

THOMAS E. WILLIAMS

OCS OPERATIONS HISTORY:

Coffee Butler Service, Inc. was founded in July, 1967 by Thomas E. Williams, who operated the company as its president and CEO until its sale in August, 1995. The company began as a one-man operation, providing offices and businesses in the Washington, D.C. metropolitan area office coffee service, “OCS”, as the new industry was called. The service involved the loan and maintenance of commercial grade coffee brewers along with the free delivery of a variety of break room type supplies used by the employees, visitors and customers of businesses in the area.

The company grew consistently in the late 1960’s, ‘70s and ‘80s, both through local growth in the Washington market and expansion throughout five Mid Atlantic states. The final result was coverage from Baltimore through Atlanta. Both internal growth and expansion into the new markets were enhanced by the acquisitions of twenty-one small OCS operations during that period. Installing two coffee roasting plants in the late ‘70s helped to increase profitability on existing business and also positioned the company to compete for wholesale and institutional accounts, not previously accessible. In 1992 the company added traditional office supplies to its line of products and in three years they accounted for about \$2.5 million of the \$22 million in annualized revenue when the company was sold. That annual revenue was 50% greater than the next largest independent OCS company in the U.S. at the time. The company had 180 full time employees.

Coffee Butler Service, Inc. stock was sold for \$15 million in cash and stock to U.S. Office Products, a New York Stock Exchange listed company. That company was in the process of consolidating the “contract” office supplies industry. Coffee Butler Service was the first of many OCS companies acquired. Due to his many contacts as a founding member and former president of the industry trade organization, NCSA, Williams was retained as a consultant to assist USOP acquire other companies in the industry.

CONSULTING ACTIVITY SINCE JANUARY 2007:

Company # 1

During 35 weeks involvement over course of twelve month period assisted owner of \$10 million revenue roasting operation to “the best year we’ve had since 2001” by the following:

- a) Analyzed and evaluated performances of thirty of the company’s highest level personnel.**
- b) Contributed to owner’s decision to eliminate some of those, including three of the four top executives of the company.**
- c) Performed screening process of fifty applicants for controller, one of those eliminated, for selection consideration down to best six.**
- c) Developed a training and performance evaluation model for route sales personnel that identified 100+ measures of performance.**
- d) Wrote a three year business plan* for upgrading a key segment (approximately 65%) of the company’s business.**
- e) Identified, segregated and delineated certain aspects of the business for more relevant management, accounting, and reporting.**

Company # 2

During a long Thanksgiving weekend following two days analysis, wrote a five year business plan* for a small specialty roaster to increase revenues 500+% and eliminate a \$250,000 annual loss.

Company #3

Developed two five year business plans* assuming two different strategies to professionalize and grow the OCS segment of a large regional vending company.

***All business plans included comprehensive projections of Profit and Loss and Capital requirements. “A good business plan that is well implemented will succeed 90% of the time”.**

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