



November 16, 2011

Dear IFRA North America Members -

Now edging towards the completion of the first year of my IFRA North America Presidency, I wanted to inform you about the state of our association and to tell you about the outcomes of the Board's two-day strategic planning session which was held this fall in Washington DC.

Let me start by reminding you that in November last year – in 2010 – there was no IFRANA stand-alone association, no dedicated IFRANA staff reporting to the Board, and no robust industry advocacy or communications programs. These critical elements of an effective industry association are now in place and paying dividends. It has been an exciting and challenging year, to be sure. The Board's vision for this institution has clearly been realized, in great part thanks to our staff. I want to congratulate my colleagues on the IFRANA Board, our membership, and our staff on this tremendous accomplishment.

During the two days of productive consultations in Washington DC this fall, the IFRANA Board concluded that our trade association is on "the right track" and reaffirmed that advocacy for our collective interests and defense of our industry's reputation remain key priorities for IFRANA. The Board also agreed that IFRANA should and will continue to be THE voice for the fragrance industry in the United States. We will continue to promote the fragrance trade, to build alliances with policy makers and stakeholders in Washington DC, and to defend fiercely industry's reputation against attacks in the media and elsewhere. With that in mind, we reviewed our association's by-laws, mission statement, and critical objectives for changes and clarity. I will be asking you to ratify these revised documents in the near future.

The Board also discussed the overall business climate and noted the significant challenges facing our individual businesses – from multinationals to small family owned companies. Our discussions were frank and serious, reflecting the hardships of today's business realities and the very high-stakes in policy and public perception arenas. As a result, I feel we are better attuned to our individual daily pressures and we came away with an understanding of where our collective focus should be in the upcoming months. We, and our association staff, must concentrate on building alliances with our customers and the associations that represent them, as well as the defense of our Intellectual Property – fragrance formulas. These themes are not new; they are an extension of our past mission. If there was consensus on one priority, it is that our Intellectual Property rights must be defended strongly.

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Coming out of the Board's meetings we have a few immediate and practical action items:

- Updating the wording of IFRANA's mission and critical objectives.
- Reinstating a "branding" committee to develop a membership plan, to be accomplished by a membership kit and marketing materials.
- Revising IFRANA by-laws to be in line with our restructured association.
- Continuing discussions regarding membership structure, categories and dues, so that they equitably reflect the structure of our industry.

To borrow a quote from one of my colleagues on the Board, our industry is now at a "time of reflection." The upcoming months will shape the future of this industry and I have the confidence that with the continued engagement of our Board and with the dedication of our staff and our membership, this industry will emerge stronger and wiser.

To do so, we need your involvement, and these days more than ever. Please volunteer, introduce your opinions in to the bloodstream of our organization by participating in committee work and in our events. On the heels of a very successful strategic planning session and IFRANA's Fall Meeting and Luncheon just a few weeks ago, I invite you all to continue to show your support and to join us for our next big event – IFRANA's Annual Business meeting taking place on **Thursday, January 12th, 2012**.

Please stay tuned for future updates. In the meantime, I welcome your input and look forward to seeing you all soon.

Best regards,

A handwritten signature in black ink, appearing to read 'Kim Bleimann', with a long horizontal flourish extending to the right.

Kim Bleimann