



## Nick Delforte

Senior Operations Consultant

### BACKGROUND SUMMARY

Nick is a results-focused change agent with over 40 years of experience executing business, operational, and financial strategies to improve efficiencies, increase profits, and drive sustainable growth. He has proven success in leading initiatives that produce continuous improvement in operational processes, productivity, cost, safety, and quality. Nick has expertise in manufacturing operations with a focus on product development, Lean practices, process engineering, supply chain, environmental health & safety, and sustainability. He has cultivated high-performing cross-functional teams and created synergies during business transformations and acquisitions. Nick provides support to Consumer Packaged Goods, Food Service Products, and Tier 2 Pharmaceutical Manufacturing and adjacent business services for publicly traded, privately owned, and private equity businesses.

### EXPERTISE & ACHIEVEMENTS

- **Implemented Lean-based continuous improvement process** to increase finished goods capacity by 20%, utilizing continuous improvement to support \$40M in revenue growth
- **Implemented production capabilities** to utilize alternate metal sources to improve margins by \$8M
- **Identified a path to unhide** 50% capacity improvements by implementing a Lean continuous improvement process supporting \$60M in revenue growth
- **Led implementation** of the "Boxless" 9" foam plate sustainability project to support Walmart and reduce shipping costs by \$3M

### PROFESSIONAL HIGHLIGHTS

**Lacerta Group, LLC.:** As VP of Operations, Nick was responsible for three manufacturing facilities, managing day-to-day safe operations, quality, training, engineering, continuous improvements, and supply chain activities with full financial performance responsibilities for company operations. He implemented a Lean-based continuous improvement process and branded it as Lacerta Production System (LPS) to increase finished goods capacity by 20%, utilizing continuous improvement to support \$40M in revenue growth. Nick identified the path to 50% capacity improvement utilizing LPS and strategic asset improvements to support an additional \$60M in revenue growth. He increased extrusion capacity by 40% and identified a path to 65% improvement. Nick developed a comprehensive material consumption optimization plan to reduce raw and scrap material inventories by over 3M lbs. He also converted the hourly workforce from 90% temps to 80% Lacerta and 20% temps to improve safety, quality, and better serve the business seasonality. Nick identified and implemented projects to improve margins by \$2M. He rebuilt and reorganized the entire plant operations, including safety, quality, training, maintenance, and engineering supply chain teams to better support and improve overall operations.

**Reynolds Consumer Products, Inc.:** As VP of Operations, Nick was responsible for managing four manufacturing facilities, managing day-to-day safety operations, engineering, continuous improvements, and supply chain activities with full financial performance responsibilities for the BU, as well as managing and negotiating union contracts. He increased foil finished goods capacity by 25% during COVID-19 to support significant demand increases, resulting in \$60M in revenue growth. Nick implemented production capabilities to utilize alternate metal sources to improve margins by \$8M. He executed a 42% improvement in strategic materials sourcing, translating into \$16M cost savings. Nick implemented a strategy to recapitalize assets for future viability of the business and provide capacity benefits to improve margins by \$9M. He identified and implemented projects to improve margins by \$5M and rebuilt and reorganized the plant engineering teams to better support and improve plant operations.

As Senior Director of Operations and Engineering, Nick was responsible for leading all Consumer-Packaged Goods and related operational and technical activities for eleven manufacturing locations. He managed safety, cost reduction, continuous improvement, and product development. Nick developed and led the implementation of a horizontal best practice initiative to improve operational cost by \$5M. He identified through continuous improvements and implemented projects to reduce costs by \$4M. Nick led the implementation of the "Boxless" 9" foam plate sustainability project to support Walmart and reduce shipping costs by \$3M. He identified an opportunity to improve production capabilities by 10% to increase capacity and reduce cost by \$1.7M, significantly reducing the need for Chinese imports. Nick also led the "Perfect Cube" initiative to optimize products to maximize truck trailer loading to reduce shipping costs by \$850K.

### SELECT EXPERIENCE

Vice President of Operations  
Senior Director of Operations & Engineering  
Director of Engineering  
Capital Planner  
Center of Excellence Engineer  
Plant Manager

### CORE COMPETENCIES

Lean Manufacturing  
LEAN Production System  
Continuous Improvement  
New Product Development