Britain in 2001 was Verre in Dubai. He then conquered Tokyo with 2 new restaurants in 2005. He then brought his restaurant group to the US – two restaurants were opened in New York City in 2006. Since then, Gordon Ramsay has become a household name in the States as well as in his native Britain. The chef has since opened ventures in other parts of the UK and of the USA, in France, in Canada, in Australia, in Italy, in South Africa, in Qatar, in Singapore, in Hong Kong and in China. Not all of them have survived up until present though: since 1998, Gordon Ramsay has opened more than 50 establishments, and over 35 of his restaurants and bars are operating today. As the official website states, "*Gordon Ramsay Restaurants has over 35 restaurants globally and 7 Michelin stars, with international restaurants from Europe to the US and the Middle East*".<sup>38</sup>

Even the most successful chefs see their restaurants closed down, and it is not because of bad food quality or bad service. Gordon Ramsay is no exception, but the closure of his restaurants pushes the chef to always improve the quality of his establishments and seek new, better opportunities. His restaurants that are open today are part of the best restaurants

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<sup>36</sup> The Good Food Guide is an annual guidebook to the best restaurants in the United Kingdom which has been published since 1951.

<sup>37</sup> BAKER Luke, "Gordon Ramsay dispute sparks foodie bun-fight", *Meeja*, September 12<sup>th</sup>, 2008, [https://web.archive.org/web/20081019212511/http://www.meeja.com.au/index.php?display\\_article\\_id=201](https://web.archive.org/web/20081019212511/http://www.meeja.com.au/index.php?display_article_id=201)  
[ref. February 2020]

<sup>38</sup> Gordon Ramsay Restaurants website, About us, <https://www.gordonramsayrestaurants.com/careers/about/>  
[ref. February 2020]

in the world, and this is partly due to the fact that he and his team are trying to always put their best forward and allow the establishments that are not profitable enough to remain in the past.

Gordon Ramsay chose the best chefs to be his mentors so that they could share their experiences with him. All the chefs are the biggest names of the culinary profession. He had a burning desire to become one of the best just like they did. Ramsay's wish clearly came true. His is now not only one of the most outstanding chefs of our time; he is a successful businessman, a book writer and a TV host.

### **B. From being only a chef to becoming a showman and even more**

Aside from being the owner of a multi-million dollar restaurant business, Gordon Ramsay has achieved huge success as a television personality and has built an international TV career. He first appeared on TV in 1996 during the BBC competitive cooking show *MasterChef* where he was a guest judge.

In the late 1990s, he proved himself as a talented showman: in 1999, his documentary *Boiling Point* was released, in which the chef showed his life at the period when he opened his first restaurant. The show's ratings hit records: the audience was shocked and at the same time attracted by Ramsay's explosive temperament. The chef did not restrain from swearing, but viewers liked what they saw. Gordon Ramsay said that before seeing himself in *Boiling Point*, he had not been aware of what he looked like from the side and how severely he treated his employees sometimes. The fact that the chef was going through a very tough time at that moment may partly explain his behavior. Ramsay did not follow any script, he was doing what he felt like, and even if he admits being too harsh in the film, he is proud of not having pretended to be someone else and of having shown what a real restaurant kitchen looks like. "*I'm one of the very few that doesn't have an agenda when it comes to TV*",<sup>39</sup> – he said. He also said about the show years later: "*I looked at a clip and I saw I needed controlling. I don't regret making it, because that was me at that time. But I was shocked. No one had ever shown me in real life.*"<sup>40</sup>

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<sup>39</sup> LANG, Brent, "Gordon Ramsay's Recipe for Anger Management", *The Wrap*, July 2<sup>nd</sup>, 2012, <https://www.thewrap.com/gordon-ramsays-recipe-anger-management-45791/> [ref. February 2020]

<sup>40</sup> NAGLE, Jeanne, *Celebrity chefs: Gordon Ramsay*, Enslow publishing, New York, 2016, p.53.

*Boiling Point* boosted Ramsay's profile considerably and helped him to launch his current extremely lucrative television career. This in turn helped him to open more high profile restaurants over time. The success on television pushed Gordon Ramsay to start new TV projects as the UK television executives got interested in creating new shows with the chef starring in them. The culinary programs *Ramsay's Kitchen Nightmares*, *Hell's Kitchen*, *MasterChef* and *The F Word* appeared on screens. The TV shows were first broadcast on the channels of the United Kingdom, but their alternatives were soon released in the United States as well. Ramsay changed the way the cooking shows were. With his reluctance to restrain his emotions and scandalous directness, he achieved the highest rates of shows on the Fox channel. The amount earned by Ramsay for one episode soared to 400 thousand dollars.<sup>41</sup>

These shows are only part of Gordon Ramsay's TV career. They are his biggest hits known worldwide, but he has also hosted other shows in the UK and in the US.

Gordon Ramsay's industriousness is admirable: while opening new restaurants all across the world and hosting shows, he writes books. His first book called *Passion for Flavor* was released in the mid-1990s and it was followed by *Passion for Seafood*, *A Chef for all Seasons*, *Just Desserts and Secrets*. He has written over 20 books in total, including several autobiographical books. Many of his books have become bestsellers around the world, notably his autobiography, *Roasting in Hell's Kitchen*.<sup>42</sup> Gordon Ramsay also used to write an exclusive weekly recipe column in The Times Saturday magazine.

The chef's popularity has allowed him to diversify his activities. Thus, he has a global partnership with WWRD (Waterford Wedgwood, Royal Doulton), a famous quality home products brand. Together with the company, Gordon Ramsey has already launched several lines of tableware and cookware, stylish and sophisticated products and of a very high quality.

Gordon Ramsay has had a chance to release a video game in cooperation with the Glu-Play team. The game named *Restaurant Dash: Gordon Ramsay* came out in 2016 and generated

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<sup>41</sup> BERG, Madeline, "How Gordon Ramsay Earned As Much As Beyoncé In 2016", *Forbes*, July 13<sup>th</sup>, 2016, <https://www.forbes.com/sites/maddieberg/2016/07/13/how-gordon-ramsay-earned-as-much-as-beyonce-in-2016/#68c197692798> [ref. February 2020]

<sup>42</sup> Gordon Ramsay website, *About Gordon*, <https://www.gordonramsay.com/gr/about-gordon/books/> [ref. February 2020]

more than \$17 million in worldwide net revenue on both iOS and Android devices in a period of slightly more than a year after its launch.<sup>43</sup>

Gordon Ramsay's contribution to the cooking world is definitely enormous. It has been appreciated by Queen Elizabeth II herself, who named the chef Officer of the Order of the British Empire (OBE) in 2006 for his contribution to the hospitality industry. In January 2013, Ramsay was inducted into the Culinary Hall of Fame.<sup>44</sup>

Gordon Ramsay is known for his participation in charity. He has been involved in several charitable events throughout his career. Both the chef and his wife Tana state that charities are very important to them. For years they have been supporting various charities, including help to women and children who have been victims of domestic abuse. In 2014, the couple launched a charitable organization called the Gordon & Tana Ramsay Foundation. They are now collaborating with Great Ormond Street Hospital Children's Charity and are raising funds for the treatment of the UK's most seriously ill children.<sup>45</sup>

Opening numerous restaurants and producing and starring in TV shows have made of Gordon Ramsay not only a chef but a businessman. He learned how to do business as he went along. Now the Gordon Ramsay brand is known worldwide and his empire is worth millions of dollars net.

### **C. Gordon Ramsay's keys to success**

Gordon Ramsay has some principles which are for him the keys to becoming a professional chef and to having a successful business in the restaurant industry. They are all part of his business strategy. These tips can be considered as universal and can be applied to any type of business, not only to the food industry.

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<sup>43</sup> NELSON, Randy, "Restaurant Dash: Gordon Ramsay Serves Up \$10 Million in iOS Revenue for Glu Games", *SensorTower*, October 2<sup>nd</sup>, 2017, <https://sensortower.com/blog/restaurant-dash-gordon-ramsay-10-million-revenue> [ref. February 2020]

<sup>44</sup> HILL, Patrick, "Gordon Ramsay to expand his global empire by opening a fish and chip shop", *Mirror*, December 26<sup>th</sup>, 2015, <https://www.mirror.co.uk/3am/celebrity-news/gordon-ramsay-expand-global-empire-7074987> [ref. February 2020]

<sup>45</sup> Gordon Ramsay website, *About Gordon*, <https://www.gordonramsay.com/gr/about-gordon/gordon-and-tana-ramsay-foundation/> [ref. February 2020]

According to Gordon Ramsay, the key fundamental of success is studying.<sup>46</sup> When starting your culinary path, it is important to choose big chefs to learn from and to absorb their knowledge and experience. The money earned should not be the priority; it comes later once you have mastered the craft of cooking. Patience is needed, as it is impossible to become a great chef in a couple of years. When you achieve a goal, you should continue working hard in order to achieve the next one. Talking about Michelin stars, the chef said: “*Winning them is one thing. Maintaining them is ten times more difficult.*”<sup>47</sup>

When opening your business, it is better to stay focused on something in particular. You should choose a niche and stick to it. You cannot be all things to all people, but in your niche you should do your best to stand out from your competitors.

For the same reason the choice offered to the customer should not be too vast. The menu should not contain too many items. By limiting the number of things that you offer you lower the cost, improve the quality and provide a faster service. All this means you have more profit. “*You cannot be remarkable if you try to do too many things.*”<sup>48</sup>

Another thing of utmost importance is the quality of the product. Assure yourself that you maintain high quality standards, because the effort you put into your work is proportional to the result. The complete product and the process from start to finish are to be the best they can be. Everything is important: where the ingredients come from, the way they are cooked and by whom they are cooked. One of the secrets of Ramsay’s success is that his product and the process of obtaining his product are of the highest quality possible: the ingredients as well as everything and everyone in his kitchen are held to the highest standard. Gordon Ramsay places great value on the freshness of the ingredients. For some types of products, such as fish, Ramsay’s rule is that they should be local to the area. He is known to be very critical of pre-cooked and frozen meals.

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<sup>46</sup> CARMICHAEL Evan, *Gordon Ramsay’s Top 10 Rules For Success*, November 3<sup>rd</sup>, 2015, <https://www.youtube.com/watch?v=3vK2AY3MDv0> [ref. February 2020]

<sup>47</sup> HARVARD BUSINESS REVIEW, *Gordon Ramsay’s secret ingredient to sustained success*, September 19<sup>th</sup>, 2017, <https://hbr.org/sponsored/2017/09/gordon-ramsays-secret-ingredient-to-sustained-success> [ref. February 2020]

<sup>48</sup> BUSINESS BLUEPRINT, *5 Business Lessons from Gordon Ramsay*, February 5<sup>th</sup>, 2014, <https://www.youtube.com/watch?v=BXcYCjHekDg> [ref. February 2020]

The communication in the company is very important for its success. It should be effective. The communication with the team members and with the customers can show the business' owner what can be done to improve the product. He should be open to hear all the feedback and criticism, because it is what will allow the business to grow and to give the customers what they are looking for. The members of the team should communicate with each other and with their manager without being afraid to express themselves. A team-building process is important, that is why a high level of loyalty was fostered within Gordon Ramsay Holdings. As of 2010, 85 per cent of the staff that worked for Gordon Ramsay at the beginning was still employed by the company.<sup>49</sup>

When running a business, it is important from time to time to stop and to get re-inspired. The hunger and the passion should not be lost, because that is what makes you competitive. The passion Gordon Ramsay has for cooking is stunning. As he said, *“cooking is a life skill. It's fundamentally important. It's just as crucial as keeping fit. Latin, history, geography.. No disrespect, but if you're not gonna taste that for the rest of your life, it doesn't come into play. Cooking does 3 times a day, 7 days a week, for the rest of your life you need to eat”*.<sup>50</sup>

In order not to get exhausted and not to lose passion, the business owner should delegate some responsibilities. The art of delegation is an important business tip for the chef. One person cannot be physically – or mentally – in control of everything from finances to marketing. Part of the responsibilities should be handed down to other people, and this can let the work be done more effectively. Gordon Ramsay, owning dozens of restaurants, knows better than anyone that once your business becomes bigger, it is necessary to have trustworthy people who can act on your behalf.<sup>51</sup>

The golden rule of any business and of the restaurant business in particular, is that *“customer is a king”*.<sup>52</sup> This is the principle that is one of the basics for Gordon Ramsay. Everything starts and ends with the customers and without them business owners have

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<sup>49</sup> BRITTON, Nick, “Inside Gordon Ramsay's business”, *Growth Business*, January 27<sup>th</sup>, 2010, <https://www.growthbusiness.co.uk/inside-gordon-ramsays-business-1134558/> [ref. February 2020]

<sup>50</sup> SPECIALIZED BICYCLES, *5 minutes with Gordon Ramsay*, September 28<sup>th</sup>, 2017, [https://www.youtube.com/watch?v=NMTA6JoU\\_D8](https://www.youtube.com/watch?v=NMTA6JoU_D8) [ref. February 2020]

<sup>51</sup> Top Business Tips By Legendary Entrepreneur, Gordon Ramsay, October 18<sup>th</sup>, 2017, <https://www.capify.co.uk/blog/tips-gordon-ramsay/> [ref. February 2020]

<sup>52</sup> CARMICHAEL Evan, *Gordon Ramsay's Top 10 Rules For Success*, November 3<sup>rd</sup>, 2015, <https://www.youtube.com/watch?v=3vK2AY3MDv0> [ref. February 2020]

nothing. It is important to bear in mind that restaurants are there for the customers. So you should consider what your customers really want and not what you think is best. That is why it can be very useful to ask the customers' opinion about the restaurant. A survey conducted from time to time can be a great help. It allows you to find out what you can change in order to improve your product.

The customer is the most important person in the business, so creating an amazing experience for the visitor is of utmost importance. The experience includes everything starting from what the location and the website look like to the way staff communicates with the clientele. Gordon Ramsay would even train the staff himself to make sure they improve the customers' experience. An overall experience is to be created that will make the customer want to come back and feel inspired to share their experience with the others, bringing you new clients. After the dining experience is finished, you can get back to the customer. Chef Ramsay asks for feedback and he even practices giving out comment cards to keep the business in check.<sup>53</sup>

You cannot get visitors without running a marketing campaign. Gordon Ramsay knows how important it is to get customers' attention and interest, whether it is a signage outside the restaurant or something more creative. Something to get the word out for the business must be done.

Gordon Ramsay has his tips and keys to becoming successful, just like he did. Even though these simple rules cannot guarantee this level of success, they are still the basics of running a business, and they are what this entrepreneur sticks to.

#### **D. Gordon Ramsay's personal branding**

Gordon Ramsay's personality as a celebrity rests on two factors. The first is in his status as a chef and an owner of his restaurant business and the second one is his "*carefully constructed media persona*".<sup>54</sup> His name has become more than just a chef's name. It is now a brand. In Ramsay's case, we can talk about personal branding. Each brand has a character, some

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<sup>53</sup> POPICK, Janine, "The Business Chef: Gordon Ramsay", *Inc.*, August 20<sup>th</sup>, 2009,

[https://www.inc.com/women-in-business/2009/08/the\\_business\\_chef\\_gordon\\_ramsa.html](https://www.inc.com/women-in-business/2009/08/the_business_chef_gordon_ramsa.html) [ref. February 2020]

<sup>54</sup> HAYWARD, Tim, "A successful brand – but of what?", *The Guardian*, March 5<sup>th</sup>, 2009,

<https://www.theguardian.com/lifeandstyle/wordofmouth/2009/mar/05/gordon-ramsay-restaurant-brand> [ref.

March 2020]

features that are applicable to this particular brand. What are the features of the Gordon Ramsay brand?

If you randomly ask people what they think about Gordon Ramsay, the majority of them will describe him as a rude, aggressive TV celebrity chef constantly yelling and criticizing others in his shows. If we say that when hearing his name, that means that Gordon Ramsay succeeded in creating a brand image of himself. He managed to become easily recognizable and to build a strong brand in his way of promoting himself.

At the beginning of Ramsay's television career the exceptional popularity of his TV shows was mostly due to the explosive temper he had on the screen. Even though people were judging the chef for being too severe, his image attracted the audience and they were still eager to see more. For Ramsay it was a way to gain fame, and it worked.

If we search for Ramsay's photos on the Internet, we can see that a lot of them correspond to his image: he has a stern, unimpressed look on them. Even the official logotype of the Gordon Ramsay brand is strict, heavy and geometric. It is very simple, recognizable and straight to the point, just like Gordon Ramsay himself.<sup>55</sup>

As the years passed, the audience could see some Ramsay image realignment going on. If we look at the latest episodes of *The F Word*, for example, we can see that "*a cleaner, evidently kinder and more considerate television image is emerging, an image that even his former employees suggest is rather more fitting to Ramsay's true character*".<sup>56</sup> Even though he still has a reputation of a bad-tempered person, there definitely has been a change in the way the chef behaves in front of the camera.

Some sources state that even if in reality Gordon Ramsay has calmed down his intensity, he is paid for replicating that "character" again in the shows now. The TV networks want to preserve that intensity on the screen, as it was that "mean chef" that brought the channels so much money.

But what is Gordon Ramsay like when he is not in front of the cameras? The chef really does have a remarkable character. He is a strict perfectionist and quick-tempered when it

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<sup>55</sup> What is personal branding and why is it important?, October 17<sup>th</sup>, 2018, <http://arnoldobando.com/what-is-personal-branding-why-is-it-important/> [ref. March 2020]

<sup>56</sup> GARFIELD, Simon, "Gordon Ramsay: 'I was a crazy psycho'", *The Guardian*, March 14<sup>th</sup>, 2010, <https://www.theguardian.com/lifeandstyle/2010/mar/14/gordon-ramsay-petrus-interview> [ref. March 2020]

comes to work. At the same time, many of those who have had a chance to work with the chef, describe him as a charming and a humorous, very friendly and approachable person.<sup>57</sup>

So, we can see that the “yelling chef” image to that extent is mostly for the show, it is the image he keeps maintaining and it is part of his marketing and personal branding. This strategy definitely works well, as scandals and eccentricity have always attracted audiences.

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<sup>57</sup> “Why is Gordon Ramsay so mean to people basically all the time?”, *Quora*, <https://www.quora.com/Why-is-Gordon-Ramsay-so-mean-to-people-basically-all-the-time> [ref. March 2020]

### **Part III. Inside Gordon Ramsay's business**

Gordon Ramsay's business success owes a lot to his team. The competent strategy followed by Gordon Ramsay Holdings helps his restaurant group to occupy a leading position in the restaurant services market not only in the UK, but also in other countries of the world. We will now take a deeper look into the centralized company uniting the businesses run by Gordon Ramsay. We will see whether the restaurant group of this company sticks to the important trends of today's restaurant sector and touch on the controversies about the company's activity.

#### **A. A brief overview of Gordon Ramsay Holdings Limited history and activity**

Various businesses run by Gordon Ramsay are consolidated into the Private limited Company named Gordon Ramsay Holdings Limited founded in 1997 in London.<sup>58</sup> It includes restaurants, media, consultancy and others. Ramsay owns a 69% stake in the company.<sup>59</sup>

The company operates the whole network of restaurants and pubs as well as organizes and provides “*event management services such as business breakfast, wedding, relaxed lunch and formal dinner through a dedicated private dining team.*”<sup>60</sup> The company also runs a culinary academy that provides various courses related to the food industry.

At the beginning, Gordon Ramsay ran the business in partnership with Chris Hutcheson, his father-in-law, who was the CEO of Gordon Ramsay Holdings from the creation of the company till 2010. Chris Hutcheson was responsible for the expansion of the company in the UK and abroad and impacted a lot the rapid growth of the company at the beginning of the century. Thanks to Hutcheson and his partnership with Blackstone, an investment firm, the group managed to achieve new heights, to open restaurants in many top hotels and to

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<sup>58</sup> Gordon Ramsay Holdings Limited, *Companies House*, <https://beta.companieshouse.gov.uk/company/03457208> [ref. March 2020]

<sup>59</sup> Gordon Ramsay, *Wikipedia, the free encyclopedia*, [https://en.wikipedia.org/wiki/Gordon\\_Ramsay](https://en.wikipedia.org/wiki/Gordon_Ramsay) [ref. March 2020]

<sup>60</sup> Gordon Ramsay Holdings Limited – Strategy, SWOT and Corporate Finance Report, *Market Research*, <https://www.marketresearch.com/MarketLine-v3883/Gordon-Ramsay-Holdings-Limited-Strategy-12726999/> [ref. March 2020]

start an international expansion. Yet, such a rapid expansion had its repercussions: not long before Chris Hutcheson left the company, it was struggling to pay a 10 million pound loan and a tax bill of £7.2 million. Hutcheson and Ramsay managed to restructure the debts.<sup>61</sup> They also had to inject £5 million out of their own pocket in order to prevent the company from going into administration.<sup>62</sup>

Shortly after the CEO left his position, Ramsay released a public letter where he accused Chris Hutcheson of being a manipulating and controlling dictator. Hutcheson and his son had allegedly accessed the email of Gordon Ramsay Holdings almost 2,000 times in the 6 months that followed his dismissal. After a court battle that lasted for almost 6 years, the Hutchesons were charged for hacking into the computers of the company.<sup>63</sup>

Now the chief executive of the group and Ramsay's right hand is Stuart Gillie, appointed as CEO of the company after Chris Hutcheson's departure. Stuart Gillie has changed the strategy and the business model by having "de-branded" the company. Ramsay's name had become a brand, and, according to Gillie, if an establishment bears his name, it becomes hard for it to have a unique concept and to stand out from the rest. After the "de-branding" of the business, new establishments of the group become successful not because of the Gordon Ramsay brand stamp on them, but thanks to the quality. This, as Gillie states, is more powerful in a long-term perspective.<sup>64</sup> With Stuart Gillie's help, the group targeted the US as Ramsay was and continues to be very popular there. Since the company opened its first restaurant in the US in 2016, the number of its establishments has grown significantly in the country.

Stuart Gillie and Gordon Ramsay are both responsible for the company's strong comeback after the company's breakdown in 2008 that almost destroyed it. Gillie managed to decrease

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<sup>61</sup> KÜHN, Kerstin, "Chris Hutcheson resigns from Gordon Ramsay Holdings", *The Caterer*, October 19<sup>th</sup>, 2010, <https://www.thecaterer.com/news/foodservice/chris-hutcheson-resigns-from-gordon-ramsay-holdings> [ref. March 2020]

<sup>62</sup> SULLIVAN, Conor, "Gordon Ramsay's restaurant group swings back to profit", *Financial Times*, May 30<sup>th</sup>, 2017, <https://www.ft.com/content/3dbcbbc0-41e6-11e7-82b6-896b95f30f58> [ref. March 2020]

<sup>63</sup> "Gordon Ramsay's father-in-law admits computer hacking", *BBC news*, April 11<sup>th</sup>, 2017, <https://www.bbc.com/news/uk-england-london-39565790> [ref. March 2020]

<sup>64</sup> HAMDAN, Lubna, "The Gordon Ramsay CEO is trying to save the company from itself", *Arabian Business*, April 24<sup>th</sup>, 2017, <https://www.arabianbusiness.com/the-gordon-ramsay-ceo-is-trying-save-company-from-itself-671509.html> [ref. March 2020]

the group's losses from \$8.2 million in 2013 to \$900,000 in 2015 with a growth in sales of 12.6%. In 2016, the company became profitable again thanks to its international expansion and the restructuring policy. That year, it had a profit of £739,000, while the losses were of £2 and £5 million in the previous two years. Sales rose by 3.2% while international revenues rose by 24%.<sup>65</sup>

In 2019, despite the tough conditions in the restaurant industry, Gordon Ramsay's company managed to have a £0.5 million pre-tax profit. It showed a "strong performance" as sales rose by 4.3% since the previous year.<sup>66</sup>

At the beginning of 2018, a new restaurant called Hell's Kitchen was opened in Las Vegas. The opening showed Ramsay's incredible success and popularity in the US – the restaurant received over 12,000 reservations in the first 10 days.<sup>67</sup>

In 2019, the chef's intentions to expand his chain of steak restaurants in America with a local company Lion Capital also became known. Gordon Ramsay and Lion Capital each own and control 50% of the joint venture which is planning to open up to 100 new locations in the US by 2024. Lion Capital is ready to invest up to \$100 million to achieve this goal.<sup>68</sup>

Gordon Ramsay Holdings is known for focusing its efforts on "*developing rather than recruiting talent*".<sup>69</sup> That means that they prefer to develop internal talent by, for instance, sending talented cooks abroad to study in another environment. After having gained some experience, these cooks come back, share their experience with their colleagues and bring some fresh ideas. Another part of this strategy includes putting "home-grown" chefs in charge of newly opened establishments. This strategy helps the company to retain talented

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<sup>65</sup> SULLIVAN, Conor, "Gordon Ramsay's restaurant group swings back to profit", *Financial Times*, May 30<sup>th</sup>, 2017, <https://www.ft.com/content/3dbcbbc0-41e6-11e7-82b6-896b95f30f58> [ref. March 2020]

<sup>66</sup> BUTLER, Sarah, "Gordon Ramsay defies restaurant industry struggles with rise in sales", *The Guardian*, May 28<sup>th</sup>, 2019, <https://www.theguardian.com/food/2019/may/28/gordon-ramsay-defies-restaurant-industry-struggles-with-rise-in-sales> [ref. March 2020]

<sup>67</sup> JONES, Jay, "Gordon Ramsay's newly opened Hell's Kitchen restaurant in Las Vegas got 12,000 reservations in 10 days", *Los Angeles Times*, January 9<sup>th</sup>, 2018, <https://www.latimes.com/travel/deals/la-tr-las-vegas-hells-kitchen-opening-with-gordon-ramsay-20180108-htmstory.html> [ref. March 2020]

<sup>68</sup> SORVINO, Chloe, "Gordon Ramsay Plots 100 U.S. Restaurants With New Private Equity Deal", *Forbes*, June 26<sup>th</sup>, 2019, <https://www.forbes.com/sites/chloesorvino/2019/06/26/gordon-ramsay-plots-100-us-restaurants-with-new-private-equity-deal/#6abc96e57b84> [ref. March 2020]

<sup>69</sup> HOLBECHE, Linda, *Aligning Human Resources and Business Strategy*, Routledge, P.389

cooks and to have the best kitchen staff. This talent management of the company is one of the key factors that explain its success.

Despite some failures and his company's downfalls, Gordon Ramsay knew how to capitalize on his success and managed to accumulate an enormous fortune throughout his career and become a household name in his native UK and in other countries in the world.

## **B. Does Gordon Ramsay's business follow the modern trends of the restaurant sector?**

Gordon Ramsay, being one of the most successful restaurateurs in the world, should follow the most important trends of the restaurant industry in order to continue maintaining his leading position. Many of the trends of the modern restaurant industry mentioned in the first part of this work, such as a rise of veganism and sustainability, increase of delivery services, digitalization and others, are now on the rise in the UK. These factors encourage the chef to adapt even more.

For many years, Gordon Ramsay was known as an ardent opponent of vegetarianism and veganism. He used to openly criticize this trend claiming to be allergic to vegetarians and saying that vegetarians and vegans were "*worthy of mockery*"<sup>70</sup>. Yet, the chef seemed to have changed his attitude as he posted a Tweet saying that he was "*going to give this vegan thing a try*" in April 2018.<sup>71</sup> The fact that the UK vegan community has increased by 600% to 3.5 million people may have been one of the reasons that forced the chef to change his way of thinking.<sup>72</sup>

Gordon Ramsay finally admitted that he had to adapt to the rise of veganism. Vegan dishes started to appear on his restaurant menus, such as a vegan pizza in his Gordon Ramsay Street Pizza in London, and a special vegan menu was launched in his London restaurant Bread Street Kitchen & Bar. Now vegan options can be found in almost all of the Gordon Ramsay

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<sup>70</sup> PETER, Olivia, "Gordon Ramsay reveals he's 'going to give this vegan thing a try' and yes, you read that right", *Business Insider*, April 17<sup>th</sup>, 2018, <https://www.businessinsider.com/gordon-ramsay-reveals-hes-going-vegan-2018-4?IR=T> [ref. March 2020]

<sup>71</sup> *ibid.*

<sup>72</sup> STAROSTINETSKAYA, Anna, "Gordon Ramsay kicks off 2019 with new vegan menu", *Veg News*, January 3<sup>rd</sup>, 2019, <https://vegnews.com/2019/1/gordon-ramsay-kicks-off-2019-with-new-vegan-menu> [ref. March 2020]

restaurants. Thus, even the first self-titled Gordon Ramsay restaurant offers a wide vegetarian menu. The official website of the chef also contains pages with vegetarian and vegan recipes now. Such a change was a big surprise for the chef's social media fans and was supported and very welcomed by the vegan and vegetarian community.

Another trend Gordon Ramsay establishments are keeping up with is healthy eating. Some of the restaurants offer their visitors Fit Food inspired menus, like in Bread Street Kitchen. It proves that while sticking to a healthy diet you still can fully enjoy flavored restaurant food. Being passionate about sports himself, Gordon Ramsay has written a recipe book *Ultimate fit food* with recipes of healthy meals containing calorie counts per serving. It also goes without saying that if a customer has any type of food allergy or sensitivity, all of the group's establishments are ready to slightly change the meal for the guest.

Gordon Ramsay's business is highly digitized. You can get acquainted with the place you want to eat at and easily book a table in his establishments via the website. Also, all the chains of his restaurants have accounts on Instagram and on Facebook, which helps to maintain customer loyalty. The chef is present online himself, and it contributes to the loyalty towards his brand too.

As many restaurants of Gordon Ramsay Holdings offer their visitors a 'fine dining' experience, they aim to create an unforgettable experience for customers on site. So, in order to try exquisite dishes of the chef's restaurant chain, you need to come to the restaurant itself. Still, the "takeaway" trend needs to be followed if possible, if the business wants to make a maximum profit. That is why Gordon Ramsay's establishments that offer plainer but still high quality food, such as Gordon Ramsay Street Pizza, deliver their dishes.

In a word, several points mentioned above show the high adaptability Gordon Ramsay has, which is very important when it comes to running a business. Customers' behavior changes, which impacts and changes the trends. Even though the chef is considered to be a classically schooled chef possessing a classical French style of cooking, his business keeps up with the times and with the modern trends. Being one of the most recognizable chefs of our time, he takes measures in order to have his establishments correspond to this level too. Thus, all of them have high standards of service and use high quality products.

### C. Controversies over Gordon Ramsay Holdings Limited

Besides having achieved an impressive level of success, Gordon Ramsay has been the subject of rumors and scandals many times throughout the years of his career. Thus, I will speak about several controversies connected with the name of Gordon Ramsay.

The chef is known as an ardent opponent of frozen dishes. More than any other chef, he speaks out against ready meals, pushes fresh products on his shows and criticizes restaurant owners in *Kitchen Nightmare* when he discovers that they have freezers stuffed with cooked dishes. The ingredients' freshness is one of the keys to a successful restaurant for him, saying that *"using fresh ingredients is the only way to guarantee a great taste."*<sup>73</sup> Yet, in 2009, a number of newspapers and other sources published scandalous information about Gordon Ramsay's Foxtrot Oscar bistro and several gastropubs in London using pre-prepared meals. The first to reveal this piece of information on its front page was *The Sun*.<sup>74</sup> The explanations from the chef soon followed. It was stated that the food that was called "pre-prepared meals" came from the central production kitchen belonging to Gordon Ramsay Holdings where many components are produced to the highest Gordon Ramsay standard. They are then sealed and transported to the establishments and are cooked in the kitchens which serve them. According to them, all of the components are still freshly prepared. This practice is not uncommon for eating establishments, and the group's representative claimed that *"anything that takes a long time to cook, any braised items or items in sauces – we do all of that"*.<sup>75</sup> Even though the provided explanations make sense, many called Gordon Ramsay a hypocrite for doing what he claims not to approve.

There was an article published by *Insider* in 2017 which spoke about what it is like to work for Gordon Ramsay. It is based on an interview of a young woman who spent a year as an assistant manager in Gordon Ramsay Holdings. Even though she confirmed the level of

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<sup>73</sup> BATES, Steven, "Gordon Ramsay restaurants found to be using pre-prepared meals", *The Guardian*, April 18<sup>th</sup>, 2009, <https://www.theguardian.com/lifeandstyle/2009/apr/18/gordon-ramsay-preprepared-meals-offsite-kitchen> [ref. April 2020]

<sup>74</sup> THOMAS, Daniel, "Gordon Ramsay serving pre-prepared foods, reports reveals", *The Caterer*, April 17<sup>th</sup>, 2009, <https://www.thecaterer.com/news/restaurant/gordon-ramsay-serving-pre-prepared-food-report-reveals> [ref. April 2020]

<sup>75</sup> BATES, Steven, "Gordon Ramsay restaurants found to be using pre-prepared meals", *The Guardian*, April 18<sup>th</sup>, 2009, <https://www.theguardian.com/lifeandstyle/2009/apr/18/gordon-ramsay-preprepared-meals-offsite-kitchen> [ref. April 2020]

professionalism of Ramsay restaurants and she loved the experience of working alongside high-level professionals, she said that the environment at Maze restaurant was the toughest environment she had ever worked in. After a year spent in the company, she decided to quit as it was too demanding and because it was difficult for a woman to endure such a male-dominated atmosphere. She noticed that it had changed her in a negative way.<sup>76</sup> This issue points out the controversy about the masculine nature of the restaurant industry, which becomes even more topical in the time of women's empowerment. This feature is not only typical of Gordon Ramsay's business. The whole restaurant industry is actually still dominated by men, which demonstrates sexism and gender inequality problems.

Another controversy created over Gordon Ramsay's activity is about his *Kitchen Nightmares* show. Some of the participants have claimed that there was no actual help from it, although its purpose was to help restaurant businesses that were on the brink of disaster to cope with problems. In the show, the chef was to find out what the major problems of the restaurant were and to help to fix them. It could include overhauling the menu, teaching the staff new recipes and good service, and many other things. Surprisingly, we can see that most of the establishments featured in the *Kitchen Nightmares* show are now closed. According to *The Daily Mail*, it was more than 60% of them that were closed in 2014.<sup>77</sup> Moreover, half of them were shut down in less than a year after they appeared on the show. Even though Gordon Ramsay's help seemed first to be beneficial, the business owners' joy did not last long. Some of the participants whose businesses failed sued Gordon Ramsay, considering him as being responsible for these failures.

In reality, it must have been the "business" side that killed these restaurants. Even though the "restaurant" side may be good in terms of service, quality and taste of dishes, it cannot become a successful business without the owner understanding the financial basics of doing business. It is impossible to run any type of business (including a restaurant) without having a proper business strategy. There are those who can run businesses and those who cannot because they do not have any entrepreneurial skills. Gordon Ramsay is blamed for not taking

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<sup>76</sup> LAKRITZ, Talia, "A former assistant manager at Maze reveals what it's really like to work for Gordon Ramsay", Insider, Mar 23th, 2017, <https://www.insider.com/working-for-gordon-ramsay-reality-2017-5> [ref. April 2020]

<sup>77</sup> GORMAN, Ryan, "More than 60 per cent of 'Kitchen Nightmares' restaurants visited by Gordon Ramsay are now closed", *The Daily Mail*, June 29<sup>th</sup>, 2014, <https://www.dailymail.co.uk/news/article-2674314/More-60-cent-Kitchen-Nightmares-restaurants-visited-Gordon-Ramsay-closed.html> [ref. April 2020]

into consideration this “business” side of the problem in his show, even though he is sure to understand it, being himself a successful businessman.<sup>78</sup>

A *Kitchen Nightmares* spokesperson answered that “*the mission of Kitchen Nightmares is to help struggling restaurants succeed*”.<sup>79</sup> He said that Gordon Ramsay has qualifications to offer solutions to failing restaurants. He gives advice, offers modifications, and it is up to the business owner to decide whether he wants to participate in the show and whether to apply the proposed solutions or not. No one can guarantee that after the implementation of some changes the business will bloom for many years following these changes. These modifications simply increase the restaurants’ chances to succeed and grant them a respite. Still, it is no surprise that some of the restaurants featured in *Kitchen Nightmares* did not manage to make it.

One of the latest controversies about Gordon Ramsay’s company is massive dismissals due to the Covid-19 pandemic in 2020. The businessman was strongly criticized for having laid off about 500 staff with only a month’s pay after he temporarily closed several of his restaurants in London. So, these employees – including chefs, waiters and others – were told that their contracts were over and that they did not know whether they would get their jobs back after the sanitary crisis is over. Many of those who have been dismissed stated that they would never ever work for Gordon Ramsay’s group again.<sup>80</sup>

Even though the businessman faced harsh criticism, his spokespersons claim that they were not the only ones in the restaurant sector to have this kind of response to the situation and that

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<sup>78</sup> PARSONS, Sabrina, “Business Nightmares or Kitchen Nightmares?”, <https://articles.bplans.com/business-nightmares-or-kitchen-nightmares/> [ref. April 2020]

<sup>79</sup> BUCKLAND, Lucy, “‘Gordon Ramsay destroyed my business’: one chef reveals his real Kitchen Nightmare after appearing on hit show”, *The Daily Mail*, March 21<sup>st</sup>, 2013, <https://www.dailymail.co.uk/tvshowbiz/article-2296781/Gordon-Ramsay-destroyed-business-One-chef-reveals-REAL-Kitchen-Nightmare-appearing-hit-show.html> [ref. April 2020]

<sup>80</sup> THOMPSON, Paul, “EXCLUSIVE – ‘It was so brutal’: Chef slams Gordon Ramsay as he lays off more than 500 staff with just a month’ pay after closing his London restaurants due to coronavirus crisis”, *The Daily Mail*, March 25<sup>th</sup>, 2020, <https://www.dailymail.co.uk/news/article-8148839/Chef-slams-Gordon-Ramsay-terminates-employment-500-staff.html> [ref. April 2020]

even in these difficult circumstances the company does its best to keep as many employees as possible.<sup>81</sup>

The chef has been and is still constantly accused of being too rude and even abusive, yet others consider him like just someone who speaks his mind. Controversies about Gordon Ramsay's name are quite numerous, and they regard his personality and personal life as well as his business activity. That does not change the fact that many admire him. It goes without saying that one cannot achieve this level of success and popularity without having made part of some conflicts and rumors. Gordon Ramsay and his team manage to come out of them with their heads held high and it does not stop them from further development and expansion of Ramsay's restaurant empire.

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<sup>81</sup> DOSANI, Rishma, "Gordon Ramsay 'treated staff like s\*\*t' as he lays off 500 people amid coronavirus crisis", *Metro*, March 25<sup>th</sup>, 2020, <https://metro.co.uk/2020/03/25/gordon-ramsay-branded-piece-st-lays-off-500-staff-amid-coronavirus-crisis-12454730/> [ref. April 2020]

## **Conclusion**

In conclusion, my dissertation has confirmed my opinion about the restaurant industry as an extremely competitive sector. In order to succeed, you need to combine many important factors. This industry is now facing a tough period, in particular in the United Kingdom in the context of Brexit and the sanitary crisis of 2020.

Society changes as time goes by. These changes impact preferences and trends. In order to succeed, it is of utmost importance for an entrepreneur to adapt to them. This applies undoubtedly to the restaurant businesses. This sector of the economy will always be very saturated and competitive. The demand for eating establishments will always be high as people will always need to eat. Moreover, now food is something more than just about satisfying one's hunger. It has become an art and eating out for some people is an integral part of everyday social life. Therefore, the requirements and the standards in the restaurant industry are extremely high, and it is not that simple to succeed or even to stay afloat.

As we see some outstanding chefs close the whole chains of their restaurants, we can see others more or less cope with the difficulties. Gordon Ramsay Holdings is one of those companies that manage to stay afloat even if it has had some of its establishments closed in recent years. It is due to many factors – competent company policy, effective business strategy and, probably, Gordon Ramsay's ability to sense the market. My study allowed me to see that he is a highly adaptable entrepreneur and that he has managed to form a team of professionals around him, which is important.

Gordon Ramsay is arguably the most recognizable chef in the world. His desire for perfection and the high standards he has set for himself do not let him lower the quality of his product. In my opinion, he is a perfect example of how a combination of talent, entrepreneurial skills and personal characteristics can help one to succeed in such an oversaturated sector.

Gordon Ramsay has managed to expand his restaurant empire by opening branches in almost all parts of the world. He is now a cult figure in world cooking. This man has built his own media and cooking empire from scratch. This man embodies the quintessential “rags to riches” tale of a self-made man. This man is a successful businessman and an owner of dozens of restaurants around the world. In 2019, Gordon Ramsay was the 35<sup>th</sup> highest

earning celebrity according to Forbes<sup>82</sup>, having earned about \$62 million the previous year. His earnings made him surpass many musicians, actors and other celebrities on the list. His net worth as of 2020 is roughly \$220 million.<sup>83</sup>

I am sure that the current sanitary crisis related to the Covid-19 pandemic will lead to important repercussions that will impact many industries all over the world, including the restaurant industry. Of course, none of the restaurateurs will remain unaffected to the same degree. To what extent will Gordon Ramsay's business be touched? Will he follow the recent example of Jamie Oliver and will his plan to open new locations in the USA and to conquer the American market be realized?

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<sup>82</sup> 2019 Celebrity 100 earnings, Gordon Ramsay, *Forbes*, as for October 7<sup>th</sup>, 2019, <https://www.forbes.com/profile/gordon-ramsay/#48a0fc9e4530> [ref. February 2020]

<sup>83</sup> BUCKLEY, Barbara, "How Much is Gordon Ramsay Net Worth in 2020", *Celeb Insider*, October 8<sup>th</sup>, 2019, <https://www.celebinsidr.com/gordon-ramsay-net-worth/> [ref. February 2020]

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