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Before Old Navy, there was the Navy Exchange Service Command (NEXCOM). Active-duty military personnel, reservists, retirees, and their family members can shop and gas up at more than 100 Navy Exchange (NEX) retail stores (brand-name and private-label merchandise ranging from apparel to home electronics), more than 150 NEXCOM Ships Stores (basic necessities), and its 100-plus Uniform Support Centers (the sole source of authorized uniforms). NEXCOM also runs about 40 Navy Lodges (motels) in the US and about half a dozen foreign countries. NEXCOM receives tax dollars for its shipboard stores, but it is otherwise self-supporting. Most of the profits fund morale, welfare, and recreational programs (MWR) for sailors and their families.

Nov 2004 - Jun 2007 | Navy Exchange, Subbase New London, CT  
General Manager (Multi Unit)

- Eight individual locations with individual P&L's that rolled up to a Complex P&L. Main Store, Three convenience stores, Service Station, Liquor Store, Furniture Store and Navy Lodge.
- Service operations: Two Barber Shops, Beauty Salon, Tailor Shop, Laundry Dry Cleaning Shop and Flower Shop.
- Seventy room hotel, received 2006 World-wide Hospitality Award, top property in the World.
- Three food operations, concession contracts: Subway, Spikes Junkyard Dogs and Fresh Grill.
- Four retail concession operations: GNC, T-Mobile, Town Fare Tire and H&R Block.
- Two Krispy Kreme operations.
- Conversion of Service Station into full Convenience Store first year additional \$257,000 in incremental Profit.
- Introduction of full Garden Center: \$170,000 in incremental sales 2006 expected an additional \$200,000 for 2007.
- 2007 planned budgeted, forecasted sales and expense for new sushi bar concept to NEX, added full line sushi bar concept first direct run in Navy Exchange first 8 weeks sales plus \$30,000, ROI 7 days.
- 2006 operated lowest expense and payroll percent among Regional Complexes (6.4% verses 9.1% CONUS)
- 2005 implemented rolling stockrooms decreased replenishment payroll by 10% increased in-stocks from 92% to 97% (concept rolled out to region) side benefit increased cartons per hour by 33%