JULIAN MERCER

DIRECTOR OF OPERATIONS

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PROFESSIONAL SUMMARY

Director of Operations with 13+ years in food distribution, leading operations at a Houston broadline facility with 420 employees and $620M in annual sales. Improves on-time delivery, warehouse productivity, and safety through daily management and lean tools. Rose from supervisor to director after a start in parcel logistics.

PROFESSIONAL EXPERIENCE

Director of Operations Feb 2023 - Present
Sysco, Houston, TX

- Direct warehouse, transportation, and fleet maintenance for a facility serving 4,200 restaurant and healthcare customers with 420 employees.
- Raised on-time delivery from 93.5% to 97.1% by resequencing routes with the routing team and adding a second loading wave.
- Increased warehouse picking productivity 11% to 138 cases per labor hour through slotting changes and voice-pick coaching.
- Reduced OSHA recordable incident rate from 5.2 to 3.4 per 100 workers through daily safety huddles and a forklift certification refresh.
- Controlled an $88M operating expense budget and came in 1.6% under plan in the last fiscal year.
- Cut driver turnover from 24% to 17% by revising route bidding and adding a driver ride-along mentoring program.

Operations Manager Mar 2019 - Jan 2023

- Managed the outbound warehouse and shipping operation of 180 employees across two shifts, shipping 190,000 cases a day at peak.
- Cut mispicks per thousand cases from 1.9 to 1.1 by adding a check scan at the dock and retraining the picking teams.
- Led a continuous improvement project that removed 9 minutes from the average truck loading time.
- Partnered with sales and customer care on a service recovery process that reduced credits issued for short deliveries by 23%.

Warehouse Supervisor Jun 2016 - Feb 2019

- Supervised a night crew of 32 selectors and loaders, with a team accuracy of 99.6% across a 12-month period.
- Coached 4 lead selectors into supervisor candidates and covered shift schedules for peak weeks.

Operations Supervisor Jul 2013 - May 2016
UPS, Houston, TX

- Supervised a package sort of 55 part-time employees, keeping the end-of-shift load deadline on 97% of days.
- Led daily safety talks and reduced preventable injuries on the sort by a third in two years.

CORE SKILLS

Warehouse operations | Transportation and route planning | Lean and continuous improvement | Safety and OSHA compliance | Labor planning | Budget management | KPI dashboards | Warehouse management systems | Workforce development | Cost per case reduction | Fleet maintenance oversight | Customer service recovery | Collective bargaining awareness

EDUCATION

Bachelor of Science in Industrial Engineering, Texas A&M University, College Station, TX

CERTIFICATIONS

Certified Six Sigma Green Belt (CSSGB), American Society for Quality (ASQ) | OSHA 30-Hour General Industry, OSHA Outreach Training Program | Certified in Planning and Inventory Management (CPIM), ASCM