CASE STUDY:

MARKET NICHE

Nonwovens

POSITION NICHE

R&D

JOB TITLE

Senior Scientist - Feminine Care

CLIENT

Edgewell
COMPANY
Edgewell Personal Care

POSITION
Senior Scientist - Feminine Care

LOCATION
Allendale, NJ

For more information contact:
Travis Oran
Executive Search Consultant
Ropella
850-983-8804
Travis@ropella.com
Edgewell Personal Care Products

Edgewell is a global team of 6,000 visionaries, doers, and makers. Their portfolio of over 25 brands touches lives in more than 50 countries. Together, they reimagine good mornings and endless summers, beauty and bonding, confidence and determination.

From baby to body, Edgewell is passionate about making the little moments leading up to the big memories just a little bit easier. Simply, their aim is to make the products that families rely on more inspired, more personal, and more trustworthy—so they can devote that much more energy to the people they care about most.

**Edgewell’s Mission & Vision – Reimagining Personal Care**

**Mission:** We will be the trailblazing personal care company; leveraging our colleagues’ creativity and passion to challenge convention and drive growth.

**Vision:** We will win through focus, insightful innovation and agility; delivering better solutions to our consumers and customers.

**The Edgewell Name:**

Edge expresses the drive to always be on the leading edge of innovation and deliver meaningful advantages over competitive products. It also evokes the rich heritage of Edgewell’s largest global business, shaving, which is quite literally about putting an edge on blades.

Well reflects their ultimate goal, as a personal care business, to deliver well-being for the people who use their products. It speaks to Edgewell’s commitment that everything they create is well designed and well made.

Together, they form the perfect name for their new company: Edgewell Personal Care. The innovative challenger in the world of personal care products.

**The Hummingbird Symbol**

As already seen from their name, Edgewell prides themselves on being challengers. The hummingbird is the ultimate challenger of

More Information:
www.edgewell.com
the natural world—fast, agile, and innovative, small but strong and resourceful. It packs a punch well beyond its size.

Like their brands, the hummingbird also surprises and delights, making people feel happy. It's an emotionally engaging symbol that expresses their vision, mission, and values.

Edgewell Personal Care, formerly the Personal Care division of Energizer Holdings, Inc., was born in 2015, but their brands have a long history of making products that people love. Inspired by their focus on wellness, Edgewell has built a portfolio of products that synthesizes their deep expertise.

A piece of their history dates all the way back to 1772 when Henry Nock opened the gun shop that eventually would become Wilkinson Sword. In the United States, Colonel Jacob Schick started the iconic shaving brand, Schick, in 1921. In 1993, these brands joined forces to create Schick Wilkinson Sword. In 2003, Schick Wilkinson Sword was acquired by Energizer Holdings—an integration that firmly established shaving as a core piece of the Energizer business.

Shaving isn’t the only part of Edgewell’s personal care portfolio that has a rich history. Abram Spanel founded the company that would become Playtex in 1932. Many decades later, Playtex made its first major acquisition, adding the sun care brand, Banana Boat, to its portfolio in 1995. Playtex then bolstered their sun care business by adding Hawaiian Tropic in 2007. Later in 2007, Playtex was acquired by Energizer Holdings—which solidified Energizer Holdings’ position as both a battery and personal care company.

Over the next decade, Energizer Holdings made a series of key acquisitions, including Skintimate and Edge in 2009, American Safety Razor in 2011, and Carefree, Stayfree, and o.b. (in the US, Canada, and the Caribbean) in 2013.

In 2015, Energizer Holdings, Inc. became Edgewell Personal Care, spinning off the battery business into a company of its own. Today, with a renewed focus, they’re more agile and responsive. They are Edgewell, on the leading edge of personal care.
Brands

The people at Edgewell Personal Care are passionate about helping people be at their best when it matters most: whether preparing for a first date, practicing for the big game, or protecting your family on vacation. The Edgewell family of brands has a product for everyone.

Shaving

Schick

SCHICK razors help make shaving a more effortless, refreshing, liberating experience; one that actually cares for your skin. Find the best shave for you among Schick’s large selection of Men’s, Women’s and Disposable razors.

Wilkinson Sword

Wilkinson Sword is Edgewell’s main shaving brand in Europe, with over 240 years of fine blade-making experience. Today it’s dedicated to making shaving a more effortless experience that cares for your skin.

Edge

Every guy’s face is different. Whether you need extra protection or cooling relief, EDGE shave gels offer a close shave with less irritation. So you’re ready to get out there and do your thing.

Skintimate

SKINTIMATE shave gels are made with vitamin E and olive butter, which help to leave your legs feeling healthy and beautiful with every shave.
Sun Care

Banana Boat
BANANA BOAT is the brand of protective sun care that gives you and your family the freedom to have fun in the sun! From its inception in the Florida Keys in the late 1970s, the BANANA BOAT brand has grown from its grass-roots beginnings to be a leader in the sun care category. High-quality, innovative BANANA BOAT products provide effective, UVA/UVB protection for the whole family across a range of SPF levels. We’ve got you covered!

Hawaiian Tropic
The beauty of sun protection. Founded in 1969, the HAWAIIAN TROPIC brand is one of the most luxurious and indulgent lines of sun care in the world. Formulated using the most sensuous, high-quality ingredients available, these sun care products are designed to thrill the senses and transport you to the tropics. HAWAIIAN TROPIC products provide protection across a range of SPF levels and the HAWAIIAN TROPIC brand has carried The Skin Cancer Foundation’s Seal of Recommendation for nearly two decades.

Infant Care

Playtex
For over 60 years, PLAYTEX has been committed to understanding what’s most important to both moms and babies. They work continuously with each new generation of moms and their babies to help them learn firsthand how they can provide the highest quality baby products. This relentless desire to improve their products ensures that Playtex is giving moms and babies exactly what they both need.
**Skin Care**

**Playtex**
The fit you love. The protection you deserve. PLAYTEX is America’s #1 glove brand. PLAYTEX gloves are made from a proprietary mold based on a relaxed woman’s hand with curvatures at the fingertips, providing superior fit, feel and comfort. Designed to fit the contours of a woman’s hand. Trusted for over 65 years… and counting!

**Wet Ones**
WET ONES is the #1 trusted brand of hand wipes that wipes away dirt and messes in one step no matter where you are. WET ONES is the brand of portable hand cleansers that provides a fresh start anywhere for families on-the-go.

**Pet Care**

**Litter Genie**
Keep your home fresh and cat happy. The LITTER GENIE cat litter disposal system is the ultimate hassle-free solution for controlling litter odors by helping to lock litter and odor away in 3 simple steps.
Feminine Care

**Playtex**

Only Playtex® has a 360°™ design and FlexFit™ technology that moves the way you move. These are great tampons for swimming, biking, running or whatever your activity of choice is, because periods shouldn't hold you back. Play On!

Great Fit. Great Protection. Playtex® Gentle Glide® 360° protection tampons have three layers plus a unique design to custom fit your body, as well as a comfort shape plastic applicator for sure-fit placement, all so a whole new generation of women can PLAY ON.

You've got game! Don't let your period get in the way. Playtex® Sport® Ultra-Thin Pads with Wings are designed with an anti-leak absorbent core that pulls fluid quickly into the pad and locks it inside. The ultra-thin pads with wings keep your pad in place and the ultra-soft, cottony cover provides comfort while you work your hardest in whichever activity you choose. Playtex pads have a sport level protection™ design to comfortably fit your active life. PlayOn!

**Carefree**

They were the first to help women around the world feel fresh and prepared to pursue their fuller lives all day, every day by developing CAREFREE pantiliners, an inter menstrual product to keep panties clean, dry and odor free. Today, they continue offering consumers soft, thin, absorbent liners so women can feel nothing but fresh.

**Stayfree**

STAYFREE pads have a long heritage of being an innovator in the sanitary protection category. Since launching the first beltless pad in 1974, the brand has been creating products that provide better and better performance with the goal of providing comfortable, dry protection. Today, STAYFREE pads feature THERMOCONTROL technology to quickly wick away moisture and flexible layers that move with your body.

**O.B.**

O.B. tampons are the only applicator-free tampon in the category today. Invented by a female gynecologist, O.B. tampons are designed to provide custom fit protection by expanding all-around to fit each unique shape. O.B. tampons also produce less waste by using minimal packing and sourcing 90% of the raw material from renewable resources.
Management Information

Pankaj Nigam, Associate Director, Feminine Care R&D

Mr. Nigam is an experienced R&D executive with over 20 years in multiple markets in the U.S. and abroad. After receiving his Masters Degree in Chemical Engineering from Louisiana State University, he pursued a career in the petrochemical and technology industries, before moving into the personal care arena.

With a career in personal care spanning over a decade, Mr. Nigam started his journey at Procter & Gamble serving as Senior Product Engineer then moving to Product Development Manager. Continuing on, Mr. Nigam became Senior Product Development Manager, R&D with Unipack, before joining Energizer Personal Care as Associate Director, Feminine Care R&D.

Throughout his successful career, Mr. Nigam has led development of strategic initiatives from concept to market launch and continues to demonstrate exceptional project management, market/consumer research, and team building skills.
Senior Scientist - Feminine Care

Role
The Senior Scientist role supports business needs as outlined by Sr. Manager. She/he works independently to develop a research investigation plan and conducts research related to projects and project teams. She/he conducts in-depth analyses and integration of data derived from single or multiple tests to present a comprehensive picture and recommended actions. She/he coordinates the development and implementation of new methods to address specific product, process, and consumer issues.

Responsibilities
- Lead; design, execute and interpret product and consumer research investigations in support of business needs and objectives.
- Lead one or more projects of greater level of complexity and scientific challenge.
- May guide and/or coordinate tasks of Technicians, Interns, or Temporary personnel.
- Design and execution of research investigations consistent with sound, robust scientific investigations that meet international standards and are defensible in front of the scientific community.
- Demonstrated solid, scientific-based understanding of the principles of concentrated area of science and consumer research.
- Responsible for designing a robust research study that is objective driven and meets the needs of the project team.
- Presentation of all information in a manner that is coherent and accurately reflects the results obtained in the research investigation.
- “Up-to-date” knowledge and application of statistical analysis procedures for the investigation of product/process/consumer data.
- In-depth functional understanding of technical tools that support testing (automated data collection systems, statistical software, Microsoft Office, etc.).
- Maintains and expands “knowledge base” required within the area of work.
- Demonstrated actions to take initiative, think and work independently, problem-solve, work in teams and multitask; a
solution orientated professional.

- Participates in cross functional and project teams by providing technical understanding of core area of expertise.
- Conducting all activities consistent with company and departmental policies and procedures.

Qualifications

- Bachelor’s Degree in Science or Engineering with 7+ years of work experience or a Masters Degree with 5+ years of experience or a PhD with 2+ years of experience.
- In-depth understanding of product/process/consumer based research as a scientific discipline.
- Understanding of the Patent Process and actively contribute to filing of new invention disclosures.
- Ability to frame customer’s needs into actionable studies.
- Ability to coordinate studies including the design, execution, analysis and reporting.
- Demonstrated proficiency in applying methodologies including quantitative and qualitative testing, and design of experiments to answer objectives.
- Ability to function as a collaborating team member in a business environment representing area of discipline on cross-functional teams.
- Ability to take initiative, think and work independently, problem-solve, work in teams.
- A solution orientated professional with the ability to execute multiple tasks required to meet project objectives.
- Skill to maintain an up-to-date, current scientific knowledge base of most recent developments in area assigned.
- Communicates effectively intra and interdepartmentally to meet project objectives.
- Capable of coordinating work activities of technicians and temporary workers.
- Good documentation practices of any records and data.
Area Information

Allendale, NJ and surrounding areas

With a population of just over 6,100, Allendale prides itself on being one of the friendliest towns in Bergen County. In addition to their award winning schools, Allendale has all the charm of small town America. Their Main Street looks like a Norman Rockwell painting and the open space of their town makes it unique in the most populated County in New Jersey.

The “gems” of Allendale include the Celery farm, which consists of over 107 acres of preserve and is one of the most unique bird sanctuaries in the state. This also includes Crestwood Lake Park, a vast sand-bottom club, which hosts one of the most picturesque swim clubs in the county. What makes Allendale a great place to live is its residents. The number of volunteer organizations is unsurpassed. Allendale has never lost its sense of history and strives to maintain a lifestyle that is reminiscent of times gone by. Memorial Day parade, hot dogs at the volunteer fire house and fireworks display on the Fourth of July, all reflect the small town ambiance that is so rare.

Allendale's school districts have earned and maintained a reputation of excellence by providing diverse learning opportunities for students. Hillside Elementary School, pre-k to grade three, and Brookside Middle School, grades 4-8, educate nearly 1,000 students. Additionally, Northern Highlands Regional High School provides an innovative and challenging environment in academics, athletics and the arts for over 1,300 students from Allendale and our three surrounding communities.

Ridgewood, NJ

Ridgewood is a village in Bergen County, New Jersey. As of the 2010 United States Census, the village population was 24,958. Ridgewood is a suburban bedroom community of New York City, located approximately 20 miles (32 km) northwest of Midtown Manhattan. It was ranked 26th in Money magazine's “Best Places to Live” in America, 2011.

Wyckoff, NJ

Located in Northwest Bergen County, midway between Saddle River and the Ramapo Valley, the Township of Wyckoff was originally inhabited by the Lenape Indians. Since its first settlement in the early 18th Century and eventual incorporation in 1926, Wyckoff, New Jersey has developed into a lovely tree-lined residential community of approximately 16,000 residents. The Township of Wyckoff comprises seven square miles and is only 27 miles from New York City.

Many other great communities similar to the above are within a few miles of Allendale and offer reputable schools and a lifestyle that suits anyone's needs, all with easy access to the excitements of NYC.
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. 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.

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.
Allendale, NJ and Surrounding Areas

**General Area Links**
- Allendale Chamber of Commerce
  http://www.allendalechamber.com
- Allendale Schools
  http://www.allendalek8.com
- Montvale News
  http://www.nj.com/allendale/

**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.ny aquarium.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**
- Zillow
  http://www.zillow.com/allendale-nj/
- City Realty
  www.cityrealty.com

The Metropolitan Museum of Art
www.metmuseum.org
Broadway
www.broadway.com

Ropella | Executive Search and Consulting — Chemical and Allied Industries | www.ropella.com
For more information contact:
Travis Oran
Executive Search Consultant
Ropella
850-983-8804
Travis@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.
Skill Survey
Senior Scientist - Feminine Care

Name:                                  Date:

1. Outline University Degree(s):
   (Please provide the Name, the Location, and the Phone Number of each
   Institution)

2. Provide an overview of your technical expertise, including years’ experience working with
   Nonwovens, Absorbent Materials, Superabsorbent Polymers and/or related materials.
   Please include the products/applications related to your experience.

3. Outline the steps you would take in designing a robust, objective driven research study.

4. Share an example that demonstrates your success in conducting in-depth analyses and
   integration of data derived from single or multiple tests to present a comprehensive picture
   and drive product development and/or improvement. What types of testing were involved?
   What methods or tools did you use to analyze and integrate the data? Who did you share
   your findings with? What were your final recommendations and results? (Note: This
   question is an opportunity to demonstrate testing, analytical and presentation skills,
   proprietary information is neither requested nor desired.)

5. Provide an overview of your experience and success in developing and/or implementing
   new methods to address specific product, process, and consumer issues.
6. Share an example that showcases your ability to design, execute and interpret product and consumer research investigations in support of business needs and objectives. What were some of the roadblocks you faced during the course of this project and how did you overcome them? What was the final outcome? (Note: this question is an opportunity to demonstrate relevant technical and problem solving skills, proprietary information is neither requested nor desired.)

7. Outline your experience managing, developing, growing and/or protecting Intellectual Properties for product portfolios. Include your exposure to and expertise in "right to practice" laws, patent process and licensing procedures.

8. Describe your project management experience. What is the average number of projects you work on concurrently?

9. Outline your experience working in cross functional teams. What functional areas have you interacted with most often and in what capacity?

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

11. 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.

12. If asked one of the following questions during an interview, how would you answer?
   Why are you considering this opportunity? (or) What motivated you to consider a job change at this time?

13. Have you ever applied, either directly or through a third party, for any role with Edgewell? If so what was the date of your most recent application (month/year)?

Relocation Acknowledgement Agreement
As evidenced by my initials below, I acknowledge the requirement to relocate to the Allendale, New Jersey area for the specific opportunity with the Edgewell 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 _____
References
Please provide three to six references. The first priority is current and/or past supervisors, then employees, then peers, then customers (where appropriate).

Example: Bob Smith, currently - Business Director at ABC Corporation 412-123-4567, Email: bob.smith@abccorp.com. Was Business Director, my direct supervisor, while I was a Manager at ABC Corporation.

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

1)
2)
3)
4)
5)
6)
Our Candidate Comparison Score Card is to be completed on every candidate you have now screened as a potential fit. If you can tell that some of the candidates are probably Low level (in a superficial overview) in comparison to others you set those aside now and just score the rest. The Score Card will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the Score Card process you can be pretty sure who the High plus candidates are, who the High candidates are, and who the Medium candidates are. Then we focus on scheduling for the High Potentials.

<table>
<thead>
<tr>
<th>Candidate Comparison-Scorecard</th>
<th>Grader's Name:</th>
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<tbody>
<tr>
<td>Candidate Name:</td>
<td>Grade:</td>
</tr>
<tr>
<td>Client Name: <strong>Edgewell</strong></td>
<td>Hiring Mgr: <strong>Pankaj Nigam</strong></td>
</tr>
<tr>
<td>Position: <strong>Senior Scientist - Feminine Care</strong></td>
<td>HR Contact: <strong>Danielle Calligaro</strong></td>
</tr>
<tr>
<td>Salary Range: <strong>95K - 105K</strong></td>
<td>Candidate Base:</td>
</tr>
<tr>
<td>Communications: <strong>L</strong> = Heavy Accent - Hard to Understand</td>
<td><strong>M</strong> = Accent - Understandable</td>
</tr>
<tr>
<td>Comment:</td>
<td></td>
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<table>
<thead>
<tr>
<th>Attribute</th>
<th>H/M/L</th>
<th>Comment</th>
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<tbody>
<tr>
<td>1. Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H = PhD in Science or Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M = MS or BS in Science or Engineering</td>
<td></td>
<td></td>
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<tr>
<td>L = N/A</td>
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<tr>
<td>2. Applicable technical experience</td>
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<tr>
<td>H = 7+ years’ directly relevant product development experience (feminine care, diapers, absorbent wound care)</td>
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<tr>
<td>M = 5 - 7 years directly relevant experience and/or advanced degree and 7+ years of experience in a peripheral product line</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L = less than 5 years applicable experience</td>
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<tr>
<th>3. Design of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>H = Detailed answer outlining logical steps</td>
</tr>
<tr>
<td>M = Broad answer that indicates understanding in this area/success</td>
</tr>
<tr>
<td>L = Answer does not demonstrate a logical study design</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Testing and Analyses to drive Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>H = Specific example outlining tests, methods/tools and results</td>
</tr>
<tr>
<td>M = Broad answer indicating understanding and success in this area</td>
</tr>
<tr>
<td>L = Answer does not showcase data drive product development success</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>H = Specific answer demonstrating experience in problem solving, process improvement and customer driven change</td>
</tr>
<tr>
<td>M = Broad answer indicating experience in this area</td>
</tr>
<tr>
<td>L = Answer does not indicate proficiency in continuous improvement</td>
</tr>
<tr>
<td>6. Consumer research</td>
</tr>
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<td>--------------------------------</td>
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<tr>
<td>H = Specific example that describes a test the candidate designed, the test group makeup, overview of data gathered and final results based on the data</td>
</tr>
<tr>
<td>M = Broad answer indicating understanding and success in this area</td>
</tr>
<tr>
<td>L = Answer does not indicate successful consumer research</td>
</tr>
<tr>
<td>7. Intellectual Property</td>
</tr>
<tr>
<td>H = This is a significant part of candidate's current role</td>
</tr>
<tr>
<td>M = Has managed IP in a recent previous role</td>
</tr>
<tr>
<td>L = Minimal IP management experience</td>
</tr>
<tr>
<td>8. Project management experience</td>
</tr>
<tr>
<td>H = Project management is a significant part of current role and candidate manages greater than 3 projects concurrently</td>
</tr>
<tr>
<td>M = Project management was a significant part of a previous role OR candidate manages 2 -3 projects concurrently</td>
</tr>
<tr>
<td>L = Minimal project management skills</td>
</tr>
<tr>
<td>9. Cross Functional Experience</td>
</tr>
<tr>
<td>H = Partnering cross functionally is a significant part of current role and candidate has partnered successfully with at least 3 different specialties (eg. sales, marketing, legal, procurement, manufacturing)</td>
</tr>
<tr>
<td>M = Has partnered cross functionally in previous roles</td>
</tr>
<tr>
<td>L = Minimal cross functional experience</td>
</tr>
</tbody>
</table>
| 10. Non-Compete/NDA | H = No relevant non-compete or non-disclosure in place  
|                     | M = Has a peripheral non-compete or non-disclosure in place - could limit some activities  
|                     | L = Has a strong relevant non-compete or limiting non-disclosure |
| 11. Citizenship    | H = Is a US Citizen or Green Card holder will never need sponsorship  
|                     | M = NA  
|                     | L = NA  

**Grading Point System:**
- H’s = 4  
- M’s = 3  
- L’s = 2  
- Bonus Points = .5

| Total Points: |  
| Divided by 11 grades = |  
| Avg. Grade: |  

**Note:**
- Now add up the numerical value of each grade and then divide by the total number of grades.