

**TFWA**

**2020  
MEMBERSHIP**



**BE PART  
OF EVERY  
JOURNEY**

TFWA

BY THE TRADE  
FOR THE TRADE



**Alain  
Maingreud**  
—  
President,  
Tax Free World  
Association

*It is, as always, an honour for me to address you, the members of Tax Free World Association, as we embark on a new year and, indeed, a new decade. The past year was not without significant challenges for the duty free & travel retail industry, and we can be sure that this will be the case over the year ahead. Many of the markets on which we depend are facing considerable uncertainty, whether political, economic, or both. And all industries that depend on international travel are being challenged to show they are taking meaningful steps to limit their impact on the environment.*

Given this context, it is my firm belief that TFWA has an important role to play in providing a platform for our industry to develop. We will strive to ensure that our two exhibitions, TFWA World Exhibition & Conference in Cannes and TFWA Asia Pacific Exhibition & Conference in Singapore, continue to provide a cost-effective way for our members and exhibitors to meet the industry's key decision-makers. With this in mind, we have frozen the per-square metre price of stand rental at both events in 2020. We will work continuously with our partners in Cannes and Singapore to provide the best possible experience for all those that attend our exhibitions.

***We will work continuously with our partners in Cannes and Singapore to provide the best possible experience for all those that attend our exhibitions.***

We also continue to invest in improving our understanding of consumer behaviour among today's travellers, through the TFWA Research programme that is available exclusively – and free of charge – to TFWA members. Our constantly growing research catalogue contains themed reports on markets and nationalities of particular interest to our industry, along with reports on the latest travel trends and available market data.

Two new projects launched in 2019 will be further developed in the year ahead. The TR Toolbox is a resource that provides data and information on commercial activities across the top 100 airports by international traffic. TFWA members get free access to this important tool.

We are also proud to support the DFWC Academy, an initiative launched by the Duty Free World Council – of which TFWA is a founder member – to enhance training standards in our industry. I urge all our members to see how the Academy can benefit them – and once again, TFWA members benefit from a reduced rate for enrolments.

Look out also for the fourth edition of the TFWA Handbook, which will be published in September 2020. This “industry bible” is designed to give an understanding of the size and scope of our industry, and is exclusively available to TFWA members, free of charge.

Finally, the MEADFA Conference, held in November and organised by TFWA on behalf of the Middle East & Africa Duty Free Association, is another event not to be missed. TFWA members enjoy discounted rates at both the MEADFA and TFWA China's Century Conference, the next edition of the latter to be held in March 2021.

As an Association, we are answerable to you, our members. If you have any feedback on the events and services we provide, please don't hesitate to get in touch. Your feedback is vital in helping us to serve you better.

I wish you and your company a very successful and enjoyable year ahead.

A stylized illustration of a dark blue airplane with a white fuselage and a red and white tail. The airplane is shown from a side profile, flying towards the left. The background is a gradient of light blue at the top, transitioning to a light orange/red at the bottom. There are two faint, overlapping oval shapes in the upper left quadrant.

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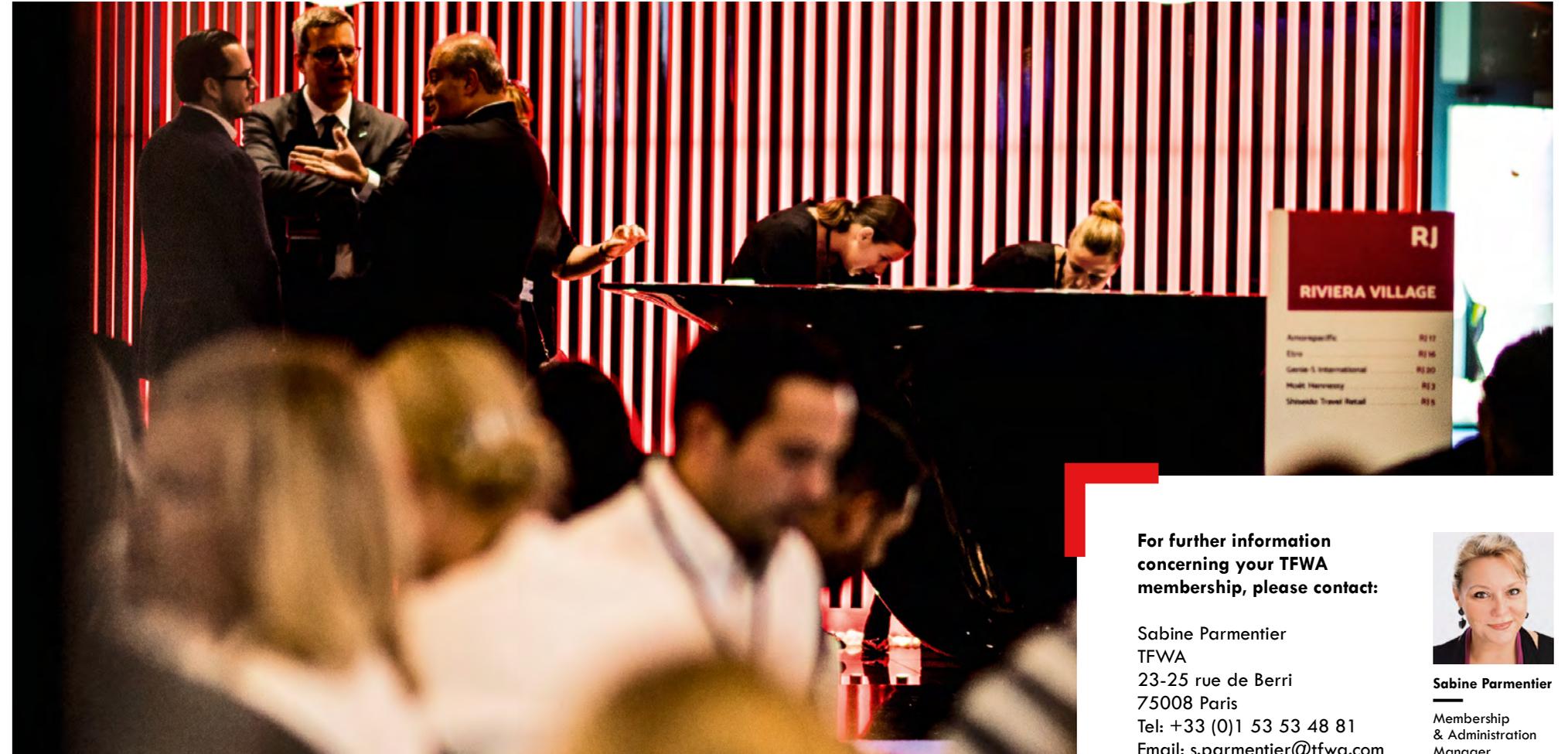
# 01

## What is Tax Free World Association?

The world's biggest duty free & travel retail association

Created in 1984, Tax Free World Association is a not-for-profit organisation incorporated in 1988 under the French law of 1901.

Its members, which now total over 520, are all suppliers of prestige products and brands to the duty free and travel retail industry – one of the most dynamic, sophisticated and challenging retail sectors in the world.



For further information concerning your TFWA membership, please contact:

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23-25 rue de Berri  
75008 Paris  
Tel: +33 (0)1 53 53 48 81  
Email: [s.parmentier@tfwa.com](mailto:s.parmentier@tfwa.com)



**Sabine Parmentier**  
Membership & Administration Manager



« **Providing a platform for the industry to prosper** »

**TFWA's mission is to identify trends and opportunities, build awareness and provide a business platform for the global duty free and travel retail industry to prosper.**

Through its organisation of high-quality exhibitions, acclaimed conferences and actionable research studies, TFWA aims to provide a platform for its members to succeed and thrive in the fast-changing market of duty free & travel retail.

The Association plays an important role in representing the interests of its members and of the industry as a whole, helping to forge close relationships between suppliers, retailers and landlords across the world.

Membership of TFWA helps your brand fulfil its potential in duty free and travel retail. Members gain a wide range of benefits for an annual cost of €710 (excluding VAT) for companies outside France and €852 (including VAT) for those based in France.



data



## TFWA Research

Knowledge  
is power

TFWA continues to invest in its research output to provide members with more data, insights and intelligence on our industry and on the travelling consumer.

For over a decade TFWA has sought to provide its members with actionable research studies focused on gaining a better understanding of the travelling consumer and of the context against which the travel industry operates. During that time we have built a diverse research catalogue featuring reports by nationality, theme, product category or location, **all made available to TFWA members free of charge.**



## The output provided by TFWA Research to the Association's members is organised into three areas:

### TFWA Data

The Association is seeking to help improve the quality and frequency of available data, in relation to sales and other KPIs, and to make accurate figures available to members on a regular basis.

### TFWA Monitor

Given the volatility of the business environment and the vulnerability of our industry to sudden shocks, TFWA Monitor seeks to help members understand how changes to travel patterns affect duty free & travel retail. It also provides intelligence on the latest retail and consumer trends on domestic markets across the world.

### TFWA Insight

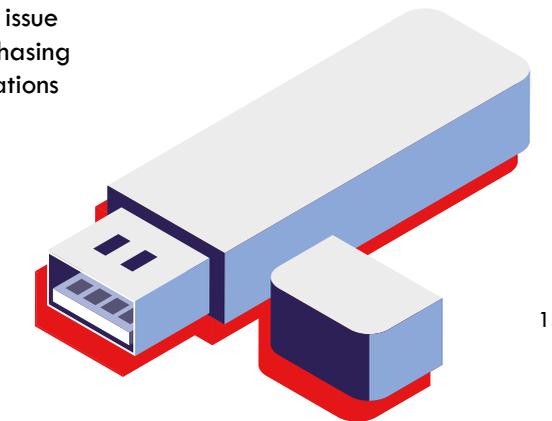
Building on the range of studies already provided by TFWA Research, the Insight component includes consumer research reports by theme, sector and nationality, commissioned according to the needs and recommendations of TFWA members.



## Helping TFWA members keep track of new consumer trends

Among planned **TFWA Insight** reports in 2020 will be **Sustainability in travel retail**, a study of current best practice among industry stakeholders in the field of sustainable development. The report will also look at the importance of sustainability for today's travellers, and how the issue is influencing their purchasing decisions, travel destinations and brand choices.

In 2020, the **TFWA Monitor** series of traffic reports and analyses from travel bookings analyst Forward Keys will be renewed, offering in-depth studies of the latest travel trends by region and examining the impact of sudden changes to travel patterns.



**Not only does TFWA's research cover a broad range of global topics and emerging trends, delivering insights and highlighting opportunities, it is increasingly playing a role in helping those outside our industry understand the concept and value of duty free as a channel.**

**Gemma Bateson**  
JTI



**TFWA members gain access to the full archive of the Association's research studies, available to download via TFWA.com. Last year alone, the following studies were made available to TFWA members:**

### **TFWA Insight: Understanding Young China**

This study, produced for TFWA and the Asia Pacific Travel Retail Association by NPD Travel Retail, is based on online and face-to-face interviews with hundreds of Chinese shoppers, focusing on the shopping behaviour, preferences and expectations of those in the 18-30 age bracket. The study looks at how their expectations compare with those of their elders, and includes ideas on how brands and retailers can tailor their approach to appeal to the growing wave of young Chinese travellers.

### **TFWA Insight: Korean Travellers Report**

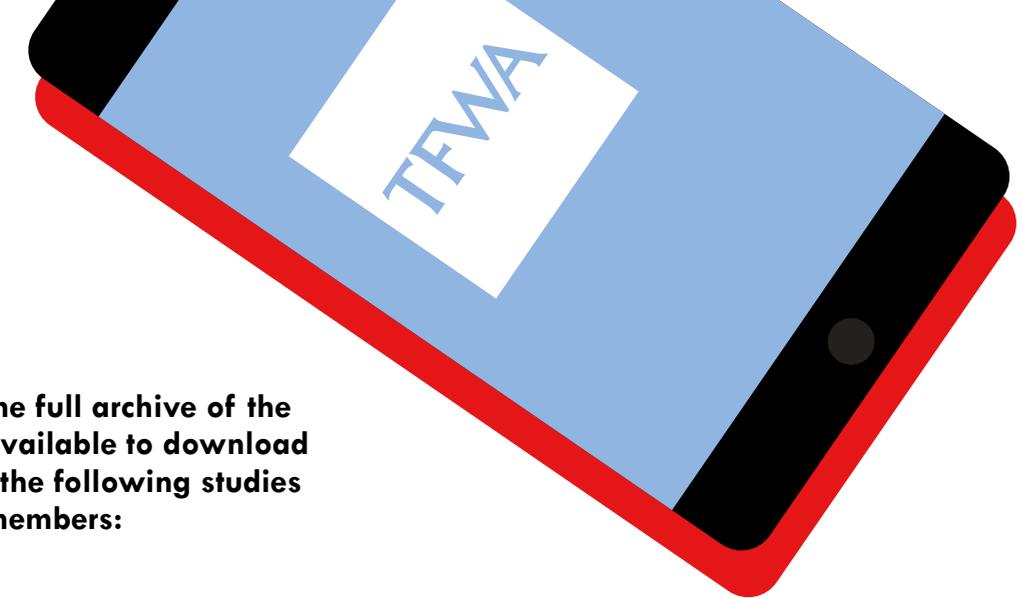
Compiled by Horizon Consumer Science, this study draws on the latest information from the company's TRaCS database of travelling consumers, and also features insights from focus groups of Korean travellers convened in Seoul in August 2019. It includes information on Korean traveller profiles, motivations to shop within and beyond duty free, buying habits and perceptions of the duty free offer, in Korea and abroad.

### **TFWA Insight: Understanding African Travellers**

This report is the first study TFWA has commissioned to focus on this growing market. The study, produced by Mind-set, is in two parts: the first features a study of the current aviation landscape in Africa, including top airports, airlines, destinations and travelling nationalities. The second part includes a detailed study of customer behaviour among travellers across the continent, including data on decision making, purchase motivators and barriers, and category spend.

### **TFWA Insight: TRaCS Category Reports**

This series of studies, conducted by Horizon Consumer Science, looks in detail at specific issues of interest to each of the major product categories in duty free & travel retail. The first report focuses on the gifting market in confectionery; further reports will follow in the first half of 2020.



# The TFWA Handbook

## Defining our industry

The fourth edition of this “industry bible” will be published in September 2020, with hard copies sent to all TFWA members free of charge.

The TFWA Handbook was conceived as a practical, readily accessible guide to today’s duty free & travel retail industry for TFWA members. The publication contains definitions, market data, traffic & tourism statistics and practical information, along with comment and analysis from industry leaders around the world.

In addition to hard copies sent to all TFWA members by post, the individual chapters of the TFWA Handbook can also be downloaded from TFWA.com.

The TFWA Handbook is published every two years, and the 2014, 2016 and 2018 editions are available to download from TFWA.com – with the 2020 edition to follow in September. Our objective is to help members old and new gain a deeper understanding of the scope of the duty free & travel retail industry today.

**The TFWA Handbook gives a full overview and broad analysis of our global industry. It is a perfect induction to all newcomers showing the importance of data sharing and understanding of travellers’ shopping aspirations.**

Donatienne de Fontaines-Guillaume  
Moët Hennessy



For more information on the TFWA Handbook, please visit TFWA.com or contact Sabine Parmentier (see page 9 for contact details).

# TFWA Members' Newsletter

Keeping members informed of industry events, trends and challenges

The TFWA Members' Newsletter is a quarterly update for members containing exclusive data, features, research and event news. Sent by email, the newsletter is designed to keep members informed on market trends and on the day-to-day work of the Association on their behalf.

## Content includes:

- The latest industry data from Generation, including trends by product category and by region
- Previews and summaries of the latest reports and figures from TFWA Research
- Member profiles & interviews
- Industry association news
- Event news and reviews



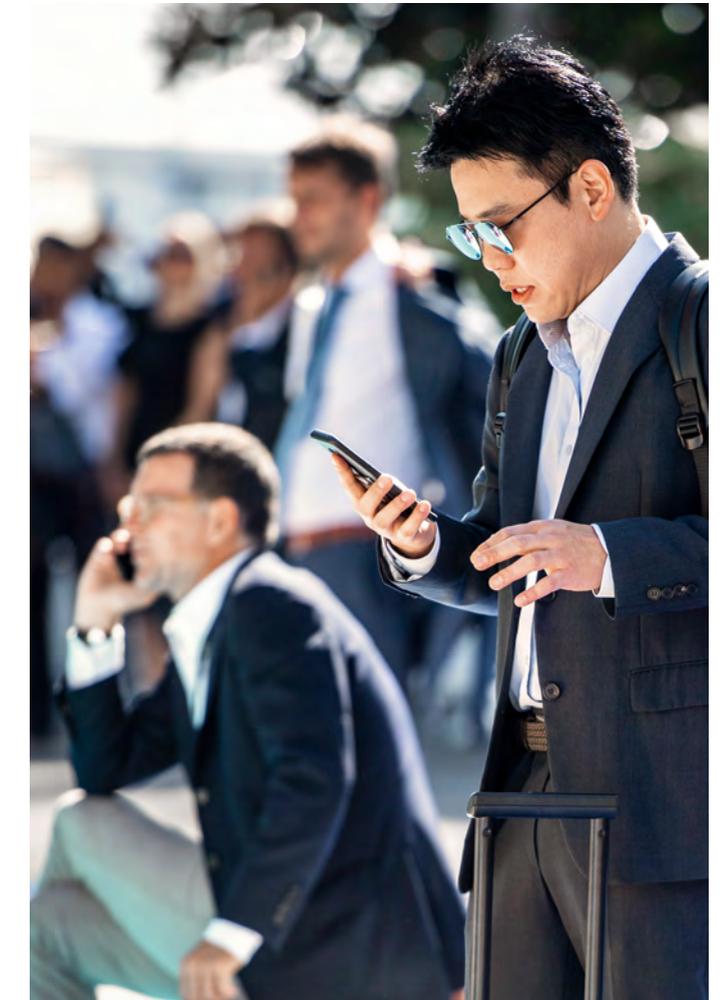
If you are not currently receiving the Members' Newsletter and would like to do so, please contact Sabine Parmentier (see page 9 for contact details).

Always faster moving trends,  
travelling included...  
Always more unpredictable  
economic futures...  
Always more efficient  
new technologies...

All these create  
new challenges but  
new opportunities as well.

The Members' Newsletter  
helps keep members updated  
on the market environment  
around us.

Philippe de Marcilly  
Albert Bichot



# TR Toolbox

**TFWA has joined forces with Contineo Labs/ Generation Research to help create a new resource designed to help users understand the scope of commercial activities at the world's leading airports.**

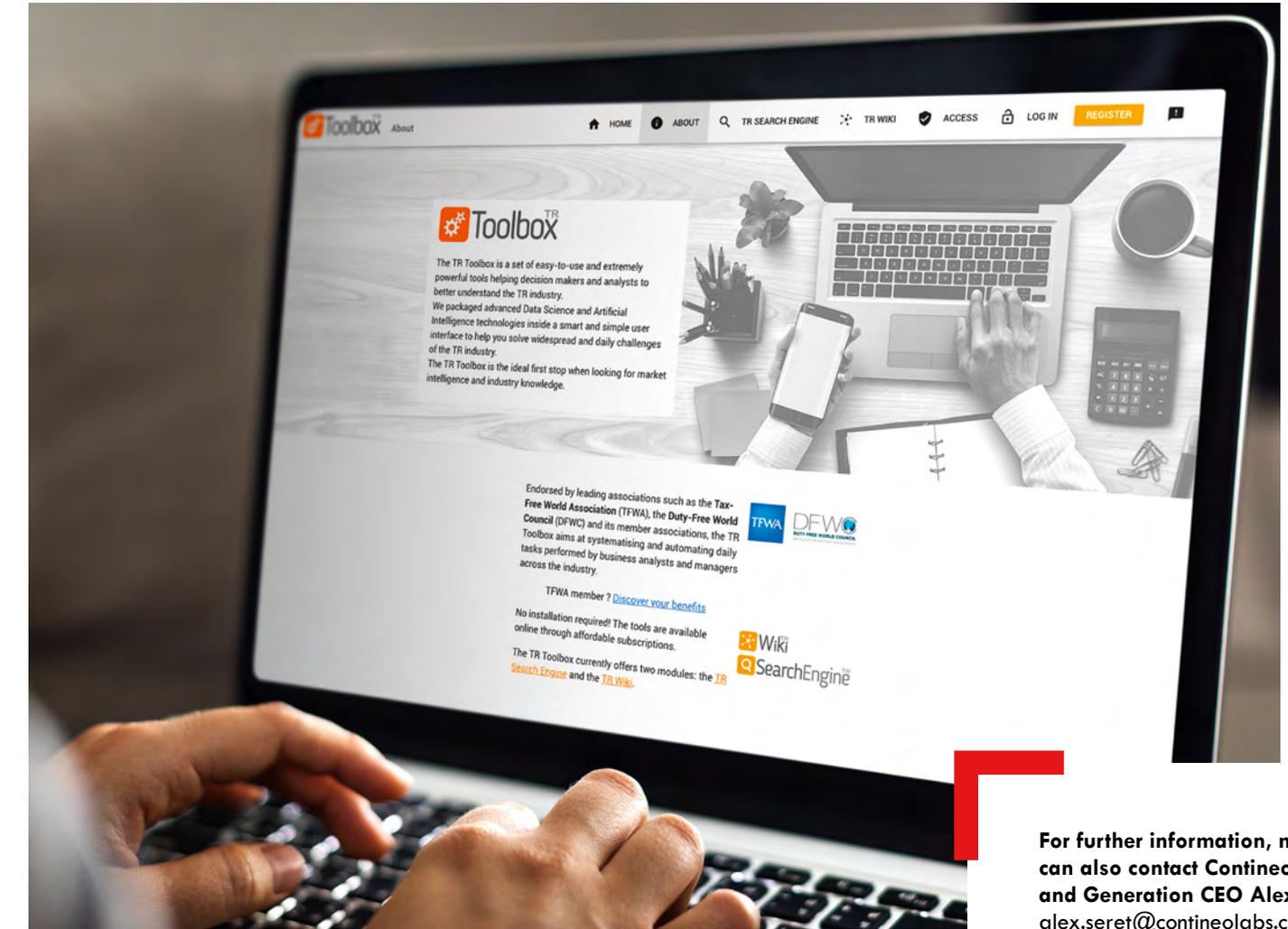
The TR Toolbox, accessible online, features an “industry map” indicating the location and nature of stores at the top 100 airports by international traffic, including details on store operators and products sold.

The TR Toolbox also features a search engine linked to all the major titles in the trade press, allowing users to search hundreds of articles by company, sales channel, region and any other relevant criterion.

The “industry map”, part of the TR Wiki, will be constantly updated and can be enriched using feedback and information from users, functioning in a similar way to Wikipedia. Over time, the scope of the TR Wiki will be enlarged to include more airports and other travel retail sales channels, thus giving users a dynamic resource that shows who operates what, and where.



**TFWA's support is allowing its members to access the TR Toolbox free of charge.** Any member wishing to access the resource can log on to [www.tr-toolbox.com](http://www.tr-toolbox.com) to sign up.



**For further information, members can also contact Contineo Labs and Generation CEO Alex Seret** [alex.seret@contineolabs.com](mailto:alex.seret@contineolabs.com).



3  
events

## On-site benefits at TFWA events

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Members attending  
TFWA World Exhibition  
& Conference in Cannes  
can enjoy a number of  
exclusive on-site benefits.

# TFWA Lounge

The TFWA Lounge, located on level 3 of the Palais des Festivals in Cannes, is a dedicated space where TFWA members can conduct business in comfort and benefit from an extensive range of services:

- Internet access
- Charging station
- Private bar and lounge area with complimentary drinks and snacks
- Meeting area (booking required)
- International press
- Massage service
- Dedicated concierge service
  - Reservations for restaurants and trips
  - Local tourism information
  - Catering for private events
  - Car rental, travel service, taxi booking
  - Car hire without chauffeur
  - Private jet transport
  - Babysitters
  - Boat hire
  - Travel ticket modifications
  - Gift and flower delivery
  - Errand running & problem solving

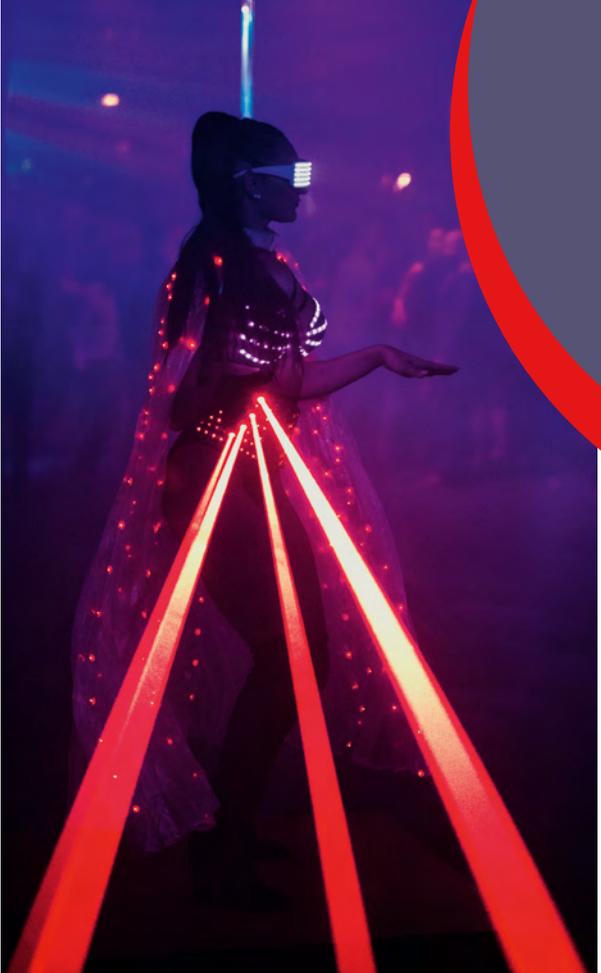


**The TFWA Lounge is the perfect spot for face-to-face meetings, a short break to recharge during a busy day, or as a ready-to-use workspace.**

**Claudia Heskie Schioenning**  
Swarovski

# The Scene

TFWA members benefit from a **10% discount** on your pre-registered weekly entrance ticket at **The Scene**, the after-hours hotspot offering music and dancing, a lively bar and fabulous terrace with views of the Cannes harbour.



## Video film service



Benefit from a **20% discount** to promote your presence at TFWA World Exhibition & Conference, to keep a record of your stand or film interviews of your VIP guests in Cannes.

Contact **Denis Chaloyard**  
at [cmaprod@free.fr](mailto:cmaprod@free.fr) for video films.



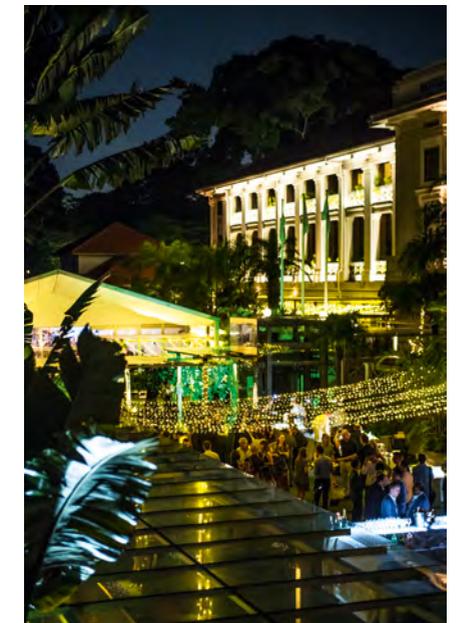
## Recruitment service

Find quality candidates through our recruitment partner **BeThe1**, located in the Palais des Festivals.

Please contact  
**François Bouyer**,  
Tel: +33 6 12 38 80 61  
or [contact@BeThe1.com](mailto:contact@BeThe1.com).  
(see also page 34)

## Other on-site benefits at TFWA events

- Members are encouraged to attend the **Annual General Meeting** during TFWA World Exhibition & Conference, where they have the right to vote on various issues relating to the management of the Association. Access to the exhibition on Thursday is complimentary for members wishing to attend the AGM.
- One additional invitation for the Welcome Cocktail during TFWA Asia Pacific Exhibition & Conference
- Special “Member” mention in official event publications





## TFWA approved partners

TFWA works with a number of approved business partners who are pleased to offer their services to TFWA members at a discounted rate.

# BeThe1

**Find the best candidates in the duty free & travel retail industry with BeThe1, a leading international recruitment consulting boutique specialised in fashion, beauty, retail and travel retail for 20 years.**

With a team of 11 experts based in Paris, Hong Kong, Shanghai and Singapore, BeThe1 provides high quality recruitment services to 300 key employers with 10 searching missions per month.

BeThe1 operates the websites [www.Bethe1.com](http://www.Bethe1.com) and [www.TravelRetailJobs.com](http://www.TravelRetailJobs.com), pooling 170,000 fully registered professionals including 17,000 in duty free & travel retail alone.

The service covers all middle manager and senior executive positions within supplier and retailer organisations, in departments including retail, account management, sales, sales support, marketing, merchandising, procurement and back-office.

**BeThe1 offers:**

- **A new generation international recruitment service specialising in duty free & travel retail**
- **High quality recruitment offering efficient and competitive service, a high success rate and industry-leading retention rate of placed candidates**

**BeThe1**



**Find out more**  
at [Bethe1.com](http://Bethe1.com).



# Wordessence

**Clear, concise copy tailored to your needs.**

Providing targeted business writing services to help organisations get the most from their written and spoken communications, Wordessence has extensive experience in travel retail. Our clients include some of the industry's leading players. TFWA members can now enjoy a preferential rate for the first assignment.

The fragmentation of traditional media and the growth of online and mobile channels have transformed the way people communicate.

To cut through, messages must be clear, concise and compelling.

**Wordessence creates copy for a wide range of purposes, including:**

- **Brochures and packaging**
- **Websites**
- **Newsletters and presentations**
- **Brand guidelines**
- **Thought leadership papers and feature articles**
- **Speeches and scripts**
- **Shareholder communication**

Working in English and French, we cover most product categories and write for both trade and consumer audiences.

*wordessence* 

**For more information, please contact James Clarke:**  
[info@wordessence.co.uk](mailto:info@wordessence.co.uk) –  
[www.wordessence.co.uk](http://www.wordessence.co.uk)



# M1nd-set

**m1nd-set is a Swiss-based marketing intelligence agency specialized and leading in travel research, and has provided travel retail & duty free research and consulting to suppliers, retailers and industry associations on all continents for 13 years.**

Its main areas of research are Consumer Insights, Touch Points Analysis, Shopper Segmentations, Attitudes & Behaviour, Price & Conjoint Research and more, at airports, cruises & ferries, downtown duty free and border shops around the world.

m1nd-set's Business Intelligence Service "BIS" provides an interactive and multi-dimensional approach to two key information sources.



The first is behavioral data for all categories, based on over 100,000 face to face interviews at over 60 airports around the world. It was launched in 2016 and allows users to analyze trends over time. The second module provides comprehensive air traffic and forecast data (the only source including direct ticket sales from nearly 500 airlines and also airline data) for 1,500 airports and all nationalities in the world. Subscribers have access to the data 24/7, allowing interactive analysis within and between the different information sources.

**TFWA members benefit from a 10% discount on subscriptions to m1nd-set's BIS service.**

**To find out more, please contact m1nd-set on:**  
Tel: +41 21 925 50 25  
Email: [info@m1nd-set.com](mailto:info@m1nd-set.com)  
Web: [www.m1nd-set.com](http://www.m1nd-set.com)

# ForwardKeys

**Helping to convert travellers into shoppers**

ForwardKeys helps companies to improve their tactical decision making, supporting the data-driven process for all traveller-focused companies.

ForwardKeys is used to monitor and anticipate international travel patterns from a global perspective down to departures, transits & arrivals at any airport terminal, for any nationality, at any given time, by crunching and analysing over 17 million booking transactions a day.

In travel retail, ForwardKeys enables brands & retailers to better understand the corridors travellers are using to reach their destinations, manage upcoming traffic flows, anticipate the impact of events and improve the ROI of marketing, promotion & communication

efforts by anticipating future market trends.

The services provided by ForwardKeys include subscription to its online business intelligence platform, monthly standard reports, ad hoc analysis and topic or customer specific webinars.

**ForwardKeys is pleased to offer TFWA members a 10% discount on ad hoc research & analysis and a 30% discount on the "China Outbound" webinars.**

**For more information, please contact ForwardKeys on:**  
Tel: +34 962 063 973  
or +33 6 61 66 24 71  
Email: [info@forwardkeys.com](mailto:info@forwardkeys.com)  
[www.ForwardKeys.com](http://www.ForwardKeys.com)



# NPD Group

**NPD Travel Retail specialises in providing global shopper and traveller data and insights for all major categories sold in travel retail and duty free.**

With our Traveller Statistics and Nationality Tracker products, we provide the tools to help you completely understand the travel retail channel so you can create action-oriented plans to drive increased revenue growth and profit.

**We're delighted to offer TFWA members a 10% discount on our flagship report 'Travel Retail: State of the Nation 2019'.**

**For more details on how to benefit from this offer and to discuss how our data can help your business, please contact us on:**  
Tel: +44 (0)1904 727 030  
Email: [contactnpd@npd.com](mailto:contactnpd@npd.com)  
Web: [www.npdtravelretail.com](http://www.npdtravelretail.com)



# DFWC Academy

**The DFWC Academy is an initiative of the Duty Free World Council, of which TFWA is a founder member.**

The Academy provides educational programmes for professionals working in our industry and those who would like to pursue a career in duty free & travel retail. The courses have been developed by a team of academic and travel retail experts and address the unique characteristics and challenges of our industry, something identified as lacking in courses from other training providers to date.

The courses are delivered online by the Institute of International Retail, (IIR) an international organisation with expertise in retail and e-learning.

The Certificate in Duty Free & Travel Retail, and the Mentor's Guide to the Certificate in Duty Free & Travel Retail, were launched in September 2019.

The Academy is for those working in travel retail or looking to pursue a career in the sector. The courses are relevant for retail sales professionals, employees from brand companies supplying the industry, airport commercial departments and the staff of promotional agencies.

They equip the learner with the knowledge and skills to advance and prosper in their career and to achieve a level of excellence in travel retail based on the DFWC Academy set of industry professional standards. Certification is jointly awarded to graduates by the DFWC Academy and IIR and are fully accredited by the globally recognised CPD Standards Office (CPDSO).

**TFWA members benefit from a special rate when they register employees at the DFWC Academy.**



**For more information:**  
Email: [enrolment@iiretail.com](mailto:enrolment@iiretail.com)  
Visit: <http://dfworldcouncil.com/academy/>  
<http://iiretail.com/>



05  
other services



## TFWA App

The TFWA App is a powerful, interactive tool designed to optimise delegates' experience at TFWA's events, delivering all the information you need to participate, network and more. The App enables you to plan your event, find your way on-site, connect and meet with your business partners, interact with conference speakers and be part of the TFWA community all year round.

TFWA members and their business partners can download the TFWA App from the Apple and Google Play stores now.



TFWA APP

**IN YOUR POCKET**

Plan your event, find your way on-site, connect and meet with your business partners, interact with conference speakers and be part of the TFWA community all year round.

Download the TFWA App now

Download on the App Store GET IT ON Google Play

Flash me



## TFWA.com

The dedicated Association website, TFWA.com, was recently refreshed with the addition of a number of new sections and resources.

Many of these are accessible to TFWA members only, with login details sent to each member separately.

Among resources available exclusively to TFWA members on TFWA.com are the following:

- Members news and interviews
- TFWA Research studies, dating back to 2004
- The full detailed Members' Database, including contact details for all TFWA members
- The TFWA Handbook, downloadable in PDF format
- TFWA Annual Report
- Statutes and Rules & Regulations of TFWA

## Trade press discounts

Membership of TFWA brings you a discount of up to 15% on subscription fees for the following publications:

- Duty Free News International / Frontier
- Drinks International
- The Americas Duty Free and Travel Retailing
- Gulf-Africa Duty Free and Travel Retailing
- Asia Duty Free and Travel Retailing
- The Spirits Business\*
- The Drinks Business\*

*\*Discount of up to 30% for TFWA Members*

## TFWA's Paris office at your disposal

If you are a member of TFWA and are travelling through Paris, TFWA will be delighted to welcome you to our headquarters if you are looking for a quiet place to work with free wifi.

Please contact us 48 hours in advance of your visit to check office space availability and we will send confirmation by email.

# 06

the team





# TFWA Board

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**Alain Maingraud**  
TFWA President



**Frédéric Garcia-Pelayo**  
TFWA Vice President  
Finance



**Donatienne de Fontaines-Guillaume**  
TFWA Vice President  
Commercial



**Patrick Bouchard**  
TFWA Vice President  
Conferences & Research



**Sam Gerber**  
TFWA Vice President  
Corporate



**Nadia Skouri**  
TFWA Vice President  
Marketing

# TFWA Management Committee

## Fragrances & Cosmetics



**Frédéric Garcia-Pelayo**  
Interparfums



**Patrick Bouchard**  
Estée Lauder Companies



**Hervé Ducros**  
Chanel



**Flaka Hamati**  
Clarins



**Simona Sangalli**  
Collistar



**Floriane Pampiglione**  
Parfums Christian Dior



**Marco Pirone**  
Coty



**Arnaud de Volontat**  
Altimetre



**Sophie Neyertz-Ehram**  
L'Oréal Produits de Luxe International



**Kaatje Noens**  
Puig International

## Fashion & Accessories



**Marco Gadola**  
Furla



**Tommaso Beretta**  
Bally



**Emanuele Mazziotta**  
Coccinelle



**Silvia Santin**  
MCM



**Francis Gros**  
Ermenegildo Zegna



**Alessandro Pozzi**  
Luxottica

## Confectionery & Fine Foods



**Patrick Dorais**  
Al Nassma Chocolates



**Johan Van de Slycke**  
Guylian



**Jaya Singh**  
Mondelez World Travel Retail



**Eric Carlier**  
Valrhona

Please note that the Management Committee currently serving was elected in October 2018, before the recent changes to TFWA's product sector classification. The next Management Committee, to be elected in October 2020, will reflect the new classification. Please contact Sabine Parmentier for more details (see page 9 for contact details).

# TFWA Management Committee

## Jewellery & Watches



**Nadia Skouri**  
Buying The Sky



**Virginie Martignac**  
Cartier



**Claudia Heskier**  
Schoenning  
Swarovski

## Tobacco



**James Young**  
Oettinger  
Davidoff



**Andrey Lysenko**  
Philip Morris  
World Trade



**Tobias Baude**  
Imperial Brands



**Gemma Bateson**  
JT International

## Wine & Spirits



**Donatienne de Fontaines-Guillaume**  
Moët Hennessy



**Philippe de Marcilly**  
Albert Bichot



**Nick Mogford**  
Brown-Forman



**David Hughes**  
Bacardi-Martini



**Damien Bertrand**  
Maison Boinaud

## Gifts & Electronics



**Thom Rankin**  
Capi Global BV



**Jean-Pierre Bombet**  
Spa  
Developpement /  
Be Relax



**Sam Gerber**  
WorldConnect



**Pier Giuseppe Torresani**  
Masi Agricola



**Franc Kopatin**  
Stock Spirits  
Group



**Adam Green**  
William Grant  
& Sons

# TFWA Staff

## Executive Office



**John Rimmer**  
Managing Director



**Emilie Vin**  
PA to President &  
Managing Director

## Exhibitions



**Myriem Chalabi**  
Exhibitions  
Director



**Françoise Parigi**  
Exhibitions  
& Logistics  
Manager



**Isabelle Régnier**  
Advertising  
& Sponsorship  
Manager



**Mona Lebrasseur**  
Sales Supervisor



**Morgane Sekfali**  
Commercial Assistant

## Conference, Research & Corporate



**Michele Miranda**  
Conference  
Manager



**Maha Abdenni**  
Corporate  
Relations Manager



**Sabine Parmentier**  
Membership  
& Administration Manager

## Marketing



**Cécile Lamotte**  
Marketing Director



**Maud Bruneau**  
Communication  
Manager



**Céline Fossé**  
Customer  
Relationship  
Manager



**Victor Legrosdidier**  
Marketing  
Coordinator

# TFWA Staff

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## IT



**Ana Homawoo**  
IT & Technical  
Director



**Christian Huynh**  
IT Systems  
Co-ordinator



**Shakil Sobhun**  
IT Systems  
Co-ordinator

## Finance & Human Resources



**Sylvie Guigue**  
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