

EXECUTIVE POSITION PROFILE

Executive Director

BIFMA

BUSINESS + INSTITUTIONAL FURNITURE
MANUFACTURERS ASSOCIATION

This search is being conducted by:

VettedSolutions

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I. Opportunity

Position Overview

BIFMA seeks its next Executive Director, replacing a long-serving retiring incumbent. BIFMA is the leading not-for-profit association for business and institutional furniture manufacturers, and has served as the voice of the commercial furniture industry since 1973. The new Executive Director will lead BIFMA and work closely with its Board of Directors and membership — regular, supplier, service, and international — by connecting and advancing the industry's common interests through a period of industry disruption and growth, and to shape a vision for the association's future. Historically focused internally on its industry membership base, BIFMA is now poised to tell its story and broaden its outreach through a number of marketing, communication, and trade event initiatives.

The Executive Director reports directly to the Board of Directors and is responsible for establishing the organization's strategic direction, implementing programs and initiatives in support of organizational strategies. The Executive Director provides day-to-day leadership and management of the four-member BIFMA staff team. The Executive Director is an officer of the association with full operating P&L responsibility for an operating budget of approximately \$2M.

BIFMA seeks an outgoing, dynamic, trusted, and transparent leader with a collaborative style who can effectively promote the organization, drive membership and revenue growth, engage in industry advocacy efforts, and develop and market new member-value based programs. The successful candidate will thrive in an environment that puts a high emphasis on relationship-building, influencing, and integrity. Furthermore, the right professional fit will be a proactive strategic thinker and a quick study who maximizes resources and communicates openly.

Key Responsibilities

- **Strategic Leadership:** The Executive Director provides leadership, vision, and guidance to assist the BIFMA Board of Directors in the strategy development to advance and grow the industry.
- **Industry Awareness:** The Executive Director serves as “the eyes and ears” for the industry, staying on top of trends, challenges, and opportunities, and developing programs to inform and assist members in proactively dealing with emerging issues.
- **Communications:** The Executive Director demonstrates a passion for BIFMA, its mission, and its programs, serving as the face of the organization and champion for the industry. As BIFMA's spokesperson, he or she raises the visibility of the industry and promulgates a positive image.
- **Membership:** The Executive Director ensures membership growth and provides programs and resources that meet member needs, ensuring a strong return on member investment.
- **Meetings:** The Executive Director plans content-rich meetings and events that inform, inspire, and provide valuable networking opportunities for members.

- **Advocacy:** The Executive Director ensures the advancement of the commercial furniture industry through advocacy at all levels and audiences that include regulatory agencies and legislative bodies, related trade groups such as NAM, and international trade groups such as ISO and FEMB, to promote shared concerns.
- **Headquarters Responsibilities:** The Executive Director is responsible for ensuring appropriate office space, equipment, and staff to carry out the program of the Association effectively and efficiently. He or she develops, implements, and is accountable for the Association's annual operating plan; for hiring, developing, and overseeing staff; and for ensuring the financial and legal integrity of the Association.

Experience and Qualifications

- Seven to 10 years of executive or senior-level leadership experience or equivalent background.
- Trade association or nonprofit organization leadership experience highly desirable.
- Commercial furniture or related industry (ex: design and architecture community) experience is desired, but not required.
- Manufacturing knowledge is helpful, but not required.
- Background experience or knowledge around voluntary product standards helpful.
- Bachelor's degree or equivalent education and experience.

- Track record of driving/increasing an organization's revenue.
- Proven experience in program ideation, development, launch, and growth.
- A high-level understanding of "advocacy" and political astuteness within a variety of audiences, such as members in competing companies, regulators, and legislative bodies, related trade groups, and diverse suppliers and partners.
- Entrepreneurial mindset and experience in creating a large impact with limited resources and being a hands-on leader.
- Proven experience in strategic planning and execution.
- Strong communication skills — verbal, written, and public speaking. Outreach and networking skills, including the ability to persuade, negotiate, build excitement, and clearly articulate the value and strength of an organization to its various stakeholders and publics.



- A collaborative leadership style, which includes working with a board of directors, volunteer leaders, and member companies.
- The ability to grasp critical information about members, the markets, and industry in which they operate, to anticipate trends and issues that impact the industry.
- The ability to strategically assess critical information, and proactively translate strategy into action.
- A staff management style that builds, leverages, and values a team.

Personal and Professional Qualities

The successful candidate will possess a range of personality traits necessary to work effectively within the association environment. This individual will have the personal and professional maturity to successfully partner with Type A personality CEO board members, high emotional and social intelligence, and integrity. S/he will be innately curious and a quick learner who proactively asks questions about issues impacting the industry and understands the diverse needs of large, mid-sized, and specialty member companies.

The candidate will have a combination of the following:

- **Leadership:** Charismatic style that inspires others and drives an agenda.
- **Personal style:** Warm and engaging personality, which builds internal and external relationships and at all levels.
- **Strategic thinking:** Proactively bring in new ideas and build consensus around strategy development and execution.
- **Business acumen:** Ability to grow an organization in the midst of industry disruption and leverage opportunities.
- **Presentation skills:** Communicates effectively with the Board, members, industry organizations, government officials, and staff, with executive presence.
- **Relationship building:** Networks outside and inside the organization and builds positive strategic relationships with key individuals and groups.
- **Member focus:** A commitment to customer satisfaction, including anticipating needs, providing appropriate programs and resources, and developing solutions.
- **Creativity:** Ability to address problems and challenges, moving beyond the standard methods and solutions, and keeping ahead of the industry.
- **Coaching and developing others:** Delegates responsibilities and sets accountabilities, and guides staff with development opportunities.

The position requires a minimum 25% travel and is based in Grand Rapids, Michigan.

Measures of Success

The specifics regarding measures of success, including metrics, will ultimately be agreed upon by the new Executive Director and the BIFMA Board, but at the end of the executive's first year, the Board would expect the following:

- A smooth transition of leadership.
- The Executive Director has established strong relationships and rapport with the BIFMA Board, members, and staff and communicates regularly and effectively.
- Demonstrates a solid understanding of the industry, the market, and regulatory and legislative levers that impact the success of the association and its members.



- Executes on the strategic plan and vision, including maximizing the value of current initiatives.
- Develops a strategy and business plan for membership and revenue growth, which is approved.
- Develops and tests the business case for membership and the value proposition.
- Establishes impact goals and success metrics for communication, marketing, and outreach programs, including social media channels.

II. Organization Review

BIFMA is the leading not-for-profit trade association for business and institutional furniture manufacturers, and has served as the voice of the commercial furniture industry since 1973. The industry's service to our customers — providing healthy, comfortable, and productive workspaces — rests on an infrastructure of engineering and materials standards. These standards, founded on centuries of craft and enhanced by ever-advancing science, embody the best of the industry's knowledge on safety, ergonomics, and sustainability.

Mission

BIFMA exists to create and foster conditions by which the industry can flourish.

BIFMA sponsors the development and refinement of standards, educates on their importance and application, and translates their necessary complexity into more easily understood and implemented formats. We promote sustainability throughout the life cycle of commercial furniture. We offer statistical and educational resources to our members and the public and reach out to regulators, consumers, and international partners to foster value and innovation.

Standards

- BIFMA develops, maintains, and publishes safety and performance standards for furniture products.
- We participate in the creation of international furniture product standards.
- We monitor and influence the application of national codes.
- We educate customers on the significance of the standards and codes.

Sustainability

- LEVEL® by BIFMA is the multi-attribute, sustainability standard, and third-party certification program for the furniture industry.
- It was created to deliver the most open and transparent means of evaluating and communicating the environmental and social impacts of furniture products in the built environment.
- Taking into account a company's social actions, energy usage, material selection, and human and ecosystem health impacts, LEVEL® addresses how a product is sustainable from multiple perspectives.

Resources

- We quantify the historical growth and value of the office furniture market.
- We collect and report member company data through the highly-valued Statistical Program.
- We project near-term market activity.

Industry Outreach

- We provide an industry perspective on issues and regulations affecting the workplace.
- We educate regulatory agencies and legislative bodies about member concerns.
- We develop safety and performance standards that make government regulation of our industry unnecessary.
- We cooperate with related trade groups such as CPA, AHFA, and KCMA to promote shared concerns.
- We interact with customer groups (IIDA, ASID, IFMA, etc.) and educate them on the importance of standards compliance.



BIFMA Programs and Activities

- LEVEL® by BIFMA: An evaluation and certification system for environmentally preferable and socially responsible office furniture.
- Confluence Chicago (in development): Collaborative, multidisciplinary design ideas platform in partnership with NeoCon and the MART® focused on commercial interiors.
- BIFMA Compliant (in development): The commercial furniture industry's registry of standards-conforming products. The program is being developed to help easily identify products that can be trusted for their safety and durability.

BIFMA Membership Services

- Standards development and maintenance of office furniture product safety and performance standards.
- Input into the development of international product standards.
- Monitoring and influencing the application of national codes.
- Summary statistical data on North American commercial furniture industry performance is available to all members. More detailed statistical data is available to contributing member companies.
- Data on international office furniture markets.
- Advocacy with regulatory agencies and legislative bodies.
- Resources on issues and regulations affecting the workplace.
- Industry promotion to customer groups.
- Interaction with related trade groups.
- International trade relations and trade delegations.
- Leadership conference for senior-level management.

Board of Directors

Hank Menke

President

President & CEO, OFS Brands

Vice President

Open position

Franco Bianchi

Treasurer

President & CEO, Haworth, Inc.

Chris Baldwin

Director

President & COO, Knoll

Rebecca Boenigk

Director

Chairman and CEO, Neutral Posture, Inc.

Dan Byrne

Director

CEO, Byrne Electrical Specialists, Inc.

Joel Feldberg

Director

President & CEO, The Global Furniture Group

John Fellowes

Director

CEO, Fellowes Brands/ESI/Trendway

Sylvain Garneau

Director

President, Groupe Lacasse, Inc.

Julio Enrique Hirschfeld Mereles

Director

Executive Director, PM Steele S.A. de C.V.

James Keane

Director

President & CEO, Steelcase Group, Steelcase Inc.

Jeff Lorenger

Director

President & CEO, HNI Corporation

Andi Owen

Director

President & CEO, Herman Miller

Max Verkamp

Director

President & CEO, Indiana Furniture

Kyle Williams

Director

President, Leggett & Platt Work Furniture Group

VettedSolutions

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Grand Rapids has been ranked one of the best places in the U.S. to live, retire, raise a family, get a job, and buy a home. Our economy is booming, but we remain one of America's most affordable cities. And though it can feel like a small town — especially when you settle in one of the city's eight diverse and distinctive neighborhoods — Grand Rapids anchors a metro region of more than 1.3 million people.

Reasons to live in Grand Rapids include the best art, music, shopping, and nightlife between Chicago and

Cleveland; nationally recognized food and beer scenes; globally recognized sustainability initiatives; an award-winning public transportation system; 15+ colleges serving 70,000+ students; and an incredible array of outdoor recreation opportunities. For more information on Grand Rapids relocation, visit www.grandrapids.org.

Digital Presence

Website: **www.BIFMA.org**

Twitter: **@BIFMA**

LinkedIn: **@BIFMA**

Facebook: **@bifmaHQ**

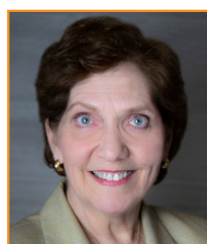
Instagram: **@bifma_hq**

III. About Vetted Solutions

Vetted Solutions is a Washington, D.C. based executive search firm specializing in association, nonprofit, and hospitality/destination marketing community recruiting and consulting. We focus on senior staff and CEO positions. For confidential consideration, please email your resume and cover letter to **BIFMAEDSearch@vettedsolutions.com** or contact Vetted Solutions at +1 202 544 4749.



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