



Crosslink Technology Inc.
Epoxies, Urethanes • Custom Cast Parts

Job title	<i>CEO – May 15 -2020</i>
Reports to	<i>Board of Directors</i>

Job purpose

To lead and manage all strategic and business aspects of the company. This position is the first in command in the company and responsible for collaboratively developing the strategic direction and a vision for success. The CEO will provide the leadership for the organization to execute the strategic plan as approved by the Board of Directors. The CEO will be responsible for the long term, sustainable growth of Crosslink Technology Inc. and for setting the “tone at the top” for alignment to the organization’s Mission, Vision and Values.

The Company’s Mission is to provide innovative solutions to the thermoset plastics industries that make our customers and employees successful. We are focused on delivering the promises made to our customers. Our aim is to be an ethical, reliable supplier and partner to our customers.

Our Values

- Integrity, honesty, and respect in all relationships
- Commitment to ensuring our customers’ success
- Deliver superior quality, innovation, and service
- Empower, recognize, and reward employee excellence
- Dedication to continuous improvement
- We keep our promises!

Duties and responsibilities

Organizational Leadership

- Provide leadership and vision to the organization by assisting the Board and staff with the development of long range, strategic plans and annual business and operating plans, and with the regular evaluation and reporting of progress on plan achievements to the Board of Directors.
- Oversee the preparation of monthly and annual reports summarizing progress on short and long-range plans, including robust business cases, and marketing analytics to provide insights into the key drivers of the business, internally and externally

Board of Directors

- Report to the Board of Directors and interface with the Chair of the Board. The relationship of the CEO with the Board and the Board Chair, is designed to be constructive and collaborative. The Board is a resource to the CEO and the rest of the organization and the CEO should not hesitate to tap into that knowledgeable resource pool.
- The Board’s fiduciary duty is to provide oversight in the following areas: long term strategy development, risk identification, mitigation and management, ensuring fiscal sustainability, and CEO management and development. The role of the CEO is to support the Board to fulfill their fiduciary duty by providing appropriate reporting and

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CEO

Written March 2018

Reviewed and Approved March 2018

Amended

analysis, identification of key business challenges, opportunities and recommendations to support the Board's decision making and discussions

- The CEO will also support the Board Meeting and Annual Board Strategic Planning Retreat process by working with the Board Chair on meeting logistics, agendas, attending and keeping and distributing minutes and working with the Founder to ensure the Corporate Minute Book is up to date

Fiscal Management

- Optimize cash position and company profits as per approved budgets, capital plans and business plans
- Provide recommendations regarding investments and cash strategies for effective cash management. This would be done in collaboration with the CFO and Founder.
- Oversee preparation of annual budget, regular variance statements and year end reports
- Provide vision and leadership in long-range fiscal planning to ensure the continuity and solvency of the company
- Provide vision regarding overall financial health of the company
- Provide recommendations regarding effective utilization of long and short term debt, including financing and purchasing/sales
- Assume responsibility for all aspects of company operations

Sales Management

- The CEO will act as the Sales Manager for the organization for both Liquids and Cast Parts, until such time as the business has reached the level of growth and profitability to support the investment in a separate Sales Manager position.
- Development of a revenue growth strategy for the organization, with a supporting Marketing and Partnering strategy for North American and International growth
- Working 1:1 with the Direct Sales Leaders to develop their sales strategy, relationship management strategy of their key accounts and honing their sales skills
- Ensure that there is a robust, reliable sales forecasting process/tool in place that enables the organization to plan effectively – Board, production, purchasing, lab, finance etc.
- Support the new business sales efforts of our existing and future Sales Partners/Channels in support of our strategy and sales goals
- Understand the marketplace and competitive environment and develop appropriate strategies
- On-site visits with key customers and partners, as appropriate

People/Talent Management

- Create an environment aligned to our Values
- Build and manage an effective senior leadership team
- Development of talent within the organization including Right People, Right Skills, Right Tools, including succession planning for key roles
- Knows how to manage, motivate and develop individuals and teams within the organization

Operations

- Ensure a safe, efficient manufacturing and production operating environments
- Continue to ensure that health and safety are critical components of our operations
- Ensure the shop floor and supporting operations areas are safe, staffed with skilled people and deliver quality products to our customers
- Understands Crosslink's end to end business processes including distribution, purchasing, manufacturing, shipping, order processing, quality control, safety, third party relationships
- Able to identify and foster business partnerships in support of operations

- Continue to ensure that we maintain our exemplary track record as an ISO certified organization
- Support and foster a continuous improvement culture, using best practices such as Lean Manufacturing

Qualifications/Experience

Must Have Experience

- Proven experience as CEO of a small/medium company (\$10- 30 million) or a C-Suite leadership position in a large, more complex organization or Corporate Division Leader
- Experience developing profitable business strategies and implementing vision
- Track record of growing the business through profitable revenue growth with both direct sales teams and distribution channels such as sales partners, agents, strategic partnering relationships.
- Strong understanding of financial reporting and business analytics
- Understands performance management principles and goal setting for people/teams
- Experience working with corporate shared services and support services such as marketing, inside sales, order processing, purchasing and technology in support of the overall business goals
- Brings a knowledge of general management best practices
- An entrepreneurial mindset with outstanding organizational and leadership skills
- Analytical abilities and problem-solving skills
- Excellent communication and public speaking skills
- Brings best practices and experience in the manufacturing and distribution area of the business. Creates a corporate culture that values quality products and high level of customer service.
- Can set clear strategies and goals and has a track record of meeting those goals set
- Understands custom solution selling and value add selling
- Depth of experiences as a Business to Business (B2B) Sales Leader in one or more sectors similar to Crosslink such as polyurethane, cast parts, electrical and electronic applications as well as custom formulating and design
- Experience implementing best practices in sales leader coaching, sales processes, sales forecasting and client relationship management
- Understands the dynamics and customer relationship needs of a lengthy, technical B2B sales cycle,
- Understands the Crosslink Business model including B2B selling within the NAFTA (USCM) geographies

Nice to Have Experience

- Ideally has worked with/reported to a Board of Directors and understands the accountability of that relationship
- Experience working in/managing teams in a privately owned company
- In-depth knowledge of corporate governance
- Understands and can navigate the dynamics of having a private company Founder who is active within the business, in a managerial role or as a Board Member
- Understands and can navigate the dynamics of having a family member of the Founder family in a managerial position
- Sales and Partnering experience in international countries with direct sales and various distribution channels
- Experience leading continuous improvement practices and Lean Manufacturing practices or at a minimum, has worked with these environments in previous roles

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Leadership Characteristics

- Works to facilitate the success of all
 - Facilitates others to lead, innovate and make thoughtful strategic choices.
 - Able to delegate versus micro-manage.
 - Builds collaborative teams
 - Post-secondary degree in chemistry, business or related field. MSc/MA in business administration or relevant field an asset
- Personal values and behaviours align to the values and culture of the organization

Working conditions

Working hours are from 8:30am to 5pm. Occasional overtime may be necessary to meet business demand.

Business travel will vary depending on the needs as the Sales Manager, to support various customer meetings, events and tradeshow and partnering visits. Travel could 10- 15% of your time.

Approved by:	
Date approved:	<i>March 2018</i>
Reviewed:	<i>March 2018- May 15, 2020</i>
Crosslink Technology Inc. is an equal opportunity employer and employs personnel without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, gender identify, sexual orientation, age, marital status, physical and/or mental handicap or financial ability.	

Please send your cover letter and resume to Human Resources at Danielle.Seiggel@crosslinktech.com.