



**ROPELLA**<sup>®</sup>  
*Executive Search*

# CLIENT **SUCCESS STORY**

The challenge,  
solution, and  
results delivered.



**PRESIDENT**



## CLIENT

# DAICEL CHIRAL TECHNOLOGIES

## COMPANY OVERVIEW

- Founded: 2006
- 50+ Employees
- Estimated \$15MM in Revenue
- Niche: Biopharmaceuticals, Biotechnology
- Ann Arbor, MI Headquarters

Daicel Arbor Biosciences is a development and manufacturing company founded by scientists to serve their peers in molecular biology applications.

Daicel Arbor Biosciences is a passionate organization of scientists, determined to deliver cost-effective, user-friendly products to genetics and synthetic biology researchers. The team at Daicel Arbor Biosciences prides itself on providing exceptional customer service and timely technical support to new or advanced users on their array of products. Daicel routinely collaborates with its customers and research partners to develop innovative solutions addressing unique applications.

# THE CHALLENGE

Daicel Arbor Biosciences needed a strong succession candidate (for Chiral Technologies/Arbor Biosciences) to take over for their President, who was being promoted. With big shoes to fill, the company needed a candidate with a superior track record of steadfast leadership who understood how to lead a highly technical organization involved in the study of genetics and synthetic biology. The ideal candidate would set a course for company strategy through great company culture, inspiring executive team leadership, and establishing a great working relationship with the board of directors.

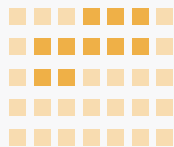
## THE SOLUTION



Ropella leveraged its ideal leadership hiring model, the SMART Search System®, to launch a search and, within weeks, had a pool of best-in-class candidates with extensive niche business experience, including responsibility for production, marketing, pricing, purchasing, and supply chain from a highly targeted list of molecular biology companies. Ropella quickly sourced a highly specialized candidate for Daicel who impressed the firm as a “perfect fit” to lead their U.S. division (Chiral Technologies/Arbor Biosciences). This person promptly demonstrated the ability to carry out organizational procedures and goals (and policies), while overseeing the company’s budgetary and financial activities.

## RESULTS DELIVERED

Ropella identified and engaged with 363 prospects on behalf of Daicel Arbor Biosciences. From there, Ropella submitted 7 candidates, 7 of whom were interviewed.



**14** BUSINESS DAYS

To Qualified Candidates



**75** BUSINESS DAYS

Speed To Placement

With multiple A-player candidates interviewed through an in-depth interview and assessment process, the top five candidates were identified. Ultimately, Daicel Arbor Biosciences utilized Ropella’s Compensation Comparison Calculator and supporting Offer Strategy Summary to bridge a gap and creatively secure their ideal leadership candidate. This role will continue to strengthen the great company culture, provide inspired leadership to the executive team, establish a great working relationship with the board of directors, and set a course for company strategy.

# DELIVERABLES

## PAGE

### **OPPORTUNITY MARKETING PIECE**

05.

Custom-created for Daicel Arbor Biosciences, the Opportunity Marketing Piece attracted 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 Daicel Arbor Biosciences, the new President's unique challenges, and the incredible opportunity to work in a fast-moving, open, and transparent environment focused on excellence.

### **SKILL SURVEY**

26.

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**

27.

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**

29.

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

# ***PRESIDENT***

LOCATION | **Ann Arbor, MI**

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



FOR MORE INFORMATION, CONTACT:  
**ROBBIE ROPELLA**, *President*  
850.983.4883 | [robbie@ropella.com](mailto:robbie@ropella.com)



[ARBORBIOSCI.COM](http://ARBORBIOSCI.COM)

## ABOUT ARBOR BIOSCIENCES

**COMMITTED TO PROVIDING PERSONALIZED CUSTOMER SERVICE & INNOVATIVE SOLUTIONS FOR YOUR UNIQUE APPLICATIONS.**

**Daicel Arbor Biosciences** is a development and manufacturing company founded by scientists to serve their peers in molecular biology applications. They are a passionate organization of scientists determined to deliver cost-effective, user-friendly products to researchers of genetics and synthetic biology. The Genomics group focuses on targeted enrichment through hybridization capture, as well as cytogenomic tools; Synthetic Biology focuses on Cell-Free Protein Expression systems., with team priding themselves on providing exceptional customer service and timely technical support to new or advanced users on their array of products. They routinely collaborate with their customers and research partners to develop innovative solutions to address their unique applications. From discussing the feasibility of a project to providing fast, reliable laboratory services, they are here to help.

### TECHNOLOGIES

#### CUSTOMIZED DNA & RNA SYNTHESIS

- They have developed a robust synthesis technology that enables manufacturing custom microarray slides, oligo pools, and derivatized nucleic products to the research community. In addition to products, they also offer sequencing services. Their technology begins with the synthesis of DNA oligonucleotide libraries on microarray slides. These oligos can be cleaved from the substrate and then modified for countless downstream applications.

#### SYNTHETIC BIOLOGY

- They have commercialized the E. coli-based cell-free transcription and translation (TXTL) technology developed in Dr. Vincent Noireaux's lab at the University of Minnesota. Improving the robustness and stability of the myTXTL system, allows them to deliver a consistently performing product for protein optimization or testing gene networks.

### QUICK FACTS



**2006**  
FOUNDED



**ANN ARBOR, MI**  
HEADQUARTERS



**PRIVATELY**  
HELD



**11-50**  
EMPLOYEES



## PRODUCTS

### myBaits® Custom DNA-Seq

#### CUSTOMIZED NGS TARGET CAPTURE KITS FOR DNA SAMPLES

**myBaits Custom DNA-Seq** hybridization capture probes and reagents provide rapid, selective enrichment of target regions of interest from next-generation sequencing (NGS) libraries built from DNA samples. **Hybridization capture reduces per-sample sequencing costs by orders of magnitude, greatly increasing the efficiency of any NGS project.** This versatile and user-friendly technique is compatible with any downstream sequencing platform, including Illumina®, PacBio®, and Oxford Nanopore®. The proprietary oligo synthesis technology from Daicel Arbor Biosciences provides high-quality in-solution probes, which are paired with their optimized “v5” chemistry for maximum enrichment performance in any application. With complimentary project development assistance and probe design from their scientific experts, myBaits Custom DNA-Seq is the right solution for your next targeted NGS project.

#### FEATURES & BENEFITS

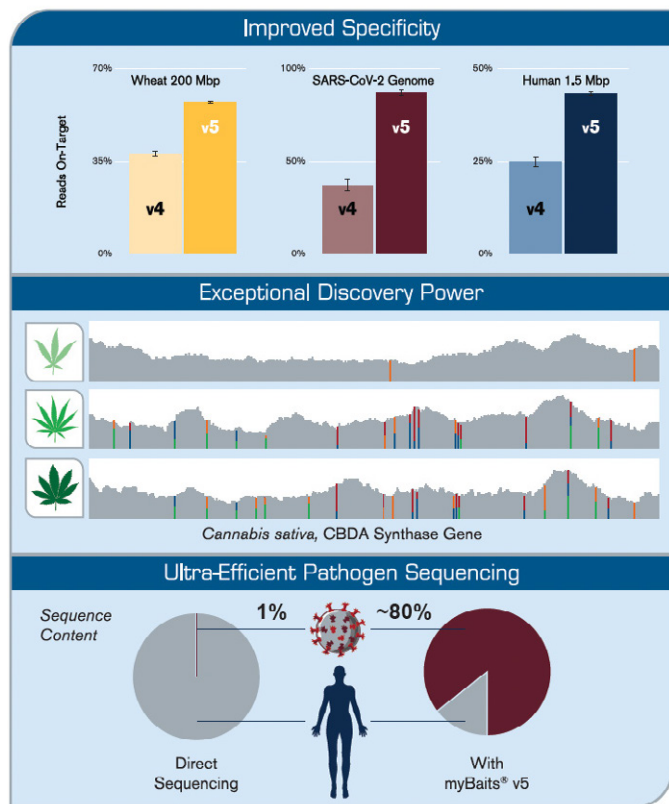
- Superior Performance** - Optimized chemistry and protocol for high, even coverage
- High Efficiency** - Focus your NGS on targets of interest, for significant savings
- Free Design Service** - Project and panel design assistance from their scientists
- Open Platform** - Compatible with any NGS library preparation system
- Simple Protocol** - Perfect for new or expert NGS users
- Scalability** - Different panel and kit sizes available for any project scale
- Complete Solution** - Convenient kits include hybridization & wash reagents

#### APPLICATIONS

- Variant Discovery
- Gene Re-sequencing
- Microbiome & Pathogens
- Species Identification
- Genotyping
- Ancient DNA/Paleogenomics
- Phylogenetics
- Exon Sequencing

**myBaits® Custom DNA-Seq (cont.)**

# MAXIMIZE YOUR DATA GENERATION WITH **CUSTOM CAPTURE PANELS**



myBaits Custom DNA-Seq kits provide focused NGS hybridization capture for any organism or project size. Curated probes in customer-selected genes of interest allow for specific, yet flexible hybridization to complementary target molecules in the organism of choice. myBaits kits have been successfully used in research projects on animals, plants, and microbes from fresh, degraded, and environmental DNA sources.

Harness the full power of NGS by discovering any type of genetic feature such as point mutations, copy number variants (CNV), small and large indels, and more. myBaits hybridization capture can be used on any type of specimen, even samples with short, degraded target molecules such as archaeological, forensic, or cell-free DNA. myBaits Custom DNA-Seq kits are compatible with all major NGS platforms, and the same probes can be used for both short and long-read sequencing.

The latest myBaits "v5" hybridization capture chemistry achieves **higher reads-on-target coupled with maximum sensitivity, for exceptional novel variant discovery**. For example, efficiently sequence whole pathogen genomes from highly complex host or eDNA samples.

**PRODUCT TABLE** (additional options available at [arborbiosci.com](http://arborbiosci.com))

Cat. No.	Description	Reactions	Samples*
300116.v5	Designs With 1-20K Probes (~1 Mb)	16	128
300196.v5	Designs With 1-20K Probes (~1 Mb)	96	768
300516.v5	Designs With 80-100K Probes (~5 Mb)	16	128
300596.v5	Designs With 80-100K Probes (~5 Mb)	96	768

\* Assuming typical experimental setup with high-quality genomic DNA samples and short-read sequencing. Please see the myBaits v5 manual for recommended configurations for alternative applications.





## PRODUCTS (CONT.)

# myBaits® Custom Methyl-Seq

### CUSTOMIZED NGS TARGET CAPTURE KITS FOR METHYLATION SEQUENCING

**myBaits Custom Methyl-Seq** hybridization capture probes and reagents provide rapid, selective enrichment of target regions of interest from next-generation sequencing (NGS) libraries built from either bisulfite- or enzymatic-converted DNA samples. Methylation sequencing is a powerful technique for directly assessing epigenetic modifications in the genome, but it is often costly to directly sequence samples to depths needed to fully resolve methylation patterns at a given locus of interest. With myBaits Custom Methyl-Seq hybridization capture kits from Daicel Arbor Biosciences, customized in-solution probes for your genes of interest “enrich” those targets from your methyl-seq libraries without distorting original methylation patterns, while reducing per-sample sequencing costs by orders of magnitude compared to WGBS. With complimentary project development assistance and probe design from their scientific experts, myBaits Custom Methyl-Seq is the right solution for your next targeted NGS project.

### FEATURES & BENEFITS

- Accurate methylation signal maintained using proprietary probe design algorithm
- Orders of magnitude target enrichment enables high coverage at low cost
- High sensitivity allows detection of rare states in cfDNA/liquid biopsy
- Simple, user-friendly protocol and chemistry are compatible with virtually all library preps

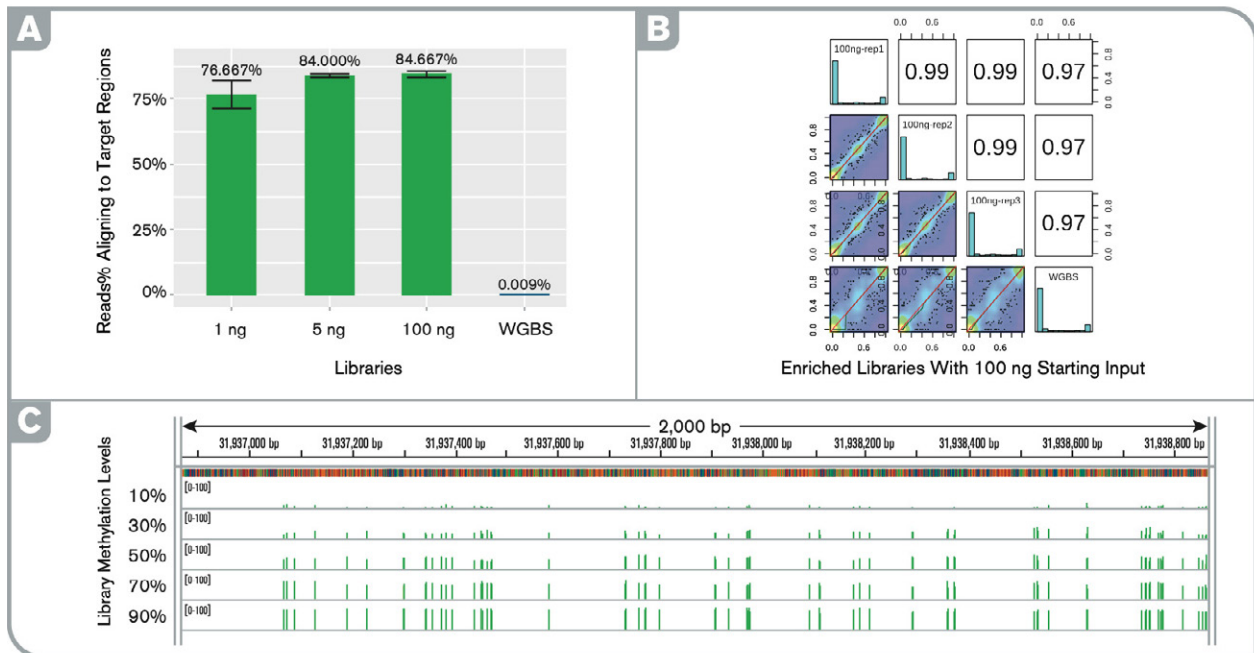
### APPLICATIONS

myBaits kits can reduce your sequencing costs and enhance the efficiency of any NGS research project. If a complete solution is needed, from sample preparation to data delivery, their myReads® services team is available to handle projects of any size.

**myBaits® Custom Methyl-Seq (cont.)**

# EFFICIENTLY DETECT COMPLEX METHYLATION PATTERNS WITH CUSTOM TARGET CAPTURE KITS

myBaits Custom Methyl-Seq kits provide focused NGS hybridization capture for any project size. Curated probes in customer- selected loci allow for specific, yet flexible hybridization to complementary target molecules. This dramatically increases the NGS read coverage on regions of interest. Not only does this significantly reduce the sequencing cost by orders of magnitude compared to WGBS, it is more versatile and efficient than amplicon sequencing. Daicel Arbor’s innovative probe design starts with different simulated methylation states on both converted genome strands. Subsequent probes are filtered for target specificity to minimize off-target reads. The myBaits Custom Methyl-Seq system employs optimized target enrichment parameters and chemistry to achieve a high reads on-target rate with minimal locus dropout.



**Enrichment of methyl-seq libraries with myBaits is sensitive, efficient, reproducible, and accurate.** (A) Targeted regions comprise the vast majority of sequenced reads, for orders of magnitude cost-savings compared to WGBS. (B) CpG methylation levels measured with WGBS are accurately reproduced and show high consistency between replicates. (C) IGV screenshot showing the uniform distribution of methylation levels along the gene *STK12* promoter locus observed with the capture libraries at various methylation levels.

**PRODUCT TABLE** (additional options available at [arborbiosci.com](http://arborbiosci.com))

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300516M.v5	Designs With 80-100K Probes	16	128
300596M.v5	Designs With 80-100K Probes	96	768

\* Assuming typical experimental setup with high-quality DNA samples and short-read sequencing. Please see the myBaits Methyl-Seq v1.5 manual for recommended configurations for alternative applications.



## PRODUCTS (CONT.)

# myReads® NGS Services

## NEXT-GENERATION SEQUENCING LABORATORY AND BIOINFORMATICS SERVICES

The myReads team at Daicel Arbor Biosciences has decades of combined experience in planning and successfully executing a wide variety of custom NGS projects, including their specialty: targeted sequencing using hybridization capture technology. They have worked with tens of thousands of samples from hundreds of species with a variety of preservation levels, including herbarium, ancient, and museum specimens. Their team has honed library preparation, hybridization capture, sequencing, and bioinformatics analysis procedures for maximum efficiency, allowing them to tackle projects of any size successfully. They provide dedicated customer support and project management to all projects regardless of scale, and are committed to delivering the highest quality genomic, transcriptomic, and metagenomic data that can be translated immediately to actionable results. solution for your next targeted NGS project.

### SERVICES

- **Extraction of DNA or RNA**
  - Fresh or degraded samples
- **NGS Library Preparation**
  - High-quality DNA or RNA
  - Degraded/Ancient DNA
  - Long-read sequencing
- **Hybridization Capture with myBaits®**
- **Next-Generation Sequencing (NGS)**
  - Illumina®
  - PacBio®
  - Oxford Nanopore®
- **Bioinformatics analysis**
  - Read alignment and variant calling
  - Customized services

### SPECIALTIES

- Degraded or any challenging samples
- Microbial and pathogen sequencing
- Variant discovery in non-model organisms
- Herbarium, ancient, and museum DNA sequencing
- Phylogenetically informative region sequencing (e.g. ultraconserved elements / UCEs)
- Disease resistance gene sequencing (RenSeq)
- Genotyping, marker resequencing, and marker discovery
- Long-insert targeted sequencing
- RNA-Seq
- Target enrichment for methylation analysis
- Whole genome (re)sequencing
- And much more!

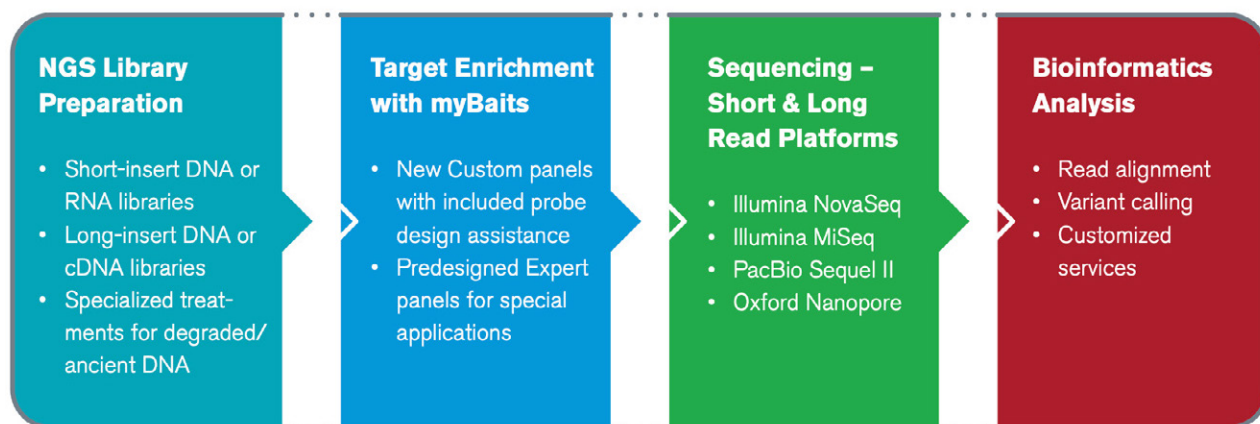
**myReads® NGS Services (cont.)**

# FLEXIBLE, COLLABORATIVE NGS SERVICES TO FIT YOUR GOALS

## WHY DAICEL ARBOR BIOSCIENCES?

Their team of expert scientists have extensive experience working with a wide range of NGS project types, including fresh and degraded specimens, DNA- and RNA-seq, targeted sequencing with hybridization capture, all major NGS platforms including short- and long- read sequencing, and more. They take great pride in consulting and handling your project as they would if it were their own, and will work with you to maximize the success of your project.

- Broad end-to-end services menu: sample to analysis
- Packages for common applications
- Dedicated scientific team
- Experience with a broad range of sample types
- Proven results for thousands of custom projects





## PRODUCTS (CONT.)

# myTags<sup>®</sup> Custom *In Situ* Hybridization Probes

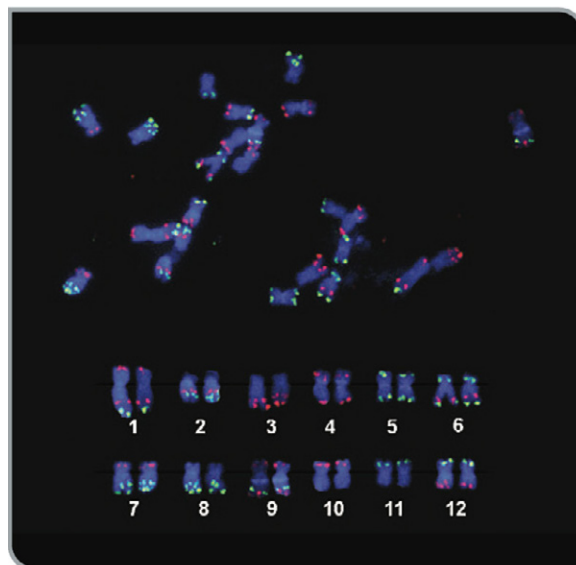
Take your in situ hybridization (ISH) experiments to a new level of detection and specificity. Easily visualize target regions with brighter signal and reduced background using myTags custom probe sets that contain thousands of unique and highly-specific synthetic oligonucleotides. Their proprietary design and manufacturing processes generate complex oligo library probe sets that overcome the limitations of BAC and other clone- or amplicon-derived probes. myTags custom probes always include custom design services and are available in a range of synthesis and tag configurations, including both immortal templates and optional labeled probes, making them the most flexible and comprehensive ISH probe solution available on the market.

### FEATURES & BENEFITS

- **Maximum specificity** – Proprietary design algorithm selects specific probes with consistent melting temperatures
- **Highly reliable results** – Short (43-47nt) synthetic oligonucleotides to efficiently penetrate cell barriers
- **Flexibility in scale** – Single or Indexed oligo synthesis options meet your experimental needs
- **Multiplex target detection** – Wide selection of labels to accommodate any imaging modality or configuration
- **Convenient formats** – Templates for self-labeling or ready-to-use labeled probes

### APPLICATION

- Multi-color fluorescent in-situ hybridization (FISH)
- Spatial-temporal patterns of gene expression
- Scaffold assembly and genetic mapping
- Chromosome painting
- Chromosome indexing
- DNA-FISH, RNA-FISH, Cryo-FISH, FIBER-FISH



*Identification of potato chromosomes using oligo-based FISH barcoding strategy with myTags Custom probes. Photo courtesy of Guilherme Braz and Jiming Jiang*

**myTags® Custom *In Situ* Hybridization Probes (cont.)**

# FLEXIBLE OPTIONS TO FIT ANY ISH EXPERIMENTAL NEED

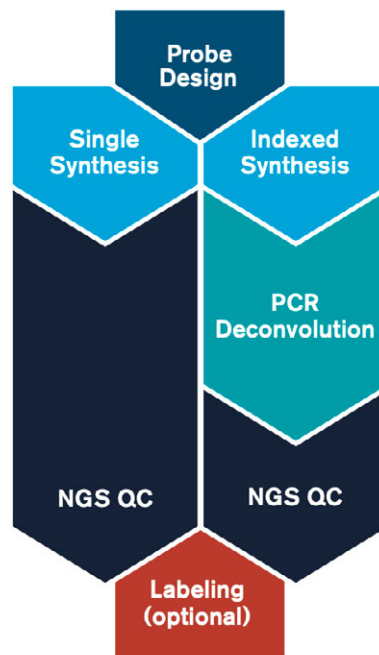
## SINGLE OR INDEXED OLIGO SYNTHESIS

For standalone orders and/or complex probe designs requiring up to 100K+ oligos, their Single Synthesis option provides maximum value. For smaller and/or multiple designs, their new Indexed Synthesis option maximizes both flexibility and cost-effectiveness. All probesets are delivered individually (200 ng minimum yield) and include composition verification via next-generation sequencing to confirm the quality of probe synthesis.

### PRODUCT TABLE

Cat. No.	Description
411002	myTags Custom Single Synthesis, 1-1.8K Scale – 1 Pool
411004	myTags Custom Single Synthesis, 1.8K-4K Scale – 1 Pool
411027	myTags Custom Single Synthesis, 4K-27K Scale – 1 Pool
411054	myTags Custom Single Synthesis, 27K-54K Scale – 1 Pool
412001	myTags Custom Indexed Synthesis, 27K Scale – 1 Unit
412111	myTags Custom Indexing Service, Per Probeset

*Additional options available. Minimum yield 200 ng depending on configuration.*



## LABELING SERVICES

Select from a variety of common fluorescent or non-fluorescent options to enhance your signal, in both standard and high-sensitivity configurations. Their flexible custom label options support multiplex ISH for colocalization and co-expression studies. Combine with their Single/Indexed Synthesis oligo pool formats to develop a customized solution for your experimental needs, whether you need one or many unique probe pools.

### PRODUCT TABLE

Cat. No.	Description
418001	myTags Custom Standard Labeling Service – 1 Pool
418002	myTags Custom Standard Labeling Service – 2 Pools
418003	myTags Custom Standard Labeling Service – 3 Pools
419001	myTags Custom High-Sensitivity Labeling Service – 1 Pool
419002	myTags Custom High-Sensitivity Labeling Service – 2 Pools
419003	myTags Custom High-Sensitivity Labeling Service – 3 Pools

*Additional options available. Minimum yield 500-700 pmol depending on configuration.*

Label Options
6-FAM
ALEXA-488
TET
HEX
JOE
MAX
ATTO-550
TAMRA
ROX
ATTO-594
ATTO-633
ATTO-647N
ATTO-655
ATTO-665
BIOTIN
DIGOXIGENIN

**myTags® Custom *In Situ* Hybridization Probes (cont.)**

# FLEXIBLE OPTIONS TO FIT ANY ISH EXPERIMENTAL NEED

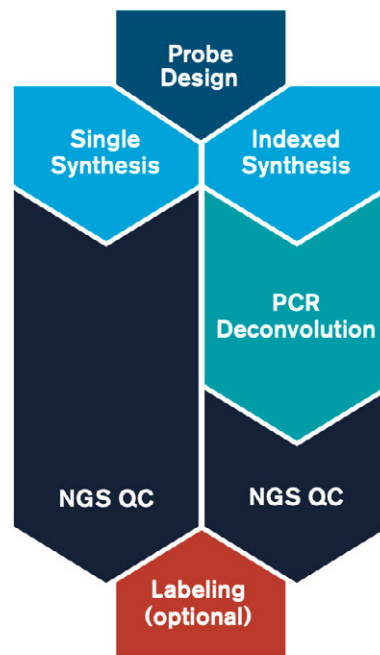
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419001	myTags Custom High-Sensitivity Labeling Service – 1 Pool
419002	myTags Custom High-Sensitivity Labeling Service – 2 Pools
419003	myTags Custom High-Sensitivity Labeling Service – 3 Pools

*Additional options available. Minimum yield 500-700 pmol depending on configuration.*

Label Options
6-FAM
ALEXA-488
TET
HEX
JOE
MAX
ATTO-550
TAMRA
ROX
ATTO-594
ATTO-633
ATTO-647N
ATTO-655
ATTO-665
BIOTIN
DIGOXIGENIN



# PRODUCTS (CONT.)

## myTXTL<sup>®</sup> Cell-Free Protein Expression Kits

**myTXTL** is a fast and easy-to-use solution for in vitro protein expression. Gene transcription (TX) and translation (TL) is executed in a single reaction tube by a highly efficient cell-free system utilizing the endogenous TXTL machinery from *E. coli*. Meanwhile, compatibility with the well-established T7 expression system is maintained, providing you with maximum flexibility.

### FEATURES & BENEFITS

- **Easy** - Simply mix template DNA and ready-to-use myTXTL Master Mix
- **Simple** - Only standard laboratory equipment required
- **Fast** - Save time by avoiding transformation, clone selection and cell lysis
- **Flexible** - Use plasmid, linear DNA or RNA templates
- **Versatile** - Compatible with T7 expression system
- **High Yield** - Perform more analyses on a single TXTL reaction

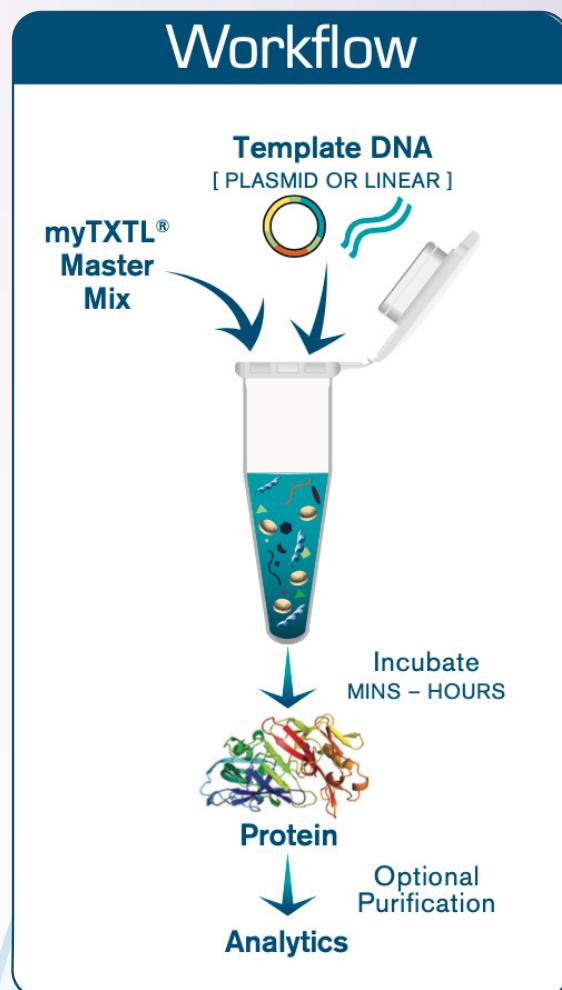
### APPLICATIONS

#### Protein Expression

- High-Throughput Screening
- Difficult-to-Express Proteins
- In vitro Protein Evolution
- Protein Functionalization
- Molecular Interaction Analysis
- Membrane Proteins

#### Synthetic Biology

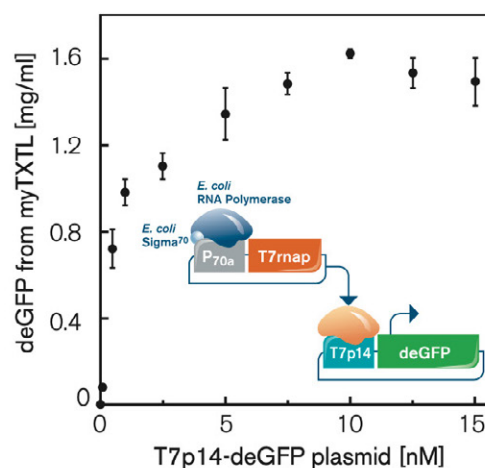
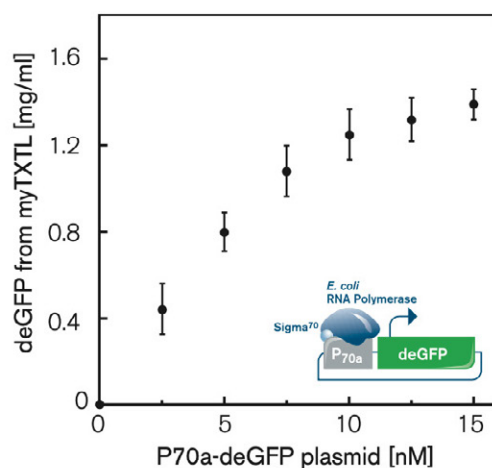
- Gene Circuits
- Rapid Prototyping
- Phage Production





## myTXTL<sup>®</sup> Cell-Free Protein Expression Kits (cont.)

### PERFORMANCE DATA



### ENHANCE PROTEIN PRODUCTION WITH LINEAR DNA

Boost protein yield from linear DNA templates by simply using the myTXTL Linear DNA Expression Kit. Conveniently screen large DNA libraries of synthesized gene fragments or PCR products in a high-throughput manner using automated liquid handling.

### COMPLETE T7 EXPRESSION SYSTEM

Easily express plasmids and gene fragments driven by a T7 promoter with the myTXTL T7 Expression kit. The system provides co-expression of T7 RNA polymerase for continuous transcription and translation of T7-driven constructs.

### myTXTL TOOLBOX 2.0 PLASMID COLLECTION

They offer over 100 plasmids with various promoters and open reading frames (ORFs) to investigate gene regulation and molecular turnover. ORFs include a wide selection of transcription factors, TXTL modulators, and fluorescent reporter proteins to build complex gene circuits.

### READY-TO-USE HIGH PURITY PLASMIDS

Select from a growing collection of ready-to-use, high purity (HP) plasmids for direct use with any of the myTXTL kits, thus eliminating the need for plasmid purification

### PRODUCT TABLE

Cat. No.	Description	Reactions
505024	myTXTL T7 Expression Kit	24
505096	myTXTL T7 Expression Kit	96
507024	myTXTL Sigma 70 Master Mix Kit	24
507096	myTXTL Sigma 70 Master Mix Kit	96
508024	myTXTL Linear DNA Expression Kit	24
508096	myTXTL Linear DNA Expression Kit	96



## CULTURE AT ARBOR BIOSCIENCES

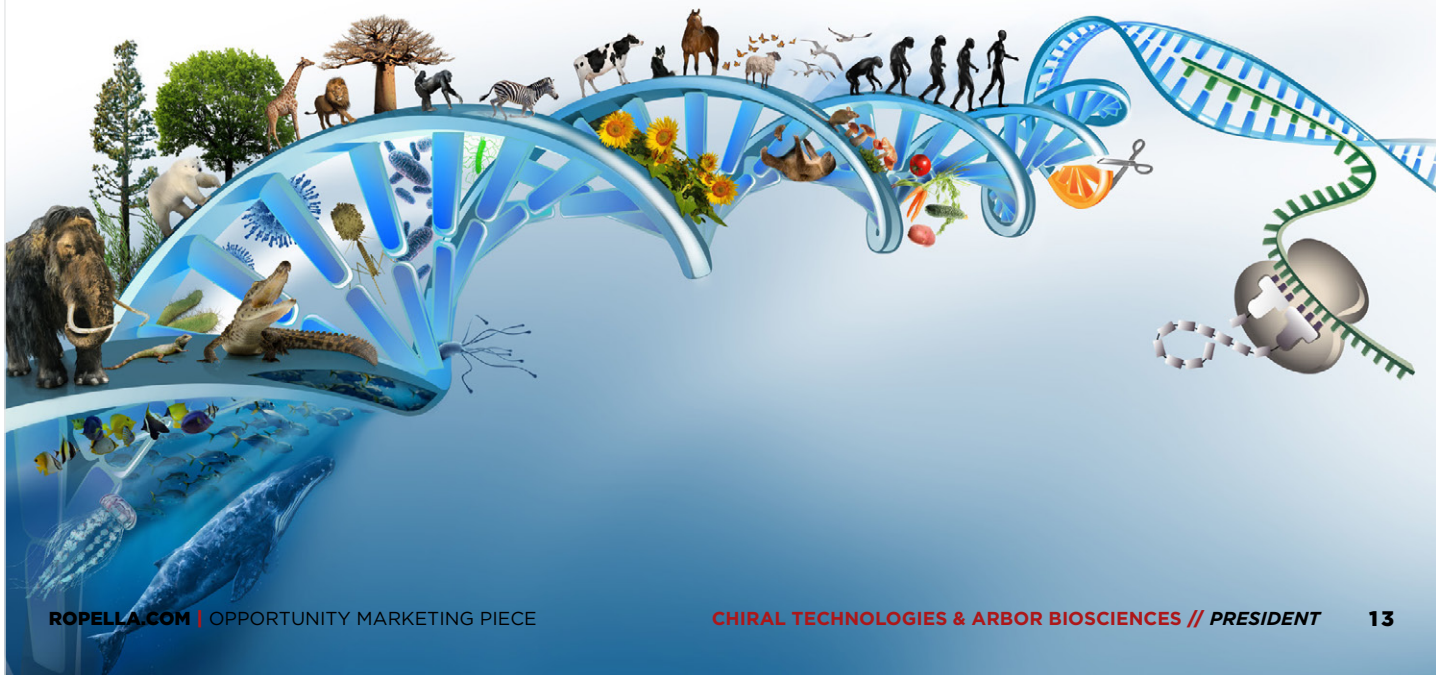
**Daicel Arbor Biosciences** is composed of a passionate group of scientists who are dedicated to developing cost-effective, user-friendly products for researchers in the fields of genetics and synthetic biology.

Arbor maintains a friendly, can-do attitude throughout the organization which allows for a collaborative process of success. While we work hard at delivering new products to the market and completing service projects for collaborators, team building and social activities are planned throughout the year to celebrate our efforts. We offer an extensive benefits package including; comprehensive health insurance, matching 401k retirement plan, and considerable paid-time off (PTO) to all employees.

### OVER 500 CUSTOMER PUBLICATIONS

Researchers from around the globe publish multiple papers per month in peer-reviewed journals using products from Daicel Arbor Biosciences.

Easily search their library of publications at: [arborbiosci.com/resources/publications](http://arborbiosci.com/resources/publications)





# ABOUT CHIRAL TECHNOLOGIES

[CHIRALTECH.COM](http://CHIRALTECH.COM)

## ONE TRUSTED PARTNER. MORE WAYS TO SEPARATE OPTICAL ISOMERS.

**Daicel Chiral Technologies** is the most trusted source of optical isomer separation solutions for pharmaceutical companies and academic researchers worldwide. Chiral chromatography is at the core of our business—and no one does it better.

As a subsidiary of Daicel Corporation, Chiral Technologies, Inc. d/b/a Daicel Chiral Technologies, is a global market leader in chromatography products for the life sciences market, offering an extensive portfolio of both achiral and chiral stationary phases. Scientists in the pharmaceutical, agricultural and food industries, universities and government agencies rely on our expertise to analyze and purify molecules in research and development departments, QC laboratories and manufacturing.



**BROAD SPECTRUM OF SOLUTIONS**



**A LEGACY OF INNOVATION**



**QUALITY THAT DELIVERS VALUE**



**SOLVING COMPLEX CHALLENGES**

### QUICK FACTS



**1990**  
FOUNDED



**11-50**  
EMPLOYEES



**40+**  
YEARS  
EXPERIENCE



**WEST CHESTER, PA**  
HEADQUARTERS



**PRIVATELY**  
HELD



# ABOUT DAICEL CORPORATION

[DAICEL.COM/EN/](http://DAICEL.COM/EN/)

## THE COMPANY MAKING LIVES BETTER BY CO-CREATING VALUE

With safety, quality and compliance set as our foundation, the Daicel Group has established our Sustainable Management Policy to participate in achievement of both a sustainable society and Daicel Group's business expansion—with integrity, tireless effort and self-transformation as its core principles.

## SUSTAINABLE MANAGEMENT POLICY

Daicel Corporation creates and provides people with new technologies and tools to achieve better quality of life. They construct a circular process with all their stakeholders to attain harmonious coexistence between society and the company. They promote “human-centered business management” that embraces diversity and enables employees to grow while establishing their own unique presence and achieving fulfillment.

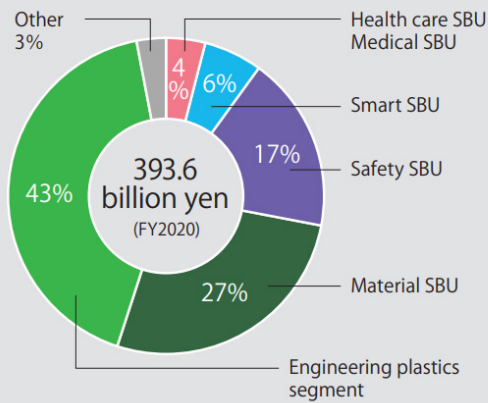
### BASIC CORPORATE DATA

Founded: Sept. 1919

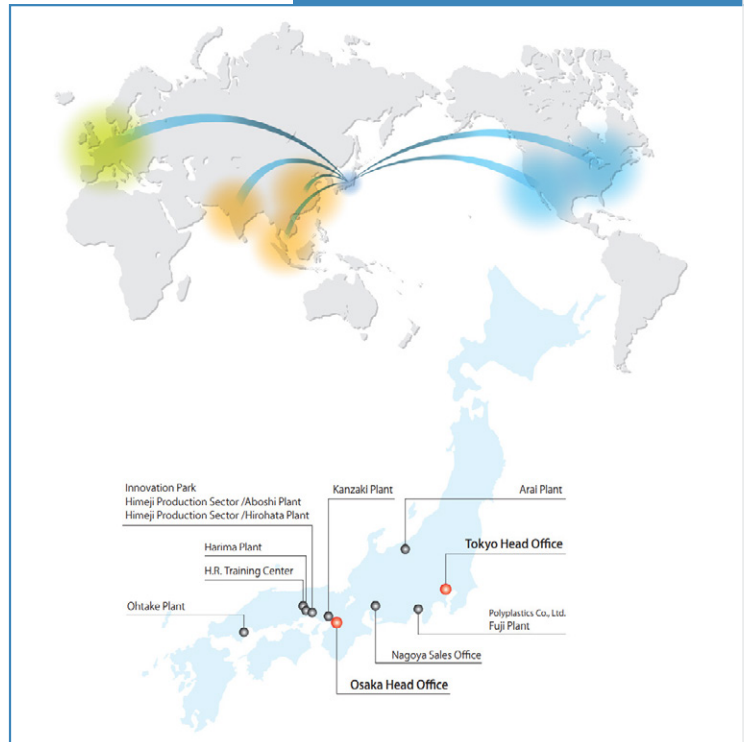
Daicel group: 75 companies in Asia, Americas and Europe (as of March 31, 2021)

Number of Employees: about 12,000 (consolidated)

Consolidated sales: 393.6 billion yen (FY2020)



### GLOBAL LOCATIONS



## HIRING MANAGERS



**TATSUSHI  
MURAKAMI**  
*GM of CPI*

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Tatsushi Murakami has been involved in the Life Science area for about 30 years since he started his career in Daicel as a researcher for “Chiral columns”, after he completed graduate school of Kyoto University. He leads the business unit in Japan and related global subsidiaries in industries as varied as pharmaceuticals, chemicals, genomics, and academia. Tatsushi has extensive global experience, having worked 5 years in France, and now overseeing subsidiaries in China, India, US and Europe. He believes that our bright future is brought by close collaboration and vigorous discussion among our global teams.



**JOE BARENDT**  
*President*

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Joe Barendt has been running successful companies in the Life Science area for over 25 years. With a solid technical foundation coupled with business experience, he has focused on commercializing solutions to customers in industries as varied as pharmaceuticals, genomics, electronics, and aerospace. He believes that the best results come from open, collaborative teams and strives to empower his people to make decisions. Joe earned his Ph.D. from the University of Colorado, and later completed his MBA at the University of Pittsburgh.



**JEAN-MARIE  
ROUILLARD**  
*Director of Technical  
Operations*

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Jean-Marie Rouillard has been developing bioinformatics and genomics tools for the past 22 years. In 2005, he co-founded Biodiscovery, LLC that later became Daicel Arbor Biosciences. Jean-Marie was responsible for designing, building, and programming the massively parallel DNA synthesizers at the core of Arbor’s technology. He also developed software used to design probes for sequence capture and cytogenomics. He is currently Director of Technical Operations at Daicel Arbor Biosciences. Jean-Marie earned his Ph.D. in Molecular Genetics from the University of Paris VI and completed a training in Bioinformatics at the Pasteur Institute before starting his professional career in the Chemical Engineering dept. at the University of Michigan. He has coauthored 58 peer-reviewed scientific publications.

## HIRING TEAM OVERVIEW



**SEIJI SAKANO**  
*Head of Strategic Planning*

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Seiji Sakano was recruited by Daicel in 2021 to lead business, business development and planning in Life Science and Healthcare business. Prior to join Daicel, he worked in Asahi Kasei Corporation for 30 years, started a research scientist, corporation venture investment, leading M&A project of ZOLL Medical Corporation, MA, and founded Asahi Kasei ZOLL Medical, a Japanese subsidiary of ZOLL, led this company as president for 8.5 years, built over US\$25M Revenue by CAGR=27.5%. He completed graduate cause of University of Nagoya, and earned Ph.D. from University of Kumamoto. He has published 40 peer reviewed scientific papers and over 30 patent applications including IPO and US patents awarded.



**LYNDA GUINAN**  
*Chief Financial Officer*

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Lynda Guinan, CPA, is the Chief Financial Officer at Chiral Technologies, Inc., West Chester, PA. Lynda has a wealth of knowledge and experience in finance and accounting with businesses of all sizes, industries, public and private. Her experience includes working on acquisitions, divestures, private equity and IPO's. Lynda believes that employee's opinions and suggestions are vitally important to maintaining a smooth operation and her management style is to maintain a positive relationship with her team and be a strong mentor. Lynda has a B.S. degree in Accounting from Susquehanna University, where she graduated summa cum laude.



**LISA NEWTON**  
*Vice President of Sales and Marketing*

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Lisa Newton is a sales and marketing professional with over over 20 years experience, specializing in Life Sciences. She began her career at the lab bench and later discovered her true passion in sales, with a focus on collaborative selling. She believes that fostering a teamwork approach between technical, marketing and sales is paramount for achieving goals and has built successful commercial teams based on this principle. Lisa earned her B.S. in Biotechnology from Northeastern University.

## POSITION PROFILE

# PRESIDENT

CHIRAL TECHNOLOGIES & ARBOR BIOSCIENCES

*Daicel is seeking an experienced executive to manage day-to-day operations of Chiral Technologies and Arbor Biosciences as President. The right candidate must continue and strengthen the great company culture, provide inspired leadership to our executive team, establish a great working relationship with the board of directors and set a course for company strategy.*

### ESSENTIAL JOB FUNCTIONS

- Provide inspired leadership company wide.
- Make high-level decisions about policy and strategy.
- Report to the board of directors and keep them informed.
- Develop and implement operational policies and a strategic plan.
- Act as the primary spokesperson for the company.
- Develop the company's culture and overall company vision.
- Help with recruiting new staff members when necessary.
- Create an environment that promotes great performance and positive morale.
- Oversee the company's fiscal activity, including budgeting, reporting, and auditing.
- Work with senior stakeholders within Arbor/Chiral Technologies, as well as with peers in our other affiliates around the world
- Ensure regulatory and legal compliance
- Work with the executive board to determine values and mission, and plan for short- and longterm goals.
- Identify and address problems and opportunities for the company.
- Build alliances and partnerships with other organizations.
- Oversee day-to-day operation of the company.
- Work closely with the human resource department to ensure great hiring

### QUALIFICATIONS, EDUCATION & EXPERIENCE

- Bachelor's degree or master's degree in a relevant field, MBA preferred.
- A history of successful company/division leadership (P&L responsibility) in the Manufacturing industry
- Experience leading a high growth organization
- Track record of being involved in the due diligence process for M&A / Joint Ventures/ Collaborations
- Successful track record of overseeing the implementation of continuous improvement methodologies
- Knowledge of profit and loss, balance sheet and cash flow management and general finance and budgeting.
- Ability to build consensus and relationships among executives, partners, and the workforce.
- Understanding of human resources and personnel management.
- Experience with corporate governance.
- Proven negotiation skills.
- Ability to understand new issues quickly and make wise decisions.
- Ability to inspire confidence and create trust.
- Ability to work under pressure, plan personal workload effectively and delegate.



## ABOUT ANN ARBOR

**Ann Arbor, Michigan**, is many things, including a bustling university town, culinary hotspot, and a tech hub with a walkable downtown that includes world-class arts and culture. Located in southeast Michigan's Lower Peninsula, Ann Arbor lies at the center of a greater collection of communities in Washtenaw County. With so many thriving communities nearby, Ann Arbor has become a cultural melting pot and urban oasis.

Ann Arbor area is most well-known for its globally-inspired cultural offerings. A long-time artists community, Ann Arbor is home to renowned galleries, museums and arts non-profits, as well as theatrical and musical organizations that offer performances from local, regional, and international artists. From exclusive art exhibits to performances by jazz legends, there are abundant opportunities to enjoy arts and culture. You'll find more than 30 independent bookstores, dozens of unique galleries, and a variety of top-notch museums all within the downtown area — including the distinguished University of Michigan Museum of Art.

With over 300 restaurants within the Ann Arbor area, there's something for everyone to enjoy. From local favorites like the famous Zingerman's Deli to Italian bistros, authentic Ethiopian cuisine, and Eastern European classics, there's sure to be something you will love! Indulge in gourmet desserts and hand-crafted ice cream just steps from local parks and public playgrounds. For a pet-friendly meal, take advantage of the beautiful patio dining downtown, or consider grabbing a plate to-go from a quirky local food truck. You'll find a variety of world-class eateries, cafés, delightful farmers markets, and a welcoming environment when

you visit Ann Arbor. Grabbing a bite to eat and then heading out to one of the local jazz or dance clubs makes Ann Arbor a vibrant destination for nightlife!

Ann Arbor has festivals and special events on almost any given weekend for which you could plan your visit. Two of the most recognizable traditions are the Ann Arbor Art Fair and University of Michigan football. Every July, the award-winning Ann Arbor Art Fair transforms the downtown streets into an art gallery featuring thousands of juried artists. In the fall, each football Saturday brings more than 100,000 people to town for tailgating and they fill "The Big House" to watch the University of Michigan Wolverines. In the winter, holiday light festivals and the Ann Arbor Folk Festival are always crowd pleasers. April brings the thaw and a weekend unlike any other as we celebrate whimsy during FoolMoon and FestiFools.

Being home to the amenities, culture, and vibe of the big city, with the comfort of a small town, sports fans easily make their home in Ann Arbor. The University of Michigan is the center for sports and led to Ann Arbor being voted by Forbes Magazine as the "Top College Sports Town" on its 2010 list.

Ann Arbor is a hub for excellence in education and boasts five colleges and universities. The city's acclaimed public school system has adapted a comprehensive academic achievement plan that makes it outstanding in academics, exceeding state standards in math, and reading. Boasting of such excellence, it is no wonder that Parenting Magazine named Ann Arbor the 4th best place to raise a family.



## ANN ARBOR, MI AREA LINKS

### AREA LINKS

**City of Ann Arbor**  
a2gov.org

**Destination Ann Arbor**  
annarbor.org

### ARTS & ENTERTAINMENT

**Ann Arbor Visitor's Bureau**  
annarbor.org

**Ann Arbor Civic Theatre**  
a2ct.org

**Destination Ann Arbor**  
annarbor.org/things-to-do/arts-culture

### SHOPPING

**Destination Ann Arbor**  
annarbor.org/things-to-do/shopping

**Briarwood Mall**  
simon.com/mall/briarwood-mall

### SPORTS

**Destination Ann Arbor**  
annarbor.org/things-to-do/  
recreation-outdoors/golf

**Ann Arbor Sports Commission**  
annarbor.org/sports-commission

### EDUCATION

**Ann Arbor Public Schools**  
a2schools.org

**Ann Arbor Public Schools**  
tps.org

**Adrian College**  
adrian.edu

**Siena Heights University**  
sienaheights.edu

**University of Michigan**  
umich.edu

**University of Toledo**  
utoledo.edu





# ROPELLA SKILL SURVEY



**POSITION**    **PRESIDENT**

**NAME**

**DATE**

1. Describe your previous experience in P&L management, whether for a full company or division.
2. Tell us about your most successful experience where you were personally responsible for building (or rebuilding) a strong, senior leadership team (number of people/functions/titles).
3. Provide an overview of your expertise, including years of experience in commercial (sales/marketing) roles related to the Biotech industry.
4. Describe your Merger & Acquisition and/or Joint Venture experience.
5. Describe your experience(s) working in an entrepreneurial role or environment. What do you like best about an entrepreneurial environment? What do you find most challenging?
6. Please summarize your global work experience. In which global regions was your company and/or your role the most active?
7. What is your comfort level rolling up your sleeves vs. leading from the office or boardroom? Which do you prefer and why?
8. Have you led an organization through significant growth or transformational change? If yes, what was the before and after revenue of this growth/change? What were the key organizational barriers to success?

## RELOCATION ACKNOWLEDGEMENT

As evidenced by my initials below, I \_\_\_\_\_ acknowledge the requirement to relocate for the specific opportunity with Chiral - Arbor Biosciences and am willing to do so if hired. I fully understand that this acknowledgment is a requirement for the interview process and states that I have already spoken with any necessary parties (i.e. spouse, significant other, children, parents, etc.) who may directly be impacted by my final decision to relocate.

Initials: \_\_\_\_\_

## REFERENCE AND BACKGROUND CHECKS

Please be advised that, as a part of the hiring process, all candidates will be asked to provide references via our web-based reference checking platform, Checkster, in advance of their final interview. Checkster offers an easy, transparent solution that allows you to be proactive during the reference process and provides a complimentary final report that you can add to your portfolio.



# ROPELLA CANDIDATE SCORECARD



CANDIDATE'S NAME \_\_\_\_\_

POSITION **PRESIDENT** \_\_\_\_\_

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. Describe your previous experience in P&L management, whether for a full company or division.	
2. Tell us about your most successful experience where you were personally responsible for building (or rebuilding) a strong, senior leadership team (number of people/functions/titles).	
3. Provide an overview of your expertise, including years of experience in commercial (sales/marketing) roles related to the Biotech industry.	
4. Describe your Merger & Acquisition and/or Joint Venture experience.	
5. Describe your experience(s) working in an entrepreneurial role or environment. What do you like best about an entrepreneurial environment? What do you find most challenging?	
6. Please summarize your global work experience. in which global regions was your company and/or your role the most active?	
7. What is your comfort level rolling up your sleeves vs. leading from the office or boardroom? Which do you prefer and why?	
8. Have you led an organization through significant growth or transformational change? If yes, what was the before and after revenue of this growth/change? What were the key organizational barriers to success?	
<b>SKILL SURVEY TOTAL SCORE</b>	

**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.)?

**Motivation Fit**

How interested is the candidate? Will your opportunity compete with the candidate's current role, an upcoming promotion, possible counter offers, or other ongoing interviews with competitors?

**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?

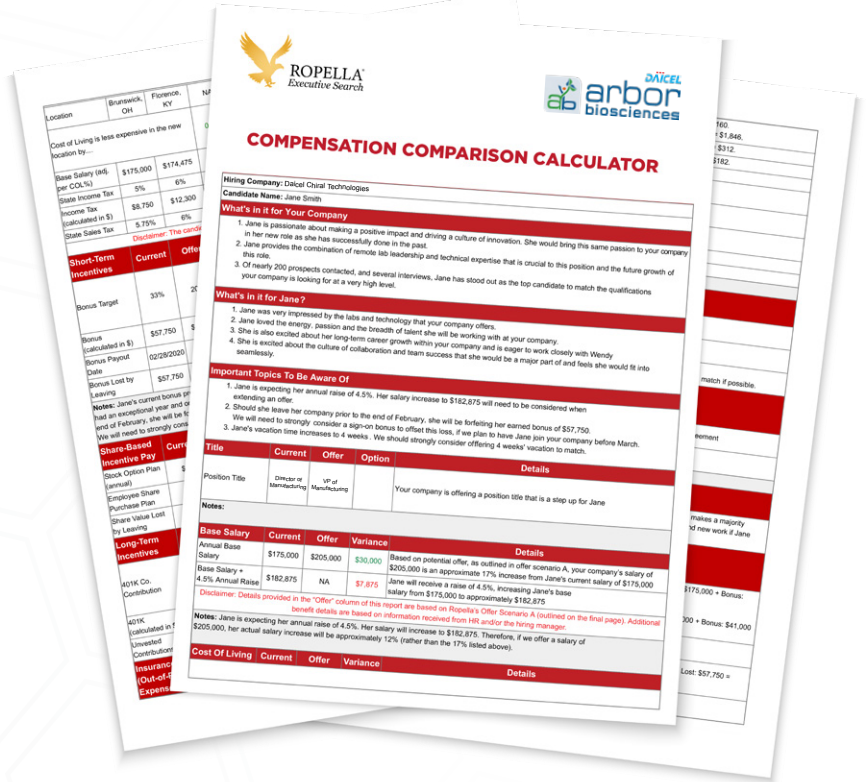
*For each candidate that moves forward, now is the time to start the reference check process ([www.outmatch.com](http://www.outmatch.com)) background check process ([www.clearcheck.com](http://www.clearcheck.com)) and assessment process ([www.hogan.com](http://www.hogan.com)). Remember, the more data 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\**



**CANDIDATE FOR  
PRESIDENT**

**LOCATION**  
Ann Arbor, MI

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:**

**ROBBIE ROPELLA**  
*President*  
850.983.4883  
robbie@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.

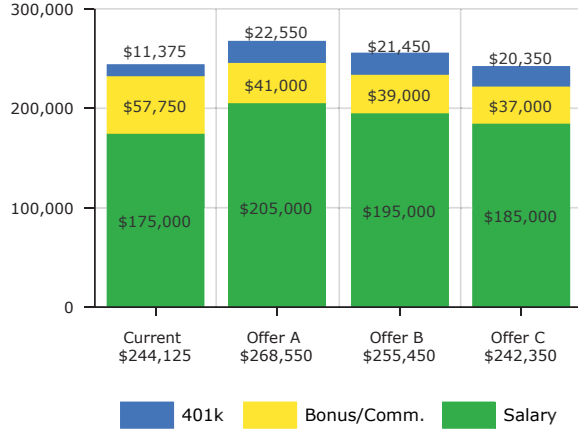
**Sense of Urgency:** Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

**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

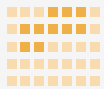
**CHRISTIAN HOGUE**

*Chief Commercial Officer*

850.983.8842 | [christian@ropella.com](mailto:christian@ropella.com)

## THE RIGHT HIRE™ GUARANTEE

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



**10** BUSINESS DAYS

TO QUALIFIED CANDIDATES



**80%**

FIRST OFFER ACCEPTANCE RATE



**60** BUSINESS DAYS

SPEED TO PLACEMENT



**95%**

SEARCH COMPLETION RATE



**98%**

LONG-TERM STICK RATE



**36%**

ONE-YEAR PROMOTION RATE



**65%**

ANNUAL RATE OF REPEAT BUSINESS



**ROPELLA**  
*Executive Search*