Catalysts
Case Study:
Includes:
Opportunity Marketing Piece
Skills Survey
Candidate Scorecard

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

POSITION
Senior Manager/Director, Catalysts

LOCATION
Iselin, NJ

For more information contact:
Jeff Bennett
Vice President of Client Services
Ropella
850.983.4871
Bennett@ropella.com
BASF

BASF is the world’s leading chemical company. With about 105,000 employees, six Verbund sites, and close to 385 production sites worldwide they serve customers and partners in almost all countries of the world.

BASF’s six business segments contain 15 divisions which bear the operational responsibility and manage our 72 global and regional business units. These in turn develop strategies for 80 product lines and are organized according to sectors or products. Their regional divisions contribute to the local development of BASF’s business and help to exploit market potential. They are responsible for optimizing the infrastructure for business. For reporting purposes, the divisions are grouped into the following four regions: Europe; North America; Asia Pacific; and South America, Africa, Middle East.

Verbund is one of BASF’s assets when it comes to efficient use of resources. Production plants at large sites are closely interlinked, creating efficient value chains that extend from basic chemicals right through to high-value-added products such as coatings and crop protection agents. In addition, the by-products of one plant can be used as the starting materials of another. The system saves resources and energy, minimizes emissions, cuts logistics costs and utilizes infrastructural synergies. Their global production Verbund is the foundation for BASF’s competitiveness in all regions.

BASF Functional Solutions

In the Functional Solutions segment, BASF bundles system solutions and innovative products for specific customers and industries, in particular for the automotive and construction sectors. Their portfolio comprises automotive and industrial catalysts, automotive and industrial coatings, as well as concrete admixtures and construction systems such as tile adhesives and architectural coatings.

Their portfolio is made up of innovative products and technologies that allow customers to differentiate themselves from their competitors. The success of the segment is based primarily on specialties and system solutions developed in collaboration with customers. Their strategy focuses on the optimization of their product portfolio and structures based on regionally differentiated market requirements as well as trends in the industries of their customers.
BASF Catalysts

BASF’s Catalysts division, headquartered in Iselin, New Jersey, is the world’s leading supplier of environmental and process catalysts. The group employs more than 4,000, with over 30 manufacturing sites worldwide.

As a global division of BASF SE, Ludwigshafen, Germany, Catalysts offers exceptional expertise in the development of technologies that protect the air we breathe, produce the fuels that power our world, and ensure efficient production of a wide variety of chemicals, plastics, and other products.

By leveraging its industry-leading research and development (R&D) platforms, passion for innovation, and deep knowledge of precious and base metals, BASF’s Catalysts division develops unique, proprietary catalyst and adsorbent solutions that drive customer success.

For example, they produce catalysts that transform pollutants in the exhaust flows of vehicles into harmless chemical compounds. With their Catalyzed Soot Filter, they offer customers an integrated catalytic converter for diesel vehicles. Furthermore, BASF Catalysts produces process catalysts which increase the raw material and energy efficiency of chemical plants and refineries. Their Prox-SMZ catalyst, for example, increases the yield of diesel fuel from crude oil by 1.5%. In addition, they offer precious and base metals services.

More Information:
www.catalysts.basf.com
Corporate Values

**Sustainable Profitable Performance**
Ongoing profitable performance in the sense of Sustainable Development is the basic requirement for all activities. BASF Catalysts is committed to the interests of customers, shareholders, and employees and assumes a responsibility towards society.

**Innovation for the Success of Our Customers**
Their business processes are oriented towards adding long-term value and competitiveness. In partnership with customers, they help them be more successful. To accomplish this, they jointly discover business opportunities and develop products, procedures, and services that are on a high scientific and technical level.

**Safety, Health, Environmental Responsibility**
BASF Catalysts acts in a responsible manner and supports the Responsible Care ® initiatives. Economic considerations do not take priority over safety and health issues and environmental protection.

**Personal and Professional Competence**
They form the best teams in the industry by fostering Group-wide the diversity of personal and professional competencies. Intercultural competence is their advantage in global competition. They encourage employees to make use of their creativity and their potential for common success.

**Mutual Respect and Open Dialogue**
They treat everyone fairly and with respect. They pursue an open and trusting dialogue within the Company, with their business partners and relevant groups in society.

**Integrity**
BASF Catalysts acts in accordance with their words and values. They comply with the laws and respect the good business practices of the countries in which they operate.
Frank Bozich, President of Global Catalysts Division

Frank A. Bozich is President of BASF’s global Catalysts division, a position he has held since August 2010. Bozich has more than 20 years of industry experience, most recently serving as Senior Vice President, Precious and Base Metal Services, for the Catalyst division.

Bozich joined BASF as part of the company’s acquisition of Engelhard Corporation in 2006, where he served as Group Vice President, Ventures and Enterprise Technologies. Before joining Engelhard, Bozich was the General Manager, European Region, Adhesives and Sealants, of the Rohm and Haas Company. Prior to joining Rohm and Haas, Bozich spent five years with Croda Adhesives, Inc. in Itasca, Illinois, where he served as President.

Bozich holds a Bachelor’s degree in Chemistry and a Master’s degree in Business Administration from the University of Chicago, as well as a Master’s degree in Chemistry from the University of Illinois.
Anup Kothari, Vice President of Global Strategy & New Business Development

Anup Kothari is Vice President, Global Strategy & New Business Development for BASF’s Catalysts division.

In this role, Mr. Kothari is responsible for strategic planning, mergers and acquisitions (M&A) and new business development. He also oversees the Catalysts division’s specialty industrial businesses – Stationary Emissions Catalysts; Aircraft Ozone and Indoor Air; Temperature Sensing; Surface Technologies; and Battery Materials.

Mr. Kothari joined BASF Corporation in 1999 in the MBA Professional Development Program (PDP) and has held management assignments in North America and Ludwigshafen, Germany. Prior to joining BASF Catalysts in 2008, Mr. Kothari served as Global Strategic Marketing Manager with BASF’s Care Chemicals division in Ludwigshafen. He had previously served as Business Manager in Care Chemicals and as Manager of Capital Projects & Technology in Performance Chemicals within BASF North America. Prior to joining BASF, Mr. Kothari spent six years as a consultant based in Chicago, Illinois, with Weston Solutions, Inc., an environmental and infrastructure consulting firm.

Mr. Kothari has a bachelor’s degree in chemical engineering from the Indian Institute of Technology, Roorkee, India and a master’s degree in chemical engineering from the University of Kentucky. He also holds a master’s degree in business administration from the University of Chicago Booth School of Business.
Position Information

Senior Manager/Director, Recycling

Job Overview
The Senior Manager/Director, Recycling is responsible for managing the strategic development and accelerated commercialization of BASF’s technologies and new business opportunities within the recycling marketplace. This position will assume overall responsibility and accountability for the commercialization of new opportunities including market identification, competitive intelligence, product positioning and value propositions, intellectual property management, and strategic alliance assessments and agreements. This position will also work closely and collaborate with appropriate governmental, business, and technical teams to develop options and implement strategies aimed at accelerating the commercialization of technologies and business opportunities within the recycling market.

Required Knowledge and Experience:
- Minimum of a Bachelor’s Degree in a technical discipline (Science / Engineering) or Business Administration. An MBA is highly desirable.
- Minimum of 10 years of experience in new business development and business management.
- Minimum of 5 years of experience within the recycling market at a senior level.
- Knowledge of and experience working with start up ventures, joint ventures, strategic partnerships, governmental agencies, and established traditional organizations.
- Proven ability to identify business opportunities and develop IP and commercial strategies.
- Demonstrated ability to commercialize new business opportunities, including customer acquisitions, licensing, capital investment, M&A, JV’s, and other partnerships.
- Proven ability to conduct, understand, and interpret significant economic, financial, and feasibility studies.
- Experience in leading and conducting all activities associated with introducing and establishing new products and innovative solutions to the market.
- Demonstrated ability to employ superior communication and
interpersonal, influencing, and presentation skills, with the ability to interact with key decision makers at all levels with both customers and internal management, including executive levels.

**Principle Responsibilities**

**New Business Commercialization:**
- Partners with appropriate internal business leadership teams and external technology stakeholders to identify, develop, and evaluate new business opportunities and drive them to successful commercialization.
- Partners with senior leadership to develop, assess, recommend, and implement key strategic options aimed at appropriately positioning and accelerating the commercialization of recycling to the marketplace.
- Conducts the appropriate collection, analysis, and interpretation of data and information as it relates to competitive analysis, market intelligence, trends and benchmarking activities.
- Develops and implements strategies relative to product positioning and pricing to maximize market penetration and share.
- Establishes and maintains relationships with industry influencers as well as key external stakeholders and strategic partners.
- Develops, validates, recommends, and implements business proposals for growth opportunities via product / technology licensing, capital investments, M&A, JV and/or strategic alliances.
- Evaluate and determine potential technology synergies with existing capabilities and business units.
- Provides leadership to ensure cooperation and coordination between research & development, product development & marketing, engineering, manufacturing, joint venture partners, supply chain partners, and other cross-functional team members.

**Business Management:**
- Develop and staff and appropriate organizational structure to support the business.
- Strategic development and tactical implementation of the business development strategy including overall P&L management.
- Identification of new business opportunities and the enhancement of existing customer relationships, market share, and profitability.
- Provides leadership to ensure sales forecasting/analysis, pricing
other business terms, and key account management. In addition, the individual will demonstrate leadership in promoting BASF products, technology, innovation, and goodwill.

- Provide leadership to ensure cooperation and coordination between commercial, technical, and manufacturing functions and other cross-functional team members.

- Provides leadership and direction to the team members to ensure key milestones and objectives are met.

- Utilizes appropriate leadership techniques to create and foster a positive, high performance work environment and provides appropriate career growth and development opportunities for the team.

**Work Environment**

- Frequent interaction with senior management and executives, both internally and externally to BASF.

- Independent authority to make decisions—conferring with higher levels of management on issues that are unusual or outside the scope of normal protocol.

- This position requires a high degree of coordination of activities internally and externally and requires extensive networking collaboration.

**Business Environment**

- BASF’s Catalyst Division is a global operating division located within the United States.

- The recycling technology business is an emerging technology and marketplace for BASF.

**Internal and External Relationships**

- Regular interaction with Division President & SVP’s.

- Regular interaction with organizational peers within BASF Group, BASF Corporation, & Catalyst Division across all business units and locations.

- Frequent interaction with external stakeholders, such as customers, suppliers, consultants, and governmental agencies.
Area Information

Iselin, NJ and Surrounding Area

Iselin, NJ

Home to over 15,000 people, Iselin, NJ is nestled right on the edge of NJ just across the river from New York City. In the last decade, Iselin has built up a downtown area along Oak Tree Road, filling the downtown areas with specialty shops and restaurants. Iselin is a part of the Woodbridge Township which is known for its beautiful and safe living environment. Being in such close proximity to New York City, Iselin allows for ease of small town living with all the big city experiences.

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 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 soccer, New York is represented by the Major League Soccer side, Red Bull New York. Additionally, there are many other sporting events held in New York City throughout the year.
Iselin, NJ and Surrounding Areas Links

**Iselin, NJ Area Links**
- Woodbridge Township
  - www.twp.woodbridge.nj.us
- School District
  - www.woodbridge.k12.nj.us
- Middlesex County
  - www.co.middlesex.nj.us

**NYC General 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

**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

---

The Metropolitan Museum of Art
www.metmuseum.org

Broadway
www.broadway.com

Columbia University
www.columbia.edu

New York University
www.nyu.edu

New York Yankees
www.newyork.yankees.mlb.com

New York Giants
www.giants.com

The New York Times
www.nytimes.com

New York Post
www.nypost.com

City Realty
www.cityrealty.com
Other opportunities with BASF include:

• Senior Manager/Director, Gas Storage Materials

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 for: Sr. Manager/Director, Catalysts

Please type your answers in blue.

Name: ___________________________ Date: ___________________________

1. Outline University Degree(s) with date(s):
   (Please provide the Name, the Location and the Phone # of each Institution & YOUR BIRTHDATE – so we can conduct degree confirmation check.) Note: This date is required 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 experience within the Recycling market. Outline experience as it specifically relates to Common Metal Recycling, Waste Grease Rendering/Recycling, Battery Recycling, and/or Plastics Reprocessing/Recycling markets.

3. Describe your experience in "grass roots" new business development efforts.

4. Outline your successful involvement in commercializing new business opportunities specifically customer acquisitions, product/technology licensing, capital investment, M&A, and/or JV’s.

5. Describe your experience reviewing and interpreting economic, financial and feasibility studies when identifying new business opportunities. Any particular studies or programs that you prefer?

6. Please include any experience you have for making strategic recommendations on organic growth opportunities within a business.

7. Describe your experience involving business management. What size businesses did you run where you had full P&L responsibilities?

8. Describe your biggest international/overseas “Success/Project” that required significant project management skills.
9. Describe your successful experience providing leadership in a "Matrix" environment to ensure cooperation & coordination between cross functional areas such as R&D - Product Development, Marketing, Manufacturing, Supply Chain and/or other cross functional team members.

10. What is your comfort level with travel? Do you have a maximum % level of travel or # of days away from home you could sustain?

11. 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?

12. What are your circumstances regarding relocation to the Iselin, 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?)

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

   Example: Bob Smith, currently – President at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com. Was VP/GM, my direct boss, while I was Commercial Development Director at ABC Chemical.

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

1) 

2) 

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

<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Education</td>
<td>A/Free text</td>
<td>BS in a technical discipline (Science/Engineering) of Bus. Admin + MBA</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Only BS in the above</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>BS in something other than above</td>
</tr>
<tr>
<td>2. Exp. within the Recycling market.</td>
<td>A/Yes</td>
<td>Has specific exp with Common Metal Recycling.</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Has exp but with Waste Grease Rendering/Recycling, Battery Recycling, or Plastics Reprocessing</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>None or very little</td>
</tr>
<tr>
<td>3. Exp. in “grass roots” new business development efforts</td>
<td>A</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Somewhat</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>No</td>
</tr>
<tr>
<td>4. Involvement in commercializing new business opportunities specifically customer acquisitions, product/technology licensing, capital investment, M&amp;A, or JV’s</td>
<td>A</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Somewhat</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>No</td>
</tr>
<tr>
<td>5. Exp. reviewing and interpreting economic, financial, and feasibility studies when identifying new business opportunities.</td>
<td>A</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Somewhat</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>No</td>
</tr>
<tr>
<td>6. Exp. making strategic recommendations on organic growth opportunities within a business.</td>
<td>A</td>
<td>Yes</td>
</tr>
</tbody>
</table>
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 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 = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

A = Yes, $100 million+  
B = Somewhat, $50 to $75 million  
C = Very little or None at All

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

8. Exp. managing international/overseas projects.  
A = Yes  
B = Somewhat  
C = No

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

9. Exp. providing leadership in a “Matrix” environment and ensuring cooperation between cross functional areas.  
A = Yes  
B = Somewhat  
C = No

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

10. Comfortable with Travel  
A = Yes, and is willing to travel extensively  
B = Can handle it, but would like to keep it at 50% or less  
C = Has issues and can’t travel extensively

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

11. Relocation to Iselin, NJ  
A = Yes, no issues and/or lives in the area  
B = Some issues but nothing major  
C = Will have major issues relocating

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

12. Compensation: 150K to 175K with bonus 25%  
A = 140K to 160K  
B = 110K to 130K or 160K to 180K  
C = below 110K or over 180K

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

13. 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

<table>
<thead>
<tr>
<th>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>

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>B = Somewhat</th>
<th>C = No</th>
</tr>
</thead>
</table>