

HEIDRICK & STRUGGLES

Company, Position & Person Profile

The National Automobile Dealers Association (NADA)

Senior Vice President, Dealership Operations

February 2016



Heidrick & Struggles advises the company on the basis of an exclusive consulting assignment. The following details are for your personal information and should be kept confidential.

The Company

Location

Tysons, VA (Washington, D.C. Metro Area)

Reporting to

President

The National Automobile Dealers Association (NADA) is a national trade association (501(c)(6) that represents the interests of over 16,000 (90%) of America's franchised new car and truck dealers. The American Truck Dealers (ATD) is a division of NADA. Among other critical functions, NADA maintains a "Dealership Operations" division that provides a host of education and compliance tools for dealers to succeed in their businesses. Those services include: instructor-led educational programs provided through the NADA-ATD Academy; digital education through NADA Learning On-line, in-dealership consulting programs; collaborative dealer focus and best-practices groups (20 Groups); workshops; webinars, compliance guides and other useful tools. This Division has approximately 72 full time staff.

The National Automobile Dealers Association (NADA) is headquartered in Tysons, VA, and has an office on Capitol Hill in Washington D.C., with dedicated support across the United States. For more information, go to <https://www.nada.org/>.

The Position

Reporting to the President, the Senior Vice President of Dealership Operations is the senior executive responsible for key commercial operations in support of its members and other allied industry. The SVP and his/her team will be responsible for reviewing all business processes, as well as content delivery for all products and services. This will include a review of the

sales and marketing platforms. . Current direct reports to the SVP include:

- Director of Membership Services
- Director of 20 Group
- Director of NADA/ATD Academy
- Sr. Director, Education & Consulting
- Director of Strategic Initiatives
- Executive Assistant

The SVP will be responsible for directing, planning, and managing all aspects of the operational units that encompass Dealership Operations to enhance the value of individual dealerships and the franchise system. This will need to be done with a primary focus on both NADA's and the Division's strategic directions, business growth initiatives, annual operating plans, and financial performance to enhance and increase member participation and satisfaction in NADA & ATD educational products and other services. The SVP will articulate the value of the franchise system to internal and external audiences while demonstrating the value proposition of Dealership Operations to individual dealerships and the franchise network. The SVP will also provide strategic advice within NADA on the dealership of the future.

The SVP will join an experienced and highly capable senior leadership team. He/she is expected to contribute an informed perspective on a wide range of strategic and tactical matters, challenge and support his/her colleagues, and advise the President, Executive Team, and Board of Directors on key issues and decisions. The SVP will also be required to position NADA with multiple stakeholders, including expert opinion leaders, strategic partners & dealer stakeholders. The SVP will be a business partner and member of the NADA executive team.

Specific Responsibilities

Additionally, the Senior Vice President of Dealership Operations will be responsible for, but not limited to:

- Engaging, interacting, and communicating across all Dealership Operations units and respective leadership.
- Overseeing the strategic direction, growth, organizational structure, and execution of the annual operating plan.
- Directing and overseeing the operations and budgets of 20 Group, Consulting, NADA/ATD Academy, NADA Learning Online, Membership, and Member Resources/Development.
- Managing the P&L to generate the revenue necessary to offset the operational expenses and achieve budgeted net income.
- Assisting NADA with its strategic initiatives.
- Overseeing the development and implementation of programs designed to enhance the value proposition of NADA membership and to increase participation by, and retention of, NADA and ATD members.
- Overseeing the membership department and call center. Working with all NADA departments to ensure member and customer inquiries are handled in timely and professional manner. Working with the COO & CIO on the implementation of new Association Management / Membership Systems.
- Collaborating with other NADA departments and with strategic external partners to leverage and strengthen NADA's overall relevance and competitiveness in the rapidly evolving auto retailing industry.
- Collaborating with other NADA departments to enhance NADA's advocacy before the automobile manufacturers, Federal government agencies and Congress, and the media.
- Reporting on major activities and developments to, and engaging with, the Dealership Operations committee, President, and Chief Operating Officer; reporting, as necessary and appropriate, to the NADA Board of Directors, Executive Committee, and Finance Committee.

- Collaborating, engaging, and interacting with other auto-related associations (e.g. National Association of Minority Automobile Dealers) to provide support as needed; working on program design, strategic partnerships, and initiatives to support workplace diversity and increase women and minority dealer participation in NADA products and services.
- Fostering an organizational culture of trust, teamwork, empowerment, and accountability to enable each staff member to develop and contribute in the achievement of Dealership Operations objectives.
- Keeping abreast of industry developments through attendance at major industry events and conferences.

The Person

Qualifications & Experience

- A seasoned and well-rounded automotive or industrial operations executive with 10 or more years of demonstrated success in a variety of sales, marketing, and commercial operations leadership roles of progressively greater scope and responsibility.
- Extensive experience developing and successfully executing P&L related commercial strategies and overall business plans.
- Demonstrated success in organizational leadership, customer or member support, and P&L accountability with proven and excellent skills in the following areas: management and leadership; verbal and written communication; strategic vision; project management; and interpersonal interaction and collaboration.
- The servant leadership skills that are necessary to thrive within the business model of a trade association. The ideal candidate will have a superior analytical ability, good judgment, and a strong operational focus that have helped her/him effectively lead cross-functional groups.
- This should include a strong knowledge of current and future trends in the retail automotive industry; as well as knowledge/awareness of vendors providing

products/services to franchised dealers.

- Trade association knowledge and/or experience and direct experience with management education programs would be a key asset, as well.
- Strong leader with the proven ability to recruit, develop, deploy, support, and motivate. Has a track record of consistently achieving above plan performance.
- Experience working collaboratively and cross-functionally with government affairs, business development, regulatory, research & development, finance, human resources and legal.
- Undergraduate degree in business, finance, engineering, or related discipline required. An advanced degree is a positive; an MBA preferred.

Personal characteristics

The successful candidate must bring intellectual, professional, and personal values that complement the existing management team. Certain characteristics will be vital:

- **Leadership Capability** - Has the leadership acumen and credibility to work across the entire NADA organization. Should be hands-on, but able to delegate appropriately with the ability to motivate, inspire and commit a large organization to a course of action and achieve results;
- **Achievement Orientation** - High energy, results-driven, determined, and flexible, with a strong and disciplined work ethic. Sets a quick pace and constantly raises the bar and presses the organization towards higher levels of achievement. Measures and tracks key business results and processes against best competitors or market. Assesses improvements and success in these terms. Promotes superior performance against stretch goals;
- **Communication Skills** - Excellent verbal and written communication skills with the ability to effectively deliver messages at all levels. Leverages these capabilities to interact with, and persuade, executives throughout the organization. Good listening skills;
- **Team Player** - Has the ability to work effectively with all people within the organization to ensure customers' needs are being met or exceeded. Views the organization holistically rather than functionally. Has a collegial working style and is professional and courteous to colleagues;
- **Relationship Building** - Has a natural ability to connect and develop a strong rapport with senior executives within the company and in the industry. Can develop the necessary credibility among senior executives so that s/he is viewed as a key contributor and critical to the company's success.

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