Cement, Asphalt & Concrete Admixtures

Case Study:

Includes:
Opportunity Marketing Piece
Skills Survey
Candidate Scorecard

Contact:
Jeff Bennett
VP of Client Services
850.983.4871
bennett@ropella.com
COMPANY
Innophos

POSITION
Technical Asphalt Application Specialist

LOCATION
Cranbury, NJ

For more information contact:
Robbie Ropella
President, Executive Search
Ropella
850.983.4883
Robbie@ropella.com
Innophos is a leading producer of specialty grade phosphate products for the Food, Pharmaceutical, and Industrial market segments. Within these segments their products cover a broad range of applications including water, paper and metal treatment, agriculture, electronics, textiles, tablets, meat preservation, and detergents. For example, specialty phosphates act as flavor enhancers in beverages, leavening agents in baked goods, and cleaning agents in toothpaste.

With over a century of experience, Innophos and its predecessor companies have pioneered the processes whereby complex phosphates are derived from organic phosphate rock. Their products are produced to the highest standards of quality and consistency with most of their global production facilities operating to ISO 9002 and GMP accreditation. Innophos also holds a number of key patents governing the manufacture and use of phosphates and continues to develop new and innovative phosphate based products to address specific customer applications.

Innophos Key Facts:

- Annual revenues $810 million (FY 2011)
- Total assets: $687 million (FY 2011)
- Nasdaq symbol: IPHS
- Employs approximately 1,000 people worldwide
- Formerly part of Rhodia, taken private by Bain Capital in 2004
- Innophos IPO date: November 2, 2006
- Corporate headquarters: Cranbury, New Jersey USA
- Chairman of the Board of Directors & CEO: Randolph Gress

More Information:
www.innophos.com
Asphalt-Market Products

- INNOVALT® E products are liquid inorganic polymer modifiers of varying viscosities designed to enhance the performance of polymer modified asphalt.

- INNOVALT® N products are liquid inorganic polymer modifiers of varying viscosities designed to enhance the performance of liquid asphalt.

- INNOVALT® R products are liquid inorganic polymer modifiers of varying viscosities designed to enhance the performance of Ground Tire Rubber (GTR) modified asphalt.

- INNOVALT® T is an environmentally friendly amphoteric surfactant blend designed for use in asphalt emulsion applications such as slurry surfacing, micro-surfacing, asphalt emulsion prime and cold in-place recycling applications.

- INNOVALT® W, added at rates of 0.2% to 1% wt. of asphalt binder, is designed to improve the moisture resistance of asphalt pavement, has low odor, and excellent high temperature stability. INNOVALT® W is specifically designed to be used with INNOVALT® N, E, XL and R modified asphalt when an antistrip is required.

- INNOVALT® XL products are liquid inorganic polymer modifiers of varying viscosities designed to enhance the performance of polymer modified asphalt.
Jean-Valery Martin

Jean-Valery began his professional career working as a scientist with various French companies like Rhodia and later joined Innophos in 2006, where he currently serves as Senior Project Director. He attended the University Pierre at Marie Curie in Paris, France, where he was awarded a Master of Chemistry, DEA (MD) in Applied Chemistry and Chemical Engineering, and Ph.D in Sulphuric Acid Purification and Heavy Metals Removal. He has published many articles in various scientific journals.

Jean-Valery is a native of France. His management style is results-oriented, and he gives both guidance and autonomy to his direct reports. He is married with two children.

Corporate Culture

Mission
Innophos provides functional phosphate ingredients essential to their customers’ products that improve life each and every day.

Vision
To be the most successful, most competitive and first choice specialty phosphates company in the world.

Values
All Innophos team members are expected to live our core values:

• Integrity – They are people of our word.
• Safety – They do it safely.
• Ethics – They always do what is right.

They Express their Values Through:
• Leadership – Courage to win.
• Citizenship – Operating responsibly.
• Accountability – Each team member makes it happen.
• Quality – Doing their best today… and better tomorrow.
• Passion – Energy and enthusiasm in their work.
• Teamwork – Stronger together than alone.
• Respect – They value each person and his or her unique contribution.
Technical Asphalt Application Specialist

Summary
Dynamic and competitive technical position requiring expertise in asphalt application and possible other industrial applications with extensive customer interaction, new product introductions.

Primary Purpose/Objectives
- Supports sales activities through specialized technical or scientific knowledge/product applications.
- Manages the product development project pipeline and assignment and prioritization of resources. Assist in scale up to commercialization. Collaborate with sales and marketing to develop new business. Typical years experience in field of 3-5 years. Typically has supervisory responsibilities. Skills/Specialties include Project Management, Chemical Process Engineering, Customer Relationship Management (CRM), Technical Sales, Strategic Sales. Typically holds Master’s Degree (non-MBA). This market is the asphalt market specifically, requiring a candidate with a chemical background but experience in industrial applications is a plus.
- In between doing commercial development work, develop market, understand impact on new regulations with regard to testing and protocols, as it is this kind of regulation which triggers scientific innovation. Must be good in front of customer, must present well.

Required Skills, Knowledge, and Experience
- Typically has a master’s degree in chemistry with ideally 3-5 years experience in asphalt and or formulation.
- Needs a solid background in chemistry, because of potential to grow the field of activities into other non-food, industrial areas such as flame retardants for textile, energy and catalyst and construction in general.
- Must have understanding of lab (bench) skills/capabilities
- Must have documentable experience as a Product Innovator
- Motivated individual with a tangible sense of commitment and scientific curiosity geared toward asphalt and its applications.
- Excellent communication skills
- Excellent listening skills
- Constructive and positive critical thinking
**Key Responsibilities**

- Interfaces with a multidisciplinary team of Lab Scientists, product innovators, product engineers, marketing professionals and sales professional, and drives the development of new applications for current-existing products.

- Participates in the design and creation of a wide range of products and technologies with a strong emphasis on range renewal programs based on market needs.

- Detects the market needs and opportunities based on market analyses and strategy.

- Tracking changes in product regulations, competitive product launches, unmet market needs.

- Innovator of products and/or product applications, both new and existing, in this product portfolio.

- Design and manage technical program for potential and existing customer based on various national and international standard.

- Support business development strategies with technical abilities and knowledge of the asphalt application.

- Works closely Commercial development team to understand customers needs and provide timely and appropriate responses.

- Identifies new products – application opportunities throughout professional events and literature review.

- Works with other business developers to optimize market segment opportunities.

- As technical resource to sales professionals, contributes to sales meetings by providing deeper understanding product workings or applications, as well as of product limitations and nontraditional product usage.

- Participates in training for internal sales professionals and on-site technical training for customers.

- Serves as technical troubleshooter to customer after sales is closed and while product is being tested or installed. May also accompany account manager during service visits or while exploring applications problem.

- Identify, propose and manage new fast track projects based on existing technologies.
• Provide support to the field sales team by providing input on new product launches and existing product portfolio (training seminars, technical bulletin with marketing positioning, etc)

**Key Challenges**

• Coordinate multi functional groups to achieve growth targets.
• Interface at all levels of both customers and Innophos R&D, sales and business organization.
• Operate in sometimes ambiguous environment while continuing to push forward to achieve goals.
Cranbury, NJ and Surrounding Area

Cranbury, NJ
The township of Cranbury is one of the oldest towns in the state of New Jersey and home to around 2,000 people. This is a community centered town surrounded by a wealth of natural beauty. Cranbury is the midpoint between New York, NY and Philadelphia, PA being around 40 miles away from each, thus offering access to some of the greatest metropolises in the world, while also providing the calm and serenity of a small town.

New York, NY
New York City is the most populous city in the United States, while the New York metropolitan area ranks among the world’s most populous urban areas. It is a leading global city, exerting a powerful influence over worldwide commerce, finance, culture, fashion, and entertainment. New York’s a big state with the best of everything, from the great outdoors to the arts to foods from almost everywhere in the world. What will you love about New York? Here are more than a few reasons.

New York is famous among American cities for its high use and 24-hour availability of mass transit, and for the overall density and diversity of its population. Nearly 170 languages have been spoken in the city and 36% of its population was born outside the United States. The city is sometimes referred to as “The City that Never Sleeps”, while other nicknames include Gotham and the Big Apple.

New York City has many landmarks and neighborhoods that are world famous. The Statue of Liberty greeted millions of immigrants as they came to America in the late 19th and early 20th centuries. Wall Street, in Lower Manhattan, has been a dominant global financial center since World War II and is home to the New York Stock Exchange. Manhattan’s skyline with its many skyscrapers is universally recognized, and the city has been home to several of the tallest buildings in the world, including the Empire State Building and the twin towers of the former World Trade Center.

This City has over 28,000 acres of municipal parkland and 14 miles of public beaches. Central Park, being the world’s most famous park, offers many attractions, events, and concerts. There are seven state parks within the confines of New York City, most noteworthy being the Gateway National Recreation Area which is over 26,000 acres in total; Clay Pit Ponds State Park, a natural area which includes extensive riding trails; and Riverbank State Park, a 28-acre facility that rises 69 feet over the Hudson River.
New York City prominently excels in its spheres of art, cuisine, dance, music, opera, theater, independent film, fashion, museums, and literature. The city is the birthplace of many cultural movements, including the Harlem Renaissance in literature and visual art; abstract expressionism in painting; and hip hop, punk, salsa, disco, freestyle, and Tin Pan Alley in music. New York City is also widely celebrated in popular lore, featured frequently as the setting for books, movies, and television programs. Today, New York City is the second largest center for the film industry in the United States. The city has more than 2,000 arts and cultural organizations and more than 500 art galleries of all sizes.

The words “New York City” and “shopping” go hand in hand. Whether looking for the must-have item of the season, upscale Fifth Avenue fashions, handcrafted wares from NYC’s many boutiques, or unbeatable deals from designer sample sales in the Big Apple. There is unrivaled shopping on every street in New York and it is home to fashion week, a premier event in the world of clothes, shoes, and accessories.

The city’s public school system, managed by the New York City Department of Education, is the largest in the United States. About 1.1 million students are taught in more than 1,200 separate primary and secondary schools. Charter schools throughout New York City are also partly publicly funded. There are approximately 900 additional privately run secular and religious schools in the city. Though it is not often thought of as a college town, there are about 600,000 university students in New York City, the highest number of any city in the United States. In 2005, three out of five Manhattan residents were college graduates and one out of four had advanced degrees, forming one of the highest concentrations of highly educated people in any American city.

New York has a wide range of sports for every interest. The city’s two current Major League Baseball teams are the New York Yankees and the New York Mets. The city is represented in the National Football League by the New York Jets and New York Giants. The New York Rangers represent the city in the National Hockey League. Within the metropolitan area are two other NHL franchises, the New Jersey Devils, who play in nearby Newark, New Jersey and the New York Islanders. This is the only instance of a single metropolitan area having three teams within one of the four major North American professional sports leagues. The city’s National Basketball Association team is the New York Knicks and the city’s Women’s National Basketball Association team is the New York Liberty. In Major League Soccer, New York is represented by Red Bull New York. Additionally, there are many other sporting events held in New York City throughout the year.
Cranbury, NJ and Surrounding Area

Location Links

Cranbury Area Links
Cranbury Schools
www.cranburyschool.org
Cranbury Historical Society
www.cranburyhistory.org

NYC Area Links
Official NYC Guide
www.nycgo.com
NYC.com
www.nyc.com

Shopping
Shopping NYC
www.nyctourist.com/shopping_menu.htm
New York Shopping
www.nymag.com/shopping
Saks Fifth Avenue
www.saksfifthavenue.com
Bloomingdale’s
www.bloomingdales.com

Arts & Entertainment
Central Park
www.centralpark.com
New York Aquarium
www.nyaquarium.com
The Metropolitan Museum of Art
www.metmuseum.org

Broadway
www.broadway.com

Education
NYC Department of Education
www.schools.nyc.gov
Columbia University
www.columbia.edu
New York University
www.nyu.edu

Sports
New York Yankees
www.newyork.yankees.mlb.com
New York Giants
www.giants.com

News
The New York Times
www.nytimes.com
New York Post
www.nypost.com

Real Estate
City Realty
www.cityrealty.com
For more information contact:
Robbie Ropella
President, Executive Search
Ropella
850.983.4883
Robbie@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.
Skills Survey for: Technical Asphalt Application Specialist

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.)
   Note: This date is required by colleges/universities in degree confirmation checks and will only be used for that purpose. Your birth date will not be supplied to the client.

2. Describe your formulations experience in asphalt and/or other related industrial chemical applications.

3. Describe your experience in partnering with customers to fully understand and identify technical needs such as in technical training or in new product applications.

4. Give an overview of your involvement in the design and creation of unique products, the development of new applications for existing products, and in scale up to commercialization.

5. Outline your experience working with a multidisciplinary team, such as Lab Scientists, Product Innovators, Product Engineers, Marketing Professionals, and Sales Professionals to drive the development of new applications for current/existing products.

6. Describe your experience in product innovation or new application development. Did you lead the innovation or were you part of a team?

7. Outline a situation where it was necessary to communicate a technical message to an audience composed of both technical and nontechnical people. How well were you able to relay your information to the nontechnical individuals? How did you gage the success of your presentation?
8. Are you a US Citizen? If no, what is your Visa status and provide the type of Visa that you are currently working under and any restrictions/issues our client will have to deal with.

9. Tell us about any non-compete and/or employer restrictions that you may have. Please provide these documents for our review.

10. 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?

11. What are your circumstances regarding relocation to the Cranbury, NJ area? Are there any special issues we should be aware of? (Such as: spouse’s work, ages/relocating children at home, joint custody issues, parental care, special issues regarding selling your home, etc.)

References
Please provide at least three references. The first priority is past bosses, then employees, and then peers.

Example: Bob Smith, currently – Director of R&D at ABC Chem 412-123-4567, Email: bob.smith@abcchem.com.
Was R&D Manager, my direct boss, while I was Formulations Chemist at ABC Chem.

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><strong>Candidate Comparison-Scorecard</strong></th>
<th>Grade: ____</th>
<th>Grader’s Name: ____</th>
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</thead>
<tbody>
<tr>
<td>Candidate Name:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Name: Innophos</td>
<td>Hiring Mgr’s Name: JV Martin</td>
<td></td>
</tr>
<tr>
<td>Position: Tech Ashalt App Spec</td>
<td>HR Rep’s Name: Renee Perugino</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
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<tbody>
<tr>
<td>1. Education</td>
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<tr>
<td>A = PhD in Chemistry or Chem. E</td>
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<tr>
<td>B = MS in Chemistry or Chem. E.</td>
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<tr>
<td>C = BS only</td>
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<tr>
<td>2. Formulations exp in asphalt and/or other related ind chem. Applications.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
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<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
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<tr>
<td>C = No</td>
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<tr>
<td>3. Exp. In partnering with customers to fully understand and identify tech needs as in tech training or new product apps.</td>
<td></td>
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<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
<td></td>
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<td>C = No</td>
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<tr>
<td>4. Exp. in the design and creation of unique products and dev of new apps</td>
<td></td>
<td></td>
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<tr>
<td>A = Yes</td>
<td></td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = No</td>
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<tr>
<td>5. Exp. in multidisciplinary team of professionals</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>6. Exp. in product innovation and new app dev. Leading or part of the team.</td>
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<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = No</td>
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<tr>
<td>7. Relocation to Cranberry, NJ</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes, no issues and/or lives in the area</td>
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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>B = Some issues but nothing major</th>
<th>C = Will have major issues relocating</th>
</tr>
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8. Compensation: 90K to 120K with bonus 15%
   A = 110K to 120K
   B = 100K to 110K or 120K to 130K
   C = below 100K or over 130K

Job Changes/Stability
Total Number of Job changes:
Total number of yrs working:
Average number of yrs at each job:
A=Avg. yrs = 5-10
B=Avg. yrs = 3-5
C=Avg. yrs >3

Grading Point System:
A’s = 4
B’s = 3
C’s = 2
Bonus Points = 1
Now add up the numerical value of each grade and then divide by the total number of grades

<table>
<thead>
<tr>
<th>Total Points</th>
<th>Divided by ___ grades = Avg. Grade</th>
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