



Ropella360

> Client Success Story

The challenge. The solution. The connection made.

LUCAS
Coatings, Sealants and Adhesives

Chief Executive
Officer

LUCAS

Coatings, Sealants and Adhesives



Client

R.M. Lucas

Company Overview

- Founded 1912
- 60+ Employees Globally
- Headquartered near Chicago, IL
- Estimated \$40+ Million in Revenue
- Industry: CASE (Coatings, Adhesives, Sealants, and Elastomers)
- Subsidiary of Artemis Capital Partners

Founded in 1912 and headquartered near Chicago, Illinois, R.M. Lucas has been driving coatings and sealants innovation for over 100 years, serving customers with high-quality service and leading technology. The company manufactures professional-grade coatings, sealants, and adhesives for exterior building envelopes, waterproofing, roof repair, and restoration. Branded products are used in roof repair and restoration and are sold through distributors in the United States, Canada, Mexico, and the Caribbean.

In 2021, Artemis Capital Partners (Artemis), a Boston-based private equity firm focused exclusively on partnering with differentiated industrial tech manufacturers, acquired R.M. Lucas, Co. Under Artemis's ownership, R.M. Lucas will continue to operate as an independent company from its headquarters in Chicago, IL.

The Challenge

In anticipation of consummating a deal to acquire R.M. Lucas, Artemis needed to identify a highly capable executive to manage day-to-day operations as a Chief Executive Officer within its newest acquisition while simultaneously growing the business through an aggressive buy-and-build strategy. The right candidate needed to be ready to build and model a great company culture, provide inspired leadership to the executive team, establish a great working relationship with the board of directors, and set a course for sustained growth.

The Solution



SMARTSM
Search System
Recruit smarter. Not harder.

Developed over 35+ years of prior market knowledge, Ropella leveraged its in-depth understanding of the CASE market to organize and present a search solution proposal that included ideal candidate benchmarks from Ropella's personal 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 immediately for the new owners. Ropella quickly canvassed their extensive network and ultimately solved the search with a benchmark candidate who possessed experience with corporate governance, understood human resources (and personnel management), and the ability to quickly execute on Artemis's aggressive growth strategy.

Results Delivered

Ropella identified and engaged with 220+ prospects on behalf of Artemis. From there, Ropella submitted 9 candidates, 5 of whom were interviewed.



9

Business Days to
Qualified Candidates



35

Days Speed
to Placement

With multiple A-player candidates interviewed, Ropella assisted Artemis in identifying the Right Hire through an in-depth interview and assessment process. Ultimately, Artemis 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 Board of Directors, the new Chief Executive Officer will take a customer-centric approach to make R.M. Lucas the ideal platform business to serve increasing demand in the roof repair and restoration market.

Deliverables

Page

Opportunity Marketing Piece

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Custom created for Artemis, the Opportunity Marketing Piece was used to attract passive (employed and not looking) candidates from a select group of highly-targeted companies. The Opportunity Marketing Piece enabled Ropella's Executive Search Consultants to present a world-class overview of R.M. Lucas, the unique challenges facing the new CEO, and the incredible opportunity to join a rapidly growing leading manufacturer backed by Private Equity.

Skill Survey

13

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

14

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

Compensation Comparison Calculator

16

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

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



CONFIDENTIAL — DO NOT SHARE

OPPORTUNITY MARKETING PIECE

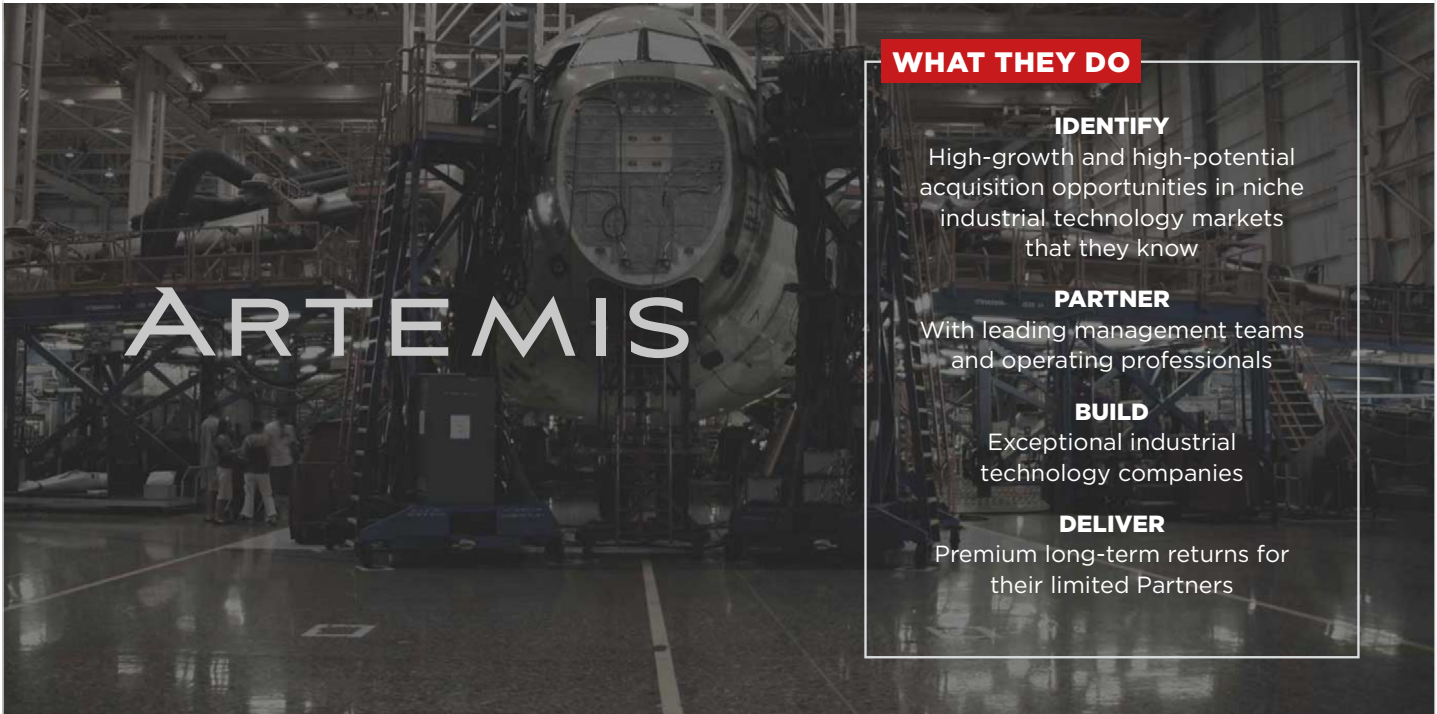
CHIEF EXECUTIVE OFFICER

LOCATION | **Chicago, IL**

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



FOR MORE INFORMATION, CONTACT:
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WHAT THEY DO

IDENTIFY

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

PARTNER

With leading management teams and operating professionals

BUILD

Exceptional industrial technology companies

DELIVER

Premium long-term returns for their limited Partners

ABOUT ARTEMIS

ARTEMISLPC.COM

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

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

PORTFOLIO

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

LUCAS

Coatings, Sealants and Adhesives



ABOUT R.M. LUCAS

RMLUCAS.COM

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

R.M. Lucas Co. is now owned and managed by a third generation that is striving to expand in the professional grade coatings, adhesives & sealants market.

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

MISSION

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



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



NEW CHICAGO WAREHOUSE COMPLETED IN 2009

R.M. LUCAS PRODUCTS

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



COATINGS & MASTICS

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

WATERPROOFING

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

CAULKS & SEALANTS

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





RUDI COETZEE
Operating Partner, Artemis



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

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

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



OLLY FORRER
Vice President, Artemis



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

CHIEF EXECUTIVE OFFICER

LUCAS

Artemis is seeking an experienced executive to manage day-to-day operations of R.M. Lucas as a Chief Executive Officer. The right candidate must be ready to build and model a great company culture, provide inspired leadership to our executive team, establish a great working relationship with the board of directors and set a course for company strategy.

KEY RESPONSIBILITIES

- Provide inspired leadership company wide.
- Make high-level decisions about policy and strategy.
- Report to the board of directors and keep them informed.
- Develop and implement operational policies and a strategic plan.
- Act 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 great performance and positive morale.
- Oversee the company's fiscal activity, including budgeting, reporting, and auditing.
- Work with senior stakeholders, chief financial officer, chief information officer, and other executives.
- Assure all legal and regulatory documents are filed and monitor compliance with laws and regulations.
- Work with the executive board to determine values and mission, and plan for short- and longterm 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.

REQUIREMENTS

- Bachelor's degree or master's degree in a relevant field, MBA preferred.
- A history of successful company/division leadership (P&L responsibility) in the Manufacturing industry
- Experience working in a private equity setting
- Track record of being involved in the due diligence process for M&A / Joint Ventures
- Successful track record of overseeing the implementation of lean manufacturing and/or continuous improvement methodologies
- Knowledge of profit and loss, balance sheet and cash flow management and general finance and budgeting.
- Ability to build consensus and relationships among executives, partners, and the workforce.
- Understanding of human resources and personnel management.
- Experience with corporate governance.
- Proven negotiation skills.
- Ability to understand new issues quickly and make wise decisions.
- Ability to inspire confidence and create trust.
- Ability to work under pressure, plan personal workload effectively and delegate.

ABOUT CHICAGO, IL

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

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

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

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

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

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

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



CHICAGO, ILLINOIS

LINKS AND HIGHLIGHTS

AREA LINKS

City of Chicago
cityofchicago.org

SHOPPING

The Magnificent Mile
themagnificentmile.com

Water Tower Place
shopwatertower.com

The Shops at North Bridge
theshopsatnorthbridge.com

ARTS & ENTERTAINMENT

Choose Chicago
choosechicago.com

Museum of Science+Industry
msichicago.org

Chicago Theatre
thechicagotheatre.com

SPORTS

Chicago White Sox
chicago.whitesox.mlb.com

Chicago Bears
chicagobears.com

Chicago Blackhawks
nhl.com/blackhawks

Chicago Sky
sky.wnba.com

Chicago Fire Soccer Club
chicago-fire.com

Chicago Bulls
nba.com/bulls

NEWS

Chicago Tribune
chicagotribune.com

Chicago News
nbcchicago.com

EDUCATION

Chicago Public Schools
cps.edu

City Colleges of Chicago
ccc.edu

The University of Chicago
uchicago.edu

The University of Illinois
uic.edu





ROPELLA® SKILL SURVEY

LUCAS

Coatings, Sealants and Adhesives

POSITION **CHIEF EXECUTIVE OFFICER**

NAME

DATE

1. How long have you held P&L responsibility? What were the sizes of the businesses (in dollars)?
2. Tell us about your most successful experience where you were personally responsible for building (or rebuilding) a strong senior leadership team (# of people/ functions / titles)?
3. Describe your experience successfully executing a buy and build strategy? What was the most challenging part of post-acquisition integration and which strategies/tools have you found most valuable to enable a successful transition?
4. Do you have experience leading a successful cultural change from a family-owned company to a highperforming, metrics-driven organization?
5. Describe your success creating significant shareholder value in the past. Which initiatives led to your success (e.g. M&A, facility optimization and lean manufacturing, implementation of new compensation schemes, new ERP implementation, establishing new pricing structures with customers, negotiating new supplier relationships/contracts, etc.)? Please provide the measurable results obtained.
6. Do you have prior experience serving as an executive in a Private Equity-backed company? If so, did this result in or lead to an exit? Please include an estimate of the return generated to investors and the revenue/EBITDA at the time of purchase and/or sale.

RELOCATION ACKNOWLEDGMENT

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

Initials: _____



ROPELLA® CANDIDATE SCORECARD

LUCAS

Coatings, Sealants and Adhesives

CANDIDATE'S NAME _____

POSITION **CHIEF EXECUTIVE OFFICER**

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. How long have you held P&L responsibility? What were the sizes of the businesses (in dollars)?	
2. Tell us about your most successful experience where you were personally responsible for building (or rebuilding) a strong senior leadership team (# of people/ functions / titles)?	
3. Describe your experience successfully executing a buy and build strategy? What was the most challenging part of post-acquisition integration and which strategies/tools have you found most valuable to enable a successful transition?	
4. Do you have experience leading a successful cultural change from a family-owned company to a high-performing, metrics-driven organization?	
5. Describe your success creating significant shareholder value in the past. Which initiatives led to your success (e.g. M&A, facility optimization and lean manufacturing, implementation of new compensation schemes, new ERP implementation, establishing new pricing structures with customers, negotiating new supplier relationships/contracts, etc.)? Please provide the measurable results obtained.	
6. Do you have prior experience serving as an executive in a Private Equity-backed company? If so, did this result in or lead to an exit? Please include an estimate of the return generated to investors and the revenue/EBITDA at the time of purchase and/or sale.	
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!"

Ropella 360
A catalyst for connection

LUCAS
Coatings, Sealants and Adhesives

Compensation Comparison Calculator

Hiring Company: R.M. Lucas
Candidate Name: Jane Smith

What's in it for Your Company

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

What's in it for Jane?

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

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	COO	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 Raise	\$182,875	NA	\$7,875	Jane will receive a raise of 4.5%, increasing Jane's base salary from \$175,000 to approximately \$182,875

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

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

Cost Of Living	Current	Offer	Variance	Details
Cost Of Living				



// JANE SMITH

OFFER STRATEGY SUMMARY

CONFIDENTIAL SAMPLE

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

LUCAS
Coatings, Sealants and Adhesives

CANDIDATE FOR
CHIEF EXECUTIVE
OFFICER

LOCATION
Chicago, IL

POWERED BY ROPELLA'S



CONGRATULATIONS ON YOUR SUCCESSFUL SEARCH!

It has been a real pleasure partnering with you.

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

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

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

FOR MORE INFORMATION, CONTACT:

ERIC KRAUSE
President
850.564.2853
eric@ropella.com

Candidate Overview

What's in it for Your Company:

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

What's in it for Jane:

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

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

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

Offer Delivery Best Practices

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

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

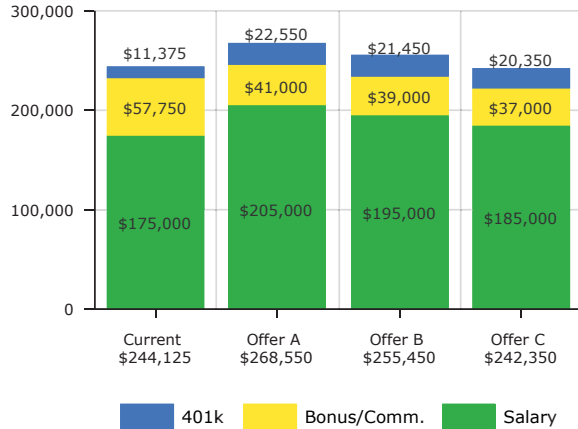
Sense of Urgency: Let's move fast. In today's competitive talent market, delays create a greater risk of candidates receiving competing offers, a counter-offer from their current employer, and/or second thoughts (often caused by the candidate's influencers).

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

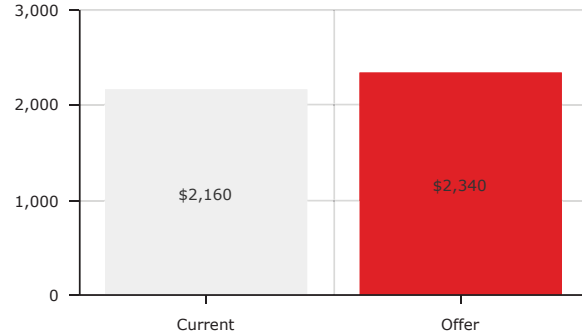
Warm Welcome: Upon offer acceptance, it's important to promptly have a top executive and/or the hiring manager reach out to say congratulations and to welcome Jane aboard.

Key Visual Comparisons

Salary, Bonus/Comm., 401k



Insurance Cost



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

Relocation Coverage

Candidate Relocation Expectations:

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

Cost of Living

BestPlaces.net

Florence, Kentucky is 0.3% cheaper than Brunswick, Ohio
 The salary presented in the offer column represents what Jane's current salary would need to equal in Florence, KY to maintain their current standard of living.

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

Important Topics To Be Aware Of

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

We're Here to Help

You are Our #1 Priority

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

Smarter Executive Search

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



Let's Work Together

Christian Hogue

Chief Commercial Officer

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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



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