

Alfred Antoine *Melkon*

Operating Partner & Advisor / *turnarounds, market entry & multi-unit growth*

Thirty-six years building and fixing food & beverage businesses — from a global franchise to homegrown chains and ground-up startups. I help founders and boards **operate better, open smarter, and turn losses into profit.**

My work is hands-on and field-led, not theoretical. I step into an operation, find what is breaking the value chain and the P&L, and rebuild it — SOPs, go-to-market, opening roadmaps and the team that runs them. I have carried brands from a single loss-making idea to profitable, scaled, exit-ready businesses, and I bring the same discipline whether the client is a first store or a multi-brand holding company.

01

Operations Advisory & Field Fixes

Diagnose what's draining margin on the ground, then rebuild operating standards, the value chain and performance management until units run to spec.

SOPS · VALUE CHAIN · PERFORMANCE

02

Go-to-Market & Opening Roadmaps

Brand-to-market strategy and the practical playbook to open and roll out units — concept, format, site, launch and the rollout cadence behind it.

CONCEPT · LAUNCH · ROLLOUT

03

Turnaround & Profitability

Take an underperforming or loss-making business, restructure it, and lead it back to profit — through to growth, refinancing or a clean exit.

RESTRUCTURE · PROFIT · EXIT

36+

Years across F&B and hospitality

18_{mo}

Loss to profit on an 84-store chain

40+

Units opened & scaled across mandates

1

Full company exit led to a strategic investor

BUILT & LED INSIDE



CILANTRO

TBS THE BAKERY SHOP

coffee berry

MOLLY'S Bakery

WHO I PARTNER WITH

Founders & Startups

From concept to the first profitable stores — model, openings and a value chain built to scale.

Homegrown Brands

Sharpening operations and unlocking disciplined multi-unit growth across a market.

Holdings & Boards

Turnarounds, franchise acquisition and readying a business for a clean, well-run exit.

Proof, told as outcomes.

A focused selection of mandates relevant to advisory work — building from zero, scaling multi-brand portfolios, securing international franchises, and turning a loss-making chain into a profitable, exit-ready business.

Kitchen Three

CULINARY
CONSULTANCY

Founding Advisor & Operating Partner

Kitchen Three Culinary Consultancy

2013 — PRESENT

Egypt's full-stack culinary consultancy

Mentor and foundational advisor since the company's first day.

- Mentored the founder from inception in November 2013 — a guiding hand behind the company's **growth, operating model and strategic direction for over a decade.**
- Shaped the operating discipline — **SOPs, value chain and go-to-market** — that underpins every Kitchen Three engagement.
- Leads **operations, turnaround and multi-unit growth advisory** across client mandates.



Managing Director

Molly's Bakery

2022 — MARCH
2025

Homegrown F&B startup

Built a bakery, sandwich & coffee brand from zero to eight stores in 30 months.

- Founded the company and set the **brand identity, go-to-market and marketing plan** from a blank page.
- Designed the operating model — **SOPs and an optimized value chain** built to scale, not just to open.
- Executed a disciplined rollout: **8 operating stores opened in 30 months.**



Business Unit Head

The Bakery Shop (TBS) Holding

2018 — 2021

Multi-brand holding company

Directed three business lines at different stages of maturity inside the holding.

- **Delicious Bakery** — built and executed the rollout plan for **26 in-supermarket bakery units** across Seoudi, Zahran, BestWay and Ragab Sons.
- **Coffee Berry** — secured the Egypt franchise for the Greek brand end-to-end — deal negotiation through legal — then opened and ran **4 branches in two years.**
- **Four Fat Ladies** — ran the full business diagnostic and delivered a board-level assessment and action plan.

CILANTRO

General Manager
Cilantro · Delicious Inc.

2013 — 2018

Egypt's leading coffee chain

Turned an 84-store chain from loss-making to profitable, then led its exit.

- Appointed by the board to ready the company for exit — **restructured operations SOPs and rebuilt the value chain and go-to-market.**
- Led the business **from loss-making to profitable in 18 months**, and launched the "Cantin" concept for clubs, universities and schools.
- **Led the exit to a strategic investor** and delivered the three-year business plan under new ownership.



Operations Manager
→ **Supply Chain Consultant**
McDonald's Egypt

1994 — 2005

Global QSR franchise

A decade building multi-unit operations to global standard — the foundation underneath everything since.

- Ran multi-unit operations to international QSR benchmarks across a **ten-year tenure.**
- Moved into **supply-chain advisory**, optimizing sourcing and the value chain for the market.

EARLIER CAREER

Operations Director

ITC Group · Trianon Coffee Shop

2010 — 2011

Directed operations for the heritage Egyptian café brand within the ITC Group portfolio.

Managing Partner

Table Craft Co. · "RIBS"

2006 — 2008

Co-owned and ran the casual-dining restaurant business end to end as managing partner.

Managing Partner

Beyond Limits

2008 — 2010

Built and operated a specialist retail venture — the entrepreneurial thread alongside F&B.

CAPABILITIES

What I bring to the table.

Operations & SOP design

Standard operating procedures, unit economics and field execution that hold at scale.

Value-chain optimization

Sourcing, production and supply discipline that protects margin end to end.

Turnaround & profitability

Loss-to-profit restructuring, cost rebuild and performance recovery.

Go-to-market & openings

Concept, format and launch playbooks, with rollout cadence behind them.

Franchise & brand acquisition

Deal negotiation, legal structuring and operating new brands into a market.

Strategy, planning & leadership

Strategic, business and operation planning; building and leading the teams that deliver.

CERTIFICATIONS & EDUCATION

- **Advanced Supply Chain Management** — Frankfurt
- **Advanced Operations Management** — Chicago
- **International Operations** — Manila
- **General & Operations Management** — Manila
- **BA, International Hospitality Management** — Alexandria University, 1988

SECTORS & FORMATS

- Coffee shops & cafés
- Bakeries & in-supermarket bakery solutions
- Casual dining & QSR
- Institutional formats — clubs, universities, schools
- Franchising & multi-brand holdings

LANGUAGES

- **Arabic, English & French** — fluent, written and spoken

WAYS TO WORK TOGETHER

i.

Advisory Retainer

Ongoing operating-partner support to a founder or board — a steady hand on operations, growth and the numbers.

ii.

Turnaround Engagement

A fixed-term mandate to restructure an underperforming business and lead it back to profitability.

iii.

Opening & GTM Roadmap

A project-based engagement to take a concept to market — launch playbook and multi-unit rollout.

“Whether you're opening your first store, scaling a brand, or fixing one that's losing money — I bring the operating discipline to make it work.”

LET'S TALK

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