Sales
Case Study:

Includes:

Opportunity Marketing Piece
Skills Survey
Grading Sheet

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Case Study
Opportunity Marketing Piece
Skills Survey
Grading Sheet

National Starch & Chemical

POSITION

Strategic Account Manager – Personal Care Sales

LOCATION

Northeast Region

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Case Study

Opportunity Marketing Piece

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Grading Sheet

National Starch & Chemical Company

National Starch and Chemical Company, now part of Akzo Nobel, is a worldwide manufacturer of adhesives, specialty polymers, personal care products, electronic materials and specialty starches, with sales of $3.29 billion.

National Starch produces thousands of technically advanced materials and operates a global network of 154 manufacturing and customer service centers located in 37 countries on 6 continents. National Starch employs 9,500 people and is headquartered in Bridgewater, New Jersey, U.S.

National's products serve to adhere, bind, thicken, protect, strengthen and texturize. Their products are in the food you eat, the computers you use, the paper on which you write, the floors on which you walk, and the vehicles in which you travel. They are in your furniture, skin lotions, hair care products, and the casing materials in which all these goods are packaged.

The products National Starch makes are not easily recognized by the average consumer because over 95% of their output is material used by other manufacturers as vital ingredients in their finished products.

From corn hybrids to hybrid electronic circuits, from cartons to cars, from health care to hair care, from bottle labels to kitchen tables, virtually every industry makes use of National's technology and products. Unless you fully explore a manufacturer's process, the role National plays is not always readily apparent. The function of a National product in finished goods can be as subtle as the smooth texture of a cream pie or as substantial as adhesives that hold a garage door together. The product can be as obvious as the visible lines of glue that seal a shipping case or as delicate as the silky feel of hand cream.

More Information:

www.nationalstarch.com

www.personalcarepolymers.com

www.akzonobel.com

National is organized into four product-based divisions and 18 business units defined by their industrial markets and application dynamics. All four of National's product divisions—*Specialty Industrial Adhesives, Specialty Starches, Electronic Materials, and Specialty Polymers*—are closely related, historically and scientifically, through the company's unique, dual technology platforms in natural and synthetic polymer science.

National Starch Personal Care

Specialty polymers for personal care provide the holding power in hair sprays and gels and add manageability and softness to mousses, conditioners, shampoos and other styling aids. They are also used to thicken and emulsify cosmetic and beauty products and increase the functionality of sunscreens, hand and body creams and lotions.

If the personal part of personal care is driven by consumer research and marketing campaigns, the 'care' part is made possible by science. It is at the vantage point of science that the National Starch Personal Care business begins its work in support of consumer product companies. For more than 50 years, National Starch Personal Care has leveraged strengths in natural and synthetic polymer technology to help create many of the leading products and personal care brands that have revolutionized this industry.

National's business is intensely involved with understanding consumer trends in dozens of global markets. The R&D and technology development groups seek to anticipate and support these trends. National has a portfolio of some of the most effective, highest quality formulation ingredients manufactured to exacting standards and delivered to leading companies around the world.

National Starch Personal Care continues to invest substantially in a broad range of services that support these ingredients with top-flight technical service and a sophisticated formulating capability.

In all of these areas, National's commitment to excellence and to innovation distinguishes their efforts.

Personal Care Markets

Because of the broad applicability of polymer technology, National Starch Personal Care serves virtually the entire range of market segments within the personal care industry. We have a technology and service capability development focus on three major segments within personal care: hair care, skin care and sun care.

Hair care

National Starch Personal Care is the recognized leader in the development and application of technology for hair styling applications, primarily through film forming technology. National's products have been at the forefront in this segment for nearly 40 years. Today, they have technology and service support for the development of a broad range of hair styling products. Their ingredients are also featured in a range of non-styling hair care products, with an emphasis on conditioning.

Skin care

National Starch Personal Care has a long history in the skin care segment, particularly in the areas of film formation, aesthetic modification and rheology technology. In recent years, National Starch has enhanced both their ingredient portfolio and their technical service and formulation capabilities for skin care. New ingredients include technology for moisturization and long-lasting performance of skin care products, as well conditioning and novel delivery systems.

Sun care

While technically a part of our skin care activities, National Starch Personal Care has developed a great deal of technology and expertise aimed at improving the performance and consumer experience of sun care products. Their film forming technology platform is the basis of innovations in the area of enhancing the water and rub-off resistance of sun care formulations—a critical performance area for this category. National has developed new technology for understanding and measuring this property.

Management

Jeff Rogers

Business Director, Americas

Jeff Rogers has 20 years of experience in a variety of sales, sales management and other leadership roles working with customers. He has served National Starch for 17 years in two divisions and four locations, including four years in the United Kingdom. He remains active with customers. He has high expectations and demands accountability from his team but believes in providing the freedom necessary for individual achievement.

He has two children and enjoys golf, scuba diving, soccer and coaching youth sports.

POSITION

Strategic Account Manager – Personal Care Sales

Location

New Jersey (Homebased)

Overview

The Akzo Nobel organization is a globally recognized leader in the Specialty Chemical and Coatings Market. The organization is composed of three separate operational units that participate in a variety of different end-use markets. A common link across Akzo Nobel is the ability to develop and execute world-class sales capabilities. Every commercially responsible sales individual across Akzo Nobel understands the true value in aligning efforts with company strategy. The ability to add value for a prospective or existing customer in the marketplace is an essential component of your responsibilities. By defining a strategic direction that coincides with your in-dept knowledge of the customer, marketplace, and competitive landscape, you will be required to work cross-functionally with internal and external customers to manage the broad base of relationships. Further responsibilities will include your ability to network across the organization and the ability to facilitate the supply chain as it impacts your customer and marketplace. Within your marketplace, you have an obligation to the organization to maximize the organization's value and to develop sustainable viable long-term business positions. Additionally, on-going relationship management as well as IT capabilities are essential components of your day-to-day responsibilities.

Furthermore, it is critical to possess and/or possess the ability to understand the following critical core competencies.

Key Responsibilities:

- Work within the safety guidelines and always wear appropriate PPE in NSC or Customers' locations. Work within the Akzo Nobel guidelines and standards for a sales professional and within all applicable laws.
- Meet and exceed sales and profit budgets for assigned region.

- Achieve the new business growth agreed for the sales region.
- Be the voice of the customer, and the general market, to the business as a whole. Ensure that the marketing/business teams, plus sales management, hear about key issues such as competitive activity and new market trends. Be an ambassador of your industry by making sure the market place understands the impacts affecting all suppliers.
- Actively participate (as required by the Sales Director) in marketing activity such as trade shows, new product launches, market research and new customer prospecting. This could include becoming a member (and playing an active role in) appropriate trade associations.
- Complete all administrative functions in a timely and concise manner including customer 'highlight' reports, customer call reports, expense reports, and other internal communication. Develop a proficiency with the CRM System.
- Develop and implement plans for the key accounts in the sales territory using key account management principles.
- Improve the depth and quality of the personal relationships at each account.
- Actively work to elevate your role in creating value for the customer and marketplace.
- Manage allotted travel and entertainment budget to obtain territorial objectives.

Scope:

The position is within the Chemicals Business Unit, more specifically within the Personal Care Division which is a component of the Specialty Polymer Group. The Personal Care business is a high growth market with applications across a variety of market sectors. This position reports to the Sales Director and is responsible for achievement of a territory sales budget. This is accomplished by face-to-face sales calls, customer correspondence, and customer entertainment. This position is responsible for the development of five core accounts—L'Oreal (active support of Global Acct. Manager based in Paris), Estee Lauder, Zotos, Conair, and J&J. J&J will be managed by this individual on a global basis and involve global coordination. This individual must have a demonstrated track record of success in multi-national account management. He/She must also have the capability to sell "high and wide" into an organization to promote our activities.

Key Competencies Required

- The need to *Drive for Results*
- The ability to *Deal with Ambiguity*
- Strong *Decision Making Capability*
- Strong *Ownership* and *Responsibility*
- High *Business Acumen*
- Strong *Customer Focus*
- Above Average *Interpersonal Effectiveness*
- The ability to *Withstand Pressure*

Specific Knowledge Requirements

- Market
- Products: ours, our competitors, and our customers
- Applications: for our products
- The value propositions for each market that we sell to
- CRM software system used by your business
- The legal requirements for a sales professional
- The code of ethics for a sales professional

Qualifications:

- College Degree, B.S. at a minimum
- A minimum of seven plus years in active face-to-face selling of a Valued-added specialty product in the Personal Care industry or Specialty Chemical markets.
- Candidate must also have successfully demonstrated the ability to have called on major multi-nationals for a minimum period of three years
- It would be significant benefit if the ideal candidate had a demonstrated track record in the Personal Industry in the New Jersey area
- Approximate travel is four to six nights each month

Bridgewater, New Jersey

National Starch & Chemical Company is headquartered in Bridgewater, New Jersey, a 32 square mile community with a population of 44,000 in central Somerset County. The community is located just 20 miles from Princeton and Morristown, NJ; 33 miles from Newark, NJ; and only 40 miles from New York City. Bridgewater is a diverse and thriving township with a mix of both rural and suburban life.

The township is prime ground for many new and large businesses in addition to National Starch & Chemical, including Sanofi-Aventis, J&J, MetLife, and Phillips-Van Heusen. Bridgewater has progressed rapidly from its rural roots, and will continue to grow in the future.

Bridgewater boasts Blue Ribbon schools and is home to the championship winning Somerset Patriots. They have a soccer and baseball complex along with a beautiful golf course.

Bridgewater is lush with 3,600 acres of beautiful public and private parkland. Somerset County

also boasts a number of beautiful county parks, including Lord Stirling Park (part of the Great Swamp National Wildlife Refuge), Colonial Park (with a lovely rose garden), Washington Valley Park (with biking and hiking trails), the Sourland Mountain Preserve (hiking and mountain biking trails), and the Raritan River Greenway along the Raritan River.

Bridgewater offers a variety of shopping opportunities. The Bridgewater Commons Mall has many of your well-known department stores, while The Village, located adjacent to the mall on Commons Way, is home to many retailers new to the market. Anchored by Maggiano's Little Italy Restaurant and Crate & Barrel, The Village features 14 new retailers and restaurants.

Somerset Counties proximity to New York City and Philadelphia affords the luxury of Broadway show productions and concerts performed locally. The visual arts shows are numerous as well and can be seen in local libraries or one of several cultural centers. These two neighboring cities also offer professional sports, museums, restaurants, shopping and an abundance of our nation's history.

Bridgewater Links

www.bridgewaternj.gov

www.brrsd.k12.nj.us (Public Schools)

Other Opportunities:

National Starch is also filling other high-level positions, including:

- **National Sales Manager–Personal Care**
  Based in Bridgewater, New Jersey
- **Account Manager–Personal Care**
  Midwest Region

Please let us know if you know of anyone who might be a good fit for these positions. Also, please let us know of anyone else who should be in our network.

For more information contact:

Jeff Bennett
Vice President, Business Development
Ropella & Associates
850.983.4871
bennett@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.

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National Starch & Chemical

Strategic Account Manager – Personal Care Sales

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.)

2. Total # of years in Sales roles involving specialty chemicals
   (Outline chemical products involved with & provide % commodities vs. % specialties.)

3. Outline the chemical markets in which you have the most experience.
   (ie: Soaps & Detergents, Personal Care & Cosmetics)

4. Outline your experience working with large multinational organizations?
   (ie: Unilever, P&G, Johnson & Johnson, etc)

5. Outline the territories that you cover or have covered while in chemical sales.

6. Give an example of, or describe your most difficult experience negotiating with a customer and what was the outcome?

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

8. Describe your level of experience with Microsoft Office software, & Powerpoint as well as contact database managers such as Goldmine or ACT, etc.

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 – Director of Purchasing at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com.
Was Purchasing Manager, my direct boss, while I was Sales Rep. 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 grading sheet 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 grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet 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.

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National Starch & Chemical

Candidate Comparison-Grading Sheet Grade:_____ Grader's Name:_____

Candidate Name:

Client Name: National Starch Hiring Manager's Name:

Position: Strategic Account Manager – Personal Care HR Rep's Name:

Attribute	A/B/C	Comment
1. Yrs. Exp. in Specialty Chemical sales A = 5-10 yrs B = 3-5 yrs C = >3 yrs		
2. Yrs Exp. working with PC ingredients A = 5-10 yrs B = 3-5 yrs C = >3 yrs		
3. Experience working with large multinationals A = Yes B = Somewhat C = No		
4. Experience in an entrepreneurial environment A = Yes B = Somewhat C = No		
5. Comfort with at least 40% travel A = Yes B = Somewhat C = No		
6. Education A = B.S./B.A. in technical field B = BS/BA in business C = Degree in something else		

Our grading sheet 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 grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet 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.

7.Compensation: 80K to 100K with 20% bonus A = 80K to 100K B = 100K to 110K C = below 80K or over 120K		
8.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		
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		Total Points Divided by __ grades = Avg. Grade