

## Position and Candidate Specification



The Toy Association

## President and Chief Executive Officer

**PREPARED BY:**

Jenna B. Bayard  
Leslie Hortum  
Katherine Stellato

January 2024  
Assignment: 66075-001

Founded in 1916, The Toy Association™, Inc. is the trade association representing all businesses involved in creating and delivering toys and youth entertainment products for kids of all ages. The Toy Association leads the health and growth of the U.S. toy industry, which has an annual U.S. economic impact of \$102.4 billion, and is the nation's most effective resource and influential advocate for hundreds of companies including manufacturers, retailers, licensors, and others who are involved in the youth entertainment industry. Toy Association manufacturing members account for 93% of U.S. toy and game sales driving the annual \$40 billion U.S. domestic toy market.

The Toy Association serves as the industry's voice on the developmental benefits of play and promotes play's positive impact on childhood development to consumers and media through the [Genius of Play](#) initiative. The organization has a long history of leadership in toy safety, having helped develop the first comprehensive toy safety standard more than 40 years ago, and remains committed to working with medical experts, government, consumers, and industry on ongoing safety programs and outreach, including [PlaySafe.org](#).

As a global leader, The Toy Association produces the world-renowned [Toy Fair®](#); advocates on behalf of members around the world; sustains the Canadian Toy Association; acts as secretariat for the International Council of Toy Industries and International Toy Industry CEO Roundtable; and chairs the committee that reviews and revises America's widely emulated ASTM F963 toy safety standard.

The Toy Association is committed to charitable support of child- and youth-serving nonprofit organizations, including its related foundation, The Toy Foundation®, as well as The Strong National Museum of Play, the Fashion Institute of Technology Toy Design Program and the Otis College of Art and Design Toy Design Program, among other worthy 501(c)3 organizations.

The Toy Association is headquartered in the heart of Manhattan with advocacy staff in Washington, DC. It is a 501(c)6 private, not-for-profit organization with 39 FTEs. Today, the Toy Association has an annual operating budget of approximately \$13 million. When the organization's primary revenue earner, the annual Toy Fair, returns in 2025, revenues are expected to be closer to \$20 million, based on historical trends.

To learn more about The Toy Association, please visit <https://www.toyassociation.org/>.

With the Chairman, Executive Committee, and Board of Directors, the President & CEO (CEO) leads The Toy Association's strategic vision – from development through implementation – to guide the organization and support the industry and to ensure its strong position in a dynamic global market. The CEO represents the toy industry's interests before all relevant audiences, including policymakers and regulators.

The CEO is accountable for strengthening and articulating the Association's value proposition and ensuring programs, events, and services, such as the Toy Fair, align with the needs of the members today, and into the future. The CEO oversees the recruitment and motivation of a high-performing staff and manages the organization's annual budget and overall operations according to best business practices.

## KEY RELATIONSHIPS

<b>Reports to</b>	Board of Directors
<b>Direct reports</b>	Executive Vice President, Finance & Operations Executive Vice President, Global Government & Regulatory Affairs Executive Vice President, Global Market Events Executive Vice President, Marketing Communications Executive Vice President, Strategic Development & Member Services Executive Director, The Toy Foundation
<b>Other key relationships</b>	The Toy Foundation Current and prospective members Other related trade associations and nonprofit organizations Relevant legislative and regulatory bodies at the state and federal level International industry organizations

## DESIRED OUTCOMES

- Development of new strategic and tactical plans which ensure clear alignment among The Toy Association Board, membership, and staff on the vision of the association in its next chapter.
- Increased core value for current and potential members that builds on the association's fundamental capabilities, such as the Toy Fair, with strategic investment in new products and services that add non-dues revenue sources and improve member-value which, over time, will advance the Toy Industry and ensure the Association's long-term relevance and financial security.
- Rapport and alliances with other associations and industry partners, including the entertainment community, are built and strengthened.
- The Association operates under a highly effective governance structure, with strong committees working in concert with an Executive Committee and the full Board of Directors to achieve the short- and long-term goals of the association.

- The Association's influence on issues that matter most to the membership, that protect and promote the toy and play community's commercial and strategic interests, has grown.
- The Association has a healthy, member-focused culture.

The President & CEO of The Toy Association will be a visionary leader who credibly and passionately represents a well-aligned industry facing increased competition and consolidation in a dynamic global economy. The next CEO will be a talented organizational builder who transforms the association as the industry is transforming, ensuring The Toy Association's long-term financial sustainability while creating an agenda for its membership to deliver on its mission to be a unifying force for members' creativity, responsibility, and global success.

## IDEAL EXPERIENCE

### **Demonstrated transformational leadership and executive management experience**

Has held direct accountability for driving the success and financial sustainability of an organization of comparable scale, scope, and complexity; leadership experience in a membership organization context is preferred.

### **Experience serving as the face and voice of an organization**

A skilled spokesperson and politically astute advocate with experience representing an organization or industry before a variety of global and domestic audiences, including policymakers.

### **Legislative and regulatory advocacy experience**

Senior-level regulatory and legislative advocacy experience/knowledge, with the ability to direct a sophisticated government affairs program.

### **Knowledge of the toy industry**

Someone with an understanding of and passion for the toy and related industries; a heartfelt appreciation for the importance of "play" in our lives.

### **Experience driving impact and growth**

Has developed and implemented innovative initiatives that resulted in industry growth on a domestic and preferably international scale.

## CRITICAL LEADERSHIP CAPABILITIES

### **Acting Strategically**

- Works with the Executive Committee, the Board of Directors and the broader membership to refine the organization's long-term vision and strategic plan; unifies the stakeholders around this plan, translates it into a clear direction for the team, and drives its successful execution.
- Anticipates future challenges and opportunities, proactively considers the implications of shifting policy landscape and market/trade dynamics and adjusts the organization's direction accordingly.
- Demonstrates financial acumen in managing the bottom line of the association and ensures continued financial stability while making investments in areas that will enhance member value.

- Creatively engages a diverse membership and drives consensus to effectively advocate for the industry's needs and interests.

### **Collaborating and Influencing**

- Serves as credible spokesperson for the issues and the value of play, ensuring the association remains a compelling and trusted voice for the industry in DC and around the world.
- Raises the visibility, influence, and profile of The Toy Association, attracting new collaborators and members.
- Guides the association to partnership with other international toy associations and allied advocacies to better represent the diverse and global nature of the toy industry.

### **Leading People**

- Recruits, retains and motivates a talented staff in a collaborative and member-centric environment.
- Engages and empowers a high-performing team to execute the organization's vision and strategic objectives, providing professional development and paths for growth.
- Fosters open communication and cooperation between the staff and volunteer leaders; nurtures an environment of mutual trust, respect, and fun.

## **APPLICATIONS AND NOMINATIONS**

If you wish to submit application materials or nominate someone to serve as the next President of The Toy Association, please email: [ToyAssociationCEO@spencerstuart.com](mailto:ToyAssociationCEO@spencerstuart.com).