

PRINCETON AFEEZ

General Manager | Papresents@gmail.com | (323) 391-4003

Restaurant General Manager with 10+ years of multi-unit P&L ownership across full-service restaurants, cafés, lounges, and high-volume catering—managing up to 5 simultaneous locations, 85+ employees, and 8-figure annual revenue. Reduced food cost by up to 15 points, compressed labor by 17 points, launched scratch kitchen programs from zero, and built management teams that drove 10% year-over-year revenue growth. Every role inherited a problem; every role left behind a system.

CORE COMPETENCIES

Multi-Unit P&L Ownership · Food & Labor Cost Engineering · Scratch Kitchen Launch · Revenue Growth Strategy · Staff Recruitment, Training & Retention · SOP Design & Deployment · Guest Experience Systems · Inventory & Vendor Management · New Unit Opening & Turnaround · Health, Safety & Compliance · BOH/FOH Operations · Facility Expansion · POS & Technology Optimization · Financial Forecasting & Budgeting

PROFESSIONAL EXPERIENCE

Coucou | FOH Director (New Location Opening)

April 2026 – Present

French Bistro & Craft Cocktail Bar · No-Tipping Model · Reports to Regional Director of Hospitality

- Selected to lead the opening of Coucou's third location in Manhattan Beach, serving as the senior front-of-house leader responsible for all service operations, team hiring, training, and guest experience from pre-opening through launch.
 - Built and managed the entire FOH team — servers, bartenders, hosts, and bussers — establishing service standards, shift structures, and scheduling aligned with the Coucou brand.
 - Implemented Resy reservation management and Toast POS workflows, training the full team on both platforms prior to opening night.
 - Established guest experience protocols focused on building a neighborhood regular base through personalized service, table touch cadences, and real-time floor coaching.
 - Partnered with the Regional Director to ensure operational consistency with Venice and West Hollywood locations while developing Manhattan Beach's own local identity.
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Crawford's Social | General Manager (Interim)

Oct 2025 – Mar 2026

430-Seat Full-Service New American Restaurant & Craft Cocktail Bar · 8-Figure Annual Revenue · 80+ Staff

- Redesigned FOH service flow and floor rotation protocols, reducing average table turn time and increasing covers per service during peak volume.
 - Built a 5-manager development program with individual growth plans, weekly coaching cadences, and quarterly performance benchmarks—zero manager turnover during engagement.
 - Identified \$-saving opportunities through P&L analysis and labor deployment modeling; improved staffing efficiency across the highest-revenue dayparts.
 - Passed health, safety, and liquor compliance audits with zero violations; authored a “gold standard” readiness checklist now used house-wide.
 - Implemented a centralized Guest Experience Management system—feedback capture, escalation protocol, and recovery workflows—reducing repeat guest complaints.
 - Reconfigured POS, reservation platform, and back-office reporting; sharpened inventory accuracy and revenue forecasting.
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Lucky Baldwins | General Manager | Multi-Unit (3 Locations)

Apr 2021 – Sep 2025

British Pubs · Full P&L Ownership · 8-Figure Annual Revenue · Aggressive Post-Pandemic Recovery

- Cut food cost 15 points (40% → 25%) and labor cost 17 points (45% → 28%), including salaries, through disciplined budgeting, purchasing controls, and schedule optimization—the largest margin improvement in the brand's history.
- Recruited, hired, and developed a team of restaurant managers; aligned all 3 units around unified SOPs, financial targets, and guest service standards.
- Designed and deployed standardized operating procedures across every unit: opening/closing, inventory counts, cash handling, and shift management—eliminating inconsistency between locations.
- Established a structured reporting cadence to ownership: weekly flash reports, monthly P&L reviews, and quarterly strategic assessments with actionable recommendations.
- Rebuilt brand culture during a turbulent operating environment through transparent communication, structured evaluations, and community engagement—retained key staff through the industry's highest-turnover period.

HabachiHana Grill | General Manager | Multi-Unit (4 Locations)

Jun 2020 – Jan 2021

4-Unit Japanese Street Food Concept · 8-Figure Annual Revenue · Rapid Pandemic-Era Expansion

- Built the entire operational infrastructure for a scaling brand: standardized recipes, unified purchasing specs, and centralized COGS management—driving a measurable increase in unit-level profitability.
- Developed financial forecasting models that guided ownership through expansion decisions, aligning capital allocation with revenue targets and margin thresholds.
- Created location-level performance scorecards (ticket times, labor-to-revenue ratios, guest satisfaction) that lifted productivity across all 4 units.
- Hired, trained, and performance-managed a cohort of store managers; built a leadership bench operating autonomously to brand standards without daily oversight.
- Authored BOH and FOH SOPs that eliminated workflow variance between locations and created a repeatable playbook for future unit openings.

Garden of Eating | General Manager

Sep 2019 – Jun 2020

Large-Scale Corporate Catering · 7 Figure Annual Revenue · 30-Person Team

- Built food and labor cost control systems from scratch where none existed; improved overall P&L performance within the first 90 days.
- Authored a master recipe book with portioning and plating standards—eliminated recipe drift, reduced food waste, and created a training tool still referenced after closure.
- Redesigned purchasing, receiving, storage, and rotation workflows; tightened COGS against revenue targets and reduced spoilage.
- Recruited, trained, and restructured a 30-person team around defined roles, measurable KPIs, and a culture of accountability—improving output without adding headcount.
- Optimized peak-season production scheduling; maintained zero-disruption service delivery during the highest-volume contract periods.
- Business closed due to the industry-wide impact of COVID-19.

Coffee Attic, Melrose Station & Glass Hookah Lounge**General Manager — Multi-Concept (3 Concepts · 3 Locations)**

Jul 2017 – Mar 2020

Café, Craft Cocktail Lounge & Hookah Lounge · Melrose Avenue · 3 Distinct Operations

- Transitioned all kitchens from frozen/pre-packaged to 100% scratch-based preparation—a first in the brand's history. Negotiated vendor contracts and restructured purchasing, delivering a 23% food cost reduction.
- Created the first standardized recipe books and plating guides across all 3 concepts; established the quality benchmarks and training documentation that didn't exist before.
- Managed a facility expansion project: designed and built a new outdoor patio that grew seating capacity from 60 to 100+, directly increasing revenue capacity for the lounge.
- Rebuilt the BOH team and reengineered kitchen workflows; compressed average ticket time to under 10 minutes while maintaining quality across all concepts.
- Launched new revenue streams—first-ever brunch menu and custom special event packages—expanding daypart coverage and growing top-line sales.

- Implemented structured BOH/FOH service guidelines that unified the guest experience across three very different concepts.
 - Business closed due to the industry-wide impact of COVID-19.
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Latte Republique | General Manager | Multi-Unit, 5 Locations

Aug 2012 – Jun 2017

5 French-American Breakfast Cafés · 85+ Employees (5 Gms, 5 Agms, 25 Cooks, 50 Baristas) · Full P&L Ownership

- Drove 10% year-over-year sales growth across all 5 locations while maintaining healthy margins through disciplined cost management, menu optimization, and operational efficiency improvements.
 - Built recruitment, onboarding, and training programs that produced high employee retention, reduced turnover cost, and developed the internal management pipeline for all 5 units.
 - Designed and deployed standardized SOPs across every location: food prep, cash handling, customer service protocols, and shift management—creating brand-wide consistency from the ground up.
 - Analyzed guest experience data and implemented service enhancements; sustained top-tier customer satisfaction scores across every location over a 5-year tenure.
 - Maintained 100% compliance with all local, state, and federal health, safety, and employment regulations—zero violations, zero fines across 5 years and 5 locations.
 - Successfully managed operations through an ownership acquisition and structured business wind-down with zero legal or financial exposure.
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ADDITIONAL HOSPITALITY EXPERIENCE

Fundamental Events · Bardonna Café · Carvery · Fish Trap · Anejo Cantina · Belgo Restaurant · Planet Hollywood · Sound Restaurant · Smolensky's Restaurant & Bar · Capital Radio Café · Sound Republic · Royal House Catering

EDUCATION & CERTIFICATIONS

Bachelor of Arts in Economics & Business Management

ServSafe Food Protection Manager · ServSafe Food Handler · ServSafe Allergens · ServSafe Workplace · ServSafe Alcohol · eTIPS Certification

TECHNICAL PROFICIENCIES

Aloha · Toast · SpotOn · Salido · Caterease · Restaurant365 · Intuit QuickBooks · Microsoft Office Suite · Adobe Photoshop · Adobe Dreamweaver