



CLIENT **SUCCESS STORY**

The challenge,
solution, and
results delivered.



VICE PRESIDENT OF OPERATIONS

SEARCH COMPLETED BY

ROPELLA *Executive Search*



OWNER
RESOURCE
GROUP

CLIENT

ORG CHEM GROUP

COMPANY OVERVIEW

- Established 1979
- 115+ Employees Globally
- Headquartered in Evansville, IN
- Contract Chemical Manufacturer and Supplier
- Estimated \$32+Million in Revenue

Headquartered in Evansville, IN, ORG CHEM Group is a leading US chemical manufacturer and toll processor. For more than 40 years, the Company has provided products (and services) that add value, conserve natural resources, and extend the limits of modern chemical process technologies. The company's mission is to offer cost-effective solutions to customers in various industrial applications while minimizing environmental impacts. ORG CHEM recycles and reclaims chemicals in crucial sectors: glycols, waxes, synthetic organic heat transfer fluids, aromatic oils and pitches, gas patch amines, and sodium nitrite.

ORG Group has three major Midwest U.S. manufacturing and distribution facilities. The sites can ship (and receive) materials in drums, totes, tank trucks, and railcars.



THE CHALLENGE

Seeking to seamlessly identify a succession candidate to breathe new life into their operations leadership, ORG CHEM Group needed to quickly recruit a Vice President of Operations that could manage company activities and travel to three manufacturing facilities (located in two different states). Their CEO sought out a transformational leader who could work closely with plant management teams to maximize operational efficiency, prompt completion of all on-site capital projects, and ensure full compliance with environmental (and safety) regulations. This position required significant manufacturing leadership experience, particularly in specialty chemicals or commercial toll processing. The Vice President of Operations would ultimately be responsible for the development of technically innovative and creative ideas for the ORG CHEM Group to expand and grow its operations.

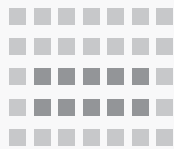
THE SOLUTION



Ropella leveraged its ideal leadership hiring model, the SMART Search System®, to identify a wide range of top-quality candidates for the Vice President of Operations position. These candidates had previous experience reporting to a President (or CEO) and managing ongoing multi-site operations. Ultimately, Ropella created a detailed Offer Strategy Recommendation that enticed the final candidate to accept an offer. ORG CHEM was highly satisfied with Ropella's process and effective results.

RESULTS DELIVERED

Ropella identified and engaged with 175+ prospects on behalf of ORG CHEM. From there, Ropella submitted 13 candidates, 5 of whom were interviewed.



10 BUSINESS
DAYS

To Qualified Candidates



59 BUSINESS
DAYS

Speed To Placement

With multiple A-player candidates interviewed through an in-depth interview and assessment process, the top 2 candidates were identified. Ultimately, ORG CHEM utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to creatively bridge a gap and secure their ideal leadership candidate. Reporting directly to the Company President, this new Vice President of Operations will play a fundamental role in leading all three company facilities to ensure maximum efficiency and safety compliance.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom created for ORG CHEM, the Opportunity Marketing Piece was used to attract passive (employed and not looking) candidates from a select group of highly-targeted companies. The Opportunity Marketing Piece enabled Ropella's Executive Search Consultants to present a world-class overview of ORG CHEM, the unique challenges facing the new Vice President, and the incredible opportunity to join a team with impressive, exponential growth.

SKILL SURVEY

13.

This custom-created Skill Survey equipped Ropella's Executive Search Consultants to effectively gather information from a large pool of candidates. This step was critical to identify and select the most qualified A-players for final submission.

SCORECARD

15.

Ropella thoughtfully scored all candidates during the screening and interview process, using a custom-created Scorecard. These scores determined each candidate's skills and experience, cultural dynamic, management style, compensation, relocation fit, and other attributes.

COMPENSATION COMPARISON CALCULATOR

17.

Ropella's proprietary Compensation Comparison Calculator compiles a variety of complex compensation factors into a concise Offer Strategy Summary, thereby ensuring that clients don't lose the perfect candidate to ineffective "negotiations" and/or a current employer counteroffer or other "competing" offers.



OPPORTUNITY MARKETING PIECE

VICE PRESIDENT OF OPERATIONS

LOCATION | **Evansville, Indiana**

POWERED BY ROPELLA'S  **SMART Search System**



FOR MORE INFORMATION, CONTACT:
ROBBIE ROPELLA, CEO
850.983.4883 | robbie@ropella.com



ABOUT **ORG CHEM GROUP**

ORG CHEM Group is a technology based company that specializes in the distillation of numerous types of materials with an emphasis on high boiling or heat sensitive materials. ORG CHEM Group has the capability to separate, blend, pastillate and/or react these materials to meet customer needs. Key applications and market segments include agricultural chemicals, industrial chemicals, petrochemicals and polymeric materials.

CORE VALUES

SAFETY - Above all, they value and strive to ensure the safety of their

employees, customers, vendors, and neighbors.

QUALITY - They maintain the highest quality standards in what they make and how they make it. They are committed to continuous improvement in all aspects of our enterprise.

INTEGRITY - They strictly adhere to the highest ethical and professional standards in how they conduct their business and they insist upon the same from their customers and vendors.

INNOVATION - They acknowledge

the importance of innovation and continuous improvement. They are hallmarks of their enterprise and the foundation of their reputation in the markets they serve.

PEOPLE - They believe people are most productive when they are treated with respect, work in an environment that fosters teamwork, and are fairly compensated for performance that is quantitatively and equitably evaluated.

VISION

Reduce the footprint of our industry by extracting residual value from materials that can be returned

QUICK FACTS



1979
FOUNDED



115
EMPLOYEES



EVANSVILLE, IN
HEADQUARTERS



PRESIDENT
TOM WALDMAN

COMPANY OVERVIEW

to the market in safe, sustainable, and cost effective ways.

ORG CHEM'S MISSION

To safely provide quality products and services that add value and improve sustainability.

PHILOSOPHY AND ACTIVITIES

CHEM Group has been purifying, recycling, and recovering chemicals in key sectors of our industry for nearly 40 years.

Today, they are widely recognized for many of the unique strategies they've developed to accomplish this.

STEWARDSHIP

As a commercial toll processor, CHEM Group offers products and services that add value, help conserve the world's natural resources, and extend the limits of modern chemical process technology. Their mission is to minimize environmen-

tal impacts, practice safety, and align business with the concept of a circular economy. By-products of manufacturing become their valuable production inputs. They reclaim and recycle chemical streams that will go back to their original usage. CHEM Group is proud to be a member of the SOCMA Chem-Stewards® initiative, as well as being part of the Responsible Care® Family.

ORG CHEM GROUP LOCATIONS

CHEM Group operates three facilities in the central United States. Each site has the ability to perform their key distillation process technologies; short path, vacuum and simple distillation. Individual sites have the capabilities to perform atmospheric and vacuum fractionation and reaction chemistry.



EVANSVILLE, INDIANA

2406 Lynch Road
Evansville, IN 47711

- This is also the location of Corporate headquarters
- The production site specializes in processing high boiling or heat sensitive materials
- (4) 50 sq. ft. stainless short path distillation units, (1) 10,000 gallon reactor, pastillation and blending kettles
- Tank storage - 500,000 gallons



TROY, INDIANA

11210 Solomon Road
Troy, IN 47588

- This is the largest glycol reprocessing facility in the U.S.
- (2) Quad-column vacuum distillation systems, (1) 50 sq. ft. short path evaporator, (1) 2 foot diameter packed column, (1) Mott hypulse filter
- Tank storage - 2 million gallons with rail access

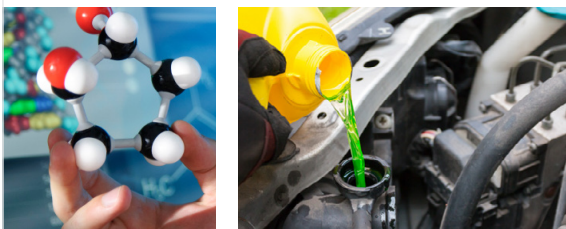
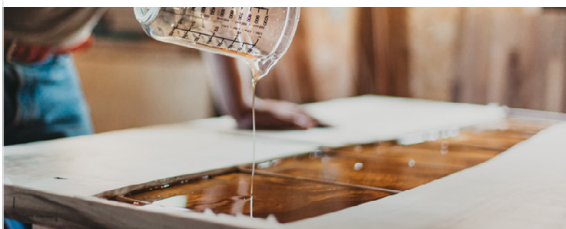


HOT SPRINGS, ARKANSAS

847 Blacksnake Road,
Hot Springs, AR 71913

- (2) 50 sq. ft. stainless short path distillation systems, (1) 75 sq. ft. short path system
- (1) 2 foot diameter packed column
- Custom reactor & distillation system
- Tank storage - 650,000 gallons with rail access

PRODUCT/MARKET OVERVIEW



PRODUCTS AND MARKETS



PRODUCTS

CHEM Group offers premium virgin product lines and high quality recycled chemicals purified to near new condition that provide significant cost savings and waste minimization opportunities for their valued customers.

From heat transfer fluids to process oils and sodium nitrite, reclaimed glycols and ethanol amines, CHEM Group products represent a unique array of industrial and specialty chemicals. Building on their reprocessing capabilities for these materials, they have added superior virgin product positions to support their product lines. CHEM Group is a master distributor for several major chemical producers, including Eastman, Petro-Canada, and others.

This unique combination of providing both virgin and recycled products without favoring one over the other allows them to offer their customers the most cost effective solution for their industrial application.

MARKET SEGMENTS AND TYPICAL CHEMICALS

CHEM Group's entry into market segments has been based on their ability to apply their core technology, short path distillation to all types of heat sensitive chemicals. Over the years, CHEM Group has added processing capabilities for traditional column distillation, purification, pastillation, blending and reacting. These additional technologies have allowed CHEM Group to reprocess numerous types of materials. Some typical chemicals that they handle are:

AGRO-CHEMICALS

- Sterols
- Monoglycerides
- Tocopherols
- Fatty Acids
- Biodiesel

POLYMERIC MATERIALS

- Monomers
- Epoxy resins
- Polymers

PETROCHEMICALS

- Decant oils
- Ethanolamines
- Ethyleneamines
- High aromatic oils
- Lube oil additives
- Synthetic lubricants
- Waxes

INDUSTRIAL CHEMICALS

- Alcohols
- Catalyst Recovery
- Cutting Oils
- Glycols
- Glycol ethers
- Glycol esters
- Glycol bottoms
- Heat Transfer Fluids
- Hydraulic Fluids
- Mineral Spirits
- Phosphate Esters
- Rolling Oils
- Specialty Solvents

STAGE 1 | SMART STRATEGY & LAUNCH

ORG CHEM Group | Vice President of Operations

4



TOM WALDMAN

President, ORG CHEM Group



Tom began his career in corporate Research and Develop at Monsanto over 30 years ago. He quickly rose through the organization and gained responsibility for New Product Development and Innovation globally. Spun off into the Solutia business unit in 1997, he found a place in Corporate Strategy and Mergers & Acquisitions.

After leading the acquisition of two pharma service companies in Switzerland, Tom found himself relocating internationally to lead a team of 200, including 100 Ph.D chemists. His leadership allowed Carbogen-AMCIS to grow from \$23mm to over \$100mm in four years. Looking for new challenges, he relocated to Chicago in 2004 to lead Business Development and Corporate Strategy for Stepan Company. A joint venture with Nalco Champion in Enhanced Oil Recovery led him to Denver as the COO of this project, growing it from the ground up to \$105mm in revenue by 2015. Moving into Fine Chemical and Custom Manufacturing, Tom took the role as President of Pennakem for several years increasing its revenue by over 50% during his time there.

In the past year, Tom has joined and become the driving force behind the growth and development of ORG Chem Group in his role as President. This company, with over 40 years of success, is revitalizing itself under Tom's leadership and looking towards diversifying its product and service offerings.

In addition to his stellar track record in business, Tom received his B.S in Chemistry from the University of California, and his Ph.D. in Inorganic Chemistry from the University of Utah. He holds 12 patents and has authored numerous peer reviewed publications.

He and his wife of over 35 years, Kristina, live near Evansville, IN and enjoy spending time with their dogs, gardening, traveling, and fishing.



POSITION OVERVIEW

**VICE PRESIDENT
OF OPERATIONS**

ORG CHEM GROUP

Reporting to the President, this position is responsible for managing ongoing operations of the company at all three current locations: Evansville, Indiana; Troy, Indiana; and Hot Springs, Arkansas. The incumbent will work closely with individual plant management teams to ensure maximum operational efficiency, the prompt completion of all on-site capital projects, and full compliance with all environmental and safety regulations. This is a key position on the operations team within a rapidly growing organization.

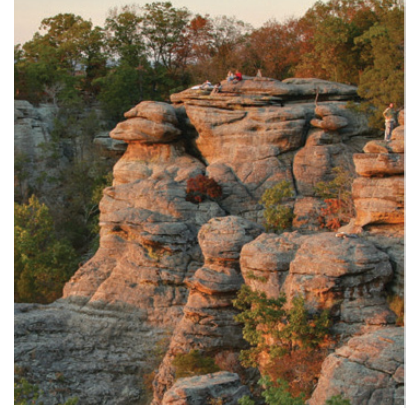
DUTIES AND RESPONSIBILITIES

- Direct supervision of three Plant Managers, the Engineering Manager, and an HES Manager.
- Ongoing analysis of plant operations so as to highlight opportunities for greater operational efficiency, process flexibility, and cost savings.
- Development of site-specific capital and preventative maintenance budgets.
- Participation and leadership of all plant commissioning and startup activities.
- Preparation of training, operations and startup manuals.
- Development of technically innovative and creative ideas for CHEM Group to expand and grow their operations.
- HAZOP leadership and support
- Abide by the principles in the EHS&S mission statement

SKILLS AND EDUCATION REQUIREMENTS

- 5 years manufacturing leadership experience; particularly in specialty chemicals or commercial toll processing.
- Extensive experience with distillation preferably with focus on short path distillation with wiped film evaporators.
- Experience with purification, pressure vessels, reaction, distillation, and an assortment of unit operations such as pumping, metering, multiphase heat exchange, flares, vacuum systems, catalyst systems and process control
- Experience with Hazard and Operability Studies
- Proven leadership and management skills
- Demonstrated problem solving skills;
- Strong interpersonal skills and capable of establishing respect and credibility through actions, communications, understanding and personal presence;
- Self-starter and highly motivated;
- Flexible to work in a small company atmosphere.

LOCATION OVERVIEW



ABOUT EVANSVILLE, INDIANA

The City of Evansville, Indiana, was founded in 1812 on a scenic bend in the Ohio River. With a population of nearly 120,000 people in the city limits and more than 300,000 people in the metropolitan area, Evansville is the third-largest city in Indiana. Evansville is the social and economic hub for the region, which includes Southwest Indiana, Southeast Illinois and Northwest Kentucky.

SHOPPING

Evansville's comprehensive shopping districts are an attraction all their own. Downtown Evansville's Main Street is lined with carefully curated boutiques, specialty shops, and galleries. To the west, Franklin Street is home to many long standing small businesses and local favorites. The East Side is where you'll find thriving shopping centers. Eastland Mall is a shopper's paradise with a variety of retailers and dining options. Lloyd Commons is conveniently located right off the Lloyd Expressway and has all the essentials you need.

RESTAURANTS

Foodies rejoice! One of Evansville's most booming startup scenes is dining and drinks. There's nothing like getting out and sampling the local flavor. Many of their popular eateries are steps from the Ford Center or Old National Events Plaza, like Bru Burger Bar. It operates in the historic, bright blue, Art Deco Greyhound Bus terminal and is one of

the most Instagrammed spots in Evansville. For fast casual pizza with unprecedented flavors, try Azzip Pizza. It's the home of the world-famous March Crabness, a crab rangoon pizza. The home-grown pizzeria has 4 area locations. Evansville's food truck community is unmatched in the Midwest. Only Pizza Revolution serves wood-fired pizzas made in a red doubledecker bus. Plus, you can eat everything from the classic hot dog cart to fried avocado tacos to artisan popsicles.

NIGHTLIFE

It's easy to transition from happy hour to nightlife with one of their five local breweries or many craft cocktail houses in their thriving neighborhoods. At Mo's House, your favorite classic cocktails take a new twist.

Don't let the sophisticated vibe fool you, every weekend is a party in this Haynie's Corner bar. Close by, Walton's makes memorable hand-crafted cocktails and seasonal sangrias. Or, head upstairs to Fidel's Bourbon Bar and Cigar Lounge for over 100 premium bourbons and classic prohibition-era craft cocktails.

Craft beer connoisseurs will be right at home in Evansville. One of the newest is Damsel Brew Pub, a family-friendly brewery with ales and lagers that take on the names of memorable ladies. There are up to 13 original craft beers on tap at any given time.

On the north side, Carson's Brewery was one of Evansville's first standalone microbreweries and the first to offer some truly unique drinking experiences, like beer yoga and brewery bingo.

Downtown Evansville is an entertainment destination. Summer evenings get a lot cooler with popular events like Night on Main. The fun never ends when the games begin at Tropicana Evansville. Indiana's first 24-hour land-based casino has over 1,100 slot games and 30 table games as well as full-service sports betting.

THE OUTDOORS

Your next adventure awaits you in Evansville. Walk, hike, run, cycle or canoe your way through the city. Our outdoor trails traverse 23 acres of marshland, under canopies of massive old-growth trees, and wind around the river banks.

Extending over 45 acres, historic Mesker Park Zoo is home to more than 700 animals and is open 365 days a year! Pathways bloom and grow with local and exotic trees and plants. The crown jewel of the zoo is Amazonia—a walk through the wild expanse of the South American Rainforest. Encounter hundreds of animals representing species from around the globe.

Home to the Evansville Otters of the Independent Frontier League, Bosse Field opened in 1915 and was the first municipally owned sports facility in the

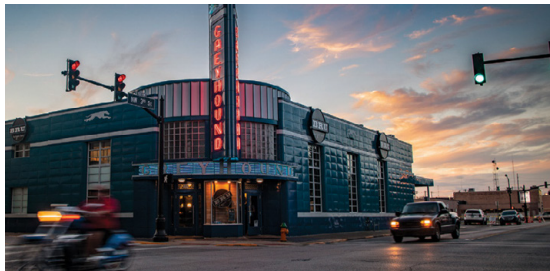
LOCATION OVERVIEW

United States. Only Boston's Fenway Park (1912) and Chicago's Wrigley Field (1914) are older than Evansville's Bosse Field. It is the site for the filming of "A League of Their Own" in 1992. Whether

you're a sports fan or a history buff, this 100-year-old structure for America's favorite pastime is a must see! Seasons come and seasons go. But

you'll always enjoy discovering all there is to love about Evansville's unique neighborhoods, attractions, and events and the way they ebb and flow with the weather.

EVANSVILLE, INDIANA HIGHLIGHTS AND LINKS



HIGHLIGHTS



119,806
POPULATION



\$120,300
MEDIAN HOME PRICE



RANKED #27 OUT OF 100
SAFEST METRO CITIES IN AMERICA

GENERAL AREA LINKS

Visit Evansville

visitevansville.com

Best Places to Live

bestplaces.net/city/indiana/evansville

ARTS & ENTERTAINMENT

Angel Mounds State Historic Site

indianaMuseum.org/Angel-Mounds-State-Historic-Site

Mesker Park Zoo & Botanic Garden with Amazonia!

meskerParkZoo.com

Burdette Park Aquatic Center

burdettePark.org

Evansville Wartime Museum

evansvilleWartimeMuseum.org

SHOPPING

Eastland Mall

shopeastlandmall.com

Evansville Pavillion

goodmanproperties.org/evansville-pavilion

SPORTS

Evansville Otters

evansvilleOtters.com

Evansville Thunderbolts

evansvilleThunderbolts.com



ROPELLA® SKILL SURVEY



POSITION *VP OF OPERATIONS*

NAME

DATE

1. **Outline University Degree(s):**
(Please provide the Name and the Location of each Institution)
2. **Provide an overview of your expertise, including years of experience, in Operations Management related to the industrial sector. Please highlight any safety leadership experience (e.g. PSM).**
3. **Describe your experience helping a manufacturing organization transform by focusing on improving organizational effectiveness, improvement, and development. What are some of the roadblocks you have faced and what was the final outcome?**
4. **Outline your experience overseeing production cost and management operations. Highlight any experience you have in fine/specialty chemical batch manufacturing.**
5. **Describe in detail your experience with distillation and separation related to manufacturing.**
6. **Describe your leadership style. What are the most effective methods you have found to mentor, grow, and develop those who report to you?**
7. **What is your comfort level with travel? Do you have a maximum % level of travel or # of days/weeks away from home that you could sustain?**
8. **Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.**
9. **Are you a US Citizen? If no, what is your Visa status and provide the type of Visa that you are currently working under and any restrictions/issues our client will have to deal with.**
10. **If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What motivated you to consider a career change at this time?**



ROPELLA® CANDIDATE SCORECARD



CANDIDATE'S NAME _____

POSITION ~~CHIEF OPERATIONS OFFICER~~ _____

DATE _____

REVIEWER'S NAME _____

The Score Card is used to determine a preliminary score for each candidate and their potential fit for the role.

1. Begin with a phone or video interview.
2. Complete this Scorecard using the data collected from the phone interview, resume, and completed Skill Survey.
3. Use the completed Scorecards to compare each candidate (on an apples-to-apples basis) to decide who moves on to the next step in the interview process.

SCORING KEY

3 = Excellent | Proven experience, background, and past examples that are a strong fit for this role.

2 = Competent | Experience, background, and examples that are a potential fit for this role.

1 = Below Average | Experience background and examples that could be a detriment to this role.

Bonus = +1 | Exceptional experience or characteristics that go above and beyond the desired requirements for this role.

SKILL SURVEY ANSWERS TO SCORE	SCORE
1. Provide an overview of your expertise, including years of experience, in Operations Management related to the industrial sector. Please highlight any safety leadership experience (e.g., PSM).	
2. Describe your experience helping a manufacturing organization transform by focusing on improving organizational effectiveness, improvement, and development. What are some of the roadblocks you have faced and what was the final outcome?	
3. Outline your experience overseeing production cost and management operations. Highlight any experience you have in fine/specialty chemical batch manufacturing.	
4. Describe in detail your experience with distillation and separation related to manufacturing.	
5. Describe your leadership style. What are the most effective methods you have found to mentor, grow, and develop those who report to you?	
SKILL SURVEY TOTAL SCORE	

ADDITIONAL CONSIDERATIONS	YES/NO/UNCERTAIN
Education Fit Is the candidate's formal education and training an asset to this role?	
Relocation Fit Does the candidate have minimal hurdles to relocation (home ownership, employed spouse, children in grade school, cost of living difference, etc.)?	
Compensation Fit Will we be able to offer a total compensation package that will motivate the candidate to make a change?	
Communication Fit Is the candidate a strong communicator who is easy to understand?	

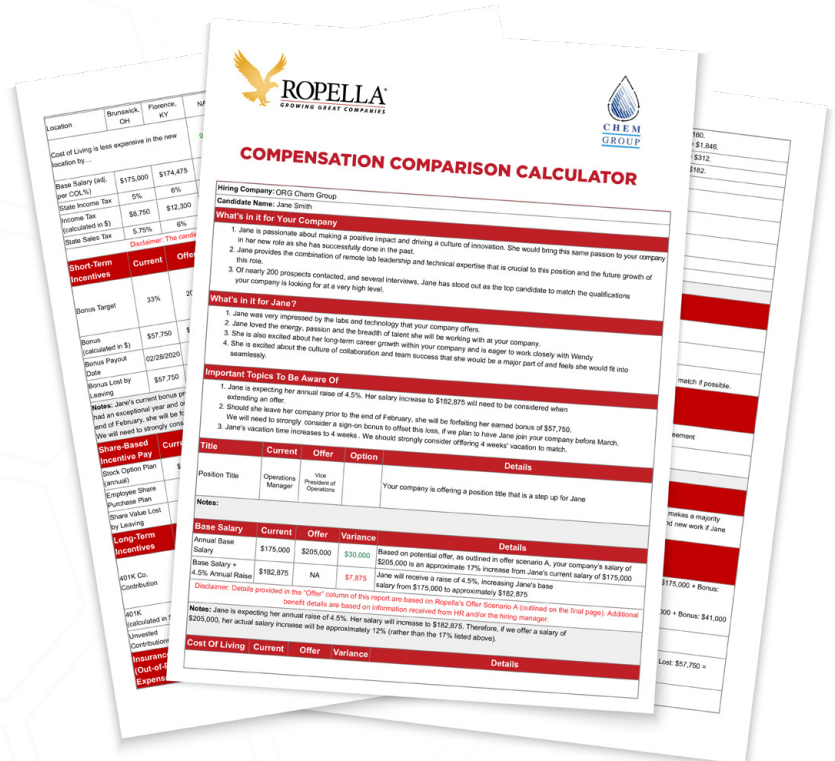
For each candidate that moves forward, now is the time to start the reference check process (www.outmatch.com) background check process (www.clearcheck.com) and assessment process (www.hogan.com). Remember, the more data and information you can collect earlier in the interview process, the better - as this will make for much better interviews and hiring decisions.

ADDITIONAL REVIEW NOTES:

COMPENSATION COMPARISON CALCULATOR

Ropella's proprietary Compensation Comparison Calculator compiles a variety of complex compensation factors into a concise Offer Strategy Summary, thereby ensuring that clients don't lose the perfect candidate to ineffective "negotiations" and/or a current employer counteroffer or other "competing" offers.

Our supporting Offer & Acceptance tools help transformational leaders determine (without the risk of overpaying) what it takes to get to parity "a wash," versus an acceptable total offer package that will result in a prompt and firm "yes!"





// JANE SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

To protect the confidentiality of both the client and candidate - all data is for sample purposes only



**CHEM
GROUP**

CANDIDATE FOR
VICE PRESIDENT OF
OPERATIONS

LOCATION
Evansville, Indiana

POWERED BY ROPELLA'S



CONGRATULATIONS ON YOUR SUCCESSFUL SEARCH!

It has been a real pleasure partnering with you.

One of the key services we provide our clients at this stage of our SMART Search System is a thorough compensation analysis and, where possible or logical, an offer recommendation.

Throughout the search process, Ropella has had extensive conversations regarding all factors of Jane's compensation and it is now appropriate for us to share the complete details of these discussions with you. We provide this analysis with the belief that the information below should be quite helpful as your Company prepares a formal offer for Jane.

But first a disclaimer: *This is not a mandate, but rather a position paper intended to start a dialogue about the offer and acceptance strategy. We understand that compensation discussions like these can sometimes get emotional and/or stressful for both sides (our client and the candidate - as well as their families, friends, and influencers). Please be aware that as your trusted partner, our loyalties are always 100% with you, our client.*

FOR MORE INFORMATION, CONTACT:

ERIC KRAUSE
President
850.564.2853
eric@ropella.com

Candidate Overview

What's in it for Your Company:

- Jane is passionate about making a positive impact and driving a culture of innovation. She would bring this same passion to your company in her new role as she has successfully done in the past.
- Jane provides the combination of remote lab leadership and technical expertise that is crucial to this position and the future growth of this role.
- Of nearly 200 prospects contacted, and several interviews, Jane has stood out as the top candidate to match the qualifications your company is looking for at a very high level.

What's in it for Jane:

- Jane was very impressed by the labs and technology that your company offers.
- Jane loved the energy, passion and the breadth of talent she will be working with at your company.
- She is also excited about her long-term career growth within your company and is eager to work closely with Wendy
- She is excited about the culture of collaboration and team success that she would be a major part of and feels she would fit into seamlessly.

Offer Acceptance Strategy	Salary Scenarios	Offer Recommendation Details
A. Salary that Ropella can accept on Jane's behalf	\$205,000	Your Company offers a base of \$205,000 as well as a \$60,000 sign-on bonus. We are highly confident that a package at this level would be accepted by Jane and we can go ahead and set a start date.
B. Salary that could still be considered viable	\$195,000	Your company offers a salary of \$195,000 as well as a \$60,000 sign-on bonus. A package at this level could still be attractive to Jane, but it's more of a roll of the dice and she will want time to compare it to her current package and any counter offers.
C. Salary that Jane will likely walk away from	\$185,000	Your company offers an absolute minimum salary of \$185,000 as well as a \$60,000 sign-on bonus. A package at this level will likely fail and result in Jane staying with her current employer, or continuing to look at other opportunities.

Note: These recommendations are based on detailed conversations we've just had with Jane, in which we tested a variety of hypothetical offer scenarios based on comparing all compensation details. Therefore, our advice would be to come in with an offer at Option A, or Option B at a minimum. Ultimately, we will follow any final decisions you make and you can count on us to actively support you as we move forward together with the delivery and acceptance of your offer.

Offer Delivery Best Practices

Open Communication: Please set aside some time to get on the phone with us ASAP. Let's strategize together on next steps and confirm how we're going to present the offer in order to obtain a prompt acceptance.

Creative Solutions: If needed, consider creativity in the form of offer incentives. If scenario A is not possible, what can we do to build a bridge? For example, an increased sign-on bonus, an increased car allowance or upgraded car, a salary increase during a 6-month review, a guaranteed year one bonus, etc.

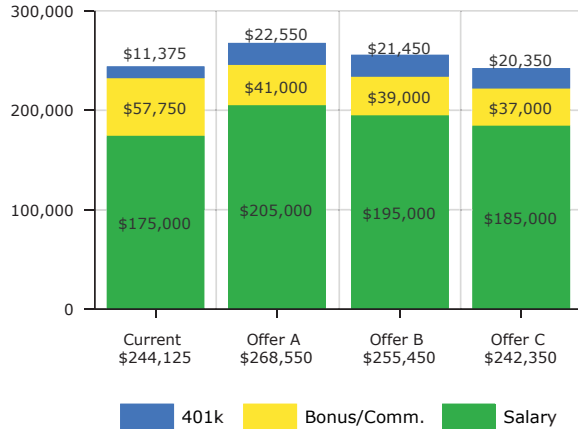
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

Written Offer: We need to make sure we get a written offer extended to the candidate as fast as possible. Be sure to include all relevant benefit details/costs and relocation package information with the offer.

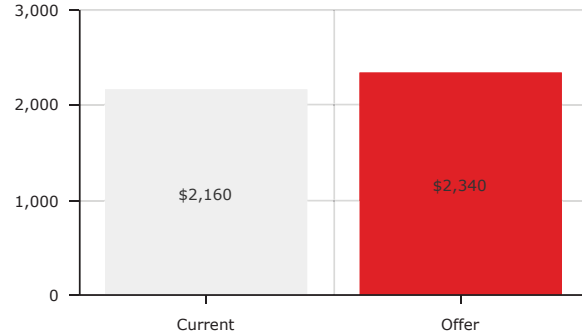
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

Key Visual Comparisons

Salary, Bonus/Comm., 401k



Insurance Cost



Note: Insurance costs include candidate's annual premium expenses for medical, dental, and vision when available.

Relocation Coverage

Candidate Relocation Expectations:

- Packing of household goods
- Cost of moving household goods
- Lump sum for incidentals
- Temporary living expenses
- House hunting trips
- Closing cost on home purchase
- Closing cost on home sale

Cost of Living

BestPlaces.net

Florence, Kentucky is 0.3% cheaper than Brunswick, Ohio

The salary presented in the offer column represents what Jane's current salary would need to equal in Florence, KY to maintain their current standard of living.

Cost of Living	Brunswick, OH	Florence, KY
Overall	90.4	90.1
Food & Groceries	99.1	98.7
Housing	79.7	71.4
Median Home Cost	\$184,300	\$165,000
Utilities	92.1	93.5
Transportation	91.6	94.2
Health	83.7	102.1

Important Topics To Be Aware Of

- Jane is expecting her annual raise of 4.5%. Her salary increase to \$182,875 will need to be considered when extending an offer
- Should she leave current employer prior to the end of February, she will be forfeiting her earned bonus of \$57,750. We will need to strongly consider a sign-on bonus to offset this loss, if we plan to have Jane join your company before March.
- Jane's vacation time increases to 4 weeks. We should strongly consider offering 4 weeks' vacation to match.

WE'RE HERE TO HELP

YOU ARE OUR #1 PRIORITY

Through global discovery, assessment, and connection, Ropella's mission is to build lasting relationships that connect our corporate and private equity clients to high-potential A-player talent, backable CEOs, board members, subject-matter experts, and transformational leaders. Our primary goal is to provide ROI value towards growing the great companies we invest our time, talent, and treasure into.

SMARTER EXECUTIVE SEARCH

Building teams across the globe with the best possible talent, in all functional areas, and at all levels is one of the highest priorities for transformational leaders because we all know that *the team with the best talent wins*.



LET'S WORK TOGETHER

CHRISTIAN HOGUE

Managing Director

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THE RIGHT HIRE™ GUARANTEE

We guarantee your hire is The Right Hire, or we'll rerun your search at no charge.

