



CLIENT **SUCCESS STORY**

The challenge,
solution, and
results delivered.

SAINT-GOBAIN

Impressive Strength

GLOBAL SALES MANAGER, CATALYTICS



CLIENT

SAINT-GOBAIN NORPRO

COMPANY OVERVIEW

- Headquartered in Stow, Ohio
- Established 1990
- 500+ Employees Globally
- Estimated \$120+ Million in Revenue
- Subsidiary of Saint-Gobain

Saint-Gobain NorPro's advanced ceramic technologies span well over 100 years with well-known solutions for fixed bed reactor processing and heat & mass transfer applications. They are the leading supplier of custom catalyst carriers, bed topping media, support media, mass transfer media and support assemblies, and regenerative thermal oxidation packings.

Many of their brands dominate the industry from their Denstone® bed support and MacroTrap® guard bed media, to their recognized Aludur® and Proware™ ceramic formulation materials and their newer Accu® spheres catalyst carrier product line. 90% of their catalyst carriers are co-developed with customers from an impressive range of materials ranging from alumina to zirconia.

Saint-Gobain NorPro's core competency is mastering ceramic materials in combination with precision manufacturing capabilities and techniques. Their commitment to quality and the environment is evidenced by the fact that all of their sites maintain an Integrated Management System (they call it "NIMS" for NorPro Integrated Management System) that is fully compliant with the requirements of ISO 9001 (Quality) and ISO 14001 (Environment).

THE CHALLENGE

Building on the successful completion of a difficult and highly-specific Research and Development role for Saint-Gobain NorPro, they came back to Ropella for a new Global Sales Manager role as a priority. The candidates for this position would be expected to possess at least a Bachelor of Science Degree in Engineering or Chemistry and have 8+ years of sales experience in catalyst carrier or closely related technologies.

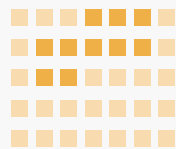
THE SOLUTION

Through the execution of Ropella's proprietary SMART Search System®, a search was conducted to uncover, engage, recruit, and assess a group of best-in-class Global Sales Managers. These candidates had a proven track record of sales success (requiring long-term relationships in selling and co-developing projects) and had demonstrated strong communication and interpersonal skills to be able to interface with both upper management and R&D level customers. With their strong understanding of chemistry, chemical processes, and the chemical market, these candidates fit within the qualifications necessary for Saint-Gobain NorPro's Global Sales Manager.



RESULTS DELIVERED

Ropella identified and engaged with 110+ prospects on behalf of Saint-Gobain NorPro. From there, Ropella submitted 5 candidates, 4 of whom were interviewed.



5 BUSINESS
DAYS

To Qualified Candidates



46 BUSINESS
DAYS

Speed To Placement

After assessing and identifying final candidates, Saint-Gobain NorPro chose an expertly-matched candidate from Ropella to be their Global Sales Manager. The company utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to create an appealing compensation package, which the candidate accepted. This person answers to the Global Commercial & Strategy Director and manages various levels and functions of inside and outside customers, product development enhancements and anti-counterfeit security features.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom-created for Saint-Gobain NorPro, 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 Saint-Gobain NorPro, the unique challenges facing the new Global Sales Manager, and the incredible opportunity to join a rapidly growing leading 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

19.

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

21.

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!"



OPPORTUNITY MARKETING PIECE

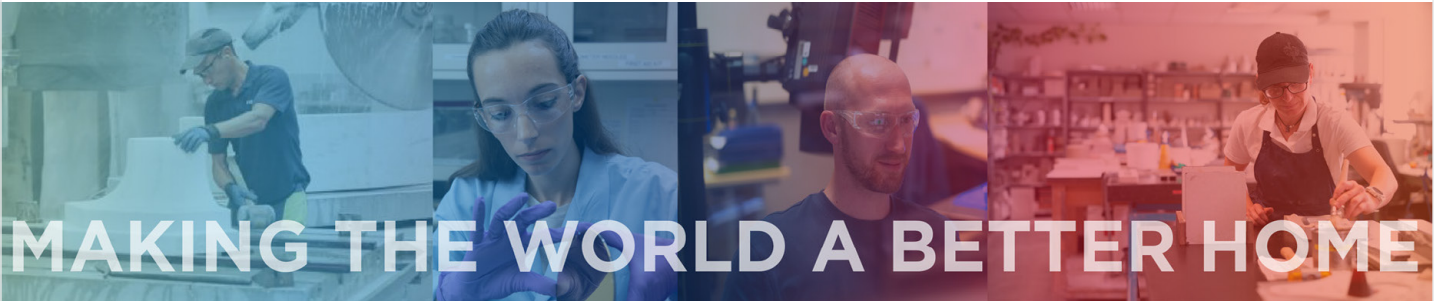
GLOBAL SALES MANAGER — CATALYTICS

LOCATION | **Stow, OH**

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



FOR MORE INFORMATION, CONTACT:
ERIC KRAUSE, President
850.564.2853 | eric@ropella.com



MAKING THE WORLD A BETTER HOME

ABOUT **SAINT-GOBAIN NORPRO**

REFINING, PETROCHEMICAL, CHEMICAL, ENVIRONMENTAL & GAS PROCESSING INDUSTRIES

Saint-Gobain NorPro's advanced ceramic technologies span well over 100 years with well-known solutions for fixed bed reactor processing and heat & mass transfer applications. They are the leading supplier of custom catalyst carriers, bed topping media, support media, mass transfer media and support assemblies, and regenerative thermal oxidation packings.

Many of their brands dominate the industry from their Denstone® bed support and MacroTrap® guard bed media, to their recognized Aludur® and Proware™ ceramic formulation materials and their newer Accu® spheres catalyst carrier product line. 90% of their catalyst carriers are co-developed with customers from an impressive range of materials ranging from alumina to zirconia.

Saint-Gobain NorPro's core competence is mastering ceramic materials in combination with precision manufacturing capabilities and techniques. Saint-Gobain NorPro's commitment to quality and the environment is evidenced by the fact that all of their sites maintain an Integrated Management System (they call it "NIMS" for NorPro Integrated Management System) that is fully compliant with the requirements of ISO 9001 (Quality) and ISO 14001 (Environment).

They are challenged to further invent themselves in defining even higher standards to ensure that they meet your critical demands and the demands of the environment. Their catalyst carriers, as an example, are designed with their customers to improve their efficiencies and help minimize the formation of CO₂. Saint-Gobain's investment in research and development allows them to develop the next ceramic media.

NORPRO.SAINT-GOBAIN.COM

SAINT-GOBAIN NORPRO'S HISTORY

Saint-Gobain NorPro has been servicing the petrochemical, chemical, refining, environmental and gas processing industries for well over 100 years . . . an evolving company that started as United States Stoneware Company in 1859, producing chemical stoneware in the design and fabrication of random packing used in chemical processing reactors.

Norton Company acquired United States Stoneware in 1966, and from there, the company was named Norton Chemical Process Products (Norton CPPC) and grew to include not only ceramic random packing for heat and mass transfer applications, but custom catalyst carriers and catalyst bed support media for refining, gas processing and petrochemical applications.

Saint-Gobain, one of the largest industrial corporations in the world, acquired the Norton Company in 1990. The Norton CPPC name was changed to Saint-Gobain NorPro to reflect the change in ownership and direction. Today, Saint-Gobain NorPro is an international company with an undisputed leadership position in providing an impressive collection of engineered ceramic media and shapes.



SOLUTIONS FOR NOW AND THE FUTURE

Saint-Gobain NorPro is proud of its elaborate research and development facilities, diligently working towards providing customers with the latest technology to improve the overall process and bottom line for their customers. Their history shows that they are prepared for the long haul. They will do whatever it takes to imagine, develop and manufacture technology-driven ceramic solutions to meet your next challenge.

WORLD CLASS MANUFACTURING

Saint-Gobain NorPro operates seven world class manufacturing facilities on three continents. Their strategically located manufacturing facilities in Asia, Europe, and the United States maintain the strictest product and material standards and provide the same consistent high-quality and outstanding service to customers the world over. As part of their ongoing commitment to quality, they continue to track their performance with an eye toward further improvements. Saint-Gobain NorPro's customers benefit in knowing that the company's reputation is fueled by their desire to be the best.

PRODUCTS OFFERED



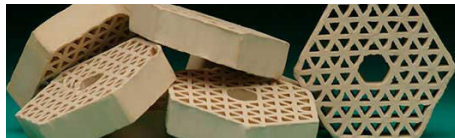
DENSTONE® SUPPORT MEDIA



MASS TRANSFER PRODUCTS



CATALYST CARRIER



REGENERATIVE THERMAL OXIDIZER



BED TOPPING MEDIA

CATALYST CARRIER SOLUTIONS THAT DELIVER

Saint-Gobain NorPro is the largest supplier of merchant catalyst carriers in the world. It's not products, but solutions, that their customers/partners have come to expect. They have a profound understanding of catalysis and catalytic applications and a definitive knowledge of catalyst carriers. They deliver products that deliver improved Catalysts with ever improved Selectivity, Activity and Extended Life. Their commitment to developing custom catalyst carriers stems from a 65+ year history. They develop the carriers, and their catalyst customers take the carriers and add metals and dopants to create finished catalysts for use in fixed bed processing units or slurry bed reactors.

CO-DEVELOPMENT IS KEY TO CATALYST CARRIER INNOVATION

Saint-Gobain NorPro works exclusively with their catalyst clients to custom engineer the physical and chemical properties — from a range of raw materials and shapes — for each specific application requirement. In fact, over 90% of their sales are related to custom proprietary catalyst carrier projects.

SELECTIVITY + ACTIVITY + LIFE

Their development efforts with catalyst clients and processors ultimately benefit catalyst selectivity, activity, and life of the catalyst. Improvements in this area can equate to substantial savings in the range of millions of dollars a year in a large-scale plant.



DEVELOPMENT AND PRODUCTION

Saint-Gobain NorPro are experts in catalyst carrier development and production with a multitude of capabilities:

- Raw material selection know how
- Materials science technology
- Tailored carrier properties / chemistry
- Forming technology
- Firing technologies
- Scale-up from our Stow, Ohio semi-works facility
- Consistent large-scale production



NEW "MICRO" SIZE CATALYST CARRIER SPHERES

Accu Catalyst Carrier Spheres from Saint-Gobain NorPro's new "micro" sized Accu® sphere catalyst carriers meet the industry's ever-growing demand for small diameter spherical catalyst carriers for catalytic systems with its 0.3mm to 4.0mm size range.

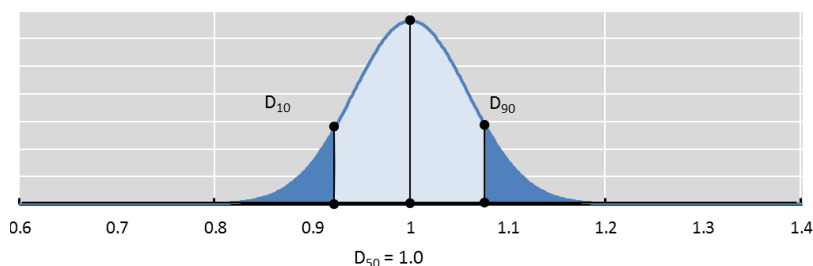
This new size range provides high-geometric surface area, uniform packing and even flow distribution for use in slurry or moving bed reactors, especially where coking and constant catalyst generation is required. Accu spheres are available in multiple formulations, compositions and properties, including an expanded variety of chemistries and mixed oxides (alumina, silica, titania, zirconia) tailored to meet exact customer requirements.

ACCU® SPHERES' KEY ATTRIBUTES

- Narrow size distribution
- Excellent control to average particle size
- Control of porosity
- Alumina, silica, titania, zirconia and mixed oxides
- A gradient of chemistries within each particle is possible

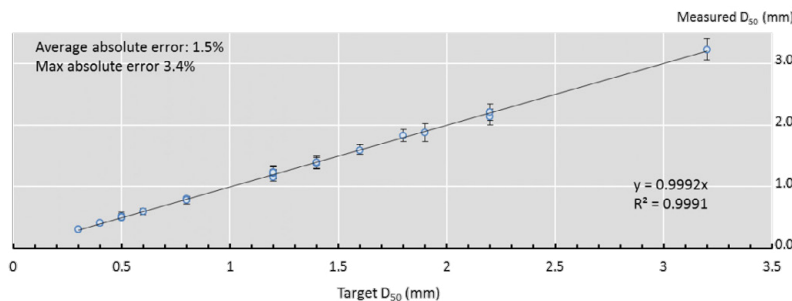
TYPICAL SIZE DISTRIBUTION & CAPABILITY

TYPICAL SIZE DISTRIBUTION



$$\text{Span} = \frac{D_{90} - D_{10}}{D_{50}} \leq 15\%$$

AVERAGE SIZE CAPABILITY

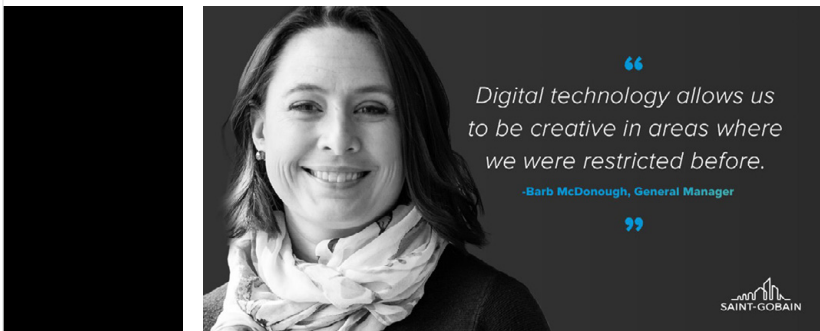
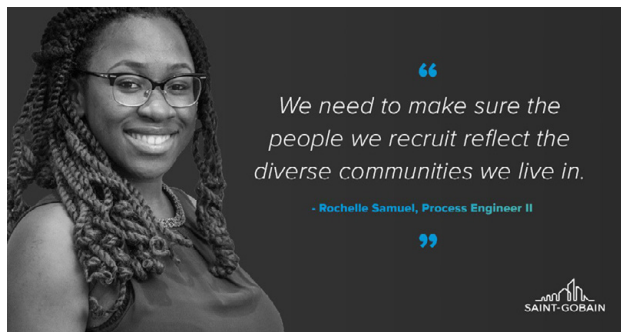


CULTURE AT **SAINT-GOBAIN NORPRO**

Saint-Gobain NorPro is a company driven by the ambition to invent a more sustainable and tangible future for everyone's life, for the way they work, take care of themselves or get around.

Joining Saint-Gobain means joining a community of men and women with the convictions and talents to live up to this ambition and make it a lever for performance and innovation!

As employees, they are committed to inventing materials-based solutions that contribute to the well-being of each and the future of all. They innovate in an enterprising environment that challenges their entrepreneurial spirit and creativity. At Saint-Gobain, human values are lived out on a daily basis and drive them to develop themselves through personalized support to open up the range of possibilities together and allow everyone to achieve their goals.



This year, Saint-Gobain was again awarded the “**TOP EMPLOYER GLOBAL**” certification for the sixth consecutive year. Only 16 organizations in the world have received this distinction.

HIRING TEAM OVERVIEW



TIHANA TRESLER
Commercial & Strategy Director



Tihana Tresler began her 15-year-long oil and gas professional career in 2006 as a part of the Saint-Gobain Research and Development team. During her eight years in R&D, Dr. Tresler worked in new product development and was in charge of Global Research Operations for NorPro's upstream business—Proppants. In 2014, she became Global Marketing Manager for SG Proppants. In 2016 she became the Proppants Global Sales Director where she gained extensive experience in conducting sales in China and the Middle East. During this time, she was also a Marketing Innovation Manager for the Ceramics division of Saint-Gobain which allowed her to develop a strong network of peers within the Saint-Gobain group. Later Tihana became a General Manager for the Proppants business. Currently Tihana is a Commercial and Strategy Director for NorPro's Catalytic and Process Ceramics business where her primary drive is, on top of providing top customer service to existing clients, to capture sustainability driven opportunities for NorPro business. Tihana is a strong believer in innovation and seeks it in all parts of business, not just R&D. The ability to create and enable are two forces that motivate her. Her team members describe her as a coach that listens, respects others, and evokes trust.

Tihana is originally from Croatia. She holds a Bachelor's Degree in Inorganic Chemistry from the University of Zagreb, Croatia, and M.S. and Ph.D. degrees in ceramic engineering from the University of Missouri-Rolla. She holds nine U.S. patents and has authored and presented numerous technical publications. She is a mother of two teenage girls and an owner of three large gardens where she grows way too many tomatoes. Tihana loves fishing and hunting and enjoys cooking her catch for her family.

POSITION OVERVIEW

GLOBAL SALES MANAGER - CATALYTICS

SAINT-GOBAIN NORPRO



ROLE SUMMARY

As a Global Sales Manager for Catalytics, the candidate will be expected to Maximize sales and achieve sales growth in all product lines. Deliver acceptable profit margin and sales (production) volume. Cultivate new customers and generate sales of new products. Introduce new products to customer R&D and/or plant functions; convince customers to test them, put them in pilot tests and plant trials to work towards full commercial use of the product. Manage long-term customers through relationship selling and co-development projects. Manage catalog sales and internet-based sales channels.

ESSENTIAL FUNCTIONS

- Direct Customer Engagement with existing and potential customers:
 - Develop and grow key client relationships to develop working relationships with key decision-makers
 - Drive understanding and improvement of customer journey
 - Identify portfolio gaps and build business case for new product development
- Directly settle as many customer issues as possible
- Drive profitable execution of business opportunities:
 - Identify and pursue co-development opportunities
 - Build strategic partnerships
 - Managing contract relationships and performance
 - Strategic filtration of new business opportunities aligning with business objectives
 - Analyze competition and consumer trends
- Optimize business opportunities by providing technical interaction and market input to R&D to develop new products and offerings for oil and gas markets as well as work closely with marketing to execute marketing materials and programs
- Attend industry trade shows, technical meetings and industry functions to provide up to date market intelligence in all areas of responsibility.
- Define and develop the annual sales budget and plan processes by preparing annual sales and expense plans for the area. On monthly basis position providing 4 month forecast, monitoring and tracking of business sales, quote activity and average price evolution using CRM (Salesforce)
- Manage up to 6 direct reports including coaching, mentoring, identifying development opportunities, performance management, goal setting and training.

POSITION OVERVIEW

PRACTICAL/ TECHNICAL KNOWLEDGE

- Strong communication and interpersonal skills; must be able to interface with both upper management and strong R&D level customer. Ability to work with many levels and functions of inside and outside customers.
- Solid understanding of chemistry, chemical processes and chemical market
- Advanced public speaking and presentation skills. Good computer skills, including knowledge of business software including PowerPoint, Excel, Salesforce, etc.
- Proficiency in using CRM tools (Salesforce is a plus)

QUALIFICATIONS

Education

- Bachelor of Science in Engineering or Chemistry (required)
- Master's Degree in Business Administration or advanced sciences (preferred)
- PhD in Advanced sciences (preferred)

Work Experience

- 8+ years of experience in catalyst, carrier or closely related technical product sales, or industrial sales to chemical plants and/or refineries.
- Worked in sales areas requiring long-term relationship selling and co-development projects.





ABOUT **STOW, OHIO** AND **SURROUNDING AREAS**

STOW, OH

Mid-sized industrial city - Northeastern Ohio, 40 miles south of Cleveland.

POPULATION

34,743

+0.8% SINCE 2010

UNEMPLOYMENT RATE

5.5%

MEDIAN INCOME

\$64,073

MEDIAN HOME PRICE

\$184,100

MEDIAN AGE

40.8

COMFORT INDEX (CLIMATE)

6.7/10

CLEVELAND, OHIO

Cleveland is an invigorating city with many friendly and inviting places to live, learn, work, and play. It's buzzing with business, culture, knowledge, and entertainment. Being the second largest city in Ohio and the county seat of Cuyahoga County, it is no surprise that over 475,000 people call themselves Clevelanders. Built on the bedrock of innovation, the Cleveland region continues to renew and reinvent itself. Offering everything from education to ideal shopping locations, Cleveland has whatever its residents need or want.

The Cleveland Metroparks include a ring of 18 parks in and around Cleveland, known locally as the "Emerald Necklace". Sure, you can hike, bike and jog to your hearts content in the Cleveland Metroparks, but it's the unexpected extras, from sprawling lakefront beaches to lush golf courses that truly set this collection of parks apart. Down in a valley, multiple worlds away from downtown, sits the Cleveland Metroparks Zoo which features one of the largest primate collections in North America.

More than 3,000 animals live here, spread over 183 rolling, wooded acres.

The Cleveland Cultural Gardens date back to 1916 and stretch three miles along Martin Luther King Jr. Drive and East Boulevard near University Circle. There are 29 established gardens and eight in the works. They are unique in America, a collection of varied, landscaped gardens honoring the rich ethnic diversity of a city that has evolved over nearly 100 years.

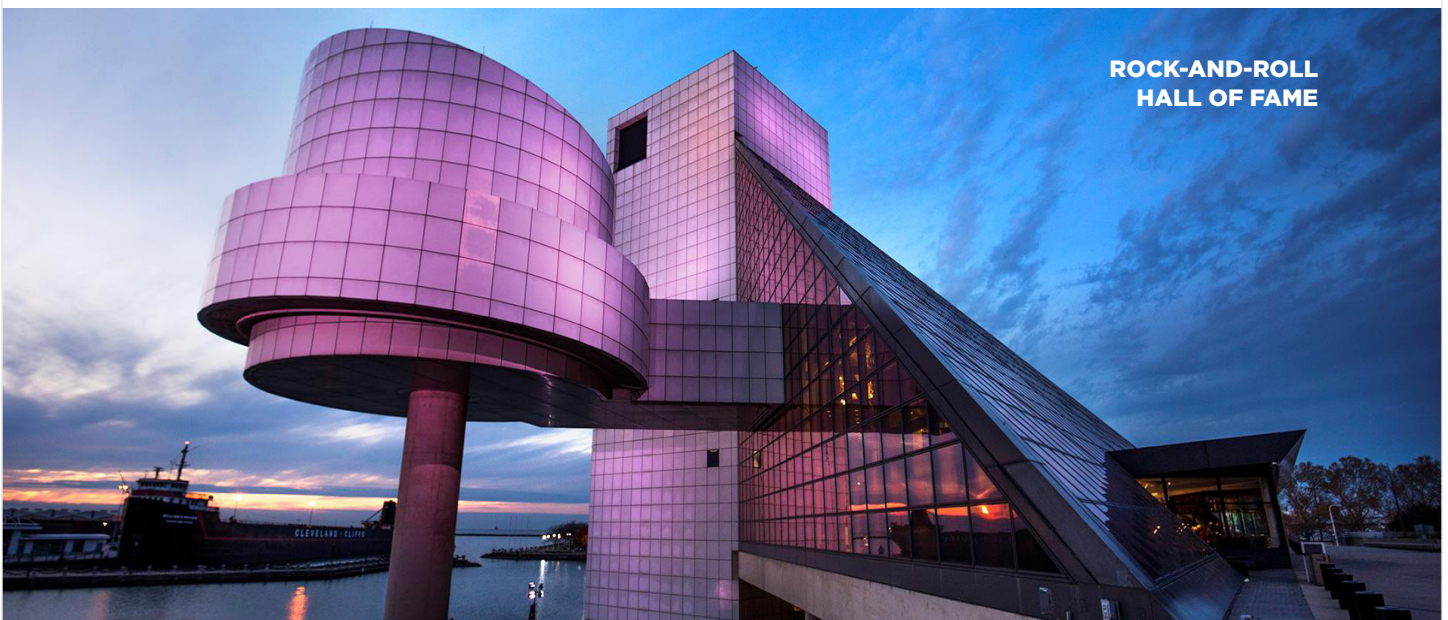
A glimpse at the skyline will introduce the dazzling construction Cleveland has to offer. Many of the city's government and civic buildings, including City Hall, the Cuyahoga County Courthouse,

LOCATION OVERVIEW

the Cleveland Public Library, and Public Auditorium, are clustered around an open mall and share a common neoclassical architecture. Built in the early 20th century, they are the result of the 1903 Group Plan, and constitute one of the most complete examples of City Beautiful design in the United States. The two newer skyscrapers on Public Square, Key Tower (currently the tallest building in Ohio) and the BP Building, combine elements of Art Deco architecture with postmodern designs. Cleveland is both historically and architecturally attractive.

Cleveland's professional sports teams include the Cleveland Guardians (Major League Baseball), Cleveland Browns (National Football League), Cleveland Cavaliers (National Basketball Association), Lake Erie Monsters (American Hockey League), and the Cleveland Gladiators (Arena Football League). Local sporting facilities include Progressive Field, Cleveland Browns Stadium, Quicken Loans Arena and the Wolstein Center. Residents enjoy all the city has at these different venues.

Cleveland has more than 30 colleges and universities and over 27,000 college graduates every year. Their respected institutions of higher learning are Kent State, Case Western Reserve University, Cleveland State, the University of Akron, and Youngstown State.



STOW AND CLEVELAND, OHIO LINKS

AREA LINKS

City of Stow
stowohio.org

City of Cleveland
city.cleveland.oh.us

Positively Cleveland
thisiscleveland.com

SHOPPING

The Arcade
theclevelandarcade.com

Beachwood Place Mall
beachwoodplace.com/en.html

Steelyard Commons
steelyard-commons.com

ARTS & ENTERTAINMENT

Headtrip Brewery
headtripbrewery.com

Great Lakes Brewing
greatlakesbrewing.com

Cleveland Museum of Art
clevelandart.org

Botanical Gardens
cbgarden.org

Cleveland Metroparks Zoo
clemetzoo.com

Rock-and-Roll Hall of Fame
rockhall.com

Cedar Point Amusement Park
cedarpoint.com

SPORTS

Cleveland Guardians
mlb.com

Cleveland Browns
clevelandbrowns.com

Cleveland Cavaliers
nba.com/cavaliers

EDUCATION

Cleveland Metro School District
clevelandmetroschools.org

Kent State
kent.edu

Cleveland State University
csuohio.edu





ROPELLA® SKILL SURVEY



POSITION **GLOBAL SALES MANAGER –
CATALYTICS**

NAME

DATE

1. Provide an overview of your expertise, including years of experience in a commercial role related to the downstream petrochemical industry. Which products/technologies are you most familiar with selling? Please highlight any experience you may have selling into refinery biodiesel, steam methane reforming and/or gas-to-liquid industries.
2. Share your technical experience and understanding of material science/chemistry concepts related to the the industry. How have you acquired this knowledge (e.g. university, spent time in product development/on the bench, etc.)?
3. Outline and quantify the growth results you achieved in each of your positions, including your current role. What do you feel has been the key factor in your success?
4. Share an example that demonstrates your ability to drive sales growth through identifying business opportunities, developing effective strategies, building relationships and ultimately closing sales. Please be as specific as possible.
5. Describe your experience and comfort level leading and/or collaborating with international teams. Outline the global regions where you have significant experience and/or have experienced the most success.
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?
7. What is your comfort level with travel? Do you have a maximum % level of travel or # of days/week away from home that you could sustain?
8. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.

RELOCATION ACKNOWLEDGMENT

As evidenced by my initials below, I _____ the requirement to relocate for the specific opportunity with Saint Gobain NorPro 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



CANDIDATE'S NAME _____
POSITION GLOBAL SALES MANAGER - CATALYTICS
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 expertise, including years of experience in a commercial role related to the downstream petrochemical industry. Which products/technologies are you most familiar with selling? Please highlight any experience you may have selling into refinery biodiesel, steam methane reforming and/or gas-to-liquid industries.	
2. Share your technical experience and understanding of material science/chemistry concepts related to the industry. How have you acquired this knowledge (e.g., university, spent time in product development/on the bench, etc.)?	
3. Outline and quantify the growth results you achieved in each of your positions, including your current role. What do you feel has been the key factor in your success?	
4. Share an example that demonstrates your ability to drive sales growth through identifying business opportunities, developing effective strategies, building relationships and ultimately closing sales. Please be as specific as possible.	
5. Describe your experience and comfort level leading and/or collaborating with international teams. Outline the global regions where you have significant experience and/or have experienced the most success.	
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!"

COMPENSATION COMPARISON CALCULATOR

Hiring Company: Saint-Gobain Norpro
Candidate Name: Jane Smith

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 your company is looking for at a very high level.
- Of nearly 200 prospects contacted, and several interviews, Jane has stood out as the top candidate to match the qualifications

What's in it for Jane?

- Jane was very impressed by the 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.

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 her company prior to the end of February, she will be forfeiting her earned bonus of \$57,750. We will need to strongly consider a sign-on bonus to offset this 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.

Title	Current	Offer	Option	Details
Position Title	Sales Manager	Global Sales Manager, Category		Your company is offering a position title that is a step up for Jane

Notes:

Base Salary	Current	Offer	Variance	Details
Annual Base Salary	\$175,000	\$205,000	\$30,000	Based on potential offer, as outlined in offer scenario A, your company's salary of \$205,000 is an approximate 17% increase from Jane's current salary of \$175,000
Base Salary + 4.5% Annual Raise	\$182,875	NA	\$7,875	Jane will receive a raise of 4.5%, increasing Jane's base salary from \$175,000 to approximately \$182,875

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

Notes: Jane is expecting her annual raise of 4.5%. Her salary will increase to \$182,875. Therefore, if we offer a salary of \$205,000, her actual salary increase will be approximately 12% (rather than the 17% listed above).

Cost Of Living

Current	Offer	Variance	Details

Share-Based Incentive Pay

Current	Offer	Details
Stock Option Plan (annual)		
Employee Share Purchase Plan		
Share Value Lost By Leaving		

Long-Term Incentives

Current	Offer	Details
401K Co. Contribution		
401K (calculated in \$)		
Unvested Contributions		
Insurance (Out-of-Pocket Expenses)		

Cost of Living is less expensive in the new location by...

Location	Bursavick, OH	Florence, KY	NA
Base Salary (adj. per CCI%)	\$175,000	\$174,475	
State Income Tax	5%	6%	
Income Tax (calculated in \$)	\$8,750	\$12,300	
State Sales Tax	5.75%	6%	

Short-Term Incentives

Current	Offer	Details
Bonus Target	33%	20%
Bonus (calculated in \$)	\$57,750	\$35,000
Bonus Payout Date	02/28/2020	
Bonus Lost by Leaving	\$57,750	

Notes: Jane's current bonus provided an exceptional year and 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 SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

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



CANDIDATE FOR
GLOBAL SALES MANAER,
CATALYTICS

LOCATION
Stow, OH

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.

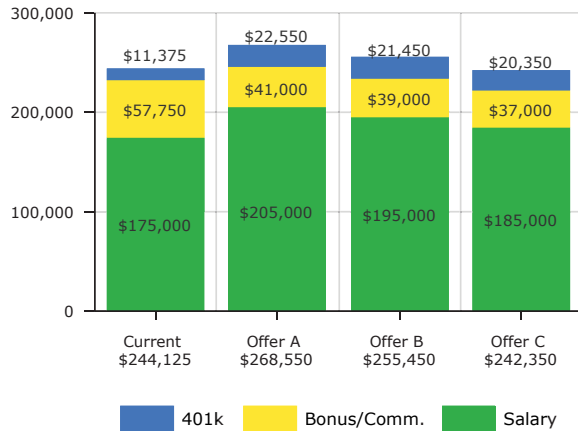
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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

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.

