ROYAL CUP®
COFFEE AND TEA



Head of Information Technology

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About Royal Cup Coffee and Tea



In 1896, Henry T. Batterton sold coffee from a horse-drawn wagon in Birmingham, Alabama. The coffee was so fresh and flavorful that locals declared it fit for royalty, and the company that would become Royal Cup Coffee and Tea was born. The Smith family acquired the business in 1950, and to this day, they still own and lead it. More than a century later, Royal Cup remains rooted in the same founding principles that built it: quality, integrity, social responsibility, and profitable growth.

Royal Cup is one of the largest importers, roasters, and distributors of premium coffees and teas in North America, serving food service, hospitality, office coffee, and specialty customers across the U.S., Mexico, and the Caribbean. The company's corporate motto, "Serve Them Well," is more than a phrase. It defines how Royal Cup approaches customers, colleagues, and the communities it operates in. Employees describe the culture as fun-loving, hardworking, family-focused, and community-minded: a place where people roll up their sleeves and a small action is believed to be capable of an enormous impact.

In late 2025, Royal Cup partnered with a private equity sponsor to begin a new chapter of growth. In May 2026, the company closed on its acquisition of Farmer Brothers Coffee Co., a publicly traded, century-old roaster and distributor headquartered in Northlake, Texas, with a deep direct-store-delivery footprint. The combination effectively doubles the size of the enterprise to approximately $700M in revenue, with a clearly articulated path toward $1B and a meaningful step-change in EBITDA. The combined platform now operates across both the Birmingham and Dallas-area corporate hubs and brings together two storied brands, two complementary route networks, and two highly capable workforces.

This is a company in motion. The fundamentals, including brand, customers, people, and product, are exceptional. The next several years are about integration, modernization, and building the systems, structure, and operating discipline needed to carry Royal Cup into its next century.

The Opportunity



Royal Cup is seeking a Head of Information Technology to lead the combined Royal Cup / Farmer Brothers IT organization at one of the most consequential moments in the company's history. This is not a maintenance role. The right leader will be drawn to the opportunity to build and integrate this newly combined enterprise, developing a 5-7 strategic IT roadmap, while ensuring the business and operations are supported to achieve their goals.

Reporting to the Chief Financial Officer and partnering closely with the CEO, the executive team, and the private equity sponsor, this new VP will inherit two technology organizations totaling roughly 26 professionals, eight on the Royal Cup side and approximately eighteen on the Farmer Brothers side. The teams, platforms, processes, and data have not yet been integrated, and the business cannot capture the full value of the acquisition until that critical work is done. The timetable is aggressive: move Farmer Brothers off JD Edwards and onto Royal Cup's SAP environment by early 2027, support a meaningful enterprise-wide synergy capture program, and begin planning the next-generation SAP upgrade as the current ECC platform approaches end of support.

Beyond the immediate integration mandate, this new executive will be expected to develop and own a 5-7 year technology roadmap for the combined enterprise: a roadmap that supports every functional team across Operations, Customer Experience, Sales, Route / DSD, Procurement, Finance, and HR. The Royal Cup leadership team has been candid: every function needs IT to execute. The right leader recognizes that IT drives the entire organization, and that by serving the business well, the team can be a real engine for synergy capture, efficiency, and growth.

This is a hands-on, business-facing role inside a lean, pragmatic culture, backed by a supportive and transparent private equity sponsor and a CEO and CFO who are aligned, decisive, and committed to investing in technology as a real lever of enterprise value. For the right leader, this is a rare combination of scope, visibility, ownership, and impact, and the chance to architect the technology future of a company on a clear trajectory from $700M in revenue toward $1B.

What Will Define Success

Within the first 12 to 18 months, the VP, Information Technology will be expected to make demonstrable progress on the mandates below. These are the outcomes the executive team and the board will be watching.

- **Combined IT organization stood up.** Royal Cup and Farmer Brothers IT functions integrated into a single team with clarified roles, accountabilities, and operating cadence.

- **Farmer Brothers ERP conversion delivered.** Farmer Brothers migrated from JD Edwards onto Royal Cup's SAP environment on an aggressive timeline, with the business stable on go-live.

- **Synergy enablement.** IT support delivered to every functional team driving the enterprise synergy program, without delay or excuses.





- **5-7 year technology roadmap.** A practical, business-aligned, cost-aware roadmap built in partnership with the executive team and the PE sponsor.

- **Next-generation SAP planning underway.** A clear plan in place for the upgrade beyond ECC, with the right partners, sequencing, and budget identified.

- **Trusted executive partner.** Established as a credible, solutions-oriented voice at the leadership table, translating business problems into technology answers, fast.

- **Talent and culture.** The combined team performing, motivated, and aligned to the culture and pace Royal Cup expects.



Key Responsibilities

Lead the Combined IT Organization

- Integrate the Royal Cup and Farmer Brothers IT teams into a single, high-performing function with clear roles, structure, and accountabilities.
- Assess existing talent across both organizations; make and execute the right organizational decisions to support the combined company's needs.
- Establish operating rhythms, performance standards, and a culture of execution and ownership.
- Serve as a hands-on, engaged leader who is in the work, not above it, and who can lead meetings without needing every direct report in the room.

Deliver the JD Edwards → SAP Conversion

- Lead the migration of Farmer Brothers from JD Edwards onto Royal Cup's current SAP environment with a target go-live of early January 2027.
- Make pragmatic decisions about which Farmer Brothers bolt-on tools and processes to retire versus retain, in service of stability and speed.
- Identify, sequence, and manage risks; communicate transparently with the CFO, CEO, executive team, and the PE sponsor throughout.
- Keep the business stable through the transition, with careful attention to roasting operations, order flow, finance, customer service, distribution, and route delivery.

Support Integration and Enterprise Synergy Capture

- Partner with Operations, Customer Experience, Sales, Route / DSD, Procurement, Finance, and HR leaders to enable their technology needs across the integration.
- Standardize systems, data, workflows, and reporting across the combined company so leaders have better visibility into the business.
- Support route and field teams with reliable handheld devices, route settlement tools, dispatch systems, warehouse management, and related platforms.
- Allocate scarce IT resources thoughtfully across competing priorities, and bring in external help where it accelerates the business.
- Translate every initiative through a cost-benefit lens; partner closely with Finance to align spend with value.

Build and Own the 5 to 7 Year Technology Roadmap

- Develop a practical, business-aligned roadmap that reflects where the company is going, not just where it has been.
- Plan and prepare for the next-generation SAP upgrade as ECC approaches end of support.
- Evaluate the broader application portfolio, including Microsoft, CRM, route, warehouse, eCommerce, and HR, and shape a coherent multi-year architecture.
- Stay current on relevant trends, including automation, AI, data, and cybersecurity, and bring forward the ones that earn their place.

Run a Reliable, Secure, Cost-Concious IT Operation

- Ensure technology solutions are delivered reliably, sustainably, cost effectively, and securely.
- Develop and manage a transparent annual operating and capital budget for the combined IT function, with clear visibility into priorities, spending, and risk.
- Strengthen cybersecurity, backups, disaster recovery, incident response, and business continuity across the combined enterprise.
- Manage IT vendor and partner relationships with discipline and a value mindset, holding consultants and implementation partners accountable.

Ideal Candidate Profile

The ideal candidate is a hands-on, business-facing technology leader who has thrived in operationally complex, multi-site environments and is energized, not intimidated, by the dual mandate of integrating two organizations while building toward a long-range future. This is not a role for a detached corporate technology executive who manages only through layers. It is a role for a leader who is comfortable in a lean culture, who solves problems rather than catalogues them, and who can be trusted to own outcomes without requiring an army to do so.

Stylistically, this person is practical, direct, and technically credible, deep enough to lead from the front and ask the right questions, personable enough to be an effective partner across the executive team. They have strong opinions, share them clearly, and know how to translate technology into the language of business value.



- **15+ years of progressive IT leadership** ideally including time as the senior-most IT executive of a mid-market, multi-site business.
- **Deep SAP experience** — including hands-on involvement in a major SAP implementation, conversion, migration, or upgrade. Direct JD Edwards-to-SAP conversion experience is highly preferred.
- **Demonstrated M&A and integration leadership** — having led the combination of two IT organizations, systems, vendors, processes, and data in service of a clear synergy and value creation plan.
- **A track record in manufacturing, distribution, food and beverage, Consumer products, route-based, or other asset-intensive operating environments,** with a working understanding of how technology enables operations, route, warehouse, customer experience, sales, and finance
- **Comfort operating in a private-equity-backed, founder-led, family-owned, or fast-paced mid-market environment,** where speed, cash flow, and practical execution matter.
- **A solutions-oriented mindset,** the kind of leader whose first instinct is to find the path forward, weigh cost and benefit, and move.
- **Strong partnership with Finance** and the ability to operate effectively in a CFO-reporting structure where technology decisions are inseparable from business and financial decisions.
- **Hands-on leadership,** able to dive into the details, hold their own in technical conversations, and lead , and lead from the front without getting stuck in the weeds.
- **Excellent communication skills,** equally credible with technical resources, business leaders, the executive team, and the board.
- **A bachelor's degree** is required; an advanced degree is a plus.

Dallas/Fort Worth presence is strongly preferred. Birmingham may be considered for the right candidate, but the center of gravity for the combined platform is shifting heavily toward North Texas.

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