



**Ropella360**

# > Client Success Story

The challenge. The solution. The connection made.



**EXOTIC**  
AUTOMATION & SUPPLY

**VICE PRESIDENT  
OF MANUFACTURING**



**EXOTIC**  
AUTOMATION & SUPPLY

## Client

# Exotic Automation & Supply

## Company Overview

- Founded 1963
- 190+ Employees
- Niche: Polymers
- Headquartered in New Hudson, MI
- Estimated 18+ Million in Revenue

Founded in 1963 as Exotic Rubber and Plastics Corporation, their history demonstrates years of pioneering & revolutionizing new technologies. In 1972, the company became a distributor of Parker Hannifin products. This commitment dramatically increased their involvement within the expanding automation and motion control field. Today, Exotic Automation & Supply carries the full line of Parker Hannifin hydraulic, pneumatic, and fluid connector products and is one of the largest Parker Hannifin Distributors in the world.

Exotic Automation & Supply strives to be the leader in engineered solutions for motion control and custom-molded rubber and plastics. They serve customers' technical needs while diversifying their company through innovative products and services and achieving consistent profitable growth.

## Candidate Feedback



Thank you for your patience with us during our most recent search. We appreciate your understanding and endurance in identifying our ideal candidate. Not once did you, or your team, disengage or try to persuade us to settle. That is a true partnership! Only two weeks into the new placement, it was well worth the wait. We have enjoyed thoroughly working with you and the Ropella team and look forward to future opportunities working together."

**Amy Filarski**

Human Resources Director



# The Challenge

In anticipation of top grading, their VP of Manufacturing, Exotic Automation & Supply envisioned a dynamic candidate with 15+ years of progressive manufacturing work experience and a history of managing successful teams. The ideal person would be a “hands-on,” passionate manufacturing engineer who could provide exceptional technical expertise. This role would oversee management in all manufacturing, R&D, and Technical Support activities to drive quality performance (and efficiencies) and reduce waste.

## The Solution



Developed over 35+ years of prior market knowledge, Ropella leveraged its in-depth understanding of the automation industry to organize and present a Search Solution Proposal that included several ideal candidate benchmarks from Ropella’s network. Through the execution of Ropella’s SMART Search System®, a search was conducted to uncover, engage, recruit, and assess a group of best-in-class candidates who could step in on day one to unlock hidden value in Exotic Automation & Supply’s manufacturing assets. Ropella quickly canvased its extensive network and ultimately solved the search with a candidate who was used as a benchmark and presented as part of the Search Solution Proposal. This individual not only had the proper technical skill set, but also possessed experience with corporate governance, understood human resources (and personnel management), and became a valued leadership team member.

## Results Delivered

Ropella identified and engaged with 150+ prospects on behalf of Exotic Automation. From there, Ropella submitted 5 candidates, 4 of whom were interviewed.



**12**

Business Days to  
Qualified Candidates



**52**

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, Exotic Automation utilized Ropella’s Compensation Comparison Calculator and supporting Offer Strategy Summary to creatively bridge a gap and secure their ideal leadership candidate. Acting as the top manufacturing advisor for the organization and directing the overall manufacturing strategy, the candidate will be responsible for building and leading all manufacturing aspects, including Vision, Product Development, Product Design, Estimating, Process Engineering, Production, Machining, Quality, Automation, Build and Maintenance.

# Deliverables

## Page

### Opportunity Marketing Piece

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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

14

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

16

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

18

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

### Vice President of Manufacturing

Location: New Hudson, MI



8100 Opportunity Drive  
Milton, Florida 32583  
850.983.4777  
ropella.com



**For more information, contact:**

Eric Krause  
Senior Vice President  
850.564.2853  
eric@ropella.com



## COMPANY OVERVIEW



# ABOUT **EXOTIC** **AUTOMATION & SUPPLY**

Founded in 1963 as Exotic Rubber and Plastics Corporation, their history demonstrates years of pioneering & revolutionizing new technologies.



In 1972, the company became a distributor of Parker Hannifin products. This commitment generated a dramatic increase in their involvement within the expanding field of automation and motion control. Today, Exotic Automation & Supply carries the full-line of Parker Hannifin hydraulic, pneumatic, and fluid connector products and is one of the largest Parker Hannifin Distributors in the world!

In 2001, the company changed their name to Exotic Automation & Supply in order to fully reflect the scope of their product and service offerings.

Today, Exotic's QMS is ISO certified: they serve virtually every industrial sector where automation, motion control, material handling, gasket and sealing solutions are required.

**EXOTICAUTOMATION.COM**

### QUICK FACTS



**1963**  
FOUNDED



**TOM MARINO**  
PRESIDENT



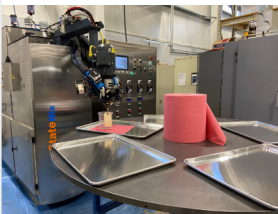
**NEW HUDSON, MI**  
HEADQUARTERS



**190**  
EMPLOYEES



**TWELVE**  
LOCATIONS

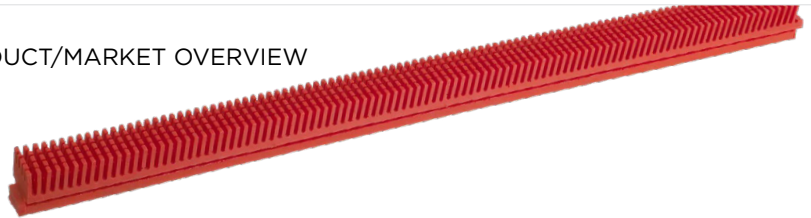


**STAGE 1** | SMART STRATEGY & LAUNCH

Exotic Automation & Supply | Vice President of Manufacturing

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# POLYURETHANE PRODUCTS



Since 1963, Exotic Automation & Supply has been manufacturing custom polyurethane products for best-in-class durability and performance. Their Solid Cast Polyurethane (PU) manufacturing process is widely preferred as the material of choice in applications where a high degree of load bearing, abrasion resistance and tear strength are important. Exotic's Engineered Rubber & Plastics Division (ERP) specializes in polyurethane products to meet or exceed the specifications of a wide variety of applications. ERP designs and manufactures superior components using compression, open and closed casting molding technologies to meet all prototype and production requirements.

## PRODUCTS INCLUDE

- Bushings
- Bumpers
- Stoppers & Plugs
- Washers
- Pads
- Grommets
- Blocks & Locators
- Gaskets & Seals
- Paint Masks
- Wear Pads
- Rollers

- Wheels
- Concrete Molds
- Molds & Tooling

## INDUSTRIES SERVED

- Aerospace
- Agriculture
- Automotive
- Chemical
- Construction
- Electronics
- Food Processing
- Material Handling

- Medical
- Military
- Mining

## QUALIFICATIONS

- CAGE Code #59111
- ISO 9001:2015
- SBA Small Business
- ITAR/EAR Compliant
- Affirmative Action Compliant

## DUROMETERS

- 45A-95A
- 60D-75D

## IN-HOUSE EQUIPMENT

### AUTOMATED DISPENSING MACHINE

- Dispenses 1 - 10 pounds per minute
- Multiple color streams

### HAND BATCHING STATION

- Custom formulations and blends for small quantities

### STATE MIX VORTEX MACHINE

- Mix up to 5 pounds of materials in less than 30 seconds

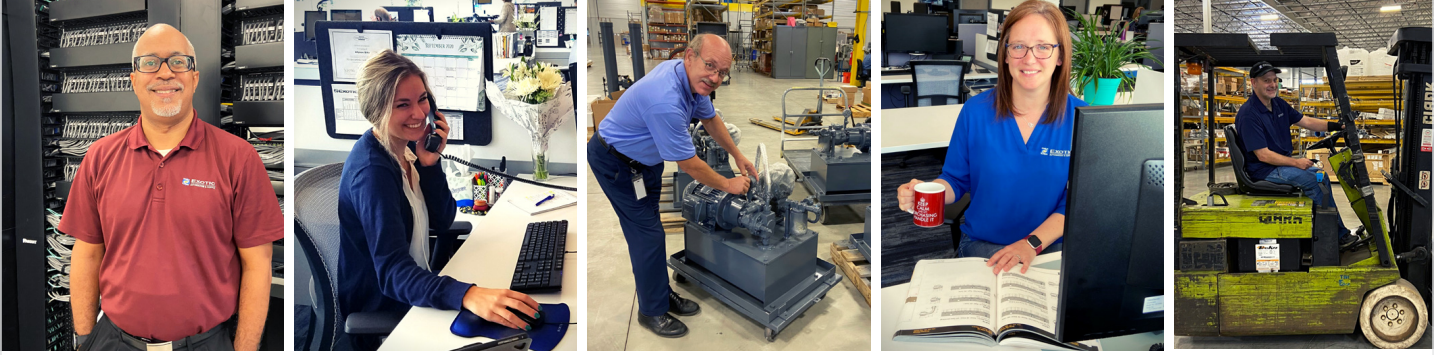


STAGE 1 SMART STRATEGY & LAUNCH

Exotic Automation & Supply | Vice President of Manufacturing

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## EXOTIC AUTOMATION AND SUPPLY CULTURE

Exotic Automation & Supply places a strong emphasis on its people. The individuals they employ differentiate them from the competition, provide corporate intelligence and determine their effectiveness as a corporation. Exotic hires individuals based on talent, passion and ability to fit with their company culture.

### COMPETITIVE PAY & BENEFITS

#### HEALTH

Exotic Automation & Supply provides a comprehensive benefits program. This includes health, dental, vision, disability, life insurance, and flexible spending accounts.

#### TIME OFF

Their culture values work/life balance. They offer an accrual Paid Time Off (PTO) program and paid holidays annually.

#### RETIREMENT

Planning for the future is important. Exotic Automation & Supply offers a 401(k) plan with matching contributions and profit sharing.

#### COMPENSATION

Exotic Automation & Supply offers compensation programs that provide fair and competitive pay.

#### EMPLOYEE ASSISTANCE PROGRAM

They offer an employer-sponsored Employee Assistance Program (EAP). A variety of resources are made available at no additional cost.

#### DISCOUNTS / TUITION REIMBURSEMENT

Exotic offers many discounts to its associates. They are also proud to offer tuition reimbursement to assist with the cost of school and materials.

### EMPLOYEE REVIEW



*"I took part in the Fast Track program, which allowed me to work with a mentor in all departments throughout the course of a year. I learned a lot about the company as a whole through this program and feel it has allowed me to be successful in my current role."*

**JASON - ACCOUNT MANAGER**



## HIRING TEAM OVERVIEW



**TOM MARINO**  
*President*



Son of Charles and Audrey Marino, founders of Exotic Rubber & Plastics Corp., Tom has devoted his life and career to not only nurturing the growth and success of Exotic but ensuring Exotic continues to thrive with a core value of encompassing premier customer service within a strong, family oriented environment.

Tom spent his early days in Exotic's facilities as a maintenance tech responsible for the equipment and buildings. From there he was able to work his way through the operations departments learning and understanding every activity that took place within the company for both manufacturing and distribution. All of this experience presented Tom the opportunity and challenge of designing and constructing a new headquarters for Exotic that would service not only the need of the manufacturing group, but also the rapidly expanding distribution group. Five years after the successful completion of the new 95,000 square foot Farmington Hills facility in 1986, the Exotic family was dealt a huge loss with the passing of President, CEO, and father Chuck Marino. With Audrey assuming the role of President, Tom's involvement throughout the organization became deeper than ever, becoming a crucial part of Exotic establishing the first three branches, implementing the first computer and business system, installing modern CNC equipment to expand manufacturing capabilities, and securing the first round of Military Contracts, as well as the acquisition of two motion control companies in Michigan, all while being a key leader at the family's Northville based horse farm.

Four years after navigating the retirement of his mother Audrey, Tom decided it was time for the next step. In 2001, Tom assumed full ownership of Exotic from four of his siblings as well as the role of President, which he still holds today. Tom's dedication and commitment didn't stop there, while transforming the image of Exotic from being perceived as only a rubber and plastics manufacturer to now a full service Parker Distributor while still maintaining and expanding our manufacturing capabilities, came Exotic Automation & Supply. For the next several years Tom spent his time focusing on rounding out his world class executive team, pulling the trigger on acquisition targets, and investing time and resources into becoming Parker's Distributor of Choice. Most recently Tom has been focused on the construction of Exotic's new, state of the art, 141,000 square foot corporate headquarters; investing in the best, latest, and most efficient tools and software; mentoring the next generation; and most importantly making sure that the family centric culture of Exotic remains as tight and close knit as when his parents had started the company back in 1963.

Tom's management style would best be described as an engaged, mentorship style. One of Tom's passions is to share his knowledge and experiences with anyone around him while not being afraid to roll up his sleeves and get dirty. His decisions are data driven, with just the right amount of gut feeling mixed in. Tom fosters and instills in everyone around him an open and collaborative environment. While his passion for Exotic and its success drives him non-stop, he is also the first one to remind you of the importance of taking a step back and enjoying life.

Tom and his wife Lynne have been married for over 30 years during which they proudly raised four children. Tom is an avid outdoorsman and can often be found on the golf course, a snowmobile, or by the water with his family.

## POSITION PROFILE

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# VICE PRESIDENT OF MANUFACTURING

## EXOTIC AUTOMATION & SUPPLY

*Acts as the top Manufacturing advisor for the organization directing the overall Manufacturing strategy. Responsible to build and lead all aspects of Manufacturing including Vision, Product Development, Product Design, Estimating, Process Engineering, Production, Machining, Quality, Automation Build and Maintenance.*

### ESSENTIAL JOB FUNCTIONS

- Oversees the Manufacturing business unit ensuring goals are met based on the direction established in the strategic plans.
- Creates Manufacturing Sales forecast and monitors/manages for compliance.
- Negotiates and approves Manufacturing contracts.
- Oversees Manufacturing operations ensuring processes run smoothly, efficiently, on time and on budget.
- Ensures Manufacturing processes and materials are current.
- Provides leadership and innovation to the business unit's research and development.
- Works with the Officer team to co-develop short and long-term goals, plans and strategies.
- Meets with the Management team to assess the Sales state of the Company and ensures it is in line with the vision and mission.
- Encourages business investment, acts as a visionary, and provides overall leadership to the Company.
- Participates in quarterly State of the Business all hands address.

### SUPPLEMENTAL JOB FUNCTIONS

- Maintains relationships with all department executives to ensure teams are aligned and working towards corporate goals.
- Enforces policies, rules and/or procedures of corporation to facilitate continuous improvement.
- Provides and supports a positive work environment.

- Responsible to understand and direct activities that support the Company Quality Manual, Associate Manual, Mission Statement and any other policy or directive of the corporation.
- Responsible for profitability of company and attaining goals and objectives set forth by the Board of Directors.
- Responsible for team building across the organization.
- Identifies, recommends, and pursues professional skills and educational development opportunities for self and staff.
- Performs other duties as assigned or requested.

### KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

- Bachelor's degree in Engineering, prefer MBA (will consider equivalent work experience).
- Fifteen (15) years of progressive Manufacturing work experience (prefer job shop environment).
- Five (5) years previous leadership experience.
- Previous OEM Automotive experience desired.
- Advanced understanding of Lean Manufacturing and regulatory compliance with ISO, OSHA and Automotive Quality Systems.
- Proven visionary abilities and executable strategic planning skills.
- Ability to analyze P&L and balance sheet to achieve financial objectives.
- Advanced emotional intelligence skills.
- Advanced leadership skills with proven track record of inspiring people to action through influence.
- Solid PC skills and previous experience on an MRP system to manage and analyze areas of responsibility.

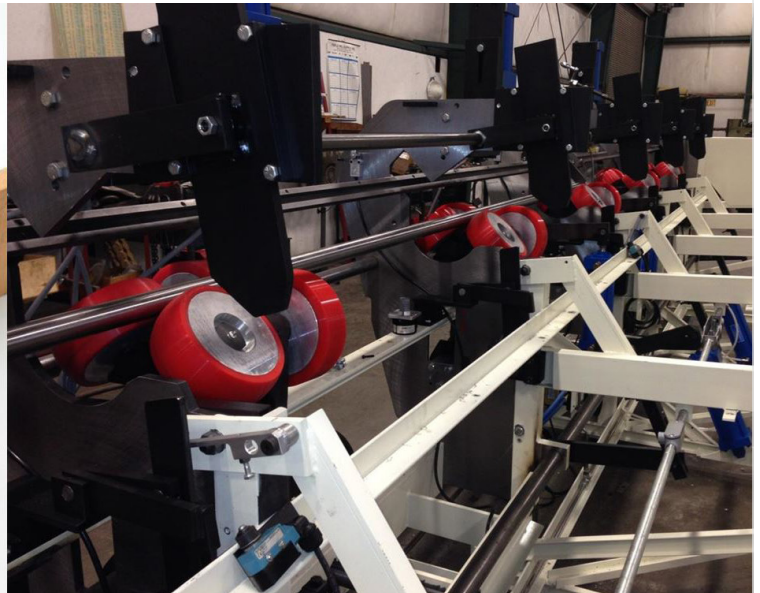
## POSITION OVERVIEW

- Excellent research and resourcing skills.
- Advanced detail orientation.
- Advanced writing skills.
- Advanced negotiation Experience.
- Advanced VUCA skills.
- Motivation and advanced ability to handle multiple disciplines in a fast-paced, ever-changing environment.
- Organizational skills required to prioritize, plan and coordinate work activities and resources in area of responsibility.
- Advanced analytical skills needed to identify root causes of problems, generate alternatives, draw logical conclusions and decide on appropriate course of action after careful examination of relevant information and consideration of critical business issues.
- Advanced communication and interpersonal skills necessary to effectively communicate with associates, customers, business partners and management team. Demonstrated teamwork approach with superiors, peers and subordinates utilizing skills in oral communication, active listening, written and oral directions and cooperating with and assisting others when needed.

## WORKING CONDITIONS

- Normal business office environment with regular (up to 100% of work time) exposure to noise, dust, office equipment and supplies.
- Physical dexterity needed to bend, stretch, lift and reach.
- Ability to sit or stand for extensive periods throughout the day.
- Ability to perform basic office tasks using standard office equipment.
- Ability to use a keyboard and computer.

*This document is intended to describe the essential job functions and the knowledge, skills and abilities required. It is not intended to be an exhaustive statement of supplemental duties, responsibilities or non-essential functions. (Nor is it intended to reflect accommodations made under the Americans with Disabilities Act or other return-to-work programs).*







**NEW HUDSON** is located in the Lyon Township which is in the southwest corner of Oakland County, which is in southeast Michigan. Approximately 32 square miles in size, the Township is bordered by Dixboro Road on the west, Napier Road to the east, Pontiac Trail to the north, and Eight Mile Road to the south. Neighboring communities are the cities of South Lyon, Novi, and Wixom and the townships of Milford, Green Oak, and Salem.

The population of Lyon Township in the 2010 census was 14,545, an increase of 31.6% from the 2000 census. Population growth has continued to increase due to numerous residential developments being created in the Township. New Hudson is located about 35 miles west of Detroit, Michigan's largest city and 25 miles north of Ann Arbor.

#### **ANN ARBOR, MI**

Ann Arbor, Michigan has more than just a rich history, diverse character and kinetic feeling. Decorated with numerous awards for safety, efficiency and family compatibility, this college town is vibrant and alive with culture. Home to over 113,000 residents, Ann Arbor is the sixth largest city in Michigan and with its bustling downtown and charming tree-lined neighborhoods is a safe and ideal place to live, learn, work and raise a family.

Endless opportunities for recreation are available in

Ann Arbor. The city operates over 150 parks with trails, golf courses, canoe liveries, tennis courts and athletic fields. Ann Arbor is widely known as "Tree Town" because of the dense forestation of its parks and residential areas. This community has a progressive recycling program and takes great measures toward the preservation of the city's green space. Ann Arbor is dedicated to giving the residents of the community a safe and healthy place to live.

Ann Arbor has a variety of cultural attractions and events to captivate residents throughout the year. Several performing arts groups and facilities are on the university's campus, as are museums dedicated to art, archaeology, natural history and the sciences. There are also several regional and local performing arts groups not associated with the university.

The city provides a unique mix of local and national retail offerings. One of the main places to shop is Briarwood Mall. Featuring some of the most well known names in fashion, Briarwood includes retailers such as Coach, J. Crew, Chico's, Forever 21, Sephora and Williams-Sonoma as well as anchor stores like Macy's, JCPenneys and Sears. Additionally, Ann Arbor offers the opportunity to purchase locally crafted furnishings, homegrown produce, and contemporary fashions.

Being home to the amenities, culture and vibe of the big city, with the comfort of a small town, sports fans

## LOCATION OVERVIEW

easily make their home in Ann Arbor. The University of Michigan is the center for sports and led to Ann Arbor being voted by Forbes Magazine as the “Top College Sports Town” on its 2010 list.

Ann Arbor is a hub for excellence in education and boasts five colleges and universities. The city’s acclaimed public school system has adapted a comprehensive academic achievement plan that makes it outstanding in academics, exceeding state standards in math and reading. Boasting of such excellence, it is no wonder that Parenting Magazine named Ann Arbor the 4th best place to raise a family.

### DETROIT, MI

Detroit is the most populous city in the U.S. state of Michigan, the fourth-largest city in the Midwest and the largest city on the United States-Canada border. It is the seat of Wayne County, the most populous county in the state.

Detroit is blessed with amazing diversity in its neighborhoods, ranging from a hip downtown to vibrant immigrant districts to stately historic neighborhoods. In addition, Detroit’s suburbs offer a high quality of life in a variety of settings.

Throughout Detroit, housing is affordable and a good value. Detroit neighborhoods are known for their friendliness, with neighbors working together on community gardens and other projects. Living in Detroit offers residents a high quality of life—all with a favorable cost of living, great neighbors, and close proximity to cultural and recreational amenities.

Detroit offers a number of fun ways to entertain friends and family all year. With the number of festivals, parks, leisure activities, and sports and entertainment options in Detroit, you will never run out of things to do in Detroit.

Detroit is an entertainment mecca - with the Motor City Casino, MGM Grand Detroit Casino and Greek-

town Casino, great downtown sports venues showcasing national teams, amazing arts, culture, and music, and great food.

Year-round, amazing outdoor events draw over 19 million visitors. The summer starts with the Detroit Electronic Music Festival, and ends with the Detroit

Jazz Festival, the world’s largest free jazz festival. The 4th of July is celebrated with a spectacular international fireworks extravaganza along the Detroit River. Summer in Detroit includes a weekly festival at Hart Plaza, like the Detroit Hoedown or the Caribbean Festival. Neighborhoods host their own events like Detroit Festival of the Arts, Dally in the Alley, and Jazzin’ on Jefferson.

Sports fans will feel at home in Detroit as Sporting News magazine named Detroit as the No. 1 sports city in America in 2007. At any given time, there are several sporting events taking place in the Detroit area. To get you started, check out the home game schedules of Detroit’s big four professional sports home teams -- Tigers, Lions, Red Wings and Pistons. Sports enthusiasts enjoy Formula One racing during the Detroit Grand Prix. Bicycling enthusiasts are taking over Detroit streets and parks, and the annual Tour de Troit draws hundreds of participants.

Detroiters have great access to parks and other personal recreational activities, like biking, boating, and team sports. Detroit neighborhoods host welcoming parks like Palmer Park, Clark Park, and the Chandler Park Family Aquatic Center. The only urban island park in the country can be found at Belle Isle in the Detroit River, which is also home

to a golf course, the Detroit Yacht Club, and the Belle Isle Conservatory. The Detroit RiverWalk is a 2-1/2 mile pedestrian and bicycle pathway extending from downtown along the Detroit River. It connects the Dequindre Train and Greenway - pathways through a state park





## LOCATION OVERVIEW

ending near the historic Eastern Market. Park facilities in the city are complemented by an extensive network of metroparks and state parks throughout the region.

With many excellent schools, colleges, and universities, Detroit is positioned to be a premier place for education. Residents have access to the Detroit Public School system, which educates more than 110,000 students annually. The district has recently consolidated school buildings to more effectively educate students and has completed a \$1 billion school renovation and construction initiative. Premier schools within the system include the new Cass Tech High School, the Renaissance High School campus and the Detroit School of Arts. Also, Detroit provides many options for private education including University of Detroit Jesuit High School, Friends School, and the Detroit Waldorf School. Detroit's subur-

ban communities also offer a host of excellent schools to meet a variety of educational needs.

In addition, Detroit is home to established universities including the University of Detroit Mercy, Michigan's largest and most comprehensive Catholic university, Marygrove College and, located in the heart of the Cultural Center, Wayne State University, Michigan's only urban research university, fulfilling a unique niche in providing access to a world-class education at a great value.

With friendly neighborhoods, exciting nightlife, unlimited entertainment options, and arts and culture that rival any other metropolitan area, Detroit is truly a great place to live.

## NEW HUDSON AND SURROUNDING AREA LINKS

### AREA LINKS

#### **Lyon Township**

[lyontwp.org](http://lyontwp.org)

#### **Visit Detroit**

[visitdetroit.com](http://visitdetroit.com)

#### **Destination Ann Arbor**

[annarbor.org](http://annarbor.org)

### SHOPPING

#### **Somerset Collection**

[thesomersetcollection.com](http://thesomersetcollection.com)

#### **Briarwood Mall**

[simon.com/mall/briarwood-mall](http://simon.com/mall/briarwood-mall)

#### **ExperienceDetroit - Shopping Malls**

[experiencedetroit.com/shoppingmalls.htm](http://experiencedetroit.com/shoppingmalls.htm)

### ARTS & ENTERTAINMENT

#### **Pure Michigan**

[michigan.org](http://michigan.org)

#### **Visit Detroit**

[visitdetroit.com/things-to-do/entertainment](http://visitdetroit.com/things-to-do/entertainment)

#### **Ann Arbor Civic Theatre**

[a2ct.org](http://a2ct.org)

### SPORTS

#### **Detroit Lions**

[detroitlions.com](http://detroitlions.com)

#### **Detroit Tigers**

[detroit.tigers.mlb.com](http://detroit.tigers.mlb.com)

#### **Detroit Red Wings**

[nhl.com/redwings](http://nhl.com/redwings)

#### **Detroit Pistons**

[nba.com/pistons](http://nba.com/pistons)

### EDUCATION

#### **Detroit Public Schools**

[detroitk12.org](http://detroitk12.org)

#### **University of Detroit Mercy**

[udmercy.edu](http://udmercy.edu)

#### **Marygrove College**

[marygrove.edu](http://marygrove.edu)

#### **Wayne State University**

[wayne.edu](http://wayne.edu)

#### **Ann Arbor Public Schools**

[a2schools.org](http://a2schools.org)

#### **University of Michigan**

[umich.edu](http://umich.edu)





# ROPELLA<sup>®</sup> SKILL SURVEY



**POSITION** *VP of MANUFACTURING*

**NAME**

**DATE**

1. Please provide an overview of your experience working in a manufacturing environment (including years of experience). Which customers and industries do you primarily serve? Which technologies and types of products are you most familiar with?
2. How many pieces/units are in a typical production run in your current or previous company? Are you most familiar with high-volume low-mix manufacturing or low-volume high-mix manufacturing?
3. Describe your experience with lean manufacturing and continuous improvement methodologies. Which tools and concepts have you used to successfully improve production processes and results? What metrics do you typically evaluate to determine if production is running up to standard?
4. Outline your people management experience. What is the largest group you have led? Of that number, what was the breakdown between direct and indirect reports? What were the titles and levels of those that reported to you?
5. Describe a process or processes you developed for a custom production run. What were some of the issues you encountered and how did you resolve them? What was the final outcome? (Please note: this question is an opportunity for you to demonstrate your technical expertise, leadership skills and problemsolving abilities - proprietary information is neither requested nor desired)
6. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.
7. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What's motivated you to consider a career change at this time?

## REFERENCE AND BACKGROUND CHECKS

By initialing here, I acknowledge that as a part of the hiring process, I will be asked to provide references via our web-based reference checking platform, Outmatch, in advance of the final interview. Outmatch offers an easy, transparent solution that allows you to be proactive during the reference process and provides a complimentary final report that can be added to your portfolio. I also acknowledge that a background check will be required prior to final interviews through our partner, ClearChecks.

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



# ROPELLA<sup>®</sup> CANDIDATE SCORECARD



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

POSITION **VP of MANUFACTURING** \_\_\_\_\_

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.	Please provide an overview of your experience working in a manufacturing environment (including years of experience). Which customers and industries do you primarily serve? Which technologies and types of products are you most familiar with?	
2.	How many pieces/units are in a typical production run in your current or previous company? Are you most familiar with high-volume low-mix manufacturing or low-volume high-mix manufacturing?	
3.	Describe your experience with lean manufacturing and continuous improvement methodologies. Which tools and concepts have you used to successfully improve production processes and results? What metrics do you typically evaluate to determine if production is running up to standard?	
4.	Outline your people management experience. What is the largest group you have led? Of that number, what was the breakdown between direct and indirect reports? What were the titles and levels of those that reported to you?	
5.	Describe a process or processes you developed for a custom production run. What were some of the issues you encountered and how did you resolve them? What was the final outcome? (Please note: this question is an opportunity for you to demonstrate your technical expertise, leadership skills and problemsolving abilities - proprietary information is neither requested nor desired)	
SKILL SURVEY TOTAL SCORE		

ADDITIONAL CONSIDERATIONS	YES/NO/UNCERTAIN
<b>Education Fit</b> Is the candidate's formal education and training an asset to this role?	
<b>Relocation Fit</b> Does the candidate have minimal hurdles to relocation (home ownership, employed spouse, children in grade school, cost of living difference, etc.)?	
<b>Compensation Fit</b> Will we be able to offer a total compensation package that will motivate the candidate to make a change?	
<b>Motivation Fit</b> 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?	
<b>Communication Fit</b> 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.checkster.com](http://www.checkster.com)) background check process ([www.clearcheck.com](http://www.clearcheck.com)) and assessment process ([www.hogan.com](http://www.hogan.com)). Remember, the more data and information you can collect earlier in the interview process, the better - as this will make for much better interviews and hiring decisions.*

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**ADDITIONAL REVIEW NOTES:**



# Compensation Comparison Calculator

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

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

**Ropella360**  
A catalyst for connection

**EXOTIC**  
AUTOMATION & SUPPLY

## Compensation Comparison Calculator

Hiring 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 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.
- 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.

**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	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
\$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
\$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
\$174,475	\$174,475	\$0	



// 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**  
VP OF MANUFACTURING

**LOCATION**  
New Hudson, 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:**

**ERIC KRAUSE**  
Vice 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.

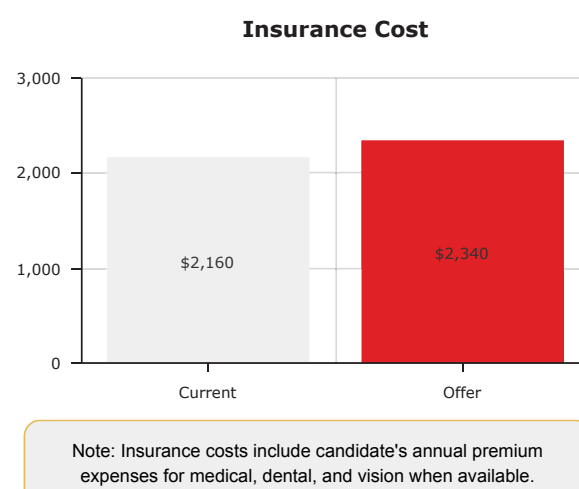
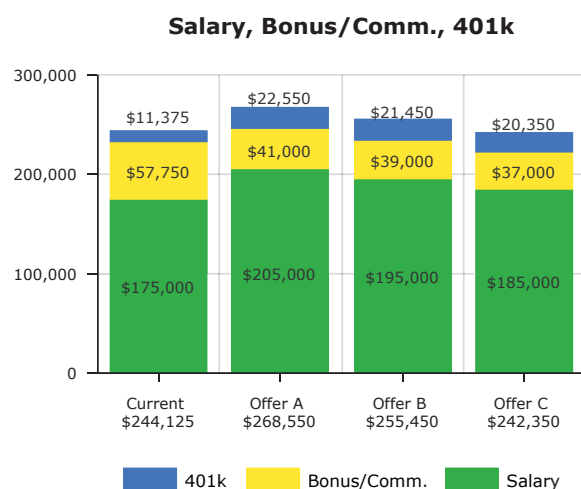
**Sense of Urgency:** Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

**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



## 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			
<p>Florence, Kentucky is 0.3% cheaper than Brunswick, Ohio</p> <p>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.</p>			
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.

## 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



**48**

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

**We make connections that  
seem almost impossible.**

*Let us solve your challenge.*

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