



CLIENT **SUCCESS STORY**



1906

The challenge,
solution and results we
successfully delivered
along with feedback
directly from the client.

VICE PRESIDENT OF OPERATIONS



1906

VICE PRESIDENT OF OPERATIONS

CLIENT

1906

COMPANY OVERVIEW

- Established 2016
- 36+ Employees Globally
- Headquartered in Denver, CO
- Facilities in AZ, CO, OK, MA, IL, and M
- Top-ranked brand for non-gummy edibles

1906 (Nuka Foods) is on a mission to bring cannabis back to its pre-prohibition status as a mainstream, widely-used medicine for the greater good — and the greater fun. The name comes from the last year cannabis was accepted and available nationally as a beneficial medicine. The passage of the Wiley Act (also known as the Pure Food and Drug Act) the following year, effectively started a period of prohibition that has lasted more than a century.

1906's current product offering spans six distinct formulations: GO for energy, LOVE for arousal, MIDNIGHT for sleep, CHILL for relaxation, BLISS for euphoria, and GENIUS for cognitive focus. All 1906 products employ a rapid-onset delivery technology that eliminates the long wait typical of traditional edibles, ensuring safe, predictable, and enjoyable experiences every time.



CLIENT FEEDBACK

"Ropella handled the entire search from end to end, in the most thorough way. I have been recruiting candidates for 20-plus years and the experience was far better than with any recruiting firm I have used in the past."

PETER BARSOOM | FOUNDER AND CEO

THE CHALLENGE

In order to keep up with a sustained period of organic growth, 1906 identified the need for a hands-on **Vice President of Operations** to help solve problems and identify opportunities. This Vice President of Operations needed to have 5+ years of management experience within a nutraceutical or pharmaceutical environment. This management experience would also include having a deep knowledge of manufacturing procedures, systems, and a familiarity with regulatory and standard operating procedures.

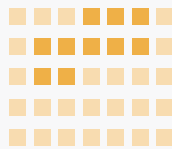
THE SOLUTION

Through the execution of Ropella's SMART Search System®, Ropella conducted a search to uncover, engage, recruit, and assess a group of best-in-class Vice President of Operations candidates who had experience and a working knowledge of production equipment, scheduling, and inventory control. These candidates exhibited the characteristics of a team player with the ability to work in a fast-paced and rapidly changing environment along with a willingness and ability to resolve problems and jump right in to help. Ropella expertly sourced a well-qualified candidate who checked all the boxes for 1906.



RESULTS DELIVERED

Ropella identified and engaged with 270+ prospects on behalf of 1906. From there, Ropella submitted 26 candidates, 18 of whom were interviewed.



11 BUSINESS DAYS

To Qualified Candidates



77 BUSINESS DAYS

Speed To Placement

After assessing and identifying the finalist candidates, 1906 chose an expertly matched candidate from Ropella to be their Vice President of Operations. The company utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to create an appealing executive compensation package, which the candidate accepted. Reporting directly to Senior Management personnel, this Vice President of Operations has been actively organizing and managing all day-to-day operational production activities.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom created for 1906, the Opportunity Marketing Piece was used to attract passive (employed and not looking) candidates from a select group of highly-targeted companies. The Opportunity Marketing Piece enabled Ropella's Executive Search Consultants to present a world-class overview of 1906 (Nuka Foods), the unique challenges facing the new Vice President of Operations, and the incredible opportunity to join a rapidly growing manufacturer.

SKILL SURVEY

17.

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

18.

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

20.

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.

1906



OPPORTUNITY MARKETING PIECE

VICE PRESIDENT OF OPERATIONS

LOCATION | **Home-Based Office**

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



FOR MORE INFORMATION, CONTACT:
BRIAN MOORE, Client Partner
850.983.8883 | brian@ropella.com



HIGHLY FUNCTIONAL FORMULAS THAT HELP YOU DO ALL THE LIFE STUFF BETTER.

ABOUT **1906**

1906 IS REDEFINING CANNABIS AS AN ESSENTIAL ELEMENT OF SELF-CARE WITH FAST-ACTING FORMULAS THAT HELP PEOPLE FEEL AND PERFORM BETTER. THE COMPANY HAS BEEN RECOGNIZED AS ONE OF THE MOST INNOVATIVE BRANDS IN THE INDUSTRY FOR REIMAGINING WHAT EDIBLES CAN BE—FROM MANUFACTURING TO MARKETING TO CONSUMPTION.

1906 products have three key differences: each formulation delivers a specific effect to improve mood and mind; they kick in within 20 minutes; and they are low-dose so

users always feel in control. Available as chocolates and pills, each experience is thoughtfully engineered to enhance the most important areas of adults' lives: sleep, sex, energy, focus, relaxation and mood. 1906 addresses these common need states with a combination of pesticide-free cannabis, calibrated CBD and globally sourced medicinal plants.

1906 began in 2015, and since then, they have advanced from a start-up to Colorado's fastest-growing cannabis brand. Now, the company is expanding Eastward to new markets in Oklahoma, Maryland and

Massachusetts and more to come in 2021. They will continue to use cutting-edge science to launch new delivery formats, explore new active ingredients and upgrade the overall product experience.

Having assembled a rock-solid team with deep expertise in cannabis, chocolate, plant medicine, nutrition, chemistry and manufacturing, they are now seeking long-term, committed and enthusiastic team members to grow with them. 1906 offers a competitive salary, incentive bonuses based on performance and competitive health and wellness benefits.

QUICK FACTS



2016
FOUNDED



DENVER, CO
HEADQUARTERS



PETER BARSOOM
CEO

1906NEWHIGHS.COM

1906 NEW HIGHS

1906 is on a mission to bring cannabis back to its pre-prohibition status as a mainstream, widely-used medicine for the greater good — and the greater fun. The name comes from the last year cannabis was accepted and available nationally as a beneficial medicine. The passage of the Wiley Act (also known as the Pure Food and Drug Act) the following year, effectively started a period of prohibition that has lasted more than a century.

1906's highly innovative, proprietary edibles precisely marry the benefits of low-dose cannabis and plant medicines to deliver curated experiences rather than a general high. They have created a new category of highly functional edibles designed to appeal to those who don't necessarily consider themselves cannabis users. Produced in chocolate and pill form factors, 1906 products are made with incredible attention to detail. Chocolates utilize premium ingredients and possess flavor and mouthfeel that rivals any artisanal non-cannabis chocolate on the market. No hashy taste or aroma. Drops are swallowable, zero-calorie, allergen-free pills that consumers love for their small size, take-anywhere portability and discreet, familiar form of consumption. The branding is clean and bold to the point where the sustainable packaging looks at home on a nightstand, desk or bathroom counter. Across the board, 1906 is elevating cannabis and making it approachable for high-functioning adults seeking to enhance their days and nights.

1906's current product offering spans six distinct formulations: GO for energy, LOVE for arousal, MID-NIGHT for sleep, CHILL for relaxation, BLISS for euphoria and GENIUS for cognitive focus. All 1906 products employ a rapid-onset delivery technology that eliminates the long wait typical of traditional edibles, ensuring safe, predictable and enjoyable experiences every time.



1906'S FORMULATIONS

1906 CHOCOLATE

1906 is redefining edibles with delicious fast-acting experiences. They've created five distinct formulations that combine low-dose cannabis with globally sourced plant medicines.

RAPID ACTIVATION

1906's patented lipid micro-encapsulation process allows consumers to feel the effects within 20 minutes or less. This results in more accurate doses and far more consistent and predictable results.

PLANT POWER

1906 combines carefully selected single strain cannabis with plant medicines to create very specific enhancements. Their experiences are precise and curated to that help their customers "do all the life stuff better" while remaining highly-functional.

SINGLE STRAIN CANNABIS

A lot of brands use hybrids or imprecise mixes of cannabis. This makes it difficult to produce consistent effects and serves as a highly unnatural way to consume. 1906 uses single strains (either indica or sativa) so that the experiences they create are very safe, predictable and consistent. Additionally, they never ever allow pesticides near their cannabis. Everything they use is triple screened for chemicals, contaminants and nefarious microbes. They also triple test for potency, to ensure all dosages are extremely accurate.

INCREDIBLE FLAVOR

1906 always sources highly natural ingredients of impeccable quality and performs repeated test and taste experiments to achieve the best possible results.

THC: CBD AKA THE WONDER TWINS

1906's formulations allow CBD and THC to work in tandem as a true power duo. All experiences are carefully-considered and contain optimal ratios of CBD to THC (either 1:1 or 5:1) to deliver predictable effects.



1906 DROPS

1906 Drops are a toolkit of six plant-based experiences to optimize every part of your day. These thoughtful formulations combine THC and CBD, plus super-effective adaptogens and herbs.

BLISS DROPS FOR HAPPINESS

A euphoric blend of four plant medicines and cannabis to promote extroverted happiness. Each Bliss Drop contains 5mg THC and 5mg CBD.

GO DROPS FOR ENERGY

A powerful blend of cannabis, caffeine, and three plant medicines to promote energy. Each Go Drop contains 5mg THC and 5mg CBD.

GENIUS DROPS FOR BRAINPOWER

An optimal blend of five plant medicines, caffeine, and cannabis to promote cognitive performance. Each Genius Drop contains 2.5mg THC and 2.5mg CBD.



MIDNIGHT DROPS FOR SLEEP

Midnight is a thoughtful blend of plant medicine and cannabis to promote sleep. Each Midnight Drop contains 5mg THC and 5mg CBD.

LOVE DROPS FOR AROUSAL

An exquisite blend of five herbal aphrodisiacs and cannabis to boost arousal. Each Love Drop contains 2.5mg THC and 2.5mg CBD.

CHILL DROPS FOR RELAXATION

A unique blend of high-CBD cannabis and plant medicine to promote relaxation. Each Chill Drop contains 5mg THC and 25mg CBD.



GO FORMULA

Go uses an optimal blend of plant medicines, caffeine and cannabis to create an all-natural performance



enhancer for brain and body. It was designed to help you get all the life stuff done, whether that's an endurance workout or an epic to-do list.

Go works by increasing blood flow to the brain and body in order to boost mental and physical energy and stamina. Most energy formulations have a steep crash that is not just unpleasant but ultimately counterproductive. 1906 Go is built on two of the safest, most effective plant medicines in human history: caffeine and L-theanine (which is derived from green tea).

By combining them, this formula mitigates the jitters and creates a clean burning, stable energy surge. The inclusion of *Alpinia galanga* provides effective stimulation with no crash while the addition of theobromine increases blood flow to the cardiovascular and nervous systems. Go is a great alternative to chemical-filled energy drinks and cheap sugar highs. It's a super-effective formula that supplies energy by boosting circulation. It also works amazingly for grogginess, jet lag and Monday procrastination.

LOVE FORMULA

Love uses optimal doses of five herbal aphrodisiacs (damiana, muira puama, catuaba, ashwagandha and theobromine) and sense-enhancing cannabis to create the best sex drug in the world. It's the first aphrodisiac that was designed to be equal-opportunity and works consistently well on all genders. Love was thoughtfully created to target modern life's common obstacles to great sex; it's not just our bodies that have trouble getting in the mood, but our brains as well.

That's why Love is formulated for both a physical and psychological

high, working to increase blood flow to the pelvic area and boost sensation while also helping you relax and get out of your head. So, who needs Love? Love is great for date nights, for your 40th anniversary, for sexplorers, for postmenopausal women, for erectile- challenged men, for couples who want to reconnect or for anyone who wants to get to know their body in a whole new way.

Peak intensity is about two hours

in, so plan your date with Love accordingly. You'll start feeling Love slowly kick in at about 20 minutes. Then it's time to let go and enjoy the truly incredible body sensations.



CHILL FORMULA

Chill is 1906's ultimate mellow-out cocktail, the perfect mix of singlestrain THC and a high dose of CBD. It's formulated with a thoughtful ratio of 5mg THC to 25mg of CBD, plus two stressreducing plant medicines known for their relaxing properties. Its key ingredients include magnolia, which has been used for centuries in traditional Chinese medicine for a calming effect, and L-theanine, an amino acid derived from green tea, which stimulates the brain's alpha waves to promote serenity.

A substantial dose of CBD helps calm muscles, diminish inflammation and reduce tension. Just one dose of Chill lets you feel the day's stress dissipate and settle into super-restorative downtime. Great after an intense workout, unwinding tense and stiff bodies, soothing anxiety, erasing rough workdays, replacing the evening cocktail and tossing out the Xanax. Like all 1906 products Chill has 5mg THC, so you can still continue to be productive while effectively shedding the ick of the day.



MIDNIGHT FORMULA

Midnight is an all-natural sleep aid. It is 1906's best-selling product, and there is good reason: it really works. It's become legendary among cannabis-industry professionals as the best sleep aid on the market, both in dispensaries and mainstream pharmacies. Midnight is a highly targeted blend of sleep-inducing plant medicines and relaxing cannabis that promotes deeper and more restful sleep.

The best part is that it's non-habit forming and does not have the drowsy hangover effects of oth-

er sleep aids. 1906 has put exhaustive research and refinement into this formulation, because sleep issues are one of the most prevalent health problems Americans face, and frankly, they felt that the options widely available were just not good enough.

Midnight's key ingredient, corydalis, has been used for millennia and works in several crucial ways. It helps you fall asleep because of its sedative properties and it helps

you
s t a y
asleep because it targets body pain and tension, including acute, inflammatory and neuropathic pain. If you suffer from insomnia, please have faith and let Midnight gently carry you into dreamland.



BLISS FORMULA

Bliss is a euphoric blend of plant medicines and cannabis that promote a bubbly sense of happiness and well-being. 1906 has carefully designed this optimal blend of plants to create a calm, positive mood plus a nice energy lift that makes you want to share your amazing mood with the whole world.

For thousands of years, cultures all over the globe have used natural mood enhancers, and for the last two decades, modern science has endeavored to improve mood through problematic pharmaceu-

ticals. But Bliss is all natural with no side effects and no prescription necessary. You can take it when you need it and leave it when you don't. Bliss is formulated from one of the greatest happy drugs known to man: kanna, also known as Sceletium. Kanna works great alone, but it also enhances the effects of cannabis, and 1906 has added three other herbs for energy and positive outlook.

Bliss is perfect for those who want to redecorate their heads. It's a great antidote for social anxiety, lack of motivation or depressive



funks. It's a fun addition to a sunny day where the sky is the limit and is a great way to spark a spontaneous party, even if that party is in your own closet.

GENIUS

1906'S NEWEST FORMULA

1906 Genius Drops are the first cannabis edible developed specifically to enhance focus. The product of several years of research and development, this formula uses a special single -strain of cannabis sativa known to aid in mental sharpness, plus six additional plant medicines for cognitive focus, memory enhancement, and calm concentration.

Genius uses Rhodiola to optimize brain function, the Ayurvedic herb Bacopa to help improve memory and reduce stress, Galangal for sustained alertness, and a highly considered combination of L-theanine, Theobromine, and caffeine for sustained energy and lucid thinking. Unlike the common prescription drugs for attentional focus, Genius will not make you agitated, “speedy,” or jittery, and it has no unpleasant hangover effects.

Founder Peter Barsoom describes the genesis of Genius: *“As someone diagnosed with ADD at 21 and prescribed Ritalin and Adderall for over 20 years, I had a keen personal interest in finding plant-based alternatives to medications. The goal with 1906 Genius was to create a nonprescription plant-based nootropic for cognitive focus, without unpleasant side effects.”*

With a very rapid onset of 20 minutes or less, Genius helps you perform cognitive miracles and tackle everyday tasks. It’s a great substitute for coffee or energy drinks if you need to be mentally on your toes, and it works incredibly well to help push you over the hump of procrastination, disorganized thinking, stress-induced mental paralysis, and brain fog.

Genius contains the lowest dose of THC of all 1906 products, at 2.5mg. Currently, this experience is only available in our new 1906 Drops format, a swallowable coated tablet that is highly portable, discreet, zero calories, gluten-free, and 100% vegan.



HIRING TEAM OVERVIEW



PETER BARSOOM

CEO and Co-Founder



Prior to founding 1906, Barsoom had an extensive career in finance and business strategy, holding a variety of senior management positions at leading institutions including American Express, Merrill Lynch, Morgan Stanley, BlueMountain Capital and Intercontinental Exchange. In September of 2018, Barsoom was recognized by “Entrepreneur” magazine as one of the Top 100 Leaders in Cannabis. He serves on the board of numerous leading cannabis industry associations including the Marijuana Industry Group, Colorado Leads and the New Jersey Cannabis Industry.



ERIN HOLZER

Chief Operating Officer

Holzer came to 1906 after nearly a dozen years perfecting his chocolate-making expertise, including stints as Chief Chocolate Maker and Head Engineer at Theo Chocolate where he built Theo’s bean-to-bar chocolate factory, now capable of producing four million pounds of product annually. Since 2015, he has been responsible for manufacturing and operations for 1906’s low-dose cannabis products. Accomplished in chocolate, confectionery, and medicinal marijuana manufacturing, Holzer has been involved in product development, formulation and design, site selection, ground-up factory design, construction management, process design and engineering, and sourcing equipment.



POSITION OVERVIEW

VICE PRESIDENT OF OPERATIONS

1906

The Vice President of Operations organizes, manages all day-to-day operational production activities. The VP of Operations will ensure that all jobs are performed following company, safety, and quality policies while maintaining high productivity and clear communication. He/She is also responsible for providing leadership, coaching, corrective action, and reviewing employee's performance fairly and consistently.

Candidates should have deep knowledge of manufacturing procedures, good manufacturing systems and familiarity with regulatory and Standard Operating Procedures. Considerable experience in tabletting, granulation, milling, compression, and encapsulation in a nutraceutical environment is essential. The VP of Operations should be knowledgeable and apply GMP standards and SOP requirements, in order to manage production records accurately. Demonstrated ability to read and interpret documents such as operating and maintenance instructions and procedure

KEY RESPONSIBILITIES

- Perform supervisory responsibilities in accordance with the Company's policies and applicable laws for all direct reports. Responsibilities include planning, assigning and directing work, coaching, appraising performance, training, addressing complaints, and resolving problems.
- Ensures a safe and clean work environment at all times.
- Monitor production teams batch production to ensure documentation is correct; product meets batch requirements, BOM is correct; tablets meet target weights, and completes documentation and mathematical calculations without error.
- Complete and maintain all required paperwork and documents, including standard operating procedures (SOP's), and other regulatory documentation.
- Strong commitment and established track record of processes improvement
- Proven track record of improved results in the areas of quality, safety, service and cost

QUALITY

- Inspect equipment and products to verify that

all products are produced within specifications using the predetermined quality parameters.

- Responsible for improving working conditions, throughput, morale, quality of the product, and production efficiencies by monitoring and reorganizing staffing based on production needs.
- Analyze and resolves problems, assisting production team in solving production-related issues.
- Oversee, maintain and exceed sanitation standards to meet all regulatory, company, and customer requirements.

PRODUCTIVITY AND PLANNING

- Set daily workload schedules that will efficiently manage the department while working closely with all internal departments to ensure all product and equipment needs are met on time.
- Maintain and inventory all parts, supplies and equipment used in all aspects of the position's responsibility.
- Coordinate activities between shifts and ensure timely startups and shutdowns of the production processes.
- Assures adherence to daily production schedules.
- Assists with the acquisition of ingredients, inventory, costs and pricing in order to ensure effective operations.
- Responsible for material flow and material usage in the assigned area.
- Inform senior management about potential bottlenecks and underachievement.
- Monitor and improve overall equipment effectiveness
- Work with relevant departments to ensure ingredients and finished products are received and

POSITION OVERVIEW

shipped as scheduled.

- Complete daily/period end cycle counts and maintain an accurate inventory.
- Responsible for start-up, safe operation, change over, shut down and preventative maintenance of assigned production equipment.
- Report production activity and results daily/weekly/monthly to Senior Management personnel
- Facilitates a positive and motivated work environment.
- Fosters and promotes a culture of teamwork.
- Interprets company policies and regulations to administer coaching, corrective action, and training through the certification process.
- Hire and train employees to operate and maintain all equipment ensuring safety, quality, and efficiency.
- Develop and evaluate production employees including technical abilities and operational effectiveness, provide annual performance evaluations for all employees.

QUALIFICATIONS

- Ability to stand for extended periods of time (approximately 6-8 hours)
- Ability to repeatedly bend, twist, and stoop throughout an 8-10 hour shift
- Ability to frequently lift up to 25 kg (55 lbs.)
- Ability to be exposed to considerable noise from machinery
- Ability to be exposed to nutraceutical raw materials and powders
- Ability to wear PPE as required
- Experience in food/pharmaceutical/nutraceutical processing operations, FDA regulated industry, or combination of experience, education, and training that provides the level of knowledge, skills, and experience needed to successfully perform the job.
- Able to read, write, and speak in English
- Excellent written and verbal communication skills
- Excellent math skills
- Ability to read and comprehend SOP's, Batch Records and training documents.
- Ability to multitask effectively
- Excellent interpersonal skills and ability to effectively interact with different functional groups

- Detail oriented
- Mechanically inclined candidates are preferred
- Manual Dexterity is required.
- Must be able to move about the facility
- Must be able to ascend/descend a ladder
- Must be able to travel, up to 50%
- Must have flexibility with work schedule including evenings and weekends when necessary
- BA/BS preferred and 5+ years of hands-on, management experience within a nutraceutical or pharmaceutical environment.

REQUIREMENTS

- BA/BS preferred and 5+ years of hands-on, management experience within a nutraceutical or pharmaceutical environment.
- Experience and working knowledge of production equipment, scheduling and inventory control.
- Willingness and ability to resolve problems and jump right in to help. Must demonstrate the ability to resolve issues in a timely, organized and cost-efficient manner
- A startup mentality is a must.
- Excellent problem solving, math and analytical skills.
- Strong organization and communication skills
- Attention to detail and accuracy
- Proactive, self-directed independent worker, with self-confidence
- Ability to multi-task and troubleshoot problems on a daily basis. Ability to manage time and prioritize work as needed
- Demonstrated ability to motivate people and develop employee skills
- Team player with the ability to work in a fast-paced and rapidly changing environment
- Knowledge of food sanitation processes, procedures, and standards such as ServSafe
- HACCP trained a plus
- Strong vendor relations experience is preferred
- Proven ability to effect change, identify opportunities, research solutions, request resources, sustain results, and share learnings



ROPELLA® SKILL SURVEY

1906

POSITION **VICE PRESIDENT OF OPERATIONS**

NAME

DATE

1. Outline University Degree(s): (Please provide the Name and the Location of each Institution)
2. Provide an overview of your experience, including years of experience, in tableting operation. Highlight any experience managing multiple sites. Highlight any relevant experience with nutraceutical product development / R&D and bringing a new nutraceutical product to market / production.
3. Outline your people management experience. What is the largest group you have led? Of that number, what was the breakdown between direct and indirect reports? What functional areas reported to you?
4. Outline your experience working with innovative products. What stages of the product life cycle were you directly involved?
5. Describe in detail your experience working in a start-up situation. What percentage of your work was "in the trenches" and "hand-on" as opposed to in the office or boardroom?
6. What is your comfort level with travel? Do you have a maximum % level of travel or # of days/weeks away from home that you could sustain?
7. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
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.
9. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What motivated you to consider a career change at this time?
10. Have you ever applied, either directly or through a third party, for any role with 1906? If so what was the date of your most recent application (month/year)?

RELOCATION ACKNOWLEDGEMENT

By initialing here, I acknowledge that as a part of the hiring process, I will be asked to provide references via our web-based reference checking platform, Outmatch, in advance of the final interview. Outmatch offers an easy, transparent solution that allows you to be proactive during the reference process and provides a complimentary final report that can be added to your portfolio. I also acknowledge that a background check will be required prior to final interviews through our partner, ClearChecks.

Initials: _____



ROPELLA® CANDIDATE SCORECARD

1906

CANDIDATE'S NAME _____

POSITION *VICE PRESIDENT OF OPERATIONS* _____

DATE _____

REVIEWER'S NAME _____

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

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

SCORING KEY

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

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

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

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

| SKILL SURVEY ANSWERS TO SCORE | SCORE |
|---|-------|
| 1. Provide an overview of your experience, including years of experience, in tableting operation. Highlight any experience managing multiple sites. Highlight any relevant experience with nutraceutical product development / R&D and bringing a new nutraceutical product to market / production. | |
| 2. What is the largest group you have led? Of that number, what was the breakdown between direct and indirect reports? What functional areas reported to you? | |
| 3. Describe a significant technological challenge or roadblock that you have faced in your recent career and how you were able to solve it. What were the final results? | |
| 4. What stages of the product life cycle were you directly involved? | |
| 5. What percentage of your work was "in the trenches" and "hand-on" as opposed to in the office or boardroom? | |
| 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.)?

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?

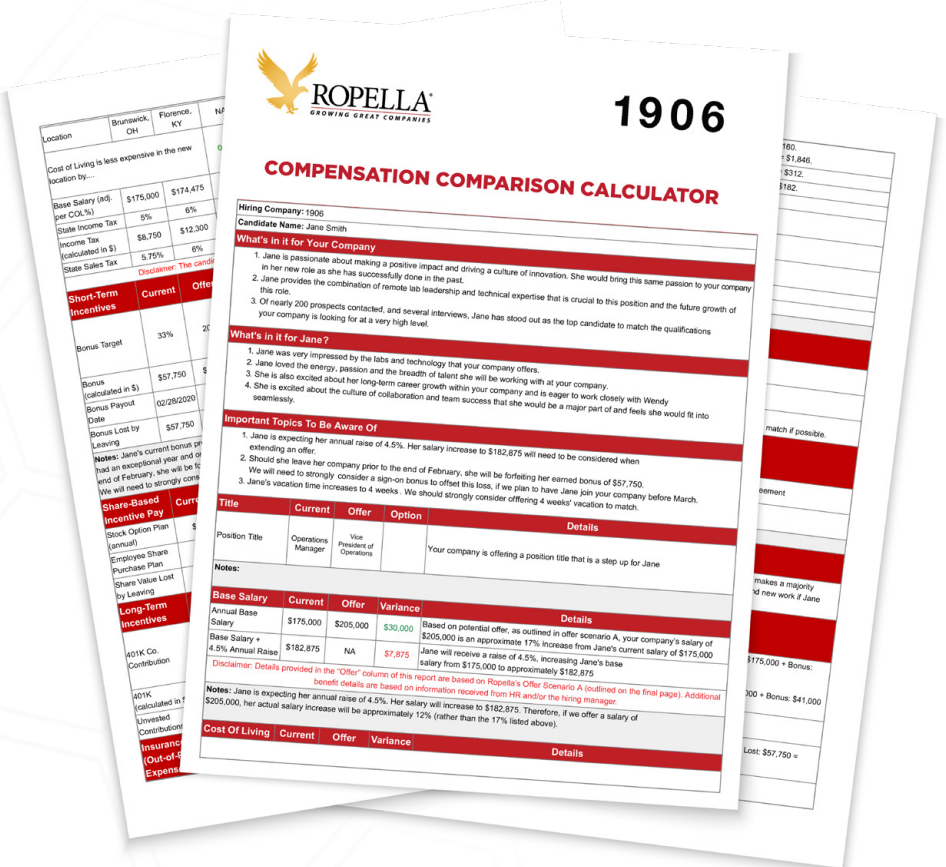
For each candidate that moves forward, now is the time to start the reference check process (www.outmatch.com) background check process (www.clearcheck.com) and assessment process (www.hogan.com). Remember, the more data and information you can collect earlier in the interview process, the better - as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

ADDITIONAL REVIEW NOTES:

COMPENSATION COMPARISON CALCULATOR

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

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





// JANE SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

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

1906

CANDIDATE FOR
VICE PRESIDENT
OF OPERATIONS

LOCATION
Home-Based Office

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:

BRIAN MOORE
Client Partner
850.983.8883
brian@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.

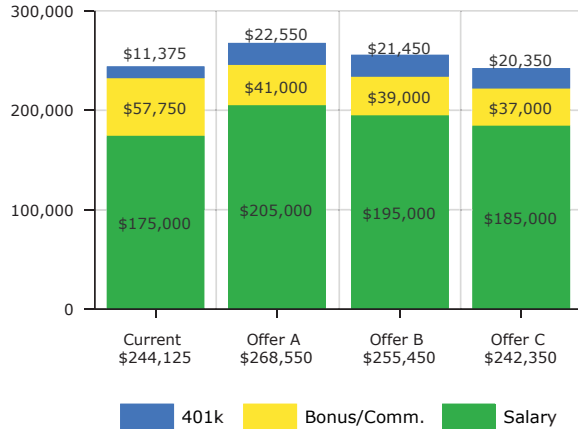
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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.

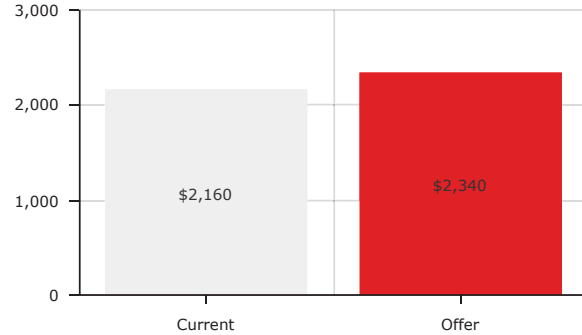
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

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*.



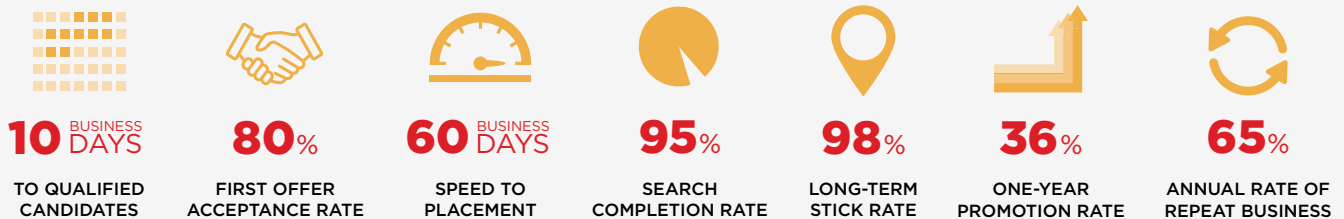
LET'S WORK TOGETHER

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