CASE STUDY:

MARKET NICHE  Nonwovens

POSITION NICHE  Sales

JOB TITLE  Global Key Accounts Director

CLIENT  Glatfelter

ROPELLA
GROWING GREAT COMPANIES
850-983-4777 | www.ropella.com
COMPANY
Glatfelter, Advanced Airlaid Materials Business Unit - AMBU

POSITION
Key Account Director

LOCATION
Any Glatfelter location in North America is preferred

* Home-based office will be considered for exceptional candidates

For more information contact:
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Glatfelter
Fort Smith, Arkansas

8100 Opportunity Drive, Milton, Florida 32583
850-983-4777 | www.ropella.com
Glatfelter (NYSE: GLT) is a global supplier of specialty papers and fiber-based engineered materials offering innovation, technical expertise, and world-class service with over 4,300 employees and 12 production facilities. Headquartered in York, Pennsylvania, U.S. operations include facilities in Spring Grove, PA and Chillicothe and Fremont, OH. International operations include facilities in Canada, Germany (4), France, the United Kingdom (2), and the Philippines, with sales and distribution operations in Russia and China. Glatfelter posted 2015 sales in excess of $1.7 billion and has leading market positions (#1 or #2) worldwide in tea bags, single-serve coffee applications, nonwoven wallcovering, feminine hygiene, adult incontinence and specialty wipes. In North America, the company holds leading market positions in postal applications, playing cards, trade book papers, carbonless products, greeting cards and envelope papers.

Since the mid-2000’s, Glatfelter has been executing a strategy to optimize the performance of its mature businesses and grow its fiber-based engineered materials businesses. The company has completed six acquisitions over the last several years that have repositioned its business portfolio such that 50% of revenues and 66% of EBITDA is now derived from its global growth businesses. As a result, Glatfelter has substantially grown revenues and profitability which generates solid and consistent free cash flow. The cash flow generated from its mature businesses has been invested in both organic growth as well as acquisitions, and has been used to improve shareholder returns through increased dividends and share repurchases.

Glatfelter has recently confirmed an $80M investment for its Advanced Airlaid Materials Business Unit, to increase capacity by 20,000 MT, located in Fort Smith, Arkansas.

Glatfelter operates three business units: Composite Fibers, Advanced Airlaid Materials and Specialty Papers. Composite Fibers is a $618 million business based in Gernsbach, Germany. With seven manufacturing locations, this business produces a wide range of wet laid nonwovens and...
other products for a variety of applications including filtration papers for tea and single serve coffee, base materials for nonwoven wall covering, products used in batteries and electrical applications, overlay papers for laminate flooring and furniture, and metalized label and packaging materials. Recent organic and acquisitive growth includes a $50 million capacity expansion to serve the growing needs of the tea, single serve coffee, and technical specialty markets, as well as entry into the nonwoven wall cover market through the acquisition of Dresden Papier in 2013. It also acquired a business in the electrical technical papers market segment in 2014. The market segments served by this business unit are growing from 3% to 8% annually.

Specialty Papers produces a wide range of products serving the forms, book publishing, envelope, and a variety of specialty niche markets such as digital imaging, casting & release, playing card, postal, FDA-compliant food and beverage and packaging applications. Many of the markets served by Specialty Papers tend to be more mature, and in some cases in decline, but this $903 million business unit has outperformed the broader market for ten consecutive years and generates substantial free cash flow.

**Products**

**Book Publishing Products**

From best-selling novels to textbooks and reference books, their printing papers have been the print medium of choice for book publishers for more than a century. As the market leader, Glatfelter delivers the quality and consistency demanded by the publishing industry.

**Non-Woven Wallcover Base**

Glatfelter is the leading global supplier of nonwoven wallcover base materials. With vastly superior performance and functionality, nonwoven wallcoverings are rapidly becoming the product of choice for installers and design professionals around the world. Glatfelter nonwoven wallcover base is recognized as the highest quality in this growing market.
Carbonless & Forms

Glatfelter’s leadership in the forms industry to assess, customize, and fulfill customer needs. They developed a technology called NatureSolv™ that utilizes naturally-based, organic solvents to create a carbonless capsule that is more environmentally responsible.

Composite Laminates

Pure and highly uniform cellulose papers made from clean bleached pulp, Glatfelter’s composite laminates are engineered to be strong and very absorbent to withstand different levels of wear abrasion. Available clear or tinted, their papers form a film for the embedded melamine resin in the fiber structure. This enhances the appearance of printed décor papers while improving the abrasive resistance and durability.

Engineered Products

A leader in customized products and innovative solutions, Glatfelter develops tailored products and service solutions to fit client requirements. Many of their engineered products are the result of cooperative efforts between Glatfelter and their customers. Their unique size and fully-integrated operations results in an unsurpassed level of flexibility and responsiveness to meet customer needs.

Envelope & Converting Papers

Exceptional quality, trouble-free in-line performance, and outstanding strength have made their envelope papers leaders in the industry. Designed to stand up to the rigors of converting, their envelope and converting papers can be delivered in any color—from subtle shades of sand to brilliant colors of a sunset and anything in between.
Food & Beverage Papers

As the global market leader in teabag paper, Glatfelter has built its reputation around excellent customer service, consistent quality and on-going product development to meet all customer needs. Over the years, they raised the quality standards of their products to ensure they meet all the basic characteristics required of a high-performance filter paper: problem-free processing on fully automated packaging machines, superior dust retention, excellent infusion properties, and taste neutrality.

Metallized Paper

Used in label & packaging applications, metallized products are highly engineered composites made of an ultra-thin layer of aluminum combined with special paper or film substrates in various qualities and weights.

Technical Specialties

Glatfelter’s specialty papers portfolio is one of the largest in the industry, offering a wide range of long fiber and nonwoven paper products. They also have the distinction of being the only supplier offering both airlaid and wetlaid nonwoven technologies. Worldwide, customers rely on Glatfelter’s technical expertise and ingenuity for one-of-kind solutions to demanding industrial and consumer applications.

Uncoated Printing Papers

Uncoated printed papers has a selection of grades, shades, bulks, and basis weights. Glatfelter has manufacturing capability at multiple locations for greater availability. The products are made to meet essential needs, with an emphasis on durable, trouble-free printing, and converting.
Quality Products
Glatfelter products have expanded from high-quality book publishing papers and envelopes to an array of highly technical products like tea bags, postage stamps, and playing cards.

Innovative Approaches
Their people devise effective, creative solutions to customers’ paper and nonwoven challenges. Their process and product innovations result from Glatfelter PEOPLE questioning the norm.

Customer Service with Global Reach
Glatfelter’s team approach to customer service allows experts to be a dedicated resource. With locations in North America, Europe, and Asia, they have a global presence to support customers worldwide.

Sustainability
Glatfelter conducts business using practices that protect and enhance the environmental, social, and economic resources needed by future generations to enjoy a life equal to or greater than our own.

Forestry Management
Scent filled Capsules
Habitat for Humanity
Glatfelter’s Core Values

Integrity
We are ethical and responsible in all of our business endeavors, all the time.

Financial Discipline
We are responsible for the prudent management of the resources entrusted to us and for the generation of financial value for all constituents.

Mutual Respect
We treat each other with honesty and respect. We recognize that what we have and what we will achieve is through the efforts of our employees. We will strive to provide them with rewarding challenges and opportunities for advancement.

Customer Focus
We are dedicated to understanding and anticipating the needs of our customers and helping them to achieve their business objectives.

Environmental Responsibility
We recognize that our business impacts the environment. We are committed to continuous environmental improvement and the prevention of pollution. We will be in compliance with all environmental laws and regulations.

Social Responsibility
We recognize our responsibility to contribute to the betterment of the communities in which we operate and the world in which we live.
Advanced Airlaid Materials

Delivering the World’s Best Made Airlaid

Advanced Airlaid Materials is a leading global supplier of highly absorbent cellulose-based airlaid nonwoven materials used to manufacture consumer and industrial products including feminine hygiene, adult incontinence, and specialty wipes. Global consumer goods companies served by the business unit include industry leading consumer products companies such as Kimberly Clark. Overall, these markets are growing approximately 5% annually. This business generated revenue of approximately $282 million in 2014 from its facilities in Germany and Canada.

Why Customers Choose Glatfelter Advanced Airlaid Materials

• Global reach with two state-of-the-art airlaid facilities in Canada and Germany, and a new facility coming online in early 2018 in Fort Smith, Arkansas
• Powerful new product development engine and world-class R&D
• Unsurpassed customization to meet customer's exacting specifications for demanding applications
• Dedicated customer service teams provide experience, personal attention and technical expertise to help achieve customer's business goals

Airlaid Manufacturing Capabilities Include:

• Thermal-bonded airlaid
• Multi-bonded airlaid
• Composite material
• SAP/SAF/Bico Dosing
• Standard reel slitting

• Laminating
• Latex-bonded airlaid
• Multilayer structures
• Powder and odor control
• Single lane festooning process
Patricia Sargeant, VP Sales, Marketing & Strategy

Patricia A. Sargeant is Vice President of Sales & Marketing and Strategy, for Glatfelter Advanced Airlaid Materials Business Unit. Patricia’s education includes a Bachelor of Applied Science degree in Mechanical Engineering, a Business Management Certificate from the University of Ottawa (Canada), and completion of an international executive education program at the INSEAD Business School in Fontainebleau, France.

Patricia joined Glatfelter in April 2015 as General Sales Manager, Americas, and brought with her 20 years of global commercial experience within the paper machine manufacturing industry. Prior to joining Glatfelter, she served as Senior Vice President, Global Product Management, for Voith Paper Fabric & Roll Systems in Heidenheim, Germany. Responsible for leading global product management team activities, including product and strategy development, process improvement, strategic marketing, risk assessment and change management.

In November 2015 Patricia was promoted to Advanced Airlaid Materials Business Unit’s Director – Strategy and New Business Development, reporting directly to Chris Astley President of the Advanced Airlaid Materials Business Unit and became a member of the Leadership Team. In this role, Patricia collaborated with Innovation, Sales, and Operations to develop and execute a comprehensive new business development strategy. In addition to identifying and cultivating new strategic sales opportunities, she also provided guidance and support for key, strategic negotiations, as well as oversight to the Advanced Airlaid Materials Business Unit’s marketing and global product management capabilities and in April of 2016 her role expanded with the Sales and Strategy responsibilities and leading a high performance commercial team that forges strong customer relationships and delivers world class customer service globally.

In her spare time, Patricia is learning to appreciate golf as a new hobby and running. She enjoys traveling and being exposed to other cultures.
Laurie Donahoue, Global Organizational Development & AMBU Human Resources

Laurie Donahoue began her career at Glatfelter in 2006 as the Corporate Human Resources Manager. As Glatfelter continued on a path of substantial growth, Laurie was asked to lead a newly formed Organizational Development center of excellence in 2010. With a passion for developing and growing leaders at all levels, Laurie is responsible for designing and executing global talent management strategies and initiatives, including succession management, leadership development, and performance management. Additionally, she oversees the Human Resources team providing services to corporate functional departments.

In 2015, Laurie assumed additional responsibility for the Human Resources function in one of Glatfelter’s growth business units, Advanced Airlaid Materials (AMBU), with locations in Falkenhagen, Germany, and Gatineau, Canada. Laurie is also part of the business team responsible for establishing Glatfelter’s newest facility in Fort Smith, AR, expected to be brought on line in late 2017.

Prior to joining Glatfelter, Laurie worked for McCormick & Company, and Johnson Controls, Inc. where she designed and implemented engineering training programs still in place today. Laurie has certifications in Change Management and Human Capital Strategy, and is a past President of the Society for Human Resources Management (SHRM), York Chapter. She has a Bachelor’s degree in Organizational Management from Eastern University, and in 2016 she earned a Master’s degree in Learning and Organizational Change from Northwestern University.

Laurie enjoys traveling and spending time with her husband and two daughters. Laurie resides in York, PA, home of Glatfelter’s Corporate Headquarters.
Position Information

Key Account Director

Role
Coordinate all of Glatfelter’s interactions with key account. This includes acting as the in-house expert for the key account’s needs as a major customer of Glatfelter (including those downstream); holding accountability for Glatfelter/key account as defined by relationship map; coordinating the strategic delivery of the goods and services to the key account according to their expectations; and driving revenue and profit growth from the key account through innovation and increased business; all to ensure a long-term, effective and increasingly-beneficial partnership between and Glatfelter. Ensure key account continues to see Glatfelter as the supplier of choice for engineered materials, today and for the future.

Responsibilities
- Act as focal point of contact for key account – coordinate and align all points of contact to ensure consistency of information across Glatfelter and from Glatfelter to key account
- Cultivate a consistent understanding of global and local key account’s needs, and maintain an integrated plan to support
- Maintain a comprehensive market insight related to key account’s business; anticipate their needs based on long-term market trends and innovations in collaboration with R&D and Business development
- Maintain accountability for all key account-related business
- Ensure coordinated activities across all functions, channels, and geographies served by key account and Glatfelter
- Facilitate and coordinate value-added services to ensure consistent delivery of products and quality, pricing, security of supply, and innovation project management
- Support and cultivate key account Executive relationships
- Coordinate and facilitate monthly internal Glatfelter key account team alignment meeting
- Coordinate and facilitate quarterly Steering Committee meetings with key account
- Coordinate and facilitate semi-annual Top-to-Top meetings with key account
Deliver monthly analytics on volume, mix, working capital, profitability and other quantitative and qualitative metrics

Take an active role in the long term development projects and ensure that GLT goals are met

Actively manage Joint Business Plan (JBP) developed with key account

Qualifications

- Minimum education: bachelor’s degree in a relevant discipline required; advanced degree preferred
- 10+ years commercial, sales, marketing, and negotiations experience, combined with relationship building skills and customer-specific market insight
- Experience working with large multinational companies
- A background in the non-wovens industry is a plus; prior P&L management experience preferred

- Business development
- Product development
- Controlling
- Production
- Supply chain logistics
- Customer service representatives in Falkenhagen and Gatineau
- Quality
- Engineering
- Demonstrated leadership skills and ability to collaborate across multiple functions and in a multi-cultural environment

Direct Reports and Internal Relationships

- Key Account Manager reports directly to this position
- Must be able to positively influence all individuals and teams that support key account
- Accountable for input/participation in S&OP process, monthly AMBU meetings
- Included in performance process to help set and track individual and team goals related to key account

Travel Requirements

- Up to 50% travel; depending on base location
If you have open positions in your organization, give us a call and put our people and our process to work for you.

For more information contact:
Robbie Ropella
President, Executive Search
Ropella
850-983-4883
robbie@ropella.com
Skill Survey
Global Key Accounts Director

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 commercial experience with large, complex multinational organizations. Highlight any experience related to nonwoven materials.

3. Outline the global territories which you have covered in relevant commercial roles (sales, business development, etc.). In which territories did you experience the most success and why?

4. Provide an overview of the major multinational customers with whom you have successfully sold to and/or where you have established connections. What are the functions and levels of the majority of your contacts within these organizations?

5. Share an example of a complex, successful, negotiation process with a multinational customer that you were responsible for. What were some of the roadblocks you faced in the course of this negotiation and how did you navigate these issues? What were the final results. (Please note this question offers the opportunity to demonstrate strategic thinking and negotiation skills, proprietary information is neither requested nor desired).

6. Outline your relevant financial expertise including experience with product pricing.
7. What is your comfort level with travel? Do you have a maximum % level of travel or # of days/weeks away from home that you could sustain?

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

9. 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?

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

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: <em>Glatfelter</em></td>
<td>Hiring Mgr: <em>Patricia Sargeant</em></td>
</tr>
<tr>
<td>Position: <em>Global Key Accounts Director - P&amp;G</em></td>
<td>HR Contact: <em>Laurie Donahoue</em></td>
</tr>
<tr>
<td>Salary Range: 140K - 170K</td>
<td>Candidate Base:</td>
</tr>
</tbody>
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Communications:  
- **L** = Heavy Accent - Hard to Understand  
- **M** = Accent - Understandable  
- **H** = No Accent - Easy to Understand

**Comment:**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>H/M/L</th>
<th>Comment</th>
</tr>
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</table>
| 1. Education  
H = Four year degree in related field  
M = +1/2 Technical Degree  
L = N/A | | |
<table>
<thead>
<tr>
<th>2. Commercial Experience</th>
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<tbody>
<tr>
<td>H = 7+ years total experience with more than 5 years of experience with P&amp;G and nonwoven materials</td>
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<tr>
<td>M = 5-7 years total experience with 3-5 years of experience with P&amp;G or nonwoven materials</td>
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<tr>
<td>L = Less than 5 years total experience with no experience with P&amp;G or nonwoven materials</td>
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<tr>
<th>3. Territorial Experience</th>
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<tbody>
<tr>
<td>H = Has shown success in large or diverse territories including experience outside US</td>
<td></td>
</tr>
<tr>
<td>M = Has shown in several key US territories (Midwest, East Coast, etc.)</td>
<td></td>
</tr>
<tr>
<td>L = Very limited territorial experience</td>
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<tr>
<th>4. Multinational Customers Connections</th>
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<tbody>
<tr>
<td>H = Extensive experience with major multinational customers including P&amp;G</td>
<td></td>
</tr>
<tr>
<td>M = Limited experience with multinational customers</td>
<td></td>
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<tr>
<td>L = No experience with multinational customers</td>
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<tr>
<th>5. Negotiation Skills</th>
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<tbody>
<tr>
<td>H = Specific example that outlines roadblocks and demonstrates well developed problem solving and negotiation skills</td>
<td></td>
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<tr>
<td>M = General answer indicating success in this area</td>
<td></td>
</tr>
<tr>
<td>L = No negotiation skills demonstrated by this answer</td>
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<tr>
<th>6. Product Pricing Experience</th>
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<tbody>
<tr>
<td>H = This is a significant part of current role</td>
<td></td>
</tr>
<tr>
<td>M = Has done this in a previous role</td>
<td></td>
</tr>
<tr>
<td>L = Minimal experience in this area</td>
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</table>
7. Travel
   H = Road warrior open to >50% travel
   M = Prefers 30% - 50% travel
   L = Requires less than 30% travel

8. Non-Compete
   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

**Grading Point System:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>H's</td>
<td>4</td>
</tr>
<tr>
<td>M's</td>
<td>3</td>
</tr>
<tr>
<td>L's</td>
<td>2</td>
</tr>
<tr>
<td>Bonus Points</td>
<td>.5</td>
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Total Points: [Total Points]
Divided by 8 grades = [Avg. Grade]