

# RAY DELVECCHIO

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## COO / VP - OPERATIONS

*Transformational Business Partner with Blend of Operations, Supply Chain and Sales Know-how*

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*Revenue & Margin Growth  
Strategic Planning  
Business Development  
P&L  
Distribution  
Logistics  
Warehousing  
Fiscal Accountability  
M&A & Integrations  
Process Improvement  
Project Management  
Negotiations  
Freight  
ERP & CRM  
Data Management  
Importing  
Inventory Management*

With responsibility for P/L management up to \$257M and 600+ staff, and for the past 25+ years, Mr. DelVecchio has consistently spurred revenue and profit growth, improved productivity and expedited product to market for public and private equity-owned businesses.

Leveraging sales, operations, logistics, systems and management skills, Mr. DelVecchio has repeatedly transformed underperforming operations into robust profit centers for leaders in Construction, Specialty Contractors, MRO, Industrial Supplies, Chemicals, Safety, Environmental (Abatement and Restoration) and Disaster Recovery arenas.

A seasoned executive offering a unique combination of management expertise and business acumen, Mr. DelVecchio has a proven track record of generating profitable results through decisive action, innovative problem-solving and thorough follow-up. He is bottom-line focused with a big picture mentality.

A team builder and effective communicator, Mr. DelVecchio has demonstrated the ability to establish and maintain C-level relationships, re-engineer processes, develop multi-functional teams to support strategic initiatives and produce meaningful and measurable growth and success throughout his professional career. He is noted for motivating and managing employees to high levels of productivity, effectiveness and excellence.

His approach is nothing new. It involves, in part, managing operations to increase production efficiency and reduce costs . . . developing unique solutions to improve revenues, productivity and quality . . . aligning solutions with customer expectations to deliver value . . . and handling multiple priorities with excellent organizational and managerial skills.

Mr. DelVecchio is an outstanding problem solver adept at aligning sales, operations, supply chain and business strategies and utilizing assets to achieve bottom line objectives. He is a creative executive with motivational abilities that exude loyalty, professionalism and commitment to excellence.

Skilled in providing strong strategic and tactical leadership and solving complex business challenges, Mr. DelVecchio is an accomplished change agent who has delivered sustained performance over his career. Viewed by peers as an energetic leader, he excels at leveraging his knowledge with a tireless work ethic to deliver results, turning challenges into opportunities.

Mr. DelVecchio is an innovative leader, who turns ideas into action and measurable high growth results. He recognizes issues vital to organizational success and then focuses his team on overcoming obstacles to progress. A key strength is his ability to quickly and clearly identify opportunities and then close the deal.

Throughout his career, Mr. DelVecchio has used data and the key performance indicators along with common-sense and logic to make major improvements in multiple organizations. Most recently, Mr. DelVecchio was the architect of Regionalization network of Sales and Operations processes that localized a complex multi-channel, National Branch-based Distribution network that provided local decision making within a corporate and centralized structure. This allowed the company in 4-years to double EBITDA from \$7.5 mm to \$15.3 mm on \$17mm in sales growth, enabling the company to continue to achieve EBITDA Margins >9.5%. In recent years the company achieved successful growth in Sales (12% 6-year CAGR) and EBITDA (20% 6-year CAGR)

### **Leadership Snapshot**

EXTENSIVE OPERATIONS  
LEADERSHIP  
INCREASES ENTERPRISE VALUE  
CATALYST FOR PROFITABLE GROWTH  
COLLABORATIVE RELATIONSHIP  
BUILDER

### **Career Accomplishments**

- Key Executive on IPO (NASDAQ:WLMR) and 2 recapitalizations with Private Equity
- Supported organic and acquisition growth from \$12 to \$226 mm (WLMR)
- Reduced headcount by 50% and lower the Cost to Serve while improving efficiency
- Reduce order-cycle time and institute Same-Day Delivery to the customer
- Design and institute batch, wave and pick-to-label processes
- Managed \$257+ mm P/L with \$60 mm OPEX budget (AramSCO)
- Managed Customer Service, Sales, Warehouse, Transportation, Purchasing & IT Depts.
- Managed company Real Estate, including Site Selection & Lease negotiations
- Managed over 50 Distribution Centers
- Greenfield double-digit Distribution Center openings (multiple companies)
- Re-organize via move or integration 50+ Distribution Centers
- Developed in-house CRM tool
- Core member on 30+ acquisition integrations

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### **Career History**

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**Managing Director**, 2017-Present Distribution Metrics Consulting

**Chief Operating Officer** 2015-2017 **Executive Vice President**, 2011-2014. **Vice President of Operations**, 2005-2010. AramSCO,

**Director of Supply Chain**, 2004-2005 National Paintball Supply Company

**Vice President Distribution**, 2001-2004 Ultra Hardware, LLC

**Vice President**, 1999-2001 BestEquipment

**Vice President, Operations**, 1995-1999 / **Special Services Manager**, 1991-1995, Wilmar Industries (now Interline Brands/HD).