



**vitamin angels**

Director of Business Development  
Santa Barbara, CA



Enabling at-risk populations of pregnant women, new mothers,  
and children to gain access to life-saving  
and life-changing vitamins and minerals



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## About The Cause



Nearly 2 billion people around the world do not get crucial nutrients in their diets, and nearly 1 billion of those are severely underfed. Malnutrition among *children* is not just a public health challenge but a social crisis, putting generations at risk of illnesses that threaten health, life, and livelihood. Approximately 535 million children worldwide are at risk of Vitamin A Deficiency (VAD), for example, rendering them dangerously susceptible to such common diseases as diarrhea, measles, and other childhood infections and their long-term consequences.

VAD is a public health problem in more than half of all countries, especially in Africa and Southeast Asia. Allowing VAD to persist unchecked leads to needlessly high rates of illness, including blindness, and death from preventable diseases. It is generally recognized that adequate intake of vitamin A among at-risk children results in a 24% reduction in child mortality. In 2008, the Copenhagen Consensus, a group of top economists and Nobel Laureates, announced that vitamin supplementation, especially vitamin A and zinc, is the most effective strategy for improving a child's overall health. Vitamin A supplementation is simple, cost-effective, and has the single greatest potential to improve global health outcomes. Similar low-cost nutrition interventions can have an equally significant impact on sickness and death in children and pregnant mothers everywhere.

Vitamin Angels (VA) (<https://www.vitaminangels.org>) helps pregnant women, new mothers, and children under five to gain access to life-changing vitamins and minerals. VA's work reduces childhood illness and mortality and improves the birth outcomes of women around the world. VA takes an innovative approach, coordinating with a network of over 1200 NGOs worldwide to apply evidence-based interventions that alleviate vitamin deficiency in the most vulnerable populations in Africa, Asia, and Latin America. The approach leverages existing distribution networks and local knowledge to create a model that reaches the unreachable.

## Impact and Success

In less than 25 years, VA has become the largest mobilizer and distributor of essential micronutrients to the global community of health organizations. VA began with a focused effort to deliver vitamin A to a few hundred thousand children in a handful of countries. Today it reaches nearly 53 million beneficiaries in 66 countries. In 2010, VA created a pilot program to pair vitamin distribution with medicinal treatment of parasites that can sap essential nutrients from children's bodies. Today, the initiative reaches nearly all of VA's vitamin A recipients who qualify for treatment. VA is undertaking a similar expansion of prenatal multivitamin supplements to pregnant women and hopes to achieve similarly dramatic results. VA has received a 4-star rating from Charity Navigator, America's premier charity evaluator, every year for the last 10 years, and is ranked in the top 6% of charities worldwide.



# The Program

Founded by President Howard Schiffer in 1994, Vitamin Angels is an entrepreneurially-minded, mission-driven 501(c)(3) tax-exempt organization incorporated in the State of California and headquartered in Santa Barbara. Every day, Howard and his staff and volunteers put their hearts, souls, and minds into an extraordinarily efficient operation that achieves worldwide impact.

To support its field programs, VA generates revenue (both cash and gifts-in-kind) from private individuals, foundations, and businesses that entrust VA with the resources to fulfill its mission. Much of VA's revenue is derived from corporate sponsorships in the form of cause-marketing generated by the dietary supplement and natural products industries, as well as corporate contributions of commodities manufactured to VA's finished product specifications. This revenue model is driven by

entrepreneurial individuals drawing upon private sector sales and marketing know-how, sound business practices, and a proven and innovative cause-marketing approach that retains significant potential upside for revenue expansion.

Vitamin Angels works to achieve its goal of alleviating VAD and other micronutrient deficiencies, collectively known as "hidden hunger," in four distinct ways:



## Applying evidence-based interventions.

A proven solution to VAD is at our fingertips! It takes VA just 25 cents to connect a vitamin A supplement with an at-risk child every year. Or just \$250 to improve the health of an entire village of 1,000 children. Increasingly, VA also uses universal supplementation programs to deploy other essential micronutrients (i.e., multivitamins) to undernourished children, helping promote their physical and cognitive development.

## Focusing on the most vulnerable children.

Every year, around 54 million new children are affected by under-nutrition. VA distributes hundreds of millions of doses of vitamin A and multivitamins to pregnant women and at-risk children in about 20 countries on 4 continents, including the United States. This intervention helps children take the vital first step to excel physically and cognitively, not simply to survive their developmental years.

## Connecting with children no one else reaches.

VA recognizes that many organizations expend considerable effort and resources to alleviate VAD. But despite these efforts, more than 1/3 of those in need of micronutrients are not served, because they reside in places that have little or no access to a governmental health care system. VA works through local non-governmental organizations (NGOs) in a grass-roots style designed to reach children who live where government health services don't extend.

## Catalyzing locally sustainable systems.

VA operates like no other NGO in its sector: by promoting locally-sustainable micronutrient supply and distribution systems. Through a careful process to identify, vet, and qualify grantees, VA selects partners that can reach intended target audiences through existing community programs. VA requires all grantees to absorb all local distribution costs, as well. This approach ensures full partnership and guarantees local programs are designed by local personnel who know their communities best.

# Vitamin Angels' Finances

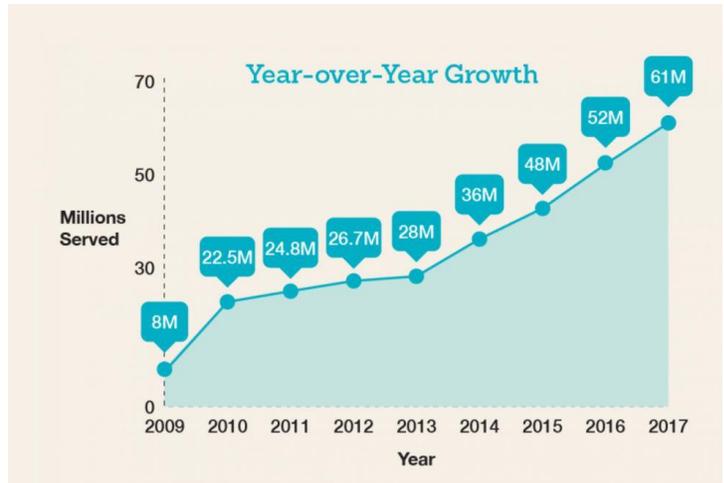
Vitamin Angels' financial health is strong. In addition to receiving a 4-star rating from Charity Navigator, America's premier charity evaluator, every year for the last 10 years, Vitamin Angels has also been recognized by GuideStar, which awarded it a 2017 Platinum Seal of Transparency for commitment to the highest level of financial accountability in the non-profit sector. It is ranked in the top 6% of charities worldwide.



Vitamin Angels' financial and programmatic performance have both contributed to creating a growing and complex revenue stream. 100% of Vitamin Angels' revenue comes from contributions from private donors, who count on Vitamin Angels' transparency and accountability. Over 90% of Vitamin Angels' budget directly supports work that is being done to bring vitamins to those most in need worldwide.

## Financial growth over time

REVENUE RESOURCES	2014	2015	2016
Cash	\$10,610,138	\$14,320,835	\$14,448,661
Gifts-in-kind	\$45,082,444	\$56,133,640	\$67,334,909
Total Income	\$55,692,582	\$70,454,475	\$81,783,570
Expenditures	\$53,116,435	\$64,414,603	\$76,453,488
Program Expenditures	\$49,101,399	\$59,965,774	\$71,044,218



Vitamin Angels' most recent public audits demonstrate its significant and steady growth, which continued in 2017. Both cash contributions and a large gifts-in-kind program (which collects anti-parasitic tablets, high-dose vitamin A, and multivitamins from major manufacturers) have increased in value by nearly 50% over the last several years. This growth has fueled dramatic increases in the number of people served around the world, from 8M in 2009 to more than 61M in 2017. The continued success of Vitamin Angels' resource generation and vitamin distribution depends on impeccable financial controls that continue to demonstrate the organization's value to its strategic partners and donors.

## The Opportunity

Vitamin Angels seeks a Director of Business Development (DBD) to oversee all of its revenue streams. While the initial focus of this position is on growing the successful corporate partnership program, the DBD is also responsible for expanding to other revenue verticals, such as grants/foundations, individual donors, events, and gift-in-kind donations. The DBD will lead the development team to meet revenue goals by building long-term partnerships, generating demand, and ensuring the division operates efficiently to meet objectives and targets.

This position directly supervises and is a critical guide to the account management team: the DBD assists each Corporate Account Manager in developing long-term strategies for key accounts, ensuring the account management team has the tools necessary to support and grow account revenue and to provide recognition and acknowledgement to all accounts. In addition to managing current accounts and growing revenue, the DBD will be responsible for creating new opportunities to raise revenue.

The DBD oversees all divisional forecasting, expense budgeting, and monthly/quarterly/annual revenue and expense reporting, and ensures the maintenance and accuracy of data input by the Development team into the organization's database. Lastly, this position is responsible for developing and implementing organizational structures and divisional processes to support consistent practices and procedures within the Development division while collaborating closely with the Marketing Director to ensure both teams are working toward collective revenue goals.

The major duties and responsibilities of the DBD are as follows:

### *Drive and create new revenue streams*

- ❖ Work with the Senior Vice President of Business Development to create and execute on new business and revenue streams within various channels.
- ❖ Direct and ensure that Vitamin Angels meets revenue goals across all channels of development.

### *Oversee the operations and success of the Account Management team*

- ❖ Work collaboratively with each Account Manager to understand the objectives of their key accounts and support the management process to ensure the success and longevity of each partnership.
- ❖ Assist Account Managers in drafting short- and long-term strategy to support the success and growth of key partnerships.
- ❖ Participate in significant meetings with Account Managers (either conference call, video conference, or in-person) to support relationship-building with key account representatives, facilitate account direction, and provide final approvals for crucial decisions.
- ❖ Travel with the Development team to further the division's objectives at applicable account meetings, trade shows, events, conferences, and field programs.
- ❖ Ensure each Account Manager is accurately forecasting all projected revenue and review each manager's revised forecast on a monthly basis.
- ❖ Develop action plans for accounts with lost revenue, supporting their Account Manager in implementing a revised strategy or renegotiating partnership structure.
- ❖ Track expenses accrued in support of high-level partnerships, including donor recognition programs, in-store marketing materials, employee engagement programs, etc., and work collaboratively with each Account Manager to approve needed increases/modifications to account expense forecasts.

# The Opportunity

## *Support the International Travel Manager*

- ❖ Strengthen current partnerships, secure new partnerships, and engage individual supporters by providing corporate partners and individual major donors the opportunity to travel into the field.
- ❖ Work to build out the field travel program to support revenue growth opportunities in the form of promotions with new and existing accounts.

## *Support and help develop individual donor revenue plans*

- ❖ Develop individual donor paths for conversion online on vitaminangels.org.
- ❖ Work hand in hand with Marketing Director to generate demand by individual donors.
- ❖ Oversee donor acquisition and recognition of individuals donating major gifts.

## *Support and help develop revenue from grants/foundations and other philanthropic giving*

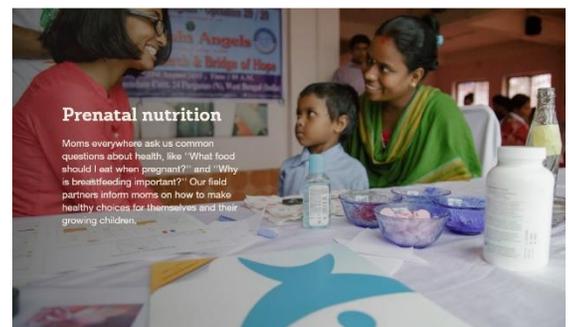
- ❖ Work with current contractors to assess and access revenue from foundation and individual grants.
- ❖ Understand and support needs across programs in order to acquire these revenue streams (i.e. provide monitoring and evaluation).

## *Support Gift-in-Kind Manager*

- ❖ Maintain a good working knowledge of major product donors and possible new donors.
- ❖ Understand inventory and cross-divisional needs from the Programs Division.
- ❖ Help maintain relationships, especially with high-profile donors working with the SVP of Operations and the President.

## *Play a strategic role in developing corporate partner-focused events in collaboration with the Senior Event Manager and Marketing division*

- ❖ Ensure Vitamin Angels' objectives are met through events; meet existing accounts' needs and promote awareness to gain new partnerships.
- ❖ Develop event concepts that highlight key partners to their industry peers.
- ❖ Ensure event concepts are in line with Vitamin Angels' brand and mission.
- ❖ Foster collaboration with the Events team to recreate needed literature (i.e., literature on sponsorship opportunities) that is distributed to accounts.



# The Candidate

## Background

- ❖ Minimum of eight years of successful experience directing sales with a global organization.
- ❖ Bachelor's degree from an accredited university in a specialty area that delivers skill sets relevant to fundraising (e.g., international relations, marketing and/or sales, brand management, etc.); Master's degree in related discipline preferred.

## Skills and Accomplishments

- ❖ Experience creating strategic and operating plans that align sales efforts with organizational goals.
- ❖ Demonstrated record of delivering financial results.
- ❖ Proven proficiency in executing a method-oriented approach to development/sales that can be replicated among other development professionals.
- ❖ Proficient computer and donor database management skills; experience with Sales Force is preferred.
- ❖ Familiarity with demand generation and conversion for individuals in an e-commerce space; must understand concepts of e-commerce success.
- ❖ Experience driving retail sales, both online and off.
- ❖ Leadership experience in planning and executing marketing and communications for an organization; must know how to work with marketing to develop go-to-market plans to pitch to corporate partners and potential donors for cause marketing purposes.
- ❖ Excellent written and verbal communication skills; some grant-writing experience is preferred.
- ❖ Familiarity with the concepts of venture philanthropy, cause-related marketing, and/or brand management.

## Work Style and Personal Characteristics

- ❖ Mission-driven orientation, with a deep and genuine commitment to, and passion for, advancing VA's mission of distributing Vitamin A and other essential multivitamins to children in developing countries.
- ❖ "Big picture" thinking skills, including planning, prioritizing, organizing, and following through.
- ❖ Sense of focus necessary to identify actions and issues with the greatest possibility for success and pursue them relentlessly.
- ❖ Dynamism, energy, and ambition to drive an organization forward.
- ❖ Ability to gain and maintain the respect of a group while still driving for results and encouraging growth.
- ❖ Comfort and facility at building strong working relationships.
- ❖ Strong organizational skills with exceptional attention to detail, paired with a flexibility sufficient to adapt to evolving priorities.
- ❖ Straightforward and self-possessed demeanor; readiness to collaborate and share information.
- ❖ Ability to manage up and gain high-level attention to issues when needed.
- ❖ Openness to feedback from key stakeholders and ability to refine strategies accordingly.

# To Apply



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## Director of Business Development Santa Barbara, CA

Questions, résumés, and CVs should be sent  
to [search@driconsulting.com](mailto:search@driconsulting.com)

All first-round interviews for this position will take place at Development Resources, *inc.* at 1820 N. Fort Myer Drive, Suite 702, Arlington, VA 22209, (703) 294-6684, or via telephone/video conference.

DRi is an executive search and development consulting firm that recruits senior leaders and works with them to create bold strategic plans and powerful fundraising programs.

Vitamin Angels is an Equal Opportunity Employer. Employment selection and related decisions are made without regards to sex, race, age, disability, religion, national origin, color, veteran status, or any other protected status.



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