

## Position and Candidate Specification



# President and Chief Executive Officer

**PREPARED BY:**

Leslie Hortum  
Simon J. Foster  
Ellen E. Pennow

April 2019  
Assignment: 64529-001

For nearly 40 years, the National Grocers Association (NGA) has been the voice of the independent supermarket industry in Washington, DC, and across the country, as the national trade association representing the retail and wholesale grocers that comprise the independent sector of the food distribution industry. Also represented in the NGA membership are affiliated associations, manufacturers, and service suppliers as well as other entrepreneurial companies that support NGA's Mission and Philosophy:

## NGA Mission

To ensure independent, community-focused retailers and wholesalers have the opportunity to succeed and better serve the consumer through its policies, advocacy, programs and services.

## NGA Philosophy

To promote diversity in the marketplace through a vibrant independent sector, and thereby increase consumer choice in price, variety, quality, service and value.

## **About Independent Supermarkets**

An independent supermarket is a privately owned or controlled food retail company operating a variety of formats. Most independent operators are serviced by wholesale distributors, while others may be partially or fully self-distributing. Some independents are publicly traded, but with controlling shares held by the family and others are employee owned. Independents are the true "entrepreneurs" of the grocery industry and dedicated to their customers, associates and communities.

The independent supermarket channel is an important part of America's economy. According to the NGA Economic Impact Study, independent supermarket operators are accountable for close to one percent of the nation's overall economy and responsible for generating \$131 billion in sales, 944,000 jobs, \$30 billion in wages, and \$27 billion in taxes.

## **NGA Priorities**

### Government Relations

Given the economic impact of the sector, it is important for the independent supermarket industry to be represented with one strong voice in Washington, DC. For over 35 years, NGA has been advocating across both aisles for policies that will ensure the independent supermarket industry continues to grow and create jobs in communities throughout America. NGA advocates on a range of issues that impact its members, including taxes, food and nutrition, health care, labor and employment, and payments and data security.

### Education

NGA offers a wide variety of educational programs including online training, executive education courses, issue specific conferences and 1-hour webinars. NGA content ranges from online training for store associates to executive programs to senior management.

### Industry Collaboration

NGA's Industry Relations team provides support for independent supermarket operators on the latest trading partner issues while creating forums that lead to new opportunities with manufacturers, service suppliers and wholesalers that help independents grow their business. By monitoring trends and issues, NGA is proactive in identifying opportunities and minimizing potential challenges for its members.

The NGA Share Group program also offers like-minded professionals the opportunity to learn and network with one another in a supportive, non-competing environment. Share Group participation is open to NGA member companies only and typically involves a two meeting per year time commitment. NGA currently administers 8 active Share Groups (e.g., CFO/Financial Officer, Produce, Next Generation) and is forming several additional groups.

### Events and Programs

Each year, The NGA Show, which is owned/operated by a separate LLC in partnership with Clarion/Urban Ex, brings together independent retailers and wholesalers, food retail industry executives, food/CPG manufacturers and service providers for unparalleled opportunities to learn, engage, share, network, and innovate. Over the course of three days, attendees can take part in more than 40 education workshops and visit an EXPO Floor designed to optimize business relationships between retailers, manufacturers, and service suppliers.

NGA hosts a range of other events and programs, including the Creative Choice Awards, which honor and recognize the best marketing and merchandising programs in the grocery industry.

### NGA Foundation

The NGA Foundation is the 501(c)3 nonprofit arm of NGA which provides independent retailers with the tools to develop more effective recruiting programs, enhance retention efforts, and bolster professional and leadership development opportunities for employees.

### **Other Key Facts**

Headquartered in Arlington, VA, the National Grocers Association has a budget of \$6.6 million and a full-time staff of 20. The current NGA President and CEO, Peter Larkin, has announced his plans to retire at the end of 2019 after leading the organization for over eight years. The NGA has over \$17 million in reserves.

For more information, please visit [www.nationalgrocers.org](http://www.nationalgrocers.org).

The President & CEO of the National Grocers Association 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, including 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

<b>Reports to</b>	NGA Board of Directors
<b>Direct reports</b>	Executive Vice President, Advocacy, Public Relations and Member Services Executive Vice President & Chief Operating Officer, NGA, and Executive Director, NGA Foundation
<b>Other key relationships</b>	Current and prospective members and associate members Other related state and national trade associations Advocacy groups Relevant legislative and regulatory bodies at the state and federal levels

## DESIRED OUTCOMES

- Maintain the organization's financial stability and success through enhanced dues and non-dues revenue streams
- Grow the NGA membership base, and ensure continued member satisfaction and engagement through a culture of member service and responsiveness
- Retain and develop a high-performing, energized staff
- Support NGA members in successfully navigating industry disruption and consolidation; in this context, appropriately modernize the organization and its programs to respond to evolving member needs
- Enhance NGA's position as the singular voice of the independent supermarket industry in DC and nationally

## IDEAL EXPERIENCE

### Significant leadership and management experience

Direct accountability for driving results, managing teams, and ensuring an organization's financial security; experience in a membership organization is helpful

### Industry expertise

Ideally, experience in the independent supermarket industry; at minimum, an understanding of the challenges and opportunities facing small businesses and the proven ability to come up to speed quickly on a new industry or issue area

### Advocacy experience

A skilled, credible and savvy advocate with a track record of influencing public policy at the federal, state, and local levels

### Experience serving as the face and voice for an industry or organization

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

### Undergraduate degree required

Advanced degree preferred

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic Thinking

- Works with the NGA board to create a strategic plan based on current and future market realities, providing a "big picture" perspective informed by a clear understanding of the most pressing issues for the membership (e.g., technology, industry consolidation, non-traditional competitors).
- Maintains an awareness of the challenges and opportunities for members and the broader industry and adjusts the organization's actions and approach as appropriate in order to help NGA members navigate the changing industry context.
- Articulates NGA's value proposition in a way that compels new and existing members at the highest levels to stay – or become - invested and engaged.
- Thinks 3-5 years ahead beyond the current defined strategy.

### Revenue Generation

- Increases support for the NGA Grocers Political Action Committee (PAC) from its current level of \$180,000 per election cycle.

- Grows funding for the NGA Foundation to support strengthened programs and ongoing expansion of its impact.
- Develops additional programs, products and services that add value to the NGA membership and enhance NGA's bottom line.

### **Collaborating and Influencing**

- Quickly engages and develops trusted relationships with a broad and diverse membership to build alignment on NGA's agenda.
- Leads a team that navigates the political and regulatory waters in a bi-partisan fashion at the national and state levels.
- Serves as a credible and compelling spokesperson before the media, policymakers, regulators, current and prospective members, advocacy organizations, and all other key stakeholders.
- Effectively strengthens and manages relationships with the vast range of NGA members, related groups, and other stakeholders.

### **Leading People**

- Recruits, develops, and retains a high-performing team whose skillset is properly aligned with NGA's goals.
- Communicates the organization's long-term direction and collaborates with the team on how to reach it.
- Continues to promote a healthy organizational culture among team members and between the NGA Board, member organizations, and other stakeholders.
- Engages, inspires, and motivates 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 Chief Executive Officer of NGA, please email: [NGACEO@SpencerStuart.com](mailto:NGACEO@SpencerStuart.com).