

**Nomina ta' Marlene Seychell bhala
non-executive Chairperson tal-Awtorità Maltija dwar il-Loghob**

Pubblikazzjoni tal-mistoqsijiet u t-tweġibiet *ai termini* tal-Artikolu 48B(2) tal-Att dwar l-Amministrazzjoni Pubblika.

Mistoqsijiet sottomessi mill-Membri tal-Gvern

1. Inti persuna ta' esperjenza kbira fil-kummerċ, kif torbot dan mal-isfda li ghandek quddiemek, li ssir Chairperson tal-Malta Gaming Authority?

My profile is attached (Annex A), which very much sums up my past experiences within the commercial sector. I believe that my past is a foundation which, if given the role, shall assist me in assuming this public function, with the heightened responsibilities that may ensue.

2. Tara xi tibdil intern li ghandu jsir fi hdan l-Awtorità sabiex din issir aktar effiċjenti u trasparenti fix-xoghol taghha?

I feel that this question may be premature at this stage. Nonetheless, as attested by the MGA annual reports of the last 4 years, there has been a reformist agenda underway and a remarkable improvement. If appointed as chairperson, I will endeavour to work closely with the management and the board in order to continue improving the way in which the Authority carries out its functions in the future. If this would mean that internal changes are required, I will, of course, via management and board, ensure that any changes are implemented to improve the Authority's regulatory and overall performance.

3. X'tahseb li huma l-isfidi ewlenin li ghandha l-Awtorità quddiemha fl-isfond tal-iżviluppi f'dan is-settur?

Please refer to my answer to question number 5, presented by the honourable Members of the Opposition.

4. X'niċeċ godda tara li kemm l-Awtorità, l-industrija u pajjiżna ghandu jahdem fuqhom dejjem relatati mas-settur tar-remote gaming?

Video gaming and e-sports have huge potential, coupled with the rise of distributed Ledger Technologies and crypto currencies.

5. Kif qed tara li tista' żzomm u tistabbilixxi relazzjoni tajba mal-kumpaniji tar-remote gaming hawn Malta, sabiex ikun hemm rabta ċara bejn ir-Regolatur u l-industrija?

It is important that the MGA maintains ongoing dialogue with all stakeholders, including practitioners and licence holders, in order that there is always a clear understanding of the challenges and developments that the industry would be facing. Also, that the MGA maintains a strong online presence to roll out information on an ongoing basis. Furthermore, other means of interaction with the industry may include regulatory briefings, conferences and networking events, which I believe would ensure closer collaboration between the Regulator and the industry. This collaboration should also be extended internationally with other regulators, as

also international institutions representing the industry, in the name of better regulatory policy and the best interests of the sector and public at large.

6. X'impatt tara li Brexit jista' jkollu fuq dan is-settur tant importanti ghal pajjizna?

I believe that the effect of Brexit should, overall, be positive for Malta, but, having said that, one is yet to see the exit package which the UK will negotiate with the EU, as this will determine the extent of the impact that Brexit can have on the gaming industry.

7. Kif qed tara l-isforzi ta' integrazzjoni u armonizzazzjoni fiskali, li qiegħda tittenta twettaq l-Unjoni Ewropea, jistghu jaffettwaw lil din l-industrija tagħna?

The gaming eco-system that Malta has developed over the years, where operators and service providers have chosen Malta as their primary establishment, goes beyond tax incentives, which are nonetheless crucial. In my view, fiscal harmonisation can have a general negative effect on Malta's economy and foreign direct investment, not just for the gaming industry. It is important that the Maltese government maintains its current stance to such attempts, for Malta to remain competitive as a jurisdiction.

8. Tara li għandek xi interessi professjonali jew ta' kummerç li jistghu jkunu konflingenti ma' din il-kariga tiegħek?

None personally, but, as declared in my profile submitted to this Committee and here attached (Annex A), my 27 year-old son has been working in the remote gaming industry for the past ten years.

9. Kif tara r-riforma legali li saret dan l-aħhar fis-settur tar-remote gaming saħħet kemm l-Awtorità, kif ukoll waqqfet qafas aħjar u aktar effiçjenti għall-operaturi f'pajjizna?

My perspective is that this new framework Act has widened the Authority's remit and powers in the governance of the gaming sector in Malta as a whole, as well as in its supervisory and enforcement function. I understand that the authority will be able to be more agile and flexible in its decision making, without undermining the regulatory principles, which serve as checks and balances, and which have been included in the main act.

Mistoqsijiet sottomessi mill-Membri tal-Oppożizzjoni

1. Tista' tghaddi kopja aġġornata tal-Curriculum Vitae tiegħek lil dan il-Kumitat Permanenti dwar il-Hatriet Pubbliçi?

Profile and CV attached (Annexes A and B).

2. Mill-ftit informazzjoni li għet mghoddija lilna, jidher li l-linja prinçipali tiegħek hija f'settur kompletament differenti minn dan, tista' tispjegalna dwaru?

Please refer to my answer to question number 1, presented by the honourable Government Members.

3. Qatt kellek impjeg jew pożizzjoni ma' kumpaniji li huma fis-settur tal-loghob?

Please refer to my answer to question number 8, presented by the honourable Government Members.

4. Fiċ-ċirkostanzi preżenti, x'tahseb li ghandu jsir biex jimxi iktar 'il quddiem u jkun protett ahjar dan is-settur fi hdan l-Awtorità Maltija dwar il-Loghob?

We definitely need to keep building on what has been achieved in the past years towards effective regulation in the public interest, which, I understand, was one of the driving factors of my predecessor's reformist agenda during his tenure.

5. Xi sfidi ġodda u attwali qed tara li trid tidhol ghalihom f'din il-pożizzjoni ta' non-executive Chairperson?

The challenges I see are:

- The global, fast-changing regulatory landscapes (a patchwork of national regimes spurring over time, increasing enforcement and blocking measures on operators legally established in another member state, like Malta, as well as doubling compliance costs on operators);
 - The increased negative perception around gambling, driving governments to over regulate, thereby potentially stifling innovation and investment on new technologies;
 - Scaling up to the new obligations under the anti-money laundering framework and the new privacy rules amongst others;
 - The current skills gap that exists in the gaming sector, which I believe is being looked into and addressed by the government;
 - Rolling out the new regulatory framework, which, I suppose, would always pose an element of challenge on the local sector, requiring uptake and support of the Authority and the industry itself, as a whole.
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MARLENE SEYCHELL

CULTURALLY-ASTUTE C-SUITE EXECUTIVE & THOUGHT LEADER • RENOWNED WITHIN INTERNATIONAL BUSINESS



Marlene is a well-respected Executive Leader, who has built a strong entrepreneurial reputation, applying her natural business prowess to develop, expand and propel ventures into successful businesses.

Marlene's clear focus, confidently made decisions, awareness of external competitive landscape, industry developments and international standards, contributed to the success of her company.

As a true visionary, Marlene applied leading edge thinking, identified new business opportunities whilst creating, communicating and implementing the strategic vision and overall direction. Marlene was also astute enough to recognise the need and apply a period of consolidation, when necessary. She possesses sharp commercial acumen, strong organisational and planning skills, and an ability to influence and challenge at all levels.

Marlene acts as the driving force behind accelerated growth and develops trusting relationships with C-Suite Executives such as International Directors, CEOs and Chairmen, heading up complex commercial negotiations and selling the potential of Malta as a market, thus attracting new business.

With a deep understanding of overall business and appreciation for the complexities this can prevail, Marlene has been a Panel Speaker at International Summits, and hosted delegations from key organisations, providing insight into the core issues and the development of innovative strategies, which were well received at all levels and implemented.

Her confident persona and ability to forge relationships transcending international boundaries, makes her a true thought leader, who adds value by being able to 'See the Bigger Picture', aligning corporate strategies with deliverable plans, whilst ensuring that these are filtered down through the organisation to ensure achievement.

As an influential leader and senior executive, Marlene has fulfilled a number of Non-Executive Director assignments utilising her eclectic mix of skills, combining these with high levels of business acuity and sector-versatility.

In 2017, Marlene made a strategic decision to sell her own business heading up the complex business negotiations throughout the sale process until completion and will now strive to implement her vision, leadership and strategic attributes to any future role/venture.

Marlene has three children, the older two working in the private sector, whilst the youngest is a student. It is apt to point out that her 27 year old son has been working in the remote gaming industry for the past ten years and currently holds a role as a product coordinator.

Tel: +356

Email:

LinkedIn: [Marlene LIP](#)

MARLENE SEYCHELL

INFLUENTIAL C-SUITE EXECUTIVE & SENIOR LEADER – INTERNATIONAL RETAIL, YOY GROWTH & VISION SETTING

PROFESSIONAL PROFILE

An accomplished and well-respected **C-Suite Executive & Thought Leader** with over three decades of experience within the European fashion retail sector, utilises entrepreneurial flair and business acumen to establish, develop and expand franchised-modelled ventures, driving YoY growth. Shapes overall strategic vision, sources external funding and presents business cases, spearheads business development and successfully introduces globally renowned brands into Malta. Acts as the driving force behind the sourcing of new brands, forges relationships with C-Level executives such as International Directors, CEOs and Chairmen, owns the commercial negotiations and presents innovative opportunities to open new stores which surpass performance. Holds full P&L accountability and considered a Thought Leader for international retail franchising, acts as Panel Speaker at global summits, and imparts knowledge of challenges to corporate delegations.

SKILLS SUMMARY

- Strategic Development & Vision Setting
- European Fashion Retail Management
- Funding & Investor Proposals/Business Cases
- Complex Franchise Models/Agreements
- C-Level Stakeholder Management/Engagement
- Building/Operating New Business Ventures
- Business Development & Expansion
- Commercial Negotiations
- Thought Leadership & Coaching
- Full P&L /Balance Sheet Control/Visibility
- Brand Integrity & Marketing
- Talent Acquisition & Mentoring

EXECUTIVE IMPACT/HEADLINES

- Demonstrates track record of success within European Fashion Retail, launches new start-ups, sets out strategic visions and builds ventures into successful and profitable stores trading international brands.
- Understands the complexities, challenges and pit-falls of international business, invited as Panel Speaker at International Retail Franchising Summits, and supports delegations from organisations such as Arcadia Group.
- Forges, nurtures and builds trusting relationships with external stakeholders operating at C-Level, builds value propositions/proposals to generate new opportunities, exceeds projections and builds local brand integrity.
- Builds, coaches and mentors high performing teams including Brand and Store Managers, applies commercial and operational acuity to optimise performance and productivity, incentivises targets to maximise sales revenues.
- Recognised within the industry as a motivated, confident senior leader and offered Non-Exec Director positions in cross-sector organisations.

CHAIRMANSHIPS & NON-EXEC DIRECTORSHIPS

- 2018: Non-Executive Director: Calamatta Cuschieri Finance PLC
- 2018: Non-Executive Director - Main Street Complex PLC
- 2018: Non-Executive Director with SPTT Properties
- 2013-2015: Director on Malta Enterprise Board
- 2012: Chairman of Department of Industrial & Employment & Relations (DIER)

CAREER HISTORY & ACHIEVEMENTS

Dec 1997 to Sep 2017: Founder/CEO CYKA Ltd, Malta

Successfully established a new franchised retail business and built from the ground-up, generated annual revenue of circa €8m at peak with >85 employees including Brand Managers and Office Administrators, succeeded in negotiating major agreements with global brands to establish a presence in Malta.

- Founded this highly successful business and sought external funding by presenting a strong business case based around knowledge of local market and international retail industry.
- Outlined strategic vision for the business with the aim of opening new stores across Malta, with the first store for Miss Selfridge opened in 1997 in Sliema, following the securing of franchise agreement with Sears.
 - Built out business plan and projections for 3 stores, actually opened 4 and maintained 'hands on' presence across all store operations.
- Managed talent acquisition and development, introduced the concept of a Mystery Shopper, and engaged the services of an external agency to conduct exercises on a twice yearly basis, and this led to improvements.

CAREER HISTORY & ACHIEVEMENTS CONTINUED.....

- Proactively sourced locations and new opportunities for stores, negotiated lease agreements with landlords for units located on high streets in Malta, and also prestigious shopping centres based within the Maltese region.
- Awarded 'Highest Like-for-Like Increase in Revenue in 2001 from Arcadia Group.
- Championed business development and expansion of CYKA including the landing of major agreements:
 - Sold the concept and potential of Malta to Adams, and opened the first-ever Adams store in Malta in March 2000, with a 2 further stores following on afterwards.
 - Gained recognition from Adams CEO and International Director at Global Franchise Conference.
 - Due to outstanding performance and brand integrity, Maltese stores operated within Top 3 globally.
 - Opened 2 Okaidi stores (2006/2007) in addition to 3 Jennyfer stores in 2008/2009.
- Sought to further expand and grow the business through the building of relationships with global brands, entered into commercial negotiations with major retail players.
 - Following the failure of Adams, quickly secured Pumpkin Patch as an alternative children's brand for Maltese market, and opened 3 stores.
 - Approached George by Asda and launched 4 stores in total (2014/2016). Due to unprecedented performance of +200% of first store, George diverted stock from Asia to meet demand.
 - Opened 1 Morgan/ 1 Jules store both in Pama Shopping Centre in 2016.
- Influenced senior leadership team within George to change their approach to a 'push' model for stock replenishment, this was so successful, that Asda decided to change other markets to this model too.
- Actively promoted brand integrity and raised awareness for new stores via a suite of innovative campaigns.
- Held full P&L accountability and developed ideas, strategies and initiatives advocating best practices, including a new commission model for Store Managers, and a daily reconciliation process within central admin function.
- Built exceptional relationships with franchisees and brands such seen as the benchmark for outstanding operations, and undertook conference calls on a regular basis to review accounts.
- In 2016, approached Camilleri Group to drive forward the sale of the company, which was completed in September 2017.

EARLY CAREER/HIGHLIGHTS

1989 to 1997: **Planned Career Break – Travelling & Full Time Parent**

1984 to 1988: **Franchisee, Benetton, UK**

- During this period, operated two highly successful stores in Crawley and Redhill, and sold to agent of Benetton.

PUBLIC SPEAKING & OTHER ENGAGEMENTS

Panel Speaker, International Retail Franchising Summit, London (2016) - Spoke on various topics including improving franchise communications, motivating tenured franchisees, and how to seek out/secure successful locations.

Coach/Mentor: Hosted a delegation from Arcadia Group for 3 days on issues facing international business, suitability of products, frequency, visual merchandising and developing innovative strategies.

INDUSTRY EVENTS

Malta Employers Association

Maltese Chamber of Commerce

General Retailers & Traders Union

Major International Banks: HSBC, Bank of Valletta – talks/workshop participation

PERSONAL DETAILS

Address: Located in Malta (Internationally Flexible/Fully Mobile)

LinkedIn: [Marlene LIP](#)