<table>
<thead>
<tr>
<th>Case Study:</th>
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<tbody>
<tr>
<td><strong>Market Niche</strong></td>
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<tr>
<td>Surfactants</td>
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<tr>
<td><strong>Position Niche</strong></td>
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<tr>
<td>Sales</td>
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<tr>
<td><strong>Job Title</strong></td>
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<tr>
<td>Account Manager - Agrochemical</td>
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<tr>
<td><strong>Client</strong></td>
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<tr>
<td>Oxiteno</td>
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</tbody>
</table>
COMPANY
Oxiteno

POSITION
Account Manager - Agrochemical

LOCATION
Home Based Office

For more information contact:
Robbie Ropella
President - Executive Search
Ropella
850-983-4883
robbie@ropella.com
Guided by innovation and sustainability, Oxiteno is a Brazilian chemical company that operates worldwide as a leading manufacturer of surfactants and specialty chemicals.

Present in nine countries in the Americas, Europe and Asia, Oxiteno has 12 industrial units located in Brazil, United States, Mexico, Uruguay, and Venezuela and sales offices in Argentina, Belgium, Brazil, China, Colombia, United States, Mexico, Uruguay, and Venezuela.

To believe in the future, envision business opportunities, and develop solutions that contribute to people’s quality of life and to the sustainable evolution of society and the world - this is the essence of Oxiteno’s business, which drives the development of technologies that meet the needs of their clients in different markets, such as Agrochemicals, HI&I, Oil & Gas, Paints & Coatings, and Personal Care, among others.

Since it’s beginnings in the early seventies, Oxiteno has seen much success. They were the first chemical company in Latin America to produce Ethylene Oxide and its derivatives.

During the same decade, Oxiteno’s largest industrial unit was inaugurated, in the Camaçari Petrochemical Complex, in the northeast region of Brazil.

Over time, they began broadening their product line and started producing chemical specialties. Also, with a heavy focus on innovation, they began investing more into R&D.

With strategic acquisitions, a strengthening business position, and expanding product portfolio, Oxiteno has experienced substantial growth, but their focus on sustainability is still the same - in 2010, about 20% of the raw materials purchased by the company came from renewable sources and 35% of its products already had “green” ingredients.
Oxiteno announces the expansion of its operations in the United States, investing in the construction of a new alkoxylation unit in Texas, USA, one of the largest chemical production hubs in the world. The plant should start operating in the last quarter of 2017 and will have production capacity around 170,000 tonnes/year.

In 2012, Oxiteno acquired its first industrial plant in Texas, that serves as the foundation for the new alkoxylation expansion. The growth plan is part of an ongoing strategy of investing throughout the Americas, which consists of the acquisitions of industrial plants in Mexico in 2003 and 2004, the opening of Oxiteno’s first commercial office in the USA in 2007, and the addition of units in Venezuela and Uruguay, in 2007 and 2012 respectively.

In addition to the new plant, the company will expand the service structure with total focus on the customer.

The new unit will be fully integrated to the company’s activities in North America. With this investment, Oxiteno further expands its portfolio of surfactants and specialty chemicals and its alkoxylation technology with focus on local Agrochemicals, Personal Care, Home Care and I&I, Paints & Coatings, and Oil & Gas markets.

The new plant’s production will be targeted to meet the demand of the North American market.
Corporate Culture

Oxiteno fosters an entrepreneurial and self-driven atmosphere. They are an upbeat and energetic culture.

They offer their professionals the conditions needed to apply their knowledge and further develop their talents in a friendly environment, where respect, harmony, and the constant fostering of individual growth prevail.

Transparency

Open and frank discussions are encouraged in the entire organization. Professionals are granted access to corporate information through different communication channels (in print or electronic format and on-site). Oxiteno Dialogue is the direct line of communication between Oxiteno's employees and its CEO.

Continuous Improvement

Every year Oxiteno conducts an Organizational Environment Survey. Its results are published so all employees can take part in preparing action plans, always seeking to improve.

Social Responsibility

Oxiteno supports and develops actions that ensure socially responsible work practices. Their commitment includes the attention they give to their professionals' health, safety and work environment.

Ethics

Oxiteno's Ethics Code provides guidance on issues regarding values and conduct both in personal and business relationships. Child labor, forced labor and discrimination of any kind are simply not tolerated.

Challenges and Development

The markets where Oxiteno operates offer a constant challenge, which naturally encourages professional development. By means of individual capacitation and development programs, all of Oxiteno’s professionals have the opportunity to improve their competencies and grow in their careers.
Products & Markets

Personal Care
Oxiteno’s portfolio contains products based on renewable resources and reduced irritation. Included are anionic surfactants, mild co-surfactants, specialty ingredients, consistency agents, emulsifiers and emollients, pearlizing agents, humectants and solubilizers. These are ideal for use in shampoos, hair conditioners, hair dyes, creams, lotions, deodorants, body washes, soaps, and more.

Home Care and I&I
As a key supplier in this market, Oxiteno’s investments in the innovation of products and processes aim at developing efficient and multifunctional solutions with improved performance and better foam control. In addition, they focus on concentrated ingredients and formulations, providing energy-saving potential and environmental benefits in the production process and finished product.

Their portfolio is comprised of products that are derived from renewable resources and safer compounds. They produce nonionic, anionic, and specialty surfactants, as well as green solvents for the formulation of detergents, disinfectants, hard surface cleaners, waxes and polishes, degreasers and more.

Paints & Coatings
Oxiteno offers a broad portfolio of products such as oxygenated solvents, surfactants, and coalescent agents. They have developed ingredients and formulations that feature high renewable carbon content, low VOC emissions (Volatile Organic Compounds).
Compounds), are HAP-free, have low odor, are biodegradable, and are energy efficient with reduced packaging consumption.

**Functional Chemicals**
- Oil & Gas
- Construction Chemicals
- Food Additives
- Functional Fluids
- Leather Chemicals
- Textile Auxiliaries
- Organic Intermediates, Solvents, & Additives

**Agrochemicals**

For the Agrochemicals market, Oxiteno offers technologies that improve performance in the field, are environmentally friendly, and safe for the farmer.

Oxiteno has developed innovative technologies that aim at increasing the agricultural production per unit of area planted, lowering product dosing and reducing energy consumption during the preparation of the formulations.

They produce surfactants and chemical specialties that act as emulsifiers, dispersants, wetting, and gelling agents for crop protection products. They also offer specialty solvents that can be used to solubilize active ingredients, as well as additives for liquid and solid fertilizers.

The company is driven by innovation and sustainability and continually invests in the improvement of its processes and in the use of renewable materials and clean technologies.
**Hiring Team**

**Andrée Soares , Chief Commercial Officer / Acting General Manager USA**

Graduated in Chemical Engineering for UNICAMP, Master in Business Administration for Fundação Getúlio Vargas and MBA for the Kellogg School of Management, Andrée Soares initiated her career in 1994 as a trainee at Oxiteno.

The executive worked as Sales Manager and Market Manager, being responsible for diverse markets as Personal Care, Home Care, Paints & Coating and Construction Chemicals. For three years she worked as Global Marketing Manager. Main responsibilities in this area: Pricing, Market Intelligence, lead the Strategy Planning, Corporative Affairs and Institutional Communication.

In her current position since 2010, as Chief Commercial Officer, Andrée is in charge of the whole Commercial Operation in the Company, on a global basis. Responsible for Supply Chain, Marketing, Sales, Exports and all the sales offices (Argentina, Colombia, Europe, USA and China), leading a group of 220 people with 11 senior managers as direct report.

For the next 6 months being the acting General Manager for USA operations, having 6 direct reports.

**Carlos Tooge , Sales Director**

Carlos Tooge graduated in Chemical Engineering for Faculdades Oswaldo Cruz, Master in Business Administration for FEA of University of Sao Paulo and Master degree on Manager International by Institute d’Administration des Entreprises for Université Pierre Mendes, Grenoble, France.

He has been working for multinational companies since 1988 and has expertise in sales and marketing B2B of industrial chemical products (chemical commodities and specialties). Covering segments like Pharmaceuticals, Cosmetics, Plastics, Pulp and Paper, Starch, Paints and Coatings, Oil, Agriculture, etc.

As Sales Director at Oxiteno, Carlos is responsible for all sales from Oxiteno plants having destination in the USA and products produced in their plant in Pasadena. 2014 sales for the US represented 20 kt of products, including solvents, ethoxylated surfactants and co-surfactants. More recently, in August 2014, he took on responsibility for the whole supply chain area in the US.
Account Manager - Agrochemical

Summary
The Account Manager - Agrochemical is responsible for the sale of the organization's services and products in United States and Canada. Also, it is responsible for the management and implementation of strategic objectives and goals for agrochemicals accounts within Oxiteno’s agrochemicals segment.

Key Responsibilities
- Sell and develop products and services according to Oxiteno USA and Agrochemicals global strategy and improve rolling forecast accuracy for markets in the US and Canada, which includes the annual budgeting process.
- Regional management of the overall customer strategy and tactics for the US (and Canada) for its agrochemical customer portfolio.
- Work on clients’ perception regarding Oxiteno’s products and services in order to improve it accompanying current and future needs through adequate communication with the client.
- Assist with the planning of sales exhibits, attend trade shows, and participate in education and training conferences on selling and marketing programs. Coordinate and assist in leading sales meetings to include site selection and agenda preparation.
- Contribute in the identification and development of the skills needed to meet Oxiteno’s strategy, aligning goals and monitoring tasks within areas.
- Develop new business opportunities in current markets and new ones, aiming the growth of profits. Develop NBD thru Oxiteno’s project management process.
- Develop mechanisms for retaining current and future clients.
- Promote, sell, develop and commercialize products of Oxiteno in the US and Canada.
- Grow sales of Oxiteno products in line with established budget by working closely with partners and market conditions, setting direction and establishing priorities for manufacturing units (as needed).
- Communicate and maintain in-depth knowledge of assigned markets and customers (as needed).
- Troubleshoot problems regarding products, provide answers to client’s questions, and handle complaints (as needed).
- Perform other job-related duties and responsibilities as may be assigned from time to time (as needed).

**Required Skills/Education**
- Chemistry, Agronomy, and/or Engineering degree.
- 5-10 years’ experience in the specialty chemical industry providing products and services to Agrochemicals Formulation Companies.
- Solid knowledge on key Agrochemicals Formulation Companies.
- Fluent in English.
- Nice to have Portuguese or Spanish.
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
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Skill Survey
Account Manager - Agrochemical

Name:        Date:

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

2. Outline your expertise, including years’ experience in agrochemical sales. Please highlight all experience related to surfactants.

3. Provide an overview of the agrochemical customers with whom you have the most experience. (ie: Syngenta, Monsanto...). At what level and function are the majority of your connections within these companies?

4. What geographic territories have you covered while in agrochemical sales?

5. Describe your greatest success to date in sales or territory growth and expansion. What do you feel was the key factor in that success?

6. Provide an overview of your technical knowledge and experience with surfactants, include how and where you gained this expertise. Particularly highlight any experience with Alkoxylation.
7. Share an example that demonstrates your ability to build strong relationships with your customers, sell value and negotiate effectively. What were some of the roadblocks you faced? What was the final outcome?

8. Describe your personal communication and sales style. Do you consider yourself a hunter or a farmer, and why?

9. 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?

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

11. 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?

12. Have you ever applied, either directly or through a third party, for any role with Oxiteno? 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: <strong>Oxiteno</strong></td>
<td>Hiring Mgr: <strong>Carlos Tooge</strong></td>
</tr>
<tr>
<td>Position: <strong>Account Manager - Agrochemical</strong></td>
<td>HR Contact: <strong>Troy Vague</strong></td>
</tr>
<tr>
<td>Salary Range: <strong>115K - 160K</strong></td>
<td>Candidate Base: Bonus:</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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</tbody>
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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><strong>H</strong> = Technical degree in either chemicals or agriculture plus a business degree</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>M</strong> = Technical degree in either chemicals or agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>L</strong> = Non-Technical BS</td>
<td></td>
<td></td>
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<tr>
<td>2. Agrochemical Sales Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>H</strong> = 7+ years of experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>M</strong> = 5-7 years of experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>L</strong> = Less than 5 years experience</td>
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</table>
3. Customers Network  
**H** = Established relationships at a variety of levels with the Big 6 Agro players (Syngenta, Bayer, Monsanto, Dupont, DowAgro, Adama, Arysta)  
**M** = Established relationships at a variety of levels with few major Agro players  
**L** = Minimal experience in this area

4. Territories Covered  
**H** = Has been successful in a variety of territories or in a large regional territory  
**M** = Has been successful in a territory covering at least three states  
**L** = Very limited territorial experience

5. Sales success  
**H** = Clear example of significant growth in sales accomplished with corresponding detail of how that growth was achieved  
**M** = Broad answer indicating success in this area  
**L** = Answer does not indicate success in this area

6. Experience with Surfactants  
**H** = Extensive knowledge in several surfactants including Alkoxylation  
**M** = Extensive experience in some surfactants  
**L** = Minimal experience in this area

7. Sales and Negotiation Skills  
**H** = Specific example that outlines roadblocks and demonstrates well developed negotiation and sales skills  
**M** = General answer indicating success in this area  
**L** = No value selling or negotiation skills demonstrated
<table>
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<tr>
<th>8. Communication and Sales Style</th>
<th></th>
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<tbody>
<tr>
<td>H = High energy and dynamic, willing to challenge the status quo</td>
<td></td>
</tr>
<tr>
<td>M = Broad answer indicating success in this area</td>
<td></td>
</tr>
<tr>
<td>L = Short answer with no detail of expertise</td>
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<tr>
<th>9. Travel</th>
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<tbody>
<tr>
<td>H = Road warrior open wide to travel</td>
<td></td>
</tr>
<tr>
<td>M = 25%-50% travel preferred</td>
<td></td>
</tr>
<tr>
<td>L = Less than 25% travel preferred</td>
<td></td>
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<tr>
<th>10. Non-Compete</th>
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<tbody>
<tr>
<td>H = No relevant non-compete or non-disclosure in place</td>
<td></td>
</tr>
<tr>
<td>M = Has a peripheral non-compete or non-disclosure in place - could limit some activities</td>
<td></td>
</tr>
<tr>
<td>L = Has a strong relevant non-compete or limiting non-disclosure</td>
<td></td>
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<tr>
<th>Grading Point System:</th>
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<tbody>
<tr>
<td>H’s = 4</td>
<td>Total Points:</td>
</tr>
<tr>
<td>M’s = 3</td>
<td>Divided by 10 grades =</td>
</tr>
<tr>
<td>L’s = 2</td>
<td>Avg. Grade:</td>
</tr>
<tr>
<td>Bonus Points = .5</td>
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Now add up the numerical value of each grade and then divide by the total number of grades