

# Dufry World

Corporate E-Magazine of the Dufry Group



D U F R Y

Issue 15 / July 2015



## First Common HQ Team Event



Andrea Belardini – COO of Region Central & Eastern Europe



Hudson International Center of Competence



Gourmet and Toy Shop: New Concept in Pulkovo



Editorial

# Focus on Organic Growth while Reaching Important Milestones

By Julián Díaz, Dufry CEO

As expected, the first quarter of 2015 proved to be a challenging start into 2015 with growth developing positively in most of our regions, but with an important impact from those locations exposed to Russian and Brazilian citizens who still face a challenging devaluation of their currencies, resulting in a loss of purchasing power. While in April and May we have seen some signs of stabilization for the Russian Ruble, the Brazilian Real has maintained its volatility.

The driving of the organic growth in all our locations, is therefore our absolute priority in order to benefit from the well performing regions such as Western Europe, US & Canada, America I as well as Asia and the Middle East and thus be able to mitigate as much as possible the impacts of the emerging market's currencies mentioned above. In this context, we have developed two short and medium term actions to actively drive organic growth:

- First, we have already launched a renovation plan, which involves the most important 120 shops and which will allow us to better attract potential customers through e.g. improvements in the product displays, shop layouts and merchandising.
- Second, we are working on the brand plan to define specific sales and promotions goals with our suppliers in order to generate additional sales and revenues both for our partners and for Dufry. The brand plan also allows us to put our working relationship with the suppliers on a more strategic level and to plan sales and marketing activities with a more long-term and global approach.

Despite these challenging issues, we have accomplished some real important steps both with respect to the execution of the Nuance integration and the WDF acquisition. The Group headquarter teams located in Zurich and Basel have met for their first common workshop at the end of March, where we discussed in detail the Dufry strategy and defined the goals for the current business year. The several workshops held

provided an excellent base and networking environment to combine our skills and fortify our future collaboration as well as to personally meet the new colleagues. Overall the Nuance integration is proceeding smoothly and according to plan. Thus, we can confirm the completion of the project by the end of this year. With respect to the acquisition of WDF, we reached two important milestones, as our shareholders approved the necessary capital increase at the OGM held on April 29<sup>th</sup>, 2015, and we successfully executed the rights issue and the capital increase in June, in which we raised CHF 2.2 billion of new equity capital to be used for partly financing the WDF acquisition. In parallel, we have also filed the antitrust documentations in the required markets, so that we continue to expect the closing of the acquisition of Edizione's 50.1% stake for the third quarter of 2015. After the closing, we will start to plan in detail the integration of World Duty Free and also launch the Mandatory Tender Offer to acquire the remaining 49.9% of the WDF shares. ■



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## Symbols and Sections



Editorial

Statements and announcements by CEO/COO/CFO, editorials, facts & figures, milestones, company commitments, management changes.



Regional News

New or modified shops, concepts, contracts, promotional activities, awards, local highlights or efforts.



Key Story

Main topic or interview with important people (usually aligns with the cover image). Focus on special activities, business, occasions.



Well Done

Success Stories, local background stories, best practice cases.



Dufry People

Presentation of an employee for a special reason: new ideas, doing a good job, special interests, remarkable hobby.



Favorite Shop

New or refurbished shop (e.g. Shop of the month) Back cover of printable PDF

## INPRINT

**Publisher:** DUFY AG, Brunngässlein 12, 4010 Basel Switzerland **Editorial Team Headquarters:** Julián Díaz, José Antonio Gea, Andreas Schneider, Jordi Martin-Consuegra, Salvatore Arico, Javier Gonzalez, Renzo Radice, Lubna Haj Issa **Content Team Regions:** Tijani Djaziri (R1), Marcus Griffin (R2), Monica Lobo (R3), Laura Samuels (R4), Minna Levanto (Nuance) **Design, Text Writing and Process Coordination:** Match Communications, Zurich **Production:** Match Communications, Zurich and x-site, Basel **Published languages:** English, French, Italian, Portuguese and Spanish **Website:** <http://emagazine.dufry.com>

Dufry is a global travel retailer with around 20'000 people serving customers in over 1,650 shops in 58 countries.



# Dufry News

Regional News

## HQ: Dufry Continues Turnover and EBITDA Growth in the First Quarter 2015

In the first quarter 2015, turnover grew by 31.5% and reached CHF 1,018.9 million, with overall results showing solid underlining performance. EBITDA increased to CHF 92.0 million including first profitability improvements from Nuance. Cash flow before working capital grew by 10.9% and reached CHF 103.8 million. Cash EPS grew by 21% to CHF 1.09 for the quarter.

Key driver of turnover growth was the Nuance consolidation. The like-for-like performance was impacted by the continued devaluation of emerging market currencies, namely the Brazilian Real and the Russian Ruble during the quarter and especially in March.

Gross profit reached CHF 586.3 million in the first quarter of 2015, from CHF 456.8 million in 2014, a growth of 28.3%. On reported terms gross margin reached 57.5% from 58.9% one year earlier. Excluding Nuance, gross margin improved by 30 basis points and resulted in 59.2%. Net earnings were CHF -5.8 million in the first quarter of 2015, versus CHF 9.9 million one year earlier. Net earnings attributable to equity holders reached CHF -9.0 million in the period. Cash net earnings, which exclude the acquisition related amortization, amounted to CHF 39.0 million and the respective cash EPS reached CHF 1.09, an increase of 21% compared to the previous year. ■

## Europe: Nine New Fashion and Luxury Shops in Nice

On May 7<sup>th</sup>, Dufry signed with Aéroport Nice Côte d'Azur the concession agreement to operate nine new duty free shops at Nice Côte D'Azur Airport. The fashion and luxury retail license is valid for seven years, starting in 2016. Including the concession agreement for two gourmet shops already awarded in March 2015, the total retail space will exceed 1100 m<sup>2</sup>, increasing the overall retail space at the airport by 65%. The 968 m<sup>2</sup> of additional retail space include shop brands like two Hermes stores, Max Mara, Emporio Armani, Baccarat, Michael Kors and Ferragamo, and also a multi-brand Fashion store "Attitude". The new area will allow Dufry to offer its clients a unique shopping experience in the high-end segment. The first shop opening phase is scheduled for the last quarter of 2015, planning all the shops to be fully operational in the first quarter of 2017. Nice Côte d'Azur Airport is the third busiest airport in France – it handled 11,7 million passengers in 2014. ■

## Europe: New Atmosphere for Hellenic Duty Free Shops

Hellenic Duty Free Shops have recently inaugurated an impressive shopping area for passengers traveling from Athens International Airport to Extra Schengen destinations. The total renovation has given a new ambience to the airport. The perfumes and cosmetics store has been totally renovated and its core offer enriched with luxury brands such as Jo Malone, La Mer and Molton Brown. An Haute Parfumerie section is now placed at the center of the shop. The Cava store offers a great variety of local wines, spirits, confectionery and travel exclusives. Passengers are being offered a taste of the best traditional Greek dairy products, always priced competitively, together with some treats.

The "Fashion Street" area is inspired by the latest fashion tendencies of luxury boutiques like Ralph Lauren, Michael Kors, Salvatore Ferragamo, Armani Jeans, Emporio Armani & Burberry, Folli Follie, Links of London, etc. The shopping mall ambience is enhanced with Mega Screens set at strategic points all around the Extra Schengen area, presenting visitors current offers, happenings and exclusivities. ■



At Athens International Airport, the perfumes and cosmetics store has been fully renovated and its core offer includes new luxury brands.



## Regional News

## Europe: Inauguration of the New Nuance Luxury Beauty Store at Geneva Airport

In response to the ever-increasing consumer interest in beauty, high quality cosmetics products and an exceptional service, Dufry will be presenting a state-of-the-art Nuance beauty store in Geneva Airport. The shopping environment is enhanced with the sought-after beauty brands, such as IOMA, Tom Ford Beauty and La Prairie, and the beauty advisors help customers finding the products for their individual needs. IOMA will introduce its advanced skin care technology, while Tom Ford Beauty will be opening a new counter offering its covetable collection of cosmetics and fragrances. In addition, La Prairie will offer an exquisite fusion of Swiss Science ensuring ageless beauty to the customers. ■



The ribbon cutting ceremony for the new luxury beauty store at Geneva Airport had a festive ambiance.

## Asia: Retaining the Nuance Audio Visual Electronics Equipment Concession at HKIA

Dufry in Hong Kong is proud to announce that after more than a year of preparatory work, the company has successfully won and retained the Nuance Audio Visual Electronics Equipment Concession at Hong Kong International Airport ("HKIA") for the third time since 2000. Covering a total area of 500 m<sup>2</sup>, the win includes outlets at two existing locations on Airside Restricted Area, plus one new location on Land-side Arrival Hall. In appreciation of Dufry's leading stand in launching state-of-the-art electronics, the company's

tendering for this latest electronics concession at HKIA was supported by fully 28 leading electronic brands, of which many have granted first launching of new concepts, unique product offerings and exclusive services to Dufry in support of its tendering. "Securing the electronics concession at HKIA is a major strategic step to solidify our presence at HKIA, uphold our experienced staff force, and reinstate our corporate positioning in building a versatile airport business in Asia against all challenges and competitions", commented Alessandra Piovesana, Regional Managing Director of Dufry Asia. ■

## Asia: Tradition and Online Duty Free shopping at Kempegowda Airport

Travelers flying out of Kempegowda International Airport, Bengaluru, India will be treated to a walk of nostalgia and rich South Indian tradition as Dufry unveils its new Nuance Duty Free Store at the departure lounge of the airport. The 900 m<sup>2</sup> shopping experience, apart from offering the best international merchandise and the best prices, will enrich the visitors with Bengaluru's opulent heritage and culture. As the travelers soak this nostalgic experience, they can choose from an impressive inventory that the store houses; perfumes, cosmetics, liquors, confectionaries, electronics and more. Furthermore, the store will soon introduce fashion and accessories, complementing the airport's retail offer.

Also at Kempegowda airport, and for the first time in India, travelers can exclusively conduct duty-free shopping online, as the entire product range is also available on the website [www.bengaluru-dutyfree.in](http://www.bengaluru-dutyfree.in). Passengers have the opportunity to plan purchases prior to their journey, ordering products through the website, and collect the merchandise from the store at the airport. In India this service has been introduced to cater to the busy, tech-savvy passengers, who constitute the majority of international passengers at Kempegowda Airport. ■



View of the new 900 m<sup>2</sup> duty free store at Kempegowda International Airport. The online shopping counter is located at the entrance.



### America I: Dufry America, “Top Workplace 2015” in South Florida

Dufry America made a little piece of history by becoming the first organization within the Dufry Group to be recognized as a ‘Top Workplace 2015’ in South Florida, in the category ‘mid-sized employer group’. Over 900 companies competed through an employee engagement survey, audits and benchmarking. The top 50 organizations, Dufry America among them, were invited to the Awards ceremony and celebration at the Westin Hotel in Fort Lauderdale, Florida. Over the past 6 years Dufry executives have invested in training, employee reward / recognition and engagement and we are now seeing tangible results: a healthy Dufry thrive on people who feel connected to their workplace through meaningful work and belief in their department / business unit. As a company, this award is a clear sign that we are moving in the right direction. ■



### America I & II: Dufry, American Best Airport Retailer of the year 2015” at the DFNI Awards

Dufry America, winners of the top prize for the previous two years, received the Airport Retailer of the Year award at this year’s DFNI Awards for Travel-Retail Excellence in the Americas. The DFNI Awards are decided by a vote open to all companies operating in the Americas travel-retail market. The awards ceremony took place on March 24<sup>th</sup>, 2015 during the IAAFS Duty Free Show of the Americas at the Orlando World Center Marriott. ■



### USA & Canada: Westfield and Hudson Group Unveil Retail Revamp at JFK Terminal 8

Terminal developer Westfield and Hudson Group announced that eight new shops – including Victoria’s Secret and seven renovated Hudson locations – are now open at John F. Kennedy International Airport’s Terminal 8. The redeveloped shops are part of the 4’700 m<sup>2</sup> retail and dining collection at the American Airlines terminal, which has the capacity to serve 12.8 million passengers per year. Featuring a marketplace with healthy snacks and common design elements such as vibrant lighting and a modern color palette, the seven redeveloped Hudson locations include a Euro Café/Hudson on the pre-security Arrivals Level, with the remaining shops located beyond the security checkpoint to conveniently serve travelers near their gates.

“The addition of these new shopping and dining options at JFK Terminal 8 not only creates a friendlier, more relaxing visit but makes people look forward to traveling with American Airlines,” said AA Manager Strategic Alliances David Lombard. “We’re excited to enhance the travel experience which helps us continue to offer a seamless experience and high level of service for all of our customers.” ■



### Dufry People

## One Awards: Recognizing Productivity and Shop Performance



The One Awards are a global program run by Dufry to recognize the teams that demonstrate an effort to increase productivity and to further improve the level of customer service. In 2014 edition, the awards went to the Americas and Greece.

The One Productivity Award recognizes year on year measurable improvement across sales, number of tickets, organic growth and average spend per ticket. The 2014 One Productivity Award went to:

- **Argentina** – Ezeiza A L21 Arrivals
- **Hudson News** – San Francisco News Discover
- **HDFS** – Evzonoi (Greece)

The One Customer Award is open to all shops participating in the global Mystery Shopper program and recognizes individual shop performance across the specific customer impact segments of the Mystery Shop. The winners of 2014 One Customer Award were:

- Teams of **Dominican Republic** and **Puerto Rico**
- **HDFS** – Kos Airport (Greece)
- **Dufry Newark** ■

## Three Service Star Awards for Dufry's Region 2



Dufry Service Star Awards recognize employees who go the extra mile and deliver great service to both work colleagues and customers. The purpose is to celebrate and reward individual's contribution to the business, whether through a good job done or a consistently impressive attitude. During our 2014 holiday party in December, three employees from the R2 Regional Office were recognized with the prestigious "Service Star Award":

- **Lucy Bencomo** (Administrations & Control Representative)
- **Francisco Perez** (Warehouse Supervisor)
- **Jukka Terho** (Project Manager)

They were nominated for their exceptional support to their teams as well as their commitment to Dufry values. At the end of the calendar year, the judging panel will contact the line managers for the reasons of the different nominations. They will then choose an overall Regional Office employee of the year. ■

## Celebrating the Nuance Star Awards 2015 Winners



Star Awards recognize teams and individuals for outstanding service and excellent team work in the Nuance's former EMEA organization. In Autumn 2014, the countries were asked to nominate candidates for the three categories: Service Stars, Team Stars and Proactivity Award. The winners were celebrated in several locations between December 2014 and March 2015. Congratulations!

### Service Stars

Recognizing individuals that have given outstanding service in their role. In alphabetical order:

- **Rocco Ambesi** Sweden
- **Belinder Cartwright** UK
- **Romina Frendo** Malta
- **Gergana Ivanova** Bulgaria
- **Katja Jackscht** Switzerland
- **Olga Omog** France
- **Ana Paula Santos** Portugal
- **Michaela Schwarz** Germany
- **Gülçin Yaprak** Turkey
- **Jaafar Zarouki** Switzerland

### Team Stars

Recognizing teams that have worked exceptionally well together:

- **The Terminal 2 Team**, Lisbon Airport, Portugal
- **The Travel Star Team**, Geneva Airport, Switzerland
- **The Temptation T1 Team**, Manchester Airport, UK

### Proactivity Stars

Recognizing proactivity of individuals or teams that improve our shop floor experience:

- **Aida Kasumovic & Lexa-Maria Claros** for implementing anti-theft inventory check list at Stockholm-Arlanda Airport, Sweden
- **Cristian Ciucca** for introducing iPads to sell sunglasses at Zurich Airport, Switzerland
- **Luke Hewitson** for launching the online rota system in the Cardiff Airport, UK ■

## Coming soon...

As part of the integration activities, Dufry is designing a new global award scheme, which will incorporate the best practices across the company. The new award scheme will be introduced later in this year, and more information will be available in due course.



Dufry People

## Andrea Belardini – Chief Operating Officer (COO) of Dufry's Region 5



Andrea Belardini has been appointed as COO Region 5 in early 2015.

Since the beginning of this year, Andrea Belardini is the Chief Operating Officer of Dufry's Region 5 (Central and Eastern Europe), which has been established as part of the Nuance integration. Since October 2014, Andrea Belardini is also leading the integration project on the Nuance side. From 2009 to 2015, he served as the Chief Executive Officer of Europe Operations at The Nuance Group, while also acting as Global Chief Commercial Officer since 2013. He holds a degree in Economics and Business Administration (Magna cum Laude) from the Sapienza University of Rome.

### *1. How difficult is it to execute an integration process of two big companies such as Nuance and Dufry?*

Less than I expected. Dufry has mobilized a very large and competent team, which has developed a specific know-how over numerous past experiences. The completion of the first phase of the integration has been smooth and very speedy. Now we have entered into a more fascinating and

complex phase: integrating different cultures, building teams, aligning ways of working and finally evolving a pre-existing successful model to a new reality with a higher level of complexity and variety. This phase is more about the soft side of the business, in other words it is more about people. I am optimistic and excited to move ahead, particularly now that we have a further expansion ahead with WDF.

### *2. Which are the biggest challenges in the short term for the Central & Eastern Europe Region?*

The short term challenges are the drop in Russian spend and the Swiss Franc appreciation or currency volatility in general. With every challenge lies an opportunity. The pressure on trading is pushing the bar higher to achieve even better levels of retail optimization. In addition, a series of trial and error initiatives we are running are contributing to enhance our knowledge about customer needs and reactions.

### *3. And in the long term?*

I am bullish about the long-term growth. This does not mean we can rest on our laurels! Albeit with the acquisition of WDF we achieve a 24% market share, the competition out there is very strong. Every airport partner has a wide range of options, when it comes to the selection of the retail partner. The same is true for our end consumers. We need to strive to be ahead of the game, we need to constantly innovate and deliver excellence. Last but not least, we need to tap even more into the digital opportunity, knowing that we have to overcome the "relevance" barrier that we see in our channel. Dufry is already at work also on this last topic.

### *4. Which part of your day-to-day job do you like the most?*

Everything! From reviewing trading and results, to planning short term and long term initiatives, from developing the business to managing partnerships and certainly interacting with people. Travel retail is a very dynamic industry and international in nature and Dufry is the leader... I can say without a shadow of a doubt that I never get bored. ■



## Dufry's 150 Anniversary: Daniel Requena




Daniel Requena, Argentina.  
Logistics Manager at Interbaires  
(Duty Free Shop).

Daniel has been with Dufry for over 25 years in Managing positions. He is an experienced Customs Broker and Technical International Trader, specializing in the specificities of customs processes.

### *Dufry World: How did your story with Dufry start?*

I was working for a temporary staffing company. At the end of my contract, I asked if they could relocate me into one of the companies that worked with them. In February 1993, I called Ezeiza International Airport, to Interbaires SA, where I underwent several interviews with the areas of Human Resources and Logistics. Finally, in September of that same year, I started working for Dufry.

### *DW: How has your career developed during more than two decades in Dufry?*

I have always worked in the administrative area of the logistics sector, where I started as an administrative assistant. Today, Logistics Manager, my specialty is everything related to the customs process. I am a Customs Broker and I hold a technical degree in International Trade. Together with Osvaldo Curzel, the other Head of Logistics, we lead a team of 100 employees. We work with seven managers and other teams that are divided into rotating work shifts. For instance, they can either work four days in a row with then 2 days off or 2 days in a row with 2 days off on weekdays.

### *DW: Tell us about your experience working for Interbaires.*

I have been with Interbaires for 25 years now, it feels like home to me. It has been a very positive experience, because I have always enjoyed my work, mainly because of my relationship with the team. I can say that since I was promoted to Manager in 2009, I have always received recognition from my colleagues in different areas.

### *DW: What do you think of belonging to an international group like Dufry?*

In 2011, when we merged with Dufry, I was very motivated and excited for being part of such an important company. Dufry has companies and subsidiaries throughout the world, and is therefore a large travel retailer. It is a personal challenge to be updated on everything related to my position. I am a source of reference for all customs issues, and belonging to Dufry encourages me to stay updated and seize the opportunities offered by the company.

### *DW: Which tools do you need in your role? And what strategies do you apply?*

In my opinion, whether in Human Resources, Finance or Maintenance, the fundamental tool is a stable structure – such as rules and procedures. Dufry gives me the tools to do the job well. The training, time and supplies – everything put together – make my daily work easier and help me to achieve the goals. In the logistics area, the sensor is the sales sector. About the strategies to apply, they depend heavily on the outcome of the previous day. The first thing you notice is how did replenishment perform, how many orders must be prepared to be send to the stores? This allows you to plan the day ahead. The target is to provide goods to the seller in the stores in the shortest possible time, always evaluating the cost.

### *DW: What could be improved?*

Regarding my work, the goods flow well. The entry of merchandise should be stable, but instead, sometimes goods are stuck and sometimes work peaks occur. The main issues we face are, in one hand, predictability, and in the other hand, how can we improve communication flows.

### *DW: Could you explain, from your point of view, which are the main challenges facing a business like ours?*

The biggest challenge we have to face, for me, as manager, is to achieve that people get deeply committed. We should find the way to convey to the employee the institutional values, and thus reach the goals efficiently. Other issues – such as customs – are manageable. But it is important that employees realize that Dufry is a social responsible company: Dufry respects contracts, pays on time and also provides uniforms, food and transportation. Together with the Human Resources Department, we should work in this regard.

### *DW: What do you consider is the greatest benefit of working in a group like Dufry?*

It broadens your perspective. In Interbaires we were competing with Chile, Uruguay and Brazil. I now believe that the benefit is that you can see something more global.

### *DW: How would you define your career in the company?*

I am amazed by the way I have moved forward in the company. I feel that in Interbaires there is no ceiling, the sky is the limit. I work every day, showing a great level of commitment, and whenever I had to make a sacrifice or a big effort, there was a return. In 1999, I was promoted and had the opportunity to progress and reach the actual Logistics Manager position, but that was because I demonstrated my skills. I always say that this company is for those who want to move forward in life and are eager to grow, because there is always an open door. ■





Well Done

## Hudson International Center of Competence

**Ensuring the organic growth of one of our company's prime business opportunities – the world-wide expansion and development of the company's travel essentials brands, Hudson News and Hudson – has become a top priority for Dufry. The goal is 90 new stores outside North America by January 2016 – more than double the current number (77).**

CEO Julian Diaz gave responsibility for the project to Region 4, noting: "As the originator over 25 years ago of the original Hudson News concept, and its next generation evolution, Hudson, Region 4 (Hudson Group) has the deep knowledge and expertise necessary to drive the brand's successful deployment in every Business Unit around the world." To help achieve the company's ambitious goals, Joe DiDomizio, Hudson Group President & CEO and COO of Region 4, established the Hudson International Center of Competence.

Joe said, "The Center is a repository for the brand standards of Hudson Group's top convenience brands – Hudson and Hudson News. The team will guide and support the development and execution of Hudson concepts world-wide to

replicate the highly successful North American model." DCOOs and their designates have been invited to New Jersey to take part in the "Hudson Experience" at Hudson Group's National Support Center in East Rutherford this summer. The experience includes training sessions as well as "hands-on" visits to Hudson stores in nearby JFK and Philadelphia International Airports – all designed to share the standards, principles and culture that drive the success of the concept.

The training is divided between technical and management skill components, covering such key areas as Business Development, Buying/Procurement, Design, Human Resources, Merchandising, Office Administration and Operations.

Chuck Shambarger, SVP of International Operations, heads the Center, which reports to Brian Quinn, COO and EVP of Operations. Reporting to Chuck are four International Vice Presidents with special expertise in their areas: George Odonits (Merchandising); Mark Pullman (Business Development); Gary Schwartz (Marketing) and Art Slawson (Brand Implementation). ■



The Center just "graduated" its first "class" – two visitors from Dufry's Canary Islands operation, who will open two new Hudson stores this summer, and will operate eventually nine of the travel essentials brand. Photo (left to right) EVP & COO Brian Quinn, George Odonits, Luis Padrón, interpreter Belén Castillo, Gary Schwartz, Art Slawson, Rafael Lucerna and SVP Chuck Shambarger.



Key Story

## First Common HQ Team Event – Creativity and Innovation

**As witnessed on March 25<sup>th</sup> 2015 in Basel, Switzerland, Dufry and Nuance not only improve the company's overall skills and complement each other at business level, but also strengthen the collaboration between the teams. Building a strong combined HQ team with both Basel and Zürich colleagues was a priority for Dufry, and thus all headquarter employees met for the first time to fortify their new relationship. Speeches were held, various workshops were performed in mixed teams, and an aperitif resumed the successful day, providing an excellent opportunity to network with the new colleagues.**

The exciting conference venue of the St. Jakob Football Stadium offered a spectacular view over the sports arena – when 220 Dufry employees gathered to meet their new colleagues. Like in the travel industry, where we operate in over 60 countries, the colleagues come from different countries and cultures from around the world, thus highlighting once more the importance of working together for a successful collaboration.



CEO Julian Diaz fostering team spirit in his presentation.

First of all, in his opening speech, CEO Julian Diaz gave the HQ employees a warm welcome and underlined the importance of this very special gathering. Besides presenting the Full Year Results 2014 and the Group strategy, he fostered the team spirit by explaining the company's vision of profitable growth and focused on the 2015 goals, which are the timely and complete delivery of the CHF 70 million of synergies, the accelerated worldwide expansion of the Hudson International – a proven, successful duty-paid concept; the international deployment of "Dufry Shopping" – another duty-paid concept successfully launched in Brazil, as well as the Asian expansion plan. Meanwhile, another goal has been added: the successful closing of the World Duty Free acquisition.

**"Sal Tango – we need to invent a new dance, one dances Salsa the other Tango".**

The several team building sessions of the day offered a unique opportunity to personally meet all the HQ colleagues and to share common ideas, success stories and best practices. The most innovative teams presented their models for a successful collaboration to the entire audience and reached the conclusion "one team, one voice and one company". Another team compared it to famous Latin American dances, and invented a new dance "Sal Tango" composed from Salsa and Tango.

A ship can only operate efficiently if everyone completes their task properly; that is how Pablo de Ayala, Global Strategic Development Head, and his team came to the idea to represent a successful collaboration through the impersonation of a ship. "Like in the business where we focus on a target, a ship orients itself towards its destination. However, only through clear communication, positive team attitude, and goal-oriented concentration on our work can we attain our ambitious targets", he explained, while other team members imitated the movements of rowers.

Silvia Morris, Global Category Manager, presented the team's concept "One Direction" with seven key pillars in



The different speeches had an attentive audience.



The team building sessions with mixed employees had a great atmosphere.



Various workshops were performed in mixed teams.

form of flower petals, in which each petal represented a platform of how the team would be able to deliver in a collaborative way a good performance aligned with the company's goals. Therefore they identified how clear communication, everyone's positive attitude, input and recognition can make a lot of difference to the overall results. Thus, the team got to the conclusion that the more interpersonal communication especially due to cultural differences there is, the more important it is to understand the business strategies.

Global Marketing Research Manager, Haris Vassiliades on the other hand represented his team's idea of a fruitful collaboration through a love story between Dufry and Nuance. His team narrated the story from the beginning to the end, while always using the analogy of love. "They married and discussed the terms of their relationship, and now they look forward to working together as a couple", the team presented to the amused audience. The final aperitif was an appealing closing of a successful day and offered further



People smiled when they discovered the Dufry logo on the screens at the Stadion.

opportunities for networking and knowing better of colleagues from both teams. All together the common meeting of the new Dufry Headquarters team is a good example that showed the great creativity and innovation potential that can be generated by combining skills and finding better ways of working together. ■



## Gourmet and Toy, a New Shop Concept in Pulkovo

Adults and kids share common interests at St. Petersburg Pulkovo International Airport. The new 89 m<sup>2</sup> Gourmet & Toy shop, located in the domestic departures area of Terminal 1, features local brands with a unique upscale design. Assortment includes confectionery brand favorites such as Krupskaya, Korkunov, Imperial and Baccarat, together with international brands like Ferrero or Fazer. Local specialty foods include caviar, honey, mushrooms, cured meat and cheeses.

Besides, half of the shop offers a range of toys from both local and international suppliers such as Saks and Konik, Lego, Mattel and Siku.

Mostaza Design signs the shop concept (built by Dufry Technical department with project management from Cushman & Wakefield) that has won praise from the Pulkovo airport commercial team. ■