

FDDA Operating Review Committee Mandate

"To evaluate the operational requirements of the LBDF industry and the FDDA from an executive perspective and to make strategic recommendations to the board of directors concerning executive management and direction, to clarify the role and job description of an executive director/management position within the FDDA and to develop options for association continuity in various executive management scenarios"

Options for consideration and discussion

Rothwell Group/Leo Duguay:

Strengths - Ottawa based, understands the duty free industry, can incorporate the entirety of the FDDA into their existing structure.

Weaknesses - Does not seem to enjoy broad support with the board, concerns with longevity of the group.

TSA/Duncan Rayner and Don Moors:

Strengths - Ottawa based, Duncan and Don know the FDDA well and have recently worked with the board on issues such as the Peace Bridge RFP, national tobacco positioning, etc.

Weaknesses - Larger organization, may not be able to incorporate all FDDA functions as proposed by the Rothwell group.

Other Ottawa based consulting/policy management firms:

National Public Relations
Public Affairs Council
Fasken Martineau
Sussex Strategy Group
The Capital Hill Group
Hill & Knowlton
Hansell McLaughlin
Bluesky Strategy group
Summa Strategies

** These are but a few of the Ottawa based firms. There are several more potential candidates/partnership opportunities.*

Strengths - There is a broad range of expertise, networking ability and industry experience that exists in Ottawa, and the FDDA may have an opportunity to focus and tailor executive direction in a way that uniquely benefits the Duty Free industry.

Weaknesses - No identified prior relationship. The FDDA would have to educate any new partner/executive management firm. Potential for costs to increase significantly.

Strategic partnership with pre-existing industry association (RCC for example):

Strengths - Powerful advocates for the retail industry exist in Canada and our industry may have a chance to take advantage of the hard work and positive direction that we see in other retail sectors.

Weaknesses - Cross border retailing is not always seen in a favourable light in Canada and our industry could be viewed as negative instigators or supportive of the activity.

Executive Director:

Salary range - 100k to ?

Strengths - Full time employee with 100% of time devoted to FDFFA work.

Weaknesses - Position requires a unique combination of skill, training, expertise, experience, etc. An exhaustive search may not turn up the ideal candidate. FDFFA may be required to “pay more to get more”

No Executive Direction:

Strengths - FDFFA would theoretically realize significant budgetary savings.

Weaknesses - All FDFFA activity would be managed by Allison/Board of Directors. Board terms are for 2 years and program continuity/industry development would risk degradation.

Term:

1 - 3 years

1 - 5 years

1 - 10 years

1 - indefinite

What does the FDFFA hope to achieve through Executive Direction? Focus areas to consider are:

- Government and public relations and lobbying activities - the FDFFA currently outsources some of these services and the remainder is handled through the office and the GR committee.
- Convention activities, vendor negotiations and management/oversight of the convention - the FDFFA currently outsources a portion of these services and handles the remainder through the office and the convention committee.
- Operator unity and membership “faith” in the association.
- Business development activities
- Annual budgeting and financial planning
- Liaison between the Board of Directors and the rest of the association.
- Program development