

TRANSFORM.
SCALE. PERFORM.

PE-BACKED
GLOBAL
INDUSTRIAL

Daniel R.
Mercer
Enterprise Value Through
Operational Discipline

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CHIEF OPERATING OFFICER / PRESIDENT / ENTERPRISE TRANSFORMATION EXECUTIVE
Convert Enterprise Strategy into Scalable Performance, Stronger Margins, and Durable Enterprise Value.

P&L LEADERSHIP | PE PORTFOLIO OPERATIONS | M&A INTEGRATION | GLOBAL SUPPLY CHAIN | DIGITAL OPERATIONS

Performance-driven and transformation-focused Operating Executive with **20+ years** of success scaling PE-backed and global industrial technology businesses. Trusted by CEOs, boards, and sponsors to translate growth strategy into disciplined execution, integrate acquisitions, modernize supply chains, and restore underperforming operations. Build high-accountability leadership teams that expand EBITDA, release working capital, strengthen customer delivery, and improve safety and engagement.

ACHIEVEMENT HIGHLIGHTS

\$1.3B VALUE CREATION

Doubled EBITDA and repositioned a fragmented portfolio for a premium sponsor exit.

\$320M+ SAVINGS & SYNERGIES

Captured recurring value through sourcing, footprint, integration, and process redesign.

\$1.8B REVENUE EXPANSION

Unlocked new-market, capacity, and service growth across industrial platforms.

PROFESSIONAL EXPERIENCE

NORTHSTAR INDUSTRIAL TECHNOLOGIES | Charlotte, NC |
\$1.1B PE-Backed Automation Platform

2019–Present

PRESIDENT & CHIEF OPERATING OFFICER, MERIDIAN AUTOMATION GROUP

SCOPE: \$1.1B P&L | 2,800 employees | 18 sites | 11 countries | Executive Committee and Board Presenter

Recruited by the sponsor to unify a fragmented portfolio, restore service and margin performance, and prepare the enterprise for its next ownership event. Direct global operations, supply chain, commercial enablement, technology, quality, safety, and integration.

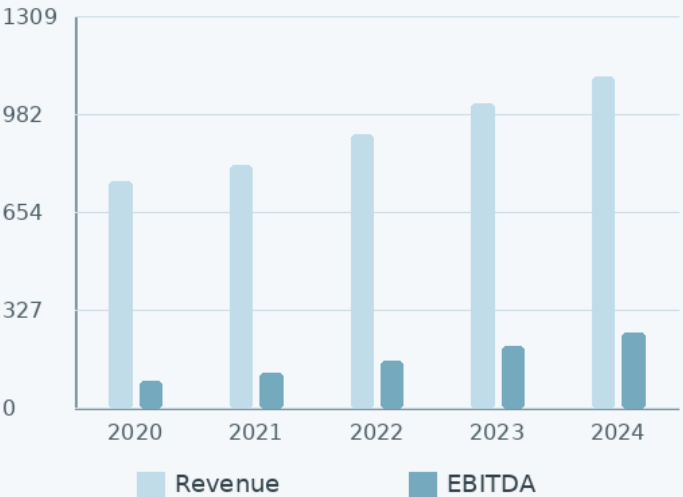
IMPACT

Repositioned the platform from inconsistent regional businesses into one scalable operating company, **doubling EBITDA and increasing enterprise value by \$1.3B.**

POWERED 46% REVENUE GROWTH AND EXPANDED EBITDA MARGIN 1,060 BPS

- Expanded revenue from \$760M to \$1.11B by entering four adjacent markets, increasing service attachment, and rebuilding strategic-account governance.
- Lifted EBITDA margin from 11.8% to 22.4% through S&OP discipline, category sourcing, plant specialization, and overhead simplification.
- Delivered significant recurring savings of \$142M while improving OTIF from 82% to 98.7% and shortening customer lead time 41%.
- Integrated four acquisitions valued at \$920M and captured \$168M in run-rate synergies six months ahead of the investment thesis.
- Built a \$185M aftermarket and digital-services business by packaging remote monitoring, predictive maintenance, and lifecycle support into recurring offers.
- Reduced forecast error 34% and planning cycle time 60% by deploying SAP S/4HANA, a supply-chain control tower, and common data governance.
- Reduced recordable incidents 62% and raised engagement 19 points by installing daily management, leader standard work, and frontline problem-solving.

REVENUE & EBITDA GROWTH



VANTAGE MOBILITY SYSTEMS | Columbus, OH | \$2.7B global power-systems manufacturer

2014–2019

SENIOR VICE PRESIDENT, GLOBAL OPERATIONS & SUPPLY CHAIN

SCOPE: 23 plants | 11,000 employees | \$1.6B addressable spend | Global Capital and Network Strategy

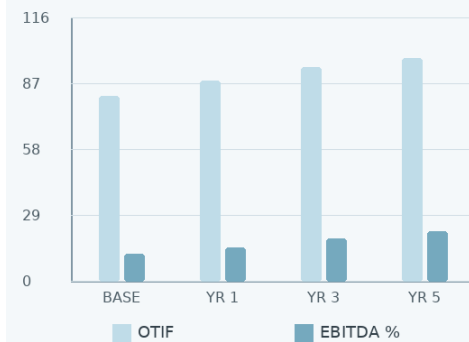
Earned promotion based on performance excellence and contributions to redesign an overextended global network, stabilize launches, and create the capacity, cash, and delivery performance required for an electric-powertrain growth agenda.

IMPACT

Created an integrated operating system that generated **\$178M in recurring savings and enabled \$640M in profitable growth.**

- **Released \$210M in working capital** and reduced the cash-conversion cycle 17 days by introducing global inventory segmentation and supplier collaboration.
- **Raised launch attainment from 68% to 96%** by building cross-functional readiness reviews for 14 programs and aligning engineering, operations, and customer milestones.
- **Improved OTIF from 90% to 99%** while consolidating the manufacturing footprint from 27 to 23 sites with no customer interruption.
- **Protected \$430M in annual revenue during a critical supplier failure** by activating dual-source qualification and a 12-week executive recovery cadence.
- **Redirected \$420M in capital toward constraint relief and electrification** avoiding \$85M in low-return projects and improving portfolio ROIC 490 basis points.

OPERATING PERFORMANCE



ORION CONSUMER PRODUCTS | Bentonville, AR | \$850M omnichannel consumer division

2008–2014

VICE PRESIDENT, OPERATIONS

SCOPE: 8 distribution centers | 4,200 employees | Retail, e-Commerce, Customer Care, and Fulfillment

Selected to repair service and cost performance across a rapidly changing distribution network while building an operating model capable of supporting direct-to-consumer growth.

IMPACT

Converted a reactive distribution network into a customer-led fulfillment engine, delivering **\$74M in savings/99.2% fill rate.**

- **Tripled e-commerce throughput without new real estate** by redesigning slotting, labor planning, and pick-pack workflows; reduced cost per order 28%.
- **Improved customer satisfaction 16 points and reduced returns 21%** through root-cause analytics, packaging redesign, and shared quality scorecards.
- **Recovered 1.2M annual labor hours and increased peak capacity 35%** by automating wave planning, replenishment triggers, and performance reporting.
- **Built a succession-ready leadership bench** that filled 78% of management openings internally and reduced frontline turnover 24%.

Early Career: Advanced through various management and senior positions, including General Manager, Plant Manager, and Continuous Improvement leadership roles with Crestline Components and Aegis Controls.

EDUCATION & CREDENTIALS

MBA, Operations Strategy — University of Michigan, Stephen M. Ross School of Business
BS, Industrial Engineering — Purdue University

Lean Six Sigma Black Belt | APICS Certified Supply Chain Professional (CSCP) | NACD Directorship Certified 10®
Executive Development: Corporate Governance, Digital Strategy, and Global Leadership

BOARD & COMMUNITY LEADERSHIP

BOARD ADVISOR, ADVANCED MANUFACTURING COUNCIL | 2021–Present
TRUSTEE, WORKFORCE FUTURES FOUNDATION | 2018–Present

Advise on Industry 4.0 Adoption, Technician Pipelines, and Employer–Community Partnerships.