DANIEL T. OKONKWO

MBA

Operating Partner | Portfolio CEO | Value Creation

EBITDA Growth · 100-Day Plans · Bolt-On Integration · Carve-Outs · Cash Conversion · Exit Readiness

Boston, MA · [email] · [phone] · [LinkedIn]

PROVEN SCOPE
$240M P&L owned, close to exit
3 portfolio companies led
1,100 employees across 3 bolt-ons
2 full-cycle exits, stayed through both

ENVIRONMENT
Sponsor-owned, middle market
Platform build and bolt-on integration
Carve-outs from a strategic parent

EXIT RECORD
4.1x MOIC, 42-month hold
3.4x MOIC, sold to a strategic
Both plans delivered ahead of underwrite

CORE SKILLS
Value-Creation Planning
Pricing and Margin Reset
Bolt-On Integration
Cash and Working Capital
Exit Process

Operating executive with twenty-two years in industrial and consumer services, the last eight as CEO and COO of three sponsor-owned middle-market companies. Known as the operator a sponsor calls when the thesis is right but the asset is not moving, and for owning the value-creation plan from close rather than advising on it. Expert in the pricing and margin reset that most incumbents avoid, and in the bolt-on integration that most hires defer. Runs to the hold-period clock, reports in EBITDA bridges and cash conversion, and tells the board what is not working before the board has to ask.

VALUE CREATION HIGHLIGHTS

- **Took EBITDA from $18M to $31M in 26 months post-close, exiting at 4.1x against a 2.8x entry**
- **Integrated 3 bolt-ons in 18 months onto one ERP and one commercial team, with $9M of realised synergy against a $6M underwrite**
- **Stood up a carve-out from a $4B parent inside the TSA window, exiting the parent's systems two months early**
- **Drove cash conversion from 61% to 88%, funding the bolt-on programme without a sponsor capital call**
- **Delivered two exits, 4.1x and 3.4x, and stayed through transition on both**

PORTFOLIO LEADERSHIP

Industrial services platform, $240M revenue, acquired by a middle-market sponsor in 2021 at 2.8x EBITDA and sold in 2023 at 4.1x; three bolt-ons completed during the hold.

Chief Executive Officer (Operating Partner placement) 2021–2023

Reported to Board and Sponsor | **P&L** $240M, owned | **Direct** 8 | **Hold position** Close to exit | **Plan** 3 bolt-ons, pricing reset

Placed by the sponsor at close to own a thesis built on consolidating three bolt-ons and repricing a book that had not moved since 2016.

- **Took EBITDA from $18M to $31M in 26 months on an owned P&L,** through a pricing reset across the top accounts in the first hundred days and the exit of a nine-point margin-dilutive service line.
- **Integrated three bolt-ons onto one ERP and one commercial team inside 18 months,** running them as one programme rather than three deals, and retaining every acquired general manager.
- **Lifted cash conversion from 61% to 88%** by resetting payment terms and inventory policy, which funded the second and third bolt-ons without a capital call to the sponsor.
- **Delivered the 4.1x exit seven months ahead of plan** and stayed through transition, running sell-side diligence and the management presentation alongside the banker rather than through him.
- **Rebuilt the monthly board and lender pack around an EBITDA bridge and 13-week cash,** which the sponsor adopted as the reporting standard across two other portfolio companies.
- **Realised $9M of synergy against a $6M underwrite** by consolidating procurement and dispatch across the three acquired businesses in the first year of each.

EARLIER PORTFOLIO ROLES, THE CARVE-OUT STAND-UP, CORPORATE CAREER, AND EDUCATION FOLLOW ON PAGE TWO