Laurie Karson
Key Performance Objectives Plan 2013

As of January, 2013

Key Accomplishments January 2012 to January 2013

- Directed and oversaw FDFA GR consultation with Sault Ste. Marie Duty Free Store regarding their Federal Bridge/legal negotiations. Directed communications between FDFA/SSM, identified Ottawa lobbying firm and oversaw lobbying efforts/monitoring. Communicated status reports to FDFA GR committee, board and membership due to the serious precedence if SSM were unsuccessful in final outcome and potential Strategic Review implications from respective store/bridge negotiations. (successful negotiations were resulted and completed as of November 2012)
- Managed and implemented core FDFA member communications strategy relating to the Strategic Review file. Oversaw communications on issue with key CBSA and industry/member stakeholders (i.e. Joanne Giles, Stan Mitchell, Jack Hughes, etc.), worked directly with GR Committee/BLG on all Strategic Review efforts. Successfully leveraged positive industry stakeholder relations – including written support of the FDFA in SR discussions i.e. TIAC's communications to key stakeholders at CBSA showcasing full industry support of our positions. Execution of strategic review strategy resulted in a positive industry outcome and favourable recommendations from CBSA Executive Decision Makers. (File ongoing but key pillar decisions completed).
- Directed the post allowance increase communications (including FDFA representation at Federal Budget meetings when allowance increase announced) via the national marketing consumer announcements, internal membership communications with customer communication options developed by FDFA. Oversaw post allowance media queries and identification of allowance video. (ongoing communication efforts).
- Spearheaded the 2012 Annual FDFA Convention in all aspects i.e. financial, events, trade floor, supplier relations, communications, etc. Directly responsible for achieving the highest sponsorship revenue total in FDFA history – including complicated RBH sponsorship negotiations. The annual convention financials were the second highest revenue generator in FDFA history with exception member survey results on the outcome of the convention. (Completed November 2012). Oversaw the facilitation and execution of the Operator Workshop held at FDFA Convention.
- Oversaw and Directed the National FDFA Multi-Year Convention Contract for 2014 to 2017. Developed and directed RFP process with national hotel brands, which resulted in a two-pronged contract over the next five years – allowing for a 40% increase in delegate concessions at higher end hotel brands in a multiple nationally based city center convention contract. Including brokering hotel contract for 2013 FDFA Business Development Summit. Communicated all findings/recommendations to land border members with full approval. (Completed in November 2012).
- Directed and managed all key National Marketing efforts which included the following components: Directed agency transition from Beakbane to Match Ignite – early 2012 via contracts, communications, and negotiations. Oversaw the development of the 2012 Marketing plan and execution of all initiatives in conjunction with National Marketing Committee. Managed stakeholder communications inclusive of metrics, objectives and daily marketing oversight. Working with Marketing Team on the development of 2013 marketing plan, identified and developed brand partnership initiative – which is currently underway.
- Conceptualized 1st National Duty Free Golf Classic to be held this spring 2013 – secured keynote golf sponsor (Pernod), identification of event process, event objectives and oversee the planning team. Direct communications and marketing of golf event. The development of this initiative allows for several objectives to be met by the FDFA – allowing for a new networking event in the Spring – thus assisting with supplier/operator relations, allows for new fundraising activity with national breast cancer which provides new PR opportunity and creates a more tangible business development summit – outside of the meeting component. Overall, as a national event – this will allow the FDFA to invite high level supplier decision makers as opposed to divisional supplier sales representation.

- Conceptualized hosting the World Duty Free Council meeting to be hosted by the FDFA – late 2013. Ongoing negotiations and communications with TFWA. Represented the FDFA at TFWA meeting in Cannes – ensured to share best practices of FDFA Consumer awareness objectives with other duty free global leadership team – October 2012.
- In conjunction with Business Development Committee – conceptualized the allowance video as part of core committee objectives – to ensure further consumer clarity on allowance exemptions. Project involves vendor negotiations and oversight of video outcome based on stakeholder requirements i.e. interactive consumer video, French requirement, post metrics, video capability options, etc. (ongoing project – coming to completion in May 2013).
- Continued and ongoing dialogue with Ottawa based lobbying firms – in order to provide board at any given notice recommendations on GR firms for a variety of potential issues that may impact our industry i.e. competent firms for tobacco related issues vs. that of firms with more strategic and/or political relationships, etc. (ongoing)
- Maintained a positive operating financial result with membership dues and communicated membership increases for all member segments (completed). Continue to build upon existing and new supplier relations/communications.

Key Objective Proposals for 2013 – L.Karson

Note: The overall FDFA strategic direction as determined and decided upon by the FDFA Board 2013 will result in final FDFA Executive Director 2013 objectives. Amendment of final documentation to be forthcoming post January 2013 BOD Strategic Planning Session.

Objectives	Methodology	2012-13 Details	Timeline	Remarks
Membership: Maintain and Build a Compelling Value Proposition for Members				
Maintain/Grow Membership	**Engage directly with existing members to maintain and build on key relationships.**	- Continue to engage all land border duty free operator members – 29 stores - and other key member segment representatives to understand and communicate their specific issues and opinions. Ensure FDFA mandate/vision is communicated to members appropriately and in a timely fashion. - Engagement of all new supplier members and continue positive supplier and associate member relations. - Identify strategic process to leverage involvement of new and existing supplier members that would be most beneficial to land border buyers based on market segment metric analysis. - Liaise directly with members at strategic industry events.	Throughout the year	- Conduct approx. 4 land border duty free store visits i.e. recently visited Emerson, and Peninsula – upcoming store site visits to include Blue Water, Windsor and Osoyoos Duty Free/Kingsgate for 2013 - Attend supplier meetings as per supplier requests to highlight member benefits and address any potential supplier challenges. For example, meetings with Beler are forthcoming, Imperial Tobacco (Sponsorship and maintenance), Sayan (as per supplier request), etc. -Communicate on ad hoc basis supplier achievements via communiqué, email communications, website, national website, etc. – per case basis.

		- Maintain relationships, primarily through committee work or supplier/operator site visits, with key member executives.		
	Explore opportunities for better membership management.	- Via post convention surveys and the establishment of future communications – identify product categories that could potentially be expanded as part of membership base – that could positively impact duty free land border relationships and potential buying opportunities.	Summer/Fall 2012	-Through proper assessment and review – identify product categories that the board deems as a priority i.e. souvenirs. Once identified – strategically market companies that represent unique and/or high selling product lines within category that our buyers may want to consider for store's inventory. Bring forward report to board and establish on trade floor and member communications -Continue meeting with Motorcoach Canada on the possibility of developing national membership – similar to previous deals with TIAC and RCC. Thus, FDFA pays one membership fee – and provides all land border members who currently pay individual Motorcoach membership fees – same benefits – but no cost to store. Negotiations currently taking place.
Networking Opportunities	**Convention 2013 and Golf Tournament 2013**	- See PR for Golf Tournament details. But, providing more networking opportunities and/ or expanding on existing networking opportunities to benefit both supplier and operator relations.	Ongoing Spring 2013	- See PR for golf tournament objectives and adding Fun Night – whether FDFA or supplier sponsored to encourage further networking. - Creating LinkedIn Group FDFA site – in order to promote FDFA activities, allow for FDFA members to see key issues and net

Communication Platforms	**Ensure the membership "knows what we are doing."**	- Maintain a comprehensive monthly board report of developments relating to the FDFA, government policy, stakeholder relations and committee work. - Communicate in real time, through the FDFA Members Only website, briefing notes, and email important developments of interest to members. -Effective and timely communication of the national marketing objectives to all membership in order to garner better understanding of the importance of core FDFA focus. Identify Industry Canada Not for Profit Corporations Act – Bylaw mandatory changes. Communicate to board and membership – ensure bylaw changes occur.	Ongoing Provide Board draft changes in May 2013 November 2013 for Member approval – Industry Canada submission by October 2014	- Provide best practices that are shared amongst members such as Doug Waldie Continuing Education results from winning store – did the store's training assist in improving employee performance – share with other members. - Monthly board and committee reports ongoing - Ongoing Web site communications and upgrades, newsletter being revamped to include interactive polling component – share results on various issues with appropriate committee and board. -Communicating out the national marketing objectives and other FDFA priorities – but created to specific member segments that speaks to "how this impacts the respective groups specifically"...i.e. consumer awareness will drive more consumer understanding of our industry – thus assisting in higher sales in various product categories for future growth. -Work with BLG on identification of changes and recommendations. Provide draft bylaw changes to board for approval – based on draft bylaws. -Communicate changes to members at AGM in November for ratification. Submit final version to Industry Canada
Measure member satisfaction.		- Conduct survey on member satisfaction via member segments i.e. operator, supplier, and associate. Benchmark against 2010 member survey - Potential industry stakeholder survey	Summer/Fall 2013	- Based on historical member surveys – conduct new survey via the various member segments to assess member awareness and perceptions. Provide analysis and recommendations to board for early Fall 2013

		to assess external perceptions of industry i.e. Political officials?		
External Affairs: Building Credibility to Influence Future Policy, Legislation and Regulation				
Government Relations	**Build the network.**	- Maintain and build on relationships with key senior individuals in government, most notably at the PMO, Finance, Small Business/Tourism, and CBSA offices. -Research and recommend key lobbying firms in the Ottawa/Toronto area – based on key political objectives/issues for GR Committee's consideration/reference that may have an impact on future industry/political relations. If approved, work with FDFA GR Committee on key strategic objectives that external lobbying firm would be tasked with completing/monitoring if deemed priority. -Ongoing communications with key land border duty free stakeholders on the importance of maintaining local political relationships i.e. MP's, MPP's, local government.	Ongoing	-Continued participation in the FDFA GR Committee, ongoing CBSA communications from FDFA office, and other GR activities/meetings as per direction of GR Committee/board. -Identify, recommend and garner GR Committee approval on potential Liberal political party relationships i.e. meetings with key liberal party members to provide overview of industry -Identify and recommend lobbying firms based on cost, areas of expertise i.e. tobacco or strategic? Both? Present options for consideration for current and future GR activities. - Establish new CBSA organizational structure contacts and solidify FDFA relations via lobbying dinner in Ottawa or other. - Establish new contacts with key government departments such as Industry Canada, Tourism & Small Business, and Finance – tbd by GR Committee/Board -Provide land border members past reference documentation on critical steps in maintaining and establishing local political relationships i.e. annual MP meetings between duty free owner and respective MPP or MP. – continued FDFA encouragement on such activities.
	Keep abreast of developments to inform policy decisions and advocacy activities.	- Monitor key developments taking place around Ottawa and ensure they are communicated to members in a timely and concise manner. This monitoring activity involves not only government	Ongoing	-Timely communication via government relations briefings and ongoing meetings.

		relations bodies but industry stakeholders such as the national chamber of commerce, Retail Council of Canada, TIAC, Hotel Association, etc.		
	Serve as the voice of Canada's Duty Free Industry while maintaining and establishing new Industry Stakeholder relationships	- Serve as the liaison between the board and industry stakeholders to proactively report on key issues and developments. - Advocate on behalf of the FDFA through regular media relations activities as appropriate -Continue to develop and identify industry stakeholder relationships to ensure continued perception of duty free industry's viability and presence in Ottawa/Federal government	Ongoing	-Assess impact of media releases surrounding GR duty free issues and execute based on analysis -Continue relationships with key stakeholders on industry issues/opportunities i.e. TIAC, Airports, RCC, CAA, and other. -Continued monitoring and participation on Canada's Collation Against Contraband Tobacco, Motorcoach Canada Collation for pre-clearance initiatives at borders – US and CDN lobbying.
Public Relations: Developing PR initiatives to promote Canadian Duty Free Industry both Internally/Externally				
World Duty Free Council Participation and Canadian Hosting of First World Duty Free Council Meeting	**Establish, confirm and execute Canadian participation in world duty free council to include hosting of first World Duty Free Council meeting – hosted by FDFA within Canada**	- Proposed World Duty Free Council meeting to be held in Canada once TFWA has completed ratification of new council process and membership delegation i.e. Greece, Japan, Australia, etc. (association and industry leadership representation) – approx. 10 to 15 membership on council -Due to current dialogue with TFWA – they have successfully proposed first council meeting within Canada – ongoing dialogue between FDFA and TFWA on location, timelines and structure of meeting. -If two day meeting confirmed, establish communications, PR and FDFA involvement and activities. -Objectives of such initiative includes: Establishing Canadian Duty Free on world duty free stage, providing Public	Ongoing discussions – currently looking at 2 day meeting proceeding mid-November Annual Convention – location for World Duty Free meeting in Toronto, ON – November 2013	-Co-ordinate meeting with Erik Juul Mortenson and Abe Taqtaq at IAADFS for further discussions on CDN hosting event (April 2013) -Investigate feasibility of hosting high level dinner in Toronto for World Duty Free Council – potentially invite Minister Flaherty and other key stakeholders to such dinner. -Create Public Relation media initiatives surrounding event that could attract international and national media opportunities – with positive message on global and CDN industry. -Budget undetermined as TFWA may sponsor and or fund many of the activities. -If confirmed assist TFWA with reports on recommended meeting venues, networking activities, meeting vendors, etc.

		Relations opportunities, and hosting event to include critical government stakeholders showcasing the global importance of the duty free industry and our Canadian position within the scope of the global industry.		
National Duty Free Golf Tournament	**Currently initiative has been established and approved. Goal for 2013 is to complete the execution of the 1st National Duty Free Golf Tournament to be held in conjunction with the Business Development Summit – core mandate to drive further networking opportunities with high level supplier representatives and provide other FDFA future opportunities via this venue.**	-Work with keynote sponsor on event – Pernod Ricard – execution and core management of golf event, registration, post golf dinner, golf prizing, national breast cancer fundraising initiatives at event and post event, communication with national breast cancer, stakeholder and member marketing, communications and troubleshooting. -Communicate opportunity for high level supplier representatives to attend event – given its national networking premise.	May 2013 (May 9th, 2013) in Whistler, BC	-Develop and execute post golf tournament public relations media article – regarding event and fundraising activities for national breast cancer – part of PR plan. -Provide key metrics to board on golf registration and overview of event successes and areas for improvement moving forward -FDFA Board to consider whether we invite MP`s or industry stakeholders to event. Laurie to provide recommended list by (early March 2013) for consideration.
National Canadian Land Border Duty Free Marketing – Driving Consumer Awareness of Duty Free Industry and Brand Building				
Oversee National Duty Free 2013 Marketing Plan	**In collaboration with FDFA National Duty Free Committee and Board Oversight, manage and direct all national duty free marketing plans, initiatives and reporting to members.**	-Completed oversight and management of current detailed marketing plan for 2013 – in which Match Ignite will be presenting to board on January 31st. -Once plan is approved, ensure implementation of plan throughout fiscal year. -Oversee marketing firm's efforts and success with program.	Ongoing and throughout 2013	-Work with Match Ignite to ensure implementation of all initiatives. -Communicate to membership segments on initiatives, successes, metrics and collaboration where required. -Oversee marketing budget and reporting required. -Collaboration with Marketing firm on initiative successes and alternative marketing plans where required. -Work with individual stores on marketing collaborative efforts and educate on importance of initiative -Potentially review consumer awareness research firms to provide report to board i.e.

				Nanos research firm to assess if we have reached our goals on consumer understanding of our industry.
Creation and Execution of Consumer Allowance Video – for greater customer retail understanding	**Creation of video will allow for greater consumer awareness/clarity on key marketing/business development objectives**	-Business & Professional Development Committee overseeing RFP process to identify production house to complete video. (currently 4 shortlisted vendors)	-Completion of video May 2013 at Business Development Summit	-Once vendor identified work with vendor on video script and committee approval on video format/storyboard -Communicate video to members at May Business Meeting – i.e. how to use in their businesses/National Marketing site/potential kiosk usage in stores?
Canadian Airport Consumer Awareness Program	**Create Pilot Project for a National Duty Free Airport Consumer Awareness Digital Platform to increase consumer understanding of airport duty free industry. The FDFA would lead initiative and act as voice for overall program with future revenue stream for FDFA included in overall objectives. If successful, the FDFA will be overseeing the consumer voice for all duty free within Canada.**	-There are 10 companies (both internal and domestic) that own all airport duty free stores. -Preliminary discussions with largest airports on the potential of developing a national airport duty free website and social marketing component to increase consumer awareness of CDN airport duty free stores i.e. locations, hours of operation, liquid restrictions, etc -Presentation developed between FDFA and Match to present to all duty free airport decision makers. -Full Airport Presentation provided to BOD under National Marketing.	If successful, end of 2013 website rollout and execution.	-Met with Nuance and Aerrianta on preliminary concept – positive. Meeting with both companies again to go over details of how program would be rolled out -Meetings with key FDFA members (i.e. Jim Pearce and Abe) on pricing of program, FDFA revenue stream. -Establish and conduct meetings with all airport duty free stores to garner buy in. -If successful, oversee the development of national duty free airport website, social media, and processes for metrics, communications and next steps.

Executing Brand Partnerships	**Establish and confirm supplier brand partnerships for digital consumer awareness program in conjunction with FDFA National marketing website and social media platform.**	-Developed concept in conjunction with Match Ignite on digital brand partnership program to increase consumer awareness of CDN duty free industry brand – while increasing consumer understanding of product variety, duty free exclusive products and new product launches. This program will also increase consumer awareness of supplier key products and brands – while allowing our individual stores to cross promote campaigns with specific pricing communicated to consumers (in an optional manner to stores). -Ensure brand partnership campaigns are priced at a level to NOT interfere with supplier and store partnerships and promotional activities. -Concept is to have supplier`s identify brand or product that would be showcased on national website in optimal manner. Consumers who visit our national site will inherently understand the various products that are carried, including travel retail products and new product launches that differentiate our retail environment to that of domestic retail. Alignment with our social media, blog, and potential consumer contests, etc. will be included in all campaigns and partnerships. -In turn – supplier partners will cross promote our duty free brand via their digital network.	May to end of September 2013	-Currently finalized brand partnership presentation to supplier members with national marketing committee and Match Ignite. -Successfully conducted approx. 10 supplier meetings on preliminary brand partnership concept at Niagara November 2012 meeting. -Follow up meetings to review presentation and supplier campaign options are being directed by FDFA. Currently, five follow up meetings i.e. Pernod, Beler, Diageo, Patron, Turkey Hill, etc. -Currently establishing with Match Ignite the revenue split for all supplier brand partnerships due to the FDFA leadership and relations on all future deals. -Upon successfully secured supplier campaign commitments – identify calendar of digital campaigns throughout 2013 high season. Communicate calendar to land border operators and provide core members with supplier product digital creative, and recommendation to upload simultaneously with calendar – showcasing pricing of product at store. -Provide board, supplier partners, membership with metrics and update on program successes and next steps.