

## THE BACKGROUND BEHIND THE REMAKING OF THE ASSOCIATION

HCPA is fortunate to have an active and caring membership that understands that what worked yesterday might not work today.

This remaking of the organization began in mid-2016 with the pending retirement of the longtime CEO. The Board of Directors saw the opportunity to define what the future of the organization would look like and collaborated to begin an intensive strategic planning process. The staff did an organizational assessment, analyzed what its competitors did and polled its membership. The strategic analysis investigated:

- Member value, engagement and return on investment
- Perceptions of members at all levels
- CSPA's place in the larger association landscape
- Equity of the CSPA name and brand with members and inside the Washington beltway

The insights from this effort became valuable immediately when the organization announced in December 2016 that Steve Caldeira, the former President & CEO of the International Franchise Association, would onboard in January 2017 as the new CEO. Caldeira embarked on a cross-country tour to visit dozens of member companies, hearing their concerns and priorities. He also reorganized and expanded the government relations & public policy, and communications & marketing departments to strengthen their advocacy and member/media relations and marketing impact.

In addition, Jim Jones, the former deputy administrator and head of Office of Chemical Safety and Pollution Prevention at EPA, was hired to lead a new department: Strategic Alliances & Industry Relations. This department focuses on retailer engagement, relationships with NGOs and member engagement to support the association's legislative and regulatory priorities at all levels of government.

The changes concentrated staffers on results, innovation and efficiency.

Caldeira also revived one of CSPA's original keys to success — a willingness to collaborate with diverse stakeholders. Insights from the strategic planning research showed that more than any other association, HCPA leverages its ability to collaborate with allied trade groups, government agencies and NGOs to identify mutually beneficial public policy solutions for its members and the public.

Caldeira began reconnecting and strengthening relationships with allied trade association CEOs, leading collaborative discussions at industry conferences and speaking at more than 15 events inside and outside Washington. Relationships with policymakers and regulators also proliferated, including a meeting between new EPA Administrator Scott Pruitt and a half-dozen board member companies.

Caldeira commissioned an economic impact analysis in conjunction with the National Association of Manufacturers' Center for Manufacturing Research and INFORUM at the University of Maryland College Park. He brought the team together to capture hard data that will reinforce that the industry is an economic powerhouse and proven job creator.

All these changes paid dividends quickly. In a major win on ingredient communication regulation, the team successfully worked with California Senator Ricardo Lara (D-Bell Gardens), who also serves as the Chairman of the Senate Appropriations Committee, to negotiate and pass the Cleaning Product Right to Know Act of 2017.

This bill was a carefully crafted compromise developed through intense NGO-industry negotiations. HCPA helped bring together a diverse coalition of more than 100 organizations ranging from breast cancer prevention and clean water advocates to janitors and some of the world's largest multinational cleaning product companies. The bill is now law in California and a model for other states and major retailers. It is supported by both environmental advocates and name-brand consumer product companies.

The group still faced a major challenge: In the alphabet soup of trade association acronyms, the Consumer Specialty Products Association was just one of many with a name that was confusing and unclear. Focus groups confirmed what the new CEO and many board members had long suspected: no one outside of the immediate membership and EPA was remotely familiar with the CSPA brand or even understood what the name meant, who it represented or what its issues were.

The membership was calling for, and the data supported, a clear and modern brand that reflected who the organization served: The Household & Commercial Products Association, HCPA, with a new tagline: Innovative Products for Work. Home. Life.

In 2018, the association will embark on a rebranding campaign with advertising and media outreach. The new brand will build on the concept that in every aspect of life, the household and commercial products industry is with consumers and workers every step of the way. As a result, HCPA will be better able to advocate for its members, work to improve the lives of consumers and workers, and further build trust in the household and commercial products industry.