

# STEVEN W. LEGIER

Tallahassee Florida Metropolitan Area

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## ■ FOODSERVICE DISTRIBUTION EXECUTIVE ■

Strategic Vision & Planning | Organizational Growth | Operational Excellence

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As a senior executive with extensive experience in the c-store, grocery, and foodservice distribution sectors, I have a proven track record of building leadership teams that win, thrive, and drive growth and excellence across organizations. My leadership at Fortune 100 foodservice distribution centers and nationwide operational initiatives has involved developing scalable business models, leadership programs, and operational protocols that are adaptable to various markets and service needs.

I am recognized for turning around struggling centers, regions, and teams, transforming them into top performers in revenue generation and service quality. A key aspect of my leadership is expanding influence by mentoring and promoting leaders of integrity, significantly impacting sales, operations, and service.

My expertise lies in strategic planning, driven by data and a strong grasp of finance, innovation, and profitability. I am adept at corporate strategic planning, risk management, and understanding market dynamics. Committed to ethical practices, sustainability, a diverse, equitable, and inclusive workforce, and customer satisfaction, I am ready to lead my next employer into their next phase of success, ensuring its strong position in the competitive food distribution industry.

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## CORE COMPETENCIES

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- Strategic Leadership & Vision
  - Operational Efficiency & Profitability Improvement
  - Data-Driven Decision Making
  - Continuous Improvement & Process Optimization
  - Team Building & Development
  - Performance Improvement Through KPI's & Technology
  - Market Analysis & Opportunity Identification
  - Growth Management & P&L Ownership
  - Strategic Business Planning & Value Creation
  - Servant Leadership and Emotional Intelligence
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## PROFESSIONAL EXPERIENCE

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**TREKSMART LOGISTICS**, Tallahassee Metropolitan Area

**Jan 2024 - present**

### **Founder & Chief Principle**

As the Founder and Chief Principal of TrekSmart Logistics, I bring a wealth of experience in foodservice distribution, specializing in interim executive leadership and strategic operational consulting. My expertise includes guiding companies through transitions, developing strategic plans, conducting comprehensive operational audits, and spearheading process improvements through lean methodologies. I excel in developing and implementing KPIs, managing complex logistics projects, and providing customized operational solutions. Additionally, I focus on integrating advanced technologies, enhancing inventory management, and ensuring compliance with industry standards.

Client projects completed or in queue:

- Developed a Business Plan and Feasibility Study for a private equity-backed principal creating a novel restaurant concept incorporating on-site aquaponics into its restaurant ecosystem.
- Developed a comprehensive First-Year Strategy and Execution Plan for a new Private Equity-backed, first-time CEO taking the helm of a mid-sized distribution company with annual sales of \$2 billion.
- Providing executive coaching and professional branding services for a client pursuing an executive position within one of the most prominent and successful privately held QSR chains.
- Developing a GTM Strategy & feasibility study for a client who is starting a final-mile transportation company.

**PERFORMANCE FOODSERVICE**, Cairo, Ga**Sep 2018 – Jan 2024****Division President**

Managed full P&L for a \$290 million Broadline Distribution Center across four Southeastern US states. Successfully navigated the business through two major hurricanes and the COVID pandemic, achieving market-leading growth and profit maximization.

Strategically directed operations, procurement, and sales restructuring, market development, and incentive plans to drive revenue and sustainable growth. Fostered robust relationships with diverse customer segments, shifting focus to total value over price. Implemented effective pricing strategies to protect revenue and increase market share in a competitive environment.

- Provided full P&L leadership for a Fortune 100 \$290 million-dollar Food Service Distribution Center with 285 employees, servicing 4 states, achieving optimum efficiency and growth ahead of the market.
- Drove 5 years of continuous YOY case growth and market share through strategic direction, rationalization of operations & sales force structure, optimal staffing, market development, and pricing strategies.
- 34% Inventory reduction within 1 year by optimizing procurement buying processes & warehouse capacity optimization, eliminating \$750k annual storage expense while improving ROIC. Achieved 62% brands penetration.

**MERCHANTS FOODSERVICE**, Jackson, MS**Jan 2017 - Sep 2018****Division President**

I led the expansion and operational overhaul of a \$310 million Broadline Distribution Center across four Southeastern US states. My role encompassed restructuring the operations leadership team and re-engineering warehouse and transport processes, significantly enhancing efficiency and effectiveness.

Directed strategies to increase revenue, improve underperforming areas, reduce costs, and elevate safety and workplace culture. Leading five cross-functional teams, I reversed declines in service excellence, inventory fill rates, and resolved capacity issues. Additionally, I championed advanced marketing strategies, operational innovation, and a culture of continuous improvement across the organization.

- Successfully achieved 105% of the budgeted sales plan.
- Negotiated strategic programs and partnerships with product suppliers.
- Implemented operational refinements leading to a substantial 69% YOY reduction in shrink, resulting in \$900k in expense improvements.

**US FOODS**, Rosemont, IL**2012-2017****Broadline Director (Network Optimization)** – Corporate

Tasked with optimizing outbound logistics for US Foods (\$21B, 6000+ tractors & 8000+ trailers), I spearheaded initiatives to enhance supply chain efficiency across 62 divisions nationwide. My role involved developing and implementing operational strategies, process improvements, and technological solutions that significantly boosted efficiency. I led a new route optimization team, overseeing the creation of operational infrastructure, strategy, and data analysis, directly managing 7 Regional Managers.

- Visualized, developed, and led an enterprise level network optimization initiative across 62 distribution centers that realized over \$18 million in cost savings over three years.
- My responsibilities extended to supply chain analysis for acquisitions, closures, and expansions, and I served as the key operational liaison for 3rd party consultants on mergers and large-scale projects.

**US FOODS**, Rosemont, IL**2008-2012****Regional Director of Operations** – *Atlantic & South Regions (16 Divisions)*

Oversaw operations and spearheaded process improvements across two regions, leading comprehensive reviews in warehousing, transportation, and fleet maintenance. Collaborated closely with division leadership at all levels, engaging in daily interactions with operational management and senior staff to devise and implement strategic logistics plans. These initiatives were aimed at boosting profitability, streamlining product flow, enhancing employee productivity, optimizing space utilization, fortifying asset protection, elevating customer service, maximizing operational efficiency, controlling expenses, and enhancing safety and regulatory compliance.

My effective management in both union and non-union settings culminated in my promotion to oversee transportation network optimization for the entire US Foods organization.

- Consistently exceeded Annual Operating Plan (AOP) financial targets across all regional and corporate initiatives for eight consecutive years (2008-2016), demonstrating sustained excellence in financial management and strategic execution.

**US FOODS**, Port Orange, FL**2005-2008****Director of Transportation** – *Port Orange, FL*

Recruited for this role specifically for my ability to turn around ailing operations. Exceeded departmental budget expectations while growing inbound freight revenues year over year, improved on-time delivery performance, and driver retention while building a highly effective, disciplined, cohesive team. Ensured all supervisory staff was part of an ongoing succession plan. Promoted from this role to a regional operations position.

## PRIOR EXPERIENCE

MULTIPLE COMPANIES, Transportation Manager/Director

US ARMY, Various Locations – 101<sup>st</sup> Airborne Division, 20<sup>th</sup> Special Forces Group (NCO)

## TECHNOLOGY SKILLS, SYSTEMS KNOWLEDGE & FAMILIARIZATION

**Software Knowledge:** Proficient in a wide range of technology systems, including CRM platforms, Warehouse Management Systems (WMS), transportation truck routing software, and analytics tools, demonstrating a comprehensive understanding and practical application in optimizing business operations. Understand complex concepts, mining/analyzing/managing large datasets, productivity planning, predictive modeling, trend analysis, TQM/Six Sigma/continuous improvement & project management using various statistical tools & business models to chart logical courses of action.

## EDUCATION

**University of Virginia Darden School of Business** IFDA Executive Development Program for Foodservice Distributor Executives, July 2018

**MBA** Farrington College Anchorage AK AEC, US Military Dept of Veteran Affairs

**Criminal Justice**, Central Florida Community College, **Religious Studies**, Liberty University, Lynchburg, Va

## CERTIFICATIONS/APPOINTMENTS

Six Sigma Green Belt (SSGI), Project Management (SSGI), Education Board Member (Centerpoint Christian School), Board of Trustees (Centerpoint Church of God), Guardian Ad Litem (Appointed by the court to investigate child abuse - Florida), Foster Parent (20+ years), Youth Ministry Leader (Mount Hope Christian Church), USA Certified Speed Skating Coach