



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

## CLIENT **SUCCESS STORY**



# LUCAS

**Coatings, Sealants and Adhesives**

The challenge,  
solution, and  
results delivered.

**HEAD OF OPERATIONS**

# LUCAS

Coatings, Sealants and Adhesives



## CLIENT

### R. M. LUCAS

## COMPANY OVERVIEW

- Founded 1912
- 60+ Employees Globally
- Headquartered near Chicago, IL
- Industry: Specialty Chemicals
- Estimated \$40+ Million in Revenue
- Subsidiary of Artemis Capital Partners

**R.M. Lucas Company** was founded in Chicago, Illinois by Robert M. Lucas in. R.M. Lucas Co. manufactured asphalt, oil-based paints, coatings for railroads, plastic, asphalt, types of cement for the waterproofing, and repair of wooden box cars. In 1954, the R.M. Lucas Co. plant and trademark were purchased by Lawrence J. Barry, and it became a subsidiary of his company, Union Chemical and Oil Co., a manufacturer of roof coatings, waterproofing, and water treatment chemicals since 1935.

A focus on research and development led to the introduction of many new and innovative products. Manufacturing has expanded with the opening of several new production facilities including the new Lucas headquarters, manufacturing facility, and research center in Alsip, Illinois in 2015; Orlando, Florida in 2018; and Phoenix, Arizona in 2019. R.M. Lucas is the most capable manufacturer of coating, sealants, and adhesives with the ability to manufacture products from a wide variety of chemical technologies including silicones, modified polyurethanes, MS polymer, polyurea, epoxies, water-borne emulsions, asphalt cutbacks, and emulsions, block copolymers, and other synthetic elastomers. Custom formulations for OEM equipment manufacturers and retail are also available.

# THE CHALLENGE

Seeking to bring best-in-class operational practices to bear in their newest portfolio company, Artemis Capital Partners sought to bring on a new Head of Operations. This position required a candidate with extensive coatings/adhesives manufacturing experience who could set overall strategy, had a demonstrated track record of improving performance and accountability measures, with a commitment to driving operational process improvements.

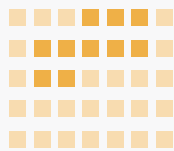
# THE SOLUTION

Ropella leveraged its SMART Search System® to find the Right Hire who possessed both private equity experience and a successful track record leading operational improvements with full P&L responsibility in a similar manufacturing setting. After just five business days, Ropella expertly submitted three candidates for Artemis to consider. The top candidate for the position had an offer from a competitor, but due to Ropella's expedited search, interview, and offer process, Artemis was ultimately able to secure their first-choice candidate.



# RESULTS DELIVERED

Ropella identified and engaged with 160+ prospects on behalf of Artemis Capital Partners. From there, Ropella submitted 3 candidates, all of whom were interviewed. Due to the Ropella Search Team's diligence, the entire search and placement were completed in just 14 business days.



**5** BUSINESS DAYS

To Qualified Candidates



**14** BUSINESS DAYS

Speed To Placement

After assessing and identifying the final candidates, R.M. Lucas chose an expertly matched candidate from Ropella for the Head 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 the Chief Executive Officer, this new Head of Operations will take a customer-centric approach to make R.M. Lucas the ideal platform to serve increasing demand in the roof repair and restoration market.

# DELIVERABLES

## PAGE

### OPPORTUNITY MARKETING PIECE

05.

Custom created for Artemis Capital Partners and R.M. Lucas, 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 R.M. Lucas, the unique challenges facing the Head of Operations, and the incredible opportunity to set a course for company strategy.

### 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

14.

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

16.

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 OPERATIONS

LOCATION | Chicago, IL

POWERED BY ROPELLA'S  SMART Search System™



FOR MORE INFORMATION, CONTACT:  
**ERIC KRAUSE**, Client Partner  
850.564.2853 | [eric@ropella.com](mailto:eric@ropella.com)

# LUCAS

Coatings, Sealants and Adhesives



## ABOUT R.M. LUCAS

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

R.M. Lucas Company was founded by Robert M. Lucas in 1912 and was located in Chicago, Illinois. R.M. Lucas Co. manufactured asphalt, oil based paints, coatings for railroads, plastic asphalt cements for the waterproofing and repair of wooden box cars. In 1954 the R.M. Lucas Co. plant and trademark was purchased by Lawrence J. Barry and it became a subsidiary of his company, Union Chemical and Oil Co., a manufacturer of roof coatings, waterproofing and water treatment chemicals since 1935.

A focus on research and development led to the introduction of many new and innovative products. Manufacturing has expanded with the opening of several new production facilities including the new Lucas headquarters, manufacturing facility and research center in Alsip Illinois in 2015, Orlando Florida in 2018 and Phoenix Arizona in 2019. R.M. Lucas is the most capable manufacturer of coating, sealants and adhesives with the ability to manufacture product from a wide variety of chemical technologies including silicones, modified polyurethanes, MS polymer, polyurea, epoxies, water-borne emulsions, asphalt cutbacks and emulsions, block-copolymers and other synthetic elastomers. Custom formulations for OEM equipment manufacturers and retail are also available.

### MISSION

*R.M. Lucas Company is the developer and producer of professional grade coatings, adhesives & sealants. We are committed to developing new and innovative products to meet and exceed the needs of an evolving construction marketplace. A focus on quality and customer satisfaction for the professional contractor is the foundation of our company and our plan for future success.*



LUCAS CORPORATE HEADQUARTERS, RESEARCH AND MANUFACTURING FACILITY IN ALSIP, IL OPENED IN 2015



NEW CHICAGO WAREHOUSE COMPLETED IN 2009

# R.M. LUCAS PRODUCTS

**R. M. Lucas Co. offers a full line of coatings and mastics for the professional building contractor. They offer everything from time-proven high quality bituminous coatings and mastics to technologically advanced polymer based sealants, adhesives and reflective elastomeric coatings.**



## COATINGS & MASTICS

R.M. Lucas manufactures coatings for roofs, walls, pavement and below grade applications. For over 100 years they have produced everything from asphalt materials to the most advanced modern moisture-cure and reactive formulas. Lucas provides solutions from waterproofing to improved energy efficiency for all types of construction.

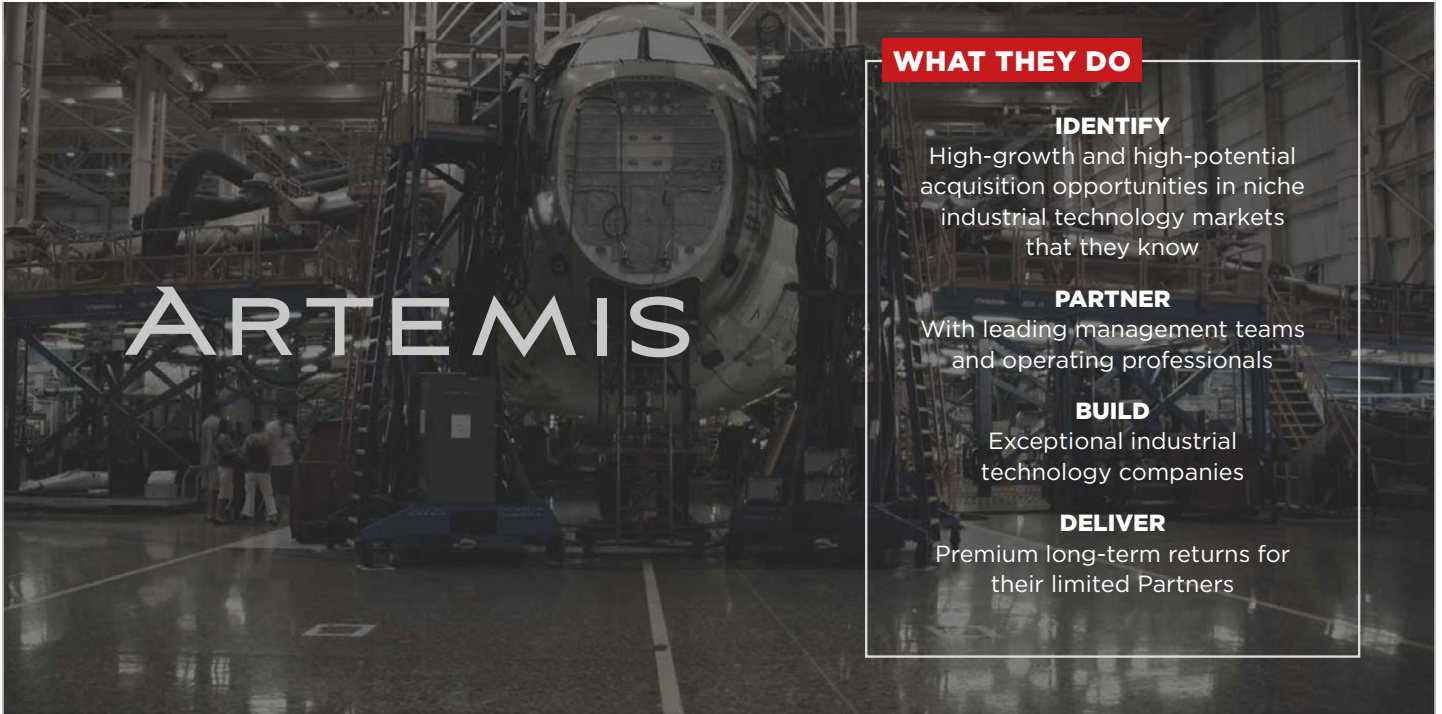
## WATERPROOFING

R.M. Lucas supplies a variety of dampproofing and waterproofing products. From asphalt cutbacks and emulsions to elastomeric fluid applied waterproofing and advanced moisture cure membranes and joint sealants.

## CAULKS & SEALANTS

R.M. Lucas offers a variety of commercial moisture cure sealants on the cutting edge of urethane sealant technology (#9600). With the ability to adhere to wet or underwater surfaces and a high movement capability, Lucas moisture cure sealants can be applied on almost any surface.





**WHAT THEY DO**

**IDENTIFY**

High-growth and high-potential acquisition opportunities in niche industrial technology markets that they know

**PARTNER**

With leading management teams and operating professionals

**BUILD**

Exceptional industrial technology companies

**DELIVER**

Premium long-term returns for their limited Partners

**ABOUT  
ARTEMIS**

**ARTEMISLP.COM**

**BUYER AND BUILDER OF THE BEST INDUSTRIAL TECHNOLOGY COMPANIES IN THE LOWER MIDDLE MARKET**

Artemis Capital Partners is a Boston-based private equity firm focused on acquiring and growing differentiated industrial technology companies. Artemis seeks to partner with companies that have strong established management teams, outstanding engineering capabilities, unique products, and expanding niche markets.

**PORTFOLIO**

- Maury Microwave
- Tekscan
- Superior Technical Ceramics
- StanChem Polymers
- Adcole Maryland
- Aerospace
- Adcole Corporation
- Omega Optical
- Ohio Tool Works
- Janis Research Company
- BioDot
- KCB Solutions
- Fiberoptic Components





**RUDI COETZEE**  
*Operating Partner, Artemis*



Rudi is an engineer not only by education, but by upbringing. As a son of an engineer who built products to improve the efficiency of coal mines in South Africa, Rudi has truly been working in Industrial Technology his entire life. With over 30 years of experience in not only mechanical engineering but also sales, sales management, operations and leadership, Rudi is a unique leader.

Prior to joining OTW, he worked for over a decade at Saint-Gobain in various business development, general management and operations roles. Thereafter he served as Executive Vice President at Active Minerals International before becoming President and CEO of Aventics, one of the world's leading manufacturers of pneumatic components and systems.

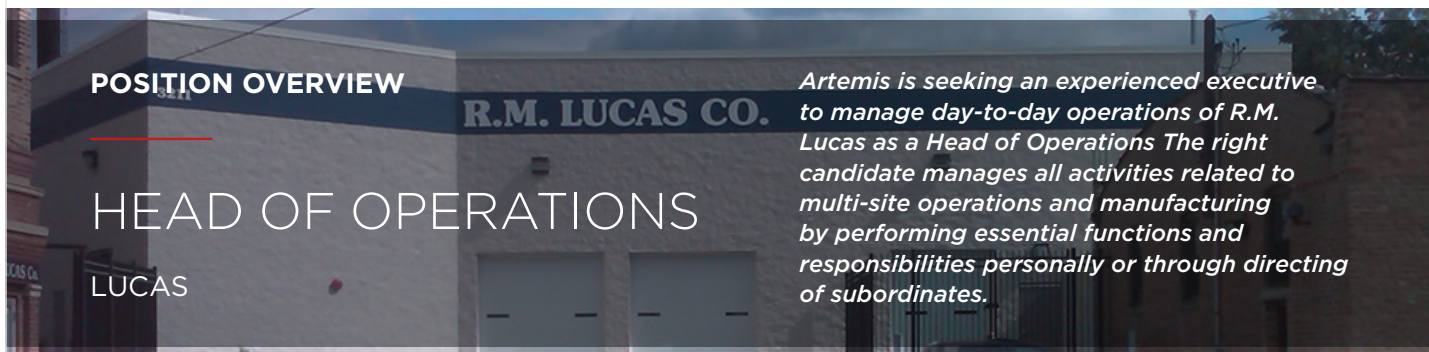
Rudi can be described as a highly organized and results-focused executive who achieves consistent results and builds top-performing global teams by providing sound strategic vision across all functional disciplines in manufacturing and highly engineered environments. He is a quick learner of new methods and environments with a passion for change, challenge, and continuous improvement. He is a versatile team leader with success in improving bottom line results through cost reduction, productivity, and revenue growth.



**OLLY FORRER**  
*Vice President, Artemis*



Olly is a Vice President on the Investment Team at Artemis. Olly works across the full spectrum of Fund activities, including deal generation, investment strategy & thesis development, transaction lead, portfolio company lead and Limited Partner engagement. Olly joined Artemis from Canaccord Genuity, a global middle-market investment bank, where he spent three years as an Analyst and Associate focusing on technology M&A advisory. Prior to Canaccord, Olly worked at AGC Partners, a Boston-based investment bank, focusing on technology M&A advisory. Olly received his Bachelor of Science Degrees in Biochemistry and Molecular Biology (magna cum laude) from the University of Massachusetts at Amherst.



## POSITION OVERVIEW

# HEAD OF OPERATIONS

LUCAS

*Artemis is seeking an experienced executive to manage day-to-day operations of R.M. Lucas as a Head of Operations. The right candidate manages all activities related to multi-site operations and manufacturing by performing essential functions and responsibilities personally or through directing of subordinates.*

### PRIMARY FUNCTIONS

- Drive safety (EHS) improvements and a safety mindset throughout the organization.
- Lead all departments related to Operations, especially Supply Chain and Quality. Only departments NOT reporting to this role are Finance, R&D and Sales.
- Plan, develop and implement improvement strategies for operational management to meet/exceed performance plans within applicable budgets and timelines.
- Manage and control departmental expenditure within budget.
- Work with other functional/departmental managers to understand needs of operational development, and to ensure they are fully informed of operational objectives, purposes, opportunities, and risks.
- Maintain awareness and knowledge of operations and methods for improvement.
- Provide input to the research and development of new and emerging programs.
- Provide guidance to the development of manufacturing processes, including personnel requirements, material needs, subcontract requirements, facility needs, tooling and equipment needs.
- Contribute to company continuous improvement efforts.

### EDUCATION AND EXPERIENCE

- Bachelor's degree in a Chemical Engineering, Chemistry, or a related technical field is required
- 5-10 years Director level and/or higher experience in specialty chemical manufacturing, operations or related field – experience in the building products industry is strongly preferred
- Previous P&L responsibility and full responsibility for supply chain, quality, purchasing, production, maintenance, and shipping
- Successful track record of bringing cultural change and transforming operations/manufacturing at underperforming organizations
- Experience in a high growth environment
- Prior multi-site responsibility preferred
- Acquisition and successful operations integration experience a plus

### TECHNICAL ROLE COMPETENCIES

- Strong technical aptitude of chemistry concepts and chemical manufacturing processes
- Proven track record as a team leader with an understanding of management practices
- Knowledgeable in lean manufacturing systems (Six Sigma certification a plus)
- Demonstrated project and budget management skills
- Strong business acumen with a broad understanding of fundamental business principles
- Analytical problem-solving skills with an impeccable attention to detail
- Ability to set overall strategy and drive process improvement
- Strong background in driving and sustaining safety improvements
- Excellent oral and written communication skills
- Strong interpersonal skills with ability to collaborate and build a consensus in a high-pressure environment

## — ABOUT CHICAGO, IL

Chicago's famed restaurants, renowned museums, stunning waterfront, groundbreaking music, award-winning theatres, over 300 parks and green spaces, iconic architecture designed by legendary architects — all within 77 vibrant, ethnically diverse neighborhoods that are the heart and soul of Chicago. These are just some of the reasons why Condé Nast Traveler ranked Chicago the #1 on their list of Best Large Cities in the U.S. for three years in a row.

Chicago is a city with world-class culture — home to comedy star-maker The Second City; electrified blues; championship sports teams; one of the largest collection of Impressionist and Post-impressionist art outside the Louvre, housed within the Art Institute of Chicago, one of the top five museums on the planet (TripAdvisor); the largest collection of Frank Lloyd Wright buildings in the world; the largest science and industry museum in the Western Hemisphere — and that's just the beginning.

The city is home to Tony Award-winning theatres, and Paste Magazine praises Chicago theatre as “one of the most thriving theatre scenes on the planet.” Condé Nast Traveler calls Chicago the “best restaurant city in America.” Bon Appétit magazine agrees, saying Chicago is “America's most exciting city to eat in right now.” Plus, with 25 Michelin-starred restaurants and dozens of Bib Gourmand recipients, you're sure to find a spot for every budget and taste.

Big city culture isn't the only thing you'll find there. You'll also enjoy outdoor escapes and urban adven-

ture, with the stunning city skyline as your backdrop. Go kayaking along the award-winning Riverwalk or venture to the Chicago Architecture Center and board the top architecture cruise in Chicago. Cycle the 18-mile Lakefront Trail, dotted with harbors, beaches, restaurants and bars. Or spend the day at Navy Pier, one of the city's top attractions, and board a cruise ship to set sail on Lake Michigan.

You only have to venture to the Millennium Park Campus to see city and nature side by side, and find the true spirit of Chicago — summer-long free music festivals and outdoor film screenings beneath the soaring steel canopy of the Jay Pritzker Pavilion; Instagram-worthy public art installations like Crown Fountain and Cloud Gate (aka The Bean); stretches of swaying prairie grasses and native plantings at Lurie Garden; climbing walls, ice skating ribbons, and fantastical playground landscapes at Maggie Daley Park; performing arts on the stage of the Harris Theater; free exhibitions, tours, and live music at the Chicago Cultural Center; and the world-class Art Institute of Chicago beckoning with major art exhibitions throughout the year.

The city isn't just about the arts and culture — the city has a thriving economic community, including 31 Fortune 500 Companies headquartered in the area. Chicago is recognized as one of the country's premier technology hubs and the city's meeting rooms, convention centers, and special event venues are equipped with the industry's latest amenities. This is truly a city with unrivaled economic potential.



# CHICAGO, ILLINOIS

## LINKS AND HIGHLIGHTS

### AREA LINKS

**City of Chicago**  
[cityofchicago.org](http://cityofchicago.org)

### SHOPPING

**The Magnificent Mile**  
[themagnificentmile.com](http://themagnificentmile.com)

**Water Tower Place**  
[shopwatertower.com](http://shopwatertower.com)

**The Shops at North Bridge**  
[theshopsatnorthbridge.com](http://theshopsatnorthbridge.com)

### ARTS & ENTERTAINMENT

**Choose Chicago**  
[choosechicago.com](http://choosechicago.com)

**Museum of Science+Industry**  
[msichicago.org](http://msichicago.org)

**Chicago Theatre**  
[thechicagotheatre.com](http://thechicagotheatre.com)

### SPORTS

**Chicago White Sox**  
[chicago.whitesox.mlb.com](http://chicago.whitesox.mlb.com)

**Chicago Bears**  
[chicagobears.com](http://chicagobears.com)

**Chicago Blackhawks**  
[nhl.com/blackhawks](http://nhl.com/blackhawks)

**Chicago Sky**  
[sky.wnba.com](http://sky.wnba.com)

**Chicago Fire Soccer Club**  
[chicago-fire.com](http://chicago-fire.com)

**Chicago Bulls**  
[nba.com/bulls](http://nba.com/bulls)

### NEWS

**Chicago Tribune**  
[chicagotribune.com](http://chicagotribune.com)

**Chicago News**  
[nbcchicago.com](http://nbcchicago.com)

### EDUCATION

**Chicago Public Schools**  
[cps.edu](http://cps.edu)

**City Colleges of Chicago**  
[ccc.edu](http://ccc.edu)

**The University of Chicago**  
[uchicago.edu](http://uchicago.edu)

**The University of Illinois**  
[uic.edu](http://uic.edu)





# ROPELLA® SKILL SURVEY

**LUCAS**  
Coatings, Sealants and Adhesives

**POSITION**    *HEAD OF OPERATIONS*  
**NAME**  
**DATE**

1. Provide an overview of your expertise, including years' experience, leading Operations and Manufacturing functions in a specialty chemical/coatings manufacturing environment. Which products/chemistries are you most familiar with? Please highlight (if applicable) any experience related to specialty coatings, adhesives, or sealants.
2. Describe the manufacturing sites you have held direct responsibility for. Did this include multi-site operations? What were the size (sqft and headcount) of these sites?
3. Describe your experience having full or partial P&L responsibility. What size business (dollars) have you been responsible for? Did your responsibility include the following functions: supply chain, quality, purchasing, maintenance, shipping, etc.?
4. What strategies have you executed to reduce costs, maintain quality and manage change while maintaining customer service levels? Describe the KPI's you use to track progress and evaluate outcomes.
5. Provide an example (or examples) of driving change in an operations environment. What obstacles did you encounter and how did you overcome them? What metrics did you use to measure success during this transition?
6. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
7. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What's motivated you to consider a career change at this time?

### **RELOCATION ACKNOWLEDGEMENT**

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

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

### **REFERENCE AND BACKGROUND CHECKS**

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

Background checks will also be required prior to final interviews through our partner, ClearChecks.



# ROPELLA® CANDIDATE SCORECARD

**LUCAS**  
Coatings, Sealants and Adhesives

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

**POSITION** HEAD 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 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' experience, leading Operations and Manufacturing functions in a specialty chemical/coatings manufacturing environment. Which products/chemistries are you most familiar with? Please highlight (if applicable) any experience related to specialty coatings, adhesives, or sealants.	
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6. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What's motivated you to consider a career change at this time?	
<b>SKILL SURVEY TOTAL SCORE</b>	

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

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

**Relocation Fit**

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

**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.harver.com](http://www.harver.com)) background check process ([www.clearcheck.com](http://www.clearcheck.com)) and assessment process ([www.hogan.com](http://www.hogan.com)). Remember, the more data and information you can collect earlier in the interview process, the better - as this will make for much better interviews and hiring decisions.*

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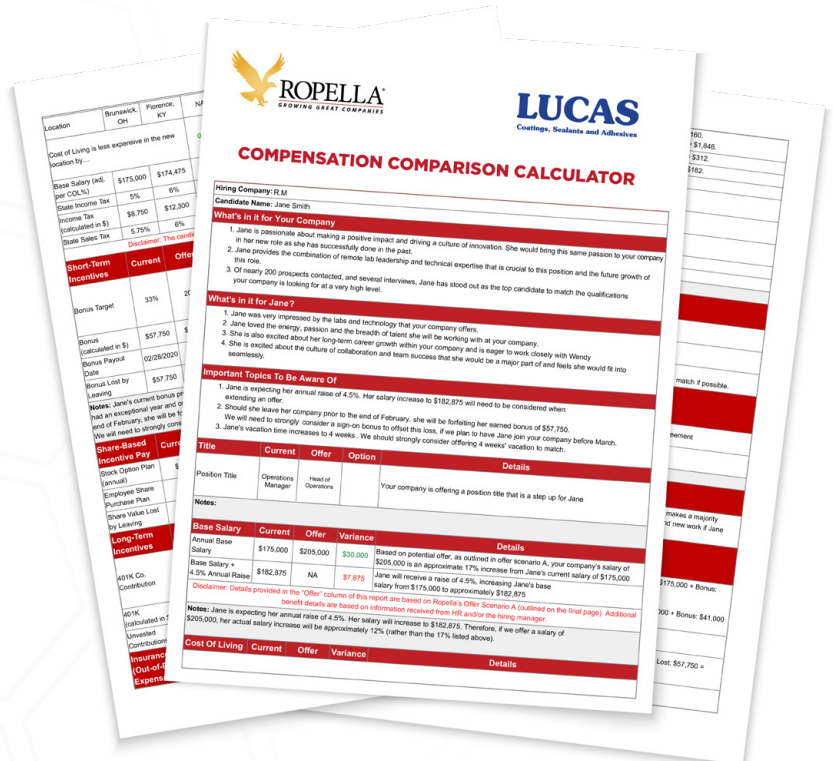
**ADDITIONAL REVIEW NOTES:**



# 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\**

# LUCAS

Coatings, Sealants and Adhesives

**CANDIDATE FOR**  
HEAD OF OPERATIONS

**LOCATION**  
Chicago, IL

POWERED BY ROPELLA'S



## CONGRATULATIONS ON YOUR SUCCESSFUL SEARCH!

*It has been a real pleasure partnering with you.*

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

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

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

**FOR MORE INFORMATION, CONTACT:**

**ERIC KRAUSE**  
President  
850.564.2853  
eric@ropella.com

## Candidate Overview

### What's in it for Your Company:

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

### What's in it for Jane:

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

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

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

## Offer Delivery Best Practices

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

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

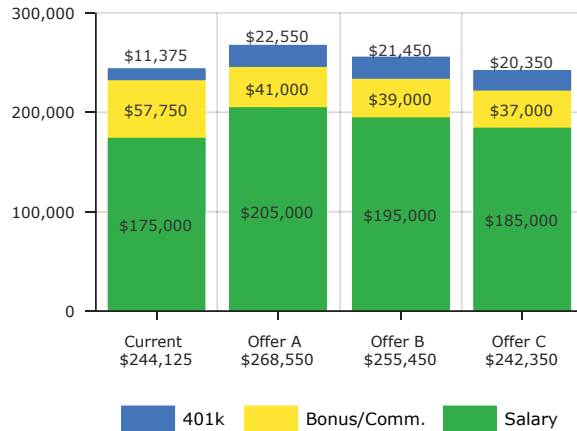
**Sense of Urgency:** Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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

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

## Key Visual Comparisons

### Salary, Bonus/Comm., 401k



### Insurance Cost



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

## Relocation Coverage

### Candidate Relocation Expectations:

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

### Cost of Living

BestPlaces.net

Florence, Kentucky is 0.3% cheaper than Brunswick, Ohio

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

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

## Important Topics To Be Aware Of

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

# WE'RE HERE TO HELP

## YOU ARE OUR #1 PRIORITY

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

## SMARTER EXECUTIVE SEARCH

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



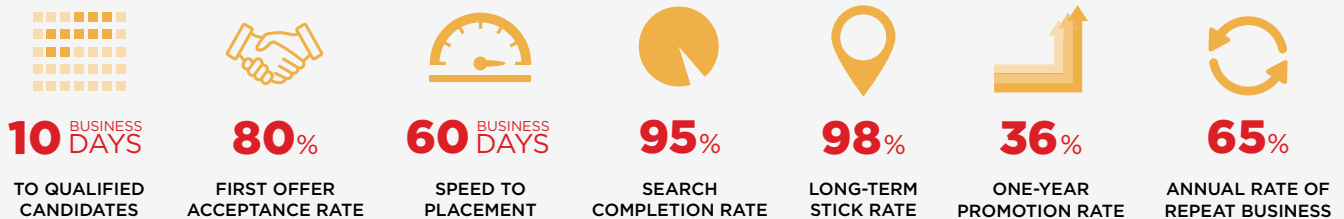
### LET'S WORK TOGETHER

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## THE RIGHT HIRE™ GUARANTEE

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



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