

Position and Candidate Specification



International Health, Racquet & Sportsclub Association

Chief Executive Officer

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The International Health, Racquet and Sportsclub Association (IHRSA) is a global community of health and fitness professionals committed to building their businesses and improving their communities' health and well-being. IHRSA represents thousands of clubs and millions of people all working toward one goal: helping more people get active and staying healthy

IHRSA's mission is to grow, protect and promote the commercial fitness facility industry, and to provide its members with the benefits that will help them be more successful. IHRSA and its members (health clubs and fitness facilities, gyms, spas, sports clubs, boutiques and industry partners) are dedicated to make the world healthier through regular exercise.

Shaping a Healthier World for All

IHRSA and the fitness industry are dedicated to increasing access to physical activity across the world. There are many ways in which they strive to achieve this goal, including: advocating for a universally inclusive fitness industry, one in which people of all races, backgrounds, ages, orientations and abilities feel intentionally welcomed and included; partnering with several national, international and global organizations working to help more people get active, such as the World Health Organization (WHO), and the President's Council on Sports, Fitness & Nutrition; and leading global campaigns promoting inclusive physical activity, like the Get Active for All Campaign. They believe they can make the world a healthier place and create a better future for the industry.

IHRSA's Offerings Today

- Events that power the Fitness Industry: IHRSA's events set the pace for the global health and fitness industry. From the IHRSA International Convention & Trade Show to the IHRSA European Congress to the IHRSA Institute along with other international events, educational events and trade shows provide opportunities for professionals to come together, learn and improve their businesses.
- Research that Drives Growth: IHRSA regularly studies consumer behavior, in both the USA and Internationally, to understand why people join gyms and what motivates them to stay. The publications provide insight, KPIs, and actionable strategies to strengthen our member clubs' bottom lines.
- Leading the Fight for the Future: IHRSA's advocacy team is on the front lines, working through the National Health and Fitness Alliance, state level fitness alliances, its members and industry partners, to promote and protect the interest of health clubs in the U.S. and around the world. Together, they are building the next generation of health club advocacy committed to highlighting the critical role the industry plays in solving the growing crisis of obesity and physical inactivity.
- The IHRSA Foundation: The IHRSA Foundation, a 501(c)3 charitable organization working to promote good health through exercise, was established in 2012. The Foundation aims to build capacity across the health and fitness industry so fitness professionals can deliver evidence-based health promotion programs for a wide array of disease prevention and chronic disease management purposes.
- IHRSA offers its members a wealth of educational programs, products and services, from webinars designed to help clubs navigate the coronavirus pandemic to research-based guidance and strategies to retain and engage club members.

IHRSA has a staff of 33 and pre-COVID revenues of \$14 million, representing 3,948 U.S. sports clubs, 5,437 international clubs, and hundreds of industry partners and suppliers.

During the last 12+ months, the Covid-19 pandemic has challenged the fitness industry more than any event in its history. The fact that the industry was not positioned as “essential” during the pandemic has served as a wakeup call, challenging industry leaders to unite behind enhancing the industry image and increasing its ability to educate key legislators on the industry’s direct impact on health and wellness.

With over 201,000 commercial health clubs and 174 MILLION club members around the globe and a growing obesity and inactivity crisis, IHRSA is poised and ready to drive significant growth and scalable impact. Through its newly created National Health and Fitness Alliance, and the Global Health and Fitness Alliance, IHRSA members plan to effectively tell the fitness industry's story to policy makers around the world. The goal is to position the commercial fitness industry as essential to addressing the global obesity crisis, and as vital to healthy aging in the U.S. and internationally. As THE organization representing the fitness industry, IHRSA is well positioned to partner with the health, wellness, and sports industries in the U.S. and globally to drive policy change and create a healthier world.

To learn more about IHRSA, please visit: <https://www.ihrsa.org/>

Currently based in Boston but with an eye to relocating to Washington, DC or another metropolitan area, the CEO of IHRSA will work closely with the Board of Directors to develop a vision for the future of IHRSA to achieve IHRSA's mission. The CEO will partner with the Board to set the organization's strategic direction and ensure its effective execution. S/he is responsible for the leadership, direction and overall management of the organization and its resources, as well as the management and development of a high performing staff. The CEO serves as the face and voice for the fitness industry and is the primary spokesperson and advocate for the Association. S/he will work with the board to create and lead the strategic plan to drive significant growth through both revenue diversification, as well as by developing and articulating a robust value proposition to retain current and attract prospective members. The CEO manages the organization's business functions and allocates resources to ensure the Association's financial success and maximum impact on behalf of its membership.

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	EVP of Global Products EVP Human Resources and Operations Chief Operating Officer EVP of Public Affairs
Other key relationships	Relevant leaders in the health and wellness landscape Peer associations – domestic and global U.S. Policymakers and Regulators Relevant allied organizations

KEY RESPONSIBILITIES

- Grow market share across all categories domestically and internationally, building and maintaining strong relationships with the Association's member clubs, former members, franchisees, suppliers/vendors, studios and other related businesses.
- Proactively develop the strategic plan, annual business plan and budget for the Board of Directors' approval, creating the pathway out of the COVID crisis and toward sustainable success; leads the execution of the approved plan.
- Secure the financial health and future of the Association.
- Serve as the key spokesperson for the fitness industry before the membership, government, media, social media, prospective members and other key audiences.
- Builds alliances and coalitions with other organizations in the fitness and wellness industry and related industries to advance IHRSA's policy agendas at both the federal and state levels.
- Develop new products and services.

- Accountable for the management of all IHRSA operations including staff, finance, sales, marketing, advocacy, research, trade shows and membership.
- Coordinate with allied organizations to obtain and maintain effective representation for all IHRSA members.
- Builds IHRSA's brand awareness through proactive communications strategies that strategically leverages all forms of media – both traditional and social media.
- Keeps the IHRSA Board of Directors fully informed and engaged on significant issues that impact the conditions and mission of the Association.

DESIRED OUTCOMES

- The fitness industry is an impactful player, recognized by policymakers, regulators and the public as an essential part of the health and wellness landscape.
- The Association is well-known as THE voice of the fitness industry and reflects a clear vision for the future of the organization; all members can articulate the association's value proposition.
- The Association accurately reflects the scale, maturity, and diversity of the 21st century fitness industry in budget, membership and brand.
- The Association has achieved financial sustainability, modernized operations, and diversified revenue streams.
- The Association has grown market share in all segments of the industry (i.e., large debt companies, franchisees, equity-backed companies, HVLP clubs, Internationally based clubs, etc.)

IDEAL EXPERIENCE

Senior leadership experience

A track record of success driving results and growth in an organization of comparable scale, scope and complexity, ideally in a membership organization.

Leverages technology to maximize efficiencies and advance an organization's goals.

Experience serving as the face and voice of an industry or organization:

A charismatic spokesperson who has represented his/her industry or organization to a range of stakeholders including policymakers, regulators, media, business leaders, and coalition members.

Political savvy and experience leading an advocacy agenda:

Proven advocacy experience/knowledge, with a track-record of success leveraging a range of tools, strategies, and resources to influence policy at the state and/or federal level.

Robust experience engaging diverse stakeholders around a common goal or mission:

Track-record of success driving consensus and galvanizing support from a diverse range of stakeholders with sometimes disparate views.

A results-oriented manager with experience driving (non-profit) organizational turnarounds:

Experience cultivating, developing, and recruiting a high-performing team through transformational change.

An international mindset; culturally savvy.

Experience creating strategic alliances in the US and internationally.

A passion for fitness/wellness:

Believes in/exemplifies a commitment to health and wellness.

CRITICAL LEADERSHIP CAPABILITIES

Leading Transformation

- Drive the transformation of IHRSA into a more effective, respected trade association whose impact reflects the breadth and scale of today's fitness industry as an essential component of the healthcare landscape.
 - Advocacy: Reimagine and reposition IHRSA to have a "seat at the table" in all relevant policy decisions and business matters affecting the fitness industry. Collaborate with peer associations, affiliate organizations and leaders across the fitness industry in the United States and globally.
 - Internally: Create an efficient and effective organization by modernizing all aspects of internal operations, programs, products and services.

- Create a compelling value proposition that will drive the engagement of all current members, attract new members and inspire commitment to IHRSA's mission and vision.

Strategic Leadership

- Quickly engage and develop trusted relationships with the IHRSA Board and membership to craft IHRSA's long-term vision and strategic plan in alignment with the mission and broader membership, translate the plan into a clear direction for the team, and lead the team in the successful execution of the plan.
- Serve as a credible and compelling spokesperson who is the face and voice of the fitness industry to a range of audiences, including existing and potential members, policymakers and regulators, as well as to peer associations, the media, and the public.
- Anticipate future challenges and opportunities, proactively consider the implications of policy dynamics and marketplace realities for current and potential members and adapt IHRSA's strategy accordingly.
- Revitalize the association's finances and operational effectiveness by identifying opportunities to diversify revenue while adding value to members, assess and leverage technology, and develop and recruit a high performing staff.

OTHER PERSONAL CHARACTERISTICS

- A natural bridge-builder
- An action-oriented problem-solver
- An energetic leader who reflects the modern values of the fitness industry