DELIVERING BOTTOM-LINE IMPACT FOR ENTREPRENEURIAL, Ray DelVecchio... FAST-GROWTH, MIDDLE-MARKET ENTERPRISES



Dynamic C-Suite Executive offering a unique balance of strategic sales and operational success. Transforms underperforming sales management, logistics and supply-chain processes by building cohesion and breaking down cross-functional silos. Delivers EBITDA growth and increases enterprise value through increased efficiency, productivity and sound fiscal leadership. Applies deep expertise in complex national branch-based distribution models for public and private equity-owned businesses across a broad

range of industries, including construction, industrial chemicals, safety, environmental, disaster recovery and manufacturing. Establishes a shared vision across the enterprise, inspiring teams to add value, solve problems, and provide superior B2B and B2C customer service.

Speaking Personally...

How would you describe your leadership style? ightharpoonup A . I've had the privilege to work alongside wonderful and loyal

people throughout my career. The key to my leadership is encompassed in gaining loyalty from others by inclusion, collaboration and the use of metrics. For one to lead successfully, you must have staff that will follow. Collaboration and inclusion in decisions gains loyalty, and utilizing data and metrics provides reality. Putting those together forms a strong team.

How do you get people to perform at levels beyond what they thought possible?

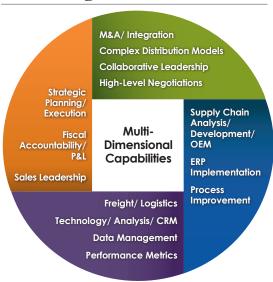
A. People love to have a voice. Sometimes, those that have great ideas also have uncertainty about whether the ideas will work, or they may be afraid to express them. I strive to mentor and encourage people to "try it" and recognize that if it doesn't work, it is not the end of the world. Providing them the opportunity to express their ideas allows them to be engaged in the decision process. Improvements are attained in a stepped approach. As each step is taken and knowledge is gained, it allows people to achieve more than they thought possible.

What is the secret to executing on strategic plans during post-merger integration?

A. Each situation poses its own opportunities and obstacles to any integration. I look at integrations within two important areas: culture and systems, both include people. Integrating people from different companies that have different cultures is critical, and not easy. Integrating systems is an additional challenge. It is extremely important to vet out as many potential systems and cultural issues that possibly can arise to eliminate integration roadblocks. No one can predict them all, but it is important to get staff on board early in the process.

What distinct advantage will you bring to your next employer? ightharpoonup A. Wisdom, perseverance and candor. For years, I have been transforming underperforming companies by identifying weaknesses and turning them into strengths, turning waste into profit. I have been able to think objectively, break down silos and work across departments to achieve results for the greater good. I take a common sense approach along with applying data and metrics to gain success. Bringing people together to understand that the whole is greater than the sum of its parts has been essential to my success exceeding expectations and growing businesses.

Creating Shareholder Value



DYNAMIC RESULTS

Drove sales increase from \$129M to \$168M and margin by 900 basis points over six years.

Guided and integrated over 25 acquisitions, leading product cross-referencing, systems integration, pricing, buy-line analysis, inventory management and sales territory alignment.

Transformed distribution process, cutting employee headcount from 60 to 34 and increased package output by 50%.

Innovative designed In-House CRM with customer and product Analyzer tool.

Developed pick-to label and wave picking system to increase productivity and service.