



## Dufry's Rene Riedi re-elected Chairman of IAADFS Board

The International Association of Airport and Duty Free Stores (IAADFS) has announced the members of the association's newly-elected Board and officers whose terms began on July 1, 2020.

Dufry's Rene Riedi, was elected as Chairman of the Board for another one-year term. Enrique Urioste, Dufry, was elected Vice President, and Padraig Drennan, Stellar Partners, Inc., is Treasurer.

New Directors, each serving a three-year term, include Philip Hancock, 3Sixty Duty Free; Erasmo Orillac, Motta Internacional, SA; and Enrique Urioste, Dufry.

The Board of Directors is the governing body of IAADFS.

"This has been an extraordinarily challenging time for everyone involved in our industry," stated Michael Payne, IAADFS President and CEO. "IAADFS is fortunate to have a Board engaged and committed to managing through this difficult period and focused on ways to help support and prepare the industry for a recovery period. Rene has been particularly active in his role as Chairman and we are delighted he has



Rene Riedi, IAADFS President 2020 - 2021

agreed to serve in that role for another year."

Payne added, "Rene brings a unique and valuable perspective to our discussions and has broad experience within the industry. This has been a demanding time for him, yet he has remained totally focused on his volunteer role for which we are extremely grateful."

## TFWA China Reborn virtual event launched for December

TFWA will host a 3-day virtual event focusing on the recovery of the duty free and travel retail industry in China. The event will take place Dec. 1-3, and will be anchored by a range of seminar sessions.

It is part of a series of TFWA online events to be organized in the second half of 2020, beginning with the Sustainability in Travel Retail webinar on July 16.

The China Reborn event will cover traffic data, market developments, shopping habits and online integrations across the market.

TFWA's ONE2ONE meeting service will be available via a new virtual platform during the event.

More information will be announced soon.

### *Clouds over iconic symbol of USA.*

*As the United States continues to reel from the largest number of confirmed coronavirus cases in the world – with more than 3 million reported by Johns Hopkins as of July 8 – we wanted to share this dramatic photo taken by TMI's Art Director Chris Hetzer.*



## PEOPLE



**Philip Eckles** will step down from his position as Chief Executive of **Delhi Duty Free Services** at the end of the year to pursue new opportunities.

During his 25+ year career at **Aer Rianta International**, Eckles was Chief Executive of ARI North America from 2004-2010, where he oversaw ARI's North American Duty Free and Travel Retail businesses at five locations across Canada, the U.S. and the Caribbean, including the important post at Aéroports de Montréal.

After his position in Canada, Eckles became CEO of ARI Middle East, then moved to Ireland as Global Implementation Director, before moving on to the post at Delhi in October 2018.

Delhi Duty Free is a joint venture between ARI, GMR Airports and Delhi International Airport.

## **Nigel Keal re-elected president of ETRC**

**Nigel Keal** has been re-elected as President of the European Travel Retail Confederation (ETRC) during its first virtual Annual General Meeting held July 2.

The other members of the ETRC Board include **François Bourienne**, Chair, UK Travel Retail Forum; **Jennifer Cords**, Director Corporate Affairs & Compliance, Gebr. Heinemann; **Alain Maingreud**, President, TFWA; **Frank O'Connell**, Chair, Irish Duty Free Alliance; **Jacques Parson**, President, Benelux Travel Retail Association; and **Eva Rehnström**, Chair, Nordic Travel Retail Group.

## Dirk Schneider named new CCO at Heinemann; Kay Spanger will retire at end of the year

Gebr. Heinemann has appointed Dr. Dirk Schneider as Chief Commercial Officer (CCO) on the Executive Board of Gebr. Heinemann. He succeeds Kay Spanger, who is retiring after more than 40 years with the Hamburg-based duty free company.

Dirk Schneider's last position was Chief Digital & Operating Officer at s.Oliver Group. There he was responsible for the digital and omni-channel strategy, e-commerce, IT and global logistics of the multi-brand fashion company. Previously, he managed the German apparel, accessories, watches & jewelry business of Amazon and worked for Payback and the strategy consultancy Oliver Wyman.

"We are delighted that in Dirk Schneider we have been able to win an experienced manager with an international background for Gebr. Heinemann," says Claus Heinemann.

"Dirk Schneider brings with him the right know-how, especially from s.Oliver and Amazon," adds Gunnar Heinemann.



*Dr. Dirk Schneider*



*Kay Spanger*

Kay Spanger (62), who began his career at Gebr. Heinemann as an apprentice in 1979, will continue as an advisor to the company from September until the end of the year.

"Kay Spanger has helped shape Gebr. Heinemann for over four decades and has made a very significant contribution to position us as a successful family business in a highly competitive market," say the two owners. "We would like to thank him for his commitment, with which he has strongly influenced Gebr. Heinemann as well as the travel retail industry."

"The fact that Kay Spanger will be able to support Dirk Schneider during the last four months of this difficult year will also facilitate the transition after such a formative period," says Max Heinemann, CEO of Gebr. Heinemann and representative of the fifth generation of owners. "With Kay, a true symbolic figure of Gebr. Heinemann, who has done a lot for our standing in the market, is leaving us."

## New CEO for Coty: Sue Y. Nabi, global beauty industry entrepreneur, takes on role from Peter Harf in September

Coty Inc. has appointed Sue Y. Nabi the new Chief Executive Officer, effective September 1, 2020. Peter Harf, founder of the modern Coty, will be elevated to the role of Executive Chairman and will work closely with Nabi to lead Coty's transformation.

Nabi, a recognized global innovator and beauty industry entrepreneur, is the founder and CEO of the new-age luxury skincare line, Orveda. Previously, she served as Worldwide President of both L'Oréal, and Lancôme, during her 20-year tenure at L'Oréal.

Harf commented: "Sue is renowned as a visionary and ongoing game-changer whose outstanding creativity is celebrated in the beauty industry. I am proud that she now wants to bring her unique sense of inspiration to Coty."

After having championed the diversity of beauty and beauty marketing in L'Oréal where Nabi helped boost the growth of its makeup brands, she was then named the youngest President in the company's history. She followed that success with her revival of Lancôme including breakthrough product and brand

successes which resulted in double-digit growth in makeup and skincare.

Nabi also introduced revolutionary campaigns for cosmetics and skincare appealing to a wider, more global demographic. A facility to build and manage diverse, multi-functional global teams was a hallmark of Nabi's success. She resigned from L'Oréal in 2013 and launched, along with co-founder Nicholas Vu in 2017, the clean, vegan, ultra-luxury skincare brand, Orveda.

As CEO, Nabi will spend considerable time in Coty's global business offices in Amsterdam, London, New York and Paris.



## Management changes at The Estée Lauder Companies

The Estée Lauder Companies (ELC) announced a number reorganization and management promotions over the past few weeks, which became effective July 1, at the start of the company's new fiscal year.

These personnel changes include:



**Jane Lauder** was named to the new role of Executive Vice President, Enterprise Marketing and Chief Data Officer. She reports directly to Fabrizio Freda, President and Chief Executive Officer, ELC. Jane will be succeeded at Clinique by Michelle Freyre, who will join the brand as Senior Vice President, General Manager.

In the new role, Jane Lauder will lead the company-wide strategy to build data-empowered, digitally-directed priorities to accelerate ELC's growth. By optimizing its vast and valuable data and integrating the company's analytic capabilities the goal is to drive breakthrough marketing and creative.



**Michelle Freyre** joined ELC as Senior Vice President, Global General Manager, Clinique, where she reports to **John Demsey**, Executive Group President, and succeeds Jane Lauder (see above).

Freyre joins The Estée Lauder Companies from Johnson & Johnson, where she had a 20-year career holding various leadership roles within its Consumer Health Products division, most recently serving as President, U.S. Beauty.

*Continued on page 3.*

## Montblanc's #ToThoseOutside initiative supports those helping us stay safe

In early May, Montblanc launched the #ToThoseOutside campaign as a way for the maison to celebrate first responders and frontline workers through the power of words. The campaign turned the Montblanc storefronts into giant notes of support and gratitude in key North American locations.

While many were sheltering indoors amid the current global health crisis, essential workers and first responders were outdoors working tirelessly to keep others safe. In support of their commitment to the safety and wellbeing of communities across the U.S. and Canada, Montblanc dedicated its storefronts #ToThoseOutside on the front lines.

Handwritten messages of support posted on boutique windows reminded these everyday heroes that their resilience and courage are truly appreciated, a company spokesman tells *TMI*.

As of May 11, street boutiques in New York City, San Francisco, Chicago, Vancouver and Toronto

were covered with the larger-than-life, handwritten notes created by Montblanc communities.

#ToThoseOutside highlighted the power of putting pen to paper to reflect, express feelings and connect with others in a meaningful way. Each handwritten note was a heartfelt reminder of the appreciation for the exceptional people who are only outside for the good of those inside, from ambulance drivers to delivery workers, from nurses to shop workers.

With its origins in the culture of writing, Montblanc has been a weight behind the words of those who want to share their thoughts and feelings through the art of the handwritten note or letter for over a century.

Additionally, Montblanc ran a simultaneous social campaign encouraging brand fans to post their own thank you notes to the first responders.

The campaign is not currently active, reports the company.



Montblanc's #ToThoseOutside campaign in boutiques in (clockwise from top left) Madison Avenue in New York City, Toronto and Vancouver.



## ELC management changes

*Continued from page 2*

**Jane Hertzmark Hudis** was promoted to Executive Group President. She will continue to report directly to Fabrizio Freda, with brand portfolio oversight of Estée Lauder, La Mer, Bobbi Brown, AERIN, Origins, Aveda, Bumble and bumble, Dr. Jart+ and Do The Right Thing.

Most recently as Group President, Jane has been the Company's top skin care strategist, helping to drive expertise in this critical area.

She is also a passionate advocate of leadership development and inclusion and co-founded ELC's Women's Leadership Network in 2017 and has helped expand the network to over 2,000 members globally, with local chapters in France and the United Kingdom.



Jane Hertzmark Hudis



Stéphane de La Faverie

**Stéphane de La Faverie** was promoted to Group President, while continuing in his role as Global Brand President, Estée Lauder and AERIN. He will report directly to Fabrizio Freda, and continue to report to Jane Hertzmark Hudis, for his Global Brand President responsibilities. As Group President, Stéphane's new portfolio of brands will include Jo Malone London, Aramis and Designer Fragrances, Le Labo, Darphin, Lab Series, By Kilian, Editions de Parfums Frédéric Malle, RODIN olio lusso and Prescriptives.

As Group President, Stéphane will oversee and drive ELC's recently-announced third brand cluster, which is focused primarily on artisanal and luxury fragrances. In addition to the Company's enterprise fragrance strategy, he will leverage his skin care expertise to drive differentiation for cult-favorite brands in this category, as well as opportunities in China and **Travel Retail**.

**Ada Lien** has been appointed Senior Vice President and General Manager, Origins.

**Lesley Crowther** has been appointed Senior Vice President, Global Marketing, La Mer. She will relocate from the U.K. to New York and will report directly to **Justin Boxford**, Global Brand President, La Mer.

In other new positions:

**Andrew Ross** will lead Strategy, New Business Development and Integration. Ross has played an integral role in developing ELC's 10-Year Strategic Compass. He reports jointly to Fabrizio Freda, and **Tracey T. Travis**, EVP and Chief Financial Officer. He will remain a member of the company's Executive Leadership Team.

Ross will lead New Business Development and Integration to cultivate new brands, establish innovative business models and drive organic growth. He will also be responsible for the onboarding and integration of newly-acquired brands and minority investments.

**Daniel Mahler** will assume a new role leading Global Transformation and Category Leadership. Reporting jointly to Freda and Travis, he will also become a member of the company's Executive Leadership Team.

In 2019, the company established a new Transformation model to accelerate complex, cross-functional change and capture the areas of biggest opportunity within its strategy. Mahler will partner with Andrew Ross to align transformational priorities to ELC's Corporate Strategy and help shape its leadership with new business models, e-commerce and consumer.

## New for1314 consortium introduces innovative high-tech solutions to combat current safety challenges

for1314, the intriguingly named consortium formed earlier this summer by travel retail industry veterans Christoph Henkel, Denz van der List, and Adil Raihani, has taken the next step with its portfolio of “sophisticated, affordable technology” by introducing Density, a scalable people counting system.

Designed to measure real-time space occupancy, not just entrance/exit count, Density has a number of uses both inside and outside the travel retail industry, and is perfect for the current COVID-19 climate, says Henkel, co-founder of Miami-based distributor InnoTRI Limited, which is the commercial arm of the consortium.

“In times of COVID-19, it is even more important to keep track of capacity and occupancy to ensure a clean and safe environment for employees, customers, travelers and visitors,” says Henkel. “Density measures and monitors people in any location without violating privacy.”

Density is a new partner for for1314 (through InnoTRI Limited), but the company has been around for six years and is partnered in the U.S. with Starbucks and other large corporations.

“Density has taken its existing technology and adjusted it as a reaction to COVID. They have launched **Safe by Density**, which regulates or announces occupancy and capacity limits. A simple example would be in restrooms in offices or airports,” says van der List, TR6 owner and former Cabeau executive. “This technology can be implemented in multiple organizations and locations.”

Raihani, the third member of the consortium, is Chief Enabling Officer at Adil Raihani Consulting and former Vienna Airport Senior Vice President Center Management, based in Europe.



*Travel retail industry veterans Adil Raihani, Christoph Henkel and Denz van der List, have formed a consortium to bring sophisticated products with affordable technology to customers challenged by safety concerns during the coronavirus pandemic.*

This product is particularly valuable in today’s environment, because **Safe by Density** displays occupancy to empower employees to make decisions about physical distancing as they go through their workday as well as giving real-time alerts when occupancy approaches or exceeds specific safe levels.

“We are targeting organizations that deal with larger crowds of people. That can be a cruise terminal in our industry and a simple office building outside the travel retail industry,” says Raihani.

Density also eliminates human error and is less intrusive than

other systems, says Henkel.

“With Density you don’t have a person standing at the door counting people going click, click, click. It produces a clear digital communication that is very visible for everyone,” says Henkel.

Density is designed to set parameters such as ensuring rooms are always clean, or blocked for cleaning, which can reduce operating expenses by allowing janitorial and facility teams to respond to actual usage.

Of interest to travel retail operators, Density can monitor the number of customers in the shops as the stores reopen, says van der List.

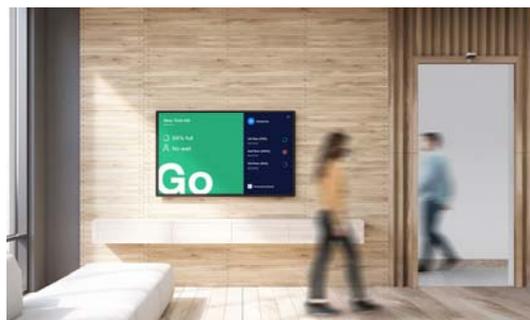
“Want to make sure it’s efficient if your airport store is open? How many people are visiting? Is there sufficient staff? Are there congested areas in the store where practicing physical distancing is not possible? Is facility management coming into action to clean the right place at the right time? These are just some of the many examples specific to retail that Density can monitor, but there are many more,” says van der List.

The for1314 partners tell *TMI* that they already are generating interest for Density since it launched two weeks ago. The product demonstrates how the consortium’s portfolio, which initially focused on first relief products including masks and hand sanitizer, is evolving, says Henkel.

*Continued on page 5.*



*The Density unit shown lower left can accurately and unobtrusively allow retailers to monitor capacity in a room or event and give real-time alerts when occupancy approaches or exceeds safe limits, as shown in examples.*



## Grab's order at table technology takes off in the U.S. at DFW

Airport e-commerce platform Grab has launched its 'bring your own device' Order at Table (OAT) technology at Dallas Fort Worth International Airport (DFW).

Grab's OAT technology allows passengers the convenience and control to order from their own devices without the need to download an app. Customers may order and pay digitally, or solely use contactless payment with OAT, which allows travelers to have more choice about how they buy their food, without leaving any of the traditional hospitality experience behind.

By allowing guests the ability to browse menus, place their orders and pay their tabs from their own devices, it removes the typical high-touch aspects of the sit-down dining experience and focus staff on low-touch food production and fulfillment to keep guests and staff safer.

Jeff Livney, Chief Experience Officer at Grab, said: "In this new normal, the importance of contactless technology and the ability to digitally order at any location is no longer a luxury, but a necessity. As U.S. airports see enplanements come back, we hope our platform will help to ease the stress of traveling while health and safety concerns are at front of mind for travelers."

The new technology will be available at the Flying Saucer Draught Emporium restaurant, which was opened by SSP America

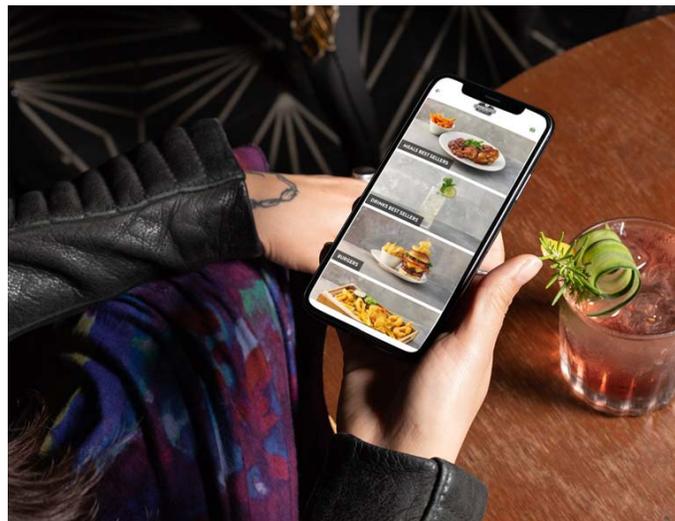
at DFW in 2019. The restaurant provides a multi-platform craft beer experience, the lower level serving as a gastropub and the upper offering a full-service bar and live music performances. Grab's OAT technology enables guests to scan a unique QR code or tap an NFC tag at their seat, browse available menu offerings, open a tab and order their meal, and pay their tab at their convenience without downloading an app.

Pat Banducci, Chief Commercial Officer at SSP America, said: "Technology will play a key role in the recovery of the travel experience. Through our partnership with Grab, we look to continue to help facilitate that recovery by implementing self-order and pay solutions to drive the business forward."

### Partnership with AtYourGate

In June, Grab announced that it had partnered with in-airport food and retail delivery leader AtYourGate to provide a range of services to help the aviation industry and passengers as the world re-opens.

This strategic partnership will allow airports to provide both pick-up and delivery at participating food & beverage and retail concessions. This also gives flexibility to passengers who will be able to order from their own devices while socially distancing, as seen in the new service at DFW.



*Grab self-ordering program.*

Grab's omni-channel platform allows guests to order through a variety of digital channels. The partnership with AtYourGate will bring the added option of airport delivery, allowing guests to order and have food and retail purchases delivered to their gate while waiting for their flight. Guests will have the ability to order across terminal and security lines, enabling a wider breadth of dining options. Complemented by Grab's expertise with concession POS integrations and its distributed e-commerce platform with integrations into many popular travel channels, travelers will enjoy a seamless ordering experience and airport concessions will be able to

extend their customer reach.

The collaboration is designed to make the process for airports and concessionaires more efficient and stress-free, and customers can still order from the existing Grab and AtYourGate apps while at the airport.

The partnership will be offered to airports in North America, with opportunity to expand into further markets in the future.

Grab's platform is available in over 50 airports in 4 countries and has processed over 5 million contactless orders.

AtYourGate operates in 9 airports in the United States and has delivered over 100,000 orders to airport guests.

## for1314 consortium introduces innovative high-tech solutions portfolio

*Continued from page 4*

"We have been developing our approach from day one. We are moving away from first relief measures. There is clearly saturation in the market with masks although masks are still part of our assortment if customers want them. We are now carrying sophisticated, affordable technology which sets us apart from everybody else. You don't see something as sophisticated as Density or our thermal StripSensor in the market," says Henkel.

The StripSensor appears to be another winning product for the group. It is a seamless non-invasive technology that detects a person's thermal body temperature as soon as they pass by it, measuring 300 people per minute.

"The StripSensor is seamless, sleek, and unmatched globally, and is a simple to use plug and play. This continuous, instantaneous detection allows people to continue about their everyday life normally without having to stop and stand in front of the camera to be detected," says van der List, adding that the StripSensor has already launched in several locations.

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*Thermal StripSensor*

## We An Idea agency helping luxury brands prepare for business after travel stores re-open

Despite the dire impact on the travel retail sector from the curtailment of flights throughout the Americas, a number of companies are preparing exciting new innovative design displays at the point of sale for when flights begin to fly again.

We An Idea, a creative agency formed in 2016 by Juan Trelles and Ernesto Cajias, is continuing to work on several new projects during the coronavirus pandemic. The agency, made up of a team combining a diverse background in architecture, design and management, specializes in the creation, development and production of retail environments and solutions within the luxury goods industry in travel retail and domestic markets.

The company has produced projects in more than 40 cities and ships throughout the Americas, with production facilities in multiple countries, says Trelles.

Its impressive client list includes cosmetics brands from Chanel, Dior and Armani to YSL and Ralph Lauren, and spirits brands The Macallan, Hennessy, Glenmorangie, Chivas and Absolut, among others.

Cajias and Trelles bring solid backgrounds to the partnership: Cajias, a Venezuelan, has a degree in architecture and Industrial Design and experience in store design from stints at Bloommiami and Estée Lauder; and Trelles, a Colombian Industrial Designer with an MBA in Business, has worked at Diageo, Estée Lauder, Marlite and Global Design Solutions.

“It has been a very quick 3 ½ - 4 years, with very positive growth and great things happening,” comments Trelles. “With the knowledge that we have from the industry we are positioning ourselves as an agency for the whole Americas region.

“Leveraging our Latino backgrounds, we were able to develop great manufacturing partnerships with shops in South America. We manufacture in Brazil, Colombia and Ecuador for south of the border projects, and we also manufacture in Mexico for this specific territory. We have our base for manufacturing for North America and Caribbean projects in Miami, where we work with highly skilled shops,” he explains.



Using a team of in-house Designers and Project Managers, We An Idea manages the production through its partnership with manufacturing shops, handling the projects from beginning to end.

“We know the value of project management – managing resources, and information on logistics for shipping and installation. We produce a project full turn-key. You know customers in travel retail and luxury goods are very demanding. They value companies that can cover this full service from beginning to end,” says Trelles.

“We see ourselves as an agency that has a different mind-set to approaching projects. We are very connected with our customers, we have a different approach to business with our team, with our employees and with the industry itself,” adds Cajias. “Even though we have both been in the industry for a while, we see ourselves as the new generation of company owners in the travel retail industry.”

Cajias and Trelles alongside their team, cover design and project management of

everything that happens at the shop -- material approvals, manufacturing options, and millwork; and handle all communications and support through its team.

This expertise and a service-oriented approach has allowed the agency to continue to work through the pandemic. It has several new projects in the midst of production now. These are currently being manufactured in Miami, and in Brazil, where two large projects for Sao Paulo airport are underway.

“There is definitely very important work happening this fall, some of which was contracted after the complicated pandemic situation began in the U.S.,” says Trelles.

Two current projects are for cruise ships, which were contracted before the pandemic. While the industry waits to see when ships will be allowed to sail again, Trelles notes that the agency had developed a very diverse mix of projects on cruise ships over the past few years.

“Cruises accounted for 20-25% of our business,” he notes.

*Continued on next page.*



*Photos this page: the #MoëtMoment installation on Norwegian Cruise Line's Great Stirrup Cay in The Bahamas.*

## We An Idea helping luxury brands prepare for business after travel stores re-open

The agency has played a role in creating some of the most significant design projects in travel retail in the Americas over the recent past.

We An Idea helped Moët Hennessy develop a stunning on-trade project on Norwegian Cruise Line's Great Stirrup Cay in The Bahamas, which opened in the past few months.

"This was a beautiful and out of the ordinary project," comments Trelles.

Chanel is another main client and over the past three years We An Idea produced POS displays in key locations such as San Francisco, New York, Toronto, and Panama, among many others.

The highlight project for last year was the opening in May 2019 of the exclusive Chanel duty paid boutique in Toronto in Terminal 1, the first duty-paid Chanel boutique in an airport in North America. Opened in partnership with Dufry-owned Hudson Group, the stand-alone boutique is located in the main hallway of the airport.

In addition to the projects they

do for travel retail and the cruise industry, the agency also caters to the domestic market in Latin America for brands such as Chanel, Dior, Versace, Montblanc, Moschino and Bulgari, among others.

The agency is currently working on a very exciting and exclusive airport boutique for a major client: "We started production in May. We are sure it will generate a great impact in the industry when it goes live," says Trelles.

The key message is that the agency has had diverse projects underway in its shops at several locations throughout the summer.

"We wanted our network to see that there is work happening with different brands across the board. We want to show the great work being done at our manufacturing shops around the region. It is the right time to show the industry that they can look forward to seeing new and exciting displays in stores when they re-open. We think such positivity is contagious," said Trelles.

### ***We An Idea: From abstract to reality***

*"The name of the company began as an abstraction and has been evolving as we grow," explains Ernesto Cajias.*

*"Initially, we wanted a name that made an immediate connection with the design and creative industry, but also meant integration. So the word 'We' was obviously key for us in that sense – an integration of work between our team and our clients, showing our common work. The name is also an abbreviation of the phrase: 'We have an idea, we are an idea, we work with ideas as a common group.' It was more abstract at that moment that we came up with the name, but now it is very familiar.*

*"Some of our clients abbreviate the name to WAI. It is interesting how the name has evolved – but it is a cool, fun name that gives us an opportunity to talk about the meaning behind it."*

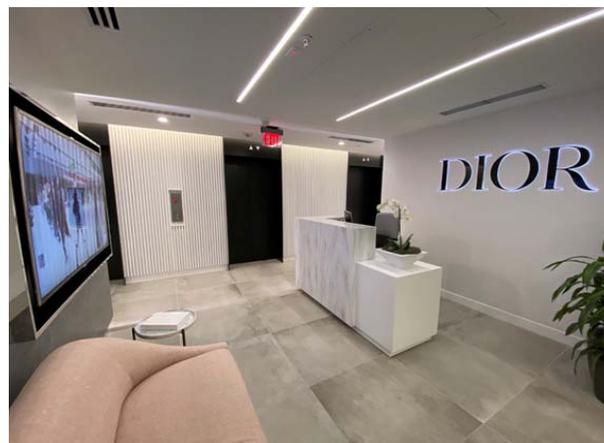
*Adds Trelles: "The goal is to create a great relationship and connection with your customers. And when this happens, the name will endure and always have a great meaning."*

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The Chanel duty-paid boutique in Toronto airport Terminal 1. Photo courtesy of Toronto Pearson International Airport.



We An Idea created Dior's stunning new corporate offices in Miami this year.