



A professional standard for a sales assistant

Developed in partnership with industry standard development expert People 1st



A professional standard for a sales assistant

Duty-free and travel retail

Frontline retail employees must be passionate about delivering a quality service that always aims to exceed customers' expectations. They can work in a variety of shops and other retail establishments, including specialist retailers and large multi-product outlets. They enjoy direct contact with customers from a variety of backgrounds, locations and cultures and are motivated by maximising a sale by cross-selling, increasing basket size and meeting / exceeding the travelling customers' expectations. Using their excellent depth of knowledge regarding the products and services within their retail environment an effective sales assistant will engage with customers providing information, support and guidance. Duty-free retail associates must demonstrate high standards of personal grooming and a professional demeanour at all times.

The level of customer service experience will have an impact on maintaining and enhancing all aspects of customer loyalty such as, the duty free and travel retail environment, specific locations, retail operators and brands. A sales associate should be aware that the mind-set of a travelling customer can be very different to that of someone shopping in the high street. The stresses and strains of travelling through an airport, often under the added pressure of time, will require a degree of empathy and the ability to engage the customer and maximise the sale in a relaxed but time-efficient manner. Maximising sales by utilising techniques such as up and link selling is a key competency for any sales associate in any duty free and travel retail outlet. Maintain a professional appearance and demeanour as required by the organisation

This standard has been set at three levels to which sales assistants can aspire:

Foundation level

The **foundation** level describes the range of competencies and values an employee should develop as part of the on-boarding and induction phases of employment. It would typically take three to six months to achieve.

Competent level

The **competent** level describes the range of competencies and values an employee should display as a fully functional member of the team, operating independently on a day-to-day basis whilst meeting organisational targets and conforming to regulatory requirements. It would typically take up to twelve months to achieve.

Outstanding level

The **outstanding** level describes the range of competencies and values an exceptional sales assistant will consistently display in the organisation. Outstanding employees are typically rising stars with ambition to excel in their role. It would typically take up to two years to achieve.

Structure of the standard:

This standard contains knowledge, skills and behaviours, split into key areas, for the sales assistant. Each area has three levels of competence, building from foundation to outstanding. These key areas are:

- Values and behaviours
- Health, safety and regulatory requirements
- Customer
- Shop floor and merchandising
- Point of sale and processing transactions
- Negotiating and sales
- Destinations
- Technology
- Stock and loss prevention
- Communication
- Team
- Individual performance
- Brand / product

Values and behaviours

Being an effective sales assistant involves much more than just knowing about products for sale in a retail environment. A professional duty-free and travel retail sales assistant lives these values and behaviours, aligning them to the organisation, brands and products they represent. Communication, teamwork and meeting targets are all essential skills, but what makes a sales assistant stand out is the way in which these are done to maximum effect.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Strive to instil the organisation’s ways of working into all tasks and interactions • Maintain a professional appearance and demeanour as required by the organisation • Approach all tasks in a positive manner, taking opportunities to shadow others to improve knowledge, skills and behaviours required for the role • Take a proactive approach to gain knowledge and skills by asking appropriate questions and participating in training provided • Recognise when to ask for assistance from team members and don’t be afraid to do so • Present a professional and positive attitude and approach to customers, acknowledging their importance to the organisation • Have a can-do attitude • Be a trusted and reliable team member within a cohesive, supportive team 	<ul style="list-style-type: none"> • Demonstrate pride in own role through a consistently positive and professional approach, and be aware of the impact of personal behaviour within the team • Take pride in own appearance and conduct to exceed organisation’s standards • Embrace the organisation’s use of technology, use it responsibly and take an interest in new developments • Demonstrate drive, commitment and enthusiasm • Show a genuine interest in delivering excellent sales as a service • Demonstrate an understanding of how own behaviour will influence customers’ opinion of the organisation, their purchasing decision, overall satisfaction and loyalty • Interact with customers and build a rapport in a way that demonstrates an understanding of the organisation’s vision, objectives and brand values • Have a conscientious and confident attitude to delivering and protecting the organisation’s brand values and reputation • Remain calm under pressure • Be adaptable, flexible and reliable to meet the needs of the organisation • Support team members who are new to the role, or who require support and guidance 	<ul style="list-style-type: none"> • Consistently demonstrate behaviour which positively influences customers’ opinion of the organisation, their purchasing decision, overall experience and loyalty • Actively listen and ask open questions to build a genuine rapport with customers • Show integrity and consistency of behaviour in all work activities • Be proactive in developing effective working relationships with team members and colleagues from other teams • Embrace the diversity of team members and customers, using the opportunity to gain and share knowledge and experiences • Seek opportunities for going beyond the basic requirements of the role • Be recognised for an approachable and friendly manner and being able to interact with customers in line with the style of the organisation • Show a genuine interest in meeting the needs of customers and team members • Actively seek feedback to improve own quality of service provision from other team members and management • Be proud and passionate about your role in the organisation, and the brands and products it represents • Operate in an empathetic, fair and professional manner • Promote a safe and secure working environment through setting an example to others

Health, safety and regulatory requirements

Duty free and travel retail organisations are bound by a range of legislation both in the way they operate and according to the destination of their customers and the products they sell. Some organisations and product categories will also have specific additional legislation, which must be complied with, such as the sale of age restricted products.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Know own role and responsibilities in relation to complying with regulatory requirements in relation to: <ul style="list-style-type: none"> • The location of the sale (country and site) • The origin and destination of the customer • The organisation • Product category • Understand the responsibility of the organisation to adhere to duty free, travel retail and specific location regulations both in the home and destination country • Understand the factors affecting a customer's right to purchase products, e.g. age, destination • Ensure own work complies with organisational policies and procedures, and regulatory requirements • Know how to work safely and how to deal with risks, accidents and emergencies in a specific duty free, travel retail location • Conduct frequent checks to ensure the shop floor is safe, secure, tidy, free from hazards at all times • Follow organisation's and location's health and safety procedures when carrying out work activities • Understand the importance of, and how to follow, policy in relation to equality and diversity for both customers and colleagues • Know the principles or policies of the organisation and location relating to the environment (e.g. recycling) and why it's important to follow them • Understand the variations in regulations between duty free and duty paid retail environments which affect the customer 	<ul style="list-style-type: none"> • Understand the organisation's systems and procedures to ensure adherence to regulatory requirements both in home and destination country • Know the procedures relating to purchases made, that must be followed in the event of delay or cancellation of a customer's flight • Understand and be able to explain the variations in regulations between duty free and duty paid retail environments that affect the customer • Understand the main requirements of consumer credit, data protection, weights and measures, right to purchase, licensing and age-related legislation how they protect consumers and how they impact the organisation • Understand the main requirements of legislation in relation to health, safety, security and confidentiality, including how to work safely and how to deal with risks, accidents and emergencies in a duty free, travel retail and specific location environment • Know how to identify and assess risks to health, safety and security in a duty free and travel retail environment • Monitor own work and area of responsibility to rectify and/or report and identified health, safety and security risks to the appropriate person • Understand how equality and diversity is monitored and controlled by the implementation of and adherence to organisation's policies and procedures 	<ul style="list-style-type: none"> • Have a detailed understanding of the regulatory environment governing: <ul style="list-style-type: none"> • The location of the sale (country and site) • The origin and destination of the customer • The organisation • In the event of a flight cancellation ensure regulatory requirements relating to purchases, e.g. returns, are followed whilst maintaining a positive customer experience • Use the variations in regulations between duty free and duty paid retail environments as a sales tool • Take a proactive approach to health, safety and risk assessment, implementing procedures into ways of working in line with organisation's requirements • Effectively manage own work and support the work of others to ensure that the regulatory requirements are always met and rectify or report and identified health, safety and security risks within own limits of authority • Deal with accidents and emergencies calmly and in line with organisation's procedures • Support team members to implement equality and diversity policies and procedures relating to both colleagues and customers • Proactively support the principles or policies of the organisation relating to the environment (e.g. recycling) and encourage team members support too

	<ul style="list-style-type: none"> • Ensure own work and conduct complies with equality and diversity regulations and organisation's procedures at all times 	
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Customer

The duty-free and travel retail environment attracts a very wide range of customer profiles and therefore, must offer a range of services that meets diverse needs and expectations. The mind-set of a travelling customer is likely to be very different to that of someone shopping in a traditional retail environment. The stresses and strains of travelling through an airport, often under the added pressure of time, will require a degree of empathy from the sales assistant and an ability to engage the customer and maximise the sale in a relaxed but time efficient manner.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand the organisation's / location's / brand's typical customer profiles and which customers purchase which types of products • Know the typical customer journey / experience through the organisation's retail space • Understand how a travelling customer's behaviour and purchasing decisions are unique in terms of: <ul style="list-style-type: none"> • The process and journey of a customer before arriving in a duty free/travel retail environment • Time restrictions and related stress/anxiety of departure times and gate locations • Restrictions on what they can purchase depending on their destination, rather than what the organisation has available for purchase • Perceived value proposition (tax/duty free) • Know the key features and benefits of the organisation's excellent customer service • Understand the implications of poor customer service for the organisation and the customer • Understand customers' motivation to purchase in the duty free and travel retail environment • Deliver excellent customer service in line with the organisation's culture and values in all activities • Promptly inform customers when the answer to a question is not known and seek advice from a colleague 	<ul style="list-style-type: none"> • Understand how the organisation's customer profile, including their culture and demographic, impacts on the motivation to purchase, type and volume of purchases made • Understand how culture and demographic will affect the customer journey, including the required sales approach, service style, negotiation and purchase • Understand the importance of providing excellent customer service and the impact it has on customer loyalty and revenue • Operate with a customer service mind-set, always putting the customer at the centre of tasks to ensure excellent customer service, satisfaction and encourage loyalty • Use effective, two way, communication with customers to provide information on products and the wider environment (such as departure information, facilities and services) which is accurate and easy to understand • Use methods of communication and rapport building that are in line with the organisation's culture and values. • Adapt communication style accordingly to meet the needs and expectations of all customers, create sales opportunities and maximise sales 	<ul style="list-style-type: none"> • Understand how a customer's motivation to purchase, (type and quantity) and their individual customer journey needs to be adapted based on key information, including <ul style="list-style-type: none"> • Culture • Demographic • Origin and destination • Established buying patterns • Behaviour and body language • Emotions • Other individual requirements, such as mobility • Understand how to use the organisation's systems and procedures to maximise the customer experience, sales potential and loyalty • Understand the impact of a poor customer experience on the organisation and how to initiate the recovery process to turn poor service or a complaint into a positive situation • Adapt customer service journey according to each customer's individual requirements (as above) in line with organisation's procedures to maximise organisation's profitability • Make every interaction with a customer an opportunity to meet and exceed expectations, increase, gain, maintain or re-establish their loyalty • Present the culture of the organisation through own personal presentation and customer interaction

<ul style="list-style-type: none"> • Clearly communicate accurate, relevant and helpful information to customers, checking their understanding, including information on the wider environment, such as departure information, facilities and services • Ask appropriate questions in order to exceed customer expectations, and create and maximise sales • Provide information relating to after sales care appropriate to the products sold (i.e. guarantees) • Take a proactive approach to delivering excellent customer service in order to convert passengers into shoppers, increase basket size and transactional value 	<ul style="list-style-type: none"> • Recognise signs that a customer is dissatisfied or requires assistance and act accordingly, actively listening to and dealing with questions, queries and complaints effectively in line with organisation's procedures • Promote information to a customers' purchase and benefit the organisation, such as upselling or link selling after sales care appropriate to the products sold (i.e. guarantees) 	<ul style="list-style-type: none"> • Recognise customers' body language, tone and behaviour to ascertain whether they are dissatisfied or require assistance and act accordingly, actively listening to and dealing with questions, queries and complaints effectively in line with organisation's procedures • Use methods of communication and rapport building that are in line with the organisation's culture and values. Adapt communication style accordingly to meet the needs and expectations of all customers, create sales opportunities and maximise sales • Take a positive approach to receiving feedback and learn from the experience to improve own customer service offer • Create potential opportunities to promote additional products and services, utilising upselling and link selling techniques
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Shop floor and merchandising

Each organisation will have a seasonal variation to their sales pattern, and therefore sales approach. This could be in the range of products and services on offer, the customer buying behaviours, or it could be tied to external events, such as sporting or festive celebrations. Presentation of products and services is a key factor in encouraging footfall and basket size. In store promotions play a significant role in driving footfall and provide an invaluable sales tool for the sales assistant. Sales assistants must utilise this information when following organisation's merchandising displays / initiatives / planograms.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand how merchandising supports the sales process • Understand how methods used for promoting can influence the customer's purchasing decision (i.e. location, colour or style of display, sales ambassador) • Know why organisations feature promotion and advertising campaigns • Know why it is important and the procedures which must be followed, in order to keep the shop floor clean and clear, that displays and products are clean, tidy, secure and fully stocked • Understand and be able to follow organisation/brand requirements and guidelines relating to the positioning of brands and products (e.g. from a planogram) • Keep up to date with store promotions • Select best method of merchandising to promote a product or service in line with organisation's procedures • Conduct frequent checks to ensure the shop floor is clean and presents an appealing and attractive offer to customers in line with organisation's expectations at all times • Follow procedures for opening, handover and end of shift 	<ul style="list-style-type: none"> • Understand the benefits of being aware of the wider duty free and travel retail environment and how this impacts on the organisation's merchandising plan, promotions and advertising campaigns • Understand how methods used for promoting can influence the customer's purchasing decision (i.e. location, colour or style of display, sales ambassador) • Understand how 'brand DNA', brand values, straplines, logos and trademarks, are used effectively in merchandising to increase sales • Understand the organisation's policy for merchandising key product categories • Ensure that stock displayed is correct for appropriate destinations • Provide accurate information on product and service offers/promotions (e.g. the period the offer / promotion is available for) and price comparisons to customers • Recognise the importance of merchandising displays in translating brand or organisation's identity to customers • Actively use techniques to optimise sales through effective product placement • Ensure product displays remain attractive, appealing, fully stocked and safe to customers • Follow the organisation's procedures to utilise the best method of merchandising to promote a product or service 	<ul style="list-style-type: none"> • Understand why following brand and organisation's merchandising is essential to the integrity of the brand and the potential consequences of poor merchandising or misrepresentation of a brand/product • Increase sales through being aware of the wider duty free and travel retail environment and the organisation's resulting merchandising plan, promotions and advertising • Know where to find the latest promotional guidance and advertising campaigns and the organisation's policy for merchandising key product categories • Use merchandising displays to create opportunities to promote the unique selling point of the brands, organisation and or its products / services • Recognise the importance of merchandising displays in translating brand or organisation's identity to customers and translate this into the customer approach, negotiation and sale • Actively use techniques to optimise sales through brand value • Support team members to provide accurate information on product and service offers/promotions (e.g. the period the offer / promotion is available for), and price comparisons to customers • Select best method of merchandising to promote a product or service in line with organisation's procedures • Collect and style required stock for display for maximum effect to enhance the theme, support the merchandise and communicate effectively with the target market(s) in line with brand and organisation's procedures

<ul style="list-style-type: none"> • Listen, reflect upon and respond positively and constructively to feedback from line manager in relation to merchandising activities • Present required stock for display for maximum effect to enhance the theme, support the merchandise and communicate effectively with the target market(s) in line with brand and organisation's procedures • Adhere to procedures for opening, handover and closing of sales area end of shift 	<ul style="list-style-type: none"> • Collate feedback from customers and team members and respond appropriately making suggestions for improvements to team leader / manager
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Point of Sale (POS) and processing transactions

Operating a POS in a duty free and travel retail operation requires a comprehensive understanding of key product category allowances, local and frequent destination packaging requirements, regulations and procedures governing POS set up, use and closing. POS operators will need to be able to process a range of transactions in varying currencies and payment methods such as cash, cards or vouchers.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand why it is important to tell the customer about any relevant flight cancellation when processing a transaction and how to do so • Know the procedure for changing the till / card machine roll • Know the currencies accepted by your organisation • Know the correct procedures for handling credit card and a variety of currency payments • Know and understand your organisation's security procedures for cash and other types of payments • Know the process which must be followed if there are errors in handling payments, including procedures to action voids, refunds or other issues at point of sale • Know what procedures must be followed with regard to a payment that has been declined • Know the procedures for collecting the contents of the POS, including who contents should be handed to • Know and follow the procedures for signing off and handover at the end of a shift • Know how a POS should be set up, ensure POS equipment is working and that all of the materials needed are available according to organisational guidelines • Know where and when to get stocks of materials needed to set up and maintain the payment point • Enter / scan information into the payment point correctly • Request any necessary documentation such as boarding pass or proof of age • Tell the customer how much they have to pay and ask for preferred method of payment 	<ul style="list-style-type: none"> • Know the types of problems that may occur at the payment point and/or when taking payments and understand how to deal with these • Understand the importance of reporting errors during transactions • Know what procedures must be followed with regard to a payment that has been declined, without making the customer feel uneasy or awkward • Set up, open, maintain and use a POS effectively, including: <ul style="list-style-type: none"> • Set up of point of sale terminal, float, cash equivalents, change and other materials such as till roll • Process transactions for customers efficiently, including: <ul style="list-style-type: none"> • scanning items • providing information required by customers • informing of amount • checking required evidence (i.e. proof of age, boarding pass) • taking payments (cash, card and cash equivalent) • providing correct information on available currencies for the transaction • Take available opportunities to upsell or link sell to customers at the payment point • Know and follow the process which must be followed if there are errors in handling payments, including procedures to action voids, refunds or other issues at point of sale • Carry out transactions without delay and give relevant confirmation to the customer 	<ul style="list-style-type: none"> • Know the costs and relative benefits to a customer and organisation of paying in local or home currency • Understand the importance and be able to report errors during transactions • Create opportunities to upsell or link sell to customers at the point of sale • Support team members to resolve problems with customer transactions • Complete POS reconciliation (i.e. cash up) in line with organisation's procedures

<ul style="list-style-type: none"> • Inform customer of alternative accepted currencies for transactions and, where necessary, in which currency change will be given • Acknowledge the customer's payment and validate it where necessary • Follow correct procedure for chip and pin and contactless transactions • Put the payment in the right place according to your organisation's procedures • Give correct change for cash transactions • Carry out transactions without delay and give relevant confirmation to the customer • Know and implement the packing and sealing requirements of bought items according to country / destination / size and organisation regulations • Remember to make eye contact, endorse choice of product and close with a caring message 	<ul style="list-style-type: none"> • Know and implement the packing and sealing requirements of bought items according to country and organisation regulations without causing the customer any delay • Engage with the customer, promoting products which are displayed at the POS, make eye contact, endorse choice of product and close with a caring message and a smile • Follow organisational procedures to sign off from / close payment point and conduct a handover at the end of a shift, making payment points available for authorised collection 	
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Sales through service

A sales assistant must be able to interact with customers in a relaxed and non-threatening manner, identifying their needs and providing suitable recommendations and product information. A variety of sales techniques will be required to create and convert opportunities into sales.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand the importance and impact on the customer and organisation from the following: <ul style="list-style-type: none"> • Relationship selling • Adapting the sales and customer service approach in order to match the needs and expectations of the travelling customer • Adopting a proactive, professional and engaging approach to customers • Having up to date product knowledge, taking every opportunity to update product knowledge and obtaining information from an appropriate source if not readily available • Offering the customer knowledge on local offers and variances (e.g. comparison of duty free to duty paid) • Using questioning and listening skills to identify which products to recommend to the customer • Create and identify opportunities to add value to the sale • Use a range of appropriate sales techniques to maximise the sale • Close the sale with the customer, confirming what they want to buy, and providing relevant information e.g. guarantees, allowances. • Having got confirmation of a purchase, guide customer to other promotions/products in store • Offer appropriate alternatives if the customer's first choice is not available. Report loss of sale to supervisor • Seek assistance when customers request information, products or services beyond current knowledge • Show pride in the organisation and brand when interacting with the customer 	<ul style="list-style-type: none"> • Know how to identify and determine a customers' situation and needs and how to respond in the most appropriate way in line with the organisation's culture • Know and understand the sales opportunities that exist across the organisation throughout the year and the customers' buying habits during these period • Know a range of selling techniques and how and when to use each one to the maximum benefit of the customer and the organisation • Know individual and the team's key performance indicators • Understand techniques and opportunities for increasing sales in the organisation in the most efficient way (e.g. speed of negotiation) • Ensure product knowledge, customer service and sales skills are of the standard required by the organisation, in order to confidently negotiate with the customer • Influence customers' purchasing decisions by providing accurate guidance on product, brand and price comparisons • Share knowledge on local offers and variances (e.g. comparison of duty free to duty paid) • Use questioning and listening skills to match products and services to customers' needs and provide relevant USPs features and benefits to secure the sale • Increase basket size by offering associated products and products on promotion • Offer appropriate alternatives if the customer's first choice is not available and report relevant information, such as stock shortages or change in frequent customer requests, to supervisor 	<ul style="list-style-type: none"> • Know, understand and maximise sales opportunities that exist across the organisation throughout the year and know customers' buying habits during these periods • Know and be able to match seasonal/festive products to the appropriate customer profile • Know a range of selling techniques and how, when and which one will maximise the benefit to the customer and organisation, (adapting sales techniques to successfully sell to a diverse customer base) • Take responsibility and support the team to achieve the key performance indicators / measures that support the profitability of the organisation • Accurately describe the features and benefits and USPs (unique selling points) of relevant products to customers in a way which helps them identify the differences • Influence customers' purchasing decisions by providing clear and accurate guidance on product, brand and price comparisons, and allowing them time to make a decision • Quickly and confidently build genuine rapport with customer, going off script when appropriate in order to engage with them • Display a breadth of knowledge around the product benefits, usefulness, specifications and complementary accessories, including in comparison with local offers and variances (e.g. comparison to local market/duty paid) • Pro-actively seek ways of enhancing sales whilst being sensitive to the needs of the customer and encourage team members to do the same • Know and use a range of methods that will enhance sales whilst delivering great customer service

	<ul style="list-style-type: none"> • Discuss relevant options, giving customers opportunities to ask questions and clarify information • Show pride in the organisation and brand when negotiating with the customer • Negotiate using accurate information and at the required pace for the customer • Actively sell without intimidating or pressurising the customer • Decide if it is appropriate to sell additional products / services to the customer and highlight them accordingly • End sale in line with organisation's procedure, e.g. with a caring comment and guide them to the point of sale 	<ul style="list-style-type: none"> • Use questioning and listening skills to ascertain the customers' needs and provide relevant features, benefits and USPs to win their confidence and build rapport. Allow customers the opportunity to clarify information and make appropriate recommendations • Deal with matters of financial loss (e.g. wastage, returned goods) in a manner that minimises further loss, but in accordance to organisation's procedures/guidelines
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Destinations

Customers may have specific restrictions limiting the type and or quantity of product they want to or can purchase, depending on their origin, transfer point and destination. Each organisation will have a seasonal variation to their sales pattern and therefore sales approach regarding the products on offer or customer buying behaviours. The sales assistant must use this information to ensure correct advice is given to the customer specific to their individual journey and provide an effective, tailored customer service based on destination.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand the importance and impact on the customer and organisation from the following: <ul style="list-style-type: none"> • For which destinations customers can purchase duty free products • Personal duty free allowances for designated key product categories • Duty paid personal use allowances • Why it is critical customers are correctly informed of allowances relevant to their journey and final destination • Knowing where to find information relating to customer allowances to destinations if you are uncertain • The difference between a transfer and final destination and how this impacts on duty free allowances • Provide upon request information relating to the duty free allowances for key product categories and destinations commonly travelled to by organisation’s customers so that they may make an informed decision on their purchase • Give accurate information to customers travelling to destinations common to the organisation • Request assistance from team members when you do not have/know information required by customers 	<ul style="list-style-type: none"> • Know and understand the difference between duty free and travel retail and explain the benefits of each for the customer and organisation • Understand what a personal allowance is for duty free purchases, the product categories subject to personal allowances and why it is critical customers are correctly informed of allowances relevant to their journey and final destination • Understand the factors affecting a customer’s duty free allowance • Know where to find information relating to specific information on allowances for designated/key restricted goods by destination if outside of the general destinations • Explain and advise customers on duty free allowances for designated/key product categories relevant to their origin, destination and in line with restricted product requirements so that they can make an informed decision to purchase • Obtain information required by customers from the correct source if you do not know / do not have the relevant information to provide to customers 	<ul style="list-style-type: none"> • Understand the factors affecting a customer’s duty free allowance for designated/key product categories depending on their destination, including rules for customer purchases for specific common destinations for customers of the organisation • Understand the difference between legal restrictions on customer purchases and moral obligation of the organisation to advise customers correctly • Explain and advise the differences in allowances for origin, transfer and final destination how this impacts on duty free allowances and sell up to the allowance • Advise customers upon request of duty free allowances for designated/key product categories relevant to their origin, destination and in line with restricted product requirements to allow the customer to make an informed decision on their purchase • Provide information on complex combinations of product purchases within a duty free sale, e.g. combining ready-made cigarettes with pouch tobacco and cigars • Give accurate information to customers travelling to all destinations • Monitor customers and look for signs (e.g. body language) of requiring assistance to ensure they have the correct information regarding allowances before purchase, including information on available quantities in pre-packaged products

Technology

Technology varies greatly between organisations however; it is essential a sales assistant understands and is able to effectively use the technology available within their organisation.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand what technology is available and how it supports the effective and efficient sale of products and services to customers • Know how to use relevant technology in the organisation correctly • Know the importance of adhering to IT (information technology) instructions, policies and procedures in the organisation • Strictly follow instructions and procedures, including safety, when using technology including social media • Identify the technology in the work environment and use it efficiently, effectively, safely and appropriately within your role • Direct customers to available technology, such as self-checkout systems, in order to process payments efficiently and save the customers time 	<ul style="list-style-type: none"> • Understand what technology is available and how it supports marketing, online sales, after sales, promotions, customer retention and data collection • Understand the importance of adhering to IT (Information technology) instructions, policies and procedures within the organisation • Know how to use relevant technology in the organisation confidently and competently • Know what to do or who to report to, when technology fails • Use technology within the organisation to discover information relating to online sales, loyalty programmes, after sales support, and promotions • Use available technology to assist with currency conversion, translation and smart verification • Identify technology within the wider duty free and travel retail environment and how it can be used effectively to support customer experience and sales • Assist customers with available technology, such as self-checkout systems, in order to process payments efficiently and save the customers time • Support team members to make the best use of available technology 	<ul style="list-style-type: none"> • Consistently use relevant technology in the organisation confidently, competently and quickly • Confidently adhere to IT policies and procedures within the organisation • Use technology within the organisation to discover information to customer retention and data collection • Identify emerging technologies within the wider duty free and travel retail environment and make recommendations as to how they could be used effectively to support customer experience and organisational effectiveness • Champion new technology in the business • Take action quickly and decisively when technological issues occur

Stock and loss prevention

Stock is a critical part of any retail organisation. Sales assistants need to know why the control of stock is so important and follow organisation's procedures to ensure it is maintained and managed securely and safely.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Know and understand the correct way to receive, store and merchandise stock to maximise shelf life and profitability and minimise loss through theft, damage and shelf life • Know the organisation's procedures for ensuring and maintaining stock security • Understand the purpose and process of waste recording and control and stock taking requirements of the organisation • Know the refreshing and re-cycling expectations within the organisation and why these are important to the brands • Check storage and display areas are clean, tidy and have sufficient space for stock being delivered in line with organisation procedures • Check stock on delivery to make sure it is of the correct type and quantity ordered • Report problems with stock to the appropriate person 	<ul style="list-style-type: none"> • Understand the importance stock control and understand the implications of poor stock control in the organisation • Know and follow the organisation's procedures in keeping accurate stock records and understand why this is important to ensure the right levels of stock are maintained • Ensure stock is kept in the correct condition, displayed according to specifications, correctly labelled and priced • Deal with incorrect type or quantities, faulty, substandard or out of date stock in line with organisation's procedures • Carry out all work activities following the principles and / or procedures of the organisation e.g. when stock should be disposed of and in what manner • Monitor, replenish and rotate stock (and where relevant equipment that stock is contained within) as required by the business to ensure it maintains its quality and freshness • Follow organisation's procedures to prevent, identify, reduce and record the causes of wastage • Follow the organisation's requirements for the security of the storage of stock • Have the confidence to return incorrect, faulty, substandard and or out of date goods in line with organisation's procedures or notify appropriate person to deal with these issues if beyond remit of the role • Take a calm and considered approach when issues occur with the quality or availability of stock, minimising the risk or disruption caused • Follow organisation's procedures for the prevention and reporting of suspected fraud or theft by customers or team members 	<ul style="list-style-type: none"> • Know how to maintain appropriate levels of stock to meet customer demand, taking into account planned marketing activities and expected seasonal variations and the conditions they must be stored in • Manage stock and carry out correct rotation procedures to maintain quality, and prevent loss, damage, shrinkage or deterioration • Lead by example and support the team to carry out all work activities following the principles and / or procedures of the organisation e.g. when stock should be disposed of and in what manner • Take ownership and responsibility to identify stock issues and take action to address them • Set an example to others by working responsibly and efficiently to avoid waste, encouraging team members to do the same • Recognise customer or team member behaviours which could lead to stock loss

Communication

Excellent communication is essential in any retail environment. In the duty-free and travel retail environment communication will be face to face. Communication needs to be effective and suited to the specific customer profiles, team members, management and other stakeholders, such as suppliers.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand the importance and impact on the customer and organisation from the following: <ul style="list-style-type: none"> • The organisations recognised methods of communication between customers, team members, management and other stakeholders such as suppliers • The organisation’s required approach, wording and order of communication (i.e. greeting through to closing remarks) • Adopting open and approachable body language • Reading the body language of the customer • Ensuring communications are received and understood, asking for confirmation if necessary • Knowing how to say phrases such as ‘hello, welcome, thank you and goodbye’ in languages common to the organisation’s customers • Using each communication with the customer as an opportunity to represent the organisation, brands and products with professionalism and enthusiasm • Communicating to customers and team members using effective: <ul style="list-style-type: none"> • Verbal methods • words used • tone • pitch • pace • Non-verbal methods <ul style="list-style-type: none"> • body language • documentation • visual prompts • technology 	<ul style="list-style-type: none"> • Know why excellent communication is so important to organisations, customers and team members • Understand the impact on businesses of poor or inappropriate communication • Know the importance of non-judgemental listening in the communication process • Understand how own use of language, body language, gestures and tone of voice may appear to customers and team members; and how theirs may affect your perceptions of them • Listen in a non-judgemental manner to build rapport and trust • Appreciate the challenges and solutions when communicating across a language divide, using alternative methods of communication to put a customer at ease and demonstrate empathy to avoid embarrassment or unease to a customer • Demonstrate the ability to communicate with customers using another language common to the organisation’s locality or customer base • Communicate to third parties using effective verbal and non-verbal methods • Use a range of communication styles according to customer profile to build rapport and ascertain customer needs • Communicate with an awareness of the situation, adapting it as necessary, and responding appropriately • Be aware of own communication style and know how to adapt it depending on the circumstances • Avoid the use of jargon and ensure customers understand the information you are providing, providing clarification when necessary 	<ul style="list-style-type: none"> • Understand how and why communication methods need to be adapted according to the audience and situation • Know how to contextualise conversations and why this is important • Know why excellent communication is so important to the organisation, team members and customers • Demonstrate outstanding communication skills internally and externally • Be recognised by all (e.g. customers, team, management) as being ‘great’ with people • Demonstrate empathy for the person being communicated with • Use techniques to maximise understanding, minimise misunderstanding and improve communication • Demonstrate the ability to communicate with customers using other languages common to the organisation’s locality or customer base

Team

Teams can be any size from two people working together, to large teams that work on the same shift or in different areas of the shop floor. The duty free and travel retail industry is often a twenty-four hour operation and sales assistants may work with the same or different team members and across different shift patterns.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Know and understand ways in which team members / teams work together, interact and provide support to each other to meet organisation’s objectives • Know the roles and responsibilities of team members • Keep team members informed on the progress towards joint tasks • Determine when and how to communicate matters that have implications on the organisation e.g. relating to service, safety and quality • Effectively participate in briefings / meetings, actively listening and asking questions to confirm understanding • Build effective working relationships with all team members, management, other colleagues and third parties • Co-operate with team members at all levels • When outside promoters are in store representing brands ensure organisation’s procedures are followed, e.g. drive customers to the promoter / represent other brands / work in partnership with the promoter 	<ul style="list-style-type: none"> • Understand the roles and responsibilities of team members and how these roles work together to meet the organisation’s objectives • Understand the implications when team members do not work together • Know the importance of being trustworthy and fulfilling agreements made with team members or keeping them informed if there is a problem • Provide the information and resources that colleagues may need from you on a daily basis (e.g. during shift handover) and know where to obtain it if not known • Balance own priorities/work objectives at the same time as supporting team members as agreed with line supervisor/manager • Share knowledge and information with team members, selecting the appropriate communication method and time of day • Adapt communication according to the team member(s) being communicated to (e.g. distinguishing between new members of staff, colleagues at the same level and senior level staff) • Set an example to others through a professional and positive approach to all work activities • Demonstrate an interest in other team members’ roles and how they relate to own • Take a positive approach to helping team members to support the organisation, offering help to busy team members where possible 	<ul style="list-style-type: none"> • Understand the potential consequences of poor working relationships between team members • Understand and use different methods, including the use of effective negotiation, to positively influence a team • Know the importance of positive listening, valuing differences of opinion and challenges in order to reach suitable agreements/actions • Strengthen team dynamics e.g. by demonstrating a personal commitment to excellent work ethics e.g. time keeping, fulfilling agreements • View difficult situations and issues from colleagues’ perspective and provide support, where necessary, to move things forward • Identify conflicts of interest and disagreements with colleagues and respond to them in ways that minimise impact on the work being carried out • Provide feedback to colleagues on their performance and encourage them to feedback on own performance in order to identify areas for improvement • Support team members to ensure that the level of customer service provided is the highest quality, as laid out by the organisation • Be trustworthy and reliably fulfil agreements made with team members or keeping them informed if there is a problem • Contribute to planning and lead sections of meetings, effectively participate in briefings/meetings, actively listening and asking questions to confirm own understanding and the that of other team members • Build effective working relationships with all team members, management, other colleagues and third parties

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Individual performance

Sales assistants should proactively participate in their personal development in line with the organisation’s procedures, regularly reviewing their performance and understanding how it directly relates to meeting business objectives, and the success of the organisation as a whole.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Understand how personal performance contributes to the success of the organisation for example: the sale of products and services, and achieving customer loyalty through the delivery of excellent customer service • Understand future opportunities for development and what to do to request these • Understand the benefits of performance improvement to an individual and organisation • Know personal sales targets and KPI’s (Key Performance Indicators) • Know own development and training plan and the benefits of regular review • Work with others to identify and plan development opportunities for oneself • Contribute to self-development in line with development plan and organisation’s objectives • Adhere to relevant codes of conduct and behaviour, including social media policy 	<ul style="list-style-type: none"> • Know and understand individual and team KPI’s and recognise the benefits they can bring to the individual and the organisation • Understand how own roles and responsibilities impact on team goals and performance • Understand how personal performance contributes to the success of own team and the organisation as a whole, for example; the sale of products and services, increasing sales and achieving customer loyalty • Know the how the organisation’s operations are improved following development activities for team members • Understand the benefits of regularly reviewing own performance, conducting a training needs analysis and creating a learning and development plan • Know how industry knowledge is essential to understanding the needs and objectives of the organisation and customer • Review own performance against KPI’s and sales targets • Review own performance and take responsibility to identify and plan learning and development opportunities in line with the organisation’s objectives 	<ul style="list-style-type: none"> • Know development activities for teams and team members link to the organisation’s performance • Know how to continually review and identify own learning needs and improve own performance • Use knowledge of the industry to positively contribute to the needs and objectives of the organisation and customer • Review own performance against KPI’s and sales targets and compare with other team members • Work with others to review own performance and identify and plan learning and development opportunities in line with personal, team and organisation’s objectives • Evaluate the effectiveness and impact of development undertaken • Take ownership for own performance and personal development

Brand / product

Brand and product reputation are key for the overall perception and success of a business. A sales assistant needs to understand the importance of upholding brand, product and company values and how their actions can affect the business's reputation. A sales assistant's brand and product knowledge is a key aspect of customer service and will have an impact on basket size and overall profitability of the organisation. Sales assistants should also be aware of the organisation's marketing and promotional activities and the way it communicates externally for example through social media activities.

Foundation	Competent – in addition to foundation	Outstanding – in addition to foundation and competent
<ul style="list-style-type: none"> • Know key information about brands, products and services including: <ul style="list-style-type: none"> • Brand identity and values • Product range • Features and benefits • Complementary / additional accessories • Unique selling points • In store and ancillary promotions (including online and in print) (This may cover of a variety of brands / products or a sales assistant may specialise in a specific product category, for which detailed product category specialist professional standards are available). • Know where to access information on brand promotions and external communications • Understand and uphold the importance of brand values and reputation • Understand how conduct both during and out of working hours can impact on brand and organisation's reputation (including the responsible use of social media) • Know the key customer demographics for the brands and products to aid effective targeting of sales and negotiations • Attend brand and product training sessions • Work in a way that consistently upholds the brand and product values and standards when merchandising, negotiating and making sales • Provide product, brand and promotional information to customers • Seek assistance in a timely manner when a customer enquiry exceeds your knowledge or area of expertise 	<ul style="list-style-type: none"> • Understand and act upon the link between brand values and customer profiles • Understand the importance of embedding brand philosophy and brand DNA into conversations with customers • Understand the importance of identifying customer needs, market segments and brand alternatives in order to sell products and services that will meet and / or exceed customer expectations and achieve organisation's objectives • Understand the importance of, and procedure for, reporting situations that threaten brand reputation in a timely manner to the appropriate person • Know the current and emerging trends and how this changes the products and services on offer in your area of responsibility • Identify and participate in online, classroom and shop floor brand and product training sessions • Use brand values to establish rapport with customers. • Protect and build brand reputation by correctly explaining the features and benefits of the products relevant to the customer's enquiry • Live the values of the brand philosophy and DNA when merchandising, negotiating and making sales • When outside promoters are in store representing brands ensure organisation's procedures are followed, e.g. drive customers to the promoter / represent other brands / work in partnership with the promoter 	<ul style="list-style-type: none"> • Know how to keep brand and product knowledge up to date at all times, including that of forthcoming product launches • Know and understand the USPs (unique selling points) of key brands and product in your area of responsibility and throughout the store. Use this information to build rapport and secure sales • Know how the following impact on the brand's reputation: <ul style="list-style-type: none"> • media and social media • business ethics and corporate social responsibility • political action e.g. sabotage or terrorism • impact of business activities on people and the environment • Competently and confidently embed brand philosophy and brand DNA into conversations with customers for key/designated products • Understand the importance of identifying customer needs, market segments and brand alternatives in order to sell products and services that will meet and / or exceed customer expectations and achieve organisation's objectives • Know the current and emerging trends and how this changes the products and services on offer throughout the store • Identify and act upon the link between brand values and customer profile to engage customers • Support team members by sharing information relating to brand values and standards

<ul style="list-style-type: none"> • Aim to increase basket size and transactional value by recommending and (e.g. customers who bought this also bought...) providing product knowledge on other products available throughout the store 	<ul style="list-style-type: none"> • Take a proactive approach to providing the customer with general and promotional brand and product information on products within your area of responsibility 	<ul style="list-style-type: none"> • Identify and /or respond to situations that threaten brand and business reputation in line with company policy and alert the relevant person if a threat is identified • Have a high level of brand and product knowledge in area of retail as required by the organisation, including: <ul style="list-style-type: none"> • Brand identity and values • Product range • Features and benefits • Complementary / additional accessories • Unique selling points • In store and ancillary promotions (including online and in print) (This may cover of a variety of brands / products or a sales assistant may specialise in a specific product category, for which detailed product category specialist professional standards are available). • Know and target key customer demographics for the brands and products • Use brand values to establish rapport with customers and work in a way that consistently upholds the brand and product standards when merchandising, negotiating and making sales • Build and protect brand reputation at all times, by explaining the features and selling the benefits of the products and brands that the customer has shown interest in • Live the values of the brand philosophy and DNA when merchandising, negotiating and making sales • Take a proactive approach to providing the customer with general and promotional brand and product information on products available throughout the store
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