

VELL

PRESENTATION

Osgoode's Private Equity Transactions

Cross-Border Executive Recruiting

Dora Vell,
Managing Partner

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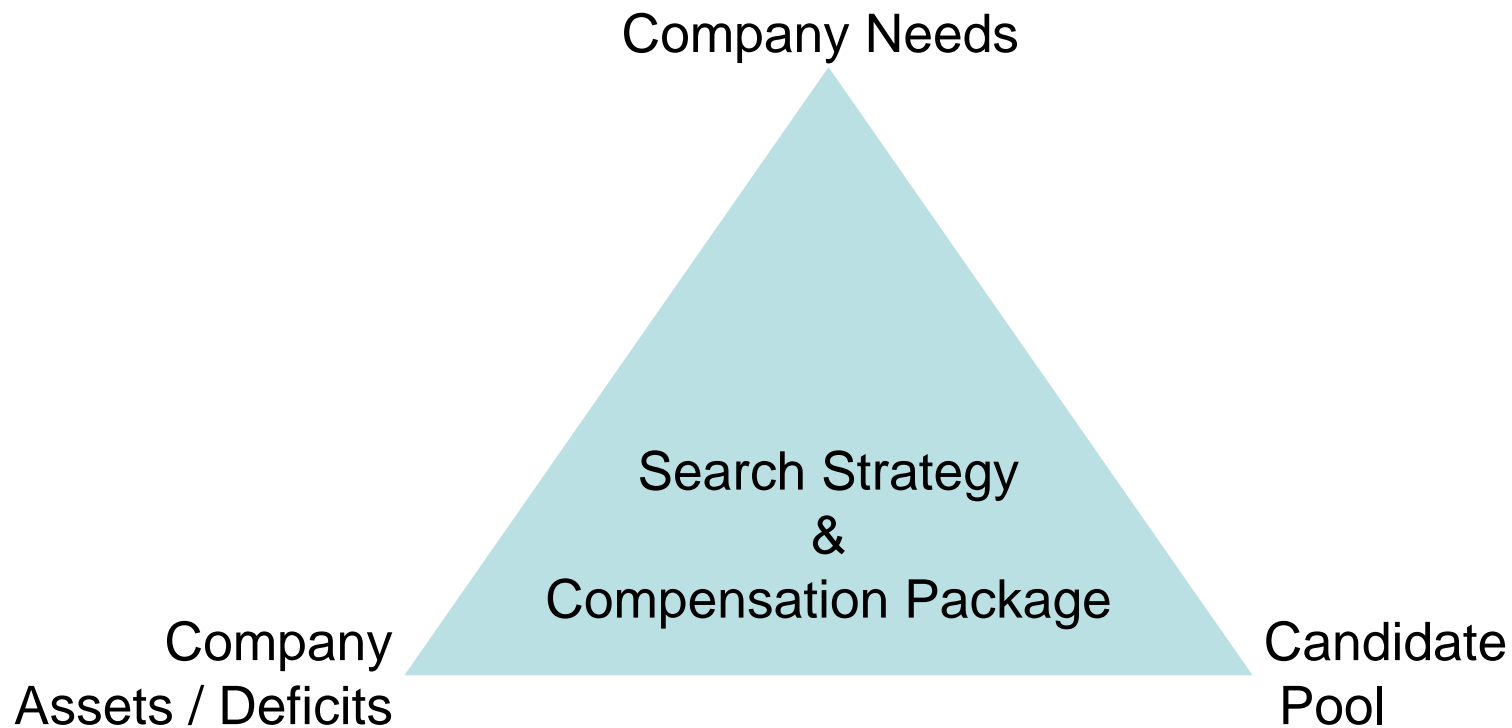
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SOURCE OF THE CHALLENGE

1. Strong preference for Canadian executives
2. Challenge finding some profiles in Canada



KEY DRIVERS OF SEARCH STRATEGY



COMPANY NEEDS

- Market dynamics
- Competitive dynamics
- Gap analysis



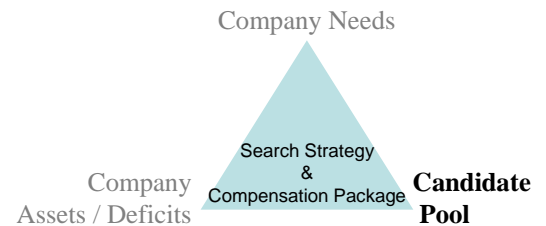
Candidate Profile



CANDIDATE POOL

- Pool Size
- Geographic Distribution
- Supply & Demand

Search Strategy



CREATIVE WAYS TO RECRUIT STARS

- Expat relocation
- Commuter executive
- Non-US origin in US
- Canada-phile
- Step-up candidate
- Board augmentation
- Older candidates



COMPANY ASSETS/DEFICITS

Business Opportunity	<ul style="list-style-type: none">▪ Market Opportunity▪ Competitive Edge▪ Business Model / Go-To-Market Model▪ Financials & Cap Table Composition▪ Existing Customers
People	<ul style="list-style-type: none">▪ Company Culture▪ Existing Executives and Board
Role	<ul style="list-style-type: none">▪ Role Opportunity & Responsibility▪ Location▪ Resources

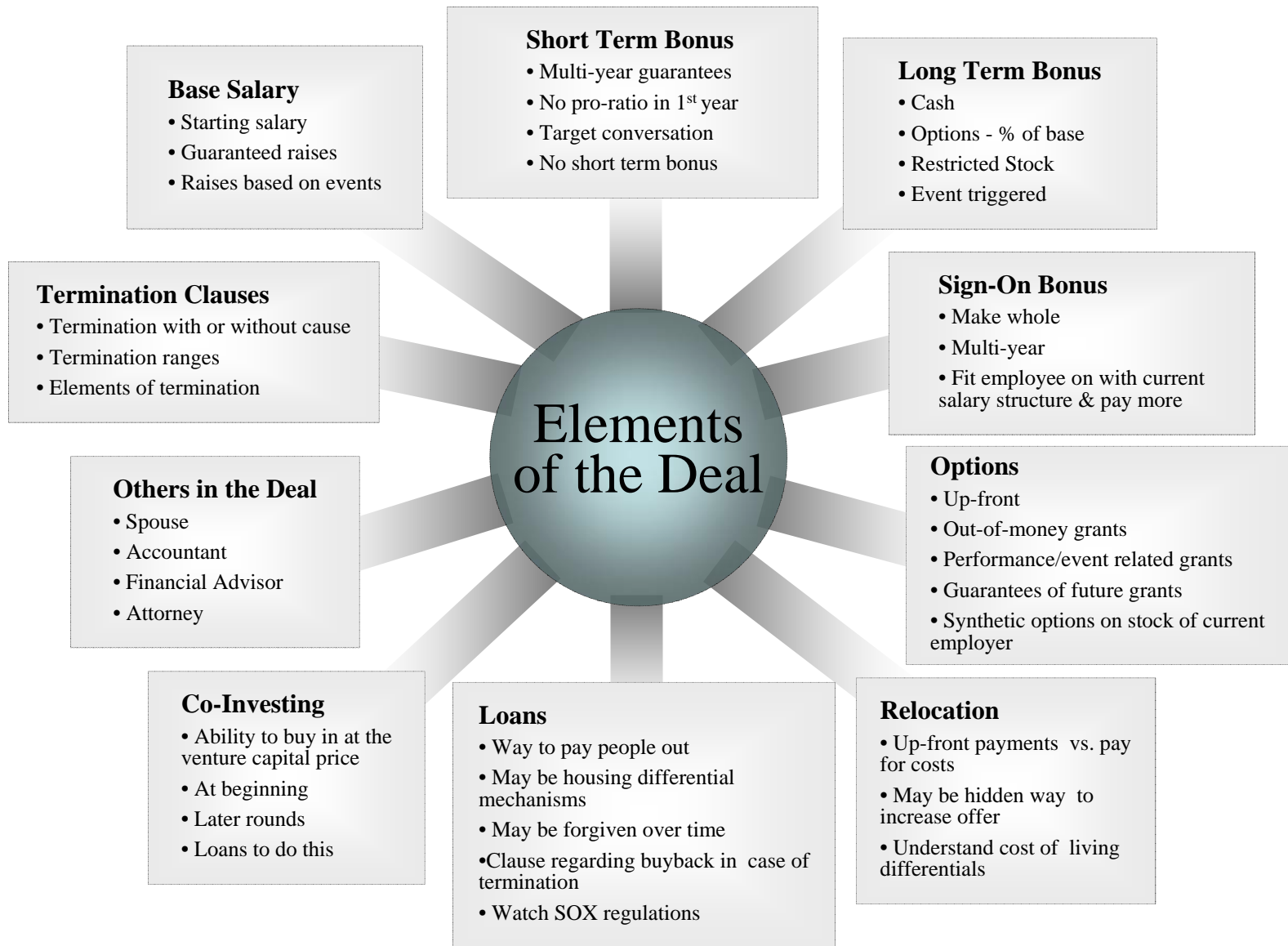


KEY TAKE-AWAYS

- Focus on objective rather than “Canadian”
- Do not assume US candidates are unaffordable
- Improve odds with creative solutions
- Leverage non-compensation assets

IMPACT OF CURRENT ENVIRONMENT

- Look for Stars that may be in transition
- Opportunity to Top-grade your executive team
- Opportunity for many executives to re-price their options by moving away from current situation
- Opportunity to Top-grade your board
- Create a skills matrix and execute a talent strategy
- Consider all aspects of compensation



ABOUT DORA VELL

Dora Vell is CEO of Vell Executive Search, a retained executive search firm focused on finding C-level executives and board members in the technology and software industry. Vell was a partner in the Heidrick & Struggles technology practice for seven years. Prior to her career as a search professional, she successfully managed both a 100-person development team and a \$150 million software sales organization at IBM. As the holder of seven worldwide patents, Vell also has an unusually technical background. Vell has published and been quoted in numerous articles including *The Wall Street Journal*, *Forbes*, *Fortune*, *Agenda Week*, MSN, MSNBC, *Mass High Tech*, the OPUS for the World Economic Forum, *Boston Business Journal*, *Globe and Mail*, CIO, and IEEE, and has been a featured speaker at numerous events.

Vell is a member of the National Association of Corporate Directors, and serves on the board of Framingham State University and the Advisory board of ZoomInfo. She has served on the board of Entrepreneur's Organization, Goodwill, and Mary Centre for developmentally handicapped adults, and the venture firms garage.ca and RBC Capital Partners.

Vell received an MBA from the University of Toronto, a Master in Computer Science from the University of Waterloo and a Bachelor in Computer Science from Carleton.

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