

Position and Candidate Specification



National Association of Theatre Owners

Chief Executive Officer

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Formed in the 1960s, the National Association of Theatre Owners (NATO) is the largest motion picture exhibition trade organization in the world, representing more than 35,000 movie screens in the U.S., in all 50 states, and additional cinemas in 101 countries worldwide. NATO's members include the largest cinema circuits in the world as well as hundreds of smaller operators. NATO is governed by a 20 person Executive Board of Directors made up of automatic seats for the largest companies in the U.S. and Canada, as well as elected seats from the mid-size and smaller ("independent") companies.

In addition, CinemaCon LLC is wholly owned by NATO for the purpose of operating conventions and trade shows – it is an important NATO member benefit, and in most years the association's biggest source of net revenue. The NATO Cinema Foundation is a non-profit organization formed to further support NATO and the motion picture exhibition industry by developing future diverse workforces and moviegoing communities through research, education, industry promotion and philanthropy. The annual combined operating budget for the three organizations is approximately \$15 million.

NATO's strength has always been active member involvement. The CEOs of member companies participate directly, including on NATO's Executive Board, while many NATO member personnel participate in an Advisory Board, and on committees and task forces.

Advocacy and Initiatives

NATO represents its members in the heart of the nation's capital as well as the center of the entertainment industry. From these vantage points, NATO influences federal and state policymaking and works with movie studios and the creative community to advance moviegoing and work on all areas of mutual concern, from new technologies to legislation, marketing, and First Amendment issues.

NATO is ever watchful for opportunities to advance, promote and protect the motion picture exhibition industry. The Association has numerous initiatives underway that address key issues for exhibitors -- from cinema technologies to increased theatrical distribution. Ongoing NATO programs help exhibitors understand and utilize cinema technologies, and tackle government relations challenges. NATO also supports exhibitors' efforts to enforce the voluntary ratings system, and to preserve the theatrical release window. NATO's newest initiatives are in the marketing arena, exploring exciting new ways to attract patrons to the cinema experience.

Further Information:

NATO has offices in Washington, DC and Los Angeles, CA, with a current head count of fifteen full-time staff. For further information about the National Association of Theatre Owners, please visit <https://www.natoonline.org/>.

The Chief Executive Officer of NATO represents the cinema industry and the interests of members (owners and operators of movie theatres) to relevant stakeholder groups, including government officials, motion picture distribution teams, studio executives, filmmakers, financial analysts, media, moviegoers and the broader entertainment industry. Working in close partnership with the Executive Board, and other designated member company executives, the CEO will lead the development and execution of a dynamic, unified advocacy strategy that will guide the organization's influence in the public policy arena and in Hollywood. In addition, the CEO has ultimate responsibility for the operations and financial stewardship of CinemaCon and the Cinema Foundation. The successful leader will have a comprehensive understanding of the people, politics and policies unique to and inherent in both Washington, DC and Los Angeles.

The Chief Executive Officer is responsible for the leadership, direction, culture and overall management of the organization and its resources, including the recruitment, retention, and motivation of a high performing staff. The CEO also ensures that the organization maintains and develops its membership base through a clear and consistent value proposition and relevant programs, manages the organization's budget, and allocates resources to ensure the association's maximum impact on behalf of the membership. The CEO can expect to travel regularly between Los Angeles and Washington, DC, as well as internationally.

KEY RELATIONSHIPS

Reports to	NATO Executive Board
Direct reports	EVP & General Counsel, NATO, and President of the NATO Cinema Foundation Managing Director, CinemaCon VP & Chief Communications Officer Chief Financial Officer Director of Government Relations & Strategy Development
Other key relationships	Current members Government affairs representatives at member companies Filmmakers and the creative community Studio and distribution executives Allied trade associations Relevant legislative bodies Major industry vendors

DESIRED OUTCOMES

- The Executive Board, membership, and NATO staff are aligned on the vision and strategic direction of the association, with strong engagement from leadership across all member companies and an aligned agenda that unites the industry and advances the common good.
- The motion picture exhibition industry's reputation is enhanced and its story is communicated effectively to the moviegoing public, policymakers and the entertainment industry. The goals of the exhibition industry are advanced and NATO is seen as a trusted advisor and has a seat at relevant decision-making tables.

- A talented, high-performing team is developed and retained, and additional talent is attracted and recruited to the organization as needed.
- Continued advancement in DE&I in NATO and promotion of this goal in NATO member companies.
- Relationships with studios are effective and strengthened.
- NATO serves as a clear, unifying and compelling voice for the industry, with influence on the issues that matter most to its membership.

ESSENTIAL DUTIES

The Chief Executive Officer of NATO will be a well-rounded leader who brings credibility in both the movie industry and relevant Washington, DC circles, effectively influencing the policies that directly impact NATO membership. The individual will act as a thought leader for the theatre industry, understanding and foreseeing the changes in market dynamics and adjusting the organization's approach as appropriate. The Chief Executive Officer will be an empathetic listener and an effective communicator who is readily accessible to NATO's members, large and small, and represent the industry with energy and passion. NATO's next Chief Executive Officer will be a confident presence who is comfortable with divergent interests, and especially skilled at building alignment among disparate views.

IDEAL EXPERIENCE

Demonstrated senior leadership experience

Has held a position of ultimate responsibility for achieving the directorial and fiscal success of an organization of comparable scale, scope, and complexity; leadership experience in a trade association and/or experience building consensus across multiple stakeholders is preferred.

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

Has represented an industry or organization to the public, media, industry partners and policymakers.

Legislative advocacy experience with relevant policymakers

Senior-level legislative advocacy experience/knowledge with established bi-partisan relationships and credibility in Washington, D.C.; at minimum, familiarity with advocacy and its industry importance.

Knowledge of the motion picture industry and Hollywood

Has a deep understanding of the motion picture industry and its key players. Specific expertise with studios and the creative community would be highly beneficial.

CRITICAL LEADERSHIP CAPABILITIES

Advocating and Influencing

- Quickly engages and develops trusted relationships with membership to build alignment on NATO's agenda.
- Ability to confidently manage priority differences between various sized members and with the industry as a whole.
- Establishes good working relationships and collaborative arrangements with policymakers, industry associations, movie studios, and other organizations to help achieve the goals of NATO.
- Identifies, assesses, and informs the NATO Executive Board of internal and external policy issues that affect NATO and/or member companies; and, in coordination with the Executive Board, make clear decisions which are timely and in the best interests of the organization.

- Ability to act as the industry's chief spokesperson and advocate. Can effectively and confidently articulate the industry's strategic messaging and NATO's value proposition to the public, media, policymakers and the broader entertainment community.

Acting Strategically

- Works with the Executive Board to develop an operational plan which incorporates goals and objectives that work towards the strategic direction of NATO and member companies.
- Anticipates future challenges and opportunities, proactively considers the implications of legislative policy dynamics and studio/marketplace realities for current members and adjusts NATO's direction and programming accordingly.
- Facilitates connections between key lawmakers and regulators at the federal and state levels on identified NATO priorities to keep them informed with regards to the advancement of policy objectives.
- Challenges assumptions and conventional wisdom with specific, supported, reasoned proposals.

Leading People

- Attracts, retains and develops talent as necessary to execute NATO's strategic goals. Works with the Executive Board to develop a staffing/resource plan.
- Builds a culture of respect and responsibility, as well as an inclusive workplace and membership environment.
- Effectively communicates the organization's long-term direction to all relevant stakeholders and collaborates with the team on how to reach it.
- Continues to build a healthy organizational culture with independent and open communication among team members and among the NATO Executive Board, members, and other stakeholders.
- Engages, inspires, and motivates the team to meet and exceed its commitments.

The National Association of Theatre Owners is an equal opportunity employer and is committed to providing a workplace free from harassment and discrimination. We value diversity and the skills, knowledge, and experience of employees, which drives our innovation and success.

APPLICATIONS AND NOMINATIONS

If you wish to submit application materials or nominate someone to serve as the next Chief Executive Officer of the National Association of Theatre Owners, please email: NATOCEO@SpencerStuart.com.