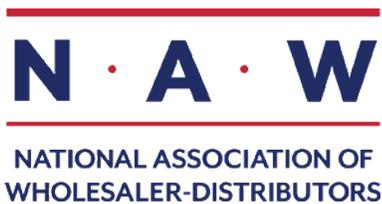


Position and Candidate Specification



National Association of Wholesaler-Distributors

President and CEO

PREPARED BY:

Jacqueline Arends

Leslie Hortum

Stephanie Trostle

April 2020

Assignment: 64729-001

The National Association of Wholesaler-Distributors (NAW) is a trade association composed of wholesaler-distributors and a federation of international, national, regional, state and local associations and their member companies, which collectively total more than 30,000 employers, with locations in all 50 states and the District of Columbia. NAW-affiliated companies are a constituency at the core of our economy—the link in the marketing chain between manufacturers and retailers, and commercial, institutional and governmental end users. Industry firms vary widely in size, employ more than 5.9 million American workers and account for \$6.01 trillion in annual U.S. economic activity.

NAW's mission is to advocate for its members' interests on national public policy issues that affect the entire wholesale distribution industry. NAW assists merchant wholesaler-distributors to be the most efficient channel for bringing goods to market through benchmarking, strategic management information, networking and high-level conferences. NAW serves as a mechanism, through its Association Executives Council, for the sharing of ideas, programs and skills among the organization's member national associations.

Key NAW initiatives and programs

- Government Relations
 - The NAW government relations staff engages the legislative and executive branches of government on the industry's behalf to impact the outcome of a wide range of legislative issues of interest to wholesaler-distributors and supply chain partners across all lines of trade.
 - The NAW Political Action Committee (PAC) advances the election of pro-business candidates to federal office and mobilizes the involvement of wholesaler-distributors in the federal electoral process through financial contributions and political education activities, including candidate endorsements and get-out-the-vote programs. The NAW PAC contributes \$250,000 per cycle.
- Thought Leadership
 - The NAW Institute for Distribution Excellence sponsors and disseminates research into strategic management issues affecting the wholesale distribution industry and aims to help merchant wholesaler-distributors remain the most effective and efficient channel in distribution.
- Business Services
 - The NAW Service Corporation sponsors industry-wide service and product offerings that benefit wholesaler-distributors.
- Corporate Relations
 - Through the Roundtable Program, Executive Summit, and other events, NAW provides leaders within the distribution industry with unique intelligence and takeaways.

FURTHER INFORMATION

Headquartered in Washington, DC, NAW operates with an annual budget of \$8 million and a 25-person staff. NAW's long-serving President & CEO, Dirk Van Dongen, announced his plan to retire in November 2020. For more information, please visit www.naw.org.

The President & CEO of the National Association of Wholesaler-Distributors works with the Board of Directors to advance and enhance the organization's strategic vision and execute the strategic business plan. This leader serves as the "face and voice" for the association and is responsible for the leadership, direction and overall management of the organization and its resources, notably its political strategy, as well as the recruitment, retention, and motivation of a high-performing staff. The President & CEO ensures that the organization maintains its membership base and related dues revenue through a clear and consistent value proposition and is responsible for sustaining current and creating new non-dues revenue streams. The President & CEO manages the organization's budget and allocates resources to ensure the association's maximum impact on behalf of its membership.

KEY RELATIONSHIPS

Reports to NAW Board of Directors

Direct reports Chief Government Relations Officer and Executive Director, NAW Political Action Committee
Chief Thought Leadership Officer and Executive Director, NAW Institute for Distribution Excellence
Chief Corporate Relations Officer
Chief Affinity Officer
Chief Financial Officer
Vice President Administration

Other key relationships Current and prospective member organizations
Other related trade associations and advocacy groups
Relevant legislative and regulatory bodies

DESIRED OUTCOMES

- NAW remains a primary thought leader for the wholesale distribution industry and an advocacy powerhouse in Washington, DC, known for "punching above its weight."
- The NAW board, membership, and staff are aligned on a renewed vision and strategy for the future, including a refreshed value proposition that results in new programs, products, and services that provide enhanced value to members and diversified revenue streams for the association.
- NAW continues to increase its membership across categories, and industry engagement metrics (e.g., meeting attendance) continue to grow, resulting in new opportunities for both dues and non-dues revenue enhancements.
- New alliances are assessed and built with related groups and associations, and greater alignment and partnerships are created with affiliated associations participating in NAW's Association Executives Council.
- Next-generation leaders are attracted to join the team and the board.

IDEAL EXPERIENCE

15+ years of senior leadership experience

Direct accountability for driving results in an organization of comparable scale, scope, and complexity, ideally in a membership organization context

Political acumen

Proven senior-level legislative and regulatory advocacy experience/knowledge, with established relationships and credibility at the highest levels in Washington, DC

Experience representing an industry or organization

Effectively and credibly communicates to a range of external stakeholders, including relevant policymakers and regulators, the board, members, and coalitions

Business acumen

Wholesale distribution industry knowledge and experience is a plus, but not required; at minimum, an understanding of business principles and the ability to quickly get up to speed on a new industry

Undergraduate degree required

Advanced degree preferred

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Work with the Board and the broader membership to craft NAW's long-term vision and strategic plan, translate the plan into a clear direction for the team, and drive its successful execution.
- Assess and explore non-dues revenue opportunities that add value to current and potential NAW members and enhance NAW's bottom line.
- Anticipate future challenges and opportunities, proactively consider the implications of policy dynamics and marketplace realities for current and potential members and drive NAW's direction accordingly.
- Challenge assumptions and conventional wisdom with specific, supported, reasoned proposals.

Collaborating and Influencing

- Quickly engage and develop trusted relationships with the NAW board and membership to build alignment on the organization's agenda.
- Advance an effective advocacy agenda to tell the wholesaler distribution industry's story to legislators and regulators to promote and protect the interests of the industry.

- Articulate and continue to enhance NAW's value proposition effectively to a range of stakeholders, including existing and prospective members, policymakers and regulators, and other related trade associations.

Leading People

- Effectively communicate the organization's long-term direction to all relevant stakeholders and lead the team to reach it.
- Delegate strategic objectives to the whole team with clear and explicit intent and call upon team members to contribute to the best of their ability; focus on the team's growth and development as a group and as individuals.
- Attract, recruit, and retain a highly motivated and qualified team in the context of several key impending staff retirements.
- Continue to build a healthy organizational culture with independent and open communication among team members and between the NAW Board, member organizations, and other stakeholders.
- Engage, inspire, and motivate the team to meet and exceed their commitments.

APPLICATIONS AND NOMINATIONS

If you wish to submit application materials or nominate someone to serve as the next President and CEO of NAW, please email: NAWCEO@SpencerStuart.com.