Adhesives Manufacturing
Case Study:

Includes:
Opportunity Marketing Piece
Skills Survey
Candidate Scorecard

Contact:
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COMPANY
Novamelt

POSITION
Sales Manager - North America

LOCATION
Archdale, NC

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Novamelt-Jowat LLC

The success of Novamelt is not only measured by its financial performance. The company is built on the strong belief that the quality of personal customer relationships, along with the ability to bring individual solutions to applications strengthens their success. Managed by its owners, the decision making is prompt and responsive.

Novamelt-Jowat LLC was established 2005 and started its state of the art hotmelt pressure sensitive production in High Point, North Carolina, in March of 2006.

Novamelt-Jowat LLC was founded as a joint venture between Novamelt GmbH in Germany and Jowat AG, Germany. Jowat is an important acting producer of industrial adhesives, solvent based, water based and hotmelt adhesives. Their product range is mainly used in the woodworking industry, the paper and packaging industry and the textile and automotive industry. The Jowat group employs more than 600 employees worldwide and recorded a total turnover of over 140 million Euro.

Novamelt GmbH is the major supplier of hotmelt pressure sensitive adhesives as well as UV curable adhesives to the European market, especially in the applications of labels, tapes and medical products.

Novamelt-Jowat offers an application service center and the possibility to test under practical conditions the different adhesives with their customers.

The bundling of Novamelt’s strength as a leading and competent partner for environmentally friendly pressure sensitive adhesive and UV curable pressure sensitive and Jowats’s 30 years of experience producing for the US market combines a typical win win situation for the benefit of the American customers in the coating sector.

More Information:
www.novamelt.com

The mussel as a role model: The most ingenious adhesive in the world sticks to rock surfaces - neither sea water nor the considerable power of the rolling waves can loosen the bond.
Technological Innovation and Product Ideas

Innovative Raw Materials
Novamelt picks up on new product ideas from the market in order to develop state-of-the-art adhesive concepts for their customers’ applications. For example, Novamelt selected innovative UV-hardening oligomer systems in order to develop printable polymerising adhesives. The applications include removable labels for logistics and offices.

Economical Delivery Forms
Novamelt’s chemists have succeeded in stabilizing rubber-based adhesives so that products retain thermal stability for long periods in a molten liquid form. This enables delivery in its liquid form and dispenses with packaging. For their customers this means a significant increase in productivity and contributes to environmental stability.

- No restrictions at high coating speeds
- No waste disposal costs
- Reduction of energy and storage costs

Customer Needs
Novamelt develops independent and customer-specific products and process solutions together with their customers that make a decisive contribution to market differentiation.
**Product Information**

**Hotmelt Pressure Sensitive Adhesives**

Novamelt offers a comprehensive range of hot-melt pressure-sensitive adhesives based on thermoplastic rubber under the brand name Novamelt® PS. This range is suitable for virtually every self-adhesive application from low adhesion to strong permanent bonds.

**UV-Curable Adhesives**

For self-adhesive applications that demand high chemical, light, and weather resistance, Novamelt has developed UV-curable hot-melt pressure-sensitive acrylic-based adhesives with the brand name Novarad®RC.

They offer a broad range of products, from low adhesion removable products to those with medium adhesion for repositionable applications to strong adhesives with a permanent bond. UV-curable adhesives may be substituted for solvent-based acrylics and in this way contribute positively to the environment by reducing solvent emissions.

**UV-Polymerising Adhesives**

Novamelt offers the graphics industry an innovative adhesive system that requires no drying of high temperatures during the processing and manufacturing of self-adhesive products.

Based on acrylics, Novarad®RCL products are liquid at room temperature and can be processed using standard printing methods such as flexo or screen printing. This enables not only full-surface coating, but also geometrical patterns and partial surface coatings.

**Laminating Adhesives**

Novamelt offers hot-melt adhesives for laminating purposes such as flexible packaging and laminates for the construction industry. A distinction is made here between hot-melt adhesives based on polyolefins, which have a limited “open time”, and permanent adhesives based on thermoplastic rubber and UV-curable acrylics.
Corporate Culture

Novamelt's organization in the US is very dynamic. They encourage their people to take calculated risks and have open discussions and challenge the status quo. Team work is very important as they see their people as their most important asset. They also encourage involvement in the community and to give back as much as possible.

Mike Ralph

Management Information

General Manager, North America

Mike has been working in the adhesives industry for the past 20 years holding positions in Europe and here in the US. He has a degree in Business Management from the UK and describes himself as a manager who empowers his people. He does not micromanage and wants his team to work hard but also play hard. Before joining the corporate world, Mike played soccer professionally in the UK and still enjoys playing when he’s not in the office. He also enjoys running, biking and playing classical piano. Mike has 2 daughters that are 23 and 20 years old.

The gecko as a role model: Whatever the situation, however smooth the surface, the gecko can create a bond with a shorter or longer lasting hold.
Novamelt-Jowat LLC, is a manufacturer of rubber based pressure sensitive hotmelt adhesives. The major market applications are self adhesive labels, tapes, medical and hygiene products, as well as other industrial self adhesive applications. With locations in the United States and Germany, Novamelt is a key supplier to the medium sized and global companies.

Primary Function:
- Development of new business in North America

Principal Responsibilities:
- Meet and Exceed sales and profit budgets for the assigned region
- Must have the ability to sell in added value rather just on price.
- Actively grow the Novamelt business within the US
- Ability to travel extensively as required

Qualifications:
- College degree required, BS in Chemistry or Chemical Engineering preferred
- Experience working in Pressure Sensitive Adhesives and/or hot melt adhesives

Personal Attributes:
- Visionary and strategic, able to perceive growth opportunities.
- Innovative, creative, makes connections, curious and always learning.
- Consumer, customer, and market focused, aware, and driven.
- Proactive, energetic, a self-starter.
- Attitude and ability to work in team environment, a strong team builder and effective collaborator.
Archdale, NC

Area Information

Novamelt-Jowatt LLC is located in Archdale, NC, a suburb of Greensboro.

Archdale is a community strategically located in the heart of North Carolina that treasures its heritage, conveys a positive image and embraces the future by promoting a progressive environment for families, businesses and civic organizations to prosper.

Archdale is located in the Piedmont-Triad and both Interstate 85 and US 311, pass through it in the northwest corner of Randolph County and the southwest corner of Guilford County. The City is adjacent to High Point and Greensboro and there are over one million people in total population within a 30-mile radius of the city. In the last five years the City has acquired several tracts of open space and natural areas adjacent to its Creekside Park creating approximately 100 acres of ballfields, greenways, natural areas, and other recreational facilities. The City has plans to construct miles of greenway in a system that will eventually connect to the yet-to-be-completed Randleman Lake. There also are several institutions of higher education within easy access of Archdale. There are the University of North Carolina at Greensboro, North Carolina A & T University, and Greensboro College all of which are located in Greensboro.

Greensboro, NC

Greensboro, the largest city in the Piedmont-Triad, is less than twenty miles from Archdale.

In the 1900s Greensboro was a textile and transportation hub and has sense evolved into one of the South’s up-and-coming centers for relocating businesses. For two centuries, Greensboro has been collecting accolades for its beauty and livability. In 2004 the Department of Energy (DOE) awarded Greensboro with entry into the Clean Cities Hall of Fame.
Neighborhoods
Greensboro’s earliest neighborhood is College Hill, located between West Market Street and Spring Garden Street, in and around Greensboro College.

Southside, one of the oldest neighborhoods in the city, has recently experienced major redevelopment.

The Aycock and Fisher Park neighborhoods were established around 1900 and feature large Queen Anne residences of the turn-of-the-twentieth century, as well as Foursquare, Craftsman, and Colonial Revival styles.

Irving Park, developed in 1911 around the golf course of the Greensboro Country Club is a prestigious neighborhood that includes large homes on ample lots, and remains popular today.

The urbanization of Greensboro during the early twentieth century was influenced greatly by the popularity of the automobile, which enabled citizens to live farther from the city center in more suburban surroundings. A series of “streetcar suburbs” were established, including Glenwood, Hamilton Lakes, Lake Daniel, Latham Park, Lindley Park, O. Henry Oaks, Rankin, Starmount, Sunset Hills and Westerwood. Many of these neighborhoods include some of the city’s finest public parks. Recent neighborhood additions include sprawling large-scale planned unit developments such as Adams Farm, Lake Jeanette, The Cardinal, New Irving Park, and Reedy Fork Ranch.

Economic Development
Downtown Greensboro has experienced construction investment in recent years with developments such as NewBridge Bank Park, and residential developments and office construction. The Southside neighborhood downtown exemplifies central-city reinvestment and has become an award-winning neotraditional-style neighborhood. Downtown Greensboro also has experienced a dramatic increase in nightlife with the opening of numerous nightclubs, bars and restaurants. In 2006, Elon University opened a law school in the center city. Downtown attractions include: the Carolina Theater, Triad Stage, Blandwood Mansion, Center City Park, NewBridge Bank Park, Greensboro Historical Museum, Greensboro Cultural Center, the J. Douglas Galyon Transportation Depot, and the Greensboro Children’s Museum. A multi-million dollar greenway loop
around downtown is currently under construction and will be among the first urban greenway loops in the country. The project is being built in phases and could take 5 to 10 years to complete and will also connect with the greenway system throughout the city.

In 1998, FedEx chose to build and operate a $300 million mid-Atlantic air-cargo and sorting hub at Piedmont Triad International Airport. This hub will build on the city’s effort to strengthen its position as a transportation, distribution and logistics hub in the Southeast and middle Atlantic regions. Also, Honda Aircraft Company will develop a multi-million dollar jet airplane facility and world headquarters at Piedmont Triad International Airport. The company will build the new Honda Jet at the site, and the first planes are planned to roll off the assembly line in 2010.

**Shopping and Dining**

Greensboro is home to a large variety of retail shopping from well-known national chains to local boutiques and galleries. Four Seasons Town Centre, located on the city’s southwest side off I-40, is a three-level regional mall with anchors Belk, Dillard’s, and JCPenney. Friendly Center, located off Friendly Avenue is an open-air shopping complex featuring Belk, Macy’s, Sears, Barnes & Noble Booksellers, the nation’s largest Harris Teeter supermarket, Old Navy, and a multiplex cinema. The Shops at Friendly Center, adjacent to Friendly Center, is home to many specialty retailers and restaurants, many of which that are exclusive to the Triad area, including Anthropologie, the Apple Store, White House Black Market, Sur La Table, REI, Brooks Brothers, Bravo! Cucina Italiana, P. F. Chang’s China Bistro, and Fleming’s Prime Steakhouse & Wine Bar.

Additional shopping centers are located primarily on the West Wendover corridor near I-40 and on Battleground Avenue on the city’s northwest side.

Dining in Greensboro is as varied as your taste. There are more than 500 restaurants to satisfy those looking for five-star evening meals or “finger-licking” barbecued ribs. Here you can satisfy your taste for Asian, European, Greek, Italian, Mexican, Indian, Vietnamese and many other foods. Greensboro also offers many of the favorite franchise restaurants you enjoy at home. And of course, you have to sample some of the “native” cuisine, such as pork barbecue and home-style vegetables.
Links

**Archdale**
- City of Archdale Official Site
- ArchdaleNorthCarolina.com
- Archdale Trinity News

**Greensboro Area**
- City of Greensboro
- Convention & Visitors Bureau
- News-Record.com
- Piedmont Triad

**Arts & Entertainment**
- Center for Visual Arts
- Greensboro Performing Arts
- Community Theatre
- GoTriad.com
- Natural Science Center

**Education**
- Guilford County Schools
- Greensboro College
- University of NC at Greensboro
- NC A&T State University

**Shopping**
- Four Seasons Town Centre
- Antique Market Place
- The Shops at Friendly Center
- The Village at North Elm

**Professional Sports**
- Greensboro Grasshoppers
- Carolina Dynamo
- Wyndham Championship
- Carolina Panthers

**Local News Publications**
- The Guilfordian
- News and Record
- The Business Journal
- The Carolinian

**Real Estate**
- Greensboro Real Estate
- Triad Realty
For more information contact:
Jeff Bennett
Vice President of Client Services
Ropella
850-983-4871
Bennett@ropella.com

If you have open positions in your organization, give us a call and put our people and our process to work for you.

8100 Opportunity Drive  |  Milton, Florida 32583
850-983-4777  |  www.ropella.com
Sales Manager - North America
Please type your answers in blue.

Name: 
Date: 

1. Outline University Degree(s) with date(s):
   (Please provide the Name, the Location and the Phone # of each Institution & YOUR BIRTHDATE – so we can conduct degree confirmation check.)

2. Total # of years in Sales roles involving specialty chemicals
   (Outline chemical products involved with & provide % commodities vs. % specialties.)

3. Outline your experience selling Pressure Sensitive Adhesives and/or Hot Melt Adhesives.

4. Outline major Customers with whom you have the most experience.

5. Outline the territories that you cover or have covered while in specialty chemical sales.

6. Give an example of, or describe your most difficult experience negotiating with a customer and what was the outcome?

7. Describe your experience involving entrepreneurial or intrapreneurial opportunities where you were driven to successfully convert business opportunities into sales and profits.

8. Describe your level of experience with Microsoft Office software, & Powerpoint as well as contact database managers such as Goldmine or ACT, etc.

9. 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 job change at this time?

10) If we were to speak to your current boss when doing references, how do you believe he/she would describe your performance and your strengths and weaknesses?

References
Please provide three to six references. The first priority is past bosses, then employees, then peers.
Example: Bob Smith, currently – Director of Sales at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com. Was Sales Manager, my direct boss, while I was Sales Rep. at ABC Chemical.

We will NOT contact any references until after completing the interview process and not without notifying you first.

1)  
2)  
3)
Our scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The scorecard will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the scorecard process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
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<tbody>
<tr>
<td>1. Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = BS and MBA in Chem. or Business</td>
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</tr>
<tr>
<td>B = BS only in Chem. or Business</td>
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<tr>
<td>C = only BS in something other than above</td>
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<tr>
<td>2. Exp selling Pressure Sensitive Adhesives and/or Hot Melt Adhesives</td>
<td></td>
<td></td>
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<tr>
<td>A = Yes</td>
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<td>B = Somewhat</td>
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<tr>
<td>C = No</td>
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<tr>
<td>3. Exp with Tier 1 Customers in the Pressure Sensitive Adhesives and Hot Melt Adhesives business</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<td>C = No</td>
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<td>4. Exp with new Business Dev. Targeting new niches and/or new customers</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<td>C = No</td>
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<td>5. Exp involving entre/intrapreneurial opportunities that were successfully converted into sales and profits</td>
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<td>A = Yes</td>
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<td>C = No</td>
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<tr>
<td>6. Exp with Microsoft Office &amp; Powerpoint and Goldmine or ACT.</td>
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<td>A = Yes</td>
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<td>B = Somewhat</td>
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<table>
<thead>
<tr>
<th>7. Relocation to Archdale, NC</th>
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<tbody>
<tr>
<td><strong>A</strong> = Yes, no issues and/or lives in the area</td>
</tr>
<tr>
<td><strong>B</strong> = Some issues but nothing major</td>
</tr>
<tr>
<td><strong>C</strong> = Will have major issues relocating</td>
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<tr>
<th>8. Compensation: 120K to 140K with bonus 25%</th>
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<tbody>
<tr>
<td><strong>A</strong> = 120K to 140K</td>
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<tr>
<td><strong>B</strong> = 100K to 120K or 140K to 160K</td>
</tr>
<tr>
<td><strong>C</strong> = below 100K or over 180K</td>
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</tbody>
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<tr>
<th>9. Job Changes/ Stability</th>
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<tbody>
<tr>
<td><strong>Total Number of Job changes:</strong></td>
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<tr>
<td><strong>Total number of yrs working:</strong></td>
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<tr>
<td>Average number of yrs at each job:</td>
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<tr>
<td><strong>A</strong> = Avg. yrs = 5-10</td>
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<tr>
<td><strong>B</strong> = Avg. yrs = 3-5</td>
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<tr>
<td><strong>C</strong> = Avg. yrs &gt;3</td>
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<thead>
<tr>
<th>Grading Point System:</th>
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<tbody>
<tr>
<td><strong>A</strong>’s = 4</td>
</tr>
<tr>
<td><strong>B</strong>’s = 3</td>
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<tr>
<td><strong>C</strong>’s = 2</td>
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<tr>
<td><strong>Bonus Points</strong> = 1</td>
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<tr>
<td>Now add up the numerical value of each grade and then divide by the total number of grades</td>
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<table>
<thead>
<tr>
<th>Total Points</th>
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<tbody>
<tr>
<td>Divided by <strong>___ grades</strong> =</td>
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| Avg. Grade |