

Retail Operations Recovery Protocols



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Duty Free & Travel Retail Industry Retail Operations Recovery Protocols for stores in airports

(Additional measures relating to other channels are at the end of this document)

Background

The Duty Free World Council (DFWC) strongly supports international and domestic steps to effectively manage the COVID-19 outbreak using a responsible, science-led approach. As the travel sector looks to restart operations in 2020 it welcomes the clear guidelines issued by ICAO which allow for the re-opening of duty free and travel retail (DF&TR) stores at airports, while ensuring passenger and colleague safety.

DF&TR provides a critical source of revenue and cashflow to airports in a time when this is urgently needed. The loss of revenue from landing charges and airline related activity has further demonstrated the value of non-aeronautical revenue streams in the wider travel ecosystem.

As the aviation industry looks to restart, the DFWC asked stakeholders in the DF&TR industry to contribute to a survey to determine how DF&TR stores can reopen in a way that inspires customer confidence and places the health and safety of passengers and colleagues at the front of mind.

This paper sets out a blueprint for the safe restart of DF&TR airside store operations at airports, developed from responses from over 300 stakeholders. These guidelines reflect broad consensus from across the industry but application may vary depending on national regulations and the epidemiological assessment in each country.

Work will now continue to adapt these guidelines to reflect the specificities of cruise and ferry lines, border stores, and ultimately airlines.*

* Some guidelines to the airline industry temporarily restrict in-flight duty and tax-free sales. The DFWC continues to advocate in support of the entire DF&TR industry and seek the lifting of this restriction.

Context

DF&TR constitutes a very different retail channel to downtown shopping.

DF&TR stores are an integrated part of airport terminal infrastructure capacity – they have been built as part of the airport infrastructure, not as standalone retail operations.

Larger duty and tax free stores operate very differently to high street retailers. Most importantly, in this context, is the fact that walk-through duty & tax-free stores do not usually have designated entry and exit points. Their surface area is an integral part of the general passenger flow through an airport.

Limiting passenger access to these stores will place more pressure on capacity elsewhere in terminals. For example, see Annex 2 detailing anticipated passenger flows in Dublin and Hamburg airports.

Smaller stores with a more traditional entry/exit design may adopt rules similar to those with which passengers will be familiar on their high street as lockdowns ease.

Whatever the format however, passengers typically have limited dwell time once airside and DF&TR stores are designed to cater for the passenger in a hurry – enabling passengers to select and purchase products efficiently and speedily and then continue on their journey.

Providing passengers with continued access to duty and tax-free general and specialist stores will contribute to improving the overall passenger experience as lockdowns lift, contributing to an increased sense of security, wellbeing and normality.

Protection of customers

Physical distancing

- Ensure clear signage is in place concerning any physical distancing requirements (in line with the prevailing national legislation)
- Separate entering and exiting customers where possible
- Review the layout of the store to ensure aisles/walkways are as clear as possible to facilitate physical distancing, including the removal of promotional fixtures if necessary
- Adapt and, if necessary, relocate promotions and features where customers are likely to congregate, such as product demonstrations
- Use floor markings inside to facilitate compliance with any physical distancing advice, particularly in the most crowded areas and where queueing is likely
- Where appropriate consider one-way systems using floor markings and signage to highlight system and direction
- Ensure that customer order collection points allow physical distancing by employing floor markings or limiting the number of customers that can wait at collection points any one time
- Ensure queuing system markings at till points to assist correct physical distancing
- Where till points are close together, consider closing every other till point. Assess whether this is also necessary for self-scan tills
- Erect physical barriers at till points using flexi-plastic to provide protection for those working on the tills. These barriers should be included in store cleaning programmes
- Where customers require specialist advice/assistance in store, ensure colleagues giving the advice have a clearly designated position, ideally with a secure barrier as provided at till points
- Leave non-essential doors open to minimise the number of people who touch them. This does not apply to fire doors
- Remove or limit customer seating in store. If seating is provided, space out appropriately
- If changing rooms are present, consider keeping closed. If this is not possible, a staff member must be in place at all times to ensure physical distancing is maintained
- To limit congestion, consider restocking/replenishing only outside of store opening hours. If replenishment must be done in opening hours, assess how this can be done without compromising employee or customer hygiene and protection

Hygiene and cleaning

- Carry out a full store clean each day
- Provide cleaning stations at regular locations at store entrance and exits and within stores, including hand sanitiser and disinfectant wipes or spray
- Provide sanitiser and tissue to wipe down trolley/basket handles
- Identify and regularly clean key touch points e.g. door handles, lift buttons, keypads, stair/escalator handrails
- Remove all devices usually used to evaluate customer service and avoid customers touching buttons and/or screens
- Frequently clean and disinfect surfaces that are touched regularly, using appropriate cleaning products
- Provide hand sanitiser in high traffic/customer interaction areas
- Encourage cashless purchases
- Card payment terminal keypads to be wiped after every use
- Place customer receipt directly in the shopping bag rather than handing to the customer
- Consider providing gloves for all staff handling products and cards/cash
- Ensure that staff are able to handle any passenger documents required by law in a safe manner

Recommended guidelines for customer/product interaction	
Beauty	Place signage to inform customers to seek Beauty Adviser assistance for testing.
	Fragrance testers to be deployed by Beauty Advisers and must be regularly disinfected.
	Remove make-up and cream testers from the shelves and store them in drawers; only accessible by Beauty Advisers on request.
	Employ virtual try-on tools on websites, apps and in-store digital displays. All tools should be cleaned after every use.
	Any demonstration tools must be single use and disposed of carefully.
	Consider use of gloves for all staff handling products.
Wines & Spirits	Employ digital technology to provide experiential engagement over physical sampling.
	Each sample must be poured individually and provided at a distance in a single use vessel by staff wearing gloves.
Confectionery & Fine Foods	Sampling promoters/ambassadors to wear gloves.
	Any samples must be in individually wrapped portions and offered singly to a customer respecting distancing rules.
Other Categories	Small items must be cleaned with sanitiser before and after a customer touches the item.

Protection of staff

- Ensure staff get written and verbal communication of national hygiene measures and regular reminders and updates, for example:
 - Send written communication specifying that staff should not come to work if they are feeling unwell
 - Place information posters and signage in the workplace
 - Give daily reminders to all staff via noticeboard, in team briefings and/or via intranet
- Ensure all staff are aware of any physical distancing measures that are in place and are trained on how they should support the observation of these measures
- Stagger staff shift start, end and break times to avoid crowding
- Facilitate non-contact signing in and out. Where not possible remind staff not to share items such as pens
- Arrange shifts to maintain same staff working together, where possible
- Offer staff alternative tasks if concerns are raised
- Supply staff with relevant protective equipment e.g. masks (or visors), gloves and individual hand sanitisers to minimise the risk of infection and inspire customer confidence
- Facilitate regular handwashing breaks for all staff
- Ensure staff are familiar with general hygiene rules

A	Handwashing with soap and water for at least 20 seconds
B	Use hand sanitisers if soap and water are not available
C	Wash hands on arrival at the workplace and on leaving to go home and before eating or handling food
D	Cover the mouth and nose with a tissue when coughing or sneezing, or do so into one's sleeve if a tissue is not available
E	Put used tissue in a bin immediately and wash (or sanitise) hands immediately

- Remind staff of any physical distancing rules throughout the store, including non-customer facing areas
- Appoint a health and safety officer on each shift to ensure protection measures are in place and consistently followed, and to answer any staff or customer queries
- Encourage use of disinfectant wipes to clean all equipment before and after each use
- Educate staff on how to intervene effectively and safely when they observe shoppers who do not follow physical distancing (where applicable) and hygiene recommendations
- Educate staff on how to explain why measures in-store might be different from those travellers are accustomed to in their countries of residence
- Put measures in place to ensure there is a zero-tolerance approach to verbal and/physical abuse from customers, with clear measures in place to protect staff and deal with difficult customers

Other Channels

Further work is underway on non-airport channels, however many of the measures described in this paper will also apply to other channels.

Specific considerations arising from the questionnaire are listed here for convenience.

Border stores and Downtown DF&TR stores	People will arrive at the store in their own transport therefore the provision of PPE should be considered accordingly.
	Conduct temperature checks before permitting entry to the store.
Cruise lines	Offer cabin delivery.
Inflight	Present the offer digitally.
	Provide free Wi-Fi to facilitate browsing.
	Provide service on demand with no trolleys being brought through the cabin.
	Provide seat delivery or delivery on arrival.

ANNEX 1

International Civil Aviation Organization Aviation Recovery Taskforce Guidelines

(May 2020)

The ICAO safety working group (CART) has published its recommendations for global standards in aviation safety for the COVID-19 recovery period. The document is available at: [Report of the Council Aviation Recovery Task Force \(CART\). Take-off: Guidance for Air Travel through the COVID-19 Public Health Crisis](#)

The relevant section for the Duty Free & Travel Retail industry is Terminal Airside Area (p18):

The post-security terminal airside area is an area of high passenger traffic, with few physical barriers and usually wide-open space. Consideration needs to be given to the temporary need for physical distancing, while also providing passengers with access to the retail, duty-free concessions and food and beverage offerings.

Gate areas, VIP lounges and other services in this area also see a high passenger volume. Various flow monitoring tools, physical installations, floor markings and adapted wayfinding need to be evaluated and deployed. Enhanced cleaning and hygiene measures may need to be scheduled and deployed to contribute to the limiting of the virus spread.

Referring to hand luggage, especially during the early stages of the restart phase, the report is flexible recommending that carry-on baggage that would require use of the overhead bins should be limited to facilitate a smooth boarding process.

In summary, ICAO is proposing that duty and tax-free stores can open as traffic returns. ICAO recognises that passengers need to have access to duty free retail stores. The report recognises that shopping areas are part of the airport infrastructure and should be used fully to ensure physical distancing.

NOTE: The International Civil Aviation Organization (ICAO) is a UN specialized agency, established by States in 1944 to manage the administration and governance of the Convention on International Civil Aviation (Chicago Convention).

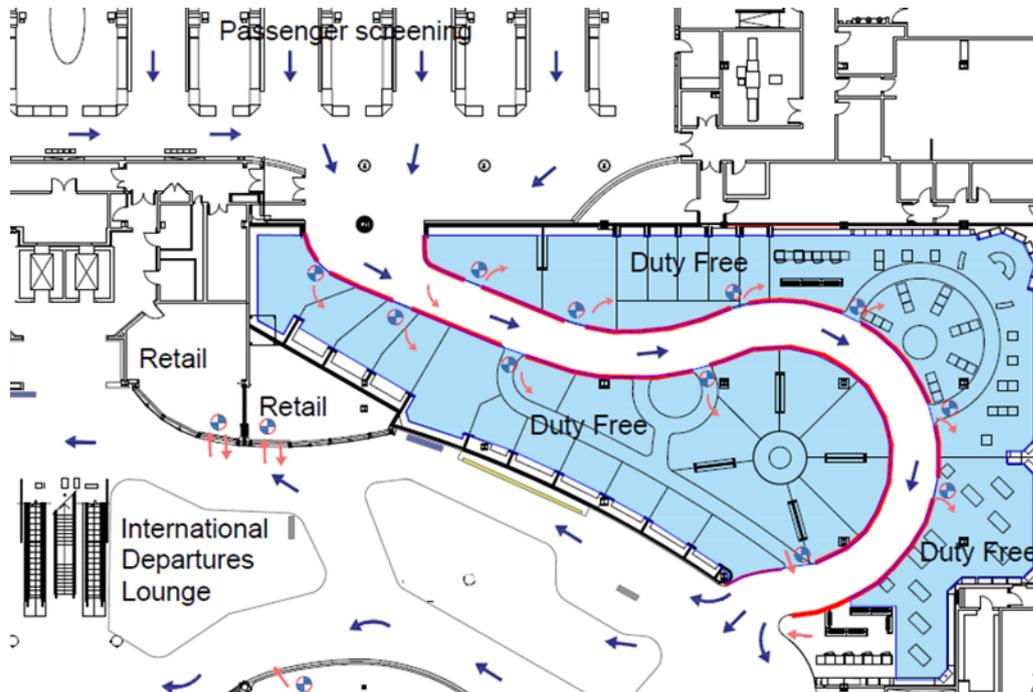
ICAO works with the Convention's 193 Member States and industry groups to reach consensus on international civil aviation Standards and Recommended Practices (SARPs) and policies in support of a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.

ANNEX 2

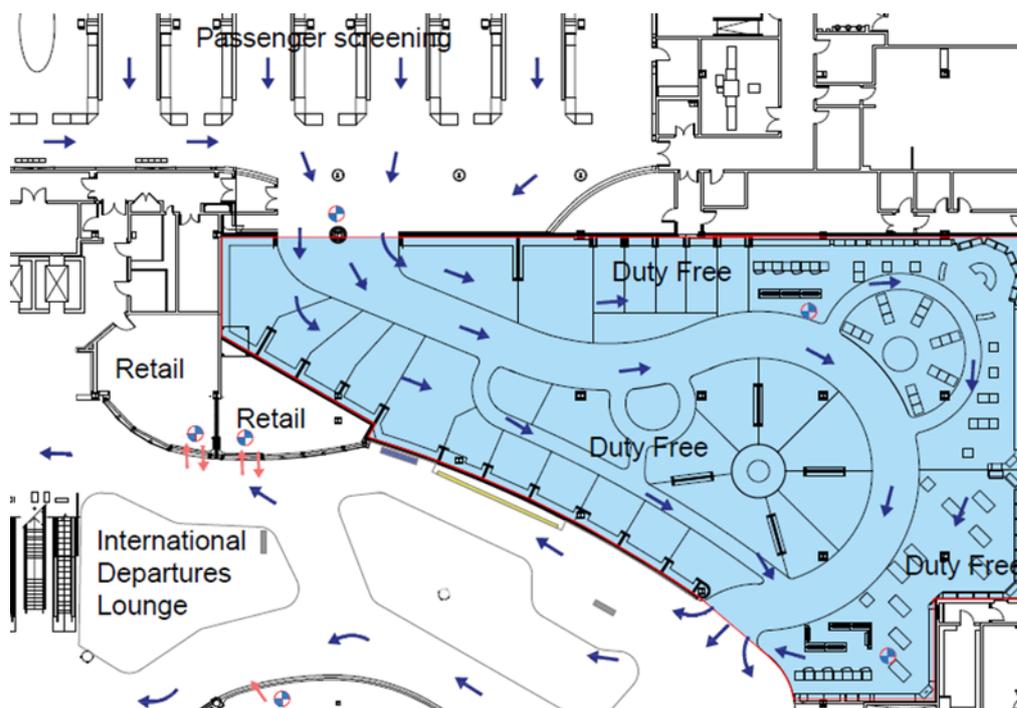
Role of airport duty free stores in controlling traffic flows within terminals

Example of Dublin Airport

Passengers confined to path inside walkthrough store

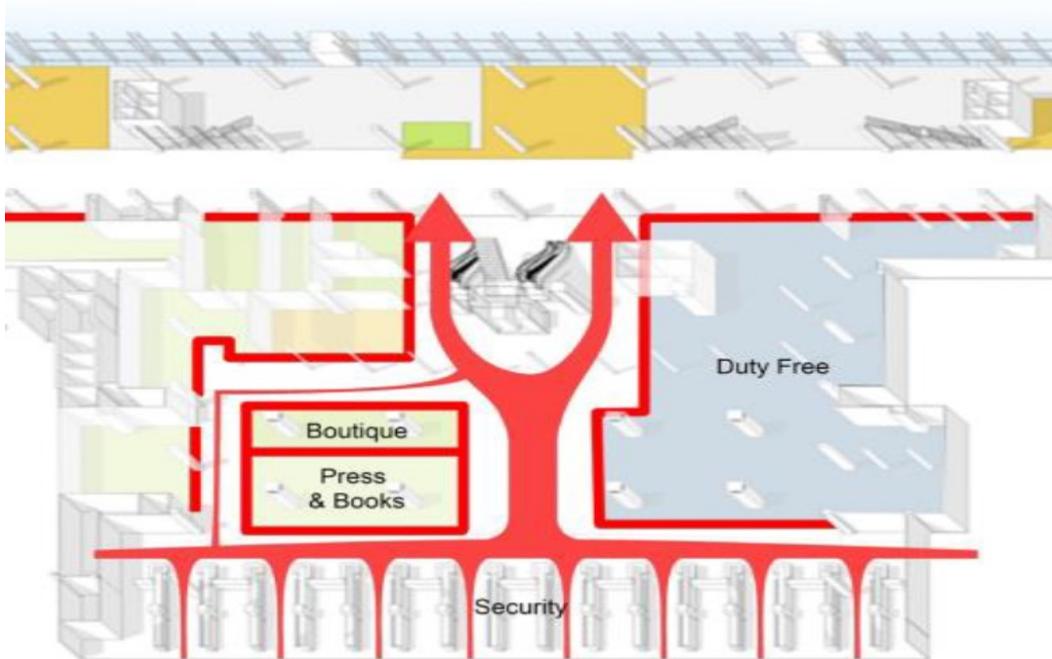


Passengers able to flow through walkthrough store



Example of Hamburg Airport

Passengers flow between closed stores



Open stores spread the flow



About the Duty Free World Council

The Duty Free World Council (DFWC) is the industry association representing the interests of the global duty free and travel retail channel and has the overall objective of creating the optimal operating environment for the industry that will allow it to achieve its full potential.

www.dfworldcouncil.com