Oleochemicals Case Study:

Includes:
- Opportunity Marketing Piece
- Skills Survey
- Candidate Scorecard

Contact:
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COMPANY
Acme-Hardesty

POSITION
Sales Manager, Western U.S.

LOCATION
Houston, TX

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Acme-Hardesty is one of the largest value-added resellers of oleochemicals in America. They provide a full line of high-quality products to customers ranging from small companies and LTL buyers to Fortune 100 multi-nationals. No matter what you are seeking to source, they deliver a standard of service unequalled in the oleochemical world.

Acme-Hardesty has been in business over 68 years. Since 1942, they have been supplying oleochemicals, castor oil & derivatives, and market focused products. In 1980, Acme-Hardesty pioneered importing and reselling bulk and packaged palm based oleochemicals from Malaysia and Indonesia.

Their global supply partners are world class companies who manufacture quality products based on naturally sourced feedstocks. Acme-Hardesty continues to add new products to service their key markets. They focus sourcing efforts on green, naturally derived, renewable, and sustainable products to meet their customer’s needs.

Acme-Hardesty’s parent company, Jacob Stern & Sons, Inc. has been in business over 150 years (est. 1857) and continues to be managed by descendents of the founding family. Jacob Stern & Sons is one of the largest processors, marketers, and exporters of tallow in the world.

Key Markets Served:
- Distributors

More Information:
www.acme-hardesty.com
Corporate Culture

At Acme-Hardesty, people are what matter. Relationships are highly valued, and their word is their bond - plain and simple. They expect both intelligence and professionalism of one another. And while healthy discussion and collaboration are encouraged, interactions are respectful and foster innovation, not resentment. Company meetings offer an opportunity for socializing, and they occasionally host office recreational or holiday events.

Acme-Hardesty encourages smart risks, and take an investment approach to risk-taking, not a gambling approach. To assist in ongoing development, coaching programs and performance management systems are employed.

Bryan Huston

Vice President of Sales & Marketing

Bryan graduated from Farleigh Dickinson University with a B.S. in Business Administration and Marketing, and has been with Acme-Hardesty for over a decade. With over 30 years working with chemicals, he has worked for Ashland, Witco, BP, and others in his distinguished career in the chemical industry.

His attention to detail has allowed him to grow business development even during times of restructuring, and it is this results-oriented style of leadership that he employs with those who answer to him. However, he takes great efforts to guide each newcomer through the onboarding process to make sure they have everything they need to get a sure footing. He has a high drive that focuses on overcoming obstacles.

Bryan resides in the Philadelphia area with his wife and children. His interests include sailing, golfing, woodworking, and college football.
Sales Manager, Western U.S.

The Sales Manager is responsible for growing profitable sales through the effective management of assigned sales people in the Western eleven states in U.S. and select accounts in Canada. He/she reports to the Vice-President, Sales & Marketing.

Primary Function of Role:

• Lead, manage and develop 3-5 direct reports (Regional Sales Managers).
• Execute and implement the sales strategy and systematic processes to sustain profitability and market share in assigned geographic territories.
• Maintain and develop relationships with Customers and Prospects through personal meetings via sales calls and trade shows.
• Lead Company’s sales efforts at assigned accounts.

Job Qualifications:
Sales Leadership and Management

• Travels 60% within assigned region with sales people.
• Lead, manage and develop the sales team in assigned geographies, and align RSM activity with Company objectives.
• Coach and motivate RSM performance through utilization of the performance management process.
• Measure RSM achievement against Chairman’s Circle criteria.
• Represents the Company to all Customers and Prospects within the assigned geography.
• Proficiently utilize information technology to support sales efforts and manage performance metrics.

Sales Accountabilities

• Personally manages and grows profitable sales to assigned accounts.
• Negotiates customer contracts.
Acme-Hardesty
Sales Manager - Western U.S.

Organizes time and territory according to the following sales accountabilities:

- Manage day to day business of territory.
- Improve and grow profitable sales.
- Develop relationships with customers and sell to the many levels of buying influences at a customer.
- Expand sales at existing accounts through new products or increased share of business.
- Prospect and develop new customers.
- Develop working knowledge of products and applications.
- Manage all aspects of the AHCO’s Sales Program for personally assigned accounts.

Business Administration

- Submit expense reports weekly.
- Travel in a cost effective manner through advance planning.
- Prepare written customer correspondence and price quotes.
- Complete projects in a timely manner.
- Plan sales calls two weeks in advance and log itinerary into Outlook calendar.
- Develop good working rapport with Customer Service Rep and other sales support service people in the company.
- Attend appropriate trade shows and trade organization meetings to extend AHCO’s involvement in the industry and marketplace.
- Travel 60% or as required to meet the objectives and requirements of the role.
- Make safety a priority while conducting business and at home.
- Perform other duties and assignments as determined by Management.
Education and Experience:
- Bachelor Degree in Business, Science or related Technical focus.
- MBA and chemistry background a plus.
- 10 years of experience in consultative selling to industrial chemical customers, preferably in the oleo-chemical or related industry.
- 3-5 years of experience of successful management of three or more sales people.
- Knowledge of palm, coconut, and castor markets is highly desirable; although, expertise in other markets such as surfactants or other specific chemicals can apply as the Company further diversifies its product lines.
- Ability to sell at all levels.
- Positive reputation in market and track record of increasing profitable sales.
- Clean driving record.

Skills:
- Highly developed interpersonal and influencing skills; the ability to develop working relationships with individuals at all levels of the organization which enhances productivity and improves results.
- Excellent sales skills, business acumen and personal judgment developed through previous experience with interactions with people at all levels of the business.
- Sales Management and Leadership skills
- Ability to qualify, select, negotiate and leverage partnerships with customers.
- Excellent communications skills: written and oral.
- Ability to work effectively with internal peers and support teams.
- Computer skilled: ability to efficiently utilize iphone and the Microsoft suite of products, Outlook, and Dynamics CRM and ERP reports.
- Possess and demonstrate strong organizational skills.
• Must be physically and intellectually able to perform the duties of the job: must be able and willing to travel domestically, and some international trips, if needed, to meet the objectives and requirements of the role.

Behavior and Competencies:
• Sales Excellence and Customer Focus
• Business Acumen and Company Focus
• Interpersonal Effectiveness and Teamwork
• Takes Ownership and Drives for Results

Scope of role:
• Internal contacts: Ongoing interaction with Senior Leadership Team and support teams.
• External: All levels of individuals at Customers and Industry Associations.
• Required to develop external network within business communities to deliver agreed upon objectives.
• Lead, manage and develop team of Regional Sales Managers in Western US.
Texas has nearly as many cities as stars in the sky as well as distinct regions that will take your breath away. The ALCO position is located in the Gulf Coast Region.

The Gulf Coast Region’s eastern border is the Gulf of Mexico. This region has more than 624 miles of coastline stretching southward from the Louisiana border to the Mexican border near Brownsville. The warm water of the Gulf offers swimming, fishing, sailing, sunbathing, surfing or just take a relaxing stroll on the beach. The North Padre National Seashore is quite serene and has the longest undeveloped stretch of barrier-island beach in the world or, if you prefer to join the crowds and a party-like atmosphere go to Galveston and Port Arthur during Mardi Gras. However, the Gulf Coast is not just about the sand and surf. From the sun-kissed valley near the Texas-Mexico border to the swamps in Orange, and everything in between, the region has something that appeals to every one.

Texas’ largest city, Houston, and its surrounding metropolitan area, along with Corpus Christi, Brownsville, Harlingen, Port Arthur, Beaumont, the Brazosport Area and Bay Area Houston, offer plenty of opportunities for modern day activities like shopping, visiting art museums, attending theatrical performances, splashing around at water parks, and enjoying rides at amusement parks. NASA/Space Center Houston is also an exciting and educational attribute to this area.

Houston was named after Sam Houston, general of Texas army that won independence from Mexico and President of the Republic of Texas. The city, largest in Texas and fourth largest in nation, has experienced phenomenal growth since a small riverboat landing was established on Buffalo Bayou by Allen brothers in August 1836. Today, SpaceCity USA is an industrial and financial hub for much of the state. Houston lies on I-10, a segment of the Ports-to-Plains Highway connecting the state’s heartland to coastal ports.

The Houston Airport System has three facilities; George Bush Intercontinental Airport, William P. Hobby Airport, and Ellington Field. Houston’s largest airport, George Bush Intercontinental Airport is located
approximately 23 miles north of downtown Houston, near the Sam Houston Tollway. The three-airport system served over 51 million passengers in 2006, including over seven million international travelers.

Like many major cities, Houston is defined by its neighborhoods. You can cross a street and walk into entirely different surroundings. Each neighborhood is diverse in style, population, architecture, and heritage. Houston is defined by eight such neighborhoods: Chinatown, Midtown, River Oaks, Rice Village Area, Montrose, The Heights, Downtown, and Uptown. Only by exploring Houston’s amazing and unique neighborhoods can you truly know this remarkable city.

The Houston Independent School District is the largest public school system in Texas and the seventh-largest in the United States. Its schools are dedicated to giving every student the best possible education through an intensive core curriculum and specialized, challenging instructional and career programs. HISD is working hard to become Houstonians’ K–12 school system of choice, by constantly improving instruction and management to be as effective, productive, and economical as possible. Houston also has many Private and Charter School Education Programs available throughout the city and surrounding areas. Institutions of higher learning include Baylor College of Medicine, Houston Baptist University, Rice University, South Texas College of Law, South Texas Junior College, Texas Southern University, University of Houston, University of St. Thomas and University of Texas Health Science Center.

A Shopper’s Paradise

While many hear Houston and think oil, space and sports, those in the loop know shopping is Houston’s real main attraction. A city full of extreme shopping opportunities, shoppers can find the perfect piece at designer boutiques that line The Galleria’s Million Dollar Mile or land the perfect deal on Houston’s internationally eclectic Bargain Mile found on Harwin Drive.

While every city has its fair share of malls, Houston’s malls are gigantic in size and selection. Topping the must-see and shop list is The Galleria, a wonderland for shoppers with discriminating taste and budget to go with it. A who’s who of designers, The Galleria is home to Louis Vuitton, Cartier, Chanel, Jimmy Choo and Ralph Lauren, among others. Joining the upscale boutiques are anchor stores Neiman Marcus, Saks Fifth Avenue,
Nordstrom and Foley’s, adding up to more than two million square feet of shopping thrills. An ice rink made famous by Olympian Tara Lipinski and restaurants to suit every taste make it easy to stay and play all day long at The Galleria.

If you head west out of Houston you’ll find Katy Mills Mall, an expansive outlet mall full of amazing deals and finds. Katy Mills features hundreds of the best names in retail including Kenneth Cole Outlet Store, Neiman Marcus Last Call Clearance Center, Off 5th Saks Fifth Avenue Outlet and Bass Pro Shops Outdoor World. Clothing, shoes, accessories, house wares and more fill the 1.3 million square feet of shopping splendor.

AMC Theater at Katy Mills features the latest movies on 20 screens. More than 20 restaurants, including the Rainforest Cafe and Johnny Rockets, are located at Katy Mills. With so many choices at so many prices, Houston’s shopping scene offers only the best of the world right here in the city where you can find just about anything on your list.

Professional Sports

Professional sports are presented throughout the year. Teams include Houston’s Dynamo soccer which plays at the Robertson Stadium. The Houston Texans, Houston’s professional football team since 2002. Their home Reliant Stadium is the NFL’s first indoor/outdoor retractable roof, natural grass stadium. With 200 suites and 71,500 seats, Reliant Stadium is considered one of the finest stadiums in the country. The Houston Astros, truly Houston’s hometown baseball team, can be seen in Minute Maid Park. Completed in 2000, Minute Maid Park is their downtown home. Minute Maid Park’s retractable roof technology brought open-air baseball to Houston for the first time in 35 years, and the natural grass surface and classic architecture provided Minute Maid Park the atmosphere of the great ballparks of baseball’s Golden age; Houston’s basketball teams, the Rockets and the Comets, and its’ hockey team, the Aeros, games can be found in the Toyota Center, Houston’s newest venue, in downtown Houston. The 750,000-square-foot arena offers 18,300 seats for basketball, 17,800 for hockey and up to 19,000 for concerts.
**Houston, TX Links**

**Area Links**
Houston Airport System  
www.fly2houston.com

Houston Neighborhoods  
www.visithoustontexas.com/media/Neighborhoods

Visit Houston  
www.visithoustontexas.com

**Sports**
Houston Texans  
www.houstontexans.com

Rockets  
www.nba.com/rockets

Houston Astros  
www.houston.astros.mlb.com

**Shopping**
Houston Galleria  
www.galleriahouston.com

Katy Mills  
www.katymills.com

**Real Estate**
Gary Greene Realtors  
www.garygreene.com

John Daugherty Realtors  
www.johndaugherty.com

**Education**
Houston Independent School District  
www.houstonisd.org

University of Houston  
www.uh.edu

Houston Baptist University  
www.hbu.edu/hbu
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: Sales Manager, Western US

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 in commodity selling (with examples of selling to manufacturers of HIIPC, food and pharmaceuticals, lube & greases, polyurethane coatings and the chemical processing industry).

3. Describe your knowledge of the oleochemical, palm, coconut, and castor oil markets.

4. Outline your experience leading and developing a high performing sales team specifically within the Commodity Chemicals market. Tell us about the number of employees you have managed in each management role, how long did you manage them, and provide a brief description of their level of experience.

5. Describe your style of sales management. How do you hold people accountable? What kind of metrics or monitoring/activity tracking systems do you use?

6. Describe the most successful selling (and/or sales management) process you have used. What specialized training have you been through for developing sales management skills.

7. Describe your experience involving entrepreneurial or intrapreneurial opportunities where you were driven to successfully convert business opportunities into sales and profits.

8. What is your comfort level with extensive domestic travel? And...do you have a maximum % level of travel or # of days away from home for work you could sustain?
9. 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?

10. 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 – VP of Sales at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com.
   Was Director of Sales, my direct boss, while I was Sales 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.

**Candidate Comparison-Scorecard**

<table>
<thead>
<tr>
<th>Grade:_____</th>
<th>Grader’s Name:_______</th>
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</thead>
</table>

**Candidate Name:**

**Client Name:** ACME Hardesty  
**Hiring Mgr’s Name:** Bryan Huston

**Position:** Sales Manager, Western US  
**HR Rep’s Name:** Tracie Call

<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 and MBA in Chem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = BS only in Chem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C = BS in something other than above</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 2. Exp in commodity selling specifically to manufacturers of HIIPC, food and pharma, lube and greases, polyurethane coatings, and the chem. processing industry. |       |         |
| A = Yes                                        |       |         |
| B = Somewhat                                   |       |         |
| C = No                                         |       |         |

| 3. Knowledge of the oleochemical, palm, coconut, and castor oil markets. |       |         |
| A = Yes                                        |       |         |
| B = Somewhat                                   |       |         |
| C = No                                         |       |         |

| 4. Exp leading and developing a high performing sales team specifically within the Commodity Chemicals market. |       |         |
| A = Yes                                        |       |         |
| B = Somewhat                                   |       |         |
| C = No                                         |       |         |

| 5. Exp involving entre/intrapreneurial opportunities where you successfully converted bus opportunities into sales and profits. |       |         |
| A = Yes                                        |       |         |
| B = Somewhat                                   |       |         |
| C = No                                         |       |         |
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>6. Comfortable with extensive domestic travel?</th>
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</thead>
<tbody>
<tr>
<td>A = Yes</td>
</tr>
<tr>
<td>B = Somewhat</td>
</tr>
<tr>
<td>C = No</td>
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</tbody>
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<table>
<thead>
<tr>
<th>7. Relocation to Houston, TX</th>
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<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>
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</tbody>
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<table>
<thead>
<tr>
<th>8. Compensation: 120K to 150K with bonus 20%</th>
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</thead>
<tbody>
<tr>
<td>A = 120K to 150K</td>
</tr>
<tr>
<td>B = 90K to 120K or 150K to 170K</td>
</tr>
<tr>
<td>C = below 90K or over 170K</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>
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</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>
</tr>
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<tbody>
<tr>
<td>Divided by __ grades =</td>
</tr>
<tr>
<td>Avg. Grade</td>
</tr>
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</table>