

Recruiting Process

Celera Partners' search methodologies distinguish us from our peers in the industry

WE USE A FACT-BASED APPROACH that blends proprietary research (Celeritas™), rigorous consulting analysis (HIT™) and our network of executives and key decision makers. We consistently achieve superior recruiting results for our clients, regardless of geography, functional role or industry segment.

CELERITAS™ – POWERS OUR RESEARCH

Celera Partners was a pioneer of data mining and knowledge management programs for executive recruiting. In 2000 we established a dedicated software development team in Pune, India to custom-build automated projects. These projects combine data with visualization and analytical tools to produce comprehensive research tailored to our search assignments. This research capability we call Celeritas™. Celeritas™ helps us identify the best talent for our clients faster and with much greater accuracy than our most formidable competitors.

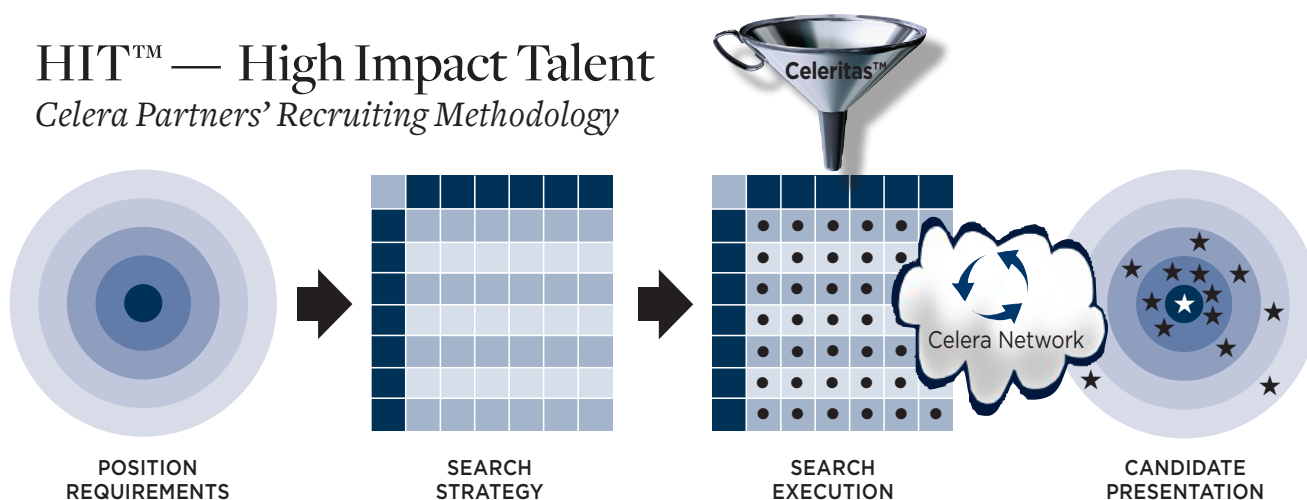
HIT™ – FINDS THE BEST TALENT

High Impact Talent™ (HIT™) is the process we use to leverage our research to identify ideal candidates. From the position requirements we develop a search strategy based on key selection criteria of industry and company attributes. Applying Celeritas™ to the key selection criteria pinpoints the companies with the most-qualified individuals. We analyze the results and review them with our network before presenting finalists to our client. HIT™ ensures the widest search possible of candidates that hit the bull's eye.

OUR NETWORK – VALIDATES OUR RESEARCH

Celera doesn't depend on its network for candidates. Instead we use our contacts to evaluate alternatives and validate our research. A HIT™ search often turns up candidates who were strangers to us and our network. That's the beauty of Celera's approach: Research – not luck – drives our recruiting success.

HIT™ — High Impact Talent *Celera Partners' Recruiting Methodology*



Celera Partners is a premier retained executive search firm. Principal offices include Philadelphia, Boston, London, Buenos Aires, Pune, Singapore and Shanghai. The firm works on a global basis for industry leaders in IT (hardware/software), Telecom/Datacom, Communications/Media, Financial Services, Industrials and Life Sciences. Celera's consultants have deep domain expertise advising and building senior level general management and technical leadership teams across all functional areas.

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Chief Financial Officer Case Study

The Situation — Recruiting a Top-Percentile CFO

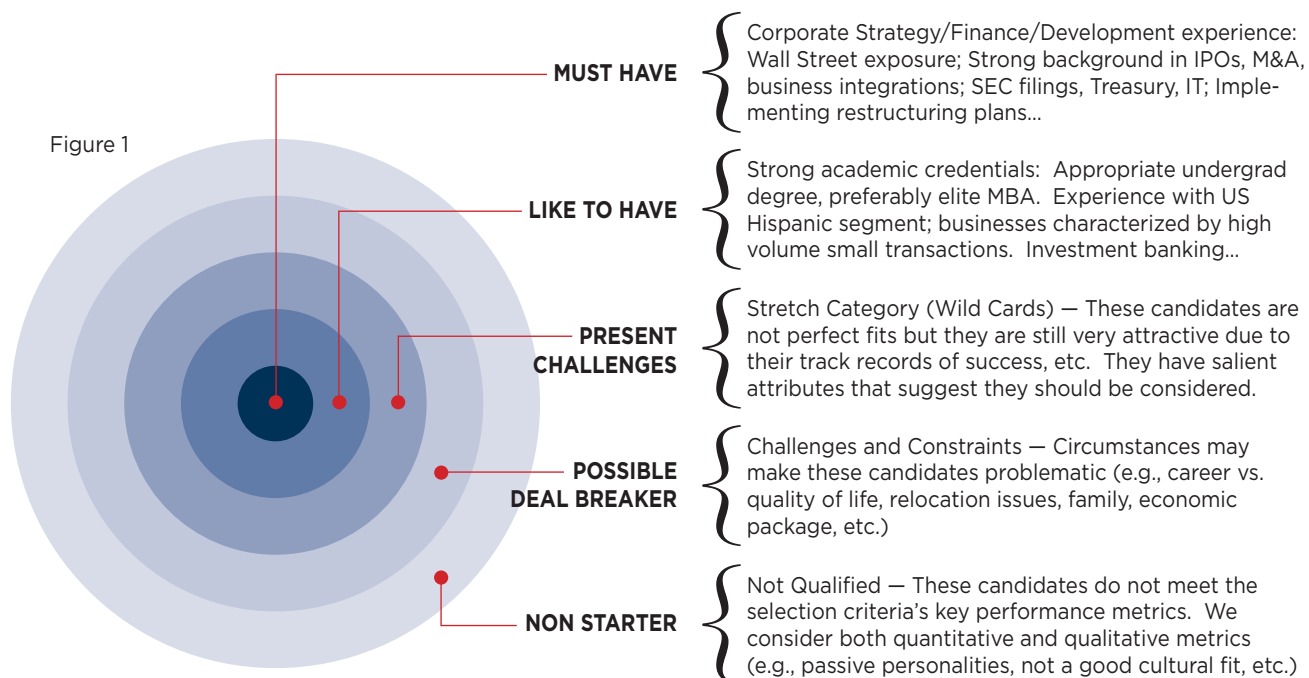
A SAN FRANCISCO VENTURE CAPITAL (VC) FIRM retained Celera Partners to recruit a CFO for their most promising portfolio company. This New York-based startup was growing rapidly (from \$0 to \$200 million in three years) and was seeking to hire a seasoned CFO that could help position the company for a sale or an IPO within 36 months. The board of directors determined that the company had a high probability of selling in the vicinity of \$1 billion or obtaining a market cap considerably greater than \$1 billion through an IPO. They wanted to recruit top talent from the New York metropolitan area – a CFO with a proven track record of success, comfortable with Wall Street, and

requiring no relocation – that could help the CEO and senior management take this exciting startup across the finish line.

Using Celera’s innovative High Impact Talent™ (HIT™) process for this highly-targeted search, we leveraged our proprietary research and rigorous consulting analysis to identify ideal CFO candidates. In this case, our client was looking for a top-percentile CFO that had led successful IPOs, M&As and integrations. From the detailed position requirements we developed 10-15 key selection criteria and created a bull’s eye diagram (Figure 1) with rings corresponding to these criteria to keep us literally focused on the target.

HIT™ Position Requirements Celera Partners’ Recruiting Methodology

Figure 1





Chief Financial Officer Case Study Continued

Celera then fashioned a search strategy based on facts that supported the key selection criteria: Identify all companies that announced or registered M&A activity during the past 24 months; categorize these companies by industry segment; and track them by transaction type, transaction status, geographic location, and an assortment of desirable financial metrics. We created a table containing all these elements and applied the powerful proprietary research capability we call Celeritas[™] to find the answers.

Celeritas[™] helps us identify the best talent for our clients faster and with much greater accuracy than our most formidable competitors. Celeritas[™] is a series of iterative operations that combine data from a wide variety of public and private sources with visualization and analytical tools to produce comprehensive research tai-

lored to our search assignments (Figure 2).

Using Celeritas[™], we reviewed approximately 80,000 M&A transactions in 9 industry sectors in the USA. We expanded our research to include M&A transaction history for the 100 most-acquisitive companies, such as Cisco, IBM, EMC, GE, and others that had recently acquired companies in the Northeast with attractive multiples for the sellers. Augmenting this were key-word searches for CFOs with IPO and M&A backgrounds; CFOs at “Academy” companies, well regarded for developing top executive talent; companies with similar industry characteristics such as high-volume transactions, consumer branded services and products in the Telecom, Financial Services and CPG sectors. We even tracked M&A and IPO activity of top VC firms and Private Equity LBO firms.

Celeritas[™]

Celera Partners’ research capability

Celeritas[™] is our research capability that captures and aggregates disparate information using best-in-class data mining technologies and knowledge management methodologies to integrate content from different sources. We repurpose large amounts of data and mine content for business intelligence to find previously undiscovered information and insights that help us identify the best executive talent in the marketplace.

Our software development team builds automated applications that mix knowledge management technologies, search engines and visualization tools to fine-tune the relevance-sensitivity of our customized research projects. We can cycle data back and forth to help us identify the best potential candidates for our clients. Once we have identified a prospect that meets our selection criteria, we “rewind” to the candidate’s formative years to better understand his/her career achievements, then “fast forward” to the present to evaluate the odds of continued success in the future.



Figure 2



Chief Financial Officer Case Study Continued

The Result High Impact Candidates

WE IDENTIFIED 29 COMPANIES (Figure 3) WHOSE extremely-qualified CFOs became our likely candidates. All of these CFOs were strangers to us and our network of executives and key decision makers. We used our network to evaluate the candidates and validate our research to make sure that the CFOs we presented hit the center of the bull’s eye:

- Ultra-elite CFOs in terms of extraordinary shareholder creation and CFO best practices
- Veteran CFOs with a blend of big company and recent startup experience with private and publicly traded companies
- Serially successful – all CFO candidates had built and

sold companies – deep experience with IPOs, M&A, and integrations

- Strong deal-structuring experience – intimate familiarity with Wall Street, analysts, etc.
- Deep domain expertise in industry segments that were especially relevant to our client’s future business growth

OUR LEAD CFO CANDIDATE WAS RECOGNIZED BY famed investor Mario Gabelli as one of the best CFOs he had ever worked with. The CFO in question had recently been honored for having engineered the sale of a Gabelli GAMCO company to 3M with an exceedingly high valuation (achieved 18.5X LTM EBITDA). The company was recognized as a GAMCO “Hall of Fame company for outstanding shareholder return” and was recognized by Forbes as one of the “200 Best Small Companies” for 5 consecutive years.

HIT[™] Search Execution *Celera Partners’ Recruiting Methodology*

Researched ~ 80,000 M&As Announced During Prior 24 Months

Figure 3

Industry Sector	Projected M&A Activity	M&A Announced	M&A Closed	Northeast & Mid-Atlantic	IEV > \$500 Million	IEV / Revenue > 2	EBITDA Margin (LTM) > 20%
Consumer Discretionary	12,000	8,800	6,500	750	30	12	10
Consumer Staples	2,760	2,020	1,450	93	4	1	1
Energy	5,320	2,290	1,660	46	4	1	1
Financials	9,520	4,830	3,290	372	22	10	5
Healthcare	7,340	2,670	2,2023	305	16	5	4
Industrials	10,500	7,640	5,800	600	20	6	3
Information Technology	14,700	7,260	5,760	880	18	8	3
Materials	9,170	3,840	2,690	162	8	0	0
Telecom	1,590	900	640	59	9	3	2

Chief Financial Officer Case Study Continued

[Epilogue: Another finalist candidate recently took the CFO role with one of the world's largest software/database technology companies. This CFO had a distinguished career in finance spanning formative years as a VP of M&A at First Boston's Media and Communications group and CFO roles at media, internet and technology companies.]

The Takeaway **Celera Hits the Bull's Eye**

NONE OF OUR FINALIST CANDIDATES WAS KNOWN to us prior to conducting our research. We did not pull them out of an old tired database nor did we rely on our network of contacts to find them. Instead, using a well-structured search strategy following HIT[™] and supported by Celeritas[™], we identified and attracted the best pool of CFO candidates in record time.

WITH CELERA PARTNERS YOU CAN COUNT ON recruiting top talent that consistently hit the bull's eye – hire exactly what you are looking for.

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