

How to Make the Shopper Fall in Love with You

Globally Operating Sales Trainers Jennifer Piper and Karim Moustafa on empowering impressive employees.

What exactly does it take to be an impressive employee in the Heinemann shops?

Jennifer Piper: Empathy, expertise, and passion. Even at 4:30 in the morning when the shops open for the first early flight, passion is the key. Our employees have that, and they are absolutely people-driven, focusing on the traveler. That is how they create unforgettable experiences. An impressive employee loves to interact with shoppers and finds the right way to approach them, to identify their needs, and even their underlying desires to generate more sales.

Karim Moustafa: Additionally, I'd say a willingness to go above and beyond. To be able to do something that leaves a lasting impression – even if it's small for you, it might be huge for the traveler. Especially at 4:30 in the morning!

As globally operating sales trainers, it is your job to empower shop staff around the world to be impressive. How do you do that?

Karim Moustafa: We provide sales and product training to help our sales colleagues feel confident in approaching a shopper and starting a conversation. If you really know what you are talking about,



people will find you impressive. There are, of course, differences across countries and cultures. As trainers, it is vital for us to be culturally aware and to conduct intercultural training, too.

Jennifer Piper: The Heinemann staff on the shop floor is already very enthusiastic and impressive, and it is only occasionally that we have to rekindle the fire. The moment we present Heinemann's Service Commitment and explain that we want to achieve a global standard for our company through them is a great motivator. The feeling that we are all one big community inspires everyone. We also train soft skills as well as knowledge about our

attractive products. This creates a synergy: make the shopper fall in love with you with your high service guidance and comprehensive product knowledge.

Having impressive employees is a promise in Gebr. Heinemann's mission statement. How does that impact the way you train sales staff?

Jennifer Piper: People are our priority: it's you who makes the difference, your personality, your service, and your commitment to leadership. That brings our mission statement to life. We aim to create an experience that turns a traveler into a

shopper, and then into a loyal Heinemann customer. At the same time, our Service and Leadership Commitment helps open a dialog between staff on the shop floor and their managers. Consequently, they empower each other through daily exchange and new ideas. This is essential, because you can only succeed in being the most human-centric company in travel retail externally if you also succeed in being the most human-centric company internally.

Karim Moustafa: Having impressive employees as one of our six promises is a fantastic recognition for our colleagues around the world. The Service and Leadership Commitment also provides guidance, making it easy to see where you are doing great and where you can continue to improve.

The soft skills you talked about, like passion and empathy, are probably not a matter of training. How do you encourage them?

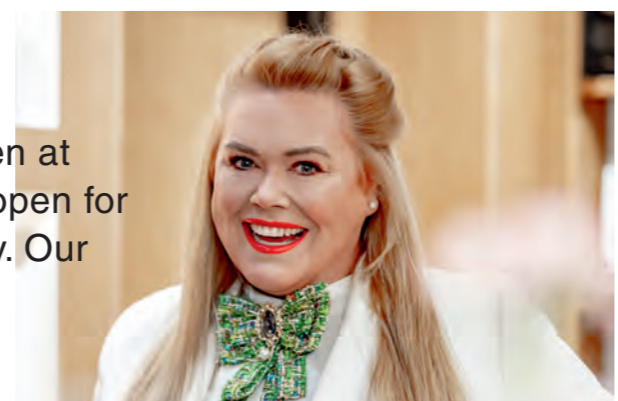
Karim Moustafa: We encourage our colleagues to take the initiative, to let them know that they are allowed to develop their personal touch, to go above and beyond. We also ask them to come up with their own ideas on how to do that, and they also share them globally. However, an employee needs to know from their leaders how much latitude they have to make decisions. How much room is there to be impressive? That is why the dialog between sales staff and managers is so important and why we encourage it. In addition, Jenny and I set an example ourselves during training. We

have to live what we teach. It's important to be on fire when you come out of the training session. That's why we always try to create passion through our different training modules.

How do you work with the various stakeholders, from sales and brand partners to People & Culture and shop managers, to design the training?

Jennifer Piper: The Sales departments decide on the training needs and note their requirements in our annual training needs list. Based on the feedback, we develop customized training that is tailored to the specific location and region. Alternatively, you can choose from our extensive training portfolio. Purchasing and Category Management provide us with information on future trends and listings. For anything beyond product training, we work closely with People & Culture and the international People & Business Partnering teams. We also get in touch with the respective shop management before conducting training and offer a feedback session afterwards. Learning and Development will support us by creating e-learning sessions, for example.

Karim Moustafa: Without our brand partners, we wouldn't have a spectacular assortment, and we rely on them for the unique stories about the products that our sales colleagues can then share with their customers. To constantly improve our own product knowledge, Jenny and I meet with the industry twice a year to be trained ourselves and



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receive training materials from our brand partners. It's a great motivation for us.

How does the training differ for the various sales channels?

Karim Moustafa: The products can be different, and the style of selling definitely varies. In an airport, you might have five to 20 minutes to speak to a passenger, however on board an aircraft, you might have much less time, so we'd teach you some specific tips to help you close the sale. On a cruise ship, you have the entire voyage to build a relationship with the passenger, as they tend to buy at the end of the trip.

Jennifer Piper: We train the world! We are always on duty for Heinemann's own locations as well as for our B2B customers, partners, and joint ventures. Our training is also a strategic part of our tender bids – not only for new Heinemann locations, but also for B2B relationships. What is unique about Heinemann is that we have our own training team that is able to do training for brand knowledge and soft skills as well as tailor-made master-class training. We want our B2B customers to have impressive employees, too. Together, we achieve maximum success.

Finally, let's talk about how much time you spend at different locations and how you follow up on your training?

Karim Moustafa: How often we visit a location or customer depends entirely on their needs and how often they make a request for us. Ideally, it's one week per Heinemann location to give as many people as possible the opportunity to participate. The same is true for our B2B customers.

Jennifer Piper: As globally operating sales trainers, we are always on the go – the airport is our office. Of course, we try to combine trips to save costs and be environmentally friendly. We also train learning ambassadors in the sales staff, who in turn train their colleagues. We also share materials and offer online training. However, face-to-face training is highly valued. And because it is more personal and interactive, live training is a vital part of empowering impressive employees.