



Ropella360

> Client Success Story

The challenge. The solution. The connection made.



**Vice President
of Sales**



Client

Clean Chemistry

Company Overview

- Established 2012
- 35+ Employees Globally
- Patented oxidant technology, PeroxyMAX
- Estimated \$5+ Million in Revenue
- Backed by Black Bay Energy Capital

Founded in 2012 and based in Boulder, CO, Clean Chemistry's chemical technologies target water recycling and disinfection for hydraulic fracturing. The company's flagship product, PeroxyMAX, enables rapid bacteria control and solids separation more efficiently and safely than alternative options like chlorine dioxide. PeroxyMAX has a loyal existing customer base, and demand is quickly accelerating.

In 2018, through a partnership and injection of growth capital from Black Bay Energy Capital ("Black Bay"), Clean Chemistry expanded its client base, management team, and service offerings as a high-tech chemistry and service provider. The company's footprint extends with operations in Colorado, Texas, Louisiana, Oklahoma, Pennsylvania, and North Dakota.



The Challenge

Seeking to expand its customer base and launch an existing product into the Pulp & Paper Industry, Clean Chemistry identified the need for a Vice President of Sales to lead this market entry. The ideal candidate would be responsible for expanding the client base (and service offerings) while collaborating with sales on cost savings, safety benefits, and increased efficiencies in pulp and paper applications (provided by innovative chemistry and technology). Additionally, this position required extensive chemistry concept knowledge and a proven track record of meeting quotas (and driving sales) in a pulp mill setting. Adding further complexity, the interview process was likely to be delayed as the management team was simultaneously overseeing active customer trials.

The Solution



Ropella leveraged its ideal leadership hiring model, the SMART Search System®, to find a Vice President of Sales. Ropella found a perfect fit (through an existing relationship) that had extensive experience leading technical sales advisors to create customer buy-in through the presentation of innovative chemistry solutions to key decision-makers. Ropella uncovered multiple top-quality candidates, and Clean Chemistry was highly satisfied with the process.

Results Delivered

Ropella identified and engaged with 150+ prospects on behalf of Clean Chemistry. From there, Ropella submitted 9 candidates, all of whom were interviewed.



7

Business Days to
Qualified Candidates



69

Days Speed
to Placement

Multiple A-player candidates were evaluated through an in-depth interview and assessment process, and the right hire was identified. Clean Chemistry utilized Ropella's Compensation Comparison Calculator and supporting Offer Strategy Summary to creatively bridge a gap and secure their ideal leadership candidate. Reporting directly to the company President, the Vice President of Sales has already played a fundamental role getting Clean Chemistry's proprietary products into customer trials at key paper mills.

Deliverables

Page

Opportunity Marketing Piece

05.

The Opportunity Marketing Piece was custom-created for Clean Chemistry 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 Clean Chemistry, the unique challenges facing the new Vice President of Sales, and the incredible opportunity to join a team committed to continuous innovation.

Skill Survey

12.

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

Scorecard

13.

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

15.

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.

***Ropella's brand has recently transitioned from Ropella Executive Search to Ropella 360.
The materials in this Client Success Story predate that branding transition.***

OPPORTUNITY MARKETING PIECE

VP OF SALES - PULP & PAPER

LOCATION | **Remote**

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



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COMPANY OVERVIEW



ABOUT CLEAN CHEMISTRY

Founded in 2012, and headquartered in Boulder, Colorado, Clean Chemistry discovered safe, effective production and use of Reactive Oxygen Species (ROS) for water treatment and industrial applications.

Using proprietary, patented approaches, this new family of chemistries represents a significant disruption to the current inefficiencies in the production, distribution and performance of oxidation and disinfection chemistry. Clean Chemistry is expanding into the Pulp & Paper industry in North America and other regions where high performing, safe oxidation is a major factor in the mill.

**BOULDER, CO
& MIDLAND, TX**
HEADQUARTERS

NICK GARDINER
PRESIDENT

WAYNE BUSCHMANN
CTO & FOUNDER

35+ EMPLOYEES

2012 ESTABLISHED

CORE VALUES

Innovation • Simplicity • Quality • Passion

MISSION

Execute at the highest level.

VISION

Revolutionize water management through advanced chemical process solutions.

PULP & PAPER INDUSTRY

The pulp and paper industry is one of the world's largest consumers of industrial oxidants used for delignification, bleaching, brightening and other applications. However, there are a very limited number of practical options to modify existing mill designs or increase capacity without high capital investment. The industry is facing increased consumer pressure for environmentally friendly and more sustainable paper and fiber products, which is motivating changes in how products are manufactured. At the same time, the industry is challenged by competitive pricing pressures that demand cost reductions for the industry to survive and prosper.

PEROXYMAX

Clean Chemistry offers a new and patented product, PeroxyMAX, which is an environmentally friendly, advanced oxidation chemistry in a liquid formulation that can help meet efficiency and production goals in pulp and paper production.

This innovative product shows unique capabilities for bleaching, brightening, delignification and microbial control while the technology platform delivers performance with low capital cost, low operating cost, and inherent safety.

TOGETHER, THESE FEATURES PROVIDE VALUE TO OUR CUSTOMERS THROUGH:

- Cost saving optimization
- More consistent, improved fiber quality
- Debottleneck bleaching capacity, eliminate overbleaching
- Additional energy recovery, water use efficiency, and effluent reduction
- Support safety and sustainability goals

PeroxyMAX creates value by leveraging its intrinsic properties, which distinguish it from other oxidants in widespread use. Particularly exciting is the flexibility that this chemistry can bring to a mill. It is safely generated on-demand, near the point of application, and fed into plant locations where other oxidants cannot be used due to safety, corrosion, or chemical compatibility limitations. This flexibility provides mill management with new options for optimizing the chemistry in their operations.

INTRINSIC PROPERTIES OF PEROXYMAX:

- Inherently safer liquid formulation, non-fuming, low odor
- Produced on-site, no storage requirement
- Selective oxidation, e.g., attacks lignin, not cellulose
- Fast-acting and non-persistent, very low AOX formation potential
- Less corrosive than most other oxidants; compatible with existing mill materials, paper machines, recovery boilers
- Compatible and safe to use with other oxidants, acid, alkali, and biocides
- Effective over a wide range of process conditions, e.g., pH and temperature

Equally important is the ability to deploy PeroxyMAX with virtually no capital expenditure required while avoiding storage and containment of the active oxidant. The low capital cost, low operating cost, safety and intrinsic properties of the chemistry make this oxidant a practical drop-in replacement, complement, or addition in existing mills.



CULTURE AT CLEAN CHEMISTRY

Clean Chemistry is an innovation leader providing advanced water treatment chemistry, technology and service programs for a variety of industries. Clean Chemistry provides value to its customers by improving safety and health, performance, reliability, transparency, compliance and environmental stewardship resulting in reduced operating costs, capital expenditures and risk. These efforts are led by our interdisciplinary team with extensive experience and a passion for success. Throughout the organization we champion core values of safety, innovation, quality and leadership.



HIRING TEAM OVERVIEW



NICK GARDINER
President



Nick was born and raised in southwest Louisiana and attended Louisiana State University. He received a BS in Petroleum Engineering and soon after began a career at Halliburton in New Orleans, LA. He worked for Haliburton in progressive roles over the next 31 years, living in Houston, TX, Midland, TX and Dubai, UAE, and primarily working in the completions side of the upstream Oil & Gas business. Nick joined Marathon Oil in Houston in 2016, and worked as a completions engineer and technical innovation manager until leaving in August, 2019 to join Clean Chemistry. While at Marathon Oil, he attended Texas A&M University and earned an MBA degree.



WAYNE BUSCHMANN
Chief Technology Officer



Dr. Wayne Buschmann is the CTO and a founder of Clean Chemistry. Wayne is originally from Massachusetts, received a B.S. in chemistry from the U. of NH, Ph.D. in chemistry from the U. of UT, and held a post-doctoral position at Los Alamos National Lab in NM. During his education he competed in track and cross country, worked as a researcher for the US Army Materials Technology Lab and UNH chemistry and forestry departments, worked as a journeyman machinist and also for the Appalachian Mountain Club. After Los Alamos, he joined a contract R&D company in Colorado where he raised funds and grew a water technology program for several years. Wayne then made the leap into creating an independent start-up to invent the core technologies that were foundational to forming Clean Chemistry in 2012. To date, he has co-authored 20 peer-reviewed technical publications, has over 20 issued patents, and is a current member of the American Chemical Society and TAPPI.



CARL EVENSON
VP Technology Development



Carl Evenson joined Clean Chemistry in 2017. As VP of Technology Development Carl has focused on improving the engineering and efficiency of Clean Chemistry's core technology. Prior to Clean Chemistry he spent 20 years in R&D, innovation, and process scale-up. At several clean energy start-up companies he was involved in technologies ranging from batteries to CO2 capture and biofuels. Throughout his career Carl has also had responsibilities in personnel development, operations and R&D management. Carl has a B.A. in Chemistry from Gustavus Adolphus College and a Ph.D. in Chemistry from Colorado State University.



Along with their team, the VP of Sales will be primarily responsible for generating profitable revenue growth in the Pulp & Paper industry.

This will be done through the creation of strategic relationships with P&P operators as well as other customers. The VP of Sales will manage and work collaboratively with the sales team to illustrate for customers the cost savings, safety benefits, and increased efficiencies in pulp and paper applications provided by innovative chemistry and technology.

RESPONSIBILITIES

- Develop subject matter expertise on Clean Chemistry’s technology with the ability to intelligently and accurately address technical questions and concerns with prospective and active customers and decision makers
- Using professional contacts, established client relationships and research:
 - Identify technical decision maker
 - Call on assigned and unassigned accounts with assigned Technical Sales Advisor to effectively promote and sell services while achieving maximum profitability and market penetration/share
 - Create value via personal relationships
- Manage (directly and indirectly) and work closely with a cross-functional team to manage the creation of proposals for prospective and active customers
- Direct Technical Sales Advisors to create customer buy-in to innovative chemistry through technical presentations with key decision makers. Develop and tailor presentations to match potential client requirements
- Take the lead role in the business planning process for Pulp & Paper division. Set revenue and margin goals in conjunction with Company leadership
- Manage the Pulp & Paper sales staff
- Generate division revenue and margins to meet or exceed quarterly and annual expectations
- Represent Clean Chemistry as the premier new technology provider in the Pulp & Paper industry

REQUIREMENTS

- 5+ years of sales experience with a track record of successfully meeting goals, targets or quotas
- Proven ability to drive sales growth through new customer acquisition
- Basic knowledge of chemistry concepts, especially in a pulp mill setting
- Technical and sales background to include pulp mill chemistries, specifically oxidizing chemistries, experience in water treatment
- Ability to articulate conceptual solutions to Vice Presidents, Directors, and Plant Managers
- Qualified existing contacts and long term relationships in the highly technical P&P chemicals sector
- Sales management experience with a track record of team building is preferred
- Ability to work independently with little daily supervision
- Ability to travel within North America (primary), Europe and South America
- A bachelor’s degree in a related field is highly preferred



ROPELLA® SKILL SURVEY



POSITION **VICE PRESIDENT OF SALES**

NAME

DATE

1. Provide an overview of your expertise, including years of experience in commercial roles related to Pulp & Paper chemicals. Which products/chemistries are you most familiar with selling?
2. 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?
3. Share an example that demonstrates your ability to drive sales growth with NEW customers through identifying business opportunities, developing effective strategies, building relationships and ultimately closing sales. Please be as specific as possible.
4. Outline the customer organizations relevant to this role, specifically pulp mills, where you have established connections or where you have experienced commercial success. What job function and level are the majority of your contacts?
5. Share your technical experience and understanding of chemistry concepts related to Pulp & Paper manufacturing. How have you acquired this knowledge (e.g. university, spent time in product development/on the bench, etc.)?
6. What is your comfort level with travel? Do you have a maximum % level of travel or # of days/weeks away from home that you could sustain?
7. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
8. If asked one of the following questions during an interview, how would you answer?
9. Why are you considering this opportunity? (or) What motivated you to consider a career change at this time?

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



CANDIDATE'S NAME _____

POSITION VICE PRESIDENT OF SALES

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 commercial roles related to Pulp & Paper chemicals. Which products/chemistries are you most familiar with selling?	
2. 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?	
3. Share an example that demonstrates your ability to drive sales growth with NEW customers through identifying business opportunities, developing effective strategies, building relationships and ultimately closing sales. Please be as specific as possible.	
4. Outline the customer organizations relevant to this role, specifically pulp mills, where you have established connections or where you have experienced commercial success. What job function and level are the majority of your contacts?	
5. Share your technical experience and understanding of chemistry concepts related to Pulp & Paper manufacturing. How have you acquired this knowledge (e.g. university, spent time in product development/on the bench, etc.)?	
SKILL SURVEY TOTAL SCORE	

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

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

Relocation Fit

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

Motivation Fit

How interested is the candidate? Will your opportunity compete with the candidate's current role, an upcoming promotion, possible counter offers, or other ongoing interviews with competitors?

Compensation Fit

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

Communication Fit

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

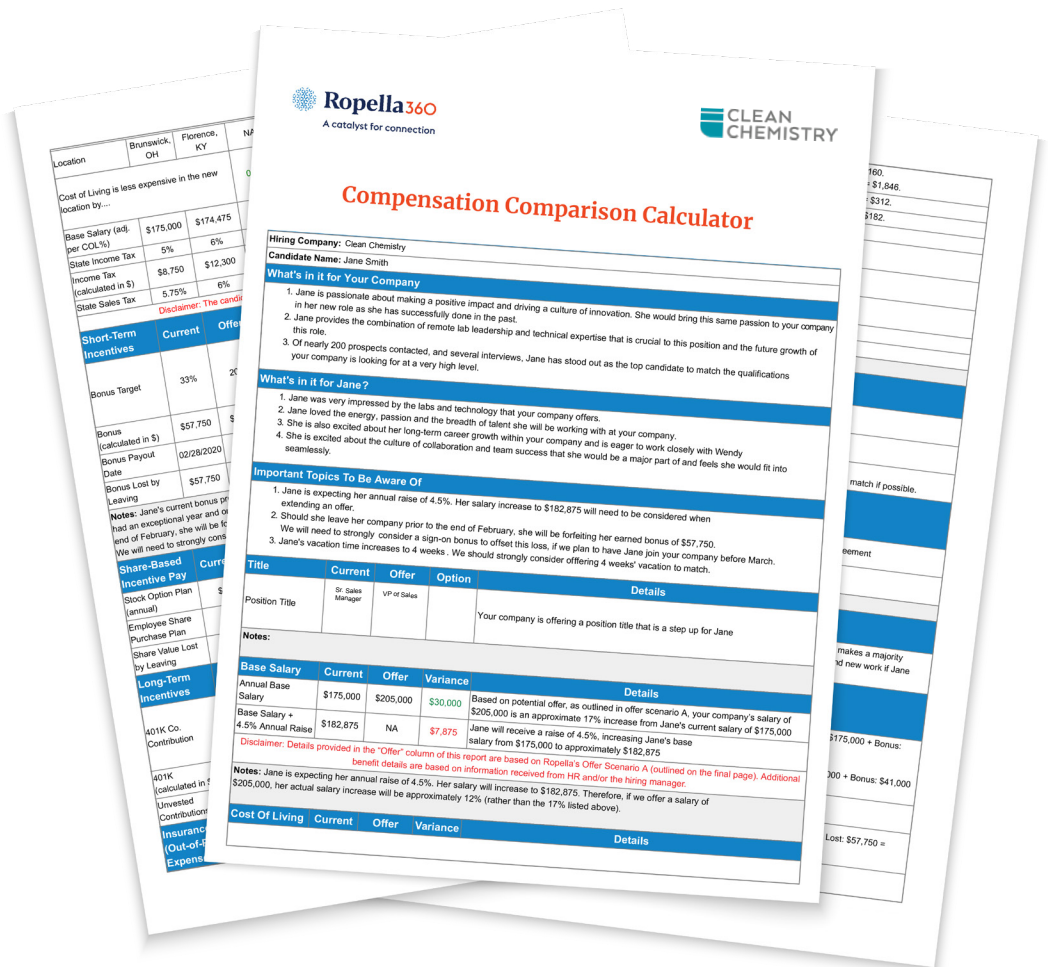
For each candidate that moves forward, now is the time to start the reference check process (www.outmatch.com) background check process (www.clearcheck.com) and assessment process (www.hogan.com). Remember, the more data and information you can collect earlier in the interview process, the better - as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

ADDITIONAL REVIEW NOTES:

Compensation Comparison Calculator

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

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





// JANE SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

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



CANDIDATE FOR
VICE PRESIDENT OF SALES

LOCATION
Remote

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:

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President
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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 in 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.

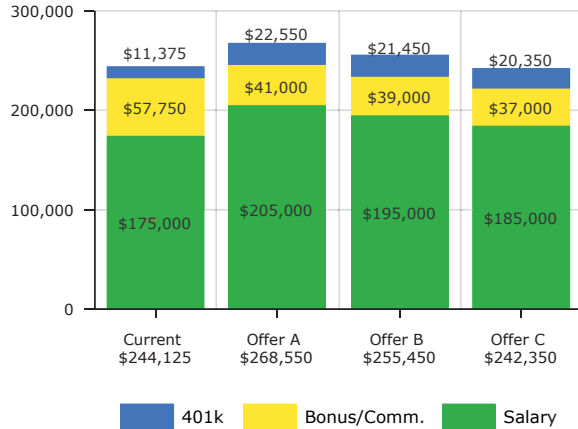
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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.

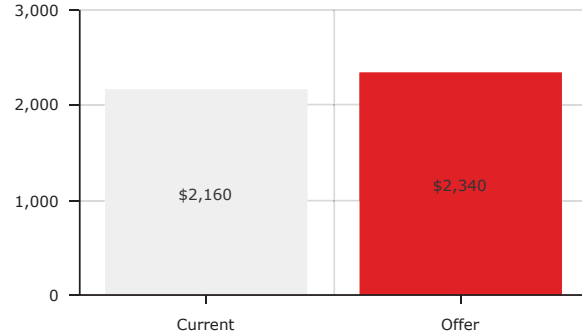
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

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

Chief Commercial Officer

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In Partnership, We Achieve Risk-free ROI

THE RIGHT HIRE™ GUARANTEE 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

Days Speed
to Placement



95%

Search
Completion Rate



98%

Long Term
Stick Rate



36%

One Year
Promotion Rate



65%

Annual Rate of
Repeat Business



Ropella360

A catalyst for connection

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