

GLENN MERCER

Cleveland, Ohio, USA

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INDEPENDENT AUTOMOTIVE CONSULTANT, GM Automotive LLC **2006-present**

- **Private equity** and **venture capital** advisory work in the automotive arena (car and truck OEMs, suppliers, distributors, dealers, aftermarket, etc.) with various firms (Greenbriar Equity, KKR, Bain Capital, Sterling Group, Kleiner Perkins, etc.)
- Member of **Board of Directors**, fastener supplier Tinnerman (formerly), truck parts supplier Grakon (formerly), powder metal powertrain parts supplier Stackpole (most recently)
- Advisor to Max Warburton at AB **Bernstein Research** (global automotive equities)
- Advisor to John Casesa at **Guggenheim Partners** (North American automotive equities)
- **Consultant** in project work for various entities (e.g. National Automotive Dealer Association (NADA), Rocky Mountain Institute re vehicle lightweighting; US DOE in connection with the automotive side of TARP; start-up aftermarket retail concept for a US VC, start-up used-car retail concept for a European VC)
- Occasional **expert witness** work in the automotive arena
- Frequent **speaker** on automotive topics in various venues (e.g. corporate meetings, Automotive Fellowship International (UK), dealer associations, etc.)
- Advisor (former) to **Ricardo PLC**'s consulting arm (part of UK automotive engineering firm)
- Occasional **Columnist**, *Supplier Business* (current), *Automotive Retail Network* (past)
- Senior Director, **International Motor Vehicle Program** (based at Wharton, MIT, Tokyo)
- Member, automotive research consortium **GERPISA** (based in France; as such, author of chapter on Ford in *The Second Automobile Revolution*, 2009, and 2012 sequel)
- Special automotive projects for **governments** (e.g. US Dept. of Energy, Industry Canada)
- **Lecturer** on economics of auto industry, Case Western Reserve Univ., Wharton School
- **Past advisor** to the Automotive X Prize

MCKINSEY & COMPANY, Cleveland, London, Copenhagen, Milan, etc. **1985-2006**

Partner / Senior Practice Expert (Automotive) **1992-2006**

Within the automotive sector, provided clients focused expertise and knowledge in all functional areas (e.g. product development, sourcing, purchasing, manufacturing, logistics, distribution, retailing (dealerships), marketing, etc.) on diverse topics such as globalization, labor issues, modularization of cars, platforming, warranty and quality management, technology management, channel management, etc.. Contributed comprehensive insights into P&L economics (revenues, costs, capital) throughout, as well as forecasts of key trends over time. Global coverage (experience in NA, Latin America, Asia, Europe). Detail-oriented: granular analysis as well as “big picture.” Fast response time with good focus on key points. Supplemented own knowledge with extensive network of industry contacts in multiple countries. Related activities:

- ¶ Contributed to new business development efforts with above-mentioned clients, including letters of proposal, negotiation meetings, study kick-offs, “dog and pony” shows, etc.
- ¶ Led or participated in c. 25 McKinsey Automotive Practice research projects in the last decade, including Global Sourcing, Future Powertrains, Supplier OEM Interface, Car Retailing Incentives Optimization, Supplier Restructuring Outlook, and more.

¶ Authored over 100 articles, speeches, and presentations, including speeches at industry association meetings (including OESA, RMA, IBIS, Bel-Air Partners, APEX, AFI, GAAS, etc.), investor conferences, university programs, and research groups (see below).

Senior Engagement Manager, Engagement Manager, Associate **1985-1992**

Led teams and worked with senior executives at client companies to resolve key strategic and operational issues in industrial, automotive, and service corporations.

BP / STANDARD OIL OF OHIO, Cleveland, OH **1981-1985**

Retail planning group, corporate planning, licensed petroleum futures trader, analyst for industrial products division (including Pangborn, Dorr-Oliver, etc.)

CENTRAL INTELLIGENCE AGENCY, Langley, VA **1977-1979**

EDUCATION

Tuck School of Business, Dartmouth College, MBA, with honors, 1981

Yale University, MA, Soviet and East European Area Studies, 1979

Dartmouth College, AB, Russian Studies *magna cum laude*, 1977

PROFESSIONAL/COMMUNITY/PERSONAL

- Member: Society of Automotive Engineers, Society of Automotive Analysts (past President), Automotive Fellowship International, International Motor Press Association
- Charitable boards: WCPN (Cleveland NPR affiliate; past membership), Cleveland Cello Society (currently), Ohio Chamber Orchestra (past membership).
- Have resided, in addition to the USA, in Italy, the UK, Denmark, Sweden, etc.
- Married 33 years; wife a performing cellist; 4 children from ages 20 to 26. One cat, two dogs, various cars in the garage at various times (S2000, NSX, 928, Prius, smart, STi...)