



ROPELLA[®]
Executive Search

CLIENT **SUCCESS STORY**

The challenge,
solution, and
results delivered.



HEAD OF R&D



CLIENT

OPT INDUSTRIES

COMPANY OVERVIEW

- Founded 2019
- 40+ Employees
- Niche: Polymers
- Headquartered in Medford, MA
- Estimated 2+ Million in Revenue

OPT Industries is a rapidly growing, venture-backed MIT spinoff company that focuses on building the next generation of additive manufacturing technology for material innovation. Working at the intersection of automation engineering, computational design and polymer science, they design and commercially manufacture highly customizable materials and products — everything from medical devices to luxury fashion. Their cross-disciplinary design teams help our clients develop novel product concepts and successfully bring them to commercialization. OPT's most recent products include: InstaSwab™, a high-performance nasal swab designed in record time and trusted by leading healthcare providers; Lumofil™, a mascara applicator customized for distinct lash profiles; and PolyBrush™, a replaceable brush mat to line vibratory conveying surfaces.

THE CHALLENGE

OPT Industries sought a Head of R&D with a proven track record of success innovating and leading highly entrepreneurial teams in a startup environment. The perfect fit would have a deep track record in engineering, product development, and product commercialization, with critical analysis to identify innovation opportunities and direct technology development with cross-functional teams to drive results. This role required 15+ years in the Polymer industry and organizational success in leading a team of Ph.D. chemists, chemical engineers, and material scientists.

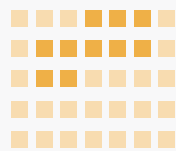
THE SOLUTION

Ropella leveraged its ideal leadership hiring model, the SMART Search System[®], to identify candidates with the right cultural transformation leadership abilities who could expand operations and meet increasing customer demands for OPT's Head of R&D position. In just three months, Ropella had helped OPT Industries narrow the pool down to a single finalist candidate and successfully guided that individual through a final board interview, resulting in an accepted offer.



RESULTS DELIVERED

Ropella identified and engaged with 290 prospects on behalf of OPT Industries. From there, Ropella submitted 30 candidates, 19 of whom were interviewed.



7 BUSINESS DAYS

To Qualified Candidates



98 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, OPT Industries utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to creatively bridge a gap and secure their ideal leadership candidate. This role will be working with the CEO directly to build and execute business strategies and R&D for OPT's material products as they continue to expand their operation.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom-created for OPT Industries, 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 OPT Industries, the new Head of R&D's unique challenges, and the incredible opportunity to work in a fast-moving, open, and transparent environment focused on excellence.

SKILL SURVEY

16.

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

17.

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

19.

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

HEAD OF R&D

LOCATION | **Medford, MA**

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



ROPELLA[®]
GROWING GREAT COMPANIES

FOR MORE INFORMATION, CONTACT:

ERIC KRAUSE, *Vice President*
850.564.2853 | eric@ropella.com



OPTINDUSTRIES.COM

ABOUT OPT INDUSTRIES

Based in the Boston Area, MA, OPT Industries is an advanced digital manufacturing suite, specializing in designing and mass-producing consumer products whose functions and performance necessitate extreme precision at the micron scale. Their cross-disciplinary design teams help their clients develop novel product concepts and bring them successfully to commercialization. OPT's most recent products include InstaSwab™, a high-performance nasal swab designed in record time and trusted by leading healthcare providers.

At OPT Industries they combine computational design, automation engineering, and material science to manufacture materials with micron-scale precision. Through their technology, they bring new product concepts and rapidly scalable production capacity to globally-recognized brands.

Unlike other 3D printing companies, OPT takes a product-centric approach to additive manufacturing technology. While they have already developed one of the most unique 3D printing platforms, their vision is to develop and build highly functional and useful end-use products for customers, much like 3M. OPT owns the products they make, not just the technology that makes them.

QUICK FACTS

MEDFORD, MA
HEADQUARTERS

JIFEI OU
CHIEF EXECUTIVE OFFICER

11-50 EMPLOYEES

THE PROCESS AT OPT

01

MATERIAL EVALUATION

The process begins by reviewing incoming requests from customers interested in using OPT materials and technology. They send a collection of material samples that best represent their needs.

02

PRODUCT CO-DEVELOPMENT

After approving the initial samples, the customer interfaces with OPT's teams to develop prototypes that meet the visual and functional requirements needed for their product's success.

03

COMMERCIAL PRODUCTION

Finally, the validated prototype will be directly manufactured at OPT's USA-based production facility. They scale throughput based on customer needs and deliver right to their facility.

A NEW HORIZON OF MATERIALS AT OPT INDUSTRIES

At **OPT Industries**, they combine computational design, automation engineering, and material science to produce materials with micron-scale precision.

Informed by the natural and synthetic materials that shape the world, their base polymers can be manufactured into multi-scale architectures to meet the visual and functional requirements needed for commercial success.

Through their technology, they bring new product concepts and rapidly scalable production capacity to globally-recognized brands in healthcare, automotive, interior, and consumer goods industries.

HIERARCHICAL IN NATURE

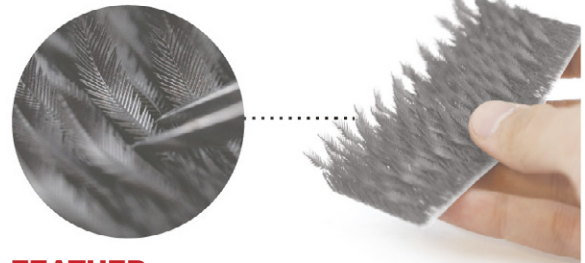
OPT offers a line of proprietary polymers optimized for micron-scale printing. Their formulations are developed to meet industry requirements and customer specifications for a range of commercial uses.

MICROSCALE MODELING

Their team's expertise ensures that their customers' design intentions are accurately captured. Using their computational design platform, they lift their customers' ideas off paper and into manufacturable 3D models.

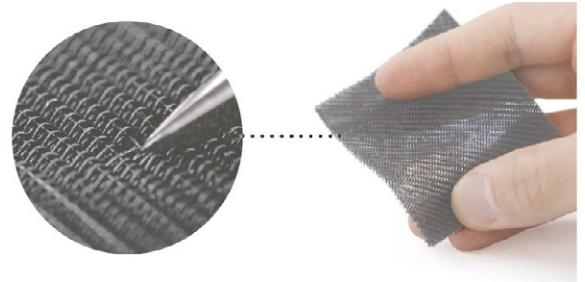
MULTI-LAYERED FUNCTIONS

RAMP™ is OPT's additive manufacturing system that provides print resolution down to 50 μm. RAMP™ produces materials featuring free-form structures, fine surface textures, and with no limit in production length.



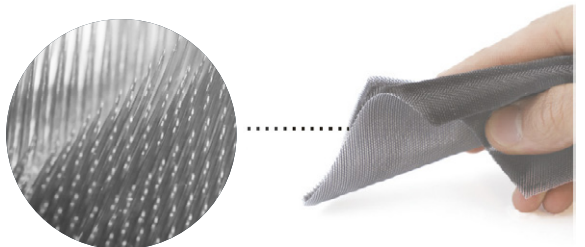
FEATHER

Fractal branching for lightweight appearance.



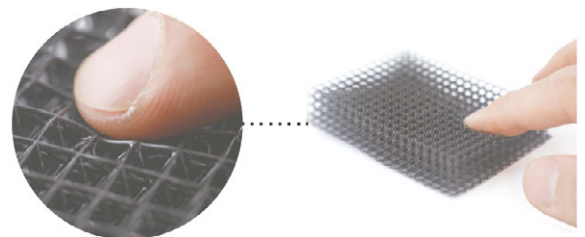
FABRIC

Interwoven layers for tailored elasticity.



FUR

Lofted surface patterning for customized tactility.

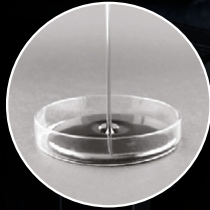


FOAM

Selective placement of soft-to-stiff cushioning.

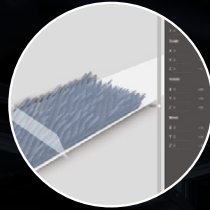
BUILT WITH PATENTED TECHNOLOGIES

To design and manufacture our materials and products we're continuously improving our full stack of additive manufacturing technologies. Our technology includes custom-formulated polymers, CAD software, and patented roll-to-roll 3D printers.



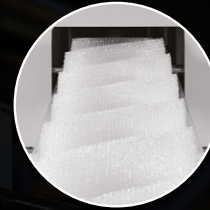
IN-HOUSE POLYMERS

They offer a line of proprietary polymers optimized for micron-scale printing. Their formulations are developed to meet industry requirements and customer specifications for a range of commercial uses.



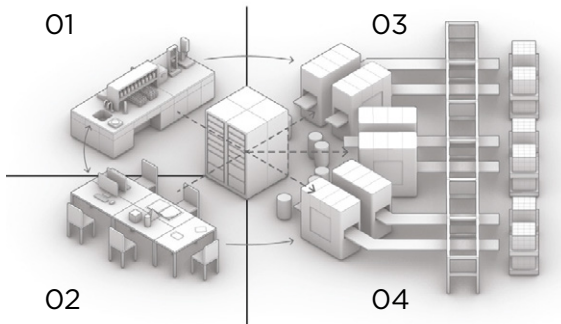
MATERIAL DESIGN

Their team's expertise ensures that our customers' design intentions are accurately captured. Using their computational design platform, OPT Industries lifts customers' ideas off paper and into manufacturable 3D models.



RAMP™

RAMP™ is OPT Industries' additive manufacturing system that provides print resolution down to 50 μm. RAMP™ produces materials featuring free-form structures, fine surface textures, and with no limit in production length.



INTEGRATED MANUFACTURING SOLUTIONS

From ideation to design, prototyping to mass production, OPT has the expertise and technology necessary for every step of end-product development.

01

POLYMER

OPT Industries offer a range of adaptable, high-performance polymers for their production pipeline.

02

DESIGN

OPT integrates multiple computational processes in order to construct 3D models for use in their digital factory.

03

SOFTWARE

Their fOS™ platform is a cloud based manufacturing infrastructure to visualize, collect, organize and manage all information & data streams in production.

04

PRODUCTION

Their RAMP™ system's continuous production line manufactures customers' fully-realized materials at high volume.



THE INNOVATIVE PRODUCT SOLUTIONS AT OPT INDUSTRIES

Since 2020, OPT has launched two product lines for the cosmetics and medical industries. The products' finely-tuned materials and high-resolution features result in demonstrably superior performance. Their in-house manufacturing has supplied nearly one million units to the market.

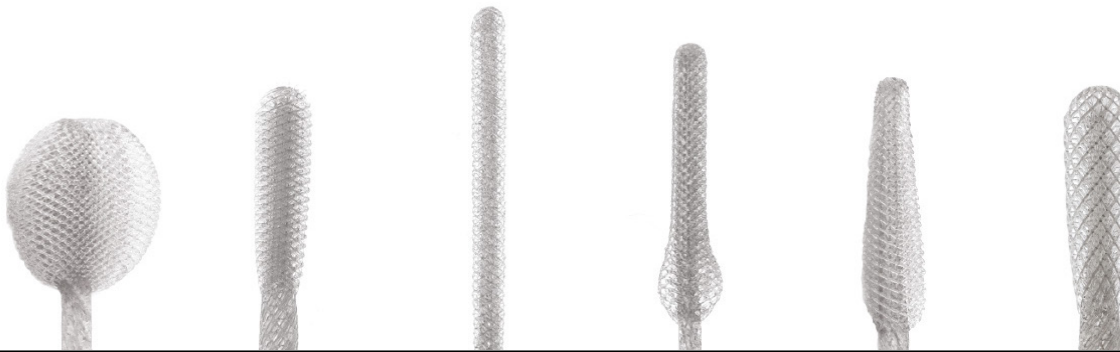
INSTASWAB™

Medical Fluid Samplers

Absorbent swabs with variable tip sizes and shapes for fluid collection that outperforms competitors in independent lab trials.

ABSORBENT BULB FOR INSTANT RELEASE

The porous microstructure of the bulb is tuned to collect and retain fluids while allowing quick release into a vial. The strong capillary hydraulics between the fibers of OPT's GM polymer increases maximum fluid sample uptake and rapid release.

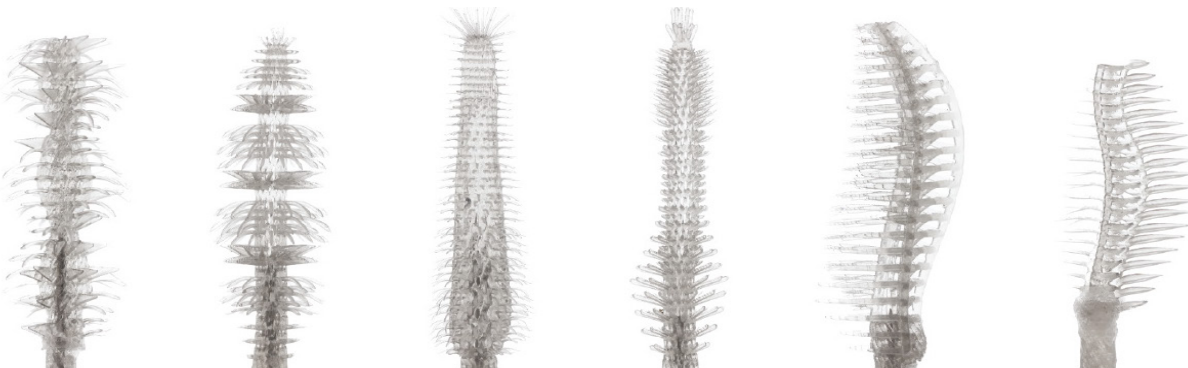


LUMOFIL™

Cosmetic Applicators

Fine featured mascara wands customizable for different eyelash types and makeup formulas.

OPT's Lumofil™ technology provides clients with a simplified manufacturing experience that avoids the time consuming tooling and adjustment process of traditional injection molding. Their integrated manufacturing system shortens lead times and eliminates the need for recurrent design calibrations.





CULTURE AT **OPT INDUSTRIES**

OPT Industries is a rapidly growing, Series A venture-backed MIT spinoff company that focuses on building the next generation of additive manufacturing technology. Working at the intersection of automation engineering, computational design and polymer science, they design and commercially manufacture highly customizable materials and products — everything from medical devices to luxury fashion.

Their mission is to transform products by taking an integrated approach from design to manufacturing. As they continue to expand their operation, OPT Industries are looking for talented individuals who share their obsession for changing the way things are made. At their Medford, Massachusetts-based office, they value commitment, curiosity, and collaboration. The team at OPT is a group of highly collaborative, dynamic people that help the company run efficiently and grow quickly.



THE TEAM **AT OPT**

... an interdisciplinary, globally-diverse team of engineers, scientists, and creatives who share a vision to build the next generation of additively-manufactured materials.

They hold themselves and their work to equally high standards of scientific rigor and aesthetic sensitivity. The roles and responsibilities of their engineering, software, design, chemistry, and production teams overlap to ensure that every project is made to perform and designed to delight.

HIRING MANAGER



JIFEI OU
Founder & CEO

Jifei Ou is an inventor, entrepreneur and researcher. He is the founder and CEO of OPT Industries. Prior to OPT Industries, Jifei worked at the MIT Media lab as a researcher. His work focuses on developing mechanical metamaterials through additive manufacturing. He has been leading projects that study biomimicry and bio-derived materials to design stimuli-responsive packaging, garments and furniture.

Jifei was born and raised in southwest China and has brought his design practice and scientific research to Asia, Europe and the U.S. His works have been published in numerous academic conferences; awarded by design competitions. He has been granted over 10 US patents on his inventions.

Jifei holds an MS and PhD from the MIT Media Lab and a Diplom in Design from the Hochschule für Gestaltung Offenbach in Germany.

POSITION OVERVIEW

HEAD OF R&D

OPT INDUSTRIES

OPT Industries is a rapidly growing, venture-backed MIT spinoff company that focuses on building the next generation of additive manufacturing technology for material innovation. Working at the intersection of automation engineering, computational design and polymer science, they design and commercially manufacture highly customizable materials and products — everything from medical devices to luxury fashion.

OPT Industries's mission is to transform materials by taking an integrated approach from design to manufacturing. As they continue to expand their operation, they are looking for an experienced leader to drive the product growth strategy and meet increasing customer demands. This role will be working with the CEO directly to build and execute business strategies and operations for OPT's material products. Candidates must have a strong track record of leading product development efforts from R&D to full commercialization. An ideal candidate is self-motivated, possesses excellent communication skills, and is excited to collaborate with a dynamic team to bring material solutions to the world's top-tier brands.

OPPORTUNITIES

- Disrupting conventional material/product categories through new manufacturing technologies.
- Bringing new material solutions from the lab to market.
- Playing an integral part in shaping the company's strategy and growth as the company scales.
- Collaborating with a talented team with diverse engineering and design backgrounds to drive priorities.

RESPONSIBILITIES

- Leads and oversees the key material product development and commercialization.
- Develops, implements, and maintains an operating procedure for the development of new products to ensure that the finished product meets all product design requirements, including regulatory quality, cost, reliability, and schedule objectives.
- Proactively manages cost, schedule, and performance of portfolio investments (exploratory, technology development, product development, and sustaining product design).
- Creates and maintains technical centers of excellence around chemical and material development, which are comprised of experts who can address divisional and cross-team technical issues.
- Implements design control activities and ensure all product development activities are compliant with customer requirements and global regulations (i.e. FDA design control regulations).
- Develops and drives technology roadmaps for the business. Partners externally with research and industry specialists to drive innovation. Open minded and always has a pulse on the start-of-art polymer industry globally.
- Provides consistent team leadership through influence and example. Maintains team focus on achieving product requirements and milestones. Fosters a culture of continuous improvement and a mission centric mindset.
- Cultivates cross-functional relationships and build credibility with business development, product management and marketing to drive innovation.



REQUIREMENTS

- 15+ years' experience in engineering and product development with demonstrated capability and understanding of the product development process. Possess above-average skills in product development, project management and personnel management.
- Knowledge of design principles, regulatory requirements, and product verification & validation procedures. Thorough understanding of Quality System Regulations and ISO 13485.
- Experience with all phases of the product life cycle process (exploratory, technology development, product development, and sustaining).
- Strong problem-solving skills. Comfort with quantifying and mitigating risk, and with plotting a defensible path forward through uncertainty. Ability to contribute experience with PM processes from past experiences, and a willingness to adapt them to the unique environment at OPT.
- Excellent teamwork and collaboration skills both internally and with external partners and customers; proven ability to influence cross-functional teams without formal authority. Ability to balance between conflicting priorities and needs across the organization and customer base.
- Strong written and verbal communication. Ability to take ambiguous situations and add structure and clarity for the team.

PREFERRED EXPERIENCES

- Educational experience (BA, MS, PhD) in Materials Science, Chemistry, or Engineering.
- Experienced in translating emerging technology that resulted in brand/partner adoption of new materials solutions.
- Experienced in and energized by the opportunity to develop new materials business for applications across multiple industry verticals.



ABOUT MEDFORD, MA

The city of Medford, Massachusetts rests on the Mystic River. Incorporated in 1892, this city was a center of industry, including the manufacturing of brick, tile, and rum. It is home to a number of historical famous crimes including one of the biggest bank robberies and jewel heists of all time. The same property is used today as a restaurant where a hole in the ceiling that the robbers crawled through has been left for nostalgia. World-renowned Tufts University can be found in Medford, as well as Amelia Earhart's residence at 76 Brooks Street.

The greater Boston area is a wonderful blend of stylish sophistication and historic New England charm. Boston is widely viewed as the intellectual and historic capital of the United States. It is a cosmopolitan city with a complete set of services, a broad range of amenities, and a rich tradition and culture almost unmatched in the rest of the country. Boston has a modern, attractive, and completely walkable downtown. It is dotted with Revolutionary period historic sites along the Freedom Trail and preserved old streetscapes mixed in with modern commercial office buildings. The layout is interesting, and not at all on a typical grid - there are surprises around every corner. Areas near the waterfront are filled with attractions, including the historic Faneuil Hall marketplace, an excellent aquarium, and numerous shops and restaurants, and the historic North End. Downtown is a recreation destination, bustling with business and government workers and tourists at most times of day, nearly year round.

In fact, Boston, necessitated by geography and the spread of suburbs all around, has an excellent and well used commuter rail system - anyone planning to work downtown is well served to get familiar with it. As a general rule, arts and culture amenities in downtown Boston and the entire area are exceptional, and most, like the Boston Pops and the Museum of Fine Arts, are well known beyond the city limits. Boston's affinity for professional sports hardly needs mention, and the fact that 26,000-seat Fenway Park still exists well illustrates the area's devotion to tradition.

That tradition goes well beyond the limits of downtown. Suburban Boston is really a series of old towns, set up and distanced in the days of horseback a few miles apart. These towns, some along main corridors, some connected by roads following old Indian trails that seem to wind endlessly through the woods and past one stately home after another, are generally preserved as much as possible in their original form. Each neighborhood has its own little town center, clean, functional, accessible, and dominated by local businesses.

Education, at all levels, is excellent in the Boston area. Area public schools are nationally recognized; people move to the area just for the schools. Boston has the largest number of highly ranked universities in the country. It is hard to draw a single bottom line on the Boston area. Its positives - education, arts, entertainment, historic interest, housing - are unquestionably among the tops in the US.

BOSTON, MA AREA LINKS

AREA LINKS

City of Medford
medfordma.org

City of Boston
cityofboston.gov

Visit Boston
bostonusa.com

ARTS & ENTERTAINMENT

Visit Boston
bostonusa.com/things-to-do

Visit Boston
bostonusa.com/things-to-do/
performing-arts-and-entertainment

Boston Syphony Orchestra
bso.org

SHOPPING

Visit Boston
bostonusa.com/things-to-do/shopping

SPORTS

Boston Red Sox
spartanburgsports.com

Boston Celtics
nba.com/celtics

New England Patriots
patriots.com

EDUCATION

Boston Public Schools
bostonpublicschools.org





ROPELLA® SKILL SURVEY



OPT
INDUSTRIES

POSITION *HEAD OF R&D*
NAME
DATE

1. Provide an overview of your expertise, including years of experience, in technical roles related to polymer chemistry. Which polymer products/technologies have you had the most experience working with? Please highlight any specific experience related to photopolymers.
2. Which downstream polymer processing technologies do you have the most familiarity with (e.g. electrospinning, injection molding, coating, additive manufacturing, etc.)?
3. OPT Industries works across multiple industries from regulated (medical device, cosmetics) to non-regulated (industrial, textiles) which can make the new product introduction (NPI) process potentially very different between each industry. Please briefly explain the phase gate structure / deliverables for each of how you'd set up NPI projects to follow between the regulated and non-regulated industry projects. What are similarities / key deliverables by phase gate that you'd implement between the two and what are differences?
4. Describe an experience where you were responsible for translating lab-scale technology into commercial-scale production. What were some of the challenges or roadblocks you faced? How did you overcome them? What were the final results and metrics used to determine success?
[Please note: This question is an opportunity to demonstrate technical and problem-solving abilities. Proprietary information is neither requested nor desired.]
5. Outline your people management experience. How big was your team? How did you grow the team? Of that number, what was the breakdown between direct and indirect reports? What functional areas reported to you?
6. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
7. Why are you considering this opportunity? What's motivated you to consider a career change at this time?
8. 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.



ROPELLA CANDIDATE SCORECARD



OPT
INDUSTRIES

CANDIDATE'S NAME _____

POSITION *HEAD OF R&D* _____

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 Score Card using the data collected from the phone interview, resume, and completed Skill Survey.
3. Use the completed Score Cards 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 technical roles related to polymer chemistry. Which polymer products/technologies have you had the most experience working with? Please highlight any specific experience related to photopolymers.	
2. Which downstream polymer processing technologies do you have the most familiarity with (e.g. electrospinning, injection molding, coating, additive manufacturing, etc.)?	
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4. Describe an experience where you were responsible for translating lab-scale technology into commercial-scale production. What were some of the roadblocks you faced? How did you overcome them? What were the final results and metrics used to determine success? [Please note: This question is an opportunity to demonstrate technical and problem-solving abilities. Proprietary information is neither requested nor desired.]	
5. Outline your people management experience. How big was your team? How did you grow the team? Of that number, what was the breakdown between direct and indirect reports? What functional areas reported 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!"

COMPENSATION COMPARISON CALCULATOR

What's in it for Your Company

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

What's in it for Jane?

- Jane was very impressed by the talent 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 seamlessly.
- 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.

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 entering an offer.
- Should she leave her company 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 cost, if we plan to have Jane join your company before March.
- Jane's vacation time increases to 4 weeks. We should strongly consider offering a week's vacation to match.

Title	Current	Offer	Option	Details
Position Title	Operations Manager	Head of R&D		Your company is offering a position title that is a step up for Jane
Base Salary	Current	Offer	Variance	Details
Annual Base Salary	\$175,000	\$205,000	\$30,000	Based on potential offer, as outlined in offer scenario A, your company's salary of \$205,000 is an approximate 17% increase from Jane's current salary of \$175,000
Base Salary + 4.5% Annual Rate	\$182,875	NA	\$7,875	Jane will receive a raise of 4.5%, increasing Jane's base salary from \$175,000 to approximately \$182,875

Notes: Details provided in the "Offer" column of this report are based on Ropella's Offer Scenario A (outlined on the final page). Additional details are based on information received from HR and/or the hiring manager.

Cost Of Living

Current	Offer	Variance	Details



// 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
HEAD OF R&D

LOCATION
Medford, MA

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
Vice 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.

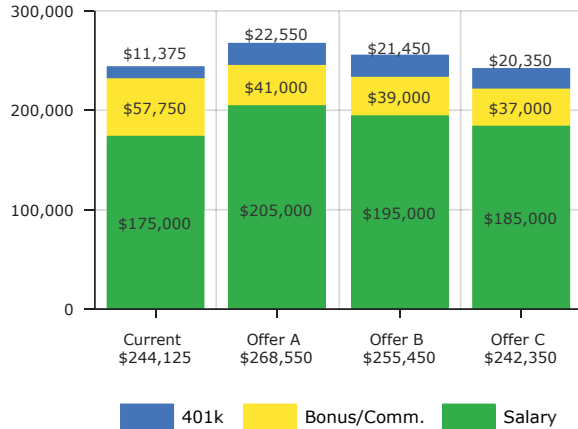
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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.

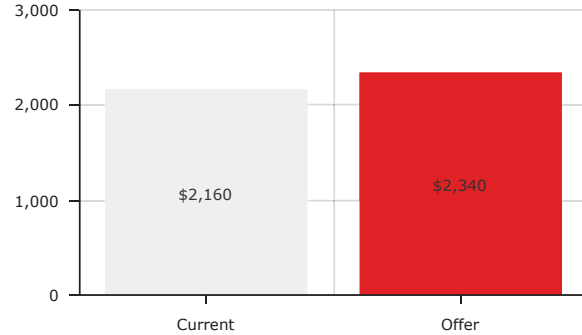
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

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

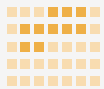
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10 BUSINESS DAYS

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



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