CASE STUDY:

Animal Nutrition and Feed Ingredients

Sales

Feed Additives

Business Manager

Global Bio-Chem
COMPANY
Global Bio-Chem

POSITION
Feed Additives Business Manager

LOCATION
Cincinnati, OH

For more information contact:
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President, Executive Search
Ropella
850.983.4883
Robbie@ropella.com
About the Company

The vision of Global Bio-Chem is to become the largest vertically integrated corn-based products manufacturer in the Asia Pacific region, as well as a major player in the industry worldwide.

With higher standards of living, people now have an increasing awareness of their quality of life. They strive for better health and living environments. This has boosted the demand for biochemical products and products made from natural resources. With ever-improving technological development, the market for these products is enormous and has great potential.

Founded in 1994, Global Bio-chem Technology Group is a pioneer of corn refined and corn-based products in Asia. Their products have a wide range of applications, including feed production, food and beverage, cosmetics, textiles, pharmaceuticals and chemicals industries, etc. Guided by their insightful management and equipped with the state-of-the-art technology, the Group takes the advantages of vertical integration of production and established leading position in these upstream products such as corn starch, corn fibre, gluten meal and corn oil; as well as its high-value-added downstream products like amino acid, corn sweeteners, modified starch and polyol chemicals.

Today, Global Bio-Chem is the largest corn refiner in Asia. By 2008, their corn processing capacity per annum was 2.4 million metric tonnes. They are one of the world’s largest lysine series products manufacturers, while their products include 98% Lysine and 65% Protein Lysine. They are also the first to use corn in the commercial production of polyol chemicals in the world.
Product Information

Product Overview

- Amino Acids
  - Lysine
  - Protein Lysine
  - Threonine
  - Glutamic Acid

- Corn Sweeteners
  - High Fructose Corn Syrup
  - Maltodextrin
  - High Maltose Syrup
  - Maltose Syrup
  - Sorbitol
  - Citric Acid
  - Crystallised Glucose

- Modified Starches

- Chemicals
  - Ethylene Glycol
  - Propylene Glycol
  - Butylene Glycol
  - Glycerin
  - Inulin
Jeff Mahaffey, Chief Operating Officer

Jeff has a BA in Economics and Chemistry from Emory University. He started in Chemical Sales with Procter & Gamble in 1981 and worked there until 1994, when he joined Henkel. In 1998, he moved to Dusseldorf to run the acids/glycerine business for Europe and later globally and was part of the management team that carved out the Cognis organization and sold it to investors in 2001. Jeff was VP and GM of the Cognis North America Oleochemicals and Surfactants business with responsibility for 4 business units and $400 million in sales. He later joined IPCI, a technology company, as a commercial executive and board member in 2004 to manage the commercial development of the joint venture with Global Biochem to convert carbohydrates to glycols. Soon after, he was hired as a consultant in 2005-2007 by Procter & Gamble to turn around and restructure their fatty acids business. He also consulted on the sale of Twin Rivers Technologies to Felda in 2007 and was then hired as Executive VP commercial operations with responsibility for about $400 million in sales, marketing, R&D, and purchasing. In 2009 Jeff was hired by Global Biochem, to introduce BioGlycols to western markets and to build a commercial organization, where he is currently Chief Operating Officer of the US corporation.

Jeff combines thorough analysis with a broad understanding of markets in order to drive the success for which he has been responsible. Having had extensive training in all functional areas of the business, he knows what processes lead to success and how to implement them across the organization. He prefers a hands-off management approach that values results and reasonable goal setting. His outlook on management and business is positive, creative, innovative, and sales and growth driven.

Corporate Culture

Founded by a wealthy Chinese entrepreneur, Global Bio-Chem’s culture is flavored with the orient, and promotes innovation in balance with collaboration. Visionaries will succeed in this atmosphere. Being a small organization, everyone is expected to do their part here and to take necessary risks to grow the company.
Position Information

Feed Additives Business Manager

This position will be instrumental in executing projects that result in significant sales of higher margin products, as well as other sustainable alternatives to Animal Nutrition ingredients. A successful candidate will demonstrate a willingness to listen, consult and build trust-based relationships in order to ensure our customers/partners are satisfied in a way that develops into sustainable and profitable business for Global Bio-Chem.

Candidates who have (1) demonstrable technical sales and solution providing experience, (2) a successful track record of developmental technical sales and customer solution providing experience within their target industry, and (3) bring to Global Bio-Chem extensive contacts from the Animal Nutrition industries will be strongly preferred.

Key Responsibilities

- Gathering and analyzing customer needs and interests; building strong business relationships and providing sustainable solutions to our customer's and partner's challenges.
- Providing customers with clear and easy to understand information pertaining to all of our high quality products, application solutions and services.
- Assist in the development and leading of projects with Targeted customers by serving as a liaison to Global Bio-Chem's Application and Marketing Team.
- Negotiating, delivering and following up on bid packages to ensure potential customers and partners have enough information to make an informed decision about Global Bio-Chem's complete offerings.
- Successfully communicating Global Bio-Chem's commitment to developing innovative solutions and passion for the industries it serves, especially within the Animal Nutrition sector.
- Maintaining open lines of communication with internal staff to convey a timely understanding of customer needs and market trends; facilitating the development of next generation products and services.
- Managing and developing technical expertise within the region's distributor network.
- Other typical sales tasks such as budgeting, forecasting; including limited administrative duties associated with the effective implementation of the Sales Division’s strategy within the region.
- Rapidly growing new revenue, both directly and indirectly, through the Technical Sales development of specific products in specific markets.
- Develop technical documentation and sales tools for the Business Unit’s products and markets.
- Benchmarking regarding competitive innovations in the Animal Nutrition area.

Qualifications
- BS/BA degree in Biology, Chemistry, Agricultural Science, or BioChem preferred
- Minimum of 5 years experience in territory sales and/or distribution management in a technical sales or related discipline
- Prefer 10 years experience in territory sales to a diverse customer base, with experience in developmental selling
- Strong knowledge of feed additives; knowledge of Lysine a plus
- Experience with key account management and negotiations a plus
- Excellent oral and written communication skills and a demonstrated aptitude for science and math
- Strong organizational and time management skills
- Experience executing multiple projects and demonstrated ability to multi-task
- Demonstrated ability to learn, assimilate and apply complex technical information quickly
- Demonstrated ability to work with minimal supervision
- Proficient with computer software programs including MS Office Suite (Word, Excel, Outlook & PowerPoint)
- Local knowledge and contacts preferred
Cincinnati, OH

Nestled among the hills of the Ohio River Valley, the City of Cincinnati has the personality and charm of an Old World city, complemented by the stature of a world class business center. Cincinnati is a city, the county seat of Hamilton County home to over 2,000,000 residents, making it the largest metropolitan area in Ohio and the 24th most populous in the United States. Cincinnati includes the resources so vital to a globally aware community: solid and comfortable neighborhoods, strong families, and well-rounded individuals.

Whether residents are checking out the new Komodo Dragon exhibit at the Cincinnati Zoo and Botanical Garden, being awed by the underwater world at the Newport Aquarium, or exploring the new Peanuts-themed attraction, Planet Snoopy at Kings Island, Cincinnati gives them great places to have fun at home. Hosting numerous festivals and events throughout the year, Cincinnati Brings The Cincinnati Flower Show, Oktoberfest, Thanksgiving Day Race, The Taste of Cincinnati, The MidPoint Music Festival, The Tall Stacks Festival, The Festival of Lights, and The Cincinnati Fringe Festival.

In addition, the city is home to various musical and theater operations, Cincinnati is known for having one of the larger collections of nineteenth-century Italianate architecture in the U.S., primarily concentrated just north of Downtown in an area known as Over-the-Rhine. Over-the-Rhine, for many years a neighborhood of German immigrants, is one of the largest historic districts listed on the National Register of Historic Places. Cincinnati exhibits all that history, culture, and music lovers want in a city.

Cincinnati’s parks offer an outstanding collection of public art and architecture that beautifies, commemorates, educates, and stimulates while enhancing use of these open spaces. Park architecture not only serves public functions but also symbolizes civic pride. One park, Fountain Square is the heart of Cincinnati, where Cincinnatians gather, celebrate and connect as a city. One of the best secrets of the Cincinnati Parks is the Wolff Planetarium the oldest planetarium west of the Allegheny Mountains. Krohn Conservatory located in Eden Park is itself architecturally significant, having been built in 1933 at the height of the Art Deco era. Special exhibits and programs happen throughout the year including the ever-popular springtime “Butterfly Show,” where thousands of butterflies are let loose in a specially-themed garden. Cincinnati operates a park system currently ranked 4th in the country, boasting that any city resident is within a mile of a park.
Cincinnati USA offers a wide variety of shopping experiences! Residents and visitors alike find everything from the tried and true retailers, to unique and charming, to eclectic and even a bit wacky. Some of the key places people shop are Tower Place Mall, Newport on the Levee, MainStrasse Village, Macy's Fountain Place, or the Cincinnati Mall. No matter your taste or need, there is a great find waiting around every corner!

Cincinnati has seven major sports venues, two major league teams, six minor league teams, and five college institutions with their own sports teams. It is home to baseball's Reds, who were named for America's first professional baseball team; the Cincinnati Red Stockings; the Bengals of the National Football League; and the historic international men's and women's tennis tournament, The A.T.P. Masters Series Cincinnati Masters. It is also home to three professional soccer teams, two outdoor teams, the Cincinnati Kings (men's) and Cincinnati LadyHawks (women's), and one indoor team, the Cincinnati Excite (men's).

The Cincinnati Public School (CPS) district includes 16 high schools accepting students on a city-wide basis. This metropolitan area also has one of the highest private school attendance rates in the United States. Furthermore, Cincinnati is home to the University of Cincinnati and Xavier University. The Greater Cincinnati area has Miami University, Northern Kentucky University, and Cincinnati State, a vocational school which includes the Midwest Culinary School – one of the best culinary institutes in the United States. In 2009 Cincinnati was listed fourth on CNN's Top 10 cities for new grads.
**Cincinnati, OH**

**General Links**
- City of Cincinnati
  - www.cincinnati-oh.gov
- Cincinnati USA
  - www.cincyusa.com

**Shopping**
- Tower Place Mall
  - www.towerplace.com
- MainStrasse Village
  - www.mainstrasse.org
- Cincinnati Mall
  - www.cincinnati-mall.com
- Newport On the Levee
  - www.newportonthelevee.com

**Education**
- Cincinnati Public Schools
  - www.cps-k12.org
- Northern Kentucky University
  - www.nku.edu
- University of Cincinnati
  - www.uc.edu

**Sports**
- Cincinnati Reds
  - www.cincinnati.reds.mlb.com
- Cincinnati Bengals
  - www.bengals.com

**Realty**
- Northern KY Association of Realtors
  - www.nkar.com
- Sibcycline Realtors
  - www.sibcycline.com

**Arts & Entertainment**
- Cincinnati Zoo & Botanical Garden
  - www.cincinnatizoo.org
- Kings Island Theme Park
  - www.visitkingsisland.com
- The Beach Waterpark
  - www.thebeachwaterpark.com
- Cincinnati Museum Center
  - www.cincymuseum.org

**News**
- Cincinnati Enquirer
  - www.communitypress.cincinnati.com
- Business Courier
  - www.cincinnati.bizjournals.com
For more information contact:
Robbie Ropella
President, Executive Search
Ropella
850.983.4883
Robbie@ropella.com

If you have open positions in your organization, give us a call and put our people and our process to work for you.
Skill Survey for:
Feed Additives Business Manager
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 checks) 
Note: This date is required by the colleges/universities to complete degree confirmation checks, and will only be used for that purpose. Your birth date will not be supplied to the client.

2. Describe your overall experience in the feed additives industry. If any experience with Lysine, please describe.

3. What is your total # of years in outside sales roles for the Feed additives industry?

4. Outline your experience working with key customers in the Feed Additives market? (ie: Prince Agri, Cargill, etc)

5. Describe the size of the key accounts mentioned in question 4. What was the total percentage of growth in revenue, over one year?

6. Tell us about any entrepreneurial experience you may have and/or experience where you had to work as an independent contributor with very little day to day direction, versus working in a matrix style or highly supported environment.

7. What are your circumstances regarding relocation to the Cincinnati, OH 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?) OR are you able to conduct business from your present location?
8. 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?

9. If we were to speak to your current boss when doing references, how do you believe he/she would describe your performance and your strengths and weaknesses?

References
Please provide three to six references. The first priority is past bosses, then employees, then peers.

   **Example:** Bob Smith, currently – Director of Sales at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com.
   Was Sales Manager, my direct boss, while I was Key Account Manager 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 process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>Candidate Scorecard</th>
<th>Grade: _____</th>
<th>Grader’s Name: ________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate Name:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Name:</td>
<td>Global Biochem</td>
<td>Hiring Mgr: Jeff Mahaffey</td>
</tr>
<tr>
<td>Position:</td>
<td>Feed Additives Bus Mgr</td>
<td>HR Mgr: N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attribute</th>
<th>A/B/C</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = BS in Chem, Biology, Ag Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = BS in Biochemistry or Chem E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = BS in something other than above</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Overall exp in the feed additives market. Any Exp with Lysine?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes, has exp with Lysine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Exp. in outside sales roles for the Feed Additives Industry</td>
<td></td>
<td></td>
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<tr>
<td>A = Yes, 7-10 yrs,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat, 5-7 yrs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = None or very little, less than 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Exp. working with Key customers in the Feed Additives Market such as Prince Agri and Cargill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Increased business with Key Feed Additives Customers (SS Q#4).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes, 20% or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat, 10-15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = None or very little, 5-10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Exp. in a matrix style environment with day to day direction.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = No or very little</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>7. Relocation to Cincinnati, OH or able to work from a Home office.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Yes, no issues and/or lives in the area</td>
</tr>
<tr>
<td>B = Some issues but nothing major</td>
</tr>
<tr>
<td>C = Will have major issues relocating</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Compensation: 90K to 110K plus bonus (We need to figure in cost of benefits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = 80K to 100K</td>
</tr>
<tr>
<td>B = 70K to 90K or 120K to 140K</td>
</tr>
<tr>
<td>C = below 70K or over 140K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. Job Changes/Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Job changes:</td>
</tr>
<tr>
<td>Total number of yrs working:</td>
</tr>
<tr>
<td>Average number of yrs at each job:</td>
</tr>
<tr>
<td>A = Avg. yrs = 5-10</td>
</tr>
<tr>
<td>B = Avg. yrs = 3-5</td>
</tr>
<tr>
<td>C = Avg. yrs &gt;3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grading Point System:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A’s = 4</td>
</tr>
<tr>
<td>B’s = 3</td>
</tr>
<tr>
<td>C’s = 2</td>
</tr>
<tr>
<td>Bonus Points = 1</td>
</tr>
<tr>
<td>Now add up the numerical value of each grade and then divide by the total number of grades</td>
</tr>
</tbody>
</table>

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

| Scorecard | Case Study | Opportunity Marketing Piece | Skills Survey | Scorecard |