



CLIENT **SUCCESS STORY**



Lonza

The challenge,
solution, and
results delivered.

GLOBAL HEAD OF HYDRAZINE



Lonza

CLIENT

LONZA

COMPANY OVERVIEW

- Founded 1897
- 10,000+ Employees Globally
- Biotechnology, Pharmaceuticals, Specialty Chemicals
- Headquartered in Basel, Switzerland
- Estimated 5+ Billion in Revenue
- Subsidiaries: Capsugel, BacThera AG, InterHealth Nutraceuticals, Inc.

Founded in 1897 in the Swiss Alps, Lonza today is a well-respected global company with approximately 40 major manufacturing and R&D facilities and more than 15,500 full-time employees worldwide. The company generated sales of 5+ billion USD in 2021 and is organized into two market-focused segments: Pharma & Biotech and Specialty Ingredients.

Lonza is one of the world's leading and most trusted suppliers to the pharmaceutical, biotech, and specialty ingredients markets. They harness science and technology to create products that support safer and healthier living and enhance the overall quality of life.

THE CHALLENGE

Lonza had no prepared succession candidate to take over from their retiring Global Head of Hydrazine. With big shoes to fill, Lonza needed a candidate with a proven track record of negotiating government contracts and a minimum of 10+ years of experience in the chemical industry. It was crucial to identify someone who could seamlessly integrate into the culture and deliver targeted sales volumes, margins, EBIT, and working capital targets for the Hydrazine business.

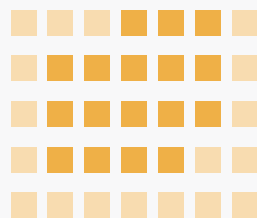


THE SOLUTION

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. Ropella quickly sourced a highly specialized candidate who impressed the firm as the “perfect fit” for the Global Head of Hydrazine. This person promptly demonstrated direction and strategy to develop and execute the business plans for Lonza’s Hydrazine portfolio.

RESULTS DELIVERED

Ropella identified and engaged with 98 prospects on behalf of Lonza. From there, Ropella submitted 8 candidates, 4 of whom were interviewed.



17 BUSINESS
DAYS

To Qualified Candidates

After assessing and identifying the two finalists, Lonza chose an expertly matched candidate from Ropella for Global Head of Hydrazine. Lonza utilized Ropella’s Compensation Comparison Calculator and supporting Offer Strategy Summary to create an appealing executive compensation package, which the candidate accepted. The New Global Head of Hydrazine has been developing, recommending, and executing strategic plans to achieve key sales and financial targets based on market intelligence for the Hydrazine business.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom-created for Lonza, 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 Lonza, the unique challenges facing the new Global Head of Hydrazine, and the incredible opportunity to work in a fast-paced, positive environment.

SKILL SURVEY

13.

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

SCORECARD

15.

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

COMPENSATION COMPARISON CALCULATOR

17.

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



Lonza

OPPORTUNITY MARKETING PIECE

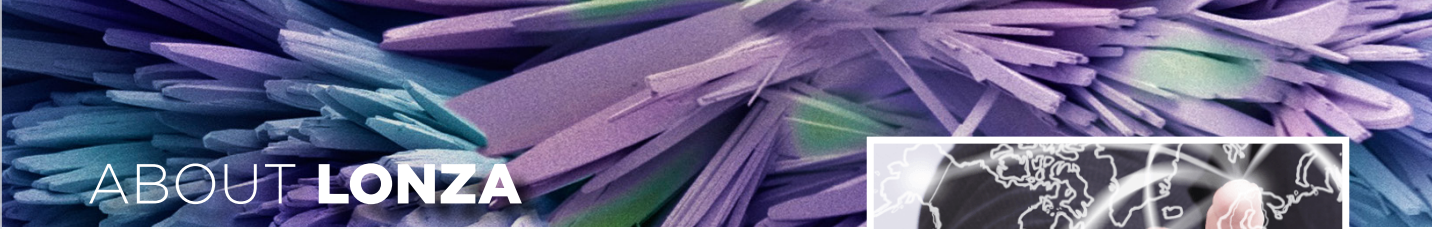
GLOBAL HEAD OF HYDRAZINE

LOCATION | **Lake Charles, LA**

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



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



ABOUT LONZA

LONZA is one of the world's leading and most trusted suppliers to the pharmaceutical, biotech and specialty ingredients markets. They harness science and technology to create products that support safer and healthier living and enhance the overall quality of life.

Not only are they a custom manufacturer and developer, Lonza also offers services and products ranging from active pharmaceutical ingredients and stem cell therapies to drinking water sanitizers, from vitamin B3 compounds and organic personal care ingredients to agricultural products, and from industrial preservatives to microbial control solutions that combat dangerous viruses, bacteria and other pathogens.

Founded in 1897 in the Swiss Alps, Lonza today is a well respected global company with approximately 40 major manufacturing and R&D facilities and more than 14,000 full-time employees worldwide. The company generated sales over USD 5 billion in 2017 and is organized into two market focused segments: Pharma & Biotech and Specialty Ingredients.

Lonza continues to leverage its core strengths in innovation, technology and regulatory expertise while capturing cross-divisional synergies in manufacturing, research and sales.



At Lonza, they take care of their customers and their global, regional, and local requirements. Wherever their customers are, there is a Lonza office nearby that can offer specialized consulting.

COMPANY QUICK FACTS

1897
established

MARK FUNK
current CEO

15,500
employees
worldwide

BASEL, SWITZERLAND
headquarters

LONZA.COM



CORPORATE CULTURE

At Lonza, they invest in great people. They encourage their employees to challenge themselves and offer an environment that fosters creativity and success. Headquartered in Basel, Switzerland, they operate production, R&D and business sites around the world, including Europe, North America and Asia. Lonza employees enjoy development opportunities, an international working environment, and excellent benefits.

Working at Lonza means interacting with intelligent and empowered people who focus on emerging technologies that are ground-breaking, exciting and have a positive impact on humankind. Lonza has a fast-paced environment, without the burdensome bureaucracy and provides the ability to be involved in many aspects of internal and external business.

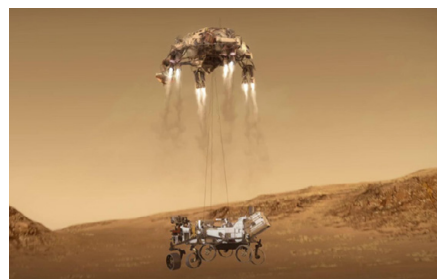
Lonza knows that their people are the cornerstone of their success. Lonza employees come from different countries, backgrounds, and cultures. Employees are rewarded for a job well done, have opportunities to develop their knowledge and skills and are respected and valued.

LONZA PRODUCTS

Hydrazine is a very reactive material that can decompose with incredible speed and energy under a number of conditions. Its decomposition yields exhaust products at high temperatures with low molecular weight—an ideal combination for rocket propulsion and gas generation.

This decomposition is highly reliable and reproducible to within milliseconds. Lonza's Ultra Pure™, Monomethyl Hydrazine (MMH) Unsymmetrical Dimethylhydrazine (UDMH), and Anhydrous Hydrazine (AH) products are utilized in both mono- and bipropellant systems. Leading aerospace organizations such as NASA and the U.S. Air Force use these high-quality hydrazine propellants.

Hydrazine Solutions, such as the Scav-Ox® 35% product, are used as an oxygen scavenger in boiler water, reducing oxidation in both low and high pressure steam systems. Hydrazine is the best material that can be used for protection against oxidation in super critical boilers operating at pressures up to 3500 psi.



THEIR PRODUCT PORTFOLIO INCLUDES:

- Ultra Pure™ Hydrazine
- Hydrazine Hydrate
- Monomethyl Hydrazine (MMH)
- Unsymmetrica Dimethylhydrazine (UDMH)

PRODUCT PORTFOLIO

ULTRA PURE™ HYDRAZINE

Hydrazine (N₂H₄) is a clear, colorless, hygroscopic liquid with a distinct, ammonia-like odor. It is a highly polar solvent, miscible with other polar solvents but immiscible with non-polar solvents.

The purity of Ultra Pure™ anhydrous hydrazine exceeds the requirements for both the Monopropellant Grade and High Purity Grade set forth in Military Specification. Ultra Pure™ hydrazine is aniline-free. No aniline is detectable at the detection limit of specified analysis procedures.

MONOMETHYL HYDRAZINE (MMH)

Monomethyl hydrazine (CH₃NHNH₂) is a clear, colorless, hygroscopic liquid. It has an odor typical of relatively short-chain organic amines. Monomethyl hydrazine is miscible with water, hydrazine, hydrazine derivatives, amines and lower weight monohydric alcohols. It is soluble in hydrocarbons.

Monomethyl hydrazine is a mildly alkaline base and a very strong reducing agent. Its high chemical reactivity, easily controlled functionality and strong hydrogen bonding are its most useful properties.

HYDRAZINE HYDRATE

Hydrazine derivatives are used in the manufacture of herbicides and fungicides, as well as plant growth regulators. From tranquilizers to the primary drug for controlling tuberculosis, hydrazine derivatives have proven to be effective ingredients for a number of pharmaceuticals.

Currently, the plastics industry uses hydrazine derivatives in the creation of blowing agents and polymerization initiators. Use of these derivatives is also being investigated for the formulation of polymers.

UNSYMMETRICA DIMETHYLHYDRAZINE (UDMH)

Unsymmetrical dimethylhydrazine (1,1-dimethylhydrazine) is a clear, colorless hygroscopic liquid. It has an ammonia-like odor which closely resembles that of aliphatic amines. UDMH is miscible with water, hydrazine, dimethylhydrazine, ethanol, amines and most petroleum fuels.

UDMH is mildly alkaline and is a very strong reducing agent. Its high chemical reactivity, easily-controlled functionality and strong hydrogen bonding are its most useful properties.

PRODUCTS AND SERVICES

Bio Research

Pharma & Biotech

Consumer Health

Agro Ingredients

Coatings and Composites



ANTJE GERBER



Head of Bio Research, Lonza . 27 years

Antje knows the international specialty chemical industry inside out: She has worked for more than 27 years in various leadership positions in sales, marketing and innovation with top players such as Roquette, Evonik, HB Fuller and lately Venator. She is a Leader who gives vision and purpose to her organization. In a complex and highly competitive global environment, Antje has a proven track record of transforming organizations into sustainable growth drivers. She loves to bring new concepts to reality and empowers her teams to connect with their customers and bring innovative solutions to the market for them. Her team describes her as a visionary and engaging Leader, who supports and coaches her team on the way to success.

Antje studied business administration with a focus on marketing and chemistry at University of Hamburg, Germany. Since August 2019, she leads the Specialty Chemical Services Business unit for Lonza Specialty Ingredients to bring the business to a new level. Today she lives in Basel, discovering the multicultural assets of an area where Switzerland, Germany and France meet in the core of Europe.





POSITION OVERVIEW

GLOBAL HEAD OF HYDRAZINE

LONZA

Provides direction and strategy to the development and execution of the business plans for Lonza's Hydrazine portfolio. Deliver targeted sales volumes, margins, EBIT and working capital targets for the Hydrazine business

JOB RESPONSIBILITIES

- Manages US Government Contract. Ensuring that all contract obligations are met and maintains close contact with Government officials. Develops strategy for next contract.
- Develops, recommends and executes strategic plans to achieve key sales, financial targets based on market intelligence for the Hydrazine business.
- Develops annual budget and BSRs.
- Responsible for approximately 75% of global sales.
- Manage EMEA and NAFTA sales efforts by working closely with regional Sales Teams.
- Sets prices and allocates product as required.
- Manages key Hydrazine Solutions supply contract (Otsuka).
- Establishes and adjusts selling prices by monitoring costs, competition and supply/demand.
- Closely works with Operations at plant relating to issues relating to product availability
- Manages Customer Services to ensure products are delivered as promised.
- Responsible for developing and writing quality management procedures specific to client requirements.
- Performs other duties as assigned.

SKILLS

- Deep understanding of the chemical industry and commercial management.
- Possesses the highest level of ethics and compliance.
- Sales or customer-facing experience essential.
- Experience of strategic marketing and market intelligence.
- Experience of running a niche business including being responsible for production, marketing, pricing, purchasing, supply chain.
- Significant experience of contract negotiation across the business - wide scope
- Adept at navigating and succeeding within a complex matrix environment.
- High level of commercial acumen and financial planning skills.
- Customer-focused and exceptional at developing customer relationships.
- Driver of continuous improvement in this area.
- Excellent organization, time management, verbal and written communication and interpersonal skills.

EDUCATION

- BSc in Chemical Engineering or related field required.
- MSc in Chemical Engineering or related field required.

WORK EXPERIENCE

- 10 + years' experience in the chemical industry.
- 5-10 years' experience with government contracts.

ABOUT LAKE CHARLES, LA

Lake Charles (French: Lac Charles) is the fifth-largest incorporated city in the U.S. state of Louisiana, located on Lake Charles, Prien Lake and the Calcasieu River. Founded in 1861 in Calcasieu Parish, it is a major industrial, cultural and educational center in the southwest region of the state.

As of the 2017 census, the population was 78,001. Lake Charles is the principal city of the Lake Charles Metropolitan Statistical Area, having a population of 202,040. It is the larger principal city of the Lake Charles- Jennings Combined Statistical Area, with a population of 225,235.

It is considered a regionally significant center of petrochemical refining, gaming, tourism and education, being home to McNeese State University and SOWELA Technical Community College. Because of the lakes and waterways throughout the city, metropolitan Lake Charles is often referred to as the Lake Area. The town was first incorporated in 1857 as Charleston after an early settler, Charles Sallier. Ten years later, on March 16, 1867, Charleston was reincorporated as the City of Lake Charles. In 1910, a fire, known as the "Great Fire of 1910", devastated much of the city. However, Lake Charles soon rebuilt itself and continued to grow and expand in the twentieth century.

The city's streets are laid out primarily in a grid pattern. Interstate 10 passes through Lake Charles, connecting the city with Houston to the west and New Orleans to the east. The Calcasieu River Bridge crosses the Calcasieu River and part of lake. Featuring decorative flintlock pistols on the railing, it is 135 feet (41 m) high. About 50,000 vehicles pass over it daily. Despite its age of over 60 years, it is considered safe by the Louisiana DOTD.

Interstate 210 is an interstate highway bypass that loops through the southern portion of the city. The curving Israel LaFleur Bridge goes over the Calcasieu Ship Channel. The loop has served Lake Charles commuters for 40 years, and carries about 40,000 vehicles per day.

Lake Charles has the biggest casino market in the state of Louisiana. The L'Auberge du Lac Casino Resort is a 242 acres, 26-story hotel in Lake Charles. It has nearly 1000 guest rooms, as well as a casino, golf course, spa, and meeting center. A second casino, the Golden Nugget Lake Charles, opened in late 2014 next to L'Auberge du Lac. The casino resort has more than 740 guest rooms, a casino, golf course, meeting space, retail corridor and a private beach and marina.



ROPELLA.COM | OPPORTUNITY MARKETING PIECE

LONZA // GLOBAL HEAD OF HYDRAZINE 6

LOCATION OVERVIEW



LAKE CHARLES QUICK FACTS

78,001
population

**CHENNAULT
INTERNATIONAL AIRPORT**
major airport

LAFAYETTE
closest major
city

HWY 27
major highway

Lake Charles is home to a number of museums and art galleries. The largest, the Imperial Calcasieu Museum, features a permanent historical exhibit with artifacts and an art gallery. Its grounds are home to the Sallier oak tree, which is around 400 years old. The Historic City Hall Arts and Cultural Center is used as exhibition space; moving art exhibits are displayed at this public art gallery each month. It also hosts the Charlestown Farmers' Market, which provides a venue for local farmers and merchants to sell goods. The USS Orleck Naval Museum, a naval destroyer from 1945, is open for public tours as a veterans' memorial and museum. It is located on the river in North Lake Charles.

The Central School Arts and Humanities Center, located in the historical Charpentier District, is owned by the city. Charpentier is French for "carpenter", a reference to the carpenter-architects who built the mixed-style homes in the district. Central School features the Black Heritage Art Gallery, which is on the Louisiana African American Heritage Trail, as well as the Mardi Gras Museum of Imperial Calcasieu, which features extravagant costumes and an interactive float. It has the largest collection of Mardi Gras memorabilia in the South. Other studios and cultural activities include the Art Associates Gallery, Studio 347 Gallery, the Lake Charles Symphony, and the Lake Charles Community Band.

McNeese State University produces the annual Banners Series of various musical and theatrical performances. Banners also hosts lectures and presentations from notable persons and academics. Local theaters include the Lake Charles Little Theatre, the Artists Civic Theatre and Studio (ACTS), and the Children's Theatre.

Mardi Gras in Lake Charles has a long history dating back to 1882, when Momus, King of Mardi Gras, landed his royal yacht at the foot of Pujoe Street downtown. Throughout the two World Wars, Mardi Gras was downsized which led to a lack of participation by the area's youth. However, an interest in redeveloping the festivities arose, and the first Mardi Gras Ball in Lake Charles was staged in 1964. The full revival of Mardi Gras in Lake Charles was not realized until 1979, when several Krewe captains formed the "Krewe of Krewes", with the primary purpose of parading and promoting Mardi Gras for local residents. In 1985, Mardi Gras of Imperial Calcasieu, Inc. was formed by a group of civic-minded volunteers to further aid in the preservation of this festival. Mardi Gras in Lake Charles regularly draws in crowds of 150,000.

LAKE CHARLES, LA AREA LINKS

AREA LINKS

City Hall

cityoflakecharles.com/department/division

Visit Lake Charles

cityoflakecharles.com

SHOPPING

Prien Lake Mall

simon.com/mall/prien-lake-mall

Parkway Plaza at Moss Bluff

lakecharles.com

ARTS & ENTERTAINMENT

Zoosiana

zoofacadiana.org

USS Orleck Naval Museum

orleck.org/

Historic City Hall Arts & Cultural Center

cityoflakecharles.com

Lake Charles Little Theatre

thelclt.com

Alexander Art Studio

candicealexander.com

SPORTS

New Orleans Saints

neworleanssaints.com

New Orleans Pelicans

nba.com/pelicans

New Orleans Gold

nolagoldrugby.com

EDUCATION

Mc Neese State University

mcneese.edu

Sowela Technical Community College

sowela.edu





ROPELLA® SKILL SURVEY

Lonza

POSITION **GLOBAL HEAD OF HYDRAZINE**

NAME

DATE

1. Outline University Degree(s):
(Please provide the Name and the Location of each Institution)
2. Provide an overview of your expertise, including years of experience, in commercial roles related to the chemical industry.
3. Describe your experience managing US government contracts and handling negotiations.
4. Describe your experience overseeing development, planning and implementation of a niche business, including production, marketing, pricing and purchasing.
5. Describe your experience having full or partial P&L responsibility. What size business have you been responsible for?
6. Describe your experience working and leading in matrix environments.
7. Describe your experience in entrepreneurial roles which required a significant amount of self-direction. What are some tools and strategies you have successfully employed for achieving goals, personal time management and organization?
8. 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?
9. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
10. 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.

11. 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 job change at this time?
12. Have you ever applied, either directly or through a third party, for any role with Lonza? If so what was the date of your most recent application (month/year)?

RELOCATION ACKNOWLEDGMENT

As evidenced by my initials below, I [CANDIDATE] acknowledge the requirement to relocate to the Lake Charles, LA area for the specific opportunity with Lonza 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_____



ROPELLA® CANDIDATE SCORECARD

Lonza

CANDIDATE'S NAME _____

POSITION **GLOBAL HEAD OF HYDRAZINE**

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 commercial roles related to the chemical industry. | |
| 2. Describe your experience managing US government contracts and handling negotiations. | |
| 3. Describe your experience overseeing development, planning and implementation of a niche business, including production, marketing and purchasing. | |
| 4. Describe your experience having full or partial P&L responsibility. What size business have you been responsible for? | |
| 5. Describe your experience working and leading matrix environments. | |
| 6. Describe your experience in entrepreneurial roles which required a significant amount of self-direction. What are some tools and strategies you have successfully employed for achieving goals, personal time management and organization? | |
| SKILL SURVEY TOTAL SCORE | |

ADDITIONAL CONSIDERATIONS**YES/NO/UNCERTAIN****Education Fit**

Is the candidate's formal education and training an asset to this role?

Relocation Fit

Does the candidate have minimal hurdles to relocation (home ownership, employed spouse, children in grade school, cost of living difference, etc.)?

Compensation Fit

Will we be able to offer a total compensation package that will motivate the candidate to make a change?

Communication Fit

Is the candidate a strong communicator who is easy to understand?

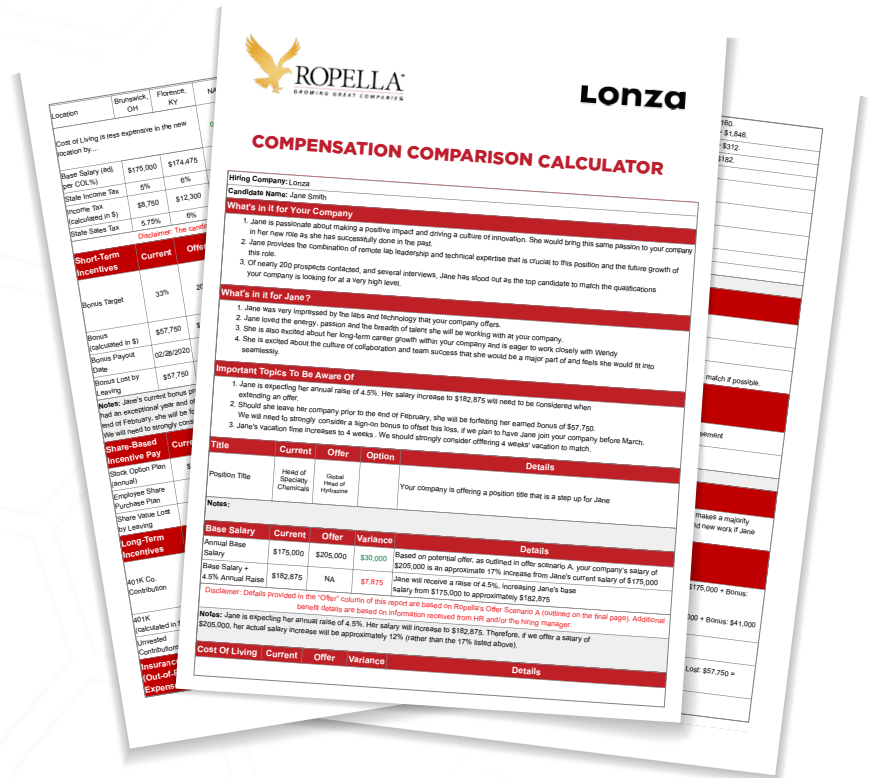
For each candidate that moves forward, now is the time to start the reference check process (www.outmatch.com) background check process (www.clearcheck.com) and assessment process (www.hogan.com). Remember, the more data and information you can collect earlier in the interview process, the better - as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

ADDITIONAL REVIEW NOTES:

COMPENSATION COMPARISON CALCULATOR

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

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





// JANE SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

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

Lonza

CANDIDATE FOR
GLOBAL HEAD OF
HYDRAZINE

LOCATION
Lake Charles, LA

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
CEO
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.

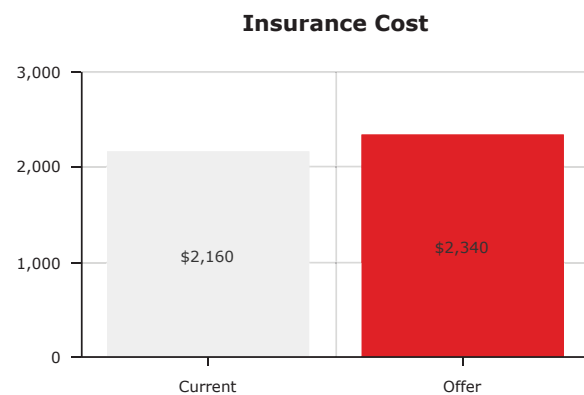
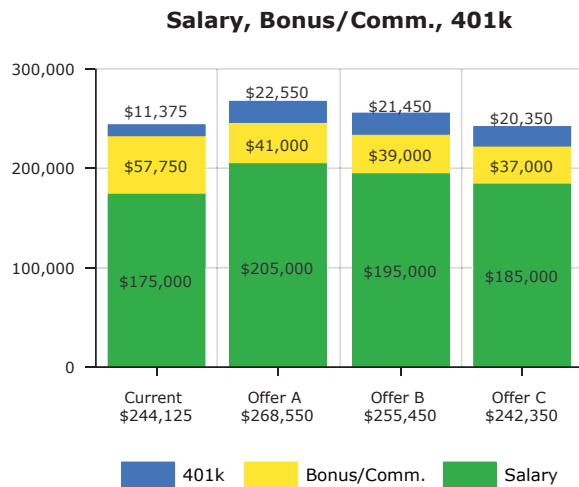
Creative Solutions: If needed, consider creativity in the form of offer incentives. If scenario A is not possible, what can we do to build a bridge? For example, an increased sign-on bonus, an increased car allowance or upgraded car, a salary increase during a 6-month review, a guaranteed year one bonus,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



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

VP, Client Partnership Dev. & Marketing
850.983.8842 | christian@ropella.com

THE RIGHT HIRE™ GUARANTEE

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

