

# 2026

Architects of Growth. Experts in Execution. For almost a decade, HEKMA has served as the strategic gateway for global brands entering the GCC, transforming visionary concepts into operational market leaders through our signature 'Concept to Consumer' framework.

## Company Profile

"Your **Vision**, Our **Velocity**. From local concept to global benchmark, we bridge the gap between ambition and execution."

## About Us

HEKMA Consulting (WLL) is a premier boutique advisory firm dedicated to architecting the growth and resilience of the regional private sector. We specialize in transforming high-potential startups and SMEs into scalable market leaders through a disciplined focus on Franchise Development, Brokerage, and Specialized Training - a niche expertise that distinguishes HEKMA as a primary authority in the local consultancy landscape.

Beyond expansion, HEKMA serves as a critical partner in Corporate Turnaround & Restructuring, providing the analytical rigor required to stabilize and revitalize distressed assets.

Our leadership team integrates over 40 years of cross-border executive experience, delivering institutional-grade strategies in international trade, feasibility modeling, and greenfield project management. At HEKMA, we don't just advise on business; we engineer sustainable legacies through operational excellence and strategic foresight.

● **About Us ..... 01**

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● **Message from the Founder..... 04**

When we founded HEKMA in 2019, our vision was to create more than a consultancy; we set out to build a strategic engine capable of navigating the complexities of the GCC's evolving market.

● **Mission, Vision, Strategy ..... 05**

To act as the definitive gateway for international brands and local innovators, unifying global standards with deep regional insight.

● **Our Services ..... 06**

In the high-stakes GCC market, our objective is to provide an end-to-end "Success Infrastructure." We do not just consult; we build high-performing assets.

● **Our Projects .....07-14**

The following projects represent a curated window into HEKMA's wider strategic impact.

● **Our Portfolio of Partners ..... 15**

As a boutique advisory firm, we maintain a highly selective client list to ensure every partnership receives our full analytical rigor and executive expertise.

# "The Strategic, Catalyst."

At HEKMA, we provide the bridge between visionary ambition and operational reality. Through our proprietary "Concept to Consumer" framework, we unify strategic advisory with rigorous execution. We don't just plan; we build, manage, and scale.

By integrating every critical touchpoint from institutional grade branding, site acquisition to global supply chain and architecture, we ensure your venture transitions seamlessly from an idea to a market leader.



# "Message from the Founder."

When we founded HEKMA in 2019, our vision was to create more than a consultancy; we set out to build a strategic engine capable of navigating the complexities of the GCC's evolving market. We envisioned a firm where 'Concept to Consumer' wasn't just a tagline, but a rigorous operational standard. However, no strategic forecast could have fully prepared us for the magnitude of the global shift that awaited us just six months after opening our doors.

The declaration of a global pandemic and the subsequent national shutdowns served as a trial by fire. While the world paused, HEKMA was forced to accelerate its evolution. This period of 'forced quiet' became our most productive laboratory. We did not merely 'survive' the shutdown; we used that time to stress-test our methodologies and ensure that our internal structures were as resilient as the businesses we intended to build for our clients.

Emerging from that era, we realized that the regional market was no longer seeking traditional advice it was seeking execution-ready partnership. We learned that a business model must be inherently fluid, capable of absorbing shocks while continuing to deliver high-value outcomes. This realization shifted our focus from being 'advisors' to becoming 'architects of growth,' ensuring that every project we touched was built on a foundation of operational reality rather than just theoretical potential.

At the core of our evolution is the belief that a true service thrives only through the intersection of integrity and dedication. We have seen that a genuine, heartfelt transfer of know-how is what separates a successful venture from a fleeting one. Contrary to common market belief, we discovered that sophisticated clients are not governed by the lowest price, but by the highest quality of the final product and the transparency of the process behind it.

To further solidify our position as a market leader, we pioneered a management model that goes beyond the 'pre-opening' phase. By taking full operational control through our post-opening services, we eliminate the 'execution gap' that often plagues new ventures. This hands-on approach ensures that the initial strategic vision is not lost in translation, but is instead manifested in every customer interaction and every line of the balance sheet.

Today, as we stand on the threshold of our seventh anniversary, HEKMA has evolved into a vital gateway for international brands seeking a foothold in the GCC. We have successfully leveraged our deep regional resources and international connections to secure licenses, navigate regulatory landscapes, and deliver turnkey operational venues. Our growth is a testament to the fact that when you pair global standards with local precision, the results are transformative.

Looking back at our trajectory, we are filled with a profound sense of gratitude. To every client, partner, and stakeholder who trusted us with their capital and their vision: thank you. You have been more than clients; you have been partners in a journey that has redefined what a boutique consultancy can achieve.

As we look toward the next decade, our commitment remains unchanged—to turn your greatest ambitions into the region's most successful realities.



**Hesham Mourad**  
**Managing Partner**



## Mission

To act as the definitive gateway for international brands and local innovators, unifying global standards with deep regional insight. We are committed to fostering a legacy of growth through transparent knowledge transfer, turnkey execution, and elite operational management.

## Vision

To be the definitive regional authority in strategic execution, setting the global benchmark for how brands are conceptualized, launched, and scaled within the GCC's dynamic commercial landscape.

## Operational Rigor. Strategic Fidelity.

At HEKMA, our core competency is the seamless translation of high-level strategy into market-leading reality. We recognize that in a competitive landscape, the value of a vision is entirely dependent on the precision of its execution. Leveraging decades of cross-industry expertise, we have refined a methodology that mitigates risk and ensures every project, from institutional roadmaps to complex process re-engineering-is delivered with uncompromising quality. This commitment to operational excellence is the cornerstone of our client partnerships.

By integrating meticulous planning with agile implementation, we consistently surpass the benchmarks of traditional consultancy. We foster an environment of radical transparency and strategic alignment, ensuring that our stakeholders are informed, empowered, and confident at every phase of the project lifecycle.

Our track record is reflected in the caliber of our global and regional partners and industry titans who demand the same level of excellence we provide.

At HEKMA, we don't just deliver projects; we engineer sustainable competitive advantages, serving as the trusted stewards of our clients' long-term growth and brand equity.

## Strategy

HEKMA's strategy is to deliver unparalleled commercial value by integrating high-level strategic advisory with uncompromising operational execution. We leverage our proprietary 'Concept to Consumer' methodology and decades of regional expertise to bridge the gap between global brand standards and local market success.

By prioritizing risk mitigation, institutional grade planning, and full-spectrum management, we ensure our partners don't just enter the market, they dominate it.



# "Our Services, **Proven Excellence In Execution**"

In the high-stakes GCC market, our objective is to provide an end-to-end "Success Infrastructure." We do not just consult; we build high-performing assets. Our service model is engineered to capture high-value contracts with leading entities and global franchisors who require flawless, localized execution to protect their brand equity and capital.

Our services are unified under the proprietary "Concept to Consumer" framework. This positioning moves HEKMA beyond traditional advisory, establishing us as a "Gateway" that combines global standards with deep, boots-on-the-ground regional insight.



## **Strategic & Regional Advisory**

To be the definitive regional authority in strategic execution, setting the global benchmark for how brands are conceptualized, launched, and scaled within the GCC's dynamic commercial landscape.



## **Franchise Development & Brokerage**

HEKMA serves as the premier gateway for global brands entering the GCC and regional innovators seeking international scale. Our end-to-end franchise solutions encompass the entire lifecycle, from securing exclusive rights and navigating complex licensing, to manualizing operations and managing sales pipelines.

Through our strategic affiliation with Gulf Franchise Group (GFG), we provide an elite global network that ensures every rollout is executed with world-class standards and localized precision. We don't just broker deals; we architect scalable market leaders.



## **Project & Pre-Opening Management**

The transition from concept to operation is the highest-risk phase of any venture. HEKMA mitigates this risk through a rigorous pre-opening methodology that secures every critical touchpoint, from venue scouting and branding to supply chain architecture and recruitment. Serving as the project's central nervous system, we synchronize complex moving parts, such as POS integration and facility design to eliminate the execution gap.

We ensure your brand enters the market with flawless precision and immediate commercial momentum.

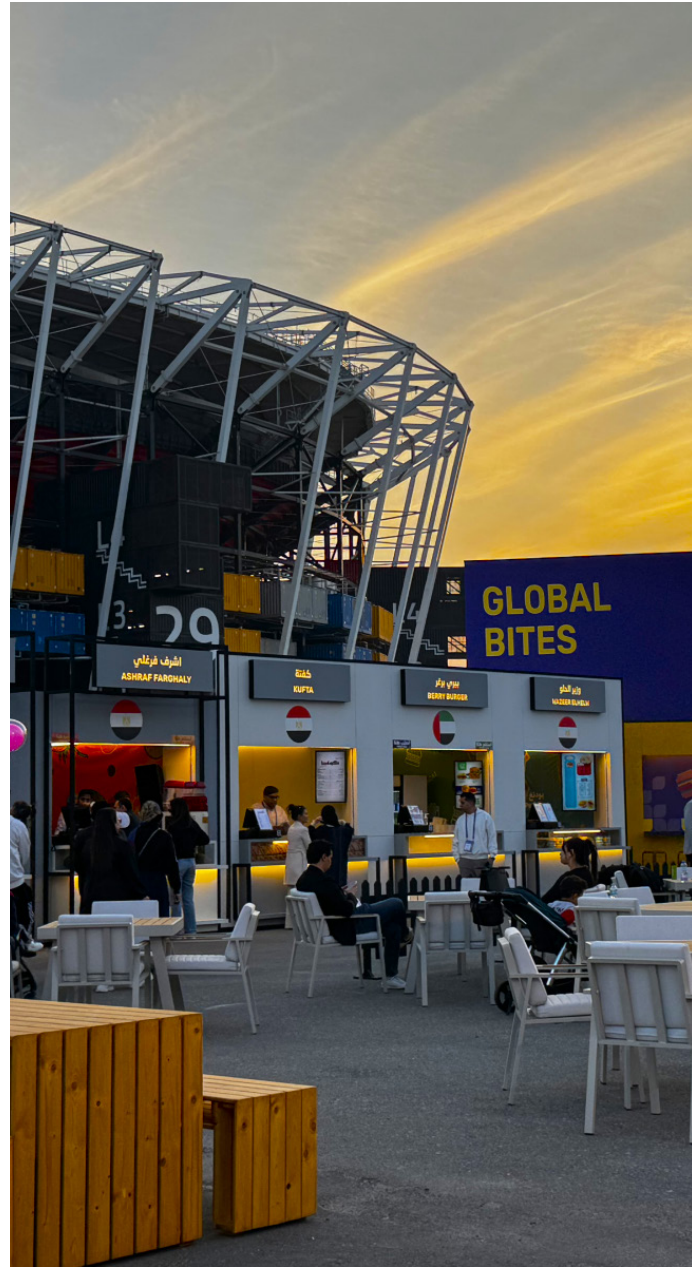


## **Operational Turnaround & Restructuring**

For established entities facing stagnation, HEKMA provides the surgical precision required to restore profitability and market agility. Through deep-dive audits of workflows, financials, and human capital, we eliminate bottlenecks and re-engineer business models for long-term resilience. We don't simply fix problems; we transform distressed assets into high-performing market leaders with a sustained competitive advantage.

# "Beyond Advisory: We **Build** Systems."

Our portfolio is more than a list of references; it is a collection of successful market entries and operational turnarounds. Whether we are securing international brand presence for regional mega events or manualizing local franchises and brands for global growth, HEKMA's 'Concept to Consumer' framework ensures that every project becomes a benchmark for excellence in the GCC.



## Our Projects

The following projects represent a curated window into HEKMA's wider strategic impact. While our full portfolio encompasses hundreds of successful engagements, these highlights were selected to demonstrate the diversity of our reach and our proven ability to navigate the unique challenges of the regional commercial ecosystem. From global brand integration to local startup acceleration, we engineer success through every phase of the business lifecycle.



# Events & Exhibitions



## Qatar International Food Festival 2026

The 15<sup>th</sup> Qatar International Food Festival (QIFF) represents a milestone in the evolution of Qatar's hospitality and tourism landscape. Through a rigorous strategic vision, HEKMA Consulting, in partnership with Gulf Franchise Group and GAT The Agency, successfully elevated the festival's international profile.

By curating a "Global Circuit" featuring 46 elite international vendors—a 43% increase—the project delivered an "Unmissable Factor" that drew a record-breaking 490,493 visitors to the 974 Stadium Precinct. This 36% growth in attendance, with international visitors accounting for 10% of total footfall, confirms the festival's role as a primary driver of global tourism. These results provide a compelling "Reason-Why" for global franchisors and local investors to view the Qatari market as a sophisticated, high-growth environment prepared for world-class innovation.



## Throwback Food Festival 2026

In its third edition, the Throwback Food Festival 2026 at Old Doha Port has evolved into a premier nostalgic culinary destination, celebrating the heritage of the 1970s, 80s, and 90s. HEKMA Consulting played a decisive role in this year's international expansion, having been specifically contracted to secure the participation of two of the festival's three featured international Middle Eastern brands.

By identifying and integrating these regional culinary icons into the festival's vintage-themed landscape, HEKMA ensured a sophisticated blend of tradition and cross-border appeal. The introduction of these high-profile international brands serves as a catalyst for the festival's evolution, significantly enhancing its regional prestige and establishing a blueprint for scaling the event into a globally recognized cultural landmark.



## Qatar International Food Festival 2025

The 14<sup>th</sup> Qatar International Food Festival served as a premier showcase for HEKMA's capacity to dominate the international hospitality landscape. Tasked with fortifying the festival's global appeal at Hotel Park, HEKMA Consulting and Gulf Franchise Group successfully onboarded 22 of the 28 participating international brands, capturing a commanding 78% share of the event's global footprint.

This strategic concentration of world-class concepts was a primary catalyst in driving a record-breaking 365,000 visitors, reflecting a precise 36% year-on-year increase. By bridging the gap between elite international franchises and the Qatari market, the project underscored the immense appetite for innovation within the local sector and solidified HEKMA's reputation as the essential link for global brands seeking high-impact entry into Qatar.



## Qatar International Food Festival 2024

The 13<sup>th</sup> edition of the Qatar International Food Festival served as the definitive pilot for integrating international culinary brands into Qatar's premier food event. Partnering with Qatar Tourism, HEKMA Consulting and Gulf Franchise Group (GFG) were commissioned to spearhead this inaugural global expansion.

By strategically securing 14 renowned international restaurants, HEKMA introduced a sophisticated tapestry of global flavors that transformed the festival's value proposition. Beyond mere recruitment, the firm provided end-to-end operational support, ensuring each brand transitioned seamlessly into the Qatari market. This foundational intervention was the primary catalyst for what became the most successful edition in the festival's history, establishing the strategic blueprint for all subsequent international participation.

# Food & Beverage Projects



## **Chips & Dips**

Chips & Dips represents a masterclass in identifying and capturing a niche within Qatar's competitive culinary landscape. By specializing in artisanal, homemade crisps ranging from classic potato to sweet potato and beetroot, complemented by a disciplined selection of sliders, dips, and signature mojitos, the brand established an immediate and formidable presence.

HEKMA's intervention was total, providing the strategic framework necessary to transform this attractive concept into a commercial success. From the initial feasibility and concept development to final operational execution, HEKMA ensured that the brand's tasty value proposition was matched by competitive pricing and rigorous service standards. This comprehensive oversight allowed Chips & Dips to resonate instantly with the Qatari market, securing its position as a high-traffic destination for the region's food enthusiasts.



## **El Dokan**

As a pioneer in the Egyptian Quick Service Restaurant (QSR) sector and the first to introduce the container concept to the country, El Dokan holds a distinctive position in Qatar's culinary history. Despite its initial popularity, unforeseen market challenges led the brand into a period of distress, requiring a sophisticated intervention to restore its commercial viability. HEKMA was commissioned to lead this professional turnaround, implementing a rigorous six-month restructuring program. By decoupling operations into a high-efficiency QSR model supported by a dedicated central kitchen, HEKMA optimized production and service delivery.

The results of this disciplined approach were immediate: within 6 months, El Dokan achieved notable levels of profitability and liquidity, transforming a distressed asset into a stabilized, high-performance enterprise once again.



## **OZ Pure**

Founded by a trio of wellness advocates and top tier social media influencers, OZ Pure is a high status evolution in Qatar's health conscious sector. The concept offers a sophisticated range of low calorie delights through curated set menus, monthly subscriptions, and "pick & go" accessibility.

To ensure culinary excellence, HEKMA facilitated a partnership with celebrity Chef Mohammed Najem, whose signature fusion expertise provided the brand's distinctive edge. HEKMA managed the project from initial conception to full scale operational execution, successfully bridging the gap between high reach influencer branding and rigorous gastronomic standards.



## **Soli**

Soli represents a significant market milestone as Al-Khor's inaugural all-day breakfast destination. This project marks the second high profile collaboration between HEKMA and celebrity Chef Mohammed Najem, blending world-class culinary innovation with local market needs. By offering a sophisticated menu of all-day delights and streamlined "pick & go" options,

Soli is positioned to redefine Al-Khor's hospitality standards. HEKMA's engagement was total, steering the project from initial conception through to full operational execution, ensuring that this pioneering concept delivers both immediate impact and long-term commercial viability.



### **Big Belly**

Marking the third direct collaboration between HEKMA and celebrity Chef Mohammed Najem, Big Belly is a sophisticated reimagining of the casual fast-food experience. The concept centers on a "simple and carefree" philosophy, delivering high satisfaction, nostalgic sandwiches designed for universal appeal.

By blending an indulgent menu with a warm, expertly curated aesthetic, Big Belly creates a high-impact destination for a diverse demographic. HEKMA's engagement was total overseeing the project from initial conception to full-scale operational execution, ensuring the brand's inviting atmosphere is underpinned by rigorous commercial standards.



### **Loungy Cafe & Restaurant**

Loungy Café & Restaurant is a sprawling 1,000 sqm destination at the high-traffic Ramada Junction, integrating a premium dining experience with a sophisticated shisha lounge. Facing significant delays due to initial project miscoordination, the ownership commissioned HEKMA to execute a critical pre-opening turnaround. HEKMA's intervention focused on rectifying operational bottlenecks and establishing a disciplined launch framework to ensure the venue reached market readiness.

By providing expert pre-opening services, HEKMA transformed a stalled project into a functioning enterprise, successfully navigating the complexities of a large-scale opening within one of Doha's most prominent commercial hubs.



### **The Siam**

The Siam marks HEKMA's inaugural venture into the Asian culinary sector, delivering a sophisticated interpretation of traditional Thai street food. By utilizing premium, authentic ingredients, the brand captures the true essence of Thailand's vibrant gastronomic heritage. To establish the venue as a premier destination, the concept design integrates immersive aesthetic elements directly inspired by the streets of Bangkok. HEKMA's engagement was comprehensive, overseeing the project from initial conception to full-scale operational execution, ensuring that this culturally rich experience is underpinned by rigorous commercial standards and a distinctive market identity.



### **Tabi Boba**

HEKMA Consulting spearheaded the structural development of Tabi Boba's franchise ecosystem, engineering the essential systems, tools, and processes required for scalable growth. Our scope focused on architecting a comprehensive operational framework, including standardization and quality control protocols, to ensure absolute brand consistency across a multi-unit network.

By delivering a sophisticated "Franchise Toolkit" and streamlined management processes, HEKMA provided the strategic backbone necessary for the brand to navigate complex expansion. This intervention transformed Tabi Boba's operational model into a definitive, replicable blueprint, successfully transitioning the brand from a local favorite into a regionally expansive franchise powerhouse.



### **Yee Hwa**

Building on Yee Hwa's 25-year heritage as Qatar's premier Japanese and Korean fusion destination, HEKMA Consulting engineered a sophisticated Franchise Development Program. The objective was to transform this legacy brand into a scalable, investment-ready model. HEKMA's intervention was exhaustive, involving the creation of a complete institutional framework including high-specification Operational Manuals and integrated Management Systems.

By meticulously drafting the necessary Legal and Franchise Documentation, HEKMA established a robust foundation for regional expansion. This strategic infrastructure ensures that Yee Hwa's signature excellence is consistently replicable across a multi-unit network, securing its future as a dominant force in the international franchise market.



### **Asian Hub\*\***

HEKMA is spearheading the Qatari market entry for Jeddah's Premium Food Company, facilitating the launch of their inaugural corporate store under the Asian Hub label. Renowned across Saudi Arabia for its innovative Pan-Asian dining model, which integrates diverse Chinese, Japanese, and Indonesian menus under one roof, Asian Hub's expansion into Doha marks a significant regional milestone.

HEKMA is providing a comprehensive launch framework, ensuring that Premium Food Company's two decades of operational excellence and culinary heritage are seamlessly translated into a premier destination for Qatar's sophisticated dining community.

## **Strategic Brand Placement & Operator Matching**



### **Oodles Wok**

Oodles Wok is the UK's leading Indo-Chinese fusion franchise, renowned for its "open-kitchen" wok concept and customizable dining experience. Through a high-level strategic partnership between HEKMA Consulting and the Gulf Franchise Group (GFG), the brand was successfully matched with a tier-one operator in Qatar, the Oryx Group for Food and Services.

This placement involved a rigorous selection process to ensure the brand's rapid UK success was replicated within Qatar's sophisticated QSR landscape. By bridging the gap between the franchisor's vision and the operational excellence of the Oryx Group, the force behind brands like Nando's in Qatar, HEKMA and GFG secured Oodles Wok's position as a definitive new entrant in the region's Asian-fusion sector.



### **Planet Hollywood**

In a landmark achievement for Qatar's entertainment and hospitality sector, HEKMA Consulting, successfully secured the exclusive rights for Planet Hollywood at Doha Oasis. As the brand's sole location in Qatar, this placement within the state-of-the-art Quest Theme Park represents a high-level synchronization of global brand power and local market demand. HEKMA's role was pivotal in navigating the complex franchise acquisition process and finalising the Area Development Agreement with Earl Enterprises.

By anchoring this world-renowned, cinema-themed destination in one of Doha's most prestigious mixed-use developments, HEKMA has solidified Planet Hollywood's position as a premier, high-energy dining experience for both residents and international tourists.



### 9 Round

HEKMA Consulting successfully facilitated the placement of 9Round, the world's largest kickboxing fitness franchise, into the Qatari market. Renowned for its proprietary 30-minute HIIT circuit and "no class times" philosophy, 9Round was strategically matched with a high-caliber local operator to spearhead its regional debut.

HEKMA ensured that the brand's high-energy, trainer-led concept was positioned for maximum visibility and accessibility. This placement underscores HEKMA's expertise in bridging international fitness trends with local lifestyle demands, establishing 9Round as a premier destination for efficient, results-driven wellness in Qatar.

## Research & Restructuring Projects



### Duck Donut's Regional Market Survey

Commissioned by Duck Donuts (USA), HEKMA Consulting executed a comprehensive Regional Market Survey to architect the brand's expansion into the MENA region. This data-driven project served as a strategic roadmap, analyzing consumer behavior across the GCC, Iraq, and Egypt. Utilizing an on-the-ground methodology in high-traffic areas, HEKMA engaged 1,875 participants to capture a representative cross-section of the market.

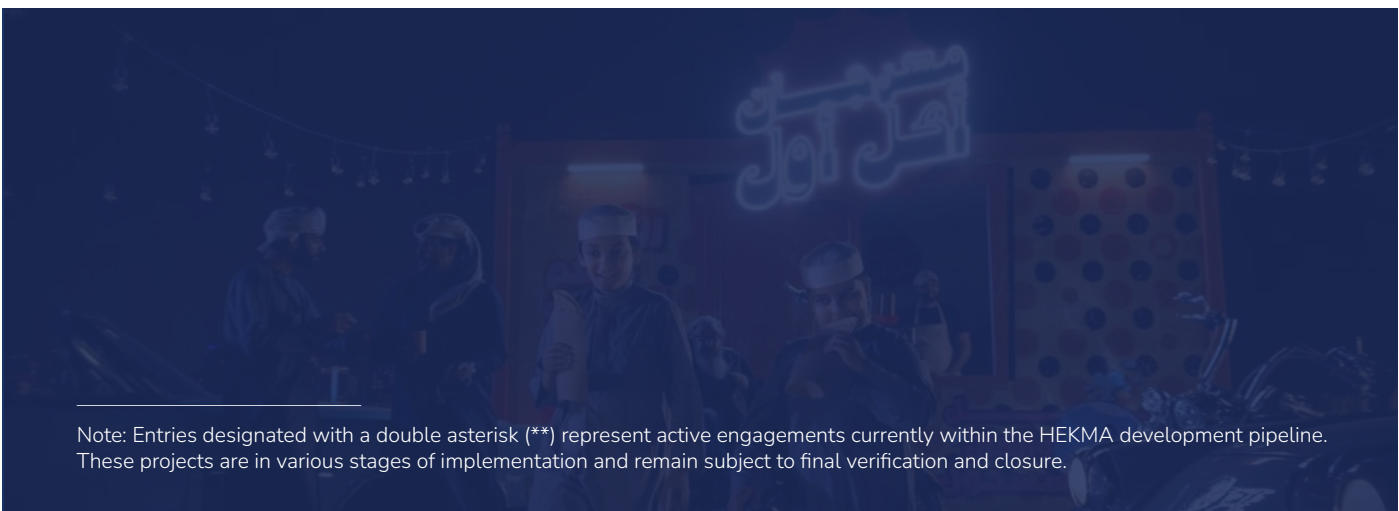
The study provided granular insights into regional donut consumption habits, the competitive landscape, and the significant influence of traditional Middle Eastern flavors on local palates. By identifying seven distinct consumer personas, from "Social Media Mavens" to "Culturally Inspired Seekers". HEKMA empowered Duck Donuts to tailor its customizable, made-to-order concept for a successful and organic regional integration.



### S.Ishira Group Restructuring

HEKMA architected a high-impact turnaround for S.Ishira Group's perfume operations, addressing systemic production and sales inefficiencies. Following a rigorous GAP analysis and complex financial simulations, we identified critical cost vulnerabilities that informed a decisive strategic pivot. This intervention included a leadership transition and bespoke executive coaching for the founder to ensure long-term operational resilience.

By streamlining internal processes and optimizing profitability, HEKMA successfully repositioned S.Ishira as a lean, competitive leader within the luxury fragrance market, primed for sustainable regional growth.



Note: Entries designated with a double asterisk (\*\*) represent active engagements currently within the HEKMA development pipeline. These projects are in various stages of implementation and remain subject to final verification and closure.

# Retail & Service Projects



## Patron Fashion Production

Patron Fashion Production is a specialized 170 sqm facility designed to elevate the local fashion landscape by facilitating the launch of female-led Qatari clothing labels. The concept bridges the gap between creative vision and commercial production, offering a professional workshop that balances competitive pricing with high-specification standards. The venue features a chic retail space and a dedicated designers' lounge, supported by a workshop equipped with heavy-duty machinery and skilled artisans.

HEKMA's engagement was total—leading the project from conception to execution—to ensure a seamless transition from brand identity to a fully operational, high-output production hub.



## Almuneera Educational Toys

Almuneera is a bespoke private label specializing in educational toys designed to bridge the linguistic gap for non-Arabic speakers through immersive written and spoken play. The brand features a curated range of soft and hard toys, scientifically tailored to developmental milestones for children aged 0 to 4+ years. HEKMA's role was foundational to the brand's commercial viability, managing the end-to-end procurement, supply chain logistics, and strategic supplier negotiations.

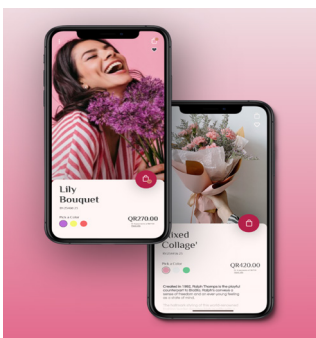
By optimizing the global sourcing of high-safety materials and streamlining production costs, HEKMA ensured that Almuneera's vision of accessible Arabic learning was realized through a robust, scalable, and premium product line.



## Karaoke Belaraby

Karaoke Belaraby stands as Qatar's pioneering mobile karaoke service, delivering a holistic entertainment experience powered by a state-of-the-art sound system and an unrivaled digital library. With an exclusive collection of over 700 tracks from 150 Arabian artists, the platform offers unique content unavailable on any competing service. Currently operating across Qatar and the United Arab Emirates, the brand is positioned as the definitive leader in localized musical entertainment.

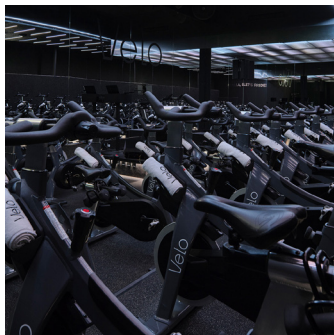
HEKMA was commissioned to architect a comprehensive Franchise Development Program to facilitate rapid regional and international scaling. By auditing and enhancing existing foundational systems, HEKMA developed the specialized tools, operational processes, and management frameworks required to accelerate both domestic growth and cross-border franchising initiatives.



## Tulipya Mobile Application\*\*

Tulipya is an innovative multi-vendor mobile application designed to transform the landscape of everyday essentials and luxury gifting. While rooted in its signature flower delivery service, the platform has evolved into a comprehensive lifestyle destination, offering a curated selection of chocolates, cakes, perfumes, beauty products, and high-end indulgences. Beyond traditional retail, Tulipya is expanding into a full-scale E-commerce suite, integrating concierge features such as movie bookings and weekend getaway reservations to provide a seamless, all-in-one user experience.

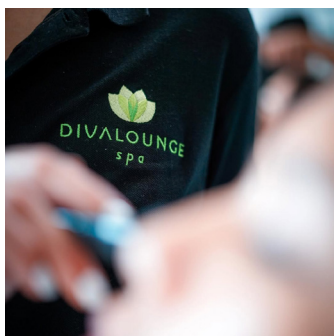
HEKMA's engagement with Tulipya has been total, spanning from initial concept to ongoing execution. By overseeing the strategic development and operational rollout, HEKMA is ensuring that Tulipya flourishes as a dominant, tech-driven force in the regional E-commerce market.



## Velo Gym

Velo Gym, a premier boutique fitness studio in Doha's Lagoon Mall, has established a dominant market position through its "3 Pillar" model—CYCLE, RACK, and FORM. Supported by a high-touch Velo Experience Professional (VXP) service layer, the brand differentiates itself from generic competitors by blending specialized training with a premium guest experience.

Commissioned by the Qatar Development Bank, HEKMA Consulting executed a rigorous Franchise Readiness Audit to certify the concept for regional growth. The audit revealed exceptional financial health, HEKMA confirmed that Velo Gym's unit economics and brand strength far exceed industry benchmarks, making it a highly compelling opportunity for international investors.



## Diva's Spa

HEKMA Consulting was engaged to conduct a comprehensive Franchise Readiness Audit for Diva Lounge Spa, a leading luxury wellness and beauty brand in Qatar. This project, commissioned through the Qatar Development Bank (QDB), aimed to evaluate the brand's scalability and its readiness as a model for regional and international franchising.

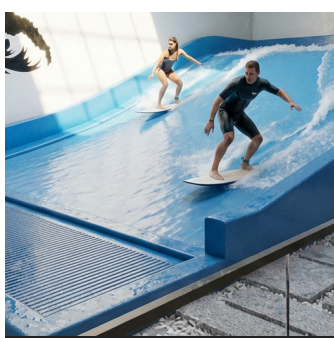
The audit confirmed the brand's robust market position, characterized by a unique "luxury wellness" identity and a highly successful service protocol. HEKMA's financial analysis validated the brand's stability, highlighting a strong gross profit margin and a sustainable break-even model, which provides significant financial incentives for potential franchisees. With an overall assessment score indicating high franchise viability, HEKMA verified that Diva Lounge's established SOPs, training systems, and marketing infrastructure are fully equipped for multi-unit expansion.



## The Rice and The Noodle

Commissioned by Hyatt Plaza Mall Management, HEKMA Consulting performed a comprehensive, independent audit of The Rice and The Noodle (TRTN), an Asian Fusion concept that was consistently underperforming despite its prime location and high mall foot traffic. This project served as a deep-dive diagnostic to identify why the brand was failing to convert potential customers and to provide a clear roadmap for operational recovery.

HEKMA's intervention involved a 360-degree evaluation, including quality assessments, and a comparative analysis against leading competitors such as Kachi and X-Fire. The audit exposed critical gaps in service efficiency, flavor consistency, and digital engagement.



## The Surf Club

HEKMA Consulting developed the Capital Investment and Operational Framework for Qatar's first indoor surf and urban lifestyle destination. Moving beyond traditional fitness, this "sportainment" concept integrates high-tech wave simulation with premium hospitality. HEKMA engineered a robust multi million CAPEX model, meticulously balancing investment across three revenue streams: The FlowRider, a specialized gym, and a boutique café.

Beyond financial modeling, we provided a 12 months Operational Roadmap, defining the organizational structure and headcount requirements. This strategic intervention transformed a visionary concept into an institutional-grade investment proposal. By optimizing asset utilization and diversifying income, HEKMA positioned The Surf Club to capture a significant share of the regional leisure market with a lean, high-margin profile.

# "Architecting Success: Our Portfolio of Partners"

As a boutique advisory firm, we maintain a highly selective client list to ensure every partnership receives our full analytical rigor and executive expertise. Here are some of the organizations that have trusted HEKMA to architect their expansion, optimize their operations, and showcase their long-term commercial legacy.

N.	CLIENT'S NAME	TYPE	ORIGIN
1	Visit Qatar	Governmental	Qatar
2	Qatar Tourism Authority	Governmental	Qatar
3	Qatar Development Bank	Governmental	Qatar
4	GAT the Agency	Private	Qatar
5	Ibhar For Exhibitions	Private	Qatar
6	Hayya Holding	Private	Qatar
7	SA Beauty	Private	Qatar
8	BRGR	Private	Egypt
9	Buffalo Burger	Private	Egypt
10	Kansas Fried Chicken	Private	Egypt
11	Salooha	Private	Egypt
12	Koshari Abu Tariq	Private	Egypt
13	The Saints of Coffee	Private	Egypt
14	Tabali	Private	Egypt
15	Doner Shack	Private	UK
16	Oodles Wok	Private	UK
17	Catch Fish & Chips	Private	UK
18	Phat Buns	Private	UK
19	Mowchi	Private	UK
20	Afrikana	Private	UK

## About Gulf Franchise Group

Gulf Franchise Group (GFG) is a premier international franchise development and advisory firm that serves as a strategic bridge for high-quality brands seeking to scale within the Middle East and North Africa (MENA) markets. With a primary focus on the GCC, the group specializes in identifying innovative, technology-driven concepts—particularly within the Food and Beverage (F&B) and retail sectors—and transforming them into institutional-grade franchise realities. By leveraging over 25 years of cross-border expertise, GFG facilitates both the entry of global "hero" brands into the region and the export of emerging local concepts to international markets in Europe, North America, and Asia.

The group provides specialized Services to Franchisors, focusing on high-level Franchise Expansion Strategies. Drawing on decades of experience, the team assists brands in assigning franchise rights to highly qualified operators across global markets. This collective expertise ensures that each brand receives a relevant, informed international development strategy that defines key target markets, optimal franchise models, and store development capacity. Furthermore, GFG produces essential commercial franchise terms and key content for both franchise and development agreements, ensuring a solid foundation for cross-border growth.

To ensure these rights reach the most capable partners, GFG manages the International Franchise Private Placement process. This defined, focused methodology covers the entire lifecycle of partner acquisition—from marketing rights to qualified candidates and delivering compelling presentations to defining commercial terms and ensuring strict confidentiality.

The leadership at Gulf Franchise Group comprises industry veterans who have shaped the landscape of global franchising. Founded by Chairman Paul Cairnie, who brings a quarter-century of experience in international brand scaling, the executive team and supported by regional founders with deep-rooted expertise in Bahrain, Qatar, and the wider GCC, GFG maintains an elite portfolio of brands such as Joe & The Juice, BO&MIE, C House Milano, and Allo Beirut.

Through this combination of local insight and global standards, GFG continues to be a primary authority in architecting the resilience and expansion of the regional private sector.

## HEKMA's Key Executives



**Hesham Mourad**  
Managing Partner

A specialized consultant in franchising since 2017. Hesham boasts over two decades of experience in Management, Business Development, and International Trade, with a focus on Franchise Management, Development and Marketing.

Holding a bachelor's degree in civil engineering, during his career Hesham held several managerial positions in public listed and privately held companies in the G.C.C and is currently engaged with franchises from the United States, Europe, and Asia.

His direct franchising experiences boasts launching and operating the only Real Madrid Official Stores in the Middle East, Max Burger from Sweden, and Lapels Dry Cleaning from the United States. He also assisted in introducing iconic brands to the Qatari Market, such as Planet Hollywood & 9 Round.



**Nassim Soueid**  
Lead Projects Officer

Nassim is a seasoned business consultant with over 20 years of experience in real estate, facility, and food & beverage industries. He excels in strategic planning, operational efficiency, and financial management, driving revenue growth and achieving business goals and demonstrating strong leadership, managing cross-functional teams and negotiating high-value contracts.

His expertise covers project management, customer service excellence, and marketing strategy. Nassim analyzes complex challenges, developing tailored, sustainable solutions. He is a trusted advisor to senior executives, building relationships across diverse cultures with fluency in Arabic, English, and proficiency in French.

Holding a bachelor's degree in Hotel and Tourism Management from a renowned Swiss institute, blending academic knowledge with practical experience. His focus is on empowering organizations to achieve operational excellence and long-term success through process streamlining and strategic implementation.



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