

SAMPLE SEARCH SPECIFICATION DOCUMENT

CLIENT NAME/LOGO

1592 – President – North America

THIS IS A CONFIDENTIAL INTERNAL DOCUMENT - NOT SHARED WITH CANDIDATES

NON-NEGOTIABLE
Experience of managing an entire subsidiary with P&L responsibility rather than just a sales force and a proven track record of leading transformations or bigger changes
Experience could be with smaller/niche division/BU of large company
Experience of (industry) sales in the community if in a regulated environment
Experience of customer care management
Ability to manage and deliver results both in the short and long term
Ability to inspire and motivate people and a talent for attracting and developing a strong team
Someone with potential who has demonstrated consistent career progression (not close to the end of their career)
A roll-up sleeves attitude and a problem-solving mindset.
Role will be based in "location" – relocation assistance is possible

PREFERENCES
International experience/exposure
Consulting experience/background
Industry background
Ten years' + experience managing a business as a General Manager with P&L responsibility and commercial focus (ideally 500-800 employees – \$90-150M revenue)

COMPENSATION & BENEFITS
Compensation: \$300 – 350K base+ bonus (40%). There is flexibility for exceptional candidates
Equity information – if available
Benefits – Car Allowance
401K
Other

PROCESS
<ul style="list-style-type: none">• First screening and 2nd interview by DSML Team – Non-Disclosure Agreement will be signed by candidate(s) after screening if potential fit• Weekly client progress meetings• DSML will discuss candidates as they come and (Client) will speak with them via video

- IP meeting in (Country) with finalists with CHRO, CFO, CEO and potentially a board member – full day of meetings with key stakeholders
- In-person DSML meeting with CHRO on Date/Location

COMPANY ACTIVITY & VALUES/CULTURE

- (Client) is a multinational company with its headquarters in (Location). The company was founded in (Year) and has become a leading global supplier of (product/industry information). Today, they are providing solutions and a variety of innovative devices built on decades of experience and deep understanding of customer needs.
- (Client) has a manufacturing and R&D development facility in (Location), which employs 120 people. Since (Year) (Client) has been owned by the Private Equity Company (Name).
- (Client) product/sales information
- Company culture: lean structure where decisions can be taken quickly, and local management teams are empowered and expected to take responsibility and ownership for their businesses.

Client values:

- **We Listen:** We are open-minded and curious. We actively seek to learn from each other and our customers. We use the understanding we gain to challenge each other to always improve.
- **We inspire,** we work with passion and dedication. We have ambitious goals and set the highest standards for ourselves. We aim to offer a compelling picture of the future that motivates others to take action.
- **We focus,** we choose to concentrate on the areas where we can bring the most value. Our choices are clear and transparent, and they help us achieve our ambitions.
- **We engage,** we connect with our stakeholders and involve them in our activities. We support and empower our customers and each other every day. Respect and integrity are at the core of everything we do.

MARKET PLACE, STRATEGY & COMPETITION

- The North American business is (Client's) most important growth lever and the second largest subsidiary generating annual revenues of over (Volume) USD, with 15-20% annual growth. ~50% of the revenue is (further information on sales/business activity)
- Despite rapid historical growth in US and market leadership, (more client/market information)
- To deliver on this great potential, strong leadership combined with change management in how the business works and thinks, towards process and teams rather than individual execution, will be key to drive success. The ability to identify key value drivers, build a strategy and securing strong execution and follow through will be

essential, as well as building stronger relationship and trust with key stakeholders, such as (industry) professionals.

- This is a great opportunity to join a company which is a leader in its niche market and has a reputation for the highest quality products. A key goal will be aligning the team around strong customer centricity across all areas to secure a high-quality reputation in the market.

SELLING POINTS

- Huge market potential
- Unique, niche products providing patient benefits
- Global presence with investment prospects
- Opportunities for global impact and career
- All of which will provide any candidate individual development opportunities in a growing quality group, stretched assignment to be energized by, and an opportunity to apply their commercial talent and operational discipline.

MEASURING SUCCESS

- Ability to build alignment across the US leadership team
- Create a clear direction and make sure team is committed on delivering key priorities and KPIs
- Demonstrated ability to build relationships with key customers
- After 3 months: teams are aligned around clear direction, committed and aligned (company has a plan they use: Direction – Alignment and Commitment)
- Global peers agree that President has built understanding of the US market and relationship at the global level within the organization

SOURCING CANDIDATES

We will be looking at candidates from the following companies (but not exclusively):

(List of Target companies here)

QUESTIONS TO ASK CANDIDATES

Screening

- Major achievement/biggest accomplishment (with specifics)
- What is your next ideal role?
- Please share your cross-cultural experience
- What the level of autonomy have you had in your past positions?
- Biggest challenges in your role(s) (with specifics)
- Motivation (Why interested in new job), compensation
- Discuss Private Equity ownership – Money should not be key driver
- More looking for someone anting to make a difference in small business

Second Interview

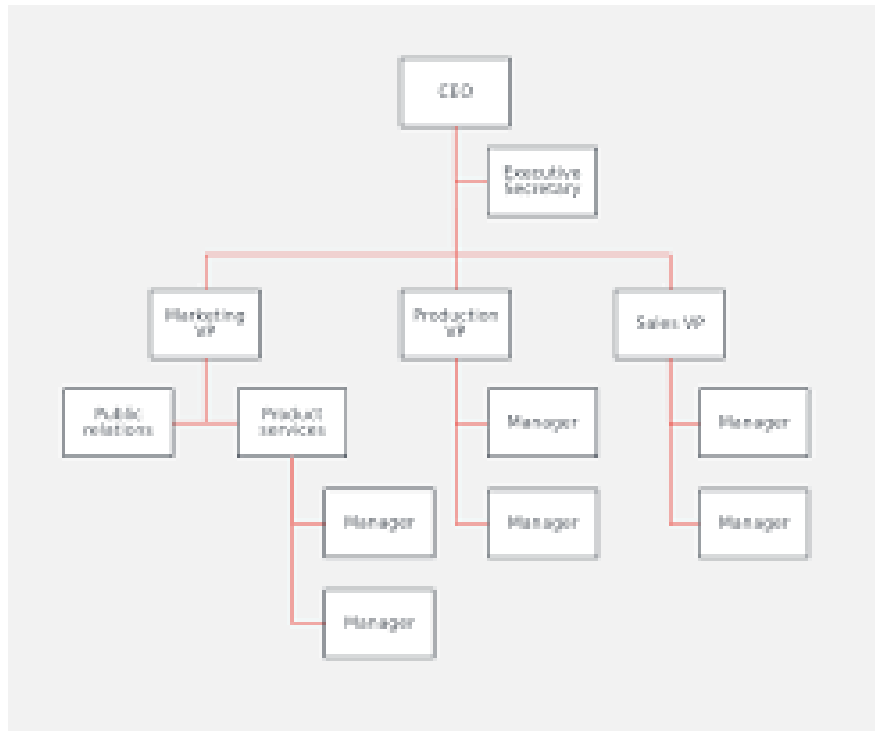
- Biggest challenges in your role (with specifics)
- Major achievements/biggest accomplishments (with specifics)
- Examples of ambitious targets you have set and met / not met
- Examples of people he/she developed into a new role (org. development)
- From your past roles, which company was your favorite to work for in terms of culture.
- **Assess soft skills:** passion/drive/energy, intellect and integrity
- Assess hands-on through examples: specific examples of driving operational excellence (problem/how they solved/result)
- Focus on team management skills – how have they managed growth – processes and structures

SPECIFICS REGARDING ROLE

- The position reports directly into the CEO for (Client), based in the global Headquarters in (Location). The **President – US Operations** will take a seat in the Global Management team and be an important influencer of the global strategy as well as adapting and executing this strategy in the region.
- The finalist candidate must be located in or near (location) or be ready to move for the position.
- The North American business employs (number) people, most of whom are based in the US headquarters in (location), but also includes a field team including (number) Sales Representatives and Clinical educators in the US and a small commercial team of (number) people, based in Toronto, Canada.
- In addition to the personal characteristics (Client) is seeking an experienced leader with a strong drive, who can manage the fine balance of short-term performance measured as revenue and EBITA growth and the long-term challenge of optimizing the customer experience for the long term.
- The US President will be commercially focused and heavily involved in communication with the key stakeholders in the market, building strong relationships with hospitals and clinicians while further developing the (industry specific) business.

- It is important that the candidate enjoys being hands-on and has the energy and desire to drive operational excellence in the Sales Teams while building relationships with customers, identifying challenges, and providing solutions to them.

ORGANIZATIONAL CHART:



JOB DESCRIPTION

High level job description, President – North America

- Responsible for driving sales growth in all channels (US and Canada)
- Ensure great customer experience and competent “touch points” to deliver long standing customer relationships
- Develop and execute strategies to achieve short- and long-term objectives
- Implementing business plans to improve profitable growth
- Overseeing and ensure reporting of performance within business and financial KPI’s
- Full P&L responsibility for US and Canada
- Setting direction for the NA leadership team and ensure adequate delegation and guidance

- Ensure compliance to legal guidelines and company policies and procedures and ensure proper communication
- Assessing performance trends or resource constraints and resolve problematic developments / issues
- Contribute to the development of the global performance through Global leadership Team membership