



ROPELLA[®]
Executive Search

CLIENT **SUCCESS STORY**

The challenge,
solution, and
results delivered.

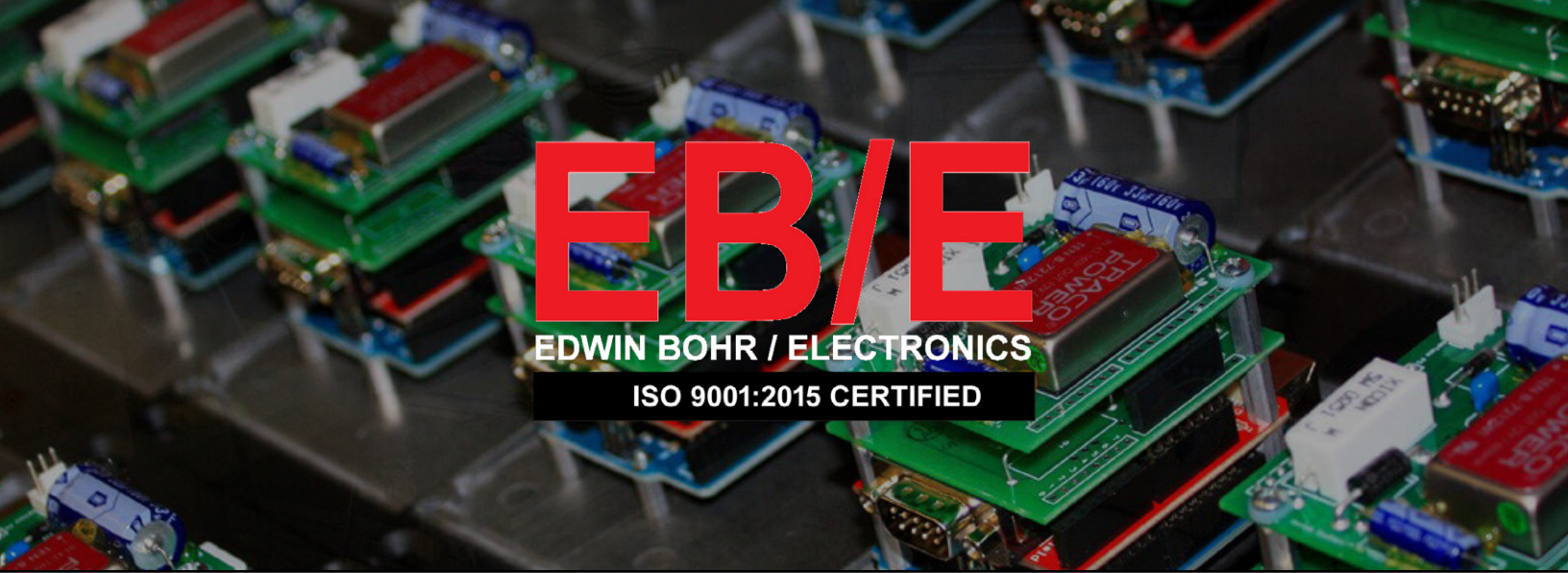
A blurred high-speed train in motion, moving from left to right across the frame. The train is white with a red stripe. The background shows a railway track and some infrastructure.

EB/E

EDWIN BOHR / ELECTRONICS

ISO 9001:2015 CERTIFIED

CHIEF EXECUTIVE OFFICER



EB/E

EDWIN BOHR / ELECTRONICS

ISO 9001:2015 CERTIFIED

CLIENT

EDWIN BHOR/ ELECTRONICS

COMPANY OVERVIEW

- Founded 1957
- 50+ Employees
- Niche: Electronic Components
- Headquartered in Chattanooga, TN
- Estimated 7.7 Million in Revenue

Edwin Bohr / Electronics aims to be an extension of its customers' locomotive reliability team — a partner providing manufacturing, repair, and custom engineering solutions for onboard electrical and mechanical needs.

For over 60 years, Edwin Bohr / Electronics has built its reputation as a premier provider of the rail industry's repaired and remanufactured electrical and mechanical components. Leveraging its engineering expertise and close consultative relationships with Class I and Shortline rail partners, the company has also invested heavily in developing its own line of replacement parts and solutions to meet the needs of the industry.



CANDIDATE FEEDBACK

*"The Ropella Group has a systematic approach to the recruiting process, from the introduction to the offer that is clear, concise, and consultative. **Robbie's team is extremely professional and understands how to balance the client-to-candidate relationship.**"*

DAN MARKS | CEO

THE CHALLENGE

Following the acquisition of EB/E by Alderman Enterprises (a Chattanooga-based PE Firm), Alderman sought a new CEO who could lead EB/E through their next chapter of growth. The successor needed to provide strategic commercial and operational leadership to reduce costs, effectively streamlining production. The company identified the need for a CEO candidate with a proven track record of modeling an excellent company culture, providing inspired leadership, and establishing strategic growth. The perfect fit would have both PE experience and significant P&L responsibility (within a large company) in the industrial, manufacturing, or railway industry.

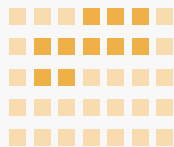
THE SOLUTION



Ropella leveraged its ideal leadership hiring model, the SMART Search System®, to identify candidates with the right cultural transformation leadership abilities and who could implement operational policies and strategic growth plans for EB/E. In less than two months, Ropella had helped EB/E narrow the pool and obtain first offer acceptance from their finalist.

RESULTS DELIVERED

Ropella identified and engaged with 177 prospects on behalf of Exotic Automation. From there, Ropella submitted 10 candidates, 7 of whom were interviewed.



12 BUSINESS
DAYS

To Qualified Candidates



50 BUSINESS
DAYS

Speed To Placement

With multiple A-player candidates interviewed through an in-depth interview and assessment process, the top five candidates were identified. Ultimately, Edwin Bhor/ Electronics utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to creatively bridge a gap and secure their ideal leadership candidate. This role will be managing the day-to-day operations of the company as a Chief Executive Officer to build and model a great company culture, provide inspired leadership to the overall team, and establish the growth and strategic vision of the company.

DELIVERABLES

PAGE

OPPORTUNITY MARKETING PIECE

05.

Custom-created for Edwin Bhor/ Electronics, 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 Edwin Bhor/ Electronics, the new CEO'S unique challenges, and the incredible opportunity to work in a fast-moving, open, and transparent environment focused on excellence.

SKILL SURVEY

16.

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

SCORECARD

17.

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

COMPENSATION COMPARISON CALCULATOR

19.

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



CONFIDENTIAL — DO NOT SHARE

OPPORTUNITY MARKETING PIECE

CHIEF EXECUTIVE OFFICER

LOCATION | **Chattanooga, TN**

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



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

ABOUT EDWIN BOHR/ELECTRONICS

OVER 60 YEARS OF EXPERIENCE AND DEDICATION

Turn your problems over to Edwin Bohr/Electronics for their industry-leading experience, quality, value, pricing and turn-around time.

Edwin Bohr/Electronics aims to be an extension of its customers' locomotive reliability team — a partner providing manufacturing, repair, and custom engineering solutions for on-board electrical and mechanical needs.

For over 60 years, Edwin Bohr Electronics has built its reputation as a premier provider of repaired and remanufactured electrical and mechanical components for the rail industry. Leveraging its engineering expertise and close consultative relationships with Class I and Shortline rail partners, the company has also invested heavily in developing its own line of replacement parts and solutions to meet the needs of the industry.

QUICK FACTS

CHATTANOOGA, TENNESSEE
HEADQUARTERS

1957 FOUNDED

57 EMPLOYEES

RAILROAD EQUIPMENT MANUFACTURING & REPAIR
INDUSTRY

2 LOCATIONS
CHATTANOOGA, TN,
SEARCY, AR

BOHR.COM

AFFILIATIONS



The Railway Supply Institute (RSI) connects members to their customers and represents the railroad supply industry in Washington, D.C. RSI is the only trade association representing the entire rail supply industry- manufacturers, distributors, and service providers to the freight car, locomotive, maintenance-of-way, communications, signaling, leasing, and passenger rail industries.



The American Short Line and Regional Railroad Association (ASLRRA) is a non-profit trade association that represents the interests of its 450 short line and regional railroad members in legislative and regulatory matters. Short line and regional railroads are an important and growing component of the railroad industry.



The LMOA is a non-profit organization consisting of railroaders and rail vendors for the sole mission to offer improvements and recommendations for a safer and more reliable rail operation. In addition, the LMO's mission also includes reducing maintenance costs, improving locomotive productivity, and reducing the environmental impact of locomotive operations and maintenance.



SOLUTIONS AND SERVICES AT EDWIN BOHR/ELECTRONICS

REPAIR AND RETURN SERVICES

Let them take care of your repair headaches! EB/E services HUNDREDS of products from a wide variety of manufacturers including:

- Controllers
- Speed Indicators
- Event Recorders
- Contactors
- Equipment Testing

REMANUFACTURED OUTRIGHT

Why buy "NEW" when you can choose from a growing list of remanufactured items?

- Speed Indicators
- Data Recorders
- Contactors, Switches, Relays
- Module Cards
- SCR Assemblies, Battery Charging Rectifiers
- Locomotive Controllers
- And more...

ENGINEERING SOLUTIONS

EB/E LISTENS to their customers.

They are committed to developing products that interface with your existing control systems. Their skilled team of electrical engineers, mechanical engineers, project managers, and technical customer support personnel are ready to help provide customers with specific solutions.

UTEX (UNIT EXCHANGE)

They can help eliminate your AVAILABILITY headaches. Locomotive waiting? No time for Repair & Return? Low inventory?

Their UNIT EXCHANGE (UTEX) program can get customers going and KEEP them going!

PTC SOLUTIONS

PTC implementation remains an ongoing challenge. There is a clear need for additional product development and enhancement. EB/E's goal is to work very closely with rail partners to provide and refine onboard products and services that best suit their implementation needs.

WAREHOUSE SOLUTIONS

They have large facilities available to help customers identify and manage excess or core inventory.

SEE ALL HIGH-PERFORMANCE MATERIALS AT BOHR.COM/SOLUTIONS-AND-SERVICES/#TAB1



PRODUCTS AT EDWIN BOHR/ELECTRONICS



EB/E TESTERS

There are 3 types of Testers manufactured in house at Edwin Bohr/Electronics — Governor, MVB and MU Testers, with the MU tester being their biggest seller.



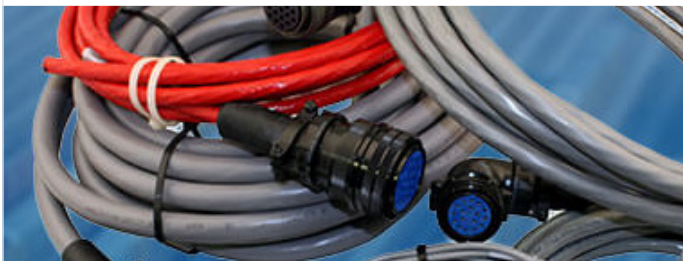
AMPROBE

EB/E keeps many of the most popular Amprobe test tools IN STOCK. Digital multimeters, clamp-on ammeters, hand-held megohmmeters. Where applicable, they will supply your new instrument with an initial certificate of calibration at no extra charge!



TEST LEADS

They carry a wide variety of test leads for digital & analog test equipment. Simpson? Fluke? Amprobe? Triplet? They have leads for your meter.



CABLES

They maintain a broad inventory of cables for industry use — specializing in those used for Quantum/Siemens equipment.

FORWARD MOTION: OEM PRODUCTS AT EB/E

Historically, Edwin Bohr/Electronics as a company has focused on repair and return of manufacturers' products; however, as they began reselling refurbished OEM products to various customers, the opportunity arose for EB/E to manufacture their own branded products.

EB/E's first OEM product was a series of **Testers** (MU/MVB/Governor Testers) in 2019. Since then, they've invested in building out an R&D facility with two primary focuses — reverse engineering additional locomotive components that they can put into their catalogue of repair and return products, and developing new products for the industry in-house.

The first OEM product coming from the new facility is a series of highly specialized **cables** (that tie into the controls systems of a locomotive) that have proven to be highly successful. Another OEM product that can also serve as a solution/remanufactured product is the **Locomotive Electrical Locker/Cabinet** (that operates as the central brain of the locomotive and often houses hundreds of pieces of equipment) which has experienced a strong demand with projected additional demand for future years to come.

LOCOMOTIVE ELECTRICAL LOCKERS/CABINETS



There are more EB/B-branded OEM products coming down the pipeline that are currently waiting to be greenlit for production!

ABOUT ALDERMAN ENTERPRISES

Whereas most private equity funds have to sell companies after so many years, Alderman’s structure is ever-green and its holding period is indefinite. Thus their inclination is to make the investments in people, culture, and resources that can be difficult to rationalize in the short-term but that unquestionably build superior value in the long-term.

Alderman also takes a more hands-on approach to its companies than most. Rather than a monthly call or a quarterly meeting, they are on-site almost every week helping our companies face challenges and seize opportunities to realize their fullest potential. This is the most interesting and rewarding aspect of their business, and it’s why they’ve built their model to be hands-on.

Finally, a majority of their companies are located in the greater Chattanooga area, with a portfolio company in Jamestown, TN. While most firms have a regional or national footprint, and they may one day look further afield themselves, Alderman Enterprises always has a strong bias towards supporting businesses, growing jobs, and creating success within all of their companies.

PORTFOLIO COMPANIES



"We buy and grow companies the right way, with the right people, for the long term."

HIRING MANAGERS



BEN BROWN

Prior to founding Alderman Enterprises, Ben’s professional experience included M&A advisory, corporate finance, venture capital, market research, and operations across a wide range of industries.

Ben attended the University of Virginia and Vanderbilt’s Owen Graduate School of Management.

Ben resides in Lookout Mountain, TN with his wife Lynn, his children Thompson, Margaret, and Henry, and their rescue dog Emmie.



CHRIS WRIGHT

Prior to joining Alderman Enterprises, Chris worked with companies on matters of strategic growth, operations, finance, and M&A in an advisory capacity as well as an ownership capacity with a regional private equity firm.

Chris attended Yale University and University of Chicago’s Booth School of Business.

Chris lives in Chattanooga, TN with his wife Acacia and his son Declan.



AMBER ROBERTS

Amber Roberts is a human resources leader with extensive Human Resources, Federal Law Enforcement, Strategic Coaching, and Leadership skills. She is a dynamic leader with a strong work ethic and uncompromising devotion to service and helping others. Amber is especially adept with building strategic partnerships with key executives, talented in organizational design and development, strong coaching and talent management skills, with the ability to influence and long-range plan. She is a thoughtful leader that advises leadership and fuels a positive high-performance culture.

POSITION OVERVIEW

CHIEF EXECUTIVE OFFICER

EDWIN BOHR/ELECTRONICS

Edwin Bohr/ Electronics is seeking an experienced executive to manage day-to-day operations of the company as a Chief Executive Officer. The right candidate must be ready to build and model a great company culture, provide inspired leadership to the overall team, and establish growth and strategic vision of the company.

AREAS OF PRIMARY ACCOUNTABILITY:

- Provide inspired leadership company wide.
- Make high-level decisions about policy and strategy.
- Develop and implement operational policies and a strategic plan.
- Function as the primary spokesperson for the company.
- Develop the company's culture and overall company vision.
- Help with recruiting new staff members when necessary.
- Create an environment that promotes exceptional performance and positive morale.
- Oversee the company's fiscal activity, including budgeting, reporting, and auditing.
- Work with senior leaders of the company to develop a growth mindset within all levels of the business.
- Assure all legal and regulatory documents are filed and monitor compliance with laws and regulations.
- Work with the leadership team and key stakeholders to determine values and mission, and plan for short- and long-term goals.
- Identify and address problems and opportunities for the company.
- Build alliances and partnerships with other organizations.
- Oversee day-to-day operation of the company.
- Work closely with the human resource department to ensure great hiring.

AREAS OF PRIMARY FOCUS:

- Annual Financial Targets
- Strategy and Direction
- External Relationship Management
- Operating Matters
- New Business Development
- Acquisition Activity
- Employee Development
- Quality Oversight

EDUCATION AND EXPERIENCE

- BS/BA degree in a business or technical/science field (e.g., engineering, chemistry, etc.) An advanced degree (MBA) preferred.
- Minimum of ten (10) plus years of progressively increasing responsibility in management roles preferably including prior general management and/or experience as a GM/ COO/ CEO or VP in private industry. May consider varied, high level senior management experience depending upon responsibilities in such positions (e.g., divisional leadership of larger enterprises).
- Must possess at least 5 years' experience in the industrial, manufacturing, and or railway industry.
- Prefer broad based managerial experience including leadership of teams with diverse responsibilities. i.e. - production plants, manufacturing, engineering, business development/sales and organizational logistics.



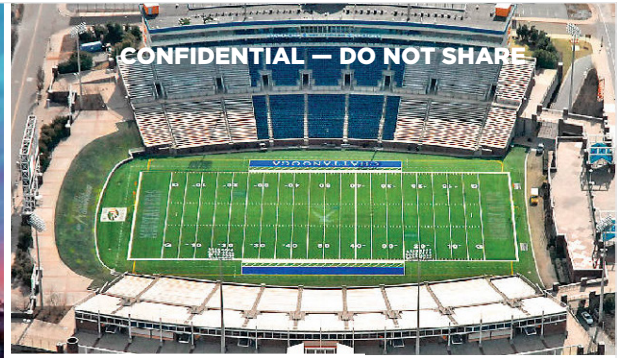
EDUCATION AND EXPERIENCE (CONT.)

- Proven history in managing a P&L along with the corresponding understanding of financial statements.
- Prefer successful history of profit and loss accountability in an organization of significant revenue size and people management responsibility.
- Experience working in a private equity setting.
- Track record of being involved in the due diligence process for M&A / Joint Ventures.
- Successful history of overseeing the implementation of lean manufacturing and/ or continuous improvement methodologies.
- Ability to build consensus and relationships among executives, partners, and the workforce.
- Understanding of human resources and personnel management.
- Proven negotiation skills.
- Ability to understand current issues quickly and make wise decisions.
- Ability to inspire confidence and create trust.
- Ability to work under pressure, plan personal workload effectively and delegate



LOCATION OVERVIEW

CHATTANOOGA



ABOUT CHATTANOOGA, TN

Chattanooga, the 4th largest city in the state, is located in Southeast Tennessee near the border of Georgia at the junction of four interstate highways. The city has received national recognition for the renaissance of its beautiful downtown and redevelopment of its riverfront. The city boasts the most productive affordable housing program in the nation, and is notable for leveraging development funds through effective public/private partnerships, with significant civic involvement on the part of private foundations. Chattanooga was one of the first US cities to effectively use a citizen visioning process to set specific long-range goals to enrich the lives of residents and visitors.

The Chattanooga Convention and Trade Center is solidly booked by groups who return to the city year after year for a good time and a great facility that has recently been expanded. Public entities and private citizens worked together to build the 20,000 seat Max Finley Stadium completed in 1998. The city and county have developed an extensive greenway system which includes 50 miles of constructed riverwalk beginning downtown and meandering through the historic art district and several parks. The city supports a downtown shuttle fleet of zero-emission electric buses - manufactured here in Chattanooga - for commuters and visitors wishing to park-and-ride.

Attractions such as the Tennessee Aquarium, Lookout Mountain, Civil War battlefield sites, the

African American Museum, and the Appalachian Trail bring thousands of people to the area, as do events like the Riverbend Festival, Bessie Smith Strut, Fall Color Cruise, the Creative Discovery Museum for children, and the Southern Writers Conference. Chattanooga is the home of NCAA Division I-AA national football championships and hosts the national softball championships every year.

People who love the out-of-doors use Chattanooga as a base for hang-gliding, bass fishing, mountain climbing and caving expeditions; the verdant Smoky Mountains and Tennessee River watershed support the greatest variety of flora of any area in the United States.

The local economy includes a diversified mix of manufacturing and service industries, four colleges, and several preparatory schools known throughout the South. "Sustainability" is a key concept for industry and government working together for enlightened development.

With its scenic beauty, stable population and economy, civic vitality and cross-sector partnerships, fiscal integrity, and strategic location, Chattanooga enters the 21st century as one of the most progressive and livable mid-size cities in the US. As are all cities in Tennessee, Chattanooga is free from state income tax. In this decade the city has won 3 national awards for outstanding "livability", and 9 Gunther Blue Ribbon Awards for excellence in housing and consolidated planning.

CHATTANOOGA AREA LINKS

AREA LINKS

Visit Chattanooga

visitchattanooga.com

City of Chattanooga

chattanooga.gov

ARTS & ENTERTAINMENT

Visit Chattanooga

visitchattanooga.com/things-to-do/arts-and-entertainment/?view=list&sort=qualityScore

Chattanooga Museums

visitchattanooga.com/things-to-do/arts-and-entertainment/museums/?view=list&sort=qualityScore

Chattanooga Theater and Performing Arts

visitchattanooga.com/things-to-do/arts-and-entertainment/theater-and-performing-arts/?view=list&sort=qualityScore

SHOPPING

Chattanooga Shopping

visitchattanooga.com/things-to-do/shopping/?view=list&sort=qualityScore

Chattanooga Farmers Markets

visitchattanooga.com/things-to-do/shopping/farmers-markets

Chattanooga Malls

visitchattanooga.com/things-to-do/shopping/malls/?view=list&sort=qualityScore

OUTDOOR RECREATION

Chattanooga Outdoors

visitchattanooga.com/things-to-do/outdoors/?view=list&sort=qualityScore

Chattanooga Hiking

visitchattanooga.com/things-to-do/outdoors/hiking/?view=list&sort=qualityScore

SPORTS

Visit Chattanooga

visitchattanooga.com/sports

Finley Stadium

visitchattanooga.com/sports/venues/?view=list&sort=qualityScore

Sporting Events

visitchattanooga.com/sports/events/?view=list&sort=date

EDUCATION

Hamilton County Schools

hcde.org

University of Tennessee Chattanooga

utc.edu

Chattanooga State Community College

chattanoogastate.edu





ROPELLA® SKILL SURVEY

EB/E

EDWIN BOHR / ELECTRONICS

ISO 9001:2015 CERTIFIED

POSITION **CEO**

NAME

DATE

1. Outline University Degree(s) - Please provide the Name, the Location, and the Phone # of each Institution
2. Provide an overview of your expertise, including years of experience, in management roles related to the industrial, manufacturing, and/or railway industry.
3. Do you have any experience with the repair and return or OEM manufacturing of mechanical or electrical equipment similar in any respect to that sold by EB/E? If so, please describe.
4. Share an example of a project you were a vital member of that demonstrates your critical thinking and ability to think outside of the box to overcome project roadblocks. What were some of the difficulties encountered in this project? What was the final result?
5. Have you ever been a part of a substantive new product/service launch? Describe the launch and share the results and learnings from that.
6. Outline your experience with P&L management. What is the largest P&L you have been responsible for from a revenue standpoint?
7. Please provide any examples of your ability to grow revenues and/or drive increased margins in the past.
8. Share an example of a strategic plan and operational policy you created and implemented; what steps did you take to accomplish the vision, how did you achieve internal buy-in from key stakeholders and, what were the bottom-line results?
9. Describe your leadership style. What are the most effective methods you have found to mentor, grow and develop, and build into a cohesive team, those who report to you?
10. Have you been involved in the due diligence process for M&A / Joint Ventures.? If yes, please describe your role.
11. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.



ROPELLA CANDIDATE SCORECARD



CANDIDATE'S NAME _____

POSITION **CEO** _____

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 management roles related to the industrial, manufacturing, and/or railway industry.	
2. Do you have any experience with the repair and return or OEM manufacturing of mechanical or electrical equipment similar in any respect to that sold by EB/E? If so, please describe.	
3. Share an example of a project you were a vital member of that demonstrates your critical thinking and ability to think outside of the box to overcome project roadblocks. What were some of the difficulties encountered in this project? What was the final result?	
4. Have you ever been a part of a substantive new product/service launch? Describe the launch and share the results and learnings from that.	
5. Outline your experience with P&L management. What is the largest P&L you have been responsible for from a revenue standpoint?	
6. Please provide any examples of your ability to grow revenues and/or drive increased margins in the past.	

7. Share an example of a strategic plan and operational policy you created and implemented; what steps did you take to accomplish the vision, how did you achieve internal buy-in from key stakeholders and, what were the bottom-line results?	
8. Describe your leadership style. What are the most effective methods you have found to mentor, grow and develop, and build into a cohesive team, those who report to you?	
9. Have you been involved in the due diligence process for M&A / Joint Ventures.? If yes, please describe your role.	
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!"

ROPELLA Executive Search
EB/E EDWIN BOHR / ELECTRONICS

COMPENSATION COMPARISON CALCULATOR

Client Company: Edwin Bohr Electronics
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 the same passion to your company in her new role as she has successfully done in the past.
- Jane provides the combination of remote leadership and technical expertise that is crucial to this position and the future growth of your company.
- Of nearly 200 prospects contacted, and several interviews, Jane has stood out as the top candidate to match the qualifications.

What's in it for Jane?

- Jane was very impressed by the lab 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 in 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 entering an offer.
- Should she leave her company prior to the end of February, she will be forfeiting her earned bonus of \$57,750. We will need to strongly consider a sign-on bonus to offset this cost, if we plan to have Jane join your company before March.
- Jane's vacation time increases to 4 weeks. We should strongly consider offering a week's vacation to match.

Title	Current	Offer	Option	Details
Director of Operations				
CEO				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 Rate	\$182,875	NA	\$7,875	Jane will receive a raise of 4.5%, increasing Jane's base salary from \$175,000 to approximately \$182,875

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

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 17% (rather than the 17% listed above).

Cost Of Living	Current	Offer	Variance	Details

Short-Term Incentives

Short-Term Incentives	Current	Offer
Bonus Target	33%	25%
Bonus (calculated in \$)	\$57,750	\$57,750
Bonus Payout Date	02/29/2020	
Bonus Lost by Leaving	\$57,750	

Sign-On Incentive Pay

Sign-On Incentive Pay	Current	Offer
Stock Option Plan (annual)		
Employee Share Purchase Plan		
Share Value Lost by Leaving		

Long-Term Incentives

Long-Term Incentives	Current	Offer
401K Contribution		
401K (calculated in %)		
Life Insurance		
Health Insurance		
Out-of-Pocket Expenses		

Cost of Living Comparison

Location	Burton, OH	Florence, KY
Cost of Living is less expensive in the new location by: ...		
Base Salary (net after COL%)	\$175,000	\$174,475
State Income Tax	5%	6%
Income Tax (calculated in \$)	\$8,750	\$12,300
State Sales Tax	5.75%	6%



// 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
CEO

LOCATION
Ann Arbor, MI

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
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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.

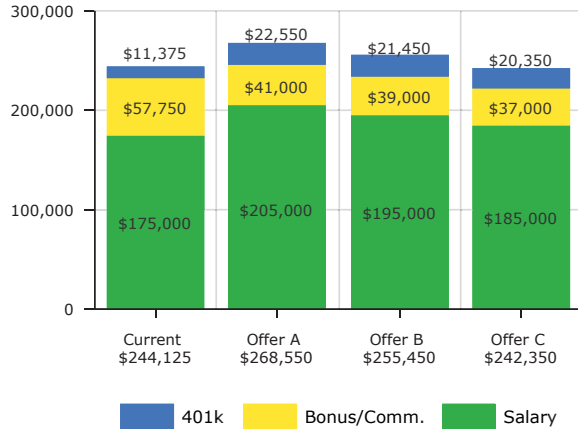
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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.

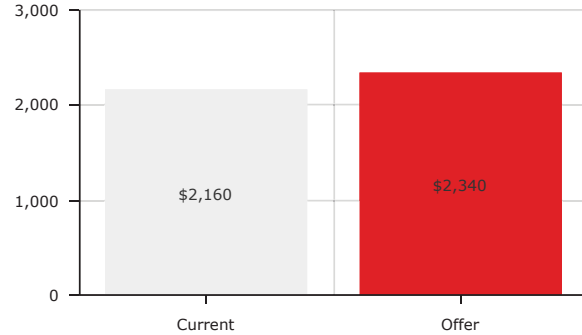
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

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

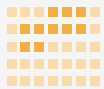
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We guarantee your hire is The Right Hire, or we'll rerun your search at no charge.



10 BUSINESS DAYS

TO QUALIFIED CANDIDATES



80%

FIRST OFFER ACCEPTANCE RATE



60 BUSINESS DAYS

SPEED TO PLACEMENT



95%

SEARCH COMPLETION RATE



98%

LONG-TERM STICK RATE



36%

ONE-YEAR PROMOTION RATE



65%

ANNUAL RATE OF REPEAT BUSINESS



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